

DISTRICT OF SQUAMISH 2013 ANNUAL REPORT



2013 A Year in Pictures









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Message from the Mayor

I am pleased to present the District of Squamish's 2013 Annual Report.

This report is a public update on the operational and financial status of our community, as mandated by the Community Charter. The information in this report will provide community members with a good understanding of our 2013 goals, actions taken and progress towards achieving them. As you read through this report you will see the many action items and successes achieved as we continue to focus on Council priorities such as economic development, transit, and communications within the community, flood protection, waste reduction, infrastructure upgrades and delivering outstanding customer service.

In addition to Council's priorities the exciting initiative of Transformation of the Downtown continued to gain momentum this year. We acquired a vacant lot on the Mamquam Blind Channel ("Lot 1") to connect the Downtown with public access to the waterfront.

We created a tax incentive bylaw to encourage vacant landowners to develop their properties in the Downtown and we have implemented a variety of initiatives to create an active, vibrant, people-friendly environment.

The Squamish Oceanfront has been "taken to market" and after choosing a preferred developer, Mathews Southwest/Bethel Lands Corp., we look forward to the completion of negotiations in order to move that project forward and make the community vision for our Oceanfront a reality.

The people of Squamish are very fortunate to have an incredible team of District employees that are committed, engaged and bring passion and enthusiasm to the job of serving you every day and implementing our community's priorities.

Squamish is an amazing community and we are presently at a very exciting time in our history. It is an honour to serve you and work with Council, Staff, our engaged citizens and Squamish Nation as we work together to move Squamish forward.

Council



From left to right: Patricia Heintzman, Bryan Raiser, Ron Sander, Rob Kirkham, Doug Race, Susan Chapelle, Ted Prior.

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Vision

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

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

Mission

Our mission is to protect and enhance the livability and sustainability of our community, and to embrace and benefit from the opportunities before us. We will be successful in serving the needs of our community through:

- Visionary Leadership
- Strong Community Partnerships
- Customer Focused Service
- Excellence in Governance
- Sound Financial Management



Message from the CAO

The year 2013 was thrilling and busy! My first full year here in Squamish was characterized by exciting, visionary projects and seeing Squamish on the cusp of so much opportunity.

District of Squamish staff are entrusted with the task of enacting Council's vision and priorities. Staff bring a great amount of energy, commitment and expertise to their work on behalf of the community, and I am very pleased to present this 2013 report of their accomplishments.

This Annual Report has been written in accordance with the Community Charter. Thus, it includes reports on the District's 2013 activities, the 2013 Audited Financial Statements and the 2013 Permissive Tax Exemptions. As required, it also provides a summary of the Strategic Initiatives for 2014 and 2015. The District did not make a declaration of the disqualification of any person on Council or formerly on Council, therefore a disqualification report is not required.

Following Council's direction to focus on Downtown Transformation in 2013, staff mobilized from across the organization. From Planning, to Engineering, Operations, Real Estate Services, and Recreation, this project has been embraced across multiple departments as we lay the building blocks for Council's short-, medium-, and long-term vision. It was very inspiring to see so many community members take advantage of the variety of events staged in 2013, and enjoy the atmosphere and energy of our Downtown.

Council's priorities also focus on Transportation improvements, and 2013 saw the introduction of close to 2,000 service hours and an extra bus added to the Squamish Transit System, the result of extensive customer consultation and representing a significant financial investment. This, combined with new Sunday, holiday and evening service introduced in 2013, will continue to help grow ridership, which increased 6% in 2012/13.

Seeking a greater level of engagement with local residents and businesses remains a strong focus of Council and across all departments within the organization. We saw the expansion of our social media community to include Twitter in 2013, as well as the introduction of new efforts to engage the public via digital tools throughout the budget process. Strides were also made in developing a communications strategy surrounding the District's capital works projects. This focus on meaningful public engagement is now firmly entrenched across the organization.

District staff continue to raise the level of customer service that began with the 2010 Service Squamish Initiative, and has now become engrained within the culture of the organization. In 2013, staff initiated the development and implementation of a grassroots internal customer service program "Delivering Outstanding Service (DOS)". This program has been received with great enthusiasm that is evident from the many ways I see our staff provide excellent service to you, our community, and continue to bring forward ways to improve.

Building a stronger relationship with the Squamish Nation and finding ways to recognize Squamish Nation heritage in the community has been an important priority in 2013, and one that I look forward to continuing to nurture in 2014.

Squamish is on the cusp of exciting growth and continued change. As the community grows and the opportunities and projects present themselves with greater frequency and abundance, it is our challenge as an organization to deliver on our promise that we are 'open for business' while managing the associated pressures. We are dedicated to serving our community in a way that is fiscally responsible and maintains the integrity of who we are while ensuring economic success now and into the future. We look forward to this challenge and are filled with optimism for the future of Squamish.



Message from the CFO

The District of Squamish is making progress toward its long term financial goals by developing a program of reserve contributions to aid in future asset renewal and replacement, reviewing other sources of revenues such as user rates and establishing a culture of ongoing service delivery examination. Long range financial models are under development and will assist us to further improve our fiscal planning. Meanwhile, we continue to address and develop asset maintenance and programs to help ensure continuity and quality of our service delivery.

Looking forward, we aim to continue looking to the guiding principles of our Long Range Financial Plan to help stabilize taxes through a combination of debt management and sufficient and predictable levels of capital development from tax revenue augmented by reserves.

While we are currently constrained by the unusual effects our Loan Guarantee to our subsidiary, Squamish Oceanfront Development Corporation (SODC), has on our borrowing power, we are optimistic that a resolve and long awaited progress on the development of the oceanfront property is at hand in the negotiations currently underway. Regardless of the outcome of this negotiation the District is able and prepared to make alternative arrangements to manage the debt associated with SODC, that will not unusually compromise the District's financial position or inhibit our ability to move forward.

I am pleased to present the District of Squamish's Audited Financial Statements for the year ended 2013. The financial statements are the responsibility of the District's management and have been prepared in compliance with Section 167 of the Community Charter and in accordance with principles established by the Public Sector Accounting Board (PSAB).

The financial statements have been audited by BDO Canada LLP, who have expressed in their opinion that these statements present fairly, in all material aspects, the financial position of the District of Squamish as at December 31, 2013. The District maintains a system of internal controls designed to safeguard the assets of the District and provide reliable financial information. The Council of the District of Squamish plays an integral role in this system by overseeing and approving the annual Five Year Financial Plan and periodically reviewing the operational, capital and strategic program results

Consolidated Statement of Financial Position (CSOFP):
The District's Net Debt decreased in 2013 by about \$17M, which represents an expected increase in our ability to fund future works and satisfy our total liabilities. This change is primarily the result of the reclassification of SODC lands to a financial asset (i.e. available for sale). There is approximately \$45M to meet future operating and capital and debt requirements; \$21M of that amount is restricted for capital purposes.

2013 was the third year of a five year infrastructure funding strategy for Water, Sewer and Solid Waste and the 2013 budget included progress towards a long term funding strategy for general capital replacement needs, adding \$1.9M in planned savings toward capital replacement works.

The Accumulated Surplus is the bottom line in the CSOFP and 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 as understood in the traditional municipal budgeting model. Accumulated Surplus represents the Net Debt discussed above plus all other non-financial assets such as Inventories and Tangible Capital Assets (roads, pipes, drainage systems etc.). The 2013 Accumulated Surplus increased by approximately \$12.1M from 2012, primarily due to the net increase in the

value of Tangible Capital Assets and the reclassified costs in land held for future development in our subsidiary, SODC.

The long term debt position increased approximately \$2.5M from 2012 with the total debt principal at the end of 2013 at \$33.5M (including SODC \$10.3M). This debt level is well within our ability to service the statutory limits and our policy limits should we wish to absorb SODC's debt on a long term basis; however in the present, SODC debt configuration continues to disproportionately affect our authority to borrow in the short term.

Again, SODC is currently in negotiations to complete a sale and development agreement; it is expected that the transaction will provide a resolution for SODC's debt.

Consolidated Statement of Operation:

The Consolidated Statement of Operation includes all District and Subsidiary revenues and expenses incurred during 2013. Revenues include taxes, sales of services including water and sewer rates and other revenues such as permits and grants (capital and operating). Expenses represent all District and Subsidiary costs incurred during the 2013 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 Consolidated Statement of Operations reports a current surplus of \$12,359,832. The surplus is primarily attributed to the assets contributed through subdivision from developers and incomplete works budgeted in the Water and Sewer Utilities. All contributions to Reserves were completed as budgeted.

The view of Surplus from Operations for the current year using the cash budgeting practice (excluding subsidiaries) that is the traditional model is:

General	\$ 49,514
Water	277,847
Sanitary Sewer	521,608
Solid Waste	<u>308,943</u>
	\$1,157,912

In addition to the above, approximately \$658,000 has been carried forward to 2014 for capital works and projects re-budgeted in the General Fund.

I look forward to the next year and am excited to participate in Squamish's growth and contribute to building a sound fiscal base for the future.

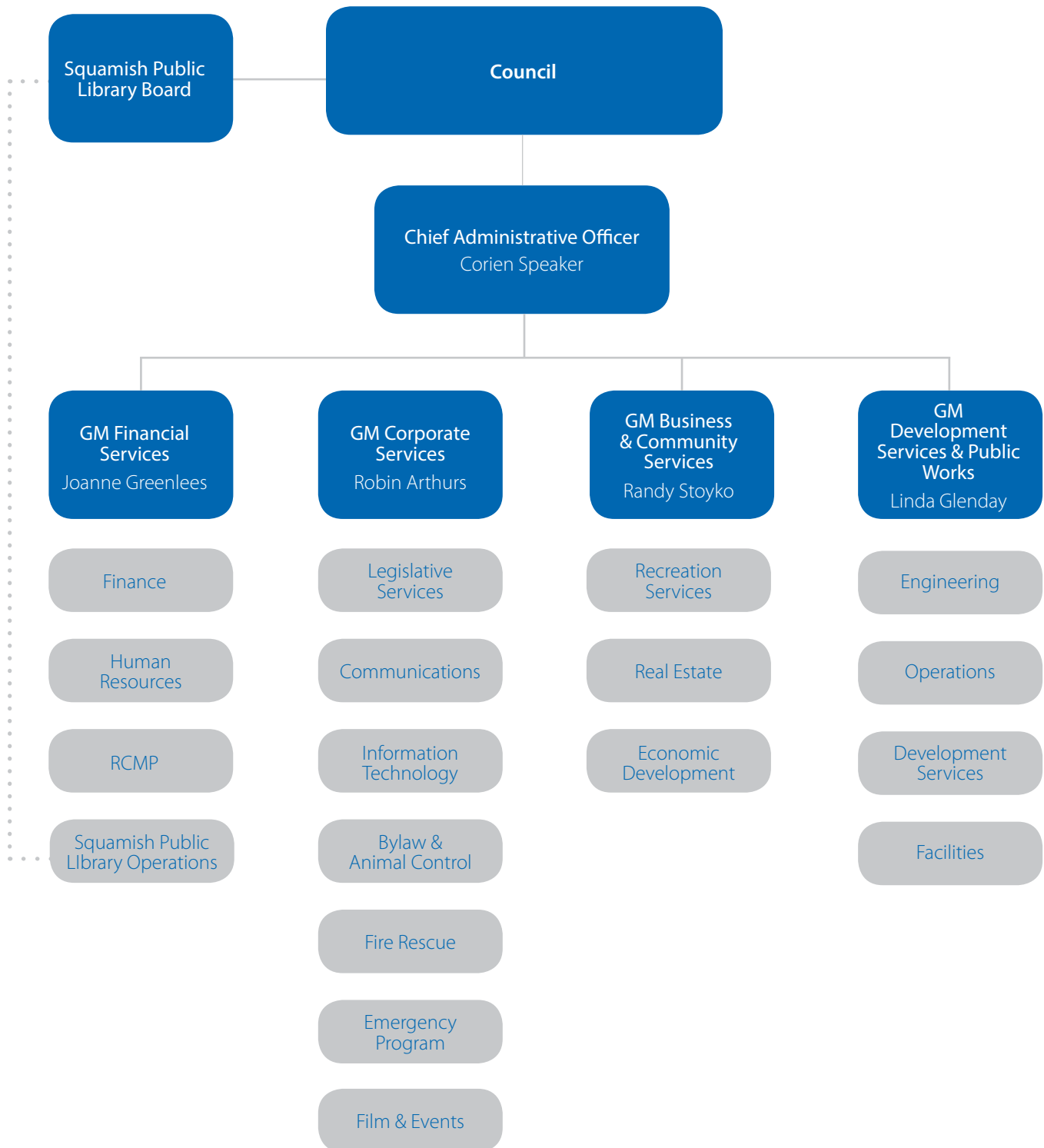
Joanne Greenlees
GM, Financial Services

Did You Know?

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 2013 under this program in accordance with our agreement as follows:

Grant	Use	Amount
Small Communities Protection Grant	Local Government Services	\$247,849
Traffic Fine Revenue Sharing Grant	Defray the Cost of Local Police Enforcement	\$273,450

Organizational Structure (2013)







2013 Achievements: Introduction to the Four Pillars

The following pages outline the 2013 achievements of the District of Squamish, and Strategic Initiatives for 2013 and 2014. District planning and subsequent work is organized into four pillars to guide Squamish's growth as a community that pays special attention to acting in an environmentally-, socially-, culturally- and economically-responsible way, reflecting the Guiding Principles laid out in the Official Community Plan. The 2013 report is organized and presented under these four pillars.

Respecting our environment

One of Squamish's most valuable assets is the environment in which we live, learn, work and play. The District of Squamish is taking many steps to bring its operations and services in line with sustainability principles to preserve and protect the area's ecosystems and natural resources, meeting our needs of the present without compromising future generations.

Water infrastructure and conservation, flood hazard mitigation, landfill operations and waste diversion, as well as wildlife management are addressed in this section.

Building a strong community

It's no secret that the lifestyle Squamish offers is a big drawing card for residents and those interested in moving here. Livability of the community, including a balanced transportation system, parks and recreation assets and public safety, help to define what it means to live here. District Council and staff are committed to delivering ongoing improvements and enhancements across all facets of building a strong, vibrant, diverse and resilient community.

Housing diversity, transportation choice, community livability, responsible provision of services, citizen engagement and public safety are addressed in this section.

Celebrating our culture and cultural opportunities

Squamish is rich with cultural opportunity through partnerships with community leaders in education, the arts and event management. Establishing culture as one of the four pillars within this sustainable development model serves to raise its significance and ensure cultural opportunities are identified and incorporated into future planning.

Community leadership and cultivating partnerships are the topics addressed in this section.

