

EXECUTIVE SUMMARY

In April 2018, the District adopted the Real Estate and Facilities Strategy (“REFS”) as a first step towards meeting the District’s future facilities and land requirements in a fiscally responsible manner. The next step in the REFS implementation plan was to complete a Real Estate and Facilities Master Plan (“REFMP”) to ground truth the REFS findings including architects’ reviews and more detailed cost estimates. The REFMP establishes a prioritized list of future facility and land investments (“What”), a recommended timeline for making those investments (“When”) and potential funding strategies to support those investments (“How”).

The *Strategic Principles* identified in the REFS provided important guidance for completing the due diligence, analysis, prioritization and decision making required for recommending the “What, How and When” in the REFMP.

Through the development of the REFS and the REFMP the District also learned the importance of District facilities and lands as community spaces. As a result, future investments decisions are recommended to be evaluated with a view to ensuring that District facilities and lands will be welcoming, safe and inclusive for all members of the community regardless of culture, race, gender or age.

The District will also continue to respect and acknowledge that facility and land investments identified in the REFMP will occur on Squamish Nation traditional territory. This provides our two governments with the opportunity to support the development of inclusive community spaces and look at opportunities to:

- Explore partnerships to share facilities where possible;
- Engage in ongoing consultation on facility and land investments of mutual interest (i.e. diking, landfill expansion, affordable housing, regional transit, recreation).

The key findings/recommendations from the REFMP include:

WHAT

- The architects’ reviews confirm the recommendations from the REFS – that all of the existing facilities identified in the first column in Table ES1 below are recommended for replacement. The architects concluded that further investment into these facilities may improve the end-of-life conditions but would not address future expansion needs, seismic instability or increase functionality.
- After the review by the architects and cost consultants, the facility estimates from the REFS have increased from \$97-\$118m to \$141-\$169m. In order to be conservative, the cost estimates include the estimated design, site development and construction costs (lower end of range) plus potential contingencies (higher end of range). The estimates are reflected in 2020 dollars. They are provided at this time to support future decision-making and are not expected to be the final investment numbers. Prior to making final investment decisions on any of the facilities noted in this plan, a more detailed scope and design of each building will be completed and from that more accurate estimates of capital and operating and maintenance costs will be established.

Table ES1 – Facility Investment Summary (2020\$)

Replacements (plus Expansion)		New Facilities - Expansions		Renovations	
Fire Hall #2	\$8.7-9.9m	Brennan Park		Brennan Park	
Fire Hall #1	\$2.8-3.1m	- 2 nd Ice Rink	\$16.2-23m	- Rec Ctr. Reno #1	\$2m
Public Works	\$10.1-12.6m	- 8 Lane pool	\$8.3-11m	- Rec Ctr. Reno#2	\$1.7-2.5m
Municipal Hall	\$20.5-25m	- Wellness Ctr. – Gym	\$2.7-\$3.8m	- New Cust. Service	\$2.5-3.7m
Parks Operations	\$1.5-2.1m	- Wellness Ctr. – Prog	\$6.7-9.4m		
BP – Field Users	\$1.1-\$1.5	Parks DT Satellite	+/- \$1.0m		
Library	\$16.7-20.2m	Multi Modal Hub	\$0.65m		
Fire Hall#3	\$0 (CAC's)	Transit Maintenance	\$20m+		
		Neighborhood Ctrs	\$1m		
		Downtown Parking	\$15m		
Total	\$63-\$76m	Total	\$72-85m+	Total	\$6-8m
Not Recommended for Replacement or Expansion					
Suitable Condition/Function		End of Life/Relocation		Non-Operational	
RCMP The 55 Adventure Centre		Art's Council Building Youth Centre Drop in Centre Animal Control		Forestry Building Cleveland Ave. Restaurant	

- *Total future land investments* cannot be identified at this time and requires further analysis.

