

2025-2029

Financial Plan



TOWN OF QUALICUM BEACH

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, 2024



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 |
| 2025-2029 Strategic Planning | 18 |
| Strategic Initiatives Summary | 20 |
| Strategic Initiative Details | 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 |
| 2025 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 2025-2029 | 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 | 46 |

Table of CONTENTS

| | |
|--|------------|
| Service Areas: Financial Schedules | 47 |
| Council and Office of the CAO | 48 |
| Office of the CAO | 51 |
| Corporate Services | 54 |
| Community Partnerships and Events | 59 |
| Human Resources | 61 |
| Financial Services | 64 |
| Fiscal Services | 68 |
| Information Technology | 70 |
| Police Services | 76 |
| Fire Rescue | 79 |
| Planning, Community Development and Emergency | 84 |
| Municipal Operations | 93 |
| Transportation and Drainage | 96 |
| Transportation | 97 |
| Drainage | 99 |
| Parks | 102 |
| Buildings and Facilities | 106 |
| Solid Waste | 109 |
| Airport | 110 |
| Utility Operations and Capital | 114 |
| Water Utility | 115 |
| Sanitary Sewer Utility | 122 |
| General Fund Asset Management Program | 127 |
| Asset Management Planning Process | 128 |
| 2025-2029 Financial Planning | 130 |
| 2025-2029 General Fund Capital Projects | 131 |
| General Fund Capital | 132 |
| Transportation | 133 |
| Drainage | 135 |
| Facilities | 137 |
| Parks and Trails | 139 |
| Vehicles and Equipment | 141 |
| Airport | 142 |
| Work in Progress | 143 |
| Statistics | 144 |
| Glossary | 149 |
| Appendix A: Financial Bylaw | 153 |



Introduction

CHIEF ADMINISTRATIVE OFFICER MESSAGE

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

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



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

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

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

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

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

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

Specific financial pressures addressed in the 2025 Budget include:

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

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

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

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

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

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

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

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



Lou Varela
Chief Administrative Officer

BUDGET OVERVIEW

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

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

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

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

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



QUALICUM BEACH COMMUNITY

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

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

INDUSTRY

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

EMPLOYMENT

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

POPULATION

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



TRADITIONAL ACKNOWLEDGMENT

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



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.

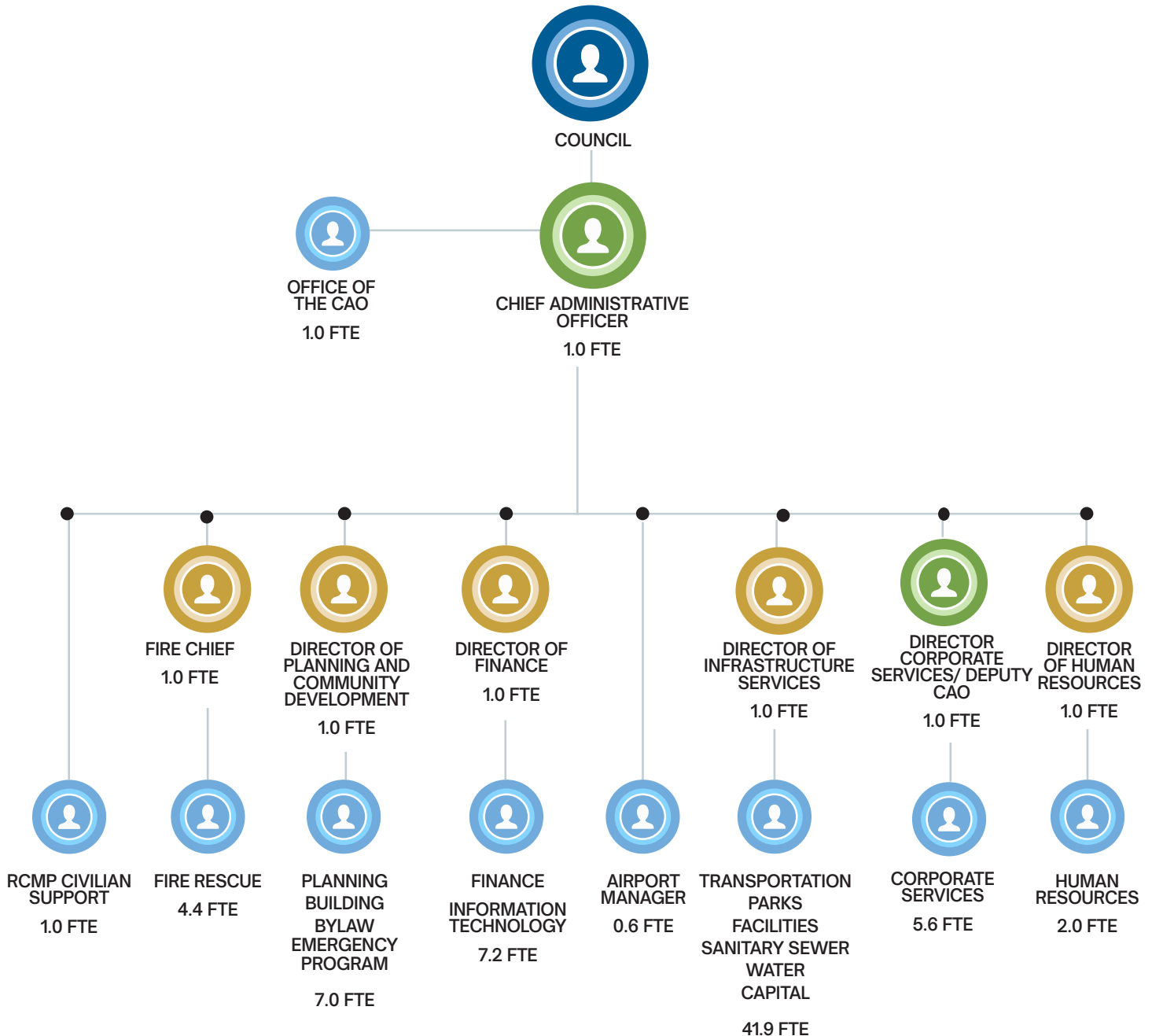


EMPLOYEE TEAM

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 32 in the workforce planning table.



Council's Strategic Plans

STRATEGIC PLAN 2025

STRATEGIC PLAN 2025-2029

MESSAGE FROM THE MAYOR

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

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

In addition to advancing Strategic Initiatives, Council must ensure:

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

“Strategic Planning is a core responsibility of Council – it’s fundamental to good governance.”

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



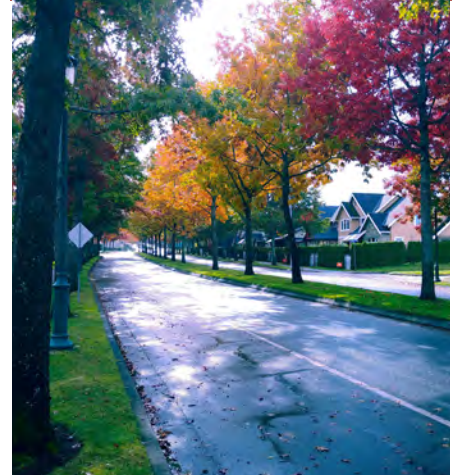
To improve the health and wellbeing of people who live, work, and play in the Town. *OCP p. 7*

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

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

Projects and Initiatives

| Revenue | 2025 | 2026 | 2027 | 2028 | 2029 |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| Reserve for Strategic Initiatives | \$ 504,400 | \$ 332,000 | \$ 240,000 | \$ 580,000 | \$ 40,000 |
| Grants | 411,800 | 200,000 | 35,000 | 15,000 | 10,000 |
| Off Street Parking Reserve | 8,000 | - | - | - | - |
| Total Revenue | \$ 924,200 | \$ 532,000 | \$ 275,000 | \$ 595,000 | \$ 50,000 |

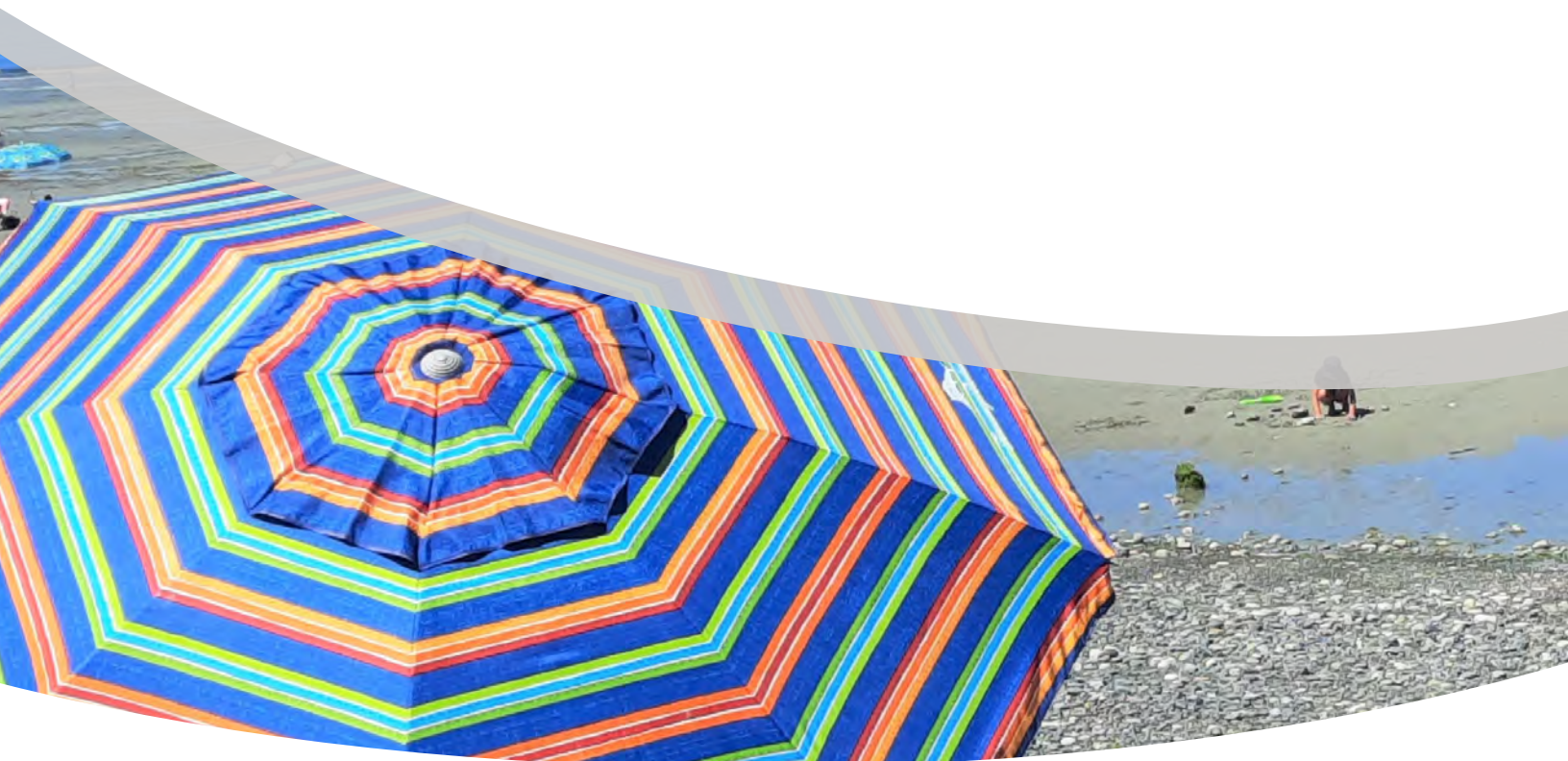
| Expenses | 2025 | 2026 | 2027 | 2028 | 2029 |
|------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| Good Governance | \$ 282,000 | \$ 145,000 | \$ 80,000 | \$ 85,000 | \$ - |
| Community Health & Wellbeing | 40,000 | 160,000 | 75,000 | 310,000 | - |
| Climate Action | 284,800 | 65,000 | 80,000 | 90,000 | 40,000 |
| Housing | 120,000 | 100,000 | 30,000 | 10,000 | - |
| Economic Prosperity | 125,600 | 10,000 | - | 50,000 | - |
| Progressive Infrastructure | 71,800 | 52,000 | 10,000 | 50,000 | 10,000 |
| Total Expenses | \$ 924,200 | \$ 532,000 | \$ 275,000 | \$ 595,000 | \$ 50,000 |

