



DISTRICT OF SQUAMISH

Community Agreements Project Submission Guide



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Community Agreements

Project Submission Guide

A step-by-step guide for Community Collaborators



Photo: Alex Preston



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1. Introduction

1.1 Community Agreements Policy Overview

The District of Squamish (the “District”) collaborates with non-profit and charitable organizations (“Community Collaborators”) to deliver community-based services, operate spaces, and facilities, and fund capital projects that benefit the community. These collaborations are formalized through Community Agreements governed by the Community Agreements Policy (CAP), approved April 15, 2025.

This Guide is designed to help potential Community Collaborators understand:

- What a Community Agreement is and whether your organization and project qualify.
- The three types of agreements available.
- How the submission and evaluation process works.
- Key timelines and deadlines.
- What makes a strong project.

Before preparing your submission, read this Guide to ensure your project is complete and clearly aligned with District priorities.

BEFORE YOU SUBMIT, CONNECT WITH THE COMMUNITY PARTNERSHIPS COORDINATOR (CPC)

Before preparing your submission, it is strongly recommended that you connect with the CPC to confirm your project is eligible for Community Agreements and to receive guidance on the submission process.

For submission instructions, see [Appendix A](#). The CPC and District Staff can help determine whether your project aligns with the scope and criteria of Community Agreements and can answer any questions about the Community Agreements Project Form.

WHO TO CONTACT

Community Partnerships Coordinator (CPC): Guides the process and is your main point of contact for questions about the Community Agreement process, eligibility, and timelines. Contact: communityagreements@squamish.ca

District Department Staff Member: The project, budget, and ongoing Community Agreement relationship will reside within the relevant District department. The assigned Staff member is your main point of contact once an agreement is in place.





1.2 What is a Community Agreement?

A Community Agreement is a formal collaboration between your organization and the District. It is a fee-for-service, operating, or capital agreement that sets out what your organization will deliver, what supports the District will provide, how long the agreement will last, and any conditions that must be met.

A Community Agreement is not a grant. Both parties commit to delivering results that benefit the Squamish community.

The financial arrangement within each agreement will vary depending on the nature and scope of the project. Funding may come from a combination of your organization's own resources, external sources, and/or a District contribution.

The Community Agreements Policy provides a fair, transparent, and consistent process that gives eligible organizations an equal opportunity to

propose a formal agreement with the District. A strong project will clearly show how your work aligns with District priorities, that your organization is ready and able to deliver, the direct benefit to the Squamish community, and the commitment from both parties to make it work.

Community Agreements are distinct from other arrangements. The following are *NOT covered* by this Policy:

- Memorandums of Understanding (MOUs)
- Informal agreements
- Agreements with for-profit entities
- Sponsorships
- Intergovernmental agreements

For information on other forms of District support, see [Appendix B](#).

1.3 Who Can Submit?

To qualify as a Community Collaborator, your organization must meet all of the following criteria:

- You are a non-profit society incorporated under the BC Societies Act, or a registered charity with the Canada Revenue Agency.
- Your organization is financially viable and in good standing.

ELIGIBILITY CHECK

Before submitting, confirm your organization holds one of the two required legal statuses: BC Society incorporation or CRA registered charity status.

WHO IS NOT ELIGIBLE?

For-profit businesses, informal or unincorporated groups, government bodies and public agencies are not eligible to submit.

1.4 Community Agreements Policy Principles

All Community Agreements are evaluated against seven District principles. While projects are expected to demonstrate alignment across all seven, the degree of relevance will naturally vary depending on your agreement type and project scope.

The seven principles are:

- Supports the goals of the **District's Official Community Plan (OCP)**;
- Aligns with the **Strategic Plan's** Council Governing Principles;
- Aligns with the **District's Master Plans**, including the **Accessibility Plan, Climate Action Plan, and Inclusion, Diversity, Equity and Accessibility (IDEA) initiatives**;
- Increases community capacity;
- Encourages and fosters community involvement and volunteerism;
- Benefits District residents; and,
- Demonstrates cost sharing and cost effectiveness.

