

# DISTRICT OF SQUAMISH 2021 Annual Report



## Message from the Mayor



The District of Squamish continued to weather the ups and downs related to the COVID-19 pandemic during 2021, while still delivering programs and services and making progress on its strategic priorities. It was a year of extremes which saw our Emergency Operations Centre activated for a total of 113 days due to the pandemic or weather-related events (heat dome, atmospheric river, extreme snow and ice events). Our community welcomed evacuees

from around the Regional District and as far away as Lytton during fire season and our Emergency Management and Public Works teams did an outstanding job seeing us through the challenges of this year.

Weather extremes are starting to reflect a changing climate and for this reason our Climate Adaptation Plan (2016) and Community Climate Action Plan (2020) are guiding long-term planning and infrastructure investment to reach our net zero goals and improve community resiliency.

This year we created a Municipal Energy and Emissions Plan to ensure that District operations can achieve net zero by 2050. Responding to the climate crisis with urgency and innovation demands an all-hands-on-deck approach from the District, local business, the non-profit community and our citizens.

A focus on the social and economic wellbeing of our residents through collaboration with community partners and various levels of

government continued. Housing affordability will take many years and a multi-pronged approach to address. We introduced short term rental restrictions in 2021, made progress on the Westwinds and Swift Creek projects, and captured hundreds of affordable and purpose-built rental units through the development process. At the end of 2021 the Squamish Community Housing Society was established to focus specifically on increasing the stock of affordable housing.

The new Youth Hub and Foundry Centre broke ground in 2021 and will support the mental and physical wellness of youth when they open in 2022. The Squamish Youth Council launched in 2021 and created three impactful projects to support youth and raise youth voices in the community. Our Community Childcare table continues its work to make childcare access easier, and the District captured new spaces through development, at every opportunity.

Our Economic Development team was hard at work ensuring that we have the data, tools and programs available to support local businesses to attract investment and grow. Despite the pandemic, Squamish continues to attract new businesses and entrepreneurs.

This report also looks ahead at the work we will accomplish in 2022 and it is an ambitious and focused list. On behalf of Council, I would like to thank our staff for their dedication and professionalism throughout the year and our community for pulling together to get us through some tough times. Let's hope 2022 continues to bring us more opportunities to meet face-to-face and build community.

SQUAMISH

  
POPULATION  
**24,232**

**CAPITAL AND INFRASTRUCTURE  
REPAIR AND REPLACEMENT PROJECTS**

**\$22.3** MILLION

**SQUAMISH  
FIRE RESCUE**  
**945**   
INCIDENT RESPONSES

**+250** OVER 2020

**113 DAYS**  
**EMERGENCY OPERATIONS  
CENTRE ACTIVATED**  
 FOR PANDEMIC OR  
WEATHER-RELATED  
LOCAL EMERGENCIES

**292**  
**BUILDING  
PERMITS ISSUED**

**19%**  
INCREASE  
FROM  
2020

**\$242**  
MILLION  
CONSTRUCTION  
VALUE

**COMMUNITY CLIMATE  
ACTION PLAN**  
of 122 ACTIONS:  
**57 ACTIONS COMPLETE/ONGOING**  
**32 INITIATED**



*Linda Glenday*  
Linda Glenday

## MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

As you read this report, most COVID-19 restrictions are behind us, and we are enjoying those favourite pre-pandemic activities and ways of life. Yet through 2021, the pandemic created challenges for everyone in our community. The work encapsulated in this report was achieved during that time, which speaks to the dedication and commitment of our District teams to provide outstanding service to our community. Whether adapting the Recreation facilities and programs, managing electronic Council meetings or responding to the volume of building permits, our staff stepped up. Our teams also kept infrastructure operational and the community safe during atmospheric rivers, heat domes and unusual snow and ice events.

This annual report provides a review of the work completed towards achieving the goals of the Strategic Plan, the Community Climate Action Plan, organizational priorities, long-term infrastructure master plans, policy development and new bylaws. Our community continues to grow and change, therefore continuous learning and improvement remain a key component of our culture in conjunction with providing outstanding community service. Combined, these core principles drive our employees to provide services in the most effective way, while continually adapting and progressing.

We continue to humbly learn about how to improve our diversity and inclusivity at the District. We are grateful to be working in partnership with the Squamish Nation on important joint projects and remain committed to the learning required of us to genuinely understand reconciliation and continue to build our relationship.

We are very excited to once again be able to engage with you in person, at Council meetings, out in the community and at events. We always appreciate your feedback and input.

The Annual Report has been written in accordance with the Community Charter; it includes 2021 goals and accomplishments, goals for 2022-23, audited financial statements and permissive tax exemptions. The District did not make a declaration of the disqualification of any person on Council or formerly on Council; therefore, a disqualification report is not required.

I have immense appreciation to all of our staff teams, our Council, our volunteers and to you, our community, for working together through 2021 to achieve so much in the face of such a challenging time.

# GET TO KNOW US

The District of Squamish delivers a range of municipal services to ensure the effective and sustainable operation of the community today and into the future.

## CHIEF ADMINISTRATIVE OFFICER

Implements Council direction in accordance with the B.C. Community Charter and the #Squamish2040 Official Community Plan. Nurtures a culture of innovation and continuous learning, and leads service excellence across District departments.

## CORPORATE SERVICES

### Communications

Provides information to citizens through the District's website, social media channels and traditional and online media. Supports public engagement programs and assists media outlets with access to information and spokespeople.

### Human Resources

Supports employee recruitment, engagement, health and safety, labour relations and more for the District, one of Squamish's largest employers, while nurturing a culture of innovation and empowerment to deliver outstanding service to Squamish citizens.

### Information Technology

Leads development, management, maintenance and security of District systems to support municipal services, facilities and departmental functions. Provides GIS mapping and an Open Data platform.

### Legislative Services

Supports the government function to ensure that legislated procedures of Council meetings, decision-making and record keeping are followed. Issues Council agendas, reports and minutes. Supports Mayor and Councillor work and activities.

### Real Estate Services

Coordinates the acquisition, disposition and leasing of real estate on behalf of the District of Squamish with the intent of maximizing the financial returns and utilization of all land and buildings to the benefit of the community.

## HOW TO READ THIS ANNUAL REPORT

The 2021 Annual Report is divided into three main sections:

1. The District's work to action the four main pillars laid out in the 2019-22 Strategic Plan (page 6).
2. The District's Organizational Plan focussed on its people (employees), stewardship, service delivery, relationship with Squamish Nation and community partners (page 16).
3. Financial statements and reports (page 27).

Find facts, stats and graphics interspersed throughout to help convey the work the District of Squamish is doing towards a thriving community.

## COMMUNITY SERVICES

### Arts & Culture

Manages arts and culture programs and activities, including commercial filming and event permitting, while minimizing impacts such as noise, traffic congestion and environmental impacts.

### Facilities

Maintains and plans for facilities maintenance and upgrades to ensure public and employee safety, extend building life and achieve environmental targets to reduce Greenhouse Gas Emissions (GHGe) and energy output.

### Public Works

Maintains roads, bike lanes, sidewalks, parks, municipal trails and cemetery. Maintains drainage and protects from localized flooding after snowfall, during rainfall and spring run-off. Operates water system, sewer system and waste water treatment plant.

### Recreation Services

Delivers programming, operates facilities (including Brennan Park Recreation Centre, The 55 Activity Centre, ice rink, pool, sports fields, tennis courts, a bike skills park and much more) and engages in community partnerships to support the health and well-being of residents of all ages.

## COMMUNITY PLANNING & SUSTAINABILITY

### Climate Change and Sustainability

Manages and coordinates actions to reduce community and corporate greenhouse gas emissions, primarily through implementation of the Community Climate Action Plan and Municipal Energy and Emissions Plan. Responsible for waste management, waste diversion, active transportation and transit.

### Economic Development

Supports existing businesses while strategically positioning Squamish for economic growth. Works to ease business constraints, provide expertise and tools, and support policy development and programs that lead to local jobs and social, environmental and economic gains for the community.

### Engineering and Environmental Services

Manages capital projects and master plans to upgrade infrastructure such as water, sewer and storm water pipes, roads, bridges and dikes. environmental policy and mapping, protection of environmentally sensitive areas and stewardship.

### Planning & Building Services

Supports land use development guided by the Official Community Plan and the Zoning Bylaw. Works with developers and homeowners to guide projects to comply with District policy. Manages building inspections and business licencing.

## FINANCE

### Financial Operations

Manages property taxation, utility billings and general accounts receivable. Administers Deferment Program. Oversees cash management for all District points of sale, payroll and payment services.

### Procurement Services

Works in partnership with all business units within the District to plan, oversee and procure goods and services, including policy and procedural development and contract management.

### Planning & Accounting Services

Coordinates financial planning. Responsible for risk administration and treasury services including financing and investing. Maintains financial records for major development contracts, asset management and grant administration. Provides financial advice, project assistance and financial and statutory reporting.

## PUBLIC SAFETY

### Bylaw Enforcement, Animal Control & Wildlife Education

Upholds bylaws enacted to maintain a safe and livable community. Enforces the Animal Control Bylaw and promotes responsible pet ownership. Supports wildlife attractant management and wildlife advocacy in partnership with the Conservation Officer Service.

### Emergency Management Program

In partnership, develops and implements procedures to mitigate, prepare for, respond to and recover from large-scale emergencies. Works to educate citizens to be emergency-prepared.

### RCMP

Ensures public safety with a focus on crime reduction, domestic violence and sexual assault, support for vulnerable persons, road safety, emergency preparedness and an Integrated First Nations Unit.

### Squamish Fire Rescue

Through prevention, education and emergency response, career staff and dedicated volunteers service 23,000 residents across over 120km<sup>2</sup> of urban, residential, industrial, wildland, and highway interface.



# WORKING TOGETHER

Our gratitude extends to the many community-minded residents, organizations and businesses for their dedication and passion to Squamish. Through volunteerism, fundraising, and hard work, there are so many people to thank. Thank you to all!



Fifteen youth aged 14 to 24 were appointed to the Squamish Youth Council. The Council collaborates with District of Squamish Council, staff, and partner agencies on initiatives that support the implementation of the Squamish Youth Strategy.



SquamishCAN organized Fall GoByBike week which featured a bike tune up station.



Downtown public seating parklet. Designed and built by OurSquamish with support from Squamish Arts Council and United Way of the Lower Mainland.

Squamish Nation Artist, Tawx\sin Yexwulla or Aaron Nelson-Moody and Paintillio collaborate to create a paint-by-numbers mural for the community.



Representatives from Squamish Nation, the District of Squamish and the regional forestry industry recently came together in a week-long exercise to assess wood waste in the region and possible utilization opportunities.



# GUIDED BY THE #SQUAMISH2040

## OFFICIAL COMMUNITY PLAN

The District's 2019 to 2022 Strategic Plan sets out realistic yet ambitious goals to address Squamish's biggest opportunities and challenges under four main pillars.



**THE PLANET &  
OUR ENVIRONMENT**



**HOUSING  
AFFORDABILITY &  
DIVERSITY**



**THE ECONOMY &  
LOCAL JOBS**



**NEIGHBOURHOOD  
CONNECTIVITY &  
PUBLIC SPACES**

# THE PLANET AND OUR ENVIRONMENT

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



## Strategic Goals



ON TRACK

Adopt Community Greenhouse Gas Emissions (GHGe) reduction targets and implementation plan.



ONGOING

Increase the diversion rate of waste from landfill to 80% and reduce per capita landfill waste to 300kg.



ON TRACK

Maintain organizational carbon neutrality while creating and implementing a plan to reduce District purchased offsets.



ON TRACK

Increase the number of businesses participating in the local carbon marketplace to advance climate change mitigation and adaptation activities.



ONGOING

Reduce the percentage of work force commuting in single occupancy vehicles to reduce overall community GHGe.


*"In 2030, emissions in the District of Squamish will be reduced by at least 45% from 2010 levels, and we will be on track to achieve net-zero emissions by 2050."* Community Climate Action Plan



## How we did in 2021

### *the highlights*

The District of Squamish worked diligently to meet the goals in this area. In 2021, the District continued to implement the Community Climate Action Plan to reduce community greenhouse gas emissions, reduce waste, and identify opportunities for carbon offset opportunities.

- ✓ Completed a detailed Municipal Energy and Emissions Plan (MEEP)
- ✓ Completed a Brennan Park Energy Study – currently seeking funding for implementation
- ✓ Completed the landfill gas collection system and flare project – currently collecting data to inform beneficial use options
- ✓ Designed #2 (Tantalus) Fire Hall to be energy efficient and fully electric 
- ✓ Adopted the Demolition Waste Diversion Bylaw
- ✓ Distributed 1,000+ bike maps and added new schools to the Safe Routes to School program
- ✓ Completed active transportation infrastructure improvements, including Pemberton Avenue
- ✓ Ran ambassadors program to support commuters to transition to electric vehicles
- ✓ Launched [squamish.ca/ClimateAction](https://squamish.ca/ClimateAction) microsite to inform and inspire citizen involvement
- ✓ Made progress on 89 of 122 of the CCAP actions that we need to complete for 2030. (57 complete or ongoing, 32 initiated) 

Some areas require ongoing attention. Progress was made with public engagement and education related to the Zero Waste Strategy but not all targets were met. In person events continued to be impacted by the COVID-19 pandemic making outreach challenging, and it was important not to add an undue burden on local businesses while they were navigating public health restrictions. In 2022, the Zero Waste Strategy will be updated with new targets and actions to guide the District on its journey to zero-waste.