Growing our economy

A cornerstone of District of Squamish work is focused on achieving economic sustainability within our community. Diversified industry growth will fortify our community's resiliency and develop a stable tax base for generations to come. While the portfolio sits most visibly with the Economic Development Office, a range of departments – from Planning, to Real Estate Services, to Engineering, Film & Events, Communications and others all work toward supporting economic development goals.

Initiatives to retain and support existing businesses, as well as attract new business to Squamish are addressed in this section.

A low-angle photograph looking up at a large tree. The foreground shows the rough, textured bark of the tree trunk, which is covered in patches of green moss. The trunk extends diagonally from the bottom left towards the center. Above the trunk, a dense canopy of green leaves and branches fills the upper two-thirds of the frame. The background is a bright, slightly overexposed sky. A solid green rectangular box is positioned in the lower-left quadrant, containing white text.

Respecting Our
Environment

Environmental Stewardship

What we set out to achieve

Implement curbside green waste collection.

Bring landfill into compliance with all Ministry of Environment Guidelines and Regulations by December 2013.

Reduce annual waste generated per person per year.

What we achieved

- Added residential yard waste collection to the existing collection contract during the gardening season, May to November.
- The first full year of the program collected 269 tonnes of material that was composted at the Callaghan facility and returned to the community as soil.
- Designed and placed landfill liner on all remaining areas with buried waste; the cells that resulted from this work will be filled with residual waste over the next 5 years and all leachate will now be treated prior to being released to the environment.
- Placed an impervious liner over the initial mountain of waste to keep rain water out and prevent creation of leachate.
- Designed and built a public depot at the landfill that allows sorting and deposit of all products that are eligible for recycle and reuse.
- Worked with the Squamish-Lillooet Regional District on an updated Solid Waste and Resource Management Plan that will reflect the move towards Zero Waste.
- Implemented double tipping fee for single source loads of waste that come to the landfill that contain more than 5% recyclables. This has led to sorting of wood at construction sites and addition of compostable food collection from grocery stores.
- Continued to work with Squamish CAN on a Zero Waste Action Team that has promoted the ReUseIt Fair, presented a weekly Zero Waste tip in local media and had a presence at local events to promote waste reduction.
- Continued to build awareness of Squamish ReBuild, Pearls Value and Vintage, and other reuse options.
- Despite above initiatives, landfill waste increased in 2013 by 8% with the waste generated per capita per year going up to 666 kg. New initiatives will be introduced in 2014 to help turn this around.
- Organized annual Pitch-In Week to educate and assist the public in a community clean up event and promote recycling.

**Did
You
Know?**

666 kg

Waste generated per capita. Increased 8% in 2013 despite waste reduction initiatives.

269 tonnes

Of yardwaste was composted at the Callaghan facility and returned to Squamish as compost.

7.5 km

Of Brackendale sewer mains cleaned and inspected to reduce inflow and infiltration.

50+

Volunteers operate the annual Re-Use-It Fair.

Environmental Stewardship

What we set out to achieve

Progress work on the Liquid Waste Management Plan.

What we achieved

- Completed Stage One of Liquid Waste Management Plan.
- Completed Environmental Impact Study for effluent entering the Squamish River.
- Received approval from the Ministry of Environment to progress to Stage two and three of the plan.
- Progressed into Stage two and three of the plan for anticipated completion in 2014.

Improve Flood Protection Infrastructure.

- Initiated Integrated Flood Hazard Management Plan to establish measures to provide long term flood protection for the community.
- Successful approval for \$1.8 million grant application for 3.3 km of Squamish River dike improvements at the North Yards and Judd Slough. Work to be completed in 2015.
- Made improvements to Third Avenue tide gates to allow tidal waters in to a higher level during dry weather. Further improvements will be made in 2014.
- Removed sediment build-up at Dryden Creek pump station to maintain stormwater storage capacity.
- Removed trees and vegetation helping to keep dyke infrastructure intact.

Implement ongoing planned maintenance/ replacement program to upgrade the District sewer system as defined in the Asset Management Plan.

- Cleaned and camera inspected 7.5km of sewer mains in Brackendale to reduce storm water inflow and infiltration to the sewer system. Repairs and replacement based on the inspection will be completed in 2014.
- Replaced 2 aging sewer lift stations.
- Replaced 1km of aging and undersized sewer along Government Road.
- Completed detail design and tender of centrifuge upgrade at Wastewater Treatment Plant. Construction to be completed in 2014.

Work towards compliance with provincial guidelines set out in the Climate Action Charter to become carbon neutral. Corporate greenhouse gas (GHG) emissions are measured and reported annually, as well as reduction of our corporate operational energy consumption.

- All service areas are working together towards reducing our corporate carbon liability. Due to improvements to our buildings and fleet infrastructure, we decreased our carbon footprint from 2012 to 2013 by 106 tonnes CO₂e; and this is after including 3rd party contractor emissions in 2013.

Environmental Stewardship

What we set out to achieve

Implement the District Facilities Maintenance plan to prolong the life of Facility Assets, ensure the safety of employees and patrons and maintain economic and environmental responsibility (in accordance with the Climate Action Charter).

What we achieved

- Replaced the air handling unit for the Brennan Park Recreation Centre pool deck. The new unit will save an estimated 0.9 tonnes of Green House Gas(GHG) emissions per year and provides consistently good quality air.
- Lighting upgrades were implemented at various facilities including LED lights and motion sensors saving an estimated 1 tonne of GHG emissions per year.
- Energy consumption at the Adventure Centre was reduced with the sealing of large gaps in the wood frame and the tinting of some windows.
- District staff were encouraged to be more aware of energy consumption with the introduction of a staff energy challenge.
- Siding at the Forestry building was repaired and painted.
- An alternative change room was created at the arena for female hockey players.
- Automated field lighting systems to reduce power consumption.

Revise the Purchasing Policy to include GHG requirements.

- While not complete, good progress has been made. Project has expanded to create a policy relevant for today's Local Government challenges, ensuring accountable and transparent processes.

Complete a Well Protection Plan.

- Completed draft Well Protection Plan. Report finalization and implementation expected in 2014.

Improve environmental stewardship in Mamquam Blind Channel through development of a Squamish Harbour and Marine Strategy.

- Completed scan of approaches used in other communities in BC.

Did You Know?

.9 tonnes

Of greenhouse gases saved through new air handling using on the Brennan Park pool deck.

\$1.8 million

Approved grant for improvement to 3.3km of Squamish River dike at North Yards and Judd Slough.

2

Aging sewer lift stations replaced.

1km

Of aging and undersized sewer along Government Road replaced.

Environmental Stewardship

What we set out to achieve

Incorporate additional dangerous wildlife education into existing presentations, booths, and media.

What we achieved

- Continued to provide the community with the wildlife alert email system. Seven email alerts were issued due to bobcat-dog conflicts, with an average open rate of 33% (industry average is 25%).
- Provided signage along trails where human-wildlife encounters were occurring.
- Continued to provide the community with the GIS mapping system for bear, cougar and coyote sightings.
- Partnered with Pitch-In Canada and organized “Walk-4-Wildlife” nature walks. The walks incorporated picking up garbage, learning about Squamish wildlife, how to reduce conflicts and personal safety procedures.
- Hosted 28 “wildlife talks and walks” for 650 students and children from schools and community groups. In-class presentations, scavenger hunts and walks provided the opportunity to discuss Squamish wildlife, how to reduce conflicts and personal safety procedures.
- Worked collaboratively with the Ministry of Forests, Lands and Natural Resource Operations, the Conservation Officer Service, Squamish Fire and Rescue, BC Parks, District Bylaw, Planning, Corporate and Real Estate Services, on a non-authorized camping initiative. In partnership with Squamish Nation and the District, WildSafeBC spearheaded the installation of seven “no camping” signs throughout the District. These signs are to assist with educating the public about areas that are protected from camping in an effort to reduce human-wildlife conflict and conserve wildlife habitat.
- Released four Public Service Announcements and YouTube videos that address how to reduce conflict with wildlife both at home and while out on the trails.

Build strong relations with other agencies in the Fire Service through a re-use of equipment program.

- Donated obsolete firefighting equipment to Firefighters Without Borders for distribution in El Salvador and Honduras.

Did You Know?

50+ years

Pink salmon run reached 50 year record numbers thanks to efforts of Squamish organizations.

1

DC fast charging station for electric vehicles installed in downtown Squamish.

1 tonne

Of green house gases saved by lighting upgrades at municipal facilities.

Natural Resource Conservation

What we set out to achieve

Implement water conservation program.

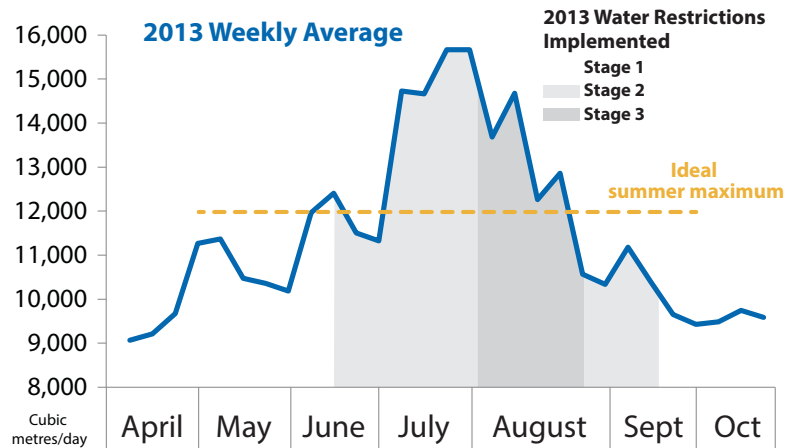
Implement ongoing planned maintenance/ replacement program to continually upgrade the District water system, as defined in the Asset Management Plan.

What we achieved

- Adopted new Outdoor Water Use bylaw.
- Hired a dedicated water specialist and initiated Water Conservation program including public education.
- Added in bulk water fill station in the Business Park to maintain water quality and reduce risk of contamination from fire hydrant usage.
- Replaced 1.7 km of watermain in Valleycliffe.
- Re-developed wells at Powerhouse Springs to maintain capacity, improve efficiency and reduce energy consumption.
- Added two new area water meters to better understand water usage characteristics and reduce water leakage.
- Replaced Kingswood Pressure Reducing Valve station in Brackendale to improve fire flows and water circulation.
- Completed water optimization study to improve water system operations including energy conservation and delaying the need for capital upgrades.
- Continued Cross Connections and Metering programs to protect the water system from contamination caused by backflow.
- Improved water quality through uni-directional system flushing program on a bi-annual basis.
- Ensured the integrity of our water system through the on-going leak detection program.
- Improved water and sanitary system mapping and created new map products.

Did You Know?

The new outdoor water use bylaw helps conserve water during peak usage periods.



Looking Forward

2014 Strategic Initiatives

Environmental Sustainability

Finalize a Marine Management Strategy.

Improve flood protection infrastructure by applying for Emergency Management BC grant funding in order to continue to improve the dike system.

Finalize and implement Liquid Waste Management Plan and present long term plans to Council.

Finalize and present an implementation plan for protection of District water supply and wells.

Complete year one of the Integrated Flood Hazard Management Plan which will conduct a hazard risk assessment for land use in the District.

Drainage Master Plan to work with each neighbourhood in developing a strategy to effectively deal with flooding, and respect riparian areas.

Water Master Plan to determine how best to ensure that citizens continue to have a reliable supply of high quality water.

Transit Futures Plan to plan the next 25 years of transit improvements within the District and Region.

Solid Waste Management and Resource Plan (Squamish Lillooet Regional District led): Determine how best to reduce the amount of waste that must be landfilled and determine the best method of dealing with that residual waste.

Determine if the addition of household collection of food scraps is a cost effective reduction strategy.

Continue to support Squamish ReBuild.

Incorporate electric fencing requirements into the Zoning Bylaw.

Incorporate the keeping of backyard bees into the Zoning Bylaw with a focus on reducing human-wildlife conflicts.

Incorporate the keeping of backyard chickens into the Animal Control Bylaw with a focus on reducing human-wildlife conflicts.

Concentrate educational efforts on reducing human-wildlife conflicts specific to recreationist's and trail users.

Achieve compliance within Provincial guidelines for Climate Action Charter. Identify future opportunities to further reduce our corporate carbon liability.

Natural Resource Conservation

Improve water conservation plan and continue to develop a water conservation public awareness campaign.

Looking Forward

2015 Strategic Initiatives

Environmental Sustainability

Implement Marine Management Strategy.

Continue with community-wide educational campaign to address reducing human-wildlife conflicts.

Continue with community-wide wildlife email alerts system.

Address the need for additional mapping information to address wildlife corridors and green spaces.

Watercourse and sensitive habitat mapping to help with riparian protection and allow an update to the Site Alteration Bylaw.

Update the OCP to include Development Permit area for the protection of development from hazardous conditions.

Achieve compliance within Provincial guidelines for Climate Action Charter.

Natural Resource Conservation

Continue with community-wide water conservation education and outreach.

Consider implementing an in-ground irrigation system permit for new developments.

Consider a ban for in-sink garburators while providing curbside composting services.

Update OCP to include an Animal Corridor Strategy.

Update OCP to include a Development Permit area promoting energy conservation, water conservation, and reduction of greenhouse gas emissions.

Introduce indoor Water Use Bylaw.

Respecting Our Environment

By the Numbers

Squamish water system

7

Wells near Power House Springs provide nearly all of our water.

127

Kilometres of pipeline.

2

Pump stations.

630

Fire hydrants.

2

Water storage reservoirs are drilled into solid rock.

2,107

System control valves.



Building a Strong
Community

Transportation Choice

What we set out to achieve

Improve Transit and alternate transportation modes.

What we achieved

- Made Corridor Trail safety improvements including new crosswalks, line painting and signage.
- Paved Corridor Trail from Clarke Drive to Valley Drive and to the new pedestrian overpass to Stawamus I.R #24.
- Installed ``No Parking`` signs along bicycle lanes on Mamquam Road and Clarke Drive.
- Initiated new annual budget for cycling infrastructure improvements.
- Continued proactive enforcement of our cycle lane network to ensure parking compliance maintaining safety and exclusive use for cyclists and pedestrians.

Develop alternate cost effective transit services.

- Maintained rider fees for use of Squamish Transit.
- Added Tantalus service that adds a new bus to the system at peak commuting time.
- Increased Transit service to evenings, weekends and holidays.
- Participated in the Transit Futures plan with the Regional District and BC Transit to put together a 25 year plan for transit, including regional commuter options.
- Supported new BC Hydro electric car charging station.

Improve Corridor Trail safety where trail users and vehicles see high interactions.

- Installed five crosswalks with signage at busy intersections. 200 meters of additional bike lane installed to provide a safer pedestrian/cyclist corridor 20 meters of additional sidewalk for ease of trail use.

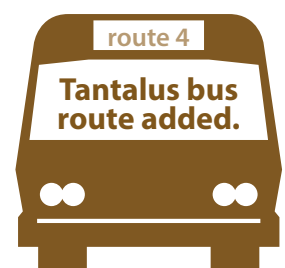
Investigate Corridor Trail lighting.

