

# DISTRICT OF SQUAMISH 2022 Annual Report



## Message from the Mayor



This Annual Report captures the 2022 activities of the District of Squamish staff and Council. I am both honoured and proud to have been a part of the 2018-2022 Council and to be serving alongside my Council colleagues as Mayor for the 2022-2026 term. Squamish is a busy place, and the Council table is no exception, I'll do my best here to capture some highlights.

Although the pandemic is mostly behind us, its effects of cost escalations, supply chain challenges and a high rate of inflation had real impacts in 2022. Critical needs in our community could not wait and staff continued to work to meet these needs despite turbulent times.

In 2022, the District completed the Alex Munro Fire Hall No.1, the first of three critical facilities identified for priority replacement in the 2019 Real Estate and Facilities Master Plan. Construction of Fire Hall No. 2 is well underway, as is pre-construction site prep for a new Public Works facility, and Brennan Park Recreation Centre is scheduled for a \$16.3M upgrade largely thanks to \$11.7M in federal funding. Next steps will include further Brennan Park investments and consider the future of Municipal Hall and the Library.

The District's 2022 Asset Management Plan will ensure our assets receive appropriate resourcing throughout their service life and their end-of-life replacement is planned for. Accompanying this is the District's first ever Natural Asset Management Strategy that recognizes the value of natural assets to our community. These strategies combine to form new thinking of how our assets deliver services to the community and the tremendous value our natural assets provide.

The Climate Emergency declared in 2019 continued to be at the forefront of our work and, as of 2022, 75% of the actions outlined in the District's Community Climate Action Plan are already underway or complete. Examples of its implementation are the gas capture and flare installation at the landfill, higher building efficiency standards, outreach and education on electric vehicle adoption, residential and construction waste diversion efforts, enabling local employment opportunities and many other actions. Recognizing our own role in reducing community greenhouse gas emissions related to buildings, transportation and waste, the District is holding itself to the objectives outlined in the Municipal Energy and Emissions Plan to be responsible and highlight to industry what is possible.

The affordability and attainability of housing in our community is a complex and far-reaching issue. The District has been taking every opportunity to positively impact this by securing below-market rentals during rezonings, working to increase the diversity of housing forms in our neighbourhoods, establishing the Squamish Community Housing Society, supporting construction of purpose-built rentals, working in partnership with non-profits and government agencies to deliver affordable homes, and secure childcare spaces where possible to address the need for access to quality, affordable childcare in our community.

The recently opened Spirit Creek complex exemplifies what can be achieved when multiple entities work together. This project involved the District of Squamish, Sea to Sky Community Services, Vancouver Coastal Health and BC Housing and delivered 76 affordable apartments, a new Youth Hub as well as Foundry youth health services. This shows what is possible when we work together, and with much more work to do, all of us at the District look forward to working *for you* and *with you* to achieve our goals.

### NEW FIRE HALL NO.1 COMPLETED

FIRST OF THREE CRITICAL FACILITIES  
IDENTIFIED FOR PRIORITY REPLACEMENT

### FIRE HALL NO.2 STARTED

EXPECTED COMPLETION MID-2024

### BRENNAN PARK RECREATION CENTRE UPGRADE PROJECT

## \$16.3M

INCLUDES \$11.7M FEDERAL GRANT RECEIVED TOWARDS INCREASED PROGRAM SPACE, ACCESSIBILITY IMPROVEMENTS, ICE RINK CHANGEROOM RETROFIT, NEW CUSTOMER SERVICE AREA AND SUSTAINABILITY MEASURES.

SECOND GRANT APPLIED FOR, AWAITING APPROVAL 

## \$12.4M

## 25,179

 2022 POPULATION  
ESTIMATE  
(STATS CANADA)  

## +3.8%

 OVER 2021

## 226

 BUILDING PERMITS  
ISSUED  

## \$246.5M

 CONSTRUCTION  
VALUE

## 6%

 DECREASE FROM 2021

## 91 of 122

COMMUNITY CLIMATE ACTION PLAN  
ACTIONS IN PROGRESS  
(58 COMPLETE OR ONGOING; 33 INITIATED).



## MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

Linda Glenday

Thank you for taking the time to read the District's Annual Report for 2022. For many, 2022 became the post-pandemic future when we were able to return to workplaces, activities, gatherings and events. We began hosting in-person public engagement opportunities with multiple participation options based on level of comfort. Person-to-person interactions became both sacred and complex as we made adjustments for increased personal space to support staff and the public.

The District began the process of refreshing its core values to better articulate our organizational culture. The collaborative process provided staff at every level the opportunity to reflect on the values that represent the culture we want to inspire and reinforce and where we strive to be as an organization. Having clear and concise values that align with the District's commitment to equity and inclusion and Truth and Reconciliation will help to foster mutual respect and create safe spaces in which all members of our community are valued, seen, and heard.

We continue to humbly learn about how to become a more diverse and inclusive organization. We adopted our Inclusion Strategy IDEAs in Action to further inclusion, diversity, equity and accessibility goals across the District. We continue to value and grow positive relationships with Skwxwú7mesh Úxwumixw (Squamish Nation) and community partners.

A new Council was elected to serve the community and their hard work began with creating the District's 2023-2026 Strategic Plan. Aligned with the #Squamish2040 Official Community Plan, the strategy will guide decision-making and staff deliverables over the course of the Council term. We look forward to sharing Council's highest priorities with the community.

This Annual Report has been written in accordance with the Community Charter; it includes 2022 goals and accomplishments, goals for 2023-24, 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 am grateful to all of our staff, our Council, our volunteers and to you, the community, for your commitment, resiliency and collaboration.

# MUNICIPAL SERVICES & OPERATIONS

The District of Squamish delivers a range of 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. Leads a culture centred on respect, integrity, connection and progress including championing inclusion, diversity, equity and accessibility, genuine truth and reconciliation actions, and 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, retention, engagement, health and safety, labour relations and more for the District, one of Squamish's largest employers, while nurturing the District's mission, vision, and values to deliver outstanding service to Squamish citizens.

### Information Technology

Leads development, management, maintenance and security of District systems to support municipal service delivery and facilities. 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 to maximize the financial returns and utilization of District land and buildings to the benefit of the community.

## HOW TO READ THIS ANNUAL REPORT

The 2022 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), as well as other ongoing priorities and operational objectives (page 14).
2. The District's overall objectives for the new four-year Council term (2022 to 2026) and specific objectives for 2023 and 2024.
3. Financial statements and reports (page 23).

Facts, stats and photos are interspersed to convey the work the District of Squamish is accomplishing to serve 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.

### 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 and wastewater treatment plant.

### Facilities Maintenance, Planning and Construction

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. Leads the planning, design and construction of new municipal facilities.

### Recreation Services

Delivers programming, operates facilities (including Brennan Park Recreation Centre, The 55 Activity Centre, Westwinds Seniors Hub, 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 solid 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, wastewater and stormwater 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 licensing.

## 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

Manages financial assets and 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 25,000 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!



Partnered with The Vancouver Electric Vehicle Association and the Squamish Climate Action Network to host an EV Expo. Over 500 people checked out a range of different EVs. In 2023 we are planning another EV expo as well as an E-bike expo.

The District, community agencies and local industry explored opportunities for a potential Capilano University campus and how programming could drive community and economic development goals in the region.



Pride flag raising with Pride Squamish on September 1, 2022.



Volunteers pitching-in at the annual Repair Cafe, part of the Zero Waste Strategy.



Economic Development and the Squamish Food Policy Council tour Vancouver commissary kitchen facilities to inform the development of a Food and Farm Hub Feasibility Plan.

# GUIDED BY THE #SQUAMISH2040 OFFICIAL COMMUNITY PLAN

The District's 2019 to 2022 Strategic Plan set out realistic yet ambitious goals to address Squamish's biggest opportunities and challenges under four main pillars. The new Council elected in October have endorsed a new Strategic Plan that defines the Looking Forwards in this report for 2023 and beyond.



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

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

# How we did in 2022

*the highlights*

- ✓ 91 of 122 Community Climate Action Plan actions are in progress (58 complete or ongoing; 33 initiated).
- ✓ Brennan Park Energy Study was completed; \$11.7M federal Green and Inclusive Community Buildings grant was received for upgrade work.
- ✓ Open Street (no car) Day was held June 24, 2022 in conjunction with two Downtown events to create a pedestrian-friendly experience.
- ✓ Retrofit assist program launched to offer guidance to homeowners to install heat pumps ([retrofitassist.ca/squamish](http://retrofitassist.ca/squamish)).
- ✓ Active Transportation improvement projects were completed:
  - Mamquam Road (Government Road to Highway 99)
  - The Boulevard/Highlands Way South
  - Planning for Discovery Way trail improvements completed, with construction planned for 2023
- ✓ Circular Economy Roadmap was launched to support economic prosperity and align with the Zero Waste Strategy by reducing environmental impacts in Squamish.
- ✓ Zero Waste Action Plan (2022-2027) was endorsed with new targets and priority areas. Residents and businesses were engaged in the development via surveys, pop-up booths and in-person engagement.
- ✓ Landfill Expansion concept design was updated to include increased diversion opportunities and better flow to the site, to increase usability.
- ✓ 2022 Squamish Transit Future Action Plan was endorsed and identifies short- and medium-term service and infrastructure priorities for the Squamish local transit system. Key objectives, to be funded through cost-sharing with BC Transit and the potential for federal grants, include:
  - Approximate doubling of service hours with increased frequency and new service areas.
  - Improved accessibility at transit stops.
  - Transit exchange in Garibaldi Village, and an operations/maintenance facility that supports electrification of the fleet.
- ✓ Transit was expanded to provide more weekend frequency and on-time performance:
  - Weekend frequency added on Route 1 Brackendale and Route 2 Highlands and improved on-time performance.
  - HandyDart service expanded to include weekend service.
  - Trips added to the seasonal Route 5 South Parks to address mid-day gaps.
- ✓ Community EV charging stations increased to 41 in 2022. The District has begun the process of construction of new charging infrastructure which should become available in 2024.

# 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.
-  COMPLETE 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 2022

*the highlights*

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.