## Looking forward

### *2022/2023*

In 2022 and beyond we continue to strive to meet more targets related to climate and sustainability goals.

- Design and construct new EV charging infrastructure
- Launch Open Street (no car) days
- Embark on a Circular Economy project that integrates with the Zero Waste Strategy
- Engage citizens on the Zero Waste Review and complete design of landfill expansion making room for improved diversion and circular economy opportunities
- Launch the retrofit assist program to offer guidance to homeowners to install heat pumps ([retrofitassist.ca/squamish](https://retrofitassist.ca/squamish) launched spring 2022)
- Expand transit to provide more weekend frequency and improve on-time performance
- Construct active transportation infrastructure projects including completion of Mamquam Rd (Government Road to Highway 99), roundabout upgrade at The Boulevard and Highlands Way South, and planning for additional Discovery Trail upgrades

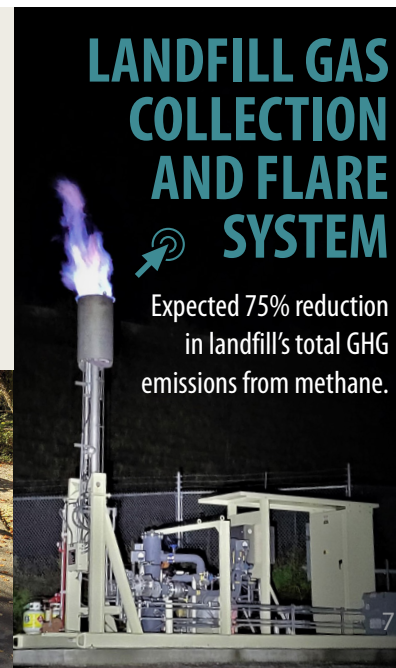
2021 WASTE  
PER CAPITA 

507 +7  
kg/person kg/person  
over 2020



LANDFILL GAS  
COLLECTION  
AND FLARE  
SYSTEM 

Expected 75% reduction  
in landfill's total GHG  
emissions from methane.





# HOUSING AFFORDABILITY & DIVERSITY

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



## Strategic Goals



COMPLETE

Establish an affordable housing governance structure that will facilitate growth and management of affordable housing stock.



ONGOING

Identify and facilitate securing land required to accommodate affordable housing needs to meet current and future projections.



ONGOING

Ensure that an additional 125 affordable purpose built rental (at or below 80% of market rental rate) units are built by 2022.



ON TRACK

Increase the number of affordable housing form options, size, and the number of bedrooms within each form, year over year.





DELAYED

Extend the affordable housing program to provide affordable home ownership options.

## How we did in 2021

### *the highlights*

The population of Squamish grew 22% since 2016 putting tremendous pressure on housing affordability and availability. The District of Squamish set out to accomplish a series of goals in this area such as working with community partners to create more affordable housing options; establishing a housing society organization; reviewing and revising housing policies; securing land through private and governmental negotiations; and continuing to work towards ensuring that a variety of housing options are available to residents.

- ✓ Spirit Creek (Buckley Avenue) project approaching completion (2022); to be operated by Sea to Sky Community Services Society 
- ✓ Established Squamish Community Housing Society (SCHS)
  - ✓ Board and staff recruitment commenced, partnering agreement developed for units provided as Community Amenity Contributions through the rezoning process
- ✓ Identified municipal parcels of land for consideration for affordable housing projects by the Housing Society and/or BC Housing
- ✓ Secured additional affordable housing units through rezoning applications, to be made available to the Housing Society when constructed
- ✓ Introduced Short Term Rental regulations, in part, to protect long-term rental units for residents 

Some projects were delayed this year due to ongoing setbacks related to COVID-19 and competing priorities. Extending the affordable housing program is contingent on Squamish Community Housing Society being operational. SCHS will be operational in 2022.



Spirit Creek  
Apartments

### SQUAMISH COMMUNITY HOUSING SOCIETY ESTABLISHED

A future single point of access for residents to access non-market and affordable housing rentals.

## Looking forward

### *2022/2023*

Housing continues to be a critical priority for the District of Squamish as the population continues to grow as a result of increased demand for what Squamish has to offer.

- Explore opportunities for additional affordable housing projects to start in 2022 or 2023
- Squamish Community Housing Society will explore new potential housing construction once operational and able
- Update the Community Amenity Contribution Policy and the Development Cost Charges Bylaw in 2022 to keep them aligned with community need
- Providing more attainable and affordable housing will require many years of work, creativity and partnerships to address

Affordable housing and purpose built market rental units are now able to be secured within developments as new development applications are received and processed. In 2021, the following have been secured or were started:

- ✓ Rezoning application adopted for **58 purpose built market rental units** and **23 affordable housing units** at the Anthem project on Centennial Way
- ✓ Development permit issued for **16 purpose built market rental units** and **24 affordable housing units** at the Bosa project on Cleveland Avenue
- ✓ Building permits issued for **140 purpose built market rental units** and **55 affordable housing units** at the Waterfront Landing / Sea to Sky development, for **38 purpose built market rental units** at the Northyards Phase 2 development in the Business Park, and **67 purpose built market rental units** for a project on Third Avenue.



# THE ECONOMY & LOCAL JOBS

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



## Strategic Goals



ONGOING

Generate a net increase of employment lands and space in pace with terrestrial and marine needs by 2022.



ONGOING

Increase the number of local jobs per capita, year over year by 2022.



ON TRACK

Increase the concentration of priority target sector firms year over year by 2022.



## How we did in 2021

### *the highlights*

2021 was a busy year for Squamish's growing economy. The District set ambitious goals to support businesses through the COVID-19 pandemic, while continuing to implement ongoing plans, and support strategic business investments and partnerships.

- ✓ Completed [Emerging Sector](#) engagement to understand sector barriers and opportunities and map out priorities within the emerging areas of Squamish's economy: Green Economy and Outdoor Recreation
- ✓ Launched [Circular Economy Roadmap](#) to industry, organizations, and government to outline a process for how to initiate a circular economy in Squamish
- ✓ Completed supply-chain analysis to understand barriers and opportunities for cluster development in emerging sectors
- ✓ Completed Lead Generation Plan and familiarization program to attract investment and new firms, and to generate incremental employment, funded in part by a federal CanExport grant
- ✓ Completed [Agri-food Impact Study](#) to understand social, environmental and economic impacts of the local agri-food sector, funded in part by the Province, Tourism Squamish and the Squamish Chamber
- ✓ Completed [Space Needs Insights for Business](#) study to understand space and land needs; and the Employment Space Viability Analysis which assessed access to employment and the financial viability of space development

Although there were significant outcomes in this area, there are many challenges that the District remains aware of when it comes to planning for and supporting the local economy including ongoing repercussions related to COVID-19, rapid population growth, high cost of living and labour shortages, and access to employment space.

## Looking forward

### *2022/2023*

Investment attraction, local business scaling, and prioritizing employment lands continue to drive the work.

- Develop [InvestSquamish.ca](#) to attract investment and support business scaling (launched spring 2022)
- Develop Land-Use Insights Planning Tool for comprehensive neighbourhood planning
- Develop policy recommendations and guiding principles related to employment space development
- Undertake business development through Squamish Ambassadors' Program to increase local investment
- Develop a digital interactive familiarization tour of Squamish
- Revitalize the Squamish Adventure Centre by March 2023
- Continue to implement the Emerging Sector Roadmap and Action Plan focussed on cluster development and innovation capacity building

**circular**  
SQUAMISH



# NEIGHBOURHOOD CONNECTIVITY & PUBLIC SPACES

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



## Strategic Goals



ON TRACK

Undertake and complete a Neighbourhood Plan for two residential neighbourhoods, aligned with Council Strategic Plan priorities and the five goals of the OCP.



ON TRACK

Progress to shovel-ready or beyond stage on three priority District facilities identified in the Real Estate and Facilities Master Plan.



ON TRACK

Increase the area of publicly accessible parks and gathering/pedestrian spaces in five residential neighbourhoods and the downtown area and marine waterfront areas.



ON TRACK

Increase year-round utilization of our multipurpose space assets and public spaces (parks, public squares).



# How we did in 2021

## *the highlights*

As Squamish's population continues to grow, so does the need for increased access to public spaces, and opportunities for connection. 2021 was a significant year for starting significant park projects that will grow and develop neighbourhoods and animate public spaces.

- ✓ Completed [Loggers East Neighbourhood plan](#) and began work on [Garibaldi Estate Neighbourhood plan](#)
- ✓ Progressed with three critical facilities in need of priority replacement in the 2019 Real Estate and Facilities Master Plan
  - [Valleycliffe Fire Hall](#) - Occupancy July 2022
  - [Tantalus Fire Hall](#) - Construction to begin August 2022
  - [Public Works Facility](#) - Ready for construction once funding is confirmed
- ✓ Completed University Heights Park
- ✓ Started [Dentville Park](#) (completed spring 2022)
- ✓ Started [Oceanfront Sp'akw'us Feather Park](#)
- ✓ Started [Waterfront Landing Park](#)
- ✓ Completed Public Spaces survey by OurSquamish with 204 responses
- ✓ Leased land from CN Rail in the Northyards community for a future park
- ✓ Installed covered all-weather structures at three locations to increase year-round utilization of public spaces - Stan Clarke Park, Cleveland Avenue, Dentville Park. Funded by the B.C. COVID-19 Restart Grant

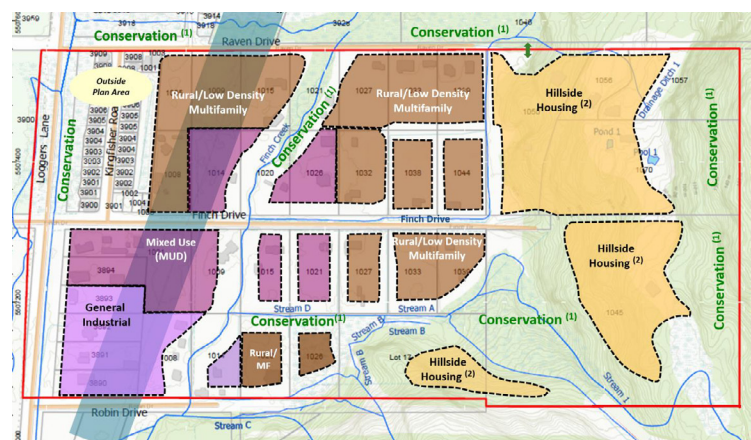
Although good progress was made in 2021, the District faced ongoing challenges from COVID-19 restrictions that hampered project engagement on the Garibaldi Estates Neighbourhood Plan and the public spaces survey, and engagement work on these will continue in 2022.

# Looking forward

## *2022/2023*

Ongoing park and public space improvements are slated for the next two years.

- Begin [Garibaldi Springs Park](#) construction
- Undertake improvements to [Xwu'nek Park](#)
- Complete Public Space Survey Report, with ongoing data collection through 2022
- Complete Downtown Streetscape Design and Viewscape Project
- Actively seek out and apply for grants to upgrade Brennan Park Recreation Centre; meet with potential third-party operators, and seek public and private partners for recreation-based facilities
- Continue to enhance public realm and year-round opportunities by adding smaller weather protected structures throughout Squamish





# ONGOING PRIORITY HIGHLIGHTS

## How we did in 2021 *the highlights*

## Looking forward *2022/2023*

### NATURAL HAZARD MITIGATION

- ✓ Adopted wildfire hazard regulations, including a [Wildfire Development Permit Area](#) and a [Wildfire Landscaping Management Bylaw](#), to help protect the community.
- ✓ Forest fire fuel treatments in Brackendale (Airport and Farmers' Institute Park) took place in early 2022 as part of the Community Wildfire Protection Plan.
- ✓ A neighbourhood information session and two community chipper days were held in Paradise Valley and the Garibaldi Highlands as part of the District's FireSmart programming.

- New development within the wildfire hazard areas must meet guidelines on fire-resistive building materials and landscaping. Education to existing homeowners will support minimizing wildfire hazard risk by managing landscaping.

### MARINE ACTION STRATEGY IMPLEMENTATION

- ✓ Work to develop marine-specific zones and regulations continued through 2021, with a Public Hearing in June. Based on public input Council rescinded second reading of Bylaw 2771 and directed additional engagement with the forestry sector prior to future consideration of an amended bylaw.
- ✓ Initiated scoping and data gathering for a long-term Mamquam Blind Channel (MBC) maintenance and dredging strategy review to determine needs, priorities and funding options for enhancing navigation and coastal ecological function.

- The MBC maintenance and dredging strategy development with an advisory community working group will get underway.
- A downtown marine access review to assess community ocean access needs, coordinate marine access areas and infrastructure, and improve ocean access for all marine users is underway in 2022. This work includes study and recommendations for community boat launching.

### YOUTH (0-25)

- ✓ The first cohort of the [Squamish Youth Council](#) was appointed in October to serve on a 10-month committee term as part of the [Squamish Youth Strategy](#). The council was developed to expand youth leadership and authentically engage youth in decisions that affect their future and the future of their community.

- Working in partnership with [Sea to Sky Community Services](#) to open [Foundry Sea to Sky](#) and the new Youth Hub in a new purpose-built location in the Spirit Creek apartments.

