

Meeting Date: November 25, 2025
For: Special Council Meeting
From: Financial Services
Subject: 2026-2035 Financial Plan – Capital and Special Operating Projects

Recommendation

THAT Council:

1. Direct Staff to include the Special Operating Projects presented in the report from Financial Services dated November 25, 2025, in the 2026-2035 Financial Plan.
 2. Direct Staff to include the Capital Projects presented in the report from Financial Services dated November 25, 2025, in the 2026-2035 Financial Plan.
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1. Purpose of Report

The objective of this report is to present the District of Squamish Special Operating and Capital Projects for inclusion in the 2026-2035 Financial Plan.

2. What Informed the Recommendation

The 2026 -2035 Financial Plan is aligned with the District's 2023-2026 Strategic Plan and adherence to the annual financial plan bylaw is required pursuant to section 173 of the Community Charter.

3. Background

This report and supporting schedules (Attachments 1-6) outline the District's Special Operating Project and Capital Project expense requirements, along with requirements needed to fund these expenses. The report establishes all ten years of the Financial Plan in order to provide a long-term view of the District's project costs and funding impacts. In addition to this report and supporting schedules, an explanatory Budget Package Guide has been included as Attachment 7 which explains the various budget principles.

The Asset Management Plan (AMP) was completed in 2022 and recommended that the General and Water and Waste Water Funds increase its annual reserve contribution to replace existing assets. In 2023, Council endorsed the Asset Management Reserve Funding Strategy (AMRFS) which included the AMP recommendations and incorporated additional capital requirements included in the 2023-2027 financial plan to provide a target reserve contribution strategy that would work towards sufficient and sustainable reserves for a long-term capital program. The following table summarizes the recommended increase in reserve contribution annually (as a percentage x prior year taxation or user fee revenue):

Fund	% per year
General	2.4%
Wastewater	3.4%
Water	1.8%
Solid Waste	0.2%

4. Project Information

For the first time, the District has drafted a ten-year (long-term) financial plan forecast, which addresses both the short-term needs and long-term financial sustainability of the District and aids in the prioritization of capital requirements. A ten-year plan also ensures the District is building adequate reserves to support the capital program long term and decrease the reliance on borrowing where possible.

The ten-year plan is a directional tool meant to gauge future financial needs of the District to support decision making and is inherently uncertain due to the reliance on assumptions, the data limitations, the subjectivity to external events (e.g. natural disasters, geopolitical events) and inability to predict policy and regulation changes. Financial plan assumptions are based on historical trends, labour contract forecasts, inflation and cost increase and incorporates the District's various master plans and management plans.

Noteworthy assumptions and uncertainties within the 2026 - 2035 Financial Plan:

- Provisional (placeholder) Budgets: Provisional budgets have been entered for departments where long-term plans are either under development or not yet established. These provisional budgets play a critical role in the long-term financial plan by helping to smooth out expenditure fluctuations in areas where specific budgets are not yet defined but future costs are anticipated.
- Capital Employee redistribution (Capital): A number of employees within the Engineering and Facilities Departments are employed specifically for the implementation, construction, acquisition or development of capital specific projects. Salaries and benefits associated these employees are allocated to capital projects. In some years of the ten-year capital plan where the specific project allocation has not yet been identified, a dedicated employee capital project budget has been created to temporarily hold these budgets until proper allocation can be made. Staff will continue to refine allocation assumptions as part of ongoing improvements to the financial planning process.
- Special Operating Projects (SOP): SOP financial plans are less consistent year over year and address immediate short-term needs and initiatives including one-time studies, grant funded programs and short-term operating activities. Because SOPs introduce volatility into annual financial plans, and are difficult to predict long term, budget allocations tend to be front loaded and decrease in outer years of the financial plan. Staff will continue to refine SOP assumptions and forecasting accuracy as part of ongoing improvements to the financial planning process.

PART 1 - Special Operating Projects (SOP) (Attachment 1)

Part 1 of the workshop is associated with the following recommendation:

THAT Council direct Staff to include the Special Operating Projects presented in the report from Financial Services dated November 25, 2025, in the 2026-2035 Financial Plan.

This Section is a continuation of the General Fund Budget Workshop on October 7, 2025 and will focus on Special Operating Projects (SOP). SOPs are one-time or non-recurring projects that have a single year or multi-year timeline that is bookended (have a start and end date) and is outside the District's regular service operations. In some instances, recurring projects that are grant dependent or have limited reserve funding have been included as an SOP, as once funding is no longer available, it will be removed from the operating budget or another funding source will need to be found.

Special Operating Projects are detailed in Attachment 1 with Project descriptions and justifications in Attachment 2. For the 2026-2035 Financial Plan, Special Operating Projects total \$22.5M with \$7.7M in 2026. As noted below and in Attachment 1, this includes \$8.9M for the following externally funded operational initiatives that are not within the District's normal course of business:

- Woodfibre LNG (WLNG)/Fortis Eagle Mountain Gas Pipeline (capacity funding of \$2.7M for 2026 and \$5.4M total over the 10 years of the Financial Plan).
- Squamish Housing Action Plan Implementation (CMHC HAF Grant funding of \$1.8M for 2026 and \$3.5M total over the ten years of the Financial Plan)

Excluding the externally funded projects, Special Operating Projects for the 2026-2035 Financial Plan total \$13.6M with \$3.2M in 2026. A summary by funding source is listed below:

Funding Source	2026-2035 Special Operating Projects	2026 Special Operating Projects
Taxation	1,536,927	242,882
Government Grants	5,039,962	1,165,291
Community Amenity Contributions	275,000	70,000
Development Cost Charges	918,750	-
Reserves	5,645,966	1,511,190
Other	210,000	210,000
2026-2035 Sub-Total	13,626,605	3,199,363
Externally Funded	8,903,947	4,451,974
2026-2035 Total	22,530,552	7,651,337

For 2026, special operating projects (excluding externally funded) will be funded by the following sources:

- Taxation (\$243K) will be used to fund multiple projects in 2026; noteworthy projects include the Squamish Climate Action Group Partnership (\$30K), Environmentally Sensitive Area Mapping Update (\$60K) and the Squamish Nation - Year of Truth (\$50K).
- Grant funding (\$1.2M) will be used to fund several projects in 2026, most notably, the Circular Economy Implementation Project (\$214K), FireSmart Residential and Fuel Management Activities (\$400K), and Climate Action Energy Specialists (\$257K).
- Community Amenity Contributions (\$70K) will be used to fund Neighbourhood Park Plans in 2026.
- District reserves will be used to fund multiple projects in 2026 (\$1.5M) including:
 - Home Energy Retrofit Assist Program (\$80K) funded by the Carbon Neutral Reserve.

Dike Vegetation Management Plan/Operations and Maintenance Manual Update (\$100K), River Channel Survey (\$300K), Plateau/Thunderbird Reservoir Condition Assessments, and Wastewater Treatment Plan Master Plan (\$300K) funded by Capital Reserves

- Other external sources (\$210K) will be used to fund various projects including the Cheekeye Hazard Land Development Policy.

Summarized below are Special Operating Projects by Department:

Department	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Corporate Administration	170,000	-	-	-	150,000	-	-	-	150,000	-
IDEA	25,000	-	-	-	-	-	-	-	-	-
Economic Development	377,417	111,853	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Emergency Management	480,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000
Engineering	1,115,000	1,445,000	650,000	325,000	420,000	325,000	145,000	85,000	275,000	340,000
Fire Services	80,000	111,000	-	-	-	-	-	-	-	-
Information Technology	79,000	-	-	-	-	-	-	-	-	-
Planning & Building	220,000	442,046	337,872	293,301	20,000	35,000	80,000	60,000	35,000	20,000
Public Works	170,000	-	35,000	-	-	-	-	-	-	-
Real Estate	50,000	85,000	150,000	-	-	-	-	-	-	-
Recreation Services	29,400	-	-	-	-	-	-	-	-	-
Sustainability	403,547	321,369	81,200	36,200	36,200	86,200	100,000	50,000	50,000	-
2026-2035 Sub-Total	3,199,364	2,896,268	1,649,072	1,049,501	1,021,200	841,200	720,000	590,000	905,000	755,000
Externally Funded Total	4,451,974	4,451,974	-	-	-	-	-	-	-	-
2026-2035 Total	7,651,337	7,348,242	1,649,072	1,049,501	1,021,200	841,200	720,000	590,000	905,000	755,000

To enhance transparency and to provide Council with a clear delineation between what has been previously endorsed by Council in the prior Financial Plan, and what has been either referred to budget for deliberation and endorsement, staff have categorized special operating projects as follows in the 2026-2035 Financial Plan (as summarized in the table below):

- 2025-2029 Financial Plan SOP: Special Operating projects that were endorsed in the 2025 - 2029 Financial Plan and have continued in the 2026-2035 Financial Plan.
 - 2025 - 2029 Financial Plan SOP: – Critical: These Special Operating Projects were endorsed by Council in the 2025-2029 Financial Plan and are deemed to be critical.
- New SOP: These are projects that are new to the 2026-2035 Financial Plan.
 - New SOP - Critical: These are projects are new in the 2026-2035 Financial Plan and deemed to be critical.

As per the Budget Package Guide (Attachment 7), critical is defined as projects and services to alleviate or mitigate areas that contain legislative impact, health and safety concerns or a high degree of financial risk (safety, legislative and risk) or critical to maintain current service levels.

	2026-2035 Special Operating Projects	2026 Special Operating Projects
2025-2029 Financial Plan SOP	17,712,479	6,531,937
2025-2029 Financial Plan SOP - Critical	3,075,000	900,000
Sub-Total 2025-2029 Financial Plan SOP	20,787,479	7,431,937
New SOP	1,558,073	184,400
New SOP - Critical	185,000	35,000
Sub-Total New SOP	1,743,073	219,400
2026-2035 Total SOP	22,530,552	7,651,337

Special Operating Projects endorsed in the 2025-2029 Financial Plan (Attachment 1)

Special Operating Projects endorsed in the 2025-2029 Financial Plan continuing in the 2026-2035 Financial Plan total \$20.8M over the ten year plan with \$7.4M in 2026. Changes from the 2025-2029 Financial Plan may be the result of timing delays or revised cost estimates. In some cases, staff have realigned projects to make better use of resources and to coordinate projects across departments where necessary and possible. Notable projects in 2026 include:

- FireSmart Residential and Fuel Management Activities: Total project increased \$200K in 2026 and \$300K annually for years 2027-2035. Project is grant funded and will be used for wildfire risk reduction programs including public education, planning, and fuel and vegetation management.
- Squamish Housing Action Plan Implementation: Project has been extended by one year (\$1.8M increase in 2027) to implement actions identified as part of the funding agreement with the Canadian Mortgage and Housing Corporation (CMHC) Housing Accelerator Fund (HAF).
- Plateau/Thunderbird Reservoir Condition Assessments: Project increased \$450K (\$200K in 2026 and \$250K in 2027). The reservoirs have not been inspected since their original commissioning due to significant access challenges and this project will complete an inspection and ensure suitable management of the infrastructure.

Included in Special Operating Projects previously endorsed in the 2025-2029 Financial Plan are projects deemed as critical, where the District may be subject to a legislative, health and safety, or financial risk if the project is not completed. These projects total \$3.1M over the ten year financial plan with \$900K in 2026. Notable critical projects in 2026 include:

- River Channel Survey (\$300K total project cost): Total project increased \$300K over the 2025-2029 Financial plan. The survey will inform whether ongoing aggradation has impacted flood levels which may necessitate dredging or raising of dikes to account for lost river channel capacity.
- Cheekeye Hazard Land Development Policy (\$150K total project cost): This project was moved forward from 2027 to 2026 and will amend the Cheekeye Fan development control policy framework in the Official Community Plan to address risk tolerance levels for new development, including identifying a set of compatible land uses and conditions for new development to proceed.
- Stawamus & Mashiter Water Supply Inspection and Maintenance (\$150K total project cost): Project costs reduced by \$150K in 2026 and include 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.

New Special Operating Projects (Attachment 1):

New Special Operating projects pending endorsement include new projects added during the 2026-2035 financial planning cycle (not previously endorsed in the 2025-2029 Financial Plan). These projects total \$1.7M with \$219K being added to the 2026 fiscal year. Notable new projects starting in 2026 include:

- Squamish Nation Year of Truth (\$50K in 2026): One key priority between the District of Squamish and Squamish Nation outlined in the MOU is for the District to issue a formal apology to the Nation to acknowledge the history and impact of colonization on the Squamish Nation, Squamish People, and the land and water. Project will include storytelling and narrative work in partnership with Squamish Nation, archival work, community dialogue sessions, communications materials and public engagement support.
- Official Community Plan (OCP) Update (\$669K total project cost with \$20K in 2026): A comprehensive update of Squamish 2040 OCP and mapping. Major update will include integration of Housing Needs Report requirements (legislatively required), new population projection scenarios, as well as a policy framework.

New special operating projects deemed as critical total \$185K over the ten year plan and \$35K in 2026. These critical projects include:

- Third Avenue Tide Gate Condition Assessment (\$15K in 2026): The Third Avenue tide gates are an important piece of flood protection infrastructure that have been experiencing recent failures. Project is required to complete a condition assessment to determine asset management requirements to maintain the tide gates in good working order.
- Water Supply Trunk Main Assessment and Inspection (\$150K in 2027): The Powerhouse Springs water trunk main is critical infrastructure supplying the community with water and has been identified as a potential risk that should be addressed to reduce vulnerability to loss of community water supply. This project will assess the highest risk portions of the main and identify any required remedial work.
- Wastewater Collection System Operational Safety (\$20K in 2026): Project required to ensure staff safety based on recommended improvements identified in the lift station safety report.

Climate Adaptation and Mitigation Special Operating Projects (Attachment 1a)

Attachment 1a details Special Operating Projects that have been identified as addressing climate change emergency and are categorized as Climate Adaptation or Climate Mitigation projects. Climate Adaptation projects total \$5.1M over the ten years of the Financial Plan, with \$630K in 2026; Climate Mitigation projects total \$1.5M over the ten years of the Financial Plan, with \$635K in 2026.

PART 2: 2026-2035 Capital Plan (Attachments 3-6)

Part 2 of the workshop is associated with the following recommendation:

THAT Council direct Staff to include the Capital Projects presented in the report from Financial Services dated November 25, 2025, in the 2026-2035 Financial Plan.

Capital Committee

In early 2025, a cross departmental capital committee was formed to manage and be responsible for the District's overall capital program, capital financial planning and capital risk management. The purpose and vision of the committee includes the following:

- Risk Management & Prioritization: Establishing a framework to assess and prioritize projects across the organization.

- **Systematic Capital Planning:** Creating stronger processes, policies, reporting and tools for consistent and transparent capital planning.
- **Cross-Departmental Integration:** Reducing silos and promoting collaboration across departments.
- **Financial Sustainability:** Building reserves through the Asset Management Reserve Funding Strategy (AMRFS) to stabilize tax and utility rates and ensure sufficient funding for the District's capital needs.
- **Strategic Alignment:** Ensuring long-term capital investments support the District's strategic plan.
- **Effective Use of Resources:** Maximizing efficiency and impact with limited resources.
- **Shared Understanding of Priorities:** Communicate capital needs and the prioritization process across all departments to build transparency and trust. This helps reinforce that project decisions are based on organizational priorities, not competition between departments.

The Capital Committee will achieve the purpose and vision through the following initiatives:

- **Apply a Risk and Prioritization Framework:** Ensure consistent use of a standardized framework to evaluate and prioritize capital projects across all departments.
- **Develop Capital Performance Measures:** Establish key performance indicators (KPIs) and targets to monitor and improve the effectiveness of the capital program.
- **Enhance Cost Estimate Transparency:** Improve communication and Community education of the cost estimate lifecycle—from initial projections through budget finalization, procurement, and contract award.
- **Strengthen Capital Planning Processes:** Advance planning practices through standardized guidelines and adoption of best practices.
- **Improve Reporting and Budget Management:** Enhance quarterly reporting and streamline the budget carry forward process to support better financial oversight and planning.
- **Support Interdepartmental Coordination:** Strengthen collaboration through improved workplans, communication, and mapping of staff resources across departments.
- **Leverage Questica Functionality and Reporting Tools:** Maximize the use of Questica's capabilities to improve budgeting, forecasting, and reporting efficiency across the capital program.
- **Support Asset Management and Reserve Planning:** Align capital planning efforts with the District's asset management plan and reserve funding strategies to ensure infrastructure is maintained and renewed in a timely and financially responsible manner.
- **Develop a Grant Strategy:** Establish a clear and coordinated approach to identifying, evaluating, and pursuing external funding opportunities that align with the District's capital priorities, including setting aside appropriate municipal funding to meet grant matching requirements.
- **Implement a Development Cost Charge (DCC) Strategy:** Develop a comprehensive DCC strategy to ensure growth-related infrastructure is appropriately funded.

As part of the 2026–2035 Financial Plan development, the Capital Committee reviewed and analyzed capital project requests in relation to Council-endorsed master plans, policies, the asset management plan, the strategic plan, and the 2025–2029 Financial Plan. The Capital Committee then worked within the risk framework of prioritizing life safety, legal risk, community risk and financial risk while limiting recommendations against reserve funding constraints.

One of the key challenges identified by the Capital Committee during the development of the ten-year plan is the limited availability of long-term funding sources. This constraint highlighted the need for new strategies to address ongoing funding gaps. As a result, the 2026–2035 Financial Plan includes a list of unfunded projects—those for which a funding source has not yet been confirmed. Reporting unfunded projects and initiatives is common practice across the Province and is largely the result of insufficient Development Cost Charge (DCC) liability reserves for many municipalities.

Unfunded projects will continue to be listed as priority initiatives in budget schedules and reports where appropriate, signaling the District’s intent to pursue funding opportunities. Project costs associated with unfunded projects are not authorized and cannot be incurred until funding is secured and expenditures are formally adopted in the District’s Financial Plan Bylaw.

As noted above, one of the Capital Committee’s priority initiatives is the development of a DCC Strategy. To support this work, a focused working group has been established, consisting of staff from Planning, Finance, and Engineering. Once developed, the DCC Strategy will be administered and monitored by the Capital Committee to ensure alignment with broader capital planning and financial objectives.

In addition to the Capital Committee’s broader initiatives, a dedicated Recreation Centre Task Force has been established. The Task Force is focused on the validation of needs and important feasibility studies specific to the expansion or upgrade of the Brennan Park Recreation Centre. The Task Force will develop an amenity recommendation that includes site specific considerations and will explore potential funding strategies. The Task Force will report to the Capital Committee on its activities and associated financial considerations, to be integrated into the District’s long-term financial plan.

2026-2035 Capital Plan Details (Attachments 3 and 4)

The 2026-2035 Capital Plan details are provided in Attachment 3 with project descriptions and justifications in Attachment 4. The 2026-2035 financial plan includes total capital spending of \$348M, with \$42.8M in 2026.

A summary by funding source is listed below:

Funding Sources	2026	% of 2026 Funding	2026-2035 Financial Plan	% of Total Financial Plan
User fees	85,000	0.2%	1,185,000	0.3%
Government Grants	5,612,068	13.1%	25,835,794	7.4%
Community Amenity Contributions (CAC)	720,000	1.7%	4,839,142	1.4%
Development Cost Charges (DCC)	1,808,331	4.2%	7,865,517	2.3%
Borrowing	8,315,392	19.4%	75,273,402	21.6%
Reserves	26,238,135	61.3%	233,090,110	67.0%
TOTAL	42,778,926	100%	348,088,964	100%

In addition, the 2026-2035 Finance Plan Package includes a list of unfunded projects which total \$60.4M over the ten years. These projects are detailed in Attachment 3c.

New Capital Projects (Attachment 3a):

Attachment 3a details new projects added during the 2026-2035 financial planning cycle (not previously endorsed in the 2025-2029 Financial Plan). These projects total \$48.0M over the ten-year plan with \$2.3M being added to the 2026 fiscal year. Notable new projects include:

- Engine 11 Apparatus Replacement (\$2.4M in 2034): The Fire Department’s pumper-apparatus are on a 20-year replacement schedule and require approximately two years to construct. \$10K has

been budgeted in 2032 to support the procurement process, and the full payment (\$2.4M) due upon delivery in the scheduled replacement year of 2034.

- Mamquam Lift Station Upgrades (\$550K; \$50K in 2029 and \$500K in 2031): The Sanitary Master Plan identified Mamquam Lift Station as requiring pump and component upgrades in order to meet future demand. Failure to upsize pumps and components would result in sanitary back-up with potential environmental and resident damage.
- Centennial Lift Station Upgrades (\$500K in 2034): Centennial Lift Station was also Identified in the Sanitary Master Plan as requiring pump and component upgrades in order to meet future demand. Failure to upsize pumps and components would result in sanitary back-up with potential environmental and resident damage.
- Wastewater Treatment Plant Centrifuge (\$2.6M over the 10 year plan, \$2.5M in 2033): End-of-life replacement of two wastewater treatment plant centrifuges used for dewatering of biosolids residuals. This equipment runs at high speeds to mechanically separate water and solids.

Changes to Existing Projects:

There are several updates to projects in the 2026-2035 financial plan that were previously endorsed in the 2025-2029 financial plan. The changes are a result of timing delays, cost increases, scope changes or some combination of these items. In addition, staff have realigned projects to make better use of resources and to coordinate projects across departments where necessary and possible.

Noteable changes to existing projects include:

- Strategic Real Estate Transactions: Increased \$3.3M in 2026. The proposed budget provides the spending authorization and identifies the funding source for targeted acquisitions. It also enables the District to undertake relevant analysis (e.g. environmental, geotechnical, archaeology) and complete surveying work required to evaluate and advance specific transactions related to land acquisition or dispositions. .
- Mamquam Bridge Deck Resurfacing: Increase of \$2.5M in 2026 due to increased cost for active transportation widening. Total project to be funded by Borrowing and Government Grants.
- Residual Waste Long Term Planning: Total project increased \$5.7M due to revised construction costs included in a Class C estimate as well as the inclusion of costs beyond 2029 which are now included in the project total for the ten year plan.

Climate Adaptation and Mitigation (Attachment 3b)

Attachment 3b details capital projects that have been identified as addressing the Climate Change Emergency. Climate Adaptation projects total \$40.2M over the ten years of the Financial Plan with \$4.0M in 2026; Climate Mitigation projects total \$9.2M over the ten years of the Financial Plan with \$3.8M in 2026.

Development Cost Charges (DCC) / Unfunded Projects (Attachment 3c):

As noted above, one of the key challenges identified in the development of the ten-year plan is insufficient Development Cost Charge (DCC) liability reserves. As historical DCC rates have been outpaced by rising construction costs and high growth rates, the District's DCC reserves are insufficient to fund all of the DCC projects included in the 2026-2035 Financial Plan Bylaw.

As a result, included in the financial plan package are a number of DCC projects classified as "unfunded" until further funding support can be secured through DCCs collected, borrowing, grants or reserve transfers. Attachment 3c details unfunded projects totaling \$60.4M over the ten years. The projects will remain listed as priority projects in budget schedules and reports where appropriate, however will not be included in the Financial Plan Bylaw until an eligible funding source has been secured.

Two projects noted in the unfunded projects have a DCC funded portion, which is to commence design and project costing work:

- New Downtown Entrance
- Second Downtown Entrance/Laurelwood Bridge

	Total Cost	Funded Costs	Unfunded Costs
New Downtown Entrance	11,013,100	1,013,100	10,000,000
Second Downtown Entrance/Laurelwood Bridge	24,300,000	1,740,800	22,559,200
Total	35,313,100	2,753,900	32,559,200

An update to the District's DCC Bylaw is currently underway and was brought to Council for readings in October 2025. The main goals of this bylaw update are to update the list of projects and associated costs that inform the DCC rates. The draft bylaw has been referred to the Inspector of Municipalities for approval and will be brought back to Council for adoption, likely in December 2025.

In parallel to the DCC Bylaw update work, staff have formed an internal working group to develop an overall DCC Strategy to better align the DCC Bylaw with District planning and policy work. The overarching goal of the DCC Strategy is to develop mechanisms and processes that inform decision making during the DCC Bylaw updates, rezoning and building permitting, and policy review that integrate with long-term financial planning, revenue collections projections, DCC legislation changes and the District's infrastructure lifecycle (asset management plan). The strategy will consider growth projections, municipal assist considerations, changes in land use and construction cost projections.

Staff will provide updates to, and solicit direction from Council on the progress of the DCC Strategy work as it progresses.

Brennan Park Recreation Centre - Facility Upgrade (Attachment 6):

In July 2018, Council endorsed the Real Estate and Facilities Strategy (REFS) followed by the Real Estate and Facilities Master Plan (REFMP) in 2019. Together, these two documents informed the development of a road map to guide how the District will ensure its municipal facilities will meet the Community's needs over the next 25 years. The REFS identifies the municipal facilities that require replacement, upgrade or expansion to support both current and long-term service demands. Staff are continuing to advance the implementation of the REFMP and Parks and Recreation Master Plan priorities.

Staff acknowledge the community's ongoing requests for upgraded recreation amenities at Brennan Park. In response, the newly formed Recreation Centre Task Force—comprised of staff from Recreation, Facilities, Finance, and Communications—is focused on conducting validation work to assess the scale, order of magnitude and feasibility of potential upgrades or expansion.

The validation work will include current and future needs data with a recognition there are significant and escalating costs for construction projects. Various funding sources will be required, and staff will explore funding strategies as a part of the validation work. The undertaking will include feasibility studies (including electrical, environmental, and archaeological), recreational use trends, municipal best practices, along with a siting plan that is informed by previous needs analysis work along with continued and targeted engagement with the community.

The 2026-2035 Financial Plan includes a total of \$1M over 2025-2027 to accomplish this work (\$400K in 2025, \$300K in 2026 and \$300K in 2027).

Reserve Continuity Schedules (Attachment 5)

For capital projects included in the 2026-2035 Financial Plan, there are several funding sources, including District Reserves. As part of the Financial Planning process, it is important that reserve continuity is reviewed for all reserves to ensure that adequate future reserve balances are available to fund planned projects plus any unforeseen emergencies. Over the ten years of the financial plan, total funding from District reserves is \$233M, with the majority of reserve funding from the following (detailed in Attachment 5):

- General Capital Reserve: Used to fund new works, extensions or renewals of existing works, and to purchase equipment. Revenues to the reserve include contributions from the general fund (e.g. AMRFS), proceeds from sale of property, and interest earnings.
- Waste Water Capital Reserve: Used to fund new works, extensions or renewals of existing works, and to purchase equipment. Revenues to the reserve include contributions from the wastewater fund (e.g. AMRFS) and interest earnings.
- Water Capital Reserve: Used for new works, extensions or renewals of existing works, and to purchase equipment. Revenues to the reserve include contributions from the water fund (e.g. AMRFS) and interest earnings.
- Solid Waste Capital Reserve: Used for new works, extensions or renewals of existing works, and to purchase equipment. Revenues to the reserve include contributions from the solid waste fund (e.g. AMRFS) and interest earnings.
- Equipment Reserve: Used to fund new and replacement of equipment. Revenues to the reserve include contributions from the general fund and interest earnings.
- Community Amenity Contributions: Used to hold contributions from developers negotiated as part of a rezoning application through the Community Amenity Contribution Policy. The funds are utilized for critical amenities, active transportation, or park improvements.
- Community Works Fund: The purpose of this reserve is to set aside monies received from the Canada Community Building Fund which is allocated to municipalities in BC based on a per capital formula. The District may use the funding towards eligible projects that are set out in the CWF agreement and include items such as public transit, active transportation, broadband connectivity, recreation, roads, bridges, water, solid waste, and wastewater.
- Land Sale Reserve: For the purpose of acquiring land for municipal purposes and municipal subdivision development, as well as new capital works and extensions or renewal of existing capital works. Revenues to the reserve include proceeds from the sale of municipal plan and interest earnings.

Borrowing:

The District funds capital projects through several funding sources, including borrowing. During the construction phase of a capital project, the District utilizes working capital and temporary borrowing to finance projects. Once a project is complete, long-term borrowing is issued. The issued borrowing is an operating cost and therefore, is funded by operations.

As a BC municipality, the District is required to borrow from the Municipal Finance Authority (MFA). The Municipal Finance Authority is a non-profit organization that offers low-cost financing to municipalities in BC. The District is legislatively limited on how much borrowing it can have authorized at any one time. The Community Charter limits the District to a 25% debt servicing limit. District policy further limits the District's debt servicing limit to be a maximum of 20%. To note, debt servicing is defined as the annual principal and interest payments.

The additional borrowing required to support the District's 2026-2035 Financial Plan brings the District's Debt Servicing to 17%.

5. Engagement

The 2026-2035 Financial Plan will be available on the District website with links to interactive tools and Let's Talk Squamish. The 2026-235 Financial Plan will be referenced in key messaging from the District in support of the District Strategic Plan.

6. Financial Implications

Staff recommend that the Special Operating projects and Capital Projects outlined in this report be incorporated into the 2026-2035 Financial Plan.

7. Next Steps

Based on Council direction, staff will include the changes proposed in this report to Council as part of the 2026-2035 Financial Plan for adoption.

8. Alternatives to Recommendation

Council may direct Staff to change the proposed Special Operating or Capital Projects presented in this report and have those changes include in the 2026-2035 Financial Plan.

9. Attachments

1. 2026-2035 Special Operating Project Details
 - 1a. 2026-2035 Special Operating Project Details – Climate Impact
2. 2026-2035 Special Operating Project Descriptions and Justifications
3. 2026-2035 Capital Project Details
 - 3a. 2026-2035 New Capital Projects
 - 3b. 2026-2035 Capital Project Details – Climate Impact
 - 3c. 2026-2035 Unfunded Capital Projects
4. 2026-2035 Capital Project Descriptions and Justifications
5. 2026-2035 Reserve Continuity Schedules
6. Project Information for Financial Planning Workshop – Brennan Park Recreation Facility Upgrade
7. 2026-2035 Budget Package Guide

10. Staff Review

Prepared By:

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

Reviewed By:

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

CAO Recommendation:

That the recommendation of the Financial Services Department be approved.

Linda Glenday, CAO

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 1: 2026 - 2035 Special Operating Project Details

PROJECTS				ANNUAL COST										FUNDING SOURCES - TOTAL					
REF	Project Name	Department	Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Taxation / Utility Fees	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Reserves
2025-2029 Financial Plan SOP																			
18300100	Municipal Election	Corporate Administration	Municipal Cyclical	120,000	-	-	-	150,000	-	-	-	150,000	-	-	-	-	-	-	420,000
28300107	Land Analysis - Real Estate and Facilities Master Plan	Real Estate	Master Plan	-	50,000	50,000	-	-	-	-	-	-	-	-	-	-	-	-	100,000
36300104	Next Generation 911 Funding Grant	Fire Services	Municipal Equipment	20,000	51,000	-	-	-	-	-	-	-	-	-	-	71,000	-	-	-
36300107	FireSmart Residential and Fuel Management Activities	Emergency Management	Master Plan	400,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	-	-	3,100,000	-	-	-
38300109	Emergency Operations Centre Equipment and Training	Emergency Management	Municipal Capacity	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	-	-	400,000	-	-	-
38300110	Emergency Support Services Training and Equipment	Emergency Management	Municipal Capacity	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	-	-	400,000	-	-	-
50300120	Flow and Water Quality Monitoring - Integrated Stormwater Management Plan Implementation	Engineering	Master Plan	-	-	-	100,000	-	115,000	-	-	100,000	-	-	-	-	-	-	315,000
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	-	-	-	-
50300134	Complete Streets Guidelines	Engineering	Municipal Infrastructure	-	-	100,000	-	-	-	-	-	-	-	-	100,000	-	-	-	-
58301105	Airport Runway Crack Sealing	Real Estate	Municipal Infrastructure	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000
58301107	Airport Processes and Procedures Manual	Real Estate	Master Plan	-	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000
58301108	Airport Runway Line Painting	Real Estate	Municipal Infrastructure	-	25,000	-	-	-	-	-	-	-	-	-	-	20,000	-	-	5,000
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
62300122	Parks and Recreation Master Plan	Planning & Building	Master Plan	-	100,000	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-
62300124	Urban Forest Management Strategy	Planning & Building	Master Plan	50,000	54,546	20,000	-	-	-	-	-	-	-	-	-	124,546	130,000	-	-
62300129	Neighbourhood Park Plans	Planning & Building	Master Plan	70,000	30,000	-	-	-	-	-	-	-	-	-	-	-	100,000	-	-
62300136	Squamish Housing Action Plan Implementation (CMHC)	Planning & Building	Municipal Capacity	1,751,974	1,751,974	-	-	-	-	-	-	-	-	-	-	-	-	-	3,503,947
62300139	Accessibility Standards for New Park Development	Planning & Building	Master Plan	-	25,000	-	-	-	-	-	-	-	-	-	-	-	25,000	-	-
66300105	Climate Action - Energy Specialist	Sustainability	Strategic Plan	257,357	265,169	-	-	-	-	-	-	-	-	-	-	280,000	-	-	242,526
66300110	Home Energy Retrofit Assist Program	Sustainability	Strategic Plan	80,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	80,000
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	-	-	-	-
66300117	Environmental Reserve Fund Implementation	Planning & Building	Master Plan	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	-	-	-	-	-	200,000
66300118	Environmentally Sensitive Area Mapping Update	Planning & Building	Master Plan	60,000	60,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
66300119	Xwu'nekw Park Sea Dike Compensation Monitoring	Planning & Building	Municipal Infrastructure	-	15,000	15,000	15,000	-	15,000	-	-	-	15,000	-	-	-	-	-	-
72300114	Squamish Planning Land Use Insight Tool	Information Technology Services	Strategic Plan	79,000	-	-	-	-	-	-	-	-	-	-	-	-	79,000	-	-
72300117	Circular Economy Implementation	Economic Development	Strategic Plan	267,417	66,853	-	-	-	-	-	-	-	-	-	-	-	267,416	-	-
72300118	Developing Resilience through Economic Reconciliation	Economic Development	Strategic Plan	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	-	135,000	-	-	-
72300119	Squamish Climate Action Group - Partnership Agreement	Economic Development	Strategic Plan	30,000	30,000	-	-	-	-	-	-	-	-	-	-	60,000	-	-	-
72310008	Marine Impact Study	Economic Development	Strategic Plan	80,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
72350110	Fortis Capacity Support - Major Projects Industrial	Major Projects - Industrial	Municipal Capacity	1,350,000	1,350,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
72350120	WLNG Capacity Support - Major Projects Industrial	Major Projects - Industrial	Municipal Capacity	1,350,000	1,350,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
92300107	Zero Waste Strategy Review	Sustainability	Strategic Plan	-	-	45,000	-	-	-	50,000	-	-	-	-	2,700,000	-	-	-	-
92301106	Residual Waste Management long term planning - Pre-design and Permitting	Sustainability	Municipal Infrastructure	66,190	56,200	36,200	36,200	36,200	86,200	50,000	50,000	50,000	-	-	2,700,000	-	-	-	95,000
94300104	Plateau/Thunderbird Reservoir Condition Assessments	Engineering	Master Plan	250,000	250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	500,000
94300110	Water Loss Management Study	Engineering	Master Plan	-	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000
Total 2025-2029 Financial Plan SOP				6,531,937	6,445,742	811,200	566,200	601,200	631,200	515,000	465,000	730,000	415,000	701,854	5,400,000	4,781,962	255,000	-	6,573,663
2025-2029 Financial Plan SOP - Critical																			
50300111	Multi-Modal Transportation Plan Update	Engineering	Master Plan	-	-	-	-	150,000	150,000	-	-	-	-	-	-	-	-	300,000	-
50300121	Integrated Flood Hazard Management Plan Update	Engineering	Master Plan	-	200,000	200,000	-	-	-	-	-	-	-	-	-	-	-	-	400,000
50300126	Asset Management Plan Update	Engineering	Master Plan	-	125,000	-	-	-	-	145,000	-	-	-	-	-	-	-	-	270,000
50300127	Development Cost Charge Bylaw Update	Engineering	Master Plan	-	50,000	-	75,000	-	60,000	-	85,000	-	70,000	-	-	-	-	-	340,000
60320107	River Channel Survey	Engineering	Master Plan	300,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	300,000
60320109	Comprehensive Dike Inspection	Engineering	Municipal Infrastructure	-	-	-	-	120,000	-	-	-	-	-	-	-	120,000	-	-	240,000
60320110	Cheekeye Hazard Land Development Policy	Engineering	Growth	150,000	-	-	-	-	-	-	-	-	-	-	150,000	-	-	-	-
94300106	Water Master Plan Update/Water Rate Study	Engineering	Master Plan	-	-	-	150,000	-	-	-	-	-	175,000	-	-	-	-	321,750	3,250
94300111	Stawamus & Mashiter Water Supply - Inspection and Maintenance	Public Works	Municipal Infrastructure	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150,000
96300102	Sewer Master Plan Update	Engineering	Master Plan	-	-	-	-	150,000	-	-	-	-	-	-	-	150,000	-	-	297,000
96300103	Wastewater Treatment Plant Master Plan	Engineering	Master Plan	300,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	300,000
Total 2025-2029 Financial Plan SOP - Critical				900,000	375,000	200,000	225,000	420,000	210,000	145,000	85,000	175,000	340,000	-	150,000	-	-	918,750	2,006,250
New Special Operating Projects																			
S1230002	Squamish Nation - Year of Truth	CAO	Strategic Plan	50,000	-	-	-	-	-	-	-	-	-	50,000	-	-	-	-	-
S1430001	SPARC BC Accessibility Grant Program	IDEA	Strategic Plan	25,000	-	-	-	-	-	-	-	-	-	-	-	25,000	-	-	-
S2830005	Real Estate Facilities Master Plan Update	Real Estate	Master Plan	-	-	100,000	-	-	-	-	-	-	-	-	-	-	-	-	100,000
S3630002	Fire Services Master Plan	Fire Services	Master Plan	60,000	60,000	-	-	-	-	-	-	-	-	60,000	60,000	-	-	-	-
S5630201	Transportation Safety Screening	Engineering	Municipal Infrastructure	-	100,000	-	-	-	-	-	-	-	-	-	-	100,000	-	-	-
S5630202	Downtown Street Lighting Review	Engineering	Municipal Infrastructure	-	-	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-
S5630203	Pavement Management Plan	Engineering	Municipal Infrastructure	-	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
S6230010	Official Community Plan Update (Major)	Planning & Building	Growth	20,000	97,500	252,872	258,301	-	-	-	-	40,000	-	535,673	-	133,000	-	-	100,000
S6230011	Housing Needs Report Update	Planning & Building	Growth	-	-	-	-	-	-	20,000	-	-	-	20,000	-	-	-	-	-
S6230012	Childcare Action Plan Update	Planning & Building	Growth	-	20,000	-	-	-	-	-	-	-	-	-	-	-	20,000	-	-
S6230013	Population Projection Modelling Update	Planning & Building	Growth	-	-	-	-	-	-	40,000	-	-	-	40,000	-	-	-	-	-
S8430007	Field Allocation Policy Update	Recreation Services	Municipal Facilities	29,400	-	-	-	-	-	-	-	-	-	29,400	-	-	-	-	-

