

# *Squamish 2000 Plan*



Aplin & Martin Consultants Ltd.

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Coriolis Consulting Corp.

Creative Transportation Solution Ltd.

November 2000

**District of Squamish  
Comprehensive Downtown  
Development Strategy**

# Squamish 2000 Plan

## Downtown Development Strategy

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## Downtown Squamish in the 21<sup>st</sup>. Century

*“Downtown Squamish is the heart of the community and a flourishing “urban village” with diverse activities that attract both residents and visitors alike.*

*There is excitement in the community with the prospect of the upcoming World Outdoor Festival and people from many countries arriving to enjoy a celebration of the best in outdoor events like rock climbing, cycling, running, hiking, wind surfing, sailing and glacier skiing.*

*The rows of Douglas fir trees lining Cleveland Avenue, leading from the basalt column gateway at Highway 99 to the centre of town easily entice travelers downtown along a path of reforestation that pays tribute to the loggers who founded the community.*

*The working harbour offers a mix of support services for the boater while attracting visitors to shops and restaurants perched on the bulkhead where logs lay waiting the next leg of the journey to market.*

*The cruise and tour boats and heli-service, regular commuter service, the on-going Royal Hudson run to the new passenger platform/station and a new transient moorage facility all bring visitors to the community’s spectacular mountain and water setting as well as the diverse range of downtown services, shops and activities.*

*Nearly 3,000 people now live downtown in an array of ground oriented homes enjoying views of the Chief, Garibaldi, Howe Sound and the Channel and Estuary in the foreground. The Study Area’s waterfront now provides a unique residential community interspersed with specialty retail activities and restaurants. Public access has been preserved to the water by the public spaces and waterfront boardwalk along the Channel. The boardwalk links the community’s extensive network of trails and pathways through the Downtown and the surrounding natural areas both north and south.*

*Cleveland Avenue is a hive of activity with new stores, restaurants with outdoor cafes, and a refurbished look that offers an attractive “people” friendly environment and scale that is in harmony with the surrounding landscape. Its many shops offer browsing for some of the finest, handcrafted items available in British Columbia, all made in Squamish.*

*In support of this flourishing industry is a unique “artisan village” south of Main Street, where people live and work, display and sell, offering art and craft pieces to the public who stroll the area’s unique streets and buildings.*

*A new tourist and entertainment district has evolved around the original pub, which has anchored this area of south downtown. A public market has grown up across the road that includes a specialty cinema facility; a hotel and restaurant on the waterfront, a public events square and the new refurbished yacht club, together create the new attraction. This area is a favourite of the hundreds of university students who are now both downtown customers and residents of the community.*

*An old friend of Squamish remarked: “the place sure has changed, but the people are still as friendly as ever. And they did it so you can still see the mountains”.*

# 1.0 Introduction

## 1.1 Purpose of Squamish 2000 Plan

The Squamish 2000 Plan (the Plan) is intended to serve as an:

- **Urban Design Vision** and
- **Action Plan**

Collectively, these will help to guide short and longer-term strategic decision making by both the District of Squamish and other key stakeholders with respect to future growth and development of community's Downtown.

The Plan presents a Physical Development Strategy (in Sections 3.0 and 4.0) that includes technical proposals and policy recommendations covering land use, urban design, infrastructure, transportation and parking.

The Plan also recognizes the critical importance of ensuring the strategy is achievable. The Implementation Strategy presented in Section 5.0 identifies:

- key physical improvements,
- required amendments to the policy/regulatory framework; and
- a programming strategy that establishes:
  - project priorities/phasing
  - potential funding sources, and
  - roles and actions required of the District and others (organizations, businesses, landowners, etc.)

to ensure the plan can be achieved in a practical, cost-effective, manner.

The Plan is designed to catch the imagination of the community. In doing it will galvanize the commitment of the various public and private stakeholders to support the Vision and Development Strategy by taking short and long term actions over the next 20 years consistent with the Action Plan.

## 1.2 Major Downtown Issues

The Plan is a strategic response to a number of major issues and questions facing the Downtown. Figure 1 outlines the official study area. However, as the study progressed the area of investigation was extended to include the downtown residential neighbourhood to the west.

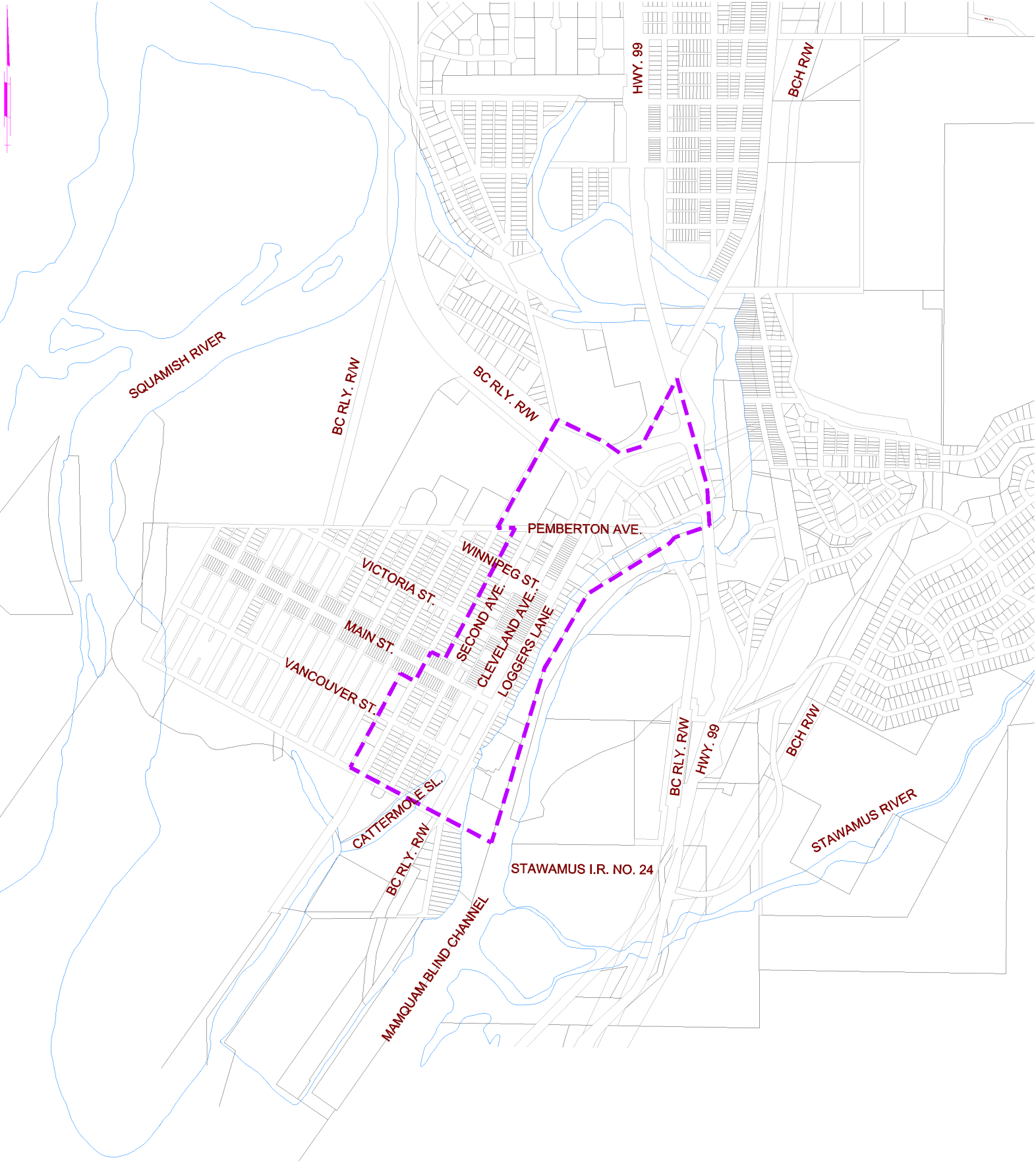
The issues were identified through technical assessments conducted, discussions with key stakeholders and as outlined in the project Terms of Reference. The major questions relate to urban design, land use/planning, economic, transportation and infrastructure matters. Additional details on the issues are provided in Appendix 1 of the Background Report. However, they can be categorized as follows:

### Urban Design Issues

- Buildings-What Should They Look Like?
  - Building Height
  - Building Form and Appearance
  - Building Use
- Landscape—What Kind of Landscaping?
- Buildings on Loggers Lane—What Should Happen?

### Planning and Land Use Issues

- Use of Vacant Lands—What Are the Best Uses?
- Key properties include:
  - Waterfront lands owned by BCRail Properties and Interfor along Loggers Lane and the Mamquam Blind Channel between Pemberton Street and Vancouver St.
  - “Tear Drop” property owned by BCRail Properties north of Bailey Street, west of Cleveland Avenue



LEGEND

STUDY AREA BOUNDARY



<b>APLIN MARTIN</b> CONSULTANTS LTD	<b>HOTSON * BAKKER</b> Urban Design
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Figure 1

- Lots in the vicinity of the Howe Sound Inn, including the Mountain Building Centre site east of Loggers Lane and the lot north of the Inn
- Lots in the Downtown South-south of Main Street between Loggers Lane and Third Avenue
- Function, Role and Potential Use of Downtown Civic Lands
- Function, Role and Form of South Downtown Area—A Unique Area Deserving Unique Treatment?:

### **Economic Issues**

- Entry to Downtown—What Should It Say About Downtown Squamish?
- Downtown Image-How Does Squamish Want to Be Seen?
- The Royal Hudson—What is the Future?
- Other Major Developments in Squamish—How Much Influence Will They Have?

### **Transportation and Parking Issues**

- Loggers Lane—Service Route or Barrier?
- Pedestrian Movement and Linkages to Waterfront and Estuary Lands—The Future?
- Parking—How Much Is Enough or Too Much?
- Road/Rail Circulation and Improvements—What Will Be Needed and When?
- Infrastructure Issues—What Will Be Needed?
- Sewer and Water System Upgrading
- Storm Drainage System Upgrading
- Sea Dyke Upgrading/Floodproofing

## **1.3 Approach & Study Participants**

### **1.3.1 Technical Approach**

The **Squamish 2000 Plan** draws from and builds upon the wealth of work undertaken in the community in the past few years. A list of the reports reviewed is included in Appendix 1 of the Background Report.

The consultants are also grateful for materials received from groups and individuals.

### **1.3.2 Consultation Process**

The technical assessments and literature review were complemented by input and opinions from the community, including residents, the downtown business community, elected officials, staff and representatives of other organizations.

- Input received was both formal and informal.
- Formal input was received at the Consultant Briefing, August 27th, 1999 and the two Public Meetings held on September 2nd, 1999 and October 14th, 1999, each of which was attended by approximately 100 persons.
- Several technical discussions were held with District staff as well as a Walking Tour on September 14, 1999.
- The Study was also guided by a Steering Committee comprising representatives from the Downtown business community, downtown landowners including BCR Properties and Interfor, the Chamber of Commerce, the Squamish Merchants Association, Community Futures and Council.
- Four Steering Committee Meetings were held on November 10th, 1999, December 15th, 1999, February 2nd, 2000 and March 16th, 2000. The Committee discussed the input received at the public meetings, provided additional technical opinion on both issues and possible solutions, feedback to the technical analyses conducted and optional strategies.
- Informal input was received through a series of interviews with all the Steering Committee Members and several others recommended as knowledgeable on the Downtown.

- Technical meetings were also held with representatives of BCRail Operations, the Ministry of Environment Lands and Parks (MELP) and the Federal Department of Fisheries to discuss matters such as rail operations, flooding and dyking.
- The consultation process concluded with the May 25th, 2000 Open House.

### 1.3.3 Squamish 2000 Plan—Interpretation and Implementation

Recent events in relation to a number of issues including, for example, the possibility of the university locating in the downtown and the proposed wood chip handling facility, clearly demonstrate that planning is not an exact science and that in practical terms a long range overall plan such as this cannot be expected to provide detailed solutions for all issues facing a community on a day-to-day basis.

Similarly, it is acknowledged that this is a planning document which can not presuppose the outcome of negotiations that will take place between private landowners and the District of Squamish but rather direct, through the overall strategy, all parties toward mutual development objectives.

Realizing the vision detailed in the Squamish 2000 Plan will also be dependent upon a multitude of factors which include but are not limited to the market conditions for investment and the financial capacity to provide the necessary services and infrastructure.

**It is important to note that within the anticipated 20 year timeframe, the Squamish 2000 Plan long term development/implementation strategy is not “carved in stone”. It will continually be influenced and pressured by proposals and actions, some unforeseen, that require decisions which must be made in the short term. Consequently, failure to fully realize specific plan proposals and/or recommendations either in technical terms and/or within the proposed timeframe due to short-term demands should not be viewed as a failure of the overall strategy. The Plan must, however, provide a planning framework that is sufficiently sound to review proposed changes and adaptable to specific circumstances without undermining the integrity of the overall strategy. The Squamish 2000 Plan provides such a framework.**

All decisions related to the Squamish 2000 Plan are the responsibility of Council.

It is expected that the recommendations found in the Strategy will be implemented starting with process changes that will enhance the investment climate in the Downtown.

The Parking Action Plan presented in Section 5.3 is an example of a change that can be undertaken immediately to improve the downtown investment climate.

The Gateway and Core precincts can be enhanced as described in Sections 4.1 and 4.2 at little cost and should be undertaken regardless of the direction taken on larger investment decisions.

To realize development on the Waterfront, as described in Section 4.3, several processes and budget issues need to be addressed. The principal issues are the establishment of a foreshore beyond the current line of erosion (See Section 3.3), the completion of a land exchange between major landowners and the community (See Section 3.6 b) (ii)) and the provision of servicing to the waterfront (See Section 3.7). These by definition will take time, eg. servicing of the east side of downtown could take 3 to 4 years.

It is unlikely that full development of the waterfront will take place with industrial rail traffic on Loggers Lane. It is therefore reasonable to assume that as approvals, negotiations and budgets for the waterfront boardwalk and servicing are being developed a parallel process for future use of the BC Rail (Canox) lands will be put in place that include programs to move commercial rail traffic down the eastern transportation corridor, as noted on Figure 5.

Development on the BC Rail (Canox) lands should proceed in a manner that ensures the re-routing of train traffic and should not be developed incrementally in such a way that it simply compounds the industrial pressures on downtown.

### 1.3.4 Acknowledgements

The invaluable input of District Staff in providing background materials and coordinating the Public Meeting and Steering Committee Program must also be acknowledged.

## 2.0 The Vision

### 2.1 Goals and Objectives

The Goal for the **Squamish 2000 Plan** is to create a Design Vision and Action Plan that will ensure, as the community enters the new millennium, that the Downtown becomes the physical and psychic centre of the community—around which other significant initiatives such as the private University and Garibaldi at Squamish can be focussed.

However, regardless of the success of these other enterprises, the design, development and implementation strategies are intended to ensure the Downtown realizes its significant potential by building on its existing opportunities and successfully meeting its current challenges.

The development strategy defined by the Design Vision and Action Plan will provide the framework or blueprint to achieve the following objectives, and in doing so ensure Downtown Squamish is recognized as the heart and soul of the community and the place to be whether it is as a shopper, resident, visitor, worker or at play.

1. Attract business and investment that adds new life to the downtown area;
2. Provide new opportunities for living, working, and playing in the downtown;
3. Increase the cultural diversity and attractiveness of downtown for both residents and visitors to Squamish;
4. Provide a framework for phased growth including public infrastructure improvements like roads, utilities, pedestrian linkages and open spaces;
5. Resolve transportation issues associated with roads, rail, truck and rail traffic and parking;
6. Create a genuine “People Place” that offers services and activities that enshrine in Squamish its rightful character and role within the region;
7. Define a plan whose elements are marketable, practical and cost-effective both in terms of human and financial resources, particularly in the early stages of implementation; and
8. Ensure community involvement in the evolution of the plan.

### 2.2 An “Urban Village” Vision

Opportunities have been identified to create a very livable “Urban Village” experience serving a wide range of local and regional users, whether they be the local retailer, shopper, visitor, property owner, person employed in the area, or resident of the downtown. That Vision has been articulated as the introduction of Squamish 2000 Plan.

This experience will be readily accessible whether walking, riding or driving downtown via roads in scale with the street oriented environment or via greenway/pathway linkages to surrounding residential and open areas, including the waterfront.

The village environment will be reflected both in the range of complementary activities including shopping, offices and civic facilities and in the urban form presented by the buildings, appearance and surrounding street spaces. The downtown environment along both Cleveland Avenue and in the surrounding areas can be one which is very “human” in scale and the focus of activity is the “individual”.

## 3.0 Downtown Plan

### 3.1 Planning Principles

As described in the vision for downtown in the first section of this report, the community aspires to creating a very livable, “urban village” for the downtown, serving a wide range of local and regional users. In order to better facilitate this concept it will be important to develop a walking environment where people feel comfortable on their feet, regardless of what means of travel brought them downtown. To this end, the basic strategy is to create better streets, with more interesting activities, with greater diversity, coupled with improved sidewalks, pathways and trails which make it easier and more enjoyable to circulate through downtown.

In order to set the stage for a new plan, there are several planning and design principles that are important in setting the direction for specific land use, zoning and design recommendations. Although the Consultant’s detailed planning and urban design advice is made on the basis of six precinct that make up the downtown core, the principles apply across the board, including the adjacent residential neighbourhood identified as Precinct Seven. If these principles are adhered to in ongoing planning decisions and the review of individual developments, then the vision anticipated in this plan will have a far greater chance of succeeding.

- .1 An increased mix of use should be encouraged in the downtown core to diversify the activities available to residents and tourists, both day and evening.
- .2 Access to the waterfront should be maximised through improved east-west connections and a continuous public walkway along the west edge of the Channel.
- .3 Residential densification should be increased in and adjacent to the downtown core to build up a population of users within walking distance.
- .4 Alternative modes of travel should be encouraged to, and throughout, the downtown core including pedestrian improvements, bike routes and public transit.
- .5 Preservation of heritage resources within the core should be encouraged to ensure links with past events in the community.
- .6 Given the unique, outdoor focus of Squamish, recreation and tourist activities should be encouraged with support services provided in the downtown.
- .7 Preservation of mountain, water and sky views should be considered when assessing the impact of new development.
- .8 New projects should be assessed in terms of urban, visual, natural, cultural and economic impacts on the environment.
- .9 Strategies must be developed for the parking of cars, including a pay-in-lieu charge for new development that would lead to the construction of centralised, structured parking, or the implementation of alternatives to the use of the car.
- .10 The highest order of design quality should be achieved in the downtown by establishing design and development guidelines to provide direction on land use, building design

## 3.2 Precincts

In order to arrive at more detailed investigations, design ideas and specific guidelines, the downtown core has been divided into seven precincts. Strictly speaking, only six of these precincts fall into the study area as defined by the District of Squamish for this planning work. However, the Consultant has chosen to include the seventh precinct, the residential area generally located west of 3rd Avenue, because of its close proximity and significant influence on the future of downtown Squamish.

The seven precincts are defined as follows:

- Precinct One: The Gateway

The Gateway is the area between Highway 99 and Buckley Avenue. It contains highway commercial retail and some office and industrial uses. A significant amount of vacant, or under-utilised, land is contained within this precinct.

- Precinct Two: The Core

The Core area extends from Buckley Avenue in the north to Victoria Street in the south and contains the concentration of downtown retail and office space.

- Precinct Three: The Channel

The Channel is a long narrow precinct that stretches from Highway 99 in the north to Westminster Street at the south end. It includes both land and water lot areas.

- Precinct Four: Loggers Lane

The majority of Loggers Lane is currently owned by BC Rail. The intent is to reconfigure ownership and functional areas of the street and rail lines, and to encourage new development along its length to give it greater street presence.

- Precinct Five: Central Park

The Central Park precinct includes three blocks of land between Victoria Street and Main Street, at the heart of downtown. The District of Squamish owns a considerable amount of this precinct.

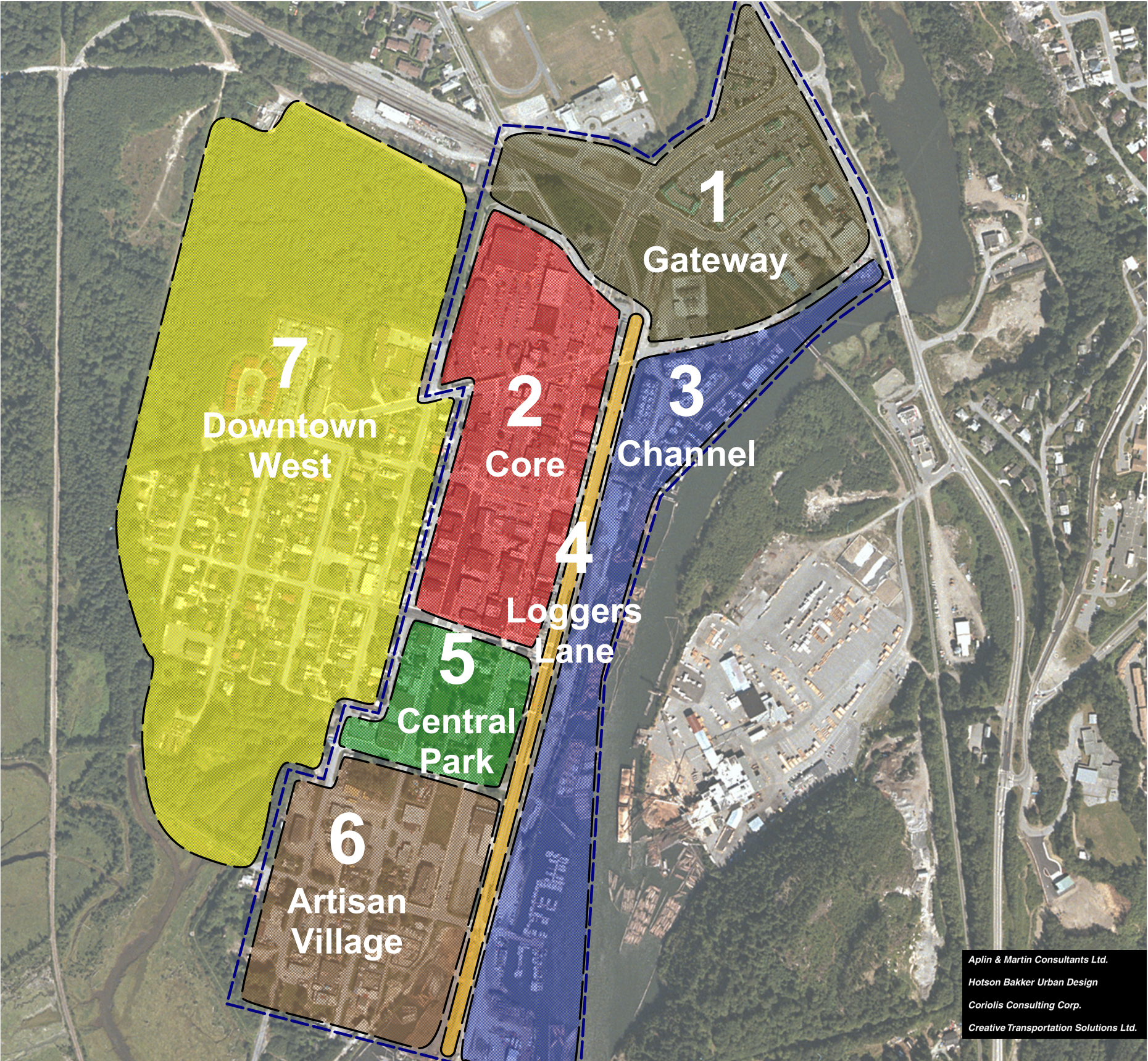
- Precinct Six: Artisan Village

The Artisan Village is located between Main Street and Westminster Street and contains existing light industry, cottage industry, the pub and residential use.

