

**District of Squamish**  
**BYLAW NO. 3213, 2025**

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A bylaw to adopt the 2026-2035 Ten-Year Financial Plan

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**WHEREAS** the District of Squamish deems it necessary and appropriate to amend District of Squamish 2026-2035 Ten-Year Financial Plan Bylaw No. 3213, 2025.

**NOW THEREFORE** the Council of the District of Squamish, in open meeting assembled, enacts as follows:

1. This bylaw may be cited as “District of Squamish 2026-2035 Ten-Year Financial Plan Bylaw No. 3213, 2025.”
2. Schedule “A”, attached hereto and forming part of the bylaw, is hereby declared to be the 2026-2035 Ten-Year Financial Plan.
3. Schedule “B”, attached hereto and forming part of the bylaw, is hereby declared to be the Statement of Objectives and Policies in accordance with Section 165 (3.1) of the Community Charter.

**READ A FIRST, SECOND and THIRD** time this 6 day of January, 2026.

**ADOPTED** this       day of       ,       .

\_\_\_\_\_  
Armand Hurford, Mayor

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Melissa Von Bloedau, Corporate Officer

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**DISTRICT OF SQUAMISH**  
**Schedule A to Bylaw 3213, 2025**  
**2026 - 2035 Ten Year Financial Plan**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 Budget	2035 Budget
<b>REVENUE</b>										
Taxation										
General Taxation	\$ (56,680,944)	\$ (63,985,957)	\$ (72,204,776)	\$ (78,247,086)	\$ (83,859,643)	\$ (88,631,566)	\$ (94,629,752)	\$ (100,246,863)	\$ (105,468,788)	\$ (111,009,823)
Special Assessments	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Grants in Lieu of Taxes	(1,698,000)	(1,698,000)	(1,698,000)	(1,698,000)	(1,698,000)	(1,698,000)	(1,698,000)	(1,698,000)	(1,698,000)	(1,698,000)
	<u>(58,778,944)</u>	<u>(66,083,957)</u>	<u>(74,302,776)</u>	<u>(80,345,086)</u>	<u>(85,957,643)</u>	<u>(90,729,566)</u>	<u>(96,727,752)</u>	<u>(102,344,863)</u>	<u>(107,566,788)</u>	<u>(113,107,823)</u>
Revenue from Fees & Charges										
General Fees & Charges	(2,342,773)	(2,453,100)	(2,660,056)	(2,745,697)	(2,820,354)	(2,785,330)	(2,872,144)	(2,939,759)	(2,967,237)	(3,028,268)
Water User Fees & Charges	(6,722,943)	(7,040,220)	(7,372,726)	(7,721,194)	(7,972,857)	(8,287,250)	(8,540,913)	(8,805,995)	(9,083,792)	(9,374,925)
