



**Skwxwú7mesh
Úxwumixw**

Squamish Nation



NCH'KAÝ



Skwxwú7mesh Úxwumixw

Build 600 Affordable Homes Action Plan

April 2024





Sk̓w̓w̓ú7mesh Úxwumixw

Squamish Nation

www.squamish.net

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Acknowledgments

The Build 600 Affordable Homes Action Plan was a collaborative effort, bringing together staff from Squamish Nation, Hi'yám Housing, and Nch'káy Development Corporation. It draws on the history of work to create a healthy housing system for Squamish people and imagines a future of abundant and sustainable housing.





Build 600 Affordable Homes Action Plan Executive Summary



Overview

The number one priority of the Sk̓w̓x̓w̓ú7mesh Úxwumixw is to house all Members within a generation, defined as 25 years. For the past 40 years, the Nation has built primarily single-family dwellings. Continuing with this approach at the rate the Nation has achieved in the past would require at least 100 years to house all Members if sufficient land could even be found to do so.

In 2023, Council approved the Project Charter for the Build 600 Affordable Homes Action Plan. The objective of this plan is to accelerate the timeline for bringing Members home by identifying opportunities to break ground on 600 new Member homes within the next two years and leveraging a political and economic landscape that is favourable to the creation of affordable housing.

The Build 600 Affordable Homes Action Plan (“600 Homes Plan”) was completed in partnership with Hiyám Housing and Nch’káy Development Corporation to identify opportunities for the development of at least 600 new homes on Squamish Nation land that can be put into action in the near term. While some of the priorities identified in this plan can be actioned immediately, others will require more significant preparations, including site works and service agreement negotiations. In all cases, this plan identifies opportunities for immediate action to move housing forward for Squamish people.

Vision Statement

- Accelerating the Nation’s goal of housing all Members within a generation through action, investment, and collaboration.

Objectives

- Offer more housing choice for Members by addressing housing across the housing continuum.
- Build more homes faster through increased capacity for housing delivery.
- Improve efficiency of housing delivery through better coordination between Nation departments, Hiýám Housing, and Nch’kaý Development Corporation.
- Enable strategic investment in housing by the Nation and its partners

Big Strides

The “Big Strides” refer to broad improvements and investments to enable more housing to be built, not just now but into the future.

Big Stride	Recommendations
Invest in Staff Capacity and Internal Processes	<ol style="list-style-type: none"> 1. Invest in Planning and Capital Projects staff capacity. 2. Expand engineering servicing support. 3. Build a robust Nation approval process to process development approvals and building permits efficiently. 4. Invest in Hiýám Housing and Nch’kaý Development Corporation development capacity to enable more Member housing development, including increased capacity for development planning, project management, and administration, and including both internal staffing and consultant support. 5. Create training pathways for Members who wish to work in the planning, development, and operations of new housing.

Big Stride

Recommendations

Co-Invest in Housing

6. Work with key departments, Hi'yám, and Nch'ka'y to develop an Intergovernmental Relations Strategy to coordinate infrastructure and housing grant funding requests to external funders, moving away from individual project-based requests to more strategic and holistic approach to grant funding.
7. Leverage Nation cash reserves strategically to enable key projects to move forward faster and to unlock external funding that is currently hampered by issues such as lack of infrastructure or cost of development.
8. Provide opportunities for Members to invest their own funds in housing development.

Achieve Multiple Priorities

9. Create new multi-generational housing developments with Elders Villages at the centre, in both the Squamish Valley and the North Shore.
10. Accelerate projects that achieve multiple Nation strategic priorities, especially development of Upper St'á7mes and Marine Drive / Phase 8.
11. Require all new housing to be adaptable, including all new multi-family housing and the first floor of new single detached homes.
12. Include secondary suites within all new single detached homes.
13. Work in alignment with the Emergency Temporary Accommodation Program to identify opportunities to dedicate a set number of units in new multiplex development for temporary accommodation due to loss of housing (e.g., fire, eviction).
14. Pilot new homeownership models.
15. Build allocated homes faster by piloting a round of allocations built on spec to reduce development time and get to home occupancy faster. Dedicate annual resources to support a coordinated communications strategy on housing for the next five years.

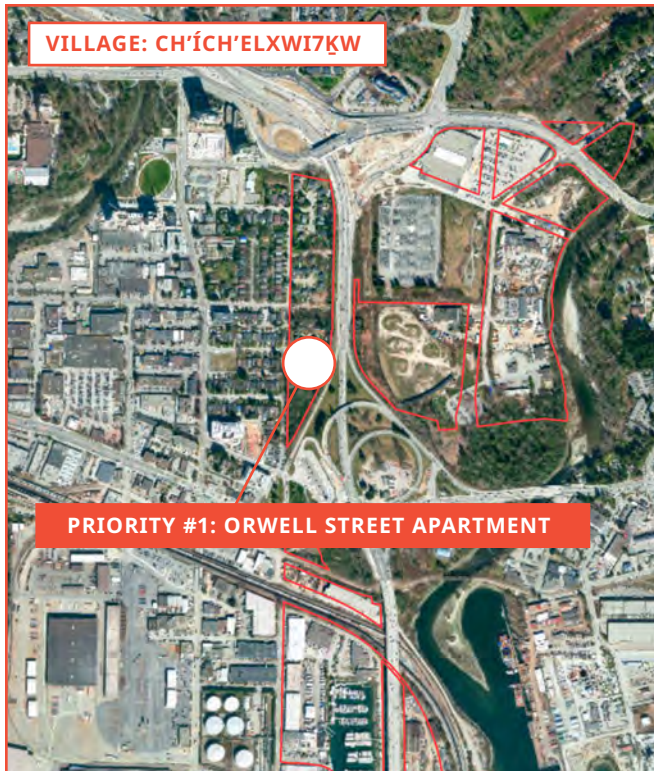
Big Stride	Recommendations
Plan For and Resource Services and Amenities for Members	<ol style="list-style-type: none">16. Align delivery of 600 Homes Plan projects with short-term priorities in the Long Range Capital Plan, including, where feasible, co-locating housing and facility and amenity development.17. Budget for significant growth in the number of Members accessing the diverse range of services Squamish Nation offers to its Members, including additional staffing and budget to deliver programs and services,
Increase Communication about Housing Initiatives	<ol style="list-style-type: none">18. Dedicate annual resources to support a coordinated communications strategy on housing for the next five years.19. Plan for communications holistically in coordination with other projects that require Member input and with consideration of the Nation's story of housing.

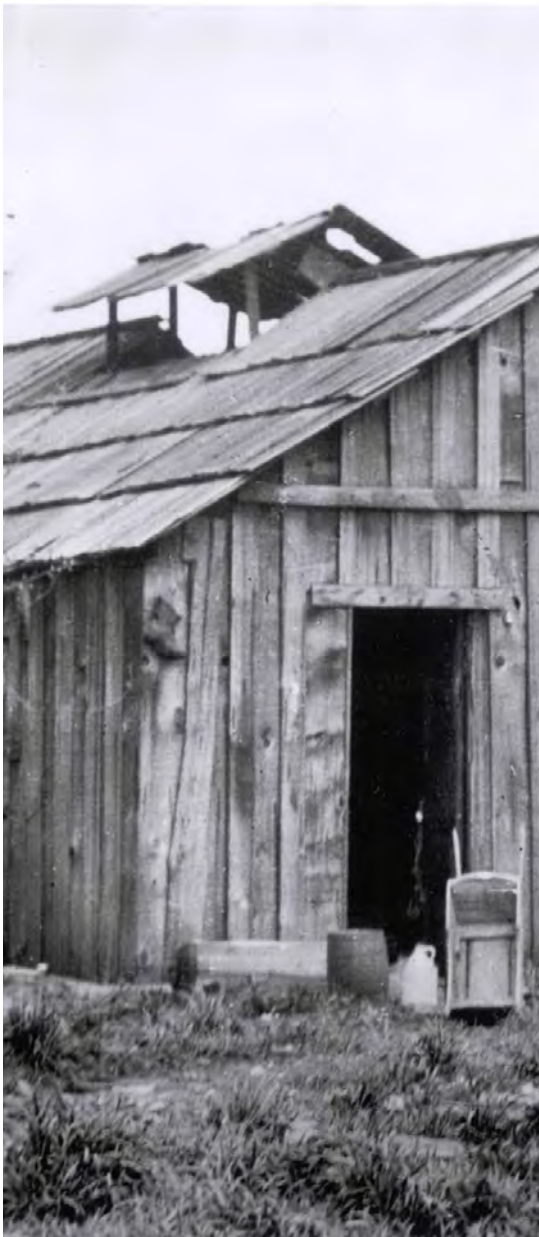
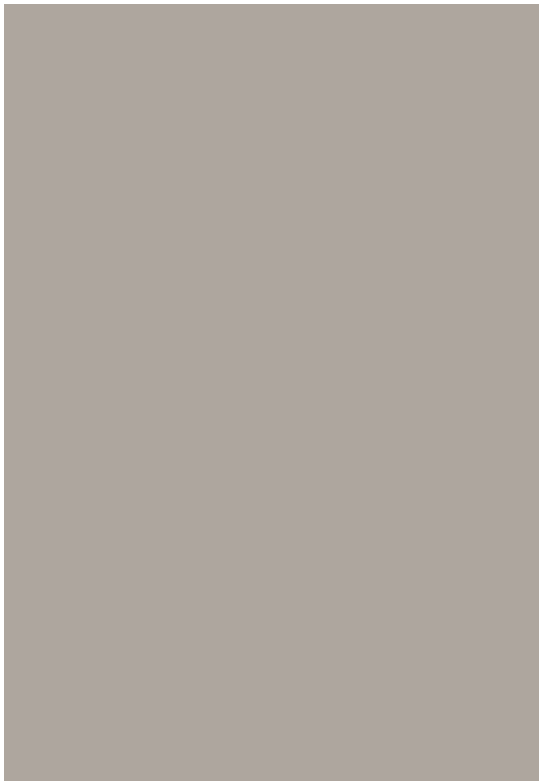
Priority Projects

The 600 Homes Plan identifies six priority sites for short term housing development (see table below). All have been reviewed in relation to the Nation's priorities for housing development, feasibility, and coordination with other Nation objectives, such as Elders initiatives and economic development.

