
Meeting Date: October 7, 2025
For: Special Business Meeting
From: Financial Services
Subject: 2026-2035 Financial Plan – General Fund and Service Level Changes

Recommendation

THAT Council:

1. Direct Staff to include the Pre-Committed Changes to the 2026-2035 Financial Plan as presented in the report from Financial Services dated October 7, 2025.
2. Direct Staff to include the previously endorsed Service Level Changes to the 2026-2035 Financial Plan as presented in the report from Financial Services dated October 7, 2025.

THAT Council direct Staff to include the following Service Level Changes Pending Endorsement items to the 2026-2035 Financial Plan as presented in the report from Financial Services date October 7, 2025:

- a. XXX
 - b.
-

1. Purpose of the Report

The objective of this report is to present a long-term (ten year) plan for the District of Squamish General Fund which will provide greater transparency, stability, and oversight to the financial planning process. Staff are seeking Council approval for the General Fund Operating Budget which includes the proposed Pre-Committed (Non-Discretionary) and previously endorsed Service Level Changes in the 2026-2035 Financial Plan.

In addition, staff are seeking direction from Council to include service level changes that have not been previously endorsed by Council.

2. What Informed the Recommendation

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

3. Background

This report and supporting schedules (Attachments 1-3) outline the expense requirements of the District, along with revenue requirements needed to fund these expenses. The report package establishes all ten years of the Financial Plan in order to provide a long-term view of the District's operating costs and tax impacts. In addition to this report and the supporting schedules, an explanatory Budget Package Guide ("Package Guide") has been included as Attachment 4 which explains the various budget principles.

The budget is presented according to the following categories:

Pre-Committed Changes (Non-Discretionary) - Items that are commitments as a result of prior Council financial planning decisions that have impacts on the current financial plan or increased revenues or expenditures that are bound by legal contract, inflationary cost increases, change in legislation or a result of provincial or federal contract changes.

Service Level Changes (SLC) – Service Level Changes are additional operating costs added to the base operating budget. They are categorized into three categories: Service Level Increases, Service Level Maintenance and Service Level Opportunities (as outlined in the accompanying Package Guide). In the 2026-2035 Financial planning process, service level changes have been broken down further into the following categories:

- Previously Endorsed Service Level Changes: Services or resources that have been endorsed by Council through motion in a previous Council meeting (e.g. Transit Annual Operating Agreement).
- New Critical Service Level Changes: Services or resources that have not been previously endorsed by Council, however, have been designated as an increase critical to maintaining current service levels at the District (e.g. additional staff required to maintain a newly constructed park).
- Service Level Changes Pending Endorsement: Services or resources that have not yet been endorsed by Council that were either discussed throughout the year or directed by Council to budget deliberations for inclusion in the 2026-2035 Financial Plan (e.g. additional staffing due to increased operating hours).

Special Operating Projects – Cost changes associated with special operating projects. These costs are included in the overall General Fund Operating and Service Level Change package to provide Council and the Public with an understanding of the overall tax impact upfront in the budgeting process, however, detailed review and deliberation is forthcoming in a future budget workshop (Oct 14, 2025) as per the budget workshop schedule.

Asset Management Reserve Funding Strategy – The District's 2022 Asset Management Plan (AMP) highlights the necessary contributions to Capital Reserves to save for future asset replacement using a metric called Average Annual Lifecycle Investment (AALCI). The AALCI calculates the average annual contribution to reserve, including combined interest earned that will be required to pay for the future replacement of the asset. In September 2023, Council endorsed the Asset Management Reserve Funding Strategy (AMRFS) which included the AMP recommendations and incorporated additional capital requirements included in the 2023-2027 Financial Plan to provide a target reserve contribution strategy that would work towards sufficient and sustainable reserves for a long-term capital program.

Non-Market Change – Non-Market Change (NMC) is the addition or removal of assessment properties (folios) to the tax roll (entire list of all taxable properties) across all tax classes. Development is the primary driver of increases in NMC, however NMC could be a result of property tax exemption changes or additional industries being added or removed from the tax roll. Historically, municipalities, including the District, have used the historical average as an attempt to predict NMC and to illustrate a reduced tax revenue requirement impact on current taxpayers. However, NMC has fluctuated greatly year over year, potentially creating an inaccurate representation of tax revenue requirement impact on current tax payers, so many municipalities are moving away from this practice. Instead, these municipalities are reporting NMC once actual assessments are received and the impact of NMC on assessment classes and tax rates is known. Staff are recommending to follow a similar practice and report on NMC during Council deliberations of the Tax Rate Bylaw in April after NMC has been released by BC Assessments in March. Therefore, a projected NMC has not been shown as an additional deduction from the tax revenue requirement in any of the financial planning schedules.

District of Squamish Historical Non-Market Change	
2021	6.1%
2022	2.8%
2023	4.8%
2024	3.3%
2025	1.3%

Tax Impacts - The tax impact % and tax impact \$ per residential average resident (as defined in the Package Guide) are indicated in the schedules. For the General Fund Tax Revenue Requirement Changes schedule, the 2024 average residential property assessment value (\$1.144M) and the 2025 residential mill rate (2.5997) are utilized.

4. Project Information

The District has experienced rapid community growth and diversification over the past several years which has placed added pressure on District resources to keep pace. This has led to the requirement for tax increases to manage upward cost pressures from increasing services to meet growth, inflation, new progressive initiative costs, transit expansion, RCMP contract increases, and the immediate requirement to update and replace aging facilities and infrastructure.

Staff have made tremendous efforts to minimize impacts of growth, inflation, facility investment, and new initiatives on the operating budget without negatively impacting service levels by:

- Minimizing costs where possible without reducing service
- Utilizing available provisions where possible
- Maximizing alternative funding opportunities
- Delaying debt issuance through cash flow management and temporary borrowing

General Fund Operating Budget Overview:

The District's operating budget is funded by various revenue sources with taxation making up approximately 75% of revenue. For 2026, revenues total \$76.8M, including taxation revenue of \$57.6M.

Revenue Sources	2025 Budget	2026 Budget
Taxation	\$51,599,666	\$ 57,560,850
Fees and Charges	2,182,847	2,342,773
Transfers from Other Governments	3,857,794	2,605,950
Investment Income	1,804,607	1,682,092
Developer Contributions	419,928	690,000
Other Revenue	8,869,826	12,175,526
Total Revenue	\$68,734,668	\$ 76,757,191

- **Taxation (\$57.6M):** Includes General Taxation (\$55.6M), Special Assessment (\$400K) and Grants in Lieu of Taxes (\$1.6M). To note, this does not include initiatives that are pending endorsement as outlined in the report below.
- **Fees and Charges (\$2.3M):** Includes various user or rental fees, parks user fees, and fees for various licenses and permits and service agreements.
- **Transfers from other governments (\$2.6M):** Provincial, Federal, and other government funding grants, including Community Works Fund, Regional Economic Development Implementation Program Funding, and FireSmart Community Resiliency Investment Funding.
- **Investment Income (\$1.6M):** Includes a conservative estimate for income earned on the District's bank and investment accounts.
- **Developer Contributions (\$690K):** Includes Community Amenity Contributions (CAC) and Forfeited Securities. This budget is conservative and all proceeds from CACs are transferred to reserve for future use and does not have any impact on operating expenses. In addition, Woodfibre LNG has offered a \$300K contribution towards the construction of the Splash Park capital project; this contribution is included in the \$690K budget. That contribution will be received through CAC revenue and held in reserve until construction on the project commences.
- **Other Revenue (\$12M):** Includes recreation and program revenue, rezoning and development charges, and engineering service agreement charges. In addition, this revenue category includes the CMHC Housing Accelerator Fund, WLNG and Fortis capacity funding. In 2026, revenue also includes \$4M reserve contribution from Squamish Sea to Sky Development Ltd (SSSD) required by the Cheekeye Provincial indemnification agreement and land development agreement.