- Corridor Trail lighting investigated and is under review for a future capital project.

Did You Know?

2,000

Transit service improvements added nearly 2,000 service hours and an extra bus. A new route connects the Tantalus neighbourhoods and Highlands Mall to downtown Squamish during peak weekday periods.



Community Livability

What we set out to achieve

Implement business improvements by evaluating Recreation Services activities and programs and provide new and improved programming based on customer feedback.

Develop a long-term strategy for Parks & Recreation and increase vibrancy at Brennan Park Recreation Centre.

Upgrade Parks and Recreational facilities.

What we achieved

- Recreation Programs:
 - 39% increase in participation;
 - 6% decrease in cancelled programs;
- Aquatic Centre:
 - 12% increase in registered program participants (swim lessons and other programs);
 - 45% increase in Aquatic Centre Rental Revenue ;
- Facility Bookings (including fields):
 - 145,000 facility booking visitations;
- Annual spring/summer horticulture show;
- New winter seasonal festival pole mounts.

- Finalized Parks & Recreation Master Plan.
- Created Recreation Services 2013 action plan based on the recommendations highlighted in the plan.
- Implemented Phase 2 of the Brennan Park Recreation Centre Revitalization:
 - Youth lounge created;
 - Durable and modern pool furniture added;
 - Improved signage and paint throughout facility.

- Partnered with the Squamish Off-Road Cycling Association to develop a new Mountain Bike Skills Park for children and youth at Brennan Park Recreation Centre.

The District produced five downtown events last summer.



"We had so much fun at the first ever Squamish Idol! The dancers, singers and the judges were excellent and the event brought such a good vibe to Pavilion Park and downtown." S.Redpath

"Thank you thank you thank you! Amazing evening out! Hope to experience it again." C. Jorgensen

"I was born and raised in Squamish, and have been in business for myself for the past 10 years in my great town. I wanted to take this opportunity to commend the District of Squamish and their staff for encouraging the orchestration of this event, and the ones that went before it." L. Bouwman

Community Livability

What we set out to achieve

Support local community sport and recreation groups.

What we achieved

- Established Sport Field Advisory Group to facilitate communication with sport field user groups.
- Hosted “Celebrating Community Sport and Recreation” with over 30 recreation sport groups in attendance.
- Worked with community soccer groups to host the Turf Field grand opening celebration.
- Included community and team sport contact information on the District website and in the seasonal Program Guide.
- Included community sport news, events and youth athlete highlights in the Rec Update monthly e-newsletter.
- Approved Squamish Legacy Sports Park re-zoning and OCP amendments.

Develop partnerships with community organizations to enhance and expand programs and services.

- Partnered with Vancouver Coastal Health to create Exercise 4 Brain and Neuro Health, a new community based exercise program for adults living with mobility issues due to neurological conditions or injury, and the Re-Fit program.
- Partnered with Big Brothers Big Sisters Sea to Sky to offer low cost and no cost programs for youth boys and girls.
- Partnered with the Squamish Youth Resource Centre and Big Brothers Big Sisters Sea to Sky in collaboration with Don Ross and Howe Sound Secondary Schools to host “Youth Speak Up!”, an engagement event.

Complete community playground improvements.

- Completed Braemar Park in Garibaldi Highlands, the 13th and final park to be upgraded as part of a 2009 strategy to replace and improve community playgrounds.

Did You Know?

14,375

Fall 2013 interactive Program Guide impressions

22,682

Pool visits resulting from swim lesson participants.

67,000

Number people who paid drop in for a splash in the pool.

38,500

Rec. Centre visits resulting from recreation program participants.

Community Livability

What we set out to achieve

Develop short, medium and long term goals and action plans to transform Downtown.

What we achieved

- Acquired Lot 1 park on Logger's Lane and the Mamquam Blind Channel (across from O'Siyam Pavilion) and prepared concept plan.
- Developed three interlinked Downtown concept plans ' Gateway Celebration', 'Heart of Downtown', and 'Outdoor Recreation Playground'.
- Endorsed Downtown Transformation Strategy.
- Targeted graffiti and untidy properties through Bylaw Enforcement initiative to enhance the livability and vibrancy of the downtown core.
- Held five Downtown-oriented public events to draw people downtown: Squamish Idol, Night Market at the Park, Cinema under the Stars, Jam at the Pavilion, and Holiday Social by the Fire.
- Updated and revised Draft Downtown Neighbourhood Plan.

Revitalize the Squamish Public Library collection to meet the changing needs of the community.

- Conducted Squamish Public Library Community Input survey; 598 community members participated.
- Conducted Teen Services Assessment.
- Added Family Movie DVD collection.
- Launched OneClick, an e-audiobook resource, to complement our growing collection of online resources (Mango for language learning, Zinio for online magazines, Career Cruising, Global Warrior, and many more).
- Updated our Punjabi, French, Tagalog, Japanese and German language materials.
- Implemented new VITA toolkit software to improve access to and management of the library's digital history collection.

Strategically acquire/sell/lease real estate to improve the livability of Squamish residents.

- Acquired key property for Eagle Viewing Dike Improvement Project.
- Completed a three-year lease extension with the Squamish Montessori School at the Forestry Building.
- Completed an eight-year lease extension with the Province at the Forestry Building.

Did You Know?

592
People participated in the 2013 library community input survey.

1,512
Material brought in through interlibrary loan program.

65,104
eBooks, eAudiobooks & eMagazines available for loan in 2013.

50,522
Print material available in 2013 (50,372 books, 150 magazines)

Housing Diversity

What we set out to achieve

Achieve housing diversity across the community.

What we achieved

- Completed subdivision of Phase 1 Crumpit Woods adding 43 new single family lots.
- Completed Affordable Housing Framework.

Responsible Provision of Services

What we set out to achieve

Ongoing improvements to business processes.

What we achieved

- Continued business process improvements with the Development Services team and the Business Analyst.
- Developed a number of tools and led a change management initiative as part of the Continuity Project effort. New guides, forms, and resources were deployed and the Business Analyst managed the change until a new Change Champion Team was established.
- Added Development Technician position improving Development Permit and Development Variance permit application processing timelines and improving customer service at Municipal Hall
- Added Building Inspector position improving building permit issuance timeline to average of 4 weeks and improve quality and timeliness of inspection services.
- Adopted new pre-application meeting process to allow development clients to meet with all relevant departments and get an idea of what to expect through the process before making an application.
- Added Land Development and Building Permit Guides to the website so clients can easily access the information they need.
- Created and posted a property inquiry form on the District website.
- Developed a sidewalk brochure for cafes and merchandise sales.
- Developed internal checklists for Real Estate processes.
- Created standardized lease/licence templates.

By the Numbers

New Land Development Applications

11	Development Permit. ▲ 57% over 2012.
5	Development Variance Permit. ▲ 25% over 2012.
2	OCP amendment. ▲ 100% over 2012.
6	Re-zoning. ▲ 20% over 2012.
8	Subdivision. ▼ -20% over 2012.
9	Temporary Use Permit ▲ 800% over 2012.

Building a Strong Community

Did You Know?

170
Building permits issued.

\$43 million
Total building permit construction value.

106
Applications submitted to the Planning Department.

\$284,823
Total building permit fees.

Responsible Provision of Services

What we set out to achieve

Transfer the maintenance and repair of Fire Rescue vehicles and equipment to Public Works Fleet Maintenance division.

What we achieved

- Introduced a higher standard of vehicle maintenance by certified mechanics for a safer, more reliable Fire Department fleet of vehicles.
- Improved record keeping of maintenance and repairs to better satisfy provincial regulations.

Upgrade and repair bridges as identified in the Bridge Inspection Program.

- Rehabilitated Cheakamus bridge deck.
- Completed preliminary design of Eagle Run Drive replacement bridge.

Continue to develop partnership with the Squamish Nation on critical infrastructure projects and long term planning.

- Continued partnership with Engineering and Operations and Squamish Nation on infrastructure projects such as: Integrated Flood Hazard Management Plan; Well Protection Plan; Liquid Waste Management Plan, Squamish Estuary Management Plan.

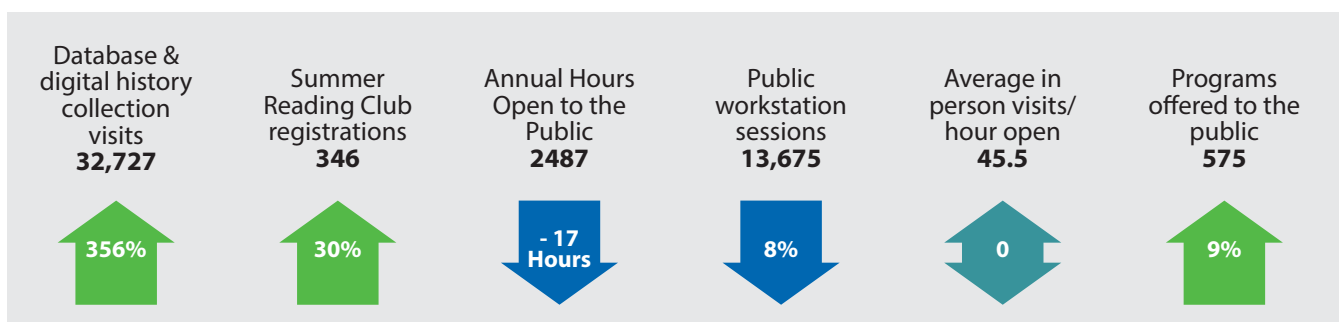
Implement Corporate Records Management Program.

- Approved Records Management Policy.
- Developed Email Retention Guidelines.
- Arranged for off site records storage.
- Developed staff records management training program.
- Improved public access to routinely releasable materials and property information.

Ensure financial accountability and sustainability.

- Launched 2014 Financial Planning public process with Council earlier to facilitate comprehensive review.
- Completed an RFP process to select an Auditor for the District of Squamish for the five year fiscal period 2014 - 2018.

Squamish Public Library (2013 statistics compared to 2012)



Responsible Provision of Services

What we set out to achieve

Enhance the level of service employees at the District of Squamish provide.

What we achieved

- Created a customer service policy and customer service guidelines for all staff.
- Trained 120 District employees on how to Deliver Outstanding Service.
- Developed a recognition program that has employees recognizing their colleagues for "Delivering Outstanding Service".
- Ensured recreation program staff are all now High Five® trained and certified.
- Changed program delivery model from direct delivery to community participation and engagement model.
- Enhanced employee knowledge of Freedom of Information and Protection of Privacy Act through training.
- Streamlined recruiting practices by moving to an online system which has led to increased efficiency and better customer service.

Improve service features available to customers.

- Installed Automatic Teller Machine at Brennan Park Recreation Centre based on customer feedback.
- Provided new system for improved free public WiFi at Brennan Park Recreation Centre with the entire building including the ice arena, gymnasium, and pool now having excellent free WiFi coverage. This was done in partnership with Shaw at no cost to tax payers with plans to expand the system to other District sites.
- Introduced new user-friendly interactive features to the seasonal Program Guide.

Provide a secure, collaborative, and user-friendly Electronic Records and Document Management System to District Departments.

- Launched new Sharepoint environment with the Human Resources Department pilot group, automating some key activities including a cumbersome recruiting process.
- Documents and data on new electronic system meet Local Government Management Association record management protocols, and provide minimal reliance on paper records moving forward.

Did You Know?

120
Employees trained using new **Delivering Outstanding Service** standards.

48
Freedom of Information and Protection of Privacy Act requests received.

102
Council and Committee meetings were held in 2013.

15
Number of times per day the Brennan Park pool water is tested.

Responsible Provision of Services

What we set out to achieve

Provide, maintain, and improve systems to protect data and enable staff to work more efficiently.

What we achieved

- Upgraded District Email system for improved web-based functionality.
- Upgraded key fob security server for improved facility management and security.
- Provisioned new Water-fill system server for Operations and Engineering.
- Implemented new Backup System for virtual servers and District data.
- Upgraded main Supervisory Control and Data Acquisition (SCADA) server and moved it from Operations to protected virtual server environment at Municipal Hall.
- Implemented door counter server and systems for Brennan Park Recreation Centre.
- Completed final commissioning of managed network with all 13 sites connected by wired lines and backup up radio links.

Maintain and improve District Supervisory Control and Data Acquisition (SCADA) systems to protect and monitor our water supply and waste water systems.

- Presented SCADA systems for municipalities at BC Water and Waste Association conference as the District is considered a leader in this field.
- Added monitoring for critical generators at Municipal Hall and the Emergency Operations Centre to alert staff to potential power issues.
- Implemented improved chlorine and turbidity verification program based on SCADA monitoring.
- Sewage Treatment Plant SCADA server was upgraded for improved performance and stability
- Reprogrammed Third Avenue Flood Gates to improve environment.
- Added Crumpit Woods water reservoir to SCADA network and system – collecting real time data and alarms on water levels, pump times, chlorine dosing.
- Improved SCADA web screens for Operators with more pertinent data, including graphs, reports, and alerts.

**Did
You
Know?**

556,698

Page views
squamish.ca

399

Households used
the ReCollect waste
collection reminder
system.

245,755

GIS system map
images viewed by
the public in the first
6 months of 2013.

1268

Average unique
visitors per day to
squamish.ca

Citizen Engagement

What we set out to achieve

Continue to enhance communications and citizen engagement:

What we achieved

- Continued to implement the 2012 Communications Plan.
- Grew the District's social media presence to 934 likes on Facebook, and introduced @Squamishtown on Twitter, growing it to 548 followers.
- Shared District information through weekly communications tools – E-News and newspaper advertising.
- Further engaged community with 37 surveys about various aspects of District work.
- Continued to evolve new website with relevant content, project pages, information and resources.
- Further entrenched communications best practices into departments across the District to launch communications programs such as the Outdoor Water Use restrictions.
- Hosted multiple public open house meetings and workshops on topics such as: Downtown transformation, budget, Liquid Waste Management Plan.
- Gained public feedback and provided public education on WildSafeBC program and Liquid Waste Management Plan at Farmer's Markets.
- Facilitated the sharing of community logistics information surrounding major events including Squamish Valley Music Festival, Ironman Whistler, and GranFondo.

Increase public engagement in Financial Plan process (Budget).

- Enabled digital public engagement surrounding the 2013 Budget process, providing budget materials online, streaming budget meetings, and encouraging comments and questions to be submitted during the meetings via twitter, Facebook, or e-mail. Questions were shared with Council at the end of each meeting.

Did You Know?



548

Twitter followers since February 2013 launch.



934

Facebook likes - an 276% increase over 2012.



3,560

E-news subscribers - an 8% increase over 2012.



37

District-conducted surveys.

Citizen Engagement

What we set out to achieve

Celebrate and promote various weeks to raise awareness of community campaigns.

