

DISTRICT OF SQUAMISH 2020 Annual Report



Message from the Mayor



Where to start in summarizing our work in 2020? I want to acknowledge the immense effort, commitment, and genuine care that our citizens, local businesses, non-profit sector, arts and culture champions, and government partners put in to help see us through the pandemic. Council is also deeply grateful to District staff who never stood down, kept our operations going, moved projects forward, found ways to eliminate red tape to

support local business, and developed outdoor programs to keep our citizens, young and old, active. Our emergency operations team were outstanding, and didn't miss a beat when we faced the double emergency of a forest fire in April 2020, receiving evacuees from the Squamish Valley (and their pets and livestock) as the pandemic response was in full force.

As you read through this annual report you will notice that the scope of our work didn't diminish although several projects that required deeper engagement were delayed or put on hold due to COVID-19. We remained focused in pursuit of our strategic and operational goals, with much of our work laying the necessary policy foundation and planning work to support our growing community.

We're proud of the Community Climate Action Plan work that was

initiated in 2020 that has an immediate impact on our GHG emissions. We're confident that our two Fire Halls and Public Works Yard will be complete or shovel-ready and beyond by the end of our council term. Our Economic Development team has been working with local businesses and experts to understand space needs, open up more land and space for business, and set in place the supports for our emerging sectors in Green Technology and Outdoor Recreation. Affordable housing is the deeply challenging work that will be the focus of many council terms to come. Our partnerships with local non-profits bore fruit with the opening of Under One Roof, and the Westwinds and Buckley Avenue projects well underway. More units are in the works across the affordable housing continuum.

Community Connectivity is the fourth pillar of our strategic plan. Several initiatives were put on hold in 2020 due to our inability to gather, but with public health restrictions lifting, we look forward to taking what we learned from our electronic engagement and meetings and combining that again with face-to-face events to hear from citizens through whatever means they prefer.

As always, we appreciated the community members that provided us feedback when we were on the right track and when we weren't. Against the backdrop of COVID-19, a lot of good was accomplished this past year, and we look forward to seeing people back in council chambers and at public events in the year ahead.

 **23,335**
POPULATION

229 21% ↑

BUILDING PERMITS ISSUED

1073 OUTDOOR FITNESS FOR SENIORS

PARTICIPANTS

+6.9%

BENCHMARK DETACHED PROPERTY PRICE
DECEMBER 2020
rebgv.org



22

BUSINESSES THAT USED PARKS/SIDEWALKS FOR PANDEMIC-FRIENDLY BUSINESS CONTINUITY

931 AMBASSADORS IN THE PARK

STAFF HOURS

 **583** CALLS TO CONSERVATION RAPP WILDLIFE HOTLINE
.....
↓ 1.2%

12,476

HOUSEHOLD SWIM
PARTICIPANTS DURING COVID-19 RESTRICTIONS

694
INCIDENT RESPONSES

SQUAMISH FIRE RESCUE

\$113
MILLION+ CONSTRUCTION VALUE ✕




Linda Glenday

Message from the Chief Administrative Officer

2020. Without a doubt this was an extraordinary year. I am so proud of each of our District employees who demonstrated incredible tenacity to support each other and the community through the pandemic. It began with immediate adaptation to ensure ongoing provision of municipal services while safeguarding the safety of staff, Council and community members. It continued with creative delivery of recreation programming, Council meetings held without interruption, a prudent financial plan and budget amendment, public works services maintained without skipping a beat, programs developed to support local businesses, an increasingly busy development landscape to manage, and so much more.

While COVID-19 impacted completion of some projects, the annual report captures just how much has been accomplished in such a challenging year in terms of policy development, strategic projects and infrastructure upgrades and maintenance. Continuous learning and improvement are key components of our culture; we will leverage all we have learned over the past year as we emerge from the pandemic to continue work on the Strategic and Organizational priorities, and provide municipal services to residents, non-profits and businesses in the most effective way possible.

Our learning ever-evolves as we further the important work of truth and reconciliation with our Indigenous community members. We are grateful to be working in partnership with the Squamish Nation on key joint projects and remain committed to the learning, understanding and relationship building required of us to achieve the Truth and Reconciliation Commission calls to action.

We always welcome your feedback, and value your input. We look forward to the time soon when we can engage again with you in person.

The Annual Report has been written in accordance with the Community Charter; it includes 2020 goals and accomplishments, goals for 2021-22, 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 thankful to our staff, our Council and to you, the community for working with us to persevere and achieve the successes captured here through an extraordinary year.

Get to Know Us

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

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

CAO Office

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

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.

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.

COMMUNITY PLANNING & INFRASTRUCTURE

Public Works

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

Planning & Building Services

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

Engineering and Environmental Services

Manages capital projects and master plans to upgrade infrastructure such as water, sewer and storm water pipes, roads, bridges and dikes. Oversees environmental initiatives such as active transportation, waste diversion, GHG reduction, environmental policy and mapping, protection of environmentally sensitive areas and stewardship.

Affordable Housing

Facilitates the development of new housing policy, planning and strategy, and liaises with non-profit housing agencies and BC Housing. Responsible for developing the organizational framework that will see housing services delivered in the future, and facilitates the construction of new affordable housing units on municipal lands.





FINANCE

Financial Operations

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

Procurement Services

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

Planning & Accounting Services

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



COMMUNITY SERVICES

Bylaw Enforcement, Animal Control & Wildlife Education

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

Emergency Management Program

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

RCMP

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

Squamish Fire Rescue

Through prevention, education and emergency response, career staff and dedicated volunteers service 23,000 residents across over 120km² of urban, residential, industrial, wildland, and highway interface.

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.

Recreation Services

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



CORPORATE SERVICES

Human Resources

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

Information Technology

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

Real Estate Services

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

Facilities

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

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.

Guided by the #Squamish2040 Official Community Plan

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



**THE PLANET &
OUR ENVIRONMENT**



**HOUSING
AFFORDABILITY &
DIVERSITY**



**THE ECONOMY &
LOCAL JOBS**



**NEIGHBOURHOOD
CONNECTIVITY &
PUBLIC SPACES**

Evaluation of 2020 Goals



THE PLANET AND OUR ENVIRONMENT

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

Implement actions from the Community Climate Action Plan (CCAP) to work towards achieving emission reduction targets.

- Approved the Community Climate Action Plan (CCAP) outlining baseline community Greenhouse Gas emissions (GHGe) and reduction targets.
- Began CCAP implementation; actions are organized by short, medium and long-term. COVID-19 has delayed transit expansions and restaurant waste audits from starting.
- Hired a Senior Energy Specialist to focus primarily on reducing GHGe in District-owned buildings.
- Constructing a methane gas collection and flaring system at the landfill to reduce GHGe. While COVID-19 created some project delays, the flare stack and blower will be commissioned mid-2021.
- Adopted low carbon incentive program bylaw to reduce the operational GHG emissions of new homes.
- Adopted Social Procurement Policy to achieve social values objectives such as low GHGe and low carbon materials, as well as best value.
- Launched Climate Action website to provide a science-based engagement and information tool for residents: squamish.ca/climateaction.

Finalize the Corporate Energy and Emissions Plan in 2020.

- Development of Municipal Energy and Emissions Plan (MEEP) is underway and will be completed in 2021.

Review the carbon offset strategy to reduce purchased offsets.

- Consideration of internal carbon offset opportunities will be addressed in the MEPP.

Review and invigorate the community carbon marketplace operation.

- Planned review of current program to take place in 2021. Completion of the CCAP and initial implementation measures took priority in 2020.

Implement the Zero Waste Action Plan, public engagement and education in 2020 and 2021 through:

- Increasing organics diversion
- Reducing single use items
- Diverting construction waste

- Achieved a diversion rate of waste to recycling streams versus the landfill of 62% (down 2% over 2019).
- Waste disposed per capita decreased to 531 kg (down 2% over 2019).
- Identified Closing the Loop on Waste as BIG MOVE #1 in the CCAP; implementation actions are underway.
- Outreach with regard to Solid Waste Bylaw was challenged due to the pandemic; efforts to work with multi-family residential and commercial properties remain ongoing.
- Undertook curbside collection visual 'lid-lift' audits to promote waste diversion.
- Achieving compliance of Single Use Items Reduction Bylaw was challenged through the pandemic due to virus transmission concerns of reusable (food) items.

Implement BIG MOVE #2 of the CCAP, including actions related to: local transit, regional transit, active transportation, disincentivizing private vehicles and increasing the number of people working in Squamish.

- Continued advocacy to gain provincial support for a regional transit funding model that would not rely heavily on property taxes.
- COVID-19 prevented local transit expansions in 2020. The next transit expansion will be in effect January 2022 to focus on: on-time performance, capacity issues at school times, Route 5 (South Parks) afternoon service and handyDart expansion.
- Supported BC Transit in the development of the Transit Future Action Plan to guide future investment in Squamish transit. The plan will be completed in 2022.
- Built active transportation and transit infrastructure projects totalling \$1.175m. (See page 11 for details).
- Published Squamish commuter cycling map and 1,000 copies are being disseminated at locations across Squamish.

Evaluation of 2020 Goals

HOUSING AFFORDABILITY & DIVERSITY

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




 **Finalize the establishment of an affordable housing governance structure for a new housing agency that will facilitate growth and management of affordable housing stock in 2020.**

- Council directed that the affordable housing governance structure be developed in consultation with local non-profit agencies. COVID-19 significantly hampered efforts as all organizations focused on their internal response. The work is now back on track.
- A partnering agreement to operate the acquired affordable rental units under the District's Community Amenity Contribution policy is complete and ready for Council endorsement alongside the organization decision.

Continue work to secure lands through provincial negotiations and through development to accommodate affordable housing needs.

- Identified District-owned parcels for a potential second affordable housing project.
- Identified Crown parcels and work to establish an interest within the Province through the provincial disposition process continues.

 **Continue work with Sea to Sky Community Services to complete Buckley Avenue affordable rental apartment building, youth hub and community park.**

- Construction of the apartment building and Youth Hub is well underway. Completion is planned for 2022.

Continue work to add 125 affordable purpose-built rentals to the local community by 2022.

- Continued work with the Province is underway to identify a second potential project in 2021. (The Buckley Avenue project provides 76 units of the target).

Continue work to ensure a more diverse range of types and sizes of affordable units such as cottages, detached homes, townhouses and apartments by 2022.

- Affordable units are now able to be secured within developments as new development applications are received and processed. In 2020, the following have been secured:
 - » Development permits issued for 63 affordable housing units (55 in Waterfront Landing and 8 in Garibaldi Springs).
 - » Building permits issued for two units in 'The Wilfred' (Dowad Drive) development.

Once a housing organization is in place, design and implement ownership project parameters with new housing agency to extend the affordable housing program by 2022.

- Work cannot readily take place until a housing organization is in place. This goal is at risk due to delay in developing the housing governance structure.

Development Permits

issued for 63 affordable housing units



Evaluation of 2020 Goals




THE ECONOMY & LOCAL JOBS

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

Incorporate Employment Land/Space Inventory and Demand Model into the 2020 Zoning Bylaw, and use it to inform activities such as business development.


- Completed Business Park zoning update based on the Employment Land/Space Inventory and Demand Model to create an Expanded Commercial Activities Area.

 **Implement tactics from the Emerging Sector Roadmap & Action Plan aimed at growing the number of local firms, as well as supporting existing firms to increase local employment. This includes business development efforts, government relations and partnership development.**

- Developed the mission, vision and priority actions for growth of emerging sectors in Squamish, the Green Economy and Outdoor Recreation.
- Progressed with update of business development collateral to profile an expanded set of sectors.
- Tourism Impact Study was completed in partnership with Tourism Squamish and the Squamish Chamber of Commerce and endorsed by Council.

