



District of Squamish

2009 Annual Report



"We are
multi-cultural,
compassionate,
vibrant and
diverse"



We are a
vibrant and
robust coast
mountain
community
where people
come to live,
learn, work
and play in
harmony.

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An energetic
coastal
community
of 15,000,
Squamish
prides itself
on its natural
playground,
quality of life,
entrepreneurial
opportunities
and small town
charm to live,
work and play.

Squamish

at a glance

Squamish is ideally located in the Coast Mountain Range of British Columbia, at the head of Howe Sound along the scenic Sea-to-Sky Highway halfway between Vancouver and Whistler. Squamish's oceanfront offers a world class venue for wind sports.

Land Area

106.85 square kilometers

Households

Single-family homes - 4033

Strata homes - 1819

Population

14,949 (2006 census population)

60% of the population is under the age of 40.

Municipal Facts

- Squamish incorporated as a village in 1948
- Squamish incorporated as a district municipality in 1964
- Number of employees: over 200
- 2009 Operating budget: \$56,764,684
- 2009 Capital budget: \$17,729,618
- 2009 Building permits issued: 159
- 2009 Value of new construction: \$41,310,598

Incredible natural wonders, rain forests, mountains, waterfalls, a volcano, a granite monolith, a fiord, waterfalls, and a glacier surround Squamish offering extraordinary outdoor recreation experiences on water and on land year round. Here is a sample of Squamish's recreational opportunities.



Outdoor Recreation Capital of Canada

Wind & Water Sports



Squamish is a top-notch venue for wind and water sport activities. Wind surfers and kite-boarders are spotted daily accessing the ocean from the infamous "Spit", a peninsula where the

Squamish River meets the ocean. Easy access to many of Squamish's fresh water rivers and lakes make it a popular destination for residents and visitors alike to canoe, kayak, windsurf, swim or fish.



Mountain Biking

Squamish offers over 200 lush coastal and temperate rain forest trails for every skill level from easy cruisers, cross-country routes, to extreme downhill descents.



Eagle Viewing

Squamish has the greatest concentration of wintering bald eagles in the world. Between late November and March, hundreds of eagles call Squamish home.

Winter Sports



Squamish's winter wonderland offers outdoor adventures plenty of trails and untouched terrain to back country ski, snowshoe, and snowmobile. A world-class Nordic sports park

is a short drive north in the beautiful Callaghan Valley, a 2010 Winter Olympic Venue.



Hiking

From leisurely strolls along the waterfront to gruelling backcountry grinds, Squamish offers a diverse and extensive trail network for every one.

Boating & Sailing



Squamish is home to three marinas located on the Mamquam Blind Channel ; the gateway to Howe Sound. Boating in Howe Sound is a spectacular experience from short excursions out in Howe Sound to multi-day boating and sailing options to many bays, coves and marine parks.

Squamish's signature hike, The Stawamus Chief, takes hikers 600 metres up the world's second largest granite monolith and rewards them with breathtaking views of Squamish and Howe Sound.



Message *from the Mayor*

On behalf of Squamish Council, I am pleased to present the Squamish 2009 Annual Report. This document is intended to communicate the operational and financial status and goals of the District of Squamish. We hope that it will provide you with some of the information you require to understand, and provide input to, our local municipal government.

2009 was an eventful year for all of us living in Squamish. Preparation for the 2010 Winter Olympic and Paralympic Games accelerated as we fulfilled our destiny as the “Heart of 2010”. Plans were made to welcome thousands of guests to our community.

The Sea-to-Sky Highway Improvement Project was completed. We hosted five World Cup pre-Olympic Nordic Events in the Callaghan Valley. Local residents answered the call for volunteers and hosts and became unequalled ambassadors for Canada. We welcomed the world.

Throughout this activity, the District of Squamish took very significant steps forward. The “Create the Oceanfront” process finally cemented our vision for the Oceanfront peninsula. Our community was successful in being awarded many Infrastructure Stimulus Grants including the downtown O’Siem Community Pavilion, Garibaldi Highlands Watermain Replacement project, Government Road Trunk Sewer project, Brackendale Dyking project, the CN Roundhouse and Conference Centre, the Riverstones Affordable Housing project as well as the VANOC Legacy Fund. We also welcomed a new era of organizational leadership with the hiring of Kevin Ramsay as Chief Administrative Officer.

All of the successes we achieved in 2009 were the result of hard work and team effort among Council, our staff and residents in conjunction with our partners at the Government of Canada, the Province of BC and Squamish Nation. Thank you all.

This annual report is only one of many communication opportunities. I encourage you to participate fully in your local government in the upcoming year. You can do this by attending community workshops, information meetings, town hall meetings, public hearings, completing online surveys, customer service and suggestion forms and visiting our website. You should also consider joining the Mayor’s Email list (simply forward your e-mail address to communications@squamish.ca).

We look forward to receiving your feedback as we all work together toward ensuring that Squamish, the Outdoor Recreation Capital of Canada, continues to enhance its reputation as a great place to live, learn, work and play

Greg Gardner,
Mayor, District of Squamish

Council **2008 - 2011**



**Mayor
Greg Gardner**



**Councillor
Bryan Raiser**



**Councillor
Corinne Lonsdale**



**Councillor
Doug Race**



**Councillor
Patricia Heintzman**



**Councillor
Paul Lalli**



**Councillor
Rob Kirkham**

Council Committees *Appointments*

Mayor Greg Gardner

SLRD Board of Directors
Community Development & Planning Standing Council Committee
Economic Development Standing Council Committee
Squamish Sustainability Corporation

Councillor Bryan Raiser

Smoke Bluff Park Committee
Operations Standing Council Committee
Parks and Recreation Standing Council Committee
Library Board
Squamish Sustainability Corporation

Councillor Corinne Lonsdale

Lower Mainland Local Government Association (LMLGA)
Lower Mainland Treaty Advisory (LMTAC)
Select Committee on Seniors Issues
Protective Services Standing Council Committee
Operations Standing Council Committee
Squamish Sustainability Corporation

Councillor Doug Race

Community Development & Planning Standing Council Committee
Protective Services Standing Council Committee
Parks and Recreation Standing Council Committee
Squamish Sustainability Corporation
SLRD Alternate

Councillor Patricia Heintzman

Lower Mainland Local Government Association (LMLGA)
SLRD Board of Directors
Community Development & Planning Standing Council Committee
Advisory Design Panel
Protective Services Standing Council Committee
Parks and Recreation Standing Council Committee
Squamish Sustainability Corporation

Councillor Paul Lalli

Accessibility Advisory Committee
Economic Development Standing Council Committee
Finance Standing Council Committee
Operations Standing Council Committee
Squamish Sustainability Corporation
SLRD Alternate

Councillor Rob Kirkham

Select Committee on Seniors Issues
Economic Development Standing Council Committee
Finance Standing Council Committee
Squamish Sustainability Corporation



Mission & **Vision**

Mission Statement

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

- Visionary leadership
- Excellence in governance
- Customer focused service
- Strong community partnerships
- Sound financial management

Our Vision

We are a vibrant and robust coast mountain community where people come to live, learn, work and play in harmony.