- Precinct Seven: Downtown West

This is a large area that includes all of the residential properties north of Main Street and west of 3rd Avenue. It also includes the District-owned land north of Cleveland Avenue where multi-family development is taking place.

Each of these precincts possesses a distinct character that can be built upon and enhanced to create a more diverse and vibrant downtown area. The following plan provides a visual representation of the precincts and their boundaries.



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Hotson Bakker Urban Design  
Coriolis Consulting Corp.  
Creative Transportation Solutions Ltd.

Figure 2

3.3 Land Use

3.3.1 Forecast Growth & Demand

The economic and market assessment conducted for the Downtown Study is presented in Appendix 2 of the Background Report.

The District of Squamish is forecast to grow from a population of 15,359 in 1999 to between 25,000 and 28,000 by the year 2019.

Consequently, the District’s primary trade area for commercial businesses is projected to grow from about 32,000 in 1999 to about 58,000 in 2019.

Based upon this forecast growth, the potential demand for multi family residential units by type, retail and service space and office space in Downtown was assessed.

Considerable commercial and residential Downtown activity is forecast over the next 20 years, including:

Up to 200,000 ft.2 (18,600 m2) of new retail floorspace, a 75% increase over the current estimated floorspace in Downtown

Up to 70,000 ft. 2 (6,500 m2) of new office floorspace, A 45% increase over the current estimated Downtown total

Nearly 1,000 new homes, a 225% increase over the current total of just under 450 residences. New home construction will be largely townhomes, ground-oriented low-rise apartments and live-work residences.

Over 3,100 persons will live in Downtown, a 300% increase over the current total of just over 1,000 persons.

Table 1 summarizes forecast 20 growth within each of the six land use precincts. Although the Downtown West precinct is outside the formal study area, it has been included as a reflection of its proximity and support role to the core commercial importance as well as the major supply of future downtown housing.

Table 1  
Downtown Land Use Activities, 2019

Precinct	Residential # of units	Retail ft2	Office ft2
Gateway	0	108,000	11,000
Downtown Core	100	296,000	199,000
Channel 250	48,000	0(1)	
Loggers Lane	0(2)	0(2)	0(2)
Central Park	0	0	16,000
Artisan Village	125	88,000	0 (3)
Downtown West	950	0	0
<b>TOTAL: 2019</b>	<b>1425</b>	<b>540,000</b>	<b>226,000</b>
TOTAL: 1999	440	340,000	156,000
Estimated 20 Year Growth:	985	200,000	70,000

Notes: (1) very limited specialty office development may be permitted on upper levels above retail and/or within areas designated Entertainment and Marine Commercial

(2) land Use Activities within Loggers Lane Precinct are incorporated into adjacent Precincts.

(3) Office development may be permitted within designated Entertainment/Mixed Use areas within the Artisan Village Precinct

### 3.3.2 Land Use Plan

To meet the demands of this forecast growth, the existing land use plan and supporting policy framework require amendment to ensure sufficient land is available to meet projected 20 year needs and beyond.

Achieving the proposed Vision and development objectives set out for the Downtown Plan requires identifying and allocating land proposed for living, working, shopping, recreating, entertaining, and civic activities.

Figure 3 presents the Downtown Land Use Plan considered appropriate to meet forecast 20 year and beyond residential and commercial needs.

### 3.3.3 Mamquam Blind Channel

The lands along the Mamquam Blind Channel between Vancouver St. to just north of Winnipeg St. must be given particular attention in view of the stated importance by all participants in the study of their re-development to the success of the Downtown strategy.

BCR Properties and Interfor primarily own the lands.

According to legal plans, the lots range in depth from as little as 18 metres to just over 30 metres. Real lots are, however, in many instances significantly less than that as the current limit of fill, which defines the shoreline in this area, does not extend to the legal eastern lot line. Consequently, the actual lot depth varies from as little as 12 metres to just over 20 metres.

The restricted lot depth represents a significant constraint to development of the area for urban uses, as established in the District's various planning documents including the Official Community Plan, Mamquam Blind Channel Sub-Area Plan and Squamish Estuary Management Plan.

The potential exists through a land exchange with the District to extend the lots westerly by between 10 and 15 metres. However, even with this additional depth the lots will be very narrow, constraining development, particularly as development will have to provide for a sea dyke and public boardwalk as well as incorporate building setbacks.

In order to realize the full development potential of these properties and consequent benefits to the community, the **Squamish 2000 Plan** recommends filling be permitted in order to extend the properties out to their existing legal limits. The extent of fill will vary generally between 5 and 10 metres but in a number of instances it could be up to 15 metres.

It is acknowledged that the proposed fill may impact both the existing shoreline environment and the Mamquam Blind Channel flow regime.

However, the matter of habitat loss consequent with development within the estuary was addressed in the **Squamish Estuary Management Plan (1999 Edition)**. Section 3.4 specifically provides for the provision of compensation of habitat loss resulting from development within designated industrial/commercial areas, which include the Channel Precinct lands

The Estuary Management Plan (1999 Edition) states that:

*"However, it is intended that habitat losses, or HADDs, as a result of projects within and/or adjacent to the Industrial/Commercial area that impact habitat within this designated area will be pre-compensated through this Plan, by the protection of the conservation areas and the completion of habitat improvement projects illustrated in Figure 9. Therefore, no further compensation will be required for projects within the Industrial/Commercial Area including for example, along the western edge of the Mamquam Channel in downtown Squamish."*

In view of the guidance provided in policy 3.4 in the Estuary Management Plan, it should be possible to consider both re-introducing appropriate marine vegetation to this side of the Channel as well as to contemplate limited shoreline modifications as previously described to regularize the lots for development.

In terms of the loss of flow volume along this stretch of the Channel, as part of the review and approval of any fill of the noted lands, it is recommended that proponents identify opportunities to increase flows on nearby lands within the Mamquam Blind Channel south of Highway 99.

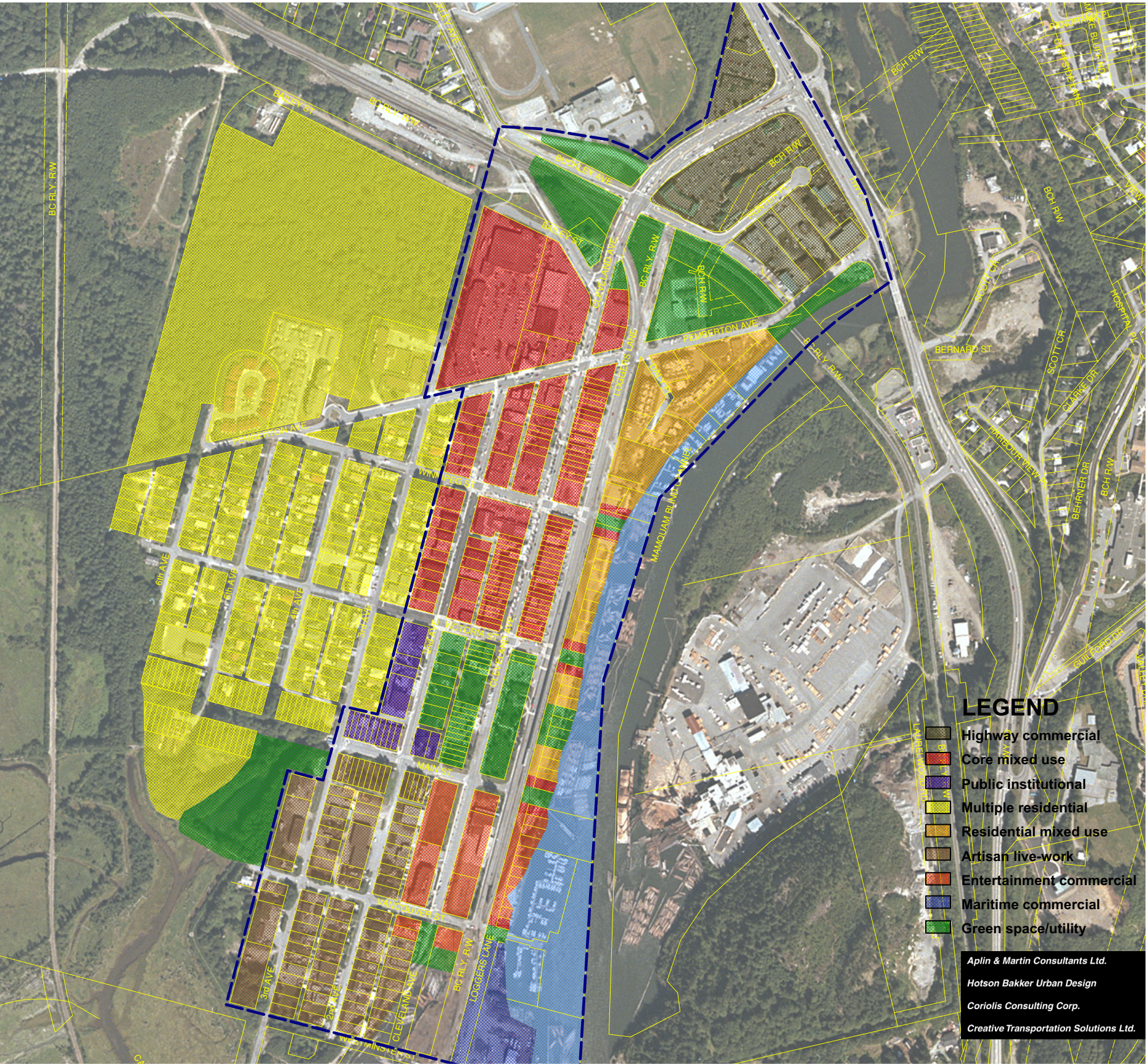


Figure 3

Any proposed plan to fill the noted areas will be subject to a full review by the District, Provincial and Federal agencies to ensure the various technical questions related to habitat loss/compensation, channel flow compensation, etc. are satisfactorily addressed.

3.3.4 Land Use Designations

The land use strategy establishes the following designations as the basis for realizing the proposed urban design concept and subsequent amendments to the District’s Official Community Plan, Zoning Bylaw, etc.

Each designation provides:

- the planning rationale;
- proposed distribution in Downtown;
- indication of the intended uses;
- general planning and development regulations pertaining to density, height, floor area, lot coverage etc.;
- and comments on parking requirements, the latter will be further addressed in Sections 3.6 and 5.5

3.3.5 Future Land Use Distribution

Reflecting the proposed land use designations Table 2 presents the Downtown land use inventory

Table 2  
Downtown Land Use Distribution 2019

Land Use Designation	Gross Area		Net Area*	
	Ac.	Ha	Ac.	Ha
Multiple Residential	79.8	32.3	67.3	27.2
Multiple Residential/ Mixed Use	10.7	4.3	7.4	3.0
Artisan Live-Work	27.6	11.1	19.3	7.8
Core Mixed Use				
• Cleveland Ave Sub-District	15.9	6.4	9.3	3.8
• 2nd. Ave. Sub-District	16.6	6.7	12.7	5.1
Entertainment Mixed Use				
• Cleveland Ave. Sub-District	7.6	3.1	5.3	2.2
• Waterfront Sub-District	2.8	1.1	2.5	1.0
Marine Commercial	3.7	1.5	2.7	1.1
Highway Commercial	17.3	7.0	11.9	4.8
Public Institutional	3.6	1.5	2.4	1.0
Greenspace & Utilities	34.3	13.9	34.3	13.9
TOTAL	219.9	88.9	175.1	70.9

\*Excludes Abutting Roads and Lanes

It is estimated that the designated lands will be able to accommodate demand well in excess of the next 20 years, both with respect to forecast residential and commercial needs, subject to development of the existing 77.5 acres (31.4 hectares) of vacant downtown land and re-development of existing under developed lots.

## 1-- Multiple Residential

### General Location: (Downtown West Precinct)

- South of Bailey Street
- West of the lane between 2nd and 3rd Avenue
- East of the undeveloped area beyond 6th Avenue
- North of Main Street

### Planning Rationale:

- Major area to supply future residential needs. Provide 970 units to meet projected 2019 downtown population increase
- Increased population to support downtown economic & social vitality
- All residential development designated multi-family due to limited supply of land
- Forecast distribution of new housing to 2019:
  - 370 apartment units
  - 450 attached units (2-4 attached units with Single Family Character)
- Anticipate most/all of existing single family homes will be absorbed within the attached unit total over the next 20 years.

### Intended Uses & Development Regulations:

- Ground Oriented Low Rise Apartments (3 storey maximum), net density to 32 units per acre (upa)/ 80 units per hectare (uph). Maximum Floor Area Ratio (FAR) of 1.5. Maximum Site Coverage: 50%
- Single Family Character Duplex, Triplex, & Fourplex Attached Units
- Townhouses
- Attached housing (Duplex to Townhouses), net density to 20 upa (50 uph)

### Parking Requirements:

- 100 % on-site parking at current standards

## 2-- Multiple Residential/Mixed Use

### General Location Downtown: (Channel Precinct)

- South of Pemberton Ave.
- West of Mamquam Blind Channel
- East of Loggers Lane
- North of Vancouver Street

### Planning Rationale:

- Valuable unique waterfront location
- Potential for 150+ multi-family housing units
- Capitalize on future pedestrian activity along waterfront boardwalk
- Enhancement of tourist/leisure amenities
- Commercial Retail must be situated on the ground floor with other upper floor uses
- Retail must be located adjacent to public plazas at the street ends

### Intended Uses & Development Regulations:

- Ground Oriented Low Rise Apartments (3 storey maximum), Townhomes
- Residential regulations for apartments and townhomes same as for Multiple Residential area.
- Specialty Waterfront Retail & Office. Retail must be on ground floor.

### Parking Requirements:

- Residential parking provided 100% on-site at current standards
- Waterfront retail/office parking may be on-site at new standards and may be provided in conjunction with Residential underground parkades and/or cash-in-lieu; or on street at Loggers Lane, subject to District approval of a comprehensive shared use parking strategy submitted at the time of development.

### 3-- Artisan Live/Work

#### General Location Downtown: (Artisan Village Precinct)

- South of Main Street
- West of the Cleveland Avenue Lane
- East and north of the dyke

#### Planning Rationale:

- Formalize growing artist live/work developments and lifestyle trend within the existing industrial area in Downtown South
- Create Artisan Village to support artist community and market artists work
- Craft exhibition/retail space located on ground floor at storefront
- Proposed Artisan Village boundary expanded to the south and west to follow the dyke to create an identifiable boundary to this emerging village and connect it to future recreation trails
- Approximately 140 new residential units projected for the next 20 years (existing 25 single-family houses absorbed into new units)

#### Intended Uses & Development Regulations:

- Ground oriented mixed-use developments up to 3 storeys in height that include within each unit residential, working, and exhibit/retail space for working artists. Max. FAR: 50%. Max. Site Coverage: 33%.
- Existing industrial activities to be gradually phased out and encouraged to re-locate.

#### Parking Requirements:

- Provide 100% of on-site parking, at proposed new standards, to the rear of the lot and/or within the side-yard (provided the streetscape is not negatively impacted) and/or
- Provide angled on-street parking (where on-street parking is developed with a project these storefront stalls may contribute to parking requirements for the project)

### 4-- Core Mixed-Use

#### 4.1 Mixed-Use Cleveland Sub-District

#### 4.2 Mixed-Use 2nd Avenue Sub-District

#### General Location Downtown: (Core Precinct)

- South of Bailey Street
- West of the Loggers Lane
- East 3rd Avenue
- North of Victoria Avenue

#### Planning Rationale:

- Support existing concentration of shopping & office uses in the centre of downtown
- Mixed-use developments permitted/encouraged
- Retail on ground floor only. Office or residential permitted on upper floors only along streets within Cleveland Ave. sub-district. Ground floor office permitted on streets within 2nd. Avenue Mixed Use sub-district, including the Chieftain Shopping Centre.
- Redevelopment of Pemberton frontage of Chieftain Shopping Centre must be street oriented
- To encourage infill of the streetscape on Cleveland Avenue the Core designation encompasses this site
- Majority proportion of projected 250,000 sq. ft. of commercial floor space will be within this designation area

#### Intended Uses & Development Regulations:

- Mixed-use developments focus on retail at ground level
- Maximum 2 stories fronting Cleveland with 3 storey maximum to the rear of the properties. Max. FAR: 2.2, Max. Site Coverage: 100%
- Maximum 4 stories height for the remainder of the Core (within 2nd Avenue sub-district). Max. FAR: 2.4, Max. Site Coverage: 60%

#### Parking Requirements:

- Parking to be provided at the proposed new standards contained in this Plan.
- 2nd Avenue sub-district residential use parking must be provided 100% on-site
- Office, retail and residential parking (within Cleveland Ave. sub-district) may be provided on/off-site and cash-in-lieu (up to 100%) at established rates.
- Any on-site parking must be provided to the rear and accessed by existing lanes
- All required parking on Loggers Lane between Pemberton & Main may be provided on-site or by cash-in-lieu

5-- Entertainment Mixed-Use

- 5.1 Mixed-Use Cleveland Sub-District
- 5.2 Mixed-Use Waterfront Sub-District

**General Location Downtown:** (Artisan Village & Waterfront Precincts)

- South of Main Street
- West of Mamquam Blind Channel
- East of lane between Cleveland & 2nd Avenue
- North of Cattermole Slough (approximately)

**Planning Rationale:**

- Provide a commercial/cultural anchor to the south downtown emphasizing entertainment uses

**Intended Uses & Development Regulations:**

- Mixed-use developments that include hotel, public market, theatre, specialty cinema, galleries
- Offices uses permitted on upper stories only
- Residential uses permitted on waterfront lands
- Specialty commercial uses permitted on waterfront lands
- Maximum 3 stories.

**Parking Requirements:**

- Parking provided 100% on-site at new standards, except waterfront retail/office.
- Waterfront retail/office parking may be on-site at new standards or may be provided in conjunction with residential underground parkades and/or cash-in-lieu or on-street at Loggers Lane, subject to District approval of a comprehensive shared use parking strategy submitted at the time of development.

6-- Marine Commercial

**General Location Downtown:** (Artisan Village & Waterfront Precincts)

- South of Vancouver Street
- West of Mamquam Blind Channel
- East of Cattermole Slough
- North of Westminster Street

**Planning Rationale:**

- Serve existing & growing leisure & commercial marine activity
- Provide a land use buffer between downtown commercial and residential uses and existing industrial uses

**Intended Uses & Development Regulations:**

- Retail, office, & service uses related to marine activities
- 3 Stories Maximum Height.
- Retail uses situated on the ground floor
- Maximum FAR: 0.75, Maximum Site Coverage 25%

**Parking Requirements:**

- Parking provided 100% on-site at new standards.

**7-- Highway Commercial**

**General Location Downtown:** (Gateway Precinct)

- Southwest of Highway 99
- North of Bailey Street and Pemberton Street

**Planning Rationale:**

- Support existing commercial activities with auto access for travelers & District residents
- Capitalize on high visibility from Highway 99 & unique waterfront site
- 3 storey maximum (4 storey maximum for hotel)

**Intended Uses & Development Regulations:**

- Mixed-use developments that include retail, office, & hotel
- Maximum FAR: 0.25, Max. Site coverage 25%.

**Parking Requirements:**

- 100% on site parking at established standards.

**8-- Public Institutional**

**General Location Downtown:** (Central Park Precinct)

- South of Victoria Street
- West of 2nd Avenue (approximately)
- East 3rd Avenue (approximately)
- North of Main Street

**Planning Rationale:**

- Support existing public administration facilities and offices
- 3 storey maximum

**Intended Uses & Development Regulations:**

- Civic facilities and offices
- Maximum FAR: 0.75, Max. Site Coverage 25%

**Parking Requirements:**

- 100% on site parking at established standards

## 9-- Greenspace & Utilities

### **General Location Downtown:** (Various Precincts)

- Downtown North (Bailey Street & Cleveland Avenue Area)
- Downtown Centre, (Victoria & Main Streets, 2nd Avenue, & Loggers Lane Area)
- Downtown West (Main & Vancouver Streets, 4th & 6th Avenue Area)

### **Planning Rationale:**

- Provide Downtown residents, District residents, & visitors recreation spaces for community leisure, outdoor events, & aesthetics
- Provide community infrastructure & utilities
- Where design & function is compatible combine utilities & greenspaces

### **Intended Uses & Development Regulations:**

- Public commons, parks, greenbelts, railway buffers, tourism related structures, & recreation facilities
- Major utility facilities including storm water ponds, hydro stations, treatment plants, & dykes

### 3.4 Open Space

The best urban places are built around a strong open space system that adds both function and beauty to a downtown area. Squamish is placed in a remarkable setting on the delta of a river that meets the ocean, surrounded by mountains. The natural attributes of this setting set the stage for the approach to open space design in the new plan.

Sidewalks, trails and pathways, waterfront walks, bicycle routes, parks, the estuary, and other open spaces must all be linked as part of an overall network. This network requires a common set of design elements, including paving materials, plantings, furnishings, lighting, colour and signage designed for ease of use and the creation of a beautiful setting.

A plan (Figure 4) has been prepared to indicate the priority linkages that will be required to achieve the open space objectives of the downtown plan. Coupled with the plan, later phases of design should be undertaken to establish the appropriate treatment for the variety of spaces that make up the network. Sufficient budget should be set aside to achieve the open space objectives of this plan. The quality of the public domain is what people will see and appreciate most about downtown Squamish.

### 3.5 Built Form

In the development of any downtown area, the issue arises as to what is the appropriate character for buildings. Many communities choose a theme for their downtown areas. One of the best examples in British Columbia is the town of Kimberley, which has a Bavarian theme in its architecture.

The most powerful themes come from the history of a place. In the case of Squamish, the roots of the community come from the logging industry. Today, logging is diminishing in importance and outdoor recreation is a new force, bringing thousands of people to Squamish every year. The Consultant sees an evolving architecture that takes advantage of the mountain setting, the outdoors, and the logging industry as the basis of its architectural expression. This will result in the use of materials like squash granite as a base element in buildings, wood siding, sloped roofs, cedar and metal cladding as roof finishes, and the introduction of green and blue for accent colours reflecting the sky, ocean and forests.