STRATEGIC INITIATIVES DETAILS

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

STRATEGIC INITIATIVES DETAILS

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|--|------------|------------|-----------|-----------|-----------|
| Housing | | | | | |
| Housing Announcement Implementation - Zoning Bylaw Update & Legal Fees | \$ 10,000 | \$ 20,000 | \$ - | \$ - | \$ - |
| Ways to Achieve "Affordable" Market Housing | 50,000 | - | - | - | - |
| 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 | - |
| | \$ 120,000 | \$ 100,000 | \$ 30,000 | \$ 10,000 | \$ - |
| Economic Prosperity | | | | | |
| Pathways to Sustainable Economic Development in Qualicum Beach - Grant Funded | \$ 112,500 | \$ - | \$ - | \$ - | \$ - |
| Tourism and Small Business Promotion - (Council Discretionary Decision Making) | 10,000 | 10,000 | - | - | - |
| Wayfinding Signage Phase 1 | 3,100 | - | - | - | - |
| Update Youth & Family Retention and Attraction Strategy | - | - | - | 50,000 | - |
| | \$ 125,600 | \$ 10,000 | \$ - | \$ 50,000 | \$ - |
| Progressive Infrastructure | | | | | |
| Implement and Operationalize Asset Management Strategy & Plan | \$ 27,000 | \$ - | \$ - | \$ - | \$ - |
| Reconfiguration of Rail Crossing Traffic Controls | 5,000 | - | - | - | - |
| Harlech Road Parking Design | 8,000 | - | - | - | - |
| BC Hydro Leased Light Replacement (unused budget carried forward to 2025) | 31,800 | - | - | - | - |
| Parking Management Strategy Including Review of Off-street Parking & Reserve Fund Bylaw & Paid Permitted Parking for Uptown Businesses | - | 42,000 | - | - | - |
| Other Effective (area based) Conservation Measures (OECM) Management Plan(s) | - | 10,000 | 10,000 | - | - |
| Regulate Light Trespass | - | - | - | 50,000 | - |
| Asset Management Plan - Airport - (Grant Dependent) | - | - | - | - | 10,000 |
| | \$ 71,800 | \$ 52,000 | \$ 10,000 | \$ 50,000 | \$ 10,000 |



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.

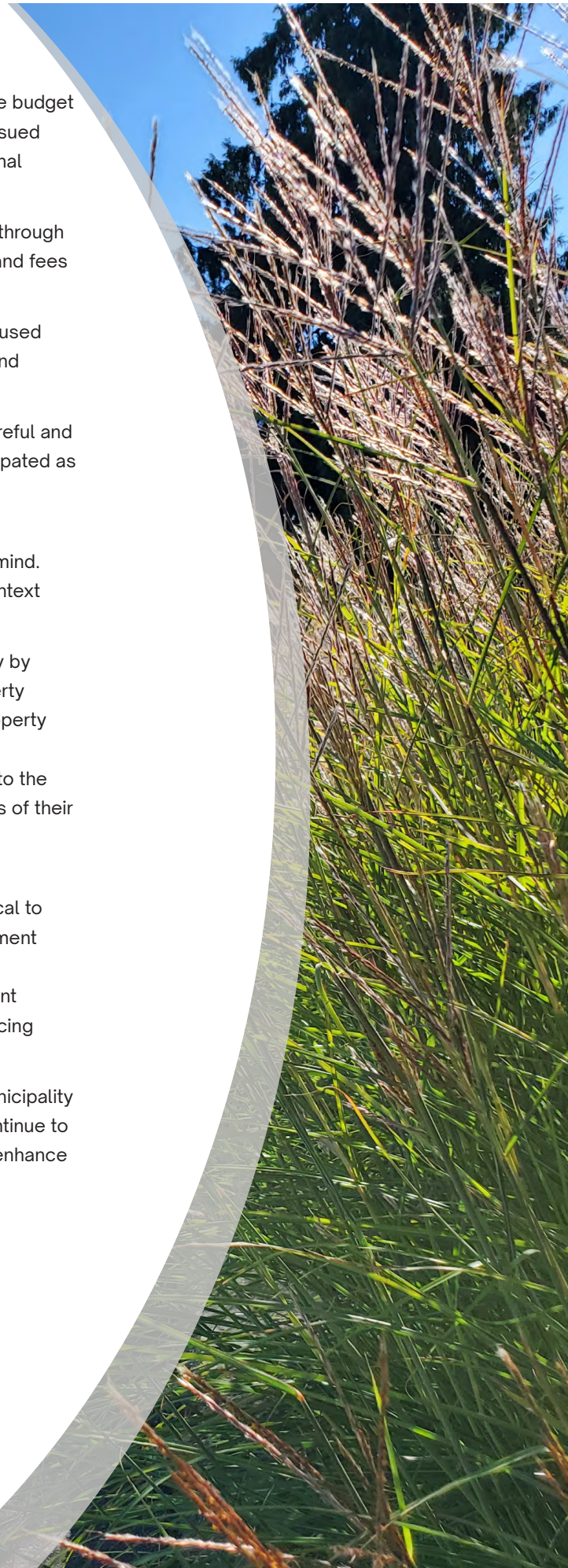
Statutory and Other Reserve Funds: used to account for all statutory reserve revenues and transfers.

| DEPARTMENT FUND RELATIONSHIPS | | | | | | | | | |
|-------------------------------|-----------|-------|-------|-----------------|---------------|---------------|------------------|----------------|----------------|
| Department | Operating | | | Capitals | | | 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 2025-2029 Financial Plan has considered the following factors:

- 1. Inflation:** The inflationary pressures faced by local government are much different than the Consumer Price Index that reviews a “basket of goods” for a household. For materials, supplies, contracted services, insurance and legal services, adjustments have been specifically tailored to accommodate expected cost increases in 2025, rather than applying a blanket inflationary factor.
- 2. Wage and Benefit Costs:** The Town has a current collective agreement in place with CUPE which will impact operating costs. RCMP policing costs are also impacted by a collective agreement, and this will have an impact on local policing costs.
- 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 9.5% of revenues in the 2025 Municipal Budget. A regular fee review each year is used to help keep fees current and inform the Budget process cycle.
- 5. Sustainable Asset Improvement Investment:** The Town is confronted with an escalating need for infrastructure renewal and a significant challenge in facility repair and maintenance. The creation of an Asset Financing Strategy offers a progressive solution to this issue, aiming for sustainable funding levels for infrastructure replacement. This strategy presents an opportunity to exercise fiscal discipline and incrementally boost capital reinvestment over a feasible time frame to achieve sustainability.
- 6. Debt Servicing:** Current debt servicing levels are modest. Interest rates remain reasonable and the strategic use of moderate levels of debt can assist in maintaining generational equity and move larger projects forward that otherwise could not be afforded on a cash basis.
- 7. Projects and Strategic Initiatives Funding by Reserves:** Annual projects and Strategic Initiatives are developed through service reviews, studies, and Strategic Planning. These Initiatives are funded through current revenues, grants and Operating Reserves.

FINANCIAL Policies

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

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

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 - EARLY SPRING

- **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 2025

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

August 2025

- August 4: Launch of Staff Operating Budget Process

September 2025

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

October 2025

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

November 2025

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

December 2025

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

January 2026

- January 14: First & Second Reading of Financial Plan Bylaw

March 2026

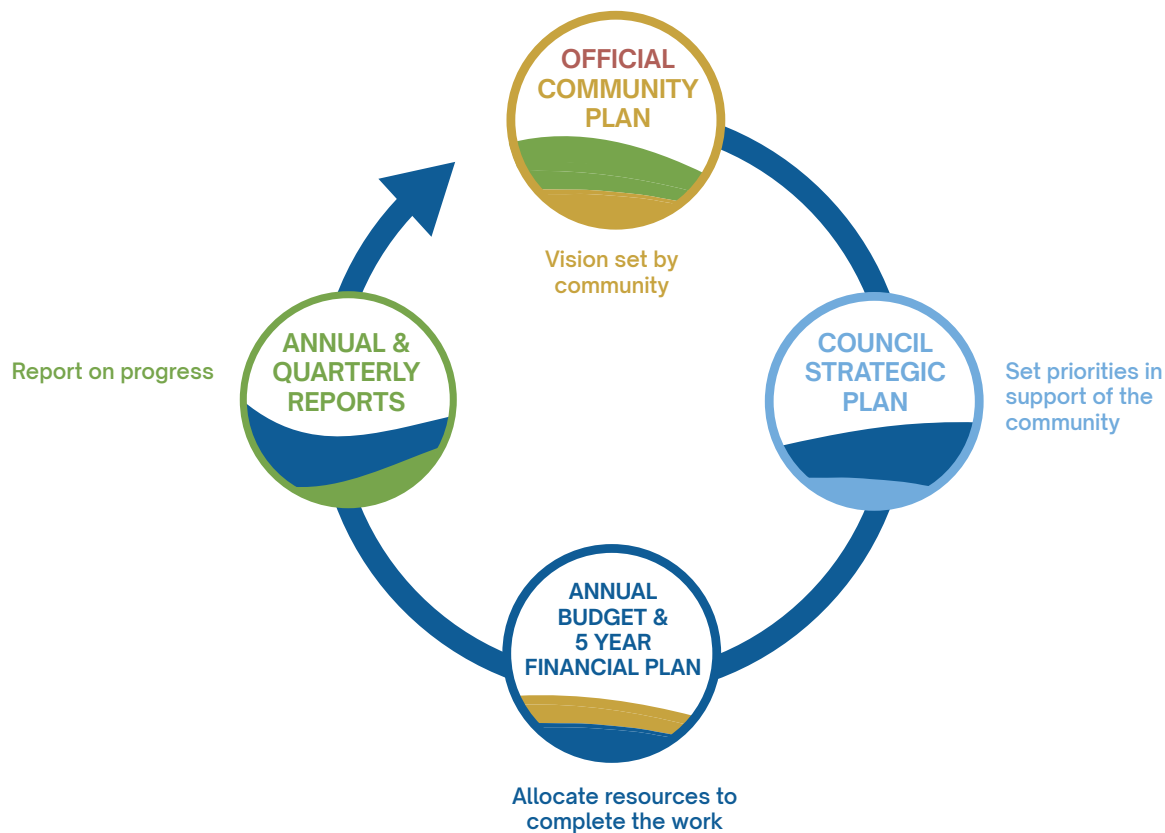
- March 18: Adoption of Financial Plan Bylaw

LINKING Budget to Strategy

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

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

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



WORKPLACE Planning

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

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

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

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

Workforce Summary

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

* Restate Mechanic with Emergency Vehicle Technician certification to Transportation Services

2025 CONSOLIDATED Financial Plan Summary

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

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

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

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

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

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

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

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

GENERAL FUND (Property Taxation)

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

Budget Impact to Average Household in 2025 - Assessed at \$981,000

| | 2024 (Note 1) | 2025 | Change Annual | Change Monthly | Change % |
|-------------------------------|------------------|-----------------|------------------|-------------------|-------------|
| Property Taxation | | | | | |
| Municipal Operations | 1,716 | 1,804 | 88 | 7 | 3.8% |
| Police Service | 290 | 324 | 34 | 3 | 1.5% |
| Asset Replacement Levy | 312 | 342 | 30 | 3 | 1.3% |
| Municipal Property Tax | \$ 2,318 | \$ 2,470 | \$ 152 | \$ 13 | 6.6% |
| Utilities | | | | | |
| Solid Waste Utility Charge | 195 | 200 | 5 | | 0.5% |
| Sewer Utility Charge | 219 | 224 | 5 | | 0.5% |
| Water Utility Charge | 645 | 665 | 20 | | 1.9% |
| Total Utilities | 1,059 | 1,089 | 30 | | 2.9% |

| | | | | |
|--------------------------|-----------------|-----------------|---------------|-------------|
| Total Annual Cost | \$ 3,377 | \$ 3,559 | \$ 182 | 5.7% |
|--------------------------|-----------------|-----------------|---------------|-------------|