- ✓ Squamish Community Housing Society (SCHS) and other community partners are being supported by the District through publicly-owned land opportunities and new development commitments to facilitate the creation of publicly-owned affordable housing.
- ✓ SCHS undertook a strategic planning process and is working to set up operational priorities and functions to enable the Society to pursue affordable housing projects in the near future. SCHS is working to build capacity for potential housing construction.
- ✓ Update to the Community Amenity Contribution policy progressed to align with current community needs. Scheduled to conclude in Q2 of 2023.
- ✓ Development Cost Charge Bylaw was updated to align with current community needs.
- ✓ Continue to explore creative partnerships on affordable housing supply with partners such as BC Housing, SCHS, Under One Roof, and private developers.

## Affordable Rental Housing Gains

- **76** purpose-built units constructed (opened spring 2023): Spirit Creek apartments
- **65** units under construction within private developments and secured by the District through Community Amenity Contributions:
  - SEAandSKY (Waterfront Landing) - 55 units
  - The Wilfred - 2 units
  - Garibaldi Springs (Phase 1) - 8 units
- Squamish Community Housing Society formed, registered and operational to begin managing these units, and seeking new affordable housing project opportunities.



# 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.



COMPLETE

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

## How we did in 2022

the highlights

- ✓ InvestSquamish.ca website was launched to attract investment and support business scaling. The website has seen 8.1k users and 11k user sessions since launch (April 2022).
- ✓ A \$700k grant from the Province of B.C. Tourism Dependent Communities program has funded the revitalization of the Squamish Adventure Centre. Construction is underway to improve the visitor experience and economic viability of the building. To be completed in 2023.
- ✓ A virtual familiarization tour was created offering prospective investors a highly visual and immersive interactive tour of Squamish. The tour highlights Squamish's value proposition and introduces investors to our location, lifestyle, and key sectors, as well as infrastructure and community assets through video, interactive layered maps and narrative.
- ✓ The Emerging Sector Roadmap and Action Plan implementation featured:
  - The Sea to Sky Outdoor Adventure Recreation Enterprise (SOARE) not-for-profit society was established to support the development of an outdoor recreation business network.
  - The Innovation Working Group was initiated to stimulate, coordinate, and respond to Squamish's diverse innovation needs.
- ✓ The Guiding Principles for Employment Space Development report was developed with principles, policy recommendations and actions to support decision-making in relation to employment space development for the District. This was a MITACS-funded project with a University of Waterloo graduate student.
  - An example where employment lands have been increased in pace with needs is within the Loggers East Neighbourhood Plan where approximately 25 acres of new employment lands have been designated between General Industrial and Mixed Use District designations.
  - The Marine Access Review (underway) is identifying marine access needs and recommendations for water-dependent employment lands and uses. New marine zoning was adopted in 2022 to align and guide regulations respecting marine uses and facilities in line with current and future intended uses.
- ✓ Squamish Leaders in Trade and Investment program (previously conceptualized as Squamish Ambassadors' program) rolled out in February 2023 to provide training and accompanying assets to enable local staff and partners to become allies and advocates in pursuing local investment.
- ✓ Local jobs per capita: The size of Squamish's labour force increased by 14% between 2019 and 2022, however the ratio of local jobs per capita decreased from 0.9:1 to 0.7:1. This drop is attributed to the COVID-19 pandemic during which the community saw a decrease in local jobs; this trend has started to reverse in 2022 with job gains seen across industries.
- ✓ Priority target sector firms: Overall, the number of Squamish-based firms grew 14% over the past four years, rising from 3,435 in December of 2019 to reach 3,907 in June of 2022. While Squamish experienced significant growth over this period many of these firms are micro in size (1-4 staff). Squamish's priority target sector firms grew 11% over this same period and were estimated to represent 29% of all firms in the District of Squamish in 2022.

# NEIGHBOURHOOD CONNECTIVITY & PUBLIC SPACES

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



## Strategic Goals



ONGOING

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



COMPLETE

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



COMPLETE

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



COMPLETE

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

## How we did in 2022

the highlights

- ✓ Alex Munro Squamish Fire Hall No. 1 (Clarke Drive) opened for operations in August 2022 – the first of three critical/essential services facilities to be replaced.
- ✓ Fire Hall No. 2 (Tantalus) construction began, with estimated completion mid 2024.
- ✓ Public Works Facility funding was confirmed; final design considerations are ongoing before construction begins.
- ✓ \$11.7M federal Green and Inclusive Community Buildings grant was received to improve accessibility, add program space, retrofit arena changerooms, increase energy efficiency and more at Brennan Park Recreation Centre. Total project budget is \$16.3M.
- ✓ Waterfront Landing Park construction continued; phase one estimated completion summer 2023.
- ✓ Oceanfront Sp'akw'us Feather Park construction continued; estimated completion spring 2024.
- ✓ 11 Neighbourhood Nooks (weather protected spaces) were added to neighbourhood parks in response to feedback in the Public Space Survey Report.
- ✓ 36.69-hectare land conservancy was finalized (May 2023) for the future Garibaldi Springs Ecological Reserve.
- ✓ Xwu'nekw Park Sea Dike permitting continued - permits have been received under the *Navigable Waters Act* and *Dike Maintenance Act*; work continues on the Fisheries Act permit.
- ✓ \$12.4M grant was applied for from the CleanBC Community Fund for Brennan Park Recreation Centre Project No. 2. Expecting decision summer 2023.
- ✓ Five-Year Financial Plan included allocation of Community Amenity Contributions to Brennan Park facilities: Splash Park and Playground, fenced dog run, new trail, pickleball courts relocation.
- ✓ Garibaldi Estates Neighbourhood Planning moved forward with: Transportation Study; Squamish Food Policy Council report; small group discussions with residents.
- ✓ Downtown viewscape data collection was completed in summer 2022, and Viewscape Guidelines are being created, to be released early 2024.



# ONGOING PRIORITY HIGHLIGHTS

- NATURAL HAZARD  
MITIGATION

  - ✓ Building permit applications, building designs and inspections are now screened through the Wildfire Development Permit Area 11 guidelines. This results in developments within wildfire hazard areas being built in accordance with FireSmart principles, which is a step forward in the area of wildland fire prevention.
- MARINE ACTION  
STRATEGY  
IMPLEMENTATION

  - ✓ Intergovernmental engagement and three Mamquam Blind Channel maintenance strategy working group meetings were facilitated to examine maintenance needs, marine use navigation channel design considerations and options and funding tools for further review. An update will be brought to Council in Q3, 2023.
  - ✓ Inputs from the Marine Access Review (Part 1) community engagement were examined and shared. Consolidated marine access mapping and marine access + boat launch recommendations are under development for discussion in Q2 2023.
- YOUTH (0-25)

  - ✓ In partnership with Sea to Sky Community Services, transitioned the Squamish Youth Services model to better balance the needs of all Youth in the community through programming, events and activities in a variety of spaces and places as directed by the 2019 Squamish Youth Strategy.
  - ✓ Celebrated the opening of Sea to Sky Foundry and the Youth Hub (March 2023) to provide Squamish Youth with a range of wellness and social supports and activities.
  - ✓ Selected 17 young people for the second Squamish Youth Council to amplify their voice in matters and projects that directly impact them.
- CHILD CARE

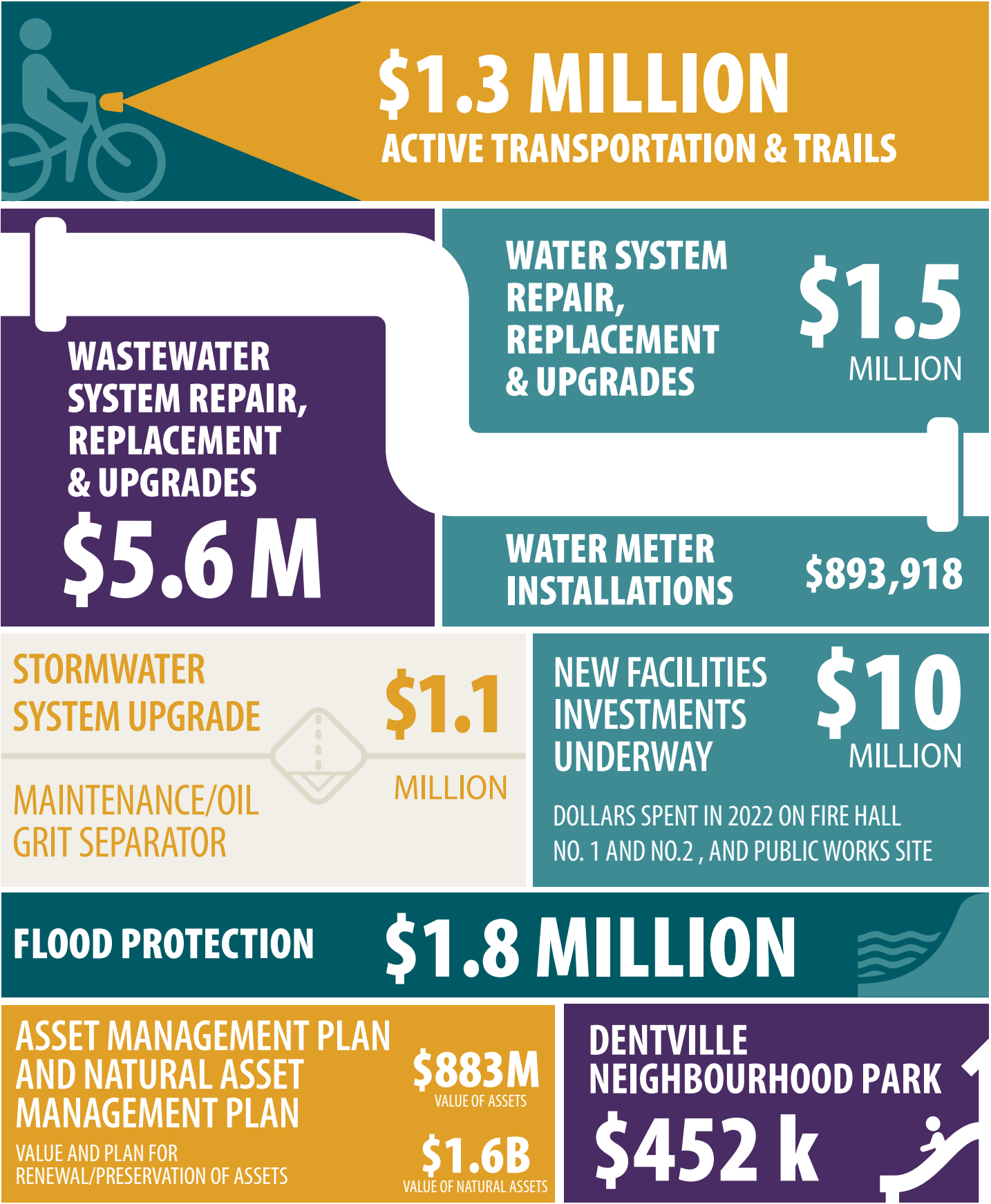
  - ✓ Partnership work with SD48 and Sea to Sky Community Services Society advanced with the successful capital funding award for co-locating and creating a new 36-space childcare facility at Valleycliffe Elementary School. Progress on detailed design for permitting and construction was made and partner agreements were drafted.
  - ✓ Childcare amenity policy research was conducted to identify best practices for developing new guidelines to assess and accommodate childcare demand generated from new development.
- EMERGENCY  
MANAGEMENT  
PLANNING