Building height is another important aspect in any plan. Although the existing zoning allows for up to six storeys throughout the downtown area, a case can be made for lower building forms. To this end, height controls should be placed along

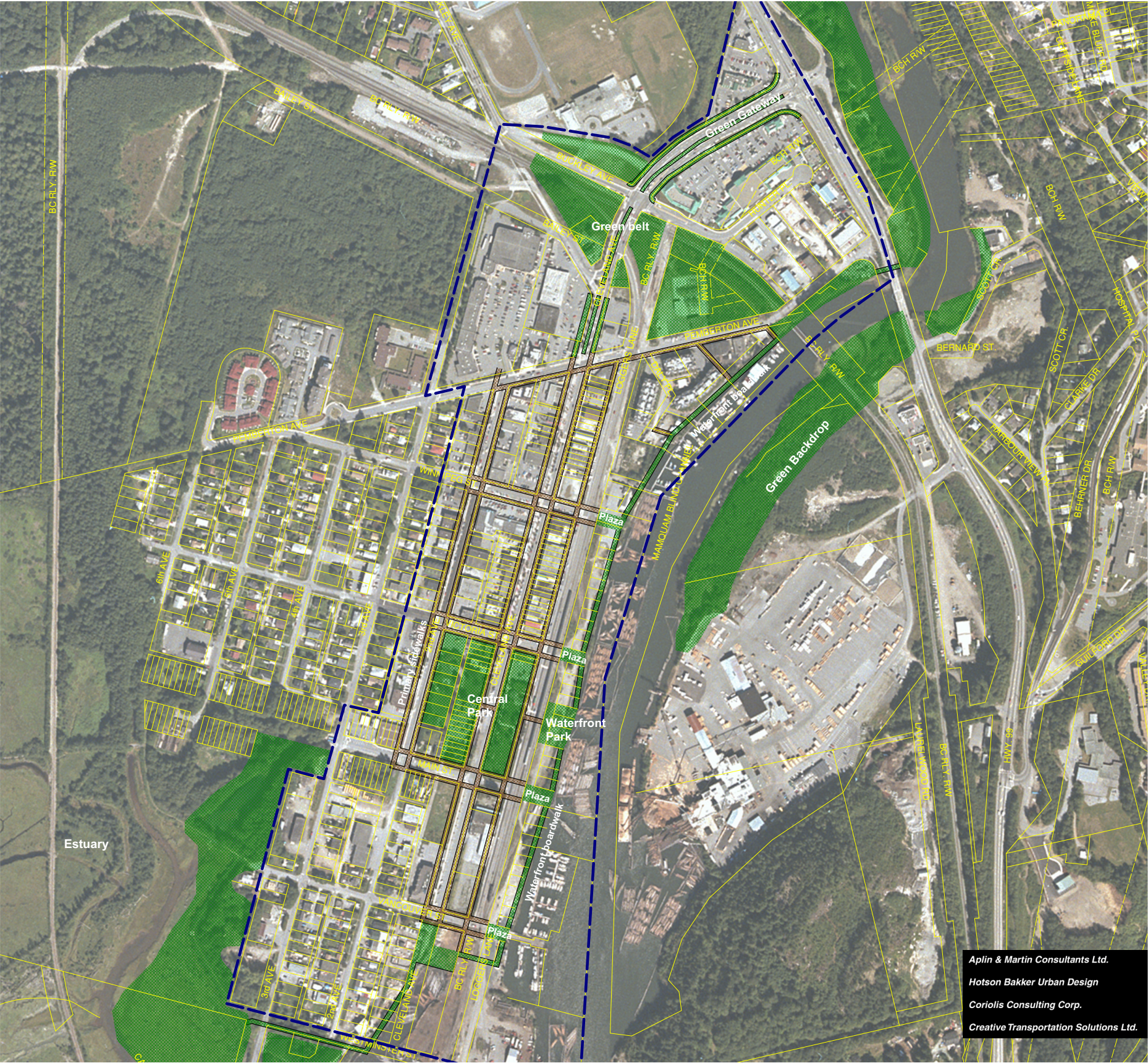


Figure 4

## 3.6 Transportation & Parking

### 3.6.1 Circulation System

Based upon the forecast year 2019 traffic volumes, most intersections and streets within the Downtown will be able to provide an acceptable level of service.

However, several intersections and a number of other improvements to the Downtown circulation system will be necessary to ensure the core area is served with an effective circulation system for both vehicles, pedestrians and non-motorized users.

Figure 5 presents the upgrading program considered necessary to serve the Downtown over the next 20 years and beyond. Proposed phasing of improvements is also noted in relation to identified projects.

Table 3 provides full details of this program including preliminary capital costs and an indication of when the improvements need to be implemented.

Section 5.5 presents the Transportation Action Plan, which provides additional details regarding the estimated costs of each project as well as an indication of the responsibility(s) for implementation.

Section 5.9 provides details on projects considered to be part of the Priorities Action Plan, that is works which need to be included within the initial implementation phase of the Downtown Plan strategy.

#### (a) Intersections

As noted on Figure 5, a number of intersections will require operational and/or geometrical improvements to maintain an acceptable level of service by the year 2019.

##### 1. Highway 99 & Cleveland Ave:

*Add a second northbound left turn lane*

- This improvement will provide necessary capacity for this key movement to Whistler and the north.
- This work should be considered a Provincial/District shared responsibility with the Province contributing one-half of the estimated cost as part of future highway upgrading. The cost included on Table 3 is the estimated District portion of the total \$500,000 cost.

##### 2. Cleveland Ave. & Pemberton Ave:

*Signalize the intersection; and*

##### 3. 2nd. Avenue & Pemberton Ave:

*Signalize the intersection and add a southbound left turn lane.*

These three projects are suggested for construction in the 10-20 year horizon so that they are in place by 2019 to meet forecast demand. Actual timing will be dependent upon future performance evaluation.

#### (b) Road and Rail

##### (i) General

The intersection of Cleveland Ave. and Buckley Ave. is forecasted to be approaching capacity during the year 2019 midday and afternoon peak hours. The primary reason for this is the high demand for traffic exiting downtown Squamish and heading north. In order to reduce the travel demand on Cleveland crossing the railway by the year 2019, the following major road network additions are recommended so that a second route is available for northbound motorists wishing to exit the downtown.

##### 4. Bailey Avenue Extension (Between Cleveland & proposed 7th. Ave. Connector North)

##### 5. The 7th. Avenue Connector North from Buckley Avenue to the Bailey Extension; and

##### 6. Extension of 3rd. Avenue from Pemberton Avenue to the Bailey Extension.

These three projects are also recommended for long-term construction during the 10-20 year period.

Couplet conversion of Cleveland Avenue and/or Second Avenue were also examined as a potential way of increasing road capacity and improving circulation efficiency and determined to be unnecessary.

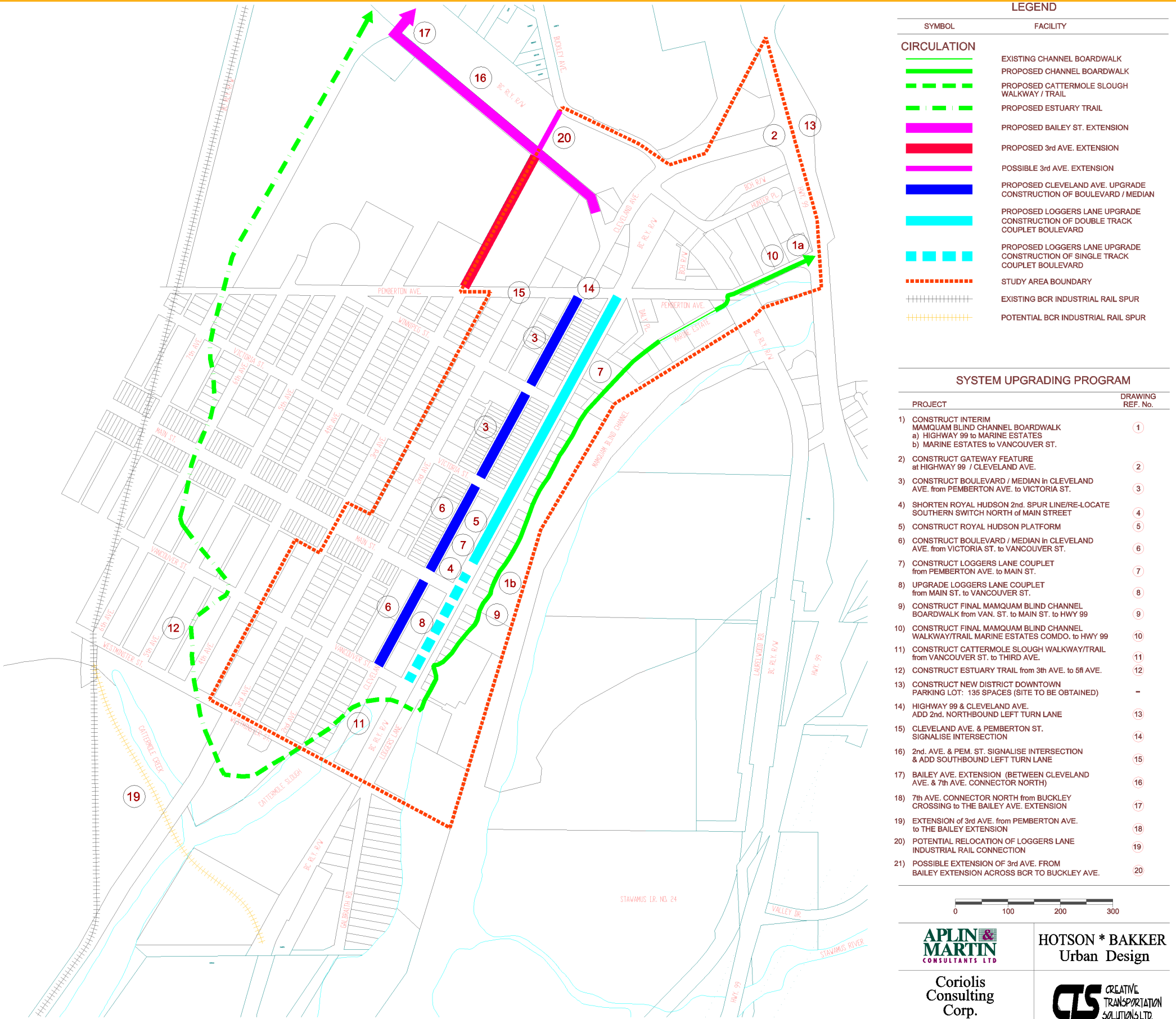


Figure 5

**Table 3**  
**Capital/Trunk Works Program: Circulation System & Special Projects**  
**Preliminary Cost Estimates**

Project No.	Project	Figure Ref. No.	Approx. Length (m)	Downtown Only	Downtown Cost Est. (2000 \$)	District System Program	System Upgrading Cost (\$)	Downtown Proportional Cost (2000 \$)	Total Downtown Cost
1	Construct Interim Mamquam Blind Channel Boardwalk a )Highway 99 to Marine Estates; b) Marine Estates to Vancouver St.	1	200 850	X	\$15,000				\$15,000
2	Construct Gateway Feature at Highway 99/Cleveland	2		X	\$100,000 to \$200,000	Budget			\$100,000
3	Construct Boulevard/Median in Cleveland Ave., Pemberton to Victoria	3	400	X	\$40,000				\$40,000
4	Shorten Royal Hudson 2nd. Spur Line/Re-locate Southern Switch North of Main Street	4	200	X	TBD				TBD
5	Construct Royal Hudson Platform	5		X	\$100,000	Budget			\$100,000
6	Construct Boulevard/Median in Cleveland Ave., Victoria St. to Vancouver St.	6	400	X	\$40,000				\$40,000
7	Construct Loggers Lane Double Line Couplet-Pemberton to Main	7	600	X	\$225,000				\$225,000
8	Upgrade Loggers Lane Single Line Couplet-Main to Vancouver	8	250	X	\$125,000				\$125,000
9	Construct Final Mamquam Blind Channel Boardwalk Vancouver St. to Marine Estates to Highway 99	9	200	X	\$80,000				\$80,000
10	Construct Final Mamquam Blind Channel Walkway/Trail Marine Estates Condominiums to Highway 99	10	850	X	\$340,000				\$340,000
11	Construct Cattermole Slough Walkway/Trail Vancouver St. to Third Avenue	11	450	X	\$45,000				\$45,000
12	Construct Estuary Trail Third Avenue to Bailey St.	12	1600			X	\$80,000	\$40,000	\$40,000
13	Construct New District Downtown Parking Lot: 135 spaces	NA		X	\$650,000				\$650,000
14	Highway 99 & Cleveland Avenue-Add 2nd. Northbound Left Turn Lane	13		X	\$250,000				\$250,000
15	Cleveland Ave. & Pemberton-Signalise Intersection	14		X	\$150,000				\$150,000
16	2nd. Ave. & Pemberton-Signalise Intersection & Add Southbound Left Turn Lane	15		X	\$150,000				\$150,000
17	Bailey Ave. Extension (Between Cleveland & 7th. Ave. Connector North)	16	700	X	\$400,000				\$400,000
18	7th. Avenue Connector North from Buckley crossing to the Bailey Ave.Extension	17	850	X	\$500,000				\$500,000
19	Extension of 3rd. Avenue from Pemberton Ave. to the Bailey Extension	18	300	X	\$175,000				\$175,000
20	Potential Relocation of Loggers Lane Rail Connection to Serve South Industrial Lands	19				X			TBD
21	Possible Extension of 3rd.Avenue From Bailey St. Extension Across BCR to Buckley Ave.	20	X						TBD
<b>TOTAL</b>									<b>\$3,425,000</b>

## (ii) Loggers Lane Road/Rail Couplet

To accommodate forecast 20 year development in the Downtown, particularly along the Mamquam Blind Channel waterfront, as well as to maintain good access to the southern industrial lands both for road and rail traffic, and to accommodate continued Royal Hudson train operations to the Downtown, the existing situation on Loggers Lane must be improved.

Figure 6 illustrates the proposed interim concept, recognizing that the ultimate objective is to remove and relocate all rail lines along Loggers Lane to the west except the Royal Hudson trackage.

Loggers Lane would be converted into a one-way street couplet system between Pemberton Avenue and Vancouver Street. The existing third spur line would be removed as part of redevelopment of adjacent properties and construction of the northbound road section of the couplet.

The second spur line would be shortened by moving the junction north from its present location north of Vancouver Street to a point north of Main Street. This will somewhat reduce the barrier effect presented by the two tracks.

Road access across the rail spur lines would be maintained at all existing intersections except Victoria Street. This location will be most impacted by the daily Royal Hudson operation, consequently, vehicle movements are not considered desirable.

A pedestrian crossing at Victoria Street will, however, be maintained.

Implementing this couplet will achieve the following:

- maintain BC Rail's operational needs for two spur lines to serve both the Royal Hudson passenger service and existing/future industrial service to the southern lands until such time as an alternate industrial rail route is constructed to serve growth in this area;
- provide sufficient right-of-way for the rail facility;
- provide effective road access and additional carrying capacity to both the Cleveland Ave. properties and future development on Mamquam Blind Channel;
- offer the potential for additional on street parking on one or both sides of Loggers Lane to serve new development in the area.
- improve pedestrian access/circulation to properties on both the east and west side of the couplet.

Figure 7 presents two cross sections of the couplet through the double and single-track sections of the spur lines.

## (iii) Long Term Rail Service to South Industrial Area

In the longer term, should additional industrial development requiring rail service occur on the lands south of Downtown, industrial trackage should be extended to the west, as shown on Figure 5.

Once alternative industrial trackage is provided to the south industrial lands. Industrial rail service via Loggers Lane should be discontinued and if possible the tracks terminated at a point consistent with the objective of this Plan to ultimately restrict rail trackage on Loggers Lane to service only the Royal Hudson passenger operation.

**(c) Pedestrian/Non-Vehicular Movement**

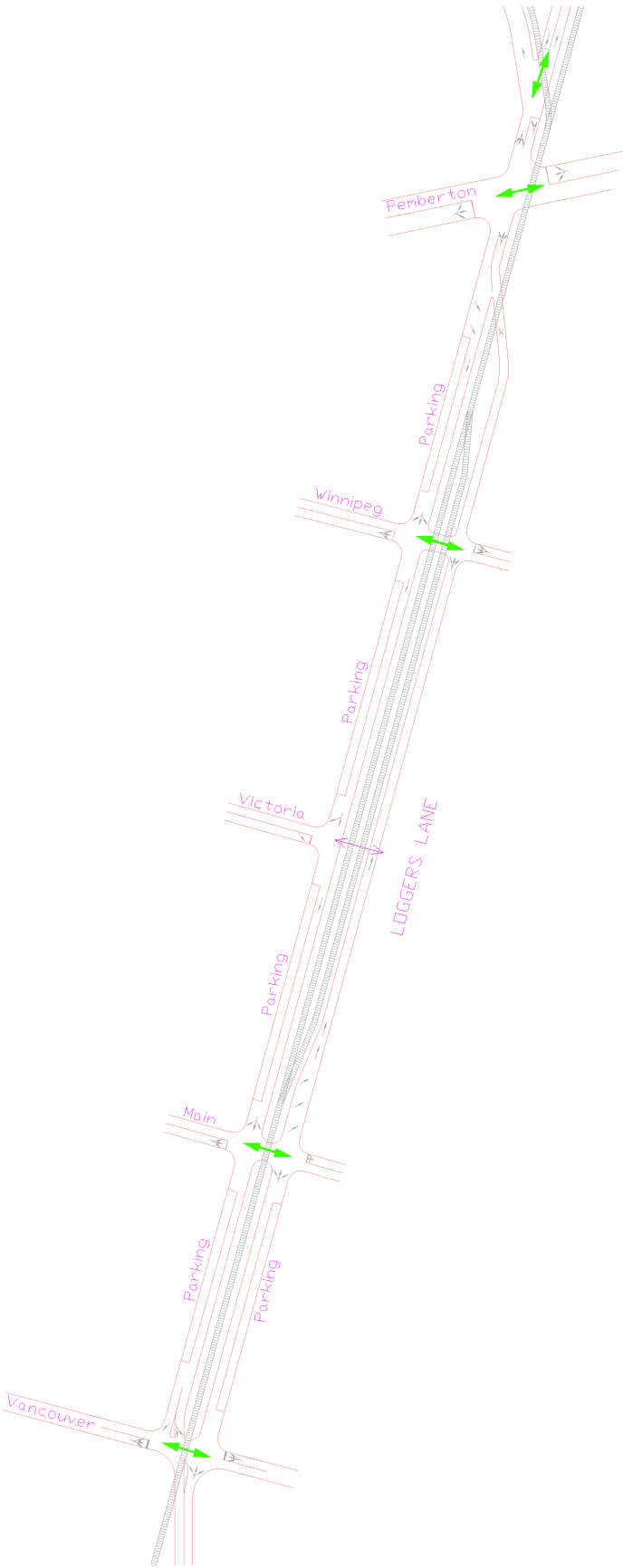
Improved pedestrian/non-vehicular access to the Mamquam Blind Channel as well as movement to/from the downtown core is proposed. Figure 5 presents the key elements of the network, which include:

## (i) Mamquam Blind Channel Marine Boardwalk

Until a final boardwalk is constructed as part of any re-development scheme for the waterfront lands, the plan proposes construction of interim walkway from Highway 99 to Vancouver Street, thereby extending the existing boardwalk along the Marine Estates frontage.

Construction of the interim walkway is considered a very high short-term priority project in order to secure public access to the Channel.

Construction of the interim walkway will be subject to agreement of the landowners, principally BCR Properties and Interfor and will necessarily be part of a comprehensive development agreement with the District.