We are multi-cultural, compassionate, vibrant and diverse

We are leaders in fostering social integrity, economic development and environmental sustainability.



“I am proud to say that the employees of the District demonstrate courage, intelligence, and a commitment to providing quality service to the community.”

It was with great pleasure that I assumed the role of Chief Administrative Officer in September of 2009. I did, and continue to, feel privileged to have the opportunity to work with an amazing community supported by a strong and committed Council. I am excited to be part of developing a visionary leadership culture for both the community and the corporation.



Message from the CAO

The 2009 Annual Report outlines both the core services and the added value provided to Squamish residents, businesses, and visitors. Core services are the fundamental support functions (e.g. water supply, recreation programming, garbage collection, etc.) and make up 80 to 90% of taxation revenues. Non-core services (e.g. grants in aid, community policing, etc.) are elective and support the community beyond essential service levels. Collectively, the services provided by the District of Squamish meet and/or exceed the demands of stakeholders and residents and ensure the livelihood of the community.

The most valuable District asset is the employees who serve the public. I am proud to say that the employees of the District demonstrate courage, intelligence, and a commitment to providing quality service to the community.

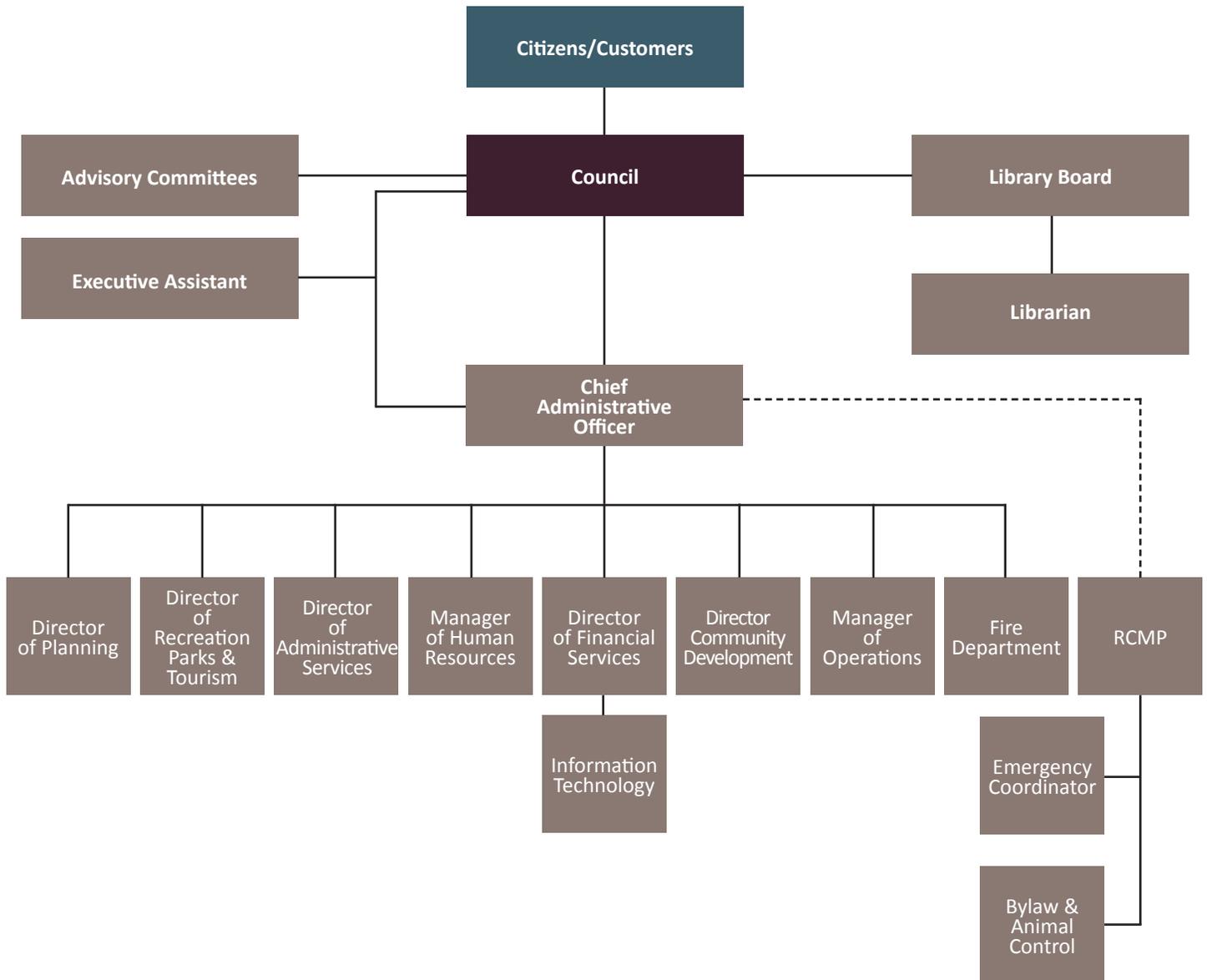
As we look forward, it is clear that there are challenges for the District that must be addressed in the short and long term. The District is continually confronted with the off-loading of services from other governmental agencies. Strong growth creates additional demands on staff and overall budgets. The District must rationalize long-term strategies to ensure that basic infrastructure is maintained at an appropriate level. The District must ensure that all business units are operating in a streamlined and efficient manner. The District must ensure that we can attract and retain the best civil servants possible. Overall, we will go through a period of transition, with a commitment to create a world-class organization that provides service excellence to the community.

I feel honoured to be part of the leadership team that can shape the future of this community. I look forward to the challenges ahead and feel confident that we, as a team, will exceed all expectations.

Kevin Ramsay
Chief Administrative Officer

A handwritten signature in black ink, appearing to read 'Kevin Ramsay', written over a white background.

Organizational Chart



Employee Involvement

District of Squamish employees are also active community members who give back to the community by donating hundreds of hours of time and skill to support the many sporting activities in Squamish, social causes, and humanitarian endeavors.

Here are some examples of our employees making a big difference in 2009.

District employees generously donated \$4,703.04 to the annual United Way campaign.

In support of the BC Children's Hospital Foundation "Jeans Day" fundraiser, staff donated \$5 to wear jeans to work and raised \$200.00 for the BC Children's Hospital Foundation.

Staff supported the 2009 Daffodil Campaign raising \$280.00 for the Canadian Cancer Society.

Staff supported Canada for Haiti and raised \$210.00.

The Squamish Firefighter Association, comprising both volunteer and career members, every year provide sponsorship to various youth sport teams, the local Cub Scout troop, and hold fundraisers supporting the Terry Fox Run and the Canadian Cancer Society's 24-Hour Relay for Life. The Firefighter Association donates countless hours of time to participate in numerous community events such as Remembrance Day, the Annual Easter Egg Hunt and Christmas parade.



