Notice & Agenda for the 10:00 a.m. Wednesday, March 5, 2025, Town of Qualicum Beach Special Council Meeting to be held in the Council Chamber, Municipal Office, 660 Primrose Street, Qualicum Beach, BC

Page No.

(This meeting may be recorded)

1. ADOPTION OF THE AGENDA

1-2 THAT Council adopts the March 5, 2025, special Council meeting agenda.

2. BYLAWS

3-167 (a) Third Reading of "Town of Qualicum Beach Financial Plan 2025-2029 Bylaw No. 908, 2025"

Staff Recommendations:

- 1. THAT the "Town of Qualicum Beach Financial Plan (2025-2029) Bylaw No. 908, 2025" be amended by replacing Schedule "A" to the Bylaw with the Revised Schedule "A".
- 2. THAT the "Town of Qualicum Beach Financial Plan (2025-2029) Bylaw No. 908, 2025" be amended by replacing Schedule "B" to the Bylaw with Revised Schedule "B".
- 3. THAT the "Town of Qualicum Beach Financial Plan (2025-2029) Bylaw No. 908, 2025" be read a third time, as amended.

3. STAFF REPORTS

- (a) Corporate Administration
 - (i) The Land Conservancy Passport to Nature Event in Heritage Forest Verbal

Staff Recommendation:

WHEREAS The Land Conservancy of British Columbia holds Passport to Nature (P2N) Programs (free events with financial support from the Province of British Columbia) throughout the year around BC to engage the community in nature appreciation;

WHEREAS these events are typically 1 to 3 hours in duration for groups up to 20 people to provide educational opportunities on different nature topics with TLC conducting advance and on-site registration and liability;

AND WHEREAS the deadline to be a P2N location in 2025 is March 10, 2025;

BE IT RESOLVED, THAT Council supports in principle The Land Conservancy of British Columbia (TLC)'s request to hold a TLC Passport to Nature program event in the Heritage Forest in 2025;

AND FURTHER THAT staff be authorized to finalize arrangements subject to seeking concurrence in writing for the project from the Grantees named in the Conservation Covenant, Brown Property Preservation Society and the TLC as per the Covenant.

4. MOTION TO CLOSE

THAT the special meeting of Council be closed to the public, pursuant to sections 90(1)(d), (e), (i), and 90(2)(d) of the *Community Charter*, for the purpose of considering:

- 90(1) (d) the security of the property of the municipality;
 - (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;
 - (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- 90(2) (d) a matter that, under another enactment, is such that the public must be excluded from the meeting.

Following adoption of the above motion, the meeting will be closed to the public.

MEETING REOPENS TO THE PUBLIC

4. ADJOURNMENT

THAT Council adjourns the meeting.

NEXT SCHEDULED

REGULAR COUNCIL MEETING: Wednesday, March 12, 2025, at 10:00 am

Heather Svensen

CH. Com

Director of Corporate Services/Deputy CAO

TOWN OF QUALICUM BEACH

MEMORANDUM

TO: Lou Varela, Chief Administrative Officer

FOR: Special Council Meeting

DATE: March 5, 2025

FROM: Raj Hayre, Director of Finance

SUBJECT: Third Reading of "Town of Qualicum Beach Financial Plan 2025-2029 Bylaw

No. 908, 2025"

RECOMMENDATIONS:

- 1. THAT the "Town of Qualicum Beach Financial Plan (2025-2029) Bylaw No. 908, 2025" be amended by replacing Schedule "A" to the Bylaw with Revised Schedule "A".
- 2. THAT the "Town of Qualicum Beach Financial Plan (2025-2029) Bylaw No. 908, 2025" be amended by replacing Schedule "B" to the Bylaw with Revised Schedule "B".
- 3. THAT the "Town of Qualicum Beach Financial Plan (2025-2029) Bylaw No. 908, 2025" be read a third time, as amended.

PURPOSE

The purpose of this report is to outline revisions made to Schedule "A" of the "Town of Qualicum Beach Financial Plan (2025-2029) Bylaw No. 908, 2025", following the first and second readings of the Bylaw.

BACKGROUND

The "Town of Qualicum Beach Financial Plan (2025-2029) Bylaw No. 908, 2025" received first and second readings at the January 22, 2025 Council meeting.

Subsequent to the second reading of the Bylaw, several revisions were made to the Financial Plan which are now reflected in Revised Scheule "A" and Schedule "B" – Table 1, (Attachment 1). The key amendments include:

Seacrest Place Slope Stabilization Project: Funding sources were adjusted due to the
grant application not being advanced for further consideration in the current intake.
Capital projects priorities were reassessed, leading to the deferral of the Airport
Generator (originally budgeted in 2025) and the Balsam Storm Drainage System
(previously planned for 2026/2027) beyond the current financial planning period.

- Schoolhouse Creek Tributary Restoration: The project budget for 2026 has been corrected to \$700,000 from the previously recorded \$450,000.
- Emergency Operations Centre (EOC) Grant: On February 12, 2025, Council approved submission of a grant application for \$80,000 to fund EOC supplies and training. Both the anticipated grant revenue and corresponding expenditure have been incorporated into the Financial Plan.
- Carry-Forward Budget Adjustments: The 2025 budget now includes carry-forward amounts for ongoing Strategic Initiatives and capital projects that were not completed in 2024 and are expected to be finalized in 2025.

DISCUSSION

Schedule "A" to Bylaw No 908, 2025 has been revised to capture changes that have been made to the Financial Plan, since the 2nd reading of the Bylaw on January 22, 2025. Attachment 2 to this report includes a table which illustrates the impact of changes on Schedule "A" since it was last presented to Council at second reading. Each of the changes referenced in Attachment 2 are cross-referenced and described in Table 1 below:

Table 1

Reference (Attachment 1)	Category	Description
1	Fees and Charges Revenue	Fees and Charges revenue increased by \$231,000 over the original Schedule "A" due to the inclusion of Development Cost Charges as a funding source for the Seacrest Place Slope Stabilization Project.
2	Grants & Contributions Revenue	Net funding from Grants and Contributions revenue decreased by \$1,991,200. This is due to: • \$2,341,000 grant for the Seacrest Slope Stabilization project not being advanced by the Province for consideration in the Fall 2024 intake. • Increase in Grant & Contributions revenue as a funding source for EOC supplies and training (\$80,000). • Increase in Grants & Contributions revenue as a funding source for the Schoolhouse Creek Tributary Restoration (\$250,000). • And a \$19,800 carry-forward from 2024 of Grants & Contributions as a funding source for capital projects.
3	Use of Reserve Funds Increase \$1,815,000	Increased by \$1,815,000, with funds from the Community Works Reserve (\$1.41 million) and the Community Growth fund (\$700,000) allocated to the Seacrest Place Slope Stabilization Project. Offsets include replacing

		reserves with grant funding for Village Way Culvert at Schoolhouse Creek (\$250,000) and carrying forward \$40,000 for Strategic Initiatives.
4	Protective Services	Included \$80,000 for EOC supplies and training, contingent on grant approval.
5	Planning, Development, and Strategic Initiatives	Increased by \$59,800 reflecting the deferral of the \$160,000 Airport Generator project while accounting for capital carry-forwards from 2024.
6	Capital Expenditures	Net decrease of \$84,900 reflecting the deferral of the \$160,000 Airport Generator projects while accounting for capital carry-forwards from 2024.

Schedule "B", Table 1 of Bylaw 908, 2025, has been updated to incorporate revenue changes outlined in Schedule "A" of the bylaw. Attachment 3 to this report presents both the original and revised versions of Schedule "B" for comparison.

SUMMARY

The report proposes amending the 2025-2029 Financial Plan Bylaw by replacing Schedule "A" with a revised version that reflects recent funding changes. Key revisions include adjustments to fees, grants, reserve funds, protective services, planning initiatives and capital expenditures to align with Council resolutions and fiscal priorities.

ALTERNATIVE OPTIONS

1. Provide alternative direction to staff.

APPROVALS

Report respectfully submitted by Raj Hayre, Director of Financial Services.

Rai Havre

Director of Finance Report Author

Heather Svensen. Director of Corporate

Services/Deputy CAO

Concurrence

Lou Varela, MCIP, RPP Chief Administrative Officer Concurrence

Town of Qualicum Beach March 5, 2025 Special Council Meeting – **2025-2029 Financial Plan Bylaw** Page **4** of **4**

REFERENCES

Attachments

- 1. "Town of Qualicum Beach Financial Plan 2025-2029 Bylaw No. 789, 2024"
- 2. Schedule Illustrating Changes to Schedule "A" since Second Reading
- 3. Comparison of Changes to Schedule "B" since Second Reading
- 4. Draft 2025 2029 Financial Plan dated March 5, 2025

TOWN OF QUALICUM BEACH BYLAW NO. 908

The Council of the Town of Qualicum Beach, in open meeting assembled, enacts as follows:

- 1. Schedule "A" attached hereto, and forming part of this Bylaw, is hereby adopted and is the Financial Plan of the Town of Qualicum Beach for the five-year period from January 1, 2025 to December 31, 2029.
- 2. Schedule "B" attached hereto, and forming part of this Bylaw, is hereby adopted and is the Statement of Objectives and Policies of the Town of Qualicum Beach for the five-year period from January 1, 2025 to December 31, 2029.
- 3. This Bylaw may be cited for all purposes as "Town of Qualicum Beach Financial Plan 2025–2029 Bylaw No. 908, 2025".

Teunis Westbroek, Mayor	Heather Svensen, Corporate Administrator
ADOPTED on theth day of March, 2025	5.
READ A THIRD TIME on theth day of M	March, 2025.
READ A SECOND TIME on the $22^{ m nd}$ day of Ja	nuary, 2025.
READ A FIRST TIME on the 22 nd day of Janua	ary, 2025.

REVISED SCHEDULE "A" QUALICUM BEACH FINANCIAL PLAN BYLAW NO.908, 2025 FOR THE FIVE YEAR PERIOD 2025 TO 2029

	2025	2026	2027	2020	2020
Revenues	2025	2026	2027	2028	2029
Municipal Taxation	13,109,800	14,208,000	15,195,700	16,104,000	16,922,300
Grants in Lieu of Taxes	426,000	430,300	434,600	438,900	443,300
Parcel Taxes	1,538,700	1,659,000	1,745,200	1,836,000	1,931,700
Vancouver Island Regional Library Levy	747,800	755,300	762,900	770,500	778,200
Fees and Charges	4,202,700	4,619,900	4,607,700	4,747,900	4,559,000
Own Sources	1,660,100	1,676,500	1,693,000	1,709,600	1,726,400
Grants and Contributions	7,582,500	4,745,400	7,983,900	4,448,400	4,910,500
Other Revenue	694,500	695,600	696,700	697,800	698,900
Total Revenue	29,962,100	28,790,000	33,119,700	30,753,100	31,970,300
Use of Reserve Funds	11,990,800	5,871,900	6,434,900	6,433,600	5,826,600
Proceeds of Debt	-	1,700,000	6,500,000	6,150,000	387,500
Total Revenue, Use of Reserves and Proceeds of Debt	41,952,900	36,361,900	46,054,600	43,336,700	38,184,400
or Desit	41,932,900	30,301,300	40,034,000	43,330,700	30,104,400
Expenditures Operating Expenditures					
General Government	3,079,400	3,065,000	3,154,900	3,306,700	3,466,000
Protective Services	3,625,000	3,632,100	3,765,800	3,934,300	4,204,100
Public Works	5,014,500	5,032,100	5,159,300	5,336,200	5,519,300
Parks and Recreation and Culture	2,854,400	2,939,600	3,012,900	3,114,100	3,218,500
Solid Waste and Recyling	1,061,500	1,093,200	1,124,100	1,158,800	1,194,600
Utilities	2,587,000	2,660,700	2,731,100	2,822,400	2,916,300
Planning, Development and Strategic Initiatives	1,765,700	1,395,000	1,209,200	1,565,400	1,058,000
Total Operating Expenditures	19,987,500	19,817,700	20,157,300	21,237,900	21,576,800
Capital Expenditures	16,415,800	10,626,000	19,305,000	14,682,000	8,945,000
Debt Servicing					
Debt Interest	142,700	102,900	268,400	551,900	688,400
Debt Principal	1,035,500	596,600	778,000	892,500	653,600
Contributions to Reserves	4,371,400	5,218,700	5,545,900	5,972,400	6,320,600
Total Expenditures and Reserve Contributions	41,952,900	36,361,900	46,054,600	43,336,700	38,184,400

REVISED SCHEDULE "B" STATEMENT OF OBJECTIVES AND POLICIES FOR BYLAW NO. 908 FOR THE FIVE-YEAR PERIOD 2025 TO 2029

In accordance with Section 165(3.1) of the *Community Charter*, the Town of Qualicum Beach is required to include in the Five-Year Financial Plan, objectives and policies regarding each of the following:

- 1. The proportion of total revenue that comes from each of the funding sources described in Section 165(7) of the *Community Charter*;
- 2. The distribution of property taxes among the property classes; and
- 3. The use of permissive tax exemptions.

FUNDING SOURCES

Table 1 shows the proportion of total revenue proposed to be raised from each funding source in 2025. Property taxes form the greatest proportion of revenue. As a revenue source, property taxation offers a number of advantages; for example, it is simple to administer and it is fairly easy for residents to understand. It offers a stable and reliable source of revenue for services that are difficult or undesirable to fund on a user-pay basis. These include services such as general administration, fire protection, police services, bylaw enforcement and public works.

User fees and charges form an important portion of planned revenue. Many services can be measured and charged on a user-pay basis. Services where fees and charges can be easily administered include water and sewer usage, building permits, business licenses, and sale of services – these are charged on a user-pay basis. User fees attempt to apportion the value of a service to those who use the service.

Objective

Over the next five years, the Town will continue to review the proportion of revenue that is received from user fees and charges to determine whether the user-fee component could be increased to lessen the requirement for property taxation.

Policies

- The Town will review all user-fees and parcel taxes to ensure that they are adequately
 meeting the costs of the service. This will include cemetery, Airport, licenses and permits,
 and all other fees and charges.
- Where possible, the Town will endeavor to supplement revenues from user fees and charges, rather than taxation, to lessen the burden on a limited property tax base. This will include an ongoing comprehensive review of all fees and charges bylaws.

Table 1 Funding Sources

Funding Source	% of Total Revenue	Dollar Value
Property taxes	35.9%	\$15,074,500
User fees and charges	10.0%	\$4,202,700
Other sources	4.0%	\$1,660,100
Grants and Contributions	18.1%	\$7,582,500
Library Levy	1.8%	\$747,800
Other Revenue	1.6%	\$694,500
Other net transfers/revenue	<u>28.6%</u>	<i>\$11,990,800</i>
Total	100%	\$41,898,000

DISTRIBUTION OF PROPERTY TAXES

Table 2 outlines the distribution of property taxes among the property classes for the Town's portion of the property taxes. The residential property class provides the largest proportion of property tax revenue. This is appropriate, as this class also forms the largest portion of the assessment base and consumes the majority of Town services.

The 2025 property taxes are based on a 6.6% increase over the 2024 property taxes plus 1.1% in new construction revenue. The Town's portion of the property taxes represents approximately 48% of the total tax bill sent to property owners. The other tax levies are not included in the figures below. These other taxes include the Regional District, School, Hospital, Library, BC Assessment, and Municipal Finance Authority. The 2024 Town property tax distribution is shown in table two below as final 2025 property assessment information has not been received from the BC Assessment Authority. Once assessments are received, tax rates are calculated and this could change the distribution shown in the table below.

Table 2 Property Tax Distribution

Class of Property	2024 Town		2024 Town
	Property Taxes		Tax Rate
Residential	\$10,913,600	90.05%	2.4099
Utility	\$56,136	0.46%	40.000
Light Industry	\$1,418	0.01%	2.4099
Commercial/Other	\$1,112,417	9.18%	6.1368
Managed Forest	\$692	0.01%	2.4099
Recreation/Non-Profit	\$35,504	0.29%	6.1368
Farm	\$306	less than 0.01%	2.4099
Total	\$12,120,073		

Objectives

- Over the next five years, the tax burden between the residential and commercial tax classes should continue to be reviewed to ensure fairness.
- Maintain the property tax rate for Commercial/Other (Class 6) at a rate competitive with surrounding communities.
- Tax increases should be stable and, where possible, targeted to specific areas.

Policies

- Supplement, where possible, revenues from user fees and charges to help offset the burden on the entire property tax base.
- Continue to maintain and encourage community and appropriate economic development initiatives designed to enhance the community.
- Align the distribution of tax rates among the property classes with the social and community development initiatives established by Council.
- Regularly review and compare the Town's taxes with comparable surrounding communities.

Property Tax Projections

Over the next 5 years, property taxes are projected to increase as shown below. These projections are reviewed annually and are subject to change, based on a number of factors. These factors could include inflation, infrastructure conditions, economic climate, environmental considerations, public input and Council priorities.

- 2025 6.6% tax increase comprised of 3.8% for municipal operations, 1.3% for the Asset Replacement Program and 1.5% for police services.
- 2026 to 2029 The Five Year Financial plan anticipates a 7% (2026), 6% (2027), 5% (2028) and 4% (2029) property tax increase in years 2026 to 2029. The rates for inflation service changes and sustainable asset investment levels should also be reviewed annually to ensure that they continue to remain appropriate.

PERMISSIVE TAX EXEMPTIONS

The Town of Qualicum Beach annually exempts from property taxes those properties that are non-profit in nature and provide a community benefit, as determined by Council. Places of public worship are also exempted. These properties are annually advertised and then exempted by bylaw.

SCHEDULE OF CHANGES SCHEDULE "A" QUALICUM BEACH FINANCIAL PLAN BYLAW NO.908, 2025 FOR THE FIVE YEAR PERIOD 2025 TO 2029

	2025 1st & 2nd Reading	2025 3rd Reading	Revision	Reference
Revenues				
Municipal Taxation	13,109,800	13,109,800	-	
Grants in Lieu of Taxes	426,000	426,000	-	
Parcel Taxes	1,538,700	1,538,700	-	
Vancouver Island Regional Library Levy	747,800	747,800	-	
Fees and Charges	3,971,700	4,202,700	231,000	1
Own Sources	1,660,100	1,660,100	-	
Grants and Contributions	9,573,700	7,582,500	(1,991,200)	2
Other Revenue	694,500	694,500	-	
Total Revenue	31,722,300	29,962,100	(1,760,200)	
Use of Reserve Funds	10,175,700	11,990,800	1,815,100	3
Development Cost Charges			-	
Proceeds of Debt		-	-	
Total Revenue, Use of Reserves and Proceeds of	41,898,000	41,952,900	54,900	
Operating Expenditures				
General Government	3,079,400	3,079,400	-	
Protective Services	3,545,000	3,625,000	80,000	4
Public Works	5,014,500	5,014,500	-	
Parks and Recreation and Culture	2,854,400	2,854,400	-	
Solid Waste and Recyling	1,061,500	1,061,500	-	
Utilities	2,587,000	2,587,000	-	
Planning, Development and Strategic Initiatives	1,705,900	1,765,700	59,800	5
Total Operating Expenditures	19,847,700	19,987,500	139,800	
Capital Expenditures	16,500,700	16,415,800	(84,900)	6
Debt Servicing				
Debt Interest	142,700	142,700	-	
Debt Principal	1,035,500	1,035,500	-	
Contributions to Reserves	4,371,400	4,371,400	-	
Total Operating, Capital, Reserve Contributions and	41,898,000	41,952,900	54,900	

Schedule B - Table 1 Funding Sources - At Second Reading

Funding Source	% of Total Revenue	Dollar Value
Property taxes	36.0%	\$15,074,500
User fees and charges	9.5%	\$3,971,700
Other sources	4.0%	\$1,660,100
Grants and Contributions	22.8%	\$9,573,700
Library Levy	1.8%	\$747,800
Other Revenue	1.6%	\$694,500
Other net transfers/revenue	24.3%	<u>\$10,175,700</u>
Total	100%	\$41,898,000

Revised Schedule B - Table 1 Funding Sources - At Third Reading

Funding Source	% of Total Revenue	Dollar Value
Property taxes	35.9%	\$15,074,500
User fees and charges	10.0%	\$4,202,700
Other sources	4.0%	\$1,660,100
Grants and Contributions	18.1%	\$7,582,500
Library Levy	1.8%	\$747,800
Other Revenue	1.6%	\$694,500
Other net transfers/revenue	<u>28.6%</u>	\$11,990,800
Total	100%	\$41,898,000

The updated revenue information reflected in Revised Schedule "A" has be updated to Schedule "B", Table 1 of Bylaw 908, 2025.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Town of Qualicum Beach British Columbia

For the Fiscal Year Beginning

January 01, 2024

Executive Director

Christopher P. Morrill

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INTRODUCTION

CHIEF ADMINISTRATIVE OFFICER MESSAGE

On behalf of the Town of Qualicum Beach, thank you for dedicating your valuable time to reviewing the 2025–2029 Financial Plan.

This marks the third year the Town has produced a Financial Plan of this caliber, showcasing continued progress. Notably, in 2024, the Town earned the Government Finance Officers Association's Distinguished Budget Presentation Award, recognizing the Financial Plan's excellence as a policy document, financial roadmap, operational guide, and communication tool. This achievement reflects the Town's unwavering commitment to financial transparency and responsible governance, principles at the heart of this Plan.



In 2024 the Town achieved the Government Finance Officers Associations Distinguished Budget Presentation Award.

The 2025–2029 Financial Plan aligns the Town's Official Community Plan (OCP), Council's Strategic Initiatives, operational service levels, and capital projects with the budget. It serves as a roadmap for allocating resources to address the community's needs and aspirations over the next five years, with annual reviews ensuring alignment with Council's vision and evolving budgetary realities.

During 2025 Strategic Planning, Council reaffirmed its Focus Areas, which include:

- Housing
- Good Governance
- Economic Prosperity
- · Community Health and Wellbeing
- Climate Action
- Progressive Infrastructure.

Within these Areas, Council confirmed existing Initiatives and introduced new ones, all aimed at enhancing residents' quality of life, while ensuring the responsible use of taxpayer dollars. The Financial Plan also considers key factors influencing the budget, including:

- · Effective asset management
- · Risk mitigation
- Maintaining service levels
- Adapting to emerging legislation.



INTRODUCTION



Specific financial pressures addressed in the 2025 Budget include:

- Staff resourcing to maintain or increase service levels
- Wage and benefit increases per contractual obligations, based on Council direction
- Inflation affecting costs such as protective equipment, road paint, insurance, IT support, and contracted services
- RCMP policing costs
- Sustainable asset replacement
- · Demands for new infrastructure.

Additionally, the Town faces capacity pressures due to legislative changes, which may impact the ability to balance regular operations and Strategic Initiatives. As external circumstances evolve, the Financial Plan will adapt accordingly, with updates provided during Quarterly Reports or the annual Strategic Planning process.

To develop a balanced budget amidst complex legislative, political, economic, and environmental factors, the Town relies on property taxes, non-tax revenue (e.g. new construction and leases), service user fees, and utility charges.

For 2025, the budget projects a 5.7% increase in combined property taxes and utility fees. For a typical home assessed at \$981,000, this equates to approximately **\$3,559** annually, broken down as follows:

- \$1,804 for operations
- \$324 for policing
- \$342 for asset reserves
- \$200 for solid waste
- \$224 for sanitary sewer
- \$665 for water services.

As we move forward, Council and staff remain steadfast in their commitment to fiscal responsibility, transparent communication, and excellence in public service. We are excited about the opportunities ahead and remain dedicated to serving the Qualicum Beach community with integrity and innovation.

In closing, I extend heartfelt gratitude to the Mayor and Council for their thoughtful governance, to staff for their exceptional service, and to the volunteers who selflessly contribute their time to enrich our community.

It is a privilege to serve Council, staff, and our remarkable community as the Chief Administrative Officer for the Town of Qualicum Beach.

Lou Varela

Chief Administrative Officer

BUDGET OVERVIEW

In 2025, Qualicum Beach continues to navigate persistent challenges. The most significant one, is the Town's limited revenue sources. Property taxation is the largest source of revenue for the Town. The majority of taxes are borne by residents, as 96% of the assessed property values are made up by the residential class, and the remaining 4% by the business class. Additionally, the Town faces difficulties in funding significant capital projects due to insufficient cash reserves. This financial constraint hinders timely maintenance renewal and replacement of assets, necessitating external borrowing for crucial infrastructure projects, such as modernizing the public works and parks operations.

Like many other municipalities and organizations,
Qualicum Beach is also dealing with economic
strains, including inflationary pressures on wages and
operational costs, and challenges in recruiting qualified
candidates. Climate change poses another set of
challenges, as the Town is confronted by challenges of

weather-related incidents, while striving to preserve its environment and natural resources.

In response to pressures on operational costs, Town staff are focused on enhancing efficiency and innovating service delivery. The 2025-2029 Financial Plan aims to uphold essential services for both residents and businesses, influenced by community priorities and budgetary constraints.

The 2025 Budget proposes a 6.6% property tax increase, made up of 3.8% for operations, 1.5% for Police Services, and 1.3% for asset management. This increase means the average home, valued at \$981,000, will see a \$152 rise in taxes from the previous year, totalling approximately \$2,470 in municipal property taxes. Considering both property taxes and utility costs, the typical household will experience an overall increase of 5.7%, or \$182 more in 2025 for municipal services.



QUALICUM BEACH COMMUNITY

The Town of Qualicum Beach is a charming coastal community of 9,303 people and one of the most beautiful communities in the country. The Town is surrounded by rivers, forests and farmland located in the shadow of Mount Arrowsmith. Small-town character, walkability and year-round access to recreational opportunities support a high quality of life for residents, and provides an attractive destination for visitors.

This beautiful oceanside community has abundant recreational opportunities, including three golf courses within the Municipality and three others in close proximity. Opportunities for fishing, hiking and biking are also plentiful. The community features over seven kilometres of curving, postcard perfect beaches. The Town centre is vibrant, and an exciting revitalization of the adjacent East Village area is underway. Qualicum Beach is known for its connection to nature, as well as its celebration of arts and culture.

INDUSTRY

Qualicum Beach has a mix of tourism, manufacturing and service industries. The service sector (which includes retail, wholesale, finance, insurance, real estate, business services, accommodations, and other services) remains the largest employer in the region, accounting for 67% of overall employment. The trade sector, which includes both retail and wholesale trade, accounted for 20.5% of overall employment and reflects a growing trend in retail.

EMPLOYMENT

Employment is forecast to increase, with the service sector expected to show the strongest growth. Employment in the agricultural and primary sector however, is anticipated to decline slightly. Construction will see positive employment growth along with business services. Given the aging population of Qualicum Beach, health and social services, along with other services, will likely see significant increases in employment opportunities. It is expected that employment in these two sub-sectors will almost double over the next 25 years.

POPULATION

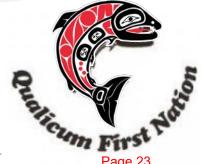
The largest population of Qualicum Beach is the age group between 65 and 69 years old, and the least populated age group is between 25 and 29 years old. The working age group between 15 to 64 years old, represents 41.7% of the population, while 14.88% makes up the younger population which will be a part of the labour force in less than two decades.



TRADITIONAL ACKNOWLEDGMENT

We would like to recognize that we are standing/working/meeting on the traditional unceded territory of the Qualicum First Nation, and also wish to acknowledge the broader territory of the Coast Salish Peoples.









MUNICIPAL COUNCIL

Under the Community Charter and Local Government Act, municipalities and regional districts have broad authority to provide services that their respective municipal councils or regional district boards consider necessary or desirable. Services may be varied both in size and type, examples of which include water and wastewater management, garbage disposal, recreational facilities and economic development.

Governance in the Town of Qualicum Beach is provided by a Mayor and Council. Currently, a Mayor and four Councillors are elected for four-year terms. New Council members elected in 2022 were sworn in on November 7, 2022.

Mayor Teunis Westbroek

Councillor Scott Harrison

Councillor Jean Young

Councillor Anne Skipsey

Councillor Petronella Vander Valk

ORGANIZATIONAL PROFILE

The main functions of a municipal council are to look after the current and future economic, social and environmental wellbeing of its community. Council's primary duties are to create administrative policy, adopt bylaws on matters delegated to local government through the *Local Government Act* and other provincial statutes to protect the public, and to collect taxes for those purposes. Council also acquires, manages, and disposes of the Town's assets. Council's vision sets a course of action, and charts goals that are accomplished by municipal staff under the direction of the Chief Administrative Officer (CAO).

Council is committed to collaborative governance and sound management through the provision of high-quality facilities and services that provide opportunities for continuous improvement to the quality of life for people of all ages in the community. In pursuing the Town's goals, Council is guided by the principles of understanding and respecting different perspectives, acting with respect and integrity, defining plans and evaluating successes, making informed decisions, and supporting decision-making through processes and partnerships.

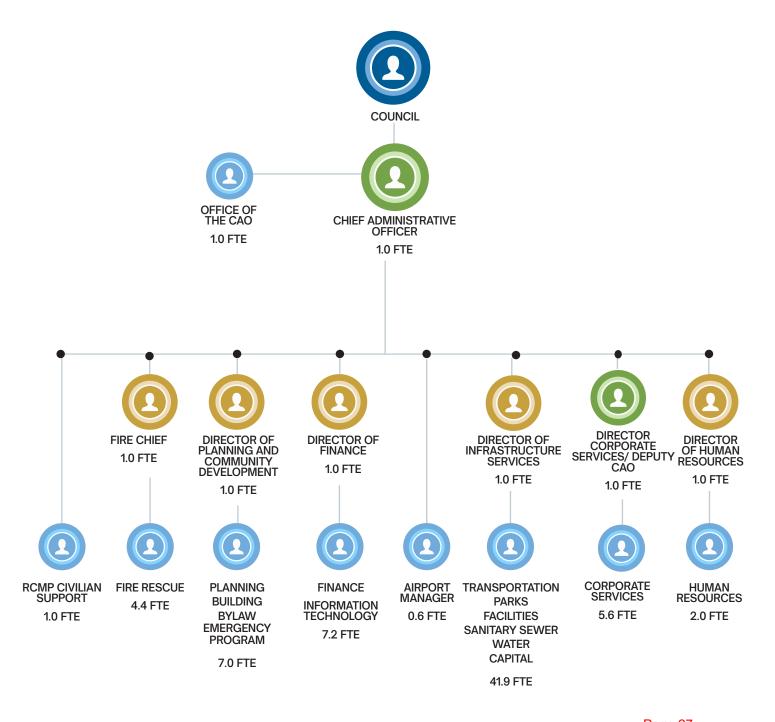


EMPLOYEE TEAM

The CAO leads a small team of dedicated employees responsible for providing recommendations and policy advice to Council and coordinating the day-to-day operations of the Municipality.

The workforce composed of exempt management, CUPE employees, Paid-on-Call Firefighters, and a variety of program contractors. Policing is provided through a provincial police contract for RCMP Services.

The staff complement has gradually increased in line with changes in the operating environment and added responsibilities in services and public expectations. Detailed descriptions of new positions can be found on page 32 in the workforce planning table.





STRATEGIC PLAN 2025

STRATEGIC PLAN 2025-2029

MESSAGE FROM THE MAYOR

Council is pleased to continue on an ambitious and transparent Strategic Planning Process, with the 2025-2029 Strategic Plan.

Strategic Planning 2025 offers a new roadmap for how Council prioritizes projects and allocates resources to meet our meet our Community's needs and aspirations.

In addition to advancing Strategic Initiatives, Council must ensure:

- Regulatory obligations are met;
- Core services are delivered; and
- Systems, processes and citizen services are maintained.





GOVERNANCE

STRATEGIC DIRECTION

Where are you going?

MANAGING RISK

Are you managing & reducing risk to your community?

ALLOCATING RESOURCES

What are you spending tax money and staff time on?

OVERSIGHT & REPORTING

How is your local government doing?

VISION (From Official Community Plan 2018)

Qualicum Beach is a charming coastal village surrounded by rivers, forests and farmland in the shadow of Mount Arrowsmith. Our small town character, walkability, and year-round access to recreational opportunities support a high quality of life for residents and are an attractive destination for visitors. The Town will innovate in response to the social, economic and environmental challenges of the future while holding firm to those qualities that make Qualicum Beach a unique and highly desirable place to live.

MISSION STATEMENT (Amended from Community Charter)







- Providing for good government of the community
- Providing for service, laws and other matters for community benefit
- Providing for sound management of the public assets of the community
- Fostering the economic, social and environmental wellbeing of the community

GUIDING PRINCIPLES FROM COUNCIL'S CODE OF CONDUCT

INTEGRITY

Being honest and demonstrating strong ethical principles.

ACCOUNTABILITY

An obligation and willingness to accept responsibility or to account for one's actions.

RESPECT

Having due regard for others' perspectives, wishes and rights; displaying deference to the offices of local government, and the role of local government in community decision-making.

LEADERSHIP AND COLLABORATION

An ability to lead, listen to, and positively influence others; coming together to create or meet a common goal through collective efforts.

STRATEGIC PLANNING

One of the key objectives of the Strategic Planning process is to better connect the OCP, Council's Strategic Plan, the Budget and multiple master plans including but not necessarily limited to:

- Waterfront Master Plan
- Community Transportation Plan
- Community Climate Change Adaptation Plan
- Urban Forest Master Plan
- · Community Wildfire Resiliency Plan

- Asset Replacement Financing Strategy
- Annual Budgets
- Long-range Financial Plan
- Youth and Young Families Retention and Attraction Strategy

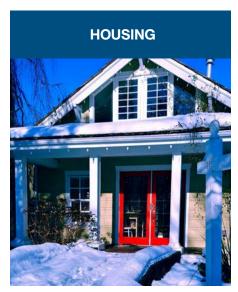
Making these connections is a work in progress that will take multiple years and appropriate resourcing to achieve!

How will this alignment support Council to govern more effectively?

- Allows focus of resources (human and financial)
- Creates efficiencies
- · Provides information for informed decision-making
- · Puts planning work into action



THE TOWN HAS IDENTIFIED THESE FOCUS AREAS FOR THE NEXT FOUR YEARS:

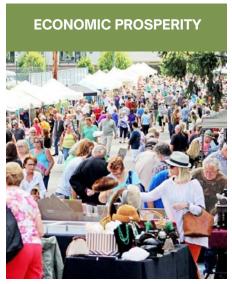


To ensure residents have access to housing alternatives that meet a diversity of needs, lifestyles and income levels.

OCP Sustainability Plan p. 139

GOOD GOVERNANCE

To govern for the public interest of our community while managing competing interests, ensuring availability of transparent and accessible information, fostering respectful public engagement, and demonstrating ethical values.



To pursue economic opportunities based on sustainable growth, development, and investment that meets the needs of the community.

