

Notice & Agenda for the 10:00 a.m. Wednesday, February 25, 2026, 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 THAT Council adopts the February 25, 2026, special Council meeting agenda.

2-173 2. 2026-2030 Financial Plan Bylaw

Staff Recommendations:

1. **THAT** the Bylaw entitled "Town of Qualicum Beach 2026-2030 Financial Plan Bylaw No. 921, 2026" be introduced and given first reading.

2. **THAT** the Bylaw entitled "Town of Qualicum Beach 2026-2030 Financial Plan Bylaw No. 921, 2026" be given second reading.

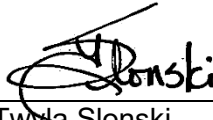
3. PUBLIC INPUT OPPORTUNITY

4. ADJOURNMENT

THAT Council adjourns the meeting.

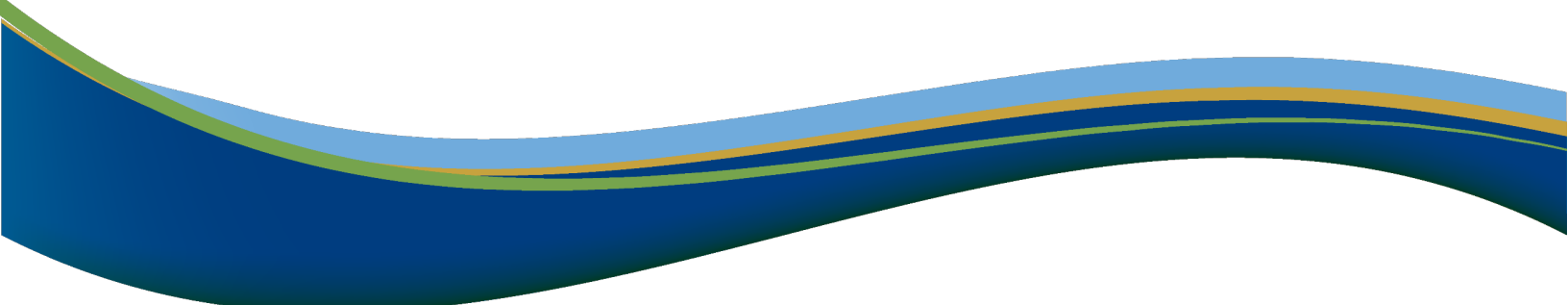
NEXT SCHEDULED

REGULAR COUNCIL MEETING: Wednesday, March 4, 2026, at 10:00 am



Twyla Slonski

Interim Deputy Director of Corporate Services



TOWN OF QUALICUM BEACH

MEMORANDUM

TO: Lou Varela, Chief Administrative Officer

FOR: Special Council Meeting

DATE: February 25, 2026

FROM: Raj Hayre, Director of Finance

SUBJECT: First and Second Readings of “Town of Qualicum Beach Financial Plan 2026-2030 Bylaw No. 921, 2026”

GOVERNANCE DECISION

That Council consider first and second readings of the “Town of Qualicum Beach 2026–2030 Financial Plan Bylaw No. 921, 2026”. The proposed Bylaw reflects Council direction to prepare the “Town of Qualicum Beach 2026-2030 Financial Plan Bylaw No. 921, 2026” incorporating a targeted maximum increase of 6.5% in additional taxation revenue compared to the prior year.

RECOMMENDATIONS:

1. THAT the “Town of Qualicum Beach 2026-2030 Financial Plan Bylaw No. 921, 2026” be introduced and read a first time.
 2. THAT the “Town of Qualicum Beach 2026-2030 Financial Plan Bylaw No. 921, 2026” be read a second time.
-

PURPOSE

The purpose of this Report is to introduce the “Town of Qualicum Beach 2026-2030 Financial Plan Bylaw No. 921, 2026” (Attachment 1) and to request Council to consider first and second readings of the Bylaw. This Bylaw reflects the *Draft 2026-2030 Financial Plan* (Budget Book) (Attachment 2).

BACKGROUND

Section 165 of the *Community Charter* requires that each municipality has a Five-Year Financial Plan authorized by bylaw. The Town’s Financial Plan Bylaw must be approved by Council prior to the adoption of the Annual Property Tax Bylaw, which must be approved by May 15 of each year.

Based on the Town's scheduled Council Meetings, the "Town of Qualicum Beach 2026 – 2030 Financial Plan Bylaw No. 921, 2026" is anticipated to be finalized as follows:

Wednesday, February 25, 2026	First and Second Readings
Wednesday, March 25, 2026	Third Reading
Wednesday, April 1, 2026	Adoption

The "Town of Qualicum Beach 2026 – 2030 Financial Plan Bylaw No. 921, 2026" includes both the operating and capital budgets for the General Fund, Water Fund and Sewer Fund. The Bylaw shows the source of funds aligned with the use of funds. The *Draft 2026-2030 Financial Plan* (Budget Book) provides details on the resources required to continue providing sustainable services to residents, in addition to implementing Council's Strategic Initiatives. It is developed based upon:

1. Council's Focus Areas, Strategic Initiatives, Asset Management (Five-Year Capital) Plan and the responsibility of delivering municipal services efficiently.
2. The *Draft 2026 - 2030 Financial Plan* (Budget Book). The resource requirements that are included in the Budget Book were included in the February 11, 2026 staff Report titled "2026-2030 Draft Financial Plan – Council Direction" and reviewed with Council at the February 11, 2026 regular Council meeting.
3. Council's direction on February 11, 2026, for staff to prepare the 2026-2030 Financial Plan Bylaw incorporating a targeted maximum increase of 6.5% in additional taxation revenue compared to the prior year. [Res. No. 26-038]
4. Council's direction on December 17, 2025, for staff to reinstate the contribution to the Strategic Initiatives Reserve in the amount of \$250,000 in fiscals 2026 to 2030. [Res. No. 25-338]
5. Council's direction on December 17, 2025, for staff to include an increase equivalent to 1.3% of the previous year's taxation revenue to the Asset Replacement Reserve Fund. [Res. No. 25-345]
6. Council's direction on December 17, 2025, for staff to include an increase of \$50,000 in 2026 and in each subsequent year to increase the annual contribution to the Asset Investment Reserve.[Res. No. 25-346]

Capital projects included in the "Town of Qualicum Beach 2026 – 2030 Financial Plan Bylaw No. 921, 2026" are funded from a variety of sources including: asset reserves, community amenity contributions, development cost charges, anticipated government grants, projected land sales, external borrowing and other contributions.

The Town uses specific funds (General Fund, Water Fund, Sewer Fund) to account for its revenues and expenditures. Property taxes are determined in the General Fund. The objective for the 2026 budget, and the "Town of Qualicum Beach 2026-2030 Financial Plan Bylaw No. 921, 2026" has been to balance taxation increase with desired service levels by incorporating efficiencies in revenues and expenditures.

DISCUSSION

The following key priorities have guided the Town's financial planning and resource allocation for 2026, and are reflected in the proposed 2026-2030 Draft Financial Plan.

Municipal Operations:

1. Workforce Planning – Additional Staff Resourcing

- Existing Services – Parks Department: Additional resources to support volunteer activities equivalent to 0.1 FTE. This equates to an annual cost of \$7,900.

Additional resources equivalent to 0.6 FTE to address service levels associated with the Qualicum Commons Lease are funded through lease revenues and have no tax impact during the due diligence period of the lease.

- Operations: Improved operational supervision, productivity and compliance across Public Works, Parks, Utilities and Facilities by restructuring and replacing the budget provision for the Engineering Technician position with a Superintendent of Operations position. This requires an increase in property tax revenue of \$40,500 (0.3% of the previous years tax levy).

Financial Impact: Workforce-related additions detailed above result in an increase of \$48,400 in property tax revenue (approximately 0.3% of the previous year's levy).

2. Cost Increases Materials, Supplies, Services, and Wages & Benefits

- Provisions have been made for cost increases in areas such as personal protective equipment, road paint, insurance, IT support, contracted services, and anticipated wage and benefit cost increases. These increases are partially offset by increased non-taxation revenue and new construction.

Financial Impact: Cost increases in materials, supplies, services, wages and benefits, offset by new construction and increases in non-taxation revenue require an estimated \$378,000 increase to required property tax revenue (approximately 2.9% of the previous year's levy), subject to collective bargaining.

3. Contribution to Strategic Initiatives Reserve

- The 2026 contribution to the Strategic Initiatives Reserve is increased by \$125,000 and reinstated to its previous contribution amount of \$250,000. The contribution was reduced in 2025 to provide property tax relief for the year.

Financial Impact: Reinstatement of the contribution to the Strategic Initiatives Reserve to \$250,000 results in a 2026 property tax increase of \$125,000 or approximately 0.9%.

Police Service

4. RCMP Policing Contract

- The municipal share of RCMP costs will increase by \$102,400 in 2026.

Financial Impact: The 2026 increase in the Police Services budget represents an approximate 0.7% property tax increase over the previous year.

Asset Management

5. Sustainable Asset Replacement:

- Annual contributions allocated to Asset Reserves from property taxation are part of the operating budget. The Town currently contributes approximately \$1.3 million annually to the General Fund Asset Replacement Reserve, while an estimated \$3.2 million is required annually to maintain existing service and risk levels. An annual increase equivalent to 1.3% of the previous year's tax levy is included in each of the 5 years of the 2026-2030 Financial Plan. This approach balances affordability with a plan to close the gap over 14 years.

Financial Impact: The proposed contribution to the Asset Replacement Reserve Fund increases by \$170,500, approximately 1.3% of the previous year's tax levy.

6. Investment in New Assets

- Existing Asset Replacement Reserves are intended to maintain current infrastructure whereas the Asset Investment Reserve is intended to fund investments in new infrastructure and equipment. The current contribution of \$295,000 per year is not sufficient to address investments desired in new assets in future years.

Financial Impact: A \$50,000 increase in the contribution to the Asset Investment Reserve for new assets results in a 2026 property tax increase of 0.4%.

PUBLIC PARTICIPATION SPECTRUM (IAP²)

Public Participation Framework developed by the International Association for Public Participation – IAP² International.

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
• Provide balanced and objective data to assist in understanding issues, alternatives, opportunities, and solutions	• Obtain feedback on analysis, alternatives, and/or decisions	• Work directly with stakeholders to ensure concerns and aspirations are understood and considered	• Partner with stakeholders in each aspect of the decision, development of alternatives, and identification of preferred solutions	• Final decision making in the hands of the stakeholders

CONSULT:

Public engagement is vital to ensure transparent dialogue and community involvement in Strategic Planning and Budgetary processes. In an effort to involve the public in the Financial

Planning process, staff employed a comprehensive notification strategy for advertising public engagement opportunities reaching various touchpoints.

Public Engagement opportunities for the Budget process were advertised as follows:

- Digital and print advertising including Town Tidings, PQB News, Facebook posts and the Town's website.

STRATEGIC PLAN ALIGNMENT

The "Town of Qualicum Beach 2026-2030 Financial Plan Bylaw No. 921, 2026" reflects Council's approved *Strategic Plan 2025-2029* and supports Council's six Focus Areas.

SUMMARY

The "Town of Qualicum Beach 2026-2030 Financial Plan Bylaw No. 921, 2026" upon adoption, will result in a property tax increase of 6.5% or \$160 to a typical home assessed at \$959,000. This increase sustains the Town's ability to provide a similar level of service and manage risk; reflects contractual obligations for wages and benefits costs; includes improvements in efficiencies in Operations and provides a modest increase in asset replacement funding.

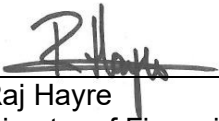
In addition, Water, Sewer, and Solid Waste approved rate increases account for an additional \$65 increase over 2025. Considering both property taxes and utility costs, the typical household will experience an overall increase of approximately \$225 more in 2026 for municipal services.

ALTERNATIVE OPTIONS

1. THAT prior to Council considering second reading to the "Town of Qualicum Beach 2026-2030 Financial Plan Bylaw No. 921, 2026" that Council directs staff to make the following amendments to the "Town of Qualicum 2026-2030 Financial Plan Bylaw No. 921, 2026" as follows: [Council to provide specific direction] and proceed with second reading to the Bylaw.
2. THAT Council provides alternate directions to staff.
3. THAT Council postpones a decision on the matter at this time.

APPROVALS

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



Raj Hayre
Director of Financial Services
Report Author



Lou Varela, MCIP, RPP
Chief Administrative Officer
Concurrence

REFERENCES

Attachments

1. "Town of Qualicum Beach 2026-2030 Financial Plan Bylaw No. 921, 2026"
2. Town of Qualicum Beach 2026–2030 Draft Financial Plan (Budget Book)

TOWN OF QUALICUM BEACH
BYLAW NO. 921

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, 2026 to December 31, 2030.
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, 2026 to December 31, 2030.
3. This Bylaw may be cited for all purposes as "Town of Qualicum Beach 2026-2030 Financial Plan Bylaw No. 921, 2026".

READ A FIRST TIME on the ___ day of _____, 2026.

READ A SECOND TIME on the ___ day of _____, 2026.

READ A THIRD TIME on the _____ day of _____, 2026.

ADOPTED on the _____ day of _____, 2026.

Teunis Westbroek, Mayor

Heather Svensen,
Director of Corporate Services/Deputy CAO

SCHEDULE "A"
QUALICUM BEACH FINANCIAL PLAN BYLAW NO. 921, 2026
FOR THE FIVE YEAR PERIOD 2026 TO 2030

	2026	2027	2028	2029	2030
Revenues					
Municipal Taxation	14,206,200	15,524,700	16,443,100	17,274,200	18,532,700
Grants in Lieu of Taxes	413,600	417,800	422,000	426,200	430,500
Parcel Taxes	1,656,100	1,795,500	1,914,400	2,031,800	2,149,200
Vancouver Island Regional Library Levy	778,100	801,400	825,400	850,200	875,700
Fees and Charges	4,940,200	4,776,100	4,810,900	4,811,400	6,785,500
Own Sources	1,969,400	1,701,900	1,717,200	1,732,700	1,748,200
Grants and Contributions	12,147,500	5,118,100	2,070,600	5,229,200	2,195,900
Other Revenue	694,500	694,800	701,900	709,100	716,300
Total Revenue	36,805,600	30,830,300	28,905,500	33,064,800	33,434,000
Use of Reserve Funds	8,454,400	7,021,900	7,283,900	6,321,000	5,623,500
Proceeds from Sale of Assets	3,245,000	5,483,400	8,396,400	-	-
Proceeds of Debt	-	6,000,000	6,800,000	-	-
Total Revenue, Use of Reserves and Proceeds of Debt	48,505,000	49,335,600	51,385,800	39,385,800	39,057,500
Expenditures					
Operating Expenditures					
General Government	3,252,800	3,332,600	3,480,100	3,623,500	3,774,100
Protective Services	3,781,500	3,832,200	4,012,300	4,191,100	4,475,100
Public Works	5,394,200	5,305,100	5,506,600	5,696,100	5,893,200
Parks and Recreation and Culture	3,044,800	3,161,000	3,281,300	3,392,600	3,508,000
Solid Waste and Recycling	1,034,700	1,007,100	1,040,700	1,073,700	1,107,700
Utilities	2,720,700	2,826,000	2,927,500	3,022,900	3,121,500
Planning, Development and Strategic Initiatives	1,253,000	1,561,200	1,323,600	1,719,700	1,212,600
Total Operating Expenditures	20,481,700	21,025,200	21,572,100	22,719,600	23,092,200
Capital Expenditures	21,791,600	18,865,000	20,065,000	9,151,000	7,700,000
Debt Servicing					
Debt Interest	134,900	156,700	212,300	441,700	494,200
Debt Principal	564,700	658,400	455,200	155,300	360,200
Contributions to Reserves	5,532,100	8,630,300	9,081,200	6,918,200	7,410,900
Total Expenditures and Reserve Contributions	48,505,000	49,335,600	51,385,800	39,385,800	39,057,500

SCHEDULE “B” STATEMENT OF OBJECTIVES AND POLICIES FOR BYLAW NO. 921 FOR THE FIVE-YEAR PERIOD 2026 TO 2030

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 2026. 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	33.6%	\$16,275,900
User fees and charges	10.2%	4,940,200
Other sources	4.1%	1,969,400
Grants and Contributions	25.0%	12,147,500
Library Levy	1.6%	778,100
Other Revenue	1.4%	694,500
Other net transfers/revenue	<u>24.1%</u>	<u>11,699,400</u>
Total	100%	\$45,225,400

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 for 2025. 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 2026 property taxes are based on a 6.5% increase over 2025 property taxes plus 1.7% in new construction taxes. The Town's portion of the property taxes represents approximately 49% 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 2025 Town property tax distribution is shown in table two below as final 2026 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	2025 Town Property Taxes		2025 Town Tax Rate
Residential	\$11,791,100	89.9%	2.5225
Utility	59,600	0.5%	39.9988
Light Industry	300	*	6.4235
Commercial/Other	\$1,218,700	9.3%	6.4235
Managed Forest	\$700	*	2.5225
Recreation/Non-Profit	\$37,900	.3%	6.4235
Farm	\$300	*	2.5225
Total	\$12,120,073	100%	

* Less than 0.1%

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.

- 2026 – 6.5% tax increase comprised of 4.1% for municipal operations, 1.3% for the Asset Replacement Program, 0.4% for Investment in New Assets and 0.7% for police services.
- 2026 to 2029 – The Five-Year Financial plan anticipates a 9.5% (2027), 5.9% (2028), 5.1% (2029) and 7.3% (2030) property tax increase in years 2027 to 2030. 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.

DRAFT 2026-2030
**FINANCIAL
PLAN**

ABOUT THIS DOCUMENT

The Town's Financial Plan details how we will generate and allocate funds over the next five years. It serves as a road map, aligning the Town's Strategic Initiatives with the essential services provided to residents daily.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**Town of Qualicum Beach
British Columbia**

For the Fiscal Year Beginning

January 01, 2025

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Qualicum Beach, British Columbia, for its Annual Budget for the fiscal year beginning January 1, 2024

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications tool.

Table of **CONTENTS**

Introduction	5
Chief Administrative Officer Message	6
Budget Overview	8
The Qualicum Beach Community	9
Traditional Acknowledgement	10
Organizational Profile	11
The Municipal Council	12
The Employee Team	14
Council's Strategic Plan	15
2026-2030 Strategic Planning	16
Strategic Initiatives Summary	20
Strategic Initiatives Detail	21
Financial Management	23
Financial Planning Legislation	24
Financial Planning Framework	25
Basis of Accounting and Budgeting	25
Funding Structure	26
Budget Principles	27
Budget Factors	28
Financial Policies	29
Budget Process and Timeline	31
Linking Budget to Strategy	33
Workforce Planning	34
2026 Consolidated Financial Plan - Summary	35
General Fund (Property Taxation)	36
Consolidated Summary	37
Five-Year Financial Plan, Revenue, Fund and Reserve	38
Revenue	39
Five-Year Revenue Forecast 2026-2030	40
Revenue Funding Sources	40
Change in Fund Balance	41
Reserve Funds and Accumulated Surplus	42
Reserve Balances - Five-Year Forecast	44
Debt Management - Five-Year Forecast	48

Table of CONTENTS

Service Areas: Financial Schedules	49
Council and Office of the CAO	50
Office of the CAO	53
Corporate Services	56
Community Partnerships and Events	61
Human Resources	63
Financial Services	66
Fiscal Services	70
Information Technology	72
Police Services	78
Fire Rescue	81
Planning, Community Development and Emergency	86
Municipal Operations	95
Transportation and Drainage	98
Transportation	99
Drainage	101
Parks	104
Buildings and Facilities	108
Solid Waste	111
Airport	112
Utility Operations and Capital	116
Water Utility	117
Sanitary Sewer Utility	124
General Fund Asset Management Program	129
Asset Management Planning Process	130
2026-2030 Financial Planning	133
2026-2030 General Fund Capital Projects	134
General Fund Capital	135
Transportation	136
Drainage	138
Facilities	140
Parks and Trails	142
Vehicles and Equipment	144
Airport	145
Work in Progress	146
Statistics	147
Glossary	152
Appendix A: Financial Bylaw	156



INTRODUCTION

CHIEF ADMINISTRATIVE OFFICER MESSAGE

On behalf of the Town of Qualicum Beach, thank you for dedicating your valuable time to reviewing the 2026–2030 Financial Plan.

This is the fourth consecutive year the Town has produced a Financial Plan of this high standard, reflecting ongoing progress and commitment to excellence. Once again, the Town received the Government Finance Officers Association’s Distinguished Budget Presentation Award, recognizing the Plan’s strength as a policy document, financial blueprint, operational guide, and communication tool. This accomplishment underscores the Town’s steadfast dedication to financial transparency and responsible governance - core principles that shape this Plan.



*We seek to remain in step with
Council’s vision and the Town’s
evolving financial condition.*

The 2026–2030 Financial Plan aligns the Town’s Official Community Plan (OCP), Council’s Strategic Initiatives, operational service levels, and capital projects with the overall budget. It provides a clear roadmap for allocating resources to meet the community’s priorities over the next five years, with annual reviews to ensure it remains in step with Council’s vision and the Town’s evolving financial conditions.

During 2026 Strategic Planning, Council chose to focus on the acquisition and development of the Eaglecrest Golf Course Lands; an Initiative that touches on each of Council’s six Focus Areas:

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

The decision to acquire these Eaglecrest Golf Course Lands reflects Council’s recognition of its recreational, cultural, and historical value to the community; the long-term value of the recreational asset; the potential to increase housing units; employment growth and local tourism development; the potential for reforestation or naturalization, including carbon sequestration; and improvements to community transportation.



Beyond Council's Strategic Initiatives, the Financial Plan also considers key factors influencing the budget, including:

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

Specific financial pressures addressed in the 2026 Budget include:

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

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 2026, the budget projects a 6.3% increase in combined property taxes and utility fees. For a typical home assessed at \$959,000, this equates to approximately \$3,777 annually, broken down as follows:

- \$162 for operations
- \$334 for policing
- \$427 for asset reserves
- \$206 for solid waste
- \$229 for sanitary sewer
- \$719 for water services

As we look to the future, Council and staff remain deeply committed to fiscal responsibility, open communication, and delivering exceptional public service. We are energized by the opportunities that lie ahead and dedicated to serving the Qualicum Beach community with integrity, innovation, and care.

In closing, I offer my sincere appreciation to the Mayor and Council for their thoughtful leadership, to our staff for their outstanding dedication, and to the many volunteers who generously give their time to enhance our community.

It is an honour to serve the Council, our dedicated staff, and the remarkable residents of Qualicum Beach as Chief Administrative Officer.



Lou Varela
Chief Administrative Officer

BUDGET OVERVIEW

In 2026, 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, requiring reliance on grant funding, borrowing, or sale of existing 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 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 2026-2030 Financial Plan aims to uphold essential services for both residents and businesses, influenced by community priorities and budgetary constraints.

The 2026 Budget proposes a 6.5% property tax increase, made up of 4.1% for operations, 0.7% for Police Services, 1.3% for asset management, and 0.4% for asset investment. This increase means the average home, valued at \$959,000, will see a \$160 rise in taxes from the previous year, totalling approximately \$2,623 in municipal property taxes. Considering both property taxes and utility costs, the typical household will experience an overall increase of approximately \$225 more in 2026 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, and meeting on the unceded traditional territory of the Qualicum First Nation, and also wish to acknowledge the broader territory of the Coast Salish Peoples.





ORGANIZATIONAL PROFILE



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

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.

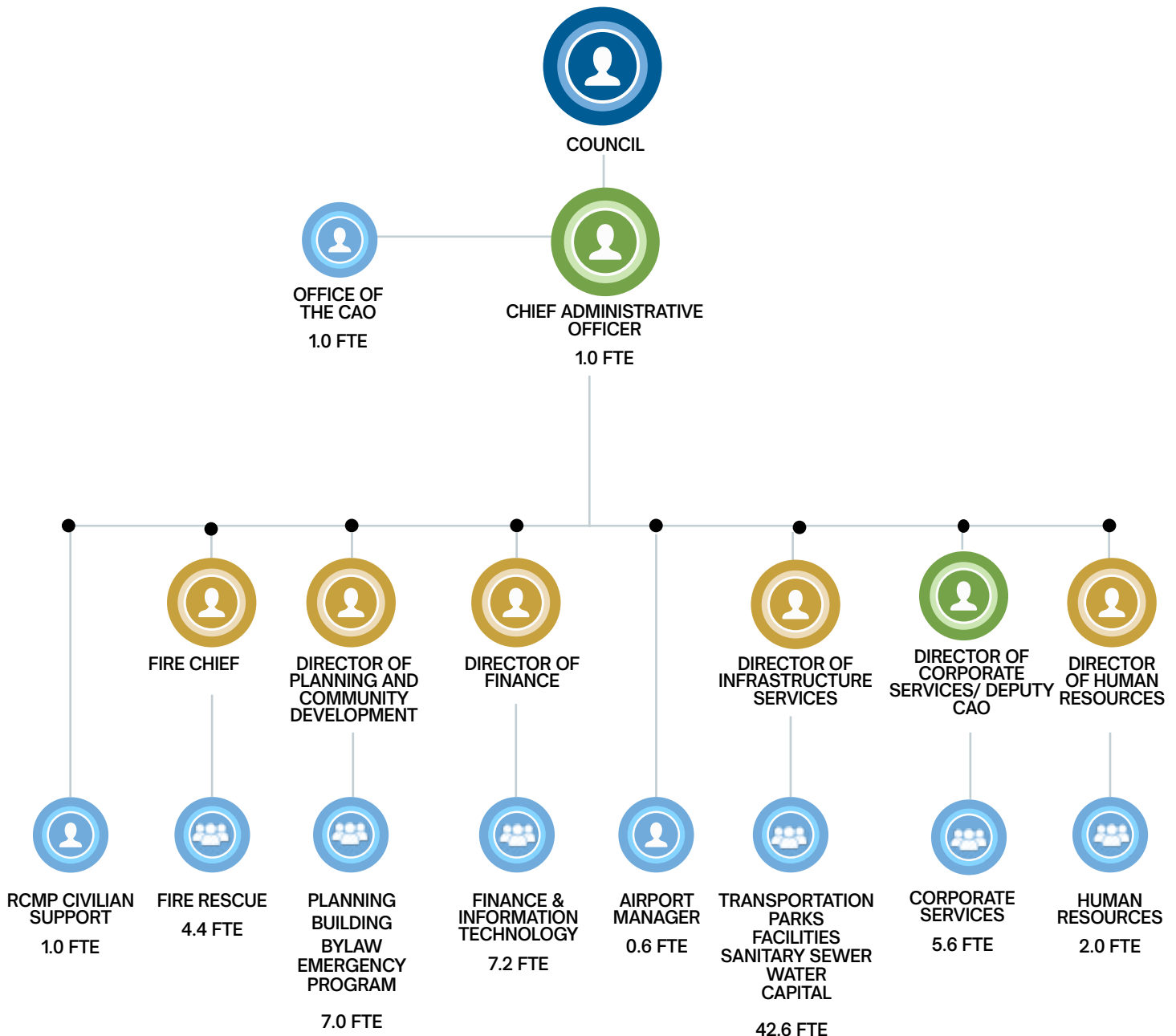


EMPLOYEE TEAM

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 34 in the workforce planning table.





COUNCIL'S STRATEGIC PLAN

STRATEGIC PLAN 2026

STRATEGIC PLAN 2026-2030

MESSAGE FROM THE MAYOR

Council is proud to continue its forward thinking and transparent planning journey with the 2026–2030 Strategic Plan.

This next phase of Strategic Planning 2026 sets out a clear roadmap for how Council will prioritize community priorities, direct resources, and shape the Town’s future. While advancing new initiatives, Council will also ensure that:

- All regulatory responsibilities are fulfilled;
- Core municipal services remain strong; and
- The Town’s systems, processes, and citizen services continue to evolve and improve.

“Strategic planning provides the building blocks for a sustainable, resilient, and thriving community”

GOVERNANCE

STRATEGIC DIRECTION

Where are you going?

ALLOCATING RESOURCES

What are you spending tax money and staff time on?

MANAGING RISK

Are you managing & reducing risk to your community?

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:

HOUSING



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.

ECONOMIC PROSPERITY



To pursue economic opportunities based on sustainable growth, development, and investment that meets the needs of the community.
OCP p. 5

COMMUNITY HEALTH AND WELLBEING



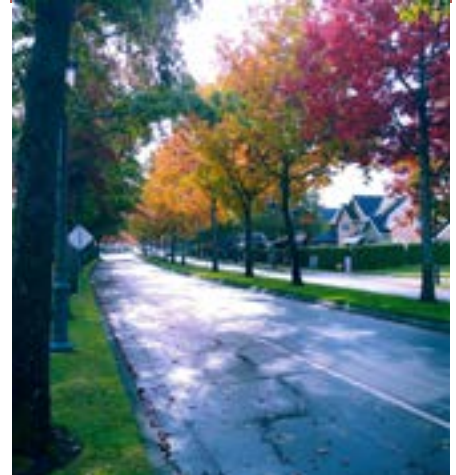
To improve the health and wellbeing of people who live, work, and play in the Town. *OCP p. 7*

CLIMATE ACTION



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

PROGRESSIVE INFRASTRUCTURE



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 2026–2030 can be found on pages 21 and 22 of this Plan, covering the next five-years.

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 2026–2030 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.