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

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

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

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

CONSOLIDATED Summary

Town of Qualicum Beach - Consolidated Budget Summary

| Revenue | 2022 Actuals | 2023 Actuals | 2024 Projected | 2024 Budget | 2025 Budget |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| Property Taxes | \$ 10,430,330 | \$ 11,112,967 | \$ 12,118,516 | \$ 12,169,900 | \$ 13,109,800 |
| Grants In Lieu | 352,617 | 430,528 | 429,587 | 390,000 | 426,000 |
| Library Levy | 561,929 | 619,686 | 715,090 | 715,300 | 747,800 |
| Parcel Taxes | 1,146,615 | 1,265,540 | 1,426,471 | 1,471,400 | 1,538,700 |
| Penalties and Interest | 495,359 | 1,302,422 | 1,395,485 | 666,000 | 694,500 |
| Sales of Service and Other Revenues | 668,954 | 603,185 | 1,786,022 | 530,400 | 893,400 |
| Rental and Leases | 1,679,602 | 1,684,226 | 1,581,679 | 1,680,200 | 1,660,100 |
| Solid Waste Revenue | 726,811 | 760,060 | 797,903 | 776,700 | 800,000 |
| Sanitary Sewer Revenue | 727,445 | 770,616 | 766,163 | 751,700 | 751,700 |
| Water Revenue | 1,665,640 | 2,042,885 | 1,819,649 | 1,754,100 | 1,757,600 |
| Government Grants and Contributions | 5,077,882 | 7,383,214 | 2,514,300 | 6,088,600 | 7,582,500 |
| Total Revenue | 23,533,183 | 27,975,328 | 25,350,865 | 26,994,300 | 29,962,100 |
| Other Funding Sources | | | | | |
| Transfers from Reserves | 2,059,503 | 2,781,393 | 5,658,000 | 9,886,700 | 11,865,800 |
| Proceeds from Debt | 920,000 | 2,000,000 | - | - | - |
| Transfers from Other Funds | 473,406 | 85,000 | 805,000 | 805,000 | 210,000 |
| Proceeds from Sale of Assets | 4,185,547 | 29,816 | 127,700 | - | - |
| Total Revenue & Other Funding Sources | \$ 31,171,639 | \$ 32,871,537 | \$ 31,813,865 | \$ 37,686,000 | \$ 42,037,900 |
| Expenses | | | | | |
| Operating Expenses | | | | | |
| Council and Office of the CAO | \$ 592,647 | \$ 638,654 | \$ 641,251 | \$ 723,600 | \$ 717,300 |
| Corporate Services | 975,067 | 1,119,507 | 1,267,395 | 1,258,200 | 1,286,400 |
| Human Resources | 153,825 | 311,081 | 350,205 | 419,200 | 627,600 |
| Fiscal Services | (927,452) | (1,654,934) | (1,665,975) | (1,678,000) | (1,267,600) |
| Finance | 565,567 | 599,056 | 636,207 | 664,000 | 684,200 |
| Information Technology | 741,688 | 803,260 | 867,473 | 938,100 | 1,031,500 |
| Police | 1,243,122 | 1,310,691 | 1,290,489 | 1,574,000 | 1,704,000 |
| Fire Rescue | 1,052,889 | 1,164,211 | 1,222,177 | 1,333,000 | 1,631,700 |
| Emergency Planning | 147,865 | 78,284 | 176,156 | 252,900 | 289,300 |
| Planning and Development | 511,740 | 610,051 | 658,964 | 854,700 | 774,500 |
| Community Development | 887,493 | 943,403 | 1,049,426 | 1,076,400 | 1,119,600 |
| Operations | 2,426,407 | 2,376,106 | 2,646,547 | 2,857,400 | 2,926,500 |
| Airport | 978,465 | 1,066,985 | 1,105,977 | 1,125,200 | 1,241,300 |
| Parks | 1,184,696 | 1,324,219 | 1,287,265 | 1,601,600 | 1,734,800 |
| Buildings | 625,887 | 733,369 | 839,129 | 784,500 | 846,700 |
| Solid Waste and Recycling | 918,158 | 995,136 | 1,078,201 | 970,700 | 1,061,500 |
| Strategic Initiatives | 554,725 | 634,523 | 478,726 | 637,700 | 991,200 |
| Water | 1,957,036 | 1,837,422 | 1,918,364 | 1,935,200 | 1,874,800 |
| Sanitary Sewer | 461,702 | 789,734 | 818,936 | 819,200 | 712,200 |
| Total Operating Expenses | 15,051,530 | 15,680,757 | 16,666,913 | 18,147,600 | 19,987,500 |
| Transfers, Capital and Debt Servicing | | | | | |
| Capital | 7,047,917 | 8,284,612 | 8,451,454 | 13,831,000 | 16,415,800 |
| Debt Servicing | 501,997 | 681,544 | 1,056,804 | 1,235,200 | 1,178,200 |
| Transfer to Reserves | 8,570,195 | 8,224,624 | 5,638,693 | 4,472,200 | 4,456,400 |
| Total Expenses & Transfers | \$ 31,171,639 | \$ 32,871,537 | \$ 31,813,865 | \$ 37,686,000 | \$ 42,037,900 |
| Total Budget For the Year | \$ - | \$ - | \$ - | \$ - | \$ - |

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

Five-Year Financial Plan

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

| Town of Qualicum Beach - Consolidated Budget Summary | | | | | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| Revenue | 2025 Budget | 2026 | 2027 | 2028 | 2029 |
| Property Taxes | \$ 13,109,800 | \$ 14,208,000 | \$ 15,195,700 | \$ 16,104,000 | \$ 16,922,300 |
| Grants In Lieu | 426,000 | 430,300 | 434,600 | 438,900 | 443,300 |
| Library Levy | 747,800 | 755,300 | 762,900 | 770,500 | 778,200 |
| Parcel Taxes | 1,538,700 | 1,659,000 | 1,745,200 | 1,836,000 | 1,931,700 |
| Penalties and Interest | 694,500 | 695,600 | 696,700 | 697,800 | 698,900 |
| Sales of Service and Other Revenues | 893,400 | 1,159,200 | 989,900 | 965,600 | 601,400 |
| Rental and Leases | 1,660,100 | 1,676,500 | 1,693,000 | 1,709,600 | 1,726,400 |
| Solid Waste Revenue | 800,000 | 824,000 | 848,700 | 874,200 | 900,400 |
| Sanitary Sewer Revenue | 751,700 | 790,700 | 830,200 | 871,700 | 915,300 |
| Water Revenue | 1,757,600 | 1,846,000 | 1,938,900 | 2,036,400 | 2,141,900 |
| Government Grants and Contributions | 7,582,500 | 4,745,400 | 7,983,900 | 4,448,400 | 4,910,500 |
| Total Revenue | 29,962,100 | 28,790,000 | 33,119,700 | 30,753,100 | 31,970,300 |
| Other Funding Sources | | | | | |
| Transfers from Reserves | 11,865,800 | 5,871,900 | 6,434,900 | 6,433,600 | 5,826,600 |
| Proceeds from Debt | - | 1,700,000 | 6,500,000 | 6,150,000 | 387,500 |
| Transfers from Other Funds | 210,000 | 85,000 | 85,000 | 85,000 | 85,000 |
| Total Revenue & Other Funding Sources | \$ 42,037,900 | \$ 36,446,900 | \$ 46,139,600 | \$ 43,421,700 | \$ 38,269,400 |
| Expenses | | | | | |
| Operating Expenses | | | | | |
| Council and Office of the CAO | \$ 717,300 | \$ 725,900 | \$ 743,900 | \$ 772,300 | \$ 801,900 |
| Corporate Services | 1,286,400 | 1,331,700 | 1,370,800 | 1,436,700 | 1,506,600 |
| Human Resources | 627,600 | 580,900 | 594,600 | 615,300 | 636,800 |
| Fiscal Services | (1,267,600) | (1,296,200) | (1,320,200) | (1,345,000) | (1,370,500) |
| Finance | 684,200 | 707,600 | 725,400 | 753,600 | 782,800 |
| Information Technology | 1,031,500 | 1,015,100 | 1,040,400 | 1,073,800 | 1,108,400 |
| Police | 1,704,000 | 1,787,700 | 1,874,600 | 1,967,300 | 2,157,600 |
| Fire Rescue | 1,631,700 | 1,685,600 | 1,728,800 | 1,799,300 | 1,873,200 |
| Emergency Planning | 289,300 | 158,800 | 162,400 | 167,700 | 173,300 |
| Planning and Development | 774,500 | 850,800 | 921,800 | 957,800 | 995,100 |
| Community Development | 1,119,600 | 1,149,900 | 1,180,600 | 1,213,400 | 1,247,100 |
| Operations | 2,926,500 | 3,015,900 | 3,090,600 | 3,200,300 | 3,314,100 |
| Airport | 1,241,300 | 1,144,600 | 1,176,200 | 1,213,700 | 1,252,600 |
| Parks | 1,734,800 | 1,789,700 | 1,832,300 | 1,900,700 | 1,971,400 |
| Buildings | 846,700 | 871,600 | 892,500 | 922,200 | 952,600 |
| Solid Waste and Recycling | 1,061,500 | 1,093,200 | 1,124,100 | 1,158,800 | 1,194,600 |
| Strategic Initiatives | 991,200 | 544,200 | 287,400 | 607,600 | 62,900 |
| Water | 1,874,800 | 1,926,400 | 1,976,800 | 2,043,000 | 2,111,000 |
| Sanitary Sewer | 712,200 | 734,300 | 754,300 | 779,400 | 805,300 |
| Total Operating Expenses | 19,987,500 | 19,817,700 | 20,157,300 | 21,237,900 | 21,576,800 |
| Transfers, Capital and Debt Servicing | | | | | |
| Capital | 16,415,800 | 10,626,000 | 19,305,000 | 14,682,000 | 8,945,000 |
| Debt Servicing | 1,178,200 | 699,500 | 1,046,400 | 1,444,400 | 1,342,000 |
| Transfer to Reserves | 4,456,400 | 5,303,700 | 5,630,900 | 6,057,400 | 6,405,600 |
| Total Expenses & Transfers | \$ 42,037,900 | \$ 36,446,900 | \$ 46,139,600 | \$ 43,421,700 | \$ 38,269,400 |

REVENUE

Revenue Sources

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

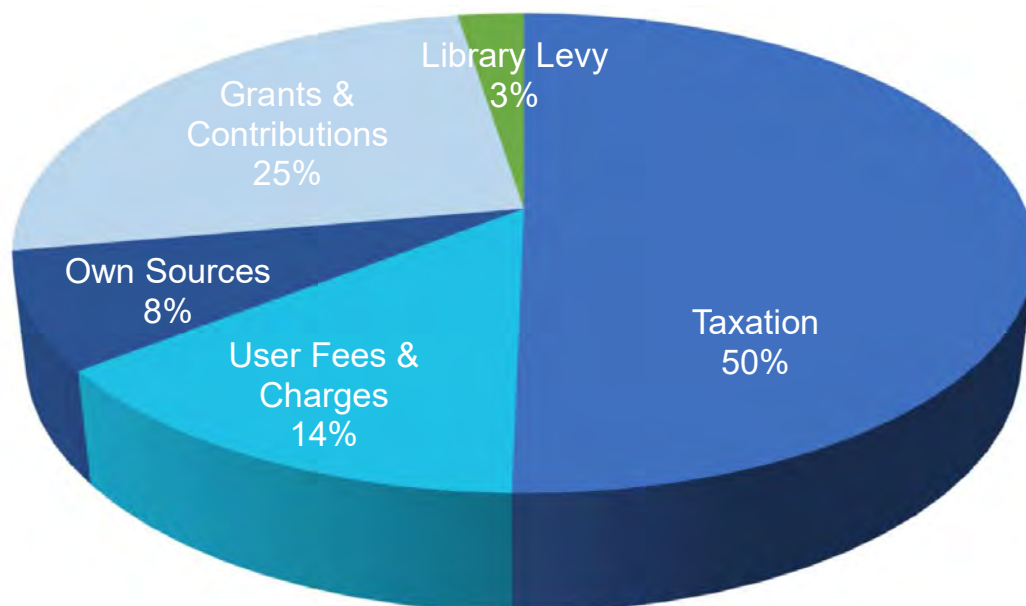
The illustrations below show the proportion of total revenue proposed to be raised from each funding source over the next five years. Property taxes form the greatest proportion of revenue. As a revenue source, property taxation offers a number of advantages; for example, it is simple to administer,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

