

REPORT TO: Council
REPORT FROM: Corporate Services
PRESENTED: April 10, 2018
SUBJECT: Real Estate and Facilities Strategy

FOR: COW
FILE: REFS

Recommendation:

That the Committee recommend to Council:

THAT the District of Squamish adopt the Real Estate and Facilities Strategy dated April 10, 2018 and direct staff to develop an implementation plan for the Strategy.

1. Objective:

To obtain Council approval of the attached draft Real Estate and Facilities Strategy ("REFS").

2. Background:

In recent years, the District of Squamish ("District") has been completing analysis of its major asset categories (Asset Management Plan, Liquid Waste Management Plan, Integrated Flood Hazard Management Plan, Fire Master Plan) to ensure District services and infrastructure are delivered in a fiscally sustainable manner. Stantec Consulting and the District (together the "Project Team") have recently completed an analysis (REFS) on another important asset category – the District's facilities and lands that enable it to deliver services to the community.

The goal of the REFS is to support the District and the community to make informed choices on the acquisition, disposition and management (including funding) of land and facilities to ensure the District is providing the necessary services to the community in a fiscally responsible manner over the next 25 years.

After completing a review of:

- the District's current real estate portfolio, financial resources and real estate and facilities maintenance and management (processes, capacities and decision-making); and
- the District's future needs for land and facilities based on previous community engagement and plans completed by the District

a draft REFS has been prepared by the Project Team for Council's approval (Attachment 2).

3. Project Information:

The *Summary Report* section contains a comprehensive synopsis of the analysis completed (including key findings), strategic recommendations and recommended implementation. Additional details supporting the REFS can be found in the *Supporting Details, Strategies and Actions and Appendices* sections.

Key Findings

The majority of the District's facilities are at end of life based on age, at overcapacity or no longer functioning to provide effective service to the community. A significant investment (\$18m+) has been identified over the next 10 years to keep these facilities maintained and operating but this investment is not recommended as it won't address the age, capacity or function challenges at these facilities.

Rather, the replacement or upgrading/expansion of many of these facilities needs to be explored to meet the community's needs now and long term. An investment in excess of \$100m has been identified for those facilities categorized as candidates for replacement or upgrades/expansion and for new facilities required to provide new services desired or to meet future growth.

In addition, the District requires a significant amount of land for operational needs, community infrastructure (dikes, utility rights-of-way), public access (trails, walkways, open space), environmental protection and roads. At this point an estimate of the required investment is not possible, however, it is expected that these acquisitions will add to the investment required.

The District currently does not have the financial means available to fund the \$100m+ investment identified. The District's land reserve account contains \$10m +/- and there are legal limits on the amount the District can borrow to bridge the gap. Current forecasts indicate a capacity of approximately \$8M of borrowing per year to remain within tolerable total borrowing limits. Generally \$4m +/- is currently employed annually leaving a maximum of \$4m +/- that may be available for land and facility purposes not currently represented in the capital plan assuming no other emerging capital requirements. Even if \$90m+ of borrowing was achievable, servicing that level of debt would require annual property tax increases that are not practical or sustainable.

Strategy and Recommendations

To meet the funding challenge in the most fiscally responsible and sustainable manner possible, the Project Team has recommended a strategy and implementation approach to support the District and the community in the many decisions that lie ahead. This will be achieved through:

- Adopting strategic principles to guide future decision-making that aim to minimize the investment into facilities and land including:
 - Prioritizing future needs
 - Managing investment in facilities to extend life expectancy and generate the greatest possible return on investment
 - Exploring options to reduce, defer or eliminate the need for new facilities
 - Limiting acquisition of private lands to the greatest extent possible
 - Increasing (non-taxation) funding through grants, partnerships and sponsorship and
 - Identifying surplus District property to sell

- Evaluating the facility and land investment within the context of the District's other capital needs and the financial constraints of the organization.
- Ensuring there is an appropriate level of community support for the necessary investments.

4. Implications:

a) Budget:

The Financial Plan impacts of the draft REFS will begin to be addressed in the 2019 budgeting process once the Real Estate and Facilities Master Plan is completed. Data from the Real Estate and Facilities Master Plan will also be incorporated into the next Long Term Financial Plan review.

b) Organizational Impact:

The development of the draft REFS has already had a significant, positive impact on the organization. All departments were engaged in the development of the draft REFS and there is a greater understanding across all departments on how facilities and land impact each department's service delivery and how departments can further integrate activities. Additional capacity has been identified in the draft REFS to support its implementation, including the recommendation to hire a project manager to coordinate the implementation of the Real Estate and Facilities Master Plan once complete.

c) Policy:

While developing the draft REFS, it became apparent to the Project Team that for the greatest chance of success, the strategies and supporting actions recommended in the draft REFS be formally endorsed as "strategic principles" (Attachment 1). Council, District staff and the community will all be involved in the decision-making and analysis that lies ahead and the potential options to consider are vast. Adopting clear, agreed upon principles is recommended to ensure the process moves forward in a timely, focused manner.

The draft REFS also includes recommendations for new District approaches, processes and policies (prioritization of needs, target management for facilities, disposition/acquisition approaches, leasing policy) to guide future real estate activities.

d) Bylaws:

There is a recommendation (Action #23) in the draft REFS to streamline acquisition and disposition processes which references the need to amend the Delegation Bylaw to increase the number of transactions that can be processed by the CAO.

5. Council Priority Areas

Environment:

The draft REFS identifies the need for the District to include the acquisition of lands in environmentally sensitive areas for stormwater detention and portions of the Estuary.

Economic Development

The disposition of any District surplus lands will generate development activity on lands that are either vacant or not being utilized at their highest and best use.

Healthy Community

The draft REFS identifies the need for the District to continue to acquire lands for community protection (dikes), outdoor activities (e.g. parks, trails) and to explore upgrading and further development of Brennan Park.

The draft REFS also recommends an approach to secure affordable housing options through the rezoning process, potential acquisition of Crown Land and through the redevelopment of surplus District lands sold.

Open and Transparent Government

The needs analysis of the draft REFS was based largely on previous community engagement that is embedded in the numerous documents reviewed by the Project Team, including the Official Community Plan, various Master Plans (Parks and Recreation, Fire Services, Multi-Modal, Flood Protection) and Sub-Area land use Plans. Updated Community engagement is recommended with the draft REFS providing new context for considering future needs and funding options. As outlined in the Implementation Section in the Summary Report and shown in Figure S-3, community engagement will occur at several stages including during the initial Due Diligence, the development of the Annual Five Year Financial Plan (budget process) and the consideration of borrowing bylaws by Council. The extent and nature of the community engagement will be determined during each stage to provide the necessary feedback required. For example, a comprehensive community engagement process specific to Brennan Park will be launched in 2018 based on the unique scope and size of the potential project.

6. Implementation

The draft REFS recommends the District implement a similar “holistic” capital planning process for facilities and land as it has for its other asset categories such as water, sewer, flood protection, etc. Under this approach, the next step is to complete a comprehensive Real Estate and Facilities Master Plan to identify recommended future investments to meet community needs, proposed timing of the investments and potential funding sources available. This information will then support an update to the Long Term Financial Plan taking into account the District’s broader financial resources and capital needs. The updated Long Term Financial Plan will then guide investment recommendations to Council during future annual budgeting processes.

The Real Estate and Facilities Master Plan identified in the draft REFS is targeted for completion in four to five months after adoption of the REFS.

7. Attachments:

1. Strategic Principles
2. Draft REFS

8. Alternatives to Staff Recommendation:

The draft REFS be updated/amended as directed by Council.

9. Staff Review

Prepared By:

Neil Plumb, Manager of Real Estate

Reviewed By:

Camilla Say, Manager of Facilities

Robin Arthurs, GM Corporate Services, Recreation and Culture

Christine Mathews, CPA, CGA, Chief Financial Officer

Gary Buxton, GM Community Planning and Infrastructure

CAO Recommendation:

That the recommendation of Corporate Services, Recreation and Culture be approved.

Linda Glenday, CAO

ATTACHMENT 1 – Strategic Principles

1. Prioritize Needs

a) Prioritize the District’s facilities and land needs based on the following approach:

Primary – groups needs into 3 categories	Secondary –prioritizes within Primary categories
<p>1.Critical – required to operate and govern the community, provide safety and essential services.</p> <p>Municipal Hall, Public Works, Parks Ops, Fire, Police, Waste Mgmt, Roads (Primary), Dikes, Commuter Trails</p> <p>2.Core – crucial to the community that the District must deliver (or find others to deliver on our behalf).</p> <p>Parks and Rec, Roads (Secondary), Library, Cemeteries, Employment Lands, Environmental Protection</p> <p>3.Support – want and need these in our community but not directly in the District’s mandate.</p> <p>Child care, Transit, Affordable Housing, Seniors/Youth Services, Tourism (Info Ctr.) Socio/Cultural/Arts, Trails</p>	<p>a) Committed/Regulated – have to do it</p> <p>b) End of Life – to minimize physical or financial risk</p> <p>c) Legitimize Asset – to eliminate legal risk</p> <p>d) Opportunistic – economies of scale or timing</p> <p>e) Growth – improve service as community grows</p> <p>f) Economic Development – attract business</p> <p>g) Community Enhancement – improve quality of life</p>

2. Manage Facility Investment

- a) Minimize investment into replacements/upgrades/expansions/new facilities where possible by deferring projects, capitalizing on temporary solutions, reducing the project scope, securing alternative delivery methods such as Public-Public(P2) partnerships, leasing or eliminating the service.
- b) Evaluate facility investment decisions through a business case approach that considers the full life cycle investment required (i.e. operating costs, maintenance, repairs and replacements) not just the initial upfront cost.
- c) Adopt individual maintenance levels for each facility to maximize life expectancy as applicable and provide the greatest return on investment to the District.
- d) Adjust leasing activities to maximize the resources available to meet critical community needs, including:
 - i. Focus leasing to non-profit partners and commercial tenants where municipal services/community goals are supported;
 - ii. Explore alternate methods to supporting non-profits such as grants to support leasing from third parties;
 - iii. Provide facility space to non-profit partners, when required and where possible, inside larger District facilities rather than stand-alone facilities or by creating multi-user space to reduce the amount of space required;
 - iv. Re-evaluate non-profit facility lease rates to include a greater recovery of the costs associated to operate the facility; and
 - v. Include reasonable termination clauses (where possible) to maintain the greatest amount of flexibility

3. Optimize Existing Facilities and Land

- a) Explore existing District-owned Sponsored Crown Grant lands first (which can only be used for municipal purposes and cannot be sold) when considering a relocation or expansion of District facilities.
- b) Complete a stand-alone Master Plan process for Brennan Park to:
 - Maximize the use of this site for recreation purposes;
 - Capitalize on its Highway 99 location; and
 - Explore its potential for non-recreation community support uses

4. Minimize Private Land Investment

- a) Acquisition of private land will only be for specific operational or community purposes. Private land acquisition for land banking or speculating will not be pursued. Future land needs will be explored in the following order of priority:
 - Existing District Sponsored Crown Grants Lands (Also noted in 3a above)
 - Crown lands
 - Rezoning or subdivision
 - Existing District Fee Simple land
 - Private land
- b) Affordable housing opportunities will be pursued through alternate methods (than purchasing private land) including:
 - Acquiring units through the rezoning process
 - Utilizing Crown Land where possible
 - Partnering with organizations such as BC Housing
 - Including affordable housing components in any sales of District land, where possible

5. Increase Available Capital

- a) Identify external funding sources – public-public partnerships (non-profits, provincial agencies), public-private partnerships (private developers), federal and provincial government grants and naming rights – prior to making any investment decisions. Recreation and cultural facility upgrades and expansions appear to be prime candidates for these external funding sources.
- b) Identify District-owned, fee simple real estate to sell or lease long-term that does not have an operational purpose within the next 25 years or a longer-term strategic use.
- c) Identify opportunities to enhance a potential disposition of District property through (i) rezoning, subdividing, improving infrastructure and (ii) additional community benefits such as allotting affordable housing or day care space.
- d) Any disposition of District-owned property will occur through an open process appropriate to the type of disposition pursued.

6. Interim Principles Until Real Estate and Facilities Master Planning Process (see Implementation) is Complete

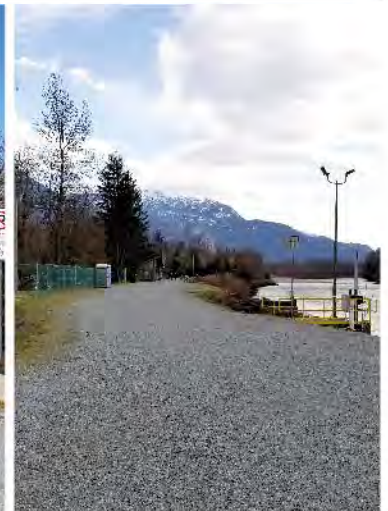
- a) The District will not acquire any property unless at no cost to the District.
- b) The District will not complete any significant repairs to District facilities being explored for replacement unless in an emergency or required under a lease agreement.
- c) The District will not enter into any new leases/licences without Council approval.

DRAFT

District of Squamish

Real Estate and Facilities Strategy

April 10, 2018



EXECUTIVE SUMMARY

The District of Squamish has completed a Real Estate and Facilities Strategy (REFS) to ensure it is providing the necessary services to the community in a fiscally responsible manner over the next 25 years.

During this process, it was determined that the majority of the District's facilities are at end of life based on age, at overcapacity or no longer functioning to provide effective service to the community. A significant investment has been identified (\$18m+) over the next 10 years to keep the District's facilities maintained and operating but this investment is not recommended as it won't address the age, capacity or functional challenges at many of these facilities. Rather, the replacement, upgrading and expansion of these facilities needs to be explored to meet the community's needs now and long term. Preliminary cost estimates have been developed to understand the magnitude of the potential investment required. An investment in excess of \$100m is possible for all of the facilities that are candidates for replacement, upgrading or expansion and for new facilities identified to provide new services or meet future growth.

In addition, the District requires a significant amount of land for community infrastructure (dikes, utility rights-of-way), public access (trails, walkways, open space), operational needs, environmental protection and roads. Additional work is required to identify an exact list of properties that should be acquired and these acquisitions will add to the investment required.

Funding for the \$100m+ investment identified will require a variety of funding sources as the District currently does not have the financial means available. The District's land reserve account totals for approximately \$10m and there are legal limits on the amount the District can borrow to bridge the gap. Servicing debt payments on \$90m+ of borrowing would require annual property tax increases that are not practical or sustainable.

Consequently, the Project Team has developed a strategy and implementation approach to support the District and the community in the many decisions that lie ahead. This support will be achieved through:

- Adopting strategic principles to guide future decision-making that aim to minimize the investment into facilities and land. This can be achieved through several approaches including:
 - Prioritizing future needs
 - Managing investment into facilities to generate the greatest possible return on investment
 - Exploring options to reduce, defer or eliminate the need for new facilities
 - Limiting acquisition of private lands to the greatest extent possible
 - Increasing (non-taxation) funding through grants, partnerships and sponsorship, and
 - Identifying surplus District property to sell or lease long-term.
- Evaluating the facility and land investment within the context of the District's other capital needs and the financial constraints of the organization.
- Ensuring there is appropriate levels of community support for the necessary investments.

REFS ROAD MAP

The REFS is divided into four sections:

1. Summary Report

Summarizes all of the key information of the REFS including the:

- research completed
- key findings
- recommended strategy and supporting action items
- recommended implementation of the strategy

2. Supporting Details

Provides the entire analysis that supported the REFS including:

- a) *Current Governance /Capacity* – identifies the District’s current capital planning process and the capacity of the Facilities and Real Estate Departments
- b) *Current Portfolio* – a detailed analysis of the District’s facilities and land portfolios including tenancies
- c) *Future Needs* – a more detailed outline of the future facility and land needs

3. Strategic Recommendations and Supporting Action Items

Provides a detailed explanation of the strategic recommendations and the 25 supporting action items.

4. Appendices

Contains the underlying data that supported the REFS including detailed inventories of the District’s facilities, land and tenants.

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SUMMARY REPORT

A. INTRODUCTION

The District of Squamish (District) is committed to meeting the future service and infrastructure needs of the community. To achieve this goal in a fiscally sustainable manner, the District has completed analysis of several major asset categories (Asset Management Plan, Liquid Waste Management Plan, Integrated Flood Hazard Management Plan, Fire Master Plan) in recent years. Given the growth experienced in Squamish in recent years and expectations of continued future growth, the District has turned its focus towards another important asset category - its real estate – the facilities and lands that enable it to deliver services to the community.

B. THE RESEARCH

Stantec Consulting and the District (together the “Project Team”):

- (a) Took stock of the District’s current situation - “*what we have*” – the real estate portfolio, financial resources and real estate management (processes, capacities, decision-making);
- (b) Identified future needs for lands and facilities - “*what we need*” - based on previous plans and community engagement completed by the District; and
- (c) Assessed the “gap” between the current and future states.

C. KEY FINDINGS – What We Have, What We Need and the Gap

The District of Squamish manages a significant portfolio of real estate to serve the needs of the community. The portfolio includes 18 buildings (e.g. Municipal Hall, Brennan Park Recreation Centre/Rink/Aquatic Centre, two firehalls, RCMP Building, Public Library ...), 1,400 acres of land (e.g. operations, recreation, parks, leased lands ...), numerous rights-of-way for infrastructure and the community’s road network. The portfolio also includes almost 80 tenants (non-profit partners, government, for-profit/commercial).

The District’s real estate portfolio has reached a critical state. Seventy-five (75%) percent of the District’s existing facilities are 25 years or older. A capital investment of over \$18m in repairs and renewals of building components (i.e. heating systems, roof replacements) has been identified over the next 10 years to keep these facilities maintained and operating (*Appendix B – Estimated Facility Investment Forecast*). This investment does address any potential seismic or building code upgrades required or regular operating (i.e. utilities, janitorial) and minor/day to day maintenance costs. The aging of the District’s portfolio has occurred while the community has been experiencing considerable growth and demand for increased services and while

other pressing/critical priorities (such as master planning and funding for underground infrastructure replacement, also reaching end of life) have required the attention of the municipality first. As a result, several of the District's existing facilities are at capacity or no longer functioning effectively to provide service to the community. When considering age, function and capacity in combination, 13 of the 18 existing facilities are candidates for replacement, upgrades, or expansion (*Table 3-3, Supporting Details*). Investing further into repairs for these facilities is not recommended as it won't address the age, capacity or function challenges at these facilities.

Preliminary replacement/upgrade/expansion cost estimates were developed for the 13 existing facility replacement/expansion candidates and are summarized below in Table S-1. Additional investment required for new facilities to meet future community needs have also been identified to provide a comprehensive overview of the District's facility investment picture.

Table S-1 Preliminary Estimate of Facility Investment

EXISTING FACILITY Replace	EXISTING FACILITY Upgrade/ Expand	NEW FACILITY
Public Works (Office & Maintenance) Firehall#2 – Tantalus Junction Park Bldg. (Art's Council)* Parks Operations/Concession Municipal Hall Youth Centre Dog Pound	Brennan Park Facilities (Rec Ctr, & Ice Rink, Aquatic Centre) Public Library Firehall#1 – Alex Munro RCMP Building	Transit Yard Multi-modal Transit Hub Parks satellite office Firehall#3 – Cheekye Fan Neighbourhood Centres Downtown Parking Structure* Community/Arts Centre*
Potential Investment \$30m-\$38m+	Potential Investment \$58m-\$65m+	Potential Investment \$9m-\$15m+

*Preliminary estimates of investment have not been established yet.

The District also anticipates a significant amount of land acquisitions (purchases and rights-of-way) to support important community needs including:

- **Infrastructure** - Diking (river and sea), utilities (water and sewer), roads (expansion), transportation (transit exchanges and facilities, park n rides)
- **Public Realm** – neighbourhood parks, trails, public access, waterfront walkways, trailheads
- **Environmental** – greenspaces, environmentally sensitive areas, stormwater retention
- **Civic** – landfill expansion, cemetery expansion, facility expansions

Many of these acquisitions are required to accommodate community growth and to legitimize civic uses on private and Crown Lands based on informal agreements. The District may also need to acquire land for future facility replacements and expansion. The required investment for these land acquisitions is not yet known, given that the actual volume is still to be

determined. Nonetheless, these land acquisitions will add to the facility investment referenced above.

Increasing the size of District facilities to meet future growth will also require additional investment towards repair and planned replacement of the expanded facilities during their life span. These costs have not been identified at this time but also will add to the District's overall investment.

Funding for the approximate \$100m+ investment identified will require a variety of funding sources as the District currently does not have the financial means available. The District currently has an estimated \$10m in funding available in its land reserve account. Long-term borrowing is not considered a practical approach to fund the \$90m+ gap due to borrowing limits (+/- \$4m/year borrowing limit to fund capital investments across the organization and debt-service payments that would result in unsustainable annual property tax increases (approximately 1% per year for 20 years for each \$4m borrowed). The District owns non-operational real estate (\$20m+) that could generate additional funding if sold, however, further research is required to determine which properties can be sold.

Table S-2 Funding Gap

COMMUNITY NEEDS	Potential Investment	Reserve	Borrowing Capacity
a - Existing Facilities - Replacements	\$30m - \$38m+	\$10m +/-	\$4m +/- per year available for all of the District's capital needs
b – Existing Facilities - Upgrade	\$58m - \$65m+		
c - New Facilities	\$9m - \$15m+		
d – Land (land required for facilities and operations, diking, utilities, roads, transit, parks, trails, public access, greenspaces, environmentally sensitive areas)	Tbd		
+ Expanding the portfolio will also increase annual operating, maintenance, ongoing repairs and renewals of building components.			

The District's existing staff and supporting processes do not have the capacity to support the increased land acquisitions and facility investments anticipated in the future. Over the past 10 years, the District's Real Estate and Facilities Departments have focused largely on leasing, property management, development support, maintenance, and repairs of existing facilities.

D. THE STRATEGY

The District's strategic goal is to manage the District's facilities and lands to ensure the long term sustainable delivery of services that the community needs and desires in a fiscally responsible manner.

Six strategies are recommended in Figure S-1 below to achieve this strategic goal and support the analysis and decision-making required to set the District and the community on this path for the future.

Figure S-1 The Strategies



These strategies are supported by 25 recommended actions. Both the strategies and actions are explained in greater detail in *the Strategic Recommendations and Supporting Actions* section. It is recommended that the strategies and actions that will support the analysis and decision-making process that lies ahead for District Council, staff and the community be stated as "strategic principles" to ensure this process move forward in a timely, focussed manner.

Figure S-2 – Strategic Principles

1. **Prioritize Needs**

a) Prioritize the District's facilities and land needs based on the following approach:

Table S-3 Prioritization Approach

Primary – groups needs into 3 categories	Secondary –prioritizes within Primary categories
<p>1.Critical – required to operate and govern the community, provide safety and essential services.</p> <p>Municipal Hall, Public Works, Parks Ops, Fire, Police, Waste Mgmt, Roads (Primary), Dikes, Commuter Trails</p> <p>2.Core – crucial to the community that the District must deliver (or find others to deliver on our behalf).</p> <p>Parks and Rec, Roads (Secondary), Library, Cemeteries, Employment Lands, Environmental Protection</p> <p>3.Support – want and need these in our community but not directly in the District's mandate.</p> <p>Child care, Transit, Affordable Housing, Seniors/Youth Services, Tourism (Info Ctr.) Socio/Cultural/Arts, Trails</p>	<p>a) Committed/Regulated – have to do it</p> <p>b) End of Life – to minimize physical or financial risk</p> <p>c) Legitimize Asset – to eliminate legal risk</p> <p>d) Opportunistic – economies of scale or timing</p> <p>e) Growth – improve service as community grows</p> <p>f) Economic Development – attract business</p> <p>g) Community Enhancement – improve quality of life</p>

2. **Manage Facility Investment**

- a) Minimize investment into replacements/upgrades/expansions/new facilities where possible by deferring projects, capitalizing on temporary solutions, reducing the project scope, securing alternative delivery methods such as Public-Public (P2) partnerships, leasing or eliminating the service.
- b) Evaluate facility investment decisions through a business case approach that considers the full life cycle investment required (i.e. operating costs, maintenance, repairs and replacements) not just the initial upfront cost.
- c) Adopt individual maintenance levels for each facility to maximize life expectancy as applicable and provide the greatest return on investment to the District.
- d) Adjust leasing activities to maximize the resources available to meet critical community needs, including:
 - i. Focus leasing to non-profit partners and commercial leasing where municipal services/community goals are supported;
 - ii. Explore alternate methods to supporting non-profits such as grants to support leasing from third parties;
 - iii. Provide facility space to non-profit partners, when required and where possible, inside larger District facilities rather than stand-alone facilities or by creating multi-user space to reduce the amount of space required;
 - iv. Re-evaluate non-profit facility lease rates to include a greater recovery of the costs associated to operate the facility; and

- v. Include reasonable termination clauses (where possible) to maintain the greatest amount of flexibility

3. Optimize Existing Facilities and Land

- a) Explore existing District-owned Sponsored Crown Grant lands first (which can only be used for municipal purposes and cannot be sold) when considering a relocation or expansion of District facilities.
- b) Complete a stand-alone Master Plan process for Brennan Park to:
 - Maximize the use of this site for recreation purposes;
 - Capitalize on its Highway 99 location; and
 - Explore its potential for non-recreation uses

4. Minimize Private Land Investment

- a) Acquisition of private land will only be for specific operational or community purposes. Private land acquisition for land banking or speculating will not be pursued. Future land needs will be explored in the following order of priority:
 - Existing District Sponsored Crown Grants Lands (Also noted in 3a above)
 - Crown lands
 - Rezoning or subdivision
 - Existing District Fee Simple land
 - Private land
- b) Affordable housing opportunities will be pursued through alternate methods (than purchasing private land) including:
 - Acquiring units through the rezoning process
 - Utilize Crown Land where possible
 - Partnering with organizations such as BC Housing
 - Include affordable housing components in any sales of District land, where possible

5. Increase Available Capital

- a) Identify external funding sources – public-public partnerships (non-profits, provincial agencies), public-private partnerships (private developers), federal and provincial government grants and naming rights – prior to making any investment decisions. Recreation and cultural facility upgrades and expansions appear to be prime candidates for these external funding sources.
- b) Identify District-owned, fee simple real estate to sell or lease long-term that does not have an operational purpose within the next 25 years or a longer-term strategic use.
- c) Identify opportunities to enhance a potential disposition of District property through (i) rezoning, subdividing, improving infrastructure and (ii) additional community benefits such as allotting affordable housing or day care space.
- d) Any disposition of District-owned property will occur through an open process appropriate to the type of disposition pursued.

6. Interim Principles Until Real Estate and Facilities Master Planning Process (see Implementation) is Complete

- a) The District will not acquire any property unless at no cost to the District.
- b) The District will not complete any significant repairs to District facilities being explored for replacement unless in an emergency or required under a lease agreement.
- c) The District will not enter into any new leases/licences without Council approval.

E. IMPLEMENTATION

The next step in meeting the strategic goal identified is for the District to follow a similar process that it has used in establishing investment levels for other key capital asset categories such as diking and utilities. A six-step process (Figure S-3) is recommended to ensure the investment level pursued by the District, takes into account the broader organizational capital needs and financial constraints and the appropriate community engagement is completed.

1. Due Diligence (Target 2 months) – During this phase the District will:

a) Project Investment/Funding Estimates – further refine project investment estimates (land acquisitions, smaller facility cost estimates) and further establish potential funding sources including the following:

- (i) potential to acquire Crown Lands at a nominal fee;
- (ii) identify surplus District property to sell or lease long-term.

b) Options Analysis - complete an analysis of the options available to minimize the investment required (i.e. reduce, defer, eliminate), assess the future potential funding gap (i.e. grant funding, partnerships, sponsorship, sale of District land) and possible options for moving forward for Council and community consideration.

c) Council Workshop - review the Options Analysis and finalize the community engagement program.

d) Community Engagement - feedback will be solicited based on the findings of the Council Workshop and may include desired service level options, phasing options and the level of support and priority for funding options (including user fees and tax increases). A separate and concurrent engagement community plan for Brennan Park will also be completed reflecting the size and unique scope of that project.

