SQUAMISH

REPORT TO:	Council	FOR:	Special Council Meeting
REPORT FROM:	Financial Services		
PRESENTED:	October 29, 2024	FILE:	
SUBJECT:	2025-2029 Financial Plan – Tying It All Together		

Recommendation:

THAT Council direct Staff to proceed with the Budget Open House on November 7, 2024, referencing the draft 2025-2029 Financial Plan as presented in the report from Financial Services date October 29, 2024.

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1. **Objective:**

   The objective of this report is to present a medium-term (five year) planning focus for the District of Squamish General and Utility Funds which will provide greater transparency, stability, and oversight to the financial planning process.

2. **Background:**

   This report and supporting schedules (Attachments 1-6) outline the expense requirements of the District, along with revenue requirements needed to fund these expenses. The report establishes all five years of the Financial Plan in order to provide a medium-term view of the District's operating costs, capital plan, tax rate and utility rate impacts. This report also incorporates changes or revisions requested by Council during the budget workshop and deliberation process.

   Based on Council's direction, the 2025-2029 Financial Plan will be updated and Communications will use this information to prepare documents to share with the public during November to seek feedback, including at the Budget Open House on November 7, 2024.

   General Fund:

   Changes to the General Fund operating budget are presented according to the following categories:

   Pre-Committed Changes (Non-Discretionary) - Items that are commitments as a result of prior Council financial planning decisions that have impacts on the current financial plan or increased revenues or expenditures that are bound by legal contract, inflationary cost increases, change in legislation or a result of provincial or federal contract changes. Pre-Committed Costs are categorized into Pre-Committed Revenues (increases and reductions in revenue) Pre-Committed Operating Expenses Changes (increases and reductions in expenses) and Debt Servicing (net debt increase or reduction in financing costs) as a result of pre-committed capital expenditures that are funded by borrowing.

Service Level Changes – Service Level Changes are additional operating costs added to the base operating budget. They are categorized into three categories: Service Level Increases, Service Level Maintenance and Service Level Opportunities; further details are outlined in the accompanying Package Guide.

Special Operating Projects – Cost changes associated with special operating projects. Special Operating Projects are one-time, limited funding or non-recurring projects outside of the District's regular service operations.

Asset Management Reserve Funding Strategy – The District's 2022 Asset Management Plan (AMP) highlights the necessary contributions to Capital Reserves to save for future asset replacement using a metric called Average Annual Lifecycle Investment (AALCI). The AALCI calculates the average annual contribution to reserve, including combined interest earned that will be required to pay for the future replacement of the asset. In September 2023, Council endorsed the Asset Management Reserve Funding Strategy (AMRFS) which included the AMP recommendations and incorporated additional capital requirements included in the 2023-2027 financial plan to provide a target reserve contribution strategy that would work towards sufficient and sustainable reserves for a long-term capital program. Capital costs continue to increase and new capital projects are added to the capital plan, as such, it is prudent to update the AMRFS every two - three years and it is best practice to update the Asset Management Plan every five years.

Tax Stabilization – Is the utilization of savings from the prior years to smooth in tax impacts in a subsequent year when that fiscal is facing larger than usual cost pressures such as debt servicing of facility investment, spikes in inflation, labour contract negotiations or other large cost scenarios. If not utilized for tax stabilization, savings will be put into General Operating Reserve for future use. The District's General Operating Reserve minimum target is $9.5M.

Non-Market Change – Non-Market Change (NMC) is the addition or removal of assessment properties (folios) to the tax roll (entire list of all taxable properties) across all tax classes. Development is the primary driver of increases in NMC, however NMC could be a result of a property tax exemption changes or additional industries being added or removed from the tax roll.

Tax Impacts - The tax impact % and tax impact $ per residential average resident (as defined in the Package Guide) are indicated in the schedules. For the General Fund Tax Revenue Requirement Changes schedule, the 2024 average residential property assessment values and the 2024 residential mill rate are utilized.

Utility Funds:

The District Utility budgets are grouped together for presentation to differentiate them from the General Fund that is supported by taxes. The District has three utilities: Water, Wastewater and Solid Waste and are considered separate and distinct funds which generate revenues through rates and contain their own capital reserves. Utility rates are adopted in December and become effective in January, unlike tax rates which are adopted in May and billed in June.

3. Project Information:

2025-2029 General Fund

The General Fund Operating Budget incorporates Pre-Committed and Service Level Changes presented to Council on October 8, 2024 (summarized in Attachment 1).

Total Pre-Committed Costs change, in 2025 is $2.9M which represents a 6.8% tax impact and approximately $177 to the average residential taxpayer. For further information on 2025 budget amounts, tax impact percentage and tax impact dollar amount per residential taxpayer refer to the budget package included in attachment 1. Notable changes include:

- *Annualization of Prior Year Service Level Changes ($384K)*: costs for service level changes approved and budgeted in the prior year. Whenever possible, the District will smooth the taxpayer impact over two years by delaying hiring or service until part way through the year, rather than for the full year.
- *Labour and Benefit Contract Increases ($771K):* costs associated with the impact of contract negotiation settlements (or anticipated settlements) and changes, this does not include additional positions.
- *Transit Increases ($74K):* cost increases to the transit budget primarily due to the annualization of the new transit operating contract for the Sea to Sky region, as well as general operating increases within the department and miscellaneous inflationary expenditures.
- *Police Services Increases ($695K):* costs include labour contract settlement increases for the RCMP members and their Provincial Public Service Employees. The District's contribution to the Integrated Teams was also impacted by labour contract increases, as well as the expansion of the Integrated Homicide Investigation Team to support a new Integrated Gang Homicide Team.
- *Other General Operating Expense Increases ($599K):* pre-committed costs associated with Council direction in prior financial plans, changes in contracts, inflationary increases or changes in business volumes that impact expenses throughout various departments.

Changes in Debt Servicing ($354K) include interest and principle costs associated with capital investment projects that were funded by borrowing. In 2025, the debt servicing payments will increase by approximately $354K and have an approximate 0.8% tax impact ($22 to the average residential taxpayer). Once the borrowing has been issued (cash received) the debt servicing costs will begin to incur. There are three categories of debt servicing:

- Debt Servicing – Facilities ($354K): Costs of borrowing associated with the Firehall #2 debt issuance in 2025.
- Debt Servicing – Infrastructure ($0K): There are no planned infrastructure debt issuances in 2025.
- Debt Servicing – Expiring Debt ($0): There is debt expiring in 2025.

Service Level Changes (SLC):

Service Level Changes are additional operating costs added to the base operating budget. The majority of the Service Level recommendations in 2025 are related to community growth and the resources required maintain existing services, the Fire Department expansion or Transit Expansions.

The following motion was passed at the October 8, 2024 budget workshop:

> *"The District of Squamish include the Service Level Changes to the 2025-2029 Financial Plan as presented in the report from Financial Services dated October 8, 2024, except for the $250,000 allocated for (General Service Level Increase Auto-233) the downtown pedestrian bridge across the Mamquam Blind Channel until further information is provided to Council.*

Attachment 5, provides Council with further information for consideration. Staff respectfully recommend adjusting the proposed five year Financial Plan once Council has discussed this information further on October 29 for budget process efficiency purposes. As such, all totals provided in this report, and the respective schedules include the pedestrian bridge service level change as originally recommended. Any adjustment as a result of the October 29, 2024 Council discussion will be made for the Budget Open House on November 7th, 2024.

Tax funded Service Level Change recommendations for 2025 are $1.27M and represent a 3% tax increase or $77 to the average residential taxpayer. This amount has been smoothed in through partial year hiring or funding assistance from provisions; the anticipated subsequent year annualized incremental costs are estimated at $216K.

Further information on SLCs is summarized in Attachment 1, including descriptions and details of the proposed changes.

There are three types of SLCs identified in the 2025-2029 Financial Plan:

- *Service Level Increases (SLI) ($1.1M):* Additional services recommended that are funded by tax and can be smoothed in by provision if available. The SLI recommendations are further grouped into four categories: additional Fire Services ($637K, 4 FTEs); Policing Services ($60K, 1 FTE); Transit Services ($103K) and general expenditure increases across various departments in the organization ($446K, 3 FTEs). Additional Transit Expansions have been identified for off-peak Improvements, Handydart, and Alice Lake seasonal service expansion, which have a net of transit fee revenue impact on taxation of $103K.

- *Service Level Maintenance (SLM) ($20K):* Additional resources required to maintain current service levels as a result of community growth. Additional staffing will be required to meet existing demands to implement the 2025-2029 Capital Plan, these costs ($325K) will be recovered from capital project budgets when they meet the accounting regulation and standards to do so. To note, setup, overhead and professional development costs are not capitalized, therefore capital funded employees do have a minimal direct impact on taxation.

- *Service Level Opportunity (SLO):* Additional services that are funded or managed by an external source and benefit the community. There are no SLO recommended in 2025.

- *P60 Adjustment ($236K):* Municipalities within the Greater Vancouver area generally target their pay policy well above market median (50th percentile), with many at the 70th percentile. The provision of adequate and competitive salaries and benefits contributes to a healthy engaged workforce who can then deliver on Council's strategic goals. The District has had recruiting challenges for many senior positions. The cost of living in Squamish equals that of Greater Vancouver. Therefore, to attract talent, the District must have competitive salaries.

- *Squamish Public Library ($68K):* The library began a three-year library resource and service expansion in 2023, with two additional positions; new initiatives such as the Library of Things and expanded public technology support; and expanded service hours. In 2025, the final phase of the resource expansion will be complete with an additional 0.6 FTE with a $68K tax increase.

Tax Stabilization: Staff are not recommending tax stabilization in 2025. The District ratified a three year agreement in late 2023 with the Canadian Union of Public Employees (CUPE), which included a total 11.5% increase to union salaries across 2022, 2023 and 2024, and a 4.5% inflationary support lump sum payment for a total cost of approximately $2.5M which absorbed surplus in 2023 (reduction in General Operating Reserve contribution) and required a one-time draw from the General Operating Reserve to fund the lump sum payment. As a result, the General Operating Reserve balance at the end of 2023 came in at $9.3M, which is below the $9.5M General Operating Reserve Policy recommended minimum balance. Further detail regarding tax stabilization is explained in the Package Guide.

Non-Market Change (NMC): Non-Market Change is the addition or removal of assessment folios to the tax role across all tax classes and represents a change to the number of taxpayers contributing to the overall tax revenue requirement. The primary driver of NMC increases is development and in 2025 a 3% increase in NMC is projected which will generate additional tax revenue of approximately $1.3M or $78 per average resident. Over the past 4 years NMC has averaged 4.25% annually:

- 2021 (6.1%)
- 2022 (2.8%)
- 2023 (4.8%)
- 2024 (3.3%)

Asset Management Reserve Funding Strategy (Infrastructure Levy): Based on the Asset Management Reserve Funding Strategy (AMRFS), endorsed by Council September 12, 2023, an increased tax funded and respective utility rate funded contribution to the reserve program

started in 2024. This value is estimated at 2.4% of the annual tax requisition for the General Fund over the five years of the current Financial Plan.

2025-2029 Special Operating Projects Summary

The General Fund Operating Budget incorporates Special Operating Projects (SOP) presented on October 15, 2024 (Attachment 2).

Schedules have been included in the package that illustrate the Special Operating Projects as outlined below. Special Operating Project descriptions are also included. The following chart outlines the 2025-2029 Financial Plan Special Operating Project overall spending and funding by source.

Funding Source	2025-2029 Special Operating Projects	2025 Special Operating Projects
Taxation	$ 970,961	$ 210,000
Government Grants	1,769,100	889,500
Community Amenity Contributions	245,000	-
Development Cost Charges	150,000	-
Reserves	2,759,960	780,500
Other	585,000	90,000
2025-2029 Sub-Total	**$ 6,480,021**	**$ 1,970,000**
External Funding	11,603,947	4,451,973
2025-2029 Total	**$ 18,083,969**	**$ 6,421,973**

For 2025, Special Operating project spending is $6.4M of which $210K is funded from taxation.

As noted in Attachment 1, For the 2025-2029 Financial Plan, externally funded special operating projects total $11.6M over the five years of the Financial Plan and $4.5M in 2025:

- Woodfibre LNG (WLNG)/Fortis Eagle Mountain Gas Pipeline (EMGP) - Proponent funding has been used to create a distinct WLNG/Fortis EGP project department to administer regulatory requirements, interface with project proponents and regulators, support District communication efforts and community resiliency planning related to both projects. Total overall project costs for 2025-2029 are estimated at $8.1M
- Squamish Housing Action Plan Implementation (CMHC HAF Grant) – In 2024, the District was awarded a four-year, $7M grant from the Canadian Mortgage and Housing Corporation (CMHC) Housing Accelerator Fund (HAF). Funds will be used to improve efficiency and effectiveness of the housing supply regulatory system and boost affordable housing development.

New Special Operating Project Additions to the Financial Plan – Presents new projects added during the 2025-2029 financial planning cycle. These projects total $2.1M with $754K being added to the 2025 fiscal year.

Climate Adaptation Special Operating Projects – presents projects that have been identified as addressing the Climate Emergency. Climate Adaptation projects total $1.9M over the five years of the financial plan while Climate Mitigation projects total $2.6M over the five years of the plan.

2025-2029 Capital Projects Summary:

The General Fund Capital Budget Summary (Attachment 3) incorporates Capital revenues and expenses presented to Council on October 15, 2024.

Funding Source	2025-2029 Capital Plan	2025 Capital Plan
External Funding	$ 2,053,894	$ 147,894
Development Cost Charges	19,606,281	3,516,781
Federal & Provincial Grants	42,599,901	8,739,000
Borrowing	28,479,658	13,386,311
Transfers includes:		
- District Reserves	60,691,630	22,659,761
- Community Amenity Contribution	1,950,000	1,750,000
Total 2025-2029 Financial Plan	**$ 155,381,363**	**$ 50,199,747**

New Capital Project Additions to the Financial Plan – presents new projects added during the 2025-2029 financial planning cycle. These projects total $23.9M with $4.4M being added to the 2025 fiscal year. New projects include:

- Squamish Search and Rescue (SSAR) Relocation Phase 2 ($1.5M) - relocation to Squamish Airport – Don Patrick Field.
- Fleet Public Works – Bike Lane Sweeper with Snow and Ice Control ($246K): Public Works has identified the need for a new machine that sweeps and plows sidewalks and bike paths to ensure active transportation infrastructure remains clear and safe.
- Downtown Paid Parking Implementation ($600K): placeholder budget to deliver the physical infrastructure required to implement paid parking as well as additional costs for Information Technology systems integration.
- Annual Transportation Upgrades ($6.4M): to ensure continued investment in the transportation network, as outlined in the Transportation Master Plan, to support safe options for all community members to travel within our community.
- Depot Road Separated Active Transportation Infrastructure ($1.5M) – to ensure that there is a safe place for people walking and biking along Depot Road and accessing Brackendale Elementary and Don Ross Middle School.
- Finch Road Reconstruction ($1.8M) – the District is aiming to complete a rebuild of the eastern portion of Finch Drive to address aging pavement infrastructure and facilitate the installation of a developer-paid multi-use path. The scope of this project is being determined and will be dependent on external funding provided by Fortis.

Climate Adaptation and Mitigation Capital Projects – presents projects that have been identified as addressing the Climate Emergency. Climate Adaptation projects total $24.1M and Climate Mitigation projects total $19.4M over the five years of the financial plan.

2025-2029 Utility Fund Budgets:

The Utility Fund Operating Budget incorporates Utility revenues, expenses, rates, service level change requests, and capital and special operating projects that were presented to Council on October 22, 2024 (Attachment 4).

The implementation of the Utility Master Plans requires sustainable funding for utility systems expansion to accommodate community growth, ongoing replacement, and upgrade of aging infrastructure. Both growth (volume of customers) and rate increases contribute to the funding formula for the utility rates.

Based on the Asset Management Reserve Funding Strategy (AMRFS), endorsed by Council September 12, 2023, an increased utility rate funded contribution to the reserve program started in 2024. These values are estimated at 3.4% for Wastewater Fund; 1.8% for Water Fund; and 0.2% for Solid Waste Fund over the five years of the current Financial Plan.

Proposed total rate increases for the Utilities Funds are:

- Solid Waste 5.2%: 2025 rate increase is required to maintain the stable rate increase trend toward fund sustainability and stability. This increase is made up of 5.0% to fund existing financing costs plus 0.2% for AMFRS. This rate increase assumes consistent customer growth and rate increase across small, medium, and large totes. It's important to note that for 2025, the recommended rate increase of 5.2% will not generate sufficient revenues to cover all costs in the fund, including Asset Management Reserve Funding and debt. Therefore, to maintain stable and consistent rate increases, the Solid Waste Reserve will be used to cover debt servicing costs in 2025.
- Waste Water 5.7%: 2025 rate increase is based on 3.4% as per the AMRFS plus a further 2.3% increase to meet the basic utility needs primarily due to increased expenses associated with allocation of 2 FTE from the Water Fund to Waste Water fund. The Waste Water Reserve will be used to cover the increased costs in the 2025 & 2026 fiscal years, which will maintain stable and consistent rate increases.
- Water 1.8%: The reduction in costs associated with the 2 FTE transferred from the Water Fund to the Waste Water Fund and the increased revenues associated with growth in customers meets the 2025 Water utility funding needs. Therefore, the 2025 rate increase is based on the recommendation of the AMRFS and no further increase is required.

Special Operating Projects:

The Utility funds incorporate Special Operating Projects (SOP) in the operating plan as presented on October 22, 2024 (Attachment 2). The total SOP budget by utility fund are:

- Solid Waste $536K
- Waste Water $388K
- Water $800K

Capital Projects:

The Utility funds have incorporated Capital Projects as presented on October 22, 2024 (Attachment 3). The total Capital budgets by Utility fund are:

- Solid Waste $21.7M
- Waste Water $40.7M
- Water $12.6M

The Solid Waste Utility financing costs rose in 2021 to accommodate the debt servicing costs associated with the Landfill Vertical Wall and the Landfill Gas Capture System. A combination of reserves and rate increases have been utilized to fund the increased annual financing costs from 2021-2025. Project costs for the Landfill site expansion have been included in the 2025-2029 financial plan and reflect a phased approach. Total costs over the five years of the financial plan are $19M and will be funded by borrowing.

Water and Wastewater Utilities have shown sustainable customer growth and stable rates over time. For 2025, both utilities will see the continuation of large capital projects, in addition to the annual capital maintenance plans. This will require both Water and Wastewater to have large capital reserve draws, which combined with implementation of the AMRFS will require utility rate increases to maintain the long-term reserve balances. The Wastewater Treatment Plant Headworks Building Replacement is included in the 2025-2029 Financial Plan, with $228K in years 2026-2027 for design work and $17.9M in 2028-2029 for Construction.

For additional information, see Attachment 6 - Reserve Continuity Schedule.

2025-2029 Financial Plan Workshop Inquiries:

During the 2025-2029 Financial Plan workshops, Council had a number of questions and requested additional information on projects, revenues or expenses, and reserves. Staff have recorded these requests and will be prepared to address them during the October 29, 2024 Tying It All Together Workshop.

On October 8, 2024 General Fund Operating Budget Workshop, Council requested additional information for the Downtown Pedestrian Bridget service level change. Staff have included supplemental information in Attachment 5.

In addition, on October 15, 2024 General Fund Special Operating and Capital workshop, Council requested detailed information on the cost estimate for the Public Works Facility Project prior

to adoption of the 2025-2029 Financial Plan. As the detail requested will include subtrade proprietary and confidential information, the discussion will not be held in the public. A summary of the cost estimate will be provided to the public in advance of three readings of the 2025-2029 Financial Plan.

4. **Implications:**

   a. **Budget:**
   Staff recommend that the changes outlined in this report be incorporated in the 2025-2029 Financial Plan and be presented at the Budget Open House on November 7, 2024.

   b. **Cross department collaboration:**
   Departments have been provided opportunities to submit information related to all components of the Financial Plan that has be presented to Council.

   c. **Policy:**
   Long-term Financial Plan – Guiding Principles and Financial Plan Policy: Part-A-Guiding-Principles-Financial-Policy-Nov-1-2011.pdf (squamish.ca)

5. **Bylaws:**

Staff intend to present the 2025-2029 Financial Plan to Council, in December 2024, for three readings and adoption.

5. **Strategic Plan**

Connected and Livable Community

The District Financial Plan includes several projects that address equity, accessibility, arts, culture, parks, trails, and affordable housing.

Prepared for the Future

Several District projects include investments in hazard mitigation, infrastructure and community resilience programming within the 2025-2029 financial plan to address climate change impacts and community adaptability.

Resilient People and Relationships

The District's Financial Plan includes projects addressing Truth and Reconciliation, Inclusion, Diversity, Equity and Accessibility, and building relationships with community groups.

Reliable Service Delivery

The 2025-2029 Financial Plan is a fundamental document in the District's efforts to appropriately plan for the long-term financial health of the organization, to maintain the District's infrastructure, to provide reliable service to the community and to respond and adapt to change.

6. **Engagement:**

   The Budget Open House is planned for November 7, 2024 to provide members of the public an opportunity to discuss the 2025-2029 financial plan with Staff and Council.

7. **Next Implementation Steps:**

   Based on Council direction, staff will include the changes proposed in this report to Council as part of the 2025-2029 Financial Plan for review at the Public Engagement.

8. **Attachments:**

   1. 2025-2029 Financial Plan – General Fund Operating
   2. 2025-2029 Financial Plan – Special Operating Projects
   3. 2025-2029 Financial Plan – Capital Projects Summary
   4. 2025-2029 Financial Plan – Utility Funds Summary
   5. Pedestrian Bridge Supplemental Information
   6. 2025-2029 Financial Plan – Reserve Continuity Schedules
   7. Financial Plan Budget Package Guide

9. **Alternatives to Staff Recommendation:**

   Council may direct Staff to change items in the proposed 2025-2029 Financial Plan to be included for the Budget Open House Event November 7, 2024.

10. **Staff Review**

    Prepared By:

    Laura Turner, CPA, CA, Director of Financial Planning and Reporting

    Reviewed By:

    Melissa von Bloedau, Acting Director Corporate Administration

    Heather Boxrud, MBA, CPA, CGA, General Manager of Financial, IT and Procurement Services

    CAO Recommendation:

    That the recommendation from the Financial Services department be approved.

    Linda Glenday, CAO

DISTRICT OF SQUAMISH 2025-2029 FINANCIAL PLAN

2025 - 2029 Financial Plan Taxation Impacts

	2025		2026		2027		2028		2029	
	Tax %	$/Residential Property	Tax %	$/Residential Property	Tax %	$/Residential Property	Tax %	$/Residential Property	Tax %	$/Residential Property
Pre - Committed Increases (Decreases)										
Labour & Benefits Contracts	2.7%	$ 47	2.8%	$ 80	1.9%	$ 66	1.9%	$ 73	2.1%	$ 92
Police Services	1.6%	42	2.3%	65	1.1%	39	1.8%	72	0.9%	39
Transit	0.2%	5	0.8%	22	1.0%	34	2.0%	77	0.5%	20
Changes in Debt Servicing	0.8%	22	3.0%	86	2.7%	92	0.5%	21	0.5%	23
Cheekeye O&M and Reserves	0.0%	-	0.0%	-	0.0%	-	0.8%	32	0.0%	1
Other	1.5%	61	1.7%	49	0.7%	27	1.1%	43	0.6%	26
	6.8%	$ 177	10.6%	$ 302	7.5%	$ 258	8.2%	$ 318	4.6%	$ 201
Service Level Changes										
Fire Services	1.5%	$ 39	0.6%	$ 16	0.5%	$ 19	0.3%	$ 14	0.5%	$ 23
Transit	0.2%	6	1.6%	45	2.1%	71	0.8%	31	0.5%	23
Other	1.9%	51	0.7%	21	1.2%	39	0.8%	29	0.8%	36
	3.7%	$ 96	2.9%	$ 83	3.8%	$ 128	1.9%	$ 74	1.8%	$ 81
Special Operating Projects	-0.3%	-$ 8	-0.1%	-$ 2	0.3%	$ 10	0.1%	$ 4	0.1%	$ 3
Asset Management Reserve Funding Strategy	2.4%	$ 63	2.4%	$ 68	3.0%	$ 101	3.0%	$ 116	3.0%	$ 132
Total Revenue Requirements (Tax Levy)	12.6%	$ 328	15.8%	$ 452	14.6%	$ 497	13.1%	$ 512	9.4%	$ 417
Non Market Change	3.0%	$ 78	3.0%	$ 86	3.0%	$ 102	2.0%	$ 78	2.0%	$ 89
Total Revenue Generated from Existing Taxpayers	9.6%	$ 250	12.8%	$ 366	11.6%	$ 394	11.1%	$ 434	7.4%	$ 329

DISTRICT OF SQUAMISH 2025-2029 FINANCIAL PLAN

Schedule of General Fund Tax Revenue Requirement Changes

		Total Tax	Percent	Avg Residential
Tax Revenue Requirement 2024		**$ 42,850,000**		**$ 2,611**
Pre-Committed Operating Revenues				
Total Pre-Committed Operating Revenues		**$ 23,532**	**0.1%**	**$ 1**
Increases				
Payments in Place of Tax - Provincial Crown	(279,700)			
Property taxation interest and penalties	(130,000)			
Reductions				
District Asset Sale (42000 Loggers Lane)	139,511			
Building Permit Revenue	100,000			
Electrical vehicle charging stations revenue	80,000			
Other Miscellaneous	113,721			
Pre-Committed Operating Expenditures				
Total Pre-Committed Operating Expenses		**2,523,113**	**5.9%**	**$ 154**
Annualization of 2024 Year Service Level Changes		383,533	0.9%	$ 23
Personnel	370,533			
Other (non-personnel)	13,000			
2025 Labour & Benefit Contract Increases		770,508	1.8%	$ 47
2025 Transit		74,064	0.2%	$ 5
2025 Police Services Increases		695,995	1.6%	$ 42
2025 Other General Operating Expense		599,013	1.4%	$ 37
Facilities	116,000			
Grant to Housing Squamish	225,000			
Legal fees and Recruitment Fees	117,650			
Software licenses	95,000			
Other Miscellaneous Expenditures	45,363			
Changes in Debt Servicing		**353,826**	**0.8%**	**$ 22**
Total Pre-Committed Costs		**$ 2,900,471**	**6.8%**	**$ 177**
Service Level Changes & Special Operating Projects				
Service Level Changes		**$ 1,265,548**	**3.0%**	**$ 77**
Service Level Changes - Fire Services	636,725			
Service Level Changes - Police	60,017			
Service Level Changes - Transit	102,594			
Service Level Changes - Other	466,212			
Other Service Level Change		**304,269**	**0.7%**	**$ 19**
Service Level Changes - Exempt P60 Adjustment	236,000			
Library	68,269			
Special Operating Projects (SOP) Changes		**(130,000)**	**-0.3%**	**-$ 8**
Total Service Level Changes + SOP Changes		**$ 1,439,817**	**3.4%**	**$ 88**
Other				
Asset Management Reserve Funding Strategy		**1,030,000**	**2.4%**	**$ 63**
Total 2025 Revenue Requirements (Tax Levy)		**$ 48,220,288**	**12.6%**	**$ 328**
Non Market Change		$ 1,285,500	3.0%	$ 78
Total Revenue Generated from Existing Tax Payers		**$ 46,934,788**	**9.6%**	**$ 250**

DISTRICT OF SQUAMISH
Financial Plan Summary

Overall Summary	2024	2025	2026	2027	2028	2029
Revenues						
General Taxation	(42,250,000)	(48,215,188)	(55,847,722)	(63,992,216)	(72,394,058)	(79,211,641)
Special Assessments	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Grants in Lieu of Taxes	(1,112,100)	(1,523,000)	(1,523,000)	(1,523,000)	(1,523,000)	(1,523,000)
Fees & Charges						
General	(2,319,336)	(2,182,847)	(2,322,725)	(2,427,524)	(2,474,317)	(2,511,261)
	(2,319,336)	(2,182,847)	(2,322,725)	(2,427,524)	(2,474,317)	(2,511,261)
Investment Income	(1,827,664)	(1,804,607)	(1,697,692)	(1,492,556)	(1,385,005)	(1,364,851)
Other Revenue	(7,391,629)	(7,769,320)	(7,709,620)	(7,770,860)	(4,042,123)	(4,021,567)
Grant Revenue	(6,501,323)	(2,731,270)	(2,586,367)	(2,121,172)	(2,046,172)	(2,016,172)
Development Cost Charges	(30,000)	0	0	0	0	(150,000)
Contributed Assets	(200,000)	(390,000)	(390,000)	(390,000)	(390,000)	(390,000)
Proceeds on Sale of Assets	(16,000,000)	(13,000,000)	0	0	0	0
TOTAL Revenues	**(78,032,052)**	**(78,016,232)**	**(72,477,126)**	**(80,117,328)**	**(84,654,675)**	**(91,588,492)**
Expenses						
General						
General Government	15,468,810	14,531,113	15,663,234	18,508,301	21,292,066	23,158,244
Protective Services	15,521,815	17,888,042	18,968,248	19,874,652	20,840,274	21,920,564
Transportation & Transit	8,308,842	9,142,277	10,378,204	12,607,576	13,709,013	14,304,664
Economic & Community Development	10,796,933	8,786,741	8,860,672	7,134,000	4,216,946	3,997,003
Parks Recreation Culture	8,397,180	8,946,417	9,109,610	9,298,564	9,513,232	9,742,646
Health Social & Housing	681,707	157,311	160,627	164,074	617,652	596,336
	59,175,287	59,451,901	63,140,594	67,587,166	70,189,184	73,719,457
TOTAL Expenses	**59,175,287**	**59,451,901**	**63,140,594**	**67,587,166**	**70,189,184**	**73,719,457**
(SURPLUS)/DEFICIT	**(18,856,765)**	**(18,564,331)**	**(9,336,532)**	**(12,530,162)**	**(14,465,491)**	**(17,869,036)**

Overall Summary	2024	2025	2026	2027	2028	2029
ADJUST TO BALANCED BUDGET FORMAT						
ADD TRANSFERS FROM PROVISIONS						
Trsf from Surplus						
General	(2,309,550)	(3,324,495)	(2,707,096)	(522,189)	(854,175)	(319,715)
	(2,309,550)	(3,324,495)	(2,707,096)	(522,189)	(854,175)	(319,715)
ADD TRANSFERS FROM RESERVES						
Trsf from Reserve						
General	(3,129,200)	(1,362,000)	(1,000,000)	(1,325,000)	(1,230,000)	(1,035,000)
	(3,129,200)	(1,362,000)	(1,000,000)	(1,325,000)	(1,230,000)	(1,035,000)
LESS CASH ITEMS NOT RECOGNIZED AS EXPENSE						
Debt Principal						
General	2,700,260	2,883,207	2,917,519	4,125,449	4,189,690	4,580,543
	2,700,260	2,883,207	2,917,519	4,125,449	4,189,690	4,580,543
LESS TRANSFERS TO PROVISIONS						
Trsf to Surplus						
General	967,255	120,121	209,212	108,464	96,524	96,024
	967,255	120,121	209,212	108,464	96,524	96,024
LESS TRANSFERS TO RESERVES						
Trsf to Reserve						
General	20,628,000	20,247,497	9,916,897	10,143,438	12,263,452	14,547,184
	20,628,000	20,247,497	9,916,897	10,143,438	12,263,452	14,547,184
NET ADJUSTED - BALANCED BUDGET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DISTRICT OF SQUAMISH 2025-2029 FINANCIAL PLAN

