



# SQUAMISH

HARDWIRED *for* ADVENTURE

## 2019 to 2023 Financial Plan





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## Table of Contents

<b>1. STRATEGIC PLAN AND ORGANIZATIONAL STRUCTURE.....</b>	<b>5</b>
<b>2. FINANCIAL PLANNING POLICIES AND PROCESSES.....</b>	<b>10</b>
GOVERNING POLICY AND REGULATORY REQUIREMENTS .....	10
FINANCIAL POLICIES .....	10
THE FINANCIAL PLANNING PROCESS .....	13
FINANCIAL PLAN ASSUMPTIONS .....	13
<b>3. 2018-2022 FINANCIAL PLAN OVERVIEW.....</b>	<b>14</b>
BUDGET SUMMARY.....	14
BUDGET BREAKDOWNS .....	14
ESTIMATED IMPACTS ON RATE PAYERS.....	22
STAFFING – FULL TIME EQUIVALENTS .....	25
FIVE YEAR OPERATING BUDGET SUMMARY – OPERATING FUNDS .....	27
<b>4. FIVE YEAR OPERATING PLAN BY FUNCTION .....</b>	<b>29</b>
GENERAL GOVERNMENT .....	29
PROTECTIVE SERVICES.....	33
TRANSPORTATION & TRANSIT.....	35
ECONOMIC AND COMMUNITY DEVELOPMENT.....	37
RECREATION, PARKS AND TRAILS .....	39
PUBLIC HEALTH - CEMETERY .....	41
SOLID WASTE FUND.....	42
WATER FUND.....	44
SEWER FUND .....	46
<b>5. 2018-2022 CAPITAL PLAN.....</b>	<b>48</b>
CAPITAL PLAN OVERVIEW .....	48
SUMMARY .....	49
DETAILED CAPITAL PLAN BY FUNCTION .....	50
<b>6. SUPPLEMENTAL INFORMATION.....</b>	<b>53</b>
2019 SPECIAL OPERATING PROJECTS – FUNDING AND DESCRIPTIONS .....	56
2019 CAPITAL PROJECTS – FUNDING AND DESCRIPTIONS .....	61
<b>7. GLOSSARY .....</b>	<b>67</b>





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## 1. Strategic Plan and Organizational Structure

### Mission and Vision

#### MISSION

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

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

#### VISION

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

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

### Strategic Priority Focus Areas -

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



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

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

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

## **The Planet and Our Environment**

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

- Adopt community Greenhouse Gas Emissions (GHGe) reduction targets and implementation plan by December 2019.
- Increase the diversion rate of waste from landfill to 80% and reduce per capita landfill waste to 300 kg by 2021.
- Maintain organizational carbon neutrality while creating and implementing a plan to reduce District purchased offsets by 2022.
- Increase the number of businesses participating in the local carbon marketplace to advance climate change mitigation and adaptation activities.
- Reduce the percentage of work force commuting in single occupancy vehicles by 2022 to reduce overall community GHGe.

### **2019 Priorities are:**

- Active Transportation Improvements
- Discovery Trail Improvements
- Community Carbon Marketplace Phase 4
- Community Energy and Emissions Plan
- Climate Change communications budget

## **Housing Affordability and Diversity:**

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

- Establish an affordable housing governance structure in 2019 that will facilitate growth and management of affordable housing stock.
- Identify and facilitate securing land required to accommodate affordable housing needs to meet current and future projections in 2019.
- Ensure that an additional 125 affordable purpose built rental (at or below 80% of market rental rates) units are built by 2022.
- Increase the number of affordable housing form options (from cottages to detached homes to townhouses to apartments), size and number of bedrooms within each form, year over year by 2022.
- Extend the affordable housing program by 2022 to provide affordable home ownership options.

### **2019 Priorities are:**

- Official Community Plan (OCP) update.
- Adopt an action plan to address housing affordability.

## **The Economy and Local Jobs**

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

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

### **2019 Priorities are:**

- Voluntary community amenity guidelines.

## **Neighbourhood Connectivity and Public Spaces**

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

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

### **2019 Priorities are:**

- Greening Subdivision and Control Bylaw.
- Comprehensive Emergency Management Plan (CEMP).
- Site Alteration Bylaw Rewrite/Environment Protection Bylaw.



Strategic and Business Cycle



Organizational Structure



## 2. Financial Planning Policies and Processes

### Governing Policy and Regulatory Requirements

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

### Financial Policies

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

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

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

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

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

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

#### Revenue

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

#### Tax Allocation

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



## **Debt**

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

## **Grants**

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

## **Land and Asset Sales**

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

## **Reserve Contributions**

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

## **Operational Expenditures**

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

## **Capital Expenditures**

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

### **Project Delivery: Public Private Partnerships**

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

For the 2019-2023 plan, a heavy emphasis is on creating efficiencies in operations with better technology. The District continues to increase contributions to general fund capital reserves. Borrowing targets are within the 20% policy level and thresholds for borrowing remained at \$300,000.

## The Financial Planning Process

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

Date	Activity
July 2018	Strategic Plan Update Budget and work plan development
August/September 2018	Departmental budget development (Operating, Capital and Labour)
October 2018	CLT initial review of project lists CLT review of Utility budget
November 2018	CLT review and approval of proposed 2019-2023 Financial Plan Preparation for Council presentations and Workshops
December 2018/ January 2019	Adoption of Utility Fee Bylaw Council Budget workshops – Capital and General Fund
February 20, 2019	Public Meeting
February/March 2019	2019-2023 Financial Plan Final Review
April 16, 2019	Adoption of 2019-2023 Financial Plan
April/May 2019	Tax Policy Review and Tax Rate Bylaw adoption

## Budget Amendments

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

Generally, the District is not in the practice of amending Financial Plans. Significant prioritization and public consultation occurs in the preparation of the Financial Plan and proposed amendments should undergo a similar rigorous process.

## Financial Plan Assumptions

For years beyond 2019, a 2.0% inflation rate is assumed on all operating costs and currently identified resource requirements are reflected.

For 2019, base operating costs were updated for known contractual changes. Contracted labour increases are reflected across all service areas. Labour updates included: merit and position changes, contractual labour increase of 2.0-2.5%, benefit cost updates, annualization of 2018 positions, casual staff additions and changes in allocation of labour across funds.

The capital plan identifies projects anticipated over the next five years. Debt servicing budgets are established based on that plan and assume a 15-year amortization period, an interest rate of 3.49% and a sinking fund contribution rate of 3%. Equipment leases are calculated using 5% interest rate.



### 3. 2019-2023 Financial Plan Overview

#### Budget Summary

The 2019-2023 Financial Plan consist of many exciting new initiatives aligned with Council’s Strategic Plan. The Technology Transformation Project is a multi-year program delivering automation of business solutions across the organization. In 2019, the Development and Payroll platforms will go live and Cash & Revenue system development will begin. This summer, BC Transit will be improving service south of Squamish to the Sea to Sky Gondola and on the core and local network, with free weekend service trial over the summer. Engineering will manage significant flood prevention infrastructure upgrades. The cemetery is nearing full capacity; a Master Plan will be completed in 2019, with implementation from 2019-2021. Planning staff are engaged to support the monitoring of the Official Community Plan (OCP) and zoning bylaw revisions.

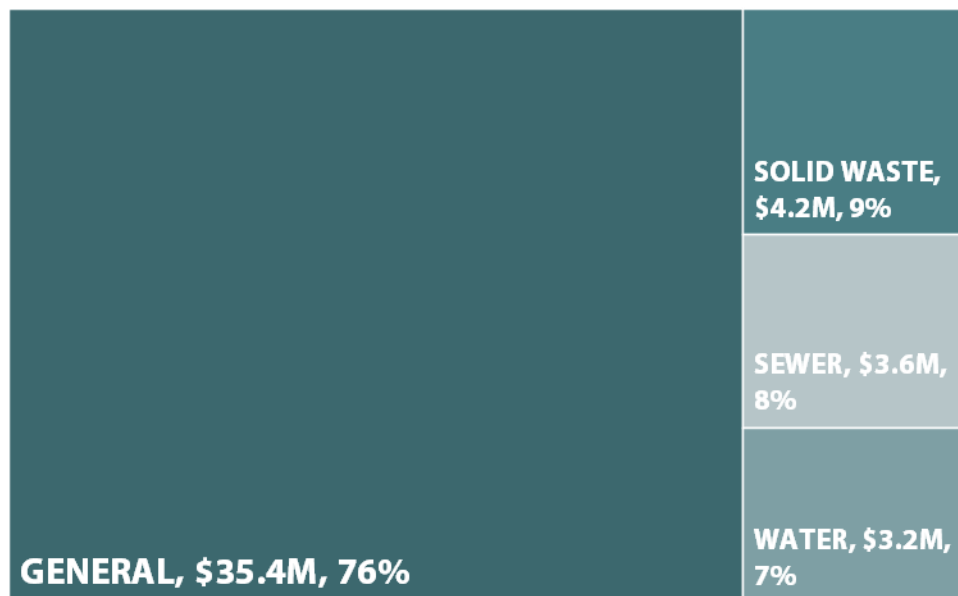
In the Solid Waste function, the landfill vertical development continues and a study for expanding the landfill horizontally will be undertaken. Water and Sewer 2018 service levels continue into 2019.

#### Budget Breakdowns

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

#### Where does the money go?

##### Operating budget by Fund



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

	2019	2020	2021	2022	2023
<b>General</b>	35,372,920	32,430,349	34,077,741	35,206,728	36,321,847
<b>Solid Waste</b>	4,162,088	4,360,827	4,444,316	4,640,590	4,714,936
<b>Water</b>	3,227,126	3,081,041	3,166,060	3,300,162	3,396,801
<b>Sewer</b>	3,553,414	3,587,980	3,676,597	3,767,369	3,841,378
	<b>\$ 46,315,549</b>	<b>\$ 43,460,197</b>	<b>\$ 45,364,715</b>	<b>\$ 46,914,850</b>	<b>\$ 48,274,962</b>
<b>Capital Contribution</b>	5,595,579	6,633,448	5,871,388	5,026,150	4,396,300
<b>Other Transfers</b>	366,183	644,295	1,009,433	1,472,483	1,871,730
	<b>\$ 52,277,311</b>	<b>\$ 50,737,941</b>	<b>\$ 52,245,536</b>	<b>\$ 53,413,483</b>	<b>\$ 54,542,992</b>

### General fund broken down by program



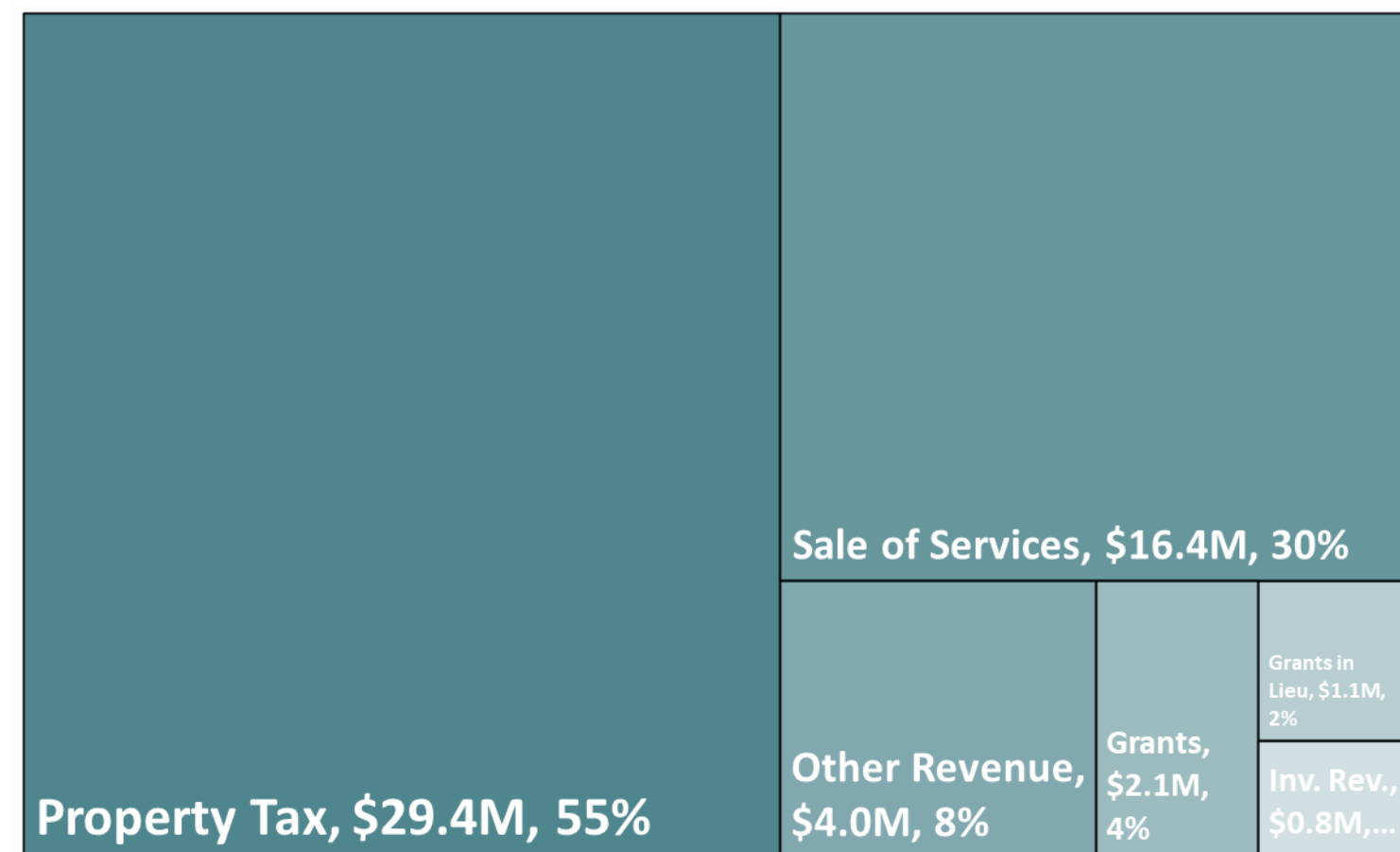
\*Principal repayments are included in debt and fiscal service for budget.

	2019	2020	2021	2022	2023
General Government	8,287,896	8,019,252	8,040,589	8,147,738	8,298,340
Protective Services	9,652,581	9,427,487	9,746,753	10,112,057	10,489,583
Transportation & Transit	6,282,136	5,340,667	5,575,565	5,673,841	5,784,283
Economic and Community Development	2,552,883	2,129,567	2,291,238	2,348,744	2,392,099
Recreation, Parks and Trails	5,891,820	4,389,557	4,601,742	4,715,671	4,806,378
Public Health - Cemetery	124,985	73,993	75,472	76,981	78,520
Debt and Fiscal Services	2,580,619	3,049,827	3,746,382	4,131,696	4,472,644
	<b>\$ 35,372,920</b>	<b>\$ 32,430,349</b>	<b>\$ 34,077,741</b>	<b>\$ 35,206,728</b>	<b>\$ 36,321,847</b>

Public Health – Cemetery  
\$124,985

## How is it funded?

The District has a number of revenue sources available, despite the diversification, property taxes (55%) and user fees (31%) remain the principal sources of funding.



	2019	2020	2021	2022	2023
Property Tax	29,436,527	32,527,250	33,192,825	33,878,792	34,133,434
Sale of Services	16,397,099	16,605,780	16,943,480	17,315,150	17,704,990
Grants in Lieu	1,111,437	1,120,624	1,128,336	1,142,500	1,152,500
Grants	2,072,769	1,292,900	1,269,600	1,271,300	1,273,000
Investment	811,895	762,100	712,300	662,500	612,700
Other	4,047,835	3,356,007	3,400,207	3,445,607	3,491,607
	<b>\$ 53,877,563</b>	<b>\$ 55,664,662</b>	<b>\$ 56,646,747</b>	<b>\$ 57,715,849</b>	<b>\$ 58,368,231</b>

## Key Drivers - Property Taxation

The 2019 General Fund operating budget requires \$29.4M in property tax revenue, a \$1.8M or 6.3% increase over 2018. Detailed reconciliations by program are in Section 4.

## Operating budget increase

	\$	%
<b>2018 General Property Tax Requirement</b>	<b>\$ 27,679,653</b>	
<b>2019 Changes in Existing Service Levels</b>		
Net Labour Change (Sch.1)	1,258,049	4.5%
Contract Changes (Sch.2)	244,483	0.9%
Other Existing Service Level Adjustments (Sch.3)	- 223,632	-0.8%
<b>Total Adjustments - Before New Initiatives</b>	<b>\$ 1,278,900</b>	<b>4.6%</b>
<b>2019 New Initiatives</b>		
<b>Service Level Changes (Sch.4)</b>		
FTE	190,885	
Operating Costs	195,735	
<b>Service Level Changes - Total</b>	<b>\$ 386,620</b>	<b>1.4%</b>
<b>Special Projects</b>		
2018	- 603,297	
2019	860,864	
<b>Special Projects - Net</b>	<b>\$ 257,567</b>	<b>0.9%</b>
<b>Capital Projects</b>		
2018	- 1,778,713	
2019	1,612,500	
<b>Capital Projects - Net</b>	<b>-\$ 166,213</b>	<b>-0.6%</b>
<b>Total Adjustments - 2019 New Initiatives</b>	<b>\$ 477,974</b>	<b>1.7%</b>
<b>2019 General Property Tax Requirement</b>	<b>\$ 1,756,874</b>	<b>6.3%</b>

**2019 General Property Tax Revenue Required** **\$ 29,436,527**

## Non-Discretionary changes

Non-discretionary changes are required to maintain the existing service levels and contracts. 2019 non-discretionary changes total \$1,278,900..

### GENERAL FUND

General Government	1,099,695
Protective Services	228,522
Transportation & Transit	229,393
Economic & Community Development	47,567
Parks, Recreation & Culture	-328,043
Public Health & Social Housing	1,766
<b>GENERAL FUND</b>	<b>1,278,900</b>

Key changes are increase in Salaries & Wages (\$1,258k), RCMP contract (\$141k) offset by increased Planning & Building permit revenue (\$180k). Salaries and Wages were impacted by changes in regulations for MSP-Health Tax and by Federal budget treatment of Council remuneration. Parks, Recreation and Culture falls due to impact of accounting changes that redistributed centralized labour costs for facilities management.

## Service Level Changes

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

### GENERAL FUND

General Government	127,478
Protective Services	-
Transportation & Transit	105,021
Economic & Community Development	34,615
Parks, Recreation & Culture	119,507
Public Health & Social Housing	-
<b>GENERAL FUND</b>	<b>386,621</b>

General Fund net cost increase is funded mostly from taxation revenue (\$386,620) - a 1.4% increase over the 2018 tax base. An additional \$52,532 is funded from past surplus and reserves, grants and other revenues. Salaries and Benefits account for \$190,885 or 44% of the total approved changes.

## Special Projects

Special projects are one-time or non-recurring operating projects. In the 2019 Financial Plan \$860,864 is funded from taxation revenue, an increase of \$257,567. Given the need for year-over-year funding and best practice, the goal is to maintain or increase special projects funded by taxation with at least an inflationary adjustment. Special Projects are listed by function in Section 4 and descriptions are available in Section 6.

### GENERAL FUND

General Government	363,500
Protective Services	165,000
Transportation & Transit	733,000
Economic & Community Development	219,614
Parks, Recreation & Culture	243,000
Public Health & Social Housing	-
<b>GENERAL FUND</b>	<b>1,724,114</b>

## Special Project Funding Sources

Funding Sources	2018		2019		Change
	\$	%	\$	%	\$
Accumulated Surplus	737,615	35%	162,500	9%	(575,115)
Reserves/Provisions	55,000	3%	101,022	6%	46,022
Taxation	603,297	29%	860,864	50%	257,567
User Fees	75,000	4%	34,000	2%	(41,000)
Other/Grants	638,123	30%	565,728	33%	(72,395)
<b>Total Expenditures</b>	<b>2,109,035</b>	<b>100%</b>	<b>1,724,114</b>	<b>100%</b>	<b>(384,921)</b>



## Key Drivers - Utility Fees

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

Taking into account the exponential growth that Squamish is undergoing, the 2019 Financial Plan reflects a water fee increase of 2% - when growth slows down and to ensure the Water Utility is financially sustainable over the longer term, the Water Master Plan recommends a revenue increase of 4% per year. The Solid waste collection rate increase is 2.7% for a medium tote and Sewer fees have increased by 1% over 2018.

In 2019 the Parcel tax was eliminated and these amounts have been incorporated into the Water and Waste Water fee structure.

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

	\$	%
<b>2018 Utility Revenue</b>	<b>\$ 14,564,746</b>	
<b>2019 Changes in Existing Service Levels</b>		
Net Labour Change	210,000	1.4%
Contract Changes	251,405	1.7%
Other Existing Service Level Adjustments	- 183,108	-1.3%
<b>Total Adjustments - Before New Initiatives</b>	<b>\$ 278,297</b>	<b>1.9%</b>
<b>2019 New Initiatives</b>		
<b>Service Level Changes</b>		
FTE	66,305	
Operating Costs	58,480	
<b>Service Level Changes - Total</b>	<b>\$ 124,785</b>	<b>0.9%</b>
<b>Special Projects</b>		
2018	- 193,581	
2019	469,581	
<b>Special Projects - Net</b>	<b>\$ 276,000</b>	<b>1.9%</b>
<b>Capital Projects</b>		
2018	- 4,484,983	
2019	3,968,060	
<b>Capital Projects - Net</b>	<b>-\$ 516,923</b>	<b>-3.5%</b>
<b>Total Adjustments - 2019 New Initiatives</b>	<b>-\$ 116,138</b>	<b>-0.8%</b>
<b>2019 Utility Revenue Requirement Change</b>	<b>\$ 162,159</b>	<b>1.1%</b>
<b>2019 Utility Revenue Required</b>	<b>\$ 14,726,905</b>	
<b>Changes in Reserve Contributions</b>	<b>\$ 256,770</b>	<b>1.8%</b>
<b>2019 Utility Revenue Required</b>	<b>\$ 14,983,675</b>	

## Non-Discretionary Changes

Non-discretionary changes are required to maintain the existing service levels and contracts. 2019 non-discretionary changes include growth in the waste stream and the addition of organics program.

### UTILITY FUNDS

Solid Waste	306,264
Waste Water	-50,617
Water	22,650
<b>UTILITY FUNDS</b>	<b>278,297</b>

## Service Level Changes

Utility Funds service level changes are funded exclusively by user fees. A complete list by program is supplied in Section 4.

### UTILITY FUNDS

Solid Waste	18,480
Waste Water	78,540
Water	27,765
<b>UTILITY FUNDS</b>	<b>124,785</b>

## Special Projects

Special projects are one-time or non-recurring operating projects. Special Projects are listed by function in Section 4 and descriptions are available in Section 6.

### UTILITY FUNDS

Solid Waste	154,000
Waste Water	42,000
Water	80,000
<b>UTILITY FUNDS</b>	<b>276,000</b>

## Contributions to Capital Projects, Reserves and Debt Service

To meet existing assets annual rehabilitation and replacement plan, it is important that the District continues to focus on increasing reserve and direct funding of capital. 2019 direct tax funding to the Capital Plan was decreased by \$166,213 from 2018 to a total of \$1,612,500 (the decrease in tax was offset by increases in other funding sources). Ultimately, the District's annual contribution to reserves in the General Fund should increase by 1% of taxation per year, to reach a \$2.0M annual contribution. \$1.0M was contributed to the Capital Rehabilitation reserve, the same as 2018.

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

The Carbon Neutral reserve will be used over the 2019-2023 Financial Plan in continued efforts to achieve carbon neutrality and better emission savings.

## Estimated Impacts on Rate Payers

### Overview

The increase in property taxation requirements for the 2019-2023 Financial Plan will impact property classes and owners differently. Property taxes are allocated using the assessment value provided by BC Assessment. The 2019 total assessment for the District of Squamish increased by 13%.

For 2019 the non-market change in assessment base reflects a 3.6% increase that would be expected to reduce the effective tax increase on existing rate payers if there were no other changes or variations in the assessment base. Variations amongst classes, legal and policy caps restricting tax rates and ratios for certain assessment classes also create variances from the 6.3% overall tax revenue increase required to support the 2019 Financial Plan.