Priority Projects	Potential Homes	Location	Type of Housing *
1. Orwell Street Apartment	204 homes	North Shore	Affordable Rental
2. Build Out of Available Single Detached Lots (with Secondary Suites)	90 homes	North Shore and Squamish Valley	Home Allocations; Hi'yám Home loan Program
3. Upper St'á7mes Elders Village and Multi-Generational Housing	176 homes	Squamish Valley	Affordable Rental; Dedicated Elders Housing with Supports
4. Si'yích'em Childcare and Housing	20 homes	Squamish Valley	Affordable Rental
5. Phase 4 & 5 Multi-Family	76 to 124 homes	North Shore	Affordable Rental; Housing with Supports
6. Phase 8 Apartments	200 Homes	North Shore	Affordable Rental

**This table identifies types of housing that have been identified as feasible based on existing opportunities. The 600 Homes Plan recommends using housing development to pilot new types of housing, such as affordable homeownership in multi-family buildings. Further analysis is required to develop a feasible model to deliver other types of housing.*





1.0 Introduction

*Housing all Members
within a generation.*

The number one priority of the Skwxwú7mesh Úxwumixw is to house all Members within a generation, defined as 25 years. Among respondents to the Eshíhkw'íws Chet, the census of the Skwxwú7mesh Úxwumixw, 76% reported that they would like to move back to the community within the next five years. This would be almost 1,600 Members based on 2023 Membership data. For the past 40 years, the Nation has built primarily single-family dwellings. Continuing with this approach at the rate the Nation has achieved in the past would require at least 100 years to house all Members if sufficient land could even be found to do so.

Call to Action

In 2023, Council approved the Project Charter for the Build 600 Affordable Homes Action Plan. The objective of this plan is to accelerate the timeline for bringing Members home by identifying opportunities to break ground on 600 new Member homes within the next two years and leveraging a political and economic landscape that is favourable to the creation of affordable housing.

The Build 600 Affordable Homes Action Plan ("600 Homes Plan") was completed in partnership with Hi'yám Housing and Nch'ka'y Development Corporation to identify opportunities for the development of at least 600 new homes on Squamish Nation land that can be put into action in the near term. While some of the priorities identified in this plan can be actioned immediately, others will require more significant preparations, including site works and service agreement negotiations. In all cases, this plan identifies opportunities for immediate action to move housing forward for Squamish people.

1.1 Vision Statement

Accelerating the Nation’s goal of housing all Members within a generation through action, investment, and collaboration.

1.3 Objectives

- Build more homes faster through increased capacity for housing delivery.
- Improve efficiency of housing delivery through better coordination between Nation departments, Hi’yám Housing, and Nch’ka’y Development Corporation.
- Offer more housing choice for Members by addressing housing across the housing continuum.
- Enable strategic investment in housing by the Nation and its partners

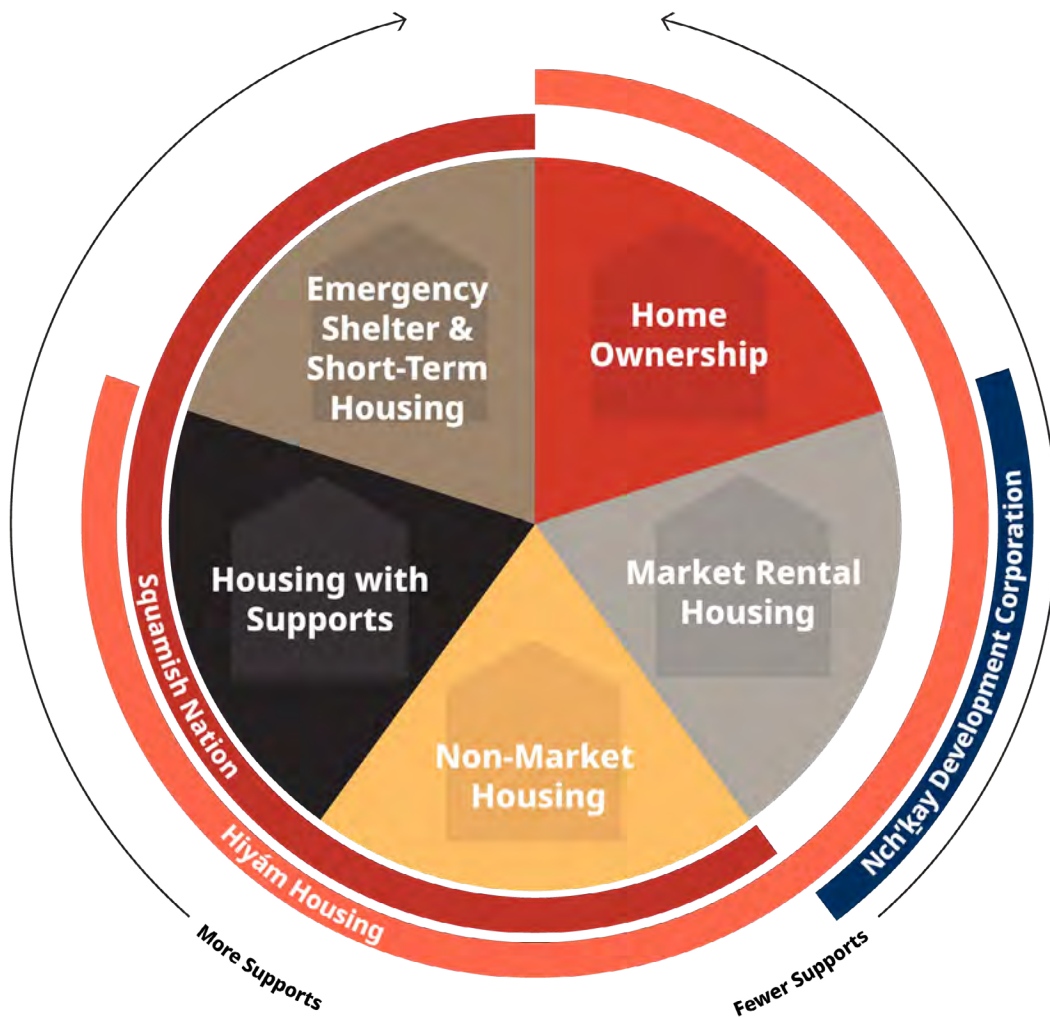
1.3 Skwxwú7mesh Values

The table below reflects on the key Skwxwú7mesh values applicable to the 600 Homes Plan.

Skwxwú7mesh value	The Build 600 Affordable Homes Action Plan...
Úxwumixw	is about the Squamish Nation as a growing village, a thriving community where everyone has a home.
Snewíyelh	is created in the spirit of offering recommendations for achieving short term housing objectives, based on community feedback, technical analysis, and consideration of the Nation’s strategic objectives.
Wenáxws	honours the Nation’s history of housing development and respects the diverse needs of the community.
Nexwni’w	works to create the conditions where Squamish Members feel safe and connected, where the next generation can be raised in a healthy and sustainable community

1.4 Squamish Nation Housing Delivery

Squamish Nation housing delivery is the result of multiple departments and partners working together in service of Squamish people.



1.5 Policy and Planning Context

Generational Plan

The Generational Plan (forthcoming) is the vision of the Nation's future and how it can be achieved. It underscores that housing is the top priority of the Squamish people, across locations, age groups, and genders

Housing all Members creates the conditions that enable the four feelings that guide the Generational Plan to grow: Feelings of Purpose, Security, Belonging, and Trust.

The following housing-related actions are identified to achieve the Generational Plan:

- Seek partnerships and funding to accelerate housing development projects
- Address overcrowding through more multi-family housing, houses with more bedrooms, mixed-use, etc.
- Offer rent-to-buy housing options
- Build housing appropriate for those of all life stages and those with disabilities
- Build Elders housing that is part of existing community spaces, i.e., secondary dwellings, caretaker spaces, multi-generational housing
- Provide affordable and varied housing options for all Members
- Build housing for youth aging out of care
- Build transitional housing for drug and alcohol recovery
- Preserve and protect traditional housing designs and materials

Squamish Nation Strategic Plan

Strategic Goal #1

Support wellness through access to education, healthcare, affordable housing, intergenerational wealth, and ensuring the safety of our people and communities.

Strategic Objective 1.1.06

Build 600 or more affordable homes with 150 in Squamish Valley and 350 in North Shore to bring more people home to secure, safe, and affordable housing.

Hiyám Housing Strategic Plan

Strategic Priority

House every Squamish Member within a generation.

Vision

To be a leader in building safe, healthy, inclusive, affordable communities where Squamish People are engaged and empowered.

Mission

Building safe, equitable and affordable housing for all Squamish people.

Action Items

- Develop a Residents' Needs and Demand Assessment
- Develop a Housing Action Plan

Integrated Planning Projects

In parallel to the 600 Homes Plan, the Nation has been undertaking the following planning work:

- **Land Development Strategies** for 1) the undeveloped land along Marine Drive and at International Plaza (Xwmélch'tstn), 2) Ch'ich'élxwí7kw, 3) St'á7mes, and 4) Ch'kw'elhp. All four sites have the potential to include Member housing, however future uses have not yet been determined. Only the Marine Drive and St'á7mes sites are included in the 600 Homes Plan priorities as necessary work to enable major housing development at Ch'ich'élxwí7kw and Ch'kw'elhp will take several years.
- **Long Range Capital Plan** for how the Nation will effectively allocate resources to progress capital projects such as healthcare buildings, cultural buildings, recreation facilities, and fire protection services. Both the servicing of land and the construction of homes are considered in the Long Range Capital Plan.
- **Elders Care, Homes, and Centres** work represents a series of projects to demonstrate how the Nation will hold its Elders in high regard through high quality Elders housing, facilities, and programs to support aging.

The 600 Homes Plan was created with a high level of integration with these other planning projects and each initiative is mutually reinforcing, working towards the same strategic objectives.