  - ✓ Multijurisdictional "Exercise Deluge" was executed and involved the activation of the District's new Emergency Operations Centre (EOC), along with the Squamish Lillooet Regional District (SLRD), Village of Pemberton (VOP) and Squamish Nation, and simulated the mobilization of multiple EOCs during an extreme weather event that caused flooding, evacuations and impacts to critical infrastructure. The objective was to test gaps in response plans and capabilities of each government and build resiliency in our efforts to mitigate the impacts of a disaster.
  - ✓ Regional Emergency Support Services group was engaged that includes the SLRD, Squamish Nation, Resort Municipality of Whistler, VOP, Lil'wat Nation and District of Lillooet. This group collaborates monthly on issues that impact our capacity to support evacuees, continues to work towards the development of a regional Canadian Red Cross volunteer team, and will enable us to provide supports to evacuees through the online Evacuation Registration and Assistance tool recently launched by the Province of BC.
  - ✓ Two FireSmart Neighbourhood Plans were completed in high-risk neighbourhoods as identified in the Community Wildfire Protection Plan. This is an essential step to work towards recognition under the FireSmart Canada Neighbourhood Recognition Program. In 2023, FireSmart will continue to conduct home ignition zone assessments as well as adopt the Home Partners Program which provides specific recommendations to homeowners on reducing wildfire threat to their properties.
- ARTS AND CULTURE  
SERVICES

  - ✓ 66 events were permitted in 2022 to enhance and activate the community.
  - ✓ 2022 saw 31 productions with 59 filming days. Productions included Virgin River, Percy Jackson, and Goosebumps.
  - ✓ Public Art Inventorying and Mapping project approved for 2023.

# INFRASTRUCTURE IMPROVEMENTS & UPGRADES

## 2022 Capital Projects Highlights





# ORGANIZATIONAL PLAN UPDATE

The day-to-day work of the District is implemented within a culture of continuous improvement. The Chief Administrative Officer oversees an organization-wide effort that supports implementation of the Strategic Plan, while remaining focused on delivering effective service and transparency. Moving forward these areas of focus will be embedded within the Strategic Plan and reported on under the four pillars beginning on p. 16.

## PEOPLE

We value and appreciate each other.

### Strategic Goals



ONGOING

Improve Employee Engagement scores.



COMPLETE

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



COMPLETE

Improve comprehensive Health, Safety and Wellness program.

## EFFECTIVE SERVICE

We are empowered and have the tools to Deliver Outstanding Service

### Strategic Goals



ONGOING

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



COMPLETE

Nurture the organizational culture of continual improvement.

## How we did in 2022

- ✓ Respectful Workplace Policy was updated, and a training program was rolled out.
- ✓ Employee engagement survey was conducted to better understand how to retain employees, and how to attract candidates for recruitment. The survey focussed on engagement, learning and development, and succession planning.
- ✓ Staff retention efforts were made through the roll-out of a succession planning model, a new performance management program, and ongoing professional development for staff.
- ✓ A project was undertaken that engaged staff to identify and champion the workplace culture and core values.
- ✓ Revised recruitment strategy was developed to address ongoing labour shortage factors.
- ✓ Diversity and inclusion audit was conducted of District Human Resources practices and a strategic action plan developed to address identified areas of improvement.
- ✓ A WorkSafeBC PACE audit was completed and a subsequent action plan was put in place for three outstanding items required for compliance, to be completed in 2023.

## How we did in 2022

- ✓ Technology Transformation Program progressed towards completion with major foundational, modernized building blocks now in place. The systems are integrated, providing reliable data to improve decision-making, transparency and security.
- ✓ Internal IT Business Applications Team was established to implement, support and improve District software solutions.
- ✓ Property Taxes and Utility Billing software system and processes were replaced.
- ✓ The majority of the work was completed to implement a new Budget software solution, to be rolled out in 2023.
- ✓ MyCity online portal progressed towards launch to offer (in phase one) access to online services for business licences and permitting - (expected spring 2023 launch). The remaining online services to be incrementally launched throughout 2023, include MyCity for Tax & Utilities, eCom online payments, permit applications, and online inspection bookings

# STEWARDSHIP

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

### Strategic Goals



COMPLETE

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.



COMPLETE

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

## BUILDING BRIDGES

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

### Strategic Goals



ONGOING

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



COMPLETE

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 2022

- ✓ Phase 2 Integrated Storm Water Management Plan was completed for Howe Sound and Stawamus River watersheds.
- ✓ \$400k grant received from Strategic Priorities Fund/Canada Community-Building Fund for Phase 3 of the Integrated Storm Water Management Plan (Brackendale and Garibaldi Estates). The project will kick off in 2023.
- ✓ Asset Management Plan was endorsed; identifies what assets the District owns (i.e. underground infrastructure, parks, equipment, roads), what they are worth (\$883M), when they need to be replaced, and how that will be funded.
- ✓ The District's first Natural Asset Management Strategy was endorsed; identifies natural assets (valued at \$1.6B) that support community services (e.g. Ring Creek Aquifer that provides drinking water, and wetlands and creeks that collect and convey stormwater), and outlines a plan to preserve them.
- ✓ Open Data system architecture was improved to integrate into newly implemented District technology systems. Public facing dashboards were created for business licensing and building permits, populated through automation that pulls data directly from Open Data databases.
- ✓ Open data site saw 3,000 unique visitors with over 16,000 page views in 2022. Open data supports business activity at the District, external agencies and commercial businesses.

# How we did in 2022

- ✓ Workshops were provided to support staff in better understanding the legacy of colonization.
- ✓ Resources were shared with staff to encourage self-guided learning.
- ✓ Council to Council meetings took place to strengthen relationships and set priorities for collaboration.
- ✓ Collaborative engineering projects continued to progress:
  - Seaichem Reserve/Eagle Viewing Dike Master Plan project received a grant for seismic and environmental impact assessments; this Squamish Nation/District of Squamish partnership continues to advance the design and assessments to be ready to apply for future grants.
- ✓ Inclusion Strategy IDEAs in Action was adopted to further Inclusion, Diversity, Equity and Accessibility (IDEA) goals across the District.
- ✓ Accessibility 101 Training was offered to staff (January 2023) and was recorded to be available in the online staff IDEA Resource Hub.



# OTHER PROJECTS THAT MOVED US FORWARD

## BRENNAN PARK RECREATION CENTRE RECEIVES \$11.7 MILLION INVESTMENT

The District received \$11.7 million in funding for Brennan Park Recreation Centre upgrades through the Infrastructure Canada's Green and Inclusive Community Buildings program. The improvements, totalling \$16.3M, will reduce the facility's energy consumption by an estimated 36.6% and greenhouse gas emissions by 294.5 tonnes. The funding also allows for several accessibility and inclusivity improvements including an elevator, automatic entrance doors and gender-neutral washrooms. Work to begin January 2023.

## DISTRICT OF SQUAMISH WASTEWATER TREATMENT PLANT BEGINS UPGRADE

Construction upgrades to the primary and secondary-treatment processing system at the Wastewater Treatment Plant (WWTP) began to help meet the demands of a growing community as well as maintain compliance with federal and provincial wastewater treatment regulations. The upgrades will ultimately increase treatment capacity, provide system redundancy, increase seismic and flood resiliency, improve plant performance and effluent quality, while decreasing biosolids production and associated energy usage, carbon emissions and handling costs.

## COUNCIL ADOPTS NEW CODE OF CONDUCT BYLAW TO REINFORCE RESPECTFUL, RESPONSIBLE LEADERSHIP

The District adopted a Council Code of Conduct Bylaw representing one of the strongest codes of conduct in the province. The Code of Conduct and suite of related bylaws and policies is intended to ensure a fair, honest and respectful environment amongst members of Council, staff and Committee members.

## RETROFIT ASSIST LAUNCHED

The District partnered with the Community Energy Association and Resort Municipality of Whistler to launch Retrofit Assist, a free service to guide homeowners' transition to low-emission energy systems.

## DEVELOPMENT COST CHARGE BYLAW UPDATED TO ENSURE GROWTH PAYS FOR GROWTH

Council adopted an updated Development Cost Charge (DCC) bylaw to allow the District to collect revenue that keeps pace with the increasing costs of infrastructure required to service community growth. The new DCC rates are in line with rates charged in similar communities.

## 2022 SQUAMISH GENERAL ELECTION INTRODUCED PROCESS IMPROVEMENTS

The District modernized its election process by introducing VoterView software to automate a previously manual process. This improved efficiency and speed in processing voters, and improved the means by which to ensure no duplicate voting.

## FIRST OFF-LEASH DOG AREA OPENED

The District opened its first new off-leash dog area in Merrill Park. Signage was installed to mark the park as an off-leash trail and to educate users about the conditions to follow in order to have their dog off-leash.

## 11 NEIGHBOURHOOD NOOKS INSTALLED TO PROVIDE GATHERING SPACES ACROSS THE COMMUNITY

A total of 11 neighbourhood nooks were installed to provide year-round weather-protected spaces in locations across Squamish. The District received project funding through the Province of BC COVID-19 Restart Grant for the structures to increase outdoor spaces where people could gather in all weather. Public engagement helped to determine the location and design features of each nook.

## COMMUNITY CLIMATE ACTION PLAN PROGRESSES

Progress has been made on 75% of the Actions in the CCAP, and over \$1.3 million dollars in external funding has been obtained to support local action. The launch of the retrofit assist program, upcoming expansion of car-sharing opportunities, green economy sector growth planning, and the establishment energy benchmarking procedures for all municipal facilities all help to support the District's goal to reduce community greenhouse gas (GHG) emissions by 45% by 2030 and achieve net-zero emissions by 2050.