Engage the community in the Downtown Transformation Initiative.

Launch online tool for members of the public to review and comment on Development applications.

Develop neighbourhood engagement process for all major infrastructure upgrades and capital projects.

What we achieved

- Celebrated 2013 Local Government Awareness Week with activities including presentations to elementary schools, Mayor for a Day (contest for elementary school children) and a trivia contest.
- Recognized with national award for excellence for public engagement during National Public Works Week, which is a week to educate the public of the importance of public infrastructure and services, and recognize the contributions of public works professionals who, working in the public interest, build, manage and operate these essentials of our communities.

- Held three 'Destination Downtown' engagement nights. Each night featured a short community oriented video, and live speaker/presentation, and live local music. Attendees were encouraged to share their thoughts, visions and dreams for Downtown Squamish in a number of ways.

- Launched the Development Showcase at www.squamish.ca/showcase.
- Provided the opportunity for residents to view pending development proposals online 24-7. The Showcase also collects comments on development, and lets people request a public information meeting depending on the project.

- Conducted public open houses for major capital projects including Valleycliffe watermain replacement and Government trunk sewer.
- Created and maintained capital project-specific web pages throughout construction.
- Provided updates to the community through newspaper, District website, E-News, social media channels, and on-site project signage.



Did You Know?

216

Dogs impounded.

192

Dogs reunited with their owners.

18

Dogs surrendered by their owners.

30

Dogs adopted.

0

Dogs euthanized.

Public Safety

What we set out to achieve

Engage with all sectors of the community to provide Fire Safety and Public Education messaging and services.

Maintain an adequate number of trained Volunteer Firefighters to serve the community.

Enhance Public Safety and Community Livability through consistent and proactive Bylaw Enforcement presence.

What we achieved

- Implemented the "Hot Summer Nights" program where the Squamish Fire Rescue went into neighbourhoods during the early evening to provide Fire Safety information in a fun, engaging manner.
- Conducted home smoke alarm inspections and provided assistance with installation and acquisition of smoke alarms.
- Hosted annual open house at Tantalus Firehall.
- Recruited and trained 10 Volunteer Firefighters.
- Provided the community with timely and effective responses to bylaw violations, responding to and resolving 913 public complaints.
- Proactively identified and resolved 1,024 bylaw violations while on routine patrol; making our community a safer more enjoyable place to live and to visit.
- Continued to collaborate and strategize with partner agencies, RCMP, Community Policing, BCSPCA, Conservation Officer's Services, Natural Resource Officers, Wildsafe BC, Squamish Nation, School District 48, and CN Rail to effectively target areas of joint concern.
- Maintained the Municipal Dog Pound; keeping lost dogs safe for their owners, and providing maximum adoption opportunities for dogs looking for loving homes.
- Animal Control impounded 216 dogs, returned 192 to their owners, licensed 2,280 dogs, received 18 surrendered dogs, adopted 30 dogs, and euthanized no dogs. Animal Control Officers responded to 383 public complaints about dogs.
- Provided weekend Bylaw Enforcement and Animal Control presence to our ever growing community events as a result of the Service Squamish Initiative; enhancing community safety and providing better overall client service.



Public Safety

What we set out to achieve

Uphold community safety through proactive and responsive work conducted by the Squamish Detachment of the Royal Canadian Mounted Police (RCMP).

What we achieved

- Acquired and deployed bait bikes in the Sea to Sky corridor resulting in criminal charges laid against several individuals involved in organized theft of high end bikes.
- Responding to research that identified gaps in operational firearms capabilities, the RCMP deployed a new piece of equipment, the patrol rifle, in 2013 and is currently training members on the use of this new tool.
- Significant expansion in 2013 of the mental health liaison group, comprised of representatives from numerous agencies working in the mental health realm in the Sea to Sky corridor, and including regular monthly meetings and training for RCMP members by mental health professionals.
- Revamped Auxiliary Constable program and several new members were engaged and trained to work in this capacity. Auxiliary Constables are a great asset to the detachment and assist the regular members on patrol and working at special events.
- Trained a member from Sea to Sky Traffic Services as a Drug Recognition Expert to routinely apply this expertise to combat the incidence of driving while impaired by drugs.
- Initiated a new Community Policing Office volunteer program Citizen Crime Watch in which trained volunteers patrol on weekend evening shifts using the marked Community Policing vehicle to assist the regular members in the prevention of crime.
- Updated the Safe Schools computer-based program and added Quest University, allowing police officers to access comprehensive information about all schools in the District of Squamish on the computers in the patrol vehicles, including site plans, photos, policy and procedures for response to various events that may occur.
- The Prolific Offender Program initiated in 2012 and the Crime Analyst hired in 2012 continue to provide excellent service and positive results.

RCMP

(2013 statistics compared to 2012)

Residential
Break & Enter



47

Cause
Disturbance



222

Intoxicated in
Public



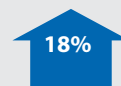
123

Assault



183

Prisoners
Held



453

Public Safety

What we set out to achieve

Uphold community safety through proactive and responsive work conducted by the Squamish Detachment of the Royal Canadian Mounted Police (RCMP).

What we achieved

- Aggressively targeted property crime through the multi-faceted approach to prevention and prosecution has seen significant success with statistics for theft and break-in down over the previous year. Only theft from auto saw a slight increase.
- Continued to offer DARE (Drug Abuse Resistance Education) training on a large scale was successfully achieved in the 2012-2013 school year however due to the absence of a funded position for a school liaison officer, this goal was less successful in the 2013-2014 school year.
- The Traffic Safety goal of maintaining and enhancing traffic enforcement has been successful. Sea to Sky Traffic Services, Municipal Traffic member as well as routine patrols and enhanced traffic related initiatives by General Duty members were all regularly undertaken. In the fall we worked with ICBC and the District of Squamish to actively promote the "Be Bright at Night" program.

RCMP volunteer bike patrol program



Summer Bike Patrol Program is a Crime Prevention pilot project supported by the local RCMP Detachment and ICBC.

Volunteers act as an extra set of eyes and ears for the Squamish Mounties.

Theft over \$5,000

-25%

9

Theft under \$5,000

-24%

124

Vehicle collisions

-15%

251

Frauds

19%

69

Theft from auto

7%

280

Business Break & Enter

13%

67

Public Safety

What we set out to achieve

Improve traffic safety on District roadways and trails.

What we achieved

- Continue to work with the Squamish Traffic Advisory committee with ICBC, RCMP, MOTI, Bylaw, on multiple issues.
- Installed 4 way stop to Government Road and Eagle Run Drive intersection.
- Implemented Corridor Trail safety improvements.
- Commitment to year-round maintenance of bike lanes for these important alternative transportation routes.
- Added 200 m of new bike lanes.
- Supported community-led Be Bright @ Night campaign to raise awareness about riding and walking after dark.

Continually advance Squamish's emergency preparedness and grow the Squamish Emergency Program.

- Participated in Shake-Out BC to raise awareness of Earthquake preparedness across the community.
- Trained over 40 district employees in ICS 100 and EOC Level 1.
- Participated in Emergency Preparedness Week. Volunteers went into the community with brochures and spoke to over 200 members of our community about 72 hours Emergency preparedness.
- Participated in Brackendale Fall Fair using the opportunity to distribute brochures and educate the public about 72 hours Emergency Preparedness.
- Recruited the Squamish Dirt Bike Association (SDBA) into the Squamish Emergency Program under Off-Road Motorcycle Services (ORMS).
- Trained new volunteers from SDBA in Introduction to Emergency Management and ICS100.

**Did
You
Know?**

200m

Of new bike lanes added.

5

Crosswalks installed at busy Corridor Trail intersections for improved safety.

40+

District employees trained Incident Command Systems 100 and Emergency Operations Centre Level 1.

1

Four-way stop installed in Brackendale.

Looking Forward

2014 Strategic Initiatives

Transportation Choice

New sustainability coordinator will work on alternative transport options, improve transit and cycling.

Responsible Provision of Services

Ongoing improvements and activation of newly acquired Mamquam Blind Channel "Lot 1", including improved access and different recreational groups accessing the property in different ways. Council has budgeted for a cultural 'art piece' to be developed on the lot in partnership with the Squamish Nation.

Complete revision of procurement policies and practices to meet current best practices, best value, ethical purchasing, reduction of GHG footprint and support innovation.

Re-structure the General Ledger to deliver on efficiencies in internal and external reporting processes.

Combine Tax and Utility Billing cycles into one, offering more convenience to rate payers, reduce costs and reduce GHG footprint.

Implement On-Line Payment Options for Taxes and Utilities to provide another convenience option for our rate payers.

Complete Financial Services Core Review, marking the final service review planned in the 2010 Service Squamish initiative.

Undertake a major upgrade of the Council Audio Visual system, including new hardware and software used to record, produce and stream Council meetings. Presentation projectors and screens will be replaced offering updated digital interfaces and HD capabilities.

Phone system upgrade project continues realizing significant savings, efficiencies and centralization.

Initiate Asset Management system project which will alert staff when an asset requires maintenance or replacement, particularly in Engineering, Operations, and Facilities.

Continue document management project to bring departments over to new file sharing system, tied into Record Management policy, and vastly improving share-ability and efficiencies.

Establish an annual formal sidewalk inspection program as well as a budget-based sidewalk maintenance program to follow the inspection program.

Several major server upgrades are planned as well as the addition of a fourth virtual server host machine, an extremely powerful server that is used to store and provide resources to many virtual servers.

Ongoing network upgrades as well as major SCADA system improvements and upgrades, mainly at the Wastewater Treatment Plant. More Cellular SCADA sites are also being added to the network where traditional radio and wired network technology is not available.

Looking Forward

2014 Strategic Initiatives

Community Livability

Examine and improve business processes in Recreation Services to deliver efficient and quality service.

Track visitations to Brennan Park Recreation Centre and Seniors' Centre to benchmark growth.

Renew a Youth Services Contract to deliver youth programs and support to Squamish teens.

Maximize the use of District owned lands.

Citizen Engagement

Further enhance budget engagement using digital media, and improved information tools.

Continue to refine the District website to better meet the information needs of the community.

Increase social media presence and community outreach; seek out improved community engagement methods.

Continue to fine tune the notification and discussion with citizens before major construction projects affecting their neighbourhood.

Public Safety

Update emergency preparedness management plans and bylaws.

Introduce emergency program enhancements.

Complete Eagle Viewing Dyke acquisitions.

Work with RCMP, ICBC, Highways, Bylaw and Engineering on reviewing statistics around dangerous traffic areas and put together implementation plan.

Continue to reduce property crime through the use of the prolific offender program, focus on known higher crime areas and tourist attractions where theft from autos occur more frequently, through use of the Citizen Crime Watch program, and use of the bait car and bikes.

Reach out to youth in the schools and through support to maintain the positive interaction between youth and police in the schools and in the community.

Traffic Safety remains a focus for enforcement to ensure road safety throughout the Sea to Sky corridor. Maintain close relationships with agencies such as MOTI, Miller Capilano, and District of Squamish. Continue to support and actively participate in the District of Squamish's "Be Bright at Night" program to be re-launched in the fall of 2014.

Continue to collect drug related intelligence and target criminals active in the drug trade. Drug Recognition Expert to investigate drug related impaired driving incidents and lay charges.

Work with partners on emergency planning and prevention in DOS and throughout corridor. Work with all the stakeholders in preparing for large events such as the Squamish Valley Music Festival to ensure a safe experience for all in attendance.

Looking Forward

2015 Strategic Initiatives

Community Livability

Add bike and pedestrian lanes as outlined in Multi-Modal Transportation Plan and where other work is planned.

Responsible Provision of Services

District was awarded BC Healthy Communities grant to deliver a learning lab in 2015 to explore application of health lens to future OCP policy review in partnership with Vancouver Coastal Health.

Plan for the implementation of the recommendations from the Financial Services Core Review.

Phase Two of the Long Range Financial Plan was held to accommodate the development of more comprehensive Annual Financial Plan options for 2014 and an early delivery of the Preliminary plan. Work will continue to develop the model throughout 2014/2015.

Contaminated Sites Project - New Public Sector Accounting Board Standards are effective in 2015. A collaborative project will inventory, evaluate and identify properties for which an environmental liability exists.

The Document Management project continues to bring departments over to a new file sharing system, tied into Record Management policy, and vastly improving share-ability and efficiencies.

Phase 1 of a new system implementation is planned for Development Services to support the end-to-end development process including Planning, Building, and Service Agreements. Business Licence, Building Permit, Development Permit, and work orders between departments can be addressed with automation. The solution will also address bylaw and cemetery needs. Benefits include improved cycle times, an improved customer/applicant experience, and improved District processes and communication. Further opportunities to reduce redundancies will be addressed in the process.

Continue to upgrade District workstations where they don't meet minimum standards for improved efficiency and better staff/customer experience. Public Library workstations should be included in upgrades.

Continue to expand and improve WiFi systems for staff and the public at District sites.

Citizen Engagement

Increase social media presence and community outreach; seek out improved community engagement methods.

Building a Strong Community

Did You Know?

5	700+	400+	200+	125+	250+
District of Squamish-produced events.	Friday Night Market in the Park attendees.	Cinema Under the Stars attendees.	Squamish Idol attendees.	Jam at the Pavilion attendees.	Holiday Social by the Fire attendees.



Celebrating Our Culture
and Cultural Opportunities

Cultivate Partnerships

Continue to cultivate Sister City Partnership Program.	<ul style="list-style-type: none"> Hosted delegation of dignitaries and students from Sister City, Shimizu in August. The Library provided a tour of resources. Mayor Kirkham and Councillor Sander, along with their spouses, attended the 50th anniversary celebration of our Sister City in Shimizu, Japan.
Establish a high level forum through which to engage in dialogue with the community's educators.	<ul style="list-style-type: none"> Established Mayor's Education Forum and held meetings with representatives from Squamish private and public educational institutions.
Partner with Arts groups to leverage public art opportunities.	<ul style="list-style-type: none"> Continued working with Squamish Arts Council to finalize Public Art Policy.
Partner with Squamish Historic Organizations for a 50 th and 100 th year Anniversary Celebration.	<ul style="list-style-type: none"> District and Library staff participated in the planning committee in the lead up to 2014 events, helping to launch online communications tools (website, Facebook and Twitter accounts), as well as a participation Toolkit.
Squamish Public Library to develop partnerships to provide access to literacy and information through the Library.	<ul style="list-style-type: none"> Partnered with School District 48 to implement Reading Link Challenge with 19 students on 27 teams from 5 Squamish schools, plus a Sea to Sky Regional Challenge event with Whistler. Delivered 39 ESL storytime programs to the community that drew 543 attendees. Partnered with the Squamish Welcome Centre/Common Ground to host weekly multilingual storytime programs, as a way to connect different cultures present in Squamish and raise awareness and understanding for our diverse and multicultural community. Partnered with Vancouver Coastal Health to deliver weekly Parent Infant drop-in programs. Facilitated information evenings for Women's Health Network. Hosted Quest University Canada Lecture series. Partnered with YWCA Job Options and Training Innovations to offer four job seekers' sessions. Became a member of Squamish Chamber of Commerce to develop closer connections to the business community of Squamish.
Further develop partnership and collaboration with Squamish Nation.	<ul style="list-style-type: none"> Monthly meetings with Mayor, CAO, and Squamish Nation Council. Engage Squamish Nation through 100 years of Squamish legacy project.