### CHILD CARE

- ✓ Advocacy work continued, in partnership with School District 48 and Sea to Sky Community Services, for capital funding opportunities from the Province of B.C. This resulted in a [\\$2M grant received](#) in spring 2022 for 36 new full-time spaces in the Valleycliffe neighbourhood.

- Continue partnership work to advance solutions for accessible and affordable child care creation as outlined in the [Squamish Child Care Action Plan](#), which includes updating child care amenity policy guidelines to support new space creation through future development.

## How we did in 2021

### *the highlights*

## Looking forward

### *2022/2023*

#### EMERGENCY MANAGEMENT PLANNING

- ✓ Voyent Alert was introduced as the new, enhanced service provider for the SquamishAlert emergency notification system, chosen to improve the delivery, access and speed at which residents receive critical information in the event of an emergency.
- ✓ Two Disaster Supply Caches were established in partnership with Squamish Nation to store emergency supplies around the community for first responders.
- ✓ An evacuation guide was mailed out to all Squamish residents as part of the public outreach on the Sea to Sky Multimodal Evacuation Plan.

- Conduct a largescale exercise to test assumptions and processes in the Flood Response Plan.
- Regionalize the delivery of Emergency Support Services for evacuees in partnership with neighbouring First Nations and local governments in the Squamish Lillooet Regional District.
- Deliver [FireSmart](#) programming at the household level and conduct Home Ignition Zone assessments in high-risk neighborhoods.

#### ARTS AND CULTURE SERVICES

- ✓ [Community Enhancement Grants](#) and Arts and Culture grants processes were realigned to improve the process and timeline for recipients.
- ✓ Event organizers were supported to reintroduce in-person community events that met public health orders. Community groups and event organizers worked with everchanging COVID-19 restrictions and managed to host the Squamish Mural Walk, Squamish Wind Festival, Squamish Days Loggers Sports and the Arc'teryx Climbing Academy.
- ✓ Squamish Arts Council, the District's Public Art Advisor, led a process to procure two new pieces of public art, the first of which was installed in 2021. Squamish Nation Artist, Tawx'sin Yexwulla (Aaron Nelson-Moody) and Paintillio collaborated to create a paint-by-numbers mural for the community that can be seen at U Siyam Pavilion.
- ✓ 30 productions representing about 100 filming days filmed in Squamish. Stars who visited Squamish include Jennifer Lopez, Jude Law, Jim Gaffigan and Casey Affleck.

A film liaison contract was awarded to ensure production compliance with permits to mitigate filming impact to the community.

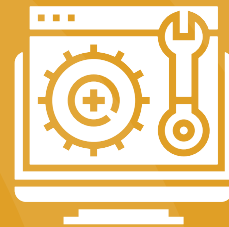
- Continue to streamline and simplify grant application process for community applicants.
- Anticipate a busy year of events to enhance and activate the community as COVID-19 restrictions lift.
- Work with the Squamish Arts Council to identify areas within the community to enhance with public art projects.
- Continue to promote Squamish as a film friendly destination for productions and work with the film liaison to enhance service to both the community and industry.

# ORGANIZATIONAL PLAN UPDATE

Council devises a Strategic Plan based on the Official Community Plan. Beyond this strategic work, the day-to-day work of the District is implemented within a culture of continuous improvement. The Chief Administrative Officer oversees the development of an Organizational Plan that supports implementation of the Strategic Plan, while remaining focused on delivering effective service and transparency.



PEOPLE



EFFECTIVE SERVICE



STEWARDSHIP



BUILDING BRIDGES



# PEOPLE

We value and appreciate each other.



## How we did in 2021 *the highlights*

Empowering and supporting District staff continued to be a critical priority for the organization, with a focus to ensure health, safety, and well-being as staff continued to navigate the pandemic amid District operations and in their own lives.

- ✓ Created and implemented Remote Work Policy
- ✓ Implemented injury management service provider

## Looking forward *2022/2023*

An engagement survey will help better understand how to attract candidates during recruitment for positions and provide the framework for an enhanced model for the support, development, succession, and retention of the District's key asset – our people. With continued volatility of the job market in 2022 due to job seekers choosing alternate avenues of employment post-pandemic, there will be a stronger focus on being more strategic in recruitment efforts.

- Review respectful workplace policy and rollout of training program
- Develop Staff Engagement Survey
- Develop revised recruitment strategy, performance management, succession planning, and professional development
- Develop Human Resources Diversity and Inclusion strategy
- Develop WorkSafeBC PACE audit action plan

## Strategic Goals



ON TRACK

Improve Employee Engagement scores.



ON TRACK

Complete Human Resources Strategy: Workforce plan, recruiting and retention, succession plans, organization development.



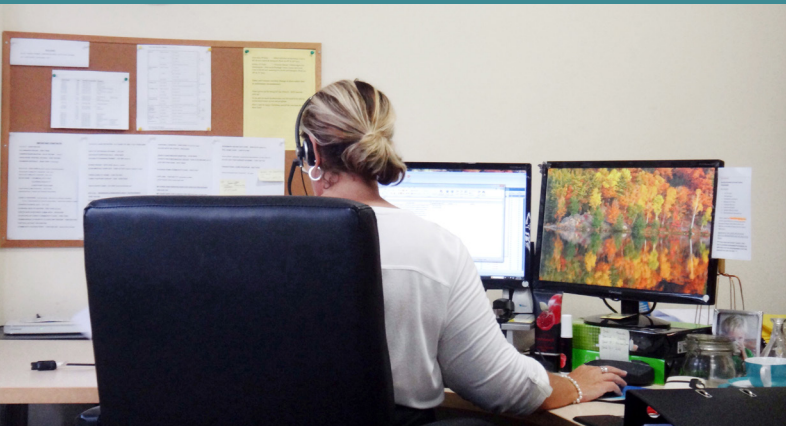
ON TRACK

Improve comprehensive Health, Safety and Wellness program.



# EFFECTIVE SERVICE

We are empowered and have the tools to Deliver Outstanding Service



## Strategic Goals



Implement modern, connected business systems to improve processes and service via the Technology Transformation Program.



Nurture the organizational culture of continual improvement.

## How we did in 2021

*the highlights*

The District continued its modernization of both internal and external service delivery through technology upgrades. District staff also reflected on specific outcomes and learnings that occurred due to the COVID-19 pandemic and identified adaptations and efficiencies that can be carried forward into the future.

- ✓ Continued implementation of the [Technology Transformation Program](#): Payroll, Land Development, Procurement, Recreation Management
- ✓ Developed a Pandemic Playbook and Insights Report to capture successful protocols and processes implemented during the pandemic, to be used where applicable now and in emergencies
- ✓ Re-opened Council meetings to the public and introduced an improved hybrid ability for the public to participate either in-person or electronically during Council meetings and Public Hearings

## Looking forward

*2022/2023*

Building on our culture of continuous improvement, District staff will focus on the ongoing implementation of the Technology Transformation Program and will continue to identify and implement process improvements.

- Continue technology transformation to bring online services to taxpayers through MyCity online portal; improve internal budget software; replace Property Tax and Utilities billing system
- Implement Pandemic Insight Report recommendations





# STEWARDSHIP

We focus on the long-range resiliency and sustainability of our community assets



## Strategic Goals



Complete or update outstanding Asset Management Master Plans for infrastructure and facilities: Identify current plans, complete gap analysis, and develop prioritized plan to address gaps for future years.



Grow GIS program to support open government and data driven decision-making.

## How we did in 2021

*the highlights*

The District values using data and strategic processes to support decision-making to sustain and protect our natural and built assets.

- ✓ Completed the Integrated Storm Water Management Plan Phase 1
- ✓ Completed gap analysis of secondary assets (such as sidewalks, street and traffic lights, IT equipment, etc) not included in any other major asset management plans
- ✓ Added climate indicators to [Community Performance Monitoring Dashboard](#)
- ✓ Council endorsed Open Data Guiding Principles for development of Open Data Policy and Procedures

## Looking forward

*2022/2023*

The District will continue to focus on Asset Management planning, and to carefully track progress on key indicators to support data-driven decision making. The District also plans to build a more robust open data program.

- Complete Phase 2 Integrated Storm Water Management Plan Phase 2 for Howe Sound catchment
- Initiate Phase 3 Integrated Storm Water Management Plan for the Squamish River East catchment
- Develop Open Data Policy and Framework for implementation
- Bring forward a renewed asset management plan that includes natural assets to Council
- Continue to report on [Climate Action Plan indicators](#)





# BUILDING BRIDGES

We value and grow positive relationships with Skwxwú7mesh Úxwumixw (Squamish Nation) and our community partners.



## Strategic Goals



ON TRACK

Build and sustain a learning environment to develop with Squamish Nation our understanding of truth and reconciliation and seek opportunities to work collaboratively.



ON TRACK

Seek opportunities for collaborative partnership with community groups and agencies to achieve the goals of Council's Strategic Plan and the District's ongoing priorities.

# How we did in 2021

## *the highlights*

Working collaboratively ensures that the development of District programs, projects and plans are relevant, appropriate, and rooted in community knowledge. Working closely with Skwxwú7mesh Úxwumixw (Squamish Nation) continues to deepen our understanding of our responsibilities toward truth and reconciliation, and actioning the B.C. Declaration Act, which is dedicated to implementing the UN Declaration on the Rights of Indigenous Peoples.

- ✓ Hosted Squamish Nation Cultural Knowledge and Building Bridges workshops for staff and Council
- ✓ Collaborated with and supported Squamish Nation on Mamquam Blind Channel Pedestrian Bridge Artist Call
- ✓ Formed Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee
- ✓ Established and facilitated an internal Squamish Visitor Management Roundtable comprised of provincial agencies, Squamish Search and Rescue, RCMP, Tourism Squamish, recreation groups to anticipate/respond to issues during visitor season
- ✓ Community Partnership projects such as:
  - ✓ **Community Mural at Junction Park** - Squamish's most recent public art mural was completed on September 25, 2021. The project was funded through the Squamish Arts and Culture Grant and saw Squamish Nation Artist, Tawx'sin Yexwulla (Aaron Nelson-Moody) and Paintillio collaborate to create a paint-by-numbers mural for the community.
  - ✓ **Art Benches:** The project was a collaboration between the Squamish Arts Council, OurSquamish and the District, with the aim of creating connectivity through functional art on the bus routes. Each bench in the first phase was painted by a local artist. Scan the QR codes on the benches to learn more about each artist.
  - ✓ **GoByBike week and Zero Waste Events** (Reuse it Fair and Repair Café) – The District maintains a continued partnership with SquamishCAN to put on events like these for the community each year.
  - ✓ **Sea to Sky Electric Vehicle (EV) Charging Network** – This was a project between the Resort Municipality of Whistler and Village of Pemberton to implement EV charging infrastructure up and down the Sea to Sky corridor.
  - ✓ **Street Reach** - Collaborated with Helping Hands to successfully apply for grant funding to activate a mobile support team - 'Street Reach' (which is in place and managed by Helping Hands).

# Looking forward

## *2022/2023*

In 2022/23, the District will continue to work closely with Skwxwú7mesh Úxwumixw (Squamish Nation) and other Community Partners.

- Offer virtual and in-person cultural safety, and knowledge workshops to staff
- Host a Community-to-Community workshop between the District of Squamish and Nexwsxwníw ntm ta Úxwumixw (Squamish Nation Council) for relationship building and identifying and working on priority projects
- Develop an internal inclusion strategy based on IDEA Committee work
- Offer "Accessibility 101" training for District staff
- Continue to implement current partnership projects with Skwxwú7mesh Úxwumixw (Squamish Nation), and with other community partners





# OTHER IMPORTANT PROJECTS IN 2021

## SENIORS ENGAGED ON FUTURE OF RECREATION PROGRAMMING

A steering group of residents collaborated with the District to collect feedback on recreation and culture programming for residents aged 55 and older in order to provide recommendations to Council on how to best deliver recreation programming going forward. Programming will be offered for the 55+ community across three facilities - Brennan Park Recreation Centre, The 55 Activity Centre, and the Westwinds Seniors Hub, which is the newly leased space in the Westwinds Seniors Living Building.

## ÁTL'KA7TSEM/HOWE SOUND NAMED A UNESCO BIOSPHERE REGION

Renowned for its rich Indigenous culture, biodiversity and distinct geography, Átl'ka7tsem/Howe Sound became Canada's 19th UNESCO Biosphere Region. Located on the territories of the Coast Salish people, the Biosphere Region covers a 218,723-hectare swath of land and sea encompassing the entire Howe Sound watershed. The District was a community partner in pursuit of this designation. The Átl'ka7tsem/Howe Sound Biosphere Region is an international showcase for how regional coordination can create a place for humanity and nature to thrive.

## WILDLIFE ATTRACTANT BYLAW UPDATED

The Wildlife Attractant Bylaw was updated to help residents better understand and eliminate the root cause of human-wildlife conflicts in the community. The update introduced new neighbourhood attractants, stricter guidelines, simplified language, and new requirements for repairing and replacing residential tote damage.

## SQUAMISH MUNICIPAL AIRPORT RUNWAY RECONSTRUCTED

The District of Squamish was the successful recipient of a \$601,615 grant through the Ministry of Transportation and Infrastructure B.C. Air Access Program which allowed a full reconstruction of the runway of the Squamish Municipal Airport - Don Patrick Field runway.



## LET'S TALK SQUAMISH LAUNCHED

Let's Talk Squamish launched as a hub for the District's online public engagement efforts. The platform invites residents to participate in local planning and decision-making by asking questions, sharing ideas and input, and providing feedback on projects that will shape the future of Squamish.