### Tax Policy

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

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

Ratios represent property classes against “Class 1 – Residential” and provide a more consistent distribution of taxes year over year. For 2019 Council reviewed tax rates and ratios and adopted the following changes from 2018:

- Class 6 & 7 (Business and Other; Forest-Managed): Decrease ratio from 2.73 to 2.63, which is below the 2018 Class 6 BC average ratio.
- Port: Increase tax rate from \$26 to \$26.50, to phase back to the legislated cap rate of \$27.50.
- Class 4 (Major Industry): Tax rate equal to the Port ratio.

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

Property Class	Tax Rate		Ratio		% of Burden		% of Assessment	
	Squamish	BC Average*	Squamish	BC Average*	Squamish	BC Average*	Squamish	BC
1 Residential	2.9891	4.2454	1.00	1.00	65.7%	57.7%	86.2%	84.7%
2 Utilities	40.0000	32.4872	13.38	8.92	6.5%	1.5%	0.6%	0.2%
3 Supportive Hsg	-	4.2780	-	0.99	0.0%	0.0%	0.0%	0.0%
4 Port	26.5000		8.87	8.27	1.7%		0.3%	
4 Port Improvement	22.5000		7.53	-	0.4%		0.1%	
4 Major Industry	26.5000	32.4908	8.87	8.27	0.0%	8.3%	0.0%	0.9%
5 Light Industry	11.4184	19.5319	3.82	4.55	1.6%	3.9%	0.6%	1.6%
6 Business & Other	7.8613	11.3009	2.63	2.75	23.8%	28.0%	11.9%	12.4%
7 Forests-managed	7.8613	15.2143	2.63	3.39	0.0%	0.1%	0.0%	0.0%
8 Recreation/N.P.	2.9891	6.2007	1.00	1.62	0.3%	0.2%	0.4%	0.2%
9 Farm	2.9891	9.9179	1.00	2.88	0.0%	0.3%	0.0%	0.1%

\* From 2018 BC Local Government Statistics (rate/ratio values exclude zero values and Oak Bay farm class)

Port Weighted Average Ratio is 8.61

## Municipal Property Taxation Breakdown per Assessment Class

Property Class	Land	Tax Assessment Improvement	Total	General Municipal Tax Rate	Yield	Folios
<b>Residential</b>	4,669,391,905	1,796,689,955	6,466,081,860	2.9891	19,325,724	8,712
<b>Utilities</b>	8,407,060	39,713,000	48,120,060	40.0000	1,924,802	66
<b>Supportive Hsg</b>						
<b>Port Property</b>	5,375,000	13,773,672	19,148,672	26.5000	507,440	1
	0	4,610,328	4,610,328	22.5000	103,732	
<b>Major Industry</b>						
<b>Light Industry</b>	37,284,000	4,042,700	41,326,700	11.4184	471,885	73
<b>Business &amp; Other</b>	718,617,804	172,570,065	891,187,869	7.8613	7,005,895	955
<b>Forests-managed</b>	1,585,900	0	1,585,900	7.8613	12,467	4
<b>Recreation/N.P.</b>	28,166,100	78,400	28,244,500	2.9891	84,426	108
<b>Farm</b>	52,109	0	52,109	2.9891	156	6
	<b>5,468,879,878</b>	<b>2,031,478,120</b>	<b>7,500,357,998</b>		<b>29,436,527</b>	<b>9,925</b>
<b>Last year levy</b>	4,667,965,032	1,962,784,877	6,630,749,909		27,679,653	9,726
<b>Change %</b>	17.2%	3.5%	13.1%		6.3%	2.0%

## Estimated Municipal Tax Impact on Average Assessment per Assessment Class

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

Property Class	Avg Assess. 2018 Revised Roll	Avg Assess. 2019 Revised Roll	Change in Avg. Assess.	Mun. Tax 2018	Mun. Tax 2019	Tax Change (\$)	Tax Increase (%)	2018 Utility Increase	Total Increase Tax & Utility \$
<b>1 Residential</b>	\$675,520	\$742,204	9.9%	\$2,147	\$2,219	\$71	3.3%	101.00	\$172
<i>Single Family</i>	877,419	931,497	6.2%	2,789	2,784	(5)	-0.2%	101.00	\$96
<i>Strata</i>	492,898	571,593	16.0%	1,567	1,709	142	9.0%	101.00	\$243
<b>2 Utilities</b>	708,524	729,092	2.9%	28,341	29,164	823	2.9%		
<b>4 Port Property</b>	23,630,000	23,759,000	0.5%	597,753	611,172	13,419	2.2%		
<b>5 Light Industry</b>	468,691	566,119	20.8%	5,692	6,464	773	13.6%		
<b>6 Business &amp; Other</b>	782,811	933,181	19.2%	6,794	7,336	542	8.0%		
<b>7 Forests-managed</b>	358,100	396,475	10.7%	3,108	3,117	9	0.3%		
<b>8 Recreation/N.P.</b>	230,270	261,523	13.6%	732	782	50	6.8%		
<b>9 Farm</b>	8,599	8,685	1.0%	27	26	(1)	-5.0%		
The Residential assessment class has multiple subcategories - Single Family & Strata are isolated for example purposes.									

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

## Utility Fees - Impact on Average Residential and Business Owner

Utility rates vary amongst property owners but an average household using a medium garbage tote will pay \$1,353 in 2019, a \$28 increase from 2018 or \$2.33 per month. For 2019 parcel tax bylaws were repealed and combined with utility fees.

Utility	Before Parcel	2018 w PT	2019 Rates	Net	Net Effect
<b>Water</b>	4.0%	457	469	12	2.6%
<b>Sewer</b>	1.0%	598	595	(3)	-0.5%
<b>Garbage (med tote)</b>		270	289	19	7.0%
		1,325	1,353	28	2.1%
<b>Garbage (Small)</b>		195	200	5	2.6%
		1,250	1,264	14	1.1%
<b>Garbage (Large)</b>		415	444	29	7.0%
		1,470	1,508	38	2.6%



Utility fees for class 6 – Business & Other vary too broadly for a dollar comparison; however, in general, water fees were increased by 4% and sewer fees by 1% across all categories, before the inclusion of Parcel taxes. Garbage collection services are not applicable to commercial and industrial property owners.

### Property Tax Impact from Other Agencies

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

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

Property Class	General Municipal	Municipal	School	M.F.A.	S.L.R.D.	Hospital	B.C.A.A.	Total
<b>Residential</b>	2.9891	2.9891	1.0794	0.0002	0.1892	0.0309	0.0389	<b>4.3277</b>
<b>Utilities</b>	40.0000	40.0000	13.2000	0.0007	0.6622	0.1082	0.4830	<b>54.4541</b>
<b>Supportive Hsg</b>	-	-	-	-	-	-	-	<b>-</b>
<b>Port Property</b>	26.5000	26.5000	3.7000	0.0007	0.6433	0.1051	0.4830	<b>31.4321</b>
<b>Port Property</b>	22.5000	22.5000	3.7000	0.0007	0.6433	0.1051	0.4830	<b>27.4321</b>
<b>Major Industry</b>	26.5000	26.5000	3.7000	0.0007	0.6433	0.1051	0.4830	<b>31.4321</b>
<b>Light Industry</b>	11.4184	11.4184	3.7000	0.0007	0.6433	0.1051	0.1082	<b>15.9757</b>
<b>Business &amp; Other</b>	7.8613	7.8613	3.7000	0.0005	0.4635	0.0757	0.1082	<b>12.2092</b>
<b>Forests-managed</b>	7.8613	7.8613	1.9000	0.0006	0.5676	0.0927	0.2262	<b>10.6484</b>
<b>Recreation/N.P.</b>	2.9891	2.9891	2.3000	0.0002	0.1892	0.0309	0.0389	<b>5.5483</b>
<b>Farm</b>	2.9891	2.9891	7.1000	0.0002	0.1892	0.0309	0.0389	<b>10.3483</b>

The tables below provide an example of how the average assessment of a residential single family home and the average assessment for the business class will be impacted by 2019 taxation rates from all agencies. These values are statistical estimates based on total assessment base for the class divided by the number of folios and actual impacts will vary by property.

### Average Single Family Residential Assessment

	2018	2019	Change (\$)	Change (%)
<b>Assessed Value</b>	<b>\$ 877,419</b>	<b>\$ 931,497</b>	<b>\$ 54,078</b>	<b>6.2%</b>
Municipal & Library	2,789.23	2,784.34	(4.89)	-0.2%
School District	1,006.40	1,005.46	(0.94)	-0.1%
MFA	0.18	0.19	0.01	6.2%
SLRD	180.05	176.24	(3.81)	-2.1%
Hospital	31.67	28.78	(2.89)	-9.1%
BCAA	35.36	36.24	0.88	2.5%
<b>Total</b>	<b>\$ 4,042.88</b>	<b>\$ 4,031.24</b>	<b>(11.64)</b>	<b>-0.3%</b>
Home Owner Grant	(770.00)	(770.00)	-	0.0%
<b>Net</b>	<b>\$ 3,272.88</b>	<b>\$ 3,261.24</b>	<b>(11.64)</b>	<b>-0.4%</b>

### Average Business Assessment

	2018	2019	Change (\$)	Change (%)
<b>Assessed Value</b>	<b>782,811</b>	<b>933,181</b>	<b>\$ 150,370</b>	<b>19.2%</b>
Municipal & Library	6,793.55	7,336.02	542.47	8.0%
School District	3,287.81	3,452.77	164.96	5.0%
MFA	0.39	0.47	0.08	19.2%
SLRD	393.52	432.53	39.01	9.9%
Hospital	69.20	70.64	1.44	2.1%
BCAA	97.15	100.97	3.82	3.9%
<b>Total</b>	<b>\$ 10,641.62</b>	<b>\$ 11,393.39</b>	<b>751.78</b>	<b>7.1%</b>

### Estimated Impacts on Average Residential Assessments – Total

	2018	2019	% Change
<b>Assessed Value</b>	<b>\$ 877,419</b>	<b>\$ 931,497</b>	<b>6.2%</b>
Property Tax	\$ 3,272.88	\$ 3,261.24	-0.4%
Parcel Tax	73.00	-	-100.0%
Water Fees	424.00	469.00	10.6%
Sewer Fees	558.00	595.00	6.6%
Garbage Fees (Med)	270.00	289.00	7.0%
<b>Total</b>	<b>\$ 4,597.88</b>	<b>\$ 4,614.24</b>	<b>0.4%</b>

### Staffing – Full Time Equivalents

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

For budgeting purposes, a Full time equivalent (FTE) metric is used. FTE is a ratio that makes the workload of one employee comparable across various departments. 1 FTE unit is the equivalent of one employee working full-time (1820, 2080 or 2184hrs. – depending on department work schedules). For comparative purposes, FTEs are included for staff positions funded by capital or special projects. The 2019-2023 Financial Plan includes 204 FTE, an increase of 3.4 FTE from 2018.

The table below represents the budgeted allocation of staffing resources, including resource added through the 2018 and 2019 budget processes. During 2018 the District reorganized their program structure, changing the reporting relationships of various departments, including centralizing all senior management within General Government.

	2018	2019	2020	2021	2022	2023	2024
General Government	52.27	59.91	59.91	59.91	59.91	59.91	59.91
Protective Services	32.07	32.76	32.76	32.76	32.76	32.76	32.76
Recreation, Parks and Culture	46.83	42.86	43.59	43.59	43.59	43.59	43.59
Transportation & Transit	35.50	36.56	36.55	36.55	36.55	36.55	36.55
Economic and Community Development	17.39	14.86	15.40	15.40	15.40	15.40	15.40
Utilities	16.58	17.08	17.10	17.10	17.10	17.10	17.10
<b>Total Staffing Charged to District</b>	<b>200.64</b>	<b>204.03</b>	<b>205.31</b>	<b>205.31</b>	<b>205.31</b>	<b>205.31</b>	<b>205.31</b>

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

## Service Level Changes – 2019 Staffing Impacts

Category	Department	Project Name	2019 FTE #	2020 FTE #
Strategic Plan	Environmental Management	Community Energy & Emissions Planning	0.58	0.42
Strategic Plan	Parks & Trails	Waste Management, Activity Hub and Bus Stop Growth	0.30	
Strategic Plan	Recreation Services	Managing Program Waitlists	0.38	0.15
Growth	Environmental Management	Environmental Technician to Full Time	0.30	
Growth	Library	Technology Librarian	0.50	0.50
Growth	Waste Water Services	Wastewater Collection and Treatment System Growth	0.50	
Capacity	Filming and Events	Arts and Culture Intern/Coordinator	0.25	0.21
Capacity	Financial Services	SSC Administrative Support Contract	0.10	
Capacity	Library	Library Assistant - Shelving position - Increased hours	0.20	
Capacity	Water Services	Utility Clerk Service Adjustment	0.28	
			3.39	1.28

## Five Year Operating Budget Summary – Operating Funds

	2018	2019	2020	2021	2022	2023
<b>REVENUE</b>						
Taxation						
General Taxation	(27,679,653)	(29,436,527)	(32,527,250)	(33,192,825)	(33,878,792)	(34,133,434)
Special Assessments	(365,963)	(386,366)	(383,824)	(386,536)	(395,700)	(400,700)
Parcel Taxes Water and Sewer	(593,545)	-	-	-	-	-
Grants in Lieu of Taxes	(727,071)	(725,071)	(736,800)	(741,800)	(746,800)	(751,800)
	(29,366,232)	(30,547,964)	(33,647,874)	(34,321,161)	(35,021,292)	(35,285,934)
Revenue from Fees & Charges						
General Fees & Charges	(1,734,032)	(1,793,574)	(1,712,845)	(1,730,345)	(1,751,845)	(1,783,045)
Solid Waste User Fees & Charges	(4,097,565)	(4,007,500)	(4,149,330)	(4,254,230)	(4,384,900)	(4,519,740)
Water User Fees & Charges	(4,116,074)	(4,631,820)	(4,614,465)	(4,708,965)	(4,805,265)	(4,903,365)
Sewer User Fees & Charges	(5,630,998)	(5,964,205)	(6,129,140)	(6,249,940)	(6,373,140)	(6,498,840)
	(15,578,669)	(16,397,099)	(16,605,780)	(16,943,480)	(17,315,150)	(17,704,990)
Revenue from Other Sources						
Investment Income	(209,511)	(811,895)	(762,100)	(712,300)	(662,500)	(612,700)
Contributed Assets	(42,800)	(40,000)	-	-	-	-
Other Government Grants	(1,674,461)	(2,072,769)	(1,292,900)	(1,269,600)	(1,271,300)	(1,273,000)
Other Revenue	(3,407,607)	(4,007,835)	(3,356,007)	(3,400,207)	(3,445,607)	(3,491,607)
	(5,334,379)	(6,932,499)	(5,411,007)	(5,382,107)	(5,379,407)	(5,377,307)
<b>TOTAL REVENUE</b>	<b>\$ (50,279,280)</b>	<b>\$ (53,877,563)</b>	<b>\$ (55,664,662)</b>	<b>\$ (56,646,747)</b>	<b>\$ (57,715,849)</b>	<b>\$ (58,368,231)</b>
<b>EXPENSE</b>						
General Fund						
General Government	7,397,807	9,117,775	8,590,242	8,829,384	9,075,846	9,328,761
Protective Services	9,184,222	9,573,452	9,483,999	9,725,557	9,952,745	10,185,710
Transportation & Transit	6,673,289	7,853,432	7,104,811	7,227,658	7,405,312	7,587,384
Economic and Community Development	2,592,169	2,548,450	2,191,808	2,244,808	2,288,198	2,278,604
Recreation, Parks and Trails	5,935,753	5,816,273	5,953,487	6,023,217	6,182,649	6,400,697
Public Health - Cemetery	131,719	124,985	84,500	86,600	89,000	91,200
Debt Interest	863,645	864,089	1,109,181	1,249,060	1,294,291	1,302,975
Allocations (to)/from	(1,867,011)	(2,242,066)	(1,533,205)	(1,583,347)	(1,635,043)	(1,688,221)
Amortization	4,200,511	4,200,511	4,410,000	4,630,000	4,860,000	5,100,000
	35,112,104	37,856,902	37,394,823	38,432,937	39,512,999	40,587,111
Solid Waste Fund						
Operations	3,128,002	3,849,802	3,730,752	3,801,706	3,874,230	3,948,351
Allocations (to)/from	233,778	159,534	161,439	166,559	171,839	177,289
Debt Interest	85,769	67,694	177,189	177,189	220,814	216,912
Amortization	-	-	700,000	750,000	750,000	750,000
	3,447,549	4,077,029	4,769,381	4,895,454	5,016,884	5,092,553
Water System Fund						
Operations	1,525,626	1,741,165	1,782,665	1,846,365	1,912,865	1,982,565
Allocations (to)/from	770,930	781,952	660,312	682,418	705,207	728,646
Debt Interest	234,769	240,555	246,718	252,881	268,146	283,412
Amortization	880,294	880,294	910,000	940,000	970,000	1,000,000
	3,411,619	3,643,967	3,599,695	3,721,663	3,856,218	3,994,622
Sewer System Fund						
Operations	2,309,494	2,379,135	2,533,041	2,599,553	2,668,566	2,740,084
Allocations (to)/from	759,930	805,952	684,312	706,418	729,207	752,646
Debt Interest	207,116	107,532	157,324	157,324	156,293	155,262
Amortization	864,467	864,467	890,000	920,000	1,100,000	1,100,000
	4,141,007	4,157,086	4,264,677	4,383,295	4,654,066	4,747,992
<b>TOTAL EXPENSE</b>	<b>46,112,280</b>	<b>49,734,984</b>	<b>50,028,576</b>	<b>51,433,349</b>	<b>53,040,168</b>	<b>54,422,278</b>
<b>(SURPLUS) / DEFICIT</b>	<b>\$ (4,167,001)</b>	<b>\$ (4,142,579)</b>	<b>\$ (5,636,086)</b>	<b>\$ (5,213,399)</b>	<b>\$ (4,675,682)</b>	<b>\$ (3,945,953)</b>
<b>ADJUST TO BALANCED BUDGET FORMAT</b>						
<b>NON CASH ITEMS</b>						
Amortization Expense	(5,945,272)	(5,945,272)	(6,910,000)	(7,240,000)	(7,680,000)	(7,950,000)
<b>CASH ITEMS NOT RECOGNIZED AS REVENUE</b>						
Debt Principal Repayment	2,657,253	2,525,837	2,602,128	2,836,363	3,105,835	2,966,710
<b>TRANSFERS FROM OWN AND OTHER FUNDS</b>	(5,125,148)	(1,358,537)	-	-	-	-
<b>TRANSFERS TO OWN AND OTHER FUNDS</b>	12,580,168	8,920,551	9,943,957	9,617,035	9,249,847	8,929,244
<b>NET ADJUSTED - BALANCED BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

*\*The 2020 increases in tax is a result of the removal of one time uses of accumulated surplus, adjustments in use of provisions and contributions to reserves, new debt service on 2019 borrowing and deferred projects where alternate funding sources have not yet been determined. For the 2020 -2024 Financial Plan, this increase will be reviewed in more detail to reduce and smooth the impact currently reflected.*

## 4. Five Year Operating Plan By Function

### General Government

#### Purpose

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

#### Departments

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

#### Key Drivers – 2019 Budget

- **Technology Transformation Program:** The payroll management and development management systems will be implemented in 2019 with revenue and cash system in progress for delivery in 2020. This capital project will have significant workload impacts for departments implementing new systems as well as Finance and Information Technology.
- **Office of the CAO:** Reorganization of senior management staff, who are now centrally located in CAO budget, Workforce contingency funding as a precursor to the HR Master Plan implementation.
- **Council:** Changes in tax treatment of Council remuneration, additional expenses for Council meetings.
- **Financial Services:** Procurement management position annualized, UBW implementation expenses on-going.
- **Human Resource:** Labour negotiations requirements, HR Master Plan and workforce contingency review.
- **Real Estate:** Real Estate mater plan.
- **Community Enhancement Grants:** Maintained at 2018 levels.



## Service Level Changes

Department	Project Name	OPERATING	FTE \$	TOTAL COST	OTHER FUNDING	NET TAX	FTE #	Category
Chief Administrative Office	Healthy Community Collaboration with VCH Howe Sound Forum + Ocean Watch Task Force	3,000	-	3,000	-	3,000	-	Strategic Plan
Chief Administrative Office	Participation	3,000	-	3,000	-	3,000	-	Strategic Plan
Chief Administrative Office	SEMC-MASt Working Group	3,000	-	3,000	-	3,000	-	Strategic Plan
Chief Administrative Office	HR Recruiting and Retention plan 2019	67,000	-	67,000	-	67,000	-	Capacity
	Active Transportation and Climate Change							
Communications	Communications budget	5,000	-	5,000	-	2,500	2,500	Strategic Plan
Council	Council Meeting Expenses	17,000	-	17,000	-	17,000	-	Capacity
Council	Council Conference Expenses	6,000	-	6,000	-	6,000	-	Capacity
Financial Services	SSC Administrative Support Contract	-	6,873	6,873	-	7,280	-	407 0.10 Capacity
Information Technology	DeBecks Radio Tower Lease	12,000	-	12,000	-	12,000	-	Capacity
		116,000	6,873	122,873	-	9,780	113,093	0.10

## Special Projects

Department	Project Name	2019	2020	2021	2022	2023	Category
Chief Administrative Office	OCP Monitoring	30,000	-	-	-	-	Strategic Plan
Chief Administrative Office	Special Projects - CAO - Youth Project (Canada 150 Grant)	1,500	-	-	-	-	Capacity
Chief Administrative Office	Special Projects - CAO - Benchmarking Program Development	5,900	-	-	-	-	Capacity
Chief Administrative Office	Special Projects - CAO - First Nation Reconciliation	2,800	-	-	-	-	Capacity
Communications	Special Projects - Communications - Public Engagement	3,500	-	-	-	-	Capacity
Facilities Management	Forestry building exterior painting	10,000	-	-	-	-	Facility
Facilities Management	Facilities Duct Cleaning	10,000	-	-	-	-	Facility
	Special Projects - Real Estate - Adventure Centre Parking Lot						
Facilities Management	Improvement	4,100	-	-	-	-	Infrastructure
Real Estate	Real Estate and Facility Master Plan	45,000	-	-	-	-	Master Plan
	Special Projects - Real Estate - Property Acquisition/Disposition						
Real Estate	Program	2,000	-	-	-	-	Infrastructure
Real Estate	Special Projects - Real Estate - Sponsored Crown Grant Survey	26,000	-	-	-	-	Capacity
Real Estate	Special Projects - Real Estate - Boundary Extension Project	40,000	-	-	-	-	Capacity
Real Estate	Special Projects - Real Estate - Civic Services Complex Project	46,700	-	-	-	-	Capacity
Financial Services	Procurement Functional Review Implementation	5,000	-	-	-	-	Master Plan
Financial Services	UBW Systems Support and Development	15,000	-	-	-	-	Master Plan
Financial Services	Special Projects - Financial Services - Financial System Improvement	1,200	-	-	-	-	Capacity
Human Resources	Human Resources Master Plan	25,000	25,000	-	-	-	Master Plan
Human Resources	Labour Relations & Collective Agreement Negotiations	50,000	25,000	-	-	-	Cyclical
Human Resources	Special Projects - Human Resources - Human Resources Master Plan	26,400	-	-	-	-	Master Plan
Human Resources	Special Projects - Human Resources - HR Systems Improvements	1,700	-	-	-	-	Capacity
Information Technology	DeBecks Radio Tower Lease	10,000	-	-	-	-	Capacity
Information Technology	Digital Aerial Photo (Orthophoto)	27,000	-	-	-	-	Cyclical
		396,800	50,000	-	-	-	

## Community Enhancement and Grants in Aid

Agency/Grant Receptient	2019
HOWE SOUND DRY GRAD	2,557
SQUAMISH SENIOR'S HOUSING SOCIETY	4,338
S.P.C.A. MAINTENANCE GRANT	3,000
SQUAMISH DAYS CIVIC CENTRE USE	2,886
ROYAL CANADIAN LEGION DIAMOND HEAD BR	500
BIG BROTHERS & BIG SISTERS	10,000
ARTS COUNCIL	22,750
ROYAL CANADIAN AIR CADETS	2,800
WHIPPET CLUBS OF B.C.	3,780
SQUAMISH RCMP / FIREFIGHTERS ASSOC'S	1,056
SQUAMISH WOMEN'S CENTRE	4,500
SORCA SQUAMISH OFF ROAD CYCLING ASSOCIATION	85,000
SQUAMISH YOUTH TRIATHLON	1,600
DOWNTOWN SQUAMISH BUSINESS IMPROVEMENT ASSOCIATION	102,705
QUEST UNIVERSITY STUDENT BUS PASSES	4,250
SQUAMISH MINOR HOCKEY	3,133
MAMQUAM RIVER ACCESS SOCIETY	11,000
SQUAMISH HOSPICE	10,000
SQUAMISH CLIMATE ACTION NETWORK	3,500
SQUAMISH VOLUNTEER DRIVERS FOR CANCER PG	4,000
SQUAMISH NON PROFIT NETWORK	500
SQUAMISH PIRATES SWIM CLUB	2,934
COMMUNITY FOUNDATION GRANT	10,000
OTHER MISCELLANEOUS GRANTS IN AID	43,200
<b>TOTAL COMMUNITY ENHANCEMENT GRANTS</b>	<b>339,989</b>