A NOTE ON TRUTH AND RECONCILIATION

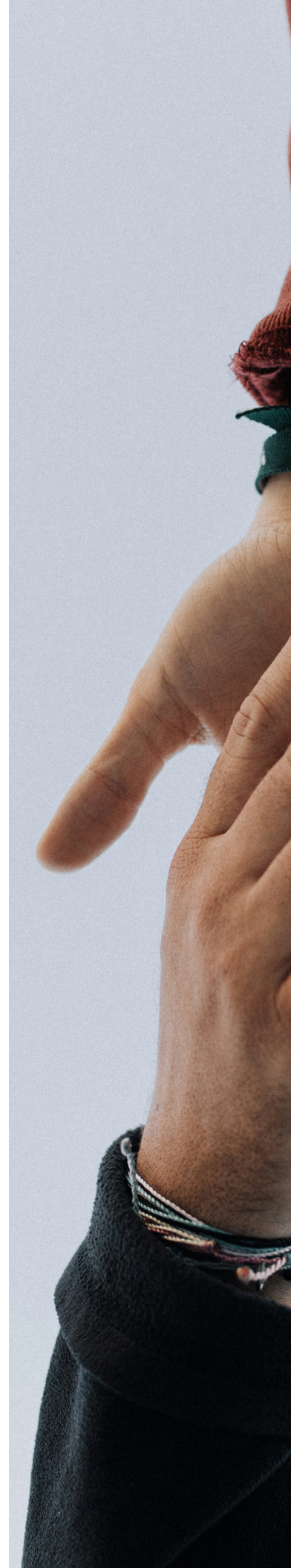
The District's Truth and Reconciliation priorities are guided by a values-based **Memorandum of Understanding (MOU)** with Squamish Nation and a commitment to ongoing intergovernmental work.

Alignment with Truth and Reconciliation is reflected in the District's Strategic Plan, and the principles outlined above are intended to support that commitment. Organizations are encouraged to review the MOU and consider how its values apply to their project, particularly where the project involves or affects Squamish Nation peoples.

Organizations are also asked to specifically outline whether their project involves working with or alongside Squamish Nation.

This includes considering how the project actively contributes to reconciliation efforts, such as Indigenous participation and cultural preservation, and ensuring it does not work against those efforts.

Truth and Reconciliation is included as a distinct evaluation criterion in the Community Agreements Evaluation Guidelines (**Appendix C**).





2. What Types of Projects are Eligible?

There are three types of Community Agreements. Please select the option that best aligns with your project. If you are unsure which category applies, contact the Community Partnerships Coordinator before submitting your project form.

Agreement Type	Description	Project Examples
Fee-for-Service	A Community Agreement where the Collaborator delivers a specific service. It outlines what will be delivered, the financial or in-kind support provided, and the duration and conditions of that support.	<i>Professional advice, creative work, etc.</i>
Operating	A Community Agreement that supports the Collaborator's operations, which may include the use of District spaces and facilities. It outlines what the Collaborator will deliver, the financial or in-kind support provided, and the duration and conditions of that support.	<i>Bike park operations, non-profit operational support, etc.</i>
Capital	A Community Agreement to fully or partially fund a community capital project involving a physical asset intended to provide community benefits over multiple years. It outlines what the Collaborator will deliver, the financial or in-kind support provided, and the duration and conditions of that support.	<i>New playground equipment, trail paving, etc.</i>

3. How the Process Works

Community Agreements can be initiated in two ways: by the District (District-Initiated) or by a Community Collaborator (Community-Initiated). Organizations reading this Guide will be following the Community-Initiated process.

3.1 Community-Initiated Process Overview

The Community-Initiated process has two tiers. Your tier is based on the total value of your project across all years combined. So if your project runs for three years, you add all three years' total budget together to get your total.

Tier 1

Projects valued at \$75,000 or under

Your project is evaluated by District Staff and an Evaluation Panel, followed by an interview with District Staff. Following the evaluation, District Staff prepare a recommendation report for the delegated authority. The Director makes the final decision.

Tier 2

Projects valued over \$75,000

Your project follows the same initial steps as Tier 1 — evaluation by District Staff and an Evaluation Panel. Based on the outcome of the initial evaluation, you may be asked to submit an updated project plan with additional documentation before moving to the interview with District Staff. The project is then presented to Council who makes the final decision.

Note: The order of steps within both Tier 1 and Tier 2 may vary depending on the scope, nature, and specific needs of the project.

Regardless of tier, all projects are evaluated using the Evaluation Guidelines ([Appendix C](#)) and must achieve a minimum overall score of 75% (37.5 out of 50 points) to progress to the next evaluation stage.