## SMOKE BLUFFS PARK FORMALLY DEDICATED

The Smoke Bluffs Park formally dedicated District-owned parkland through the adoption of a Park Dedication Bylaw to preserve the lands for the use of public enjoyment and pleasure in perpetuity. The dedication was part of an ongoing process to also protect and enhance rock-climbing opportunities within the Smoke Bluffs Park area.

## GARIBALDI HIGHLANDS TRAFFIC CALMING SOLUTIONS INTRODUCED

Traffic calming improvements were implemented in the Highlands Way North/ Perth Drive area of the Garibaldi Highlands neighbourhood following community feedback about speed and safety concerns. Two raised crosswalks and one speed table on Highlands Way North were installed.



## VISITOR AND CAMPING MANAGEMENT IMPROVED THROUGH BYLAW CHANGES

A series of bylaw changes were introduced to help regulate visitor and camping behaviour across Squamish in response to the large influx of tourism traffic each summer. The changes also recognize the B.C. Supreme Court ruling for the right for the homeless to temporarily shelter overnight on public lands, outside of designated 'no go' areas. The bylaw changes were supported with non policy changes such as additional portable toilets, garbage cans, and additional bylaw officers on evenings and weekends.



## IMPROVED ONLINE RECREATION REGISTRATION SYSTEM LAUNCHED

A mobile-friendly registration system was launched for Squamish Recreation Services programs and activities. Identified within the District's multi-year Technology Transformation Project to overhaul and modernize software systems across the organization, the new software provides easy-to-use and efficient online services, while improving operational efficiency.



# 2021 BYLAW, POLICY & STRATEGY UPDATES

## BYLAWS

The District adopted dozens of bylaws in 2021. Here are a few highlights:

### **Wildlife Attractant Bylaw**

January 2021

### **Invasive Species Management Bylaw**

February 2021

### **Pesticide Use Bylaw**

February 2021

### **Camping Bylaw**

May 2021

### **Demolition Waste Diversion Bylaw**

June 2021

### **Smoke Bluffs Park Dedication Bylaw**

February 2021

### **Floodplain Management Bylaw**

December 2021

## POLICIES

### **Delegated Power Reporting Policy**

February 2021

### **Paid On Call Firefighter Compensation Policy**

May 2021

### **Amended Filming Policy**

May 2021

### **Community Grant Policy**

November 2021

### **COVID-19 Vaccination Policy**

December 2021

## STRATEGY

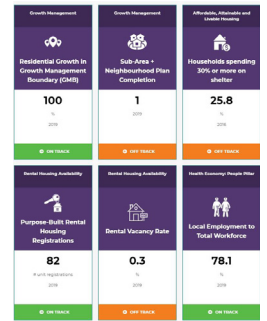
### **Brennan Park Fields and Land Master Plan**

December 2021

### **Public Safety Services Review**

November 2021

# COMMUNITY PERFORMANCE DASHBOARD



The District of Squamish monitors and reports on community indicators related to the District's five Official Community Plan goals: Resilience, Livability, Health, Connectedness and Engagement. Annual performance reporting provides a snapshot of the state of both the community and municipal organization, and is a key component of OCP implementation.

A companion Economic Development Dashboard assesses economic health using 16 metrics across three pillars: People, Business and Place, and is presented with partners Squamish Chamber of Commerce and Tourism Squamish.

The updated stats will be available on Tuesday, June 21, 2022.

 [squamish.ca/benchmarking](https://squamish.ca/benchmarking)



## ANNUAL REPORT

Check out the Squamish Public Library Annual Report available June 16, 2022 online:

[squamishlibrary.ca](https://squamishlibrary.ca)





In-person events, including Coffee with Council, resumed once restrictions allowed



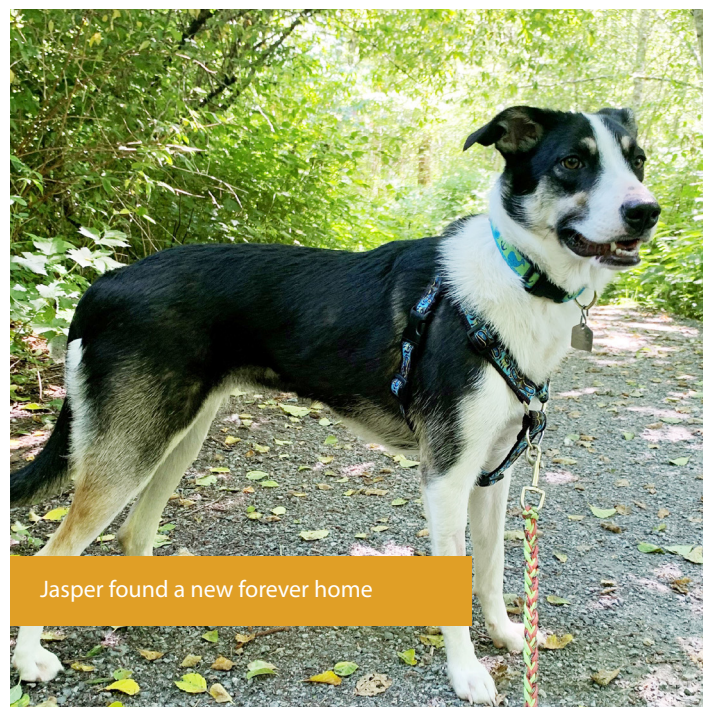
Deputy Fire Chief Aaron Foote honoured for 30 years of service to Squamish Fire Rescue



Engineering and Public Works staff inspect active transportation improvements



Mayor Karen Elliott with Mayor for a Day participants during annual Local Government Awareness Week contest



Jasper found a new forever home





Squamish Public Library unveils Squamish Nation Artist Siobhan Joseph's Art Installation



Squamish Airport runway improvements were made thanks to a \$600k grant from the BC Air Access Program



New Valleycliffe Fire Hall will be ready for occupancy July 2022



Xwu'nekw Park Sea Dike improvement underway



District parks crew along with the Squamish Trails Society built this bridge near Amblespath





# INFRASTRUCTURE IMPROVEMENTS & UPGRADES

2021 Capital Projects Highlights

**ACTIVE TRANSPORTATION  
IMPROVEMENTS**

**\$425** THOUSAND  
CONTINUES IN 2022



**\$1.65** MILLION  
**CLIMATE ADAPTATION  
& MITIGATION  
PROJECTS**



**\$9.5** MILLION  
**NEW MAIN  
FIRE HALL**  
VALLEYCLIFFE  
\$16M TOTAL



**\$180,000**

**ELECTRIFICATION OF FLEET  
VEHICLES AND CHARGING  
STATIONS INSTALLATION**



**AIRPORT RUNWAY  
REHABILITATION**

**\$817,000**

74% GRANT FUNDED

**ANNUAL WATER SYSTEM  
REPAIR & REPLACEMENT**

**\$950,000**

**\$330** THOUSAND

**BRENNAN PARK RECREATION  
CENTRE IMPROVEMENTS**

**FLOOD PROTECTION UPGRADES  
OVER TWO YEARS**



**\$10 MILLION**



**OIL GRIT SEPARATOR  
INDUSTRIAL PARK**

**\$44,000**

CONTINUES IN 2022

**LANDFILL GAS CAPTURE  
AND FLARE**

**\$409** THOUSAND



# ABOUT THE FINANCIAL STATEMENTS

The following pages present a report on the financial health, financial position and accountability of the District of Squamish as it manages the growing community.

The detailed financial statements are externally and independently audited by BDO Canada LLP and are available for community review.

As expressed in the audit report, it is BDO Canada LLP's opinion that the District's financial statements present fairly in all material respects, the financial position of the District as at December 31, 2021 and the results of its operations, change in net financial assets, and cash flows for the year ended in accordance with Canadian public sector accounting standards.

## Highlights:

- The District ended the year with a \$12M increase in accumulated surplus for a total of \$360M in 2021.
  - This represents the net value of the District's overall assets including the investment in capital assets of \$289M and \$71M in reserves set aside for infrastructure improvements, strategic initiatives, and working capital to meet the District's cash flow needs.
  - The District has made significant effort to build up reserves over the past decade in order to minimize risk and financial uncertainty.
  - Although the District's reserves are healthy, further reserve contributions will be needed to meet the District's asset management and facility replacement requirement.
- When reserves or external funding are insufficient to fund capital investment, the District relies on borrowing to fund priority projects.
  - At the end of 2021 the District held \$40.3M in debenture debt, \$7M greater than at the end of 2020.
  - The District's debt servicing limit at the end of 2021 was 8%, significantly lower than the legislated limit of 25% and the District's financial policy limit of 20%.
- The District's revenue is approximately \$1.5M higher than 2020 revenues which comprises a combination of increased tax and utility revenues in 2021; this variance is partially offset by the significant COVID-19 relief funding of \$3.76M received in 2020.
- The District's 2021 operating expenditures were approximately \$60M and include several special operating project initiatives budgeted at \$5.4M.
- In 2021, the District acquired \$25M in tangible capital assets of which \$1M was funded by tax revenue and the remainder funded by utility fees, grants, reserves, borrowing and developer-paid Developer Cost Charges.
- Further information on the [District's Long Term Plan - Guiding Principles and Financial Policy](#) can be found on [squamish.ca](https://www.squamish.ca)

# Financial Statements and Reports



## PERMISSIVE TAX EXEMPTIONS

Year ended December 31, 2021

	Value of Total Tax Exemption	Value of Municipal Tax Exemption
Alano Club of Squamish	\$7,225	\$4,199
The British Columbia SPCA	\$7,388	\$4,574
BC Lions Society for Children with Disabilities	\$24,170	\$16,348
The Church of Jesus Christ of Latter Day Saints in Canada	\$731	\$383
Squamish Community Church	\$573	\$300
Church on 99	\$1,162	\$609
Federation Mountain Clubs BC	\$860	\$451
Howe Sound Women's Centre Society	\$12,686	\$8,073
The Roman Catholic Archbishop of Vancouver	\$3,229	\$1,693
Royal Canadian Legion, Diamond Head Br #277	\$6,628	\$3,475
Sea to Sky Community Services	\$58,996	\$36,525
Sea to Sky Forest Centre Society	\$260	\$161
Sea to Sky Nordics	\$2,873	\$1,555
Squamish Baptist Church	\$3,033	\$1,590
Squamish Senior Citizens Home Society	\$48,373	\$32,720
Squamish Helping Hands Society	\$20,144	\$12,582
Squamish Sikh Society	\$2,220	\$1,164
Squamish Valley Golf Club	\$18,896	\$10,847
Synod of Diocese of New Westminster	\$2,586	\$1,356
Trustees of Squamish Jehovah's Witness	\$6,863	\$3,598
Trustees Of The Congregation Of The Squamish United Church	\$2,466	\$1,293
West Coast Railway Association	\$75,525	\$46,568
<b>TOTAL</b>	<b>\$306,887</b>	<b>\$190,064</b>



# COMMUNITY ENHANCEMENT GRANTS

Year ended December 31, 2021

	2021 Budget	2021 Actual
Scouts Canada	\$2,100	\$2,100
Quest University Canada	\$1,540	\$1,540
OurSquamish Placemaking Society	\$4,000	\$4,000
Mamquam River Access Society	\$8,632	\$8,632
The Board of Education SD#48 - HSSS Leadership Class	\$2,000	\$2,000
The Board of Education SD#48 - HSSS Racial Justice Club	\$2,000	\$2,000
Sea to Sky Community Services - HPOP	\$6,000	\$6,000
Sea to Sky Community Services - Squamish Youth Group	\$4,000	\$4,000
Sea to Sky Community Services - Better at Home Program	\$2,000	\$2,000
Squamish Historical Society	\$3,000	\$3,000
Howe Sound Women's Centre	\$9,500	\$9,500
Pride Squamish	\$4,000	\$4,000
Sea to Sky Community Services	\$2,400	\$2,400
Skate Sea 2 Sky Club	\$2,000	\$2,000
Squamish Climate Action Network	\$4,000	\$4,000
Squamish Environmental Conservation Society	\$3,400	\$3,400
Squamish Farmer's Market Association	\$6,000	\$6,000
Squamish Food Bank Society	\$4,000	\$4,000
Squamish Helping Hands Society	\$5,000	\$5,000
Squamish Hospice Society	\$3,000	\$3,000
Squamish Minor Hockey Association	\$8,000	\$8,000
<b>TOTAL</b>	<b>\$86,572</b>	<b>\$86,572</b>

# AUDITED FINANCIAL STATEMENTS

**District of Squamish  
Consolidated Financial Statements  
For the year ended December 31, 2021**



## **District of Squamish**

**December 31, 2021**

### **Management's Responsibility for Financial Reporting**

The Council of the District of Squamish (the "District") has delegated the responsibility for the integrity and objectivity of the financial information contained in the consolidated financial statements to the management of the District. The consolidated financial statements which, in part, are based on informed judgements and estimates, have been prepared by management in accordance with Canadian public sector accounting standards, which have been applied on a basis consistent with that of the preceding year.

To assist in carrying out their responsibility, management maintains an accounting system and internal controls to provide reasonable assurance that transactions are executed and recorded in accordance with authorization, and that financial records are reliable for preparation of financial statements.

The Mayor and Council oversee management's responsibilities for the financial reporting and internal control systems. Council annually reviews and approves the consolidated financial statements.