1.6 Development of this Plan

The 600 Homes Plan was a collaborative effort between Squamish Nation, Hi'yám Housing, and Nch'káy Development Corporation. It was made up of three major components:

Project Governance	Opportunity Analysis	Community Engagement
<p>A Steering Committee made up of the Squamish Nation Leadership Team and the CEOs of Hi'yám and Nch'káy met monthly to provide project oversight, guidance, and cross-departmental coordination.</p> <p>A Task Force made up of representatives from all three entities met biweekly throughout the process and supported the development of 600 Homes Plan.</p>	<p>Analysis of potential sites, funding opportunities, potential partners, and staff capacity formed an important part of this work. This included significant internal engagement with staff, engagement with consultants as needed, and inputs from the Integrated Planning Approach.</p>	<p>The 600 Homes Plan was part of an Integrated Planning Approach completed in conjunction with the Land Development Strategies, Long Range Capital Plan, and Elders projects. These projects involved a shared engagement approach that included the following opportunities for Member feedback:</p> <ul style="list-style-type: none"> • Booths at community events • Community open houses • Elders lunches • Community survey <p>Over 500 Members participated in this integrated engagement process.</p>

The Appendix provides a broad overview of the information and feedback that informed the recommendations in this Plan.

1.7 Using this Document

This document is organized into seven sections:

1.0 Introduction – Provides the vision and context for the 600 Homes Plan.

2.0 Statement of Housing Need – Summarizes the results of the Squamish Nation Housing Needs Assessment.

3.0 Opportunity Analysis – Summarizes the results of the site opportunity analysis that was completed to assess potential areas for housing development and compares current plans with accelerated opportunities through the 600 Homes Plan.

4.0 Big Strides – Identifies Big Strides that, if implemented, would enable the scaling up of housing development and delivery. The Big Strides look beyond individual projects and identify systemic investments and improvements to make it possible to deliver more housing and housing-related services in a shorter period.

5.0 Proposed Projects, Prioritization and Timing – Outlines the six priority opportunities that were identified, along with actions and roles. Each priority opportunity is designed as a standalone section that can be used by dedicated teams to implement this work.

6.0 Beyond 600 Homes - Documents opportunities for significant housing investment on Squamish Nation lands to address medium- and long-term needs, highlighting what is on the horizon beyond the implementation of the 600 Homes Plan.

7.0 Monitoring & Evaluation – Outlines how progress on the 600 Homes Plan can be monitored and evaluated so this work can support ongoing learning and improvement of Squamish Nation housing delivery.



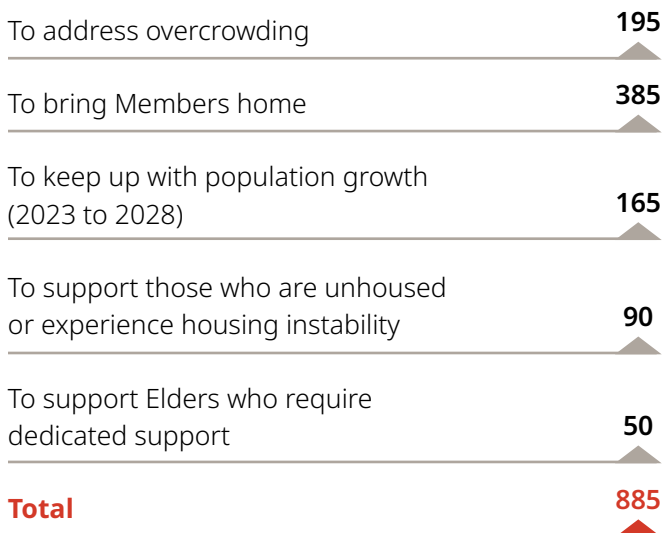
2.0 Statement of Housing Need



A Housing Needs Assessment was prepared to inform the 600 Homes Plan and related planning projects. Squamish Nation has a significant housing shortfall, with a need for 885 additional homes over the next five years to address overcrowding in housing on reserve, bring Members home, and keep up with population growth. Through its mandate to bring all Members home within a generation, Squamish Nation is working to address this housing shortfall and create a new housing system for its Members.

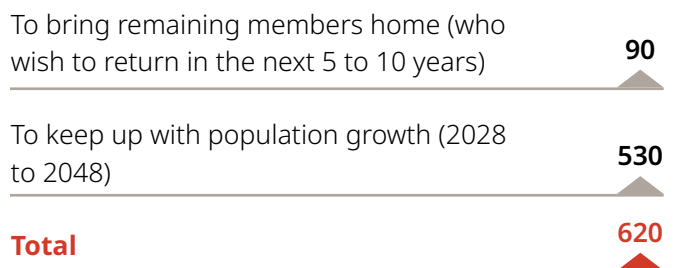
2.1 Housing Need Summary

Short Term: 2023 to 2028



A quarter of respondents to the Eslhilkw'iw's Chet reported that they did not wish to move back to the community. These Members may benefit from rental subsidies and Nation-affiliated housing off reserve.

Medium to Long Term: 2028 to 2048



Major Repairs

In addition to the need for new homes, **205** existing homes require major repairs.

Elders

280 homes needed in the short term are for Elder-led households, 34% of short-term housing need.

Bedroom Count and Affordability Levels, 2023 *

	Under \$1,000	\$1,000 to \$1,750	\$1,750 to \$2,250	\$2,250 to \$3,000	\$3,000 to \$5,000	Total
Studio	95	15	5	0	5	120
One bedroom	160	55	15	5	20	255
Two bedrooms	100	50	15	5	15	185
Three bedrooms	145	60	20	5	20	250
Four bedrooms or larger	40	20	5	0	5	70
Total	540	200	60	15	65	880

**All numbers have been rounded to the nearest multiple of 5. The total will be slightly different from the previous table due to rounding.*

2.2 A More Robust Housing System



The 600 Homes Plan seeks to leverage the Nation’s varied housing programs to address housing needs across the housing continuum. This work focuses on the supply and diversity of housing options for Squamish people. However, housing is more than shelter. Safe, stable, and affordable housing promotes general well-being of individuals and families. In this way, housing is a core component of achieving the Generational Plan’s Four Feelings: Security, Trust, Belonging, and Purpose.

The Housing Needs Assessment looks at housing as a system that serves a diversity of needs. Squamish households are varied from people who live alone or with roommates, couples, families with children, multi-generational families, and blended families and households. A robust housing supply is made up of four interconnected components; **supply, flexibility and choice, financial sustainability,** and **autonomy and resilience.**

Supply

The Housing Needs Assessment demonstrates what Members have known for years: there is an urgent need for more housing supply in the community. Sufficient housing supply is key to a robust housing system, ensuring that those who want and need to live in the community are not prevented by a lack of space. Supply is also integral to flexibility and choice.

Flexibility and Choice

Over a lifetime, an individual or family's needs change. In a robust housing system, there are options to meet these needs appropriately and to provide households with choice. The Housing Needs Assessment and the 600 Homes Plan look at ways to increase this choice by identifying opportunities to build housing in more locations where Members wish to live, through a diversity of housing forms, densities, sizes, and affordability levels.

A Robust Housing System Serves Everybody

Housing needs change over a lifetime. A child may live in a home owned by their parents or grandparents when they are young, then rent in early adulthood as they go to school or seek work. Sometimes, life brings major shocks, like a sudden loss of housing—for example, because of a renovation or a fire—and there may be a need for temporary accommodation until permanent housing can be found. Housing needs can also be impacted by mental or physical health issues, or substance use problems, where housing with supports is needed, temporarily or permanently. The same individual may rent or own in the private market, be allocated a home in the community, or access non-market rental housing. When they are older, if their health declines, they may need housing with supports specific to Elders.

Individual and family needs are not static and a healthy and sustainable housing system is flexible enough to meet a variety of needs.

Financial Sustainability

A robust housing system is financially sustainable, with adequate resources for both construction and operations. While the current political climate favours non-market housing development through a variety of grant opportunities, none of these opportunities is sufficient to fund, construct and operate the scale of new housing required. Nation resources and Member contributions ensure that there are sufficient funds to cover operational costs, repairs, and continued housing development.

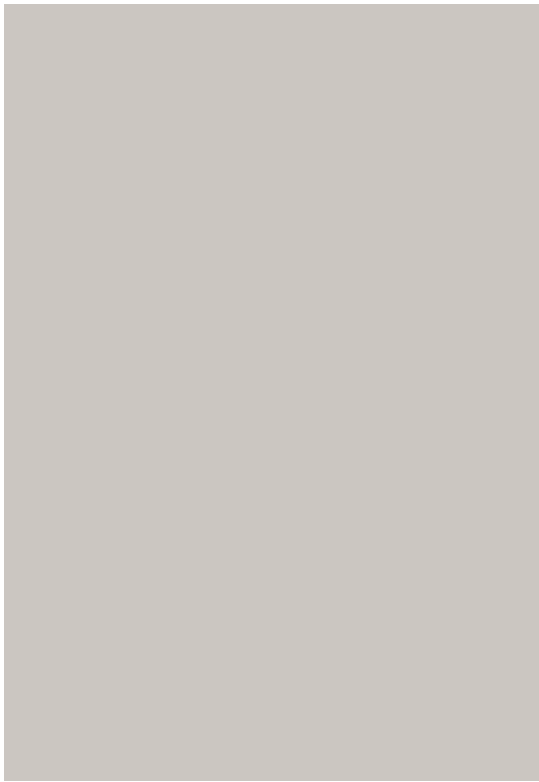
Autonomy and Resiliency

The Nation, Hi'yám, and Nch'ka'y are working to increase the autonomy and resiliency of the Squamish housing system at both the individual and systemic level.

At the individual level, by creating more housing choice which increases household autonomy.

At the systemic level, a co-investment model diversifies the sources of housing funding through external partners, Nation cash reserves, and Member contributions.

This evolution increases the Nation's autonomy in housing development the resiliency of the overall housing system.



3.0 Opportunity Analysis



This section summarizes the key site opportunities identified for development for Member housing in the short term.