3.2 Flow-Through Grants

PILOT AGREEMENTS

All new Community Agreements begin as Pilot Agreements, lasting up to two years. After the pilot term, the District evaluates outcomes against pre-established metrics. Successful Pilot Agreements may transition to Multi-Year Agreements, subject to Council approval.

Council may, at its discretion, allow a project to skip the Pilot Agreement stage and proceed directly to a Multi-Year Agreement. Factors that may support this include:

- Proven track record with the District or similar organizations
- An urgent community need where delay would be harmful
- Strategic alignment with high-priority District plans
- An established collaborative relationship with the District
- Significant external funding requiring a longer-term District commitment
- Broad documented community support
- Low-risk profile with well-defined deliverables
- Project meets or exceeds all Evaluation Guidelines requirements

For a detailed overview of the considerations that may allow a project to forgo the Pilot Agreement stage, please refer to [Appendix B of the Community Agreements Policy](#).

If your organization is seeking an external grant and requires the District to be the grant recipient, or if the grant funds will flow through the District to your organization, this must also go through the Community-Initiated Agreement process. This ensures the District can assess whether it has the administrative capacity to manage the arrangement.

4. Submission Timeline

PHASED IMPLEMENTATION

As part of the initial phased implementation of the Community Agreements Policy (CAP), the District's priority in 2026 is to work with existing Community Collaborators and organizations that currently have an agreement in place with the District.

This phased approach is designed to support the development, refinement, and operationalization of the CAP process during the early implementation years. For current submission timelines, visit squamish.ca/community-agreements.

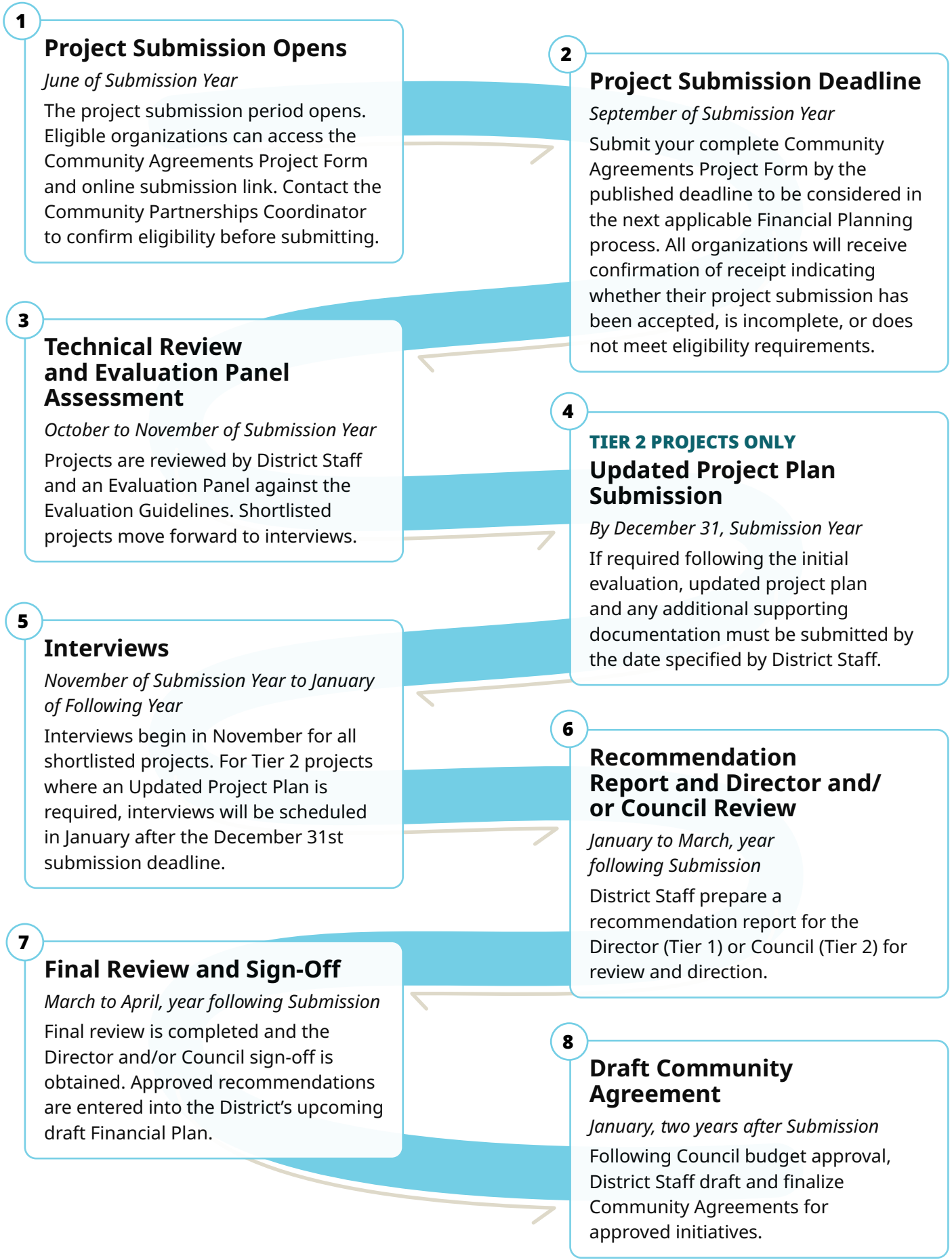
As the phased implementation progresses, new submission opportunities, updated timelines, and process details will be communicated through the District's communication channels, and the CAP webpage (linked above) as they become available.