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

Table 1 - Revenue by Funding Source

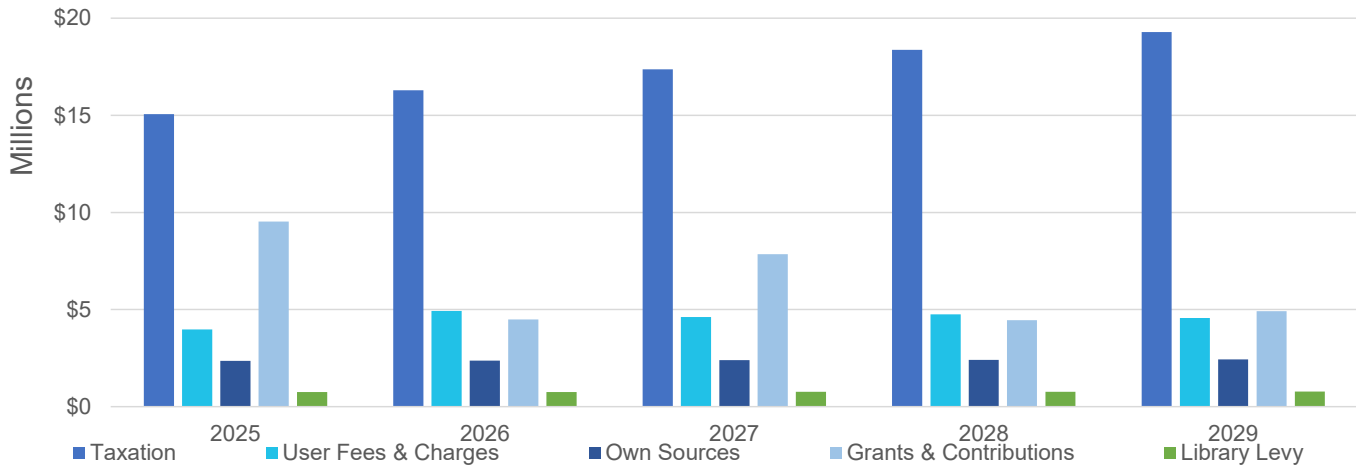
| | 2025 | 2026 | 2027 | 2028 | 2029 |
|------------------------|------------|------------|------------|------------|------------|
| Taxation | 15,074,500 | 16,297,300 | 17,375,500 | 18,378,900 | 19,297,300 |
| User Fees & Charges | 4,202,700 | 4,619,900 | 4,607,700 | 4,747,900 | 4,559,000 |
| Own Sources | 2,354,600 | 2,372,100 | 2,389,700 | 2,407,400 | 2,425,300 |
| Grants & Contributions | 7,582,500 | 4,745,400 | 7,983,900 | 4,448,400 | 4,910,500 |
| Library Levy | 747,800 | 755,300 | 762,900 | 770,500 | 778,200 |

2025 BUDGET REVENUE



FIVE-YEAR REVENUE FORECAST 2025-2029

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



REVENUE FUNDING SOURCES

Objective

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

Policies

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

CHANGE IN FUND BALANCES

GENERAL FUND

| | 2025 | 2025 | 2025 | 2025 | 2025 |
|------------------------------------|--------------------|---------------------------|--------------------------|--------------------|-------------|
| | Opening Balance | Budgeted Contributions | Budgeted Expenditures | Closing Balance | % Change |
| General Fund | | | | | |
| Unappropriated Surplus / (Deficit) | 1,462,500 | 36,596,600 | (36,814,100) | 1,245,000 | |
| Operating Reserve Funds | 990,600 | 135,000 | (634,400) | 491,200 | |
| Capital Reserve Funds | 13,857,500 | 3,195,200 | (8,880,800) | 8,171,900 | |
| General Fund Total | 16,310,600 | 39,926,800 | (46,329,300) | 9,908,100 | -39% |

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

WATER FUND

| | 2025 | 2025 | 2025 | 2025 | 2025 |
|------------------------------------|--------------------|---------------------------|--------------------------|--------------------|-------------|
| | Opening Balance | Budgeted Contributions | Budgeted Expenditures | Closing Balance | % Change |
| Water Fund | | | | | |
| Unappropriated Surplus / (Deficit) | 1,067,700 | 3,481,700 | (3,481,700) | 1,067,700 | |
| Water Infrastructure Reserve | 2,491,000 | 1,308,500 | (1,384,000) | 2,415,500 | |
| Water Fund Total | 3,558,700 | 4,790,200 | (4,865,700) | 3,483,200 | -2% |

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

SEWER FUND

| | 2025 | 2025 | 2025 | 2025 | 2025 |
|------------------------------------|--------------------|---------------------------|--------------------------|--------------------|-------------|
| | Opening Balance | Budgeted Contributions | Budgeted Expenditures | Closing Balance | % Change |
| Sewer Fund | | | | | |
| Unappropriated Surplus / (Deficit) | 214,600 | 1,038,700 | (1,038,700) | 214,600 | |
| Sewer Infrastructure Reserve | 791,500 | 347,100 | (100,000) | 1,038,600 | |
| Sewer Fund Total | 1,006,100 | 1,385,800 | (1,138,700) | 1,253,200 | 25% |

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

RESERVE FUNDS AND ACCUMULATED SURPLUS

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

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

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

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



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

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

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

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

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

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

RESERVE BALANCES - FIVE-YEAR FORECAST

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

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



DEBT MANAGEMENT - FIVE-YEAR FORECAST

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

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

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|--|------------------|------------------|------------------|-------------------|-------------------|
| DEBT PRINCIPAL BALANCES | | | | | |
| General Fund | | | | | |
| Issued and Outstanding: | | | | | |
| Fire Hall - 2015 | - | - | - | - | - |
| Fire Truck - Rescue Truck | 413,700 | 226,200 | - | - | - |
| Fire Ladder Truck | 1,290,992 | 893,549 | 476,023 | - | - |
| Planned Debt | | | | | |
| East Village Phase II - Local Service Area | 529,880 | 519,760 | 509,640 | 499,520 | 489,400 |
| Public Works and Parks Yard Modernization | - | - | 2,500,000 | 8,500,000 | 10,793,800 |
| Fire Department Tender Apparatus | - | - | - | 1,700,000 | 1,382,300 |
| Total | 2,234,572 | 1,639,509 | 3,485,663 | 10,699,520 | 12,665,500 |

DEBT SERVICING REQUIREMENTS

| | | | | | |
|---|------------------|----------------|----------------|------------------|------------------|
| General Fund | | | | | |
| Outstanding Debt Issues | | | | | |
| Fire Hall - 2015 | 478,600 | - | - | - | - |
| Fire Truck - Rescue Truck | 205,900 | 205,900 | 233,900 | - | - |
| Fire Ladder Truck | 459,900 | 459,900 | 459,900 | 458,700 | - |
| Planned Debt Issues | | | | | |
| East Village Phase II - Local Service Area | 33,800 | 33,800 | 33,800 | 33,800 | 33,800 |
| Operations Modernization | - | - | 114,300 | 365,600 | 708,900 |
| Fire Department Apparatus Replacement (T53) | - | - | - | 381,700 | 381,700 |
| Roundabout on Hwy 19A at Village Way | - | - | 119,600 | 119,600 | 119,600 |
| East Village Phase 3 | - | - | - | - | 13,000 |
| Total | 1,178,200 | 699,600 | 961,500 | 1,359,400 | 1,257,000 |

DEBT BORROWING CAPACITY

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

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

| | 2024 | | 2025 | |
|---|-------------|----------------|-------------|----------------|
| | Assent Free | Total Capacity | Assent Free | Total Capacity |
| Liability Servicing Limit | 1,066,285 | 5,331,425 | 1,093,540 | 5,467,700 |
| Actual Debt Servicing Costs | 1,056,800 | 1,056,800 | 1,144,400 | 1,144,400 |
| Liability Servicing Capacity Available | 9,485 | 4,274,625 | - | 4,323,300 |
| Estimated Borrowing Capacity, in Millions | \$ - | \$ 60 | \$ - | \$ 61 |

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.

2024 COUNCIL HIGHLIGHTS AND ACCOMPLISHMENTS

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

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

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

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

COUNCIL PLANS FOR 2025

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

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

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

COUNCIL LIAISONS

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





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 Resident's Association

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



Councillor Anne Skipsey

Voting Membership:

- Regional District of Nanaimo (alternate)

Liaison:

- QB Memorial Golf Club
- Qualicum Woods Residents Association
- Mt Arrowsmith Biosphere Region Roundtable

Committees:

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



Councillor Petronella Vander Valk

Voting Membership:

- Oceanside Initiatives

Liaison:

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

Committees:

- Parks and Recreation (alternate)



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

- 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

2024 OFFICE OF THE CAO HIGHLIGHTS AND ACCOMPLISHMENTS

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

2024 OFFICE OF THE CAO HIGHLIGHTS AND ACCOMPLISHMENTS (Continued)

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

CHALLENGES

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

OFFICE OF THE CAO - PLANS FOR 2025

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

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

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

KEY INDICATORS: EXAMPLES

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

KEY INDICATORS: EXAMPLES (CONTINUED)

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

BUDGET SUMMARY

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

Council And Office of the CAO - Operating Budget

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

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

STRATEGIC INITIATIVES

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

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



CORPORATE SERVICES

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

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

COMMUNICATIONS AND PUBLIC ENGAGEMENT

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

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

PROPERTY MANAGEMENT

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

SPECIAL EVENTS

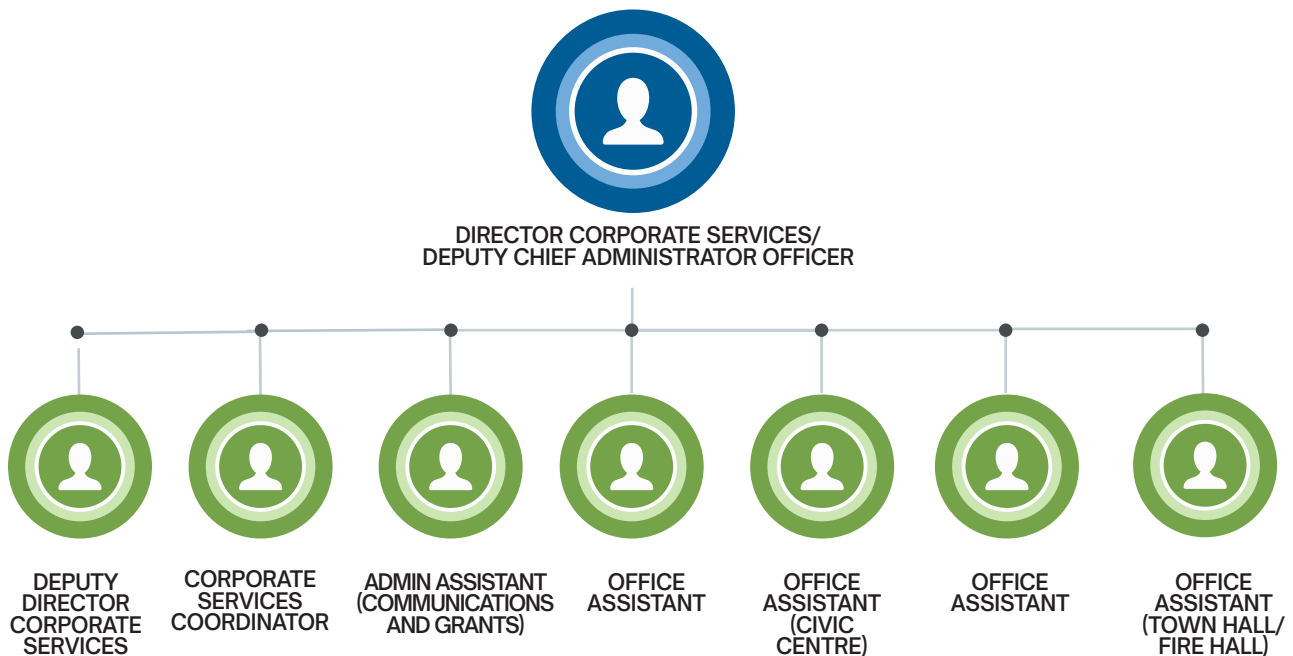
Special event programming helps create a sense of community identity, belonging, pride, and spirit. It showcases Qualicum Beach to residents and visitors as a great place to visit, live, work, and play. Some of the annual special events in Qualicum Beach include Beach Day Celebration, Family Day Celebration,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