In July 2025, Council postponed the timeline for its program of Strategic Initiatives to create staff capacity to support the purchase and subsequent works related to the Eaglecrest Golf Course. As part of the funding required to enable the purchase of the Eaglecrest property, Council also internally borrowed \$542,000 from the Strategic Initiatives Reserve. The borrowed funds are anticipated to be replenished through proceeds from the subsequent sale of Eaglecrest Lands. Repayment is anticipated in 2027 and 2028. Council’s ability to proceed with 2027 and subsequent year initiatives is dependent on the repayment of the Strategic Initiatives Reserve. As such, Council will decide how to prioritize Initiatives within the available Reserve balance as part of 2027 Strategic Planning.

Projects and Initiatives

Revenue	2026	2027	2028	2029	2030
Reserve for Strategic Initiatives	\$ 272,000	\$ 325,000	\$ 220,000	\$ 580,000	\$ 40,000
Grants	317,000	172,000	15,000	10,000	-
Property Taxation	24,000	24,000	-	-	-
Total Revenue	\$ 613,000	\$ 521,000	\$ 235,000	\$ 590,000	\$ 40,000

Expenses	2026	2027	2028	2029	2030
Good Governance	\$ 182,000	\$ 110,000	\$ 80,000	\$ 85,000	\$ -
Community Health & Wellbeing	55,000	160,000	75,000	310,000	-
Climate Action	203,000	99,000	60,000	75,000	40,000
Housing	80,000	100,000	10,000	10,000	-
Economic Prosperity	66,000	-	-	50,000	-
Progressive Infrastructure	27,000	52,000	10,000	60,000	-
Total Expenses	\$ 613,000	\$ 521,000	\$ 235,000	\$ 590,000	\$ 40,000

STRATEGIC INITIATIVES DETAILS

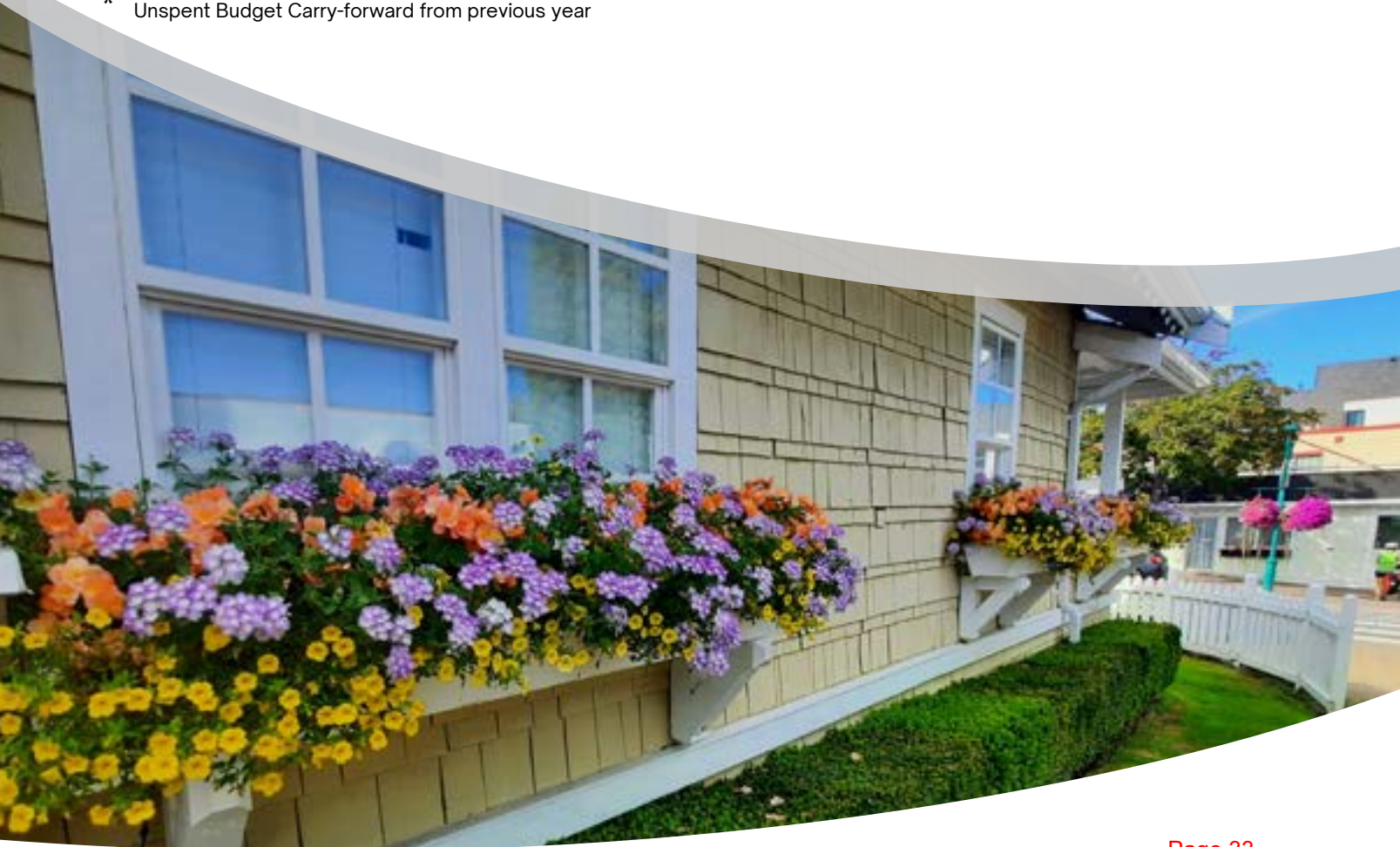
	2026	2027	2028	2029	2030
Good Governance					
Planner Position - (Council Resolution - Reverts to Taxation Funding mid 2026)	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Collaboration Qualicum First Nations and Saa'men	15,000	15,000	-	-	-
Town Website Improved Searchability	20,000	-	-	-	-
Records Management*	60,000	-	-	-	-
Comprehensive Policy Review*	37,000	-	-	-	-
Visual Identity Refresh	-	20,000	50,000	50,000	-
Airport Master/Business Plan - Grant Dependant	-	75,000	-	-	-
Encroachment Policy Review	-	-	30,000	-	-
Commercial Centre Delivery Hours	-	-	-	20,000	-
Update Noxious Weeds and Unsightly Premises Bylaws	-	-	-	15,000	-
	\$ 182,000	\$ 110,000	\$ 80,000	\$ 85,000	\$ -
Community Health & Wellbeing					
TOSH One-time Mid Year Request	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Community Volunteerism (Council Discretionary Decision Making)	5,000	-	-	-	-
Fire Department Strategic Plan	-	50,000	-	-	-
Food Action Plan	-	30,000	-	-	-
Identify Land for a Multi-purpose Performing Arts / Cinema	-	30,000	-	-	-
Community Park Space Needs Assessment	-	50,000	-	-	-
Adopt a Bylaw to Prohibit Smoking in Parks and Trails	-	-	45,000	-	-
Seniors Activity Centre Expansion - Needs Assessment	-	-	30,000	-	-
Park Inventory Prioritization Plan	-	-	-	100,000	-
Uptown Mobility Study - Phase 2	-	-	-	50,000	-
Develop an Accessibility Action Plan	-	-	-	50,000	-
Robust Accessibility Plan "Whistler Village Style"	-	-	-	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	-
	\$ 55,000	\$ 160,000	\$ 75,000	\$ 310,000	\$ -
Climate Action					
Community Climate Change Adaptation Plan Update and Implementation	\$ 50,000	\$ -	\$ -	\$ -	\$ -
MABRI Fee for Service Request	24,000	24,000	-	-	-
Climate Action - Community Outreach and Support	15,000	15,000	15,000	-	-
Building Facilities Green House Gas (GHG Audit)*	114,000	-	-	-	-
Asset Management - Natural Asset Consolidation (2/3 Grant Dependent)	-	20,000	10,000	-	-
Tree Protection Bylaw Update	-	40,000	-	-	-
Implementation of Climate Mitigation Actions Matrix	-	-	25,000	-	-
Encourage Residents to Fossil Free Power Equipment	-	-	10,000	-	-
Review Form and Character Guidelines to Advance Climate Change Adaptation and Mitigation	-	-	-	75,000	-
Urban Forest Master Plan - Update	-	-	-	-	40,000
	\$ 203,000	\$ 99,000	\$ 60,000	\$ 75,000	\$ 40,000
Housing					
Housing Announcement Implementation - Zoning Bylaw Update & Legal Fees	\$ 20,000	\$ -	\$ -	\$ -	\$ -
Housing-focused Official Community Plan (OCP) Review*	60,000	-	-	-	-
Community Park Site Review (Facilities & more)	-	50,000	-	-	-
Accessory Dwelling Unit Design Template	-	30,000	-	-	-
Short Term Rentals Regulatory Framework	-	20,000	-	-	-
Ravensboure Affordable Housing - Phases 1 & 2	-	-	10,000	10,000	-
	\$ 80,000	\$ 100,000	\$ 10,000	\$ 10,000	\$ -

* Unspent budget carry-forward from previous year

STRATEGIC INITIATIVES DETAILS

	2026	2027	2028	2029	2030
Economic Prosperity					
Tourism and Small Business Promotion - (Council Discretionary Decision Making)	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Pathways to Sustainable Economic Development in Qualicum Beach - Grant Funded*	56,000	-	-	-	-
Economic Prosperity					
Tourism and Small Business Promotion - (Council Discretionary Decision Making)	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Pathways to Sustainable Economic Development in Qualicum Beach - Grant Funded*	56,000	-	-	-	-
Update Youth & Family Retention and Attraction Strategy	-	-	-	50,000	-
	\$ 66,000	\$ -	\$ -	\$ 50,000	\$ -
Progressive Infrastructure					
Implement and Operationalize Asset Management Strategy & Plan*	\$ 27,000	\$ -	\$ -	\$ -	\$ -
Other Effective (area based) Conservation Measures (OECM) Management Plan(s)	-	10,000	10,000	-	-
Parking Management Strategy Including Review of Off-street Parking and Reserve Fund Bylaw No.500.02, 2005 & Paid Permitted Parking Plan for Uptown Businesses	-	42,000	-	-	-
Regulate Light Trespass	-	-	-	50,000	-
Asset Management Plan - Airport - (Grant Dependent)	-	-	-	10,000	-
	\$ 27,000	\$ 52,000	\$ 10,000	\$ 60,000	\$ -

* Unspent Budget Carry-forward from previous year





FINANCIAL MANAGEMENT



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	<u>\$ 32,000,000</u>
Operating Expenses	\$ 18,000,000
Capital Expenditures	10,000,000
Debt Servicing	1,000,000
Transfers to Reserves	3,000,000
Total Expenditures	<u>\$ 32,000,000</u>

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
3. **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			Capital			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	✓						✓		

BUDGET PRINCIPLES

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

1. **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.
2. **Affordability and cost effectiveness.** By ensuring value for money through productivity and innovation, the Town aims to keep property taxes and fees affordable.
3. **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 2026-2030 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 2026, rather than applying a blanket inflationary factor.
- 2. Wage and Benefit Costs:** The collective agreement between CUPE and the Town expired in July 2025, and collective bargaining is in process. The outcome is unknown at this time and will impact operating costs. Adjustments to reflect the outcome will be required in the subsequent budget cycle. RCMP policing costs are also impacted by a collective agreement, and this will have an impact on local policing costs.
- 3. 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 14% of revenues in the 2026 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 which has been endorsed by Council, aids in capital project planning, maintenance, and replacement scheduling, emphasizing life cycle 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.

- 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

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 - WINTER

- **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 in-person and online platforms. Public feedback is sought on the proposed budget and financial plans.
- **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 2026

- July 13: Launch of Staff Strategic Planning Process
- July 20: Launch of Staff Capital Planning Process

August 2026

- August 4: Launch of Staff Operating Budget Process

September 2026

- September 9: Financial Plan Bylaw Amendment (if required)
- September 30: Completion of Staff Capital Planning Process

October 2026

- September 30: Completion of Staff Strategic Planning Process

December 2026

- December 2: Third Quarter Update and Preliminary Budget Discussion – Committee of the Whole Meeting
- December 2: Strategic Planning - Committee of the Whole Meeting

January 2027

- January 13: Strategic Planning - Committee of the Whole Meeting
- January 27: Budget Public Consultation - Committee of the Whole Meeting

February 2027

- February 10: Budget Public Consultation – Committee of the Whole Meeting
- February 24: First and Second Reading of Financial Plan Bylaw

March 2027

- March 24: Third Reading of Financial Plan Bylaw

April 2027

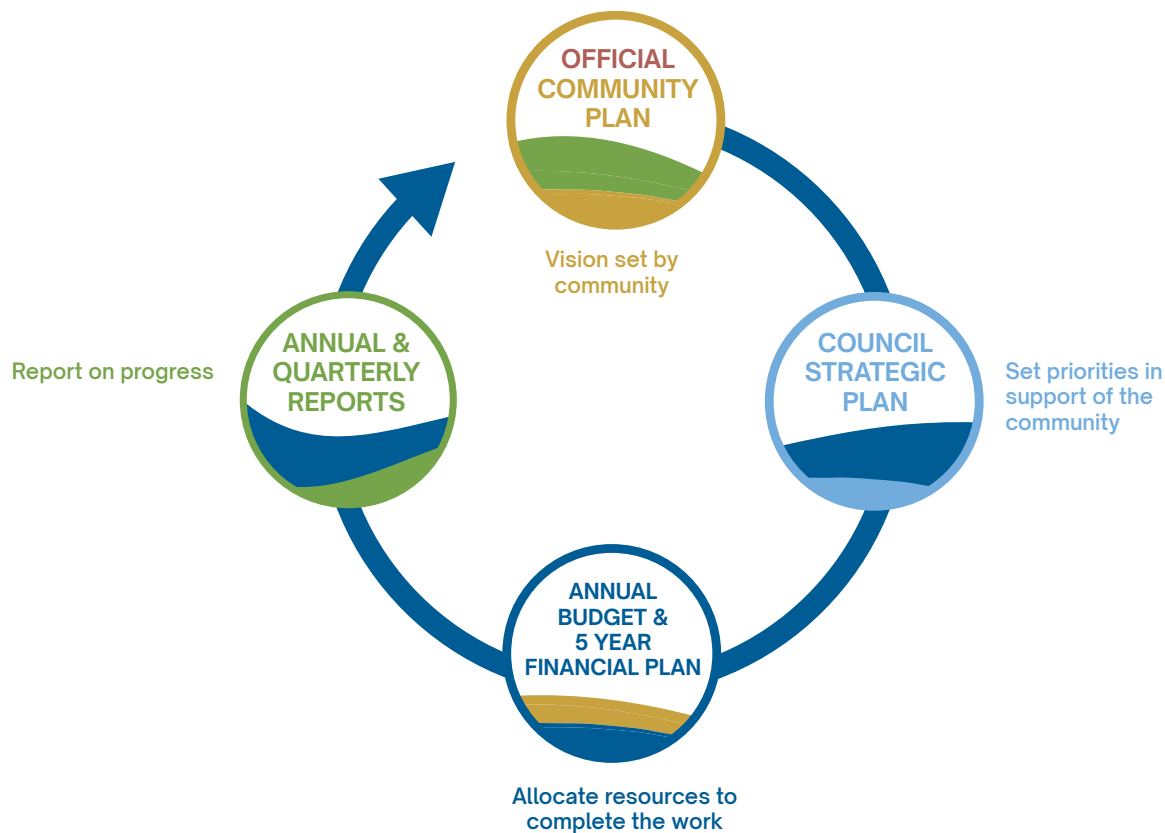
- April 7: Adoption of Financial Plan Bylaw

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.

The Town employs a workforce of 77.7 employees. A small increase in seasonal labour (0.6 FTE), is anticipated to meet service levels associated with the Qualicum Commons during the initial due diligence period of this lease. This increase has no impact on property taxes. An additional 0.1 FTE is also included in Parks to support volunteer activities.

Workforce Summary						
	2022	2023	2024	2025	2026	Change
Administration						
CAO	1.0	2.0	2.0	2.0	2.0	-
Corporate Administration	5.6	6.6	6.6	6.6	6.6	-
Human Resources	1.0	2.0	2.0	3.0	3.0	-
Financial Services	5.0	5.0	5.0	5.0	5.0	-
Information Technology	3.0	3.0	3.0	3.2	3.2	-
Planning and Community Development						
Planning	2.0	3.5	4.0	4.0	4.0	-
Building	1.0	1.0	1.0	1.0	1.0	-
Bylaw Compliance	1.0	1.0	1.0	2.0	2.0	-
Protective Services						
Fire	3.9	4.4	4.4	5.4	5.4	-
Emergency Program	1.0	1.0	1.0	1.0	1.0	-
RCMP	-	-	-	1.0	1.0	-
Municipal Operations						
Transportation	14.5	14.8	17.4	17.1	17.1	-
Parks	11.8	12.2	12.9	14.9	15.6	0.7
Facilities	4.0	4.0	5.0	5.0	5.0	-
Utilities						
Sanitary Sewer	1.5	1.5	1.5	1.5	1.5	-
Water	4.0	4.3	4.3	5.0	5.0	-
	60.3	66.3	71.1	77.7	78.4	0.7

2026 CONSOLIDATED FINANCIAL PLAN SUMMARY

The proposed Town of Qualicum Beach Consolidated Financial Plan for 2026 balances \$48 million in revenues with \$48 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 2026 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*); one-time mid-year funding to The Old School House; Visual Identity Refresh; Town website Improved Searchability; Tree Protection Bylaw update; Building Facilities Greenhouse Gas Study; Pathways to Sustainable Economic Development in Qualicum Beach, and more.

A \$21.8 million capital program for 2026 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 2026 are comprised of equipment financing for a ladder truck and a fire rescue truck, and East Village Phase 2 Local Area Service borrowing.

The impact of the proposed 2026 Budget on a typical single family household is projected to be \$160 or a 6.5% increase in municipal property taxes annually. The combined impact of municipal property tax and utilities charges will result in an overall increase of \$225 or 6.3% over the previous year.

GENERAL FUND PROPERTY TAXATION

The 2026 Budget, encompassing Municipal Operations, Police Services, Asset Management Levies, and Utilities will lead to an overall increase of \$225 compared to the previous year for the typical single-family home in Qualicum Beach.

Budget Impact to Average Household in 2026 - Assessed at \$959,000

	2025 (Note 1)	2026	Change Annual	Change Monthly	Change	%
Property Taxation						
Municipal Operations	1,762	1,862	100	8		4.1%
Police Service	315	334	19	2		0.7%
Asset Replacement Levy	332	363	31	3		1.3%
Asset Investment Levy	54	64	10	1		0.4%
Municipal Property Tax	\$ 2,463	\$ 2,623	\$ 160	\$ 14		6.5%
Utilities						
Solid Waste Utility Charge	200	206	6			0.6%
Sewer Utility Charge	224	229	5			0.5%
Water Utility Charge	665	719	54			5.0%
Total Utilities	1,089	1,154	65			6.3%
Total Annual Cost	\$ 3,552	\$ 3,777	\$ 225			6.3%

Note 1: 2025 averages adjusted to take into consideration impact of New Construction as this additional revenue reduces the impact on existing taxpayers.

Municipal Property Tax: For 2026, the typical family home has an assessed value of \$959,000. The municipal property tax increase for an individual home may be higher or lower than the estimated \$160 increase (excluding utilities) for the average household, depending on how its property assessment compares to the average home's assessment, which declined by approximately 2% from the previous year.

Municipal operations have been limited to a \$100 or 4.1% 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 \$19 or 0.7% increase in property taxes to the typical home in Qualicum Beach.

CONSOLIDATED SUMMARY

Town of Qualicum Beach - Consolidated Budget Summary

Revenue	2023 Actuals	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget
Property Taxes	11,112,967	12,118,516	13,116,446	13,109,800	14,206,200
Grants In Lieu	430,528	429,227	428,986	426,000	413,600
Library Levy	619,686	715,090	748,241	747,800	778,100
Parcel Taxes	1,265,540	1,391,048	1,557,498	1,538,700	1,656,100
Penalties and Interest	1,302,422	1,446,723	1,085,991	694,500	694,500
Sales of Service and Other Revenues	603,185	2,590,874	3,844,006	893,400	1,401,900
Rental and Leases	1,684,226	1,608,978	1,783,859	1,660,100	1,969,400
Solid Waste Revenue	760,060	793,427	912,539	800,000	824,000
Sanitary Sewer Revenue	770,616	770,912	788,798	751,700	751,700
Water Revenue	2,042,885	1,829,004	1,964,902	1,757,600	1,962,600
Government Grants and Contributions	7,383,214	4,683,585	2,222,169	7,582,500	12,147,500
Total Revenue	27,975,328	28,377,383	28,453,436	29,962,100	36,805,600
Other Funding Sources					
Transfers from Reserves	2,781,392.71	6,239,072.00	13,862,265.00	11,865,800.00	8,369,400.00
Proceeds from Debt	2,000,000.00	-	534,600.00	-	-
Transfers from Other Funds	85,000.00	422,382.00	-	210,000.00	85,000.00
Proceeds from Sale of Assets	29,816.00	32,379.00	70,283.10	-	3,245,000.00
Total Revenue & Other Funding Sources	32,871,537	35,071,216	42,920,584	42,037,900	48,505,000
Expenses					
Operating Expenses					
Council and Office of the CAO	638,654	638,055	701,673	717,300	749,900
Corporate Services	1,119,507	1,311,754	1,284,724	1,286,400	1,367,600
Human Resources	311,081	369,060	488,427	627,600	631,800
Community Development	943,403	1,047,326	1,095,036	1,119,600	1,177,100
Fiscal Services	(1,654,934)	(1,595,775)	(1,451,526)	(1,267,600)	(1,333,000)
Finance	599,056	636,611	678,318	684,200	742,800
Information Technology	803,260	912,536	1,034,691	1,031,500	1,093,700
Police	1,310,691	1,375,789	1,515,246	1,704,000	1,806,400
Fire Rescue	1,164,211	1,235,223	1,351,157	1,631,700	1,707,400
Emergency Planning	78,284	222,970	184,346	289,300	267,700
Planning and Development	610,051	668,246	730,400	774,500	877,000
Operations	2,376,106	2,786,768	2,579,901	2,926,500	3,156,200
Airport	1,066,985	1,075,480	1,128,161	1,241,300	1,126,300
Parks	1,324,219	1,400,850	1,640,122	1,734,800	1,867,700
Buildings	733,369	947,900	869,218	846,700	1,111,700
Solid Waste and Recycling	995,136	987,291	1,094,373	1,061,500	1,034,700
Strategic Initiatives	634,523	553,975	503,632	991,200	376,000
Water	1,837,422	2,017,364	1,938,182	1,874,800	2,005,400
Sanitary Sewer	789,734	828,793	657,916	712,200	715,300
Total Operating Expenses	15,680,757	17,420,217	18,023,998	19,987,500	20,481,700
Transfers, Capital and Debt Servicing					
Capital	8,284,612	8,591,229	16,581,526	16,415,800	21,791,600
Debt Servicing	681,544	1,167,761	1,081,009	1,178,200	699,600
Transfer to Reserves	8,224,623	7,892,010	7,234,050	4,456,400	5,532,100
Total Expenses & Transfers	32,871,537	35,071,216	42,920,584	42,037,900	48,505,000

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.

Town of Qualicum Beach - Consolidated Budget Summary					
Revenue	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Property Taxes	14,206,200	15,524,700	16,443,100	17,274,200	18,532,700
Grants In Lieu	413,600	417,800	422,000	426,200	430,500
Library Levy	778,100	801,400	825,400	850,200	875,700
Parcel Taxes	1,656,100	1,795,500	1,914,400	2,031,800	2,149,200
Penalties and Interest	694,500	694,800	701,900	709,100	716,300
Sales of Service and Other Revenues	1,401,900	1,006,700	834,000	621,300	2,366,400
Rental and Leases	1,969,400	1,701,900	1,717,200	1,732,700	1,748,200
Solid Waste Revenue	824,000	848,700	874,200	900,400	927,400
Sanitary Sewer Revenue	751,700	751,700	751,700	751,700	751,700
Water Revenue	1,962,600	2,169,000	2,351,000	2,538,000	2,740,000
Government Grants and Contributions	12,147,500	5,118,100	2,070,600	5,229,200	2,195,900
Total Revenue	36,805,600	30,830,300	28,905,500	33,064,800	33,434,000
Other Funding Sources					
Transfers from Reserves	8,369,400.00	6,936,900.00	7,198,900.00	6,236,000.00	5,538,500.00
Proceeds from Debt	-	6,000,000.00	6,800,000.00	-	-
Transfers from Other Funds	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00
Proceeds from Sale of Assets	3,245,000.00	5,483,400.00	8,396,400.00	-	-
Total Revenue & Other Funding Sources	48,505,000	49,335,600	51,385,800	39,385,800	39,057,500
Expenses					
Operating Expenses					
Council and Office of the CAO	749,900	770,300	806,400	837,100	869,000
Corporate Services	1,367,600	1,427,500	1,490,000	1,561,200	1,636,800
Human Resources	631,800	637,100	663,500	686,300	710,000
Community Development	1,177,100	1,211,100	1,246,000	1,281,500	1,317,900
Fiscal Services	(1,333,000)	(1,386,000)	(1,441,000)	(1,491,100)	(1,542,800)
Finance	742,800	778,400	815,700	847,400	880,300
Information Technology	1,093,700	1,105,300	1,145,500	1,182,600	1,220,800
Police	1,806,400	1,896,700	1,991,600	2,089,700	2,289,300
Fire Rescue	1,707,400	1,768,500	1,847,200	1,922,100	2,000,500
Emergency Planning	267,700	167,000	173,500	179,300	185,300
Planning and Development	877,000	919,400	963,900	1,001,500	1,040,600
Operations	3,156,200	3,280,800	3,410,800	3,531,800	3,658,000
Airport	1,126,300	1,164,400	1,203,800	1,242,500	1,282,500
Parks	1,867,700	1,949,900	2,035,300	2,111,100	2,190,100
Buildings	1,111,700	859,900	892,000	921,800	952,700
Solid Waste and Recycling	1,034,700	1,007,100	1,040,700	1,073,700	1,107,700
Strategic Initiatives	376,000	641,800	359,700	718,200	172,000
Water	2,005,400	2,078,300	2,152,100	2,221,500	2,293,100
Sanitary Sewer	715,300	747,700	775,400	801,400	828,400
Total Operating Expenses	20,481,700	21,025,200	21,572,100	22,719,600	23,092,200
Transfers, Capital and Debt Servicing					
Capital	21,791,600	18,865,000	20,065,000	9,151,000	7,700,000
Debt Servicing	699,600	815,100	667,500	597,021	854,400
Transfer to Reserves	5,532,100	8,630,300	9,081,200	6,918,200	7,410,900
Total Expenses & Transfers	48,505,000	49,335,600	51,385,800	39,385,800	39,057,500

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.

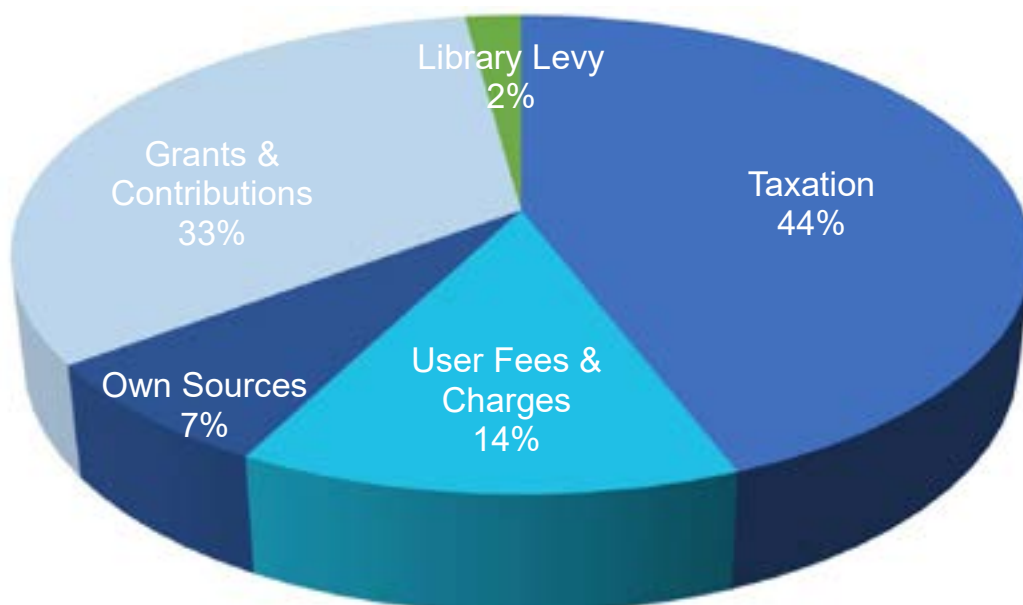
The illustrations below show the proportion of total revenue proposed to be raised from each funding source over the next five years. Property taxes form the greatest proportion of revenue. As a revenue source, property taxation offers a number of advantages; for example, it is simple to administer, 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.