The General Fund Operating expenditure budget comprises six segments and utilizes 80%-85% (approximately \$65M) of the operating revenue listed above.

Operating Expense	Aprox. % of Budget	Approx Value
General Government	22%-26%	\$15M
Protective Services	28%-31%	\$20M
Transportation & Transit	15%-17%	\$11M
Economic & Community Development	14%-16%	\$9M
Parks Recreation Culture	14%-16%	\$10M
Health Social & Housing	0%-1%	\$300K

The remaining 15% -20% of operating revenues are utilized for debt servicing, allocated to liability as accretion¹ expense or transferred to reserves and provisions.

Finalization of the 2026-2035 General Fund Financial Plan requires Council direction and endorsement for changes to the base operating budget (Service Level Changes and Pre-Committed Changes) and operating projects (Special Operating Projects) determined throughout the October 2025 financial planning workshop.

¹ Accretion expense is an accounting mechanism to record the asset retirement obligation liability (measured over time) on applicable assets held within the General Fund.

The October 7, 2025, General Fund Operating workshop focuses on changes to the base operating budget impacting the Taxation Revenue Requirement.

Further discussion regarding 2026-2035 Special Operating Projects, Capital Projects, and Utility Fund operating budgets are scheduled for upcoming budget workshops. The 2026-2035 financial plan, including all revenues, expenses and transfers will be included in the Tying it All Together budget package (November 4, 2025) once the budget workshops are complete and Council direction has been provided.

Years 2027-2035 Forecast (Attachment 1)

For the first time, the District has drafted a ten-year financial plan forecast, which addresses both the short-term needs and long-term financial sustainability of the District and aids in the prioritization of capital requirements. The ten-year plan is a directional tool meant to gauge future financial needs of the District to support decision making and is inherently uncertain due to the reliance on assumptions, the data limitations, the subjectivity to external events (e.g. natural disasters, geopolitical events) and inability to predict policy and regulation changes. The ten-year financial plan assumptions are based on historical trends, labour contract forecasts, inflation and cost increases, and incorporates the District's various master plans and management plans.

Attachment 1 summarizes the tax impact in all ten years of the Financial Plan forecast.

In 2027, the Financial Plan includes an 11.9% tax increase, followed by an increase of 12.3% in 2028, (prior to inclusion of items pending Council endorsement). Increases in 2027-2035 are largely due to debt servicing cost increases related to the completion of capital projects funded by borrowing, fire services positions, transit expansion, and the increased cost of police services.

- Fire Services: Previously endorsed (October 2024) service level changes through the Squamish Fire Five Year Plan, includes additional staffing resources to meet the evolving needs of the District as a result of densification and population growth. This results in an annual tax increase of approximately 0.6% over 2027-2029 and 0.1% for years 2031-2035.
- Transit: Council previously endorsed (June 2025) the Three-Year Transit Expansion memorandum of understanding which outlined transit investments up until early 2027. As a result, previously endorsed SLCs are included in the 10-year financial plan resulting in an increase of 1.6% in 2027, followed by 0.5% in 2028 and range between 0.5%-1% for years 2028-2035.
- Debt Servicing: Major capital projects funded by borrowing anticipate debt being issued in 2027 and, as a result, debt servicing costs will increase. This increase has been smoothed in over 2027 (1.6% increase) and 2028 (2.2% increase).
- Asset Management: In September 2023, Council endorsed the Asset Management Reserve Funding Strategy (AMRFS) to provide a target reserve contribution strategy that would work towards sufficient and sustainable reserves for a long-term capital program. The AMRFS is scheduled for review in 2027, upon completion of the Asset Management Plan update. The ten-year plan anticipates that with a contribution rate of 2.4% for years 2026-2032, the District's capital reserves will accumulate to the targeted average annual capital spend around year 2033. Therefore, the AMRFS transfer is expected to decrease to approx. 1.5% in 2033-2035. However, this projection will be contingent on the Asset Management Plan update results and subsequent AMRFS review.

Taxation Revenue Requirement Workshop:

To enhance transparency and to provide Council with a clear delineation between what has been previously endorsed by Council prior to the Financial Plan, and what has been either referred to budget for deliberation and endorsement or what Staff have identified as additional service level changes, Staff have presented the budget in a new format for 2026-2035 Financial Plan, which has broken down into two sections:

- **PART 1** - Changes to Base Operating Budget: Includes pre-committed changes to general fund operating revenues and expenditures, resulting in an increase to the base budget as well as Service Level Changes that have been endorsed by Council in previous meetings.
- **PART 2** – Budget Changes Pending Endorsement: Includes Service Level Changes that have not yet been endorsed by Council.

PART 1 - Changes to Base Budget:

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

THAT Council:

1. Direct Staff to include the Pre-Committed Changes to the 2026-2035 Financial Plan as presented in the report from Financial Services dated October 7, 2025.
2. Direct Staff to include the previously endorsed Service Level Changes to the 2026-2035 Financial Plan as presented in the report from Financial Services dated October 7, 2025.

Relevant Attachments:

- Attachment 2: 2026 General Fund Tax Revenue Requirement
- Attachment 2.a.: 2026 Service Level Changes Previously Endorsed and Critical to Maintain Current Services

Detailed in Attachment 2, the 2026 budget has a net tax revenue requirement increase of 12.2% over the 2025 base budget, prior to items pending endorsement. This equates to approximately \$363 per average residential taxpayer. Changes to the base budget include the following:

Pre-committed Operating Increases

Total Pre-Committed Increases net to approximately \$3.8M, which represents a 7.7% tax increase (approximately \$229 for the average residential taxpayer), and are the result of:

- Labour and Benefit Contract Changes (\$1.4M): Costs associated with the impact of employee contract increases and changes to benefit contracts and does not include the additional positions outlined in the service level change section below. Increase due to employee contract and benefit changes for 2026 is budgeted at \$1.4M and has an approximate 2.8% tax impact (\$84 per average residential taxpayer). Employment contracts include Canadian Union of Public Employees (CUPE), International Association of Fire Fighters (IAFF), and Exempt Staff Policy.
- Police: (\$433K): Costs include labour contract settlement increases for RCMP members and contract increases for Public Service Employees. The Protectives Services Provision has been utilized to smooth in these costs and has a projected balance at the end of 2026 of \$3.3M. The

\$433K cost increase has an approximate 0.9% tax impact (\$26 per average residential taxpayer).

- Transit (\$62K): Increased costs included in the transit budget primarily due to increased base transit costs for 2026, plus inflationary increases on operating expenses such as equipment rentals. This increase excludes transit expansion included in the service level change section below. The \$62K cost increase has an approximate 0.1% tax impact (\$4 per average residential taxpayer).
- Cheekeye Debris Flow Barrier (\$285K): At the Oct 7, 2025 Special meeting Council will provide direction to Staff as to the proportion of the Operating, Maintenance and Capital Reserve and Post-Event Restoration Reserve that will be funded by Local Area Service Tax and what proportion will be funded by general property tax. The 2026-2035 Financial plan currently contains a 50:50 split between the two funding mechanisms. In recognition that the Barrier ownership is planned to transfer to the District partway through 2026, it is recommended that \$135K is transferred from the General Operating Reserve to prorate taxation in the year of implementation and offset a portion of general property taxation. The transfer will reduce the general property taxation impact by 0.3% and the General Operating Reserve will be repaid through general taxation in 2027. The \$285K cost increase has an approximate 0.6% tax impact (\$17 per average residential taxpayer).