General Fund Service Level Changes

CR No.		SLC Type	Department	Project Name	New FTE Count	2025 Revenue	2025 Expense	Total 2025 Tax	2025 Tax Percent	2026 Incremental Tax	2027 Incremental Tax	Revenue Source	Comment
General Service Level Increases													
AUTO - 228	250-Facilities Maintenance	SLI	Facilities Maintenance	Maintenance Technician	1.00	$ -	$ 99,299	$ 99,299	0.2%	$ 16,765	$ 3,184		2026 incremental tax due to mid year start date in 2025 and setup overhead costs
AUTO - 233	720-Parks & Trails	SLI	Parks & Trails	Downtown Pedestrian Bridge across Mamquam Blind Channel		-	250,000	250,000	0.6%	25,000	-		Costs are estimates only, additional $25K added in year 2 as potential cost adjustment
AUTO - 245	710-Recreation	SLI	Recreation	Request for additional operating hours (Lifeguard/ Swim Instructor)		46,000	46,000	-	0.0%	-	-	Recreation Fees	Additional Recreation fees expected to cover costs, no tax impact
AUTO - 252	710-Recreation	SLI	Recreation	Valleycliffe Bike Park		-	20,000	20,000	0.0%	-	-		$20K annual cost, currently no annual increase is expected
AUTO - 274	500-Engineering	SLI	Engineering	Clerk 2 - Resident Parking Program Admin	1.00	-	45,935	45,935	0.1%	38,582	2,972		2026 incremental tax due to mid year start date in 2025
AUTO - 277	600-Planning & Building	SLI	Planning & Building	Planning Policy Manager	1.00	-	31,400	31,400	0.1%	- 5,100	-		Part time position, year 1 contains setup and overhead costs for new positions
Police Services (Municipal Employees) Service Level Increases													
AUTO - 280	310-Police Services	SLI	Police Services	Watch Clerk PT	0.50	-	30,086	30,086	0.1%	7,655	1,326		2026 incremental tax due to mid year start date in 2025 and setup overhead costs
AUTO - 285	310-Police Services	SLI	Police Services	Detachment Clerk PT	0.50	-	29,930	29,930	0.1%	3,225	1,165		2026 incremental tax due to mid year start date in 2025 and setup overhead costs
Fire Services Service Level Increases													
AUTO - 286	320-Fire Services		Fire Services	Fire Prevention Inspector 2025	1.00	-	198,342	198,342	0.5%	3,582	9,098		January 2025 start, 2026 incremental tax net setup overhead costs in 2025
AUTO - 287	320-Fire Services		Fire Services	Firefighters 2025	3.00	-	438,383	438,383	1.0%	43,853	21,701		January 2025 start, 2026 incremental tax net setup overhead costs in 2025
				Sub-Total Service Level Increase	**8.00**	**46,000**	**1,189,375**	**1,143,375**	**2.7%**	**133,561**	**39,445**		
Service Level Increase - Transit Expansion													
AUTO - 248	500-Engineering		Engineering	Transit Expansion - Off-peak improvements September 2025		5,556	50,996	45,440	0.1%	93,607	-	Fees Revenue	September Expansion, 2026 incremental full year costs net of full year revenue
AUTO - 249	500-Engineering		Engineering	Transit Expansion - Handydart January 2025		1,430	38,084	36,654	0.1%	733	-	Fees Revenue	Consistent costs net of revenues year over year
AUTO - 251	500-Engineering		Engineering	Transit Expansion - Alice Lake seasonal June 2025		2,500	23,000	20,500	0.0%	410	-	Fees Revenue	Consistent costs net of revenues year over year
				Sub-Total Service Level Increase	**-**	**9,486**	**112,080**	**102,594**	**0.2%**	**94,750**	**-**		
General Fund - Capital Project Funded SLM													
AUTO - 283	220-Information Technology		Information Technology	IT Applications Support Specialist	1.00	94,580	99,680	5,100	0.0%	- 5,100	-	Capital	Setup overhead and professional development cannot be capitalized.
AUTO - 291	120-Communications		Communications	Communications Manager	1.00	87,712	94,890	7,177	0.0%	- 3,112	-	Capital	Setup overhead and professional development cannot be capitalized.
AUTO - 303	500-Engineering		Engineering	Transportation Engineer 3	1.00	123,092	130,393	7,301	0.0%	- 3,880	-	Capital	Setup overhead and professional development cannot be capitalized.
				Total Capital Project Funded SLM Requests	**3.00**	**305,385**	**324,963**	**19,578**	**0.0%**	**- 12,091**	**-**		
				Total General Fund Maintenance	**11.00**	**351,385**	**1,514,338**	**1,162,954**	**2.7%**	**121,470**	**39,445**		
				Total General Fund Service Level Change	**11.00**	**$ 360,871**	**$ 1,626,418**	**$ 1,265,548**	**3.0%**	**$ 216,220**	**$ 39,445**		

Transit Expansion 2026 Consideration					New FTE Count	2026 Revenue	2026 Expense	Total 2026 Tax	2026 Tax Percent	2027 Incremental Tax	2028 Incremental Tax	Revenue Source	
AUTO - 250	500-Engineering		Engineering	Transit Expansion - FTN Phase 1 (Routes 1 and 2 frequency) January 2026		24,500	335,600	311,100	0.6%	6,222	-	Fees Revenue	Consistent costs net of revenues year over year
AUTO - 257	500-Engineering		Engineering	Transit Expansion - South Squamish January 2026		22,900	217,600	194,700	0.4%	3,894	-	Fees Revenue	Consistent costs net of revenues year over year
Total 2026 Transit Expansion						**$ 47,400**	**$ 553,200**	**$ 505,800**	**1.0%**	**$ 10,116**	**-**	-	

SLC Type	CR No.	Name	Description	Justification
Service Level Increase	AUTO - 228	Maintenance Technician	Maintenance Technicians service all of our District owned and leased spaces. This includes preventative maintenance, repair maintenance and emergency maintenance which allows support to all facilities including one that are occupied 24 hours and 7 days per week.	The maintenance technician will be added to allow for seven day coverage and be responsible for maintaining and fulfilling work orders in all District of Squamish facilities. Currently the facilities department only has one maintenance technician which leaves the department vulnerable and at risk when staff are away on vacation, weekends and holidays. Most maintenance activities require more than one staff to complete the work safely and efficiently and new facilities will require more support.
Service Level Increase	AUTO - 233	Downtown Pedestrian Bridge across Mamquam Blind Channel	Waterfront developer is constructing Mamquam Blind Channel which will be turned over to the District for operation in late 2024 or early 2025. Contractor to operate and maintain new Mamquam Blind Channel Drawbridge. Annual inspections by qualified engineers will also be required as will maintenance of the opening mechanisms.	Transport Canada requires that an operator be available to open drawbridge within 20 minutes when called to open the bridge by marine users.
Service Level Maintenance	AUTO - 245	Request for additional operating hours (Lifeguard/ Swim Instructor)	Aquatics (cost centre 98) is requesting an increase in hours to accommodate community demand.	-The SLRD owns the pool, and the District of Squamish operates the pool. -Staff have the authority to make operational changes and do so to create a balanced pool schedule to meet the demands of community. -Demand for pool time (swim lessons, user groups and public swims) has been maximized based on budget of staff hours, prioritizing swim lessons to reduce waitlists. As such, a reduction of operating hours was required (opening hours were reducing to 9pm, from 10pm). -2024 revenue shows the ability to increase staff hours to add additional operating hours and additional swim instructors as budget neutral. -The ask is to increase the average weekly pool schedule by 34 hours. -34 hours break down as follows: 1. 14 hours to expand hours of operation to 10pm 2. 20 hours to expand swim lessons and advanced aquatics course which is training stream of LG's. -34 hours per week X 52 weeks = 1664 hours per year - 1664 x approx $28 = 46,600 Staff are not requesting a full time position. Staff are requesting to increase to the categories of casual and/ or 4-19's.

SLC Type	CR No.	Name	Description	Justification
Service Level Maintenance	AUTO - 252	Valleycliffe Bike Park	Valleycliffe Bike Park is in transition to being operated by Dirt Wizards Jump Park Association (formerly SORCA) on District property. The bike park is well used and consists of a pump track and dirt jumps. Through fundraising, grants and $10,000 support from the DOS, the Park will see significant upgrades and safety improvements in 2025. This funding is to support Dirt Wizards Jump Park Association (DWJPA) in the ongoing maintenance of the bike park and to offset an increased cost of insurance.	On behalf of DWJPA, SORCA asked in 2023 for $10,000 and $500 monthly for professional contracted support to maintain the park. Dirt Jumps require ongoing, continued maintenance to remain safe and fun. The dirt requires ongoing sculpting to maintain its integrity as it wears down from use and weather. In addition, the District has historically reimbursed SORCA for the cost of insurance. In 2024, insurance costs increased by $4000
Service Level Increase	AUTO - 274	Clerk 2 - Resident Parking Program Admin	This Clerk 2 is required to support administration activities within the Engineering Department.	It is anticipated that the Engineering Department will be responsible for administration of the Resident Parking Permit that will be required as a result of the Downtown Paid Parking Implementation. This 0.5 FTE will be required to process applications for this program.
Service Level Maintenance	AUTO - 277	Planning Policy Manager, Legal Fees, Professional Dues Update	This Service Level Change proposes to convert one of the existing Senior Planner positions to a Manager of Policy Planning to account for oversight needed for Planning Policy work. Legal fees have also gone up in the past two years, which is associated with both elevated development review activity as well as complex policy projects that require legal advice. Professional dues also require updating given the number of Registered Professional Planners working in the Department currently.	Additional resources are required to improve policy work oversight and recognize current costs associated with legal reviews and professional dues.
Service Level Increase	AUTO - 280	Watch Clerk PT	20-40 hour PT Watch Clerk to fill vacancies and vacation in the Watch Clerk area. This will be a floater position.	PT Watch Clerk to fill vacancies and vacation in the Watch Clerk area. This will be a floater position.
Service Level Increase	AUTO - 285	Detachment Clerk PT	4-19 hr Part Time Detachment clerk to assist with Vacation and Vacancies	Part Time Detachment clerk to assist with Vacation and Vacancies.
Service Level Increase	AUTO - 286	Fire Prevention Inspector 2025	1 x Fire Prevention Inspector 2025	Risk management proposed as per the Five-Year Fire Services Master Plan update.
Service Level Increase	AUTO - 287	Firefighters 2025	3 x Firefighter positions 2025	Proposed as per the Five-Year Fire Services Master Plan update.
Service Level Increase	AUTO - 248	Transit Expansion - Off-peak improvements September 2025	This transit expansion provides 2000 off-peak hours to improve weekend service (Routes 1 Brackendale, 2 Highlands and 3 Valleycliffe) and improve weekday service on the Route 3 Valleycliffe. These improvements are recommended in the Transit Future Action Plan.	The District completed a Transit Future Action Plan (TFAP) that outlines a series of transit expansions over 5+ years. Implementing the TFAP contributes to the goals of a) encouraging mode shift to lower GHG emissions and reduce the need for road capacity improvements, b) creating an equitable and accessible transportation system, c) supporting lower parking requirements.
Service Level Increase	AUTO - 249	Transit Expansion - Handydart January 2025	This transit expansion provides 930 new service hours to expand handydart service morning and afternoon peak capacity, extend service to 5:30 pm Monday-Thursday and add holiday service levels.	HandyDART service is fully subscribed at many times of the day currently, and the District has received requests for additional hours. This expansion is cost effective as it provides additional service by increasing staff time but without requiring an additional vehicle.

SLC Type	CR No.	Name	Description	Justification
Service Level Increase	AUTO - 251	Transit Expansion - Alice Lake seasonal June 2025	This transit expansion provides 300 hours for seasonal service to Alice Lake on Saturdays and Sundays.	The District completed a Transit Future Action Plan (TFAP) that outlines a series of transit expansions over 5+ years. Implementing the TFAP contributes to the goals of a) encouraging mode shift to lower GHG emissions and reduce the need for road capacity improvements, b) creating an equitable and accessible transportation system, c) supporting lower parking requirements. This expansion was reduced from the original 1500 hrs service every day to 300 hrs for weekends only - a staff recommendation to save costs and target the highest demand time. Hours could be increased in the future if the service is successful.
Service Level Maintenance	AUTO - 283	IT Applications Support Specialist	With organizational growth, many new systems and resulting complexity, this role is needed for the Business Applications team to deliver applications onboarding and training on a consistent basis. This role will also support organizational changes and can work directly with administrative staff. They will develop and deliver more effective organizational training and support users as service improvements continue on the District's platforms and applications.	There is significant risk associated with users not receiving adequate onboarding and training. This includes governance and compliance issues, shadow-IT initiatives, higher ticket volume, and increased security risk. IT staff focused on system improvements and growth are often called in for 'firefighting', due to lack of user training. A user support role on the Applications team fills a major gap between traditional network/workstation support and targeted applications support.
Service Level Maintenance	AUTO - 291	Communications Manager	Communications Manager required to support Director with management of the growing department and workload (including two new comms/engagement positions in Housing (Housing Accelerator Fund-funded) and Major Projects, Industrial (capacity funded)) to continue to meet the project/program/initiative needs of the District of Squamish and keep up with the communications and engagement demands of the community.	Too many direct reports presents risk in cases where Director is unable to keep up with the work produced by the team under her.
Service Level Maintenance	AUTO - 303	Transportation Engineer 3	This request is for a senior transportation engineer to join the Transportation Team to support the delivery of major transportation infrastructure projects.	An increase in staffing is required to support the delivery of major transportation infrastructure projects.
Service Level Increase	AUTO - 250	Transit Expansion - FTN Phase 1 (Routes 1 and 2 frequency) September 2025	This transit expansion provides 3000 service hours and 3 medium duty vehicles to increase frequency on the Routes 1 Brackendale and 2 Highlands.	The District completed a Transit Future Action Plan (TFAP) that outlines a series of transit expansions over 5+ years. Implementing the TFAP contributes to the goals of a) encouraging mode shift to lower GHG emissions and reduce the need for road capacity improvements, b) creating an equitable and accessible transportation system, c) supporting lower parking requirements.

SLC Type	CR No.	Name	Description	Justification
Service Level Increase	AUTO - 257	Transit Expansion - South Squamish September 2026	This transit expansion provides 2800 hours and one medium duty vehicle to create a new route that will provide year round service to Waterfront Landing, St'a7mes, Redbridge and possibly Oceanfront.	The District completed a Transit Future Action Plan (TFAP) that outlines a series of transit expansions over 5+ years. Implementing the TFAP contributes to the goals of a) encouraging mode shift to lower GHG emissions and reduce the need for road capacity improvements, b) creating an equitable and accessible transportation system, c) supporting lower parking requirements.

DISTRICT OF SQUAMISH
2025-2029 Financial Plan

SQUAMISH

SPECIAL OPERATING PROJECTS				ANNUAL COST					FUNDING SOURCES - TOTAL					
REF	Project Name	Department	Category	2025	2026	2027	2028	2029	Taxation	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Reserves
18300100	Municipal Election	Legislative Services	Municipal Cyclical	-	120,000	-	-	-						120,000
20300103	Citizen Satisfaction Survey	Communications	Strategic Plan	-	-	-	27,060	-						27,060
28320108	Municipal Buildings Hazardous Materials Assessment and Testing	Facilities Maintenance	Municipal Capacity	10,000	-	-	-	-						10,000
36300107	FireSmart Residential and Fuel Management Activities	Fire Services	Master Plan	200,000	200,000	-	-	-			400,000			
38300109	Emergency Operations Centre Equipment and Training	Emergency Management	Municipal Capacity	30,000	30,000	-	-	-			60,000			
38300110	Emergency Support Services Training and Equipment	Emergency Management	Municipal Capacity	30,000	30,000	30,000	30,000	-			120,000			
50300105	Integrated Stormwater Management Plan - Phase 3 - Brackendale & Garibaldi Estates Catchments	Engineering	Municipal Infrastructure	125,000	-	-	-	-			125,000			
50300111	Multi-Modal Transportation Plan Update	Engineering	Master Plan	-	-	-	-	150,000					150,000	
50300118	Government Road Realignment	Engineering	Master Plan	100,000	-	-	-	-						100,000
50300120	Flow and Water Quality Monitoring - Integrated Stormwater Management Plan Implementation	Engineering	Master Plan	-	-	-	-	100,000						100,000
50300121	Integrated Flood Hazard Management Plan Update	Engineering	Master Plan	-	-	150,000	150,000	150,000						450,000
50300123	Cheekeye/Cheakamus Confluence Sediment Removal	Engineering	Master Plan	150,000	-	-	-	-						150,000
50300126	Asset Management Plan Update	Engineering	Master Plan	-	-	125,000	-	-						125,000
50300127	Development Cost Charge Bylaw Update	Engineering	Master Plan	-	50,000	-	75,000	-						125,000
50300129	Sewer Use and Storm Sewer Bylaw Update	Engineering	Master Plan	-	50,000	-	-	-	25,000					25,000
50300130	Parking Strategy Update	Engineering	Growth	-	-	100,000	-	-	100,000					
58301105	Airport Runway Crack Sealing	Real Estate	Municipal Infrastructure	50,000	-	-	-	-			42,500			7,500
58301106	Airport Apron Access Road Paving	Real Estate	Municipal Infrastructure	20,000	-	-	-	-			8,000			12,000
58301107	Airport Processes and Procedures Manual	Real Estate	Master Plan	-	10,000	-	-	-						10,000
60320105	Dike Vegetation Management Plan/Operations and Maintenance Manual Update	Engineering	Master Plan	-	100,000	-	-	-						100,000
60320106	Seismic Assessment of Dikes	Engineering	Master Plan	-	-	200,000	-	-						200,000
60320108	Flood Warning System	Engineering	Master Plan	-	-	20,000	100,000	-						120,000
60320109	Comprehensive Dike Inspection	Engineering	Municipal Infrastructure	100,000	-	-	-	-						100,000
62300110	Short Term Rental Legal Review and Compliance	Planning & Building	Master Plan	20,000	-	-	-	-	20,000					
62300113	Neighborhood Area Planning	Planning & Building	Strategic Plan	30,000	-	-	-	-	30,000					
62300122	Parks and Recreation Master Plan	Planning & Building	Master Plan	-	-	100,000	30,000	-				130,000		
62300124	Urban Forest Management Strategy	Planning & Building	Master Plan	-	40,000	80,000	20,000	-	140,000					
62300128	Upland Licensing/Improvements - Vancouver/Loggers Marine Intersection	Planning & Building	Master Plan	10,000	-	-	-	-	10,000					
62300129	Neighborhood Park Plans - Glacier View Park, Ravenswood, and Crumpit Woods	Planning & Building	Master Plan	-	60,000	30,000	-	-				90,000		
62300136	Squamish Housing Action Plan Implementation (CMHC Funded Project)	Planning & Building	Municipal Capacity	1,751,974	1,751,974	-	-	-						3,503,947
66300105	Climate Action - Energy Specialist	Sustainability	Strategic Plan	205,000	205,000	180,000	180,000	-		360,000				410,000
66300110	Home Energy Retrofit Assist Program	Sustainability	Strategic Plan	80,000	80,000	40,000	40,000	40,000						280,000
66300111	3rd Avenue Pond Scoping Study	Planning & Building	Municipal Infrastructure	-	10,000	-	-	-	10,000					
66300112	Ditch Maintenance Program Scoping Study	Planning & Building	Municipal Infrastructure	-	10,000	-	-	-	10,000					
66300116	Wildlife Connectivity Project - Funding Contribution	Planning & Building	Strategic Plan	20,000	-	-	-	-	20,000					
72350110	Fortis Capacity Support - Major Projects Industrial	Major Projects - Industrial	Municipal Capacity	1,350,000	1,350,000	1,350,000	-	-		4,050,000				
72350120	WLNG Capacity Support - Major Projects Industrial	Major Projects - Industrial	Municipal Capacity	1,350,000	1,350,000	1,350,000	-	-		4,050,000				
86300107	Street Banner Replacement	Parks & Trails	Strategic Plan	36,000	-	-	-	-						36,000
S2830002	Real Estate Disposition Strategy Implementation	Real Estate	Master Plan	150,000	-	-	-	-						150,000
S3630001	Dual Certified Response Personal Protective Equipment Upgrade	Fire Services	Municipal Equipment	75,000	-	-	-	-	75,000					
S5030008	Complete Streets Guidelines	Engineering	Municipal Infrastructure	-	-	100,000	-	-	100,000					
S5030009	District Contracts Standardization	Engineering	Municipal Infrastructure	-	15,000	-	-	-	15,000					
S5830105	Airport Runway Line Painting	Real Estate	Municipal Infrastructure	-	16,000	-	-	-			13,600			2,400
S6032001	Cheekeye Hazard Land Development Policy	Engineering	Growth	-	-	150,000	-	-		150,000				
S6230008	Accessibility Standards for New Park Development	Planning & Building	Master Plan	-	-	25,000	-	-				25,000		
S6230009	Traffic Island 1 - Design and Cost Estimates	Planning & Building	Municipal Infrastructure	10,000	-	-	-	-	10,000					
S6630007	Environmental Reserve Fund Implementation	Planning & Building	Master Plan	20,000	20,000	20,000	20,000	20,000						100,000

SPECIAL OPERATING PROJECTS				ANNUAL COST					FUNDING SOURCES - TOTAL					
REF	Project Name	Department	Category	2025	2026	2027	2028	2029	Taxation	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Reserves
S6630008	Environmentally Sensitive Area Mapping Update	Planning & Building	Master Plan	-	-	-	50,000	50,000			100,000			
S6630009	Xwu'nekw Park Sea Dike Compensation Monitoring	Planning & Building	Municipal Infrastructure	-	15,000	-	15,000	-	30,000					
S7230008	Circular Economy Implementation	Economic Development	Strategic Plan	454,000	471,000	200,000	-	-	150,000	75,000	900,000			
S7230009	Developing Resilience through Economic Reconciliation	Economic Development	Strategic Plan	15,000	15,000	15,000	15,000	15,000	75000					
S7230010	Squamish Climate Action Group - Partnership Agreement	Economic Development	Strategic Plan	30,000	30,000	30,000	-	-	90000					
S7231005	Capilano University City Studio Chapter	Economic Development	Strategic Plan	-	21,967	23,207	15,788	-	60,961					
	TOTAL 2025-2029 GENERAL FUND			**6,421,973**	**6,050,941**	**4,318,206**	**767,848**	**525,000**	**970,961**	**8,685,000**	**1,769,100**	**245,000**	**150,000**	**6,263,907**
92301106	Residual Waste Management long term planning - Pre-design and Permitting	Sustainability	Municipal Infrastructure	242,400	72,400	92,400	92,400	36,200						535,800
94300104	Plateau/Thunderbird Reservoir Condition Assessments	Engineering	Master Plan	-	50,000	-	-	-						50,000
94300106	Water Master Plan Update/Water Rate Study	Engineering	Master Plan	-	-	-	-	150,000					148,500	1,500
94300111	Stawamus & Mashiter Water Supply - Inspection and Maintenance	Utilities	Municipal Infrastructure	300,000	300,000	-	-	-						600,000
96300102	Sewer Master Plan Update	Engineering	Master Plan	75,000	-	-	-	-					74,250	750
	TOTAL 2025-2029 UTILITIES			**617,400**	**422,400**	**92,400**	**92,400**	**186,200**	**-**	**-**	**-**	**-**	**222,750**	**1,188,050**
	TOTAL 2025-2029			**7,039,373**	**6,473,341**	**4,410,606**	**860,248**	**711,200**	**970,961**	**8,685,000**	**1,769,100**	**245,000**	**372,750**	**7,451,957**

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
18300100	Municipal Election	Provincial Legislation requires that an election be held every 4 years to elect one Mayor and 6 Councilors. Coordinating and running an election requires that Corporate Administration Department to rent/lease equipment, software, and facilities and to hire staff. With the growth of the community the 2026 General Municipal Election will require additional, accessible voting locations and staff in order to run an successful and efficient election. The budget includes Election Official wages, backfilling District Staff and additional support staff that are involved in planning and organizing the election, IT infrastructure, the rental or lease of computers and voting machines, and software licensing fees for the electronic voters list.	The population of the District has increased significantly since the 2022 and 2018 elections. Additional money is required to support the 2026 election with the increased size of the community. This will include offering voting opportunities at more locations throughout the community in order to improve accessibility and encourage high voter turnout.	Reserves
20300103	Citizen Satisfaction Survey	The District undertook Citizen Satisfaction surveys in 2006 and 2012. Re-introduction of a statistically valid survey would assist Council in assessing the current perceptions and opinions of the community. The suggested frequency is mid-term, every four years. Relying on social media to provide comprehensive insights the broader community is not accurate nor recommended. The budget includes the design and creation of the Citizen Satisfaction survey.	Level of citizen satisfaction survey results provide valuable insights that can support District decision-making and strategic planning.	Reserves
28320108	Municipal Buildings Hazardous Materials Assessment and Testing	This new project is a Work Safe BC requirement. The project will assess all District owned buildings built post 1990 that are not considered a high risk but may still contain hazardous materials. This is a regulatory requirement. The budget includes hiring a qualified contractor to assess buildings such as Squamish Library, Public Works Outbuildings, and the RCMP .	Staff Safety	Reserves
36300107	FireSmart Residential and Fuel Management Activities	FireSmart reduces the impacts of wildfire in the urban interface by making the community more resilient to structure loss. The budget includes community chipper program, public education, fuel mitigation, wildfire training, equipment, and staff.	Building capacity and resilience to disasters	Government Grants

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
38300109	Emergency Operations Centre Equipment and Training	Increase local emergency preparedness through the purchase of equipment and supplies required to maintain or improve an Emergency Operations Centre capacity through training and exercises. The budget includes equipment and training.	Traditional firefighter turnout clothing has been linked to increased exposure to a carcinogen (PFAS) used in the construction of the garment; reducing the use of traditional turnout clothing by using a dual certified response clothing that does not contain this cancer-linked chemical will reduce the exposure to this chemical and associated health risks.	Government Grants
38300110	Emergency Support Services Training and Equipment	Build local capacity to provide emergency support services through volunteer recruitment, retention and training, including in-house training, and the purchase of ESS equipment.	Building capacity and resilience to disasters	Government Grants
50300105	Integrated Stormwater Management Plan - Phase 3 - Brackendale & Garibaldi Estates Catchments	The budget includes project budget will pay for engaging an engineering consultant to collect water quality and flow data, preparing a stormwater/drainage computer model, evaluating current and future capacity and preparing a plan to appropriately manage stormwater to maintain or enhance watershed health.	This project is 100% grant funded. The neighborhoods of Brackendale and Garibaldi Estates will benefit by reducing flood risk. The environment will also benefit from managing water quality.	Government Grants
50300111	Multi-Modal Transportation Plan Update	This project will update the Transportation Master Plan every 5-10 years to make sure future transportation plans reflect how the community continues to grow and change. The budget will be used to hire a engineering consultant to update the Transportation Master Plan.	Keeping the Transportation Master Plan up to date will ensure that the policies and infrastructure priorities are reassessed regularly to meet our communities needs.	Development Cost Charges
50300118	Government Road Realignment	Government Road currently encroaches on Seaichem Reserve, this project will explore design options to shift the alignment off Squamish Nation Reserve land. The budget will be used for a survey and preliminary design completed by an engineering consultant.	Pre-design project required to address the Government Road encroachment of Squamish Nation Seaichem Reserve lands.	Reserves
50300120	Flow and Water Quality Monitoring - Integrated Stormwater Management Plan Implementation	This project is to collect flow and water quality data to measure changes in the stormwater catchment over time as a result of community development. The budget includes engaging an engineering consultant to collect water quality data and compare with baseline water quality data to track changes over time and monitor watershed health.	This project will monitor watershed health. All residents will benefit from maintaining environmental health within the community.	Reserves

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
50300121	Integrated Flood Hazard Management Plan Update	Updating Flood Hazard Management Plan to include new climate change information, community development, and updated dike upgrading priorities based on work that has been completed. The budget includes engaging an engineering consultant to prepare a plan to reduce community flood risk.	Squamish is exposed to significant flood risk and has billions of dollars of infrastructure and buildings as well as a significant population at risk within the floodplains. This plan will benefit the entire community by preparing a plan to manage flood risk.	Reserves
50300123	Cheekeye/Cheakamus Confluence Sediment Removal	This project will remove sediment build up near the Cheekeye and Cheakamus confluence in order to reduce debris flow risk to neighbouring and downstream areas. The budget includes engaging an engineering consultant to prepare design, securing permitting, and engaging a contractor to build the project.	Sediment has built up significantly near the confluence of the Cheekeye/Cheakamus confluence. This poses a risk that a large debris flow event could overtop the river banks and flow onto private property or dam the Cheakamus River increasing risk to upstream and downstream properties. This project will remove sediment and restore capacity within the river to accommodate additional debris. Residents and businesses near the confluence will be the primary beneficiaries of this project.	Reserves
50300126	Asset Management Plan Update	The Asset Management Plan update will answer questions (1) What assets do we own, (2) How much are our assets worth, (3) When should assets be replaced, (4) How much do we need to invest in our assets, and (5) What should the District do next? The budget includes engaging an engineering consultant to prepare an Asset Management Plan.	The entire community will benefit from an asset management plan to ensure adequate levels of service and suitable funding of assets.	Reserves
50300127	Development Cost Charge Bylaw Update	Due to the high rate of growth in Squamish, Bylaw updates are recommended to be undertaken on a frequent basis to ensure the District is collecting sufficient revenue to fund growth-related infrastructure upgrades. The budget includes engaging an engineering consultant to prepare a Development Cost Charge Bylaw.	The entire community will benefit from ensuring that the District is collecting sufficient revenue to pay for growth-related infrastructure upgrades.	Reserves
50300129	Sewer Use and Storm Sewer Bylaw Update	This project is to update and separate sanitary sewer and stormwater sewer bylaws to improve clarity of regulations for each unique system. The budget includes engaging an engineering consultant to prepare Sewer Use and Storm Sewer Bylaws.	The existing bylaw has several issues that should be resolved including improving on-site stormwater management for protection of the environment.	Reserves, Taxation
50300130	Parking Strategy Update	Update to the 2016 Parking Strategy with a broader scope to address parking issues throughout the District. The budget includes retaining Engineering consultants to develop an updated Parking Strategy.	The existing parking strategy was intended to provide direction on parking in our community from 2016 to 2020 and is in need of an update to reflect the changes that we have seen in our community since 2020.	Taxation