Support local employment growth by facilitating programs and services that help improve local firm productivity and provide skills and training to the local workforce, and link local businesses to third party funding opportunities.

- In partnership with the UBC Feeding Growth program, provided training to Squamish craft food and beverage businesses to support them at the startup and early growth stages.
- Partnership with Small Business BC enabled us to provide discounts on education courses and workshop to Squamish-based businesses.

 **Focus on business recovery and growth support from the Covid-19 pandemic.**

- Removed barriers and streamlined processes to support local businesses through pandemic through the Temporary Patio Program and Park Use Program.
- Developed #here4squamish campaign to support local business community with partners (see below for partner list).
- Free Spring Activator Business Resilience Program access was provided to local entrepreneurs in the wake of COVID-19.
- Provided \$50k from the B.C. COVID-19 Restart Grant to the Squamish Community Foundation to disperse to support non-profit recovery. Provided \$100k to the Squamish Chamber of Commerce - \$50k to support a grant writing program that helps small to medium-sized businesses apply for federal and provincial grants, and \$50k to support the Buy Local campaign.



#here4squamish is a collaborative campaign developed in partnership by:

- District of Squamish
- Squamish Nation
- Squamish Chamber of Commerce
- Tourism Squamish
- Downtown Squamish Business Improvement Association
- WorkBC
- Community Futures
- Squamish Arts Council
- Aligned Collective

to deliver communications and resources to support Squamish businesses during the COVID-19 pandemic.

Evaluation of 2020 Goals

NEIGHBOURHOOD CONNECTIVITY & PUBLIC SPACES

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



Complete Loggers East Neighbourhood Plan and commence work on a second neighbourhood plan once completed.

- Adopted the Loggers East Neighbourhood Plan, following an engagement process that was extended due to COVID-19. The plan was adopted in February 2021 and incorporated as Schedule "P" in the OCP Bylaw No 2500, 2017.

Break ground on Fire Hall #1 (Valleycliffe) develop design for Public Works, and begin initial work on Firehall #2 (Tantalus).

- Adopted plans to build a new Fire Hall headquarters, Emergency Operations Centre and administration building on the site of the current Alex Munro Fire Hall #1 in Valleycliffe.
- Construction of the new Fire Hall is underway and a temporary Fire Hall was built and is operational.
- Underway with the design phase for the redevelopment of the Public Works Yard. This building is expected to be shovel-ready in 2021.
- A feasibility review of possible sites for a new Tantalus Fire Hall is underway.

Through neighbourhood planning and sub area plans, identify additional park opportunities.

- Under development with a neighbourhood-level inventory and maps of parks and public spaces.
- Under construction with Dentville Park.
- Oceanfront Park and Waterfront Park construction are both expected to begin in 2021.
- Garibaldi Springs park and ecological reserve detailed design is complete and Park Development Permit issued by the District. Park construction would commence in 2021.

Undertake public space user experience community engagement on use of public spaces (as Covid-19 restrictions allow).

- Project was delayed in 2020 as a result of the COVID-19 pandemic. User experience data collection and community engagement are slated to begin in 2021 once pandemic-related restrictions are lifted.

Develop public space design guidelines by December 2021.

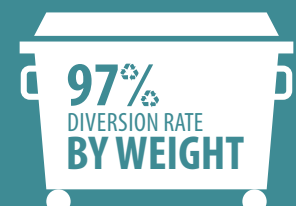
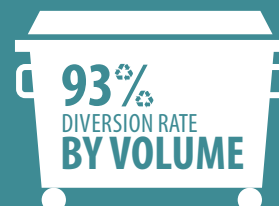
- Public engagement did not take place due to pandemic-related restrictions.

Develop recreation capacity optimization plan (including utilization of fields, programs, camps and facilities).

- Recreation strategic planning was undertaken:
 - » Analyzed utilization of sports fields and visitation of programs, camps, pool visits, Youth Centre and facilities.
 - » Undertook collaborative stakeholder engagement with recreation user groups on a draft Brennan Park Fields and Lands Master Plan, and gathered feedback from the general public.
 - » Youth Hub work is underway in advance of this programming space opening in 2022 next to Howe Sound Secondary School.

New Fire Hall

Construction of the new Fire Hall and Emergency Operations Centre is underway. More than 90% of materials from demolition of the old fire hall were diverted from the landfill, and recycled.




457 metric tonnes diverted or
the equivalent of 50 garbage trucks.

The Covid-19 Response

The District of Squamish pivoted swiftly to follow guidelines set by British Columbia's Ministry of Health and Vancouver Coastal Health in an effort to slow the transmission of COVID-19, maintain service, and ensure the safety of staff and the community. Partnership, teamwork, safety, service and innovation were at the core of the efforts. Below are a few highlights.



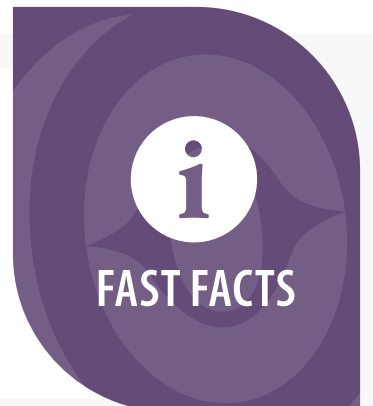
- The #here4squamish campaign launched with community partners with tools and resources to support local business resiliency and recovery.
- A staff redeployment program temporarily moved District staff from lockdown-affected areas into local non-profit agencies such as Helping Hands and Sea to Sky Community Services, that were facing new needs and challenges.
- The Your Stories, Our Community Project launched in partnership with local organizations and business owners to learn from residents' pandemic experiences through an online storytelling platform. 

- The District adapted to the ever-changing landscape to ensure the continued delivery of essential services while maintaining the health and safety of employees and the public.
- Safety plans, cleaning protocols and workplace policies, such as a Work from Home policy, were rapidly deployed.



- Council Meetings continued in a virtual setting by deploying public participation online platforms and technology to keep business moving forward.
- New tools for virtual public engagement opportunities and events were sourced and deployed.
- 20+ Mayor's video messages were delivered to the community to convey essential information, and encourage mental and physical health and well-being.
- Mayor's Drop-Ins transitioned to outdoor and virtual settings to maintain community connection and dialogue.

- District staff worked over 5,000 hours in redeployed positions to support areas of need, internally and amongst local non-profits, that emerged as a result of the pandemic.
- Redeployed staff worked with Better At Home to deliver Squamish Public Library books to house-bound residents, helping to pave the way for the Library's new Visiting Library Service.
- Zero (0) Council Meetings were missed during the pandemic.
- In April 2020, the District of Squamish operated two (2) Emergency Operations Centres to simultaneously respond to the ongoing COVID-19 Pandemic and the Magee Road Wildfire.



Evaluation of 2020 Goals

ADDITIONAL PRIORITIES

In addition to the four priority areas, the Strategic Plan continues to move forward important work. Master plans and strategies in these areas guide us to ensure budgets and resources are maximized and community priorities are met today and tomorrow.

NATURAL HAZARD MITIGATION



Construct 200m of new sea dike along Xwu'nekw Park in Downtown Squamish.

A detailed design of the Xwu'nekw Park Sea Dike was completed, which features 200m of sea dike to upgrade the shoreline and improve coastal flood protection for Downtown Squamish, and includes a new water access ramp and dock, and dike top landscaping. Grant funding of just over \$4m was secured for the project.



MARINE ACTION STRATEGY IMPLEMENTATION

Continue to advance short, medium and long-term actions identified in the Marine Action Strategy to plan for, protect and maximize waterfront and marine resources and assets (ecological, social, cultural and economic), in collaboration with all interests and jurisdictions on the water and upland areas.

A marine zoning update continued as part of the Zoning Bylaw Update, and aims to be completed in 2021. This was identified as a priority action in the Squamish Marine Action Strategy. New marine regulations will provide for and enhance the coordination, shared use and protection of marine coastal areas, and harmonize local land and water use regulations with stewardship, social/cultural and economic objectives for coastal areas set out in the Official Community Plan.

YOUTH (0-25)



Begin implementing the Youth Strategy with community partners with an immediate focus on developing the new Youth Hub and "Bringing Programs to the Youth" in 2020.

- A Youth Instagram Live event was streamed with the Mayor and a panel of health experts on the topic of the COVID-19 pandemic.
- An online Youth Hub was created in partnership with Sea to Sky Community Services, which brought programs to youth in the confines of the pandemic.
- Funding was announced naming Squamish as a location for a Foundry youth centre, offering mental and wellness supports for local youth, to be located at the Buckley Avenue affordable rental building.

CHILD CARE



Further the Child Care Strategy to facilitate the creation of more spaces for all age categories.

- The Squamish Child Care Action Plan was endorsed, and is supported by a monthly working group of key community partners.
- A Child Care Facilities Guide was developed to help child care providers navigate requirements for opening, expanding, renovating, or relocating a child care centre in Squamish, in consultation with: Vancouver Coastal Health, Sea to Sky Community Services, District of Squamish, and ECE Students at Capilano University.

EMERGENCY MANAGEMENT PLANNING

Modernize Emergency Support Services by transitioning to a digital registration and support platform for evacuees to register for assistance during a major emergency by 2021.

The modernization of Emergency Support Services (ESS) is complete; ongoing training and exercises will take place with ESS personnel to ensure effectiveness in delivering services to evacuees during emergencies.

Develop and test an emergency Flood Response Plan for responding to flood events by 2021. This is an Annex to the Comprehensive Emergency Management Plan.

The Flood Response Plan will be completed by the end of 2021.

Undertake public education about the Sea to Sky Evacuation Plan to increase citizen awareness of their own role and responsibilities in an evacuation by 2020.

This work was paused in 2020 due to the pandemic and competing priorities within the Emergency Program.

Undertake fuel treatments prescribed in 2019/2020 as part of the Community Wildfire Protection Plan by 2021.

This work was paused in 2020 due to the pandemic.

ACTIVE TRANSPORTATION AND TRANSIT

Invest in active transportation infrastructure (as prioritized by the 2016 Active Transportation Plan) in 2020.

Highlights include:

- Extension of the Corridor Trail through the Clarke Drive/Highway 99 intersection;
- Improvements at Industrial Way/Highway 99 for the Discovery Trail;
- Bike lane along the south side of Finch Drive (from Highway 99 to Loggers Lane);
- Multi-use path on Government Road between Axen and Depot Roads;
- Hunter Place Trail connecting Pemberton Avenue and Hunter Place;
- Design work for Pemberton Avenue bike lanes.

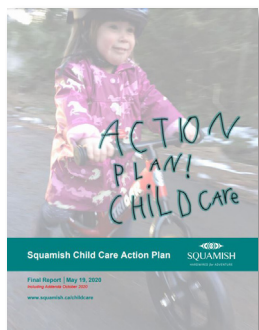
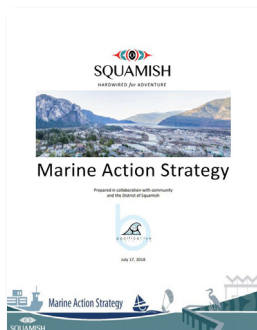
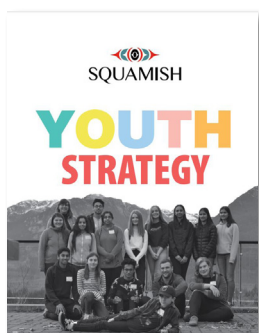
Initiate School Travel Planning for two additional schools.

Active and Safe Routes to School work with Skyridge Montessori and Squamish Waldorf School began in September 2020.

ARTS AND CULTURE PROGRAMMING

 Begin implementation of Arts, Culture and Heritage Strategy in 2020.