The impacts of alternate allocations are as follows:

	Tax %	Increase over 2025	Adjustment Required
50% General Taxation / 50% LAS	0.6%	285,000	-
25% General Taxation / 75% LAS	0.2%	75,000	-0.4%
75% General Taxation / 25% LAS	1.1%	495,000	0.5%

- Changes in Debt Servicing (\$892K): Includes interest and principal costs associated with capital investment projects that were funded by borrowing. In 2026, the debt servicing payments will increase by approximately \$892K and have an approximate 1.8% tax impact (\$53 to the average residential taxpayer). Debt Servicing Costs include short term borrowing for projects underway that are wholly or partially funded by borrowing (e.g. Public Works and Xwu'nekw Park Sea Dike Upgrades) and long-term debt issuance for projects recently completed (Tantalus Firehall #2).
- Other (\$729K): Includes a combination of various increases and decreases. Most notable changes include:
 - Annualization of 2025 (prior) Year approved Service Level Changes (\$216K): Includes costs for service level changes approved and budgeted for in the prior year. The impact of the approved 2025 service level changes is an annualized cost increase of \$216K and an approximate 0.4% (\$13 per average residential taxpayer) in 2026 and include the following:

Fire Department Personnel	47,434
Police Department Personnel (Municipal Employees)	10,880
Miscellaneous Personnel	38,155
Transit Expansion	94,750
Other Non Personnel SLC	25,000
Total	216,220

- Other General Operating Expense Increases (\$582K): Includes pre-committed costs associated with Council direction in prior financial plans, changes in contracts,

inflationary increases, or changes in business volumes that impact expenses throughout various departments. The \$582K cost increase has an approximate 1.2% tax impact (\$35 per average residential taxpayer).

- Facilities (\$189K): The increased budget comprises increased miscellaneous inflationary maintenance costs associated with all of the District's facilities, including utilities and insurance for the Public Works Yard, as well as increased costs for regular repair and maintenance required by ageing facilities.
- Software Licenses (\$157K): Costs continue to rise as contracts come due (typically on a five-year cycle) and include licenses for UBW Cloud, HRIS, Asset Management System, and Collapsible Records System Maintenance.
- IT Equipment and Security (\$110K): The increased budget includes IT Security, employee workstations, increased network connections, and fire radio maintenance.

Asset Management Reserve Contribution (Infrastructure Levy)

The AMRFS, endorsed by Council in 2023, recommends a reserve contribution equivalent to a 2.4% increase in taxation. This increase equates to \$1.2M or \$71 to the average residential taxpayer.

Service Level Changes Previously Endorsed or Critical to Maintain Current Services (Attachment 2a)

As noted above, previously endorsed service level changes include an increased service or resource endorsed by Council in a prior year financial plan or previous Council recommendation.

Previously Endorsed and Critical Service Level Changes for 2026 result in an increase of \$1.1M to the base budget, and represent a 2.2% tax increase, or \$66 to the average residential taxpayer, and include the following:

- Fire Services (\$321K, 2 FTE): Includes 2 new firefighter positions in 2026, as proposed in amendments to the Five Year Fire Services Master Plan endorsed by Council on October 8, 2024 during the 2025-2029 Financial Plan Budget Workshop.
- Fire Services (\$150K): costs associated with increased paid on call Firefighter Responses.
- Transit Expansion (\$486K): Additional Transit Expansions have been identified for Alice Lake seasonal service expansion, FTN Phase 1 expansion, and South Squamish service expansion, which have a net of transit fee revenue impact on taxation of \$486K. Staff have used the transit provision in 2026-2028 to smooth in the increases of expansion. The expansions were endorsed by Council during the Transit Annual Operating Agreement discussion at the Committee of the Whole meeting June 24, 2025.
- Other (\$151K, 2.6 FTE): Increases across various departments in the organization including additional staff resources operation of small roads equipment purchased in 2025 (\$83K), increased staffing costs of park maintenance for Xwu'nekw, Kwemchu'sáy, and Garibaldi Parks (\$44K), as well as additional staff time to assist with increase in both the size of existing special events and the number of special events requiring Public Works assistance (\$13K).

Tax Funded Special Operating Projects (SOP)

Previously endorsed and critical SOP funded by taxation result in a net reduction to taxation of -0.1% or -\$41K. As noted above, further discussion about 2026-2035 SOP is scheduled for an upcoming budget workshop (October 14, 2025).

PART 2 – Pending Endorsement (Council Decision):

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

THAT Council direct Staff to include the following Service Level Changes Pending Endorsement items to the 2026-2035 Financial Plan as presented in the report from Financial Services date October 7, 2025:

Relevant Attachments:

- Attachment 3: Summary of Items Pending Endorsement
- Attachment 3a: Supporting Details of Items Pending Endorsement
- Attachment 3b: Supporting Details of Community Grants and Partnership Change Requests
- Attachment 3c: Service Level Change - Descriptions and Justifications

Should Council direct Staff to include all items pending endorsement, the total revenue generated by existing taxpayers will increase by an additional 0.9% (\$28 to the average existing residential taxpayer), for a total taxation increase of 13.3%, or \$397 to the average existing residential taxpayer.

Items pending Council endorsement to be discussed in Part 2 include:

- Service Level Changes - Pending Endorsement
- Service Level Changes – Community Grants and Partnership Agreements

Service Level Changes - Pending Endorsement (Attachment 3, 3a, & 3c):

SLCs pending endorsement total \$252K, representing a 0.5% tax increase or \$15 to the average residential taxpayer. These SLCs are not yet included in the increase to the base budget noted in Part 1, and may be included at Council discretion.

Attachment 2a. summarizes the taxation % impact and \$ change that would result from each SLC being added to the base budget.

SLCs pending endorsement include:

- Library (\$71K or 0.1% tax increase): costs associated with the expansion of library hours and foyer gallery operations.
- Other (\$181K or 0.4% tax increase): includes costs of encampment cleanup, public art Maintenance, increase staff hours at the 55+ Activity Centre, business licensing clerk (0.5 FTE), and costs associated with the Squamish Nation District MOU Implementation.

Service Level Changes - Community Grants and Partnership Agreements (Attachment 3, 3b & 3c):

On March 25, 2025, Council endorsed the Community Agreements Policy (CAP) and Community Grants Policy (CGP), under which fee for service agreements and grants administered by non-profit or charitable organizations will be regulated. Staff are requesting that certain existing community agreements be extended to ensure continued service during the transition to the new Policies over the next year.