Sites and potential projects were reviewed based on the following priorities:

- Feasibility to start construction by end of 2025
- Alignment with where Members want to live
- Proximity to public transportation, amenities, and retail services
- Number of units that can be accommodated
- Complexity and availability of infrastructure and service agreements
- Economic feasibility
- Cost, timing, and complexity of site preparation required

Other factors were also taken into consideration:

- Existing uses and phasing required for development (e.g., is the site currently occupied? Would tenant relocation be required?)
- Potential conflict with neighbouring uses (e.g., would locating residences on this site be undesirable due to industrial, cultural, commercial, or other uses on neighbouring lands?)
- Other potential uses of this site (e.g., what are the potential trade-offs if this site is used for residences instead of some other potential use, such as cultural uses, commercial uses, etc.?)
- Ability to co-locate other uses on the site (e.g., could other services or amenities be located on the same site?)
- Location on or off reserve (to bring Members home, on reserve locations were favoured)
- Type and tenure of housing that Members are looking for

3.1 In the Pipeline

229
homes

Based on current development plans, there are 229 units in the pipeline for development already that will contribute to the housing needs identified. These include the following:

- 204 homes in a multi-family building on Orwell Street, developed by Hi'yá'ám Housing
- 25 single family homes on Xwmélch'tstn, developed by the Nation (15 home allocations and 10 funded through the Hi'yá'ám Home Loan Program).

The 600 Homes Plan assumes these projects will proceed and makes recommendations for putting additional housing projects into action.

3.2 Accelerated Opportunities

556+
homes

The site analysis identified three tiers of opportunities to accelerate housing development in the short term:

1. Boost existing development plans
2. Intensify subdivision development
3. Build a new subdivision

To address the Nation's housing shortfall, all three tiers of work are needed. Fortunately, between the Nation's staff and its partners at Hi'yá'ám Housing and Nch'káy Development Corporation, the projects outlined in each tier can rely on different teams, funding sources, and timelines, making a coordinated and parallel response possible.

3.3 Key Opportunities

Boost Existing Development Plans

110 homes

Project	Current Plan (Long Term)	Accelerated Plan (Short Term)	Lead	Funding Source
Xwmélch'tstn Subdivision Phase 4	25 single family homes	50 homes	PCP	Nation, ISC subsidy
Lower St'á7mes Infill	20 single family homes	40 homes	PCP	Nation, ISC subsidy
Si'yích'em Child-care and Housing	0 homes	20 homes	Hi'yám Housing	External Partners
Total	45 homes	110 homes		

Intensify Subdivision Development

480+ homes

Project	Current Plan (Long Term)	Accelerated Plan (Short Term)	Lead	Funding Source
Orwell Street Apartment	204 homes (underway)		Hi'yám	BC Housing / CMHC / Nation
Xwmélch'tstn Subdivision Phase 4	16 homes	44 to 61 homes	TBD	ISC / CMHC
Xwmélch'tstn Subdivision Phase 5	7 homes	32 to 63 homes	TBD	ISC / CMHC
Xwmélch'tstn Subdivision Phase 8	25 homes	200+ homes	Hi'yám Housing	BC Housing / CMHC / Nation
Total	252 homes	480 to 528 homes		

Build New Subdivision

176 homes

Project	Current Plan (Long Term)	Accelerated Plan (Short Term)	Lead	Funding Source
Upper St'á7mes	0 homes	176 homes	Hiyá7m Housing with partners	ISC / BC Housing / CMHC / Health Partners / Nation
Total	0 homes	176 homes		

Beyond 600 Homes

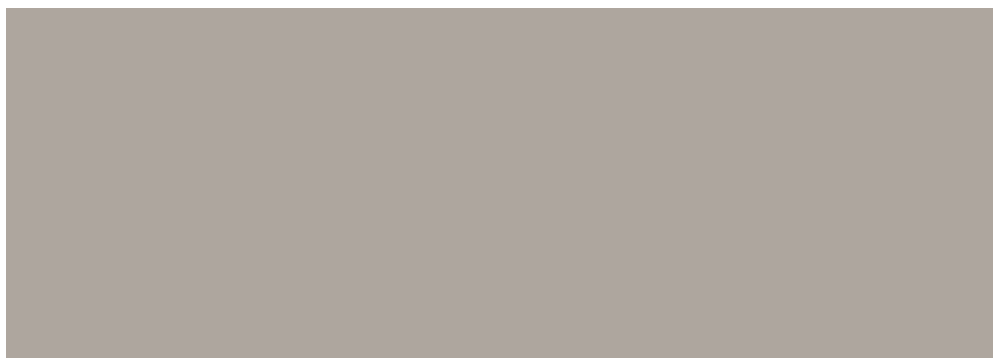
The process to create the 600 Homes Plan identified numerous potential pathways to more housing development, both in the community and on fee simple land owned by the Nation. While the priorities identified in this document focus on opportunities that are actionable in the short term, the 600 Homes Plan keeps sight of the longer-term horizon and identifies major housing developments that could address the Nation's medium to long term housing needs. The concluding chapter identifies opportunities beyond the 600 Homes Plan to improve the Nation's housing stock and continue to generate new housing over time to keep up with the Nation's diverse needs.

- Repair existing homes
- Redevelop Eslhá7an Townhomes
- Complete and implement a Land Use Plan for Wíwǫ'em
- Implement Marine Drive and Ch'ích'elxwi7kw Land Development Strategies

As the Nation works to regain control of lands on Squamish homelands, opportunities for new housing developments may evolve over time.



4.0 Big Strides



Building 600 homes is about both specific projects and systemic changes that enable those projects to come to fruition. “Big Strides” refer to broad improvements and investments to enable more housing to be built, not just now but into the future. These recommendations address persistent barriers to scaling up housing development. They are meant to be implemented in parallel to the specific projects identified in the next section because it is through developing and operating housing that Squamish Nation, Hi’yám, and Nch’káy organizational capacity and workforce will be further developed.

4.1 Increase Staff Capacity

Since 2019, the Nation, with its partners Hi’yám and Nch’káy, has broken ground on over 300 new homes, increasing the Member housing supply by 45% in just five years, an unprecedented record of housing development for the community. This work has demonstrated that the Nation can scale housing development in response to community need. To maintain this momentum and accelerate housing development to bring all Members home, investment in staff capacity and consultant support is needed. Building the targeted 600 new homes requires strong project management, rapid response to emerging opportunities, and adequate resources to follow through on required actions at all levels. This is especially important for Hi’yám as it introduces a new way of delivering housing to the community and adequate resources are key to delivering the level of services Members expect.

Recommendations

1. Invest in Planning and Capital Projects staff capacity to
 - a. Oversee infrastructure servicing upgrades
 - b. Enable efficient approvals of new developments
 - c. Enable faster construction of single detached homes
 - d. Identify potential funding partners for infrastructure
2. Expand engineering servicing support to
 - a. Increase capacity
 - b. Diversify consulting support, as needed
 - c. Pro-actively plan for and seek additional servicing capacity from municipal and regional providers
3. Build a robust Nation approval process to process development approvals and building permits efficiently.
4. Invest in Hi'yá'rh Housing and Nch'ká'y Development Corporation development capacity to enable more Member housing development, including increased capacity for development planning, project management, and administration, and including both internal staffing and consultant support.
5. Create training pathways for Members who wish to work in the planning, development, and operations of new housing.

4.2 Co-Invest in Housing

The 600 Homes Plan comes at a time where federal and provincial government are investing in affordable housing to an extent that has not been seen in decades. These investments, through grants and low-cost financing, must be leveraged to enable delivery of much-needed housing at

affordable rents. However, the external funding landscape is insufficient on its own to address the Nation's housing deficit:

- None of these funding opportunities cover the full cost of new housing development
- Funders favour applications for projects with equity and contributions that increase feasibility
- Relying solely on grant funding leaves the Nation dependent on the priorities and timelines of external agencies
- Elections and changing political leadership can make funding opportunities uncertain over the long term

Each of the opportunities identified in the 600 Homes Plan considers external funding opportunities. This plan also recommends strategic co-investment in housing to leverage external opportunities while also maintaining the Nation's initiative and autonomy over housing development decisions.

Recommendations

6. Work with key departments, Hi'yám, and Nch'kay' to coordinate infrastructure and housing grant funding requests to external funders, moving away from individual project-based requests to a more strategic and holistic approach to grant funding. For example, approach funders with a package of projects that require coordinated support for delivery.
7. Leverage Nation cash reserves strategically to enable key projects to move forward faster and to unlock external funding that is currently hampered by issues such as lack of infrastructure or cost of development.
8. Provide opportunities for members to invest their own funds in housing development.

4.3 Achieve Multiple Priorities

The 600 Homes Plan has important synergies with other work, including the Land Development Strategies, the Long Range Capital Plan, and work to create more Elders homes, care, and centres. While many of the opportunities identified in the plan are sites that can be developed independently, working to address multiple strategic objectives would enable the Nation to deliver on its goals faster and access a variety of resources.

The 600 Homes Plan priorities identify opportunities to scale up housing development within a short-term time frame. Accelerating housing development should be done in conjunction with experimentation and innovation. The Housing Needs Assessment and engagement with Members indicates a need for a diverse range of housing options, not solely affordable rental. The Nation with its partners should use housing development to pilot new models of housing that can be refined over the long term.

Recommendations

9. Create new multi-generational housing developments with Elders Villages at the centre, in both the Squamish Valley and the North Shore.
10. Accelerate projects that achieve multiple Nation strategic priorities, especially development of Upper St'á7mes and Marine Drive / Phase 8.
11. Require all new housing to be adaptable, including all new multi-family housing and the first floor of new single detached homes.
12. Include secondary suites within all new single detached homes.
13. Work in alignment with the Emergency Temporary Accommodation Program to identify opportunities to dedicate a set number of units in new multiplex development for temporary accommodation due to loss of housing (e.g., fire, eviction).
14. Pilot new homeownership models:

- a. Test a multi-family intergenerational homeownership model through the construction of two fourplexes (one in the Squamish Valley, one on the North Shore) funded through a joint Hiyám Home Loan Program. This pilot would be suitable for families where multiple Members could qualify for a mortgage. Alternatively, the Nation could use the CMHC S.95 program to create a rent-to-own program.
 - b. Test an affordable homeownership model through a leasehold strata building. This pilot would be best suited for a higher density development, such as through the Marine Drive Land Development Strategy.
15. Build allocated homes faster by eliminating the customized home construction process which creates significant delays. Pilot approach by identifying a round of allocations where homes will be built on spec to reduce development time and get to home occupancy faster. Collect data on cost, time to completion, and Member experience to evaluate the impact of this approach.