- An Arts, Culture and Heritage Strategy was adopted in July to support a vibrant cultural sector and identity, create connectivity and enhance the availability of cultural activity in Squamish.
- A Public Art Policy update was completed; Public Art Partner agreement signed.
- A Special Events Bylaw was adopted to streamline processes for small community events.



View these and other master plans and strategies on our website:
squamish.ca/master-plans

Evaluation of 2020 Goals - Organizational Plan

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

BUILDING BRIDGES

Build and sustain a learning environment to develop with Squamish Nation our understanding of Truth and Reconciliation and seek opportunities to work collaboratively:

Provide cultural and historical training to staff; looking at virtual options in light of Covid-19.

- This work is ongoing and now incorporates virtual training options where possible. Decolonization workshop and Building Bridges workshop to be made available again in 2021 for new staff.

Create plan to support Council and lead organization in decolonization and implementing the principles enshrined in the United Nations Declaration on the Rights of Indigenous Peoples.

- A 'Roadmap' of actions was produced through decolonizing work with a consultant, Nahanee Creative, which included interviews and an online workshop.

Continue to collaborate with partners to achieve the goals of Council's Strategic Plan and the District's ongoing priorities. This is an ongoing focus reflected throughout the work in this report.

The following key partnerships were a highlight of 2020:

A. Squamish Arts Council

- Partnership Agreement
- Public Art Advisor Agreement

B. Community Foundation for Community Granting Services

- Services for the facilitation and dissemination of the Community Granting process

C. Social service agency partnership for Redeployment Program:

- Food Bank
- Helping Hands/School Lunch program
- Warming Centre

D. Partnered with Sea to Sky Community Services and School District 48 for the successful award of the Foundry model for Youth Centre.

Collaborate on community projects with the Squamish Nation including:



Siyich'em Reserve/Eagle Viewing Dike Master Plan

- Collaborated with Squamish Nation on preparation of the Siyich'em Reserve / Eagle Viewing Dike Master Plan which both District of Squamish and Squamish Nation Councils endorsed.



Jimmy Jimmy Slough Culvert and re-watering slough.

Xwu'nekw Park Sea Dike, Downtown Squamish



- Engagement with Squamish Nation is underway on the Jimmy Jimmy Slough Culvert and re-watering project as well as Xwu'nekw Park Sea Dike to provide mutual benefits to both communities;

Indigenous Cultural Safety and Humility Training (Emergency Management)

- Training development was delayed to 2021 due to gathering restrictions surrounding the COVID-19 pandemic.
- Collaborative emergency program work included: Mass Care Planning and Training; Sea to Sky Multimodal Evacuation project; response to the Magee Road wildfire.

Collaborate with Squamish Nation Employment Office on employment opportunities.

- The District's Human Resources team is working in collaboration with Squamish Nation to promote and facilitate more opportunities for First Nations employees to be considered for job postings at the District.

PEOPLE

Revisit the Occupational Health and Safety program to stay current and proceed towards achieving Certificate of Recognition issued by WorkSafe BC, including incorporating COVID-19 requirements.

Met and exceeded all COVID-19 health and safety requirements, and monitored employees throughout the pandemic. A new Occupational Injury, Illness and Disability Policy is under development to support employees in an expedited return-to-work program where possible; which benefits both the employee in improved recovery time, and the organization in low insurance premiums.

EFFECTIVE SERVICE

Complete Payroll, Land Development and Procurement and Planner modules as part of the Technology Transformation Program in 2020.

Completed implementation of: Payroll, Business Licence, Planning Applications and Procurement systems, and selected a service provider for the new Recreation Management System. These modern, connected business systems increase staff efficiency and provide better ability for reporting and improving services to the community.

Further leverage internally-developed CLImB program (Continual Learning Improvement Benchmarking) and apply to current projects, employee onboarding, and manager training to meet goals of continuous learning and organization-wide improvement.

Responding to the COVID-19 pandemic required every District employee to re-think their work area and adapt rapidly to the new reality. This was the epitome of continuous learning, and these learnings through the challenges as well as the silver linings of the pandemic were invaluable. The CLImB program, or its replacement continues to evolve.

STEWARDSHIP

Complete 2020 Asset Management Plan.

This project was delayed to 2021 due to competing priorities.

Continue implementation of the Facility asset management plan with new facility development.

New facilities underway include Fire Hall #1 (Valleycliffe), the design of the Public Works Yard, and preliminary work for the Fire Hall #2 replacement (Tantalus).

Establish data governance principles and draft policy for organizational review in 2020. Development and implementation of an Open Data policy, procedures and practices will follow.

Began a partnership with Concordia University's Engineering Society (student practicum program) to establish open data principles based on best practices internationally as well as in Canada.

Now that the Official Community Plan monitoring program is complete, integrate Community Climate Action Plan Indicators into the dashboard.

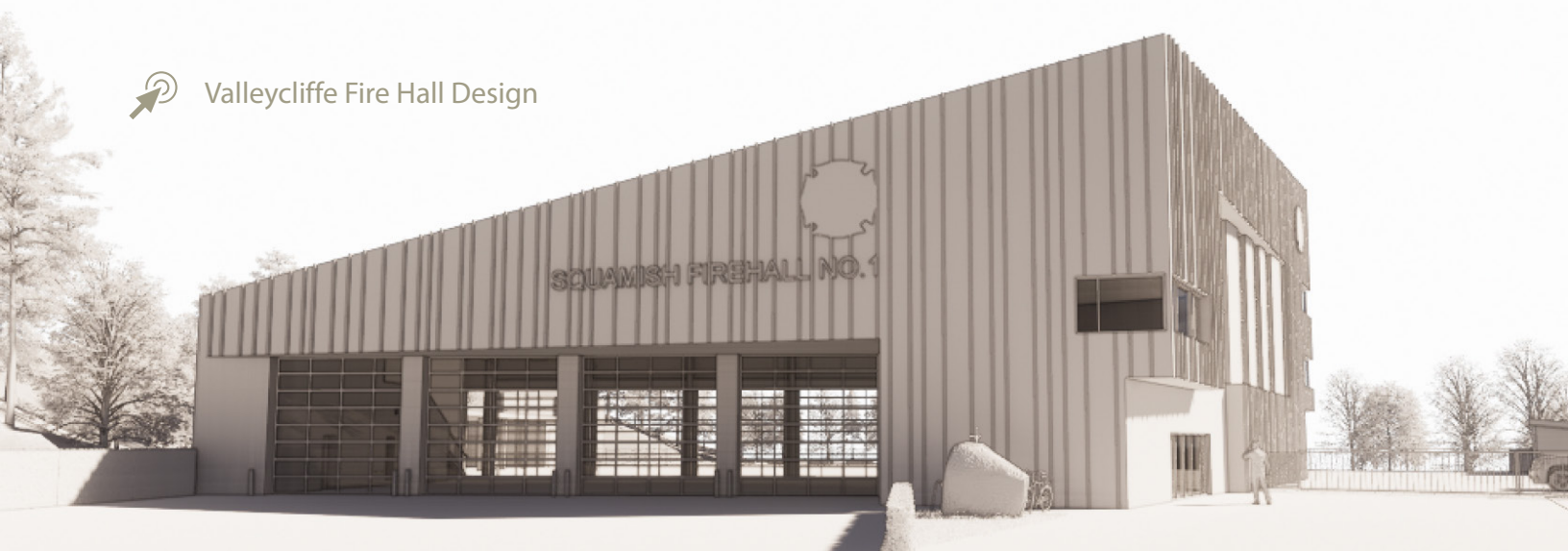
Seven indicators are being added to track Community Climate Action Plan Indicators. This project is extending into 2021.

Annual 5-year Financial planning: incorporate potential COVID-19 financial impacts in 2020 and future budget years.

- A Financial Plan amendment was adopted in order to support the community and lessen the financial impact on households and businesses during COVID-19.



Valleycliffe Fire Hall Design



Other Projects That Moved Squamish Forward in 2020



Squamish Valley Agricultural Plan complete

Council adopted The Squamish Valley Agricultural Plan in April 2020. Developed in partnership with the Squamish-Lillooet Regional District and Squamish Food Policy Council, the plan identifies opportunities and actions to strengthen agriculture and food production in the Squamish Valley.

Bridge to Housing project launched to provide swift support to homeless or homelessness at risk

In partnership with the Government of B.C., Squamish Helping Hands Society and the District, 49 temporary homes were created for people experiencing or at risk of homelessness in the community during COVID-19.



District's Economic Leadership Team formed

A team of ten individuals were selected to serve on the District's new Economic Leadership Team. The team will provide advice and expertise on Economic Development strategy in Squamish to stimulate diverse Squamish-based job growth for social, environmental and economic gain in line with the 2019-2022 Council Strategic Plan.



District of Squamish Economic Partner Forum announced

An Economic Partner Forum was formed as part of a new governance approach for Economic Development. The voluntary group will share expertise, knowledge and resources in an effort to fulfill on economic development strategies, plans and actions in the District of Squamish 2019 - 2022 Strategic Plan. The group's focus will support goals related to target sector growth, employment lands and space, local job creation and climate action targets.



Pioneer Way extension project launched

A major capital project to extend Pioneer Way from Queens Way to the intersection of Government Road and Centennial Way began. Identified as a priority in the District's 2031 Multi-Modal Transportation Plan, this project will transform Pioneer Way into an arterial route and major entry into the Squamish Business Park while reducing traffic from the surrounding residential area and creating a stronger link to the Discovery Trail.



New Community Grant Policy endorsed by Council

Council endorsed this policy to enable non-profit community groups to administer grant funding in the community, creating a non-political approach to the overall granting process. The District has entered a four-year agreement with the Squamish Community Foundation and Squamish Arts Council to manage and distribute grant funds on behalf of Council beginning in 2021.



Social Procurement Policy approved

Council endorsed this policy to build value and benefit through District procurement efforts to not only deliver best value but also achieve social value objectives, such as support for GHGe reduction efforts and increase in local business opportunities.

Municipal Hall expression of interest issued

The process began to evaluate options to replace Municipal Hall, one of the critical facilities identified for replacement by the 2019 Real Estate and Facilities Master Plan. Replacement of the building is recommended before significant capital repairs are required on a facility that is close to end of the life and needs significant upgrading for the organization to meet the needs of and serve the community.



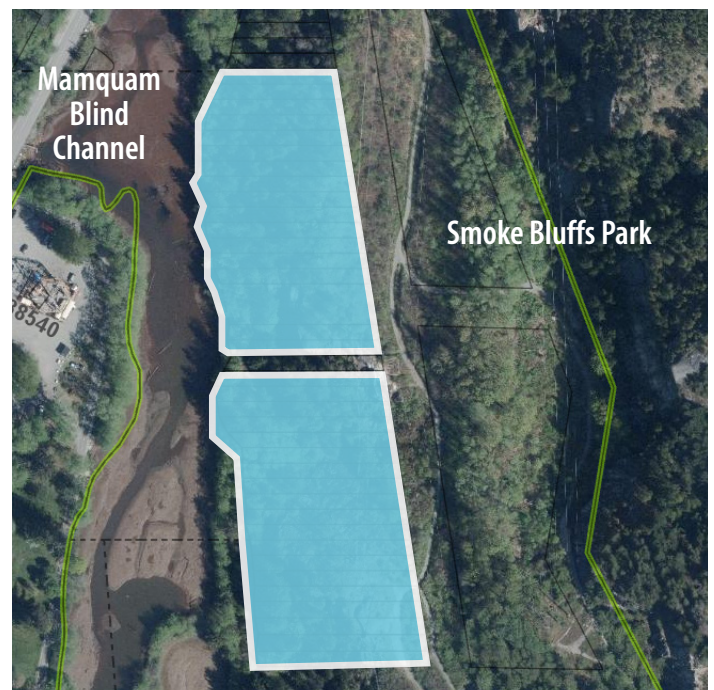
Quarterly Financial Reporting developed

A new quarterly financial reporting process was implemented, including a variance analysis reported to Council and the public.