OCP p. 5

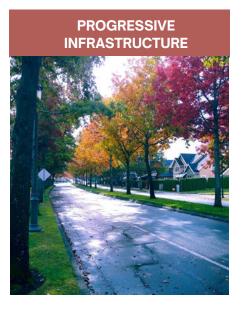


To improve the health and wellbeing of people who live, work, and play in the Town. OCP p. 7



To reduce greenhouse gas (GHG)
emissions and energy consumption and
promote adaptive mitigative measures to
prepare for climate change impacts.

Regional Growth Strategy Goal
and OCP p. 6



To ensure infrastructure for energy, water, wastewater and stormwater, solid waste and multi-modal transportation is efficient and effective at advancing the Town's sustainability goals.

OCP Sustainability Plan p. 146

STRATEGIC INITIATIVES SUMMARY

Council reviews and adopts its Strategic Plan annually, as outlined on pages 16–19 of this Financial Plan. Through this process, Council confirms its Focus Areas (currently six, detailed on page 19) and develops an ambitious program of Strategic Initiatives. These initiatives represent projects that go "above and beyond" the Town's regular operations, driving progress in Council's chosen Focus Areas. A detailed list of the Strategic Initiatives for 2025–2029 can be found on pages 21 and 22 of this Plan, covering the next fiveyears.

Both Strategic Planning and the Budget process are fixed points in time within a dynamic political environment. As circumstances outside the Town's control evolve, the Plan must also adapt. Updates will be communicated through the quarterly reporting process or the next Strategic Planning cycle, depending on which is most appropriate. Additionally, Council may revise these Initiatives during the annual Strategic Planning process if shifting priorities or budgetary

constraints necessitate adjustments.

The 2025–2029 Strategic Initiatives were developed under the assumption that \$250,000 of property taxation funding would be contributed annually to a reserve fund for these Initiatives. In addition to this reserve, the program of Strategic Initiatives is supported by grants, other reserve funds, and development cost charges.

However, in 2025, Council decided to reduce the annual contribution to the Strategic Initiative Reserve from \$250,000 to \$125,000. The Financial Plan assumes that this contribution will be restored to \$250,000 in 2026 and subsequent years. Strategic Initiatives over the next five years will surpass the funds in the current Strategic Initiatives Reserve. As such, Council will decide whether to prioritize these Initiatives within the future years' budget or to enhance the annual contribution to the Strategic Initiatives Reserve going forward. These decisions are a key piece of Council's governance responsibilities.

Projects and Initiatives					
Revenue	2025	2026	2027	2028	2029
Reserve for Strategic Initiatives Grants Off Street Parking Reserve	\$ 504,400 411,800 8,000	\$ 332,000 200,000 -	\$ 240,000 35,000 -	\$ 580,000 15,000 -	\$ 40,000 10,000 -
Total Revenue	\$ 924,200	\$ 532,000	\$ 275,000	\$ 595,000	\$ 50,000
Expenses	2025	2026	2027	2028	2029
Good Governance Community Health & Wellbeing Climate Action Housing Economic Prosperity Progressive Infrastructure	\$ 282,000 40,000 284,800 120,000 125,600 71,800	\$ 145,000 160,000 65,000 100,000 10,000 52,000	\$ 80,000 75,000 80,000 30,000 - 10,000	\$ 85,000 310,000 90,000 10,000 50,000	\$ 40,000 - 10,000
Total Expenses	\$ 924,200	\$ 532,000	\$ 275,000	\$ 595,000	\$ 50,000

STRATEGIC INITIATIVES DETAILS

		2025		2026		2027		2028		2029
Good Governance										
Planner Position - (Council Resolution - Reverts to Taxation Funding mid	_	100.000	_	50.000	_		_		_	
2026)	\$	100,000	\$	50,000	\$	-	\$	-	\$	-
Records Management		60,000		-		-		-		-
Comprehensive Policy Review		60,000		-		-		-		-
Visual Identity Refresh		30,000		20,000		50,000		50,000		-
Committee/Commission Review (Terms of Reference)		15,000		-		-		-		-
Collaboration - Qualicum First Nation and Saa'men - (Council		15,000		-		-		-		-
Discretionary Decision Making)		2.000								
Amend Development Cost Charge Reduction Bylaw		2,000		-		-		-		-
Airport Bylaw Review (2025) - Staff Time Only Determine if Noise Sensitive Area Can be Expanded In Consideration of		-		-		-		-		-
Designated Flight Path (2025) - (Staff time only)		-		-		-		-		-
Airport Master/Business Plan - Grant Dependent				75,000						
Encroachment Policy Review		-		75,000		30,000		-		-
Commercial Centre Delivery Hours		_		_		30,000		20,000		_
Update Noxious Weeds and Unsightly Premises Bylaws		_		_		_		15,000		_
opulie Hoxidas Weeds and Grisightly Fromises Bylaws	\$	282,000	\$	145,000	\$	80,000	\$	85,000	\$	_
	Ψ	202,000		,	<u> </u>	00,000	Ψ_	00,000	Ψ	
Community Health & Wellbeing										
Community Volunteerism (Council Discretionary Decision Making)	\$	10,000	\$	-	\$	-	\$	-	\$	-
OCP - Quality of Life Survey (2024 Project)		30,000		-		-		-		
Fire Department Strategic Plan		-		50,000		-		-		-
Community Park Needs Assessment		-		50,000		-		-		-
Food Action Plan		-		30,000		-		-		-
Identify Land for a Multi-purpose Performing Arts / Cinema		-		30,000		-		-		-
Adopt a Bylaw to Prohibit Smoking in Parks and Trails		-		-		45,000		-		-
Seniors Activity Centre Expansion - Needs Assessment		-		-		30,000		-		-
Park Inventory Priortization Plan		-		-		-		100,000		-
Uptown Mobility Study - Phase 2		-		-		-		50,000		-
Robust Accessibility Plan "Whistler Village Style" Develop an Accessibility Action Plan		-		-		-		50,000 50,000		-
Controlling Outdoor Cats		-		-		-		30,000		-
Improve Accessibility to the Foreshore - Planning and Research		-		-		-		15,000		-
Retired Engine 2 - Control Operation Usage		_		_		-		10,000		_
Dementia Friendly Community		_		_		_		5,000		_
Domonda i nonary dominanty	\$	40,000	\$	160,000	\$	75,000	\$	310,000	\$	-
		,		,		•		,		
Climate Action										j
Building Facilities Green House Gas (GHG Audit)	\$	195,000	\$	-	\$	-	\$	-	\$	-
Tree Protection Bylaw Update		40,000		45 000		45 000		45 000		-
Climate Action - Community Outreach and Support		15,000		15,000		15,000		15,000		-
Climate Action - Community Outreach and Support (2024 Project)		11,000 10,000		-		-		-		-
Corporate and Community Emissions Report (2024 Project) Corporate Emissions Inventory (2024 Project)		8,800		-		-		-		-
				-		-		-		-
Fleet Right Sizing & Electrification Policy - (Final Year of Mult-Year Budget)	5,000		-		-		-		-
Community Climate Change Adaptation Plan Update and Implementation		-		50,000		-		-		-
Asset Management - Natural Asset Consolidation (2/3 Grant Dependent)		-		-		30,000		-		-
Encourage Residents to Fossil Free Power Equipment		-		_		10,000		-		_
Implementation of Climate Mitigation Actions Matrix		-		-		25,000		-		-
Review Form and Character Guidelines to Advance Climate Change		_		_		_		75,000		_
Adaptation and Mitigation		-		-		-		-		40.00
Urban Forest Master Plan – Update	•	-	Φ.	-	•	-	Φ.	-	Φ.	40,000
	\$	284,800	\$	65,000	\$	80,000	\$	90,000	\$	40,000

STRATEGIC INITIATIVES DETAILS

Hausing	2025	2026	2027	2028	2029
Housing Housing Announcement Implementation - Zoning Bylaw Upate & Legal Fees	\$ 10,000	\$ 20,000	\$ -	\$ -	\$ -
Ways to Achieve "Affordable" Market Housing Housing-focused Official Community Plan (OCP) Review	50,000 60,000	-	-	-	-
Community Park Site Review (Facilities & more) Accessory Dwelling Unit Design Template	-	50,000 30,000	-	-	-
Short Term Rentals Regulatory Framework Ravensboure Affordable Housing - Phases 1 & 2	-	-	20,000 10,000	- 10,000	-
- -	\$ 120,000	\$ 100,000	\$ 30,000	\$ 10,000	\$
Economic Prosperity					
Pathways to Sustainable Economic Development in Qualicum Beach - Grant Funded	\$ 112,500	\$ -	\$ -	\$ -	\$ -
Fourism and Small Business Promotion - (Council Discretionary Decision Making)	10,000	10,000	-	-	-
Nayfinding Signage Phase 1 Jpdate Youth & Family Retention and Attraction Strategy	3,100	-	-	- 50.000	-
Spuale Tourn & Family Retention and Attraction Strategy	\$ 125,600	\$ 10,000	\$ -	\$ 50,000	\$ _
Progressive Infrastructure					
mplement and Operationalize Asset Management Strategy & Plan Reconfiguration of Rail Crossing Traffic Controls	\$ 27,000 5,000	\$ -	\$ -	\$ -	\$ -
Harlech Road Parking Design BC Hydro Leased Light Replacement (unused budget carried forward to	8,000	-	-	-	-
2025)	31,800	-	-	-	-
Parking Management Strategy Including Review of Off-street Parking & Reserve Fund Bylaw & Paid Permitted Parking for Uptown Businesses	-	42,000	-	-	-
Other Effective (area based) Conservation Measures (OECM) Management Plan(s)	-	10,000	10,000	-	-
Regulate Light Trespass Asset Management Plan - Airport - (Grant Dependent)	-	-	- -	50,000 -	10,00
	\$ 71.800	\$ 52.000	\$ 10,000	\$ 50,000	\$ 10,00







FINANCIAL Planning Legislation

The Community Charter requires the Town to adopt a Five-Year Financial Plan Bylaw before May 15 each year. The Bylaw sets out proposed expenditures, funding sources, and transfers between reserves and funds. Policy and objectives are related to identified funding sources, distribution of property taxes and the use of permissive tax exemptions. Amounts for specific expenditures such as debt interest, debt principal, and capital expenditures are disclosed as well as specific funding sources such as property taxes, parcel taxes, fees, and the use of specific reserves.

Balanced budget: Legislation requires that current year revenues, including transfers in from reserves, must be sufficient to support current year expenditures, including transfers to reserves.

The Financial Plan may be amended at any point during the year. Usually this is done in exceptional circumstances when authorized expenditure limits are likely to be exceeded.

Example of a Balanced Budget							
Operating Revenues	\$ 27,000,000						
Transfers from Reserves	5,000,000						
Total Revenues	\$ 32,000,000						
Operating Expenses	\$ 18,000,000						
Capital Expenditures	10,000,000						
Debt Servicing	1,000,000						
Transfers to Reserves	3,000,000						
Total Expenditures	\$ 32,000,000						

FINANCIAL PLANNING Framework

Financial stability is fundamental to the health of the community. Implementing a framework is a key mitigation factor in managing overall risk, meeting the challenges of infrastructure investment, and providing effective service levels for assets and operations. This framework includes:

Our Vision: Community Vision and Priorities

- Official Community Plan
- Council Strategic Plan
- Master Plans (Water, Sewer, Drainage, Facilities, Parks, and Transportation)

How we get there: Strategies for Financial Strength and Stability

- Recognized value for services
- Predictable infrastructure investment
- Responsible debt management
- Comparative property taxes
- · Improved reserves and surplus

How we measure what we do: Financial Policies and Performance

 Capacity assessment, workforce planning, service standards, and service performance (a work in progress)

How we plan ahead: Financial Planning

- Five-Year Financial Plan
- Asset Replacement Financing Strategy
- Long-term Financial Plan (future)

BASIS OF ACCOUNTING and Budgeting

The Town's accounting policies conform to Canadian Generally Accepted Accounting Principles (GAAP) for local governments and the Consolidated Financial Statements are prepared as prescribed by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Professional Accountants.

FUNDING Structure

The Town uses specific funds to account for its revenues and expenditures. All funds are accounted for on an accrual basis. Sources of revenue are recognized when earned. The revenue in each fund may be spent only for the purpose specified in the fund. Revenue unearned in the current period is reported on the balance sheet as deferred revenue.

Each fund belongs to one of three categories:

- 1. Operating funds are used for day-to-day operations.
- 2. Capital funds pay for physical assets.
- Reserve funds accumulate revenue and interest that will be used to pay for major capital expenses in future years.

All funds are used for specific purposes as follows:

General Operating Fund: used to account for all general operating revenues and expenses of the Municipality other than water and sewer operations.

Water Operating Fund: provides for all revenues and expenses related to the operation of the municipal water system. Revenues are collected through water billing based on volume of water consumed.

Sewer Operating Fund: community sewage collection system revenues and expenses are accounted for separately in this fund. Revenues are from consumption based utility billings.

General Capital Fund: used to account for all capital expenditures of the Municipality, other than for utilities.

Water and Sewer Capital Funds: used to account for all utility capital expenditures of the Municipality.

Statutory and Other Reserve Funds: used to account for all statutory reserve revenues and transfers.

	DEPARTMENT FUND RELATIONSHIPS										
Department		Operating	5	Capitals			Reserves	Reserves			
	General	Water	Sewer	General Capital	Water Capital	Sewer Capital	General Reserves	Water Reserves	Sewer Reserves		
General Government	✓			✓			✓				
Police	✓			✓			✓				
Fire	✓			✓			✓				
Municipal Operations	✓			✓			✓				
Water		✓			✓			✓			
Sewer			✓			✓			✓		
Fiscal Services	✓						✓				

FINANCIAL MANAGEMENT

BUDGET Principles

The budget is prepared each year with the following principles in mind:

Fiscally responsible, balanced, and focused on the long-term. The budget
is built with a long-term view in mind. This ensures priorities are pursued
in a financially sustainable and resilient manner, and consider external
economic conditions.

Affordability and cost effectiveness. By ensuring value for money through productivity and innovation, the Town aims to keep property taxes and fees affordable.

- Use of Surplus and Reserves. Operating and Capital Reserves are used to smooth out volatility, and to provide funding for future projects and infrastructure replacement.
- 4. **Keep debt at a manageable level**. The Municipality takes a very careful and strategic approach to the use of debt. Some debt servicing is anticipated as part of the future long-term asset replacement plan process.
- 5. Keep property tax and user fees affordable. Property taxes, utility charges and user fees are reviewed each year with affordability in mind. Comparisons with other local governments are made to provide context while understanding unique local circumstances.
- 6. Balanced taxation principle. The Municipality maintains tax stability by setting tax rates that reflect the proportionate relationship of property classes, while considering new construction values, changes in property classes, and significant assessment changes. This gives taxpayers confidence that their property tax bill will increase proportionately to the increase in tax revenue required, considering assessment increases of their property to the assessment class average.
- 7. Maintain assets in an appropriate state of repair. Maintaining core infrastructure and amenities in an appropriate state of repair is critical to the long-term resilience of the community, ensuring asset management obligations are not deferred, and that infrastructure deficits do not accumulate to unacceptable levels. This will become more important as assets age and the Town develops an Asset Replacement Financing Strategy.
- 8. Optimize capital investments. Before adding new facilities, the Municipality will consider re-purposing and right-sizing existing facilities and continue to advance the principles of co-location and functional integration to enhance operational efficiency and customer service.



BUDGET Factors

Preparation of the 2025-2029 Financial Plan has considered the following factors:

- 1. Inflation: The inflationary pressures faced by local government are much different than the Consumer Price Index that reviews a "basket of goods" for a household. For materials, supplies, contracted services, insurance and legal services, adjustments have been specifically tailored to accommodate expected cost increases in 2025, rather than applying a blanket inflationary factor.
- Wage and Benefit Costs: The Town has a current collective agreement in place with CUPE which will impact operating costs. RCMP policing costs are also impacted by a collective agreement, and this will have an impact on local policing costs.
- Staffing Capacity and Service: In a small organization, workforce planning (organizational capacity review) ensures the organization is using its human resource capacity to effectively provide services expected by the community.
- 4. User Fees and Utility Charges: User fees and charges form a significant portion of planned revenue. Many specific municipal services such as solid waste, water, sewer and development services (building permits and development applications) can be measured and charged for on a user-pay basis. This approach attempts to fairly apportion the value of municipal service to those who make use of it. User fees account for 9.5% of revenues in the 2025 Municipal Budget. A regular fee review each year is used to help keep fees current and inform the Budget process cycle.
- 5. Sustainable Asset Improvement Investment: The Town is confronted with an escalating need for infrastructure renewal and a significant challenge in facility repair and maintenance. The creation of an Asset Financing Strategy offers a progressive solution to this issue, aiming for sustainable funding levels for infrastructure replacement. This strategy presents an opportunity to exercise fiscal discipline and incrementally boost capital reinvestment over a feasible time frame to achieve sustainability.
- 6. Debt Servicing: Current debt servicing levels are modest. Interest rates remain reasonable and the strategic use of moderate levels of debt can assist in maintaining generational equity and move larger projects forward that otherwise could not be afforded on a cash basis.
- 7. Projects and Strategic Initiatives Funding by Reserves: Annual projects and Strategic Initiatives are developed through service reviews, studies, and Strategic Planning. These Initiatives are funded through current revenues, grants and Operating Reserves.

FINANCIAL Policies

Creating the Town's Five-Year Financial Plan necessitates strict adherence to certain financial policies including:

- 1. Legislative and Accounting Compliance: The Town ensures full compliance with the Local Government Act and the Community Charter, encompassing requirements like public consultation, a five-year planning scope, bylaw authorization of financial plans before specific deadlines, and bylaw amendments for any plan changes. Financial reporting aligns with the Public Sector Accounting Board (PSAB) standards, adopting the accrual accounting method where revenues and expenses are recognized when incurred, not when cash is exchanged. This compliance extends to how capital expenditures and amortization for Town infrastructure are recorded and reported.
- 2. Balanced Budget: The Town is mandated to maintain a balanced budget over five years, with operational and maintenance costs funded through current revenues to avoid future expenditure deferrals or misuse of reserves. Capital spending is supported by long-term financing, ensuring sustainability and fiscal responsibility.
- 3. Five-Year Planning: This approach allows for strategic expenditure phasing and resource alignment, considering future growth, labour agreements, infrastructure costs, and economic conditions. Service adjustments and capital spending consider resource availability, with a focus on energy-efficient and low-maintenance options to minimize costs and support greenhouse gas reduction goals.
- 4. Asset Management: A structured Asset Management Plan and Asset Replacement Financing Strategy currently under consideration will aid in capital project planning, maintenance, and replacement scheduling, emphasizing lifecycle costs and operational impacts.
- 5. Investment and Debt Management: The Town's approach to managing investments and debt management prioritizes safety, liquidity, and return, with legislative compliance and cash flow needs guiding investment decisions. Debt is strategically used for significant projects with clear repayment plans, leveraging the Municipal Finance Authority for competitive borrowing rates.
- 6. Reserves Management: Reserves are earmarked for specific purposes, including both statutory and discretionary funds, to manage future needs and contingencies. This prudent approach allows for responsive and responsible financial planning and execution.

FINANCIAL MANAGEMENT

7. Revenue Management and Reporting: The Town conducts annual reviews of all revenue sources, including taxes, fees, and service charges, to ensure the financial sustainability of its utilities and services. This process considers the full cost of service delivery, participation and usage goals, and market competitiveness to maintain fairness and equity for residents and businesses.

To diversify revenue streams and reduce reliance on any single source, the Town actively seeks opportunities to expand non-tax revenues, such as grants, partnerships, and investment income, while ensuring that user fees and charges are appropriately structured. Fees and charges are periodically adjusted to reflect changes in service costs, inflation, and community needs, ensuring that those who directly benefit from services contribute a fair share.

Recognizing the potential impact of unpredictable revenues—such as fluctuating grant funding, economic shifts, or natural disasters—the Town incorporates conservative forecasting, maintains contingency reserves, and employs flexible budgeting strategies to mitigate risks.

Continuous financial reporting ensures transparency and accountability, with regular updates provided to Council and the community. Departmental budget management further supports fiscal responsibility, ensuring that revenue targets align with service delivery and strategic goals.



BUDGET Process and Timelines

The specifics of Qualicum Beach's Budget process may differ annually, but the following outline captures the consistent components and targeted timing for the Budget process.

SUMMER - FALL 2025

Preliminary Budget Discussions: Senior management initiates high-level discussions to forecast the next year, setting the budgeting approach and guiding the submission of Budget requests. With tax rates set and taxes collected only once a year, the Town adopts a cautious and conservative stance in financial planning, continuously reviewing Qualicum Beach's financial performance to adapt to unforeseen Budget impacts.

General Fund—Operating Budget

Revenue and Expenditures: Reviews extend to all revenue sources and labour costs, with a town-wide labour model projecting expenses based on staffing levels and collective bargaining agreements. Non-labour expenditures focus on essential increases only, ensuring a lean Budget that addresses uncontrollable costs.

General Fund—Capital Budget

Asset and Capital Planning: Continuous asset management supports
Capital Budget planning, beginning with an asset review to identify needs
and prioritize requests. This collaborative effort shapes the infrastructure
investment and replacement Budgets within the Five-Year Capital Plan, taking
project timing and Town capacity into account to prioritize urgent needs and
manage workload effectively.

Utility Funds

Collaborative Financial Planning: Teams from Financial Services and Engineering and Transportation establish five-year plans for water, sewer, drainage, and solid waste utilities, including user rate proposals. These proposals are typically adopted by year-end, following Council review.

Strategic Planning Update

Council reaffirms their Focus Areas for the coming year and approves existing and new Strategic Initiatives for the next five years through a Public Strategic Planning process.

Quarterly Reviews

Quarter 2 and Quarter 3 reviews evaluate progress on programs and projects. These mid-year reviews are crucial for financial sustainability, evaluating progress on programs, and achieving Council's goals, potentially highlighting issues for the upcoming year's Budget.

Divisional Meetings

Departments review Operating and Capital Budgets, prioritizing requests, including staffing and service level changes, based on their alignment with Council's priorities and detailed work program justifications.

LATE FALL 2024 - EARLY 2025

- Budget Refinement: The Draft Budget undergoes several rounds of review, resulting in the compilation of a consolidated Five-Year Financial Plan.
- Public Engagement: Preliminary budget updates and a high-level budget framework are shared, launching a public engagement phase through inperson and online platforms. Public feedback is sought on the proposed budget and financial plans.

JANUARY - MARCH 2025

Finalization and Adoption: The Five-Year Financial Plan Bylaw is presented to Council for readings and adoption.

TOWN OF QUALICUM BEACH - BUDGET CALENDAR

Please note: All dates are estimated and subject to change based on Council direction, regulatory requirements, or other factors affecting the budget process.

July 2025

- July 14: Launch of Staff Strategic Planning Process
- July 18: Launch of Staff Capital Planning Process

August 2025

August 4: Launch of Staff Operating Budget Process

September 2025

- September 24: Financial Plan Bylaw Amendment
- September 30: Completion of Staff Strategic Planning Process
- September 30: Completion of Staff Capital Planning Process

October 2025

- October 15: Third Quarter Update and Preliminary Budget Discussion -Committee of the Whole (COW)
- October 24 Strategic Planning Committee of the Whole (COW)

November 2025

- November 14: Strategic Planning Committee of the Whole (COW)
- November 26: Budget Public Consultation Committee of the Whole (COW)
 Meeting

December 2025

December 3: Budget Public Consultation – Committee of the Whole (COW)
 Meeting

January 2026

January 14: First & Second Reading of Financial Plan Bylaw

March 2026

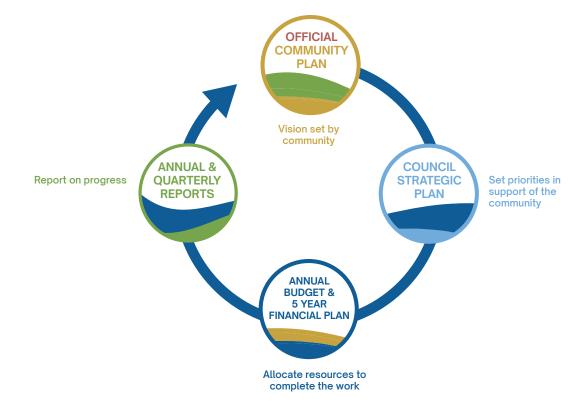
March 18: Adoption of Financial Plan Bylaw

LINKING Budget to Strategy

The Town plays an essential role in ensuring the right level of programs and services are provided at the right cost for the community. Achieving important goals within an affordable budget requires that each dollar is carefully managed and wisely invested.

The proposed budget advances key priorities from the Strategic Plan while maintaining service levels and keeping the Town resilient.

The allocation of financial resources is aligned with community priorities and is designed to drive results as measured through the key indicators listed in each of the department plans.



WORKPLACE Planning

In a small organization, workforce planning (organizational capacity review) is especially important to ensure that the organization is using its human resource capacity to effectively provide the services expected by the community.

This is a continuous internal process used to ensure that both appropriate levels of work-life balance are maintained by the workforce, and that high levels of productivity are achieved. In the near term, records management, human resources, and engineering administration are areas of capacity focus.

The Town employs a workforce of 71.1 employees and will increase to 77.7 as follows:

- 1.0 increase in Human Resources 2 year term position
- 0.2 support in IT/GIS (student)
- 1.0 support in Bylaw 2 year term position
- 1.0 Protective Services Fire Wildfire Resiliency and Operations
- 1.0 RCMP clerical support (budget transferred from contract for RCMP services to Town)
- (0.3) Restructure within Municipal Operations Engineering Department
- 2.0 increase in Parks (1.2 to maintain service levels and 0.08 for service level increase)
- 0.7 increase in Water (seasonal)

Workforce Summary						
	2021	2022	2023	2024	2025	Change
Administration						
CAO	1.0	1.0	2.0	2.0	2.0	_
Corporate Administration	5.6	5.6	6.6	6.6	6.6	_
Human Resources	1.0	1.0	2.0	2.0	3.0	1.0
Financial Services	5.0	5.0	5.0	5.0	5.0	-
Information Technology	3.0	3.0	3.0	3.0	3.2	0.2
Planning and Community Development						
Planning	2.0	2.0	3.5	4.0	4.0	_
Building	1.0	1.0	1.0	1.0	1.0	_
Bylaw Compliance	1.0	1.0	1.0	1.0	2.0	1.0
Protective Services						
Fire	3.5	3.9	4.4	4.4 *	5.4	1.0
Emergency Program	1.0	1.0	1.0	1.0	1.0	_
RCMP	-	_	-	_	1.0	1.0
Municipal Operations						
Transportation	14.5	14.5	14.8	17.4 *	17.1	(0.3)
Parks	11.8	11.8	12.2	12.9	14.9	2.0
Facilities	4.0	4.0	4.0	5.0	5.0	-
Utilities						
Sanitary Sewer	1.5	1.5	1.5	1.5	1.5	-
Water	4.0	4.0	4.3	4.3	5.0	0.7
	59.9	60.3	66.3	71.1	77.7	6.6

^{*} Restate Mechanic with Emergency Vehicle Technician certification to Transportation Services



2025 CONSOLIDATED Financial Plan Summary

The proposed Town of Qualicum Beach Consolidated Financial Plan for 2025 balances \$42 million in revenues with \$42 million in expenses. The Plan includes provisions to reflect the evolving needs of the Town, while ensuring long-term sustainability and resilience.

The Town has identified four key priorities to guide the Town's financial planning and resource allocation for the upcoming year. These include: keeping the Town resilient, mitigating risk, maintaining or enhancing service levels, and complying with emerging changes in legislation.

This approach requires striking a balance between the need to increase infrastructure replacement funding, complying with the emerging provincial housing legislation changes, and keeping operating costs in check during a period of inflationary pressures. Sound fiscal choices must be made that reflect community priorities and the ability to pay during an uncertain economic climate.

To provide clarity and transparency, the amount of property taxation charged for Policing and Infrastructure Replacement have been separately identified in the 2025 budget.

Funding is provided for an ambitious five-year program of key projects and Initiatives to move Strategic Initiatives of Council forward, such as the continuation of reviewing and amending development processes and bylaws to align with the Provincial Government's new housing legislation requirements (*Bill 44*), Official Community Plan Review (housing focused), Visual Identity Refresh and Town Website Redesign, Tree Protection Bylaw update, Building Facilities Greenhouse Gas Study, Pathways to Sustainable Economic Development in Qualicum Beach, and more.

A \$16.5 million capital program for 2025 includes replacement of existing and investment in new assets in transportation, drainage, facilities, airport, vehicles and equipment, parks and trails, sewer and water infrastructure.

Debt Servicing costs for 2025 are comprised of interest and principal payments for the Fire Hall, equipment financing for a ladder truck and a fire rescue truck, and for the East Village Phase 2 Local Area Service borrowing.

The impact of the proposed 2025 Budget on a typical single family household is projected to be \$152 or a 6.6% increase in municipal property taxes annually. The combined impact of municipal property tax and utilities charges will result in an overall increase of \$182 or 5.7% over the previous year.

GENERAL FUND (Property Taxation)

The 2025 Budget, encompassing Municipal Operations, Police Services, Asset Replacement and Utilities will lead to an overall increase of \$182 compared to the previous year for the typical single-family home in Qualicum Beach.

Budget Impact to Average Household in 2025 - Assessed at \$981,000										
		2024 (Note 1)		2025		Change Annual		nange onthly	Change	%
Property Taxation								-		
Municipal Operations		1,716		1,804		88		7	;	3.8%
Police Service		290		324		34		3	•	1.5%
Asset Replacement Levy		312		342		30		3	•	1.3%
Municipal Property Tax	\$	2,318	\$	2,470	\$	152	\$	13	(6.6%
Utilities										
Solid Waste Utility Charge		195		200		5			(0.5%
Sewer Utility Charge		219		224		5			(0.5%
Water Utility Charge		645		665		20			•	1.9%
Total Utilities		1,059		1,089		30			2	2.9%
Total Annual Cost	\$	3,377	\$	3,559	\$	182				5.7%

Note 1: 2024 averages adjusted to take into consideration impact of New Construction as this additional revenue reduces the impact on existing taxpayers.

Municipal Property Tax: For 2025, the typical family home has an assessed value of \$981,000. The municipal property tax increase for an individual home may be higher or lower than the estimated \$152 increase (excluding utilities) for the average household, depending on how its property assessment compares to the average home's assessment, which rose by approximately 2.5% from the previous year.

Municipal operations have been limited to a \$88 or 3.8% increase to the typical home. This has been achieved through cost management.

Modest increases in costs for Police Services are expected from impacts of the RCMP collective agreement which translate to a \$34 or 1.5% increase in property taxes to the typical home in Qualicum Beach.

CONSOLIDATED Summary

Javanua .		2022 2023			2024		2024		2025	
Revenue		Actuals		Actuals		Projected		Budget		Budget
Property Taxes	\$	10,430,330	\$	11,112,967	\$	12,118,516	\$	12,169,900	\$	13,109,80
Grants In Lieu		352,617		430,528		429,587		390,000		426,0
Library Levy		561,929		619,686		715,090		715,300		747,8
Parcel Taxes		1,146,615		1,265,540		1,426,471		1,471,400		1,538,7
Penalties and Interest		495,359		1,302,422		1,395,485		666,000		694,5
Sales of Service and Other Revenues		668,954		603,185		1,786,022		530,400		893,4
Rental and Leases		1,679,602		1,684,226		1,581,679		1,680,200		1,660,1
Solid Waste Revenue		726,811		760,060		797,903		776,700		800,0
Sanitary Sewer Revenue		727,445		770,616		766,163		751,700		751,7
Water Revenue		1,665,640		2,042,885		1,819,649		1,754,100		1,757,6
Government Grants and Contributions		5,077,882		7,383,214		2,514,300		6,088,600		7,582,5
otal Revenue		23,533,183		27,975,328		25,350,865		26,994,300		29,962,1
Other Funding Sources										
Transfers from Reserves		2,059,503		2,781,393		5,658,000		9,886,700		11,865,8
Proceeds from Debt		920,000		2,000,000		-		-		-
Transfers from Other Funds		473,406		85,000		805,000		805,000		210,0
otal Revenue & Other Funding Sources	\$	31,171,639	\$	32,871,537	\$	31,813,865	\$	37,686,000	\$	42,037,9
xpenses										
Operating Expenses										
Council and Office of the CAO	\$	592,647	\$	638,654	\$	641,251	\$	723,600	\$	717,3
Corporate Services		1,005,664		1,119,507		1,267,395		1,258,200		1,286,4
Human Resources		-		311,081		350,205		419,200		627,6
Fiscal Services		(804,224)		(1,654,934)		(1,665,975)		(1,678,000)		(1,267,6
Finance		565,567		599,056		636,207		664,000		684,2
Information Technology		741,688		803,260		867,473		938,100		1,031,5
Police		1,243,122		1,310,691		1,290,489		1,574,000		1,704,0
Fire Rescue		1,052,889		1,164,211		1,222,177		1,333,000		1,631,7
Emergency Planning		147,865		78,284		176,156		252,900		289,3
Planning and Development		511,740		610,051		658,964		854,700		774,5
Community Development		887,493		943,403		1,049,426		1,076,400		1,119,6
Operations		2,426,407		2,376,106		2,646,547		2,857,400		2,926,5
Airport		978,465		1,066,985		1,105,977		1,125,200		1,241,3
Parks		1,184,696		1,324,219		1,287,265		1,601,600		1,734,8
Buildings		625,887		733,369		839,129		784,500		846,7
Solid Waste and Recycling		918,158		995,136		1,078,201		970,700		1,061,5
Strategic Initiatives		554,725		634,523		478,726		637,700		991,2
Water		1,957,036		1,837,422		1,918,364		1,935,200		1,874,8
Sanitary Sewer		461,702		789,734		818,936		819,200		712,2
otal Operating Expenses		15,051,530		15,680,757		16,666,913		18,147,600		19,987,
ransfers, Capital and Debt Servicing										
Capital		7,047,917		8,284,612		8,451,454		13,831,000		16,415,8
Debt Servicing		501,997		681,544		1,056,804		1,235,200		1,178,2
Transfer to Reserves	_ ф	6,904,430	Φ	7,642,163	Φ.	4,672,200	ф_	4,472,200	Φ.	4,456,4
otal Expenses & Transfers	- \$	31,171,639	\$	32,871,537	\$	31,813,865	\$	37,686,000	\$	42,037,9
Total Budget For the Year	\$	-	\$	-	\$		\$	-	\$	

FIVE-YEAR FINANCIAL PLAN, REVENUE, FUND AND RESERVE BALANCES

Five-Year Financial Plan

The Municipality is required by the *Community Charter* to adopt a Five-Year Financial Plan Bylaw on or before May 15. This Plan includes five-year operating estimates. Given the dynamic nature of the municipal environment, five-year estimates are prepared on a broad-brush basis with adjustments made for significant cost factors where they are known with some certainty.