## Five Year Operating Budget Summary – General Government

	2018	2019	2020	2021	2022	2023
<b>REVENUE</b>						
Taxation						
Special Assessments	\$ (365,963)	\$ (386,366)	\$ (383,824)	\$ (386,536)	\$ (395,700)	\$ (400,700)
Grants in Lieu of Taxes	(727,071)	(725,071)	(736,800)	(741,800)	(746,800)	(751,800)
	(1,093,034)	(1,111,437)	(1,120,624)	(1,128,336)	(1,142,500)	(1,152,500)
Revenue from Fees & Charges	(357,800)	(322,800)	(323,000)	(309,000)	(295,000)	(290,000)
Revenue from Other Sources						
Investment Income	(190,646)	(800,030)	(750,000)	(700,000)	(650,000)	(600,000)
Other Revenue	(776,287)	(877,552)	(410,900)	(411,000)	(411,100)	(411,100)
Grant Revenue	(1,004,550)	(1,004,550)	(1,007,900)	(1,009,600)	(1,011,300)	(1,013,000)
Contributed Assets	(2,800)	-	-	-	-	-
	(1,974,283)	(2,682,132)	(2,168,800)	(2,120,600)	(2,072,400)	(2,024,100)
<b>TOTAL REVENUE</b>	<b>\$ (3,425,117)</b>	<b>\$ (4,116,369)</b>	<b>\$ (3,612,424)</b>	<b>\$ (3,557,936)</b>	<b>\$ (3,509,900)</b>	<b>\$ (3,466,600)</b>
<b>EXPENSE</b>						
Council	444,916	530,841	550,400	563,900	577,800	591,900
Chief Administrative Office	790,761	1,055,099	1,110,424	1,198,614	1,238,564	1,279,674
General Corporate	892,064	997,003	1,662,421	1,811,040	1,865,211	1,882,965
Corporate Administration	1,015,439	1,012,939	1,029,500	1,057,100	1,085,600	1,114,700
Communications	322,928	335,238	355,700	365,800	376,100	386,700
Human Resources	569,429	637,299	601,400	565,700	580,600	595,800
Financial Services	1,380,891	1,340,043	1,404,730	1,447,030	1,490,330	1,535,030
Information Technology	1,296,741	1,423,243	1,428,300	1,470,300	1,513,400	1,557,900
Property Management	302,761	1,199,211	876,312	902,017	928,559	955,719
Corporate Properties	386,044	223,892	217,212	221,954	226,716	231,531
Amortization	4,200,511	4,200,511	4,410,000	4,630,000	4,860,000	5,100,000
<b>TOTAL EXPENSE</b>	<b>11,602,485</b>	<b>12,955,319</b>	<b>13,646,399</b>	<b>14,233,455</b>	<b>14,742,880</b>	<b>15,231,920</b>
<b>(SURPLUS) / DEFICIT</b>	<b>\$ 8,177,368</b>	<b>\$ 8,838,950</b>	<b>\$ 10,033,975</b>	<b>\$ 10,675,519</b>	<b>\$ 11,232,980</b>	<b>\$ 11,765,320</b>
<b>ADJUST TO BALANCED BUDGET FORMAT</b>						
<b>NON CASH ITEMS</b>						
Amortization Expense	(4,200,511)	(4,200,511)	(4,410,000)	(4,630,000)	(4,860,000)	(5,100,000)
<b>CASH ITEMS NOT RECOGNIZED AS EXPENSE</b>						
Debt Principal Repayment	1,118,204	1,270,522	1,706,033	1,939,802	2,104,881	1,998,762
<b>TRANSFERS FROM OWN AND OTHER FUNDS</b>						
From Accumulated Surplus & Provisions	(2,229,087)	(416,300)	-	-	-	-
From Reserve Funds-General	(180,769)	25,885	-	-	-	-
	(2,409,856)	(390,415)	-	-	-	-
<b>TRANSFERS TO OWN AND OTHER FUNDS</b>						
To Accumulated Surplus & Provisions	3,076,130	1,772,520	3,142,256	2,676,860	2,360,150	2,010,300
To Reserve Funds - General	2,453,994	2,953,994	2,661,414	2,731,414	2,746,414	2,656,414
	5,530,124	4,726,514	5,803,670	5,408,274	5,106,564	4,666,714
<b>NET ADJUSTED - TAX LEVY FUNDED</b>	<b>\$ 8,215,329</b>	<b>\$ 10,245,060</b>	<b>\$ 13,133,678</b>	<b>\$ 13,393,595</b>	<b>\$ 13,584,425</b>	<b>\$ 13,330,795</b>

## Protective Services

### Purpose

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

### Departments

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

### Key Drivers – 2018 Budget

- **RCMP Contract:** Increase in number of officers over 2018.
- **Fire Services:** Increase in Overtime budget, along with transition to more senior staffing compliment.

### Special Projects

Department	Project Name	2019	2020	2021	2022	2023	Category
Building Inspection	Building Permit Plans Digitization	15,000	15,000	-	-	-	Capacity
Building Inspection	Special Projects - Building Inspection - Building Bylaw Rewrite	30,400	-	-	-	-	Master Plan
Bylaw Enforcement	Special Projects - PW - Off-Leash Dog Park	17,500	-	-	-	-	Infrastructure
Emergency Management	Sea to Sky Evacuation Plan Community Outreach	25,000	-	-	-	-	Master Plan
Emergency Management	Flood Response Plan	10,000	-	-	-	-	Master Plan
Emergency Management	Special Projects - Emergency Management - Community Emergency	25,000	-	-	-	-	Capacity
Emergency Management	Special Projects - Emergency Management - Fire Smart Planning &	8,800	-	-	-	-	Capacity
Emergency Management	Special Projects - Emergency Management - DOS and SN Care	5,000	-	-	-	-	Capacity
Fire Services	FireSmart and Community Resilience Investment Program	100,000	-	-	-	-	Master Plan
Fire Services	Special Projects - Fire Services - Community Wildfire Protection Plan	7,300	-	-	-	-	Master Plan
Police Services	RCMP geothermal well pump repairs	30,000	-	-	-	-	Facility
Police Services	RCMP Security upgrades	42,500	45,000	30,000	-	-	Facility
		316,500	60,000	30,000	-	-	

## Five Year Operating Budget Summary – Protective Services

	2018	2019	2020	2021	2022	2023
<b>REVENUE</b>						
Revenue from Fees & Charges	\$ (67,000)	\$ (68,000)	\$ (68,000)	\$ (68,000)	\$ (68,000)	\$ (68,000)
Revenue from Other Sources						
Other Revenue	(1,293,522)	(1,368,598)	(1,382,300)	(1,404,500)	(1,427,100)	(1,450,200)
Grant Revenue	(373,411)	(442,491)	(260,000)	(260,000)	(260,000)	(260,000)
	(1,666,933)	(1,811,089)	(1,642,300)	(1,664,500)	(1,687,100)	(1,710,200)
<b>TOTAL REVENUE</b>	<b>\$ (1,733,933)</b>	<b>\$ (1,879,089)</b>	<b>\$ (1,710,300)</b>	<b>\$ (1,732,500)</b>	<b>\$ (1,755,100)</b>	<b>\$ (1,778,200)</b>
<b>EXPENSE</b>						
Police Services	5,758,561	5,968,956	5,960,542	6,088,276	6,219,376	6,353,148
Fire Services	2,027,243	2,257,342	2,156,005	2,211,164	2,267,732	2,325,821
Emergency Management	333,505	278,564	238,501	263,913	269,326	274,944
Bylaw Enforcement	425,695	449,454	444,900	457,900	471,000	484,800
Animal Control	299,874	294,576	298,500	306,400	314,500	323,000
Building Inspection	502,203	489,438	465,700	479,400	493,700	508,300
<b>TOTAL EXPENSE</b>	<b>9,347,081</b>	<b>9,738,331</b>	<b>9,564,148</b>	<b>9,807,053</b>	<b>10,035,634</b>	<b>10,270,013</b>
<b>(SURPLUS) / DEFICIT</b>	<b>\$ 7,613,148</b>	<b>\$ 7,859,242</b>	<b>\$ 7,853,848</b>	<b>\$ 8,074,553</b>	<b>\$ 8,280,534</b>	<b>\$ 8,491,813</b>
<b>ADJUST TO BALANCED BUDGET FORMAT</b>						
<b>CASH ITEMS NOT RECOGNIZED AS EXPENSE</b>						
Debt Principal Repayment	148,189	148,189	-	-	-	-
<b>TRANSFERS FROM OWN AND OTHER FUNDS</b>						
From Accumulated Surplus & Provisions	-	(94,000)	-	-	-	-
<b>NET ADJUSTED - TAX LEVY FUNDED</b>	<b>\$ 7,761,337</b>	<b>\$ 7,913,431</b>	<b>\$ 7,853,848</b>	<b>\$ 8,074,553</b>	<b>\$ 8,280,534</b>	<b>\$ 8,491,813</b>

# Transportation & Transit

## Purpose

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

## Departments

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

## Key Drivers

- **Special Projects:** Increase in number of projects carried forward from 2018.
- **Engineering:** Increase in special projects based on refining split between capital, operational or planning functions.
- **Operational & Construction:** Additional funding for Dike maintenance programming.
- **BC Transit:** Contract annual inflation + partial year service increase ( will annualize in 2020).
- **Street Lighting:** Complete program for LED conversion started in 2018.

## Service Level Changes

Department	Project Name	OPERATING	FTE \$	TOTAL COST	OTHER FUNDING	NET TAX	FTE #	Category
Diking and Drainage	Dike Vegetation Special Maintenance Program	70,000	-	70,000	-	70,000	-	Infrastructure
Diking and Drainage	Drainage Pump Inspection & Maintenance Program	10,000	-	10,000	-	10,000	-	Infrastructure
Transit	September Transit Expansion	30,252	-	30,252	5,231	25,021	-	Strategic Plan
		110,252	-	110,252	5,231	105,021	-	

## Special Projects

Department	Project Name	2019	2020	2021	2022	2023	Category
Diking and Drainage	Eagle Viewing Area Dike Master Plan	270,000	-	-	-	-	Master Plan
Diking and Drainage	Storm Sewer Inventory Collection, Condition Assessment and Flushing	100,000	100,000	100,000	100,000	100,000	Master Plan
Diking and Drainage	3rd Avenue Tide Gate Actuator Replacement	8,000	8,000	8,000	8,000	8,000	Infrastructure
Diking and Drainage	Special Projects - Engineering Study - Storm Sewer Inventory Collection, Condition Assessment and Flushing	71,300	-	-	-	-	Capacity
Diking and Drainage	Special Projects - PW Drainage & Flooding - Dike Vegetation Mgmt	35,000	-	-	-	-	Capacity
Infrastructure Engineering	Seismic Assessment of Dikes	110,000	-	-	-	-	Master Plan
Infrastructure Engineering	Integrated Stormwater Management Plans	230,000	230,000	-	180,000	-	Master Plan
Infrastructure Engineering	Special Projects - Engineering Study - Asset Management Plan	69,600	-	-	-	-	Master Plan
Infrastructure Engineering	Special Projects - Engineering Study - Integrated Stormwater	130,500	-	-	-	-	Master Plan
Infrastructure Engineering	Special Projects - Engineering Study - Squamish River Floodplain	53,700	-	-	-	-	Master Plan
Infrastructure Engineering	Special Projects - Engineering Study - DCC R1B - Downtown Entrance Study	96,600	-	-	-	-	Growth
Infrastructure Engineering	Special Projects - Engineering Study - Greening Subdivision Bylaw	10,000	-	-	-	-	Capacity
		1,184,700	338,000	108,000	288,000	108,000	



## Five year Operating Budget Summary - Transportation and Transit

	2018	2019	2020	2021	2022	2023
<b>REVENUE</b>						
Revenue from Fees & Charges	\$ (402,184)	\$ (412,726)	\$ (292,245)	\$ (298,045)	\$ (303,845)	\$ (315,045)
Revenue from Other Sources						
Other Revenue	(387,134)	(508,492)	(467,700)	(470,100)	(472,600)	(475,100)
Grant Revenue	-	(415,728)	(25,000)	-	-	-
	(387,134)	(924,220)	(492,700)	(470,100)	(472,600)	(475,100)
<b>TOTAL REVENUE</b>	<b>\$ (789,318)</b>	<b>\$ (1,336,946)</b>	<b>\$ (784,945)</b>	<b>\$ (768,145)</b>	<b>\$ (776,445)</b>	<b>\$ (790,145)</b>
<b>EXPENSE</b>						
Infrastructure Engineering	826,663	838,860	800,860	765,590	780,840	796,510
Public Works General	295,967	228,011	251,387	258,337	265,497	272,801
Fleet Management	(1,619)	(0)	-	-	-	-
Transportation	2,007,870	2,581,909	2,595,900	2,663,000	2,731,900	2,802,600
Transit	1,588,225	1,729,047	1,803,207	1,840,407	1,878,407	1,917,207
Airport	40,265	40,480	41,300	42,200	43,100	44,000
Diking and Drainage	425,993	925,398	380,000	384,000	388,100	392,200
<b>TOTAL EXPENSE</b>	<b>5,183,364</b>	<b>6,343,705</b>	<b>5,872,654</b>	<b>5,953,534</b>	<b>6,087,844</b>	<b>6,225,318</b>
<b>(SURPLUS) /DEFICIT</b>	<b>\$ 4,394,046</b>	<b>\$ 5,006,759</b>	<b>\$ 5,087,709</b>	<b>\$ 5,185,389</b>	<b>\$ 5,311,399</b>	<b>\$ 5,435,173</b>
<b>ADJUST TO BALANCED BUDGET FORMAT</b>						
<b>CASH ITEMS NOT RECOGNIZED AS EXPENSE</b>						
Debt Principal Repayment	85,727	55,585	-	-	-	-
<b>TRANSFERS FROM OWN AND OTHER FUNDS</b>						
From Accumulated Surplus & Provisions	-	(466,700)	-	-	-	-
From Reserve Funds-General	-	(84,272)	-	-	-	-
	-	(550,972)	-	-	-	-
<b>TRANSFERS TO OWN AND OTHER FUNDS</b>						
To Accumulated Surplus & Provisions	(206)	4,794	4,800	4,800	4,800	4,800
<b>NET ADJUSTED - TAX LEVY FUNDED</b>	<b>\$ 4,479,567</b>	<b>\$ 4,516,166</b>	<b>\$ 5,092,509</b>	<b>\$ 5,190,189</b>	<b>\$ 5,316,199</b>	<b>\$ 5,439,973</b>

## Economic and Community Development

### Purpose

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

### Departments

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

### Key Drivers

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

### Service Level Changes

Department	Project Name	OPERATING	FTE \$	TOTAL COST	OTHER FUNDING	NET TAX	FTE #	Category
Economic Development	Squamish Signature Event - Business Connect Squamish	10,000	-	10,000	-	10,000	-	Strategic Plan
Environmental Management	Carbon Footprint Reduction	- 28,385	-	- 28,385	28,385	-	-	Strategic Plan
Environmental Management	Environmental Technician to Full Time	-	22,806	22,806	-	22,806	0.30	Growth
Environmental Management	Community Energy & Emissions Planning	191	48,809	49,000	-	49,000	0.58	Strategic Plan
		- 18,194	71,615	53,421	-	4,421	49,000	0.88

### Special Projects

Department	Project Name	2019	2020	2021	2022	2023	Category
Community & Land Use Planning	Planning Policy Development Support	87,864	-	-	-	-	Strategic Plan
Community & Land Use Planning	Special Projects - Community & Land Use Planning - Zoning Bylaw	31,000	-	-	-	-	Master Plan
Economic Development	Sector Development and FDI Attraction Plan	50,000	-	-	-	-	Strategic Plan
Economic Development	Special Projects - Economic Development - LNG Tax Agreement	52,800	-	-	-	-	Master Plan
Economic Development	Economic Development Data Acquisition	25,000	-	-	-	-	Capacity
	Special Projects - Economic Development - Contract Services Marine						
Economic Development	Strategy Scoping & FDI	19,100	-	-	-	-	Capacity
Environmental Management	Community Carbon Marketplace Phase 4	16,750	-	-	-	-	Strategic Plan
Environmental Management	Community Energy and Emissions Plan	25,000	-	-	-	-	Strategic Plan
	Special Projects - Environmental Management - Squamish Estuary						
Environmental Management	Management Plan Update	16,000	-	-	-	-	Master Plan
Environmental Management	Special Projects - Environmental Management - Carbon Neutral Plan	14,500	-	-	-	-	Strategic Plan
Environmental Management	Special Projects - Environmental Management - Greenhouse Gas	16,000	-	-	-	-	Strategic Plan
		354,014	-	-	-	-	

## Five Year Operating Budget Summary - Economic and Community Development

	2018	2019	2020	2021	2022	2023
<b>REVENUE</b>						
Revenue from Fees & Charges	\$ (33,209)	\$ (33,209)	\$ (32,300)	\$ (33,000)	\$ (33,600)	\$ (34,300)
Revenue from Other Sources						
Other Revenue	(707,900)	(721,672)	(777,807)	(792,107)	(807,007)	(822,007)
Grant Revenue	(296,500)	(205,000)	-	-	-	-
Contributed Assets	(40,000)	(40,000)	-	-	-	-
	(1,044,400)	(966,672)	(777,807)	(792,107)	(807,007)	(822,007)
<b>TOTAL REVENUE</b>	<b>\$ (1,077,609)</b>	<b>\$ (999,881)</b>	<b>\$ (810,107)</b>	<b>\$ (825,107)</b>	<b>\$ (840,607)</b>	<b>\$ (856,307)</b>
<b>EXPENSE</b>						
Community & Land Use Planning	1,405,119	1,361,679	1,319,900	1,357,600	1,396,500	1,436,600
Environmental Management	244,409	339,568	300,208	233,594	298,998	238,404
Economic Development	1,240,984	1,064,707	576,235	658,284	597,510	608,552
<b>TOTAL EXPENSE</b>	<b>2,890,512</b>	<b>2,765,953</b>	<b>2,196,343</b>	<b>2,249,478</b>	<b>2,293,008</b>	<b>2,283,556</b>
<b>(SURPLUS) /DEFICIT</b>	<b>\$ 1,812,903</b>	<b>\$ 1,766,072</b>	<b>\$ 1,386,236</b>	<b>\$ 1,424,371</b>	<b>\$ 1,452,401</b>	<b>\$ 1,427,249</b>
<b>ADJUST TO BALANCED BUDGET FORMAT</b>						
<b>CASH ITEMS NOT RECOGNIZED AS EXPENSE</b>						
Debt Principal Repayment	203,312	203,312	-	-	-	-
<b>TRANSFERS FROM OWN AND OTHER FUNDS</b>						
From Accumulated Surplus & Provisions	-	(174,400)	-	-	-	-
From Reserve Funds-General	-	(16,750)	-	-	-	-
	-	(191,150)	-	-	-	-
<b>NET ADJUSTED - TAX LEVY FUNDED</b>	<b>\$ 2,016,215</b>	<b>\$ 1,778,235</b>	<b>\$ 1,386,236</b>	<b>\$ 1,424,371</b>	<b>\$ 1,452,401</b>	<b>\$ 1,427,249</b>

## Recreation, Parks and Culture

### Purpose

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

### Departments

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

### Key Drivers

- **Library:** Growth in population has increased demand for services, resulting in an increase in staffing.
- **Facilities Management:** Completion of one-time maintenance work in 2018, leads to reduced on-going costs..

### Service Level Changes

Department	Project Name	OPERATING	FTE \$	TOTAL COST	OTHER FUNDING	NET TAX	FTE #	Category
Filming and Events	Arts and Culture Intern/Coordinator	-	19,802	19,802	-	15,000	4,802	0.25 Capacity
Library	Professional development budget - Library	2,500	-	2,500	-	2,500	-	Capacity
	Technology - Software Maintenance and Licensing							
Library	Budget - Library	2,800	-	2,800	-	2,800	-	Capacity
Library	Library Assistant - Shelving position - Increased hours	-	7,337	7,337	-	7,337	0.20	Capacity
Library	Technology Librarian	-	41,500	41,500	-	41,500	0.50	Growth
Parks & Trails	Waste Management, Activity Hub and Bus Stop Growth	19,500	21,229	40,729	-	40,729	0.30	Strategic Plan
Recreation Services	Managing Program Waitlists	-	22,341	22,341	-	18,000	4,341	0.38 Strategic Plan
Recreation Services	Recreation Adaptive Sport Program	15,500	-	15,500	-	15,500	-	Strategic Plan
		40,300	112,208	152,508	-	33,000	119,509	1.63

### Special Projects

Department	Project Name	2019	2020	2021	2022	2023	Category
Arts and Culture	Squamish Arts Council Partnership Agreement	45,000	45,000	45,000	-	-	Capacity
Arts and Culture	Special Projects - Arts Building - Building Repairs	7,000	-	-	-	-	Facility
Library	Library exterior painting	7,000	-	-	-	-	Facility
Library	Library roof inspection and repairs	15,500	-	-	-	-	Facility
Library	Library new blinds	10,000	-	-	-	-	Facility
Library	Library Future Needs Study	20,000	-	-	-	-	Capacity
Parks & Trails	Additional Trails Maintenance Budget	10,000	-	-	-	-	Strategic Plan
Parks & Trails	Irrigation Well / Non-potable Water Supply Rehabilitation Program	15,000	15,000	15,000	-	-	Master Plan
Parks & Trails	Artificial Turf Field Major Maintenance	27,000	-	-	-	-	Infrastructure
Parks & Trails	Public Works Music Festival Support	34,000	-	-	-	-	Capacity
Recreation Services	Brennan Park Master Plan	50,000	-	-	-	-	Master Plan
Recreation Services	55 + Activity Centre interior painting	8,000	-	-	-	-	Facility
Recreation Services	Brennan Park exterior car park and sidewalk repairs	50,000	-	-	-	-	Facility
Recreation Services	Brennan Park Evaporative Condensor Pump	10,000	-	-	-	-	Facility
Recreation Services	Brennan Park safety upgrades	40,000	-	-	-	-	Facility
Recreation Services	Brennan Park Ammonia Condensor Motor Replacement	10,500	-	-	-	-	Facility
Recreation Services	Special Projects - Recreation - Sponsorship and Community Partnership Policy	10,000	-	-	-	-	Capacity
		369,000	60,000	60,000	-	-	

## Five Year Operating Budget Summary – Parks, Recreation and Culture

	2018	2019	2020	2021	2022	2023
<b>REVENUE</b>						
Revenue from Fees & Charges	\$ (845,279)	\$ (928,279)	\$ (968,700)	\$ (518,700)	\$ (1,022,800)	\$ (1,047,100)
Revenue from Other Sources						
Other Revenue	(46,540)	(56,540)	(57,000)	(57,000)	(57,000)	(57,000)
Grant Revenue	-	(5,000)	-	-	-	-
	(46,540)	(61,540)	(57,000)	(57,000)	(57,000)	(57,000)
<b>TOTAL REVENUE</b>	<b>\$ (891,819)</b>	<b>\$ (989,819)</b>	<b>\$ (1,025,700)</b>	<b>\$ (575,700)</b>	<b>\$ (1,079,800)</b>	<b>\$ (1,104,100)</b>
<b>EXPENSE</b>						
Filming and Events	109,664	180,521	184,200	142,700	157,510	227,004
Library	1,182,608	1,259,653	1,316,183	844,149	902,740	962,492
Arts and Culture	27,110	88,670	20,000	20,400	20,800	21,200
Recreation Services	2,923,002	2,595,449	2,678,668	2,741,238	3,255,354	2,871,179
Parks & Trails	1,714,559	1,804,315	1,831,729	1,879,329	1,928,229	2,403,229
<b>TOTAL EXPENSE</b>	<b>5,956,943</b>	<b>5,928,608</b>	<b>6,030,780</b>	<b>5,627,816</b>	<b>6,264,633</b>	<b>6,485,103</b>
<b>(SURPLUS) /DEFICIT</b>	<b>\$ 5,065,124</b>	<b>\$ 4,938,789</b>	<b>\$ 5,005,080</b>	<b>\$ 5,052,116</b>	<b>\$ 5,184,833</b>	<b>\$ 5,381,003</b>
<b>ADJUST TO BALANCED BUDGET FORMAT</b>						
<b>CASH ITEMS NOT RECOGNIZED AS EXPENSE</b>						
Debt Principal Repayment	38,922	38,921	-	-	-	-
<b>TRANSFERS FROM OWN AND OTHER FUNDS</b>						
From Accumulated Surplus & Provisions	-	(49,000)	-	-	-	-
<b>NET ADJUSTED - TAX LEVY FUNDED</b>	<b>\$ 5,104,046</b>	<b>\$ 4,928,710</b>	<b>\$ 5,005,080</b>	<b>\$ 5,052,116</b>	<b>\$ 5,184,833</b>	<b>\$ 5,381,003</b>

## Public Health

### Purpose

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

### Key Drivers

- Cemetery Master Plan

### Special Projects

Department	Project Name	2019	2020	2021	2022	2023	Category
Cemetery	Special Projects - Cemetery - Cemetery Master Plan	41,500	-	-	-	-	Master Plan

### Five Year Operating Budget Summary – Public Health: Cemetery

	2018	2019	2020	2021	2022	2023
<b>REVENUE</b>						
Revenue from Fees & Charges	\$ (28,560)	\$ (28,560)	\$ (28,600)	\$ (28,600)	\$ (28,600)	\$ (28,600)
<b>TOTAL REVENUE</b>	<b>\$ (28,560)</b>	<b>\$ (28,560)</b>	<b>\$ (28,600)</b>	<b>\$ (28,600)</b>	<b>\$ (28,600)</b>	<b>\$ (28,600)</b>
<b>EXPENSE</b>						
Cemetery	122,542	115,778	75,000	76,900	79,100	81,100
Housing & Social Assistance	9,177	9,207	9,500	9,700	9,900	10,100
<b>TOTAL EXPENSE</b>	<b>131,719</b>	<b>124,985</b>	<b>84,500</b>	<b>86,600</b>	<b>89,000</b>	<b>91,200</b>
<b>(SURPLUS) /DEFICIT</b>	<b>\$ 103,159</b>	<b>\$ 96,425</b>	<b>\$ 55,900</b>	<b>\$ 58,000</b>	<b>\$ 60,400</b>	<b>\$ 62,600</b>
<b>ADJUST TO BALANCED BUDGET FORMAT</b>						
<b>TRANSFERS FROM OWN AND OTHER FUNDS</b>						
From Accumulated Surplus & Provisions	-	(41,500)	-	-	-	-
<b>NET ADJUSTED - TAX LEVY FUNDED</b>	<b>\$ 103,159</b>	<b>\$ 54,925</b>	<b>\$ 55,900</b>	<b>\$ 58,000</b>	<b>\$ 60,400</b>	<b>\$ 62,600</b>



## Solid Waste Fund

### Purpose

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

### Key Drivers

- **Recycle BC program:** With joining the Recycle BC recycling program, the District is expecting to receive financial incentives. Planning for a new landfill along with outreach on waste management bylaw are also significant tasks this year.