High-value property near Smoke Bluffs Park acquired

A 5.3-acre property (the Drenka property) located between Smoke Bluffs Park and the tip of the Mamquam Blind Channel was purchased. Identified during the District's Real Estate and Facilities Strategy and Master Plan as a top priority for land acquisition, the property has high riparian values due to its proximity to the Mamquam Blind Channel, and is an important asset for recreational and trail-related interests.



2020 Bylaw, Policy & Strategy Updates

BYLAWS

The District adopted dozens of bylaws in 2020, including a number of temporary bylaws to address COVID issues, such as tax payment dates and tax sale. Here are a few highlights:

Housing Agreement Bylaw (Buckley Avenue)
March 2020

Zoning Bylaw Updates
Fall 2020

Short Term Rental Bylaw
November 2020

Wildlife Attractant Bylaw
December 2020

POLICIES

Perpetually Affordable Housing Policy
March 2020

Public Art Policy
July 2020

Community Grant Policy
July 2020

Procurement Policy
December 2020

STRATEGIES

Squamish Valley Agricultural Plan
April 2020

Community Climate Action Plan
April 2020

Child Care Action Plan
May 2020

Arts, Culture and Heritage Strategy
August 2020

Emerging Sector Roadmap and Action Plan
2020

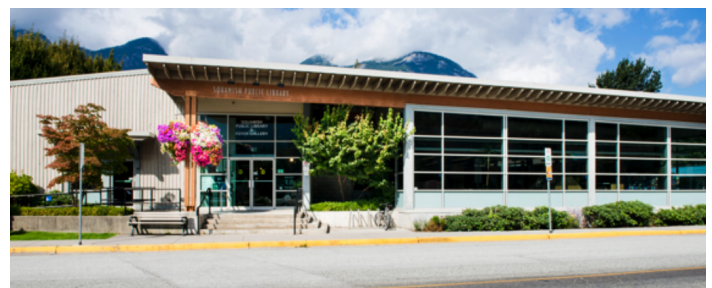
Community Performance Dashboard

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

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



squamish.ca/benchmarking



ANNUAL REPORT

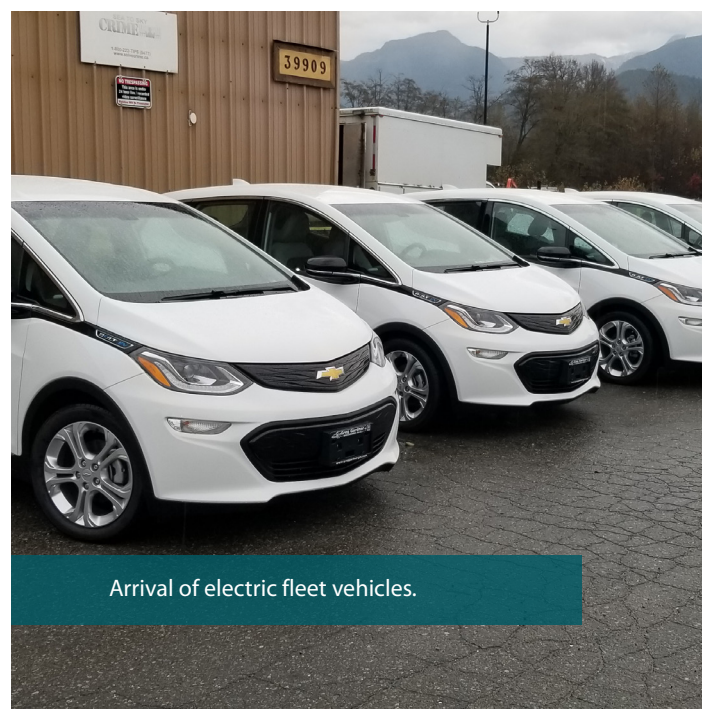
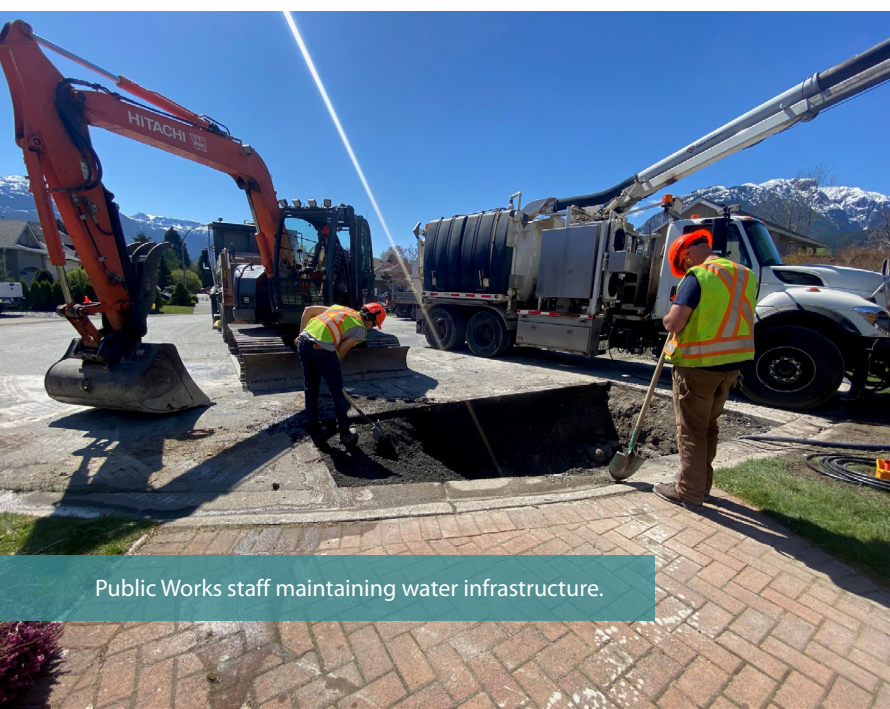
Check out the Squamish Public Library Annual Report available June 18, 2021 online:



squamishlibrary.ca



Council meetings held virtually





Squamish Fire Rescue training exercise.

Photo credit: Waldemar Zagorski



Mayor for a Day winners Oliver and Jackson.



COVID-19 staff redeployment - Annalis.



Mayor Elliott at a local business expansion announcement.

Objectives & Measures - 2021 & 2022



THE PLANET & OUR ENVIRONMENT

- Continue implementation of the CCAP actions over the short, medium and long-term:
 - » Design Fire Hall #2 (Tantalus) to meet energy efficiency, greenhouse gas intensity and waste management best practices.
 - » Launch a heat pump concierge service to guide homeowners to install a heat pump powered by renewable energy.
 - » Update the Zoning Bylaw to include enhanced electric vehicle (EV) readiness requirements.
 - » Undertake a fleet assessment to inform how to best advance fleet electrification efforts.
 - » Propose a deconstruction bylaw to incentivize the diversion of construction materials from the landfill.
- Focus on construction and demolition sites to educate and enforce the Solid Waste Bylaw.
- Research creation of a demolition and deconstruction bylaw.
- Encourage residents to shift to small garbage totes to reduce waste and save on utility fees.
- Research emission reduction actions for Brennan Park Recreation Centre that incorporate retrofit and expansion considerations.
- Model emissions of the new Fire Hall and Public Works Yard to maximize green building and energy efficiency best practices.
- Explore carbon offset opportunities, embodied carbon reductions and fleet electrification.
- Consider internal carbon offset opportunities related to forested land conservation, wetland restoration and coastal restoration initiatives.
- Consider trenchless drilling opportunities.
- Review and invigorate the community carbon marketplace operation.
- Continue work to implement CCAP BIG MOVE #2 actions focused on decarbonizing transportation and shifting beyond the car. This includes actions related to: local transit, regional transit, active transportation, incentivizing different modes of travel, and increasing the number of people working within Squamish.

- Finalize an affordable housing governance structure for a new housing agency to facilitate growth and management of affordable housing stock.
- Continue work to secure lands through provincial negotiations and through development to accommodate affordable housing needs.
- Continue work with Sea to Sky Community Services to complete Buckley Avenue affordable rental apartment building, Youth Hub and community park.
- Scope a review of the Community Amenity Contribution policy in 2021. Work to revise the policy in 2022 as a tool to generate affordable housing units and other community benefits at rezonings or Official Community Plan amendments.
- Continue work to ensure a more diverse range of types and sizes of affordable units such as cottages, detached homes, townhouses and apartments by 2022.
- With the establishment of a new housing organization, design and implement affordable housing ownership project parameters. This work will be delayed to 2022 or beyond, once the housing society has been formed and the society has an inventory of potential units to consider for an ownership program.



HOUSING AFFORDABILITY & DIVERSITY



THE ECONOMY & LOCAL JOBS

- Work with community partners to support business recovery and growth from COVID-19 pandemic.
- Work on implementation of Employment Land/Space Inventory and Demand Model 2.0 and create a staff interface, in collaboration with Thompson Rivers University.
- Perform a Space Needs Assessment that will assist planning staff to consider employment space requirements in development proposals, and provide local intelligence for businesses.
- Inform neighbourhood planning process through development of Guiding Principles in relation to employment space.
- Implement tactics from Emerging Sector Roadmap and Action Plan
- Support strategic business investment and attraction through a refreshed website, lead generation plan and new orientation tour.
- Develop an economic modelling and forecasting tool to help understand the local conditions of space and land, and the impacts on business viability.
- With Tourism Squamish and the Squamish Chamber of Commerce, complete a revitalization of the Squamish Adventure Centre as a community tourism asset.
- Support implementation of Marine Action Strategy especially through Marine Water Access Review and Marine Impact Assessment.
- Partner with Destination B.C.-funded tourism innovation program expected to launch in Sea to Sky in September 2021.
- Strengthen the District's partnership with UBC's Feeding Growth program and Small Business BC's training and education program.
- Develop a local business asset-sharing tool to share under-utilized space, in partnership with Capilano University's IDEA School of Design.

- Undertake a Garibaldi Estates Neighbourhood Plan, including comprehensive public engagement in 2021-22.
- Make progress on construction and/or reach shovel-ready or beyond stage on the Valleycliffe and Tantalus Fire Halls and Public Works Yard by 2022.
- Continue to progress on parks underway, and maintain focus on identifying additional park opportunities through neighbourhood planning and sub area plans. Fund covered spaces and parklets through the B.C. COVID-19 Restart Grant.
- Complete public space user experience community engagement on use of public spaces, once pandemic-related restrictions allow for normal use of public spaces.
- Utilize the Downtown Street Concept Designs in 2021 to work towards improving public space design standards.
- Adopt the Brennan Park Fields and Lands Master Plan.
- Issue Request For Proposals for the District of Squamish Youth Services portfolio.
- Engage the 55+ Community on enhancing/expanding 55+ Recreation Programming at the Westwinds, The 55 Activity Centre and Brennan Park Recreation Centre.
- Dedicate Smoke Bluffs Park through a bylaw, and add the acquired Mamquam Blind Channel land to the Park.



NEIGHBOURHOOD CONNECTIVITY & PUBLIC SPACES



STRATEGIC PLAN ONGOING PRIORITIES

Natural Hazard Mitigation

- Initiate construction of the Xwu'nekw Park Sea Dike in 2021 once all federal and provincial permits have been secured. It is expected that construction will be completed in Spring 2022.