Waste Water User Fees & Charges	(9,433,644)	(10,498,296)	(11,284,961)	(11,955,976)	(12,512,065)	(13,128,928)	(13,843,335)	(14,268,365)	(14,601,679)	(15,136,403)
Solid Waste User Fees & Charges	(7,141,645)	(7,449,952)	(7,773,343)	(8,112,628)	(8,468,670)	(8,842,378)	(9,234,713)	(9,562,359)	(9,902,972)	(10,257,103)
	<u>(25,641,005)</u>	<u>(27,441,568)</u>	<u>(29,091,086)</u>	<u>(30,535,495)</u>	<u>(31,773,946)</u>	<u>(33,043,886)</u>	<u>(34,491,105)</u>	<u>(35,576,478)</u>	<u>(36,555,680)</u>	<u>(37,796,699)</u>
Revenue from Other Sources										
Investment Income	(1,917,257)	(1,722,298)	(1,596,605)	(1,546,702)	(1,391,380)	(1,409,762)	(1,423,848)	(1,521,491)	(1,690,411)	(1,885,812)
Other Revenue	(12,365,726)	(8,309,512)	(4,476,821)	(4,401,377)	(4,487,482)	(4,684,191)	(4,795,723)	(4,808,220)	(4,818,734)	(4,828,999)
Other Government Grants	(2,785,950)	(2,608,951)	(2,237,922)	(2,219,922)	(2,164,922)	(2,164,922)	(2,164,922)	(2,164,922)	(2,164,922)	(2,165,462)
Contributed Assets	(100,690,000)	(1,023,206)	(1,259,152)	(1,407,652)	(1,556,152)	(1,407,652)	(1,259,152)	(1,459,152)	(1,632,402)	(1,607,652)
	<u>(117,758,933)</u>	<u>(13,663,967)</u>	<u>(9,570,500)</u>	<u>(9,575,653)</u>	<u>(9,599,936)</u>	<u>(9,666,528)</u>	<u>(9,643,645)</u>	<u>(9,953,785)</u>	<u>(10,306,469)</u>	<u>(10,487,925)</u>
Funding for Capital Purposes										
Capital Revenue - Fees & Charges	(85,000)	(95,000)	(100,000)	(110,000)	(115,000)	(125,000)	(130,000)	(135,000)	(140,000)	(150,000)
Capital Revenue - Other Revenue	(45,000)	(363,750)	-	-	-	-	-	-	-	-
Capital Revenue - Grant Revenue	(4,860,000)	(2,190,000)	(3,735,794)	(2,150,000)	(2,150,000)	(2,150,000)	(2,150,000)	(2,150,000)	(2,150,000)	(2,150,000)
Development Cost Charges	(2,221,521)	(1,916,279)	(503,357)	(2,026,974)	(6,980,586)	(594,000)	(178,200)	-	(122,500)	(89,150)
	<u>(7,211,521)</u>	<u>(4,565,029)</u>	<u>(4,339,151)</u>	<u>(4,286,974)</u>	<u>(9,245,586)</u>	<u>(2,869,000)</u>	<u>(2,458,200)</u>	<u>(2,285,000)</u>	<u>(2,412,500)</u>	<u>(2,389,150)</u>
<b>TOTAL REVENUE</b>	<u><b>\$ (209,390,403)</b></u>	<u><b>\$ (111,754,521)</b></u>	<u><b>\$ (117,303,512)</b></u>	<u><b>\$ (124,743,208)</b></u>	<u><b>\$ (136,577,111)</b></u>	<u><b>\$ (136,308,980)</b></u>	<u><b>\$ (143,320,703)</b></u>	<u><b>\$ (150,160,126)</b></u>	<u><b>\$ (156,841,437)</b></u>	<u><b>\$ (163,781,597)</b></u>