PROJECTS				ANNUAL COST										FUNDING SOURCES - TOTAL					
REF	Project Name	Department	Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Taxation / Utility Fees	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Reserves
S9432003	Stawamus Surface Water Supply Feasibility Assessment and Permitting	Engineering	Municipal Infrastructure	-	-	150,000	-	-	-	-	-	-	-						150,000
S9630104	Smart Maintenance Hole Covers	Public Works	Municipal Infrastructure	-	-	35,000	-	-	-	-	-	-	-						35,000
Total New SOP				184,400	377,500	637,872	258,301	-	-	60,000	40,000	-	-	835,073	60,000	258,000	20,000	-	385,000
Total New SOP - Critical																			
S6032001	Third Avenue Tide Gate Condition Assessment	Engineering	Municipal Infrastructure	15,000	-	-	-	-	-	-	-	-	-						15,000
S9432002	Water Supply Trunk Main Assessment/Inspection	Engineering	Municipal Infrastructure	-	150,000	-	-	-	-	-	-	-	-						150,000
S9630103	Wastewater Collection System Operational Safety Improvements	Public Works	Municipal Infrastructure	20,000	-	-	-	-	-	-	-	-	-						20,000
Total New SOP - Critical				35,000	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	185,000
TOTAL 2026-2035 SOP				7,651,337	7,348,242	1,649,072	1,049,501	1,021,200	841,200	720,000	590,000	905,000	755,000	1,536,927	5,610,000	5,039,962	275,000	918,750	9,149,913

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN
Attachment 1a: 2026 - 2035 Special Operating Projects - Climate Impact

PROJECTS			ANNUAL COST											FUNDING SOURCES - TOTAL				
REF	Project Name	Climate Impact	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Taxation	Other revenue	Government Grants	Development Cost Charges	Reserves	
36300107	FireSmart Residential and Fuel Management Activities	Climate Adaptation	400,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	-	-	-	3,100,000	-	315,000
50300120	Flow and Water Quality Monitoring - Integrated Stormwater Management Plan Implementation	Climate Adaptation	-	-	-	100,000	-	115,000	-	-	-	100,000	-	-	-	-	-	-
50300121	Integrated Flood Hazard Management Plan Update	Climate Adaptation	-	200,000	200,000	-	-	-	-	-	-	-	-	-	-	-	-	400,000
50300126	Asset Management Plan Update	Climate Adaptation	-	125,000	-	-	-	-	145,000	-	-	-	-	-	-	-	-	270,000
60320105	Dike Vegetation Management Plan/Operations and Maintenance Manual Update	Climate Adaptation	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000
60320108	Flood Warning System	Climate Adaptation	-	20,000	100,000	-	-	-	-	-	-	-	-	-	-	-	-	120,000
60320109	Comprehensive Dike Inspection	Climate Adaptation	-	-	-	-	120,000	-	-	-	-	-	120,000	-	-	-	-	240,000
62300124	Urban Forest Management Strategy	Climate Adaptation	50,000	54,546	20,000	-	-	-	-	-	-	-	-	-	-	124,546	-	-
66300117	Environmental Reserve Fund Implementation	Climate Adaptation	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	-	-	-	-	-	200,000
66300118	Environmentally Sensitive Area Mapping Update	Climate Adaptation	60,000	60,000	-	-	-	-	-	-	-	-	120,000	-	-	-	-	-
S9432003	Stawamus Surface Water Supply Feasibility	Climate Adaptation	-	-	150,000	-	-	-	-	-	-	-	-	-	-	-	-	150,000
TOTAL 2026-2035 CLIMATE ADAPTATION			630,000	779,546	790,000	420,000	440,000	435,000	465,000	320,000	420,000	440,000	120,000	-	-	3,224,546	-	1,795,000
50300111	Multi-Modal Transportation Plan Update	Climate Mitigation	-	-	-	-	150,000	150,000	-	-	-	-	-	-	-	-	300,000	-
50300130	Parking Strategy Update	Climate Mitigation	-	100,000	-	-	-	-	-	-	-	-	100,000	-	-	-	-	-
50300134	Complete Streets Guidelines	Climate Mitigation	-	-	100,000	-	-	-	-	-	-	-	100,000	-	-	-	-	-
66300105	Climate Action - Energy Specialist	Climate Mitigation	257,357	265,169	-	-	-	-	-	-	-	-	-	-	-	280,000	-	242,526
66300110	Home Energy Retrofit Assist Program	Climate Mitigation	80,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	80,000
72300117	Circular Economy Implementation	Climate Mitigation	267,417	66,853	-	-	-	-	-	-	-	-	33,426	-	-	267,416	-	-
72300119	Squamish Climate Action Group	Climate Mitigation	30,000	30,000	-	-	-	-	-	-	-	-	60,000	-	-	-	-	-
TOTAL 2026-2035 CLIMATE MITIGATION			634,774	462,022	100,000	-	150,000	150,000	-	-	-	-	293,426	-	-	547,416	300,000	322,526
TOTAL 2026-2035 CLIMATE IMPACT			1,264,774	1,241,568	890,000	420,000	590,000	585,000	465,000	320,000	420,000	440,000	413,426	-	-	3,771,962	300,000	2,117,526

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 2: 2026 - 2035 Special Operating Projects - Descriptions and Justifications

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
Corporate Administration				
18300100	Municipal Election	Provincial Legislation requires that an election be held every 4 years to elect one Mayor and 6 Councillors. Coordinating and running an election requires that the Corporate Administration Department rent/lease equipment, software, and facilities and to hire staff. With the growth of the community the 2026, the 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 licencing 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
S1230002	Squamish Nation - Year of Truth	One key priority between the District of Squamish and Squamish Nation outlined in the MOU is for the District to issue a formal apology to the Nation to acknowledge the history and impact of colonization on the Squamish Nation, Squamish People, and the land and water. To inform the apology, and to foster true and meaningful reconciliation, the District must undergo a process of uncovering the truth of what was done to the people and lands.	This truth telling process will require resources to support storytelling and narrative work in partnership with Squamish Nation; archival work; community dialogue sessions; communications materials and public engagement support; and Squamish Nation ceremony and traditions.	Taxation
S1430001	SPARC BC Accessibility Grant Program	The SPARC BC grant is available to any local government that has completed the initial steps of the Accessible BC Act and has an accessibility plan. The funding can be used for projects identified in the accessibility plan and with support from the accessibility committee.	The District of Squamish intends to use these funds for training or consulting services that we already have planned capacity to deliver. Although the grant expires in Spring 2026, there is a good possibility it will be extended.	Government Grants
Economic Development				
72300117	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, Taxation
72300118	Developing Resilience through Economic Reconciliation	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.	Taxation
72300119	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).	Taxation
72310008	Marine Impact Study	The Marine Action Strategy (MAST) identified four priority areas including the development of the Marine Economy which is intended to support a thriving, working waterfront in harmony with community, social, cultural, environmental, and economic aspirations. Specifically, the strategy identified supporting Squamish as a marine destination, developing new marine-based economies and related employment. While aspects of this work are part of ongoing Dredge Management planning and Marine Access work, it is recommended that the District engage in an in-depth review of impacts and future opportunity arising from marine economic activity.	Supports the Identified Strategic Plan Area: The Economy and Local Jobs - Increase the number of local jobs per capita, year over year, increase the concentration of priority target sector firms year over year. This project supports the development of new local jobs by providing an understanding of the impact of local marine economies and associated development opportunities. The Planet and Our Environment - Reduce the percentage of workforce commuting in single occupancy vehicles to reduce overall community GHGe. This project encourages new local employment by providing an understanding of future opportunities associated with developing the marine economy.	Reserves, Government Grants
Emergency Management				
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
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
Engineering				
50300111	Multi-Modal Transportation Plan Update	This project will update the Transportation Master Plan every 5 years to make sure future transportation policies and investments reflect how the community continues to grow and change. The budget will be used to hire an 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

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 2: 2026 - 2035 Special Operating Projects - Descriptions and Justifications

REF	Project Name	Project Description	Project Justification Benefits	Project Funding
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
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
50300126	Asset Management Plan Update	This project updates the Asset Management Plan (AMP) on a 5 year cycle. The AMP answers 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
50300134	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 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
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
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
60320107	River Channel Survey	The Integrated Flood Hazard Management Plan recommends to conduct periodic channel surveys to assess the rate of aggradation in depositional areas. This project will complete a bathymetric survey of the river's flowing through Squamish in order to provide necessary information for flood modeling that will be completed as part of the IFHMP update in 2027 and to assess aggradation rates. The survey will inform whether ongoing aggradation has impacted flood levels which may necessitate dredging or raising of dikes to account for lost river channel capacity.	Having up to date information on our rivers allows for accurate analysis of channel capacity which impacts flood levels and required dike heights. If this assessment is not undertaken, it could result in an underestimate of flood levels and dikes which would increase community risk.	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

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60320110	Cheekye Hazard Land Development Policy	This project will amend the Cheekye 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 Cheekye 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
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
94300110	Water Loss Management Study	The Water Loss Management Plan will identify areas of significant leakage and begin to target those areas in order to reduce water consumption.	The District loses a significant amount of water through leakage as identified in the Water Loss Management Study completed in 2012. The 2012 study recommended installation of zone meters in order to track water consumption in distinct zones of Squamish. This has been completed and the District is now ready to update the study and identify areas of high leakage to target for repairs and leakage reduction.	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, Reserves
96300103	Wastewater Treatment Plant Master Plan	Complete a wastewater treatment plant master plan that provides a long-range outlook and funding requirements to maintain compliance, accommodate community growth and address existing deficiencies.	The wastewater treatment plant has significant long-term upgrade requirements that have been identified through the ongoing capacity upgrade. These upgrades require spatial planning on the property to ensure there is a long-term plan and avoid constraining future options and opportunities. In addition, there will be significant costs that the District should begin planning for to set appropriate utility rates and ensure adequate financial capacity.	Reserves
S5630201	Transportation Safety Screening	This project is identified in the Transportation Master Plan to review collision data from ICBC and any other sources and identify locations with increased safety challenges. This project will identify future safety improvements to mitigate safety risks at high risk locations.	Master Plan	Government Grants
S5630202	Downtown Street Lighting Review	This project is identified in the Transportation Master Plan to review street lighting to help inform future targeted street lighting improvements. This project will start with a review of street lighting downtown where there is an increased risk of conflict between people walking and people driving.	Master Plan	Taxation
S5630203	Pavement Management Plan	Create a Pavement Management Plan that assesses the current condition of pavement assets and provides recommended funding to maintain suitable levels of service as well as a prioritized rehabilitation list.	The District has historically underfunded pavement assets resulting in deterioration of asset condition. The last Pavement Management Plan was completed in 2018 and updating the plan is overdue to ensure appropriate management of pavement assets.	Reserves
S6032001	Third Avenue Tide Gate Condition Assessment	Complete a comprehensive condition assessment of the 3rd Avenue tide gate structure and prepare a rehabilitation program.	The 3rd Avenue tide gates are an important piece of flood protection infrastructure that have been experiencing recent failures. It is required to complete a condition assessment to determine asset management requirements to maintain the tide gates in good working order.	Reserves
S9432002	Water Supply Trunk Main Assessment/Inspection	Conduct a desktop seismic assessment and a condition assessment of the Water Supply trunk main, including the above-ground portion through the Smoke Bluffs and marine crossing of the Upper Mamquam Blind Channel. The project will provide costing and a feasibility assessment for inspecting buried portions of the pipeline and reaching out to contractors to determine the best approach for investigating the marine crossing.	The Powerhouse Springs water trunk main is critical infrastructure supplying the community with water and has been identified as a potential risk that should be addressed to reduce vulnerability to loss of community water supply. This project will assess the highest risk portions of the main and identify any required remedial work.	Reserves
S9432003	Stawamus Surface Water Supply Feasibility Assessment and Permitting	Complete a feasibility assessment of the Stawamus River to determine the river's flow availability, fisheries flow requirements and seismic resiliency in order to determine whether to pursue adding treatment and utilizing the Stawamus River as a long-term water source.	The District prepared a Long-Term Water Supply Strategy as part of the 2024 Water Master Plan that highlighted the need to expand the District's water supply capacity to keep pace with rapid community growth. Conducting an assessment of the Stawamus River as a potential water source is a key recommendation to enhance water security.	Reserves
Fire Services				

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36300104	Next Generation 911 Funding Grant	Next Generation 911 (NG911) refers to the modernization of 911 networks and infrastructure across Canada. It is a federally-mandated transition of the emergency communications network from the current network to an Internet Protocol based technology. NG911 will enable important improvements to public safety, including better 911 caller location information, real time texting, streaming audio and video and new ways to direct calls to services other than police, fire and ambulance, such as mental health support.	The intent of the Next Generation 911 program funding is to support local preparedness for the implementation of NG911 and to provide funding to eligible recipients to support the transition and operational readiness of existing 911 services to NG911, in compliance with the CRTC Mandate.	Government Grants
S3630002	Fire Services Master Plan	Five Year Strategic Plan for fire services and community risk analyses.	The two previous Fire Services Master Plans were conducted in-house, an external subject matter expert would be beneficial to incorporate the new risks associated with major industry and the increased risks with density, high buildings, and wildfire threats with the changing climatic conditions to ensure the department is right sized to manage growth and risks.	Other revenue, Taxation
Information Technology				
72300114	Squamish Planning Land Use Insight Tool	The Squamish Complete Communities Project will be a geospatial assessment of our current and future land use, the results of which will support project decisions that would maximize community completeness around core neighbourhood hubs. Identifying which of the chosen lenses; housing, transportation and daily needs, would need to be prioritized for each neighbourhood hub will be fundamental to guiding policy changes and OCP updates to enhance community completeness. This project will work in conjunction with our Sustainability Checklist project that includes walkability scores for each neighbourhood, and our SLPIT Model (Squamish Land Planning Insights Tool) that will model present-day and future scenarios of community land use, demographic composition and economic requirements, a project put on hold due to limited resources.	Council endorsement of grant funding application.	Government Grants
Planning & Building				
62300122	Parks and Recreation Master Plan	Consultant-led master plan to analyze and provide direction on parks planning, recreation programming & facility development to meet the needs of the community. The plan will incorporate recent recreational planning work for the Brennan Park rec facility and fields and lands. Key project deliverables will include: community engagement, trends and best practices review, service delivery analysis, analysis of our current inventory, facilitation of internal strategic planning (staff and council), formulation of recommendations, and an implementation plan that addresses funding and resourcing. A focus area for the review will be a needs assessment and direction for neighbourhood-level recreational facilities, a current policy gap that is needed to ensure some of such facilities could be secured through development contributions. Early scoping, engagement and analysis will assess whether Culture may also be included in the scope of this community plan, or whether the scope is kept to Parks & Rec focus.	It has been 12 years since the District's Master Plan was adopted. Update of the Plan is needed to incorporate recent recreational planning work for the Brennan Park rec facility and fields and lands and catch up with community growth and overall recreational needs. Key project deliverables will include: community engagement, trends and best practices review, service delivery analysis, analysis of our current inventory, facilitation of internal strategic planning (staff and council), formulation of recommendations, and an implementation plan that addresses funding and resourcing. A focus area for the review will be a needs assessment and direction for neighbourhood-level recreational facilities, a current policy gap that is needed to ensure some of such facilities could be secured through development contributions. The outcome of the update will inform future investments in recreational amenities and facilities and will be used as a backdrop for a future update of the Community Amenity Contribution (CAC) policy to ensure CACs are contributing appropriately towards recreational amenities. The plan will also contribute to a future DCC bylaw update to ensure DCCs are capturing anticipated parks-related projects that are directly attributable to community growth.	Community Amenity Contributions
62300124	Urban Forest Management Strategy	The Urban Forest Management Strategy (UFMS) is a significant and broad initiative that will inventory, analyze and make recommendations to meet tree canopy targets. The work will build on the 2024 PlanH grant (BC Healthy Communities Society) (Healthy Public Policy) pilot project led by Our Squamish which is a Downtown Squamish-specific urban tree canopy pilot study. The scale of the UFMS is all of Squamish (all neighbourhoods). Key objectives of the UFMS are to: inventory current urban forest canopy coverage; assess, preserve and increase tree canopy cover; review policy, bylaws and procedures related to the urban forest and make recommendations for improvements; increase awareness and education of the value of urban tree canopy on social equity, community health, climate action and biodiversity for Council, staff, community partners and residents. Phase 1 will consist of tree canopy cover inventory and analysis. This will involve LIDAR imaging and assessment. Phase 2 will be canopy cover-related policy/ bylaw review and recommendations. Phase 3 will be making the recommended bylaw and policy changes (phase 3 is not part of the project budget, and may be staff led). Engagement with the public, municipal staff, stakeholders, and Squamish Nation will inform the development of the UFMS. The UFMS will involve numerous District departments including: Parks Planning, Environment, Public Works, Engineering, Sustainability and IT. The strategy will incorporate baseline data and other applicable tools from the Wildlife and Habitat Connectivity/ Biodiversity Conservation Project (Squamish Environment Society & partners). The Urban Forest Management Strategy is anticipated to have a 25-year planning horizon.	Development of an Urban Forest Management Strategy directly aligns with the Official Community Plan Goal 11: Take action on climate change 10.2 (f) Develop a long-term Urban Forest Strategy for Squamish with goals to grow the local forest canopy, enhance watershed health and increase functioning green infrastructure and carbon sequestration, and link intact and fragmented ecosystems. A diverse and healthy urban tree canopy takes action against climate change, improves climate resiliency, provides essential ecosystem services and increases biodiversity and habitat connectivity. Further, urban trees increase social connectivity, improve health outcomes, and make density livable by creating privacy, shade and natural elements.	Government Grants

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62300129	Neighbourhood Park Plans - Glacier View Park, Ravenswood, and Crumpit Woods	This project will develop concept park plans for the following 3 Neighbourhood Parks: Ravenswood, Crumpit Woods (existing) and Glacier View. For each park: engage, determine park features, create a park concept plan (i.e., accessibility, features for families, seating, play, active recreation, plantings, covered spaces, or other features), and prepare a Class D cost estimate. The park concept plans 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 concept design and Class D budget 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
62300139	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
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 Integrated Stormwater Management Plan, 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
66300112	Ditch Maintenance Program Scoping Study	Study to investigate options for the development of a Ditch Maintenance Program that would encompass an update to the colour-coded ditch map (WebMap), a ditch cleaning schedule (frequency of cleaning), an understanding of habitat compensation requirements, and permit approval timelines.	There is a lack of guiding documentation in ditch maintenance requirements, especially when it comes to fish-bearing ditches, which are considered "streams" under the Water Sustainability Act. As such, important infrastructure improvements (e.g. culvert (re)placement, downtown drainage swale design, ditch relocation for road improvements) and ditch maintenance strategies have not been holistically planned or scheduled as it relates to environmental requirements for impacts to ditches. The lack of guiding documentation significantly delays the process for engineering department to determine frontage designs and road improvement requirements. The lack of a ditch maintenance program leads to public works department reactively, rather than pro-actively, repairing/maintaining ditches. The Integrated Stormwater Management Plan (2022) states the "DOS should consider the infiltration, evaporation, and treatment potential of natural ditches when deciding whether to infill ditches. Ditches in healthy condition have the potential to provide benefits such as filtration, however, these benefits may be lost in ditches that are heavily eroded or filled with garbage and debris". It also states that "any proposed ditch infill shall be considered on a case-by-case basis from a stormwater and environmental perspective. Ditches that are infilled shall follow environmental regulations and preserve or improve conveyance capacity." A ditch maintenance program and updated mapping of ditch qualities would proactively plan for proposed ditch infill and identify environmental requirements.	Taxation
66300117	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
66300118	Environmentally Sensitive Area Mapping Update	The overall goal of this project is to comprehensively update the environmentally sensitive area information that the District uses to aid future land use planning in the region, and to support policies and objectives of the District.	The District's Environmentally Sensitive Area (ESA) Mapping project was completed in 2017. This project included classifying habitat sensitivity and mapping terrestrial, wetland, and marine foreshore habitat. This ESA mapping is used in review of development permitting, District infrastructure upgrades, determination of environmental compensation requirements, and future land use planning. Although useful, the ESA mapping contains errors due to its high-level scale and due to a constantly changing environment that makes regular mapping updates necessary. The wildlife connectivity project (subproject 66300116) is planned to be complete in 2026. The mapping results from this project will be analyzed and incorporated into this ESA mapping update. The urban forest management strategy (subproject 62300124) is proposed to start in 2026. It is efficient to work on these projects in tandem to facilitate a more holistic environmental review and update to GIS data. Additionally, the OCP amendment work is scheduled to start in 2027. It is important that this mapping update be completed prior to the start of this work, as it will inform the OCP amendments.	Taxation

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66300119	Xwu'nekw Park Sea Dike Compensation Monitoring	Qualified Environmental Professional to complete effectiveness monitoring of habitat compensation as a required scope of the anticipated Fisheries Act Authorization.	The Xwu'nekw Park Sea Dike construction has received a Fisheries Act Authorization (FAA). As a part of the FAA, there is a requirement to conduct ten years of effectiveness monitoring for riparian and intertidal offsetting functionality. Offsetting Effectiveness Monitoring Reports are required for Years 1 (2027), 2 (2028), 3 (2029), 5 (2031), 8 (2034), and 10 (2036) following anticipated completion of the offsetting measures in 2026. This budget item is to secure the consulting services of a Qualified Environmental Professional to conduct this monitoring and submit reports to the Department of Fisheries and Oceans (DFO) on behalf of the District of Squamish.	Taxation
S6230010	Official Community Plan Update (Major)	Comprehensive update of Squamish 2040 OCP and mapping adopted in 2018. Major update will include integration of Housing Needs Report requirements (legislatively required), new population projection scenarios, as well as a policy framework that is informed by and aligned with UNDRIP.	OCP updates are legislatively required and must be aligned with the District's Housing Needs Reports (every 5 years). Major updates are intended to be completed every 5-10 years.	Government Grants, Taxation
S6230011	Housing Needs Report Update	Subsequent update of HNR for consulting and community engagement.	Updated HNR required by Local Government Act s 585.31 every 5 years. The HNR must identify the 5-20 year housing need and incorporate into the District's OCP.	Taxation
S6230012	Childcare Action Plan Update	Childcare needs assessment and action plan update incorporating community needs survey data collected from collaboration with local childcare sector (Capilano University grant project 2025/26).	The last childcare needs assessment was completed in 2018. Local childcare access is a priority need and current policy directs ongoing inventory and needs assessment to support planning for adequate childcare in the community.	Community Amenity Contributions
S6230013	Population Projection Modelling Update	Consulting expertise for updated modelling and analysis of population growth and demography to inform land use policy and infrastructure planning.	Updated modelling is required for population growth projections that inform municipal land use, infrastructure and service level planning across the organization.	Taxation
Public Works				
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
S9630103	Wastewater Collection System Operational Safety Improvements	Fall arrest netting for remaining unprotected wet wells.	Staff safety. Recommended improvements identified in lift station safety report.	Reserves
S9630104	Smart Maintenance Hole Covers	Satellite linked maintenance hole covers to remotely monitor key areas of the water wastewater collection system.	Prevent or reduce occurrences of sanitary sewer overflows in high-risk areas of the wastewater collection system which ultimately may cause property and/or environmental damage and incur associated costs. Collect flow and water level data on a year-round basis to better inform sanitary sewer master planning. Monitor of H2S gas formation that can damage infrastructure and reduce effective lifespan. By purchasing this equipment we can better monitor for the formation of blockages, including blockages in problematic leachate line at the landfill, saving repair costs down the road.	Reserves
Real Estate				
28300107	Land Analysis - Real Estate and Facilities Master Plan	The Real Estate and Facility Master Plan (REFMP) identifies the potential for over 300 land acquisitions to meet the District's future land and infrastructure needs. The REFMP also recommended the District complete a further Land Analysis (1) completing inventorying and prioritizing of all the District's future land acquisition targets for various infrastructure needs including parks, trails, utilities, active transportation, environmental conservation and road (2) identifying funding sources and (3) developing an acquisition strategy.	The land analysis will be led by Real Estate Services staff but additional research, land valuation and data entry support is required to complete the project. The output from this analysis will also provide important information to populate the District's long-term financial plan. Currently, future land acquisition costs for important community infrastructure are not represented in the District's financial planning.	Reserves
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.	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
58301108	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
S2830005	Real Estate Facilities Master Plan Update	This project will provide an update to the Real Estate and Facilities Master Plan. This will include (1) incorporating the findings from the Civic Hub and Brennan Park Recreation Centre updates identified in the REFMP Pre-Development Project (targeted for completion in 2026) and (2) updating the assumptions, conditions and analysis for the rest of the District's facility and land needs to support the next wave of facility investment decision making.	The Real Estate and Facility Master Plan process began over 10 years ago and the conditions (e.g. construction costs) in place today are significantly different than 2019 (pre-Covid) when the plan was endorsed. Staff will lead the proposed update but will require external technical expertise regarding construction cost estimates and space planning.	Reserves
Recreation Services				

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S8430007	Field Allocation Policy Update	The intention of the Allocation Policy is to provide a framework for fair and equitable use of outdoor fields.	The District of Squamish's Allocation Policy is in need of an update to better address current and future community needs. The policy will establish clear guidelines for making fair, equitable, transparent and consistent outdoor facility allocation decisions to ensure maximum benefit to the community. The District's current Allocation Policy was created in 1984 and to date, has not had any updates. In the 2012 Parks and Recreation Master Plan, it was recommended that a Field Allocation Policy be updated/created to provide a fair and transparent method of maintaining and managing District fields and courts.	Taxation
Sustainability				
66300105	Climate Action - Energy Specialist	Implementation of CCAP through the provision of 2 co-funded positions - Corporate Energy Specialist and Community Energy Coordinator.	Strategic Plan direction to reduce community and corporate greenhouse gas emissions.	Grant
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.	Strategic plan direction to reduce community greenhouse gas emissions related to existing buildings.	Reserves
92300107	Zero Waste Strategy Review	The regular update of the Zero Waste Action Plan and Circular Economy Implementation Plan. The intent is to combine the Zero Waste Action Plan and the Circular Economy Implementation Plan, which will be achieved by updating the plans in a harmonized approach.	As per Section 21.10 of the Official Community Plan Bylaw 2500, 2017, "Schedule A", the Zero Waste Action Plan is to be updated every 5 years. The goal is to move the DOS towards waste disposal and diversion targets established by the Strategic Plan.	Reserves
92301106	Residual Waste Management long term planning - Pre-design and Permitting	This Subproject covers the costs associated with the pre-design and permitting of the landfill expansion, such as environmental analysis, waste discharge requirements that are set by the Province or other stakeholders. Additionally, this budget includes: project management, operational certificate amendment, Hydrogeology/Hydrological Assessment and the environmental compensation for tree removal.	The DOS will require a way to dispose of waste when the current Landfill reaches capacity in early 2030. Description of monetary change from previous financial plan: Updates based on stakeholder engagement, updated construction timing based on the current landfill's lifespan and updated permitting requirements. Currently the budget includes costs related to internal and external support for project management.	Reserves
Externally Funded				
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 (Grant)
72350110	Fortis Capacity Support - Major Projects Industrial	Creation of a unique work stream to limit impact resulting from the FortisBC Eagle Mountain Pipeline project on District services while enforcing local regulatory compliance of the project. The budget includes the Major Projects – Industrial team who administers regulatory requirements, interfaces with project proponents and regulators. All project-related work is capacity funded by FortisBC.	Supports District communications efforts and community resiliency planning related to the Eagle Mountain-Woodfibre Gas Pipeline (FortisBC EGP).	Other revenue
72350120	WLNG Capacity Support - Major Projects Industrial	Creation of a unique work stream to limit impact resulting from the Woodfibre LNG project on District services while enforcing local regulatory compliance of the project. The budget includes the Major Projects – Industrial team, which administers regulatory requirements, interfaces with project proponents and regulators. All project-related work is capacity funded by WLNG.	Supports District communications efforts and community resiliency planning related to the Eagle Mountain-Woodfibre Gas Pipeline (FortisBC EGP).	Other revenue

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 3: 2026 - 2035 Capital Project Details