GENERAL SUBMISSION TIMELINE

All deadlines for Community Agreements are linked to the District's Financial Planning Calendar to align with annual budget planning. The timeline reflects the Community-Initiated process for both Tier 1 and Tier 2 projects. Tier 1 projects follow an abbreviated path but must still meet the submission deadline.

Projects submitted in a given submission year are considered in the Financial Plan two years out. For example, a project submitted in 2026 would be considered for inclusion in the 2028 Financial Plan.

Note: All dates may be subject to change. The District will notify Community Collaborators if an updated project plan is required or when their project has been included in the draft budget. Council budget approval is required before any Community Agreement is finalized.



5. How Projects Are Evaluated

All projects are scored by District Staff using the Evaluation Guidelines ([Appendix C](#)). The guidelines have three weighted sections, and projects must achieve a minimum of 75% in each section and an overall minimum score of 37.5 out of 50 (75%) to be considered to move onto the next stage. The level of review depends on the estimated value of your agreement:

Agreement Value	Evaluation Method
\$0 – \$9,999	One authorized staff based on professional judgement.
\$10,000 – \$74,999	Panel review of two or more authorized Staff using predetermined weighted criteria.
\$75,000 and over	Panel review of two or more authorized Staff using predetermined weighted criteria; Council review required.

Evaluation Criteria Summary

Section	Weight	Minimum Score Required
Section 1 Alignment with District Plans and Commitments	30%	15 / 20 points (75%)
Section 2 Collaborator Qualifications and Project Execution	30%	11 / 15 points (75%)
Section 3 Financial and Resource Considerations	40%	11 / 15 points (75%)
Overall Minimum To Pass	100%	37.5 / 50 points (75%)





6. Renewals, Transitions, and Terminations

6.1 Renewing an Agreement

When an agreement nears the end of its term, either the District or the Collaborator may request renewal. The District will assess the agreement's effectiveness, alignment with current strategic priorities, and performance against metrics before deciding to decline renewal, renew on the same terms, or renew on revised terms.

6.2 Transitioning to a Multi-Year Agreement

After a successful Pilot Agreement, the Collaborator or the District may propose a Multi-Year Agreement, unless the initial pilot agreement was bypassed as per the process above. The District will initiate a re-evaluation process for renewal. Transitions to Multi-Year Agreements are subject to Council approval.

6.3 Termination

Agreements may be terminated under the following circumstances:

- **Non-Compliance:** Failure to meet agreed-upon deliverables or deviation from agreement terms
- **Mutual Consent:** Both parties agree to terminate, with written terms
- **District Needs:** Changes in District priorities, budget, or strategic direction
- **Misalignment with District Values:** Actions by the Collaborator or its members that violate District values, whether inside or outside the agreement

A formal notice period of 30 days applies. Any unused funding is subject to reimbursement or reallocation as specified by the District.

7. General Terms and Conditions

RIGHT TO WITHDRAW

The District reserves the right to withdraw from the process at any time and terminate discussions without compensation to your organization or any associated individuals, related consultants, companies, agencies, vendors, etc. for time or costs incurred. Submitting a project does not create any legal relationship or obligation between your organization and the District.