KEY LEGISLATION, POLICIES AND PLANS

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

DEPARTMENT STAFF AND STRUCTURE

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



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

KEY INDICATORS

Corporate Administration

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

Corporate Administration

| Service Plan | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Actual | 2025 Forecast |
|----------------------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Staff Complement | 7 | 7 | 7 | 7 | 7 | 8 |
| Standing/Select Committees | 9 | 9 | 9 | 9 | 10 | 6 |
| Legislative | 100% | 100% | 100% | 100% | 100% | 100% |
| Council Correspondence | 90% | 90% | 90% | 90% | 95% | 95% |
| Council Meeting Minutes | 95% | 95% | 95% | 95% | 100% | 100% |
| COW Meeting Minutes | 95% | 95% | 95% | 95% | 95% | 95% |
| Committee Minutes | 95% | 95% | 95% | 95% | 95% | 95% |
| Late Council Items | 13 | 11 | 7 | 5 | 5 | 5 |
| Insurance Incidents | New | New | New | 1% | 4% | 3% |
| FOI Request on time | 99% | 93% | 98% | 98% | 98% | 98% |

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

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

CHALLENGES

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

PLANS FOR 2025

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

LOOKING AHEAD: 2025-2028 KEY PROJECTS AND INITIATIVES

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

BUDGET SUMMARY

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

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

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

STRATEGIC INITIATIVES

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

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



COMMUNITY PARTNERSHIPS AND EVENTS

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

COMMUNITY EVENTS

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

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

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



COMMUNITY PARTNERSHIPS AND EVENTS OPERATING BUDGET SUMMARY

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

| Community Partnerships and Events Operating Budget | | | | | | | | |
|--|-------------------|-------------------|---------------------|---------------------|---------------------|------------------|-------------|---|
| Revenue | 2022 Actual | 2023 Actual | 2024 Projected | 2024 Budget | 2025 Budget | Change \$ | Change % | |
| Grants and Requisitions | \$ 561,928 | \$ 619,686 | \$ 715,090 | \$ 715,300 | \$ 747,800 | \$ 32,500 | 5% | 1 |
| Other | 81,980 | 79,395 | 92,876 | 81,000 | 81,000 | - | 0% | |
| Total Revenue | \$ 643,908 | \$ 699,081 | \$ 807,966 | \$ 796,300 | \$ 828,800 | \$ 32,500 | 4% | |
| Operating Expenses | | | | | | | | |
| Community Events | \$ 129,976 | \$ 122,299 | \$ 133,977 | \$ 162,800 | \$ 169,200 | \$ 6,400 | 4% | |
| Chamber of Commerce | 71,500 | 59,058 | 60,700 | 69,000 | 69,000 | - | 0% | |
| PQ Tourism Association | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 | - | 0% | |
| Museum | 109,495 | 128,329 | 125,506 | 115,300 | 119,600 | 4,300 | 4% | |
| Library | 562,522 | 619,717 | 715,243 | 715,300 | 747,800 | 32,500 | 5% | 1 |
| Total Operating Expenses | \$ 887,493 | \$ 943,403 | \$ 1,049,426 | \$ 1,076,400 | \$ 1,119,600 | \$ 43,200 | 4% | |
| Net Property Taxes Required | \$ 243,585 | \$ 244,323 | \$ 241,460 | \$ 280,100 | \$ 290,800 | \$ 10,700 | 4% | |

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





HUMAN RESOURCES

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

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

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

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

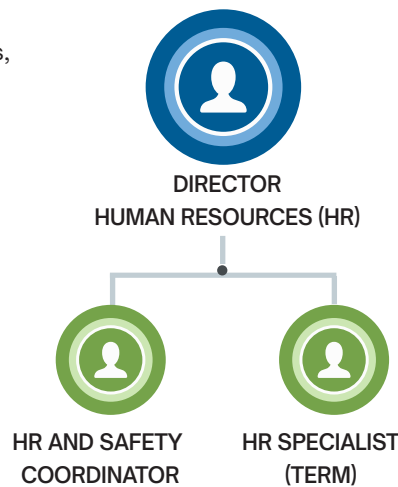
KEY POLICIES AND PLANS

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

DEPARTMENT STAFF AND STRUCTURE

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

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



KEY INDICATORS

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

| Key Activity Levels | | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Projected | 2025 Forecast |
|---|-----------------------------------|----------------|----------------|----------------|-------------------|------------------|
| Recruitment & Selection Training & Development | Courses scheduled (external) | 19 | 15 | 25 | 28 | TBD |
| | Courses scheduled (internal) | NEW | NEW | 4 | 11 | 8 |
| | Registrations | NEW | NEW | 1 | 2 | TBD |
| WorkSafeBC files | TimeLoss/ Healthcare/ Report Only | NEW | NEW | 152 | 265 | TBD |
| | | 7 | 5 | 16 | 10 | TBD |
| Investigations | | 8 | 4 | 12 | 7 | TBD |
| RTW Disability | WSBC compensable injuries | NEW | NEW | NEW | 2 | TBD |
| Management | Non-compensable injuries | NEW | NEW | NEW | 2 | TBD |

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

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

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

CHALLENGES

- Retirement of long-serving employees, with delays in replacement and transition.
- Potential for significant turnover over the next five years, as 49% of the workforce will be eligible for retirement by 2028 (based on a staff total of 70).
- Insufficient staffing resources to meet increasing service level demands.
- Challenges in attracting top talent and retaining skilled employees.
- Rising workplace injuries and associated costs, leading to higher WorkSafeBC premium rates.
- Lack of formal succession planning and leadership development programs.
- CUPE Collective Bargaining negotiations will create capacity pressures, making it difficult to balance other organizational needs.

PLANS FOR 2025

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

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

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

BUDGET SUMMARY

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

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

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

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



FINANCIAL SERVICES

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

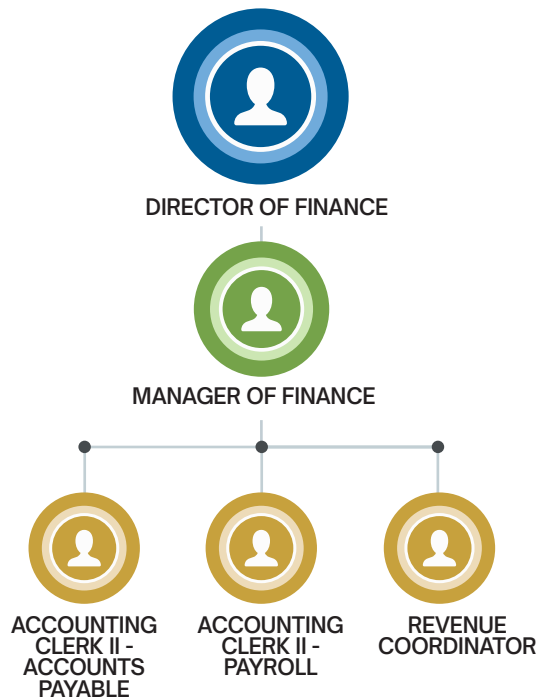
- Coordinating the annual financial planning (budget) and long-term financial planning processes.
- Supporting departments with financial analysis and strategic advice.
- Processing accounts payable for over 4,000 invoices annually.
- Processing bi-weekly payroll for 60-70 staff members and 25-30 Paid-on-Call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

KEY POLICIES AND PLANS

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

DEPARTMENT STAFF AND STRUCTURE

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



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

KEY INDICATORS

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

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

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

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

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

CHALLENGES

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

PLANS FOR 2025

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

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

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

BUDGET SUMMARY

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

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

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

STRATEGIC INITIATIVES

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

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-----------|------|------|------|------|
| 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 is anticipated to be allocated to eligible projects and exhausted in 2028.



EXPENSES

INTEREST TRANSFERRED TO RESERVES

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

OPERATING RESERVES

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

CAPITAL RESERVES

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

BUDGET SUMMARY

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

| Fiscal Services Operating Budget | | | | | | | | |
|--|---------------------|-----------------------|---------------------|-----------------------|-----------------------|---------------------|-------------|---|
| Funding | 2022 Actuals | 2023 Actuals | 2024 Projected | 2024 Budget | 2025 Budget | Change \$ | Change % | |
| Investment Income | \$ 439,258 | \$ 1,205,785 | \$ 1,301,407 | \$ 606,000 | \$ 624,500 | 18,500 | 5% | 1 |
| Penalties and Interest | 56,100 | 96,637 | 94,078 | 60,000 | 70,000 | 10,000 | 20% | 2 |
| Grant Funding | 451,479 | 471,343 | 487,000 | 451,000 | 451,000 | - | 0% | |
| Other Revenue | 33,201 | 44,885 | 16,203 | 30,000 | 34,000 | 4,000 | 13% | |
| Proceeds on Disposition of Assets | 4,185,547 | 29,816 | 127,700 | - | - | - | 0% | |
| Labour Recovery from Utilities | 473,406 | 548,000 | 548,000 | 548,000 | 548,000 | - | 0% | |
| Equipment & Administration Recovery from Utilities | 1,140,000 | 1,156,000 | 1,156,000 | 1,156,000 | 926,500 | (229,500) | -20% | 3 |
| Total Funding | \$ 6,778,992 | \$ 3,552,465 | \$ 3,730,388 | \$ 2,851,000 | \$ 2,654,000 | \$ (197,000) | -3% | |
| Operating Expenses | | | | | | | | |
| Other Expenses | \$ 15,776 | \$ 49,066 | \$ 38,025 | \$ 26,000 | \$ 26,000 | \$ - | 0% | |
| Debt Servicing | 501,997 | 681,544 | 1,056,804 | 1,235,200 | 1,178,200 | (57,000) | -8% | 4 |
| Transfer to Operating Reserves | 847,250 | 279,000 | 275,000 | 275,000 | 140,000 | (135,000) | -54% | 5 |
| Transfer to Water Fund | 302,580 | 85,000 | 85,000 | 85,000 | 85,000 | - | 0% | 6 |
| Transfer to Capital Reserves | 5,595,242 | 6,178,763 | 3,092,800 | 2,892,800 | 2,663,000 | (229,800) | -4% | 7 |
| Total Operating Expenses | \$ 7,262,845 | \$ 7,273,373 | \$ 4,547,629 | \$ 4,514,000 | \$ 4,092,200 | \$ (421,800) | 0% | |
| Net Contribution / (Use of Resources) | \$ (483,854) | \$ (3,720,908) | \$ (817,241) | \$ (1,663,000) | \$ (1,438,200) | \$ 224,800 | 0% | |

- 1 Increase in budget provision reflective of market conditions of higher interest rates impacting investment earnings. Investment earnings are credited to Reserve Funds.
- 2 Budget increase reflects anticipated interest on late property tax payments due to increased interest rates.
- 3 Recovery from water/sewer utilities for equipment and administration.
- 4 Acquisition Fire Ladder Truck in 2023 funded through short term debt to be repaid within 5 years. Debt Servicing costs are funded from Asset Replacement Reserve in 2025. In years 2026 - 2028 the Equipment Loan debt servicing costs are funded using savings from the retired Fire Hall debt.
- 5 Contribution to Strategic Initiatives Reserve and to Reserve for Tree Replacement
- 6 Repayment of borrowing from Water Utility
- 7 Reserves Contribution (Community Works, Asset Replacement and Asset Investment Reserves). 2023 included one time contribution to Community Growth Reserve Fund.



INFORMATION TECHNOLOGY

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

SERVICES ARE PROVIDED IN SIX AREAS:

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.