PROJECTS			ANNUAL COST										FUNDING SOURCES - TOTAL						
	Department	Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	User Fees	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Borrowing	Reserves
26500104	Fibre Optic Cable Conduit	Information Technology Services	200,000	130,000	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	430,000
26500105	Council Chambers Technology Enhancements	Information Technology Services	55,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	55,000
26500110	Work/Asset Management System Software	Information Technology Services	120,000	31,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	151,000
26500111	Electronic Payment Cards Implementation	Information Technology Services	-	-	92,000	33,000	-	-	-	-	-	-	-	-	-	-	-	-	125,000
26500112	Service Request/Inquiry Solution Software Implementation	Information Technology Services	50,000	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000
26500114	Human Resources Software Solution (HRIS)	Information Technology Services	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150,000
26500116	UBW Cloud Migration	Information Technology Services	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000
26510100	TTP Core Finance-UBW-IT	Information Technology Services	59,000	61,000	63,000	-	-	-	-	-	-	-	-	-	-	-	-	183,000	-
C2650004	UBW Migration to ERPX	Information Technology Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
C2650005	Annual IT Implementation and Upgrades	Information Technology Services	-	-	-	98,000	235,000	240,000	400,000	250,000	255,000	261,000	-	-	-	-	-	-	400,000
C2651001	Servers Refresh Hardware Platform	Information Technology Services	65,000	-	-	-	-	-	145,000	-	-	-	-	-	-	-	-	-	1,484,000
C2651003	AI - Evolution and Transformation Initiative	Information Technology Services	89,000	91,000	92,000	-	-	-	-	-	-	-	-	-	-	-	-	-	65,000
Total Information Technology Services			888,000	338,000	347,000	131,000	235,000	240,000	545,000	250,000	255,000	261,000	-	-	-	-	-	183,000	3,307,000
28500103	Strategic Real Estate Transactions	Real Estate	3,250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,250,000
Total Real Estate			3,250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,250,000
28520105	RCMP Lighting Upgrade to Energy-Efficient LEDs	Facilities Maintenance	-	-	-	80,000	-	-	-	-	-	-	-	-	-	-	-	-	80,000
28520107	RCMP Overhead Bay Door Replacement	Facilities Maintenance	-	-	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000
34510103	RCMP Back-Up Generator Replacement	Facilities Maintenance	34,300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	134,300
34510105	RCMP Building Automation System (BAS) Upgrade	Facilities Maintenance	-	100,000	-	75,000	-	-	-	-	-	-	-	-	-	-	-	-	75,000
34510106	RCMP Interior Flooring Upgrades	Facilities Maintenance	-	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000
34510107	RCMP Fire Alarm Panel Replacement	Facilities Maintenance	-	-	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000
34510109	RCMP Security System Replacement	Facilities Maintenance	-	520,300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	520,300
34600101	RCMP Mechanical Upgrade - Replacement of Heat Pumps	Facilities Maintenance	320,100	320,000	370,000	-	-	-	-	-	-	-	-	-	-	-	-	-	1,010,100
80510107	Library Washroom Functionality and Accessibility Upgrades	Facilities Maintenance	-	30,000	60,000	-	-	-	-	-	-	-	-	-	-	-	-	-	90,000
84502103	Brennan Park Waste Management Recycling and Composting Improvements	Facilities Maintenance	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000
96550108	Wastewater Treatment Plant Ventilation Upgrades - Grit, Solids and RAS	Facilities Maintenance	267,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	267,000
C3250005	Municipal Hall Rooftop Unit Replacement	Facilities Maintenance	70,000	75,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	145,500
C5150001	Brennan Park Floor Machine Replacement	Facilities Maintenance	35,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	35,000
C5150002	Waste Water Buildings Renewal Project	Facilities Maintenance	30,000	30,000	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	90,000
C8451402	Brennan Park Domestic Hot Water Boiler Replacement	Facilities Maintenance	35,000	-	-	-	-	-	40,000	-	-	-	-	-	-	-	-	-	75,000
C8451602	55 Activity Centre Elevator Modernization	Facilities Maintenance	-	-	-	-	-	-	-	-	50,000	200,000	-	-	-	-	-	-	250,000
C8451605	Facilities Maintenance Placeholder	Facilities Maintenance	31,878	33,527	34,545	2,147,049	2,257,490	2,348,800	2,389,606	2,441,003	2,492,507	2,543,920	-	-	-	-	-	-	16,720,325
Total Facilities Maintenance			853,278	1,209,327	574,545	2,302,049	2,257,490	2,348,800	2,429,606	2,441,003	2,542,507	2,743,920	-	-	-	-	-	-	19,702,525
32500106	Library Improvements - HVAC Replacement	Facilities Planning and Construction	70,000	70,000	70,000	70,000	-	-	-	-	-	-	-	-	-	-	-	-	280,000
34510108	RCMP Exhibits Tent Replacement	Facilities Planning and Construction	-	65,000	325,000	-	-	-	-	-	-	-	-	-	-	-	-	-	390,000
40501100	New Animal Control Shelter at RCMP Detachment	Facilities Planning and Construction	-	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150,000
52600101	Public Works Facility Replacement	Facilities Planning and Construction	3,900,967	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,900,967
52600102	Animal Shelter Removal	Facilities Planning and Construction	-	-	-	115,000	-	-	-	-	-	-	-	-	-	-	-	-	115,000
72510111	Adventure Centre - Complete Roof Replacement	Facilities Planning and Construction	-	-	-	-	-	-	-	100,000	800,000	-	-	-	-	-	-	-	900,000
80510106	Library Roof Replacement	Facilities Planning and Construction	-	930,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	930,000
82510100	Junction Park Washrooms	Facilities Planning and Construction	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	90,000
84500103	Brennan Park Field House Replacement	Facilities Planning and Construction	110,000	1,027,131	-	-	-	-	-	-	-	-	-	-	60,000	-	-	-	1,137,131
84500113	Brennan Park Service Upgrades and Electrification Allowance	Facilities Planning and Construction	60,000	485,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	545,000
84500120	Brennan Park Building Envelope Upgrades	Facilities Planning and Construction	2,090,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,690,000
84512110	Brennan Park Auditorium Upgrade	Facilities Planning and Construction	-	-	30,000	105,000	-	-	-	-	-	-	-	-	400,000	-	-	-	-
84602104	Brennan Park Recreation Centre - Roof and HVAC replacement	Facilities Planning and Construction	-	-	-	100,000	950,000	950,000	-	-	-	-	-	-	-	-	-	-	2,000,000
86512114	Brennan Park Playground and Splash Park Construction	Facilities Planning and Construction	55,000	1,704,142	-	-	-	-	-	-	-	-	-	-	-	1,759,142	-	-	-
C5150003	Brennan Park - Recreation Facility Upgrades	Facilities Planning and Construction	300,000	300,000	-	-	-	-	-	-	-	-	-	-	-	600,000	-	-	-
C5150007	Brennan Park - Mezzanine Upgrade and Flooring	Facilities Planning and Construction	-	-	-	-	-	165,000	-	-	-	-	-	-	-	-	-	-	165,000
C5150008	Brennan Park - Field Washrooms, Playgrounds, and Picnic Facilities	Facilities Planning and Construction	-	-	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-	-	750,000
C5150009	Brennan Park - Field House Demolition	Facilities Planning and Construction	-	-	200,000	-	-	-	-	-	-	-	-	-	-	-	-	-	200,000
C5260004	Public Works Lift Stations Building Envelope Renewal Project	Facilities Planning and Construction	30,000	30,000	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	90,000
C7251005	Adventure Centre - Building Envelope Repairs	Facilities Planning and Construction	-	25,000	225,000	-	-	-	-	-	-	-	-	-	-	-	-	-	250,000
C8450118	Facilities Planning and Construction Placeholder	Facilities Planning and Construction	240,000	120,000	582,900	500,000	545,000	565,000	616,500	643,300	721,000	749,800	-	-	-	2,220,000	-	-	3,063,500
Total Facilities Planning and Construction			7,005,967	4,906,273	1,512,900	990,000	1,595,000	1,780,000	816,500	1,543,300	821,000	849,800	-	-	460,000	4,714,142	-	-	16,646,598
36502108	Fire Rescue Stabilization & Shoring Equipment Replacement	Fire Services	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000
C3650202	Auto-Extriated Equipment Replacement	Fire Services	-	-	-	-	-	170,000	-	-	-	-	-	-	-	-	-	-	170,000
C3650203	Self Contained Breathing Apparatus - Replacement	Fire Services	-	-	-	-	-	575,000	-	-	-	-	-	-	-	-	-	-	575,000
C3650106	Fire Fleet Replacement Spartan Metro Fire Truck	Fire Services	-	-	-	-	-	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000	-
C3650105	Fire Fleet Replacement Freightliner M2 Fire Rescue	Fire Services	-	-	-	-	-	-	300,000	-	-	-	-	-	-	-	-	-	300,000
C3650107	Fire Fleet Replacement V7015 Fire Rescue	Fire Services	-	-	-	-	-	-	-	100,000	-	-	-	-	-	-	-	-	100,000
C3650005	Fire Fleet Apparatus Replacement (Engine 11)	Fire Services	-	-	-	-	-	-	10,000	-	2,400,000	-	-	-	-	-	-	2,410,000	-
Total Fire Services			100,000	-	-	-	745,000	1,300,000	110,000	-	2,400,000	-	-	-	-	-	-	3,410,000	1,245,000
54501119	Material Handler Trailer Replacement MH400 (V9432)	Fleet Management	-	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000
54501122	Fleet Utilities 2014 Ford F150 Ext Cab 4x4 Short Box (V9448) Replacement	Fleet Management	102,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	102,000
54501127	Fleet Sewer 2013 Cargo Mate Shoring Trailer (V9436) Replacement	Fleet Management	-	-	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	15,000
54501128	Fleet Parks 2017 Drop Deck Trailer (V9091) Replacement	Fleet Management	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,000
54501129	Fleet Bylaw 2015 Ford F350 Crew Cab (V7005) Replacement	Fleet Management	90,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	90,000
54501130	Fleet Sewer 2015 Mongoose 184 Flush Trailer (V9450) Replacement	Fleet Management	170,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	170,000
54501131	Fleet Utilities 2015 Ford F250 Supercab Short Box (V9452) Replacement	Fleet Management	90,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	90,000
54501132	Fleet Sewer 2014 Isuzu Crane Truck (V9442) Replacement	Fleet Management	250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	250,000
54501133	Fleet Parks 2016 Ford F250 Supercab Short Box (V9095) Replacement	Fleet Management	-	90,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	90,000
54501134	Fleet Parks 2016 Ford F150 Supercab Short Box (V9097) Replacement	Fleet Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000
54501135	Fleet Parks 2016 John Deere 5100M Tractor (V9098) Replacement	Fleet Management	-	-	136,000	-	-	-	-	-	-	-	-	-	-	-	-	-	136,000
54501136	Fleet Roads 2016 Elgin Crosswind Sweeper (V9465) Replacement	Fleet Management	-	-	550,000	-	-	-	-	-	-	-	-	-	-	-	-	-	550,000
54501137	Fleet Brennan Park Recreation Centre 2016 Ford Transit 150 (V8450) Replacement	Fleet Management	-	80,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	80,000

Attachment 3: 2026 - 2035 Capital Project Details

PROJECTS			ANNUAL COST											FUNDING SOURCES - TOTAL						
		Department	Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	User Fees	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Borrowing	Reserves
54501139	Fleet Public Works 2013 Zaxis 750S-3 Excavator (V9441) Replacement	Fleet Management	Municipal Equipment	-	-	95,000	-	-	-	-	-	-	-							95,000
54501140	Fleet Engineering 2017 Shortbox Ford150 4X4 (V8451) Replacement	Fleet Management	Municipal Equipment	-	-	90,000	-	-	-	-	-	-	-							90,000
54501141	Fleet Parks 2017 Shortbox Ford150 4X4 (V9099) Replacement	Fleet Management	Municipal Equipment	-	-	85,000	-	-	-	-	-	-	-							85,000
54501142	Fleet Bylaw Animal Control 2017 Van (V8453) Replacement	Fleet Management	Municipal Equipment	-	-	85,000	-	-	-	-	-	-	-							85,000
54501145	Fleet Public Works F550 with Snow and Ice Control Equipment	Fleet Management	Municipal Equipment	240,000	-	-	-	-	-	-	-	-	-							240,000
54501146	Fleet Parks and Roads Two EV Ford F150 Lightning Pros	Fleet Management	Municipal Equipment	75,000	80,000	-	-	-	-	-	-	-	-							155,000
54501148	Fleet Roads 2013 John Deere 544K Front End Loader Replacement	Fleet Management	Municipal Equipment	-	-	-	180,000	-	-	-	-	-	-							180,000
54501149	Fleet Roads 2018 F250 Super Crew 4x4 (V9460) Replacement	Fleet Management	Municipal Equipment	-	-	-	100,000	-	-	-	-	-	-							100,000
54501150	Fleet Public Works 2018 Electric Vehicle Ford Transit 150 (V9462) Replacement	Fleet Management	Municipal Equipment	-	-	-	90,000	-	-	-	-	-	-							90,000
54501151	Fleet Bylaw 2018 Ford F150 (V8457) Replacement	Fleet Management	Municipal Equipment	-	-	-	90,000	-	-	-	-	-	-							90,000
54501152	Bylaw Ford Ranger Supercab 4x4 Replacement (V9421)	Fleet Management	Municipal Equipment	-	-	-	50,000	-	-	-	-	-	-							50,000
54502103	Ingersoll Rand Roller Replacement (V9419)	Fleet Management	Municipal Equipment	30,000	-	-	-	-	-	-	-	-	-							30,000
54502109	Mobile Lift Columns for Fleet Truck Repairs	Fleet Management	Municipal Equipment	105,000	-	-	-	-	-	-	-	-	-							105,000
54502110	Electric Forklift - Public Works Facility	Fleet Management	Municipal Equipment	103,000	-	-	-	-	-	-	-	-	-							103,000
54502111	Toro 4700 D Mower Replacement (V9090)	Fleet Management	Municipal Equipment	103,600	-	-	-	-	-	-	-	-	-							103,600
54502112	Downtown Division Mower	Fleet Management	Municipal Equipment	119,000	-	-	-	-	-	-	-	-	-							119,000
54502113	Downtown Division Electric Kubota	Fleet Management	Municipal Equipment	34,000	-	-	-	-	-	-	-	-	-							34,000
54502114	Fleet Roads 2015 New Holland T6 Mower (V9450) Replacement	Fleet Management	Municipal Equipment	350,000	-	-	-	-	-	-	-	-	-							350,000
54502115	Fleet Roads 2014 Ford F550 w/ snow and ice control implements (V9446) Replacement	Fleet Management	Municipal Equipment	-	250,000	-	-	-	-	-	-	-	-							250,000
54502116	Fleet Parks 2016 Redemix 2075 Overseeder (OS1) Replacement	Fleet Management	Municipal Equipment	-	27,000	-	-	-	-	-	-	-	-							27,000
54502117	Fleet Bylaw 2017 Ford F150 Supercab Shortbox (V8452) Replacement	Fleet Management	Municipal Equipment	-	-	90,000	-	-	-	-	-	-	-							90,000
54502118	Fleet Parks 2017 Ford F250 Supercab 4x4 (V9100) Replacement	Fleet Management	Municipal Equipment	-	-	100,000	-	-	-	-	-	-	-							100,000
54502119	Fleet Brennan Park Recreation Centre 2017 Ice Bear Ice Resurfacer Replacement	Fleet Management	Municipal Equipment	225,000	-	-	-	-	-	-	-	-	-							225,000
54502120	Fleet Parks 2017 McLean MV4 Trails Machine Replacement	Fleet Management	Municipal Equipment	350,000	-	-	-	-	-	-	-	-	-							350,000
54502125	Fleet Public Works New Mobile Equipment - Bike Lane Sweeper/Snow and Ice Control Unit	Fleet Management	Municipal Equipment	154,000	-	-	-	-	-	-	-	-	-							154,000
54502126	Fleet Public Works 2013 Mobile Equipment 11 John Deere 770G Grader (V9439) Replacement	Fleet Management	Municipal Equipment	-	-	-	230,000	-	-	-	-	-	-							230,000
54502127	Fleet Public Works 2015 Mobile Equipment 12 Cummins C60CR Generator Trailer (V9453) Replacement	Fleet Management	Municipal Equipment	-	-	-	55,000	-	-	-	-	-	-							55,000
54502128	Fleet Public Works 2015 Mobile Equipment 13 Cummins C60CR Generator Trailer (V9454) Replacement	Fleet Management	Municipal Equipment	-	-	-	55,000	-	-	-	-	-	-							55,000
54502129	Fleet Public Works 2016 Mobile Equipment 14 JLG Drop Deck Trailer Replacement	Fleet Management	Municipal Equipment	-	-	-	20,000	-	-	-	-	-	-							20,000
96501104	Fleet Sewer Tandem Axle Vacuum Truck (V9431)	Fleet Management	Municipal Equipment	-	800,000	-	-	-	-	-	-	-	-							800,000
96501106	Fleet Wastewater New Ford F150 Lightning EV	Fleet Management	Municipal Equipment	-	90,000	-	-	-	-	-	-	-	-							90,000
CS650101	Chevrolet Barrier O&M Truck	Fleet Management	Municipal Equipment	75,000	-	-	-	-	-	-	-	-	135,000							210,000
C3650204	All Terrain Vehicle - Replacement x2	Fleet Management	Municipal Equipment	-	-	52,000	-	-	-	-	-	-	-							52,000
C3650205	Fire Fleet - Replacement Vehicle Outfitting	Fleet Management	Municipal Equipment	32,000	-	-	-	-	-	-	-	-	-							32,000
CS450116	Fleet Public Works Electrical team electric van	Fleet Management	Municipal Equipment	90,000	-	-	-	-	-	-	-	-	-							90,000
CS450117	Fleet Roads Ford Lightning - Supervisor	Fleet Management	Municipal Equipment	75,000	-	-	-	-	-	-	-	-	-							75,000
CS450118	Fleet Roads F150 Foreperson Truck	Fleet Management	Municipal Equipment	-	75,000	-	-	-	-	-	-	-	-							75,000
CS450119	Fleet WWTP Side-by-side	Fleet Management	Municipal Equipment	35,000	-	-	-	-	-	-	-	-	-							35,000
CS450125	PW Fleet Replacement Muni Hall Chevy Bolt V8461	Fleet Management	Municipal Equipment	-	-	-	-	48,000	-	-	-	-	-							48,000
CS450127	PW Fleet replacement V9107 Chevy Bolt	Fleet Management	Municipal Equipment	-	-	-	-	48,000	-	-	-	-	-							48,000
CS450132	PW Fleet Replacement V9466 Utilities Super Cab	Fleet Management	Municipal Equipment	-	-	-	-	100,000	-	-	-	-	-							100,000
CS450133	PW Fleet Replacement- Kubota with snow and Ice V9104	Fleet Management	Municipal Equipment	-	-	-	-	60,000	-	-	-	-	-							60,000
CS450137	PW Fleet Annual Replacements	Fleet Management	Municipal Equipment	190,000	-	180,000	250,000	580,000	160,000	580,000	860,000	940,000	230,000							3,970,000
CS450139	PW Fleet Replacement V9096 Parks Water Skid	Fleet Management	Municipal Equipment	-	-	-	-	9,158	-	-	-	-	-							9,158
CS450140	PW Fleet Replacement- Fertilizer Spreader- Parks	Fleet Management	Municipal Equipment	-	-	-	-	7,416	-	-	-	-	-							7,416
CS450141	PW Fleet Replacement Groomer- Parks	Fleet Management	Municipal Equipment	-	-	-	-	14,403	-	-	-	-	-							14,403
CS450142	PW Fleet Replacement FS-1 Redemix Field Sweeper	Fleet Management	Municipal Equipment	-	-	-	-	46,564	-	-	-	-	-							46,564
CS450143	PW Fleet Replacement V8454 BP 15 passenger van	Fleet Management	Municipal Equipment	-	-	-	-	91,046	-	-	-	-	-							91,046
CS450144	PW Fleet Replacement V9455 Trail King Tandem Excavator Trailer	Fleet Management	Municipal Equipment	-	-	-	-	41,790	-	-	-	-	-							41,790
CS450145	PW Fleet Replacement V9101 Tilt Deck Tandem Axle Trailer	Fleet Management	Municipal Equipment	-	-	-	-	20,000	-	-	-	-	-							20,000
CS450149	PW Fleet Replacement V9094 Parks F550 Snow and Ice Control	Fleet Management	Municipal Equipment	-	-	-	-	160,000	-	-	-	-	-							160,000
CS450150	PW Fleet Replacement- V9458 F550 Snow and Ice	Fleet Management	Municipal Equipment	-	-	-	-	180,000	-	-	-	-	-							180,000
54501109	Ford F350 Replacement (9086)-Fleet	Fleet Management	Municipal Equipment	-	-	-	-	-	-	36,000	-	-	-							171,000
54501118	Jacobsen Mower Replacement for Parks (V9087)-Fleet	Fleet Management	Municipal Equipment	-	-	-	-	-	-	-	70,000	-	-							70,000
CS450123	PW Fleet Replacement V6012 Roads SUV	Fleet Management	Municipal Equipment	-	-	-	-	-	21,000	-	-	-	-							21,000
CS450120	PW Fleet Replacement V9090 Flail Mower Parks	Fleet Management	Municipal Equipment	-	-	-	-	-	-	-	-	-	250,000							250,000
CS450124	PW Fleet Replacement V9470 PW Chevy Bolt	Fleet Management	Municipal Equipment	-	-	-	-	-	-	50,000	-	-	-							50,000
CS450128	PW Fleet Replacement Caterpillar Backhoe V9465	Fleet Management	Municipal Equipment	-	-	-	-	-	150,000	-	-	-	-							150,000
CS450129	PW Fleet Replacement Single axle dump truck with snow implements V9469	Fleet Management	Municipal Equipment	-	-	-	-	-	-	-	-	-	400,000							400,000
CS450130	PW Fleet Replacement V9419 Roller	Fleet Management	Municipal Equipment	-	-	-	-	-	-	-	-	-	150,000							150,000
CS450131	PW Fleet Replacement V9463 Sign Truck with crane	Fleet Management	Municipal Equipment	-	-	-	-	-	250,000	-	-	-	-							250,000
CS450134	PW Fleet Replacement V9461 8" Trailer Mounted Godwin pump	Fleet Management	Municipal Equipment	-	-	-	-	-	200,000	-	-	-	-							200,000
CS450135	PW Fleet Replacement Wildland Interface Trailer V7014	Fleet Management	Municipal Equipment	-	-	-	-	-	174,160	-	-	-	-							174,160
CS450136	PW Fleet Replacement Kubota Mower Parks V9103	Fleet Management	Municipal Equipment	-	-	-	-	-	50,000	-	-	-	-							50,000
CS450138	PW Fleet Replacement V9459 F350 with service box	Fleet Management	Municipal Equipment	-	-	-	-	150,000	-	-	-	-	-							150,000
CS450148	PW Fleet Replacement V9443 Single axle dumptruck	Fleet Management	Municipal Equipment	-	-	-	-	-	-	300,000	-	-	-							300,000
CS450210	PW Fleet Replacement V9093	Fleet Management	Municipal Equipment	-	-	-	-	-	-	-	-	-	120,000							120,000
CS450215	PW Fleet Replacement V9473	Fleet Management	Municipal Equipment	-	-	-	-	-	-	110,000	-	-	-							110,000
CS450216	Fleet PW Replacement 5092 Toro Material Handler	Fleet Management	Municipal Equipment	-	-	-	-	-	-	-	50,000	-	-							50,000
CS450217	PW Fleet Replacement Deep Tiner-DT1	Fleet Management	Municipal Equipment	-	-	-	-	-	-	-	60,000	-	-							60,000
CS450218	PW Fleet Replacement V9088 Debris Blower	Fleet Management	Municipal Equipment	-	-	-	-	-	-	-	10,000	-	-							10,000
CS450220	PW Fleet Replacement V8463 Engineering Bolt	Fleet Management	Municipal Equipment	-	-	-	-	-	-	50,000	-	-	-							50,000

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 3: 2026 - 2035 Capital Project Details

PROJECTS			ANNUAL COST											FUNDING SOURCES - TOTAL					
	Department	Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	User Fees	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Borrowing	Reserves
C5450221	PW Fleet Replacement V8433	Fleet Management	-	-	-	-	-	-	50,000	-	-	-							50,000
C5450126	PW Fleet Replacement V9431 Utilities F550 Service vehicle	Fleet Management	-	-	-	-	-	-	-	-	300,000	-							300,000
Total Fleet Management			3,107,600	2,283,000	792,000	1,120,000	1,406,377	1,155,160	1,176,000	1,050,000	1,240,000	1,420,000							14,750,137
50501100	Oceanfront Boardwalk A & B - Paving Oceanfront Perimeter Trail (DCC P-	Engineering	70,000	-	-	75,000	-	-	80,000	-	-	85,000					306,900	-	3,100
56500300	Road & Bridge Infrastructure - Annual Paving and Repairs	Engineering	1,440,000	1,650,000	2,100,000	2,150,000	2,200,000	2,250,000	2,300,000	2,350,000	2,400,000	2,500,000							21,340,000
56504307	Paradise Valley Bailey Bridge Abutments	Engineering	1,750,000	-	-	-	-	-	-	-	-	-							1,750,000
56504314	New Downtown Entrance Design	Engineering	336,900	89,900	93,000	146,300	149,000	99,000	99,000	-	-	-					1,008,939	-	4,161
56504322	Second Downtown Entrance: Pemberton/Laurelwood Bridge	Engineering	479,300	315,400	181,200	666,300	98,600	-	-	-	-	-							17,357
56504320	Mamquam Bridge Deck Resurfacing	Engineering	7,215,000	-	-	-	-	-	-	-	-	-			2,190,000		325,000	4,700,000	-
56504321	Progress Way Road Road Reconstruction	Engineering	-	700,000	-	-	-	-	-	-	-	-							700,000
56504323	Speed Limit Reduction Implementation	Engineering	150,000	-	-	-	-	-	-	-	-	-							150,000
56504325	Annual Transportation Upgrades	Engineering	250,000	795,000	350,000	350,000	350,000	350,000	1,034,000	4,622,000	10,579,000	11,087,000			1,500,000				28,267,000
56504326	Finch Drive Road Reconstruction	Engineering	50,000	1,977,773	-	-	-	-	-	-	-	-						2,027,773	-
56505300	Oceanfront Peninsula Main Arterial Road Construction	Engineering	-	600,000	297,870	-	-	-	-	-	-	-					357,880	539,990	685,000
56510323	Depot Road Separated Active Transportation Infrastructure	Engineering	685,000	-	-	-	-	-	-	-	-	-							3,425,000
56531050	Road Paint Annual Marking	Engineering	275,000	310,000	320,000	330,000	340,000	350,000	360,000	370,000	380,000	390,000							2,560,000
57500100	Transit Stop Infrastructure Improvements - New Bus Shelters	Engineering	155,000	220,000	230,000	245,000	260,000	270,000	280,000	290,000	300,000	310,000							3,000,000
60500300	Annual Flood Protection Upgrades	Engineering	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000			20,000,000			6,000,000	14,000,000
60514106	Harris, Dryden and Judd Storm Pump Stations - Backup Generators	Engineering	370,000	-	-	-	-	-	-	-	-	-							370,000
60514107	Storm System Infrastructure - Annual Repair and Replacement	Engineering	750,000	775,000	800,000	825,000	850,000	875,000	900,000	925,000	950,000	975,000							8,625,000
60514112	Whittaker Slough Pump Station Construction	Engineering	-	4,735,000	-	-	-	-	-	-	-	-						4,735,000	-
60514113	Loggers East Drainage Diversion Pipe Construction	Engineering	962,068	20,000	1,565,794	-	-	-	-	-	-	-						548,379	-
60514117	Stormwater Pipe Capacity Upsizing	Engineering	-	150,000	150,000	1,350,000	1,425,000	-	-	-	-	-			1,585,794		413,689	1,493,172	1,581,828
88500100	Mt Garibaldi Cemetery Expansion and Service Improvements	Engineering	650,000	-	-	-	-	100,000	-	1,000,000	-	-						1,750,000	-
92500104	Landfill Gas Flare Horizontal Pipe Expansion	Engineering	50,000	433,000	-	50,000	500,000	-	-	-	-	-							1,033,000
94516310	Powerhouse Springs Production Well - Design and Construction	Engineering	300,000	1,100,000	-	-	-	-	-	-	-	-					1,386,000	-	14,000
94516311	Powerhouse Springs Backup Diesel Generator for Water Supply	Engineering	300,000	-	-	-	-	-	-	-	-	-							300,000
94516312	Powerline Re-Closer for Powerhouse Springs	Engineering	-	100,000	-	-	-	-	-	-	-	-							100,000
94523300	Water System - Annual Repairs and Replacements	Engineering	1,570,000	3,600,000	3,700,000	3,800,000	3,900,000	4,000,000	4,100,000	4,200,000	4,300,000	4,400,000							37,570,000
96510302	Chiefview & Tantalus Sanitary Sewer Upgrade	Engineering	-	-	2,500,000	-	-	-	-	-	-	-						2,475,000	25,000
96510307	Mamquam Road Sanitary Sewer Phase 3 - Upgrade Under Highway 99	Engineering	-	-	50,000	-	2,000,000	-	-	-	-	-							2,050,000
96511300	Sanitary Sewer - Annual Repair and Replacement	Engineering	955,000	1,155,000	1,375,000	1,750,000	2,000,000	2,500,000	2,600,000	2,700,000	2,800,000	2,900,000							20,735,000
96530301	Lift Stations Refurbishment and Replacement	Engineering	500,000	975,000	975,000	975,000	500,000	500,000	550,000	550,000	600,000	600,000							6,725,000
96550105	Wastewater Treatment Plant Outfall Extension	Engineering	500,000	-	-	-	-	-	-	-	-	-							500,000
96550110	Wastewater Treatment Plant Headworks Building Replacement	Engineering	-	230,000	-	11,825,000	5,965,000	-	-	-	-	-						17,778,217	241,783
C5650409	Bridge Infrastructure Repairs and Replacements	Engineering	195,000	330,000	-	-	-	-	-	-	-	-							525,000
C6051403	Dryden Pumpohouse Submersible Pump Rebuild	Engineering	40,000	40,000	-	-	-	-	-	-	-	-							80,000
C9651104	Mamquam Lift Station Upgrade (DCC S-9)	Engineering	-	-	-	50,000	-	500,000	-	-	-	-							-
C9450004	Redbridge Watermain Contribution	Engineering	78,637	-	-	-	-	-	-	-	-	-					544,500		5,500
C9452202	DCC W-2 Centennial Way Watermain Upgrade	Engineering	309,084	-	-	-	-	-	-	-	-	-							78,637
C9651103	Centennial Lift Station Upgrade	Engineering	-	-	-	-	-	-	-	-	500,000	-					305,993		3,091
C6150001	Cheekye Barrier - Capital Works	Engineering	-	-	-	-	-	-	-	-	-	635,643							500,000
Total Engineering			24,385,989	24,301,073	18,687,864	28,587,600	24,537,600	15,794,000	16,303,000	21,007,000	26,809,000	27,882,643			25,275,794		7,865,517	40,554,359	154,600,100
80500103	Mobile Library Service	Library Services	60,000	70,000	70,000	-	-	-	-	-	-	-				100,000			100,000
Total Library Services			60,000	70,000	70,000	-	-	-	-	-	-	-				100,000			100,000
86512112	No Name Road Park Development	Planning & Building	125,000	-	-	-	-	-	-	-	-	-							-
C6250002	Traffic Island 1 - Construct	Planning & Building	99,000	-	-	-	-	-	-	-	-	-					125,000		-
Total Planning & Building			224,000	-	-	-	-	-	-	-	-	-					125,000		99,000
86512117	Octopus Garden (Smoke Bluffs Park) Urine Diversion Toilet	Parks & Trails	20,000	-	-	-	-	-	-	-	-	-							20,000
86519108	Brennan Park - Aluminum Bleachers	Parks & Trails	-	50,000	-	-	-	-	-	-	-	-							50,000
C8651902	Parks & Trails Annual Capital Improvements	Parks & Trails	-	-	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000							1,400,000
Total Parks & Trails			20,000	50,000	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000							1,470,000
84500109	Equestrian Area Event/Tournament Camping/Parking Lot and Community Storage Construction	Recreation Services	77,000	-	-	400,000	-	-	-	-	-	-							477,000
86519110	Indoor Bike Park Utilities	Recreation Services	150,000	-	-	-	-	-	-	-	-	-							150,000
Total Recreation Services			227,000	-	-	400,000	-	-	-	-	-	-							627,000
92510102	Residual Waste Long Term Planning - Design and Construction	Sustainability	856,392	723,882	11,306,937	11,704,856	70,976	10,000	10,000	336,000	281,000	5,826,000						31,126,043	-
92510110	Landfill Closure Phase 2 and 3 Construction	Sustainability	-	-	-	518,250	6,121,300	-	-	-	122,500	5,000							6,767,050
Total Sustainability			856,392	723,882	11,306,937	12,223,106	6,192,276	10,000	10,000	336,000	403,500	5,831,000						31,126,043	6,767,050
52600103	Improvements to Lot 74 for Use as a Satellite Works Yard	Public Works	90,000	-	265,000	265,000	265,000	265,000	265,000	-	-	-							1,415,000
56504101	Brine Storage Tanks, Pumping System, and Spill Containment	Public Works	135,000	-	-	-	-	-	-	-	-	-							135,000
56506106	Cleveland Avenue Decorative Streetlights Replacement	Public Works	80,700	-	-	-	-	-	-	-	-	-							80,700
94504100	Water Service Connections Upgrades	Public Works	65,000	70,000	75,000	80,000	85,000	90,000	95,000	100,000	105,000	110,000							875,000
96504105	Wastewater Connections	Public Works	20,000	25,000	25,000	30,000	30,000	35,000	35,000	35,000	35,000	40,000						310,000	-
96520907	Wastewater Treatment Plant - Repair and Replacement	Public Works	350,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000							3,050,000
96520313	Wastewater Treatment Plant - Back-up Generator Replacement	Public Works	750,000	-	-	-	-	-	-	-	-	-							750,000
96530309	Sewer Lift Station Transformers Upgrade	Public Works	100,000	100,000	100,000	100,000	-	-	-	-	-	-							400,000
96530312	Westway Lift Station Back-up Generator Replacement	Public Works	65,000	-	500,000	-	-	-	-	-	-	-							565,000
C5650602	Streetscape garbage bin replacements	Public Works	60,000	30,000	30,000	-	-	-	-	-	-	-							120,000
C9650202	Gantry Crane for Central Lift Station	Public Works	-	50,000	-	-	-	-	-	-	-	-							50,000
C9650401	Equipment Dry Storage Structure for Queensway Lift Station	Public Works	-	50,000	-	250,000	-	-	-	-	-	-							300,000
C9651001	Smartcover Sewer Maintenance Hole Real-Time Data Loggers	Public Works	35,000	-	-	-	-	-	-	-	-	-							35,000
C9652004	Wastewater Treatment Plant CTU No. 1 Clarifier Mechanism End-of-Life Replacement	Public Works	50,000	-	1,000,000	-	-	-	-	-	-	-							1,050,000
C9650201	Wastewater Treatment Plant Centrifuge Replacement	Public Works	-	-	-	-	-	75,000	-	2,500,000	-	-							2,575,000
Total Public Works			1,800,700	625,000	2,295,000	1,025,000	680,000	765,000	695,000	2,935,000	440,000	450,000	1,185,000						10,525,

PROJECTS			ANNUAL COST										FUNDING SOURCES - TOTAL						
	Department	Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	User Fees	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Borrowing	Reserves
C2650004	UBW Migration to ERPX	Information Technology Services	-	-	-	98,000	235,000	240,000	400,000	250,000	255,000	261,000							400,000
C2650005	Annual IT Implementation and Upgrades	Information Technology Services	-	-	-	98,000	235,000	240,000	145,000										1,484,000
C2651001	Servers Refresh Hardware Platform	Information Technology Services	65,000										65,000						65,000
C2651003	AI - Evolution and Transformation Initiative	Information Technology Services	89,000	91,000	92,000														272,000
Total Information Technology Services			154,000	91,000	92,000	98,000	235,000	240,000	545,000	250,000	255,000	261,000							2,221,000
C3250005	Municipal Hall Rooftop Unit Replacement	Facilities Maintenance	70,000	75,500															145,500
C5150001	Brennan Park Floor Machine Replacement	Facilities Maintenance	35,000																35,000
C5150002	Waste Water Buildings Renewal Project	Facilities Maintenance	30,000	30,000	30,000														90,000
C8451402	Brennan Park Domestic Hot Water Boiler Replacement	Facilities Maintenance	35,000						40,000										75,000
C8451602	55 Activity Centre Elevator Modernization	Facilities Maintenance									50,000	200,000							250,000
C8451605	Facilities Maintenance Placeholder	Facilities Maintenance	31,878	33,527	34,545	2,147,049	2,257,490	2,348,800	2,389,606	2,441,003	2,492,507	2,543,920							16,720,325
Total Facilities Maintenance			201,878	139,027	64,545	2,147,049	2,257,490	2,348,800	2,429,606	2,441,003	2,542,507	2,743,920							17,315,825
C5150003	Brennan Park - Recreation Facility Upgrades	Facilities Planning and Construction	300,000	300,000												600,000			165,000
C5150007	Brennan Park - Mezzanine Upgrade and Flooring	Facilities Planning and Construction						165,000											165,000
C5150008	Brennan Park - Field Washrooms, Playgrounds, and Picnic Facilities	Facilities Planning and Construction			50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000							750,000
C5150009	Brennan Park - Field House Demolition	Facilities Planning and Construction			200,000														200,000
C5260004	Public Works Lift Stations Building Envelope Renewal Project	Facilities Planning and Construction	30,000	30,000	30,000														90,000
C7251005	Adventure Centre - Building Envelope Repairs	Facilities Planning and Construction		25,000	225,000														250,000
C8450118	Facilities Planning and Construction Placeholder	Municipal Infrastructure	240,000	120,000	582,900	500,000	545,000	565,000	616,500	643,300	721,000	749,800				2,220,000			3,063,500
Total Facilities Planning and Construction			570,000	475,000	1,087,900	600,000	645,000	830,000	716,500	743,300	821,000	849,800				2,220,000			4,518,500
C3650202	Auto-Extraction Equipment Replacement	Fire Services					170,000												170,000
C3650203	Self Contained Breathing Apparatus - Replacement	Fire Services					575,000												575,000
C3650106	Fire Fleet Replacement Spartan Metro Fire Truck	Fire Services						1,000,000										1,000,000	
C3650105	Fire Fleet Replacement Freightliner M2 Fire Rescue	Fire Services						300,000											300,000
C3650107	Fire Fleet Replacement V7015 Fire Rescue	Fire Services							100,000										100,000
C3650005	Fire Fleet Apparatus Replacement (Engine 11)	Fire Services						10,000			2,400,000							2,410,000	
Total Fire Services							745,000	1,300,000	110,000		2,400,000							3,410,000	1,145,000
C5450101	Cheekyke Barrier O&M Truck	Fleet Management	75,000									135,000							210,000
C3650204	All Terrain Vehicle - Replacement x2	Fleet Management			52,000														52,000
C3650205	Fire Fleet - Replacement Vehicle Outfitting	Fleet Management	32,000																32,000
C5450116	Fleet Public Works Electrical team electric van	Fleet Management	90,000																90,000
C5450117	Fleet Roads Ford Lightning - Supervisor	Fleet Management	75,000																75,000
C5450118	Fleet Roads F150 Forperson Truck	Fleet Management		75,000															75,000
C5450119	Fleet WWTP Side-by-side	Fleet Management	35,000																35,000
C5450125	PW Fleet Replacement Muni Hall Chevy Bolt V8461	Fleet Management					48,000												48,000
C5450127	PW Fleet replacement V9107 Chevy Bolt	Fleet Management					48,000												48,000
C5450132	PW Fleet Replacement V9466 Utilities Super Cab	Fleet Management					100,000												100,000
C5450133	PW Fleet Replacement- Kubota with snow and ice V9104	Fleet Management					60,000												60,000
C5450137	PW Fleet Annual Replacements	Fleet Management	190,000		180,000	250,000	580,000	160,000	580,000	860,000	940,000	230,000							3,970,000
C5450139	PW Fleet Replacement V9096 Parks Water Skid	Fleet Management					9,158												9,158
C5450140	PW Fleet Replacement- Fertilizer Spreader- Parks	Fleet Management					7,416												7,416
C5450141	PW Fleet Replacement Groomer- Parks	Fleet Management					14,403												14,403
C5450142	PW Fleet Replacement FS-1 Redemix Field Sweeper	Fleet Management					46,564												46,564
C5450143	PW Fleet Replacement V8454 BP 15 passenger van	Fleet Management					91,046												91,046
C5450144	PW Fleet Replacement V9455 Trail King Tandem Excavator Trailer	Fleet Management					41,790												41,790
C5450145	PW Fleet Replacement V9101 Tilt Deck tandem Axle Trailer	Fleet Management					20,000												20,000
C5450149	PW Fleet Replacement V9094 Parks F550 Snow and Ice Control	Fleet Management					160,000												160,000
C5450150	PW Fleet Replacement- V9458 F550 Snow and Ice	Fleet Management					180,000												180,000
C5450123	PW Fleet Replacement V6012 Roads SUV	Fleet Management						21,000											21,000
C5450120	PW Fleet Replacement V9090 Flail Mower Parks	Fleet Management										250,000							250,000
C5450124	PW Fleet Replacement V9470 PW Chevy Bolt	Fleet Management							50,000										50,000
C5450128	PW Fleet Replacement Caterpillar Backhoe V9465	Fleet Management						150,000											150,000
C5450129	PW Fleet Replacement Single axle dump truck with snow implements V9469	Fleet Management										400,000							400,000
C5450130	PW Fleet Replacement V9419 Roller	Fleet Management										150,000							150,000
C5450131	PW Fleet Replacement V9463 Sign Truck with crane	Fleet Management						250,000											250,000
C5450134	PW Fleet Replacement V9461 8" Trailer Mounted Godwin pump	Fleet Management						200,000											200,000
C5450135	PW Fleet Replacement Wildland Interface Trailer V7014	Fleet Management						174,160											174,160
C5450136	PW Fleet Replacement Kubota Mower Parks V9103	Fleet Management						50,000											50,000
C5450138	PW Fleet Replacement V9459 F350 with service box	Fleet Management						150,000											150,000
C5450148	PW Fleet Replacement V9443 Single axle dumptruck	Fleet Management							300,000										300,000
C5450210	PW Fleet Replacement V9093	Fleet Management										120,000							120,000
C5450215	PW Fleet Replacement V9473	Fleet Management							110,000										110,000
C5450216	Fleet PW Replacement 9092 Toro Material Handler	Fleet Management								50,000									50,000
C5450217	PW Fleet Replacement Deep Tiner-DT1	Fleet Management								60,000									60,000
C5450218	PW Fleet Replacement V9088 Debris Blower	Fleet Management								10,000									10,000
C5450220	PW Fleet Replacement V8463 Engineering Bolt	Fleet Management								50,000									50,000
C5450221	PW Fleet Replacement V8433	Fleet Management								50,000									50,000
C5450126	PW Fleet Replacement V9431 Utilities F550 Service vehicle	Fleet Management									300,000								300,000
Total Fleet Management			497,000	75,000	232,000	250,000	1,406,377	1,155,160	1,140,000	980,000	1,240,000	1,285,000							8,260,537
C6550409	Bridge Infrastructure Repairs and Replacements	Municipal Infrastructure	195,000	330,000															525,000
C6051403	Dryden Pumphouse Submersible Pump Rebuild	Municipal Infrastructure	40,000	40,000															80,000
C9651104	Mamquam Lift Station Upgrade (DCC S-9)	Engineering				50,000		500,000									544,500		5,500
C9450004	Redbride Watermain Contribution	Engineering	78,637																78,637
C9452202	DCC W-2 Centennial Way Watermain Upgrade	Engineering	309,084														305,993		3,091
C9651103	Centennial Lift Station Upgrade	Municipal Infrastructure									500,000								500,000
C6150001	Cheekyke Barrier - Capital Works	Municipal Infrastructure										635,643							635,643
Total Engineering			622,721	370,000		50,000		500,000			500,000	635,643					850,493		1,827,871
C6250002	Traffic Island 1 - Construct	Planning & Building	99,000																99,000
Total Planning & Building			99,000																99,000
C8651902	Parks & Trails Annual Capital Improvements	Parks & Trails				200,000	200,000	200,000	200,000	200,000	200,000	200,000							1,400,000
Total Parks & Trails						200,000	200,000	200,000	200,000	200,000	200,000	200,000							1,400,000