"Last year I had the pleasure of raising money through employee participation for the charity Community Christmas Care. Our goal was to raise money to purchase gifts for under-privileged teens of Squamish to help brighten their Christmas season.

Various raffles were held throughout the year with the help of generous community contributions. Other fundraisers included, Penalty Questions, Penny Drives and 50-50 Draws. We were able to raise over \$1,300.00 allowing us to purchase many wonderful gifts such as skateboards, MP3 players, a stereo, watches, sporting goods, leather belts, novels, a DVD player, hair styling tools and much more.

I look forward to raising funds and helping again in 2010. "

Dava Gustason
District employee

The Administrative Services Department provides the link between the citizens, the District and other government bodies. It is responsible for the preparation and preservation of corporate-wide records management including preparation of Council, Select and Standing Committee agendas and other materials, minutes, bylaws, legal documents and other corporate business records. Administrative Services hold responsibility for: the proper conduct of local government elections and referendums; notifications and advertisements of Council's actions in compliance with statutory regulation; corporate reception; filming within the District; Board of Variance secretary; provision of property management services (leases, road closures, property acquisition and disposal, airport management); response to Freedom of Information and Protection of Privacy requests (FOI/PPA); communications (press releases, newsletters, newspaper and radio advertising, website content, posters and brochures); maintaining the corporate actions database related to Council actions, and citizen request for service/complaints; and procedural advice to Council and other departments.

Administrative Services

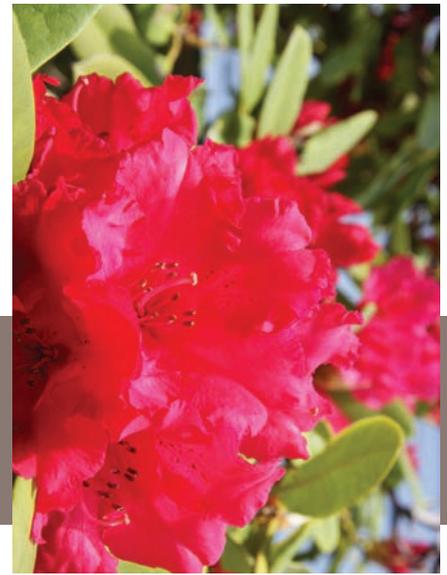
2009 Highlights

- Managed communications for District events, public information and initiatives via news release, the District website, poster campaigns, weekly ads in the local paper and introduced the electronic newsletter the "District Update" providing the community with an update on District activities and Council briefs.
- Launched the redesign of the District website.
- Legitimized existing long-standing operators at the airport.
- Implemented records destruction processes post Destruction Bylaw adoption.
- Supported 162 meetings of Council by managing agendas, minutes, correspondence and research.
- Recorded and tracked 552 requests/enquiries from the public.
- Continued implementation of lease review results for existing and new leases.
- Established a management plan and coordinated required subleases at the Squamish airport for the 2010 Winter Olympics.
- Began integration of lease management and financial management of real estate.

2010 Goals

- Enhance District website communication including introducing a monthly electronic newsletter and incorporate more social networking tools to communicate District messages.
- Adoption of Council Meeting Procedure Bylaw.
- Continued implementation of a corporate classification system and Records Management Software, facilitating enhanced operational efficiencies and information security.
- Develop and implement 2010 Olympic communication strategy, including opportunity for media presence at the Adventure Centre.
- Complete a proactive District Communications Strategy.
- Completion of online Policy Manual.
- Undertake and award the Squamish Sports Legacy Fund Request for Proposal.
- Undertake new role as "Corporate Services" pursuant to Service Squamish Initiative comprising Bylaw Enforcement/Animal Control, Information Services, Real Estate, and Administrative Services.
- Assume responsibility for maintenance of all District buildings.
- Complete an audit and develop long-range plan for all District buildings.
- Establish process and requirements for long-term leases at the Squamish airport.
- Complete Free Crown Grant applications.

Financial Services



The Financial Services Department oversees the financial operations of the District. The department provides financial information and advice to Council, other District departments and the general public.

The Financial Service Department is responsible for the following services:

- Property Tax
- Utility invoices (water, sewer, garbage)
- Dog licence collection
- Renewal of business licences
- Commercial vehicle licences
- Transit
- Accounting and payroll
- Treasury and cash management
- Financial reporting and internal control
- Financial planning and budgets
- Insurance claims
- Purchasing

2009 Highlights

- Implemented the electronic Home Owner Grant application system.
- Expanded Transit service to include a stop at Brennan Park Recreation Centre.
- Increased public involvement in the budgeting process by hosting two town hall budget meetings and increased communications through various communications tools to the community.
- Completed the bulk of the 2010 budget before December 31, 2009.
- Fully implemented the revenue reporting requirements for 2009 as recommended by the Ministry of Community Services (Schedule A to Bylaw 2092 – revenue and permissive tax exemption reporting and policy).
- Participated in the summer student program and hired a summer student to work on special projects.
- Completed a comparative analysis of property tax rates in BC to guide decisions in setting the District's annual property tax rates.
- Continued to update the GIS system for all water, sewer, road and drainage facilities and uploaded data to the Citywide Tangible Asset System.
- Participated in training opportunities offered through the Province of BC.

2010 Goals

- Review and recommend updates to the Purchasing Policy.
- Implement a marketing campaign to create awareness to Squamish residents about offering and the Home Owner Grant application electronically through the District's website.
- Continue the student-training program by bringing in a summer student for special projects.
- Update water, sewer and garbage bylaw.
- Fully implement the revenue reporting requirements for 2010 as recommended by the Ministry of Community Services (Schedule A to Bylaw 2092 – revenue and permissive tax exemption reporting and policy).
- Continue updating the GIS system for all water, sewer, road and drainage facilities and uploading data to the Citywide Tangible Asset System.



Information **Technology**

Information Technology is responsible for all of the District's computerized electronic, hardware, and software systems, including the systems for Emergency Services and the District's two corporations. Responsibilities for Information Technology include maintaining the District's networks, water and sewer information and control systems, District radio systems, integrated security, backups, information security, PC's, Internet access, phone network and the technical side of the District's website.

2009 Highlights

- Installation of the fibre optic ring conduit section along the Corridor Trail up to Centennial Way extends reliable high-speed data infrastructure in Squamish.
- Installed updated network radio systems, improving speed and reliability of the District's network system.
- Upgraded Internet and media access for Olympics at the Squamish Adventure Centre.
- Virtualization (the combination of multiple servers in one) now running at remote site for reduced downtime in the event of a failure.
- Installed a card access system for the new Seniors' Centre.
- Installed a new phone system at Fire Hall #1 and the new Seniors' Centre.
- Commenced updates to 11 and completed 7 SCADA (Supervisory Control And Data Acquisition) lift stations.
- Completed Senior's Centre alarm wiring, set up new audio/visual equipment.