2. Real Estate and Facilities Master Plan (Target 4 months)- a Real Estate and Facilities Master Plan will be completed (similar to the Asset Management Plan, Liquid Waste Management Plan, Integrated Flood Hazard Management Plan and Fire Master Plan). The Real Estate and Facilities Master Plan will identify:

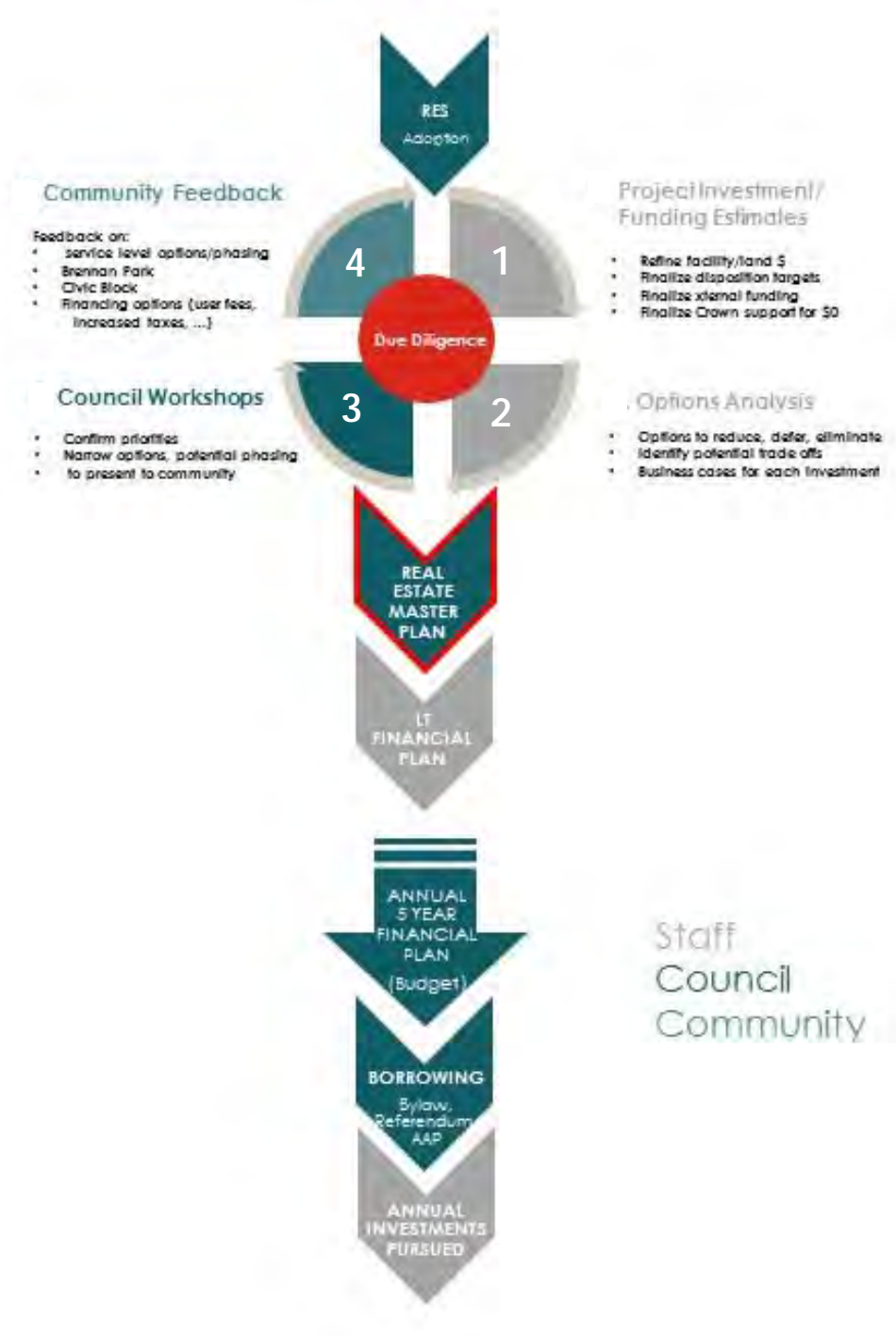
“What” - a prioritized list of the investments required by the District to meet the current and future service needs of the community

“When” - the recommended timing of those investments

“How” – potential funding strategies to support the investment

3. **Long Term Financial Plan Updates** (Target Pre Budget) – the Real Estate & Facilities Master Plan will provide key inputs into updating the District’s Long-Term Financial Plan, which establishes long-range funding strategies for the District’s projected capital investments across the entire organization.
4. **Annual Five Year Financial Plan** – (Target 2019 Budget) The updated Long-Term Financial Plan will then guide recommendations to Council regarding the District’s Annual Five Year Financial Plan, which is updated annually during the budgeting process.
5. **Borrowing Consent** (Target Spring 2019)- when borrowing is required a borrowing bylaw will be prepared once the District’s Annual Five Year Financial Plan is endorsed by Council and is subject to an electoral assent process (i.e. referendum or alternative approval process). If borrowing is endorsed, the District will then be in a position to proceed with identified investments.
6. **Land Acquisitions, Facility - Replacements, Upgrades, New Facilities** (Target 2019 Budget) - once steps 1-5 are complete the Real Estate and Facilities Departments will prepare annual work plans to complete the land acquisitions, facility replacements, upgrades and new facilities identified.

Figure S-3 Implementation



E. ORGANIZATIONAL CAPACITY

In order to ensure the District can fully implement the REFS, it is recommended that the District increase the capacity of the organization through the following initiatives:

- Determine a Project Manager to facilitate the Real Estate and Facility Master Plan
- Hire a Project Manager to facilitate the facility upgrades, replacements, expansions and new construction
- Explore staffing resources to support the enhanced land & facility programs
- Streamline the acquisition/disposition processes
- Establish an integrated staff team to support the implementation

F. CONCLUSION

A significant amount of analysis and decision-making lies ahead for the District to determine how to effectively manage its land and facility investments to meet the service needs of the community in a fiscally sustainable manner. This Real Estate and Facilities Strategy provides the tools (context, strategic approach and process) to enable the District and the community to successfully navigate the path that lies ahead.

SUPPORTING DETAILS

Glossary

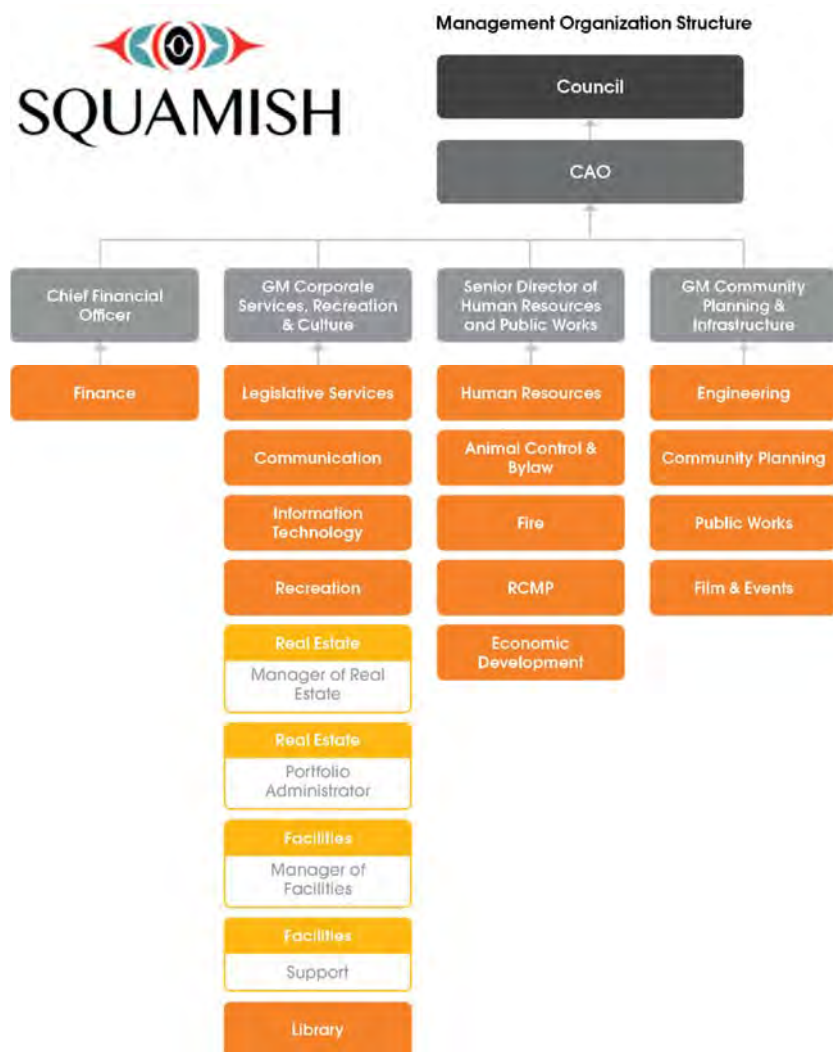
Assets	The physical infrastructure the District uses to provide its services such as pipes, roads, buildings, land.
Extended Facility Condition Index (EFCI)	The Extended Facility Condition Index is a measure of the keep-up costs and is a ratio of the cost of the renewal backlog plus the projected renewal costs for the facility (over the next five or ten years) compared to the total reproduction value of the facility.
Facility Rehabilitation	The act of renovating a facility to make it like new again and bring it up to current building and fire codes.
Facility Replacement	Replacing a facility with a newly constructed facility.
Facility Condition Index (FCI)	The Facility Condition Index is a ratio of the renewal backlog divided by the reproduction value (in this case the insured value) of the facility being measured. It is a measure of the maintenance "catch-up" costs of a facility and therefore an indicator of facility condition relative to the reproduction cost of the facility.
Maintenance costs	Maintenance costs are all expenditures necessary for retaining the building systems (i.e. heating and ventilation, plumbing, electrical, life safety) in an appropriate service condition. This includes regular ongoing day-to-day expenses necessary to keep assets operating.
Operation/Operating Costs	Includes all expenditures required day to day but do not extend the life of the building such as electricity, heating fuel, water, sewer, garbage/recycling disposal, grounds/landscaping and insurance.
Renewal costs	Renewal expenditure is major work which does not increase the asset's design capacity but restores, replaces or renews an existing asset to its original service potential.
Renewal backlog	The projected costs needed to be spent on facility renewal but that have not yet been spent, therefore representing the deficiencies.

1.0 CURRENT GOVERNANCE/CAPACITY

1.1 REAL ESTATE PORTFOLIO MANAGEMENT

The District's real estate portfolio is managed by the Real Estate and Facilities Services functions under the Corporate Services, Recreation and Culture Department. Currently three full-time District staff manage the portfolio in collaboration with the departments across the organization that require facilities and land to support their service delivery.

Figure 1-1 Squamish Management Organization Structure



1.1.1 Facilities Management

The Facilities Manager—Manages and coordinates operating repair and maintenance activities for all District facilities, including leased facilities. Is also responsible for project management for facility repairs including tenders, requests for proposals and project completion.

Project examples include:

- a) *Major* - ice slab replacement, Firehall#1 hose tower replacements, pool UV installation
- b) *Medium* – HVAC replacements, exterior painting/staining, lighting replacements
- c) *Minor* – hot water tank replacements, carpet replacements and building systems upgrades (i.e. plumbing and electrical)

In the past five (5) years the Facilities department has completed numerous repairs and renewals of the District's existing facilities but has not facilitated the replacement, expansion or significant renovation of a District facility.

Table 1-1 Facilities Activities – Past 5 Years

Category	2013	2014	2015	2016	2017	Total
Operating Projects						
Repairs, Renewals	13	12	7	7	8	47
Total value	\$221,000	\$150,000	\$80,000	\$150,000	\$150,000	\$751,000
Capital Projects						
Repairs, Renewals	8	9	8	7	14	46
Replacements & Expansions	0	0	0	0	0	0
Total value	\$220,000	\$773,000	\$450,000	\$1,770,000	\$800,000	\$4,013,000

The Facilities Manager is responsible for a team of 12 employees that ensure efficient and secure property management of all District facilities including:

- janitorial services
- building security
- energy management
- tenant inquiries
- ongoing building repairs and maintenance

1.1.2 Real Estate Services

The Real Estate Manager—Manages the District’s real estate portfolio including leasing, road Closures, acquisitions and dispositions. The position also supports strategic projects involving land and internal departments real estate needs (i.e. Engineering, Development Services).

The Real Estate Portfolio Administrator—Administers the District’s leasing activities, licensing District land to new tenants, tenant requests, and inquiries regarding District land.

Table 1-2 Real Estate Services Activities

Category	2013		2014		2015		2016		2017	
	Complete	Process	Complete	Process	Complete	Process	Complete	Process	Complete	Process
Acquisitions	3	4	0	6	0	3	0	3	0	4
Dispositions	0	0	0	0	0	1	0	7	0	0
Project Work	2	4	1	7	6	3	2	6	6	7
Road Closures	0	1	1	1	2	0	1	4	0	3
Leases/Licences/RoW's	14	22	37	16	52	42	36	36	24	20
Property Management	3	14	11	10	27	n/a	24	n/a	8	5
Department Support	2	4	2	5	25	3	16	5	5	2

Complete - Completed Files

Process - Files in process

A significant portion of Real Estate Service’s focus has been providing tenure to new tenants and administering the leasing/licensing, amendments and renewals generated from a portfolio of almost 80 tenants. Real Estate Services follows formal procedures for the processing of leasing/licensing activities, road closures - the transaction areas where they have encountered the most significant amount of activity. Acquisitions/dispositions are presented to Council on a case by case basis. As shown in Table 1-1 above, the District has processed few acquisitions and dispositions in recent years. To date, the Real Estate’s activities have been guided by Council’s Strategic Plan and the following set of principles:

1. Use **District Policy Documents** to guide potential acquisitions and dispositions.
2. Follow an **Open Process** when disposing of an interest in District-owned land.
3. Maximize **Revenue Generation and Job Creation** through portfolio management.
4. **No Speculation/Development** by the District on District-owned lands.
5. Secure **Acquisitions Through Rezoning First**, if possible.
6. Secure **Acquisitions Through Sponsored Crown Grants**, if possible.
7. Pursue **Strategic Acquisitions** to enhance existing District-owned lands.
8. Explore **Enhancing Sale Proceeds** prior to disposing of District-owned lands.
9. Consider **Secondary Benefits** when disposing of District-owned lands.
10. **Support Community Groups** by providing District-owned land at a nominal fee.

1.2 CAPITAL PLANNING

1.2.1 The Process

Capital investments by the District are pursued after being endorsed by Council during the annual budget process. Figure 1-2 below outlines the steps through which capital investments are processed by the District. Those steps shaded in yellow indicate steps where community engagement is undertaken.

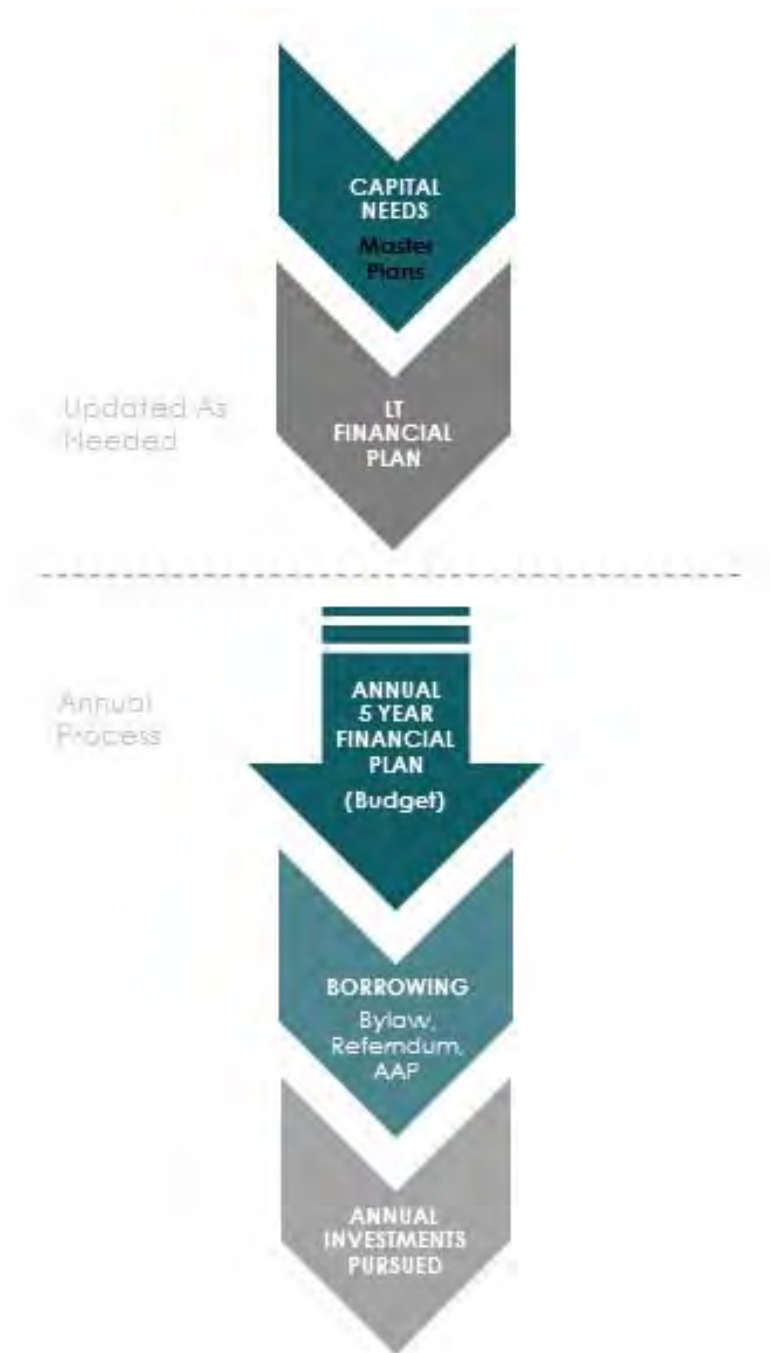
1. **Long-Term Financial Plan (LTFP)** – The District’s LTFP establishes long-range funding strategies for the District’s projected capital investments across the entire organization. This plan was adopted in 2011 and is updated as needed when new capital investments are identified by the District. To increase the accuracy of this plan, the District has endeavoured to complete Master Plans for each asset category. Master Plans completed to date include the Asset Management Plan, Liquid Waste Management Plan, Integrated Flood Hazard Management Plan, Fire Master Plan. These Master Plans provide key inputs for consideration for the LTFP including:
 - o “*what*” – recommended long-term capital investments to ensure sustainable delivery of service to the community
 - o “*when*” – recommended timing of investments
 - o “*how*” – potential non-taxation funding sources to support the required investment.

These Master Plans are also individually endorsed by Council and often incorporate community engagement. When a Master Plan is completed, the LTFP then considers how best to fund the recommended investments taking into consideration the District’s financial realities. At this stage, the recommendations of the Master Plan may need to be adjusted or delayed when the LTFP is updated. Once updated, the LTFP will guide recommendations to Council regarding the District’s Annual Five Year Financial Plan.

2. **Annual Five Year Financial Plan** - Every year during the budgeting process, a proposed Five Year Financial Plan (5YFP) is presented to Council and the community for consideration. The 5YFP includes annual capital investment recommendations. Through the community and Council engagement of the annual budgeting process the specific capital investments for each year are endorsed.
3. **Borrowing Consent** - It is anticipated, that borrowing will be required annually to support the capital investments endorsed by Council. Once the timing and level of borrowing is identified, a borrowing bylaw is prepared and is subject to an electoral assent process ((i.e. referendum or alternative approval process)

4. **Capital Investments** - Each year the District's investment is endorsed in the 5 Year Financial Plan and subsequently endorsed through the borrowing bylaw which populates the work plans of the District's capital project managers.

Figure 1-2 Capital Planning



2.0 CURRENT PORTFOLIO

2.1 FACILITIES PORTFOLIO

2.1.1 Inventory

The District currently owns 222,535 ft² of facility space and leases an additional 1,064 ft² for the Downtown Community Policing Station. The District also owns a few smaller facilities not included in the inventory, such as the O'Siyam Pavilion, and two trailers at the Municipal landfill. The wastewater treatment plant is also not included in this inventory as it is covered under the utility budget.

Most facilities are operated by the District, with about 25% of leasable facility space (55,036 ft², including the Youth Centre, Homeless Shelter, Forestry Building, Cleveland Ave. Restaurant, and Junction Park Building). Leased space is further discussed in Section 2.2. Virtually all of the portfolio is occupied.

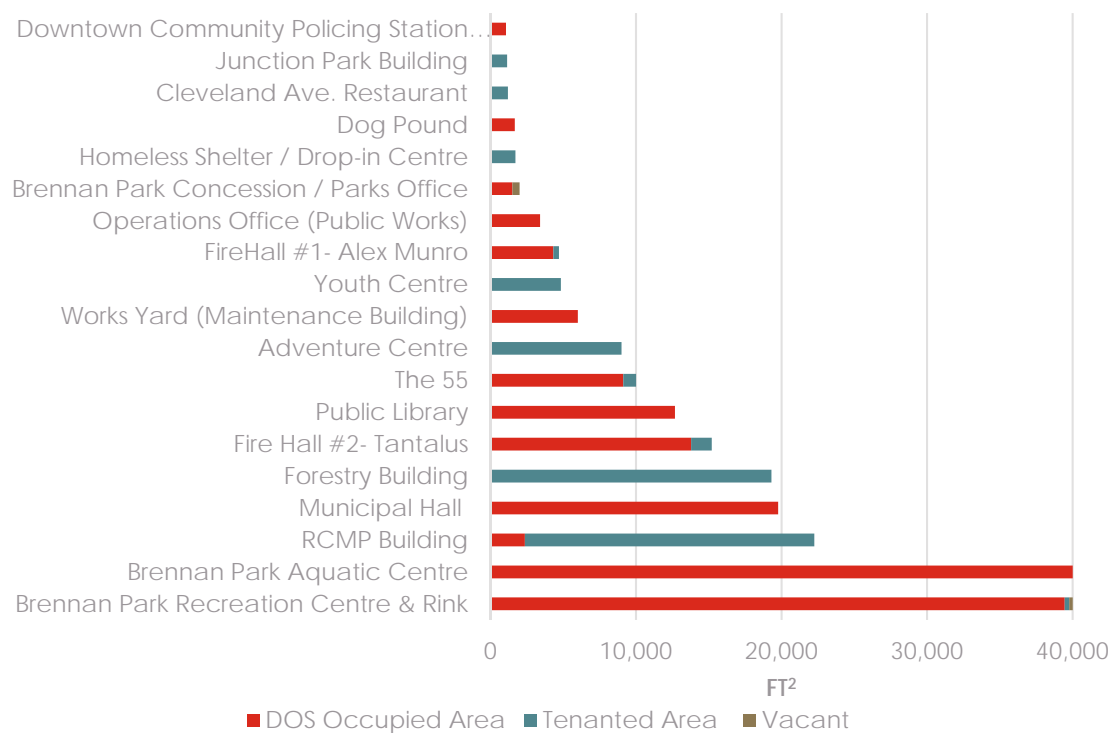


Figure 2-1 District Facility Inventory

2.1.2 Age Profile

Facility life stages are categorized as follow:

- Stage 1:* Less than one-year-old—facility is in construction and commissioning phase.
- Stage 2:* Age of 2–14 years—standard operating and maintenance with few post-construction failures.
- Stage 3:* Age of 15–23 years—standard operating and maintenance may no longer be adequate.
- Stage 4:* Age of 25–34 years—major replacements, significant capital to extend life
- Stage 5:* End of life, ongoing rehabilitation and replacement

A large portion of District facilities were constructed in the 1970's or earlier. Eleven of the 18 District owned facilities are classified as Stage 5, with an additional 2 at Stage 4. Combined, these facilities represent 75.8% of the District's facility square footage (162,897ft²).

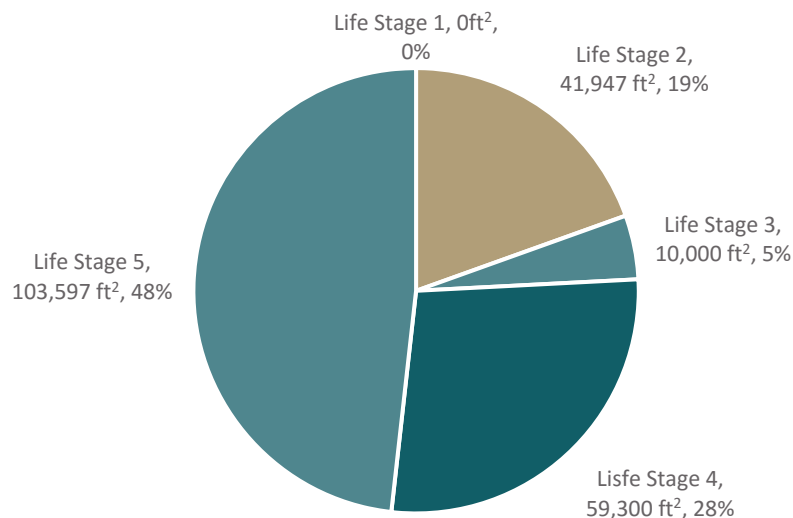


Figure 2-2 District of Squamish facilities by life stage classification (in ft²)

2.1.3 Condition & Performance

Given the age of the portfolio, it is not surprising to find that most buildings do not perform well for their current day purpose and/or are experiencing condition deficiencies. A snapshot of facility condition and performance is provided below.

Table 2-1 Snapshot of Known Service Performance Deficiencies

Location	Service Deficiency
Adventure Centre	Heating design not suitable. Lack of storage.
Brennan Park Aquatic Centre	Additional capacity required, some mechanical upgrades needed.
Brennan Park Recreation Centre & Rink	Needs new roof. Needs upgraded dressing rooms.
Brennan Park Concession/Parks Office	History of leaking. Washrooms and kitchen area very old. Kitchen not usable as doesn't meet code.
Cleveland Ave. Restaurant	New tenants did interior renovations, still major work/replacement needed. Fully used. Kitchen very small.
Dog Pound	Roof and settlement issues. Lack of space.
Fire Hall #1- Alex Munro	Seismic issues with tower. Need one larger bay and turn out gear room.
Fire Hall #2- Tantalus	Not accessible. Some areas not utilized such as old cells. No female showers.
Forestry Building	Needs new roof. Some settlement issues.
Homeless Shelter/Drop-in Centre	Not suitable for overnight sleeping. Lack of space. Siding in poor shape.
Junction Park Building	Aging building. Some rot in foundation.
Municipal Hall	Building in poor shape, needing new roof and HVAC. Problems with rats. Lack of space and storage. At capacity.
Public Works - Maintenance	Roof leaks. Heating insufficient. Lack of appropriate storage. Over capacity. Safety issues.
Public Works - Office	Roof and siding in bad condition. Furnaces failing. Lack of space and storage. Over capacity.
Public Library	Well maintained. Needs new roof and HVAC. Fully used and busy. Lack of storage and overcapacity.
RCMP Building	Relatively new. Exterior wall work needed. Fully utilized. Lack of office space.
The 55	New space.
Youth Centre	Roof, cladding and HVAC issues. Is used but underutilized as many areas not suitable. Old police cells not used, only open from 3 PM.

2.1.4 Operations and Maintenance

The total annual Operations and Maintenance (O&M) Costs for the 19 facilities managed by the District are estimated at \$2,363,895, split \$1,256,893 towards operational costs and \$1,105,023 for building maintenance costs.

As shown in Figure 2-3, Brennan Park accounts \$1.6 million of the total \$2.4 million due to the specialized equipment located there, hours of operation and extra cleaning required.

The Adventure Centre also experiences higher operating and maintenance costs per square foot compared to other District operating properties due to utility costs (open 7 days a week), extra costs for snow removal, landscaping and cleaning.

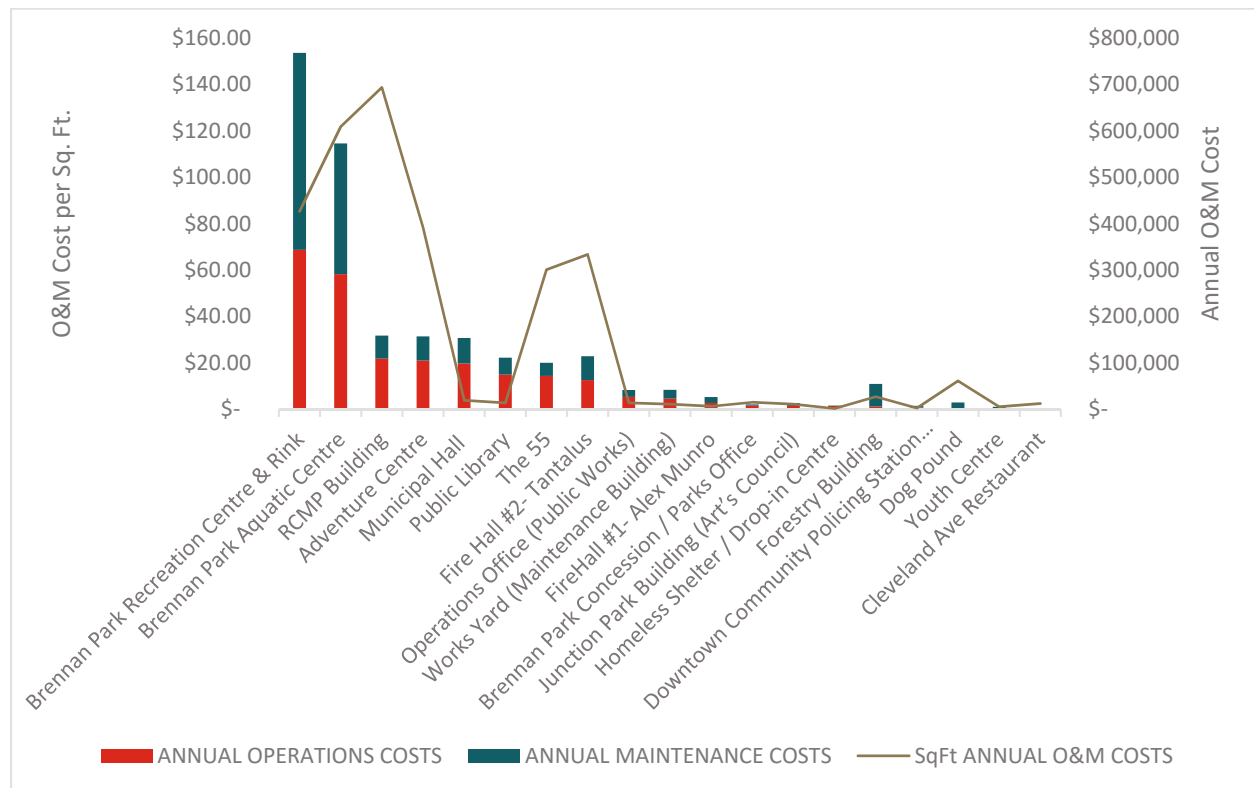


Figure 2-3 Annual Facility Operations and Maintenance Costs

The District pays approximately \$439,000 in utilities fees each year for buildings where the District is responsible for paying for utilities (in some cases, District tenants are required to pay utility fees). These fees have been accounted for as part of total operations costs reported above. Due to the age of the building stock, many buildings are currently inefficient in water and energy consumption. As a signatory to the Climate Action Charter, the District has taken advantage of

opportunities and/or resources as they have arisen to replace equipment with more energy efficient equipment to reduce energy consumption and greenhouse gas emissions. Since 2009, energy consumption in District buildings has been reduced by approximately 13% as a result. However, with limited resources, some aging and inefficient equipment has not been replaced. Similarly, efforts to reduce water consumption have been limited.