Marine Action Strategy Implementation

- Upon completion of the marine zoning update, undertake a marine water access study to address key marine access needs across users.
- Scope and initiate an ecosystem-based dredge management and funding strategy and a long-term Mamquam Blind Channel dredge maintenance program to assess dredging needs and funding options for navigational safety, access and marine gateway needs within the Mamquam Blind Channel.

Arts and Culture Programming

- Continue implementation of objectives, actions and tactics of the Arts Culture and Heritage Strategy (ACHS).
- Facilitate bi-annual ACHS sector meetings with local stakeholders and partners.

Active Transportation and Transit

- Allocate \$800k from Community Works Fund towards active transportation infrastructure improvements. 2022 amount to be equal or greater. Other sources of funds for active transportation include grant opportunities and Development Cost Charges.
- Complete Active and Safe Routes to School work with Skyridge Montessori and Squamish Waldorf Schools in summer 2021, and update data collection and new Best Routes maps for the six elementary schools who participated previously.
- Ongoing implementation of recommended actions from the School Travel Planning process, and supporting school into the future.

Emergency Management Planning

- Work with Squamish Nation to procure additional supplies to increase operational readiness for ESS, along with shipping containers to store supplies in strategic locations around Squamish. Public engagement on digital registration will be included in the 2021 public outreach campaign around the Sea to Sky Multimodal Evacuation plan.
- Test assumptions and processes in the Flood Response Plan through a large-scale functional exercise.
- Develop and roll out a public engagement strategy on the Sea to Sky Multimodal Evacuation Plan in 2021.
- Establish Neighborhood Support Hubs for Disaster Resilience.
- Fuel treatments around the airport are scheduled to take place in 2021 as part of the Community Wildfire Protection Plan. This is a higher risk area for wildfire and an important piece of critical infrastructure to be protected.

Youth (0-25)

- Issue Request for Proposals for youth programming.
- Launch Mayor's Youth Council in Fall 2021.
- Continue partnership work with child care agency partners to advance solutions for accessible and affordable child care creation as outlined in the Child Care Action Plan.
- Work to strengthen child care amenity policy and development guidelines.
- Continue advocacy for increased capital funding opportunities from the Province of B.C. in partnership with School District 48.



Marine Action Strategy Implementation

OPERATIONAL PLAN

Operational strategic goals that are foundational to day-to-day municipal service delivery and that are not reflected in Council's Strategic Plan.

People

- Develop a cost benefit analysis to confirm feasibility of moving forward with Worksafe BC Certificate Of Recognition requirements, as it is an extensive operational process that can add value, but requires significant documentation.

Effective Service

- Complete the District's technology transformation by implementing systems that offer online and mobile access for Business Licences, Development Permits, Recreation Services, Property Taxes, Utilities, Dog Licences and Municipal Ticketing. These services will be integrated into the District's enterprise resource planning tools for real-time visibility to operational and financial performance.
- Continue to grow our culture of continuous improvement by leveraging learnings through Covid-19 operational shifts, and establishing consistent process, feedback and communication systems.

Stewardship

- Complete Asset Management Plan in 2021 and create Financial Strategy to adequately fund District assets.
- Continue implementation of the Real Estate and Facilities Master Plan to work towards renewal and replacement of District facilities.
- Develop and implement an Open Data policy, procedures and practices following establishment of open data principles.
- Integrate Community Climate Action Plan Indicators into the Community Performance Monitoring Dashboard.
- Create public-facing reporting space within squamish.ca to showcase quarterly reporting.

Building Bridges

- Continue to provide cultural and historical training to new staff, and ongoing training to current staff.
- Implement Roadmap actions to lead organization in decolonization and implementation of the principles in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).
- Develop IDEA (Inclusion, Diversity, Equity and Access) Committee to address diversity within our organization and begin UNDRIP implementation planning for the organization and to support Council.
- Begin implementation of recommendations in the Siyich'em Reserve / Eagle Viewing Dike Master Plan and continue collaboration with Squamish Nation.
- Complete Jimmy Jimmy Slough Culvert replacement and begin re-watering the slough in 2022.
- Complete the Xwu'nekw Park Sea Dike project in 2022.
- Develop an Indigenous Cultural Humility in Emergency Response Training Program.
- Continue to create opportunities for First Nations employees to be connected to job postings at the District.
- Find new ways to partner with our community to deliver key services and amenities.



Infrastructure Improvements & Upgrades



2020 Capital Projects Highlights

Multiple projects are underway at the District of Squamish at any time of the year. To browse through current projects, visit our website.

\$1.175 MILLION 

ACTIVE TRANSPORTATION
IMPROVEMENTS

\$30,000 

FIRE HYDRANT
INSTALLATION

\$1 MILLION 

WATER
METER
INSTALLATIONS

\$5 MILLION 

NEW MAIN
FIRE HALL
VALLEYCLIFFE

\$205,000 

REPLACEMENT & ELECTRIFICATION OF
DOS FLEET VEHICLES

\$1.08 MILLION 

LANDFILL GAS
CAPTURE
& FLARE

\$300,000 

FLOOD PROTECTION
UPGRADES

\$110,000 

PIONEER
WAY EXTENSION

\$300,000 

WASTE WATER TREATMENT PLANT
REPAIR & REPLACEMENT

\$575,000 

BLOWER REPLACEMENT
& ENERGY EFFICIENCY UPGRADE

WASTE WATER
TREATMENT PLANT

\$500,000 

WASTE WATER TREATMENT PLANT
UPGRADE FOR FUTURE GROWTH

Working Together

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

Thank you to local mural artists Kyle LeGrow and Ben Mier who covered graffiti with art at the Carson Place skate park using leftover and donated paint, and the help of District staff who painted skate bowls blue.



The mini-pitch at Brennan Park Recreation Centre was upgraded from asphalt to artificial turf to improve safety and accessibility for year-round play.

Squamish Youth Soccer Association provided much of the \$75,000, cost with installation provided by the District.



Chevy
Adopted October 2020

Thank you to the Valleycliffe Elementary School students who brought a thoughtful donation of towels, blankets, and a pet store gift card to Animal Control as part of their Kindness Campaign.



OurSquamish painted a road mural on Eagle Run Drive as part of the Squamish Wind Festival 2020. The design was influenced by community response to the question "What does Brackendale mean to you?"



In partnership with Squamish Helping Hands, B.C. Housing and Landsea Camps, 49 temporary homes for Squamish's vulnerable residents were created in Xwu'nekw Park on Loggers Lane.



Thank you to everyone who joined us in February at the Community Climate Action Plan open house and helped explore actions to meet emission reduction targets by 2030.

Financial Statements and Reports



PERMISSIVE TAX EXEMPTIONS

Year ended December 31, 2020

	Value of Total Tax Exemption	Value of Municipal Tax Exemption
Alano Club of Squamish	\$5,372	\$3,826
BC Lions Society for Children with Disabilities	\$23,377	\$15,899
Church of Jesus Christ of Latter Day Saints	\$576	\$425
Church on 99	\$829	\$613
Federation Mountain Clubs BC	\$630	\$466
Howe Sound Women's Centre Society	\$10,707	\$8,205
Roman Catholic Archbishop of Vancouver	\$2,492	\$1,841
Royal Canadian Legion, Diamond Head Br #277	\$4,658	\$3,440
Sea to Sky Community Services	\$41,463	\$33,670
Sea to Sky Forest Centre Society	\$206	\$167
Sea to Sky Nordics	\$2,157	\$1,624
Squamish Baptist Church	\$2,242	\$1,656
Squamish Senior Citizens Home Society	\$50,015	\$34,017
Squamish Helping Hands Society	\$14,379	\$11,677
Squamish Sikh Society	\$1,735	\$1,282
Squamish Valley Golf Club	\$26,251	\$20,398
Synod of Diocese of New Westminster	\$1,940	\$1,433
Trustees of Squamish Jehovah's Witness	\$5,004	\$3,696
Trustees Of The Congregation Of The Squamish United Church	\$1,795	\$1,326
West Coast Railway Association	\$59,207	\$47,971
TOTAL	\$255,034	\$193,632

COMMUNITY ENHANCEMENT GRANTS

Year ended December 31, 2020

	2020 Budget	2020 Actual
BC Whippet Racing Club	\$4,000	\$0
Big Brothers of Greater Vancouver (Sea to Sky)	\$10,000	\$10,000
Brackendale Farmer's Institute	\$2,800	\$0
Cheakumus Foundation for Environmental Learning	\$2,000	\$2,000
Cutting Barriers Employment and Training Assn	\$10,000	\$10,000
Don Ross Middle School	\$55	\$0
Downtown Squamish Business Improvement Association	\$18,500	\$12,000
Firefighters	\$0	\$0
Howe Sound Secondary School	\$2,688	\$0
Howe Sound Women's Centre	\$16,000	\$10,000
Loggers Sports Association	\$5,849	\$0
Pride Squamish	\$4,000	\$0
Sea to Sky BCSPCA	\$3,500	\$3,500
Sea to Sky Community Services	\$3,000	\$3,000
Sea to Sky Nordics	\$5,000	\$5,000
Sea to Sky Singers	\$2,754	\$0
Skate Sea 2 Sky Club	\$2,500	\$0
Squamish Arts Council	\$22,400	\$20,400
Squamish Climate Action Network	\$8,000	\$8,000
Squamish Community Foundation	\$10,000	\$10,000
Squamish Elementary Outdoor Classroom First Nations	\$2,500	\$2,500
Squamish Environmental Conservation Society	\$3,000	\$3,000
Squamish Farmer's Market Association	\$3,000	\$3,000
Squamish Food Bank Society	\$15,000	\$15,000
Squamish Helping Hands Society	\$20,000	\$20,000
Squamish Hospice Society	\$10,000	\$10,000
Squamish Minor Hockey Association	\$4,000	\$4,000
Squamish Non-Profit Network	\$1,520	\$6,845
Squamish Pirates	\$2,934	\$0
Squamish Rebuild Society	\$4,500	\$2,500
Squamish Seniors Centre	\$4,584	\$2,400
Squamish Youth Triathlon	\$2,000	\$0
SORCA	\$85,000	\$85,000
Ocean Watch Task Force/ Tides Canada Initiatives	\$5,000	\$5,000
TOTAL	\$296,084	\$253,145

AUDITED FINANCIAL STATEMENTS

District of Squamish
Consolidated Financial Statements
For the year ended December 31, 2020



District of Squamish

December 31, 2020

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 4, 2021



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Fax: 604 932 3764
whistler@bdo.ca
www.bdo.ca

BDO Canada LLP
1200 Alpha Lake Road
Suite 202
Whistler BC V8E 0H6

Independent Auditor's Report

To the Mayor and Councillors of the District of Squamish

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, 2020, the Consolidated Statements of Change in Net Financial Assets, Operations, and Cash Flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the District as at December 31, 2020, and the results of its operations, change in net financial assets, and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

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

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

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

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



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

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

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

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

BDO Canada LLP

Chartered Professional Accountants

Whistler, British Columbia
May 4, 2021



District of Squamish
Consolidated Statement of Financial Position

December 31	2020	2019
Financial Assets		
Cash and cash equivalents (Note #3)	\$ 96,838,000	\$ 76,289,831
Investments (Note #4)	15,518,071	15,373,118
Accounts receivable (Note #5)	4,859,624	3,675,096
Debenture deposits (Note #6)	664,756	536,606
	117,880,451	95,874,651
Liabilities		
Accounts payable, accrued and other liabilities (Note #7)	20,066,100	15,334,738
Deferred revenue (Note #8)	25,900,125	24,408,312
Debt (Note #9)	33,268,668	23,873,602
Provision for solid waste landfill (Note #10)	4,482,724	4,195,700
Provision for post-employment benefits (Note #11)	1,452,300	1,244,500
	85,169,917	69,056,852
Net Financial Assets	32,710,534	26,817,799
Non-Financial Assets		
Tangible capital assets (Schedules 1 and 2)	314,611,308	270,818,973
Inventories	109,160	147,739
Prepaid expenses	237,503	226,509
	314,957,971	271,193,221
Accumulated Surplus (Note #12)	\$ 347,668,505	\$ 298,011,020
Commitments and contingencies (Note #13)		