\$ 13,109,800 426,000 747,800	2026 \$ 14,208,000	\$	2027	2028		2029
426,000 747,800		\$				
747,800		Ψ	15,195,700		\$	16,922,300
·	430,300		434,600	438,900		443,300
	755,300		762,900	770,500		778,200
1,538,700	1,659,000		1,745,200	1,836,000		1,931,700
694,500	695,600		696,700	697,800		698,900
•			•	,		601,400
						1,726,400
,	·			·		900,400
,	·			,		915,300
	, ,					2,141,900
						4,910,500
29,962,100	28,790,000		33,119,700	30,753,100		31,970,300
44 005 000	E 074 000		0.404.000	0.400.000		E 000 000
11,865,800						5,826,600
-						387,500
•			·			85,000
\$ 42,037,900	\$ 36,446,900	\$	46,139,600 \$	3 43,421,700	\$	38,269,400
A 747.000	A 7 05 000	•	740,000	770.000	•	004.000
,	.,	\$			\$	801,900
						1,506,600
·	,			,		636,800
, , ,	, , ,)	, , ,	,		(1,370,500
·	·					782,800 1,108,400
						2,157,600
						1,873,200
						173,300
•	·					995,100
·	·					1,247,100
						3,314,100
						1,252,600
						1,971,400
						952,600
·	1,093,200		1,124,100	1,158,800		1,194,600
991,200	544,200		287,400	607,600		62,900
1,874,800	1,926,400		1,976,800	2,043,000		2,111,000
712,200	734,300		754,300	779,400		805,300
19,987,500	19,817,700		20,157,300	21,237,900		21,576,800
16,415,800	10,626,000		19,305,000	14,682,000		8,945,000
1,178,200	699,500		1,046,400	1,444,400		1,342,000
4,456,400	5,303,700		5,630,900	6,057,400		6,405,600 38,269,400
	1,874,800 712,200 19,987,500 16,415,800 1,178,200	1,660,100	1,660,100	1,660,100	1,660,100 1,676,500 1,693,000 1,709,600 800,000 824,000 848,700 874,200 751,700 790,700 830,200 871,700 1,757,600 1,846,000 1,938,900 2,036,400 7,582,500 4,745,400 7,983,900 4,448,400 29,962,100 28,790,000 33,119,700 30,753,100 11,865,800 5,871,900 6,434,900 6,433,600 - 1,700,000 6,500,000 6,150,000 210,000 85,000 85,000 85,000 \$ 717,300 725,900 \$ 743,900 \$ 772,300 1,286,400 1,331,700 1,370,800 1,436,700 627,600 580,900 594,600 615,300 (1,267,600) (1,296,200) (1,320,200) (1,345,000) 1,031,500 1,015,100 1,040,400 1,073,800 1,704,000 1,787,700 1,874,600 1,967,300 1,631,700 1,685,600 1,728,800 1,799,300 1,631,700 1,685,600 1,728,800 1,799,300 1,119,600 <td< td=""><td>1,660,100</td></td<>	1,660,100

REVENUE

Revenue Sources

In accordance with Section 165(3.1) of the *Community Charter*, the Town of Qualicum Beach is required to include in its Five-Year Financial Plan the objectives and policies regarding the proportion of total revenue derived from each of the funding sources outlined in Section 165(7) of the *Community Charter*. To ensure accuracy and transparency, the Town employs a methodical approach to revenue estimation, incorporating historical trends, economic indicators, inflation forecasts, and growth projections. This approach allows for the identification of stable and volatile revenue streams, ensuring that estimates are both realistic and adaptable to changing economic conditions. Regular reviews and adjustments are made to reflect market fluctuations, legislative changes, and local economic developments, supporting the Town's commitment to sound financial planning and fiscal sustainability.

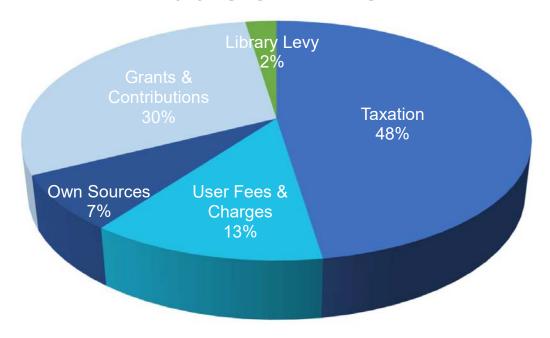
The illustrations below show the proportion of total revenue proposed to be raised from each funding source over the next five years. Property taxes form the greatest proportion of revenue. As a revenue source, property taxation offers a number of advantages; for example, it is simple to administer, and it is fairly easy for residents to understand. It offers a stable and reliable source of revenue for services that are difficult or undesirable to fund on a user-pay basis. These include services such as general administration, fire protection, police services, bylaw enforcement, public works and parks.

User fees and charges form an important portion of planned revenue. Many services can be measured and charged on a user-pay basis. Services where fees and charges can be easily administered include water and sewer usage, building permits, business licenses, and sale of services – these are charged on a user-pay basis. User fees attempt to apportion the value of a service to those who use the service.

Table1 - Revenue by Funding Source

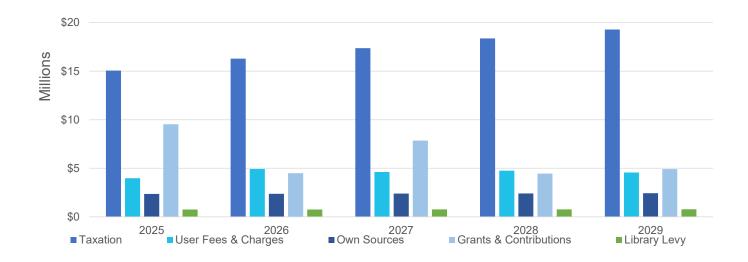
	2025	2026	2027	2028	2029
Taxation	15,074,500	16,297,300	17,375,500	18,378,900	19,297,300
User Fees & Charges	3,971,700	4,921,900	4,607,700	4,747,900	4,559,000
Own Sources	2,354,600	2,372,100	2,389,700	2,407,400	2,425,300
Grants & Contributions	9,513,700	4,496,400	7,843,900	4,448,400	4,910,500
Library Levy	747,800	755,300	762,900	770,500	778,200

2025 BUDGET REVENUE



FIVE-YEAR REVENUE FORECAST 2025-2029

The chart presented below showcases the trend and comparative distribution of the Town's primary continuous sources of revenue, not including transfers from reserves. It highlights the critical role of property taxation in the Town's operations and demonstrates the consistent stability of these revenue proportions from one year to the next.



REVENUE FUNDING SOURCES

Objective

Over the next five-years, the Town will continue to review the proportion of revenue that is received from user fees and charges to determine whether the user-fee component could be increased to lessen the requirement for property taxation.

Policies

- The Town will review all user-fees and parcel taxes to ensure they are adequately meeting the costs of the service. This will include cemetery, airport, licenses and permits, and all other fees and charges.
- Where possible, the Town will endeavour to supplement revenues from user fees and charges, rather than taxation, to lessen the burden on a limited property tax base. This will include an ongoing comprehensive review of all fees and charges defined in bylaws.

CHANGE IN FUND BALANCES

GENERAL FUND

General Fund

Unappropriated Surplus / (Deficit) Operating Reserve Funds Capital Reserve Funds

General Fund Total

2025	2025	2025	2025	2025
Opening	Budgeted	Budgeted	Closing	%
Balance	Contributions	Expenditures	Balance	Change
1,462,500	36,596,600	(36,814,100)	1,245,000	
990,600	135,000	(634,400)	491,200	
13,857,500	3,195,200	(8,880,800)	8,171,900	
10.010.000		(40.000.000)	0.000.400	2001
16,310,600	39,926,800	(46,329,300)	9,908,100	-39%

Decrease in fund balance due to significant replacement of existing assets such as Bay Street Slope Stabilization, Skatepark Replacement project, facilities maintenance, replacement of vehicles and heavy duty equipment, and spending on investments in new assets such as Bus Garage Site Development and Saahtlam Park washrooms.

WATER FUND

Water Fund

Unappropriated Surplus / (Deficit) Water Infrastructure Reserve

Water Fund Total

2025	2025	2025	2025	2025
Opening	Budgeted	Budgeted	Closing	%
Balance	Contributions	Expenditures	Balance	Change
				_
1,067,700	3,481,700	(3,481,700)	1,067,700	
2,491,000	1,308,500	(1,384,000)	2,415,500	
3,558,700	4,790,200	(4,865,700)	3,483,200	-2%

Decrease in fund balance due to infrastructure investments in the replacement of asbestos cement watermains, Seacrest Watermain Replacement, and expansion of the Town's fibre optic network.

SEWER FUND

Sewer Fund

Unappropriated Surplus / (Deficit) Sewer Infrastructure Reserve

Sewer Fund Total

2025	2025	2025	2025	2025
Opening	Budgeted	Budgeted	Closing	%
Balance	Contributions	Expenditures	Balance	Change
214,600	1,038,700	(1,038,700)	214,600	
791,500	347,100	(100,000)	1,038,600	
1,006,100	1,385,800	(1,138,700)	1,253,200	25%

The increase in the fund balance occurs because planned contributions to the reserve exceed the capital funding requirements for the current year.

RESERVE FUNDS AND ACCUMULATED SURPLUS

During the five-year horizon of this Financial Plan, Capital Reserves are projected to decline from \$14.5 million to \$12.8 million. The General Fund Asset Replacement Reserve remains consistent at \$2.4 million.

The annual contribution to the Asset Replacement Reserve Fund increases by 1.3% of the previous year's property tax levy.

A Council Strategic Initiatives Reserve is supported through property taxation, with contributions of \$125,000 in 2025 and \$250,000 annually thereafter. The estimated cost of Strategic Initiatives planned for 2027 to 2029 exceeds available funding in the reserve. As such, Council will decide whether to prioritize Initiatives within future years' available funding or enhance the annual contribution to the Strategic Initiatives Reserve.

	Balance 2025	Balance 2026	Balance 2027	Balance 2028	Balance 2029
WORKING CAPITAL					
Accumulated Surplus General Fund	1,245,000	1,345,000	1,445,000	1,545,000	1,645,000
Accumulated Surplus Water	1,067,700	1,067,700	1,067,700	1,067,700	1,067,700
Accumulated Surplus Sewer	214,600	214,600	214,600	214,600	214,600
OPERATIONS					
Council Strategic Initiatives	182,400	102,400	112,400	(217,600)	(7,600)
Cemetery Care Reserve	292,900	297,900	302,900	307,900	312,900
Tree Replacement Reserve	35,200	40,200	45,200	50,200	55,200
Emission Reduction Reserve	25,500	25,500	25,500	24,300	24,300
CAPITAL					
Asset Replacement	2,677,700	2,806,200	3,168,900	3,930,500	4,708,700
Asset Investment	117,082	162,482	316,782	395,682	207,382
Growing Communities Reserve Fund	1,935,700	1,345,700	580,700	-	-
Property Reserve Fund	1,240,400	1,290,000	1,341,600	1,395,300	1,451,100
Parkland Reserve Fund	112,400	116,900	121,600	126,500	131,600
Park Development Reserve Fund	108,500	112,800	117,300	122,000	126,900
Curling Club Reserve	127,900	140,700	154,000	167,800	182,200
Community Works(Gas Tax) Fund	81,900	545,200	147,000	162,900	629,400
Community Amenity Contributions	1,231,400	1,280,700	1,331,900	1,385,200	1,440,600
Water Reserve Fund	1,661,700	1,367,400	1,321,700	1,491,500	1,307,200
Sewer Reserve Fund	649,500	629,200	648,900	708,300	811,900
Development Cost Charges	3,143,400	2,954,200	2,937,600	2,955,400	3,266,900
OVERALL RESERVES	\$ 16,150,882	\$ 15,844,782	\$ 15,401,282	\$ 15,833,182	\$ 17,575,982



Accumulated Surplus or Working Capital is used as a "float" for unanticipated operations challenges. A future target has been identified that generally maintains a minimum of three to six months of operating expenses.

Operations Reserves are used to assist with operating costs from time to time and buffer the impact on property taxes. A Council Strategic Initiatives Reserve is maintained with \$250,000 annual funding from property taxation. Notably, the Council Strategic Initiative Reserve contribution was reduced to \$125,000 for 2025 and the Cemetery Reserve is held in trust for future cemetery costs. No specific reserve balance policies have been established for these reserves.

Capital Reserves are accumulated to help fund the cost of replacing infrastructure as it reaches the end-of-service life. The Town operates on a rolling five-year, payas-you-go basis for asset replacement and maintains very lean levels of reserves as a result. Development of an Asset Replacement Financing Strategy will provide a long-term approach to reach those levels over time. Once this work has been completed, capital reserve targets can be established.

Property Reserve is established to hold the proceeds of property dispositions to assist in the purchase of other land or capital construction.

Developer Contributions are collected as developments are approved. Contributions collected provide funding for new community amenities as growth occurs.

Development Cost Charges are collected as developments are approved and fund a component of the cost to build infrastructure related to growth. These funds are used to partially finance growth-related capital projects outlined in the Development Cost Charge Bylaw.

RESERVE BALANCES - FIVE-YEAR FORECAST

	2025	2026	2027	2028	2029
Asset Replacement Reserve Balance Opening Contribution	4,713,500 1,317,100	2,677,700 1,937,600	2,806,200 2,088,700	3,168,900 2,457,700	3,930,500 2,608,800
Interest Earned Capital Project Funding	144,900 (3,497,800)	145,900 (1,955,000)	154,000 (1,880,000)	175,900 (1,872,000)	209,400 (2,040,000)
Balance Closing	2,677,700	2,806,200	3,168,900	3,930,500	4,708,700
Asset Investment Reserve Balance Opening Contribution	1,361,182 294,900	117,082 294,900	162,482 294,900	316,782 294,900	395,682 294,900
Interest Earned Capital Project Funding	29,000 (1,568,000)	5,500 (255,000)	9,400 (150,000)	14,000 (230,000)	11,800 (495,000)
Balance Closing	117,082	162,482	316,782	395,682	207,382
Growing Communities Reserve Fund Balance Opening Contribution	3,550,700	1,935,700 -	1,345,700	580,700 -	- -
Interest Earned Capital Project Funding	135,000 (1,750,000)	95,000 (685,000)	85,000 (850,000)	19,300 (600,000)	-
Balance Closing	1,935,700	1,345,700	580,700	-	-
Property Reserve Fund Balance Opening Contribution	1,192,700	1,240,400	1,290,000	1,341,600	1,395,300
Interest Earned Capital Project Funding	47,700 -	49,600 -	51,600 -	53,700 -	55,800 -
Balance Closing	1,240,400	1,290,000	1,341,600	1,395,300	1,451,100
Parkland Reserve Fund Balance Opening Contribution	108,100 -	112,400 -	116,900 -	121,600 -	126,500 -
Interest Earned Capital Project Funding	4,300 -	4,500 -	4,700 -	4,900 -	5,100 -
Balance Closing	112,400	116,900	121,600	126,500	131,600
Park Development Reserve Fund Balance Opening Contribution	104,300 -	108,500 -	112,800 -	117,300 -	122,000
Interest Earned Capital Project Funding	4,200 -	4,300 -	4,500 -	4,700 -	4,900 -
Balance Closing	108,500	112,800	117,300	122,000	126,900
Curling Club Reserve Balance Opening Contribution Interest Earned	115,600 7,500 4,800	127,900 7,500 5,300	140,700 7,500 5,800	154,000 7,500 6,300	167,800 7,500 6,900
Capital Project Funding	- 407.000	- 440.700	-	407.000	- 400 000
Balance Closing	127,900	140,700	154,000	167,800	182,200
Community Works (Gas Tax) Fund Balance Opening Contribution Interest Earned Capital Project Funding	1,171,300 451,000 24,600 (1,565,000)	81,900 451,000 12,300	545,200 451,000 30,800 (880,000)	147,000 451,000 14,900 (450,000)	162,900 451,000 15,500
Balance Closing	81,900	545,200	147,000	162,900	629,400

FINANCIAL MANAGEMENT

	2025	2026	2027	2028	2029
Community Amenity Contributions				-	
Balance Opening	973,200	1,231,400	1,280,700	1,331,900	1,385,200
Contribution	715,000	-	-	· · ·	· · ·
Interest Earned	43,200	49,300	51,200	53,300	55,400
Capital Project Funding	(500,000)	-	-	-	
Balance Closing	1,231,400	1,280,700	1,331,900	1,385,200	1,440,600
General Fund Operating Reserves					
Balance Opening	1,014,400	586,400	545,100	592,100	301,000
Contribution	135,000	260,000	260,000	260,000	260,000
Interest Earned	31,400	28,700	27,000	28,900	17,200
Project Funding	(594,400)	(330,000)	(240,000)	(580,000)	(40,000)
Balance Closing	586,400	545,100	592,100	301,000	538,200
Water Infrastructure Reserve					
Balance Opening	1,737,200	1,661,700	1,367,400	1,321,700	1,491,500
Contribution	1,241,900	1,317,900	1,426,100	1,526,400	1,636,300
Interest Earned	66,600	92,800	83,200	83,400	92,400
Capital Project Funding	(1,384,000)	(1,705,000)	(1,555,000)	(1,440,000)	(1,913,000)
Balance Closing	1,661,700	1,367,400	1,321,700	1,491,500	1,307,200
Sewer Infrastructure Reserve					
Balance Opening	402,400	649,500	629,200	648,900	708,300
Contribution	326,500	366,400	406,400	444,600	485,600
Interest Earned	20,600	33,300	33,300	34,800	38,000
Capital Project Funding	(100,000)	(420,000)	(420,000)	(420,000)	(420,000)
Balance Closing	649,500	629,200	648,900	708,300	811,900
DCC's (Roads, Drainage, Water, Open	Spaces)				
Balance Opening	3,100,000	3,143,400	2,954,200	2,937,600	2,955,400
Contribution	252,000	255,000	260,000	265,000	265,000
Interest Earned	122,400	130,800	123,400	122,800	123,500
Capital Project Funding	(331,000)	(575,000)	(400,000)	(370,000)	(77,000)
Balance Closing	3,143,400	2,954,200	2,937,600	2,955,400	3,266,900



DEBT MANAGEMENT - FIVE-YEAR FORECAST

Debt is a financing tool that is available to the Town to supplement funding from reserve funds for the replacement or investment in capital assets. Overall debt levels will increase over the five-year term of this Plan. New debt includes approved borrowing to support the East Village (Phase 2) and this will be funded through a new Local Service Area Charge. Short-term lease (borrowing) funds are used for the Fire Rescue truck in 2022, and the Fire Rescue Ladder 58 in 2023, and regular debt principal and interest payments related to construction of the Fire Hall will continue through 2025. Debt Servicing for the Fire Rescue Ladder 58, is funded from the Asset Replacement Reserve in years 2024 and 2025.

In 2026 to 2028, the funding provision from retired debt for the Fire Hall will be redirected to service the debt for the Fire Ladder Truck. This strategy allows the Town to continue leveraging the use of debt without requiring an increase in property taxes. The Operations Facilities Modernization project is proposed to be funded substantially through long-term borrowing in 2027 and 2028. Prior to this a needs assessment is planned for 2025.

	2025	2026	2027	2028	2029
DEBT PRINCIPAL BALANCES					
General Fund Issued and Outstanding: Fire Hall - 2015	-	-	-	-	-
Fire Truck - Rescue Truck	413,700	226,200	.	-	-
Fire Ladder Truck Planned Debt	1,290,992	893,549	476,023	-	-
East Village Phase II - Local Service Area Public Works and Parks Yard Modernization Fire Department Tender Apparatus	529,880	519,760 - -	509,640 2,500,000 -	499,520 8,500,000 1,700,000	489,400 10,793,800 1,382,300
Total	2,234,572	1,639,509	3,485,663	10,699,520	12,665,500
DEBT SERVICING REQUIREMENTS General Fund Outstanding Debt Issues Fire Hall - 2015 Fire Truck - Rescue Truck Fire Ladder Truck	478,600 205,900 459,900	- 205,900 459,900	- 233,900 459,900	- - 458,700	- -
Planned Debt Issues	,	,	459,900	430,700	
East Village Phase II - Local Service Area Operations Modernization Fire Department Apparatus Replacement (T53) Roundabout on Hwy 19A at Village Way East Village Phase 3	33,800 - - - -	33,800 - - - -	33,800 114,300 - 119,600 -	33,800 365,600 381,700 119,600	33,800 708,900 381,700 119,600 13,000
Total	1,178,200	699,600	961,500	1,359,400	1,257,000

DEBT BORROWING CAPACITY

Borrowing capacity is defined in legislation as a function of liability servicing costs, which are determined with reference to prescribed annual revenues. In general terms, the ceiling on debt servicing costs equals 25% of the prior year's prescribed revenues. In turn, 20% of that amount may be incurred without the assent of electors. The limits on future principal borrowings are then calculated with reference to projected future interest rates and anticipated amortization periods.

Based on projected 2024 and 2025 revenues, the Town's assent free borrowing capacity has deminished temporarily in 2024 and 2025 due to short term equipment financing.

2024

	,		
	Free	Capacity	Free
Liability Servicing Limit	1,066,285	5,331,425	1,093,540
Actual Debt Servicing Costs	1,056,800	1,056,800	1,144,400
Liability Servicing Capacity Available	9,485	4,274,625	-
Estimated Borrowing Capacity, in Millions	\$ -	\$ 60	\$ -

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Assent

Total Capacity

5,467,700

1,144,400 4,323,300 \$ 61





The main functions of a Municipal Council are to foster the economic, social and environmental wellbeing of its community, both current and future, through governance decision-making.

Council's primary duties are to create policy; adopt bylaws on matters delegated to local government through the *Local Government Act* and other provincial statutes to protect the community; and to collect taxes and fees for those purposes.

Council also oversees, acquires, and disposes of the Town's assets and infrastructure. Council's shared vision sets a course of action through the Strategic Planning and Budget processes, and charts goals that are accomplished by municipal staff under the direction of the Chief Administrative Officer.

2024 COUNCIL HIGHLIGHTS AND ACCOMPLISHMENTS

In 2024 Council decision-making resulted in numerous successes for the community including, but not limited to the following Strategic Initiatives:

- Implemented Bill 44 and Bill 35 provincial housing legislation with updates to the zoning bylaw and design guidelines.
- · Commenced the Quality of Life Survey in readiness for the Official Community Plan.
- Completed an essential Community Wildfire Resiliency Plan.
- Embarked on annual public information sessions for the Airport, Community Transportation Plan, and public safety.
- Completed a Development Tracker Toolkit Project.
- Approved the Asset Management Financing Strategy.
- Implemented the Public Inquiries Tracking System.

Additionally, the following Council Strategic Initiatives saw the majority of required work completed in 2024:

- Fleet right sizing and electrification
- Town website re-design (anticipated for launch in Q1 2025)

COUNCIL PLANS FOR 2025

Annually, through the Strategic Planning process, Council allocates resources for Council's Strategic Initiatives. A key objective of Council's Strategic Planning Process is to better connect the Official Community Plan, Council's Strategic Plan, the Budget and multiple master plans. Significant progress was made on these connections in 2024 and continues in 2025.

For a complete list of Council's Strategic Initiatives and plans for 2025, please see section titled "Council Initiatives Summary" on pages 20-23.

In addition to Council's Strategic Planning, Council allocates resources for capital, infrastructure and asset management priorities through its annual budget.

COUNCIL LIAISONS

In addition to governance decision making for regular business and Strategic Initiatives, Council members also serve key liaisons to multiple organizations. A summary of the key liaison roles for each Councillor has been included on the following page.

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COUNCIL & OFFICE OF THE CAO

SERVICE AREAS



Mayor Teunis Westbroek

All general governance issues Council spokesperson

Voting Membership:

- Oceanside Services Committee
- Regional District of Nanaimo

Liaison:

- Island Coastal Economic Trust
- QB Seniors' Activity Centre Association
- Qualicum First Nation

Voting Membership:

- Arrowsmith Water Services
 Management Committee
- Vancouver Island Regional Library (alternate)
- Youth Link

Liaison:

 Eaglecrest Resident's Association

- Access Oceanside Association
- Oceanside Task Force on Homelessness
- Kiwanis Housing Society
- Universal Access Qualicum Beach



Councillor Scott Harrison

Councillor Anne Skipsey

Voting Membership:

 Regional District of Nanaimo (alternate)

Liaison:

- QB Memorial Golf Club
- Qualicum Woods Residents Association

 Mt Arrowsmith Biosphere Region (Roundtable)

Committees:

- Environment and Sustainability
- · Beach Day Celebration
- Heritage Forest Commission
- Parks and Recreation



Voting Membership:

Oceanside Initiatives

Liaison:

- Chartwell Residents' Assoc
- Qualicum Beach Farmers' Market
- Naut'sa mawt Oceanside Wellness (NOW)
- Qualicum Community Education and Wellness Society (QCEWS)
- POB Tourism Association
- QB Chamber of Commerce
- QB Collective Society
- St. Andrew's Lodge Historical and Cultural Society

Committees:

Parks and Recreation (alternate)

Councillor Petronella Vander Valk



Councillor Jean Young

Voting Membership:

 Vancouver Island Regional Library

Liaison:

- Early Learning and Childcare Council in Oceanside (ELCCO)
- Qualicum Beach Residents' Association
- St. Mark's Fair
- Oceanside Hospice Society
- Flowerstone Society

- The Old School House Arts Centre Society
- QB Historical and Museum Society
- Into the Woods Society
- QB Multi-Use Cinema Society

Committees:

- Family Day Celebration
- Environment and Sustainability (alternate)



OFFICE OF THE CAO

The Chief Administrative Officer (CAO) of the Town of Qualicum Beach, as described in the *Community Charter*, is appointed by Council to manage and direct all Town employees and operations. As such, the CAO is responsible for the overall administration of the Town's departments and provides leadership and direction to the Senior Leadership Team - a distinctly different and complementary role to the governance realm of Elected Officials.

The CAO is responsible for providing advice on governance as well as on the Municipality's authority and responsibility under the Community Charter, Local Government Act, Freedom of Information and Protection of Privacy Act (FOIPPA), and Municipal Finance Authority Act.

The Department consists of the CAO and an Executive Assistant shared with the Mayor's Office and Council. Additional support is provided by the Director of Corporate Services, who also serves as the Deputy CAO.

KEY POLICIES AND PLANS

- Official Community Plan
- Council Procedure Bylaw
- · Council's Standards of Conduct
- Anti-Bullying and Harassment Policy

2024 OFFICE OF THE CAO HIGHLIGHTS AND ACCOMPLISHMENTS

- Continued to establish service level definitions.
- Supported Council with robust Strategic Planning and Budget processes that better aligned service levels with resources.
- Reviewed Parks and Green Spaces service levels.
- Supported implementation of the ongoing Communications Strategy.
- Coordinated emergency management training for elected officials.
- Finalized the Town's Public Inquiry/complaint process.
- Established a project charter template and practice.
- Continued improving the Airport complaint process and enhanced communication related to Airport concerns.
- Attended the Union of BC Municipalities
 Conference with all members of Council.
- Attended the Planning Institute of BC (PIBC)
 conference for required educational credits to
 maintain Registered Professional Planner (RPP)
 accreditation.
- Staff report templates were modernized.

COUNCIL & OFFICE OF THE CAO

SERVICE AREAS

2024 OFFICE OF THE CAO HIGHLIGHTS AND ACCOMPLISHMENTS (Continued)

- Served as co-mentor at the Municipal Administration Training Institute (MATI)
 Successful CAO Program offered by Capilano University in cooperation with the Local Government Management Association (LGMA).
- Attended the LGMA CAO Forum for professional development.
- Supported Council liaisons in meetings with Residents' Associations to enhance communication.

CHALLENGES

- Capacity for change management to support continued modernization of the organization.
- Limited resources in consideration of department workplans.
- Ongoing development of metric and targets available to establish service levels (work in progress).

OFFICE OF THE CAO - PLANS FOR 2025

- Support Policy review.
- Support records management optimization.
- Support Official Community Plan Review.
- Undertake Committee/Commission Review Phase 2.
- Continue to support Council in establishing municipal places of business as safe and respectful forums to promote public engagement, effective governance, and staff performance.
- Continue to expand uses of project charters as an internal operational document to ensure cross-department cooperation on projects of significance.
- Continue foundational organization development and team building capacity for change management to support ongoing modernization of the organization.

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

- Continue enhancing transparency and accountability through process and practice
 optimization and implementation of expanded metrics and targets.
- Comprehensive Policy Review (multi-year) to review and update Council and administrative policies.

KEY INDICATORS: EXAMPLES

- Linkages are strengthened between the Official Community Plan, the Five-Year Financial Plan, the Annual Report and the Strategic Plan.
- · Service levels are better defined and linked to the Budget process.
- Community Engagement is further integrated into planning for projects of significance.

KEY INDICATORS: EXAMPLES (CONTINUED)

- Robust reporting is provided for Council and the community at the end of the second and third quarters annually.
- Talent is recruited, supported, and retained.
- Policy direction is consistently implemented.
- Achievement of the GFOA Distinguished Budget Presentation Award is ongoing.

BUDGET SUMMARY

The Council and Office of the CAO budget is forecast to increase from the previous year by \$10,700 or 2% resulting from increases to remuneration and benefits, as per contractual obligations.

Council And Office of the CAO	- Oper	ating Bud	get										
		2022		2023		2024		2024		2025	Change	Change	
		Actuals		Actuals	F	Projected		Budget		Budget	\$	%	
Transfer from Reserves		-		-		-		32,000		15,000	(17,000)	-53%	
Total Revenue	\$	÷			\$	-	\$	32,000	\$	15,000	\$ (17,000)	-53%	
Operating Expenses													
Mayor and Council		240,665		278,415		303,474		319,000		325,300	6,300	2%	
CAO Office		351,982		360,239		327,008		372,600		377,000	4,400	1%	
One Time Operating Projects		-		-		10,769		32,000		15,000	(17,000)	-53%	
Total Operating Expenses	\$	592,647	\$	638,654	\$	641,251	\$	723,600	\$	717,300	\$ (6,300)	-1%	
Net Property Taxes Required	\$	592,647	\$	638,654	\$	641,251	\$	691,600	\$	702,300	\$ 10,700	2%	

- Contractual remuneration and benefit increases (Council and staff)
- Carry over of unspent organizational service review budget

STRATEGIC INITIATIVES

The CAO Office is responsible for oversight of the organization and advancement of Strategic Initiatives identified by Council. Project work occurs in conjunction with operational oversight; ensuring that the organization continues to thrive, that Council's Strategic Initiatives are achieved, and the operational and service level requirements of the Town of Qualicum Beach are met or exceeded.

	2025		2026		2027		2028		2029
Council And Office of the CAO									
Community Volunteerism (Council Discretionary Decision Making)	\$	10,000	\$ -	\$	-	\$	-	\$	-
Committee/Commission Review (Terms of Reference)		15,000	-		-		-		-
Collaboration - Qualicum First Nation and Saa'men - (Council Discretionary Decision Making)		15,000	-		-		-		-



CORPORATE SERVICES

The Corporate Services team provides administrative services to Council, the organization, and to the public. It is responsible for legislative duties, communications, government relations, and municipal government administration, including:

- Providing support and recommendations to Council and Committees on policies, procedures, and various legislation.
- Processing official correspondence to and from Council.
- Managing corporate records and maintaining legislative records (including bylaws, agendas, and minutes).
- Researching and developing corporate bylaws and policies.
- Managing Freedom of Information and Protection of Privacy Act requests for access to records.
- Overseeing risk management claims, property negotiations, land registrations, and municipal insurance.
- Applying for and administrating federal and provincial grant applications.
- Maintaining the Town's website, and other communication resources.
- Coordinating cemetery services.
- Managing and overseeing municipal special events.
- · Conducting municipal elections and other voting opportunities.
- Providing shared administrative support to all departments.

COMMUNICATIONS AND PUBLIC ENGAGEMENT

The Corporate Services team utilizes communication and community engagement expertise from internal staff including contracted resources who work closely with departments on government relations, media relations, social media, website, emergency communications, branding, graphic design, communications, and Strategic Planning.

Our engagement activities prioritize building strong connections with Qualicum First Nation, community partners and the people who live, work and play in Qualicum Beach. We also work to collaborate with provincial and federal governments to effectively address regional and inter-municipal priorities and issues.

PROPERTY MANAGEMENT

Town property resources include: Civic Centre and Community Hall management and bookings; management of claims; risk assessments; land purchase and sale; land registrations; long and short-term leases and licencing.

SPECIAL EVENTS

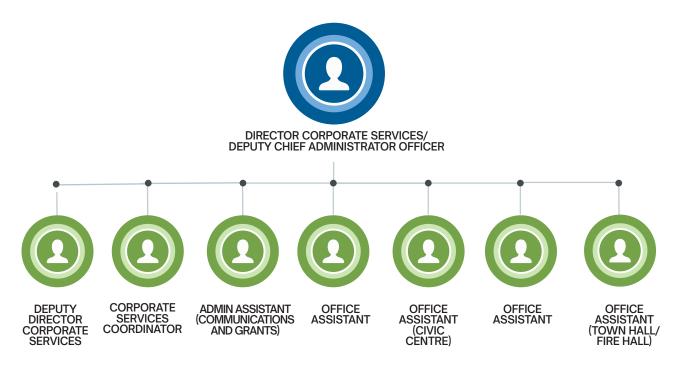
Special event programming helps create a sense of community identity, belonging, pride, and spirit. It showcases Qualicum Beach to residents and visitors as a great place to visit, live, work, and play. Some of the annual special events in Qualicum Beach include Beach Day Celebration, Family Day Celebration, Youth Appreciation, Ocean Mile Swim, Moonlight Madness, Volunteer Appreciation, and Remembrance Day. Many community partners and event organizers are also supported by the Town when holding special events.

KEY LEGISLATION, POLICIES AND PLANS

- Local Government Act
- Community Charter
- Freedom of Information and Protection of Privacy Act
- · Council Procedure Bylaw

DEPARTMENT STAFF AND STRUCTURE

The Department is led by the Director of Corporate Services/Deputy CAO and is comprised of a Deputy Director of Corporate Services, Corporate Services Coordinator, Administrative Assistant (Communications and Grants), and four full-time Office Assistants. Administrative support is provided on a shared basis to all departments.



The chart shows all resources available to the Department, including both employees and contracted staff. Some of these resources may be shared across multiple departments. Therefore, the positions listed in this chart may differ from the Employee Team Organization Chart on page 14, which lists only Town employees assigned to their specific Department.