In addition to the operating cost reported above, the District currently also carries \$498,250 per year in servicing the debt on three facilities: \$141,634 for the Forestry Building (2028 maturity), \$233,939 for the RCMP building (2023 maturity), and \$122,678 for the Public Library (2017 maturity).

2.2 FACILITY LEASES

2.2.1 Inventory

The District currently has 34,091 ft² of its facility inventory leased/licensed to 20 tenants. The District itself is the lessee for 1,064 ft² of space for the Downtown Community Policing Office.

The District manages its tenants through formal lease and licensing agreements. District facilities and lands are leased/licensed for use by non-profits, the Provincial government and commercial businesses. It is common within the District for non-profits to be charged only nominal rents where the services offered by the non-profit provide a benefit to the community.

2.2.2 Tenant Type

Of the 34,091 ft² within the District's lease portfolio, 12,805 ft² (37%) is leased to government agencies, 17,950 ft² (53%) to non-profits, 3,096 ft² (9%) to commercial tenants. Only 240 ft² (1%) is currently vacant.

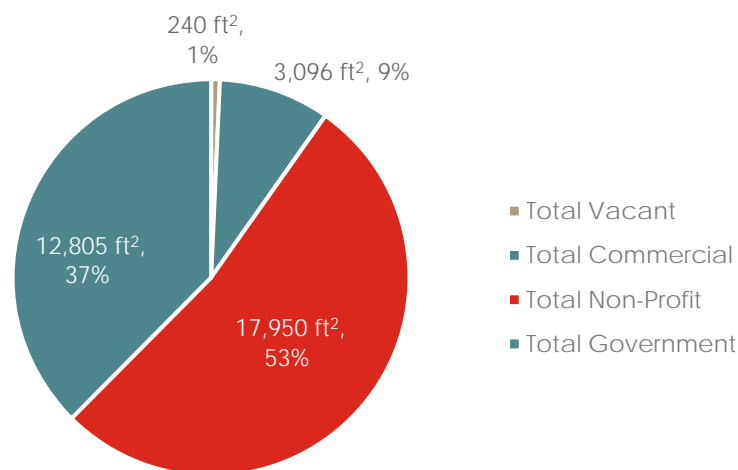


Figure 2-4 Breakdown of District Leased Space by Tenant Type

The breakdown of leased area within the District by building is shown visually in the image below:

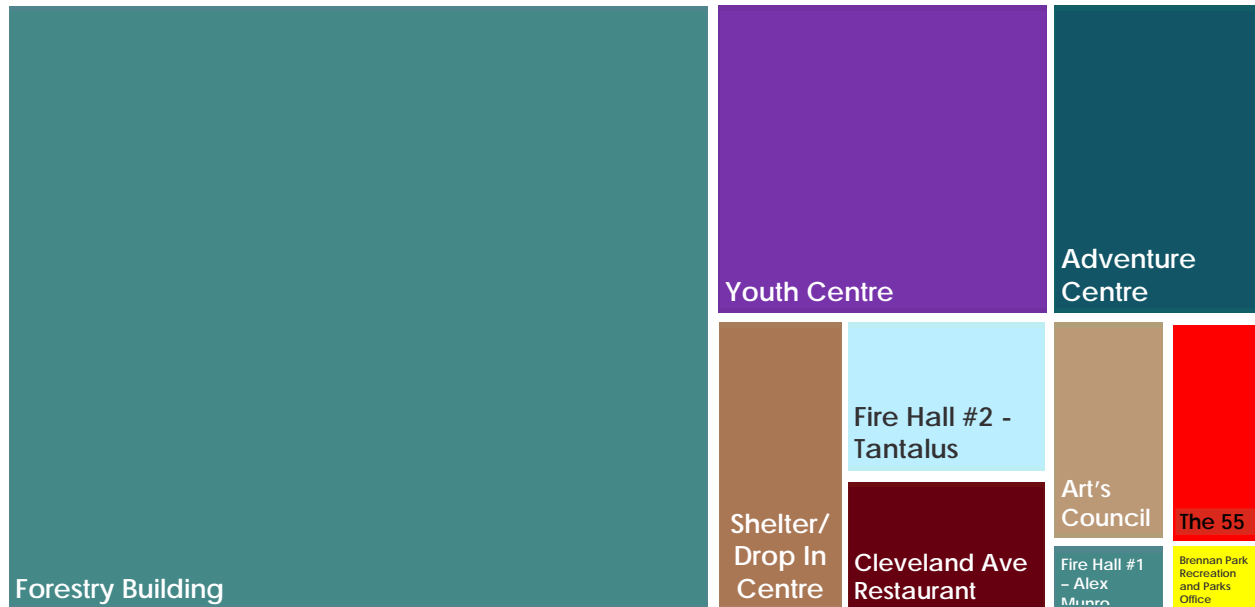


Figure 2-5 Breakdown of District Leased Space by Total Square Footage

2.2.3 Revenues/Expenses

Leased facilities generate about \$357,953 annually in gross rental. However, when considering the cost to operate and maintain these leased facilities, and to cover any applicable debt payments, the District annually has a net rental loss of about \$24,338. The bulk of this is from leases to non-profits at nominal rents. Owning these facilities (both non-profit and commercial) also requires the District to undertake repairs and replacements ("renewals") to building structural items and systems (i.e. HVAC). The renewal costs for leased facilities are estimated at around \$400,000 annually over the next 10 years. The commercial leases in the Forestry Building and Adventure Centre will see the biggest demand for facility renewals.

Table 2-2 District Annual Income from Leased Facilities

Facility	Type	Gross Lease Revenue	Operating Cost	Maintenance Costs	Debt Service	Net Revenue	Projected Facility Renewals*
Forestry Building	Commercial/ Non-Profit(2)/ Government	\$223,406	(\$6,089)	(\$48,369)	(\$141,634)	\$27,314	(\$140,572)
Cleveland Ave. Restaurant	Commercial	\$15,600	(\$618)	(\$2,000)	\$0	\$12,982	(\$24,000)**
Adventure Centre	Commercial (6)/ Non-Profit (2)/ Government	\$118,546	(\$105,025)	(\$51,975)	\$0	(\$38,454)	(\$128,468)
Junction Park Bldg.	Non-Profit	\$400	(\$7,500)	(\$5,696)	\$0	(\$12,796)	(\$30,649)
Youth Centre	Non-Profit	\$0	(\$1,915)	(\$3,500)	\$0	(\$5,415)	(\$58,546)
Homeless Shelter / Drop In Centre	Non-Profit	\$1	(\$7,220)	(\$750)	\$0	(\$7,969)	(\$14,476)

Note: * Projected renewals are the estimated annual average over a 10-year period. ** The Cleveland Ave. Restaurant has not been assessed for a full projection of renewals.

2.2.4 Lease Expiry

Current leases are generally short-term (less than 4 years), with the majority expiring by 2019. In the absence of a long-term strategy the District has not entered into long term leases. This allows the District flexibility and the opportunity to re-evaluate or renegotiate leases.

Table 2-3 Timeline for Expiry of District-Leased Facilities

Expiry Timeline *	Space (ft ²)	Leaseholders
TBD	4,559	Montessori (Forestry Building)
Monthly	743	Office Tenants (4) (Adventure Centre)
2017	8,169	Squamish Firefighters Association (Fire Hall #1, Fire Hall #2) Sea to Sky Community Services (Youth Centre) Tourism Squamish (Adventure Centre x 2) G-Van Catering and Consulting (The 55)
2018	4,907	Squamish Arts Council (Junction Park Building) Squamish Helping Hands (Homeless Shelter/Drop In Centre) Squamish Search and Rescue (Forestry Building)

Expiry Timeline *	Space (ft²)	Leaseholders
2019**	20,195	Café Garibaldi (Adventure Centre) Canadian Outback (Adventure Centre) TM Mobile (Brennan Park)
2020	1,200	Copper Coil (Cleveland Ave. Restaurant)
2021	12,798	Province of BC (Forestry Building) Sea to Sky Adventures, Rope Runner (Adventure Centre) Base Technology (Brennan Park)

*As of October 2017

**Note: in 2019 the District's lease expires for the Downtown Community Policing Station

2.3 LAND PORTFOLIO

2.3.1 Inventory

The District currently holds approximately 558 ha (1,378 ac) of land. This inventory of land includes all operational properties (41%) as well as parks (36%), greenspace (23%). A small portion of land is considered surplus (not usable for operations).

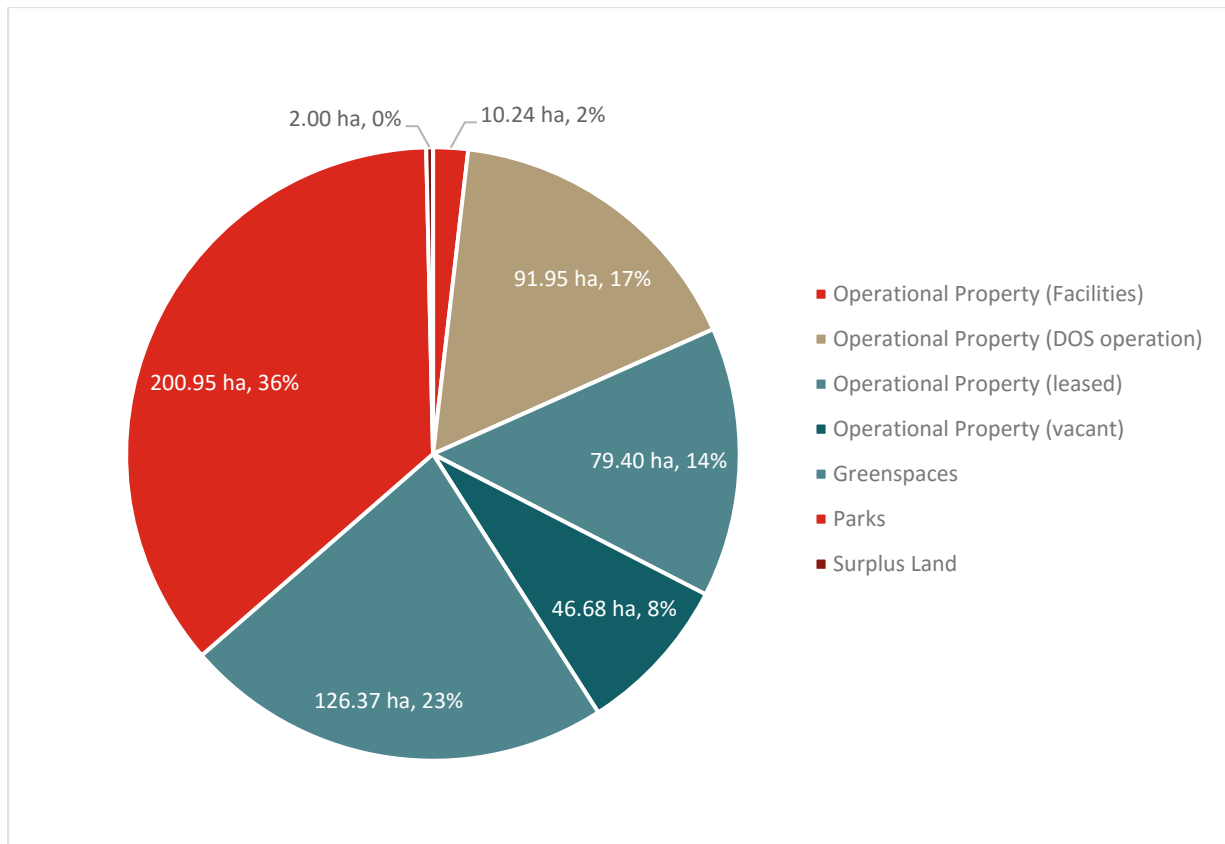


Figure 2-6 District Land Inventory

The inventory of land can be classified as follows:

Operational Properties

Facilities — This consists of the lands that municipal-owned facilities are located on such as Municipal Hall land, Adventure Centre land, etc. It accounts for 10 ha (25 ac) or 2%.

DOS Operations—About 17% or 92 ha (227 ac) of the lands are for District operations utilizing land only. Properties in this category include the cemetery, landfill, Brennan Park sport fields, the Airport runway, etc.

Leased—This represents land controlled by the District but leased out to third parties, such as the Squamish Valley Golf Club, some land at Brennan Park and the Airport. Currently 79 ha (196 ac) or 14% of the land is leased out.

Vacant—About 46 ha (115 ac) or 9% of District owned lands are vacant and unused. This includes land at the Business Park, Airport, and Brennan Park.

Parks

Parks consists of all the programmable park space in the District, excluding Brennan Park. In total, the District holds approximately 201 ha (496 ac) in this category, most of which has been acquired through dedication. Uses for this category include park spaces, recreation access, hiking trails, and user parking.

Greenspace

Greenspace consists of trails, environmentally sensitive areas and floodplain in the District. They are not generally useable for uses other than incidental recreation. In total, the District holds approximately 126 ha (312 ac) in this category.

Surplus

Surplus consists of lands that are unsuitable for specific District purposes. The District currently holds approximately 2 ha (5 ac) of land in this category which consist of smaller remnant parcels.

Dikes (not included)

The District maintains the diking inventory that protects the community. The most relevant metric for diking is its length and the District currently maintains several kilometers of diking. The diking spans numerous properties where the District possess a right-of-way agreement that gives it the legal authority to enter onto the property to maintain the dike. The District is currently developing an inventory of all the diking it maintains on a property by property basis.

Roads (not included)

The District maintains the road network in Squamish with the exception of Highway 99 and lands included within strata developments. The road network has largely been acquired through dedication. Although the District's road network was not in the scope of the REFS an analysis of the District's road network was completed to identify any potential road segments that had disposition potential or encroachments that could generate revenue to the District.

2.3.2 Land Ownership of Operational Properties

Sponsored Crown Grant

There are approximately 158 ha (390 ac) of Sponsored Crown Grant lands ("SCG Lands") in the District's ownership. These lands have been transferred to the District by the Province to support community, social, and economic goals that benefit the public at large. As shown in Appendix E, SCG Lands encompass numerous properties, including Brennan Park, the Squamish Valley Golf Course and the Airport. These lands have a restriction on title and cannot be resold and used for a purpose other than originally intended without the consent of the Province.

Fee Simple

The fee simple lands in the District's ownership including Lots 38/39 in the Business Park, Forestry Building, the Cleveland Ave. Restaurant, Municipal Hall, the Public Library and the Adventure Centre. These lands were not obtained through a Sponsored Crown Grant and do not have a restrictive covenant on title. These lands can be freely used, leased or sold by the District. These lands (17 ha - 42 acres) represent a small percentage (8%) of the District's land holdings.

Leases

The District currently leases 42 ha (105 ac) of land from the Crown/Province which is included in 'Operational Properties', identified in Figure 2-6 above, including Lot 69, Alice Lake Quarry and the Alice Ridge communications site. The Province restricts the use of these lease lands solely to the specific use permitted under each agreement.

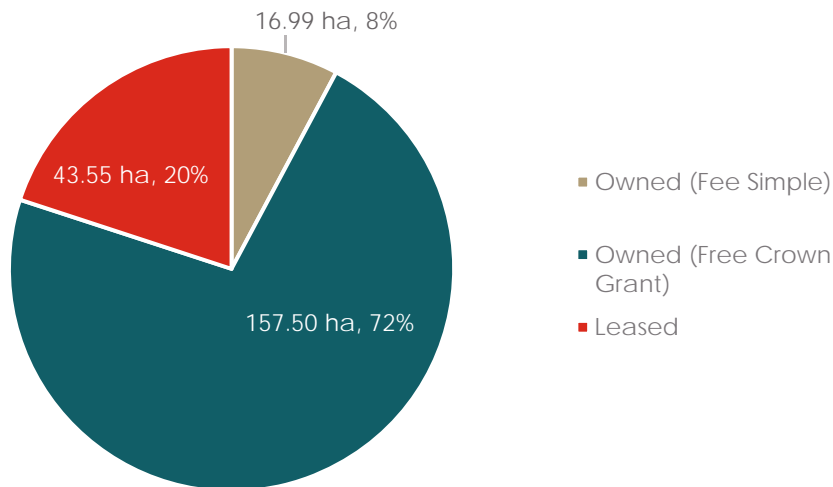


Figure 2-7 Land Area Breakdown by Ownership and Ownership Type

2.3.3 Encroachments and Trespasses

The District recently undertook a preliminary, mapping analysis of its utility and road networks. This analysis identified multiple private encroachments onto District road/property without a formal agreement. It also identified instances where the District has located infrastructure on private property.

Encroachments on District Property

A minimum of 25 encroachments onto District-owned road were identified. Reasons for the encroachment vary in each example and the party Responsible may not even be aware it is encroaching. Many of them are small areas often as a result of personal storage. In total, these encroachments amount to approximately 2 ha (5 ac) of District land.

District Road Trespasses

In approximately 10 cases, the District has constructed road and trespassing on 6 ha (16 ac) of land owned by other parties. In most cases, the trespass is on Crown land, which reduces the risk to the District.

District Utility Trespasses

Utilities are typically located within the road right-of-way. However, in situations where it is not possible to locate the utilities within the road right-of-way, it crosses property lines. Typically, a right-of-way is registered on title for the specific location of the utilities and grants the District the right to install and maintain the utilities. However, in some historical cases the District either

placed a blanket easement over the entire property or installed the utilities through an informal agreement.

In cases where a blanket utility easement was placed on title, the intent at the time was to reduce the right-of-way to a specific area at a later date. However, in many cases the right-of-way was not reduced to a specific area and remains as an encumbrance on title.

In cases where utilities were installed under an informal agreement, the District's rights to maintain the infrastructure are not clearly established. As mentioned above, District staff are in the process of documenting where trespasses are occurring on private property.

Dike trespasses

Through a similar process to identifying utility trespasses, District staff are also identifying of diking infrastructure located on private lands without formal agreements.

2.3.4 Surplus Land

As stated above in 2.3.1, the District has approximately 2 ha (5ac) of surplus land that cannot be used for operational purposes. Also, the District has identified (Section 2.3.3) 25 road dedications under the District's ownership that are potential surplus and may have value to adjoining land owners. Typically, these are road allowances acquired through subdivision which have become unnecessary over time.

2.3.5 Operations and Maintenance

For the most part, the District only incurs a nominal amount of direct costs associated with administering its land portfolio. Staff costs currently are not monitored or accounted for against each parcel in the portfolio.

Although the Airport is managed by the District, the costs for maintaining and operating the Airport lands are paid for by the tenants, making it cost-neutral to the District.

2.4 LAND LEASES

2.4.1 Inventory

The District also leases out 76.6 ha (189.2 ac) of its land inventory to commercial (9), government (2) and non-profit tenants (22). The District is a tenant on 43.51 ha (107.52 ac) of land owned by other parties, largely the Crown (98%).

2.4.2 Tenant Types

Most land (85%) is leased to non-profit groups with the majority being located at Brennan Park and the Squamish Valley Golf Course. Commercial tenants utilize 10% of the land, with the largest amount at the Airport. The remaining 5% are leased to Government tenants such as ICBC and Environment Canada.

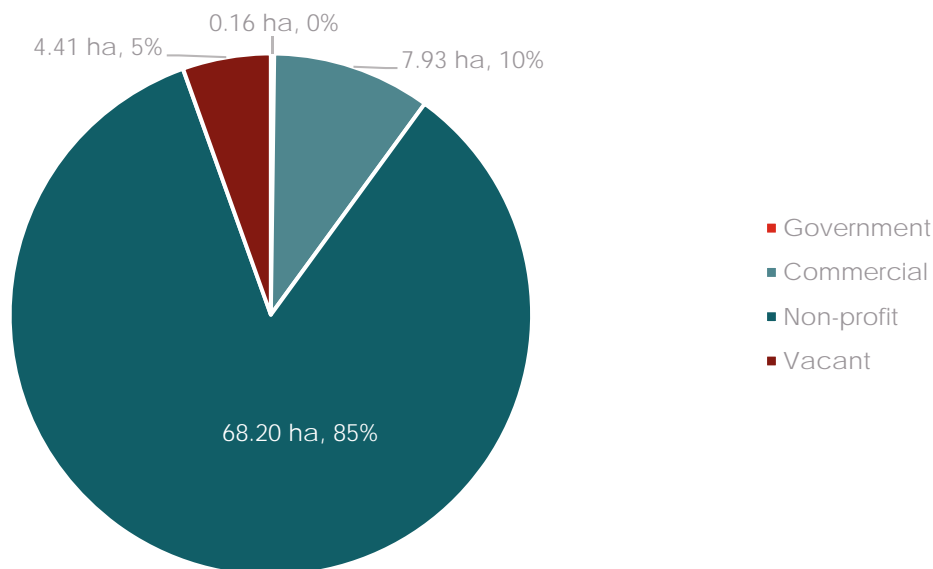


Figure 2-8 Tenant Type of Leased District Owned Land

2.4.3 Revenues

The total net revenue yielded from lands licenced/leased by the District to others is \$91,149 per year as shown in Appendix I. The District pays \$1,098 annually to utilize one property from the Province at Lot 69 near the airport.

The District has a modest budget for direct expenses (\$14,000) each year to administer the leases/licenses.

2.4.4 Lease Expiry

Several of the District's land leases are either already expired or about to expire in 2018.

Table 2-4 Timeline for Expiry of District-Controlled Leases and Licences

Timeline of Expiry*	Area (acres)	Leaseholders
Monthly	1.1	Vancouver International Sculpture (Xwu'nekw Park) Squamish Woodfuel (Lot 69) SPCA (Public Works - Maintenance) Storage Containers (Brennan Park)
Year to Year	9.2	Black Tusk Helicopter, Blackcomb Aviation, Glacier Air, Sea to Sky Air, Squamish Flying Club (Airport) Squamish Valley Equestrian Association (Brennan Park)
Extension Under Negotiation	1.6	Rogers Communications (Smoke Bluffs Tower Site)
2017	1.5	Sea to Sky Adventure Company (Adventure Centre Parking Lot) Squamish BMX, ICBC (Brennan Park)
2018	12.3	SORCA Skills Park, Squamish Days Logger Sports Association, Storage Containers (Brennan Park) Farmers Market (Junction Park) Squamish Windsurfing Society (Spit)
2019	0.01	Squamish Slo-Pitch Association (Brennan Park)
2020	0.03	Squamish Paddling Club (Xwu'nekw Park)
2021	14.2	Squamish Woodwaste (Airport West)
2022	2.2	Rope Runner Inc. (Adventure Centre Parking Lot) SORCA Jump Park (Valley Drive)
2025	0.10	Environment Canada (Airport)
2029	144	Squamish Valley Golf and Country Club (Golf Course Lands)
2047	0.6	Sea to Sky Forestry Society (Adventure Centre Parking)
2051	2.4	Sea to Sky Community Services Society
Total	189.2	

*As of October 2017

2.4.5 Right-of-Way Leases

The District currently has 20 agreements with tenants on road rights-of-way, representing 1.27 ha (3 ac). These agreements accommodate storefront patios, food trucks, additional parking, and community amenities. Approximately 0.98 ha or 77% of right-of-way licenced space is used to support commercial purposes, with the remainder used for non-profits, such as the site of the

Squamish Climate Action Network Community Garden and Development Disabilities Association donation bins. Leased right-of-way space generates \$15,388 for the District per year.

3.0 FUTURE NEEDS

3.1 DEMAND DRIVERS

Land and facilities are the mechanism through which the District provides services to the community. Without land and facilities there can be no service delivery. As the community changes and grows the land and facility needs will need to change to ensure the community's needs are being met.

In general terms, several demand drivers, listed below in Table 3-1 will impact the level of service required by the community over the next 25 years and ultimately, the make-up of the real estate portfolio.

Table 3-1 Demand Drivers on Future Services

Demand Driver	Projected Change	Impact on Services
Population growth	Increase in population.	Increase in demand.
Demographic changes	Increase in seniors and younger families.	Increase in demand for certain types of facilities.
Geographic distribution & Density	Linear development pattern over a bigger area; further north in the Cheekye Fan.	Increase in demand in northern, outlying parts of town.
Environmental & Climate change	Higher efficiency standards and higher demand for heating/cooling. Sea level rise and higher flood risks. Higher awareness of environmental impacts and loss of habitats.	Escalating costs for utilities and facility upgrades. Securing lands for dike protection. Increased need to secure lands for ecological preservation. Maintain more lands rather than developing and compensating.

More specifically, the potential impact of these demand drivers are reflected in numerous studies, analysis, community engagement and plans previously completed by the District. During the REFS, these plans were reviewed and supplemented by interviews with key staff who are responsible for the various service delivery segments of the organization. The remainder of Section 3.0, identifies the findings of all this research to provide a picture of the District's future real estate needs.

3.2 FACILITY NEEDS

Throughout the lifespan of the REFS, several levels of increased investment in facilities will be required by the District to meet community needs. Outlined below are the different categories and considerations for establishing the level of investment required.

3.2.1 Maintenance

According to International Facility Managers Association (IFMA) and Building Operators and Managers Association (BOMA) guidelines, lifecycle maintenance levels should be allocated in the order of 2 to 4% of the facility value. Current annual spending on facility maintenance is estimated at \$1.1m. Based on the current insured value of the portfolio, the District should be spending around \$1.4m (based on 3% average) on facility maintenance, suggesting an annual shortfall of around \$300,000. The District is also due for an audit of its insured replacement values and if this figure increases, the suggested facility maintenance will increase too. As the value of the District's facility inventory grows, which is anticipated through growth of the community, the annual maintenance should also grow as a % of the value.

3.2.2 Facility Renewals

The 2011 RDH Facility Condition Assessment outlined a long-term management plan for the District's facilities. The District has deferred several renewals of its facilities until completion of the REFS and currently carries a renewal backlog of \$6,213,315. A significant portion of this backlog is attributed to Brennan Park Recreation Centre and Arena (\$1,619,810) and Municipal Hall (\$1,190,000). Over the next 10 years, the District is also projected to spend an additional \$12,075,009 on facility renewals to maintain the current portfolio (assuming all facilities remain) for a total investment of \$18,288,324. It is important to note that this expenditure will not improve the functionality or increase the capacity of any of the District facilities.

Table 3-2 Projected Asset Renewal Costs (Alphabetical order)

Facility	Renewal backlog	Current Projected Renewal Cost (10 yr)	Total
Adventure Centre	\$177,000	\$1,107,680	\$1,284,680
Brennan Park Recreation Centre & Rink, Aquatic Centre	\$2,244,810	\$3,477,700	\$5,722,510
Cleveland Ave. Restaurant	\$ *-	\$27,800	\$27,800
Dog Pound	\$61,000	\$76,790	\$137,790
Fire Hall #1 - Alex Munro	\$48,050	\$123,870	\$171,920
Fire Hall #2 - Tantalus	\$834,245	\$942,335	\$1,776,580
Forestry Building	\$224,000	\$1,181,720	\$1,405,720

Table 3-2 Projected Asset Renewal Costs (Alphabetical order)

Facility	Renewal backlog	Current Projected Renewal Cost (10 yr)	Total
Homeless Shelter/ Drop In Centre	\$30,000	\$114,760	\$144,760
Junction Park Building	\$19,610	\$156,880	\$176,490
Public Library	\$120,000	\$948,680	\$1,068,680
Municipal Hall	\$1,190,000	\$1,311,420	\$2,501,420
Parks Office/Brennan Park Concession/Field Users Change rooms	\$73,600	\$101,610	\$175,210
Public Works - Maintenance	\$380,000	\$181,140	\$561,140
Public Works - Office	\$109,000	\$299,202	\$408,202
RCMP Building	\$370,000	\$1,560,340	\$1,930,340
The 55	\$12,000	\$197,620	\$209,620
Youth Centre	\$320,000	\$265,462	\$585,462
Total	\$6,213,315	\$12,075,009	\$18,288,324

Note: * The Cleveland Ave. Restaurant has not been assessed for a full projection of renewals. Given the age of the building significant replacements are anticipated within 10-year horizon.

3.2.3 Existing Facilities - Replacement Candidates

To assess how well the District's existing facilities, perform in delivering services to the community, the following key criteria were used:

Capacity

Is the facility well utilized?

Function

Is the facility suitable for its current use and purpose?

Age/Lifecycle

How old is the facility in relation to its expected design life?

- *less than year*—facility is in construction and commissioning phase.
- *2–14 yrs*—standard operating and maintenance with few post-construction failures
- *15–24 yrs*—standard operating and maintenance may no longer be adequate
- *25–34 yrs*—major replacements, significant capital to extend life, ongoing rehabilitation and replacement

Condition/FCI

What is the existing condition of the building as expressed by the Facility Condition Index? It measures the current backlog of renewals. The value is expressed as a percentage and reflects the % of funds that needs to be invested in the facility, relative to the value for replacing it with the same structure.

- *0–5% FCI: Good Condition*—The facility is in good overall condition, needing only minor repairs.
- *5–10% FCI: Fair Condition*—The facility or site needs moderate repairs.
- *10–30% FCI: Poor Condition*—The facility or site's systems are quickly approaching or exceeding their life expectancy.
- *30%+ FCI: Critical Condition*—The facility or site is experiencing major systems failure due to an over-extended life expectancy.

Projected Investment/EFCI

What anticipated capital investment is needed in the next 10 years as expressed by the Extended Facility Condition Index? It measures the projected renewals spending. The value is expressed as a percentage and reflects the % of funds that needs to be invested in the facility, relative to the value for replacing it with the same structure. A value of 60% indicates that 60% of the current replacement value needs to be invested in renewals. While the return on investment tipping point is a matter for more detailed assessment, as a general guideline, spending more than 60% of the replacement value might warrant building a new facility. This value will be higher for heritage facilities and lower if there are known code / seismic / regulatory upgrades that have not been costed.