## DISTRICT OF SQUAMISH PROGRESSES TOWARDS BECOMING A PLASTIC-FREE COMMUNITY

Council adopted amendments to the District's Single-Use Items Reduction Bylaw that bans the use of plastic bags in Squamish and regulates additional single-use items including plastic straws, plastic takeout utensils and foam takeout containers. Aimed at inspiring behavioural shift amongst all citizens, the bylaw encourages the use of reusable items to reduce the use of plastics in recycling and waste streams.

## NEW WESTWINDS SENIORS HUB OPENS FOR 55+ ARTS, CULTURE, EDUCATION AND WELLNESS PROGRAMS

The Westwinds Seniors Hub opened to the public, becoming the District's third recreation and culture programming facility for the 55+ community in addition to Brennan Park Recreation Centre and The 55 Activity Centre. Westwinds will offer a variety of arts, culture and education programming in addition to gentle and rehabilitation fitness.

# 2022 BYLAW, POLICY & STRATEGY UPDATES

## BYLAWS

The District adopted dozens of bylaws in 2022. Here are a few highlights:

- Code of Conduct Bylaw - July
- Development Cost Charge Bylaw - July
- Single Use Items Reduction Bylaw - September

## POLICIES

- General Operating Reserve Policy - May
- Employee and Council Member E-Bike Purchase Policy - September
- Elector List Management Software and Vote Tabulator Machine Policy - September
- Snow and Ice Control Policy - October

## STRATEGIES

- Natural Asset Management Strategy - March
- 2022 Asset Management Plan - June
- Howe Sound and Stawamus River Integrated Stormwater Management Plan - April
- Transit Future Action Plan - June
- Zero Waste Action Plan - September

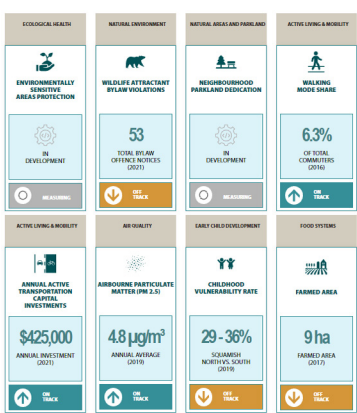
# LICENCES & LEASES

The following licences and leases were executed in 2022:

Licensee/Lessee	Location	Term	Purpose
Squamish Search and Rescue (Amendment)	42000 Loggers Lane	7 years and 7 months	Amendment to lease term
Squamish Helping Hands Society	1010 Centennial Way	3 Years	Community Storage Container
District of Squamish	Westwinds Facility	1 month	Early Occupancy
Scouts Canada – 4th Squamish Group	1010 Centennial Way	3 Years	Community Storage Container
Squamish Men's Shed	1010 Centennial Way	3 Years	Community Storage Container
Vancouver Coastal Health Authority	Brennan Park Recreation Centre, the 55 Activity Centre and the Westwinds Facility	1 year	VCH to run the Healthy Hearts Program
Squamish Farmers Market Association (Amendment)	37950 Cleveland Avenue	4 years and 3 months	Amendment to licence area and term

# 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, as well as Climate Action. Annual performance reporting provides a snapshot of the state of both the community and municipal organization, and is a key component of OCP implementation.



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



## ANNUAL REPORT

Check out the Squamish Public Library Annual Report available June 21, 2023 online:

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



# LOOKING FORWARD

The following objectives are outlined in the **District’s Four-Year Strategic Plan (2023-26)**. Tactics within each objective will be worked towards in 2023 and 2024.



## CONNECTED AND LIVABLE COMMUNITY

**Improve community happiness and wellbeing, building connections and opportunities for everyone to thrive.**

- Increase the diversity of housing forms and tenure types year over year to promote affordable and attainable housing for people living in Squamish.
  - Update Community Amenity Contribution Policy resulting in new affordable housing unit commitments from developers by 2024.
- Generate a net increase of new parks, trails and gathering spaces by September 26.
  - Complete the Downtown Marine Access Study to include: identification and coordination of community water access areas and future marine access infrastructure; and boat launch special study, marine staging and parking areas by 2024.
  - Complete three additional off-leash dog parks or trails by 2024.
  - Work to begin on an update to the 2012 Parks and Recreation Master Plan, a two-year project that will begin in 2024 to plan for parks and recreation infrastructure over the next decade.
- Increase the number of inclusive and accessible arts, cultural, heritage and recreational multiuse programmable spaces by September 2026.
  - Address sustainability issues and improve user experience spaces at Brennan Park Recreation Facility by 2024.
  - Grants secured for Brennan Park upgrade projects (Grant #1 confirmed/Grant #2 pending) by 2023.
  - Complete predevelopment plan for Real Estate and Facilities Master Plan Core facilities, including location and design: Brennan Park Recreation Centre expansion, Municipal Hall / Civic Block (Library, Arts, Culture, Heritage) by 2024.
- Increase the equity and accessibility of our active transportation (AT) network and transit system year over year to increase AT trips.
  - Complete Transportation Master Plan in 2024 and begin implementation as guided by the plan.
  - Implement AT Plan through providing increased AT options year over year.



## RESILIENT PEOPLE AND RELATIONSHIPS

**Build inclusion and belonging with and within the community.**

- Continue to address calls to action for local governments in the Truth and Reconciliation Commission (TRC) Final Report; update the District of Squamish TRC roadmap by Q2 2024, implement and complete the action plan by Q3 2026.
  - Complete the Heritage Management Strategy in 2023.
  - Update Truth and Reconciliation Roadmap aligned with TRC calls to action for local government in 2024.
- Co-develop a relationship agreement with the Skwxwú7mesh Úxwumixw per the Skwxwú7mesh Úxwumixw Strategic Plan External Relations Goal #3 by a mutually agreed deadline.
  - Complete Relationship Agreement with Skwxwú7mesh Úxwumixw in 2023.
  - Complete co-drafted Skwxwú7mesh Úxwumixw Servicing Agreement for Siyich'em reserve in 2024.
  - Update the Skwxwú7mesh Úxwumixw Fire Services Agreement in 2024.
- Implement the District of Squamish Inclusion Strategy: Inclusion, Diversity, Equity, Accessibility (IDEA) in Action by Q3 2026 and facilitate IDEA in the community.
  - Implement Accessible BC Legislation to ensure all legislative requirements are met including Accessibility Committee formation in 2023.
  - Complete Community Safety and Wellbeing Plan in 2024.
- Build relationships with community groups to increase community capacity and resources by September 2026.
  - Create policy and streamlined process and procedures for community organizations to apply for partnership, funding and/or in-kind support by 2024.





## RELIABLE SERVICE DELIVERY

**Deliver efficient and effective municipal services for residents and businesses, today and into the future.**

- Create and implement a robust 20-year financial and asset management plan by June 2025.
  - Update long term financial guiding principles and policy in 2024.
  - Develop Long Range Financial Plan model, incorporating Asset Management Plan recommendations through 2023 to 2025.
- Enhance organizational systems to improve service delivery and enhance communication and engagement with the community by September 2026.
  - Refresh Squamish.ca content and usability in 2024.
  - Provide and upgrade online public services (payments, permits, licences, building permits) and have them in use by the public in 2024.
  - Implement social procurement supplier engagement through launching a vendor engagement program by 2024.
- Implement a comprehensive organization development program by December 2025 to ensure human resource capacity is aligned to deliver municipal services.
  - Develop and implement succession planning project and career conversation program by 2024.
- Update and implement the District's master plans to reinforce business continuity and long-term infrastructure resilience by September 2026.
  - Complete audit of current master plans, implement schedule to create and update in 2023.
  - Upgrade cyber security program in 2023.
  - Complete Critical Records Protection and Business Continuity Plan in 2024.
  - Complete Public Works Facility by Q2 2025.



## PREPARED FOR THE FUTURE

**Enable a bright and prosperous future for a resilient community.**

- Achieve goal of reducing community GHG emissions by 45% by 2030 through updating and implementing the Community Climate Action Plan (CCAP).
  - Update Community Climate Action Plan (targets, strategies and actions) by 2024.
  - Update Squamish Valley Agricultural Plan Implementation - Community and Land Use in 2024.
- Increase economic activity in the core, enabling emerging economic sectors per the Economic Development Sector Strategy by September 2026.
  - Complete Sector Impact Assessment for Marine Economy by 2024.
  - Complete Squamish Workforce Development Plan by 2024.
- Invest in hazard mitigation, infrastructure, and community resilience programming to ensure community adaptability in the face of climate change by September 2026.
  - Establish a Climate Adaptation Working Group to review actions and plan strategically in 2023.
  - Continue review of Cheekeye Fan Debris Flow Mitigation Review.
- Create a net increase of employment lands and spaces both on land and marine by September 2026.
  - Complete Squamish Land Use Planning Model 2.0 by 2025.





New District of Squamish Council elected for four-year term, and sworn in November 1, 2022.



GFL's first electric side-loaded collection truck hits the road.



11 weather protected gathering spaces were built throughout Squamish.



New splash feature installed at Brennan Park Aquatic Centre.



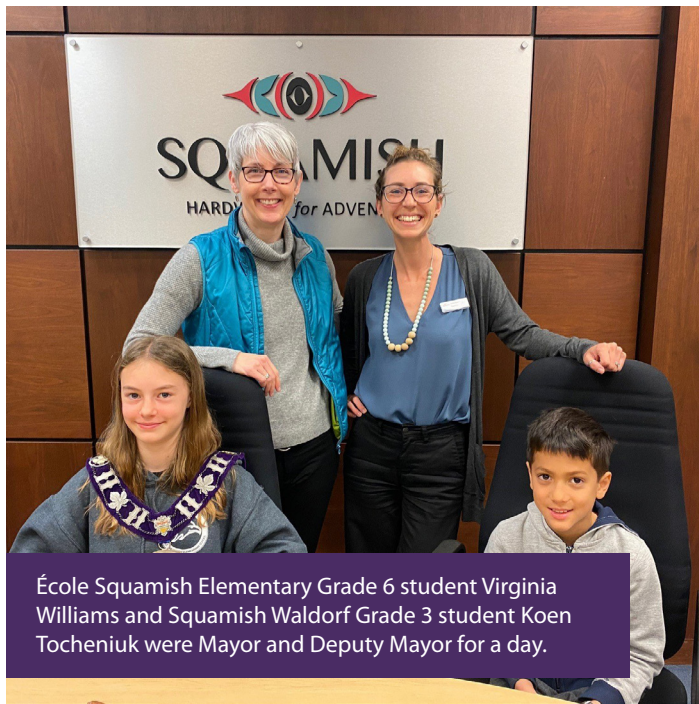
Staff and Council embarked on an education campaign for the Real Estate and Facilities Master Plan.