KEY INDICATORS

Corporate Administration

Koy Activity Loyela	2020	2021	2022	2023	2024	2025
Key Activity Levels	Actual	Actual	Actual	Actual	Actual	Forecast
Council Meetings (Regular and Special)	16	14	12	23	35	18
Council Meetings (Closed)	36	35	17	25	23	12
Committee of the Whole	7	9	4	12	14	14
Committee/Advisory Body Meetings	25	23	47	56	44	45
Public Hearings Conducted	10	8	6	5	0	0
Media Releases	50	48	35	48	45	50
Noteworthy Bulletins	2	3	4	3	3	3
Monthly Newsletters - Print	12	12	11	12	12	12
Monthly Newsletters - Digital	12	12	11	12	12	12
Freedom of Information Requests	90	73	87	83	115	120
Website Users	-	-	-	-	94,000	98,000
Website Homepage views	79,019	89,793	68,457	70,000	80,000	95,000
Facebook Posts	107	51	199	700	600	600
Facebook Followers	New	New	5,215	5,734	6,745	7,750
Facebook Reach	26,608	44,470	203,711	269,846	502,000	505,000
Council Correspondence log items	424	1,866	1,738	1,500	655	800
Constant Contact Notices	114	167	145	165	170	175
Online Surveys Posted	2	3	2	8	10	15

Corporate Administration

Service Plan			2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Forecast
Staff Complement		7	7	7	7	7	8
Standing/Select Committees	Committees supported	9	9	9	9	10	6
Legislative	Agenda Posted on Time	100%	100%	100%	100%	100%	100%
Council Correspondence	Within one week	90%	90%	90%	90%	95%	95%
Council Meeting Minutes	Completed by next agenda	95%	95%	95%	95%	100%	100%
COW Meeting Minutes	Completed by next agenda	95%	95%	95%	95%	95%	95%
Committee Minutes	Completed by next agenda	95%	95%	95%	95%	95%	95%
Late Council Items		13	11	7	5	5	5
Insurance Incidents	Processed	New	New	New	1%	4%	3%
FOI Request on time	Processed or extended on request within 30 days	99%	93%	98%	98%	98%	98%

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Led a website redesign project that included extensive content review and performance optimization. Website to be launched in Q1 2025.
- Developed a robust Al automation-driven Public Inquiry System to enhance efficiency, processing time, and transparency of public inquiries, in cooperation with the IT Team.
- Continued work with the Accessibility Advisory Team and finalized a draft Accessibility Plan to meet provincial requirements.
- · Continued to increase social media presence and general communication strategies.
- Provided administrative and legislative support for over 100 hours of Council and Committee of the Whole meetings.
- On-boarded new Deputy Director of Corporate Services.

CHALLENGES

- Increased service level expectations/high volume of public requests.
- Maintaining service levels, given a significant increase in the number of Council meetings.
- Department vacancies.
- Unforeseen extended periods of leave for key members of the Department.

PLANS FOR 2025

- Undertake a visual refresh to strengthen municipal identify and foster community pride.
- Launch, monitor and maintain the new website.
- Officially launch the Public Inquiry System, followed by a dedicated period for public feedback and engagement.
- Continued Communications Strategy implementation (Council Strategic Initiative).
- Maintain service level standards Department-wide, including meetings and communications.
- Review of Committee and Commission Terms of Reference and best practice to enhance governance and operational efficiency.
- · Procedure Bylaw review.
- On-boarding new Corporate Services Coordinator.
- · Comprehensive review of Town policies.
- Organization-wide privacy training.

LOOKING AHEAD: 2025-2028 KEY PROJECTS AND INITIATIVES

- Foundational records management work (2025).
- Implementation of an Electronic Records Management System (2028 or beyond).

BUDGET SUMMARY

The Corporate Services Department budget is forecast to increase by \$28,200 or 2% which results from increases to remuneration and benefits, and insurance.

Corporate Services - Operati	ng B	udget										
Davanua	2022		2023	2024			2024	2025	(Change	Change	
		Actuals	Actual		Projected		Budget	Budget		\$	%	
Operating Expenses												
Corporate Services	\$	619,502	\$ 688,689	\$	816,989	\$	803,200	\$ 816,400	\$	13,200	2%	1
Communications		50,156	55,847		51,933		75,000	75,000		-	0%	
Legal		103,029	162,147		166,436		150,000	150,000		-	0%	
Risk Management		173,265	212,825		231,539		220,000	235,000		15,000	7%	2
Elections		29,115	-		-		10,000	10,000		-	0%	
Total Operating Expenses	\$	975,067	\$ 1,119,507	\$	1,266,898	\$	1,258,200	\$ 1,286,400	\$	28,200	2%	
Net Property Taxes Required	\$	975,067	\$ 1,119,507	\$	1,266,898	\$	1,258,200	\$ 1,286,400	\$	28,200	2%	

- 1. Increase due to annual wage and benefit increases
- 2. Increase in insurance premiums

CORPORATE SERVICES SERVICE AREAS

STRATEGIC INITIATIVES

Strategic Initiatives identified during the Council Strategic Planning sessions for 2025 include a comprehensive policy review, records management, and start of the visual identity refresh.

	2025	2026	2027	2028	2029
Corporate Services					
Records Management	\$ 60,000	\$ -	\$ -	\$ -	\$ -
Comprehensive Policy Review	60,000	-	-	-	-
Visual Identity Refresh	30,000	20,000	50,000	50,000	-



COMMUNITY PARTNERSHIPS & EVENTS

SERVICE AREAS

COMMUNITY PARTNERSHIPS AND EVENTS

The Town of Qualicum Beach collaborates with local organizations to foster a community enriched with arts and culture, and to bolster its economy while preserving its charming small-town character. The Town works together with the Qualicum Beach Chamber of Commerce, the Parksville Qualicum Beach Tourism Association, the Qualicum Beach Historical and Museum Society, and numerous other organizations and volunteers to provide services, events and other amenities for the Town.

COMMUNITY EVENTS

Special event programming helps create a sense of community identity, belonging, pride, and spirit. It showcases Qualicum Beach to residents and visitors as a great place to visit, live, work, and play.

The Town, along with many community partners and event organizers work together to hold special events. The following is a list of events the Town is involved in for 2025:

- Coldest Night of the Year February
- Youth Appreciation Lunch May
- ORCA Mother's Day Race May
- Public Works Day May
- Family Day May
- Seaside Cruizers Street Dance June
- Show n' Shine June
- Grad Parade June
- Triathlon June
- QB Legion Canada Day Parade July
- Uptown Market July to August
- Twilight Concert Series June, July, August
- Beach Day July
- Arts and Music Festival July
- St. Mark's Fair July
- Ocean Mile Swim August
- Cyclocross October
- Halloween October
- Remembrance Day November
- Moonlight Madness November



COMMUNITY PARTNERSHIPS AND EVENTS OPERATING BUDGET SUMMARY

The Community Partnership and Events budget is forecast to increase marginally as a result of cost increases associated with Town events.

Community Partnerships and Events Op	era	ting Budge	t								
Revenue		2021 Actuals		2022 Actual	2023 Actual	2024 Budget	2025 Budget		Change \$	Change %	
Grants and Requisitions Other	\$	539,392 82,825	\$	561,928 81,980	\$ 619,686 79,395	\$ 715,300 81,000	\$ 747,800 81,000	\$ \$	32,500	5% 0%	1
Total Revenue	\$	622,217	\$	643,908	\$ 699,081	\$ 796,300	\$ 828,800	\$	32,500	4%	
Operating Expenses											
Community Events Chamber of Commerce & PQ Tourism Assoc. Museum Library	\$	46,593 65,500 103,073 539,298	\$	129,976 85,500 109,495 562,522	\$ 122,299 73,058 128,329 619,717	\$ 162,800 83,000 115,300 715,300	\$ 163,200 83,000 115,300 747,800	\$	400 - - 32,500	0% 0% 0% 5%	1
Total Operating Expenses	\$		\$	887,493	\$ 943,403	\$ 1,076,400	\$ 1,109,300	\$	32,900	3%	
Net Property Taxes Required	\$	132,247	\$	243,585	\$ 244,323	\$ 280,100	\$ 280,500	\$	400	0%	

1. Vancouver Island Regional Library 2025 levy increases by 5%





HUMAN RESOURCES

The Human Resources Department (HR) provides leadership and expertise to ensure the Town remains a competitive employer. A key priority is to foster a culture which attracts and retains excellent staff ensuring taxpayers, business owners and visitors continue to receive high quality municipal services.

Our employees are the Town's most valuable resource and are at the core of everything we do. Human Resources is steadfast in its dedication to establishing a setting where every member of the Town of Qualicum Beach team experiences a sense of worth, support, and respect. The Human Resources team delivers services that are consistent, transparent and demonstrate exemplary customer service.

HR is a service department to all other Town departments providing internal support in the following areas:

- Careers recruitment, selection, and retention
- Employee relations
- Labour relations
- Occupational Health and Safety
- Employee Training, Development and Wellness
- Organizational Planning
- Employee recognition and engagement

KEY POLICIES AND PLANS

- Labour Code
- CUPE Collective Agreement
- Employment Standards Act
- Workers Compensation Act
- Training and Development Annual Plan
- Occupational Health and Safety (OHS) Regulation
- Respectful Workplace Policy

DEPARTMENT STAFF AND STRUCTURE

The Department is led by the Director of Human Resources, and supported by an HR and Safety Coordinator.

The chart includes all Department resources, both employees and contracted staff. Some are shared across departments, so positions may differ from the Employee Team Organization Chart on page 14, which lists only Town-assigned employees.



KEY INDICATORS

In 2024, the Human Resources Department continued to improve its service levels, with a strong emphasis on compliance with WorkSafeBC regulations, recruitment, employee and labour relations, as well as training and development initiatives.

Key Activity Levels		2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Forecast
Recruitment & Selection		19	15	25	27	TBD
Training & Development	Courses scheduled (external)	NEW	NEW	4	11	8
	Courses scheduled (internal)	NEW	NEW	1	2	TBD
	Registrations	NEW	NEW	152	265	TBD
WorkSafeBC files	TimeLoss/ Healthcare/ Report Only	7	5	16	10	TBD
Investigations		8	4	12	7	TBD
RTW Disability	WSBC compensable injuries	NEW	NEW	NEW	2	TBD
Management	Non-compensable injuries	NEW	NEW	NEW	2	TBD

^{*}In Progress. Service levels and key indicators will be further developed in a future year.

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Continued efforts to enhance HR service levels, resulting in positive impacts on labour and employee relations.
- Continued the review and updates of the Health and Safety Program.
- Initiated development of the Return-to-Work Program.
- Successfully completed recruitment for all current year hires
- Launched the Exempt Staff Compensation Review Project.
- · Provided Insights Training for staff.

CHALLENGES

- Retirement of long-serving employees, with delays in replacement and transition.
- Potential for significant turnover over the next five years, as 38% of the workforce will be eligible for retirement by 2028 (based on a staff total of 70).
- Insufficient staffing resources to meet increasing service level demands.
- Challenges in attracting top talent and retaining skilled employees.
- Rising workplace injuries and associated costs, leading to higher WorkSafeBC premium rates.
- Lack of formal succession planning and leadership development programs.
- CUPE Collective Bargaining negotiations will create capacity pressures, making it difficult to balance other organizational needs.

PLANS FOR 2025

- Engage in CUPE Collective Bargaining negotiations.
- Continue developing a framework of programs, policies, and procedures to foster an innovative and agile workforce.
- Initiate the establishment of a succession planning program.
- Develop workforce and leadership training initiatives.
- Continue launching recruitment and retention strategies to ensure consistent, high-standard delivery of municipal services.
- Strengthen the safety culture with a focus on injury prevention and the further development of the Return-to-Work Program.
- Introduce initiatives to enhance employee morale, foster a sense of belonging and loyalty, and improve retention and productivity.

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

- Clear, long-term HR vision with success factors identified.
- Implementation of the Return-to-Work framework.
- Employer of Choice initiatives towards "Employer of Choice" designation.
- Succession planning initiatives and focused training and development programs.

BUDGET SUMMARY

The Human Resources Department budget is forecast to increase by \$136,200 or 43% as a result of the conversion of Health and Safety Coordinator position from temporary to permanent status and increase in contracted services.

Expenses for CUPE Contracting provision and temporary positions are funded from surplus and revenue/expenditure variances should offset. Variance is due to Health and Safety Coordinator position being converted to permanent status and funded from taxation.

Human Resources - Operating Budg	get								
Davianua		2022	2023	2024	2024	2025	Change	Change	
		Actuals	Actual	Projected	Budget	Budget	\$	%	
Transfer from Accumulated Surplus	\$	-	\$ -	\$ 105,400	\$ 105,400	\$ 157,600	52,200	50%	1
Transfer from Reserves		-	-	-	-	20,000	20,000	0%	
Total Revenue	\$	-	\$	\$ 105,400	\$ 105,400	\$ 177,600	\$ 72,200	69%	
Operating Expenses									
Human Resources	\$	153,825	\$ 311,081	\$ 350,205	\$ 419,200	\$ 607,600	\$ 188,400	45%	2
One Time Projects		-	-	-	-	20,000	20,000	0%	3
Total Operating Expenses	\$	153,825	\$ 311,081	\$ 350,205	\$ 419,200	\$ 627,600	\$ 208,400	50%	
Net Property Taxes Required	\$	153,825	\$ 311,081	\$ 244,805	\$ 313,800	\$ 450,000	\$ 136,200	43%	

- Budget provision for HR Specialist position and one time CUPE contract negotiation costs funded from accumulated surplus
- 2. HR Specialist position and contract services
- 3. Employer of Choice reclassified from Strategic Initiatives to Operating Budget



FINANCIAL SERVICES

The Finance team is responsible for the overall management of the financial affairs of the Municipality and provides accounting and audit services for over \$42 million in annual expenses and revenues including the following:

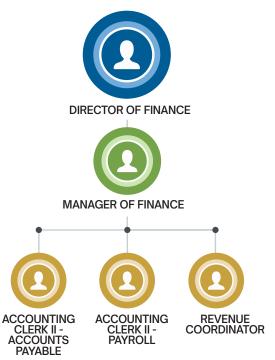
- Coordinating the annual financial planning (budget) and long-term financial planning processes.
- Supporting departments with financial analysis and strategic advice.
- Processing accounts payable for over 4,000 invoices annually.
- Processing bi-weekly payroll for 60-70 staff members and 25-30
 Paid-on-Call Firefighters.
- Maintaining benefits records for over 55 staff.
- Purchasing and procurement.
- Administrating Permissive Tax Exemptions.
- Investment management.
- Developing financial policy.
- Preparing financial statements which are audited by an independent auditing firm.
- Adherence to new and existing standards for financial reporting.
- Processing revenue including property taxes, utility billing, dog tags and business licences.
- Producing 5,100 tax notices annually.
- Producing over 9,500 utility bills twice annually, mailed out to residents in May and October.
- Managing pre-authorized property tax installments.
- Invoicing miscellaneous accounts receivable.

KEY POLICIES AND PLANS

- Purchasing Policy
- Social Procurement
- Tangible Capital Asset Policy and Municipal Asset Management Policy
- Asset Management Strategy
- Disposal of Municipal Assets

DEPARTMENT STAFF AND STRUCTURE

The Department is led by the Director of Finance and is comprised of a Manager of Finance, Revenue Coordinator, Accounts Payable Clerk, and Payroll Clerk.



The chart shows all resources available to the Department, including both employees and contracted staff. Some of these resources may be shared across multiple departments. Therefore, the positions listed in this chart may differ from the Employee Team Organization Chart on page 14, which lists only Town employees assigned to their specific Department

KEY INDICATORS

In 2024, finance activity levels were increasing due to higher volume of invoices and increases in staffing levels of the organization.

Key Activity Levels		2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Forecast
Property Taxation	Collections (Million)	21.9	22.6	23.7	24.6	TBD
	Tax Notices Issued	4,940	4,947	4,955	4,986	4,990
	Property Tax Deferments	621	680	685	681	685
Payroll	Paystubs Issued	1,899	1,915	1,930	1,994	2,120
Utility Billing	Bills Issued	9,551	9,613	9,650	9,679	9,685
Accounts Payable/Receivable	Invoices Processed	4,160	4,400	4,500	5,052	5,100

Service Plan		2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Forecast
Payroll	Processed on time	Achieved	Achieved	Achieved	100%	100%
Tax Notices	Mailed on time	Achieved	Achieved	Achieved	100%	100%
Utility Bills	Processed on Time	Achieved	Achieved	Achieved	100%	100%
Five Year Financial Plan	Prepared on Time	Achieved	Achieved	Achieved	On Time	On Time
	GFOA Standard achieved	n/a	New	In progress	Achieved	TBD
Financial Statements	Prepared on time	Achieved	Achieved	Achieved	On Time	On Time
	Unqualified Audit Report	Achieved	Achieved	Achieved	Achieved	Achieved

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Earned the Government of Financial Officers Association Distinguished Budget presentation award for the 2024-2028 Financial Plan.
- Improved financial reporting through robust quarterly reporting.
- Continued improvements in transparency by creating clear linkages to the Financial Plan and Strategic Plan.
- Advanced asset management with introduction of an Asset Replacement Financing Strategy.
- Enhanced financial monitoring tools for managers and directors to track, and compared budgeted and actual results.
- Supported key roles in 2025 Strategic Planning process.
- Made further improvements to new budget presentation and process using GFOA Distinguished Budget Presentation Award approach.
- Prepared the Consolidated Financial Statements in compliance with legislation, and in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board and the Chartered Professional Accountants of Canada.
- Maintained a system of internal controls to safeguard Town assets.

CHALLENGES

 Current staffing capacity is not aligned with enhanced levels of service provided by the Finance Department beginning in 2023. This challenge resulted in reduced time available to execute workplan projects in 2024. Additional resources will need to be considered by Council in a future year to maintain these enhanced levels of service going forward.

PLANS FOR 2025

- · Update Procurement Policy and purchasing approach.
- Review Town Staff Benefits Program in partnership with the Human Resources Department.
- Review and update the Finance Department policies where required.
- Automation of Accounts Payable processes to accommodate Electronic Funds Transfer as a payment option.
- Review user rates and parcel taxes for water and sewer.
- Improve Geographic Information System (GIS) asset dataset information.

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

- Better connect the annual Budget process to service levels with greater transparency.
- Implement the Asset Management Strategy by developing a long-term Financial Plan for asset replacement.
- Continue to improve purchasing and procurement approaches.
- Prepare a long-term Capital Plan.
- Process improvements that include: online payments; electronic billing; self-serve capability; and automation of processes.

BUDGET SUMMARY

The Finance Department's budget is forecast to increase by \$20,200 or 3% as a result of increased wage and benefits, and provision for audit services.

Finance Operating Budget									
Funding	2022 Actuals	2023 Actual	F	2024 Projected	2024 Budget	2025 Budget	(Change \$	Change %
Operating Expenses									
Finance	\$ 539,067	\$ 563,026	\$	595,547	\$ 629,000	\$ 646,200	\$	17,200	3%
Audit	26,500	36,030		40,660	35,000	38,000		3,000	9%
Total Operating Expenses	\$ 565,567	\$ 599,056	\$	636,207	\$ 664,000	\$ 684,200	\$	20,200	3%
Net Property Taxes Required	\$ 565,567	\$ 599,056	\$	636,207	\$ 664,000	\$ 684,200	\$	20,200	3%

- 1. Wage and benefits increases
- 2. Contract for Audit Services

STRATEGIC INITIATIVES

Implementation and operationalization of the Asset Management Strategy and Plan is partially funded by an asset management grant of \$12,500.

	2025	2	2026	20)27	2	028	2	029
Finance									
Implement and Operationalize Asset Management Strategy & Plan	\$ 27.000	\$	_	\$	_	\$	_	\$	_

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FISCAL SERVICES

Fiscal Services summarizes the corporate investment, reserves, grants and other revenue transfers.

REVENUES

INVESTMENT INCOME

Generated through investment of the Town's funds in accordance with the *Community Charter*.

RECOVERY OF COSTS

An internal cost transfer is used to allocate labour, equipment and administration costs from General Funds to Utility Funds for corporate support from Corporate Administration, Finance, Human Resources and Information Technology.

RESERVES

Used to support capital and operating project costs from year to year. Use of reserves is a tool used to stabilize and avoid swings in property taxation from one year to the next.

GRANTS

Funds received annually from the Small Communities Grant and Traffic Fine Revenue Sharing are used to fund ongoing operating costs. Funds received from the Provincial Community Works Fund are transferred to Capital Reserves and used for funding eligible capital expenditures. Funds from specific grants for various capital and operating projects are recognized as revenue received and used to fund eligible project costs.

GROWING COMMUNITIES RESERVE

Funding provided by the Provincial Government in 2023. Funding is anticipated to be allocated to eligible projects and exhausted in 2028.



EXPENSES

INTEREST TRANSFERRED TO RESERVES

Investment revenue is transferred to reserves each year. This is trending upward as investment returns are improved significantly in comparison to earlier years.

OPERATING RESERVES

Funds transferred to Operating Reserves for Council Strategic Initiatives, or other operating projects.

CAPITAL RESERVES

Funds are transferred to Capital Reserves for replacement and investment in assets. This is discussed in the Asset Management section of this Plan.

BUDGET SUMMARY

The Fiscal Services budget reflects a reduction in revenues from property sales and increased interest income. Transfers to reserves are forecast to increase as a result of increased asset replacement funding from property taxation.

Fiscal Services Operating Budget									
Funding	2022 Actuals	2023 Actuals		2024 Projected	2024 Budget	2025 Budget	Change \$	Change %	
Investment Income	\$ 439,258	\$ 1,205,785	\$	1,301,407	\$ 606,000	\$ 624,500	18,500	5%	1
Penalties and Interest	56,100	\$ 96,637	\$	94,078	\$ 60,000	\$ 70,000	10,000	20%	2
Grant Funding	451,479	\$ 471,343	\$	487,000	\$ 451,000	\$ 451,000	-	0%	
Other Revenue	33,201	\$ 44,885	\$	16,203	\$ 30,000	\$ 34,000	4,000	13%	
Proceeds on Disposition of Assets	4,185,547	\$ 29,816	\$	127,700	\$ -	\$ -	-	0%	
Labour Recovery from Utilities	473,406	548,000		548,000	548,000	548,000	-	0%	
Equipment & Administration Recovery from Utillities	1,140,000	1,156,000		1,156,000	1,156,000	926,500	(229,500)	-20%	3
Total Funding	\$ 7,918,992	\$ 3,552,465	\$	3,730,388	\$ 2,851,000	\$ 2,654,000	\$ (197,000)	-3%	
Operating Expenses									
Other Expenses	\$ 15,776	\$ 49,066	\$	38,025	\$ 26,000	\$ 26,000	\$ -	0%	
Debt Servicing	501,997	\$ 681,544	\$	1,056,804	\$ 1,235,200	\$ 1,178,200	\$ (57,000)	-8%	4
Transfer to Operating Reserves	847,250	\$ 279,000	\$	275,000	\$ 275,000	\$ 140,000	\$ (135,000)	-54%	5
Transfer to Water Fund	302,580	\$ 85,000	\$	85,000	\$ 85,000	\$ 85,000	\$ -	0%	6
Transfer to Capital Reserves	5,595,242	\$ 6,178,763	\$	3,092,800	\$ 2,892,800	\$ 2,663,000	\$ (229,800)	-4%	7
Total Operating Expenses	\$ 7,262,845	\$ 7,273,373	\$	4,547,629	\$ 4,514,000	\$ 4,092,200	\$ (421,800)	0%	
Net Contribution / (Use of Resources)	\$ 656,146	\$ (3,720,908)	•	(817,241)	\$ (1,663,000)		\$ 224,800	0%	

¹ Increase in budget provision reflective of market conditions of higher interest rates impacting investment earnings. Investment earnings are credited to Reserve Funds.

² Budget increase reflects anticpated interest on late property tax payments due to increased interest rates.

³ Recovery from water/sewer utilities for equipment and administration.

⁴ Acquistion Fire Ladder Truck in 2023 funded through short term debt to be repaid within 5 years. Debt Servicing costs are funded from Asset Replacement Reserve in 2025. In years 2026 - 2028 the Equipment Loan debt servicing costs are funded using savings from the retired Fire Hall debt.

⁵ Contribution to Strategic Initiatives Reserve and to Reserve for Tree Replacement

⁶ Repayment of borrowing from Water Utility

⁷ Reserves Contribution (Community Works, Asset Replacement and Asset Investement Reserves). 2023 included one time contribution to Community Growth Reserve Fund.



INFORMATION TECHNOLOGY

The Information Technology (IT) team serves as the technological backbone of the Town, ensuring that networks, IT infrastructure, and information systems remain secure and effective. The team manages information and database systems, develops and implements innovative technological solutions, and enhances data analytics by creating accurate dashboards. It supports office and field applications for asset management, facilitates integrations, and drives automation to improve operational efficiency. Additionally, the team maintains a comprehensive Geographic Information System (GIS) and supports GIS-powered web and mobile applications

SERVICES ARE PROVIDED IN SIX AREAS:

- Cybersecurity Key infrastructure architecture is protected and
 continuously monitored 24/7 by multi-layer hardware, software and a
 security operations centre. Staff are regularly trained to identify and
 mitigate threats through cybersecurity awareness and cyber-attack
 simulations.
- 2. IT Infrastructure Modern infrastructure architecture and network services are deployed to ensure high performance resiliency and reliability.
- 3. Enterprise Information Systems Configuration and integration support is provided for enterprise information systems such as Mais, Microsoft 365 and ArcGIS Enterprise.
- **4. Data Maintenance** Business needs are regularly assessed, and new structures are designed to ensure data accuracy and consistency of municipal asset management, cadastral and other datasets.
- **5. Business Development** Web and mobile applications are developed and supported. Processes are optimized and automated and data is regularly analyzed and developed into dashboards, maps, and reports.
- **6. Digital Engagement/Communication** Technology provides online engagement and communication, such as the Public Inquiry Form, and Development Tracker.

KEY POLICIES AND PLANS

- Video Surveillance of Town-owned Buildings (CCTV)
- Acceptable Use for Information Technology Systems
- Wireless Communication Devices

DEPARTMENT STAFF AND STRUCTURE

The Department is supervised by the Director of Finance and led by the Manager of IT and GIS, and is comprised of two Information Systems Analysts. An external local IT Management Service Provider is contracted to optimize cybersecurity, disaster recovery, servers, network, and 50-60% of IT help-desk related tasks.

The chart shows all resources available to the Department, including both employees and contracted staff. Some of these resources may be shared across multiple departments. Therefore, the positions listed in this chart may differ from the Employee Team Organization Chart on page 14, which lists only Town employees assigned to their specific Department



KEY INDICATORS

Technology continues to rapidly grow in use, complexity, and importance in all aspects of operations.

New IT solutions have been evaluated and adopted, cybersecurity and network improvements made, and projects related to information systems migration/automation/integration has been digitally implemented to transform the organization into a more efficient and agile workplace.

Key Activity Levels		2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Forecast
Staff Complement	IT Department FTE	3	3	3	3	3.2
-	Helpdesk requests Total	1299	1440	1921	1749	1850
Helpdesk	Supported by Town IT	882	669	1020	908	960
	Supported by RBS MSP	417	771	901	841	890
Software Supported	Business Applications/ Platforms/Dashboards	20	71	115	178	220
	Servers	14	15	16	16	16
	Virtual Desktops	2	4	6	6	6
	Computers/Laptops/Tablets	179	157	140	150	160
Hardware Supported	Printers	29	31	32	32	33
nardware Supported	Mobile Data Plan Enabled Devices	67	78	77	85	90
	Landline Phones	70	70	70	85	85
	CCTV Cameras	28	28	28	33	35
	Firewalls	2	2	2	2	4
	Switches	30	31	31	31	31
Network Equipment Supported	Routers	22	14	15	17	19
	Wireless Access Points	22	23	24	24	26
	Fibre Optics Cable	7.1km	7.1km	7.1km	7.1km	7.1 km

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Key Activity Levels		2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Forecast
Server Data Storage Capacity	x Terabytes	38.5	38.5	38.5	51.46	51.46
Email	Mailboxes Supported	113	139	158	175	190
GIS	Datasets Supported	150	150	270	330	350
Network Connected	99.9% Uptime	Achieved	Achieved	100%	100%	100%
Internet Connected	99.9% Uptime	Achieved	Achieved	100%	100%	100%
Data Backups Completed	Weekly	Achieved	52	52	52	52
Core applications up to date	Updates completed on time	95%	95%	95%	95%	95%

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Honoured with the "Spirit of Innovation Award" at the Municipal Information Systems Association BC Fall Conference 2024 "Transforming Public Inquiry Workflow: Leveraging AI and Microsoft Power Platform," showcasing creative technological solutions to enhance public services.
- Developed and launched a new AI and automationdriven Public Inquiry System and form, enhancing the efficiency, processing time, and transparency of public inquiries.
- Implemented the Development Tracker for both public and internal use, including a public-facing development application web form to improve access to development-related information.
- Completed server expansion and relocation to ensure the security and performance of the Town's critical information systems and databases.
- Supported the Planning Department in the 2022 tree canopy analysis and tested a deep learning model to extract high-accuracy tree canopy data from LiDAR point clouds.
- Collaborated and assisted on the Town Website Redesign project, automating public document management processes to streamline the new website's operations.
- Coordinated the replacement of CCTV systems at the Airport and Town Hall, improving security and surveillance quality at both locations.

- Partially rolled out password management software to employees and devices to enhance cybersecurity.
- Replaced all end-of-support network equipment to ensure critical network infrastructure is up-to-date and fully supported.
- Researched and implemented new phone systems for the Emergency Operations Centre (EOC) and Emergency Social Services (ESS).
- Enhanced online conferencing capabilities in multiple meeting rooms.
- Continued to improve Microsoft 365 compliance and security of digital records.
- Collected and published 2024 aerial imagery for public access and obtained oblique imagery, building footprints, and 3D mesh models.
- Drafted the Next Generation 911 (NG911) Request for Proposal (RFP) and are awaiting the Regional District of Nanaimo's NG911 agreement with TELUS and the Town.
- Developed additional GIS and asset management solutions across departments.
- Optimized existing dashboards and created new ones for effective business management, including:
 - Internal Finance Dashboard
 - Internal Public Inquiry Dashboard
 - Internal Work Requests Dashboard.

INFORMATION TECHNOLOGY

CHALLENGES

- Increasing demand for automated and cost-effective IT and GIS solutions across departments.
- Staff turnover.

PLANS FOR 2025

INFORMATION TECHNOLOGY (IT)

- Continue improving Microsoft 365 compliance and digital records security.
- Optimize existing dashboards and develop new ones to support effective business management and data-driven decision-making.
- Gradually introduce AI and automation-driven solutions to enhance operational performance.
- Replace end-of-support network equipment and IT devices to ensure they are current, licensed, and supported.
- Support departments with their technology needs and provide training to improve tech-literacy.
- Enhance the Town's network and server redundancy, pending budget approval.
- Fully transition to a cloud-based CCTV system using Canadian server infrastructure.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

- Complete in-house paper dispatch map books and map data collection workflows with Regional District of Nanaimo for Town's Emergency Services.
- Complete the transition to NG911 (with UBCM grant) by aligning address and road data with NG911 standards.
- Develop additional GIS dashboards for asset management to support data-driven decision-making for asset management.
- Continue optimizing the processes for asset data entry and maintenance, particularly for converting record drawings and GPS survey data into the Town's GIS database.
- Enhance the GIS-powered applications or solutions based on staff and public feedback.

SERVICE AREAS



LOOKING AHEAD: 2026-2029 KEY PROJECT AND INITIATIVES

Information Technology (IT)

- Regular replacement and enhancement program for servers, network equipment, hardware, and software.
- Improve communication technology for better redundancy, support administrative, operational and public inquiry processes.
- Enhance network security and redundancy to all facilities for robust network communications.
- Expand the use of automation and AI to optimize municipal operations and daily processes.
- Progressively support record management initiatives, including automation, administration, analytics, security, and compliance.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

- Develop GIS-powered dashboards, automations, maps, and applications to enhance local government transparency, data-driven decision making, public engagement, and asset management, etc.
- Collaborate with the Infrastructure Services Department to complete storm drainage system data collection.
- Automate BC ONE CALL processes and digitize property service cards.
- Implement an Open Data portal.
- Conduct bi-annual ortho and oblique imagery projects in partnership with the City of Parksville.

OPERATING BUDGET SUMMARY

The Information Technology budget is forecast to increase by \$74,400 or 8%, largely due to increases in software licensing costs and managed IT support.

Information Technology Opera	iting E	Budget												
Operating Revenues		2022		2023		2024		2024		2025		Change	Change	
		Actuals		Actuals	P	rojected		Budget		Budget		\$	%	
Transfer from Reserves	\$	_	\$	_	\$	26,000	\$	26,000	\$	-		(26,000)	-100%	
Grant Revenue		-				, -		· -		45,000		45,000	0%	
Total Operating Revenues	\$	-			\$	26,000	\$	26,000	\$	45,000	\$	19,000	73%	
						·								
Operating Expenses														
Administration	\$	329,041	\$	386,995	\$	387,449	\$	433,000	\$	435,000	\$	2,000	0%	
Software Support		207,412		148,191		228,599		233,500		270,500		37,000	16%	
Hardware Support		118,785		87,740		78,529		83,000		99,000		16,000	19%	
Helpdesk		86,451		180,333		145,933		162,600		182,000		19,400	12%	
One Time Operating Projects		-		-		26,963		26,000		45,000		19,000	73%	
Total Operating Expenses	\$	741,688	\$	803,260	\$	867,473	\$	938,100	\$	1,031,500	\$	93,400	10%	
N.B. (T. B.: I	•	744.000	•	000 000	•	044 470	•	040 400	•	000 500	•	74.400	00/	
Net Property Taxes Required	\$	741 688	\$	803 260	\$	841 473	\$	912 100	\$	986 500	\$	74 400	8%	

- 1. Software licensing costs increased due to shift to subscription based licensing models tied to employee levels with annual renewals replacing one time purchase agreements
- 2. The increase in hardware support costs is attributed to the need for refreshing laptops and devices to maintain functionality and accommodate a rise in staffing levels
- 3. Increase in contract for managed IT support services
- 4. Transition to Next-generation 9-1-1 (NG911)





POLICE SERVICES

Police services are provided by the Oceanside detachment of the Royal Canadian Mounted Police (RCMP), offering service within the City of Parksville, the Town of Qualicum Beach and the surrounding provincial region.

The detachment is a fully equipped modern police station with front counter staff available Monday to Friday, from 8:30 am to 4:30 pm.