Table 3-3 Existing Facility Assessment of Future Needs

Facility	Capacity	Functionality	Age / Life stage	Condition (FCI)	EFCI (5 yr)	EFCI (10yr)	Facility Management Strategy
Public Works - Office	Exceeding	Unsuitable	End of life – 44yrs	23.45%	79.10%	87.82%	Replace
Fire Hall #2- Tantalus	Exceeding	Unsuitable	End of life – 39yrs	29.55%	60.09%	62.94%	Replace
Junction Park Bldg. (Art's Council)	Exceeding	Unsuitable	End of life – 37yrs	38.38%	32.43%	58.95%	Replace
Parks Operations /Brennan Concession	Exceeding	Unsuitable	End of life – 44yrs	25.85%	51.48%	61.53%	Replace
Municipal Hall	Exceeding	Unsuitable	End of life – 41yrs	27.64%	41.67%	58.09%	Replace
Youth Centre	Sufficient	Unsuitable	End of life – 52yrs	32.64%	37.82%	59.72%	Replace
Dog Pound	Exceeding	Unsuitable	End of life – 42yrs	17.83%	33.00%	40.27%	Replace
Public Works - Maintenance	Exceeding	Unsuitable	End of life – 47yrs	18.85%	26.29%	27.84%	Replace (with Ops Office)
Brennan Park Recreation Centre & Rink	Exceeding	Unsuitable	End of life -39yrs	17.43%	25.90%	32.69%	Maintain long-term, Initiate plan to renew/ rehab
Brennan Park Aquatic Centre	Exceeding	Unsuitable	Old – 25yrs	11.77%	36.00%	50.58%	Maintain long-term; Initiate renewal plan
Public Library	Exceeding	Suitable	20yrs	5.53%	41.08%	49.27%	Maintain long-term, Initiate expansion plan
Fire Hall #1- Alex Munro	Upcoming	Suitable	18yrs	4.07%	10.14%	14.55%	Maintain long-term, Initiate expansion plan
RCMP Building	Upcoming	Suitable	11yrs	5%	11.49%	26.08%	Maintain long-term, Initiate expansion plan
The 55	Sufficient	Suitable	8yrs	1.00%*	6.32%*	17.47%*	Maintain long-term
Forestry Building	Sufficient	Suitable	Old -26yrs	6.96%	39.98%	43.65%	Maintain short-term, Assess future investment
Homeless Shelter / Drop-in Centre	Sufficient	Suitable	End of life – 52yrs	6.07%	25.63%	29.30%	Maintain short-term, Assess future investment
Cleveland Ave. Restaurant	Sufficient	Suitable	End of life – 117yrs	0.00%	4.52%	8.49%	Maintain short-term, Assess future investment
Adventure Centre	Sufficient	Suitable	12yrs	3.27%	3.97%	23.74%	Maintain short-term Assess future investment

After applying the criteria in Table 3-2, the District's portfolio can be categorized into four categories:

Replacement Candidates – Over 40% (8 of 19) of the District's facilities are classified as candidates for replacement. They are all facing significant challenges, not just in one or two

criteria, but in each case, virtually all aspects of the facility are failing (functionality, cost and capacity to handle growth of the community).

Maintain Long Term – These facilities are classified as candidates to “maintain for the long-term” as they are operating well in most categories. In most cases a subsequent recommendation to consider expansion is offered to meet the service delivery needs anticipated in the future.

Maintain Short Term – All of the facilities categorized to “maintain in the short term” are leased to other parties. Given they are not identified for long-term District use; they are to be maintained with a shorter investment mindset until their long term future is established.

Based on the assessment of the District’s existing facilities, a large portion of facilities are identified as candidates for replacement to meet future community needs. Preliminary estimates of future needs have been established to identify the potential investment required to replace these facilities. Establishing exact replacement costs for all of the facilities was beyond the scope of the REFS. As outlined further below, preliminary cost analysis has been completed recently for Municipal Hall, Fire Hall#2 and Brennan Park Recreation Centre & Rink – those facilities that will have the greatest impact on the REFS. For the smaller facilities, staff interviews and preliminary estimates of value by the Project Team were utilized. Regardless of the methodology used, the cost estimates to follow provide the necessary context required to understand the magnitude of potential facility investments going forward. Further analysis of each of these facilities including more in-depth cost estimates will be completed at a later date to support final capital planning decision-making.

Municipal Hall – A space planning firm was engaged to project the potential space required for Municipal Hall to meet the needs of the community over the next 25 years. It was projected that District could require an additional 10,000 to 12,000ft² during this period. For planning purposes, a costing for a new Municipal Hall between 30,000 to 33,000ft² (current 20,000ft² + growth estimate) was developed. The preliminary costing identified a range of potential costs from \$13.5 to \$20m based on the following:

- 30,000 to 33,000ft² building - \$13.5m to \$15m (includes 20% contingency)
- Professional fees (soft costs) – \$2.5m
- Site development - \$1.5m
- On-site parking - \$1.3m

Fire Hall#2 – An architectural firm specializing in fire halls completed an analysis to determine the level of investment required to bring the existing fire hall up to modern standards. During this analysis, the architect identified operational constraints with both the current site and the facility. As a result, three potential options were explored that identify a range of options from \$4.7m to \$7.5m including:

- a) renovate existing fire hall - 15,400 ft². for \$4.7m
- b) rebuild a new fire hall on the existing site – 18,000 ft²for 7.5m

c) build a new fire hall in a new location – 18,000 ft² for \$7.2m

As a result, it is anticipated that the replacement candidates identified could require an investment of \$30m+. These facilities should also be considered for replacement within the next 5 years, given their condition, end of life status and they are facing the need to invest in significant renewals (Table 3-2).

Table 3-4 Existing Facilities – Replacements and Estimated Capital (By Est. Cost)

Facility	Current ft ²	Future ft ²	Est. Cost (No Land)	Timing (years)	Comments
Municipal Hall	20,000	30,000 - 33,000	\$15m- \$20m	0-5	New facility.
Fire Hall #2 – Tantalus	15,500	18,000	\$4.7m-\$7.5m	0-5	New facility vs. renovate.
Public Works – Office/Maint.	10,000	20,000	\$5m +/-	0-5	New facility.
Parks Operations Office/Maint.	3,200	10,000	\$2m +/-	0-5	Consolidate uses into new facility.
Youth Centre	5,000	5,000	\$1.5m - \$2m	0-5	Co-locate* vs. New facility
Dog Pound	1,600	6,000	\$1.5m +/-	0-5	New facility.
Junction Park Building			Tbd		Co-locate* vs. New Facility tbd
TOTAL			\$30m - \$38m		

*Co-locate in another new facility to be built

3.2.4 Existing Facilities – Upgrade

Table 3-3 identified several candidates for “long term maintenance” but capacity is or will become a challenge to meeting community needs at all of these facilities. Increased investment into upgrading and expanding these facilities requires exploration.

Brennan Park Recreation Centre & Rink – Of the \$47m+/- in facility upgrades identified in Table 3-5 below, almost all of this figure is accounted for at the Brennan Park Recreation centre & Rink. This does not include the Aquatic Centre. An architectural firm recently expanded upon the findings of the earlier Parks and Recreation Master Plan and completed a costing analysis as a starting point for discussions regarding the future of Brennan Park. As shown in Table 3-5 below, Brennan Park can be broken into three potential phases.

Public Library Expansion – While conducting space planning for Municipal Hall, the community’s future library needs were also explored. Over the next 25 years it is anticipated that an additional 10,000ft² of library space will be required. A range of potential costs have been developed based on whether the library expansion is added to another facility (\$3m) or an entirely new 20,000ft² facility is constructed (\$10m).

Table 3-5 Existing Facilities – Upgrades / Expansions and Estimated Capital (By Est. Cost)

Facility	Additional ft ²	Est. Cost (No Land)	Timing (years)	Comments
Brennan Park Rec Centre Expansion – Rink	51,000	\$27m +/-	0-5	New facility.
Brennan Park Rec Centre Expansion – Programming	37,000	\$13m +/-	0-5	Expand existing facility
Brennan Park Rec Centre Update Auditorium, Reception, Mezzanine, Change/wash rooms	4,000	\$12m +/-	5-10	Upgrade existing facility
Brennan Park Aquatic Centre - Pool	tbd	tbd	tbd	
Public Library Expansion	10,000 – 20,000	\$3m - \$10m	0-5	Co-locate vs. new facility
Brennan Park Field Users Change rooms	1,400	\$0.5m +/-	0-5	Replace concession with new facility for field users.
Brennan Park Family and Children Centre	TBD	\$1.5 +/-	5-10	Parks and Rec Master Plan recommendation
Fire Hall #1 – Alex Munro	2,000	\$1m +/-	5-10	Expand existing facility
TOTAL		\$58m - \$65m		

Note: Brennan Park costs include 20% design contingency, 15% construction contingency, 3% construction escalation/year and 18% soft costs (professional fees)

3.2.5 New Facilities – New Services

The REFS also uncovered 7 potential new facilities identified in various plans already completed by the District to meet future community needs. Of these new facilities identified, the bus storage, multi-modal transit hub and parks satellite location are proposed in the next 5 years.

Table 3-6 New Facilities and Est. Cost (By Cost)

Facility	Identified (ft ²)	Est. Cost (No Land)	Timing (years)	Comments
Transit Admin and Maintenance	20,000	\$4m - \$10.5m	0-5	Required for future transit expansion. Est. Cost ranges depending on Federal funding.
Multi-modal transit hub	tbd	\$0.5m +/-	0-5	Potential anchor of DT transit hub
Parks Downtown Satellite Office	2,000	\$0.5m +/-	0-5	Create efficiency for servicing DT parks
Firehall #3 Cheekye Fan	6,000	\$2.5m +/-	5-10	Contingent on Cheekye Fan mitigation plan
Neighbourhood Centre (Brackendale)	1,000	\$0.3m +/-	5-10	Parks and Recreation Plan recommendation
Neighbourhood Centre (Valleycliffe)	1,000	\$0.3m +/-	5-10	Parks and Recreation Plan recommendation

Neighbourhood Centre (Garibaldi Estates or Garibaldi Highlands)	1,000	\$0.3m +/-	5-10	Parks and Recreation Plan recommendation
TOTAL		\$8.5m - \$15m		

3.2.6 Civic Block

In 2017, the District began to explore the potential for a new Civic Block in Downtown Squamish. *Council's Strategic Plan 2015-2018 (2016 Update)*, identified the initiative "Municipal Hall/Civic services building redevelopment plan complete" as a priority under the Open and Enterprising Government Strategic Priority Focus Area.

As mentioned above, a space planning exercise to identify future needs for Municipal Hall was conducted. Additional services were also identified that could complement a new Municipal Hall to create a new Civic Block in Downtown Squamish including:

Table 3-7 Civic Block Additional Services

Community Space/Arts Centre
Parking Structure
Child care facility(s)
Café
Partnering Agencies Office (Provincial/Federal Government)

Given the magnitude of potential investment required for replacements and expansion of existing facilities, further consultation with the community is required to determine the potential for these additional services and to identify additional potential uses.

3.3 LAND NEEDS

3.3.1 Future Land Needs

It is estimated that the District will need to acquire in excess of 100 properties during the lifespan of the REFS to meet community needs. Given the volume of potential transactions and that many of the properties still need to be identified, it is impossible to estimate the potential acquisition costs of land during the life of the REFS. The largest needs identified are for linear acquisitions for dikes, utility ROW's, road rights-of ways, public access, environmentally sensitive lands and trails. Some land may also be required to house new District facilities constructed in the future.

Categories identified below as having multiple needs require further analysis to determine exactly how many specific acquisitions will be required. In each category it is anticipated that

there will be multiple acquisitions required and in some categories such as public access the number could be substantial.

Table 3-8 Land Needs (Sorted by#)

Type of Need	Sample Transactions	#
District Facilities	Depends on extent of new District facilities to be built	tbd
Dikes	River / Sea Dike	37 / 30+
Parks, Trails, Public realm	Neighborhoods Parks, Turtle/Discovery/Corridor Trails Access on dikes, waterfront walkways, trailheads	Multiple Multiple Multiple
Utility Services	Unregistered ROW's, Reservoirs, Water Tower	Multiple - tbd
Greenspace	Environmentally Sensitive Areas (ESA's), Estuary, Stormwater Retention	Multiple - tbd
Roads	Loggers Lane Expansion Pemberton Bridge, Govt/Centennial Way Intersection Undedicated Roads	1 2 16
Transportation	Transit Exchange, Park n Rides, Downtown Parking Structure, Transit Admin/Maint, Water taxis	10+
Economic Development	Airport Consolidation, Biosolids Composting, Downtown Energy	4
Recreation	Brennan Park Consolidation	2
Safety	Landfill Expansion	1
Civic Service	Cemetery Expansion	1
Affordable Housing	Development sites	tbd

3.3.2 Land Acquisition Tools

There are several tools at the disposal of the District to acquire property. Each tool has its advantages, disadvantages, and limitations. For each potential land acquisition decision, it is important to identify the most efficient means for acquiring land to reduce the cost to the taxpayers.

Table 3-9 Land Acquisition Tools

Tool	Description	Advantages	Disadvantages	Limitations
Crown Sponsored Crown Grant	Land acquired from Province through Sponsored Crown Grant program.	No cost to taxpayer and no net loss of fee simple land.	Land cannot be resold or used for purpose other than original approval without separate application.	Land must be used for specified community benefit.
Rezoning Contributions	Land acquired through the rezoning process through Community Amenity Contributions or Density Bonuses. Typically includes parks or community amenities (like daycares or affordable housing).	No cost to taxpayer.	Revenue is dependent on rezoning development. Typically funds the upfront capital— ongoing O&M cost of amenities not covered.	Funds must be used for community amenities.
Subdivision Dedication	Land acquired through the subdivision process. Typically includes roads and parks.	No cost to taxpayer.	Dependent on subdivision development. Dedicated parks just include the land and typically require upgrades and construction for programming. Dedicated roads require ongoing maintenance to maintain the asset.	Dedicated parks require council approval prior to sale. Dedicated roads require a road closure application and council approval prior to sale.
Crown Lease/Licence	Land leased from the Province of BC for the benefit of the community. Typically, the land is leased for a dollar.	Minimal cost to taxpayer.	District does not own the land and can only be used for the specific purpose in the agreement.	District does not own the land and it can only be used for the specific purpose in the agreement.
Land exchanges or gifting	Through a mutually beneficial arrangement the District can exchange land with another party through formal transfer or land can be gifted by others.	Minimal cost to taxpayer. Flexibility for future use.	Complex and limited District fee simple land reduces opportunities to exchange.	Complex and limited District fee simple land reduces opportunities to exchange.

Table 3-9 Land Acquisition Tools

Tool	Description	Advantages	Disadvantages	Limitations
Land purchase	Purchase of lands from private landowners at market value.	Ability to acquire fee simple land. Flexibility for future uses.	Most expensive land purchase option and in competition with other buyers and uses (employment, housing, etc.) for land.	Purchase of private land is generally limited to what is on the market at the time.

STRATEGIC RECOMMENDATIONS AND SUPPORTING ACTIONS

This section outlines the strategic recommendations for setting the District on a path for the future. It outlines one goal, supported by six strategies that are each supported by a number of strategic actions.

Goal: Effectively manage facilities and land to meet both short and long term community needs in a fiscally responsible manner.



Figure SA-1 Goal and Six Strategies

STRATEGY # 1: Prioritize facility and land needs

Objective: to ensure that Squamish rationally establishes its priorities to support future decision making about investments into facilities and land and the utilization of the District's limited resources within the organization.

Action #1. Adopt criteria for prioritization

It is important to note that criteria are not intended to dictate the investment priorities. Rather it is a tool to help organize information so that decision making is informed and comprehensive. The following primary/secondary criteria are proposed to help establish the key priorities:

Primary Criteria -Mandate

While all assets support important delivery of service to the community, this criterion prioritizes items more critical to the mandate by differentiating the District's services into three general categories:

1. **Critical asset**—the assets we cannot live without, such as those associated with the operations and governing of our community, providing safety and basic essential services.
2. **Core assets**—the assets that are crucial to our mandate as a local government, that we must deliver (or find others to deliver on our behalf).
3. **Support assets**—the assets we want and need in our community, but that does not fall directly in the local government's mandate. These are the assets we continue to advocate for and partner on to ensure residents have access if possible.

Applying the Primary Criteria to the District's services yields the suggested prioritization table:



Figure SA-2 Prioritization Table

Secondary Criteria - Driver

Second, it is important to consider why the investment is needed, or what is driving the need for action. These criteria will assist with prioritizing within the primary groupings. In order of priority, these drivers are:

1. **Committed/regulated**—what we must do because it's regulated, we have already committed, or there are cascading impacts triggered by a decision already made
2. **End of life**—what we must do to maintain the current service (and reduce safety/risk threats and excessive maintenance)
3. **Legitimize asset**—what we must do because we are at legal risk
4. **Opportunistic/pressure**—what we choose to do because there is a good financial business case to do so, there are economies of scale, or there are external pressures to act and residents support the capital spending ahead of lower priorities. (Note however that spending in this category can make financial matters worse, if not carefully managed, so ensure the fiscal implications on lower priorities are understood.)
5. **Growth/capacity**—what we ought to do to improve the service we provide over the long-term as the community grows.
6. **Economic development**—what we do to bolster our community's economic opportunities and specifically attract business and tourism.
7. **Community enhancement**—what we would like to do to enhance the quality of life in the community and to provide better services.

Other Supporting Criteria

In addition to the primary& secondary criteria, other supporting criteria could enhance the evaluation process. These include:

8. **Urgency**—whether the capital is needed in the short, medium, or long term
9. **Community reach**—how many people in the community might benefit from the investment (e.g., a small user group vs. the broader community)

Applying the Criteria

Applying the criteria above to the Needs Assessment in Appendix A yields the prioritization shown in Table SA-1 below. It is not suggested that the District's needs be addressed solely in a linear fashion as outlined in this table, however it provides a starting point for consideration and Council and community engagement to follow.

Table SA-1 Prioritization of Long Term Needs

CRITICAL				\$28-\$36m+
Item	Secondary - Driver	Timing (years)	Type	Est. Investment
Public Works – Office and Maintenance	1-Reg 2-End of Life,5-Growth/cap	1-5	Facility	\$5m
Fire Hall #2 - Tantalus	1-Regulatory 2-End of Life, 5-Growth/capacity	1-5	Facility	\$4.7m - \$7.5m
Loggers Lane Expansion	1-Regulatory 5-Growth/capacity	1-5	Land	Tbd
Dikes (River and Sea)	1-Regulatory	0+	Land	Tbd
Municipal Hall	2-End of Life 5-Growth/capacity	1-5	Facility	\$15-\$20m
Utility ROWs	3- Legitimize	0+	Land	Tbd
Commuter Trails	3 – Legitimize 5-Growth/capacity	1-5	Land	Tbd
Water reservoirs	5-Growth/capacity	1-5	Land	Tbd
Landfill Expansion	5-Growth/capacity	1-5	Land	Tbd
Pemberton Bridge	5-Growth/capacity	1-5	Land	Tbd
Fire Hall #3 – Cheekye Fan (Conditional)	5-Growth/capacity	5-10	Facility	\$2.5m
Fire Hall #1 – Alex Munro	5-Growth/capacity	10+	Facility	\$1m
CORE				\$61m-\$68m+
Parks Operations Office	2. End of life 3. Legitimize asset	1-5	Facility	\$2m
Brennan Park Rec Centre – Update (Auditorium, reception, mezzanine, change rooms, washrooms)	2. End of life 4. Opportunistic /pressure	1-5	Facility	\$12m
Dog Pound	2. End of life	1-5	Facility	\$1.5m
Brennan Park – Field Users Change rooms	2. End of life	1-5	Facility	\$0.5m
Smoke Bluffs	3. Legitimize asset	1-5	Land	Tbd
Brennan Park Consolidation	3. Legitimize asset 6. Service Enhancement	5-10	Land	Tbd
Parks, Roads, Trails, Environmentally Sensitive Lands, Public Access, Transit, Park and Ride	3. Legitimize Asset 4. Opportunistic /pressure 5. Growth/capacity 6. Service Enhancement	Ongoing	Land	Tbd
Brennan Park Rec Centre- Programming	4. Opportunistic/pressure	1-5	Facility	\$13m
Brennan Park Rec Centre – 2nd Rink	5-Growth/capacity	1-5	Facility	\$27m
Brennan Park Aquatic Centre	5-Growth/capacity	1-5	Facility	Tbd
Public Library Expansion	5-Growth/capacity	1-5	Facility	\$3m-\$10m
Cemetery Expansion	5-Growth/capacity	1-5	Land	Tbd
Parks Downtown Satellite Office	5-Growth/capacity	1-5	Facility	\$0.5m
Multi Modal Transit Hub	6. Service enhancement	1-5	Facility	\$0.5m
Downtown Parking Structure	6. Service Enhancement	1-5	Facility	tbd
Neighborhood Centres	6. Service enhancement	5-10	Facility	\$1m
Biosolids Composting Facility	6. Service enhancement	10+	Land	Tbd
Downtown Energy Utility	6. Service enhancement	10+	Land	Tbd

SUPPORT				\$7m-\$14m+
Item	Secondary - Driver	Timing (years)	Type	Est. Investment
Youth Centre	2. End of life	1-5	Facility	\$1.5m - \$2m
Community/Art's Centre	2. End of life 6. Service Enhancement	5-10	Facility	Tbd
Affordable Housing	4. Opportunistic/ pressure	1-5	Land	Tbd
Bus Storage/Maintenance Land	5. Growth/capacity	1-5	Land	Tbd
Bus Storage/Maintenance Facility	5. Growth/capacity	1-5	Facility	\$4m-\$10.5m
Support Lands (Boat Launch Parking)	6. Service Enhancement	1-5	Land	Tbd
Civic Block (Partnering Agencies, Day care, Café)	6. Service Enhancement	1-5	Facility	Tbd
Public/Community Event Space	6. Service Enhancement	5-10	Land	Tbd
Airport Consolidation	6. Service Enhancement	5-10	Land	Tbd
Family/Children's Centre (Brennan Park)	6. Service Enhancement	5-10	Facility	\$1.5m
Campgrounds	6. Service Enhancement	10+	Land	Tbd

Action #2. Initiate an ongoing community engagement process

Council will be faced with competing priorities in the next decade as it aims to balance expenditures with revenues. To make sure upcoming decisions reflect the priorities of the community, a process should be initiated to engage residents, user groups and stakeholders. This is not a one-off initiative, but rather the start on an ongoing journey in:

- raising awareness about the challenges—this will be a crucial piece to ensure the community understands the challenges and the potential solutions
- gauging community priorities
- assessing appetite for tax increases and willingness to pay for various services
- defining the community's expectations about level of service
- gaining support for alternative service delivery options
- managing design expectations for each new facility construction, etc.
- ensuring transparency

Whether the community is engaged by a broad survey about priorities, or reviewing the proposed design of a new facility, the overarching message and fiscal reality should be managed consistently.

STRATEGY # 2: Manage facility investment

Objective: to ensure that Squamish invests in facilities as wisely as possible to maximize the utility and life span of existing facilities and optimizes the investment required for new facilities.

Action #3. Adopt service levels and maintenance targets for each facility

The typical response to insufficient funds is to defer activities and their associated costs. While this may be an acceptable short-term practice in difficult financial years, it is crucial to realize that this does not eliminate the need to eventually spend the money. Costs build up cumulatively and often escalate over time as small problems turn into bigger ones (e.g., replacing a roof when due vs. leaving the problem until the roof fails, causing damage to insulation and electrical systems). Proactively maintaining assets in good health can save substantially over a reactive approach when components are fixed as they fail.

To guide maintenance targets, the District should establish service levels for each facility that will see the greatest return on investment to the District. The following five hierarchical service levels are proposed for consistency with the RDH Facility condition analysis:

Level 1: Showcase—recommended preventative maintenance work should be performed on time.

Level 2: Comprehensive stewardship—follow a well-developed maintenance program. Most activities are done on time.

Level 3: Managed care—deferred maintenance predominates but effort is still made to perform maintenance as scheduled. Reactive maintenance needed due to emergencies.

Level 4: Reactive management—predominantly reactive maintenance as emergencies arise. Maintenance consists of simple tasks and are done inconsistently.

Level 5: Crisis response—no scheduled maintenance occurs. Reacting to crisis situations only.

For level 1, where the level of maintenance is highest, the FCI will be low, whereas the FCI can be expected to increase for Level 5 facilities as these fall into disrepair over time. With staff input, and in keeping with the International Facility Managers Association (IFMA) and Building Operators and Managers Association (BOMA) guidelines, the following maintenance targets are proposed for current facilities. These targets should be reviewed annually as maintenance budgets are established and new targets should be set (or revised) for any new / replacement facilities constructed.

Table SA-10 Facility Maintenance Targets

NAME / FACILITY	Age (2017)	Target Service Level	Annual Maintenance Target*
Adventure Centre	12	1	4.0%
Fire Hall #1- Alex Munro	18	2	4.0%
Brennan Park Recreation Centre & Rink	39	2	4.0%
Brennan Park Aquatic Centre	25	2	4.0%
Forestry Building	26	2	3.0%
RCMP Building	11	2	3.0%
The 55	8	2	3.0%
Library	20	2	3.0%
Fire Hall #2- Tantalus	39	3	3.0%
Municipal Hall	41	4	2.0%
Public Works - Maintenance Building	47	4	2.0%
Dog Pound	42	4	2.0%
Homeless Shelter / Drop-in Centre	52	4	2.0%
Junction Park Building (Art's Council)	37	4	2.0%
Parks Office/Brennan Park Concession/ Field Users Change rooms/Washrooms	44	4	2.0%
Downtown Community Policing Station (Telus building)	40+	4	2.0%
Youth Centre	52	4	2.0%
Public Works – Office	44	4	2.0%
Cleveland Ave. Restaurant	117	4	2.0%

Note: * Percentage of facility value that should be allocated for maintenance cost

Action #4. Determine a Project Manager to coordinate investment analysis and subsequent project management.

The District is facing a period of unprecedented activity in facility engagement and construction. This represents a substantial amount of effort over a short period. The District is not currently resourced to handle this shift in activities. The focus of the current Facilities Manager is on the ongoing operation and maintenance of facilities. Also, as recommended under Action #3 above, there will be a significant increase in repairs and maintenance of District facilities in upcoming years. Managing facility construction requires a different skillset than that of current

staff, and it is recommended that a project manager be appointed to manage significant facility investments (replacements/major refurbishments/expansions). Another option is to hire a consulting firm who can act as the District's representative and engages design teams and oversees construction on behalf of the District.

Action #5. Explore cost reduction measures

One of the first priorities immediately following the REFS is to explore ways to reduce or "smooth out" the potential facility investments, especially given the potential investments identified as potential within the next 5 years. The appointed project manager (Action #3) will play a key role in overseeing a process by which alternatives can be explored for each facility to optimize cost.

Initial considerations should include whether the facilities identified in Table 3-3 as replacement candidates will be replaced or rehabilitated. Although rehabilitation might be perceived as a cheaper option, often this is not the case as older facilities likely require significant upgrades to meet building code, seismic standards, and accessibility standards, as well as potentially deal with hazardous material abatement. The benefit of rehabilitation is that the cost can be distributed as work is undertaken in phases. This however can also have prolonged impacts on service levels as construction drags on over multiple years.

Pro	Con
Rehabilitation:	
Cost can be incurred in smaller increments as work is phased over time	Prolonged impacts on service levels as construction inconvenience can drag on over long timeframe
	Higher total capital investment might be expected to address code requirements, seismic upgrades, abatement etc.
	Constrained design solutions within the parameters of the existing facility
Replacement:	
Unconstrained design solutions to ensure the facility is designed with the desired use in mind	On-site replacement has drastic service level implications as existing facilities are demolished and might take time to get back online once new construction is complete.
Off-site replacements can have the benefit of no service disruptions as old facility is kept online until switch-over	Phasing can be harder to achieve, but might be possible
Facilities in underperforming locations can be located more optimally	

Pro	Con
Can relocate to District Sponsored Crown Grant lands freeing up funds from the sale of fee simple lands.	

Typically, several mechanisms are available to communities to explore in reducing the cost of facility construction. These mechanisms include:

Deferring project—postponing the expense until a later time or taking temporary action that incurs a lesser expense that postpones the need for incurring a bigger expense, such as purchasing a temporary trailer to defer the expense of building a new building. Caution must be taken against deferring and doing nothing, without fully assessing the ongoing costs being sunk into the facility and the impact on the level of service to the community.

Temporary solutions—a variation on deferring is to explore temporary solutions that allow the District the opportunity to divest of old facilities that are costing money and temporarily offer the service through another means with minimal cost until such time that the funds are in place for a more desired end solution. Explore the use of temporary facilities (such as trailers or short-term leases), while considering the risks and trade-offs in the level of service of the various options.

Reducing scope of project —cutting back on the scope of the original project to a more modest solution or looking for more efficient ways to deliver, e.g. a building with less expensive finishes or combining multiple facility needs into one space.

Delivery method—the District could engage other partners to help construct and/or operate facilities. These could be public-private partnerships or public-public partnerships. These can take a lot of time and energy to negotiate and will need to be explored well in advance.

Divesting ownership—building ownership requires ongoing investment of staff time and capital to manage facilities. Some communities have gone as far as eliminating building ownership almost altogether, instead leasing space. The District could identify opportunities for passing the burden of building ownership and construction costs to others through long-term leasing of facilities, instead of owning. Lease buy-back provisions could be made.

Eliminating—permanently removing the expense through selling of assets and/or demolishing facilities with no plan to replace, ultimately terminating the service offering, e.g. selling a property outright.

These mechanisms are suggested to be explored in the context of the District's portfolio. Constraints in the District's portfolio such as Sponsored Crown Grant restrictions may negate the potential of some of these mechanisms. As a result, each property will be evaluated on a case by case basis.

Action #6. Develop Business/investment case

Each facility will require a project business case/investment report that investigates the options and outlines the options and risks to Council and the community. To support this analysis a life cycle cost investment approach is also recommended to inform the decision-making process and for engaging the public about options (if necessary). Life cycle costs analysis is a commonly accepted approach in the business and engineering community to effectively evaluate alternative approaches to delivering a project. Over the life span of a facility the operating and maintenance costs, repairs and future renewals exceed the initial investment to purchase or construct. These costs need to be added to the initial construction cost or purchase cost or to provide a more realistic way to evaluate investment decisions. Otherwise, projects that have lower upfront cost but generate higher ongoing costs appear more favourable than they are.