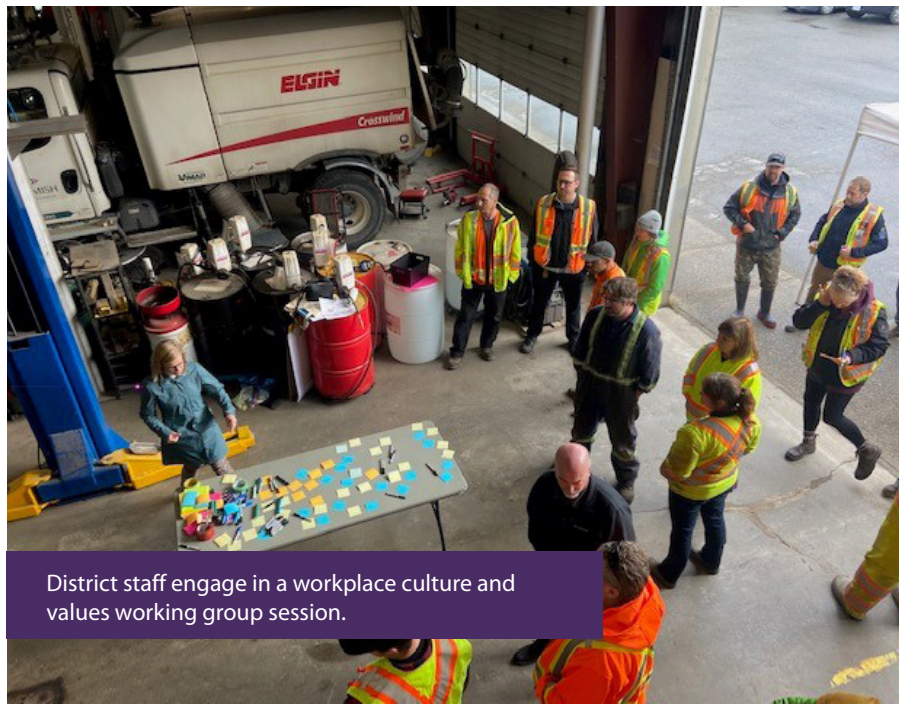
Community pop-ops invited residents to provide input into the Marine Access Review.



Community engagement for Budget 2023 event to receive input on the 2023 Budget.



École Squamish Elementary Grade 6 student Virginia Williams and Squamish Waldorf Grade 3 student Koen Tocheniuk were Mayor and Deputy Mayor for a day.



District staff engage in a workplace culture and values working group session.



District staff participate Pitch-in Week 2022.





# 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.

Preparation of the Consolidated Financial Statements is the responsibility of Council and District of Squamish management. These statements are prepared by District staff in accordance with the Canadian public sector accounting standards and are externally and independently audited by BDO Canada LLP.

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, 2022 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.

The information presented in the financial statements reflect the results of 2022’s work on Council’s 2019-2022 strategic plan.

Highlights:

- The District ended the year with a \$18M increase in accumulated surplus for a total of \$378M in 2022.
  - This represents the net value of the District’s overall assets including the investment in capital assets of \$310M and \$68M 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, integrated stormwater 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 2022 the District held \$37.8M in debenture debt, \$2.5M less than at the end of 2021.
  - The District’s debt servicing limit at the end of 2022 was 13.9%, significantly lower than the legislated limit of 25% and the District’s financial policy limit of 20%.
- The District’s revenue is approximately \$6M higher than 2021 revenues which comprises a combination of increased tax, building permit and utility revenues in 2022, and an increase in investment revenue as a result of increased interest rates.
- The District’s 2022 operating expenditures were approximately \$63M and include several special operating project initiatives budgeted at \$2.3M.
- In 2022, the District acquired a net \$29M in tangible capital assets of which were 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).

Visit [squamish.ca/AnnualReport](https://www.squamish.ca/AnnualReport) to review the 2022 Audited Financial Statements





# Financial Statements and Reports

## PERMISSIVE TAX EXEMPTIONS

Year ended December 31, 2022

	Value of Total Tax Exemption	Value of Municipal Tax Exemption
Alano Club of Squamish	\$8,899	\$4,991
BC Lions Society for Children with Disabilities	\$25,041	\$16,552
Church on 99	\$1,016	\$509
Federation Mountain Clubs BC	\$2,578	\$1,219
Howe Sound Women's Centre Society	\$12,140	\$7,455
Nature Trust of BC	\$23,175	\$13,582
Royal Canadian Legion, Diamond Head Br #277	\$6,399	\$3,205
Sea to Sky Community Services	\$56,205	\$33,173
Sea to Sky Forest Centre Society	\$243	\$143
Sea to Sky Montessori Society	\$2,602	\$1,562
Sea to Sky Nordics	\$2,613	\$1,346
Squamish Baptist Church	\$2,495	\$1,250
Squamish Community Church	\$476	\$238
Squamish Senior Citizens Home Society	\$53,384	\$35,286
Squamish Helping Hands Society	\$17,340	\$10,295
Squamish Sikh Society	\$1,813	\$908
Squamish Valley Golf Club	\$28,839	\$15,652
Synod of Diocese of New Westminster	\$2,115	\$1,059
The British Columbia SPCA	\$7,966	\$4,669
The Church of Jesus Christ of Latter Day Saints in Canada	\$577	\$289
The Roman Catholic Archbishop of Vancouver	\$2,595	\$1,300
West Coast Railway Association	\$95,803	\$55,989
TOTAL	\$354,314	\$210,671

## COMMUNITY ENHANCEMENT GRANTS

Year ended December 31, 2022

		2022 Amount
Administered by Squamish Community Foundation	Squamish River Watershed Society	\$5,000
	Squamish Climate Action Network	\$3,000
	Squamish Helping Hands Society - Under One Roof	\$10,000
	Squamish Off Road Cycling Association	\$7,500
	Sea to Sky Hospice Society	\$4,000
	Howe Sound Women's Centre Society	\$7,500
	Squamish Search and Rescue Society	\$6,300
	Squamish Welcome Centre	\$5,200
	Squamish Farmers Market Association	\$4,000
	Squamish Minor Hockey Association	\$5,000
	OurSquamish Placemaking Society	\$5,000
	Squamish Days Loggers Sports Association	\$2,000
	Squamish Nonprofit Network	\$3,700
	Squamish Pirates Swim Club	\$2,500
	Sea to Sky Community Services – Better at Home	\$2,000
	Sea to Sky Community Services – Food Skills for Families	\$4,500
	Squamish Seniors Centre Society	\$1,700
	Squamish General Hospital Auxiliary Society	\$5,500
	Sea to Sky Nordics	\$1,500
	Tantalus Wellspring Society	\$2,000
	Learning Disabilities Society of Greater Vancouver	\$4,000
	Squamish Cricket Club	\$3,000
	Squamish Environmental Conservation Society	\$3,000
In addition, District of Squamish provides \$10,000 towards Squamish Community Foundation Neighbourhood Small Grants and an additional \$10,000 to the Squamish Community Foundation Endowment Fund.		
TOTAL COMMUNITY ENHANCEMENT GRANTS		\$117,900

# ARTS & CULTURE GRANTS

Year ended December 31, 2022

		2022 Amount
Administered by Squamish Arts	Downtown Squamish Business Improvement Association	\$6,745
	Art Harry and Lenny Rubenovitch	\$7,045
	Squamish Helping Hands Society	\$5,400
	Squamish Nature Learners	\$2,500
	Valleycliffe Elementary PAC	\$2,500
	Hilltop House Support Society	\$4,200
	Sea to Sky Dance Collective Society	\$4,850
	The Wilder	\$6,515
	Squamish Youth Soccer Association	\$2,765
	Mel Ironside	\$5,000
TOTAL ARTS & CULTURE GRANTS		\$47,520

# TRAIL BUILDING AND MAINTENANCE GRANT

Year ended December 31, 2022

	2022 Amount
Squamish Off Road Cycling Association	\$95,000
TOTAL TRAIL BUILDING AND MAINTENANCE GRANT	\$95,000

TOTAL DISTRICT OF SQUAMISH  
GRANTS AWARDED 2022  
\$260,420

# FINANCIAL STATEMENTS

District of Squamish  
Consolidated Financial Statements  
For the year ended December 31, 2022





District of Squamish

December 31, 2022

#### 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 8, 2023

## 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, 2022, the Consolidated Statements of Operations and Accumulated Surplus, Change in Net Financial Assets, 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, 2022, 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.



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

**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 8, 2023

**For the year end December 31**

**2022**

**2021**

**Financial Assets**

Cash and cash equivalents (Note #3)	\$	109,090,004	\$	114,358,717
Investments (Note #4)		5,506,016		8,503,561
Accounts receivable (Note #5)		7,873,619		5,371,836
Debenture deposits (Note #6)		716,523		712,152
Security deposits		10,000		-
		<b>123,196,162</b>		<b>128,946,266</b>

**Liabilities**

Accounts payable, accrued and other liabilities (Note #7)		22,086,930		23,494,236
Deferred revenue (Note #8)		7,701,137		6,425,327
Development cost charges (Note #9)		19,267,070		22,917,514
Debt (Note #10)		37,870,347		40,340,417
Provision for solid waste landfill (Note #11)		5,449,955		4,737,182
Provision for post-employment benefits (Note #12)		1,705,800		1,609,400
		<b>94,081,239</b>		<b>99,524,076</b>
		<b>29,114,923</b>		<b>29,422,190</b>

**Net Financial Assets**


**Non-Financial Assets**

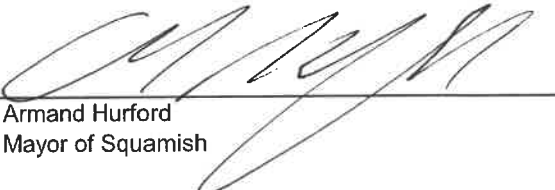
Tangible capital assets (Schedules 1 and 2)		347,654,859		329,469,312
Inventories		654,461		489,615
Prepaid expenses		192,461		518,971
		<b>348,501,781</b>		<b>330,477,898</b>