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
58301105	Airport Runway Crack Sealing	Preventative runway maintenance will maintain the lifespan of runway pavement. The budget includes third party assessment of current status of runway asphalt and subsequent repair and sealing of existing cracks	Cracks have been observed throughout the runway surface. To maintain the runway life span after the runway rehabilitation project was completed in 2021, the District will be obtaining a report on the status of the runway surface and recommendations for any preventative maintenance and sealing of cracks, as well as subsequent repair and sealing of existing cracks.	Government Grants, Reserves
58301106	Airport Apron Access Road Paving	The apron access road is currently not paved and when it is used, especially during wet seasons, debris is pushed onto the taxi-way and apron. This is not only unsafe for fixed wing aircraft but also for the surface of the apron and taxi-way. It is also quite steep and paving this road will provide a safe access for emergency vehicles utilizing the apron. The budget includes grading and paving of the road.	Paving of the access road is a recommendation from the Squamish Municipal Airport Interim Recommendations Report endorsed in June 2022. Without paving, there is a risk foreign object debris could be tracked airside causing safety concerns for aircraft.	Government Grants, Reserves
58301107	Airport Processes and Procedures Manual	The Airport Processes and Procedures Manual will outline the airport's administrative and operational structure, including responsibilities of District Staff members; provisions for safety; proactive maintenance and oversight; procedures for on-site construction, development, and alterations; and incident reporting processes and responsibilities. The budget includes creating and implementing an airport process and procedures manual.	The Airport Processes and Procedures manual will provide a single document that outlines the minimum service levels and safety standards of the airport.	Reserves
60320105	Dike Vegetation Management Plan/Operations and Maintenance Manual Update	This project will enhance dike management and ultimately improve community flood protection. Outcomes are 1) Vegetation Management Plan to establish priorities and funding requirements to maintain and clear vegetation from the dike and 2) updated Operations and Maintenance Manual for the dike system to create clear requirements for dike maintenance and ensure the dike is well maintained in the future to prevent risk of failure. The budget includes engaging an engineering consultant to prepare a vegetation management plan and update the Operations and Maintenance Manual.	The District has significant mature vegetation on our dikes which poses a risk to their structural integrity. The Operations and Maintenance manual is over 25 years old and has grown out of date. The entire community will benefit from improved management of our dike system.	Reserves

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
60320106	Seismic Assessment of Dikes	This project will complete a seismic assessment of the dike system with the main objectives of: 1) assessing the dike system's seismic vulnerability, 2) assessing the cost and feasibility of upgrading the dike system to standards, and 3) if upgrading is determined to not be feasible, developing a risk-based approach to dike upgrades that may justify avoiding seismic upgrades with potential costs savings in the tens of millions of dollars. The budget includes engaging an engineering consultant to prepare a seismic assessment of dikes.	The entire community will benefit from having an optimized approach to managing seismic risk for the dike network and can potentially save tens of millions of dollars in future dike upgrades.	Reserves
60320108	Flood Warning System	This project will enhance the District's flood and emergency response by implementing a flood warning system with real-time water level information. The budget includes purchasing equipment and software for a flood warning system.	The entire community will benefit from an improved flood warning system and enhance emergency response.	Reserves
60320109	Comprehensive Dike Inspection	It is a legislated requirement to submit dike inspection reports to the Province. The District completes annual dike inspections and retains a specialist engineering consultant every five years to complete a comprehensive inspection. The budget includes engaging an engineering consultant to complete a comprehensive dike inspection.	The entire community will benefit from ensuring adequate inspection and management of the dike system.	Reserves
62300110	Short Term Rental Legal Review and Compliance	Ongoing project to regulate short-term rentals in Squamish. Initial years of implementation require legal resources for the regulations to be effective.	Special project funding required for initial years of implementing the short term rental regulations to ensure compliance. The overall project aim is to increase long term rental stock in secondary suites and carriage homes.	Taxation
62300113	Neighborhood Area Planning	Sub-area plan preparation for existing neighbourhoods as established in the Official Community Plan. Neighbourhood-level planning is necessary in order to create neighbourhood node areas, improve active and recreational connectivity, and phase growth appropriately in Garibaldi Estates, Garibaldi Highlands, Valleycliffe, Dentville, and Northyards. The planned approach is to complete plans using internal staff resources and outsourcing technical work necessary to complete background area-studies such servicing conditions, ecological resources, slope conditions and other aspects. Plans will be multi-year projects and generally take 2-3 years to complete.	Funding will complete implementation of the Garibaldi Estates Neighborhood Plan.	Taxation

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
62300122	Parks and Recreation Master Plan	Consultant-led master plan to analyze and provide direction on parks planning, recreation programming & facility development to meet the needs of the community. The plan will incorporate recent recreational planning work for the Brennan Park rec facility and fields and lands. Key project deliverables will include: community engagement, trends and best practices review, service delivery analysis, analysis of our current inventory, facilitation of internal strategic planning (staff and council), formulation of recommendations, and an implementation plan that addresses funding and resourcing. A focus area for the review will be a needs assessment and direction for neighbourhood-level recreational facilities, a current policy gap that is needed to ensure some of such facilities could be secured through development contributions. Early scoping, engagement and analysis will assess whether Culture may also included in the scope of this community plan, or whether the scope is kept to Parks & Rec focus.	It has been 12 years since the District's Master Plan was adopted. Update of the Plan is needed to incorporate recent recreational planning work for the Brennan Park rec facility and fields and lands and catch up with community growth and overall recreational needs. Key project deliverables will include: community engagement, trends and best practices review, service delivery analysis, analysis of our current inventory, facilitation of internal strategic planning (staff and council), formulation of recommendations, and an implementation plan that addresses funding and resourcing. A focus area for the review will be a needs assessment and direction for neighbourhood-level recreational facilities, a current policy gap that is needed to ensure some of such facilities could be secured through development contributions. The outcome of the update will inform future investments in recreational amenities and facilities and will be used as a backdrop for a future update of the Community Amenity Contribution (CAC) policy to ensure CACs are contributing appropriately towards recreational amenities. The plan will also contribute to a future DCC bylaw update to ensure DCCs are capturing anticipated parks-related projects that are directly attributable to community growth.	Community Amenity Contributions

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
62300124	Urban Forest Management Strategy	"The Urban Forest Management Strategy (UFMS) is a significant and broad initiative that will inventory, analyze and make recommendations to meet tree canopy targets. The work will build on the 2024 PlanH grant (BC Healthy Communities Society) (Healthy Public Policy) pilot project led by Our Squamish which is a Downtown Squamish-specific urban tree canopy pilot study. The scale of the UFMS is all of Squamish (all neighbourhoods). Key objectives of the UFMS are to: inventory current urban forest canopy coverage; assess, preserve and increase tree canopy cover; review policy, bylaws and procedures related to the urban forest and make recommendations for improvements; increase awareness and education of the value of urban tree canopy on social equity, community health, climate action and biodiversity for Council, staff, community partners and residents. Phase 1 will consist of tree canopy cover inventory and analysis. This will involve LIDAR imaging and assessment. Phase 2 will be canopy cover-related policy/ bylaw review and recommendations. Phase 3 will be making the recommended bylaw and policy changes (phase 3 is not part of the project budget, and may be staff led). Engagement with the public, municipal staff, stakeholders, and Squamish Nation will inform the development of the UFMS. The UFMS will involve numerous District departments including: Parks Planning, Environment, Public Works, Engineering, Sustainability and IT. The strategy will incorporate baseline data and other applicable tools from the Wildlife and Habitat Connectivity/ Biodiversity Conservation Project (Squamish Environment Society & partners). The Urban Forest Management Strategy is anticipated to have a 25-year planning horizon. "	Development of an Urban Forest Management Strategy directly aligns with the Official Community Plan Goal 11: Take action on climate change 10.2 (f) Develop a long-term Urban Forest Strategy for Squamish with goals to grow the local forest canopy, enhance watershed health and increase functioning green infrastructure and carbon sequestration, and link intact and fragmented ecosystems. A diverse and healthy urban tree canopy takes action against climate change, improves climate resiliency, provides essential ecosystem services and increases biodiversity and habitat connectivity. Further, urban trees increase social connectivity, improve health outcomes, and make density livable by creating privacy, shade and natural elements.	Taxation
62300128	Upland Licensing/Improvements - Vancouver/Loggers Marine Intersection	Vancouver Street/Loggers Lane upland improvements to accommodate and organize temporary marine related uses such as parking.	Recommendation of the Squamish Marine Access Review report.	Taxation

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
62300129	Neighborhood Park Plans - Glacier View Park, Ravenswood, and Crumpit Woods	Develop park plans, through neighbourhood engagement, for the following 3 Neighbourhood Parks: Glacier View Park, Ravenswood, and Crumpit Woods (existing). For each park: engage, determine park features, create a park plan (i.e.. accessibility, features for families, seating, play, active recreation, plantings, covered spaces, or other features), and prepare a cost estimate. These items will inform future Capital budget requests for park construction. Phase 1 will involve community engagement and site analysis for all 3 parks. Phase 2 will involve park design and budgeting for all 3 parks.	Council Strategic Priority: Connected and Livable Community, states "Generate a net increase of new parks, trails and gathering spaces by September 2026." While amount of park space is important, so too is the functionality and appeal of park space. This Special Project addresses 3 existing Neighbourhood Parks that have not been developed with any features in them. The District can improve Neighbourhood Park space in the community by providing features in these parks to ensure a diversity of offerings. Parks provide connection through safe and healthy spaces and places to gather.	Community Amenity Contributions
62300136	Squamish Housing Action Plan Implementation (CMHC Funded Project)	Over the next three years, the District is implementing numerous changes to the housing regulatory framework to comply with recently adopted Provincial legislation, and to implement actions which were identified as part of the funding agreement with the Canadian Mortgage and Housing Corporation (CMHC) Housing Accelerator Fund (HAF).	The 2023 District of Squamish Housing Needs Report(External link) (HNR) estimates that in order to address population growth, as well as the existing housing needs, Squamish needs: A minimum of 6,840 new housing units are needed by 2031 at a range of affordability levels and sizes in order to meet the housing needs of the community in a high-growth scenario. 6,840 new units are needed by 2031, 42% of which will be needed to serve households earning below $70,000 per year.	Reserves
66300105	Climate Action - Energy Specialist	Implementation of the Community Climate Action Plan, with a focus on the Big Moves focused on buildings. The budget includes salary and project funding	Need to reduce community and corporate greenhouse gas emissions	Other revenue, Reserves
66300110	Home Energy Retrofit Assist Program	Enabling home retrofits to reduce energy consumption and reduce greenhouse gas emissions. The budget includes supporting the Retrofit Assist Program and topping up incentives	Need to reduce community greenhouse gas emissions related to existing buildings	Reserves
66300111	3rd Avenue Pond Scoping Study	Consultant led process to identify options to improve water quality at the 3rd Avenue Pond.	In 2017, concerns were raised with Ministry of Environment with respect to water quality in the pond and its discharge into fish-bearing waters. Environment Canada completed a marine bioassay test, which determined the pond discharge was non-toxic for marine water. However, it recommended further investigation by the DOS to determine sources of the elevated constituents. The Phase 2 ISMP, completed for the DOS in 2022, also looked into the issue including water quality testing. Elevated iron and faecal coliforms levels were identified as issues, and some programs were recommended to address.	Taxation

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
66300112	Ditch Maintenance Program Scoping Study	Study to investigate options for the development of a Ditch Maintenance Program that would encompass an update to the colour-coded ditch map (WebMap), a ditch cleaning schedule (frequency of cleaning), an understanding of habitat compensation requirements, and permit approval timelines.	There is a lack of guiding documentation in ditch maintenance requirements, especially when it comes to fish-bearing ditches, which are considered ""streams"" under the Water Sustainability Act. As such, important infrastructure improvements (e.g. culvert (re)placement, downtown drainage swale design, ditch relocation for road improvements) and ditch maintenance strategies have not been holistically planned or scheduled as it relates to environmental requirements for impacts to ditches. The lack of guiding documentation significantly delays the process for engineering department to determine frontage designs and road improvement requirements. The lack of a ditch maintenance program leads to public works department reactively, rather than pro-actively, repairing/maintaining ditches. The Integrated Stormwater Management Plan (2022) states the ""DOS should consider the infiltration, evaporation, and treatment potential of natural ditches when deciding whether to infill ditches. Ditches in healthy condition have the potential to provide benefits such as filtration, however, these benefits may be lost in ditches that are heavily eroded or filled with garbage and debris"". It also states that ""any proposed ditch infill shall be considered on a case-by-case basis from a stormwater and environmental perspective. Ditches that are infilled shall follow environmental regulations and preserve or improve conveyance capacity."" A ditch maintenance program and updated mapping of ditch qualities would proactively plan for proposed ditch infill and identify environmental requirements.	Taxation
66300116	Wildlife Connectivity Project - Funding Contribution	DOS Funding contribution for the Squamish Environment Society Wildlife Connectivity Project. The DOS is one of the partners for this project and will benefit from the data sources and Wildlife Connectivity outputs of the project for future community planning and environmental protection.	Community partnership contribution for Wildlife Connectivity mapping that can support and inform DOS projects in the future.	Taxation

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
72350110	Fortis Capacity Support - Major Projects Industrial	Creation of a unique work stream to limit impact resulting from the FortisBC Eagle Mountain Pipeline project on District services while enforcing local regulatory compliance of the project. The budget includes the Major Projects – Industrial team who administers regulatory requirements, interfaces with project proponents and regulators. All project-related work is capacity funded by FortisBC.	Supports District communications efforts and community resiliency planning related to the Eagle Mountain-Woodfibre Gas Pipeline (FortisBC EGP).	Other revenue
72350120	WLNG Capacity Support - Major Projects Industrial	Creation of a unique work stream to limit impact resulting from the Woodfibre LNG project on District services while enforcing local regulatory compliance of the project. The budget includes the Major Projects – Industrial team, which administers regulatory requirements, interfaces with project proponents and regulators. All project-related work is capacity funded by WLNG.	Supports District communications efforts and community resiliency planning related to the Eagle Mountain-Woodfibre Gas Pipeline (FortisBC EGP).	Other revenue
72350121	WLNG/FortisBC Shared Expenditures	To create a unique work stream to limit impact resulting from the FortisBC Eagle-Mountain Pipeline Project and Woodfibre LNG Project on District services while enforcing local regulatory compliance of the project. The budget includes the Major Projects – Industrial team who administers regulatory requirements, interfaces with project proponents and regulators. All project-related work is capacity funded by FortisBC/WLNG.	Supports District communications efforts and community resiliency planning related to the Eagle Mountain-Woodfibre Gas Pipeline (FortisBC EGP).	
86300107	Street Banner Replacement	Replacement of existing banners (110 poles) plus additional banners for 33 new spots.	Existing banners require replacement due to fading and wear. Increase needed from community growth and public demand for additional banners. The cost shown includes 33 additional poles with banners to the current 110 poles. Replacement of only the existing banners will reduce the required amount by $10,000.	Reserves
S2830002	Real Estate Disposition Strategy Implementation	As identified in the Real Estate and Facilities Master Plan (REFMP) the disposition of District surplus lands is required to support future facility investments in the coming years. It is also a goal of the REFMP that both financial and community benefits are maximized through any disposition of District real estate. The budget includes appraisals/financial analysis, environmental/geotechnical/engineering analysis, economic development opportunities, surveys, etc.	It is expected that the due diligence will provide the District with the necessary guidance to generate greater proceeds from the dispositions (sale or lease) than the $150,000 budget.	Reserves

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
S3630001	Dual Certified Response Personal Protective Equipment Upgrade	The goal of this project is to reduce the use of traditional firefighter turnout gear by largely replacing it with dual-certified gear. Traditional turnout gear contains per- and poly-fluoroalkyl substances (PFAS), which have been linked to health impacts, including cancer. Dual-certified gear, which can be worn for roughly 80% of the incident response types, does not contain PFAS. Wearing turnout gear only to structure fires and dual certified gear to all other incidents will reduce firefighters' exposure to PFAS and related cancer and health risks. The budget includes purchasing dual certified response gear for all firefighters.	Traditional firefighter turnout clothing has been linked to increased exposure to a carcinogen (PFAS) used in the construction of the garment; reducing the use of traditional turnout clothing by using a dual certified response clothing that does not contain this cancer-linked chemical will reduce the exposure to this chemical and associated health risks.	Taxation
S5030008	Complete Streets Guidelines	The Complete Street Guidelines will provide streetscape design guidance for streets throughout the District. These guidelines will supplement and build off the Downtown Streetscape Guidelines and the updated Subdivision and Development Control Bylaw. Project funds will pay for engaging an engineering consultant to work with District staff to create design guidelines.	The Transportation Master Plan (which is currently in draft form) includes an action to develop Complete Streets Guidelines to support new development and capital projects throughout the District. Developing the guidelines will lead to improved streetscape design and consistency and reduce the level of effort required from staff to advance both development and District led capital projects.	Taxation
S5030009	District Contracts Standardization	Purpose is to standardize and homogenize District contract documents. The outcome will be less inconsistencies among contracts reducing risk and providing consistent documentation for ease of bidding.	Currently there are inconsistencies between Master Municipal Construction Documents and District construction contract documents which can result in contractual contradictions and create confusion and financial risks for the District during contracts. Further, standardizing documents will save consultant and staff time on each tender while also creating documents that are consistent for the bidding community.	Taxation
S5830105	Airport Runway Line Painting	Refreshing and maintaining clear runway line markings for safety and longevity of the markings. The budget includes line painting of existing markings	This will be a recommendation in the final Strategic Plan for preventative maintenance/safety precautions.	Government Grants, Reserves
S6032001	Cheekeye Hazard Land Development Policy	This project will amend the Cheekeye Fan development control policy framework in the Official Community Plan as appropriate to address risk tolerance levels for new development, including identifying a set of compatible land uses and conditions for new development to proceed. The budget will pay for engaging an engineering consultant to prepare a Cheekeye Fan development control policy.	Official Community Plan policy 11.14a says to complete this project once an area-wide mitigation strategy has been adopted by Council in order to ensure long-term risk management objectives will be met.	Other revenue

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
S6230008	Accessibility Standards for New Park Development	Create accessibility standards for new municipal park development which include consideration of the spectrum of disabilities and differences (e.g. sensory, physical, neurodivergence, etc.) to ensure any new park and public space amenities are accessible or include accessibility features.	Per Accessibility Plan recommendation. To ensure new parks are accessible and include accessibility features. The timing of this work is anticipated to follow the 2025 Parks and Recreation Master Plan work.	Community Amenity Contributions
S6230009	Traffic Island 1 - Design and Cost Estimates	New design for Traffic Island 1 (traffic island on Cleveland from Hwy 99 intersection). Consultant to provide design options with cost estimates - one that has a no-maintenance treatment (rough estimate including traffic management). Budget will be updated with a capital project in 2026, and build in 2027.	The existing landscape requires regular maintenance. It is a challenge for Public Works to maintain in its location, with traffic management of the highway and Cleveland. The project aim is to identify design changes that will reduce maintenance costs.	Taxation
S6630007	Environmental Reserve Fund Implementation	Yearly funds allocated for environmental stewardship projects facilitated through the environmental services department. These projects could include community-driven events, habitat restoration, habitat creation, tree planting, etc.	The Environmental Reserve Fund Bylaw No. 2642, 2018 established a reserve fund to "be expended solely for the purpose of supporting environmental initiatives including, but not limited to, vegetation and habitat restoration or enhancement, and land acquisition for the purpose of habitat preservation" (Bylaw No. 2642, 2018). The intent of this budget item is to facilitate continued stewardship projects each year.	Reserves
S6630008	Environmentally Sensitive Area Mapping Update	The overall goal of this project is to comprehensively update the environmentally sensitive area information that the District uses to aid future land use planning in the region, and to support policies and objectives of the District.	The District's Environmentally Sensitive Area (ESA) Mapping project was completed in 2017. This project included classifying habitat sensitivity and mapping terrestrial, wetland, and marine foreshore habitat. This ESA mapping is used in review of development permitting, District infrastructure upgrades, determination of environmental compensation requirements, and future land use planning. Although useful, the ESA mapping contains errors due to its high-level scale and due to a constantly changing environment that makes regular mapping updates necessary. A wildlife connectivity project (subproject 66300116) is currently underway and an urban forest management strategy is proposed to start in 2026. Both of these projects will provide a much greater depth of data to inform the ESA mapping updates.	Government Grants

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
S6630009	Xwu'nekw Park Sea Dike Compensation Monitoring	Qualified Environmental Professional (QEP) to complete bi-annual effectiveness monitoring of habitat compensation as a part of the anticipated Fisheries Act Authorization (FAA) requirements.	The Xwu-nekw Park Sea Dike construction is anticipated to start in 2024 following receipt of a Fisheries Act Authorization (FAA). As a part of the FAA, District staff anticipate a requirement of ten years of effectiveness monitoring for riparian and intertidal compensation functionality. Ten years of monitoring, once construction is complete, will likely include bi-annual QEP site visits and reports sent to Fisheries and Oceans Canada (DFO) on behalf of the District.	Taxation
S7230008	Circular Economy Implementation	Implementation of item 1.4.3 of the Circular Economy Roadmap and Implementation Plan (endorsed by Council Oct 2023). Through the District's Procurement Policy, advance Squamish's circular economy objectives. Over 3 years, undertake internal and external consultation and implement a change management framework to support transition and adoption.	Need to reduce community and corporate greenhouse gas emissions; by working with the business community to develop a circular economy. Advance local business and District adoption of circular practices by supporting and enabling circular procurement.	Government Grants, Other revenue, Taxation
S7230009	Developing Resilience through Economic Reconciliation	Develop a report recommending actions to advance efforts toward economic reconciliation by the District of Squamish. This approach will be a collaborative effort, guided by the Protocol Agreement, and the actions identified in the District of Squamish and Sḵwx̱wú7mesh Úxwumixw, Memorandum of Understanding, as well as through a review of global best practices.	Significant partner and community benefit. Contributes to achieving Economic Development's vision whereby; Squamish has a vibrant, diverse, and inclusive economy that prioritizes the natural environment. Advances the objectives of the 2023 Squamish Nation, Protocol Agreement.	
S7230010	Squamish Climate Action Group - Partnership Agreement	Provide Squamish Climate Action Network (Squamish CAN) with funding and agreement to implement the Farm and Food Hub Plan implementation.	Significant partner and community benefit. Advancing the OCP directive to develop sustainable food systems (actions 26.1 - 26.15).	
S7231005	Capilano University City Studio Chapter	The Capilano University and District Memo of Understanding identified a local City Studio chapter as an opportunity for the Squamish community. City Studio is a model that aims to shift the way that students, city staff, city partners, and faculty work together to co-create solutions for their communities. This project is being achieved through a shared funding model with a 2026 to 2028 financial commitment.	Establishing a Squamish City Studio chapter is a tangible demonstration of the strength of the relationship between Capilano University and the District of Squamish. It was noted in the Memo of Understanding.	Taxation
92301106	Residual Waste Management long term planning - Pre-design and Permitting	Pre-design and permitting for long term waste management The budget includes project management and support for the pre-design and permitting process.	Need to appropriately manage waste in Squamish due to limited lifespan in current Landfill.	Reserves

SPECIAL OPERATING PROJECTS

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
94300104	Plateau/Thunderbird Reservoir Condition Assessments	Inspection of reservoirs to assess condition and determine whether reservoirs should continue to be utilized in the future and any necessary remedial measures to reduce leakage The budget includes engaging a contractor/consultant to complete a comprehensive inspection of the Plateau and Thunderbird reservoirs.	The Plateau and Thunderbird reservoirs have not been inspected since their original commissioning due to significant access challenges. This project will complete an inspection and ensure suitable management of this unique infrastructure.	Reserves
94300106	Water Master Plan Update/Water Rate Study	The District completed its last Water Master Plan in 2015. The District has completed many of the recommendations in the report and requires new input to refine water system capital priorities and associated funding requirements. In addition, the District completed installation of water meters in 2021 and implemented a new water rate structure in 2022. This plan will include analysis and recommendations for the new water rate structure. The project includes engaging an engineering consultant to prepare a Water Master Plan Update and Water Rate Study.	This project will follow Official Community Plan policy to "Prepare and review water, sewer and stormwater master plans every 5 years to identify existing capacities, short-term upgrading requirements and the long-term viability of the District's infrastructure systems". In addition, a rate study is required to implement a new water rate structure that achieves the goals of equitable billing, water conservation, and full-cost recovery for the water utility.	Development Cost Charges, Reserves
94300111	Stawamus & Mashiter Water Supply - Inspection and Maintenance	Engineering inspection, maintenance and repair of aging surface water intake and raw water conveyance infrastructure.	Ensures regular maintenance and repairs are made on aging infrastructure.	Reserves
96300102	Sewer Master Plan Update	The Sewer Master Plan Update will take updated community growth projections into account and review capacity of the system to identify a long-term capital plan that ensures adequate capacity in the long term. The SMP will also complete financial analysis of the sewer utility to determine appropriate rates and ensure sustainable long-term funding. The project funds will pay for engaging an engineering consultant to prepare a Sewer Master Plan update.	Official Community Plan policy is to update master plans every 5 years to ensure suitable long-range planning of infrastructure assets. With ongoing changes to community growth, including consideration of Bill 44, it is important for the District to review changes and ensure the sewer system is being planned appropriately to accommodate new growth and maintain sustainable utility rates to fund required projects.	Development Cost Charges

2025-2029 Financial Plan

SQUAMISH

CAPITAL PROJECTS				ANNUAL COST					FUNDING SOURCES - TOTAL						
REF	Project Name	Department	Category	2025	2026	2027	2028	2029	User fees	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Borrowing	Reserves
26500104	Fibre Optic Cable Conduit	Information Technology	Municipal Infrastructure	150,000	231,300	-	-	-							381,300
26500110	Work/Asset Management System Software	Information Technology	Municipal Equipment	100,000	50,000	-	-	-							150,000
26500111	Electronic Payment Cards Implementation	Information Technology	Municipal Equipment	-	-	-	60,000	-							60,000
26500112	Complaints Solution Software Implementation	Information Technology	Municipal Equipment	-	50,000	25,000	-	-							75,000
26500113	New Fire Records Management System	Information Technology	Municipal Equipment	25,000	-	-	-	-							25,000
26500114	Human Resources Software Solution (HRIS)	Information Technology	Municipal Equipment	25,000	75,000	50,000	-	-							150,000
26500115	Council Meeting Management System	Information Technology	Municipal Equipment	-	-	-	75,000	-							75,000
28520105	RCMP Lighting Upgrade to Energy-Efficient LEDs	Facilities Maintenance	Municipal Equipment	-	-	-	-	80,000							80,000
28520107	RCMP Overhead Bay Door Replacement	Facilities Maintenance	Municipal Facilities	-	-	-	50,000	-							50,000
28520109	Brennan Park Recreation Centre Signage Replacement	Facilities Maintenance	Municipal Equipment	-	-	120,000	-	-							120,000
32500106	Library Improvements - HVAC Replacement	Facilities Maintenance	Municipal Equipment	200,000	200,000	-	-	-							400,000
32500107	Municipal Hall Public Washrooms Renovation	Facilities Maintenance	Municipal Facilities	30,000	70,000	-	-	-							100,000
34510103	RCMP Back-Up Generator Replacement	Facilities Maintenance	Municipal Facilities	-	120,000	-	-	-							120,000
34510105	RCMP Building Automation System (BAS) Upgrade	Facilities Maintenance	Municipal Equipment	-	-	75,000	-	-							75,000
34510106	RCMP Interior Flooring Upgrades	Facilities Maintenance	Municipal Equipment	-	-	100,000	-	-							100,000
34510107	RCMP Fire Alarm Panel Replacement	Facilities Maintenance	Municipal Facilities	-	-	-	30,000	-							30,000
34510108	RCMP Exhibits Tent Replacement	Facilities Maintenance	Municipal Equipment	-	-	200,000	-	-							200,000
34510109	RCMP Security System Replacement	Facilities Maintenance	Municipal Facilities	-	-	100,000	-	-							100,000
34600101	RCMP Mechanical Upgrade - Replacement of Heat Pumps	Facilities Maintenance	Municipal Equipment	247,500	-	-	-	-							247,500
50501100	Oceanfront Boardwalk A & B (DCC P-11) - Paving Oceanfront Perimeter Trail	Engineering	Growth	60,000	50,000	-	-	68,000					176,220		1,780
52600101	Public Works Facility Replacement - Design	Facilities Planning and Construction	Master Plan	7,770,955	1,300,000	-	-	-							9,070,955
52600102	Animal Shelter Removal	Facilities Planning and Construction	Municipal Facilities	-	-	90,000	-	-							90,000
54501112	Fleet Parks 2014 Ford F150 Super Crew 2x4 Short Box (V9093) Replacement and Upgrade	Fleet Management	Municipal Equipment	83,500	-	-	-	-							83,500
54501113	Fleet Utilities 2014 Ford F150 Extended Cab 4x4 Short Box (V9444) Replacement	Fleet Management	Municipal Equipment	68,100	-	-	-	-							68,100
54501114	Fleet Roads 2014 Ford F150 Extended Cab 4x4 Short Box (V9445) Replacement	Fleet Management	Municipal Equipment	71,700	-	-	-	-							71,700
54501115	Fleet Fire Services 2014 Ford F150 Super Crew 4x4 (V7003) Replacement	Fleet Management	Municipal Equipment	94,200	-	-	-	-							94,200
54501116	Fleet IT Department Electrical 2014 Ford Transit Connect (V8447) Replacement and Upgrade to EV	Fleet Management	Municipal Equipment	86,500	-	-	-	-							86,500
54501117	Fleet Building 2014 Ford C-Max (V9449) Replacement	Fleet Management	Municipal Equipment	73,600	-	-	-	-							73,600
54501122	Fleet Utilities 2014 Ford F150 Ext Cab 4x4 Short Box (V9448) Replacement	Fleet Management	Municipal Equipment	68,100	-	-	-	-							68,100
54501127	Fleet Bylaw 2013 Cargo Mate Shoring Trailer (V9436) Replacement	Fleet Management	Municipal Equipment	-	6,500	-	-	-							6,500
54501128	Fleet Parks 2017 Drop Deck Trailer (V9091) Replacement	Fleet Management	Municipal Equipment	-	13,500	-	-	-							13,500
54501129	Fleet Bylaw 2015 Ford F350 Crew Cab (V7005) Replacement	Fleet Management	Municipal Equipment	-	60,000	-	-	-							60,000
54501130	Fleet Bylaw 2015 Mongoose 184 Flush Trailer (V9450) Replacement	Fleet Management	Municipal Equipment	-	63,000	-	-	-							63,000
54501131	Fleet Utilities 2015 Ford F250 Supercab Short Box (V9452) Replacement	Fleet Management	Municipal Equipment	-	37,200	-	-	-							37,200
54501132	Fleet Sewer 2014 Isuzu Crane Truck (V9442) Replacement	Fleet Management	Municipal Equipment	-	-	150,000	-	-							150,000
54501133	Fleet Parks 2016 Ford F250 Supercab Short Box (V9095) Replacement	Fleet Management	Municipal Equipment	-	-	65,000	-	-							65,000
54501134	Fleet Parks 2016 Ford F150 Supercab Short Box (V9097) Replacement	Fleet Management	Municipal Equipment	-	-	50,000	-	-							50,000
54501135	Fleet Parks 2016 John Deere 5100M Tractor (V9098) Replacement	Fleet Management	Municipal Equipment	-	-	136,000	-	-							136,000
54501136	Fleet Roads 2016 Elgin Crosswind Sweeper (V9465) Replacement	Fleet Management	Municipal Equipment	-	-	325,000	-	-							325,000