The level of detail required is project specific but the basic premise is:

$$LCC = I + Repl + U + O\&M + R + O - RES$$

LCC = Total Life Cycle Cost in present value (PV) dollars of a given alternative

I = PV investment costs including cost of construction, land acquisitions costs

Repl = PV capital replacement costs

U = PV of utility costs to operate the facility

O&M = PV of non-utility operating and maintenance costs

R = PV of repairs costs

O = PV of other costs (property management, employee salaries)

RES = PV residual value (resale value) less disposal costs

Action #7. Increase contributions to reserves for future facility replacements

In addition to the money needed in the next few years for facility replacement, the District should think ahead to the next wave of facilities reaching end of life. The District should establish a fund for facility replacements and identify mechanisms for building up the fund in the Long-Term Financial Plan.

STRATEGY # 3: Optimize existing facilities & land

Objective: to ensure Squamish makes the most of its existing land and facilities in a manner that reduces future capital expenditures to the extent possible.

Action #8. Utilize Existing District-Sponsored Crown Grant Land Where Possible

Existing District Sponsored Crown Grant Lands should be explored first when considering a relocation or expansion of District facilities. District Sponsored Crown Grant lands have been provided from the Crown to the District at no cost based on the premise they would always be used for municipal purposes. The District can't sell these lands for a profit or redevelop them. Utilizing these lands to meet future needs saves the District from either buying land or frees up other fee simple District land for potential sale.

Action #9. Complete master planning for Brennan Park for its most effective use

During the course of the REFS, it became apparent that Brennan Park was a significant community land asset. It appeared to have opportunity, because of underutilized and vacant land, to locate additional District facilities or potentially meet other non-recreation land needs if necessary to minimize the requirement for the District to purchase additional land. Because of this, the project scope included:

- (1) considering whether continued recreation uses still represented the highest and best use of Brennan Park
- (2) the development of high-level land use concepts conceptual plan for Brennan Park to 'test' what might fit on the site as the outcome would, perhaps, have a major impact on the overall facility and land strategy.

The Project Team and other key District staff collaborated in a charrette that considered previous studies, site opportunities and constraints such as ownership and environmental conditions, existing facilities, transportation networks, identified community needs, and policy issues such as the drainage floodway requirements as defined by the draft Official Community Plan. During this process, the conclusion was to leverage Brennan Park, to the extent possible, as a land asset for continued recreation use – both facilities and land.

Development of a master plan based on community and stakeholder input is recommended as the next step in the process. A starting point for a more detailed master planning process is recommended to explore the following "hubs" to both maximize the use of the land at Brennan Park and capitalize on its location including:

Gateway Hub: A hub at the north end of the site, highly visible to Highway 99, could showcase a variety of outdoor recreation opportunities such as a mountain bike jump park, skate park and BMX park that would reinforce Squamish's image as a 'hardwired for recreation'. This

hub could also house a lacrosse facility and a multi-purpose, covered facility to be shared by the outdoor recreation uses and equestrian uses.

Facilities Hub: This area, centered around the existing recreational complex, would be the location for another sheet of ice. In addition, other uses such as a youth centre, library, and arts centre might be located here as part of the complex—perhaps even some affordable housing above other facilities.

Play Hub: This would focus on outdoor play areas including a spray park, adult gym, scaled down mountain bike skills park and playgrounds.

Multi-Use/Stadium Hub: Located on the site of the underutilized campground and Loggers Sports Grounds, this hub might house a multi-use stadium, with bleachers, based on a standard size track and field that would be suitable for a variety of sporting and cultural activities (including Loggers Sports Days). This hub would include supporting parking, clubhouse, storage, and operations areas.

Field Expansion Hub: Outdoor soccer, baseball, and multi-use fields could be expanded southward, over time, on the western part of the site. Fields might be artificial or natural turf. After further future analysis, alternative uses such as a mountain bike skills area might be incorporated on some of the more environmentally sensitive lands to the west along Highway 99.

Commercial & Transit Hub: Given the site context and the transportation network, a mixed-use transit oriented commercial and housing hub would be developed at the northeast corner of the site.

The plan, of course, could be phased over time (0-15 years). It is important to reiterate that these hubs have only been considered at the concept level and has not incorporated public or stakeholder input. However, it does point out the potential for Squamish to meet a variety of community needs on the site if carefully planned.

Action #10. Develop an affordable housing strategy that does not require the District to purchase private land.

The District has committed to affordable housing. Yet, the cost of acquiring land and developing affordable housing is competing with many District needs. As part of developing its Affordable Housing Strategy, the District should consider the following mechanism for acquiring/encouraging development of affordable housing units:

1. *Units* - leveraging the District's control through the rezoning process (Community Amenities)
2. *New Land* - utilize Crown Land where possible to provide affordable housing units.
3. *Partnerships* – identify opportunities to partner with organizations such as with BC Housing

4. *Sale of District Land* - identify opportunities to rezone any District fee simple land that may be considered candidates for disposition to include an affordable housing component

Action #11. Establish a fund for reinvesting in operational efficiency measure

In addition to the environmental rationale for making buildings more efficient, the District would have the direct benefit of cost savings on utility bills for facilities that use less energy (and water indirectly). To help offset the cost of efficiency measure, the District could direct its current utility budget (around \$450,000, plus annual increases) towards an Efficiency Fund that can be used to pay for utilities and facility efficient improvements. The District can secure initial seed funding from BC Hydro and other agencies to support efficiency improvements. Any future savings on utility bills because of efficiency efforts will be directly available in the fund for reinvestment in further efficiency measure, at no increased cost to the District.

The District should also explore long term return on investment for alternative heating/cooling systems such as district energy (at Brennan Park and/or Downtown) or renewable energy (such as wind or geothermal). While all facilities should benefit from efficiency improvements, Municipal Hall and the Brennan Park Recreation Centre and Rink offer most opportunity to explore district energy, renewable energy and efficiency measure to demonstrate and educate the public. Investigating renewable / district energy opportunities should be part of the scope as these facilities are replaced.

Action #12. Explore a long-term land reserve

Although there appears to be sufficient District-owned land to meet the District's operational land needs for the next 25 years, it is recommended that the District continue to monitor its future land needs to ensure any lands required will be available if needed beyond the life of the REFS or in case projections in the REFS change. During this process, the District should monitor its own lands to ensure they are being used to the highest and best use for the community to identify any potential repurposing of District land if required. Future land needs beyond the life of the REFS should also be considered while processing rezoning applications of private lands.

STRATEGY # 4: Minimize private land investment

Objective: to ensure that Squamish is able to acquire the lands necessary to fulfill future community needs, at the least possible cost.

Action #13. Adopt the proposed acquisition approach

Land costs are high and the decision to purchase land as a long-term investment should not be made lightly or in isolation of the long-term financial implications of diverting scarce capital away from other critical needs. Based on the preliminary review of the land base in Squamish, there is the potential to utilize various approaches to meeting the significant number of land

needs identified in Table S-5 while minimizing the cost to the community. As a result, the District can utilize an approach that will focus its investment of money and resources away from purchasing private lands as much as possible. To further focus investment, land should only be acquired for specific community uses and the District should no longer acquire land on a speculative basis. A policy and process for acquisitions should be adopted.

A proposed process and criteria for evaluating candidate properties and opportunities is outlined below.

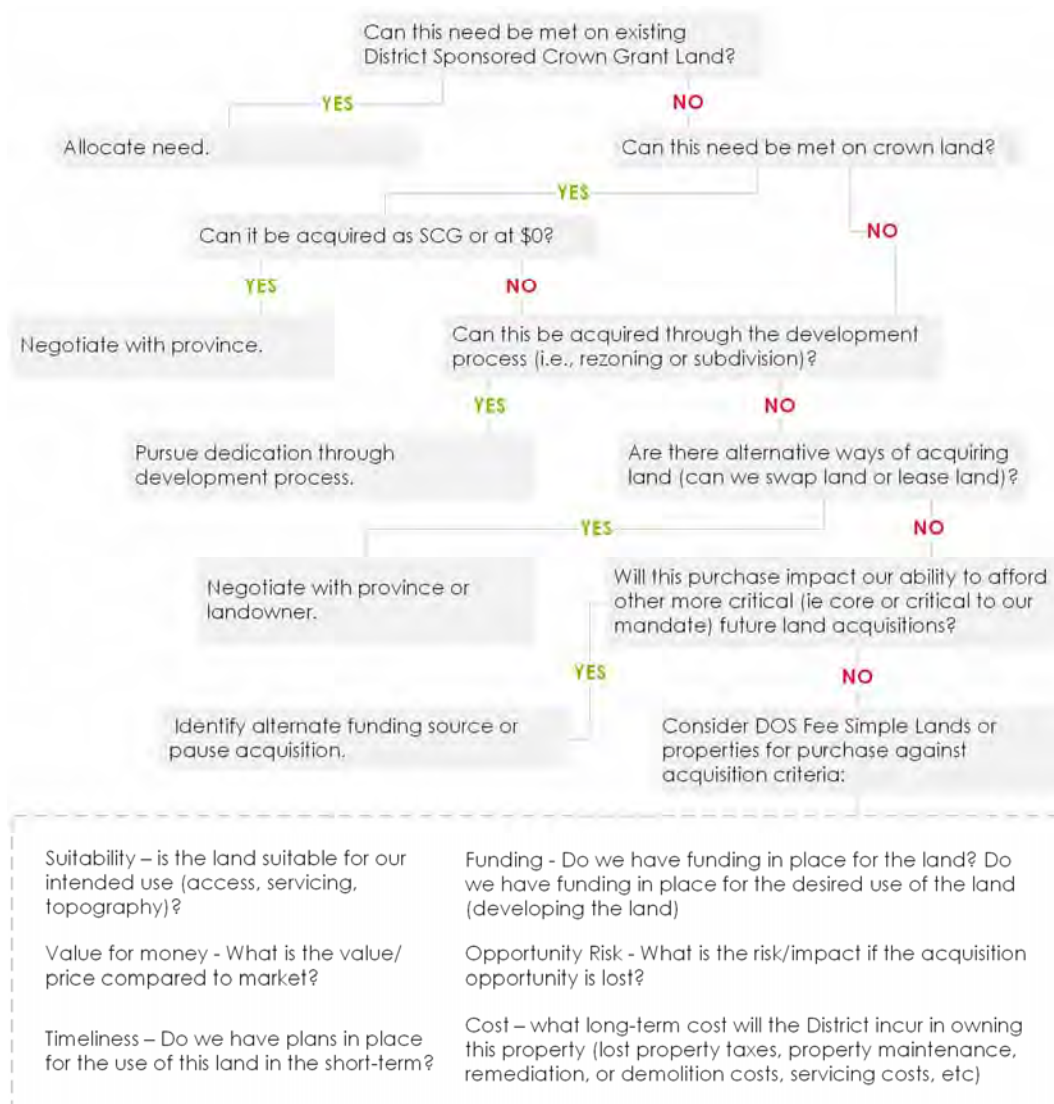


Figure SA-3 Property Acquisition Approach

A preliminary application of this approach to the District's identified land needs demonstrates alternate opportunities (Crown land, rezoning) to acquire lands in all of the categories shown in Table 3-8 through alternate approaches to purchasing private lands. The District will not know until further negotiations with the Crown and subsequent rezoning applications which of these approaches will be successful. Therefore, future capital planning for the District will need to be flexible to accommodate this uncertainty.

Action #14. Pursue the comprehensive acquisition of Crown lands identified for future needs

A comprehensive approach to addressing the District's potential interests on Crown land is recommended. The District has numerous interests on Crown Land (i.e. diking, public access, affordable housing). As outlined in the acquisition approach (Action #13) the District should also pursue Crown properties for its land needs where possible. Whether these land acquisitions can be secured through Sponsored Crown Grants at a nominal amount will have a substantial impact on the District's capital needs in the next number of years, and so it is a crucial step as part of the next steps. A comprehensive approach will speed up the processing time required and ensure that Crown lands of interest in the medium to longer term are not disposed of by the Crown to third parties.

Action #15. Launch a staged dike acquisition program

Acquisitions of dike rights-of-way are to be prioritized to ensure the District is in a position to enhance critical community protection infrastructure. Rights-of-way are required where a) existing dikes are located on land without a written agreement and b) future land is required for expansion of the river and sea dikes to enhance community protection. Over 60 dike acquisitions have been identified in the District's Integrated Flood Hazard Management Plan and they represent the largest, single category of acquisitions in the District's Needs Assessment (Table S-2 page 14). These rights-of-way will ensure the District has the ability to enter onto the existing diking land without undue delays and will provide greater certainty for future grant applications for diking upgrades/expansions.

Action #16. Launch a program to acquire necessary rights-of-way and municipal encroachments to reduce vulnerability

A comprehensive "clean up" is recommended where District's infrastructure (road, water and sewer lines, trails) is located on private lands without a formal agreement. Those situations deemed to create the greatest possible risk to the District are to be prioritized.

Determination of the District's utility trespasses, especially those on private property, requires additional work and title review to evaluate the full extent across the entire District. Determination should be a priority to reduce future risks to the District's infrastructure.

STRATEGY # 5: Increase available capital

Objective: to help Squamish fund its future capital, operational, and maintenance needs by identifying additional capital that can be raised without impacting the taxpayer.

Action #17. Adopt the proposed disposition approach and initiate a disposition program that maximizes returns.

Disposal of municipal lands can create an important revenue source, yield new development, produce additional property tax revenues, facilitate creation of municipal amenities, and contribute to community development objectives. Given the District's current limited funding reserves for future facility/land investments, an internal process should be formalized to review, consider, and decide on land dispositions to support future capital planning processes. A key principle to this process is that the District should no longer hold onto fee simple lands that are not required for operational purposes.

The following decision criteria are proposed to evaluate which fee simple land owned by the District are candidates for disposition:

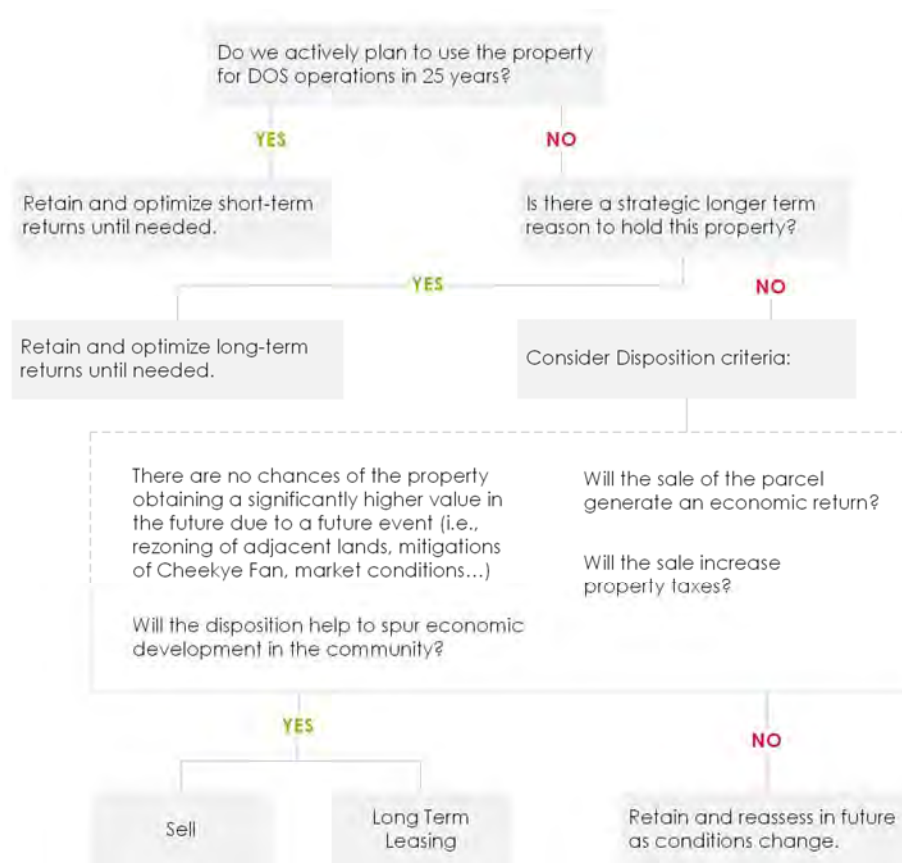


Figure SA-4 Property Disposition Approach

Action #18. Aggressively pursue external funding

Communities have historically capitalized on a variety of external funding sources to leverage public funds invested to support necessary investment to meet community needs. And while the sources listed below may not have potential for all of the District's future needs (i.e. naming rights at Municipal Hall, public private partnerships on District SCG lands) given its limited funding reserves, the District must now embark on an ongoing program of exploring external funding sources.

Public-Public Partnerships – Partnerships where the capital is provided by more than one public authority e.g. school board. These partnerships capitalize on economies and synergies from developing a joint or shared use facility. Potential partners include groups like the YMCA, BC Housing, Vancouver Coastal Health and others where the partner can bring capital to the table. See Appendix C.

Public-Private Partnerships – Partnerships where the private sector assumes some of the risk associated with the project in one or more project roles (design, build, own, operate, finance). The potential of this approach may have limited potential on those District projects that may occur on Sponsored Crown Grant Lands where private ownership is not possible. See Appendix C.

Federal-Provincial Grants – Appendix D provides an inventory of the most common grants available. These programs often require investment by the District and funding pursued must be aligned with the District's priorities. Recreation and cultural investments seem most aligned with the potential grant funding opportunities in Appendix D.

Foundation Grants – Grant funding from foundations serving the community and Region.

Naming Rights – Revenue from individuals or private organizations in return for naming the facilities after them,

The following funding considerations are proposed for the preliminary assessment of which funding strategies/sources to pursue. These considerations are presented for screening in advance of a more comprehensive financial strategy, and are not meant to be comprehensive.

Proposed considerations are:

Surety—avoid pursuing funds from programs or sources with a potential short life

Costs—minimize time, effort, and expenses in applying for and securing the funds

Timing—funds available in alignment with the timing of your cash flow needs

Control—retain control of assets and/or operations

Incremental—funds that are incremental to district finances, instead of a re-allocation from another need

Competition—while there will always be competition for limited Resources, pursue those with the least or the weakest competition from other entities

External—funds supported from a broader constituency, not municipal citizen based

Action #19. Advance the sale of surplus lands/unused roads or register encroachments on District lands

In excess of 50 properties have been identified in the REFS that are surplus land, unused road dedications or private party encroachments onto District land/road. Over half of these sites have the potential to be sold immediately to adjacent property owners or at a later date when the adjoining lands are proceeding to the development permitting stage. The other half represent opportunities to register formal agreements (including payment of fees) with the private parties or also possibly a sale. The District should embark on the sale/registration of these lands to “clean-up” its portfolio and maximize revenues. At this point, no estimate of their value is possible given the volume and uniqueness of these properties and without engaging with land owners to determine their interest.

STRATEGY # 6: Strengthen management process & systems

Objective: to ensure that Squamish has the processes, policies, appropriate systems and capacity to effectively manage its land and facilities consistent with the REFS.

Action #20. Establish an integrated team and processes to support decision-making

Both land and facilities are merely the physical assets through which other departments meet their servicing objectives. For instance, the Recreation department meets part of its recreation service mandate through the facilities it provides, while Facilities maintains the facility. Similarly, building dikes to protect the community is an Engineering function, but it is dependent on the support from Real Estate to acquire the necessary land. To ensure decisions are made effectively and in a holistic manner that considers and balances the service needs with the management of assets, it is recommended that the District establish an integrated staff team and formalized process to direct and oversee the strategic management of real estate and facilities.

Action #21. Allocate staffing resources to support the enhanced land & facility programs

The District is facing a period of significant activity in facility engagement and construction and land activity. This represents a substantial increase in effort over in the next year and then on an ongoing basis. The District is not currently resourced to handle this immediate increase and shift in activities.

Facility Project Manager - The focus of the current Facilities Manager is on the ongoing operation and maintenance of facilities. Recommended increases in repairs and maintenance of District facilities in upcoming years (Action 3) will task the Facilities Manager even further.

It is recommended (Action 4) that a project manager be appointed to oversee the upcoming cost reduction analysis and business case development then the subsequent tendering and oversight for the design and construction of new/upgraded facilities.

Real Estate Support – The Real Estate Department has largely been focused on tenant and property management. Launching the numerous upcoming land acquisition at the same time that a significant amount of leases within the District's real estate portfolio are expiring will represent a significant shift in the department's activities and represent a significant increase in volume of activity.

Action #22. Streamline the acquisition and disposition processes

Given the number of acquisitions anticipated over the next few years, it will no longer be effective to seek Council approval on each individually. There are also several dispositions of roads and surplus lands identified. It is proposed that these be reviewed and approved annually (or bi-annually) as a "package" so that staff can implement the acquisitions more efficiently over the year. Additionally, raising the threshold for the Delegation Bylaw to allow staff to authorize more transactions will also reduce the number of transactions requiring Council approval and decrease processing times.

Action #23. Develop a leasing policy

Development of a clear and transparent leasing policy is required to focus the considerable investment of District resources currently dedicated to leasing and tenant management (79 tenants) and ensure resources are available to meeting critical operational needs. Currently, commercial tenancies (38 in total) require a significant investment of District funds and staff time to meet the contractual obligations associated with a commercial lease. Maintaining stand-alone facilities to lease to non-profit partners and other governmental agencies (4 facilities) also requires significant facility investment.

Recommended considerations for a new approach to leasing and a subsequent policy include:

(1) Limiting leasing District land and facilities to non-profit partners and commercial leasing where municipal services/community goals are supported

Future investment into lease District facilities will compete with funding for critical facilities. Further, commercial leases require significant staffing and Council resources to conduct negotiations and meet ongoing contractual obligations. This diverts resources away from focussing on the critical and core operational activities of the District. Up to this point, commercial leasing has provided a source of revenue from non-operational District properties purchased for potential future District uses. Moving forward, the District should evaluate its policy on leasing to commercial tenants, and consider this when evaluating whether to dispose of District facilities leased to commercial tenants, renewing leases to commercial tenants on District land or considering new commercial tenancies. Further, in cases where commercial leases continue, delegation of the lease administration from Council to the CAO is recommended.

(2) Explore alternate methods to supporting non-profits such as grants to support their efforts to lease from third party property owners

The District should consider the cost-benefit of continuing to support non-profits through facility leasing. The District currently owns several facilities that are solely used by non-profit partners. Maintenance of these stand-alone buildings is a big responsibility that can take away staff time and financial resources from other critical and core services. Other opportunities to support non-profits to be explored include:

Table SA-11 Options to Support Non-Profits

Options	Advantages	Disadvantages
Leasing 'free Crown grant' District land to non-profits	<ul style="list-style-type: none"> • District maintains land ownership and flexibility in future • No District facility cost • Potential revenues from lease • No opportunity cost impact on property taxes 	<ul style="list-style-type: none"> • Requires non-profit capital to build and maintain facility
Annual subsidies to non-profit to lease space from private landlord	<ul style="list-style-type: none"> • No (or reduced) capital cost to non-profit • No District facility costs 	<ul style="list-style-type: none"> • District must fund annually through operating budget

(3) Where required, provide facility space to non-profit partners inside larger District facilities rather than in stand-alone facilities

(4) Establish multi-user space to reduce the amount of space required

(5) Re-evaluate non-profit facility lease rates to include a greater recovery of the costs associated to operate the facility and

Where the District does choose to rent to non-profit groups it should determine the appropriate value of District subsidies and O&M contributions against market rates. The District should endeavour to, at minimum, recover costs, even if assets are leased or licenced at below market values. This will enable the District to continue to maintain and service these assets over the long-term to prevent deterioration of the asset. This will ensure that the facilities and assets will continue to be available to not-for-profits in the future and do so in ways that minimize the financial impact on the community.

(6) Enter into short-term agreements to maintain the greatest possible flexibility for the District.

Establishing a clear policy will limit confusion and promote a standardized and accountable approach to managing District-owned assets. A clear and consistent policy would also promote transparency and equitable treatment of all potential future lessees.

Action #24. Define key indicators to monitor and report on portfolio status

Monitoring the state of the facility and land portfolio will be key to communicate the challenges and the progress made. Ideally the top 5-10 indicators should be identified that can be tracked and reported on quarterly or annually. Suggested indicators are outlined below.

Table SA-12 Proposed Benchmarking

Proposed Facility Reporting	Proposed Real Estate Reporting
<ul style="list-style-type: none"> • List of facility Levels of Services (target level versus actual) • Facility Maintenance Costs as a % of current insured value (target vs actual) • Facility Operating Costs • Facility Lease Net Revenue (accounting for O&M and debt servicing) • Facility Renewal Backlog Liability • FCI • EFCI (5yr and 10 yr) 	<ul style="list-style-type: none"> • Facility Vacancy • Total Prime operational property (DOS operation vs vacant vs leased) • Total surplus lands • Encroachments on District Land (total area and value, if possible) • District encroachments on private lands (total area and value, if possible) • Fee simple property (total area and market values) • Crown land negotiations (total area secured and total cost, if any) • List of land needs from redevelopment / rezoning, tagged in GIS

Action #25. Integrate facilities as part of the broader asset management program

To facilitate, sustain and improve long-term asset management, it is recommended that the District continue to support efforts to create a fully integrated, real time asset management system. A fully integrated asset management system is identified as part of the District's Technology Transformation Project ("TTP"). It is recommended that the District develop Asset Management Policy and an Asset Management Strategy to support the outcomes of the TTP. These are crucial tools to build financial resiliency, stimulate long-term and strategic thinking, help develop consensus on the long-term financial direction of the District and is useful for communications with internal and external stakeholders.

Asset Management BC (AMBC) has numerous resources available to support communities in their asset management planning efforts. The Federation of Canadian Municipalities also launched the Municipal Asset Management Planning (MAMP) program and grants are available to support various asset management planning efforts.