Community Leadership

What we set out to achieve

Continue to improve efficiencies and develop guidelines for Special Events in Squamish to capitalize on their economic, cultural and community benefits.

Support the growth of event tourism in Squamish.

What we achieved

- Special Events Policy adopted in 2013 which streamlined permitting process.
- Film & Event Manager hired to provide single point of contact, and develop a more strategic approach to facilitating and hosting events.
- Over 86 events held within the District boundaries in 2013.
- Supported the continued expansion of the Squamish Valley Music Festival from 18,000+ attendees in 2013 to an anticipated 35,000 in 2014.
- Hired a contractor to produce the Summer Event Series to help animate downtown Squamish in an effort to encourage more locals and visitors to hang out, shop, and dine at downtown businesses.

Thank you, Squamish!

District of Squamish Council and staff would like to extend gratitude to the many volunteers throughout the community who devote time and energy to making this community thrive. Whether it be for events, campaigns or committees, the philanthropic spirit shines bright across our community as countless individuals give of themselves for the betterment of our town.

Thank you also to all community members who have participated in or attended District workshops, public meetings, open houses, or who have submitted comments to Council and staff to share their opinions with us. Through engagement in our work and processes, and through the sharing of insights and opinions, the comments and ideas that stem from the community contribute significantly to the work we do.



Looking Forward

2014 Strategic Initiatives

Community Leadership

Develop an Events Strategy & Plan to support the strategic growth of attractions and event tourism in Squamish.

Support the continued expansion of the Squamish Valley Music Festival from 18,000+ attendees in 2013 to an anticipated 35,000 in 2014.

Develop a Public Art Policy and establish a Public Art Fund.

Implement a second season of Downtown Event programming to help animate downtown Squamish in an effort to encourage more locals and visitors to hang out, shop, and dine at downtown businesses.

Cultivate Partnerships

Sister City Partnership Program - Delegates from Shimizu, Japan will attend the District of Squamish's 50th Anniversary Celebrations in August, 2014.

Celebrate 50 Years of the District of Squamish with a community celebration in conjunction with community groups (Squamish Nation, Sikh Community, Squamish Historical Society, Downtown BIA, Chamber of Commerce and others).

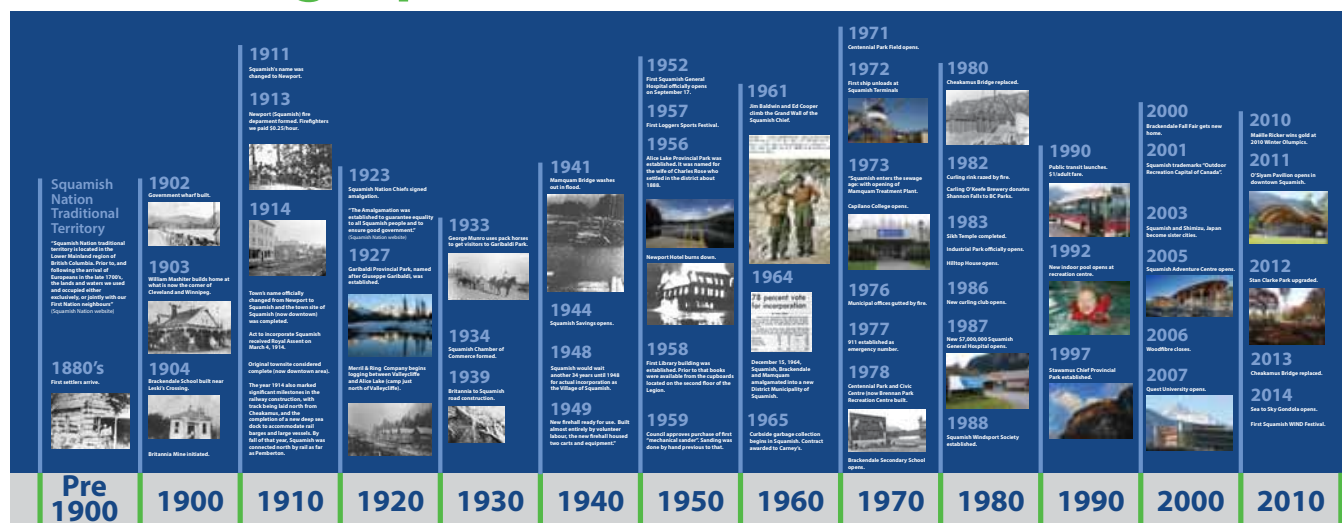
Together with partner organizations, implement a 100 Years of Squamish campaign to “Celebrate Squamish Milestones”.

Host Vancouver Biennale program.

Finalize offer to lease for the Forest Service Centre.

Continue to negotiate Squamish Nation service agreement.

Celebrating Squamish Milestones





Growing Our Economy

Attract New Business to Squamish

What we set out to achieve

Create a Development Incentive Strategy and Program (to attract new development in Downtown Squamish and in the Industrial Park).

Provide exceptional customer service to business investment enquiries.

Facilitate and attract new investment leads to Squamish through partnerships.

Update Community Profile and economic development website information.

Secure the services of a brand development consultant to support the rebranding of Squamish in 2014.

Secure the services of a consultant to support the development of an Employment Lands Strategy for Squamish in 2014.

What we achieved

- Developed and implemented the three-year Revitalization Tax Exemption Program which provides property tax exemptions for eligible new construction or renovations of existing buildings in specified areas. The program is intended to encourage investment that will create new commercial, mixed use and industrial space.
- Introduced the new Revitalization Tax Exemption Bylaw No. 2296, 2013.

- Economic Development staff responded to:
 - 73 investment enquiries accounting for 219 hours of economic development services; and
 - 35 BC Provincial Nominee Program enquiries (accounting for approximately 105 hours of services) that led to local business succession investment.

- Worked with investor leads to provide community information and business resources, host site visits, and conduct follow-ups.

- Rewrote and redesigned the 2010 Community Profile (published May 2014).
- Updated economic development information on the website including the addition of more business resources and development incentives.

- Following a competitive bidding process, Roger Brooks International was awarded the contract to facilitate the Brand Enhancement Project in 2014.

- Started the competitive bidding process (contract to be awarded in early 2014 following Council approval).

Attract New Business to Squamish

What we set out to achieve

Develop an International Investment Opportunities Program with Stakeholders and Provincial Partners.

What we achieved

- Partnered with the Ministry of Jobs, Tourism and Skills Training and the International Trade and Investment Office to help facilitate international investor prospects, as well as Regional Business Succession opportunities created through the Provincial Nominee Program.
- Maintained and promoted OpportunitiesBC as an online searchable database for business and project investor opportunities in Squamish.

Support the growth of the film industry in Squamish.

- Hosted 26 productions (15% increase from 2012).
- Total number of production days 104, a decrease from 2012 due to fewer large productions coming to town.
- Introduced film licence adjustments to better service film industry and better support District Policy.
- Created single point of services with the hiring of the Film & Event Manager which creates efficiency and increases customer service, attracting more industry through process improvement.

Secure a developer for the Squamish Oceanfront Development Corporation property in 2013.

- Following extensive RFP process, council chose a preferred proponent to negotiate the sale and development of the SODC lands according to the adopted sub area plan.

**Did
You
Know?**

26

Hosted 26 film productions

73

Investment inquiries received by Economic Development.

250

Business delegates attended two-day Squamish Business Symposium.

86+

Events held within the District of Squamish.

Retain Existing Business and Support Expansion

What we set out to achieve

Create a Development Incentive Strategy and Program (to stimulate improvements to business facades in Downtown Squamish).

Support local business through the Squamish Business Retention and Expansion Program.

Secure a third party operator for Visitor Information Services currently located in the Squamish Adventure Centre.

Facilitate collaborative efforts and partnerships with organizations.

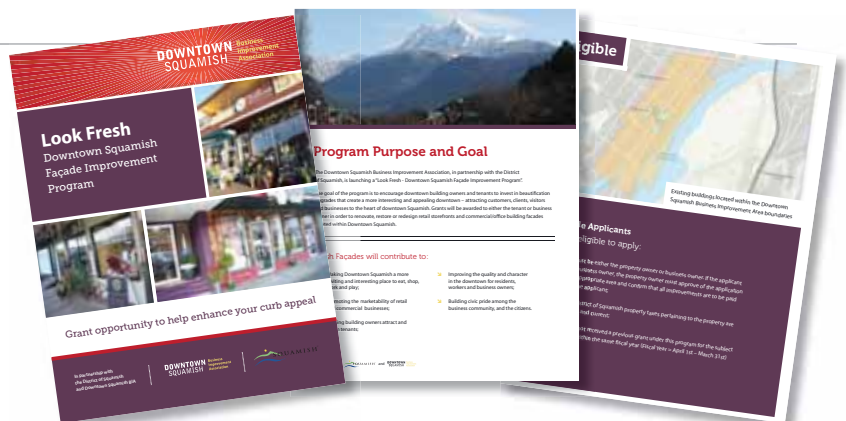
Strategically acquire/sell/lease real estate to attract new businesses, provide expansion for local businesses, spur economic development and revitalization.

What we achieved

- Developed and implemented the two-year Look Fresh, the Downtown Squamish Façade Improvement Program that encourages downtown building owners and tenants to invest in beautification upgrades that create a more interesting and appealing downtown – attracting customers, clients, visitors and businesses to the heart of downtown Squamish.
- Captured all of the Business Retention & Expansion interview data in the new Customer Relationship Management system (introduced in mid-2012), as well as tracked new investor prospects.
- Compiled results from 2011 and 2012 business interviews (representing 126 businesses) and released the consolidated report, Squamish Business Counts Report on Interview 2013.
- Following a competitive bidding process, Tourism Squamish was awarded a three-year contract for the operation of Visitor Information Services.
- Worked with Downtown Squamish Business Improvement Association, Squamish Chamber of Commerce, Tourism Squamish, Inside Edge, Economic Development Association of BC, and BC Ministry of Jobs, Tourism and Skills Training to leverage resources and collaborate on shared objectives.
- Partnered with the Squamish Chamber of Commerce to host the second annual 2-day Squamish Business Symposium in October 2013, attracting approximately 250 business delegates.
- Completed licence agreement a Sea to Sky Gondola for long term use/over flow parking.

Did You Know?

In partnership with the DSBIA, the District launched a "Look Fresh - Downtown Squamish Façade Improvement grant program.



Looking Forward

2014 Strategic Initiatives

Attracting New Business to Squamish

Complete the rebranding of Squamish and begin implementing the Brand Marketing & Action Plan.

Complete an Employment Lands Strategy.

Develop an outline for a Digital Strategy.

Complete a five-year Economic Development Strategy.

Explore an Economic Development Corporation for Squamish

Retain Existing Businesses and Support Expansion

Update and reorganize database of photos available on Creative BC website.

Develop electronic marketing piece to support film production inquiries and provide a snap shot of locations available in Squamish.

Establish relationship with the Squamish Film Collective and educate productions in Squamish on the resources available to them.

Create "Creative Squamish" database for film related resources or personnel.

Develop event and film attraction strategy.

Finalize and adopt the new Development Cost Charge Bylaw.

2015 Strategic Initiatives

Attracting New Business to Squamish

Complete a Digital Strategy and start implementation.

Start a Community Forest in partnership with Squamish Nation.

Retain Existing Businesses and Support Expansion

Start implementation of the 5-year Economic Development Strategy, with one priority being the retention and expansion of existing businesses.

Continue the District's Business Retention & Expansion Program.

Permissive Tax Exemptions

Year ended December 31, 2013

	Value of Total Tax Exemption	Value of Municipal Tax Exemption
Alano Club of Squamish	2,939	1,705
BC Lions Society for Children with Disabilities	25,556	17,413
Congregation of Jehovah Witnesses	1,021	592
Diamond Head (Pacific #277) Branch	-	-
Federation Mountain Clubs BC	797	538
Howe Sound Women's Centre Society	10,040	6,545
President of Lethbridge Stakeholders, Latter Day Saints	3,208	1,861
Roman Catholic Archbishop of Vancouver	4,852	2,815
Squamish Oceanfront Development Corporation	367,660	234,903
Squamish Arts Council	-	-
Squamish Baptist Church	2,496	1,448
Squamish Chamber of Commerce	6,433	4,110
Squamish Flying Club	-	-
Squamish Montessori Society	9,890	6,427
Squamish Senior Citizens Home Society	38,884	26,495
Squamish Sikh Society	2,799	1,624
Squamish Sustainability Corporation & Tourism Squamish	43,639	25,699
Squamish United Church	1,545	897
Squamish Valley Golf Club	55,354	33,327
Squamish Valley Rod & Gun Club	-	-
Squamish Word of Life Centre Church	3,589	2,083
Squamish Yacht Club	-	-
Synod of Diocese of New Westminster	2,109	1,224
West Coast Railway Association	12,761	8,153
Total	\$ 595,572	\$ 377,859

Community Grants

Year ended December 31, 2013

	2013 Budget	2013 Actual	2012 Actual
Alano Club of Squamish	2,508	2277	
Canada Day Community Celebration			
Canadian Cancer Society	4,600	-	4,530
Downtown Squamish Business Improvement Association	12,000	7,540	47,259
Eagle Watch Program	3,000	3,000	
Howe Sound Marine Rescue			3,000
Howe Sound Secondary - RCMP Youth Academy			770
Howe Sound Secondary School - Grad & Dry Grad	-	2,690	4,821
Howe Sound Women's Centre	14,500	9,022	11,576
Quest Univerisity Student Bus Passes	550	550	550
Royal Canadian Air Cadets	1,300	246	1,259
Royal Canadian Legion, Diamond Head Branch	900	645	688
Search and Rescue - Jet Boat Repair			18,807
Squamish Arts Council	17,750	17,081	15,000
Squamish BMX Racing Club		2,847	
Squamish Senior Citizens' Home Society	10,000	8,512	
Squamish Climate Action Network	2,500	2,500	2,500
Squamish Days - Loggers Sports Association	4,000	1,440	1,536
Squamish Hospice	5,000	5,000	
Squamish Food Bank Society	10,000	10,000	10,000
United Church (in lieu of permissive tax exemption)	6,936	8,394	
Squamish Helping Hands Society	5,000	5,000	5,000
Squamish Offroad Cycling Association	60,000	60,000	40,000
Squamish RCMP & Fire	546	613	613
Squamish Rebuild Society		185	5,000
Squamish Youth Triathlon	1,458	1,367	1,458
West Coast Railway Association			15,000
Miscellaneous Grant in Aid		535	
Whippet Clubs of British Columbia	1,075	-	1,075
Total	\$163,623	\$149,444	\$190,442