Table 1 - Revenue by Funding Source

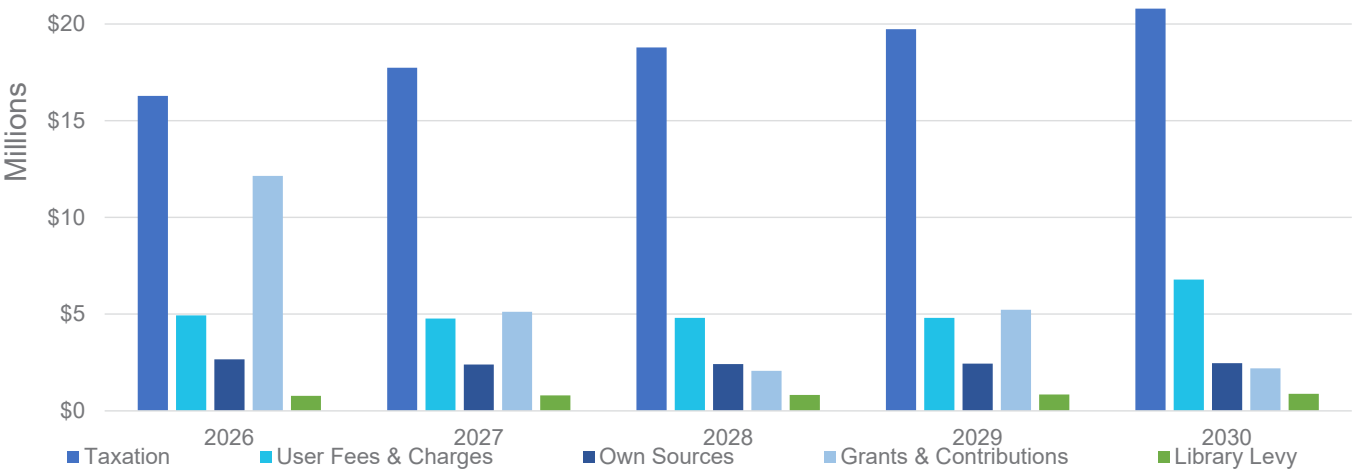
	2026	2027	2028	2029	2030
Taxation	16,275,900	17,738,000	18,779,500	19,732,200	21,112,400
User Fees & Charges	4,940,200	4,776,100	4,810,900	4,811,400	6,785,500
Own Sources	2,663,900	2,396,700	2,419,100	2,441,800	2,464,500
Grants & Contributions	12,147,500	5,118,100	2,070,600	5,229,200	2,195,900
Library Levy	778,100	801,400	825,400	850,200	875,700

2026 BUDGET REVENUE



FIVE-YEAR REVENUE FORECAST 2026-2030

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, licences 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

2026	2026	2026	2026	2026
Opening Balance	Budgeted Contributions	Budgeted Expenditures	Closing Balance	% Change
865,400	41,278,700	(41,577,300)	566,800	
575,950	274,200	(302,000)	548,150	
7,302,550	3,093,100	(6,274,400)	4,121,250	
8,743,900	44,646,000	(48,153,700)	5,236,200	-40%

Decrease in fund balance largely due to Infrastructure Replacements Funded from Capital Reserves.

WATER FUND

Water Fund

Unappropriated Surplus / (Deficit)
Water Infrastructure Reserve

Water Fund Total

2026	2026	2026	2026	2026
Opening Balance	Budgeted Contributions	Budgeted Expenditures	Closing Balance	% Change
1,061,600	3,442,100	(3,442,100)	1,061,600	
2,750,300	1,488,700	(1,583,000)	2,656,000	
3,811,900	4,930,800	(5,025,100)	3,717,600	-2%

Decrease in fund balance attributable to infrastructure replacement costs exceed contributions to Water Infrastructure Reserve.

SEWER FUND

Sewer Fund

Unappropriated Surplus / (Deficit)
Sewer Infrastructure Reserve

Sewer Fund Total

2026	2026	2026	2026	2026
Opening Balance	Budgeted Contributions	Budgeted Expenditures	Closing Balance	% Change
226,800	1,062,600	(1,062,600)	226,800	
944,300	392,000	(200,000)	1,136,300	
1,171,100	1,454,600	(1,262,600)	1,363,100	16%

Increase in balance due planned contribution to infrastructure reserve exceeding anticipated infrastructure investments in 2026.

RESERVE FUNDS AND ACCUMULATED SURPLUS

During the five-year horizon of this Financial Plan, reserves and surplus are projected to grow from \$13 million to \$18 million. The General Fund Asset Replacement Reserve maintains an average balance of \$2 million over the planning horizon.

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 \$250,000 in 2026 and subsequent years.

2026 to 2030 Reserves Scorecard					
	Balance 2026	Balance 2027	Balance 2028	Balance 2029	Balance 2030
WORKING CAPITAL					
Accumulated Surplus General Fund	566,800	1,204,300	1,841,800	1,941,800	2,041,800
Accumulated Surplus Water	1,061,600	1,061,600	1,061,600	1,061,600	1,061,600
Accumulated Surplus Sewer	226,800	226,800	226,800	226,800	226,800
STATUTORY RESERVES					
Asset Replacement	2,963,600	2,480,700	2,852,900	3,500,800	4,503,200
Asset Investment	2,600	1,132,300	807,800	936,900	930,900
Water Reserve Fund	3,098,000	2,365,000	3,028,300	3,424,400	4,136,000
Sewer Reserve Fund	1,136,300	1,056,300	1,020,300	980,700	936,300
Property Reserve Fund	76,900	680,000	1,307,200	1,359,500	1,413,900
Parkland Reserve Fund	131,550	274,350	422,850	439,750	457,350
Park Development Reserve Fund	113,800	118,400	123,100	128,000	133,100
Emission Reduction Reserve	27,900	29,000	30,200	31,400	32,700
Cemetery Care Reserve	328,500	341,600	355,300	369,500	384,300
Curling Club Reserve	107,100	119,000	131,400	144,300	157,700
Development Cost Charges	2,723,200	2,588,200	2,618,200	2,868,200	3,118,200
NON STATUTORY RESERVES					
Council Strategic Initiatives	24,250	226,150	541,050	237,650	462,150
Community Works(Gas Tax) Fund	586,300	906,500	789,500	639,800	662,100
Local Government Capacity Funding	131,900	131,900	131,900	131,900	131,900
Tree Replacement Reserve	33,000	33,000	33,000	33,000	33,000
Election Reserve	-	10,000	20,000	30,000	40,000
Wildfire Equipment Replacement Reserve	29,000	29,000	29,000	29,000	29,000
Community Amenity Contributions:					
Affordable Housing	-	225,000	450,000	450,000	450,000
General	-	-	-	-	-
Developer Contributions	110,400	110,400	110,400	110,400	110,400
OVERALL RESERVES	\$ 13,479,500	\$ 15,349,500	\$ 17,932,600	\$ 19,075,400	\$ 21,452,400



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 projects from time-to-time and buffer the impact on property taxes. A Council Strategic Initiatives Reserve is maintained with an annual contribution of \$250,000 from property taxation. 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 has operated on a rolling five-year, pay-as-you-go basis for asset replacement and has maintained very lean levels of reserves as a result. The Asset Replacement Financing Strategy provides a long-term approach to reach a sustainable funding level over time.

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

	2026	2027	2028	2029	2030
Statutory Reserves					
Asset Replacement Reserve					
Balance Opening	4,254,800	2,963,600	2,480,700	2,852,900	3,500,800
Contribution	1,966,200	2,150,400	2,351,900	2,613,500	2,835,700
Interest Earned	209,500	161,600	146,300	166,400	196,700
Capital Project Funding	(3,466,900)	(2,794,900)	(2,126,000)	(2,132,000)	(2,030,000)
Balance Closing	2,963,600	2,480,700	2,852,900	3,500,800	4,503,200
Asset Investment Reserve					
Balance Opening	1,216,800	2,600	1,132,300	807,800	936,900
Contribution	344,900	394,900	444,900	444,900	494,900
Repayment of Eaglecrest		1,400,000	1,400,000		
Interest Earned	23,900	(5,200)	10,600	34,200	36,600
Capital Project Funding	(1,583,000)	(660,000)	(2,180,000)	(350,000)	(537,500)
Balance Closing	2,600	1,132,300	807,800	936,900	930,900
Water Infrastructure Reserve					
Balance Opening	2,750,300	3,098,000	2,365,000	3,028,300	3,424,400
Contribution	1,351,700	1,563,800	1,788,900	2,000,000	2,230,000
Interest Earned	137,000	155,200	130,400	161,100	181,600
Capital Project Funding	(1,141,000)	(2,452,000)	(1,256,000)	(1,765,000)	(1,700,000)
Balance Closing	3,098,000	2,365,000	3,028,300	3,424,400	4,136,000
Sewer Infrastructure Reserve					
Balance Opening	944,300	1,136,300	1,056,300	1,020,300	980,700
Contribution	347,300	288,800	335,000	332,900	329,800
Interest Earned	44,700	51,200	49,000	47,500	45,800
Capital Project Funding	(200,000)	(420,000)	(420,000)	(420,000)	(420,000)
Balance Closing	1,136,300	1,056,300	1,020,300	980,700	936,300
Property Reserve Fund					
Balance Opening	73,900	76,900	680,000	1,307,200	1,359,500
Contribution	-	-	-	-	-
Repayment of Eaglecrest	-	600,000	600,000	-	-
Interest Earned	3,000	3,100	27,200	52,300	54,400
Capital Project Funding	-	-	-	-	-
Balance Closing	76,900	680,000	1,307,200	1,359,500	1,413,900
Parkland Reserve Fund					
Balance Opening	126,450	131,550	274,350	422,850	439,750
Contribution	-	-	-	-	-
Repayment of Eaglecrest	-	137,500	137,500	-	-
Interest Earned	5,100	5,300	11,000	16,900	17,600
Capital Project Funding	-	-	-	-	-
Balance Closing	131,550	274,350	422,850	439,750	457,350
Park Development Reserve Fund					
Balance Opening	109,400	113,800	118,400	123,100	128,000
Contribution	-	-	-	-	-
Interest Earned	4,400	4,600	4,700	4,900	5,100
Capital Project Funding	-	-	-	-	-
Balance Closing	113,800	118,400	123,100	128,000	133,100

	2026	2027	2028	2029	2030
Statutory Reserves - Continued					
Emissions Reduction Reserve Fund					
Balance Opening	26,800	27,900	29,000	30,200	31,400
Contribution	-	-	-	-	-
Interest Earned	1,100	1,100	1,200	1,200	1,300
Capital Project Funding	-	-	-	-	-
Balance Closing	27,900	29,000	30,200	31,400	32,700
Cemetery Reserve Fund					
Balance Opening	315,900	328,500	341,600	355,300	369,500
Contribution	-	-	-	-	-
Interest Earned	12,600	13,100	13,700	14,200	14,800
Capital Project Funding	-	-	-	-	-
Balance Closing	328,500	341,600	355,300	369,500	384,300
Curling Club Reserve					
Balance Opening	95,600	107,100	119,000	131,400	144,300
Contribution	7,500	7,500	7,500	7,500	7,500
Interest Earned	4,000	4,400	4,900	5,400	5,900
Capital Project Funding	-	-	-	-	-
Balance Closing	107,100	119,000	131,400	144,300	157,700
DCC's (Roads, Drainage, Water, Open Spaces)					
Balance Opening	3,128,200	2,723,200	2,588,200	2,618,200	2,868,200
Contribution	265,000	265,000	250,000	250,000	250,000
Interest Earned	-	-	-	-	-
Capital Project Funding	(670,000)	(400,000)	(220,000)	-	-
Balance Closing	2,723,200	2,588,200	2,618,200	2,868,200	3,118,200



	2026	2027	2028	2029	2030
Non Statutory Reserves					
Strategic Initiatives Reserve Fund					
Balance Opening	39,650	24,250	226,150	541,050	237,650
Contribution	250,000	250,000	250,000	250,000	250,000
Repayment of Eaglecrest	-	270,900	270,900	-	-
Interest Earned	6,600	6,000	14,000	26,600	14,500
Strategic Initiative Funding	(272,000)	(325,000)	(220,000)	(580,000)	(40,000)
Balance Closing	24,250	226,150	541,050	237,650	462,150
Community Works (Gas Tax) Fund					
Balance Opening	696,200	586,300	906,500	789,500	639,800
Contribution	487,000	487,000	487,000	487,000	487,000
Interest Earned	37,600	33,200	46,000	41,300	35,300
Capital Project Funding	(634,500)	(200,000)	(650,000)	(678,000)	(500,000)
Balance Closing	586,300	906,500	789,500	639,800	662,100
Local Government Capacity Funding Reserve					
Balance Opening	131,900	131,900	131,900	131,900	131,900
Contribution	-	-	-	-	-
Interest Earned	-	-	-	-	-
Capital Project Funding	-	-	-	-	-
Balance Closing	131,900	131,900	131,900	131,900	131,900
Tree Replacement Reserve					
Balance Opening	33,000	33,000	33,000	33,000	33,000
Contribution	-	-	-	-	-
Interest Earned	-	-	-	-	-
Capital Project Funding	-	-	-	-	-
Balance Closing	33,000	33,000	33,000	33,000	33,000
Election Reserve Fund					
Balance Opening	30,000	-	10,000	20,000	30,000
Contribution	-	10,000	10,000	10,000	10,000
Interest Earned	-	-	-	-	-
Capital Project Funding	(30,000)	-	-	-	-
Balance Closing	-	10,000	20,000	30,000	40,000
Wildfire Equipment Replacement Reserve					
Balance Opening	29,000	29,000	29,000	29,000	29,000
Contribution	-	-	-	-	-
Interest Earned	-	-	-	-	-
Capital Project Funding	-	-	-	-	-
Balance Closing	29,000	29,000	29,000	29,000	29,000

	2026	2027	2028	2029	2030
Non Statutory Reserves - Continued					

Community Amenity Contribution Reserves:**Community Amenity Contribution Reserve**

Balance Opening	590,000	-	-	-	-
Contribution	-	-	-	-	-
Repayment of Eaglecrest	-	-	-	-	-
Interest Earned	-	-	-	-	-
Capital Project Funding	(590,000)	-	-	-	-
Balance Closing	-	-	-	-	-

Affordable Housing Reserve

Balance Opening	-	-	225,000	450,000	450,000
Contribution	-	-	-	-	-
Repayment of Eaglecrest	-	225,000	225,000	-	-
Interest Earned	-	-	-	-	-
Project Funding	-	-	-	-	-
Balance Closing	-	225,000	450,000	450,000	450,000

Developer Contribution Reserve

Balance Opening	110,400	110,400	110,400	110,400	110,400
Contribution	-	-	-	-	-
Interest Earned	-	-	-	-	-
Project Funding	-	-	-	-	-
Balance Closing	110,400	110,400	110,400	110,400	110,400

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 are anticipated to increase over the five-year term of this Plan. Outstanding debt includes borrowing to support the East Village (Phase 2) which is serviced through a Local Service Area Service Charge. Short-term equipment borrowing was used to fund the Fire Rescue truck in 2022, and the Fire Ladder Truck in 2023.

The Operations Facilities Modernization project is proposed to be funded substantially through long-term borrowing in 2027 and 2028, subject to Council decision making. Prior to this a needs assessment is planned for 2026.

	2026	2027	2028	2029	2030
DEBT PRINCIPAL BALANCES					
General Fund					
Issued and Outstanding:					
Fire Truck - Rescue Truck	226,200	-	-	-	
Fire Ladder Truck	893,500	476,000	-	-	
East Village Phase II - Local Service Area	519,800	509,700	499,600	489,500	479,400
Planned Debt					
Public Works and Parks Yard Modernization	-	2,500,000	7,500,000	11,100,000	10,885,000
Fire Department Tender Apparatus	-	-	1,700,000	1,382,300	1,339,800
Total	1,639,500	3,485,700	9,699,600	12,971,800	12,704,200

DEBT SERVICING REQUIREMENTS

General Fund					
Outstanding Debt Issues					
Fire Truck - Rescue Truck	205,900	233,900	-	-	
Fire Ladder Truck	459,900	459,900	458,700	-	
East Village Phase II - Local Service Area	33,800	33,800	33,800	33,800	33,800
Planned Debt Issues					
Operations Modernization	-	87,500	175,000	350,000	617,500
Fire Department Tender Apparatus	-	-	-	213,200	213,200
Total	699,600	815,100	667,500	597,000	864,500

DEBT BORROWING CAPACITY

Under the Community Charter and the Municipal Liabilities Regulation, the Town's borrowing capacity is determined based on its Liability Servicing Limit (LSL), which measures annual principal and interest payments as a percentage of prescribed revenues.

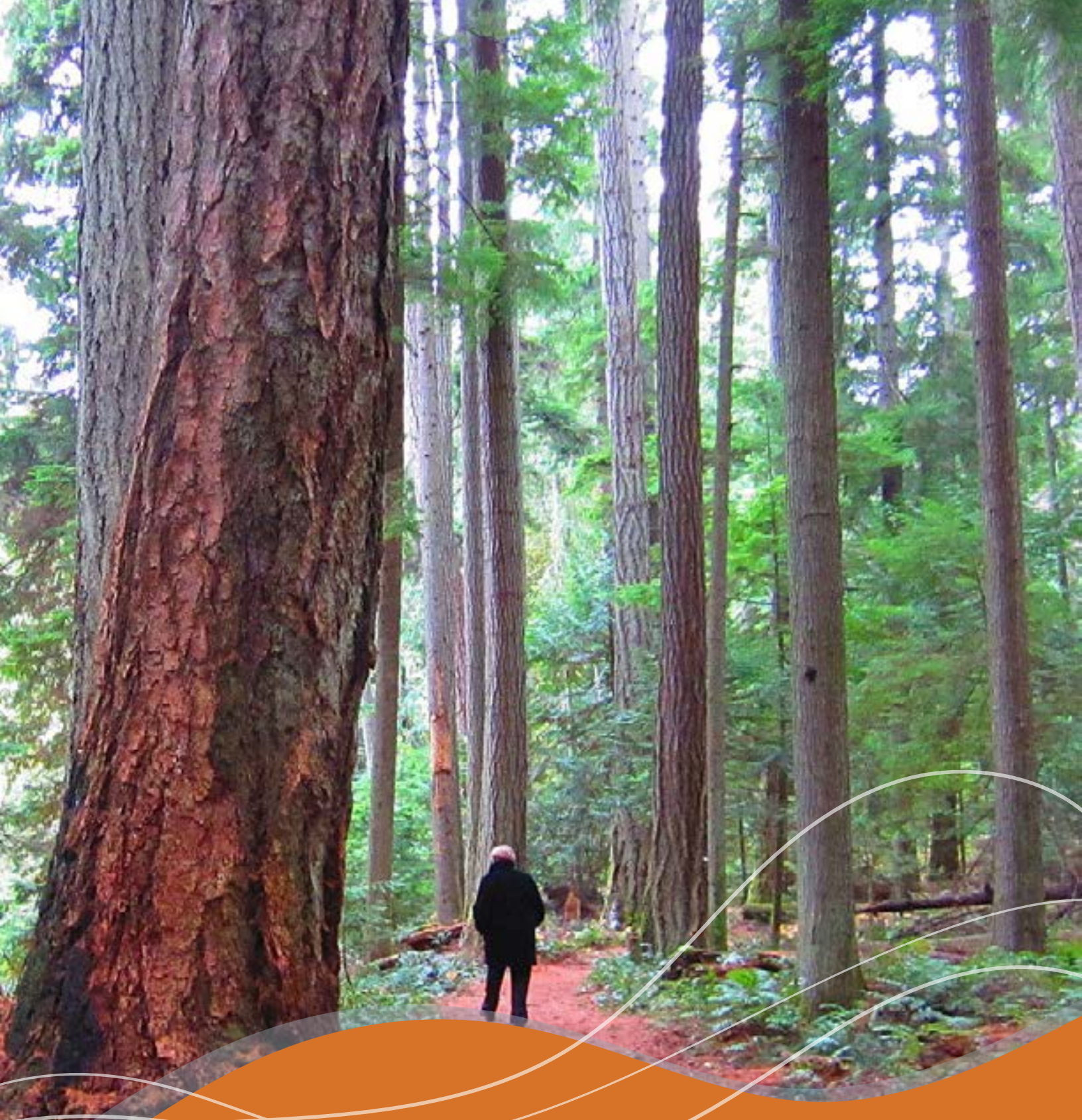
Provincial legislation establishes that:

The Town's maximum annual liability servicing costs cannot exceed 25% of the prior year's prescribed revenues.

Of that amount, up to 10% of prescribed revenues may be incurred without elector approval.

Liability servicing above the 10% threshold and up to the 25% limit generally requires elector assent (referendum or alternative approval process). Based on projected 2025 and 2026 revenues, the Town's assent free borrowing capacity and total borrowing capacity are illustrated below:

	2025		2026	
	Assent Free	Total Capacity	Assent Free	Total Capacity
Liability Servicing Limit	1,093,500	5,467,700	2,431,500	6,078,900
Actual Debt Servicing Costs	1,144,400	1,144,400	699,600	699,600
Liability Servicing Capacity Available	-	4,323,300	1,731,900	5,379,300
Estimated Borrowing Capacity, in Millions	-	\$61	\$25	\$78



SERVICE AREAS FINANCIAL SCHEDULES



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.

2025 COUNCIL HIGHLIGHTS AND ACCOMPLISHMENTS

In 2025 Council decision-making resulted in numerous successes for the community including, but not limited to the following Strategic Initiatives:

- Updated the Official Community Plan (OCP) with a housing focus, to comply with Bill 44 and Bill 35
- Conducted the Quality-of-Life Survey
- Acquired the Eaglecrest Golf Course Lands
- Approved numerous policy and bylaw amendments
- Entered into a one-year lease with School District 69 for the Qualicum Commons, to allow for due diligence in consideration of a long-term lease
- Supported public discussion about the Airport, the Community Transportation Plan, public safety, and provided opportunity to address Council on any matter of interest in four Open House style meetings
- Supported the Skatepark Reconstruction and grand opening
- Directed the new website migration project
- Directed completion of numerous significant capital projects including but not limited to: the Beach Creek Culvert Replacement, Bay Street Stabilization, Seacrest Place Slope Stabilization, Public Works Fuel System, Saahtlam Park Washrooms, Hemlock and Illiqua Watermain Replacement, and Waterfront Expansion Project

2025 COUNCIL HIGHLIGHTS AND ACCOMPLISHMENTS *continued*

- Presented resolutions to AVICC and UBCM on reconfiguration of railway crossings and the opioid crisis.
- Celebrated numerous awards including the MISA BC 2024 Spirit of Innovation award for the Public Inquiry System; the GeoConnect 2025 Award of Excellence for the Public Inquiry System, the Development Tracker and the Tree Removal Application; the GFOA Budget Award; and the “Best of the Best” BC & Yukon Tap Water Taste Test

COUNCIL PLANS FOR 2026

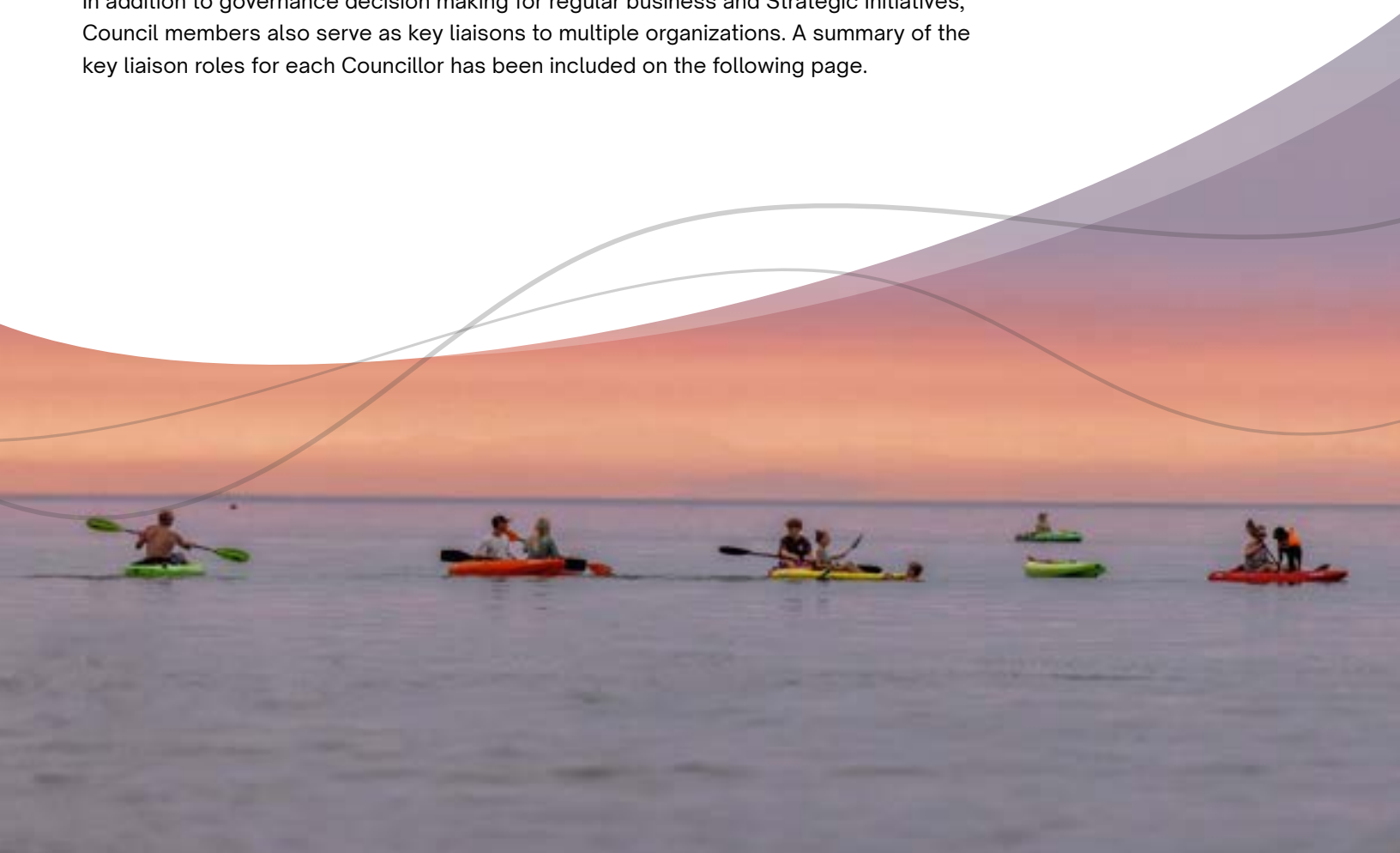
Annually, through the Strategic Planning process, Council allocates resources for Council’s Strategic Initiatives. A key objective of Council’s Strategic Planning Process is to better connect the Official Community Plan, Council’s Strategic Plan, the Budget, and multiple master plans. Significant progress was made on these connections in 2025 and continues in 2026.

For a complete list of Council’s Strategic Initiatives and plans for 2026, please see section titled “Strategic Initiatives Summary” on pages 21-22.

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 as key liaisons to multiple organizations. A summary of the key liaison roles for each Councillor has been included on the following page.





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



Councillor Scott Harrison

Voting Membership:

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

Liaison:

- Eaglecrest Residents' Association
- Access Oceanside Association
- Oceanside Task Force on Homelessness
- Kiwanis Housing Society



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



Councillor Petronella Vander Valk

Voting Membership:

- Oceanside Initiatives

Liaison:

- Chartwell Residents' Association
- Naut'sa mawt Oceanside Wellness (NOW)
- Qualicum Beach Farmer's Market

Liaison continued

- Qualicum Community Education and Wellness Society (QCEWS)
- PQB Tourism Association
- QB Chamber of Commerce
- QB Collective Society
- St. Andrew's Lodge Historical and Cultural Society



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

Liaison continued

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

2025 OFFICE OF THE CAO HIGHLIGHTS AND ACCOMPLISHMENTS

- Supported ongoing policy review.
- Supported Official Community Plan Review.
- Undertook Committee/Commission Review – Phase 2.
- Supported acquisition of the Eaglecrest Golf Course Lands.
- Supported due diligence for the one-year lease of the Qualicum Commons.
- Continued to support Council in establishing municipal places of business as safe and respectful forums to promote public engagement, effective governance, and staff performance.
- Continued to support Council liaisons in meetings with Residents' Associations to enhance communication.
- Attended the Union of BC Municipalities Conference with all members of Council.
- Attended the Local Government Management Association (LGMA) conference and the CAO Forum for professional development.

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 2026

- Continue to support development and sale of residential lots on Eaglecrest Golf Course Lands.
- Continue to support due diligence for possible extension of the lease for the Qualicum Commons.

LOOKING AHEAD: 2027-2030 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

- Community engagement is further integrated into planning for projects of significance.
- 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, within an increasingly competitive job market.
- Policy direction is consistently implemented.
- Achievement of the GFOA Distinguished Budget Presentation Award for the third year straight.

BUDGET SUMMARY

The Council and Office of the CAO budget is forecast to increase from the previous year by \$33,700 or 5% resulting from increases to remuneration and benefits, as per contractual obligations.