CAPITAL PROJECTS				ANNUAL COST					FUNDING SOURCES - TOTAL						
REF	Project Name	Department	Category	2025	2026	2027	2028	2029	User fees	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Borrowing	Reserves
54501137	Fleet Brennan Park Recreation Centre 2016 Ford Transit 150 (V8450) Replacement	Fleet Management	Municipal Equipment	-	-	36,000	-	-							36,000
54501138	Small Trail/Sidewalk Sweeper	Fleet Management	Municipal Equipment	-	265,000	-	-	-							265,000
54501139	Fleet Public Works 2013 Zaxis 75US-3 Excavator (V9441) Replacement	Fleet Management	Municipal Equipment	-	-	-	95,000	-							95,000
54501140	Fleet Engineering 2017 Shortbox Ford150 4X4 (V8451) Replacement	Fleet Management	Municipal Equipment	-	-	-	41,000	-							41,000
54501141	Fleet Parks 2017 Shortbox Ford150 4X4 (V9099) Replacement	Fleet Management	Municipal Equipment	-	-	-	40,000	-							40,000
54501142	Fleet Bylaw Animal Control 2017 Van (V8453) Replacement	Fleet Management	Municipal Equipment	-	-	-	47,000	-							47,000
54502109	Mobile Lift Columns for Fleet Truck Repairs	Public Works	Municipal Equipment	-	100,000	-	-	-							100,000
54502110	Electric Forklift - Public Works Facility	Public Works	Municipal Equipment	-	103,000	-	-	-							103,000
54502114	Fleet Sewer 2015 New Holland T6 Mower (V9450) Replacement	Fleet Management	Municipal Equipment	-	181,900	-	-	-							181,900
54502115	Fleet Roads 2014 Ford F550 w/ snow and ice control implements (V9446) Replacement	Fleet Management	Municipal Equipment	-	-	160,000	-	-							160,000
54502116	Fleet Parks 2016 Redexim 2075 Overseeder (OS1) Replacement	Fleet Management	Municipal Equipment	-	-	27,000	-	-							27,000
54502117	Fleet Bylaw 2017 Ford F150 Supercab Shortbox (V8452) Replacement	Fleet Management	Municipal Equipment	-	-	-	44,000	-							44,000
54502118	Fleet Parks 2017 Ford F250 Supercab 4x4 (V9100) Replacement	Fleet Management	Municipal Equipment	-	-	-	47,000	-							47,000
54502119	Fleet Brennan Park Recreation Centre 2017 Ice Bear Ice Resurfacer Replacement	Fleet Management	Municipal Equipment	-	186,000	-	-	-							186,000
54502120	Fleet Parks 2017 McLean MV4 Trails Machine Replacement	Fleet Management	Municipal Equipment	-	-	-	275,000	-							275,000
54502122	Beach Groomer - Skid Steer Loader and Grapple Attachment	Fleet Management	Municipal Equipment	150,000	-	-	-	-							150,000
56500300	Road & Bridge Infrastructure - Annual Paving and Repairs	Engineering	Master Plan	450,000	525,865	595,063	2,447,538	1,647,731							5,666,197
56504101	Brine Storage Tanks, Pumping System, and Spill Containment	Public Works	Municipal Equipment	-	85,000	-	-	-							85,000
56504307	Paradise Valley Bailey Bridge Abutments	Engineering	Municipal Infrastructure	150,000	1,052,584	-	-	-							1,202,584
56504313	Mamquam Road Failure - Road Safety Upgrades	Engineering	Municipal Infrastructure	100,000	-	-	-	-							100,000
56504314	New Downtown Entrance	Engineering	Growth	461,546	86,863	89,902	93,046	146,305					868,886		8,776
56504320	Mamquam Bridge Deck Resurfacing	Engineering	Municipal Infrastructure	5,000,000	-	-	-	-						5,000,000	
56504321	Progress Way Road Road Reconstruction	Engineering	Municipal Infrastructure	-	-	700,000	-	-							700,000
56504322	Second Downtown Entrance: Pemberton/Laurelwood Bridge - Mamquam Blind Channel	Engineering	Municipal Infrastructure	231,546	479,331	315,434	181,213	10,666,276					11,755,063		118,737
56505300	Oceanfront Peninsula Main Arterial Road Construction	Engineering	Growth	-	600,000	600,000	-	1,000,000					1,012,000	1,188,000	
56506106	Cleveland Avenue Decorative Streetlights Replacement	Public Works	Municipal Infrastructure	80,700	80,700	-	-	-							161,400
56506107	Electric Vehicle Charging Stations - Brennan Park and Cleveland Ave	Engineering	Municipal Infrastructure	89,800	-	-	-	-							89,800
56510320	Victoria Street Bike Lane - Loggers Lane to Third Ave	Engineering	Municipal Infrastructure	695,000	-	-	-	-		147,894	500,000				47,106
56531050	Road Paint Annual Marking	Engineering	Municipal Infrastructure	215,000	209,569	216,270	225,173	221,267							1,087,279
57500100	Transit Stop Infrastructure Improvements - New Bus Shelters	Engineering	Municipal Infrastructure	105,000	104,784	110,538	117,482	117,695							555,499
60500300	Annual Flood Protection Upgrades	Engineering	Master Plan	400,000	4,105,596	4,209,875	4,316,060	3,990,270			8,310,901			8,310,901	400,000
60500302	Xwu´nekw Park Sea Dike Upgrades	Engineering	Municipal Infrastructure	6,300,000	-	-	-	-				1,300,000		5,000,000	
60500303	Squamish River Dike Raising - Upper Jimmy Jimmy (Judd) Slough	Engineering	Municipal Infrastructure	400,000	-	-	-	-						400,000	
60500304	Eagle Viewing Area / Siyich'em Reserve Dike Upgrades Design	Engineering	Municipal Infrastructure	-	300,000	-	-	-							300,000
60514106	Harris, Dryden and Judd Storm Pump Stations - Backup Generators	Roads & Drainage	Municipal Infrastructure	350,000	350,000	-	-	-							700,000
60514107	Storm System Infrastructure - Annual Repair and Replacement	Engineering	Master Plan	500,000	750,000	605,000	730,000	760,000							3,345,000
60514111	Skyline Drive Stormwater Culvert Replacement	Engineering	Master Plan	250,000	-	-	-	-							250,000
60514112	Whittaker Slough Pump Station Construction	Engineering	Master Plan	250,000	4,736,630	-	-	-					2,144,251	2,842,379	
60514113	Loggers East Drainage Diversion Pipe Construction	Engineering	Master Plan	3,500,000	962,068	-	-	-					1,918,689	2,543,379	
60514114	Eagle Run Storm Pump Station Electrical Control System Replacement	Public Works	Municipal Infrastructure	250,000	-	-	-	-							250,000
60514115	Dike Access Gate Installation	Public Works	Municipal Infrastructure	20,000	-	-	-	-							20,000
60514117	Stormwater Pipe Capacity Upsizing	Engineering	Municipal Infrastructure	100,000	-	1,350,000	1,424,818	-					1,236,172		1,638,646
72510105	Squamish Adventure Centre HVAC upgrades	Facilities Maintenance	Municipal Facilities	250,000	250,000	-	-	-							500,000
80500103	Mobile Library Service	Library	Growth	-	200,000	-	-	-		100,000					100,000
80510107	Library Washrooom Functionality and Accessibility Upgrades	Facilities Maintenance	Municipal Facilities	-	-	30,000	60,000	-							90,000
80510108	Library Siding Replacement and Repairs	Facilities Maintenance	Municipal Facilities	-	-	-	100,000	-							100,000
82510109	Major Public Art Piece Purchase	Filming and Events	Municipal Equipment	300,000	-	-	-	-							300,000

CAPITAL PROJECTS				ANNUAL COST					FUNDING SOURCES - TOTAL						
REF	Project Name	Department	Category	2025	2026	2027	2028	2029	User fees	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Borrowing	Reserves
84500103	Brennan Park Field House Replacement	Facilities Planning and Construction	Municipal Facilities	1,250,000	-	-	-	-							1,250,000
84500107	Turf Field Road and BMX Parking Lot Paving	Engineering	Municipal Infrastructure	150,000	-	-	-	-				150,000			
84500109	Equestrian Area Event/Tournament Camping/Parking Lot and Community Storage Construction	Recreation	Municipal Infrastructure	-	-	300,000	-	-							300,000
84500110	Brennan Park Recreation Centre Upgrade - Project 1 (Green and Inclusive Community Buildings Grant)	Facilities Planning and Construction	Municipal Facilities	6,900,000	-	-	-	-			1,700,000				5,200,000
84500120	Brennan Park Building Envelope Upgrades	Facilities Planning and Construction	Municipal Facilities	5,500,000	2,000,000	-	-	-			4,900,000				2,600,000
84502103	Brennan Park Waste Management Recycling and Composting Improvements	Facilities Maintenance	Municipal Equipment	-	30,000	-	-	-							30,000
84512105	Brennan Park New Pool Design	Facilities Planning and Construction	Master Plan	-	-	950,000	8,000,000	8,000,000			16,950,000				
84512106	Brennan Park Recreation Centre and Arena Hot Water Upgrades	Facilities Planning and Construction	Municipal Facilities	30,000	-	-	-	-							30,000
84512108	Brennan Park Recreation Centre Meeting Rooms Audio/Video Upgrades	Facilities Maintenance	Municipal Facilities	-	30,000	-	-	-							30,000
84514107	Brennan Park Arena Flooring Replacement	Facilities Planning and Construction	Municipal Facilities	-	275,000	-	-	-							275,000
84514108	Brennan Park New Ice Rink Design	Facilities Planning and Construction	Master Plan	-	-	-	950,000	8,000,000			8,950,000				
86512105	Sp'akw'us Feather Park Amenities	Engineering	Growth	500,000	-	-	-	-					495,000		5,000
86512114	Brennan Park Playground and Splashpark Construction	Parks & Trails	Master Plan	-	200,000	-	-	-				200,000			
86514105	Brennan Park Field 2/3/4/6 Baseball Backstop Replacement	Parks & Trails	Municipal Infrastructure	75,000	-	-	-	-							75,000
86519104	Brennan Park Tennis Courts	Parks & Trails	Municipal Infrastructure	150,000	-	-	-	-				150,000			
86520102	Park Operations Office Relocation from Brennan Park	Facilities Planning and Construction	Municipal Facilities	85,000	-	-	-	-				85,000			
88500100	Mt Garibaldi Cemetery Expansion and Service Improvements	Parks & Trails	Municipal Infrastructure	1,395,000	-	-	-	-						1,395,000	
C2650003	UBW Cloud Migration	Information Technology	Municipal Equipment	25,000	100,000	-	-	-							125,000
C2850003	Squamish Search and Rescue (SSAR) Relocation Phase 2	Real Estate	Municipal Infrastructure	1,500,000	-	-	-	-							1,500,000
C3650001	Fleet (E2-7112) 2007 Fire Engine Replacement	Fire Services	Municipal Equipment	10,000	-	1,790,000	-	-						1,800,000	-
C3650002	Fleet (R2 -7003) Rescue Truck Replacement Outfitting	Fire Services	Municipal Equipment	65,000	-	-	-	-							65,000
C3650003	Fire Rescue Stabilization & Shoring Equipment Replacement	Fire Services	Municipal Equipment	-	70,000	-	-	-							70,000
C3650004	Wildfire Water Tank and Pump Skid System Purchase	Fire Services	Municipal Equipment	-	45,000	-	-	-							45,000
C3650102	Fleet Fire Services 2016 Enclosed Trailer (V7009) Replacement	Fire Services	Municipal Equipment	-	-	-	-	15,000							15,000
C3650103	Fleet Fire Services 2016 transit 350 Cargo Van (V7010) Replacement	Fire Services	Municipal Equipment	-	-	-	-	60,000							60,000
C3650105	Fleet Fire Services 2018 Ford F150 Super Crew 4x4 (V7013) Replacement	Fire Services	Municipal Equipment	-	-	-	-	70,000							70,000
C42500001	New Animal Shelter at RCMP	Animal Control	Master Plan	-	120,000	-	-	-							120,000
C5260003	Fleet Maintenance Bay Tube Heater Replacement	Facilities Maintenance	Municipal Facilities	-	-	-	50,000	-							50,000
C5260005	Improvements to Lot 74 for Use as a Satellite Works Yard	Public Works	Municipal Facilities	-	-	250,000	250,000	250,000							750,000
C5450108	Fleet Public Works F550 with Snow and Ice Control Equipment	Fleet Management	Municipal Equipment	-	240,000	-	-	-							240,000
C5450109	Fleet Parks and Roads Two EV Ford F150 Lightning Pros	Fleet Management	Municipal Equipment	-	75,000	75,000	-	-							150,000
C5450110	New Cheekeye Debris Barrier Maintenance Vehicles and Equipment	Fleet Management	Municipal Equipment	-	-	-	100,000	-							100,000
C5450111	Fleet Roads 2013 John Deere 544K Front End Loader Replacement	Public Works	Municipal Equipment	-	-	-	-	180,000							180,000
C5450112	Fleet Roads 2018 F250 Super Crew 4x4 (V9460) Replacement	Public Works	Municipal Equipment	-	-	-	-	60,000							60,000
C5450113	Fleet Public Works 2018 Electric Vehicle Ford Transit 150 (V9462) Replacement	Public Works	Municipal Equipment	-	-	-	-	46,000							46,000
C5450114	Fleet Bylaw 2018 Ford F150 (V8457) Replacement	Public Works	Municipal Equipment	-	-	-	-	90,000							90,000
C5450115	Bylaw Ford Ranger Supercab 4x4 Replacement (V9421)	Public Works	Municipal Equipment	-	-	-	-	50,000							50,000
C5450208	Fleet Public Works New Mobile Equipment - Two Auto Flagger Traffic Control Trailers	Fleet Management	Municipal Equipment	80,000	-	-	-	-							80,000
C5450209	Fleet Public Works New Mobile Equipment - Bike Lane Sweeper/Snow and Ice Control Unit	Fleet Management	Municipal Equipment	246,000	-	-	-	-							246,000
C5450211	Fleet Public Works 2013 Mobile Equipment 11 John Deere 770G Grader (V9439) Replacement	Fleet Management	Municipal Equipment	-	-	-	-	230,000							230,000
C5450212	Fleet Public Works 2015 Mobile Equipment 12 Cummins C60CR Generator Trailer (V9453) Replacement	Fleet Management	Municipal Equipment	-	-	-	-	55,000							55,000
C5450213	Fleet Public Works 2015 Mobile Equipment 13 Cummins C60CR Generator Trailer (V9454) Replacement	Fleet Management	Municipal Equipment	-	-	-	-	55,000							55,000
C5450214	Fleet Public Works 2016 Mobile Equipment 14 JLG Drop Deck Trailer Replacement	Fleet Management	Municipal Equipment	-	-	-	-	20,000							20,000
C5650405	Speed Limit Reduction Implementation	Engineering	Municipal Infrastructure	165,000	-	-	-	-							165,000
C5650406	Finch Drive Road Reconstruction	Engineering	Municipal Infrastructure	-	68,000	1,738,000	-	-		1,806,000					

CAPITAL PROJECTS				ANNUAL COST					FUNDING SOURCES - TOTAL						
REF	Project Name	Department	Category	2025	2026	2027	2028	2029	User fees	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Borrowing	Reserves
C5650601	Downtown Paid Parking Implementation	Engineering	Municipal Infrastructure	600,000	-	-	-	-							600,000
C5651004	Annual Transportation Upgrades	Engineering	Municipal Infrastructure	700,000	1,447,357	1,456,747	1,437,366	1,388,801			750,000				5,680,271
C5651005	Depot Road Separated Active Transportation Infrastructure	Engineering	Municipal Infrastructure	875,000	650,000	-	-	-			500,000				1,025,000
C7251002	Adventure Centre HVAC BAS system	Facilities Maintenance	Municipal Facilities	-	-	100,000	250,000	-							350,000
C7251003	Adventure Centre Concrete Floor Refinishing	Facilities Maintenance	Municipal Facilities	-	-	-	-	40,000							40,000
C7251004	Adventure Centre Roof Replacement	Facilities Maintenance	Municipal Facilities	-	-	50,000	750,000	-							800,000
C8450112	Brennan Park ServiceUpgrades and Electrification Allowance	Facilities Planning and Construction	Municipal Facilities	-	250,000	-	-	-							250,000
C8450113	Brennan Park Parking Lot Line Repainting	Facilities Planning and Construction	Municipal Facilities	17,000	40,000	-	-	-							57,000
C8450114	Brennan Park Seismic Upgrades	Facilities Planning and Construction	Municipal Facilities	-	-	-	-	2,000,000							2,000,000
C8450115	Brennan Park Pool Roof Membrane Replacement	Facilities Planning and Construction	Municipal Facilities	-	-	-	2,600,000	-							2,600,000
C8450116	Brennan Park Exterior Gym Relocation	Facilities Planning and Construction	Municipal Facilities	25,000	-	-	-	-							25,000
C8451401	Brennan Park Auditorium Upgrade	Facilities Maintenance	Municipal Facilities	-	-	15,000	50,000	-							65,000
C8651201	Brennan Park Tennis and Pickleball Courts Landscaping	Public Works	Municipal Infrastructure	50,000	-	-	-	-				50,000			
C8651402	Lawn Bowling Green at Eaglewind Park	Parks & Trails	Municipal Infrastructure	54,000	-	-	-	-			39,000	15,000			
	TOTAL 2025-2029 GENERAL FUND			50,199,747	23,681,747	17,255,829	24,936,696	39,307,345	-	2,053,894	42,599,901	1,950,000	19,606,281	28,479,658	60,691,630
92500104	Landfill Gas Flare Horizontal Pipe Expansion	Engineering	Municipal Infrastructure	250,000	48,000	433,000	-	50,000							781,000
92510102	Residual Waste Long Term Planning - Design and Construction	Sustainability	Growth	390,000	1,353,902	3,017,424	10,274,464	4,365,743						19,401,533	-
92510110	Landfill Closure Phase 2 and 3 Construction	Sustainability	Municipal Infrastructure	-	-	249,500	166,350	1,063,300							1,479,150
94504100	Water Service Connections Upgrades	Utilities	Municipal Infrastructure	65,000	65,000	65,000	65,000	65,000	325,000						
94516105	On-Site Chlorine Generating System for Powerhouse Springs - Feasibility and Cost-Analysis	Utilities	Municipal Equipment	-	-	50,000	300,000	-							350,000
94516309	Powerhouse Springs Chlorination Injection Chamber - Design and Construction	Engineering	Municipal Infrastructure	1,000,000	-	-	-	-							1,000,000
94516310	Powerhouse Springs Production Well - Design and Construction	Engineering	Master Plan	50,000	817,000	-	-	95,000					952,380		9,620
94516311	Powerhouse Springs Backup Diesel Generator for Water Supply	Engineering	Municipal Infrastructure	400,000	300,000	-	-	-							700,000
94523300	Water System - Annual Repairs and Replacements	Engineering	Master Plan	2,550,000	1,577,706	1,596,272	1,647,893	1,704,564							9,076,435
96501104	Fleet Sewer Tandem Axle Vacuum Truck (V9431)	Fleet Management	Municipal Equipment	-	-	750,000	-	-							750,000
96504100	Wastewater Connections	Utilities	Municipal Infrastructure	15,000	15,000	15,000	15,000	15,000	75,000						
96510302	Chiefview & Tantalus Sanitary Sewer Upgrade	Engineering	Municipal Infrastructure	-	-	-	2,500,000	-					2,475,000		25,000
96511300	Sanitary Sewer - Annual Repair and Remplacement	Engineering	Master Plan	1,100,000	1,155,000	1,155,000	1,300,000	1,773,000							6,483,000
96520307	Wastewater Treatment Plant - Repair and Replacement	Utilities	Municipal Infrastructure	200,000	200,000	200,000	200,000	300,000							1,100,000
96520311	Wastewater Treatment Plant Electrical Service Upgrade	Engineering	Municipal Infrastructure	500,000	-	-	-	-							500,000
96520312	Wastewater Treatment Plant Radio Antenna Tower	Utilities	Municipal Infrastructure	50,000	-	300,000	-	-							350,000
96530301	Lift Stations Refurbishment and Replacement	Engineering	Municipal Infrastructure	2,000,000	500,000	962,728	999,000	962,000							5,423,728
96530309	Sewer Lift Station Transformers Upgrade	Utilities	Municipal Equipment	100,000	100,000	100,000	100,000	100,000							500,000
96530312	Westway Lift Station Back-up Generator Replacement	Utilities	Municipal Equipment	-	-	50,000	350,000	-							400,000
96550105	Wastewater Treatment Plant Outfall Extension	Engineering	Municipal Infrastructure	72,659	-	-	-	-							72,659
96550108	Wastewater Treatment Plant Ventilation Upgrades - Grit, Solids and RAS	Facilities Maintenance	Municipal Equipment	250,000	250,000	-	-	-							500,000
96550110	Wastewater Treatment Plant Headworks Building Replacement	Engineering	Master Plan	-	227,294	-	11,899,462	5,965,436						17,632,919	459,273
96600102	Wastewater Treatment Plant Upgrade	Engineering	Master Plan	950,000	-	-	-	-					940,500		9,500
C9450101	Fleet Water Services Additional Pick-up Truck (F150)	Fleet Management	Municipal Equipment	68,500	-	-	-	-							68,500
C9451602	Powerline Re-Closer for Powerhouse Springs	Engineering	Municipal Infrastructure	-	-	100,000	-	-							100,000
C9650101	Fleet Waste Water New Ford F150 Lightning EV	Fleet Management	Municipal Equipment	-	-	90,000	-	-							90,000
C9651101	Mamquam Road Sanitary Sewer Phase 3 - Upgrade Under Highway 99	Engineering	Municipal Infrastructure	-	48,000	-	1,992,645	-							2,040,645
C9651102	Easter Seal Gravity Lift Station (DCC S-7) Refurbishment - Government Road Sanitary Sewer Bypass	Engineering	Municipal Infrastructure	-	-	-	196,000	-					194,040		1,960
C9652003	Waste Water Treatment Plant Back-up Generator Replacement	Utilities	Municipal Infrastructure	-	650,000	-	-	-							650,000
	TOTAL 2025-2029 UTILITIES			**10,011,159**	**7,306,902**	**9,133,924**	**32,005,814**	**16,459,043**	**400,000**	**-**	**-**	**-**	**4,561,920**	**37,034,452**	**32,920,471**
	TOTAL 2025-2029			**60,210,906**	**30,988,649**	**26,389,753**	**56,942,510**	**55,766,388**	**400,000**	**2,053,894**	**42,599,901**	**1,950,000**	**24,168,201**	**65,514,110**	**93,612,101**

District of Squamish 2025-2029 Financial Plan

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
26500104	Fibre Optic Cable Conduit	Creation of a fiber-optic loop owned and operated by the District. Progress has been made in recent years creating a conduit backbone that links Public Works, Brennan Park, RCMP/Bylaw, and Firehall 1. The budget includes complete conduit connections to Municipal Hall, Critical Public Works Infrastructure and Supervisory Control and Data Acquisition (SCADA) sites, and other sites.	Connecting District buildings with fibre optic cable has resulted in significant operational savings and highly improved service, allowing the organization to reallocate funds to other rising IT costs. The annual cost of our Telcom-managed network contract has already been reduced significantly. Network speeds have increased by up to 100x for some locations. Critical Supervisory Control and Data Acquisition (SCADA) sites are also being connected where possible. Coordinating installation of fibre optic cable conduits with planned capital and development projects, provides a significant savings during installation.	Reserves
26500110	Work/Asset Management System Software	IT staff position to support work/asset management system software, per the recommendations outlined in the Asset Management Plan. The budget includes year 1 and 2 of the staff position being funded through capital project funding.	As identified through the 2021 Asset Management Plan, the District is responsible for the management of an asset inventory valued at approximately $883M. A Work and Asset Management system is required in order to have a single system to manage work and work orders, schedule and track work and maintenance, and track the condition of district assets, including water, sanitation, storm, roads, electrical, buildings. A single Work and Asset Management system is critical for operational efficiency, for long-term capital planning, and to reduce organizational risk.	Reserves
26500111	Electronic Payment Cards Implementation	The goal of this project is to move the organization away from paper based Local Orders to electronic payment cards. The new Finance system includes a p-card module that needs to be implemented. The budget includes specialized implementation consultants.	There will be significant efficiencies in moving to p-cards particularly in Public Works, where many smaller local purchases are made regularly by a large number of staff.	Reserves
26500112	Complaints Solution Software Implementation	Creation and implementation of a central system to track complaints from the Public. Having no central system to track complaints from the Public presents a risk and leads to poor/inconsistent services. Existing District platforms should be explored, saving on integration and licensing costs. The budget ask is for potentially a system and/or consultants required for the implementation.	A complaint may need to be routed to Bylaw, Public Works, Legislative Services, Facilities or other departments. This is mostly being done via email with little to no tracking or follow-up process. For a growing community like Squamish, this is not an acceptable solution.	Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
26500113	New Fire Records Management System	Replace the obsolete system reducing employee (flight) and organizational risk and address substantial pain points with the current lack of interface for Incidents. The District has followed the Ecomm process to select a Fire Records Management System (RMS) vendor closely and is currently working with Procurement on a direct award. Implementation is not available till 2025. The budget includes the system and implementation support.	This is likely the highest business applications risk/need at the District that has been delayed due to both our availability and vendor quality. We are looking to follow suit of other Ecomm agencies and pursue an integrated Fire RMS that will greatly reduce organizational and community risk.	Reserves
26500114	Human Resources Software Solution (HRIS)	The goal is to provide the organization with a solution to fill the current gaps and pain points associated with manual tracking, reliance on excel and not being able to report or manage the organization or employees easily. In 2022 the direction was to build the platform systems we have to address the HR system needs (currently the budget reflects this strategy). With new HR leadership there is a new push for a separate system. IT and HR are currently in the process of refreshing the HRIS requirements to determine what system will best meet the current needs. The budget includes the system and/or modules and implementation	An efficient system that automates standard tasks will increase HR capacity by freeing staff time currently used for low-value tasks of manual tracking. Better employee and organizational management and meeting requirements will also lessen organizational risk.	Reserves
26500115	Council Meeting Management System	The overall goal is to meet unmet District requirements associated with council meeting management. Will provide an improved, modern, more integrated experience for managing all inputs and outputs associated with council meetings. The budget includes improvements to the current system or investing in a new solution, including implementation support.	Ensuring an efficient and effective experience for this critical business function is important.	Reserves
28520105	RCMP Lighting Upgrade to Energy-Efficient LEDs	This project will replaced all non-LED light fixtures throughout offices and cells with LED options. The budget includes lighting upgrades.	Long-term cost savings.	Reserves
28520107	RCMP Overhead Bay Door Replacement	This project will replace the two overhead doors that serve the bays at the RCMP building.	Asset Replacement.	Reserves
28520109	Brennan Park Recreation Centre Signage Replacement	Replacement of Brennan Park front entrance (read-o-graph) sign with a new digital sign to improve staff safety and efficiency and optimize communications opportunities. The budget includes the replacement to ensure optimizing communications and improving staff safety.	Asset Replacement.	Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
32500106	Library Improvements - HVAC Replacement	This budget allows for the replacement of the existing HVAC units, which are at the end of their life, to maintain cooling, heat, and fresh air for 70+ staff. Upgrades will reduce GHG emissions by switching to electric from gas.	Asset is at end of life.	Reserves
32500107	Municipal Hall Public Washrooms Renovation	Municipal Hall was built in 1976, and some minor modifications have been completed over the years in the bathrooms. Renovation of the bathrooms is required to create gender-neutral and wheelchair-accessible washrooms. This would include replacing fixtures, installing auto doors, retrofitting cubical dimensions, installing new exhaust fans, and upgrading lighting.	Community improvements.	Reserves
34510103	RCMP Back-Up Generator Replacement	The back-up generator at the RCMP is currently 20 years old and is at end of life and due for replacement. The budget includes replacement of the end-of-life asset.	Asset Replacement.	Reserves
34510105	RCMP Building Automation System (BAS) Upgrade	The Building Automation System (BAS) at the RCMP allows for remote control and detailed programming of the mechanical systems at the detachment. The wiring and hardware is original and will be due for replacement in 2025. This will coincide with the completion of the current HVAC system upgrade project.	Asset Replacement.	Reserves
34510106	RCMP Interior Flooring Upgrades	This project will replace all interior carpets with vinyl flooring to match the rest of the detachment. Carpets are original to the facility.	Asset Replacement.	Reserves
34510107	RCMP Fire Alarm Panel Replacement	This project would include the replacement of 3 panels that will be at their end of life in 2028.	Asset Replacement.	Reserves
34510108	RCMP Exhibits Tent Replacement	The RCMP has a large green storage tent that is 20 years old and is used for exhibits as well as storage for outdoor equipment and is in need of replacement.	Asset is at end of life.	Reserves
34510109	RCMP Security System Replacement	The RCMP has an interior and exterior camera system that monitors the entire detachment. The project will replace the complete camera system as it a physical security requirement for the RCMP. The budget includes asset replacement.	Asset is at end of life	Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
34600101	RCMP Mechanical Upgrade - Replacement of Heat Pumps	The RCMP building is 14 years old, and some of the mechanical equipment will reach its life's end over the next five years. Staff have worked with a mechanical consultant to examine existing systems and create a replacement plan. The equipment includes two gas boilers, which were replaced with high-efficiency boilers in phase 1. Two hot water storage tanks were replaced with electric storage tanks from gas, also in phase 1. The remaining equipment to be replaced is 24 water-to-water heat pumps with high-efficiency heat pumps, geothermal pumps and the Direct Digital Controls (DDC) system. The plan identifies the year the equipment should be replaced, budget figures, and alternatives to use to provide better efficiency and energy savings.	Asset Replacement	Reserves
50501100	Oceanfront Boardwalk A & B (DCC P-11) - Paving Oceanfront Perimeter Trail	Asphalt paving of Oceanfront perimeter trail, a major public amenity related to the Oceanfront development. Trail construction (with the exception of asphalt paving) will be designed and constructed by the Oceanfront developer at their expense. Timing of trail construction and paving is dependent on developer time fames, as sections of trail will be constructed as each parcel fronting the trail is developed.	The Oceanfront perimeter trail is a recreational amenity provided by the developer for public use and is required as part of the Phased Development Agreement for the development. DCC contributions are to be used for asphalt paving of the trail.	Development Cost Charges, Reserves
52600101	Public Works Facility Replacement - Design	Inline with Real Estate Facilities Master Plan, the project will replace the current Public Works facility with a new facility. The new facility will have increased space to meet the service levels for the growing community, meet modern seismic standards, and have increased height to align with Flood Control bylaw. Notable inclusions to the design are raising the site above flood construction level, adding 5 double bay doors for vehicle entry, and office space with allowance for future growth. The budget includes the design of the new facility.	The existing facility is beyond end of its operating life. Replacing the current Public Works facility was identified as an essential community safety initiative as the current facility is a critical part of the community's emergency response infrastructure and is not built to modern seismic standards. Office and staff facilities are also inadequate for current service delivery.	Reserves
52600102	Animal Shelter Removal	The current animal shelter will be removed. The budget includes demolition of existing facility.	Existing facility is beyond end of its operating life and removal is in line with Real Estate Facilities Master Plan,	Reserves
54501112	Fleet Parks 2014 Ford F150 Super Crew 2x4 Short Box (V9093) Replacement and Upgrade	Improve Parks' capacity to continue to support operations and maintenance of new parks. The budget includes Replacement and upgrade of Parks' Ford F150 with an F250 4x4.	Replacement per District Fleet Replacement Bylaw. Significant cost escalation in vehicle replacement cost in recent years. Need to add ability to tow heavy trailers to support operation and maintenance of new parks and comply with Motor Vehicle Act.	Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
54501113	Fleet Utilities 2014 Ford F150 Extended Cab 4x4 Short Box (V9444) Replacement	Replacement of Utilities Ford F150.	Replacement bylaw has medium pick ups at 12 year cycle for replacement. This unit is a 2014 model. At end of lifespan and due for replacement as Best Management Practice in asset management.	Reserves
54501114	Fleet Roads 2014 Ford F150 Extended Cab 4x4 Short Box (V9445) Replacement	Replacement of Roads Ford F150 Extended Cab 4x4 Short Box (V9445) with F150 Super Cab.	Replacement per District Fleet Replacement Bylaw. Significant cost escalation.	Reserves
54501115	Fleet Fire Services 2014 Ford F150 Super Crew 4x4 (V7003) Replacement	Replacement of Fire Departments Ford F150 Super Crew 4x4.	Replacement per District Fleet Replacement Bylaw. At end of lifespan and due for replacement as Best Management Practice in asset management.	Reserves
54501116	Fleet IT Department Electrical 2014 Ford Transit Connect (V8447) Replacement and Upgrade to EV	Replacement of Electrical & Automation teams 2014 Ford Transit Connect with Electric Vehicle (EV) Transit 150.	Replacement per District Fleet Replacement Bylaw. At end of lifespan and due for replacement as Best Management Practice in asset management. Upgrading to EV.	Reserves
54501117	Fleet Building 2014 Ford C-Max (V9449) Replacement	Replacement of Building Department Ford C-Max with F150 Lightning Pro with canopy and ladder rack.	Replacement per District Fleet Replacement Bylaw. At end of lifespan and due for replacement as Best Management Practice in asset management. Replace with F150 Lightning Pro (Electric Vehicle). Building inspectors are currently using a ski rack to carry water valve keys, ladder and sewer plug pulling tools.	Reserves
54501122	Fleet Utilities 2014 Ford F150 Ext Cab 4x4 Short Box (V9448) Replacement	Replacement of Utilities Ford F150 Extended Cab 4x4 Short Box.	Replacement per District Fleet Replacement Bylaw. At end of lifespan and due for replacement as Best Management Practice in asset management. Like for like replacement.	Reserves
54501127	Fleet Bylaw 2013 Cargo Mate Shoring Trailer (V9436) Replacement	Replacement of Bylaw tandem axle trailer.	Replacement bylaw has trailers at 12 year cycle for replacement. This unit is a 2013 model. At end of lifespan and due for replacement as Best Management Practice in asset management.	Reserves
54501128	Fleet Parks 2017 Drop Deck Trailer (V9091) Replacement	Tandem axle trailer replacement This unit is in the fleet replacement system, funding available.	Replacement bylaw has trailers at 12 year cycle for replacement. This unit is a 2017 model.	Reserves
54501129	Fleet Bylaw 2015 Ford F350 Crew Cab (V7005) Replacement	Replacement of Bylaw Ford F350 crew cab.	Replacement bylaw has medium pick ups at 12 year cycle for replacement. This unit is a 2015 model. At end of lifespan and due for replacement as Best Management Practice in asset management.	Reserves
54501130	Fleet Bylaw 2015 Mongoose 184 Flush Trailer (V9450) Replacement	Replacement of Bylaw single axle trailer.	Replacement bylaw has trailers at 12 year cycle for replacement. This unit is a 2015 model. At end of lifespan and due for replacement as Best Management Practice in asset management.	Reserves