Financial Statements

District of Squamish
Consolidated Financial Statements
For the year ended December 31, 2013

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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, 2013 and the Consolidated Statements of Operations, Change in Net Financial Assets (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, 2013 and the results of its operations, changes in net financial assets (net debt) and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Accountants


Squamish, British Columbia
May 6, 2014

District of Squamish


Consolidated Statement of Financial Position

December 31	2013	2012
Financial Assets		
Cash and short-term deposits (Note 2)	\$ 15,662,415	\$ 15,940,464
Short-term investments (Note 3)	30,553,490	28,855,909
Accounts receivable (Note 4)	7,121,805	9,639,116
Land held for sale (Note 5)	18,828,105	-
Deposit - Municipal Finance Authority (Note 6)	447,191	414,687
	<u>72,613,006</u>	<u>54,850,176</u>
Liabilities		
Bank indebtedness	-	26,062
Accounts payable and accrued liabilities	7,154,444	8,702,325
Deferred revenue - development cost levies (Note 7)	12,739,643	13,218,092
Deferred revenue - other	3,121,281	3,474,963
Deferred government transfer - gas tax (Note 8)	1,843,395	1,403,547
Provision for landfill closure and post closure costs (Note 9)	2,986,904	3,398,035
Provision for post-employment benefits (Note 10)	795,800	750,600
Reserve - Municipal Finance Authority (Note 6)	447,191	414,687
Capital leases payable (Note 11 and Schedule 3)	91,102	141,979
Long-term debt (Note 11 and Schedule 3)	33,495,892	30,868,876
	<u>62,675,652</u>	<u>62,399,166</u>
Net Financial Assets (Debt)	<u>9,937,354</u>	<u>(7,548,990)</u>
Non-Financial Assets		
Inventories	61,304	86,499
Prepaid expenses	164,730	105,287
Land under development (Note 5)	-	18,171,276
Tangible capital assets (Schedule 2)	217,742,933	204,732,417
	<u>217,968,967</u>	<u>223,095,479</u>
Accumulated Surplus (Note 12)	<u>\$ 227,906,321</u>	<u>\$ 215,546,489</u>

See commitments and contingencies (Note 13)



Joanne Greenlees, CPA, CGA
General Manager of Financial Services



Rob Kirkham
Mayor of Squamish

District of Squamish

Consolidated Statement of Operations

For the year ended December 31	Financial Plan 2013 (Note 17)	2013	2012
Revenue			
Taxation (Note 14)	\$ 22,167,815	\$ 22,157,193	\$ 20,234,345
Government transfers and other contributions (Schedule 4)	4,100,454	10,560,304	12,766,168
User fees	1,086,258	1,361,191	2,884,199
Utility user fees	9,088,876	8,907,877	5,812,619
Developer cost charges	1,440,176	970,137	43,959
Other revenue from own sources	1,644,153	1,446,111	1,818,284
Investment income	952,209	879,001	779,841
Penalties and interest on taxes	-	416,937	362,155
Grants in lieu of taxes	1,072,006	817,879	826,433
1% utility revenue	-	249,364	243,053
Gain on disposal of tangible capital assets	-	110,000	-
Gain on sale of land	-	-	7,500,232
	<u>41,551,947</u>	<u>47,875,994</u>	<u>53,271,288</u>
Expenses (Note 15 and Schedule 1)			
Departmental expenses	23,187,887	22,889,382	21,842,541
Sewer, water and solid waste facilities	6,104,305	5,874,585	3,367,618
Interest on long-term debt	1,885,124	1,358,220	1,214,154
Sundry interest/bank charges	1,593	7,579	250,644
Amortization expense	4,753,424	5,230,732	5,097,832
Loss on disposal of tangible capital assets	-	155,664	50,509
	<u>35,932,333</u>	<u>35,516,162</u>	<u>31,823,298</u>
Annual Surplus	5,619,614	12,359,832	21,447,990
Accumulated Surplus, beginning of year	<u>215,546,489</u>	<u>215,546,489</u>	<u>194,098,499</u>
Accumulated Surplus, end of year	<u>\$221,166,103</u>	<u>\$ 227,906,321</u>	<u>\$215,546,489</u>

District of Squamish
Consolidated Statement of Change in Net Financial Assets (Net Debt)

For the year ended December 31	Financial Plan 2013 (Note 17)	2013	2012
Annual surplus	\$ 5,619,614	\$ 12,359,832	\$ 21,447,990
Acquisition of tangible capital assets	(16,819,008)	(11,852,343)	(7,514,668)
Contributed tangible capital assets	-	(6,544,569)	(9,869,064)
Amortization expense	4,753,424	5,230,732	5,097,832
Write down on disposal of assets	-	-	456,705
Loss on disposal of tangible capital assets	-	155,664	50,509
	<u>(12,065,584)</u>	<u>(13,010,516)</u>	<u>(11,778,686)</u>
Other non-financial assets			
Expenditures on land held for sale	(788,121)	(656,829)	(850,011)
Increase in inventory	-	25,195	(96,912)
Increase in prepaid expenses	-	(59,443)	(39,456)
Land under development reclassified as land held for sale (Note 5)	-	18,828,105	-
Changes in other non-financial assets	-	-	81,633
	<u>(788,121)</u>	<u>18,137,028</u>	<u>(904,746)</u>
Change in net financial assets (debt)	(7,234,091)	17,486,344	8,764,558
Net financial assets (debt), beginning of year	(7,548,990)	(7,548,990)	(16,313,548)
Net financial assets (debt), end of year	\$ (14,783,081)	\$ 9,937,354	\$ (7,548,990)

District of Squamish
Consolidated Statement of Cash Flows

For the year ended December 31	2013	2012
Cash provided by (used in)		
Operating transactions		
Annual surplus	\$ 12,359,832	\$ 21,447,990
Non-cash items included in annual surplus		
Amortization expense	5,230,732	5,097,832
Contributed tangible capital assets	(6,544,569)	(9,869,064)
Loss on disposal of tangible capital assets	155,664	50,509
Provision for post employment benefit	45,200	13,000
Development cost charge revenue recognized	(970,137)	(43,959)
Community works fund revenue recognized	(34,490)	(210,687)
Earnings on debt sinking funds (actuarial adjustment)	(383,069)	(329,447)
Changes in other non-cash working capital	581,501	(602,539)
	<u>10,440,664</u>	<u>15,553,635</u>
Capital transactions		
Proceeds from sale of tangible capital assets	-	437,705
Acquisition of tangible capital assets	(11,852,343)	(7,514,668)
	<u>(11,852,343)</u>	<u>(7,076,963)</u>
Financing transactions		
Development cost charges received, including interest	491,688	613,161
Federal gas tax received, including interest	474,338	479,031
Increase in bank indebtedness	(26,062)	(892,941)
Repayment of short-term debt	(21,409)	(55,715)
Lease payments	(29,468)	(5,780)
Proceeds of short-term debt	-	27,815
Proceeds of long-term debt	4,015,496	4,495,171
Debt principal repaid	(1,005,412)	(846,341)
	<u>3,899,171</u>	<u>3,814,401</u>
Investing transactions		
Expenditures on landfill	(411,131)	(255,514)
Expenditures on land under development	(656,829)	(850,012)
Change in short-term investments	(1,697,581)	(6,191,945)
	<u>(2,765,541)</u>	<u>(7,297,471)</u>
(Decrease) Increase in cash and short-term deposits	<u>(278,049)</u>	<u>4,993,602</u>
Cash and short-term deposits, beginning of year	<u>15,940,464</u>	<u>10,946,862</u>
Cash and short-term deposits, end of year	<u>\$ 15,662,415</u>	<u>\$ 15,940,464</u>

District of Squamish

Summary of Significant Accounting Policies

December 31, 2013

The District of Squamish (the "District") is incorporated under the *Local Government Act (British Columbia)* and subject to the provisions of the *Community Charter*. The District is responsible for the preparation and fair presentation of these consolidated financial statements, in conformity with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Public Accountants Canada.

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").

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

Squamish Oceanfront Development Corporation ("SODC")

SODC was 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 \$9,945,000 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.

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.

District of Squamish

Summary of Significant Accounting Policies

December 31, 2013

Revenue Recognition	<p>Taxes are recognized as revenue in the year they are levied. Through the British Columbia Assessments appeal process, taxes may be adjusted by way of supplementary roll adjustments. Estimates are made of potential adjustments to taxes. Any additional adjustments required over that estimated are recognized at the time they are awarded. Levies imposed by other taxing authorities are not included as taxes for municipal purposes. Levies imposed for Regional District services and other taxing authorities are not included.</p> <p>Charges for sewer, water and solid waste usage are recorded as user fees. Connection fee revenues are recognized when the connection has been established.</p> <p>Sale of service and other revenue are recognized on an accrual basis.</p>
Government Transfers	Government transfers, which include legislative grants, are recognized as revenue in the financial statements when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Any resulting liability is recognized in the statement of operations as the stipulation liabilities are settled.
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	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	<p>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.</p> <p>Intangible capital assets such as water rights and mineral resources, are not recorded in the financial statements.</p>

District of Squamish Summary of Significant Accounting Policies

December 31, 2013

Non-Financial Assets (Continued)

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.

Land Improvements	10 years
Buildings	5 to 60 years
Ditches and Storm Sewer	100 years
Dykes	200 years
Equipment, Furniture, and Vehicles	3 to 25 years
Hydrants	75 years
Other Sewer	60 years
Transportation	5 to 50 years
Water	40 to 60 years
Water Mains	70 years
Sanitary Sewer	40 years
Solid Waste Utility	20 to 50 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 Sale / Land Under Development

The Corporation capitalizes all direct costs relating to land under development to the extent that they add value to the lands. Any costs not considered improvements to the lands or that do not add value to the lands are expensed in the period they are incurred.

Development costs are deferred where there is an identifiable future benefit until sales are realized, at which time the costs will be allocated to cost of property sold. Such 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 development. At such time as a decision is made to offer the land for sale and there is reasonable prospect of the sale being completed within one year, the land is categorized as a financial asset. Capitalization of costs to the carrying value of the property ceases at the time of its reclassification.

District of Squamish Summary of Significant Accounting Policies

December 31, 2013

Non-Financial Assets (Continued)

iv) Impairment of Land Held for Sale / Land Under Development

Land held for sale is tested for impairment whenever circumstances indicate that the carrying value may not be recoverable. When events or circumstances indicate that the carrying amount of land held for sale is not recoverable, the assets are tested for impairment 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 is measured as the amount by which the asset's carrying value exceeds fair value and is recorded in the period. Recoverability is assessed relative to undiscounted cash flows from the direct use and disposition of the asset. As at year-end, land is classified as held for sale and it is carried at the lower of cost and net realizable value (defined as estimated selling price less estimated costs to sell).

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 sale, the recoverability of amounts receivable, and the useful lives of tangible capital assets.

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 purposes. See Schedule 1 for details.

District of Squamish
Notes to the Consolidated Financial Statements

December 31, 2013

1. Government Transfers and Taxation Revenue - Change in Accounting Policies

In 2013, the District adopted the provisions of the public sector accounting standard "PS3410 Government Transfers". This new standard has been applied prospectively.

Government transfers are recognized as revenue when authorized and eligibility criteria have been met unless the transfer contains stipulations that create a liability. If the transfer contains stipulations that create a liability, the related revenue is recognized over the period that the liability is extinguished.

This new policy differs from the prior policy of deferring unspent government transfers which do not contain stipulations that create a liability. These funds must now be recognized as revenue when received. The adoption of PS3410 resulted in the recognition of \$249,469 revenue for the period ending December 31, 2013.

In 2013, the District also adopted the provisions of the public sector accounting standard "PS3510 Tax Revenue". The requirements of this standard did not differ from the treatment the District had previously been following and therefore, no change was required.

2. Cash and Short-Term Deposits

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

Cash balances	\$ 13,909,299	\$ 11,797,121
Municipal Finance Authority ("MFA") money market funds	1,753,116	4,143,343
	<u>\$ 15,662,415</u>	<u>\$ 15,940,464</u>

All money market funds are held in unrestricted operating funds. The District has a \$2,000,000 line of credit with Scotiabank. At December 31, 2013, the balance drawn down on this line of credit was \$Nil (2012 - \$Nil).

3. Short-Term Investments

	<u>2013</u>	<u>2012</u>
Operating funds, unrestricted	\$ 159,758	\$ 116,932
Reserve funds, restricted	15,810,694	14,117,338
Deferred revenue, restricted	14,583,038	14,621,639
	<u>\$ 30,553,490</u>	<u>\$ 28,855,909</u>

Short-term investments consist of MFA short-term bond funds and are recorded at fair value, which approximates cost. The District earned an average rate of return of 2.9% in 2013 (2012 - 1.7%).

District of Squamish
Notes to the Consolidated Financial Statements

December 31, 2013

4. Accounts Receivable

	2013	2012
Goods and services tax and harmonized sales tax	\$ 440,841	\$ 776,585
Property taxes	2,246,442	2,454,376
Utilities	964,104	747,164
Trade accounts	1,075,146	1,570,071
Provincial capital grants receivable	2,395,272	531,128
Receivable from land sale	-	3,559,792
	<u>\$ 7,121,805</u>	<u>\$ 9,639,116</u>

5. Land Held for Sale / Land Under Development

Land held for sale is held by Squamish Oceanfront Development Corporation.

	2013	2012
Balance, beginning of year	\$ 18,171,276	\$ 17,321,264
Land improvements	65,984	58,683
Deferred development costs capitalized until available for sale	590,845	791,329
	<u>\$ 18,828,105</u>	<u>\$ 18,171,276</u>

Interest capitalized during the year amounted to \$241,953 (2012 - \$237,616).

On October 10, 2013, the District publicly announced the developers selected to undertake the development of the land under development. As at December 31, 2013, negotiations are in process to finalize the land transaction. In accordance with Canadian public sector accounting standards, the land has been reclassified as land held for sale in light of the pending sale.

District of Squamish

Notes to the Consolidated Financial Statements

December 31, 2013

6. 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, 2013 are as follows:

	Cash Deposits		Demand Notes	
	2013	2012	2013	2012
General operating fund	\$ 287,836	\$ 269,179	\$ 738,321	\$ 657,114
Water operating fund	57,176	45,282	147,626	102,716
Sewer operating fund	102,179	100,226	211,748	206,783
	<u>\$ 447,191</u>	<u>\$ 414,687</u>	<u>\$ 1,097,695</u>	<u>\$ 966,613</u>

7. Deferred Revenue - Development Cost Levies

	2013	2012
Balance, beginning of year	\$ 13,218,092	\$ 12,648,892
Contributions	277,163	309,151
Interest income	214,525	304,008
Expenditures	<u>(970,137)</u>	<u>(43,959)</u>
Balance, end of year	<u>\$ 12,739,643</u>	<u>\$ 13,218,092</u>

8. Deferred Government Transfer - Gas Tax

Community Works Funding and Public Transit Funding (Gas Tax) are 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. Community Works 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.