4.4 Plan For and Resource Services and Amenities for Members

Bringing Members home is about more than shelter. To create a healthy and sustainable community, services and amenities for Members must come online at the same time that new housing is being built. Bringing Members home means bringing them to a safe and healthy community that includes:

- Health care services
- Social services
- Recreation, sports, and play facilities and programs
- Cultural facilities and programs, including more opportunities for Members who are disconnected from Squamish culture to learn and get involved
- Programs to encourage community connections

The Long Range Capital Plan outlines facilities and amenities that Members prioritize and that are needed to achieve the Nation's goals as identified in

the Generational Plan. Work is also underway to plan for services in the Squamish Valley and to consider how each department can better plan for more Members living in the community, anticipating and responding to the diverse needs of individuals and families.

Recommendations

16. Align delivery of 600 Homes Plan projects with short-term priorities in the Long Range Capital Plan, including, where feasible, co-locating housing and facility and amenity development.
17. Budget for significant growth in the number of Members accessing the diverse range of services Squamish Nation offers to its Members, including additional staffing and budget to deliver programs and services.

4.5 Increase Communication

The 600 Homes Plan represents a series of significant investments in housing. This new housing will transform the community, creating new opportunities for Squamish people to find their home on Squamish-governed lands. Putting this plan into action requires ensuring that the community is well informed at each step of the way. This is even more important for opportunities that require land designations.

Recommendations

18. Dedicate annual resources to support a coordinated communications strategy on housing for the next five years. Much of this work may be led by Hi'yám', but Nation resources are required to ensure that this work has adequate budget and that there is a team dedicated to communicating and engaging with Members throughout.
19. Plan for communications holistically. The number of planning and development initiatives that are being proposed is significant. Communication should be planned in a way that considers the whole of information that Members receive so that it is easy to understand, timely, and supports good decision-making.

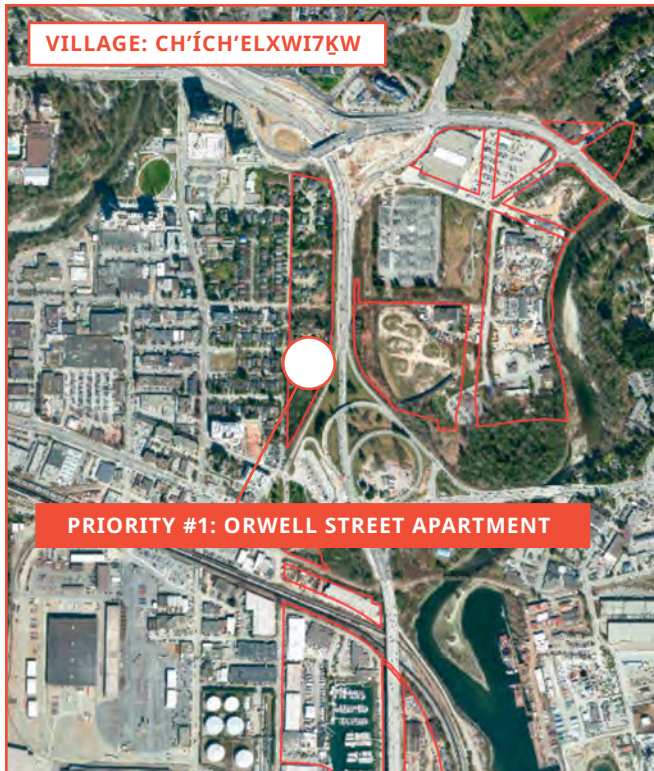


5.0 Priority Projects



The following pages identify six priority sites for short term housing development. All have been reviewed in relation to the Nation's priorities for housing development, feasibility, and coordination with other Nation objectives, such as Elders initiatives and economic development. Each priority can be considered a standalone mini-action plan identifying the housing opportunity and what's needed to put it into action.

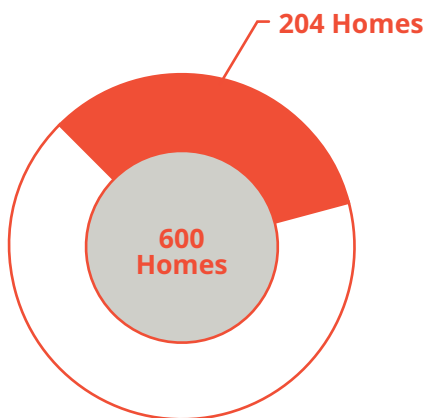
Priority Projects	Potential Homes	Location	Type of Housing
1. Orwell Street Apartment	204 homes	North Shore	Affordable Rental
2. Build Out of Available Single Detached Lots (with Secondary Suites)	90 homes	North Shore & Squamish Valley	Home Allocations; Hi'yám Home loan Program
3. Upper St'á7mes Elders Village and Multi-Generational Housing	176 homes	Squamish Valley	Affordable Rental; Dedicated Elders Housing with Supports
4. Si'yich'em Childcare and Housing	20 homes	Squamish Valley	Affordable Rental
5. Phase 4 & 5 Multi-Family	76 to 124 homes	North Shore	Affordable Rental; Housing with Supports
6. Phase 8 Apartments	200 Homes	North Shore	Affordable Rental



Priority #1: Orwell Street Apartment

Context:

- This site is one of the six sites originally identified for Hi'yám multi-family affordable rental housing. It has been designated and work is underway to prepare funding applications to BC Housing's Indigenous Housing Fund (IHF) and CMHC Co-Investment Fund.
- Pre-development work for this site is advanced and this is the most immediately shovel-ready project.
- 102 rent-geared-to-income homes and 102 near-market homes are planned, welcoming a diversity of Squamish households.



Accelerated Opportunity:

- 204 homes are currently planned. The priority is ensuring support from the Nation for this project and pursuing available funding without delay.

Servicing:

- Infrastructure upgrades are needed to accommodate this density. The District of North Vancouver did not anticipate higher density on Squamish lands along Orwell Street and is currently revising its utility modelling in response to provincial regulations that will upzone lots near high-frequency transit service. Hiýám' and Planning and Capital Projects are currently in discussions with the District to ensure the needs of this site are accounted for and that appropriate costing for infrastructure upgrades is considered.

Cost:

- A pro forma has been prepared for this site by Terra Housing, Hiýám' Housing's development consultant. Capital costs of \$103,500,000 are currently estimated.
- Monthly operating expenses are currently estimated to be \$540 per home.

Funding:

- Hiýám' is preparing a funding application to BC Housing's Indigenous Housing Fund (IHF). IHF is very desirable because of the high operating subsidy it offers. This call is anticipated to be oversubscribed and funding is not guaranteed. Hiýám' will also be pursuing CMHC Co-Investment Funding to support this project.
- A contribution from the Nation to support capital costs would be necessary to enable this project.

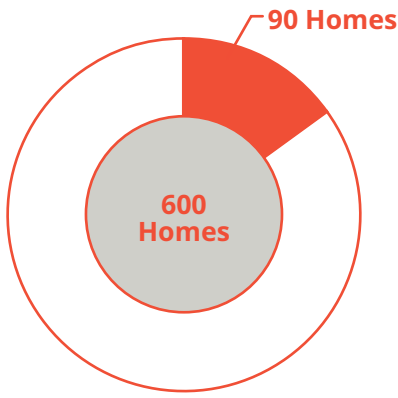
Action, Roles, Timing:

Timing	Squamish Nation	Hiyám Housing	Nch'kay Development Corporation
Spring 2024	<ul style="list-style-type: none"> Support infrastructure upgrade discussions with the District of North Vancouver. Work collaboratively with Hiyám to facilitate project (ongoing). 	<ul style="list-style-type: none"> Complete concept plan (architect, development consultant). Engage District of North Vancouver on utility modelling and costing. Prepare and submit funding applications to BC Housing and CMHC, with support of development consultant. 	<ul style="list-style-type: none"> Provide advisory support as needed.
Summer 2024 - Winter 2024		<ul style="list-style-type: none"> Complete design. Prepare budget. Receive BC Housing decision (anticipated Fall 2024). 	
Winter - Spring 2025	<ul style="list-style-type: none"> Administer development approval and building permit process. 	<ul style="list-style-type: none"> Work with PCP on building permit. Issue for Tender. 	
Summer 2025 - Spring 2027		<ul style="list-style-type: none"> Oversee construction. 	
Spring/Summer 2027	<ul style="list-style-type: none"> Issue occupancy permit. 	<ul style="list-style-type: none"> Operate housing. 	

Priority #2: Build Out of Available Lots

Context:

- There are a number of serviced or soon-to-be serviced single detached lots across Squamish Nation communities. However, there are only plans to develop 25 single family homes in the short term.
- Xwmélch'tstn Subdivision Phase 4 is recently serviced with 30 single detached lots and 7 multiplex lots*. 10 are dedicated for the Hi'yám Home Loan Program (launching Spring 2024) and 15 are dedicated for an upcoming home allocation (anticipated Fall 2024), with no plans in place for the five remaining lots. *The seven multiplex lots are addressed in *Priority 5: Phase 4 and 5 Multi-Family*.
- Lower St'á7mes has 23 lots for single detached that have not yet been developed. Development has been delayed by a lack of servicing that will be addressed in the near future when infrastructure upgrades are completed, including a new dike to protect lower areas of the community from flooding. The infrastructure upgrades have been submitted to ISC for funding and the Nation awaits approval.
- Multi-family infill in the area near the Shaker Church and daycare may also be possible and is identified as a medium term opportunity.