District of Squamish 2025-2029 Financial Plan

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
54501131	Fleet Utilities 2015 Ford F250 Supercab Short Box (V9452) Replacement	Future replacement (2026) of Utilities Ford F250 Supercab Short Box.	Will be at end of lifespan and due for replacement as Best Management Practice in asset management.	Reserves
54501132	Fleet Sewer 2014 Isuzu Crane Truck (V9442) Replacement	Replacement of Sewer Utility Isuzu crane truck.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
54501133	Fleet Parks 2016 Ford F250 Supercab Short Box (V9095) Replacement	Replacement of Parks Ford F250 Supercab Short Box.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
54501134	Fleet Parks 2016 Ford F150 Supercab Short Box (V9097) Replacement	Replacement of Parks Ford F150 Supercab Short Box.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
54501135	Fleet Parks 2016 John Deere 5100M Tractor (V9098) Replacement	Replacement of Parks John Deere 5100M tractor.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
54501136	Fleet Roads 2016 Elgin Crosswind Sweeper (V9465) Replacement	Replacement of Roads Elgin Crosswind Sweeper.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
54501137	Fleet Brennan Park Recreation Centre 2016 Ford Transit 150 (V8450) Replacement	Replacement of Brennan Park recreation centre Ford Transit 150.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
54501138	Small Trail/Sidewalk Sweeper	Purchase of small sweeper for sidewalks, bike lanes, multi use pathways and paved trails	Active Transportation System support.	Reserves
54501139	Fleet Public Works 2013 Zaxis 75US-3 Excavator (V9441) Replacement	Replacement of Public Works excavator.	Replacement per Fleet Replacement Plan. Funding allocated and dictated by Fleet Reserve Bylaw.	Reserves
54501140	Fleet Engineering 2017 Shortbox Ford150 4X4 (V8451) Replacement	Replacement of Engineering Ford 150.	Per Fleet Replacement Plan and Fleet Replacement Bylaw. Funded from Fleet Reserve.	Reserves
54501141	Fleet Parks 2017 Shortbox Ford150 4X4 (V9099) Replacement	Replacement of Parks Ford F150.	Per Fleet Replacement Plan. Funded from Fleet Reserve.	Reserves
54501142	Fleet Bylaw Animal Control 2017 Van (V8453) Replacement	Animal Control van replacement.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
54502109	Mobile Lift Columns for Fleet Truck Repairs	Purchase of Mobile Lift Columns for fleet repairs on large trucks improving repair efficiency. Lift columns will reside at the former Public Works facility, until transferred to the new facility. This is a new request, not in the fleet replacement system.	Request is to purchase four (4) mobile lift columns for fleet repairs on large trucks. These columns work together (one at each wheel) and all lift at the same time. Using these columns will improve fleet repair efficiency.	Reserves
54502110	Electric Forklift - Public Works Facility	Electric forklift purchase for Public Works facility. This is a new request and not in the fleet replacement system.	Request is to purchase a forklift for the new Public Works (PW) facility. New facility will require an increase in forklift use by all PW departments. This unit will stay on location, normally unit 9440 (wheel loader) is used but with new facility will not be as readily available.	Reserves
54502114	Fleet Sewer 2015 New Holland T6 Mower (V9450) Replacement	New Holland T6 mower replacement.	Legislated: This unit is in the fleet replacement system with funding available. At end of lifespan and due for replacement as BMP in asset management.	Reserves

District of Squamish 2025-2029 Financial Plan

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
54502115	Fleet Roads 2014 Ford F550 w/ snow and ice control implements (V9446) Replacement	Replacement of Roads Ford F550 w/Snow & Ice Control Implements (V9446)	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
54502116	Fleet Parks 2016 Redexim 2075 Overseeder (OS1) Replacement	Replacement of Parks Redexim 2075 Overseeder (OS1)	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
54502117	Fleet Bylaw 2017 Ford F150 Supercab Shortbox (V8452) Replacement	Replacement of (V8452) Bylaw F150 Supercab short box 4X4.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
54502118	Fleet Parks 2017 Ford F250 Supercab 4x4 (V9100) Replacement	Replacement of Parks F250 Supercab 4X4	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
54502119	Fleet Brennan Park Recreation Centre 2017 Ice Bear Ice Resurfacer Replacement	Replacement of Facilities Olympia Ice Bear Ice Re-surfacer.	Per Fleet Replacement Plan and Bylaw. Funded by Fleet Reserve. New technology (EV battery and motor system) has been very challenging from an operation and maintenance perspective that has resulted in significant equipment down time therefore early replacement is recommended in 2026 (planned for 2028).	Reserves
54502120	Fleet Parks 2017 McLean MV4 Trails Machine Replacement	Trails maintenance machine for maintenance of active transportation infrastructure.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
54502122	Beach Groomer - Skid Steer Loader and Grapple Attachment	Beach groomer to allow maintenance of beach at Oceanfront Park. A beach groomer is required to pick up and remove litter (cigarette butts, needles, hair, etc.) from the beach that can pose a health risk to the public. After one winter of operation under maintenance by developer, it is clear that there will be a much larger volume of much larger debris to be removed and as such the small screening groomer is not adequate to address larger logs and debris that accumulated.	In late 2024 or early 2025 the Parks Department will take over operations and maintenance of the developer built Oceanfront Park. The park includes an extensive beach. A beach groomer implement is required to ensure sand / rock beach material can be cleaned and groomed appropriately to Class 'A' park standard. A larger piece of equipment is needed such as a skid steer loader with grapple attachment to pick these up. This piece of equipment would also be multipurpose and used across multiple departments. An additional $150,000 is being requested for this budget to bring the total budget to $250,000 to address this need.	Reserves
56500300	Road & Bridge Infrastructure - Annual Paving and Repairs	Maintaining our pavement infrastructure and addressing any emergent road / bridge deficiencies and improvements. The budget includes repaving roads annually based on the Pavement Management Study and funds to address any immediate road / bridge infrastructure issues that arise.	As part of the Asset Management Plan, the District also completed a Pavement Management Study which involved a detailed condition assessment and prioritization of all the roads within the District and prepared a 20-year replacement plan.	Reserves
56504101	Brine Storage Tanks, Pumping System, and Spill Containment	Public Safety. Brine is used for anti-icing of roadways, parking lots, and sidewalks during winter time. Prevents freezing and ice over. The budget includes all equipment necessary to produce and store salt brine	Brine is used for anti icing of road ways, parking lots, sidewalks during winter time. Prevents freezing and ice over.	Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
56504307	Paradise Valley Bailey Bridge Abutments	The District's Annual bridge inspection identified deficiencies with the existing abutments at the Paradise Valley Bailey Bridge and recommended replacement. Design is anticipated to be complete in 2025 and construction in 2026.	The bridge is the only access point for residents and businesses in the area, and is a critical evacuation route in the event of a flood or wildfire.	Reserves
56504313	Mamquam Road Failure - Road Safety Upgrades	A geotechnical review identified improvements required to reduce the risk to vehicular traffic following a series of road failures after significant rain events. The budget includes road improvements such as removing loose embankment fill, ditching, signage, operational plan implementation and geotechnical engineer reviews.	The road improvements will improve road safety, divert industrial traffic from a residential neighbourhood, and serve as an emergency access.	Reserves
56504314	New Downtown Entrance Design	New downtown entrance road configuration on Cleveland Avenue stretching from Bailey street intersection to Pemberton Avenue intersection. The budget includes engagement of an engineering consultant to prepare design and to engage a contractor to build the project.	The entire community will benefit from multi-modal transportation improvements to the Downtown area and Oceanfront.	Development Cost Charges, Reserves
56504320	Mamquam Bridge Deck Resurfacing	Resurfacing the bridge deck which to improve driving rideability by removing rotten concrete, reduce maintenance and prevent corrosion that will extend the life of bridge components underneath the bridge surface. The budget includes design and construction of concrete bridge resurfacing.	The Mamquam Bridge on Government Road serves a high volume of traffic as an alternative to Highway 99. A 2023 engineering review identified approximately 80% of the bridge deck is delaminated and it was recommended to complete a bridge deck rehabilitation as a short term priority. The consulting engineer has warned that delaying the work could add to the rehabilitation cost as additional damage could occur if the deck issues are not addressed in the short term.	Borrowing
56504321	Progress Way Road Road Reconstruction	Reconstruction of Progress Way to address extensive settlement of the road and deterioration of asphalt. Work will involve replacing and raising settled curb, gutter and sidewalk sections, raising the road to match and repaving.	The road surface is nearing end of life and requires replacement for safe and efficient use for businesses and customers accessing the area. Further, water pools in the settled areas and is a challenge for operations crews to address during freeze / thaw weather cycles.	Reserves
56504322	Second Downtown Entrance: Pemberton/Laurelwood Bridge - Mamquam Blind Channel	Improve redundancy of our transportation network and alleviate traffic pressures from the Cleveland Avenue/ Highway 99 intersection. The budget includes Project funds will pay for engaging an engineering consultant to prepare design, secure permitting and to engage a contractor to build the project (Development Cost Charge Project R-13).	The entire community will benefit from the new connection between Downtown and Highway 99. The proposed bridge will alleviate traffic on the Cleveland Avenue / Highway 99 intersection and will improve the redundancy of our transportation network for people who live Downtown, in the Sea and Sky development, and future residents of the Oceanfront neighbourhood.	Development Cost Charges, Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
56505300	Oceanfront Peninsula Main Arterial Road Construction	Construction of a main arterial road from the peninsula boundary to Sp'akw'us Feather Park. Construction on early phases of the road is already underway. Construction timing is dependent on the developer, as phased road completion will be undertaken by the Oceanfront developer and will align with the timeframe of building construction along the road frontage. Development Cost Charge R-7.	Improved access to support peninsula wide development and access to Sp'akw'us Feather Park. The project is included in the Development Cost Charge Bylaw, the Phased Development Agreement, and the Oceanfront Development Cost Charge Front ender Agreement.	Borrowing, Development Cost Charges
56506106	Cleveland Avenue Decorative Streetlights Replacement	Replace 60 metal halide decorative streetlight LED fixtures on Cleveland Avenue. Current fixtures are at the end of life and replacement parts are not easy or cheap to source.	End-of-life replacement	Reserves
56506107	Electric Vehicle Charging Stations - Brennan Park and Cleveland Ave	Increasing access to electric vehicle charging infrastructure in public facilities in Squamish and the Sea to Sky Corridor. The budget includes design, construction, and installation of 10 electric vehicle charging stations.	Facilitates the use of electric vehicles in the District of Squamish and enables community GHG reductions, while leveraging 73.33% government funding.	Reserves
56510301	Active Transportation Improvements	Removal of the Active Transportation Improvements Subproject to consolidate with the Transportation Master Plan Annual Improvements subproject.	Removal the Active Transportation Improvements Subproject to consolidate with the Transportation Master Plan Annual Improvements subproject.	Reserves
56510320	Victoria Street Bike Lane - Loggers Lane to Third Ave	This corridor will improve active transportation access from our Downtown to the Sea and Sky development by creating a protected bike lane on Victoria Street through the heart of our Downtown. The budget includes consultant costs to advance the design and contractors to construct the transportation improvements. Development Cost Charge Project R-9.	This project is guided by Active Transportation Plan to increase safety and provide accessible active forms of travel. The completion of this project will contribute to the strategic plan goals of a connected and liveable community as well as being prepared for the future (CCAP Big Move 2). This bike lane will provide an all ages and abilities (AAA) connection between Waterfront Landing and other parts of downtown including the future Third Ave AAA route.	Government Grants, Other revenue, Reserves
56531050	Road Paint Annual Marking	Annual refresh of road paint markings to improve road safety for users.	Road paint markings and their maintenance are critical safety infrastructure for the road network.	Reserves
57500100	Transit Stop Infrastructure Improvements - New Bus Shelters	Bus shelters improve the user experience for people riding transit and provide comfortable spaces to wait for the bus. The budget includes the hiring of consultants to advance the design and contractors to construct the new bus shelters. 2024 construction will focus on Cleveland Avenue and Discovery Way.	The District is responsible for providing transit stops including any amenities as part of the transit system. Historically the District has budgeted for maintenance of stops (snow clearing, graffiti removal, waste collection), but no improvements to the stops. These improvements are an important component of improving the Squamish transit system and working towards increasing ridership and mode share.	Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
60500300	Annual Flood Protection Upgrades	Improving flood protection for the community in accordance with the Integrated Flood Hazard Management Plan. The budget includes engaging an engineering consultant to prepare dike upgrade designs and contractors to complete dike upgrade works.	The community is exposed to significant flood risk and the entire community will benefit from dike improvements.	Borrowing, Government Grants, Reserves
60500302	Xwu´nekw Park Sea Dike Upgrades	Improving flood protection in downtown Squamish and enhance a downtown, waterfront park. The budget includes engaging an engineering consultant to prepare design, secure permitting and to engage a contractor to build the project.	The entire community will benefit from improved downtown flood protection.	Borrowing, Community Amenity Contributions
60500303	Squamish River Dike Raising - Upper Jimmy Jimmy (Judd) Slough	Improving flood protection in Brackendale and Garibaldi Estates. The budget includes engaging an engineering consultant to prepare design, secure permitting and to engage a contractor to build the project.	The entire community will benefit from improved flood protection in Brackendale and Garibaldi Estates which includes Highway 99, many businesses and residents and critical infrastructure including the wastewater treatment plant.	Borrowing
60500304	Eagle Viewing Area / Siyich'em Reserve Dike Upgrades Design	Improving flood protection in Brackendale and Garibaldi Estates. The budget includes engaging an engineering consultant to prepare design to upgrade the Squamish River dike at the Eagle Viewing Area.	The entire community will benefit from improved flood protection in Brackendale and Garibaldi Estates which includes Highway 99, many businesses and residents and critical infrastructure including the wastewater treatment plant.	Reserves
60514106	Harris, Dryden and Judd Storm Pump Stations - Backup Generators	Purchase of on-site backup generators for Harris, Dryden and Judd storm pump stations.	Currently Public Works has one mobile generator that can run three storm pump stations and additionally cannot run all pumps at a station. If a power broad power outage were to occur during a flooding event, some pump stations may not have power for an extended period of time which could cause flooding.	Reserves
60514107	Storm System Infrastructure - Annual Repair and Replacement	As identified in the Integrated Storm Management Plan, the goal is to adequately maintain the existing storm system. The budget includes annual repair and maintenance of storm system infrastructure.	Master Plan: The Integrated Stormwater Management Plan identifies a need to invest $1.6 million annually into the storm system to maintain adequate levels of service.	Reserves
60514111	Skyline Drive Stormwater Culvert Replacement	Replacing an aging stormwater culvert on Skyline Drive.	The culvert replacement will convey water properly underneath Skyline Drive, and mitigate the current risk of a large failure that could negatively impact the road and adjacent retaining wall.	Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
60514112	Whittaker Slough Pump Station Construction	Building a new pump station at Whittaker Slough to manage flooding issues in the North Yards and Business Park. Development Cost Charge D3.	This project was identified in the Phase 2 Integrated Stormwater Management Plan. During high river levels, water in Whittaker Slough backs up the drainage system and requires mobilizing portable pumps to pump water over the dike into the Squamish River. This poses a risk during a major storm event. Recognized design standards indicate that a pump station should be built here to manage stormwater.	Borrowing, Development Cost Charges
60514113	Loggers East Drainage Diversion Pipe Construction	Building a new diversion pipe and stormwater upgrades along Finch Drive and Loggers Lane to convey stormwater through the Loggers East neighbourhood during major storm events and mitigate flood risk. Project will be broken into Phase 1 - Finch Drive and Phase 2 - Loggers Lane. (Development Cost Charge D4)	Integrated Stormwater Management Plan.	Borrowing, Development Cost Charges
60514114	Eagle Run Storm Pump Station Electrical Control System Replacement	Replacement of end-of-life electrical and control systems at Eagle Run storm pump station.	Electrical control system hardware is at end-of-life and is failing regularly causing the potential for flooding of public and private property to occur.	Reserves
60514115	Dike Access Gate Installation	Installation of dike access gates at key locations.	Diking inspections completed by 3rd party consulting engineer identified dike access deficiencies pursuant to the Dike Maintenance Act.	Reserves
60514117	Stormwater Pipe Capacity Upsizing	Increasing the conveyance capacity of three critical stormwater pipes to mitigate against flooding, as identified in the Integrated Stormwater Management Plan. The budget includes design and construction of three new stormwater pipes.	The Phase 2 Integrated Storm Management Plan identified these pipes as under-capacity which poses a risk of private property flooding during major storm events, and damage to public infrastructure. The upgrades will address current flood conditions and those flows generated under a future condition considering the impact of development and climate change impacts on precipitation and tide levels. These pipes are considered the highest priority for upsizing.	Development Cost Charges, Reserves
72510105	Squamish Adventure Centre HVAC upgrades	There are three gas fired roof top units that feed the Adventure Centre. Collectively they produce approximately 60 tones of GHG annually. Replacement strategy is needed for end of life assets.	Asset Replacement, end of life.	Reserves

District of Squamish 2025-2029 Financial Plan

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
80500103	Mobile Library Service	Funding request for launch of mobile library service as described in further detail below. This mobile service would complement plans for a future expanded single branch library service by serving the surrounding region with materials delivery and public programming outreach. We are actively exploring the "how-to" for this, as it is a proposed 2026 project so we will be coming to Council with a more fleshed-out plan in 2025. The funds would be used to purchase (or lease) a vehicle, and likely equip it as a suitable vehicle for delivering and lending materials, providing wifi access, running outreach programs, including possibly technology training. We are asking for 50% of the cost from the DOS, $100,000, and plan to secure funds from other sources for the remaining $100,000(e.g. provincial or SLRD funding, or possibly as a partnership with a telecommunication company or other private sector entity).	This project is part of the library's strategic framework, as part of our priority to "Be a Community-Led Library." We have objectives within that priority to increase services to underserved populations, improve the borrowing experience, and apply an accessibility lens to programs and services. It also supports the District's priority of CONNECTED AND LIVABLE COMMUNITY: Improve community happiness and wellbeing, building connections and opportunities for everyone to thrive. We will deliver accessible opportunities for personal growth and connection through safe and healthy spaces, places to gather, and recreational and cultural opportunities. We will apply all the municipal tools of governance, advocacy, and partnerships to improve affordability in our community including attainable housing, childcare and transit: 2.3. Increase the number of inclusive and accessible arts, cultural, heritage and recreational multiuse programmable spaces by Q3 2026. With one central branch located in downtown Squamish, the library is limited in its ability to reach all residents. Offering reliable mobile service would positively impact community members who have limited ability to travel. The library would undertake efforts to secure 50% of the cost from other sources, including the SLRD.	Other revenue, Reserves
80510107	Library Washrooom Functionality and Accessibility Upgrades	This project will be to improve functionality and accessibility for the Library washrooms. The budget includes accessibility upgrade.	Community improvements	Reserves
80510108	Library Siding Replacement and Repairs	This project will replace rotten and damaged siding including cleaning and re-painting all siding. The budget includes cleaning, replacing and re-painting siding	Risk mitigation	Reserves
82510109	Major Public Art Piece Purchase	To enhance a public space through the addition of a piece of Coast Salish Public Art. The budget includes project management: Consultant to create community consultation plan and conduct call for art.	This project works towards Truth and Reconciliation by adding Coast Salish artwork within the community.	Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
84500103	Brennan Park Field House Replacement	The Brennan Park field house will be replaced. The budget includes building or acquiring a new field house building.	The existing field house, is beyond end of its operating life, has safety challenges, has code compliance challenges, and is beyond capacity. There is potential danger to district staff as well as the general public. Immediate replacement is recommended based on these conditions. Replacement of the facility is in line with Real Estate Facilities Master Plan.	Reserves
84500107	Turf Field Road and BMX Parking Lot Paving	The existing all season fied parking lot will be paved.	Master Plan: The current gravel parking lot is subject to potholes and requires a significant amount of annual maintenance.	Community Amenity Contributions
84500109	Equestrian Area Event/Tournament Camping/Parking Lot and Community Storage Construction	A minimally serviced events/tournament camping/parking lot will be constructed north of the Equestrian Area. The budget includes constructing the camping/parking lot and moving storage containers from the area.	A new camping/parking lot is required to replace the campground the District previously operated on Loggers Lane. The old campground required significant upgrades, was subject to flooding, was located in a residential area, and was in an area planned for a recreation building in the Brennan Park Fields and Lands Master Plan and the 2012 Parks and Recreation Master Plan. The old campground is planned to become Indoor Sport Facilities and supporting Infrastructure, in the short term goals of the master plan.	Reserves
84500110	Brennan Park Recreation Centre Upgrade - Project 1 (Green and Inclusive Community Buildings Grant)	Brennan Park Recreation centre will be upgraded. The budget includes lobby retrofit, a new elevator, mezzanine level retrofit, a new customer service building, a new cafe, ice arena change room retrofit, 300 t/pa of Greenhouse Gas emission reduction, and enhanced accessibility.	The existing facility is beyond end of its operating life. Green and inclusive community building grant is funding much of the project. Grant guidelines define the scope of the grant-funded work. Additional work, beyond work funded by the grant, is required to complete seismic upgrades, bring part of the renovation work up to current BC Build code, and meet sustainability measures to reduce greenhouse gas emissions. The upgrade is in line with Real Estate Facilities Master Plan.	Government Grants, Reserves
84500120	Brennan Park Building Envelope Upgrades	Upgrading the Brennan Park Building envelope to reduce greenhouse gas emissions. The budget includes retrofitting the facade around the auditorium (and pool pending construction costs) at the main corner exterior of the building.	The District declared a climate emergency and set the target to reduce community greenhouse gas emissions by 45% by 2030 and achieve net zero emissions by 2050. The Municipal Energy and Emissions Plan states, by 2030, municipal emissions must be reduced to 730 tonnes CO2 emissions per year, or a 68% reduction from 2030 business as usual projections, to meet its 2050 net zero target. The number one short term goal is to retrofit existing buildings.	Government Grants, Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
84502103	Brennan Park Waste Management Recycling and Composting Improvements	As Brennan Park Recreation Centre hosts more patrons every year it has become more challenging to ensure patrons' waste is properly disposed of. Bins inside the facility are used incorrectly and storage bins on the exterior are inadequate. Using the most recent available waste audit information, phase one of the project would involve improving recycling and composting options in the facility - adding more streams to reduce contamination, improved signage and more locations are all first phase opportunities. Phase two would focus on securing exterior bins and dumpsters. The recent Municipal Insurance Association tour of the facility noted we should move our exterior waste storage away from the building and utility services.	This project will improve the current use of interior bins to ensure that waste materials are correctly disposed of. Improving the storage bins outside the facility will allow for more materials to be sorted and reduce any wildlife attractants. This project will improve the current use of interior bins to ensure that waste materials are correctly disposed of. Improving the storage bins outside the facility will allow for more materials to be sorted and reduce any wildlife attractants.	Reserves
84512105	Brennan Park New Pool Design	Brennan park requires additional an pool to service the community. The budget includes design, which includes a new 8 lane 25m pool.	The existing facility is at capacity. Starting pool design to be in line with Real Estate and Facilities Master Plan timing.	Government Grants
84512106	Brennan Park Recreation Centre and Arena Hot Water Upgrades	This project is to upgrade the Domestic Hot Water System to the Brennan Park Arena and Community Centre Facility to supply sufficient hot water at all times. The hot water supplies all dressing rooms and washrooms in the area. The budget includes a 100 USG Domestic Hot Water Storage tank and installation of check valves on all cross connection taps.	Existing system is not meeting demands of facility.	Reserves
84512108	Brennan Park Recreation Centre Meeting Rooms Audio/Video Upgrades	Improving user groups audio visual experience and increase functionality. Existing rooms do not meet the needs for user groups. The budget includes purchase of audio and video equipment.	Community improvements	Reserves
84514107	Brennan Park Arena Flooring Replacement	This project is to replace all the protected flooring in the Brennan Park arena including the arena lobby, washrooms, arena perimeter, and entire dressing room area. The protected flooring is original to the facility and is well beyond its end of life.	Asset is beyond end of life.	Reserves
84514108	Brennan Park New Ice Rink Design	Brennan park requires an additional ice rink to service the community. The budget includes a design to include a new sheet of ice.	The ice rink facility is at capacity, requiring a new rink to serve the community. The new rink is in line with Real Estate and Facilities Master Plan timing.	Government Grants