Council And Office of the CAO - Operating Budget

	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %	
Transfer from Reserves	-	10,834	1,121	15,000	13,900	(1,100)	-7%	2
Total Revenue	\$ -	\$ 10,834	\$ 1,121	\$ 15,000	\$ 13,900	\$ (1,100)	-7%	

Operating Expenses

Mayor and Council	278,415	305,186	310,003	325,300	338,900	13,600	4%	1
CAO Office - 2.0 FTE	360,239	322,035	390,550	377,000	397,100	20,100	5%	1
One Time Operating Projects	-	10,834	1,121	15,000	13,900	(1,100)	-7%	2
Total Operating Expenses	\$ 638,654	\$ 638,055	\$ 701,673	\$ 717,300	\$ 749,900	\$ 32,600	5%	

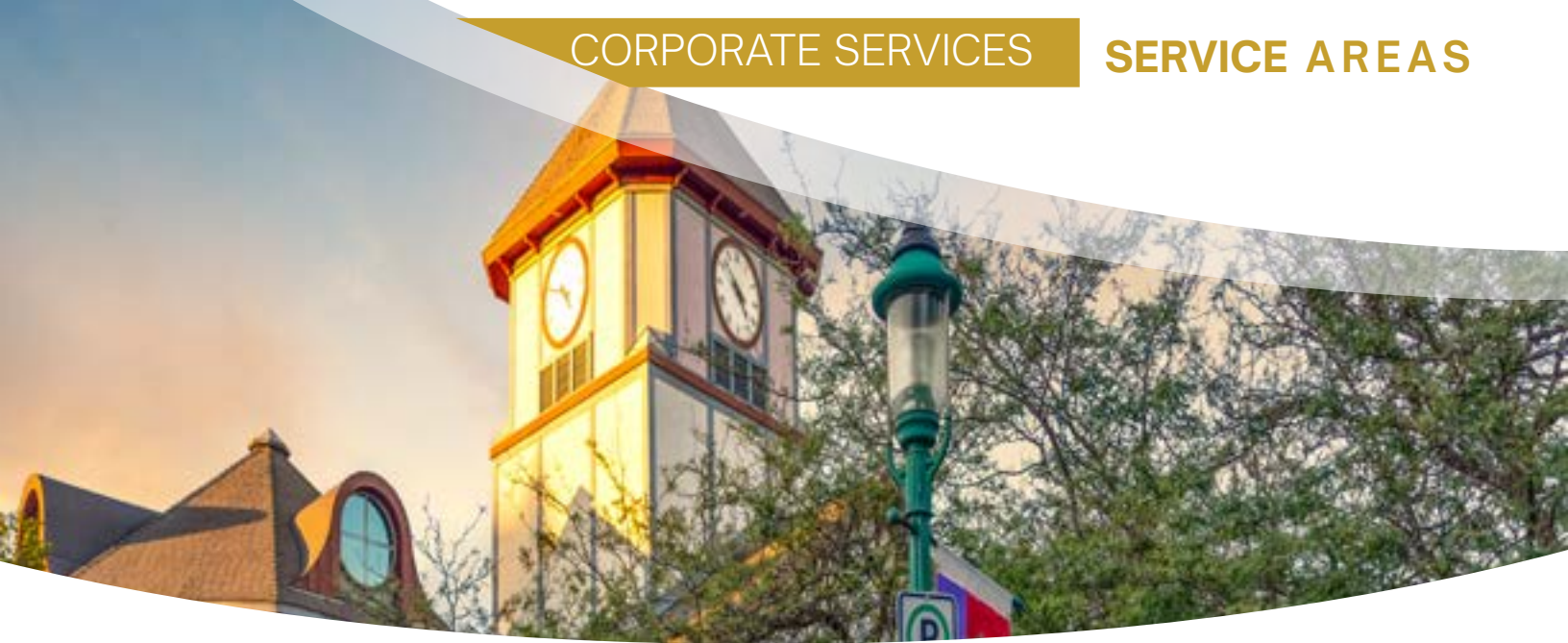
Funding from General Revenues	\$ 638,654	\$ 627,221	\$ 700,552	\$ 702,300	\$ 736,000	\$ 33,700	5%	
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1. Contractual remuneration and benefit increases (Council and staff)
2. Carryover of unspent organizational service review budget from 2025

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.

	2026	2027	2028	2029	2030
Council And Office of the CAO					
Community Volunteerism (Council Discretionary Decision Making)	5,000	-	-	-	-
Collaboration Qualicum First Nations and Saa'men	15,000	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 administering federal and provincial grant applications
- Managing the Town's communications, website and 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; overseeing operations of the Qualicum Commons; management of claims; risk assessments; land purchase and sale; land registrations; long and short-term leases and licencing.

SPECIAL EVENTS

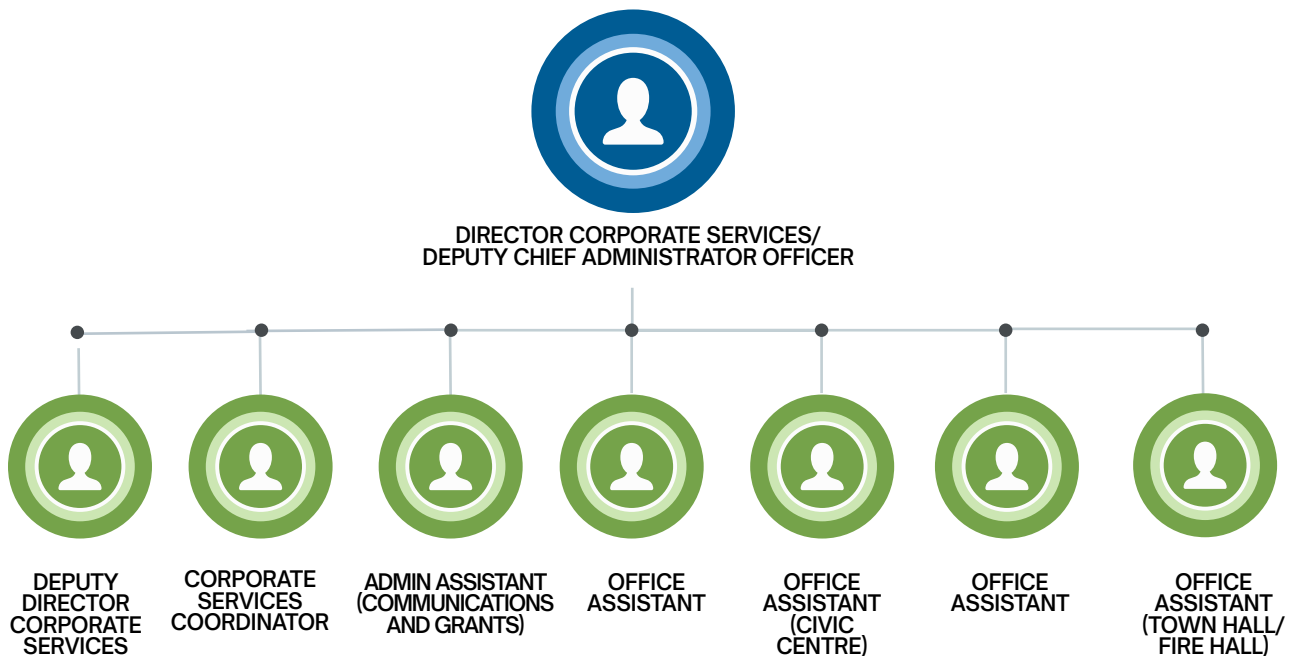
Special event programming helps create a sense of community identity, belonging, pride, and spirit. It showcases Qualicum Beach to residents and visitors as a great place to visit, live, work, and play. Some of the annual special events in Qualicum Beach include Beach Day Celebration, Family Day Celebration, 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

Key Activity Levels	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Council Meetings (Regular and Special)	12	23	35	38	21
Council Meetings (Closed)	17	25	23	31	10
Committee of the Whole	4	12	14	14	11
Committee/Advisory Body Meetings	47	56	44	37	30
Public Hearings Conducted	6	5	0	2	2
Media Releases	35	48	45	48	50
Noteworthy Bulletins	4	3	3	3	4
Monthly Newsletters - Print	11	12	12	12	12
Monthly Newsletters - Digital	11	12	12	12	12
Freedom of Information Requests	87	83	115	96	100
Bylaws approved by Council	18	12	18	18	15
Policies approved by Council	3	4	3	8	5
Special Events supported	-	-	14	17	18
Website Users	-	-	108,000	125,000	135,000
Website Total views	-	186,906	281,000	246,000	300,000
Facebook Posts	199	700	600	650	700
Facebook Followers	5,215	5,734	6,792	8,067	8,300
Facebook Reach	203,711	269,846	763,093	*	*
Facebook Visits	-	-	-	2.5 M	3.1M
Council Correspondence log items	1,738	1,500	655	450	475
Public Inquiry System items	-	-	395	885	920
Constant Contact Notices	145	165	170	175	180
Online Surveys Posted	2	8	10	15	

* "Reach" discontinued, and replaced with "Views"

Corporate Administration

Service Plan	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Staff Complement	7	7	7	8	8
Standing/Select Committees	9	9	10	6	5
Legislative	100%	100%	100%	100%	100%
Council Correspondence	90%	90%	95%	90%	95%
Council Meeting Minutes	95%	95%	100%	90%	95%
CoW Meeting Minutes	95%	95%	95%	95%	95%
Committee Minutes	95%	95%	95%	95%	95%
Late Council Items	7	5	5	5	5
Insurance Incidents	New	1%	4%	3%	3%
FOI Request on time	98%	98%	98%	98%	98%

2025 HIGHLIGHTS AND ACCOMPLISHMENTS

- Launched redesigned website, with optimized search functionality.
- Processed 96 Freedom of Information requests with 98% responded to within the legislated time lines.
- Transitioned existing tenants from the Qualicum Commons and signed 10 new leases.
- Processed 885 inquiries through the Public Inquiry System for Corporate Services and Council.
- Continued to increase social media presence and general communication strategies.
- Provided administrative and legislative support for 85 Council and Committee of the Whole meetings.
- Initiated a Comprehensive Policy Review, including a re-organization of policies distinguishing Administrative Policies from Council Policies, and reviewing and approving 8 policies and rescinding 15 policies.
- Supported departments and Council with advancing 18 bylaws for approval, including 11 amending bylaws.

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.

PLANS FOR 2026

- 2026 Local Government Election
- Elections bylaw and process review.
- Monitor and enhance website functionality.
- Council compensation review (complete).
- On-boarding new Corporate Service Coordinator, and Deputy Director of Corporate Services (term).
- Continuation of comprehensive review of Town Policies.
- Organization-wide privacy training.
- Continued Communications Strategy implementation (Council Strategic Initiative).
- Maintain service level standards Department-wide, including meetings and communications.

LOOKING AHEAD: 2027-2030 KEY PROJECTS AND INITIATIVES

- Implementation of an Electronic Records Management System (2028 or beyond).
- Refresh of Town's visual brand.

BUDGET SUMMARY

The Corporate Services Department budget is forecast to increase by \$51,200 or 4% which results from increases to materials, supplies, wages, benefits, and insurance.

Corporate Services - Operating Budget

	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %	
Transfer from Reserves	-	-	-	-	30,000	30,000	0%	3
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	0%	

Operating Expenses

Corporate Services	688,689	834,309	813,422	816,400	857,600	41,200	5%	1
Communications	55,847	65,463	75,427	75,000	75,000	-	0%	
Legal	162,147	180,443	146,067	150,000	150,000	-	0%	
Risk Management	212,825	231,539	249,808	235,000	245,000	10,000	4%	2
Elections	-	-	-	10,000	40,000	30,000	300%	3
Total Operating Expenses	\$ 1,119,507	\$ 1,311,754	\$ 1,284,724	\$ 1,286,400	\$ 1,367,600	\$ 81,200	6%	

Funding from General Revenues	\$ 1,119,507	\$ 1,311,754	\$ 1,284,724	\$ 1,286,400	\$ 1,337,600	\$ 51,200	4%	
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1. The increase is primarily due to rising wage and benefit pressures along with higher costs for materials and supplies
2. Increase in insurance premiums
3. Municipal election in 2026. \$30,000 transferred in from Election Reserve for total budget of \$40,000

STRATEGIC INITIATIVES

Strategic Initiatives identified during the Council Strategic Planning sessions for 2026 include a comprehensive policy review, and records management.

	2026	2027	2028	2029	2030
Corporate Services					
Records Management*	60,000	-	-	-	-
Comprehensive Policy Review*	37,000	-	-	-	-
Visual Identity Refresh	-	20,000	50,000	50,000	-
TOSH One-time Mid Year Request	50,000	-	-	-	-
MABRI Fee for Service Request	24,000	24,000	-	-	-
Town Website Improved Searchability	20,000	-	-	-	-
Tourism and Small Business Promotion - (Council Discretionary Decision Making)	10,000	-	-	-	-

* Carried forward from previous year

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 2026:

- Coldest Night of the Year – February
- Youth Appreciation Lunch – May
- ORCA Mother's Day Race – May
- Public Works Day - May
- Family Day - May
- Mindfulness in May - 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 Operating Budget

	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %	
Grants and Requisitions	\$ 619,686	\$ 715,090	\$ 748,241	\$ 747,800	\$ 778,100	30,300	4%	1
Other - Business Licenses	79,395	93,461	96,316	81,000	89,000	8,000	10%	
Total Revenue	\$ 699,081	\$ 808,551	\$ 844,557	\$ 828,800	\$ 867,100	\$ 38,300	5%	

Operating Expenses

Community Events	122,299	132,066	146,935	169,200	196,400	27,200	16%	2
Chamber of Commerce	73,058	74,700	59,000	69,000	69,000	-	0%	
PQ Tourism Association	-	-	14,000	14,000	14,000	-	0%	
Museum	128,329	125,317	127,350	119,600	119,600	-	0%	
Library	619,717	715,243	747,751	747,800	778,100	30,300	4%	1
Total Operating Expenses	\$ 943,403	\$ 1,047,326	\$ 1,095,036	\$ 1,119,600	\$ 1,177,100	\$ 57,500	5%	

Funding from General Revenues	\$ 244,323	\$ 238,776	\$ 250,479	\$ 290,800	\$ 310,000	\$ 19,200	7%
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1. Vancouver Island Regional Library 2026 levy increases by 4%
2. Reallocation of labour costs to align budget with actual time spent on event activities - offset by reduction in operations





HUMAN RESOURCES

The Human Resources Department provides leadership and expertise to support a resilient, future-ready workforce and to help ensure the Town remains a competitive employer. Our focus is on fostering a culture where employees can thrive, supporting recruitment, growth, and retention while contributing to the delivery of high-quality municipal services to taxpayers, businesses, and visitors.

Employees are the Town's most valuable resource. Human Resources is committed to building a workplace where members of the Town of Qualicum Beach team feel valued, supported, and respected. We work to create an environment that encourages collaboration, professional growth, and well-being, and we deliver HR services that are consistent, transparent, and demonstrate service excellence.

As a service department, Human Resources Department supports all other Town departments by providing leadership and guidance in the following areas:

- Recruitment, selection and retention
- Employee relations
- Labour relations
- Occupational Health and Safety
- Employee training, development and wellness
- Organizational planning
- Employee recognition and engagement
- Compensation and Benefits

KEY POLICIES AND PLANS

- Labour Code
- CUPE Collective Agreement
- *Employment Standards Act*
- *Workers Compensation Act*
- Occupational Health and Safety (OHS) Regulation

DEPARTMENT STAFF AND STRUCTURE

The Department is led by the Director of Human Resources, with support from an HR and Safety Coordinator and a term position of Junior HR Specialist.



KEY INDICATORS

In 2025, Human Resources strengthened service delivery across the organization, with a focus on compliance, safety culture, workforce sustainability, employee and labour relations, and training and development.

Key Activity Levels		2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Recruitment & Selection	Job postings	15	25	27	26	26
Training & Development	Sessions scheduled	NEW	5	13	18	12
	Registrations	NEW	152	265	301	239
WorkSafeBC files	TimeLoss/ Healthcare/ Report Only	5	16	10	17	14
Investigations		4	12	7	7	8
RTW Disability Management	WSBC compensable injuries	NEW	NEW	2	2	2
	Non-compensable injuries	NEW	NEW	2	0	2

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

2025 HIGHLIGHTS AND ACCOMPLISHMENTS

- Strengthened HR service delivery to enhance employee and labour relations.
- Advanced Health and Safety Program improvements to promote compliance and continuous improvement.
- Participated in the BC Municipal Association's Safety Initiative to further build the Town's safety culture.
- Assisted departments with recruitment activities to address staffing needs.
- Led strategic preparation for upcoming CUPE collective bargaining.
- Implemented an updated Respectful Workplace Policy and delivered training to all staff.

CHALLENGES

- Maintaining service continuity as long-serving employees transition out of the organization.
- A maturing workforce, with 49% of employees eligible for retirement by 2028 (based on a staff complement of 70).
- Responding to growing service demands within existing staffing capacity.
- Attracting and retaining skilled employees in a competitive labour market.
- Workplace injuries continuing to influence WorkSafeBC costs and premium rates.
- CUPE collective bargaining preparation requiring focused departmental attention, limiting capacity to advance other priorities.

PLANS FOR 2026

- Lead CUPE Collective Bargaining negotiations.
- Support recruitment and retention to maintain a stable workforce and reliable service delivery.
- Continue building the Town's safety culture, with attention to injury prevention and return-to-work practices.
- Advance succession planning and leadership development.
- Promote employee engagement and well-being to strengthen retention and performance.

LOOKING AHEAD: 2027-2030 KEY PROJECTS AND INITIATIVES

- Continue strengthening the Town's safety culture, including ongoing improvement of return-to-work practices.
- Enhance the Town's ability to attract and retain employees through a positive, engaged workplace culture.
- Advance succession planning and targeted learning initiatives to support current capacity and future workforce needs.

BUDGET SUMMARY

The Human Resources Department budget is forecast to increase by \$24,200 or 5% due to training, contracted services, wages and benefit adjustments.

Human Resources - Operating Budget								
	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %	
Transfer from Accumulated Surplus	\$ -	\$ 105,400	\$ 65,000	\$ 157,600	\$ 137,600	(20,000)	-13%	1
Transfer from Reserves			55,140	20,000	20,000	-	0%	
Total Revenue	\$ -	\$ 105,400	\$ 120,140	\$ 177,600	\$ 157,600	\$ (20,000)	-11%	
Operating Expenses								
Human Resources	311,081	369,060	433,287	450,000	474,200	24,200	5%	2
One Time Projects	-	-	55,140	177,600	157,600	(20,000)	-11%	3
Total Operating Expenses	\$ 311,081	\$ 369,060	\$ 488,427	\$ 627,600	\$ 631,800	\$ 4,200	1%	
Funding from General Revenues	\$ 311,081	\$ 263,660	\$ 368,287	\$ 450,000	\$ 474,200	\$ 24,200	5%	

1. Budget provision for CUPE contract position and Collective Agreement negotiation costs are funded from accumulated surplus
2. Rising costs for wages and benefits, and contracted services
3. The budget provision for one-time projects is for:
 - Temporary term CUPE contract position
 - Collective agreement negotiation costs
 - Employer of Choice initiative



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 \$49 million in annual expenses and revenues including the following:

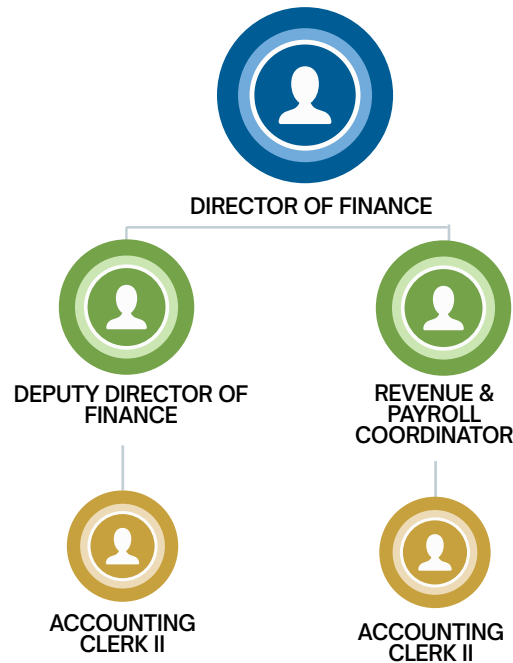
- Coordinating the annual financial planning (budget) and long-term financial planning processes
- Supporting departments with financial analysis and strategic advice
- Processing accounts payable and receivable for over 4,500 invoices annually
- Processing bi-weekly payroll for over 77 full time equivalent staff members and 25-30 Paid-on-Call Firefighters
- Maintaining benefits records for staff
- Purchasing and procurement
- Administering 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 instalments
- 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 Deputy Director of Finance, Revenue and Payroll 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 2025, finance activity levels remained consistent with previous years.

Key Activity Levels		2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Property Taxation	Collections (Million)	22.6	23.7	24.6	26.9	28.2
	Tax Notices Issued	4,947	4,955	4,986	5,204	5,220
	Property Tax Deferments	680	685	681	687	690
Payroll	Paystubs Issued	1,915	1,930	1,994	2,160	2,175
Utility Billing	Bills Issued	9,613	9,650	9,679	9,726	9,740
Accounts Payable/Receivable	Invoices Processed	4,400	4,500	4,800	4,500	4,700

Service Plan		2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Payroll	Processed on time	Achieved	Achieved	100%	100%	100%
Tax Notices	Mailed on time	Achieved	Achieved	100%	100%	100%
Utility Bills	Processed on Time	Achieved	Achieved	100%	100%	100%
Five Year Financial Plan	Prepared on Time	Achieved	Achieved	On Time	On Time	On Time
Financial Statements	GFOA Standard achieved	New	In progress	Achieved	Achieved	Achieved
	Prepared on time	Achieved	Achieved	On Time	On Time	On Time
	Unqualified Audit Report	Achieved	Achieved	Achieved	Achieved	Achieved

2025 HIGHLIGHTS AND ACCOMPLISHMENTS

- Earned the Government of Financial Officers Association Distinguished Budget presentation award for the 2025-2029 Financial Plan.
- Continued improvements in financial reporting through robust quarterly reporting.
- Supported funding and financial analysis and communication with private donor for Eaglecrest Golf Course acquisition.
- Implementation and advancement of the Asset Replacement Financing Strategy with in-house improvements in asset data.
- Implementation of direct deposit for Accounts Payable – approximately 50% of suppliers are now being paid by direct deposit in comparison to manual cheques.
- Co-ordinated and supported key deliverables for 2026 Strategic Planning process.
- Prepared reporting for grant claims and assisted in grant application submissions.
- 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.
- Roll out of MyTown online account for utilities – enabled delivery of utility notices to all property owners during unexpected strike job action at Canada Post.
- Facilitated the set-up of financial systems and supported financial analysis and billing processes for the Qualicum Commons property lease.
- Monitored US tariffs and US purchasing procurement for potential impact on operations.
- Drafted updated Procurement Policy and reviewed with Senior Management Team. To be presented for Council consideration in 2026.
- Updated Water & Sewer Utility Rates and Parcel Tax Bylaws.

CHALLENGES

- Limited human resource capacity to support the enhanced levels of service introduced by the Finance Department beginning in 2023 continues into 2026. In 2025, this resulted in staff working beyond reasonably expected hours to deliver approved workplan projects. The Finance team has undergone restructuring and realignment of responsibilities to address these pressures within existing resources; however, additional staffing resources may need to be considered by Council in a future year to sustain these enhanced service levels over the longer term.

PLANS FOR 2026

- 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.
- Automate the online bank payment upload process for payments made at financial institutions.
- Implementation of Asset Management Financing Strategy and improve Geographic Information System (GIS) asset dataset information.
- Succession planning for the Finance Department.
- Transition property tax notice and payment information to the MyTown online portal.

LOOKING AHEAD: 2027-2030 KEY PROJECTS AND INITIATIVES

- Improvements to 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.
- Conduct a comprehensive review of the Town's ERP system to assess whether it continues to meet the operational, reporting and strategic needs of the Town.

BUDGET SUMMARY

The Finance Department's budget is forecast to increase by \$58,600 or 9% as a result of increased wage and benefits, costs and increase in provision for audit services.

Finance Operating Budget								
	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %	
Operating Expenses								
Finance	563,026	595,951	633,998	646,200	696,800	50,600	8%	1
Audit	36,030	40,660	44,320	38,000	46,000	8,000	21%	2
Total Operating Expenses	\$ 599,056	\$ 636,611	\$ 678,318	\$ 684,200	\$ 742,800	\$ 58,600	9%	
Funding from General Revenues	\$ 599,056	\$ 636,611	\$ 678,318	\$ 684,200	\$ 742,800	\$ 58,600	9%	

1. Rising wage and benefits pressure and adjustment to reflect departmental restructure
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.

	2026	2027	2028	2029	2030
Finance					
Implement and Operationalize Asset Management Strategy & Plan	\$ 27,000	\$ -	\$ -	\$ -	\$ -

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 reallocated in 2025 to fund purchase of Eaglecrest Golf Course.



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								
	2023	2024	2025	2025	2026	Change	Change	
	Actuals	Actuals	Projected	Budget	Budget	\$	%	
Investment Income	\$ 1,205,785	\$ 1,346,417	\$ 947,311	\$ 624,500	\$ 624,500	-	0%	
Penalties and Interest	96,637	100,305	138,680	70,000	70,000	-	0%	
Grant Funding	6,759,224	3,081,690	1,591,642	6,380,000	10,143,100	3,763,100	59%	
Other Revenue	44,885	126,676	2,287,856	34,000	19,000	(15,000)	-44%	
Proceeds on Disposition of Assets	29,816	32,379	70,283	-	-	-	0%	
Labour Recovery from Utilities	548,000	548,000	548,000	548,000	548,000	-	0%	
Equipment & Administration Recovery from Utilities	1,156,000	1,156,000	926,500	926,500	926,500	-	0%	
Transfers from Reserves	394,188	4,030,818	3,592,432	9,948,700	9,661,200	(287,500)	-3%	
Total Revenue & Transfers	\$ 10,234,534	\$ 10,422,286	\$ 10,102,704	\$ 18,531,700	\$ 21,992,300	\$ 3,460,600	42%	
Operating Expenses								
Other Expenses	\$ 49,066	\$ 108,225	\$ 22,975	\$ 26,000	\$ 26,000	-	0%	
Debt Servicing	681,544	1,167,761	1,081,009	1,178,200	699,600	(478,600)	-41%	
Transfer to Water Fund	85,000	422,382	-	85,000	85,000	-	0%	
Transfer to Reserves	6,457,763	4,675,899	3,109,113	2,983,900	3,778,600	794,700	27%	
Total Operating Expenses	\$ 7,273,373	\$ 6,374,267	\$ 4,213,096	\$ 4,273,100	\$ 4,589,200	\$ 316,100	11%	
Net Contribution / (Use of Resources)	\$ (2,961,161)	\$ (4,048,020)	\$ (5,889,608)	\$ (14,258,600)	\$ (17,403,100)	\$ (3,144,500)	22%	



INFORMATION TECHNOLOGY

The Information Technology (IT) team functions as the technological backbone of the Town, dedicated to maintaining secure and efficient networks, IT infrastructure, and information systems. The team is responsible for overseeing information and database management systems, as well as developing and implementing innovative and cost-effective technology solutions. It enhances data analytics through the creation of accurate dashboards and supports both office and field solutions such as asset management, work order and public inquiry systems. The IT team also facilitates system integration, migration and advances automation to optimize operational efficiency. In addition, the team administers a comprehensive Geographic Information System (GIS), manages enterprise geo-databases, and maintains asset management records and all municipal maps, while designing and deploying GIS-powered web and mobile applications.

SERVICES ARE PROVIDED IN SIX AREAS:

1. **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.

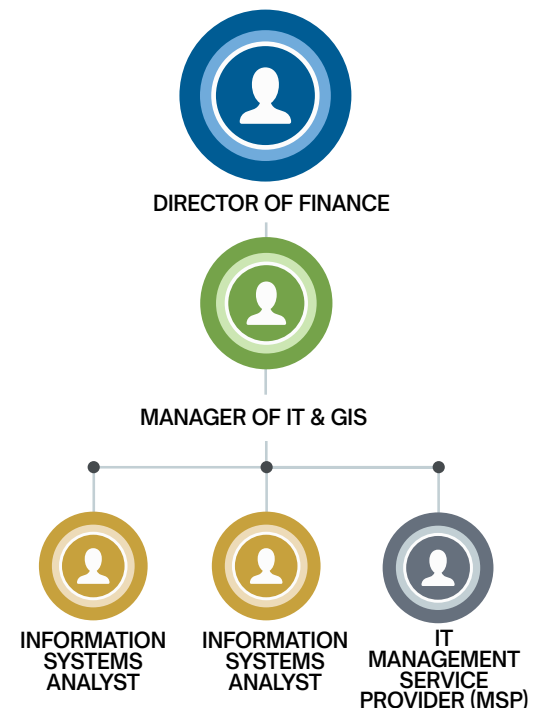
KEY POLICIES AND PLANS

- 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		2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Staff Complement	IT Department FTE	3	3	3	3.5	3.5
	Helpdesk requests Total	1440	1921	1749	1526	1610
	Supported by Town IT	669	1020	908	757	800
Helpdesk	Supported by RBS MSP	771	901	841	769	810
	Business Applications/ Platforms/Dashboards	71	115	178	210	250
Software Supported	Servers	15	16	16	16	15
	Virtual Desktops	4	6	6	6	6
	Computers/Laptops/Tablets	157	140	150	160	165
	Printers	31	32	32	34	38
	Mobile Data Plan Enabled Devices	78	77	85	90	95
	Landline Phones	70	70	85	85	85
	CCTV Cameras	28	28	33	41	50
Hardware Supported	Firewalls	2	2	2	4	4
	Switches	31	31	31	33	33
	Routers	14	15	17	21	23
	Wireless Access Points	23	24	24	25	26
	Fibre Optics Cable	7.1km	7.1km	7.1km	7.1 km	7.1 km
Network Equipment Supported						

Key Activity Levels		2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Server Data Storage Capacity	x Terabytes	38.5	38.5	51.46	51.46	100
Email	Mailboxes Supported	139	158	175	215	230
GIS	Datasets Supported	150	270	330	350	375
Network Connected	99.9% Uptime	Achieved	100%	100%	100%	100%
Internet Connected	99.9% Uptime	Achieved	100%	100%	100%	100%
Data Backups Completed	Weekly	52	52	52	52	52
Core applications up to date	Updates completed on time	95%	95%	95%	95%	95%

2025 HIGHLIGHTS AND ACCOMPLISHMENTS

- Received back-to-back MISA BC Spirit of Innovation Awards (2024 & 2025), recognizing the AI-powered Semantic Search proof-of-concept - developed to build buy-in for website-wide page and document search - and the Legacy Service Card Data Extraction and Automation, which saved substantial manual data entry time.
- Honoured with the Award of Excellence at the GeoConnect 2025 Conference, recognizing the success of the Public Inquiry System, Development Tracker, and Tree Removal Permit Application.
- The NG9-1-1 Transition Project RFP was awarded and the project commenced in August 2025 to ensure address and road data compliance with NG9-1-1 standards. Completion is targeted for Q1 2026.
- The Public Inquiry Form was enhanced with additional AI-driven automation, reducing clicks and redundant data entry, particularly for application-related submissions.
- CCTV systems at Town Hall, remote water sites, and the Public Works Yard were replaced and expanded, improving surveillance coverage, quality, and automation.
- Prototypes leveraging generative AI were developed, including a semantic (natural language) search tool for the Town's public document library and an automated solution for extracting service card information to achieve full digitalization in near future (award winning).
- A new Information Systems Analyst (GIS) and a GIS Practicum were successfully on-boarded, accelerating backlog and advancing GIS initiatives.
- Robust redundancy was implemented for Town and water system networks, including cellular and alternative internet backups, to enhance network resilience.
- Multi-Factor Authentication (MFA) and Two-Factor Authentication (2FA) were rolled out for all Microsoft 365 users to strengthen account security.
- ArcGIS Enterprise was upgraded to version 11.5, improving performance, licensing, security, and workflow integration.
- A Commercial Vehicle Inspection Program was designed and developed using GIS and automation tools to streamline reporting.
- A Road Sightline Inspection solution was developed to support intersection safety assessments.
- The Fire Dispatch Map Book was completed to support emergency response and training.
- Town data was integrated with Esri Canada's Community Maps, enabling faster, cost-free GIS tiling services for all Town GIS applications.
- Surveyed storm drainage assets were entered into the enterprise geo-database with support from Town's excellent GIS staff and a practicum student.