### Service Level Changes

Department	Project Name	OPERATING	FTE \$	TOTAL COST	OTHER FUNDING	NET FEES	FTE #	Category
Solid Waste Management	Landfill Attendant	18,480	-	18,480	-	18,480	-	Capacity

### Special Projects

Department	Subproject	Project Name	2019	2020	2021	2022	2023	TOTAL COST	Category
Solid Waste Management	92300102	Solid Waste Bylaw Outreach	42,000	42,000	-	-	-	84,000	Master Plan
Solid Waste Management	92301103	Design and Operation Plan Update	112,000	-	-	-	-	112,000	Infrastructure
Solid Waste Management	92301100	Special Projects - Landfill - Horizontal Landfill Expansion Pre-Design	20,000	-	-	-	-	20,000	Infrastructure
		Special Projects - Solid Waste Admin & Collections - Solid Waste							
Solid Waste Management	92300100	Management	6,500	-	-	-	-	6,500	Capacity
			180,500	42,000	-	-	-	222,500	

## Five Year Operating Budget Summary – Solid Waste

	2018	2019	2020	2021	2022	2023
<b>REVENUE</b>						
Revenue from Fees & Charges						
Fees & Charges	\$ (4,097,565)	\$ (4,007,500)	\$ (4,149,330)	\$ (4,254,230)	\$ (4,384,900)	\$ (4,519,740)
Revenue from Other Sources						
Other Revenue	(5,071)	(259,806)	(256,600)	(261,700)	(266,900)	(272,200)
<b>TOTAL REVENUE</b>	<b>\$ (4,102,636)</b>	<b>\$ (4,267,306)</b>	<b>\$ (4,405,930)</b>	<b>\$ (4,515,930)</b>	<b>\$ (4,651,800)</b>	<b>\$ (4,791,940)</b>
<b>EXPENSE</b>						
General - Solid Waste Management	35,581	105,697	109,700	114,600	119,600	124,900
Solid Waste Management Collections	1,280,731	1,514,565	1,544,856	1,575,754	1,607,268	1,639,414
Solid Waste Management Landfill	1,526,800	1,728,150	1,781,196	1,816,352	1,852,362	1,889,037
Fiscal Services - Solid Waste Management	370,659	367,584	422,189	422,189	465,814	461,912
Special Projects	-	201,500	50,000	50,000	50,000	50,000
Allocations (to)/from	233,778	159,534	161,439	166,559	171,839	177,289
Amortization	-	-	700,000	750,000	750,000	750,000
<b>TOTAL EXPENSE</b>	<b>3,447,549</b>	<b>4,077,029</b>	<b>4,769,381</b>	<b>4,895,454</b>	<b>5,016,884</b>	<b>5,092,553</b>
<b>(SURPLUS) /DEFICIT</b>	<b>\$ (655,087)</b>	<b>\$ (190,276)</b>	<b>\$ 363,451</b>	<b>\$ 379,525</b>	<b>\$ 365,083</b>	<b>\$ 300,613</b>
<b>ADJUST TO BALANCED BUDGET FORMAT</b>						
<b>NON CASH ITEMS</b>						
Amortization Expense	-	-	(700,000)	(750,000)	(750,000)	(750,000)
<b>CASH ITEMS NOT RECOGNIZED AS EXPENSE</b>						
Debt Principal Repayment	266,687	85,059	291,446	298,861	373,707	372,383
<b>TRANSFERS FROM OWN AND OTHER FUNDS</b>						
From Accumulated Surplus & Provisions	(35,581)	(26,500)	-	-	-	-
<b>TRANSFERS TO OWN AND OTHER FUNDS</b>						
To Accumulated Surplus & Provisions	423,981	-	-	-	-	-
To Reserve Funds - Solid Waste	-	131,717	45,103	71,614	11,210	77,004
<b>NET ADJUSTED - BALANCED BUDGET</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>

## Water Fund

### Purpose

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

### Key Drivers

**Water Parcel Taxes:** Parcel tax funding was replaced with user fee revenue in 2019.

### Service Level Changes

Department	Project Name	OPERATING	FTE \$	TOTAL COST	OTHER FUNDING	NET FEES	FTE #	Category
Water Services	Utility Clerk Service Adjustment	-	22,765	22,765	-	22,765	0.28	Capacity
Water Services	Small Tools Budget for Water Utility Crew	5,000	-	5,000	-	5,000	-	Infrastructure
<b>Water Services Total</b>		<b>5,000</b>	<b>22,765</b>	<b>27,765</b>	<b>-</b>	<b>27,765</b>	<b>0.28</b>	

### Special Projects

Department	Subproject	Project Name	2019	2020	2021	2022	2023	TOTAL COST	Category
Water Services	94300100	Water Rate Study	-	50,000	-	-	-	50,000	Master Plan
Water Services	94300104	Plateau/Thunderbird Reservoir Condition Assessments	50,000	50,000	-	-	-	100,000	Infrastructure
Water Services	94320101	Replace Fence at Lower University Pump Stations	30,000	-	-	-	-	30,000	Facility
Water Services	94300100	Special Projects - Water Services Engineering - Water Bylaw Rewrite	15,000	-	-	-	-	15,000	Master Plan
			<b>95,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>195,000</b>	

## Five Year Operating Budget Summary – Water Fund

	2018	2019	2020	2021	2022	2023
<b>REVENUE</b>						
Taxation						
Parcel Taxes	\$ (268,785)	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue from Fees & Charges						
Fees & Charges	(4,116,074)	(4,631,820)	(4,614,465)	(4,708,965)	(4,805,265)	(4,903,365)
Revenue from Other Sources						
Investment Income	(8,124)	(1,124)	(1,100)	(1,100)	(1,100)	(1,100)
Other Revenue	(83,739)	(99,959)	-	-	-	-
	(91,863)	(101,083)	(1,100)	(1,100)	(1,100)	(1,100)
<b>TOTAL REVENUE</b>	<b>\$ (4,476,722)</b>	<b>\$ (4,732,903)</b>	<b>\$ (4,615,565)</b>	<b>\$ (4,710,065)</b>	<b>\$ (4,806,365)</b>	<b>\$ (4,904,465)</b>
<b>EXPENSE</b>						
Operations - Water	267,571	1,085,293	1,181,465	1,234,765	1,290,465	1,349,165
Engineering Studies - Water Services	50,000	50,000	51,000	52,000	53,000	54,100
Water Quality & Conservation	59,582	20,000	-	-	-	-
Water Supply	264,467	127,808	130,300	133,000	135,600	138,300
Water Distribution	677,778	158,664	161,900	165,000	168,400	171,800
Water Pump Stations	181,228	179,400	183,000	186,600	190,400	194,200
Fiscal Services - Water Services	259,769	265,555	271,718	277,881	293,146	308,412
Special Projects	-	95,000	50,000	50,000	50,000	50,000
Allocations (to)/from	770,930	781,952	660,312	682,418	705,207	728,646
Amortization	880,294	880,294	910,000	940,000	970,000	1,000,000
<b>TOTAL EXPENSE</b>	<b>3,411,619</b>	<b>3,643,967</b>	<b>3,599,695</b>	<b>3,721,663</b>	<b>3,856,218</b>	<b>3,994,622</b>
<b>(SURPLUS) /DEFICIT</b>	<b>\$ (1,065,103)</b>	<b>\$ (1,088,936)</b>	<b>\$ (1,015,870)</b>	<b>\$ (988,402)</b>	<b>\$ (950,147)</b>	<b>\$ (909,843)</b>
<b>ADJUST TO BALANCED BUDGET FORMAT</b>						
<b>NON CASH ITEMS</b>						
Amortization Expense	(880,294)	(880,294)	(910,000)	(940,000)	(970,000)	(1,000,000)
<b>CASH ITEMS NOT RECOGNIZED AS EXPENSE</b>						
Debt Principal Repayment	414,971	463,454	391,346	384,397	413,944	402,179
<b>TRANSFERS FROM OWN AND OTHER FUNDS</b>						
From Accumulated Surplus & Provisions	(204,001)	(15,000)	-	-	-	-
<b>TRANSFERS TO OWN AND OTHER FUNDS</b>						
To Accumulated Surplus & Provisions	1,230,593	1,422,560	1,030,000	1,030,000	1,140,000	1,000,000
To Reserve Funds - Water	503,835	98,217	504,524	514,005	366,203	507,664
	1,734,427	1,520,777	1,534,524	1,544,005	1,506,203	1,507,664
<b>NET ADJUSTED - BALANCED BUDGET</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>

## Sewer Fund

### Purpose

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

### Key Drivers

- **Sewer Parcel Taxes:** Parcel tax funding is now being recovered through user fees.

### Service Level Changes

Department	Project Name	OPERATING	FTE \$	TOTAL COST	OTHER FUNDING	NET FEES	FTE #	Category
Waste Water Services	Wastewater Collection and Treatment System Growth	15,000	39,565	54,565	-	54,565	0.50	Growth
Waste Water Services	Utility Operator I to Utility Operator II Re-class - Wastewater Collections	-	3,975	3,975	-	3,975	-	Capacity
Waste Water Services	Wastewater Treatment Plant Preventative Maintenance	20,000	-	20,000	-	20,000	-	Infrastructure
<b>Waste Water Services Total</b>		<b>35,000</b>	<b>43,540</b>	<b>78,540</b>	<b>-</b>	<b>78,540</b>	<b>0.50</b>	

### Special Projects

Department	Subproject	Project Name	2019	2020	2021	2022	2023	TOTAL COST	Category
Waste Water Services	96301103	Source Control Effectiveness Study	10,000	-	-	-	-	10,000	Infrastructure
Waste Water Services	96301100	Outfall Inspection	-	20,000	-	-	-	20,000	Infrastructure
Waste Water Services	96301100	Queens Way Lift Station Condition Assessment	-	50,000	-	-	-	50,000	Infrastructure
Waste Water Services	96301100	Feasibility Study to Abandon Judd and Cottonwood Lift Station	-	15,000	-	-	-	15,000	Infrastructure
Waste Water Services	96302101	WWTP staff change room	22,000	-	-	-	-	22,000	Facility
Waste Water Services	96301104	Fall Arrest Upgrades - Year 2 of 3	10,000	10,000	-	-	-	20,000	Facility
			<b>42,000</b>	<b>95,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>137,000</b>	

## Five Year Operating Budget Summary – Sewer Fund

	2018	2019	2020	2021	2022	2023
<b>REVENUE</b>						
Taxation						
Parcel Taxes	\$ (324,760)	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue from Fees & Charges						
Fees & Charges	(5,630,998)	(5,964,205)	(6,129,140)	(6,249,940)	(6,373,140)	(6,498,840)
Revenue from Other Sources						
Investment Income	(10,741)	(10,741)	(11,000)	(11,200)	(11,400)	(11,600)
Other Revenue	(107,414)	(115,217)	(3,700)	(3,800)	(3,900)	(4,000)
	(118,155)	(125,958)	(14,700)	(15,000)	(15,300)	(15,600)
<b>TOTAL REVENUE</b>	<b>\$ (6,073,913)</b>	<b>\$ (6,090,163)</b>	<b>\$ (6,143,840)</b>	<b>\$ (6,264,940)</b>	<b>\$ (6,388,440)</b>	<b>\$ (6,514,440)</b>
<b>EXPENSE</b>						
Operations - Waste Water Services	583,353	1,137,027	1,238,641	1,281,253	1,325,866	1,372,384
Engineering Studies - Waste Water Services	50,000	50,000	51,000	52,000	53,000	54,100
WWTP Building - Facility Maintenance	90,000	22,000	22,400	22,800	23,300	23,800
Wastewater Treatment	1,163,112	915,901	1,070,800	1,092,200	1,114,300	1,136,500
Wastewater Collection	209,842	82,861	-	-	-	-
Wastewater Collection - Lift Stations	160,556	76,715	47,500	48,500	49,200	50,300
Fiscal Services - Waste Water Services	259,747	160,164	210,024	210,124	209,193	208,262
Special Projects	-	42,000	50,000	50,000	50,000	50,000
Allocations (to)/from	759,930	805,952	684,312	706,418	729,207	752,646
Amortization	864,467	864,467	890,000	920,000	1,100,000	1,100,000
<b>TOTAL EXPENSE</b>	<b>4,141,007</b>	<b>4,157,086</b>	<b>4,264,677</b>	<b>4,383,295</b>	<b>4,654,066</b>	<b>4,747,992</b>
<b>(SURPLUS) /DEFICIT</b>	<b>\$ (1,932,906)</b>	<b>\$ (1,933,077)</b>	<b>\$ (1,879,163)</b>	<b>\$ (1,881,645)</b>	<b>\$ (1,734,374)</b>	<b>\$ (1,766,448)</b>
<b>ADJUST TO BALANCED BUDGET FORMAT</b>						
<b>NON CASH ITEMS</b>						
Amortization Expense	(864,467)	(864,467)	(890,000)	(920,000)	(1,100,000)	(1,100,000)
<b>CASH ITEMS NOT RECOGNIZED AS EXPENSE</b>						
Debt Principal Repayment	381,241	260,795	213,303	213,303	213,303	193,386
<b>TRANSFERS FROM OWN AND OTHER FUNDS</b>						
From Accumulated Surplus & Provisions	(2,475,710)	-	-	-	-	-
<b>TRANSFERS TO OWN AND OTHER FUNDS</b>						
To Accumulated Surplus & Provisions	3,244,390	2,400,500	2,461,192	2,164,528	1,526,000	1,386,000
To Reserve Funds - Sewer	1,647,452	136,249	94,668	423,815	1,095,071	1,287,062
	4,891,842	2,536,749	2,555,860	2,588,343	2,621,071	2,673,062
<b>NET ADJUSTED - BALANCED BUDGET</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ (0)</b>



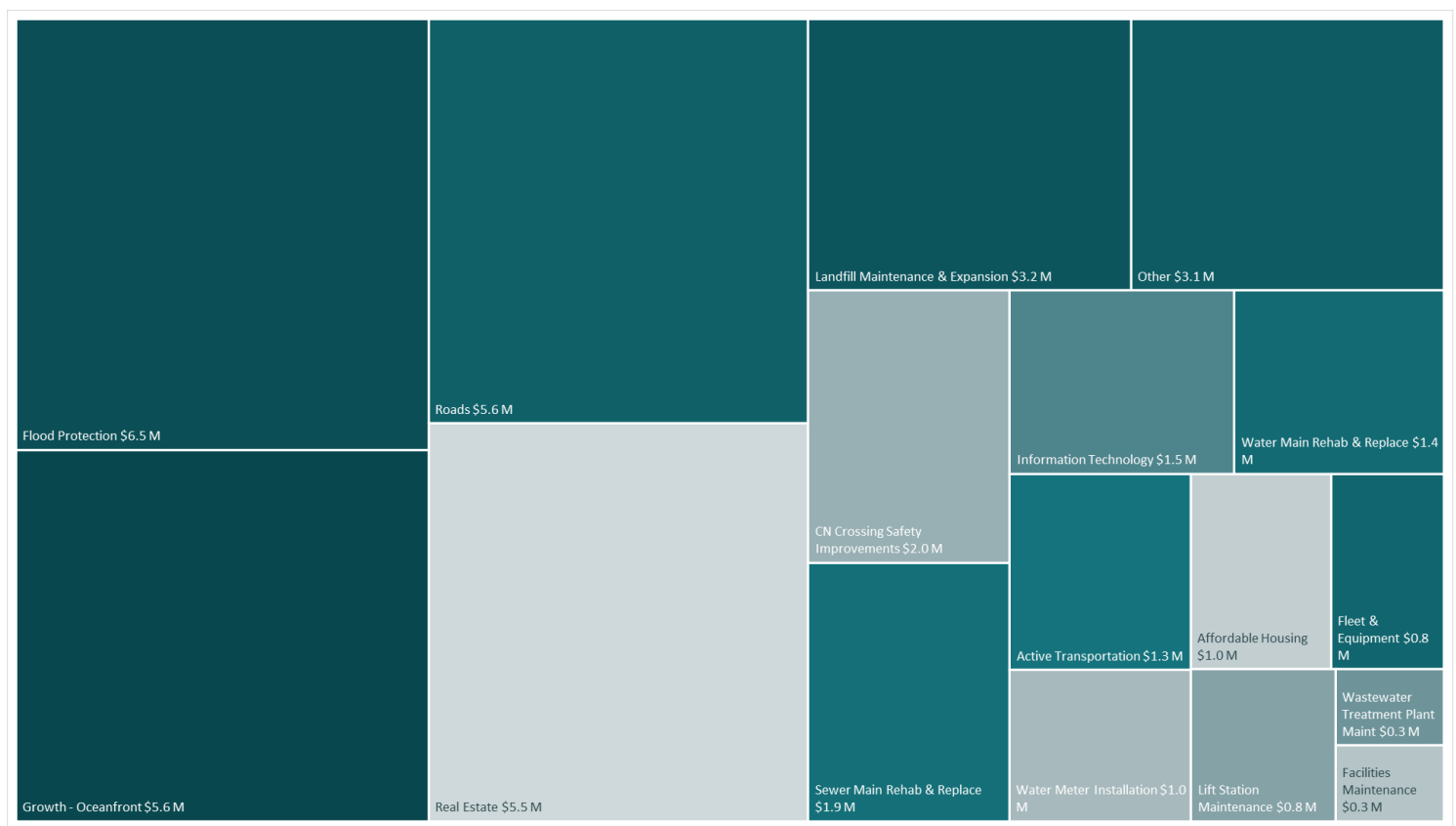
## 5. 2019-2023 Capital Plan

### Overview

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

The District's capital program for 2019 prioritizes maintenance and replacement of critical infrastructures as well as promoting active transportation in the community. The capital program includes growth and development projects of \$7.1M.