2010 Goals

- Construct Power systems at Alice Ridge Tower
- SCADA (Supervisory Control And Data Acquisition), enough sites online to allow departments to build workable policies around the new SCADA systems
- Reduce power consumption by utilizing virtualization.
- Build server room at Emergency Operations Centre.
- Commence on fibre master plan.
- Embrace the Service Squamish Initiative in day-to-day operations.
- Construct a SCADA radio repeater tower and system in Valleycliffe.
- Increase online public access to District mapping systems.
- Run and utilize new fibre conduit sections to connect three district buildings.



The Human
Resources
Department
works in
collaboration
with the
leadership
team to ensure
the District
achieves its
vision and
strategic goals.

Human Resources

Human Resources' goal is to attract and retain the best employees in their field who share a commitment to the community, ensure the systems are in place to support and motivate corporate teams to deliver excellent public service.

Human Resources is responsible for a variety of employee services including recruitment, compensation & benefits, employee motivation & retention, labour relations, policy development, training & development, and occupational health & safety.

2009 Highlights

- Led process to recruit new Chief Administrative Officer.
- Completed Collective Bargaining resulting in new Collective Agreements with CUPE & IAFF Locals.
- Continued to build positive labour relations with both CUPE (Canadian Union of Public Employees) & IAFF (International Association of Fire Fighters).
- Provided employee training for First Aid and Preventing Violence in the Workplace.
- Implemented Leadership Development Program for Supervisors and Managers.
- Reduced WorkSafe BC monthly premiums as a result of fewer workplace injuries.
- Managed job postings and interviews resulting in the hiring of 98 positions: 14 regular full time employees; 10 part time; 11 temporary full time; 22 temporary part time and 41 casual positions.

2010 Goals

- Implement an attendance management program to decrease absenteeism and increase productivity.
- Implement improved performance management system to measure staff achievements, quality of work and enhance accountability.
- Develop leadership skills of employees through formal training and coaching to create a motivated team.
- Enhance employee communication and improve dissemination of information to employees to ensure optimal customer service.
- Update and implement employee policies to reflect current best practices.
- Review and enhance Occupational Health & Safety program to ensure safety of employees and reduce injuries, thereby decreasing WorkSafe BC costs.
- Optimize labour relations with CUPE and IAFF for improved morale and productivity.

Community Development

The Community Development Department comprises Engineering, Environmental Services and Building Services.

Engineering is responsible for:

- Engineering records, standards and policy development.
- Infrastructure planning and implementation.
- Engineering requirements associated with development projects.

Building Services is responsible for:

- Building and plumbing permits and inspections.
- Building moving or demolition.
- Sign permits and regulations.
- Issuance of new business licences.
- Board of Variance application processing.

Environmental Services is responsible for:

- Environmental protection and stewardship through policy development and public education.
- Environmental emergency response in support of senior levels of government.
- Assisting development projects with the mitigation of impacts to the environment.

2009 Completed Projects

- \$1,000,000 in road improvements.
- Completed and implemented the anti-idling bylaw.
- Participated in the CN Cheakamus Spill reconciliation process.
- Participated in the Corridor Air Quality Management Committee.
- Continued to pursue Building Code compliance along with Bylaw Enforcement.
- Installed the pedestrian activated signal on Garibaldi Way at Tantalus Road.

2009 Ongoing Projects

- Update Development Cost Charge Bylaw.
- Update Subdivision and Development Control Bylaw.
- Planning for O'siem Pavilion in downtown Squamish.
- Continue work with the Sea to Sky Highway Improvement Project to reconcile deficiencies.
- Reconstruction of the Boulevard and Highlands Way South Roads.
- Investigation of Green Building Provisions for future Bylaw update.

2010 Goals

- Completion of Riverstones off-site servicing.
- Completion of roadwork on Highlands Way South.
- Commence improvements to Skyline Drive and Skyline Place including retaining walls for stability issues and improved road base.
- Completion of Kingswood Pedestrian Crossing on Highway 99.
- Completion of Government Road Trunk Sewer Line project.
- Completion of Thunderbird Ridge Watermain Replacement project.
- Improve traffic calming on Buckley Avenue in the residential area and near the Squamish Elementary School.
- Completion of Mamquam River Watermain Crossing project.
- Manage annual road reconstruction.

Planning Department

2009 was a year of policy development for the Planning Department.



2009 Highlights

2009 was a year of policy development for the Planning Department. Global economic downturns and the resulting lending crisis saw new development applications come to a virtual halt in 2009. These changing times allowed the Planning Department to shift the workload to a focus on policy development, while managing a number of ongoing development applications. In 2009 Council and Planning made policy development a priority and significant progress was made on a number of projects.

Customer service and community consultation remained a core priority for the Department in 2009 with a steady flow of citizen and developer inquiries for ongoing projects, and consultation processes related to planning policy work. A number of open houses and public presentations, as well as professional presentations were held to inform and elicit feedback on the work of the Department.

The Department spends a significant portion of their time deriving policies and strategies for building the community. From the Official Community Plan, Oceanfront Planning Process, and Downtown Neighbourhood Plan, to the innovative work on Community Energy Action Plan -the Planning Department is currently working on many crucial policies, that once complete, will help to guide the future of Squamish.

Throughout 2009 residential development slowed, however the number of Commercial development activity contrastingly increased than previously experienced. Indicative of Council and Staff's successful policy work, the Downtown was the hottest area for residential development during the 2009 period, whereas the Business Park has seen the most approved development for the Commercial/Industrial sector.

Looking forward to 2010, the Planning Department will be focusing on the completion of many of the major policy pieces currently underway and to the development market picking back up. The Department's Strategic Plan also prioritizes community engagement and communication through innovative means, improving customer service through an efficient and effective development process, and managing major projects such as Squamish's Oceanfront.



The Planning Department's Strategic Mandate

Following is the Planning Department's strategic objectives for 2010-2013. They express the role of planning in the District, as well as the initiatives that the department will be undertaking in 2010 and beyond.

- Provide for the long-term sustainability of the community by balancing current opportunities for growth and densification, with elements that contribute to the overall liveability of the community.
- Express the community's future goals and aspirations through sound, collaborative policy development.
- Provide increased opportunities for effective and meaningful participation in the community planning process.
- Incorporate emerging trends and technologies into the long-term vision for the community to in turn, keep Squamish at the leading edge of planning and development practice.
- Implement and manage a development approvals process that ensures maximum quality of life, benefit, and amenity to the community while providing predictability and certainty to the development and investment community.
- Resource and inform broader corporate initiatives related to governance, sustainability, growth, economic development, and corporate operations.