Accelerated Opportunity:

- Increase Xwmélch'tstn Subdivision Phase 4 home allocation from 15 lots to 20 lots and require all new allocations to include a secondary suite. This would increase the number of homes developed through the allocation program in the short term from 15 to 40 (including main unit and secondary suite). The 10 homes built through the Hiýám Home Loan Program may also include secondary suites, but are assumed to be single family homes at this time.
- Prioritize development of lots in Lower St'á7mes as soon as infrastructure upgrades are completed. Require new homes to include a secondary suite. This would allow approximately 40 homes to be built (including main unit and secondary suite).

Servicing:

- Lots in Xwmélch'tstn Subdivision Phase 4 are already serviced and ready for home construction to begin.
- Plans are in place for infrastructure upgrades in Lower St'á7mes. The Nation is currently awaiting funding to start this work. (Timing unknown.)

Cost:

- The Nation currently budgets \$366,000 for new single-family homes in the Squamish Valley and \$357,000 for new single-family homes on the North Shore. The annual budget is indexed to the Vancouver Construction Price Index. An additional \$75,000 per home is needed to install a complete secondary suite.

Funding:

- ISC currently provides an \$80,000 per unit subsidy for single-family homes. This subsidy amount will be in place until March 31, 2025, when it may revert back to \$40,000 per unit. If this funding amount is changed, the Nation’s per home budget will need to increase. Some additional funding from CMHC may be available to support secondary suites. The majority of the cost for home allocations is paid for from Nation cash reserves. Homes built through the Hiýá’ám Home Loan Program are paid for by individual Members. In addition, Hiýá’ám Home Loan Program participants pay a fee towards the Nation’s contribution for subdivision infrastructure.

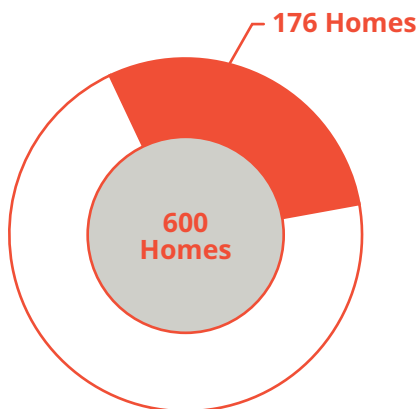
Action, Roles, Timing:

Timing	Squamish Nation	Hiýá’ám Housing
<p>Fall 2024 - Spring 2025</p> <p>May be phases for efficiency</p>	<ul style="list-style-type: none"> <i>Big Stride:</i> Ensure housing team has adequate staffing to support proposed build out. Confirm allocations. If all 20 available lots are allocated, determine how allocation breakdown will be with an irregular number of lot allocations (20 instead of the typical 15). Work with families of home in intestate to resolve issues. Begin work with Members who have been allocated a home or approved for a Hiýá’ám Home Loan as per the Construction Policy and Hiýá’ám Home Loan Policy. 	<ul style="list-style-type: none"> Administer Hiýá’ám Home Loan Program and Policy.
<p>Spring 2025 - Spring 2028</p>	<ul style="list-style-type: none"> Administer building permit. Construct homes. 	
<p>Upon home completion</p>	<ul style="list-style-type: none"> Issue occupancy permit. 	

Priority #3: Upper St'á7mes Elders Village and Housing

Context:

- In 2021, the boundaries of St'á7mes were expanded to incorporate 20 acres of land (formerly called the Mortensen site) through an Addition-to-Reserve (ATR). A portion of this land was one of the six sites identified by Council for development by Hi'yá'rh Housing.



Accelerated Opportunity:

- In parallel to the 600 Homes Plan, a Land Development Strategy is being prepared for St'á7mes along with a design for an Elders Village surrounded by Members housing. The synchronicity of this work has resulted in a well-developed concept plan that can be advanced quickly as funding opportunities arise.
- Together with the St'á7mes Land Development Strategy and the Elders Care, Homes and Centres project, the 600 Homes Plan identifies Upper St'á7mes as an important opportunity for significant new housing in the Squamish Valley. The results of a coordinated planning process recommend 176 units, including 26 homes in a central Elders Village and 150 homes serving Members of all ages and household sizes.

Servicing:

- The site is highly desirable by Elders and the community for housing and close to many services and amenities in the community and nearby District of Squamish.
- As the Addition-to-Reserve process for Upper St'á7mes was only recently completed, the site lacks any civil servicing and or road connections. Investment in servicing this site has the potential to unlock a high number of additional units and access to external housing grants.

Cost:

- As part of the St'á7mes Land Development Strategy, a pro forma and Class D cost estimates for infrastructure upgrades are being prepared as part of the St'á7mes Land Development Strategy.

Funding:

- An application for CMHC Seed Funding application was submitted by Hi'yám, with support from Planning and Capital Projects and Nch'ka'y Development Corporation, on March 15, 2024. The application requested the maximum amount of \$500,000 (\$150,000 as a grant and \$350,000 as an interest-free loan) to support pre-development work.
- This site is suitable for the following funding programs:
 - Community Housing Fund
 - Indigenous Housing Fund
 - CMHC Co-Investment Fund
- A contribution from the Nation to support capital costs would be necessary to enable this project.

Considerations:

- Significant engagement has been completed to identify this site and advance a design, including especially with Elders in the Squamish Valley, as well as the broader community.
- To make this level of housing development feasible, new homes are imagined to be primarily affordable rental homes, leveraging external grant funding and Nation cash reserves.
- The proximity to the Elders village, along with the well-documented need for housing suitable for Elders living alone or with their families, indicates that a significant portion—at least 30%—of housing units should be dedicated for households with Elders.
- This site has the potential to achieve several of the Nation's high priority strategic objectives, including 150 Member homes in the Squamish Valley, an Elders Village with a centre and a range of supports for Elders, and childcare.
- As the concept plan imagines a multi-building development, there is potential for a pilot homeownership program for households who can qualify for a mortgage.
- This opportunity is a high priority for Nation investment. The Nation's current approach which relies on ISC for infrastructure funding at every stage from feasibility to design to construction will limit the Nation's ability to leverage short-term opportunities for housing funding. Investing in infrastructure upgrades now would enable the Nation to access housing funding available through BC Housing and CMHC in the short term. Several options have been identified:
 - **Status quo** – Apply through ISC's program from feasibility to design to construction – timing unknown, anticipated to be several years
 - **Moderate investment** – Nation to pay for feasibility and design work and apply to ISC for construction costs only, negotiate with ISC to allow Nation to pay for costs upfront and be reimbursed
 - **High investment** – Nation to pay for feasibility, design, and construction work to allow project to move forward in the short term to better enable access to funding grants

Action, Roles, Timing:

Timing	Squamish Nation	Hiyám Housing	Nch'kay Development Corporation
Spring 2024	<ul style="list-style-type: none"> • Work collaboratively with Hiyám and Nch'kay on concept plan. • Advance work on the Elders' Village in partnership with Member Services and Yúustway 	<ul style="list-style-type: none"> • Apply for CMHC Seed Funding for pre-development work. (Complete) • <i>Big Stride</i>: Initiate coordinated funders' circle for Member housing, along with continued engagement with health support funders. 	<ul style="list-style-type: none"> • Complete Land Development Strategy, including site service assessment, land use plan, concept design, and preliminary pro forma.
<ul style="list-style-type: none"> • Collaboratively seek Council approval for Upper Sta7mes concept plan. 			
Summer 2024 - Winter 2025	<ul style="list-style-type: none"> • Work collaboratively with Hiyám to engage ISC on infrastructure service funding. Determine level of Nation investment for infrastructure that would be desirable. • Initiate service agreement discussions with the District of Squamish. 	<ul style="list-style-type: none"> • Establish Nation and Hiyám working group to initiative municipal service agreement negotiations with the District of Squamish. • Advance design, including engagement with community. • Complete pro forma analysis. Establish financial model to support both Elders Village and Member housing. • Initiate land designation process. • Work collaboratively with Nation towards service agreements. • Prepare application for BC Housing CHF program. • Continue to engage funders' circle. 	<ul style="list-style-type: none"> • Provide advisory support as needed.

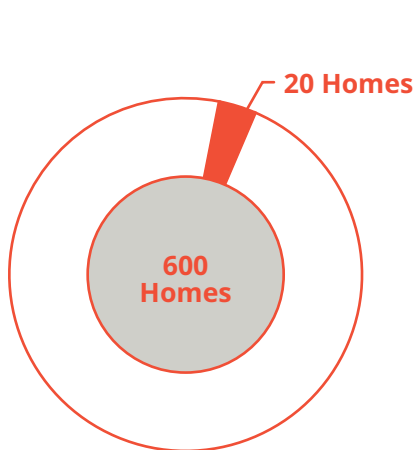
Action, Roles, Timing Continued:

Timing	Squamish Nation	Hiyám Housing	Nch'kay Development Corporation
Spring 2025		<ul style="list-style-type: none"> Complete development planning, including detailed design, budget. 	<ul style="list-style-type: none"> Provide advisory support as needed.
Summer 2025 - Spring 2026	<ul style="list-style-type: none"> Oversee infrastructure upgrades. 	<ul style="list-style-type: none"> Work collaboratively with PCP on infrastructure upgrades. 	
Summer 2026 - Fall 2027	<ul style="list-style-type: none"> Administer development approval and building permit process. 	<ul style="list-style-type: none"> Oversee construction. 	
Winter 2028	<ul style="list-style-type: none"> Issue occupancy permit. 	<ul style="list-style-type: none"> Operate housing. 	

Priority #4: Siyích'em Childcare and Housing

Context:

- This site is the location of the recently completed Eskéłxwi7ch t'l'a Sp'ákw'us Place. The site is not fully utilized. A temporary health facility is currently being developed on the northern portion of this site. Construction is anticipated to start by Fall 2024.
- Additional space just to the south of Eskéłxwi7ch t'l'a Sp'ákw'us Place is being considered for a childcare facility. Housing could be accommodated above this facility. Preliminary discussions have begun but no plans are in place.
- Funders involved in this facility have expressed a preference that housing be dedicated for childcare workers, which may include both Members and non-Members.