The District's independent auditors, BDO Canada LLP, are engaged to express an opinion as to whether these consolidated financial statements present fairly the District's consolidated financial position, operations, and cash flows in accordance with Canadian public sector accounting standards. Their opinion is based on procedures they consider sufficient to support such an opinion in accordance with Canadian generally accepted auditing standards.

The consolidated financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and in accordance with Canadian public sector accounting standards.

Heather Boxrud, MBA, CPA, CGA  
Chief Financial Officer  
May 3, 2022



---

## Independent Auditor's Report

---

**To the Mayor and Councillors of the District of Squamish**

### Opinion

We have audited the accompanying consolidated financial statements of the District of Squamish and its controlled entities (the "District"), which comprise the Consolidated Statement of Financial Position as at December 31, 2021, the Consolidated Statements of Change in Net Financial Assets, Operations, and Cash Flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the District as at December 31, 2021, and the results of its operations, change in net financial assets, and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally-accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of this report. We are independent of the District in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the District's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the District or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the District's financial reporting process.

### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.



### **Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (Continued)**

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the District to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the District to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*BDO Canada LLP*

Chartered Professional Accountants

Whistler, British Columbia  
May 4, 2022

**District of Squamish**  
**Consolidated Statement of Financial Position**

December 31	2021	2020
<b>Financial Assets</b>		
Cash and cash equivalents (Note #3)	\$ 114,358,717	\$ 96,838,000
Investments (Note #4)	8,503,561	15,518,071
Accounts receivable (Note #5)	5,371,836	4,859,624
Debenture deposits (Note #6)	712,152	664,756
	<b>128,946,266</b>	<b>117,880,451</b>
<b>Liabilities</b>		
Accounts payable, accrued and other liabilities (Note #7)	23,494,236	20,066,100
Deferred revenue (Note #8)	29,342,841	25,900,125
Debt (Note #9)	40,340,417	33,268,668
Provision for solid waste landfill (Note #10)	4,737,182	4,482,724
Provision for post-employment benefits (Note #11)	1,609,400	1,452,300
	<b>99,524,076</b>	<b>85,169,917</b>
<b>Net Financial Assets</b>	<b>29,422,190</b>	<b>32,710,534</b>
<b>Non-Financial Assets</b>		
Tangible capital assets (Schedules 1 and 2)	329,469,312	314,611,308
Inventories	489,615	109,160
Prepaid expenses	518,971	237,503
	<b>330,477,898</b>	<b>314,957,971</b>
<b>Accumulated Surplus (Note #12)</b>	<b>\$ 359,900,088</b>	<b>\$ 347,668,505</b>
<b>Commitments and contingencies (Note #13)</b>		



Heather Boxrud, MBA, CPA, CGA  
Chief Financial Officer



Karen Elliott  
Mayor of Squamish



# District of Squamish

## Consolidated Statement of Operations

	Financial Plan		
For the year ended December 31	2021	2021	2020
	(Note #14)		
<b>Revenue (Schedule 3)</b>			
Taxation (Note #15)	\$ 32,001,700	\$ 31,483,855	\$ 30,153,046
Other property levies (Note #15)	1,291,500	1,766,690	1,584,842
Utility user fees (Note #15)	16,226,900	17,868,987	16,511,027
Other revenue from own sources	1,704,939	1,950,265	1,368,882
Other fees and charges	4,919,967	4,505,193	3,850,634
Government transfers for operating (Note #16)	1,105,130	3,012,328	5,432,633
Investment income	803,000	1,671,245	1,797,361
	58,053,136	62,258,563	60,698,425
<b>Expenses (Schedule 3)</b>			
General Government	14,298,097	16,293,834	13,679,381
Protective Services	11,806,757	12,182,588	10,145,546
Transportation & Transit	6,169,044	5,749,926	5,748,636
Economic & Community Development	3,503,163	3,650,296	3,204,389
Parks, Recreation & Culture	6,915,087	6,602,333	5,727,790
Health, Social & Housing	192,212	314,813	128,349
Solid Waste Management	5,489,009	6,059,519	5,567,653
Water Services	3,782,770	3,831,877	3,503,710
Waste Water Services	5,003,425	4,891,435	4,339,751
	57,159,564	59,576,621	52,045,205
Annual surplus before Other	893,572	2,681,942	8,653,220
<b>Other</b>			
Government transfers for capital (Note #16)	7,781,200	892,110	317,732
Developer cost charge capital revenues	6,029,550	1,406,334	596,148
Developer contributed assets	-	7,374,361	39,116,791
Gain (Loss) on disposal of tangible capital assets	-	(250,252)	549,235
Capital Connections	80,000	64,676	74,609
Other Capital revenues	-	62,412	349,750
	13,890,750	9,549,641	41,004,265
Annual Surplus	14,784,322	12,231,583	49,657,485
Accumulated Surplus, beginning of year	347,668,505	347,668,505	298,011,020
Accumulated Surplus, end of year	\$ 362,452,827	\$ 359,900,088	\$ 347,668,505

**District of Squamish**  
**Consolidated Statement of Change in Net Financial Assets**

For the year ended December 31	Financial Plan 2021 (Note #14)	2021	2020
<b>Annual surplus</b>	\$ 14,784,322	\$ 12,231,583	\$ 49,657,485
Acquisition of tangible capital assets	(53,014,430)	(23,119,541)	(14,212,832)
Contributed tangible capital assets	-	(2,473,371)	(38,671,263)
Amortization expense	7,240,000	10,427,595	9,086,011
Loss (gain) on disposal of tangible capital assets	-	250,252	(549,235)
Proceeds on sale of tangible capital assets	-	57,060	554,984
	(45,774,430)	(14,858,005)	(43,792,335)
<b>Other non-financial assets</b>			
Decrease (increase) in inventories	-	(380,455)	38,579
Increase in prepaid expenses	-	(281,467)	(10,994)
	-	(661,922)	27,585
<b>Change in net financial assets</b>	(30,990,108)	(3,288,344)	5,892,735
<b>Net financial assets, beginning of year</b>	32,710,534	32,710,534	26,817,799
<b>Net financial assets, end of year</b>	\$ 1,720,426	\$ 29,422,190	\$ 32,710,534

# District of Squamish

## Consolidated Statement of Cash Flows

For the year ended December 31	2021	2020
<b>Cash provided by (used in)</b>		
<b>Operating transactions</b>		
Annual surplus	\$ 12,231,583	\$ 49,657,485
Non-cash items included in annual surplus		
Amortization	10,427,595	9,086,011
Contributed tangible capital assets	(2,473,371)	(38,671,263)
Loss (gain) on disposal of tangible capital assets	250,252	(549,235)
Provision for post employment benefits	157,100	207,800
Development cost charges revenue recognized	(1,406,334)	(596,148)
Earnings on debt sinking funds (actuarial adjustment)	(795,666)	(740,877)
Provision for landfill closure	254,458	287,025
Changes in other non-cash working capital	4,815,499	3,156,574
	<b>23,461,116</b>	<b>21,837,372</b>
<b>Investing transactions</b>		
Decrease (increase) in investments	7,014,510	(144,952)
<b>Capital transactions</b>		
Acquisition of tangible capital assets	(23,119,541)	(14,212,832)
Proceeds from sale of tangible capital assets	57,060	554,984
	<b>(23,062,481)</b>	<b>(13,657,848)</b>
<b>Financing transactions</b>		
Development cost charges received, including interest	2,240,157	2,377,653
Proceeds of the long-term portion of Debt	3,856,362	13,943,927
Capital leases	(19,008)	90,636
Proceeds (repayment) of the short-term portion of Debt	7,500,000	(2,062,370)
Debt principal repaid	(3,469,939)	(1,836,249)
	<b>10,107,572</b>	<b>12,513,597</b>
<b>Increase in cash</b>	<b>17,520,717</b>	<b>20,548,169</b>
<b>Cash and cash equivalents, beginning of year</b>	<b>96,838,000</b>	<b>76,289,831</b>
<b>Cash and cash equivalents, end of year (Note #3)</b>	<b>\$ 114,358,717</b>	<b>\$ 96,838,000</b>
Supplemental information:		
Interest paid	\$ 1,081,975	\$ 1,070,577



## Notes to the Consolidated Financial Statements

December 31, 2021

The Notes to the Consolidated Financial Statements are an integral part of the financial statements. The following explains the significant accounting policies and reporting principles underlying these statements. The Notes also provide relevant supplementary information and explanations.

### 1. Status of The District of Squamish

The District of Squamish (the "District") is a municipality that was incorporated on December 15, 1964 pursuant to the Municipal Act and subsequently continued under the Local Government Act, a statute of the Legislature of the Province of British Columbia (the "Province"). The District is subject to the provisions of the Community Charter and legislation under the Province. The District's principal activity is providing property tax funded services such as general government, protective (police and fire), transportation, economic and community development, and parks and recreation. The District provides public utilities for solid waste, water, and waste water services. The District also operates a cemetery and an aquatic centre (facility is owned and governed by the Squamish-Lillooet Regional District) and provides the community with library and other services.

### 2. Significant accounting policies

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards ("PSAS"). The significant accounting policies are summarized below:

#### Basis of consolidation

The consolidated financial statements include the assets, liabilities, reserves, surpluses/deficits, revenues, and expenses of those District funds and government functions or entities which have been determined to comprise a part of the aggregate District operations based upon control exercised by the District. Inter-fund and inter-corporate balances and transactions have been eliminated.

#### I) Consolidated entities

The organizations (referred to as subsidiaries or civic corporations) included in the consolidated financial statements are as follows:

Squamish Public Library ("SPL"), which was incorporated without share capital as a municipal library of the District on May 15, 2003.

Squamish Sustainability Corporation ("SSC"), which was incorporated with the District as the sole shareholder on October 13, 2005.

#### II) Squamish District Community Pool

The Squamish-Lillooet Regional District ("SLRD") has contracted with the District to provide aquatic centre ("Squamish District Community Pool") recreational services. The District provides the programs and services at the Squamish District Community Pool on behalf of the SLRD. This facility was established and constructed under authority of the SLRD Service Area Establishment Bylaw No. 438. The related assets, liabilities, revenues, and expenses are reported in the SLRD financial statements, as the taxing authority and owner of the facility. Therefore, the District does not include any portion of the Squamish District Community Pool financial position or operations in the consolidated financial statements.

#### Basis of accounting

The consolidated financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and / or the creation of a legal obligation to pay.

## **District of Squamish**

### **Basis of accounting (continued)**

#### **I) Fund accounting**

As a local government, the District uses fund accounting. The resources and operations of the District have been segregated for accounting and financial reporting purposes into the following funds, which are presented as supplementary information: General, Solid Waste, Water, and Waste Water.

#### **II) Segment disclosure**

The District segregates its operations for financial reporting based upon group of activities / services. A segment is defined as a distinguishable activity or group of activities / services of a government for which it is appropriate to separately report financial information. The District provides this additional segment information in Schedule 3.

#### **Deferred revenue**

Government transfers, contributions and other amounts are received from third parties pursuant to legislation, regulation, or agreement. They may only be used in the conduct of certain programs, in the completion of specific work or for the acquisition and construction of tangible capital assets. In addition, certain user fees and development cost charges ("DCC") are collected for which the related services or capital costs have yet to be performed. Revenue is recognized in the period when the related expenses (such as development costs) are incurred, services performed or the tangible capital assets are acquired.

#### **Debt**

Debt is recorded at cost net of principal repayments and actuarial adjustments in accordance with Municipal Finance Authority of British Columbia ("MFA").

#### **Contaminated sites**

Governments are required to accrue a liability for the costs to remediate a contaminated site. The District recognizes a liability, at the estimated net present value of remediation cost, when an environmental standard exists, contamination exceeds the standard, the government has responsibility for remediation, future economic benefits will be given up, and a reasonable estimate can be made.

#### **Solid waste landfill**

The obligation of closure and post-closure costs associated with the solid waste landfill site is based on the present value of estimated future expenses.

#### **Employee future benefits**

The District and its employees make contributions to the Municipal Pension Plan ("MPP"). These District contributions are expensed as incurred.

For post-employment benefits, the District accrues for the employees' Sick Leave Plan, Full Annual Vacation at Retirement Plan, and the Retirement Pay Plan. The liabilities related to these benefits are actuarially determined based on period of service and best estimates of retirement ages and expected salaries. The liabilities under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

#### **Non-Financial assets**

Non-financial assets are held for use in the provision of goods and services but are not available to discharge existing liabilities. These assets may have a useful life extending beyond the current year and are not intended for sale in the ordinary course of operations.

Intangible assets, such as water rights and mineral resources, are not recorded in the financial statements.

## District of Squamish

### Significant accounting policies (continued)

#### Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to the acquisition, construction, development, or betterment of the assets. The cost, less residual value, of the tangible capital assets (excluding land) is amortized on a straight-line basis over their estimated useful life as follows:

Fund	Asset Category	Useful Life Range (years)
General	Land	n/a
	Land improvements	5 to 200
	Buildings	5 to 60
	Furniture, vehicles, and equipment	3 to 40
	Transportation infrastructure	5 to 100
Solid Waste	Solid waste infrastructure	12 to 50
Water	Water infrastructure	5 to 100
Waste Water	Waste water infrastructure	5 to 100

Tangible capital assets, including assets under construction, are recorded at cost. Amortization is charged over the asset's useful life in a rational and systematic manner, considering cost less any residual value. Assets under construction are not amortized. When assets are substantially complete and available for use, they cease to be classified as assets under construction and their period of amortization begins.

