DISTRICT OF SQUAMISH 2018-2022 DRAFT FINANCIAL PLAN TABLE OF CONTENTS

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SECTION 1 STRATEGIC WORK PLAN

Council Strategic Plan Update Budget Workshop	2018
Budget Workshop 2018	
Outstanding Action Items	
Open and Transparent Government	
1 Implement Technology Upgrades and tools to support customer services (Technology Transformation Program)	in progress
2 Municipal Hall/Civic services building redevelopment plan complete	Phase 1 complete / Phase 2 2018 CFWD
Complete a real estate and municipal facilities strategy & action plan	95% complete
Benchmarking program is completed to report measurable data and achieve continuous improvement.	in progress
Develop strategy to increase voter turnout of greater than 50% in the 2018 municipal election:	in progress
Healthy Community	
7 Official Community Plan update	90% complete
8 Implement the Safe Routes to School Program	90% complete
9 Building Bylaw Rewrite	in progress with Step Code
O Sponsorship and community partnerships policy for Arts, Recreation and Cultural Services in place.	in progress
1 Engage with regional partners and governments to develop a regional transportation plan	in progress
Develop a growth plan for District in collaboration with BC Transit and local partners	complete / service expansion in 2018 budget
Develop strategy to increase youth participation in the 2018 election	in progress
Adopt a comprehensive Squamish youth engagement strategy	in progress
Economic Development	
Action key elements of the wayfinding program	Phase 1 complete/ Phase 2 proposed 2018 budget
Complete Marine Strategy Phase 2	in progress
7 Voluntary Community Amenity Guidelines.	in progress
Environment	
Greening Subdivision and Control Bylaw	in progress
Site Alteration Bylaw Rewrite/Environment Protection Bylaw	in progress
Develop Green Building Policies to provide incentives to reduce environmental impacts	Part of 2018 Zoning Bylaw rewrite
1 Develop a policy that moves the District of Squamish towards carbon neutrality by 2018.	complete / Carbon credits proposed 2018 budget







Summary

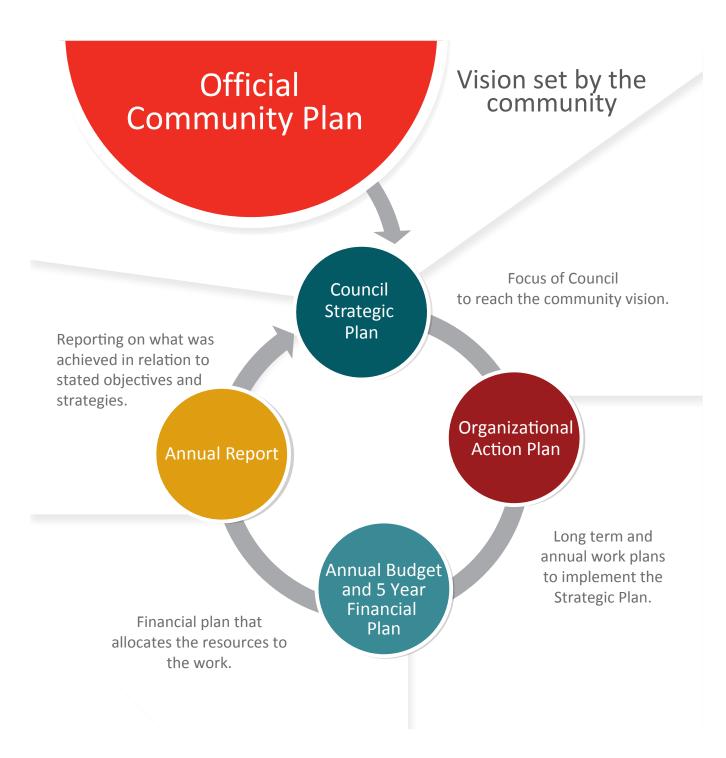
The process of building a resilient, responsive, open and thriving city is a perpetual work in progress. Fundamental to this is a comprehensive strategic vision and action plan that communicates this possibility clearly and with purpose. Capturing and articulating the hope of a community is the challenge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

The task of building a community of the future is in constant flux; a never-ending process of evaluation, change and betterment which makes this strategic action plan a living document. It started with a Council-driven strategic planning exercise at the very beginning of the 2014-2018 term that was further refined and ground-truthed by Council in early 2016 with input from senior staff. The plan will drive the District's strategic initiatives, guide yearly work plans and allow for creative transformation.

Our strategic plan is future-focused; at once specific and philosophical, pragmatic and aspirational. It provides clear direction while allowing for nimbleness to respond to emerging needs and opportunities. It envisions a world-class oceanfront community with a vibrant downtown and inclusive neighbourhoods that honours its natural dynamic environment. It aims to create an accessible, affordable, interesting, innovative, energetic, safe, walkable Squamish that attracts pioneering businesses and energizes its residents.

This will be accomplished through an open, enterprising and accessible government, and by tapping into the collaborative power of the collective community because government alone cannot deliver on this promise. In fact, it is the concerted efforts of an entire community that is the secret ingredient to this strategic action plan. There is no limit to what we can achieve together for our town.

Strategic and business cycle



2016 - 2018 Strategic Priority Focus Areas

Community 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.

Official Community Plan

Open and enterprising government



Healthy Community



Environment

We are an enterprising Government that provides open and transparent leadership. We achieve this through:

- Actively engaging the community in decision making
- Continual improvement
- Embracing innovation
- Leading a forward thinking and responsive corporation

Squamish is a vibrant, healthy, and socially inclusive community. The District supports achieving this by focusing on:

- Prioritizing public safety
- Valuing diversity
- Requiring accessibility
- Promoting physical health
- Ensuring equality
- Supporting arts and culture
- Creating gathering spaces

The District builds a balanced and resilient economy by focusing on:

Economy

- Encouraging diverse well paid jobs
- Reducing the need to commute
- Growing business opportunities and supporting hubs for entrepreneurs

The District leads the protection of our natural environment by focusing on:

- Minimizing our collective impact as we grow
- Becoming a community that adapts to and mitigates climate change
- Protecting and where possible enhancing natural spaces
- Future focused stewardship

Guiding principles

Council developed the following principles to guide decision making and prioritization of implementation of our strategic plan.

Forward-Thinking and Responsive Corporation

- Our citizens' goals and aspirations lead us. Each interaction reflects our understanding of their needs.
- Policies and processes reflect current community needs and anticipate our future needs.
- Council and staff work collaboratively and respectfully to achieve success.
- Community collaboration is supported and fostered.
- Our Corporate Culture fosters innovation, progressive planning, and organizational targets and measures.
- Our customer's experience is enhanced.
- Council and Staff create a culture that fosters innovation and collaboration.

Balanced and Resilient Economy

- The community is supported to enable a strong hub of entrepreneurial activity.
- Job creation and the long-term health of our economy are considered in land use decisions.
- A diversity of businesses that create long-term sustainable jobs for our citizens are attracted to and remain in Squamish.
- The tax structure is diverse and supports our community.
- · Success is measured by the triple bottom line: economic, environment, and social measures.

Maximize Built Environment

- SMART growth principles are prioritized in land use decisions.
- The use of existing infrastructure is maximized.
- A diversity of housing, for all stages of life and income levels, is encouraged and planned for.
- The community events we currently enjoy are expanded.
- Arts, culture, recreation, and sport are celebrated and equally valued.
- The built environment, including public and gathering spaces, contributes to the health and well-being of our citizens.
- Urban design fosters a higher level of livability.

Connected Community

- Citizens and visitors have a choice of transportation options.
- Tourism assets, commercial districts, and neighbourhoods are connected by transit and
 trails.
- Active transportation is foundational in all infrastructure decisions.
- Social inclusion and connectivity is promoted.

Future-Focused Environmental Stewardship

- Air quality, water quality, the environment and land are valued and protected.
- Policies and infrastructure will support the community's reduction of GHG emissions and transition towards the use of renewable energies.
- Community-wide energy reduction, waste reduction, and water conservation will be a major focus.
- Wildlife and sensitive habitat are integral parts of what makes Squamish unique and are protected.
- Minimizing our collective impact on climate change is considered through adaptation and mitigation strategies.



OPEN AND ENTERPRISING GOVERNMENT

We are an enterprising government that provides open and transparent leadership. We achieve this through:

- Actively engaging the community in decision making
- Continual improvement
- Embracing innovation
- Leading a forward thinking and responsive corporation

Goals

- Collaborate and engage with citizens, youth, partners and other governments.
- Inspire youth to be globally aware and active participants in democracy.
- Foster strategic and financial partnerships.
- Customer service is solution / outreach driven.
- Technology is deployed to streamline and enhance service.
- Proactively communicate and engage with the community.
- Recognize and honour the traditions, wisdom and lands of First Nations to build trust and resilient communities.
- Monitor, report and respond to introspective benchmarking and evaluation – Continuous improvement.

Strategic Actions

2015 - 2017 Completed

Amend the Council Procedure Bylaw to include the acknowledgement that Council meetings occur on Squamish Nation traditional territory. Enable Council to address big decisions as early in agenda as possible.

Implement the IAP2 Framework for public participation.

Foster strategic and collaborative partnerships with the Squamish Nation, the Provincial Government, BC Transit, Health and Social Service agencies, and the Sea to Sky School District through regular meetings and proactive engagement.

Expand use of IAP2 framework for public participation by Council and all departments.

Distribute each Council agenda in "plain language" summary to the public.

Implement a Council debrief following Council meetings for continuous process improvement.

Review the Procedure Bylaw annually to determine effectiveness and ensure ongoing transparency.

Scope technology to provide agenda item specific reference on archived Council meeting video.

Complete municipal hall space planning and construction to incorporate interim space requirements.

Clearly defined service objectives for all services.

Create formal process to communicate Council successes both in council meetings and by leveraging District communication tools.

Enhance customer service program to further engage employees in delivering outstanding service.

Redesign development notices and sign requirements to provide plain language and visual descriptions.

Design and complete construction of the Squamish Legacy Project (Canoe Shed) in the Xwu'nekw Park on the Mamquam Blind Channel.

An annual community survey is conducted to measure citizen satisfaction with the District's services and governance.

Schedule Council hosted meetings in locations outside of Council Chambers each quarter. (ongoing)

Implement mail-in ballot option.

All long term financial plan policies are incorporated into the budget process and 5-year financial plan.

Identify alternate revenue generating opportunities. (ongoing)



2018 - In Progress

Municipal Hall/Civic services building redevelopment plan complete.	2018
Implement Technology Upgrades and tools to support customer services (Technology Transformation Project).	2016 - 2019
Electronic document management implementation.	2018
Benchmarking program is completed to report measurable data and achieve continuous improvement.	2018
Develop strategy to increase voter turnout of greater than 50% in the 2018 municipal election.	2018
Complete a real estate and municipal facilities strategy & action plan.	2018

On Deck Completion contingent on outside agency cooperation and/or scope requires time beyond 2018.

Develop a Corporate Social Responsibility Policy to consider with the OCP.

Develop a basic municipal census.

Lobby UBCM to allow electronic ballots for voters in the 2018 municipal election.

UBCM did not support this initiative.

Considerations

Parameters to be applied and requirements for completion of the strategic actions

- Engagement requires public participation at varying degrees, open dialogue, involvement of many community stakeholder groups including specifically targeted groups such as youth, and time.
- Collaborative partnerships must provide benefits for all partnering agencies.
- Youth will need to be involved in developing voter turnout strategy.
- It will take a few years to implement all the technology changes, to train employees, and to educate the public on using the systems, as the District has many service areas.
- With a new Civic Services Building being considered, changes to the customer service interface at the Municipal Hall should be at minimal cost.
- Developing a meaningful benchmarking program requires a coordinated approach with all departments, which will take time to develop.
- Benchmarking information needs to be comparable to a baseline, whether internal or external, to be relevant for decision making and informative for the public.
- Infrastructure renewal should be supported by reserves, that are established and planned for infrastructure replacement.
- Continuing to develop the skill and ability for staff to monitor and actively apply for grants is required.
- Measuring and reporting on strategic actions should be designed.

Resources

Budget dollars, staffing and/or increased technology required to implement the strategic actions

- Basic IAP2 training is complete; implementation can be managed within existing resources; conducting more engagement will require additional resources.
- · Additional funding is required for engagement processes meetings, on-line tools, staffing.
- Financial, human, and technology resources are required to support technology, and customer service improvements.
- Implementation of the benchmarking program will require technology and human resources to manage the program.
- Communications processes to be supported through increased human resources.
- Accumulation of reserves and increases in direct funding sources for capital program are needed to support the long term financial plan policies.
- Increases in human resources to various areas require an increase in human resource department support and resources.
- Implementing more robust reporting systems will require investment in technology to support the
 reporting and information gathering, and an initial need for additional human resources to design
 and implement the information gathering processes. Additional resources need will be scoped for
 future budget years.
- Financial planning policy achievement will require a functioning asset management system.





HEALTHY COMMUNITY

Squamish is a vibrant, healthy, and socially inclusive community. The District supports achieving this by focusing on:

- Prioritizing safety
- Valuing diversity
- Requiring accessibility
- Promoting physical health
- Ensuring equality
- Supporting arts and culture
- Creating gathering spaces

Goals

- Increase transportation choices and minimize our impact on the environment.
- Active transportation networks better connect neighbourhoods, tourism hubs and gathering spaces and improves health.
- Squamish is an adaptable and resilient community considering food, agriculture, water, built environment, employment and energy.
- The housing spectrum supports all the needs of citizens.
- Arts, culture and recreation programs and services keep pace with the growth, needs and interests of the community.

Strategic Actions

2015 - 2017 Completed

Establish a Housing Task force including Terms of reference and determine membership and hold the first meeting.

Develop a Safe Routes Schools program.

Action plan for Safe Routes to Schools.

Active Transportation Plan / (Complete Street Plan).

Recreation Fees & Charges update.

Water Master Plan.

Children's Charter.

Smoke Bluffs Park Management Plan.

Develop a joint agriculture and food security plan with SLRD Area D.

BC Hydro Community Emergency Evacuation Maps.

2018 - In Progress (continued on next page)

Adopt a comprehensive Squamish youth engagement strategy.

2018

Incorporate into the Official Community Plan update to be completed December 31, 2017:

- A Downtown Transformation vision, including incorporation of the Cleveland Ave. plan, parking solutions and active transportation.
- A Healthy Communities Index

2018

- Transit oriented development
- An urban farming, agriculture and food security plan
- A Healthy community focus
- Smart Growth principles
- Livable urban design principles
- A Climate Change adaptation and mitigation focus

A Climate Change adaptation and mitigation focus	
Sanitary Sewer Master Plan.	2018
Building Bylaw Rewrite.	2018
Plan for funding an improved and expanded Brennan Park Recreation Centre and its programs. (incorporated into Long Term Real Estate and Facilities Strategy)	2018
Develop strategy to increase youth participation in the 2018 election.	2018
Sponsorship and community partnership policy for Arts, Recreation and Cultural Services is in place.	2018
Adopt an action plan to address housing affordability.	



2018 - In Progress (continued)

Sea-to-Sky EM Programs- the Emergency Programs within the corridor are working together to build a corridor wide EM training and implementation plans.	2018
Engage with regional partners and governments to develop a regional transportation plan.	2018
Develop a growth plan for District and regional transit services in collaboration with BC Transit and regional partners. BC Transit leading initiative for regional.	2018

On Deck

Completion contingent on outside agency cooperation and/or scope requires time beyond 2018.

A framework to measure the health of the community is developed for the OCP.

Brennan Park Recreation Centre is renovated and expanded to meet the growing community needs, e.g., potential need for second ice sheet

Heritage Policy.

Considerations

Parameters to be applied and requirements for completion of the strategic actions

- Squamish enjoys significant recreation opportunities provided by many community organizations and expanding recreation opportunities will require significant collaboration.
- There are significant opportunities to expand Squamish Nation Art and culture in Squamish.
- The District could encourage arts and culture programming through the Community Enhancement Grants or the Permissive Tax Exemption program.

Resources

Budget dollars, staffing and/or increased technology required to implement the strategic actions

- The Safe Routes to School program will require financial resources to implement improvement.
- Expanding the arts program will require additional financial resources.



ECONOMY

The District builds a balanced and resilient economy by focusing on:

- Encouraging diverse well paid jobs
- Reducing the need to commute
- Growing business opportunities and supporting hubs for entrepreneurship

Goals

- Diversified tax base
- Increased median income
- Increase number and spectrum of jobs
- Create an investment friendly environment that is competitive and future focused

Strategic Actions

2015 - 2018 Completed

Squamish Oceanfront is sold.

Amend District Zoning Bylaw to achieve the community vision while streamlining processes in order to facilitate economic development.

Zoning Bylaw Emergency Amendments.

Update Development Services Fees & Charges Bylaw.

Adopt a Grant in Aid Policy that includes criteria for applicants to demonstrate collaboration with one another.

Mobile lights and speakers for use at the U Siyam Pavilion, Brennan Park and off-site Public Meetings. (Item modified from lights to audio equipment and drum kit)

Complete a comprehensive Economic Development Strategy.

Determine the most effective Economic Development structure.

Complete a Squamish Digital Strategy in collaboration with a Digital Strategy Task Force.

Cheekeye Fan Mitigation Alternatives.

Complete Squamish wayfinding plan that encompasses branding.

Cleveland Avenue Capital Improvements.

Business License Bylaw rewrite.

Marijuana Regulations.

Branding Action Plan key elements actioned each year.

2018 - In Progress

2010 - III i logiess	
Design and construct Squamish entrance sign on Highway 99.	2018
Voluntary Community Amenity Guidelines.	2018
Action key elements of the wayfinding program.	2018
Complete the second phase of the Marine Strategy. (in progress)	2018
Downtown Revitalization (Specific projects complete, e.g., Cleveland Avenue upgrade and Revitalization Tax Exemption program)	2018

On Deck	Completion contingent on outside agency cooperation and/or scope requ	uires time beyond 2018.
Turtle Trail Impl	ementation Plan.	Requires other agencies
Airport Long Te	rm Lease.	Hazard considerations



Considerations

Parameters to be applied and requirements for completion of the strategic actions

- Land use planning decisions need to be carefully considered, as they can positively or negatively impact business growth.
- The Employment Lands Strategy needs to be factored into decisions.

Resources

Budget dollars, staffing and/or increased technology required to implement the strategic actions

- Implementing a Digital Strategy may require additional resources that are not currently budgeted.
- Current development activity may restrict the Development Service department's ability to realign zoning to support business growth.
- Additional resources may be required to complete the policy work, considering that development and growth are stretching existing resources.



ENVIRONMENT

The District leads the protection of our natural environment by focusing on:

- Minimizing our collective impact as we grow
- Becoming a community that adapts to and mitigates climate change
- Protecting and where possible enhancing natural spaces
- Future Focused Stewardship

Goals

- Municipal bylaws and policies protect natural places, and supports responsible public access to wild natural places.
- Every neighbourhood has access to natural places within a 10 minute walk.
- Municipal bylaws and goals include climate action policies that facilitate climate change adaptation and mitigation actions.

Strategic Actions

2015 - 2017 Completed

Food Waste Program Implementation Costs.

Complete zero waste strategy.

Downtown Initiative Parking Strategy.

Adopt Neighbourhood Energy Utility bylaw.

Complete sensitive habitat and riparian area mapping to inform the Official Community Plan review.

2018 - In Progress	
Greening Subdivision and Control Bylaw.	2018
Comprehensive Emergency Management Plan (CEMP).	2018
Develop a policy that moves the District of Squamish towards carbon neutrality by 2018.	2018
Site Alteration Bylaw Rewrite/Environmental Protection Bylaw.	2018
Develop Green Building Policies to provide incentives to reduce environmental impacts.	2018

Considerations

Parameters to be applied and requirements for completion of the strategic actions

Access to sensitive natural places may compromise their sustainability

Resources

Budget dollars, staffing and/or increased technology required to implement the strategic actions

• The sensitive habitat and corresponding OCP update require additional human resources for the duration of the project.



District of Squamish

37955 Second Avenue | Squamish, BC squamish.ca | facebook.com/districtofsquamish | @squamishtown

Actions 2016-2018	Deadline	Adjusted Deadline	Status Update	Risks/Obstacles/Outside our Control	Lead	Team	Not started/Major obstacles	Work Initiated/delay	On track	% Complete	Complete
Open and Enterprising Government											
Schedule Council-hosted meetings in locations outside of Council Chambers each quarter	2016		Amended Action: have meetings off site when possible and when larger venue or specific location are required. To Date: Bike Ride through the community meeting, Brennnan Park, The 55 Activity Centre, RCMP Detachment.	Quarterly Council meetings have not been occurring outside of Council Chambers due to AV and streaming challenges.	Council	Leg Services			on going		
An annual community survey is conducted to measure citizen satisfaction with the District's services and governance.	2016		2016 Survey complete. 2017 budget does not include professional survey resources. Targeted surveys continue, e.g. Solid waste/organics collection, Recreation Services. Budget survey for 2018.	Seek Council direction on whether targeted surveys meet the criteria for annual customer satisfaction surveying.	CAO	Legislative Services/HR/ Cust. Service Team					2016 surve complete
Municipal Hall/Civic services building redevelopment plan complete.	2016	Q4 2017	Final options for Civic Services Complex and feasibility to be presented to Council for discussion. Project completion scheduled for Q4 2017.		CAO	GM CP&I, GM CSR&C, Real Estate, CFO, Dir Library		behind initial deadline		80%	
Implement Technology Upgrades and tools to support customer services (Technology Transformation Program)	2016-2020		"Quick Wins": Emergency Mass Notification System, a Fleet Management System, a major upgrade of the Fire System, rollout of Bylaw Noticing, an Open Data Web Portal, and customizations in the current Finance system to support Bylaw Noticing. Four work-streams are currently in progress: Core Financials, Payroll, Municipal Finance modules, and Development Management modules. Behind the scenes work occurring with requirements for solution design, and build phases completed or nearing completion for the first two work-streams and system testing currently taking place. The new land platform for Development Management, linked to GIS is also in place. A new chart of accounts, along with new invoice and timesheet workflows has been developed with input from all Managers. Logistical and change management activities to prepare for migrating the organization over to electronic timesheets continue.	Key Financial System 'Go-live' dates have changed. It has been difficult to resource the project appropriately with Finance vacancies and the market for qualified Finance staff.	ІТ	IT, CLT, Affected Departments		go-live for Core Financials work- stream to be moved back	overall on track at this point	30% of budget spent	
Electronic document management implementation.	2017		The goal is for all departments to be on-boarded to the SharePoint platform by the end of the year with their own distinct sites, document libraries, and their current and recent files migrated. There will be an ongoing effort to continue to improve the system, increase user adoption, and to ensure record classification and retention policies are working in the background. Network file shares still exist, containing files that require further housekeeping and migration to the new system. IT and the Records Management Coordinator will continue to work with Departments to get maximize benefits of the new system. The council reports approval process was upgraded to resolve user and process administration pain points, incorporate new submission and approval timelines and handle acting scenarios.		ІТ	Legislative Services				90%	
Complete a real estate and municipal facilities strategy & action plan.	2017		Project completion scheduled for Q4 2017.		Real Estate	GM CSR&C, GM CP&I, Facilities Mgr, Dir Rec		behind initial deadline		90%	

Actions 2016-2018	Deadline	Adjusted Deadline	Status Update	Risks/Obstacles/Outside our Control	Lead	Team	Not started/Major obstacles	Work Initiated/delay	On track	% Complete	Complete
Implement mail-in ballot option	2018		First draft has been completed and awaiting review. Revisions expected before forwarding to Council Fall 2017			Legislative Services			Election Bylaw (including mail in ballots) drafted.		
Lobby UBCM to allow electronic ballots for voters in the 2018 municipal election.	2018		Resolution failed at UBCM								
Identify alternate revenue generating opportunities.	2018		Updated fees and charges: Planning, Building, Engineering (Servicing Agreement, Site Alteration Permit collections) Film & Events, Public Works. NEW fees & charges: SFR re-inspection fee, Building Permit, DVP & SAP surcharge when work already commenced. Improved Utility fee collections. Real Estate EOI. Federal/Provincial sources: infrastructure, master plans, economic development.			All				on going	
Benchmarking program is completed to report measurable data and achieve continuous improvement.	2018		Annual report provides all metrics that are currently measured and year over year changes. Public Works: over 400 indexes being tracked in Utilities, Parks and Roads & Drainage. Core Services benchmarking pilot project participation underway. Continuous Improvement Benchmarking Program launched September 2017. Initial report to Council on improvements and learning Jan 2018. First program cycle and report September 2018.		CAO	AII		Pilot project through UBCM behind schedule		50%	
All long term financial plan policies are incorporated into the budget process and 5-year financial plan.	2018		Principles incorporated in financial planning process annually.		CFO	Finance				on going	Complete
Develop strategy to increase voter turnout of greater than 50% in the 2018 municipal election	2018		Strategy to be developed by GM of Corporate Services & Mgr. of Leg Services.		Council	Legislative Services				25%	
Healthy Community											
Adopt a comprehensive Squamish youth engagement strategy	2016	2016/ 2017	Vancouver Grant Application successful, moving forward with Project Coordinator contract with agency partners to assist in the development of a framework of how to engage and work with youth from a 'nothing about us, without us' approach. Detailed presentation to Council scheduled October 24th, Corp & Public Services Standing Committee		Film & Events Manager	Recreation Services / CAO / Communications		Work initiated and		50%	
Develop a Safe Routes Schools program.	2016		Program has been developed; implementation is ongoing.			Engineering					Complete
Complete an action plan for Safe- Routes to Schools.	2016		First schools have been completed. Three more underway now. Action items being planned under Active Transportation initiatives.			Engineering					

Actions 2016-2018	Deadline	Adjusted Deadline	Status Update	Risks/Obstacles/Outside our Control	Lead	Team	started/Major acles	Work Initiated/delay	On track	% Complete	Complete
Implement the Safe Routes to School Program		2018	Outputs from final walk-about to be prioritized and integrated into ATP. Public Works plan to include these routes on night snow clearing to ensure clearance by 8:00 AM.						Will now be an ongoing initiative as part of active transportation improvements		Complete
Active Transportation Plan / (Complete Street Plan).	2016		Plan is complete and accepted by Council. Action items implementation details presented to Council; planned and budgeted for 2017-2018. Complete streets concepts in plan are to be added to Subdivision and Development Control Bylaw.			Engineering					Complete
Official Community Plan update	2016	2017/2018	Phase 2 of 4 phases is complete. Phase 3 - drafting of the plan is underway; public consultation wrapped up. Bylaw coming to Council for 1st reading in December, projected adoption in February 2018.	Stakeholder engagement remains thorough extending initial deadline.		Planning				75%	
Sanitary Sewer Master Plan	2016	2017	Final report being compiled	Conducted more flow monitoring than anticipated to calibrate sewer model.		Engineering				95%	
Building Bylaw Rewrite	2016	2017/2018	Expecting to utilize an off-the-shelf bylaw standard which is being developed by the MIA. District will need to add Step Code provisions. Expected completion Q1 2018.	Delayed project in light of Provincial Legislation Step code change process.		Building				35%	
Recreation Fees and Charges Update	2016		Bylaw adopted			Recreation					Complete
Water Master Plan	2016		Endorsed by Council			Engineering					Complete
Children's Charter	2016		Endorsed by Council			Planning					Complete
Smoke Bluffs Park Management Plan	2016	2017	Endorsed by Council			Planning					Complete
Adopt an action plan to address housing affordability	2018		Task Force recommendations have been accepted by Council and are being implemented.		Housing Task Force	Planning					Complete
Plan for funding an improved and expanded Brennan Park Recreation Centre and its programs	2018		The Brennan Park Recreation Centre Upgrade Plan has been updated with current costs and recommendations from the Parks and Recreation Master Plan. These updates have been rolled into the Long Term Real Estate and Facilities Strategy to be completed at the end of Q4 2017.	ISTRATEGY TO PRIORITIZE INSTRUCT	Real Estate Manager	Facilities Manager/ Director Recreation/ GM Planning Infrastructure /GM Corp Services				90%	
Develop strategy to increase youth participation in the 2018 election	2018		Strategy to be developed by GM of Corporate Services & Mgr. of Leg Services		Council	Legislative Services				5%	
Sponsorship and community partnerships policy for Arts, Recreation and Cultural Services in place.	During Term	2017	Project to begin Fall 2017 with first discussion draft of policy expected 2018 Q1.		Event & Film Manager	Leg Services				5%	

Actions 2016-2018	Deadline Adjusted Deadline	Status Update	Risks/Obstacles/Outside our Control	Lead	Team	Not started/Major obstacles	Work Initiated/delay	On track	% Complete	Complete
Develop a growth plan for District and regional transit services in collaboration with BC Transit and local partners	ON DECK	BC Transit has advanced regional transportation initiative with robust engagement and planning activity, including an effective survey. Funding discussion and subsequent potential implementation long term (i.e., likely beyond 2018). District Transit planning has also advanced - multi-year phased plan for transit expansion was presented to Council in February 2017. First stage implemented September 2017. New buses summer 2017. Bus tracking technology is rolling out though has been delayed a couple of times to date.							10%	
Engage with regional partners and governments to develop a regional transportation plan	ON DECK completion beyond 20								5%	

Actions 2016-2018	Deadline	Adjusted Deadline	Status Update	Risks/Obstacles/Outside our Control	Lead	Team	Not started/Major obstacles	Work Initiated/delay	On track	% Complete	Complete
Economy											
Adopt a Grant in Aid Policy that includes criteria for applicants to demonstrate collaboration with one another.	2016		Policy adopted September 2016		CFO	Finance					Complete
Mobile lights and speakers for use at the O'Siem Pavilion, Brennan Park and off-site Public Meetings.	2016		Motion passed March 7th to redirect funds to Arts Council to acquire mobile audio equipment and a drum kit and to develop an oversight agreement to allow public use.		Film & Events Manager	Recreation & Parks					Funds issued March to SAC - Completed
Complete a comprehensive Economic Development Strategy.	2016		Economic Development Review approved by Council in September 2016		GM						Complete
Determine the most effective Economic Development structure.	2016		Economic Development Officer hired. Strategy review and implementation of plan underway including Squamish Economic Steering Group.		GM	EDO					Complete
Complete a Squamish Digital Strategy in collaboration with a Digital Strategy Task Force.	2016		The Squamish Digital Strategy was developed through ongoing engagement with the committee, stakeholders, and the public. Following several iterations, a comprehensive document was endorsed by the Committee and adopted by Council in December of 2016. Based on the input and research it lays out a vision, mission, key areas of focus and a detailed action plan. The Strategy is meant to be a living document and an annual review and revision is planned. Key action items are starting to be implemented. The new Economic Development Officer will continue to work with the Committee, Community groups, and District Departments to collaborate and move Digital Strategy Initiatives forward.		ІТ						Complete
Cheekye Fan Mitigation Alternatives	2016		Endorsed by Council		Engineering						Complete
Complete Squamish wayfinding plan that encompasses branding.	2016		Plan complete.		GM	Engineering					Complete
Design and construct Squamish entrance sign on Highway 99.	2016	2017	Public Art Committee to lead the design portion of the project.	Additional budget beyond design for fabrication and installation may be required depending on scope.	GM					50%	
Cleveland Avenue Capital Improvements	2016	2017 (phase 2)	Complete		Engineering						Complete
Voluntary Community Amenity Guidelines.	2016	2017/2018	Interim policy in place. Draft updated policy presented to Council September 19, 2017. Stakeholder engagement to occur in Q4 2017; presentation to Council for consideration of new policy expected in Q1 2018.	OCP work prioritized	Planning					75%	
Business License Bylaw rewrite.	2016		Complete		Building	Real Estate					Complete