WHEN

- *Fire Halls and Public Works* – These facilities are the most immediate priorities. Replacement is recommended within the next 3 years to address end-of-life conditions and improve community safety.
- *Municipal Hall* – Replacement of this facility is recommended within 5 years to address end-of-life and overcapacity issues before significant capital repairs are required.
- *Transit Maintenance Facility* – The Transit Maintenance Facility is required for the expansion of the transit service. If the District is successful in securing federal funding currently offered, the Transit Maintenance Facility is recommended to advance in in prioritization and to be completed within five years.
- *Remaining “Growth-Oriented” facilities* at Brennan Park (Second Ice Rink, Eight Lane pool Addition, Wellness & Arts Centre, New Customer Service Area) and the Library are to be prioritized after the investments identified above, given these facilities are not experiencing end-of-life conditions, do not impact community safety or have immediate grant funding identified.
- The District will continue to *explore opportunities to support community needs* (youth services) and non-profit community groups (Squamish Arts Council and heritage community) through providing space within District facilities, grants to support leasing from third parties or long-term leases on District land - without requiring the District to invest in new standalone facilities.
- *Interim solutions* will be required, until new facilities are built to address current overcapacity issues at Municipal Hall, Brennan Park (programming) and the Library.

- Replacing/expanding the existing facilities, building new facilities and extending the lifespan of facilities that will continue also requires *increased annual capital repairs and operating expenses*. These increased annual expenses will need to be considered when adding new facilities.

HOW

There is no singular approach to funding the upcoming facility and land investments. Many events and circumstances beyond the control of the District will occur that will impact the “What” and “When” and ultimately the “How” for the District’s investments. Initial funding illustrations, based on current information provide insights and guidance to support future decision making by Council and the community. These illustrations, confirm that funding the gap between the estimated \$155m+ in facility and land investments and the District’s current Land Reserve balance of \$11m, requires the following funding sources:

- *Annual District borrowing* – is required right from the beginning to fund critical facility investments (Fire Halls, Public Works - \$30.6m) in the next 3 years – the District’s Land Reserve Account (\$11m) cannot fund these investments. Anticipated maximum annual borrowing is \$4m/year.
 - *District Dispositions* – disposition of surplus fee simple District land can provide an estimated \$45m in funding (1) without increasing taxes and (2) to support investments which exceed the annual borrowing capacity. The dispositions cannot occur all at once and a Disposition Strategy is required to ensure the District maximizes the values of its surplus properties.
 - *External funding* – attracting external funding (i.e. grants, sponsorship) is required to complete the “Growth Oriented” expansion candidates at Brennan Park (Second Ice Rink, Eight Lane pool Addition, Wellness Centre, New Customer Service Area). Annual borrowing and the Land Reserve will not be sufficient to fund the estimated \$77m for these investments. The amount of external funding available is still to be determined and the timing will determine when these investments can be completed.
 - *Partnerships* – public-public and public-private partnerships can provide enhanced service to the community and reduce the District’s facility investment, especially for the Growth Oriented expansion candidates at Brennan Park. Partnerships are recommended to be explored prior to making final investments decisions for these investments and Municipal Hall.
 - *Leasing* – Leasing Municipal Hall and the Library would free up an estimated \$45m of District capital to fund other projects. This possibility must be explored before final decisions are made regarding these facilities.
 - *Development Funding* – will supplement future funding but not a guaranteed source.
- In addition to providing capital for upfront investments, District Dispositions can generate increased tax revenues to help fund increased ongoing annual capital repairs and operating expenses anticipated as the District’s facility portfolio expands. District Dispositions can also generate increased economic development, creation of employment space and increased housing opportunities.

- Given that the District’s future land investments requires further analysis; it is anticipated that the District’s funding approach will need to be adjusted in the future to accommodate these investments.
- In 10 years, or when the current facility backlog is addressed, whichever is earlier, the District will need to begin rebuilding its financial reserves to support the next generation of facility replacements 25+ years from now. Future facility replacements will not be possible without sufficient reserves.

IMPLEMENTATION

Through implementation of the REFMP:

- The Long-Term Financial Plan (“LTFP”) will be updated with the “What/When/How” from the REFMP.
- Once the LTFP is updated, investments decisions can then be considered for the District’s Five-Year Financial Plan (Annual Budget).
- The District will commence an unprecedented period of facility analysis, design and construction. The District will require in-house project management resources immediately to support this process. These activities are anticipated to be focused throughout the next three years and beyond as follows:

Table ES2 - Implementation Timeline

Year	Focus	Activities
1	Due Diligence	Final site analysis, partnership and grant funding opportunities, final needs assessments
2	Decision Making	Options analysis, community engagement and Council endorsements in budget
3+	Project Work	Detailed design, tendering and construction

- The District’s funding illustrations will require updating to reflect the many external factors impacting the District’s ability to fund future investments including:
 - market values of District Dispositions;
 - contributions from development;
 - other financial challenges the District may face;
 - external funding availability/timing;
 - partnerships reached for facility delivery; and
 - escalations in construction costs.