LIST OF APPENDICES

APPENDIX A	NEEDS ASSESSMENT
APPENDIX B	ESTIMATED FACILITY INVESTMENT FORECAST
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APPENDIX A - NEEDS ASSESSMENT (Sorted by Asset Type, Use, Urgency)

IDENTIFIED NEED	ASSET TYPE	USE	URGENCY	FACILITY FT²	FACILITY NET COST MINIMUM	FACILITY NET COST MAXIMUM	LAND AREA NEEDED	# OF TRANSACTIONS
Municipal Hall	Facility - replacement	Administration / governance	2. Short-term (1-5 yrs)	31000 to 33,000	\$15,000,000	\$20,000,000	tbd	tbd
Fire Hall#2 - Tantalus	Facility - replacement	Administration / governance	2. Short-term (1-5 yrs)	18,000	\$4,700,000	\$7,500,000	+/-1.5 acres	tbd
Public Works (Office and Maintenance)	Facility - replacement	Administration / governance	2. Short-term (1-5 yrs)	20,000	\$5,000,000	\$5,000,000	On existing site	
Parks Operations - Office/Maintenance (Storage, Greenhouses, Fleet)	Facility - replacement	Administration / governance	2. Short-term (1-5 yrs)	10,000	\$2,000,000	\$2,000,000	On existing site	
Downtown Policing Office - Civic Block	Facility - new	Administration / governance	2. Short-term (1-5 yrs)	tbd	tbd	tbd	tbd - Civic Block	
Parks Downtown Satellite Office	Facility - new	Administration / governance	2. Short-term (1-5 yrs)	2,000	\$500,000	\$500,000	tbd	tbd
Public Library	Facility - expansion	Civic Service	2. Short-term (1-5 yrs)	10,000 to 20,000	\$3,000,000	\$10,000,000	tbd	tbd
Youth Centre - Replacement	Facility - replacement	Civic Service	2. Short-term (1-5 yrs)	5,000	\$1,500,000	\$2,000,000	tbd	
Dog Pound - Replacement	Facility - replacement	Civic Service	2. Short-term (1-5 yrs)	6,000	\$1,500,000	\$1,500,000	+/-0.5 acres	tbd
Partnering Agencies Office (Provincial/Federal) - Civic Block	Facility - new	Civic Service	2. Short-term (1-5 yrs)	tbd	tbd	tbd	tbd - Civic Block	tbd
Child Care Facility - Civic Block	Facility - new	Civic Service	2. Short-term (1-5 yrs)	tbd	tbd	tbd	tbd - Civic Block	tbd
Community Space/Arts Centre - Civic Block	Facility - new	Civic Service	2. Short-term (1-5 yrs)	tbd	tbd	tbd	tbd - Civic Block	tbd
Family and Childrens Centre (Brennan Park)	Facility - new	Civic Service	3. Medium-term (5-10 yrs)	tbd	\$1,500,000	\$1,500,000	tbd	
Neighbourhood centre @ Brackendale	Facility - new	Civic Service	3. Medium-term (5-10 yrs)	1,000	\$300,000	\$300,000	tbd - future	
Neighbourhood centre @ Valleycliffe	Facility - new	Civic Service	3. Medium-term (5-10 yrs)	1,000	\$300,000	\$300,000	tbd - future	
Neighbourhood centre @ Garibaldi (Highlands or Estates)	Facility - new	Civic Service	3. Medium-term (5-10 yrs)	1,000	\$0	\$300,000	tbd - future	
Café - Civic Block	Facility - new	Parks, Trails, Public realm	2. Short-term (1-5 yrs)	tbd	tbd	tbd	tbd - Civic Block	tbd
Brennan Park Recreation Centre & Rink (Auditorium, Reception, Mezzanine, Changerooms, Washrooms)	Facility - expansion/upgrade	Recreation	2. Short-term (1-5 yrs)	4,000 new	\$12,000,000	\$12,000,000	On existing site	
Brennan Park Aquatic Centre	Facility - expansion	Recreation	2. Short-term (1-5 yrs)	tbd	tbd	tbd	On existing site	
Brennan Park Recreation Centre & Rink (New Ice Rink)	Facility - new	Recreation	2. Short-term (1-5 yrs)	51,000	\$27,000,000	\$27,000,000	On existing site	
Brennan Park Recreation Centre & Rink - Programming	Facility - expansion	Recreation	2. Short-term (1-5 yrs)	37,000	\$13,000,000	\$13,000,000	On existing site	
Brennan Park Concession Field Users - Washrooms/Change rooms	Facility - replacement	Recreation	2. Short-term (1-5 yrs)	1,400 - tbd	\$500,000	\$500,000	On existing site	
Fire Hall #3 - Cheekye - (Conditional upon Cheekye Fan Development)	Facility - new	Safety	3. Medium-term (5-10 yrs)	6,000	\$2,500,000	\$2,500,000	tbd	1
Fire Hall #1 - Alex Munro	Facility - expansion	Safety	4. Long-term (10+ yrs)	2,000	\$1,000,000	\$1,000,000	On existing site	
Parking Structure - Civic Block	Facility - new	Transportation	2. Short-term (1-5 yrs)	tbd	tbd	tbd	Civic Block	tbd
Multi-modal Transit Hub (plus parking for Regional transit)	Facility - new	Transportation	2. Short-term (1-5 yrs)	tbd	\$500,000	\$500,000	tbd	tbd
Affordable Housing	Land	Affordable Housing	2. Short-term (1-5 yrs)				tbd	TBD
Cemetary Expansion	Land	Civic Service	2. Short-term (1-5 yrs)				8.4	1
Airport Consolidation	Land	Civic Service	3. Medium-term (5-10 yrs)				5.5	1
Public/Community Event Space	Land	Civic Service	3. Medium-term (5-10 yrs)				Civic Block, Brennan Park Study	1
Training Dike	Land	Dikes	2. Short-term (1-5 yrs)				18	1
Eagle Run South Dike Upgrade	Land	Dikes	2. Short-term (1-5 yrs)				0.56	1
Fisherman's Bend Dike Upgrade	Land	Dikes	2. Short-term (1-5 yrs)				tbd - Detailed Design	1
Eagle Run Mid (Eagle Viewing) Dike Upgrade	Land	Dikes	2. Short-term (1-5 yrs)				tbd - Detailed Design	1
Brackendale North Dike Upgrade (Fisherman's Park to Seaichem)	Land	Dikes	2. Short-term (1-5 yrs)				tbd - Detailed Design	25
Sea Dike Project - Private Lands	Land	Dikes	2. Short-term (1-5 yrs)				tbd - Detailed Design	15+
Sea Dike Project - BCRP Lands	Land	Dikes	2. Short-term (1-5 yrs)				tbd - Detailed Design	5
North Dike Upgrade (Fisherman's Bend to WCRA Access)	Land	Dikes	3. Medium-term (5-10 yrs)				tbd - Detailed Design	1
Harris Slough Dike Expansion	Land	Dikes	3. Medium-term (5-10 yrs)				tbd - Detailed Design	2
Stawamus Dike Upgrades	Land	Dikes	3. Medium-term (5-10 yrs)				tbd - Detailed Design	1
Sea Dike Project - Crown Lands	Land	Dikes	3. Medium-term (5-10 yrs)				tbd - Detailed Design	10
Mamquam South Dike Expansion (Cardinal to Fisherman's Bend)	Land	Dikes	4. Long-term (10+ yrs)				tbd - Detailed Design	1
Mamquam South Centennial Way Dike Expansion (Cardinal)	Land	Dikes	4. Long-term (10+ yrs)				tbd - Detailed Design	1
Aikwucks (Brackendale) Dike Expansion	Land	Dikes	4. Long-term (10+ yrs)				tbd - Detailed Design	1
Mamquam North Dike Upgrades	Land	Dikes	4. Long-term (10+ yrs)				tbd - Detailed Design	1
Biosolids Composting Facility	Land	Economic Development	3. Medium-term (5-10 yrs)	tbd	tbd	tbd	tbd	1
Downtown Energy Utility	Land	Economic Development	4. Long-term (10+ yrs)	tbd	tbd	tbd	tbd	1
Stormwater retention areas - various	Land	Greenspace	2. Short-term (1-5 yrs)				tbd	Multiple
Envrionmentally Sensitive Areas - various	Land	Greenspace	2. Short-term (1-5 yrs)				tbd	Multiple

Identified Need	Asset Type	Use	Urgency	Facility ft²	Facility Net Cost Minimum	Facility Net Cost Maximum	Land Area Needed	# of Transactions
Estuary / or portions thereof - various	Land	Greenspace	2. Short-term (1-5 yrs)				tbd	tbd
Neighbourhood park - Cheekye Fan	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				50	1
Smoke Bluffs Park Consolidation	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				tbd	tbd
Smoke Bluffs Park Consolidation - Crown	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				6	1
Carson Place Boundary Adjustment	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				0.84	1
Eagle Run Viewing Area Parking & Washrooms	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				1.73	1
New neighbourhood park @ Garibaldi Estates	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				6 +	1
New neighbourhood park @ Garibaldi Highlands	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				6 +	1
New second neighbourhood park @ North Yards	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				6 +	1
New neighbourhood park @ S. Valleycliffe	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				6 +	1
Boat Launch and Parking	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				tbd	1
Mamquam Blind Channel Water Lease	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				100+	1
Legacy Trail Head Parking & Washrooms	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)	tbd			tbd - Detailed Design	1
Trail Head Parking & Washrooms - various	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				tbd - Detailed Design	Multiple
Turtle Trail lands	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				tbd	Multiple
Public access along dikes - various	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				tbd	Multiple (10+)
Public waterfront walkway - various	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				tbd	Multiple - tbd
Public access/staging areas to water access -various	Land	Parks, Trails, Public realm	2. Short-term (1-5 yrs)				tbd	Multiple
Corridor Trail Completion	Land	Parks, Trails, Public realm	4. Long-term (10+ yrs)				tbd	Multiple - tbd
Discovery Trail Completion	Land	Parks, Trails, Public realm	4. Long-term (10+ yrs)				tbd	Multiple - tbd
Campgrounds	Land	Parks, Trails, Public realm	4. Long-term (10+ yrs)				tbd	Multiple - tbd
Brennan Park - Consolidation	Land	Recreation	3. Medium-term (5-10 yrs)				4	
Loggers Lane Expansion - BCR Lands	Land	Roads	1. Immediate (0 yrs)				3.1	1
Pemberton Bridge Crossing	Land	Roads	2. Short-term (1-5 yrs)				1	2
Undedicated road - various	Land	Roads	2. Short-term (1-5 yrs)				16	Multiple 10+
Landfill expansion	Land	Safety	2. Short-term (1-5 yrs)				33	1
Pemberton to Hunter Connector	Land	Safety	2. Short-term (1-5 yrs)				0.3	1
Government Road/Pioneer Way Re-Alignment	Land	Safety	2. Short-term (1-5 yrs)				tbd - Detailed design	1
Transit Exchange - Garibaldi Estates	Land	Transportation	2. Short-term (1-5 yrs)		tbd	tbd	tbd	1
Hwy 99 Overpass - Valleycliffe/Adventure Centre	Land	Transportation	2. Short-term (1-5 yrs)				0.5	1
Park and Ride (North)	Land	Transportation	2. Short-term (1-5 yrs)				tbd	1
Park and Ride (South)	Land	Transportation	2. Short-term (1-5 yrs)				tbd	1
Land for Pedestrian improvements - various	Land	Transportation	2. Short-term (1-5 yrs)				tbd - as needed	Multiple - tbd
Transit Admin and Maintenance	Land (Facility)	Transportation	2. Short-term (1-5 yrs)	tbd	tbd	tbd	3	1
Landing location(s) and passenger facilities for local water taxis	Land	Transportation	3. Medium-term (5-10 yrs)				tbd	Multiple
Brackendale Water Tower Ownership	Land	Utility Services - water, sanitary, waste`	2. Short-term (1-5 yrs)				1.28	1
ROWS for existing utilities - various	Land	Utility Services - water, sanitary, waste`	2. Short-term (1-5 yrs)				tbd - as needed	Multiple 10+
Upper University Reservoir Access Road (also public access for trails)	Land	Utility Services - water, sanitary, waste`	2. Short-term (1-5 yrs)				1.5	1
New water resevoir	Land	Utility Services - water, sanitary, waste`	2. Short-term (1-5 yrs)				0.5	1

APPENDIX B - ESTIMATED FACILITY INVESTMENT FORECAST

Building Name	Catch Up Costs (backlog)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
Adventure Centre	\$177,000	\$6,700	\$-	\$23,370	\$6,400	\$1,300	\$17,280	\$1,950	\$37,370	\$1,010,520	\$2,790	
Alex Munro Fire Hall	\$48,050	\$9,400	\$700	\$48,690	\$710	\$12,300	\$2,460	\$3,100	\$39,100	\$5,710	\$1,700	
Arts Council Building	\$19,610	\$20,000	\$4,600	\$4,410	\$48,000	\$480	\$7,500	\$8,040	\$6,400	\$55,050	\$2,400	
Brennan Park Concession	\$73,600	\$3,100	\$-	\$330	\$68,300	\$1,260	\$-	\$370	\$2,600	\$8,790	\$16,860	
Brennan Park Recreation Centre	\$2,244,810	\$241,000	\$114,000	\$172,000	\$1,098,000	\$458,000	\$1,029,700	\$4,000	\$199,000	\$74,000	\$98,000	
Dog Pound	\$61,000	\$-	\$260	\$140	\$47,380	\$4,130	\$430	\$5,200	\$10,600	\$3,750	\$4,900	
Drop In Centre	\$30,000	\$900	\$-	\$8,720	\$70,700	\$16,330	\$2,600	\$-	\$-	\$4,160	\$11,350	
Fire Hall #2 - Tantalus	\$834,245	\$87,800	\$155,790	\$68,440	\$545,800	\$4,225	\$27,090	\$1,000	\$9,730	\$16,600	\$25,860	
Forestry Building	\$224,000	\$755,200	\$27,200	\$14,900	\$252,440	\$13,500	\$46,520	\$23,550	\$14,160	\$22,750	\$11,500	
Municipal Hall	\$1,190,000	\$54,000	\$3,900	\$52,700	\$320,600	\$172,940	\$384,710	\$8,670	\$86,170	\$61,630	\$166,100	
Operations Office	\$109,000	\$4,600	\$89,900	\$1,012	\$161,560	\$1,600	\$11,710	\$15,760	\$930	\$9,190	\$2,940	
RCMP Building	\$370,000	\$30,800	\$47,800	\$142,000	\$240,500	\$19,000	\$41,520	\$800	\$207,070	\$32,050	\$798,800	
The 55	\$12,000	\$19,000	\$4,400	\$35,880	\$-	\$4,500	\$2,440	\$58,900	\$44,000	\$28,200	\$300	
Squamish Library	\$120,000	\$156,900	\$3,960	\$10,670	\$6,310	\$593,180	\$44,250	\$75,700	\$40,070	\$9,760	\$7,880	
The Restaurant on Cleveland	\$-	\$3,000	\$3,000	\$3,000	\$2,800	\$3,000	\$3,000	\$-	\$-	\$-	\$-	
Works Yard	\$380,000	\$900	\$77,000	\$9,580	\$60,500	\$1,880	\$4,310	\$900	\$3,400	\$13,360	\$9,310	
Youth Centre	\$320,000	\$600	\$1,300	\$2,622	\$39,600	\$6,600	\$6,240	\$-	\$6,500	\$197,850	\$4,150	
	\$6,213,315	\$1,383,900	\$533,810	\$598,464	\$2,969,600	\$1,314,225	\$1,631,760	\$207,980	\$707,100	\$1,563,370	\$1,164,840	\$18,288,324

APPENDIX C POTENTIAL FUNDING SOURCES

Type Legend:

C	To Fund Initial Capital Costs
R	To Fund Capital Renewal Costs
TIE	To Fund Initial Capital Costs of Tenant Improvements &/or Equipment
O	To Fund Operational Costs

No.	Funding Source	Type
1	Provincial government's capital grants	C/R
2	Federal government's Gas Tax Fund (GTF)	C/R
3	Furniture and equipment vendors - financing/lease to own	C/R
4	Proceeds from sale of naming rights for the entire facility, and portions within	C/O
5	Charitable capital contributions from individuals	C/R
6	Capital contributions from corporations' Community Investment Program, including Gifts-in-Kind	C/R
7	Reserves - Accumulated surplus funds not yet designated for spending	C
8	Long-term debt, 25-year payback	C/R/O
9	Capital contributions from other levels of government	C/R
10	Capital contributions from a non-profit partner	C/R
11	Capital contributions from a private partner(s) See <i>CN EcoConnexions</i>	C/R
12	Capital contributions from a public partner, e.g., Quest University, School District #48, Vancouver Coastal health	C/R
13	Capital contributions from user groups	TIE
14	Capital contributions by tenants for leasehold improvements	TIE
15	Capital contributions from non-profit charitable foundations	C/R
16	Capital Contribution from Squamish Community Foundation	C/R
17	Capital grants from the federal government, e.g. for innovative technology	C/R
18	Quest University, govt. program or volunteers	C/R
19	Gaming revenue generated by volunteers - raffles, casinos, 50-50, sports pools	C/R
20	Fees from Developers	
21	Proceeds from the sale of associated "as is" surplus property	C/R
22	Profit on servicing, subdivision, upgrading or rezoning of resale, surplus property	C/R

No.	Funding Source	Type
23	Revenue from advertising and sponsorships	O
24	Proceeds from sale of naming rights for facility components	C/O
25	Proceeds from sale of site signage rights	C/O
26	Provincial government's operating grants	O
27	Revenue from lease of space in the facility to tenants	O
28	Revenue from ancillary services - food, beverages, catering, vending, etc.	O
29	Revenue from rental of specialized facility equipment	O
30	Revenue from lease of surplus buildings	O
31	Revenue from lease of surplus land	O
32	Revenue from renting signage use, including digital signs	O
33	Revenue from renting land for a telecommunications tower on site	O
34	Revenue from sale of rights of way on site	O
35	Revenue from user fees	O
36	Revenue from membership sales	O
37	Cost-sharing with neighboring landowners or municipalities for infrastructure	C/R
38	Special, new tax, levied by a local taxing authority	C/R/O
39	Municipal Tax Incentive (TIF) Financing	C
40	Short-term debt, 10-year payback	C/R/O
41	Grants from provincial gaming/lottery authority	C/R/O/TIE

APPENDIX C PARTNERSHIPS

Partnerships (public or private): Under traditional procurement, the District manages asset planning, operations, maintenance, and project financing, with private partners brought in solely to execute the design and build stages of project delivery. Partnerships, both Public-Private Partnerships (P3) and/ or Public-Public Partnerships, can provide alternative delivery options to support investment in new capital assets and asset renewal.

Under P3 agreement models, the public sector can reduce the capital cost and risk burden associated with constructing new or rehabilitated assets by transferring this cost and risk to the private sector. These upfront savings are however countered by increased costs during the operational phase as private partners require ongoing revenues to recoup their initial revenues and make a profit on their investment.

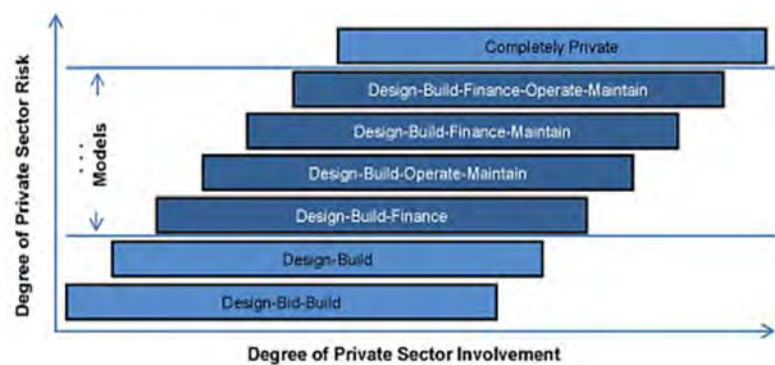


image credit: Infrastructure Canada, 2012

Figure Error! No text of specified style in document.-1 Public Private Partnership Procurement Models

The P3 agreement is typically very complex and the transaction costs are high - adding to the total project costs and the schedule. This is one reason that the scale or size of the project is key to the viability of a P3. Typically, a P3 project works for projects higher than \$50 mil capital cost. This alone might be an obstacle for the District, given that the size of projects would be considered small for a P3.

Table Error! No text of specified style in document.-2 Benefits and Limitations of P3 Procurement Model

Benefits	Limitations
<ul style="list-style-type: none">P3 delivery models can ‘unlock’ projects that would otherwise not proceed due to high capital costs and and/or risks	<ul style="list-style-type: none">P3 projects imply a ‘pay for performance’ structure, which can raise challenges for certain public services (particularly if

<ul style="list-style-type: none"> • Risk is shared with project partners that are best positioned to manage that risk 	<p>services have historically been provided without a cost recovery or user fee model)</p>
<ul style="list-style-type: none"> • Public owners typically do not make significant payments until substantial completion of construction, with remainder of payments occurring over project lifespan based on achievement of clear performance criteria 	<ul style="list-style-type: none"> • Private partner capacity, and availability may be limited within the local region
<ul style="list-style-type: none"> • The P3 process can promote transparency and accountability 	<ul style="list-style-type: none"> • Private partner interest may be limited to certain asset classes or scale based on the need to generate a profit (i.e. projects with low or moderate capital costs are often not viable under P3 models)
<ul style="list-style-type: none"> • Opportunity for innovation by private partners in the delivery of public services 	<ul style="list-style-type: none"> • Appropriate legislative and regulatory frameworks must be in place to support P3 project delivery

Public-public Partnerships might offer a more suitable form of partnership for the District. In this scenario capital is provided by more than one public authority, e.g. school board. These partnerships come about because of economies and synergies from developing for a joint or shared use facility. There are opportunities to explore partnerships with groups like YMCA, BC Housing, Vancouver Coastal Health and others where the partner can bring capital to the table.

APPENDIX D - AVAILABLE GRANTS

Source:

www.thefundingportal.com

Fund Name	Green Municipal Fund - Brownfields
Funding Agency:	Federation of Canadian Municipalities
Fund Description:	A brownfield is an abandoned, vacant, derelict or underutilized commercial, institutional or industrial property where past actions have resulted in actual or perceived contamination and/or threat to public health and safety and where there is an active potential for redevelopment.
Industry Sectors:	Cleantech, Community and Nonprofit
Max. Amount per Applicant:	\$31,500,000
Applicant Type:	Corporate, Small Business and Startup, Charity, Not for Profit and Government
Region:	National
Deadline:	Ongoing
Funding Type:	Grant
Fund's Objectives:	Check back soon
Eligibility Criteria:	<p>1. To be eligible for funding, your project must involve one or both of the following activities: site remediation or risk management, or renewable energy production.</p> <p>2. Funding is also available for redevelopment projects that will be built on remediated brownfield sites, provided that these initiatives meet eligibility requirements in the energy, transportation, waste or water sectors.</p>
Applicant must be located in Canada:	Yes
R&D Required:	Yes
Minimum revenue threshold:	Yes
Private matching funds requirement:	No
Can the applicant apply to other funds:	Yes
Can the applicant submit more than one application:	No
Academic collaboration requirement:	Yes

Source: www.thefundingportal.com

Fund Name	Green Municipal Fund: Sustainable neighbourhood and brownfields plan
Funding Agency:	Federation of Canadian Municipalities
Fund Description:	FCM's Green Municipal Fund (GMF) finances municipal plans that support sustainable community development. GMF-supported plans aim to improve air, water, and soil, and mitigate the impacts of climate change. A sustainable neighbourhood action plan builds on an existing municipal sustainable community plan or strategy, such as an integrated community sustainability plan (ICSP), Local Agenda 21 plan or official municipal plan that includes sustainability goals.
Industry Sectors:	Cleantech, Community and Nonprofit, Energy
Max. Amount per Applicant:	\$175,000
Applicant Type:	Not for Profit and Government
Region:	National
Deadline:	Ongoing
Funding Type:	Grant
Fund's Objectives:	1. A sustainable neighbourhood action plan builds upon an existing municipal sustainable community plan or strategy, such as an integrated community sustainability plan (ICSP), Local Agenda 21 plan, or official municipal plan that includes sustainability goals.
Eligibility Criteria:	1. To be eligible for GMF funding, a sustainable neighbourhood action plan must include the following elements: A vision, and environmental, social and economic goals and targets. These may be drawn from the existing municipal sustainable community plan. Actions to achieve the goals and targets in all areas of municipal activity, including: energy, waste and water management; sustainable transportation; land use; brownfield remediation (if applicable). 2. GMF funding is available to all municipal governments and their partners. For plans, only municipal governments and municipally owned corporations working in partnership with a municipal government are eligible for funding. Eligible initiatives: plans, including sustainable neighbourhood action plans, community brownfield action plans and greenhouse gas reduction plans feasibility studies and pilot projects aligned with our capital project criteria in the brownfields, energy, transportation, waste and water sectors capital projects in the brownfields, energy, transportation, waste and water sectors

3. Partners of municipal governments include the following types of entities: municipally owned organizations non-municipally owned organizations private-sector companies not-for-profit companies non-governmental organizations any other types of organizations not listed above There must be a collaborative relationship between your organization and the municipal government regarding the environmental initiative and the municipal government must at least have a genuine interest and an active involvement in the environmental initiative to successfully obtain GMF funding. To be eligible for funding, a municipally owned corporation or a private-sector partner must provide official documentation to demonstrate that a municipal government is championing the project.

Applicant must be located in Canada:	Yes
R&D Required:	Yes
Minimum revenue threshold:	No
Max. % of eligible costs:	50%
Private matching funds requirement:	Yes
Can the applicant apply to other funds:	Yes
Can the applicant submit more than one application:	No
Academic collaboration requirement:	No

Source: www.thefundingportal.com

Fund Name	Green Municipal Fund: Energy Efficiency and Recovery
Funding Agency:	Federation of Canadian Municipalities
Fund Description:	GMF is a unique program that provides funding and knowledge services to support sustainable community development. GMF-supported initiatives aim to improve air, water, and soil, and mitigate the impacts of climate change.
Industry Sectors:	Community and Nonprofit
Max. Amount per Applicant:	\$750,000
Applicant Type:	Not for Profit and Government
Region:	National
Deadline:	Ongoing
Funding Type:	Grant
Fund's Objectives:	Check back soon
Eligibility Criteria:	<p>1. Eligible projects: Energy-efficient facilities; Energy recovery or district energy; and Transportation.</p> <p>2. We offer grants to cover up to 50 per cent of eligible costs for plans, feasibility studies and pilot projects — to a maximum of \$175,000 for plans and feasibility studies, and a maximum of \$350,000 for pilot projects.</p> <p>3. We offer low-interest loans, usually in combination with grants, to cover up to 80 per cent of eligible costs for capital projects. The loan maximum is \$5 million, and the grant amount is set at 15 per cent of the loan, to a maximum of \$750,000.</p>
Applicant must be located in Canada:	Yes
R&D Required:	No
Minimum revenue threshold:	No
Max. % of eligible costs:	50%
Private matching funds requirement:	No
Can the applicant apply to other funds:	Yes
Can the applicant submit more than one application:	No
Academic collaboration requirement:	No

Source: www.thefundingportal.com

Fund Name	Municipalities for Climate Innovation Program
Funding Agency:	Federation of Canadian Municipalities
Fund Description:	Extreme storms, hotter summers, colder winters, rising sea levels, flooding and drought. These are just some examples of the new reality of climate change for many Canadian communities. FCM's new Municipalities for Climate Innovation Program provides funding, training and resources to help municipalities adapt to the impacts of climate change and reduce greenhouse gas (GHG) emissions. The program is funded by the Government of Canada. *This program will launch in March 2017.
Industry Sectors:	Cleantech, Community and Nonprofit
Max. Amount per Applicant:	\$1,000,000
Applicant Type:	Not for Profit and Government
Region:	National
Deadline:	Ongoing
Funding Type:	Grant
Fund's Objectives:	1. The program offers funding and learning opportunities designed to enable municipalities to address challenges related to climate change.
Eligibility Criteria:	1. Plans and studies grants: Grants of up to \$175,000 to develop plans and studies to reduce GHG emissions and help your community adapt to impacts of climate change, such as extreme temperatures, flooding and drought. Available in March 2017. 2. Demonstration project grants: Grant funding for municipalities to implement climate change initiatives on a small scale. Funding will be available for up to 80 per cent of costs to a maximum of \$1 million. Available in spring 2017. 3. Funding will also be made available for training, regional and national climate change initiatives and staff support grants.
Applicant must be located in Canada:	Yes
R&D Required:	No
Minimum revenue threshold:	No
Max. % of eligible costs:	80%
Private matching funds requirement:	No
Can the applicant apply to other funds:	No
Can the applicant submit more than one application:	No
Academic collaboration requirement:	No

Source: www.thefundingportal.com

Fund Name	Small Communities Fund (PTIC-SCF)
Funding Agency:	Infrastructure Canada
Fund Description:	The 10-year, \$10-billion Provincial-Territorial Infrastructure Component (PTIC) provides support for projects of national, local or regional significance. This includes the Small Communities Fund (PTIC-SCF) that will provide \$1 billion for projects in municipalities with fewer than 100, 000 residents. *Update July 2016: Please note that cultural, sports and hobby-oriented infrastructure is now eligible.
Industry Sectors:	Community and Nonprofit, Operations
Max. Amount per Applicant:	\$15,000,000
Applicant Type:	Not for Profit and Government
Region:	National
Deadline:	1/1/2024
Funding Type:	Grant
Fund's Objectives:	<p>1. Smaller communities will be able to build projects that deliver on local needs.</p> <p>2. Through the Small Communities Fund, the Government of Canada continues to provide dedicated funding for small communities.</p> <p>3. In addition, communities can use the Gas Tax Fund towards a wider range of projects, including highways, disaster mitigation, broadband, brownfield redevelopment, recreation, culture, tourism and sport.</p>
Eligibility Criteria:	<p>1. Eligible recipients are restricted to those whose projects are situated within or are for the benefit of, communities with a population of fewer than one hundred thousand people (100,000) as determined by Statistics Canada — Final 2011 Census.</p> <p>2. Eligible Categories under the PTIC-SCF: Highways and roads; Public transit infrastructure; Disaster mitigation infrastructure; Connectivity and broadband; Innovation; Wastewater; Green energy; Drinking water; Solid waste management; Brownfield redevelopment; Local and regional airports; Short-line rail infrastructure; Short-sea shipping; Northern infrastructure (applies to Yukon, Nunavut and Northwest Territories only); Passenger ferries services infrastructure; Culture; Recreation; Tourism; and Civic assets and municipal buildings.</p>

3. The following are eligible recipients for the purposes of the PTIC-SCF: A municipal or regional government established by or under provincial or territorial statute; A provincial or territorial entity (e.g., a department, corporation or agency) that provides municipal-type infrastructure services to communities, as defined in provincial or territorial statute; A band council within the meaning of section 2 of the Indian Act; or a government or authority established pursuant to a Self-Government Agreement or a Comprehensive Land Claim Agreement between Her Majesty the Queen in right of Canada and an Aboriginal people of Canada, that has been approved, given effect and declared valid by federal legislation; A public sector body that is established by or under provincial or territorial statute or by regulation or is wholly owned by a province, territory, municipal or regional government which provides municipal-type infrastructure services to communities; and A private sector body, including for-profit organizations and not-for-profit organizations, whose application is supported by a municipal or regional government referred to above. Such support could take the form of a resolution from the municipal or regional government council.

Applicant must be located in Canada:	Yes
R&D Required:	No
Minimum revenue threshold:	No
Max. % of eligible costs:	33%
Private matching funds requirement:	No
Can the applicant apply to other funds:	Yes
Can the applicant submit more than one application:	No
Academic collaboration requirement:	No

Source:

www.thefundingportal.com

Fund Name

New Building Canada Fund, Provincial-Territorial Infrastructure Component

Funding Agency:

Infrastructure Canada

Fund Description:

The \$10-billion Provincial-Territorial Infrastructure Component (PTIC) provides funding to support infrastructure projects of national, regional and local significance that contribute to objectives related to economic growth, a clean environment and stronger communities. The National and Regional Projects (PTIC-NRP) component includes \$9 billion for projects that are nationally and regionally significant, and are predominantly medium- and large scale in nature.

Industry Sectors:

Community and Nonprofit

Max. Amount per Applicant:

\$0

Applicant Type:

Charity, Not for Profit and Government

Region:

National

Deadline:

Ongoing

Funding Type:

Grant

Fund's Objectives:

1. The PTIC is an allocation-based program that recognizes and supports the important role that provinces, territories, and municipalities play in helping to build Canada's public infrastructure. Through the \$9-billion PTIC-NRP, the Government of Canada will support medium to large scale infrastructure projects across 19 categories of investment that will encourage job creation, and economic growth. These infrastructure investments will allow people and goods to move more freely, increase the potential for innovation and economic development, improve the environment and support stronger, safer communities.

2. Eligible projects will be for the construction, renewal, rehabilitation or material enhancement of infrastructure for public use or benefit and must fall under one of the following categories: Highways and roads; Public transit infrastructure; Disaster mitigation infrastructure; Connectivity and broadband; Innovation; Wastewater; Green energy; Drinking water; Solid waste management; Brownfield redevelopment; Local and regional airports; Short-line rail infrastructure; Short-sea shipping; Northern infrastructure (applies to Yukon, Nunavut and Northwest Territories only); Passenger ferries services infrastructure; Culture; Recreation; Tourism; and Civic assets and municipal buildings.