COSTS OF SUBMISSION

All costs associated with preparing and submitting a Community Agreement Project, including any presentations, demonstrations, or follow-up discussions, are the sole responsibility of your organization. Submitting a project is done entirely at your organization's own risk. The District assumes no contractual or financial obligation as a result of receiving a submission.

STANDARDIZED AGREEMENT TERMS

All Community Agreements resulting from this process must be executed using the District's standardized agreement templates and terms and conditions. Any deviation from the standard terms requires prior review and written approval from the District's Directors or General Managers of the respective departments.

REPORTING

Successful organizations are required to submit progress reports at the intervals set out in their Community Agreement. Reports must outline the project's performance against the key performance indicators (KPIs) agreed upon in the agreement.

NO ENDORSEMENT

The District does not endorse the products, services, programs, or ideas of any organization or Community Collaborator. This applies to all communications, materials, and any resulting Community Agreement.

FREEDOM OF INFORMATION

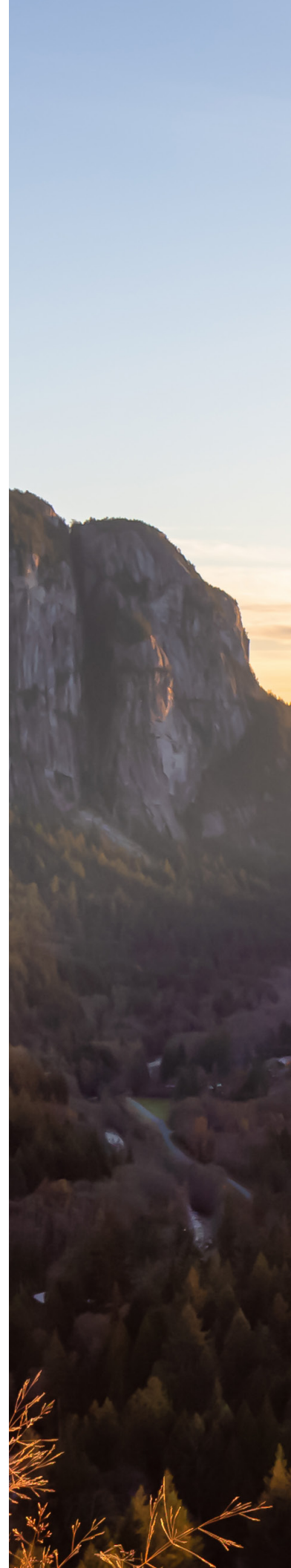
All Community Agreement Projects are subject to the Freedom of Information and Protection of Privacy Act. Information collected through this process is used solely for administering the Community Agreements Policy and evaluating eligibility. The names, locations, and award amounts of successful organizations may be published in District communications and promotional materials. Submissions may also be shared with other District departments as part of the due diligence process.

CONFIDENTIALITY AND CONFLICT OF INTEREST

All submitted documents are treated as confidential. District Staff and Council are required to uphold the conflict of interest and confidentiality standards expected of all BC public service employees.

RECOGNITION OF DISTRICT FUNDING

Successful Community Collaborators are required to acknowledge funding support from the District in all promotional materials and events, both print and online. Any materials that include the District's logo must receive prior approval from the District before being published or distributed, whether in print or online.





8. Submission Checklist

Before submitting your Community Agreement Project, confirm that you have completed all of the following:

- Confirmed organizational eligibility (*B.C. Society or CRA Registered Charity*).
- Selected the correct agreement type (*Fee-for-Service, Operating, or Capital*).
- Completed all six sections of the Project Template.
- Included an Executive Summary with clear District plan alignment.
- Provided specific IDEA, Truth & Reconciliation and Climate Action commitments.
- Included measurable short and long-term outcomes.
- Described your organization's qualifications and team.
- Addressed risks and mitigation strategies.
- Specified District responsibilities clearly.
- Included a detailed budget (*short and long-term costs*).
- Described funding plan and funding diversification strategy.
- Included a Return on Investment analysis (*monetary and social*).
- For Capital projects: Confirmed asset ownership details are included.
- Attached financial statements or proof of financial viability.
- Attached letters of support (*if available*).
- Signed the Declaration section.
- Verified submission by the September 30, 2026 deadline.

9. Contact Information

For questions about the Community Agreements Policy or your Community Agreement Project, contact: communityagreements@squamish.ca.

Visit the District's Online Policy Library for the full [Community Agreements Policy](#), including all appendices.