Emergency 911 calls and dispatching services are provided off-site by the North Island Operational Communications Centre.

DEPARTMENT STAFF AND STRUCTURE

The Detachment has 39 regular members supported by 6 public service employees, 5 municipal employees. It has two victim services case workers, one Restorative Justice Coordinator and six guards/matrons. The Detachment Commander is a Staff Sergeant.

In addition to providing 24-hour frontline policing to the approximate 50,000 residents of the area, the Detachment has a General Investigation Unit, Municipal Traffic Unit, Domestic Violence Officer and a School Liaison.

The Detachment has partnerships with several local organizations including: Oceanside Community Safety; Arrowsmith Community Justice Society (Restorative Justice); Emergency Management Oceanside; and Arrowsmith Search and Rescue.

FRONTLINE POLICING

Frontline Policing is divided into four watches, each with a Corporal in charge, who responds to the majority of the approximately 13,000 annual calls for service, traffic enforcement, bylaw and proactive policing initiatives. Most complex or sensitive investigations are handled by a four-member General Investigation Unit (GIU).

The GIU, along with a Domestic Violence Coordinator, School Liaison Officer, and Municipal Traffic Officer are tasked with community-based projects which provide a broad mandate of services. Services provided include: project-based investigations; school liaison; traffic enforcement; community engagement; and a variety of youth-based initiatives, such as anti-bullying and social media awareness. They investigate matters that are the subject of repeated calls for service, prolific offenders, ongoing offences, or issues that can be addressed through education and crime prevention techniques. They are also responsible for implementing initiatives to reduce drug trafficking and property crimes.

COMMUNITY POLICING

Community Policing initiatives are volunteer-based and provide a number of crime prevention programs (Speed Watch, Block Watch, Fraud Awareness, Keeping in Touch Program and Lock-out Auto Crime) led by the Oceanside Community Safety Volunteers (OCSV). The OCSV has had up to 120 community policing volunteers who help to support and promote these initiatives.

2024 OCEANSIDE RCMP SUCCESSES

- Continued presence at many of the special events held in the Oceanside area through the busy summer months.
- Replacement of end-of-service police vehicles within current funding allocations.
- Continued engagement and collaborations with community partners.
- Increased accountability with a new monthly check-in report to all Oceanside communities.
- Increased training for members with Arrowsmith Search and Rescue.
- Addition of one Municipal Employees and 1 Regular Member FTE to the team.
- Continued transition from Public Service Employees to Municipal Employees.

2024 OCEANSIDE RCMP CHALLENGES

- Addressing increased demands from Provincial Crown Counsel dealing with new disclosure processes, new computer systems, and naming conventions.
- Implementing a disclosure policy for body-worn-cameras, and addressing increased demands on municipal staff to supply and redact disclosure requests.
- Updating necessary equipment and computer systems to replace outdated and retiring systems such as Tazer 7 and body-worn-cameras.
- Addressing the shortage of space in the current building and the parking lot which currently does not support the staffing levels with the addition of British Columbia Highway Patrol (BCHP).
- Substantial increase in mental health calls and the associated risks to the public and officers.

LOOKING AHEAD: 2025-2029 KEY PROJECTS AND INITIATIVES

- RCMP building repairs and upgrades, with security clearance processes
 and escort arrangement costs to be factored into overall project scope.
 Escorts and security clearances are the responsibility of the RCMP
 Detachment but are expected to be provided by our maintenance
 partners.
- Updated training plans and program outlines to support new RCMP enhanced systems. These include electronic disclosure changes to Provincial Crown Counsel, enhanced search and rescue training and a transition to ledger based disclosure.
- Installation of new audio/video equipment in the cell block to accommodate remand hearings from cells.
- RCMP vehicle updates including the use of a grant process to obtain a second Automated Licence Plate Reader (ALPR).
- Expanded parking lot to accommodate the addition of BC Highway Patrol (BCHP) to the building, requiring a Temporary Use Permit. Work to be completed in 2025.
- Requests to the Province and the Regional District of Nanaimo to increase the current full-time members by a minimum of four over the next three years to meet the growing needs of our community, and to maintain current service levels.
- Continued transition from Public Service Employees to Municipal Employees through attrition.

OPERATING BUDGET SUMMARY

The Police services budget is forecast to increase by \$130,000 or 9% which is primarily due to an increase in the contracted RCMP cost.

Police Services - Operating Budget							
Revenues	2022	2023	2024	2024	2025	Change	Change
	Actuals	Actuals	Projected	Budget	Budget	\$	%
Sale of Services and Cost Recoveries	\$ 3,385	\$ 3,200	\$ 2,945	\$ 3,000	\$ 3,000	-	0%
Grants	48,711	\$ 41,000	42,000	50,000	50,000	-	0%
Total Revenues	\$ 52,096	\$ 44,200	\$ 44,945	\$ 53,000	\$ 53,000	\$ -	0%
Operating Expenses							
RCMP Contract	\$ 1,114,423	\$ 1,180,135	\$ 1,145,268	\$ 1,402,000	\$ 1,606,700	\$ 204,700	15%
Civilian Support	128,699	130,556	145,221	172,000	97,300	(74,700)	-43%
Total Operating Expenses	\$ 1,243,122	\$ 1,310,691	\$ 1,290,489	\$ 1,574,000	\$ 1,704,000	\$ 130,000	8%
Net Property Taxes Required	\$ 1,191,026	\$ 1,266,491	\$ 1,245,544	\$ 1,521,000	\$ 1,651,000	\$ 130,000	9%

- RCMP contract for eight full-time officers and contracted public service employees
- 2. Public service employee, employed by the Town of Qualicum Beach



FIRE RESCUE

Qualicum Beach Fire Rescue provides prevention, suppression, medical, and rescue services to the Town of Qualicum Beach and over 1,600 residents of Electoral Area G. The 33.5 km² area that the Department protects includes a freeway with interchange, care facilities, schools, multi-family buildings, wildland interface, and single-family homes.

FIRE PREVENTION

Fire Prevention includes public education, fire inspection, development permit and building plan review, public events, community outreach, fire investigation, pre-fire planning, and FireSmart initiatives.

FIRE SUPPRESSION

The Department responds to a wide range of fire suppression incidents which include structure, vehicle, brush, and wildland fires.

Each year there are large or complex incidents that require more resources than an individual fire department can provide. Qualicum Beach is a member of an automatic and mutual-aid agreement which provides additional apparatus and firefighters to any incident in District 69 if needed. The automatic aid agreement made acquiring a District 69 Superior Tender Shuttle rating possible, which includes significant insurance savings for many property owners.

MEDICAL CARE

The "First Responder" program is part of the pre-hospital medical care system in the Province of British Columbia. The Department responds to those calls of a serious nature in which critical lifesaving intervention is required or if requested from a BC Emergency Health Services (BCEHS) Ambulance crew on scene.

RESCUE SERVICES

Rescue Services account for the greatest number of calls and include: vehicle rescue; confined space rescue; structural collapse; rope rescue; hazardous materials incidents; weather events; hydro and natural gas emergencies; and general public assistance.

KEY POLICIES AND PLANS

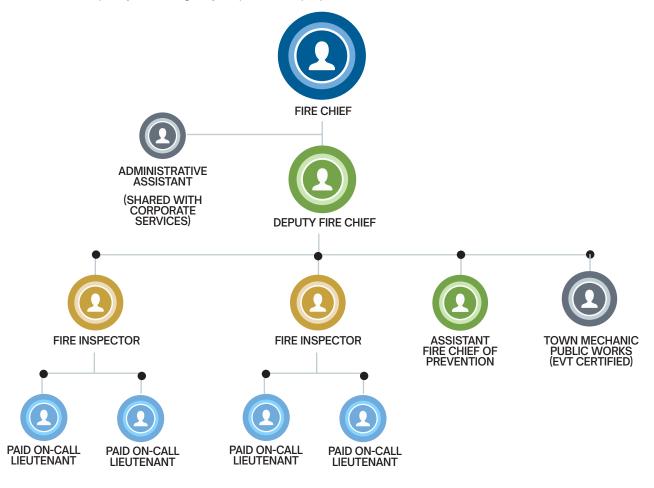
- WorkSafeBC Regulation Part 31
- British Columbia Structure Firefighter Minimum Training Standards
- Fire Services Act
- British Columbia Fire Code

DEPARTMENT STAFF AND STRUCTURE

The department is comprised of a Fire Chief, Deputy Fire Chief, and a newly created position for 2025 - the Assistant Fire Chief of Prevention. The team also includes two Paid-on-Call Captains/Fire Inspectors, a part-time Administrative Assistant, and a roster of 25 to 30 Paid-on-Call Firefighters who provide essential emergency response services.

In addition, a Town mechanic with Emergency Vehicle Technician (EVT) certification, based in the Public Works department, is responsible for the maintenance and repair of all emergency vehicles, ensuring their readiness and compliance with safety standards.

The Assistant Fire Chief of Prevention will take on the role of FireSmart and Wildfire Resiliency Coordinator, focusing on community education, wildfire risk reduction, and prevention initiatives. This role will also provide support to Fire Operations, enhancing the department's overall capacity for emergency response and preparedness.



The chart includes all Department resources, both employees and contracted staff. Some are shared across departments, so positions may differ from the Employee Team Organization Chart on page 14, which lists only Townassigned employees.

KEY INDICATORS

In 2024, Qualicum Beach Fire Rescue responded to 340 incidents, and call volumes for 2025 are forecast to be similar to 2024. The number of public education sessions and public events is expected to increase in 2025 with a focus on community outreach and FireSmart activities. In 2025 Paid-on-Call

Key Activity Levels	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Forecast
Staff Complement including admin support	3.5	4.5	4.5	5.5	6.5
Paid on Call Firefighters	22	29	31	31	31
Fire Prevention Inspections	262	436	388	400	400
Public Education Sessions	6	5	9	10	15
Public Events	7	47	31	40	50
Department Personnel Training Hours	5,539	4,927	6,097	6, 100	6100
Mutual / Automatic Aid Responses	38	24	14	20	25
FireSmart Assessments	-	-	-	6	30

Emergency Response Indicator Levels	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Forecast
Aircraft Related Emergencies	0	1	0	1	0
Alarms	63	72	77	90	90
Beach/Bush/Misc Outside	49	32	46	41	50
Hazardous Material	0	2	2	1	2
Medical First Responder	47	53	70	60	60
Motor Vehicle Incident	58	51	58	50	50
Natural Gas/Propane Incident	6	7	2	2	5
Other	30	36	13	44	40
Public Assistance	18	19	23	29	30
Rescue	6	5	3	2	3
Structure Fire	19	16	11	10	10
Structure Smoke	4	5	5	10	5
Total	300	299	310	340	345

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Trained 2024 recruit class to "exterior operations level".
- Graduated 2023 recruit class to "interior operations level" and National Fire Protection Association (NFPA) 1001 Professional Fire Fighter certification.
- Increased community outreach and recruitment with regular attendance at weekly markets and public events.
- Built a succession and professional development plan for staff and Paid-on-Call Firefighters.
- Developed a Community Wildfire Resiliency Plan with fuel management plans for key areas.
- Created an online Member page for resources and member engagement.

CHALLENGES

- Maintaining and increasing the number of Paid-on-Call Firefighters.
- Balancing fire service duties and work-life responsibilities for Paid-on-Call Firefighters.
- Retention of current skills and demand for new skills for Paid-on-Call Firefighters.

PLANS FOR 2025

- Continue with the review and revision of Operations and Training Operational Guidelines and Policies.
- Review new Province of *British Columbia Fire Safety Act* to ensure compliance.
- Increase FireSmart outreach at public events and through FireSmart Assessments.
- Review Community Wildfire Resiliency Plan and implement recommendations.
- Complete research for New Tender Apparatus to maintain Superior Tender Shuttle Rating.

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

- Develop a Fire Department Strategic Plan.
- Review staffing to ensure it supports the Paid-on-Call fire service model and community, along with the type and number of emergency incidents.
- Certify members to the National Fire Protection Association (NFPA) 1006
 Rope and Confined Space Rescue Technician level.
- Certify members to NFPA 1002 Emergency Vehicle Operator level.
- Assess current recruitment initiatives to ensure retention is maintained and increased.

OPERATING BUDGET SUMMARY

The Fire Rescue Budget is forecast to increase by \$220,000 or 20%. This increase results from the addition of the FireSmart/Wildfire Resilience position, benefits for Paid-on-Call Firefighters, and overall wage and benefit increases..

Fire Rescue Operating Budget								
Revenue	2022 Actuals	2023 Actuals	2024 Projected	2024 Budget	2025 Budget	Change \$	Change %	
Grants and Other Fire Services	\$ 214,100 5,302	\$ 217,604 23,640	\$ 224,720 24,451	\$ 215,000 15,000	\$ 290,700 18,000	\$ 75,700 3,000	35% 20%	
Total Revenue	\$ 219,402	\$ 241,244	\$ 249,171	\$ 230,000	\$ 308,700	\$ 78,700	34%	
Operating Expenses								
Fire Administration	\$ 574,004	\$ 613,769	\$ 624,792	\$ 647,400	\$ 918,000	\$ 270,600	42%	
Fire Operations	415,892	452,470	511,415	580,600	579,200	(1,400)	0%	
Training	64,690	97,973	85,969	105,000	110,500	5,500	5%	
One Time Operating Projects	-	-	-	-	24,000	24,000	0%	
Total Operating Expenses	\$ 1,054,587	\$ 1,164,211	\$ 1,222,177	\$ 1,333,000	\$ 1,631,700	\$ 298,700	26%	
Net Property Taxes Required	\$ 835,185	\$ 922,967	\$ 973,006	\$ 1,103,000	\$ 1,323,000	\$ 220,000	20%	

- RDN contract for recovery of shared fire protection services and FireSmart grant
- 2. New FireSmart/Wildfire Resilience position, and Paid-on-Call Firefighter benefits
- 3. FireSmart grant additional projects

STRATEGIC INITIATIVES

	20)25	2026	2027	2028	2029
Fire Rescue						
Fire Department Strategic Plan	\$	-	\$ 50,000	\$ -	\$ -	\$ -
Retired Engine 2 - Control Operation Usage		-	-	-	10,000	-



SERVICE AREAS



PLANNING, COMMUNITY DEVELOPMENT, AND EMERGENCY SERVICES

The Planning and Community Development team provides a wide array of services in the areas of community planning, economic development, development application reviews, subdivisions, zoning, building permits, building inspections, and emergency planning. In addition to managing building permits and development approvals, the Planning team advises Council on sustainability initiatives, growth management, economic development and bylaw development. The Planning team also administers business licencing, sign permits, municipal addressing, and other complementary services.

Advancing sustainability initiatives and preserving a high quality of life for the Town's residents are core goals of the Planning and Community Development team. The team is tasked with planning for the future, preparing for the unknown, and working with Town bylaws to protect community health, safety and the environment.

Planning advises Council on the future of the community and how to develop plans, bylaws and policies that change to advance long-term sustainability goals.

The Building Inspection Department works with builders to ensure that buildings are constructed in accordance with the BC Building Code and best practices.

Bylaw Compliance works with the community to achieve compliance with municipal bylaws, prioritizing health, safety and environmental protection. The goal is to obtain voluntary compliance with municipal bylaws and policies to support a safe and livable environment for all Town residents.

Emergency Planning helps the Town, residents and businesses plan and prepare for known and unknown hazards through its partnership with Emergency Management Oceanside.

SERVICE AREAS

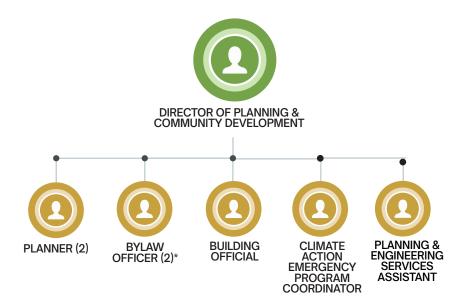
KEY POLICIES AND PLANS

- Official Community Plan / Sustainability Plan
- Waterfront Master Plan
- Community Climate Change Adaptation Plan
- Urban Forest Master Plan
- · Zoning Bylaw, Sign Bylaw, Building Bylaw
- Pesticide Use, Noxious Weeds and Grasses Bylaws
- Traffic Bylaw
- Development Cost Charges Bylaw
- Animal Control Bylaw

- Business Licensing and Regulation, Mobile
 Vending, Sidewalk Café and Regulation Bylaws,
 Municipal Ticketing Information, Noise Control,
 Unsightly Premises, Public Nuisances and
 Disturbances on a Highway or Public Place
- Emergency Program Bylaw
- Smoking Regulation Bylaw
- Youth and Young Families Retention and Attraction Strategy
- · Tree Protection Bylaw

DEPARTMENT STAFF AND STRUCTURE

The Department is comprised of a Director of Planning and Community Development with support from two Planners, a Bylaw Officer, a Building Official, a Climate Action/Emergency Program Coordinator, and a Planning and Engineering Services Assistant.



The chart includes all Department resources, both employees and contracted staff. Some are shared across departments, so positions may differ from the Employee Team Organization Chart on page 14, which lists only Town-assigned employees.

PLANNING SERVICES

Key Activity Levels	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Forecast
Employees	2	2	3	4	4
OCP Amendment Process Completed	1	1	0	1	1
Zoning Amendment Process Completed	7	4	2	1	4
Development Permit	5	3	4	2	4
Development Variance Permit	5	4	8	5	5
Subdivision Approvals	4	5	3	3	2
Temporary Use Permits	1	2	1	0	2
Board of Variance Decision	4	4	2	1	2
Council Memos (Open)	72	60	59	70	70
Council Open Motions Completed	81	80	89	80	90

85

^{* 1} permanent full-time position, and 1 two-year term position.

BUILDING SERVICES

Key Activity Levels		2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Forecast
Employees		1	1	1	1	1
Residential Permits	New SFD Units	27	23	17	20	20
	Suite or Garden Suites	14	11	15	12	14
	Multi Residential Units	34	0	68	20	20
	Net New Units	75	34	100	52	60
	Renovation/Addition \$\$	4,198,000	4,904,000	7,288,360	7,246,667	5,000,000
	SFD Value	17,552,000	15,488,000	14,685,000	8,433,333	7,000,000
	Multi Residential \$\$	7,534,000	18,000,000	20,714,572	22,000,000	5,000,000
Commercial	Dollars	2,997,000	1,832,000	3,409,000	1,326,667	1,500,000
Institutional	Dollars	75,000	3,500,000	0	349,333	500,000
Industrial	Dollars	25,000	475,000	0	0	0
Recreational	Dollars	25,000	0	0	41,333	1
Total Construction	Dollars	32,406,000	44,199,000	46,096,932	39,397,438	19,000,000
Total Permit Revenue	Dollars	242,215	178,346	338,115	253,500	190,000

BYLAW COMPLIANCE

Spring and summer were especially busy for bylaw compliance in 2024, conducting beach patrols to educate the public regarding on-leash regulations as well as monitoring and cleanup of sites used by individuals experiencing homelessness.

Individuals living in vehicles remains heighten as previously indicated in 2022 and 2023, which resulted in more complaints and need for monitoring. Parking infractions have also been a major challenge in 2024.

Key Activity Levels	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Forecast
Requests for Service (Complaints)	754	599	768	700	750
Courtesy Notices Issues	65	57	136	150	120
MTI Infraction Tickets	154	81	37	40	100
Patrols	2,986	1,936	2,664	2,500	2,500

SERVICE AREAS

PLANNING, COMMUNITY DEVELOPMENT AND EMERGENCY PLANNING

CLIMATE ACTION

The Community Climate Change Adaptation Plan outlines objectives for community action that come under the guidance of the Climate Action/ Emergency Program Coordinator. These objectives are outlined below.

- Integrate climate change thinking into future planning.
- Improve public health, safety and preparedness for climate-related events.
- Effectively manage and support a healthy urban forest.
- Continue long-term planning for sea level rise in alignment with the Waterfront Master Plan.
- Improve coordinated watershed management and planning, and increase water conservation practices and policies.
- Promote and expand use of Low Impact Development (LID) and Naturebased Solutions (NBS) for building.
- Work with community groups to manage invasive species.
- Proactively mitigate wild and urban interface fire risk.

Key Activity Levels	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Forecast
Climate Action Outreach (Persons engaged)	new	new	new	100	450
Municipal GHG Reduction in tCO2e (from 2023 baseline)	new	new	new	1.91	14.65

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Adoption of Zoning Bylaw No. 900, with a complete overhaul of the Town's zoning bylaw, and a major milestone in the multi-year implementation of the provincial housing legislation.
- Emergency Preparedness Expo hosted in Qualicum Beach.
- Official Community Plan Review Steering Committee re-commenced.
- Development Approvals Process Review grant process completed.
- Saahtlam Park Plan adopted.
- Exploration of policy options for short term vacation rentals.
- · Accessibility Plan endorsed by Council.
- Emergency Management's Business Continuity Planning Project completed.
- Skatepark Concept Design and Feasibility Study completed.
- Request for proposals issued for Skatepark Design/Build Project.
- Bus Garage Conceptual Design and Mobility Study received by Council.
- Refinement of Tree Protection Bylaw appeal process.
- Pathways to Sustainable Development grant submission advanced.
- Collaboration with Qualicum School District 69 to find long-term solutions for the Qualicum Commons.
- Helped secure several major grants.
- Soft-launched the Town's new Development Tracker online information system.

SERVICE AREAS

CHALLENGES

- The Housing Statutes (Residential Development) Amendment Act 2023
 and other associated legislation required a major portion of the Town's
 Planning Department resources in 2024.
- The Tree Protection Bylaw in 2024 continued to generate a high volume of inquiries and information requests.
- Bylaw Enforcement service levels were strained, especially during weekends or when the sole staff member was on vacation. Staff are unable to fully respond to the increasing requests due to limited capacity.
- Staff recruitment processes reduced Planning capacity, compounded by staff supporting other short-staffed departments.
- New provincial requirements for extreme weather response required multiple activations.

PLANS FOR 2025

- In response to provincial legislation, amend the Official Community Plan (OCP) to accommodate 20 years of projected housing growth.
- Complete the Quality of Life Survey in preparation for the OCP.
- Continued exploration of options and implementation of the Bus Garage Conceptual Plan.
- Skatepark construction is scheduled for 2025, pending future Council decision-making.
- Commence implementation of the Saahtlam Park Detailed Park Plan.
- Continued implementation of the Pathways to Sustainable Development grant project.



SERVICE AREAS



LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

- Undertake a Seniors Activity Centre Expansion Needs Assessment
- Undertake a Park Inventory Prioritization Plan
- Undertake an Uptown Mobility Study Phase 2
- Undertake a robust Accessibility Plan "Whistler Village Style"
- Undertake an Accessibility Action Plan
- Improve accessibility to the foreshore
- Community Climate Change Adaptation Plan update and implementation
- · Encourage residents to use fossil fuel-free power equipment
- Implementation of a Climate Mitigation Actions Matrix
- Review Form and Character Guidelines to advance climate change adaptation and mitigation
- Update the Urban Forest Master Plan
- Complete a Community Park Site Review (facilities and more)
- Complete an Accessory Dwelling Unit Design Template
- Review a Short Term Rentals Regulatory Framework
- Undertake Ravensbourne Affordable Housing Initiative Phases 1 and 2
- Complete a Wayfinding Signage Project Phase 1
- Update a Youth and Family Retention and Attraction Strategy
- Develop a Parking Management Strategy
- Other Effective (area based) Conservation Measures (OECM)
 Management Plan(s)
- Ongoing changes resulting from Bill 44: Housing Statutes (Residential Development) Amendment Act 2023 including:
 - · Official Community Plan review
 - 2026 Zoning Bylaw update
 - 2029 Housing Needs Assessment
 - Review of Servicing bylaws
 - · Review of Development Cost Charges
 - · Review of Community Amenity Contribution Policy

SERVICE AREAS

OPERATING BUDGET SUMMARY

The Planning Service net budget is forecast to decrease by \$15,700 as a result of the increase in the planning budget being offset by an increase in annual permit fee revenue.

Planning Services Operating Bud	get								
Revenue		2022 Actuals	2023 Actuals	2024 Projected	2024 Budget	2025 Budget	Change \$	Change %	
Permit Fees Grants and Other Transfer from Accumulated Surplus	\$	182,933 375 -	\$ 226,839 975 -	\$ 281,070 192,625 -	\$ 183,000 192,900 -	\$ 207,000 1,000 103,400	\$ 24,000 (191,900) 103,400	00,0	1 2 3
Total Revenue	\$	366,240	\$ 454,653	\$ 754,765	\$ 558,900	\$ 518,400	\$ (64,500)	-12%	
Operating Expenses									
Planning Building Inspection Bylaw Enforcement One Time Operating Projects	\$	286,733 114,177 110,831	\$ 364,380 126,197 119,475	\$ 420,277 113,242 125,445	\$ 415,100 123,000 124,700 191,900	\$ 425,000 121,400 228,100	\$ 9,900 (1,600) 103,400 (191,900)	2% -1% 83% -100%	-
Total Operating Expenses	\$	511,740	\$ 610,051	\$ 658,964	\$ 854,700	\$ 774,500	\$ (80,200)	-9%	
Net Property Taxes Required	\$	145,500	\$ 155,398	\$ (95,801)	\$ 295,800	\$ 256,100	\$ (15,700)	-5%	

- 1. Increased development activity
- 2. 2024 represented a one-time grant from the Ministry of Housing Capacity Funding
- 3. Increased resources for Bylaw Compliance services funded from accumulated surplus



SERVICE AREAS

PLANNING, COMMUNITY DEVELOPMENT AND EMERGENCY PLANNING

STRATEGIC INITIATIVES

A significant program of Council Strategic Initiatives are planned for the next five years.

		2020		0007					
Discoulant	2025	2026			2027	2028		2	029
Planning									
Housing Announcement Implementation - Zoning Bylaw Upate & Legal Fees	\$ 10,000	\$	20,000	\$	-	\$	-	\$	-
Building Facilities Green House Gas (GHG Audit)	195,000		_		_		_		_
Pathways to Sustainable Economic Development in Qualicum									
Beach - Grant Funded	112,500		-		-		-		-
Planner Position - (Council Resolution - Reverts to Taxation	400.000		EO 000						
Funding mid 2026)	100,000		50,000		-		-		-
Housing-focused Official Community Plan (OCP) Review -	60,000								
Recommended			-		-		-		-
Ways to Achieve "Affordable" Market Housing	50,000		-		-		-		-
Tree Protection Bylaw Update	40,000		-		-		-		-
Climate Action - Community Outreach and Support	15,000		15,000		15,000		15,000		-
Tourism and Small Business Promotion - (Council Discretionary	10,000		10,000		_		_		_
Decision Making)	,		,						
Fleet Right Sizing & Electrification Policy - (Final Year of Mult-Year	5,000		-		_		_		-
Budget)									
Wayfinding Signage Phase 1	3,100		-		-		-		-
Amend Development Cost Charge Reduction Bylaw	2,000		- 50 000		-		-		-
Community Park Site Review (Facilities & more)	-		50,000		-		-		-
Community Climate Change Adaptation Plan Update and Implementation	-		50,000		-		-		-
Parking Management Strategy Including Review of Off-street									
Parking and Reserve Fund Bylaw No.500.02, 2005 & Paid	_		42,000		_		_		_
Permitted Parking Plan for Uptown Businesses			42,000						
Accessory Dwelling Unit Design Template	_		30,000		_		_		_
Food Action Plan	_		30,000		_		_		_
Identify Land for a Multi-purpose Performing Arts / Cinema	_		30,000		_		_		_
Other Effective (area based) Conservation Measures (OECM)					40.000				
Management Plan(s)	-		10,000		10,000		-		-
Adopt a Bylaw to Prohibit Smoking in Parks and Trails	_		_		45,000		_		-
Encroachment Policy Review	_		_		30,000		-		-
Implementation of Climate Mitigation Actions Matrix	-		-		25,000		-		-
Encourage Residents to Fossil Free Power Equipment	-		-		10,000		-		-
Seniors Activity Centre Expansion - Needs Assessment	-		-		30,000		-		-
Short Term Rentals Regulatory Framework	-		-		20,000		-		-
Ravensboure Affordable Housing - Phases 1 & 2	-		-		10,000		10,000		-
Park Inventory Priortization Plan	-		-		-		100,000		-
Review Form and Character Guidelines to Advance Climate	_		_		_		75,000		_
Change Adaptation and Mitigation									
Uptown Mobility Study - Phase 2	-		-		-		50,000		-
Regulate Light Trespass	-		-		-		50,000		-
Robust Accessibility Plan "Whistler Village Style"	-		-		-		50,000		-
Update Youth & Family Retention and Attraction Strategy	_		_		_		50,000		_
Controlling Outdoor Cats	_		_		_		30,000		_
Commercial Centre Delivery Hours	-		-		-		20,000		_
Improve Accessibility to the Foreshore - Planning and Research	_		_		_		15,000		_
	-		_		-				-
Update Noxious Weeds and Unsightly Premises Bylaws	-		-		-		15,000		-
Dementia Friendly Community	-		-		-		5,000		-
Develop an Accessibility Action Plan	-		-		-		50,000		-
Urban Forest Master Plan – Update	-		-		-		-		40,000

Note: subject to change based on future Council decision making.

EMERGENCY PROGRAM

The Town of Qualicum Beach, in partnership with the City of Parksville through Emergency Management Oceanside (EMO), provides comprehensive emergency management services. Working with the Regional District of Nanaimo, the Emergency Program supports large-scale emergency and disaster response for Oceanside residents. This partnership ensures an efficient, cooperative approach to emergency preparedness, mitigation, response, and recovery, with 24/7 professional support. EMO staff also collaborate closely with the Ministry of Emergency Management and Climate Readiness to strengthen regional preparedness and response.

EMO manages two volunteer programs: Oceanside Emergency Support Services (OESS) and the Oceanside Emergency Communications Team (OECT). OESS volunteers assist displaced residents by providing food, clothing, housing, and emotional support for up to 72 hours and operate reception centres and group lodging during large-scale events, with seven reception centres across Oceanside. OECT volunteers provide critical communications during emergencies, supporting the Emergency Operations Centre and partner organizations.

EMO hosts outreach seminars to enhance community and organizational resilience and conducts annual Emergency Operations Centre training to improve response capacity.

Key Activity Levels		2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Forecast
Staff		1	1	1	1	1
Volunteers (ESS & ECT)		New	53	45	50	42
Emergency Info Packages distributed	Upon request	New	504	160	160	160
Educational Sessions (NEP)	Upon request	New	-	7	7	7
Public information at special events		New	-	15	15	15
Training Hours (volunteer & staff)		New	75 (staff)	3,251	3,251	3,000
EOC Exercises		New	New	1	2	2
Warming center responses		New	New	New	1	2
Cooling center responses		New	New	New	4	4
Fire Smart Assessments	Upon request	New	I	5	6	6

OPERATING BUDGET SUMMARY

Emergency Program											
Funding	2022 Actual	2023 Actual	2024 Projected		2024 Budget		2025 Budget	Change \$		Change %	
Grants and Other	\$ -	\$ -	\$ 28,942	\$	100,000	\$	135,000	\$	35,000	35%	1
Total Funding	\$ -		\$ 28,942	\$	100,000	\$	135,000	\$	35,000	35%	
Operating Expenses											
Emergency Program	147,865	\$ 78,284	\$ 147,215	\$	152,900	\$	154,300		1,400	1%	
One Time Operating Projects	-	-	28,942		100,000		135,000		35,000	35%	1
Total Operating Expenses	\$ 147,865	\$ 78,284	\$ 176,156	\$	252,900	\$	289,300	\$	36,400	14%	
Net Property Taxes Required	\$ 147,865	\$ 78,284	\$ 147,214	\$	152,900	\$	154,300	\$	1,400	1%	

1. ESS Emergency Management Oceanside \$15,000; EMR Procurement Indigenous Engagement Program \$40,000 (fully grant funded); Emergency Operations Centres equipment and training grant of \$80,000 (fully grant funded).

MUNICIPAL OPERATIONS

The Municipal Operations team is responsible for the construction, replacement and maintenance of all municipal infrastructure.



TRANSPORTATION

The transportation system includes: 113 km of paved roads; 1 km of gravel surface roads; 9 km of sidewalks; over 3,700 signs; 581 municipal streetlights; and 554 BC Hydro streetlights.



DRAINAGE

The drainage system includes: 49.1 km of storm mains; 9.5 km of culverts; 1,600 catch basins; 915 maintenance-holes; 6.9 km of catch basin and service laterals; and 40 km of open ditches.



PARKS

The Parks system includes a significant inventory of over 280 hectares of green space and recreational forest areas including: the Seaside Nature Park; Community Parks (that contain six ball diamonds/soccer pitches/cricket pitches); Saahtlam Park, playgrounds at Community Park and Christleton Park; BMX Park; Skatepark; tennis courts; and off-leash dog parks.



BUILDINGS AND FACILITIES

The Town's facilities are comprised of 60 structures that support the critical functions of local government, municipal operations services and public safety. These facilities include: the Town Hall; Fire Hall; Civic Centre; Airport Terminal Building; Public Works Buildings and Yard; The Old School House (TOSH) Arts Centre; Parks Buildings and Yard; and more.



AIRPORT

Airport infrastructure includes: a runway that is 1,087 metres long and 23 metres wide, with six taxiways (1 private) and two aprons; 24-hour parking; an Airport terminal; a full-service restaurant; Oceanside Search and Rescue headquarters; hanger leases and the sale of Avgas and Jet A fuel.



SEWER

System infrastructure serves over 4,560 customers and includes: 83 km of sanitary mains; 0.4 km of sanitary force main; one lift station; and 1,284 maintenance-holes.



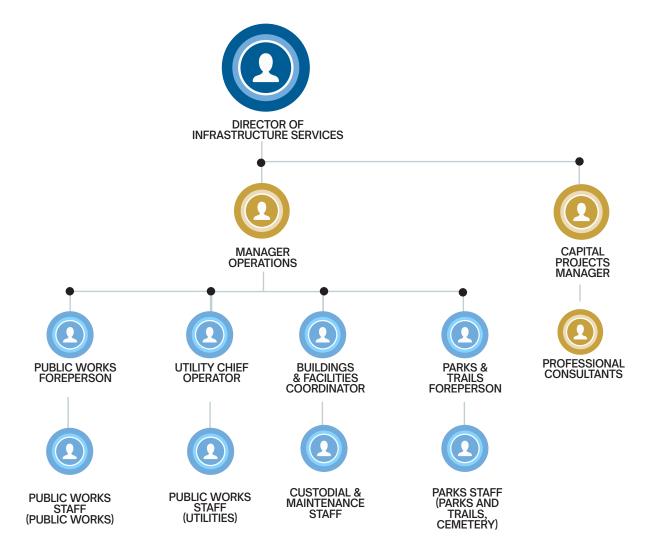
WATER

Water system infrastructure includes: nine groundwater wells; five reservoirs (Berwick (2), Village Way (1), Parks Yard (2); 108 km of watermains; and five booster stations (Berwick Road, Garrett Road, College Road, Hemsworth Road and Jones Street). More than 4,600 properties are metered and there are 451 fire hydrants.