,	Actions 2016-2018	Deadline	Adjusted Deadline	Status Update	Risks/Obstacles/Outside our Control	Lead	Team Not started/Major obstacles	Work Initiated/delay	On track	% Complete	Complete
	Branding Action Plan key elements actioned each year.	2016-2018		38 of 55 Action items complete or well underway by former Brand Leadership Team strategic partners (i.e. Tourism Squamish, Chamber of Commerce). As of summer 2017, BLT role has been folded into the Squamish Economic Steering Group, under the leadership of the Economic Development Department, which will integrate branding, development and marketing plan considerations into SESG's mandate.	Some actions not within District control and rely on external stakeholders.	Economic Development	Communications	Remaining items are longer term initiatives (beyond 2018): i.e., hopon/hop-off shuttle, plaza, public market, and need to be assessed by the new SESG.			Key elements Complete
ı	Marijuana Regulations	2017		Complete		Planning	Planning				Complete
	Action key elements of the wayfinding program.	2018		First phase installation completed. Cross departmental team to be formed to implement balance of program, incorporate feedback, learning and improvements.		GM	Engineering			20%	Complete
C	Complete Marine Strategy Phase 2	2017	Q1 2018	Contract awarded to complete the strategy.	Completion requires other agency collaboration.	Planning	Planning/Real Estate			15%	
ı	Environment										
	Adopt Neighbourhood Energy Utility pylaw	2016		Council chose to not pursue this (2017).		GM	Planning/Engineering				Complete
C	Complete Zero Waste strategy	2016		Endorsed by Council		Engineering	Engineering				Complete
F	The Squamish Estuary Management Plan is reviewed and implemented into the OCP	2016	2017	SEMC has been consulted and integration into the OCP complete.		Planning	Environment	OCP deadline extended		95%	
C	Greening Subdivision and Control Bylaw.	2016	2018	Work plan in place.	Delayed due to staff retirement. Expect Q1 2018	Engineering	Engineering			33%	
	Comprehensive Emergency Management Plan (CEMP).	2016	2017/2018	All Hazard Plan is complete. Evacuation Plan ready for consultation and council review. Next stage will be the development of the Flood Response Plan.	Evac and Flood will be done in 2017. Complete "All Hazard Plan" Compressive Emergency Plan consists of many plans. Some are to be developed in future years.	Emergency Services	Emergency Services		On track. Draft of Flood Plan will be completed by end of 2017.	50%	
[Downtown Initiative Parking Strategy.	2016		Endorsed by Council		Planning	Planning				Complete
C	Develop a policy that moves the District of Squamish towards carbon neutrality by 2018.	2016-2018		Working group developed and budget for projects in 2017 budget. Local carbon credit marketplace is now live and accepting projects. Budget requested for 2018 to purchase credits from local marketplace to be carbon neutral in 2018	Need Council clarification on whether a policy is still the goal.	Environment	Environment	Plan in place and being actioned. No formal policy.		80%	
	Site Alteration Bylaw Rewrite/Environment Protection Bylaw	2018		Initial draft bylaws presented to Council. Stakeholder engagement complete and feedback being compiled.		Environment	Environment			66%	

Actions 2016-2018	Deadline	Adjusted Deadline	Status Update	Risks/Obstacles/Outside our Control	Lead	Team	Not started/Major obstacles	Work Initiated/delay	On track	% Complete	Complete
Complete sensitive habitat and riparian area mapping to inform the OCP review	_	2017	Sensitive areas identified and relevant policy will be incorporated into the draft OCP. Detailed ditch mapping complete and bylaws/OCP amended. Overall watercourse mapping complete. Final detailed watercourse mapping on Municipal lands specifically is underway. Aim to complete December 2017.		Engineering	Engineering				90%	
Develop Green Building Policies to provide incentives to reduce environmental impacts	During Term	2017/2018	This work will be woven into the Zoning Bylaw rewrite and with the Building Bylaw rewrite scheduled for 2017-2018.		Planning	Planning		Work completed following zoning bylaw rewrite/building bylaw based on Provincial Step Code change end of 2017		0%	

SECTION 3 ORGANIZATIONAL STRUCTURE



2017 Org Chart

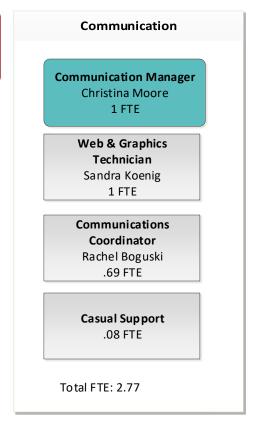
Chief Administrative Officer
Linda Glenday

Council

Chief Financial Officer
Christine Mathews

GM Corporate Services, Recreation & Culture Robin Arthurs GM Community Planning & Infrastructure
Gary Buxton

Senior Director of Human Resources & Public Safety Jeff Sim

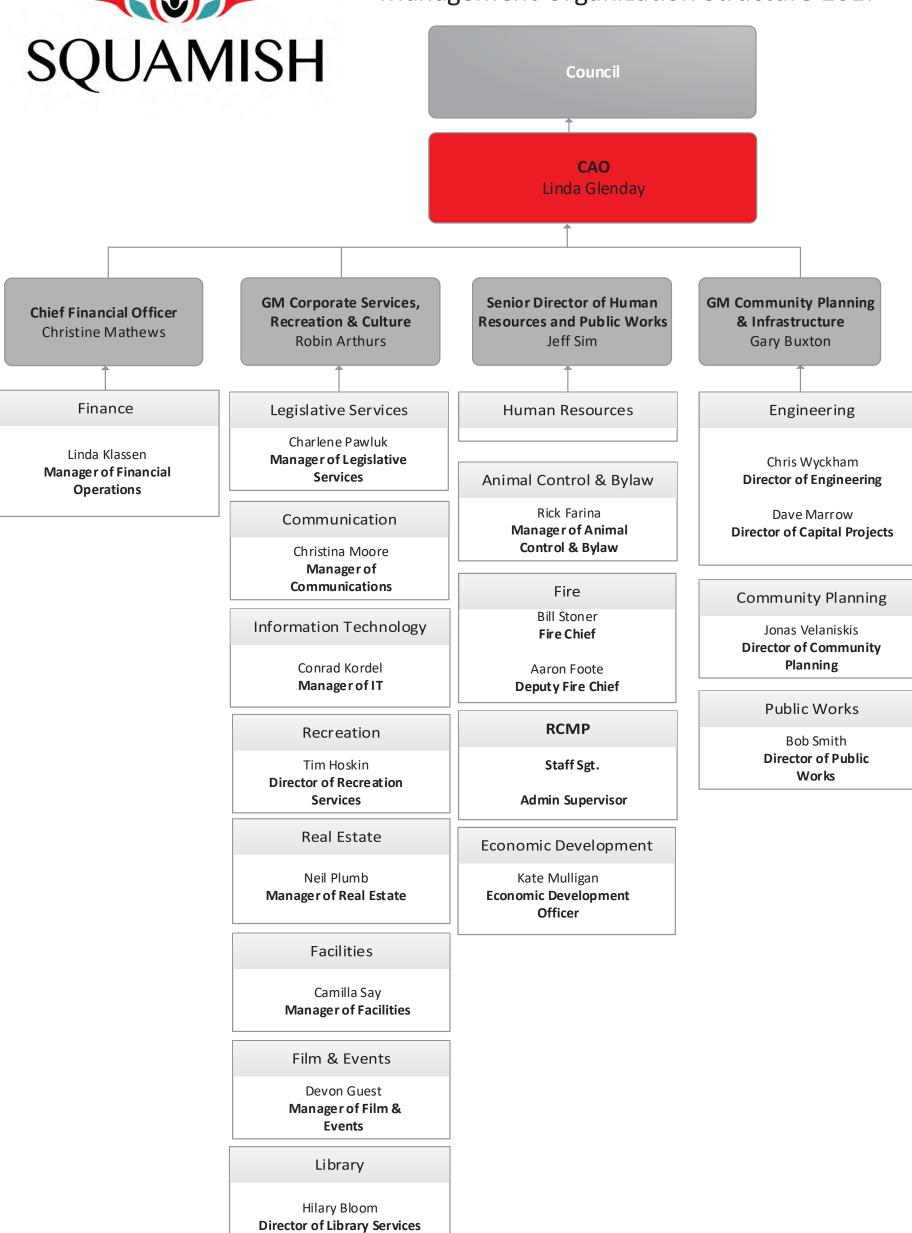




DECEMBER 11 AND 12, 2017 **BUDGET WORKSHOP - GENERAL FUND**



Management Organization Structure 2017



2017 Org Chart

Finance: 13.4 FTE



Chief Financial Officer
1 FTE
Christine Mathews

Financial Operations Manager

1 FTE Linda Klassen

Finance Specialist Clerk 5

1 FTE Vacant

Payroll Clerk 4

1 FTE Silke Stock

Tax Clerk 4

1 FTE Arlene Rattray

Accounts Payable Clerk 4

1 FTE Gurpreet Khangura

Accounts Receivable Clerk 4

1 FTE Arshpreet Khattra

Cashier Clerk 2

.6 FTE Chelsea Hurford Financial Analyst

1 FTE Tanya Bastian

Finance Specialist Clerk 5

1 FTE Alana Schultheiss

Finance Specialist Clerk 5

1 FTE Jordan Ruddock

Administrative Assistant Clerk 2

.5 FTE Alisia Bernhard

Casuals .29FTE

Temp Financial Analyst

1 FTE Anouschka Riverin

Temp TTP Clerk 4 1 FTE Galina Chebotareva

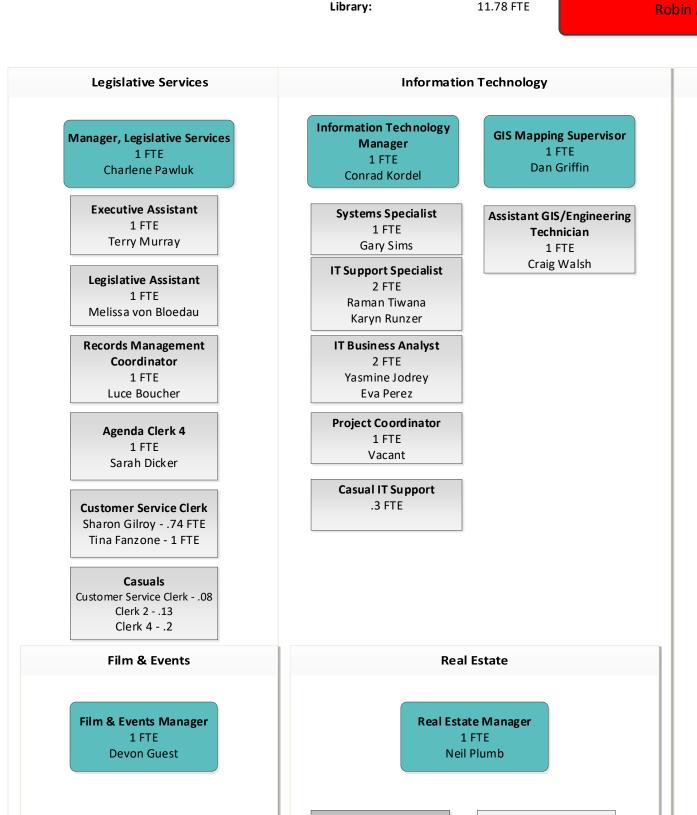
SQUAMISH

2017 Org Chart

Legislative Services:8.15 FTEFacilities:14.1 FTEFilm & Events:1 FTEInformation Technology:9.3 FTEReal Estate:2.09 FTERecreation:29.19 FTE

GM of Corporate Services,
Recreation & Culture

1FTE
Robin Arthurs



Portfolio Technician

1 FTE

Nav Gill

Casual Clerk 2

.09 FTE

Facilities Manager of Facilities 1 FTE Camilla Say Supervisor **Rec Facility Maintenance** 1 FTE Ed Dockter Asst. Supervisor **Rec Facility Maintenance** 1 FTE Ralph Burgin **Recreation Facility** Attendant 2 3.5 FTE Cleve Risto – 1 FTE Kul Ghuman - .75 FTE Novjeet Kang – 1 FTE Greg Fincham - .75 FTE **Janitors** 5.43 FTE Dale Coleman - 1 FTE Claudia Taylor - 1 FTE Jodie Martinello – 1 FTE Denise Labelle - 1 FTE Sheri Newman - .73 Jessica Moore – .45 FTE Jack Bir - .25 FTE Casuals 2.17 FTE Casual RFA1 - .7 FTE Casual RFA2 - .3 FTE Casual Janitor - .66 FTE Overtime - .08 FTE Pool Shutdown - .43 FTE

Library **Director of Library Services** 1 FTE Hilary Bloom Librarian 1 - Children/ Office Administrator Youth 1 FTE 1 FTE Hannah Pierce Kate Inman Snr. Library Assistant Librarian 1/Public - Circulation Services 1 FTE 1 FTE Sonia Dhami Andrea Hoff Snr. Library Assistant Snr. Library Assistant - Mktng & Circulation - Cataloguer .86 FTE 1 FTE Nancy Warwick Vacant Snr. Library Assistant Library Assistant - Interlibrary Loan & Circulation Circulation 1 FTE 1 FTE Stephanie Nand Peta Hackett Library Assistant Library Assistant Children's Programs Shelver .86 FTE .21 FTE Vacant Julie Pharis Library Assistant Library Assistants Circulation/Processing Casual/On Call .6 FTE 1.26 FTE Maria Harmonic

Recreation **Director of Recreation Services** 1 FTE Tim Hoskin **Recreation Program Specialist** 2 FTE **Recreation Program** Coordinator 5 FTE Marketing & **Communication Specialist** 1 FTE **Customer Service** Supervisor 1 FTE **Booking & Office Services** Coordinator 3 FTE **Recreation Facility Clerk** 4.6 FTE Instructor Guard 1 7.83 FTE **Recreation Program Leader** 2.85 FTE Seasonal .3 FTE Casuals: **Recreation Program Leader** .19 FTE **Instructor Guards** .31 FTE **Recreation Facility Clerks**

.09 FTE

SECTION 3 Page 4 of 5

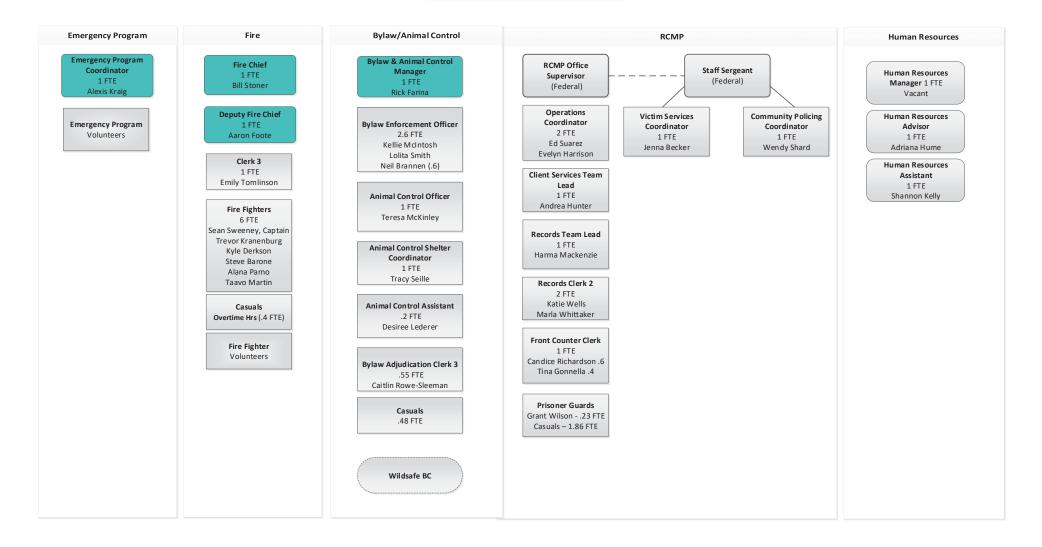
2017 Org Chart

1.0 FTE Emergency: 9.4 FTE Fire: Bylaw/Animal Control: 6.83 FTE 11.09 FTE RCMP 4 FTE

Human Resources:

Senior Director of Human Resources and Public Safety





SECTION 6 GENERAL FUND – CAPITAL PLAN

DISTRICT OF SQUAMISH 2018-2022 FINANCIAL PLAN CAPITAL PLAN - GENERAL FUND

2017 Tax base \$ 26,032,690
EFFECT ON TAXATION

																2018 FUNDIN	IG SOURCES		EFFE	ECT ON TAXATION	
									Accum Surplus or					Fund From		Accumulated				c	ummulat
Ref Ran	k Division	Project Name	Total Cost	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Provision	Borrowings	Reserve	Grants & Other	DCC	Taxation	Taxation	Surplus	Borrowings	Other	Running Total		%
	CARRY-FORWARD / IN PROGRESS																				
1	General Government	Adventure Centre garbage bin enclosure	15,000	15,000	-				15,000	-	-	-	-	-	-	15,000	-	-	-	0.00%	
2	Recreation, Parks and Trails	Off Leash Dog Park	17,500	17,500	-	-	-	-	17,500	-					-	17,500	-	-	-	0.00%	
3	General Government	Technology Transformation Program (Multi-year / Carry Forward)	2,975,000	950,000	595,000	-	-	-	-	1,545,000	-	-	-	-	-	-	950,000	-	-	0.00%	
4	Protective Services	Incident Command Van Replacement	40,000	40,000	-	-	-	-	-	-	40,000	-	-	-	-	-	-	40,000	-	0.00%	
5	Protective Services	Aerial apparatus scheduled replacement	1,200,000	1,200,000	-	-	-	-	-	500,000	700,000	-	-	-	-	-	500,000	700,000	-	0.00%	
6	Recreation, Parks and Trails	Tantalus Road Bike Lane	26,379	26,379	-	-	-	-	-	-	-	26,379	-	-	-	-	-	26,379	-	0.00%	
7	Recreation, Parks and Trails	Brennan Park arena back up generator replacement	115,000	115,000	-	-	-	-	-	115,000	-	-	-	-	-	-	115,000	-	-	0.00%	
8	Recreation, Parks and Trails	Brennan Park arena motor control centre upgrades (arena slab CFWD)	75,000	75,000	-	-	-	-	-	75,000	-	-	-	-	-	-	75,000	-	-	0.00%	
9	Transportation and Transit	SODC - R-20 - Peninsula Main Road - Arterial Standard	8,200,000	2,900,000	250,000	1,650,000	600,000		-	2,515,137	-	-	2,884,863	-	-	-	1,486,758	1,413,242	-	0.00%	
	NEW INITIATIVES																				
10	Transportation and Transit	DCC - R-4 - Pioneer Way Extension	3,600,000	1,172,856	2,427,144				10,086	-	-	628,651	1,639,440	1,321,823		10,086		1,162,769		0.00%	
11	Economic and Community Development	Carbon Neutral Projects	100,000	20,000	20,000	20,000	20,000	20,000	-	_	100,000		-	-	_	-	_	20,000	_	0.00%	
12	Transportation and Transit	Flood Protection Upgrades	20.000.000	4.000.000	4.000.000	4.000.000	4.000.000	4.000.000	700.000	9.300.000	-	10.000.000	_		_	700.000	1.300.000	2.000.000	_	0.00%	
13	General Government	Affordable Rental Housing Construction (Business Case)	500,000	300,000	200,000	.,000,000	1,000,000	7,000,000	700,000	-	500.000	.,,	-			700,000	2,300,000	300,000		0.00%	
14	Economic and Community Development	Public Art Committee Major Project	75,000	75,000	200,000	_	_	_	_	-	75,000			-				75,000		0.00%	
15	Protective Services	Fire Department Chevy 1500 Supercab 4x4 (V7022)	52,037	52,037	-		_	_	-	-	52,037	_	_				_	52,037	_	0.00%	
16	Protective Services	Wildland Interface Sprinkler Trailer (Business Case)	90,000	90,000			_			-	90,000		_					90,000	_	0.00%	
17	Recreation. Parks and Trails	Stan Clarke Park Mural Rehab	15,000	15.000			_	_	-	-	15.000							15,000		0.00%	
18	Transportation and Transit	3rd Avenue Pond Remediation	500.000	400.000	100,000	-	-	-	-	475,000	15,000	25,000	-	-	- -	-	375,000	25,000	-	0.00%	
19	Transportation and Transit	Electrical Supervisor Vehicle	40,900	40,000	100,000	-	-	_	-	475,000	40,900	· · · · · · · · · · · · · · · · · · ·	-		-	-	373,000	40,900	-	0.00%	
20	· ·	Fleet Replacement - 628D Mower (V9084)	32,000	32.000	_	_	_		-	-	32.000		-		-	-	-		-		
	Transportation and Transit						F0.000	50,000	-	_	32,000	-	_	220.000	35.000	-	-	32,000	25.000	0.00%	
21	General Government	Annual Workstation Upgrades	270,000	35,000	40,000	45,000	50,000		-	-	-		-	220,000	35,000	-	-	-	35,000	0.13%	
23	Transportation and Transit	Active Transportation Improvements	4,700,000 6.100.000	700,000	1,000,000	1,000,000	1,000,000	1,000,000 900.000			-	4,600,000	-	100,000	100,000	-	-	600,000	135,000	0.38%	
23	Transportation and Transit	Annual Road Reconstruction (2017 Level)	.,,	900,000	900,000	900,000	900,000		-	-	-	4 250 000	-	4,500,000 650.000	900,000	-	-	-	1,035,000	3.46%	
	Transportation and Transit	CN Rail Crossing Safety Improvements	5,000,000	1,000,000	1,000,000	1,000,000	,,	1,000,000	-	-	-	4,350,000	-	500.000	130,000 100,000	-	-	870,000	1,165,000	0.50%	
25 26	Transportation and Transit	Storm Sewer Inventory Collection, Condition Assessment and Flushing	500,000	,	100,000	100,000	100,000	100,000	-	-	-	-	-	,		-	-	-	1,265,000		
	Recreation, Parks and Trails	Brennan Park Rec Centre Electrical Switch Gear Replacement	115,000	115,000	-	-	-	-	-	-	-	-	-	115,000	115,000	-	-	-	1,380,000	0.44%	
27	Recreation, Parks and Trails	Brennan Park arena accessibility improvements	10,000	10,000	-	-	-	-	-	-	-	-	-	10,000	10,000	-	-	-	1,390,000	0.04%	
28	Protective Services	Firehall Valleycliffe - final seismic upgrades to hose tower	410,000	370,000	-	-	-	-	-	224,000	-	-	-	146,000	146,000	-	224,000	-	1,536,000	0.56%	
29	Protective Services	RCMP Boilers and Storage tanks replacement	100,000	7,500	92,500	-	-	-	-	-	-	-	-	100,000	7,500	-	-	-	1,543,500	0.03%	
30	Recreation, Parks and Trails	Wheel Chair Lift - Recreation Van	36,250	35,000						-				35,000	35,000	-	•	-	1,578,500	0.13%	
31	Protective Services	Bylaw Enforcement Vehicle Addition	41,370	41,370	-		-	-	-	-	-	-	-	41,370	41,370	-	•		1,619,870	0.16%	
32	Recreation, Parks and Trails	SODC - DCC P-17 - Oceanfront Boardwalk A & B	925,000	185,000	-	740,000			-	-	-	-	424,427	500,573	100,115	·	•	84,885	1,719,985	0.38%	
33	Transportation and Transit	SODC - DCC D-15 - Peninsula Shared Stormwater Mains	526,500	526,500					4,810	-	-	-	521,235	455	455	4,810	•	521,235	1,720,440	0.00%	
34	General Government	Fibre Conduit Installations (Business Case)	100,000	100,000	-	-	=	-	-	-	-	-	-	100,000	100,000	=	=	-	1,820,440	0.38%	
35	Transportation and Transit	Fleet Replacement - 2500 HD Super Cab (V9422) with F250 Crew Cab	49,900	49,900	-	-	-	-	-	-	48,297	-		1,603	1,603	-	-	48,297	1,822,043	0.01%	
36	Transportation and Transit	DCC - R-15 - Garibaldi/Tantalus Signal	250,000	25,000	225,000				-	-	-	-	113,850	136,150	13,615	=	=	11,385	1,835,658	0.05%	
37	Transportation and Transit	Fleet Replacement Ford Ranger (V9416) with F350 and Service Body	52,622	52,622	-	-	-	-	-	-	28,392	-	-	24,230	24,230	=	=	28,392	1,859,888	0.09%	
38	Transportation and Transit	Transit Stop Infrastructure Improvements	375,000	75,000	75,000	75,000	75,000	75,000	-	-	-	-	-	375,000	75,000	-	-	-	1,934,888	0.29%	
39	Transportation and Transit	Annual Road Reconstruction - 2018 INCREASE	2,000,000	400,000	400,000	400,000	400,000	400,000	-	-	-	-	-	2,000,000	400,000	-	-	-	2,334,888	1.54%	
40	Recreation, Parks and Trails	Baseball Dugout Replacement	42,000	14,000	14,000	14,000	-	-		-					14,000	-	-	-	2,348,888	0.05%	
41	Transportation and Transit	Streetlight LED Conversion Program	54,000	27,000	-	-	-	-	-	-	-	-	-	27,000	27,000	-	-	-	2,375,888	0.10%	
42	Transportation and Transit	Community Wayfinding Project	1,275,000	175,000	250,000	250,000	275,000	-	-	-	-	-	-	950,000	175,000	-	-	-	2,550,888	0.67%	
43	Protective Services	RCMP exterior camera upgrade	45,500	45,500	-	-	-	-	7,500	-	-	-	-	38,000	38,000	7,500	-	-	2,588,888	0.15%	
44	Transportation and Transit	University Bridge Repair	75,000	75,000	-	-	-	-	-	-	-	-	-	75,000	75,000	-	-	-	2,663,888	0.29%	
45	Recreation, Parks and Trails	DCC P4 - Dentville community park	200,000	150,000	-				-	-	57,277	-	68,310	24,413	24,413	-	-	125,587	2,688,301	0.09%	
46	Recreation, Parks and Trails	Tourism access/Trailhead Improvements	100,000	50,000	50,000	-	-	-	-	-	-	-	45,540	54,460	27,230	-	-	22,770	2,715,531	0.10%	
47	Transportation and Transit	Cleveland Intersection Traffic Light PLC Replacement	25,000	25,000	-	-	-	-	-	-	-	-	-	25,000	25,000	-	-	-	2,740,531	0.10%	
48	Economic and Community Development	Entrance Sign - Wayfinding Project	50,000	30,000	-	-	-	-	-	-	-	-	-	30,000	30,000	-	-	-	2,770,531	0.12%	
49	Protective Services	Valleycliffe Fire Hall signage	8,000	8,000	-	-	-	-	-	-	-	-	-	8,000	8,000	-	-	-	2,778,531	0.03%	
50	Recreation, Parks and Trails	Brennan Park arena bleacher heaters	44,000	44,000	-	-	-	-	-	-	-	-	-	44,000	44,000	-	-	-	2,822,531	0.17%	
51	Recreation, Parks and Trails	Brennan Park Rec Centre Store Front Door Replacement	75,000	25,000	50,000		-	-		-					25,000	-	-	-	2,803,531	0.10%	1