**DISTRICT OF SQUAMISH**  
**Schedule A to Bylaw 3213, 2025**  
**2026 - 2035 Ten Year Financial Plan**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 Budget	2035 Budget
<b>EXPENSE</b>										
Municipal - General Purposes										
General Government	\$ 14,952,538	\$ 17,648,216	\$ 18,624,569	\$ 19,717,358	\$ 22,562,391	\$ 23,907,689	\$ 25,142,494	\$ 27,315,740	\$ 29,161,050	\$ 30,498,551
Protective Services	20,456,461	21,245,591	22,402,480	23,575,910	24,393,962	25,289,394	26,216,408	27,198,829	28,171,083	29,106,330
Transportation & Transit	11,250,006	12,114,378	14,143,298	14,940,603	15,328,024	15,770,383	16,840,446	17,372,139	17,815,990	18,770,633
Economic & Community Development	9,128,713	9,131,054	4,642,504	4,534,320	4,368,004	4,502,612	4,805,029	4,922,878	5,040,721	5,180,349
Parks Recreation Culture	9,600,335	9,211,946	9,397,240	9,635,151	9,878,289	10,125,389	10,380,649	10,679,364	10,957,539	11,242,138
Health Social & Housing	160,674	164,124	617,707	596,396	175,495	179,734	184,114	188,659	193,347	197,884
Accretion Expense	15,627	15,627	15,627	15,627	15,627	15,627	15,627	15,627	15,627	15,627
Amortization	7,750,665	7,474,184	7,128,243	6,926,025	6,764,974	6,511,819	6,141,140	5,822,610	5,586,063	5,325,768
	<u>73,315,018</u>	<u>77,005,121</u>	<u>76,971,669</u>	<u>79,941,390</u>	<u>83,486,768</u>	<u>86,302,647</u>	<u>89,725,906</u>	<u>93,515,845</u>	<u>96,941,418</u>	<u>100,337,280</u>
Solid Waste Operations										
Operations	5,676,754	5,842,755	6,495,799	7,117,738	7,295,841	7,224,292	8,270,279	8,457,092	8,590,255	8,719,064
Accretion Expense	303,560	303,560	303,560	303,560	303,560	303,560	303,560	303,560	303,560	303,560
Amortization	1,208,618	1,140,791	223,350	100,959	100,959	100,959	100,959	100,959	100,959	100,959
	<u>7,188,932</u>	<u>7,287,106</u>	<u>7,022,709</u>	<u>7,522,257</u>	<u>7,700,360</u>	<u>7,628,811</u>	<u>8,674,798</u>	<u>8,861,611</u>	<u>8,994,774</u>	<u>9,123,583</u>
Water System Operations										
Operations	4,334,100	4,748,904	4,549,134	4,675,313	4,534,413	4,641,688	4,769,010	4,875,089	5,189,425	5,106,612
Accretion Expense	6,845	6,845	6,845	6,845	6,845	6,845	6,845	6,845	6,845	6,845
Amortization	1,410,666	1,405,065	1,305,378	1,299,072	1,263,228	1,258,004	1,247,416	1,238,740	1,228,091	1,207,745
	<u>5,751,611</u>	<u>6,160,813</u>	<u>5,861,357</u>	<u>5,981,230</u>	<u>5,804,486</u>	<u>5,906,537</u>	<u>6,023,271</u>	<u>6,120,674</u>	<u>6,424,361</u>	<u>6,321,202</u>
Waste Water System Operations										
Operations	6,635,550	7,136,749	7,415,481	8,085,868	8,638,194	8,559,526	9,217,519	9,569,609	9,891,498	10,421,966
Accretion Expense	-	-	-	-	-	-	-	-	-	-
Amortization	1,724,609	1,675,273	1,479,506	1,478,415	1,474,647	1,474,174	1,463,040	1,450,877	1,434,981	1,400,533
	<u>8,360,159</u>	<u>8,812,022</u>	<u>8,894,987</u>	<u>9,564,283</u>	<u>10,112,842</u>	<u>10,033,700</u>	<u>10,680,558</u>	<u>11,020,486</u>	<u>11,326,479</u>	<u>11,822,499</u>
<b>TOTAL EXPENSE</b>	<b>94,615,720</b>	<b>99,265,061</b>	<b>98,750,721</b>	<b>103,009,161</b>	<b>107,104,456</b>	<b>109,871,695</b>	<b>115,104,533</b>	<b>119,518,615</b>	<b>123,687,033</b>	<b>127,604,564</b>
<b>(SURPLUS)/DEFICIT</b>	<b><u>\$(114,774,683)</u></b>	<b><u>\$(12,489,459)</u></b>	<b><u>\$(18,552,791)</u></b>	<b><u>\$(21,734,047)</u></b>	<b><u>\$(29,472,655)</u></b>	<b><u>\$(26,437,285)</u></b>	<b><u>\$(28,216,170)</u></b>	<b><u>\$(30,641,511)</u></b>	<b><u>\$(33,154,404)</u></b>	<b><u>\$(36,177,033)</u></b>