SLCs reflecting the revised Community Grants and Partnership Agreements in 2026 are detailed in Attachment 3b and total \$212K, representing a 0.4% tax increase or \$13 to the average residential taxpayer. Attachment 3 summarizes the taxation % impact and \$ change that would result from each SLC being added to the base budget, and includes the following Agreement revisions:

- Community Enhancement Grants (\$87K or 0.2% tax increase): Includes requests for the continuation of funding for one year (2026) for Squamish Arts Council, Squamish Community Foundation, Downtown Squamish Business Improvement Association (DSBIA), and Squamish Off Road Cycling Association (SORCA).
- Other Agreements (\$48K or 0.1% tax increase): Includes requests for continuation of funding for one year (2026) for Sea to Sky Community Services Youth Agreement, Squamish Arts Community Partnership Agreement, and Squamish Men's Shed Society Contract Agreement. Future agreements will undergo review and endorsement under the Community Agreements Policy.
- Community Partner Coordinator (\$76K or 0.1% tax increase, 1 FTE): Includes one full-time position to implement and operationalize the updated Community Agreements Policy with community partners and granting organizations.

5. Engagement

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

6. Financial Implications

Staff recommend that the operating budget in this report be incorporated in the 2026-2035 Financial Plan.

7. Next Steps

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

8. Alternatives to Recommendation

Council may direct Staff to make changes to the Financial Plan as presented in this report and have those changes include in the 2026-2035 Financial Plan.

9. Attachments

1. 2026-2035 Tax Impacts
2. 2026 General Fund Tax Revenue Requirement
 - 2.a. 2026 Service Level Changes – Previously Endorsed and Critical to Maintain Current Service
3. 2026 Service Level Changes – Summary of Items Pending Endorsement
 - 3.a. 2026 Service Level Changes – Supporting Details of Items Pending Endorsement
 - 3.b. 2026 Service Level Changes - Supporting Details – Community Grants and Partnerships
 - 3.c. 2026 Service Level Changes - Descriptions and Justification
4. 2026-2035 Budget Package Guide

10. Staff Review

Prepared By:

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

Reviewed By:

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

CAO Recommendation:

That the recommendation of the Financial Services Department be approved.

Linda Glenday, CAO

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 1: 2026 - 2035 Taxation Impacts Forecast

2026 -2035 Financial Plan	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Tax %	Tax %	Tax %	Tax %	Tax %	Tax %	Tax %	Tax %	Tax %	Tax %
Pre - Committed Increases (Decreases)										
Labour & Benefits Contracts	2.8%	2.5%	2.1%	2.1%	2.1%	1.9%	2.0%	1.6%	1.6%	1.7%
Police Services	0.9%	1.4%	2.2%	0.8%	0.8%	0.6%	0.5%	0.5%	0.5%	0.5%
Transit	0.1%	0.7%	2.4%	0.8%	0.9%	0.1%	0.4%	0.8%	0.4%	0.2%
Cheekyeye	0.6%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Changes in Debt Servicing	1.8%	1.6%	2.2%	0.3%	0.3%	-0.6%	-0.3%	0.0%	0.1%	0.1%
Other	1.5%	0.5%	0.3%	0.4%	0.1%	0.2%	0.3%	0.5%	0.3%	0.2%
	7.7%	7.0%	9.2%	4.4%	4.2%	2.2%	2.9%	3.4%	2.9%	2.7%
Service Level Changes (Previously Endorsed and Critical)										
Fire Services	0.9%	0.6%	0.4%	0.6%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Transit	1.0%	1.6%	0.5%	0.9%	0.1%	0.4%	0.9%	0.4%	0.1%	0.3%
Other	0.3%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	2.2%	2.3%	0.9%	1.5%	0.2%	0.5%	1.0%	0.5%	0.2%	0.4%
Special Operating Projects (Previously Endorsed)	-0.1%	0.2%	-0.2%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asset Management Reserve Funding Strategy	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	1.5%	1.5%	1.5%
Total Revenue Requirements (Tax Levy)	12.2%	11.9%	12.3%	8.2%	6.8%	5.1%	6.3%	5.4%	4.6%	4.6%
Items Pending Endorsement										
Service Level Changes	0.9%	1.1%	0.3%	0.1%	0.4%	0.5%	0.4%	0.5%	0.5%	0.4%
Special Operating Projects	0.2%	0%	0.2%	-0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	1.1%	1.1%	0.5%	0.0%	0.5%	0.6%	0.5%	0.6%	0.6%	0.5%
Total Revenue Requirements (Tax Levy) - Incl. Items Pending Endorsement	13.3%	13.0%	12.9%	8.2%	7.3%	5.7%	6.8%	6.0%	5.2%	5.1%

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 2: 2026 General Fund Tax Revenue Requirement

2026 Tax Increase	2025-2029 Financial Plan		2026-2035 Financial Plan	
	Tax %	Tax %	Avg Residential	Increase over 2025
2025 Taxation Revenue Requirement (2026 Base Budget)				\$ 49,676,666
Pre-Committed Changes to Base Budget				
Labour & Benefits Contracts	2.8%	2.8%	84	1,410,343
Police Services	2.3%	0.9%	26	433,258
Transit	0.8%	0.1%	4	61,661
Cheekeye Debris Flow Barrier	0.0%	0.6%	17	285,000
Changes in Debt Servicing	3.0%	1.8%	53	891,559
Other	1.7%	1.5%	45	728,823
Total Pre-Committed Changes	10.6%	7.7%	229	3,810,644
Asset Management Reserve Funding Strategy	2.4%	2.4%	71	1,192,000
Total Pre-Committed Changes and AMRFS	13.0%	10.1%	300	5,002,644
Service Level Changes - Previously Endorsed and Critical to Maintain Current Services				
Fire Services	0.6%	0.9%	28	471,490
Transit	1.6%	1.0%	29	485,610
Other	0.7%	0.3%	8	151,440
Total Previously Endorsed and Critical to Maintain Current Services	2.9%	2.2%	66	1,108,540
Special Operating Projects (SOP) - Tax Funded				
SOP - 2025-2029 Updated	-0.1%	-0.1%	- 3	41,087
SOP - New - Critical to Maintain Current Services	0.0%	0.0%	-	-
Total SOP Previously Endorsed and Critical to Maintain Current Services	-0.1%	-0.1%	- 3	41,087
Total 2026 Base Revenue Requirement	15.8%	12.2%	363	\$ 55,746,763

	Tax %	Avg Residential	Increase over 2025
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To be populated by Council during Budget workshop October 7, 2025

Total Additional Items Endorsed		-	-
Revised 2026 Revenue Requirement (Tax Levy)	12.2%	363	\$ 55,746,763

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 2a: Service Level Changes Supporting Details - Previously Endorsed and Critical to Maintain Current Service Levels