### Key Drivers



2019 Capital Project funding and project descriptions are available in section 6, Supplemental Information.

## Summary

	2018	2019	2020	2021	2022	2023
<b>Capital Plan Funding Sources</b>						
Fees & Charges	(124,964)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
Other Revenue	-	(110,100)	(502,586)	-	-	-
Grant Revenue	(5,734,767)	(6,702,964)	(3,883,000)	(2,917,000)	(2,800,000)	(2,800,000)
Development Cost Charges	(8,795,800)	(7,844,105)	(10,758,086)	(5,409,612)	(100,000)	(100,000)
Contributed Assets	(833,307)	-	-	-	-	-
Proceeds from Borrowing	(8,712,467)	(10,472,100)	(11,330,000)	(2,783,000)	(2,000,000)	(2,000,000)
Trsf from Surplus	(7,704,603)	(9,545,751)	(6,887,748)	(5,846,388)	(5,001,150)	(4,371,300)
Trsf from Reserve	(3,718,816)	(6,994,824)	(1,492,000)	(1,233,300)	(1,320,000)	(1,020,000)
<b>Total Capital Plan Funding Sources</b>	<b>(35,624,724)</b>	<b>(41,794,844)</b>	<b>(34,978,420)</b>	<b>(18,314,300)</b>	<b>(11,346,150)</b>	<b>(10,416,300)</b>
<b>Capital Plan Expenditure</b>						
General Government	3,673,050	7,434,200	992,500	292,500	161,050	215,300
Protective Services	1,973,037	1,334,400	5,154,200	113,300	118,100	112,000
Transportation & Transit	13,383,375	16,022,044	12,910,420	10,720,500	7,666,000	7,458,000
Economic & Community Development	210,000	45,800	270,000	295,000	270,000	20,000
Parks Recreation Culture	800,630	1,699,400	1,907,000	2,352,000	240,000	-
Solid Waste Management	3,117,358	3,246,300	1,250,000	-	-	-
Water Services	4,764,129	5,785,500	5,279,000	1,210,000	1,320,000	1,180,000
Waste Water Services	7,703,145	6,227,200	7,215,300	3,331,000	1,571,000	1,431,000
<b>Total Capital Plan Expenditure</b>	<b>35,624,724</b>	<b>41,794,844</b>	<b>34,978,420</b>	<b>18,314,300</b>	<b>11,346,150</b>	<b>10,416,300</b>

## Detailed Capital Plan by Function

### General Government

Department	Project Name	2019	2020	2021	2022	2023	TOTAL COST	Category
Information Technology	Technology Transformation Program	1,221,600	400,000	-	-	-	1,621,600	Master Plan
Information Technology	Council Chambers Camera Upgrades	30,000	-	-	-	-	30,000	Facility
Information Technology	Thunderbird Radio Tower Replacement	25,000	155,000	-	-	-	180,000	Facility
Information Technology	Fibre Conduit Installations	170,100	160,000	100,000	-	-	430,100	Infrastructure
Information Technology	Annual Workstation Upgrades	40,000	45,000	50,000	50,000	50,000	235,000	Equipment
Facilities Management	Brennan Park vertical mast lift	30,000	-	-	-	-	30,000	Facility
Facilities Management	Brennan Park Ductless Heat pump in Specialist Office	12,500	-	-	-	-	12,500	Facility
Facilities Management	Brennan Park arena emergency exit stair replacement	90,000	-	-	-	-	90,000	Facility
Library	Library garbage enclosure	15,000	-	-	-	-	15,000	Facility
Real Estate	Capital - Affordable Rental Housing Construction	300,000	-	-	-	-	300,000	Strategic Plan
Real Estate	Real Estate and Facility Master Plan - Acquisitions	5,500,000	-	-	-	-	5,500,000	Master Plan
		7,434,200	760,000	150,000	50,000	50,000	8,444,200	

### Protective Services

Department	Project Name	2019	2020	2021	2022	2023	TOTAL COST	Category
Fire Services	Tantalus Firehall Replacement	600,000	5,000,000	-	-	-	5,600,000	Master Plan
Fire Services	Firehall Valleycliffe - final seismic upgrades to hose tower	679,400	-	-	-	-	679,400	Facility
Fire Services	Fire Department Auto Extrication Equipment	55,000	55,000	-	-	-	110,000	Equipment
Police Services	RCMP Mechanical equipment upgrades	-	99,200	138,800	137,050	141,300	516,350	Facility
		1,334,400	5,154,200	138,800	137,050	141,300	6,905,750	

### Economic and Community Development

Department	Project Name	2019	2020	2021	2022	2023	TOTAL COST	Category
Community & Land Use Planning	Capital Plan - Carbon Neutral Projects	20,000	-	-	-	-	20,000	Infrastructure
Economic Development	Capital Fac - Adventure Centre Garbage Bin Enclosure	15,000	-	-	-	-	15,000	Facility
Economic Development	Capital ED - Signage - Tourism Directional	10,800	-	-	-	-	10,800	Infrastructure
Economic Development	Squamish Downtown Transformation Initiative – Wayfinding	-	250,000	275,000	250,000	-	775,000	Infrastructure
		45,800	250,000	275,000	250,000	-	820,800	

### Recreation, Parks and Trails

Department	Project Name	2019	2020	2021	2022	2023	TOTAL COST	Category
Arts and Culture	Capital - Public Art Committee Major Project	75,000	-	-	-	-	75,000	Facility
Library	Replacement of public internet computers	-	20,000	-	-	-	20,000	Equipment
Parks & Trails	Discovery Trail Improvements	470,000	-	-	-	-	470,000	Strategic Plan
Parks & Trails	Capital PW - Dentville Community Park	150,000	-	-	-	-	150,000	Infrastructure
Parks & Trails	Capital PW - Stan Clarke Mural Rehab	11,800	-	-	-	-	11,800	Infrastructure
Parks & Trails	Capital PW - Tourism Access/Trailhead Improvements	50,000	-	-	-	-	50,000	Infrastructure
Parks & Trails	Turtle Trail Accessibility Improvements	-	12,000	-	-	-	12,000	Infrastructure
Parks & Trails	Crumpit Cruiser Trail Repair & Safety Upgrade	-	65,000	-	-	-	65,000	Infrastructure
Parks & Trails	New F550 "Haul-All" Garbage Truck	-	180,000	-	-	-	180,000	Infrastructure
Parks & Trails	Corridor Trail Active Transportation Pinch Point Improvement	-	-	50,000	-	-	50,000	Strategic Plan
Parks & Trails	New Wood Chipper	-	-	60,000	-	-	60,000	Equipment
Parks & Trails	Mens Hardball Safety Improvements	-	-	12,000	-	-	12,000	Infrastructure
Parks & Trails	Offleash Dog Parks	-	-	6,000	202,000	-	208,000	Infrastructure
Parks & Trails	Baseball Dugout Replacement	-	-	20,000	25,000	-	45,000	Infrastructure
Parks & Trails	Fields 2/3/4/6 Backstop Replacement	-	-	40,000	40,000	40,000	120,000	Infrastructure
Recreation Services	BPRC Upgrade & Expansion	750,000	625,000	400,000	169,100	-	1,944,100	Master Plan
Recreation Services	Brennan Park Community Centre roof and HVAC replacement	7,500	900,000	-	-	-	907,500	Facility
Facilities Management	Capital Fac - BP Electrical Switch Gear Replacement	86,100	-	-	-	-	86,100	Facility
Facilities Management	Capital Fac - BP Rec Centre Store Front Door Replacement	25,000	-	-	-	-	25,000	Facility
Facilities Management	Capital Fac - Arena Slab Motor Control	26,000	-	-	-	-	26,000	Facility
Facilities Management	Capital Fac - Arena Backup Generator Replc	38,300	-	-	-	-	38,300	Facility
Facilities Management	Capital Fac - BP Arena Accessibility Improvements	9,700	-	-	-	-	9,700	Facility
Recreation Services	Brennan Park Arena new de-humidifiers	-	110,000	-	-	-	110,000	Facility
Oceanfront Parks	Oceanfront - DCC P12 - Oceanfront Park	-	500,000	1,900,000	-	-	2,400,000	Growth
		1,699,400	2,412,000	2,488,000	436,100	40,000	7,075,500	

## Transportation and Transit

Department	Project Name	2019	2020	2021	2022	2023	TOTAL COST	Category
Airport	Airport Runway Rehabilitation	550,000	-	-	-	-	550,000	Infrastructure
Airport	Airport Emergency Improvements	-	10,000	-	-	-	10,000	Infrastructure
Fire Services	Mobile Data Terminals	24,000	-	-	-	-	24,000	Equipment
Diking and Drainage	Flood Protection Upgrades	2,000,000	4,000,000	4,000,000	4,000,000	4,000,000	18,000,000	Master Plan
Diking and Drainage	Capital Eng - Drainage - Dikes Annual	3,718,900	-	-	-	-	3,718,900	Master Plan
Diking and Drainage	Judd Station Pump Replacement	100,000	-	-	-	-	100,000	Infrastructure
Diking and Drainage	Capital PW - Third Ave Pond Remediation	689,400	-	-	-	-	689,400	Infrastructure
Diking and Drainage	Mamquam Blind Channel Dredging	-	100,000	-	-	-	100,000	Master Plan
Diking and Drainage	Skyline Place drainage repair	-	50,000	-	-	-	50,000	Infrastructure
Diking and Drainage	Re-siding Drainage Pump Stations	-	-	24,000	24,000	24,000	72,000	Facility
Fleet Management	Public Works Handheld Radio Replacements	15,800	-	-	-	-	15,800	Equipment
Fleet Management	V9430 Ford Ranger Replacement	40,000	-	-	-	-	40,000	Equipment
Fleet Management	F9421 Ford Ranger Supercab Replacement with F150 - Bylaw	38,334	-	-	-	-	38,334	Equipment
Fleet Management	V9085 Kubota RTV Replacement	50,000	-	-	-	-	50,000	Equipment
Fleet Management	V9430 Backhoe Replacement	140,000	-	-	-	-	140,000	Equipment
Fleet Management	V9425 Sign Truck Replacement	150,000	-	-	-	-	150,000	Equipment
Fleet Management	Replacement of Fleet Shop Hoist	-	25,000	-	-	-	25,000	Equipment
Fleet Management	2002 Chevy Venture Victim Services Van (V8441)	-	32,000	-	-	-	32,000	Equipment
Fleet Management	2009 EOC F150 (V6010) Replacement	-	34,500	-	-	-	34,500	Equipment
Fleet Management	2008 MH Toyota Prius (V8427) Replacement	-	32,000	-	-	-	32,000	Equipment
Fleet Management	2009 PW Pontiac G3 (V9435) Replacement	-	32,000	-	-	-	32,000	Equipment
Fleet Management	2008 Mercedes Smart Car (V9427)	-	32,000	-	-	-	32,000	Equipment
Fleet Management	2005 Ingersol Rand Roller (V9419) Replacement	-	80,000	-	-	-	80,000	Equipment
Fleet Management	2008 Freightliner Dump Truck (V9426) Replacement	-	285,000	-	-	-	285,000	Equipment
Fleet Management	Global Positioning System (GPS) for Fleet Vehicles	-	-	30,000	-	-	30,000	Equipment
Fleet Management	V9423 Utilities F250 Replacement	64,000	-	-	-	-	64,000	Equipment
Emergency Management	SSARS Incident Command Van	56,000	-	-	-	-	56,000	Equipment
Parks & Trails	Replace Homer Dome Electrical Shed	27,000	-	-	-	-	27,000	Infrastructure
Parks & Trails	Portable Aluminum Bleachers for Brennan Park Sports Fields	10,000	10,000	5,000	-	-	25,000	Equipment
Facilities Management	Capital Fac - WWTP Exterior Lights	6,400	-	-	-	-	6,400	Facility
Facilities Management	Special Projects - Brennan Park Facility - Exit Stair Repairs	20,000	-	-	-	-	20,000	Facility
Oceanfront Storm	Oceanfront - DCC D15 - Peninsula Shared Stormwater Mains	712,610	896,220	-	-	-	1,608,830	Growth
Oceanfront Roads	Capital Eng - Oceanfront DCC P17 Boardwalk A & B	185,000	-	-	-	-	185,000	Growth
Transit	Transit Stop Infrastructure Improvements	75,000	75,000	75,000	75,000	75,000	375,000	Strategic Plan
Transportation	Active Transportation Improvements	700,000	700,000	700,000	700,000	700,000	3,500,000	Strategic Plan
Transportation	Capital Eng - Active Trans Improvements	192,000	-	-	-	-	192,000	Strategic Plan
Transportation	CN Rail Crossing Safety Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	Master Plan
Transportation	Capital Eng - Rail Crossing Safety Improvements	995,100	-	-	-	-	995,100	Master Plan
Transportation	Annual Road Reconstruction	1,100,000	1,200,000	1,300,000	1,300,000	1,300,000	6,200,000	Master Plan
Transportation	Capital - Roads & Bridges Annual	231,500	-	-	-	-	231,500	Master Plan
	DCC R-4, R-11 - Pioneer Way Extension and Pioneer-Government Rd Intersection	1,409,500	2,000,000	1,600,000	-	-	5,009,500	Growth
Transportation	Oceanfront - DCC R20 - Peninsula Main Road Arterial	1,483,300	1,439,200	1,559,500	-	-	4,482,000	Growth
Transportation	University Bridge Repair	75,000	-	-	-	-	75,000	Infrastructure
Transportation	Streetlight LED Conversion	136,800	-	-	-	-	136,800	Infrastructure
Transportation	Capital Eng - Tantalus Bike Lane	26,400	-	-	-	-	26,400	Infrastructure
Transportation	Active Transportation Improvements - Incremental	-	300,000	300,000	400,000	400,000	1,400,000	Strategic Plan
Transportation	DCC R-15 Garibaldi/Tantalus Signal	-	250,000	-	-	-	250,000	Growth
Transportation	Traffic Calming Improvements	-	75,000	75,000	75,000	75,000	300,000	Infrastructure
Transportation	New Paint Machine	-	-	8,000	8,000	-	16,000	Equipment
Transportation	Cleveland Traffic Light Controller Replacement	-	-	45,000	-	-	45,000	Infrastructure
		16,022,044	12,657,920	10,721,500	7,582,000	7,574,000	54,557,464	

## Public Health

No Capital Spending Identified

## Solid Waste Fund

Department	Project Name	2019	2020	2021	2022	2023	TOTAL COST	Category
Solid Waste Management	Landfill Vertical Expansion	3,139,200	-	-	-	-	3,139,200	Master Plan
Solid Waste Management	Landfill Gas Capture and Flare	100,000	1,250,000	-	-	-	1,350,000	Master Plan
Solid Waste Management	Capital - Landfill Fire Camera	7,100	-	-	-	-	7,100	Equipment
		3,246,300	1,250,000	-	-	-	4,496,300	

## Water Fund

Department	Project Name	2019	2020	2021	2022	2023	TOTAL COST	Category
Water Services	Annual Watermain Replacement	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	5,500,000	Master Plan
Water Services	Capital Eng - Priority Watermain Annual Replacement	332,700	-	-	-	-	332,700	Master Plan
Water Services	Water Meter Installations	1,000,000	1,000,000	-	-	-	2,000,000	Master Plan
Water Services	DCC W15 - New Reservoir	270,500	3,069,000	-	-	-	3,339,500	Growth
Water Services	DCC W11a - Decommission Logger's Lane and High School PRV	86,000	-	-	-	-	86,000	Growth
Water Services	Automated Non-Potable Bulk Fill Station at Hendrickson Fields	30,000	-	-	-	-	30,000	Growth
Water Services	Capital Eng - DCC W6 Govt Rd WM Mamquam-Amble	113,100	-	-	-	-	113,100	Growth
Water Services	Capital Eng - DCC W11B New Blind Channel Prv	125,400	-	-	-	-	125,400	Growth
Water Services	Powerhouse Springs Well 3 Replacement	145,000	-	-	-	-	145,000	Infrastructure
Water Services	Distribution System Flow Meters	30,000	-	-	-	-	30,000	Infrastructure
Water Services	Fire Hydrant Installation Program Year 4 of 7	30,000	30,000	30,000	30,000	-	120,000	Infrastructure
Water Services	Annual PRV Replacement	220,000	-	-	110,000	-	330,000	Infrastructure
Water Services	Panasonic Toughbooks for Utilities	9,000	-	-	-	-	9,000	Equipment
Water Services	Powerhouse Springs Wellfield Fencing	15,000	-	-	-	-	15,000	Facility
Water Services	Capital PW - Water Connections	80,000	80,000	80,000	80,000	80,000	400,000	Infrastructure
Oceanfront Water	Oceanfront - DCC W16 - Peninsula Watermain Connection - Galbraith Aven	561,000	-	-	-	-	561,000	Growth
Oceanfront Water	Oceanfront - DCC W17 - Peninsula Watermain Connection - Cattermole Cre	1,040,000	-	-	-	-	1,040,000	Growth
Oceanfront Water	Oceanfront - DCC W19 Peninsula Road B Watermain	597,800	-	-	-	-	597,800	Growth
		5,785,500	5,279,000	1,210,000	1,320,000	1,180,000	14,774,500	

## Sewer Fund

Department	Project Name	2019	2020	2021	2022	2023	TOTAL COST	Category
Waste Water Services	Capital Eng - Waste Water Annual Main Replacement	233,200	-	-	-	-	233,200	Master Plan
Waste Water Services	DCC S2 - WWTP - Upsize for Future Growth	1,641,600	3,780,000	1,770,000	-	-	7,191,600	Growth
Waste Water Services	New Ford F250 for Wastewater Collections - Growth	46,000	-	-	-	-	46,000	Growth
Waste Water Services	WWTPBlower Replacement and Energy Efficiency Upgrade	75,000	75,000	-	-	-	150,000	Infrastructure
Waste Water Services	Automated Waste Activated Sludge Valve	10,000	-	-	-	-	10,000	Infrastructure
Waste Water Services	Replacement of DO Probes for "Old Side" Treatment Process at WWTP	10,000	-	-	-	-	10,000	Infrastructure
Waste Water Services	Polymer Optimization Project	20,000	-	-	-	-	20,000	Infrastructure
Waste Water Services	Sewer System Electrical Safety Upgrades	21,000	-	-	-	-	21,000	Infrastructure
Waste Water Services	VFD Maintenance & Replacement Program	26,000	26,000	26,000	26,000	26,000	130,000	Infrastructure
Waste Water Services	Replacement of failed or failing sewage lift station pumps	50,000	15,000	15,000	-	-	80,000	Infrastructure
Waste Water Services	WWTP Repair and Replacement	300,000	20,000	85,000	-	-	405,000	Infrastructure
Waste Water Services	Gravity Sewer Repair and Replacement	550,000	550,000	550,000	550,000	550,000	2,750,000	Infrastructure
Waste Water Services	Forcemain Replacements	1,070,000	625,000	810,000	920,000	780,000	4,205,000	Infrastructure
Waste Water Services	Multi-functional Heavy Truck	325,000	-	-	-	-	325,000	Equipment
Waste Water Services	Scada Radio Replacement - Year 2 of 2	40,000	-	-	-	-	40,000	Equipment
Waste Water Services	Capital PW - SCADA Radio Replacement - Year 1 of 2	10,500	-	-	-	-	10,500	Equipment
Waste Water Services	SCADA Hardware Replacement	30,000	30,000	30,000	30,000	30,000	150,000	Equipment
Waste Water Services	Capital PW - SCADA Hardware Replacement	13,900	-	-	-	-	13,900	Equipment
Waste Water Services	Lift Station Reconstruction	350,000	-	-	-	-	350,000	Facility
Waste Water Services	Capital Eng - Lift Station Reconstr WW	396,200	-	-	-	-	396,200	Facility
Waste Water Services	Capital PW - Waste Water Connections	45,000	45,000	45,000	45,000	45,000	225,000	Infrastructure
Waste Water Services	Capital Eng - DCC S8 S10 Chiefview & Tantalus Sewer Upgrade	-	1,449,300	-	-	-	1,449,300	Growth
Waste Water Services	New Tandem Axle Vacuum Truck for Utilities	-	600,000	-	-	-	600,000	Equipment
Oceanfront Sewer	Oceanfront - DCC S22 - 450mm diameter Vancouver Street Collector Sewer	963,800	-	-	-	-	963,800	Growth
		6,227,200	7,215,300	3,331,000	1,571,000	1,431,000	19,775,500	

## 6. Supplemental Information

### 2019 Special Operating Projects Funding

#### GENERAL GOVERNMENT

Ref #	Department	Subproject	Project Name	Cfwd	2019	GRANTS	RESERVES	OTHER	ACC.	
									SURPLUS	2019 TAX
Change	Chief Administrative Office	12300105	OCP Monitoring		30,000	-	-	5,000	-	25,000
Cfwd	Chief Administrative Office	12300101	Special Projects - CAO - Youth Project (Canada 150 Grant)	Yes	1,500	-	-	-	1,500	-
Cfwd	Chief Administrative Office	12300103	Special Projects - CAO - Benchmarking Program Development	Yes	5,900	-	-	-	5,900	-
Cfwd	Chief Administrative Office	12300104	Special Projects - CAO - First Nation Reconciliation	Yes	2,800	-	-	-	2,800	-
Cfwd	Communications	20300100	Special Projects - Communications - Public Engagement	Yes	3,500	-	-	-	3,500	-
23	Facilities Management	32302101	Forestry building exterior painting		10,000	-	-	-	-	10,000
22	Facilities Management	28320105	Facilities Duct Cleaning		10,000	-	-	-	-	10,000
			Special Projects - Real Estate - Adventure Centre Parking Lot							
Cfwd	Facilities Management	28300100	Improvement	Yes	4,100	-	-	-	4,100	-
18	Real Estate	28300105	Real Estate and Facility Master Plan		45,000	-	-	-	45,000	-
			Special Projects - Real Estate - Property Acquisition/Disposition							
Cfwd	Real Estate	28300104	Program	Yes	2,000	-	-	-	2,000	-
Cfwd	Real Estate	28300101	Special Projects - Real Estate - Sponsored Crown Grant Survey	Yes	26,000	-	-	-	26,000	-
Cfwd	Real Estate	28300102	Special Projects - Real Estate - Boundary Extension Project	Yes	40,000	-	-	-	40,000	-
Cfwd	Real Estate	28300103	Special Projects - Real Estate - Civic Services Complex Project	Yes	46,700	-	-	-	46,700	-
12	Financial Services	24300102	Procurement Functional Review Implementation		5,000	-	-	-	-	5,000
13	Financial Services	24300103	UBW Systems Support and Development		15,000	-	-	-	-	15,000
Cfwd	Financial Services	24300101	Special Projects - Financial Services - Financial System Improvement	Yes	1,200	-	-	-	1,200	-
Change	Human Resources	22300103	Human Resources Master Plan		25,000	-	-	-	-	25,000
38	Human Resources	22300104	Labour Relations & Collective Agreement Negotiations		50,000	-	50,000	-	-	-
Cfwd	Human Resources	22300103	Special Projects - Human Resources - Human Resources Master Plan	Yes	26,400	-	-	-	26,400	-
Cfwd	Human Resources	22300101	Special Projects - Human Resources - HR Systems Improvements	Yes	1,700	-	-	-	1,700	-
35	Information Technology	26300102	DeBecks Radio Tower Lease		10,000	-	-	-	-	10,000
37	Information Technology	26300103	Digital Aerial Photo (Orthophoto)		27,000	-	27,000	-	-	-
					396,800	-	77,000	5,000	214,800	100,000

#### PROTECTIVE SERVICES

Ref #	Department	Subproject	Project Name	Cfwd	2019	GRANTS	RESERVES	OTHER	ACC.	
									SURPLUS	2019 TAX
36	Building Inspection	44300101	Building Permit Plans Digitization		15,000	-	-	-	-	15,000
Cfwd	Building Inspection	44300100	Special Projects - Building Inspection - Building Bylaw Rewrite	Yes	30,400	-	-	-	30,400	-
Cfwd	Bylaw Enforcement	40300101	Special Projects - PW - Off-Leash Dog Park	Yes	17,500	-	-	-	17,500	-
9	Emergency Management	38300108	Sea to Sky Evacuation Plan Community Outreach		25,000	25,000	-	-	-	-
10	Emergency Management	38300107	Flood Response Plan		10,000	-	-	-	-	10,000
Cfwd	Emergency Management	38300103	Special Projects - Emergency Management - Community Emergency	Yes	25,000	-	-	25,000	-	-
Cfwd	Emergency Management	38300105	Special Projects - Emergency Management - Fire Smart Planning &	Yes	8,800	-	-	8,800	-	-
Cfwd	Emergency Management	38300104	Special Projects - Emergency Management - DOS and SN Care	Yes	5,000	-	-	5,000	-	-
7	Fire Services	36300101	FireSmart and Community Resilience Investment Program		100,000	100,000	-	-	-	-
Cfwd	Fire Services	36300100	Special Projects - Fire Services - Community Wildfire Protection Plan	Yes	7,300	-	-	-	7,300	-
25	Police Services	34302102	RCMP geothermal well pump repairs		30,000	-	-	-	-	30,000
30	Police Services	34302101	RCMP Security upgrades		42,500	-	-	-	-	42,500
					316,500	125,000	-	38,800	55,200	97,500

#### TRANSPORTATION & TRANSIT

Ref #	Department	Subproject	Project Name	Cfwd	2019	GRANTS	RESERVES	OTHER	ACC.	
									SURPLUS	2019 TAX
8	Diking and Drainage	60320102	Eagle Viewing Area Dike Master Plan		270,000	270,000	-	-	-	-
			Storm Sewer Inventory Collection, Condition Assessment and							
17	Diking and Drainage	60320103	Flushing		100,000	-	-	-	-	100,000
32	Diking and Drainage	60300101	3rd Avenue Tide Gate Actuator Replacement		8,000	-	-	-	-	8,000
			Special Projects - Engineering Study - Storm Sewer Inventory							
Cfwd	Diking and Drainage	60320103	Collection, Condition Assessment and Flushing	Yes	71,300	-	-	-	71,300	-
Cfwd	Diking and Drainage	60300100	Special Projects - PW Drainage & Flooding - Dike Vegetation Mgmt	Yes	35,000	-	-	-	35,000	-
15	Infrastructure Engineering	50300107	Seismic Assessment of Dikes		110,000	-	-	-	-	110,000
16	Infrastructure Engineering	50300105	Integrated Stormwater Management Plans		230,000	145,728	-	84,272	-	-
Cfwd	Infrastructure Engineering	50300104	Special Projects - Engineering Study - Asset Management Plan	Yes	69,600	-	-	-	69,600	-
Cfwd	Infrastructure Engineering	50300105	Special Projects - Engineering Study - Integrated Stormwater	Yes	130,500	-	-	130,500	-	-
Cfwd	Infrastructure Engineering	50300106	Special Projects - Engineering Study - Squamish River Floodplain	Yes	53,700	-	-	53,700	-	-
			Special Projects - Engineering Study - DCC R1B - Downtown Entrance							
Cfwd	Infrastructure Engineering	50300103	Study	Yes	96,600	-	-	-	96,600	-
Cfwd	Infrastructure Engineering	50300102	Special Projects - Engineering Study - Greening Subdivision Bylaw	Yes	10,000	-	-	-	10,000	-
					1,184,700	415,728	-	268,472	282,500	218,000