**DISTRICT OF SQUAMISH**  
**Schedule A to Bylaw 3213, 2025**  
**2026 - 2035 Ten Year Financial Plan**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 Budget	2035 Budget
Balance Forward - (SURPLUS)/DEFICIT	\$ (114,774,683)	\$ (12,489,459)	\$ (18,552,791)	\$ (21,734,047)	\$ (29,472,655)	\$ (26,437,285)	\$ (28,216,170)	\$ (30,641,511)	\$ (33,154,404)	\$ (36,177,033)
ADJUST TO BALANCED BUDGET										
NON CASH ITEMS										
Amortization Expense	(12,094,557)	(11,695,312)	(10,136,476)	(9,804,471)	(9,603,809)	(9,344,956)	(8,952,555)	(8,613,186)	(8,350,094)	(8,035,006)
CASH ITEMS NOT RECOGNIZED AS REVENUE										
Borrowing	(8,725,771)	(10,051,655)	(16,060,927)	(23,288,073)	(6,035,976)	(1,110,000)	(20,000)	(1,336,000)	(2,681,000)	(826,000)
CASH ITEMS NOT RECOGNIZED AS EXPENSE										
Capital Plan Expenditure										
General Government	4,278,000	483,500	467,000	281,000	235,000	240,000	545,000	250,000	255,000	261,000
Protective Services	531,400	1,255,300	777,000	75,000	745,000	1,300,000	110,000	-	2,400,000	-
Transportation & Transit	125,794,935	18,641,073	11,432,864	11,737,600	11,443,977	9,879,160	10,594,000	13,707,000	19,949,000	21,502,643
Economic & Community Development	99,000	25,000	225,000	-	-	-	100,000	800,000	-	-
Parks Recreation Culture	3,233,878	4,449,800	777,445	3,452,049	3,952,490	4,063,800	3,246,106	3,284,303	3,463,507	3,693,720
Public Health - Cemetery	512,000	-	-	-	-	100,000	-	1,000,000	-	-
Water Services	2,622,721	4,870,000	3,775,000	3,880,000	3,985,000	4,090,000	4,195,000	4,300,000	4,405,000	4,510,000
Waste Water Services	3,557,000	3,775,000	6,825,000	15,280,000	10,795,000	3,910,000	3,485,000	6,085,000	4,235,000	3,840,000
Solid Waste Management	906,392	1,156,882	11,306,937	12,273,106	6,692,276	10,000	10,000	336,000	403,500	5,831,000
	141,535,326	34,656,555	35,586,246	46,978,755	37,848,743	23,592,960	22,285,106	29,762,303	35,111,007	39,638,363
Debt Principal Repayment										
General Fund	2,818,966	3,289,275	4,179,564	4,510,301	4,465,186	4,052,808	3,887,158	3,915,143	4,050,341	4,225,096
Water Utility Fund	418,386	432,418	416,348	354,784	188,227	176,898	139,562	59,848	60,895	61,961
Waste Water Utility Fund	199,854	477,801	494,549	464,281	443,118	392,007	994,993	1,146,227	1,167,903	1,204,040
Solid Solid Waste Fund	195,200	170,112	175,216	180,472	-	-	1,108,082	1,147,419	1,188,152	1,230,332
	3,632,406	4,369,606	5,265,677	5,509,838	5,096,531	4,621,713	6,129,795	6,268,637	6,467,292	6,721,429
TRANSFERS FROM RESERVES AND PROVISIONS										
From Reserves/Provisions	2,658,983	(1,022,993)	883,721	1,681,109	1,645,986	1,901,720	1,897,389	1,171,063	1,789,861	1,075,933
From Reserve Funds - General	(21,617,621)	(13,271,367)	(8,046,795)	(12,872,052)	(14,024,308)	(12,946,087)	(12,837,533)	(15,711,930)	(22,153,134)	(23,178,197)
From Reserve Funds - Water	(3,747,573)	(4,217,845)	(3,856,845)	(3,808,345)	(3,906,845)	(4,006,845)	(4,106,845)	(4,206,845)	(4,308,595)	(5,792,845)
From Reserve Funds - Waste Water	(4,328,528)	(3,709,420)	(4,360,000)	(4,010,883)	(5,423,100)	(3,846,200)	(4,913,706)	(7,513,706)	(5,663,706)	(5,265,206)
From Reserve Funds - Solid Waste	(419,750)	(792,760)	(778,360)	(1,239,360)	(1,689,360)	(1,026,960)	(2,992,034)	(2,942,034)	(2,942,034)	(7,892,034)
	(27,454,489)	(23,014,385)	(16,158,279)	(20,249,532)	(23,397,627)	(19,924,372)	(22,952,729)	(29,203,452)	(33,277,608)	(41,052,349)
TRANSFERS TO RESERVES AND PROVISIONS										
To Reserve Funds - General	8,846,297	10,087,838	11,277,317	13,029,145	14,944,902	17,051,902	19,367,902	20,965,902	22,722,902	24,653,902
To Reserve Funds - Water	3,887,376	2,503,849	2,701,957	2,969,961	3,309,992	3,527,098	3,675,118	3,882,307	4,020,768	5,605,713
To Reserve Funds - Waste Water	3,456,215	3,779,881	4,133,583	4,514,738	4,918,297	5,348,238	5,805,439	5,946,072	5,964,759	6,119,281
To Reserve Funds - Solid Waste	1,691,880	1,853,083	1,943,693	2,073,687	2,391,600	2,674,703	2,878,094	2,968,929	3,176,379	3,351,701
	17,881,768	18,224,651	20,056,550	22,587,531	25,564,791	28,601,941	31,726,553	33,763,210	35,884,808	39,730,597
NET ADJUSTED - BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