Contributed tangible capital assets are recognized at fair value (using various methods including actual developer costs, appraisals, assessed values or professional estimations) at the date of contribution and are also recognized as revenue. Where an estimate of fair market value cannot be made, the tangible capital asset is recognized at nominal value.

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are classified as capital, and the related assets are accounted for as tangible capital assets. All other leases are classified as operating leases and the related lease payments are charged to expenses as incurred.

The District's tangible capital assets do not include works of art, historical artifacts / treasures or natural environment assets.

#### Inventories

Inventories are recorded at the lower of cost and replacement cost. Donated materials are initially recorded at their fair market value, if determinable, and subsequently at the lower of cost and replacement cost.

#### Tax revenues

Taxes are levied to provide revenue to the District for the provision of public services. Tax revenues are recognized as revenue in the year they are levied as the tax revenues result from non-exchange transactions that are compulsorily paid to local governments in accordance with the established laws and regulations. The tax revenues include levies on behalf of consolidated entities, business improvement area(s) and utility frontage taxes.

The property tax revenue relies on market assessments of land value that are subject to appeal. Through the British Columbia Assessments appeal process, taxes may be adjusted by way of supplementary roll adjustments. Estimates are made of potential adjustments to taxes. Any additional adjustments required over those estimated are recognized at the time they are awarded.

The District is required by the Province and other taxing authorities to collect and remit levies in respect of properties. The District has no jurisdiction or control over these levies. Therefore, levies imposed by other taxing authorities are not reflected as a District revenue and expense. The funds collected are presented as a payable to the taxing authority.



## **District of Squamish**

### **Significant accounting policies (continued)**

#### **Government transfers**

Government transfers are transfers of monetary assets or tangible capital assets to or from the District that are not the result of an exchange transaction, a direct financial return, or expected to be repaid in the future. Government transfers, which include legislative grants, are recognized as revenue in the consolidated financial statements when the transfer is authorized and any eligibility criteria have been met, stipulations, if any, have been met and reasonable estimates of the amounts can be determined.

When transfers include stipulations that gives rise to an obligation that meets the definition of a liability, the transfers are deferred and recognized when the stipulations have been met.

#### **Other revenues**

The District recognizes other revenue for the provision of utility and other public services. Sale of services and other revenue are recognized on an accrual basis.

The utility services include water, waste water, and solid waste. The revenue for water, waste water, and solid waste usage are recorded as user fees. Other utility revenues are recorded for servicing properties such as connection fees, which are recognized when the connection has been established.

Other sales of goods and services include revenue from other government services such as general government, transportation, economic and community development, parks and recreation and the consolidated civic corporations.

#### **Estimates**

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Actual results will depend on future economic events and could differ from those estimates. The significant areas requiring management estimates include accrued and other liabilities, provision for landfill closure and post closure costs, provision for post employment benefits, and the useful lives of tangible capital assets.

#### **Contingent Liabilities**

Liabilities for potential obligations that are contingent on future events are recognized when it is likely that the future event will confirm the existence of the obligation and the amount of the liability can be reasonably estimated. Disclosure for potential obligations that do not meet the threshold is made when the occurrence of the confirming future event is likely but the amount of the liability cannot be reasonably estimated, or the occurrence of the confirming future event is not determinable.

#### **Financial plan**

The 2021 financial plan is included on the consolidated statements of operations and accumulated surplus and change in net financial assets. The budget is compiled from the District Council approved operating budget, adjusted for consolidated entities (Note # 14).

## District of Squamish

### 3. Cash and cash equivalents

	2021	2020
Cash	\$ 111,380,620	\$ 93,575,131
Cash equivalents	2,786,954	3,164,983
Cash held by civic corporations	191,143	97,886
	<b>\$ 114,358,717</b>	<b>\$ 96,838,000</b>

The District's Operating Account, presented as "Cash" is comprised of deposits at the Bank of Nova Scotia ("BNS") and accrues interest at a rate of the BNS Reference Rate + 0.3% (2020 - BNS Reference Rate + 0.46%)

Cash Equivalents are comprised of BNS " Notice Plan" deposits which accrue interest at a rate of the BNS Reference Rate + 0.35% (2020 - BNS Reference Rate + 0.56%) and requires 20 days notice to liquidate.

### 4. Investments

	2021	2020
Term Deposits	\$ 5,301,886	\$ 15,239,414
MFA Mortgage Fund	3,029,684	-
Investments held by civic corporations	171,991	278,657
	<b>\$ 8,503,561</b>	<b>\$ 15,518,071</b>

Term deposits consist of Guaranteed Investment Certificates maturing September 2022 and earn 2.58% interest (2020 - between 2.35% and 2.58%).

The MFA Mortgage Fund is recorded at cost and income distributions are received as additional units of the fund.

### 5. Accounts receivable

	2021	2020
Property taxes	\$ 2,093,226	\$ 1,863,738
Government transfers	526,114	333,774
Utilities	1,048,180	983,500
GST	631,174	499,836
Trade accounts and other	1,087,679	1,191,727
Allowance for doubtful accounts	(14,537)	(12,951)
	<b>\$ 5,371,836</b>	<b>\$ 4,859,624</b>

The District receives government transfers from senior levels of government, including the Province of British Columbia and the Federal Government of Canada.

The District, as a local government, receives goods and services tax ("GST") rebates and input tax credits from the Canada Revenue Agency, Government of Canada.

## District of Squamish

### 6. Debenture deposits

The District's debenture deposits are reported by fund as follows:

	2021	2020
General	\$ 469,566	\$ 429,999
Solid waste	73,406	71,028
Water	82,414	81,339
Waste water	86,766	82,390
	<b>\$ 712,152</b>	<b>\$ 664,756</b>

The District issues its debt instruments through the MFA. A portion of the debenture proceeds is withheld in the debt reserve fund by the MFA; these are considered District cash deposits and are a condition of the borrowings. These deposits are invested by MFA and earn a return net of expenses. They are refundable upon maturity of the underlying debt.

### 7. Accounts payable, accrued and other liabilities

	2021	2020
Accrued liabilities and trade liabilities	\$ 16,161,584	\$ 14,434,569
Wages and benefits payable	1,072,870	1,357,069
Accrued interest payable	232,318	226,664
Other liabilities	6,027,464	4,047,798
	<b>\$ 23,494,236</b>	<b>\$ 20,066,100</b>

### 8. Deferred revenue

	2021	2020
Development cost charges, beginning of year	\$ 22,083,691	\$ 20,302,185
Contributions	1,947,157	2,062,557
Interest earned	293,000	370,831
Expenditures	(1,406,334)	(704,732)
Transfers	-	52,850
Development cost charges, end of year	<b>22,917,514</b>	<b>22,083,691</b>
Other deferred revenue	<b>6,425,327</b>	<b>3,816,434</b>
	<b>\$ 29,342,841</b>	<b>\$ 25,900,125</b>

Deferred revenue are short-term in nature, with the exception of the deferrals dedicated for developments and capital projects. The development cost charges are funds restricted by bylaw for the purpose which they were collected from developers. The District holds these restricted funds in accounts (general, solid waste, water, and waste water) for the required use of the funds.



## District of Squamish

### 9. Debt

The District's debt by specific by-law:

Fund	Maturity year	Interest rate	Purpose	By-law	2021	2020
General						
	2025	n/a	Capital Leases	n/a	\$ 87,077	\$ 106,086
	2022	1.75	Police Building	1679	374,466	731,099
	2026	1.75	Forestry Building	1917	908,257	1,069,497
	2027	4.82	Business Park	1945	1,216,675	1,393,048
	2029	4.90	Business Park	2029	1,436,681	1,586,604
	2031	4.20	Arena Roof	2064	423,697	457,629
	2031	4.20	Roads and Drainage	2051	664,368	717,576
	2022	2.90	Facilities	2137	64,071	125,682
	2027	2.90	General Capital Works	2166	640,864	733,766
	2023	3.85	General Capital Works	2166	103,029	151,592
	2023	3.85	Facilities	2137	27,767	40,861
	2033	3.85	General Capital Works	2208	319,717	340,176
	2023	3.85	General Capital Works	2208	99,290	146,089
	2023	3.85	Parks Capital Works	2214	42,104	61,949
	2031	3.64	Dike Construction and Rehabilitation	2051	257,677	272,579
	2029	3.00	Flood Protection	2166	68,248	75,370
	2024	3.00	Systems & Equipment	2208	38,752	50,688
	2029	3.00	Bridge, Flood Protection, and Arena Lighting	2208	504,671	557,336
	2029	3.00	Bridge	2282	210,007	231,922
	2035	2.75	General Capital Works	2051	77,808	82,061
	2030	2.75	General Capital Works	2331	36,249	39,627
	2030	2.75	General Capital Works	2282	442,164	483,367
	2031	2.10	General Capital Works	2051	400,579	434,504
	2022	1.95	General Capital Works	2208	57,260	112,852
	2032	3.15	General Capital Works	2282	492,750	530,102
	2027	3.15	General Capital Works	2392	113,293	130,298
	2033	3.20	General Capital Works	2530	268,379	286,738
	2023	2.90	General Capital Works	2534	129,685	191,709
	2029	2.24	General Capital Works	2533	415,618	460,995
	2025	0.91	General Capital Works	2331	550,200	681,887
	2030	0.91	General Capital Works	2392	1,545,448	1,702,738
	2030	0.91	General Capital Works	2444	1,145,990	1,262,626
	2030	0.91	General Capital Works	2600	972,717	1,071,717
	2030	0.91	General Capital Works	2687	325,825	358,986
	2035	0.91	General Capital Works	2536	731,970	777,763
	2035	0.91	General Capital Works	2599	546,612	580,808
	2040	0.91	General Capital Works	2465	1,580,672	1,650,300
	2030	1.98	General Capital Works	2687	1,021,112	-
	2041	2.58	General Capital Works	2777	2,363,224	-
					<b>\$ 20,704,973</b>	<b>\$ 19,688,627</b>

# District of Squamish

## 9. Debt (continued)

Fund	Maturity year	Interest rate	Purpose	By-law	2021	2020
Solid Waste						
	2025	2.75	Landfill Capital Projects	2137	\$ 90,403	\$ 111,126
	2023	3.85	Landfill Capital Projects	2137	43,753	64,369
	2022	2.90	Landfill Capital Projects	2137	15,681	30,756
	2029	2.24	Landfill Capital Projects	2535	1,304,865	1,447,331
	2025	0.91	Landfill Vertical Expansion	2535	2,671,495	3,310,901
	2025	0.91	Landfill Vertical Expansion	2691	1,228,051	1,521,978
	2026	1.25	Landfill Vertical Expansion	2691	143,743	-
					<b>\$ 5,497,991</b>	<b>\$ 6,486,461</b>
Water						
	2027	4.82	Water Systems	1944	162,632	186,208
	2032	2.90	Water Systems	2167	203,905	218,442
	2029	4.90	Water Systems	2052	326,300	360,351
	2032	2.90	Water Systems	2138	164,906	176,663
	2031	4.20	Water Capital Works	2052	351,929	380,114
	2028	3.85	Water Capital Works	2209	459,711	515,676
	2023	3.85	Watermain Replacement	2167	72,042	105,999
	2029	3.00	PRV, Meters, Stations, and Mains	2167	123,264	136,127
	2029	3.00	Watermain Replacement	2209	214,656	237,056
	2029	3.00	Water Capital Works	2283	542,774	599,416
	2030	2.75	Water Capital Works	2283	127,274	139,134
	2022	1.95	Water Capital Works	2209	47,496	93,608
	2032	3.15	Water Capital Works	2445	391,444	421,117
	2040	0.91	Water Capital Works	2393	671,790	701,382
	2035	0.91	Water Capital Works	2532	303,832	322,840
					<b>\$ 4,163,955</b>	<b>\$ 4,594,133</b>
Waste Water						
	2024	2.40	Waste Water Treatment Plant Mamquam	1756	\$ 642,450	\$ 836,536
	2028	4.65	Sewer Mains	1977	285,752	320,540
	2032	2.90	Trunk Sanitary Sewer Mains	2156	305,996	327,813
	2033	3.85	Sewer Capital Works	2168	131,670	140,095
	2029	3.00	Sanitary Sewer Trunk Line	2156	87,986	97,168
	2029	3.00	Centrifuge, Trunk, Lift Station, and Crane	2211	164,338	181,487
	2030	2.75	Sewer Capital Works	2211	504,606	551,628
	2022	1.95	Sewer Capital Works	2211	22,417	44,180
	2031	1.98	Sewer Capital Works	2690	328,283	-
					<b>\$ 2,473,498</b>	<b>\$ 2,499,447</b>
Other						
	Temporary		Firehall #1	2851	7,500,000	-
					<b>\$ 7,500,000</b>	<b>\$ -</b>
					<b>\$ 40,340,417</b>	<b>\$ 33,268,668</b>

Debt includes actuarial adjustments, which represent projected earnings on the sinking fund deposits. The actuarial adjustments are \$7,790,295 in 2021 (2020 - \$7,982,649).