District of Squamish

Notes to the Consolidated Financial Statements

December 31, 2013

8. Deferred Revenue - Gas Tax (Continued)

As required by the Agreement, the District records the Federal Gas Tax and Public Transit Funds received as deferred revenue until the related expenditures are incurred.

	2013	2012
Balance, beginning of year	\$ 1,403,547	\$ 1,135,203
Add: Amount received during the year	451,559	451,747
Interest earned	22,779	27,284
Expenditures	(34,490)	(210,687)
Balance, end of year	\$ 1,843,395	\$ 1,403,547

9. 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 4.18% (2012 - 3.77%) per annum and inflation is estimated at 1.00% (2012 - 2.05%) per annum.

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. In 2013, volume was 12,138T and in 2012, volume was 12,797T. The reduction is due to waste diversion efforts and a slowdown in construction.

The remaining capacity of the landfill site is estimated at 131,278 cubic meters, (2012 - 143,416 cubic meters) which is 19.3% (2012 - 21.1%) of the site's total capacity.

The total discounted future cash flows for closure and post-closure costs are estimated at \$2,986,904 as at December 31, 2013 (2012 - \$3,389,035). The landfill is expected to reach capacity by 2018.

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.

District of Squamish

Notes to the Consolidated Financial Statements

December 31, 2013

10. Provision for Post-Employment Benefits

The District provides future benefits to all of its eligible employees through a Sick Leave Plan, a Full Annual Vacation at Retirement Plan, and a Retirement Pay 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 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 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 District funds the Plans with annual taxation revenues. There were no amendments to the above Plans during the year ended December 31, 2013.

The total expense recorded in the financial statements in respect of obligations under the Plan amounts to \$108,000 (2012 - \$94,700).

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

	2013	2012
Liability, beginning of year	\$ 750,600	\$ 737,600
Current service cost	84,400	81,900
Interest cost	30,200	29,000
Benefits paid	(62,800)	(81,700)
Past service cost	(13,800)	(22,700)
Amortization of net actuarial loss	7,200	6,500
Liability, end of year	<u>\$ 795,800</u>	<u>\$ 750,600</u>

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.

	2013	2012
Accrued benefit obligation, end of year	\$ 864,800	\$ 808,200
Unamortized loss	<u>(69,000)</u>	<u>(57,600)</u>
Liability, end of year	<u>\$ 795,800</u>	<u>\$ 750,600</u>

District of Squamish

Notes to the Consolidated Financial Statements

December 31, 2013

10. Provision for Post-Employment Benefits (Continued)

The most recent actuarial valuation of the District's employee future benefits was completed as at December 31, 2013. The significant actuarial assumptions adopted in measuring the District's accrued benefit obligation are as follows:

	2013	2012
Discount rates	4.1%	3.5%
Expected future inflation rates	2.5%	2.5%
Expected wage and salary increases	2.5 - 4.5%	2.5 - 4.5%

11. Long-Term Debt and Capital Leases

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

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

	2013	2012
SODC Debt (d)	\$ 10,258,109	\$ 9,416,314
MFA Debt - General Fund	15,856,723	14,965,838
MFA Debt - Water Fund	3,651,113	2,630,714
MFA Debt - Sewer Fund	3,729,947	3,856,010
Total long-term debt (Schedule 3)	<u>\$ 33,495,892</u>	<u>\$ 30,868,876</u>
Total capital leases (Schedule 3)	<u>\$ 91,102</u>	<u>\$ 141,979</u>

The weighted average interest rate as at December 31, 2013 was 4.031% (2012 - 4.048%).

District of Squamish
Notes to the Consolidated Financial Statements

December 31, 2013

11. Long-Term Debt and Capital Leases (Continued)

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

	General Fund	Water Fund	Sewer Fund	Subsidiary Debt	Consolidated Total
2014	\$ 828,476	\$ 179,262	\$ 201,123	\$ 3,000,000	\$ 4,208,861
2015	828,476	179,262	201,122	3,000,000	4,208,860
2016	828,476	179,262	188,269	4,258,109	5,454,116
2017	828,476	179,262	188,269	-	1,196,007
2018	758,464	179,288	136,857	-	1,074,609
Thereafter	5,792,250	1,522,741	1,069,982	-	8,384,973
	9,864,618	2,419,077	1,985,622	10,258,109	24,527,426
Actuarial additions	5,992,105	1,232,036	1,744,325	-	8,968,466
	<u>\$ 15,856,723</u>	<u>\$ 3,651,113</u>	<u>\$ 3,729,947</u>	<u>\$ 10,258,109</u>	<u>\$ 33,495,892</u>

Actuarial additions represent projected earnings on Sinking Fund deposits.

- (c) Unissued debt

The following authorized long-term debt at December 31, 2013, has not been issued.

Bylaw	Purpose	Expiry Date	Amount
2051	Roads and Drainage	No expiry	\$ 2,028,920
2052	Water System Improvements	No expiry	365,955
2137	Facilities	2015	3,498,100
2138	Water System Improvements	2015	1,553,781
2156	Sewer Systems	2015	145,301
2166	General System Improvements	2016	505,497
2167	Water System Improvements	2016	356,059
2168	Sewer System Improvements	2016	66,330
2208	General System Improvements	2017	5,292,042
2209	Water System Improvements	2017	918,883
2211	Sewer System Improvements	2017	1,209,310
2214	Synthetic Field	2017	1,039,939
2282	General Capital Works	2017	1,652,237
2283	Water System Improvements	2017	1,219,542
			<u>\$ 19,851,896</u>

District of Squamish
Notes to the Consolidated Financial Statements

December 31, 2013

11. Long-Term Debt and Capital Leases (Continued)

- (d) SODC has established a demand bank operating line of credit with Scotiabank with a limit of \$3,000,000, bearing interest at the bank's prime rate payable monthly. The amount is repayable on demand, however, if the loan has not been called then it is due on May 5, 2016.

SODC has 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: \$3,000,000 on May 5, 2014, \$3,000,000 on May 5, 2015 and any remaining balance on May 5, 2016.

The line of credit and term loan are collateralized by a general security agreement covering all present and future property with insurance loss payable to the Bank and an \$8,000,000 guarantee from the District.

Negotiations are in process to finalize the sale of the land. Such sale would likely trigger a requirement for repayment of the long-term debt. It is expected that final arrangements will provide sufficient consideration for SODC to meet its financial liabilities.

12. Accumulated Surplus

	2013	2012
Unappropriated surplus		
General fund	\$ 4,415,495	\$ 4,333,090
Water fund	1,035,333	757,487
Sanitary sewer fund	1,467,421	941,188
Solid waste fund	308,943	-
	<u>7,227,192</u>	<u>6,031,765</u>
Appropriated surplus		
Non-statutory reserves (provisions)	3,203,954	3,987,612
Statutory reserves	21,393,527	19,185,225
	<u>24,597,481</u>	<u>23,172,837</u>
Net investment in wholly-owned subsidiaries		
Library	315,542	324,221
Squamish Sustainability Corporation	(43,828)	(50,153)
Squamish Oceanfront Development Corporation	8,495,841	8,729,425
	<u>8,767,555</u>	<u>9,003,493</u>
Investment in tangible capital assets	<u>187,314,093</u>	<u>177,338,394</u>
	<u>\$ 227,906,321</u>	<u>\$ 215,546,489</u>

District of Squamish Notes to the Consolidated Financial Statements

December 31, 2013

12. Accumulated Surplus (Continued)

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.

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 financial plans 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

District of Squamish
Notes to the Consolidated Financial Statements

December 31, 2013

13. Commitments and Contingencies (Continued)

(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 179,000 active members and approximately 71,000 retired members. Active members include approximately 154 contributors from local governments.

The most recent valuation as at December 31, 2012 indicated a \$1,370 million funding deficit for basic pension benefits. The next valuation will be as at December 31, 2015 with results available in 2016. Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the Plan.

The District paid \$810,576 (2012 - \$733,351) for employer contributions while employees contributed \$731,954 (2012 - \$655,870) to the Plan in fiscal 2013.

(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 31, 2013, 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. The 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. The Tourism Squamish loan guarantee is repayable over a five-year term, but expected to be paid in 2015. No amounts have been recorded by the District for this loan guarantee.

District of Squamish
Notes to the Consolidated Financial Statements

December 31, 2013

13. Commitments and Contingencies (Continued)

(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 costs. Ongoing monitoring and treatment costs are estimated at \$60,000 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 the 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.

14. Taxation

	Financial Plan 2013	2013	2012
General municipal purposes	\$ 21,439,245	\$ 21,426,610	\$ 19,505,550
Library taxes	175,345	175,258	175,295
Business improvement area	45,000	45,000	45,000
Sewer frontage taxes	277,640	279,160	278,160
Water frontage taxes	230,585	231,165	230,340
	22,167,815	22,157,193	20,234,345
Collections for other taxing authorities:			
BC Assessment Authority	-	291,066	285,725
Municipal Finance Authority	-	849	843
Provincial Government - Schools	-	9,485,543	9,346,734
Squamish-Lillooet Regional District	-	1,301,311	1,283,067
Squamish-Lillooet Regional Hospital District	-	225,294	232,585
	22,167,815	33,461,256	31,383,299
Transfers to other taxing authorities:			
BC Assessment Authority	-	(291,066)	(285,725)
Municipal Finance Authority	-	(849)	(843)
Provincial Government - Schools	-	(9,485,543)	(9,346,734)
Squamish-Lillooet Regional Districts	-	(1,301,311)	(1,283,067)
Squamish-Lillooet Regional Hospital District	-	(225,294)	(232,585)
	-	(11,304,063)	(11,148,954)
	\$ 22,167,815	\$ 22,157,193	\$ 20,234,345

District of Squamish
Notes to the Consolidated Financial Statements

December 31, 2013

15. Expenses and Other Expenditures by Object

	2013	2012
Operating		
Salaries, wages and benefits	\$ 12,644,391	\$ 11,477,803
Debt servicing	1,365,799	1,464,798
Operating goods and services	16,119,576	13,732,356
Amortization and net loss on sale of tangible capital assets	5,386,396	5,148,341
	<u>35,516,162</u>	<u>31,823,298</u>
Capital		
Tangible capital assets	11,852,343	7,514,668
Land under development (Note 5)	656,829	850,012
	<u>12,509,172</u>	<u>8,364,680</u>
	<u>\$ 48,025,334</u>	<u>\$ 40,187,978</u>

A portion of land under development includes salaries, wages and benefits included above.

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, 2013:

	2013	2012
Assets		
Investments	\$ 186,890	\$ 177,653
Liabilities		
Cemetery Care Fund	<u>\$ 186,890</u>	<u>\$ 177,653</u>

District of Squamish

Notes to the Consolidated Financial Statements

December 31, 2013

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:

	2013	2012
Assets		
Investments	\$ 656,501	\$ 286,708
Inventory	20,662	19,329
	<u>\$ 677,163</u>	<u>\$ 306,037</u>
Liabilities		
Deferred revenue	\$ 22,203	\$ 20,007
Account payable	532,369	168,092
Fund balance	42,591	37,938
Reserve	80,000	80,000
	<u>\$ 677,163</u>	<u>\$ 306,037</u>

17. Financial Plan

Financial Plan amounts represent the Financial Plan bylaw adopted by Council on April 25, 2013 as adjusted to a "PSAB basis" in order to match the required presentation in the Consolidated Statement of Operations and the Consolidated Statement of Change in Net Debt. This adjustment is necessary because certain revenue items in the Financial Plan are not considered revenues for PSAB purposes including transfers from reserves and other internal sources, collection of works and services charges and debt proceeds. Similarly capital expenditures and debt principal repayments are not considered expenses for PSAB purposes. The Financial Plan amounts are also presented on a consolidated basis and include the financial plans for all entities that form part of the District's reporting entity.

District of Squamish
Notes to the Consolidated Financial Statements

December 31, 2013

17. Financial Plan (Continued)

The following shows how these two different bases are reconciled:

	<u>2013</u>
Annual surplus per Financial Plan bylaw	\$ 5,787,321
Annual deficit of subsidiaries per adopted budget	(1,071,940)
Acquisition of tangible capital assets of subsidiaries	116,112
Expenditure on property development of SODC	<u>788,121</u>
Annual surplus on a PSAB basis	<u>5,619,614</u>
Acquisition of tangible capital assets per Financial Plan bylaw	(16,702,896)
Acquisition of tangible capital assets of subsidiaries	(116,112)
Amortization per Financial Plan bylaw	4,753,424
Expenditure on property development of SODC	<u>(788,121)</u>
Change in net financial assets (debt)	<u>\$ (7,234,091)</u>

18. Comparative Figures

The comparative figures have been reclassified to conform with the financial statement format adopted in the current year.