CHALLENGES

- Increasing demand for innovative, automated IT and GIS solutions across departments highlights opportunities for improved efficiency and value. At the same time, limited resources constrain the Town's ability to respond in a timely manner.

PLANS FOR 2026

INFORMATION TECHNOLOGY (IT)

- Upgrade its primary and backup servers, which is approaching end-of-support, to ensure continued performance, security, and reliability.
- Microsoft 365 compliance and digital records security will be further strengthened, with a focus on mobile device management and data protection.
- Existing dashboards will be optimized, and new ones developed to support data-driven decision-making and improve business management.
- AI and automation-driven solutions will be gradually introduced to enhance operational efficiency and streamline workflows.
- End-of-support network equipment and IT devices will be replaced to maintain current, licensed, and supported technology across the organization.
- Continue delivering training and support across departments to strengthen technology adoption and improve digital literacy.
- Network and server redundancy will be further enhanced to ensure business continuity and resilience.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

- New public mapping and GIS applications will be developed using enterprise GIS solutions, retiring legacy open-source platforms.
- Additional GIS dashboards, automations, and field applications will be created to strengthen asset management and data-driven decision-making.
- Processes for asset data entry and maintenance will be optimized, focusing on how to more effectively convert record drawings and GPS survey data into the Town's GIS database.
- Existing GIS-powered applications will be enhanced based on staff and public feedback to improve usability and functionality.
- Complete the transition to NG9-1-1 (with UBCM grant) by aligning address and road data with NG9-1-1 standards.



LOOKING AHEAD: 2027-2030 KEY PROJECT AND INITIATIVES

INFORMATION TECHNOLOGY (IT)

- Maintain a rolling replacement and enhancement program for servers, network equipment, hardware, and software to sustain reliability, performance, and supportability across operations.
- Improve communication technologies to strengthen redundancy and better support administrative, operational, and public inquiry processes.
- Enhance network security and redundancy across all facilities to ensure robust, resilient connectivity.
- Expand the use of automation and AI to optimize municipal operations and streamline daily processes.
- Progress records management initiatives through automation, governance, analytics, security, and compliance.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

- Develop additional GIS powered dashboards, automations, maps, and applications to strengthen transparency, data driven decision making, public engagement, and asset management.
- Collaborate with the Infrastructure Services Department to complete storm drainage system data collection.
- Automate BC ONE CALL workflows and digitize missing underground utilities, and property service connections and service lines to accelerate turnaround and accuracy.
- Implement an Open Data portal to broaden public access to authoritative municipal datasets.

OPERATING BUDGET SUMMARY

The Information Technology budget is forecast to increase by \$80,200 or 8%, largely due to increases in software licensing costs and managed IT support.

Information Technology Operating Budget

	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %	
Transfer from Reserve Grant Revenue	\$ -	\$ 26,000	\$ -	\$ -	\$ -	-	0%	1
	-	-	18,000	45,000	27,000	(18,000)	-40%	
Total Revenue	\$ -	\$ 26,000	\$ 18,000	\$ 45,000	\$ 27,000	\$ (18,000)	0%	

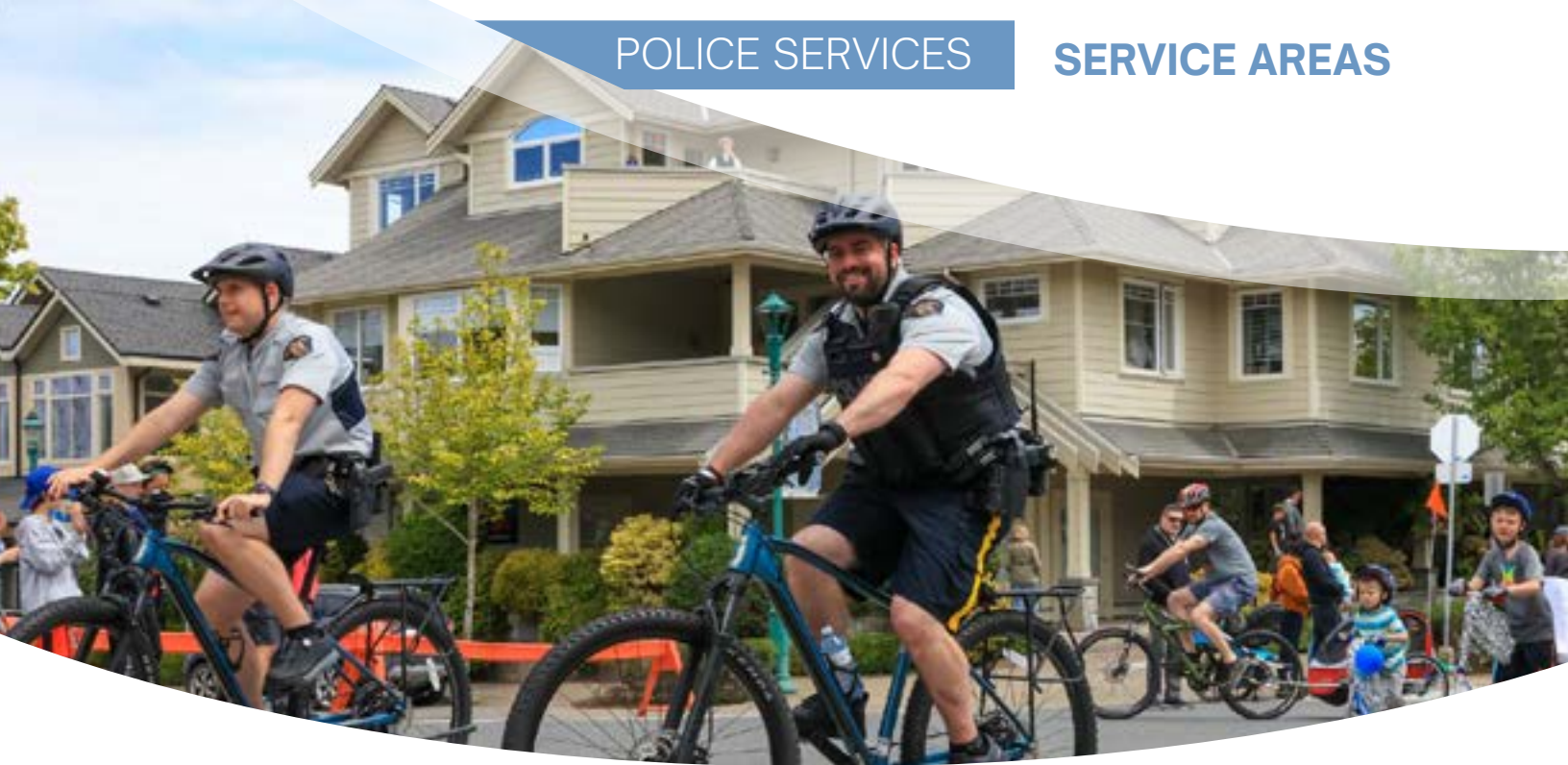
Operating Expenses

Administration	386,995	393,879	432,468	435,000	468,500	33,500	8%	2
Software Support	148,191	230,196	316,503	270,500	317,200	46,700	17%	3
Hardware Support	87,740	82,809	111,873	99,000	99,000	-	0%	
Helpdesk	180,333	150,688	156,172	182,000	182,000	-	0%	
One Time Operating Projects	-	54,963	17,675	45,000	27,000	(18,000)	-40%	1
Total Operating Expenses	\$ 803,260	\$ 912,536	\$ 1,034,691	\$ 1,031,500	\$ 1,093,700	\$ 62,200	0%	

Funding from General Revenues	\$ 803,260	\$ 886,536	\$ 1,016,691	\$ 986,500	\$ 1,066,700	\$ 80,200	8%	
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1. Carry forward remaining unspent NG911 Grant funds from 2025 to 2026
2. Increase in telecommunication costs for emergency response and rising costs for wages and benefits
3. Software licensing costs increased due to continued shift from purchase of software to subscription based licensing models





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 six public service employees, and five 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 approximate 50,000 residents in 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 14,000 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 several 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.

2025 OCEANSIDE RCMP SUCCESSES

- Continued participation at many of the special events held in the Oceanside area through the busy summer months.
- Replacement of end-of-service police vehicles continue within funding allocations.
- Continued engagement and collaborations with community and provincial partners.
- Continued transparency and accountability with a new monthly check-in report to all Oceanside communities.
- Increased training for members with Arrowsmith Search and Rescue.
- Completed the transitions from Public Sector Employees to Municipal Employees for some key positions, only one position remains.
- Completed our transformation of the administrative positions to better suit the needs of both the front-line members and the public.

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 which are now in service with body-worn-cameras by the end of 2026.
- 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.
- RCMP vehicle updates including the use of a grant that has allowed us to obtain a second Automated Licence Plate Reader (ALPR), now in service.

LOOKING AHEAD: 2027-2030 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.
- 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 2026.
- 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, now down to a single position remaining.

OPERATING BUDGET SUMMARY

The Police services budget is forecast to increase by \$102,400 or 6% which is primarily due to an increase in the contracted RCMP cost.

Police Services - Operating Budget								
	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %	
Sale of Services & Cost Recoveries	\$ 3,200	\$ 3,105	\$ 2,520	\$ 3,000	\$ 3,000	-	0%	
Grants	41,000	42,000	40,000	50,000	50,000	-	0%	
Total Revenue	\$ 44,200	\$ 45,105	\$ 42,520	\$ 53,000	\$ 53,000	\$ -	0%	
Operating Expenses								
RCMP Contract	1,180,135	1,234,289	1,440,850	1,606,700	1,670,200	63,500	4%	1
Civilian Support	130,556	141,500	74,396	97,300	136,200	38,900	40%	2
Total Operating Expenses	\$ 1,310,691	\$ 1,375,789	\$ 1,515,246	\$ 1,704,000	\$ 1,806,400	\$ 102,400	6%	
Funding from General Revenues	\$ 1,266,491	\$ 1,330,684	\$ 1,472,726	\$ 1,651,000	\$ 1,753,400	\$ 102,400	6%	

1. RCMP contract for eight full-time officers and contracted public service employees
2. The increase reflects a correction to baseline budgeting assumptions, to more accurately align the Civilian Support allocation with actual service requirements and cost structure



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; elevator rescue, hazardous materials incidents; weather events; hydro and natural gas emergencies; and general public assistance.

KEY POLICIES AND PLANS

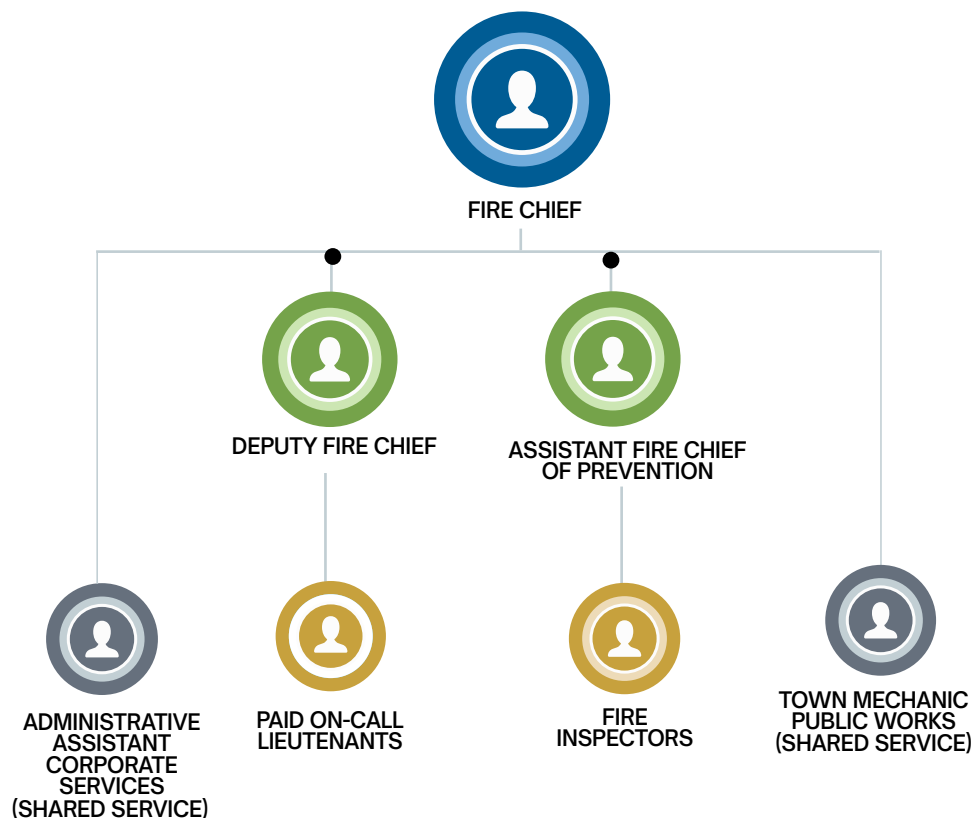
- WorkSafeBC Regulation Part 31
- British Columbia Structure Firefighter Minimum Training Standards
- *Fire Services Act*
- British Columbia Fire Code

DEPARTMENT STAFF AND STRUCTURE

The Department is comprised of a Fire Chief, Deputy Fire Chief, and an Assistant Fire Chief of Prevention. The team also includes Fire Inspectors, a part-time Administrative Assistant shared with Corporate Services, and a roster of 30 Paid-on-Call Firefighters who provide essential emergency response services.

In addition, a Town mechanic certified as an Emergency Vehicle Technician (EVT) and reporting to the Operations 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 is also the 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 Town-assigned employees.

KEY INDICATORS

In 2025, Qualicum Beach Fire Rescue responded to 381 incidents, and call volumes for 2026 are forecast to increase by 8% over 2025. The number of public education sessions and public events is expected to be consistent in 2026, with a focus on community outreach and FireSmart activities. In 2026 Paid-on-Call Firefighter recruitment is expected to bring in six new members, which is consistent with 2025.

Key Activity Levels	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Staff Complement including admin support	4.5	4.5	5.5	5.5	6.5
Paid on Call Firefighters	29	31	32	32	32
Fire Prevention Inspections	436	388	397	401	400
Public Education Sessions	5	9	10	10	10
Public Events	47	31	40	58	60
Department Personnel Training Hours	4927	6097	6, 121	5086	6000
Mutual / Automatic Aid Responses	24	14	17	31	30
FireSmart Assessments	-	-	6	26	30

Emergency Response Indicator Levels	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Aircraft Related Emergencies	1	0	1	2	1
Alarms	72	77	93	85	90
Beach/Bush/Misc Outside	32	46	42	61	65
Hazardous Material	2	2	1	1	2
Medical First Responder	53	70	59	66	75
Motor Vehicle Incident	51	58	52	61	65
Natural Gas/Propane Incident	7	2	2	5	5
Other	36	13	39	29	35
Public Assistance	19	23	31	36	45
Rescue	5	3	2	2	2
Structure Fire	16	11	10	24	20
Structure Smoke	5	5	8	9	5
Total	299	310	340	381	410

2025 HIGHLIGHTS AND ACCOMPLISHMENTS

- Trained 2025 recruit class to “exterior operations level”.
- Graduated 2024 recruit class to “interior operations level” and National Fire Protection Association (NFPA) 1001 Professional Fire Fighter certification.
- Reviewed new Province of British Columbia *Fire Safety Act* to ensure compliance.
- Increased FireSmart outreach at public events and through FireSmart Assessments.
- Worked with the Operations Department to complete wildfire mitigation work along community trails.
- 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.
- Delivered a Youth Fire Camp to 16 high school students, which provided fire and life safety education and highlighted emergency services career and volunteer opportunities.
- Created an online FireSmart page for resources and public engagement.
- Completed the review and revision of the Safety and Operations section of the Department’s Operational Guidelines and Policies.

CHALLENGES

- Recruiting and retaining 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 2026

- Complete the review and revision of the Operations and Training section of the Department’s Operational Guidelines and Policies.
- Complete procurement for a New Tender Apparatus to maintain Superior Tender Shuttle Rating.
- Certify members to NFPA 1002 Emergency Vehicle Operator level.
- Certify members to the National Fire Protection Association (NFPA) 1006 Confined Space Rescue Technician level.
- Research options for Self-Contained Breathing Apparatus replacement scheduled for 2027.
- Continue with FireSmart outreach at public events and through FireSmart Assessments.
- Continue outreach and recruitment with regular attendance at weekly markets and public events.

LOOKING AHEAD: 2027-2030 KEY PROJECTS AND INITIATIVES

- Replace Self Contained Breathing Apparatus that has reached the end of its serviceable life.
- 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 \$64,700 or 5%. This increase results from the adjustment of the budget provision for Paid-on-Call Firefighter compensation to reflect call volumes which are up from previous years' rising wage and benefit costs, and increased cost for training courses.

Fire Rescue Operating Budget							
	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %
Grants and Requisitions	\$ 217,604	\$ 224,720	\$ 223,222	\$ 290,700	\$ 299,700	9,000	3%
Fire Service	23,640	24,451	50,311	18,000	20,000	2,000	11%
Total Revenue	\$ 241,244	\$ 249,171	\$ 273,533	\$ 308,700	\$ 319,700	\$ 11,000	4%
Operating Expenses							
Fire Administration	613,769	628,062	675,032	918,000	943,300	25,300	3%
Fire Operations	452,470	517,998	585,032	579,200	635,600	56,400	10%
Training	97,973	89,162	84,626	110,500	114,500	4,000	4%
One Time Operating Projects	-	-	6,467	24,000	14,000	(10,000)	-42%
Total Operating Expenses	\$ 1,164,211	\$ 1,235,223	\$ 1,351,157	\$ 1,631,700	\$ 1,707,400	\$ 75,700	5%
Funding from General Revenues	\$ 922,967	\$ 986,052	\$ 1,077,624	\$ 1,323,000	\$ 1,387,700	\$ 64,700	5%

1. Revenue from deployment of equipment to other jurisdictions and from hosted training courses
2. Rising costs for materials, supplies, wages and benefits
3. Adjustments for Paid-on-Call Firefighter compensation provision to reflect call volumes which are up from previous years and increase in fire apparatus and maintenance costs

STRATEGIC INITIATIVES

	2026	2027	2028	2029	2030
Fire Rescue					
Fire Department Strategic Plan	-	50,000	-	-	-
Retired Engine 2 - Control Operation Usage	-	-	-	10,000	-





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.

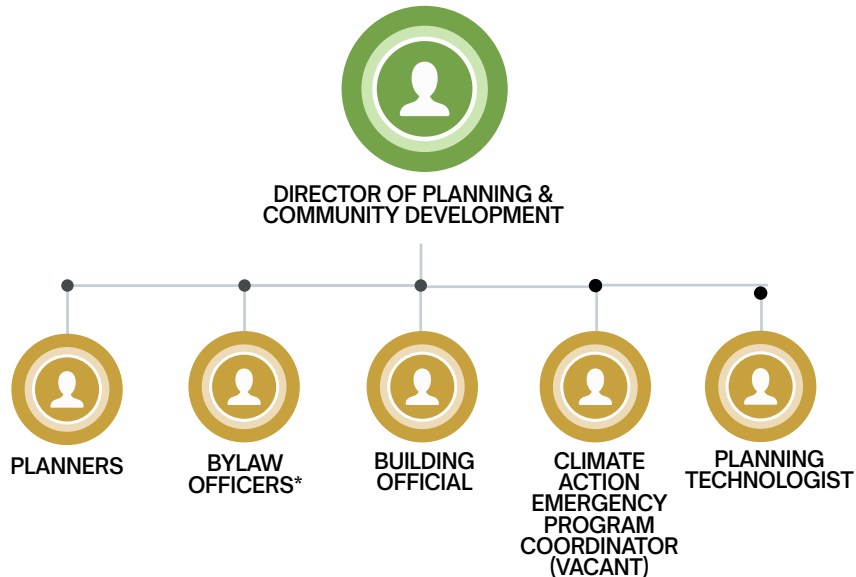
Emergency Planning helps the Town, residents and businesses plan and prepare for known and unknown hazards through its partnership with Emergency Management Oceanside.

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, two Bylaw Officers, a Building Official, a Climate Action/Emergency Program Coordinator, and a Planning Technologist. The Climate Action/Emergency Program Coordinator position is currently vacant.



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.

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

PLANNING SERVICES

Key Activity Levels	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Employees	2	3	4	4	4
OCP Amendment Process Completed	1	0	1	1	0
Zoning Amendment Process Completed	4	2	1	4	2
Development Permit	3	4	2	4	4
Development Variance Permit	4	8	5	5	3
Subdivision Approvals	5	3	3	2	5
Temporary Use Permits	2	1	0	2	0
Board of Variance Decision	4	2	1	2	2
Council Memos (Open)	60	59	70	52	52
Council Open Motions Completed	80	89	80	114	80

BUILDING SERVICES

Key Activity Levels		2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Employees		1	1	1	1	1
Residential Permits	New SFD Units	23	17	11	19	20
	Suite or Garden Suites	11	15	13	12	10
	Multi Residential Units	0	68	5	4	8
	Net New Units	34	100	29	35	31
	Renovation/Addition \$\$	4,904,000	7,288,360	6,862,000	7,954,000	6,000,000
	SFD Value	15,488,000	14,685,000	8,124,000	17,867,000	16,000,000
	Multi Residential \$\$	18,000,000	20,714,572	1,650,000	913,000	1,000,000
Commercial	Dollars	1,832,000	3,409,000	1,723,000	9,234,000	3,000,000
Institutional	Dollars	3,500,000	0	262,000	5,895,000	6,000,000
Industrial	Dollars	475,000	0	0	3,300,000	500,000
Recreational	Dollars	0	0	31,000	0	50,000
Total Construction	Dollars	44,199,000	46,096,932	18,652,000	45,194,000	32,500,000
Total Permit Revenue	Dollars	178,346	338,115	132,939	269,283	180,000

BYLAW COMPLIANCE

Spring and summer continue to be busy for bylaw compliance in 2025, 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 heightened as indicated in previous years, which resulted in more complaints and need for monitoring. Parking infractions have also been a major challenge in 2025.

Key Activity Levels	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Requests for Service (Complaints)	599	768	1004	935	960
Courtesy Notices Issues	57	136	150	118	130
Municipal Ticket Information Infraction Tickets	81	37	17	16	14
Patrols	1,936	2,664	2,855	2,918	2,865

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 Nature-based Solutions (NBS) for building.
- Work with community groups to manage invasive species.
- Pro-actively mitigate wild and urban interface fire risk.

Key Activity Levels	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Climate Action Outreach (Persons engaged)	new	new	100	200	200
Municipal GHG Reduction in tCO ₂ e (from 2023 baseline)	new	new	1.91	14.65	unavailable

2025 HIGHLIGHTS AND ACCOMPLISHMENTS

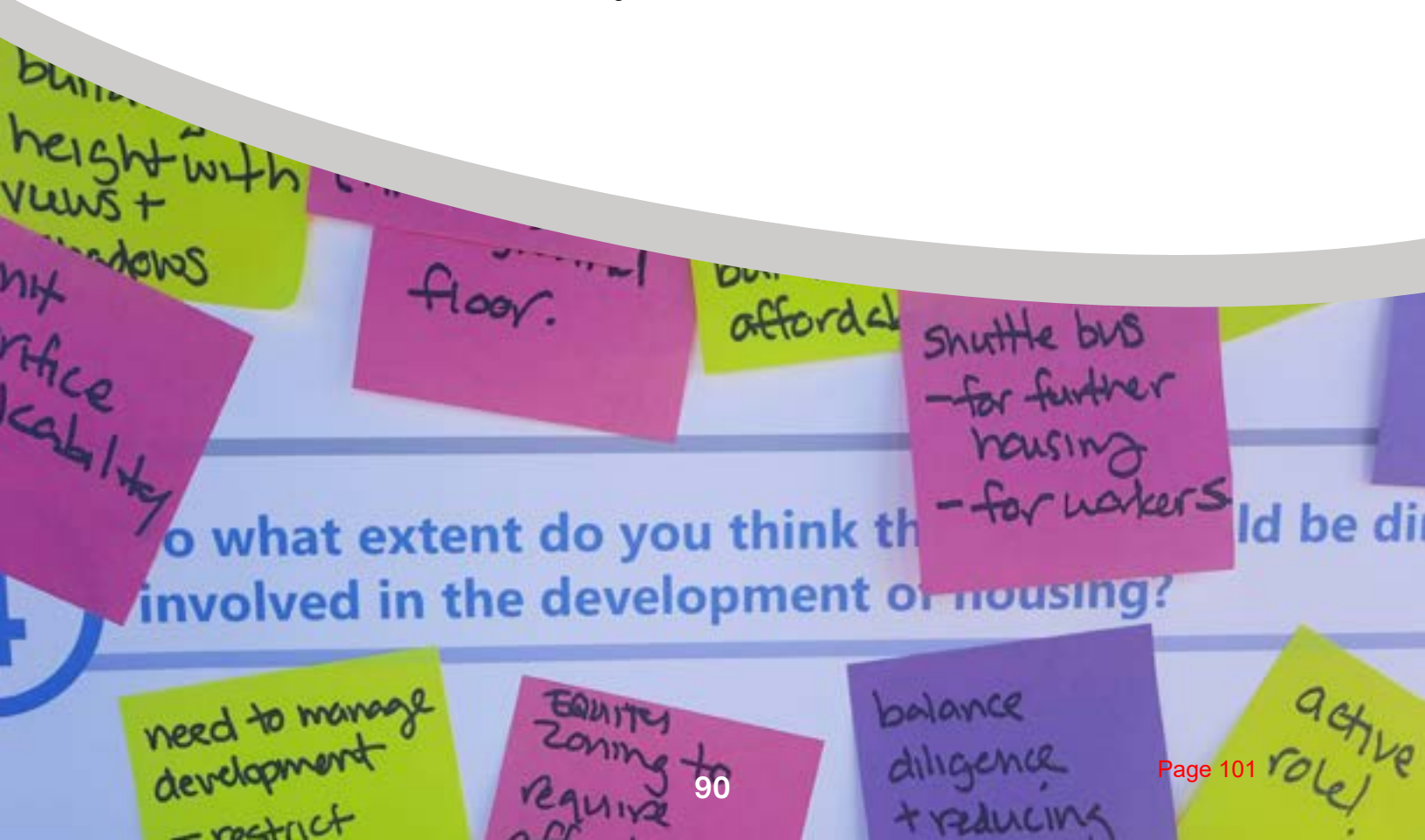
- Official Community Plan Review Steering Committee fully engaged in Official Community Plan (OCP) review.
- Completion of the Quality of Life Survey with 1,315 responses.
- 31 in-person public events between April and June with 1,036 “participation instances”.
- Selection of Consultant for the Ways to Achieve Attainable Market Housing project, anticipated completion Q2 2026.
- Intensive community consultation to inform the Eaglecrest Acquisition and Re-visioning:
 - Small group discussions with nine community groups, including Eaglecrest residents
 - An online survey, receiving nearly 900 responses
 - Two Community Open Houses held on Sept. 29, 2025, with over 500 residents attending.
- Adoption of update to Official Community Plan Bylaw No. 900 in 2026 with a focus on housing policy, as a major milestone in the multi-year implementation of the provincial housing legislation.
- Skatepark construction completed.
- Execution of lease of Qualicum Commons from Qualicum School District 69 to stabilize existing tenants.
- Comprehensive energy audit of three primary Town-owned buildings completed to prepare for future capital funding requests (completion 2026).
- Continued refining the Town’s Development Tracker online information system.
- Hired a second bylaw enforcement officer to provide coverage on Saturdays and to increase capacity during the week.
- Completion of Eaglecrest Purchase and associated OCP and Zoning Amendments.

CHALLENGES

- Eaglecrest Purchase process and associated OCP and Zoning Amendments were the most comprehensive Planning projects in 2025 and not anticipated in the initial 2025 work-plan.
- Although permit applications are relatively low, the Tree Protection Bylaw continued to generate a high volume of inquiries and information requests.
- Staff vacancies and recruitment processes reduced Planning capacity, compounded by staff supporting other short-staffed departments.
- Provincial requirements for extreme weather response required multiple activations.