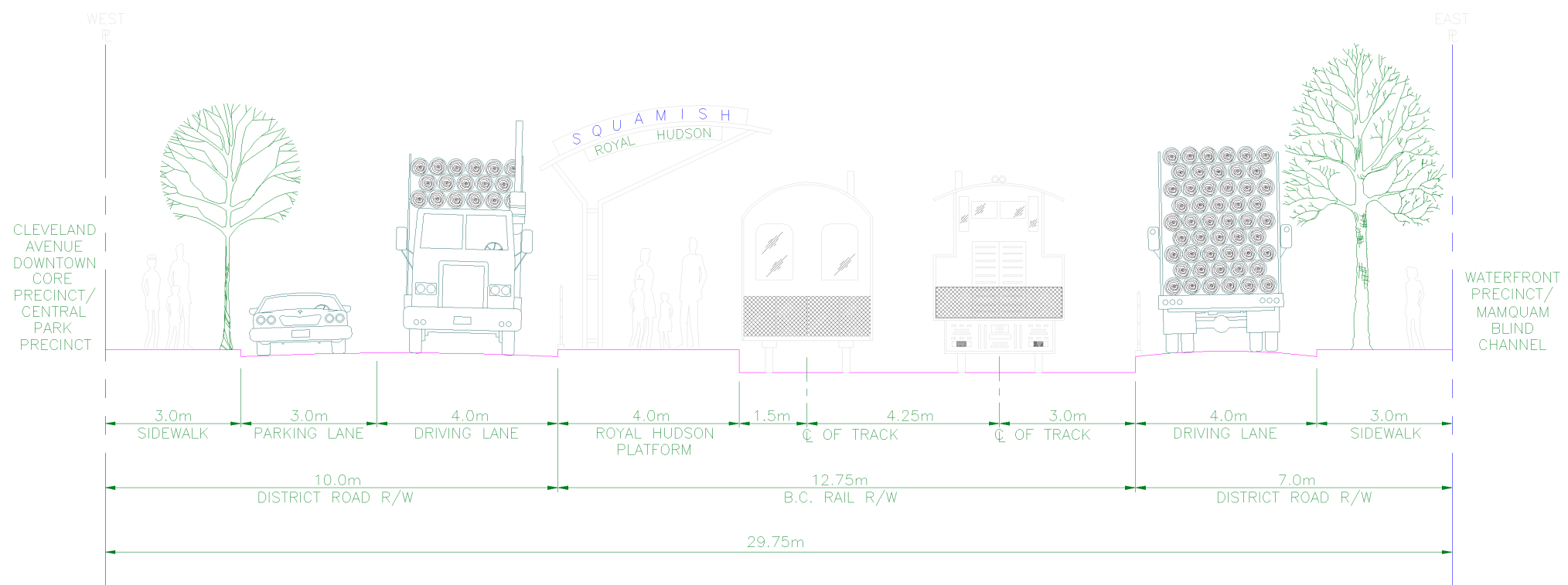


LEGEND

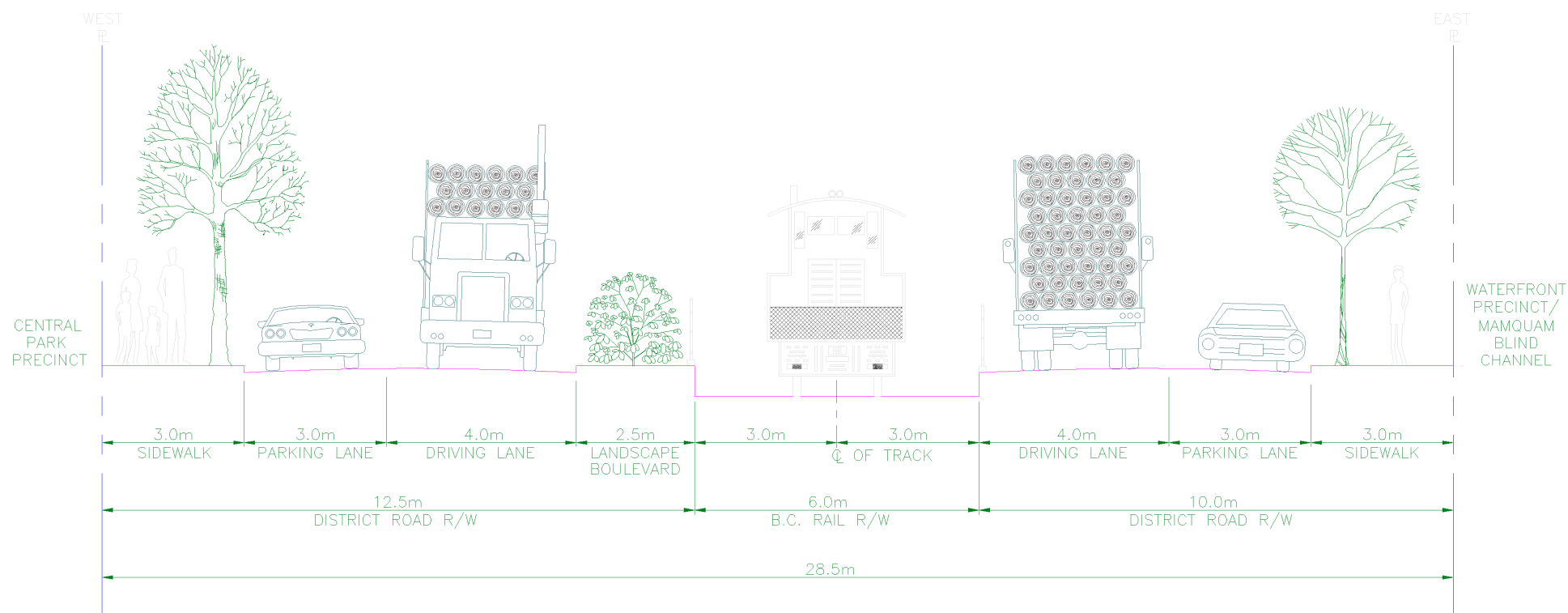
	RAILWAY TRACK
	VEHICLE & PEDESTRIAN ACCESS
	PEDESTRIAN ACCESS

	<b>HOTSON * BAKKER</b> Urban Design
<b>Coriolis Consulting Corp.</b>	

Figure 6



DOUBLE TRACK CROSS SECTION



SINGLE TRACK CROSS SECTION

Figure 7

Issues which will also need to be addressed include liability associated with access across private property, safety in relation to ongoing industrial operations, construction/maintenance costs, etc.

Construction of the ultimate boardwalk will also be part of any comprehensive development agreement between the District and landowners as well as being subject to design needs associated with dyking/flood protection needs, maintenance access, development issues

Responsibility for construction costs for both the interim and ultimate walkway/trail will be determined by the District and landowners within the context of the land exchange and a comprehensive development agreement for the area.

Implementation of a comprehensive development agreement between the District and the major landowners (BCR Properties and Interfor) should be considered a high priority matter that should be addressed in the very short term.

#### (ii) Cattermole Slough Walkway/Trail

This walkway/trail is a logical extension to the Mamquam Channel boardwalk and will extend the pedestrian system to Third Avenue.

The walkway should be constructed in its final form within the next two to five years as part of re-development of adjacent lands.

#### (iii) Estuary Trail

The trail, to be constructed as part of proposed upgrading of the existing Estuary (Old) Sea Dyke for flood control protection, will extend the pedestrian system west towards the estuary lands.

Construction of this trail, from Third Avenue to the Bailey Street extension is considered to be a District responsibility within the next 2 to 5 years.

Construction of the three links will ultimately provide for a continuous pedestrian linkage from Highway 99 to the Estuary with future connections north.

Pedestrian movement connections to what could be termed the Downtown Ring Walkway should be incorporated into future road upgrades, e.g. Loggers Lane, as well as in relation to development/re-development of appropriate downtown lands.

### 3.6.2 Downtown Core Parking

An assessment was undertaken of current and future parking needs, including a comparative analysis of the financial impacts of either maintaining existing parking policies or adopting revised standards and alternative provision regulations. The results of this assessment are contained in the Appendix 2 of the Background Appendices Report

The assessment concluded that:

- The existing parking supply is adequate to meet current needs
- the existing commercial provision standards are inappropriate and too high compared to other comparable communities
- existing provision standards have had a significant negative impact and will continue to do so on the financial viability of downtown development/ redevelopment
- forecast needs can be met with a reduced parking provision standard
- modifications to the cash-in-lieu provision, as well as the current cash-in-lieu rate, should and can be made which will not unduly stress future parking availability
- proposed modifications to the downtown parking policies will significantly improve the financial viability of downtown projects.

The following recommendations are presented as a practical program to provide future off-street parking in a way which will ensure sufficient spaces are available and in a manner which will reduce the economic burden on future projects; and in so doing serve as an economic stimulant to future development in the Downtown commercial core. No technical necessity was found to maintain the existing standard.

(1) Reduce Commercial Parking Provision Standards

Option 1:

Given the current situation and downtown objectives, and the fact that forecast 20 year growth will be modest, in view of the current total supply, including on-street and off-street Municipal Parking supply, there is little risk to the District considering a significant reduction to the overall standard. To meet future needs it is recommended that the previous bylaw standard of 1 space per 46.5 m2 be re-introduced. This will reduce the required parking over the forecast 20 period by over 60%, significantly reducing the land area needed.

Adoption of a general standard of 1 space per 46.5 m2 at least on a trial basis over the short-to-medium term (ie. 5 years) is unlikely to stress the current parking situation.

Option 2:

Alternatively, in view of the findings, at the very least a standard equivalent to the current estimated provision (1 space per 37 m2 of gross floorspace) should, be adopted. In overall terms, this will reduce the total parking requirement by over 50%.

Regardless of which option is adopted, the reduced land area will also improve the cost feasibility of the District providing one or more centralized parking areas to meet future needs should it endorse such a recommendation.

Based upon the comparison assessment, handicapped parking provisions can also be significantly reduced. It is suggested that handicapped parking be provided on the following basis:

# of Spaces per Regular Spaces Provided

Regular Spaces	Disabled
1-20	0
21-100	1
100-200	2

(2) Provide Most Downtown Core Area Parking as Cash-In-Lieu Payments to Build Centralized District Parking Area(s)

Regardless of the standard endorsed and/or manner in which it is provided, Downtown parking supply will realistically be phased in over the 20 year time period in response to forecast commercial growth. Consequently, if future development activity is assumed to be relatively constant over this period, in the next five years approximately 135 spaces (assuming Option 1 standard) will be required to serve new commercial growth.

Based upon this study’s findings, in addition to the amended provision standard, the majority of future off-street parking should be provided in the form of strategically located parking lots developed by the District.

Given the current total parking supply, unless an opportunity arises in the immediate term to acquire suitably priced and located property (either by cash purchase or land trade), a few years delay in actually providing the additional centralized parking should not unduly stress the current parking situation.

If necessary, construction of an initial District parking lot could be delayed for approximately 5 years in order for the construction fund to build up through developer contributions at the time of development.

The initial 135-space parking lot (assuming all required parking is centralized) will require less than 1.0 acre of land. Cost for land acquisition and construction of a 135 space surface parking lot outside of the Cleveland Avenue Commercial Core is estimated at approximately \$5,000/stall.

Currently, the cash-in lieu payment is \$6,000 per stall and limited to a maximum of 4 stalls. Both the cost per stall and limited number which can be provided as cash-in-lieu have been identified as significant economic constraints to downtown development.

Therefore unless provided by the developer, within the Downtown core retail area, it is recommended that the District take required parking (except for residential and disabled needs, as specified) as cash-in-lieu up to 100% of the required spaces.

Further, in view of the estimated costs to provide new surface parking areas, the existing per stall cash-in-lieu payment can be reduced to at least \$5,000.00.

The economics appear to be that assuming five year annual contributions towards a municipal parking lot at the rate of 27 stalls per year, with accrued annual interest (@5.00%) sufficient funds could be generated at a cost per stall of \$4,000 to pay for the acquisition and construction of a 135 stall surface parking area.

Given the supply of existing municipal on-street/off-street parking it may not be necessary to build the full 135-stall parking lot. Alternatively, therefore, at a cash-in lieu rate of \$3,000 per stall, the District would likely still generate sufficient revenues to build 100 of the required 135 stalls.

The economic impact of the proposed reduction in the parking provision standard, the provision of 100% of future downtown core commercial parking in centralized areas, and provision via a reduced cash-in-lieu figure was assessed. The results of the analysis are provided as Appendix 2.3 of the Background Report.

The overall conclusions were:

- Under existing parking regulations, the form of commercial development envisaged in the plan is still not financially viable.
- With parking standards reduced to 1:30 m<sup>2</sup>, the supportable land values are still less than \$200,000 per acre. While still low, the reduced parking standards substantially improve the financial viability of downtown commercial development. However, at the 1:30 m<sup>2</sup> standard on its own will not in itself create a significant amount of interest from the development community.
- Reduction of parking standards to 1:46.5 m<sup>2</sup> and imposing a \$4,000 cash-in-lieu levy results in the supportable land value increasing significantly to about \$1.0 million per acre. The impact of this value will be the potential to make the form of commercial development envisaged in the Downtown Plan financially viable.
- In summary, the following changes to the District's current parking policy offer the potential to be a significant economic stimulant to development within the core commercial area:
  - 1) Reduced Disabled Parking, as described
  - 2) Reduced Overall Parking Provision to Old Downtown Standards (1 per 46.5 m<sup>2</sup>)

3) Potential to Provide Up to 100% of Required Parking as Cash-in-Lieu Per Stall Payment

4) Reduced Cash-in-Lieu Per Stall Rate from \$6,000 to at least \$4,000

5) Revenues generated from cash-in-lieu payments be invested by the District in a "sinking fund" to purchase suitable site(s) and construct surface parking lots to meet forecast needs.

The potential positive impacts, economically and in terms of urban design opportunities, appear to far outweigh any negative impacts, particularly given the modest rate of commercial development forecast for the 20-year time horizon. However, to allay any possible concerns of "opening the floodgates", the District may wish to consider this a limited window of opportunity, i.e. implement for a period of 5 years and then re-assess the impacts and make any necessary adjustments at that time.

### 3.6.3 Other Projects

Two other significant projects are included within the general area of circulation. Both are considered very high priority and should be initiated in the immediate term.

#### (1) Gateway Feature on Cleveland Avenue at Highway 99

It is essential that a significantly improved entry to downtown be established that will communicate the unique spirit of Squamish.

#### (2) Cleveland Avenue Planted Boulevard

Further enhancement of downtown's "Main Street" was considered essential to a successful planning strategy.

In addition to additional hard/soft landscaping, including street furniture, upgrading of building appearance, signage, use of canopies, etc. the potential exists to soften the impact of Cleveland Avenue through installation of a central boulevard.

Figure 8 presents a Concept Cross-Section of the new median in relation to existing sidewalks, parking and travel lanes.

Although space is limited, it is possible to install a 1.0 metre wide boulevard and maintain parking on both sides of the street.

The limited width will restrict the extent of planting possible (i.e. no trees), however will provide the opportunity for planting of flowers and low shrubs, along with decorative paving details.

Construction of the boulevard could be undertaken in two phases, with initial installation along the two core commercial blocks from Pemberton to Victoria. The second phase would see extension to Vancouver St.

### 3.6.4 Estimated Capital Cost

As noted on Table 3 the total estimated capital cost for the listed projects is just over \$3.4 million. The estimates are based upon:

- projects intended solely to serve the Downtown, and consequently charged 100% to the Downtown.
- projects which are District-wide but from which the Downtown will benefit. In these circumstances, a proportional assessment has been established for the downtown and included as part of the capital cost estimate.

Table 7 outlines the suggested phasing of capital investment in relation to identified capital projects. It indicates that minimal expenditures will be required in the next year, primarily associated with construction of the interim walkway along the Mamquam Blind Channel (should the opportunity present itself), construction of the initial portion of the Cleveland Avenue boulevard, and installation of the Gateway feature.

During years 2-5 upgrading of Loggers Lane is proposed along with construction of the final Mamquam Blind Channel boardwalk (in conjunction with a waterfront development).

Roadway and intersection upgrading comprise the largest portion of the long-term capital expenditures in downtown.

## 3.7 Public Works

Existing downtown infrastructure systems will require extensive work to address existing deficiencies to serve the present downtown as well as meet future needs, not only within the 20 year horizon of the Squamish 2000 Plan but for the very long term. Improvements will include:

- Upgrading/replacement of existing deficient downtown systems; and
- Installation of new trunk services

### 3.7.1 Sanitary

Figure 9 and Table 4 present the sanitary capital projects identified to meet the stated objectives.

Improvements to the sanitary system are the most critical immediate need due to the serious capacity and operations deficiencies with the present Central WWTP.

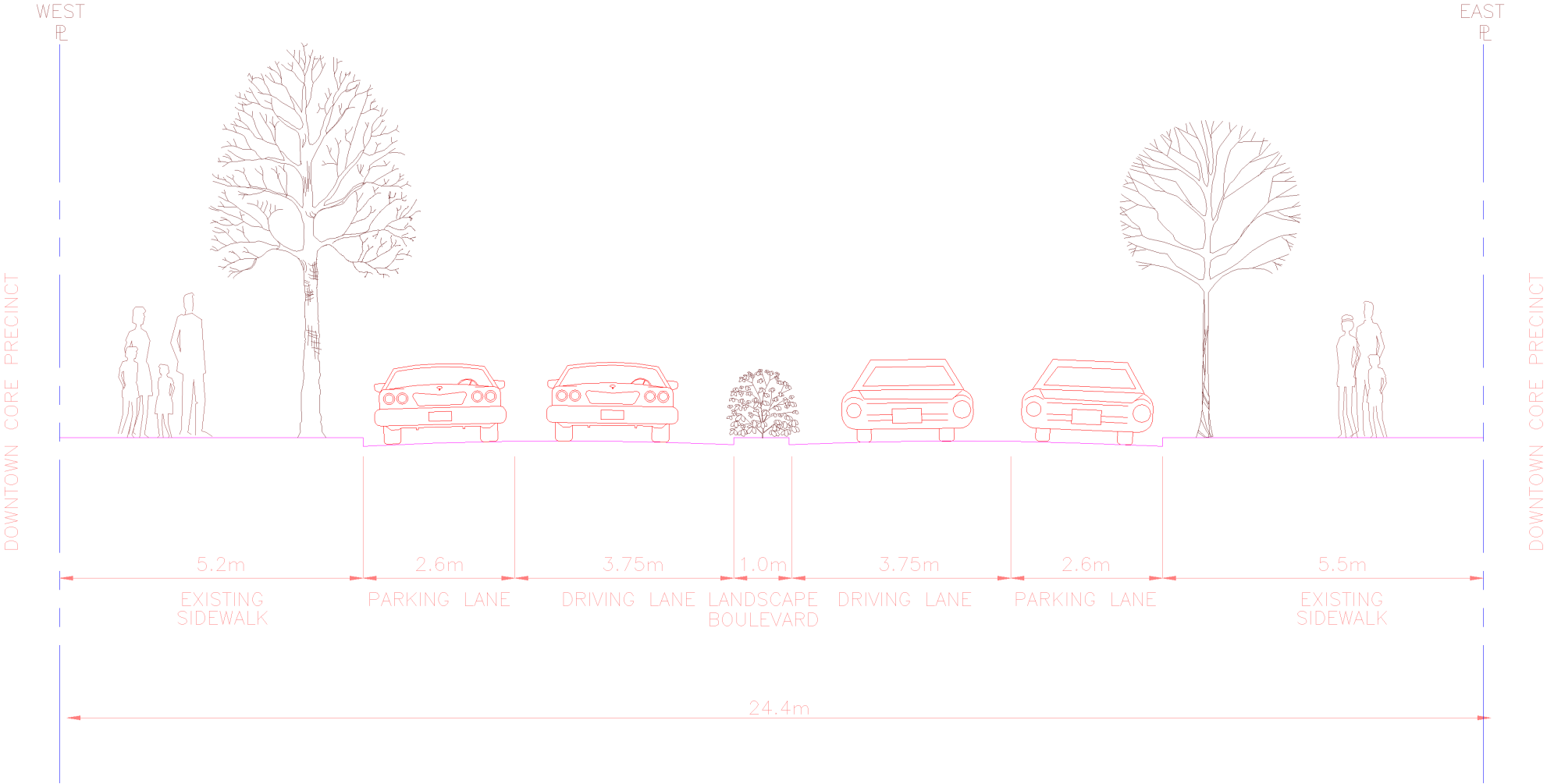
The overall plan is to decommission the existing Central WWTP and series of pump stations throughout downtown and replace them with a gravity trunk system to a new single pump and forcemain, which will direct flows to the upgraded Queensway Pump Station and expanded Mamquam WWTP

In addition to the installation of a new trunk collection system, there will need to be an ongoing program of replacement of dysfunctional local sewers and repair of lines, which have inflow and infiltration problems.

Reflecting the current situation and immediate need to upgrade both the downtown sanitary system as well as the District's Mamquam WWTP, the sanitary capital upgrading program represents both the largest proportion of the total estimated capital budget as well as the largest initial expenditure.

The downtown sanitary system-upgrading program is estimated at just over \$5.6 million, or about one-third of the total estimate of \$16.6 million to upgrade all the Downtown infrastructure and circulation systems.

Almost 40% of the estimated \$5.6 million sanitary budget should be spent within the next year, subject to funding availability and other municipal capital works priorities. This expenditure primarily represents the Downtown's proportional share to expand the Mamquam WWTP, decommission the Central WWTP and construct the new 850 m long forcemain to the Queensway pump station.



Proposed cross section

Figure 8

In years 2-5, another \$1.6 million should be to decommission the existing three downtown pump stations and install new trunk lines to collect flows and direct them to the new central pump station. During this period installation of the new 800 m long 4th Avenue trunk line could begin.

Beyond year 5, the estimated capital costs relate to ongoing upgrading of the trunk sewer system as well as the Downtown's proportional share of the further expansion of the Mamquam WWTP.

### 3.7.2 Water

Figure 10 and Table 5 present the waterworks capital projects identified to meet the stated objectives.

The estimated total capital budget is in the region of \$2.7 million. Of this total, \$1.0 million represents the calculated Downtown proportional share of a new reservoir to serve both the downtown and Squamish industrial area. This project, which includes a new 700 m feeder main on Cleveland Ave., must be initiated within the next 2-5 years in order to overcome existing supply deficiencies, particularly with respect to fire flow.

Within the next year or so, work on a 900-m trunk line along Third Avenue must be started to serve Downtown West and the Artisan Village area. A loop feed line along Westminster must also be constructed within the next couple of years to provide effective service to this area such that the system has redundancy.

The other major project within the next 2-5 years will be to construct a second feeder (redundancy) trunk, thereby providing a critical looped system for the Downtown. Three options are shown. While the most costly, the westerly alignment to the west of Lot "R" is favoured as it is furthest from the main Cleveland Ave. trunk, thereby providing the greatest potential for looping purposes.

### 3.7.3 Storm and Dyking

Figure 11 and Table 6 highlight the projects and estimated capital costs for upgrading the storm drainage and flood control dyking system.

The estimated total costs of the identified works are just under \$5.0 million. Reflecting the significant existing deficiencies, nearly all of the total expenditures will need to be incurred in the short-medium term (2-5 years).

The largest single project and estimated expenditure (\$1.2 million) is construction of a storm drainage pump system at the outlet of the existing detention pond. This approach was considered a more practical alternative to enlarging the existing pond and construction of new ponds to provide sufficient storage capacity. Enlargement of the pond would require a considerable area around the existing pond as well as deepening the existing facility. Enlarging the pond would remove a considerable area of potentially developable land. Construction of the pump system will allow the present pond to be maintained, thereby preserving the development potential of adjacent lands.