## SCHEDULE “B” Statement of Objectives and Policies

District of Squamish 2026-2035 Ten-Year Financial Plan Bylaw No. 3213, 2025

### A. Distribution of Funding Sources

1. The District’s objectives & policies relating to funding sources are as follows:

- a. Continue to monitor proportional revenue sources relative to the BC average and review user fees with respect to cost recovery for services provided;

Revenue Sources	Squamish 2026	BC Avg 2023
Taxation	28.1%	42.3%
Sales of Services	12.3%	29.7%
Transfers from Other Governments	3.7%	12.9%
Investment Income	0.9%	5.7%
Developer Contributions	49.1%	8.5%
Other Revenue	5.9%	0.4%
Disposition of Assets	0.0%	0.6%
Total Revenue	100.0%	100.0%

- b. Ensure adequate tax and user fee revenue to sustain existing service levels, including price changes resulting from the cost of doing business and adequate renewal and rehabilitation of existing infrastructure;
- c. Support additional increases to tax and user fees, beyond sustaining existing service levels, by a business case which considers on-going operating costs and alignment with the community vision;
- d. Maintain relatively stable tax and user fee increases that are aligned with standard cost of business changes;
- e. Phase in any future increases, where future costs are identified in advance, to minimize spikes in taxes and/or user fees; and
- f. Limit borrowing to a level that allows room for emergencies and unexpected opportunities with a target debt servicing limit of 20% of revenue.

2. The funding source breakdown as prescribed in Section 165 (3.1) and (7) of the Community Charter is presented in the following table:

Funding Sources	2026 Budget	%
Property Taxes	58,778,944	26.9%
Sales of Services	25,726,005	11.8%
Other Revenue	124,885,454	57.3%
Borrowing	8,725,771	4.0%
Total Sources of Funding	218,116,174	100.0%

## **B. Permissive Tax Exemptions**

1. Criteria established for granting Permissive Tax Exemptions are outlined by District policy A03E-02 and are summarized as follows:
  - a. Lands and improvements owned or held by charitable, philanthropic, or other not-for profit corporations or organizations and used for purposes directly relating to the purpose of that organization;
  - b. The use of land and improvements must benefit the community in one of the following ways:
    - i. Provides programs or facilities for youth, seniors, or special needs groups;
    - ii. Provides recreational facilities for public use;
    - iii. Provides recreation programs to the public;
    - iv. Provides supportive housing for people with special needs;
    - v. Preserves heritage important to community character;
    - vi. Preserves environmentally and ecologically significant areas;
    - vii. Offers cultural and educational programs to the public promoting community spirit, cohesiveness, and tolerance; and
    - viii. Offers services to the public in formal partnership with the municipality.
2. The District of Squamish has approved, by bylaws, permissive tax exemptions to the following non-profit organizations under section 224 and 225 of the Community Charter. The estimated value of municipal tax exempted for 2026 is as follows:

	2026 Estimated PTE (Muni Taxes)
Alano Club of BC	\$9,957
BC Lions Club Society	\$26,484
BC SPCA	\$9,195
Church of Jesus Christ of Latter Day Saints	\$2,743
Federation Mountain Clubs BC	\$2,602
Howe Sound Women's Centre Society	\$10,467
Mamquam River Access Society	\$1,085
Nature Trust of BC	\$9,890
Roman Catholic Archbishop of Vancouver	\$3,567
Royal Canadian Legion	\$5,166
Sea to Sky Community Services	\$140,551
Sea to Sky Forestry Centre Society	\$239
Sea to Sky Nordics	\$1,886
Squamish Baptist Church	\$2,422
Squamish Chamber of Commerce	\$1,167
Squamish Community Housing Society	\$21,766
Squamish Helping Hands Society	\$15,733
Squamish Seniors Living Society	\$33,723
Squamish Sikh Society	\$7,699
Squamish Valley Golf Club	\$32,190
Synod of Diocese of New Westminster	\$2,199
Tourism Squamish	\$2,713
West Coast Rail Association	\$113,351
<b>Total</b>	<b>\$456,795</b>

### C. Revitalization Tax Exemptions



It is the District’s policy to consider revitalization tax exemptions when such an exemption program is believed to provide an incentive for accelerated economic growth that may not otherwise occur.

Permissive Tax Exemption	Year
Matthews West Developments	2026