PLANS FOR 2026

- Continued implementation of Eaglecrest Acquisition and Re-visioning Project:
 - Neighbourhood planning
 - Land development and disposition
 - Golf Course reconfiguration
 - Parkland planning.
- Zoning – minor housekeeping amendment(s) as follow up to 2025 OCP Review.
- Completion of the Pathways to Sustainable Development grant project.
- Completion of the Ways to Achieve Attainable Market Housing Report.
- Continued implementation of the Saahtlam Park Detailed Park Plan.
- Review of Qualicum Commons Lease and Management.





LOOKING AHEAD: 2027-2030 KEY PROJECTS AND INITIATIVES

- Continued implementation of the Saahtlam Park Detailed Park Plan.
- Continued exploration of options and implementation of the Bus Garage Conceptual Plan.
- 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:
 - Review of Servicing bylaws
 - Review of Development Cost Charges
 - Review of Community Amenity Contribution Policy
 - 2029 Housing Needs Assessment
 - 2030 OCP and Zoning Bylaw updates.

OPERATING BUDGET SUMMARY

The Planning Services net budget is forecast to increase by \$52,500 as a result of the Planner position previously funded from the Strategic Initiatives Reserve, and now transitioning to taxation funding, and rising wages and benefits costs, offset by an increase in permit fees revenue.

Planning Services Operating Budget

	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %	
Permit Fees	\$ 226,839	\$ 273,322	\$ 285,464	\$ 207,000	\$ 257,000	50,000	24%	1
Grants and Other	975	725	650	1,000	1,000	-	0%	
Transfer from Accumulated Surplus	-	-	-	103,400	103,400	-	0%	
Total Revenue	\$ 227,814	\$ 274,047	\$ 286,114	\$ 311,400	\$ 361,400	\$ 50,000	16%	

Operating Expenses

Planning	364,380	429,615	439,827	425,000	515,900	90,900	21%	2
Building Inspection	126,197	112,875	117,855	121,400	128,700	7,300	6%	
Bylaw Enforcement	119,475	125,756	172,718	228,100	232,400	4,300	2%	
Total Operating Expenses	\$ 610,051	\$ 668,246	\$ 730,400	\$ 774,500	\$ 877,000	\$ 102,500	13%	

Funding from General Revenues	\$ 382,237	\$ 394,199	\$ 444,286	\$ 463,100	\$ 515,600	\$ 52,500	11%	
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1. Permit fees revenue adjusted to reflect anticipated ongoing development activity
2. Increase due to 50% of Planner position previously funded from Strategic Initiatives Reserve, transitioning to property taxation funding and rising wages and benefit costs



STRATEGIC INITIATIVES

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

	2026	2027	2028	2029	2030
Planning					
Building Facilities Green House Gas (GHG Audit)*	\$ 114,000	\$ -	\$ -	\$ -	\$ -
Housing-focused Official Community Plan (OCP) Review*	60,000	-	-	-	-
Pathways to Sustainable Economic Development in Qualicum Beach - Grant Funded*	56,000	-	-	-	-
Planner Position - (Council Resolution - Reverts to Taxation Funding mid 2026)	50,000	-	-	-	-
Community Climate Change Adaptation Plan Update and Implementation	50,000	-	-	-	-
Housing Announcement Implementation - Zoning Bylaw Update & Legal Fees	20,000	-	-	-	-
Climate Action - Community Outreach and Support	15,000	15,000	15,000	-	-
Parking Management Strategy Including Review of Off-street Parking and Reserve Fund Bylaw No.500.02, 2005 & Paid Permitted Parking Plan for Uptown Businesses	-	42,000	-	-	-
Tree Protection Bylaw Update	-	40,000	-	-	-
Food Action Plan	-	30,000	-	-	-
Identify Land for a Multi-purpose Performing Arts / Cinema	-	30,000	-	-	-
Accessory Dwelling Unit Design Template	-	30,000	-	-	-
Short Term Rentals Regulatory Framework	-	20,000	-	-	-
Other Effective (area based) Conservation Measures (OECM)	-	10,000	10,000	-	-
Management Plan(s)	-	10,000	10,000	-	-
Community Park Space Needs Assessment	-	50,000	-	-	-
Community Park Site Review (Facilities & more)	-	50,000	-	-	-
Adopt a Bylaw to Prohibit Smoking in Parks and Trails	-	-	45,000	-	-
Encroachment Policy Review	-	-	30,000	-	-
Seniors Activity Centre Expansion - Needs Assessment	-	-	30,000	-	-
Implementation of Climate Mitigation Actions Matrix	-	-	25,000	-	-
Ravensbourne Affordable Housing - Phases 1 & 2	-	-	10,000	10,000	-
Encourage Residents to Fossil Free Power Equipment	-	-	10,000	-	-
Review Form and Character Guidelines to Advance Climate Change Adaptation and Mitigation	-	-	-	75,000	-
Uptown Mobility Study - Phase 2	-	-	-	50,000	-
Develop an Accessibility Action Plan	-	-	-	50,000	-
Robust Accessibility Plan "Whistler Village Style"	-	-	-	50,000	-
Update Youth & Family Retention and Attraction Strategy	-	-	-	50,000	-
Regulate Light Trespass	-	-	-	50,000	-
Controlling Outdoor Cats	-	-	-	30,000	-
Commercial Centre Delivery Hours	-	-	-	20,000	-
Update Noxious Weeds and Unsightly Premises Bylaws	-	-	-	15,000	-
Improve Accessibility to the Foreshore - Planning and Research	-	-	-	15,000	-
Dementia Friendly Community	-	-	-	5,000	-
Urban Forest Master Plan – Update	-	-	-	-	40,000
Park Inventory Prioritization Plan	-	-	-	100,000	-

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

* Carried forward from previous year

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		2022 Actual	2023 Actual	2024 Actual	2025 Projected	2026 Forecast
Staff		1	1	1	1 *	1**
Volunteers (ESS & ECT)		53	45	50	42	42
Emergency Info Packages distributed	Upon request	504	160	160	160	160
Educational Sessions (NEP)	Upon request	-	7	7	7	7
Public information at special events		-	15	15	15	15
Training Hours (volunteer & staff)		75 (staff)	3,251	3,251	3,000	3,000
EOC Exercises		New	1	2	2	2
Warming center responses		New	New	1	2	2
Cooling center responses		New	New	4	-	2
Fire Smart Assessments	Upon request	-	5	6	6	6

*Vacant 50% of 2025 **Currently Vacant

OPERATING BUDGET SUMMARY

Emergency Program Operating Budget

	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %
Grants and Other	-	28,942	87,835	135,000	107,000	(28,000)	-21%
Total Revenue	\$ -	\$ 28,942	\$ 87,835	\$ 135,000	\$ 107,000	\$ (28,000)	-21%

Operating Expenses

Emergency Program	78,284	194,028	96,511	154,300	160,700	6,400	4%
One Time Operating Projects	-	28,942	87,835	135,000	107,000	(28,000)	-21%
Total Operating Expenses	\$ 78,284	\$ 222,970	\$ 184,346	\$ 289,300	\$ 267,700	\$ (21,600)	-7%

Funding from General Revenues	\$ 78,284	\$ 194,028	\$ 96,511	\$ 154,300	\$ 160,700	\$ 6,400	4%
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1. EMR Procurement Indigenous Engagement Program \$40,000 (fully grant funded); Emergency Operations Centres equipment and training grant carry forward of unspent 2025 funds \$67,000 (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; 12.5 km of culverts; 1,600 catch basins; 915 maintenance-holes; 9.5 km of catch basin and service laterals; and 40 km of open ditches.



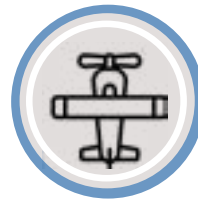
PARKS

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.

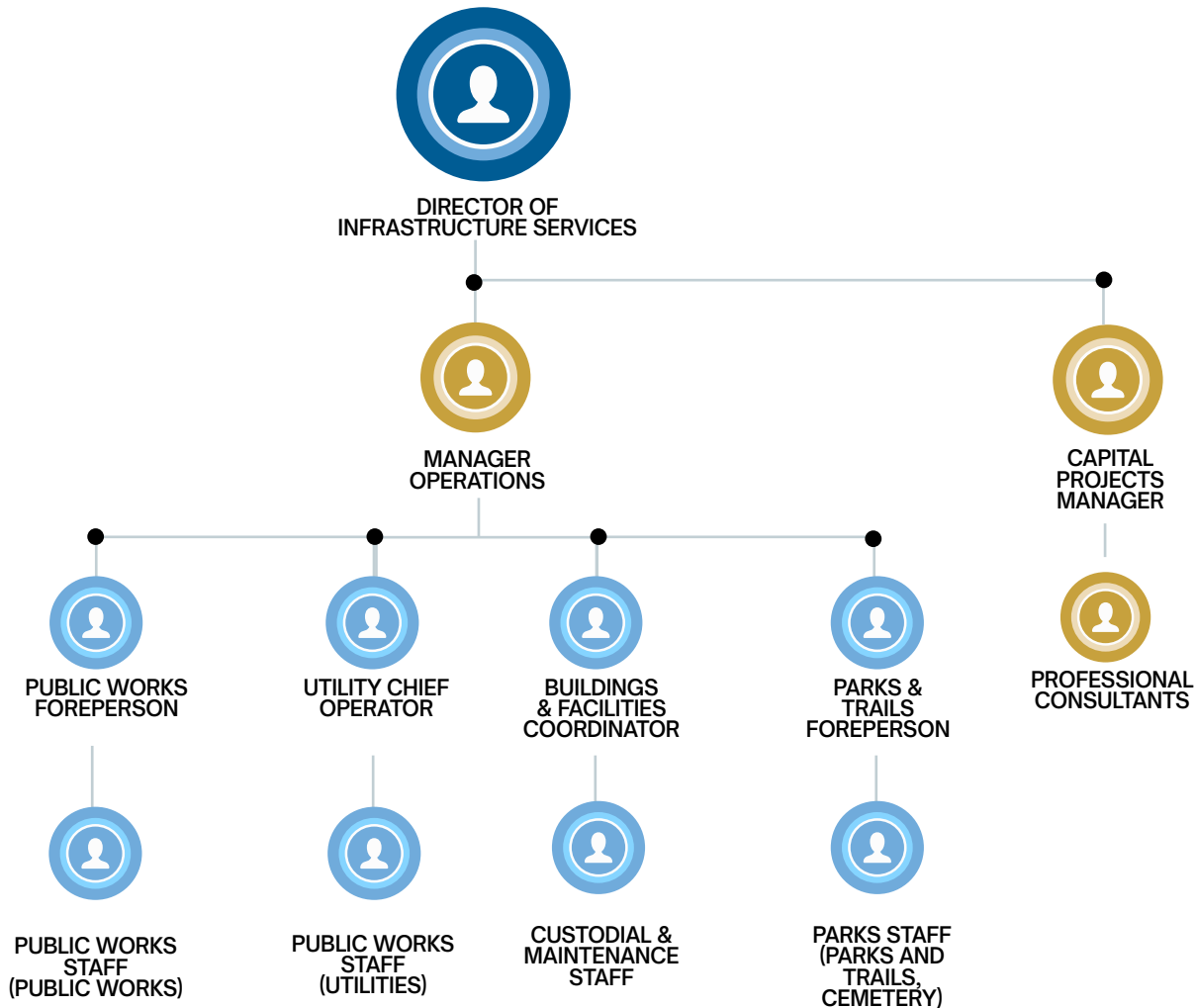


WATER

Water system infrastructure includes: nine groundwater wells; five reservoirs (Berwick (2), Village Way (1), Parks Yard (2); 113 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 456 fire hydrants.

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 43.2 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 Town-assigned employees.

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
- Off-site 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 Bylaw



TRANSPORTATION AND DRAINAGE

KEY INDICATORS

Key Activity Levels		2022 Actual	2023 Actual	2024 Actual	2025 Projected	2026 Forecast
Employees		11	12	12	12	12
Sweeping	Sweep all raised curb, gutter, parking lots, roadside edges and traffic islands within one month after last freeze event	100%	80%	80%	80%	100%
Sweeping	Summer-Fall Sweep locations at least once per 30 days	100%	60%	70%	85%	100%
Sweeping	Sweeping Hours	350	210	245	300	350
Road Marking	Repaint road lines and markings by Sept 30 where more than 20% worn	75%	80%	80%	80%	100%
Road Marking	Line Painting Hours	350	900	400	400	500
Potholes and Patching	Hours	New	New	110	120	120
Mowing	Complete minimum of 2 passes at all locations and 3 at high profile locations beginning when grass reaches 300mm	60%	100%	100%	95%	100%
Shouldering	Shoulder defects of >75mm within 6 months, Highways within 60 days, with ponding within 30 days	100%	80%	100%	90%	100%
Mowing and Shouldering	Hours	1100	800	1000	1000	1000
Grading	Grade gravel areas requiring maintenance within 14 days - as per request	100%	30%	50%	70%	100%
Dust Control	Complete prior to May15 and then within 14 days of notification	100%	100%	90%	100%	100%
Winter Maintenance	Snow Plan standard cleared	100%	100%	100%	100%	100%
Winter Maintenance	Hours determined by conditions	850	1,200	1,000	800	1,000
Signs	Maintenance Hours	475	475	475	500	500
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	-	650	800	700	700
Catch Basins	Cleaned every year - salt route	100%	100%	100%	100%	100%
Catch Basins	Maintenance Hours	300	300	300	600	600
Inspection Mainholes	Inspected	100%	100%	100%	100%	100%
Inspection Mainholes	Hours	New	80	80	80	80
Streetscape Garbage Receptacles	Serviced daily garbage route	100%	100%	100%	100%	100%
Streetscape Garbage Receptacles	Hours	1,850	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 streetlights, 554 BC Hydro lease lights, two roundabouts, and two traffic signal-controlled intersections. There are 105 pedestrian crosswalks within the Municipality, 18 of which include flashing beacons that are solar powered, and seven 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.

2025 HIGHLIGHTS AND ACCOMPLISHMENTS

Safety

- Installed new Rectangular Rapid Flashing Beacon (RRFB) lights on the crosswalk crossing Memorial Avenue at Harlech Road.
- Installed new RRFB lights and a new crosswalk crossing Highway 19A at Hall Road.
- Installed a new speed reader board on Highway 19A across from Higson Crescent.

Core Services/Preventative Maintenance

- Hosted a successful Public Works Open House.
- Replaced the skid steer with a multi-tool tractor.
- Identified and repaired 59 sidewalk defects through the Town's annual inspection program.
- Crack sealed 15,000 meters of roadway cracks in the Chartwell and Eaglecrest subdivisions.

Capital Projects

- Completed the Bay Street Slope Stabilization Project.
- Completed Seacrest Slope Stabilization Project.
- Completed Highway 19A Phase II Waterfront Expansion Project to expand parking and bicycle shoulders along the waterfront.
- Replaced and upgraded Public Works fuel system.
- Pulverize and paved Beach Road between Fern Road and Second Avenue.
- Accessibility improvements on Fern Road at Primrose Street.

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 2026

- 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: 2027-2030 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; 12.5 km of culverts; 1,600 catch basins; 915 maintenance-holes; 9.5 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), concrete pipe and Polyvinyl Chloride (PVC) pipe. The largest storm pipe is a 2,400 mm concrete box culvert. Since 2018, nearly all installations and replacements have been with high density polyethylene pipe or PVC which have a very long lifespan compared to corrugated steel pipe (CSP). A large portion of the existing CSP pipes are rusted and deteriorated to the point where effectiveness is compromised.

While the condition and locations of the storm catch basins and maintenance-holes are fairly well known, more assessment is required to learn about the condition, connectivity and locations of the storm pipe network. It is estimated that the Town records only contain about 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.

2025 HIGHLIGHTS AND ACCOMPLISHMENTS

- Initiated the Master Drainage Plan.
- Removed excess accumulations of silt from caissons and the box culvert immediately upstream of the Qualicum Beach Memorial Golf Club irrigation pond on Beach Creek.
- Inspected 600 maintenance-holes (50%) following the two-year cycle inspection program and made minor repairs as necessary.
- Initiated the design of the Grandon Creek confluence to improve hydraulics and replace aging infrastructure in preparation of grant applications and construction in the Five-Year Financial Plan.
- Initiated the design of the Crescent Road West outfall to Grandon Creek storm system upgrade.
- Initiated the design of the Schoolhouse Creek tributary creek restoration.

CHALLENGES

- Absence of a Master Drainage Plan to identify key opportunities and challenges within the system, and opportunities to pass growth-related costs on to developers.
- Lack of contiguous drainage systems.
- Lack of existing storm system data to inform asset management and growth decisions.
- Inadequate stormwater management prior to release into fish bearing waterways.
- Illegal infilling of ditches resulting in larger and more costly drainage improvements to mitigate flooding as well as pre-mature deterioration of the adjacent roads.
- Climate change appears to be causing more intense rainfalls which can overwhelm the storm system.

PLANS FOR 2026

- Completing the Master Drainage Plan which will 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: 2027-2030 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 improvements identified in the 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 \$229,700 or 7% in 2026. This is primarily as a result of wage and benefit increases, increased costs of materials, supplies and contracted services for street cleaning and flushing.

Transportation and Drainage Operating Budget								
	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %	
Fees	\$ 270	\$ -	\$ 6,212	\$ 20,000	\$ 20,000	-	0%	
Cost Recoveries	78,237	35,356	58,525	45,000	45,000	-	0%	
Total Revenue	\$ 78,507	\$ 35,356	\$ 64,737	\$ 65,000	\$ 65,000	\$ -	0%	
Operating Expenses								
Transportation Administration	753,090	742,104	616,769	893,000	1,018,100	125,100	14%	1
Public Works Yard and Grounds	201,749	219,291	193,717	189,700	234,400	44,700	24%	2
Road Surfaces	139,593	175,277	150,594	183,900	184,800	900	0%	
Road Painting	97,456	155,412	104,974	156,600	159,000	2,400	2%	
Road Clearing and Flushing	49,599	76,582	61,732	55,100	69,100	14,000	25%	3
Road Shouldering	50,555	148,898	113,688	117,500	123,500	6,000	5%	
Sidewalks	49,593	65,872	62,739	54,900	57,600	2,700	5%	
Ditches	33,449	78,171	22,745	59,600	62,000	2,400	4%	
Storm Sewers	67,263	186,701	158,468	166,500	172,500	6,000	4%	
Snow and Ice	124,382	81,733	101,814	126,500	131,600	5,100	4%	
Signs	35,596	73,259	78,476	50,900	58,700	7,800	15%	4
Street Lighting Lease Fees	213,446	200,346	195,707	223,600	224,100	500	0%	
Equipment	546,414	526,932	686,095	626,700	638,800	12,100	2%	
Other	13,922	56,192	32,385	22,000	22,000	-	0%	
Total Operating Expenses	\$ 2,376,106	\$ 2,786,768	\$ 2,579,901	\$ 2,926,500	\$ 3,156,200	\$ 229,700	8%	
Funding from General Revenues	\$ 2,297,599	\$ 2,751,413	\$ 2,515,164	\$ 2,861,500	\$ 3,091,200	\$ 229,700	8%	

1. Increase in materials, supplies, wage and benefit costs, and restructuring to replace Engineering Technician position with Superintendent position
2. Materials and contract cost increases
3. Increase in contract costs - new contractor from out-of-town (only option)
4. Increase in materials costs to cover solar panel flashing lights on signs

STRATEGIC INITIATIVES

	2026	2027	2028	2029	2030
Transportation and Drainage					
Asset Management - Natural Asset Consolidation (2/3 Grant Dependent)	-	20,000	10,000	-	-

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		2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Employees		11.8	12.2	12.9	14.9	15.6
Public inquiry/complaint (non urgent)	1 day response	100%	70%	85%	100%	100%
Turf - Class 1 (Lawn) sports fields, high profile building sites in downtown core	Maintain at Service Level 1 (Well groomed) or 2 (Groomed)	100%	100%	100%	100%	100%
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.	Maintain at Service Level 5 (Background and Natural) or 6 (Service and Industrial)	100%	70%	85%	100%	100%
Sports Fields (30,000 m2)	Mow once per week	100%	70%	85%	95%	100%
Garden Beds - Town Hall, Spirit Square, Friendship Garden annual bed, downtown planters and hanging baskets	Service Level 1 Well Groomed	100%	70%	100%	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%	70%	100%	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%	50%	80%	100%	100%
Garden Beds - Established neighbourhood Cul de sacs and pumphouse locations	Service Level 4 Open Space/Play	100%	20%	80%	100%	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%	50%	70%	100%	100%
Garden Beds - Fern Road Public Works hedge	Service Level 6 Service and Industrial	100%	75%	100%	100%	100%
Trees - Downtown Core	Tree Service Level 1	100%	75%	100%	100%	100%
Trees - Public Parks and Buildings	Tree Service Level 1	100%	75%	100%	100%	100%
Trees - Memorial Avenue South	Tree Service Level 2	100%	75%	100%	100%	100%
Trees - Neighbourhoods	Tree Service Level 3	100%	35%	100%	100%	100%
Trees - Native and natural landscapes	Tree Service Level 4	100%	35%	100%	100%	100%
Trails - Beachfront Walkway	Inspections Weeekly	60%	100%	100%	100%	100%
Trails - Beachfront Walkway	Trail Service Level 1	75%	100%	100%	100%	100%
Trails - Urban Hard Surfaces	Inspections Monthly	80%	75%	100%	100%	100%
Trails - Urban Hard Surfaces	Trail Service Level 2	80%	80%	100%	100%	100%
Trails - Urban Soft Surfaces	Inspections Every 2nd Month	75%	75%	100%	100%	100%
Trails - Urban Soft Surfaces	Trail Service Level 3	80%	80%	100%	100%	100%
Trails - Nature	Inspections twice per year	100%	100%	100%	100%	100%
Trails - Nature	Trail Service Level 4	90%	90%	100%	100%	100%
Wood Chipping	Spring and Fall Program Per Year	100%	100%	100%	100%	100%
Playgrounds	Inspected each month	100%	100%	100%	100%	100%
Graffiti	Removal or cover within 7 days	100%	100%	100%	100%	100%
Waterfront Garbage Receptacles	Serviced Daily	100%	100%	100%	100%	100%
Parks Garbage Receptacles	Serviced weekly	100%	100%	100%	100%	100%
	Benches (Max 210)	200	227	227	19500%	195
	Picnic Tables (Max 35)	35	35	35	3500%	35
	Drinking Fountains	10	10	11	1100%	11
Irrigation Systems	Start up/winterize once per year	50	50	50	5000%	51

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

2025 HIGHLIGHTS AND ACCOMPLISHMENTS

- Resurfaced the tennis courts.
- Replaced the wooden staircase on Judges Row with a new aluminum staircase.
- Completed the construction and landscaping of the new skatepark.
- Replaced the fence around the Garden Road Dog Park.

CHALLENGES

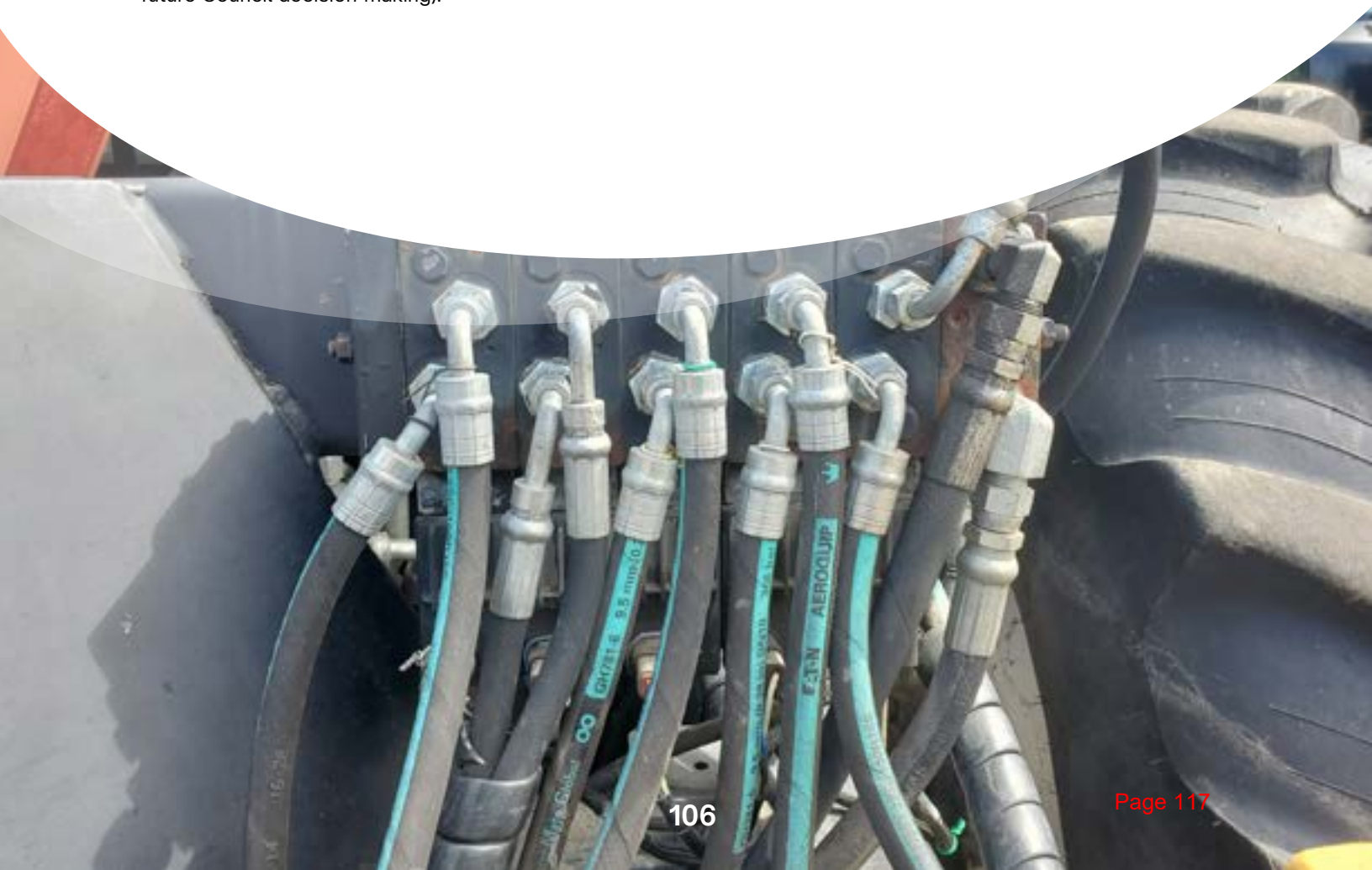
- Retiring staff and repetitive long-term injuries have resulted in work backlog.
- Increases in service levels have not been reflected in increased staffing levels.

PLANS FOR 2026

- Replacement of the wire hanging baskets.
- Install Skatepark Fountain & Toilet Facility.
- Trail & Sidewalk Reconstruction (Grandon Creek & Memorial) & Island Trail Corridor Trail Network.
- Landscaping Country Club Drive along the Cottages.

LOOKING AHEAD: 2027-2030 KEY PROJECTS AND INITIATIVES

- Further implement Pollinator Pathways.
- Implement accessibility initiatives identified in the Accessibility Plan.
- Adopt a bylaw to prohibit smoking in parks and trails (subject to future Council decision-making).



OPERATING BUDGET SUMMARY

The Parks Operating expenditure budget increases by \$132,900 or 8% over 2025. Increases include 0.1 FTE to support volunteer activities, reclassification of a CUPE position, and rising costs for materials, supplies, wages, and benefits.

Parks Operating Budget							
	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %
Fees	\$ 66,580	\$ 56,390	\$ 62,040	\$ 57,900	\$ 57,900	-	0%
Cost Recoveries	134,088	165,905	133,545	160,000	160,000	-	0%
Grants and Other	31,564	20,634	33,272	12,500	12,500	-	0%
Total Revenue	\$ 232,232	\$ 242,929	\$ 228,857	\$ 230,400	\$ 230,400	\$ -	0%

Operating Expenses							
Parks Administration	284,793	191,406	186,383	344,200	209,500	(134,700)	-39%
Parks Yard and Shop	66,113	92,056	115,918	73,700	98,300	24,600	33%
Public Washrooms	67,207	64,851	84,078	73,900	81,100	7,200	10%
Beach Washrooms	52,590	54,353	44,845	60,900	66,800	5,900	10%
Community Parks	168,752	167,870	250,267	206,000	266,300	60,300	29%
Beach Parks	64,773	93,337	104,917	126,500	142,500	16,000	13%
Garden and Park Areas	385,611	561,915	736,297	543,500	807,000	263,500	48%
Trails	55,077	51,983	5,095	105,600	-	(105,600)	-100%
Benches	72,987	45,221	28,488	99,000	93,800	(5,200)	-5%
Cemetery and Other	106,314	77,857	83,834	101,500	102,400	900	1%
Total Operating Expenses	\$ 1,324,219	\$ 1,400,850	\$ 1,640,122	\$ 1,734,800	\$ 1,867,700	\$ 132,900	8%

Funding from General Revenues	\$ 1,091,987	\$ 1,157,921	\$ 1,411,265	\$ 1,504,400	\$ 1,637,300	\$ 132,900	9%
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- The change in service area budgets reflects a combination of wages and benefits adjustments and the reallocation of wage budgets to align more accurately with areas where efforts and resources are being utilized. These reallocations do not have any property tax impact.

