

DISTRICT OF SQUAMISH  
2025-2029 Financial Plan



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

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REF	Project Name	Department	Category	2025	2026	2027	2028	2029	Taxation	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Reserves
S6630008	Environmentally Sensitive Area Mapping Update	Planning & Building	Master Plan	-	-	-	50,000	50,000	-	-	100,000	-	-	-
S6630009	Xwu'nekw Park Sea Dike Compensation Monitoring	Planning & Building	Municipal Infrastructure	-	15,000	-	15,000	-	30,000	-	-	-	-	-
S7230008	Circular Economy Implementation	Economic Development	Strategic Plan	454,000	471,000	200,000	-	-	150,000	75,000	900,000	-	-	-
S7230009	Developing Resilience through Economic Reconciliation	Economic Development	Strategic Plan	15,000	15,000	15,000	15,000	15,000	75,000	-	-	-	-	-
S7230010	Squamish Climate Action Group - Partnership Agreement	Economic Development	Strategic Plan	30,000	30,000	30,000	-	-	90,000	-	-	-	-	-
S7231005	Capilano University City Studio Chapter	Economic Development	Strategic Plan	-	21,967	23,207	15,788	-	60,961	-	-	-	-	-
<b>TOTAL 2025-2029 GENERAL FUND</b>				<b>6,421,973</b>	<b>6,050,941</b>	<b>4,318,206</b>	<b>767,848</b>	<b>525,000</b>	<b>970,961</b>	<b>8,685,000</b>	<b>1,769,100</b>	<b>245,000</b>	<b>150,000</b>	<b>6,263,907</b>
92301106	Residual Waste Management long term planning - Pre-design and Permitting	Sustainability	Municipal Infrastructure	242,400	72,400	92,400	92,400	36,200	-	-	-	-	-	535,800
94300104	Plateau/Thunderbird Reservoir Condition Assessments	Engineering	Master Plan	-	50,000	-	-	-	-	-	-	-	-	50,000
94300106	Water Master Plan Update/Water Rate Study	Engineering	Master Plan	-	-	-	-	150,000	-	-	-	-	148,500	1,500
94300111	Stawamus & Mashiter Water Supply - Inspection and Maintenance	Utilities	Municipal Infrastructure	300,000	300,000	-	-	-	-	-	-	-	-	600,000
96300102	Sewer Master Plan Update	Engineering	Master Plan	75,000	-	-	-	-	-	-	-	-	74,250	750
<b>TOTAL 2025-2029 UTILITIES</b>				<b>617,400</b>	<b>422,400</b>	<b>92,400</b>	<b>92,400</b>	<b>186,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>222,750</b>	<b>1,188,050</b>
<b>TOTAL 2025-2029</b>				<b>7,039,373</b>	<b>6,473,341</b>	<b>4,410,606</b>	<b>860,248</b>	<b>711,200</b>	<b>970,961</b>	<b>8,685,000</b>	<b>1,769,100</b>	<b>245,000</b>	<b>372,750</b>	<b>7,451,957</b>



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

**SPECIAL OPERATING PROJECTS**

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

**SPECIAL OPERATING PROJECTS**

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

**SPECIAL OPERATING PROJECTS**

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

**SPECIAL OPERATING PROJECTS**

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

**SPECIAL OPERATING PROJECTS**

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

**SPECIAL OPERATING PROJECTS**

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

**SPECIAL OPERATING PROJECTS**

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

**SPECIAL OPERATING PROJECTS**

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

**SPECIAL OPERATING PROJECTS**

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

**SPECIAL OPERATING PROJECTS**

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

**SPECIAL OPERATING PROJECTS**

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

**SPECIAL OPERATING PROJECTS**

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
S6630009	Xwu'nekw Park Sea Dike Compensation Monitoring	Qualified Environmental Professional (QEP) to complete bi-annual effectiveness monitoring of habitat compensation as a part of the anticipated Fisheries Act Authorization (FAA) requirements.	The Xwu'nekw Park Sea Dike construction is anticipated to start in 2024 following receipt of a Fisheries Act Authorization (FAA). As a part of the FAA, District staff anticipate a requirement of ten years of effectiveness monitoring for riparian and intertidal compensation functionality. Ten years of monitoring, once construction is complete, will likely include bi-annual QEP site visits and reports sent to Fisheries and Oceans Canada (DFO) on behalf of the District.	Taxation
S7230008	Circular Economy Implementation	Implementation of item 1.4.3 of the Circular Economy Roadmap and Implementation Plan (endorsed by Council Oct 2023). Through the District's Procurement Policy, advance Squamish's circular economy objectives. Over 3 years, undertake internal and external consultation and implement a change management framework to support transition and adoption.	Need to reduce community and corporate greenhouse gas emissions; by working with the business community to develop a circular economy. Advance local business and District adoption of circular practices by supporting and enabling circular procurement.	Government Grants, Other revenue, Taxation
S7230009	Developing Resilience through Economic Reconciliation	Develop a report recommending actions to advance efforts toward economic reconciliation by the District of Squamish. This approach will be a collaborative effort, guided by the Protocol Agreement, and the actions identified in the District of Squamish and Skwxwú7mesh Úxwumixw, Memorandum of Understanding, as well as through a review of global best practices.	Significant partner and community benefit. Contributes to achieving Economic Development's vision whereby; Squamish has a vibrant, diverse, and inclusive economy that prioritizes the natural environment. Advances the objectives of the 2023 Squamish Nation, Protocol Agreement.	
S7230010	Squamish Climate Action Group - Partnership Agreement	Provide Squamish Climate Action Network (Squamish CAN) with funding and agreement to implement the Farm and Food Hub Plan implementation.	Significant partner and community benefit. Advancing the OCP directive to develop sustainable food systems (actions 26.1 - 26.15).	
S7231005	Capilano University City Studio Chapter	The Capilano University and District Memo of Understanding identified a local City Studio chapter as an opportunity for the Squamish community. City Studio is a model that aims to shift the way that students, city staff, city partners, and faculty work together to co-create solutions for their communities. This project is being achieved through a shared funding model with a 2026 to 2028 financial commitment.	Establishing a Squamish City Studio chapter is a tangible demonstration of the strength of the relationship between Capilano University and the District of Squamish. It was noted in the Memo of Understanding.	Taxation
92301106	Residual Waste Management long term planning - Pre-design and Permitting	Pre-design and permitting for long term waste management The budget includes project management and support for the pre-design and permitting process.	Need to appropriately manage waste in Squamish due to limited lifespan in current Landfill.	Reserves

**SPECIAL OPERATING PROJECTS**

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