DISTRICT OF SQUAMISH 2018-2022 DRAFT FINANCIAL PLAN CAPITAL PROJECTS - GENERAL FUND

Project Name	Budget Manager	Project Description	Project Justification Benefits	2018 Budget	Surplus	Borrowings	Other	Net Effect on 2018 Taxes	NOTES
dventure Centre garbage bin enclosure	Camilla Say	There are two large garbage bins and a cardboard bin in the car park across the street from the Adventure Centre used by facility cleaners and tenants. Visitors to the Centre often leave garbage around the bins if they are locked or full, which of course becomes a bear attractant. In addition, the bins are an unsightly welcome to visitors to the Centre. With the addition of more tenants to the Centre and in the gravel car park, production of garbage will increase over the upcoming years. This project proposes to build an enclosure for the bins to keep them tidy, easy for Carneys to empty, and also to keep the garbage away from bears.	This will keep garbage away from the bears, remove unsightly garbage bins from view and allow easy access by Carneys. The enclosure would be designed in consultation with Carney's and the Squamish WildSafeBC Community Coordinator. With the late opening of the Rope Runner course, and uncertain plans for the Forestry Centre, the building of the enclosure has been postponed until 2018.	15,000	15,000	-	-	-	
Off Leash Dog Park	Rick Farina	Off leash dog park		17,500	17,500	-	-	-	
Technology Transformation Program	Conrad Kordel	(est. carry forward to 2018 is \$470k)New, modern, connected systems are required in many areas to support District operations. The Application Technology Roadmap which was adopted by Council in 2015 lays out a detailed plan to move forward. At its core the Financial Management system is being replaced. Other connected business systems will follow shortly, within the program timeline.	The organization faces certain risks by relying on aging software with limited support, as its core Finance system. Managers often don't have the information and reports they need making it difficult to plan, control and manage daily operations and major projects. Budgeting and capital planning is difficult and time consuming. Other areas lack systems altogether, relying on workarounds and interim solutions. Many tasks are handled manually. Larger, modern systems will help to integrate and streamline business processes across the organization. Internal operations and customer service will improve. Efficiency gains will stem the tide against ongoing increases in required staff.	950,000	-	950,000	-	-	
Incident Command Van Replacement	Alexis Kraig	Replacement of the 2001 Incident Command (IC) van (Gruman work van). The IC Van will be replaced with 23ft trailer and the IC Van will be given to Operations Dept.	The IC Van is not being utilized. A trailor will be a better alternative.	40,000	-	-	40,000	-	
Aerial apparatus scheduled replacement	Bill Stoner	The fire department's aerial apparatus will be 20 years old in 2017. Insurance Underwriters state current insurance ratings will not be maintained if apparatus age exceeds 20 years. The current 75' apparatus will be replaced with a 100'+ apparatus, which will be required to service the six story buildings that are in the planning stages within the District. The current budget for the replacement of the 75' aerial is sufficient for the purchase of the 100' unit. No budget increases are required for the larger ladder.	For most owners of property within the District, investments in fire department apparatus that are required by Insurance Underwriters are more than offset through favourable insurance premiums.	1,200,000	-	500,000	700,000	-	
Tantalus Road Bike Lane	David Roulston	This project will construct a missing section of bike lane on Tantalus Road just north of Harris Road.	There is currently a continuous section of bike lane on Tantalus north and south of the missing section which pushes cyclists onto the road. Constructing this section will provide a continuous bike lane and improve safety considerably in this area.	26,379	-	-	26,379	-	
Brennan Park arena back up generator replacement	Camilla Say	The current back up generator is 37 years old and is past it's service life. This project proposes to replace the current 15kw natural gas generator with a more powerful unit for use during power outages. The current unit can only supply minimal lighting in the community centre and arena. A larger unit will provide not only lighting, but also HVAC operations to certain areas, exterior lighting and possibly minimal power required to maintain the ice surface. In addition it could provide power to outlets in the meeting rooms for use during an emergency. The project costs include new electrical controls and a new enclosure. The existing enclosure is rotten.	The facility is now recognized as an Emergency Reception Area for the community. Improving the lighting and having operating air units and power will improve safety and comfort for anyone utilizing the facility, including emergency workers, volunteers, facility staff and members of the public. Adding back up power to the ice plant would allow us to maintain a sheet of ice during a lengthy power outage. The outage in late August 2015 caused four ice arenas in the	115,000	-	115,000	-	-	
Brennan Park arena motor control centre upgrades (arena slab ca	r Camilla Say	The existing motor controls for the ice making equipment are a mix of original and new technology. This makes routine maintenance and operation of the ice plant difficult. In the past 3 years we have had emergency situations where the plant has quit operating and many hours have been spent trying to re start it. The cause has always been a failed piece of original control equipment. Sourcing replacement parts has been very difficult. An upgraded control centre would modernize our entire ammonia refrigeration control system and would allow for improved energy efficiency and	Upgrading the plant controls will allow for easier and more efficient operation and would include extra space for possible future arenas. Improved reliability would ensure continued use of the ice without risk of cancelling ice time due to failed old components.	75,000	-	75,000	-	-	
SODC - R-20 - Peninsula Main Road - Arterial Standard	David Roulston	Construction of a looped road from the peninsula boundary to the Oceanfront Park. Construction on early phases is already underway.	Improved access to support peninsula wide development and access to the Oceanfront Park.	2,900,000	-	1,486,758	1,413,242	-	
DCC - R-4 - Pioneer Way Extension	David Roulston	Upgrade Pioneer Way from Queensway to Discovery Way to an arterial road with curbs, sidewalks, bicycle lanes, no parking per the DCC Bylaw.	Upgrade road to improved standard to accommodate ongoing growth in the business park.	1,172,856	10,086	-	1,162,769	-	
Carbon Neutral Projects	David Roulston	To allow for small capital projects that reduce GHGe. The Carbon Working Group has been established to implement projects that support the District's commitment to carbon neutrality within the corporate operation. The Carbon Working Group will initiate suitable projects that ensure decreased greenhouse gas emissions.	Projects initiated by the Carbon Working Group will support the District's commitment of working towards carbon neutrality. Implemented projects will decrease greenhouse gas emissions and ultimately result in reduced carbon credit purchases by the District.	20,000	-	-	20,000	-	
Flood Protection Upgrades	David Roulston	This item is to begin implementation of flood protection upgrades identified in the District's IFHMP. Projects include dike upgrades of the Squamish River dike and sea dike including land acquisition for maintenance and upgrade purposes. Immediate projects include dike upgrades in the upper Judd Slough area, Eagle Run and sea dike in Xwunekw Park. There is opportunity to leverage municipal funds with grant funding, however, if grant funding is not forthcoming, the budget includes a significant municipal funding portion as well.		4,000,000	700,000	1,300,000	2,000,000	-	
Affordable Rental Housing Construction	Linda Glenday	Capital funding for one or two affordable rental housing projects to be constructed on municipal lands in 2018 through 2019.	Addressing an acute affordable housing situation in the community. Providing a supply of affordable rental housing units.	300,000	-	-	300,000	-	
Public Art Committee Major Project	Devon Guest	At the inception of the Public Art Committee, the intention was to have a portion of the annual operating budget carryforward to accumulate adaquate dollars to consider a major project. The intention was to visit this every 3 year cycle for the accumlated amount of \$75,000.Currently, the Public Art Committee is considerting plans for the year 2018 with the knowledge that these funds are available to them.		75,000	-	-	75,000	-	
Fire Department Chevy 1500 Supercab 4x4 (V7022)	Bill Stoner	Replacement of existing Fire Department chevy 1500 4x4. Includes Canopy, NFPA warning lights and vehicle wrap.	This vehicle is used by chief officers for after hours response as well as transportation as required during office hours. This vehicle is also frequently used by fire inspectors.	52,037	-	-	-	-	
Wildland Interface Sprinkler Trailer	Bill Stoner	One of the most effective means of protecting critical infrastructure and residential buildings from wildland interface fires is through the utilization of sprinkler systems. These systems work by increasing the relative humidity and extinguishing flying embers as they land. Using sprinkler systems increases firefighter safety, since they are set up in advance of an approaching fire, allowing personnel to retreat while the sprinklers protect property. Squamish Fire Rescue is planning on purchasing a trailer that contains the tools and equipment required for rapid initial deployment within the District.	Structural protection sprinklers have been proven, through research and in the field, to provide an extremely effective means of protecting property from wildland fires. These tools have become essential elements of a community's wildland fire protection system. Sharing the cost of this purchase with the Resort Municipality of Whistler will allow the District to utilize this equipment, but in a very cost effective manner. The \$90 000 in this request represents Squamish's contribution to the project. Squamish and Whistler will split the cost of this \$180 000 purchase.	90,000	-	-	90,000	-	
Stan Clarke Park Mural Rehab	Bob Smith	The mural in Stan Clarke park has been subject to significant wear and tear since it's installation. There are plans in the Fall / Winter of 2017 to clean and repair the mural, but a longer term solution is also required to deal with winter snow clearing. This has likely been contributing to the damage incurred and so a design solution is required to ensure that future snow repair does not further damage the mural.	Asset maintenance and repairs. Options include whether the portion of the mosaic that aligns with the concrete walkway is removed and concrete installed, or some form of bridge installed or a protective resin applied.	15,000	-	-	15,000	-	
3rd Avenue Pond Remediation	David Roulston	Currently untreated stormwater laden with oil and sediment from road runoff are directed into the 3rd Avenue pond with no treatment. In addition, water in the pond below the inlet goes anaerobic which may exacerbate odours. This project will improve stormwater quality in 3rd Avenue pond and ultimately the Bridge Pond by placing a large oil/water separator which will also capture the majority of total suspended solids (TSS) entering the 3rd avenue pond. Further work will be completed to evaluate changes to reduce odours and improve water quality entering the estuary.	Changes to the 3rd Ave pond will improve stormwater quality entering the estuary and reduce odors.	400,000	-	375,000	25,000	-	

DISTRICT OF SQUAMISH 2018-2022 DRAFT FINANCIAL PLAN CAPITAL PROJECTS - GENERAL FUND

tef Project Name	Budget Manager	Project Description	Project Justification Benefits	2018 Budget	Surplus	Borrowings	Other	Net Effect on 2018 Taxes	NOTES
Electrical Supervisor Vehicle	Bob Smith	Electrical maintenance vehicle for Electrical Supervisor.	Supervisor does not currently have a vehicle to transport electrical tools and equipment and is using personal vehicle.	40,900	-	-	40,900	-	
Fleet Replacement - 628D Mower (V9084)	Bob Smith	Fleet replacement for Parks department 2007 Jacbosen Turfcat with mower cutting deck, 72 inch cutting rotary and 3 blade deck.	Replacement. At end of life cycle.	32,000	-	-	32,000	-	
Multi-functional Heavy Truck	Bob Smith	New multi-functional heavy duty hook truck for hauling biosolids bin to the Whistler compost facility and year around use for aggregate hauling as well as snow and ice control. All additional tools and attachments are included in the budget amount.	Heavy duty truck to haul biosolids bin on daily run to RMOW composting. Currently costs \$64.5k / year to haul biosolids to RMOW. 4.6 year pay back period if only used for hauling biosolids including vehicle maintenance costs. Added value can be obtained from increasing services levels for snow and ice control use and other duties. Added growth and additional steep slope subdivisions require a 4th heavy duty truck for snow and ice control. Snow removal policy directs that red routes be addressed in a timely fashion. This is not always acheiveable with the current compliment of equipment.	·	-	-	-	35,000	
Annual Workstation Upgrades	Conrad Kordel	Workstations are replaced on an ongoing basis by identifying those machines that fall below a set performance standard. It has been the IT Department's goal to provide all areas that require regular use of computers with workstation that are not older than 5 years. As the organization continues to grow, there are also new staff who require desktop workstations and in many cases laptops or tablets.		700,000	-	-	600,000	100,000	
2 Active Transportation Improvements	David Roulston	The Active Transportation Plan lays out a comprehensive set of recommendations to upgrade pedestrian and cycling infrastructure throughout Squamish to improve safety and encourage alternate forms of transportation. This budget item will undertake those projects in a phased manner.	Investments in active transportation will increase use, reducing traffic volume and greenhouse gas production and improving community health.	900,000	-	-	-	900,000	
3 Annual Road Reconstruction	David Roulston		As part of the Asset Management Plan, the District also completed a Pavement Management Study which involved a detailed condition assessment and prioritization of all the roads within the District and prepared a 20 year replacement plan. Funding levels have been below the recommended amount for several years and the proposed budget is intended to make up for the existing deficit. The District intends to prepare an updated Pavement Management Strategy in 2018 to determine necessary funding levels.	1,000,000	-	-	870,000	130,000	
4 CN Rail Crossing Safety Improvements	David Roulston	Transport Canada is requesting all rail crossings to be upgraded by 2021 to improve safety. This project will complete a pre-design in 2016 to provide cost estimates to upgrade rail crossings within Squamish in subsequent years. Budget requests in subsequent years are placeholders until more firm cost estimates are available.	Up to 87% funding can be provided through Transport Canada's Grade Crossing Improvement Program (50%) and CN Rail(37%). Therefore there is a significant opportunity to leverage municipal funds to complete significant safety improvements at rail crossings within Squamish with 13 cent dollars. Actual spending will be \$200,000 if there are no grants, but up to the \$1,000,000 if the District is successful with grant applications.	100,000	-	-	-	100,000	
5 Storm Sewer Inventory Collection, Condition Assessment and Flu	S David Roulston	The District has an incomplete inventory of stormwater infrastructure. This project will collect drainage inventory, complete video condition assessments and flush storm sewers in order to inspect their condition and flush silt and sediment. The data can be used to inform the Integrated Stormwater Management Plan and Asset Management Plan update.	The Asset Management Plan noted that very little information is available on the condition of the storm sewer system. This project will allow the District to understand the condition of storm sewers in order to determine an appropriate rehabilitation/replacement strategy. This is an anticipated outcome of the upcoming Integrated Stormwater Management Plan.	115,000	-	-	-	115,000	
Brennan Park Rec Centre Electrical Switch Gear Replacement	Camilla Say	This project will be completed as part of two other projects related to electricity at the rec centre; Arena Motor Control Centre Upgrades and Emergency Generator Upgrades. The switch gear is original and has not been operated in over 25 years. It is not known if it could be safely operated in the event of an emergency. Electrical contractors as well as the Electrical Supervisor for the District of Squamish have recommended the replacement of the switch gear for both the community centre and the aquatic centre.	The switch gear would be replaced with code compliant parts that would better protect our equipment and improve reliability.	10,000	-	-	-	10,000	
7 Brennan Park arena accessibility improvements	Camilla Say	• •	Automated faucets are easier to use but also save on water. Automated hand dryers will reduce the consumption of paper towels and ultimately save energy consumption. Automated toilet paper dispensers will be easier to use and will be installed in the accessible stalls only.	370,000	-	224,000	-	146,000	
8 Firehall Valleycliffe - final seismic upgrades to hose tower	Camilla Say	The engineer of record had indicated in 2011 that the fire hall had 3 major structural deficiencies - the roof, the walls of the truck bay and the hose tower. The truck bay walls and the roof have both been retrofitted in 2011 and 2012. During	masonry walls. The new tower will be a lightweight steel structure. Completing these upgrades will ensure the structure is seismically sound so that it can function as an emergency building or post disaster facility. The new tower can also be used for enhanced training of the fire fighters and rented as a training facility. In addition, it is anticipated that the truck bay will be extended to the South side within the next 5 years to accommodate taller trucks and so this is	7,500		-	-	7,500	
9 RCMP Boilers and Storage tanks replacement	Camilla Say	There are 2 gas boilers that heat water for the building heating system and for domestic hot water. Hot water is stored in 2 X 120 gallon tanks. Both sets of equipment are at their end of life and the boilers are very inefficient. The project proposes to replace the boilers with high efficiency condensing boilers that will provide 30% - 50% savings in gas consumption. At the same time, the hot water storage tanks will be replaced with titanium stabilized stainless steel tanks that have a life time warranty.	Currrent gas consumption is approximately \$10,000 per year. Savings are estimated at a minimum of \$3,000 per year. The new boilers will reduce GHG emissions by at least 15 tonnes per year. Staff will explore opportunities with Fortis for rebates but won't be able to confirm the value of the rebates until the new boilers have been specified.	35,000	-	-	-	35,000	
0 Wheel Chair Lift - Recreation Van	Tim Hoskin	A new Recreation Van was purchased in 2017 with the intent of adapting it to allow for wheel chair patrons. The addition of a wheelchair lift improves accessibility for patrons to participate in out-programs with Recreation Services. The approximate cost of the wheel chair lift is \$35,000. On September 5, 2017, Council ratified a recommendation from the Committee of the Whole directed staff to defer the purchase of a wheelchair lift to the 2018 budget and explore grant opportunities.	The new Program Van will increase the number of out-trips planned for youth, adults, and seniors including trips to the city for concerts and cultural events to adventure and outdoor activities throughout the Sea to Sky Corridor. Providing wheelchair accessibility is an excellent opportunity to make these trips inclusive. Training to use the wheelchair lift can be conducted by the staff as part of the onboarding of new drivers (staff and volunteer).	41,370	-	-	-	41,370	
Bylaw Enforcement Vehicle Addition	Rick Farina	Currently Bylaw Enforcement is assigned three (3) vehicles utilized by four employees. It is not operationally efficient to share the Smart Car (assigned to the Manager, Bylaw Enforcement and Animal Control) with the most recent Bylaw Enforcement team member as quite regularly both are operational at the same time. The manager regularly needs to attend meetings in the community, and has staff working out of two buildings and in the field. Additionally, the manager regularly uses active transportation to commute to work so does not have a personal vehicle available.	Greater flexibility in service delivery.No requirement for Manager and Bylaw Officer to double up.Efficient use of resources.Greater community presence.	185,000	-	-	84,885	100,115	
2 SODC - DCC P-17 - Oceanfront Boardwalk A & B	David Roulston	Construction of an oceanfront boardwalk at the SODC lands as a public amenity.	Recreational amenity for public use.	526,500	4,810	-	521,235	455	
3 SODC - DCC D-15 - Peninsula Shared Stormwater Mains	David Roulston	Construction of storm sewers on peninsula that will service SODC development as well as other future development on peninsula	Allows future development of peninsula.	100,000	-	-	-	100,000	

DISTRICT OF SQUAMISH 2018-2022 DRAFT FINANCIAL PLAN CAPITAL PROJECTS - GENERAL FUND

Ref Project Name	Budget Manager	Project Description	Project Justification Benefits	2018 Budget	Accumulated Surplus	Borrowings	Other	Net Effect on 2018 Taxes	NOTES
Fibre Conduit Installations	Conrad Kordel	District owned fibre optic loop connecting key municipal buildings; reducing our overall cost and our reliance on telecommunications companies for these services.	A District owned fibre optic trunk line will serve as an alternative to our Telco managed network; by laying conduit in partnership with municipal infrastructure projects. The Installation costs are estimated at \$50/meter (incl conduit/vaults/ labour), much less than as standalone projects. Connecting District buildings with fibre optic cable will result in significant monthly operational savings. Major portions of the conduit line connecting P/Ws, EOC, BPRC and Adventure Center have already been constructed. This project will continue conduit installation along the main line and develop a detailed plan for remaining fibre build requirements. (see Bus. Case)	49,900	-	-	48,297	1,603	
Fleet Replacement - 2500 HD Super Cab (V9422)	Bob Smith	Fleet replacement Roads department 2007 GMC 2500 4x4 extended cab long box pickup with an F250 Super Cab and power tailgate.	Larger cab needed for personnel transport and power tailgate needed for snowblower and small equipment transport.	25,000	-	-	11,385	13,615	
DCC - R-15 - Garibaldi/Tantalus Signal	David Roulston	As identified in the Multi-Modal Transporation Plan, this intersection is a major connection to north Garibaldi Estates which is experiencing significant growth. This project will add a signal to the intersection and will be bike and pedestrian friendly.	Improve traffic flow and safety of vehicles, pedestrians and cyclists in this busy intersection.	52,622	-	-	28,392	24,230	
Fleet Replacement Ford Ranger (V9416) with F350 and Service	e Boo Bob Smith		Fleet Replacement Fund. Return on investment includes gained efficiencies for mechanics to make repairs in the field for reduced equipment down time, reduced fuel usage as fleet truck will no longer be used for supervisor daily commute, option to add small sander for winter use, spill kit to support environmental clean-up efforts. Had been traded from Bylaw in 2016 for an F150.	75,000	-	-	-	75,000	
R Transit Stop Infrastructure Improvements	David Roulston	In 2018 staff propose to install 1 new concrete pad, 2 new shelters, and some minor improvements including adjusting the placement of several stops. This project will make infrastructure improvements at a selection of transit stops to increase accessibility and augment the transit user's experience. Improvements will vary from year to year. In subsequent years, staff propose to focus less on shelters are more on improvements to accessibility such as raised pads with sufficient space for wheelchairs to get on and off the bus.	the District has budgeted for maintenance of stops (snow clearing, graffiti removal, waste collection), but no improvements to the stops. These improvements are an important component of improving the Squamish Transit	400,000	-	-	-	400,000	
40 Baseball Dugout Replacement	Bob Smith	Significant safety concern. This cannot be deferred without incurring significant risk. 3 year plan to replace dugouts for field #2, #3 and #6. Field #3 will go first as it is in the worst condition.	Rotten floor and walls are a safety concern. Risk.	14,000	-	-	-	14,000	
Streetlight LED Conversion Program	Bob Smith	program will allow for ongoing upgrade of existing light fixtures and allow for an ongoing assessment of the payback and	Expecting 8 year payback. HID bulbs draw 190 Watts while LED draw 70 Watts. HID bulbs last for 24,000 hour while LED last 100,000 hours. Possible shorter payback period if BC Hydro rebates are awarded and reduced equipment costs are acheived through bulk buy program.	27,000	-	-	-	27,000	
Community Wayfinding Project	Gary Buxton	Development of a comprehensive community wayfinding project. Largely signage that directs visitors to designated destinations in the community.	Will assist in downtown revitalization, tourism and general economic development.	175,000	-	-	-	175,000	
RCMP exterior camera upgrade	Camilla Say	The RCMP building has an exterior camera system that is 11 years old and in need of upgrading. This is not part of the cell block camera system updated in 2012. The project proposes to upgrade the current analogue cameras and recording equipment with digital equipment. It also will add more cameras around the exterior to provide better coverage. The current recording equipment is actually on loan from the RCMP PTSS division as the old equipment failed. This needs to be returned.	New RCMP legislation requires a storage capacity of at least 4 months. The current equipment only allows for 2 - 3 weeks retention. Also the image from the old cameras on the old monitors is very poor. Additional cameras will provide better coverage around the whole perimeter. The project was started in 2017 with a scope of work created and RFP issued. A vendor has been chosen and the 2017 budget will be used to purchase some of the new equipment. Additional funds are being requested for 2018 to do the installation of the equipment and for 2019 to replace the existing cameras.	45,500	7,500	-	-	38,000	
44 University Bridge Repair	David Roulston	The University bridge deck expansion joints have failed causing damage to the road surface. This project will repair and replace the two deck joints to allow expansion/contraction during cold and hot weather without damaging the road surface. Prior repairs only addressed a portion of the problem.	The road surface at the deck joints has failed and is in poor condition, several interim road repairs have also failed. Failure to repair the deck joints properly can cause damage to the bridge and long-term maintenance costs will exceed the cost to repair the joints with a properly engineered solution.	75,000	-	-	-	75,000	
DCC P4 - Dentville community park	David Roulston	Design and construction of a destination park near the current skate bowl per the DCC bylaw and agreement with the developer of 38684 Brittania Ave.	Neighborhood need, master plan recommended, supported by Council. Project has started in 2017. Funds should be carried over from the existing project and there is no need to recreate this project in 2018.	150,000	-	-	125,587	24,413	
46 Tourism access/Trailhead Improvements	David Roulston	A detailed review is planned in early 2018 as part of the Parking Strategy Implementation project that will identify locations and work recommended for trailhead improvements at popular trails and tourist destinations. This project will complete the physical work to make those improvements including adding additional parking, adding bathrooms, garbage cans, signage, etc.	Reduce congestion and parking difficulties at popular areas as well as reduce litter and waste generated at the sites by adding facilities such as bathrooms and garbage cans. Possible locations are Quest University, Perth Drive, Spit Road or the Eagel Viewing area.	50,000	-	-	22,770	27,230	
17 Cleveland Intersection Traffic Light PLC Replacement	Bob Smith	Existing traffic light control PLC is failing, is at end of life and needs replacement. Significant traffic disruptions at a major intersection would result or increase in frequency.	Risk. Current equipment at the end of its' lifecycle.	25,000	-	-	-	25,000	
8 Entrance Sign - Wayfinding Project	Gary Buxton	Community entrance sign at prominent location as the initial effort as part of the Comprehensive Wayfinding Project	Council request to incorporate new branding	30,000	-	-	-	30,000	
9 Valleycliffe Fire Hall signage	Camilla Say	The Valleycliffe Fire Hall has never had a sign identifying what the building is. This project proposes to install a lit sign on the outside of the building, following guidelines and design from the new wayfinding programme.	This building is not only an emergency facility but also the location of an alternative EOC, and potentially a post disaster Reception Centre. Without appropriate signage the building is not easy to find.	8,000	-	-	-	8,000	
Brennan Park arena bleacher heaters	Camilla Say	The current radiant tube heating units over the arena bleachers were installed in 2002. They are serviced twice a year and the latest inspection found corrosion at the far end of each tube. The environment that the units are in causes the combustion gas to condense inside the tube before exhausting safely outside. The project would involve removal and disposal of the old units, installation of four new units each with its own supply and exhaust system which would bring the units up to code. Customer controlled timers would also be installed on each unit.	The heaters are a much used amenity in the arena and are quite popular with the spectators. The units are operating safely right now but in the future we will have issues with combustion gasses leaking into the arena and running the risk of Carbon Monoxide related problems in the spectator area.	44,000	-	-	-	44,000	
Brennan Park Rec Centre Store Front Door Replacement	Camilla Say	Replacement of three (3) of the existing original store front doors in the community centre and arena with motion activated doors and new thresholds.	The pins on the doors are failing after years of use and door repair companies are unable to source parts for replacement. New automatic doors would improve accessibility for those with mobility issues and those with large hockey bags, strollers etc. Currently the doors are always propped open to allow easy access but this does allow cold air from the arena lobby to move into the rest of the building. This project proposes to replace one door into the arena in 2018 which will work well with proposed accessible upgrades to the washrooms. The remaining doors will be replaced in 2019.	25,000	-	-	-	25,000	

SECTION 7 GENERAL FUND – OPERATING

DISTRICT OF SQUAMISH 2018-2022 FINANCIAL PLAN SERVICE LEVEL CHANGES - GENERAL FUND

2017 Tax base \$ 26,032,690

Ref Ranking	DEPT	Presentation Name	EXPENSES	FTE \$	FTE	TOTAL	Other Funding	Net Effect on Taxation	RUNNING TOTAL	% of 2017 Taxation Revenue	Cummulative %
1	Fire Services	Additional Captain for two shift system (Business Case)	\$ 2,500	\$ 92,266	1.00	\$ 94,766	\$ 24,000	70,766	\$ 70,766	0.27%	
2	Operations	Danger Tree Removal	10,000			10,000	-	10,000	80,766	0.04%	
3	Operations	Electrical Arc Flash Assessments (2)	8,000			8,000	-	8,000	88,766	0.03%	
4	Operations	Regulatory, Bylaw and Wayfinding Signage Increase	10,000	22,958	0.30	32,958	-	32,958	121,724	0.13%	
5	Operations	Winter Safe Routes to School Snow & Ice Control	2,000	11,367	0.15	13,367	-	13,367	135,091	0.05%	
6	Facilities	Janitorial Municipal Hall - additional hours	-	6,328	0.10	6,328	-	6,328	141,419	0.02%	
7	Engineering	BC Transit Service Expansions	191,104			191,104	27,436	163,668	305,087	0.63%	
8	CAO	Truth And Reconciliation	3,000			3,000	-	3,000	308,087	0.01%	
9	Engineering	Carbon Neutral Contract Services	10,000			10,000	-	10,000	318,087	0.04%	
10	Engineering	Purchasing Local Community Carbon Credits	50,769			50,769	50,769	-	318,087	0.00%	
11	Recreation	Ice Skate Rentals	7,000	1,952		8,952	14,000	(5,048)	313,039	-0.02%	
12	Finance	Increase in Casual coverage for Cashier, A/P, A/R and Payroll	-	6,728	0.11	6,728	-	6,728	319,767	0.03%	
13	IT	SharePoint Consulting and Support	20,000			20,000	-	20,000	339,767	0.08%	
14	Leg & Admin	Executive Assistant - Vacation Coverage	-	5,105	0.08	5,105	-	5,105	344,872	0.02%	
15	Ec Dev	Economic Development Services Enhancement	25,000			25,000	-	25,000	369,872	0.10%	
16	Finance	Procurement Review and Centralized Purchasing (Business Case)	25,000	23,633	1.00	48,633	-	48,633	418,505	0.19%	
17	CAO	Strategic Plan Support	20,000			20,000	-	20,000	438,505	0.08%	
18	Communicat	i Training and Conference - Communication	2,950			2,950	-	2,950	441,455	0.01%	
19	Operations	Activity Hub and Bus Stop Sanitation Improvements	9,600	46,873	0.70	56,473	-	56,473	497,928	0.22%	
20	CP&I	Affordable Housing Program Coordination	3,500	67,332	1.00	70,832	-	70,832	568,760	0.27%	
21	Operations	Bear Attractant and Vegetation Management	2,500	8,228	0.12	10,728	-	10,728	579,488	0.04%	
22	Engineering	Part-Time Environmental Technician	1,500	29,209	0.60	30,709	30,709	-	579,488	0.00%	
23	Operations	Soccer Fields on Hendrickson Field	4,700			4,700	-	4,700	584,188	0.02%	2.24%
LONG TERM FI		N CONSIDERATION									
	CAPITAL	Capital Works Reserve Fund Contribution	260,327			260,327	-	260,327	844,514	1.00%	1.00%
OTHER BOARD	AND AGENCY	REQUESTS									
24	RCMP	1 Extra Police Officer (Business Case)	167,247			167,247	-	167,247	1,011,761	0.64%	
25	Library	Library Audit	10,000			10,000	-	10,000	1,021,761	0.04%	
26	Library	Increase to library open hours	6,760	10,554	0.19	17,314	-	17,314	1,039,075	0.07%	
27	Library	Increase to Senior Library Assistant - Cataloguer hours	-	10,627	0.14	10,627	-	10,627	1,049,702	0.04%	0.79%
					5.48	\$ 1,196,616	\$ 146,914	\$ 1,049,702		0.56%	4.03%