Appendix A: Instructions for Submissions

Read this page before completing the Community Agreements Project Form. Following these steps will help you best present your project.

Understand How You're Being Scored

Your project is scored across three sections. To be considered for the next stage, organizations need to score at least 75% in each section and 75% overall (37.5 out of 50 points).

Section	Weight	Minimum to Pass
Alignment with District Plans & Commitments	30%	15 / 20 points
Collaborator Qualifications & Project Execution	30%	11 / 15 points
Financial & Resource Considerations	40%	11 / 15 points

The financial section carries the most weight. Take the time to complete this section carefully and thoroughly.

Complete All Six Sections

All six sections of the Community Agreements Project Form must be completed. Not every question will apply to every project. If a question is not relevant to your project, state that clearly rather than leaving it blank. Incomplete submissions may be returned or not considered. Below is a summary of what each section requires and tips for making your submission stand out.

Section 1 Executive Summary

Write this last, after the rest of the submission is complete. Summarize your project, which District plans it connects to, and what the community will experience or gain. Lead with community benefits.

Section 2 Project Details

Describe your project and how it fits with District priorities. Four areas are scored individually: OCP and Strategic Plan, IDEA (Inclusion, Diversity, Equity and Accessibility), Truth and Reconciliation, and Climate Action. Answer each one separately. Be sure to mention the specific plans you're addressing, as this strengthens your score.

Section 3 Collaborator Qualifications

Describe your organization, who will do the work, and what makes you the right fit. Describe any potential issues or problems and how you would handle them. Be clear about what you'll need from District staff.

Section 4 Financial Considerations

Provide a detailed budget covering short and long-term costs. Show all funding sources. Explain what happens if District funding is reduced. Describe both the financial and community value the District gets in return.

Section 5 Supporting Documents

Attach documents that back up what you've written. This includes financial statements, letters of support, project timelines, and quotes for major costs. If you reference it in the submission, attach it.

Section 6 Declaration

Sign and date to confirm the information is accurate and that you have the authority to submit on behalf of your organization.

Submission Deadline

Head online to view the deadline for the current submission period:
squamish.ca/community-agreements

HOW TO SUBMIT

- Submit using the online submission link provided by the Community Partnerships Coordinator.
- Review the Project Submission Guide and Community Agreements Policy before submitting.
- Ensure all six sections are complete and supporting documents are attached.
- Incomplete submissions may be returned or not considered.

If you have questions before submitting, contact the District at communityagreements@squamish.ca.

Appendix B: Other District Support and Resources

Community Agreements is one of several ways the District supports community-based work. It is important to understand that Community Agreements is a formal agreement process and is distinct from other funding opportunities available to organizations in Squamish.

The following options may be a better fit depending on your project or organizational needs:

- **Community Enhancement Grants**— managed by the Squamish Community Foundation.
- **Neighbourhood Small Grants** — managed by the Squamish Community Foundation.
- **Arts and Culture Grants (ACG)** — managed by Squamish Arts.

Appendix C: Evaluation Guidelines

The District will consider entering into Community Agreements with Community Collaborators to provide services or operations aligned with the District's current Official Community Plan (OCP), Strategic Plans, and Master Plans.

All projects received from a potential Community Collaborator — whether through a Community-Initiated or District-Initiated process — will be reviewed and scored using the following evaluation guidelines. This ensures that the acquisition of capital or services via a Fee-for-Service, Operating, or Capital Agreement is consistent, fair, and transparent.

The evaluation will be carried out by District Staff as follows:

\$0 – \$9,999

One authorized staff member, based on professional judgement.

\$10,000 – \$74,999

Panel review by two or more authorized staff, using the weighted criteria below.

\$75,000 and above

Panel review by two or more authorized staff, using the weighted criteria below.

Upon completion of the evaluation, District Staff will prepare a report with recommended next steps for the appropriate authority level (Director, General Manager, Chief Administrative Officer, or Council) based on the District's Officer and Delegation Bylaw.

SCORING GUIDE

5 = Excellent

4 = Good

3 = Average

2 = Below Average

1 = Poor / Insufficient

Half marks (0.5) may be used.

Each section must meet its minimum score independently.