**Accumulated Surplus (Note #13)**

\$	377,616,704	\$	359,900,088
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**Commitments and contingencies (Note #14)**

  
Heather Boxrud, MBA, CPA, CGA  
Chief Financial Officer

  
Armand Hurford  
Mayor of Squamish



**District of Squamish**  
**Consolidated Statement of Operations and Accumulated Surplus**

	Financial Plan 2022 (Note #15)	2022	2021
<b>For the year end December 31</b>			
<b>Revenue (Schedule 3)</b>			
Taxation (Note #16)	\$ 34,256,570	\$ 33,932,364	\$ 31,483,855
Other property levies (Note #16)	1,532,930	2,492,460	1,766,690
Utility user fees (Note #16)	18,373,300	18,999,487	17,868,987
Other revenue from own sources	2,105,458	1,874,292	1,950,265
Other fees and charges	4,237,381	5,797,106	4,505,193
Government transfers for operating (Note #17)	3,025,935	1,854,032	3,012,328
Investment income	1,831,620	3,307,362	1,671,245
	65,363,194	68,257,103	62,258,563
<b>Expenses (Schedule 3)</b>			
General Government	17,186,754	18,315,287	16,293,834
Protective Services	12,237,487	11,174,094	12,182,588
Transportation & Transit	6,717,160	6,316,547	5,749,926
Economic & Community Development	4,039,026	3,962,885	3,650,296
Parks, Recreation & Culture	6,991,297	6,741,984	6,602,333
Health, Social & Housing	581,722	292,855	314,813
Solid Waste Management	6,564,902	6,578,362	6,059,519
Water Services	3,978,071	3,979,303	3,831,877
Waste Water Services	5,518,081	5,418,291	4,891,435
	63,814,500	62,779,608	59,576,621
Annual surplus before Other	1,548,694	5,477,495	2,681,942
<b>Other</b>			
Government transfers for capital (Note #17)	9,718,100	1,857,732	892,110
Developer cost charge capital revenues	13,885,800	7,363,974	1,406,334
Developer contributed assets	130,000	2,989,212	7,374,361
Loss on disposal of tangible capital assets	-	(40,705)	(250,252)
Capital Connections	-	49,932	64,676
Other Capital revenues	15,000	18,976	62,412
	23,748,900	12,239,121	9,549,641
Annual Surplus	25,297,594	17,716,616	12,231,583
Accumulated Surplus, beginning of year	359,900,088	359,900,088	347,668,505
<b>Accumulated Surplus, end of year (Note #13)</b>	\$ 385,197,682	\$ 377,616,704	\$ 359,900,088

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

	Financial Plan 2022 (Note #15)	2022	2021
<b>For the year end December 31</b>			
<b>Annual surplus</b>	\$ 25,297,594	\$ 17,716,616	\$ 12,231,583
Acquisition of tangible capital assets	(86,585,480)	(28,928,707)	(23,119,541)
Contributed tangible capital assets	(130,000)	(622,376)	(2,473,371)
Amortization expense	9,500,000	11,308,558	10,427,595
Loss on disposal of tangible capital assets	-	40,705	250,252
Proceeds on sale of tangible capital assets	-	16,272	57,060
	(77,215,480)	(18,185,548)	(14,858,005)
<b>Other non-financial assets</b>			
Increase in inventories	-	(164,845)	(380,455)
Decrease (increase) in prepaid expenses	-	326,510	(281,467)
	-	161,665	(661,922)
<b>Change in net financial assets</b>	(51,917,886)	(307,267)	(3,288,344)
<b>Net financial assets, beginning of year</b>	29,422,190	29,422,190	32,710,534
<b>Net financial assets (liabilities), end of year</b>	\$ (22,495,696)	\$ 29,114,923	\$ 29,422,190



District of Squamish Consolidated Statement of Cash Flows		
For the year end December 31	2022	2021
<b>Cash provided by (used in)</b>		
<b>Operating transactions</b>		
Annual surplus	\$ 17,716,616	\$ 12,231,583
Non-cash items included in annual surplus		
Amortization	11,308,558	10,427,595
Contributed tangible capital assets	(622,376)	(2,473,371)
Loss on disposal of tangible capital assets	40,705	250,252
Provision for post employment benefits	96,400	157,100
Development cost charges revenue recognized	(7,363,974)	(1,406,334)
Actuarial adjustment on debt	(923,634)	(795,666)
Provision for landfill closure	712,773	254,458
Changes in other non-cash working capital	(2,485,985)	4,815,499
	18,479,083	23,461,116
<b>Investing transactions</b>		
Proceeds from investments maturing	2,997,545	7,014,510
<b>Capital transactions</b>		
Acquisition of tangible capital assets	(28,928,707)	(23,119,541)
Proceeds from sale of tangible capital assets	16,272	57,060
	(28,912,435)	(23,062,481)
<b>Financing transactions</b>		
Development cost charges received, including interest	3,713,530	2,240,157
Proceeds (repayment) of the short-term portion of debt	(7,500,000)	7,500,000
Proceeds of the long-term portion of debt	9,695,598	3,856,362
Debt principal repaid	(3,721,794)	(3,469,939)
Capital leases	(20,240)	(19,008)
	2,167,094	10,107,572
<b>Increase (decrease) in cash</b>	<b>(5,268,713)</b>	<b>17,520,717</b>
<b>Cash and cash equivalents, beginning of year</b>	<b>114,358,717</b>	<b>96,838,000</b>
<b>Cash and cash equivalents, end of year (Note #3)</b>	<b>\$ 109,090,004</b>	<b>\$ 114,358,717</b>
Supplemental information:		
Interest paid	\$ 1,302,152	\$ 1,081,975

District of Squamish

Notes to the Consolidated Financial Statements

December 31, 2022

The Notes to the Consolidated Financial Statements ("Notes") 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 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.



Significant accounting policies (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.

Development Cost Charges

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 the 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 which is recorded as a liability.

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. Actuarial gains and losses are amortized over the expected average remaining service period of the related employee group, commencing the year after the gain or loss arises.

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.

Significant accounting policies (continued)

Intangible assets, such as water rights and mineral resources, unless acquired by the District through an arm's length exchange transaction, are not recorded in the financial statements.

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.

Interest expenditures incurred for assets under construction are expensed and not capitalized.

The District's tangible capital assets do not include works of art and historical treasures because a reasonable estimate of the future benefits associated with such property cannot be made.

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.



Significant accounting policies (continued)

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.

Government transfers

Government transfers are transfers of monetary assets or tangible capital assets to 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 recognized other revenues for the provision of utility and other public services.

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, the value of developer contributed assets, 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 2022 financial plan is included on the consolidated statements of operations and accumulated surplus and change in net financial assets. The financial plan is compiled from the District Council approved financial plan bylaw and adjusted for consolidated entities (Note #15).

3. Cash and cash equivalents

	2022	2021
Cash	\$ 106,209,049	\$ 111,380,620
Cash equivalents	2,714,053	2,786,954
Cash held by civic corporations	166,902	191,143
	\$ 109,090,004	\$ 114,358,717

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% (2021 - BNS Reference Rate + 0.3%)

Cash Equivalents are comprised of BNS " Notice Plan" deposits which accrue interest at a rate of the BNS Reference Rate + 0.35% (2021 - BNS Reference Rate + 0.35%) and requires 20 days notice to liquidate.

4. Investments

	2022	2021
Term Deposits	\$ -	\$ 5,301,886
MFA Mortgage Fund	5,168,669	3,029,684
Investments held by civic corporations	337,347	171,991
	\$ 5,506,016	\$ 8,503,561

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

5. Accounts receivable

	2022	2021
Property taxes	\$ 2,412,462	\$ 2,093,226
Utilities	1,276,878	1,048,180
Government transfers	1,907,866	526,114
GST	1,005,226	631,174
Trade accounts and other	1,275,654	1,087,679
Allowance for doubtful accounts	(4,467)	(14,537)
	\$ 7,873,619	\$ 5,371,836

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 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:

	2022	2021
General	\$ 473,802	\$ 469,566
Solid waste	73,610	73,406
Water	82,048	82,414
Waste water	87,063	86,766
	\$ 716,523	\$ 712,152

The District issues its debt instruments through the MFA. A portion of the debt 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

	2022	2021
Accrued liabilities and trade liabilities	\$ 13,642,387	\$ 16,161,584
Wages and benefits payable	1,046,034	1,072,870
Accrued interest payable	334,433	232,318
Deposits	7,064,076	6,027,464
	\$ 22,086,930	\$ 23,494,236

8. Deferred revenue

	2022	2021
Prepaid taxes	\$ 1,055,710	\$ 759,607
Prepaid utilities fees	386,855	230,560
Development cash-in-lieu	2,910,202	2,908,053
Deferred government transfers	2,804,723	2,065,258
Other deferred revenue	543,647	461,849
	\$ 7,701,137	\$ 6,425,327

District of Squamish

9. Development Cost Charges

	2022	2021
Development cost charges, beginning of year	\$ 22,917,514	\$ 22,083,691
Contributions	3,001,060	1,947,157
Interest earned	712,470	293,000
Expenditures	(7,363,974)	(1,406,334)
Development cost charges, end of year	\$ 19,267,070	\$ 22,917,514