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REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
86512105	Sp'akw'us Feather Park Amenities	Development Cost Charge (DCC) project to fund a portion of Sp'akw'us Feather Park construction. Sp'awk'us Feather Park is being largely funded and entirely constructed by the Oceanfront developer as a requirement of the Phased Development Agreement. This DCC project provides additional funding for park components and amenities not secured in the Phased Development Agreement. Development Cost Charge P-4.	Provision of additional park features and amenities that were not specifically required to be constructed by the Oceanfront developer, as detailed in the Phased Development Agreement.	Development Cost Charges, Reserves
86512114	Brennan Park Playground and Splashpark Construction	Construction of a centrally located, destination playground and splash park at Brennan Park.	2021 Brennan Park Fields and Lands Master Plan recommends a splash park as a short term goal (0-5 years). The existing playground at Brennan Park is small and at end of life. For cost efficiencies and logic, the project proposes to build the splash park in conjunction with the playground, adjacent to one another in a central location.	Community Amenity Contributions
86514105	Brennan Park Field 2/3/4/6 Baseball Backstop Replacement	Four-year plan to replace end-of-life (over 40 years old) baseball backstops at Brennan Park fields. Fields #3, #4 and #6 have been completed. Only Field #2 is left to replace.	Risk / Master Plan / Strategic Plan: Existing backstops are at end-of-life and starting to fall apart. These are becoming a liability and possible safety risk. Deferral may result in the fields becoming inoperable.	Reserves
86519104	Brennan Park Tennis Courts	Rehabilitation, decommission, and construction of tennis courts. Existing courts have extensive settlement and cracking issues creating a playing surface that is becoming unsafe. Full re-instatement of court sub-base and playing surface is required. Brennan Park courts will be re-built in 2023 and 2024. Additional engagement required in 2025 around two additional courts being added at Brennan park and future of Boulevard and Eaglewinds courts; remaining funding to be put towards rehabilitation/ decommission/ construction in 2025.	Asset management requires rehabilitation of tennis courts to ensure public safety when using. New courts will help meet demand of community around racket sports.	Community Amenity Contributions
86520102	Park Operations Office Relocation from Brennan Park	Parks requires a new headquarters at Brennan Park. The budget includes new fenced area for vehicles.	Parks operations is in the way of the Brennan Park expansion and upgrade.	Community Amenity Contributions
88500100	Mt Garibaldi Cemetery Expansion and Service Improvements	The cemetery is nearing capacity and requires expansion to accommodate future use. The budget includes design and construction of the expanded area.	Existing cemetery is nearly full and additional internment space is required. Per the Cemetery Master Plan, rates will be adjusted to ensure cemetery capital upgrades and operations are sustainable.	Borrowing

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
C2650003	UBW Cloud Migration	This cloud migration is necessary because this is the vendors' non-optional roadmap with the UBW product. The budget includes the transition and subsequent reimplementation of UBW in the Cloud. There may be the opportunity to phase this product. Lifting and shifting into the cloud without reimplementation of modules, and then reimplementation at a later date.	The District is required to remain in good standing with product maintenance, support and development roadmap to reduce organizational risk.	Reserves
C2850003	Squamish Search and Rescue (SSAR) Relocation Phase 2	Council has endorsed an MOU with SSAR to relocate SSAR to the Squamish Airport - Don Patrick Field. This will allow SSAR to continue to provide ground and inland water search and rescue services in Squamish at a location where they can remain long-term. The budget includes site preparation (site clearing, well, septic, site grading), due diligence (surveys, environmental reports), relocation of existing buildings (SSAR's outbuildings, temporary firehall), and construction of an additional facility.	In the current Contract for Services between the District and SSAR, the District committed to providing space to SSAR at the Forestry Building at no charge. Continuing with this principle, Council endorsed in the MOU to financially support SSAR's relocation to the Squamish Airport as recognition of the importance of SSAR as part of the District's emergency response infrastructure.	Reserves
C3650001	Fleet (E2-7112) 2007 Fire Engine Replacement	Scheduled Replacement of Fire Engine 2 to account for delays in the production line. The budget includes replacement of a front line Fire Engine apparatus.	Fire engine have a scheduled replacement of 20 years to maintain fire underwriters survey insurance grading. There is a 2-3 year backlog for production. We are bumping up the ordering of this engine to receive delivery on schedule.	Borrowing, Reserves
C3650002	Fleet (R2 -7003) Rescue Truck Replacement Outfitting	A larger size pickup truck was required to replace the Rescue Truck because the use of this truck has changed. As with all working fire vehicles, the replacement truck must be outfitted with additional safety and operational equipment. The project will fund the equipment, outside of the replacement costs of the vehicle. The outfitting budget includes emergency lighting, siren, slide in work canopy, equipment racking, and communications equipment.	The use of this vehicle has substantially changed and consequently the vehicle must be equipped for its new working role; this project budget is to outfit the larger replacement pickup with emergency lighting, siren, slide in work body etc.	Reserves
C3650003	Fire Rescue Stabilization & Shoring Equipment Replacement	The rescue stabilization equipment being replaced is at the end of its service life. The budget will replace stabilization struts, shores, straps, chains, air bags, air manifolds, air hoses and cylinders and adjustable cribbing on four apparatus.	The fire departments stabilization and shoring equipment has reached the end of its useful lifespan and some has been taken out of service. This project will replace the stabilization equipment on both rescue trucks and ensure the equipment meets industry best practice for replacement cycles.	Reserves

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REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
C3650004	Wildfire Water Tank and Pump Skid System Purchase	This is a slide in water tank and pump system that will be used in a pick up truck for wildfire suppression. This will give the fire department greater ability to fight wildfires in the community. The budget will include a water tank and water pump mounted on a skid with piping connected to a hose reel, that can be easily bolted into a pickup truck for the wildfire season.	This is a larger capacity wildfire water tank and pump system to be installed in a fire department pickup truck. This will enable a wildfire response capability from either hall and allow for increased water carrying capacity. We are seeing an increased need to access remote areas within the district where traditional fire apparatus are unable to respond to effectively.	Reserves
C3650102	Fleet Fire Services 2016 Enclosed Trailer (V7009) Replacement	Replacement of Squamish Fire Rescue enclosed trailer.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
C3650103	Fleet Fire Services 2016 transit 350 Cargo Van (V7010) Replacement	Replacement of Squamish Fire Rescue Transit 350 Cargo Van.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
C3650105	Fleet Fire Services 2018 Ford F150 Super Crew 4x4 (V7013) Replacement	Fleet Fire Services 2018 Ford F150 Super Crew 4x4 (V7013) - replacement	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
C42500001	New Animal Shelter at RCMP	A smaller version of a full size animal shelter will be constructed. The budget includes fencing and a shelter for dogs.	When existing dog run is demolished, new dog runs are required.	Reserves
C5260003	Fleet Maintenance Bay Tube Heater Replacement	Several gas tube heaters heat the fleet maintenance bay area and are the main source of heating throughout the space. These are at end of life and need to be replaced.	Asset is at end of life.	Reserves
C5260005	Improvements to Lot 74 for Use as a Satellite Works Yard	Improvements to Lot 74 for use as a satellite works yard, equipment and material storage, crew trailer and marshalling area, parks greenhouse and equipment storage, electric vehicle charging. Project phased over multiple years. First year will be upgrading access and electrical service, scoping of water and sewer services and siter layout and design for office trailer, vehicle chargers, greenhouses. Second year will be implementing the outcomes of the scoping and design.	Existing public works site, and new office building does not have adequate storage for all equipment and vehicles and no provision for growth or for the Parks Department. No other suitable lands available at this time.	Reserves
C5450108	Fleet Public Works F550 with Snow and Ice Control Equipment	Purchase of additional F550 with snow and ice control equipment for public works.	Community growth on steep slopes & major Park additions (Garibaldi Springs, Finch Drive, University Heights, Crumpit Woods expansion, Waterfront Park, Oceanfront Park). Will be used for snow and ice control in winter and Parks maintenance in summer.	Reserves
C5450109	Fleet Parks and Roads Two EV Ford F150 Lightning Pros	Purchase of 1x Ford F150 Lightning Pro for Roads and 1x Ford F150 Lightning Pro for Parks.	Infrastructure Growth from new developments, new parks, new roads requires additional staff and vehicles to transport them. Electric vehicles help meet our carbon reduction mandates.	Reserves

District of Squamish 2025-2029 Financial Plan

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
C5450110	New Cheekeye Debris Barrier Maintenance Vehicles and Equipment	For when the Cheekeye Debris Barrier becomes the DoS responsibility for operations/maintenance. Vehicles needed to access, inspect and maintain the barrier in all weather conditions. Tentatively planned for 4x4 pickup, trailer, possibly snow mobiles or other machine deemed suitable to access the barrier site.	Cheekeye Debris Barrier becomes DoS responsibility. Vehicles needed to access, inspect and maintain the barrier in all weather conditions. Tentatively planned for 4x4 pickup, trailer, possibly snow mobiles or other machine deemed suitable to access the barrier site.	Reserves
C5450111	Fleet Roads 2013 John Deere 544K Front End Loader Replacement	Replacement of Roads John Deere 544K front end loader	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
C5450112	Fleet Roads 2018 F250 Super Crew 4x4 (V9460) Replacement	Replacement of Roads F250 Super crew 4x4 (V9460)	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
C5450113	Fleet Public Works 2018 Electric Vehicle Ford Transit 150 (V9462) Replacement	Replacement of Electrical Ford Transit 150.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
C5450114	Fleet Bylaw 2018 Ford F150 (V8457) Replacement	Replacement of Bylaw Ford 150.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
C5450115	Bylaw Ford Ranger Supercab 4x4 Replacement (V9421)	Replacement of Bylaw Ford Ranger.	Master Plan / Strategic Plan. Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
C5450208	Fleet Public Works New Mobile Equipment - Two Auto Flagger Traffic Control Trailers	Purchase of two Auto-Flagger Traffic Control Trailers (2). Two trailer mounted automated traffic control devices will allows crews to reduce roads to one lane/one way alternating traffic in order to complete excavations and utility repairs safely and in compliance with legislation.	Work Safe BC Regulations have changed and now require automated traffic control for work on roadways where a lane needs to be closed and road reduced to one way alternating traffic. WorkSafeBC will not be permitting traffic control persons (flaggers) to be on the road way due to the number of fatalities over the past several years. As the bulk of Public Works and Utilities infrastructure is in the road way, this regulation impacts the ability to conduct maintenance and repairs, as most times a lane closure is required to excavate the utility to make repairs. These trailers will allow crews to complete works in a safe manner and in compliance with Provincial legislation.	Reserves

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REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
C5450209	Fleet Public Works New Mobile Equipment - Bike Lane Sweeper/Snow and Ice Control Unit	Purchase of City Ranger 3070 Active Transportation Maintenance Unit - separated Bike Lane Sweeper / Snow & Ice Control Unit.	City Ranger 3070 Active Transportation Maintenance Unit. Separated bike lanes require maintenance such as sweeping and snow clearing, but are too narrow for regular vehicles to do this. This piece of equipment is intended for sidewalk, trails and bike lanes of this nature. It will be used is multiple areas where access is restricted. New bike lanes have been proposed along Government and Depot in 2025, If approved, this equipment will be needed to service them.	Reserves
C5450211	Fleet Public Works 2013 Mobile Equipment 11 John Deere 770G Grader (V9439) Replacement	Replacement of Roads John Deere 770G Grader.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
C5450212	Fleet Public Works 2015 Mobile Equipment 12 Cummins C60CR Generator Trailer (V9453) Replacement	Replacement of Utilities (1 of 2) Cummins C60CR generator trailer.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
C5450213	Fleet Public Works 2015 Mobile Equipment 13 Cummins C60CR Generator Trailer (V9454) Replacement	Replacement of Utilities (2 of 2) Cummins C60CR generator trailers.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
C5450214	Fleet Public Works 2016 Mobile Equipment 14 JLG Drop Deck Trailer Replacement	Replacement of roads JLG drop deck trailer.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve.	Reserves
C5650301	Mamquam River Bridge Active Transportation Improvements - Feasibility Study	Placeholder budget to allow for delivery of an improved active transportation connection on the east side of the Mamquam River Bridge during the planned bridge deck restoration.	Placeholder budget to allow for delivery of an improved active transportation connection on the east side of the Mamquam River Bridge during the planned bridge deck restoration.	Reserves
C5650405	Speed Limit Reduction Implementation	This project will implement the recommendations from the Speed Limit Reduction Study completed in 2024 and will help make our streets more safe for all. The budget includes design of a signage plan and installation of signage to post the new speed limits.	The District is in the process of completing a project to identified a recommended speed limit reduction approach. The severity of motor vehicle collisions is directly tied to the speed which the vehicle is traveling. Reducing the posted speed limits on District streets has been identified as a priority Strategic Plan Tactic to create safer streets for our community. Reduced speed limits is the first step towards slower motor vehicle speeds in our community that will make our streets safer and improve livability with reduced noise from passing vehicles.	Reserves
C5650406	Finch Drive Road Reconstruction	The Loggers East area is seeing significant development and requires upgrades to meet the needs of a growing area. The road reconstruction will facilitate a developer-paid multi-use path, accommodate increased use, and address aging pavement infrastructure. The budget includes design and construction of new stormwater facilities.	The project aims to address increased traffic in the area due to development, facilitate the construction of a new multi-use pathway, and address aging pavement infrastructure.	Other revenue

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
C5650601	Downtown Paid Parking Implementation	Implementation of paid parking in Downtown Squamish as directed by Council and identified in the 2023 Downtown Parking Study. The budget identified has been developed using the information from the previous study. Engagement and further technical work is currently being advanced towards implementation in 2025. This project will deliver the physical infrastructure required to implement paid parking as well as the additional costs associated with systems integration work required from an IT perspective.	As Squamish continues to grow as a community and tourism destination, increased parking utilization during peak times downtown have been identified by community members and confirmed through the 2023 Downtown Parking Study. The study recommended that paid parking in Downtown Squamish and a resident parking program to accommodate people who work Downtown be implemented. Council have identified paid parking as a priority Strategic Plan tactic. In addition to the costs associated with installing the infrastructure and systems to implement paid parking, service level requests for ongoing operational costs have been requested.	Reserves
C5651004	Annual Transportation Upgrades	This project will implement the infrastructure improvements from the Transportation Master Plan. The budget includes engagement of an engineering consultant to prepare design and to engage a contractor to build the project.	This project will make sure the transportation network continues to be invested in to support safe options for all community members to travel within our community.	Government Grants, Reserves
C5651005	Depot Road Separated Active Transportation Infrastructure	This project will create a place for people to walk and bike separated from motor vehicle traffic along Depot Road between Highway 99 and Government Road. The budget includes engagement of an engineering consultant to prepare design and to engage a contractor to build the project.	This project will ensure that there is a safe place for people walking and biking along Depot Road and accessing Brackendale Elementary and Don Ross Middle School.	Government Grants, Reserves
C7251002	Adventure Centre HVAC BAS system	Installation of a net new Building Automation System (BAS) system that aligns with District of Squamish existing systems. The budget includes controls required to efficiently monitor and control HVAC system	Asset optimization	Reserves
C7251003	Adventure Centre Concrete Floor Refinishing	The concrete floor is in need of refinishing. The budget includes refinishing the concrete floor throughout building.	Community improvements	Reserves
C7251004	Adventure Centre Roof Replacement	The is nearing the end of life and needs replacement. The budget includes roof replacement.	Asset Replacement	Reserves
C8450112	Brennan Park ServiceUpgrades and Electrification Allowance	Due to retrofit work and requirement to electrify, more power is required to run the facility. The budget includes Increase electrical systems for additional load.	Budgeting future electrification costs is very difficult to detail at early stages of the project. This is an allowance in case it is required.	Reserves
C8450113	Brennan Park Parking Lot Line Repainting	Brennan Park parking lot lines will be replanned and repainted. The budget includes painting new parking lines.	Existing lines are inefficient and hard to read. New lines required to increase number so parking spaces (without the need of creating more square feet of land).	Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
C8450114	Brennan Park Seismic Upgrades	Brennan Park seismic level will be bought up to code. The budget includes increasing structural rigidity in targeted areas.	Brennan Park is a community hub and muster point. Due to its age, the structure is not in line with current seismic building codes. As the building is renovated over time, seismic upgrades are required.	Reserves
C8450115	Brennan Park Pool Roof Membrane Replacement	The Brennan Park pool roof will be replaced. The budget includes replacement of part roof membrane and insulation.	The pool roof is nearing end of life. It was slated to be replaced in 2020, when staff noted a medium-term solution was available and moved forward on patching to increase the life expectancy of the roof. The roof still needs replacement and will require additional insulation to bring up to current BC Build Code and reduce operational energy costs.	Reserves
C8450116	Brennan Park Exterior Gym Relocation	The gym will be relocated to a favourable area on Brennan Park grounds. The budget includes removing and relocating existing machines.	The gym is tucked away in rear area, not highly used, in the way of the new pool, and may be in the way of the new splash park area.	Reserves
C8451401	Brennan Park Auditorium Upgrade	Improvements to be made to the Brennan Park Auditorium to support recreation programs to allow indoor recreation sports and overall recreation facility programming flexibility. The budget includes providing protection to overhead and surrounding infrastructure.	Community improvements	Reserves
C8651201	Brennan Park Tennis and Pickleball Courts Landscaping	To complete landscaping and garbage bins for Pickleball and Tennis Courts at Brennan Park.	Construction budget was enough to cover tender pricing for court installation, but not adequate for landscaping.	Community Amenity Contributions
C8651402	Lawn Bowling Green at Eaglewind Park	Seniors Society obtained grant funding to assist with building a lawn bowling green at Eaglewind Park. Seniors received quote for provision of artificial turf in early 2023. Vendor will honor price but due to cost it must be publicly tendered. Cost could increase due to market conditions. Project is contingent on receiving grant funding. A minimum additional $15,000 will be needed from General Revenue to cover potential cost escalations and some site prep.	Contingent on grant funding. Seniors Society request to DoS.	Community Amenity Contributions, Government Grants

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
92500104	Landfill Gas Flare Horizontal Pipe Expansion	To capture landfill gas emissions and divert them to the flare for incineration thereby preventing the majority of these harmful green house gases from entering the atmosphere. The budget includes design and construction of new gas collection pipes.	District greenhouse gas emission reduction.	Reserves
92510102	Residual Waste Long Term Planning - Design and Construction	To accommodate Squamish's long term waste management needs. The budget includes design and preliminary construction activities and permitting requirements.	Need to appropriately manage waste in Squamish due to limited lifespan in current landfill.	Borrowing, Reserves
92510110	Landfill Closure Phase 2 and 3 Construction	This is a legislated requirement when a landfill (area) is at capacity or no longer used. The budget includes design and construction of work.	Closure of the existing Squamish Landfill once it is no longer in use is required by the Province.	Liability
94504100	Water Service Connections Upgrades	District constructed water service connections to the water system requested and paid for at cost by developers and/or property owners.	Customer driven Activity. Capital work completed at cost per the Fees & Charges Bylaw. Revenue stream to match expense.	User fees
94516105	On-Site Chlorine Generating System for Powerhouse Springs - Feasibility and Cost-Analysis	Reduce reliance on trucking in liquid chlorine for drinking water disinfection residual maintenance. Allows chlorine to be generated on-site making chlorination operations more resilient to access, weather and supply chain related delays and service interruptions. The budget includes Engineering study to scope the project and provide lifecycle cost analysis for construction of on-site cl2 generation and funding for construction if a business case exists.	Reliable service delivery	Reserves
94516309	Powerhouse Springs Chlorination Injection Chamber - Design and Construction	Replacing and upgrading the District's water chlorination facilities, installing a flow meter for improved water use tracking, and constructing a chamber that removes the confined space entry which inhibits efficient operations and maintenance. The budget includes design and construction of a chlorination chamber and it's associated components.	Risk, Regulatory, Strategic Plan. The existing infrastructure is old, a confined space, and does not have a flow meter. Upgrading will ensure that the District's chlorination injection process is upgraded, including a redundant injection line in case of failure or maintenance, and will accommodate future growth. The chamber will also include stairs that will remove confined space entry and allow for safer work space and quick access during emergencies.	Reserves
94516310	Powerhouse Springs Production Well - Design and Construction	This project will add an additional water supply well at the Powerhouse Springs wellfield to expand the capacity in order to keep up with ongoing community growth and increasing water demands. The project entails drilling a new well, installing associated pumping and piping infrastructure, and electrical upgrades.	There is limited redundancy in the District's water supply source during peak demands in the summer. A pump failure could pose significant issues including reliance on backup surface water supply sources which could require issuing a Boil Water Advisory.	Development Cost Charges, Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
94516311	Powerhouse Springs Backup Diesel Generator for Water Supply	Increase reliability of Powerhouse Springs water supply as it is currently the District's only source of potable water. The budget includes Design and installation of a new emergency back-up electricity generator and associated electrical infrastructure.	During a power outage a diesel generator is required to produce water to provide fire protection to the community.	Reserves
94523300	Water System - Annual Repairs and Replacements	Required maintenance of our water system infrastructure. The budget includes design and construction of various water system repairs and replacements.	Based on the Public Works Infrastructure Asset Management Plan (endorsed by Council in 2011), the District should be investing approximately 2% annually in capital asset rehabilitation. Currently, over 70% of the water system is comprised of asbestos concrete (AC) pipe at or nearing the end of its life. Replacing these mains will reduce frequency of breaks and emergency repairs resulting in lower overall costs. Replacement will also reduce water loss due to leaking pipes.	Reserves
96501104	Fleet Sewer Tandem Axle Vacuum Truck (V9431)	Tandem axle combination truck. Unit is capable of hydro excavating, sanitary and storm sewer flushing, lift station cleaning, WWTP tank cleaning, catch basin cleaning and other general solid/liquid vacuum pick up.	Sanitary Sewer and Stormwater Master Plans both recommend regular flushing and cleaning of the sanitary and storm sewer collection systems. Currently the District owns 23 sanitary sewer lift stations that require quarterly and sometimes monthly cleaning. This is currently completed using contracted combination vacuum trucks from the city as there are no vacuum truck contractors in Squamish. Business case demonstrates possible 6-year payback.	Reserves
96504100	Wastewater Connections	District constructed water service connections to the water system requested and paid for at cost by developers and/or property owners.	Customer driven Activity. Revenue will offset expenses.	User fees
96510302	Chiefview & Tantalus Sanitary Sewer Upgrade	This project has been identified in the Sanitary Sewer Master Plan for upsizing. Goal is to increase conveyance of wastewater due to increased development in the area. The budget includes design and construction of a new sanitary sewer. Development Cost Charge Project DCC S8 S10.	Chiefview and Tantalus Sewer Upgrade - upsize for future growth. Sewer nearing capacity so needs to be upgraded to allow for future growth, and which will correspond with adjacent development proposals.	Development Cost Charges, Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
96511300	Sanitary Sewer - Annual Repair and Remplacement	Seventy percent of the sanitary sewer system is comprised of asbestos-cement pipe which according to the Asset Management Plan, has a remaining life of 9-12 years. The goal of this annual project is to maintain the existing sanitary sewer network through ongoing repairs, replacements, and improvements. The budget includes design and construction of repairs, replacements, and improvements.	The District's sewer system has significant stormwater inflow and infiltration which require that the sewer mains, pump stations and treatment plants be over-sized to accommodate the peak wet weather flows. It also requires that the pump stations and the wastewater treatment plant use more energy since they are required to pump and treat stormwater flows in addition to sewage. Inflow and infiltration can be significantly reduced by replacing/rehabilitating the sewer system where leaks and cross connections are present. In addition, the cost of replacing sewer mains proactively, as opposed to reactively, has been proven to be a much more cost-effective approach to sewer infrastructure management.	Reserves
96520307	Wastewater Treatment Plant - Repair and Replacement	This project will repair and replace aging components of the wastewater treatment plant in accordance with the WWTP Asset Management Plan.	The wastewater treatment plant is a critical piece of infrastructure that maintains acceptable water quality in the Squamish River. Proper asset management is essential to ensure continued performance.	Reserves
96520311	Wastewater Treatment Plant Electrical Service Upgrade	Upgrading the WWTP electrical service from 500kW to 1000kW. Costs have increased and budget being added in 2025 to accommodate FCL requirements, provision of a pad and conduit for a new / upgraded back-up generator and re-location of a critical sewage force main that has to be moved out from under the proposed platform.	A recent Power Quality Study carried out at the WWTP has identified that existing, installed equipment electricity needs is nearing the full capacity of the existing BC Hydro electrical service. In order to supply power for the expansion of the WWTP that is currently underway, to provide power for HVAC upgrades that are required to meet safety regulations as well as power biosolids storage and loading infrastructure that is required to significantly reduce biosolids hauling and disposal costs.	Reserves
96520312	Wastewater Treatment Plant Radio Antenna Tower	Construction of 150' high SCADA radio antenna tower.	Several DOS infrastructure sites are currently on cellular communication protocols that are intermittently unreliable which creates risk of alarms related to infrastructure failure going un-announced and resulting in potential for property damage. This antenna tower will also provide better comms availability for emergency services and potential revenue stream for the DOS if tower space can be leased to mobile phone carriers (Telus, bell, etc.) Tower installation was planned as part of the Public Works facility project but has been cut from that program due to cost and space constraints.	Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
96530301	Lift Stations Refurbishment and Replacement	This project encompasses refurbishment for 13 sanitary lift stations that are in poor condition and/or required to ensure operability and longevity. The budget includes design and construction of various lift station upgrades.	Lift station failures will result in sewer backups potentially causing sanitary issues and damage to property.	Reserves
96530309	Sewer Lift Station Transformers Upgrade	Existing open delta single phase 240V service transformers are at end-of-life and will be replaced with upgraded 208V three phase transformers to improve power quality and reliability.	On-going investment in infrastructure maintenance, rehabilitation and replacement per asset management plans.	Reserves
96530312	Westway Lift Station Back-up Generator Replacement	The existing back-up generator has exceeded it's useful life (>25 years). The budget includes a new generator which will be placed outside of the existing building to meet current building code and best practice. New electrical conduit and a new automatic transfer switch will be added inside the building.	Currently back-up generators are not included in the Fleet Replacement Plan and Fleet Reserve. The generator at this station is almost 30 years old and is placed within the electrical room for the building, which no longer meets electrical code requirements. If this generator is required during a power outage there is a higher likelihood of failure due to it's age which could result in sewage back-up onto private property, private property damage, and negative environmental impacts.	Reserves
96550105	Wastewater Treatment Plant Outfall Extension	The outfall is discharging to an isolated channel during low river flows and there is very little dilution which has potential to cause health and environmental impacts. This project will complete design and extension of wastewater treatment Plant Outfall to address current dilution issues. The budget includes engaging an engineering consultant to prepare design, securing permitting, and to engage a contractor to build the project.	Due to rapid build up of material in proximity to the wastewater treatment outfall, the current outfall poses a risk to the environment and public health and safety. The entire community will benefit from improvements to the outfall.	Reserves
96550108	Wastewater Treatment Plant Ventilation Upgrades - Grit, Solids and RAS	Upgrading ventilation within wastewater treatment plant to improve staff safety, per safety requirement. The budget includes mechanical and electrical upgrades in the Grit, Solids and RAS buildings.	Ensures safety of staff.	Reserves
96550110	Wastewater Treatment Plant Headworks Building Replacement	The Headworks building is the entry point for all sanitary sewer into the Wastewater Treatment Plan and critical for processing. The current building does not meet current seismic stability codes and subject to failure during a large seismic event. The budget includes design and construction of a new Headworks building.	Findings from Seismic Structural Risk Assessment - WSP (2021), showed the headworks building at the Wastewater Treatment Plant to be at significant risk of extensive damage from an earthquake and is recommended for replacement. Further, the 2018 Building Code specifies that the Wastewater Treatment Plant meet "Post Disaster" standards, which it currently does not. Lastly, upgrading the building will assist with future capacity.	Borrowing, Reserves

District of Squamish 2025-2029 Financial Plan				
REF	**Project Name**	**Project Description**	**Project Justification Benefits**	**Project Funding**
96600102	Wastewater Treatment Plant Upgrade	Project aims to achieve compliance with regulations, and improve operability and redundancy while also addressing population growth. The budget includes design and construction of a new secondary treatment facility, and repurposing of existing facilities.(Development Cost Charge Project S2).	Liquide Waste Management Plan.	Development Cost Charges, Reserves
C9450101	Fleet Water Services Additional Pick-up Truck (F150)	Truck for Utilities Supervisor. Development has added additional infrastructure, linear and pump stations to our inventory. Additional maintenance requires additional resources, both staff and vehicles for transport.	Growth in the distribution system, staff growth and increased demand on services.	Reserves
C9451602	Powerline Re-Closer for Powerhouse Springs	Purchase of Re-closer device for Powerhouse Springs powerline and removal of now unused poles on decommissioned section of power line from Westway PRV to end of Cherry Drive.	High voltage contractor is required every time an electrical drop out breaker trips out on the Powerhouse Springs power line. Costs per service call range from $5,000 - $25,000 per event depending on severity or repair. A re-closer will eliminate more than half of these calls (roughly 2 - 6 per year) and will restore grid power without staff intervention in many cases.	Reserves
C9650101	Fleet Waste Water New Ford F150 Lightning EV	Purchase of F150 lightning EV w/canopy, toolbox and ladder rack.	New electrical staff member budgeted in 2026. Vehicle will be needed for their transport to remote sites with tools and equipment.	Reserves
C9651101	Mamquam Road Sanitary Sewer Phase 3 - Upgrade Under Highway 99	The project is required to accommodate increased sanitary sewer flows from continued upstream development and growth. The budget includes design and construction of an upsized sewer underneath Highway 99.	Work has been identified in the Sanitary Sewer Master Plan. Modelling shown sewer upgrade to be required in 2028, based on projected growth upstream in the Estates, Highlands, and University areas. Without further upgrades, the sewer pipe is expected to backup which will potentially cause environmental and property damage.	Reserves
C9651102	Easter Seal Gravity Lift Station (DCC S-7) Refurbishment - Government Road Sanitary Sewer Bypass	The existing lift station is nearing end of life and requires refurbishment or to be decommissioned. An analysis has shown that it will be more cost effective to decommission the existing lift station and build a bypass. The budget includes design and construction of a new bypass and lift station decommissioning.	The Sanitary Sewer Master Plan evaluated two options for the Easter Seal lift station to support the upstream increase in development. The options were to upsize the lift station or construct a gravity sewer bypass. The gravity sewer bypass was selected.	Development Cost Charges, Reserves
C9652003	Waste Water Treatment Plant Back-up Generator Replacement	Purchase of new 1.0 MW (1000kW) generator for Waste Water Treatment Plant to replace the existing 500kW generator as it will be too small to power the upgraded Waste Water Treatment Plant.	Installing / upgrading the Waste Water Treatment Plant (WWTP) electrical service from 500 kVA to 1600 kVA to power upgraded WWTP. A larger back-up generator is needed to provide power to the upgraded WWTP.	Reserves

DISTRICT OF SQUAMISH
Financial Plan Summary

Overall Summary	2024	2025	2026	2027	2028	2029
Revenues						
Fees & Charges						
Water	(5,804,902)	(6,420,197)	(6,711,607)	(7,010,309)	(7,316,007)	(7,627,132)
Waste Water	(7,706,280)	(8,546,145)	(9,280,815)	(10,113,917)	(10,830,858)	(12,854,981)
Solid Waste	(6,375,360)	(6,686,045)	(7,023,302)	(7,247,822)	(7,604,938)	(7,950,892)
	(19,886,542)	(21,652,387)	(23,015,724)	(24,372,048)	(25,751,803)	(28,433,005)
Investment Income	(238,119)	(270,887)	(223,165)	(254,423)	(274,648)	(254,080)
Other Revenue	(404,855)	(313,600)	(418,057)	(421,795)	(313,918)	(314,029)
Development Cost Charges	(225,000)	(74,250)	(526,705)	(526,705)	(526,705)	(675,205)
TOTAL Revenues	**(20,754,516)**	**(22,311,124)**	**(24,183,652)**	**(25,574,970)**	**(26,867,075)**	**(29,676,318)**
Expenses						
Water Services	3,808,806	4,021,019	4,185,906	3,967,677	4,144,834	4,331,593
Waste Water Services	5,352,511	5,542,286	6,333,407	6,658,500	6,952,279	8,026,305
Solid Waste Management	6,207,902	6,251,465	6,324,391	6,506,272	7,572,452	7,643,560
TOTAL Expenses	**15,369,219**	**15,814,770**	**16,843,704**	**17,132,449**	**18,669,565**	**20,001,458**
(SURPLUS)/DEFICIT	**(5,385,297)**	**(6,496,354)**	**(7,339,948)**	**(8,442,521)**	**(8,197,509)**	**(9,674,861)**
ADJUST TO BALANCED BUDGET FORMAT						
ADD TRANSFERS FROM PROVISIONS						
Trsf from Surplus						
Water	(50,000)	0	0	0	0	0
Waste Water	(8,500)	0	0	0	0	0
Solid Waste	(61,600)	0	0	0	0	0
	(120,100)	0	0	0	0	0

ADD TRANSFERS FROM RESERVES						
Trsf from Reserve						
Water	(263,100)	(300,000)	(350,000)	0	0	(1,500)
Waste Water	(375,000)	(219,718)	(218,968)	0	0	0
Solid Waste	(590,200)	(419,740)	(72,400)	(92,400)	(92,400)	(36,200)
	(1,228,300)	(939,458)	(641,368)	(92,400)	(92,400)	(37,700)
LESS CASH ITEMS NOT RECOGNIZED AS EXPENSE						
Debt Principal						
Water	389,786	404,827	418,386	432,418	416,348	354,784
Waste Water	274,803	193,207	420,626	435,456	450,815	1,036,252
Solid Waste	1,161,849	1,213,910	195,200	170,112	175,216	180,472
	1,826,438	1,811,943	1,034,212	1,037,986	1,042,379	1,571,508
LESS TRANSFERS TO RESERVES						
Trsf to Reserve						
Water	2,039,460	2,411,711	2,588,234	2,755,165	2,899,539	3,219,618
Waste Water	2,832,800	3,164,420	3,443,256	3,735,927	4,051,105	4,405,791
Solid Waste	35,000	47,738	915,614	1,005,843	296,887	515,643
	4,907,260	5,623,869	6,947,104	7,496,935	7,247,531	8,141,053
NET ADJUSTED - BALANCED BUDGET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DISTRICT OF SQUAMISH 2025-2029 FINANCIAL PLAN
Service Level Change

CR No.	Subproject	Department	SLC Type	Project Name	New FTE Count	2025 Exp. Operating	2025 FTE Personnel	2025 Revenue	2025 Rate Impact	2026 Rate Incremental	2026 Expense
AUTO - 238	94130020	Water	SLM*	Junior Electrician	1.0	-	106,988	-	106,988	20,178	127,166
				Sub-Total Utility Fund Projects	**1.00**	**-**	**106,988**	**-**	**106,988**	**20,178**	**127,166**

* SLM Service Level Maintenance - required to maintain current service level

DISTRICT OF SQUAMISH 2025-2029 FINANCIAL PLAN
Service Level Change

Number	SLC Type	Department	Name	Description	Justification
AUTO - 238	Service Level Maintenance	Water	Junior Electrician	An additional Junior Electrician position was approved for 2026 in the 2024 - 2028 budget cycle. Requesting to move the position forward into 2025.	Electrical work order volume exceeds current staff capacity and contract services are regularly required for minor electrical jobs. A Jr. Electrician will add capacity, reduce reliance on contract services and ensure a succession plan is in place.