The other major storm drainage projects include:

- construction of several trunk sewers north-south and east-west to serve the core commercial, artisan village area and downtown west residential precincts.
- refurbishment/upgrading of several existing drainage flap gates to electronically controlled systems

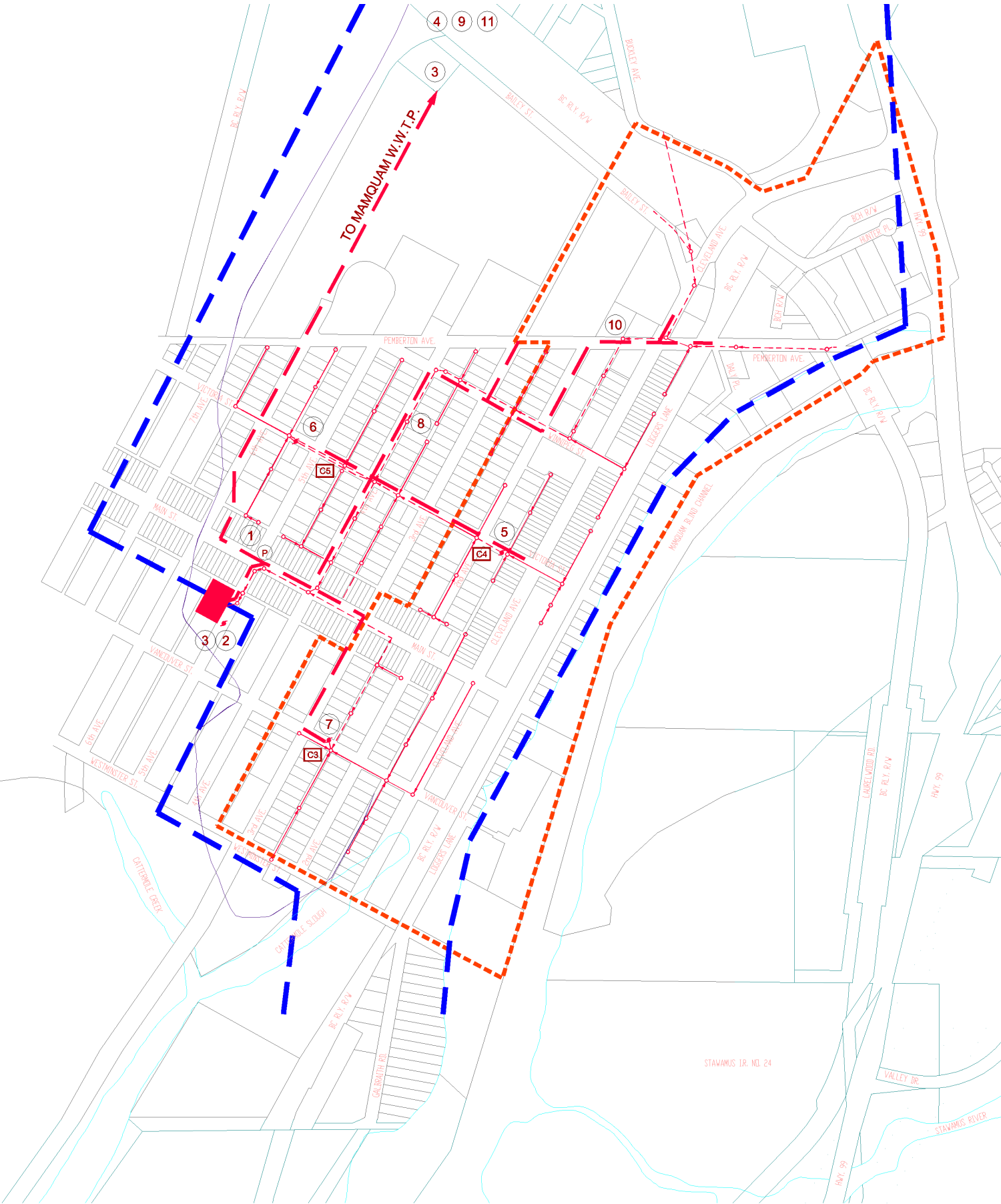
Complete construction of a dyke along the Mamquam Blind Channel (from Highway 99 to Vancouver Street) as well as constructing a southerly sea dyke from Vancouver Street are the other two major projects required to provide suitable flood protection to the downtown. The cost of the Mamquam dyke assumes it is constructed as a freestanding facility. Realistically, it will likely be constructed as part of a development plan for the adjacent lands and may well be incorporated into the development. Consequently, this cost will have to be updated in the context of a development proposal.

Until such time as the major dyke and/or roadworks are constructed along the Channel a number of temporary measures are included in the vicinity of Loggers Lane to raise the existing ground level to the minimum flood level.

The portion of the southerly sea dyke from Vancouver Street to Third Avenue passing south of the Downtown South-Artisan Village Precinct will be constructed/upgraded in a similar manner to the strategy outlined with respect to the Mamquam Blind Channel dyke.

Two options are possible with respect to the portion of the southerly sea dyke west from Third Avenue:

- Upgrade Existing Estuary Dyke (Old Dyke)
- Upgrade BC Rail Embankment



LEGEND	
SYMBOL	FACILITY
SANITARY SEWER	
	PROPOSED SANITARY SEWER
	EXISTING SANITARY SEWER
	EXISTING SANITARY LIFT STATION
	EXISTING INFRASTRUCTURE (SEWERMAINS, MANHOLES, ETC.)
	EXISTING INFRASTRUCTURE TO BE UPGRADED/REPLACED AS PART OF CAPITAL PLAN
	ZONE BOUNDARY AFTER COMPLETION OF CAPITAL PLAN
	STUDY AREA BOUNDARY

SYSTEM UPGRADING PROGRAM	
PROJECT	DRAWING REF. No.
1) INFLOW & INFILTRATION FLOW MONITORING	-
2) SEWAGE LIFT STATIONS - CONDITION REVIEW	-
3) INFLOW & INFILTRATION - REPAIRS	-
4) CONSTRUCT NEW PUMP STATION / FORCEMAIN TO QUEENS WAY PUMP STATION	1
5) DECOMMISSION EXISTING CENTRAL W.W.T.P.	2
6) CENTRAL W.W.T.P. DEMOLITION, MAMQUAM W.W.T.P. EXPANSION incl. HEADWORKS exp., AERATION TANK	3
7) SCADA SYSTEM - CENTRAL	-
8) DOWNTOWN TRUNK SEWER - DESIGN	-
9) IDENTIFY and REPLACE DYSFUNCTIONAL SEWERS	-
10) QUEENS WAY PUMP STATION UPGRADE, MAMQUAM W.W.T.P. UPGRADES	4
11) DECOMMISSION C4 PUMP STATION & INSTALL SEWER on VICTORIA ST. from CLEVELAND AVE. to 4th AVE.	5
12) DECOMMISSION C5 PUMP STATION & INSTALL SEWER on VICTORIA ST. from 4th AVE. to 5th AVE.	6
13) DECOMMISSION C3 PUMP STATION & INSTALL TRUNK to NEW PUMP STATION AT 5th AVE.	7
14) CONSTRUCT DOWNTOWN TRUNK SEWER along 4th AVE	8
15) FURTHER EXPANSION of MAMQUAM W.W.T.P. HEADWORKS	9
16) EXTEND SANITARY on PEMBERTON ST. to LOGGERS LANE	10
17) TWIN MAIN to MAMQUAM W.W.T.P. & P.S. UPGRADES, NEW DEWATERING FACILITY, AERATION TANK CONVERT	11



Figure 9

Table 4

Capital/trunk Works Upgrading Program-sanitary System  
Preliminary Cost Estimates

Project No.	Project	Figure Ref. No.	Approx. Length(m)	Downtown Only	Downtown Cost Est. (1999/2000 \$)	District System Program	System Upgrading Cost (\$)	Downtown Proportional Cost %	Total Downtown Cost
1	Inflow & Infiltration Flow Monitoring	NA				X	\$50,000	0.5	\$25,000
2	Sewage Lift Stations-Condition Review	NA				X	\$30,000	0.5	\$15,000
3	Inflow & Infiltration-Repairs	NA				X	\$140,000	0.5	\$70,000
4	Construct New Pump Station/Forcemain to Queensway PS	1	850			X	\$3,400,000	0.4	\$1,360,000
5	Decommission Existing Central WWTP	2					\$7,100,000	0.11	\$781,000
6	Central WWTP Demolition, Mamquam WWTP Expansion incl. headworks exp., aereation tank	3					incl. above		
7	SCADA System-Central	NA				X	\$80,000	0.33	\$26,400
8	Downtown Trunk Sewer-Design	NA		X	\$20,000				\$20,000
9	Identify and Replace Dysfunctional Sewers	NA	TBD Ann.	X	\$500,000				\$500,000
10	Queensway PS Upgrade, Mamquam WWTP Upgrades	4				X	\$3,600,000	0.11	\$396,000
11	Decommission C4 Pump Station & Install Trunk Sewer on Victoria St (to 4th. Ave.)	5		X	\$90,000				\$90,000
12	Decommission C5 Pump Station & Install Trunk Sewer on Victoria St. (4th. Ave to 5th. Ave.)	6		X	\$50,000				\$50,000
13	Decommission C3 Pump Station & Install Trunk Sewer to New Pump Station at 5th. Ave.	7		X	\$120,000				\$120,000
14	Construct Downtown Trunk Sewer along 4th. Ave.	8	800	X	\$1,300,000				\$1,300,000
15	Further Expansion of Mamquam WWTP Headworks	9				X	\$600,000	0.11	\$66,000
16	Extend Sanitary on Pemberton St. to Loggers Lane	10	200	X	\$70,000				\$70,000
17	Twin Main to Mamquam WWTP & PS upgrades Expansion incl. headworks exp., aereation tank New Dewatering facility, Aereation Tank convert.	11				X	\$6,800,000	0.11	\$748,000
TOTAL									\$5,637,400

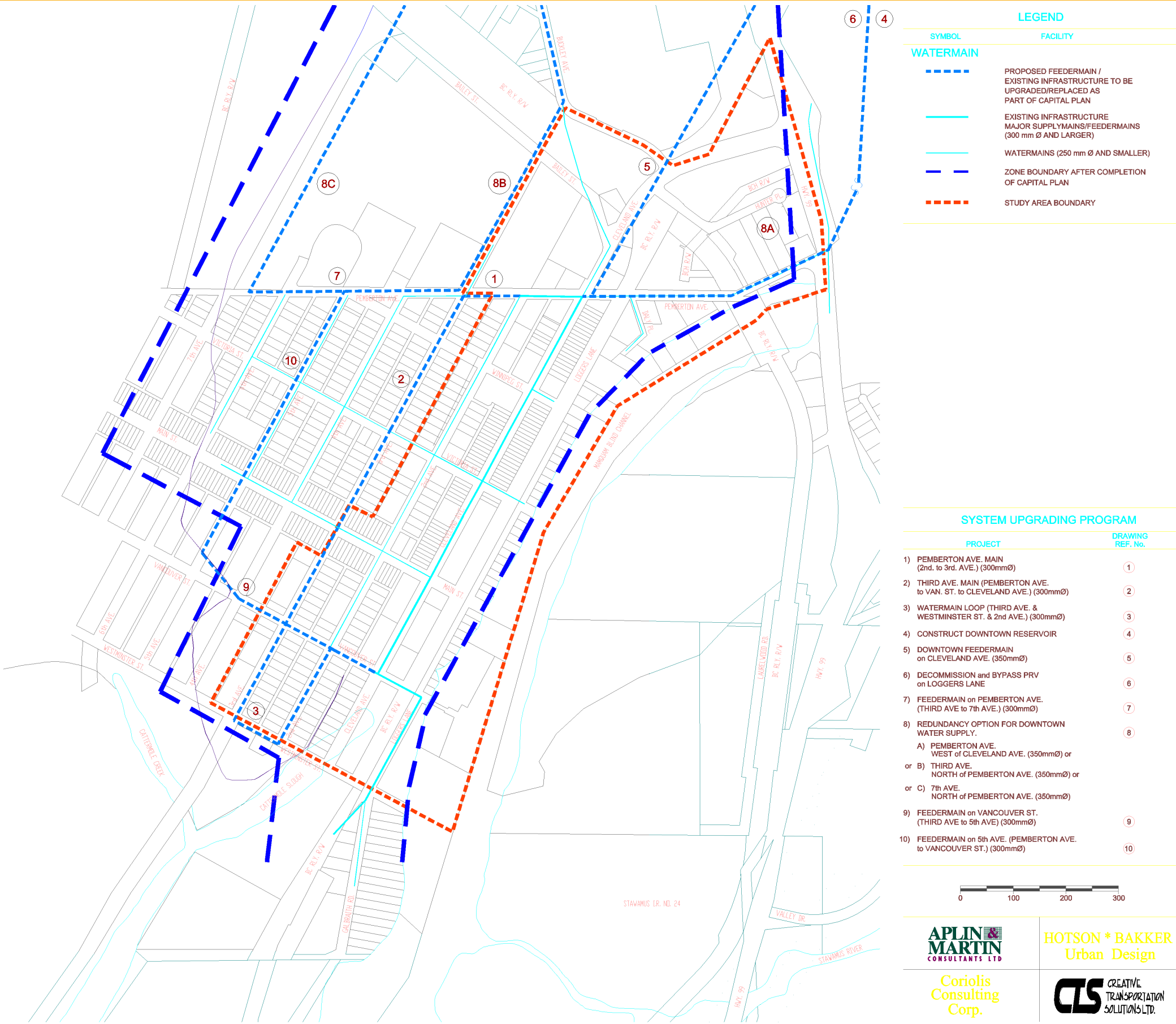
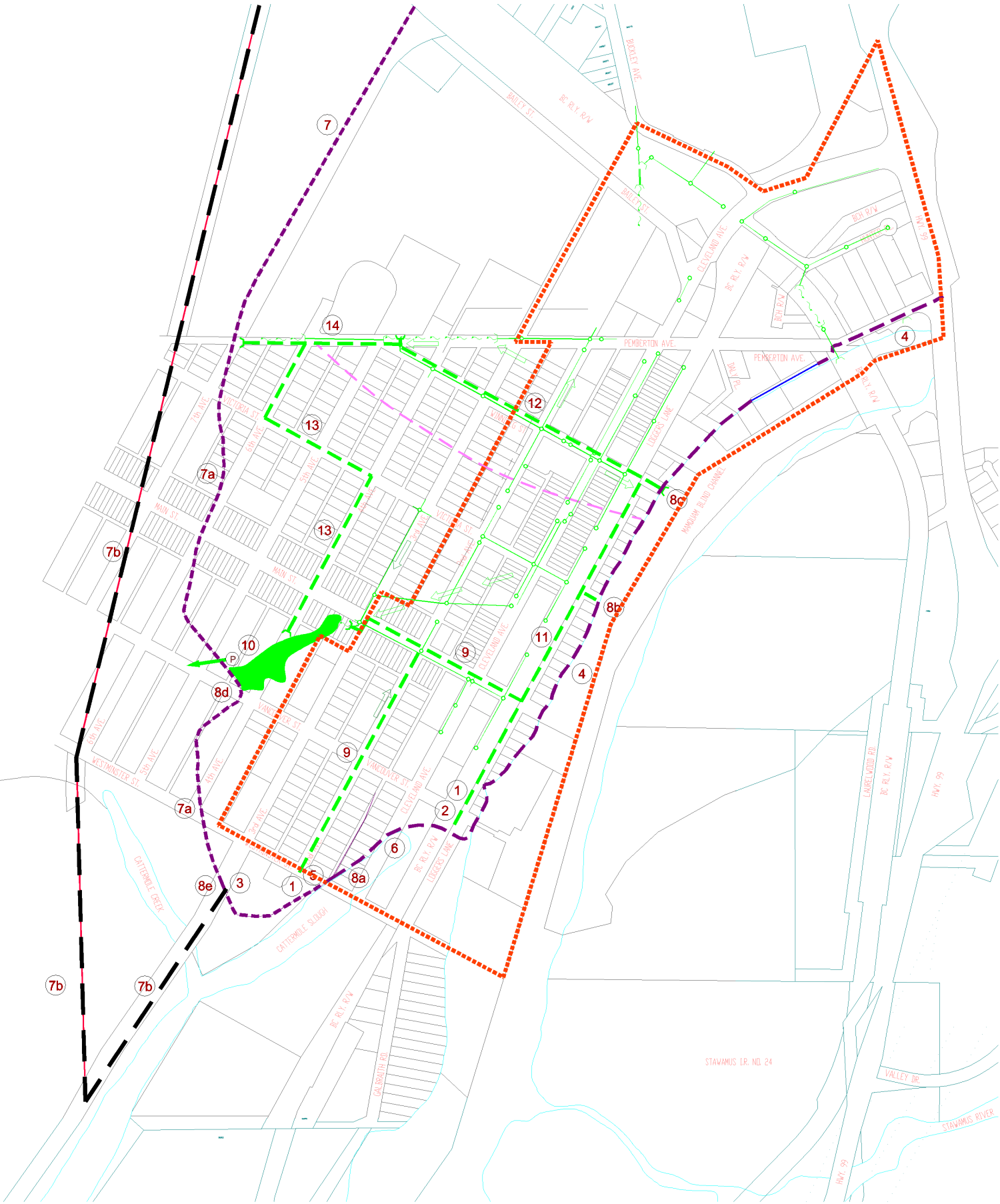


Figure 10

Table 5

Capital/Trunk Works Upgrading Program-Water System  
Preliminary Cost Estimates

Project No.	Project	Figure Ref. No.	Approx. Length (m)	Downtown Only	Downtown Cost Est. ** (1999/2000 \$)	District System Program	System Upgrading Cost (\$)	Downtown Proportional Cost (\$)	Total Downtown Cost
1	Pemberton Ave. Main from 2nd. To 3rd. Ave. (300mm)	1	100	X	\$50,000				\$50,000
2	Third Avenue Trunk (Pemberton to Vancouver) ( 300 mm)	2	900	X	\$550,000				\$500,000
3	Watermain Loop (Third Ave. & Westminster) (300mm)	3	500	X	\$125,000				\$125,000
4	Construct Downtown Reservoir	4				X	\$2,000,000	\$1,000,000	\$1,000,000
5	Downtown Feeder Main on Cleveland Ave. (350mm)	5	700	X	\$300,000				\$300,000
6	Decommission and Bypass the Loggers Lane PRV	6		X	\$30,000				\$30,000
7	Feedermain on Pemberton Ave. (Third Ave. to 7th. Ave) (300mm)	7	450	X	\$112,500				\$112,500
8	Redundancy Option for Downtown Water Supply								
	(a) Pemberton Ave West of Cleveland Ave.(350mm)	8(A)	1000	X	\$270,000				\$270,000
	or (b) Third Ave. North of Pemberton Ave. (350mm)	8(B)	1100	X	\$300,000				\$300,000
	or (c) 7th. Ave. North of Pemberton Ave.(350mm)	8(C)	1400	X	\$380,000				\$380,000
9	Feedermain on Vancouver St. (3rd. Ave. to 5th. Ave. (300mm)	9	400	X	\$100,000				\$100,000
10	Feedermain on 5th Ave. (Pemberton Ave. to to Vancouver (300mm)	10	400	X	\$100,000				\$100,000
TOTAL									\$2,637,500 to \$2,747,500



SYMBOL	FACILITY
<b>STORM SEWER</b>	
	EXISTING STORM SEWER
	PROPOSED STORM SEWER
	PROPOSED PUMP STATION

<b>DRAINAGE AND DYKE SYSTEM</b>	
	PROPOSED SEA DYKE
	UPGRADE ESTUARY (OLD) SEA DYKE
	BCR RAIL EMBANKMENT
	OPTIONAL SEA DYKE along BCR EMBANKMENT
	EXISTING SEA DYKE
	DRAINAGE BOUNDARY
	DRAINAGE FLOW
	EXISTING DRAINAGE OUTFALL
	STUDY AREA BOUNDARY

<b>SYSTEM UPGRADING PROGRAM</b>	
PROJECT	DRAWING REF. No.
1) UNDERTAKE DRAINAGE STUDY	-
2) TEMPORARY FILLS along LOGGERS LANE to ELEV. 2.7m at VANCOUVER ST. & on WESTMINSTER ST. to ELEV. 3.0m	1
3) LOGGERS LANE at 2nd AVE. FLOOD BOXES - DESIGN	-
4) PRE-DESIGN- ESTUARY DYKE UPGRADING	-
5) CONSTRUCT B.C. RAIL CROSSING at VAN. ST.	2
6) UNDERTAKE BCR GEOTECHNICAL INVESTIGATION	-
7) THIRD AVE. DYKE FILL and RIP RAP UPGRADE	3
8) DYKE CONSTRUCTION (0.2 - 1.0m HIGH) along MAMQUAM BLIND CHANNEL (HWY. 99 to VAN. ST.)	4
9) RAISE ROAD EL. by 0.1m and PLACING FILL by 0.3m IN THE VICINITY OF WESTMINSTER ST. & THIRD AVE.	5
10) CONSTRUCT DYKE along CATTERMOLLE CREEK from VANCOUVER ST. to THIRD AVE.	6
11) UPGRADE ESTUARY (OLD) SEA DYKE from THIRD AVE. to BAILEY ST. or OPTIONAL SEA DYKE ALONG BCR EMBANKMENT to THIRD AVENUE	7a 7b
12) REFURBISH / UPGRADE EX. FLAP GATES to ELECTRONICALLY CONTROLLED GATES: a) CATTERMOLLE SLOUGH (5 GATES) b) VICTORIA STREET c) WINNIPEG STREET d) EXISTING DETENTION POND e) END of THIRD AVE. TO BE USED AS PART OF BACK - UP SYSTEM	8
13) INSTALL SCADA ELECTRONIC SYSTEM	-
14) CONSTRUCT TRUNK SEWER under 2nd. AVE. & MAIN ST.	9
15) CONSTRUCT PUMP STATION at EXIST. POND	10
16) CONSTRUCT TRUNK SEWER along LOGGERS LANE from PEMBERTON AVE. to VANCOUVER ST.	11
17) CONSTRUCT TRUNK SEWER along WINNIPEG ST. from LOGGERS LANE to PEMBERTON AVE.	12
18) CONSTRUCT SEWER along 4th AVE. , VICTORIA ST. & 6th AVE.	13
19) CONSTRUCT SEWER along PEMBERTON AVE. from WINNIPEG ST. to ESTUARY SEA DYKE	14



**APLIN & MARTIN**  
CONSULTANTS LTD

**HOTSON \* BAKKER**  
Urban Design

**Coriolis Consulting Corp.**

**CTS** CREATIVE TRANSPORTATION SOLUTIONS LTD.

Figure 11

**Table 6****Capital/trunk Works Program: Storm & Dyking Systems**

<b>Project No.</b>	<b>Project</b>	<b>Figure Ref. No.</b>	<b>Approx. Length (m)</b>	<b>Downtown Only</b>	<b>Downtown Cost Est. (2000 \$)</b>	<b>Total Downtown Cost</b>
1	Undertake Drainage Study	NA		X	\$30,000	\$30,000
2	Temporary Fills Along Loggers Lane to El. 2.7 m at Vancouver St. and on Westminster St. at 2nd. Ave. to Elev. 3.0 m	1		X	\$20,000	\$20,000
3	Loggers Lane Floodboxes-Design	NA		X	\$30,000	\$30,000
4	Pre-Design-Estuary Dyke Upgrading	NA	NA	X	\$25,000	\$25,000
5	Construct BC Rail Crossing at Vancouver St.	2		X	\$20,000	\$20,000
6	Undertake BCR Geotechnical Investigation	NA		X	\$60,000	\$60,000
7	Third Avenue Dyke Fill and Rip Rap Upgrade	3		X	\$60,000	\$60,000
8	Dyke Construction (0.2-1.0 m high) along Mamquam Blind Channel (Hwy 99 to Vancouver St.)	4	1050	X	\$550,000	\$550,000
9	Raise Road Elevations by about 0.1 and placing fill (about 0.3 m) in the vicinity of Westminster & Third Ave.	5		X	incl. above	incl. above
10	Construct Dyke Along Cattermole Creek (Vancouver St. to Third Avenue)	6	450	X	\$157,500	\$157,500
11	Upgrade Estuary Dyke (Old Dyke) from Third Ave. to Bailey St. (Option 1)	7	1600	X	\$840,000	\$840,000
12	Refurbish/Upgrade Ex. Flap Gates to Electronically Controlled Gates:	8		X	\$450,000	\$450,000
	a) Cattermole Slough (5 Gates)	8 (a)				
	b) Victoria Street	8 (b)				
	c) Winnipeg Street	8 (c)				
	d) Existing Detention Pond	8 (d)				
	e) End of 3rd. Avenue (To Be Used as Part of Back-Up System)	8 (e)				
13	Install SCADA Electronic System	NA		X	\$100,000	\$100,000
14	Construct Trunk Sewer Under 2nd. Ave. & Main St.	9	400	X	\$240,000	\$240,000
15	Construct Pump Station at Existing Pond Exit	10		X	\$1,200,000	\$1,200,000
16	Construct Trunk Sewer Along Loggers Lane (Pemberton to Vancouver)	11	600	X	\$360,000	\$360,000
17	Construct Trunk Sewer Along Winnipeg Street (Loggers Lane to Pemberton)	12	450	X	\$270,000	\$270,000
18	Construct Sewer Along 4th. Ave., Victoria St. & 6th. Ave.	13	550	X	\$330,000	\$330,000
20	Construct Sewer Along Pemberton from Winnipeg to Estuary Sea Dyke	14	250	X	\$150,000	\$150,000
<b>TOTAL</b>						<b>\$4,892,500</b>

#### (i) Upgrade Existing Estuary (Old) Sea Dyke

The Estuary Dyke currently runs north-south from Third Avenue to Bailey Street. It was originally built by resident volunteers to protect the old downtown area. This dyke was built of available unknown materials and requires upgrade to provide adequate control of seepage. Dyke upgrading would provide the opportunity to upgrade the Estuary Trail.