MUNICIPAL OPERATIONS

OPERATIONS DEPARTMENT STAFF AND STRUCTURE

The Department is led by the Director of Infrastructure Services, with support from a team of dedicated employees. There is a Department total of 42.5 full-time employees which is supported by various third party professionals such as engineering consultants, archaeologists, planners and landscape architects.



The chart includes all Department resources, both employees and contracted staff. Some are shared across departments, so positions may differ from the Employee Team Organization Chart on page 14, which lists only Townassigned employees.

SERVICE AREAS

KEY POLICIES AND PLANS

- Road Right-of-Way Opening
- **Road Shoulders**
- Snow and Ice Control
- **Towing Contract**
- **Engine Idling**
- Wood Chipping Program
- Sidewalk and Parking Lot Inspection and Maintenance
- **Hydrant Maintenance**
- Tangible Capital Assets

- Municipal Asset Management
- Special Events
- Offsite and Adjacent Works and Services
- **Development Cost Charges Application**
- Engineering Standards and Specifications
- Master Municipal Construction Documents
- **Erosion and Sediment Control**
- Sewer Connection and Regulation Bylaw
- Traffic Bylaw
- Tree Protection Bylaw
- Waterworks Rate and Regulation



TRANSPORTATION AND DRAINAGE

KEY INDICATORS

Voy Activity Loyala		2021	2022	2023	2024	2025
Key Activity Levels		Actual	Actual	Actual	Actual	Forecast
Employees		12	11	12	12	12
Sweeping	Sweep all raised curb, gutter, parking lots, roadside edges and traffic islands within one month after last freeze event	100%	100%	80%	80%	100%
Sweeping	Summer-Fall Sweep locations at least once per 30 days	100%	100%	60%	70%	100%
Sweeping	Sweeping Hours	287	350	210	245	350
Road Marking	Repaint road lines and markings by Sept 30 where more than 20% worn	100%	75%	80%	80%	80%
Road Marking	Line Painting Hours	864	350	900	400	400
Potholes and Patching	Hours	New	New	New	110	120
Mowing	Complete minimum of 2 passes at all locations and 3 at high profile locations beginning when grass reaches 300mm	100%	60%	100%	100%	100%
Shouldering	Shoulder defects of >75mm within 6 months, Highways within 60 days, with ponding within 30 days	100%	100%	80%	100%	100%
Mowing and Shouldering	Hours	1130	1100	800	1000	1000
Grading	Grade gravel areas requiring maintenance within 14 days - as per request	100%	100%	30%	50%	50%
Dust Control	Complete prior to May15 and then within 14 days of notification	100%	100%	100%	90%	90%
Winter Maintenance	Snow Plan standard cleared	100%	100%	100%	100%	100%
Winter Maintenance	Hours determined by conditions	1,533	850	1,200	1,000	1,000
Signs	Maintenance Hours	445	475	475	475	475
Signs (Reg & Warning)	Repaired with 24 hrs	100%	100%	100%	100%	100%
Streetlights	Arrange repairs by next business day	100%	100%	100%	100%	100%
Sidewalks	Maintenance Hours	777	-	650	800	800
Catch Basins	Cleaned every year - salt route	100%	100%	100%	100%	100%
Catch Basins	Maintenance Hours	426	300	300	300	600
Inspection Mainholes	Inspected	100%	100%	100%	100%	100%
Inspection Mainholes	Hours	New	New	80	80	80
Streetscape Garbage Receptacles	Serviced daily garbage route	100%	100%	100%	100%	100%
Streetscape Garbage Receptacles	Hours	1,906	1,850	1,850	1,850	1,850

Note: As time coding and service metrics become more refined, so does the assessment of service level achievement year over year.



TRANSPORTATION

The Transportation team manages, directs and coordinates the construction and maintenance of roads, sidewalks, multi-use paths, bike lanes, traffic control devices (signs, lines, road markings and signals), and road right-of-ways.

The transportation system includes 113 km of paved roads, 1 km of gravel roads, 9 km of sidewalks, over 3,700 signs, 581 municipal street lights, 554 BC Hydro lease lights, 2 roundabouts, and 2 traffic signal controlled intersections. There are 102 pedestrian crosswalks within the Municipality, 14 of which include flashing beacons that are solar powered, and 6 that are hard wired.

The Department is led by a Director of Infrastructure Services with management of the Department by the Operations Manager and day to day coordination by the Foreperson of staff.

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

Safety

- Installed new Rectangular Rapid Flashing Beacon (RRFB) lights on the crosswalk for Jones St at Fern Road West, and added overhead solar-powered streetlights.
- Installed new RRFB lights and a new crosswalk on Bennett Road at Sunrise Drive, and added overhead solar-powered streetlights.
- Added solar powered streetlights over the pedestrian crosswalk on Bennett Road at Cardinal Way.
- · Installed a new raised crosswalk with RRFB lights on First Avenue West at Rye Road.
- Delineated a separated multi-use path on Harlech Road between Memorial Avenue and Fir Street.
- Upgraded the RRFB lights on Laburnum Road at Claymore Road.
- Installed bollards along two sections, totalling 298 metres, of the Highway 19A
 waterfront to prevent vehicles from parking and to protect pedestrians and cyclists.

Core Services/preventative maintenance

- Hosted a successful Public Works Open House.
- · Retired the aged vac-truck and put a new higher capacity unit into service.
- Purchased the Town's first electric fleet pickup truck.
- In-house fabrication of an appliance skid for the new wildfire rescue unit.
- In-house fabrication of new large debris grates for Grandon Creek culvert inlet and Beach Creek culvert inlet.
- Identified and repaired 58 sidewalk defects through the Town's annual inspection program.
- Crack sealed 15,000 meters of roadway cracks in the Chartwell subdivision.
- Milled and repaved Beach Road between Second Avenue and First Avenue.

Capital Projects

- Substantially completed the Bay Street Slope Stabilization Project, with additional storm system replacement, road base repair, and repaying to be completed in 2025.
- Seacrest Slope Stabilization design complete for 2025 tendering and construction.
- Awarded the contract for the Highway 19A Phase II Waterfront Expansion Project to expand parking and bicycle shoulders along the waterfront in 2025.

CHALLENGES

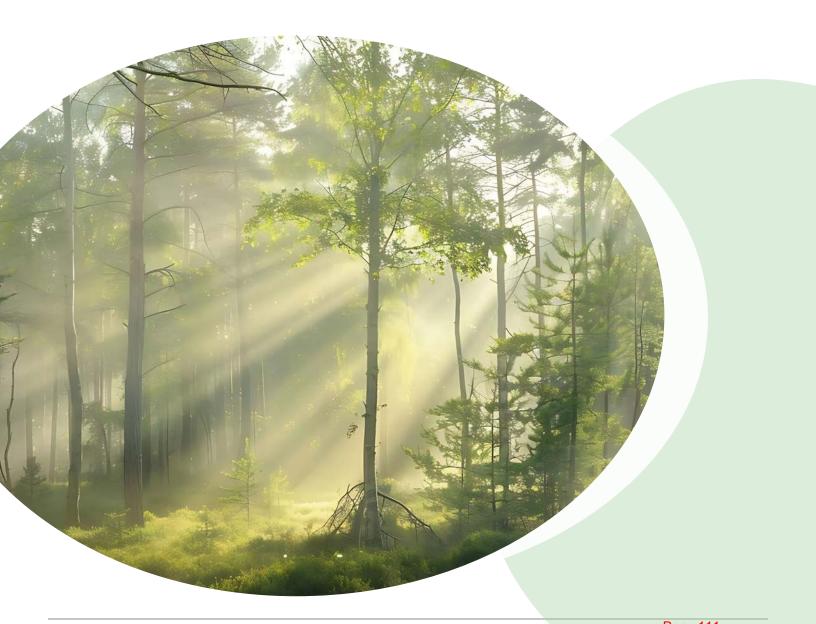
- Inflationary costs for materials and supplies continue to impact purchasing power.
- Long delivery times for equipment and material orders.
- Attracting and retaining qualified personnel.

PLANS FOR 2025

- Continued implementation of Community Transportation Plan priorities.
- Implement accessibility improvements identified by the Town's Accessibility Advisory Team.
- Continued focus on core services and preventative maintenance.

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

 Complete preliminary designs of larger capital projects to enable the Town to be grant ready.



DRAINAGE

Stormwater runoff is collected on public property through a series of catch basins, storm pipes, open ditches, creeks, rain gardens detention ponds, and a large containment pond. Unless the water infiltrates into the ground, it flows to the ocean either directly and through pipes, or via Grandon Creek or Beach Creek.

The drainage system includes: 49.1 km of storm mains; 9.5 km of culverts; 1,600 catch basins; 915 maintenance-holes; 6.9 km of catch basin and service laterals; and 40 km of open ditches.

There are a wide variety of materials used, primarily corrugated steel pipe (CSP), and concrete pipe and Polyvinyl Chloride (PVC) pipe. The largest storm pipe is a 2,400 mm concrete box culvert. Since 2018, due to the limited lifespan of corrugated steel pipe (CSP), nearly all installations and replacements have been with high density polyethylene pipe or PVC. A large portion of the existing CSP are rusted and deteriorated to the point where effectiveness is compromised.

While fairly good knowledge is available on the condition and locations of the storm catch basins and maintenance-holes, more assessment is required to learn about the condition and locations of the storm pipe network system. Good information is currently known about approximately 70% of the drainage system.

DEPARTMENT STAFF AND STRUCTURE

Maintenance of drainage infrastructure is led by the Director of Infrastructure Services, with Department management by the Operations Manager, and day to day coordination of the utility workers by the Utility Chief Operator.

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Repaired Harlech Road storm system.
- Removed excess accumulations of silt from caissons and box culvert.
 upstream of the Qualicum Beach Memorial Golf Club irrigation pond on Beach Creek.
- Performed ditch improvements and repairs on Judges Row as well as 800m throughout the town.
- Inspected 505 maintenance-holes (50%) via annual two-year program and made minor repairs as necessary.
- · Completed the Beach Creek Culvert Replacement Project.
- Designed Grandon Creek confluence to improve hydraulics and replace aging infrastructure in preparation of grant applications and construction in the Five-Year Financial Plan.

CHALLENGES

- Absence of a Master Drainage Plan to identify key opportunities and challenges with the system, and opportunities to pass growth-related costs on to developers.
- Lack of contiguous drainage systems.
- Lack of existing storm systems data to inform asset management and growth decisions.
- Inadequate stormwater management prior to release in to fish bearing waterways.
- Illegal infilling of ditches resulting in larger and more costly drainage improvements to mitigate flooding.

PLANS FOR 2025

- Create a Master Drainage Plan to provide direction on growth, *Bill 44* and existing constraints and opportunities.
- Commence preliminary designs for larger capital projects, enabling timely applications for select grants.

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

- Increase closed-circuit television (CCTV) inspections of underground infrastructure to assess condition and identify potential failures.
- Commence a foreshore storm outfall replacement program.
- Implement a Master Drainage Plan.
- Stabilize banks of Schoolhouse Creek to reduce downstream degradation of Beach Creek; a major fish bearing stream and source of water for the Qualicum Beach Memorial Golf Course.



TRANSPORTATION AND DRAINAGE OPERATING BUDGET SUMMARY

The transportation and drainage budget is forecast to increase by \$175,800 or 6% in 2025. This is primarily as a result of wage and benefit increases, increased costs of contracted services for road painting, and increases in costs of materials and supplies.

Revenue	2022 Actuals	2023 Actuals	2024 Projected	2024 Budget	2025 Budget	Change \$	Change %
Fees	\$ 5,020	\$ 270	\$ -	\$ -	\$ -	\$ -	0%
Cost Recoveries	85,125	78,237	35,206	52,000	45,000	\$ (7,000)	-13%
Total Revenue	\$ 90,145	\$ 78,507	\$ 35,206	\$ 52,000	\$ 45,000	\$ (7,000)	-13%
Operating Expenses							
Transportation Administration	754,574	751,081	744,981	886,800	893,000	6,200	1%
Public Works Yard and Grounds	156,050	201,749	209,295	173,500	189,700	16,200	9%
Road Surfaces	102,058	139,593	155,468	183,800	183,900	100	0%
Road Painting	133,556	97,456	153,737	136,200	156,600	20,400	15%
Road Cleaning and Flushing	40,528	49,599	61,551	52,900	55,100	2,200	4%
Shouldering	98,389	50,555	144,629	119,600	117,500	(2,100)	-2%
Sidewalks	80,052	49,593	67,445	54,500	54,900	400	1%
Ditches	114,963	33,449	72,577	62,200	59,600	(2,600)	-4%
Storm Sewers	75,302	67,263	173,626	167,600	166,500	(1,100)	-1%
Snow and Ice	130,628	124,382	82,042	129,700	126,500	(3,200)	-2%
Signs	38,352	35,596	72,306	46,600	50,900	4,300	9%
Street Lighting Lease Fees	205,250	213,446	148,047	216,500	223,600	7,100	3%
Equipment	471,563	546,414	522,510	605,500	626,700	21,200	4%
Other	25,144	13,922	37,200	22,000	22,000	-	0%
Total Operating Expenses	\$ 2,426,407	\$ 2,374,097	\$ 2,645,414	\$ 2,857,400	\$ 2,926,500	\$ 168,800	6%
Net Property Taxes Required	\$ 2,336,262	\$ 2,295,590	\$ 2,610,208	\$ 2,805,400	\$ 2,881,500	\$ 175,800	6%

- 1. Wage and benefit increases
- 2. Supply chain materials and contract cost increases
- 3. Increase in costs related to fuel, parts, and labour

STRATEGIC INITIATIVES

	2025	2026	2	2027	2	2028	2	2029
Transportation and Drainage								
Reconfiguration of Rail Crossing Traffic Controls	\$ 5,000	\$ -	\$	-	\$	-	\$	-
Asset Management - Natural Asset Consolidation (2/3 Grant Dependent)	-	-		30,000		-		-

PARKS

The Parks Department maintains the public realm's trees, boulevards, parks, trails, fields, baskets, flower beds and cemetery. It plays a key role in enhancing the community's outdoor spaces, ensuring they are accessible, safe, and well-maintained. The Department oversees park planning, landscaping, and facility upkeep, while also supporting recreational opportunities and community events.

The Parks system includes a significant inventory of green space and recreational forest areas:

Asset	Quantity
Turf C1	9,200 m2
Turf C2	28,200 m2
Turf C3	42,700 m2
Annual beds	200 m2
Mixed Planting Beds and Street Nodes	3,800 m2
Shrub Beds	11,000 m2
Hedges	1,750 m2
Hanging Baskets	122
Concrete Street Planters	20
Trails	24 km
Street and Park Trees	630
Playgrounds	2
Skate Park	1
Cemetery	1
Benches and Picnic Tables	235
Heritage Forest Area	19 ha
Civic Centre Forest Area	38 ha

Over 280 hectares of parks and green spaces are available for the community including:

- Christleton Park
- General Money Park
- Community Parks that contain six ball diamonds / soccer pitches / cricket pitch
- Glassford Square
- Grandon Creek Trail
- Heritage Forest
- Jubilee Park
- Miraloma Park
- Seacrest Park
- Saahtlam Park

- Yambury Park
- · Valhalla grounds
- Playgrounds at Community Park and Christleton Park
- BMX park
- Skatepark
- Tennis Courts
- · Off-leash dog parks
- Rain Garden
- Seaside Nature Park
- Waterwise Garden

KEY POLICIES AND PLANS

- Urban Forest Master Plan
- Significant Trees of Qualicum Beach
- Waterfront Master Plan
- Bench Policy
- · Notice of Removal of Trees in Community Park
- Pruning Trimming and Removal of Trees on Town Controlled Lands
- Heritage Forest Public Use
- Dedication of Amenities
- Cemetery Bylaw

DEPARTMENT STAFF AND STRUCTURE

The Department is led by the Director of Infrastructure Services, with management of the Department by the Manager of Operations, and day to day coordination by the Parks Foreperson, with support from employees.

KEY INDICATORS

Service Plan		2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Forecast
Employees		11.8	11.8	12.2	12.9	14.9
Public inquiry/complaint (non urgent)	1 day response	New	100%	70%	85%	100%
Turf - Class 1 (Lawn) sports fields, high profile	Maintain at Service Level 1 (Well	100%	100%	100%	100%	100%
building sites in downtown core	groomed) or 2 (Groomed)	10070	10070	10070	10070	10070
Turf - Class 2 (Grass) Large suburban sites, public areas, large facilities with park like conditions, industrial sites that are irrigated.	Maintain at Service Level 3 (Moderate) or 4 (Open Space/Play)	100%	100%	100%	100%	100%
Turf - Class 3 (Rough Grass) Rural sites, verges or runway, farms, highway rights-of-way, temporary grass. Not irrigated.	Maintin at Service Level 5 (Background and Natural) or 6 (Service and Industrial)	100%	100%	70%	85%	100%
Sports Fields (30,000 m2)	Mow once per week	100%	100%	70%	85%	100%
Garden Beds - Town Hall, Spirit Square, Friendship Garden annual bed, downtown planters and hanging baskets	Service Level 1 Well Groomed	100%	100%	70%	100%	100%
Garden Beds - Airport, Cemetery, Civic Centre, GM Park, Waterfront Park, Memorial Avenue Bike Path, Clock Tower Square and all other downtown core planting beds and traffic nodes	Service Level 2 Groomed	100%	100%	70%	100%	100%
Garden Beds - Firehall, Faye Smith Pavilion, Memorial and West Crescent Raingarden, Memorial South Roundabout, Village Way & Hwy 19A, Neighbourhood Cul de sacs	Service Level 3 Moderate	100%	100%	50%	80%	100%
Garden Beds - Established neighbourhood Cul de sacs and pumphouse locations	Service Level 4 Open Space/Play	100%	100%	20%	80%	100%
Garden Beds - Bio Retention planting bed, Miraloma Park west, Eagle Ridge Entrance north, Hemsworth Road along Heritage Forest	Service Level 5 Background and Natural Areas	100%	100%	50%	70%	100%
Garden Beds - Fern Road Public Works hedge	Service Level 6 Service and Industrial	100%	100%	75%	100%	100%
Trees - Downtown Core	Tree Service Level 1	New	100%	75%	100%	100%
Trees - Public Parks and Buildings	Tree Service Level 1	New	100%	75%	100%	100%
Trees - Memorial Avenue South	Tree Service Level 2	New	100%	75%	100%	100%
Trees - Neighbourhoods	Tree Service Level 3	New	100%	35%	100%	100%
Trees - Native and natural landscapes	Tree Service Level 4	New	100%	35%	100%	100%
Trails - Beachfront Walkway	Inspections Weeekly	New	60%	100%	100%	100%
Trails - Beachfront Walkway	Trail Service Level 1	New	75%	100%	100%	100%
Trails - Urban Hard Surfaces	Inspections Monthly	New	80%	75%	100%	100%
Trails - Urban Hard Surfaces	Trail Service Level 2	New	80%	80%	100%	100%
Trails - Urban Soft Surfaces	Inspections Every 2nd Month	New	75%	75%	100%	100%
Trails - Urban Soft Surfaces	Trail Service Level 3	New	80%	80%	100%	100%
Trails - Nature	Inspections twice per year	New	100%	100%	100%	100%
Trails - Nature	Trail Service Level 4	New	90%	90%	100%	100%
Wood Chipping	Spring and Fall Program Per Year	New	100%	100%	100%	100%
Playgrounds	Inspected each month	New	100%	100%	100%	100%
Graffiti	Removal or cover within 7 days	New	100%	100%	100%	100%
Waterfront Garbage Receptacles	Serviced Daily	New	100%	100%	100%	100%
Parks Garbage Receptacles	Serviced weekly	New	100%	100%	100%	100%
	Benches (Max 210)	200	200	227	227	227
	Picnic Tables (Max 35)	35	35	35	35	35
	Drinking Fountains	10	10	10	11	11
Irrigation Systems	Start up/winterize once per year	50	50	50	50	50

Note: As time coding and service metrics become more refined, so does the assessment of service level achievement year over year.

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Completed planting of Beach Creek Estuary on the foreshore.
- Completed Waterfront Viewing Platform and Walkway.
- Replaced Chartwell electrical kiosk.
- Removed Saahtlam Park bocce court under archaeological supervision.
- · Completed Department service review.
- Completed the pilot project using 'goatscaping' to clear select laneways.
- Installed First Nation art piece in waterfront roundabout centre.
- Installed a bottle filling station at the beach bathrooms.
- Installed a bike repair stand outside the Chamber of Commerce building.

CHALLENGES

- Retiring staff and repetitive long-term injuries have resulted in work backlog.
- Increases in service levels have not been reflected in increased staffing levels.

PLANS FOR 2025

- Resurface tennis courts.
- Replace wooden staircase on Judges Row with new aluminum staircase.

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

- Further implement Pollinator Pathways.
- Implement accessibility initiatives identified in the Accessibility Plan.



OPERATING BUDGET SUMMARY

The Parks Operating Budget is forecast to increase by \$133,200 or 10% over 2024. Budgets have increased due to the addition of the equivalent of 1.2 FTE to address the short fall in resources available to provide existing service levels, and 0.8 FTE for new services requested for 2025, along with other wage and benefit increases.

Parks Operating Budget										
Revenue			2023 Actuals	2024 Projected	2024 Budget	2025 Budget		Change \$	Change %	
Fees	\$	55,485	\$	66,580	\$ 54,015	\$ 57,900	\$	57,900	\$ -	0%
Cost Recoveries		168,739		134,088	165,905	160,000		160,000	-	0%
Grants and Other		13,553		31,564	20,389	12,500		12,500	-	0%
Total Revenue	\$	237,777	\$	232,232	\$ 240,309	\$ 230,400	\$	230,400	\$ -	0%
Operating Expenses										
Parks Administration		239,573		284,793	167,075	206,300		344,200	137,900	67%
Parks Yard and Shop		72,174		66,113	82,704	61,500		73,700	12,200	20%
Public Washrooms		66,159		67,207	60,210	54,200		73,900	19,700	36%
Beach Washrooms		47,593		52,590	49,018	60,800		60,900	100	0%
Community Parks		113,457		168,752	154,801	198,400		206,000	7,600	4%
Beach Parks		62,472		64,773	92,041	138,600		126,500	(12,100)	-9%
Garden and Park Areas		371,369		385,611	515,791	561,400		543,500	(17,900)	-3%
Trails		63,804		55,077	41,336	107,900		105,600	(2,300)	-2%
Benches		67,811		72,987	46,871	108,600		99,000	(9,600)	-9%
Cemetery and Other		80,283		106,314	77,418	103,900		101,500	(2,400)	-2%
Total Operating Expenses	\$	1,184,696	\$	1,324,219	\$ 1,287,265	\$ 1,601,600	\$	1,734,800	\$ 133,200	8%
Net Property Taxes Required	\$	946,919	\$	1,091,987	\$ 1,046,956	\$ 1,371,200	\$	1,504,400	\$ 133,200	10%

- 1. Increase represents the additional 2.0 FTE
- 2. The change in service area budgets reflects the reallocation of wage budgets to align more accorately with areas where effors and resources are being utilized

BUILDINGS AND FACILITIES

The Town's buildings and facilities support the critical functions of local government, public works services, community recreation and public safety. Over 60 different facilities and structures are maintained including, but not limited to:

- · Civic Centre
- · Curling Rink and Community Hall
- Airport Terminal Building
- Municipal Hall
- Fire Hall
- Public Works Buildings and Yard
- · Lawn Bowling Clubhouse
- Museum Buildings
- TOSH Arts Centre
- · Leigh House
- · The Shore Restaurant
- Valhalla Hospice
- Office building on Sunningdale Road and two rental homes
- Old Fire Hall
- Baptist Church
- · Parks Buildings and Yard
- Senior Centre (interior only)
- Seaside Nature Park gazebo
- · Work sheds, storage sheds and public washrooms
- 6 Water Reservoirs, 5 Booster Stations, and 11 Pump Houses

KEY POLICIES AND PLANS

- Facility Condition Assessment (2022)
- Entry Into and Keying of Town-owned Buildings
- Video Surveillance of Town-owned Buildings
- Annual Inspection Leased Buildings

DEPARTMENT STAFF AND STRUCTURE

The Department is led by the Director of Infrastructure Services, with support from the Operations Manager, the Buildings and Facilities Coordinator, and staff. The maintenance team looks after municipal buildings, including the Civic Centre, Community Hall, Town Hall, Airport, and Public Works offices.

KEY INDICATORS

Maintenance activities have remained consistent with previous years. Staff are incorporating new ideas for efficiencies.

Key Activity Levels		2021	2022	2023	2024	2025
Ney Activity Levels		Actual	Actual	Actual	Actual	Plan
Facility Maintenance Requests	Received	New	24	TBD	120	120
High Priority Requests	Urgent Action	48/100%	8/33%	TBD	10	10
Occupied Building Inspections	Monthly	New	300	300	300	300
Unoccupied Structure Inspections	Annual	New	35	35	35	35
HVAC Inspections	Annual	New	New	TBD	24	24

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Community Hall/Curling Club
 - * Repaired roof leak.
 - * Improved plumbing in Veterans Way washroom.
 - * Overhauled plumbing in basement to correct low pressure.
 - * Installed new oven with safety gas cut off.
 - * Upgraded accessibility access door.
 - * Implemented Firesmart landscaping management principles.
- Airport
 - * Replaced electronics in sliding glass doors for a more reliable system.
 - * Implemented an HVAC service plan for continuous reliable function.
- Civic Centre pressure washed building exterior.
- Janitorial supplies upgraded all custodial products with environmentally friendly options.
- Public Works utility building re-sided a portion of deteriorated Public Works utility building envelope.
- Parks yard replaced aging and failing HVAC system.

CHALLENGES

- Several buildings and structures will require targeted capital funding in order to prolong their lives, and others approaching end-of-life will require replacement.
- Without funding a preventative maintenance program capital costs are exponentially increasing, risking reduced use of facilities.
- Increased cost of construction and materials.
- Increased cost of maintenance for aging buildings.
- Availability of contractors.

PLANS FOR 2025

- Continue to address maintenance backlog.
- Install Saahtlam Park washrooms.

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

- Continue to address building facility assessment recommendations, suggested repairs and upgrades from the current Altus Facility Condition Assessment and Capital Plan.
- Advance Operations Facilities Modernization Needs Assessment.

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MUNICIPAL OPERATIONS

SERVICE AREAS

BUDGET SUMMARY

The Department's net budget is forecast to increase by \$59,100 which is a result of a re-allocation of building administration wages and benefits which more accurately reflect costs for this service area.

Buildings Operating Budget											
Funding	2022 Actuals		2023 Actuals	F	2024 Projected		2024 Budget	2025 Budget		Change \$	Change %
Fees	\$	153,292	\$ 138,451	\$	130,717	\$	130,000	\$	130,000	\$ -	0%
Leases		612,592	648,749		600,840		650,700		653,800	3,100	0%
Total Funding	\$	765,884	\$ 787,201	\$	731,557	\$	780,700	\$	783,800	\$ 3,100	0%
Operating Expenses											
Buildings Admin		-	-		94,496		-		80,000	80,000	0%
Civic Centre		200,326	336,980		281,256		351,900		316,900	(35,000)	-10%
Community Hall		22,385	27,126		37,887		43,300		43,500	200	0%
Town Hall		218,206	220,003		226,198		234,700		240,200	5,500	2%
Fire Hall		125,732	96,690		100,675		117,000		118,200	1,200	1%
Other Buildings		59,239	52,569		98,618		37,600		47,900	10,300	27%
Total Operating Expenses	\$	625,887	\$ 733,369	\$	744,634	\$	784,500	\$	846,700	\$ 62,200	8%
Net Property Taxes Required	\$	(139,997)	\$ (53,832)	\$	13,077	\$	3,800	\$	62,900	\$ 59,100	

- 1. Building administration wages re-allocated from other expenditure areas to more accurately reflect Buildings/Facilities costs
- 2. Wages re-allocated to Buildings administration

PROJECTS AND INITIATIVES

	2025	2026	2027	2028	2029
Facilities					
Needs Assessment - Improved Sports Facilities		\$ 50,000			

Qualicum Beach Civic Centre



SOLID WASTE

The Solid Waste budget is anticipated to increase by \$17,500 or 9%. The increase in budget is driven by increased contract costs for cardboard recycling bin.

BUDGET SUMMARY

Solid Waste Operating Budget										
	2022	2023		2024	2024	2025	(Change	Change	
	Actuals	Actuals	F	Projected	Budget	Budget		\$	%	
User Fees Transfer from Accumulated Surplus	\$ 726,811 -	\$ 760,060 -	\$	797,903 -	\$ 776,700 -	\$ 800,000 50,000		23,300 50,000	3% 0%	
Total Funding	\$ 726,811	\$ 760,060	\$	797,903	\$ 776,700	\$ 850,000	\$	73,300	9%	
Operating Expenses										
Regional Collection	\$ 725,870	\$ 687,455	\$	732,751	\$ 771,700	\$ 725,000		(46,700)	-6%	
Solid Waste removal	103,199	105,144		128,321	91,000	108,800		17,800	20%	
Other	90,912	202,537		217,128	108,000	177,700		69,700	65%	
One Time Operating Project	-	-		-	-	50,000		50,000	0%	
Total Operating Expenses	\$ 919,981	\$ 995,136	\$	1,078,201	\$ 970,700	\$ 1,061,500	\$	90,800	9%	
Net Property Taxes Required	\$ 193,170	\$ 235,075	\$	280,298	\$ 194,000	\$ 211,500	\$	17,500	9%	

- Contract costs for Regional Collection 2024 and earlier years included fees for bins used for cardboard recycling - moved to the Other category below in 2025
- 2. Increase in labour costs related to garbage collection from Town facilities and public waste cans
- 3. Other solid waste costs includes chipping, cardboard bin, and landfill costs
- 4. Landfill study funded from surplus

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AIRPORT

Beginning in 1954, the Qualicum Beach Airport (CAT4) was built by volunteers of the Qualicum Beach Rotary Club. In 1957, the Province transferred 160 acres of Crown land to the Town of Qualicum Beach for airport purposes. The Airport has a paved runway that is 3,564 feet long and 75 feet wide, with displacements at each end of the runway, six taxiways (one private), and two aprons.

The Airport provides service to Qualicum Beach, Parksville, and the surrounding area. Acting as a transportation gateway, it offers scheduled flights to YVR south terminal and provides, accessible, convenient 24-hour parking.

There is full fuel service (JET A, Avgas 100LL) and tie down area for visiting aircraft. The terminal building is equipped with a lounge area for arrivals and departures and has a restaurant that is open five days per week.

Iskwew Air and Sealand Flight School both operate from the Airport. Helicopter training is also made possible to private companies, the Ministry of Forests, firefighters, the military, and BC Ambulance. BC Air Ambulance provides essential medical service to the region from the facility.

KEY POLICIES AND PROCEDURES

- · Airport Establishment and Operation Bylaw
- Airport Operations Manual
- Airport Standard Operational Procedures
- Airport Emergency Response Plan
- Safety Management Systems Plan
- Wildlife Management Plan
- TP312 Aerodrome Standards and Recommended Practices
- Transport Canada Noise Abatement Procedures



DEPARTMENT STAFF AND STRUCTURE

The CAO is the Airport Accountable Executive and is supported by the Airport Manager and Deputy Airport Manager (contract). Public Works staff have responsibility for the daily maintenance of the Airport.



The chart includes all Department resources, both employees and contracted staff. Some are shared across departments, so positions may differ from the Employee Team Organization Chart on page 14, which lists only Town-assigned employees.

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Established the Good Neighbour Program which provides education and encourages pilots to support and conform to a set of best operational flight procedures to help minimize noise disturbances within the surrounding communities.
- Established bi-annual public input meetings (via Committee of the Whole) to provide dialogue between the Airport stakeholders and the public.
- Engineering for a runway, taxiways, apron pavement overlay and funded from the Airport Capital Assistance Program funded grant application.
- Continue staff training as per Transport Canada regulations.
- Construct a new above-ground 30,000 litre Avgas system.

CHALLENGES

- Operating an airport facility with limited local revenues and without regional government participation.
- Maintaining suitably trained staffing levels.
- Significant Transport Canada regulations.

PLANS FOR 2025

- Regular Transport Canada Audit.
- Purchase new Airport machinery (loader, snow blower) pending Airport Capital Assistance Program funding.
- Runway, taxi ways, apron, pavement overlay, pending Airport Capital Assistance Program 100% funding.
- Review of Airport Establishment and Operations Bylaw.
- Investigate viability and process of expanding the Qualicum Beach Airport Authority Noise Sensitive Map.
- Continue promoting and educating pilots on the Good Neighbour Program.
- · Obstacle Survey Implementation.

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

- Drainage improvements to aircraft tie down areas 1 and 2.
- Develop an Airport Business/Master Plan, subject to 100% grant funding (dependant on future Council decision-making).



The Airport net budget is forecast to increase by \$9,300 over 2024 which results from contractual increases to wages and benefits.