PROJECTS				ANNUAL COST										FUNDING SOURCES - TOTAL						
		Department	Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	User Fees	Other revenue	Government Grants	Community Amenity Contributions	Development Cost Charges	Borrowing	Reserves
C5650602	Streetscape garbage bin replacements	Public Works	Municipal Infrastructure	60,000	30,000	30,000	-	-	-	-	-	-	-							120,000
C9650202	Gantry Crane for Central Lift Station	Public Works	Municipal Infrastructure	-	50,000	-	-	-	-	-	-	-	-							50,000
C9650401	Equipment Dry Storage Structure for Queensway Lift Station	Public Works	Municipal Infrastructure	-	50,000	-	250,000	-	-	-	-	-	-							300,000
C9651001	Smartcover Sewer Maintenance Hole Real-Time Data Loggers	Public Works	Municipal Infrastructure	35,000	-	-	-	-	-	-	-	-	-							35,000
C9652004	Wastewater Treatment Plant CTU No. 1 Clarifier Mechanism End-of-Life Replacement	Public Works	Municipal Infrastructure	50,000	-	1,000,000	-	-	-	-	-	-	-							1,050,000
C9650201	Wastewater Treatment Plant Centrifuge Replacement	Public Works	Municipal Infrastructure						75,000		2,500,000									2,575,000
Total Public Works				145,000	130,000	1,030,000	250,000	-	75,000	-	2,500,000	-	-	-	-	-	-	-	-	4,130,000
TOTAL 2026-2035				2,289,599	1,280,027	2,506,445	3,595,049	5,488,867	6,648,960	5,141,106	7,114,303	7,958,507	5,975,363	-	-	-	2,820,000	850,493	3,410,000	40,917,733

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN
Attachment 3b: 2026 - 2035 Capital Details - Climate Impact

PROJECTS			ANNUAL COST											FUNDING SOURCES - TOTAL		
REF	Project Name	Climate Impact	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Government Grants	Borrowing	Reserves	
60500300	Annual Flood Protection Upgrades	Climate Adaptation	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000	6,000,000	14,000,000	
C5450135	PW Fleet Replacement Wildland Interface Trailer V7014	Climate Adaptation						174,160							174,160	
TOTAL 2026-2035 CLIMATE ADAPTATION			4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,174,160	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000	6,000,000	14,174,160	
34600101	RCMP Mechanical Upgrade - Replacement of Heat Pumps	Climate Mitigation	320,100	320,000	370,000	-	-	-	-	-	-	-	400,000		1,010,100	
54501146	Fleet Parks and Roads Two EV Ford F150 Lightning Pros	Climate Mitigation	75,000	80,000	-	-	-	-	-	-	-	-			155,000	
54502110	Electric Forklift - Public Works Facility	Climate Mitigation	103,000	-	-	-	-	-	-	-	-	-			103,000	
56510323	Depot Road Separated Active Transportation Infrastructure	Climate Mitigation	685,000	-	-	-	-	-	-	-	-	-			685,000	
57500100	Transit Stop Infrastructure Improvements - New Bus Shelters	Climate Mitigation	155,000	220,000	230,000	245,000	260,000	270,000	280,000	290,000	300,000	310,000			2,560,000	
84500113	Brennan Park Service Upgrades and Electrification Allowance	Climate Mitigation	60,000	485,000	-	-	-	-	-	-	-	-			545,000	
84500120	Brennan Park Building Envelope Upgrades	Climate Mitigation	2,090,000	-	-	-	-	-	-	-	-	-			1,690,000	
84502103	Brennan Park Waste Management Recycling and Composting Improvements	Climate Mitigation	30,000	-	-	-	-	-	-	-	-	-			30,000	
92500104	Landfill Gas Flare Horizontal Pipe Expansion	Climate Mitigation	50,000	433,000	-	50,000	500,000	-	-	-	-	-			1,033,000	
96501106	Fleet Wastewater New Ford F150 Lightning EV	Climate Mitigation	-	90,000	-	-	-	-	-	-	-	-			90,000	
C5450117	Fleet Roads Ford Lightning - Supervisor	Climate Mitigation	75,000	-	-	-	-	-	-	-	-	-			75,000	
C5450125	PW Fleet Replacement Muni Hall Chevy Bolt V8461	Climate Mitigation	-	-	-	-	48,000	-	-	-	-	-			48,000	
C5450127	PW Fleet Replacement V9107 Chevy Bolt	Climate Mitigation	-	-	-	-	48,000	-	-	-	-	-			48,000	
C5260004	Public Works Lift Stations Building Envelope Renewal Project	Climate Mitigation	30,000	30,000	30,000										90,000	
C7251005	Adventure Centre - Building Envelope Repairs	Climate Mitigation	-	25,000	225,000										250,000	
C5450116	Fleet Public Works Electrical team electric van	Climate Mitigation	90,000												90,000	
C5450117	Fleet Roads Ford Lightning - Supervisor	Climate Mitigation	75,000												75,000	
C5450125	PW Fleet Replacement Muni Hall Chevy Bolt V8461	Climate Mitigation					48,000								48,000	
C5450127	PW Fleet replacement V9107 Chevy Bolt	Climate Mitigation					48,000								48,000	
C5450124	PW Fleet Replacement V9470 PW Chevy Bolt	Climate Mitigation							50,000						50,000	
C5450220	PW Fleet Replacement V8463 Engineering Bolt	Climate Mitigation							50,000						50,000	
TOTAL 2026-2035 CLIMATE MITIGATION			3,838,100	1,683,000	855,000	295,000	952,000	270,000	380,000	290,000	300,000	310,000	400,000	-	8,773,100	
TOTAL 2026-2035 CLIMATE IMPACT			7,838,100	5,683,000	4,855,000	4,295,000	4,952,000	4,444,160	4,380,000	4,290,000	4,300,000	4,310,000	20,400,000	6,000,000	22,947,260	

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 3c: 2026 - 2035 Unfunded Capital Projects

PROJECTS				ANNUAL COST										FUNDING SOURCES - TOTAL		
REF	Project Name	Department	Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Development Cost Charges	Reserves	UNFUNDED
56504314	New Downtown Entrance Design	Engineering	Growth				10,000,000	12,559,000	-	10,000,000	-	-	-			10,000,000
56504322	Second Downtown Entrance: Pemberton/Laurelwood Bridge	Engineering	Municipal Infrastructure				150,000		-	-	-	-	-			22,559,000
56510321	Third Ave Upgrade	Engineering	Municipal Infrastructure	-	-	-			4,257,000	-	-	-	-	-	-	4,407,000
96530313	Easter Seal Gravity Lift Station Refurbishment - Government Road	Engineering	Municipal Infrastructure	-	-	200,000	-	7,286,000	-	-	-	-	-	-	-	7,486,000
	Sanitary Sewer Bypass															
C5650407	Government Road Active Transportation Improvements	Engineering	Municipal Infrastructure	-	2,638,000	2,409,000	-	350,000	150,000	-	5,260,000	-	-	-	-	10,807,000
C5650408	Westway Active Transportation Upgrades	Engineering	Municipal Infrastructure	-	-	150,000	150,000	-	2,150,000	-	-	-	-	-	-	2,450,000
C9450003	Long-Term Drinking Water Source Expansion	Engineering	Municipal Equipment	-	-	-	-	200,000	-	2,500,000	-	-	-	-	-	2,700,000
TOTAL 2026-2035 UNFUNDED PROJECTS				-	2,638,000	2,759,000	10,300,000	20,395,000	6,557,000	12,500,000	5,260,000	-	-	-	-	60,409,000

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 4: 2026 - 2035 Capital Project Descriptions and Justifications

District of Squamish 2026-2035 Financial Plan				
REF	Project Name	Project Description	Project Justification Benefits	Project Funding
Information Technology Services				
26500104	Fibre Optic Cable Conduit	Creation of a fibre-optic loop owned and operated by the District. Progress has been made in recent years creating a conduit backbone that links Public Works, Brennan Park, RCMP/Bylaw, and Firehall 1. The budget includes complete conduit connections to Municipal Hall, Critical Public Works Infrastructure and Supervisory Control and Data Acquisition (SCADA) sites, and other sites.	Connecting District buildings with fibre optic cable has resulted in significant operational savings and highly improved service, allowing the organization to reallocate funds to other rising IT costs. The annual cost of our Telcom-managed network contract has already been reduced significantly. Network speeds have increased by up to 100x for some locations. Critical Supervisory Control and Data Acquisition (SCADA) sites are also being connected where possible. Coordinating installation of fibre optic cable conduits with planned capital and development projects, provides a significant savings during installation.	Reserves
26500105	Council Chambers Technology Enhancements	The council chambers require significant technology enhancements as the projector and screens approach the end of their operational life. To ensure effective communication during meetings, the audio-visual systems will be upgraded. This modernization includes the installation of advanced equipment such as cameras, and high-definition displays. These enhancements aim to deliver seamless functionality and support more efficient interactions. This project includes equipment for The 55 to facilitate Council meetings at that location as well.	The council chambers require critical technology enhancements, as the existing projector and screens are nearing the end of their operational lifespan. This project entails acquiring advanced equipment, including an IP encoder to capture and stream AV content, a rack-mountable device to connect cameras, and a license enabling automatic camera tracking. The system will support up to eight IP PTZ cameras, which are already owned, along with spare and replacement batteries for microphones. Additionally, a Poly Camera system will be installed for staff meetings to further improve functionality. This modernization effort also includes procuring equipment for The 55 to facilitate Council meetings at that location.	Reserves
26500110	Work/Asset Management System Software	The budget is to allocate IT staff to support work/asset management system software, per the recommendations outlined in the Asset Management Plan. The budget includes year 1 and 2 of the staff position being funded through capital project funding.	As identified through the 2022 Asset Management Plan, the District is responsible for the management of an asset inventory valued at approximately \$883M. A Work and Asset Management system is required in order to have a single system to manage work and work orders, schedule and track work and maintenance, and track the condition of district assets, including water, sanitation, storm, roads, electrical, buildings. A single Work and Asset Management system is critical for operational efficiency, for long-term capital planning, and to reduce organizational risk.	Reserves
26500111	Electronic Payment Cards Implementation	The goal of this project is to move the organization away from paper based Local Orders to electronic payment cards. The new Finance system includes a p-card module that needs to be implemented. The budget includes specialized implementation consultants.	There will be significant efficiencies in moving to p-cards particularly in Public Works, where many smaller local purchases are made regularly by a large number of staff.	Reserves
26500112	Service Request/Inquiry Solution Software Implementation	Creation and implementation of a central system to track inquiries from the Public. Having no central system to track inquiries from the Public presents a risk and leads to poor/inconsistent services. Existing District platforms should be explored, saving on integration and licensing costs. The budget ask is for potentially a system and/or consultants required for the implementation.	A inquiry may need to be routed to Bylaw, Public Works, Legislative Services, Facilities or other departments. This is mostly being done via email with little to no tracking or follow-up process. For a growing community like Squamish, this is not a sustainable solution.	Reserves
26500114	Human Resources Software Solution (HRIS)	The goal is to provide the organization with a solution to fill the current gaps and pain points associated with manual tracking, reliance on excel and not being able to report or manage the organization or employees easily. IT and HR are currently in the process of refreshing the HRIS requirements to determine what system will best meet the current needs. The budget includes the system and/or modules and implementation	An efficient system that automates standard tasks will increase HR capacity by freeing staff time currently used for low-value tasks of manual tracking. Better employee and organizational management and meeting requirements will also lessen organizational risk.	Reserves
26500116	UBW Cloud Migration	The UBW system is being moved to a cloud-hosted environment. This is required by the vendor, as on-premise solutions will no longer be supported. The budget is for migration services to move the District's environment to the UBW cloud environment. This will require data and configuration work. Some modules will require re-implementation work. This project will serve to future-proof the solution and environment in the cloud, streamlining ongoing updates and maintenance.	The migration to the cloud is required by the vendor and not optional, as on-premise solutions will no longer be supported. There are some major benefits for the District with the hosted solution as the vendor will maintain and manage the hosted environment, including server and system updates.	Reserves

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 4: 2026 - 2035 Capital Project Descriptions and Justifications

District of Squamish 2026-2035 Financial Plan				
26510100	TTP Core Finance-UBW-IT	The Program has completed the District’s ERP foundation with the implementation of UBW’s Core Financials (2019), Payroll (2020) and Tempest Development Management (2020). The ERP will be developed by launching services that automate and increase fiscal controls for procurement, improve asset management, reduce time for managing operational and capital budgets, provide accurate and easily accessible HR data to assist with recruitment, development and retention and replace legacy systems with online, mobile friendly staff and client-centric tools for the District’s recreation, property, utility, licensing, ticketing and report an issue service.	ERP outcomes include reduced times for tasks such as goods receipts and vendor payment, budget planning and controlling and permit and license application and issuance. Additionally, we will enable online services that leverage the ERP’s capability and offer web and mobile options for businesses to apply for a license, property owners to pay their property taxes, and parents to register their children for swim lessons. Currently the District has limited online offerings and the public must visit one of the facilities. The Program will make doing business with the District easier by making our services accessible and available online.	Borrowing
C2650004	UBW Migration to ERPX	The District’s Enterprise Resource Planning Solution which is the main system for Financial Services, Payroll, Procurement, HR, and other areas will need to be migrated to Unit4’s new ERPX Saas (Software as a Service) environment. This has been identified as a long range planning item. The current on-premise solution will be moved to Unit4’s cloud environment in 2026. That system is expected to be near 'end of life' early in the next decade. A significant migration project requiring heavy reliance on consulting resources is planned for 2032.	This project will be required to stay on a fully supported version of the system. A true Saas solution will provide significant benefits, taking advantage of new developments and improvements as soon as they are released, sharing the same functionality as many other Municipal clients, with fewer unique customizations to maintain by staff.	Reserves
C2650005	Annual IT Implementation and Upgrades	This provisional budget aims to establish a comprehensive IT solution that supports the planning, execution, and monitoring of multiple infrastructure improvement initiatives. IT will collaborate with various departments to implement solutions that enhance data management, optimize workflows, and improve communication across infrastructure projects. Including activities like sewer and water system maintenance, flood protection planning, and transportation enhancements will be coordinated effectively. The project will help optimize resource allocation, improve communication, and ensure that IT effectively supports all infrastructure projects, while adhering to budgetary and operational objectives.	This provisional budget is essential to ensure IT has the necessary resources to effectively support the planning, execution, and management of critical infrastructure improvements. By allocating funds specifically for IT involvement and contributions in projects such as sanitary sewer repairs, water system upgrades, flood protection measures, and transportation enhancements, will enable the use of appropriate tools, technology, and expertise to optimize IT resource allocation, enhance communication, and streamline processes across departments.	Reserves
C2651001	Servers Refresh Hardware Platform	The District’s virtual server environment is near end-of-life, having been implemented more than five years ago in conjunction with the new Firehall server room construction. The current computer hardware will no longer be supported raising a serious risk for critical District servers running on that equipment. The project will ensure we have a stable, well managed environment with improved performance and functionality.	IT’s strategy is to look to cloud based SaaS (Software as a Service) solutions whenever possible. However there are still many systems that must run in our local modern virtual server environment, due to a variety of reasons including a more traditional system architecture, performance concerns, and costs. As more systems are implemented in the cloud, a balance will be maintained between cloud based and local virtual servers. At this time local technology still represents a critical need, with many core systems and network solutions on premise in our data centres. As systems use continues to grow, more data is being created and consumed than ever, requiring immense computer resources which can be incredibly costly in the cloud. By modernizing server capabilities, this project will enhance overall performance, improve efficiency, and align the virtual environment with the District’s expanding requirements. Key benefits include increased compute, memory, and storage capacity. This proactive investment not only addresses immediate resource challenges but also establishes a scalable foundation to support the District’s long-term operational objectives.	Reserves

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 4: 2026 - 2035 Capital Project Descriptions and Justifications

District of Squamish 2026-2035 Financial Plan				
C2651003	AI - Evolution and Transformation Initiative	As technology continues to evolve, leveraging artificial intelligence presents a significant opportunity to enhance efficiency, improve service, and drive innovation within the District of Squamish. The IT department will work with key stakeholders to develop a multi-year project plan which will include some early tangible uses of AI for staff. One of the goals of the project is to implement an AI framework we can build on. An AI policy will need to be developed, and Privacy Impact Assessments completed. In phase one, different uses of Microsoft Copilot will be explored, as this solution is part of the District’s existing Microsoft technology stack. Some of the initial Copilot uses to be explored include assistance with first drafts of documents, and summaries of emails, reports and meetings. In phase two, the team will plan and implement the expansion of AI use. Potential solutions include specific AI agents for critical areas and even AI-powered chatbots for improved communication with the public.	Implementing AI at the District is essential to meet the internal and external growing demands of residents and improve operational efficiency. AI can reduce response times for internal and public inquiries, optimize resource usage, and enable data-driven planning. By automating routine tasks and providing advanced analytics, this initiative will allow staff to focus on more critical priorities while delivering improved services to the community. Furthermore, the project supports long-term sustainability goals by fostering smart city development and efficient resource management.	Reserves
Real Estate				
28500103	Strategic Real Estate Transactions	The Real Estate Services department is engaged in a variety of real estate activities aimed at optimizing the District’s real estate portfolio and the effective implementation of the District’s Real Estate and Facilities Master Plan. These activities include but are not limited to acquisitions and dispositions of real estate and other capital investments (eg. building improvements to support leasing) in the District’s real estate portfolio. The proposed budget provides the spending authorization and identifies the funding source for targeted acquisitions. It also enables the District to undertake relevant analysis (eg. environmental, geotechnical, archaeology) and complete surveying work required to evaluate and advance specific transactions.	Ensures the District can advance and conclude prioritized transactions and capital investments into the District’s real estate portfolio to ensure the District is meeting the needs of the community.	Reserves
Facilities Maintenance				
28520105	RCMP Lighting Upgrade to Energy-Efficient LEDs	This project will replace non-LED light fixtures throughout offices and cells with LED options, which will lower site operating costs.	The existing lighting is reaching end of life and will require servicing to keep operational. Changing to more energy efficient LED options will reduce long term maintenance and energy costs.	Reserves
28520107	RCMP Overhead Bay Door Replacement	This project will replace the two overhead doors that serve the bays at the RCMP building, thereby renewing the asset.	The overhead doors are reaching end of life, as detailed in the Facilities asset management plan. Benefits include increased reliability and lower risk of failure, which would impact the RCMP site operations.	Reserves
34510103	RCMP Back-Up Generator Replacement	The back-up generator at the RCMP is currently 20 years old and is at end of life and due for replacement. The budget includes replacement of the end-of-life asset.	Project is required as existing generator is at the end of service life. By not replacing, the site is at risk of not having power during an outage, and severely impacting RCMP services.	Reserves
34510105	RCMP Building Automation System (BAS) Upgrade	The Building Automation System (BAS) at the RCMP allows for remote control and detailed programming of the mechanical systems at the detachment. The hardware is original and will be due for replacement in 2025. This will coincide with the completion of the current HVAC system upgrade project.	The existing building automation system hardware is aging and proactive replacement ensures the site mechanical HVAC systems can deliver heating and cooling.	Reserves
34510106	RCMP Interior Flooring Upgrades	This project will replace end of life flooring in high traffic areas in the detachment.	Project is required as the some of the existing flooring is lifting in areas and poses a tripping hazard. Some areas are carpet, which are harder to sanitize and stain easily.	Reserves
34510107	RCMP Fire Alarm Panel Replacement	This project would replace the RCMP site fire alarm panels, which are near end of life, as recommended by the Facilities asset management plan.	This project is required to ensure a functional fire alarm system is in place, thereby decreasing risk to life safety. By not replacing, there is an elevated risk of system failure.	Reserves
34510109	RCMP Security System Replacement	The RCMP has an interior and exterior camera system that monitors the entire detachment. As the camera system has reached end-of-life, the project will replace the complete camera system as it a physical security requirement for the RCMP. The budget includes asset replacement.	This camera system provides security footage of the exterior of the RCMP detachment and the internal cell blocks. This is a mandated requirement for the facility as outlined in the Municipal Police Service Agreement. The asset is currently end-of-life (system is originally from 2009) and there is no existing back-up nor work around if the current system fails. The RCMP would be at an elevated security risk if project is delayed/not completed.	Reserves

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 4: 2026 - 2035 Capital Project Descriptions and Justifications

District of Squamish 2026-2035 Financial Plan				
34600101	RCMP Mechanical Upgrade - Replacement of Heat Pumps	The RCMP building is 20 years old, and some of the mechanical equipment has reached the end of its service life. Staff have worked with a mechanical consultant to examine existing systems and create a replacement plan. The equipment includes two gas boilers, which were replaced with high-efficiency boilers in phase 1. Two hot water storage tanks were replaced with electric storage tanks from gas, also in phase 1. Phase 2 involved replacing 9 heat pumps located in the ceilings of the main floor. Phase 3 involves replacing heat pumps in the ceiling of the second floor, and replacement of roof mounted exhaust fans and heat pumps.	Site heat pumps are reaching the end of their service life as the site is over 20 years old. Site is at risk of having no heating or cooling in sections of the building. Failure of heat pumps lead to unplanned, emergency replacement work which disrupts the site and draws staff resources away from normal duties.	Reserves
80510107	Library Washroom Functionality and Accessibility Upgrades	This project would renovate the existing Library public washrooms, taking into consideration accessibility best practices.	This project would make the washrooms more inclusive, for a wider range of users.	Reserves
84502103	Brennan Park Waste Management Recycling and Composting Improvements	This project would standardize garbage and recycle bins within Brennan Park. Securing exterior garbage bins and signage updates would also be included.	This project will improve the current use of interior bins to ensure that waste materials are correctly disposed of. Improving the storage bins outside the facility will allow for more materials to be sorted and reduce any wildlife attractants as noted by the Municipal Insurance Association.	Reserves
96550108	Wastewater Treatment Plant Ventilation Upgrades - Grit, Solids and RAS	This project will upgrade existing ventilation within wastewater treatment plant buildings. The budget includes mechanical and electrical upgrades in the Grit, Solids and RAS buildings. The project has been phased to allow for work to start in 2024/2025, with the Solids building to be addressed in 2026.	A 2022 engineered report noted that the existing electrical/mechanical installations don't comply with all applicable codes and standards pertaining to hazardous environments. This project will reduce the risk to property and staff by reducing or removing the hazardous classification designations of buildings.	Reserves
C3250005	Municipal Hall Rooftop Unit Replacement	Municipal Hall existing rooftop mechanical equipment is at the end of service life. Some have been replaced in recent years, however there are at least 2 more units that need to be replaced. This project will replace 2 known units which are in very poor condition.	This project is needed to ensure Municipal Hall has adequate cooling and heating. The site has a limited electrical supply, so there are no effective work arounds should these units fail.	Reserves
C5150001	Brennan Park Floor Machine Replacement	This project will replace the existing Brennan Park floor machine, which is aging and near end of life.	The existing floor machine was refurbished in 2024, however continues to be at risk of failure which will impact the ability to provide a clean, sanitized facility. This project will provide redundancy to the site.	Reserves
C5150002	Waste Water Buildings Renewal Project	Public works has many small, remote, buildings spread throughout the community. This project will slowly renew these buildings by repairing aging roofs, siding and re-painting the buildings.	These buildings house key infrastructure such as pumps, and associated electrical equipment, to move waste water throughout the community. This project will ensure these assets are kept in good order by preventing damage to the structure and assets due to water ingress.	Reserves
C8451402	Brennan Park Domestic Hot Water Boiler Replacement	Two instantaneous hot water heaters, work in tandem to deliver hot water to the arena dressing rooms and the Community Centre at Brennan Park. This project will replace one hot water heater. This replacement is out of scope of the Brennan Park Renovation Project.	Two hot water heaters are required during peak usage times, to ensure that users have hot water at all showers and fixtures. Not replacing will affect the ability to deliver showers and sinks with hot water. One hot water heater was replaced in 2024, however, the second hot water heater is at end of life and needs replacement.	Reserves
C8451602	55 Activity Centre Elevator Modernization	The 55 elevator will require a modernization to overhaul and replace major components, to extend the useful service life.	This proactive maintenance will ensure that users with mobility challenges, can continue to use the facility. By not proceeding, there is an increased risk of elevator failure and lengthy downtime. This service recommendation is based on intervals provided by the manufacturer.	Reserves
C8451605	Facilities Maintenance Placeholder	This budget is a provisional/placeholder budget for future Facilities projects, not yet identified, with a 3% inflationary increase. The jump in 2032 onwards includes staffing costs.	This budget is a provisional budget for future Facilities projects, not yet identified, with a 3% inflationary increase. The jump in 2032 onwards includes staffing costs.	Reserves
Facilities Planning and Construction				
32500106	Library Improvements - HVAC Replacement	This project will replace the existing rooftop HVAC units, which use natural gas to provide heating, to fully electric units. This will reduce greenhouse gas emissions and replace end of service life equipment. New electrical feeds will be installed to each new HVAC unit using the existing site service.	Expensive repairs to keep the existing units functional have been ongoing, however these are short term solutions. Replacement of the end of life HVAC units in one larger project provides better value than reactive replacement. Not replacing will put the site at risk of a partial closure due to lack of heating or cooling.	Reserves

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34510108	RCMP Exhibits Tent Replacement	At present, the RCMP are currently using a tented structure to store large outdoor equipment and large exhibit items that are tied to criminal investigations (e.g. vehicles from car accidents or police seizures). The tent is over 20 years old (installed in 2004) and is end of life. Further engagement with the RCMP is required to determine specifications of a new tented structure to continue to house large exhibit items and other assets that should be securely stored (e.g. police boat, ATVs, canoe etc.).	The project is required as the current tent structure has reached end of life. This is a critical asset for the RCMP to ensure proper storage of their outdoor equipment and large exhibits.	Reserves
40501100	New Animal Control Shelter at RCMP Detachment	As the dog pound located at 39903 Government Rd is slated for demolition in 2027, a dog run is required at the RCMP detachment to offer a temporary location to house dogs in alignment with our Animal Control bylaw (2124, 2009). This would include fencing, a shelter, and a segregated space for dogs. This is considered an interim solution as the District works to develop a long-term solution once the dog pound is demolished.	The project is required as dog pound is slated for demolition and the District will need a space to house animals that are in the District's care under the Animal Control bylaw.	Reserves
52600101	Public Works Facility Replacement	This project is for the replacement of the current Public Works building. This is a multi-year project and construction completion is anticipated in the spring of 2026. The new facility will have increased space to meet the service levels for the growing community, meet modern seismic standards, and is designed to meet the District's flood construction elevation.	The existing facility is beyond end of its operating life. Replacing the current Public Works facility was identified as an essential community safety initiative as the current facility is a critical part of the community's emergency response infrastructure and is not built to modern seismic standards. Office and staff facilities are also inadequate for current service delivery.	Reserves
52600102	Animal Shelter Removal	A new smaller shelter is proposed to be located at the RCMP building. Following construction of this new amenity, the old animal shelter will be removed. This budget is for the demolition and removal of the current facility.	Existing facility is beyond end of its operating life and removal is in line with Real Estate Facilities Master Plan.	Reserves
72510111	Adventure Centre Roof Replacement	This asset renewal project, will replace the torch on the roof at the Adventure Centre, which was built in 2005, as it reaches the end of useful service. A 2024 consultant report noted deterioration of the outer roofing layer and blisters have started to form.	Repairs to (2) separate roof leaks that developed in 2024 have been completed. This project will reduce further water ingress into the building, which could lead to structural deterioration, interior asset damage, health and safety concerns and a potential building closure.	Reserves
80510106	Library Roof Replacement	This asset renewal project will replace the flat torch on the roof at the Library, which was built in 1997, as it has reached the end of useful service life. A 2024 consultant report confirmed that the roof is in very poor condition, with over 25 large blisters and extensive outer layer deterioration and recommends replacement.	Multiple roof repairs have been completed over the years with limited success. The extensive blisters could rupture from foot traffic or weather events and would immediately allow water to penetrate and damage the roof system. This project will reduce further water ingress into the building, which could lead to structural deterioration, interior asset damage, health and safety concerns and a potential building closure.	Reserves
82510100	Junction Park Washrooms	This project involves coordinating the renovation of Junction park public washrooms with cosmetic upgrades to the Squamish Arts Council's (SAC) portion of the building. The renovation includes demolition of a portion of the existing structure to accommodate new washroom facilities, alongside improvements such as new paint, flooring, doors and windows and fixtures in the SAC area. The project aims to refresh the facility and enhance its functionality for public arts and culture programming.	Rather than renovate only a portion of the structure, this project proposes a unified approach for efficiency, cost-effectiveness, and continuity. Combining both washroom and SAC upgrades under one contractor ensures optimal coordination and a cohesive final result. The SAC building is in a prime location and plays a key role in representing the arts in downtown Squamish. A full transformation will allow for an updated, useable space to support community events, meetings, and cultural programming.	Government Grants, Reserves
84500103	Brennan Park Field House Replacement	This project is for the replacement of the old "Concession" building on the edge of the soccer fields that houses public washrooms, changerooms, and upstairs office space for Parks Operations staff. The proposed new Field House will involve a retrofit of an acquired building. This building is intended to also house the mechanical infrastructure for the Splash Park.	The existing field house is very basic beyond the end of life. Renovation is not recommended based on the age and poor condition of the building. Replacement of the facility is in line with Real Estate Facilities Master Plan.	Reserves