#### (ii) Upgrade BC Rail Embankment

This embankment runs to the south of Cattermole Creek. It currently provides some flood protection in that the elevation exceeds 3.3 m GSC and an outflow control gate structure has now been constructed at Third Avenue and Cattermole Creek. However, as it was never designed as a dyke there are some limitations to its effectiveness and it is potentially subject to infiltration if a flood is of long duration.

If an agreement can be made between the District and BC Rail within the foreseeable future to upgrade this embankment to dyke standards, either in the context of a new rail spur to the southern industrial lands or as a stand alone project along the existing embankment, this may be the preferable alternative. A sea dyke in this location may provide the opportunity for development of non-environmentally sensitive lands between the embankment and Estuary Dyke.

Critical to the selection of an alternative will be the timetable for acquisition and construction of the works. If a sea dyke in the form of an upgraded BCR embankment cannot be secured in the short term, the upgrading of the Estuary Dyke is more feasible as it is already under control of the District. However, an agreement can be secured that will allow construction of the sea dyke along the BCR embankment in the short term this may have advantages.

Further technical/financial investigation of the two options by the District within the context of discussions with the BCRail will be required in the foreseeable future to determine the most feasible option.

#### 3.7.4 Artisan Village Area

Similar to the special focus in Section 3.3.3 on the Mamquam Blind Channel with respect to a proposed fill strategy to realize the full development potential of the adjacent BCR/ Interfor waterfront lands, particular comments must also be made regarding servicing of the Artisan Village area (Precinct 6).

The Squamish 2000 Plan provides a planning and urban design strategy designed to re-inforce and encourage development of the area within a mixed-use live-work environment. Recommendations for a special zoning designation and design treatment and recognition of the potential for use of street design to provide some angled on-street parking as part parking requirements are two of the recommendations that demonstrate the Squamish 2000 Plan's support for innovative measures.

With respect to servicing the area, as noted in previous sections, considerable focus has been paid to upgrading existing services and extension of new water, sanitary and storm drainage infrastructure to the area to provide the opportunity growth to take place in the Artisan Village Precinct.

Alternative servicing designs have been discussed, for example, in relation to storm drainage (use of natural drainage incorporating open swales and french drains) and storm storage (small ponds along the inside of the Estuary Dyke (Old Dyke) west of Third Avenue and within the unopened Westminster St. road allowance between Second and Third Avenues).

Within the overall development context for the downtown, it has been concluded that conventionally designed collection and distribution services to the area are still the most technically appropriate and cost-effective solution. Appropriate site and building/streetscape design, including use of customized paving materials, landscaping, etc., can be used to re-enforce the developing unique character of the area without the need to introduce open swales and gravelled road boulevards, etc.

However, given the recommendations are preliminary and to some extent conceptual in nature, there still remains an opportunity to further evaluate specific components of the various systems as detailed design is undertaken.

It may still be possible to incorporate some local small stormwater detention ponds to augment the existing main pond and proposed pump system. Local ponds will provide some additional storage capacity, thereby reducing the size of the main pond, for example.

While the technical benefits are likely to be nominal, the major benefit will be from an environmental perspective through the introduction of additional natural area to the village.

In summary, sufficient reservations have been noted to the introduction of alternative servicing methods for this area. Consequently, conventional servicing systems for the area are proposed. However, as detailed design of the systems proceeds, the merits of alternative approaches will continue to be evaluated. Criteria that will need to be addressed in such an evaluation include:

- technical merits compared to proposed conventional systems,
- impact of alternative systems on the downtown system designed to serve adjacent areas,
- cost-effectiveness both from a capital installation and ongoing maintenance perspective; and
- ability to meet technical requirements of relevant local, Provincial and Federal legislation (i.e. Building Code), etc.

### **3.7.5 Summary**

As noted on Table 7, the estimated total cost of the noted capital and special projects to meet the long-term needs of the Downtown is approximately \$16.5 million. Approximately \$15.5 million of this total will need to be invested within the next 20 years. Of this total, a \$13.0 million investment must be considered within the next 5 years to provide the levels of infrastructure necessary to serve the downtown.

This investment will necessarily be both District and private reflecting the nature of the projects which are both public and privately focussed. Realistically, however, much of the investment will need to be District driven in order to provide the opportunity for downtown growth to occur as planned. That investment will be recovered over the longer term by way of increased taxes (larger assessment base), development cost charges, specified area charges, etc.

While much of the capital investment will be a function of District initiatives, it must be noted that any off-site works attributed to actual development proposals will be to the cost of the developer proponent.

Table 7

Downtown Capital/Trunk Works Upgrading Program  
Summary Cost Estimates & Possible Phasing

Estimated costs & possible phasing (Rounded To Nearest \$5,000)

SYSTEM	Within Next Year	2-5 Years	5-10 Years	10-20 Years	Beyond 20 Years	TOTAL
SANITARY	2,250,000	1,575,000	1,450,000	375,000		\$5,650,000
WATER	450,000	1,975,000 to 2,100,000	100,000	100,000	---	\$2,625,000 to \$2,750,000
STORM & DYKING	105,000	4,785,000	---	---	---	\$4,890,000
CIRCULATION, WALKWAYS & SPECIAL PROJECTS	155,000	1,325,000	325,000	550,000	1,075,000	\$3,430,000
TOTAL	\$2,960,000	\$9,660,000 to \$9,785,000	\$1,875,000	\$1,025,000	\$1,075,000	\$16,595,000 to \$16,720,000

## 4.0 Design Guidelines

The function of this section of the report is to provide guidance within each of the precincts as to the appropriate form and character of development. These guidelines will serve to assist landowners and developers, and their consultants, to prepare specific proposals that will lead to a consistent approach to development in downtown. As well, these guidelines will assist authorities having jurisdiction in their review of proposals when they are received.

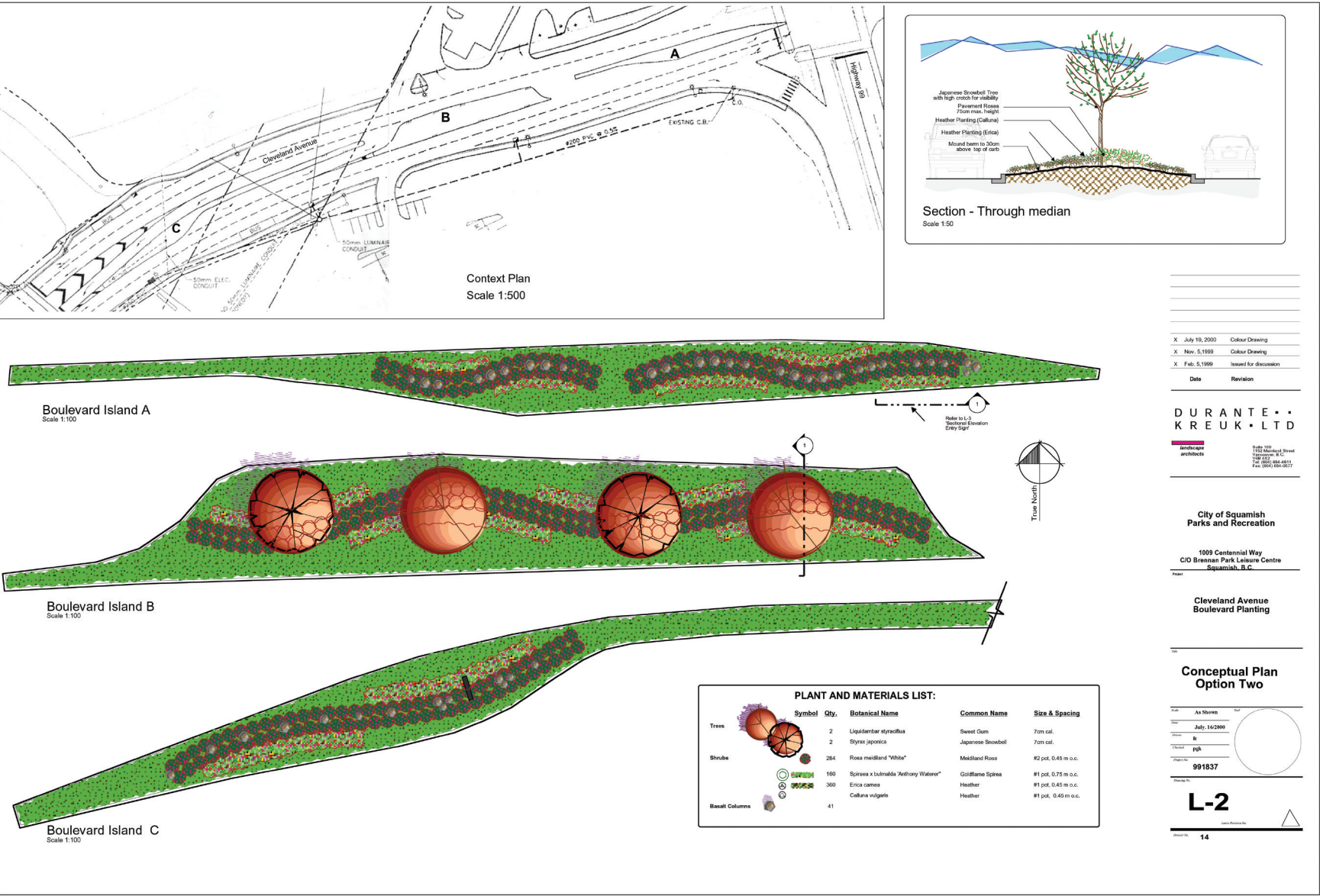
Guidelines are meant to “guide.” They should not be viewed as rules that cannot be broken. Furthermore, guidelines tend to become outdated and need to be reviewed and revised on a regular basis as the needs and wishes of a community change, or where market demands suggest that alternatives be developed.

The guidelines are organized according to the seven precincts comprising downtown Squamish. Within each precinct, a statement of intent is developed, accompanied by an overall sketch plan annotated with the objectives for that precinct. Then, specific guidelines describe the parameters affecting the design of each precinct. Where applicable, sketches are included to better illustrate the intent of the guidelines.

4.1.0 Precinct One - The Gateway

4.1.1 Intent

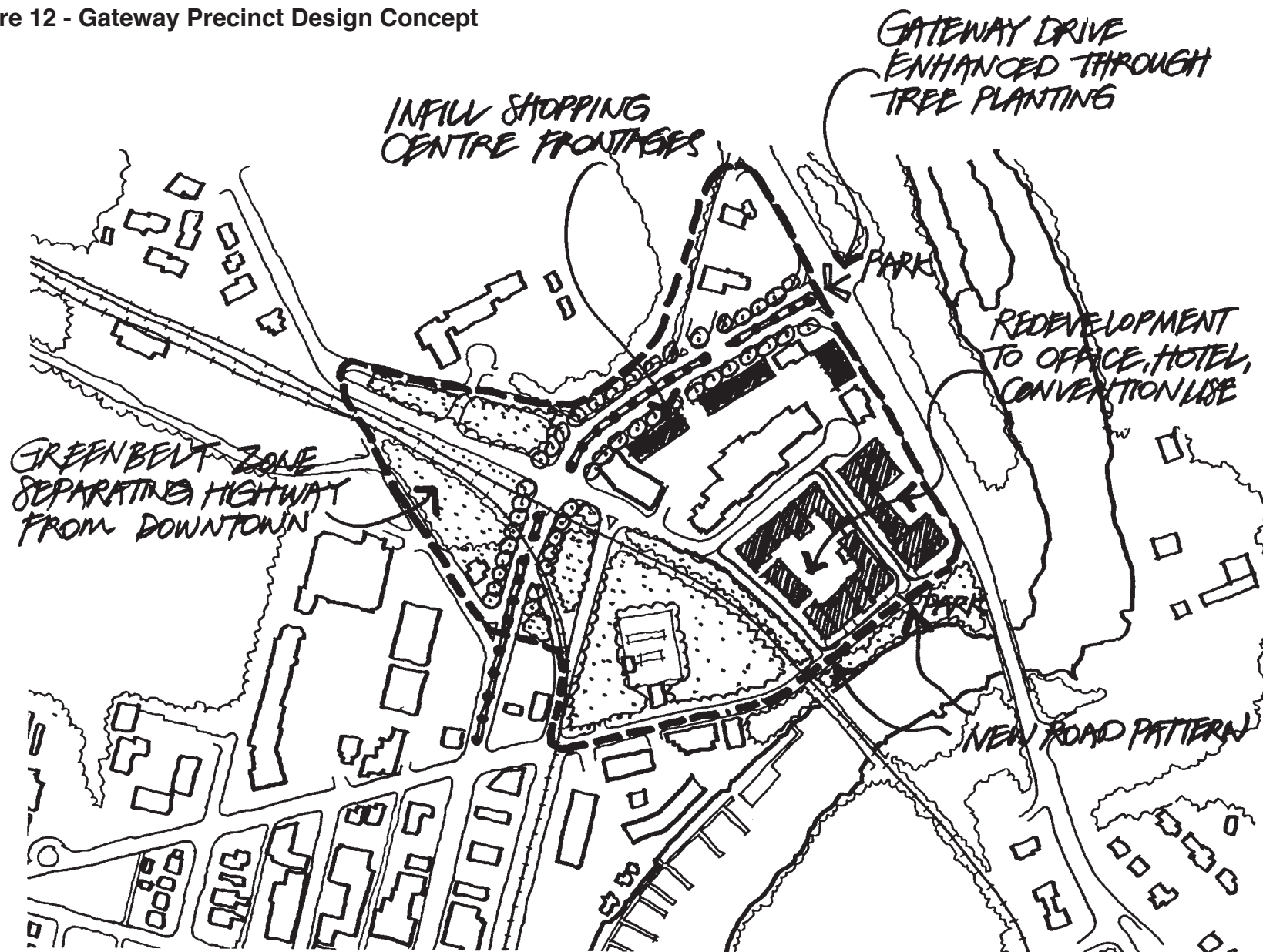
The Gateway Precinct establishes the arrival to downtown Squamish. It includes the highway commercial properties that have been developed at Cleveland Avenue and Highway 99, as well as properties along both sides of Cleveland Avenue, south to Pemberton Avenue. The principal objective of improvements to this precinct is to create a greater sense of arrival and identification for downtown Squamish for those travelling along Highway 99. A major landscaping strategy is proposed along both sides of Cleveland Avenue, expanded into a number of the oddly shaped parcels in the area of the B.C. Rail and B.C. Hydro land holdings.



#### 4.1.2 Guidelines

- 1- Create a dramatic entry to downtown at the highway intersection through the installation of rows of Douglas Fir trees along both sides of Cleveland Avenue.
- 2- Provide a visual linkage between highway and downtown core through the installation of a series of basalt columns in the center median of Cleveland Avenue.
- 3- Create a greenbelt between highway commercial developments and the downtown by re-foresting the rail corridor edges and the B.C. Hydro site.
- 4- On highway commercial sites, encourage the gradual in-filling of open parking lots at the edge of Cleveland Avenue to create greater street definition.
- 5- On properties south of Hunter Place, encourage the re-development of auto commercial and light industrial sites to convention hotel, institutional and office uses.
- 6- Buildings in this precinct should not exceed three storeys in height, except for a hotel which could be four storeys.
- 7- The architectural character within this precinct should reflect the intended occupancy of buildings and make use of materials like stone, brick, wood siding, glass, and metal wall and roof cladding.

Figure 12 - Gateway Precinct Design Concept



## 4.2.0 Precinct Two - The Core

### 4.2.1 Intent

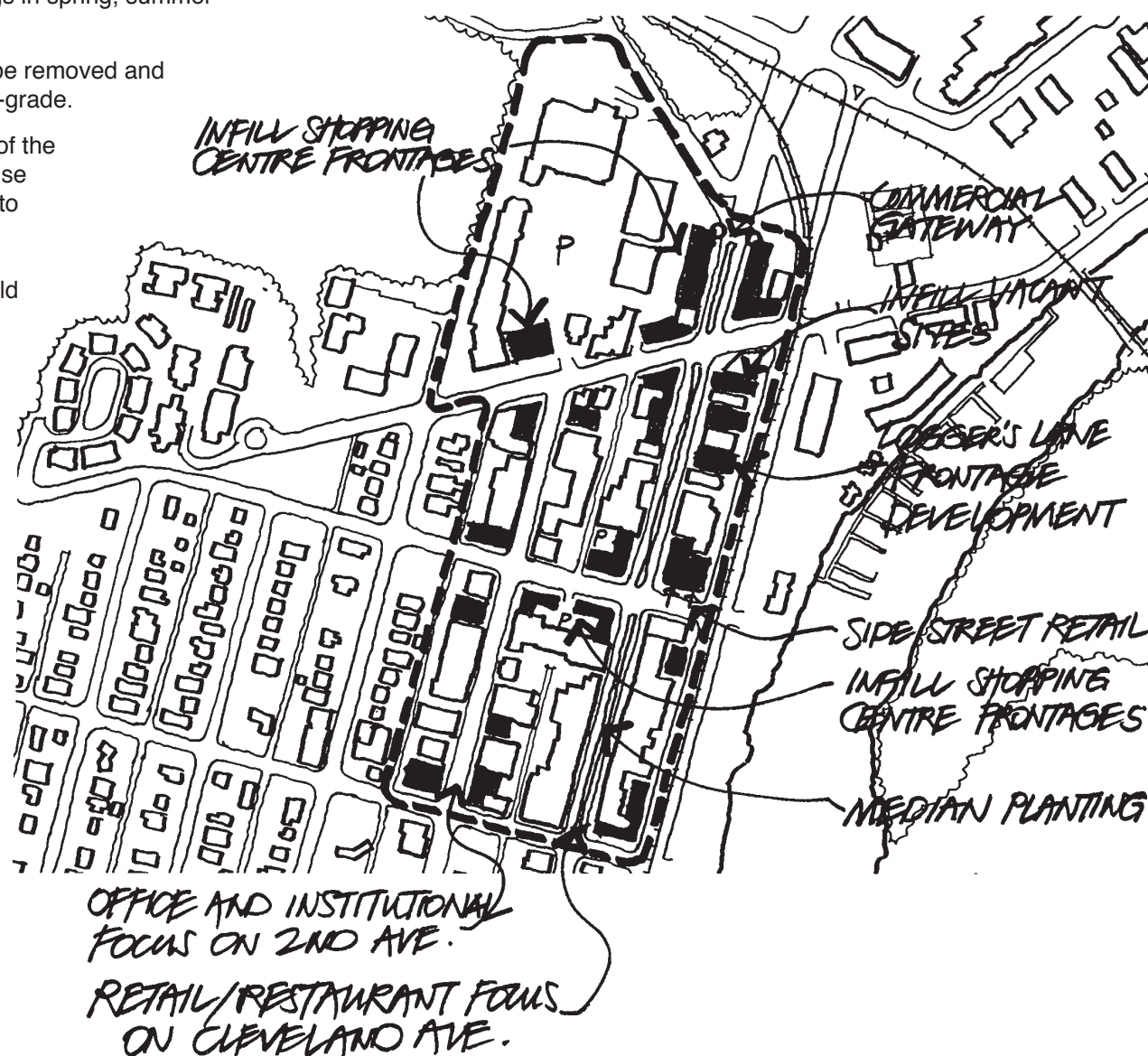
The Core Precinct consists of the street frontages of Cleveland Avenue and 2nd Avenue between Pemberton Avenue and Victoria Street. The intention in this precinct is to continue the healthy development of street-front retailing, office and institutional uses on an ongoing basis. The retail corridor of Cleveland Avenue, being two blocks long, is an ideal walking distance for a retail street. New development is encouraged on any open lots currently used as parking or vacant space.



#### 4.2.2 Guidelines

- 1- Cleveland Avenue should continue to be developed for retail and restaurant use on the ground floor with upper levels occupied by retail, office or residential use.
- 2- Any vacant sites should be in-filled with new development.
- 3- Building heights along Cleveland Avenue should be limited to two storeys along the street's frontage (three storeys to rear) to ensure the ongoing view of mountain peaks from street level.
- 4- Retail "strip mall" developments should be in-filled so as to create continuous retail frontages at the property lines of Cleveland Avenue and along side streets.
- 5- Consideration should be given to the installation of a centre median on these two blocks of Cleveland Avenue with colourful, floral plantings in spring, summer and fall.
- 6- Existing tree boxes should be removed and new street trees installed in-grade.
- 7- The architectural character of the street should consider the use of sloping roofs, in addition to square, western fronts that dominate the existing streetscape. Materials should include stone, brick, wood siding and metal wall and roof cladding.
- 8- Develop continuous retail frontages facing the side streets of Pemberton, Winnipeg and Victoria, on both sides, leading to the Channel.
- 9- Encourage tenants of Cleveland Avenue to install outdoor cafés and to participate in street events throughout the year.
- 10- Continuous rain protection is required as part of all retail frontages.
- 11- The 2nd Avenue frontages should be developed as the office/institutional core of downtown with retail, restaurant or office uses on grade and office, institutional or residential use above.
- 12- Building heights on 2nd Avenue should not exceed four storeys.