Heather Boxrud, MBA, CPA, CGA
Chief Financial Officer

Karen Elliott
Mayor of Squamish

**District of Squamish
Consolidated Statement of Operations**

	Financial Plan		
For the year end December 31	2020	2020	2019
	(Note #14)		
Revenue (Schedule 3)			
Taxation (Note #15)	\$ 30,981,070	\$ 30,153,046	\$ 29,498,790
Other property levies (Note #15)	1,319,930	1,584,842	1,896,273
Utility user fees (Note #15)	15,746,100	16,511,027	15,604,844
Other revenue from own sources	2,342,207	1,368,882	2,464,014
Other fees and charges	3,227,933	3,850,634	3,082,125
Government transfers for operating (Note #16)	2,152,000	5,432,633	2,689,654
Investment income	1,463,429	1,797,361	2,336,400
	57,232,669	60,698,425	57,572,100
Expenses (Schedule 3)			
General Government	14,131,520	13,679,381	12,687,010
Protective Services	10,156,380	10,145,546	9,565,115
Transportation & Transit	6,706,522	5,748,636	5,842,112
Economic & Community Development	2,985,671	3,204,389	3,020,292
Parks, Recreation & Culture	5,938,955	5,727,790	6,469,297
Health, Social & Housing	199,800	128,349	165,716
Solid Waste Management	5,559,739	5,567,653	5,134,466
Water Services	3,777,031	3,503,710	3,347,208
Waste Water Services	4,531,020	4,339,751	3,879,404
	53,986,638	52,045,205	50,110,620
Annual surplus before other	3,246,031	8,653,220	7,461,480
Other (Schedule 3)			
Government transfers for capital (Note #16)	9,916,000	317,732	3,862,984
Developer cost charge capital revenues	4,841,500	596,148	2,672,620
Developer contributed assets	70,000	39,116,791	6,348,931
Gain (Loss) on disposal of tangible capital assets	-	549,235	(924,201)
Capital Connections	125,000	74,609	119,521
Other Capital revenues	-	349,750	38,049
	14,952,500	41,004,265	12,117,904
Annual Surplus	18,198,531	49,657,485	19,579,384
Accumulated Surplus, beginning of year	298,011,020	298,011,020	278,431,636
Accumulated Surplus, end of year	\$ 316,209,551	\$ 347,668,505	\$ 298,011,020

District of Squamish
Consolidated Statement of Change in Net Financial Assets

For the year end December 31	Financial Plan 2020 (Note #14)	2020	2019
Annual surplus	\$ 18,198,531	\$ 49,657,485	\$ 19,579,384
Acquisition of tangible capital assets	(45,631,700)	(14,212,832)	(19,644,332)
Contributed tangible capital assets	-	(38,671,263)	(5,780,646)
Amortization expense	6,910,000	9,086,011	7,203,754
(Gain) Loss on disposal of tangible capital assets	-	(549,235)	924,201
Proceeds on sale of tangible capital assets	-	554,984	12,710
	(38,721,700)	(43,792,335)	(17,284,313)
Other non-financial assets			
Decrease in inventory	-	38,579	7,308
(Increase) Decrease in prepaid expenses	-	(10,994)	48,256
	-	27,585	55,564
Change in net financial assets	(20,523,169)	5,892,735	2,350,635
Net financial assets, beginning of year	26,817,799	26,817,799	24,467,164
Net financial assets, end of year	\$ 6,294,630	\$ 32,710,534	\$ 26,817,799



District of Squamish
Consolidated Statement of Cash Flows

For the year end December 31	2020	2019
Cash provided by (used in)		
Operating transactions		
Annual surplus	\$ 49,657,485	\$ 19,579,384
Non-cash items included in annual surplus		
Amortization	9,086,011	7,203,754
Contributed tangible capital assets	(38,671,263)	(5,780,646)
(Gain) Loss on disposal of tangible capital assets	(549,235)	924,201
Provision for post employment benefit	207,800	96,200
Development cost charge revenue recognized	(596,148)	(2,672,620)
Other deferred revenue recognized	(289,693)	124,078
Earnings on debt sinking funds (actuarial adjustment)	(740,877)	(647,091)
Provision for landfill closure	287,025	1,108,355
Changes in other non-cash working capital	3,446,267	(327,132)
	21,837,372	19,608,483
Investing transactions		
Increase in investments	(144,952)	(15,126,053)
	(144,952)	(15,126,053)
Capital transactions		
Acquisition of tangible capital assets	(14,212,832)	(19,644,332)
Proceeds from sale of tangible capital assets	554,984	12,710
	(13,657,848)	(19,631,622)
Financing transactions		
Development cost levies received, including interest	2,377,653	3,430,976
Proceeds of long-term debt	13,943,927	2,090,699
Capital leases	90,636	(31,116)
Short-term loans	(2,062,370)	-
Debt principal repaid	(1,836,249)	(1,653,877)
	12,513,597	3,836,682
Increase (Decrease) in cash	20,548,169	(11,312,510)
Cash and cash equivalents, beginning of year	76,289,831	87,602,341
Cash and cash equivalents, end of year	\$ 96,838,000	\$ 76,289,831
Supplemental information:		
Interest paid	\$ 1,070,577	\$ 1,076,393

Notes to the Consolidated Financial Statements

December 31, 2020

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

1. Status of The District of Squamish

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

2. Significant accounting policies

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

Basis of consolidation

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

I) Consolidated entities

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

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

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

II) Squamish District Community Pool

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

Basis of accounting

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

District of Squamish

Basis of accounting (continued)

I) Fund accounting

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

II) Segment disclosure

The District also 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.

Cash equivalents

Cash equivalents consist of deposits in Bank of Nova Scotia High Interest Plan. These investments are highly liquid and are readily convertible to known amounts of cash.

Investments

The District's investments are held in term deposits with an accredited Canadian Financial Institution. Funds held by the District for the SLRD are not included in the consolidated financial statements.

The District consolidates SSC's interest in a limited partnership. This investment is recorded at nominal value because the fair value of this interest is not determinable.

Deferred revenue

Government transfers, contributions and other amounts are received from third parties pursuant to legislation, regulation, or agreement. They may only be used in the conduct of certain programs, in the completion of specific work or for the acquisition and construction of tangible capital assets. In addition, certain user fees and development cost levies ("DCL") or 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 adjustments, in accordance with Municipal Finance Authority ("MFA").

Contaminated sites

Governments are required to accrue a liability for the costs to remediate a contaminated site. The District recognizes a liability 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.

Management has assessed its potential liabilities, including sites that are no longer in productive use and sites for which the District has responsibility. There are no sites that have contamination in excess of an environmental standard which requires remediation at this time. Therefore, no liability has been recognized in these financial statements.

Solid waste landfill

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

Employee future benefits

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

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

District of Squamish

Non-Financial assets

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

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

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, & 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 accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

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

Inventories

Inventories held for consumption 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.

District of Squamish

Tax revenues

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

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

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

Government transfers

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

If stipulations give rise to an obligation that meets the definition of a liability, the resulting liability is deferred in the consolidated financial statements and recognized in the statement of operations as the stipulation liabilities are settled.

Other revenues

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

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

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

Estimates

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

Contingent Liabilities

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

Financial plan

The 2020 financial plan is included on the consolidated statements of operations and accumulated surplus and change in net financial assets. The budget is compiled from the District Council approved operating budget, adjusted for consolidated entities (Note #14).

District of Squamish

3. Cash and cash equivalents

	2020	2019
Cash	\$ 93,575,131	\$ 47,843,494
Cash equivalents	3,164,983	28,327,174
Cash held by civic corporations	97,886	119,163
	\$ 96,838,000	\$ 76,289,831

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 BNS Prime Rate + 0.046% (2019 - BNS Prime Rate + 0.46%)

Cash Equivalents are comprised of BNS" Notice Plan" deposits which accrue interest at a rate of 0.96% (2019 - 2.46%) and requires 20 days notice to liquidate.

4. Investments

	2020	2019
Term Deposits	\$ 15,239,414	\$ 15,109,698
Investments held by civic corporations	278,657	263,420
	\$ 15,518,071	\$ 15,373,118

Investments are comprised of cashable term deposit with maturity dates between September 2021 and September 2022 and earning interest between 1.06% and 2.56% (2019 - between 2.35% and 2.58%)

5. Accounts receivable

	2020	2019
Property taxes	\$ 1,863,738	\$ 1,218,163
Government transfers	333,774	383,233
Utilities	983,500	707,914
GST	499,836	642,744
Trade accounts and other	1,191,727	729,406
Allowance for doubtful accounts	(12,951)	(6,364)
	\$ 4,859,624	\$ 3,675,096

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

The District, as a local government, receives goods and services tax (GST) rebates and claims 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:

	2020	2019
General	\$ 429,999	\$ 341,715
Solid waste	71,028	22,017
Water	81,339	92,145
Waste water	82,390	80,729
	\$ 664,756	\$ 536,606

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

7. Accounts payable, accrued and other liabilities

	2020	2019
Accrued liabilities and trade liabilities	\$ 14,434,569	\$ 9,670,739
Wages and benefits payable	1,357,069	1,014,644
Accrued interest payable	226,664	196,736
Other liabilities	4,047,798	4,452,619
	\$ 20,066,100	\$ 15,334,738

8. Deferred revenue

	2020	2019
Development cost levies, beginning of year	\$ 20,302,185	\$ 19,543,829
Contributions	2,062,557	2,787,826
Interest earned	370,831	643,150
Expenditures	(704,732)	(2,672,620)
Transfers	52,850	-
Development cost levies, end of year	22,083,691	20,302,185
Other deferred revenue	3,816,434	4,106,127
	\$ 25,900,125	\$ 24,408,312

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

District of Squamish

9. Debt

The District's debt by specific by-law:

Fund	Maturity year	Interest rate	Purpose	By-law	2020	2019
General						
	2025	n/a	Capital Leases	n/a	\$ 106,086	\$ 15,450
	2022	1.75	Police Building	1679	731,099	1,070,750
	2026	1.75	Forestry Building	1917	1,069,497	1,224,535
	2027	4.82	Business Park	1945	1,393,048	1,562,638
	2029	4.90	Business Park	2029	1,586,604	1,730,760
	2031	4.20	Arena Roof	2064	457,629	490,257
	2031	4.20	Roads & Drainage	2051	717,576	768,737
	2022	2.90	Facilities	2137	125,682	184,921
	2027	2.90	General Capital Works	2166	733,766	823,095
	2023	3.85	General Capital Works	2166	151,592	198,286
	2023	3.85	Facilities	2137	40,861	53,447
	2033	3.85	General Capital Works	2208	340,176	359,849
	2023	3.85	General Capital Works	2208	146,089	191,089
	2023	3.85	Parks Capital Works	2214	61,949	81,031
	2031	3.64	Dike Construction and Rehabilitation	2051	272,579	286,907
	2029	3.00	Flood Protection	2166	75,370	82,218
	2024	3.00	Systems & Equipment	2208	50,688	62,165
	2029	3.00	Bridge, Flood Protection, Arena Lighting	2208	557,336	607,974
	2029	3.00	Bridge	2282	231,922	252,994
	2035	2.75	General Capital Works	2051	82,061	86,170
	2030	2.75	General Capital Works	2331	39,627	42,890
	2030	2.75	General Capital Works	2282	483,367	523,176
	2031	2.10	General Capital Works	2051	434,504	467,440
	2022	1.95	General Capital Works	2208	112,852	166,825
	2032	3.15	General Capital Works	2282	530,102	566,367
	2027	3.15	General Capital Works	2392	130,298	146,808
	2033	3.20	General Capital Works	2530	286,738	304,563
	2023	2.90	General Capital Works	2534	191,709	251,926
	2029	2.24	General Capital Works	2533	460,995	505,051
	2025	0.91	General Capital Works	2331	681,887	-
	2030	0.91	General Capital Works	2392	1,702,738	-
	2030	0.91	General Capital Works	2444	1,262,626	-
	2030	0.91	General Capital Works	2600	1,071,717	-
	2030	0.91	General Capital Works	2687	358,986	-
	2035	0.91	General Capital Works	2536	777,763	-
	2035	0.91	General Capital Works	2599	580,808	-
	2040	0.91	General Capital Works	2465	1,650,300	-
					\$ 19,688,627	\$ 13,108,319