## ECONOMIC & COMMUNITY DEVELOPMENT

Ref #	Department	Subproject	Project Name	Cfwd	2019	GRANTS	RESERVES	OTHER	ACC. SURPLUS	2019 TAX
4	Community & Land Use Planr	62300105	Planning Policy Development Support		87,864	-	-	-	-	87,864
Cfwd	Community & Land Use Planr	62300101	Special Projects - Community & Land Use Planning - Zoning Bylaw	Yes	31,000	-	-	-	31,000	-
3	Economic Development	72300104	Sector Development and FDI Attraction Plan		50,000	25,000	-	-	-	25,000
Cfwd	Economic Development	72300102	Special Projects - Economic Development - LNG Tax Agreement	Yes	52,800	-	-	52,800	-	-
Add	Economic Development	72300105	Economic Development Data Acquisition		25,000	-	-	-	25,000	-
			Special Projects - Economic Development - Contract Services Marine							
Cfwd	Economic Development	72300100	Strategy Scoping & FDI	Yes	19,100	-	-	-	19,100	-
1	Environmental Management	66300104	Community Carbon Marketplace Phase 4		16,750	-	16,750	-	-	-
5	Environmental Management	66300105	Community Energy and Emissions Plan		25,000	-	-	-	-	25,000
			Special Projects - Environmental Management - Squamish Estuary							
Cfwd	Environmental Management	66300103	Management Plan Update	Yes	16,000	-	-	-	16,000	-
Cfwd	Environmental Management	66300101	Special Projects - Environmental Management - Carbon Neutral Plan	Yes	14,500	-	-	-	14,500	-
Cfwd	Environmental Management	66300102	Special Projects - Environmental Management - Greenhouse Gas	Yes	16,000	-	-	-	16,000	-
					354,014	25,000	16,750	52,800	121,600	137,864

## RECREATION & PARKS

Ref #	Department	Subproject	Project Name	Cfwd	2019	GRANTS	RESERVES	OTHER	ACC. SURPLUS	2019 TAX
34	Arts and Culture	82300102	Squamish Arts Council Partnership Agreement		45,000	-	-	-	-	45,000
Cfwd	Arts and Culture	82301100	Special Projects - Arts Building - Building Repairs	Yes	7,000	-	-	-	7,000	-
20	Library	80301102	Library exterior painting		7,000	-	-	-	-	7,000
24	Library	80301104	Library roof inspection and repairs		15,500	-	-	-	-	15,500
27	Library	80301103	Library new blinds		10,000	-	-	-	-	10,000
33	Library	80300103	Library Future Needs Study		20,000	-	-	-	-	20,000
2	Parks & Trails	86300102	Additional Trails Maintenance Budget		10,000	-	-	-	-	10,000
11	Parks & Trails	86300106	Irrigation Well / Non-potable Water Supply Rehabilitation Program		15,000	-	-	-	-	15,000
31	Parks & Trails	86300105	Artificial Turf Field Major Maintenance		27,000	-	-	-	-	27,000
	Parks & Trails	86300103	Public Works Music Festival Support		34,000	-	-	34,000	-	-
14	Recreation Services	84300104	Brennan Park Master Plan		50,000	-	-	-	-	50,000
21	Recreation Services	84303101	55 + Activity Centre interior painting		8,000	-	-	-	-	8,000
26	Recreation Services	84302104	Brennan Park exterior car park and sidewalk repairs		50,000	-	-	-	-	50,000
28	Recreation Services	84302106	Brennan Park Evaporative Condensor Pump		10,000	-	-	-	-	10,000
29	Recreation Services	84302107	Brennan Park safety upgrades		40,000	-	-	-	-	40,000
Add	Recreation Services	84302105	Brennan Park Ammonia Condensor Motor Replacement		10,500	-	-	-	10,500	-
			Special Projects - Recreation - Sponsorship and Community							
Cfwd	Recreation Services	84300101	Partnership Policy	Yes	10,000	-	-	-	10,000	-
					369,000	-	-	34,000	27,500	307,500

## PUBLIC HEALTH - CEMETERY

Ref #	Department	Subproject	Project Name	Cfwd	2019	GRANTS	RESERVES	OTHER	ACC. SURPLUS	2019 TAX
Cfwd	Cemetery	88300100	Special Projects - Cemetery - Cemetery Master Plan	Yes	41,500	-	-	-	41,500	-



## UTILITIES

Ref #	Department	Subproject	Project Name	Cfwd	2019	FEES	OTHER	ACC. SURPLUS
2	Solid Waste Management	92300102	Solid Waste Bylaw Outreach		42,000	42,000	-	-
7	Solid Waste Management	92301103	Design and Operation Plan Update		112,000	112,000	-	-
Cfwd	Solid Waste Management	92301100	Special Projects - Landfill - Horizontal Landfill Expansion Pre-Design Special Projects - Solid Waste Admin & Collections - Solid Waste	Yes	20,000	-	-	20,000
Cfwd	Solid Waste Management	92300100	Management	Yes	6,500	-	3,250	3,250
					180,500	154,000	3,250	23,250
1	Water Services	94300100	Water Rate Study		-	-	-	-
8	Water Services	94300104	Plateau/Thunderbird Reservoir Condition Assessments		50,000	50,000	-	-
9	Water Services	94320101	Replace Fence at Lower University Pump Stations		30,000	30,000	-	-
Cfwd	Water Services	94300100	Special Projects - Water Services Engineering - Water Bylaw Rewrite	Yes	15,000	-	-	15,000
					95,000	80,000	-	15,000
3	Waste Water Services	96301103	Source Control Effectiveness Study		10,000	10,000	-	-
4	Waste Water Services	96301100	Outfall Inspection		-	-	-	-
5	Waste Water Services	96301100	Queens Way Lift Station Condition Assessment		-	-	-	-
6	Waste Water Services	96301100	Feasibility Study to Abandon Judd and Cottonwood Lift Station		-	-	-	-
10	Waste Water Services	96302101	WWTP staff change room		22,000	22,000	-	-
11	Waste Water Services	96301104	Fall Arrest Upgrades - Year 2 of 3		10,000	10,000	-	-
					42,000	42,000	-	-
					317,500	276,000	3,250	38,250

## 2019 Special Operating Projects – Descriptions

Ref #	Project Name	Project Description	Project Justification Benefits
1	Community Carbon Marketplace Phase 4	This project will complete Phase 4: Continued Growth of Squamish's Local Low-Carbon Economy - it will focus on optimizing the growth of the Squamish Community Carbon Marketplace to its maximum potential through an expanded communication and outreach efforts to: (1) Expand supply of community carbon credits by identifying and listing additional greenhouse gas reduction projects (GHGRPs) beyond those found in Phase 2, and (2) Expand demand for community carbon credits by engaging additional businesses and local governments in the region to continue to expanding and grow interest for purchases	The CCM has been an exciting project for the District and with hard work has provided the District with local projects to become carbon neutral. By funding the 4th phase of this project the CCM will continue to have a positive impact on local business and provide a continued source of offsets for the District. Thus supporting the District's continued commitment to carbon neutrality and the Climate Action Charter (CAC).
2	Additional Trails Maintenance Budget	Additional materials for active transportation trail maintenance	Active transportation trails showing signs of wear. Replacement of bridge decking, shouldering, signage, information kiosks and pavement patching required.
3	Sector Development and FDI Attraction Plan	In 2019, Economic Development intends to develop a comprehensive sector and foreign direct investment (FDI) attraction plan to address challenges and opportunities facing local business and ensure a healthy level of investment which supports sustainable local economic growth. This plan will include comprehensive profiles of key sectors of the Squamish economy along with an action plan that supports their growth.	A recent survey conducted by economic development found that local businesses are faced with a number of challenges and opportunities as it relates to their company's health and ability to expand in Squamish. The outcome of this robust sector plan is meant to support these local businesses by equipping them with business intelligence and practical considerations to realize growth. Additionally, this plan will work to create new local job opportunities through targeted FDI attraction efforts - critical in addressing our fast-growing population, set to nearly double by 2036, and ensure that local jobs better reflect the characteristics of the local workforce.
4	Planning Policy Development Support	Community planning has a substantial policy load to complete in 2019, including an overall Zoning Bylaw review, STR regulations, DP/area guidelines for steep slopes and wildfire issues, an agricultural plan, early childhood development policy and waste management guidelines. This will require backfill for positions, consulting services and costs for community engagement.	The majority of the policy work is identified as priority work or identified as necessary in the OCP. Project is being led internally by a Planner 2, the budget ask is to maintain a Planner 1 contract position to cover application review work.
5	Community Energy and Emissions Plan	*This project will only move forward if we are successful with the climate change staff grant. A consultant will be hired to complete a community emissions inventory, develop an action plan and monitoring strategy, and assist with any policy bylaw changes required to support the plan. Several opportunities for public/stakeholder consultation will be provided as the plan is developed. Note that this is aimed at the broader Squamish community, not at our corporate operations. Corporate operations are addressed separately.	This project is a key component of the workplan for the climate change staff grant. If we are successful with the grant, the new staff person will be working primarily on this plan in year 1, and will move on to implementation activities in year 2. Development of this plan is supported by OCP policy 19.4 a: "Prioritize completion of a Community Energy and Emissions Plan". The plan will provide guidance for subsequent projects, policy/bylaw changes etc. that will assist the District to meet our GHG emissions reduction target of 80% below 2007 levels by 2050, and reduce our reliance on fossil fuels.
6	OCP Monitoring	Activate the OCP Performance Monitoring framework by setting up long-term program for ongoing data collection, analysis and reporting across the organization respecting identified OCP Performance Indicators.	The project involves defining the District's community performance measurement program parameters by developing a data plan (methods, collection) for organization-wide data collection and reporting. Designing and
7	FireSmart and Community Resilience Investment Program	Firesmart fund self-organized residents to lead implementing solutions for wildfire safety on their own properties and is funded through BC grants. SFR used this funding in 2018 to organize chipper days, public education sessions and educational advertising and plans similar programming for 2019. The Community Resiliency Investment Program is a new BC program intended to reduce risk and impact of wildfire to communities in BC. Applicants can apply for 100% of the cost of eligible activities to a maximum of \$100,000. Funds can be used for risk reduction programs including public education, planning, and fuel and vegetation management.	The need for this program has been identified as a very high priority in the 2017 Community Wildfire Protection Plan Update (which will be brought to Council for review on September 25 <sup>th</sup> ). The Province provides grants to fund 100% of both these programs. The Community Resilience program is quite new, so how the District plans to use the funds is still to be decided; however, there is over \$100,000 of fuel management work within the District, so applying for the maximum amount of the grant is warranted.
8	Eagle Viewing Area Dike Master Plan	The IFHMP identified the dike at the Eagle Viewing area as deficient and in need of upgrade. It also identified significant challenges associated with upgrading the dike due to infrastructure on and behind the dike and land tenure issues. Other challenges include lack of parking and tourism facilities in the area. This project will evaluate existing challenges and opportunities and prepare a plan/concept design to upgrade the dike and infrastructure in the Eagle Viewing Area. Squamish Nation will be a key participant in the creation of the plan.	The IFHMP recommends this project due to the high potential and damage of a dike breach in this location as well as the significant challenges to upgrading the dike.
9	Sea to Sky Evacuation Plan Community Outreach	Following the completion of the Sea to Sky Multimodal Evacuation Plan, there is a need to increase public awareness of evacuation processes and requirements. A series of outreach materials will be created to engage and educate the public regarding evacuation.	Educating the public about how they can be prepared for a mass evacuation in advance will increase the effectiveness of the evacuation plan in the event of a major emergency or disaster situation.
10	Flood Response Plan	The development of Flood Response plan is the third stage of the District's Comprehensive Emergency Management Plan (CEMP). The Flood Response Plan will outline the coordination of activities to manage a flood event. There is no existing Flood Response Plan and the District is currently exposed to significant risk should a major flood occur. The Emergency Program will work with the Engineering Department and Operations Department to develop the Flood Response Plan.	The Integrated Flood Hazard Mitigation Plan endorsed in 2017 identified the development of the Flood Response Plan as one of the next steps. The majority of the plan will be developed in house. In consultation with the Engineering Department, it was decided that consultant will be required to help develop the trigger points for flood response actions. Flood response planning is a critical aspect of planning for the safety and wellbeing of citizens and visitors to Squamish.
11	Irrigation Well / Non-potable Water Supply Rehabilitation Program	Brennan Park, Hendrickson Fields and the Cemetery are all irrigated using non-potable irrigation wells. These wells are also used to supply bulk non-potable water to contractors for dust control, etc. 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. External contractors will have limited options to using potable water.
12	Procurement Functional Review Implementation	Consulting services to support the implementation of a partially centralized Procurement function and staff training throughout the organization. \$25,000 of consulting was budgeted in 2018 to review and make recommendations for purchasing functions, assist with hiring and recruitment and support implementation. Additional changes in policy, a procedures manual, staff training, templates for an extensive number of procurement documents and support to implement a P-Card program will require additional one time start up support for the procurement professional hired late 2018.	Implementing the recommendations of the procurement function review is expected to generate a minimum of \$360K savings and reduce risks currently inherent in the DOS procurement activities once all recommendations are up and running. Although these savings can't be easily attributed for budget purposes the consulting report outlined findings in other jurisdictions. Supplementing the 1FTE purchasing function on a one time basis will allow for a speedier implementation and earlier savings.
13	UBW Systems Support and Development	Provides additional consulting services on a temporary basis to facilitate proper training, trouble shooting and to enhance and leverage business processes removed from scope to meet TTP implementation deadlines. This is a one time ask to determine if systems are optimized to add capacity to the department, to support change management, year-end preparation and audit as it relates to UBW.	UBW is a complex system with a steep learning curve for core financial staff. The lead on the project for over a year is an outside consultant and knowledge transfer will still be in progress post implementation. It is fully expected there will be a number of issues discovered and support needed for both Finance and other departments over 2019 and the Finance department is further pressured by at least 2 other TTP Projects (softwares) being implemented in 2019.

Ref #	Project Name	Project Description	Project Justification Benefits
14	<b>Brennan Park Master Plan</b>	A master plan is required for Brennan Park (the surrounding fields and land to the Recreation Centre) to accommodate a range of community needs and activities over time. A community discussion took place in the spring of 2018 where residents and all current user groups shared their ideas for the future of the surrounding Brennan Park fields and lands, and what they value most about the whole site. The master plan is the second half of this project and the master plan will incorporate those ideas received and engage residents and user groups on a recommended course of action. The final result will be a park master plan Brennan Park.	Project recommended in Parks and Recreation Master Plan (2012) and committed to the community (subject to budget) to be completed in 2019
15	<b>Seismic Assessment of Dikes</b>	This project will undertake geotechnical investigation of the District's diking system in order to assess seismic stability and any required remediation measures.	The Provincial Inspector of Dikes has made it a condition of approval for the current Squamish River dike upgrade at Upper Judd Slough that the District complete a seismic upgrade of the dike system within 18 months or prior to the next major upgrade of the Squamish River dike, whichever comes first.
16	<b>Integrated Stormwater Management Plans</b>	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. Increasing storm intensity resulting from climate change makes storm water planning more important.
17	<b>Storm Sewer Inventory Collection, Condition Assessment and Flushing</b>	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.
18	<b>Real Estate and Facility Master Plan</b>	The District endorsed the Real Estate and Facility Strategy in 2018 establishing guiding principles and next steps to support the upcoming decision making required to ensure the District has the necessary facilities and lands to meet the community's needs in a sustainable manner. The next step in the process is to complete a Real Estate and Facility Master Plan ("REFMP") that will identify a prioritized list of facilities and lands ("what") that are required, the proposed timing of the replacements/renovations/expansion ("when") and the non-taxation sources of funding ("how") available to support the investments.	The District is currently refining its construction cost, full life cycle operational and land acquisition estimates plus identifying potential non-taxation funding sources. Once complete, the District requires support to analyse this information within the context of the District's financial resources (Long-Term and Annual 5-Year Financial Plan) to support Council workshop(s) prior to completing the REFMP. The Finance Department currently does not have the resources to support this effort.
19	<b>Human Resources Master Plan</b>	A comprehensive strategy to provide plans for short and long term service delivery capacity based on community needs and growth, organizational structure, workforce and resource planning, recruiting and retention plans and succession planning all to ensure an overall efficient and resilient organization.	A comprehensive strategy to provide plans for short and long term service delivery capacity based on community needs and growth, organizational structure, workforce and resource planning, recruiting and retention plans and succession planning all to ensure an overall efficient and resilient organization.
20	<b>Library exterior painting</b>	The majority of the exterior of the Library was cleaned and re-painted in 2017. This is the balance of the project and involves the cleaning and repainting of the wood soffit.	The paint here is original and has faded and deteriorated over the years. Re-painting will prolong the life of the material.
21	<b>55 + Activity Centre interior painting</b>	This project will focus on wall repair and the re-coating the Great Room, Art Gallery walls, café and the 2 front washrooms. These areas see the highest use and experience the most damage.	Increased use, ultra violet fading and general wear from exercise equipment have caused the front area walls to lose their colour and other walls to be covered in stains. The facility would benefit from a fresh coating.
22	<b>Facilities Duct Cleaning</b>	This project proposes to clean the ducts in various buildings including Brennan Park, 55 + Activity Centre, Municipal Hall, Firehalls and Library. Ducts should be cleaned every 4 - 6 years. Ducts were last cleaned in 2013.	Cleaning of the ducts improves the air quality by removing dust and eliminates potential hazards such as mold.
23	<b>Forestry building exterior painting</b>	This project proposes to clean and re-paint the exterior support posts around the building as well as the underside of the metal canopies. These areas are weather beaten and the paint has deteriorated.	This will prolong the life of these materials.
24	<b>Library roof inspection and repairs</b>	The library roof and HVAC units are 21 years old and will be replaced in the next 3 - 8 years as they reach the end of their service life. While performing some roof repairs last year, a roofing company quoted on repairing 16 blisters found on the roof. This proposal is to hire a roofing consultant to examine the condition of the roof and report on immediate repairs needed as well as provide a plan and budget for roof replacement in the future. The budget allows for some immediate repairs such as the blisters.	This report will allow staff to plan for the roof replacement depending on its findings. It will also be used in conjunction with the Real Estate Plan strategy to determine appropriate timing. Once timing is determined staff can investigate the HVAC replacement to be done with the roof to minimise disruption to the Library.
25	<b>RCMP geothermal well pump repairs</b>	There are 2 X 65ft deep well pumps outside the RCMP detachment that feed the geothermal heating and cooling system. One of the pumps has failed. This project proposes to pull the pump out of the ground for servicing and repairs. The final cost of repairs is unknown until the pump can be examined. This cost is based on an estimate.	The pumps are critical to the heating and cooling system in the detachment. The system is designed to have 2 pumps running alternatively to reduce wear on one pump and to provide redundancy in the case of failure. The pumps are only 13 years old and have a service life of approximately 30 years.
26	<b>Brennan Park exterior car park and sidewalk repairs</b>	This project proposes to continue to repair the exterior arena car park which is deteriorating due to age and volume of traffic. New pot holes and sink holes and failing asphalt will be repaired. In addition, the north end of the sidewalk will be repaired to remove the water pooling as it melts from the ice resurfacer snow. The project will add a catch basin and tie in to existing storm sewer systems to remove ponding water.	This project will remove the risk of injury to patrons and staff. Removing the ponding at the end of the sidewalk is important as this freezes overnight in the winter and becomes a slipping hazard.
27	<b>Library new blinds</b>	There are high windows all along the front of the Library and the children's section. The blinds in these windows are used daily to control the sunlight coming into those areas. Some of the current blinds are broken and no longer work. Parts are no longer available for those blinds in order to repair them. This project will replace the broken blinds.	The blinds are used to control the sunlight that comes in through the large windows. The sun bothers the eyes of visitors and staff particularly in the winter when the sun is lower in the sky and it also damages the books by fading the colour. In addition, the sun in the summer heats up the space causing the air conditioning to work harder. Functioning blinds will reduce damage to the books as well as reduce energy consumption while providing a more enjoyable environment for staff and visitors.
28	<b>Brennan Park Evaporative Condensor Pump</b>	The evaporative condensor pump has reached the end of its service life and is starting to fail. It plays a role in cooling the ammonia in the system for the ice arena particularly as the ice is built each fall.	The pump is not worth fixing due to its age. Replacing it is necessary to keep the ice at a safe temperature for the ice users especially when the ice is being built in the fall.
29	<b>Brennan Park safety upgrades</b>	This project will focus on implementing various safety upgrades at Brennan Park. MIA are visiting Brennan Park in the fall of 2018 and are likely to have some recommendations to reduce risk. In addition, staff need to meet recent code changes and complete recommendations brought forward after the ammonia incident in Fernie from Technical Safety BC as well as Worksafe BC. Items outstanding include: Lifecycle analysis reporting, relief valve replacement and providing back up power for life safety systems. Staff have been told by both regulating bodies that more regulations will be issued in the upcoming months that will need to be complied with.	The District of Squamish has a responsibility to its citizens and staff to provide safe facilities and maintain a Risk Assessed safety rating through Technical Safety BC. In addition, a high safety rating with Technical Safety BC results in less qualified staff needing to be on site per day. Some of the cost will be engineering consultants designing the system upgrades.

Ref #	Project Name	Project Description	Project Justification Benefits
30	RCMP Security upgrades	In early 2018 Squamish RCMP completed a physical security review lead by the RCMP E-Division Departmental Security Section. The review identifies threats and vulnerabilities to the RCMP personnel, information and assets at the detachment, and makes recommendations that are required in order to enhance security and mitigate risks as mandated by the Treasury Board Secretariat. Issues to be addressed were prioritized over a 3 year period starting in 2019. Items for 2019 include new exterior doors and hardware, extensive exterior lighting upgrades and additional exterior cameras.	Subsequent years will address areas such as new gates and openers, garage door openers, a new front counter and duct work adjustments. Some GHG savings will result in the lighting upgrades as existing lights will be replaced with brighter LED options but savings will be unknown until the lights are specified.
31	Artificial Turf Field Major Maintenance	Replacement of crumb rubber and sand on artificial turf field playing surface. O&M manual requires full replacement of crumb rubber and sand on a 6 year schedule.	In order to maintain the anticipated service life of the artificial turf field at Brennen Park a major maintenance is due. The artificial turf field is worth over one million dollars to replace.
32	3rd Avenue Tide Gate Actuator Replacement	Replacement of 3rd Avenue tide gate actuators. Gate No. 1 has failed in the closed position. Current equipment is past its life cycle replacement point.	Risk. Failure of automated flood gate system could result in flooding downtown and an impact to fish and wildlife habitat in the estuary.
33	Library Future Needs Study	This project will provide our library leadership team and board with the tools to envision and design a successful physical library environment to advance and support our growing community into the future. The study will address questions such as future space requirements, possible alternate service models, and the impact of emerging technologies and societal trends on library service delivery and space.	Recent community consultation as well as projections about the fast pace of growth and change in Squamish in the next 20 years indicate that the current library building is inadequate and will not serve the future needs of our community. In addition to space limitations, the Squamish library of the future requires a facility for different uses of space than that of traditional public libraries (e.g. meeting spaces, learning spaces, quiet spaces), adequate technological infrastructure, and a design that enables staff to deliver outstanding service to our community.
	Public Works Music Festival Support	Public Works music festival support for 2019.	There should be offsetting fees or grants from the festival organizer to offset 100% of these costs.
34	Squamish Arts Council Partnership Agreement	The Squamish Arts Council will need to come in to present to Council and justify the partnership to continue based on 2018 results.	To remove the Partnership (only) funding to the Squamish Arts Council from the Community Enhancement Grant process and bring it into baseline funding. As well, to remove administration burden of this partnership on the Community Enhancement Grant process, providing increased predictability and stability for the SAC.
35	DeBecks Radio Tower Lease	The IT Department has been working with a local contractor to lease tower space at DeBecks Hill. The District would benefit greatly from having a radio presence there. The Fire Department, Bylaw and the Emergency Program will all have VHF radio coverage in areas where there is limited or no coverage now, including Paradise and Squamish Valley, and areas north of town. Risk to staff and public safety will be mitigated considerably. A number of key Public Works Scada sites could also be connected for improved communications/monitoring of pump stations. This site would also cover all hard to reach Civic Defense diking pumpsites in the river basin for critical Municipal flood protection.	Safety risk for the public, Emergency Responders, Bylaw and Public Works will be mitigated greatly by having handheld radio coverage in northern areas of Squamish and beyond. Improved flood monitoring via Scada will further reduce risk. The cost of this initiative is low since no tower build is required, the site already has backup power, and is easily accessible.
36	Building Permit Plans Digitization	Historical Building Permit plans, that are currently stored at the District offices, need to be digitized and stored offsite in order to make space for ongoing document storage. Current storage is at capacity and document retrieval is difficult.	Building Plan storage at critical capacity in Municipal Hall and there is a need to free up space in order to maintain safety in the storage room. The cost should be offset by revenue from the building permit fees.
37	Digital Aerial Photo (Orthophoto)	Digital aerial photos (orthophotos) provide an essential basemap for many District projects, operational activities and planning decisions. Due to the rapid amount of change occurring in Squamish, the acquisition of new digital aerial imagery is recommended on a three year cycle, with the last update in 2016.	All District Staff, Council and the public have access to aerial imagery through the District GIS and web mapping applications, with over 27,000 unique page views annually. Aerial imagery is one of the most requested data sets and is provided for download to the public through the Districts open data portal (data.squamish.ca). Having updated base mapping information supports the efficient delivery of District services and provides a baseline for informed decision making.
38	Labour Relations & Collective Agreement Negotiations	Collective Agreement Negotiations are done every 3 years.	With IAFF and CUPE CA both expiring (legal, LRB, chief spokesmen contract) additional contract resources required for negotiations. This project is funded from cyclical reserve set aside for this specific purpose.