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84500113	Brennan Park Service Upgrades and Electrification Allowance	The Brennan Park Recreation Centre Upgrade - Project 1 retrofit project has increased the buildings electrical requirements due to the reduction in gas fired HVAC units. This project will upgrade the main underground electrical service at Brennan Park to allow for future expansion of facilities, auxiliary buildings, and services.	The current Brennan Park Renovation project will reduce the consumption of natural gas at the site via a major HVAC system upgrade, which will be powered mainly by electricity. The project's consultant team has noted that after project completion in late 2025, the site's electrical supply will be maxed out, and will not support any additional electrical loads. Not proceeding will restrict any expansion of the Brennan Park site or services. Design work with a consultant is recommended in 2026, as BC Hydro has long lead times for these types of upgrades.	Reserves
84500120	Brennan Park Building Envelope Upgrades	This is a multi-year project with a total budget of \$13.5M. Approximately \$9.9M is funded from the Investing in Canada Infrastructure Program (ICIP). The remaining project cost is funded from the Growing Communities Fund. Planned project completion is the end of 2026. The project is for the retrofit of the exterior building facade to improve building efficiency and reduce greenhouse gas emissions.	The District declared a climate emergency and set the target to reduce community greenhouse gas emissions by 45% by 2030 and achieve net zero emissions by 2050. The Municipal Energy and Emissions Plan states, by 2030, municipal emissions must be reduced to 730 tonnes CO2 emissions per year, or a 68% reduction from 2030 business as usual projections, to meet its 2050 net zero target. The number one short term goal is to retrofit existing buildings.	Government Grants, Reserves
84512110	Brennan Park Auditorium Upgrade	This project will upgrade the Brennan Park Auditorium by installing protective barriers over top of existing lights, sprinklers, or other sensitive equipment from stray balls. This will allow for more flexibility of programming in the space, such as indoor soccer.	This project will reduce the risk of damage to existing equipment, such as lights or sprinkler systems, from stray balls. Damage to sprinklers could cause widespread water damage to interior assets, and lead to an Auditorium closure, thereby affecting programming, while remediation and repair efforts are underway.	Community Amenity Contributions, Reserves
84602104	Brennan Park Recreation Centre - Roof and HVAC replacement	This asset renewal project will replace the existing flat roofs at Brennan Park, including the Arena, Aquatics Centre and Community centre. This work is not included in any other Brennan Park Renovation Projects.	A Facilities asset management report indicates that the Arena roof is due for replacement in 2029, Aquatics Centre was due in 2020, and the Community Centre due in 2020. In recent years, water ingress has occurred in the auditorium and the pool changerooms. This project will prevent further water ingress into the building, which could lead to structural deterioration, interior asset damage, health and safety concerns and a potential building closure.	Reserves
86512114	Brennan Park Playground and Splash Park Construction	This is a multi-year project with a total budget of \$2.1M. The project is funded from the Community Amenity Contribution Reserve. The budget includes the construction of a centrally located splash park at Brennan Park.	2021 Brennan Park Fields and Lands Master Plan recommends a splash park as a short term goal (0-5 years). A public survey was completed which identified strong interest in the completion of this community amenity.	Community Amenity Contributions
C5150003	Brennan Park - Recreation Facility Upgrades	Validation work is required to plan and determine order of magnitude estimates for potential Brennan Park Recreation Centre upgrades and/or an expansion. Work will include feasibility studies (including electrical and archaeological), recreational use trends, municipal best practices, along with a siting plan that is informed by previous needs analysis work along with continued and targeted engagement with the community.	Staff are continuing to work through the implementation of priorities through the Real Estate and Facilities Master Plan and Parks and Recreation Master Plan. Council and staff also recognize and acknowledge the community requests for upgraded recreation amenities at Brennan Park. These amenities require validation to account for current needs and overall trends and are subject to significant, escalating costs that need to be clarified and communicated. Various funding sources will be required, and staff will explore funding strategies as a part of the validation work.	Community Amenity Contributions
C5150007	Brennan Park - Mezzanine Upgrade and Flooring	The intent of this room is for District of Squamish Recreation Services programming for health and wellness of program participants, and will not be a fully equipped fitness facility for public access. New flooring will be needed in this space. Equipment needs will include some lighter weights, some weight machines and cardio machines.	Recreation Services is in need of fitness programmable space, which this space will meet that need. The lease at Westwinds is up in 2032, Recreation Services will be in need of programmable fitness space to continue offering rehabilitation like programs to the Community.	Reserves
C5150008	Brennan Park - Field Washrooms, Playgrounds, and Picnic Facilities	This project is an allowance for the addition of washrooms, playgrounds, and picnic areas near intensive use areas at Brennan Park such as to the south of the park, supporting Hendrickson Fields/Loggers Sports/Equestrian; in the central area of the park, supporting Play Zone, Tennis/Pickle Ball Courts, and BMX/ skate park, mountain bike skills park and indoor bike park areas; and to the north of the park, supporting the Play Zone, and Courts areas.	Ongoing investment in Brennan Park amenities is required to support the needs of the growing community.	Reserves
C5150009	Brennan Park - Field House Demolition	This project is for the demolition of the old "Concession" building on the edge of the soccer fields that houses public washrooms, changerooms, and upstairs office space for Parks Operations staff.	A new Field House is planned for completion in 2027. Following completion of the new build, the old field house requires demolition and disposal.	Reserves

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C5260004	Public Works Lift Stations Building Envelope Renewal Project	A number of the Public Works water outbuildings are aging and in poor condition. This multi year project will improve the building envelopes by re-painting, repairing siding and replacing roofs, as required. The first year of work will include painting the Central, Valleycliffe, and Queensway lift stations.	This project will extend the service life of critical Public Works water and sewer outbuildings. Not proceeding will mean earlier replacements of these critical facilities will be necessary.	Reserves
C7251005	Adventure Centre - Building Envelope Repairs	The Adventure Centre exterior structure consists of mass timber, which has been shrinking since the original construction in 2005, as the wood dries out. As such, water and air ingress around the windows, doors, and other areas, has developed. This asset renewal project will re-seal the building and reduce energy consumption, based on recommendations from a forthcoming engineered report in 2025.	In 2024, while performing routine exterior cleaning of the building soffits and mass timbers, water easily penetrated through into the interior of the building. This water ingress is also noticeable on heavy rainfall days. This project will reduce further water ingress into the building, which could lead to structural deterioration, interior asset damage, health and safety concerns and a potential building closure.	Reserves
C8450118	Facilities Planning and Construction Placeholder	This budget is a placeholder for staffing time to be allocated to future Facilites Capital Construction Projects upon completion of the long term capital plan for Facilities.	This budget is a placeholder for staffing time to be allocated to future Facilites Capital Construction Projects upon completion of the long term capital plan for Facilities.	Reserves
Fire Services				
36502108	Fire Rescue Stabilization & Shoring Equipment Replacement	The Rescue Stabilization Equipment being replaced is at the end of its service life. The budget will replace stabilization struts, shores, straps, chains, air bags, air manifolds, air hoses and cylinders and adjustable cribbing on four apparatus.	The fire departments stabilization and shoring equipment has reached the end of its useful lifespan and some have been taken out of service. This project will replace the stabilization equipment on both rescue trucks and ensure the equipment meets industry best practice for replacement cycles. Additional funding required due to cost escalation and limited supplier availability as the equipment is specialized.	Reserves
C3650202	Auto-Extrication Equipment Replacement	Auto-extrication equipment is a combination of electric hydraulic and battery operated electric equipment on two Rescue apparatus and three Fire Engine apparatus.	This Rescue Equipment has a 10-15 year lifespan and will be at the end of this timeframe in 2030. The equipment has a multitude of uses, the main use is at motor vehicle incidents to remove the vehicle from trapped patients. This equipment is also used to gain access into buildings, gates, move and stabilize heavy objects.	Reserves
C3650203	Self Contained Breathing Apparatus - Replacement	Self Contained Breathing Apparatus (SCBA) - Equipment Replacement.	The Self Contained Breathing Apparatus (SCBA) currently in-use has a 15-year replacement cycle. This project will cover the SCBA (air packs) and the associated proprietary air cylinders, face masks and Rapid Intervention Team (RIT) packs. These items have a 15-year replacement timeline that follows WorkSafe BC regulations and manufacturers specifications.	Reserves
C3650106	Fire Fleet Replacement Spartan Metro Fire Truck	Fleet replacement of Fire Rescue Spartan Metro Fire truck.	Replacement per District Fleet Replacement Bylaw.	Borrowing
C3650105	Fire Fleet Replacement Freightliner M2 Fire Rescue	Fleet replacement of Fire Rescue M2 Freightliner Rescue truck.	Replacement per District Fleet Replacement Bylaw.	Reserves
C3650107	Fire Fleet Replacement V7015 Fire Rescue	Replace V7015 Fire Rescue F150.	Replacement per District Fleet Replacement Bylaw.	Reserves
C3650005	Fire Fleet Apparatus Replacement (Engine 11)	Fire Fleet - Scheduled 20-year replacement Pumper Apparatus Replacement (Engine 11).	The Fire Departments Pumper-apparatus are on a 20-year replacement schedule to maintain full Fire Underwriters Survey (FUS) credit for the pumper apparatus. The standard replacement cycle is between 15-20 years, this is the higher side of the replacement bracket. \$10K has been budgeted in 2032 to support the procurement process, and the full payment (\$2.4M) will be due upon delivery in the scheduled replacement year (2034). The dollar value represents 2016 estimates and will be adjusted to market value closer to the replacement date to reflect revised costing.	Borrowing
Fleet Management				
54501119	Material Handler Trailer Replacement MH400 (V9432)	Replacement of Parks Toro MH400 Material Handler Trailer (V9088). At end of lifespan and due for replacement as per asset management best practices.	Identified for replacement by the Fleet Replacement Plan as enacted by the District of Squamish Equipment Replacement Reserve Fund Bylaw No. 538,1976. Originally planned for replacement in 2023, replacement was deferred to 2027 as the existing trailer is in good condition. We will reassess in 2026 whether replacement can be deferred further. Consequence of not replacing when required is failure of the equipment representing potential financial risk should failure occur on the road and inability to meet level of service.	Reserves

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54501122	Fleet Utilities 2014 Ford F150 Ext Cab 4x4 Short Box (V9448) Replacement	Replacement of Utilities Ford F150 Extended Cab 4x4 Short Box with F350 "service truck" which includes storage for tools and power tailgate.	Replacement as per District Fleet Replacement Bylaw. The current truck is at the end of its lifespan and the Sewer crew is challenged on the type of work that can be completed with the existing truck due to limitations around its size, capacity, and functionality. Right-sizing this vehicle will provide crews with the ability to tow a back-up generator in the event of a large power outage and/or tow the new, heavier flush trailer. A service body increases tool-carrying capacity and the lift tail gate reduces risk of injuries when moving heavy equipment such as pumps and tools. Consequence of not proceeding is reduced level of service and increased risk of staff injury.	Reserves
54501127	Fleet Sewer 2013 Cargo Mate Shoring Trailer (V9436) Replacement	Replacement of Sewer tandem axle trailer used to carry and store shoring equipment.	Replacement bylaw has trailers at 12 year cycle for replacement. This unit is a 2013 model. It is nearing the end of lifespan and will be due for replacement as Best Management Practice in asset management. The condition is good enough to keep using it for several years so we are deferring to 2028 and have requested additional funds based on recent updated quotes. Consequence of not replacing when required is failure of the equipment representing potential financial risk should failure occur on the road and inability to meet level of service.	Reserves
54501128	Fleet Parks 2017 Drop Deck Trailer (V9091) Replacement	Tandem axle trailer replacement This unit is in the fleet replacement system, funding available. Updating budget in 2026 to account for update quote.	Replacement bylaw has trailers at 12 year cycle for replacement. This unit is a 2013 model. Consequence of not replacing when required is failure of the equipment representing potential financial risk should failure occur on the road and inability to meet level of service.	Reserves
54501129	Fleet Bylaw 2015 Ford F350 Crew Cab (V7005) Replacement	Replacement of Bylaw Ford F350 crew cab.	Replacement bylaw has medium pick ups at 12 year cycle for replacement. This unit is a 2015 model. At end of lifespan and due for replacement as Best Management Practice in asset management.	Reserves
54501130	Fleet Sewer 2015 Mongoose 184 Flush Trailer (V9450) Replacement	Replacement of single axle trailer. Sewer flushing trailer. Increasing size of water tank and capacity for larger hose size.	Replacing with a larger water tank and larger hose increases operational efficiency as it enables us to flush longer reaches of pipe at one time which reduces setup and breakdown time. It also enables us to complete main line flushing in house which can reduce contracted costs (last year we issued \$58k) in purchase orders for sanitary flushing that we could not complete ourselves with our existing equipment. Replacement bylaw has trailers at 12 year cycle for replacement. This unit is a 2015 model. At end of lifespan and due for replacement as Best Management Practice in asset management. Consequence of not replacing when required is failure of the equipment representing potential financial risk should failure occur on the road and inability to meet level of service.	Reserves
54501131	Fleet Utilities 2015 Ford F250 Supercab Short Box (V9452) Replacement	Replacement of Utilities Ford F250 Supercab Short Box and upgrade to F350. Costs are updated based on 2025 quote.	The current F250 is not adequately rated to tow the District's mobile generators, meaning the water crews need to rely on other teams to transport them. Having a larger vehicle increases towing safety margins and will optimize operations. Not proceeding with the upgrade means the District would be operating the current vehicle beyond its rated capacity, and limits the ability to tow generators and transport fuel.	Reserves
54501132	Fleet Sewer 2014 Isuzu Crane Truck (V9442) Replacement	Replacement of Sewer Utility Isuzu crane truck with improved storage containers for tools. Increased budget based on 2025 quote; moved up from 2027 to 2026 based on operational needs (see justification for more details).	The current crane truck is an older design that can no longer be serviced or inspected due to its age, putting the District out of compliance with regulations if the crane is used. Not having a functional crane increases the risk of sewer failure and sewer backups. Sewer tools are currently stored in ad-hoc storage containers on the truck that do not provide adequate protection from the elements, resulting in corroded and seized tools which need to be replaced earlier than their normal lifespan. Recent quotes for a new crane truck revealed that the existing budget is not adequate and needs to be increased; this would be funded from the fleet reserve.	Reserves
54501133	Fleet Parks 2016 Ford F250 Supercab Short Box (V9095) Replacement	Replacement of Parks Ford F250 Supercab Short Box with F350. Budget updated based on 2025 quote to cover both the F250 replacement and increase to F350 to be able to tow the trailers for the larger equipment (e.g. large mower and mini excavator).	Per Fleet Replacement Plan and Bylaw. Funded from the Fleet Reserve. Not a candidate for electrification based on currently available options. Upgrade to F350 is because Parks needs the F350 to tow larger equipment. Currently Parks has one F350 and it is tied up for the summer months as a water truck as it's the only vehicle capable of handling the water tank for downtown boulevard watering. Consequence of not proceeding is increased reliance on other groups in the department to leave their work and tow Parks equipment to and from job sites.	Reserves
54501134	Fleet Parks 2016 Ford F150 Supercab Short Box (V9097) Replacement	Replacement of Parks Ford F150 Supercab Short Box.	Per Fleet Replacement Plan and Bylaw.	Reserves

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54501135	Fleet Parks 2016 John Deere 5100M Tractor (V9098) Replacement	Replacement of Parks John Deere 5100M tractor.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve. Adequate budget allotted to replace end of life tractor to avoid downtime and added maintenance costs.	Reserves	
54501136	Fleet Roads 2016 Elgin Crosswind Sweeper (V9465) Replacement	Replacement of Roads Elgin Crosswind Sweeper.	Per Fleet Replacement Plan and Bylaw.	Reserves	
54501137	Fleet Brennan Park Recreation Centre 2016 Ford Transit 150 (V8450) Replacement	Replacement of Brennan Park recreation centre Ford Transit 150.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve. Increase in budget amount is based on cost escalations captured in 2025 quote.	Reserves	
54501139	Fleet Public Works 2013 Zaxis 75US-3 Excavator (V9441) Replacement	Replacement of Public Works excavator as per the Fleet Replacement Bylaw.	Replacement per Fleet Replacement Plan. Funding allocated and dictated by Fleet Reserve Bylaw. Excavator will be end of useable life and with added maintenance costs.	Reserves	
54501140	Fleet Engineering 2017 Shortbox Ford150 4X4 (V8451) Replacement	Replacement of Engineering Ford 150. Good candidate for EV. Would require access to a charging station.	Per Fleet Replacement Plan and Fleet Replacement Bylaw. Funded from Fleet Reserve. Due to the nature of Engineering's use of the truck, an EV would work well for this vehicle.	Reserves	
54501141	Fleet Parks 2017 Shortbox Ford150 4X4 (V9099) Replacement	Replacement of Parks Ford F150. Budget increased based on 2025 quote. Could be a good candidate for an EV. Will adjust budget as needed as we get closer to purchase year.	Per Fleet Replacement Plan.	Reserves	
54501142	Fleet Bylaw Animal Control 2017 Van (V8453) Replacement	Animal Control van replacement with an EV equivalent van. Note: charging infrastructure availability and functionality will need to be assessed before proceeding.	Per Fleet Replacement Plan and Bylaw.	Reserves	
54501145	Fleet Public Works F550 with Snow and Ice Control Equipment	Purchase of additional F550 with snow and ice control equipment for public works.	Required to meet the snow and ice control needs of community growth on steep slopes & major park additions (Garibaldi Springs, Finch Drive, University Heights, Crumplit Woods, Waterfront Park, Oceanfront Park). Will be used for snow and ice control in winter and parks maintenance in summer.	Reserves	
54501146	Fleet Parks and Roads Two EV Ford F150 Lightning Pros	Purchase of 1x Ford F150 Lightning Pro for Roads and 1x Ford F150 Lightning Pro for Parks.	Infrastructure Growth from new developments, new parks, new roads requires additional staff and vehicles to transport them. Electric vehicles help meet our carbon reduction goals. Updating the budget based on 2025 quote.	Reserves	
54501148	Fleet Roads 2013 John Deere 544K Front End Loader Replacement	Replacement of Roads John Deere 544K front end loader. Not a candidate for EV.	Per Fleet Replacement Plan and Bylaw.	Reserves	
54501149	Fleet Roads 2018 F250 Super Crew 4x4 (V9460) Replacement	Replacement of Roads F250 Super crew 4x4 (V9460). Increase in budget based on cost estimate gathered in 2025. Estimated inflation. Possible candidate for EV or dual fuel (propane) GHG offset. Potentially should be upgraded to an F350. To be reviewed closer to purchase date.	Per Fleet Replacement Plan and Bylaw.	Reserves	
54501150	Fleet Public Works 2018 Electric Vehicle Ford Transit 150 (V9462) Replacement	Replacement of Electrical Ford Transit 150. Replace with EV.	Per Fleet Replacement Plan and Bylaw. Replace with EV.	Reserves	
54501151	Fleet Bylaw 2018 Ford F150 (V8457) Replacement	Replacement of Bylaw Ford 150. Changing to an EV.	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve. There is good justification for an EV for this vehicle due to the nature of its use. Consequence of not proceeding with approving this budget item is that the vehicle will not be replaced and will incur increased maintenance costs as it ages.	Reserves	
54501152	Bylaw Ford Ranger Supercab 4x4 Replacement (V9421)	Replacement of Bylaw Ford Ranger. Good candidate for EV.	Master Plan / Strategic Plan. Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve. There is good justification for an EV for this vehicle due to the nature of its use. Consequence of not proceeding with approving this budget item is that the vehicle will not be replaced and will incur increased maintenance costs as it ages.	Reserves	
54502103	Ingersol Rand Roller Replacement (V9419)	Replacement and upsizing of Roads vibratory roller. Budget updated based on updated 2025 quote.	Current roller is undersized for the work it is required to complete. Larger roller is required to complete road shouldering, gravel road and laneway compaction to support dust control efforts and dike resurfacing. Replacement cost was updated based on 2025 quote. Not proceeding means not replacing essential equipment.	Reserves	

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54502109	Mobile Lift Columns for Fleet Truck Repairs	Purchase of Mobile Lift Columns for fleet repairs on large trucks at the new Public Works facility; these will improve repair efficiency. Lift columns will reside at the former Public Works facility, until transferred to the new facility. This is a new request, not in the fleet replacement system.	Request is to purchase four mobile lift columns for fleet repairs on large trucks. These columns work together (one at each wheel) and all lift at the same time. Using these columns will improve fleet repair efficiency. Consequence of not approving the requested additional funds is that the District won't be able to purchase the components needed to utilize the new facility as intended.	Reserves	
54502110	Electric Forklift - Public Works Facility	Electric forklift purchase for the new Public Works facility. This is a new request and not in the fleet replacement system.	Request is to purchase a forklift for the new Public Works (PW) facility. New facility will require an increase in forklift use by all PW departments. This unit will stay on location; normally unit 9440 (wheel loader) is used but with new facility will not be as readily available.	Reserves	
54502111	Toro 4700 D Mower Replacement (V9090)	This is replacement of the Parks sports field mower, a large mower capable of a very flat and low cut, with capacity for rollers necessary for sports field maintenance. A budget increase is requested in 2026 to capture the costs of replacement. 2025 funds will be carried forward as they are not adequate to cover purchase in 2025. This unit is in the fleet replacement system.	Fleet replacement bylaw has mowers at 10-year cycle for replacement. The current unit is from 2013 and at the end of its lifespan and due for replacement.	Reserves	
54502112	Downtown Division Mower	Additional equipment will be required to maintain the downtown parks in Oceanfront and Waterfront, including a new mower. Note that this is a new request, not in the Fleet replacement system. The cost of the new mower will be offset by savings related to other equipment for downtown parks (such as the beach groomer).	The new mower request is because of the parks and infrastructure needs associated with the Oceanfront and Waterfront developments. In 2024 Public Works updated its equipment requirements for the new downtown parks to better reflect what will be needed to maintain them, based on operations and maintenance manuals as well as learnings during handover from contractors. Consequence of not proceeding is that the District will not be able to maintain current service levels to downtown parks.	Reserves	
54502113	Downtown Division Electric Kubota	New tractor to maintain the downtown parks at Oceanfront and Waterfront. This is a new request, not in the fleet replacement system. An electrical model is proposed.	Request is related to new parks and related infrastructure at Oceanfront and Waterfront developments. The tractor will create efficiencies when moving between parks, and will allow for easier snow removal and maintenance of the pedestrian bridge and downtown trail connections. Reallocated budget from the beach groomer (no longer required) is proposed to offset the cost of this tractor. Consequence of not proceeding is an impact on service levels at downtown parks.	Reserves	
54502114	Fleet Roads 2015 New Holland T6 Mower (V9450) Replacement	New Holland T6 mower replacement. This is a tractor with a large mower arm that we use to maintain our dikes and road sides. We are asking to increase budget to account for changes to what vehicle is available that will meet our needs. See Justification section for reasoning.	Legislated: This unit is in the fleet replacement system with funding available. At end of lifespan and due for replacement as per asset management best practices. Due to Diesel regulations, the size of the engine bay is larger than earlier models pushing the mower arm out too far to be road legal. To buy a similar tractor with a narrower arm is \$350k; alternatively the District could buy a purpose built mower, also \$350k.	Reserves	
54502115	Fleet Roads 2014 Ford F550 w/ snow and ice control implements (V9446) Replacement	Replacement of Roads Ford F550 w/Snow & Ice Control Implements (V9446)	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve. Consequence of not approving the budget increase is that we will not be able to purchase a replacement vehicle and will not be able to maintain our level of service without incurring increased vehicle maintenance costs.	Reserves	
54502116	Fleet Parks 2016 Redexim 2075 Overseeder (OS1) Replacement	Replacement of Parks Redexim 2075 Overseeder (OS1)	Per Fleet Replacement Plan and Bylaw.	Reserves	
54502117	Fleet Bylaw 2017 Ford F150 Supercab Shortbox (V8452) Replacement	Replacement of (V8452) Bylaw F150 Supercab short box 4X4. Updating the budget based on 2025 quote. Recommending to replace with an EV.	Per Fleet Replacement Plan and Bylaw. Good candidate for electrification. Additional charging infrastructure required to support.	Reserves	
54502118	Fleet Parks 2017 Ford F250 Supercab 4x4 (V9100) Replacement	Replacement of Parks F250 Supercab 4X4. Upgrading to F350 to be able to tow the trailers for the larger equipment (e.g. large mower and mini excavator).	Per Fleet Replacement Plan and Bylaw. Funded from Fleet Reserve. Not a candidate for electrification based on the current available EVs (2023). Upgrade to F350 is because Parks needs the F350 to tow larger equipment. Currently, Parks has one F350 and it is tied up for the summer months as a water truck as it's the only vehicle capable of handling the water tank for downtown boulevard watering. We are recommending upgrading two F250s to F350s when they come up for replacement to adequately be able to move our equipment around. Cost increases are not large ~\$5-10k. Consequence of not proceeding is that we are reliant on other groups in the department to leave their work and tow Parks equipment to and from job sites.	Reserves	

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54502119	Fleet Brennan Park Recreation Centre 2017 Ice Bear Ice Resurfacer Replacement	Replacement of Facilities Olympia Ice Bear Ice Resurfacer.	Per Fleet Replacement Plan and Bylaw. Funded by Fleet Reserve. New technology (EV battery and motor system) has been very challenging from an operation and maintenance perspective that has resulted in significant equipment down time therefore early replacement is recommended in 2026 (planned for 2028). Consequence of not approving additional funding is that we won't be able to purchase a replacement and will incur further maintenance costs.	Reserves
54502120	Fleet Parks 2017 McLean MV4 Trails Machine Replacement	Trails maintenance machine for maintenance of active transportation infrastructure. The engine failed prematurely and cannot be repaired resulting in a need to replace this asset two years early. The plan is to purchase a new machine that addresses the lessons learned operating the current trails machine and that can ideally utilize the same attachments as the current McLean trails machine.	Per Fleet Replacement Plan and Bylaw. Due to engine failure, replacement is required sooner than 2028. Costs are higher than originally quoted.	Reserves
54502125	Fleet Public Works New Mobile Equipment - Bike Lane Sweeper/Snow and Ice Control Unit	Purchase of City Ranger 3070 Active Transportation Maintenance Unit - separated Bike Lane Sweeper / Snow & Ice Control Unit.	City Ranger 3070 Active Transportation Maintenance Unit. Separated bike lanes require maintenance such as sweeping and snow clearing, but are too narrow for regular vehicles to do this. This piece of equipment is intended for sidewalk, trails and bike lanes of this nature. It will be used is multiple areas where access is restricted. New bike lanes have been proposed along Government and Depot and If approved, this equipment will be needed to service them.	Reserves
54502126	Fleet Public Works 2013 Mobile Equipment 11 John Deere 770G Grader (V9439) Replacement	Replacement of Roads John Deere 770G Grader.	Per Fleet Replacement Plan and Bylaw.	Reserves
54502127	Fleet Public Works 2015 Mobile Equipment 12 Cummins C60CR Generator Trailer (V9453) Replacement	Replacement of Utilities (1 of 2) Cummins C60CR generator trailer.	Per Fleet Replacement Plan and Bylaw.	Reserves
54502128	Fleet Public Works 2015 Mobile Equipment 13 Cummins C60CR Generator Trailer (V9454) Replacement	Replacement of Utilities (2 of 2) Cummins C60CR generator trailers.	Per Fleet Replacement Plan and Bylaw.	Reserves
54502129	Fleet Public Works 2016 Mobile Equipment 14 JLG Drop Deck Trailer Replacement	Replacement of roads JLG drop deck trailer.	Per Fleet Replacement Plan and Bylaw.	Reserves
96501104	Fleet Sewer Tandem Axle Vacuum Truck (V9431)	Tandem axle combination vacuum truck. Unit is capable of hydro excavating, sanitary and storm sewer flushing, lift station cleaning, WWTP tank cleaning, catch basin cleaning and other general solid/liquid vacuum pick up operations.	Sanitary Sewer and Stormwater Master Plans both recommend regular flushing and cleaning of the sanitary and storm sewer collection systems. Currently the District owns 27 sanitary sewer lift stations that require monthly cleaning. This is currently completed using contracted combination vacuum trucks. Past business case demonstrated possible 6-year payback but requires further refinement. Not proceeding will result in no increase to operational efficiency or response times and exposure to escalating contracted services expenses.	Reserves
96501106	Fleet Wastewater New Ford F150 Lightning EV	Electric truck for the wastewater collections and treatment team.	Community growth, wastewater collection system growth and wastewater team growth, has created a need for an additional vehicle to transport staff to wastewater work sites with tools and equipment and to pick-up materials and supplies for the wastewater treatment plant.	Reserves
C6150101	Cheekeye Barrier O&M Truck	Vehicle needed for when the Cheekeye Debris Barrier becomes the DoS responsibility for operations/maintenance.	Cheekeye Debris barrier will become DoS responsibility in 2026. PW will require an additional Ford Lightning EV (or equivalent) for inspections, maintenance and operations of the barrier and access road.	Reserves
C3650204	All Terrain Vehicle - Replacement x2	All Terrain Vehicle Replacement of two (2) 2006 2-person All terrain vehicles (ATV)	Squamish Fire Rescue has two ATV's for access into terrain that traditional vehicles are unable to reach with incidents ranging from wildfire responses to mountain bike, hiker and climbing related injuries. The ATV's are now at the end of their service life and require replacement to ensure reliability and replacement parts availability.	Reserves
C3650205	Fire Fleet - Replacement Vehicle Outfitting	This capital project is to outfit the replacement vehicle (7005) with emergency lighting system, siren controller, mobile radio, and data terminal so it is compliant for use with the motor vehicle act and NFPA 1901 in emergency response.	This capital project is to outfit the replacement vehicle (7005) with emergency lighting system, siren controller, mobile radio, and data terminal so it is compliant for use with the motor vehicle act and NFPA 1901 in emergency response. The outfitting of the emergency response trucks are not covered under the vehicle replacement budget.	Reserves

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C5450116	Fleet Public Works Electrical team electric van	A new electric service van for a new electrician.	We currently have one electrician on staff and are hiring an additional electrician in 2025. This vehicle is required for the new electrician to be able to fulfill their job duties. Consequence of not proceeding would be that the electricians would need to share a vehicle which is inefficient as we do not require two electricians on most jobs. Typically, electricians work independently and need to respond to trouble calls on their own and must arrive with their tools and materials.	Reserves
C5450117	Fleet Roads Ford Lightning - Supervisor	New EV vehicle for Roads supervisor.	Increase in staffing has resulted in a need for more vehicles. We are currently renting a vehicle for this position. This position requires a vehicle as they must be mobile for their job and need to be able to respond to site as needed. They also plan an on call roll and require a vehicle to respond to after hours calls. Consequence of not proceeding is increased operational costs due to renting or operational impacts from sharing vehicles.	Reserves
C5450118	Fleet Roads F150 Foreperson Truck	New EV vehicle for Roads supervisor.	Increase in staffing has resulted in a need for more vehicles. We are currently renting a vehicle for this position. This position requires a vehicle as they must be mobile for their job and need to be able to respond to site as needed. They also plan an on call roll and require a vehicle to respond to after hours calls. Consequence of not proceeding is increased operational costs due to renting or operational impacts from sharing vehicles.	Reserves
C5450119	Fleet WWTP Side-by-side	An electric side-by-side (e.g. Kubota) for moving staff and materials around the expanded wastewater treatment plant site.	Operators are required to work with tools and move materials and equipment all throughout the plant. Many of these items are heavy or awkward to carry. With the upgrades to the WWTP and the construction of the new Public Works facility, the amount of ground that WWTP operators need to cover is larger. A small utility vehicle capable of moving equipment and supplies will increase operational efficiency and reduce the risk of injury. Consequence of not proceeding is completion of fewer tasks as more time will be spent transporting equipment and supplies around the plant, greater impacts to other parts of the department who will need to help with moving heavier objects, and increased chances of injury and lost time.	Reserves
C5450125	PW Fleet Replacement Muni Hall Chevy Bolt V8461	Fleet replacement of Muni Hall's Chevy Bolt V8461.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450127	PW Fleet Replacement V9107 Chevy Bolt	Fleet replacement of PW V9107 Chevy Bolt.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450132	PW Fleet Replacement V9466 Utilities Super Cab	Fleet replacement of V9466, Utilities F250 service vehicle with cap.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450133	PW Fleet Replacement Kubota with snow and Ice V9104	Fleet replacement of Parks V9104 Kubota with snow and ice implements.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450137	PW Fleet Annual Replacements	Budget request for future capital works anticipated related to fleet. These budget requests will be refined in the future based on new equipment requests, updated cost estimates, and will be informed by the Fleet Master Plan which is beginning in 2025.	We are now capturing equipment replacement costs looking 10 years into the future vs 5 years as we have previously. These budget requests capture what we know need to be replaced in future years based on our master vehicle and equipment list. We will break these out as separate capital projects at a future date. Not proceeding with approving this budget request will result in inaccurate planning for the equipment reserve fund.	Reserves
C5450139	PW Fleet Replacement V9096 Parks Water Skid	Fleet replacement of Parks slide in watering skid for downtown planters and hanging baskets.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450140	PW Fleet Replacement- Fertilizer Spreader- Parks	Fleet replacement of Parks Vicon fertilizer spreader for field maintenance.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450141	PW Fleet Replacement Groomer- Parks	Fleet replacement of Parks infield ball groomer	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450142	PW Fleet Replacement FS-1 Redemix Field Sweeper	Fleet replacement of Parks Redemix field sweeper for All Weather turf maintenance.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450143	PW Fleet Replacement V8454 BP 15 passenger van	Fleet replacement of V8454, BP's 15 passenger van.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450144	PW Fleet Replacement V9455 Trail King Tandem Excavator Trailer	Fleet replacement of Roads tandem axle excavator trailer.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450145	PW Fleet Replacement V9101 Tilt Deck tandem Axle Trailer	Replace Parks tandem axle tilt deck trailer.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450149	PW Fleet Replacement V9094 Parks F550 Snow and Ice Control	Fleet replacement of Parks F550 with snow and ice control equipment V9094	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450150	PW Fleet Replacement V9458 F550 Snow and Ice	Fleet replacement of Roads F550 with dump box and snow and ice control equipment V9458	Replacement per District Fleet Replacement Bylaw.	Reserves

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54501109	Ford F350 Replacement (9086)-Fleet	Fleet replacement of Ford F350.	Replacement per District Fleet Replacement Bylaw.	Reserves
54501118	Jacobsen Mower Replacement for Parks (V9087)-Fleet	Replacement of 2012 Jacobsen mower as per Fleet Replacement Plan and Bylaw. At end of lifespan and due for replacement as BMP in asset management.	Identified for replacement by the Fleet Replacement Plan as enacted by the District of Squamish Equipment Replacement Reserve Fund Bylaw No. 538,1976. There will be sufficient funding in the Fleet Reserve Fund to cover the cost of this vehicle replacement.	Reserves
C5450123	PW Fleet Replacement V6012 Roads SUV	Fleet replacement of V6012 Roads SUV.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450120	PW Fleet Replacement V9090 Flail Mower Parks	Replace Parks flail mower due to end of life V9090.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450124	PW Fleet Replacement V9470 PW Chevy Bolt	Fleet replacement of PW manager Chevy Bolt V9470.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450128	PW Fleet Replacement Caterpillar Backhoe V9465	Fleet replacement of Roads Backhoe - V9465.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450129	PW Fleet Replacement Single axle dump truck with snow implements V9469	Fleet replacement of Roads single axle dump truck with snow and ice implements V9469.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450130	PW Fleet Replacement V9419 Roller	Fleet replacement of PW roller V9419.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450131	PW Fleet Replacement V9463 Sign Truck with crane	Fleet replacement of Roads Sign truck with crane V9463.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450134	PW Fleet Replacement V9461 8" Trailer Mounted Godwin pump	Fleet replacement of Roads 8" trailer mounted godwin mobile pump.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450135	PW Fleet Replacement Wildland Interface Trailer V7014	Fleet replacement of Fire Rescue Wildland interface trailer.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450136	PW Fleet Replacement Kubota Mower Parks V9103	Fleet replacement for Parks Kubota mower V9103.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450138	PW Fleet Replacement V9459 F350 with service box	Fleet replacement of V9459 and service box. F350	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450148	PW Fleet Replacement V9443 Single axle dump truck	Fleet replacement of single axle dump truck V9443.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450210	PW Fleet Replacement V9093	Fleet replacement of Parks pick up V9093.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450215	PW Fleet Replacement V9473	Replacement of Fleet 9473.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450216	Fleet PW Replacement 9092 Toro Material Handler	Replace Parks Toro trailer mounted material handler V9092.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450217	PW Fleet Replacement Deep Tiner-DT1	Fleet replacement- Replace Parks deep tiner.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450218	PW Fleet Replacement V9088 Debris Blower	Replace Parks trailer mounted debris blower.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450220	PW Fleet Replacement V8463 Engineering Bolt	Fleet replacement of Engineering Chevy Bolt V8463.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450221	PW Fleet Replacement V8433	Replacement of Building's Hybrid-8433.	Replacement per District Fleet Replacement Bylaw.	Reserves
C5450126	PW Fleet Replacement V9431 Utilities F550 Service vehicle	Replace Utilities F550 Service vehicle with service box V9431.	Replacement per District Fleet Replacement Bylaw.	Reserves
Engineering				
50501100	Oceanfront Boardwalk A & B - Paving Oceanfront Perimeter Trail (DCC P-11)	Asphalt paving of Oceanfront perimeter trail, a major public amenity related to the Oceanfront development. Trail construction (with the exception of asphalt paving) will be designed and constructed by the Oceanfront developer at their expense. Timing of trail construction and paving is dependent on developer time frames, as sections of trail will be constructed as each parcel fronting the trail is developed.	The Oceanfront perimeter trail is a recreational amenity provided by the developer for public use and is required as part of the Phased Development Agreement for the development. DCC contributions are to be used for asphalt paving of the trail.	Development Cost Charges, Reserves
56500300	Road & Bridge Infrastructure - Annual Paving and Repairs	Maintaining our pavement infrastructure and addressing any emergent road / bridge deficiencies and improvements. The budget includes repaving roads annually based on the Pavement Management Study and funds to address any immediate road / bridge infrastructure issues that arise.	The District has completed a Pavement Management Study that involved a detailed condition assessment and prioritization of all the roads within the District and prepared a 20-year replacement plan in order to maintain suitable levels of service. Decreasing annual budget below the master plan will create higher long term asset management costs.	Reserves
56504307	Paradise Valley Bailey Bridge Abutments	The District's Annual bridge inspection identified deficiencies with the existing abutments at the Paradise Valley Bailey Bridge and recommended replacement. Design is anticipated to be complete in 2025 and construction in 2026.	The Bailey bridge is the only access point for residents and businesses in the area, and is a critical evacuation route in the event of a flood or wildfire. Recent inspections have shown a need to replace the abutments as soon as possible to avoid access impacts.	Reserves