2010 Goals

The following is a list of the Department's key strategic objectives for 2010 to achieve the Strategic Mandate. Following each objective is a number of actions the department will undertake in 2010 and beyond, to achieve the strategic objectives. The objectives are:

Complete On-Going Policy Projects

- Official Community Plan
- Oceanfront Plan
- Trails Master Plan
- Community Energy Action Plan
- Regional Growth Strategy
- Downtown Neighbourhood Plan

Initiate New Policy Projects

- Zoning bylaw update
- Climate Action Charter Implementation Plan

Lead an Efficient, Well Coordinated, and Responsible Development Process

- Development Process Improvements
- Technical Planning Committee Improvements

Promote and Facilitate Effective Community Engagement

- Produce a departmental annual report
- Improve tracking and benchmarking systems

Manage External Influences and Projects

- Garibaldi at Squamish
- Regional Growth Strategy
- SLRD Boundaries and Governance Review
- Squamish Nation protocol agreement



The District

Operations

Department is

responsible for

drinking water,

the piping

and pumping

to distribute

it, disposal of

sewage, and

the piping and

pumping to take

it from each

neighbourhood.

Operations

The District Operations Department is responsible for drinking water, the piping and pumping to distribute it, disposal of sewage, and the piping and pumping to take it from each neighbourhood. Operations is also responsible for the District's ever increasing road network, drainage, dikes and pump stations, street signage and lights, the vehicle fleet and equipment, municipal buildings, community parks, green spaces and sidewalks, as well as garbage, recycling and the Landfill.

2009 Highlights

- Completed the implementation of curbside recycling.
- Installed mandatory bear proofing of all residential garbage totes.
- Continued ongoing efforts to establish a regional landfill.
- Reduced garbage volumes to the dump with the introduction of curbside recycling.
- Converted all District public garbage cans to bear proofed models.
- Continued operator safety training for all Operation's employees, and hybrid vehicle maintenance training of District mechanics.
- Commenced playground replacement program and completed two new playgrounds.
- New banner program.

2010 Goals

- Begin Cross Connection Control (CCC) program.
- Continue focus on Operator training.
- Continue focus on safety and safety training for employees.
- Create a benchmarking program.
- Improve water quality monitoring equipment.
- Conduct an Infrastructure review program.
- Conduct a water loss audit.
- Review all new subdivision plans and provide input to the Planning and Engineering groups.
- Research new equipment and technologies that will help the District become more efficient.
- Conduct Department core service review looking for ways to improve efficiencies.
- Conduct a nuisance animal study.
- Continue program of replacing old, non-compliant playgrounds with new equipment.



Recreation, Parks & Tourism

The Department comprises full-time, part-time, casual and instructional staff making it the District's largest department.

Recreation, Parks and Tourism plans, organizes and conducts recreation programming in the community for all ages and abilities and offers these programs at Brennan Park Recreation Centre, local schools, and other local facilities. The Department also operates the fields at Brennan Park and works closely with community sports groups to provide high quality facilities for sport play. The department operates and maintains the Mount Garibaldi Cemetery, the skateboard park, Eaglewind Park, Smoke Bluffs Park and acts as a District liaison on Tourism and Youth Issues.

2009 Highlights

- Partnered with the Planning Department to complete the Trails Master Plan.
- Completed the draft form of the Trails Master Plan.
- Reviewed the Community Use Agreement for public access to Quest recreational facilities with Quest University.
- Constructed Section Two of the Corridor Trail.
- Opened the Squamish Seniors' Centre – This new facility became the property of the District of Squamish in 2009. Up and functioning with over 330 members it has become a source of pride for the seniors' community and staff of the District.
- Completed a consultative department review process.
- Expanded the department with new hires.
- Continued to look at ways to provide quality recreation, parks and tourism opportunities for the community.
- Replacement of 30-year old Brennan Park Recreation Centre arena roof to a state-of-the-art energy efficient roof.

2010 Goals

- Complete the Corridor Trail (Section one and three).
- Complete the Community Use Agreement for public access to Quest recreational facilities.
- Open commercial kitchen at the Seniors' Centre.
- Complete Core Service Review of Recreation, Parks and Tourism operations including staffing, provision of recreation services, gaps in services and cost effective efficiencies.
- Complete the Trails Master Plan in cooperation with the Planning Department.
- Continue the process of the land transfer of lands in Smoke Bluffs Park owned by the Federation of Mountain Clubs to the District of Squamish.
- Assist in the Squamish Sustainability Corporation transfer of the Tourism function to the Tourism Squamish Society.
- Work with the Standing Committee on Parks and Recreation to review the existing Parks and Recreation Master Plan and determine a process for update of that plan.

The Squamish Public Library continues to grow each year from its humble beginning of one hundred adult books when the library first opened in 1956 to now housing an impressive 55,000 books, 2,700 DVD titles and 1,200 audio books. The Library's mission is to encourage a lifelong enjoyment of reading and learning by providing equal access for all to local and global resources in a welcoming environment.



Squamish Public Library

The Squamish Public Library is located downtown at 37907 Second Avenue and, as well as housing books, DVDs and audio books in the library, members have access to another 4,600 audio book and 5,100 e-books that can be downloaded from the 'Library to Go' link on the library web page. The Library subscribes to 150 magazines and over 30 online information sources including Auto Repair, Consumer Health, and Access Science. These information sources contain full-text articles, videos and charts and can be accessed from home through the library website. The website allows library members to renew materials as well as request items not only from the Squamish Library, but also from any public library in BC. The Library also offers many literacy programs throughout the year.

2009 Highlights

- 107,600 people visited the Library.
- 157,000 items were borrowed from the Library – a 15% increase over 2008.
- Family Story times in German, Japanese and French were introduced.
- Partnered with Courthouse Libraries BC and hosted a Legal Resources forum to share information about legal services and resources available to the Squamish community.
- Hosted in partnership with Quest University a series of free public lectures given by Quest University teaching staff and held at the library.
- Implemented green initiatives by changing to environmentally friendly cleaning products and reduced the building temperature by one degree.
- Implemented an interschool reading challenge. Over fifty students from three elementary schools participated.
- Conducted regular radio interviews promoting library programs and events.

2010 Goals

- Assess and enhance the print collection.
- Migrate to an open source integrated library system.
- Improve access to resources for people with print disabilities.
- Improve access to Squamish historical resources.



The municipality contracts with the Province of British Columbia for policing services. The Squamish detachment is located on Finch Avenue in a modern facility connected with the Squamish Emergency Operations Centre. A staff sergeant heads up the Squamish RCMP detachment with 17 municipal employees supporting the force.