Airport Operating Budget								
Revenue	2022 Actuals	2023 Actuals	2024 Projected	2024 Budget	2025 Budget	Change \$	Change %	
Leases	\$ 100,768	\$ 103,485	\$ 98,322	\$ 98,500	\$ 102,300	\$ 3,800	4%	
Landing Fees and Taxes	16,994	34,649	29,128	18,000	18,000	-	0%	
Aviation Fuel Sales	787,906	738,509	717,890	780,000	750,000	(30,000)	-4%	1
Other	8,049	20,382	4,782	3,000	6,000	3,000	100%	
Transfer from Reserves	-	-	-	-	130,000	130,000	0%	2
Total Revenue	\$ 913,717	\$ 897,025	\$ 850,122	\$ 899,500	\$ 1,006,300	\$ 106,800	12%	
Operating Expenses								
Airside	\$ 129,952	\$ 267,096	\$ 325,696	\$ 260,300	\$ 295,900	35,600	14%	3
Terminal and Grounds	73,250	84,558	78,306	92,300	92,500	200	0%	
Fuel	775,263	715,331	701,976	772,600	722,900	(49,700)	-6%	1
One Time Operating Projects	-	-	-	-	130,000	130,000	0%	2
Total Operating Expenses	\$ 978,465	\$ 1,066,985	\$ 1,105,977	\$ 1,125,200	\$ 1,241,300	\$ 116,100	10%	
Net Property Taxes Required	\$64,748	\$169,960	\$255,855	\$225,700	\$235,000	\$9,300	4%	

- 1. Adjust Airport fuel revenue and expense to expected levels for 2025
- 2. Airport runway 29 survey and tree management, funded from Strategic Initiatives Reserve
- 3. Wages re-allocated from fuel to airside to more accurately reflect the area efforts are being utilized

PROJECTS AND INITIATIVES

	2025		2026		2027		2	2028		2029
Airport										
Airport Bylaw Review (2025) - Staff Time Only	\$	-	\$	-	\$	-	\$	-	\$	-
Determine if Noise Sensitive Area Can be Expanded In Consideration of Designated Flight Path (2025) - (Staff time only)		-		-		-		-		-
Airport Master/Business Plan - Grant Dependant Asset Management Plan - Airport - (Grant Dependent)		-		75,000 -		-		-		10,000



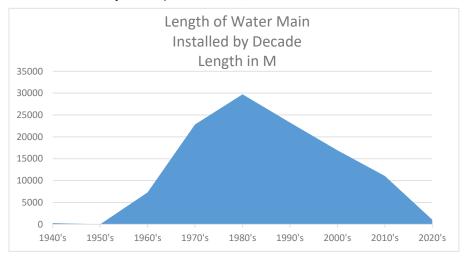
WATER UTILITY

The Qualicum Beach Water Utility System has been owned and operated by the Town since the early 1940s. Drinking water is obtained from two well-fields (River Wells and Berwick Wells) and distributed from multiple groundwater wells on land owned by the Town of Qualicum Beach.

The Utility provides safe drinking water to residents in Qualicum Beach, and bulk water is sold to the Regional District of Nanaimo for the Sandpiper region, with approximately 240 households. Residential, commercial and emergency use meets applicable firefighting standards, health standards and the *Drinking Water Protection Act*.

System infrastructure includes nine groundwater wells, five reservoirs (Berwick (2), Village Way, Jones (2)), 108 km of watermains and five booster stations (Berwick Road, Garrett Road, College Road, Jones Street, and Hemsworth Road).

More than 4,600 properties are metered and there are 451 fire hydrants. The 2019 estimated cost of system replacement is \$48.9 million.



KEY POLICIES AND PLANS

- Waterworks Rate and Regulation Bylaw
- Environmental Operators Certification Program (EOCP) Guidelines
- BC Drinking Water Protection Act, BC Drinking Water Protection Regulations
- · Water Sustainability Act, Water Sustainability Regulations
- Canadian Drinking Water Guidelines, BC Municipal Wastewater Regulations
- Water Parcel Tax Bylaw, Chartwell Water Local Area Service Bylaw
- Hydrant Maintenance

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DEPARTMENT STAFF AND STRUCTURE

The Water Utility is led by the Director of Infrastructure. The Utility is operated and maintained by the Operations Department comprised of an Operations Manager, a Utility Chief Operator and three Utility Operators.

KEY INDICATORS*

In 2024, the Water Utility delivered an estimated 1,500,000 m³ of potable water to the community. All wells were inspected and maintained, and continue to operate within Public Health Standards. Over 150 dead-ends in the system are flushed annually. There have been no non-compliance water quality tests since 2004.

In 2024, the valve maintenance and exercising program continued as usual and meter reading was completed on time. The wells continue to produce high quality drinking water and Berwick Wells are shut down for winter to recharge. Maintenance projections for 2025 are consistent with previous years. No significant changes are expected.

Key Activity Levels		2021	2022	2023	2024	2025
Rey Activity Levels		Actual	Actual	Actual	Actual	Forecast
Reservoir Capacity	m3	9,100	9,100	9,100	9,100	9,100
Annual water production	m3	1,568,562	1,431,082	1,500,000	1,500,000	1,500,000
Water consumption	m3	1,364,000	1,216,000	1,277,000	1,200,000	1,200,000
Water Quality tests	Number	333	333	333	333	333
Chlorine Residual tests	Number	312	312	320	312	312
Water meters	Number	3,896	3,915	3,932	3,940	3,948
Meter	Repairs	47	40	40	38	40
Meter	Replace	46	32	30	36	30
Meter readings	Reads	7,792	7,830	7,864	7,880	7,896
Hydrants	Number	449	439	439	444	449
Hydrant inspections	Inspections	449	439	439	444	439
Watermains	km	108	108	109	110	112
Service line repairs	Number	13	14	20	20	20
Water valves exercised	Number	469	500	600	600	600

^{*}In Progress. Service levels and key indicators will be further developed in a future year.

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WATER UTILITY OPERATING & CAPITAL

OPERATING BUDGET SUMMARY

The Water Utility Operating Budget balances \$3.48 million in revenues with \$3.48 million in water costs, and is based on a Council-approved tiered water rate per cubic meter, and a fixed parcel charge annually.

Water Operating Budget								
Revenue	2022 Actuals	2023 Actuals	2024 Projected	2024 Budget	2025 Budget	Change \$	Change %	
Water User Fees Connection Fees Grant Funding Water Parcel Tax Transfers In	\$ 1,631,220 34,420 180,000 933,000	\$ 2,022,995 19,890 - 1,027,840 (51,711)	\$ 1,810,469 9,180 720,000 1,127,760 85,000	\$ 1,744,100 10,000 720,000 1,121,000 85,000	\$ 1,747,600 10,000 125,000 1,216,000 383,100	\$ 3,500 - (595,000) 95,000 298,100	0% 0% -83% 8% 351%	1
Total Revenue	\$ 2,778,640	\$ 3,019,014	\$ 3,752,409	\$ 3,680,100	\$ 3,481,700	\$ (198,400)	-5%	
Operating Expenses								
Water Administration Equipment Monitoring and Sampling Customer Service Mains Hydrants Wells Booster Stations Reservoirs Net Transfers Out Total Operating Expenses	\$ 1,224,279 220,000 148,567 30,026 57,648 79,387 130,607 61,474 5,048 821,604 2,778,640	\$ 1,163,486 221,000 127,032 24,457 52,774 43,184 136,747 62,219 6,524 1,181,592 3,019,014	\$ 1,203,808 221,000 143,201 33,145 53,164 54,896 145,423 60,414 3,313 1,834,044 3,752,409	\$ 1,201,700 221,000 119,800 21,100 80,300 37,300 153,400 78,800 21,800 1,744,900 3,680,100	\$ 1,175,000 185,000 120,600 21,300 80,900 37,500 153,800 78,800 21,900 1,606,900 3,481,700	\$ (26,700) (36,000) 800 200 600 200 400 - 100 (138,000) (198,400)	-2% -16% 1% 1% 1% 0% 0% -8%	3
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	

- 1. Approved Parcel Tax revenue per Bylaw increases by \$20 per parcel, for a total charge per parcel of \$260 in 2025
- 2. Includes a transfer from water surplus to fund a seasonal water position
- 3. Transfers to water infrastructure reserve and general fund for water related components of capital projects budgeted in the water fund
- 4. 2025 represents a reduction in grant revenue funding for capital projects

WATER ASSET MANAGEMENT

Water system infrastructure includes nine ground-water wells, five reservoirs (Berwick (2), Village Way, Jones (2)), 108 km of watermains and five booster stations (Berwick Road, Garrett Road, College Road, Hemsworth Road and Jones Street). Approximately 4,000 properties are metered and there are 451 fire hydrants. Total system replacement cost in 2019 dollars is an estimated \$109 million.

The Asset Management Plan is a work in progress. A crucial next step planned for 2024/2025 is the implementation of a long-term Asset Replacement Financial Strategy, which is required to reach sustainable levels of water system asset replacement.

While the strategy is being implemented, a five-year capital program provides for the renewal and replacement of wells, mains and equipment components, and the addition of new water infrastructure.

The capital program is primarily funded through reserves which are set aside each year from water parcel and user charges to the community, supplemented by a small amount of developer contributions.

The next five years of infrastructure replacement will continue to be focused on watermains coordinated with the replacement of other road, sewer and drain projects. Key projects include Asbestos Cement (AC) watermain replacement on Illiqua Road and Hemlock Street, Seacrest Watermain, and Fibre Optic System Improvements to the Supervisory Control and Data Acquisition (SCADA) alarm monitoring systems. Cast iron main and AC replacements will continue through the foreseeable future.

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Initiated design of the Little Qualicum Riverbank Stabilization Project to stop further erosion along the Town's riverwells, and prepared for construction grant applications in 2025.
- Replaced 60 m of failing AC watermain on Quatna Road.
- Decommissioned 500 m of AC watermain on Highway 19A by re-servicing properties to newer PVC.
- Significant fire hydrant maintenance with 6 new installations, 4 upgrades, 15 hydrants raised to improve access, and 90 quick connect fittings installed.
- Improved sports field irrigation system and metered flow to reduce water
- Completed Rupert Road Watermain Extension Project in partnership with the Regional District of Nanaimo to install 1.4 km of watermain to Chartwell, Eaglecrest and Sandpiper, improving fire protection and resiliency.
- Flushed 116 dead end locations to ensure water quality.
- Updated water system model to confirm fire flows and support a water master plan update.
- Completed SCADA hardware upgrades in all water wells and pump stations to ensure uninterrupted water supply.
- Replaced leaking and failing AC watermain under First Avenue at Rye Road.
- Initiated replacement of aging Berwick 2 and 3 well pumps over the 2024/2025 winter period while demand was low.

WATER UTILITY OPERATING & CAPITAL

CHALLENGES

- Peak summer demands that are more than four to five times the regional and provincial averages. This increases maintenance requirements, increases electrical demands for pumping, puts demands on the system that hampers summer maintenance, and requires larger storage volumes.
- Aging water infrastructure and 27 km of AC pipes, with some showing a remaining life expectancy of less than 15 years.
- Protect drinking water sources to ensure future water supply.

PLANS FOR 2025

- Update the Water Master Plan enabling proper asset management and preparation for growth, including Bill 44, and supporting preventative maintenance.
- Inspect and clean reservoirs.
- Replace over \$1 million of AC watermains (per year for next 10 years).

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

- Continue program to replace over \$1 million of AC watermain every year over the course of 10 years.
- Commence Little Qualicum Riverbank Stabilization Project.
- Install emergency backup generator for the Riverwell Field to ensure disaster mitigation and uninterrupted water/fire service.



WATER UTILITY OPERATING & CAPITAL

CAPITAL BUDGET SUMMARY

	2025	 2020	2027	 2020	202
Information Bounds	2025	2026	2027	2028	202
Infrastructure Renewal					
Projects Illiqua Rd from Hemsworth Rd to Hall Rd Asbestos Cement					
Watermain Replacement	\$ 330,000	\$ -	\$ -	\$ -	\$
Hemlock St (1st Ave to Mill Rd) 160m Asbestos Cement Watermain Replacement	260,000	-	-	-	-
Little Qualicum River Riverbank Stabilization Design - Grant Funded	125,000	-	-	-	-
Water Master Plan (Including AC Pipe Assessment)	80,000	-	-	-	-
Eaglecrest Watermain	50,000	450,000	500,000	-	-
Watermain Replacement Berwick Rd and Crescent Road East	-	710,000	585,000	485,000	-
Replace AC Watermain Village Way fronting KSS	-	445,000	-	-	-
Belyea Rd AC Watermain Replacement	-	-	-	-	580,000
Buller Road AC Watermain Replacement	-	-	-	-	350,000
Hall Rd North of 19A 150mm AC Watermain Replacement	-	-	-	855,000	160,000
Seacrest Place AC Watermain Replacement	-	-	-	-	800,000
Water Contingency	100,000	100,000	100,000	100,000	100,000
	\$ 945,000	\$ 1,705,000	\$ 1,185,000	\$ 1,440,000	\$ 1,990,000
Funding Source					
Water Infrastructure Reserve	\$ 820,000	\$ 1,705,000	\$ 1,185,000	\$ 1,440,000	\$ 1,913,000
Grants and Partnerships	125,000	-	-	-	-
Water DCCs	 -	-	-	-	77,000
	\$ 945,000	\$ 1,705,000	\$ 1,185,000	\$ 1,440,000	\$ 1,990,00
Upgrading and Expansion					
Projects					
Remote SCADA Sites Internet Redundancy Implementation	\$ 36,000				
Fiber Optic Conduit Hemsworth Rd to Village Way Reservoir and SCADA Audit	150,000	-	-	-	-
Emergency Backup Generator for River Well Field	-	-	370,000	-	-
	\$ 186,000	\$ -	\$ 370,000	\$ -	\$
Funding Source					
Water Infrastructure Reserve	\$ 186,000	\$ -	\$ 370,000	\$ -	\$
	\$ 186,000	\$ -	\$ 370,000	\$ -	\$

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	2025	2026	2027	2028	2029
Infrastructure Renewal					
Projects					
Quatna Rd watermain replacement (2024)	\$ 4,000	\$ -	\$ - \$	- \$	
Community Sports Field Irrigation Booster Pump (2024)	 34,000	-	-	-	-
	\$ 38,000	\$ -	\$ -	\$ - \$	-
Funding Source					
Water Infrastructure Reserve	\$ 38,000	\$ -	\$ - 9	5 - \$	-
	\$ 38,000	\$ -	\$ -	\$ - \$	-
Upgrading and Expansion					
Projects	_		_		
Rupert Rd water Looping (2024)	\$ 10,000	\$ -	\$ - \$	s - \$	
Berwick 2&3 Well Pumps (2024)	 90,000	-	-	-	-
	\$ 100,000	\$ -	\$ -	\$ - \$	-
Funding Source					
Water Infrastructure Reserve	\$ 100,000	\$ -	\$ - \$	- \$	-
	\$ 100,000	\$ -	\$ -	\$ - \$	-
				·	
Total Water Work in Progress Projects	\$ 138,000	\$ -	\$ -	\$ - \$	_

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SANITARY SEWER UTILITY

The Qualicum Beach Sanitary Sewer Utility System collects wastewater from businesses and residents of Qualicum Beach and delivers it to the Regional District of Nanaimo (RDN) French Creek Pollution Control Centre via the foreshore interceptor along the beach.

The sewer system consists primarily of PVC pipes in relatively good condition. Sewer backups are uncommon and the preventative maintenance inspections are intended to identify problems before backups occur to private property.

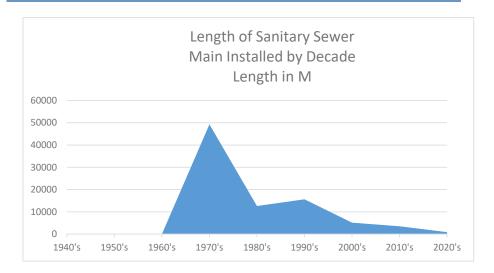
System infrastructure serves over 4,560 customers and includes 83 km of sanitary mains, 0.4 km of sanitary force main, one lift station, and 1284 maintenance-holes.

The majority of the sanitary sewer mains were installed in the mid-to-late 1970s.

The RDN owned sewer interceptor that runs along the waterfront is constructed with reinforced concrete, and was installed in 1977.

With the exception of the Higson Lift Station 150 mm force-main, all of the Town's sewer system is gravity-fed with pipes ranging in size from 100 mm to 350 mm. The system replacement cost is estimated to be \$67 million.





KEY POLICIES AND PLANS

- Provincial Environmental Management Act
- Federal Fisheries Act
- Sewer Connection and Regulation Bylaw, Sewer Parcel Tax Bylaw, and Sewer User Rates Bylaw

DEPARTMENT STAFF AND STRUCTURE

The Sanitary Sewer Utility is led by the Director of Infrastructure with support from the Manager of Operations, and operated and maintained by the Operations Department, comprised of the Utility Chief Operator and Utility Operators.

KEY INDICATORS

In 2024, the Qualicum Beach Sanitary Sewer Utility operated continuously during the year, within public health standards, and with no odour complaints that were attributed to the Town sewer system. The Higson Lift Station is regularly inspected and cleaned, and every sanitary maintenance-hole is inspected on a two-year rotation. There were no significant non-compliance events during the year.

Maintenance projections for 2025 are consistent with previous years. No significant changes are expected.

Key Activity Levels		2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Forecast
Employees		5	4	3	4	4
Sanitary Mainholes	Inspected	481	666	400	500	650
Lift Station	Inspected	12	12	12	14	12
Flushing Hall Rd dissipator	Cleanings	9	9	9	9	9
Known sagging service lines	Number of lines	2	1	1	2	2

^{*}In Progress. Service levels and key indicators will be further developed in a future year.

SEWER UTILITY

OPERATING & CAPITAL

OPERATING BUDGET SUMMARY

The Sewer Utility Operating Budget balances \$1.04 million in revenues with \$1.04 million in sewer costs, and is based on a Council approved sewer rate per cubic meter of water consumption, and a fixed parcel charge annually.

Sewer Operating Budget								
Revenue	2022 Actuals	2023 Actuals	2024 Projected	2024 Budget	2025 Budget	Change \$	Change %	
Sewer User Fees Sewer Parcel Tax Connection Fees Transfers In	\$ 713,945 213,615 13,500	\$ 761,616 237,700 9,000	\$ 757,163 262,993 9,000 585,000	\$ 741,700 262,000 10,000 545,000	\$ 741,700 287,000 10,000	\$ 25,000 - (545,000)	0% 10% 0% -100%	1
Total Revenue	\$ 941,060	\$ 1,008,316	\$ 1,614,156	\$ 1,558,700	\$ 1,038,700	\$ (520,000)	0%	
Operating Expenses								
Sewer Administration Equipment Collection Mains	532,483 160,000 61,446 9,207	544,500 164,000 39,345 10,432	551,285 164,000 66,232 9,556	571,100 164,000 47,600 10,300	471,200 156,500 47,800 10,300	(99,900) (7,500) 200	-17% -5% 0% 0%	2
Manholes	12,978	21,374	7,786	21,000	21,200	200	1%	
Lift Stations Transfers Out Total Operating Expenses	\$ 5,588 159,358 941,060	\$ 10,083 (19,118) 770,616	\$ 20,077 795,220 1,614,156	\$ 5,200 739,500 1,558,700	\$ 5,200 326,500 1,038,700	\$ (413,000) (520,000)	0% -56% 0%	3
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		

- 1. Approved Parcel Tax Bylaw, increases by \$5 per parcel for a per parcel charge of \$60 for 2025
- 2. Reduction in 2025 expenditures due to reduction in cost recovery from the sewer utility which is offset by a reduction in recovery in the general fund.



SANITARY SEWER ASSET MANAGEMENT PROGRAM

The sanitary sewer system is in relatively good condition and all mains were installed after the mid-1970s. The system inventory is quite accurate and maintenance records are regularly updated. Data is in the process of being entered into the Asset Management Plan, similar to the road analysis, where it can be integrated with other utility and road information to optimize capital works projects.

Because all of the flow from the sanitary sewer system is treated at the French Creek Pollution Control Centre, volume is metered and Qualicum Beach pays a percentage of the total plant treatment costs. As a result, periodic inflow and infiltration inspections target groundwater and stormwater inflow and infiltration into the sanitary sewer pipes, helping to reduce the cost of RDN treatment.

A five-year capital program provides for the renewal and replacement of components, and includes provision for the assessment of the network for system optimization, and prioritization of improvements.

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Replaced Higson Pump Station check valves to significantly reduce pump runtime, increase pump life by 50%, and use 75% less electricity.
- Installed first trunk main meter to measure flows prior to release into RDN system, enabling tracking of stormwater intrusion.
- Inspected Seacrest AC sewer trunk main to confirm asset lifespan.
- Inspected 50% of sewer mainholes on annual 2 year program and made repairs as necessary.

CHALLENGES

 Increased costs associated with treating unnecessary inflow and infiltration of stormwater into the Town's sanitary sewer system that unnecessarily cost the Town up to \$500,000 per year. The 2025-2029 Financial Plan includes a budget provision to implement a sewer trunk main metering program to help identify sources of infiltration with the goal of eliminating storm water infiltration to reduce the flow to the sewer treatment plant.

PLANS FOR 2025

 Commence a sewer trunk main metering program to measure flows and identify stormwater intrusion to support a reduction program.

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

 Identify opportunities to reduce unnecessary inflow and infiltration of stormwater into the Town's sanitary sewer system.

SEWER UTILITY

OPERATING & CAPITAL

FIVE-YEAR CAPITAL BUDGET

Sewer Capital Budget								
	2025		2026		2027	2028		2029
Infrastructure Renewal								
Sewer Trunk Main Replacement	\$ -	\$	320,000	\$	320,000	\$	320,000	\$ 320,000
Upgrading and Expansion								
Sewer Trunk Main Metering Program	\$ 100,000	\$	100,000	\$	100,000	\$	100,000	\$ 100,000
Total Investment	\$ 100,000	\$	420,000	\$	420,000	\$	420,000	\$ 420,000
Funding Source								
Sewer Infrastructure Reserve	\$ 100,000	\$	420,000	\$	420,000	\$	420,000	\$ 420,000
	\$ 100,000	\$	420,000	\$	420,000	\$	420,000	\$ 420,000





ASSET MANAGEMENT PLANNING PROCESS

ASSET MANAGEMENT OVERVIEW

Asset management integrates people, skills, and actions with information about a community's physical assets and financial resources to ensure long-term sustainable service delivery. It is a dynamic and ongoing process that involves various components - financials, people, assets, and information - working together to sustainably deliver services.

The graphic below illustrates the BC Asset Management Framework, a guide that assists local governments on their asset management journey. It is essential to understand that asset management is a continual improvement process. There is no definitive starting or ending point; progression depends on the current state and unique objectives of the community. While developing effective asset management practices takes time, investment, and dedication, these efforts position the Town for long-term success.



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GENERAL FUND ASSET MANAGEMENT PROGRAM

CHALLENGES AND CONTEXT

The Town faces challenges common to municipalities across British Columbia. Growing built capital and long-term infrastructure replacement obligations require Strategic Planning. Historically, some assets received minimal reinvestment, while others were initially funded by developers or senior government contributions. These assets are now approaching the end of their useful lives, requiring increased reinvestment to maintain services and protect future generations.

Significant asset data was collected through Tangible Capital Asset (TCA) disclosure requirements and several long-term plans, including the Facility Condition Assessment, Fire Equipment Replacement Plan, Water Master Plan, Sewer Master Plan, and Paving Study. Like most municipalities, the Town records public infrastructure at historical cost, meaning these assets are now depreciated.

To address this, the Town adopted an Asset Management Policy and Strategy in 2020, following the leading practices established by Asset Management BC.

ASSET REPLACEMENT PLANNING

In 2023 and 2024, the Town developed a comprehensive Asset Replacement Plan and Asset Replacement Financing Strategy to support the sustainable delivery of municipal services. These initiatives emphasize social, environmental, and economic responsibility.

The Asset Replacement Plan identifies the average annual budget required to meet future risk and service performance targets, directly informing the Five-Year Financial Plan, Five-Year Capital Plan, and long-term financial strategy. The framework employs an Asset HealthScore Framework, a proven methodology that integrates and visualizes trade-offs between risk, service levels, and funding. This allows the Town to confidently set replacement budgets while bridging its asset funding gap more efficiently

UNDERSTANDING THE ASSET HEALTHSCORE FRAMEWORK

The framework evaluates asset performance through three key measures:

- Past Life Assets: The percentage of assets whose values exceed their estimated service life.
- 2. Consumption Ratio: A measure of how far into an asset's estimated life span the Town is. For example, an asset with a 10-year lifespan that is halfway through, would have a consumption ratio of 50%.
- Asset HealthScore: An overall assessment of asset health based on past life assets and the consumption ratio.

The Town owns over \$300 million in infrastructure, with assets approximately 52% into their lifespan. About 4% of these assets are past their estimated service life, resulting in an impressive health score of 88%. The annual cost for replacement of existing assets to homeowners is \$366 per year. Thanks to diligent maintenance, the Town is well-positioned to plan for long-term capital replacements, ensuring consistent service delivery and stable tax rates.

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GENERAL FUND ASSET MANAGEMENT PROGRAM

2025-2029 FINANCIAL PLANNING

The Town currently transfers a portion of property taxes collected each year to the Asset Replacement and Asset Investment Reserves. These funds are then used to either replace, build or expand assets.

The annual contribution to the Reserve for replacement of existing assets is \$1.3 million, which translates to approximately \$342 per homeowner. An annual contribution of \$4 million is required to address sustainable replacement and maintain the Town's HealthScore of 88%.

During the 2025–2029 Financial Plan process, Council evaluated how various budget scenarios would impact risk, service levels, and the funding gap. To maintain the current asset health levels during this period Council approved an increase in contributions to the Asset Replacement Reserve equivalent to 1.3% of the previous year's tax levy. This will result in an increase to the average home of \$39 each year.

This proactive approach ensures that the Town can continue delivering high-quality services while responsibly managing its financial and physical assets for the benefit of current and future residents.





GENERAL FUND CAPITAL

Over the next five years, the Town plans to invest \$61 million in asset replacements and improvements. This investment will be funded through a combination of reserves, Development Cost Charges, grants and contributions, and external borrowing while maintaining modest reserve balances at stable levels. However, the Capital Plan is highly dependent on securing grant funding opportunities and potential long-term borrowing in later years. This reliance stems from inadequate asset reserves, which are currently insufficient to support the level of investment required to sustain existing service levels and manage infrastructure risks effectively.

Additionally, the operating budget reflects the impacts of increased service demands resulting from infrastructure upgrades and expansion projects. As new or enhanced assets come online, additional resources will be required to support their ongoing maintenance and operational needs, ensuring the Town continues to provide reliable and high-quality services to the community.

		2025		2026		2027		2028		2029		Total
General Fund Capital Budget												
Infrastructure Renewal												
Transportation	\$	420,000	\$	1,924,000	\$	3,950,000	\$	2,600,000	\$	830,000	\$	9,724,000
Drainage		3,316,000		1,280,000		600,000		900,000		100,000		6,196,000
Facilities		792,000		695,000		6,300,000		6,550,000		560,000		14,897,000
Parks and Trails		1,617,000		30,000		150,000		120,000		-		1,917,000
Airport		4,600,000		-		-		-		80,000		4,680,000
Vehicles and Equipment		1,167,000		2,549,000		980,000		802,000		470,000		5,968,000
Work in Progress		838,700		-		-		-		-		838,700
	\$	12,750,700	\$	6,478,000	\$	11,980,000	\$	10,972,000	\$	2,040,000	\$	44,220,700
Funding Source												
Asset Investment Reserve	\$	5.000	\$	_	\$	<u>-</u>	\$	-	\$	<u>-</u>	\$	5.000
Asset Replacement Reserve	Ψ	3,294,700	Ψ	1.724.000	Ψ	1.880.000	Ψ	1.672.000	Ψ	2.040.000	Ψ	10,610,700
		800,000		150,000		750,000		1,072,000		2,040,000		, ,
Community Growth Fund		,				,		650,000		-		1,700,000
Grant - Community Works (Gas Tax)		655,000		30,000		1,370,000		650,000		-		2,705,000
Community Amenity Contributions		500,000		- 0.400.000				0.500.000		-		500,000
Grants and Partnerships		7,096,000		2,122,000		2,580,000		2,500,000		-		14,298,000
Water Infrastructure Reserve		240,000		-		-		-		-		240,000
Grant - Capacity Funding Local Govern		60,000						-		-		60,000
DCC's Highways		100,000		602,000		250,000		-		-		952,000
DCC's Drainage		-		150,000		150,000		150,000		-		450,000
External Borrowing		-		1,700,000		5,000,000		6,000,000		-		12,700,000
	\$	12,750,700	\$	6,478,000	\$	11,980,000	\$	10,972,000	\$	2,040,000	\$	44,220,700
Information the marking and Francisco												
Infrastructure Upgrading and Expans		222.222		0.450.000		5 000 000		222.222				40.750.000
Transportation	\$	200,000	\$	2,150,000	\$	5,600,000	\$	600,000	\$	2,200,000	\$	10,750,000
Drainage Facilities		4 005 000		-		400.000		-		2,295,000		2,295,000
Parks and Trails		1,285,000		950,000		100,000		600,000		-		2,935,000
Airport		40,000 160.000		200,000		-		650,000 -		-		890,000 160,000
Vehicles and Equipment		32,000		75,000		-		-		-		107,000
Work in Progress		827,000		75,000		-		-		-		107,000
	\$	2,544,000	\$	3,375,000	\$	5,700,000	\$	1,850,000	\$	4,495,000	\$	17,137,000
Funding Source												
Asset Investment Reserve	\$	1,579,000	\$	255,000	\$	150,000	\$	230,000	\$	495,000	\$	2,709,000
	\$	1,579,000	\$	255,000 100,000	\$	150,000	\$	230,000	\$	495,000 -	\$	2,709,000 100,000
Asset Investment Reserve	\$	1,579,000 - 250,000	\$,	\$	150,000 - 100,000	\$	230,000 - 600,000	\$	495,000 - -	\$,,
Asset Investment Reserve Asset Replacement Reserve	\$	-	\$	100,000	\$	-	\$	-	\$	-	\$	100,000
Asset Investment Reserve Asset Replacement Reserve Communty Growth Fund	\$	250,000	\$	100,000	\$	-	\$	-	\$	-	\$	100,000 1,485,000
Asset Investment Reserve Asset Replacement Reserve Communty Growth Fund Grant - Community Works (Gas Tax)	\$	250,000 160,000	\$	100,000 535,000 -	\$	100,000	\$	600,000	\$	- - -	\$	100,000 1,485,000 160,000
Asset Investment Reserve Asset Replacement Reserve Communty Growth Fund Grant - Community Works (Gas Tax) Grants and Partnerships	\$	250,000 160,000	\$	100,000 535,000 - 960,000	\$	100,000	\$	600,000 - 650,000	\$	- - -	\$	100,000 1,485,000 160,000 9,702,500
Asset Investment Reserve Asset Replacement Reserve Communty Growth Fund Grant - Community Works (Gas Tax) Grants and Partnerships DCC's Parkland	\$	250,000 160,000	\$	100,000 535,000 - 960,000 125,000	\$	100,000 - 3,950,000	\$	600,000 - 650,000 220,000	\$	- - 3,612,500 -	\$	100,000 1,485,000 160,000 9,702,500 345,000
Asset Investment Reserve Asset Replacement Reserve Communty Growth Fund Grant - Community Works (Gas Tax) Grants and Partnerships DCC's Parkland External Borrowing	\$	250,000 160,000 530,000	\$	100,000 535,000 - 960,000 125,000 1,400,000	\$	100,000 - 3,950,000	\$	600,000 650,000 220,000 150,000	\$	- - 3,612,500 -	\$	100,000 1,485,000 160,000 9,702,500 345,000 3,437,500
Asset Investment Reserve Asset Replacement Reserve Communty Growth Fund Grant - Community Works (Gas Tax) Grants and Partnerships DCC's Parkland External Borrowing		250,000 160,000 530,000 - 25,000		100,000 535,000 - 960,000 125,000 1,400,000		100,000 - 3,950,000 - 1,500,000		600,000 - 650,000 220,000 150,000		3,612,500 387,500		100,000 1,485,000 160,000 9,702,500 345,000 3,437,500 25,000

TRANSPORTATION

The road system is valued at a replacement cost of \$85 million and infrastructure replacement is guided primarily by the Pavement Management System, the Community Transportation Plan and Council decision making during the Budget process. These tools ensure that the transportation investments are aligned with long-term sustainability, safety, and community growth objectives.

The 2025-2029 Financial Plan outlines an ambitious capital program featuring several key transportation projects, including;

- Repaving & traffic calming on Highway 19 from Memorial Avenue to Crescent Road West
- Full road reconstruction on Primrose Street, from Fern Road to Second Avenue.
- Roundabout construction on Highway 19A at Village Way.
- · Safety improvements on Village Way near Kwalikum Secondary School.

Given the significant investment required for these projects, the Town will actively pursue grant opportunities and external funding before moving forward. With limited internal funding resources, project timelines and priorities may need to be reassessed based on the availability of external support. This flexible approach ensures that critical transportation improvements process in a fiscally responsible manner, balancing community needs with financial sustainability.

Transportation Capital Budget					
	2025	2026	2027	2028	2029
Infrastructure Renewal					
Projects					
Paving Management Plan Hwy 19A - Memorial to Crescent Road West Repaving and Traffic Calming - Grant Dependent (67%)	\$ 100,000	\$ 1,824,000	\$ 3,850,000	\$ -	\$ -
Paving - 2025 Beach Rd (Fern to 2nd) & East Village Lane	220,000	-	-	-	630,000
Primrose St. (Fern to 2nd) Downtown Revitalization - Full Street Reconstruction & Undergrounding Grant Dependent	-	-	-	2,500,000	-
Butterball Slope Stabilization	-	-	-	-	100,000
Capital Projects Contingency	100,000	100,000	100,000	100,000	100,000
	\$ 420,000	\$ 1,924,000	\$ 3,950,000	\$ 2,600,000	\$ 830,000
Funding Source					
Asset Replacement Reserve	\$ 320,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 830,000
DCC's Highways	100,000	300,000	250,000	-	-
Grant - Community Works (Gas Tax)	-	-	880,000	-	-
Grants and Partnerships	-	1,524,000	2,720,000	2,500,000	-
Total Funding	\$ 420,000	\$ 1,924,000	\$ 3,950,000	\$ 2,600,000	\$ 830,000

Transportation Capital Budget					
	2025	2026	2027	2028	2029
Upgrading and Expansion					
Projects					
Accessibility Improvements	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Community Transportation Plan Smaller Initiatives Implementation	100,000	100,000	100,000	150,000	150,000
Roundabout on 19A at Village Way - Grant & Debt Dependent	-	100,000	5,200,000	-	-
Village Way at KSS Community Transportation Plan improvements - Grant & Debt Dependent	-	328,000	-	-	-
Highway 19 Entrance Sign - Grant Dependent	-	-	250,000	-	-
Multiple Entrance Signage Design and Replacement - Grant Dependent	-	-	-	250,000	-
East Village Phase 3 - Grant & Debt Dependent	-	-	-	150,000	2,000,000
	\$ 150,000	\$ 578,000	\$ 5,600,000	\$ 600,000	\$ 2,200,000
Funding Source					
Asset Investment Reserve	\$ 150,000	\$ 150,000	\$ 150,000	\$ 200,000	\$ 200,000
Asset Replacement Reserve	-	231,000	-	-	-
External Borrowing	-	-	1,500,000	150,000	387,500
Grants and Partnerships	-	197,000	3,950,000	250,000	1,612,500
Total Funding	\$ 150,000	\$ 578,000	\$ 5,600,000	\$ 600,000	\$ 2,200,000
Total Transportation Projects	 570,000	\$ 2,502,000	\$ 9,550,000	\$ 3,200,000	\$ 3,030,000

DRAINAGE

The drainage system includes 49.1 km of storm mains, 9.5 km of culverts, 1600 catch basins, 915 maintenance holes, 6.9 km of catch basins and service laterals, and 40 km of open ditches. The drainage system has an approximate replacement cost of \$40 million, underscoring the importance of ongoing maintenance and strategic investments to ensure long-term resilience and functionality.