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56504320	Mamquam Bridge Deck Resurfacing	Resurfacing the bridge deck will improve driving rideability by removing degraded concrete and will also reduce maintenance and prevent corrosion to extend the life of bridge components underneath the bridge surface. Additionally, this project will widen the structure to enhance active transportation at the same time as the bridge deck work. The budget includes design and construction of concrete bridge resurfacing and active transportation widening.	The Mamquam Bridge on Government Road serves a high volume of traffic as an alternative to Highway 99. A 2023 engineering review identified approximately 80% of the bridge deck is delaminated and it was recommended to complete a bridge deck rehabilitation as a short term priority. The Transportation Master Plan identified the active transportation (AT) improvements as a short term priority project that can be delivered at the same time as the resurfacing work to take advantage of budget and schedule efficiencies. Delaying the work may add to the rehabilitation cost as additional damage could occur if the deck issues are not addressed in the short term, delaying the AT improvements to be delivered after the resurfacing work will increase total project costs and increase required traffic closures on the bridge.	Borrowing, Development Cost Charges, Government Grants
56504321	Progress Way Road Road Reconstruction	Reconstruction of Progress Way to address extensive settlement of the road and deterioration of asphalt. Work will involve replacing and raising settled curb, gutter and sidewalk sections, raising the road to match and repaving.	The road surface is nearing end of life and requires replacement for safe and efficient use for businesses and customers accessing the area. Further, water pools in the settled areas and is a challenge for operations crews to address during freeze / thaw weather cycles.	Reserves
56504323	Speed Limit Reduction Implementation	As requested by Council, this project will implement a blanket 40km/h speed limit to all Squamish streets following the downtown speed limit change in 2025. This project will implement the second phase of recommendations from the Speed Limit Reduction Study completed in 2024 and will help make our streets more safe for all. The budget includes design of a signage plan and installation of signage to post the new speed limits.	The severity of motor vehicle collisions is directly tied to the speed which the vehicle is traveling. Reducing the posted speed limits on District streets has been identified as a priority Strategic Plan Tactic to create safer streets for our community. Reduced speed limits is the first step towards slower motor vehicle speeds in our community that will make our streets safer and improve livability with reduced noise from passing vehicles.	Reserves
56504325	Annual Transportation Upgrades	This project will implement the infrastructure improvements from the Transportation Master Plan including traffic calming and smaller budget transportation improvement projects. The budget will also serve as a placeholder budget for major transportation projects planned later in the 10 year Financial Plan.	This project will invest in improvements to the transportation network to achieve the objectives of the Transportation Master Plan including supporting safe options for all community members, encouraging mode shift from single occupancy vehicles to active transportation options and generally improving travel within our community.	Government Grants, Reserves
56504326	Finch Drive Road Reconstruction	The Loggers East area is seeing significant development and requires upgrades to meet the needs of a growing area. The road reconstruction will facilitate a developer-paid multi-use path, accommodate increased use, and address aging pavement infrastructure. The budget includes design and construction of new stormwater facilities.	The project aims to address increased traffic in the area due to development, facilitate the construction of a new multi-use pathway, and address aging pavement infrastructure.	Borrowing
56505300	Oceanfront Peninsula Main Arterial Road Construction	Construction of a main arterial road from the peninsula boundary to Sp'akw'us Feather Park. Construction on early phases of the road is already underway. Construction timing is dependent on the developer, as phased road completion will be undertaken by the Oceanfront developer and will align with the timeframe of building construction along the road frontage. Development Cost Charge R-7.	Improved access to support peninsula wide development and access to Sp'akw'us Feather Park. The project is included in the Development Cost Charge Bylaw, the Phased Development Agreement, and the Oceanfront Development Cost Charge front-ender Agreement.	Borrowing, Development Cost Charges
56510323	Depot Road Separated Active Transportation Infrastructure	This project will create a place for people to walk and bike separated from motor vehicle traffic along Depot Road between Highway 99 and Government Road. The budget includes engagement of an engineering consultant to prepare design and to engage a contractor to build the project.	This project will ensure that there is a safe place for people walking and biking along Depot Road and accessing Brackendale Elementary and Don Ross Middle School.	Reserves
56531050	Road Paint Annual Marking	Annual refresh of road paint markings to improve road safety for users.	Road paint markings and their maintenance are critical safety infrastructure for the road network.	Reserves
57500100	Transit Stop Infrastructure Improvements - New Bus Shelters	Bus shelters improve the user experience for people riding transit and provide comfortable spaces to wait for the bus. The budget includes the hiring of consultants to advance the design and contractors to construct the new bus shelters. Shelters along the Frequent Transit Network are prioritized through this subproject.	The District is responsible for providing transit stops including any amenities as part of the transit system. The District will take advantage of a cost share program from BC Transit to add new shelters to our growing transit network. These improvements are an important component of improving the Squamish transit system and working towards increasing ridership and mode share, if this investment is not made, goals to increase transit mode share may be challenging to meet.	Reserves

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60500300	Annual Flood Protection Upgrades	This project will improve flood protection for the community in accordance with the Integrated Flood Hazard Management Plan. The budget includes engaging an engineering consultant to prepare dike upgrade designs and contractors to complete dike upgrade works. The top priorities for this work include building a sea dike to protect downtown Squamish and completing upgrades to the diking system to meet Provincial standards.	The community is exposed to significant flood risk from the 5 major rivers and ocean. The IFHMP completed a consequence assessment for each floodplain and identified over \$1B of assets, major community infrastructure, businesses and over half of Squamish's residents in the floodplain that would be impacted by a major flood. A Quantitative Risk Assessment also concluded that there is an unacceptable risk to loss of life for residents due to flooding. Investments in flood protection are critical for community safety and resilience.	Borrowing, Government Grants, Reserves
60514106	Harris, Dryden and Judd Storm Pump Stations - Backup Generators	Purchase of on-site backup generators for Harris, Dryden and Judd storm pump stations.	This project is already approved in the Financial plan. The budget ask for 2026 is to cover costs of project management by the Engineering Capital Team.	Reserves
60514107	Storm System Infrastructure - Annual Repair and Replacement	As identified in the Integrated Storm Management Plan, the goal is to adequately maintain the existing storm system. The budget includes annual repair and maintenance of storm system infrastructure.	Master Plan: The Integrated Stormwater Management Plan identifies a need to invest \$1.6 million annually into the storm system to maintain adequate levels of service. This project ensures stormwater assets are maintained in adequate condition to protect property and the environment.	Reserves
60514112	Whittaker Slough Pump Station Construction	Construct a new pump station at Whittaker Slough to manage flooding issues in the North Yards and Business Park in accordance with recommendations from the Phase 2 Integrated Stormwater Management Plan.	This project was identified in the Phase 2 Integrated Stormwater Management Plan. During high river levels, water in Whittaker Slough backs up the drainage system and requires mobilizing portable pumps to pump water over the dike into the Squamish River. This poses a flooding risk during a major storm event. Recognized design standards indicate that a pump station should be built here to manage stormwater.	Borrowing
60514113	Loggers East Drainage Diversion Pipe Construction	Building a new diversion pipe and stormwater upgrades along Finch Drive and Loggers Lane to convey stormwater through the Loggers East neighbourhood during major storm events and mitigate flood risk. Project will be broken into Phase 1 - Finch Drive and Phase 2 - Loggers Lane.	Watercourses in the Loggers East Neighbourhood overflow during major storm events and flood private properties. This project will alleviate water levels in the watercourses and avoid private property flooding.	Borrowing, Development Cost Charges, Government Grants
60514117	Stormwater Pipe Capacity Upsizing	Increasing the conveyance capacity of three critical stormwater pipes to mitigate against flooding, as identified in the Integrated Stormwater Management Plan. The budget includes design and construction of three new stormwater pipes.	The Phase 2 Integrated Storm Management Plan identified these pipes as under-capacity which poses a risk of private property flooding during major storm events, and damage to public infrastructure. The upgrades will address current flood conditions and those flows generated under a future condition considering the impact of development and climate change impacts on precipitation and tide levels. These pipes are considered the highest priority for upsizing.	Development Cost Charges, Reserves
88500100	Mt Garibaldi Cemetery Expansion and Service Improvements	The cemetery is nearing capacity and requires expansion to accommodate future use. The budget includes design and construction of the expanded area and will include new burial space, an ashes scattering garden, and green burial services, as well as a new maintenance building and yard.	Existing cemetery is nearly at capacity and additional internment space is required. Per the Cemetery Master Plan, rates will be adjusted to ensure cemetery capital upgrades and operations are sustainable. *2026 - Additional \$650K to complete initially planned scope due to higher than anticipated building and landscaping costs. Without additional funding, the scope will have to be curtailed to reduce the number of new burial spaces and limit the planned landscaping (trees, gardens, seating, gate refurbishments, etc.).	Borrowing
92500104	Landfill Gas Flare Horizontal Pipe Expansion	This project will capture landfill gas emissions and divert them to the flare for incineration thereby preventing the majority of these harmful greenhouse gases from entering the atmosphere. The budget includes design and construction of new gas collection pipes.	District greenhouse gas emission reduction as part the District's Community Climate Action Plan	Reserves
94516310	Powerhouse Springs Production Well - Design and Construction	This project will add an additional water supply well at the Powerhouse Springs wellfield to expand the capacity in order to keep up with ongoing community growth and increasing water demands. The project entails drilling a new well, installing associated pumping and piping infrastructure, and electrical upgrades.	There is limited redundancy in the District's water supply source during peak demands in the summer. A pump failure could pose significant issues including reliance on backup surface water supply sources which could require issuing a Boil Water Advisory.	Development Cost Charges, Reserves
94516311	Powerhouse Springs Backup Diesel Generator for Water Supply	Design and installation of a new/replacement emergency back-up generator and associated electrical infrastructure. During a power outage a diesel generator is required to ensure PHS can produce water to provide fire protection to the community. Although staff are diligent about danger tree control and right-of-way maintenance, the District-owned above-ground power lines that feed Powerhouse Springs experience periodic outages during storm season.	The current generator is at end-of-life and has been experiencing mechanical breakdowns recently. If the generator fails during a power outage, supply of water may be interrupted or supplied from back-up surface water sources. Use of surface water sources requires an immediate boil water advisory.	Reserves

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94516312	Powerline Re-Closer for Powerhouse Springs	Purchase of Re-closer device for Powerhouse Springs powerline and removal of now unused poles on decommissioned section of power line from the Westway Pressure Reducing Valve to the end of Cherry Drive.	High voltage contractor is required every time an electrical drop out breaker trips out on the Powerhouse Springs power line. Costs per service call range from \$5,000 - \$25,000 per event depending on severity or repair. A re-closer will eliminate more than half of these calls (roughly 2 - 6 per year) and will restore grid power without staff intervention in many cases.	Reserves
94523300	Water System - Annual Repairs and Replacements	Required upgrades and maintenance of our water system infrastructure. The budget includes design and construction of various water system repairs and replacements.	This project carries out upgrades identified in the Water Master Plan to address capacity deficiencies, accommodate ongoing community growth and replace end of life infrastructure. Replacing this infrastructure will reduce the frequency of breaks and emergency repairs resulting in lower overall costs to manage water assets. Replacement will also reduce water loss due to leaking pipes.	Reserves
96510302	Chiefview & Tantalus Sanitary Sewer Upgrade	This project has been identified in the Sanitary Sewer Master Plan for upsizing to provide adequate capacity for ongoing growth in the catchment. The budget includes design and construction of a new sanitary sewer.	Chiefview and Tantalus Sewer Upgrade - upsize for future growth. Sewer nearing capacity so needs to be upgraded to allow for future growth which will correspond with adjacent development proposals.	Borrowing, Development Cost Charges, Reserves
96510307	Mamquam Road Sanitary Sewer Phase 3 - Upgrade Under Highway 99	The project is required to accommodate increased sanitary sewer flows from continued upstream development and growth. The budget includes design and construction of an upsized sewer underneath Highway 99.	Work has been identified in the Sanitary Sewer Master Plan. Modelling shown sewer upgrade to be required in 2028, based on projected growth upstream in the Estates, Highlands, and University areas. Without further upgrades, the sewer pipe is expected to backup which will potentially cause environmental and property damage.	Reserves
96511300	Sanitary Sewer - Annual Repair and Replacement	Seventy percent of the sanitary sewer system is comprised of asbestos-cement pipe which according to the Asset Management Plan, has a remaining life of 9-12 years. The goal of this annual project is to maintain the existing sanitary sewer network through ongoing repairs, replacements, and improvements. The budget includes design and construction of repairs, replacements, and improvements.	The District's sewer system has significant stormwater inflow and infiltration which require that the sewer mains, pump stations and treatment plants be over-sized to accommodate the peak wet weather flows. It also requires that the pump stations and the wastewater treatment plant use more energy since they are required to pump and treat stormwater flows in addition to sewage. Inflow and infiltration can be significantly reduced by replacing/rehabilitating the sewer system where leaks and cross connections are present. In addition, the cost of replacing sewer mains proactively, as opposed to reactively, has been proven to be a much more cost-effective approach to sewer infrastructure management.	Reserves
96530301	Lift Stations Refurbishment and Replacement	This project encompasses refurbishment for 13 sanitary lift stations that are in poor condition and/or required to ensure operability and longevity. The budget includes design and construction of various lift station upgrades.	Master Plan: Lift station failures will result in sewer backups potentially causing sanitary issues and damage to property.	Reserves
96550105	Wastewater Treatment Plant Outfall Extension	The outfall is discharging to an isolated channel during low river flows and there is very little dilution which has potential to cause health and environmental impacts. This project will complete design and extension of wastewater treatment Plant Outfall to address current dilution issues. The budget includes engaging an engineering consultant to prepare design, securing permitting, and to engage a contractor to build the project.	Due to rapid build up of material in proximity to the wastewater treatment outfall, the current outfall poses a risk to the environment and public health and safety. The entire community will benefit from improvements to the outfall.	Reserves
96550110	Wastewater Treatment Plant Headworks Building Replacement	The Wastewater Treatment Plant Headworks Building is the entry point for all wastewater into the plant and houses equipment that completes a critical first step in the treatment process. The current building does not meet current seismic stability codes and is subject to failure during a large seismic event. The budget includes design and construction of a new Headworks building.	Findings from Seismic Structural Risk Assessment - WSP (2021), showed the headworks building at the Wastewater Treatment Plant to be at significant risk of extensive damage from an earthquake and is recommended for replacement. Further, the 2018 Building Code specifies that the Wastewater Treatment Plant should meet "Post Disaster" standards, which it currently does not. Lastly, upgrading the building will assist with future capacity.	Borrowing, Reserves
C560409	Bridge Infrastructure Repairs and Replacements	Various Bridge infrastructure repairs for most DOS bridges and include concrete and asphalt repairs, removing bridge rust, abutment repairs, and component repairs and replacements.	The District's bridge consultant completed a comprehensive bridge inspection report on February 28, 2025 that recommended a number of rehabilitation projects on bridge infrastructure to be completed within 3 years. The consequence of not completing the work include infrastructure deficiencies that could result in (further) damage to the bridge and reduced asset longevity.	Reserves
C6051403	Dryden Pumphouse Submersible Pump Rebuild	110 hp Submersible pumps at Dryden pumpstation need to be sent for a full overhaul/rebuild, for new seals, bearings, and gaskets. One pump per year will need to be sent to a shop in the city for rebuild.	This two year project will renew critical infrastructure and prolong it's life with preventative maintenance. Dryden submersibles are our two main pumps that provide flood protection throughout Brackendale. This project could prevent pump failures in a rain event and avoid flooding of private and public properties.	Reserves

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Attachment 4: 2026 - 2035 Capital Project Descriptions and Justifications

District of Squamish 2026-2035 Financial Plan				
C9452202	DCC W-2 Centennial Way Watermain Upgrade	Replacement of the existing 250mm diameter watermain to a new 450mm diameter watermain along Centennial Way for a length of approximately 249m between Highway 99 and Loggers Lane. This project is associated with DCC project W-2, but does not encompass the entire scope of project W-2.	Required to increase available fire flows and facilitate development in the area.	Development Cost Charges, Reserves
C9651104	Mamquam Lift Station Upgrade (DCC S-9)	Lift station pump and component upgrades to meet population growth demands.	The Sanitary Master Plan identifies Mamquam LS as requiring pump and component upgrades in order to meet future demand. Failure to upsize pumps and components would result in sanitary back-up with potential environmental and resident damage.	Development Cost Charges, Reserves
C9450004	Redbridge Watermain Contribution	The November 2023 Land Development Agreement (LDA) for the Redbridge development, located at 1500 Scott Crescent, included a clause requiring the District to contribute not more than \$78,637.00 to the design and construction of the watermain replacement within Scott Crescent. The watermain replacement work has now been completed by the developer and payment of the District's contribution must be made by March 31, 2026, per the LDA terms.	The existing watermain within Scott Crescent is a 12-inch diameter asbestos-cement pipe, built in 1964, that is a critical link in the District's water system, helping to provide fire flows to a large portion of Squamish. As this ageing pipe would need to be replaced in the near-term regardless of whether development occurred in the vicinity, the District agreed to fund a portion of the watermain construction and secured that commitment in the LDA.	Reserves
C9651103	Centennial Lift Station Upgrade	Lift station pump and component upgrades to meet population growth demands.	The Sanitary Master Plan identifies Centennial LS as requiring pump and component upgrades in order to meet future demand. Failure to upsize pumps and components would result in sanitary back-up with potential environmental and resident damage.	Reserves
C6150001	Cheekey Barrier - Capital Works	Capital Works for Cheekey Barrier	Operations and Maintenance requirements have been identified in an Operations and Maintenance Manual and cost estimate prepared by a Qualified Professional. The District is the Local Diking Authority for the barrier and is responsible for ensuring adequate maintenance for the structure. These capital costs are for the rehabilitation of outlet concrete abrasion, cracks and any stream erosion to be completed to ensure barrier can adequately function and for replacement of a 3.0 m diameter steel culvert along Ring Creek FSR. The culvert crossing is required for access to the barrier.	Reserves
Library Services				
80500103	Mobile Library Service	Funding request for launch of mobile library service as described in further detail below. This mobile service would complement plans for a future expanded single branch library service by serving the surrounding region with materials delivery and public programming outreach. We want to start in 2026 with the installation of a holds pick up locker and return bin at Brennan Park Recreation Centre. In future years, we plan to purchase (or lease) a vehicle, and likely equip it as a suitable vehicle for delivering and lending materials, providing Wi-Fi access, running outreach programs, including possibly technology training. The capital purchases in 2026 would be funded by the library's provincial enhancement grant funding. Overall, we are asking for 50% of the cost from the DOS, and will secure funds from other sources for the remaining amount, beginning with 100% of the 2026 cost covered from a provincial enhancement grant.	This project is part of the library's strategic framework, as part of our priority to "Be a Community-Led Library." We have objectives within that priority to increase services to underserved populations, improve the borrowing experience, and apply an accessibility lens to programs and services. It also supports the District's priority of CONNECTED AND LIVABLE COMMUNITY: Improve community happiness and wellbeing, building connections and opportunities for everyone to thrive. We will deliver accessible opportunities for personal growth and connection through safe and healthy spaces, places to gather, and recreational and cultural opportunities. We will apply all the municipal tools of governance, advocacy, and partnerships to improve affordability in our community including attainable housing, childcare and transit: 2.3. Increase the number of inclusive and accessible arts, cultural, heritage and recreational multiuse programmable spaces by Q3 2026. With one central branch located in downtown Squamish, the library is limited in its ability to reach all residents. Offering reliable mobile service would positively impact community members who have limited ability to travel. The library will undertake efforts to secure 50% of the cost from other sources, including the SLRD.	Government Grants, Reserves
Planning & Building				
86512112	No Name Road Park Development	Construction of a park with playground in the North Yards neighbourhood to replace an unofficial playground that did not meet municipal standards. Project includes community engagement, site analysis, concept design, archaeological AIA study, construction drawings, bidding process and park construction.	Currently the North Yards community has inadequate park and playground space. The area is identified in the Parks and Recreation Master Plan for additional park upgrades. An unsanctioned park playground was constructed in the area that is inadequate both in terms of size and safety and should be replaced and upgraded.	Community Amenity Contributions
C6250002	Traffic Island 1 - Construct	Traffic Island 1 is located on Cleveland at the intersection of Highway 99. The landscaping in the island has been removed, and a new no-maintenance treatment must be installed. This budget relates to a 2025 budget for Traffic Island 1 design work and cost estimate (subproject #56230009, value \$10,000). This budget item scope is for the construction work. The construction work is to retain the existing basalt stone columns, and pour concrete at grade with potential to inset river rocks.	Miller Cap identified that the left turning lane closure of Highway 99 that was required to do landscape maintenance of Traffic Island 1 was problematic and no longer permitted. Therefore the District removed the plantings that needed maintenance from Traffic Island 1 in spring 2024, and have left the natural stone basalt columns. A temporary treatment has been left of a gravel surface, but a permanent concrete paving with potential for inset of river rocks is required.	Reserves
Parks & Trails				

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86512117	Octopus Garden (Smoke Bluffs Park) Urine Diversion Toilet	Replacement of existing pit toilet at Octopus Garden climbing crag in Smoke Bluffs Park with a urine diversion composting toilet and fixing stairs within the park. Adding funds in 2026 to account for cost increases.	Existing pit toilet is full and needs to be replaced with an environmentally sustainable alternative. Some staircases are deteriorated and also in need of replacement. This is required for safety of users both in terms of accessing the park (stairs) and public health (washroom facilities). It is also required to protect the environment as history has shown that open defecation will occur if adequate facilities are not provided. Given the popularity of this area, the consequence of not proceeding with this project are risks to public safety, health, and the environment.	Reserves
86519108	Brennan Park - Aluminum Bleachers	New aluminum bleachers to replace last existing set of steel / wood bleachers for Field 5 (Homer Dome).	Existing bleachers are at end-of-life. Consequence of not proceeding is injury to users.	Reserves
C8651902	Parks & Trails Annual Capital Improvements	Budget request for future capital works anticipated related to parks and trails. This will be refined in the future and will be informed by the Parks and Rec Master Plan planned to begin in 2027.	Future capital anticipated in relation to parks and trail however details unknown at this time. This budget request ensures that the District captures future needs in the financial plan. Not approving this budget request will result in under estimating future capital requirements related to parks and trails.	Reserves
Recreation Services				
84500109	Equestrian Area Event/Tournament Camping/Parking Lot and Community Storage Construction	A new events/camping parking lot is required to replace the campground the District previously operated on Loggers Lane. This space will support large special events such as sports tournaments held at Brennan Park.	The old campground required significant upgrades, was subject to flooding, was located in a residential area, and was in an area planned for an indoor recreation facility in the Brennan Park Fields and Lands Master Plan (BPFLMP) and the 2012 Parks and Recreation Master Plan. The old campground is recommended to become an Indoor Sports Facility contingent on community partnerships in the short term goals of the BPFLMP. As a plan for an indoor sports facility has not been finalized yet, the recommendation is to extend this project to 2029. An indoor facility could be built in this area by 2029, therefore staff are beginning planning for the parking lot to meet this potential timeline. The storage containers must be moved which were originally placed at the site where the new lot is planned to be constructed. The containers were stored there to accommodate the tennis and pickleball expansion/renovation at the north end of Brennan Park (completed to below standard). The new location of storage containers is adjacent to the lot but will require further assessment through planning to ensure viability. The budget includes assessing the space for environmental impact, feasibility, design work, constructing the parking lot and moving storage containers from the area to the new designated area adjacent to the lot. The budget is high level as the project needs more assessment to determine if costing is accurate.	Reserves
86519110	Indoor Bike Park Utilities	Indoor bike park to be located on Brennan Park lands requiring water, electricity, sewer and storm.	Proponent will pay majority, however, there will be some District utility connection work required. Additionally, Hendrickson Fields requires washrooms so these utilities may service both projects.	Reserves
Sustainability				
92510102	Residual Waste Long Term Planning - Design and Construction	The work incorporated includes detailed design, construction, contingencies for construction, utility infrastructure upgrades, DOS engineering staff, 3rd Party costs. Permitting, non-Engineering project management costs are captured in: 92301106.	To ensure there is continued appropriate waste management for Squamish, as the current Landfill is on-track to be full in 2030.	Borrowing, Reserves
92510110	Landfill Closure Phase 2 and 3 Construction	This is a legislated requirement when an area of a landfill is at capacity or no longer used. The budget includes design and construction of work.	Ongoing partial closures of the Squamish Landfill as the phases fill-up once it is no longer in use, as required by the Province. There could be penalties if found out of compliance.	Reserves
Public Works				
52600103	Improvements to Lot 74 for Use as a Satellite Works Yard	Improvements to Lot 74 for use as a satellite works yard, equipment and material storage, crew trailer and marshalling area, parks greenhouse and equipment storage, electric vehicle charging. Proposing addition of \$90k to the financial plan in 2026 to install site perimeter fencing.	We are proposing installation of site fencing around the perimeter of lot 74 as we are beginning to store equipment and materials there ahead of the proposed site improvements. The Consequence of not proceeding is reduced security representing risk to the District. We are also proposing to add \$15k per year from 2028 onwards to capture costs of engineering capital staff for project management. Existing public works site, and new office building does not have adequate storage for all equipment and vehicles and no provision for growth or for the Parks Department. No other suitable lands available at this time.	Reserves

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56504101	Brine Storage Tanks, Pumping System, and Spill Containment	New brine storage tanks, pumping system, and spill containment system. The budget includes all equipment necessary to produce and store salt brine. Brine is used for anti-icing of roadways, parking lots, bus stops, and sidewalks during winter time, and prevents freezing and ice-over. This project is being carried forward to 2026 as the equipment cannot be installed until the new public works facility is constructed. Adding \$50k to budget due to cost escalations.	Brine is used for anti icing of road ways, parking lots, sidewalks during winter time. Prevents ice build up and snow bonding to pavement as a pre-storm treatment. Brine can be a longer lasting, more cost effective salt treatment. Brine is better for the environment, as it keeps rock salt out of sensitive ditches, streams, creeks, and rivers. Consequences of not completing project - increased risk to the public due to slippery paved surfaces; access challenges for first responders; environmental impacts of having to use salt instead of brine.	Reserves
56506106	Cleveland Avenue Decorative Streetlights Replacement	Replace 60 metal halide decorative streetlight LED fixtures on Cleveland Avenue. Current fixtures are at the end of life and replacement parts are not available to source.	End-of-life replacement	Reserves
94504100	Water Service Connections Upgrades	District constructed water service connections to the water system requested and paid for at cost by developers and/or property owners.	Customer driven Activity. Capital work completed at cost per the Fees & Charges Bylaw. Revenue stream to match expenses. Since these costs are covered by funds collected for the work there's little to no impact to our budget and the dollar values are to try and better predict what our cashflow needs will be. Consequence of not proceeding is inaccurate planning of costs to cover and collect for.	User fees
96504100	Wastewater Connections	District constructed water service connections to the water system requested and paid for at cost by developers and/or property owners.	Customer driven Activity. Revenue to match expenses. Since these costs are covered by funds collected for the work there's little to no impact to our budget and the dollar values are to try and better predict what our cashflow needs will be. Consequence of not proceeding is inaccurate planning of costs to cover and collect for.	User fees
96520307	Wastewater Treatment Plant - Repair and Replacement	This project will repair and replace aging components of the wastewater treatment plant in accordance with the WWTP Asset Management Plan. 2026 Work Plan: Biosolids bin replacement DAF mechanical (recirc pumps, compressors), Centrifuge No. 2 - 10,000 hour service, CTU1 Aeration Repairs, CTU1 Clarifier Mechanical Design, UV preventative maintenance, TWAS Tent Aeration Replacement, Blower Rebuilds.	The wastewater treatment plant is critical infrastructure that is regulated both Provincially and Federally. Its purpose is to treat municipal wastewater to a level that protects water quality in the Squamish River and Howe Sound marine ecosystem. Proper asset management is essential to ensure sustainable performance of the wastewater treatment plant and protection of the natural environment. Equipment is at or past end-of-life.	Reserves
96520313	Wastewater Treatment Plant - Back-up Generator Replacement	Purchase of new 1.0MW (1000KW) generator for wastewater treatment plant to replace the existing 500kw generator as it will be too small to power the upgraded wastewater treatment plant.	Installing / upgrading the Wastewater Treatment Plant (WWTP) electrical service from 500 kVA to 1600 kVA to power upgraded WWTP. A larger back-up generator is needed to provide power to the upgraded WWTP.	Reserves
96530309	Sewer Lift Station Transformers Upgrade	Existing open delta single phase 240V service transformers are at end-of-life and will be replaced with upgraded 208V three phase transformers to improve power quality and reliability.	On-going investment in infrastructure maintenance, rehabilitation and replacement per asset management plans.	Reserves
96530312	Westway Lift Station Back-up Generator Replacement	The existing back-up generator has exceeded its useful life (>25 years). The budget includes a new sound attenuated generator which will be placed outside of the existing building to meet current building code and best practice. New electrical conduit and a new automatic transfer switch will be added inside the building. Upgrading of existing out-of-date electrical components may also be required.	Currently back-up generators are not included in the Fleet Replacement Plan and Fleet Reserve. The generator at this station is almost 30 years old and is placed within the electrical room for the building, which no longer meets electrical code requirements. If this generator is required during a power outage there is a higher likelihood of failure due to it's age which could result in sewage back-up onto private property, private property damage, and negative environmental impacts. Design is being moved to 2026 to allow more time to determine scope, in case a full station electrical upgrade is required, and to allow adequate time for costing and ordering of components.	Reserves
C5650602	Streetscape garbage bin replacements	40 streetscape garbage bins need to be replaced in 2026 due to unsafe maintenance access doors. Project will require replacement of 20 per year from 2027 onwards to at least 2028 due to bins being at end of life.	Streetscape bins with an access maintenance hatch that lift upwards pose a serious risk of injury to staff when servicing the bins due to a design flaw. BC Parks and other municipalities have stopped using these types due to staff safety. Other bins are at end of life and are failing due to rust and regular wear and tear. The consequence of not proceeding is lost time due to injuries and failure of bear safe garbage containment leading to wildlife management issues.	Reserves
C9650202	Gantry Crane for Central Lift Station	Gantry crane for Central lift station. Currently if a pump is required to be pulled out of the lift station a crane truck must be used. This occurs several times per year.	Due to pump size increase (larger / heavier pumps) in recent years the existing DOS crane truck is now near the upper limit of its ability to safely hoist the pumps when required for inspection / maintenance. A gantry crane will reduce risk of pump damage during hoisting operations and increase staff safety margin.	Reserves

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C9650401	Equipment Dry Storage Structure for Queensway Lift Station	Design and construction of quonset style equipment storage building at Queensway Lift Station.	Operational optimization. Dry, freeze protected storage space is needed for wastewater collection system operational optimization. The ability to store the sanitary sewer flush trailer and/or vacuum truck full of water for swift after-hours response to sewer back-ups. Reduced equipment break down due to equipment being stored outside in the elements.	Reserves
C9651001	Smartcover Sewer Maintenance Hole Real-Time Data Loggers	Smartcover maintenance hole (MH) covers can remotely monitor key locations of the sanitary collection system in real-time. Sensors measure liquid levels in the MH, flow rate and H2S gas concentrations. Alarms are generated to indicate a high flows and/or sewer blockage to allow crews to respond to avoid potential property damage. Data is logged for use in inflow and infiltration (I&I) studies, regulatory reporting, odour complaint management, modeling and master planning.	Insurance claims and response costs related to sanitary sewer back-ups can add up to tens of thousands of dollars quickly. By installing remote sanitary sewer monitoring devices at key locations and trouble spots in the sanitary collection system, utilities staff will have an early warning mechanism to prevent or mitigate overflow events. Data will also be used to locate I&I and quantify issues. Reducing I&I ultimately results in delayed capacity upgrade investments and reduced operating costs for wastewater collection and treatment. Data will also be used to qualify and quantify H2S odour and corrosion issues and can be used for regulatory data reporting where required (e.g. landfill)	Reserves
C9652004	Wastewater Treatment Plant CTU No. 1 Clarifier Mechanism End-of-Life Replacement	Full replacement of CTU No. 1 aeration diffusion system and clarifier rake arm assembly and mechanical drive equipment.	CTU No.1 is now 20 years old. The clarifier rake arm arms and mechanical drive equipment have required significant repairs to be undertaken twice in the last 8 years. Proactive replacement of critical operating equipment will reduce unexpected downtime due to failure, reduce ongoing maintenance costs and is in-line with the asset management best practice. Consequence of not completing this project is higher potential for unexpected failure of a critical WWTP component.	Reserves
C9650201	Wastewater Treatment Plant Centrifuge Replacement	End-of-life replacement of two wastewater treatment plant centrifuges. Centrifuges are used for dewatering of biosolids residuals. This equipment runs at high speeds to mechanically separate water and solids.	Equipment anticipated life span is 20 years. Centrifuges were installed in 2013 and will be at end-of-life. Wear, metal fatigue and corrosion reduce efficiency and increases maintenance cost over time. Consequence of not completing project is increased down time / emergency maintenance resulting in greater cost, overtime, and potential regulatory issues if solids cannot be managed according to regulations.	Reserves
Unfunded				
56504314	New Downtown Entrance Design	New Downtown entrance road configuration on Cleveland Avenue stretching from Bailey street intersection to Pemberton Avenue intersection. The budget includes engagement of an engineering consultant to prepare designs and a contractor to build the project.	This project is a key recommendation in the Transportation Master Plan and will improve the flow of traffic into downtown Squamish and the Oceanfront Peninsula as both areas continue to experience rapid development. The entire community will benefit from multi-modal transportation improvements to the Downtown area and Oceanfront.	Development Cost Charges, Reserves
56504322	Second Downtown Entrance: Pemberton/Laurelwood Bridge - Mamquam Blind Channel	This project will improve redundancy of our transportation network and alleviate traffic pressures from the Cleveland Avenue/ Highway 99 intersection. The budget includes funds for engaging an engineering consultant to prepare design, secure permitting and to engage a contractor to build the project (Development Cost Charge Project R-13).	The entire community will benefit from the new connection between Downtown and Highway 99. The proposed bridge will alleviate traffic on the Cleveland Avenue / Highway 99 intersection and will improve the redundancy of our transportation network for people who live Downtown, in the Sea and Sky development, and future residents of the Oceanfront neighbourhood.	Development Cost Charges, Reserves
56510321	Third Ave Upgrade (DCC R-11)	Improvements to Third Avenue to provide sidewalks and separated cycling facilities as identified in the Transportation Master Plan. This project is planned to be delivered through two phases.	This project has been identified as a priority project in both the Transportation Master Plan and the Active Transportation Plan. This project will provide a safe place for people traveling into and through downtown Squamish to key destinations including transit stops, schools, businesses, and services. If this project is not constructed it will limit safe active transportation options for people in this part of the community and Third Avenue will have an incomplete streetscape with new development and undeveloped parcels reducing connectivity.	Development Cost Charges, Reserves
96530313	Easter Seal Gravity Lift Station (DCC S-7) Refurbishment - Government Road Sanitary Sewer Bypass	The existing lift station is nearing end of life and requires refurbishment or to be decommissioned. An analysis has shown that it will be more cost effective to decommission the existing lift station and build a bypass. The budget includes design and construction of a new bypass and lift station decommissioning.	The Sanitary Sewer Master Plan evaluated two options for the Easter Seal lift station to support the upstream increase in development. The options were to upsize the lift station or construct a gravity sewer bypass. The gravity sewer bypass was selected.	Development Cost Charges, Reserves
C5650407	Government Road Active Transportation Improvements (DCC-New)	Active transportation improvements along the Government Road corridor as identified in the Transportation Master Plan. Through three phases this project will construct active transportation infrastructure that is comfortable for all ages and abilities (AAA) as recommended through AAA Route Feasibility Study.	This project has been identified as a priority project in both the Transportation Master Plan and the AAA Route Feasibility Study completed in 2024. This project will provide a safe place for people traveling to key destinations including transit stops, three different schools, neighbourhood nodes on the west side of Highway 99 north of the Mamquam River. If this project is not constructed it will limit safe active transportation options for people in this part of the community.	
C5650408	Westway Active Transportation Upgrades (DCC - New)	This project will upgrade Westway Avenue to include improved active transportation infrastructure and may include protected bike lanes or a multi-use pathway. This project has been identified as a priority in the Transportation Master Plan.	This project has been identified as a priority project in the Transportation Master Plan. This project will provide a safe place for people traveling to key destinations including transit stops, Valleycliffe Elementary, and the neighbourhood node in Valleycliffe. If this project is not constructed it will limit safe active transportation options for people in this part of the community and will limit the number of people who walk, bike, and use transit.	