Budget Manage Service Name	Description For Presentation	Service Change Justification	Net Effect on Taxation	FTE
1 Bill Stoner Additional Captain for two shift system	The demands associated with volunteer firefighter instruction and after-hour response are such that career staff is having trouble meeting needs. An extra firefighter is required to ensure that training and response are provided as required. With the addition of an extra firefighter, career staff could utilize two shifts to provide 7 day a week daytime coverage. Every shift requires an additional captain so one of the department's current firefighters will need to be promoted into this role. This change will allow more flexibility with volunteer training, which will help to ensure that all members are able to meet and maintain required training standards.	This position and the related staffing model were recommendations of the 2015 Fire Rescue Service Growth Plan, which was adopted by council as an addendum to the District of Squamish Master Fire Plan on October 6, 2015. Provincial regulations and industry best practice demand a greater level of firefighter training. Career staff work most weekends to accommodate this training but there are still gaps that need to be addressed. The mental demands on a typical firefighter are well documented. Squamish firefighters feel these demands as well as the mental challenges associated with extra training hours and week-long duty shifts. This extra work and the added mental strain associated with oncall shifts have the potential to create environments more prone to the development of mental health issues. A second shift will create a schedule that will allow career staff an adequate amount of time to recharge.	\$ 70,766	1
2 Bob Smith Danger Tree Removal	Development in Squamish is creating more open spaces which is affecting forest stability and exposing trees that are not windfirm. Additional cost are being incurred to remove the increased volume of danger trees.	Largely a reflection that the volume of areas in which danger trees are located is growing and therefore so is the number of service calls to address them. Risk/Hazard	10,000	
3 Bob Smith Electrical Arc Flash Assessments	Arc flash risk assessments determine potential hazards posed by accidental equipment failure resulting in electrical explosion. High consequence and regulatory requirement. The District is currently out of compliance.	Working with Safety Authority to start work with 20 District sites over a period of 5 years to bring the District into compliance with the regulation. To date 20 high risk sites have been inventoried. At a cost of \$4,000 per site total cost to complete all sites is \$80,000. Planning to implement over 5 years at 4 sites per year. Therefore a budget of \$16,000 per year is required. It is anticipated that another 40 or more will need this work in the coming years therefore ongoing budget is needed. Out of regulatory compliance with CSA-Z462 and Canadian Electrical Code, Risk. If BC Safety Authority so chooses the District could potentially be fined up to a maximum of \$30,000 per site. The District currently has 82 sites.	8,000	
4 Bob Smith Regulatory and Bylaw Signage Increase	New Council parking initiative, safe routes to school, bike lane system expansion, wayfinding, illegal camping reduction, increased adherence with Transportation Association of Canada (TAC) signage guidelines and additional CN rail crossing maintenance requirements have created additional demands for road signage throughout the District.	Overall as the District's asset base grows, so will the maintenance, repair and replacement costs for all regulatory and advisory signage.	32,958	(
5 Bob Smith Winter Safe Routes to School Snow & Ice Control	In an effort to improve active transportation in the community through improved winter trail and sidewalk maintenance, Council approved a 0.15 FTE lift for winter nightshift safe routes to school snow and ice control for 2017 for the October - December period. As the original ask was for 0.3 FTE. Council directed that the remaining 0.15 FTE be added to the 2018 budget.	This nightshift (midnight to 8am) position will have sidewalks, trails and safe routes to school cleared each morning. Part of ongoing efforts to improve the active transportation network.	13,367	(
6 Camilla Say Janitorial Municipal Hall - additional hours	Currently Municipal Hall is cleaned Monday through Friday for 4 hours a day. With many new staff and the addition of the trailer, it is impossible for the janitor to keep up with all cleaning tasks. This proposal is for an additional 4 hour shift per week to focus on tasks that are not regularly completed, such as vacuuming all offices, cleaning windows, mopping and dusting.	This increase in hours will ensure that the Janitor has sufficient time to properly clean the facility in accordance with acceptable health standards. In addition, by scheduling these additional hours on a Tuesday night, the janitor can be on site during council meetings to clean up after the meeting and lock the doors which is currently completed by senior staff.	6,328	(
7 Chris Wyckham BC Transit Service Expansions	Three transit expansion projects are proposed for 2018: introducing seasonal parks service, expanding handyDART service, and increasing service and reliability on the core network. Expansions to improve service on the core and local networks are also proposed in 2019 and 2020.	Transit service expansions are proposed to better serve the community and increase transit ridership. Council supported the proposed expansions via an Expansion Memorandum of Understanding (MOU) with BC Transit in July 2017. The MOU outlines the 2018 proposed service expansions as well as additional service increases on the core network in 2019 and 2020. Service level change amounts for each year below are in comparison to the 2017 budget year (and replace the SLC estimates submitted in last year's budget). Inter-regional transit has been removed from this G/L and will be considered separately in 2019 budget process.	163,668	
3 Linda Glenday Truth & Reconciliation	First Nation Reconciliation Program	Increase total budget to \$20,000.	3,000	
9 Chris Wyckham Carbon Neutral Contract Services	The District is working towards total Greenhouse Gas reductions and has formed a Carbon Working Group (CWG), this group includes employees from Facilities, Fleet, Engineering and Sustainability that meet monthly to discuss, determine projects and plan carbon reduction strategies for the District as an organization. The group will plan and initiate District projects that provide measurable emission reductions, in some cases this might require consultant / specialist assistance.	The amount is to fund contract services to answer specific questions as identified by the internal working group (e.g. best improvement for heating pool water, list of vehicles that can operate on bio-diesel, survey of insulation quality in buildings that aren't slated for replacement in next 5 years, etc.). Community GHGe reduction plan and actions will come as a later phase of this project in subsequent years.	10,000	
10 Chris Wyckham Purchasing Local Community Carbon Credits	For the District to become Carbon Neutral for 2015, 2016 and prospectively 2017, local community offsets will be purchased through the Community Carbon Market Place. Credits through the Community Carbon Market Place will be available for purchase as of early 2018. Going forward the District of Squamish will continue to work towards reducing emissions and annually purchase local community carbon credits as required to become carbon neutral.	The District has not previously purchased credits and has been waiting until local community credits are available through the Community Carbon Market Place, which will be ready in early 2018. To ensure compliance with the Climate Action Charter commitment to become carbon neutral, the District will continue with yearly purchases of credits as required.	-	
.1 Tim Hoskin Ice Skate Rentals	Historically, the skate shop at the Ice Arena has been leased to a private contractor to provide low cost ice skate rentals to the public. This service allowed for Public Skate/School and Skate Program patrons to participate without owning a pair of skates. Other services the skate shop contractor provided were skate sharpening and the sale of retail goods such as skate laces and water bottles. The lease expired and the contractor is not interested in continuing operations. An Expression of Interest was released twice with no responses.	Maintaining skate rentals at the arena is important to allow low cost access to programs and school and pubic skates for patrons who do not own skates. As there is no contractor interested in operating the skate shop, the DOS can operate the skate shop at zero cost or potentially making a little profit. A Rec Leader will start 30 minutes before and stay 30 minutes after a programmed skate to hand out and collect skates. Rental revenue will be collected by customer service staff within the existing staffing levels. The skate inventory has been purchased at a reasonable cost from the previous contractor in the 2017 budget year. Skate sharpening as a service is not being considered in 2017. Additional revenue will result from retail sales of laces and hockey tape. Additional expense will be occur for annual skate replacements (approximately 30 per year) and skate sharpening. The loss of lease revenue has not been calculated in this report as there are no proponents. The previous annual lease was \$3,000.	(5,048)	
2 Linda Klassen Increase in Casual coverage for Cashier, A/P, A/R and Payroll	DOS has 4 positions that are highly transactional and customer service related in nature. We are asking for an increase in casual % from 29% to about 40%. These positions have about 12 wks of vacation. The 2017 tax season was challenging with the significant increase in customers waiting to processed. Additional casual coverage may help ease this. The remainder of coverage is for 1% illness and workload help to meet legislative deadlines.	New AR utility customers continues to grow by about 30% - 50%/year as well as increases in invoices and staff. Leaving these positions vacant for more than 2 days, makes it very difficult to meet deadlines. I would like to recommend appropriate coverage for our payroll staff to enjoy a vacation that is longer than one week. Total estimated increase in the budget will be about \$6700 or 198 hrs 11.80 weeks vacation coverage 5.00 weeks tax time 1.33 weeks est. illness @ 1% (only for ap, pr, cashier) 3.00 weeks Work load - due to growth and workload 21.13 weeks total weeks739.4 hours 40.63% casual position	6,728	(
.3 Conrad Kordel SharePoint Consulting and Support	As all Departments are set to be on-boarded and live with their own unique sites on the SharePoint Hub in 2018, there will be a need for ongoing consulting support for this core platform. Although internal staff have gained a great amount of knowledge and skills and will be able to assist with many tasks, ongoing expert consulting support will be required in order to achieve the desired outcomes and full adoption and utilization of these systems. We also need to continue to ensure that the technology in the background is up to date, secure and optimized.	There are a number of platform related initiatives and tasks where we currently require assistance. At a high level these include upgrading the SharePoint Hub environment from SP 2013 to 2016 and upgrading the Employee Intranet environment from SP 2010 to 2016. This will also include an assessment of SharePoint 365, Microsoft's new cloud based SP solution. The Intranet platform upgrade will include a general redesign/overhaul to make it easier to navigate and find resources. The plan will be to include new functionality such as a searchable staff directory that can include pictures, skills and interests for each staff member. Other major improvement tasks include search optimization, use of content types, one-drive functionality, project files and templates, and doing more to increase system adoption in general. There are also a number of items, specifically related to Records Management, that require consulting help. This includes the record declaration process and management of the cradle to grave document lifecycle. In addition, there are email and physical records management options that need to be explored. In order to realize the full value of our investment into this platform, an ongoing consulting support budget is needed. This approach is much more cost-effective then bringing in a dedicated staff resource. This cross-departmental document management system provides a great amount of value to the organization, making it easy to collaborate on documents, ensuring a single source of truth for records, helping individual department get organized and breaking down silos, while records classification is taken care of in the background. A new Employee Intranet that engages employees in new ways is just one of the potential benefits.	20,000	
14 Charlene Pawlu Executive Assistant - Vacation Coverage	Request for casual coverage for the Executive Assistant (EA) position - 4 weeks. When the EA is out of the office, duties of the position have been covered by the Legislative Assistant (LA). Operationally, coverage of the EA position by the LA works for short periods of time, but extended coverage takes the LA away from the duties required for that position. Both positions are very deadline oriented.		5,105	(

Ref Budget Manage Service Name	Description For Presentation	Service Change Justification	Net Effect on Taxation	FTE
15 Kate Mulligan Economic Development Services Enhancement	The recently released Squamish's Economic Action Plan 2017-2019 identifies several initiatives to improve capacity and efficiency of service delivery by Economic Development in support of sustainable economic growth. Part of this work includes refreshed web-based content, communication products, resources, and tools to be developed by the department in consultation with supporting departments (IT, Communications, Planning, etc.). The Plan includes the modernization of existing business intelligence products and services to assist local business growth (80%) and attract outside investment (20%).		25,000	
16 Linda Klassen Procurement Review and Centralized Purchasing	This project is a combination of a procurement policy and process review and the introduction of a position for a Certified procurement professional.	Mostly qualitative, but the potential for significant value. Improved procurement policy and procedures and adherence to those polciesResource for:- professional advice and oversight to departments in preparation and award of contracts- up to date of procurement laws (reduced risk)- implement and maintain the purchase order systems- savings due economies of scale, transparency and preferred supplier- financial savings are soft, however, 1% to 3% of supplies and contracts could be expected.	48,633	1.0
17 Linda Glenday Strategic Plan Support	The CAO's Office serves as the strategic planning arm for the District of Squamish. Accountable for annual planning and reporting, and corporate performance measurement, the office works to position the District as a forward-thinking and responsive corporation. Annually, the office undertakes initiatives in support of Council's Strategic Plan. In 2017, the office developed the Continuous Improvement Benchmarking Program to support a culture of continuous improvement. 2018 onwards will see the ongoing implementation of this program, along with other targeted initiatives, including a formal customer service survey, in an effort to foster innovation, progressive planning and measurement.	It is key for District operations to be nimble and proactive in order to respond to community needs as they arise and therefore, supports additional projects surfacing as Council projects/priorities shift within the strategic plan.	20,000	
18 Christina Moor∈ Training & Conferences - Communication	The Communications Department has grown by one person in the last three years, but the Courses budget has remained the same (\$1300, or \$650 per person). Request to increase the Courses budget annually by an additional \$650 for the third employee. A one-time conference budget is also being requested for the Communications Manager to attend the IAP2 North American Conference in Victoria, BC in September 2018.	Training and professional development will continue to ensure the Communications team remains current and up-to-date with industry trends and best practices	2,950	
19 Bob Smith Activity Hub Sanitation Improvements	Increasing visitation and tourists is increasing the need to provide services to recreational trail heads and access areas. Seasonal porta potties and bear proof garbage bins for activity hubs (fishing, biking, hiking, running, climbing, etc.) as well as additional bear proof garbage bins at new bus stops added in 2017. Seasonal labourer will collect garbage from additional cans, preform additional summer garbage bin pick-ups, inspect porta potties and conduct bus stop maintenance.	Public health issues, litter and garbage are ongoing at busy activity hubs and bus stops. Options for improvements are trailheads at the Eagleview area, Ring Cree FSR and MTB parking lots, end of Perth Drive MTB access point, Spit Road and others. Risk. Recognized as a need in the Economic Development Action Plan in 2016. The need to provide more services will only grow with visitation.	k 56,473	0.7
20 Gary Buxton Affordable Housing Program Coordination	A salaried position or contracted services to coordinate affordable housing construction projects and to administer housing program or policy.	If salaried, then the costs would be fixed on an annual basis. If under contract, then there may be 2 separate contracts; one for project coordination and one for program administration. Determined as a strategic priority. The new program really seeks to address social sustainability and increase the stock of affordable housing. The fiscal benefits associated with increased affordable housing are not readily estimated.	70,832	1.0
21 Bob Smith Bear Attractant and Vegetation Management	Clearing of shrubs and trees along trails to improve visibility to lessen possible human - wildlife interactions. Bear attractants and vegetation management (clearing) is required in key locations throughout the community to help mitigate and reduce potential bear / human conflict. This pilot project will focus on Safe Routes to School, Active Transportation routes and known wildlife conflict areas.	Reduce bear conflict in the community in the interest of public safety and help maintain Bear Smart Community status. Initial works will focus on the Discovery Trail, specifically the area around the Squamish Youth Center. A 3 person brushing crew will run for 2 weeks to do the work as specified by a Qualified Environmental Professional. Public safety, risk, reduce of impacts on wildlife.	10,728	0.1
22 Chris Wyckham Part-Time Environmental Technician	Add a part time Environmental Technician to process Site Alteration Permits, conduct site visits to ensure compliance to permits, and handle enforcement actions.	Current levels of service for permit review and approval and for enforcement action, are not seen as adequate by the public. Revenue Neutral: Will be 100% covered by the fees from new Trees and Soils bylaws. Development community is very supportive of fee increase to ensure adequate level of service. Queue times for permits have been 4-6 months and field time is very limited. A casual 0.4 FTE has reduced queue times to 2-3 months and somewhat increased presence in the field, but queue times are still increasing and field time very limited. A minimum of 0.6 FTE is required to provide adequate level of service and enforcement. Workload will be re-evaluated in 2018 after the new bylaws are passed to gauge level of staffing required at that tim to see if a further increase is warranted for 2019.		0.6
23 Bob Smith Soccer Fields on Hendrickson Field	Additional nets, corner flags and paint for lining for soccer fields on Hendrickson Fields. Attempting to accommodate new users and sports on existing fields to optimize use of all turf surfaces.	Two new soccer illuminated soccer pitches will be created on Hendrickson Fields. One 3/4 size field and one 1/4 size field will be created. Fields include two nets and four corner flags each and paint for lining the fields on a weekly basis during soccer season. Community demand, growth of youth soccer.	4,700	
24 Amanda Daly Dedicated Domestic Violence/Sexual Assault Investigator	We are seeking the establishment of a dedicated investigator effective January 1st, 2018, that would primarily support Intimate Partner Violence (Domestic Violence - IPV) and Sexual Assault Investigations (SAI). Generally IPV and SAI files are often more complex and often benefit from consistency given multiple protocols, and frameworks guiding police and victim response. These files are often high risk – and inherently complex. Therefore developing experience and expertise to ensure compliance and application by an experienced investigator is highly desirable.	The operational concept, if funded, would be to place this dedicated "investigator" into the General Investigation Section (GIS). As such, they would often receive files which would be re-directed to this specialized investigator to become the "lead" investigator. This would create the foundation of a defacto "Domestic Violence Unit" similar to other areas and police jurisdictions which routinely have this type of capacity. While general duty police officers would frequently continue to be first responders to initial investigations, this specialized investigator could assume the lead role as and where appropriate, when files were redirected from the "Watch".	e 167,247	1.00
25 Hilary Bloom Library Audit	The library audit costs \$10,000 per year and is currently funded through non-DOS revenue.	Without this annual cost, the library would be able to dedicate more funds to direct public services (e.g. electronic services such as new databases)	10,000	0
26 Hilary Bloom Increase to library open hours	Increase library open hours by an additional 5 hours per week to achieve consistent 10 AM opening 7 days a week and remain open until 5 PM on Saturdays	A frequent comment we hear from the community is that the library is not open early enough on weekday mornings and it closes too early on Saturdays. Some of our weekday story time programs are run prior to our current 11 AM opening time to accommodate the scheduling that works best for families. While we achieved five extra open hours in 2015, community demand requires that we extend this further in 2018, so our hours would now be as follows: Monday-Thursday: 10 AM to 8 PM; Friday/Saturday: 10 AM to 5 PM; Sunday: 10 AM to 4 PM. Establishing a 10 AM opening time across the entire week establishes a consistent schedule for patrons.	17,314	0
27 Hilary Bloom Increase to Senior Library Assistant - Cataloguer hours	Increase from 30 to 35 hours to reflect library board's desire to bring core staff up to 35 hour/week positions	Current position is 30 hours per week. Increasing the hours to full time will poise the role as a desirable position and better ensure retention in the role. It can be established as a technical services position in our library with an expanded role to better support staff and the public with issues related to troubleshooting our integrated library system, catalogue interface etc.	10,627	0

DISTRICT OF SQUAMISH 2018-2022 FINANCIAL PLAN SPECIAL PROJECTS - GENERAL FUND

2017 Tax base \$

					Other Fi	unding				EFFECT Kunning	ON TAXATION
Ref	Ranking	Dept	SPECIAL PROJECTS	Total Cost	Surplus	Other	Net Effect on Taxation	FTE	NOTES	Total	% on 2017 Tax
	-FORWARD	Зоро	or Edine Property			0 0.110.1	on raxation		100.120	10001	70 011 20 27 10.31
1		Engineering	Safe Routes to School (CFWD 2016 - In Progress)	\$ 16,000	\$ 16,000		\$ -				
2		Engineering	Integrated Stormwater Management Plans	160,000		160,000	_				
3		Engineering	Squamish River Floodplain Quantitative Risk Assessment	130,000		130,000	-				
4		Econ. Devel.	Economic Development Contract Services	45,000	45,000		-				
5		Engineering	Greening Subdivision Bylaw	20,000	20,000		-				
6		Econ. Devel.	LNG Tax Agreement	32,800		32,800	-				
7		Planning	Riparian Classification of Ditches	9,300	9,300		-				
8		Planning	Zoning Bylaw Rewrite - Green Building Program	46,412	46,412		-				
9		Real Estate	Boundary Extension Project	40,000	40,000		-				
10		Finance	Financial System Improvement	5,000	5,000		-				
11		CAO	First Nations Reconciliation Training	9,000	9,000		-				
12		Real Estate	Sponsored Crown Grant Survey (CFWD 2015)	26,000	26,000		-				
13		CAO	Youth Project (Canada 150 Grant)	1,500	1,500		-				
14		Fire Services	Community Wildfire Protection Plan	10,000	10,000		-				
15		Recreation	Recreation Services Volunteer Program Development	10,000	10,000		-				
16		Film & Events	Sponsorship and Community Partnership Policy	10,000	10,000		-				
17		Engineering	Squamish Estuary Management Plan Update	18,000	18,000		-				
NEW II	NITIATIVES										
18		Real Estate	Airport Runway pre-project engineering	5,000		5,000	-			\$ -	0.00%
19		Emer. Mgmt	DOS and SN Mass Care Planning & Training Program	25,000		25,000	-			-	0.00%
20		_	2018 Sea to Sky Corridor Multi-Modal Evacuation Transportation Plan	100,000	15,000	85,000	-			-	0.00%
21			PRBC - RURAL DEVELOPMENT	141,500		116,500	25,000			25,000	0.10%
22		-	Downtown Entrance Study (CFWD-WIP)	100,000	38,615	22,770	38,615			63,615	0.15%
23		-	Parking Strategy Implementation	50,000	25,000		25,000			88,615	0.10%
24		Real Estate	Property Acquisition/Disposition Program	1,950			1,950	1.0		90,565	0.01%
25		Parks	Cemetery Master Plan	40,000			40,000			130,565	0.15%
26			Dike Vegetation Management	35,000		440.450	35,000	4.0		165,565	0.13%
27		Planning	Planning Personnel	100,385		119,453	(19,068)	1.0		146,497	-0.07%
28		Facilities	Adventure Centre Washroom Counter	14,000			14,000			160,497	0.05%
29		Facilities Facilities	Arts Council Building Repairs Library Now Carnet	7,500 12,000			7,500 12,000			167,997 179,997	0.03%
30 31		Facilities	Library - New Carpet RCMP Exterior Wall Repairs	5,000			5,000			184,997	0.05% 0.02%
32		Facilities	BP emergency exit stair repairs	20,000			20,000			204,997	0.02%
33		Recreation	BP Planning - Community Engagement	50,000			50,000			254,997	0.08%
34		Facilities	BP Recreation Centre Flooring Repairs	31,000			31,000			285,997	0.12%
35		Engineering	Asset Management Plan Update	75,000			75,000			360,997	0.12%
36		Facilities	BP Rec Centre Exterior Painting	40,000			40,000			400,997	0.15%
37		IT	New Public Wi-Fi Service for Brennan Park	8,000			8,000			408,997	0.03%
38		Facilities	Dog pound - exterior repairs and painting	15,000			15,000			423,997	0.06%
39		Parks	Bear Proof Garbage Bins	22,800			22,800			446,797	0.09%

DISTRICT OF SQUAMISH 2018-2022 FINANCIAL PLAN SPECIAL PROJECTS - GENERAL FUND

2017 Tax base \$ 26,032,690

Ref	Ranking	Dept	SPECIAL PROJECTS	Total Cost	Other Fu Acc. Surplus	 Net Effect on Taxation	FTE	NOTES	EFFECT Kunning Total	ON TAXATION % on 2017 Tax
OTHER E	BOARD AND A	GENCY								
40	Lil	brary	Expansion of work/study space for library patrons	12,000		12,000			458,797	0.05%

Ref Project Name	Rudget Manage	r Project Description	Project Justification Benefits	2018 Total Cost	Accumulated Surplus	Other Funding	Net Effect on Taxation
1 Safe Routes to School		Continue to work with HasteBC to develop Safe Routes to Schools. The project involves public consultation and results in a list of projects to improve the safety of walking/cycling routes to schools. This is the final phase of the project and involves school programming to encourage active transportation and follow up data collection.	Improved safety for pedestrians/cyclists/students. Increased use of walking and cycling as a mode of transportation.	16,000	16,000		-
2 Integrated Stormwater Management Planning	David Roulston	Preparation of ISMP's is a requirement of the Liquid Waste Management Plan and has been included in the DCC Bylaw. The LWMP forms an agreement between the DOS and BCMOE, as such this budget item is non-discretionary. An ISMP is a comprehensive study that examines the linkage between drainage servicing, land use planning and environmental protection. The purpose is to present a blueprint that supports the growth of a community in a way that maintains or ideally enhances the overall health of a watershed. The project will undertake a phased approach as follows: Phase 1 - Business Plan/General Policy Development, Phases 2-5 - Catchment specific ISMPs.	Improved stream health, environmental sustainability. Integral to starting asset management for our storm water infrastructure. Incresaing storm intensity resulting from climate change makes storm water planning more important.	160,000		160,000	-
3 Squamish River Floodplain Quantitative Risk Assessment	David Roulston	The ongoing Integrated Flood Hazard Management Plan has greatly advanced the District's knowledge of flood hazards and land use policy, however the project has adopted a hazard-based approach and best practices are shifting towards a risk-based approach (considering both consequence and the probability that they occur). This project will complete a Quantitative Risk Assessment of the Squamish River Floodplain using National Disaster Mitigation Program (NDMP) funding. Completion of the risk assessment is a pre-requisite for receiving future funding under the NDMP.	The risk assessment will inform prioritization of dike upgrades and potential updates to land use policy.	130,000		130,000	-
4 Economic Development Contracted Services_Marine Strategy & FDI	Kate Mulligan	The purpose of the Marine Action Strategy is to mobilize shared leadership to protect and maximize the waterfront and marine resource as an important community asset for its ecological values and services and social and economic benefits. The Strategy will identify and prioritize key actions for resourcing (Immediate; Medium Term 2-3 years; Long Term 5 years).	To provide a strategy addressing key issues and opportunities relating to waterfront and marine resource.	45,000	45,000		-
5 Greening Subdivision Bylaw	David Roulston	Per Council's direction, this project will review the current bylaw and look for opportunities to introduce green measures (e.g water reduction/reuse, cycling/pedestrian enhancements, enhancing groundwater recharge, reducing runoff, etc).	Is a carry forward from 2017. No need to create a new project. Improve the sustainability of new land development projects.	20,000	20,000		-
6 LNG Tax Agreement	Linda Glenday	Project request based on Council direction.	Project request based on Council direction.	32,800		32,800	-
7 Riparian Classification of Ditches	David Roulston	Complete a mapping layer to provide a watercourse classification system for the ditches throughout Squamish. It will describe which ditches require a riparian setback, and which ditches do not.	Complete a mapping layer to provide a watercourse classification system for the ditches throughout Squamish. It will describe which ditches require a riparian setback, and which ditches do not.	9,300	9,300		-
8 Zoning Bylaw Rewrite/ Green Building Program	Jonas Velaniskis	The Official Community Plan (OCP) update is expected to complete in 1st quarter of 2018. The land use implementation of the OCP will be largely achieved through the Zoning Bylaw. Which means that the Zoning Bylaw will need a significant overhaul to bring it in line with OCP policy and generally improve regulations and clarity. Other related Zoning Bylaw updates will include green building incentives, possible green building development permit area guidelines to the OCP, as well as exploration of density bonus/inclusionary zoning.	The project is in line with a number of priorities in Council's Strategic Plan related to Environment, Healthy Community, and Economy. The project is critical to OCP implementation. Additional Community Amenity Contributions may be generated as a result of establishing density	46,412	46,412		-
9 Boundary Extension Project	Neil Plumb	The District has submitted to the Province a request for multiple boundary extensions to incorporate various areas of importance and industrial projects currently outside District boundaries. It also includes a request to explore a governance review related to the impacts of the Garibaldi at Squamish project.		40,000	40,000		-
10 Financial System Improvement	Linda Klassen	Financial System improvements for system and process efficiency improvements. It is likely that post tempest system implementation, DOS will require additional reporting, integrating or other system improvements.		5,000	5,000		-
11 First Nation Reconciliation Training				9,000	9,000		-
12 Sponsored Crown Grant Surveying - Carry Forward	Neil Plumb	Final surveying work is required to complete several Sponsored Crown Grant applications in process by the District. The applications requiring final surveying include: Smoke Bluffs Park expansion (\$10,000), Access Road to the Windsurfing Spit (\$5,000), Landfill (\$7,000) and Dyking (\$4,000).	The remaining Sponsored Crown Grants are expected to be completed in 2016. These applications serve to ensure long term access to various community assets.	26,000	26,000		-
13 Youth Project (Canada 150 Grant)	Linda Glenday	[24,000].		1,500	1,500		-
14 Community Wildfire Protection Plan	Bill Stoner	A community wildfire protection plan defines the threat to human life, property and critical infrastructure from wildfires in, or adjacent to, the District of Squamish. It identifies the measures necessary to mitigate those threats and outlines a plan of action to implement the measures. Squamish Fire Rescue plans to hire a consultant to write a community wildfire protection plan and to assist with writing grant applications for provincial funding.	Beyond the obvious need to protect the District from the threat of wildfires, the completion of a community wildfire protection plan will give Squamish access to significant provincial funding for fuels management and Fire Smart Programs. Under existing provinvial programs, fuels management projects are eligible for grants that will cover 90% of associated costs.	10,000	10,000		-
15 Recreation Services Volunteer Program Development	Tim Hoskin		Having volunteers support children with special needs allows improved access to Recreatoin programs in a cost effective manner. Although there d is an intial cost to the setup, once in place and if supported by the school district there is opportunity for students to gain training (credit) and experience while supporting children with special needs acquire necessary life skills (swimming) and the ability to participate in programs.	10,000	10,000		-
16 Sponsorship and community partnership policy for Arts, Recreation and Cultural Services	Devon Guest	To develop a policy that will leverage private business/industry sposorship to fund Arts, Recreation and Cultural Services programs and facilities. The policy will provide guidance to the community, staff and Council on entering partnerships with other agencies or societies to cost share infrastructre or other areas of mutual benefit.		10,000	10,000		-
17 Squamish Estuary Management Plan Update	David Roulston	Funds will be used to facilitate an update to the SEMC structure and governance as well as SEMP update.		18,000	18,000		-
18 Airport Runway pre-project engineering	Neil Plumb	-	e \$720k has been included in Future Years Capital Planning for Airport runway replacement. This estimate was provided internally by Sam Skalsvik and Alpine Paving. The estimate does not include an engineer evaluation of the base below the runway or cost of materials. We need to have an engineer look at the runway and "ground truth" the \$720k provided to Real Estate 2 or 3 years ago.	5,000	·	5,000	-
DOS and SN Mass Care Planning & Training Program	Alexis Kraig	This is a joint partnership between DOS and SN. Currently DOS and SN have a joint Reception Centre Team. This consists of DOS and SN staff who are trained to support ESS volunteers in setting up and managing a Reception Centre. We are building upon this relationship. DOS staff and SN staff will work together to develop the mass care plan and training plan. DOS and SN will invite all communities in the Sea-to-Sky Corridor to participate in the workshop and exercises.	This project increases the capacity of ESS training to the whole Sea-to-Sky corridor, including Squamish-Lillooet Regional District, Whistler and Pemberton. The project entails training that will be offered to all communities in the area. Joint training will make it easier to support other communities during major emergencies. Also a mass care exercise will give DOS, SN staff and ESS volunteers the opportunity to work together prior to a response. Training and exercising with neighbouring jurisdictions will increase the ability to provide ESS support when required.	25,000		25,000	-
20 2017 Sea to Sky Corridor Multi-Modal Evacuation Transportation Plan	Alexis Kraig	Develop a Sea to Sky Corridor Evacuation Transportation Plan that provides a strategy to evacuate an entire community in the Sea to Sky Corrido or in a very extreme case, the entire corridor from a transportation-based perspective. While the plan will focus on the transportation aspects of evacuation it will include a review of local hazard and community characteristic information to understand evacuation demand on transportation. This will be a joint initiative with the Resort Municipality of Whistler (RMOW). It will be a cost share between the two municipalities.	or, DOS and RMOW have both completed evacuation plans for their individual jurisdictions. The next step in evacuation planning is regional plan of focusing on the evacuation of an entire community from a transportation perspective. To better prepare for an evacuation we need to research estimated duration times to evacuate each community in optimal and sub-optimal conditions on Highway 99. It will greatly benefit both communities to research information related to corridor transportation networks to predict the capacity for mass evacuation in the corridor.	100,000	15,000	85,000	-
21 PRBC - RURAL DEVELOPMENT	Kate Mulligan	Hardwired for business, Workforce Development and BI Building. \$141.5k Open Level Data Initiative and \$40k Service Skills Initiative (Chamber of Commerce).		141,500		116,500	25,000