## 2019 Utility Operating Project Descriptions

Ref #	Project Name	Project Description	Project Justification Benefits
2	<b>Solid Waste Bylaw Outreach</b>	The solid waste outreach assistant will work with businesses/institutions/residents to improve compliance with the updated Solid Waste Utility Bylaw, support an upcoming single use plastics regulation, and work towards the goals set out in the Zero Waste Strategy. The assistant will work primarily outside of the office, meeting with individuals, running workshops, attending events etc.	This contract position is required as current staffing is inadequate to support the 2017 solid waste bylaw updates and the 2018 Council resolution to regulate the use of plastic bags and single use plastics. Current outreach has not been sufficient to move the dial on meeting the District's solid waste objectives.
7	<b>Design and Operation Plan Update</b>	A DOCP (Design, Operations and Closure Plan) provides for phased landfill development with details about design, constrictions, operation and closure of each phase. A landfill conformance review evaluates the level of conformance to BC's Landfill Criteria for Municipal Solid Waste.	The BC Government Landfill Criteria requires a full DOCP update every 5 years. The District completed a DOCP in 2014 and a small update in 2017 due to the landfill vertical expansion. A full DOCP is required in 2019. The landfill conformance review is not required until August 2021, however there will be significant cost savings if it is completed at the same time as the DOCP - we are therefore proposing both projects for 2019.
1	<b>Water Rate Study</b>	The District is currently in the midst of installing water meters on all Industrial, Commercial, Institutional and multi-family residential properties as well as all District facilities. Once all meters are installed, the District will move to usage-based billing for those properties in an effort to provide equitable billing and to promote water conservation. The District will need to complete a water rate study to ensure that rates are set appropriately for full cost recovery and to achieve water conservation and equitability objectives.	Required to move to usage-based billing
8	<b>Plateau/Thunderbird Reservoir Condition Assessments</b>	Complete condition assessment for two rock water reservoirs to assess leakage rate and structural condition. The assessment will inform whether the reservoirs can continue to be relied upon or whether they will require replacement or upgrade in the future.	The existing reservoirs have been cored into solid rock and are suspected of having high leakage rates. Their internal volume is also not well understood. The reservoirs have limited access and may require divers and/or special equipment to complete the inspection.
9	<b>Replace Fence at Lower University Pump Stations</b>	Replacement of fence around Lower University Reservoir and Pump Station.	Fence is too short, is in poor condition and is in need of replacement.
3	<b>Source Control Effectiveness Study</b>	Complete Source Control Effectiveness Study in accordance with LWMP to ensure sewage discharge is being managed effectively at the property level.	Requirement of LWMP. A study or review of the effectiveness of current measures to reduce or eliminate contaminants (such as grease from restaurants) in the sewage system.
4	<b>Outfall Inspection</b>	It is a requirement of the District's Waste Discharge Permit that an Outfall Inspection be completed every 5 years to ensure it is performing as intended.	Regulatory requirement.
5	<b>Queens Way Lift Station Condition Assessment</b>	The Queensway Lift Station has been experiencing corrosion in the wet well. This project will complete a detailed condition assessment to determine remediation measures to extend the life of the lift station.	This project will ensure the adequate ongoing performance of this critical piece of infrastructure.
6	<b>Feasibility Study to Abandon Judd and Cottonwood Lift Station</b>	The Sewer Master Plan has identified the potential opportunity to abandon the Judd & Cottonwood lift station. This study will complete a more detailed investigation including a business case to confirm this is the desired direction.	This feasibility analysis will confirm the most cost effective solution on a lifecycle cost basis.
10	<b>WWTP staff change room</b>	Staffing levels at the Waste Water Treatment Plant have risen over the last few years. There are existing change room and shower facilities but not enough for all staff to use and currently several staff change into work clothes in the morning in the garage area. This project proposes to turn an area of the garage into a change room with shower and washroom for up to 4 staff.	The provision of adequate change room areas is legislated by Worksafe BC under section 4.86 - Change Areas.
11	<b>Fall Arrest Upgrades - Year 2 of 3</b>	2016 engineering review recommended additional safety and fall arrest upgrades at numerous wastewater collection facilities and at the wastewater treatment plant. Year 1 of a 3 year program to remediate safety deficiencies and gain compliance with WorksafeBC.	Out of compliance with WorkSafeBC regulations. Engineering review has identified numerous deficiencies.



# 2019 Capital Project Funding

Ref #	Department	Subproject	Project Name	Cfwd	2019	GRANTS	RESERVES	DCC	DEBT	H	ACC. SURPLUS	2019 TAX
7	Information Technology	26510100	Technology Transformation Program		1,221,600	-	-	-	1,050,000		171,600	-
19	Information Technology	26500105	Council Chambers Camera Upgrades		30,000	-	-	-	-		-	30,000
21	Information Technology	26500106	Thunderbird Radio Tower Replacement		25,000	-	-	-	-		-	25,000
26	Information Technology	26500104	Fibre Conduit Installations		170,100	-	-	-	-		35,100	135,000
30	Information Technology	26500119	Annual Workstation Upgrades		40,000	-	-	-	-		-	40,000
16	Facilities Management	84502102	Brennan Park vertical mast lift		30,000	-	-	-	-		-	30,000
18	Facilities Management	84602103	Brennan Park Ductless Heat pump in Specialist Office		12,500	-	-	-	-		-	12,500
20	Facilities Management	84604108	Brennan Park arena emergency exit stair replacement		90,000	-	90,000	-	-		-	-
17	Library	80600101	Library garbage enclosure		15,000	-	15,000	-	-		-	-
Cfwd	Real Estate	28500101	Capital - Affordable Rental Housing Construction	Yes	300,000	-	-	-	-		300,000	-
8	Real Estate	28500100	Real Estate and Facility Master Plan - Acquisitions		5,500,000	-	5,500,000	-	-		-	-
					7,434,200	-	5,605,000	-	1,050,000		506,700	272,500
9	Fire Services	36501107	Tantalus Firehall Replacement		600,000	-	-	-	600,000		-	-
14	Fire Services	36601101	Firehall Valleycliffe - final seismic upgrades to hose tower		679,400	-	-	-	679,400		-	-
27	Fire Services	36502102	Fire Department Auto Extrication Equipment		55,000	-	-	-	-		-	55,000
					1,334,400	-	-	-	1,279,400		-	55,000
23	Airport	58500101	Airport Runway Rehabilitation		550,000	412,500	-	-	-		137,500	-
31	Fire Services	36502103	Mobile Data Terminals		24,000	-	24,000	-	-		-	-
4	Diking and Drainage	60500319	Flood Protection Upgrades		2,000,000	-	-	-	2,000,000		-	-
Cfwd	Diking and Drainage	60500300	Capital Eng - Drainage - Dikes Annual	Yes	3,718,900	3,718,900	-	-	-		-	-
25	Diking and Drainage	60522101	Judd Station Pump Replacement		100,000	-	100,000	-	-		-	-
Cfwd	Diking and Drainage	60514101	Capital PW - Third Ave Pond Remediation	Yes	689,400	-	-	-	575,000		114,400	-
29	Fleet Management	54502102	Public Works Handheld Radio Replacements		15,800	-	15,800	-	-		-	-
33	Fleet Management	54501105	V9430 Ford Ranger Replacement		40,000	-	34,500	-	-		5,500	-
34	Fleet Management	54501101	F9421 Ford Ranger Supercab Replacement with F150 - Bylaw		38,334	-	38,334	-	-		-	-
35	Fleet Management	54502101	V9085 Kubota RTV Replacement		50,000	-	25,000	-	-		25,000	-
37	Fleet Management	54501104	V9430 Backhoe Replacement		140,000	-	100,000	-	-		40,000	-
38	Fleet Management	54501103	V9425 Sign Truck Replacement		150,000	-	80,000	-	-		70,000	-
36	Fleet Management	96501101	V9423 Utilities F250 Replacement		64,000	-	37,000	-	-		27,000	-
32	Emergency Management	38501101	SSARS Incident Command Van		56,000	56,000	-	-	-		-	-
24	Parks & Trails	86521101	Replace Homer Dome Electrical Shed		27,000	-	27,000	-	-		-	-
28	Parks & Trails	86514104	Portable Aluminum Bleachers for Brennan Park Sports Fields		10,000	-	-	-	-		-	10,000
Cfwd	Facilities Management	96600100	Capital Fac - WWTP Exterior Lights	Yes	6,400	-	-	-	-		6,400	-
	Facilities Management	84604108	Special Projects - Brennan Park Facility - Exit Stair Repairs	Yes	20,000	-	-	-	-		20,000	-
12	Oceanfront Storm	60517300	Oceanfront - DCC D15 - Peninsula Shared Stormwater Mains		712,610	-	-	696,285	-		16,325	-
Cfwd	Oceanfront Roads	50501100	Capital Eng - Oceanfront DCC P17 Boardwalk A & B	Yes	185,000	-	-	85,000	-		100,000	-
2	Transit	57500119	Transit Stop Infrastructure Improvements		75,000	-	-	-	-		-	75,000
1	Transportation	56510319	Active Transportation Improvements		700,000	-	600,000	-	-		-	100,000
Cfwd	Transportation	56510301	Capital Eng - Active Trans Improvements	Yes	192,000	-	-	-	-		192,000	-
5	Transportation	56504319	CN Rail Crossing Safety Improvements		1,000,000	800,000	-	-	-		200,000	-
Cfwd	Transportation	56504301	Capital Eng - Rail Crossing Safety Improvements	Yes	995,100	870,000	-	-	-		125,100	-
6	Transportation	56500319	Annual Road Reconstruction		1,100,000	-	-	-	-		-	1,100,000
Cfwd	Transportation	56500300	Capital - Roads & Bridges Annual	Yes	231,500	-	-	-	-		231,500	-
					DCC R-4, R-11 - Pioneer Way Extension and Pioneer-Government Rd Intersection							
11	Transportation	56504304	Government Rd Intersection		1,409,500	126,064	-	1,263,850	-		19,586	-
13	Transportation	56505300	Oceanfront - DCC R20 - Peninsula Main Road Arterial		1,483,300	-	-	667,500	801,000		14,800	-
22	Transportation	56504306	University Bridge Repair		75,000	-	75,000	-	-		-	-
Add	Transportation	56506102	Streetlight LED Conversion		136,800	-	-	-	-		136,800	-
Cfwd	Transportation	56510300	Capital Eng - Tantalus Bike Lane	Yes	26,400	-	-	-	-		26,400	-
					16,022,044	5,983,464	1,156,634	2,712,635	3,376,000		1,508,311	1,285,000
Cfwd	Community & Land Use Planning	62501100	Capital Plan - Carbon Neutral Projects	Yes	20,000	-	20,000	-	-		-	-
Cfwd	Economic Development	72600100	Capital Fac - Adventure Centre Garbage Bin Enclosure	Yes	15,000	-	-	-	-		15,000	-
Cfwd	Economic Development	72500101	Capital ED - Signage - Tourism Directional	Yes	10,800	-	-	-	-		10,800	-
					45,800	-	20,000	-	-		25,800	-
Cfwd	Arts and Culture	82500101	Capital - Public Art Committee Major Project	Yes	75,000	-	-	-	-		75,000	-
3	Parks & Trails	86516102	Discovery Trail Improvements		470,000	164,500	-	305,500	-		-	-
Cfwd	Parks & Trails	86512101	Capital PW - Dentville Community Park	Yes	150,000	-	-	-	-		150,000	-
Cfwd	Parks & Trails	86512104	Capital PW - Stan Clarke Mural Rehab	Yes	11,800	-	-	-	-		11,800	-
Cfwd	Parks & Trails	86516101	Capital PW - Tourism Access/Trailhead Improvements	Yes	50,000	-	-	-	-		50,000	-
10	Recreation Services	84500100	BPRC Upgrade & Expansion		750,000	555,000	-	-	195,000		-	-
15	Recreation Services	84602104	Brennan Park Community Centre roof and HVAC replacement		7,500	-	-	-	7,500		-	-
Cfwd	Facilities Management	84602101	Capital Fac - BP Electrical Switch Gear Replacement	Yes	86,100	-	-	-	-		86,100	-
Cfwd	Facilities Management	84602102	Capital Fac - BP Rec Centre Store Front Door Replacement	Yes	25,000	-	-	-	-		25,000	-
Cfwd	Facilities Management	84604101	Capital Fac - Arena Slab Motor Control	Yes	26,000	-	-	-	-		26,000	-
Cfwd	Facilities Management	84604104	Capital Fac - Arena Backup Generator Replc	Yes	38,300	-	-	-	-		38,300	-
Cfwd	Facilities Management	84604107	Capital Fac - BP Arena Accessibility Improvements	Yes	9,700	-	-	-	-		9,700	-
					1,699,400	719,500	-	305,500	202,500		471,900	-

# 2019 Capital Project Descriptions

Ref #	Project Name	Project Description	Project Justification Benefits
1	Active Transportation Improvements	The Active Transportation Plan lays out a comprehensive set of recommendations to upgrade pedestrian and cycling infrastructure throughout Squamish to improve safety and encourage alternate forms of transportation. This budget item will undertake those projects in a phased manner. Staff will propose a list of potential projects for Council approval early in 2019.	Investments in active transportation will increase use, reducing traffic volume and greenhouse gas production and improving community health.
2	Transit Stop Infrastructure Improvements	In 2018 staff propose to installed 1 new concrete pad, 2 new shelters, and some minor improvements including adjusting the placement of several stops. This continuing project will make infrastructure improvements at transit stops to increase accessibility and improve user's experience. Improvements will vary from year to year. 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 is responsible for providing transit stops including any amenities as part of the transit system. Historically the District has budgeted for maintenance of stops (snow clearing, graffiti removal, waste collection), but no improvements to the stops. These improvements are an important component of improving the Squamish Transit system and working towards increasing ridership and mode share.
3	Discovery Trail Improvements	The purpose of this project is to upgrade a section of the Discovery Trail to 3m paved with lights, similar to the Corridor Trail. The section we are proposing to upgrade is "Phase 2" from Carson Place to Magee. The upgrade can be achieved using DCC and external funding.	The Discovery trail provides an important north-south linkage for pedestrians and bikes on the west side of the highway. Upgrading the trail is recommended in the District's Active Transportation Plan and Official Community Plan. Phase 2 of the trail will provide an off-street protected link from Dentville to Howe Sound Secondary and Squamish Elementary, as well as leading to downtown. A 3m paved trail beside Howe Sound Secondary and Squamish Elementary will be built in fall 2018, and will link well with Discovery Trail Phase 2 in providing connectivity to downtown.
4	Flood Protection Upgrades	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.	The IFHMP has evaluated community flood risk and identified several critical projects that should be undertaken to maintain a safe and sustainable community. This project works towards that ultimate objective.
5	CN Rail Crossing Safety Improvements	Transport Canada is requesting all rail crossings to be upgraded by 2021 to improve safety. This project will complete a pre-designs 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.
6	Annual Road Reconstruction	Based on the Public Works Infrastructure Asset Management Plan (endorsed by Council in 2011), the District should be investing approximately 2% annually in capital asset rehabilitation. This project is to repave roads annually based on Pavement Management Study performed in 2010.	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.
7	Technology Transformation Program	The Technology Transformation Program which was kicked off in 2016 is continuing in 2019. With the new Financial Management solution (UBW) and the Development Management system (Tempest), scheduled to go live in Q4 of 2018, there will be a need for post go-live support of those systems. A final piece of this partnered solution is scheduled for go-live in 2019. These are the Cash, Taxes/Utilities, and online portal Tempest modules. Other TTP initiatives that will be kicked off in 2019 include the replacement of the aging Recreation system, a major upgrade or possible replacement of the aging system for Fire and planning for the upcoming Asset and Work Management system project.	The organization faces certain risks by relying on aging software with limited support. 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. Some 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.
8	Real Estate and Facility Master Plan - Acquisitions	The District endorsed the Real Estate and Facility Strategy (REFS) in 2018. The REFS identified numerous land acquisitions to meet future community needs. The next step in the process is to complete a Real Estate and Facility Master Plan (REFMP) identifying "what" acquisitions need to be made and "when" those acquisitions need to be made. The REFMP is anticipated to be completed late 2018/early 2019. In the meantime, there are acquisitions currently in negotiation and it is anticipated that additional acquisitions will be identified for 2019 through the REFMP process.	An estimated \$3,000,000 is proposed to be included in the 2019 Capital budget to provide the District with the ability to conclude up to \$3,000,000 in land negotiations without requiring a further capital plan adjustment. An additional \$500,000 was added to this amount based on market intelligence.
9	Tantalus Firehall Replacement	Project placeholder to provide funds to initiate and advance a design for a replacement building for the current Tantalus Firehall, which is in need of replacement.	Advancing the design of the replacement facility will be contingent on finding an appropriate location for the new facility. This work began in 2018.
10	BPRC Upgrade & Expansion	The Wellness & Arts Centre will be welcoming and barrier free, providing easy, convenient and accessible space and programming. Users will range from seniors, youth, disabled people, individuals requiring rehabilitation, low and moderate income user group and other community members who prefer a community-hub style of recreation. In addition, Squamish athletes will have space for training (i.e. minor hockey, soccer, cycling etc). Project will be scaled based upon grant availability therefore not all components incorporated into this plan may go forward.	Will address program space which is well beyond capacity with the largest and fastest growing waitlists Fitness area is the number one requested facility improvement over multiple years A place for art and culture is needed in Squamish Opportunity to licence space to partner agency Opportunity for library services to be offered on site Will align with the upcoming Youth Strategy and Arts Strategy Annual operating cost comparatively low Annual Operating Expenses (6%) 690,000 Annual Program/Rental Revenue - 450,000 Net Annual Operating Cost \$240,000 (start in June 2021)
11	DCCR-4, R-11 - Pioneer Way Extension and Pioneer-Government Rd Intersection	Upgrade Pioneer Way from Queensway to Discovery Way to an arterial road with curbs, sidewalks, bicycle lanes per the DCC Bylaw. The project will also include intersection improvements at the intersection of Pioneer Way and Government Road.	Upgrade road to improved standard to accommodate ongoing growth in the business park and North Yards neighbourhoods.
12	Oceanfront - DCCD15 - Peninsula Shared Stormwater Mains	Construction of storm sewers on peninsula that will service SODC development as well as other future development on peninsula	Allows future development of peninsula.
13	Oceanfront - DCCR20 - Peninsula Main Road Arterial	Construction of 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.
14	Firehall Valleycliffe - final seismic upgrades to hose tower	The Valleycliffe firehall is a post disaster facility as well as an emergency building and training facility. The walls and roof have been modified or replaced in previous years to ensure they are seismically sound. The replacement of the hose tower is the final stage as it is currently not seismically sound. This project will demolish the existing tower and relocate the new tower to the back of the building. The tender was issued in 2018 but the lowest bid received was \$240,000 in excess of available budget.	This project has been carried over and re submitted for 2019 with a revised budget to accommodate current pricing for this type of construction. The construction of the new tower in the back area allows for future expansion to the south of the current truck bay to accommodate longer trucks. In addition it ensures the building is seismically sound. Lastly the fire department staff have included some specifications for the new tower that means it can be a first class training facility for District staff and other fire departments in our region.



Ref #	Project Name	Project Description	Project Justification Benefits
15	<b>Brennan Park Community Centre roof and HVAC replacement</b>	This project proposes to replace the existing 32 year old roof. It is also proposed to replace the roof top units serving the activity rooms with heat, cooling and fresh air and re-use the recently purchased lobby roof top unit. Completing the projects together saves resources and disruption to the facility. Phase 1 of the project in 2018 will be an examination of the roof to determine its' current condition, service life left, immediate repairs needed and a budget for replacement. Timing for the roof replacement will also be effected by the Real Estate Strategy and potential renovation for the building. Replacement is currently for 2020 but this could be pushed back.	Previous roofing inspections have shown the roof to have numerous areas of concern. Most areas have been repaired including additional drainage installed to reduce ponding, and patching. However new leaks appear every year and constant patching is necessary. There are notable heaves and humps where the roofing material has separated from the structure which requires roof replacement. The final design and height of the roof will be determined by the approved renovations for that area. The air units are beyond serviceable life and no longer meet the current needs of the facility. New units would be more energy efficient and better designed for the space utilisation.
16	<b>Brennan Park vertical mast lift</b>	Facilities staff at Brennan park only have access to a manual, hydraulic, elevating device which does not meet current Worksafe BC standards for elevating devices. There are no ladder guard rails or fall protection points and the unit is cumbersome to move and store. Staff currently rent a lift when needed to access overhead lights, netting and other high up equipment which is costly.	By replacing the existing lift with a lift that is safe and efficient, staff will be able to complete routine maintenance quicker and without assistance that was needed with the current manual unit. The proposed unit is able to fit through standard doorways and has a working height of 8m. The unit price also includes professional training for all staff who use the unit. It will be used extensively in the arena year round as well as in the rest of the community centre to access high up equipment.
17	<b>Library garbage enclosure</b>	The garbage bin at the library is enclosed in an area at the back of the library. There are wooden doors and concrete block walls. There is no roof. The door hardware is rusted and the wood starting to deteriorate. This project proposes to replace the current structure with a new structure with a roof.	A new structure with a roof will keep out the rain, snow and leaves. Without a roof, the area gets filled with snow and leaves and is always wet and slimy inside through the winter. Staff are starting to find drug related items including syringes on the ground around the bin that people toss over the walls. This of course is a serious health risk. It will also remove the risk of contact with any hazardous substance.
18	<b>Brennan Park Ductless Heat pump in Specialist Office</b>	Currently the Specialist Office is on the same heating system as the Garibaldi Meeting room and has no cooling. This project separates the 2 areas and will provide an energy efficient way to heat/cool the existing Specialist office area in the Garibaldi Meeting Room by installing a ductless heat pump and reducing reliance on the existing larger heat unit.	The Roof Top Unit that serves the entire Garibaldi Meeting Room had an electrical fault 2 years ago. The unit was able to keep operating, but without the air conditioning component. As summers keep getting warmer, it's not unusual for mid day room temperature to be above 30 Celsius. Providing a stand alone system specifically for the office portion of the GMR would dramatically improve comfort. It would also save energy as the larger existing heating unit would be switched off when the Garibaldi Meeting room was unoccupied and the new more efficient heat unit used to heat the Specialist office.
19	<b>Council Chambers Camera Upgrades</b>	The cameras in Council Chambers are about 15 years old and need to be replaced. They do not support high definition video which has been the standard video resolution for several years. These cameras are also starting to fail. There are six cameras in Chambers that feed into the AV system. The proposal includes the purchase of 7 new cameras along with a camera controller and required cabling, in order to provide high definition video for recordings and live streaming. The installations can be completed by IT technical staff.	By improving the quality of Council meeting productions the District is following through on the mandate for open and transparent government, making it easier for the public to watch live and recorded meetings. Risk of equipment failure during a meeting is also being mitigated by replacing aging equipment.
20	<b>Brennan Park arena emergency exit stair replacement</b>	There are 2 fire exit stairs leading off the back of the arena. They were both inspected by an engineer in 2017 and repairs were identified. The repairs were planned for 2018. On further inspection in 2018 it was noted that the stairs had deteriorated considerably over the winter to the extent that the engineer has now recommended replacement. The stairs are steel with a concrete deck and no roof.	The new stairs will also be made of steel but the proposal is to cover the top landing to reduce erosion from rain and snow and provide a safer exit route for staff as it eliminates snow and ice build up. In addition, the stairs near the roof access will have mesh added to the sides to prevent kids from playing on the stairs and using them to access the roof. Thus reducing risk.
21	<b>Thunderbird Radio Tower Replacement</b>	The Thunderbird Radio Tower has been due for replacement for several years and currently poses several risks. The structure is showing signs of aging and wear and has passed its lifespan. It is also not CSA approved and work on the tower would not be covered by WorkSafeBC. This project has been highlighted as an upcoming budget item for several budget cycles.	There is a risk that the tower could fail in a storm, causing injuries or death to hikers. There is also a risk that if a worker is injured while working on the tower, WorkSafeBC and other insurers will not provide coverage. Contractors are unwilling to work on the tower for that reason. The tower serves as the main link for Fire Radio communications and it is the radio link for many critical Scada sites. These services will fail if there's a structural tower issue.
22	<b>University Bridge Repair</b>	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.
23	<b>Airport Runway Rehabilitation</b>	The Squamish Airport is a key component of the District's emergency response infrastructure. The runway requires substantial repairs due to the number of cracks and the deteriorating condition of the asphalt.	The runway has not undergone major repairs since its construction in the 1970's. Crack filling, line painting and other repairs have been completed since that time but the condition of the runway is worsening. At this point further localized repairs is not recommended and considered an appropriate investment. The Province's BC Air Access Grant is available to support up to 75% of the cost of this type of project. Applications are being accepted until Feb 2019 for projects completing within 1 years of funding.
24	<b>Replace Homer Dome Electrical Shed</b>	Replacing Homer Dome electrical shed.	Risk. Existing Electrical shed is rotten and leaky. Not replacing risks electrical failure and is a safety issue.
25	<b>Judd Station Pump Replacement</b>	Replacement of failed pump at Judd Storm Pump Station.	Pump has failed and needs to be replaced.
26	<b>Fibre Conduit Installations</b>	A fibre optic loop owned and operated by the District offers a substantial annual cost savings to our current telecommunications managed network. The foundation for this is laying conduit in the ground, connecting District facilities. Coordinating these efforts with planned capital and development projects, provides a significant savings during installation. Progress has been made in 2018 creating a conduit backbone that will link together Public Works, Brennan Park, EOC, Adventure Centre and Muni Hall. Further work is required in order to complete the conduit connections to these sites, install fibre optic cable, and extend the network to include both firehalls.	<See Business Case Documents> Connecting District buildings with fibre optic cable will result in significant operational savings. The annual cost of our current three year Telus managed network contract is \$175,000. Flexibility has been negotiated into the contract that will allow the District to "turn-off" some sites without penalty. Doing so, will result in an immediate monthly savings that will continue over the long term.
27	<b>Fire Department Auto Extrication Equipment</b>	Replacement of fire department auto extrication equipment, which will be 13-14 years old at the time of replacement.	The department's auto extrication equipment is reaching its end of dependable life. Additionally, changes in automobile manufacturing have led to the need for new equipment. Modern automobile components are stronger than in the past, so the department's current extrication tools are not always able to manipulate car frames as required.
28	<b>Portable Aluminum Bleachers for Brennan Park Sports Fields</b>	New portable aluminum bleachers to replace existing wooden/metal bleachers for BP sports fields.	Existing bleachers are severely degraded and in need of replacement, mostly from a safety point of view.
29	<b>Public Works Handheld Radio Replacements</b>	Existing fleet of Public Works handheld radios (12 in total) is well past useful life. Batteries are no longer holding charge, etc. Replacement is required.	Replacement of existing equipment. Used for traffic control, emergency response, staff communications, working alone, etc.
30	<b>Annual Workstation Upgrades</b>	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.	Extended warranties on workstation hardware generally expire after 3 years and performance issues and hardware failures start to critically impact staff productivity and IT support time by the 5 year mark. It's important that staff who use specialized software have the right hardware to support those resource intensive applications. We are also making use of tablets in the field as the technology is maturing and more internal business tools and apps are available. Laptops will also continue to be needed as more work is done away from the office and meetings are held at various locations away from Municipal Hall.