**Figure 13 - Core Precinct Design Concept**



### 4.3.0 Precinct Three - The Channel

#### 4.3.1 Intent

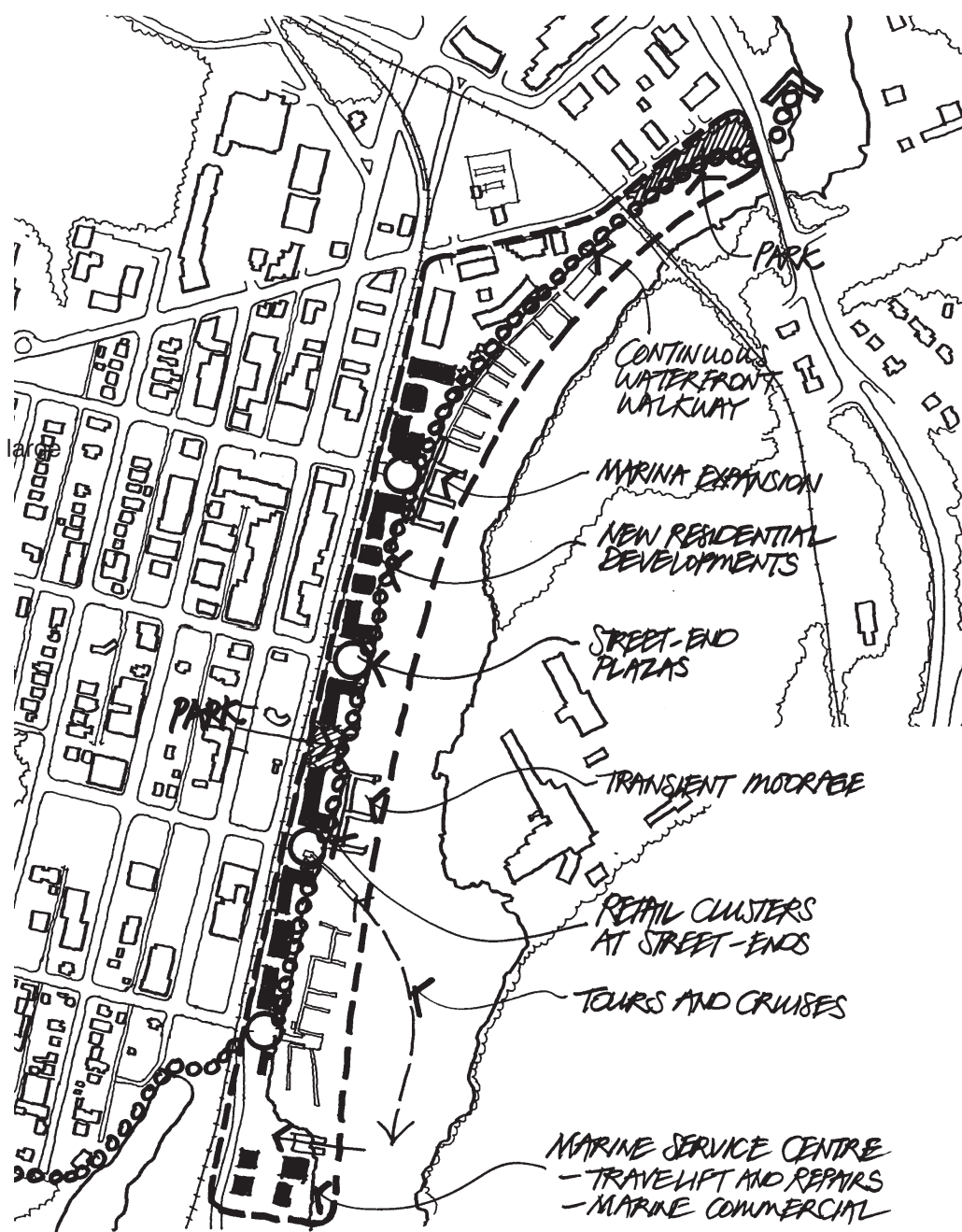
The Channel Precinct is a key to the successful development of downtown Squamish. It affords the opportunity to introduce a number of vital new land uses along this neglected edge, while opening the waterfront to public access. The intent is to develop a continuous public boardwalk along the west edge of the Mamquam Blind Channel in order to connect north and south ends of downtown development. Individual land owners would benefit from an increased depth of properties through a reconfiguration of Loggers Lane and the Channel edge through shoreline stabilization treatment. Public marina, transient moorage and commercial docking facilities should be further developed along the Channel. Small plazas at the water's edge of street ends will provide public open spaces along the edge. Hotel, restaurant and other entertainment uses would add to the vitality of this precinct, day and night.



### 4.3.2 Guidelines

- 1- Introduce a broad mix of uses on private lands along the Channel, including residential, retail, restaurant, hotel and marine commercial.
- 2- Develop street-end plazas on the waterfront at the east foot of Winnipeg, Victoria, Main and Vancouver Streets.
- 3- Introduce new park areas along the edge; in particular, between the B.C. Railway Bridge and Highway 99 and mid-block between Victoria and Main Streets, to provide a "window" on the waterfront for the proposed Central Park in Precinct Five.
- 4- Ensure that all developments contribute to the construction of a continuous, minimum 3.7 metre-wide, public boardwalk along the length of the Channel. As an incentive to its construction, allow the public boardwalk to be outside the existing property boundaries as part of a shoreline stabilization treatment.
- 5- Buildings in this precinct should not exceed three storeys in height, where the third floor is captured within the volume of a sloped roof.
- 6- Architectural character should reflect its waterfront location with a marine character, glass areas, utilizing wood or metal siding, and cedar shingle or metal roofing.
- 7- Use of the outdoors is encouraged at commercial nodes at street ends for activities like outdoor cafés and special events.

**Figure 14 - Channel Precinct Design Concept**



#### 4.4.0 Precinct Four - Loggers Lane

##### 4.4.1 Intent

Loggers Lane currently carries a substantial number of logging trucks, general vehicular traffic and occasional rail usage. A 30-metre wide right-of-way is owned by B.C. Rail, while a 10-metre wide right-of-way to the east is owned by the District of Squamish. The intent is to reconfigure these rights-of-way in order to accommodate ongoing traffic, including logging trucks, and the berthing of the Royal Hudson bringing tourists to downtown. Part of the reconfiguration will allow for increased property depths for those private ownerships along the Mamquam Blind Channel.



#### 4.4.2 Guidelines

- 1- Reconfigure the ownership and use of Loggers Lane such that all traffic, rail trackage, passenger platform and pedestrian sidewalks are contained within a 30-metre (or less) right-of-way. Then, the 10-metre wide District of Squamish right-of-way can be incorporated with adjacent, privately-held properties to the east to create a more efficient site dimension for new development.
- 2- Create a one-way road couplet for vehicular traffic with train and passenger platform centred between the two.
- 3- Create a permanent berthing for the Royal Hudson, with a covered passenger platform on the west side of the train. Utilize the existing main track for the Royal Hudson and reconfigure the easterly siding to turn the engine of the Royal Hudson.
- 4- Create new north-south sidewalks on Loggers Lane with appropriate crosswalks at all east west streets, interconnecting with the passenger platform. Introduce appropriate street tree planting, lighting and sidewalk materials.
- 5- Encourage the re-development, or in-fill, of the backside of the Cleveland Avenue properties in order to create a greater sense of frontage along Loggers Lane. New uses in this development can be retail, office, institutional, tourism, or residential.
- 6- In order to screen these backside properties, pending redevelopment, undertake a public initiative to plant six-foot high cedar hedging along the west property line of Loggers Lane, except at vehicle entrances to these properties.
- 7- The maximum building height along Loggers Lane is three storeys.

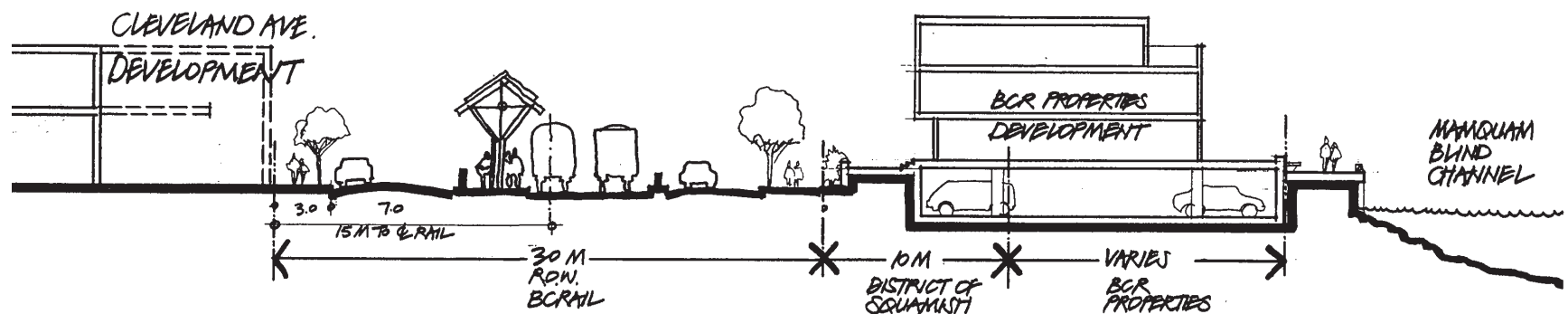


Figure 15 - Loggers Lane Precinct Design Concept

## 4.5.0 Precinct Five - Central Park

### 4.5.1 Intent

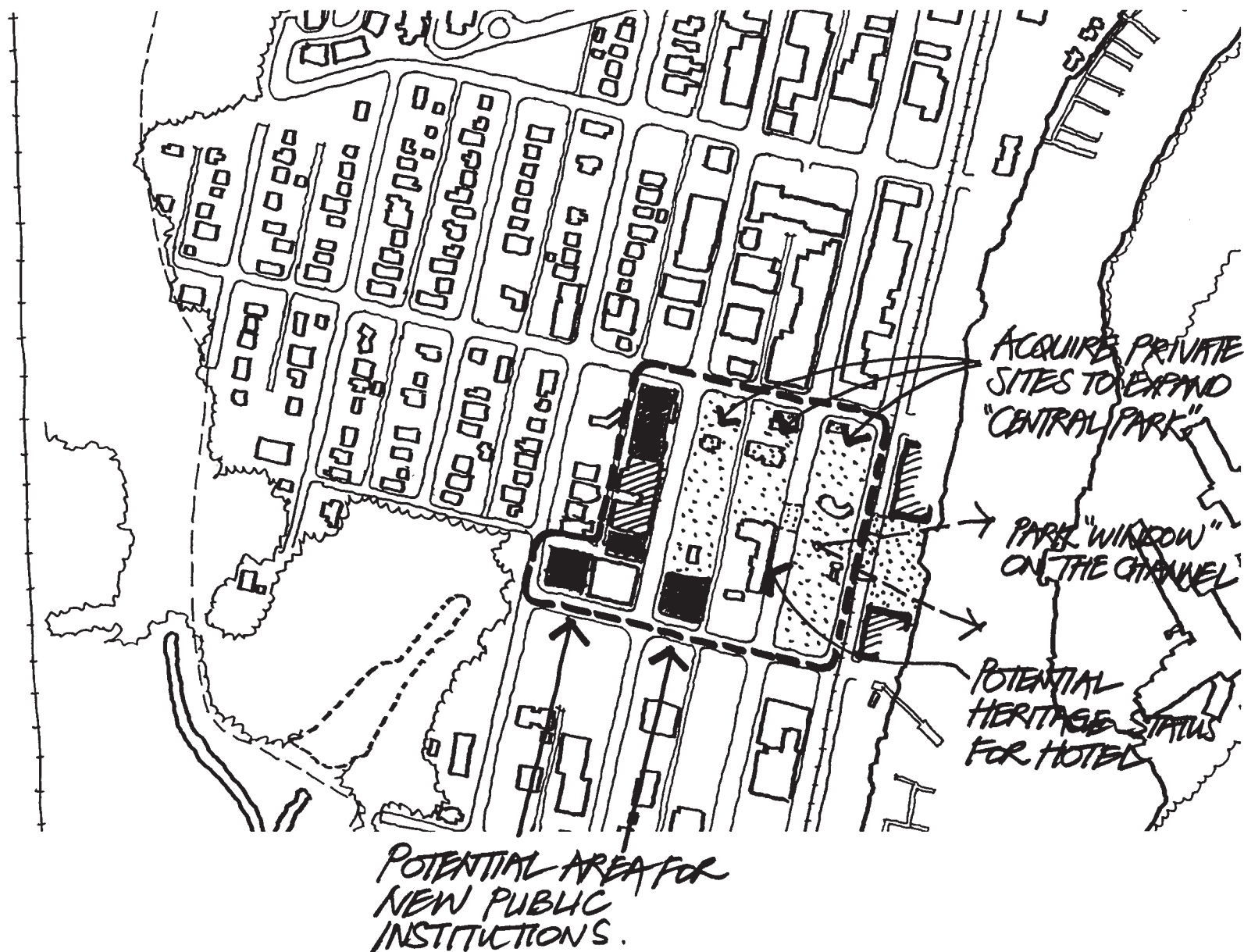
The notion of a Central Park is one of creating a place in the downtown that contains a significant component of public open space, as well as a cluster of institutional and cultural activities. The blocks bounded by the lane west of 2nd Avenue, Logger's Lane, Victoria and Main Streets are identified for this purpose, given the extensive area of publicly-owned land. A number of private parcels fall within this boundary, which could be acquired over time by the District of Squamish.



#### 4.5.2 Guidelines

- 1- Private sites within this precinct should be acquired through time in order to augment the District's land holdings.
- 2- Ensure that an appropriate component of land is set aside for future civic and other public, institutional buildings, including possible additional surface parking (public) areas to serve the downtown.
- 3- Develop a "central park" for downtown Squamish.
- 4- Ensure that the park has a "window" on the waterfront through land currently held by B.C. Rail properties. This window should be a minimum frontage width of 100 metres.
- 5- Consider the development of a "civic square" as part of this precinct, where major public events can be held, requiring a hard surface, ground treatment.
- 6- Ensure that tourists visiting downtown Squamish by rail are greeted with a positive sense of arrival, and appropriate way-finding and interpretation, to heighten the quality of their experience.
- 7- Buildings constructed in this precinct should be a maximum of three storeys in height.
- 8- The architectural character of the precinct should reflect the highest standards of design excellence as a demonstration to the rest of the community the level that the District is seeking in new developments.

Figure 16 - Central Park Precinct Design Concept



## 4.6.0 Precinct Six - The Artisan Village

### 4.6.1 Intent

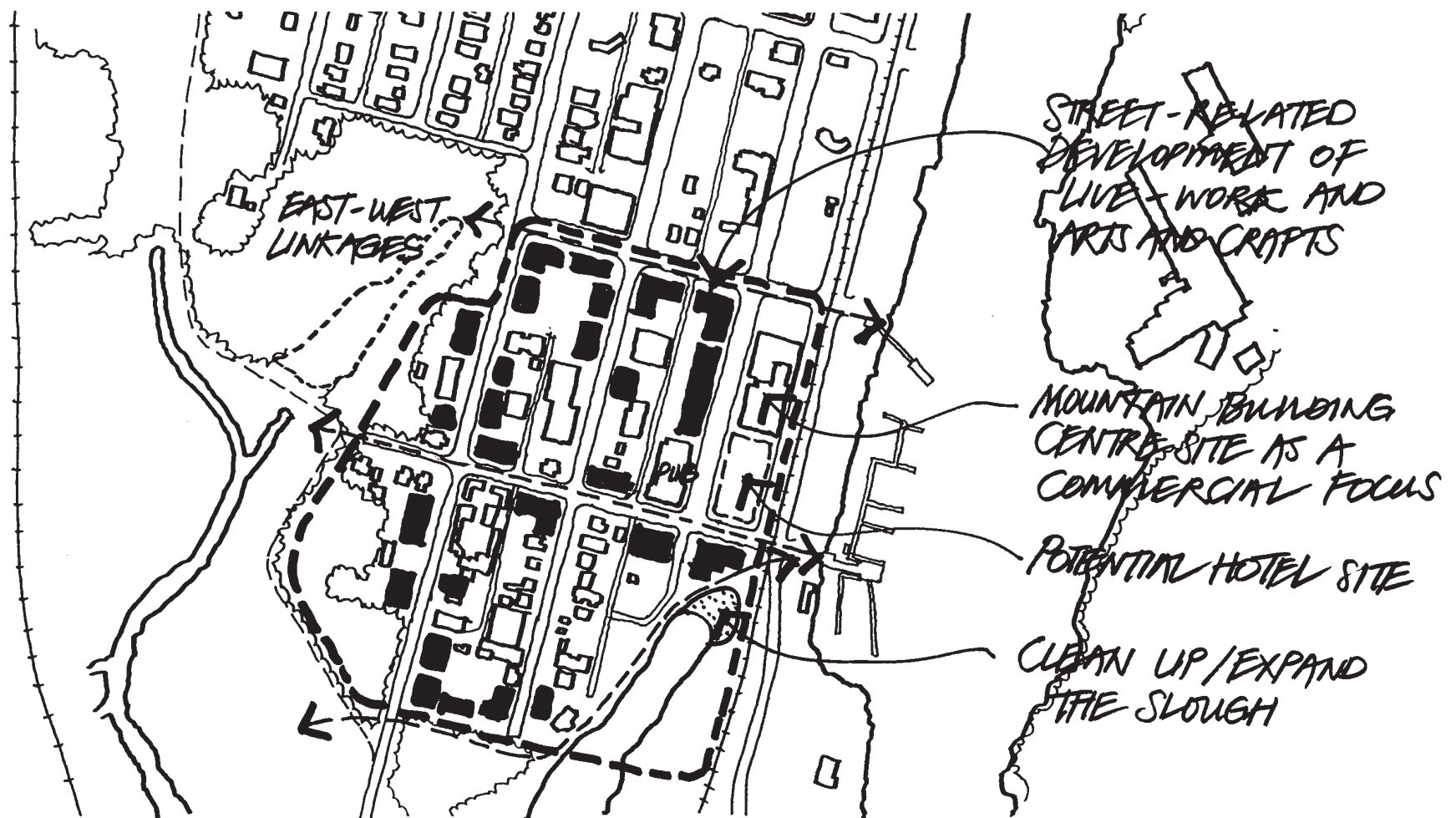
The area known as Downtown South has been identified as a unique opportunity to create an "artisan village" where people live and work in close proximity. The intent will be to allow for a broad mix of use, including living, working, selling and leisure time activities. The addition of a public market within this precinct could serve as a venue for both fresh, seasonal food products and as an outlet for the sale of arts and crafts products created within the community.



#### 4.6.2 Guidelines

- 1- Create a broad mix of use in the precinct, including live-work, commercial, cottage industries, retail, entertainment, hotel, a public market and restaurant uses.
- 2- Create strong pedestrian linkages through the area to both the Squamish River estuary and the Channel waterfront.
- 3- Focus on the arts and crafts as the theming directive for this precinct.
- 4- Investigate the potential of recycling the former Mountain Building Centre site as a public market, combined with entertainment and hotel use.
- 5- Investigate the feasibility of extending the Cattermole Slough further north towards Westminster Street, thereby creating a public waterfront opportunity at the south end of Cleveland Avenue and Loggers Lane.
- 6- Buildings in this precinct should not exceed three storeys in height.
- 7- The architectural character of this precinct should reflect a mountain style with the use of heavy timber, carved wood, wood siding, cedar shingle roofs, trellises and covered walkways.
- 8- A creative environment should be allowed to flourish within this precinct through individual identity and expression.

Figure 17 - Artisan Village Precinct Design Concept



## 4.7.0 Precinct Seven - Downtown West

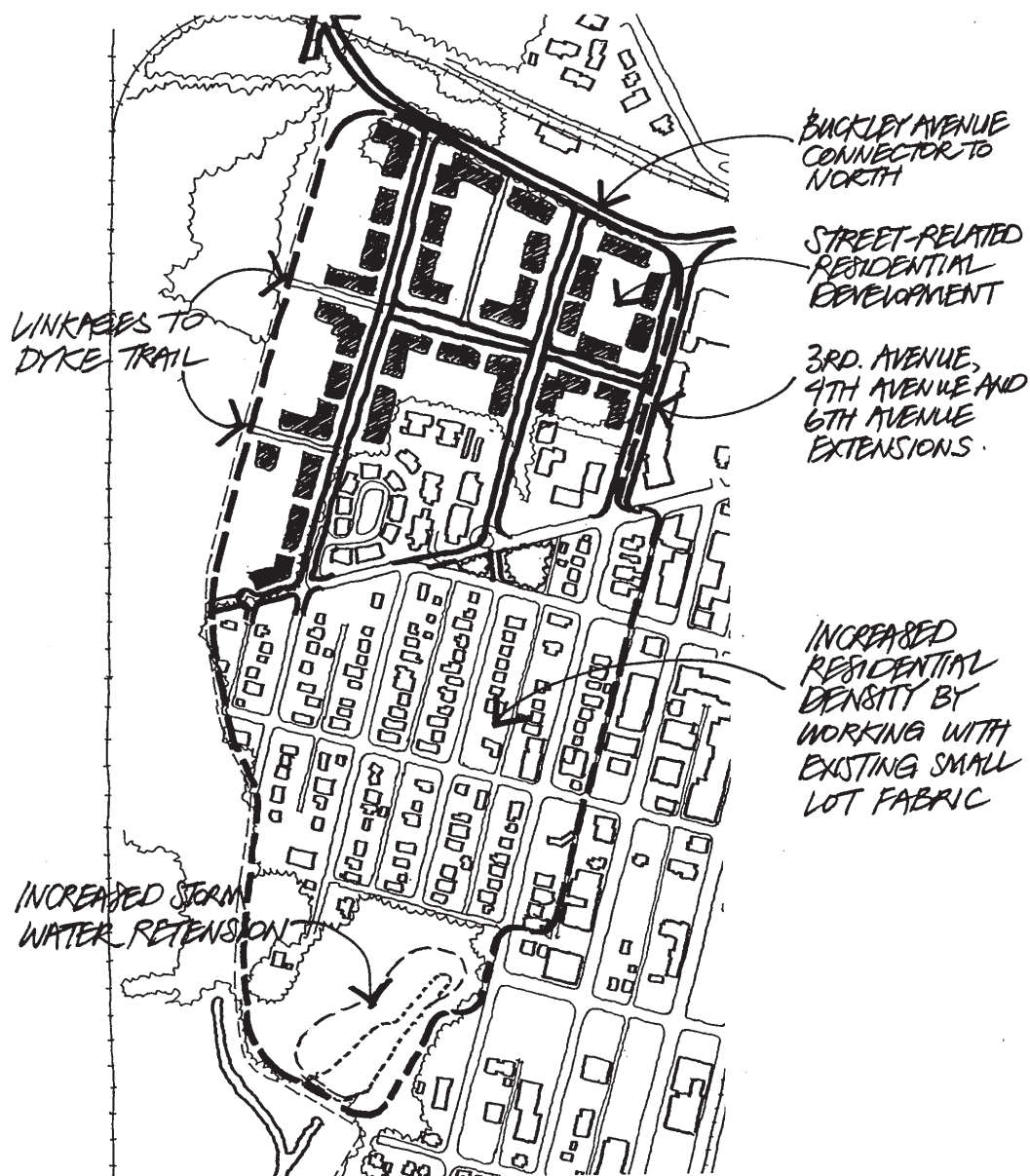
### 4.7.1 Intent

Downtown West is a large area extending from 3rd Avenue in the east to the estuary in the west and from Buckley Avenue in the north south to Westminster Avenue. Although not officially part of the study area for this consultant work, the area will have a significant influence on the future workings of downtown. For example, by increasing the numbers of people living in this area the potential for a thriving downtown will increase accordingly.