Previously Endorsed and Critical to Maintain Current Service	Department	SLC Type	New FTE Count	2026 Revenue	2026 Expense	Total 2026 Tax	2027 Incremental	2028 Incremental	2029 Incremental	2030 Incremental	2031 Incremental	2032 Incremental	2033 Incremental	2034 Incremental	2035 Incremental
Previously Endorsed:															
Fire Services:															
AUTO - 368 - Firefighter 2026	320-Fire Services	Service Level Increase	2.0	-	321,490	321,490	14,467	15,118	15,798	16,509	17,252	24,261	25,633	20,274	21,186
Transit Expansion:															
AUTO - 428 - Transit Expansion - Alice Lake seasonal (June 2026)	500-Engineering	Service Level Increase	-	2,550	23,460	20,910	418	427	435	444	453	462	471	480	490
AUTO - 370 - Transit Expansion - FTN Phase 1 (Routes 1 and 2 frequency) January 2026	500-Engineering	Service Level Increase	-	17,000	264,000	247,000	4,940	5,039	5,140	5,242	5,347	5,454	5,563	5,675	5,788
AUTO - 373 - Transit Expansion - South Squamish January 2026	500-Engineering	Service Level Increase	-	22,900	240,600	217,700	4,354	4,441	4,530	4,620	4,713	4,807	4,903	5,001	5,101
Total Previously Endorsed			2	42,450	849,550	807,100	24,179	25,025	25,903	26,816	27,765	34,984	36,571	31,430	32,566
Critical to Maintain Current Services															
Fire Services:															
AUTO - 446 - Paid on Call Firefighter Responses	320-Fire Services	Service Level Maintenance	-	50,000	200,000	150,000	-	-	-	-	-	-	-	-	-
Cheekeye:															
AUTO - 442 - Cheekeye Barrier Public Works Equipment Operator Level 2	530-Roads & Drainage	Service Level Increase	1.0	106,564	106,564	-	-	-	-	-	-	-	-	-	-
Other:															
AUTO - 405 - Film and Special Events Support Casual Staff	640-Cultural Services	Service Level Increase	-	33,000	33,000	-	-	-	-	-	-	-	-	-	-
AUTO - 435- Roads Small Equipment Operator	530-Roads & Drainage	Service Level Increase	1.0	-	83,190	83,190	18,559	3,578	3,683	3,815	3,947	4,078	4,236	4,368	4,526
AUTO - 413 - Park Maintenance for Xwu'nekw, Kwemchulsá'y, and Garibaldi Parks	720-Parks & Trails	Service Level Maintenance	0.6	-	55,040	55,040	13,329	2,394	2,468	2,579	2,652	2,744	2,836	2,947	3,039
AUTO - 420 - Events - staff time to assist with increase in events	720-Parks & Trails	Service Level Maintenance	-	-	13,210	13,210	464	479	494	516	530	549	567	589	608
Total Critical to Maintain Current Services			3	189,564	491,004	301,440	32,352	6,451	6,645	6,909	7,129	7,372	7,640	7,904	8,173
Total Previously Endorsed and Critical to Maintain Current Services			4.6	232,014	1,340,554	1,108,540	56,531	31,476	32,548	33,725	34,895	42,355	44,210	39,334	40,738

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 3: Summary of Items Pending Endorsement

	Tax %	Avg Residential	Increase over 2025
Service Level Changes - General			
AUTO - 436 - Expansion of library hours	0.11%	3	\$ 55,740
AUTO - 437 - Foyer Gallery Operations	0.03%	1	15,000
AUTO - 350 - Encampment Cleanup	0.03%	1	15,000
AUTO - 409 - Public Art Maintenance Consultant	0.02%	1	10,000
AUTO - 410 - Public Art Maintenance Increase	0.01%	0	5,000
AUTO - 424 - Increase of casual staff hours (55+ Activity Centre)	0.06%	2	30,000
AUTO - 341 - Business Licensing Clerk	0.09%	3	45,985
AUTO - 445 - Squamish Nation - District MOU Implementation	0.15%	4	75,000
Total Service Level Changes - General	0.51%	15	\$ 251,725
Service Level Changes - Community Grants and Partnership Agreements			
AUTO - 408 - Squamish Arts Council Grants	0.03%	1	\$ 13,000
AUTO - 407 - Squamish Community Foundation Agreement	0.04%	1	20,000
AUTO - 404 - Downtown Squamish Business Improvement Association (DSBIA) Partnership Agreement	0.00% -	0 -	1,000
AUTO - 406 - Community Partnership - Squamish Off Road Cycling Association (SORCA) Funding	0.11%	3	55,000
AUTO - 389 - Sea to Sky Community Services Youth Agreement	0.09%	3	45,000
AUTO - 390 - Squamish Arts Community Partnership Agreement	0.01%	0	3,000
AUTO - 399 - Squamish Men's Shed Society Contract Agreement	0.00%	0	300
AUTO - 440 - Community Partner Coordinator	0.15%	5	76,336
Total Community Grants and Partnerships Agreements	0.43%	13	\$ 211,636
Total Pending Endorsement	0.93%	28	\$ 463,361

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 3a: Supporting Details of Items Pending Endorsement

Pending Endorsement	Department	SLC Type	New FTE Count	2026 Revenue	2026 Expense	Total 2026 Tax	2027 Incremental	2028 Incremental	2029 Incremental	2030 Incremental	2031 Incremental	2032 Incremental	2033 Incremental	2034 Incremental	2035 Incremental
Library:															
AUTO - 436 - Expansion of library hours	700-Library Services	Service Level Increase	-	-	55,740	55,740	-	-	-	-	-	-	-	-	-
AUTO - 437 - Foyer Gallery Operations	700-Library Services	Service Level Increase	-	-	15,000	15,000	-	-	-	-	-	-	-	-	-
Other:															
AUTO - 350 - Encampment Cleanup	510-Public Works	Service Level Increase	-	-	15,000	15,000	-	-	-	-	-	-	-	-	-
AUTO - 409 - Public Art Maintenance Consultant	640-Cultural Services	Service Level Increase	-	-	10,000	10,000	-	-	-	-	-	-	-	-	-
AUTO - 410 - Public Art Maintenance Increase	640-Cultural Services	Service Level Increase	-	-	5,000	5,000	-	-	-	-	-	-	-	-	-
AUTO - 424 - Increase of casual staff hours (55+ Activity Centre)	710-Recreation Services	Service Level Increase	-	-	30,000	30,000	-	-	-	-	-	-	-	-	-
AUTO - 341 - Business Licensing Clerk	600-Planning & Building	Service Level Maintenance	0.5	-	45,985	45,985	1,606	1,664	56,948	3,559	3,698	3,837	3,952	4,091	4,230
AUTO - 445 - Squamish Nation - District MOU Implementation	150-Chief Administrative Officer	Service Level Increase	1.0	75,000	150,000	75,000	78,816	4,509	4,666	4,830	4,999	5,174	5,354	5,542	5,736
Total Pending Endorsement			1.5	75,000	326,725	251,725	80,422	6,173	61,614	8,389	8,697	9,011	9,306	9,633	9,966

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 3b. Details Community Grant Partnership Change Requests

Reference	2025 Budget	Total 2026 Request	Total 2026 Tax Impact	Comment
Community Enhancement Grants:				
AUTO - 408 - Squamish Arts Council Grants	54,000	67,000	13,000	Request for the continuation of funding for the Squamish Arts Council, increased by 5% for 2026. Funding supports the growth and sustainability of arts initiatives in Squamish to foster community engagement, cultural expression, and local artistic development.
AUTO - 407 - Squamish Community Foundation Agreement	131,000	151,000	20,000	
AUTO - 404 - Downtown Squamish Business Improvement Association (DSBIA) Partnership Agreement	50,000	49,000	-	Request for funding of \$49,000 in 2026, consistent with the proposed DSBIA’s funding schedule. This adjustment supports the growth and accessibility of programming to benefit local businesses, residents, and visitors.
AUTO - 406 - Community Partnership - Squamish Off Road Cycling Association (SORCA) Funding	105,000	160,000	55,000	SORCA ridership has steadily increased and membership has not kept up resulting in budget shortfalls. The budget request is to maintain current level of service. Not approving this budget request may result in reduced level of service (e.g. less trails being maintained, less advocacy) which will impact ridership, reducing economic input into the community from the mountain biking community.
Total Community Enhancement Grants	340,000	427,000	87,000	
Other:				
AUTO - 389 - Sea to Sky Community Services Youth Agreement	285,000	330,000	45,000	Contract has expired, therefore requesting an extension for 1 year until end of 2026 at which time it will be reviewed through the Community Agreements Policy (CAP). \$50,000 increase requested for 2026 to maintain existing service level due to staff costs increases. The request is to extend the partnership agreement to 2026 and then evaluate through our new Community Partnership Agreement Policy moving. Requesting an increase in 2026 to account for inflationary costs, maintaining staff, expanded programming, and increase in support to maintain legacy events (Squamish Mural Fest). Organization has requested \$5100 annually to cover operating costs (\$300 increase due to increased insurance costs), which would allow them to maintain existing service .
AUTO - 390 - Squamish Arts Community Partnership Agreement	63,500	66,500	3,000	
AUTO - 399 - Squamish Men's Shed Society Contract Agreement	4,800	5,100	300	
Total Other	353,300	401,600	48,300	
Sub-Total Change Requests	693,300	828,600	135,300	
AUTO - 440 - Community Partner Coordinator	-	76,336	76,336	Add one full-time position to the Economic Development department to implement and manage the updated Community Agreements Policy (CAP), support team operations, and ensure continuity during staff changes.
Total Change Requests	693,300	904,936	211,636	