Accelerated Opportunity:

- Co-design the new childcare facility to include up to 20 multi-family units to service Members and workforce housing.

Servicing:

- This site is on an already serviced lot. Some additional service assessment is needed to determine potential service upgrades.
- The site is located within a flood risk area that would be factored into the design of the new building.

Cost:

- Further work is needed to develop more accurate costing, in conjunction with design work related to the childcare facility. Based on other recent project examples, capital costs of \$500,000 per unit are estimated, or \$10 million for a development of 20 Member homes, excluding other uses in the same building. Monthly operating expenses are currently estimated to be \$540 per home.

Funding:

- Funders involved in the childcare facility have expressed interest in supporting workforce housing on this site. Further negotiation is required to secure funding.

Considerations:

- Housing at this site is highly dependent on coordination with agencies involved in the childcare facility.
- This site is directly adjacent to Esḱéḱxwi7ch t'l'a Sp'áḱw'us Place which may support operational efficiencies for Hiýárh.
- A land designation has already been completed for this site.

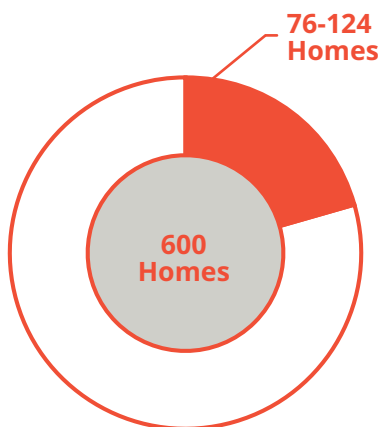
Action, Roles, Timing:

Timing	Squamish Nation	Hiýárh Housing
Spring - Winter 2024	<ul style="list-style-type: none"> • Work with health and childcare partners and Hiýárh to advance development planning for site, including concept plan, service assessment, and pro forma analysis. • Confirm partners willingness to fund housing on this site. • Advance detailed design. 	<ul style="list-style-type: none"> • Work collaboratively with Nation to advance development planning for site.
Spring 2025 - Fall 2026	<ul style="list-style-type: none"> • Initiate onsite infrastructure upgrades. • Administer development approval and building permit process. 	<ul style="list-style-type: none"> • Oversee construction.
Winter 2027	<ul style="list-style-type: none"> • Issue occupancy permit. 	<ul style="list-style-type: none"> • Operate housing.

Priority #5: Phase 4 and 5 Multi-Family

Context:

- There are 14 serviced lots in the Xwmélch'tstn subdivision (seven in Phase 4 and seven in Phase 5) that were originally planned for single-family homes (Phase 5) or small multiplexes (Phase 4), a total of approximately 23 units.
- The lots are as follows:
 - **Xwmélch'tstn Subdivision Phase 4:** Lots 420 to 424, 414, 416 (originally planned for seven single-family homes)
 - **Xwmélch'tstn Subdivision Phase 5:** Lots 211, 380-385 (originally planned for two triplexes and five duplexes, a total of 16 homes)



Accelerated Opportunity:

Consolidate the following lots to create three larger townhouse or apartment buildings:

- Phase 4 Lots 211, 382, 381, and 380
- Phase 5 Lots 420 to 423
- Phase 5 Lots 383, 384, and 385

Maximize units through multiplex development on Phase 4 Lots 414, 416, and 424.

Preliminary design analysis indicates 76 to 124 homes could be accommodated on these sites.

Servicing:

- All lots are serviced but require modest upgrades to enable higher density.
- Service agreements are not required to service these lots.
- Infrastructure cost estimates are currently being prepared.

Cost:

- Further work is needed to develop more accurate costing, based on the specific design and density levels that meet the Nation's housing goals. Based on other recent project examples, capital costs of \$500,000 per unit are, for a total of \$38 million in capital costs for 76 homes to \$62 million in capital costs for 124 homes. The final density level and number of homes is still to be determined. Monthly operating expenses are currently estimated to be \$540 per home.

Funding:

- These homes would be appropriate for the CMHC On-Reserve Non-Profit Housing Program (Section 95).
- A contribution from the Nation to support the feasibility of these units may be needed pending final cost analysis and discussions with CMHC.

Considerations:

- The Phase 5 lots carry a history of issues that require a careful approach, including opportunities for community healing and engagement with Members about the future of the sites. While the sites are serviced and can be readily developed, the process will require time to provide neighbours and other Members an opportunity to be involved in the future of the sites.
- These developments serve as important opportunities to address specific housing needs that are suited for a gentle density multi-family housing form:
 - Creating a comfort house in a multiplex building to provide hospice care, with services provided by Yúustway
 - Creating emergency temporary accommodation in a multiplex building
 - Supported Elders housing in a multiplex or apartment building
 - Creating recovery and supportive housing in a multiplex for Members transitioning back into the community with dual diagnosis (mental health / addiction) and youth who need a landing place
- The management of these units requires further discussions. While Hi'yám Housing is well-positioned to manage affordable rental housing, they may not be suitable to manage all the units under this opportunity.
 - Member Services may be better positioned to oversee the comfort house and emergency temporary accommodation.
 - For Hi'yám Housing to operate the units, it would be preferable to have a land designation in place. A land designation is required where Hi'yám must hold a lease to access financing and for FNCIDA regulations related to the application of the BC Residential Tenancy Act on reserve to take effect. With the large number of land designations that are to be proposed in the near future, it may be challenging to complete this for a relatively small project.

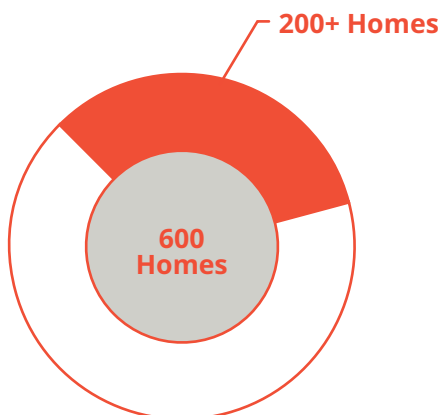
Action, Roles, Timing:

Timing	Squamish Nation	Hiyám Housing
<p>Summer - Fall 2024</p>	<ul style="list-style-type: none"> • Confirm what type of housing is suitable for each site. • <i>Big Stride</i>: Initiate coordinated funders' circle for Member housing, specifically with CMHC and potentially ISC for these sites. • Confirm funding eligibility for CMHC S.95 funding program. • Seek project development funding or allocate Nation funds to enable pre-development work. 	<ul style="list-style-type: none"> • Participate in early planning discussions with Nation.
<p>Winter 2025 to Fall 2025</p>	<ul style="list-style-type: none"> • Work collaboratively to determine who leads development process for each site. Initiate discussion of operating model. • Initiate engagement with neighbours and other Members around Phase 5, including opportunities for community healing and visioning. • Develop concept plans and pro formas for each site. • Advance work on operating model(s). Clarify site management and operations and confirm whether land designation is required (if Hiyám to lease any or all the sites). • Prepare application to CMHC. • Initiate land designation process. 	
<p>Winter 2026 to Spring 2027</p>	<ul style="list-style-type: none"> • Administer development approval and building permit process. 	<ul style="list-style-type: none"> • Oversee construction
<p>Summer 2027</p>	<ul style="list-style-type: none"> • Issue occupancy permit. 	<ul style="list-style-type: none"> • Operate housing

Priority #6: Phase 8 Apartments

Servicing:

- Xwmélch'tstn Subdivision Phase 8 is a planned future phase of low-density home construction. In the current Subdivision Plan, 25 single-family homes have been imagined in this phase but there is significant opportunity to accommodate more housing for Members.
- It is a highly attractive site for accelerated development because of its adjacency to the Marine Drive site—the future site of significant high-density development—and proximity to transit, amenities, and Nation services.
- There are no current plans to develop this site in the near future.



Accelerated Opportunity:

- Prioritize this site for mid-rise multi-family housing of upwards of 200 homes through townhouses and apartments up to six storeys.
- In addition to creating significant new housing for Members, the mid-rise housing form would also create a transition zone between the high-density development expected at the Marine Drive site and the low-density areas of the remainder of the subdivision.
- As part of this work, redesign the Subdivision Plan to better accommodate housing, amenities, and features that support quality of life for the community, including park space, sidewalks, and a variety of housing densities.

Servicing:

- Phase 8 can be developed as proposed without changes to existing service agreements. However, if this site is combined with a large development that includes the Marine Drive site, then service agreements would need to be established with the District of North Vancouver.
- Servicing upgrades needed include:
 - Road improvements, primarily impacting the Marine Drive site development, but also a need for a connection to Bridge Road for Phase 8.
 - Downstream sewers would need to be upsized.
- This site would be more efficient to service than other Nation sites due to its urban location in an already well-serviced area.
- Class D cost estimates were provided by KWL and anticipated infrastructure servicing costs of up to \$40,000 per unit, though efficiencies could be achieved if coordinated with development of the Marine Drive site. Costing estimates are being refined.

Cost:

- Further work is needed to develop more accurate costing. Based on other recent project examples, capital costs of \$500,000 per unit are estimated, or \$100 million for a development of 200 Member homes, excluding other uses in the same building. Monthly operating expenses are currently estimated to be \$540 per home.

Funding:

This site is suitable for the following funding programs:

- BC Builds (especially in conjunction with larger Marine Drive development)
- Community Housing Fund
- Indigenous Housing Fund
- CMHC Co-Investment Fund

A contribution from the Nation to support capital costs would be necessary to enable this project.

Considerations:

- Preliminary concept planning has previously been completed and forms the basis of this recommendation. Further work is needed to plan for this site in relation to the existing subdivision and future Marine Drive development.
- These units would be managed by Hi'yám Housing as affordable rental serving multi-generational housing needs. Based on the Nation's demographics, a high proportion of new housing is expected to be occupied by Elders living alone or with their families. It is recommended that at least 30% of homes on this site should serve households with Elders.
- There is a significant opportunity to co-develop this site with the Marine Drive Land Development Strategy site. This would allow for more efficient and coordinate design and implementation, as well as bring economic development and needed community facilities online at the same time as new housing.
- However, this site can be developed independently if Marine Drive site will not be developed for several years.