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C9450003	Long-Term Drinking Water Source Expansion (DCC W-5)	This project will add additional capacity to the District's water supply capacity. This will entail either an additional well at Powerhouse Springs wellfield or adding treatment to the Stawamus River water source. This decision is pending the outcome of feasibility studies and permitting work that will confirm whether to expand water supply capacity at Powerhouse Springs or the Stawamus River.	The District is experiencing rapid growth that is increasing water supply needs. Accordingly, the District must increase our water supply capacity to ensure community needs are met. The District has prepared a Long-Term Water Supply Strategy that outlines a recommended approach to expand water supply capacity to keep pace with increasing water demands.	Development Cost Charges, Reserves

Attachment 5: 2026 - 2035 Reserve Continuity Schedules

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Attachment 5: 2026 - 2035 Reserve Continuity Schedules

	PY Approved 2025	CY Proposed 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
Community Amenity Contributions (CAC)											
General Amenities											
Opening Balance	9,134,707	4,447,455	4,247,455	2,258,313	2,238,313	1,923,313	1,668,313	1,393,313	1,683,313	1,973,313	2,263,313
Revenues	200,000	590,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000
Expenses	(4,887,252)	(790,000)	(2,279,142)	(310,000)	(605,000)	(545,000)	(565,000)	-	-	-	-
Closing Balance	4,447,455	4,247,455	2,258,313	2,238,313	1,923,313	1,668,313	1,393,313	1,683,313	1,973,313	2,263,313	2,553,313
Sub Project# Project Details											
28500105	Valleycliffe Child Care Facility	(\$826,164)	-	-	-	-	-	-	-	-	-
60500302	Xwu'nekw Park Sea Dike Upgrades	(\$1,300,000)	-	-	-	-	-	-	-	-	-
62300122	Parks and Recreation Master Plan	-	-	(\$100,000)	(\$30,000)	-	-	-	-	-	-
62300129	Neighbourhood Park Plans - Glacier View Park, Ravenswood, and Crumplit Woods	-	(\$70,000)	(\$30,000)	-	-	-	-	-	-	-
62300134	Community Boat Launch Feasibility Assessment	(\$22,480)	-	-	-	-	-	-	-	-	-
62300139	Accessibility Standards for New Park Development	-	-	(\$25,000)	-	-	-	-	-	-	-
84500105	Cricket Pitch at Centennial Fields	(\$18,577)	-	-	-	-	-	-	-	-	-
84500107	Turf Field Road and BMX Parking Lot Paving	(\$150,000)	-	-	-	-	-	-	-	-	-
84500110	Brennan Park Recreation Centre Upgrade - Project 1	(\$1,225,697)	-	-	-	-	-	-	-	-	-
84512110	Brennan Park Auditorium Upgrade	-	-	-	(\$30,000)	(\$105,000)	-	-	-	-	-
86512101	Dentville Community Park	(\$14,325)	-	-	-	-	-	-	-	-	-
86512112	No Name Road Park Development	(\$382,259)	(\$125,000)	-	-	-	-	-	-	-	-
86512114	Brennan Park Playground and Splash Park Construction	(\$300,000)	(\$55,000)	(\$1,704,142)	-	-	-	-	-	-	-
86514111	Lawn Bowling Green at Eaglewind Park	(\$15,000)	-	-	-	-	-	-	-	-	-
86519104	Brennan Park Tennis Courts	(\$497,750)	-	-	-	-	-	-	-	-	-
86519111	Brennan Park Tennis and Pickleball Courts Landscaping	(\$50,000)	-	-	-	-	-	-	-	-	-
86520102	Park Operations Office Relocation from Brennan Park	(\$85,000)	-	-	-	-	-	-	-	-	-
C5150003	Brennan Park - Recreation Facility Upgrades	-	(\$300,000)	(\$300,000)	-	-	-	-	-	-	-
C8450118	Facilities Planning and Construction Placeholder	-	(\$240,000)	(\$120,000)	(\$250,000)	(\$500,000)	(\$545,000)	(\$565,000)	-	-	-
		(\$4,887,252)	(\$790,000)	(\$2,279,142)	(\$310,000)	(\$605,000)	(\$545,000)	(\$565,000)	-	-	-

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 5: 2026 - 2035 Reserve Continuity Schedules

		PY Approved 2025	CY Proposed 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
Reserve												
Capital Rehab - General												
Opening Balance		5,426,144	1,507,515	135,548	730,623	3,969,828	4,405,776	5,603,845	10,046,918	16,706,385	24,309,455	24,208,321
Revenues		4,595,000	5,787,000	7,227,000	8,659,000	10,393,000	12,291,000	14,379,000	16,676,000	18,255,000	19,992,000	21,903,000
Expenses		(8,513,629)	(7,158,967)	(6,631,925)	(5,419,795)	(9,957,052)	(11,092,931)	(9,935,927)	(10,016,533)	(10,651,930)	(20,093,134)	(21,063,197)
Closing Balance		1,507,515	135,548	730,623	3,969,828	4,405,776	5,603,845	10,046,918	16,706,385	24,309,455	24,208,321	25,048,124
Sub Project# Project Details												
16490900	Fiscal Services - General Corporate	(\$10,646)	(\$15,627)	(\$15,627)	(\$15,627)	(\$15,627)	(\$15,627)	(\$15,627)	(\$15,627)	(\$15,627)	(\$15,627)	(\$15,627)
26500104	Fibre Optic Cable Conduit	(\$183,989)	(\$200,000)	(\$130,000)	(\$100,000)	-	-	-	-	-	-	-
26500105	Council Chambers Technology Enhancements	-	(\$55,000)	-	-	-	-	-	-	-	-	-
26500109	Phone System Replacement	(\$40,691)	-	-	-	-	-	-	-	-	-	-
26500110	Work/Asset Management System Software	(\$249,956)	(\$120,000)	(\$31,000)	-	-	-	-	-	-	-	-
26500111	Electronic Payment Cards Implementation	-	-	-	(\$92,000)	(\$33,000)	-	-	-	-	-	-
26500112	Service Request/Inquiry Solution Software Implementation	-	(\$50,000)	(\$25,000)	-	-	-	-	-	-	-	-
26500113	New Fire Records Management System	(\$100,000)	-	-	-	-	-	-	-	-	-	-
26500114	Human Resources Software Solution (HRIS)	(\$25,000)	(\$150,000)	-	-	-	-	-	-	-	-	-
26500115	Council Meeting Management System	-	-	-	-	-	-	-	-	-	-	-
26500116	UBW Cloud Migration	(\$25,000)	(\$100,000)	-	-	-	-	-	-	-	-	-
28520105	RCMP Lighting Upgrade to Energy-Efficient LEDs	-	-	-	-	(\$80,000)	-	-	-	-	-	-
28520107	RCMP Overhead Bay Door Replacement	-	-	-	(\$50,000)	-	-	-	-	-	-	-
32500106	Library Improvements - HVAC Replacement	(\$80,870)	(\$70,000)	(\$70,000)	(\$70,000)	(\$70,000)	-	-	-	-	-	-
34510103	RCMP Back-Up Generator Replacement	-	(\$34,300)	(\$100,000)	-	-	-	-	-	-	-	-
34510105	RCMP Building Automation System (BAS) Upgrade	-	-	-	-	(\$75,000)	-	-	-	-	-	-
34510106	RCMP Interior Flooring Upgrades	-	-	(\$100,000)	-	-	-	-	-	-	-	-
34510107	RCMP Fire Alarm Panel Replacement	-	-	-	(\$30,000)	-	-	-	-	-	-	-
34600101	RCMP Mechanical Upgrade - Replacement of Heat Pumps	(\$347,368)	(\$320,100)	(\$320,000)	(\$370,000)	-	-	-	-	-	-	-
40501100	New Animal Control Shelter at RCMP Detachment	-	-	(\$150,000)	-	-	-	-	-	-	-	-
50300111	Multi-Modal Transportation Plan Update	(\$14,649)	-	-	-	-	(\$1,500)	(\$1,500)	-	-	-	-
50300118	Government Road Realignment	(\$100,000)	-	-	-	-	-	-	-	-	-	-
50300120	Flow and Water Quality Monitoring - Integrated Stormwater Management Plan Implementation	-	-	-	-	(\$100,000)	-	(\$115,000)	-	-	(\$100,000)	-
50300123	Cheekye/Cheakamus Confluence Sediment Removal	(\$200,000)	-	-	-	-	-	-	-	-	-	-
50300127	Development Cost Charge Bylaw Update	(\$49,947)	-	(\$50,000)	-	(\$75,000)	-	(\$60,000)	-	(\$85,000)	-	(\$70,000)
50501100	Oceanfront Boardwalk A & B - Paving Oceanfront Perimeter Trail (DCC P-11)	(\$20,300)	(\$700)	-	-	(\$750)	-	-	(\$800)	-	-	(\$850)
52600102	Animal Shelter Removal	-	-	-	-	(\$115,000)	-	-	-	-	-	-
52600103	Improvements to Lot 74 for Use as a Satellite Works Yard	-	(\$90,000)	-	(\$265,000)	(\$265,000)	(\$265,000)	(\$265,000)	(\$265,000)	-	-	-
56500300	Road & Bridge Infrastructure - Annual Paving and Repairs	(\$737,552)	(\$1,440,000)	(\$1,650,000)	(\$2,100,000)	(\$2,150,000)	(\$2,200,000)	(\$2,250,000)	(\$2,300,000)	(\$2,350,000)	(\$2,400,000)	(\$2,500,000)
56504300	Annual Transportation System Improvements	(\$99,436)	-	-	-	-	-	-	-	-	-	-
56504301	Annual Rail Crossing Improvements	(\$44,846)	-	-	-	-	-	-	-	-	-	-
56504307	Paradise Valley Bailey Bridge Abutments	(\$150,000)	(\$1,750,000)	-	-	-	-	-	-	-	-	-
56504313	Mamquam Road Failure - Road Safety Upgrades	(\$100,000)	-	-	-	-	-	-	-	-	-	-
56504314	New Downtown Entrance Design	(\$4,615)	(\$869)	(\$899)	(\$930)	(\$1,463)	-	-	-	-	-	-
56504320	Mamquam Bridge Deck Resurfacing	(\$6,745)	-	-	-	-	-	-	-	-	-	-
56504321	Progress Way Road Road Reconstruction	-	-	(\$700,000)	-	-	-	-	-	-	-	-
56504322	Second Downtown Entrance: Pemberton/Laurelwood Bridge - Mamquam Blind Channel	(\$2,315)	(\$4,793)	(\$3,122)	(\$1,793)	(\$6,663)	(\$986)	-	-	-	-	-
56504323	Speed Limit Reduction Implementation	(\$165,000)	-	-	-	-	-	-	-	-	-	-
56504324	Downtown Paid Parking Implementation	(\$30,000)	-	-	-	-	-	-	-	-	-	-
56504325	Annual Transportation Upgrades	-	-	(\$45,000)	-	-	-	-	(\$184,000)	(\$472,000)	(\$10,429,000)	(\$10,937,000)
56506106	Cleveland Avenue Decorative Streetlights Replacement	(\$161,400)	(\$80,700)	-	-	-	-	-	-	-	-	-
56506107	Electric Vehicle Charging Stations - Brennan Park and Cleveland Ave	(\$389,427)	-	-	-	-	-	-	-	-	-	-
56510323	Depot Road Separated Active Transportation Infrastructure	-	(\$35,000)	-	-	-	-	-	-	-	-	-
56531050	Road Paint Annual Marking	(\$215,000)	(\$275,000)	(\$310,000)	(\$320,000)	(\$330,000)	(\$340,000)	(\$350,000)	(\$360,000)	(\$370,000)	(\$380,000)	(\$390,000)
60320105	Dike Vegetation Management Plan/Operations and Maintenance Manual Update	-	(\$100,000)	-	-	-	-	-	-	-	-	-
60320106	Seismic Assessment of Dikes	-	-	(\$200,000)	-	-	-	-	-	-	-	-
60320108	Flood Warning System	-	-	(\$20,000)	(\$100,000)	-	-	-	-	-	-	-
60320109	Comprehensive Dike Inspection	(\$100,000)	-	-	-	-	(\$120,000)	-	-	-	-	(\$120,000)

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 5: 2026 - 2035 Reserve Continuity Schedules

		PY Approved 2025	CY Proposed 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
60500300	Annual Flood Protection Upgrades	(\$400,000)	-	-	-	(\$2,000,000)	(\$2,000,000)	(\$2,000,000)	(\$2,000,000)	(\$2,000,000)	(\$2,000,000)	(\$2,000,000)
60514106	Harris, Dryden and Judd Storm Pump Stations - Backup Generators	(\$860,970)	(\$370,000)	-	-	-	-	-	-	-	-	-
60514107	Storm System Infrastructure - Annual Repair and Replacement	(\$500,000)	(\$750,000)	(\$775,000)	(\$800,000)	(\$825,000)	(\$850,000)	(\$875,000)	(\$900,000)	(\$925,000)	(\$950,000)	(\$975,000)
60514108	Dryden River Gate-PW	(\$120,000)	-	-	-	-	-	-	-	-	-	-
60514111	Skyline Drive Stormwater Culvert Replacement	(\$304,770)	-	-	-	-	-	-	-	-	-	-
60514114	Eagle Run Storm Pump Station Electrical Control System Replacement	(\$369,493)	-	-	-	-	-	-	-	-	-	-
60514115	Dike Access Gate Installation	(\$20,000)	-	-	-	-	-	-	-	-	-	-
60514116	Mobile Storm / Sewer Bypass Pumps	(\$265,000)	-	-	-	-	-	-	-	-	-	-
60514117	Stormwater Pipe Capacity Upsizing	-	-	-	-	(\$769,500)	(\$812,328)	-	-	-	-	-
72510105	Squamish Adventure Centre HVAC upgrades	(\$250,000)	-	-	-	-	-	-	-	-	-	-
72510108	Squamish Adventure Centre Electrical Service Upgrade	(\$339,750)	-	-	-	-	-	-	-	-	-	-
72510111	Adventure Centre Roof Replacement	-	-	-	-	-	-	(\$100,000)	(\$800,000)	-	-	-
80500103	Mobile Library Service	-	-	(\$50,000)	(\$50,000)	-	-	-	-	-	-	-
80510106	Library Roof and HVAC replacement	-	-	(\$930,000)	-	-	-	-	-	-	-	-
80510107	Library Washroom Functionality and Accessibility Upgrades	-	-	(\$30,000)	(\$60,000)	-	-	-	-	-	-	-
82510100	Junction Park Washrooms	(\$324,370)	(\$90,000)	-	-	-	-	-	-	-	-	-
84500109	Equestrian Area Event/Tournament Camping/Parking Lot and Community Storage Construction	-	(\$77,000)	-	-	(\$400,000)	-	-	-	-	-	-
84500110	Brennan Park Recreation Centre Upgrade - Project 1	(\$877,500)	-	-	-	-	-	-	-	-	-	-
84500111	Brennan Park Parking Lot Line Repainting	(\$17,000)	-	-	-	-	-	-	-	-	-	-
84500112	Brennan Park Exterior Gym Relocation	(\$25,000)	-	-	-	-	-	-	-	-	-	-
84500113	Brennan Park Service Upgrades and Electrification Allowance	-	(\$15,000)	(\$121,250)	-	-	-	-	-	-	-	-
84502103	Brennan Park Waste Management Recycling and Composting Improvements	-	(\$30,000)	-	-	-	-	-	-	-	-	-
84602104	Brennan Park Recreation Centre - Roof and HVAC replacement	-	-	-	-	(\$100,000)	(\$950,000)	(\$950,000)	-	-	-	-
86512105	Sp'akw'us Feather Park Amenities	(\$5,000)	-	-	-	-	-	-	-	-	-	-
86512117	Octopus Garden (Smoke Bluffs Park) Urine Diversion Toilet	(\$59,045)	(\$20,000)	-	-	-	-	-	-	-	-	-
86514105	Brennan Park Field 2/3/4/6 Baseball Backstop Replacement	(\$75,000)	-	-	-	-	-	-	-	-	-	-
86514108	Sea Can and Roof for Parks Equipment-Parks	(\$10,979)	-	-	-	-	-	-	-	-	-	-
86519108	Brennan Park - Aluminum Bleachers	-	-	(\$50,000)	-	-	-	-	-	-	-	-
86519109	Smoke Bluffs Park & Community Park Trail and Signage Upgrades	(\$15,000)	-	-	-	-	-	-	-	-	-	-
86519110	Indoor Bike Park Utilities	-	(\$150,000)	-	-	-	-	-	-	-	-	-
98501113	Aquatic Centre steam room repairs-Aquatic Centre Fac	(\$20,000)	-	-	-	-	-	-	-	-	-	-
C2650004	UBW Migration to ERPX	-	-	-	-	-	-	(\$400,000)	-	-	-	-
C2650005	Annual IT Implementation and Upgrades	-	-	-	-	(\$98,000)	(\$235,000)	(\$240,000)	(\$145,000)	(\$250,000)	(\$255,000)	(\$261,000)
C2651001	Servers Refresh Hardware Platform	-	(\$65,000)	-	-	-	-	-	-	-	-	-
C2651003	AI - Evolution and Transformation Initiative	-	(\$89,000)	(\$91,000)	(\$92,000)	-	-	-	-	-	-	-
C3250005	Municipal Hall Rooftop Unit Replacement	-	(\$70,000)	(\$75,500)	-	-	-	-	-	-	-	-
C3650202	Auto-Extrication Equipment Replacement	-	-	-	-	-	(\$170,000)	-	-	-	-	-
C3650203	Self Contained Breathing Apparatus - Replacement	-	-	-	-	-	(\$575,000)	-	-	-	-	-
C5150001	Brennan Park Floor Machine Replacement	-	(\$35,000)	-	-	-	-	-	-	-	-	-
C5150007	Brennan Park - Mezzanine Upgrade and Furnishing	-	-	-	-	-	-	(\$165,000)	-	-	-	-
C5150008	Brennan Park - Field Washrooms, Playgrounds, and Picnic Facilities	-	-	-	(\$50,000)	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)
C5150009	Brennan Park - Field House Demolition	-	-	-	(\$200,000)	-	-	-	-	-	-	-
C5260004	Public Works Lift Stations Building Envelope Renewal Project	-	(\$30,000)	(\$30,000)	(\$30,000)	-	-	-	-	-	-	-
C5650409	Bridge Infrastructure Repairs and Replacements	-	(\$195,000)	(\$330,000)	-	-	-	-	-	-	-	-
C5650602	Streetscape garbage bin replacements	-	(\$60,000)	(\$30,000)	(\$30,000)	-	-	-	-	-	-	-
C6051403	Dryden Pumphouse Submersible Pump Rebuild	-	(\$40,000)	(\$40,000)	-	-	-	-	-	-	-	-
C6250002	Traffic Island 1 - Construct	-	(\$99,000)	-	-	-	-	-	-	-	-	-
C7251005	Adventure Centre - Building Envelope Repairs	-	-	(\$25,000)	(\$225,000)	-	-	-	-	-	-	-
C8450118	Facilities Planning and Construction Placeholder	-	-	-	(\$332,900)	-	-	-	(\$616,500)	(\$643,300)	(\$721,000)	(\$749,800)
C8451402	Brennan Park Domestic Hot Water Boiler Replacement	-	(\$35,000)	-	-	-	-	-	(\$40,000)	-	-	-
C8451602	55 Activity Centre Elevator Modernization	-	-	-	-	-	-	-	-	-	(\$50,000)	(\$200,000)
C8451605	Facilities Maintenance Placeholder	-	(\$31,878)	(\$33,527)	(\$34,545)	(\$2,147,049)	(\$2,257,490)	(\$2,348,800)	(\$2,389,606)	(\$2,441,003)	(\$2,492,507)	(\$2,543,920)
C8651902	Parks & Trails Annual Capital Improvements	-	-	-	-	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)
S5630203	Pavement Management Plan	-	-	(\$100,000)	-	-	-	-	-	-	-	-
S6032001	Third Avenue Tide Gate Condition Assessment	-	(\$15,000)	-	-	-	-	-	-	-	-	-
		(\$8,513,629)	(\$7,158,967)	(\$6,631,925)	(\$5,419,795)	(\$9,957,052)	(\$11,092,931)	(\$9,935,927)	(\$10,016,533)	(\$10,651,930)	(\$20,093,134)	(\$21,063,197)

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 5: 2026 - 2035 Reserve Continuity Schedules

	PY Approved 2025	CY Proposed 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
Reserve											
Capital Rehab - Solid Waste											
Opening Balance	1,345,404	(174,451)	1,097,679	2,158,002	3,323,335	4,157,662	4,859,902	6,507,645	6,393,705	6,420,601	6,654,946
Revenues	47,738	1,691,880	1,853,083	1,943,693	2,073,687	2,391,600	2,674,703	2,878,094	2,968,930	3,176,379	3,351,701
Expenses	(1,567,593)	(419,750)	(792,760)	(778,360)	(1,239,360)	(1,689,360)	(1,026,960)	(2,992,034)	(2,942,034)	(2,942,034)	(7,892,034)
Closing Balance	(174,451)	1,097,679	2,158,002	3,323,335	4,157,662	4,859,902	6,507,645	6,393,705	6,420,601	6,654,946	2,114,613
Sub Project# Project Details											
92300105 Curbside Collection Analysis-Solid Waste	(\$34,976)	-	-	-	-	-	-	-	-	-	-
92300107 SP-Zero Waste Strategy Review	-	-	-	(\$45,000)	-	-	-	(\$50,000)	-	-	-
92300108 Disaster Debris Management Plan	(\$40,000)	-	-	-	-	-	-	-	-	-	-
92301106 Residual Waste Management long term planning - Pre-design and Permitting	(\$534,799)	(\$66,190)	(\$56,200)	(\$36,200)	(\$36,200)	(\$36,200)	(\$86,200)	(\$50,000)	(\$50,000)	(\$50,000)	-
92490900 Fiscal Services - Solid Waste Management	(\$324,103)	(\$303,560)	(\$303,560)	(\$697,160)	(\$1,153,160)	(\$1,153,160)	(\$940,760)	(\$2,892,034)	(\$2,892,034)	(\$2,892,034)	(\$2,892,034)
92500104 Landfill Gas Flare Horizontal Pipe Expansion	(\$250,000)	(\$50,000)	(\$433,000)	-	(\$50,000)	(\$500,000)	-	-	-	-	-
92510102 Residual Waste Long Term Planning	(\$383,715)	-	-	-	-	-	-	-	-	-	(\$5,000,000)
	(\$1,567,593)	(\$419,750)	(\$792,760)	(\$778,360)	(\$1,239,360)	(\$1,689,360)	(\$1,026,960)	(\$2,992,034)	(\$2,942,034)	(\$2,942,034)	(\$7,892,034)

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 5: 2026 - 2035 Reserve Continuity Schedules

	PY Approved 2025	CY Proposed 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
Reserve											
Capital Rehab - Waste Water											
Opening Balance	10,916,919	1,817,648	1,132,895	2,012,776	1,756,359	2,260,214	1,755,411	3,257,449	4,004,182	2,436,548	2,737,601
Revenues	3,164,420	3,456,215	3,779,881	4,133,583	4,514,738	4,918,297	5,348,238	5,805,439	5,946,072	5,964,759	6,119,281
Expenses	(12,263,691)	(4,140,968)	(2,900,000)	(4,390,000)	(4,010,883)	(5,423,100)	(3,846,200)	(5,058,706)	(7,513,706)	(5,663,706)	(5,263,706)
Closing Balance	1,817,648	1,132,895	2,012,776	1,756,359	2,260,214	1,755,411	3,257,449	4,004,182	2,436,548	2,737,601	3,593,176
Sub Project# Project Details											
50300126 Asset Management Plan Update	-	-	(\$125,000)	-	-	-	-	(\$145,000)	-	-	-
50300129 Sewer Use and Storm Sewer Bylaw Update	-	-	(\$25,000)	-	-	-	-	-	-	-	-
60514113 Loggers East Drainage Diversion Pipe Construction	(\$79,000)	-	-	-	-	-	-	-	-	-	-
60514116 Mobile Storm / Sewer Bypass Pumps	(\$45,000)	-	-	-	-	-	-	-	-	-	-
96300102 Sewer Master Plan Update	(\$75,699)	-	-	-	-	(\$1,500)	-	-	-	-	-
96300103 Wastewater Treatment Plant Master Plan	-	(\$300,000)	-	-	-	-	-	-	-	-	-
96490900 Fiscal Services - Waste Water Services	(\$218,968)	(\$218,968)	-	-	(\$393,600)	(\$621,600)	(\$466,200)	(\$1,463,706)	(\$1,463,706)	(\$1,463,706)	(\$1,463,706)
96501106 Fleet Wastewater New Ford F150 Lightning EV	-	-	(\$90,000)	-	-	-	-	-	-	-	-
96510302 Chiefview & Tantalus Sanitary Sewer Upgrade	-	-	-	(\$25,000)	-	-	-	-	-	-	-
96510307 Mamquam Road Sanitary Sewer Phase 3 - Upgrade Under Highway 99	-	-	-	(\$50,000)	-	(\$2,000,000)	-	-	-	-	-
96511300 Sanitary Sewer - Annual Repair and Replacement	(\$2,236,263)	(\$955,000)	(\$1,155,000)	(\$1,375,000)	(\$1,750,000)	(\$2,000,000)	(\$2,500,000)	(\$2,600,000)	(\$2,700,000)	(\$2,800,000)	(\$2,900,000)
96520307 Wastewater Treatment Plant - Repair and Replacement	(\$200,000)	(\$350,000)	(\$300,000)	(\$300,000)	(\$300,000)	(\$300,000)	(\$300,000)	(\$300,000)	(\$300,000)	(\$300,000)	(\$300,000)
96520311 Wastewater Treatment Plant - Electrical Service Upgrade	(\$1,050,568)	-	-	-	-	-	-	-	-	-	-
96520312 Wastewater Treatment Plant - Radio Antenna Tower	(\$50,000)	-	-	-	-	-	-	-	-	-	-
96520313 Wastewater Treatment Plant - Back-up Generator Replacement	-	(\$750,000)	-	-	-	-	-	-	-	-	-
96530300 Pia Lift Station Reconstruction	(\$1,500,000)	-	-	-	-	-	-	-	-	-	-
96530301 Lift Stations Refurbishment and Replacement	(\$2,000,000)	(\$500,000)	(\$975,000)	(\$975,000)	(\$975,000)	(\$500,000)	(\$500,000)	(\$550,000)	(\$550,000)	(\$600,000)	(\$600,000)
96530306 Scott Crescent Lift Station Replacement	(\$643,128)	-	-	-	-	-	-	-	-	-	-
96530307 Central Lift Station - Genset and MCC replacement-Waste Water	(\$307,000)	-	-	-	-	-	-	-	-	-	-
96530308 Central Lift Station H2S Injection System	(\$275,000)	-	-	-	-	-	-	-	-	-	-
96530309 Sewer Lift Station Transformers Upgrade	(\$172,800)	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)	-	-	-	-	-	-
96530310 Queensway LS MCC/VFD Upgrade for Pumps No. 1 & No. 2	(\$101,226)	-	-	-	-	-	-	-	-	-	-
96530312 Westway Lift Station Back-up Generator Replacement	-	(\$65,000)	-	(\$500,000)	-	-	-	-	-	-	-
96550105 Wastewater Treatment Plant Outfall Extension	(\$2,544,659)	(\$500,000)	-	-	-	-	-	-	-	-	-
96550108 Wastewater Treatment Plant Ventilation Upgrades - Grit, Solids and RAS	(\$754,880)	(\$267,000)	-	-	-	-	-	-	-	-	-
96550110 Wastewater Treatment Plant Headworks Building Replacement	-	-	-	-	(\$241,783)	-	-	-	-	-	-
96600102 Wastewater Treatment Plant Upgrade	(\$9,500)	-	-	-	-	-	-	-	-	-	-
C5150002 Waste Water Buildings Renewal Project	-	(\$30,000)	(\$30,000)	(\$30,000)	-	-	-	-	-	-	-
C9650201 Wastewater Treatment Plant Centrifuge Replacement	-	-	-	-	-	-	(\$75,000)	-	(\$2,500,000)	-	-
C9650202 Gantry Crane for Central Lift Station	-	-	(\$50,000)	-	-	-	-	-	-	-	-
C9650401 Equipment Dry Storage Structure for Queensway Lift Station	-	-	(\$50,000)	-	(\$250,000)	-	-	-	-	-	-
C9651001 Smartcover Sewer Maintenance Hole Real-Time Data Loggers	-	(\$35,000)	-	-	-	-	-	-	-	-	-
C9651103 Centennial Lift Station Upgrade	-	-	-	-	-	-	-	-	-	(\$500,000)	-
C9651104 Mamquam Lift Station Upgrade (DCC S-9)	-	-	-	-	(\$500)	-	(\$5,000)	-	-	-	-
C9652004 Wastewater Treatment Plant CTU No. 1 Clarifier Mechanism End-of-Life Replacement	-	(\$50,000)	-	(\$1,000,000)	-	-	-	-	-	-	-
S9630103 Wastewater Collection System Operational Safety Improvements	-	(\$20,000)	-	-	-	-	-	-	-	-	-
S9630104 Smart Maintenance Hole Covers	-	-	-	(\$35,000)	-	-	-	-	-	-	-
	(\$12,263,691)	(\$4,140,968)	(\$2,900,000)	(\$4,390,000)	(\$4,010,883)	(\$5,423,100)	(\$3,846,200)	(\$5,058,706)	(\$7,513,706)	(\$5,663,706)	(\$5,263,706)

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 5: 2026 - 2035 Reserve Continuity Schedules

		PY Approved 2025	CY Proposed 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
Reserve												
Capital Rehab - Water												
Opening Balance		10,306,712	8,067,941	6,821,744	5,107,748	3,952,860	3,114,476	2,517,623	2,037,876	1,606,149	1,281,611	993,784
Revenues		2,411,711	2,501,376	2,503,849	2,701,957	2,969,961	3,309,992	3,527,098	3,675,118	3,882,307	4,020,768	5,605,713
Expenses		(4,650,481)	(3,747,573)	(4,217,845)	(3,856,845)	(3,808,345)	(3,906,845)	(4,006,845)	(4,106,845)	(4,206,845)	(4,308,595)	(4,406,845)
Closing Balance		8,067,941	6,821,744	5,107,748	3,952,860	3,114,476	2,517,623	2,037,876	1,606,149	1,281,611	993,784	2,192,652
Sub Project# Project Details												
60514117	Stormwater Pipe Capacity Upsizing	(\$57,000)	-	-	-	-	-	-	-	-	-	-
94300104	Plateau/Thunderbird Reservoir Condition Assessments	-	(\$250,000)	(\$250,000)	-	-	-	-	-	-	-	-
94300106	Water Master Plan Update/Water Rate Study	-	-	-	-	(\$1,500)	-	-	-	-	(\$1,750)	-
94300110	Water Loss Management Study	-	-	(\$100,000)	-	-	-	-	-	-	-	-
94300111	Stawamus & Mashiter Water Supply - Inspection and Maintenance	(\$339,695)	(\$150,000)	-	-	-	-	-	-	-	-	-
94490900	Fiscal Services - Water Services	(\$5,945)	(\$1,392,845)	(\$6,845)	(\$6,845)	(\$6,845)	(\$6,845)	(\$6,845)	(\$6,845)	(\$6,845)	(\$6,845)	(\$6,845)
94501102	Fleet Water Services Additional Pick-up Truck (F150)	(\$68,500)	-	-	-	-	-	-	-	-	-	-
94516309	Powerhouse Springs Chlorination Injection Chamber - Design and Construction	(\$1,036,400)	-	-	-	-	-	-	-	-	-	-
94516310	Powerhouse Springs Production Well - Design and Construction	(\$500)	(\$3,000)	(\$11,000)	-	-	-	-	-	-	-	-
94516311	Powerhouse Springs Backup Diesel Generator for Water Supply	(\$449,607)	(\$300,000)	-	-	-	-	-	-	-	-	-
94516312	Powerline Re-Closer for Powerhouse Springs	-	-	(\$100,000)	-	-	-	-	-	-	-	-
94522304	University Reservoir SCADA Fiber Communications Conduit Repair	(\$142,834)	-	-	-	-	-	-	-	-	-	-
94523300	Water System - Annual Repairs and Replacements	(\$2,550,000)	(\$1,570,000)	(\$3,600,000)	(\$3,700,000)	(\$3,800,000)	(\$3,900,000)	(\$4,000,000)	(\$4,100,000)	(\$4,200,000)	(\$4,300,000)	(\$4,400,000)
C9450004	Redbridge Watermain Contribution	-	(\$78,637)	-	-	-	-	-	-	-	-	-
C9452202	Centennial Way Watermain Upgrade (DCC W-2)	-	(\$3,091)	-	-	-	-	-	-	-	-	-
S9432002	Water Supply Trunk Main Assessment/Inspection	-	-	(\$150,000)	-	-	-	-	-	-	-	-
S9432003	Stawamus Surface Water Supply Feasibility Assessment and Permitting	-	-	-	(\$150,000)	-	-	-	-	-	-	-
		(\$4,650,481)	(\$3,747,573)	(\$4,217,845)	(\$3,856,845)	(\$3,808,345)	(\$3,906,845)	(\$4,006,845)	(\$4,106,845)	(\$4,206,845)	(\$4,308,595)	(\$4,406,845)

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 5: 2026 - 2035 Reserve Continuity Schedules

Reserve

	PY Approved 2025	CY Proposed 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
Community Works Fund											
Opening Balance	2,174,059	537,027	330,010	503,912	1,067,814	1,816,716	2,550,618	3,274,520	3,488,422	392,324	1,286,226
Revenues	1,147,983	1,147,983	1,193,902	1,193,902	1,193,902	1,193,902	1,193,902	1,193,902	1,193,902	1,193,902	1,193,902
Expenses	(2,785,015)	(1,355,000)	(1,020,000)	(630,000)	(445,000)	(460,000)	(470,000)	(980,000)	(4,290,000)	(300,000)	(310,000)
Closing Balance	537,027	330,010	503,912	1,067,814	1,816,716	2,550,618	3,274,520	3,488,422	392,324	1,286,226	2,170,128