RCMP

2009 Highlights

- Continued ongoing partnership with Bylaw Enforcement and Emergency Management Program in the Public Safety Building.
- Participated in annual canoe race with First Nations. Positive relationship building with First Nations youth. Recently formed First Nations Integrated Policing Unit now firmly established and fully operational within Squamish.
- Continuing value of a Municipal Traffic/ Crime Reduction position to enhance traffic enforcement and identify persistent criminal activity within the District of Squamish.
- Continuing value of a School Liaison Officer position dedicated full time to involvement with youth.
- Business Link Program coordinated through the Community Policing Office offering crime prevention tips and alerts to local downtown business operators via a monthly newsletter delivered in person by trained RCMP volunteers.
- Speed Watch is an educational program aimed at reducing incidents of speeding and is conducted in partnership with the RCMP, citizen volunteers and ICBC. Speeds are monitored using portable radar equipment and an electronic digital reader board in school zones and high incident crash locations.
- Block Watch is a program of “neighbours helping neighbours” administered through the Community Policing Office. Participants are committed to watch out for each other and report all suspicious activity to the police. The Elements, Arbourwoods, Westway Village and Castlerock multi-residential housing complexes all entered into partnership with the RCMP.

2009 Statistics

Theft from Auto	177
Theft Under \$5000	176
Theft over \$5000	9
Auto Theft	94
Mischief/Property Damage	385
Cause a Disturbance	306
Break & Enter - Business	44
Break & Enter - Residence	45
Assault - Common or Trespass	167
Assault - Causing Bodily Harm	33
Assault - Aggravated	1
Intoxicated in Public	196
Roadside suspension - Alcohol/Drug	356
Motor Vehicle - No injuries	327
Motor Vehicle - Injuries	38
Motor Vehicle - Fatal	4
Prisoners	595
Total Files	8958

2010 Goals

- CPTED (Crime Prevention Through Environmental Design) input and solutions for the proposed O’Siem Pavilion Project located in the downtown area.
- Expansion of the crime reduction strategies.
- Increase partnership with other Enforcement agencies which includes Department of Fisheries and Ocean and Conservation Services.
- Strong and effective approach, commitment, service to residents and visitors throughout the 2010 Olympic/Paralympic Games.

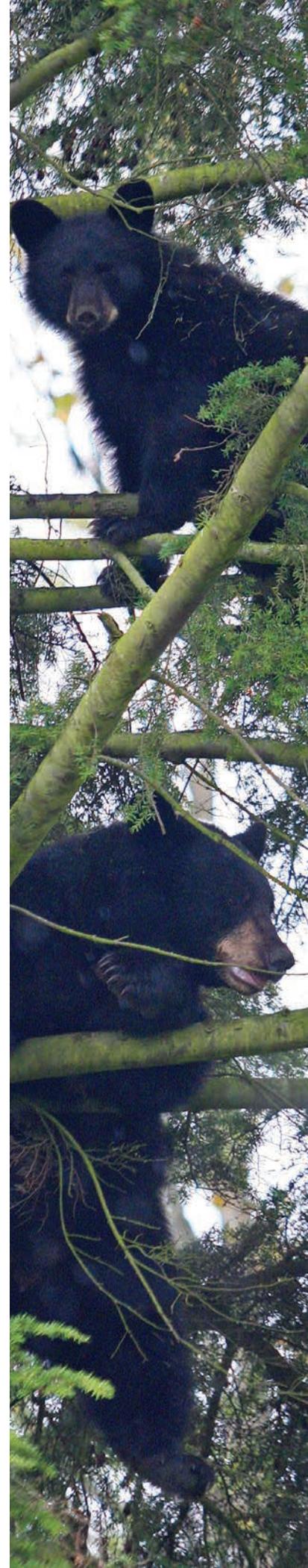
Bear **Aware**

2009 Highlights

- Applied on behalf of the District of Squamish, for Bear Smart Status from the Ministry of Environment.
- Adoption of the revised District of Squamish Wildlife Attractant Bylaw No. 2053, 2009.
- Adoption of amendments to the District of Squamish Building Code Bylaw No. 1822, 2004 Amendment Bylaw No. 2125, 2009 to include criteria for wildlife resistant enclosures for new developments.
- Adoption of the District of Squamish Municipal Ticket Information Bylaw No. 1832, 2004 Amendment Bylaw No. 2123, 2009.
- In partnership with the District of Squamish, the draft Trails Standards contains a section on sharing trails with bears.
- Through a cooperative partnership with the District of Squamish Planning Department, Bear Smart criteria is now included on the Development Permit Application checklist and the Planning Department's web page now contains a link to the Bear Aware/Bear Smart pages.
- In partnership with Bear Aware, the District of Squamish has included Bear Smart waste management requirements within the filming permit form.
- In partnership with Bear Aware, the District of Squamish Special Events checklist will incorporate Bear Smart waste management criteria with reference to the District of Squamish Wildlife Attractant Bylaw No. 2053, 2009.
- Introduced Bear Aware/Bear Smart information pages on the District's website including a link to Wildlife Attractant Bylaw No. 2053, 2009.
- In cooperation with numerous volunteers from the Bear Aware Volunteer Network, Bear Aware continued with the Community Harvest fruit-picking program.

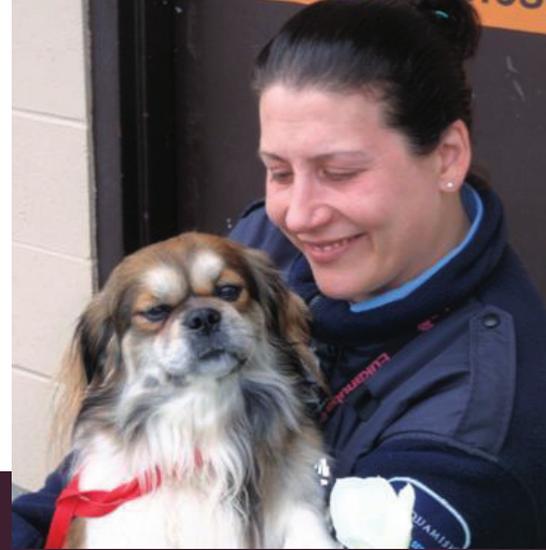
2010 Goals

- Continue community Bear Aware education and awareness with the goal of reducing human-bear conflict issues.
- Increase community Adopt-a-Can Program sponsorships.
- Continue to work in partnership with District Bylaw Enforcement Office, RCMP and the Conservation Officer Services to reduce human/bear conflicts.
- Continue to work in partnership with solid waste collection contractor to reduce human/bear conflict issues within Squamish.
- Partner with the Squamish Climate Action network to continue and expand the Community Fruit Tree Harvest Program.
- Foster a community wildlife stewardship ethic.



Bylaw Enforcement

Animal Control



We strive to affect positive change for the benefit of all.

The District of Squamish Bylaw Enforcement and Animal Control Departments respond to and investigate complaints received about possible bylaw violations. Bylaw enforcement generally refers to a host of actions that are directed at obtaining compliance with local government bylaws. If there is a contravention of a municipal bylaw, Bylaw Enforcement Officers will work with the person or persons responsible to voluntarily remedy the situation before resorting to legal action. Bylaws are intended to protect and enhance our neighbourhoods and community, and our Officers are here to assist in understanding and enforcing those bylaws. We strive to effect positive change for the benefit of all.