Action, Roles, Timing:

Timing	Squamish Nation	Hi'yám Housing	Nch'kay Development Corporation
Summer 2024	<ul style="list-style-type: none"> • Work collaboratively to determine site development strategy, including whether Phase 8 should advance independently or in conjunction to Marine Drive development. • <i>Big Stride</i>: Initiate coordinated funders' circle for Member housing, specifically BC Builds, BC Housing, and CMHC for this site. • Determine whether this site will be submitted as part of BC Housing's CHF fund expected Late 2024 / Early 2025. • Advance BC Builds opportunity depending on early conversations with BC Housing. 		

Action, Roles, Timing Continued:

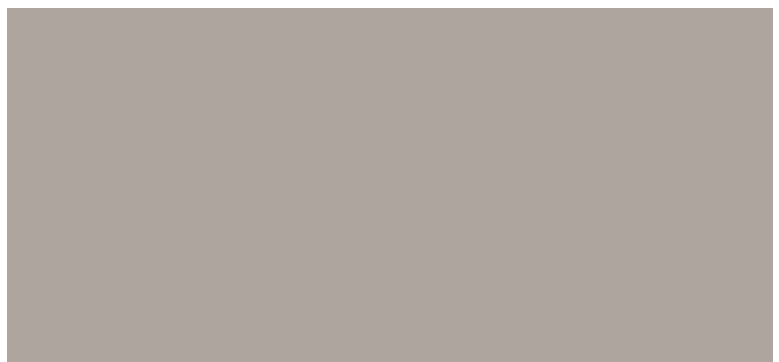
Timing	Squamish Nation	Hiyám Housing	Nch'kaý Development Corporation
<p>Fall 2024 - Spring 2025</p>	<ul style="list-style-type: none"> • Work collaboratively with Hiyám to engage ISC on infrastructure service assessment. 	<ul style="list-style-type: none"> • Initiate work on concept plan, based on whether project is independent or part of larger Marine Drive development. • In parallel to the development of a concept plan, undertake redesign of the remaining phases of the Subdivision. • Establish Nation and Hiyám working group to initiative municipal service agreement negotiations with the District of Squamish. • Complete service assessment. • Complete financial analysis. • Submit application to BC Housing's CHF. • Work collaboratively with Nation and Nch'kaý, as needed. 	<ul style="list-style-type: none"> • Advance Marine Drive development. • Work collaboratively with Hiyám and Nation to coordinate pre-developmental work.
<ul style="list-style-type: none"> • Initiate land development process. 			

Action, Roles, Timing Continued:

Timing	Squamish Nation	Hiyám Housing	Nch'kaý Development Corporation
Summer - Fall 2025		<ul style="list-style-type: none"> • Advance design, including engagement with community. • Confirm financial analysis and operating model. 	<ul style="list-style-type: none"> • Work collaboratively with Hiyám and Nation to coordinate pre-developmental work.
Winter 2026 - Summer 2026	<ul style="list-style-type: none"> • Oversee infrastructure upgrades. 	<ul style="list-style-type: none"> • Work collaboratively with PCP on infrastructure upgrades. 	<ul style="list-style-type: none"> • Work collaboratively with Hiyám and Nation to coordinate construction.
Fall 2026 - Spring 2028	<ul style="list-style-type: none"> • Administer development approval and building permit process. 	<ul style="list-style-type: none"> • Oversee construction. 	
Summer 2028	<ul style="list-style-type: none"> • Issue occupancy permit. 	<ul style="list-style-type: none"> • Operate housing. 	<ul style="list-style-type: none"> • Operate non-Member housing on Marine Drive development.



6.0 Beyond 600 Homes



The process of creating the 600 Homes Plan identified other opportunities to support the Nation's housing goals that did not fit within the short-term objectives of the Plan. This section identifies opportunities on a longer time horizon. They are noted here to provide a broader picture of the Nation's work to build housing for its people and develop its communities. These projects do not stand alone, but work to reinforce other planning work, such as the Generational Plan, Land Development Strategies, Elders projects, and future land use plans.

6.1 Repair Existing Homes

An estimated 205 homes in Squamish Nation communities—almost one third of single-family homes—are reported by Members to need major repairs (Eshíhkw'íws Chet). Improving the Nation's housing system requires not only building new homes but addressing existing deficiencies and creating a culture of care in home maintenance to preserve the Nation's housing stock in good condition over the long term. This was also a key recommendation to better support Squamish Elders in the Implementation Plan for Elder Home and Community Care and Retrofits.

The poor condition of some homes, caused by a variety of factors, contributes to a reduced quality of life for Members. It also increases costs for the Nation:

- Higher demand for new housing as homes that are allowed to fall into disrepair will require replacement sooner than those that are maintained properly

- Cost of temporary relocation while homes undergo major repairs
- Higher cost of repairs as homes are in a worse state than if they had been better maintained

The proportion of homes requiring major repairs is much higher than in the broader Canadian community and the reasons are varied, including:

- The quality of construction, which has varied over time
- Nation resources available for repairs and maintenance
- The knowledge, ability, and willingness of occupants to undertake home maintenance and repairs

Addressing these issues requires a multipronged approach which includes investment of Nation resources, accessing external supports where available, training occupants on home maintenance responsibilities, and supporting a culture shift towards greater care of homes among occupants.

Recommendations

- Dedicate resources to complete a building condition assessment of Nation homes, beginning with those known to be in the worst condition and those occupied by Elders or Members with disabilities where the condition of homes presents an immediate hazard risk.
- Create a plan, with resourcing, to address high priority repairs.
- Define acceptable condition for Nation homes and set targets for reducing homes in poor condition.
- Over time, regular condition assessments should be completed by each respective entity responsible for housing (Community Operations in the case of homes that fall within the Nation's insurance coverage, Hi'yám Housing and Nch'kay' Development Corporation on properties leased to those organizations).

- Create a training program for home occupants, including those considered homeowners (e.g., home allocations, CP lots) as well as renters. Training should be targeted but all residents benefit from greater knowledge of home maintenance. The training program should be offered at regular intervals, multiple times per year. This program should be available to all Members, including those who are new occupants or those that have been in their homes for many years.
- Create a multi-generational working group to design and implement an engagement plan to create a culture of care in home maintenance rooted in Squamish values.

6.2 Redevelop Eslhá7an Townhomes

The Eslhá7an Townhomes are currently occupied, and any redevelopment should take care to minimize negative impact on existing tenants. This site will not be ready to redevelop for several years, until tenants can be relocated to new housing on Orwell Street. This site is well-suited to support the Nation's medium term housing needs (5 to 10 years).

Recommendations

- With regards to pursuing external funding opportunities, prioritize Eslá7han Townhomes after plans are in place for Orwell Street, Upper St'á7mes, and Marine Drive / Phase 8. It is possible and even likely that the Nation may wish to apply for funding for multiple projects at the same time.

6.3 Complete and Implement a Land Use Plan for Wíwǵ'em

Wíwǵ'em is currently the largest Squamish Valley community but far from services and amenities that are primarily located at St'á7mes. An Addition-to-Reserve (ATR) is currently in progress and would add easily serviceable and development land to the Nation's inventory of potential sites for housing. However, this process will take three to five years to conclude, beyond the timeline of the 600 Homes Plan. This timeline makes this site well-suited to respond to the Nation's medium term housing needs (5 to 10 years).

While the ATR process is underway, the Nation can initiate planning for the community, including a Land Use Plan to anticipate significant future housing in the community and the infrastructure services, amenities, and Member services and programs required to support a thriving community.

After Upper St'á7mes, it is recommended the Wíwǵ'em be the focus of new housing development in the Squamish Valley due to its location, size, and proximity to services. A range of housing options should be considered, including lots for allocations and the Hiýárn Home Loan Program, as well as affordable rental at a range of densities.

Recommendations

- As part of the upcoming Squamish Valley Community Development Plan, identify the level of housing development that would be desirable at Wíwǵ'em, as well as the types of facilities, amenities, and services required to support a growing population.
- Complete the Wíwǵ'em Land Use Plan approximately one year prior to the completion of the ATR, including identify areas for housing.
- Prepare for a land designation vote, where required, in anticipation of the completion of the ATR to reduce delays in process.

6.4 Implement Marine Drive and Ch'ích'elxwi7kw Land Development Strategies

In parallel to the 600 Homes Plan, a Land Development Strategy has been prepared for Marine Drive (Xwmélch'tstn) and Ch'ích'elxwi7kw, with the potential for thousands of new homes, for both Members and non-Members. This development will be an important source of new housing on the North Shore over the long term (10 to 25 years). The opportunity of development the Marine Drive site in conjunction with Phase 8 for accelerated housing and economic development was identified under Priority 6 above.

Recommendations

- Work collaboratively with Hi'yám and Nch'káy in the development of Priority #6: Phase 8 Apartments.
- Align future housing needs assessments with long term housing development at Ch'ích'elxwi7kw.



7.0 Monitoring & Evaluation



The Housing Needs Assessment and 600 Homes Plan provide an important baseline for monitoring and evaluating the Nation's progress on Member housing. This section identifies the types of data that should be collected on an ongoing basis to support future work on understanding Squamish housing needs and improving housing development.

- Annual tracking of construction starts and completions by
 - Type of development (density, tenure, operator)
 - Location
 - Bedroom count
 - Affordability levels
 - Population group (e.g., Elders, 2SLGBTQ2IA, youth, families, individuals living alone)
- Household size and income of applicants to Hi'yám' housing / other Nation housing
- Hi'yám' Housing waitlist information
 - Location preferences
 - Affordability needs
 - Household sizes
- Feedback surveys of Squamish households living in new developments

Over time, collection of this data, in conjunction with regularly updated Housing Needs Assessments, will provide the Nation a robust view of its housing system and how well it serves the community's needs. At the time of the next Housing Needs Assessment, which should be started by 2028, this information should serve as the foundation for an evaluation of the Nation's housing delivery and be used to inform future action plans and investments in housing.

Housing all Members within a generation.