Sub Project#	Project Details										
50300105	Integrated Stormwater Management Plan - Phase 3 - Brackendale & Garibaldi Estates Catchments	(\$19,915)	-	-	-	-	-	-	-	-	-
56510301	Active Transportation Improvements	(\$448,500)	-	-	-	-	-	-	-	-	-
84500110	Brennan Park Recreation Centre Upgrade - Project 1	(\$1,286,600)	-	-	-	-	-	-	-	-	-
50300121	Integrated Flood Hazard Management Plan Update	-	-	(\$200,000)	(\$200,000)	-	-	-	-	-	-
56504323	Speed Limit Reduction Implementation	-	(\$150,000)	-	-	-	-	-	-	-	-
56504325	Annual Transportation Upgrades	(\$550,000)	(\$100,000)	(\$600,000)	(\$200,000)	(\$200,000)	(\$200,000)	(\$700,000)	(\$4,000,000)	-	-
56510323	Depot Road Separated Active Transportation Infrastructure	(\$375,000)	(\$650,000)	-	-	-	-	-	-	-	-
57500100	Transit Stop Infrastructure Improvements - New Bus Shelters	(\$105,000)	(\$155,000)	(\$220,000)	(\$230,000)	(\$245,000)	(\$260,000)	(\$270,000)	(\$280,000)	(\$300,000)	(\$310,000)
60320107	River Channel Survey	-	(\$300,000)	-	-	-	-	-	-	-	-
		(\$2,785,015)	(\$1,355,000)	(\$1,020,000)	(\$630,000)	(\$445,000)	(\$460,000)	(\$470,000)	(\$980,000)	(\$4,290,000)	(\$310,000)

Attachment 5: 2026 - 2035 Reserve Continuity Schedules

		PY Approved 2025	CY Proposed 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
Reserve												
Equipment Reserve												
Opening Balance		8,758,842	5,808,078	3,397,278	2,078,214	2,177,629	1,966,872	1,487,495	978,335	667,335	601,335	365,335
Revenues		840,000	856,800	873,936	891,415	909,243	927,000	946,000	965,000	984,000	1,004,000	1,024,000
Expenses		(3,790,764)	(3,267,600)	(2,193,000)	(792,000)	(1,120,000)	(1,406,377)	(1,455,160)	(1,276,000)	(1,050,000)	(1,240,000)	(1,285,000)
Closing Balance		5,808,078	3,397,278	2,078,214	2,177,629	1,966,872	1,487,495	978,335	667,335	601,335	365,335	104,335
Sub Project#	Project Details											
36501106	Fire Pumper Truck Replacement (V7111)-Fire	(\$1,349,002)	-	-	-	-	-	-	-	-	-	-
36501112	Fleet (E2-7112) 2007 Fire Engine Replacement	-	-	-	-	-	-	-	-	-	-	-
36501113	Fleet (R2 -7003) Rescue Truck Replacement Outfitting	(\$65,000)	-	-	-	-	-	-	-	-	-	-
36502108	Fire Rescue Stabilization & Shoring Equipment Replacement	-	(\$100,000)	-	-	-	-	-	-	-	-	-
52600104	Fleet Maintenance Bay Tube Heater Replacement	-	-	-	-	-	-	-	-	-	-	-
54300102	Fleet Master Plan	(\$30,000)	-	-	-	-	-	-	-	-	-	-
54501109	CP-Ford F350 Replacement (9086)-Fleet	-	-	-	-	-	-	-	(\$36,000)	-	-	-
54501112	Fleet Parks 2014 Ford F150 Super Crew 2x4 Short Box (V9093) Replacement and Upgrade	(\$83,500)	-	-	-	-	-	-	-	-	-	-
54501113	Fleet Utilities 2014 Ford F150 Extended Cab 4x4 Short Box (V9444) Replacement	(\$68,100)	-	-	-	-	-	-	-	-	-	-
54501114	Fleet Roads 2014 Ford F150 Extended Cab 4x4 Short Box (V9445) Replacement	(\$71,700)	-	-	-	-	-	-	-	-	-	-
54501115	Fleet Fire Services 2014 Ford F150 Super Crew 4x4 (V7003) Replacement	(\$94,200)	-	-	-	-	-	-	-	-	-	-
54501116	Fleet IT Department Electrical 2014 Ford Transit Connect (V8447) Replacement and Upgrade to EV	(\$86,500)	-	-	-	-	-	-	-	-	-	-
54501117	Fleet Building 2014 Ford C-Max (V9449) Replacement	(\$73,600)	-	-	-	-	-	-	-	-	-	-
54501118	CP-Jacobsen Mower Replacement for Parks (V9087)-Fleet	-	-	-	-	-	-	-	-	(\$70,000)	-	-
54501119	Material Handler Trailer Replacement MH400 (V9432)	-	-	(\$30,000)	-	-	-	-	-	-	-	-
54501121	New Holland T4 Tractor Replacement (V9089)	(\$205,000)	-	-	-	-	-	-	-	-	-	-
54501122	Fleet Utilities 2014 Ford F150 Ext Cab 4x4 Short Box (V9448) Replacement	(\$68,100)	(\$102,000)	-	-	-	-	-	-	-	-	-
54501123	IT Electric Vehicle (Chevy Bolt or Ford Connect E-Cargo Van)	(\$115,300)	-	-	-	-	-	-	-	-	-	-
54501126	Downtown Division Truck and Trailer	(\$78,000)	-	-	-	-	-	-	-	-	-	-
54501127	Fleet Sewer 2013 Cargo Mate Shoring Trailer (V9436) Replacement	-	-	-	(\$15,000)	-	-	-	-	-	-	-
54501128	Fleet Parks 2017 Drop Deck Trailer (V9091) Replacement	-	(\$20,000)	-	-	-	-	-	-	-	-	-
54501129	Fleet Bylaw 2015 Ford F350 Crew Cab (V7005) Replacement	-	(\$90,000)	-	-	-	-	-	-	-	-	-
54501130	Fleet Sewer 2015 Mongoose 184 Flush Trailer (V9450) Replacement	-	(\$170,000)	-	-	-	-	-	-	-	-	-
54501131	Fleet Utilities 2015 Ford F250 Supercab Short Box (V9452) Replacement	-	(\$90,000)	-	-	-	-	-	-	-	-	-
54501132	Fleet Sewer 2014 Isuzu Crane Truck (V9442) Replacement	-	(\$250,000)	-	-	-	-	-	-	-	-	-
54501133	Fleet Parks 2016 Ford F250 Supercab Short Box (V9095) Replacement	-	-	(\$90,000)	-	-	-	-	-	-	-	-
54501134	Fleet Parks 2016 Ford F150 Supercab Short Box (V9097) Replacement	-	-	(\$75,000)	-	-	-	-	-	-	-	-
54501135	Fleet Parks 2016 John Deere 5100M Tractor (V9098) Replacement	-	-	(\$136,000)	-	-	-	-	-	-	-	-
54501136	Fleet Roads 2016 Elgin Crosswind Sweeper (V9465) Replacement	-	-	(\$550,000)	-	-	-	-	-	-	-	-
54501137	Fleet Brennan Park Recreation Centre 2016 Ford Transit 150 (V8450) Replacement	-	-	(\$80,000)	-	-	-	-	-	-	-	-
54501138	Small Trail/Sidewalk Sweeper	-	-	-	-	-	-	-	-	-	-	-
54501139	Fleet Public Works 2013 Zaxis 75US-3 Excavator (V9441) Replacement	-	-	-	(\$95,000)	-	-	-	-	-	-	-
54501140	Fleet Engineering 2017 Shortbox Ford150 4X4 (V8451) Replacement	-	-	-	(\$90,000)	-	-	-	-	-	-	-
54501141	Fleet Parks 2017 Shortbox Ford150 4X4 (V9099) Replacement	-	-	-	(\$85,000)	-	-	-	-	-	-	-
54501142	Fleet Bylaw Animal Control 2017 Van (V8453) Replacement	-	-	-	(\$85,000)	-	-	-	-	-	-	-
54501145	Fleet Public Works F550 with Snow and Ice Control Equipment	-	(\$240,000)	-	-	-	-	-	-	-	-	-
54501146	Fleet Parks and Roads Two EV Ford F150 Lightning Pros	-	(\$75,000)	(\$80,000)	-	-	-	-	-	-	-	-
54501148	Fleet Roads 2013 John Deere 544K Front End Loader Replacement	-	-	-	-	(\$180,000)	-	-	-	-	-	-
54501149	Fleet Roads 2018 F250 Super Crew 4x4 (V9460) Replacement	-	-	-	-	(\$100,000)	-	-	-	-	-	-
54501150	Fleet Public Works 2018 Electric Vehicle Ford Transit 150 (V9462) Replacement	-	-	-	-	(\$90,000)	-	-	-	-	-	-
54501151	Fleet Bylaw 2018 Ford F150 (V8457) Replacement	-	-	-	-	(\$90,000)	-	-	-	-	-	-
54501152	Bylaw Ford Ranger Supercab 4x4 Replacement (V9421)	-	-	-	-	(\$50,000)	-	-	-	-	-	-
54502103	Ingersol Rand Roller Replacement (V9419)	(\$104,000)	(\$30,000)	-	-	-	-	-	-	-	-	-
54502109	Mobile Lift Columns for Fleet Truck Repairs	-	(\$105,000)	-	-	-	-	-	-	-	-	-
54502110	Electric Forklift - Public Works Facility	-	(\$103,000)	-	-	-	-	-	-	-	-	-
54502111	Toro 4700 D Mower Replacement (V9090)	(\$162,800)	(\$103,600)	-	-	-	-	-	-	-	-	-
54502112	Downtown Division Mower	(\$210,000)	(\$119,000)	-	-	-	-	-	-	-	-	-

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

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		PY Approved 2025	CY Proposed 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
54502113	Downtown Division Electric Kubota	(\$65,000)	(\$34,000)	-	-	-	-	-	-	-	-	-
54502114	Fleet Roads 2015 New Holland T6 Mower (V9450) Replacement	-	(\$350,000)	-	-	-	-	-	-	-	-	-
54502115	Fleet Roads 2014 Ford F550 w/ snow and ice control implements (V9446) Replacement	-	-	(\$250,000)	-	-	-	-	-	-	-	-
54502116	Fleet Parks 2016 Redexim 2075 Overseeder (OS1) Replacement	-	-	(\$27,000)	-	-	-	-	-	-	-	-
54502117	Fleet Bylaw 2017 Ford F150 Supercab Shortbox (V8452) Replacement	-	-	-	(\$90,000)	-	-	-	-	-	-	-
54502118	Fleet Parks 2017 Ford F250 Supercab 4x4 (V9100) Replacement	-	-	-	(\$100,000)	-	-	-	-	-	-	-
54502119	Fleet Brennan Park Recreation Centre 2017 Ice Bear Ice Resurfacer Replacement	-	(\$225,000)	-	-	-	-	-	-	-	-	-
54502120	Fleet Parks 2017 McLean MV4 Trails Machine Replacement	(\$350,000)	(\$350,000)	-	-	-	-	-	-	-	-	-
54502121	Van for Water Supply & Distribution Crew	-	-	-	-	-	-	-	-	-	-	(\$135,000)
54502122	Beach Groomer - Skid Steer Loader and Grapple Attachment	-	-	-	-	-	-	-	-	-	-	-
54502123	F550 w/Snow & Ice Control Implements	(\$80,962)	-	-	-	-	-	-	-	-	-	-
54502124	Fleet Public Works New Mobile Equipment - Two Auto Flagger Traffic Control Trailers	(\$80,000)	-	-	-	-	-	-	-	-	-	-
54502125	Fleet Public Works New Mobile Equipment - Bike Lane Sweeper/Snow and Ice Control Unit	(\$350,000)	(\$154,000)	-	-	-	-	-	-	-	-	-
54502126	Fleet Public Works 2013 Mobile Equipment 11 John Deere 770G Grader (V9439) Replacement	-	-	-	-	(\$230,000)	-	-	-	-	-	-
54502127	Fleet Public Works 2015 Mobile Equipment 12 Cummins C60CR Generator Trailer (V9453) Replacement	-	-	-	-	(\$55,000)	-	-	-	-	-	-
54502128	Fleet Public Works 2015 Mobile Equipment 13 Cummins C60CR Generator Trailer (V9454) Replacement	-	-	-	-	(\$55,000)	-	-	-	-	-	-
54502129	Fleet Public Works 2016 Mobile Equipment 14 JLG Drop Deck Trailer Replacement	-	-	-	-	(\$20,000)	-	-	-	-	-	-
56504101	Brine Storage Tanks, Pumping System, and Spill Containment	-	(\$135,000)	-	-	-	-	-	-	-	-	-
96501104	Fleet Sewer Tandem Axle Vacuum Truck (V9431)	-	-	(\$800,000)	-	-	-	-	-	-	-	-
96530306	Scott Crescent Lift Station Replacement	-	-	-	-	-	-	-	-	-	-	-
C3650005	Fire Fleet - Apparatus Replacement (Engine 11)	-	-	-	-	-	-	-	-	-	-	-
C3650105	Fire Fleet Replacement Freightliner M2 Fire Rescue	-	-	-	-	-	-	(\$300,000)	-	-	-	-
C3650107	Fire Fleet Replacement V7015 Fire Rescue	-	-	-	-	-	-	-	(\$100,000)	-	-	-
C3650204	All Terrain Vehicle - Replacement x2	-	-	-	(\$52,000)	-	-	-	-	-	-	-
C3650205	Fire Fleet - Replacement Vehicle Outfitting	-	(\$32,000)	-	-	-	-	-	-	-	-	-
C5450116	Fleet Public Works Electrical team electric van	-	(\$90,000)	-	-	-	-	-	-	-	-	-
C5450117	Fleet Roads Ford Lightning - Supervisor	-	(\$75,000)	-	-	-	-	-	-	-	-	-
C5450118	Fleet Roads F150 Foreperson Truck	-	-	(\$75,000)	-	-	-	-	-	-	-	-
C5450119	Fleet WWTP Side-by-side	-	(\$35,000)	-	-	-	-	-	-	-	-	-
C5450120	PW Fleet Replacement V9090 Flail Mower Parks	-	-	-	-	-	-	-	-	-	-	(\$250,000)
C5450123	PW Fleet Replacement V6012 Roads SUV	-	-	-	-	-	-	(\$21,000)	-	-	-	-
C5450124	PW Fleet Replacement V9470 PW Chevy Bolt	-	-	-	-	-	-	-	(\$50,000)	-	-	-
C5450125	PW Fleet Replacement Muni Hall Chevy Bolt V8461	-	-	-	-	-	(\$48,000)	-	-	-	-	-
C5450126	PW Fleet Replacement V9431 Utilities F550 Service vehicle	-	-	-	-	-	-	-	-	-	(\$300,000)	-
C5450127	PW Fleet Replacement V9107 Chevy Bolt	-	-	-	-	-	(\$48,000)	-	-	-	-	-
C5450128	PW Fleet Replacement Caterpillar Backhoe- V9465	-	-	-	-	-	-	(\$150,000)	-	-	-	-
C5450129	PW Fleet Replacement Single axle dump truck with snow implements V9469	-	-	-	-	-	-	-	-	-	-	(\$400,000)
C5450130	PW Fleet Replacement V9419 Roller	-	-	-	-	-	-	-	-	-	-	(\$150,000)
C5450131	PW Fleet Replacement- V9463 Sign Truck with crane	-	-	-	-	-	-	(\$250,000)	-	-	-	-
C5450132	PW Fleet Replacement V9466 Utilities Super Cab	-	-	-	-	-	(\$100,000)	-	-	-	-	-
C5450133	PW Fleet Replacement- Kubota with snow and Ice V9104	-	-	-	-	-	(\$60,000)	-	-	-	-	-
C5450134	PW Fleet Replacement V9461 8" Trailer Mounted Godwin pump	-	-	-	-	-	-	(\$200,000)	-	-	-	-
C5450135	PW Fleet Replacement Wildland Interface Trailer V7014	-	-	-	-	-	-	(\$174,160)	-	-	-	-
C5450136	PW Fleet Replacement- Kubota Mower Parks V9103	-	-	-	-	-	-	(\$50,000)	-	-	-	-
C5450137	PW Fleet Annual Replacements	-	(\$190,000)	-	(\$180,000)	(\$250,000)	(\$580,000)	(\$160,000)	(\$580,000)	(\$860,000)	(\$940,000)	(\$230,000)
C5450138	PW Fleet Replacement V9459 F350 with service box	-	-	-	-	-	-	(\$150,000)	-	-	-	-
C5450139	PW Fleet Replacement V9096 Parks Water Skid	-	-	-	-	-	(\$9,158)	-	-	-	-	-
C5450140	PW Fleet Replacement- Fertilizer Spreader- Parks	-	-	-	-	-	(\$7,416)	-	-	-	-	-
C5450141	PW Fleet Replacement Groomer- Parks	-	-	-	-	-	(\$14,403)	-	-	-	-	-
C5450142	PW Fleet Replacement FS-1 Redemix Field Sweeper	-	-	-	-	-	(\$46,564)	-	-	-	-	-
C5450143	PW Fleet Replacement V8454 BP 15 passenger van	-	-	-	-	-	(\$91,046)	-	-	-	-	-
C5450144	PW Fleet Replacement V9455 Trail King Tandem Excavator Trailer	-	-	-	-	-	(\$41,790)	-	-	-	-	-
C5450145	PW Fleet Replacement V9101 Tilt Deck tandem Axle Trailer	-	-	-	-	-	(\$20,000)	-	-	-	-	-
C5450148	PW Fleet Replacement V9443 Single axle dumptruck	-	-	-	-	-	-	-	(\$300,000)	-	-	-
C5450149	PW Fleet Replacement V9094 Parks F550 Snow and Ice Control	-	-	-	-	-	(\$160,000)	-	-	-	-	-

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 5: 2026 - 2035 Reserve Continuity Schedules

		PY Approved 2025	CY Proposed 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
CS450150	PW Fleet Replacement- V9458 F550 Snow and Ice	-	-	-	-	-	(\$180,000)	-	-	-	-	-
CS450210	Capital - PW Fleet Replacement V9093	-	-	-	-	-	-	-	-	-	-	(\$120,000)
CS450215	PW Fleet Replacement- V9473	-	-	-	-	-	-	-	(\$110,000)	-	-	-
CS450216	PW Fleet Replacement 9092 Toro Material Handler	-	-	-	-	-	-	-	-	(\$50,000)	-	-
CS450217	PW Fleet Replacement Deep Tiner-DT1	-	-	-	-	-	-	-	-	(\$60,000)	-	-
CS450218	PW Fleet Replacement V9088 Debris Blower	-	-	-	-	-	-	-	-	(\$10,000)	-	-
CS450220	PW Fleet Replacement V8463 Engineering Bolt	-	-	-	-	-	-	-	(\$50,000)	-	-	-
CS450221	PW Fleet Replacement- V8433	-	-	-	-	-	-	-	(\$50,000)	-	-	-
		(\$3,790,764)	(\$3,267,600)	(\$2,193,000)	(\$792,000)	(\$1,120,000)	(\$1,406,377)	(\$1,455,160)	(\$1,276,000)	(\$1,050,000)	(\$1,240,000)	(\$1,285,000)

Attachment 5: 2026 - 2035 Reserve Continuity Schedules

		PY Approved 2025	CY Proposed 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
Reserve												
Land Sale - BL720												
	Opening Balance	17,044,230	10,028,596	2,604,299	1,527,168	1,377,168	1,377,168	1,377,168	1,377,168	1,377,168	1,377,168	1,377,168
	Revenues	13,000,000	-	-	-	-	-	-	-	-	-	-
	Expenses	(20,015,634)	(7,424,297)	(1,077,131)	(150,000)	-	-	-	-	-	-	-
	Closing Balance	10,028,596	2,604,299	1,527,168	1,377,168	1,377,168	1,377,168	1,377,168	1,377,168	1,377,168	1,377,168	1,377,168
Sub Project# Project Details												
28100001	General - Real Estate	(\$1,500,000)	(\$163,330)	-	-	-	-	-	-	-	-	-
28300107	Land Analysis - Real Estate and Facilities Master Plan	-	-	(\$50,000)	(\$50,000)	-	-	-	-	-	-	-
28300109	SP-REFMP Pre Development	(\$380,051)	-	-	-	-	-	-	-	-	-	-
28300110	Real Estate Disposition Strategy Implementation	(\$150,000)	-	-	-	-	-	-	-	-	-	-
28500103	Strategic Real Estate Transactions	(\$506,000)	(\$3,250,000)	-	-	-	-	-	-	-	-	-
32300103	New Municipal Hall Building Planning	(\$50,000)	-	-	-	-	-	-	-	-	-	-
52600101	Public Works Facility Replacement	(\$11,085,955)	(\$2,210,967)	-	-	-	-	-	-	-	-	-
84500103	Brennan Park Field House Replacement	(\$350,000)	(\$110,000)	(\$1,027,131)	-	-	-	-	-	-	-	-
84500110	Brennan Park Recreation Centre Upgrade - Project 1	(\$5,993,628)	-	-	-	-	-	-	-	-	-	-
84500120	Brennan Park Building Envelope Upgrades	-	(\$1,690,000)	-	-	-	-	-	-	-	-	-
52830005	Real Estate Facilities Master Plan Update	-	-	-	(\$100,000)	-	-	-	-	-	-	-
		(\$20,015,634)	(\$7,424,297)	(\$1,077,131)	(\$150,000)	-	-	-	-	-	-	-

PROJECT INFORMATION

FOR FINANCIAL PLANNING WORKSHOP

Project:	Recreation Centre Task Force Phase 1
Department/Division:	Facilities/Corporate Services

Project Objective

Determine and validate future Recreation Centre upgrades and/or expansion work. Outcome of the project will include needs validation, cost estimates and facility options, and funding strategies.

Project Schedule

Overall Project Schedule October 2025 – February 2027

Consultant selection: October – December 2025

Step 1: Project Initiation and Preliminary Assessment: January-February 2026		
1.0 1	Project Kickoff	Confirm project scope, review context, and establish lines of communication. Will also confirm background materials available, identify any gaps, and provide a checklist of required documents.
1.0 2	Background Documentation Review and Assessment	Review of all available documentation related to recreation services in Squamish. This includes floor plans, corporate strategies, allocation policies, master plans, previous community engagement, renovation plans, and other relevant reports to build a strong baseline understanding.
1.0 3	Population and Demographics Projections	Undertake population and demographic modeling for the District to inform demand projections. This will include age cohorts, growth trends and household composition to support recreation planning.
1.0 4	Recreation Facility Tours	On-site tours of all existing recreation facilities to observe conditions, functionality, and utilization first-hand.
1.0 5	Project Engagement Plan Development	Prepare an engagement plan focused on key user groups which outlines engagement objectives, methods, and schedule to ensure effective input and clear expectations.
1.0 6	Results Presentation and Validation Session	Present initial findings to the project team, validate assumptions, and align on next steps before deeper engagement.
Step 2: Engagement: February – March 2026		

2.0 1	District Staff Engagement	Conduct up to five sessions with internal staff to clarify operational needs, challenges, and strategic priorities for the recreation portfolio.
2.0 2	User Group Engagement	Facilitate up to five targeted engagement sessions with key user groups to validate local perspectives on needs, demands, and experiences with current facilities.
2.0 3	Engagement Summary	Prepare a concise summary of engagement findings, highlighting common themes, priorities, and areas of divergence.
2.0 4	Results Presentation and Validation Session	Share engagement results with the project team for validation and alignment, ensuring findings are well understood and accurately represented.
Step 3: Demand Assessment: April – June 2026		
3.0 1	Utilization Analysis	Analyze historical booking data for arena, pool, multipurpose rooms, and gymnasiums (indoor facilities only). Identify patterns in usage, capacity issues, and opportunities for optimization.
3.0 2	Sport and Recreation Trends	Research local, regional, and national recreation and sport trends relevant to Squamish's facility types, providing context for future programming and space needs.
3.0 3	Level of Service Assessment	Define target levels of service for each recreation space type, based on planning assumptions and comparable community benchmarks.
3.0 4	Future Demand Analysis	Forecast future recreation demand by space type (arena, aquatics, multipurpose, gymnasium) considering population projections, demographic shifts, participation trends, levels of service, and other factors. Develop multiple scenarios to test sensitivities and outcomes.
3.0 5	Results Presentation and Validation Session	Present demand assessment findings to the project team for review and validation, ensuring projections align with community needs and planning assumptions.
Step 4: Program and Option Exploration: July – December 2026		
4.0 1	Program Development	Develop a program defining future space requirements, broken down by functional space components.
4.0 2	Option Development	Prepare up to four facility options for discussion - renovations and/or new constructions. Two preferred options will be selected for further development and costing.
4.0 3	Concepts	Produce test-fit / massing-level concepts (not detailed floor plans) to illustrate how program components could be accommodated in each option.
4.0 4	Option Ranking / Selection	Facilitate a workshop with the project team to evaluate and rank options based on agreed criteria, leading to the selection of two preferred options.
4.0 5	Capital Cost Estimate	Prepare Class D capital cost estimates for the two preferred options, completed by a licensed PQS.
4.0 6	Life Cycle Cost Estimate	Prepare life cycle cost estimates for the two preferred options, completed by a licensed PQS.

4.0 7	Funding Strategy Development	Work with Finance and Economic Development to develop funding strategy recommendations for selected options
4.0 7	Sample Operating Model	Develop a sample operating model identifying expected revenues and expenses for each option, to inform financial sustainability.
4.0 8	Analysis of Options	Provide comparative analysis of options, including broader impacts such as recreation's influence on healthcare costs, cost-per-participant, and implications for visitation and use.
4.0 9	Results Presentation and Validation Session	Present program and option analysis to the project team, validate findings, and confirm preferred directions.
Step 5: Reporting: January – February 2027		
5.0 1	Draft Report	Prepare a comprehensive draft report outlining all findings, analysis, and recommendations. Report would include a current state assessment identifying current site and building condition and limitations - to be informed by BCAs and other available documentation. Report on long-term cost estimate on maintaining existing assets comparative to building new.
5.0 2	Edits	Incorporate client feedback, finalize the report, and produce polished deliverables.
5.0 3	Presentation	Deliver a presentation of the final report and recommendations to Council.
Project Management: Throughout project duration		
	Project Management & Communications.	On-going management of meeting minutes, stakeholder lists, project schedule, trip planning, team coordination, progress update reports, twice-monthly team check-in meetings. Assume project length of approx. 6 months.

Concurrent to the above timeline, feasibility studies for electrical services and assessments for environmental and archaeological work will take place.

Project Budget

Revenue:

N/A

Expenses:

The 2026-2035 Financial Plan includes a total of \$1M over 2025-2027 to accomplish this work (\$400K in 2025, \$300K in 2026 and \$300K in 2027).

Risk Management Overview

The project has various risks associated with it. As the project is in the early stages of development, we have identified major risks categories and potential mitigation strategies. The risk register will continue to be developed as the project progresses.

Feasibility Studies	Multiple feasibility studies may be required (e.g., ice rink, pool, site conditions, operational models)
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	and archaeological) which could lead to the timeline for the validation extending beyond the planned milestones. This could delay decision-making, escalate costs, and push back subsequent phases of the project. Focusing on the key requirements of this study (Rink, Pool, Splash Park) will reduce the risk of scope creep related to other aspects of the Brenan Park Fields and Lands Master Plan, and focusing the studies required on these areas will help reduce the impact of this risk.
Community Engagement	There is already an indication of community fatigue around the validation of the project leading to reduced participation and overreliance on existing data which may limit the understanding of the current community needs. The future engagement has a risk of being biased to a few community groups and their specific needs rather than the community as a whole.
Funding	Having no single source of funding secured would require the project to take a phased approach or a mix of grants, partnership and a potential referendum approval, which could lead to delays in scope and pressure to meet grant requirements that may not be in the best interest of the overall project. Gaps in funding could lead to delays, reduction in available scope or the inability to deliver a full facility that meets the needs of the community.
Numerous Stakeholders	Having numerous stakeholders and community user groups involved in the validation process could lead to conflicting priorities and expectations, prolonged negotiations, increase to project costs, scope creep and reputational risk with key user groups and the community.

Prepared by: Harmony Cornwell, FMP, Director of Facilities

Date: October 6, 2025

Budget Package Guide 2026-2035

Financial Plan Guiding Principles

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

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

Financial Plan Drivers

The primary priority drivers of the financial plan are the following:

- **Strategic Plan:** Council's 2023-2026 Strategic Plan outlines where the District will direct energy resources and focus. The four strategic outcomes are:
 - Connected and Livable Community
 - Prepared for the Future
 - Resilient People and Partnerships
 - Reliable Service Deliver
- **Master Plans:** The District has invested heavily to develop Master Plans to guide its work over the coming decades. The result is a strategic approach that maximizes budgets and resources, determines acceptable levels of services, and establishes priorities to meet the infrastructure needs of our community today and tomorrow.
 - **Real Estate and Facilities Master Plan:** significant investment in replacement of aging facilities will be the next implementation phase of the Real Estate and Facilities Master Plan with a priority order focus on investment in facilities identified as critical, core and support facilities.

- Utilities Master Plans: The implementation of the Utility Master Plans requires sustainable funding for utility systems expansion to accommodate community growth, ongoing replacement, and upgrade of aging infrastructure.
- Safety, Legislative, and Risk: Priority is given to projects and services to alleviate or mitigate areas that contain legislative impacts, health and safety concerns, or a high degree of financial risk.

Pre-Committed Cost and Service Level Cost Guidelines

- Pre-Committed Operating Revenue and Expenses: Items considered pre-committed are non-discretionary in the current financial plan. Generally, they include costs that are legally contracted, pre-committed costs or costs associated with borrowing. Pre-committed costs can be considered part of the base budget, and some local governments choose not to outline specifically, however for transparency and clarity, the District chooses to explain the changes to the base budget by illustrating what instigated these changes and why they occurred. Several categories may exist depending on the nature of pre-committed costs in the fiscal. Some examples include:
 - *Miscellaneous Revenue and Expense Changes*: These costs are associated with pre-committed decisions or changes in business volumes that impact revenue and expenses. An example is an increase in building permit revenue or an increase in software license costs.
 - *Annualization of Prior Year Service Level Changes*: These costs are service level budget changes approved and budgeted in the prior year. Whenever possible, the District will smooth the taxpayer impact over two years by delaying hiring or service until partway through the year thereby smoothing the cost increase over two years, rather than one year.
 - *Labour Contract Cost*: These costs are associated with the impact of contract negotiations on the tax base; this does not include additional personnel. Additional personnel are recommended through the service level change recommendation process.
- Changes in Debt Servicing: These changes in costs are associated with capital investment projects that were funded by borrowing. Once the borrowing has been issued (cash received) the debt servicing costs, in the form of interest and principal repayment, will begin to incur. Costs of borrowing can be a result of either growth or replacement projects (more aligned with the inflationary non-discretionary concept than growth).
- Service Level Change: Service Level Changes are additional operating costs added to the base operating budget. There are three types of service level changes identified in the financial plan:

- *Service Level Increases (SLI)*: Additional services recommended that are funded by tax or utility rates.
- *Service Level Maintenance (SLM)*: Additional resources required to maintain current service levels that are funded by tax or utility rates. These additional costs are a result of growth. In addition, resource requirements may be needed to implement the capital plan. Wherever it meets the accounting regulations and standards, the District will capitalize these costs (fund costs through capital).
- *Service Level Opportunity (SLO)*: Additional services that are funded or managed by an external source but benefit the community. No tax or utility rate impact is expected.

Service Level Changes are further broken down into the following two categories:

- **Previously Endorsed Service Level Changes**: Services or resources that have been endorsed by Council through motion in a previous Council meeting (e.g. Transit Annual Operating Agreement).
- **Service Level Changes Pending Endorsement**: Services or resources that have not yet been endorsed by Council that were either discussed throughout the year or directed by Council to budget deliberations for inclusion in the 2026-2035 Financial Plan (e.g. additional staffing due to increased operating hours).
- Asset Management Reserve Funding: The Asset Management Plan (AMP) was completed in 2022 and recommended increases to the capital reserve contribution to replace existing assets. In 2023, Council endorsed the Asset Management Reserve Funding Strategy (AMRFS) which included the AMP recommendations and incorporated additional capital requirements included in the 2023-2027 financial plan to provide a target reserve contribution strategy which incorporates asset replacement, community growth, and climate change impacts on future asset investment needs, in order to work towards sufficient and sustainable reserves for a long-term capital program
- Non-Market Change (NMC): Non-Market Change is the addition or removal of assessment folios to the tax roll across all tax classes. Development is the primary driver of increases in NMC, however changes in NMC could be a result of a property's tax exemption qualification changes, additional industries being added, or removed from the tax roll.

Metrics

Included in this package are two primary financial metrics:

- Tax Impact %: % increase in tax revenue requirement added to the base budget.

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

Utilities

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

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

- **Wastewater Utility:** Fees reflect increase for Asset Management Plan, cost recovery for operating expense inflation, and costs related to facilities upgrades (including expansion of the current wastewater treatment plant).
- **Water Utility:** Fees reflect increase for Asset Management Plan and cost recovery for operating expense inflation.
- **Solid Waste Utility:** Residential collection fees reflect increase for Asset Management Plan plus annual cost increases associated with curbside collection, tipping fees at the organic material processing facility, disposal of solid waste at the landfill, and the ongoing debt servicing costs of landfill expansion.

Special Operating Project (SOP) Guidelines

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

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

Special Operating Projects are classified into the following two categories:

- **2025-2029 Financial Plan Special Operating Projects:** Special Operating Projects that were endorsed in the 2025-2029 Financial Plan and have continued in the 2026-2035 Financial Plan.

- **2025-2029 Financial Plan – Critical:** These SOP were endorsed by Council in the 2025-2029 Financial Plan and are deemed to be critical.
- **New Special Operating Projects:** These are projects that are new to the 2026-2035 Financial Plan.
 - **New SOP – Critical:** These are projects that are new in the 2026-2035 Financial Plan and deemed to be critical.

Critical is defined as projects and services to alleviate or mitigate areas that contain legislative impact, health and safety concerns or a high degree of financial risk (safety, legislative and risk) or critical to maintain current service levels.

Capital Guidelines

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

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

Project Categories (Capital and SOP)

Capital Projects are grouped into the following categories:

Category	Criteria
Master Plan	The Project is required to meet implementation of an approved Master Plan.
Strategic Plan	The Project is required to meet implementation of current Strategic Plan.
Growth	The Project is required to meet anticipated growth in population or development.
Municipal Infrastructure	The Project enhances use, replaces or substantially renovates existing infrastructure assets.

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

Funding Sources

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

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

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

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

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

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

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

DCC's may not be sufficient to cover the full cost of the project and therefore, alternative funding mechanisms must be explored. Where costs exceed funding, some options that may be used are to borrow from other DCC's or other reserves. Borrowing could be undertaken with DCC's being used to repay the debt servicing. Other options include having Developer's pay for the cost of construction themselves while entering an agreement with the District to recoup costs and repay them (front loaded agreements).

Although referred to as a reserve in the Community Charter and Local Government Act, for accounting purposes, DCCs are held in the liability section of the Statement of Financial Position rather than an appropriation within the accumulated surplus.

Community Amenity Contribution (CAC) Reserves: Local Governments may require developers to pay additional amounts in the event of land subdivision or rezoning. These levies are often referred to as community amenity contributions and are placed in an appropriate Reserve for specific purposes or to fund Capital projects. CACs are often used to compliment DCC's to provide developer funding for project types that do not qualify for DCC funding, such as protective services, parks, recreation, or cultural assets.

Carry Forwards Classification

Carry forwards are projects from the previous financial plan that will continue into the new subsequent financial plan. Although there are instances where carry forwards occur in Special Operating Projects, most are Capital Projects. Three types of carry forwards exist and are being used to evaluate project completion rates:

- **Delayed or Deferred Project Carry Forwards:** These projects are the standard one-year project that was delayed or deferred beyond the initial intended timeframe and require

the budget to be brought forward into the subsequent fiscal. These carry forwards should be minimized as much as possible, and they contribute to the % project completions performance metric. These projects will be treated in the same way as they have historically.

- Multi-phased/fiscal spanned projects: Multi-phased projects and fiscal spanned projects should be budgeted over multiple years. These projects will be categorized separately in the financial plan. These projects will be separated from a delayed/deferred carry forward project and will not contribute to the overall % project completion performance metric. This will be communicated in the financial plan and in the quarterly financial reporting.
- Placeholder carryforwards: These projects (e.g. real estate acquisitions, flood protection upgrades, grant funded projects that are contingent on grant application approval) are budgeted as placeholders should the opportunity to execute on the budget exist, which may or may not occur. As with the multi-phased/fiscal spanned reports, these projects should be highlighted separately in the financial plan and not contribute to the overall project completion % performance metric.

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