District of Squamish

9. Debt (continued)

Fund	Maturity year	Interest rate	Purpose	By-law	2020	2019
Solid Waste						
	2025	2.75	Landfill Capital Projects	2137	\$ 111,126	\$ 131,149
	2023	3.85	Landfill Capital Projects	2137	64,369	84,196
	2022	2.90	Landfill Capital Projects	2137	30,756	45,252
	2029	2.24	Landfill Capital Projects	2535	1,447,331	1,585,648
	2025	0.91	Landfill Vertical Expansion	2535	3,310,901	-
	2025	0.91	Landfill Vertical Expansion	2691	1,521,978	-
					\$ 6,486,461	\$ 1,846,245
Water						
	2020	6.45	Powerhouse Springs	1572	\$ -	\$ 80,393
	2027	4.82	Water Systems	1944	186,208	208,877
	2032	2.90	Water Systems	2167	218,442	232,421
	2029	4.90	Water Systems	2052	360,351	393,091
	2032	2.90	Water Systems	2138	176,663	187,968
	2031	4.20	Water Capital Works	2052	380,114	407,215
	2028	3.85	Water Capital Works	2209	515,676	569,489
	2023	3.85	Watermain Replacement	2167	105,999	138,649
	2029	3.00	PRV, Meters, Stations, Mains	2167	136,127	148,495
	2029	3.00	Watermain Replacement	2209	237,056	258,595
	2029	3.00	Water Capital Works	2283	599,416	653,879
	2030	2.75	Water Capital Works	2283	139,134	150,593
	2022	1.95	Water Capital Works	2209	93,608	138,377
	2032	3.15	Water Capital Works	2445	421,117	449,926
	2040	0.91	Water Capital Works	2393	701,382	-
	2035	0.91	Water Capital Works	2532	322,840	-
					\$ 4,594,133	\$ 4,017,968
Waste Water						
	2024	2.40	WWTP Mamquam	1756	\$ 836,536	\$ 1,021,381
	2028	4.65	Sewer Mains	1977	320,540	353,989
	2032	2.90	Trunk Sanitary Sewer Mains	2156	327,813	348,791
	2033	3.85	Sewer Capital Works	2168	140,095	148,197
	2029	3.00	Sanitary Sewer Trunk Line	2156	97,168	105,996
	2029	3.00	Centrifuge, Trunk, Lift Station, Crane	2211	181,487	197,977
	2030	2.75	Sewer Capital Works	2211	551,628	597,059
	2022	1.95	Sewer Capital Works	2211	44,180	65,310
					\$ 2,499,447	\$ 2,838,700
Other						
	temporary		Arena Slab Upgrade	2543	-	1,167,124
	temporary		Technology Project	2544	-	303,030
	temporary		Tantalus Firehall Upgrade	2545	-	592,216
					\$ -	\$ 2,062,370
					\$ 33,268,668	\$ 23,873,602

Debt includes actuarial additions, which represent projected earnings on the sinking fund deposits. The actuarial additions are \$7,982,649 in 2020 (2019 - \$7,634,943).

District of Squamish

9. Debt (continued)

Debt (sinking fund contributions on existing MFA loans) to be retired over the next five years, segregated by fund / other are as follows:

	2021	2022	2023	2024	2025	2026+	2026+ Post Actuarial
General	\$ 1,902,735	\$ 1,796,649	\$ 1,552,571	\$ 1,396,615	\$ 1,387,181	\$ 6,550,433	\$ 5,102,443
Solid Waste	1,115,787	1,115,787	1,104,770	1,089,098	1,089,098	553,267	418,654
Water	344,200	344,200	302,000	276,196	276,196	1,662,196	1,389,145
Waste Water	213,303	213,303	193,386	193,386	104,473	509,189	1,072,407
	\$ 3,576,025	\$ 3,469,939	\$ 3,152,727	\$ 2,955,295	\$ 2,856,948	\$ 9,275,085	\$ 7,982,649

Authorized but unissued debt is \$6,596,238 in 2020 (2019 - \$17,231,599)

10. Provision for solid waste landfill

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

The liability is calculated based on the ratio of cumulative usage to total capacity of the site by volume and the discounted estimated future cash flows associated with closure and post closure activities. An estimate for inflation is incorporated into the calculation. Cash flows are discounted at 2.76% (2019 - 3.74%) per annum and inflation is estimated at 2.76% (2019 - 3.27%) per annum.

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

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

As of December 31, 2020 the total capacity of the landfill after the expansion is estimated at 835,010 cubic meters. Assuming this total capacity, the current remaining capacity of the landfill site is estimated at 134,542 cubic meters (2019 – 155,356 cubic meters) which is 16.1% (2019 – 18.6%) of the site's total planned capacity after the expansion.

The total discounted future cash flows for closure and post closure costs are estimated at \$4,482,724 as at December 31, 2020 (2019 - \$4,195,700). The landfill is expected to reach capacity by 2028.

The estimated total net present value of the estimated expenditure for closure and post-closure care is \$5,343,741 of which \$816,017 remains to be recognized.

District of Squamish

11. Provision for post-employment benefits

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

	2020	2019
Liability, beginning of year	\$ 1,244,500	\$ 1,148,300
Current service cost	214,200	99,400
Interest cost	45,400	36,500
Benefit payments	(92,100)	(35,000)
Amortization of net actuarial gain	40,300	(4,700)
Liability, end of year	\$ 1,452,300	\$ 1,244,500

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. 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 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, 2020. The total expense recorded in the financial statements in respect of obligations under the Plan amounts to \$299,900 (2019 - \$131,200).

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

	2020	2019
Accrued benefit obligation, end of year	\$ 1,922,300	\$ 1,753,300
Unamortized gain	(470,000)	(508,800)
Liability, end of year	\$ 1,452,300	\$ 1,244,500

The most recent actuarial valuation of the District's employee future benefits was completed as at December 31, 2019 (updated in 2020). The significant actuarial assumptions adopted in measuring the District's accrued benefit obligation are as follows:

	2020	2019
Discount rates	1.90%	2.50%
Expected future inflation	1.90%	2.50%
Expected wage and salary	2.5 to 3.5%	2.5 to 3.5%

District of Squamish

12. Accumulated surplus

	2020	2019
Unappropriated surplus	\$ 5,415,191	\$ 2,776,805
Appropriated surplus		
Non-statutory reserves	10,231,589	6,527,372
Statutory reserves	50,679,085	41,761,473
	66,325,865	51,065,650
Investment in tangible capital assets	281,342,640	246,945,370
	\$ 347,668,505	\$ 298,011,020

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

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

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

13. Commitments and contingencies

(a) Litigation

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

As at December 31, 2020, there were legal claims in various stages of litigation for which management is unable to determine the outcome. The outstanding claims are not expected to result in a material loss to the District. As such, no provision has been made in the financial statements for these claims. Losses, if any, resulting from these actions will be recorded in the period the loss becomes likely and can be reasonably estimated.

(b) Municipal Pension Plan

The District and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing Plan members and employers, is responsible for administering the Plan, including investment of assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2020, the Plan has about 213,000 active members and approximately 106,000 retired members. Active members include approximately 41,000 contributors from local governments.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the 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.

District of Squamish

(b) Municipal Pension Plan (continued)

The most recent valuation as at December 31, 2018 indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

In 2020, the District paid \$1,531,938 (2019 - \$1,389,743) for employer contributions and employees contributed \$1,336,833 (2019 - \$1,208,501) to the Plan.

The next valuation will be as at December 31, 2021 with results available in 2022.

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

(c) Demand notes

The District issues its debt instruments through the MFA. The District also executes demand notes in connection with each debenture whereby the District may be required to loan amounts to the MFA. These demand notes are contingent in nature and are not reflected in the consolidated financial statements.

(d) Squamish Oceanfront front ender and municipal share agreements

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

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

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

14. Financial Plan

For 2020, the financial plan amounts presented throughout the consolidated financial statements are based on the budget (referred to as the Financial Plan bylaw 2736 in the legislation) adopted by Council on February 18, 2020. The financial plan does not include certain revenues for transfers from reserves and internal sources, and debt proceeds. The financial plan amounts are presented on a consolidated basis and include civic corporations.

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

	Financial Plan Adjustments As Presented		
<u>Revenues</u>			
Departmental revenues	\$ 57,420,669	\$ (188,000)	\$ 57,232,669
<u>Expenses</u>			
Departmental expenses	53,986,638	-	53,986,638
Annual surplus before other	\$ 3,434,031	\$ (188,000)	\$ 3,246,031
Other	14,134,500	818,000	14,952,500
Annual Surplus	\$ 17,568,531	\$ 630,000	\$ 18,198,531

District of Squamish

15. Taxation and utility revenues

Collection for District

The following shows the collections in 2020 for District purposes, including applicable civic corporations:

	Financial Plan	2020	2019
Taxation			
General property levies	\$ 30,889,500	\$ 30,059,221	\$ 29,407,253
Business improvement area	91,570	93,825	91,537
	30,981,070	30,153,046	29,498,790
Other property levies			
Grants-in-lieu of property levies	725,100	777,232	759,354
Hotel tax	-	286,662	536,396
1% utility revenue	294,830	295,841	293,435
Penalties and interest on property levies	300,000	225,107	307,088
	1,319,930	1,584,842	1,896,273
	32,301,000	31,737,888	31,395,063
Utility user fees			
Water	4,848,000	5,157,467	4,793,620
Waste water	6,070,000	6,534,642	6,315,078
Solid waste	4,828,100	4,818,918	4,496,146
	15,746,100	16,511,027	15,604,844
	\$ 48,047,100	\$ 48,248,915	\$ 46,999,907

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:

	2020	2019
Province of BC School Taxes	\$ 10,586,233	\$ 12,600,081
BC Assessment Authority	436,001	396,492
Municipal Finance Authority	1,908	1,846
Squamish-Lillooet Regional District	1,854,764	1,735,219
Sea to Sky Regional Hospital District	278,752	283,397
	\$ 13,157,658	\$ 15,017,035

District of Squamish

16. Government transfers and other contributions

	2020	2019
Operating		
Federal	\$ 876,814	\$ 1,707,571
Provincial	4,395,409	831,060
Other	160,410	151,023
Total operating	5,432,633	2,689,654
Capital		
Provincial	\$ 262,732	\$ 3,807,984
Other	55,000	55,000
Total capital	317,732	3,862,984
	\$ 5,750,365	\$ 6,552,638

17. Trusts

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

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

Cemetery Care Fund financial position as at December 31, 2020:

	2020	2019
Financial Assets		
Investments	\$ 261,181	\$ 249,076
Liabilities		
Cemetery care fund	\$ 261,181	\$ 249,076

District of Squamish

18. Segmented information

The District is a diversified municipal government that provides a wide range of services to its citizens, including General Government; Protective Services; Transportation and Transit; Economic and Community Development; Recreation, Parks, Trails and Library; Public Health; Water, Waste Water and Solid Waste Utilities. For management reporting purposes, the Corporation'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 corporations, Squamish Sustainability Corporation have been consolidated into this function for reporting purposes.