10. Debt

Fund	Purpose	By-law	Maturity year	Interest rate	Balance Beginning of Year	Additions	Principal Payments	Actuarial Adjustment	2022	2021
General	Police Building	1679	2022	1.75	374,466	-	148,189	226,277	-	374,466
	Facilities	2137	2022	2.90	64,071	-	45,015	19,056	-	64,071
	General Capital Works	2208	2022	1.95	57,260	-	50,875	6,385	-	57,260
	Facilities	2137	2023	3.85	27,767	-	9,945	3,654	14,168	27,767
	General Capital Works	2166	2023	3.85	103,029	-	36,903	13,601	52,525	103,029
	General Capital Works	2208	2023	3.85	99,290	-	35,564	13,108	50,618	99,290
	Synthetic Turf Field	2214	2023	3.85	42,104	-	15,081	5,558	21,465	42,104
	Fire Equipment	2534	2023	2.90	129,685	-	58,463	5,421	65,801	129,685
	Systems and Equipment	2208	2024	3.00	38,752	-	9,434	2,980	26,338	38,752
	Capital Leases	n/a	2025	n/a	87,077	-	20,240	-	66,837	87,077
	Tantalus Fire Hall Seismic Upgrade	2331	2025	0.91	550,200	-	131,687	2,305	416,208	550,200
	Forestry Building	1917	2026	1.53	908,257	-	93,112	74,577	740,568	908,257
	Business Park	1945	2027	2.25	1,216,675	-	105,925	77,503	1,033,247	1,216,675
	General Capital Works	2166	2027	2.90	640,864	-	67,882	28,735	544,247	640,864
	Fire Rescue Truck	2392	2027	3.15	113,293	-	15,562	1,953	95,778	113,293
	Business Park	2029	2029	2.25	1,436,681	-	97,387	58,533	1,280,761	1,436,681
	Flood Protection	2166	2029	3.00	68,248	-	5,629	1,778	60,841	68,248
	Bridge, Flood Protection, and Arena Lighting	2208	2029	3.00	504,671	-	41,621	13,150	449,900	504,671
	Bridge	2282	2029	3.00	210,007	-	17,320	5,472	187,215	210,007
	Aerial Apparatus	2533	2029	2.24	415,618	-	44,056	2,683	368,879	415,618
	Eagle Run Bridge	2282	2030	2.75	442,164	-	34,692	7,953	399,519	442,164
	Eagle Run Bridge	2331	2030	2.75	36,249	-	2,844	652	32,753	36,249
	ERP System, Arena Slab, Arena Wall Insulation	2392	2030	0.91	1,545,448	-	157,291	2,753	1,385,404	1,545,448
	ERP System	2444	2030	0.91	1,145,990	-	116,636	2,041	1,027,313	1,145,990
	Technology Transformation Project	2600	2030	0.91	972,717	-	99,000	1,733	871,984	972,717
	Technology Transformation Project	2687	2030	0.91	325,825	-	33,161	580	292,084	325,825
	Technology Transformation Project	2687	2031	1.98	1,021,112	-	92,194	-	928,918	1,021,112
	Roads and Drainage	2051	2031	1.47	664,368	-	40,923	15,709	607,736	664,368
	General Capital Works	2051	2031	2.10	400,579	-	30,142	4,801	365,636	400,579
	Arena Roof	2064	2031	1.47	423,697	-	26,098	10,018	387,581	423,697
	Forestry Bldg Roof Top Unit, Cleveland Ave Upgrade	2282	2032	3.15	492,750	-	34,182	4,290	454,278	492,750
	Technology Transformation Project	2774	2032	4.09	-	939,120	-	-	939,120	-
	General Capital Works	2208	2033	3.85	319,717	-	15,548	5,730	298,439	319,717
	Cleveland-Main to Victoria Streetscape	2530	2033	3.20	268,379	-	17,306	1,605	249,468	268,379
	Dike Construction and Rehabilitation	2051	2034	3.00	257,677	-	11,777	3,721	242,179	257,677
	General Capital Works	2051	2035	2.75	77,808	-	3,581	821	73,406	77,808
	Dike Construction and Rehabilitation	2536	2035	0.91	731,970	-	45,793	801	685,376	731,970
	Third Ave Pond Remediation	2599	2035	0.91	546,612	-	34,196	598	511,818	546,612
	Oceanfront R20 Peninsula Main Road	2465	2040	0.91	1,580,672	-	69,628	1,218	1,509,826	1,580,672
	Firehall #1	2777	2041	2.58	2,363,224	-	94,865	-	2,268,359	2,363,224
	Oceanfront R20 Peninsula Main Road	2775	2042	4.09	-	1,018,692	-	-	1,018,692	-
	Firehall #1	2777	2042	4.09	-	7,737,781	-	-	7,737,781	-
					\$ 20,704,973	\$ 9,695,593	\$ 2,009,747	\$ 627,753	\$ 27,763,066	\$ 20,704,973

10. Debt (continued)

Fund	Purpose	By-law	Maturity year	Interest rate	Balance Beginning of Year	Additions	Principal Payments	Actuarial Adjustment	2022	2021
Solid Waste	Landfill Capital Projects	2137	2022	2.90	15,681	-	11,018	4,663	-	15,681
	Landfill Capital Projects	2137	2023	3.85	43,753	-	15,672	5,777	22,304	43,753
	Landfill Capital Projects	2137	2025	2.75	90,403	-	17,448	4,000	68,955	90,403
	Landfill Vertical Expansion	2535	2025	0.91	2,671,495	-	639,406	11,190	2,020,899	2,671,495
	Landfill Vertical Expansion	2691	2025	0.91	1,228,051	-	293,927	5,144	928,980	1,228,051
	Landfill Vertical Expansion	2691	2026	1.25	143,743	-	27,484	-	116,259	143,743
	Landfill Vertical Expansion	2535	2029	2.24	1,304,865	-	138,317	8,424	1,158,124	1,304,865
					\$ 5,497,991	\$ -	\$ 1,143,272	\$ 39,198	\$ 4,315,521	\$ 5,497,991
	Water									
	Water Capital Works	2209	2022	1.95	47,496	-	42,199	5,297	-	47,496
Waste Water	Watermain Replacement	2167	2023	3.85	72,042	-	25,804	9,511	36,727	72,042
	Water Systems	1944	2027	2.25	162,632	-	14,159	10,360	138,113	162,632
	Water Capital Works	2209	2028	3.85	459,711	-	42,529	15,675	401,507	459,711
	Water Systems	2052	2029	2.25	326,300	-	22,119	13,294	290,887	326,300
	PRV, Meters, Stations, and Mains	2167	2029	3.00	123,264	-	10,166	3,212	109,886	123,264
	Watermain Replacement	2209	2029	3.00	214,656	-	17,703	5,593	191,360	214,656
	Watermain Replacement	2283	2029	3.00	542,774	-	44,764	14,142	483,868	542,774
	Watermain Replacement	2283	2030	2.75	127,274	-	9,986	2,289	114,999	127,274
	Water Capital Works	2052	2031	1.47	351,929	-	21,678	8,321	321,930	351,929
	Water Systems	2138	2032	2.90	164,906	-	8,591	3,637	152,678	164,906
	Water Systems	2167	2032	2.90	203,905	-	10,623	4,497	188,785	203,905
	Watermain Replacement	2445	2032	3.15	391,444	-	27,155	3,408	360,881	391,444
	Watermain Replacement	2532	2035	0.91	303,832	-	19,008	333	284,491	303,832
	ICI / Multi- Family Water Meter Installation	2393	2040	0.91	671,790	-	29,592	518	641,680	671,790
					\$ 4,163,955	\$ -	\$ 346,076	\$ 100,087	\$ 3,717,792	\$ 4,163,955
	Generator, Lift Station Reconstruct	2211	2022	1.95	22,417	-	19,917	2,500	-	22,417
	Waste Water Treatment Plant - Mamquam	1756	2024	2.85	642,450	-	88,913	114,878	438,659	642,450
	Sewer Mains	1977	2028	2.65	285,752	-	21,728	14,451	249,573	285,752
	Sanitary Sewer Trunk Line	2156	2029	3.00	87,986	-	7,256	2,293	78,437	87,986
	Centrifuge, Trunk, Lift Station, and Crane	2211	2029	3.00	164,338	-	13,553	4,282	146,503	164,338
Other	Centrifuge, Trunk, Lift Station, and Crane	2211	2030	2.75	504,606	-	39,591	9,076	455,939	504,606
	Multi-Functional Heavy Duty Truck	2690	2031	1.98	328,283	-	29,640	-	298,643	328,283
	Trunk Sanitary Sewer Mains	2156	2032	2.90	305,996	-	15,941	6,748	283,307	305,996
	Sewer Capital Works	2168	2033	3.85	131,670	-	6,403	2,360	122,907	131,670
					\$ 2,473,498	\$ -	\$ 242,942	\$ 156,588	\$ 2,073,968	\$ 2,473,498
	Firehall #1	2851	Temporary		7,500,000	-	7,500,000	-	-	7,500,000
					\$ 7,500,000	\$ -	\$ 7,500,000	\$ -	\$ -	\$ 7,500,000
					\$ 40,340,417	\$ 9,695,593	\$ 11,242,037	\$ 923,626	\$ 37,870,347	\$ 40,340,417



District of Squamish

10. Debt (continued)

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

	2023	2024	2025	2026	2027	2028+	Actuarial Adjustment	Total
General	\$ 2,156,668	\$ 2,002,109	\$ 1,992,067	\$ 1,838,041	\$ 1,744,929	\$ 10,897,463	\$ 7,131,784	\$ 27,763,061
Solid Waste	1,132,253	1,116,581	1,116,581	165,801	138,317	276,634	369,356	4,315,523
Water	303,876	278,071	278,071	278,071	278,071	1,117,304	1,184,330	3,717,794
Waste Water	223,026	223,026	134,113	134,113	134,113	418,804	806,774	2,073,969
	\$ 3,815,823	\$ 3,619,787	\$ 3,520,832	\$ 2,416,026	\$ 2,295,430	\$ 12,710,205	\$ 9,492,244	\$ 37,870,347

Authorized but unissued debt totals \$25,139,771 (2021 - \$5,103,190).

11. 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 2.54% (2021 - 2.30%) per annum and inflation is estimated at 3.40% (2021 - 2.91%) 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.

As of December 31, 2022 the total capacity of the landfill is estimated at 856,072 cubic meters (2021 - 856,072 cubic meters). The current remaining capacity of the landfill site is estimated at 141,545 cubic meters (2021 – 155,170 cubic meters) which is 16.5% (2021 – 18.1%) of the site’s total planned capacity.

The discounted future cash flows for closure and post closure costs are estimated at \$5,449,955 as at December 31, 2022 (2021 - \$4,737,182). The landfill is expected to close in 2030.

The estimated total net present value of the estimated expenditure for closure and post-closure care is \$6,529,569 of which \$1,079,614 remains to be recognized.

District of Squamish

12. Provision for post-employment benefits

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

	2022	2021
Liability, beginning of year	\$ 1,609,400	\$ 1,452,300
Current service cost	196,900	216,300
Interest cost	47,200	37,300
Benefit payments	(184,000)	(135,600)
Amortization of net actuarial loss	36,300	39,100
Liability, end of year	\$ 1,705,800	\$ 1,609,400

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, 2022.

Actuarial gains and losses are amortized over fourteen years (2021 - fourteen years), being the expected average remaining service period of the related employee group, commencing the year after the gain or loss arises.