				2010 =			N. I. Eff.
Ref Project Name	Budget Manage	r Project Description	Project Justification Benefits	2018 Total Cost	Accumulated Surplus	ther Funding	Net Effect on Taxation
22 DCC R1B - Downtown Entrance Study/Downtown Transportation Model	David Roulston	Phase 1 (planned in 2017) of this project will build a transportation model and assess the capacity of the transportation network in the downtown. The model will inform future transportation capacity upgrades and further study. Phase 2 (2018) will study the area bounded by Highway 99 on the north, Pemberton Avenue on the south, Bailey Street/Third Avenue to the west and Logger's Lane to the east taking into account the following key issues: emergency access, Pemberton Ave. entrance, Bailey/Logger's Lane truck routing, Cleveland Ave. gateway, downtown transportation hub, and network connections for all modes of active transportation.	Currently, developers are required to complete transportation assessments in on individual basis, this has resulted in a piecemeal approach and differing assumptions that creates difficulties in determining development requirements. Building a comprehensive transportation model, will allow the District to holistically determine capacity upgrades as opposed to making an individual development complete an upgrade that may be triggered by the impacts of many new developments. The entry to downtown leaves an important impression on visitors. An efficient, free-flowing, and aesthetic downtown entrance will encourage visitors to the downtown and assist in downtown revitalization.	100,000	38,615	22,770	38,615
23 Parking Strategy Implementation	David Roulston	This project will continue implementation of the Parking Strategy. Work will include reviewing potential sites and preparing a cost estimate for a downtown parkade, reviewing options and opportunities for paid parking, completing a review of parking at key trailheads and recreation amenities in accordance with the Parking Strategy.	Implementation of the parking strategy will improve the availability of parking in key locations and improve policy and planning to accommodate long-term parking needs.	50,000	25,000		25,000
24 Property Acquisition	Neil Plumb	Council has requested that the District be prepared to purchase property for affordable housing, and that this be reflected in the budget.	Council requested.	1,950			1,950
25 Cemetery Master Plan	Bob Smith	Cemetery is nearing capacity and the District needs a plan for expansion, operation and management.	Running out of graves.	40,000			40,000
26 Dike Vegetation Management	Bob Smith	2015 Comprehensive Dike Assessment report estimated that approximately 3km of dike is overgrown and requires clearing. Certified tree fallers will be required to complete this work due to the size and nature of the vegetation to be removed.	Risk	35,000			35,000
27 Planning Personnel	Jonas Velaniskis	Would allow to continue one contract position in 2018 maintaining current staffing levels in the Community Planning department. The position will be working on or support multiple Special Projects currently underway and planned to initiate in 2018.	The amount of policy work planned for the next five years is substantial. Zoning Bylaw, sub area plans, DP Area guidelines, and one planner is essentially working on social policy (early childhood issues, community health, food and agricultural policy). At least two planners will work solely on policy, and other planning staff working 80%/20% between development application review and policy development. New Development Permit Areas (hazard areas and agricultural lands) will also generate additional revenue. No new revenue is proposed at this time as the amount of new DP applications is unknown at this time.	100,385		119,453	(19,068)
28 Adventure Centre Washroom counters	Camilla Say	There are long counter tops with sinks in each of the 2 washrooms at the Centre. They are poorly designed and are starting to come away from the wall. In addition, water pools on the surface which is now warping in places. The sinks and faucets are heavily used and are now hard to clean as they are so scratched and worn. This project proposes to replace the counter tops and install new sinks with automatic faucets.	Staff have added some additional temporary supports to the counters, but they are not safe in the long term and need to be replaced with counters that are sturdier with a slight slope for drainage. New sinks will improve the appearance of the washrooms and be easy to keep clean. New automatic faucets will reduce water consumption.	14,000			14,000
29 Arts Council Building Repairs	Camilla Say	This project proposes to undertake any repairs to the foundation as recommended by an engineer engaged by staff in December 2017. It also includes some minor exterior repairs to windows and doors to improve safety and reduce energy loss.		7,500			7,500
30 Library - new carpet	Camilla Say			12,000			12,000
31 RCMP Exterior Wall repairs		In 2015, IRC Building Engineers were commissioned to perform a RCMP building envelope analysis, paying particular attention to the condition of the different types of exterior wall materials used on that building, as well as the roofs. Many deficiencies were observed by staff prior to the investigation, such as large cracks, efflorescence on the brick, broken cedar shakes and roof ponding. A number of recommendations were outlined in the resulting report some of which were investigated further. This is a 2 phase project undertaking the repairs in order of urgency. Phase 1 in 2017 focussed on the repairs to the cracked brick wall on the second floor in particular.	f	5,000			5,000
32 Brennan Park emergency exit stair repairs	Camilla Say	The 2 steel emergency exit stairs at the back of the arena were recently inspected by an engineer. They are original to the building. Some damage was found to both sets and repairs recommended.	To ensure that the stairs are safe to use and prolong the life of the stairs.	20,000			20,000
33 Brennan Park Planning - Community Engagement	Tim Hoskin	Public Engagement Placeholder for Brennan Park Masterplanning engagement arising from LTREFSTo be refined arising from Council discussions		50,000			50,000
34 Brennan Park Recreation Centre Flooring Repairs	Camilla Say	October 2 To replace flooring that was damaged during emergency drainage line repairs in early 2017.	When a cast iron drain line failed staff were forced to cut and expose numerous sections of flooring in both the Stawamus Chief Activity Room Kitchen and the Black Tusk Activity Room as plans for existing plumbing in those areas do not exist. The floors in each area now have exposed, unsealed concrete where the original flooring was removed. In the Black Tusk Activity Room, there is now a tripping hazard which presents many challenges for the Nuero Fit program that utilizies that room. In the kitchen the surface of the new floor area is different to existing and needs to be treated and sealed to match.	31,000			31,000
35 Asset Management Plan Update	David Roulston	The District prepared its first Asset Management Plan in 2010. The AMP provided a comprehensive set of recommendations to collect additional information on the District's assets that can be used to update and refine the plan in the future. The District has collected a significant amount or additional information that can be used to refine and improve the AMP which ultimately provides important recommendations on sustainable financing levels. The AMP should be updated every 5 years to ensure that the District is planning responsibly for asset management. The plan is now approximately 7 years old and should be updated.		75,000			75,000
36 Brennan Park Rec Centre Exterior Painting	Camilla Say	Preparation of surfaces and repainting of arena and community centre exteriors.	The existing surface protection has failed in many places allowing water ingress and general poor appearance. Resurfacing would protect the facility exterior and improve the aesthetics of the building.	40,000			40,000
37 New Public Wi-Fi Service for Brennan Park	Conrad Kordel	A new public Wi-Fi service is required at Brennan Park. The free service currently provided by Shaw has some drawbacks and some negative feedback has been received from the public. The new service will also be free for the public with far fewer restrictions. It will be similar to the public Wi-Fi service currently being provided at the Library and Municipal Hall.	The expansion of free public Wi-Fi services is one of the action items in the 2016 Squamish Digital Strategy. It is one way to ensure members of the public are connected and have access to information. A full coverage, high-speed service without additional login requirements and limitations will improve the user experience at Brennan Park and drive up visitor numbers. In recent years, improvements in Wi-Fi technology and increased availability of bandwidth have made it very cost effective to provide this service in public District buildings.	8,000			8,000
38 Dog pound - exterior repairs and painting	Camilla Say	The dog pound building is 50 years old. The exterior consists mainly of concrete block. The paint is weathered and non existent in many areas and should be repainted to keep the building sealed. There are many gaps and cracks in the block walls that have appeared over the years which should be filled. In addition, the wooden facia is also weather beaten and the paint has peeled off. This project will clean the exterior of the building and repair any damaged wood as well as provide a fresh coat of paint.	These repairs will grealy improve the appearance of the building. They will also prolong the life of the building and prevent the ingress of water and pests.	15,000			15,000
39 Bear Proof Garbage Bins	Bob Smith	Additional bear proof garbage bins for new bus stops and trailhead improvements. 2018 purchase and installation will cover bus stops installed i 2017. 2019 budget will cover additional requirements into the future.	New bus stops being installed as part of ACtive Transportation Plan. Trailhead improvements being proposed in the capital budget.	22,800			22,800
40 Expansion of work/study space for library patrons	Hilary Bloom	This project would cover the cost of installing new, streamlined laptop bars (with power outlets for up to 16 devices) and stools along the north and south-facing windows at the front of the library, increasing our total number of work/study spaces without occupying a significant additional footprint. This project will require the teen periodical collection to be relocated; the cost includes a new shelving solution for displaying this collection in an eye-catching and efficient manner.	As foot traffic in the library increases year over year, and patrons' use of the library expands beyond borrowing materials to using the library as a work and study space, we hear frustration around the lack of seating to accommodate everyone. This project will address this challenge and take advantage of the scenic views at the front of our facility.	12,000			12,000

DISTRICT OF SQUAMISH 2018-2022 FINANCIAL PLAN SPECIAL PROJECTS - GENERAL FUND

2017 Tax base \$

				Other Funding Acc.	Net Effect			EFFECT Kunning	ON TAXATION
Ref Rankir	ing Dept	SPECIAL PROJECTS	Total Cost	Surplus Other	on Taxation	FTE	NOTES	Total	% on 2017 Tax
2019									
See 24	Real Estate	Property Acquisition/Disposition Program	84,000		84,000	1.0		\$ 84,000	0.32%
See 31	Facilities	RCMP Exterior Wall Repairs	40,000		40,000			124,000	0.15%
41	Planning	Building Permit Plans Digitization	15,000		15,000			139,000	0.06%
42	Engineering	Digitization of Engineering Plans	10,000		10,000			149,000	0.04%
43	Real Estate	Crown Water Lease	175,250		175,250			324,250	0.67%
44	Engineering	Cheekeye Fan Debris Flow Mapping/Development Control Policy	150,000		150,000			474,250	0.58%
45	Parks	Irrigation Well Rehabilitation	15,000		15,000			489,250	0.06%
46	Facilities	Senior Centre interior repairs	10,000		10,000			499,250	0.04%
47	Parks	Campground Regulatory Sanitation Improvements	15,000		15,000			514,250	0.06%
48	Operations	Public Works Lock Standardization Program	10,000		10,000			524,250	0.04%
49	Real Estate	Airport Geotechnical Analysis	50,000		50,000			574,250	0.19%
50	Finance	District of Squamish Asset Valuation - Appraisal Services	18,000		18,000			592,250	0.07%
51	Facilities	Library repair and repaint siding	7,500	7,500	-			592,250	0.00%
52	Engineering	Feasibility Study for Active Transportation FCM Funding	25,000	15,000	10,000			602,250	0.04%

DISTRICT OF SQUAMISH 2018-2022 DRAFT FINANCIAL PLAN SPECIAL PROJECTS 2019 - GENERAL FUND

Re	f Project Name	Budget Manager	Project Description	Project Justification Benefits	2019 Total Cost
41	Building Permit Plans Digitization	Jonas Velaniskis		The project is needed to improve staff safety levels within the facility and allow for ongoing storage of recent Building Permit applications. Perhaps this project could be funded from reserves.	15,000
42	Digitization of Engineering Plans	David Roulston	The Engineering Department has a significant backlog of hard copy plans that require digitization for proper record-keeping/archiving purposes. This project will scan and digitize all old plans and archive them on the District's network.	Digitizing old plans will ensure that valuable information on municipal infrastructure is not lost over time.	10,000
43	Confidential - Crown Water Lease	Neil Plumb	At the conclusion of Phase 1 of the Marine Strategy, Council has directed staff to explore the potential for the District to enter into a Crown Water Lease in the Mamquam Blind Channel and Howe Sound.	A Crown Water Lease would increase the District's jurisdiction in the marine environment to reduce the amount of illegal mooring, live aboards and ultimately environmental degradation occurring in Squamish's marine environment.	150,000
44	Cheekeye Fan Debris Flow Mapping/Development Control Policy	David Roulston	Development application which has called existing OCP hazard mapping and development policy into question. Given delays in receiving final mapping and the ongoing challenges of reviewing land development applications on the Cheekeye Fan, this project will see the District prepare a debris flow computer model, complete debris flow hazard mapping and develop a land development control policy.	Finalizing debris flow mapping will allow the District to prepare a land development policy on the Cheekeye Fan on the District's timeline. It will also address further development potential of the District-owned Airport. Finally, District ownership of the Cheekeye Fan debris flow model will allow the District to share information with land owners and developers and use the model for further risk assessment purposes as needed, avoiding issues related to Intellectual Property ownership.	175,250
45	Irrigation Well Rehabilitation		Brennan Park, Hendrickson Fields and the Cemetery are all irrigated using non-potable irrigation wells. The wells at these locations require rehabilitation and inspection and maintenance of the pumps and well casings. Best practice in Asset Management requires that this work be completed every 5 years. The proposed schedule is to complete Re/Re of 1 well every other year for a 6 year full cycle.	If a well fails during summer, then potable water would have to be used to keep from losing the field investment.	15,000
46	Senior Centre interior repairs	Camilla Say		To provide a face lift to the facility, as well as prolong the life of the facility. This work will follow the addition of new programming at the Centre, and may involve some renovations to accommodate new programmes.	15,000
47	Campground Regulatory Sanitation Improvements	Bob Smith	Purchase and installation of bearproof storage caches. Second phase of 2 year plan. Grey water handling installed in 2017. Necessary to ensure animal attractants are minimized.	Risk. Bear Aware Program. Public health and safety. Optics.	10,000
48	Public Works Lock Standardization Program	Bob Smith		Improve security. Better control access to critical District infrastructure. Reduce number of locks and keys in system.	10,000
49	Airport Geotechnical Analysis	Neil Plumb	Once a mitigation solution for the Cheekye Fan has been established, a geotech analysis specific to the Airport will be required to determine how long-term lease and building permits can be safely approved.	Establishing long term leases at the Airport is identifed in Council's Strategic Plan and is an important economic development initiative (buisness retention). This work is to be funded out of the Airport Provision Account.	50,000
50	District of Squamish Asset Valuation - Appraisal Services	Linda Klassen		To ensure the DOS is adequately insured	18,000
51	Library repair and repaint siding	Camilla Say	The siding at the Library is almost 20 years old. In many places the paint has peeled off exposing the wood beneath and some areas of the siding and joint sealant are deteriorating. This project proposes to repair the damaged areas, apply new sealant where appropriate, and re-paint. Urgent areas will be addressed in 2017 and the remaining siding addressed in 2018.	This is preventative maintenance that will prolong the life of the building as well as improve the visual appeal of the building.	-
52	Feasibility Study for Active Transportation FCM Funding	David Roulston	order to apply for this funding, baseline data and a feasibility study that includes a greenhouse gas emissions reduction calculation are required. This project will collect baseline data and complete	FCM funding would greatly assist the District in working towards our active transportation goals. The Municipalities for Climate Innovation Program provides up to \$1M and 80% of eligible costs for climate mitigation capital projects. Even if we are not successful with an FCM capital funding application, collection of baseline data and a feasibility study would be beneficial for other grant opportunities and for developing project workplans and budgets.	10,000

SECTION 8 ADDITIONAL RESOURCES



District of Squamish

Business Case Title:	Affordable H	lousing Program	Coordination
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To: Council

Prepared by: Gary Buxton, GM C.P.I.

Date submitted: December 6, 2017

Supplementary Business Case Information for:						
	ed Service Level Change	☐ Special Operatir	ng Projects Future Years			
☐ Special	Project Request	☐ Capital Plan Fut	ure years			
		•				
Type of Project	t:					
	ing Project	☐ Capital project				
Division:	CAO	General Manager:	Gary Buxton			
Department:	Corporate	Budget Manager:	Linda Glenday			
	-					

Project Summary & Recommendation

Provide a brief description of the project.

To provide the required resources to support an affordable housing program (contract or FTE) in the community.

At this point in time, it is not possible to determine whether or not an FTE position would be required as a District employee, whether or not the District would use the funds to fund the establishment and operation of a not for profit corporation, or to fund a services contract with a third party.

The program (FTE / corporation / contract) would have 2 separate components:

- 1. Project coordination (working with a site specific project manager) for affordable housing construction projects on municipally controlled lands; and
- 2. The development of, operation and administration of municipal housing policy to be developed in 2017/2018. This would include ongoing development of housing policy, management of eligibility and occupancy restrictions, managing wait lists, administering project financial plans for municipally owned projects, and working with property management companies to actually rent / occupy housing units.

There is no plan / proposal that the District establish a direct landlord / tenant relationship with occupants of affordable housing. This would operate through property managers.

The program would administer both housing units on municipal lands, and owned by the District or jointly with B.C. Housing, and housing units owned by developers or land owners as part of the CAC contribution process and related housing agreements. It is not essential that the District directly own all affordable housing, as long as tenancy is protected through housing agreements, and occupancy is managed by municipal policy.

Actual physical housing costs (by project) could or should (or are intended) be neutral. For sale or equity units sold in the future, units should be sold with an administration fee (e.g. realtors fee) and for cost, at little no deficit to the District. Similarly, rental revenues should cover the costs to own, operate and maintain the building(s), with any potential operating surplus directed back to offset administrative costs. Over time it is possible that additional revenues from sales transactions and surplus rental revenues could offset some of the administrative costs, but this would be a long term outcome. The intent is that each project develops enough revenue to cover the ongoing operating expenses and the capital replacement costs.

The recommendation is that funding be provided to establish a new municipal affordable housing function (FTE / corporation / contract).

The program (FTE / corporation / contract) could be administered with a new staff member (1 FTE) or through a municipal corporation or a services contract with an external organization. If there is a willing local organization then this option may be the most cost effective option in the short to intermediate term. It is unclear at present, with the lack of municipal affordable housing inventory that there is sufficient work for 1 FTE.

Contract options could possibly result in lower overall or operational costs, but likely would come with reduced scope of work and reduced accountability. A service contract could likely cover the project coordination and project operational management, but would not be an effective means to create and manage long term policy development. This function would not be as effective under a contract scenario.

Terms of Reference

Include more in depth discussion around the following:

Background

Discuss the problem/opportunity. Where we've been, where we are now, where we are headed.

Housing costs have increased very quickly through 2014-2017. At the same time, rental vacancy rates have decreased to virtually zero, and have stayed there, at likely the worst levels in the Province. As inmigrants have arrived from the Lower Mainland, housing costs have become linked with the region rather than local incomes, and consequently local incomes no longer allow households to afford to buy a home, and vacancy rates offer no substitute.

Increasing housing costs or costs at levels that strain household budgets create social and economic stress. Households have less available funds for other household expenses (e.g. nutrition, childcare) and so these may be compromised. Individuals may be forced to work multiple jobs to create the required income, again creating stress within the household. On a more general economic level, local businesses have greater difficulty recruiting staff, driving up costs for local businesses or compromising their ability to operate. In the long term, unaffordable housing costs are a drag on the local economy.

To address the issue, the creation of a stock of housing at reduced costs / prices available to local residents can lessen these effects.

Desired Result: General Goals & Specific Objectives

General Goals Specific Objectives

List and explain how they support the Strategic,
Capital, or Annual Action Plan

Specific Objectives should relate directly to goals and identify the Related Action Plan item

(To reference Strategic Plan Item- Use Header Name and include Bullet Point number)

Healthy Community:

Adopt an action plan to address housing affordability.

The Housing Spectrum supports all the needs of citizens.

Stakeholders

List and discuss their interests

District of Squamish

B.C. Housing

Possible affordable housing non-profit organization

Limitations

Discuss any limitations (resources, labour, \$\$...)

There are no available staff resources to manage or carry this role at present. It has been done "off the side of the desk" for years, and consequently has not made progress.

Current operational expenditures are unknown until there is a decision made in late 2017 regarding the operational model going forwards.

While reasonably positive, there is no guarantee of finding a local non profit operator.

Assumptions

Note any assumptions (projected costs, benefits, interest rates, inflation rates...)

Provide sources where applicable

- 1. That Council approves the draft CAC Policy whereby there is a focus on obtaining affordbale housing units as amenity contributions through rezoning applications.
- 2. That BC Housing does provide capital seed funding for one or two affordable rental housing projects in 2018.
- 3. And / or that there is a local organization or non-profit that has interest in working with the District.

Alternatives

Discuss how they do/do not meet goals & objectives, and how they align with the Strategic Plan

- 1. Source a local non-profit organization to conduct the work. This is a viable, and perhaps cheaper alternative. The organization would be tasked through a services contract that would outline the project coordination and administration of municipal policy. (The quantitative analysis below presents tow cost options one based on an FTE / corporation scenario and the other if a service contract was in place. A contract could likey cost less but would likely only effectively cover a portion of the program scope.)
- 2. Continue "as-is" / status quo. This has no appreciable impact and would only see the current situation worsen.

Quantitative Analysis		
Please use the excel template "Business Case- Appendix A" to generate	e the figures belg	w
Please be sure to include all negative or Nil values)		
"Cent on the Dollar" Investment (\$)	\$1.00	
Calculates Internal District funding required per dollar of investment required		
% External Funding (%)	0%	
Percentage of External investment as a percentage of the whole investment		
Break Even Point (Years)	Total	Net
Calculates the amount of time required to repay the investment	Investment:	Investment:
	N/A	N/A
Return (Loss) on Investment over 10 years (%)	Total	Net
Calculates the profits of an investment as a percentage of the original cost	Investment:	Investment:
	(\$1,238,100)	(\$1,238,100)
	FTE	FTE
	(\$788,100)	(\$788,100)
	Contract	Contract
Net present value of Cash Flows (\$)	Total	Net
Compares the present value of <u>out</u> flows and <u>in</u> flows over a period of time. Considers interest.	Investment:	Investment:
	(\$1,080,244)	(\$1,080,244)
	FTE	FTE
	(\$685,125)	(\$685,125)
	Contract	Contract
Payback of Project Investment (Years)	Total	Net
The amount of time (years) it takes for expected cash inflows to cover the initial cash outflow	Investment:	Investment:
	N/A	N/A

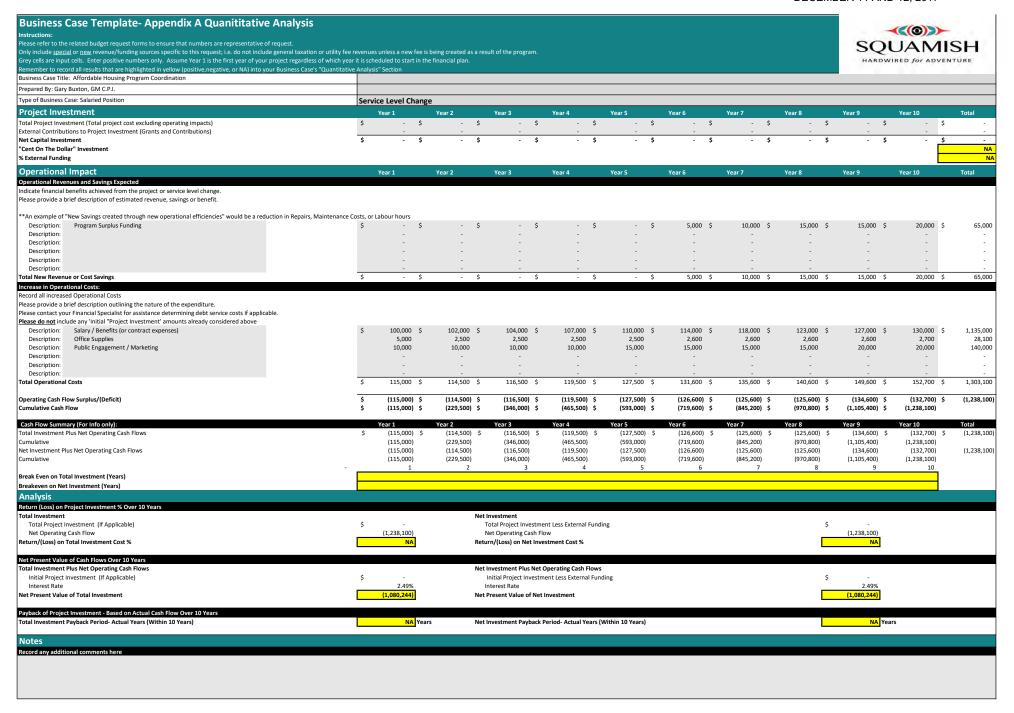
Please ensure the Quantitative Analysis section above has been completed with figures from the "Business Case Template- Appendix A" (Found on the Intranet under Finance Templates).

Please Note: A completed copy of this Appendix is required with the final Business Case submission.

Qualitative Analysis

Discuss how this project supports the following Strategic Plan Priority Focus Areas (If areas are not supported- please note that as well)

Healthy Community:	Access to affordable housing is integral to a healthy community. Shelter is
	a fundamental basic human need.
Economy:	Affordable housing will make it easier for employers (including the
	District) to recruit employees to work in the community and so lessen
	price increases / inflation in the local economy.
Environment:	
Other:	





District of Squamish

Business Case Title:	Economic De	velopment G	General Project Fund
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To: CLT

Prepared by: Kate Mulligan
Date submitted: September 19 2017

Supplementa	ry Business Case Information for:				
☑ Proposed Service Level Change ☐ Special Operating Projects Future Year					
⊠ Special	Project Request	☐ Capital Plan Fut	ure years		
Type of Project	ot:				
⊠ Operat	□ Capital project □ Capital project				
Division:	CAO Office	General Manager:	Linda Glenday CAO		
Department:	Economic Development	Budget Manager:	Kate Mulligan		

Project Summary & RecommendationProvide a brief description of the project.

The recently released Squamish's Economic Action Plan 2017-2019 identifies several initiatives to improve capacity and efficiency of service delivery by Economic Development in support of sustainable economic growth. Part of this work includes refreshed web-based content, communication products, resources, and tools to be developed by the department in consultation with supporting departments (IT, Communications, Planning, etc.).

The ambition of the department is to undertake key projects aimed at modernizing and enhancing service to our local business community, stakeholders in economic development and potential investors. Projects examples include, but are not limited to, a refresh of content and data to support business decisions (starting, growing or investing in a local business), strategic partnerships to support existing business growth and investment (Excellence in Manufacturing (EMC), Squamish Chamber of Commerce, Global Affairs, etc.) as well as process improvements to achieve higher productivity (reducing red tape, client service support, etc.).

The Economic Development recommends that DoS fund ongoing service improvements supporting Economic Action Plan 2017-2019 objectives and Council Priority Areas, particularly goals related to the local economy.

Background

Discuss the problem/opportunity. Where we've been, where we are now, where we are headed.

The District of Squamish is a fast-growing community. With 14% growth in the last five years and a projected doubling of the population by 2031, the District must consider strategic priority areas in relation to its growth strategy. Given council's current economic goals of diversifying the tax base, increasing median income, the number and spectrum of jobs and creating a competitive and future focused investment friendly environment, its clear that Economic Development plays an integral role.

The competitive landscape for high paying growth sectors is formidable and while Squamish boasts significant lifestyle advantages over other destinations, the cost of housing, limited transportation, employment land and business location incentives puts the District at a dissavantage. While working to address these growth inhibitors, through smart policy and programs, Economic Development can support existing businesses retenton and expansion by through capacity, encouraging productivity and extending reach into new markets. Research shows that existing businesses account for 80% of local economic growth and by making our local businesses as competitive as they can be, we will raise average wages, create new jobs and further diversify.

The District of Squamish has been absent of economic development strategy and departmental leadership for more than two years. Since the departure of the last Economic Development Officer, the department went into maintanence mode, undertaking limited initiatives. As such, services, resources and tools now require modernization supported by a sound strategy aligning them to strategic goals.

While a primary focus will be on growing existing businesses and modernizing business intelligence, Economic Development will also pursue targeted investment attraction to encourage new, highgrowth sectors to the area. While supporting policy from all levels of government has a significant role in attracting investment, Economic Development will work to better promote, support and establish new investment.

Economic Development is a voluntary service for municipalities, however, is integral in achieving a high quality of life for citizens. The objective of the department will be to demonstrate this through its actions and outcomes, always taking a measured approach to decisions and actions.

Desired Result: General Goals & Specific Objectives

General Goals

Specific Objectives

List and explain how they support the Strategic, Capital, or Annual Action Plan

Specific Objectives should relate directly to goals and identify the Related Action Plan item

(To reference Strategic Plan Item- Use Header Name and include Bullet Point number)

- Economy
 - Diversified tax base
 - o Increased median income
 - Increase number and spectrum of jobs
 - Create an investment friendly environment that is competitive and future focused
- Branding Action Plan key elements actioned each year. 2016 - 2018
- Action key elements of the wayfinding program. 2018
- Complete the second phase of the Marine Strategy. Requires other
- Airport Long Term Lease. Hazard considerations

Stakeholders

List and discuss their interests

Stakeholders in economic development include local business owners, employees as well as general citizens who benefit from reinvestment of tax revenue with services and infrastructure. Local businesses are focused on prosperity through productivity and growth. Whether through smart policy, programs or initiatives, businesses expect that District services support these outcomes.

Other stakeholders, Squamish Chamber of Commerce, Tourism Squamish, Community Futures, the Provincial and Federal Governments, etc. have a vested interest in growing our local economy and rely on partnership with the District to achieve economic outcomes.

Limitations

Discuss any limitations (resources, labour, \$\$...)

Capacity and budget are often limitations for economic development. Often last funded, due to critical community infrastructure and service needs taking priority, but a precursor to a healthy local economy. Economic Development's strategic objectives to partner, analyze, advocate/communicate and facilitate economic development for the District requires ongoing resource commitment and funding. Only through continuous improvement, innovation, stakeholder dialogue and attraction efforts will Squamish realize the potential of its economy. The requested budget begins to address strategic objectives and council goals while allowing for the department to demonstrate value through its measured initiatives.

Assumptions

Note any assumptions (projected costs, benefits, interest rates, inflation rates...) Provide sources where applicable

- Successful application to BC Rural Dividend at full value (\$116,500) requiring (\$33K) commitment of DoS funds over 2017-2019
- Successful application to ICCI FDI grant (\$20K) requiring 50% commitment (\$20K) of DoS funds in 2018.
- Projected costs and funding for BC Rural Dividend related projects to span 2017-2019.
- Associated costs with data subscriptions to be ongoing, estimated at ~\$20,000 annually.
- Additional funding for primary, secondary data collection, programs and initiatives estimated at ~\$30,000 annually.

Alternatives

Discuss how they do/do not meet goals & objectives, and how they align with the Strategic Plan

Alternatives include postponing website refresh, data initiatives. This does not meet strategic plan goals, nor objectives set out in the endorsed Squamish Economic Action Plan 2017-2019.

Quantitative Analysis		
Please use the excel template "Business Case- Appendix A" to generate	e the figures belo	w
(Please be sure to include all negative or Nil values)		
"Cent on the Dollar" Investment (\$)	\$0.52	
Calculates Internal District funding required per dollar of investment required		
% External Funding (%)	48%	
Percentage of External investment as a percentage of the whole investment		
Break Even Point (Years)	Total	Net
Calculates the amount of time required to repay the investment	Investment:	Investment:
	-	-
Return (Loss) on Investment over 10 years (%)	Total	Net
Calculates the profits of an investment as a percentage of the original cost	Investment: Investment	
	-85.79	-72.41
Net present value of Cash Flows (\$)	Total	Net
Compares the present value of <u>out</u> flows and <u>in</u> flows over a period of time. Considers interest.	Investment:	Investment:
	(230,186)	(99,278)
Payback of Project Investment (Years)	Total	Net
The amount of time (years) it takes for expected cash inflows to cover the initial cash outflow	Investment:	Investment:
	No Payback in	No Payback in
	10 Yrs	10 Yrs

Please ensure the Quantitative Analysis section above has been completed with figures from the "Business Case Template- Appendix A" (Found on the Intranet under Finance Templates).