2009 Highlights

- Adoption of a new Animal Control Bylaw with increased regulatory authority.
- Adoption of a new Wildlife Attractant Bylaw with improved regulatory powers.
- Increased parking enforcement in the downtown core and Tantalus Road business district.
- Continued responsive relationships with community partners to facilitate bylaw compliance and education.
- Consistent application of bylaw enforcement through education, inspections, mediation between members of the public, and leveraging voluntary compliance with the rules where possible, and seeking consequences for contraventions where compliance is not forthcoming or harm has been done to the community.
- Training for all staff in “Advanced Apprehension and Handling” of dogs to ensure the safety of our officers, the public, and the animals.
- Facilitated and achieved voluntary compliance on most complaints received and investigated.

2010 Goals

- Increased presence during Olympic time frame.
- Provide professional, efficient, quality client service that values people and diversity.
- Continued training opportunities in Conflict Management for all enforcement staff.
- Continued proactive parking enforcement throughout the community.
- Continued proactive patrols for contraventions of the Animal Control Bylaw.
- Continued improvement in partner relationships to increase utilization of and access to community resources.
- Explore Alternative Dispute Resolution options to best suit the needs of the community.

Bylaw and Animal Control 2009 Statistics

Animal Control complaints:	478
Bylaw Enforcement complaints:	410
Self-generated Bylaw investigations:	375
TOTAL 2009 INVESTIGATIONS:	1263



Squamish Emergency Program

The District of Squamish is the local authority for emergency management of incidents that affect our community, whether it is localized such as a railway derailment, larger such as heavy rainfall and flooding, or a significant disaster such as an earthquake that affects the entire community.

The District of Squamish has an Emergency Measures Bylaw that provides authorities and directs the Emergency Operations Control Group during emergencies or disasters. The Community Emergency Plan is a reference, which management staff and responders utilize as a guide as they respond to emergencies.

2009 Highlights

- Participated in two Emergency Operations Centre EOC Exercises, EX Silver and EX Gold for the Vancouver 2010 Games. District staff participated in scenarios that are typical of emergencies that have affected our community in the past.
- Partnered with BC Hydro to conduct the one-day Daisy Lake Dam Exercise that included community emergency responders to test the District's response to the worst-case scenario involving the Cheakamus River.
- Squamish selected as a local jurisdiction to test Emergency Management BC's emergency management software program called Eteam. The software program can assist the emergency planners communication with other governments, post situations, request resources and track all of the emergencies and plans for Squamish.

2010 Goals

- Continue to work towards becoming a Disaster Resilient Community.
- Update the Emergency Response and Recovery Plan.
- Emergency Management in BC has evolved over the years and so has the District of Squamish. Our Emergency Measures Bylaw will be updated.
- Continue training staff using ETeam software and incorporate into our emergency responses and recovery activities.
- Squamish was successful in receiving two Joint Emergency Preparedness Program (JEPP) grants this year. One is for Emergency Management Training for \$9,715.60. This grant is a 50 / 50 cost share with the District and the Provincial Government.
- The second JEPP Grant is for Satellite Telecommunications equipment for \$23,026.83. This grant is a 50 / 50 cost share with the District and the provincial Government as well.

Search and Rescue

SAR were called out to approximately 35 incidents in the area around Squamish. The terrain is challenging and the SAR Team are trained for Water Rescue, Ground Search and Rescue, Rope Rescue, Mountain Rescue and can be supported by a Helicopter External Transportation System HETS, sometimes known as a long line rescue.



Emergency Social Services

ESS had a number of responses including the 7-unit townhouse fire just before Christmas. The community response was great with the ESS Team partnering up with Project Love to meet the long-term needs of the folks affected by the fire. The community donations were extensive with cash and gift cards. Each of the family units received a home emergency preparedness kit.



Emergency Radio Communications

ERC team participated in the emergency exercise "Top Hat". This exercise included the communications groups from the Lower Mainland, Vancouver Island, and Washington State. This radio network provides a backup system of communication during disasters or infrastructure failures.



Squamish Coast Guard Auxiliary Unit #4

CCGA-P Unit 4 became a unit on call. For the last two years, the crew have been training, fundraising, and getting certified for responses on Howe Sound. With the purchase of the Coast Guard Vessel and the formation of four "watches", the community now has a safety net for water rescue in Howe Sound.



Squamish Fire Rescue has two stations and a combination of career and volunteer members who protect the lives and property of over 15,000 Squamish residents.

The full time staffing consists of a Fire Chief & Deputy Chief providing administrative support for the department and oversee the day-to-day operations. Four career firefighters provide fire suppression and rescue services in addition to a number of important support functions. The office duties are coordinated by an administrative assistant. All the full time staff work from 8:30 a.m. – 4:30 p.m., Monday through Friday.



Fire Rescue

Public Education

- Conducted “ Chip & Dale “ fire safety talks to all Kindergarten students in the District. A fun and informative way to reach that age group.
- Educated Grade 3 students on how to identify hazards in the home and who to notify through talks and using the interactive Fire Safety Hazard House.
- Hosted a community Open House at the Fire Hall during Fire Prevention Week.
- In partnership with Canadian Tire, held an information session at Canadian Tire during Fire Prevention Week.
- Conducted an information session with the Camp Squamish Counsellors addressing fire safety concerns from an institutional perspective and advised on conducting inspections of their facilities and conducting fire safety drills with camp attendees.
- Delivered general safety talks at the Community Health Centre to new mothers in the community.

Training

- Twelve new recruits completed a 200-hour training program over a five-month period and an 80-hour First Aid course called the First Responder Program.
- Conducted First Responder Re-certification course. Fire department members must maintain and re-certify their skill every three years.
- Six members completed a Fire Service Instructor I Course and obtained their Instructor I certification.

2010 Goals

- Provide 24/7 support during Olympic Time Frame.
- Develop a comprehensive set of written Standard Operating Guidelines, Policies, and Safe Working Procedures.
- Train Volunteer Fire Officers to a higher level in the areas of emergency scene management, firefighter accountability, and incident scene safety.
- Implement a new incident scene firefighter accountability system (Passport Accountability). An accountability system for tracking strategies and tactics, crew assignments, and the whereabouts of every firefighter on an emergency incident scene.
- Provide additional Incident Management training and support, coaching and feedback to Volunteer Officers.
- Delegate additional authority and responsibility to the Volunteer Officers for incident management.
- Develop and implement a system of measuring and tracking skills, knowledge, and abilities in critical job performance areas for firefighters and fire officers.
- Commence the process of developing a Fire Master Strategic Plan.