Eligibility Criteria:	<p>1. A province or territory, or a municipal or regional government established by or under provincial or territorial statute. A band council within the meaning of section 2 of the Indian Act; or a government or authority established pursuant to a Self-Government Agreement or a Comprehensive Land Claim Agreement between Her Majesty the Queen in right of Canada and an Aboriginal people of Canada, that has been approved, given effect and declared valid by federal legislation.</p> <p>2. A public sector body that is established by or under provincial or territorial statute or by regulation or is wholly owned by a province, territory, municipal or regional government</p> <p>3. A public or not-for-profit institution that is directly or indirectly authorized, under the terms of provincial, territorial or federal statute, or Royal Charter, to deliver post-secondary courses or programs that lead to recognized and transferable post-secondary credentials, or a public or not-for-profit Aboriginal-controlled post-secondary institution. A private sector body, including for-profit organizations and not-for-profit organizations. In the case of for-profit organizations, they will need to be in partnership with one or more of the entities referred to above.</p>
Applicant must be located in Canada:	Yes
R&D Required:	No
Minimum revenue threshold:	No
Max. % of eligible costs:	33%
Private matching funds requirement:	No
Can the applicant apply to other funds:	Yes
Can the applicant submit more than one application:	No
Academic collaboration requirement:	No

Source:	www.thefundingportal.com
Fund Name	Gas Tax Fund
Funding Agency:	Infrastructure Canada
Fund Description:	Canada's Gas Tax Fund provides predictable, long-term, stable funding for Canadian municipalities to help them build and revitalize their local public infrastructure while creating jobs and long term prosperity.
Industry Sectors:	Community and Nonprofit, Operations
Max. Amount per Applicant:	\$0
Applicant Type:	Not for Profit and Government
Region:	National
Deadline:	Ongoing
Funding Type:	Grant
Fund's Objectives:	<p>1. Each year, the federal GTF assists municipalities by providing funding for local infrastructure projects.</p> <p>2. The federal GTF provides \$2 billion annually, and is legislated as a permanent source of federal infrastructure funding for municipalities.</p> <p>3. Funding is provided up front, twice-a-year, to provinces and territories, who in turn flow this funding to their municipalities to support local infrastructure priorities. Municipalities can pool, bank and borrow against this funding, providing significant financial flexibility.</p>
Eligibility Criteria:	1. Communities are able to use the federal GTF towards: public transit; wastewater infrastructure; drinking water; solid waste management; community energy systems; local roads and bridges; capacity building; highways; local and regional airports; short-line rail; short-sea shipping; disaster mitigation; broadband and connectivity; brownfield redevelopment; culture; tourism; sport; and recreation.
Applicant must be located in Canada:	Yes
R&D Required:	No
Minimum revenue threshold:	No
Private matching funds requirement:	No
Can the applicant apply to other funds:	Yes
Can the applicant submit more than one application:	No
Academic collaboration requirement:	No

Source:	www.thefundingportal.com
Fund Name	Social Infrastructure: Better Neighbourhoods for Our kids
Funding Agency:	Infrastructure Canada
Fund Description:	This program has not yet launched.
Industry Sectors:	Community and Nonprofit
Max. Amount per Applicant:	\$0
Applicant Type:	Charity, Not for Profit and Government
Region:	National
Deadline:	Not provided
Funding Type:	Grant
Fund's Objectives:	<p>1. Investing in Canada's communities is not only about creating good jobs and encouraging clean economic growth. It is also about building stronger, more inclusive communities and improving the quality of life of the middle class and those working hard to join it.</p> <p>2. Investments in social infrastructure will focus on affordable housing and homelessness prevention, early learning and child care, and cultural and recreational infrastructure. These investments will strengthen the middle class, improve socio-economic outcomes and foster economic growth by lifting more Canadians out of poverty.</p>
Eligibility Criteria:	Check back soon
Applicant must be located in Canada:	Yes
R&D Required:	No
Minimum revenue threshold:	No
Private matching funds requirement:	No
Can the applicant apply to other funds:	No
Can the applicant submit more than one application:	No
Academic collaboration requirement:	No

Source:	www.thefundingportal.com
Fund Name	Low Carbon Economy Leadership Fund
Funding Agency:	Environment and Climate Change Canada
Fund Description:	The Government of Canada's \$2 billion Low Carbon Economy Fund is an important part of the Pan-Canadian Framework on Clean Growth and Climate Change. It will support its implementation by leveraging investments in projects that will generate clean growth and reduce greenhouse gas emissions towards meeting or exceeding commitments under the Paris Agreement. The Low Carbon Economy Fund will provide funding over the next five years and will create jobs for Canadians for years to come. It will also deliver clean, sustained growth, support innovation, and reduce energy bills.
Industry Sectors:	Community and Nonprofit
Max. Amount per Applicant:	\$0
Applicant Type:	Not for Profit and Government
Region:	National
Deadline:	Ongoing
Funding Type:	Grant
Fund's Objectives:	1. Support the efforts of the provinces, territories, and municipalities in their missions to reduce emissions, innovate, save money, and create jobs and healthier communities.
Eligibility Criteria:	Check back soon
Applicant must be located in Canada:	Yes
R&D Required:	No
Minimum revenue threshold:	No
Private matching funds requirement:	Yes
Can the applicant apply to other funds:	Yes
Can the applicant submit more than one application:	No
Academic collaboration requirement:	No

Source:	www.thefundingportal.com
Fund Name	Canadian Industry Program for Energy Conservation (CIPEC)
Funding Agency:	Natural Resources Canada
Fund Description:	CIPEC and Natural Resources Canada can help your organization cut costs, improve energy efficiency and reduce industrial greenhouse gases.
Industry Sectors:	Academic and Research, Accommodation, Food Services and Tourism, Aerospace and Defence, Agriculture, Agri-Food and Farming, Arts, Culture and Community, Business and Financial Services, Cleantech, Community and Nonprofit, Operations, Construction, Energy, Healthcare and Life Sciences, IT and Digital, Manufacturing, Industrial, Trade, Mining and Natural Resources, Telecommunications and Broadcasting, Transportation and Warehousing
Max. Amount per Applicant:	\$25,000
Applicant Type:	Corporate, Small Business and Startup, Not for Profit and Government
Region:	National
Deadline:	Ongoing
Funding Type:	Grant
Fund's Objectives:	1. Cut costs.
	2. Improve energy efficiency.
	3. Reduce Industrial greenhouse gases.
Eligibility Criteria:	Check back soon
Applicant must be located in Canada:	Yes
R&D Required:	Yes
Minimum revenue threshold:	Yes
Private matching funds requirement:	Yes
Can the applicant apply to other funds:	Yes
Can the applicant submit more than one application:	Yes
How many times can a company apply?	
Academic collaboration requirement:	Yes

Source:	www.thefundingportal.com
Fund Name	Building Communities Through Arts and Heritage: Legacy Fund
Funding Agency:	Canadian Heritage
Fund Description:	Building Communities Through Arts and Heritage - Legacy Fund component provides funding for community-initiated capital projects, intended for community use. Recipients may receive up to 50 per cent of eligible project expenses up to a maximum of \$500, 000. Both grants and repayable contributions are provided under this fund.
Industry Sectors:	Arts, Culture and Community
Max. Amount per Applicant:	\$500,000
Applicant Type:	Charity, Not for Profit and Government
Region:	National
Deadline:	Ongoing
Funding Type:	Grant
Fund's Objectives:	1. Funding supports community-initiated capital projects that: commemorate a significant local historical event or pay tribute to a significant local historical personality; mark a 100th anniversary or greater, in increments of 25 years (e.g., 125th, 150th) or commemorate the 75th anniversary of locally significant events directly related to the Canadian participation in World War II; involve the restoration, renovation, or transformation of existing buildings or exterior spaces with local community significance that are intended for community use; and encourage arts and heritage activities in the local community that are intended for and accessible to the general public.
Eligibility Criteria:	1. Eligible organizations must have been in existence for at least two years and plan to continue operating after the project's completion. They include: local incorporated non-profit organizations; local band councils, tribal councils or other local Aboriginal government and organizations (First Nations, Inuit or Métis); and municipal administrations and their agencies, boards and commissions that demonstrate an active partnership with at least one community-based group for the purposes of the proposed project.
Applicant must be located in Canada:	Yes
R&D Required:	No
Minimum revenue threshold:	No

Max. % of eligible costs:	50%
Private matching funds requirement:	No
Can the applicant apply to other funds:	Yes
Can the applicant submit more than one application:	No
Academic collaboration requirement:	No

Source:	www.thefundingportal.com
Fund Name	Canada Summer Jobs
Funding Agency:	Service Canada
Fund Description:	Canada Summer Jobs provides funding to help employers create summer job opportunities for students. It is designed to focus on local priorities, while helping both students and their communities.
Industry Sectors:	Accommodation, Food Services and Tourism, Aerospace and Defence, Agriculture, Agri-Food and Farming, Arts, Culture and Community, Business and Financial Services, Cleantech, Community and Nonprofit, Construction, Energy, Healthcare and Life Sciences, IT and Digital, Manufacturing, Industrial, Trade, Mining and Natural Resources, Telecommunications and Broadcasting, Transportation and Warehousing
Max. Amount per Applicant:	\$300,000
Applicant Type:	Small Business and Startup, Not for Profit and Government
Region:	National
Deadline:	Ongoing
Funding Type:	Grant
Fund's Objectives:	<ol style="list-style-type: none"> 1. Provides work experiences for students. 2. Supports organizations, including those that provide important community services. 3. Recognizes that local circumstances, community needs and priorities vary widely.
Eligibility Criteria:	<ol style="list-style-type: none"> 1. Canada Summer Jobs provides funding to not-for-profit organizations, public-sector employers and small businesses with 50 or fewer employees to create summer job opportunities for young people aged 15 to 30 years who are full-time students intending to return to their studies in the next school year. 2. Not-for-profit employers are eligible to receive funding for up to 100% of the provincial or territorial minimum hourly wage. Public and private sector employers are eligible to receive funding for up to 50% of the provincial or territorial minimum hourly wage. Refer to your provincial or territorial legislation to confirm the minimum wage. 3. An employer may choose to pay more than the minimum wage; however, the percentage reimbursed will apply only to the applicable provincial or territorial minimum hourly wage. For example, if a private sector employer pays a student \$12.00 per hour in a province where the minimum hourly wage is \$10.50, the subsidy provided will be 50% of the minimum wage, i.e. \$5.25. The maximum contribution will normally be for a value no greater than \$300,000 per employer per province or territory, including Mandatory Employment Related Costs and overhead costs (if applicable).

What is the maximum number of employees?	50
What is the minimum number of employees?	1
Applicant must be located in Canada:	Yes
R&D Required:	No
Minimum revenue threshold:	No
Max. % of eligible costs:	100%
Private matching funds requirement:	No
Can the applicant apply to other funds:	Yes
Can the applicant submit more than one application:	No
Academic collaboration requirement:	No

Source:	www.thefundingportal.com
Fund Name	Enabling Accessibility Fund
Funding Agency:	Employment and Social Development Canada
Fund Description:	The Enabling Accessibility Fund is a federal Grants and Contributions program that supports capital costs of construction and renovations related to improving physical accessibility and safety for people with disabilities in Canadian communities and workplaces.
Industry Sectors:	Community and Nonprofit
Max. Amount per Applicant:	\$50,000
Applicant Type:	Small Business and Startup, Not for Profit and Government
Region:	National
Deadline:	7/26/2017
Funding Type:	Grant
Fund's Objectives:	<p>1. The EAF works with organizations to improve physical accessibility and safety for people with disabilities by supporting the capital costs of renovation, construction and/or retrofit activities in workplaces and communities across Canada.</p> <p>2. The program includes the following two funding streams: The Workplace Accessibility Stream The Workplace Accessibility Stream provides funding to eligible recipients for projects that improve accessibility in workplaces across Canada. Projects may include: renovating, retrofitting or constructing workplaces in which job opportunities for people with disabilities could be created or maintained; retrofitting motor vehicles for work use; and providing information and communications technologies for work use.</p> <p>3. The Community Accessibility Stream The Community Accessibility Stream provides funding to eligible recipients for projects that improve accessibility in communities across Canada. Projects may include: renovating, retrofitting or constructing community facilities where programs and/or services are or will be offered to people with disabilities; retrofitting motor vehicles used as community-based transportation; and, providing information and communications technologies for community use</p>
Eligibility Criteria:	1. Eligible recipients under the Enabling Accessibility Fund include: Not-for-profit organizations; For profit organizations; Municipalities; Aboriginal organizations (including band councils, tribal councils and self-government entities); and, Territorial governments.

	2. Small businesses that apply for funding must be the same organization where the project activities will take place and where job opportunities will be created and/or maintained. Small businesses that rent or lease facilities or office spaces to other small businesses in which job opportunities could be created for people with disabilities are not eligible for funding under this CFP.
	3. To be considered eligible for funding, projects must be directly related to maintaining or creating job opportunities for people with disabilities.
What is the maximum number of employees?	99
Applicant must be located in Canada:	Yes
R&D Required:	No
Minimum revenue threshold:	No
Private matching funds requirement:	No
Can the applicant apply to other funds:	No
Can the applicant submit more than one application:	No
Academic collaboration requirement:	No

Source:

<http://www2.gov.bc.ca/gov/content/sports-culture/gambling-fundraising/gaming-grants/capital-project-grants>

Fund Name	Capital Project Grants
Funding Agency:	BC Gaming Commission, Government of BC
Overview	The Community Gaming Grants program distributes \$5 million per year to capital projects with a total cost of more than \$20,000 undertaken by eligible not-for-profit organizations. Detailed eligibility criteria will be released in the summer of 2017.
Organization Eligibility	Not-for-profit organizations providing programs or services of direct benefit to the broader community.
Project	Viable capital projects that are primarily for community benefit and are accessible to the public will be considered in three categories:
Eligibility	Facilities: construction, renovation or maintenance of facilities. Community infrastructure: public amenities such as docks, parks or playgrounds. Acquisitions: the purchase of fixed capital assets for long-term use, including vehicles.
Financial Eligibility	Applicants must have matching funds.
Grant Amount	Up to \$250,000 per project, for up to 50 per cent of total project costs. A maximum of one Capital Project Grant will be awarded per project. Successful applicants are ineligible to re-apply for additional funding for the same project in subsequent years.
Application	One application per organization per year. An organization may apply for both a Capital Project Grant and a Community Gaming Grant/PAC & DPAC Grant in the same year.
Application Period	Apply from Aug 1 to Sept 30 Final notification*: Dec 31 *Final notification date is the latest date that applicants will be notified about the result of their application.
Processing Fee	None
Processing Time	Applicants will be notified by the appropriate final notification date (see above).

Source:

<http://www2.gov.bc.ca/gov/content/transportation/funding-engagement-permits/funding-grants/cycling-infrastructure-funding>

Fund Name

Cycle infrastructure Funding

Funding Agency:

BC Transportation

To encourage healthy living and to help address climate change, we're cost-sharing cycling infrastructure projects with local government through our BikeBC program.

BikeBC applications are evaluated on how they improve safety for cyclists. The following lists the order, from most preferable to least preferable, of the infrastructure types that BikeBC typically funds.

Separated bike paths

Cyclist/pedestrian bridges and overpasses

Buffered bike lanes (for example, those that can be separated by barriers such as parked vehicles or painted medians with increased width)

Bike lanes

Shoulder bikeways

Shared roadways

Funded projects promote cycling to work, school or errands. Cycling infrastructure improves safety and reduces traffic congestion and greenhouse gas (GHG) emissions.

Cycling infrastructure projects can also generate tourism-related traffic based on their proximity to amenities and points of interest for tourists, and through linkages to other communities.

BikeBC

The Province funds infrastructure which forms part of a bicycle network plan prepared and adopted by a municipality or regional district through BikeBC.

BikeBC will provide the lesser of the granted amount or 50% of the actual eligible cost of a project. If a third party, including another Provincial agency, is contributing to a project, that contribution must be deducted from the project's total eligible cost and the BikeBC share calculated on the balance.

Source:	http://squamishfoundation.com/pages/funds.php
Fund Name	See sample below
Funding Agency:	Squamish Community Foundation

Current Funds that may be relevant include:

Ray Peters Recreation and Sports Endowment Fund

This fund was established in 2006 in memory of Ray Peters, community member and resident of Squamish for many years, whose dedication to the establishment of a trail network throughout the community of Squamish for all its residents is revered. Funds generated support the further development and maintenance of this trail network as well as support the sponsorship of a scholarship for a student of the Don Ross Secondary School's Outdoor Leadership Program, another program that Ray supported.

Children, Youth and Families Endowment Fund

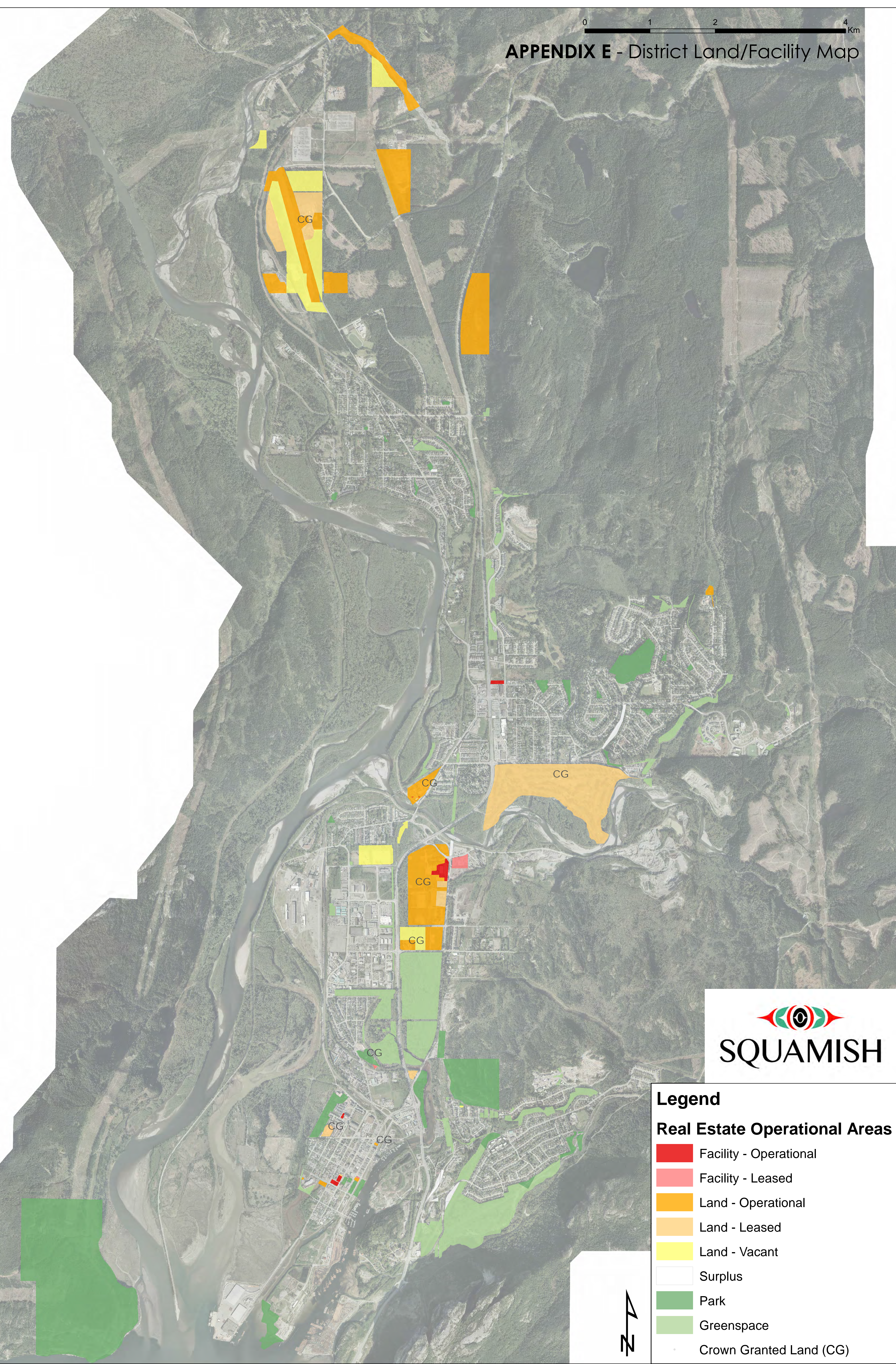
This fund was established in 2009 by the Howe Sound Senior Secondary Dry Grad Committee, with the proceeds going to support programs, projects, and services dedicated to youth in the community. Added to this fund was the Grimace Fund which was also dedicated to youth.

Arts, Culture & Heritage Endowment Fund

In October, 2010 a donation was received from Wild at Art to establish this fund.

Source:	http://www.whistlerblackcombfoundation.com/index.html
Funding Agency:	Whistler Blackcomb Foundation
Vision	the Whistler Blackcomb Foundation has raised over \$11 million for Registered Sea to Sky Charities making it the largest fundraising organization in the area. Our mandate is to support larger, more everlasting community projects within the Sea to Sky Corridor, as well as to build a stronger relationship with residents of the community. The Whistler Blackcomb Foundation is dedicated to providing financial support to organizations whose activities provide benefit to residents of the Sea to Sky Corridor in the areas of health, human services, education, recreation, arts & culture and the environment with a special emphasis placed on youth and family programs.
Objective:	The Whistler Blackcomb Foundation is dedicated to the financial support of registered non-profit organizations who are qualified donees under the Canada Income Tax Act, whose activities will provide benefit to the residents of the Sea to Sky Corridor. Support from the Whistler Blackcomb Foundation is given in the form of dollar (\$) grants. We do not provide funding for operational costs or salaries. The Foundation typically supports programs in the areas of health, human services, education, recreation, the arts, culture and the environment, with an emphasis on children, youth and family programs.
Dates:	The Whistler Blackcomb Foundation accepts funding applications twice per year. The funding deadlines are October 1 and April 1 annually

APPENDIX E - District Land/Facility Map



SQUAMISH

Legend

Real Estate Operational Areas

- Facility - Operational
- Facility - Leased
- Land - Operational
- Land - Leased
- Land - Vacant
- Surplus
- Park
- Greenspace
- Crown Granted Land (CG)

APPENDIX F - FACILITY INVENTORY

NAME / FACILITY	LOCATION	OWNERSHIP	OWNERSHIP TYPE	USE	DESCRIPTION	ZONING	YEAR BUILT	TOTAL BLD AREA (FT ²)	TOTAL BDL LAND AREA (AC)	TOTAL BLD LAND AREA (ha)	OCCUPANCY
Adventure Centre	38551 Loggers Lane	Owned	Fee Simple	Socio-cultural	Offices, kiosks, café	CD-29	2005	9,000	1.38	0.56	95%
Brennan Park Aquatic Centre	1009 Centennial Way	Owned	Free Crown Grant	Recreation	Recreation	P-3	1992	40,000	1.42	0.57	100%
Brennan Park Recreation Centre & Rink	1009 Centennial Way	Owned	Free Crown Grant	Recreation	Recreation	P-3	1978	40,000	5.20	2.10	100%
Brennan Park Concession / Parks Office	1009 Centennial Way	Owned	Free Crown Grant	Recreation	Concession	P-3	1973	2,000	0.10	0.04	0%
Cleveland Ave. Restaurant	37996 Cleveland Avenue	Owned	Fee Simple	Other	Copper Coil Restaurant	C-4	1900	1,200	0	0.04	1.00
Dog Pound	39903 Government Road	Owned	Fee Simple	Other	Dog pound	P-2	1975	1,663	0	0.69	1.00
Fire Hall #2- Tantalus	40439 Tantalus Road	Owned	Fee Simple	Safety	Firehall/Lounge	P-2	1978	15,203	1	0.47	1.00
Fire Hall #1- Alex Munro	37890 Clarke Drive	Owned	Fee Simple	Safety	Firehall/Lounge	P-2	1999	4,700	2	0.90	1.00
Forestry Building	42000 Loggers Lane	Owned	Fee Simple	Other	Office	P-2	1991	19,300	1	0.58	1.00
Homeless Shelter / Drop-in Centre	37930 Third Avenue	Owned	Fee Simple	Socio-cultural	Shelter	P-2	1965	1,713	0	0.52	1.00
Junction Park Building	37950 Cleveland Avenue	Owned	Fee Simple	Socio-cultural	Office	C-4	1980	1,145	2	0.61	1.00
Public Library	37907 Second Avenue	Owned	Fee Simple	Civic	Library	P-2	1997	12,675	1	0.26	1.00
Municipal Hall	37955 Second Avenue (Main/IT/Eng)	Owned	Fee Simple	Civic	Office	P-2	1976/2016	19,767	1	0.30	1.00
Public Works - Maintenance	39909 Government Road	Owned	Free Crown Grant	Utility Services	Office	P-2	1970	6,000	0	0.19	1.00
Public Works - Office	39909 Government Road	Owned	Free Crown Grant	Utility Services	Operations Yard	P-2	1973	3,400	0	0.10	1.00
RCMP Building	1000 Finch Drive	Owned	Free Crown Grant	Safety	Police Station	P-2	2006	22,247	4	1.50	1.00
The 55	1210 Village Green Way	Owned	Air Space Parcel	Socio-cultural	Multi-purpose room	CD-2	2009	10,000	0	0.09	1.00
Youth Centre	1135 Carson Place	Owned	Free Crown Grant	Socio-cultural	Recreation	P-2	1965	4,831	4	1.74	1.00
Downtown Community Policing Station (Telus building)	38080 Cleveland Ave.	Leased	Leased	Safety	Police Station	C-4	NA	1,064	0.14	0.14	100%