Section 1: Alignment With District Plans and Commitments

Weighting: 30%

Minimum: 15 / 20 points (75%)

#	Question	Considerations for Evaluators	Score
Q1	Align with the District's Official Community Plan, Strategic Plan, and Master Plans, including the Accessibility Plan.	Consider how the project addresses multiple aspects of the District's plans and commitments at the same time. Consider how the project contributes to long-term goals, not just short-term objectives. Consider the practicality and feasibility of implementing the proposed actions.	5 pts
Q2	Align with the District's commitments to Inclusion, Diversity, Equity, and Accessibility (IDEA).	Look for concrete actions that demonstrate alignment with each IDEA commitment area. Does the project outline improved accessibility for all community members? Look for specific strategies that promote inclusion, celebrate diversity, ensure equity, and enhance accessibility. Consider the practicality and feasibility of the proposed actions. Evaluate how the project ensures equitable benefits across different community groups.	5 pts
Q3	Align with the District's commitments to Truth and Reconciliation.	Assess how the project actively contributes to reconciliation efforts, including Indigenous participation and cultural preservation. Consider the practicality and feasibility of implementing the proposed actions.	5 pts
Q4	Align with the District's commitments to Climate Action.	Evaluate the project's potential to reduce carbon emissions and promote sustainable practices. Consider how the project contributes to the District's climate action goals. Consider the practicality and feasibility of implementing the proposed actions.	5 pts

Q1 + Q2 + Q3 + Q4 = Total

Total ÷ 20 × 0.30 = **S1 Weighted Score**

Section 2: Collaborator Qualifications and Project Execution

Weighting: 30%

Minimum: 11 / 15 points (75%)

#	Question	Considerations for Evaluators	Score
Q1	Outline why the Community Collaborator is uniquely positioned to deliver the capital, services, or operations proposed.	<p>Does the project outline the collaborator’s specific knowledge and skills relevant to the project?</p> <p>Does the project include a history of successful similar projects?</p> <p>Does the project include unique methodologies or approaches that set the collaborator apart?</p> <p>Does the project reference any awards, certifications, or notable achievements in their field?</p>	5 pts
Q2	Outline the risks and liabilities associated with entering into the agreement, and the mitigation strategies in place.	<p>Are all potential risks thoroughly identified?</p> <p>Does the project evaluate the likelihood and potential impact of each identified risk?</p> <p>Are the proposed methods for managing or eliminating risks realistic?</p> <p>Does the project confirm adherence to relevant local laws and regulations?</p>	5 pts
Q3	Designate the roles and responsibilities of all parties, including the implications for District Staff time.	<p>Are the roles and responsibilities for all parties explicitly defined?</p> <p>Are accountability measures for each party clearly detailed?</p> <p>Does the project include methods for ongoing communication and reporting between the Community Collaborator and the District?</p> <p>Does the project describe how roles and responsibilities could shift in the event of unexpected changes?</p>	5 pts

Q1 + Q2 + Q3 = Total

Total ÷ 15 × 0.30 = **S2 Weighted Score**

Section 3: Financial and Resource Considerations

Weighting: 40%

Minimum: 11 / 15 points (75%)

#	Question	Considerations for Evaluators	Score
Q1	Articulate the anticipated short and long-term costs to the District in resources, including workload, capital, operating, and maintenance budget impacts.	Does the project include both short-term and long-term costs with detailed descriptions of direct expenses? Evaluate the impact on District resources, including staff workload and time commitments. Consider how the project affects capital, operating, and maintenance budgets.	5 pts
Q2	Is the project economically sustainable, with costs systematically analyzed? Does it propose leveraging other funding and outline a plan to diversify funding over the life of the agreement?	Does the project include a strategy for leveraging other funding sources? Does the project outline a realistic plan to diversify funding over time? Is the financial model clearly explained and validated?	5 pts
Q3	Does the project clearly outline the monetary and social return on investment for the District, including the potential to leverage funds?	Analyze the potential financial returns, including cost savings or revenue generation. Evaluate non-monetary benefits to the community, such as improved quality of life or environmental outcomes. Can the District use this investment to attract additional funding or resources? Does the project outline clear ownership of any resulting capital asset?	5 pts

Q1 + Q2 + Q3 = Total

Total ÷ 15 × 0.40 = **S3 Weighted Score**

Final Scoring

S1 Weighted Score	+	S2 Weighted Score	+	S3 Weighted Score	=	Total Weighted Score
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Total Weighted Score × 50 = **Final Project Score**

Minimum required: 37.5 / 50 (75%)

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Version 1, 2026



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