Squamish Sustainability *Corporation*

The Squamish Sustainability Corporation (the SSC) is a wholly owned subsidiary of the District of Squamish. The functions of the SSC have been the operation of the Adventure Centre building and the promotion and marketing of tourism in Squamish through a sub-committee known as Tourism Squamish. During the 4 years of existence, the SSC had incurred a total of approximately \$600,000 in debt, for which there appeared to be no reasonable prospect of retiring from operations, and had made no contributions to the capital cost of the facility. In addition, the District of Squamish has been subsidizing the operations of SSC in excess of \$200,000 annually plus other non-monetary contributions. There have also been concerns about the efficiency and accountability of the sub-committee tourism management structure.

On June 2, 2009 Council appointed each of the members of Council as directors of SSC. Upon review of operations, this new SSC board resolved to support in principle the transfer of the tourism related assets and operations of SSC to a newly incorporated society, Tourism Squamish Society. Tourism Squamish Society's board is comprised primarily of representatives of the tourism industry from Squamish. It is contemplated that once this transaction is completed the revenue from the newly created Additional Hotel Tax will be diverted to the Society to assist with funding of its operations and it will be the destination marketing organization for Squamish. The result will be that SSC's only function is the operation of the Adventure Centre and Council will consider a strategy to retire the debt and the future of the Corporation.





The vision for
the Squamish
Oceanfront
is to create
a complete
community
with a blend
of distinct
neighbourhoods,
each with its
own unique
character and
activity centres

SODC

Squamish Oceanfront Development Corporation

The Squamish Oceanfront Development Corporation (SODC) was created by the District of Squamish, with a mandate to shape the conditions for the development of Squamish’s oceanfront land and water assets, and to deliver a world class Oceanfront project with triple bottom line benefits for the people of Squamish. This Corporation is an independent body that represents the direct interests of its only shareholder – the District of Squamish.

Summary

SODC has an independent board of 13 members, however, it works very closely with District staff and elected officials to ensure interests remain aligned at all times. In fact, Mayor and Council are ex-officio board members.

The primary focus for the SODC during 2009 was the creation of a business plan for the redevelopment of the Squamish Oceanfront. Building on the community-based and District-led planning process called “Create the Oceanfront”, the SODC Board of Directors engaged a professional team to undertake site-specific planning. This initiative complemented, and dovetailed with, Create the Oceanfront, and resulted in a grand plan that delivers an incredible amount of community benefit.

The business plan was completed and approved by the SODC Board in the fall, following which the project team undertook extensive community consultations to present the vision. Going forward, SODC is working on implementation of the master plan – starting with approvals.

Approvals

The SODC redevelopment project remains in a relatively early state. The completion of the business plan provides a road map with which to seek the various approvals needed in order to implement the plan. These approvals include both land use and environmental matters.

The District is responsible for land use decisions. Create the Oceanfront has represented a two-year, District-led process to consult the public, planning experts and other stakeholders with respect to the best land use plan for the entire oceanfront peninsula. This process is coming to fruition concurrent with the initial SODC project implementation steps and will result in a Sub Area Plan (an addendum to the Official Community Plan) for the peninsula. Once the Sub Area Plan is approved, SODC can seek, sequentially, zoning, sub-division and permitting approvals for specific land parcels. All of this takes time and continued extensive community consultation.

In addition to land use approvals, there are certain aspects of the land and the plan that will require various environmental approvals. Past land uses that have created contamination will require certificates of compliance from the Ministry of Environment for the proposed land uses. The efforts required to achieve compliance are part of the plan. Similarly, environmental approvals will be required for proposed new land uses that done wrong would threaten the environment in the future. This is especially important for any work performed on the marine edge. With a strong commitment to environmental stewardship, SODC will place high importance on these matters to ensure that the plan is implemented appropriately.

The Plan



The vision for the Squamish Oceanfront is to create a complete community with a blend of distinct neighbourhoods, each with its own unique character and activity centres. It promotes alternatives to cars and offers interesting street frontages, viewsapes and open space including parks linked by a continuous mixed-use trail system that fronts water along the entire perimeter.

There are three guiding themes:

1) **COMMUNITY FIRST.** This is an oceanfront community that belongs to the people—from a visible respect for First Nations heritage to community-led growth year over year. The community succeeds by enabling local life to thrive. It is rich with opportunities for locals to work, live, play and learn, including a spectrum of amenities that enhance those experiences. Economic opportunities from light manufacturing to artisan workshops enable the community to evolve while staying true to its value. A shared awe of nature—at its most rugged and powerful—draws people in and together. These are people driven by back-to-community values, happy to linger in the moment and build relationships with one another.

2) **OCEANFRONT ALIVE.** All paths lead to the water's edge, realizing the "sea" in sea-to-sky Squamish. Sport, art, living, learning—they all meet at the oceanfront, feeding each other with energy. The oceanfront is pure public space, an open invitation for lively, informal gatherings. Planned or unplanned this is where you end up. Water viewsapes with mountain backdrops beckon to you from everywhere within the community. The ocean and community feel like one, with the water becoming a constant and powerful presence, magical and grounding.

3) **INSPIRED LIVING.** The grandeur of nature begs you to go further and think bigger. Businesses in the commercial district are filled with entrepreneurs, innovators and others from the creative class. The education complex kindles a culture of experimentation and new learning. Sport enthusiasts come from far and wide to access this world-class locale for outdoor recreation. In rain, wind or shine the community thrives, defying the powerful weather that plays out over Howe Sound. Visitors feed off this all-encompassing ethos of possibility, leaving emboldened, inspired and eager to return.

The plan will unfold over twenty years and, when complete, will provide extensive new parks and trails, representing over one-third of the developable land, a world-class oceanfront hotel, a small-scale destination shopping and dining area, significant new work places for light manufacturing, professionals and the emerging creative class, marinas and upland marine facilities, arts venues, a university site and two discreet residential neighbourhoods. In total, over 2,200 full-time jobs are projected to exist on the site at build-out.

Operations

While these plans unfold, the SODC lands remain in transition. As noted, previous industrial users created environmental contamination. Extensive remediation has already taken place and all of the land can be made safe for new intended purposes. There are portions that will have to be treated indefinitely for groundwater contamination but there are remediation and mitigation strategies that can make the land safe for use. In fact, groundwater monitoring and treatment continues for the southwestern, deep-water contamination plume.

Public access to the site continues with many people, and dogs, enjoying the temporary perimeter trail in all seasons and weather. Community groups are encouraged to continue to request event permits also. Until the new plan is fully implemented however users will be reminded to exercise caution, at their own risk, as many aspects of the site are unimproved.

If you do happen to visit the site you will likely see evidence of temporary occupation. SODC has several short-term rental arrangements with environmentally safe tenants that provide important revenues to help fund operations and a base of operation for local employment.

In addition to rental income, the SODC's operations and development activities are funded by a loan facility provided by Scotiabank and guaranteed by the District that is more than sufficient to see the project through all anticipated approval requirements – at which point a refinancing event is planned.

Respectfully Submitted,
Bill McNeney. Chair

INSERT FINANCIAL STATEMENT
(34 PAGES)