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
- Five Water Reservoirs, five 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		2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Facility Maintenance Requests	Received	24	TBD	120	120	120
High Priority Requests	Urgent Action	8/33%	TBD	10	10	10
Occupied Building Inspections	Monthly	300	300	300	300	300
Unoccupied Structure Inspections	Annual	35	35	35	35	35
HVAC Inspections	Annual	New	TBD	24	24	24

2025 HIGHLIGHTS AND ACCOMPLISHMENTS

- Replaced two end-of-life HVAC units at Town Hall, supporting Council Chambers and common entrance space.
- Replaced two failed HVAC units supporting the staff area at Town Hall.
- Rebuilt washroom and crew office area in the Airport Hanger.
- Installed new kitchen floor at the Civic Centre and replaced lower roof torch-on layer.
- Created a drying room at the Parks shop, within the existing building.
- Upgraded The Old School House washrooms to be accessible.

CHALLENGES

- Several buildings and structures will require targeted capital funding 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 2026

- Continue to address maintenance backlog.
- Completion of the Saahtlam Park washrooms.

LOOKING AHEAD: 2027-2030 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.

BUDGET SUMMARY

The Department's net budget is forecast to decrease by \$34,300 which is a result of a re-allocation of building administration wages and benefits to other service areas to more accurately reflect costs anticipated for each service area.

Buildings Operating Budget							
	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %
Fees	\$ 138,451	\$ 140,675	\$ 137,851	\$ 130,000	\$ 130,000	-	0%
Leases	648,749	608,335	769,769	653,800	953,100	299,300	46%
Total Revenue	\$ 787,201	\$ 749,010	\$ 907,619	\$ 783,800	\$ 1,083,100	\$ 299,300	38%
Operating Expenses							
Buildings Administration	-	93,676	86,993	80,000	84,300	4,300	5%
Civic Centre	336,980	342,260	309,351	316,900	295,500	(21,400)	-7%
Community Hall	27,126	39,208	35,350	43,500	44,900	1,400	3%
Town Hall	220,003	255,889	232,220	240,200	220,100	(20,100)	-8%
Fire Hall	96,690	119,749	93,731	118,200	121,000	2,800	2%
Qualicum Commons	-	-	58,598	-	282,800	282,800	n/a
Other Buildings	52,569	97,118	52,975	47,900	63,100	15,200	32%
Total Operating Expenses	\$ 733,369	\$ 947,900	\$ 869,218	\$ 846,700	\$ 1,111,700	\$ 265,000	31%
Funding from General Revenues	\$ (53,832)	\$ 198,890	\$ (38,401)	\$ 62,900	\$ 28,600	\$ (34,300)	-55%

1. The increase in lease revenues largely due to rents from Qualicum Commons during the due diligence period of leasing the Qualicum Commons property, revenue is offset by operating and maintenance expenditures
2. Wages re-allocated to other service areas to reflect time spent on activities



SOLID WASTE

The Solid Waste budget is anticipated to decrease by \$50,800 or 24%. The decrease in budget comes from the elimination of the cardboard recycling bin.

BUDGET SUMMARY

Solid Waste Operating Budget							
	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %
User Fees	\$ 760,060	\$ 793,427	\$ 912,539	\$ 800,000	\$ 824,000	24,000	3%
Transfer from Accumulated Surplus	-	-	-	50,000	50,000	-	0%
Total Revenue	\$ 760,060	\$ 793,427	\$ 912,539	\$ 850,000	\$ 874,000	\$ 24,000	3%
Operating Expenses							
Regional Collection	687,455	676,831	794,882	725,000	749,000	24,000	3%
Solid Waste Removal	105,144	127,296	129,660	108,800	114,300	5,500	5%
Other	202,537	183,164	169,831	177,700	121,400	(56,300)	-32%
One Time Operating Project	-	-	-	50,000	50,000	-	0%
Total Operating Expenses	\$ 995,136	\$ 987,291	\$ 1,094,373	\$ 1,061,500	\$ 1,034,700	\$ (26,800)	-3%
Funding from General Revenues	\$ 235,075	\$ 193,864	\$ 181,834	\$ 211,500	\$ 160,700	\$ (50,800)	-24%

1. Increase in costs related to garbage collection from Town facilities and public waste cans
2. Other solid waste costs includes chipping and landfill costs (removal of cardboard bin service resulted in reduction to budget)
3. Landfill study funded from surplus (carry forward from 2025)

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 1,087 metres long and 23 metres 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.

2025 HIGHLIGHTS AND ACCOMPLISHMENTS

- Promoted the Good Neighbour Program which provided education and encouraged pilots to support and conform to a set of best operational flight procedures to help minimize noise disturbances within the surrounding communities.
- Held a bi-annual public input meetings (via Committee of the Whole) to provide dialogue between the Airport stakeholders and the public.
- Continued staff training as per Transport Canada regulations.
- Completed annual emergency exercise training.

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 2026

- Conduct regular Transport Canada audit.
- Purchase new Airport machinery (loader, snow blower) pending Airport Capital Assistance Program 100% funding.
- Runway, taxi ways, apron, pavement overlay, pending Airport Capital Assistance Program 100% funding.
- Continue promoting and educating pilots on the Good Neighbour Program.
- Complete Obstacle Survey implementation.
- Work with NAV Canada to create additional Noise Sensitive Areas (NSAs) North side of RWY 11 – 29, Rupert Road, Aldous Road, Hemsworth Road and Cotton Wood Drive to be published in the Canadian Flight Supplement entry, (CFS).
- Work with NAV Canada to create a Visual Terminal Procedures Chart (VTPC) for circuits to be published in the Canadian Flight Supplement entry (CFS).
- Complete review of Airport Establishment and Operations Bylaw and bring forward to Council for decision making.
- Enter a 12-month lease with ALFA Aero Solutions to collect data on ADS-B equipped aircraft that arrive and depart from the airport.
- Install additional camera (CCTV) on runway 11.

LOOKING AHEAD: 2027-2030 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).
- Provide 3-phase power to the airport for the purpose of charging electric aircraft; grant dependent.
- Install diesel-powered generator to provide power to the airport (runway lighting, fuel pumps, terminal building, electric aircraft charging), subject to grant funding.
- Continue promoting and educating pilots on the Good Neighbour Program.



The Airport net budget is forecast to increase by \$5,000 over 2025 which results from contractual increases to wages and benefits.

Airport Operating Budget							
	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %
Leases	\$ 103,485	\$ 101,209	\$ 109,523	\$ 102,300	\$ 102,300	-	0%
Fees	34,649	49,171	31,069	18,000	26,000	8,000	44%
Aviation Fuel Sales	738,509	690,017	728,993	750,000	750,000	-	0%
Other	20,382	19,570	6,655	6,000	8,000	2,000	33%
Transfer from Reserves	-	-	130,000	130,000	-	(130,000)	-100%
Total Revenue	\$ 897,025	\$ 859,967	\$ 1,006,240	\$ 1,006,300	\$ 886,300	\$ (120,000)	-12%
Operating Expenses							
Airside	267,096	322,746	285,456	295,900	312,900	17,000	6%
Terminal and Grounds	84,558	79,703	53,482	92,500	89,900	(2,600)	-3%
Fuel	715,331	662,983	676,774	722,900	723,500	600	0%
One Time Operating Project	-	-	130,000	130,000	-	(130,000)	-100%
Total Operating Expenses	\$ 1,066,985	\$ 1,065,433	\$ 1,145,712	\$ 1,241,300	\$ 1,126,300	\$ (115,000)	-9%
Funding from General Revenues	\$ 169,960	\$ 205,465	\$ 139,472	\$ 235,000	\$ 240,000	\$ 5,000	2%

1. Improvement User Fees provision adjusted to reflect bylaw change and anticipated revenue
2. Rising costs for materials, supplies, wages and benefits

PROJECTS AND INITIATIVES

	2026	2027	2028	2029	2030
Airport					
Airport Master/Business Plan - Grant Dependant	-	75,000	-	-	-
Asset Management Plan - Airport - (Grant Dependent)	-	-	-	10,000	-



UTILITY AND OPERATING AND CAPITAL

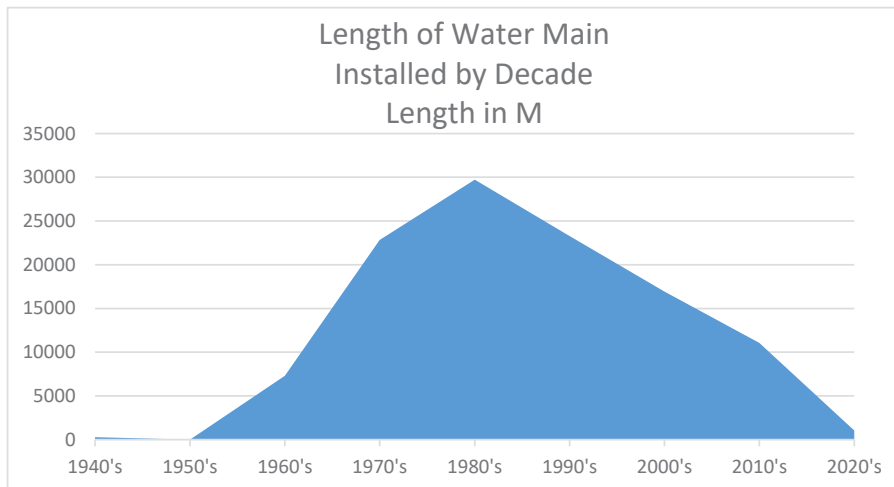
WATER UTILITY

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 (two on Berwick Road, two on Jones Street, one on Village Way), 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 478 fire hydrants.



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

DEPARTMENT STAFF AND STRUCTURE

The Water Utility is led by the Director of Infrastructure Services. 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 2025, the Water Utility produced an estimated 1,700,000 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 2025, 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 2026 are consistent with previous years. No significant changes are expected.

Key Activity Levels		2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast
Reservoir Capacity	m3	9,100	9,100	9,100	9,100	9,100
Annual water production	m3	1,431,082	1,500,000	1,500,000	1,700,000	1,500,000
Water consumption	m3	1,216,000	1,277,000	1,200,000	1,370,000	1,400,000
Water Quality tests	Number	333	333	333	333	333
Chlorine Residual tests	Number	312	320	312	312	312
Water meters	Number	3,915	3,932	3,940	4,002	4,022
Meter	Repairs	40	40	38	40	40
Meter	Replace	32	30	36	30	30
Meter readings	Reads	7,830	7,864	7,880	7,896	7,896
Hydrants	Number	439	439	444	449	449
Hydrant inspections	Inspections	439	439	444	439	439
Watermains	km	108	109	110	113	113
Service line repairs	Number	14	20	20	20	20
Water valves exercised	Number	500	600	600	600	600

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

OPERATING BUDGET SUMMARY

The Water Utility Operating Budget balances \$3.4 million in revenues with \$3.4 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								
	2023 Actuals	2024 Actuals	2025 Projected	2025 Budget	2026 Budget	Change \$	Change %	
Water User Fees	\$ 2,022,995	\$ 1,819,824	\$ 1,932,102	\$ 1,747,600	\$ 1,952,600	205,000	12%	1
Connection Fees	19,890	9,180	32,800	10,000	10,000	-	0%	
Water Parcel Tax	1,027,840	1,128,000	1,232,400	1,216,000	1,309,500	93,500	8%	2
Grants	-	741,532	105,027	125,000	-	(125,000)	-100%	
Transfers In	198,289	1,893,597	240,000	383,100	170,000	(213,100)	-56%	3
Total Revenue	3,269,014	\$ 5,592,134	\$ 3,542,329	\$ 3,481,700	\$ 3,442,100	\$ (39,600)	-1%	
Operating Expenses								
Water Administration	829,986	936,654	775,749	841,500	851,300	9,800	1%	
Equipment	221,000	221,000	185,000	185,000	185,000	-	0%	
Monitoring and Sampling	127,032	144,655	134,499	120,600	125,700	5,100	4%	
Customer Service	24,457	31,246	57,630	21,300	22,500	1,200	6%	
Mains	52,774	59,054	86,976	80,900	84,500	3,600	4%	
Hydrants	43,184	53,591	40,568	37,500	38,900	1,400	4%	
Wells	136,747	165,453	252,542	153,800	241,500	87,700	57%	4
Booster Stations	62,219	69,127	68,339	78,800	79,700	900	1%	
Reservoirs	6,524	3,084	3,379	21,900	42,800	20,900	95%	5
Net Transfers Out	1,765,092	3,908,269	1,937,648	1,940,400	1,770,200	(170,200)	-9%	
Total Operating Expenses	3,269,014	\$ 5,592,134	\$ 3,542,329	\$ 3,481,700	\$ 3,442,100	\$ (39,600)	-1%	

1. Water User Fees adjusted to reflect a change in bylaw rates Bylaw 753.01 (November 2025)
2. Approved Parcel Tax revenue per Bylaw increases by \$20 per parcel, for a total charge per parcel of \$280 in 2026
3. Transfers in for 2026 is comprised of an \$85,000 transfer from surplus to fund a hydro-geological assessment for the river wellfield and an \$85,000 transfer from the General Fund as repayment for borrowing from the Water Utility
4. The increase in budget largely represents a one-time increase for the hydro-geological assessment for the river wellfield
5. Increase in budget for contracted service for reservoir inspections

WATER ASSET MANAGEMENT

Water system infrastructure includes nine ground-water wells, five reservoirs (two on Berwick Road, two on Jones Street, and one on Village Way), 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 456 fire hydrants. Total system replacement cost in 2019 dollars is an estimated \$109 million.

A crucial next step in the Asset Management Plan planned for 2026/2027 is the implementation and operationalization of the Asset Management Strategy and Plan.

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 Seacrest Place, Berwick Road North and Eaglecrest Drive. Cast iron main, concrete main and AC replacements will continue through the foreseeable future.

2025 HIGHLIGHTS AND ACCOMPLISHMENTS

- Completed the design of the Little Qualicum Riverbank Stabilization Project to stop further erosion along the Town's river wellfield, and applied for a construction grant in 2025.
- Replaced AC watermain on Illiqua Road and Hemlock Street.
- Replaced AC watermain on the Seacrest Place hill.
- Significant fire hydrant maintenance with two new installations, one upgrade, and 90 quick connect fittings installed.
- Improved sports field irrigation system and metered flow to reduce water use and improve coverage.
- Flushed 117 dead-end locations to ensure water quality.
- Updated water system model to confirm fire flows and support a water master plan update.
- Completed SCADA audit of all SCADA related components.
- Replaced the aging Berwick 2 well pump.
- Awarded the prestigious "Best of the Best" B.C. & Yukon Tap Water Taste Test award.

CHALLENGES

- Extended dry periods caused by climate change increases water consumption and maintenance requirements.
- 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 2026

- 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 AC watermain on Seacrest Place.

LOOKING AHEAD: 2027-2030 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 River wellfield to ensure disaster mitigation and uninterrupted water/fire service.



CAPITAL BUDGET SUMMARY

Water Capital Budget

Water Infrastructure Renewal	2026	2027	2028	2029	2030
Projects					
Seacrest Place AC Watermain Replacment	\$ 900,000	\$ -	\$ -	\$ -	\$ -
Riverwell Pump Soft Start Module Replacements	75,000	-	-	-	-
Water Pressure Pumps for Berwick Pump Station	25,000	-	-	-	-
AC Watermain Replacement Berwick Rd and Crescent Rd East	-	1,900,000	-	-	-
AC Watermain Replacement Eaglecrest	-	-	1,113,000	-	-
AC Watermain Replacement Hall Rd north of 19A	-	-	-	800,000	-
AC Watermain Replacement Belyea and Canyon Cresc from Hoylake to Garrett Road	-	-	-	-	1,600,000
AC Watermain Replacement - Canyon Crescent	-	-	-	865,000	-
Water contingency	100,000	100,000	100,000	100,000	100,000
	\$ 1,100,000	\$ 2,000,000	\$ 1,213,000	\$ 1,765,000	\$ 1,700,000

Funding Source

Water Infrastructure Reserve	\$ 1,100,000	\$ 2,000,000	\$ 1,213,000	\$ 1,765,000	\$ 1,700,000
	\$ 1,100,000	\$ 2,000,000	\$ 1,213,000	\$ 1,765,000	\$ 1,700,000

Upgrading and Expansion

Projects					
Little Qualicum Riverbank Erosion Protection (Grant Dependent)	\$ 1,230,000	\$ -	\$ -	\$ -	\$ -
Storz fittings installation on hydrants	41,000	42,000	43,000	-	-
Emergency Backup Generator for River Well Field	-	410,000	-	-	-
	\$ 1,271,000	\$ 452,000	\$ 43,000	\$ -	\$ -

Funding Source

Water Infrastructure Reserve	\$ 41,000	\$ 452,000	\$ 43,000	\$ -	\$ -
Grants and Partnerships	1,230,000	-	-	-	-
	\$ 1,271,000	\$ 452,000	\$ 43,000	\$ -	\$ -

Total Water Projects	\$ 2,371,000	\$ 2,452,000	\$ 1,256,000	\$ 1,765,000	\$ 1,700,000
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Water Work in Progress Capital Budget

Infrastructure Renewal	2026	2027	2028	2029	2030
Projects					
Eaglecrest Watermain Engineering (2025)	\$ 36,000	\$ -	\$ -	\$ -	\$ -
Water Master Plan (Including AC Pipe Assessment) (2025)	20,000	-	-	-	-
	<u>\$ 56,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Funding Source					
Water Infrastructure Reserve	\$ 56,000	\$ -	\$ -	\$ -	\$ -
	<u>\$ 56,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Upgrading and Expansion					
Projects					
Berwick 2 & 3 Well Pumps (2025)	\$ 36,000	\$ -	\$ -	\$ -	\$ -
	<u>\$ 36,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Funding Source					
Water Infrastructure Reserve	\$ 36,000	\$ -	\$ -	\$ -	\$ -
	<u>\$ 36,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Water WIP Projects	<u>\$ 92,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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.

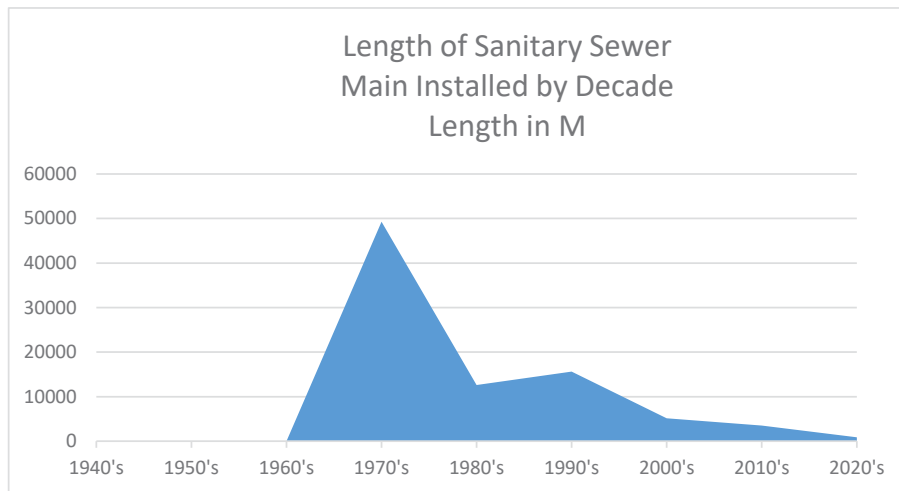
System infrastructure serves over 4,560 customers and includes 83 km of sanitary mains, 0.4 km of sanitary force main, one lift station, and 1,284 maintenance-holes.

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 Services 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 2025, 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 2026 are consistent with previous years. No significant changes are expected.

Key Activity Levels		2022 Actual	2023 Actual	2024 Actual	2025 Projected	2026 Forecast
Employees		4	3	4	4	4
Sanitary Mainholes	Inspected	666	400	500	650	500
Lift Station	Inspected	12	12	14	12	12
Flushing Hall Rd dissipator	Cleanings	9	9	9	9	9
Known sagging service lines	Number of lines	1	1	2	2	2

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

OPERATING BUDGET SUMMARY

The Sewer Utility Operating Budget balances \$1.06 million in revenues with \$1.06 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

	2023	2024	2025	2025	2026	Change	Change	
	Actuals	Actuals	Projected	Budget	Budget	\$	%	
Sewer User Fees	\$ 761,616	\$ 761,912	\$ 771,548	\$ 741,700	\$ 741,700	-	0%	
Connection Fees	9,000	9,000	17,250	10,000	10,000	-	0%	
Sewer Parcel Tax	237,700	263,048	289,380	287,000	310,900	23,900	8%	1
Transfers In	-	-	-	-	-	-	0%	
Total Revenue	\$ 1,008,316	\$ 1,033,960	\$ 1,078,178	\$ 1,038,700	\$ 1,062,600	\$ 23,900	2%	

Operating Expenses

Sewer Administration	544,500	551,205	444,740	471,200	471,800	600	0%	
Equipment	164,000	164,000	156,500	156,500	156,500	-	0%	
Collection	39,345	75,312	22,898	47,800	48,800	1,000	2%	
Mains	10,432	9,360	8,377	10,300	10,600	300	3%	
Manholes	21,374	9,416	20,028	21,200	22,200	1,000	5%	
Lift Stations	10,083	19,500	5,373	5,200	5,400	200	4%	
Net Transfers Out	218,582	205,167	420,262	326,500	347,300	20,800	6%	2
Total Operating Expenses	\$ 1,008,316	\$ 1,033,960	\$ 1,078,178	\$ 1,038,700	\$ 1,062,600	\$ 23,900	2%	

1. Approved Parcel Tax Bylaw, increases by \$5 per parcel for a per parcel charge of \$65 for 2026
2. Increased contribution to Sewer Infrastructure Reserve



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.

2025 HIGHLIGHTS AND ACCOMPLISHMENTS

- Inspected 50% of sewer mainholes on annual two 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 2026-2030 Financial Plan includes a budget provision to implement a sewer trunk main inspection 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 2026

- Commence a sewer truck main video inspection and smoke testing program to check the condition of sewer infrastructure, as well as identifying locations of storm water intrusion, in an effort to reduce the volume of affluent requiring treatment.

LOOKING AHEAD: 2027-2030 KEY PROJECTS AND INITIATIVES

- Continue with video inspection and smoke testing program as well as identifying sources of unnecessary inflow and infiltration.

FIVE-YEAR CAPITAL BUDGET

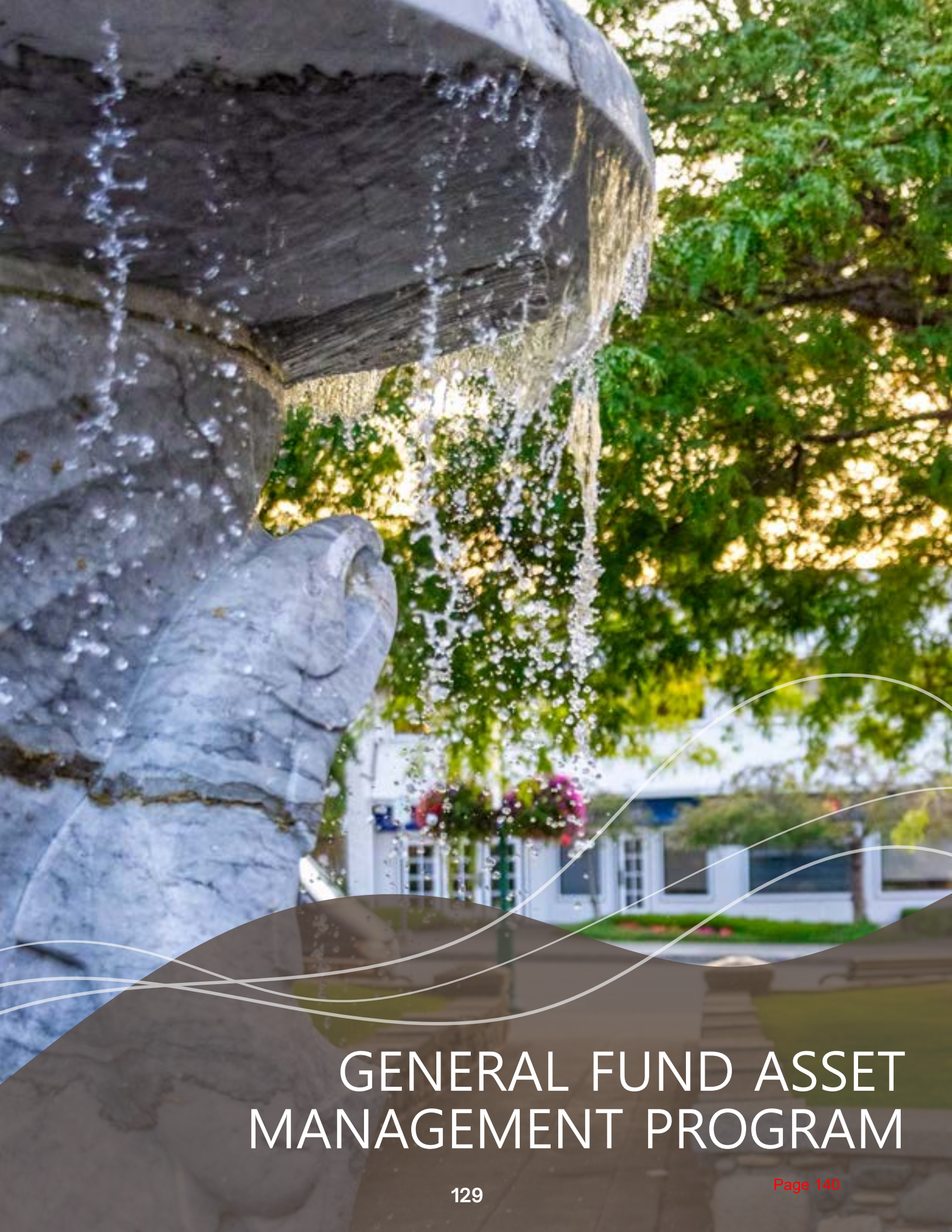
Sewer Capital Budget

	2026	2027	2028	2029	2030
Infrastructure Renewal					
Sewer Trunk Inspection & Smoke Testing Program	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Sewer Replacement Program	-	320,000	320,000	320,000	320,000
	\$ 200,000	\$ 420,000	\$ 420,000	\$ 420,000	\$ 420,000

Funding Source

Sewer Infrastructure Reserve	\$ 200,000	\$ 420,000	\$ 420,000	\$ 420,000	\$ 420,000
	\$ 200,000	\$ 420,000	\$ 420,000	\$ 420,000	\$ 420,000





GENERAL FUND ASSET MANAGEMENT PROGRAM

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.



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:

1. **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%.
3. **Asset HealthScore:** An overall assessment of asset health based on past life assets and the consumption ratio.

The Town owns more than \$300 million in infrastructure assets, which are on average approximately 52% through their expected service life. Approximately 4% of assets are beyond their estimated service life, resulting in an overall Asset Health Score of 88%. To maintain this health score at current levels, the estimated annual investment required for replacement and renewal equates to approximately \$825 per average household. In 2026, the Asset Replacement Levy charged to the average homeowner is \$363.

The Asset Replacement Financing Strategy is designed to gradually narrow this funding gap over a 14-year period by increasing annual contributions to the Asset Replacement Reserve by 1.3% of the prior year's tax levy. This measured approach balances affordability with the need for long-term capital sustainability, supporting reliable service delivery and greater tax stability over time.

The financial implications of significant assets recently acquired or assumed by the Town have not yet been incorporated into the current Asset Replacement Financing Strategy. Based on available age and condition data, the lifecycle requirements of these assets are expected to place additional pressure on long-term funding requirements. A comprehensive assessment of these impacts will be incorporated and reported to Council as part of the 2027 Financial Planning process.



2026-2030 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 \$1.9 million, which translates to approximately \$303 per homeowner. An annual contribution of \$4 million is required to address sustainable replacement and maintain the Town's HealthScore of 88%.

During the 2026–2030 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 \$31 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.





2026-2030 GENERAL FUND CAPITAL PLAN

GENERAL FUND CAPITAL

Over the next five years, the Town plans to invest \$65 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.