Please Note: A completed copy of this Appendix is required with the final Business Case submission.

Qualitative Analysis

Discuss how this project supports the following Strategic Plan Priority Focus Areas (If areas are not supported-please note that as well)

(If areas are not supported- please not	te that as well)
Open and Enterprising Government:	 Fosters strategic and financial partnerships in support of a healthy economy Customer service is solution / outreach driven dedicated to increased prosperity for businesses and citizens Technology is deployed to streamline and enhance service, making economic development proactive, responsive and innovation focused Through modernization and process improvements the department will work to proactively communicate and engage with the business community and growth sectors Monitor, report and respond to introspective benchmarking and evaluation to demonstrate return on investment and continuous improvement
Healthy Community:	Supports Squamish as an adaptable, resilient community considering built environment and employment across a broad spectrum of the population by increasing the spectrum and number of jobs within the District
Economy:	 Supports a diversified tax base through investment attraction and growth Supports increased median income by supporting local innovation/productivity and encouraging new high-value sectors to the community Works to increase number and spectrum of jobs through business retention and expansion Creates an investment friendly environment that is competitive and future focused through modernization and a data-based approach
Environment:	Considers a triple bottim line approach to economic development assessing the environmental impact of economic development actions
Other:	

Business Case Template- Appendix A Quanititative Analysis structions: ease refer to the related budget request forms to ensure that numbers are representative of request. nly include <u>special</u> or <u>new</u> revenue/funding sources specific to this request; i.e. do not include general taxation or				sult of the program.							JAMI:	
rey cells are input cells. Enter positive numbers only. Assume Year 1 is the first year of your project regardless of			ne financial plan.							HARDWI	RED for ADVEN	TURE
emember to record all results that are highlighted in yellow (positive,negative, or NA) into your Business Case's "C usiness Case Title: ("Presentation Name" from budget submission form)			nent Service Enha	ncement								
repared By:		Mulligan	ient Service Enne	ancement.								
/pe of Business Case:		ce Level Chang	e									
Project Investment	00.11	2017	2018	2019	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
otal Project Investment (Total project cost excluding operating impacts)	\$	60,500 \$	146,000 \$	75,000 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	281,5
cternal Contributions to Project Investment (Grants and Contributions)		40,500	96,000	-	-	-	-	-	-	-	-	136,5
et Capital Investment Cent On The Dollar" Investment	\$	20,000 \$	50,000 \$	75,000 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	145,0
External Funding											\$	0.
Operational Impact		V4	V2	V2	Version 4	V	Yana C	V7	V0	V0	V40	
perational Impact perational Revenues and Savings Expected		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
dicate financial benefits achieved from the project or service level change. ease provide a brief description of estimated revenue, savings or benefit.												
*An example of "New Savings created through new operational efficiencies" would be a reduction in Repairs, Mai	ntenance Costs, or	Labour hours										
Description: Operational Efficiencies: Labour	\$	- \$	15,000 \$	25,000 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	40,0
Description: Description:		-	-	-	-	-	-	-	-	-	-	
Description:		-	-		-	-	-	-	-	-	-	
Description:		-	-	-	-	-	-	-	-	-	-	
Description: otal New Revenue or Cost Savings	\$	- \$	15,000 \$	25,000 \$	- - \$	- - \$	- - \$	- - \$	- - \$	- - \$	- \$	40,0
crease in Operational Costs:	Ţ	- 7	15,000 \$	25,000 \$	- 7	, ,	Ţ	- 7	· ,	- 7	, ,	40,
ecord all increased Operational Costs												
ease provide a brief description outlining the nature of the expenditure.												
ease contact your Financial Specialist for assistance determining debt service costs if applicable. <u>lease do not</u> include any 'Initial "Project Investment' amounts already considered above												
Description:	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
Description:		-	-	-	-	-	-	-	-	-	-	
Description: Description:		-	-	- -	-	-	-	-	-	-	- -	
Description:		-	-	-	-	-	-	-	-	-	-	
Description:		<u> </u>								-		-
otal Operational Costs	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	-
perating Cash Flow Surplus/(Deficit)	\$	- \$	15,000 \$	25,000 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	40,0
umulative Cash Flow	\$	- \$	15,000 \$	40,000 \$	40,000 \$	40,000 \$	40,000 \$	40,000 \$	40,000 \$	40,000 \$	40,000	
Cash Flow Summary (For Info only):		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
otal Investment Plus Net Operating Cash Flows	\$	(60,500) \$	(131,000) \$	(50,000) \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	(241,5
umulative et Investment Plus Net Operating Cash Flows		(60,500) (20,000)	(191,500) (35,000)	(241,500) (50,000)	(241,500)	(241,500)	(241,500)	(241,500)	(241,500)	(241,500)	(241,500)	(105,0
umulative		(20,000)	(55,000)	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)	(103,0
	-	1	2	3	4	5	6	7	8	9	10	
reak Even on Total Investment (Years) reakeven on Net Investment (Years)												
unalysis												
eturn (Loss) on Project Investment % Over 10 Years												
otal Investment			Net	Investment								
Total Project Investment (If Applicable)	\$	281,500		otal Project Investmer		g			\$	145,000		
Net Operating Cash Flow eturn/(Loss) on Total Investment Cost %		40,000 - 85.79%		let Operating Cash Florurn/(Loss) on Net Inve						40,000 - 72.41%		
				,,					<u></u>			
et Present Value of Cash Flows Over 10 Years otal Investment Plus Net Operating Cash Flows			Not	Investment Plus Net (Onerating Cash Flows							
Initial Project Investment (If Applicable)	\$	60,500		nitial Project Investme		ng			\$	145,000		
Interest Rate	,	2.49%	lı	nterest Rate					·	2.49%		
et Present Value of Total Investment		(230,186)	Net	Present Value of Net	Investment					(99,278)		
ayback of Project Investment - Based on Actual Cash Flow Over 10 Years otal Investment Payback Period- Actual Years (Within 10 Years)	No	Payback in 10 Yea	rs Net	Investment Payback I	Period- Actual Years (\	Within 10 Years)				No Payback in 10 Years	5	
lotes												
ecord any additional comments here												



HARDWIRED for ADVENTURE

District of Squamish

•		
Business Case Title:	Career Firefighter	
To:		
Prepared by:	Bill Stoner	
Date submitted:	September 1, 2017	
Supplementary Busin	ess Case Information for:	
	ice Level Change	☐ Special Operating Projects Future Years
☐ Special Project	Request	☐ Capital Plan Future years
Type of Project:		

	ing Project	☐ Capital project		
Division:	Human Resources and Public	General Manager:	Jeff Sim	
	Safety			
Department:	Fire Rescue	Budget Manager:	Bill Stoner	
		L		

Project Summary & Recommendation

Provide a brief description of the project.

Squamish Fire Rescue is committed to providing outstanding service in a cost effective manner to the citizens and visitors of this community. To achieve this, the department uses a composite staffing model with the majority of members being volunteer firefighters and the remainder being career members. The District has enjoyed a significant level of growth over the last 10 years which has had a related impact on fire department workload, as is displayed in the 2015 Fire Rescue Service Staffing Growth Plan (attached). A new firefighter position was added in 2016, which has helped with the workload but there are still performance gaps that need to be addressed.

To overcome these gaps, Squamish Fire Rescue is requesting an additional firefighter in the 2018 budget year. This firefighter will help addresses the department's growing workload and allows for the deployment of a second shift of career firefighters.

Terms of Reference

Include more in depth discussion around the following:

Background

Discuss the problem/opportunity. Where we've been, where we are now, where we are headed.

Fire Rescue Performance Gaps that an additional firefighter and a second shift can help to address:

1. Volunteer Training

- The introduction of the provincial "Playbook", or training standard, has significantly increased training requirements and record keeping needs of most provincial fire departments. While this is an excellent initiative, meeting the new standard increases demands and strain on career staff. Career staff work extra time on most weekends throughout the year to ensure that this training takes place.
- In an effort to meet industry best practice and show due diligence, the fire department needs to implement training programs that are in line with recognized standards, such as the National Fire Protection Association's. Meeting these standards, again, requires additional time from career staff.
- Volunteer firefighters have busy lives outside of the department so essential practice sessions are sometimes missed. Arranging make-up sessions for missed practices is difficult, since the schedules of career staff and the volunteers frequently do not align.
- Having career staff on duty seven days a week will create additional training opportunities
 without placing additional workload on career staff members with the result of a better
 trained, more compliant fire department.

2. Personnel Effectiveness

- Squamish Fire Rescue is able to provide outstanding service in a cost effective manner by
 maximizing the use of career staff. The current staff have no additional capacity. This
 situation has the potential to create performance issues or, possibly, a range of physical and
 mental health problems.
- Work related stress is an inherent element of most demanding jobs. Career staff with Squamish Fire all have duties which can be challenging, such as fire and life safety inspections or the coordination of departmental training; these generate a "normal" level of stress. On top of this, career staff have a rotating "on-duty" shift, during which they are available for call response 24-7. Stress related to emergency response is also a factor that our members need to contend with. The impact this profession has on mental and physical health is well documented. The extra hours that career firefighters are logging while conducting volunteer training also adds to the mental strain that can be experienced.
- All of these stressors, when combined, can have negative impacts for the firefighters, the
 department and the District. Performance issues need to be considered; firefighters
 responding to 20+ calls during a duty shift, in addition to a full 42 hour week, can face
 situations where decision making abilities are diminished. This could lead to significant
 consequences at an emergency scene. The current shift arrangement does not provide
 firefighters with the opportunity to fully recharge after a busy week.

- A two-shift schedule represents a meaningful means of health and wellness improvements including stress reduction
- While mental health issues are faced by all firefighters, Squamish career members' on-call shifts and extra hours create a very demanding situation that should be addressed.

Desired Result: General Goals & Specific Objectives

General Goals

Specific Objectives

Capital, or Annual Action Plan

List and explain how they support the Strategic, Specific Objectives should relate directly to goals and identiffy the Related Action Plan item

(To reference Strategic Plan Item- Use Header Name and include Bullet Point number)

Goals and Objectives Relating to Fire Rescue's draft Five Year Plan.

Godis and Objectives helating to the nescue saraje five real flam				
Goals	Objectives			
Ensure that career and volunteer staffing levels allow for the continuance of the department's current level of service as the community grows, while preserving a cost effective delivery model.	Continue with the current plan to hire an additional firefighter in 2018			
2. Be fully compliant with the "Full Service" requirements of the "Playbook" (provincial training standard) by 2022.	 All fire officers to meet the NFPA Fire Officer Level 1 Standard (2022) The creation of training maintenance standards for firefighters, fire officers, pump operators, and rescue team leaders (2022). 			
3. Greater recognition of firefighter training efforts through the increased utilization of accredited training programs. Output Description of firefighter training accredited training programs.	 Regular offerings of: JIBC's Pumping Apparatus Driver/Operator Course (2018) A JIBC vehicle rescue course (2018) A Raven Rescue technical rescue course (2018) At least one JIBC fire officer course (2018) Squamish Fire Rescue members to instruct and/or evaluate all of the above mentioned courses on behalf of the JIBC or Raven Rescue (2020). 			

Stakeholders

List and discuss their interests

Community

- Improved fire department response times to significant incidents.
- Higher level of training for all Squamish Fire Rescue members

Volunteer Firefighters

- Increased opportunities to train.
- Because the proposed second shift will see fewer career staff working on any given day, there
 will be fewer staff attending the volunteer's weekly training. This will lead to a greater
 utilization of volunteers as instructors, which will provide new challenges and leadership
 opportunities for those who are interested.
- Changes to the current call response structure will occur.
- Volunteer members are involved in a fully collaborative planning process for the implementation of a two-shift model.

Limitations

Discuss any limitations (resources, labour, \$\$...)

- Industry best practice recognizes four person crews as being the safest and most effective.
 The two shift system will utilize three person crews; however a chief officer will supplement crews, as required, during weekday deployments to ensure crew effectiveness and safety.
- The creation of a second shift will necessitate the promotion a second career captain. This will have a net impact of \$28 500 on career firefighter salaries and benefits above the additional FTE.
- Increased salaries related to the additional captain will be offset by overtime savings, which will amount to an estimated decrease of \$32 000.

Assumptions

Note any assumptions (projected costs, benefits, interest rates, inflation rates...) Provide sources where applicable

• It is assumed that the department will recognize a 40% decrease in overtime. This information is based on an analysis of all calls from 2009-2016.

Alternatives

Discuss how they do/do not meet goals & objectives, and how they align with the Strategic Plan

Quantitative Analysis

Please use the excel template "Business Case- Appendix A" to generate the figures below (Please be sure to include all negative or Nil values)

\$1.00

Calculates Internal District funding required per dollar of investment required

% External Funding (%) Percentage of External investment as a	0%			
Break Even Point (Years) Calculates the amount of time required	Total Investment:	Net Investment:		
Datama (I ana) an Incontra		N/A	N/A	
Return (Loss) on Investmen Calculates the profits of an investment	• • •	Total Investment:	Net Investment:	
		\$-99% \$-99%		
Net present value of Cash F	lows (\$)	Total	Net	
Compares the present value of <u>out</u> flow	vs and <u>inf</u> lows over a period of time. Considers interest.	Investment:	Investment:	
		(\$1,000,027)	(\$1,000,027)	
Payback of Project Investme	ent (Years)	Total	Net	
The amount of time (years) it takes for	expected cash inflows to cover the initial cash outflow	Investment:	Investment:	
		N/A	N/A	
Qualitative Analysis	 opy of this Appendix is required with the fine operations of the following Strategic Plan Priority Fe that as well) Increased availability of fire inspehours. 	Focus Areas		
Healthy Community:	 Increased level of training and performance for all Squamish Fire Rescue members; this relates to a higher level of service while working in the field. Better response times to major incidents. 			
Economy:				
Environment:				
Other:				

Susiness Case Template- Appendix A Quanititative Analysis structions: ease refer to the related budget request forms to ensure that numbers are representative of request. nly include <u>special</u> or <u>new</u> revenue/funding sources specific to this request; i.e. do not include general taxation			sult of the program.							WAMI	
rey cells are input cells. Enter positive numbers only. Assume Year 1 is the first year of your project regardless emember to record all results that are highlighted in yellow (positive,negative, or NA) into your Business Case's		rt in the financial plan.							HARDW	VIRED for ADVE	NTURE
usiness Case Title: Career Firefighter	Quartitutive / that yais acction										
epared By: Bill Stoner											
rpe of Business Case:	Service Level C	Change									
roject Investment	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
otal Project Investment (Total project cost excluding operating impacts) rternal Contributions to Project Investment (Grants and Contributions)	\$ 70,696 -	8 \$ 100,542 \$ -	113,122 \$	125,685 \$	125,685 \$ -	125,685 \$ -	125,685 \$ -	125,685 \$	125,685 \$	125,685 \$	1,164,1 -
et Capital Investment	\$ 70,69	8 \$ 100,542 \$	113,122 \$	125,685 \$	125,685 \$	125,685 \$	125,685 \$	125,685 \$	125,685 \$	125,685 \$	1,164,1
Cent On The Dollar" Investment External Funding										<u> </u>	1.0
perational Impact	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
perational Revenues and Savings Expected											
dicate financial benefits achieved from the project or service level change. ease provide a brief description of estimated revenue, savings or benefit.											
An example of "New Savings created through new operational efficiencies" would be a reduction in Repairs, No Description: Reduction in Overtime	Maintenance Costs, or Labour hours \$ 24,00		32,000 \$	32,000 \$	32,000 \$	32,000 \$	32,000 \$	32,000 \$	32,000 \$	32,000 \$	312,00
Description:	ب 24,000 -	- 52,000 \$	-	-	52,000 \$	52,000 \$	-	-	- 52,000 \$	-	
Description: Description:	-	-	-	-	-	-		-	-	-	-
Description:	-	-	-	-	-	-	-	-	-	-	-
Description: otal New Revenue or Cost Savings	\$ 24,00	0 \$ 32,000 \$	32,000 \$	32,000 \$	32,000 \$	32,000 \$	32,000 \$	32,000 \$	32,000 \$	32,000 \$	312,0
crease in Operational Costs:	Ų 24,00	52,000 Ş	32,000 \$	32,000 \$	32,000 \$	32,000 \$	32,000 \$	32,000 \$	32,000 \$	32,000 Ÿ	312,0
passe provide a brief description outlining the nature of the expenditure. passe contact your Financial Specialist for assistance determining debt service costs if applicable. passe do not include any 'Initial "Project Investment' amounts already considered above Description: Description: Additional Firefighter Uniform Description: Description: Description: Description: Description: Description: Description: Description:	\$ 21,35 50 2,00	0 500	28,476 \$ 500 1,500 - -	28,476 \$ 500 1,500 - -	28,476 \$ 500 1,500 - -	28,746 \$ 500 1,500 	28,476 \$ 500 1,500 - -	28,476 \$ 500 1,500 - -	28,476 \$ 500 1,500	28,476 \$ 500 1,500 -	277,9 5,0 16,0 -
Description: ttal Operational Costs	\$ 23,85	7 \$ 30,976 \$	30,476 \$	30,476 \$	30,476 \$	30,746 \$	30,476 \$	30,476 \$	30,476 \$	30,476 \$	- 298,9
perating Cash Flow Surplus/(Deficit) umulative Cash Flow		3 \$ 1,024 \$ 3 \$ 1,167 \$	1,524 \$ 2,691 \$	1,524 \$ 4,215 \$	1,524 \$ 5,739 \$	1,254 \$ 6,993 \$	1,524 \$ 8,517 \$	1,524 \$ 10,041 \$	1,524 \$ 11,565 \$	1,524 \$ 13,089	13,08
ash Flow Summary (For Info only):	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
stal Investment Plus Net Operating Cash Flows Imulative	\$ (70,55. (70,55		(111,598) \$ (281,671)	(124,161) \$ (405,832)	(124,161) \$ (529,993)	(124,431) \$ (654,424)	(124,161) \$ (778,585)	(124,161) \$ (902,746)	(124,161) \$ (1,026,907)	(124,161) \$ (1,151,068)	(1,151,0
et Investment Plus Net Operating Cash Flows	(70,55	5) (99,518)	(111,598)	(124,161)	(124,161)	(124,431)	(124,161)	(124,161)	(124,161)	(124,161)	(1,151,06
umulative	(70,55		(281,671) 3	(405,832) 4	(529,993) 5	(654,424) 6	(778,585) 7	(902,746) 8	(1,026,907) 9	(1,151,068) 10	
reak Even on Total Investment (Years)											
reakeven on Net Investment (Years)											
nalysis eturn (Loss) on Project Investment % Over 10 Years											
otal Investment			Investment								
Total Project Investment (If Applicable) Net Operating Cash Flow	\$ 1,164,15 13,08		Total Project Investme Net Operating Cash Flo	nt Less External Fundir ow	ng			\$	1,164,157 13,089		
eturn/(Loss) on Total Investment Cost %	-98.88	<mark>%</mark> Ret	urn/(Loss) on Net Inv	estment Cost %					-98.88%		
et Present Value of Cash Flows Over 10 Years											
otal Investment Plus Net Operating Cash Flows	A 70.50			Operating Cash Flows							
Initial Project Investment (If Applicable) Interest Rate	\$ 70,69 2.49		initiai Project investm nterest Rate	ent Less External Fund	ling			\$	1,164,157 2.49%		
et Present Value of Total Investment	(1,000,02		Present Value of Net	Investment					(1,000,027)		
ayback of Project Investment - Based on Actual Cash Flow Over 10 Years otal Investment Payback Period- Actual Years (Within 10 Years)	No Payback in 1	LO Years Ne	Investment Payback	Period- Actual Years (Within 10 Years)			T.	No Payback in 10 Ye	ars	
lotes											
ecord any additional comments here											



District of Squamish

Business C	Case Title:	Fibre Optic	Conduit &	Design
------------	-------------	-------------	-----------	--------

To:

Prepared by: Dan Griffin Date submitted: 9/14/2017

Supplementa	Supplementary Business Case Information for:					
☐ Propos	ed Service Level Change		☐ Special Operating Projects Future Years			
	Project Request		☐ Capital Plan Future years			
Type of Project	Type of Project:					
☐ Operating Project			□ Capital project □			
Division:	Corporate Services		General Manager:	Robin Arthurs		
Department:	Information Technology		Budget Manager:	Conrad Kordel		

Project Summary & Recommendation

Provide a brief description of the project.

A fibre optic tunk line owned and operated by the District offers a very affordable alternative to our current Telco managed network. The foundation for this is laying conduit, at key locations, in conjunction with municipal utility infrastructure projects. Combining efforts means a significant cost savings. When roads are already open and trenches constructed, laying additional conduit for future fibre is relatively easy and cost effective. The installation cost are estimated at \$50/meter (including conduit, vaults and labour). Much less than the estimated cost of completing these works as standalone projects (\$150-\$200/m).

Major portions of the conduit line connecting Public Works, Emergency Operations Centre, Brennan Park and the Adventure Centre have already been constructed. The capital infrastructure plan for 2018 includes additional work along this line. Along with these new builds, a detailed plan will be developed, outlining a strategy for finanlizing the connection to Muncipal Hall and other potential sites. The plan will outline remaining fibre build requirments and a strategy to complete the connections to primary Distict sites within the three year time frame of our existing Telco contract.

Terms of Reference

Include more in depth discussion around the following:

Background

Discuss the problem/opportunity. Where we've been, where we are now, where we are headed.

Connecting District buildings with fibre optic cable will result in significant operational savings. The annual cost of our new three year Telus managed network contract is \$175,000. Flexibility has been negotiated into the contract that will allow the District to "turn-off" some sites without penalty. Connecting Distict sites through our own fibre network, will result in an immediate monthly savings that will continue over the long term.

Desired Result: General Goals & Specific Objectives

General Goals

Specific Objectives

Capital, or Annual Action Plan

List and explain how they support the Strategic, Specific Objectives should relate directly to goals and identiffy the Related Action Plan item

(To reference Strategic Plan Item- Use Header Name and include Bullet Point number)

OPEN AND ENTERPRISING GOVERNMENT

- Continual improvement
- Embracing innovation
- Leading a forward thinking and responsive corporation

Technology is deployed to streamline and enhance service.

Stakeholders

List and discuss their interests

Information Technology: creating a District owned fibre optic loop will reduce network operating costs and increase future opportunities

Engineering (Capital Projects): partnering with existing capital projects greatly reduces overall conduit installation cost

Limitations

Discuss any limitations (resources, labour, \$\$...)

The conduit will be installed in conjunction with other infrastructure works. There is an upfront cost for the installation of conduit that adds to the overall cost of existing capital projects. Installation cost are estimated at \$50/meter when conduit is added as a component of an existing capital project. Connecting to District buildings and connecting some missing sections of existing conduit may require small stand-alone installation projects at a higher cost. A detailed plan for completing the fibre network will be included in this budget.

Assumptions

Note any assumptions (projected costs, benefits, interest rates, inflation rates...)

Provide sources where applicable

Installation cost per meter are an estimate from comparable Engineering capital projects. Cost may increase due to unforseen issues during installation. Operational saving are based on per-site costs of continuing to service Distict sites with a Telco managed network. Once inplace, the Disticts fibre network will be managed by the IT Deparment. This will result in a net lowering of network operating cost and provide more flexibility for future bandwidth increases.

Alternatives

Discuss how they do/do not meet goals & objectives, and how they align with the Strategic Plan

The Distict can continue to rely on Telecom companies to provide network services to the District. The annual cost is \$175,000, based on our new three year contact with Telus. This approach meets the needs of the Distict but at a higher long term cost and reduced long-term network flexibility.

Quantitative Analysis

Please use the excel template "Business Case- Appendix A" to generate the figures below (Please be sure to include all negative or Nil values)

(Please be sure to include all negative or Nil values)		
"Cent on the Dollar" Investment (\$)	1.00	
Calculates Internal District funding required per dollar of investment required		
% External Funding (%)	0%	
Percentage of External investment as a percentage of the whole investment		
Break Even Point (Years)	Total	Net
Calculates the amount of time required to repay the investment	Investment:	Investment:
	5.07	5.07
Return (Loss) on Investment over 10 years (%)	Total	Net
Calculates the profits of an investment as a percentage of the original cost	Investment:	Investment:
	161.60%	161.60%
Net present value of Cash Flows (\$)	Total	Net
Compares the present value of <u>out</u> flows and <u>in</u> flows over a period of time. Considers interest.	Investment:	Investment:
	\$126,071	\$126,071
Payback of Project Investment (Years)	Total	Net
The amount of time (years) it takes for expected cash inflows to cover the initial cash outflow	Investment:	Investment:
	5.07	5.07

Please ensure the Quantitative Analysis section above has been completed with figures from the "Business Case Template- Appendix A" (Found on the Intranet under Finance Templates).

Please Note: A completed copy of this Appendix is required with the final Business Case submission.

Qualitative Analysis

Discuss how this project supports the following Strategic Plan Priority Focus Areas (If areas are not supported- please note that as well)

(ii areas are not supported prease no	
Open and Enterprising	A collaborative effort between IT and Engineering to install conduit,
Government:	maximizing our infrastructure, offering an innovative approach to IT
	network management
Healthy Community:	Supporting progams and services through cost effective IT services
Economy:	Potential to enhance network services and key District site, including
	Brennan Park and the Adventure Centre
Environment:	By combining conduit installation with planned capital projects disruption
	during construction is minimized
Other:	

Business Case Template- Appendix A Quanititative Analysis (((())) Please refer to the related budget request forms to ensure that numbers are representative of request. **SQUAMISH** Only include special or new revenue/funding sources specific to this request; i.e. do not include general taxation or utility fee revenues unless a new fee is being created as a result of the program. HARDWIRED for ADVENTURE Grey cells are input cells. Enter positive numbers only. Assume Year 1 is the first year of your project regardless of which year it is scheduled to start in the financial plan. member to record all results that are highlighted in yellow (positive, negative, or NA) into your Business Case's "Quantitative Analysis" Section Business Case Title: ("Presentation Name" from budget submission form) Prepared By: Type of Business Case Service Level Change **Project Investment** 100.000 Total Project Investment (Total project cost excluding operating impacts) 100.000 \$ - \$ - \$ - \$ - \$ \$ External Contributions to Project Investment (Grants and Contributions) Net Capital Investment 100,000 "Cent On The Dollar" Investment 1.00 % External Funding **Operational Impact** Year 1 Year 2 Year 3 Year 4 Year 5 Year 6 Year 7 Year 8 Year 9 Year 10 Total Operational Revenues and Savings Expected Indicate financial benefits achieved from the project or service level change Please provide a brief description of estimated revenue, savings or benefit. *An example of "New Savings created through new operational efficiencies" would be a reduction in Repairs, Maintenance Costs, or Labour hours Description: Saving created through reduced network cost 16,140 \$ 16,140 \$ 32,760 \$ 32,760 \$ 32,760 \$ 32,760 \$ 32,760 \$ 32,760 \$ 32,760 \$ 261,600 Description: Does not include potential future connection to Municipal Hall Description: Description: Description: Description: Total New Revenue or Cost Savings 16,140 \$ 16,140 \$ 32,760 \$ 32,760 \$ 32,760 \$ 32,760 \$ 32,760 \$ 32,760 \$ 32,760 \$ 261,600 Increase in Operational Costs: Record all increased Operational Costs Please provide a brief description outlining the nature of the expenditure. Please contact your Financial Specialist for assistance determining debt service costs if applicable. Please do not include any 'Initial "Project Investment' amounts already considered above Description: Description: Description: Description: Description: Description: Total Operational Costs Operating Cash Flow Surplus/(Deficit) \$ 16.140 S 16.140 S 32.760 S 32.760 S 32.760 S 32.760 S 32.760 S 32.760 \$ 32.760 S 261.600 - Ś **Cumulative Cash Flow** 16,140 \$ 32,280 \$ 65,040 \$ 97,800 \$ 130,560 \$ 163,320 \$ 196,080 \$ 228,840 \$ 261,600 Cash Flow Summary (For Info only): Total Investment Plus Net Operating Cash Flows (100,000) \$ 16.140 S 16,140 \$ 32,760 32,760 \$ 32,760 32,760 \$ 32,760 \$ 32,760 \$ 32.760 S 161,600 Cumulative (100,000) (83,860) (67,720) (34,960) (2,200) 30,560 63,320 96,080 128,840 161,600 32,760 Net Investment Plus Net Operating Cash Flows (100,000) 16,140 16,140 32,760 32,760 32,760 32,760 32,760 32,760 161,600 Cumulative (100,000) (83,860) (67,720) (34,960) (2,200)30,560 63,320 128,840 161,600 96,080 10 Break Even on Total Investment (Years) 5.07 Breakeven on Net Investment (Years) Analysis Return (Loss) on Project Investment % Over 10 Years Net Investment Total Investment Total Project Investment (If Applicable) 100.000 100.000 Total Project Investment Less External Funding Net Operating Cash Flow 261.600 Net Operating Cash Flow 261.600 Return/(Loss) on Total Investment Cost % 161.60% Return/(Loss) on Net Investment Cost % 161.60% Net Present Value of Cash Flows Over 10 Years Net Investment Plus Net Operating Cash Flows Total Investment Plus Net Operating Cash Flows Initial Project Investment (If Applicable) 100.000 Initial Project Investment Less External Funding 100.000 Interest Rate 2.49% Interest Rate 2.49% Net Present Value of Total Investment Net Present Value of Net Investment 126.071 126.071 Payback of Project Investment - Based on Actual Cash Flow Over 10 Years Net Investment Payback Period- Actual Years (Within 10 Years) Total Investment Payback Period- Actual Years (Within 10 Years) 5.07 Years 5.07 Years Notes Record any additional comments here



HARDWIRED for ADVENTURE

District of Squamish

Business	Case Title:	SCBA Test I	-auinment

	, ,				
To:					
Prepared by:	Bill Stoner				
Date submitte	ed: September 18, 2017				
Supplementa	ry Business Case Information for:				
☐ Propos	ed Service Level Change	☐ Special Operat	ing Projects Future Years		
	Project Request	☐ Capital Plan Fu	ture years		
I					
Type of Project	et:				
☐ Operat	ing Project	□ Capital project			
Division:	Human Resources and Public	General Manager:	Jeff Sim		
	Safety				
Department:	Fire Rescue	Budget Manager:	Bill Stoner		
Project Summ	ary & Recommendation				
	f description of the project.				
Squamish Fire	Rescue is proposing the purchase of	of equipment required to	perform required annual		
testing of Self	Contained Breathing Apparatus in-l	house. This will prove to	be more cost effective and		
efficient.					
Terms of Refe	rence				
Include more	in depth discussion around the follo	owing:			
Background					
<u> </u>	oblem/opportunity. Where we've b				
•	tment's self contained breathing ap		· ·		
	l within industry standards. SCBA a				
	e department has been utilizing a t				
cost effective to perform this service in-house. Reliance on third party repair can also lead to					
	ortages, as SCBA need to be sent ou		5.		
	t: General Goals & Specific Objective				
General Goals		Specific Objectives			
	n how they support the Strategic,		Ild relate directly to goals		
Capital, or Ani	nual Action Plan	and identfify the Related Action Plan item			

(To reference Strategic Plan Item- Use Header Name and include Bullet Point number)						
Goals	Objectives					
Use of technology to enhance service	Utilize SCBA test equipment to perform in-house servicing off all departmental SCBA by the end of 2018.					