Recreation, Parks, Trails and Library

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

Public Health

Public health service is comprised of the municipal cemetery services.

Water and Waste Water Utilities

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

Solid Waste Utility

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

19. Comparative figures

The comparative figures have been reclassified to conform with the consolidated financial statement format adopted in the current year.

20. COVID - 19

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

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

District of Squamish
Schedule 1 - Tangible capital assets

For the year end December 31 2020		Land	Land Improvements	Buildings	Furniture, Vehicles and Equipment	Transportation Infrastructure	Solid Waste Infrastructure	Water Infrastructure	Waste Water Infrastructure	Assets under Construction	2020 Actual
COST											
Opening Balance		\$ 61,346,098	\$ 35,932,333	\$ 41,756,619	\$ 19,782,814	\$ 92,793,955	\$ 11,778,487	\$ 60,995,656	\$ 60,006,637	\$ 9,466,192	\$ 393,858,791
Add: Additions		10,168,477	9,874,815	281,531	2,119,922	15,630,595	1,042,544	6,916,433	7,370,399	4,455,305	57,860,021
Less: Disposals		-	-	-	(478,353)	-	-	-	-	-	(478,353)
Add: Transfers		-	-	-	-	-	-	-	-	(4,904,678)	(4,904,678)
Less: Writedowns		-	-	-	-	-	-	-	-	(71,249)	(71,249)
Closing Balance		71,514,575	45,807,148	42,038,150	21,424,383	108,424,550	12,821,031	67,912,089	67,377,036	8,945,570	446,264,532
ACCUMULATED AMORTIZATION											
Opening Balance		-	9,277,679	19,798,026	9,666,027	39,311,652	2,075,042	20,002,382	22,909,010	-	123,039,818
Add: Amortization		-	849,962	847,000	1,630,050	2,395,092	1,119,293	1,092,498	1,152,116	-	9,086,011
Less: Acc Amortization on Disposals		-	-	-	(472,605)	-	-	-	-	-	(472,605)
Add: Transfers		-	-	-	-	-	-	-	-	-	-
Less: Writedowns		-	-	-	-	-	-	-	-	-	-
Closing Balance		-	10,127,641	20,645,026	10,823,472	41,706,744	3,194,335	21,094,880	24,061,126	-	131,653,224
Net Book Value, year ended 2020		\$ 71,514,575	\$ 35,679,507	\$ 21,393,124	\$ 10,600,911	\$ 66,717,806	\$ 9,626,696	\$ 46,817,209	\$ 43,315,910	\$ 8,945,570	\$ 314,611,308

District of Squamish
Schedule 2 - Tangible Capital Assets

For the year end December 31 2019		Land	Land Improvements	Buildings	Furniture, Vehicles and Equipment	Transportation Infrastructure	Solid Waste Infrastructure	Water Infrastructure	Waste Water Infrastructure	Assets under Construction	2019 Actual
COST											
Opening Balance		\$ 60,498,903	\$ 29,292,523	\$ 41,764,619	\$ 16,507,258	\$ 89,297,207	\$ 5,424,145	\$ 56,682,093	\$ 57,337,933	\$ 12,667,598	\$ 369,472,279
Add: Additions		847,195	6,306,706	82,600	3,335,836	4,421,733	6,354,342	3,854,475	3,423,535	4,945,458	33,571,880
Less: Disposals		-	-	-	(177,664)	-	-	-	-	-	(177,664)
Add: Transfers		-	323,491	(90,600)	426,467	(232,891)	-	584,362	(1,010,829)	(8,146,864)	(8,146,864)
Less: Writedowns		-	9,613	-	(309,083)	(692,094)	-	(125,274)	255,998	-	(860,840)
Closing Balance		61,346,098	35,932,333	41,756,619	19,782,814	92,793,955	11,778,487	60,995,656	60,006,637	9,466,192	393,858,791
ACCUMULATED AMORTIZATION											
Opening Balance		-	8,556,084	18,938,259	8,923,606	37,031,109	1,693,394	18,967,797	21,827,368	-	115,937,617
Add: Amortization		-	-	844,862	998,298	2,277,673	381,648	997,418	999,101	-	7,203,754
Less: Acc Amortization on Disposals		-	-	-	(173,232)	-	-	-	-	-	(173,232)
Add: Transfers		-	-	-	-	-	-	-	-	-	-
Less: Writedowns		-	16,841	14,905	(82,645)	2,870	-	37,167	82,541	-	71,679
Closing Balance		-	9,277,679	19,798,026	9,666,027	39,311,652	2,075,042	20,002,382	22,909,010	-	123,039,818
Net Book Value, year ended 2019		\$ 61,346,098	\$ 26,654,654	\$ 21,958,593	\$ 10,116,787	\$ 53,482,303	\$ 9,703,445	\$ 40,993,274	\$ 37,097,627	\$ 9,466,192	\$ 270,818,973

	Economic & Community Development										FY 2019	
	General Government 10	Protective Services 20	Transportation & Transit 30	Community Development 40	Parks Recreation Culture 50	Health Social & Housing 60	Solid Waste Management 70	Water Services 80	Waste Water Services 90	FY 2020	FY 2019	
For the year end December 31												
Revenue												
Taxation (Note #15)	\$ 30,153,046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,153,046	\$ 29,498,790	
Other property levies (Note #15)	1,298,180	-	-	286,662	-	-	-	-	-	1,584,842	1,896,273	
Utility user fees (Note #15)	-	-	-	-	-	-	4,818,918	5,157,467	6,534,642	16,511,027	15,604,844	
Other revenue from own sources	31,780	55,118	700,612	164,313	388,297	27,762	-	1,000	-	1,368,882	2,464,014	
Other fees and charges	1,030,872	1,544,515	222,128	580,371	(5,975)	3,465	262,684	232,466	108	3,850,634	3,082,125	
Government transfers for operating (Note #16)	997,160	4,095,390	123,709	166,155	50,219	-	-	-	-	5,432,633	2,689,654	
Investment income	1,526,162	-	-	-	5,548	-	10,891	127,149	127,611	1,797,361	2,336,400	
	35,037,200	5,695,023	1,046,449	1,177,501	438,089	31,227	5,092,493	5,518,082	6,662,361	60,698,425	57,572,100	
Expenses												
Payroll and benefits	5,635,212	4,109,205	3,554,862	1,822,901	3,923,724	34,642	167,354	796,686	638,875	20,683,461	19,324,852	
Operating expenses	2,117,987	5,932,002	2,104,791	1,224,398	1,698,100	93,707	4,217,882	1,425,134	2,391,146	21,205,157	22,505,621	
Debt service - interest	313,096	104,339	88,982	147,059	6,971	-	63,124	189,391	157,614	1,070,576	1,076,393	
Amortization expense	5,613,078	-	-	10,030	98,995	-	1,119,293	1,092,498	1,152,117	9,086,011	7,203,754	
	13,679,383	10,145,546	5,748,635	3,204,388	5,727,790	128,349	5,567,653	3,503,709	4,339,752	52,045,205	50,110,620	
Annual surplus (deficit) before Other	21,357,817	(4,450,523)	(4,702,186)	(2,026,887)	(5,289,701)	(97,122)	(475,160)	2,014,373	2,322,609	8,653,220	7,461,480	
Other												
Government transfers for capital (Note #16)	-	-	317,732	-	-	-	-	-	-	317,732	3,862,984	
Developer cost charge capital revenues	-	-	64,278	-	-	-	-	322,797	209,073	596,148	2,672,620	
Developer contributed assets	32,270,231	-	-	445,528	-	-	-	3,173,963	3,227,069	39,116,791	6,348,931	
Gain (Loss) on disposal of tangible capital assets	551,345	-	-	-	(2,110)	-	-	-	-	549,235	(924,201)	
Capital Connections	-	-	-	-	-	-	-	63,862	10,747	74,609	119,521	
Other Capital revenues	-	125,356	166,455	-	-	-	-	43,184	14,755	349,750	38,049	
	32,821,576	125,356	548,465	445,528	(2,110)	-	-	3,603,806	3,461,644	41,004,265	12,117,904	
Annual Surplus (Deficit)	\$ 54,179,393	\$ (4,325,167)	\$ (4,153,721)	\$ (1,581,359)	\$ (5,291,811)	\$ (97,122)	\$ (475,160)	\$ 5,618,179	\$ 5,784,253	\$ 49,657,485	\$ 19,579,384	

District of Squamish
Schedule 4 - Continuity of reserves

Reserve Fund Transactions	Balance, beginning of year	Contributions	Investment Income	Expenditures	Transfers	Balance, end of year 2020	Balance, end of year 2019
Sinking Fund Surplus - General	\$ 288,905	\$ -	\$ 5,100	\$ -	-	\$ 294,005	\$ 288,905
Sinking Fund Surplus - Water	613,805	-	10,830	-	-	624,635	613,805
Sinking Fund Surplus - Waste Water	720,947	-	12,730	-	-	733,677	720,947
Land Sale - BL720	11,653,003	-	205,600	(11,445)	-	11,847,158	11,653,003
Equipment Replacement	5,806,051	905,500	105,350	(496,229)	-	6,320,672	5,806,051
Community Works Fund	4,997,727	876,814	85,270	(1,173,583)	-	4,786,228	4,997,727
Capital Rehab - General	5,921,189	2,475,950	108,670	(1,508,931)	(671,406)	6,325,472	5,921,189
Capital Rehab - Water	2,444,451	2,408,965	95,050	(1,177,398)	1,472,766	5,243,834	2,444,451
Capital Rehab - Waste Water	5,152,875	2,950,610	170,880	(1,083,807)	2,740,247	9,930,805	5,152,875
Capital Rehab - Solid Waste	1,492,341	379,685	29,910	-	24,484	1,926,420	1,492,341
Offstreet Parking	468,702	78,000	8,960	-	-	555,662	468,702
Alternative Transportation BL 2553	-	330,000	2,910	-	-	332,910	-
Affordable Housing BL1951	1,091,227	163,120	20,700	-	-	1,275,047	1,091,227
Carbon Neutral BL2079	202,111	33,470	3,220	(72,988)	-	165,813	202,111
Vanoc Legacy BL2101	7,470	-	130	-	-	7,600	7,470
Parkland in Lieu	690,584	-	6,410	(655,345)	-	41,649	690,584
Corridor Trail MOU	207,039	-	3,650	-	-	210,689	207,039
Environmental Reserve Fund BL 2640	3,046	-	(46)	-	(3,000)	-	3,046
General Operating Reserve BL 2788	-	600,000	198,410	(61,601)	(680,000)	56,809	-
Total	\$ 41,761,473	\$ 11,202,114	\$ 1,073,734	\$ (6,241,327)	\$ 2,883,091	\$ 50,679,085	\$ 41,761,473

The following schedule has been prepared as supplementary information and is not audited or covered by the Independent Auditor's Report

District of Squamish
Schedule 5 - COVID - 19 Safe Restart Grant for Local Governments

For the year ended December 31	2020 Actual
Revenue shortfalls	\$ 734,823
Facility reopening and operating costs	93,233
Emergency planning and response costs	113,509
Computer and other electronic technology costs (to improve interconnectivity and virtual communications)	52,757
Services for vulnerable persons	3,732
Other related costs	219,368
	\$ 1,217,422

Engaging with @Squamishtown

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