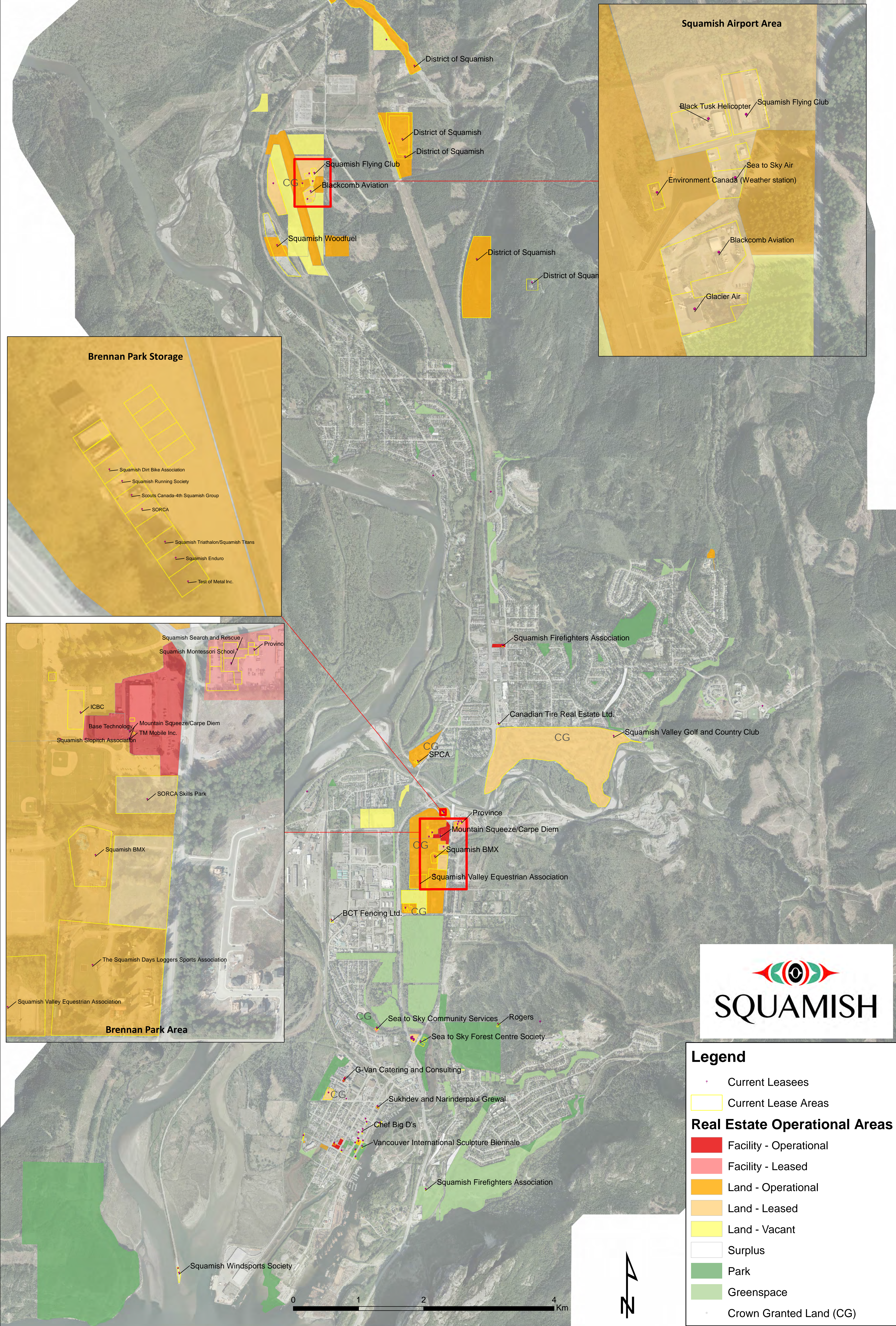
APPENDIX G - DISTRICT LAND INVENTORY

NAME / FACILITY	ASSET SUBCATEGORY	OWNERSHIP	OWNERSHIP TYPE	CATEGORY	USE	CATEGORY	ZONING	LAND AREA (ac)
LAND								
Adventure Centre Parking Lot	Operational Properties	Owned	Fee Simple	Economic Development	Tourism, Parking	Owned/Operated/Leased Out	C-3	1.50
Airport - Airside Developed Area	Operational Properties	Owned	Sponsored Crown Grant	Economic Development	Aviation	Owned /Leased out	RE	17.60
Airport - Future Expansion	Operational Properties	Owned	Sponsored Crown Grant	Economic Development	Vacant	Vacant - Future	RE	59.50
Airport - Groundside Developed Area	Operational Properties	Owned	Sponsored Crown Grant	Economic Development	Parking	Owned Operated	RE	3.10
Airport - West	Operational Properties	Owned	Sponsored Crown Grant	Economic Development	Waste Management	Owned Leased Out	I-5/RE	14.20
Airport - Runway System	Operational Properties	Owned	Sponsored Crown Grant	Transportation	Aviation	Owned Operated	RE	55.80
Alice Lake Quarry	Operational Properties	Leased	Province	Safety	Gravel Reserve	Provincial Lease	P-3	30.60
Alice Ridge Communications Site	Operational Properties	Leased	Province	Utility services	Telecommunications	Provincial Lease	RE	14.50
Junction Park Parking Lot	Operational Properties	Owned	Fee Simple	Socio-cultural	Parking Lot/Events	Owned Operated/Licensed Out	C-4	0.37
Brennan Park - Lease/License Areas	Operational Properties	Owned	Sponsored Crown Grant	Recreation	Recreation, Events	Owned Leased Out	P-3	17.78
Brennan Park - Fields	Operational Properties	Owned	Sponsored Crown Grant	Recreation	Field Uses	Owned Operated	P-3	43.50
Brennan Park - Trespass	Operational Properties	Owned	Sponsored Crown Grant	Recreation	Field Uses, Nursery	District Trespass	P-3	3.80
Brennan Park - Campground	Operational Properties	Owned	Sponsored Crown Grant	Socio-cultural	Tourism	Owned Operated	P-3	1.88
Brennan Park - Future	Operational Properties	Owned	Sponsored Crown Grant	Recreation	Vacant	Vacant - Future	P-3	11.61
Brennan Park - Other Leased	Operational Properties	Owned	Sponsored Crown Grant	Utility services	Telecommunications	Owned Leased Out	P-3	0.00
Brennan Park - Storage Containers	Operational Properties	Owned	Sponsored Crown Grant	Recreation	Storage	Owned Leased Out	P-3	1.03
Brennan Park - Tennis Courts	Operational Properties	Owned	Sponsored Crown Grant	Recreation	Tennis	Owned Operated	P-3	1.42
Business Park - Lot 38	Operational Properties	Owned	Fee Simple	Economic Development	Vacant	Vacant - Future	RS-2	4.20
Business Park - Lot 39	Operational Properties	Owned	Fee Simple	Economic Development	Vacant	Vacant - Future	I-1	11.80
Castle Rock	Operational Properties	Owned	Sponsored Crown Grant	Socio-cultural	Affordable Housing	Owned Leased Out	CD-2	2.40
Cheekye Fan - Squamish River	Operational Properties	Owned	Fee Simple	Future	Vacant	Vacant - Future	RE	4.40
Cheekye River - Gravel Extraction	Operational Properties	Leased	Province	Safety	Gravel Reserve	Provincial Licence	RE	24.50
Cleveland Ave. Parking Lot	Operational Properties	Owned	Sponsored Crown Grant	Transportation, Economic Developemnt	Parking Lot	Owned Operated	C-4	0.21
Landfill, Buffer and Road	Operational Properties	Leased	Province	Utility Services	Landfill	Owned Operated	RE	25.00
Lot 3 - Cheekye River	Operational Properties	Owned	Fee Simple	Future	Vacant	Vacant - Future	RE	10.90
Lot 3- Loggers Lane Waterlot (ROW)	Operational Properties	Leased	ROW	Recreation	Water access	ROW	I-3	2.20
Lot 69 - Institutional	Operational Properties	Leased	Province	Safety	Gravel Extraction	Provincial Lease	I-5	7.81
Lot 69 - Commercial	Operational Properties	Leased	Province	Revenue	Firewood	Provincial Lease	I-6	1.00
Smoke Bluffs - Remainder Lot C	Operational Properties	Owned	Fee Simple	Recreation	Vacant	Vacant	RS-1	0.14
Smoke Bluffs Tower Site	Operational Properties	Owned	Fee Simple	Utility services	Telecommunications	Owned Leased Out	RE	1.60
Squamish Cemetery	Operational Properties	Owned	Sponsored Crown Grant	Socio-cultural	Cemetery	Owned Operated	RE	11.79
Squamish Valley Golf Club	Operational Properties	Owned	Sponsored Crown Grant	Recreation	Golf Course	Owned Leased Out	P-3	143.57
The Spit	Operational Properties	Leased	Province	Recreation	Windsports Access	Province Licence, Leased Out	RE	2.00
Third Ave. - Aqua	Operational Properties	Owned	Fee Simple	Socio-cultural	Affordable Housing	Vacant	CD-34	0.80
Valley Dr.	Operational Properties	Owned	Fee Simple	Future	Vacant	Vacant	P-2	4.42
Valleycliffe Gateway	Operational Properties	Owned	Fee Simple	Future	Vacant	Vacant	RM-2	1.80
SPCA Lease Area	Operational Properties	Owned	Fee Simple	Socio-cultural	Animal Shelter	Owned Leased Out	P-2	0.05
Operational Properties								538.77
PARKS								
Xwu'nekw Park - Loggers Lane	Parks	Owned	Sponsored Crown Grant	Recreation	Park		P-3	2.00
Slashiter Cove Skatepark	Parks	Owned	Road	Recreation	Skatebowl		UH-1	0.02
Tiampo Park	Parks	Owned	Fee Simple	Park	Nature Reserve		RE	339.19
Jacks Trail Park	Parks	Owned	Dedicated Parkland	Park	Trail access		P-3	2.45
John Hunter Park	Parks	Owned	Fee Simple	Park	Trail Access, Green Space		P-3, RS-1	5.21

NAME / FACILITY	ASSET SUBCATEGORY	OWNERSHIP	OWNERSHIP TYPE	CATEGORY	USE	CATEGORY	ZONING	LAND AREA (ac)
Northridge Park	Parks	Owned	Dedicated Parkland	Park	Trail Access, Green Space		RS-1	0.20
Junction Park	Parks	Owned	Fee Simple	Park	Improved Park Space		P-3	1.66
Edgewater Park	Parks	Owned	Dedicated Parkland	Park	Improved Park Space		P-3	0.75
McNaughton Park	Parks	Owned	Dedicated Parkland	Park	Improved Park Space		P-3	3.12
Rose Park	Parks	Owned	Fee Simple	Park	Improved Park Space		P-3, C-3	7.47
Smoke Bluff Park	Parks	Owned	Fee Simple	Park	Improved Park Space		P-3	54.78
Squamish Skateboard Park/ Carson Place Park	Parks	Owned	Fee Simple	Park	Improved Park Space		P-2	3.99
Kingswood Park	Parks	Owned	Fee Simple	Park	Trail Access		P-3	2.53
Boulevard Park	Parks	Owned	Dedicated Parkland	Park	Improved Park Space		P-3	0.68
Merrill Park	Parks	Owned	Dedicated Parkland	Park	Hiking Trails, Mountian Biking		P-3	26.14
Jura Park	Parks	Owned	Dedicated Parkland	Park	Improved Park Space		P-3	1.11
Braken/Brown Memorial Park	Parks	Owned	Fee Simple	Park	Greenspace		P-3	0.25
Coho Park	Parks	Owned	Dedicated Parkland	Park	Walking Trails, Hiking Trails, Mountian Biking		P-3	2.81
Willow Park	Parks	Owned	Dedicated Parkland	Park	Improved Park Space		RM-3	0.57
Pat Goode Park	Parks	Owned	Dedicated Parkland	Park	Improved Park Space		P-3	2.67
Porcupine Park	Parks	Owned	Dedicated Parkland	Park	Improved Park Space		P-3	0.66
Braemar Park	Parks	Owned	Dedicated Parkland	Park	Improved Park Space		P-3	0.33
Eagle Run Park	Parks	Owned	Dedicated Parkland	Park	Improved Park Space		P-3	0.77
Glacier View Park	Parks	Owned	Dedicated Parkland	Park	Dog Park		RS-1	0.57
Hop Creek	Parks	Owned	Dedicated Parkland	Park	Drainage, Trail		P-3	2.99
Bill's Place Park	Parks	Owned	Dedicated Parkland	Park	Trail Access?		P-3	0.71
Eaglewind Park	Parks	Owned	Fee Simple	Park	Improved Park Space		CD-2	11.23
Fishermans Park	Parks	Owned	Fee Simple	Park	Water access		P-3	0.88
Arrowhead Park	Parks	Leased	Fee Simple	Park	Improved Playground		P-3	0.60
McDonald Place Park	Parks	Owned	Dedicated Parkland	Park	Improved Playground		RS-1	0.65
Cottonwood Park	Parks	Owned	Fee Simple	Park	Improved Playground		RS-2	0.33
Nexen Beach	Parks	Owned	Dedicated Parkland	Park	Beach, Boating, Walking Trails		CD-69	13.73
Stan Clarke Park	Parks	Owned	Fee Simple	Park	Improved Park Space		P-3	1.10
Smoke Bluffs Parking	Parks	Owned	Fee Simple	Park	Parking lot		P-3	4.43
Parks								496.57
GREENSPACES								
Thunderbird Ridge Water Tower	Greenspaces	Owned	Dedicated Parkland	Greenspace/Utility	Water Tower			1.67
Stawamus River	Greenspaces	Owned	Dedicated Parkland	Greenspace	Trail access, dyking			1.82
Westway Area	Greenspaces	Owned	Dedicated Parkland	Greenspace	Watercoruse,Trail Access, Green Space			12.42
Dryden Road - North Side	Greenspaces	Owned	Dedicated Parkland	Greenspace	Greenspace/Riparian			0.46
Mashiter Ravine	Greenspaces	Owned	Dedicated Parkland	Greenspace	Greenspace/Riparian			12.74
Lumber Jack Trail	Greenspaces	Owned	Dedicated Parkland	Greenspace	Trail Access			0.35
Mashiter Trail	Greenspaces	Owned	Dedicated Parkland	Greenspace	Greenspace/Riparian			0.94
Depot Rd.	Greenspaces	Owned	Dedicated Parkland	Greenspace	Future trail			1.05
Aristotle Drainage	Greenspaces	Owned	Dedicated Parkland	Greenspace	Greenspace/Riparian			0.47
Rollercoaster	Greenspaces	Owned	Dedicated Parkland	Greenspace	Trail Access, Drainage, Greenspace			1.54
Thunderbird Ridge	Greenspaces	Owned	Dedicated Parkland	Greenspace	Future trail			0.15
Amblepath	Greenspaces	Owned	Dedicated Parkland	Greenspace	Trail Access			2.73
Tantalus Rd. /Dowad Dr. Drainage	Greenspaces	Owned	Dedicated Parkland	Greenspace	Drainage			1.70
Quest University	Greenspaces	Owned	Dedicated Parkland	Greenspace	Drainage			0.70
Dryden Road - South Side	Greenspaces	Owned	Dedicated Parkland	Greenspace	Drainage			3.56
University Heights Bench Trail	Greenspaces	Owned	Dedicated Parkland	Greenspace	Trail Access			1.61

NAME / FACILITY	ASSET SUBCATEGORY	OWNERSHIP	OWNERSHIP TYPE	CATEGORY	USE	CATEGORY	ZONING	LAND AREA (ac)
Mamquam River Dyke Trails	Greenspaces	Owned	Dedicated Parkland	Greenspace	Walking Trails			3.16
Crumpit Woods	Greenspaces	Owned	Dedicated Parkland	Greenspace	Drainage			1.06
Cleveland Gateway	Greenspaces	Owned	Developed Park	Greenspace	Picnic Table , Landscaping, gateway			0.25
Tantalus Road	Greenspaces	Owned	Fee Simple	Greenspace	Laneway			1.66
Tantalus Road - Drainage	Greenspaces	Owned	Fee Simple	Greenspace	Drainage			5.51
Tantalus Road	Greenspaces	Owned	Fee Simple	Greenspace	Drainage/Habitat Compensation BC Hydro Trail			4.03
Pioneer Way Pump Station	Greenspaces	Owned	Fee Simple	Greenspace	Pump Station			0.23
Commercial Place - Drainage	Greenspaces	Owned	Fee Simple	Greenspace	Drainage			1.59
Discovery Way - Drainage	Greenspaces	Owned	Fee Simple	Greenspace	Drainage			0.68
Discovery Trail	Greenspaces	Owned	Fee Simple	Greenspace	Trail			2.75
Loggers Lane Greenspace	Greenspaces	Owned	Fee Simple	Greenspace	Trails, Wetlands, Drainage, Wildlife, Greenspace			84.32
Dentville Drainage - Magee	Greenspaces	Owned	Fee Simple	Greenspace	Drainage, Buffer, Greenspace			9.91
Dentville Drainage	Greenspaces	Owned	Fee Simple	Greenspace	Trail, Drainage, Greenspace, Wildlife			9.86
Discovery Trail	Greenspaces	Owned	Fee Simple	Greenspace	Trail			0.74
TLC Lands	Greenspaces	Owned	Fee Simple	Greenspace	Drainage, Wildlife, Greenspace			17.45
Downtown Pump Station	Greenspaces	Owned	Fee Simple	Greenspace	Pump Station			0.09
Estuary Dyke Trail	Greenspaces	Owned	Fee Simple	Greenspace	Trail, Dyke, Drainage			2.28
Plateau Access -North	Greenspaces	Owned	Fee Simple	Greenspace	Trail			0.23
Emergency Road	Greenspaces	Owned	Fee Simple	Greenspace	Emergency Road, Trail			2.50
Hunter Property	Greenspaces	Owned	Fee Simple	Greenspace	Trails, Greenspace			4.48
Time Tunnel	Greenspaces	Owned	Fee Simple	Greenspace	Trails, Greenspace			1.16
Stawamus Floodplain	Greenspaces	Owned	Fee Simple	Greenspace	Trails, DOS Building, Stawamus Floodplain			87.93
Valleycliffe North Corridor	Greenspaces	Owned	Fee Simple	Greenspace	Greenspace			8.47
Valley Drive Greenspace	Greenspaces	Owned	Fee Simple	Greenspace	Greenspace			7.91
Ravens Wood Greenspace	Greenspaces	Owned	Fee Simple	Greenspace	Drainage, Greenspace			9.73
Smoke Bluffs Park Addendum	Greenspaces	Owned	Fee Simple	Greenspace	Climbing trails			0.20
Mamquam Blind Channel East	Greenspaces	Owned	Fee Simple	Greenspace	Access to water			0.17
	Greenspaces							312.28
SURPLUS LAND								
Behrner Road	Surplus land	Owned	Fee Simple	Vacant/Not in use				0.51
Centennial Way	Surplus land	Owned	Fee Simple	Vacant/Not in use				1.15
Thunderbird South	Surplus land	Owned	Fee Simple	Vacant/Not in use				0.12
Thunderbird Mid	Surplus land	Owned	Fee Simple	Vacant/Not in use				0.02
Thunderbird North	Surplus land	Owned	Fee Simple	Vacant/Not in use				0.20
Near Easter Seals Camp	Surplus land	Owned	Fee Simple	Vacant/Not in use				0.13
Hwy 99 Harris/Diamond Rd	Surplus land	Owned	Fee Simple					0.19
Perth Dr.	Surplus land	Owned	Fee Simple	Vacant/Not in use				0.13
Rhum and Elgg	Surplus land	Owned	Fee Simple	Vacant/Not in use				0.01
Adjacent to McDonald Park	Surplus land	Owned	Fee Simple					0.48
Next to golf Course	Surplus land	Owned	Fee Simple	Vacant/Not in use				1.16
Valley Dr - School Board Trespass	Surplus land	Owned	Fee Simple					0.81
Glacier View (Adjacent to #1074)	Surplus land	Owned	Fee Simple	Vacant/Not in use				0.02
Highlands Way South	Surplus land	Owned	Fee Simple					0.71
	Surplus land							5.64

APPENDIX H - District Tenant Inventory Map



APPENDIX I - DISTRICT TENANT INVENTORY - Land

LOCATION	TENURE HOLDER (TENANT)	USE	OWNER	TENANT TYPE	AGREEMENT	LAND AREA (AC)	REVENUE	DOS SUBSIDY/GRANT	NET ANNUAL FEE	EXPIRY YEAR
Adventure Centre Parking Lot	Sea to Sky Forest Centre Society	future museum	DOS	Non-profit	Licence	0.70	\$1	\$0	\$1	2017
Adventure Centre Parking Lot	Sea to Sky Adventure Company	storage	DOS	Commercial	Licence	0.01	\$661	\$0	\$661	2017
Adventure Centre Parking Lot	Rope Runner Inc	recreation	DOS	Commerical	Licence	0.20	\$16,199	\$0	\$16,199	2022
Subtotal						0.91	\$16,861	\$0	\$16,861	
Airport-Airside Developed Area	Black Tusk Helicopter	aviation	DOS	Commercial	Lease	1.00	\$8,635	\$0	\$8,635	2016
Airport-Airside Developed Area	Blackcomb Aviation	aviation	DOS	Commercial	Lease	1.60	\$11,336	\$0	\$11,336	2016
Airport-Airside Developed Area	Environment Canada (Weather station)	aviation	DOS	Government	Lease	0.10	\$2,400	\$0	\$2,400	2025
Airport-Airside Developed Area	Glacier Air	aviation	DOS	Commercial	Lease	1.00	\$6,897	\$0	\$6,897	2016
Airport-Airside Developed Area	Sea to Sky Air	aviation	DOS	Commercial	Lease	0.20	\$1,094	\$0	\$1,094	2016
Airport-Airside Developed Area	Squamish Flying Club	aviation	DOS	Non-profit	Lease	0.12	\$5,505	\$0	\$5,505	2016
Airport-West	Squamish Woodwaste	waste management	DOS	Commercial	Lease	14.20	\$4,190	\$0	\$4,190	2021
Subtotal						18.22	\$40,057	\$0	\$40,057	
Brennan Park - Lease/Licence Areas	SORCA Skills Park	recreation	DOS	Non-profit	Licence	1.50	\$1	\$500	-\$499	2018
Brennan Park - Lease/Licence Areas	Squamish BMX	recreation	DOS	Non-profit	Licence	1.20	\$1	\$1,500	-\$1,499	2017
Brennan Park - Lease/Licence Areas	Squamish Slopitch Association	storage	DOS	Non-profit	Licence	0.01	\$1	\$0	\$1	2019
Brennan Park - Lease/Licence Areas	Squamish Valley Equestrian Association	recreation	DOS	Non-profit	Lease	5.20	\$400	\$0	\$400	2017
Brennan Park - Lease/Licence Areas	The Squamish Days Loggers Sports Association	event	DOS	Non-profit	Lease	8.40	\$400	\$0	\$400	2018
Subtotal						16.31	\$803	\$2,000	-\$1,197	
Brennan Park-Fields	ICBC	parking lot	DOS	Government	Licence	0.30	\$1	\$0	\$1	2017
Subtotal						0.30	\$1	\$0	\$1	
Brennan Park-Tennis Courts/Storage Containers	Scouts Canada-4th Squamish Group	storage	DOS	Non-profit	Licence	0.01	\$1	\$0	\$1	2017
Brennan Park-Tennis Courts/Storage Containers	SORCA	storage	DOS	Non-profit	Licence	0.01	\$1	\$0	\$1	2017
Brennan Park-Tennis Courts/Storage Containers	Squamish Dirt Bik Association	storage	DOS	Non-profit	Licence	0.01	\$1	\$0	\$1	2018
Brennan Park-Tennis Courts/Storage Containers	Squamish Enduro	storage	DOS	Non-profit	Licence	0.01	\$1	\$0	\$1	2017
Brennan Park-Tennis Courts/Storage Containers	Squamish Running Society	storage	DOS	Non-profit	Licence	0.01	\$1	\$0	\$1	2018
Brennan Park-Tennis Courts/Storage Containers	Squamish Triathlon/Squamish Titans	storage	DOS	Non-profit	Licence	0.01	\$1	\$0	\$1	2017
Brennan Park-Tennis Courts/Storage Containers	Test of Metal Inc.	storage	DOS	Non-profit	Licence	0.01	\$1	\$0	\$1	2017
Subtotal						0.07	\$7	\$0	\$7	
Castle Rock	Sea to Sky Community Housing	co-op housing	DOS	Non-profit	Lease	2.40	\$1	\$0	\$1	2051
Cheekeye River - Gravel Extraction	District of Squamish	gravel reserve	Province	Government	Licence	24.41	\$0	\$1	-\$1	2026
Junction Park Parking Lot	Farmers Market	parking lot,event	DOS	Non-profit	Licence	0.40	\$1	\$0	\$1	2018

Landfill Buffer and Road	District of Squamish	landfill buffer	Province	Government	Lease	10.55	\$0	\$1	-\$1	2044
Landfill, Buffer and Road	District of Squamish	landfill	Province	Government	Lease	14.40	\$0	\$1	-\$1	2020
Subtotal						52.16	\$2	\$3	-\$1	
Alice Lake Quarry	District of Squamish	gravel reserve	Province	Government	Licence	30.60	\$0	\$1	-\$1	2019
Alice Ridge Communications Site	District of Squamish	tower site	Province	Government	Licence	14.50	\$0	\$1	-\$1	2038
Lot 3 - Loggers Lane Waterlot (ROW)	District of Squamish	park/water access	Private	Commercial	ROW	2.00	\$0	\$1	-\$1	No expiry
Lot 3 - Cheekye River	Vacant	vacant	DOS	Vacant	Vacant	10.90	\$0	\$0	\$0	
Lot 69 - Commercial	Squamish Woodfuel	firewood production	DOS	Commercial	Sublicence	2.00	\$7,200	\$0	\$7,200	mth-mth
Lot 69 - Institutional	District of Squamish	log sort	Province	Government	Lease	7.81	\$0	\$1	-\$1	2022
Lot 69 - Commercial	District of Squamish		Province	Government	Lease	1.00	\$0	\$1,088	-\$1,088	2022
Mireau Sea Dike	District of Squamish	dike	Province	Government	Licence	0.25	\$0	\$1	-\$1	2021
Rotary Clock Tower	District of Squamish	clock	Private	Government	Licence	0.00	\$0	\$1	-\$1	2019
Smoke Bluffs Tower Site	Rogers	tower site	DOS	Commercial	Licence	1.60	\$1,200	\$0	\$1,200	2007
SPCA Lease Area	SPCA	office	DOS	Non-profit	Licence	0.10	\$1	\$0	\$1	2017
Squamish Valley Golf Club	Squamish Valley Golf and Country Club	golf course	DOS	Non-profit	Lease	144.00	\$27,013	\$0	\$27,013	2029
The Spit	District of Squamish	recreation	Province	Government	Licence	2.00	\$0	\$1	-\$1	2040
The Spit	Squamish Windsurfing Society	recreation	DOS	Non-profit	Sublicence	2.00	\$1	\$0	\$1	2018
Valley Drive	SORCA	recreation	DOS	Non-profit	Licence	2.00	\$1	\$0	\$1	2021
Xwu'nekw Park-Loggers Lane	Squamish Paddling Club	storage	DOS	Non-profit	Licence	0.03	\$1	\$0	\$1	2020
Xwu'nekw Park-Loggers Lane	Vancouver International Sculpture Biennale	art display	DOS	Non-profit	Licence	0.40	\$1	\$0	\$1	mth-mth
Subtotal						221.19	\$35,418	\$1,095	\$34,323	
LAND TOTAL						309.16	\$93,149	-\$3,098	\$90,051	

APPENDIX I - DISTRICT TENANT INVENTORY - Buildings

FACILITY	TENURE HOLDER (TENANT)	OWNER	TENANT TYPE	AGREEMENT TYPE	BUILDING AREA (FT ²)	REVENUE	DISTRICT SUBSIDY/GRANT	NET REVENUE	ANNUAL RENT PAID BY DOS
Adventure Centre	Caffe Garibaldi	DOS	Commercial	Lease	282	\$30,000	0	\$30,000	\$0
Adventure Centre	Canadian Outback	DOS	Commercial	Licence	32	\$2,560	\$0	\$2,560	\$0
Adventure Centre	Chamber of Commerce	DOS	Non-profit	Licence	315	\$10,800	0	\$10,800	\$0
Adventure Centre	David W Dorrans Law	DOS	Commercial	Licence	105	\$5,400	\$0	\$5,400	\$0
Adventure Centre	Geopacific	DOS	Commercial	Licence	210	\$10,800	0	\$10,800	\$0
Adventure Centre	Jordan Sturdy (MLA)	DOS	Government	Licence	113	\$6,480	\$0	\$6,480	\$0
Adventure Centre	BBA Engineering Ltd.	DOS	Commercial	Licence	105	\$5,400	0	\$5,400	\$0
Adventure Centre	Sea to Sky Adventures	DOS	Commercial	Licence	64	\$6,400	\$0	\$6,400	\$0
Adventure Centre	Sea to Sky Adventures	DOS	Commercial	Licence	163	\$3,200	0	\$3,200	\$0
Adventure Centre	Tourism Squamish - VIC	DOS	Non-profit	Lease	313	\$16,758	\$3,352	\$13,406	\$0
Adventure Centre	Tourism Squamish	DOS	Non-profit	Lease	1230	\$20,748	4149.6	\$16,598	\$0
Total					2,932	\$118,546	\$7,502	\$111,044	\$0
Art's Council Building - Block 19	Squamish Arts Council	DOS	Non-profit	Lease	1145	\$400	208	\$192	\$0
Total					1145	\$400	\$208	\$192	\$0
Brennan Park Recreation Centre & Rink	Base Technology	DOS	Commercial	Licence	10	1	0	1	0
Brennan Park Recreation Centre & Rink	Vacant - Skate Shop	DOS	Vacant	Licence	240	\$0	0	\$0	\$0
Brennan Park Recreation Centre & Rink	Vacant - Food Cart	DOS	Vacant	Licence	0	\$0	\$0	\$0	\$0
Brennan Park Recreation Centre & Rink	TM Mobile Inc.	DOS	Commercial	Licence	50	\$1	0	\$1	\$0
Total					300	\$2	\$0	\$2	\$0
Downtown Community Policing (38030 Cleveland Ave)	District of Squamish	Telus	Government	Lease	1064	\$0	0	\$0	\$13,000
Fire Hall# 2- Tantalus	Squamish Firefighters Association	DOS	Non-profit	Lease	1415	\$1	\$0	\$1	\$0
Fire Hall #1 - Alex Munro	Squamish Firefighters Association	DOS	Non-profit	Lease	380	\$1	0	\$1	\$0
Total					2859	\$2	\$0	\$2	\$13,000
Forestry Building	Province	DOS	Government			\$162,660	0	\$162,660	
Forestry Building	Squamish Montessori School Ltd. / Squamish Montessori Society	DOS	Non-profit			\$74,540	\$0	\$74,540	
Forestry Building	Squamish Search and Rescue	DOS	Non-profit			\$1	13795	-\$13,794	
Total						\$237,201	\$13,795	\$223,406	
Homeless Shelter / Drop In Centre	Helping Hands Society	DOS	Non-profit	Lease		\$1			\$0
Cleveland Ave. Restaurant	The Copper Coil Still and Grill	DOS	Commercial	Lease		\$15,600			\$0
The 55	G-Van Catering and Consulting	DOS	Commercial	Lease		\$5,000			\$0
Youth Centre	Sea to Sky Community Services	DOS	Non-profit	Service Agreement		\$0			\$0
Total						\$20,601			\$0
						\$376,752			\$13,000

APPENDIX I - DISTRICT TENANT INVENTORY - Roads

LOCATION	TENURE HOLDER (TENANT)	USE	OWNER	TENANT TYPE	AGREEMENT TYPE	LAND AREA (ac)	ANNUAL FEE
1851 Mamquam Rd	Canadian Tire Real Estate Ltd.	parking	DOS	Commercial	Encroachment	0.04	\$65
38174 Cleveland Ave	Sukhdev and Narinderpaul Grewal	building encroachment	DOS	Commercial	Easement	0.00	\$65
Brennan Park	Carte Diem	food truck	DOS	Commercial	Licence	0.01	\$1,000
Cleveland Ave	Chef Big D's	sidewalk patio	DOS	Commercial	Licence	0.00	\$0
Cleveland Ave	Copper Coil Still and Grill Ltd.	sidewalk patio	DOS	Commercial	Licence	0.01	\$0
Cleveland Ave	Lin Collective Kitchen Ltd. (Oryzae)	sidewalk patio	DOS	Commercial	Licence	0.01	\$0
Cleveland Ave	Zephyr Cafe	sidewalk patio	DOS	Commercial	Licence	0.01	\$0
Cleveland Ave	Jack's Flea Market	sidewalk sales	DOS	Commercial	Licence	0.00	\$0
Cleveland Ave/Helfand Way/Second Avenue	Alice & Brohm	food truck	DOS	Commercial	Licence	0.01	\$1,000
Cleveland/Victoria/Lane	Atwell/Meribah/Green House (Cornerstone)	building overhangs	DOS	Commercial	Easement	N/A	\$0
Darrell Bay Parking	Sea to Sky Gondola	parking	DOS	Commercial	Licence	1.44	\$8,050
Fourth St	The Bowra Group Inc.	building overhangs	DOS	Commercial	Easement	N/A	\$0
Helfand Way	Korey Klein dba Whistler Wood Fired Pizza Co.	food truck	DOS	Commercial	Licence	0.01	\$1,000
Helfand Way	Teriyaki Boys	food truck	DOS	Commercial	Licence	0.01	\$1,000
Landfill Road	Culliton Creek Power Project LP	overhead transmission line	DOS	Commercial	Licence	0.70	\$1
Main Street	Squamish Climate Action Network	community garden	DOS	Non-profit	Encroachment	0.70	\$0
Main/Second/Third	0741798 BC Ltd.	building overhangs	DOS	Commercial	Encroachment	N/A	\$50
Resolution Way	BCT Fencing Ltd.	parking, storage	DOS	Commercial	Licence	0.15	\$3,156
Second Avenue/Loggers&Pemberton/Parking Lot Loggers & Main	Flaca's Tacos	food truck	DOS	Commercial	Licence	0.01	\$1,000
Vancouver Street/Pemberton Ave	Developmental Disabilities Association	donation bins	DOS	Non-profit	Licence	0.01	\$1
Victoria	Bo & Ke Investment Ltd.	planters	DOS	Commercial	Licence	0.01	\$0
Total						3.13	\$16,388