Stakeholders

List and discuss their interests

Community

- Utilizes a more cost effective means of performing mandatory testing
- A quicker turn-around of repaired equipment enhances emergency readiness

Limitations

Discuss any limitations (resources, labour, \$\$...)

 Staff time will be utilized to conduct testing, where previously it was performed by a third party

Assumptions

Note any assumptions (projected costs, benefits, interest rates, inflation rates...) Provide sources where applicable

 Savings estimates are based on current service rates. This figure is conservative as it represents a "base rate". The figure could be higher if significant repairs are required in any given year.

Alternatives

Discuss how they do/do not meet goals & objectives, and how they align with the Strategic Plan

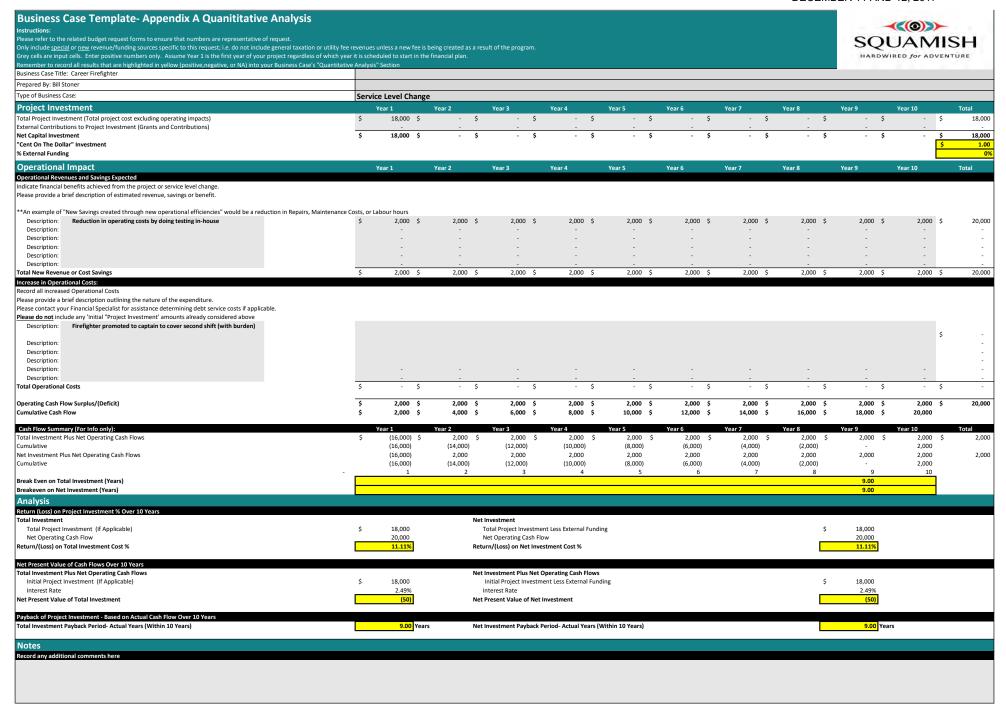
Fire Rescue could continue to use the current service provider. This would not have a
significant financial impact over the next ten years; however using the current service provider
would lead to a lesser level of service within the department. Also, if rates increase or the
department purchases more SCBA, then net service fees will increase. This will not be the case
if service is conducted in-house.

Quantitative Analysis

Please use the excel template "Business Case- Appendix A" to generate the figures below (Please be sure to include all negative or Nil values)

(Please be sure to include all negative or Nil values)				
"Cent on the Dollar" Investment (\$)	\$1.00			
Calculates Internal District funding required per dollar of investment required				

% External Funding (%)	0%					
Percentage of External investment as						
Break Even Point (Years)	Total	Net				
Calculates the amount of time require	d to repay the investment	Investment:	Investment:			
		9 Years	9 Years			
Return (Loss) on Investmen	t over 10 years (%)	Total	Net			
Calculates the profits of an investment	t as a percentage of the original cost	Investment:	Investment:			
		\$11%	\$11%			
Net present value of Cash F	lows (\$)	Total	Net			
Compares the present value of <u>out</u> flow	vs and <u>inflows</u> over a period of time. Considers interest.	Investment:	Investment:			
	(\$50)	(\$50)				
Payback of Project Investm	ent (Years)	Total	Net			
The amount of time (years) it takes for	Investment:	Investment:				
		9 Years	9 Years			
"Business Case Template- A	ive Analysis section above has been comple opendix A" (Found on the Intranet under Fin opy of this Appendix is required with the fin	nance Templates).			
Qualitative Analysis						
Discuss how this project sup	ports the following Strategic Plan Priority F	ocus Areas				
(If areas are not supported- please not						
Open and Enterprising	 Embracing innovation through fin 	_	t effective			
Government:	means of performing required tasks					
Healthy Community:						
Economy:						
Environment:						
Other:						





Royal Canadian Gendarmerie royale Mounted Police du Canada



Enhancing police service to victims of Intimate Partner Violence (Domestic Violence) and Sexual Assault through the creation of a dedicated criminal investigator (1 FTE).

Submitted by

Jeff Christie, Insp. B.PE., A/Officer in Charge RCMP Sea to Sky Detachment

Date submitted: Sept. 13th, 2017 Version: revised – Nov. 22nd, 2017

Revised 2017-11-22

SPONSOR: A/Officer in Charge

REQUESTING UNIT: RCMP Sea to Sky Detachment – Squamish

REQUEST: Proposed Service Level Change with District of Squamish

DESCRIPTION OF THE REQUEST:

We seek the establishment of a dedicated investigator effective July 1st, 2018, that would primarily support Intimate Partner Violence - IPV (Domestic Violence), and Sexual Assault Investigations –SAI. Generally IPV and SAI files are often more complex and often benefit from consistency given multiple protocols and frameworks guiding police and victim response. These files are often high risk – and inherently complex. Therefore, developing experience and expertise to ensure compliance and application by an experienced investigator is highly desirable.

Community-based policing is an expression of a philosophy that police "work" with a variety of partners to provide support and enforcement of police-related priorities for and with communities. We value the excellent relationship we (the RCMP) have with the District of Squamish. We bring forward an innovative concept for consideration of Council to enhance police service to victims of Intimate Partner Violence (Domestic Violence) and Sexual Assault through the creation of a dedicated criminal investigator. We appreciate any consideration the District of Squamish may provide, given the many pressures the District faces.

EXTERNAL LINKS/ STRATEGIC ALIGNMENT:

This business case supports the strategic plan of a healthy and well community as found within Squamish's Strategic Plan on page 10, Community Safety. While this Business Case supports Squamish's Strategic Plan of Safety, it also directly supports the RCMP Sea to Sky's Strategic Plan Priorities 2 and 3 as shown below.

- **Objective 2** is: Enhance our (the RCMP's) ability to prevent/ manage domestic-related violence.
- **Objective 3** is: Reduce risk to vulnerable persons.

In fact, submission of this Business Case is an identified initiative supporting our Strategic Plan's goal of **Contributing to a Safer and Healthier Sea to Sky Community**. The RCMP plan will form the basis of our overarching guiding path over the next 18 to 24 months.

BACKGROUND/ CONTEXT:

There is currently no dedicated SA/ IPV investigator at RCMP Squamish. Investigations are currently assigned based on the totality of severity, and normally will be deployed and managed within the general duty capacity and normally assigned through the watch members. Watch

members will work on a rotational shift basis – days, evenings and nights. Due to shift lengths and scheduling parameters for health and safety, this scheduling pattern creates variations in times that a client/victim can be in contact with the investigator.

While high-priority files can be reassigned from watch to watch, a dedicated investigator will have more consistent shift patterns with greater accessibility and carriage of these files. This boost, arguably, is in alignment with best practices found within policing and reflexes the complexity of investigative files in providing enhanced services to victims, clients, partners and suspects within SA/ IPV related files. This position will create a de facto specialized unit.

A five year average (2012 to 2016) of founded police incidents (generally determined to be valid through RCMP investigation) yields average file counts of 1:

- 58.40 files (Intimate Partner Violence Domestic Violence);
- 14.40 files (Sexual Assault Investigations).

Overall, a dedicated, specialized investigator could directly or indirectly support well over 100 investigative files which is – recognizing the complexity of these files and care required – a significant file load. For example, RCMP Municipal Detachments serving populations of 15,000 and over, carry a criminal code case load, on average, of 63 files. In contrast, independent Municipal Police departments carry a criminal code case load on average of 37 files². Today, victims of violent crime deserve much more than investigative support; they deserve dedicated investigative resources and comprehensive Victim Services support – consistent with the RCMP presentation provided to Council at the Committee of the Whole in July 2017.

Critical support for this type of investigative approach can also be found in a Coroner's Inquest given a tragic and high profile murder-suicide in Oak Bay, BC in 2007. In the inquest, the Coroner identified the advantages of a specialized domestic violence unit and recommended this approach be adopted within BC. Many police jurisdictions have moved towards this practice, creating collaborative approaches with community partners. It may be helpful for Council to know of this expressed endorsement for this concept via such reputable mechanisms that help advance best practices in police response.

Analysis by the RCMP of the files used within the general Squamish area indicate 73% of victims identified are female (for DV/ IPV). Supplemental analysis also shows that the majority of victims were listed as being Caucasian, followed by Aboriginal and south Asian. Aboriginal and Hispanic

1 The number of related files of calls for both 58.40 Intimate Partner Violence - Domestic Violence), 14.40 (Sexual Assault Investigations) would be significantly higher if RCMP Squamish were to include all reported incidents. In other words, all reported files require investigation and not in all cases are charges laid. Therefore, the investigative load can be much higher. And in some cases, victims may chose not to pursue the criminal justice system.

2 Police Resources in British Columbia, 2015. Police Services Division, Ministry of Public Safety.

victims were over-represented in this category when considering their percentage in terms of the general population of Canada.³

It may also be helpful to consider projected population growth and potential impact to services within the totality of a growing area, both in terms of service and growing population. Projections for population growth⁴ in Squamish show sustained growth. Different sources indicate different numbers but generally consistently indicate continued rise in the projected population, which is consistent with growth from the past. (Provincial government sources place the Squamish population back in 2006 as 15,496⁵. The RCMP FTE in 2006 was 25. Hence, while the community population has grown 24.57% since 2006, RCMP FTE levels have remained relatively consistent. This general trend is important.

Year	RCMP Projection/ Source	BC Stats Projection/ Source
2013	18,503	18,520
2014	18,844	18,735
2015	18,797	18,528
2016	19,105	19,003
2017	19,304	NA

Demand for police services and victims support remains important and could reasonably be expected to grow in alignment with population figures. This population growth also does not likely factor into analysis the "shadow population" of transient workers⁶. In other words, what is the population size of Squamish if tourism and economic development continues to surface a significant population group that does not show through normal reporting? The following chart shows the evolution of calls for service (CFS) over the past five years at Squamish Detachment and to the degree possible – are reflective of municipal boundaries. Calls for service, as of July 1st, are trending at approximately 100 files ahead of last year. Numbers alone do not represent the entire picture, though. For example, prior to March 2015, police information checks (PICs) were counted in Calls for Service (bulk filed by month), as were parades and school talks. After March 2015 they were not. This decision by PRIME BC resulted in changes to our reporting and is but one example of work that may no longer be captured in CFS. Furthermore, as discussed at the October 24th, 2017 Public and Corporate Services Committee meeting, police investigations have become significantly more complex over the past few decades.

³ Internal RCMP repot from Crime Analyst, July 2017. "June 2017 Whistler and Squamish Statistic Update: Sexual Assault, Intimate Partner Violence, Missing Persons, Mental Health Files."

⁴ Internal RCMP report from Crime Analyst, June 2017. "Sea to Sky Regional Police Services Data Review: Sexual Assault, Intimate Partner Violence, Missing Persons, Mental Health Files."

⁵ https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates

⁶ Shadow populations exist where transient works numbers are significant and do not show in the normal census. Hence, they are not calculated into the ratio of statistics generated by STATS Can and most reports.

<u>Year</u>	Calls for service	Complement of FTEs
2012	8149 (6755)	25
2013	8287 (6793)	25
2014	8278 (6690)	24 ** SLO reduced and then replaced
2015	8617 (6695)	25
2016	8587 (6583)	25
2017 – YTD (July 1st)	Up 110 CFS YTD	

Note: **Numbers in parenthesis** are those calls inside District boundaries.

Juristat (a document created by Statistics Canada) generally indicates IPV violence can be underreported, and that female victims are more statistically more common than male victims. A similar trend is noted for sexual assault victims. Juristat creates a specialized review every five years, the most recent one being from 2013.⁷ Other reports also support this concept⁸ of underreporting. While the RCMP is but one stakeholder in providing support, prevention and response to this social reality, a dedicated investigator is an innovative and cost-effective, investment-boosting client service for Council's consideration.

The operational concept, if funded, would be to place this dedicated "investigator" into the General Investigation Section (GIS). As such, they would often be assigned files which would be redirected to this specialized investigator to become the "lead" investigator. This would essentially lay the foundation for a "Domestic Violence Unit" similar to other areas and police jurisdictions which routinely have this type of capacity. While general duty police officers would frequently continue to be first responders to initial investigations, this specialized investigator could assume the lead role as and where appropriate, when files were redirected from the watch.

The RCMP 2017 to 2018 Strategic Plan, which forms the basis of our overarching priorities for the next eighteen to twenty four months, is included below.

⁷ Measuring violence against women: Statistical trends, Release date, February 2013.

⁸ Highlights from a Preliminary Study of Police Classification of Sexual Assault Cases as Unfounded. The General Social Survey on Victimization indicates that the non-reporting rate in sexual assault cases is significantly higher than for other violent offences. According to this national survey, the non-reporting rate in Canada has risen from 78% in 1999 to 88% in 2004 (Gannon and Mihorean 2005; Besserer and Trainor 2000). That is to say that in 2004, only one in ten sexual assault survivors chose to report the assault to the police. Tina Hattem, Senior Research Officer, Research and Statistics Division, Department of Justice Canada

⁹ Surrey Detachment as well as many others (Oak Bay) have dedicated DV investigative unit, including social services and child protection. http://surrey.rcmp-grc.gc.ca/ViewPage.action?siteNodeId=73&languageId=1&contentId=30159

<u>Sea to Sky 2017 – 2018 Strategic/Annual Performance Plan</u>



Sea to Sky Regional Police Service 2017-2019

Annual Performance Plan Framework

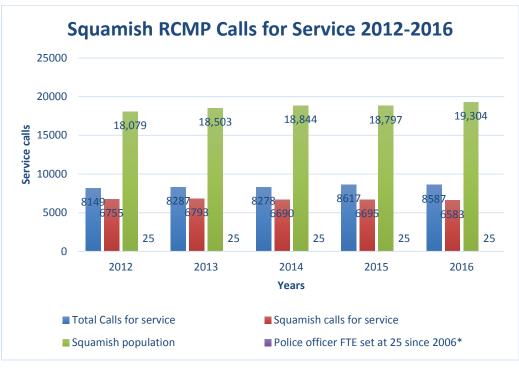
Working in partnership to support community safety.





5 year trend over view

Squamish							
UCR Type (Founded Incident - no ZZZ)	2012	2013	2014	2015	2016	% Change 2015 to 2016	5 year Avg 2012 to 2016
Sexual Assault	18	14	16	12	12	0.00%	14.40
Domestic Violence (Intimate Partner)	52	80	66	51	43	-15.69%	58.40
Missing Persons	76	73	73	78	98	25.64%	79.60
Mental Health (2015/2016 - B Flag used)				109	132	21,10%	120.50



General RCMP Calls for Service 2012-2016

*Refers to the establishment number of 25 Squamish municipal Member FTEs. The funded number of Members has varied, ranging between 23 and 24. The chart conveys that the actual number of police officers has remained relatively stable over the past 5 years (has been at this number for the past 10 years).

OPTIONS AND ALTERNATIVES:

OPTION 1 – <u>RECOMMENDED</u>: create and staff the position between January 1st and July 1st pending endorsement/decision by Council and commitment of funding.

OPTION 2 – STATUS QUO:

There are no viable alternatives to highlight. Should the position not be funded - RCMP operations in Squamish will continue with its current approach and the position will not be created in the foreseeable future. RCMP will continue to provide investigative support and apply service standards with existing resources.

RISK ASSESSMENT:

Police responses are guided and directed by legislation, policy and standards. One such policy is the Violence Against Women in Relationships Policy (including Protocol for Highest Risk Cases). The <u>Violence Against Women in Relationships (VAWIR) policy (PDF)</u> directs the justice and child welfare systems to emphasize the criminality of violence within relationships and to take the necessary measures to ensure the protection of women and children who may be at risk. This

policy relates to the continuum of violence that occurs in relationships. It applies to a range of criminal activities from harassing telephone calls or mischief to aggravated assault.

This comprehensive protocol and additional steps and responsibilities placed upon police (and partners) help demonstrate the value and risk mitigation that an additional dedicated FTE through its specialization and expertise (developed over time) would result in. This best practice approach, as previously outlined, has been identified through a Coroner Inquest into a tragic and high profile Murder Suicide in Oak Bay, BC in 2007. In the Inquest, the Coroner identified the advantages of specialized domestic violence unit and recommended this approach be adopted within BC. Many police jurisdictions have moved towards this approach creating collaborative approaches with community partners.

ANTICIPATED ORGANIZATIONAL IMPACTS, & IMPLEMENTATION STRATEGY:

Creation of a dedicated investigator could have a number of potential benefits for the citizens, victims, the municipality and the RCMP. They include:

- Being innovative: by tactically adapting the current RCMP deployment of resources and services in support of vulnerable clients while mitigating investigation risk by developing additional knowledge and skills in a dedicated investigator;
- Creates a de facto Domestic Violence Unit¹⁰ consistent with the Oak Bay 2007 Coroner's Inquest, which recognizes this concept as a best practice;
- Facilitates a more consistent and specialized investigation, carrying files through the investigative and court processes;
- Supports the RCMP S2S Strategic Plan and service to Squamish¹¹;
- A dedicated investigator will receive additional specialized training making them a "resource" for the Squamish detachment, at large boosting expertise and relations with Crown Counsel as files move to court;
- Links to and aligns with Squamish RCMP Victim Services; will serve as a focal point of investigative excellence and joint victim support;
- Greater community capacity: may boost community-based efforts such as prevention and support with partners like Howe Sound Women's Centre;

10 On September 4th, 2007, a murder suicide in Oak Bay BC, resulted in a Coroner's Inquest. This tragic situation, when further reviewed, resulted in the Coroner making a number of recommendations. One recommendation was the establishment of a dedicated DV units where possible, given the reality, seriousness and lethality which DV files may pose.

11 The Strategic Plan or "Annual Performance Plan" is an important guiding roadmap that aligns with the Squamish Strategic Plan.

- Supports the Watch: while not providing additional general duty bodies to the watch, a dedicated investigator in GIS boosts efficiency of the watch in that *time freed* from these files will be directed towards other investigative or proactive initiatives (i.e. patrol);
- Potentially reduces investigative times for DVI/SAI files/victims and suspects/offenders; whereas watch members are often tasked in multiple directions such as deployments to traffic duties, thefts, assaults or property damage reports, the *proposed* dedicated investigator has less risk of being drawn off their primary mandate.

Implementation and establishment of the position would occur as and when the position is funded. If funded, should DOS support, there would be a joint press release and advisement to the public of the creation of this position for the community.

COMMENT BY THE A/OIC Sea to Sky:

The RCMP fully recognizes the many decisions and priorities Council has in balancing the needs of the community. We appreciate your consideration of this concept.

Sincerely,

Jeff

Jeffrey D. Christie, Insp.

DOS initial business case refers for costing and general narrative as well.

Business Case Template- Appendix A Quanititative Analysis Instructions: Please refer to the related budget request forms to ensure that numbers are representative of request. Only include special or new revenue/funding sources specific to this request; i.e. do not include general taxation or uti Grey cells are input cells. Enter positive numbers only. Assume Year 1 is the first year of your project regardless of wi Remember to record all results that are highlighted in yellow (positive,negative, or NA) into your Business Case's "Qua	hich year it is s	cheduled to start in		result of the program	k.						UAMI	
Business Case Title: ("Presentation Name" from budget submission form)			: Violence/Sexua	l Assualt Investig	ator							
Prepared By:		. J. Christie			,							
Type of Business Case:	Serv	ice Level Chang	e									
Project Investment		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Total Project Investment (Total project cost excluding operating impacts)	\$	185,830 \$	115,830 \$	115,830 \$	115,830 \$	115,830 \$	115,830 \$	115,830 \$	115,830 \$	115,830 \$	115,830 \$	1,228,300
External Contributions to Project Investment (Grants and Contributions)	_	18,583	18,583	18,583	18,583	18,583	18,583	18,583	18,583	18,583	18,583	185,830
Net Capital Investment "Cent On The Dollar" Investment	\$	167,247 \$	97,247 \$	97,247 \$	97,247 \$	97,247 \$	97,247 \$	97,247 \$	97,247 \$	97,247 \$	97,247 \$	1,042,470 0.85
% External Funding												15%
Operational Impact		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Operational Revenues and Savings Expected				10.1								
Indicate financial benefits achieved from the project or service level change. Please provide a brief description of estimated revenue, savings or benefit.												
**An example of "New Savings created through new operational efficiencies" would be a reduction in Repairs, Mainte	enance Costs, o	or Labour hours										
Description: Description:	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	-
Description:		-	-	-	-	-	-	-	-	-	-	-
Description:		-	-	-	-	-	-	-	-	-	-	-
Description: Description:		-	-	-	-	-	-	-	-	-	-	-
Total New Revenue or Cost Savings	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	-
Increase in Operational Costs:												
Record all increased Operational Costs Please provide a brief description outlining the nature of the expenditure. Please contact your Financial Specialist for assistance determining debt service costs if applicable. Please do not include any 'Intial "Project Investment' amounts already considered above	6			•								
Description: Description:	\$	- \$	- \$	- \$ -	- \$	- \$	- \$	- \$	- \$	- \$	- \$ -	-
Description:		-	-	-	-	-	-	-	-	-	-	-
Description:		-	-	-	-	-	-	-	-	-	-	-
Description: Description:		- -	-	-	-	-	- -	-	- -	-	-	-
Total Operational Costs	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	-
Operating Cash Flow Surplus/(Deficit) Cumulative Cash Flow	\$ \$	- \$ - \$	- \$ - \$	- \$ - \$	- \$ - \$	- \$ - \$	- \$ - \$	- \$ - \$	- \$ - \$	- \$ - \$	- \$	-
	·	•	· .	·	·	•	<u> </u>	•		·		
Cash Flow Summary (For Info only): Total Investment Plus Net Operating Cash Flows	Ś	Year 1 (185,830) \$	Year 2 (115,830) \$	Year 3 (115,830) \$	Year 4 (115,830) \$	Year 5 (115,830) \$	Year 6 (115,830) \$	Year 7 (115,830) \$	Year 8 (115,830) \$	Year 9 (115,830) \$	Year 10 (115,830) \$	Total (1,228,300)
Cumulative	Y	(185,830)	(301,660)	(417,490)	(533,320)	(649,150)	(764,980)	(880,810)	(996,640)	(1,112,470)	(1,228,300)	(1,228,300)
Net Investment Plus Net Operating Cash Flows		(167,247)	(97,247)	(97,247)	(97,247)	(97,247)	(97,247)	(97,247)	(97,247)	(97,247)	(97,247)	(1,042,470)
Cumulative	_	(167,247) 1	(264,494) 2	(361,741) 3	(458,988) 4	(556,235) 5	(653,482) 6	(750,729) 7	(847,976) 8	(945,223) 9	(1,042,470) 10	
Break Even on Total Investment (Years) Breakeven on Net Investment (Years)	_	1	2	3	4	3	0	,		<i>y</i>	10	
Analysis												
Return (Loss) on Project Investment % Over 10 Years Total Investment			Ne	t Investment								
Total Project Investment (If Applicable)	\$	1,228,300	-	Total Project Investme		ing (If Applicable)			\$	1,042,470		
Net Operating Cash Flow		100.00%		Net Operating Cash Flo					_	400.00%		
Return/(Loss) on Total Investment Cost %		-100.00%	Ket	urn/(Loss) on Net Inv	estment Cost %					-100.00%		
Net Present Value of Cash Flows Over 10 Years												
Total Investment Plus Net Operating Cash Flows		2.400/		Investment Plus Net	Operating Cash Flow	s				2.400/		
Interest Rate Net Present Value of Total Investment		2.49% (1,082,575)		nterest Rate t Present Value of Net	Investment					2.49% (919,851)		
Payback of Project Investment - Based on Actual Cash Flow Over 10 Years						(Mildie de Veren)						
Total Investment Payback Period- Actual Years (Within 10 Years)	No	Payback in 10 Yea	rs Ne	t Investment Payback	rerioa- Actual Years	(within 10 Years)			<u></u>	No Payback in 10 Yea	rs	
Notes Record any additional comments here												
Costs reflect incremental estimated costs associated with FTE increase for 1 Regular Member including salary, benef	fits & operatin	g costs (ie vehicle).	Total municipal cost	is \$167,247 (90%).								



District of Squamish

Business Case Title:	Sea-to-Sky (Corridor L	Evacuation Pla	nı
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To: Jeff Sim
Prepared by: Alexis Kraig

Date submitted: Decebmer 6, 2017

Supplementa	ry Business Case Information for:				
☐ Proposed Service Level Change			☐ Special Operat	ing Projects Future Years	
⊠ Special Project Request			☐ Capital Plan Fu	iture years	
Type of Project	ot:				
	ing Project		☐ Capital project		
Division:	Human Resources and Public		General Manager:	Jeff Sim	
	Safety				
Department: Emergency Program		Budget Manager:	Alexis Kraig		

Project Summary & RecommendationProvide a brief description of the project.

The 2017 British Columbia wildfire season was the worst on record. More than 45 000 people were evacuated from their homes. The entire communities of Williams Lake, Cache Creek, Clinton, and Ashcroft were evacuated. Previous fire seasons saw the mass evacuation of Fort McMurray and Slave Lake, Alberta. Mass evacuation of communities is now an important planning consideration for every community. Of particular importance is the inclusion of transportation planners in evacuation plan development to ensure that transportation infrastructure is used in a way that maximizes traffic flow, minimizes traffic congestion and accidents, and reduces evacuation times. Having a robust evacuation transportation plan is essential to protecting the safety and lives of people in an emergency.

The District of Squamish (DOS) Emergency Program and Resort Municipality of Whistler (RMOW) Emergency Program have issued a Request for Proposal for Sea to Sky Corridor Multimodal Evacuation Plan which details how the RMOW and/or DOS will evacuate their entire communities using Highway 99 and additional modes of transportation including rail, ferry, air, and forest service road networks in the event of an emergency requiring one, or both, communities to evacuate.

The RMOW has chosen a proposal and has invited the DOS to participate in developing a Sea-to-Sky Corridor Evacuation Plan. There is a cost savings to developing this plan with the RMOW because both

communities will utilize much of the same transportation infrastructure in an evacuation. Combining the project means only having to do the work once.

Terms of Reference

Include more in depth discussion around the following:

Background

Discuss the problem/opportunity. Where we've been, where we are now, where we are headed.

Overview

In 2016, DOS and RMOW worked together on evacuation planning for their communities. It was recognized that limited transportation infrastructure, high population density including a large visitor and transient population, and high-frequency use of Highway 99 would make evacuation of the corridor challenging. Knowing that this project was needed by both RMOW and DOS, that the two communities had somewhat similar demographics, and that both populations would use the same restricted highway infrastructure, it was determined to be appropriate to develop a joint-plan. It was also determined that working together would result in cost savings for both the RMOW and DOS because the highway portion of the plan would only need to be developed once. RMOW and DOS decided to work together on a joint evacuation project.

The proposed joint project includes hiring a consultant to develop an Evacuation Plan that details how the DOS and/or RMOW will evacuate their entire communities using Highway 99 (South and/or North) and additional modes of transportation including rail, ferry, air, and forest service road networks. Key elements of the Evacuation Plan project will include:

- A review of emergency transportation best practices, Sea to Sky Corridor transportation infrastructure, and estimated transportation demand in an evacuation to determine how to maximize evacuation efficiency;
- Utilizing information obtained during the review, develop an evacuation transportation plan for Highway 99 that maximizes the evacuation capacity of existing highway infrastructure and the accompanying operational strategies to implement the plan;
- An evacuation transportation plan for alternate modes of transportation including rail, ferry, air, and forest service roads;
- The estimated time required to complete the evacuation of an entire community using the evacuation transportation plan; and
- Detail the decision-making process for a mass evacuation, including trigger points and the go or no-go decision and how to implement it.

In August 2017, the RMOW issued a Request for Proposals (RFP) to solicit a consultant to develop the Evacuation Plan, with the intent of having the Evacuation Plan in place by the 2018 wildfire season. Three proposals were received; all proposals came in higher than the allotted budget. In reviewing the proposals, the cost of the Evacuation Plan was underestimated given the scope of work that was

requested in the RFP; specifically the transportation planning component of the plan which is the most essential element to protect the lives of people and reduce community losses. RMOW and DOS are now seeking additional funding to move forward with this project as joint partners.

RMOW staff presented to RMOW Council on November 21st requesting an amendment to the "2017-2021 Five Year Financial Plan Bylaw" to include an additional \$185 000 in funding for the Sea to Sky Multimodal Evacuation Plan project. RMOW staff feel the project is essential to the safety of residents and visitors and would like to move forward with the development of the plan. RMOW Council approved the amendment to their Financial Plan Bylaw.