Ref #	Project Name	Project Description	Project Justification Benefits
31	Mobile Data Terminals	Prior to 2017 the fire department had 5 Mobile Data Terminals (MDTs), which are computers tied into fire dispatch. These computers provide critical information to responding units and can be used by firefighters to complete reports in the field and to pe	The need for these products is driven by safety. MDTs allow responding fire officers to see required incident information with minimal driver distractions. This is important as fire officers frequently respond to emergency situations while travelling in excess of the posted speed limits. These units will eventually lead to operational efficiencies as technological changes, which are coming as part of the TTP, will allow firefighters to enter reports in the field, which will free up time for inspections, equipment maintenance and other fire safety related initiatives.
32	SSARS Incident Command Van	Prior to 2017 the fire department had 5 Mobile Data Terminals (MDTs), which are computers tied into fire dispatch. These computers provide critical information to responding units and can be used by firefighters to complete reports in the field and to perform fire inspections. Use of these computers has a significant impact on response safety, as information is displayed in a manner that minimizes driver distraction and requires little to no driver interaction. In 2017 Fire Dispatch stopped supporting the MDTs. As such, the department is seeking to have new MDTs installed in three vehicles in 2019.	The Incident Command van will assist SSARS in carrying out essential life-saving search and rescue activities within the District. The number of search and rescue callouts has increased significantly in recent years, and 2018 has been a particularly deadly year. The Incident Command van will help SSARS provide more effective and efficient support to rescue teams and victims. There is no cost to DOS for this project; the purchase of the van will be 100% covered by SSARS funds received through a Community Gaming Grant (DOS will assist in facilitating purchase only).
33	V9430 Ford Ranger Replacement	V9430 - Parks Ford Ranger is due for replacement. Ford Rangers are no longer available and it will be replaced with a Ford F150.	Fleet Replacement Plan & Bylaw.
34	F9421 Ford Ranger Supercab Replacement with F150 - Bylaw	Replacement of Bylaw Ford Ranger Supercab with Ford F150.	Fleet Replacement Plan Bylaw
35	V9085 Kubota RTV Replacement	V9085 Kubota RTV is due for replacement as per our Fleet Replacement Plan Bylaw. Replacement budget is insufficient (\$25,000). Additional \$25,000 is required to purchase a replacement snow plow, sander, and sweeper attachments. This will assist in active transportation route maintenance.	Fleet Replacement Plan Bylaw. Existing equipment is at end of service life and needs to be replaced.
36	V9423 Utilities F250 Replacement	Replacement of Utilities F250. \$37,000 is available in the Fleet Replacement Reserve. An additional \$27,000 is needed due to technology change and the addition of a Space Cap work canopy and shelving.	Fleet Replacement Plan Bylaw. Efficiency of crew with the addition of the Space Cap for tool and equipment transport and a dry working area.
37	V9430 Backhoe Replacement	Replacement of V9430 backhoe Catapillar 420E.	Fleet replacement bylaw. Fleet replacement fund is \$40,000 short. Technology changes (emission standards) and cost increases (dollar value, etc.) requiring additional funds.
38	V9425 Sign Truck Replacement	Replacement of V9425 Sign Truck.	Fleet Replacement Bylaw. Replacement schedule met.

## Utility Capital Projects Funding

Ref #	Department	Subproject	Project Name		2019	DCC	DEBT	OTHER	ACC.	
									SURPLUS	2019 RATES
3	Solid Waste Management	92510102	Landfill Vertical Expansion		3,139,200	-	3,139,200	-	-	-
4	Solid Waste Management	92500103	Landfill Gas Capture and Flare		100,000	-	100,000	-	-	-
Cfwd	Solid Waste Management	92500101	Capital - Landfill Fire Camera	Yes	7,100	-	-	-	7,100	-
					3,246,300	-	3,239,200	-	7,100	-
1	Water Services	94523319	Annual Watermain Replacement		1,100,000	-	-	-	-	1,100,000
Cfwd	Water Services	94523300	Capital Eng - Priority Watermain Annual Replacement	Yes	332,700	-	-	-	332,700	-
2	Water Services	94514303	Water Meter Installations		1,000,000	-	1,000,000	-	-	-
5	Water Services	94516304	DCC W15 - New Reservoir		270,500	214,210	-	-	56,290	-
6	Water Services	94525302	DCC W11a - Decommission Logger's Lane and High School PRV		86,000	85,140	-	-	-	860
7	Water Services	94500102	Automated Non-Potable Bulk Fill Station at Hendrickson Fields		30,000	-	-	-	-	30,000
Cfwd	Water Services	94522300	Capital Eng - DCC W6 Govt Rd WM Mamquam-Amble	Yes	113,100	113,100	-	-	-	-
Cfwd	Water Services	94525301	Capital Eng - DCC W11B New Blind Channel Prv	Yes	125,400	94,000	-	-	31,400	-
10	Water Services	94516305	Powerhouse Springs Well 3 Replacement		145,000	143,550	-	-	-	1,450
11	Water Services	94522301	Distribution System Flow Meters		30,000	-	-	-	-	30,000
12	Water Services	94522101	Fire Hydrant Installation Program Year 4 of 7		30,000	-	-	-	-	30,000
14	Water Services	94525319	Annual PRV Replacement		220,000	-	-	-	-	220,000
25	Water Services	96502103	Panasonic Toughbooks for Utilities		9,000	-	-	-	-	9,000
30	Water Services	94516306	Powerhouse Springs Wellfield Fencing		15,000	-	-	-	-	15,000
Cfwd	Water Services	94504119	Capital PW - Water Connections	Yes	80,000	-	-	-	-	80,000
	Oceanfront Water	94524300	Oceanfront - DCC W16 - Peninsula Watermain Connection - Galbraith Avenu		561,000	555,400	-	-	4,600	1,000
	Oceanfront Water	94524302	Oceanfront - DCC W17 - Peninsula Watermain Connection - Cattermole Cre		1,040,000	1,029,450	-	-	7,000	3,550
	Oceanfront Water	94524301	Oceanfront - DCC W19 Peninsula Road B Watermain		597,800	591,800	-	-	4,300	1,700
					5,785,500	2,826,650	1,000,000	-	436,290	1,522,560
Cfwd	Waste Water Services	96511300	Capital Eng - Waste Water Annual Main Replacement	Yes	233,200	-	-	-	233,200	-
8	Waste Water Services	96600102	DCC S2 - WWTP - Upsize for Future Growth		1,641,600	1,045,120	-	-	596,480	-
9	Waste Water Services	96501102	New Ford F250 for Wastewater Collections - Growth		46,000	-	-	-	-	46,000
15	Waste Water Services	96520306	WWTP Blower Replacement and Energy Efficiency Upgrade		75,000	-	-	-	-	75,000
16	Waste Water Services	96520305	Automated Waste Activated Sludge Valve		10,000	-	-	-	-	10,000
17	Waste Water Services	96520309	Replacement of DO Probes for "Old Side" Treatment Process at WWTP		10,000	-	-	-	-	10,000
18	Waste Water Services	96520308	Polymer Optimization Project		20,000	-	-	-	-	20,000
19	Waste Water Services	96500105	Sewer System Electrical Safety Upgrades		21,000	-	-	-	-	21,000
20	Waste Water Services	96500119	VFD Maintenance & Replacement Program		26,000	-	-	-	-	26,000
21	Waste Water Services	96530302	Replacement of failed or failing sewage lift station pumps		50,000	-	-	-	-	50,000
22	Waste Water Services	96520307	WWTP Repair and Replacement		300,000	-	-	-	-	300,000
23	Waste Water Services	96511419	Gravity Sewer Repair and Replacement		550,000	-	-	-	-	550,000
24	Waste Water Services	96511319	Forcemain Replacements		1,070,000	-	-	-	-	1,070,000
26	Waste Water Services	96501101	Multi-functional Heavy Truck		325,000	-	325,000	-	-	-
27	Waste Water Services	96500102	Scada Radio Replacement - Year 2 of 2		40,000	-	-	-	-	40,000
Cfwd	Waste Water Services	96500102	Capital PW - SCADA Radio Replacement - Year 1 of 2	Yes	10,500	-	-	-	10,500	-
28	Waste Water Services	96500101	SCADA Hardware Replacement		30,000	-	-	-	-	30,000
Cfwd	Waste Water Services	96500101	Capital PW - SCADA Hardware Replacement	Yes	13,900	-	-	-	13,900	-
32	Waste Water Services	96530301	Lift Station Reconstruction		350,000	-	-	-	200,000	150,000
Cfwd	Waste Water Services	96530300	Capital Eng - Lift Station Reconstr WW	Yes	396,200	-	-	-	396,200	-
Cfwd	Waste Water Services	96504119	Capital PW - Waste Water Connections	Yes	45,000	-	-	-	-	45,000
2020	Waste Water Services	96510302	Capital Eng - DCC S8 S10 Chiefview & Tantalus Sewer Upgrade		-	-	-	-	-	-
2020	Waste Water Services	96501102	New Tandem Axle Vacuum Truck for Utilities		-	-	-	-	-	-
	Oceanfront Sewer	96512300	Oceanfront - DCC S22 - 450mm diameter Vancouver Street Collector Sewer		963,800	954,200	-	-	7,100	2,500
					6,227,200	1,999,320	325,000	-	1,457,380	2,445,500

# Utility Capital Project Descriptions

Ref #	Project Name	Project Description	Project Justification Benefits
3	Landfill Vertical Expansion	Design, build and manage vertically expanding the landfill. Consists of engineered vertical walls around two sides of the existing landfill increasing the airspace by approximately 34,000 cubic metres over the next five years and thereby extending the life of the landfill.	The landfill must either be expanded or waste will need to be trucked to other facilities - at an estimated cost of \$200 per tonne. District Engineering team capacity is already challenged to manage development and growth. Managing this project in house would require a Project Engineer resources for four years so this contracted partnership is being explored.
4	Landfill Gas Capture and Flare	Complete design and installation of landfill gas capture system and flare stack to burn off methane and convert to carbon dioxide, thereby reducing the District's greenhouse gas production.	Installation of a landfill gas capture system can mitigate approximately 75% of the GHG emissions associated with the vertical expansion of the landfill. Reducing the District's GHG production will reduce the amount the District needs to purchase for carbon offsets.
1	Annual Watermain Replacement	70% of the water system is anticipated to reach the end of its life within the next 10 years. This project accounts for annual replacement of water mains identified in the Water Master Plan and includes design by an engineering consultant and construction by a qualified contractor.	Based on the Public Works Infrastructure Asset Management Plan (endorsed by Council in 2011), the District should be investing approximately 2% annually in capital asset rehabilitation. Currently, over 70% of the water system is comprised of AC (asbestos concrete) pipe at or nearing the end of its life. Replace these mains will reduce frequency of breaks and emergency repairs resulting in lower overall costs. Replacement will also reduce water loss due to leaking pipes.
2	Water Meter Installations	Council adopted a motion to begin metering Industrial, Commercial and Institutional properties, multi-family residential and District facilities. This project will install roughly 400 meters on those properties throughout Squamish including installation of in-ground meter boxes on many properties. This will enable billing based on water consumption in future years.	Installation of water meters provides many benefits including equitable billing for customers, promoting water conservation and providing information to the District on where water is being consumed. Budgeted as a multi year project.
5	DCC W15 - New Reservoir	In accordance with the Water Master Plan, a new reservoir is needed in order to address an existing deficiency and allow for continued growth, a new reservoir is needed to service infill redevelopment and new growth areas. The new reservoir will also help to address pump cycling issues at the Powerhouse Springs wellfield.	Address existing fire storage deficiency. Address pump cycling issues. Allow for continued community growth.
6	DCC W11a - Decommission Logger's Lane and High School PRV	This project is part 2 of the New Blind Channel PRV project and is required to increase fire flows to the downtown and allow large scale development for the SODC. Current PRV's are in poor condition and will be replaced by one new PRV.	Development at SODC requires these projects to proceed.
7	Automated Non-Potable Bulk Fill Station at Hendrickson Fields	Installation of automated non-potable bulk fill station at Hendrickson fields irrigation well.	Water Conservation Plan / Water Master Plan. Reducing demand for bulk potable water by providing an easily accessible source of non-potable water. Having an automated fill station will enable the District to charge by volume for use of the water.
10	Powerhouse Springs Well 3 Replacement	Well 3 at Powerhouse Springs has been experiencing operational issues since its initial construction. The capacity of the well has been continually declining despite several well re-development efforts. While re-development offers short-term improvements in the well's capacity, the capacity declines quickly back to an unacceptable level. This project will re-drill Well 3 to a shallower depth that will experience less operational and maintenance issues and improves the District's water supply capacity and reliability. It is intended to re-use existing mechanical and electrical equipment to the greatest degree possible to reduce capital costs.	Re-developing Well 3 will improve the capacity and reliability of the District's water supply and reduce ongoing operations and maintenance efforts related to well redevelopment. Improving the capacity of the well will also ensure that the pump operates at optimal levels increasing its design life and power efficiency.
11	Distribution System Flow Meters	This project is recommended in the Water Loss Management Plan. The objective is to install a system of flow meters throughout the water distribution system in order to gain a better understanding of where water goes within the distribution system to identify areas with high water loss.	Allows for identification of areas with high water loss in order to identify areas for repairing leaking pipes. This will reduce the overall strain on the water system, delaying the need to invest in costly capacity upgrades.
12	Fire Hydrant Installation Program Year 4 of 7	Installation of three (3) OR four (4) new fire hydrants depending on complexity. Provides for adequate fire protection in areas that are currently not serviced adequately.	Fourth year of seven year program as identified by SQFR using NFPA and FUS standards.
14	Annual PRV Replacement	Replacement of aging Pressure Reducing Valve (PRV) stations as identified in the Water Master Plan. Many of the stations are near the end of their useful life and present confined space entry risk to Operations crews.	Based on the Public Works Infrastructure Asset Management Plan (endorsed by Council in 2011), the District should be investing approximately 2% annually in capital asset rehabilitation. Failure to replace these stations will result in a higher frequency emergency repairs, and a less efficient system overall.
25	Panasonic Toughbooks for Utilities	Panasonic Toughbooks mounted in Utilities vehicles.	Enables crews to complete timecards, access GIS, e-mail, SharePoint and complete daily documentation in the field.
30	Powerhouse Springs Wellfield Fencing	Place fencing at the road entry to the Powerhouse Springs wellfield.	This project is intended to improve protection of the District's water source from vehicles being able to access the area for safety reasons from fluid leaks.
	Oceanfront - DCC W16 - Peninsula Watermain Connection - Galbraith Avenue	Required to service development at Oceanfront	Required to service development at Oceanfront
	Oceanfront - DCC W17 - Peninsula Watermain Connection - Cattermole Creek	Required to enable development on the oceanfront peninsula. Construction is planned in 2018. Connects to the 3rd Avenue watermain that serves the Terminal property.	Required to enable development on the oceanfront peninsula.
	Oceanfront - DCC W19 Peninsula Road B Watermain	This DCC project is a new watermain on 'Road B' of the oceanfront lands connecting the downtown water system with the proposed on-site water system to service the peninsula. This project is required to enable development of the peninsula.	In DCC Bylaw and required to develop Oceanfront lands.
8	DCC S2 - WWTP - Upsize for Future Growth	Upgrade the Wastewater Treatment Plant in accordance with the Liquid Waste Management Plan to achieve compliance with regulations and accommodate growth.	Improve sewage effluent quality in Squamish River. Accommodate community growth.
9	New Ford F250 for Wastewater Collections - Growth	New Ford F250 required for Sewer Utility maintenance due to system growth specifically related to the Oceanfront, Waterfront and University Heights developments. Four (4) new lift stations coming online in 2019 and 2020. Existing 3 person crew has only one (1) vehicle and has had to borrow Utility Supervisors truck indefinitely.	Community growth. Four (4) new lift stations in 2019 and 2020 and increased level of service (flushing, CCTV, manhole inspections, Capital, etc.)
15	WWTP Blower Replacement and Energy Efficiency Upgrade	#N/A	#N/A
16	Automated Waste Activated Sludge Valve	Automated (Rotorx) Valve for WWTP waste activated sludge control.	If we can save one pump from early break down the automatic valve will have paid for itself. In the current configuration pumps are burning out before their expected life span and the cost is \$30k to replace an existing pump.
17	Replacement of DO Probes for "Old Side" Treatment Process at WWTP	Replacement of DO Probes for "Old Side" Treatment Process at WWTP. DO - "Dissolved Oxygen" which is a critical process control parameter for biological treatment at the WWTP.	DO Probes at WWTP are at end of life, are failing, and in need of replacement
18	Polymer Optimization Project	Installation of an on-demand hot water heater to raise the temperature of Dissolved Air Floatation and Centrifuge(s) process polymer feed water to improve the effectiveness of the polymer and reduce its consumption.	Polymer is one of the most expensive operating variables at the Wastewater Treatment Plant. The average polymer cost in 2016 and 2017 was \$218,000 / year. The Resort Municipality of Whistler has proven that by heating the feed water to 20 C a 20% polymer savings can be achieved which would equate to approximately \$44,000 per year.
19	Sewer System Electrical Safety Upgrades	Move electrical services and add SCADA cabinets at Madill, Buckley, Depot. Electrical safety upgrades (disconnects).	Existing electrical cabinets do not meet current electrical codes and poses a safety risk to staff. Electrocution Risk!!!
20	VFD Maintenance & Replacement Program	52 Variable Frequency Drives (VFD) exist in Public Works in various areas (Water, Sewer, Storm). 10-year program for planned replacement.	Aging electrical hardware needs to be replaced on regular schedule to avoid costly break downs which may damage property and require staff call-outs and overtime.

Ref #	Project Name	Project Description	Project Justification Benefits
21	Replacement of failed or failing sewage lift station pumps	Replacement and rebuilding of sewage lift station pumps that have either failed or test results indicate that will fail soon.	Replacement of failed pumps. Advanced timing for the replacement of failing pumps reduces the risk of private property sewage back ups and lift station overflows and also reduces costs related to call-outs and overtime when the pumps do fail.
22	WWTP Repair and Replacement	This project will repair and replace aging components of the wastewater treatment plant in accordance with the WWTP Asset Management Plan.	The wastewater treatment plant is a critical piece of infrastructure that maintains acceptable water quality in the Squamish River. Proper asset management is essential to ensure continued performance.
23	Gravity Sewer Repair and Replacement	This project will complete CCTV inspection to identify any deficiencies within 10% of our sewer system each year. Based on deficiencies found, the project will complete any necessary repair/rehabilitation.	The District's sewer system has significant stormwater inflow and infiltration (I&I) which require that the mains, pump stations and treatment plants be over-sized to accommodate the peak wet weather flows. It also requires that the pump stations and the wastewater treatment plant use more energy since they are required to pump and treat stormwater flows in addition to sewage. I&I can be significantly reduced by replacing/rehabilitating the sewer system where leaks and cross connections are present. In addition, the cost of replacing sewer mains proactively, as opposed to reactively has been proven to be a much more cost effective approach to sewer infrastructure management.
24	Forcemain Replacements	This project will replace aging forcemains near the end of their service life as recommended in the Sewer Master Plan.	Failure to replace forcemains near the end of their service life may result in breaks which can lead to environmental damage and public health issues.
26	Multi-functional Heavy Truck	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 will not be achievable with the current compliment of equipment when the Waterfront development comes online in 2019.
27	Scada Radio Replacement - Year 2 of 2	SCADA radios are at end of life, can no longer be purchased or upgraded and are beginning to fail. Replacement of SCADA radios at all monitored sites, with new radio and or cellular technology is required. Final technology choice not determined. These replacement elements communicate with the central SCADA hardware unit which is also being replaced.	Risk. Replacement of out of date equipment.
28	SCADA Hardware Replacement	This is the replacement of the SCADA central data processing hardware (the system "brain"). Existing SCADA equipment is largely at end of life and in some cases is no longer supported. Replacement funding is required on an ongoing basis to maintain infrastructure viability. Maintenance and repair can no longer guarantee continued operations and functionality. Replacement cannot be realistically deferred.	The District relies on 52 remote monitored and controlled SCADA sites for day to day operations. Prudent asset management planning recommends that this central hardware be updated and replaced.
32	Lift Station Reconstruction	Replacement of Buckley Lift Station near Howe Sound Secondary. Construction began in 2018 and will be completed in 2019.	Based on the Public Works Infrastructure Asset Management Plan (endorsed by Council in 2011), the District should be investing approximately 2% annually in capital asset rehabilitation. The lift station replacement program began in 2011 with 2 stations per year and is nearly complete for the immediate future (subject to any outcomes of the ongoing Sewer Master Plan).
	Oceanfront - DCC S22 - 450mm diameter Vancouver Street Collector Sewer	This DCC project is a new gravity sewer running from the Galbraith Avenue on the oceanfront peninsula to Main St & 3rd Avenue to service new development on the oceanfront lands and also allow for decommissioning of the sewage lift station on Vancouver St between 2nd Ave. and 3rd Ave. This project is required to enable development of the peninsula.	In DCC Bylaw and required for Oceanfront lands development to proceed. Work underway in 2017.



## 7. Glossary

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

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

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

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

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

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

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

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

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

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



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