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN				
Attachment 3c: 2026 Service Level Change Descriptions and Justification				
Number		2026 Tax Impact		
Previously Endorsed:				
AUTO - 368	Firefighter 2026	321,490	2 Firefighter positions for 2026.	Proposed as per the Five-Year Fire Services Master Plan update in October 2024.
AUTO - 428	Transit Expansion - Alice Lake seasonal (June 2026)	20,910	This transit expansion provides 300 service hours for introductory seasonal weekend service to Alice Lake. It was previously proposed for 2025 but did not receive funding from BC Transit.	This expansion is recommended in the Transit Future Action Plan and was supported through public consultation. It is a small, introductory service but provides new park access to individuals who either don't have a vehicle or who have age or mobility limitations to driving. It will also enable locals to visit the park on the weekends when parking is limited.
AUTO - 370	Transit Expansion - FTN Phase 1 (Routes 1 and 2 frequency) January 2026	247,000	This transit expansion provides 2000 service hours and 2 medium duty vehicles to increase frequency on the Routes 1 Brackendale and 2 Highlands. Note that this is a decrease from the 3000 hours and 3 medium duty buses that was originally requested for this expansion. The decision to decrease was made by BC Transit. The BC Transit portion of this budget has been approved and planning for the expansion is underway.	The District completed a Transit Future Action Plan (TFAP) that outlines a series of transit expansions over 5+ years. Implementing the TFAP contributes to the goals of a) encouraging mode shift to lower GHG emissions and reduce the need for road capacity improvements, b) creating an equitable and accessible transportation system, c) supporting lower parking requirements.
AUTO - 373	Transit Expansion - South Squamish January 2026	217,700	This transit expansion provides 2800 hours and two light duty vehicles to create a new route that will provide year round service to Waterfront Landing, St'a7mes, Redbridge and Oceanfront. The BC Transit portion of this budget has been approved and planning for the expansion is underway.	The District completed a Transit Future Action Plan (TFAP) that outlines a series of transit expansions over 5+ years. Implementing the TFAP contributes to the goals of a) encouraging mode shift to lower GHG emissions and reduce the need for road capacity improvements, b) creating an equitable and accessible transportation system, c) supporting lower parking requirements.
Total Previously Endorsed		807,100		
Critical to Maintain Current Services				

AUTO - 442	Cheekeye Barrier Public Works Equipment Operator Level 2	-	Full-time permanent Roads and Drainage Equipment Operator 2 is required for ongoing maintenance of the Cheekeye Debris Barrier and access road.	Year-Round Maintenance Requirements: Debris Barrier – Ongoing vegetation maintenance, access road upkeep, drainage, snow removal, and both monthly and post-event inspections. Ring Creek FSR (8 km gravel road) – Regular grading, plowing, vegetation maintenance, mowing, ditching, drainage management, culvert replacement, and periodic road resurfacing. Not proceeding with the FTE position would mean critical maintenance on the structure and access road could not be completed, reducing our ability to respond promptly during an event and creating a public safety risk.
AUTO - 405	Film and Special Events Support Casual Staff	-	Requesting an increase in casual staffing for film and event support in the 2026 budget. This increase is intended to enhance our capacity to efficiently manage growing volumes of event and film permits, streamline permitting processes, and maintain high service levels for community and commercial activities.	In 2023, the District permitted 59 events and 11 film productions, generating \$36,000 in revenue. This increased to 90 events and 32 film productions in 2024, with revenue of \$90,000. As of May 2025, the District has processed 55 event permits and 11 film permits, with an average of 2+ weekly film inquiries, positioning us to surpass last year's totals. In 2026, Staff anticipate a 15–20% increase in permits due to rising demand and enhanced regional visibility. Additional casual staffing would allow Staff to manage this growth effectively, reduce processing delays, support on-site coordination, and sustain regulatory compliance. This proactive investment would position us to capitalize on increasing event and film activities while maintaining service excellence and community engagement. If a casual staff member is not approved, the increased volume of permits may lead to processing delays, invoicing errors, and strained service capacity. This could impact Squamish's reputation as a film-friendly destination, resulting in lost production and revenue opportunities. With support, an estimated revenue increase of 20% is anticipated resulting from an increase in filming fees and an increase in overall permits. This would offset casual staff wages.
AUTO - 435	Roads Small Equipment Operator	83,190	Small Equipment Operator to operate sidewalk/bike lane sweeper/plow, trails machine, roadside mower (being purchased in 2025).	Active Transportation adding separated bike lanes and other alternative transportation infrastructure needs to be maintained. Sweeper/Plow budgeted under 2025 capital, anticipate delivery in 2026, so budgeting this FTE for 2026 to coincide. Not proceeding means we will not be able to utilize the machine to it's full potential.