RMOW and DOS staff are continuing to assess methods of decreasing the cost of the project including grant funding through the Union of BC Municipalities Community Emergency Preparedness Fund, to which the RMOW and DOS would both be eligible. Further, DOS Staff are working with Squamish Nation Staff and Emergency Management BC Staff to explore additional options for external funding that will directly impact (reduce) the cost attributed to DOS. In addition, staff are assessing ways to gather data that is already available that will decrease the scope of work for the consultant.

Desired Result: General Goals & Specific Objectives

General Goals

Specific Objectives

List and explain how they support the Strategic, Capital, or Annual Action Plan

Specific Objectives should relate directly to goals and identify the Related Action Plan item

(To reference Strategic Plan Item- Use Header Name and include Bullet Point number)

Goals and Objectives Relating to Official Community Plan-Public Safety 2017

Goals	Objectives
22.4 a. Finalize the Comprehensive Emergency Management Plan (CEMP) including All Hazards Plan, as well as Hazard Specific (Flood, Wildfire) and Function Support Annexes (Evacuation Plan, Crisis Communications) and update the CEMP on an annual basis.	 The completion of the Sea-to-Sky Multimodal Evacuation Plan is a key component of the CEMP. This plan is a function support annex to the All Hazard Plan.
22.5 a. Strengthen local level emergency response capacity through emergency preparedness initiatives to build community resiliency.	The Sea-to-Sky Multimodal Evacuation Plan will increase response capacity in the corridor because it will maximize the evacuation capacity and provide a detailed decision making process.

22.6 Strengthen emergency and business continuity planning.

 The Sea-to-Sky Multimodal Evacuation Plan will provide detailed operational strategies to implement the evacuation transportation plan including traffic management, roles and responsibilities of agencies, public notification and information, transportation for people without personal vehicles. This will strengthen emergency evacuation plans for the local authorities as well as the public.

Stakeholders

List and discuss their interests

Community

• Improved evacuation plans will increase public safety for the entire Sea-to-Sky Corridor. This plan will help to evacuate the community in a safe and efficient manner.

Local Authorities

- Local authorities are legally liable for evacuations. A detailed decision-making process for a mass evacuation, including trigger points and the go or no-go decision and how to implement it will provide solid grounds for local authorities' evacuation decisions.
- Decisions on when and how to leave should be made with accurate information on how long it will take to "clear" communities. This plan will provide this to local authorities.
- The Sea-to-Sky Multimodal Evacuation Plan will support all local authorities' evacuation processes.

Limitations

Discuss any limitations (resources, labour, \$\$...)

• The plan costs more than anticipated. The cost-share with Whistler will still make it more cost effective to complete a best practice leading evacuation plan.

Assumptions

Note any assumptions (projected costs, benefits, interest rates, inflation rates...) Provide sources where applicable

It is assumed that DOS and RMOW staff will continue to evaluate additional methods of
decreasing the cost of the project including grant funding through the Union of BC
Municipalities Community Emergency Preparedness Fund and other sources. Also, staff are
assessing ways to complete some of the work in-house, decreasing the scope of work for the
consultant.

Alternatives

Discuss how they do/do not meet goals & objectives, and how they align with the Strategic Plan

As an alternative to participating in this project is to complete an in-house evacuation corridor plan at a later date.

Advantages

Would not require additional funding

Disadvantages

- This will be a less effective investment. The cost-share between DOS and RMOW makes a best practices functional evacuation plan affordable for both communities.
- Will lose the opportunity to partner with RMOW and provide direction into the Corridor-wide evacuation process.
- Evacuation analysis, trigger points and plan will not be as effective.

Please use the excel template "Business Case- Appendix A" to generat	a tha figuras hale	NA/
(Please be sure to include all negative or Nil values)	e the ligures beit) VV
,	50 cents	
"Cent on the Dollar" Investment (\$)	50 cents	
Calculates Internal District funding required per dollar of investment required		
% External Funding (%)	50 %	
Percentage of External investment as a percentage of the whole investment		
Break Even Point (Years)	Total	Net
Calculates the amount of time required to repay the investment	Investment:	Investment:
	210,000	105,000
Return (Loss) on Investment over 10 years (%)	Total	Net
Calculates the profits of an investment as a percentage of the original cost	Investment:	Investment:
	N/A	N/A
Net present value of Cash Flows (\$)	Total	Net
Compares the present value of <u>out</u> flows and <u>in</u> flows over a period of time. Considers interest.	Investment:	Investment:
	\$204,898	\$102,449
Payback of Project Investment (Years)	Total	Net
The amount of time (years) it takes for expected cash inflows to cover the initial cash outflow	Investment:	Investment:
	N/A	N/A

Please ensure the Quantitative Analysis section above has been completed with figures from the "Business Case Template- Appendix A" (Found on the Intranet under Finance Templates).

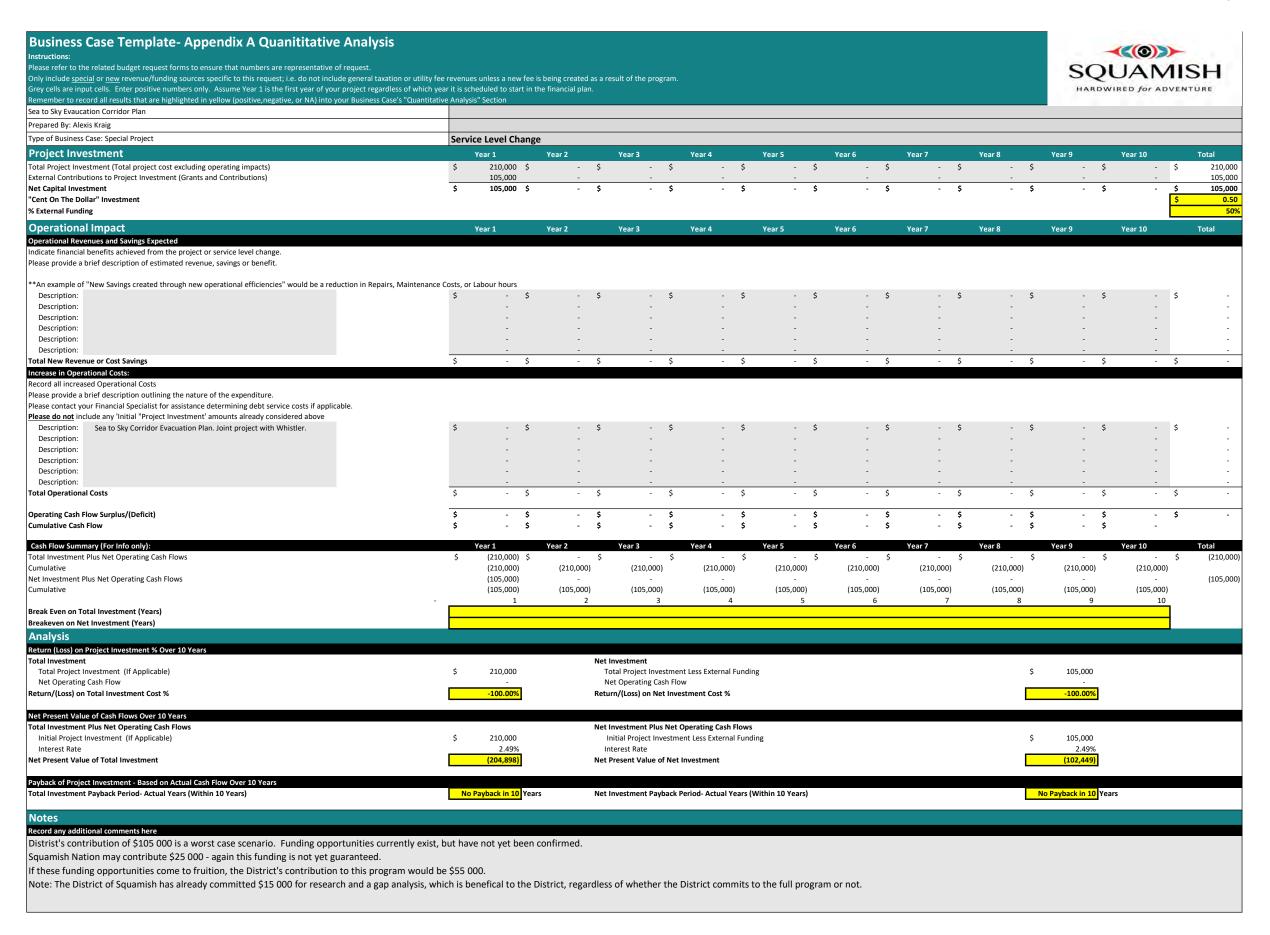
Please Note: A completed copy of this Appendix is required with the final Business Case submission.

Qualitative Analysis

Discuss how this project supports the following Strategic Plan Priority Focus Areas (If areas are not supported- please note that as well)

Open and Enterprising	•
Government:	

Healthy Community:	 In extreme emergency situations, it may be necessary to evacuate the entire population of a community in order to save lives. Evacuation plans significantly increase the total number of people who can evacuate safely.
Economy:	 Evacuations are extremely costly. A strong evacuation plan will increase response efficiency and reduce costs and losses.
Environment:	
Other:	





HARDWIRED for ADVENTURE

District of Squamish

Business Case Title: Structural Protection Sprinkler Trailer

To:

Prepared by: Bill Stoner

Date submitted: September 19, 2017

Supplementa	ry Business Case Information for:			
☐ Proposed Service Level Change			☐ Special Operating Projects Future Years	
⊠ Special Project Request			☐ Capital Plan Future years	
Type of Project	ct:			
☐ Operating Project		□ Capital project □		
Division:	Human Resources and Public		General Manager:	Jeff Sim
	Safety			
Department:	Fire Rescue		Budget Manager:	Bill Stoner

Project Summary & Recommendation

Provide a brief description of the project.

- Squamish Fire Rescue is planning to purchase a "type 2" structural protection sprinkler trailer in partnership with Whistler Fire Rescue. The unit is \$180 000 with applicable taxes; the District's share of this purchase will be \$90 000.
- A type 2 trailer consists of:
 - -a custom built 14' two axel trailer
 - -over 100 sprinklers of various sizes
 - -portable pumps
 - -portable water tanks
 - -ladders
 - -fire hose of various diameters and length,
 - -fittings, tools and appliances.
- A type two trailer will protect 25+ homes in a "typical" interface fire situation.
- Funding for this purchase would be from the Protective Services Provision account.
- The unit would be stored in Whistler or Squamish, depending on the area of greatest fire risk at the time, but would be immediately available to either jurisdiction when needed.

Terms of Reference

Include more in depth discussion around the following:

Background

Discuss the problem/opportunity. Where we've been, where we are now, where we are headed.

The use of structural protection sprinklers to protect property from interface fires has become a "go to" tactic during wildland/interface events. This is in part, due to the effectiveness of the sprinklers. Scientific study and field results show that using sprinklers to increase humidity and extinguish flying embers as they land is extremely effective means of protecting property and critical infrastructure.

Increased firefighter safety is another benefit associated with using sprinklers. Previously, firefighters dealing with interface fires had two choices; they could stand in the path of the fire and attempt to protect properties with hose streams as the fire overtook a neighbourhood or they could retreat from an area and return after the fire rolled through. These two choices placed firefighters at significant risk or sacrificed properties in the name of safety. Using structural protection sprinklers provides a third option. Firefighters now can set up sprinklers in advance of a fire so that properties can be protected as firefighters retreat to safety.

Sprinklers provide outstanding results while keeping firefighters safe. This is why structural protection sprinklers have become a critical tools for the protection of communities from the risk of interface fires.

Desired Result: General Goals & Specific Objectives

General Goals

List and explain how they support the Strategic, Specific Objectives should relate directly to goals

Capital, or Annual Action Plan

(To reference Strategic Plan Item- Use Header Name and include Bullet Point number)

Specific Objectives

and identiffy the Related Action Plan item

Enhance Squamish Fire Rescue's ability to protect homes and critical infrastructure from interface fires

Purchase a sprinkler protection trailer by the end of 2018

All members of Squamish Fire Rescue to complete provincial structural sprinkler protection training by end of 2018

Stakeholders

List and discuss their interests

Community

Structural protection sprinklers give the District of Squamish a very effective tool for combating

interface fires.

Sharing the cost of the purchase with the Resort Municipality of Whistler allows the District to have this tool available when needed but also utilizes a very cost effective means of attaining it.

Firefighters

As previously mentioned, structural protection sprinklers will allow firefighters to protect property while keeping themselves much safer than when using traditional strategies.

Limitations

Discuss any limitations (resources, labour, \$\$...)

A possible limitation of this purchase could arise if both Whistler and Squamish needed the sprinklers at the same time. This is a remote possibility and the benefits of the joint purchase far outweigh this risk. A Letter of Understanding will be developed, though, that outlines a risk assessment and decision making matrix to ensure maximum clarity and objectivity in the decision making process should this situation occur.

Assumptions

Note any assumptions (projected costs, benefits, interest rates, inflation rates...) Provide sources where applicable

Alternatives

Discuss how they do/do not meet goals & objectives, and how they align with the Strategic Plan

Quantitative Analysis

Please use the excel template "Business Case- Appendix A" to generate the figures below (Please be sure to include all negative or Nil values)

(reason and said to minimum and respective or the ranges)		
"Cent on the Dollar" Investment (\$)	\$1.00	
Calculates Internal District funding required per dollar of investment required		
% External Funding (%)	\$0 – for the Dis	trict's portion
Percentage of External investment as a percentage of the whole investment	of purchase.	
Break Even Point (Years)	Total	Net
Calculates the amount of time required to repay the investment	Investment:	Investment:
	N/A	N/A

Return (Loss) on Investment over 10 years (%)	Total	Net
Calculates the profits of an investment as a percentage of the original cost	Investment:	Investment:
	-105.56%	-105.56
Net present value of Cash Flows (\$)	Total	Net
Compares the present value of <u>out</u> flows and <u>in</u> flows over a period of time. Considers interest.	Investment:	Investment:
	(\$92 192)	(\$92 192)
Payback of Project Investment (Years)	Total	Net
The amount of time (years) it takes for expected cash inflows to cover the initial cash outflow	Investment:	Investment:
	N/A	N/A

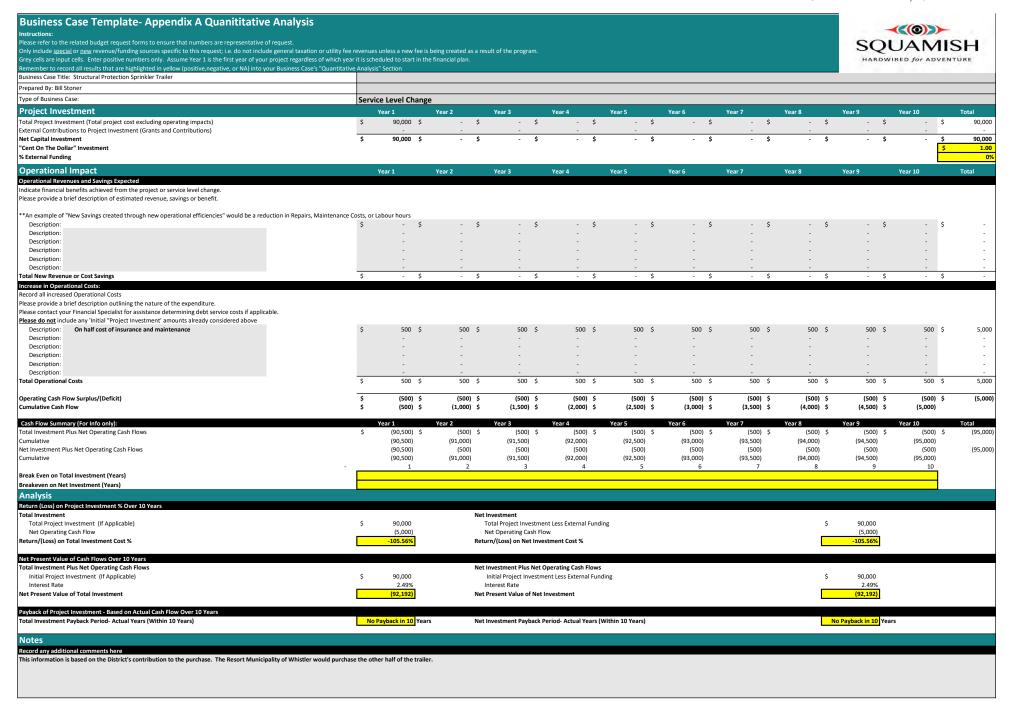
Please ensure the Quantitative Analysis section above has been completed with figures from the "Business Case Template- Appendix A" (Found on the Intranet under Finance Templates).

Please Note: A completed copy of this Appendix is required with the final Business Case submission.

Qualitative Analysis

Discuss how this project supports the following Strategic Plan Priority Focus Areas (If areas are not supported- please note that as well)

Open and Enterprising	
Government:	
Healthy Community:	A structural protection sprinkler trailer allows firefighters to protect properties and critical infrastructure from interface fire risks, while reducing the safety risks to firefighters.
Economy:	Sharing the cost of this purchase with a neighboring community allows for a very cost effective means of acquiring this equipment.
Environment:	
Other:	





District of Squamish

Business Case Title: Procurement Review and Centralized Purchas	ina
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To: Council

Prepared by: Linda Klassen

Date submitted: September 15, 2017

• •	ry Business Case Information sed Service Level Change	1 101.	☐ Special Opera	ting Projects Future Years
		☐ Capital Plan Future years		
Type of Proje	rt•			
☐ Operating Project		☐ Capital project		
Division:	CAO		General Manager:	Christine Mathews
Department: Financial Services		Budget Manager:	Linda Klassen	
	<u> </u>	•	•	'

Provide a brief description of the project.

This project is a combination of a procurement policy and process review and the introduction of a position for a Certified procurement professional.

The District of Squamish has outgrown current procurement policies and procedures. An independent review of our our policies and procedures by a qualified procurement professional will highlight and quantify opportunities for improvements. This review will be timely as we move toward implementing a purchase order software along with updating processes and applicable policies.

An important result of the review of our current procurement processes are the opportunities for improvement. These opportunities should clearly identify the improvement, the risks, the potential value and when this value could be recognized with the appropriate resources.

Ideally, a certified procurement professional staff person would be responsible for the implementation and mainenance of purchase orders module within the financial database,

maintaining the purchasing policy and delegation authorities; provide professional advice and oversight to departments in the preparation and award of the bidding process; maintains knowledge of current contracting and tendering laws and researches and develops innovative procurement practices. In the short term, this position is expected to improve operational efficiency and ensure compliance with purchasing requirements of local government. The Technology Transformation Project "best practice" includes implementing a purchasing module with workflow capability that is integrated with invoice processing. The purchasing agent would be responsible for managing this module and providing purchasing expertise to assist all departments.

Terms of Reference

Include more in depth discussion around the following:

Background

Discuss the problem/opportunity. Where we've been, where we are now, where we are headed.

The District of Squamish is coming to a natural operational cross roads with the implementation of new software. This is the ideal time to review current policy and process for improvement opportunities. Senior staff agree that our current policy and process is not as effective as they should be.

Currently purchasing is done by many staff throughout the organization. Managers are busy and many don't have purchasing expertise which may lead to quick solutions that may not comply with policy, laws or best practices for procurement in local government. This introduces a risk to the organization. Policies direct how purchasing should happen but with no early mechanism to capture an error or failure to comply, purchases may be made prior to obtaining proper delegated authority and without issuing appropriate documentation that defines scope, price and terms of contract. This leaves the Organization at risk and without contract or documentation to enforce expectations with a supplier.

The accounts payable function is where some issues are being caught but only if that particular invoice (which may not represent the full contract) exceeds spending authority; further, at the point the District receives and invoice, it is too late as purchase has been contracted/made. If we determine a purchase was not been made correctly we risk jeopardizing working relationships with suppliers. Currently there is limited staff capacity and expertise to maintain policy, train staff on best practices, provide contract templates, techniques and tools or to consolidate purchasing activities for efficiencies and cost savings.

There are no economies of scale created in a decentralized approach as each business units are doing their own purchasing. This limits ability to bulk purchase and negotiate better pricing. Inefficiencies occur as each Manager secures a service on an need by need basis rather than establishing, through competitive processes, preferred suppliers and standing offer agreements.

Desired Result: General Goals & Specific Objectives

General Goals

Specific Objectives

List and explain how they support the Strategic, Capital, or Annual Action Plan Specific Objectives should relate directly to goals and identify the Related Action Plan item

(To reference Strategic Plan Item- Use Header Name and include Bullet Point number)

No specific Council strategic priority but supports procurement module design and maintenance under TTP and supports Open and Enterprising Government goal of continual improvement. Operational efficiency, compliance and risk reduction are key goals and outputs.

Efficiency by application of expertise to assist all departments in procurement;

Procurement Treaty, Policy and Bylaw monitoring and compliance;

Reduced risk of financial loss through court challenges or failure to secure best pricing; and Supports development of procurement practices and on-going maintenance of procurement module anticipated under TTP program implementation.

Stakeholders

List and discuss their interests

Tax payers: expect community financial assets are protected through responsible management of procurement including securing best pricing for municipal servicing.

Council: stewards of public funds and ensuring tender awards approved are fair and compliant **CFO:** provides mechanism to ensure responsibilities under Community Charter S.149 are met and Council is advised prior to approving awards that may be non-compliant.

Internal managers: managing tasks outside area of expertise decreases efficiency and effectiveness. Current system exposes staff to risk of non-compliance with legal requirements and standards for local government procurement.

Suppliers: may experience delays in invoice processing, risk that municipality won't honour purchase if not transacted by authorized/delegated staff; potential to deliver incorrect product or service if contract scope and price not defined; potential to damage relationships between suppliers and District for delays in invoice processing.

Limitations

Discuss any limitations (resources, labour, \$\$...)

Require consulting budget for 2018.

Requires an additional FTE but initially may only be able to provide partial centralized procurement services depending on overall volume of procurement, time required to establish bulk contracts, preferred supplier lists and to design and implement tools, policies, procedures for managing procurement process.

Effectiveness of oversight/compliance is contingent on changes in delegation authority bylaw and purchasing policy.

Staff may enjoy the benefits of decentralized procurement. It will be important that the District implement the procurement professional at the optimal level and authority.

Assumptions

Note any assumptions (projected costs, benefits, interest rates, inflation rates...) Provide sources where applicable

Unable to accurately predict but expect savings in materials and contract service purchases. Reduced risk of contractual challenges. Assumptions: over last 3 years we have spent an average of \$644,500 in general materials and supplies per year. Assume 1% on all with bulk purchases and comprehensive competitive bid practices employed. Same assumed for contract services estimated at \$8,293,834 per year average excluding capital purchases. Assuming 1% based on probable discounts of at least 10% but assuming not all services would be captured. We also anticipate manager time savings if inhouse procurement administration and expertise available. This time would be reinvested in managing growth related activities within each manager's specific areas of expertise.

Alternatives

Discuss how they do/do not meet goals & objectives, and how they align with the Strategic Plan

Alternatively we could

1) maintain current practices; understand and assumethe risk of procurement errors and fail to realize potential efficiencies and savings in purchasing practices.

Alternative 1 is achievable with existing resources.

Quantitative Analysis		
Conduct the following financial analysis:		
(Please see Appendix A for formulas in Excel- If values are negative or Nil, please still record these	values)	
"Cent on the Dollar" Investment (\$)	na	
Calculates Internal District funding required per dollar of investment required		
% External Funding (%)	NA	
Percentage of External investment as a percentage of the whole investment		
Return (Loss) on Investment over 10 years (%)	Total Investment:	Net Investment:
Calculates the profits of an investment as a percentage of the original cost	25000	
Net present value of Cash Flows (\$)	Total Investment:	Net Investment:
Compares the present value of <u>outflows</u> and <u>inflows</u> over a period of time. Considers interest.	25000	
Payback of Project Investment (Years)	Total Investment:	Net Investment:
The amount of time (years) it takes for expected cash inflows to cover the initial cash outflow		
Qualitative Analysis		

Discuss how this project supports the following Strategic Plan Priority Focus Areas (If areas are not supported- please note that as well)

Open and Enterprising	TTP Financial Modules – Core Financial Implementation proposes
Government:	procurement module development.
	Supports goal of continual improvement
Healthy Community:	N/A
Economy:	N/A
Environment:	N/A

Other:	Legal and policy compliance, operational efficiency and cost savings

Risk & Regulatory Analysis

Include analysis for best, worst, and most probable scenarios. Discuss any Compliance issues driving this project

A number of municipal court cases and law suits have centered around contract law. Purchasing is governed by Treaties and Common Law and up to date expertise helps prevent legal suits and losses. Financial losses due to poor purchasing practices and failure to seek out and secure bulk pricing and best price contracts.

Business Case Template- Appendix A Quanititative Analysis Instructions: Please refer to the related budget request forms to ensure that numbers are representative of request. Only include <u>special</u> or <u>new</u> revenue/funding sources specific to this request; i.e. do not include general taxation or utility fee revenues unless a new fee is being created as a result of the program. Grey cells are input cells. Enter positive numbers only. Assume Year 1 is the first year of your project regardless of which year it is scheduled to start in the financial plan.										SQUAMISH HARDWIRED FOR ADVENTURE		
rey cells are input cells. Enter positive numbers only. Assume Year 1 is the first year of your project regardless emember to record all results that are highlighted in yellow (positive,negative, or NA) into your Business Case's			financial plan.							HARDWI	RED for ADVEN	TURE
usiness Case Title: ("Presentation Name" from budget submission form)			v and Centralized	Purchasing								
epared By:	Linda	Klassen										
rpe of Business Case:	Service Level Change (drop down to be fixed)											
roject Investment		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
otal Project Investment (Total project cost excluding operating impacts)	\$	25,000 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	25,0
ternal Contributions to Project Investment (Grants and Contributions) et Capital Investment	\$	25,000 \$	- - \$	- - \$	- - \$	- - \$	- \$	- - \$	- - \$	- \$	- \$	25,0
Cent On The Dollar" Investment	•	23,000 \$	- 4	- 4	- 4	- 4	- ,	- 4	- ,	- ,	\$	1.
External Funding												
perational Impact		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
perational Revenues and Savings Expected												
dicate financial benefits achieved from the project or service level change. ease provide a brief description of estimated revenue, savings or benefit.												
'An example of "New Savings created through new operational efficiencies" would be a reduction in Repairs, M			C 440 . Ć	C 440 . C	F7.0							
Description: General materials and supplies (644,000*.01) Description: Contract Services (8M *.01)	\$	- \$	6,440 \$ 80,000	6,440 \$ 80,000	57,9 720,0							
Description: Productivity hours saved by managers (19 Mgrs @ 1 day per Dept Mger												
@ 7 hrs/day * (\$55/hour*1.25 benefit load))			9,144	9,144	9,144	9,144	9,144	9,144	9,144	9,144	9,144	82,2
Description: Description:			-	-	-	-	-	-	-	-	-	-
Description:		-	-	-	-	-	-	-	-	-	-	
otal New Revenue or Cost Savings	\$	- \$	95,584 \$	95,584 \$	95,584 \$	95,584 \$	95,584 \$	95,584 \$	95,584 \$	95,584 \$	95,584 \$	860,2
crease in Operational Costs: ccord all increased Operational Costs ease provide a brief description outlining the nature of the expenditure. ease contact your Financial Specialist for assistance determining debt service costs if applicable. ease do not include any 'Intial "Project Investment' amounts already considered above												
Description: Purchasing Agent (Q1 only for 2018 and annual 2019 +) Description: Benefits Description: Employee costs (training, association dues)	\$	18,200 \$ 5,460	72,800 \$ 21,840 1,500	72,800 \$ 21,840 1,500	673,4 202,0 13,5							
Description: One time office set up Description: Description:		3,000 - -				:	:				:	3,00
otal Operational Costs	\$	26,660 \$	96,140 \$	96,140 \$	96,140 \$	96,140 \$	96,140 \$	96,140 \$	96,140 \$	96,140 \$	96,140 \$	891,92
perating Cash Flow Surplus/(Deficit) umulative Cash Flow	\$ \$	(26,660) \$ (26,660) \$	(556) \$ (27,216) \$	(556) \$ (27,773) \$	(556) \$ (28,329) \$	(556) \$ (28,885) \$	(556) \$ (29,441) \$	(556) \$ (29,998) \$	(556) \$	(556) \$	(556) \$ (31,666)	(31,66
miniative Cash Flow	,	(20,000) 3	(27,210) 3	(27,773) \$	(20,325) 3	(28,883) 3	(25,441) 3	(25,558) 3	(30,554) \$	(31,110) \$	(31,000)	
ash Flow Summary (For Info only):		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
stal Investment Plus Net Operating Cash Flows Imulative	\$	(51,660) \$ (51,660)	(556) \$ (52,216)	(556) \$ (52,773)	(556) \$ (53,329)	(556) \$ (53,885)	(556) \$ (54,441)	(556) \$ (54,998)	(556) \$ (55,554)	(556) \$ (56,110)	(556) \$ (56,666)	(56,6
et Investment Plus Net Operating Cash Flows		(51,660)	(556)	(556)	(556)	(556)	(556)	(556)	(556)	(556)	(556)	(56,66
umulative		(51,660)	(52,216)	(52,773)	(53,329)	(53,885)	(54,441)	(54,998)	(55,554)	(56,110)	(56,666)	
reak Even on Total Investment (Years)	-	1	2	3	4	5	6	7	8	9	10	
reakeven on Net Investment (Years)												
nalysis												
eturn (Loss) on Project Investment % Over 10 Years												
otal Investment Total Project Investment (If Applicable)	ė	35,000		ivestment	at Loce External Fundin	σ.			ė	25,000		
Net Operating Cash Flow	\$ 25,000 Total Project Investment Less External Funding \$ (31,666) Net Operating Cash Flow						(31,666)					
eturn/(Loss) on Total Investment Cost %	-226.67% Return/(Loss) on Net Investment Cost %						-226.67%					
et Present Value of Cash Flows Over 10 Years												
otal Investment Plus Net Operating Cash Flows	Ś	35.000			perating Cash Flows	in a			Ś	35.000		
Initial Project Investment (If Applicable) Interest Rate	Ş	25,000 2.49%		erest Rate	ent Less External Fundi	iig.			ş	25,000 2.49%		
et Present Value of Total Investment		(54,733)		resent Value of Net I	nvestment					(54,733)		
ayback of Project Investment - Based on Actual Cash Flow Over 10 Years												
tal Investment Payback Period- Actual Years (Within 10 Years)	No l	Payback in 10 Year	s Net Ir	vestment Payback F	eriod- Actual Years (V	vitnin 10 Years)				NA Year	<u> </u>	
otes												
ecord any additional comments here												