UTILITY RATES - Residential Flat (Proposed)

Utility	2024 Rates	Increase	2025 Rates	Increase (%)
Water	500	9	509	1.8%
Sewer	635	36	671	5.7%
Garbage (Medium)	405	21	426	5.2%
	1,540	66	1,606	**4.3%**
Garbage (Small)	220	11	231	5.2%
	1,355	57	1,412	**4.2%**
Garbage (Large)	610	32	642	5.2%
	1,745	77	1,822	**4.4%**
Additional Organics Tote*	-	150	150	**100.0%**

**plus exchange fee*

2025 Landfill Tipping Fees

Garbage		**2024**	**2025**	**% ↑**
Asbestos	TN	411	**432**	5.0%
Banned Materials Surcharge	TN	290	**305**	5.0%
Commercial Waste	TN	232	**244**	5.0%
Demolition & Construction Waste	TN	232	**244**	5.0%
Invasive Plants	TN	87	**91**	5.0%
Invasive Plants (from certified company)	TN	41	**43**	5.0%
Mixed Waste	TN	522	**548**	5.0%
Residential Waste	TN	232	**244**	5.0%
Sewage Sludge	TN	232	**244**	5.0%
Waste from o/s Squamish	TN	232	**244**	5.0%
RV, Boats & trailers Must be dismantled into 1 metre (four feet) sections or less, with all liquid and recyclables removed	TN		**300**	100.0%
Recycling / Diversion (Roads & Cover)				
Appliances with Ammonia	Item		**80**	100.0%
Cardboard	TN		**250**	100.0%
Food Waste (up to 5 tonnes per load)	TN		**150**	100.0%
Glass: >100kg	TN		**80**	100.0%
Concrete (up to 110kg)	TN	174	**183**	5.0%
Gypsum	TN	401	**421**	5.0%
Mattress	Item	22	**25**	13.6%
Surcharge if Concrete load is >110 kg	per time	83	**87**	5.0%
Surcharge if Wood Load (clean or dirty) is contaminated over 5%, by weight or volume	TN	137	**144**	5.0%
Tire	Item	12	**15**	25.0%
Tire w Rim	Item	27	**30**	11.1%
Tire - Commercial Size	Item	110	**116**	5.0%
Wood Waste - Clean	TN	122	**128**	5.0%
Wood Waste -Dirty	TN	174	**185**	6.3%
Yard Waste	TN	122	**128**	5.0%
Other				
Weigh Service	per time	46	**48**	5.0%
Minimum Landfill Charge	per load	8	**10**	25.0%

Attachment 5.

Project INFORMATION

FOR FINANCIAL PLANNING WORKSHOP

Project:	Downtown Pedestrian Bridge
Department/Division:	Parks and Public Works

Project Objective

Provide an overview of what the project is aiming to achieve (i.e. the project goals) and links to any supporting documentation that have previously been presented to Council regarding the project.

This project is focused on the commissioning and operation of the pedestrian bridge over the Mamquam Blind Channel between downtown and Waterfront Landing, in accordance with Transport Canada regulations.

Pedestrian bridge operation is governed by a strict set of operating parameters terms and conditions, approved by Transport Canada on April 14, 2020, authorized under the Navigation Protection Program. The key conditions from the approved bridge operating parameters are listed below. These parameters must be in effect for a period of at least one year. After one year of bridge operation, the District may submit a request to Transport Canada to review and adjust these parameters based on data collected during the first year of operation.

Bridge Operating Parameters:

-Summer Operating Season: April 1 to October 31

-Summer Operating Times: 7 am to 10 pm (10 minute or less response time)

-Winter Operating Season: November 1 to March 31

-Winter Operating Times: 8 am to 5:30 pm (15 minute or less response time)

-Outside of the operating times noted above, the bridge will still be operational, but the response time is permitted to be up to 30 minutes. Note that response time refers to the time the bridge operator has to respond to a lift request.

Additional key conditions of the operating parameters include:

-The bridge operator will actively monitor VHF channel 72 during operating hours and be on call 24/7 for lift requests.

-Transit records will be compiled and submitted annually to Transport Canada.

-Information will include date, tide condition (ebb, flood, slack, low or high), time of lift request, time of operator initiated opening, time required for the vessel to transit, number of vessels transiting, and time lift closure.

-Remote operations are not currently approved for this project but may be considered at a future date and must be approved by Transport Canada. The bridge has been designed to be capable of supporting remote operations, although risks will need to be evaluated.

-All relevant bridge operational information will be posted on a dedicated District website page to enable the community and mariners to obtain information on all operational parameters. The website will also be utilized for booking a request for a lift.

Proposed Service Delivery

In order to comply with the operating parameters authorized by Transport Canada and to ensure safe bridge operation, during the first year of bridge operation, it is required to have a bridge operator present at, or very near, the bridge for the entirety of the Summer and Winter Operating Times, and on standby outside of these times and able to respond within the required 30-minute response time. It was evaluated whether operation of the bridge in the initial period (2025 – 2026) could be overseen by increasing District service levels and bringing on additional staff; however, there is no existing provision within the District's Collective Agreement to be able to deliver on the rigorous 24/7 operational requirement. This possibility may be revisited following the one-year evaluation period if updated operating parameters are agreed with Transport Canada following negotiations.

Reference Links: April 2022 Pedestrian Bridge Update Memo

Project Schedule

Provide a chronological timeline that briefly charts the project from start to finish, with dates, duration, milestones and deliverables.

January 2025	• Initiate procurement process to engage contract services for bridge operation and data collection.
April 2025	• Bridge commissioned and becomes operational. • Contract is awarded for operation. • Data collection begins.
September 2025	• Review data collected and operation history and evaluate potential operational guidelines for discussion with Transport Canada.
April 2026	• Completion of 1 year of operation and data collection as per Transport Canada requirements. • Analyze data and evaluate operating options. • Prepare for negotiations with Transport Canada. • Continue operating status quo and collecting data.
May 2026	• Begin discussions and negotiations with Transport Canada. • Prepare updated budget estimates for Financial Plan based on outcome of negotiations around operating requirements.

Project Budget

Provide project financial projections to show project costs over a five-year period including:

- Costs/Expenses (i.e. total cost of the project and includes all salaries, capital, and other operating required to run the program):
    - Fixed cost (i.e. cost associated with the program that is independent of the volume of utilization.

- Variable cost (i.e. any additional cost that is associated with volume (e.g. enforcement requirement for higher volume times vs. lower volume times).

2025	$270,000 ~Contracted operations and data collection
2026	$250,000 ~Contracted operations and data collection; anticipate amendments to operating procedures based on negotiations with Transport Canada
2027	$150,000 ~Ongoing operation of bridge. It should also be noted that operation and maintenance costs will very likely be reduced in future years, if bridge use data and Transport Canada support a reduction in operating times and/or response times following the initial year of bridge operation and data collection.

Risk Management Overview

Explain how you will manage risk, including roadblocks and any challenges that will impact the project schedule and budget.

Risks

1. Limited contractors available to provide services for 24/7 operation of the bridge. Mitigation: Work with procurement team to engage prospective proponents early.
2. Transport Canada does not accept the data collected or is not flexible in the parameters for operation. Review with Council and develop new operating expectations that will meet budget constraints and Transport Canada requirements.
3. Transport Canada requests additional data. Budget has been identified in the 5yr financial plan for 2026 to cover these costs if needed.

Prepared by:	Parks and Public Works	**Date:**	October 22, 2024

DISTRICT OF SQUAMISH
Reserve Continuity Summary and Detail
As at October 21, 2024

	Actual 2023	PY Approved 2024	CY Proposed 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Community Amenity Contributions (CAC)							
General Amenities							
Opening Balance	7,875,672	7,132,993	3,380,593	1,830,593	1,770,593	1,815,593	1,985,593
Revenues	895,735	70,000	200,000	200,000	200,000	200,000	200,000
Expenses	(1,638,414)	(3,822,400)	(1,750,000)	(260,000)	(155,000)	(30,000)	-
Closing Balance	**$7,132,993**	**$3,380,593**	**$1,830,593**	**$1,770,593**	**$1,815,593**	**$1,985,593**	**$2,185,593**
Reserve							
Capital Rehab - General							
Opening Balance	10,435,376	6,663,455	2,412,155	1,563,979	1,544,897	4,839,717	8,428,852
Revenues	3,050,960	3,565,000	4,595,000	5,687,600	7,407,600	9,367,600	11,467,600
Expenses	(6,822,880)	(7,816,300)	(5,443,176)	(5,706,683)	(4,112,780)	(5,778,464)	(5,158,751)
Closing Balance	**$6,663,455**	**$2,412,155**	**$1,563,979**	**$1,544,897**	**$4,839,717**	**$8,428,852**	**$14,737,702**
Equipment Replacement							
Opening Balance	8,842,945	9,043,116	5,360,516	5,113,816	4,569,516	3,669,452	3,821,867
Revenues	1,573,660	840,000	840,000	856,800	873,936	891,415	909,243
Expenses	(1,373,489)	(4,522,600)	(1,086,700)	(1,401,100)	(1,774,000)	(739,000)	(411,000)
Closing Balance	**$9,043,116**	**$5,360,516**	**$5,113,816**	**$4,569,516**	**$3,669,452**	**$3,821,867**	**$4,320,110**
General Operating Reserve BL 2788							
Opening Balance	8,561,692	9,267,739	8,055,739	7,480,739	6,930,739	6,405,739	5,905,739
Revenues	1,502,735	-	-	-	-	-	-
Expenses	(796,688)	(1,212,000)	(575,000)	(550,000)	(525,000)	(500,000)	(500,000)
Closing Balance	**$9,267,739**	**$8,055,739**	**$7,480,739**	**$6,930,739**	**$6,405,739**	**$5,905,739**	**$5,405,739**
Land Sale - BL720							
Opening Balance	11,934,613	1,231,321	6,282,021	3,411,066	2,111,066	2,111,066	2,111,066
Revenues	98,590	16,000,000	13,000,000	-	-	-	-
Expenses	(10,801,882)	(10,949,300)	(15,870,955)	(1,300,000)	-	-	-
Closing Balance	**$1,231,321**	**$6,282,021**	**$3,411,066**	**$2,111,066**	**$2,111,066**	**$2,111,066**	**$2,111,066**
Capital Rehab - Solid Waste							
Opening Balance	2,102,808	2,544,548	1,051,848	283,083	931,534	1,265,214	1,322,938
Revenues	610,101	28,500	47,738	915,614	1,005,843	296,887	515,643
Expenses	(168,361)	(1,521,200)	(816,503)	(267,163)	(672,163)	(239,163)	(232,963)
Closing Balance	**$2,544,548**	**$1,051,848**	**$283,083**	**$931,534**	**$1,265,214**	**$1,322,938**	**$1,605,618**
Capital Rehab - Waste Water							
Opening Balance	14,731,239	10,048,909	1,646,609	309,152	615,057	1,368,256	298,649
Revenues	3,111,724	2,839,300	3,164,420	3,443,256	3,735,927	4,051,105	4,405,791
Expenses	(7,794,054)	(11,241,600)	(4,501,877)	(3,137,351)	(2,982,728)	(5,120,712)	(3,451,783)
Closing Balance	**$10,048,909**	**$1,646,609**	**$309,152**	**$615,057**	**$1,368,256**	**$298,649**	**$1,252,656**
Capital Rehab - Water							
Opening Balance	13,283,492	9,783,954	8,033,854	6,063,620	6,410,033	6,643,481	6,777,035
Revenues	3,168,851	2,033,000	2,411,711	2,588,234	2,755,165	2,899,539	3,219,618
Expenses	(6,668,389)	(3,783,100)	(4,381,945)	(2,241,821)	(2,521,717)	(2,765,984)	(1,712,959)
Closing Balance	**$9,783,954**	**$8,033,854**	**$6,063,620**	**$6,410,033**	**$6,643,481**	**$6,777,035**	**$8,283,695**

DISTRICT OF SQUAMISH
Reserve Continuity Summary and Detail
As at October 21, 2024

	Actual 2023	PY Approved 2024	CY Proposed 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Community Amenity Contributions (CAC)							
General Amenities							
Opening Balance	7,875,672	7,132,993	3,380,593	1,830,593	1,770,593	1,815,593	1,985,593
Revenues	895,735	70,000	200,000	200,000	200,000	200,000	200,000
Expenses	(1,638,414)	(3,822,400)	(1,750,000)	(260,000)	(155,000)	(30,000)	-
Closing Balance	**7,132,993**	**3,380,593**	**1,830,593**	**1,770,593**	**1,815,593**	**1,985,593**	**2,185,593**
Project Details							
Valleycliffe Child Care Facility		($770,000)	-	-	-	-	-
CP-Valleycliffe Firehall EOC AV Fit Out-Fire		($51,400)	-	-	-	-	-
Xwu´nekw Park Sea Dike Upgrades		-	($1,300,000)	-	-	-	-
Dentville Community Park		($15,000)	-	-	-	-	-
No Name Road Park Development		($396,600)	-	-	-	-	-
Park Operations Office Relocation from Brennan Park		-	($85,000)	-	-	-	-
Parks and Recreation Master Plan		-	-	-	($100,000)	($30,000)	-
Brennan Park Tennis Courts		($409,400)	($150,000)	-	-	-	-
Brennan Park Recreation Centre - Trail/Pathway to Finch		($175,000)	-	-	-	-	-
Brennan Park Playground and Splashpark Construction		($1,799,600)	-	($200,000)	-	-	-
CP - New Pickleball Courts		($59,900)	-	-	-	-	-
Cricket Pitch at Centennial Fields		($14,500)	-	-	-	-	-
Brennan Park Tennis and Pickleball Courts Landscaping		-	($50,000)	-	-	-	-
Turf Field/BMX Parking Lot Access Road		($106,000)	-	-	-	-	-
Lawn Bowling Green at Eaglewind Park		-	($15,000)	-	-	-	-
Turf Field Road and BMX Parking Lot Paving		-	($150,000)	-	-	-	-
Neighborhood Park Plans - Glacier View Park, Ravenswood,		-	-	($60,000)	($30,000)	-	-
Accessibility Standards for New Park Development		-	-	-	($25,000)	-	-
Community Boat Launch Feasibility Assessment		($25,000)	-	-	-	-	-
		($3,822,400)	**($1,750,000)**	**($260,000)**	**($155,000)**	**($30,000)**	**-**

DISTRICT OF SQUAMISH
Reserve Continuity Summary and Detail
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	Actual 2023	PY Approved 2024	CY Proposed 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Reserve							
Capital Rehab - General							
Opening Balance	10,435,376	6,663,455	2,412,155	1,563,979	1,544,897	4,839,717	8,428,852
Revenues	3,050,960	3,565,000	4,595,000	5,687,600	7,407,600	9,367,600	11,467,600
Expenses	(6,822,880)	(7,816,300)	(5,443,176)	(5,706,683)	(4,112,780)	(5,778,464)	(5,158,751)
Closing Balance	**6,663,455**	**2,412,155**	**1,563,979**	**1,544,897**	**4,839,717**	**8,428,852**	**14,737,702**
Project Details							
Fiscal Services - General Corporate		-	($10,646)	($10,646)	($10,646)	($10,646)	($10,646)
Fibre Optic Cable Conduit		($200,000)	($150,000)	($231,300)	-	-	-
Municipal Hall Back Up Generators Replacement		-	-	-	-	-	-
Library Improvements - HVAC Replacement		($232,500)	($200,000)	($200,000)	-	-	-
Forestry Building Roof Replacement		-	-	-	-	-	-
RCMP Back-Up Generator Replacement		-	-	($120,000)	-	-	-
RCMP Mechanical Upgrade - Replacement of Heat Pumps		($250,200)	($247,500)	-	-	-	-
Multi-Modal Transportation Plan Update		($69,800)	-	-	-	-	($1,500)
Government Road Realignment		-	($100,000)	-	-	-	-
Oceanfront Boardwalk A & B (DCC P-11) - Paving		($19,700)	($600)	($500)	-	-	($680)
Road & Bridge Infrastructure - Annual Paving and Repairs		($935,000)	($450,000)	($525,865)	($595,063)	($2,447,538)	($1,647,731)
Brine Storage Tanks, Pumping System, and Spill		($40,000)	-	-	-	-	-
Annual Transportation System Improvements		($100,000)	-	-	-	-	-
Annual Rail Crossing Improvements		($400,000)	-	-	-	-	-
Paradise Valley Bailey Bridge Abutments		($84,000)	($150,000)	($1,052,584)	-	-	-
Mamquam Road Failure - Road Safety Upgrades		($20,000)	($100,000)	-	-	-	-
Cleveland Avenue Decorative Streetlights Replacement		($80,700)	($80,700)	($80,700)	-	-	-
Electric Vehicle Charging Stations - Brennan Park and		($278,100)	($89,800)	-	-	-	-
Road Paint Annual Marking		($210,000)	($215,000)	($209,569)	($216,270)	($225,173)	($221,267)
Transit Stop Infrastructure Improvements - New Bus		-	-	-	-	-	-
Annual Flood Protection Upgrades		-	($400,000)	-	-	-	-
Oil-Grit Separator-Industrial Park		($95,000)	-	-	-	-	-
Harris, Dryden and Judd Storm Pump Stations - Backup		($575,000)	($350,000)	($350,000)	-	-	-
Storm System Infrastructure - Annual Repair and		($500,000)	($500,000)	($750,000)	($605,000)	($730,000)	($760,000)
CP-Dryden River Gate-PW		($120,000)	-	-	-	-	-
Squamish Adventure Centre HVAC upgrades		-	($250,000)	($250,000)	-	-	-

	Actual 2023	PY Approved 2024	CY Proposed 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Mobile Library Service		-	-	($100,000)	-	-	-
Library roof and HVAC replacement		-	-	-	-	-	-
CP - Junction Park Washrooms		($337,500)	-	-	-	-	-
HVAC replacements at The 55 Activity Centre		($42,300)	-	-	-	-	-
Brennan Park Recreation Centre - HVAC upgrades (1)		($162,500)	-	-	-	-	-
CP-Brennan Park arena plant equipment upgrade-Fac		($183,000)	-	-	-	-	-
Brennan Park Recreation Centre - Roof and HVAC		-	-	-	-	-	-
Brennan Park Recreation Centre - Arena Exterior Enclosure		($330,000)	-	-	-	-	-
Dentville Community Park		-	-	-	-	-	-
Sp'akw'us Feather Park Amenities		-	($5,000)	-	-	-	-
Brennan Park Field 2/3/4/6 Baseball Backstop Replacement		-	($75,000)	-	-	-	-
Brennan Park - Sports Fields Dugout Replacement		($41,200)	-	-	-	-	-
CP-Sea Can and Roof for Parks Equipment-Parks		($19,200)	-	-	-	-	-
Brennan Park - Artificial Turf Field Rehabilitation		($717,500)	-	-	-	-	-
Flow and Water Quality Monitoring - Integrated		-	-	-	-	-	($100,000)
Integrated Flood Hazard Management Plan Update		-	-	-	($150,000)	($150,000)	($150,000)
Cheekeye/Cheakamus Confluence Sediment Removal		($50,000)	($150,000)	-	-	-	-
Brennan Park Waste Management Recycling and		-	-	($30,000)	-	-	-
Brennan Park - Aluminum Bleachers		($35,000)	-	-	-	-	-
Octopus Garden (Smoke Bluffs Park) Urine Diversion Toilet		($66,000)	-	-	-	-	-
Phone System Replacement		($60,000)	-	-	-	-	-
Work/Asset Management System Software		($150,000)	($100,000)	($50,000)	-	-	-
Electronic Payment Cards Implementation		-	-	-	-	($60,000)	-
Complaints Solution Software Implementation		-	-	($50,000)	($25,000)	-	-
New Fire Records Management System		($75,000)	($25,000)	-	-	-	-
Human Resources Software Solution (HRIS)		-	($25,000)	($75,000)	($50,000)	-	-
Council Meeting Management System		-	-	-	-	($75,000)	-
New Downtown Entrance		-	($4,615)	($869)	($899)	($930)	($1,463)
Skyline Drive Stormwater Culvert Replacement		($60,000)	($250,000)	-	-	-	-
Eagle Run Storm Pump Station Electrical Control System		($123,400)	($250,000)	-	-	-	-
Dike Access Gate Installation		($26,200)	($20,000)	-	-	-	-
Mobile Storm / Sewer Bypass Pumps		($265,000)	-	-	-	-	-
RCMP Building Automation System (BAS) Upgrade		-	-	-	($75,000)	-	-
RCMP Interior Flooring Upgrades		-	-	-	($100,000)	-	-
RCMP Lighting Upgrade to Energy-Efficient LEDs		-	-	-	-	-	($80,000)
Municipal Hall Public Washrooms Renovation		($30,000)	($30,000)	($70,000)	-	-	-
RCMP Fire Alarm Panel Replacement		-	-	-	-	($30,000)	-

	Actual 2023	PY Approved 2024	CY Proposed 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Animal Shelter Removal		-	-	-	($90,000)	-	-
Mamquam Bridge Deck Resurfacing		($75,000)	-	-	-	-	-
Paid Parking Infrastructure and Equipment		-	-	-	-	-	-
Downtown Paid Parking Implementation		-	($600,000)	-	-	-	-
Eagle Viewing Area / Siyich'em Reserve Dike Upgrades		-	-	($300,000)	-	-	-
Squamish Adventure Centre Electrical Service Upgrade		($350,000)	-	-	-	-	-
Library Washrooom Functionality and Accessibility		-	-	-	($30,000)	($60,000)	-
Brennan Park Arena Flooring Replacement		-	-	($275,000)	-	-	-
Brennan Park Auditorium Upgrade		-	-	-	($15,000)	($50,000)	-
Smoke Bluffs Park & Community Park Trail and Signage		($15,000)	-	-	-	-	-
Dike Vegetation Management Plan/Operations and		-	-	($100,000)	-	-	-
CP-BPRC Trailer acquisition		($27,500)	-	-	-	-	-
Development Cost Charge Bylaw Update		($50,000)	-	($50,000)	-	($75,000)	-
Seismic Assessment of Dikes		-	-	-	($200,000)	-	-
Website Content Refresh		-	-	-	-	-	-
Bylaw Office Renovation		($40,000)	-	-	-	-	-
Progress Way Road Road Reconstruction		-	-	-	($700,000)	-	-
Third Avenue Pond Flapgate Replacement		($50,000)	-	-	-	-	-
Adventure Centre HVAC BAS system		-	-	-	($100,000)	($250,000)	-
Library Siding Replacement and Repairs		-	-	-	-	($100,000)	-
Brennan Park Recreation Centre and Arena Hot Water		-	($30,000)	-	-	-	-
Comprehensive Dike Inspection		-	($100,000)	-	-	-	-
Flood Warning System		-	-	-	($20,000)	($100,000)	-
River Channel Survey		-	-	-	-	-	-
UBW Cloud Migration		-	($25,000)	($100,000)	-	-	-
RCMP Overhead Bay Door Replacement		-	-	-	-	($50,000)	-
Second Downtown Entrance: Pemberton/Laurelwood		-	($2,315)	($4,793)	($3,155)	($1,812)	($106,663)
Adventure Centre Concrete Floor Refinishing		-	-	-	-	-	($40,000)
Brennan Park Lighting Upgrade		($50,000)	-	-	-	-	-
UBW Migration to ERPX		-	-	-	-	-	-
Planning Department Front Desk Renovation		($20,000)	-	-	-	-	-
Wildfire Water Tank and Pump Skid System Purchase		-	-	($45,000)	-	-	-
Annual Transportation Upgrades		-	($250,000)	($422,357)	($406,747)	($362,366)	($288,801)
Adventure Centre Roof Replacement		-	-	-	($50,000)	($750,000)	-
Brennan Park Recreation Centre Meeting Rooms		-	-	($30,000)	-	-	-
Parks & Trails Other Infrastructure		($150,000)	-	-	-	-	-
Brennan Park Recreation Centre Signage Replacement		-	-	-	($120,000)	-	-

	Actual 2023	PY Approved 2024	CY Proposed 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Improvements to Lot 74 for Use as a Satellite Works Yard		-	-	-	($250,000)	($250,000)	($250,000)
Speed Limit Reduction Implementation		-	($165,000)	-	-	-	-
Equestrian Area Event/Tournament Camping/Parking Lot		($5,000)	-	-	($300,000)	-	-
Engineering Capital Team and Associated Services –		-	-	$0	$0	$0	$0
Brennan Park ServiceUpgrades and Electrification Allowance		-	-	($62,500)	-	-	-
Brennan Park Parking Lot Line Repainting		-	($17,000)	($40,000)	-	-	-
Brennan Park Seismic Upgrades		-	-	-	-	-	($1,500,000)
Brennan Park Exterior Gym Relocation		-	($25,000)	-	-	-	-
New Animal Shelter at RCMP		-	-	($120,000)	-	-	-
		($7,816,300)	**($5,443,176)**	**($5,706,683)**	**($4,112,780)**	**($5,778,464)**	**($5,158,751)**

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Reserve							
Equipment Replacement							
Opening Balance	8,842,945	9,043,116	5,360,516	5,113,816	4,569,516	3,669,452	3,821,867
Revenues	1,573,660	840,000	840,000	856,800	873,936	891,415	909,243
Expenses	(1,373,489)	(4,522,600)	(1,086,700)	(1,401,100)	(1,774,000)	(739,000)	(411,000)
Closing Balance	**9,043,116**	**5,360,516**	**5,113,816**	**4,569,516**	**3,669,452**	**3,821,867**	**4,320,110**
Project Details							
CP-Fire Pumper Truck Replacement (V7111)-Fire		($1,365,000)	-	-	-	-	-
CP-Ford F550 with Hook LIft System-Fire		($200,000)	-	-	-	-	-
SP-Global Positioning System for All Fleet Vehicles-Fleet		($17,600)	-	-	-	-	-
SP-Fleet Master Plan-Fleet		($30,000)	-	-	-	-	-
CP-New Haul F550 Haul All Garbage Truck-Fleet		($180,000)	-	-	-	-	-
CP-600V MTU Generator Trailer (9424)-Fleet		($155,000)	-	-	-	-	-
Freightliner M2 Tandem Dump Truck Replacement (V9432)		($400,000)	-	-	-	-	-
Fleet Parks 2014 Ford F150 Super Crew 2x4 Short Box		-	($83,500)	-	-	-	-
Fleet Utilities 2014 Ford F150 Extended Cab 4x4 Short Box		-	($68,100)	-	-	-	-
Fleet Roads 2014 Ford F150 Extended Cab 4x4 Short Box		-	($71,700)	-	-	-	-
Fleet Fire Services 2014 Ford F150 Super Crew 4x4 (V7003)		-	($94,200)	-	-	-	-
Fleet IT Department Electrical 2014 Ford Transit Connect		-	($86,500)	-	-	-	-
Fleet Building 2014 Ford C-Max (V9449) Replacement		-	($73,600)	-	-	-	-
CP-MH400 Material Handler Trailer Replacement (V9432)-		($28,000)	-	-	-	-	-
New Holland T4 Tractor Replacement (V9089)		($205,000)	-	-	-	-	-
Fleet Utilities 2014 Ford F150 Ext Cab 4x4 Short Box (V9448)		-	($68,100)	-	-	-	-
IT Electric Vehicle (Chevy Bolt or Ford Connect E-Cargo		($115,300)	-	-	-	-	-
CP-Ford Maverick Hybrid Roads - Fleet		($35,700)	-	-	-	-	-
Downtown Division Truck and Trailer		($78,000)	-	-	-	-	-
Fleet Bylaw 2013 Cargo Mate Shoring Trailer (V9436)		-	-	($6,500)	-	-	-
Fleet Parks 2017 Drop Deck Trailer (V9091) Replacement		-	-	($13,500)	-	-	-
Fleet Bylaw 2015 Ford F350 Crew Cab (V7005) Replacement		-	-	($60,000)	-	-	-
Fleet Bylaw 2015 Mongoose 184 Flush Trailer (V9450)		-	-	($63,000)	-	-	-
Fleet Utilities 2015 Ford F250 Supercab Short Box (V9452)		-	-	($37,200)	-	-	-
CP-Ingersol Rand Roller Replacement (V9419)-Fleet		($74,000)	-	-	-	-	-
CP - Deep Tine Tractor Attachment Replacement-Fleet		($23,000)	-	-	-	-	-