General Fund Capital Budget						
	2026	2027	2028	2029	2030	Total
Infrastructure Renewal						
Transportation	\$ 5,102,700	\$ 860,000	\$ 650,000	\$ 1,100,000	\$ 1,190,000	\$ 8,902,700
Drainage	726,000	500,000	2,500,000	378,000	500,000	\$ 4,604,000
Facilities	547,000	6,525,000	6,548,000	592,000	590,000	\$ 14,802,000
Parks and Trails	274,000	360,000	30,000	-	-	\$ 664,000
Airport	4,834,400	-	-	90,000	-	\$ 4,924,400
Vehicles and Equipment	905,000	1,070,000	2,498,000	650,000	650,000	\$ 5,773,000
Work in Progress	709,000	-	-	-	-	\$ 709,000
	\$ 13,098,100	\$ 9,315,000	\$ 12,226,000	\$ 2,810,000	\$ 2,930,000	\$ 40,379,100

Funding Source						
Asset Replacement Reserve	\$ 3,007,000	\$ 2,335,000	\$ 2,126,000	\$ 2,132,000	\$ 2,030,000	\$ 11,630,000
Asset Investment Reserve	100,000	-	900,000	-	-	1,000,000
Grant - Community Works Fund	369,500	200,000	650,000	678,000	500,000	2,397,500
DCC's Drainage	100,000	400,000	-	-	-	500,000
DCC's Highways	570,000	-	-	-	-	570,000
Grants and Partnerships	8,951,600	380,000	-	-	400,000	9,731,600
External Borrowing	-	6,000,000	6,800,000	-	-	12,800,000
Eaglecrest Land Sales	-	-	1,750,000	-	-	1,750,000
	\$ 13,098,100	\$ 9,315,000	\$ 12,226,000	\$ 2,810,000	\$ 2,930,000	\$ 40,379,100

Infrastructure Upgrading and Expansion						
Transportation	\$ 630,000	\$ 6,110,000	\$ 400,000	\$ 350,000	\$ 2,150,000	\$ 9,640,000
Drainage	-	-	1,150,000	2,000,000	-	3,150,000
Facilities	4,130,000	200,000	600,000	-	500,000	5,430,000
Parks and Trails	1,152,500	200,000	2,900,000	-	-	4,252,500
Airport	16,000	168,000	-	1,806,000	-	1,990,000
Work in Progress	102,000	-	-	-	-	102,000
	\$ 6,030,500	\$ 6,678,000	\$ 5,050,000	\$ 4,156,000	\$ 2,650,000	\$ 24,564,500

Funding Source						
Asset Investment Reserve	\$ 1,483,000	\$ 660,000	\$ 1,280,000	\$ 350,000	\$ 537,500	\$ 4,310,500
Community Works (Gas Tax)	265,000	-	-	-	-	265,000
Community Amenity Contributions	590,000	-	-	-	-	590,000
DCC's Parkland	-	-	220,000	-	125,000	345,000
Developer Contributions	132,500	-	-	-	1,612,500	1,745,000
Grants and Partnerships	315,000	3,168,000	650,000	3,806,000	375,000	8,314,000
Eaglecrest Land Sales	3,245,000	2,850,000	2,900,000	-	-	8,995,000
	\$ 6,030,500	\$ 6,678,000	\$ 5,050,000	\$ 4,156,000	\$ 2,650,000	\$ 24,564,500

Total Investment	\$ 19,128,600	\$ 15,993,000	\$ 17,276,000	\$ 6,966,000	\$ 5,580,000	\$ 64,943,600
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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 2026-2030 Financial Plan outlines an ambitious capital program featuring several key transportation projects, including;

- Highway 19A Waterfront Complete Street Project
- Full road reconstruction on Primrose Street, from Fern Road to Second Avenue
- Rectangular Rapid Flashing Beacons on Memorial Avenue at First Street
- Safety improvements on Village Way near Kwalikum Secondary School
- Traffic Impact Study for traffic solution on Highway 19A - Eaglecrest area

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 proceed in a fiscally responsible manner, balancing community needs with financial sustainability.

Transportation Capital Budget					
	2026	2027	2028	2029	2030
Infrastructure Renewal					
Projects					
Highway 19A Waterfront Complete Street Project - Grant Dependent	\$ 4,637,700	\$ -	\$ -	\$ -	\$ -
Paving - Primrose Street, Fern to 2nd	200,000	-	-	-	-
Memorial Ave at Fern Rd intersection safety improvements	165,000	-	-	-	-
2027 to 2030 Capital Paving	-	685,000	550,000	800,000	90,000
Paving - Legion Parking Lot & Adjacent Pavement	-	75,000	-	-	-
Butterball slope stabilization	-	-	-	200,000	1,000,000
Capital Projects Contingency	100,000	100,000	100,000	100,000	100,000
	\$ 5,102,700	\$ 860,000	\$ 650,000	\$ 1,100,000	\$ 1,190,000
Funding Source					
Asset Replacement Reserve	\$ 465,000	\$ 610,000	\$ 650,000	\$ 700,000	\$ 690,000
DCC's Highways	570,000	-	-	-	-
Grant - Community Works (Gas Tax)	-	200,000	-	400,000	500,000
Grants and Partnerships	4,067,700	50,000	-	-	-
Total Funding	\$ 5,102,700	\$ 860,000	\$ 650,000	\$ 1,100,000	\$ 1,190,000

2026-2030 GENERAL FUND CAPITAL PLAN

Transportation Capital Budget

	2026	2027	2028	2029	2030
Upgrading and Expansion					
Projects					
KSS traffic calming (Grant Dependent)	\$ 345,000	\$ -	\$ -	\$ -	\$ -
RRFB's Memorial at Fir Street (the 2026 Community Transportation Plan project)	115,000	-	-	-	-
Community Transportation Plan Smaller Initiatives Implementation	-	100,000	100,000	150,000	150,000
Accessibility Improvements	50,000	50,000	50,000	50,000	-
Traffic Impact Study & Traffic Solution	120,000	5,500,000	-	-	-
Eaglecrest Land Sales & Grant Dependent	-	210,000	-	-	-
Harlech Rd Parking Expansion	-	250,000	-	-	-
Highway 19 Entrance Sign - Grant Dependent	-	-	250,000	-	-
Multiple Entrance Signage Design and Replacement - Grant Dependent	-	-	-	-	-
East Village Phase 3 - Grant & Borrowing Dependent	-	-	-	150,000	2,000,000
	\$ 630,000	\$ 6,110,000	\$ 400,000	\$ 350,000	\$ 2,150,000

Funding Source

Asset Investment Reserve	\$ 165,000	\$ 360,000	\$ 150,000	\$ 350,000	\$ 537,500
Community Works (Gas Tax)	115,000	-	-	-	-
Developer Contributions	-	-	-	-	1,612,500
Grants and Partnerships	230,000	3,000,000	250,000	-	-
Eaglecrest Land Sales	120,000	2,750,000	-	-	-
Total Funding	\$ 630,000	\$ 6,110,000	\$ 400,000	\$ 350,000	\$ 2,150,000

Total Transportation Projects	\$ 5,732,700	\$ 6,970,000	\$ 1,050,000	\$ 1,450,000	\$ 3,340,000
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DRAINAGE

The drainage system includes 49.1 km of storm mains, 12.5 km of culverts, 1600 catch basins, 915 maintenance holes, 9.5 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.

A key focus in 2026 will be on the replacement of corrugated steel pipes along the waterfront and replacement of a failing storm system pipe at Crescent Road and design for the storm outfall and the end of Buller Road.

Placeholder for addressing replacement of the Eaglecrest Drive Storm Main and potential drainage deficiencies of the Eaglecrest Golf Course have been included in the 2028 budget. The Eaglecrest Drive Storm Main Replacement represents a significant capital investment to address infrastructure issues that were not anticipated at the time Eaglecrest was amalgamated into the Town's boundaries. The Eaglecrest Storm Main Replacement is funded from the Asset Replacement Reserve, and the placeholder for potential drainage deficiencies is anticipated to be funded from Eaglecrest land sales.

Drainage Capital Budget					
	2026	2027	2028	2029	2030
Infrastructure Renewal					
Projects					
Replacement of Corrugated Steel Pipes along Waterfront	\$ 365,000	\$ -	\$ -	\$ -	\$ -
Crescent Rd Outfall to Grandon Creek	161,000	-	-	-	-
Buller Rd Outfall Design & Construction	100,000	400,000	-	-	-
Eaglecrest Drive Storm Main Replacement	-	-	1,750,000	-	-
Grandon Creek Culvert	-	-	650,000	-	-
Balsam Storm System	-	-	-	278,000	-
School Creek at Village Way Storm Improvements (Grant Dependent)	-	-	-	-	400,000
Drainage contingency	100,000	100,000	100,000	100,000	100,000
	\$ 726,000	\$ 500,000	\$ 2,500,000	\$ 378,000	\$ 500,000
Funding Source					
Asset Replacement Reserve	\$ 261,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Community Works (Gas Tax)	365,000	-	650,000	278,000	-
DCC's Drainage	100,000	400,000	-	-	-
Grants and Partnerships	-	-	-	-	400,000
Eaglecrest Land Sales	-	-	1,750,000	-	-
Total Funding	\$ 726,000	\$ 500,000	\$ 2,500,000	\$ 378,000	\$ 500,000

2026-2030 GENERAL FUND CAPITAL PLAN

Drainage Capital Budget

	2026	2027	2028	2029	2030
Upgrading and Expansion					
Projects					
Placeholder for Drainage Deficiencies (Eaglecrest)	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -
Hoylake Rd detention pond (Arbutus south of Willow) - Grant Dependent	-	-	150,000	2,000,000	-
	\$ -	\$ -	\$ 1,150,000	\$ 2,000,000	\$ -
Funding Source					
Asset Investment Reserve	\$ -	\$ -	\$ 150,000	\$ -	\$ -
Grants and Partnerships	-	-	-	2,000,000	-
Eaglecrest Land Sales	-	-	1,000,000	-	-
Total Funding	\$ -	\$ -	\$ 1,150,000	\$ 2,000,000	\$ -
Total Drainage Projects	\$ 726,000	\$ 500,000	\$ 3,650,000	\$ 2,378,000	\$ 500,000



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 2026 to 2030. 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 \$2.8 million in renewal investments will be directed toward a combination of building repairs, renovations, and replacements.

A \$12 million placeholder in years 2027 and 2028 is also included for the Operations Workplace Modernization (replacement of the Parks and Public Works facilities). These upgrades will enhance the efficiency, safety, and longevity of the Town's infrastructure.

A significant focus for the 2026–2030 period is the upgrade and reconfiguration of the Eaglecrest Golf Course and facility. Planned investments may include a reconfiguration of golf course and repair/renovation of buildings as required.

In 2026, facilities replacement renewal works will focus on upgrades and reconfiguration of the Eaglecrest Golf Course facilities. It will also focus on roof replacement at the Qualicum Beach Curling Club, and HVAC and lifecycle replacements at the Community Hall, Civic Centre, Public Works building, and Town Hall.

2026-2030 GENERAL FUND CAPITAL PLAN

Facilities Capital Budget

	2026	2027	2028	2029	2030
Infrastructure Renewal					
Projects					
TOSH Roof Replacement & Waterproofing *	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000
Facilities Asset Management Renewal	347,000	275,000	358,000	130,000	340,000
Curling Rink Roof	200,000	-	-	-	-
Civic Centre Roof Replacement - Phase 2 *	-	-	190,000	-	-
Operations Workplace Modernization	-	6,000,000	6,000,000	-	-
Leigh House Roof & Siding Replacement *	-	-	-	162,000	-
Airport Hanger Roof *	-	-	-	140,000	-
Airport Terminal Roof Replacement *	-	-	-	160,000	-
	\$ 547,000	\$ 6,525,000	\$ 6,548,000	\$ 592,000	\$ 590,000

Funding Source

Asset Replacement Reserve	\$ 547,000	\$ 525,000	\$ 548,000	\$ 592,000	\$ 590,000
Community Growth Fund	-	-	900,000	-	-
External Borrowing	-	6,000,000	5,100,000	-	-
Total Funding	\$ 547,000	\$ 6,525,000	\$ 6,548,000	\$ 592,000	\$ 590,000

Upgrading and Expansion

	2026	2027	2028	2029	2030
Projects					
Eaglecrest Course/Facility Upgrades (note 1)	2,500,000	-	-	-	-
Bus Garage Site Planning/Public Engagement and Subsequent Construction (note 2)	1,000,000	200,000	600,000	-	-
Qualicum Commons - Contingency for potential maintenance requirements (note 3)	590,000	-	-	-	-
Cenotaph	40,000	-	-	-	-
New Visitor Information Centre Public Washroom - Grant Dependent	-	-	-	-	500,000
	\$ 4,130,000	\$ 200,000	\$ 600,000	\$ -	\$ 500,000

Funding Source

Asset Investment Reserve	\$ 1,040,000	\$ 200,000	\$ 600,000	\$ -	\$ -
Community Amenity Contributions	590,000	-	-	-	-
DCC's Parkland	-	-	-	-	125,000
Grants and Partnerships	-	-	-	-	375,000
Eaglecrest Land Sales	2,500,000	-	-	-	-
Total Funding	\$ 4,130,000	\$ 200,000	\$ 600,000	\$ -	\$ 500,000

Total Facilities Projects	\$ 4,677,000	\$ 6,725,000	\$ 7,148,000	\$ 592,000	\$ 1,090,000
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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 2026 budget prioritizes the trail reconstruction at Grandon Creek, and the construction of a new trail linking Memorial Avenue to Beach Road along the railway tracks in cooperation with the Island Corridor Foundation. Landscaping along Country Club Drive, and construction of pickleball courts at a location to be determined are also planned in 2026.

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.



2026-2030 GENERAL FUND CAPITAL PLAN

Parks and Trails Capital Budget

	2026	2027	2028	2029	2030
Infrastructure Renewal					
Projects					
Trail & Sidewalk Reconstruction	\$ 120,000	\$ 30,000	\$ 30,000	\$ -	\$ -
Seaside Nature Park Erosion Protection	78,000	330,000	-	-	-
Street Banner Replacement	40,000	-	-	-	-
Christmas Snowflakes	20,000	-	-	-	-
Replacement of Wire Hanging Baskets	16,000	-	-	-	-
	\$ 274,000	\$ 360,000	\$ 30,000	\$ -	\$ -

Funding Source

Asset Replacement Reserve	\$ 274,000	\$ 30,000	\$ 30,000	\$ -	\$ -
Grants and Partnerships	-	330,000	-	-	-
Total Funding	\$ 274,000	\$ 360,000	\$ 30,000	\$ -	\$ -

	2026	2027	2028	2029	2030
Upgrading and Expansion					
Projects					
Island Corridor Trail Network	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Landscaping Country Club Drive along the Cottages	132,500	-	-	-	-
Pickleball Courts	170,000	-	-	-	-
Skatepark Fountain & Toilet Facility	60,000	-	-	-	-
Bike Racks Along Waterfront	15,000	-	-	-	-
Placeholder for Property Acquisition Negotiation for ROW.	-	100,000	-	-	-
Eaglecrest Neighbourhood Improvements	-	100,000	900,000	-	-
Eaglecrest Pedestrian Safety Improvements	-	-	1,000,000	-	-
New Facility to Support Community Park Users - Grant Dependent	-	-	620,000	-	-
Saahtlam Park Playground	-	-	350,000	-	-
Community Gardens	-	-	30,000	-	-
Servicing Costs - Phase 1 Eaglecrest Land Sales	625,000	-	-	-	-
	\$ 1,152,500	\$ 200,000	\$ 2,900,000	\$ -	\$ -

Funding Source

Asset Investment Reserve	\$ 160,000	\$ 100,000	\$ 380,000	\$ -	\$ -
Developer Contribution	132,500	-	-	-	-
Community Works (Gas Tax)	150,000	-	-	-	-
DCC's Parkland	-	-	220,000	-	-
Grants and Partnerships	85,000	-	400,000	-	-
Eaglecrest Land Sales	625,000	100,000	1,900,000	-	-
Total Funding	\$ 1,152,500	\$ 200,000	\$ 2,900,000	\$ -	\$ -

Total Parks and Trails Projects	\$ 1,426,500	\$ 560,000	\$ 2,930,000	\$ -	\$ -
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VEHICLES AND EQUIPMENT

A fleet of over 85 vehicles and equipment 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). Based on available funding, \$650,000 per year is allocated for replacement.

Vehicles and Equipment Capital Budget					
	2026	2027	2028	2029	2030
Infrastructure Renewal					
Projects					
Fleet Replacement	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
Council Chamber Conference System Replacement	100,000	-	-	-	-
Town Server Replacement	85,000	-	-	-	-
Tablet Computers - Fire Trucks (Grant NG911)	45,000	-	-	-	-
Fire Suppression Helmets	25,000	-	-	-	-
SCBA, Cylinder and Mask Replacement	-	325,000	-	-	-
Fire Rescue Lifting Bags	-	70,000	-	-	-
Public Mapping & GIS Migration from Opensource MapGuide to ArcGIS Platform	-	25,000	-	-	-
Fire Department Tender Apparatus Replacement	-	-	1,700,000	-	-
Fire Department Command Truck Replacement	-	-	110,000	-	-
Phone Systems Upgrade with Emergency Ready Microsoft Teams Phone System	-	-	38,000	-	-
	\$ 905,000	\$ 1,070,000	\$ 2,498,000	\$ 650,000	\$ 650,000
Funding Source					
Asset Replacement Reserve	\$ 860,000	\$ 1,070,000	\$ 798,000	\$ 650,000	\$ 650,000
Grants and Partnerships	45,000	-	-	-	-
External Borrowing	-	-	1,700,000	-	-
Total Funding	\$ 905,000	\$ 1,070,000	\$ 2,498,000	\$ 650,000	\$ 650,000

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

Infrastructure Renewal	2026	2027	2028	2029	2030
Projects					
Runway , Taxi way , Apron Asphalt Overlay - Grant Dependent	\$ 3,845,400	\$ -	\$ -	\$ -	\$ -
Loader/Snow Blower (Airport) - Grant Dependent	989,000	-	-	-	-
Airport service road resurfacing	-	-	-	90,000	-
	<u>\$ 4,834,400</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 90,000</u>	<u>\$ -</u>

Funding Source					
Asset Replacement Reserve	\$ -	\$ -	\$ -	\$ 90,000	\$ -
Grants and Partnerships	4,834,400	-	-	-	-
Total Funding	<u>\$ 4,834,400</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 90,000</u>	<u>\$ -</u>

Upgrading and Expansion	2026	2027	2028	2029	2030
Projects					
CCTV Camera - Runway 11 - Airport	\$ 16,000	\$ -	\$ -	\$ -	\$ -
Airport Generator - Grant Dependent	-	168,000	-	-	-
Three Phase Power - Grant Dependent	-	-	-	1,806,000	-
	<u>\$ 16,000</u>	<u>\$ 168,000</u>	<u>\$ -</u>	<u>\$ 1,806,000</u>	<u>\$ -</u>

Funding Source					
Asset Investment Reserve	\$ 16,000	\$ -	\$ -	\$ -	\$ -
Grants and Partnerships	-	168,000	-	1,806,000	-
Total Funding	<u>\$ 16,000</u>	<u>\$ 168,000</u>	<u>\$ -</u>	<u>\$ 1,806,000</u>	<u>\$ -</u>

Total Airport Projects	<u>\$ 4,850,400</u>	<u>\$ 168,000</u>	<u>\$ -</u>	<u>\$ 1,896,000</u>	<u>\$ -</u>
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WORK IN PROGRESS

Work in Progress Capital includes projects approved and started in 2025 that will be completed in 2026.

Work in Progress Capital Budget						
	2026	2027	2028	2029	2030	
Infrastructure Renewal						
Transportation						
Eaglecrest Storm Main Replacement - Engineering (2025)	\$ 82,000	\$ -	\$ -	\$ -	\$ -	-
Master Drainage Plan (2025)	9,000	-	-	-	-	-
Schoolhouse Creek tributary creek restoration - Design (2025)	58,000	-	-	-	-	-
Vehicles and Equipment						
Garbage Truck (2025)	261,000	-	-	-	-	-
Facilities						
General Facilities Maintenance (2025)	\$ 55,000	\$ -	\$ -	\$ -	\$ -	-
New Storage Building Parks Yard & Drying Room Parks Yard Extension	144,000	-	-	-	-	-
Operations Modernization (2025)	100,000	-	-	-	-	-
	\$ 709,000	\$ -	\$ -	\$ -	\$ -	-
Funding Source						
Asset Replacement Reserve	\$ 600,000	\$ -	\$ -	\$ -	\$ -	-
Community Growth Fund	4,500	-	-	-	-	-
Grant - Community Works (Gas Tax)	100,000	-	-	-	-	-
Grant - Capacity Funding Local Government Housing Initiatives	4,500	-	-	-	-	-
Total Funding	\$ 709,000	\$ -	\$ -	\$ -	\$ -	-
Upgrading and Expansion						
Facilities						
Saahtlam Park Washrooms & Other Amenities (2025)	\$ 14,000	\$ -	\$ -	\$ -	\$ -	-
Vehicles and Equipment						
Town Network Redundancy Enhancement for Emergency (2025)	88,000	-	-	-	-	-
	\$ 102,000	\$ -	\$ -	\$ -	\$ -	-
Funding Source						
Asset Investment Reserve	\$ 88,000	\$ -	\$ -	\$ -	\$ -	-
Community Growth Fund	14,000	-	-	-	-	-
Total Funding	\$ 102,000	\$ -	\$ -	\$ -	\$ -	-



STATISTICS

GENERAL STATISTICS

	2025	2024	2023	2022	2021
Population	9,303	9,303	9,303	9,303	9,303
Area in hectares:					
Land	1798	1798	1798	1798	1798
Building Permits					
Number	109	77	101	109	129
Value	\$ 45,194,000	\$ 18,652,000	\$ 46,678,000	\$ 47,667,000	\$ 32,406,000
Comparative debt statistics:					
Debenture and other debt	2,234,572	2,723,476	3,697,489	2,308,809	1,851,746
Debt per capita	240	293	397	248	199
Tax rates for municipal purposes, including General and Vancouver Island Regional Library levies:					
<i>(stated in dollars per \$1,000 of assessed taxable value)</i>					
Residential	2.5225	2.4099	2.3080	2.3670	3.0660
Utility	39.9988	40.0000	38.9463	39.9418	39.8812
Light industry	6.4235	6.1368	5.8778	6.0282	6.6469
Business & other	6.4235	6.1368	5.8778	6.0282	6.6469
Managed Forest	2.5225	2.4099	2.3080	2.3670	1.5330
Recreational/nonprofit	6.4235	6.1368	5.8778	6.0282	6.6469
Farm	2.5225	2.4099	2.3080	2.3670	1.5330
Tax rates for school purposes:					
<i>(stated in dollars per \$1,000 of assessed taxable value)</i>					
Residential	1.2192	1.1950	1.1396	1.1770	1.4900
Utility	11.7400	12.1100	12.5700	12.7200	12.8600
Light industry	3.5600	3.3900	3.3300	3.5200	3.8600
Business & other	3.5600	3.3900	3.3300	3.5200	3.8600
Managed Forest	2.0400	1.8700	1.9500	1.9000	1.9000
Recreational/nonprofit	2.1300	2.1100	1.9900	2.0300	2.3300
Farm	7.0500	7.1500	7.2900	6.9800	6.9100

TAXATION AND ASSESSMENTS

	2025	2024	2023	2022	2021
Comparative taxation statistics:					
Residential	\$ 26,439,513	\$ 24,080,527	\$ 22,409,365	\$ 20,774,420	\$ 18,449,871
Utility	350,476	342,584	333,754	311,459	290,690
Light industry	3,541	3,310	2,839	2,874	1,396
Business & other	2,767,582	2,512,829	2,196,992	2,098,941	1,888,344
Managed Forest	1,994	1,897	1,638	1,405	1,195
Recreational/nonprofit	69,186	64,310	57,210	58,320	51,830
Farm	675	654	625	666	489
Water parcel tax	1,232,140	1,127,760	1,027,840	933,000	838,260
Sanitary sewer parcel tax	289,320	263,010	237,700	213,615	189,560
Local area service parcel tax	35,718	35,718			
RDN parks parcel tax				-	98,180
Total current taxes including school and other government	\$ 31,190,146	\$ 28,432,599	\$ 26,267,963	\$ 24,394,700	\$ 21,809,815
Water user fees	1,662,102	1,810,469	2,022,995	1,631,220	1,572,101
Sanitary sewer user fees	591,548	757,163	761,616	713,945	658,485
Total Taxes and fees	\$ 33,443,796	\$ 31,000,231	\$ 29,052,574	\$ 26,739,865	\$ 24,040,401
Taxes and fees per capita	\$ 3,595	\$ 3,332	\$ 3,123	\$ 2,874	\$ 2,584
Assessment for general purposes (taxable value):					
Land	\$ 2,952,910,902	\$ 2,760,844,697	\$ 2,812,125,738	\$ 2,610,515,635	\$ 2,028,299,771
Improvements	2,224,332,701	2,242,926,401	2,263,442,201	2,042,877,101	1,398,077,601
	5,177,243,603	5,003,771,098	5,075,567,939	4,653,392,736	3,426,377,372
Deduct					
Exempt land	(188,198,442)	(177,895,986)	(193,946,400)	(179,247,374)	(134,498,410)
Exempt improvements	(117,008,273)	(108,118,628)	(102,639,249)	(97,617,847)	(89,880,100)
	\$ 4,872,036,888	\$ 4,717,756,484	\$ 4,778,982,290	\$ 4,376,527,515	\$ 3,201,998,862
Assessment per capita	\$ 523,706.00	\$ 507,122.06	\$ 513,703.35	\$ 470,442.60	\$ 344,189.92
Assessment for school purposes	\$ 4,855,256,945	\$ 4,702,621,131	\$ 4,767,060,680	\$ 4,354,368,142	\$ 3,188,588,722

PERMISSIVE TAX EXEMPTIONS

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

Legal Description	Civic Address	Organization	Value of Permissive Exemption	
			Total Taxes	Municipal Portion
Lots 2 and 3, Plan 3414, District Lot 101A, Newcastle Land District;	2945/2949 Island Highway West	Rotary Club of Qualicum Beach – Welch Park	26,574	13,597
Lot 6, Block 10, Plan 1894, District Lot 78, Newcastle Land District;	211 Fern Road West	Rotary Club of Qualicum Beach – Sunrise	8,247	4,221
Lot 1, Plan 27288, District Lot 78, Newcastle Land District;	250 First Avenue West	Kiwanis Housing	56,050	24,977
That part of District Lots 58 and 59 Newcastle District shown on Plan EPP106404	136 Village Way West	Kiwanis Housing	35,348	15,751
Lot A, Plan 8548, District Lot 78, Newcastle Land District;	110 Second Avenue West	Village Theatre	7,227	3,131
Portion of District Lot 101 & 101A, Newcastle Land District, SW PT NE of PL3868; SW PT NE of PL3868; REM SW PT; PT SW of RD; NE PT SW of RD;	2711 Island Highway West	Tourist Bureau	4,920	2,131
Portion of Lot B, Plan VIP58293, District Lot 59 & 60, Newcastle Land District, Except Plan VIP59287;	644 Memorial Avenue	Curling Rink	4,268	1,849
Portion of Lot 9, Plan 2047, District Lot 78, Newcastle Land District Except Plan 27288, 42165, VIP55424, VIP60676;	665 Jones Street	Lawn Bowling Club	4,395	2,030
Portion of Lot A, District Lot 124, Nanoose District, Plan 42657 Except That Part in Plan 44330,	Lease A3 – 1000 Ravensbourne Lane	Beaufort Squadron @ Airport	5,034	2,576
Portion of Lot A, District Lot 124, Nanoose District, Plan 42657 Except That Part in Plan 44330,	Lease D1 – 1000 Ravensbourne Lane	Arrowsmith Search and Rescue @ Airport	13,250	5,740
Lot A, Plan 16180, District Lot 57, Newcastle Land District, Except PART IN PLAN 3022 RW;	587 Beach Road	Museum	6,069	3,038
Lot 3&4, Plan 2005, Block 17, District Lot 58, Land District 35,	181 Sunningdale Road West	Sea Legacy	6,580	2,932
Lot A, Plan 9145, District Lot 63 and remainder of Plan 1026, DL 57-62, Newcastle Land District;	469 Memorial Avenue	Qualicum Beach Memorial Golf Club	58,798	28,625
Lot 1, Plan 13424, District Lot 57, Newcastle Land District;	210 Crescent Road West	Valhalla - Hospice	25,410	11,007
Lot A, Plan EPP115395, District Lot 78, Newcastle Land District;	122 Fern Road West	TOSH Arts Centre	43,548	18,865
Strata Lot 1, Plan VIS5454, District Lot 78, Newcastle Land District	703 Memorial Avenue	Qualicum Beach Seniors' Activity Centre	8,937	3,871

Lot A, Plan EPP12448	744 Primrose St	Qualicum Commons	102,231	44,286
Lot B, Plan EPP115395	733 Memorial Ave	Naked Naturals – Parking Lot	28,695	12,430
Block 5, Plan 1894, DL 78, Newcastle Land District;	180 Veterans' Way	Royal Canadian Legion Branch #76	14,202	6,799
Lot A, Plan VIP66629, District Lot 78 & 88, Nanoose Land District, Nanoose and Newcastle Districts Mile 99.13 to 100.114 – portion of VIP 66629; PID 024-135-232	E&N Railway	Island Corridor Foundation	19,306	10,248
Lot A, Plan VIP 66629, District Lot 78 & 88, Nanoose Land District, & Newcastle Land 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	E&N Railway	Island Corridor Foundation	31,554	16,749
Lot A, Plan VIP 68672, District Lot 52-78, Newcastle Land District EXCEPT PLAN 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.	E&N Railway	Island Corridor Foundation	36,286	19,261
District Lot 52-60, Nanoose Land District, VIA Rail Lease situated on E&N R/W, DL 52 to 60 Incl. & Part of DL 78 within the Town of Qualicum Beach	174 Railway Street Train Station	Island Corridor Foundation	5,515	2,389
Portion of Lot 1-4, Lot 9-11, Block 2, Plan VIP3938, District Lot 17, Newcastle Land District. PID 006-131-531, 006-131-557, 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.	3319 Island Hwy West	St. Andrews Lodge Historical & Cultural Society	4,428	1,973
Lot 1, Plan 2080, District Lot 78, Newcastle Land District;	330 Dorset Rd	Into the Woods Early Learning Childcare Society	39,235	20,082
Lot A, Plan 19140, District Lot 78, Newcastle Land District;	591 Arbutus Street	Church of Jesus Christ of Latter-Day Saints	1,825	934
Lot 12, Block 5, Plan 1835, District Lot 53, Newcastle Land District;	423 First Avenue West	Jehovah's Witnesses	11,689	5,983
Lot A, Plan 50661, District Lot 58/59, Newcastle Land District;	138 Hoylake Road West	St. Mark's Anglican Church	7,521	3,850
Lot A, VIP58293, District Lot 60, Newcastle Land District;	150 Village Way	St. Stephen's United Church	3,597	1,841
Lot 1, Plan 13066, District Lot 122, Nanoose Land District;	825 Village Way	Christian Fellowship Centre	19,834	10,151
Plan VIP59287, District Lot 57 & 58, Newcastle Land District, those parts shown as "Road to be Closed";	600 Beach Road	Qualicum Community Baptist Church	8,178	4,186



GLOSSARY

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.

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.



APPENDIX A: FINANCIAL BYLAW

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