DISTRICT OF SQUAMISH
FINANCIAL STATEMENTS
Schedule 1 - Consolidated Revenues and Expenses by Segment
For the Year Ended December 31, 2013

	Subsidiaries Combined Total	Corporate Services	Financial Services	Community & Business Services	Development Services & Public Works	General Capital	Water Utility	Sewer Utility	Solid Waste Utility	Statutory Reserves	Total All Funds 2013	Total All Funds 2012
Revenue:												
Taxation (Note 13)	\$ -	\$ -	\$ 21,646,868	\$ -	\$ -	\$ -	\$ 231,165	\$ 279,160	\$ -	\$ -	\$ 22,157,193	\$ 20,234,345
Government transfers and other contributions (Schedule 4)	108,210	60,474	468,138	376,290	-	5,283,539	932,542	1,089,218	2,241,893	-	10,560,304	12,766,168
User fees	-	71,566	29,672	638,917	612,654	-	8,382	-	-	-	1,361,191	2,884,199
Utility user fees	-	-	-	-	-	-	2,790,654	3,995,386	2,121,837	-	8,907,877	5,812,619
Developer cost charges	-	-	-	-	-	-	-	-	970,137	-	970,137	43,959
Other revenue	157,783	86,991	83,204	516,170	572,638	-	21,285	8,040	-	-	1,446,111	1,818,284
Investment income	2,396	-	427,822	-	-	-	31,959	122,013	-	294,811	879,001	779,841
Penalties and interest on taxes	-	-	416,937	-	-	-	-	-	-	-	416,937	362,155
Grants in lieu of taxes	-	-	817,879	-	-	-	-	-	-	-	817,879	826,433
1% Utility revenue	-	-	249,364	-	-	-	-	-	-	-	249,364	243,053
Gain on disposal of tangible capital assets	-	-	110,000	-	-	-	-	-	-	-	110,000	-
Gain on sale of land	-	-	-	-	-	-	-	-	-	-	-	7,500,232
	268,389	219,031	24,249,884	1,531,377	1,185,292	5,283,539	4,015,987	5,493,817	5,333,867	294,811	47,875,994	53,271,288
Expenses:												
Departmental expenses:												
Legislative & administrative	-	1,374,779	-	-	-	-	-	-	-	-	1,374,779	1,650,410
Information technology	-	753,417	-	-	-	-	-	-	-	-	753,417	784,019
Communications	-	216,632	-	-	-	-	-	-	-	-	216,632	625
Fire services	-	1,465,163	-	-	-	-	-	-	-	-	1,465,163	1,224,014
Bylaw & animal control	-	542,260	-	-	-	-	-	-	-	-	542,260	471,550
Emergency management	-	176,412	-	-	-	-	-	-	-	-	176,412	127,396
Real estate	188,897	-	-	338,337	-	-	-	-	-	-	527,234	82,069
Events	-	-	-	200	-	-	-	-	-	-	200	-
Economic development	-	-	-	656,279	-	-	-	-	-	-	747,537	780,131
Recreation	-	-	-	1,849,705	-	-	-	-	-	-	1,849,705	1,776,031
Financial operations	-	-	1,040,228	-	-	-	-	-	-	-	1,040,228	951,428
Human resources	-	-	311,571	-	-	-	-	-	-	-	311,571	460,451
Community enhancement grants	-	-	194,444	-	-	-	-	-	-	-	194,444	190,442
General corporate	-	-	52,619	-	-	-	-	-	-	-	52,619	122,280
Policing services	-	-	4,463,681	-	-	-	-	-	-	-	4,463,681	3,891,372
Library	46,195	-	758,477	-	-	-	-	-	-	-	804,672	732,465
Facilities	-	-	-	-	1,844,256	-	-	-	-	-	1,844,256	1,574,183
Planning & building	-	-	-	-	1,172,463	-	-	-	-	-	1,172,463	1,071,272
Municipal infrastructure	-	-	-	-	1,797,099	-	-	-	-	-	1,797,099	2,843,008
Public Works Operations	-	-	-	-	3,555,010	-	-	-	-	-	3,555,010	3,109,395
Sewer, water and solid waste facilities	-	-	-	-	-	-	1,779,915	2,281,776	1,812,894	-	5,874,585	3,367,618
Interest expense (& bank charges)	55,138	-	864,637	-	-	-	158,247	287,777	-	-	1,365,799	1,464,798
Amortization expense	132,257	-	-	-	-	3,604,156	729,659	764,660	-	-	5,230,732	5,097,832
Loss on disposal of tangible capital assets	-	-	155,664	-	-	-	-	-	-	-	155,664	50,509
	513,745	4,528,663	7,841,321	2,844,521	8,368,828	3,604,156	2,667,821	3,334,213	1,812,894	-	35,516,162	31,823,298
Annual surplus (deficit)	\$ (245,356)	\$ (4,309,632)	\$ 16,408,563	\$ (1,313,144)	\$ (7,183,536)	\$ 1,679,383	\$ 1,348,166	\$ 2,159,604	\$ 3,520,973	\$ 294,811	\$ 12,359,832	\$ 21,447,990

DISTRICT OF SQUAMISH
FINANCIAL STATEMENTS
Schedule 2 - Consolidated Tangible Capital Assets Continuity Schedule
For the Year Ended December 31, 2013

	General				Infrastructure					Subsidiaries		2012 Actual
	Land	Land Improvements	Buildings	Furniture, Vehicles and Equipment	Transportation	Work in Progress	Water	Sanitary Sewer	Solid Waste Utility	Combined Total		
COST												
Opening Balance	\$ 65,559,924	\$ 19,011,134	\$ 41,635,783	\$ 11,107,979	\$ 67,711,582	\$ 4,309,637	\$ 39,035,683	\$ 41,380,661	\$ -	\$ 1,173,240	\$ 290,925,623	\$ 274,934,386
Add: Additions	795,392	1,868,528	-	811,375	1,759,186	20,864	1,553,569	1,891,572	3,009,270	142,587	11,852,343	7,514,668
Add: Contributed tangible capital assets	3,044,997	1,550	-	-	1,476,262	-	932,542	1,089,218	-	-	6,544,569	9,869,064
Add: Adjustments and transfers	-	(633,216)	-	-	(46,825)	680,041	-	-	-	-	-	(445,677)
Add: Adjustments and transfers	-	-	-	-	-	-	-	-	-	-	-	(19,000)
Add: WIP transfers	-	1,278,138	-	-	115,958	(3,310,161)	-	-	1,916,065	-	-	-
Less: Disposals	-	-	-	(386,401)	(795,317)	-	-	-	-	-	(1,181,718)	(927,818)
Closing Balance	69,400,313	21,526,134	41,635,783	11,532,953	70,220,846	1,700,381	41,521,794	44,361,451	4,925,335	1,315,827	308,140,817	290,925,623
ACCUMULATED AMORTIZATION												
Opening Balance	-	5,213,982	14,963,968	7,301,435	26,990,126	-	14,038,585	16,832,105	-	853,005	86,193,206	81,974,410
Add: Amortization adjustment	-	-	-	-	-	-	-	-	-	-	-	(1,727)
Add: Amortization	-	459,240	891,489	635,943	1,617,484	-	729,659	764,659	-	132,258	5,230,732	5,097,832
Less: Acc Amortization on disposals	-	-	-	(371,074)	(654,980)	-	-	-	-	-	(1,026,054)	(877,509)
Closing Balance	-	5,673,222	15,855,457	7,566,304	27,952,630	-	14,768,244	17,596,764	-	985,263	90,397,884	86,193,206
Net Book Value, year ended December 31, 2013												
	\$ 69,400,313	\$ 15,852,912	\$ 25,780,326	\$ 3,966,649	\$ 42,268,216	\$ 1,700,381	\$ 26,753,550	\$ 26,764,687	\$ 4,925,335	\$ 330,564	\$ 217,742,933	\$ -
Net Book Value, year ended December 31, 2012												
	\$ 65,559,924	\$ 13,797,152	\$ 26,671,815	\$ 3,806,544	\$ 40,721,456	\$ 4,309,637	\$ 24,997,098	\$ 24,548,556	\$ -	\$ 320,235	\$ -	\$ 204,732,417

DISTRICT OF SQUAMISH
FINANCIAL STATEMENTS
Schedule 3 - Consolidated Capital Leases Payable and Long-term Debt
Year ended December 31, 2013, with comparative figures for 2012

By-law	Purpose	Year of maturity	Rate (%)	2013	2012
General Fund:					
***	n/a	Various equipment	2011	7.00	\$ - \$ -
		Lease photocopier C280	2015	-	3,521 5,477
		Lease photocopier C452	2015	-	7,248 11,176
		Lease photocopier Pro950	2015	-	11,586 17,825
		Lease photocopier C452	2016	-	8,165 12,093
		Lease photocopier C452	2016	-	8,190 12,117
		Lease photocopier C452	2016	-	8,731 12,659
		Lease photocopier C754	2017	-	22,252 27,815
	2095	Ice machine	2014	-	21,409 42,817
Capital Leases Payable				91,102	141,979
		Squamish Oceanfront Development Corp	2016	3.00	10,258,109 9,416,314
*	1456	Library	2017	4.55	658,702 804,251
*	1679	Police building	2022	3.05	2,794,715 3,036,099
*	1917	Forestry building	2026	4.65	2,037,264 2,155,080
*	1945	Business Park	2027	4.82	2,451,650 2,580,525
*	2029	Business Park	2029	4.90	2,486,449 2,595,996
*	2064	Arena Roof	2030	4.20	661,296 686,090
*	2051	Roads & Drainage	2030	4.20	1,036,931 1,075,809
*	2137	Facilities	2030	5.00	616,704 672,737
*	2166	General Capital Works	2027	3.53	1,291,369 1,359,251
*	2166	General Capital Works	2033	5.00	443,064 -
*	2137	Facilities	2023	5.00	307,560 -
*	2208	General Capital Works	2033	4.10	462,975 -
*	2208	General Capital Works	2033	4.10	426,983 -
*	2214	Parks Capital Works	2033	4.10	181,061 -
				26,114,832	- 24,382,152
Water Fund:					
*	1599	Powerhouse Springs	2020	6.45	495,048 554,123
*	1944	Powerhouse Springs	2027	4.82	327,711 344,937
*	2052	Water Systems	2029	5.68	564,751 589,632
*	2052	Water Systems	2030	5.68	549,283 569,878
*	2138	Water Systems	2030	5.00	247,231 255,822
*	2167	Water Systems	2032	3.80	305,699 316,322
*	2209	Water Capital Works	2028	4.10	851,582 -
*	2167	Water Capital Works	2023	5.00	309,808 -
				3,651,113	2,630,714
Sewer Fund:					
*	1364	Valleycliffe Lift Station	2015	3.00	63,412 92,871
*	1457	Sewer Mains	2017	4.55	483,712 590,594
*	1513	WWTP	2018	4.65	44,468 52,133
*	1756	WWTP Mamquam	2024	4.86	1,959,593 2,090,958
*	1977	Sewer Mains	2028	4.65	529,336 554,755
*	2156	Trunk Sanitary Sewer Mains	2030	5.00	458,758 474,699
*	2168	Sewer Capital Works	2033	5.00	190,668 -
				3,729,947	3,856,010
Long Term Debt				33,495,892	30,868,876
All Debt				\$ 33,586,994	\$ 31,010,855

* Sinking Fund issues.

** Squamish Oceanfront Development Corporation

*** Squamish Sustainability Corporation

DISTRICT OF SQUAMISH
FINANCIAL STATEMENTS
Schedule 4 - Government Transfers and Other Contributions
Year ended December 31, 2013, with comparative figures for 2012

	2013 Financial Plan	2013	2012
Federal Government			
Operating grants:			
Library grant	\$ 4,600	\$ 6,014	\$ -
Economic development	22,500	-	-
	27,100	6,014	-
Capital grants:			
Flood Protection program	800,000	712,862	-
Culverts	-	-	214,459
	800,000	712,862	214,459
Provincial Government			
Operating grants:			
Filming	10,000	10,000	2,500
Climate Action Revenue Incentive Program	30,257	30,258	23,762
Emergency Mgmt - EMG Exercise	-	-	7,561
Emergency Mgmt - Task recovery	30,000	42,809	19,819
Hotel Tax	90,000	109,509	102,271
Ministry of Human Resources	-	2,553	-
Ministry of Transportation - Centennial Way	-	100,000	-
Library grant	84,195	84,225	-
Small Community Protection grant	186,305	247,849	193,646
Traffic Fine Revenue Sharing	198,115	273,451	203,639
Victim's Assistance program	53,460	53,460	53,460
	682,332	954,114	606,658
Capital grants:			
Stan Clerk Park & Artificial Turf Field	-	-	875,000
Culverts	-	13,378	214,457
Emergency Mgmt - Flood Protection Program	442,200	-	453,359
	442,200	13,378	1,542,816
Other Government			
Operating grants:			
Grants from other agencies (Coastal Health for Seniors)	-	10,027	5,500
Vancouver Coastal Health	-	6,701	-
MIA Risk Management Grant	-	3,750	17,852
	-	20,478	23,352
Capital grants:			
Union of BC Municipalities - Comm Works Fund - Corridor Trail	100,000	34,490	210,686
Union of BC Municipalities - General Strategic Priority Fund - Landfill	1,956,000	-	33,095
Union of BC Municipalities - General Strategic Priority Fund - Landfill	-	2,241,893	-
Squamish Lillooet Regional District - Library grant	12,314	14,221	-
Squamish Lillooet Regional District - Rescue Service Contribution	17,800	9,000	17,800
Bear Awareness Squamish Nation Contribution	-	2,000	-
	2,086,114	2,301,604	261,581
Total Government Transfers	4,037,746	4,008,450	2,648,866
Other Contributions and Donations			
Operating:			
Rick Hansen Foundation	-	-	3,845
Integrated Cadestral Information Society	-	-	1,500
Library grants	-	-	108,393
Over 55 Womens FAB Program grant	-	7,285	1,500
Squamish Business Counts Grant	-	-	20,000
Squamish Sustainability Corp. Grant	29,050	-	-
	29,050	7,285	135,238
General Capital:			
Donations and Grants (Contributed assets)	33,333	4,522,809	3,618,914
Donations - Artificial turf field donations, from soccer groups	-	-	113,000
Law Society (legal books on law matters)	325	-	-
Water Capital:			
Donations and Grants (Contributed assets)	-	932,542	3,349,913
Sewer Capital:			
Donations and Grants (Contributed assets)	-	1,089,218	2,900,237
	33,658	6,544,569	9,982,064
Total Other Contributions and Donations	62,708	6,551,854	10,117,302
Total Grants and Other Contributions	\$ 4,100,454	\$ 10,560,304	\$ 12,766,168

DISTRICT OF SQUAMISH
FINANCIAL STATEMENTS
Schedule 5 - Consolidated Statutory Reserve Funds and Deferred Revenue Funds
Year ended December 31, 2013, with comparative figures for 2012

	Balance, beginning of year	Transfers		Transfers from other reserve funds	Contributions	Sinking Fund surplus distributions	Investment income - interest earned	Land Sales	Expenditures	Balance	
		from Operating Fund								2013 Total	2012 Total
General Sinking Fund Surplus	\$ 199,711	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,241	\$ -	\$ -	\$ 202,952	\$ 199,711
Water Works Sinking Fund Surplus	542,748	-	-	-	-	-	8,809	-	-	551,557	542,748
Sewer Works Sinking Fund Surplus	582,237	-	-	-	-	-	9,450	-	-	591,687	582,237
Land sale	8,546,179	21,582	-	-	-	-	121,491	-	-	8,689,252	8,546,179
Equipment replacement	5,255,580	386,709	-	-	-	-	85,949	-	(477,905)	5,250,333	5,255,580
Rehabilitation & Replacement	3,201,070	1,952,576	-	-	-	-	51,952	-	-	5,205,598	3,201,070
Offstreet parking	384,643	-	-	-	-	-	6,243	-	-	390,886	384,643
Affordable Housing	188,091	-	-	-	-	-	3,053	-	-	191,144	188,091
Carbon Neutral	72,792	-	-	-	30,257	-	1,181	-	-	104,230	72,792
VANOC Legacy	212,174	-	-	-	-	-	3,444	-	-	215,618	212,174
Total	\$ 19,185,225	\$ 2,360,867	\$ -	\$ -	\$ 30,257	\$ -	\$ 294,813	\$ -	\$ (477,905)	\$ 21,393,257	\$ 19,185,225



District of Squamish

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