For the 2025 fiscal year, a key focus is on the Seacrest Slope Stabilization and Road Replacement project. This project addresses a high-risk, failing slope that poses a serious threat to public safety and critical infrastructure. The affected slope, along with the roadway built to Ministry of Transportation standards from several decades ago, was incorporated into the Town's boundaries in 1991. The slope instability not only jeopardizes the road but also threatens underground utilities, including water, storm, and sanitary sewer systems.

The failing slope is located directly above 26 homes, whose residents rely on this road for safe access to their neighbourhood. Timely intervention is essential to prevent potential utility failures and ensure the continued safety and accessibility of the area.

Drainage Capital Budget					
	2025	2026	2027	2028	2029
Infrastructure Renewal					
Projects					
Seacrest Rd Replacement - Slope Stabilization - Grant Project	\$ 2,581,000	\$ -	\$ -	\$ -	\$ -
Eaglecrest Drive Storm Main Replacement - Grant Dependent	100,000	450,000	-	-	-
Re-Line Hoylake Rd West Culvert Near Entrance to Grandon Creek Strata	35,000	-	-	-	-
Upsize Pipe and Abandon Old CSP Ravine Infill - Village Way at Schoolhouse Ck	250,000	-	-	-	-
Schoolhouse Creek Tributary Creek Restoration - (Design Funded from Reserve, Works Grant Dependent)	130,000	700,000	-	-	-
Master Drainage Plan	120,000	-	-	-	-
Trio Lane Outlet	-	100,000	-	-	-
Drainage Replacement & Improvements Plan Downstream Improvements for Density Bill 44	-	150,000	150,000	150,000	-
Grandon Creek Confluence	-	-	-	650,000	-
Drainage contingency	 100,000	100,000	100,000	100,000	100,000
	\$ 3,316,000	\$ 1,500,000	\$ 250,000	\$ 900,000	\$ 100,000
Funding Source					
Asset Replacement Reserve	\$ 365,000	\$ 200,000	\$ 100,000	\$ 300,000	\$ 100,000
DCC's Drainage	-	150,000	150,000	150,000	-
DCC's Highways	231,000	-	-	-	-
Grant - Capacity Funding Local Government Housing Initiatives	60,000	-	-	-	-
Grant - Community Works (Gas Tax)	1,470,000	-	-	450,000	-
Grants and Partnerships	250,000	1,150,000	-	-	-
Community Growth Fund	700,000	-	-	-	-
Water Infrastructure Reserve	240,000	-	-	-	-
Total Funding	\$ 3,316,000	\$ 1,500,000	\$ 250,000	\$ 900,000	\$ 100,000

Drainage Capital Budget					
	2025	2026	2027	2028	2029
Upgrading and Expansion					
Projects					
Foreshore Storm Drain Outfall Protection Program	\$ -	\$ -	\$ -	\$ -	\$ 295,000
Hoylake Rd Detention Pond - Grant Dependent	-	-	-	-	2,000,000
	\$ -	\$ -	\$ -	\$ -	\$ 2,295,000
Funding Source					
Asset Investment Reserve	\$ -	\$ -	\$ -	\$ -	\$ 295,000
Grants and Partnerships	-	-	-	-	2,000,000
Total Funding	\$ -	\$ -	\$ -	\$ -	\$ 2,295,000
Total Drainage Projects	\$ 3,316,000	\$ 1,500,000	\$ 250,000	\$ 900,000	\$ 2,395,000



FACILITIES

The Town of Qualicum Beach manages 60 facilities that support the essential functions of local government, municipal operations, and public safety. These facilities, with an estimated replacement cost of \$46 million, include key structures such as:

- Town Hall
- Fire Hall
- Civic Centre
- Airport Terminal Building
- Train Station
- Public Works Buildings and Yard
- The Old School House (TOSH) Arts Centre
- Parks Buildings and Yard.

A comprehensive Facilities Condition Assessment completed in 2022 serves as the foundation for a structured repair and investment program spanning 2025 to 2029. Project prioritization is guided by the condition assessment data and influenced by available funding constraints. This data is also integrated into the Town's broader Asset Replacement Financing Plan and Strategy, ensuring a coordinated and sustainable approach to capital investments.

Over the next five years, approximately \$1.5 million in renewal investments will be directed toward a combination of small building repairs, renovations, and the Modernization of Operations Facilities. These upgrades will enhance the efficiency, safety, and longevity of the Town's infrastructure.

A significant focus for the 2025–2029 period is the redevelopment of the Bus Garage area, recognized as a valuable community asset. Planned investments may include: reconfiguration of vehicular access and pedestrian pathways; construction of temporary and permanent parking; development of a public square or plaza; and landscaping improvements. These projects aim to improve functionality while enhancing public spaces for community use.

		0005		0000		0007		0000		0000
		2025		2026		2027		2028		2029
Infrastructure Renewal			_		_				_	
Projects										
Storage Building Parks Yard & Drying Room Parks Yard Extension	\$	225,000	\$	-	\$	-	\$	-	\$	
General Facilities Maintenance -Town Owned Facilities		467,000		545,000		550,000		550,000		560,000
Operations Workplace Modernization - Grant & Debt Dependent		100,000		150,000		5,750,000		6,000,000		-
	\$	792,000	\$	695,000	\$	6,300,000	\$	6,550,000	\$	560,000
Funding Source										
Asset Replacement Reserve	\$	692,000	\$	545,000	\$	550,000	\$	550,000	\$	560,000
Communty Growth Fund		100,000		150,000		750,000		-		-
External Borrowing		-		-		5,000,000		6,000,000		-
Total Funding	\$	792,000	\$	695,000	\$	6,300,000	\$	6,550,000	\$	560,000
Upgrading and Expansion										
Projects										
Bus Garage Site Planning/Public Engagement and Subsequent Construction	\$	1,000,000	\$	100,000	\$	100,000	\$	600,000	\$	-
Saahtlam Park Washrooms, Playground and Food Truck Services - <i>Community Growth Fund</i>		250,000		350,000		-		-		-
Public Works Automatic Security Gate		35,000		-		-		-		-
New Visitor Information Centre Public Washroom - <i>Grant</i> Dependent		-		500,000		-		-		-
	\$	1,285,000	\$	950,000	\$	100,000	\$	600,000	\$	
Funding Source										
Asset Investment Reserve	\$	1,035,000	\$	-	\$	-	\$	-	\$	
Communty Growth Fund		250,000		450,000		100,000		600,000		-
DCC's Parkland		-		125,000		-		-		-
Grants and Partnerships		-		375,000		-		-		
	Φ.	1,285,000	\$	950,000	\$	100,000	\$	600,000	\$	
Total Funding .	\$	1,265,000	φ	930,000	Ψ	100,000	Ψ	000,000	Ψ	

PARKS AND TRAILS

The Town's parks system encompasses a diverse inventory of over 280 hectares of green space and recreational forest areas, providing vital amenities for residents and visitors alike. Key features of the parks system include:

- Seaside Nature Park
- · Community Parks with ball diamonds, soccer pitches, and cricket pitches
- Playgrounds at Community Park and Christleton Park
- BMX Park and Skate Park
- Tennis courts
- Off-leash dog parks.

These spaces contribute to the community's health, well-being, and environmental sustainability, offering a range of recreational and social opportunities.

The 2025 budget prioritizes the replacement of the Skatepark, which was originally constructed 25 years ago and has now reached the end of its useful life. The reconstruction project will not only provide a modernized facility for skatepark users but also deliver broader community benefits, including improved public safety and connectivity by opening up sightlines to the skatepark from the Civic Centre parking lot. Accessible connections are also created from the Civic Centre parking lot to the playing field area, utilizing and enhancing the existing informal pathway on-site. A multipurpose seating area at the park's highest point will also serve both skatepark users and spectators of the adjacent playing fields

These enhancements are designed to create a more inclusive, safe, and engaging space for all park visitors, supporting the Town's long-term vision for accessible and sustainable recreational infrastructure.



Parks and Trails Capital Budget		2025		2020		2027		2020		2022
		2025		2026		2027		2028		2029
Infrastructure Renewal										
Projects										
Judges Row "Staircase Replacement"	\$	27,000	\$	-	\$	-	\$	-	\$	
New Fence Around "Off Leash Dog Park" Garden Rd.		30,000		-		-		-		-
Skate Park		1,500,000		-		-		-		-
Tennis Courts Resurfacing - Veterans Way		60,000		-		-		-		-
Street Banner Replacement		-		30,000		30,000		-		-
Trail Reconstruction		-		-		120,000		120,000		-
	\$	1,617,000	\$	30,000	\$	150,000	\$	120,000	\$	
Funding Source										
Asset Replacement Reserve	\$	117,000	\$	30,000	\$	150,000	\$	120,000	\$	
Community Amenity Contributions		500,000		-		-		-		-
Communty Growth Fund		700,000		-		-		-		
Grants and Partnerships		300,000		-		-		-		
Total Funding	\$	1,617,000	\$	30,000	\$	150,000	\$	120,000	\$	
Upgrading and Expansion Projects Constant at Mamarial Ave and Bailway St	¢	40,000	¢		¢.		¢		Ф.	
Cenotaph at Memorial Ave and Railway St	\$	40,000	\$	-	\$	-	\$	-	\$	
Pickle Ball Courts - <i>Pickleball Assoc. Contribution</i> Dependent		-		170,000		-		-		-
Bike Racks on Waterfront		-		15,000		-		-		•
Split Rail Fence - Heritage Forest		-		15,000		-		-		-
Community Gardens		-		-		-		30,000		-
New Facility to Support Community Park Users - <i>Grant</i> Dependent		-		-		-		620,000		-
	\$	40,000	\$	200,000	\$	-	\$	650,000	\$	
Funding Source										
Asset Investment Reserve	\$	40,000	\$	30,000	\$	-	\$	30,000	\$	
Communty Growth Fund		-		85,000		-		-		
DCC's Parkland		-		-		-		220,000		
Grants and Partnerships		-		85,000		-		400,000		
Total Funding	\$	40,000	\$	200,000	\$	-	\$	650,000	\$	
Total Parks and Trails Projects		1,657,000	¢	230,000	¢	150,000	¢	770,000	\$	
TOTAL FAINS AND TRAIS FROJECTS	φ	1,007,000	φ	230,000	φ	130,000	φ	770,000	φ	

VEHICLES AND EQUIPMENT

A fleet of over 85 vehicles and equipment that are used by Administration, Operations, Utilities and Public Safety has an estimated replacement value of \$9 million. Average annual reserve fund investment of approximately \$1 million is required to renew on a life-cycle basis (based on "like for like" replacement).

		2025		2026		2027		2028		2029
Infrastructure Renewal										
Projects										
Equipment and Vehicle Replacement Program	\$	752,000	\$	746,000	\$	745,000	\$	702,000	\$	470,00
Public Works Fuel System		340,000		-		-		-		
CCTV Replacement and New Addition		33,000		-		-		-		
Town Hall 2F North East Large Printer Replacement		20,000		-		-		-		
Metal Lathe and Press/Shear/Break for Public Works Shop		12,000		-		-		-		
Castors for Front Plows		10,000		-		10,000		-		
Fire Department Tender Apparatus Replacement (T53)		-		1,700,000		-		-		
Town Server Replacement/Upgrade		-		68,000		-		-		
Phone Systems with Microsoft Teams Phone System Migration (Operator Connect)		-		35,000		-		-		
SCBA Cylinder and Mask Replacement		-		-		160,000		-		
Fire Rescue Lifting Bags		-		-		65,000		-		
Fire Department Command Truck Replacement (C59)		-		-		-		100,000		
	\$	1,167,000	\$	2,549,000	\$	980,000	\$	802,000	\$	470,00
Funding Source	•	5.000	•		•		•		•	
Asset Investment Reserve	\$	5,000	\$	-	\$	-	\$	-	\$	470.00
Asset Replacement Reserve		1,072,000		849,000		980,000		802,000		470,00
External Borrowing		90,000		1,700,000		-		-		
Grant - Community Works (Gas Tax) Total Funding		1,167,000	\$	2,549,000	\$	980,000	\$	802,000	\$	470,00
Total Fulluling	Ψ_	1,107,000	Ψ	2,049,000	Ψ	300,000	Ψ	002,000	Ψ	470,00
Upgrading and Expansion										
Projects										
Town Network Redundancy Enhancement for Emergency	\$	32,000	\$	-	\$	-	\$	-	\$	
Raymo Remote Mower		-		60,000		-		-		
Emergency Traffic Control Trailer		-		15,000		-		-		
	\$	32,000	\$	75,000	\$	-	\$	-	\$	
Funding Source										
Asset Investment Reserve	\$	32,000	\$	75,000	\$	_	\$	_	\$	
Total Funding	\$	32,000	\$	75,000	\$	-	\$	-	\$	
Total Vehicles and Equipment	\$	1,199,000	\$	2,624,000	\$	980,000	\$	802,000	\$	470,00

AIRPORT

Airport infrastructure includes a 1,087 metres long, 23 metres wide runway with six taxiways (one private) and two aprons, 24-hour parking, an Airport terminal, a full-service restaurant and the sale of Avgas and Jet A fuel.

Airport Capital Budget							
	2025	2026		2027		2028	2029
Infrastructure Renewal							
Projects							
Airport Operations Hanger Washroom and Office Improvements	\$ 15,000	\$	- \$		- \$	-	\$ -
Runway, Taxi way, Apron Asphalt Overlay - <i>Grant Dependent</i>	3,687,000	-		-		-	-
Loader/Snow Blower (Airport) - <i>Grant</i> Dependent	898,000	-		-		-	-
Airport Paving	-	-		-		-	80,000
	\$ 4,600,000	\$	- \$		- \$	-	\$ 80,000
Funding Source							
Asset Replacement Reserve	\$ 145,000	\$	- \$		- \$	-	\$ 80,000
Grants and Partnerships	4,455,000	-		-		-	-
Total Funding	\$ 4,600,000	\$ -	\$	-	\$	-	\$ 80,000
Total Airport Projects	\$ 4,600,000	\$ -	\$	-	\$	-	\$ 80,000

WORK IN PROGRESS

Work in Progress Capital includes projects approved and started in 2024 that will be completed in 2025.

Work in Progress Capital Budget											
		2025		2026		2027		2028			2029
Infrastructure Renewal											
Transportation											
Beach Creek/E. Crescent Culvert Replacement (2024)	\$	5,000	\$		-	\$	-	\$	-	\$	-
Grandon Creek Confluence - Engineering (2024)		25,000			-		-		-		-
Bay Street Slope Stabilization (2024)		512,000			-		-		-		-
Paving Management Program (2024)		5,000			-		-		-		-
Seacrest Rd Replacement - Engineering (2024)		30,000			-		-		-		-
Unit 17 Ford F450 replacement, Hook Truck (2024)		220,000			-		-		-		-
Facilities											
General facilities maintenance for all Town owned facilities (2024)		41,700			-		-		-		-
	\$	838,700	\$		-	\$	-	\$	-	\$	
Funding Source											
Asset Replacement Reserve	\$	833,700	\$		-	\$	-	\$	-	\$	
Community Works (Gas Tax)		5,000			-		-		-		-
Total Funding	\$	838,700	\$		-	\$	-	\$	-	\$	-
Upgrading and Expansion											
Transportation		_		_		_		_			
Waterfront Hwy 19A Ditch Infill / Bike Lane / Parking Management (2024)	\$	737,000	\$		-	\$	-	\$	-	\$	
Parks & Recreation											
Beach Creek Viewing Platform and Walkway Estuary (2024)		30,000			-		-		-		-
Vehicles & Equipment											
Server Room (File Room) Fire Suppression & Cooling Systems Installation (2024)		35,000			-		-		-		-
	\$	802,000	\$		-	\$	-	\$	-	\$	
Funding Source											
Asset Investment Reserve	\$	272,000	\$		_	\$		\$		\$	
Grants and Partnerships	<u> </u>	530,000	7		_	•	-	Ť	-	7	_
Total Funding	\$	802,000	\$		_	\$	-	\$	-	\$	-
			T			*		-		*	



GENERAL STATISTICS

	2024				2022		2021		2020
Population	9,303	3	9,303		9,303		9,303		8,943
Area in hectares:									
Land	179	8	1798		1798		1798		1798
Building Permits									
Number	7		101		109		129		97
Value	\$ 18,652,000) \$	46,678,000	\$	47,667,000	\$	32,406,000	\$	16,063,000
Comparative debt statistics:									
Debenture and other debt	2,723,476	6	3,697,489		2,308,809		1,851,746		2,314,682
Debt per capita	29	3	397		248		199		259
Tax rates for municipal purposes			I and Vancou	ıver	r Island Regio	onal	Library levie	es:	
(stated in dollars per \$1,000 of ass	sessed taxable va	lue)							
Residential	2.4099)	2.3080		2.3670		3.0660		3.0990
Utility	40.0000)	38.9463		39.9418		39.8812		39.8222
Light industry	6.1368	3	5.8778		6.0282		6.6469		-
Business & other	6.1368	3	5.8778		6.0282		6.6469		6.8867
Managed Forest	2.4099		2.3080		2.3670		1.5330		1.5495
Recreational/nonprofit	6.1368		5.8778		6.0282		6.6469		6.8867
Farm	2.4099)	2.3080		2.3670		1.5330		1.5495
Tax rates for school purposes:									
(stated in dollars per \$1,000 of ass	sessed taxable va	lue)							
Residential	1.1950)	1.1396		1.1770		1.4900		1.5370
Utility	12.1100)	12.5700		12.7200		12.8600		13.0300
Light industry	3.3900)	3.3300		3.5200		3.8600		-
Business & other	3.3900)	3.3300		3.5200		3.8600		1.1070
Managed Forest	1.8700)	1.9500		1.9000		1.9000		0.0001
Recreational/nonprofit	2.1100		1.9900		2.0300		2.3300		0.7844
Farm	7.1500)	7.2900		6.9800		6.9100		7.0500



TAXATION AND ASSESSMENTS

		2024	2023	2022	2021	2020
Comparative taxation statistics:						
Residential	\$	24,080,527	\$ 22,409,365	\$ 20,774,420	\$ 18,449,871	\$ 17,586,874
Utility		342,584	333,754	311,459	290,690	296,045
Light industry		3,310	2,839	2,874	1,396	=
Business & other		2,512,829	2,196,992	2,098,941	1,888,344	1,442,866
Managed Forest		1,897	1,638	1,405	1,195	689
Recreational/nonprofit		64,310	57,210	58,320	51,830	44,922
Farm		654	625	666	489	492
Water parcel tax		1,127,760	1,027,840	933,000	838,260	742,880
Sanitary sewer parcel tax		263,010	237,700	213,615	189,560	165,375
Local area service parcel tax		35,718				
RDN parks parcel tax				_	98,180	98,020
Total current taxes including school	-				•	
and other government levies	\$	28,432,599	\$ 26,267,963	\$ 24,394,700	\$ 21,809,815	\$ 20,378,163
Water user fees		1,810,469	2,022,995	1,631,220	1,572,101	1,209,705
Sanitary sewer user fees		757,163	761,616	713,945	658,485	604,419
Total Taxes and fees	\$	31,000,231	\$ 29,052,574	\$ 26,739,865	\$ 24,040,401	\$ 22,192,287
Taxes and fees per capita	\$	3,332	\$ 3,123	\$ 2,874	\$ 2,584	\$ 2,482
Assessment for general purposes (taxa Land Improvements	ible va	2,760,844,697 2,242,926,401	\$ 2,812,125,738 2,263,442,201	\$ 2,610,515,635 2,042,877,101	\$ 2,028,299,771 1,398,077,601	\$ 1,936,861,171 1,312,101,401
		5,003,771,098	5,075,567,939	4,653,392,736	3,426,377,372	3,248,962,572
Deduct						
Exempt land		(177,895,986)	(193,946,400)	(179,247,374)	(134,498,410)	(130,344,809)
Exempt improvements		(108,118,628)	(102,639,249)	(97,617,847)	(89,880,100)	(80,751,957)
	\$	4,717,756,484	\$ 4,778,982,290	\$ 4,376,527,515	\$ 3,201,998,862	\$ 3,037,865,806
Assessment per capita	\$	507,122.06	\$ 513,703.35	\$ 470,442.60	\$ 344,189.92	\$ 339,692.03
Assessment for school purposes	\$	4,702,621,131	\$ 4,767,060,680	\$ 4,354,368,142	\$ 3,188,588,722	\$ 3,025,107,216



PERMISSIVE TAX EXEMPTIONS

Town of Qualicum Beach Statement of Property Tax Exceptions - Bylaw 904 & 905

Legal Description	Civic Address	Organization	Value of Permissive Exemption	
			Total Municipal	
			Taxes	Portion
Lots 2 and 3, Plan 3414, District Lot 101A,	2945/2949 Island	Rotary Club of Qualicum	22,709	11,705
Newcastle Land District;	Highway West	Beach – Welch Park		•
Lot 6, Block 10, Plan 1894, District Lot 78,	211 Fern Road West	Rotary Club of Qualicum	7,618	3,928
Newcastle Land District;		Beach – Sunrise		
Lot 1, Plan 27288, District Lot 78,	250 First Avenue West	Kiwanis Housing	54,022	24,398
Newcastle Land District;		_		
That part of District Lots 58 and 59	136 Village Way West	Kiwanis Housing	6,064	2,738
Newcastle District shown on Plan		_		
EPP106404				
Lot A, Plan 8548, District Lot 78,	110 Second Avenue	Village Theatre	6,852	3,025
Newcastle Land District;	West			
Portion of District Lot 101 & 101A,	2711 Island Highway	Tourist Bureau	2,523	1,114
Newcastle Land District, SW PT NE of	West			
PL3868; SW PT NE of PL3868; REM SW PT;				
PT SW of RD; NE PT SW of RD;				
Portion of Lot B, Plan VIP58293, District	644 Memorial Avenue	Curling Rink	4,238	1,871
Lot 59 & 60, Newcastle Land District,				
Except Plan VIP59287;				
Portion of Lot 9, Plan 2047, District Lot 78,	665 Jones Street	Lawn Bowling Club	4,284	2,001
Newcastle Land District Except Plan				
27288, 42165, VIP55424, VIP60676;				
Portion of Lot A, District Lot 124, Nanoose	Lease A3 – 1000	Beaufort Squadron @	4,083	2,105
District, Plan 42657 Except That Part in	Ravensbourne Lane	Airport		
Plan 44330,				
Portion of Lot A, District Lot 124, Nanoose	Lease D1 – 1000	Arrowsmith Search and	9,979	4,406
District, Plan 42657 Except That Part in	Ravensbourne Lane	Rescue @ Airport		
Plan 44330,				
Lot A, Plan 16180, District Lot 57,	587 Beach Road	Museum	5,837	2,947
Newcastle Land District, Except PART IN				
PLAN 3022 RW;				
Lot 3&4, Plan 2005, Block 17, District Lot	181 Sunningdale Road	Blue Sphere Foundation	6,353	2,869
58, Land District 35,	West			
Lot A, Plan 9145, District Lot 63 and	469 Memorial Avenue	Qualicum Beach Memorial	55,998	27,501
remainder of Plan 1026, DL 57-62,		Golf Club		
Newcastle Land District;				
Lot 1, Plan 13424, District Lot 57,	210 Crescent Road	Valhalla - Hospice	24,120	10,649
Newcastle Land District;	West			
Lot A, Plan EPP115395, District Lot 78,	122 Fern Road West	TOSH Arts Centre	40,771	18,001
Newcastle Land District;				



Strata Lot 1, Plan VIS5454, District Lot 78,	703 Memorial Avenue	Qualicum Beach Seniors'	7,189	3,174
Newcastle Land District	703 Wellional Avenue	Activity Centre	7,103	3,174
Block 5, Plan 1894, DL 78, Newcastle Land	180 Veterans' Way	Royal Canadian Legion	13,556	6,569
District:	100 veterans way	Branch #76	13,330	0,303
Lot A, Plan VIP66629, District Lot 78 & 88,	E&N Railway	Island Corridor Foundation	24,539	13,126
Nanoose Land District, Nanoose and	Lanthanway	isiana comaci i canaation	2 1,555	10,120
Newcastle Districts Mile 99.13 to 100.114				
– portion of VIP 66629; PID 024-135-232				
Lot A, Plan VIP 66629, District Lot 78 & 88,	E&N Railway	Island Corridor Foundation	39,445	21,100
Nanoose Land District, & Newcastle Land	LON Nanway	Island Corndon Foundation	33,443	21,100
District except there out 0.21 acre lease –				
·				
see Folio 565-01163.100; Mile 100.14 to				
101.59 – portion of VIP66629 inside				
Qualicum Beach – located between				
Hollywood & First Avenue, VIP 70053-				
70058 73117-73120 – No Adj. E&N RW –				
Island Corridor Foundation				
Lot A, Plan VIP 68672, District Lot 52-78, Newcastle Land District EXCEPT PLAN	E&N Railway	Island Corridor Foundation	45,409	24,290
VIP74072-E & N R/W located in the Town-				
Mile 101.59 TO 103.297, VIP70059,70060,				
70115, 70118, 70119,				
70125,70332,70488, 73107-73116 – No				
Adj.				
District Lot 52-60, Nanoose Land District,	174 Railway Street	Island Corridor Foundation	5,240	2,315
VIA Rail Lease situated on E&N R/W, DL 52 to 60 Incl. & Part of DL 78 within the Town	Train Station			
of Qualicum Beach				
Portion of Lot 1-4, Lot 9-11, Block 2, Plan	3319 Island Hwy West	St. Andrews Lodge	4,275	1,930
VIP3938, District Lot 17, Newcastle Land		Historical & Cultural		
District. PID 006-131-531, 006-131-557,		Society		
006-131-565, 006-131-573, 006-131-603,				
006-131-620, 006-131-646, 000-238-449, 000-238-457, 000-238-473, 000-238-481.				
Lot 1, Plan 2080, District Lot 78, Newcastle	330 Dorset Rd	Into the Woods Early	27,359	14,107
Land District;		Learning Childcare Society	,	, -
Lot A, Plan 19140, District Lot 78,	591 Arbutus Street	Church of Jesus Christ of	1,805	931
Newcastle Land District;	33171134143 311 661	Latter-Day Saints	1,003	331
Lot 12, Block 5, Plan 1835, District Lot 53,	423 First Avenue West	Jehovah's Witnesses	11,164	5,757
Newcastle Land District;	723 First Avenue West	Jenovan 3 Willesses	11,104	3,131
·	120 Hoylaka Baad	Ct Mark's Anglisen Church	7 270	2 005
Lot A, Plan 50661, District Lot 58/59,	138 Hoylake Road	St. Mark's Anglican Church	7,379	3,805
Newcastle Land District;	West	Ch Chamberda Hatterd	2.440	1 774
Lot A, VIP58293, District Lot 60, Newcastle	150 Village Way	St. Stephen's United	3,440	1,774
Land District;	005 1 (11)	Church	40.000	0.7
Lot 1, Plan 13066, District Lot 122,	825 Village Way	Christian Fellowship Centre	18,898	9,744
Nanoose Land District;				
Plan VIP59287, District Lot 57 & 58,	600 Beach Road	Qualicum Community	7,858	4,052
Newcastle Land District, those parts		Baptist Church		
shown as "Road to be Closed";	1		1	



GLOSSARY

Accounting surplus: An accounting surplus is revenues less expenses. It does not include expenditures made for capital, expenditures on debt principal, or transfers to or from reserves. Local governments may not budget for a deficit or surplus. See the definition of a balanced budget.

Accrual: An accounting method which measures the financial performance and position of an organization by recognizing economic events when they happen, regardless of when the related cash actually changes hands. For instance, revenue is recognized in the financial statements when earned, not when received.

Accumulated surplus: The accumulated surplus is a pool of accumulated funds resulting from all historical budgetary surpluses. Budgetary surpluses result in funds remaining in accumulated surplus (unappropriated) or transferred to reserve (appropriated).

Appropriated: When a fund is appropriated, it is subject to certain restrictions with respect to use.

Asset: Anything owned that has monetary value plus any money owed.

Asset Improvement Plan: This term is used interchangeably with "Capital Program" or "Capital Plan".

Balanced budget: A financial plan where current revenue, including transfers from Operating Reserves, equals current operating expenditures.

Capital asset: General capital assets are those in excess of \$10,000 with a useful life of two or more years (e.g., land or buildings).

Capital budget: A financial plan outlining projected expenditures on capital assets during a given fiscal period.



Capital project: Creation or improvement of infrastructure assets.

Capital expenditure: The expenditure of monies for the purchase or construction of a capital asset.

Carbon footprint: Amount of carbon dioxide (CO2e) that is emitted.

Community Charter: The provincial legislation governing local governments. This legislation replaced the *Local Government Act* in 2003.

Council: The five Councillors, including the Mayor, elected at large that represent the Municipality.

Deferred revenue: Refers to payments received in advance for services which have not yet been performed. The most common form of deferred revenue in municipal accounting consists of Development Cost Charges which are advanced payments for future capital services needed as a result of growth.

Development Cost Charge (DCC): A fee paid by a developer to help fund costs related to developing a property. Often these fees are used for parks and streets, and for infrastructure used to provide water, sanitary sewer and storm drainage services.

Development Permit: A permit that allows development of a property subject to certain conditions as detailed in the Official Community Plan.

Fee: A fee is a charge to recover the cost of providing a service.

Financial Plan: This term is used interchangeably with "budget".

Full-Time Equivalent (FTE) staff: A statistic used to compare staffing levels between departments or organizations and is calculated by dividing the total number of hours one full-time staff member is scheduled to work in a year.

Fund: A pool of money normally set apart for a specific purpose.

Fund balance: The excess of assets over liabilities in a fund.

Green House Gases (GHG): GHGs are gases generated from fossil fuel burning, released into the atmosphere and linked to climate change.

Grant funds: Given to an organization from another organization (senior government to local government) which may have conditions attached to it and require specific spending to occur, or goal to be accomplished in order to retain the funds.

Infrastructure: Physical structures that form the foundation for development such as sanitary sewer and water works, drains, transit and transportation facilities, buildings, playgrounds and communications.

Key indicators: Measures used to provide a snapshot of activity and service levels in each department.

Liability: A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honoured by that entity.



Municipal Finance Authority (MFA): The Municipal Finance Authority of British Columbia (MFA) was created in 1970 to contribute to the financial wellbeing of local governments throughout British Columbia. The MFA pools the borrowing and investment needs of British Columbia communities through a collective structure and is able to provide a range of low cost and flexible financial services to clients equally, regardless of the size of the community.

New Construction Taxation Revenue: Taxation revenue that results from taxable land or buildings that were not subject to taxes in the previous year. For example, newly built taxable buildings, previously exempt taxable property, newly subdivided land, or valuation increase due to zoning amendments.

Official Community Plan: Under the *Local Government Act* Section 875, an OCP is a statement of objectives and policies to guide decisions on planning and land use management, within the area covered by the plan, respecting the purposes of local government.

Operating costs: Expenses which are related to the operation of a business, or related device, component, piece of equipment or facility.

Revenue: Income from taxation, grants, services and fees.

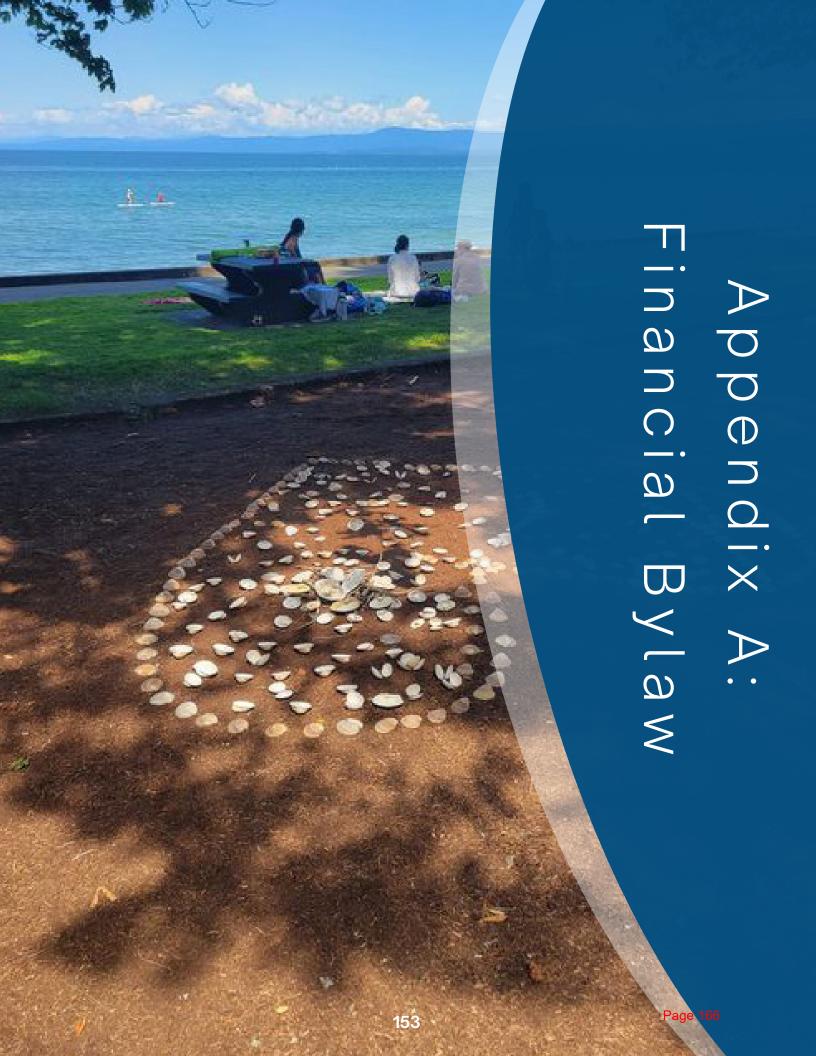
Request For Proposal (RFP): A Request For Proposal is issued at an early stage in a procurement process, where an invitation is presented for suppliers to submit a proposal on a commodity or service.

Service plans: These plans depict the operating costs/revenues and related performance measures of a department.

Statement of Financial Information (SOFI): The SOFI is a financial statement prepared pursuant to the *Financial Information Act*. The SOFI contains audited financial statements as well as other mandated schedules including the schedule of remuneration and expenses and the schedule showing payments made for the provision of goods or services.

Special initiatives: One-time operating projects that are outside the normal course of work performed by staff.

Sustainable infrastructure replacement funding: this refers to the annual funding that is required so an asset can be replaced at the end of its useful life without borrowing.



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