	2022	2021
Accrued benefit obligation, end of year	\$ 1,954,600	\$ 1,955,900
Unamortized loss	(248,800)	(346,500)
Liability, end of year	\$ 1,705,800	\$ 1,609,400

The most recent actuarial valuation of the District's employee future benefits was completed as at December 31, 2022. The significant actuarial assumptions adopted in measuring the District's accrued benefit obligation are as follows:

	2022	2021
Discount rates	4.5%	2.4%
Expected wage and salary increases	3.5%	2.5 to 3.5%

13. Accumulated surplus

	2022	2021
Unappropriated surplus	\$ -	\$ 6,897,371
Appropriated surplus		
Non-statutory reserves	12,430,782	11,156,969
Statutory reserves (Schedule 4)	55,401,410	52,716,852
	67,832,192	70,771,192
Investment in tangible capital assets	309,784,512	289,128,896
	\$ 377,616,704	\$ 359,900,088

The unappropriated surplus is the amount of unappropriated accumulated surplus remaining after distributing the other accumulated surplus components.

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 specified purposes. 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 working capital, emergency expenditures, and 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.

14. 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 are likely to result in a liability and can be reasonably estimated.

As at December 31, 2022, 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 trusteeed 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, 2022, the plan has about 227,000 active members and approximately 118,000 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, 2021, indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis. The District paid \$1,642,836 for employer contributions to the plan in fiscal 2022 (2021 - \$1,704,480). The next valuation will be as at December 31, 2024, with results available in 2025.

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 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.

15. Financial Plan

The financial plan amounts presented throughout the consolidated financial statements are presented on a consolidated basis. The District's Financial Plan bylaw 2904, 2022 adopted by Council on April 5, 2022 does not incorporate the operation of its two controlled civic corporations: SPL and SSC. The following reconciles the District's Financial Plan bylaw 2904, 2022 to the financial plan figures as presented on the financial statements

	Financial Plan Bylaw	SPL and SSC Adjustments	Presented Financial Plan
Revenues			
Departmental revenues	\$ 64,950,672	\$ 412,522	\$ 65,363,194
Expenses			
Departmental expenses	63,466,558	347,942	\$ 63,814,500
Annual surplus before Other	\$ 1,484,114	\$ 64,580	\$ 1,548,694
Other	23,748,900	-	\$ 23,748,900
Annual Surplus	\$ 25,233,014	\$ 64,580	\$ 25,297,594

District of Squamish

16. Taxation and utility revenues

Collection for District

The following shows the collections in 2022 for District purposes, including applicable civic corporations:

	Financial Plan 2022	2022	2021
Taxation			
General property levies	\$ 34,165,000	\$ 33,838,930	\$ 31,390,032
Business improvement area	91,570	93,434	93,823
	34,256,570	33,932,364	31,483,855
Other property levies			
Grants-in-lieu of property levies	758,100	1,054,221	782,309
Hotel tax	180,000	670,781	382,872
1% utility revenue	294,830	302,649	304,657
Penalties and interest on property levies	300,000	464,809	296,852
	1,532,930	2,492,460	1,766,690
	35,789,500	36,424,824	33,250,545
Utility user fees			
Solid waste	5,796,300	5,979,382	5,458,764
Water	5,483,000	5,630,044	5,464,349
Waste water	7,094,000	7,390,061	6,945,874
	18,373,300	18,999,487	17,868,987
	\$ 54,162,800	\$ 55,424,311	\$ 51,119,532

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:

	2022	2021
Province of BC School Taxes	\$ 16,490,358	\$ 14,706,247
BC Assessment Authority	527,892	470,030
Municipal Finance Authority	2,742	2,100
Squamish-Lillooet Regional District	2,539,294	1,989,362
Sea to Sky Regional Hospital District	452,483	345,506
	\$ 20,012,769	\$ 17,513,245

District of Squamish

17. Government transfers

	2022	2021
Operating		
Federal	\$ 961,085	\$ 1,850,248
Provincial	836,808	959,049
Other	56,139	203,031
Total operating	1,854,032	3,012,328
Capital		
Provincial	1,742,732	877,610
Other	115,000	14,500
Total capital	1,857,732	892,110
	\$ 3,711,764	\$ 3,904,438

18. 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, 2022:

	2022	2021
Financial Assets		
Investments	\$ 287,948	\$ 277,188
Liabilities		
Cemetery care fund	\$ 287,948	\$ 277,188

District of Squamish

19. 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.

Health, Social and Housing

Health, Social, and Housing is comprised of municipal cemetery services and other health, social, and housing initiatives.

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.





For the year end December 31	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		2022	2021
<b>Revenue</b> Taxation (Note #16) Other property levies (Note #16) Utility user fees (Note #16) Other revenue from own sources Other fees and charges Government transfers for operating (Note #17) Investment income	\$ 33,932,364	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$	33,932,364	\$ 31,483,855
	1,821,679	-	-	670,781	-	-	-	-	-	2,492,460	18,999,487	1,766,690
	33,459	67,898	637,243	273,542	816,856	45,494	5,979,382	5,630,044	7,390,061	1,874,292	5,797,106	1,950,285
	542,101	3,160,427	278,148	1,092,783	318,084	15,250	291,804	87,255	11,254	1,854,032	3,012,328	4,505,193
	920,448	528,411	116,086	276,166	4,117	8,804	-	-	-	1,854,032	3,012,328	10,427,595
	2,999,725	-	-	-	6,276	-	41,108	102,199	158,054	3,307,362	1,671,245	
	40,249,776	3,756,736	1,031,477	2,313,272	1,145,133	69,548	6,312,294	5,819,498	7,559,369	68,257,103	62,258,563	
<b>Expenses</b> Payroll and benefits Operating Expenses Debt service - interest Amortization expense	7,521,240	5,021,717	3,726,996	2,134,105	4,135,409	36,691	207,035	798,960	780,180	24,362,333	23,414,810	
	2,858,724	5,968,205	2,558,231	1,697,579	2,507,648	256,164	5,080,844	1,755,259	3,123,912	25,806,566	24,652,241	
	525,062	184,172	31,320	125,382	5,137	-	97,075	170,854	163,149	1,302,151	1,081,975	
	7,410,261	-	-	5,819	93,790	-	1,193,408	1,254,230	1,351,050	11,306,558	10,427,595	
	18,315,287	11,174,094	6,316,547	3,962,885	6,741,984	292,855	6,578,362	3,979,303	5,418,291	62,779,608	59,576,621	
Annual surplus (deficit) before Other	21,934,489	(7,417,358)	(5,285,070)	(1,649,613)	(5,596,851)	(223,307)	(266,088)	1,840,195	2,141,078	5,477,495	2,681,942	
<b>Other</b> Government transfers for capital (Note #17) Developer cost charge capital revenues Developer contributed assets Loss on disposal of tangible capital assets Capital Connections Other Capital revenues	-	-	1,728,370	79,362	50,000	-	-	-	-	1,857,732	892,110	
	448,696	3,046	3,371,224	-	-	-	-	276,806	3,715,944	7,363,974	1,406,334	
	(34,616)	-	-	2,111,984	-	-	-	119,375	306,111	2,989,212	7,374,361	
	-	-	-	-	(6,089)	-	-	-	-	(40,705)	(250,252)	
	-	-	14,476	-	-	-	-	43,729	6,203	49,932	64,676	
	414,080	3,046	5,114,070	2,191,346	43,911	-	-	439,910	4,032,758	12,239,121	9,549,641	
Annual Surplus (Deficit)	\$ 22,348,569	\$ (7,414,312)	\$ (171,000)	\$ 541,733	\$ (5,552,940)	\$ (223,307)	\$ (266,088)	\$ 2,280,105	\$ 6,173,836	\$ 17,716,616	\$ 12,231,583	

District of Squamish  
Schedule 4 - Continuity of reserves

For the year end December 31	Balance, beginning of year	Contributions	Investment income	Expenditures	Transfers	Internal Borrowing	2022
Sinking Fund Surplus - General - Bylaw 900	\$ 297,855	\$ -	\$ 10,230	\$ -	\$ -	\$ -	\$ 308,085
Sinking Fund Surplus - Water - Bylaw 900	632,825	-	21,740	-	-	-	654,565
Sinking Fund Surplus - Waste Water - Bylaw 900	743,297	-	25,540	-	-	-	768,837
Land Reserve - Bylaw 720	9,835,170	-	208,690	(7,625,848)	(106,500)	-	2,311,512
Equipment Replacement - Bylaw 538	6,817,432	1,066,200	247,330	(304,340)	-	-	7,826,622
Community Works Fund - Bylaw 1950	4,307,737	1,832,641	146,880	(1,374,867)	(524,496)	-	4,387,895
Capital Rehab - General - Bylaw 2346	6,924,200	2,640,700	244,900	(2,347,713)	696	-	7,462,783
Capital Rehab - Water - Bylaw 2347	7,708,859	2,710,000	283,310	(2,260,131)	100,000	-	8,542,038
Capital Rehab - Waste Water - Bylaw 2348	9,900,354	3,228,980	381,580	(1,737,330)	23,940	-	11,797,524
Capital Rehab - Solid Waste - Bylaw 2349	1,869,719	300,000	95,050	(30,373)	2,342	-	2,236,738
Municipal Off-Street Parking Facilities Reserve Fund - Bylaw 2553	638,432	-	21,060	(51,193)	-	-	608,299
Alternative Forms of Transportation Reserve Fund - Bylaw 2553	971,400	-	33,380	-	-	-	1,004,780
Affordable Housing - Bylaw 1951	1,291,757	(140,000)	41,980	-	-	-	1,193,737
Carbon Neutral - Bylaw 2079	192,697	153,082	8,910	(20,000)	-	-	334,689
Vanoc Legacy - Bylaw 2101	7,700	-	260	-	-	-	7,960
Parkland in Lieu - Bylaw 720	42,198	-	1,450	-	-	-	43,648
Corridor Trail MOU - Bylaw 750	214,339	-	7,360	-	-	-	221,699
Environmental Reserve Fund - Bylaw 2640	135,694	90,000	6,210	-	-	-	231,904
General Operating Reserve - Bylaw 2788	185,187	-	166,550	-	9,327,659	(4,221,301)	5,458,095
<b>Total</b>	\$ 52,716,852	\$ 11,881,603	\$ 1,952,410	\$ (15,751,795)	\$ 8,823,641	\$ (4,221,301)	\$ 55,401,410



# Engaging with @Squamishtown

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## 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.

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