## District of Squamish

### 9. Debt (continued)

The principal repayments on long-term debt required in each of the five years and thereafter are as follows:

	2022	2023	2024	2025	2026	2027+	Actuarial Adjustment
General	\$ 9,483,709	\$ 1,739,629	\$ 1,583,673	\$ 1,574,240	\$ 1,442,553	\$ 7,178,878	\$ 5,115,214
Solid Waste	1,143,271	1,132,253	1,116,581	1,116,581	165,801	414,951	408,553
Water	344,200	302,000	276,196	276,196	276,196	1,386,000	1,303,167
Waste Water	242,943	223,026	223,026	134,113	134,113	552,916	963,361
	\$ 11,214,123	\$ 3,396,908	\$ 3,199,476	\$ 3,101,130	\$ 2,018,663	\$ 9,532,745	\$ 7,790,295

Authorized but unissued debt totals \$5,103,190 (2020 - \$6,596,238).

### 10. Provision for solid waste landfill

The District has ongoing assessments and work performed to determine the timeframe and costs of closure and post closure costs associated with the landfill. The estimates are based on District engineering reports and calculations performed by engineering consultants.

The liability is calculated based on the ratio of cumulative usage to total capacity of the site by volume and the discounted estimated future cash flows associated with closure and post closure activities. An estimate for inflation is incorporated into the calculation. Cash flows are discounted at 2.3% (2020 - 2.76%) per annum and inflation is estimated at 2.91% (2020 - 2.76%) per annum.

The reported liability is based on estimates and assumptions with respect to capacity, usage, and events extending over the remaining life of the landfill.

In 2019, the District completed a vertical expansion of the landfill, increasing its capacity and extending its estimated closure date.

As of December 31, 2021 the total capacity of the landfill after the expansion is estimated at 856,072 cubic meters (2020 - 835,010 cubic meters). The current remaining capacity of the landfill site is estimated at 155,170 cubic meters (2020 - 134,542 cubic meters) which is 18.1% (2020 - 16.1%) of the site's total planned capacity after the expansion.

The total discounted future cash flows for closure and post closure costs are estimated at \$4,737,182 as at December 31, 2021 (2020 - \$4,482,724). The landfill is expected to reach capacity by 2029.

The estimated total net present value of the estimated expenditure for closure and post-closure care is \$5,785,928 of which \$1,048,746 remains to be recognized.



## District of Squamish

### 11. Provision for post-employment benefits

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

	2021	2020
Liability, beginning of year	\$ 1,452,300	\$ 1,244,500
Current service cost	216,300	214,200
Interest cost	37,300	45,400
Benefit payments	(135,600)	(92,100)
Amortization of net actuarial loss	39,100	40,300
Liability, end of year	\$ 1,609,400	\$ 1,452,300

The District provides future benefits to all of its eligible employees through a Sick Leave Plan, a Full Annual Vacation at Retirement Plan, and a Retirement Pay Plan (collectively as the "Plans"). The Sick Leave Plan entitles employees to twelve sick days per year, based on one day for each month of service, up to a maximum of 150 days for CUPE members and up to a maximum of 140 days for exempt employees. Sick leave benefits can be used by the employee at any point up to their retirement date.

The Full Annual Vacation at Retirement Plan entitles employees to receive full annual vacation or vacation pay on retirement irrespective of the month of retirement. This benefit would be paid out in full to the employee upon their retirement. The Retirement Pay Plan entitles an employee to two days pay for CUPE members and three days pay for exempt employees at the employee's normal rate of pay for each year or part of year worked. The benefit would be paid out in full to the employee upon their retirement.

There were no amendments to the above Plans during the year ended December 31, 2021.

Actuarial gains and losses are amortized over fourteen years (2020 - fourteen years), being the expected average remaining service period of the related employee group, commencing the year after the gain or loss arises.

	2021	2020
Accrued benefit obligation, end of year	\$ 1,955,900	\$ 1,922,300
Unamortized loss	(346,500)	(470,000)
Liability, end of year	\$ 1,609,400	\$ 1,452,300

The most recent actuarial valuation of the District's employee future benefits was completed as at December 31, 2019 (projected to 2021). The significant actuarial assumptions adopted in measuring the District's accrued benefit obligation are as follows:

	2021	2020
Discount rates	2.40%	1.90%
Expected wage and salary increases	2.5 to 3.5%	2.5 to 3.5%

## District of Squamish

### 12. Accumulated surplus

	2021	2020
Unappropriated surplus	\$ 6,897,371	\$ 5,415,191
Appropriated surplus		
Non-statutory reserves	11,156,969	10,231,589
Statutory reserves	52,716,852	50,679,085
	70,771,192	66,325,865
Investment in tangible capital assets	289,128,896	281,342,640
	\$ 359,900,088	\$ 347,668,505

The unappropriated surplus is the amount of accumulated surplus remaining after deducting the other accumulated surplus components. It is available to temporarily finance activities until planned revenues and borrowing proceeds are received.

Appropriated surplus is the amount of accumulated surplus, supported by a portion of the District's cash and receivables, that has been set aside by decision of Council for a specified purpose. The statutory reserves have been established by bylaw in accordance with the Community Charter and their use is restricted by the legislation. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated and can be employed for emergency expenditures and, if included in the annual financial plan bylaw, employed to stabilize taxation and utility fee rates.

Investment in tangible capital assets is equal to the net book value of the tangible capital asset, less related long term debt. In the normal course of operations, the tangible capital assets will be consumed / used to provide services and the debt repaid by future period revenues.

### **13. Commitments and contingencies**

#### **(a) Litigation**

The District is currently involved in certain legal actions and other existing conditions involving uncertainty. Financial implications of potential claims against the District, resulting from such litigation, and that are not covered by insurance, are accrued to the extent that amounts can be reasonably estimated.

As at December 31, 2021, there were legal claims in various stages of litigation for which management is unable to determine the outcome. The outstanding claims are not expected to result in a material loss to the District. As such, no provision has been made in the financial statements for these claims. Losses, if any, resulting from these actions will be recorded in the period the loss becomes likely and can be reasonably estimated.

#### **(b) Municipal Pension Plan**

The District and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2021, the plan has about 220,000 active members and approximately 112,000 retired members. Active members include approximately 42,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis. The District paid \$1,704,480 for employer contributions to the plan in fiscal 2021 (2020 - \$1,531,938). The next valuation will be as at December 31, 2021, with results available in 2022.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

#### **(c) Demand notes**

The District issues its debt instruments through the MFA. These demand notes are contingent in nature and are not reflected in the consolidated financial statements.



## District of Squamish

### Commitments and Contingencies (continued)

#### (d) Squamish Oceanfront front ender and municipal share agreements

As permitted under the Local Government Act, the District entered into a Development Cost Charge ("DCC") Front Ender Agreement and Municipal Share Agreements in 2015 for specified off-site infrastructure projects necessary for the development of Oceanfront Lands sold to Matthews Southwest and Bethel Lands Corporation (The Developer) in 2014.

The Agreements provide for the reimbursement of a maximum of \$33,915,438 over a 20 year period for specified DCC projects that the Developer pays for and builds on behalf of the District. Within the agreements there are conditions and restrictions that may limit the reimbursement paid by the District. A key restriction is that reimbursement for most of the specified projects may not exceed 78% of DCC collections received by the District per quarter, during the time when invoices are outstanding. Further, any amounts outstanding at the end of the 20 year term are forgiven.

Only projects identified in the Municipal Share Agreements are eligible for reimbursement of the municipal share portions of the project and only at the time of project completion. The District has discretion to fund and build any project identified in the Agreements and the Developer is not bound to proceed with development activities.

#### 14. Financial Plan

For 2021, the financial plan amounts presented throughout the consolidated financial statements are based on the budget (referred to as the Financial Plan bylaw 2804, 2021 in the legislation) adopted by Council on March 2, 2021. The financial plan does not include certain revenues for transfers from reserves and internal sources, and debt proceeds. The financial plan amounts are presented on a consolidated basis and include civic corporations.

The District's financial plan does not incorporate the operation of its two controlled civic corporations: SPL and SSC. The following reconciles the District's financial plan to the budget figures as presented on the financial statements

	<b>Financial Plan</b>	<b>Adjustments</b>	<b>As Presented</b>
<u>Revenues</u>			
Departmental revenues	\$ 57,592,741	\$ 460,395	\$ 58,053,136
<u>Expenses</u>			
Departmental expenses	56,786,164	373,400	\$ 57,159,564
Annual surplus before other	<u>\$ 806,577</u>	<u>\$ 86,995</u>	<u>\$ 893,572</u>
Other	13,890,750	-	\$ 13,890,750
Annual Surplus	<u>\$ 14,697,327</u>	<u>\$ 86,995</u>	<u>\$ 14,784,322</u>

## District of Squamish

### 15. Taxation and utility revenues

#### Collection for District

The following shows the collections in 2021 for District purposes, including applicable civic corporations:

	Financial Plan	2021	2020
<b>Taxation</b>			
General property levies	\$ 32,001,700	<b>\$ 31,390,032</b>	\$ 30,059,221
Business improvement area	91,570	<b>93,823</b>	93,825
	32,093,270	<b>31,483,855</b>	30,153,046
<b>Other property levies</b>			
Grants-in-lieu of property levies	725,100	<b>782,309</b>	777,232
Hotel tax	180,000	<b>382,872</b>	286,662
1% utility revenue	294,830	<b>304,657</b>	295,841
Penalties and interest on property levies	300,000	<b>296,852</b>	225,107
	1,499,930	<b>1,766,690</b>	1,584,842
	33,593,200	<b>33,250,545</b>	31,737,888
<b>Utility user fees</b>			
Solid waste	5,013,900	<b>5,458,764</b>	4,818,918
Water	4,963,000	<b>5,464,349</b>	5,157,467
Waste water	6,250,000	<b>6,945,874</b>	6,534,642
	16,226,900	<b>17,868,987</b>	16,511,027
	\$ 49,820,100	<b>\$ 51,119,532</b>	\$ 48,248,915

#### Collection for other agencies

The following amounts were collected on behalf of other taxing authorities, and are not included on the District's Consolidated Statement of Operations:

	2021	2020
Province of BC School Taxes	<b>\$ 14,706,247</b>	\$ 10,586,233
BC Assessment Authority	<b>470,030</b>	436,001
Municipal Finance Authority	<b>2,100</b>	1,908
Squamish-Lillooet Regional District	<b>1,989,362</b>	1,854,764
Sea to Sky Regional Hospital District	<b>345,506</b>	278,752
	<b>\$ 17,513,245</b>	\$ 13,157,658

## District of Squamish

### 16. Government transfers and other contributions

	2021	2020
Operating		
Federal	\$ 1,850,248	\$ 876,814
Provincial	959,049	4,395,409
Other	203,031	160,410
Total operating	3,012,328	5,432,633
Capital		
Provincial	\$ 877,610	\$ 262,732
Other	14,500	55,000
Total capital	892,110	317,732
	\$ 3,904,438	\$ 5,750,365

### 17. Trusts

The District trust funds account for assets that must be administered as directed by agreement or statute for certain beneficiaries. In accordance with PSAS, trust funds are not included in the District's consolidated financial statements.

The District operates the Mount Garibaldi Cemetery and maintains the Cemetery Care Fund in accordance with the Cemeteries and Funeral Services Act. The following trust funds are administered by the District and are excluded from these consolidated financial statements.

Cemetery Care Fund financial position as at December 31, 2021:

	2021	2020
Financial Assets		
Investments	\$ 277,188	\$ 261,181
Liabilities		
Cemetery care fund	\$ 277,188	\$ 261,181

## **District of Squamish**

### **18. Segmented information**

The District is a diversified municipal government that provides a wide range of services to its citizens, including General Government, Protective Services, Transportation and Transit, Economic and Community Development, Recreation, Parks, Trails and Library, Public Health, Water, Waste Water, and Solid Waste Utilities. For management reporting purposes, the District's operations and activities are organized and reported by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions, or limitations.

Municipal services are provided by departments and their activities reported within these funds. Certain functions that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

#### **General Government**

General government and fiscal services is comprised of Council and the related support services provided by the Administration and Finance departments, as well as all operations and maintenance costs relating to Municipal Hall and grants to community organizations.

#### **Protective Services**

Protective Services is comprised of police, fire, emergency management planning, bylaw enforcement, animal control, and building inspection.

#### **Transportation and Transit**

Transportation and Transit is a broad function comprised of engineering departments and the public works crews engaged in the maintenance and improvements to the road systems, drainage, sidewalks, flood protection, fleet maintenance, works yard maintenance, and other planning and maintenance activities. In addition, this function includes transit services and airport operations.

#### **Economic and Community Development**

Economic and Community Development is comprised of planning and land use development, environmental planning, economic development and events management with the common goal of developing Squamish into a healthy, vibrant, and economically viable community. In addition, the District's civic corporation, Squamish Sustainability Corporation have been consolidated into this function for reporting purposes.

#### **Recreation, Parks, Trails and Library**

Recreation, Parks, Trails, and Library is comprised of the arena and community centre, seniors centre, youth centre, and an extensive networks of parks and trail systems throughout the community. In addition, the District's civic corporation, the Squamish Public Library, has been consolidated into this function for reporting purposes.

#### **Public Health**

Public health service is comprised of the municipal cemetery services.

#### **Water and Waste Water Utilities**

The water and waste water utilities is comprised of the water and waste water system networks, storm mains, and pump stations.

#### **Solid Waste Utility**

The solid waste utility is comprised of garbage, recycling, organic waste collection services as well as the operation of the landfill.

### **19. COVID - 19**

On January 30, 2020, the World Health Organization ("WHO") announced a global health emergency because of a new strain of coronavirus (the "COVID-19 outbreak") and the risks to the international community as the virus spreads globally beyond its point of origin. On March 11, 2020, the COVID-19 outbreak was declared a global pandemic by the WHO.