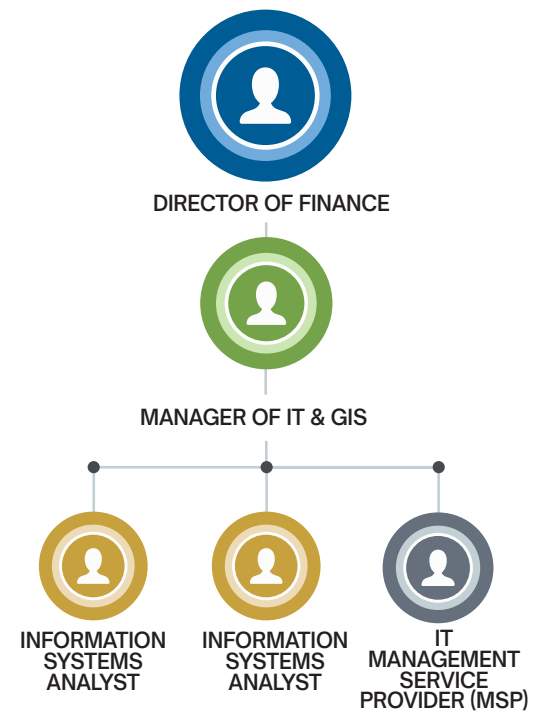
KEY POLICIES AND PLANS

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

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

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Honoured with the “Spirit of Innovation Award” at the Municipal Information Systems Association BC Fall Conference 2024 “Transforming Public Inquiry Workflow: Leveraging AI and Microsoft Power Platform,” showcasing creative technological solutions to enhance public services.
- Developed and launched a new AI and automation-driven Public Inquiry System and form, enhancing the efficiency, processing time, and transparency of public inquiries.
- Implemented the Development Tracker for both public and internal use, including a public-facing development application web form to improve access to development-related information.
- Completed server expansion and relocation to ensure the security and performance of the Town’s critical information systems and databases.
- Supported the Planning Department in the 2022 tree canopy analysis and tested a deep learning model to extract high-accuracy tree canopy data from LiDAR point clouds.
- Collaborated and assisted on the Town Website Redesign project, automating public document management processes to streamline the new website’s operations.
- Coordinated the replacement of CCTV systems at the Airport and Town Hall, improving security and surveillance quality at both locations.
- Partially rolled out password management software to employees and devices to enhance cybersecurity.
- Replaced all end-of-support network equipment to ensure critical network infrastructure is up-to-date and fully supported.
- Researched and implemented new phone systems for the Emergency Operations Centre (EOC) and Emergency Social Services (ESS).
- Enhanced online conferencing capabilities in multiple meeting rooms.
- Continued to improve Microsoft 365 compliance and security of digital records.
- Collected and published 2024 aerial imagery for public access and obtained oblique imagery, building footprints, and 3D mesh models.
- Drafted the Next Generation 911 (NG911) Request for Proposal (RFP) and are awaiting the Regional District of Nanaimo’s NG911 agreement with TELUS and the Town.
- Developed additional GIS and asset management solutions across departments.
- Optimized existing dashboards and created new ones for effective business management, including:
 - Internal Finance Dashboard
 - Internal Public Inquiry Dashboard
 - Internal Work Requests Dashboard.

CHALLENGES

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

PLANS FOR 2025

INFORMATION TECHNOLOGY (IT)

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

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

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



LOOKING AHEAD: 2026-2029 KEY PROJECT AND INITIATIVES

INFORMATION TECHNOLOGY (IT)

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

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

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

OPERATING BUDGET SUMMARY

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

| Information Technology Operating Budget | | | | | | | | |
|---|-----------------|-----------------|-------------------|------------------|------------------|------------------|-------------|---|
| | 2022 Actuals | 2023 Actuals | 2024 Projected | 2024 Budget | 2025 Budget | Change \$ | Change % | |
| Transfer from Reserves | \$ - | \$ - | \$ 26,000 | \$ 26,000 | \$ - | (26,000) | -100% | 4 |
| Grant Revenue | - | - | - | - | 45,000 | 45,000 | 0% | |
| Total Operating Revenues | \$ - | \$ - | \$ 26,000 | \$ 26,000 | \$ 45,000 | \$ 19,000 | 73% | |

| Operating Expenses | | | | | | | | |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|------------------|------------|---|
| Administration | \$ 329,041 | \$ 386,995 | \$ 387,449 | \$ 433,000 | \$ 435,000 | \$ 2,000 | 0% | |
| Software Support | 207,412 | 148,191 | 228,599 | 233,500 | 270,500 | 37,000 | 16% | 1 |
| Hardware Support | 118,785 | 87,740 | 78,529 | 83,000 | 99,000 | 16,000 | 19% | 2 |
| Helpdesk | 86,451 | 180,333 | 145,933 | 162,600 | 182,000 | 19,400 | 12% | 3 |
| One Time Operating Projects | - | - | 26,963 | 26,000 | 45,000 | 19,000 | 73% | 4 |
| Total Operating Expenses | \$ 741,688 | \$ 803,260 | \$ 867,473 | \$ 938,100 | \$ 1,031,500 | \$ 93,400 | 10% | |
| Net Property Taxes Required | \$ 741,688 | \$ 803,260 | \$ 841,473 | \$ 912,100 | \$ 986,500 | \$ 74,400 | 8% | |

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





POLICE SERVICES

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

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

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

DEPARTMENT STAFF AND STRUCTURE

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

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

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

FRONTLINE POLICING

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

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

COMMUNITY POLICING

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

2024 OCEANSIDE RCMP SUCCESSES

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

2024 OCEANSIDE RCMP CHALLENGES

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

LOOKING AHEAD: 2025-2029 KEY PROJECTS AND INITIATIVES

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

OPERATING BUDGET SUMMARY

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

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

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



FIRE RESCUE

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

FIRE PREVENTION

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

FIRE SUPPRESSION

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

Each year there are large or complex incidents that require more resources than an individual fire department can provide. Qualicum Beach is a member of an automatic and

mutual-aid agreement which provides additional apparatus and firefighters to any incident in District 69 if needed. The automatic aid agreement made acquiring a District 69 Superior Tender Shuttle rating possible, which includes significant insurance savings for many property owners.

MEDICAL CARE

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

RESCUE SERVICES

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

KEY POLICIES AND PLANS

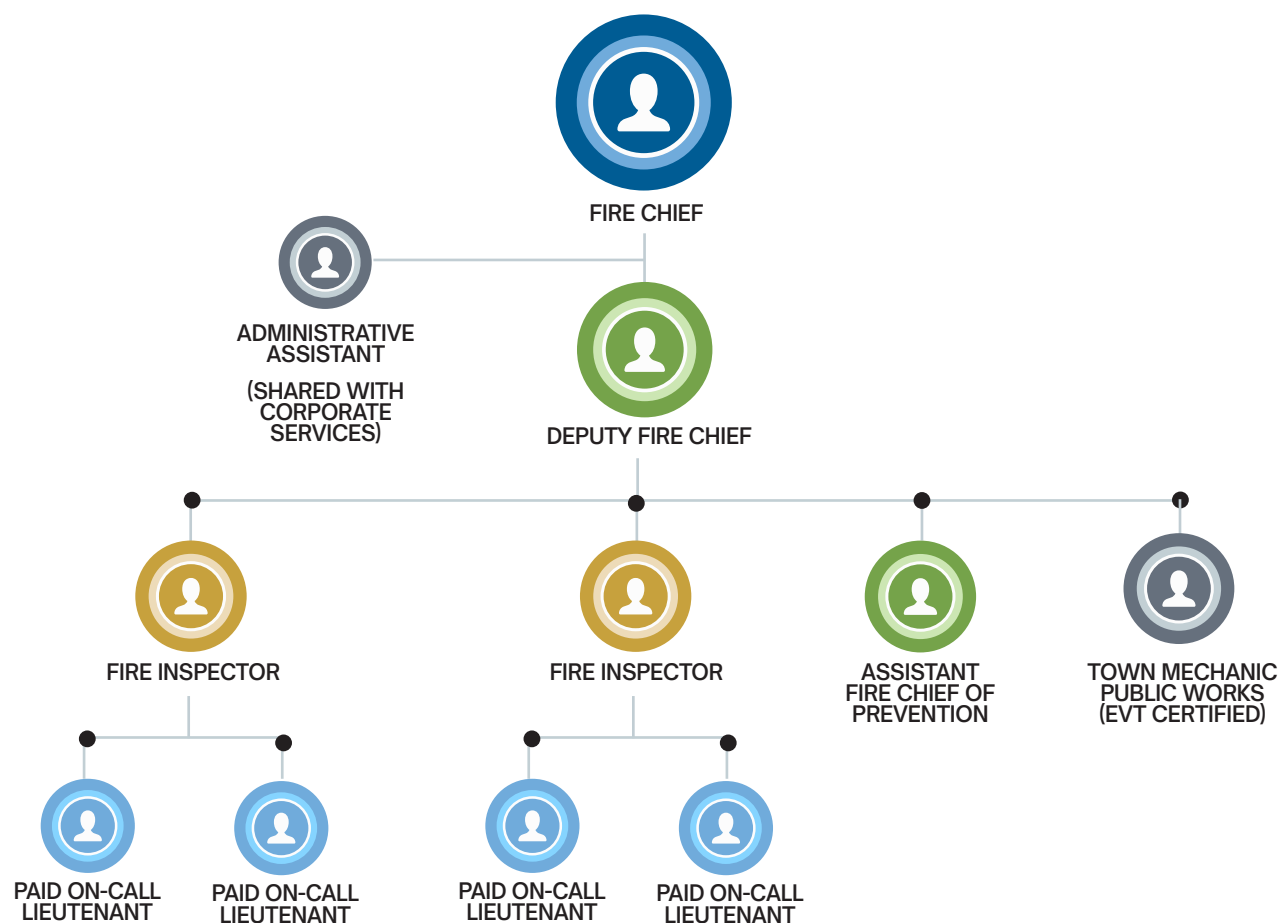
- WorkSafeBC Regulation Part 31
- British Columbia Structure Firefighter Minimum Training Standards
- *Fire Services Act*
- British Columbia Fire Code

DEPARTMENT STAFF AND STRUCTURE

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

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

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



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

KEY INDICATORS

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

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

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

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

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

CHALLENGES

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

PLANS FOR 2025

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

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

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

OPERATING BUDGET SUMMARY

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

| Fire Rescue Operating Budget | | | | | | | | |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|-------------|---|
| Revenue | 2022 Actuals | 2023 Actuals | 2024 Projected | 2024 Budget | 2025 Budget | Change \$ | Change % | |
| Grants and Other | \$ 214,100 | \$ 217,604 | \$ 224,720 | \$ 215,000 | \$ 290,700 | \$ 75,700 | 35% | 1 |
| Fire Services | 5,302 | 23,640 | 24,451 | 15,000 | 18,000 | 3,000 | 20% | |
| Total Revenue | \$ 219,402 | \$ 241,244 | \$ 249,171 | \$ 230,000 | \$ 308,700 | \$ 78,700 | 34% | |
| Operating Expenses | | | | | | | | |
| Fire Administration | \$ 574,004 | \$ 613,769 | \$ 624,792 | \$ 647,400 | \$ 918,000 | \$ 270,600 | 42% | 2 |
| Fire Operations | 415,892 | 452,470 | 511,415 | 580,600 | 579,200 | (1,400) | 0% | |
| Training | 64,690 | 97,973 | 85,969 | 105,000 | 110,500 | 5,500 | 5% | |
| One Time Operating Projects | - | - | - | - | 24,000 | 24,000 | 0% | 3 |
| Total Operating Expenses | \$ 1,054,587 | \$ 1,164,211 | \$ 1,222,177 | \$ 1,333,000 | \$ 1,631,700 | \$ 298,700 | 26% | |
| Net Property Taxes Required | \$ 835,185 | \$ 922,967 | \$ 973,006 | \$ 1,103,000 | \$ 1,323,000 | \$ 220,000 | 20% | |

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

STRATEGIC INITIATIVES

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|--|------|-----------|------|--------|------|
| 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, a Bylaw Officer, a Building Official, a Climate Action/Emergency Program Coordinator, and a Planning and Engineering Services Assistant.