### 4.7.2 Guidelines

- 1- Allow for an increase in density to occur on residential sites in this Precinct to allow more people to live downtown.
- 2- Work with the small lot configurations thereby ensuring smaller scale developments similar to the strategy adopted by the City of Vancouver in areas like Kitsilano.
- 3- Initiate street configuration changes to normalise the block pattern of the downtown along Pemberton Avenue and into Lot 'R'.
- 4- Allow for the future extension of Bailey Avenue to the north.
- 5- Ensure that new development in Lot 'R' is street related.
- 6- Buildings in this precinct should likely not exceed four storeys in height and should adopt a character and standard of construction consistent with other precincts in the downtown.

Figure 18 - Downtown West Precinct Design Concept



## 5.0 Action Plan

The Downtown Action Plan defines the overall implementation framework required to achieve the proposed Land Use Plan and Design Concept. It includes key Administrative, Technical and Financial strategies and decisions that must be undertaken over the 20 year planning horizon covered by the Downtown Strategy.

Action Plans covering specific key areas have also been established, including:

- Administration
- Land Acquisition
- Parking
- Open Spaces
- Transportation
- Public Works/Infrastructure
- Funding/Finance
- Marketing

Each Action Plan identifies key elements, responsibilities and financial implications associated with implementation.

The Action Plan includes a proposed Priority Action List, which should be considered for implementation in the short term. These short term actions will demonstrate to the community that the District and other key stakeholders and participants are serious about the initiative, thereby ensuring the Squamish 2000 Plan becomes the practical blueprint and framework for change in the Downtown it is intended to be.

A fast start to implementation will greatly assist in generating community enthusiasm and tangible support. To this end the Action Plan concludes with a list of strategies and recommendations that are considered to be key incentives within the Squamish 2000 Plan that will create a positive development climate in the community.

5.1 Administration Action Plan

To realize the proposed Land Use Strategy, Urban Design Concept and Servicing/Transportation Strategies, amendments will be required to key statutory documents currently guiding and regulating development in the Downtown, including:

- District Official Community Plan, 1998, Bylaw No. 1536
- District Zoning Bylaw, 1995, Bylaw No. 1995
- District Subdivision Bylaw
- Mamquam Blind Channel Sub-Area Plan, 1993, Bylaw No. 1240

The amendments will acknowledge the proposals and recommendations of the Squamish 2000 Plan with respect to proposed land uses, targets, transportation and servicing strategies and planning and development principles to be met in future subdivision and/or development permit applications, including urban design (height, density, form, etc.), parking.

Other documents that provide guidance to the District will also need to be reviewed to ensure proposals contained in the

Squamish 2000 Plan are incorporated. Where necessary, amendments should be considered. These documents include:

- Park & Recreation Master Plan, November 1999
- Squamish Sea Dyke Upgrade Assessment, March 1999
- Update of Water Capital Plan, July 1999
- Update of Sewer collection System Capital Plan, July 1999
- Economic Development Strategy
- Tourism Master Plan
- SEMP

In addition to technical amendments/updates to various municipal bylaws and regulations, the District should also examine/assess the need to strengthen existing regulations particularly with respect to enforcement of standards, etc. thereby ensuring an appropriate level of property maintenance, cleanliness, etc. is achieved in the downtown.

Given the potential investment contemplated in the downtown, whether it is by the District, businesses, property owners and others, it is critical that all stakeholders, including the public, have confidence that the investment will be protected through effective enforcement of municipal standards.

Key Elements	Responsibility	Financial Implications
<b>Official Community Plan Amendments to:</b> <ul style="list-style-type: none"><li>• Schedule G: Development Permit Areas, Specifically No.'s 2, 3, 4, 5, &amp; 7</li><li>• Schedule H: Transportation Network</li><li>• Section 4.0:<ul style="list-style-type: none"><li>•Policies, in particular:<ul style="list-style-type: none"><li>• 4.4 Risk Management<ul style="list-style-type: none"><li>• 4.4.10 Upgrading of Sea Dykes</li></ul></li><li>• 4.5 Residential<ul style="list-style-type: none"><li>• Table 1 Potential Dist. of Dwelling Units In Squamish Sub-Areas</li><li>• 4.5.5 New Multiple Family Housing Sites</li><li>• 4.5.6 Residential Development of Lot "R"</li></ul></li><li>• 4.8 Transportation<ul style="list-style-type: none"><li>• 4.8.1 Transportation Network Plan</li><li>• 4.8.6 Highway 99 Intersections</li></ul></li><li>• 4.10 Commercial<ul style="list-style-type: none"><li>• 4.10.5 Downtown South Dev. Permit Area</li><li>• 4.10.6 Mamquam Blind Channel DP Area</li><li>• 4.10.14 Review Downtown Squamish Parking Standards</li></ul></li><li>•4.11 Industrial</li><li>•4.12 Downtown South</li></ul></li></ul></li></ul>	District Community Dev. Dept.	Annual Operating

Key Elements	Responsibility	Financial Implications
<ul style="list-style-type: none"><li>• Section 5.0 Sub-Area Plans<ul style="list-style-type: none"><li>• 5.1 Downtown Squamish</li><li>• 5.2 Downtown South</li><li>• 5.3 Mamquam Blind Channel</li></ul></li><li>• Section 6.0 Development Permit Areas<ul style="list-style-type: none"><li>• Development Permit Area #2: Downtown Squamish</li><li>• Development Permit Area #3: Downtown South</li><li>• Development Permit Area #4: Mamquam Blind Channel</li><li>• Development Permit Area #8 Other Commercial</li></ul></li></ul>		
<b>Zoning Bylaw, including amendments to:</b>	District Community Dev. Dept.	Annual Operating Budget
<ul style="list-style-type: none"><li>• Section 1.0 - Interpretation-Definitions</li><li>• Section 4.0 - General Regulation</li><li>• Section 4.16 - Combined Commercial and Residential Dwelling Units Existing Residential/Commercial Zones<ul style="list-style-type: none"><li>• Adaptability to Meet New Use Provisions</li><li>• Need for New Zones Re: Height, FAR Site Coverage, Setbacks, and Conversions</li></ul></li><li>• Section 36.0 Off-Street Parking<ul style="list-style-type: none"><li>• Provision Standards-Disabled and Use</li><li>• Cash-in-Lieu Payment Policy</li></ul></li><li>• Creation of a New Residential Zone to address the unique needs of the Artisan Village Precinct</li></ul>		
<b>Mamquam Blind Channel Sub-Area Plan</b>	District Community Dev. Dept	Annual Operating Budget
<ul style="list-style-type: none"><li>• Section 4: Development Principles</li><li>• Section 5: Development Concept-Sub Area Plans</li><li>• Section 6: Guidelines</li><li>• Section 7: Implementation Process Recommendations</li></ul>		
<b>Subdivision Control Bylaw</b>	District Community Dev. Dept.	Annual Operating Budget

5.2 Land Acquisition Action Plan

Key Elements	Responsibility	Financial Implications
<p><b>Loggers Lane Land Transfer. Prepare a Comprehensive Agreement to permit:</b></p> <ul style="list-style-type: none"><li>• Facilitate Waterfront Development by BCR/Interfor</li><li>• Upgrading/Twinning of Loggers Lane Road</li><li>• Re-alignment of 2 Line Rail Spur to Accommodate Royal Hudson Operation</li></ul>	District, BCR Properties, BCR Rail, Interfor, Crown	To Be Determined
<p><b>Other BCR Properties (eg. Teardrop) to permit:</b></p> <ul style="list-style-type: none"><li>• Mainline greenbelt buffer</li><li>• Gateway Entry Facilities (eg. Tourist Information)</li><li>• Acquisition Subject to Required Comprehensive Agreement with BCR involving development of Waterfront properties.</li></ul>	BCR Properties, District	Possible Land Swap, eg. BCR Tear drop property for District lands in Lot R or elsewhere.
<p><b>Central Park</b></p> <ul style="list-style-type: none"><li>• Lands adjacent to Block 19 and between Main and Victoria Streets to Create enlarged Central Park</li></ul>	District, Private Landowners	To Be Determined (Market Value) or Land Swap.
<p><b>Parking Lots</b></p> <ul style="list-style-type: none"><li>• Land Close/Within Core Retail to Construct Future Centralized Surface Parking Lot to meet 5 Year Demand</li></ul>	District, Private Landowners	To Be Determined (Market Value up to \$500,000) Acquisition and/or Land Swap with Downtown property owners

5.3     **Parking Action Plan**

Key Elements	Responsibility	Financial Implications
<b>Prepare Revised Downtown Parking Bylaw incorporating the following components:</b>	District	Annual Operating Budget
• Amended Downtown General Provision Standards (Retail/Office) General Average 1 space per 46.5 m2	District	Reduced Development Costs
• Reduce disabled parking provision to proposed Standards	District	Reduced Development Costs
• Expanded Cash-in-Lieu Policy	District/Developers/Landowners	Reduced Development Costs
• New Cash-in-Lieu Rate (\$3,000-\$5,000/stall) Recommended Rate: \$4,000/stall	District	Establish Sinking Fund to Minimize Possible District Subsidy. 5-Year District Revenues
(Assuming 100% of Forecast Floorspace is developed and 100% of Parking is provided Via Cash-in-Lieu): \$405,000-\$675,000 excl. interest.		
• Establish a Sinking Fund for Cash-in-Lieu Revenues to Acquire/Construct New Municipal Surface Parking Lot(s)	District	Administrative Costs to set up
<b>Construction of Central/District Parking Lot(s)</b>	District	\$675,000 Capital Cost (Land Acquisition & Construction: est. for 135 space Lot (5 Year Supply at 100% cash-in-lieu). Depending upon \$ per stall charged--may require small District Subsidy
<b>Monitor Implementation of Proposed New Parking Strategy--Provide for a 5 Year Review</b>	District-Community Dev. Dept.	Cost of Review

5.4 Open Space Action Plan

Key Elements	Responsibility	Financial Implications
Central Park	District	Land Acquisition, incl. existing buildings Construction Costs
Waterfront Parks/ Street End Plazas Acquire public open spaces along Channel as development proceeds	Developer, District	Development Cost Land acquired via 5% Subdivision Dedication Shared Cost for Plazas
Mamquam Waterfront Boardwalk (Hwy 99 to Vancouver St.) <ul style="list-style-type: none"><li>• Construct Interim Walkway</li><li>• Construct Ultimate Boardwalk</li></ul>	District, MELP Developer DFO	District Cost Est.: \$15,000 Development Cost: Est: \$420,000. Integrate into Waterfront development land acquired via 5% Subdivision Dedication/ Rezoning/Development Permit Approvals
Cattermole Slough Walkway (Mamquam Boardwalk to Estuary Trail)	Developer, District, MELP	Developer Cost Est. \$45,000
Estuary Trail (Third Ave. west along Old Dyke) Land Acquisition & Dev.	District	Cost Est. Downtown ptn: \$40,000
Sidewalk Pedestrian Linkages	Developer, District	At Time of Development
Greenbelts <ul style="list-style-type: none"><li>•Acquire lands adjacent to BCR rail lines to Develop a greenbelt buffer.</li></ul>	District, BCR, Developer/Landowner	To Be Determined
Stormwater Greenway Areas	District, Developer/Landowner MELP, DFO	To Be Determined
Central Park <ul style="list-style-type: none"><li>• Expand park through acquisition of additional Lands (as opportunities arise)</li></ul>	District, Developer	

5.5     Transportation Action Plan

Key Elements		Responsibility	Financial Implications
Intersection Signalizations:	Cleveland at Pemberton	District	\$150,000 est.
	2nd. Ave at Pemberton & southbound left turn lane	District	\$150,000 est.
2nd Left Turn Lane, Cleveland Ave and Hwy 99 Interchange		Department of Highways District	Total:\$500,000 est. est. 50%: \$250,000
Construct Loggers Couplet Lane fr. Pemberton to Westminster • Dual Carriageway		District, Developer	\$350,000 est.
Re-locate Royal Hudson Spur Southern Switch • North of Main Street		BCRail Operations	To Be Determined
Construct Royal Hudson Platform		BCRail Passenger Services	\$100,000 est.
Construct New District Parking Lot: Up to 135 spaces		District, Developers	\$675,0,000 est. Most/All Cost Recovery from Cash-in-Lieu
Bailey Avenue Extension		District	Cost Est. \$400,000
7th. Avenue Connector North		District	Cost. Est. \$500,000
3rd. Avenue Extension		District	Cost. Est. \$175,000

5.6 Public Works/Infrastructure Action Plan

Key Elements	Responsibility	Financial Implications
<b>Construct Gateway Feature at Highway 99 and Cleveland Ave.</b>	District, Business Community, Corporate Sector, Community Community-at-large	Up to \$100,000 Budget within the next year
<b>Construct Planted Boulevard Along Cleveland Ave.</b> <ul style="list-style-type: none"><li>• 2 Phases</li></ul>	District	\$40,000 cost est. this year \$40,000 cost est. 2-5 years
<b>Upgrade Downtown Storm Drainage System</b> including: trunk lines, detention ponds, pumps	District, Developers Federal Gov't.	\$3.1Million over 20 years District Capital Program
<b>Upgrade Water Supply ( &amp;Fire Flow) &amp; Distribution System</b> , including: new reservoir, main feeder line, Distribution trunks	District, Developers Federal Gov't.	\$2.7 Million over 20 years District Capital Program Fed. Infrastructure Program
<b>Upgrade Sewage Collection System</b> including: Trunk collection system, new pump and forcemain to Mamquam WWTP, share of Mamquam WWTP upgrading	District, Developers Federal Gov't.	\$5.6 Million over 20 years Fed. Infrastructure Program
<b>Construct New/Upgrade Existing Sea Dykes</b> <ul style="list-style-type: none"><li>• Mamquam Blind Channel Dyke</li><li>• Southerly Dyke (Vancouver St. to Third Avenue) south of Precinct 6-Artisan Village (Downtown South)</li><li>• Southerly Dyke (west of Third Avenue) (either of 2 options: Old Sea Dyke or BCR Rail Embankment)</li><li>• Structure, Flow Channels, Control Gates</li></ul>	District, Developers Province, Fed. Gov't.	\$1.8 Million over next 5 yrs. DCC's, Dev. Conditions Fed. Infrastructure Program  Prov. Flood Protection Prog.

5.7 Funding/Financing Action Plan

To ensure the success of the Squamish 2000 Plan in meeting the downtown objectives, significant funds will have to be secured over the next 20 years and in particular over the next 5 years.

A number of alternative methods of financing/funding identified projects are available. Given the diverse range of projects identified for the downtown, all methods, conventional and otherwise need to be thoroughly assessed by the District and other stakeholders to ensure the most effective option(s) are matched to individual needs.

The objective in identifying funding/financing sources for each project is to ensure equitability for all participants and a formulae which optimizes both available resources (monetary and otherwise) and minimizes direct costs.

Key Elements	Responsibility	Financial Implications
<b>Development Cost Charge (DCC's)</b> <ul style="list-style-type: none"><li>Conventional municipal method of financing capital projects designed to reduce cost burden on municipality, particularly existing residents. Cost of new infrastructure directed to benefiting parties, ie. new Residents. Initial investment responsibility directed to developers.</li></ul>	Developers	At Current District Rates, potential 20 year developer costs/District revenues Associated with forecast new developments:  Commercial: 25,100@\$21.97: \$551,500 Residential: 985 units @\$4,752: \$4.7 million  Total: \$5.25 million
<b>Voluntary Developer Contributions</b> <ul style="list-style-type: none"><li>To assist with specific local projects such as parks, Walkways, etc.</li></ul>	Developers	
<b>Latecomer's Agreements</b> <ul style="list-style-type: none"><li>Cost Recovery mechanism to assist front-end capital Payments by initial developer of an area.</li></ul>	Developers, District	Developer front-end investment District administers agreement for cost-Recovery.
<b>Private/Public Partnerships</b> <ul style="list-style-type: none"><li>Acquire lands adjacent to BCR rail lines to Develop a greenbelt buffer.</li></ul>	District, Developers	
<b>Provincial Grant Programs</b> <ul style="list-style-type: none"><li>Eg. Flood Protection Assistance Program</li></ul>	Province, District	
<b>General Municipal Taxation</b>	District	District and existing residents benefit from new development in the form of larger assessment base and increased tax revenues.

Key Elements	Responsibility	Financial Implications
<b>Capital Reserve Funds</b>	District	Annual revenue accrual built up for "rainy day" and/or special projects
<b>Federal Grant Assistance</b> • eg. Infrastructure Program	Federal, District	Recently announced new program. Opportunity to raise funds for specified Capital projects.
<b>Municipal Land Sales</b> • eg. Lot R	District	At Market Value. Depending upon Local market, substantial funds could be Raised or the land used for potential land swaps to secure other lands for projects that benefit the community.
<b>Long Term Debentures</b>	District	Not used as frequently as in the past. Debt assumed by Squamish on Behalf of all residents. Not popular. However, if Squamish has a reasonable existing debt load, could be a significant source of money at reasonable interest rates to front-end capital projects
<b>Local Improvement Taxes/Levies</b>	District, Property Owners	District assumes long term debt which is Repaid by benefiting properties.
<b>Parks Levy</b>	Developers	New. To Be Determined Method to finance capital construction and parks acquisition. Places initial responsibility on the developers
<b>User Fees</b>	Users, District	Funds to maintain/operate facilities and pay back long term capital financing. District must provide initial financing of project/facility.
<b>Corporate Sponsorships</b>	Private Companies	Monetary or investment in kind, eg. Services, materials. Could be a Significant source of assistance, particularly for smaller projects or ones with a high profile, eg. Gateway entry feature, Mamquam Boardwalk.
<b>Non-Profit Organizations</b>	Chamber of Commerce Downtown Merchants Assoc. Community Organizations, eg. Rotary, Lions, etc. Tourism B.C.	Similar to Corporate Sponsorships. Source of funding and/or services/ labour for key community projects. Adopt a project. Eg. Gateway, ptn. of Walkway system. Cleveland Ave.

5.8     Marketing Action Plan

Key Elements	Responsibility	Financial Implications
<b>Form a Business Improvement Association</b> <ul style="list-style-type: none"><li>• A proven method of providing effective financial &amp; staff resources to assist businesses/property owners in a variety of undertakings incl. street beautification, promotion, special capital projects (eg. lights) events, community outreach, plan implementation, etc.</li></ul>	Businesses, Landowners, District	Staff Time, Nominal local tax levy on property owners (cost is transferred to businesses as part of lease rates)
<b>Prepare Downtown Investment Brochure</b>	B.I.A., Chamber of Commerce Tourism BC	Staff Time, Cost of Brochures (could be offset via corporate/ business community, non-profit organizations)
<b>District Promotional Presentations</b> <ul style="list-style-type: none"><li>• To Developer Organizations</li><li>• Eg. UDI, NAIOP</li></ul>	District, Others	Staff time

5.9 Priorities Action Plan

The following key projects or initiatives should be started within the next year or so as the means to ensure the ultimate success of the Squamish 2000 Plan downtown strategy.

Key Elements	Responsibility
<b>Encourage Waterfront Landowners to Proceed with Development Program along Loggers Lane</b> <ul style="list-style-type: none"><li>• Confirm potential/secure agreement to fill portions of the Mamquam Blind Channel to facilitate development of waterfront lands.</li><li>• Land Deal Between District, BCR Properties Re: Loggers Lane Road/Rail R/W and Strategy to Relocate Tracks</li><li>• Negotiations Re: Interim Public Waterfront Access/ Construction of Temporary Waterfront Walkway</li><li>• Establish Rezoning/Development Permit Parameters Re: Density, Phasing, Servicing, Developer Responsibilities Sea Dyke Construction, Park Dedication</li><li>• Discussions Regarding District Acquisition of other BCR Lands: eg. Teardrop for District User. Potential Land Swap</li></ul>	BCR Properties, Interfor District, MELP, DFO
<b>Prepare Revised Downtown Parking Bylaw</b>	District
<b>Undertake Gateway Treatment and Cleveland Ave. Landscape Boulevard</b>	District
<b>Construct Waterfront Walkway</b> <ul style="list-style-type: none"><li>• 2 Phased: Interim (Prior to Waterfront Development) Ultimate (In Context of Waterfront Development)</li><li>• Construct Street-end Parks/Plazas</li><li>• Sea Dyking/Flood Relief Gates</li></ul>	District  BCR, Interfor District, BCR, Interfor District, BCR, Interfor, MELP, DFO
<b>Loggers Lane Road/Rail Upgrading</b> <ul style="list-style-type: none"><li>• Shorten Rail Spur</li><li>• Upgrade Existing West Side Road/Sidewalk</li><li>• Re-locate South Switch</li><li>• Construct Royal Hudson Platform</li></ul>	District, BCR, Interfor  District/Developer BCR Operations BCR Passenger Services, BCR
<b>Form Business Improvement Area</b>	Landowners, Businesses, Chamber of Commerce, Downtown Merchants Association, District
<b>Downtown Infrastructure Improvements</b> <ul style="list-style-type: none"><li>• Update District Capital Works Program to Incorporate priority infrastructure projects Related to:<ul style="list-style-type: none"><li>• Drainage</li><li>• Water</li><li>• Sewer</li><li>• Flood Protection</li></ul></li></ul>	District, Developers

## 5.10 Incentives for Downtown Development

Within the wide array of proposed actions, certain strategy recommendations stand out as key in demonstrating the District's commitment to creating a positive environment that encourages downtown investment. These incentives include:

### A Clear Vision—District Leadership

- A downtown future is articulated in the Plan which is optimistic, exciting, appealing but at the same time practical and realistic in terms of the steps necessary to realize
- A development strategy is defined which requires the participation of many stakeholders but the leadership role of the District is clearly defined.

### Parking Strategy

- Approximately 60% reduction in commercial (retail/office) provision standards in Downtown
- 33% reduction in cash-in-lieu payment per stall
- Substantial broadening (up to 100% in certain instances) for cash-in-lieu option within the core retail area of downtown

### Downtown Entrance Upgrading

- Commitment by District to creating a strong, visible and attractive entrance to Downtown at Highway 99 and Cleveland Ave.

### Channel/Waterfront/Loggers Lane Development

- Clearly defined municipal strategy to support both re-development of the waterfront lands along Mamquam Blind Channel and upgrading Loggers Lane so that Downtown can expand to the water

### Downtown Residential Re-Development

- Clearly defined municipal commitment to support significant residential, higher density, development both in the retail core and in adjacent downtown neighbourhood in order to support the core area.

### Downtown Infrastructure Program

- Comprehensive municipal strategy established to support new development with upgraded services, eg. fire protection.
- Plan to protect downtown investment through upgraded flood protection measures.