As the impacts of COVID-19 continue, there could be further effects on the District, its funders, and its vendors. The District has continued to deliver essential services throughout the pandemic. Management is actively monitoring the effect on its financial condition, liquidity, operations, and workforce. Given the daily evolution of the COVID-19 outbreak and the global responses to curb its spread, the District is not able to fully estimate the effects of the COVID-19 outbreak on its results of operations, financial conditions, or liquidity at this time.



District of Squamish  
Schedule 1 - Tangible capital assets

For the year ended December 31, 2021	Land	Land Improvements	Buildings	Furniture, Vehicles and Equipment	Transportation Infrastructure	Solid Waste Infrastructure	Water Infrastructure	Waste Water Infrastructure	Assets under Construction	2021 Actual
<b>COST</b>										
Opening Balance	\$ 71,514,575	\$ 45,807,148	\$ 42,038,150	\$ 21,424,383	\$ 108,424,550	\$ 12,821,031	\$ 67,912,089	\$ 67,377,036	\$ 8,945,570	\$ 446,264,532
Add: Additions	372,812	584,162	955,297	3,324,487	5,333,186	675,486	1,413,313	729,546	15,024,673	28,412,962
Less: Disposals	-	-	(553,189)	(435,270)	(20,596)	-	-	-	-	(1,009,055)
Add: Transfers	-	-	-	-	-	-	-	-	(2,820,049)	(2,820,049)
<b>Closing Balance</b>	<b>71,887,387</b>	<b>46,391,310</b>	<b>42,440,258</b>	<b>24,313,600</b>	<b>113,737,140</b>	<b>13,496,517</b>	<b>69,325,402</b>	<b>68,106,582</b>	<b>21,150,194</b>	<b>470,848,390</b>
<b>ACCUMULATED AMORTIZATION</b>										
Opening Balance	-	10,127,641	20,645,026	10,823,472	41,706,744	3,194,335	21,094,880	24,061,126	-	131,653,224
Add: Amortization	-	1,120,358	983,399	1,834,860	2,775,122	1,168,672	1,219,931	1,325,253	-	10,427,595
Less: Accumulated Amortization on Disposals	-	-	(257,210)	(423,935)	(20,596)	-	-	-	-	(701,741)
<b>Closing Balance</b>	<b>-</b>	<b>11,247,999</b>	<b>21,371,215</b>	<b>12,234,397</b>	<b>44,461,270</b>	<b>4,363,007</b>	<b>22,314,811</b>	<b>25,386,379</b>	<b>-</b>	<b>141,379,078</b>
<b>Net Book Value, year ended 2021</b>	<b>\$ 71,887,387</b>	<b>\$ 35,143,311</b>	<b>\$ 21,069,043</b>	<b>\$ 12,079,203</b>	<b>\$ 69,275,870</b>	<b>\$ 9,133,510</b>	<b>\$ 47,010,591</b>	<b>\$ 42,720,203</b>	<b>\$ 21,150,194</b>	<b>\$ 329,469,312</b>

District of Squamish  
Schedule 2 - Tangible capital assets

For the year ended December 31, 2020	Land	Land Improvements	Buildings	Furniture, Vehicles and Equipment	Transportation Infrastructure	Solid Waste Infrastructure	Water Infrastructure	Waste Water Infrastructure	Assets under Construction	2020 Actual
<b>COST</b>										
<b>Opening Balance</b>	\$ 61,346,098	\$ 35,932,333	\$ 41,756,619	\$ 19,782,814	\$ 92,793,955	\$ 11,778,487	\$ 60,995,656	\$ 60,006,637	\$ 9,486,192	\$ 393,858,791
Add: Additions	10,168,477	9,874,815	281,531	2,119,922	15,630,595	1,042,544	6,916,433	7,370,399	4,455,305	57,860,021
Less: Disposals	-	-	-	(478,353)	-	-	-	-	-	(478,353)
Add: Transfers	-	-	-	-	-	-	-	-	(4,904,678)	(4,904,678)
Less: Writedowns	-	-	-	-	-	-	-	-	(71,249)	(71,249)
<b>Closing Balance</b>	<b>71,514,575</b>	<b>45,807,148</b>	<b>42,038,150</b>	<b>21,424,383</b>	<b>108,424,550</b>	<b>12,821,031</b>	<b>67,912,089</b>	<b>67,377,036</b>	<b>8,945,570</b>	<b>446,264,532</b>
<b>ACCUMULATED AMORTIZATION</b>										
<b>Opening Balance</b>	-	9,277,679	19,798,026	9,666,027	39,311,652	2,075,042	20,002,382	22,909,010	-	123,039,818
Add: Amortization	-	849,962	847,000	1,630,050	2,395,092	1,119,293	1,092,498	1,152,116	-	9,086,011
Less: Accumulated Amortization on Disposals	-	-	-	(472,605)	-	-	-	-	-	(472,605)
<b>Closing Balance</b>	-	<b>10,127,641</b>	<b>20,645,026</b>	<b>10,823,472</b>	<b>41,706,744</b>	<b>3,194,335</b>	<b>21,094,880</b>	<b>24,061,126</b>	-	<b>131,653,224</b>
<b>Net Book Value, year ended 2020</b>	<b>\$ 71,514,575</b>	<b>\$ 35,679,507</b>	<b>\$ 21,393,124</b>	<b>\$ 10,600,911</b>	<b>\$ 66,717,806</b>	<b>\$ 9,626,696</b>	<b>\$ 46,817,209</b>	<b>\$ 43,315,910</b>	<b>\$ 8,945,570</b>	<b>\$ 314,611,308</b>

District of Squamish  
Schedule 3 - Statement of Operations by Segment

	General Government 10	Protective Services 20	Transportation & Transit 30	Economic & Community Development 40	Parks Recreation Culture 50	Health Social & Housing 60	Solid Waste Management 70	Water Services 80	Waste Water Services 90	2021	2020
<b>For the year ended December 31</b>											
<b>Revenue</b>											
Taxation (Note #15)	\$ 31,483,855	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,483,855	\$ 30,153,046
Other property levies (Note #15)	1,383,818	-	-	382,872	-	-	-	-	-	1,766,690	1,584,842
Utility user fees (Note #15)	-	-	-	-	-	-	5,458,764	5,468,216	6,942,007	17,868,987	16,511,027
Other revenue from own sources	35,149	78,846	711,761	459,485	604,465	60,559	-	-	-	1,950,265	1,368,882
Other fees and charges	467,861	2,663,725	168,612	766,786	94,313	7,785	281,303	44,958	9,850	4,505,193	3,850,634
Government transfers for operating (Note #16)	1,897,456	365,620	277,456	152,070	107,226	212,500	-	-	-	3,012,328	5,432,633
Investment income	1,422,271	-	-	-	2,594	-	17,366	87,052	142,022	1,671,245	1,797,361
	36,690,410	3,108,191	1,157,829	1,761,213	808,538	280,844	5,757,433	5,600,226	7,093,879	62,258,563	60,698,425
<b>Expenses</b>											
Payroll and benefits	6,788,364	4,633,213	3,648,094	2,110,493	4,309,642	30,005	222,561	851,114	821,324	23,414,810	20,683,461
Operating Expenses	2,527,594	7,466,216	2,052,113	1,396,308	2,184,165	264,808	4,571,637	1,583,862	2,585,538	24,652,241	21,205,157
Debt service - interest	371,133	83,159	49,719	136,221	8,804	-	96,649	176,970	159,320	1,081,975	1,070,576
Amortization expense	6,606,743	-	-	7,274	99,722	-	1,168,672	1,219,931	1,325,253	10,427,595	9,086,011
	16,293,834	12,182,588	5,749,926	3,650,296	6,602,333	314,813	6,059,519	3,831,877	4,891,435	59,576,621	52,045,205
Annual surplus (deficit) before Other	20,396,576	(9,074,397)	(4,592,097)	(1,889,083)	(5,793,795)	(33,969)	(302,086)	1,768,349	2,202,444	2,681,942	8,653,220
<b>Other</b>											
Government transfers for capital (Note #16)	-	-	852,593	35,017	4,500	-	-	-	-	892,110	317,732
Developer cost charge capital revenues	-	-	1,054,506	-	-	-	-	78,528	273,300	1,406,334	596,148
Developer contributed assets	2,222,907	71	-	4,530,694	-	-	-	397,148	223,541	7,374,361	39,116,791
Gain on disposal of tangible capital assets	(237,846)	-	-	-	(12,406)	-	-	-	-	(250,252)	549,235
Capital Connections	-	-	-	-	-	-	-	50,504	14,172	64,676	74,609
Other Capital revenues	-	9,576	20,495	-	20,921	-	-	720	10,700	62,412	349,750
	1,985,061	9,647	1,927,594	4,565,711	13,015	-	-	526,900	521,713	9,549,641	41,004,265
Annual Surplus (Deficit)	\$ 22,381,637	\$ (9,064,750)	\$ (2,664,503)	\$ 2,676,628	\$ (5,780,780)	\$ (33,969)	\$ (302,086)	\$ 2,295,249	\$ 2,724,157	\$ 12,231,583	\$ 49,657,485

**District of Squamish**  
Schedule 4 - Continuity of reserves

Reserve Fund Transactions	Balance, beginning of year	Contributions	Investment income	Expenditures	Transfers	Balance, end of year 2021	Balance, end of year 2020
Sinking Fund Surplus - General	\$ 294,005	\$ -	\$ 3,850	\$ -	-	\$ 297,855	\$ 294,005
Sinking Fund Surplus - Water	624,635	-	8,190	-	-	632,825	624,635
Sinking Fund Surplus - Waste Water	733,677	-	9,620	-	-	743,297	733,677
Land Reserve	11,847,158	-	144,920	(2,066,908)	(90,000)	9,835,170	11,847,158
Equipment Replacement	6,320,672	952,000	85,540	(540,780)	-	6,817,432	6,320,672
Community Works Fund	4,786,229	1,793,456	59,210	(2,331,158)	-	4,307,737	4,786,228
Capital Rehab - General	6,325,473	1,289,700	88,030	(508,203)	(270,800)	6,924,200	6,325,472
Capital Rehab - Water	5,243,834	2,415,000	94,810	(1,044,785)	1,000,000	7,708,859	5,243,834
Capital Rehab - Waste Water	9,930,806	3,055,000	139,210	(3,041,585)	(183,077)	9,900,354	9,930,805
Capital Rehab - Solid Waste	1,926,421	-	24,910	(51,612)	(30,000)	1,869,719	1,926,420
Municipal Off-Street Parking Facilities Reserve Fund	555,662	75,000	7,770	-	-	638,432	555,662
Alternative Forms of Transportation Reserve Fund	332,910	630,000	8,490	-	-	971,400	332,910
Affordable Housing	1,275,047	-	16,710	-	-	1,291,757	1,275,047
Carbon Neutral	165,813	35,604	2,330	(11,050)	-	192,697	165,813
Vanoc Legacy	7,600	-	100	-	-	7,700	7,600
Parkland in Lieu	41,648	-	550	-	-	42,198	41,649
Corridor Trail MOU	210,689	-	3,650	-	-	214,339	210,689
Environmental Reserve Fund	-	135,694	-	-	-	135,694	-
General Operating Reserve	56,809	524,500	172,770	(457,242)	(111,650)	185,187	56,809
<b>Total</b>	<b>\$ 50,679,088</b>	<b>\$ 10,905,954</b>	<b>\$ 870,660</b>	<b>\$ (10,053,323)</b>	<b>\$ 314,473</b>	<b>\$ 52,716,852</b>	<b>\$ 50,679,085</b>





# Let's Talk SQUAMISH


We are excited to invite you to Let's Talk Squamish, **the District's online home for public engagement**. Let's Talk Squamish is your space to ask questions, share ideas, and provide feedback on the projects that are shaping the future of our community.

We hope you'll join us. **Squamish, Let's Talk!**

[LetsTalkSquamish.ca](https://LetsTalkSquamish.ca)

# Engaging with @Squamishtown

## REACH OUT

 604.892.5217

 [info@squamish.ca](mailto:info@squamish.ca) | [council@squamish.ca](mailto:council@squamish.ca)

 [squamish.ca/ContactUs](https://squamish.ca/ContactUs)

## JOIN IN

- ✓ Attend a Council meeting
- ✓ Attend a Mayor's Drop-In or a Council Coffee Crawl
- ✓ Provide input through surveys, workshops, open houses and other opportunities
- ✓ Check out LetsTalkSquamish.ca regularly for projects that are currently seeking input.

## FOLLOW

 [@districtofsquamish](https://www.facebook.com/districtofsquamish)

 [@squamishtown](https://twitter.com/squamishtown)

 [@squamishtown](https://www.instagram.com/squamishtown)

 [DistrictofSquamish](https://www.youtube.com/DistrictofSquamish)

 District B-Sides podcast | [squamish.ca/podcast](https://squamish.ca/podcast)

## SUBSCRIBE

-   Subscribe to our newsletters at [squamish.ca/enews](https://squamish.ca/enews)
- ✓ District eNews
- ✓ Recreation Update
- ✓ Wildlife Alerts
- ✓ Economic Development Update



# SQUAMISH

HARDWIRED *for* ADVENTURE

**District of Squamish**

37955 Second Avenue | Squamish, BC  
[squamish.ca](http://squamish.ca)