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

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

PLANNING SERVICES

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

BUILDING SERVICES

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

BYLAW COMPLIANCE

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

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

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

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.
- Proactively mitigate wild and urban interface fire risk.

| Key Activity Levels | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Projected | 2025 Forecast |
|--|----------------|----------------|----------------|-------------------|------------------|
| Climate Action Outreach (Persons engaged) | new | new | new | 100 | 450 |
| Municipal GHG Reduction in tCO ₂ e (from 2023 baseline) | new | new | new | 1.91 | 14.65 |

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

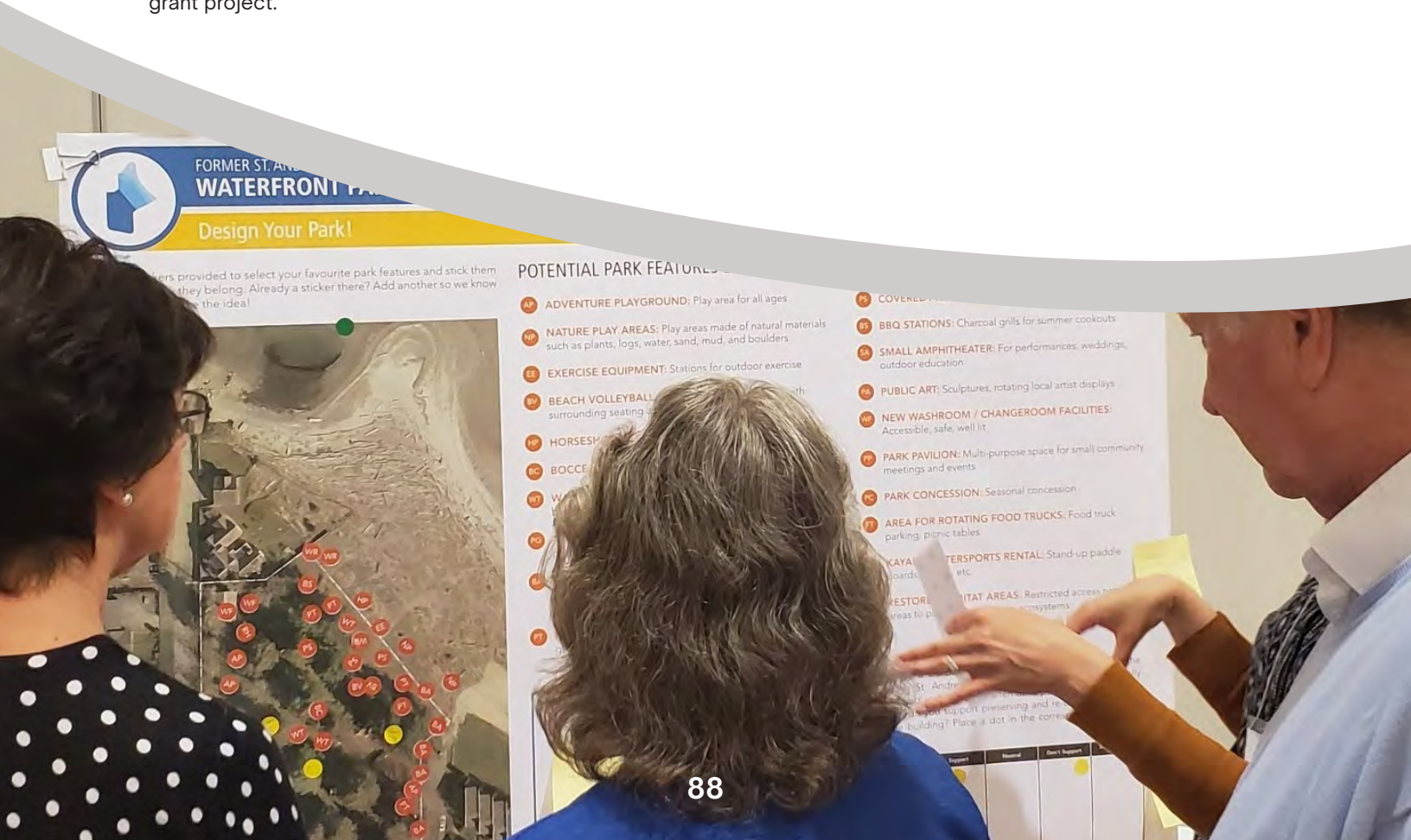
- Adoption of Zoning Bylaw No. 900, with a complete overhaul of the Town's zoning bylaw, and a major milestone in the multi-year implementation of the provincial housing legislation.
- Emergency Preparedness Expo hosted in Qualicum Beach.
- Official Community Plan Review Steering Committee re-commenced.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

CHALLENGES

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

PLANS FOR 2025

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





LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

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

OPERATING BUDGET SUMMARY

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

| Planning Services Operating Budget | | | | | | | | |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-------------|---|
| Revenue | 2022 Actuals | 2023 Actuals | 2024 Projected | 2024 Budget | 2025 Budget | Change \$ | Change % | |
| Permit Fees | \$ 182,933 | \$ 226,839 | \$ 281,070 | \$ 183,000 | \$ 207,000 | \$ 24,000 | 13% | 1 |
| Grants and Other | 375 | 975 | 192,625 | 192,900 | 1,000 | (191,900) | -99% | 2 |
| Transfer from Accumulated Surplus | - | - | - | - | 103,400 | 103,400 | 0% | 3 |
| Total Revenue | \$ 183,308 | \$ 227,814 | \$ 473,695 | \$ 375,900 | \$ 311,400 | \$ (64,500) | -17% | |
| Operating Expenses | | | | | | | | |
| Planning | \$ 286,733 | \$ 364,380 | \$ 420,277 | \$ 415,100 | \$ 425,000 | \$ 9,900 | 2% | |
| Building Inspection | 114,177 | 126,197 | 113,242 | 123,000 | 121,400 | (1,600) | -1% | |
| Bylaw Enforcement | 110,831 | 119,475 | 125,445 | 124,700 | 228,100 | 103,400 | 83% | 3 |
| One Time Operating Projects | - | - | - | 191,900 | - | (191,900) | -100% | 2 |
| Total Operating Expenses | \$ 511,740 | \$ 610,051 | \$ 658,964 | \$ 854,700 | \$ 774,500 | \$ (80,200) | -9% | |
| Net Property Taxes Required | \$ 328,433 | \$ 382,237 | \$ 185,269 | \$ 478,800 | \$ 463,100 | \$ (15,700) | -3% | |

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



STRATEGIC INITIATIVES

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

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-----------|-----------|--------|---------|--------|
| Planning | | | | | |
| Housing Announcement Implementation - Zoning Bylaw Update & Legal Fees | \$ 10,000 | \$ 20,000 | \$ - | \$ - | \$ - |
| Building Facilities Green House Gas (GHG Audit) | 195,000 | - | - | - | - |
| Pathways to Sustainable Economic Development in Qualicum Beach - Grant Funded | 112,500 | - | - | - | - |
| Planner Position - (Council Resolution - Reverts to Taxation Funding mid 2026) | 100,000 | 50,000 | - | - | - |
| Housing-focused Official Community Plan (OCP) Review - Recommended | 60,000 | - | - | - | - |
| Ways to Achieve "Affordable" Market Housing | 50,000 | - | - | - | - |
| Tree Protection Bylaw Update | 40,000 | - | - | - | - |
| Climate Action - Community Outreach and Support | 15,000 | 15,000 | 15,000 | 15,000 | - |
| Tourism and Small Business Promotion - (Council Discretionary Decision Making) | 10,000 | 10,000 | - | - | - |
| Fleet Right Sizing & Electrification Policy - (Final Year of Multi-Year Budget) | 5,000 | - | - | - | - |
| Wayfinding Signage Phase 1 | 3,100 | - | - | - | - |
| Amend Development Cost Charge Reduction Bylaw | 2,000 | - | - | - | - |
| Community Park Site Review (Facilities & more) | - | 50,000 | - | - | - |
| Community Climate Change Adaptation Plan Update and Implementation | - | 50,000 | - | - | - |
| Parking Management Strategy Including Review of Off-street Parking and Reserve Fund Bylaw No.500.02, 2005 & Paid Permitted Parking Plan for Uptown Businesses | - | 42,000 | - | - | - |
| Accessory Dwelling Unit Design Template | - | 30,000 | - | - | - |
| Food Action Plan | - | 30,000 | - | - | - |
| Identify Land for a Multi-purpose Performing Arts / Cinema | - | 30,000 | - | - | - |
| Other Effective (area based) Conservation Measures (OECM) Management Plan(s) | - | 10,000 | 10,000 | - | - |
| Adopt a Bylaw to Prohibit Smoking in Parks and Trails | - | - | 45,000 | - | - |
| Encroachment Policy Review | - | - | 30,000 | - | - |
| Implementation of Climate Mitigation Actions Matrix | - | - | 25,000 | - | - |
| Encourage Residents to Fossil Free Power Equipment | - | - | 10,000 | - | - |
| Seniors Activity Centre Expansion - Needs Assessment | - | - | 30,000 | - | - |
| Short Term Rentals Regulatory Framework | - | - | 20,000 | - | - |
| Ravensboure Affordable Housing - Phases 1 & 2 | - | - | 10,000 | 10,000 | - |
| Park Inventory Prioritization Plan | - | - | - | 100,000 | - |
| Review Form and Character Guidelines to Advance Climate Change Adaptation and Mitigation | - | - | - | 75,000 | - |
| Uptown Mobility Study - Phase 2 | - | - | - | 50,000 | - |
| Regulate Light Trespass | - | - | - | 50,000 | - |
| Robust Accessibility Plan "Whistler Village Style" | - | - | - | 50,000 | - |
| Update Youth & Family Retention and Attraction Strategy | - | - | - | 50,000 | - |
| Controlling Outdoor Cats | - | - | - | 30,000 | - |
| Commercial Centre Delivery Hours | - | - | - | 20,000 | - |
| Improve Accessibility to the Foreshore - Planning and Research | - | - | - | 15,000 | - |
| Update Noxious Weeds and Unsightly Premises Bylaws | - | - | - | 15,000 | - |
| Dementia Friendly Community | - | - | - | 5,000 | - |
| Develop an Accessibility Action Plan | - | - | - | 50,000 | - |
| Urban Forest Master Plan – Update | - | - | - | - | 40,000 |

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

EMERGENCY PROGRAM

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

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

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

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

OPERATING BUDGET SUMMARY

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

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

MUNICIPAL OPERATIONS

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



TRANSPORTATION

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



DRAINAGE

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



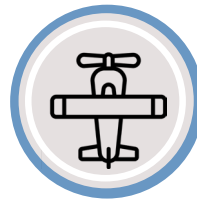
PARKS

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



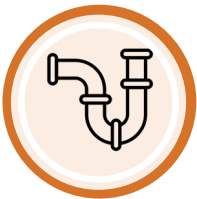
BUILDINGS AND FACILITIES

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



AIRPORT

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



SEWER

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

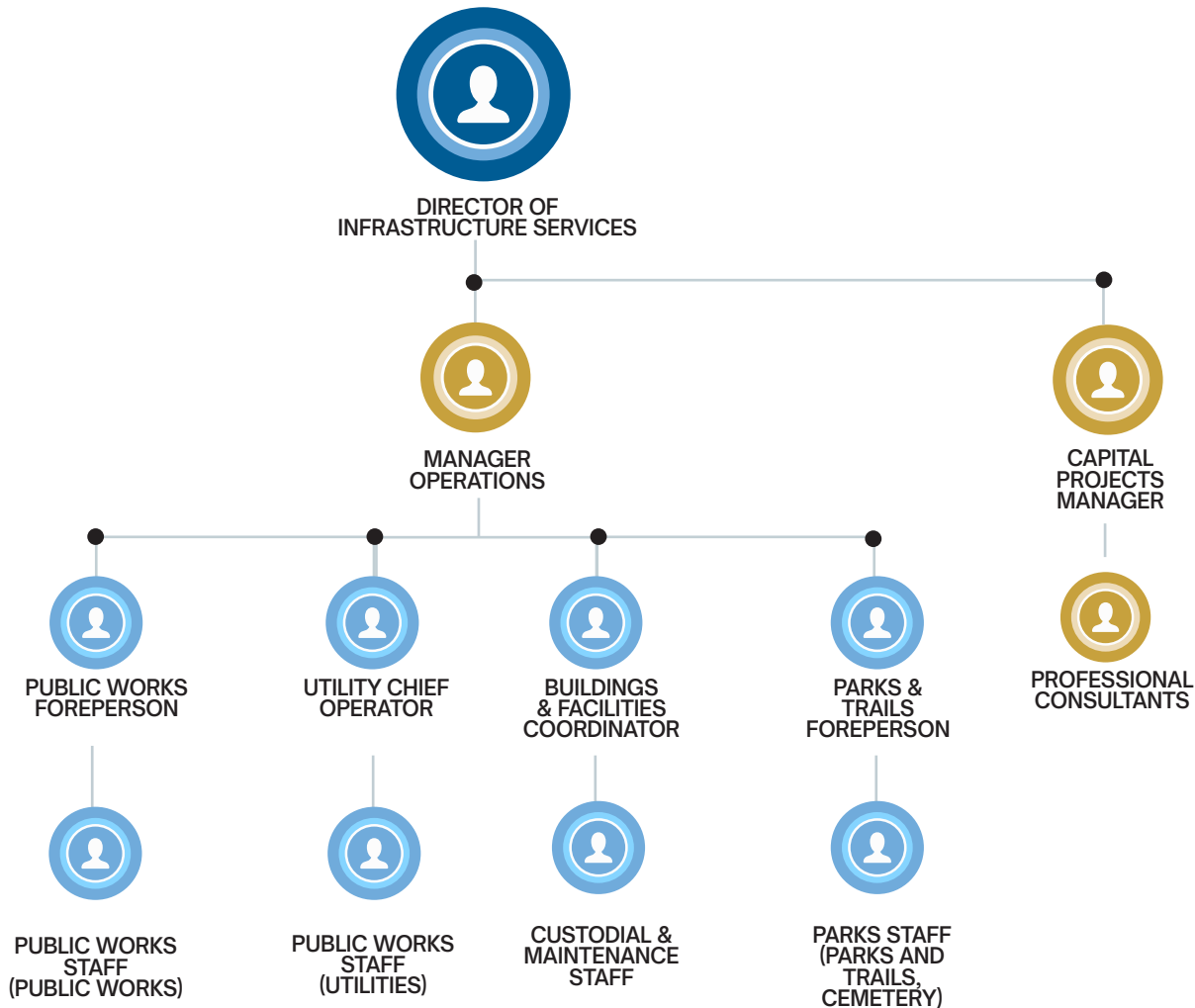


WATER

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

OPERATIONS DEPARTMENT STAFF AND STRUCTURE

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



The chart includes all Department resources, both employees and contracted staff. Some are shared across departments, so positions may differ from the Employee Team Organization Chart on page 14, which lists only 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
- Offsite and Adjacent Works and Services
- Development Cost Charges Application
- Engineering Standards and Specifications
- Master Municipal Construction Documents
- Erosion and Sediment Control
- Sewer Connection and Regulation Bylaw
- Traffic Bylaw
- Tree Protection Bylaw
- Waterworks Rate and Regulation