Number		2026 Tax Impact		
AUTO - 413	Park Maintenance for Xwu'nekw, Kwemchulsáy, and Garibaldi Parks	55,040	Xwu'nekw Park is a new Park area and sea dike. Dike will need to be inspected, mowed and maintained. Park will need irrigation maintenance, weeding, mowing, and garbage removal. Key component is maintaining the geese fences and the habitat compensation plantings. This will be critical for the first three years as part of DFO approval and requirements for the project. The Engineering report to Council April 16, 2024 provides details and notes the additional maintenance requirement. A 0.4 FTE will be required. Kwemchulsáy Park (new acquisition in 2024) also need to be maintained by the District. The work includes mowing, waste management, gardening, inspection, and trail maintenance. A 0.1 FTE allocation is required. Garibaldi Springs Park is another new acquisition anticipated for early 2026. It will require 0.2 FTE for basic maintenance.	New addition to Dike and Park network will require additional resources to maintain. Regulatory requirements: Department of Fisheries and Oceans (DFO - Federal) approval requires inspection and sign off in three years that compensation works have been established and are sustainable, otherwise they will have to be reinstated and an additional three year period will be required before federal sign off. This will require intensive maintenance for three years. Other Parks need to be maintained both for usage and risk management. This budget request represents maintaining existing level of service related to Parks operations and maintenance.
AUTO - 420	Events - staff time to assist with increase in events	13,210	There has been an increase in both the size of existing events and the number of events requiring Public Works assistance. The level of service has also increased. Public Works supports events by providing road closures and managing waste. Work related to events occurs both during working hours and after hours. This request is to have adequate staffing budget to support the increase in events and levels of service.	This request is to increase budget to accommodate the increase in the level of service and increased number of events. Not approving the budget request will result in either not having Public Works support resulting in increased traffic management and other operational costs to event coordinators or a reduction in level of service that the District is currently providing elsewhere. The level of service has increased due to the increased size of events. For example, the holiday parade previously required 4 staff members and has grown to requiring 8 staff members to safely run the event. Safety requirements are greater with larger crowds resulting in additional staff, materials, and equipment. For example, simple barriers were previously used to close roads and this now requires the use of District trucks and other equipment to block vehicle access to crowded areas to provide adequate protection to event goers.
AUTO - 446	Paid on Call Firefighter Response	150,000	Increase is being requested to cover the Paid-on-call (POC) firefighters training and incident response wage shortfall from 2023 to present.	The increase is due to a number of factors, but primarily the incident call volume has increased 20-25% year over year, the attendance rates of our POC firefighters has increased and the requirements for training/certification to Provincial standards has lead to the need to increase the casual wages budget. The incident call volume is forecasted to maintain a similar growth rate of 20-30% annually due to the population increases, density and being an outdoor tourism destination.
Total New Critical		301,440		
Pending Endorsement:				
AUTO - 436	Expansion of library hours	55,740	In response to requests to extend the library's open hours, this is a calculation of the cost of expanding the current 52 hours a week to 59 hours. The timing of this seven hour increase would align with the library's 70th anniversary in 2026. With this change, the library would be open four days a week until 8 PM (Monday to Thursday), and until 5 PM on Fridays, Saturdays and Sundays. This staffing increase would also enable us to service our proposed Brennan Park Holds Locker project with more frequent visits each week.	Our community is lacking in free, public spaces, especially in the evening hours, and this increase would expand access to our library collection, services and spaces by 14%. This includes our study pods, meeting room, public computer access and printing, all supported by our skilled staff. It would mean our meeting room could be made available for library events and third-party rentals later into the evening. It would enable the community to make use of the library to a fuller extent, with an estimated 7,000-10,000 more visits annually, and an additional 1,300 pod booking timeslots per year.
AUTO - 437	Foyer Gallery Operations	15,000	A request for the District to begin funding the Foyer Gallery operations as part of its broader public art mandate.	The Foyer Gallery in the Squamish Public Library is a well-loved public art space. In existence since the current library building opened in 1997, it is made possible by a contract curator who juries, schedules and installs the multiple rotating exhibits each year, along with the help of a team of volunteers. Historically, the curator and other gallery costs were partially offset by an annual fundraiser, but the returns on this initiative have decreased over time, as has the capacity of library staff to support the endeavour. As a result, core library funding is used to fund the operations of the gallery. While it is a valuable community amenity, the use of library funds for these purposes take away from supporting other essential library services. District support of gallery operations aligns with the arts, culture and heritage strategy.

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 3c: 2026 Service Level Change Descriptions and Justification

Number	2026 Tax Impact		
AUTO - 350	Encampment Cleanup	15,000	Additional funding for PW's costs associated with encampment cleanups, including possible contractor costs if out of PW's scope and ability. We are experiencing more encampment cleanups throughout town. This budget would allow us to hire contractors to assist with cleanups, when PW is not able to attend. Having a dedicated budget/subproject would allow us to track the exact amount we are spending per year for cleanups and give us the ability to budget properly in years to come. The consequence of not approving this request is that costs associated with encampments must be covered by existing budget which are allocated to other work. Either we will be over budget or other work will not proceed.
AUTO - 409	Public Art Maintenance Consultant	10,000	Requesting additional funding for Public Art Maintenance and the creation of a separate line item for the Art Conservator fee. This adjustment aims to clearly distinguish between the Art Conservator's role and the broader Public Art Maintenance budget, ensuring dedicated resources for ongoing maintenance, restoration, and preservation of the District's growing Public Art Collection. The District's Public Art Collection is a valuable cultural asset that requires regular maintenance to preserve its condition and public appeal. For 2026, increased funding is essential due to two major priorities: the Log Books, which requires immediate and ongoing restoration, and the Matthews West collection recently gifted to the District, located at the Oceanfront, which requires initial assessment and maintenance planning. A dedicated Public Art Maintenance Conservator would allow for structured, proactive care of these installations, preventing deterioration, avoiding costly emergency repairs, and ensuring these pieces remain vibrant and accessible to the community.
AUTO - 410	Public Art Maintenance Increase	5,000	Requesting an additional \$5,000 in the 2026 budget for Public Art Maintenance. This increase is based on the recommendations outlined in the maintenance plan developed by the Art Conservator, highlighting the need for enhanced care and restoration of key installations. The primary driver for this request is the increased maintenance required for the Log Books art piece, which has been identified as a priority for restoration and upkeep. The maintenance plan has outlined specific actions necessary to preserve its condition and prevent further deterioration. This additional funding will ensure the District's Public Art Collection remains well-maintained, visually impactful, and accessible to the community.
AUTO - 424	Increase of casual staff hours (55+ Activity Centre)	30,000	This increase is intended to enhance our capacity to efficiently manage our growing demand for customer service at The 55 Activity Centre, to maintain high service levels for community activities and events. The increase in casual hours will better serve the Community at The 55 allowing for enhanced customer service, bookings support and program support. The facility expanded to operating Mondays as of 2025 due to community demand, therefore this budget request also supports expanded operations. Expense will be offset by increased revenues through fees and charges increase proposed for 2026.
AUTO - 440	Community Partnerships Coordinator	76,336	Add one full-time position to the Economic Development department to implement and manage the updated Community Agreements Policy (CAP), support team operations, and ensure continuity during staff changes. Currently, Community Agreements and proposals are brought to Council on an ad-hoc basis by the community or various departments, without standardized triggers, evaluation criteria, or agreement terms. Once approved, agreements often lack consistent budgeting, reporting, legal review, and oversight, largely due to a decentralized and under-resourced approach.
AUTO - 341	Business Licensing Clerk	45,985	Additional .5 FTE in 2026 and additional .5 FTE in 2029 to support increase in business license administration. Total number of Business Licenses has been increasing annually as well as a fee increase proposed to increase revenue.
AUTO - 445	Squamish Nation - District MOU Implementation	75,000	The District of Squamish signed an MOU with Squamish Nation committing to working on shared priorities for 2025-2028 to advance reconciliation. These priorities include a formal apology; a referrals management agreement; official community plan alignment; increased access to recreation services; creating a land back task force; and reviewing the Cheekeye Fan Lots C, 2, 9, and 10. These priorities will require significant staff capacity for planning, coordination, management, and implementation. An FTE coordinator will be dedicated to coordinating staff across the District and liaising with Squamish Nation staff to ensure priorities are advanced. Operating expenses will include training for staff and partners; space rental and event management; communications support; ceremonial expenses; and facilitation support.
Total Pending Endorsement		328,061	
Pending Endorsement - Community Grants and Partnership Agreements:			
AUTO - 408	Squamish Arts Council Grants	13,000	Request for the continuation of funding for the Squamish Arts Council, increased by 5% for 2026. Funding supports the growth and sustainability of arts initiatives in Squamish to foster community engagement, cultural expression, and local artistic development. This adjustment accounts for inflationary costs, increased administration and grant allocation costs, and the growing demand for support through the Squamish Arts Grant initiative. With an increase to funding for 2026, Squamish Arts Council will be able to move closer to meeting the grant funding needs within the community. The request is to extend the partnership agreement to 2026 and then evaluate the Squamish Arts Council Grants through our new Community Grants Policy moving forward.
AUTO - 407	Squamish Community Foundation Agreement	20,000	Request for the continuation of funding for the Squamish Community Foundation (SCF) to support SCF's role in administering the Community Enhancement Grants (CEG) process which facilitates financial support to local non-profit and charitable organizations that align with District priorities. The Squamish Community Foundation has successfully managed the Community Enhancement Grants program, including the application, adjudication, and distribution of grants to community organizations. Their efforts have contributed to local projects that enhance community development, cultural expression, and social support. For 2027, Squamish Community Foundation will be evaluated through the Community Grants & Community Partnership Agreement Policy.