	Actual 2023	PY Approved 2024	CY Proposed 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Mobile Lift Columns for Fleet Truck Repairs		-	-	($100,000)	-	-	-
Electric Forklift - Public Works Facility		-	-	($103,000)	-	-	-
Toro 4700 D Mower Replacement (V9090)		($86,400)	-	-	-	-	-
Downtown Division Mower		($61,000)	-	-	-	-	-
Downtown Division Electric Kubota		($31,000)	-	-	-	-	-
Fleet Sewer 2015 New Holland T6 Mower (V9450)		-	-	($181,900)	-	-	-
Fleet Sewer Tandem Axle Vacuum Truck (V9431)		-	-	-	($750,000)	-	-
CP-Ford F550 Utility Service Truck Repl (V9431)-PW		($118,000)	-	-	-	-	-
Scott Crescent Lift Station Replacement		($875,000)	-	-	-	-	-
CP - Snow Blowers for Parks (Replacement)		($14,600)	-	-	-	-	-
Fleet Sewer 2014 Isuzu Crane Truck (V9442) Replacement		-	-	-	($150,000)	-	-
Fleet Roads 2014 Ford F550 w/ snow and ice control		-	-	-	($160,000)	-	-
Fleet Parks 2016 Ford F250 Supercab Short Box (V9095)		-	-	-	($65,000)	-	-
Fleet Parks 2016 Ford F150 Supercab Short Box (V9097)		-	-	-	($50,000)	-	-
Fleet Parks 2016 John Deere 5100M Tractor (V9098)		-	-	-	($136,000)	-	-
Fleet Roads 2016 Elgin Crosswind Sweeper (V9465)		-	-	-	($325,000)	-	-
Fleet Brennan Park Recreation Centre 2016 Ford Transit 150		-	-	-	($36,000)	-	-
Fleet Parks 2016 Redexim 2075 Overseeder (OS1)		-	-	-	($27,000)	-	-
Fleet (E2-7112) 2007 Fire Engine Replacement		-	-	-	-	-	-
Small Trail/Sidewalk Sweeper		-	-	($265,000)	-	-	-
Fleet Bylaw 2017 Ford F150 Supercab Shortbox (V8452)		-	-	-	-	($44,000)	-
Fleet (R2 -7003) Rescue Truck Replacement Outfitting		-	($65,000)	-	-	-	-
Fleet Fire Services 2016 Enclosed Trailer (V7009)		-	-	-	-	-	($15,000)
Fleet Public Works 2013 Zaxis 75US-3 Excavator (V9441)		-	-	-	-	($95,000)	-
Fleet Parks 2017 Ford F250 Supercab 4x4 (V9100)		-	-	-	-	($47,000)	-
Fire Rescue Stabilization & Shoring Equipment		-	-	($70,000)	-	-	-
Fleet Fire Services 2016 transit 350 Cargo Van (V7010)		-	-	-	-	-	($60,000)
Fleet Maintenance Bay Tube Heater Replacement		-	-	-	-	($50,000)	-
Fleet Engineering 2017 Shortbox Ford150 4X4 (V8451)		-	-	-	-	($41,000)	-
Fleet Brennan Park Recreation Centre 2017 Ice Bear Ice		-	-	($186,000)	-	-	-
Fleet Parks 2017 Shortbox Ford150 4X4 (V9099)		-	-	-	-	($40,000)	-
Fleet Parks 2017 McLean MV4 Trails Machine Replacement		-	-	-	-	($275,000)	-
Fleet Fire Services 2018 Ford F150 Super Crew 4x4 (V7013)		-	-	-	-	-	($70,000)
Fleet Bylaw Animal Control 2017 Van (V8453) Replacement		-	-	-	-	($47,000)	-
Van for Water Supply & Distribution Crew		($95,000)	-	-	-	-	-
Facilities Maintenance Vehicle		($35,000)	-	-	-	-	-
Facilities Manager Vehicle		($45,000)	-	-	-	-	-

	Actual 2023	PY Approved 2024	CY Proposed 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Fleet Public Works F550 with Snow and Ice Control		-	-	($240,000)	-	-	-
Fleet Parks and Roads Two EV Ford F150 Lightning Pros		-	-	($75,000)	($75,000)	-	-
New Cheekeye Debris Barrier Maintenance Vehicles and		-	-	-	-	($100,000)	-
Beach Groomer - Skid Steer Loader and Grapple		($95,000)	($150,000)	-	-	-	-
F550 w/Snow & Ice Control Implements		($160,000)	-	-	-	-	-
Fleet Public Works New Mobile Equipment - Two Auto		-	($80,000)	-	-	-	-
Fleet Public Works New Mobile Equipment - Bike Lane		-	($246,000)	-	-	-	-
Fleet Roads 2018 F250 Super Crew 4x4 (V9460)		-	-	-	-	-	($60,000)
Fleet Public Works 2018 Electric Vehicle Ford Transit 150		-	-	-	-	-	($46,000)
Fleet Bylaw 2018 Ford F150 (V8457) Replacement		-	-	-	-	-	($90,000)
Bylaw Ford Ranger Supercab 4x4 Replacement (V9421)		-	-	-	-	-	($50,000)
Fleet Public Works 2016 Mobile Equipment 14 JLG Drop		-	-	-	-	-	($20,000)
		($4,522,600)	**($1,086,700)**	**($1,401,100)**	**($1,774,000)**	**($739,000)**	**($411,000)**

DISTRICT OF SQUAMISH
Reserve Continuity Summary and Detail
As at October 21, 2024

	Actual 2023	PY Approved 2024	CY Proposed 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Reserve							
Land Sale - BL720							
Opening Balance	11,934,613	1,231,321	6,282,021	3,411,066	2,111,066	2,111,066	2,111,066
Revenues	98,590	16,000,000	13,000,000	-	-	-	-
Expenses	(10,801,882)	(10,949,300)	(15,870,955)	(1,300,000)	-	-	-
Closing Balance	**1,231,321**	**6,282,021**	**3,411,066**	**2,111,066**	**2,111,066**	**2,111,066**	**2,111,066**
Project Details							
General - Real Estate		($20,000)	-	-	-	-	-
Strategic Land Acquisitions and Dispositions		($1,500,000)	-	-	-	-	-
Firehall No. 2 Replacement (Tantalus Road)		($461,900)	-	-	-	-	-
Public Works Facility Replacement - Design		($6,315,000)	($7,770,955)	($1,300,000)	-	-	-
Brennan Park Field House Replacement		($300,000)	($1,250,000)	-	-	-	-
Brennan Park Recreation Centre Upgrade - Project 1 (Green		($1,700,000)	($5,200,000)	-	-	-	-
New Municipal Hall Building Planning		($50,000)	-	-	-	-	-
SP-REFMP Pre Development		($602,400)	-	-	-	-	-
Real Estate Disposition Strategy Implementation		-	($150,000)	-	-	-	-
Squamish Search and Rescue (SSAR) Relocation Phase 2		-	($1,500,000)	-	-	-	-
		($10,949,300)	**($15,870,955)**	**($1,300,000)**	**-**	**-**	**-**

DISTRICT OF SQUAMISH
Reserve Continuity Summary and Detail
As at October 21, 2024

	Actual 2023	PY Approved 2024	CY Proposed 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Reserve							
General Operating Reserve BL 2788							
Opening Balance	8,561,692	9,267,739	8,055,739	7,480,739	6,930,739	6,405,739	5,905,739
Revenues	1,502,735	-	-	-	-	-	-
Expenses	(796,688)	(1,212,000)	(575,000)	(550,000)	(525,000)	(500,000)	(500,000)
Closing Balance	**9,267,739**	**8,055,739**	**7,480,739**	**6,930,739**	**6,405,739**	**5,905,739**	**5,405,739**
Project Details							
General - General Corporate		($1,200,000)	($575,000)	($550,000)	($525,000)	($500,000)	($500,000)
Mobile Library Service		-	-	-	-	-	-
Sp'akw'us Feather Park Amenities		($12,000)	-	-	-	-	-
		($1,212,000)	**($575,000)**	**($550,000)**	**($525,000)**	**($500,000)**	**($500,000)**

DISTRICT OF SQUAMISH
Reserve Continuity Summary and Detail
As at October 21, 2024

	Actual 2023	PY Approved 2024	CY Proposed 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Reserve							
Capital Rehab - Solid Waste							
Opening Balance	2,102,808	2,544,548	1,051,848	283,083	931,534	1,265,214	1,322,938
Revenues	610,101	28,500	47,738	915,614	1,005,843	296,887	515,643
Expenses	(168,361)	(1,521,200)	(816,503)	(267,163)	(672,163)	(239,163)	(232,963)
Closing Balance	**2,544,548**	**1,051,848**	**283,083**	**931,534**	**1,265,214**	**1,322,938**	**1,605,618**
Project Details							
SP-Curbside Collection Analysis-Solid Waste		($35,000)	-	-	-	-	-
Residual Waste Management long term planning - Pre-		($326,200)	($242,400)	($72,400)	($92,400)	($92,400)	($36,200)
Fiscal Services - Solid Waste Management		($189,000)	($324,103)	($146,763)	($146,763)	($146,763)	($146,763)
Landfill Gas Flare Horizontal Pipe Expansion		($375,000)	($250,000)	($48,000)	($433,000)	-	($50,000)
Residual Waste Long Term Planning - Design and		($556,000)	-	-	-	-	-
Disaster Debris Management Plan		($40,000)	-	-	-	-	-
Engineering Capital Team and Associated Services – Solid		-	-	-	-	-	-
		($1,521,200)	**($816,503)**	**($267,163)**	**($672,163)**	**($239,163)**	**($232,963)**

DISTRICT OF SQUAMISH
Reserve Continuity Summary and Detail
As at October 21, 2024

	Actual 2023	PY Approved 2024	CY Proposed 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Reserve							
Capital Rehab - Waste Water							
Opening Balance	14,731,239	10,048,909	1,646,609	309,152	615,057	1,368,256	298,649
Revenues	3,111,724	2,839,300	3,164,420	3,443,256	3,735,927	4,051,105	4,405,791
Expenses	(7,794,054)	(11,241,600)	(4,501,877)	(3,137,351)	(2,982,728)	(5,120,712)	(3,451,783)
Closing Balance	**10,048,909**	**1,646,609**	**309,152**	**615,057**	**1,368,256**	**298,649**	**1,252,656**
Project Details							
Sewer Master Plan Update		($75,000)	($750)	-	-	-	-
Fiscal Services - Waste Water Services		-	($218,968)	($218,968)	-	-	-
Chiefview & Tantalus Sanitary Sewer Upgrade		-	-	-	-	($25,000)	-
Sanitary Sewer - Annual Repair and Remplacement		($1,825,000)	($1,100,000)	($1,155,000)	($1,155,000)	($1,300,000)	($1,773,000)
Wastewater Treatment Plant - Repair and Replacement		($300,000)	($200,000)	($200,000)	($200,000)	($200,000)	($300,000)
Pia Lift Station Reconstruction		($1,500,000)	-	-	-	-	-
Lift Stations Refurbishment and Replacement		-	($2,000,000)	($500,000)	($962,728)	($999,000)	($962,000)
Scott Crescent Lift Station Replacement		($650,000)	-	-	-	-	-
Central Lift Station - Genset and MCC replacement-Waste		($310,000)	-	-	-	-	-
Wastewater Treatment Plant Outfall Extension		($2,693,300)	($72,659)	-	-	-	-
Wastewater Treatment Plant Headworks Building		-	-	$9,617	-	($152,107)	($316,783)
Wastewater Treatment Plant Upgrade		-	($9,500)	-	-	-	-
Wastewater Treatment Plant Ventilation Upgrades - Grit,		($580,800)	($250,000)	($250,000)	-	-	-
CP - Central Lift Station H2S Injection System		($275,000)	-	-	-	-	-
Sewer Lift Station Transformers Upgrade		($72,800)	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)
CP - Queensway LS MCC/VFD Upgrade for Pumps No. 1 &		($103,000)	-	-	-	-	-
Fleet Waste Water New Ford F150 Lightning EV		-	-	-	($90,000)	-	-
Mamquam Road Sanitary Sewer Phase 3 - Upgrade Under		-	-	($48,000)	-	($1,992,645)	-
Wastewater Treatment Plant Electrical Service Upgrade		($750,000)	($500,000)	-	-	-	-
Westway Lift Station Back-up Generator Replacement		-	-	-	($50,000)	($350,000)	-
Asset Management Plan Update		-	-	-	($125,000)	-	-
Wastewater Treatment Plant Master Plan		($300,000)	-	-	-	-	-
CP-Queensway Lift Station Replacement-Waste Water		($1,776,700)	-	-	-	-	-
Waste Water Treatment Plant Cooling Upgrades		($30,000)	-	-	-	-	-
Easter Seal Gravity Lift Station (DCC S-7) Refurbishment -		-	-	-	-	($1,960)	-
Wastewater Treatment Plant Radio Antenna Tower		-	($50,000)	-	($300,000)	-	-
Sewer Use and Storm Sewer Bylaw Update		-	-	($25,000)	-	-	-
Waste Water Treatment Plant Back-up Generator		-	-	($650,000)	-	-	-
Engineering Capital Team and Associated Services – Waste		-	-	-	-	-	-
		($11,241,600)	**($4,501,877)**	**($3,137,351)**	**($2,982,728)**	**($5,120,712)**	**($3,451,783)**

DISTRICT OF SQUAMISH
Reserve Continuity Summary and Detail
As at October 21, 2024

	Actual 2023	PY Approved 2024	CY Proposed 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Reserve							
Capital Rehab - Water							
Opening Balance	13,283,492	9,783,954	8,033,854	6,063,620	6,410,033	6,643,481	6,777,035
Revenues	3,168,851	2,033,000	2,411,711	2,588,234	2,755,165	2,899,539	3,219,618
Expenses	(6,668,389)	(3,783,100)	(4,381,945)	(2,241,821)	(2,521,717)	(2,765,984)	(1,712,959)
Closing Balance	**9,783,954**	**8,033,854**	**6,063,620**	**6,410,033**	**6,643,481**	**6,777,035**	**8,283,695**
Project Details							
Plateau/Thunderbird Reservoir Condition Assessments		($50,000)	-	($50,000)	-	-	-
Water Master Plan Update/Water Rate Study		($23,100)	-	-	-	-	($1,500)
Fiscal Services - Water Services		-	($5,945)	($5,945)	($5,945)	($5,945)	($5,945)
Water Meter Installations		($350,000)	-	-	-	-	-
Water System - Annual Repairs and Replacements		($2,850,000)	($2,550,000)	($1,577,706)	($1,596,272)	($1,647,893)	($1,704,564)
Water Loss Management Study		($100,000)	-	-	-	-	-
Powerhouse Springs Production Well - Design and		-	($500)	($8,170)	-	-	($950)
Powerhouse Springs Chlorination Injection Chamber -		($75,000)	($1,000,000)	-	-	-	-
SP - Unidirectional Flushing Program Update		($40,000)	-	-	-	-	-
Stormwater Pipe Capacity Upsizing		-	($57,000)	-	($769,500)	($812,146)	-
Turbidity Meters for Water Supply Sources		($20,000)	-	-	-	-	-
Fleet Water Services Additional Pick-up Truck (F150)		-	($68,500)	-	-	-	-
Powerhouse Springs Backup Diesel Generator for Water		($50,000)	($400,000)	($300,000)	-	-	-
University Reservoir SCADA Fiber Communications Conduit		($150,000)	-	-	-	-	-
SP-DCC Annual Rate Review-Eng Study		($25,000)	-	-	-	-	-
On-Site Chlorine Generating System for Powerhouse		-	-	-	($50,000)	($300,000)	-
Powerline Re-Closer for Powerhouse Springs		-	-	-	($100,000)	-	-
Stawamus & Mashiter Water Supply - Inspection and		($50,000)	($300,000)	($300,000)	-	-	-
Engineering Capital Team and Associated Services – Water		-	-	-	-	-	-
		($3,783,100)	**($4,381,945)**	**($2,241,821)**	**($2,521,717)**	**($2,765,984)**	**($1,712,959)**

SQUAMISH
HARDWIRED *for* ADVENTURE

Budget Package Guide 2025-2029

Financial Plan Guiding Principles:
Guiding principles for financial stability were developed by staff and Council and incorporated into the Long-term Financial Plan – Guiding Principles and Financial Plan Policy:

- Stable and Sufficient:
  - Taxes do not fluctuate greatly from year to year
  - Revenues are sufficient to support long term goals for the community
- Sustainable and Equitable
  - Investment is sufficient to sustain the desired service level indefinitely
  - Everyone pays an equitable amount for the services they receive
  - Cost recovery model is equitable
- Prudent and Flexible
  - Financial decisions aim to minimize risk
  - Financial decisions ensure future flexibility to adapt opportunities and/or changing circumstances
- Efficient and Measurable
  - Services are provided in an efficient manner
  - Successes are measured using indicators/benchmarks

Financial Plan Drivers:
The primary priority drivers of the financial plan are the following:

- Strategic Plan: Council's 2023-2026 strategic plan outlines where the District will direct energy resources and focus. The four strategic outcomes are:
  - Connected and Livable Community
  - Prepared for the Future
  - Resilient People and Partnerships
  - Reliable Service Deliver

- Master Plans: The District has invested heavily to develop Master Plans to guide its work over the coming decades. The result is a strategic approach that maximizes budgets and resources, determines acceptable levels of services and establishes priorities to meet the infrastructure needs of our community today and tomorrow.
  - Real Estate and Facilities Master Plan: significant investment in replacement of aging facilities will be the next implementation phase of the Real Estate and Facilities Master Plan with a priority order focus on investment in facilities identified as critical, core and support facilities.

- Utilities Master Plans: The implementation of the Utility Master Plans requires sustainable funding for utility systems expansion to accommodate community growth, ongoing replacement and upgrade of aging infrastructure.

- Safety, Legislative and Risk: Priority is given to projects and services to alleviate or mitigate areas that contain legislative impacts, health and safety concerns or a high degree of financial risk.

Pre-Committed Cost and Service Level Cost Guidelines:

- *Pre-Committed Operating Revenue and Expenses*: Items that are considered pre-committed are costs that are non-discretionary in the current financial plan. Generally, they include costs that are legally contracted, pre-committed costs or costs associated with borrowing. Pre-Committed costs can be considered part of the base budget and some local governments choose not to outline specifically, however for transparency and clarity, the District chooses to explain the changes to the base budget by illustrating what instigated these changes and why they occurred.

  Several categories may exist depending on the nature of pre-committed costs in the fiscal; some examples include :
  - *Miscellaneous Revenue and Expense Changes:* costs are associated with pre-committed decisions or changes in business volumes that impact revenue and expenses. An example an increase in building permit revenue or increase in software license costs.
  - *Annualization of Prior Year Service Level Changes:* These costs are service level budget changes approved and budgeted in the prior year. Whenever possible, the District will smooth the taxpayer impact in over two years by delaying hiring or service until partway through the year thereby smoothing the cost increase over two years, rather than in one year.
  - *Labour Contract Cost*: costs associated with the impact of contract negotiations on the tax base; this does not include additional personnel. Additional personnel are recommended through the service level change recommendation process.

- *Changes in Debt Servicing:* These changes in costs are associated with capital investment projects that were funded by borrowing. Once the borrowing has been issued (cash received) the debt servicing costs, in the form of interest and principal repayment, will begin to incur. Costs of borrowing can be as a result of both growth or replacement projects (more aligned with the inflationary non-discretionary concept than growth). For greater transparency and clarity, debt servicing costs have been separated into three categories:

- *Infrastructure Costs:* These are the costs of borrowing that are associated routine replacement projects or expansion projects as a result of project investment across the organization.
- *Facility Costs:* These are costs of borrowing that are associated with replacement of key municipal facilities as outlined in the Real Estate and Facilities Master Plan.
- *Expiring Debt Servicing Costs:* Reduction in cost of Existing debt which has been fully repaid.

- **Service Level Change:**
  Service Level Changes are additional operating costs added to the base operating budget. There are three types of service level changes identified in the financial plan:
  - *Service Level Increases (SLI):* Additional services recommended and are funded by tax or utility rates.

  - *Service Level Maintenance (SLM):* Additional resources required to maintain current service levels and are funded by tax or utility rates. These additional costs are a result of growth.
    In addition, resource requirements may be needed to implement the capital plan. Wherever it meets the accounting regulation and standards, the District will capitalize these costs (fund costs through capital).

  - *Service Level Opportunity (SLO):* Additional services that are funded or managed by an external source but benefit the community. No tax or utility rate impact is expected.

- **Asset Management Reserve Funding:** The Asset Management Plan (AMP) was completed in 2022 and recommended increases to the capital reserve contribution to replace existing assets. In 2023, Council endorsed the Asset Management Reserve Funding Strategy (AMRFS) which included the AMP recommendations and incorporated additional capital requirements included in the 2023-2027 financial plan to provide a target reserve contribution strategy which incorporates asset replacement, community growth and climate change impacts on future asset investment needs, in order to work towards sufficient and sustainable reserves for a long-term capital program. Capital costs continue to increase and new capital projects are added to the capital plan, as such, it is prudent to update the AMRFS every two - three years and it is best practice to update the Asset Management Plan every five years.

- **Tax Stabilization:**

- *Tax stabilization*: tax stabilization is tax collected monies which were unused for various reasons in a prior year. Prior year surplus (savings) can be brought forward to reduce the current year tax increase and can be considered a credit applied against future taxes. If not applied to the following year, these funds will be allocated to the General Operating Reserve.

  Due to audit timing, fiscal administrative purposes and budget cycle timing, tax surplus generated in a fiscal can only be applied to a budget two years following (skips a year) following the year in which the surplus is generated. For example, surplus from 2023 can be applied to the 2025 budget.

- **Non-Market Change (NMC):** Non-Market Change is the addition or removal of assessment folios to the tax roll across all tax classes. Development is the primary driver of increases in Non-Market Change, however changes in NMC could be a result of a property's tax exemption qualification changes or additional industries being added or removed from the tax roll.

Financial Metrics:

Included in this package are two primary financial metrics:

- *Tax Impact %:* % increase in tax revenue requirement added to the base budget.
- *Tax Impact $:* Annual cost to the average residential taxpayer of the increase in tax revenue requirement added to the base budget.

Utilities:

As the Utility funds operate on a cost recovery basis (ie. they are self-balancing), the revenues generated by utility fees must be sufficient to cover operating expenses of that fund and accommodate for inflation, community growth and costs related to the ongoing replacement and upgrade of aging infrastructure, including an annual transfer to Capital Reserves as per the AMP.

Both growth (volume of customers) and rate increases contribute to the funding formula for the utility rates:

- Wastewater Utility: Fees reflect increase for Asset Management Plan, cost recovery for operating expense inflation, and costs related to facilities upgrades (including expansion of the current wastewater treatment plant)
- Water Utility: Fees reflect increase for Asset Management Plan and cost recovery for operating expense inflation

- Solid Waste Utility: Residential collection fees reflect increase for Asset Management Plan plus annual cost increases associated with curbside collection, tipping fees at the organic material processing facility, disposal of solid waste at the landfill and the ongoing debt servicing costs of landfill expansion.

Special Operating Project (SOP) Guidelines:

Special Operating Projects are one-time or non-recurring projects outside of the District's regular service operations. They can contain single or multi-year project timelines and should not include routine repairs and maintenance items. Special Operating Projects category methodology is used to highlight projects of significance that are Council Strategic projects, corporate projects and operating projects and include project cost, funding source.

Special operating projects are typically funded by grants, general taxation, external sources of revenue (such as partnerships), provisions. Special Operating Projects cannot be capital in nature and therefore, cannot be funded by debenture borrowing.

Capital Guidelines:

Local Governments own significant amounts of infrastructure used to provide services to residents (e.g., wastewater, water, facilities, fleet, Information Technology infrastructure). Public Sector Accounting Standard (PSAS) identifies this infrastructure investment as Tangible Capital Assets (TCA) and defines generally as assets having physical substance that:

- Are held for use in the production or supply of goods and services, for administrative purposes, or for the development, construction, maintenance or repair of other TCAs;
- Have useful economic lives extending beyond an accounting period (fiscal year);
- Are to be used on a continuing basis; and
- Are not for sale in the ordinary course of operations.

Project Categories (Capital and SOP):

Capital Projects are grouped into the following categories:

Category	Criteria
Master Plan	The Project is required to meet implementation of an approved Master Plan.
Strategic Plan	The Project is required to meet implementation of current Strategic Plan.

Growth	The Project is required to meet anticipated growth in population or development.
Municipal Infrastructure	The Project enhances use, replaces or substantially renovates existing infrastructure assets.
Municipal Facilities	The Project enhances use, replaces or substantially renovates existing facility assets.
Municipal Equipment	The project replaces or substantially renovates existing equipment assets.
Municipal Capacity	The Project enhances use or improves efficiency of existing resources (operating projects only).
Municipal Cyclical	The Project is required to meet cyclical operational requirements (operating projects only). Will be converted to Operating budget.

Funding Sources:
Capital projects can be funded by reserves, borrowing, taxation, provisions and external sources of revenue such as partnerships, Developer Cost Charges, Community Amenity Contributions and grants.

Reserves (transfers): A reserve is money set aside and legislated by Bylaw to fund expenditures for a specific purpose. Reserves are held in the appropriated accumulated surplus and are categorized as statutory. Reserves are primarily used for capital funding, however in some instances can be used to fund operating projects if these are directly related to the creation of Capital Assets (Asset Management SOP). Reserves include Capital reserves for the General Capital and Equipment (tax funded reserve contributions); Utilities Funds (respective utility rate funded reserve contributions); The District also has other smaller miscellaneous reserves established by Council.

Borrowing: Borrowing is a valuable and effective capital funding option in absence of reserves or other funding sources, which can be utilized to spread out the cost of the project over a longer period of time, such as the project's useful life, and allows its costs to be paid not just by today's taxpayer, but by future users of the asset as well.

Provisions: A provision (non-legislated) is money set aside by Council Resolution to fund expenditures for a specific purpose. Provisions are held in the appropriated accumulated surplus but categorized as non-statutory. Provisions may be used to fund Operating budgets, if required.

Grants: Local Governments may receive funding from several provincial and federal grant programs. Grants are either conditional or non-conditional. Conditional grants are designated for a specific purpose and may not be used for another projects, while unconditional grants may be used for any purpose the recipient local government chooses.

In order to meet legislated requirements of the Community Charter and the Local Government Act, Local Governments must include grant funded projects into the financial plan. However, if the grant application is not successful the project cannot be completed without a budget amendment to adjust the funding.

Development Cost Charges (DCCs): Local Governments levy development cost charges on new development to pay for new or expanded in ground infrastructure such as wastewater, water, drainage, parks and roads necessary to adequately service the demands of that new development. DCCs are not available to fund facilities nor any infrastructure that is not listed in the DCC bylaw.

In 2024 a major review is planned to review all projects included in the Bylaw, along with updating costs to reflect changes in project scope & cost.
DCC's may not be sufficient to cover full cost of project, alternate funding mechanisms are also being explored. Where costs exceed funding, some options that may be used are to borrow from other DCC's or other reserves. Borrowing could be undertaken with DCC's being used to repay the debt servicing. Other options include having Developer's pay for the cost of construction themselves while entering an agreement with the District to recoup costs and repay them (front loaded agreements).

Although referred to as a reserve in the Community Charter and Local Government Act, for accounting purposes DCCs are held in the liability section of the Statement of Financial Position rather than an appropriation within the accumulated surplus.
Community Amenity Contribution (CAC) Reserves: Local Governments may require developers to pay additional amounts in the event of land subdivision or rezoning. These levies are often referred to as community amenity contributions and are placed in an appropriated Reserve for specific purposes or to fund Capital Projects. CAC's are often used to compliment DCC's to provide developer funding for project types that do not quality for DCC funding, such as protective services, parks, recreation or cultural assets.

Carryforwards Classification: Carry forwards are projects from the previous financial plan that will continue into the new subsequent financial plan. Although there are instances where Carryforwards occur in Special Operating Projects, the majority of Carryforwards are Capital projects. Carryforwards take a few different forms as described below.

Three types of carryforwards exist and are being used to evaluate project completion rates:

- Delayed or Deferred Project Carryforwards: these projects are the standard one-year project that was delayed or deferred beyond the initial intended timeframe and requires the budget to be brought forward into the subsequent fiscal. These carryforwards should be minimized as much as possible and they contribute to the % project completions performance metric. These projects will be treated in the same way as they have historically.
- Multi-phased/ fiscal spanned projects: Multi-phased projects and fiscal spanned projects should be budgeted over multiple years. These projects will be categorized separately in the financial plan. As well, these projects will be separated from a delayed/deferred carryforward project and will not contribute to the overall % project completion performance metric. This will also be communicated in the financial plan and in the quarterly financial reporting.
- Placeholder carryforwards: These projects (e.g., Real estate acquisitions, flood protection upgrades, grant funded projects that are contingent on grant application approval) are budgeted as placeholders should the opportunity to execute on the budget exist which may or may not occur. As with the multi-phased/fiscal spanned reports, these projects should be highlighted separated in the financial plan and not contribute to the overall project completion % performance metric.

The District has adopted a process where each spring, as part of the fiscal year end process, uncompleted projects are carried forward to the following fiscal year and incorporated into the Financial Plan through a Bylaw Amendment.