DISTRICT OF SQUAMISH 2026-2035 FINANCIAL PLAN

Attachment 3c: 2026 Service Level Change Descriptions and Justification

Number		2026 Tax Impact	
AUTO - 404	Downtown Squamish Business Improvement Association (DSBIA) Partnership Agreement	(1,000)	Requesting the continuation of funding for the Downtown Squamish Business Improvement Association (DSBIA) for the 2026 budget, alongside a transition from the Grants Budget into the Community Arts & Culture subproject. This transition is proposed in alignment with the DSBIA's request for a five-year term agreement, which would provide stability and continuity for strategic and financial planning as outlined in their partnership proposal. The requested funding for 2026 is \$49,000, consistent with the proposed incremental increases outlined in the DSBIA’s funding schedule. This adjustment reflects a 4.35% increase over 2025 and supports the growth and accessibility of programming that benefits local businesses, residents, and visitors alike. This approach is in line with the Community Partnership Agreement Policy and the Community Grants Policy, ensuring structured support, transparent evaluation, and alignment with the District's strategic objectives. Moving into 2026 we will be evaluating the DSBIA through our new Community Partnership Agreement Policy. Requesting to extend a year.
AUTO - 406	Community Partnership - Squamish Off Road Cycling Association (SORCA) Funding	55,000	The Squamish Off Road Cycling Association (SORCA) builds, maintains, and advocates for a recreational trail network both on public and private lands throughout the District of Squamish. SORCA has historically received annual funding from the District, including annual increases, with the 2025 funding amount at \$112,500. SORCA is requesting an increase to the funding for a total of \$160k in 2026 and annual increases of \$5k per year starting in 2027. This request is for 2026 only and SORCA will be required to apply for funding starting in 2027 via the District's Community Partnership policy. While much of the labour and person hours are completed by volunteers, there is a paid trail crew and single paid executive team position. In January 2024, SORCA released the Social, Cultural and Economic Impact of Mountain biking in Squamish Report (from data collected in 2023) which indicated that mountain bike trail networks bring in roughly \$60M total spending in the community when combining money spent as a result of tourism and by residents. SORCA ridership has steadily increased and membership has not kept up resulting in budget shortfalls. The budget request is to maintain current level of service. Not approving this budget request may result in reduced level of service (e.g. less trails being maintained, less advocacy) which will impact ridership, reducing economic input into the community from the mountain biking community.
AUTO - 389	Sea to Sky Community Services Youth Agreement	45,000	Sea to Sky Community Services (SSCS) Youth Services Agreement is for SSCS to deliver Youth Services on behalf of the District. Services include operating the Youth Hub, Outreach Programming, Special Events and additional services aligned with the Squamish Youth Strategy. Contract has expired. It is being extended for 1 year until end of 2026 until it can be reviewed through the Community Agreements Policy (CAP). Base funding has been budgeted for \$280,000, no funding increase was provided for multiple years. \$50,000 increase requested this year to maintain existing service level due to staff costs increases. If \$50,000 increase is not supported, there will be a service level reduction to outreach, programs and special events.
AUTO - 390	Squamish Arts Community Partnership Agreement	3,000	Requesting the continuation of funding for the Squamish Arts Council (SAC) for the 2026 budget, with a proposed increase of \$2,500. The previous budget allocation for SAC was \$63,000. The requested maintenance increase for 2026 supports Squamish Arts Councils (SAC) mission to deliver accessible arts programming, advocate for local artists, and expand community engagement in Squamish. This increase is requested to account for inflationary costs, maintaining staff, expanded programming, such as Youth Mural Camps, Anti-Graffiti Initiatives, Public Art Tour, and increase in support to maintain legacy events (Squamish Mural Fest). The request is to extend the partnership agreement to 2026 with the \$2,500 increase, and then evaluate the Squamish Arts Council through our new Community Partnership Agreement Policy moving forward.
AUTO - 399	Squamish Men's Shed Society Contract Agreement	300	Squamish Men's Shed Society (SMSS) is a group of senior men with a woodworking workshop who volunteer their time on non-profit community projects. They provide an average of two programs, events or workshops per month (or an average of twenty programs total per year) to the community. 3 year contract expired, extending for 1 year until the agreement can be evaluated through the Community Agreements Policy (CAP). Base funding has been \$4,800 annually for the initial 3 year contract signed in 2023. Organization requesting a \$5,100 annually to cover operating costs (\$300 increase due to increased insurance costs), which would allow them to maintain existing service .
Total Pending Endorsement - Community Grants and Partnership Agreements		135,300	
Total General Fund Service Level Change Requests		1,571,902	

Budget Package Guide 2026-2035

Financial Plan Guiding Principles

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

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

Financial Plan Drivers

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

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

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

Pre-Committed Cost and Service Level Cost Guidelines

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

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

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

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

Metrics

Included in this package are two primary financial metrics:

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

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

Utilities

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

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

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

Special Operating Project (SOP) Guidelines

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

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

Special Operating Projects are classified into the following two categories:

- **Previously Endorsed Special Operating Projects:** Projects that have been endorsed by Council through motion in a previous Council meeting

- **Special Operating Projects Pending Endorsement:** Projects that have not yet been endorsed by council that were either discussed throughout the year or directed to budget deliberations.

Capital Guidelines

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

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

Project Categories (Capital and SOP)

Capital Projects are grouped into the following categories:

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

Municipal Capacity	The Project enhances use or improves efficiency of existing resources (operating projects only).
Municipal Cyclical	The Project is required to meet cyclical operational requirements (operating projects only). Will be converted to Operating budget.

Funding Sources

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

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

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

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

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

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

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

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

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

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

Carry Forwards Classification

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

- Delayed or Deferred Project Carry Forwards: These projects are the standard one-year project that was delayed or deferred beyond the initial intended timeframe and require the budget to be brought forward into the subsequent fiscal. These carry forwards should be minimized as much as possible, and they contribute to the % project completions performance metric. These projects will be treated in the same way as they have historically.
- Multi-phased/fiscal spanned projects: Multi-phased projects and fiscal spanned projects should be budgeted over multiple years. These projects will be categorized separately in

the financial plan. These projects will be separated from a delayed/deferred carry forward project and will not contribute to the overall % project completion performance metric. This will be communicated in the financial plan and in the quarterly financial reporting.

- Placeholder carryforwards: These projects (e.g. real estate acquisitions, flood protection upgrades, grant funded projects that are contingent on grant application approval) are budgeted as placeholders should the opportunity to execute on the budget exist, which may or may not occur. As with the multi-phased/fiscal spanned reports, these projects should be highlighted separately in the financial plan and not contribute to the overall project completion % performance metric.

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