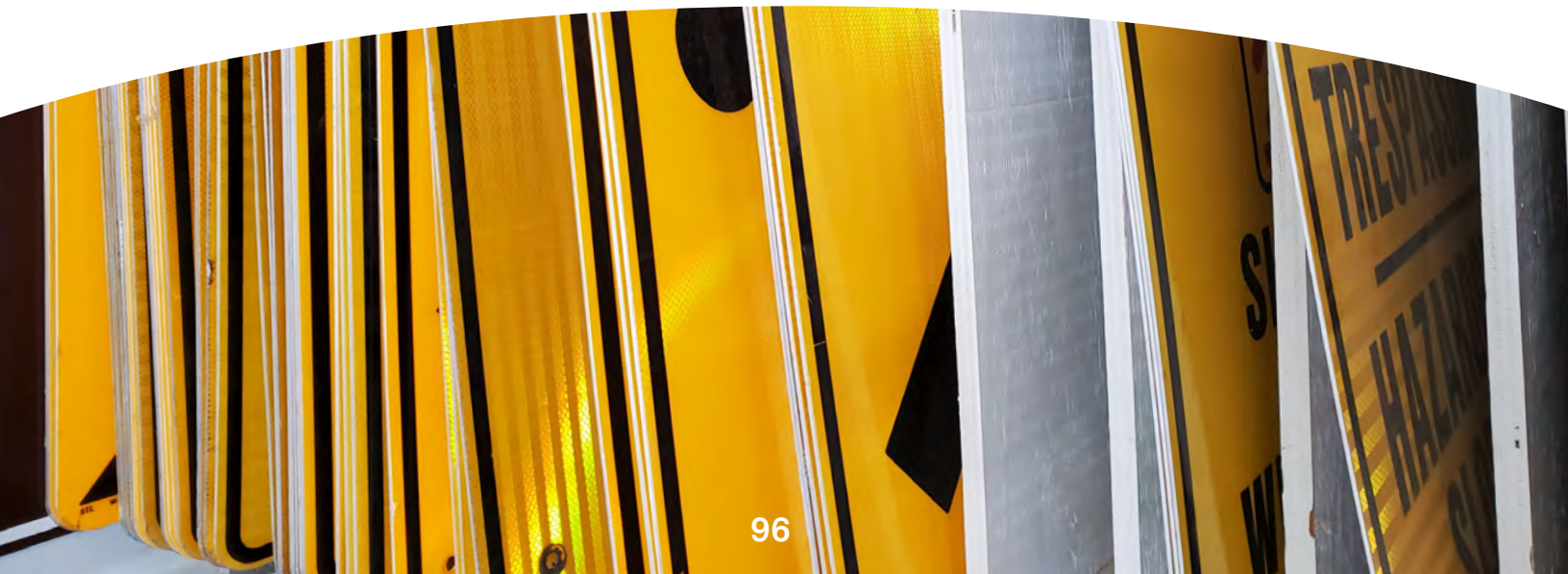


TRANSPORTATION AND DRAINAGE

KEY INDICATORS

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

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



TRANSPORTATION

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

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

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

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

Safety

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

Core Services/preventative maintenance

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

Capital Projects

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

CHALLENGES

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

PLANS FOR 2025

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

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

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



DRAINAGE

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

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

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

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

DEPARTMENT STAFF AND STRUCTURE

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

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

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

CHALLENGES

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

PLANS FOR 2025

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

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

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



TRANSPORTATION AND DRAINAGE OPERATING BUDGET SUMMARY

The transportation and drainage budget is forecast to increase by \$76,100 or 3% in 2025. This is primarily as a result of wage and benefit increases, increased costs of contracted services for road painting, and increases in costs of materials and supplies.

| Transportation and Drainage Operating Budget | | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|-------------|
| Revenue | 2022 Actuals | 2023 Actuals | 2024 Projected | 2024 Budget | 2025 Budget | Change \$ | Change % |
| Fees | \$ 5,020 | \$ 270 | \$ - | \$ - | \$ - | \$ - | 0% |
| Cost Recoveries | 85,125 | 78,237 | 35,206 | 52,000 | 45,000 | \$ (7,000) | -13% |
| Total Revenue | \$ 90,145 | \$ 78,507 | \$ 35,206 | \$ 52,000 | \$ 45,000 | \$ (7,000) | -13% |
| Operating Expenses | | | | | | | |
| Transportation Administration | 754,574 | 751,081 | 744,981 | 886,800 | 893,000 | 6,200 | 1% 1 |
| Public Works Yard and Grounds | 156,050 | 201,749 | 209,295 | 173,500 | 189,700 | 16,200 | 9% |
| Road Surfaces | 102,058 | 139,593 | 155,468 | 183,800 | 183,900 | 100 | 0% |
| Road Painting | 133,556 | 97,456 | 153,737 | 136,200 | 156,600 | 20,400 | 15% 2 |
| Road Cleaning and Flushing | 40,528 | 49,599 | 61,551 | 52,900 | 55,100 | 2,200 | 4% |
| Shouldering | 98,389 | 50,555 | 144,629 | 119,600 | 117,500 | (2,100) | -2% |
| Sidewalks | 80,052 | 49,593 | 67,445 | 54,500 | 54,900 | 400 | 1% |
| Ditches | 114,963 | 33,449 | 72,577 | 62,200 | 59,600 | (2,600) | -4% |
| Storm Sewers | 75,302 | 67,263 | 173,626 | 167,600 | 166,500 | (1,100) | -1% |
| Snow and Ice | 130,628 | 124,382 | 82,042 | 129,700 | 126,500 | (3,200) | -2% |
| Signs | 38,352 | 35,596 | 72,306 | 46,600 | 50,900 | 4,300 | 9% |
| Street Lighting Lease Fees | 205,250 | 213,446 | 148,047 | 216,500 | 223,600 | 7,100 | 3% |
| Equipment | 471,563 | 546,414 | 522,510 | 605,500 | 626,700 | 21,200 | 4% 3 |
| Other | 25,144 | 13,922 | 37,200 | 22,000 | 22,000 | - | 0% |
| Total Operating Expenses | \$ 2,426,407 | \$ 2,374,097 | \$ 2,645,414 | \$ 2,857,400 | \$ 2,926,500 | \$ 69,100 | 2% |
| Net Property Taxes Required | \$ 2,336,262 | \$ 2,295,590 | \$ 2,610,208 | \$ 2,805,400 | \$ 2,881,500 | \$ 76,100 | 3% |

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

STRATEGIC INITIATIVES

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

PARKS

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

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

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

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

- Christleton Park
- General Money Park
- Community Parks that contain six ball diamonds / soccer pitches / cricket pitch
- Glassford Square
- Grandon Creek Trail
- Heritage Forest
- Jubilee Park
- Miraloma Park
- Seacrest Park
- Saahtlam Park
- Yambury Park
- Valhalla grounds
- Playgrounds at Community Park and Christleton Park
- BMX park
- Skatepark
- Tennis Courts
- Off-leash dog parks
- Rain Garden
- Seaside Nature Park
- Waterwise Garden

KEY POLICIES AND PLANS

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

DEPARTMENT STAFF AND STRUCTURE

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

KEY INDICATORS

| Service Plan | | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Actual | 2025 Forecast |
|--|---|-------------|-------------|-------------|-------------|---------------|
| Employees | | 11.8 | 11.8 | 12.2 | 12.9 | 14.9 |
| Public inquiry/complaint (non urgent) | 1 day response | New | 100% | 70% | 85% | 100% |
| Turf - Class 1 (Lawn) sports fields, high profile 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. | Maintin at Service Level 5 (Background and Natural) or 6 (Service and Industrial) | 100% | 100% | 70% | 85% | 100% |
| Sports Fields (30,000 m2) | Mow once per week | 100% | 100% | 70% | 85% | 100% |
| Garden Beds - Town Hall, Spirit Square, Friendship Garden annual bed, downtown planters and hanging baskets | Service Level 1 Well Groomed | 100% | 100% | 70% | 100% | 100% |
| Garden Beds - Airport, Cemetery, Civic Centre, GM Park, Waterfront Park, Memorial Avenue Bike Path, Clock Tower Square and all other downtown core planting beds and traffic nodes | Service Level 2 Groomed | 100% | 100% | 70% | 100% | 100% |
| Garden Beds - Firehall, Faye Smith Pavilion, Memorial and West Crescent Raingarden, Memorial South Roundabout, Village Way & Hwy 19A, Neighbourhood Cul de sacs | Service Level 3 Moderate | 100% | 100% | 50% | 80% | 100% |
| Garden Beds - Established neighbourhood Cul de sacs and pumphouse locations | Service Level 4 Open Space/Play | 100% | 100% | 20% | 80% | 100% |
| Garden Beds - Bio Retention planting bed, Miraloma Park west, Eagle Ridge Entrance north, Hemsforth Road along Heritage Forest | Service Level 5 Background and Natural Areas | 100% | 100% | 50% | 70% | 100% |
| Garden Beds - Fern Road Public Works hedge | Service Level 6 Service and Industrial | 100% | 100% | 75% | 100% | 100% |
| Trees - Downtown Core | Tree Service Level 1 | New | 100% | 75% | 100% | 100% |
| Trees - Public Parks and Buildings | Tree Service Level 1 | New | 100% | 75% | 100% | 100% |
| Trees - Memorial Avenue South | Tree Service Level 2 | New | 100% | 75% | 100% | 100% |
| Trees - Neighbourhoods | Tree Service Level 3 | New | 100% | 35% | 100% | 100% |
| Trees - Native and natural landscapes | Tree Service Level 4 | New | 100% | 35% | 100% | 100% |
| Trails - Beachfront Walkway | Inspections Weeekly | New | 60% | 100% | 100% | 100% |
| Trails - Beachfront Walkway | Trail Service Level 1 | New | 75% | 100% | 100% | 100% |
| Trails - Urban Hard Surfaces | Inspections Monthly | New | 80% | 75% | 100% | 100% |
| Trails - Urban Hard Surfaces | Trail Service Level 2 | New | 80% | 80% | 100% | 100% |
| Trails - Urban Soft Surfaces | Inspections Every 2nd Month | New | 75% | 75% | 100% | 100% |
| Trails - Urban Soft Surfaces | Trail Service Level 3 | New | 80% | 80% | 100% | 100% |
| Trails - Nature | Inspections twice per year | New | 100% | 100% | 100% | 100% |
| Trails - Nature | Trail Service Level 4 | New | 90% | 90% | 100% | 100% |
| Wood Chipping | Spring and Fall Program Per Year | New | 100% | 100% | 100% | 100% |
| Playgrounds | Inspected each month | New | 100% | 100% | 100% | 100% |
| Graffiti | Removal or cover within 7 days | New | 100% | 100% | 100% | 100% |
| Waterfront Garbage Receptacles | Serviced Daily | New | 100% | 100% | 100% | 100% |
| Parks Garbage Receptacles | Serviced weekly | New | 100% | 100% | 100% | 100% |
| | Benches (Max 210) | 200 | 200 | 227 | 227 | 227 |
| | Picnic Tables (Max 35) | 35 | 35 | 35 | 35 | 35 |
| | Drinking Fountains | 10 | 10 | 10 | 11 | 11 |
| Irrigation Systems | Start up/winterize once per year | 50 | 50 | 50 | 50 | 50 |

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

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

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

CHALLENGES

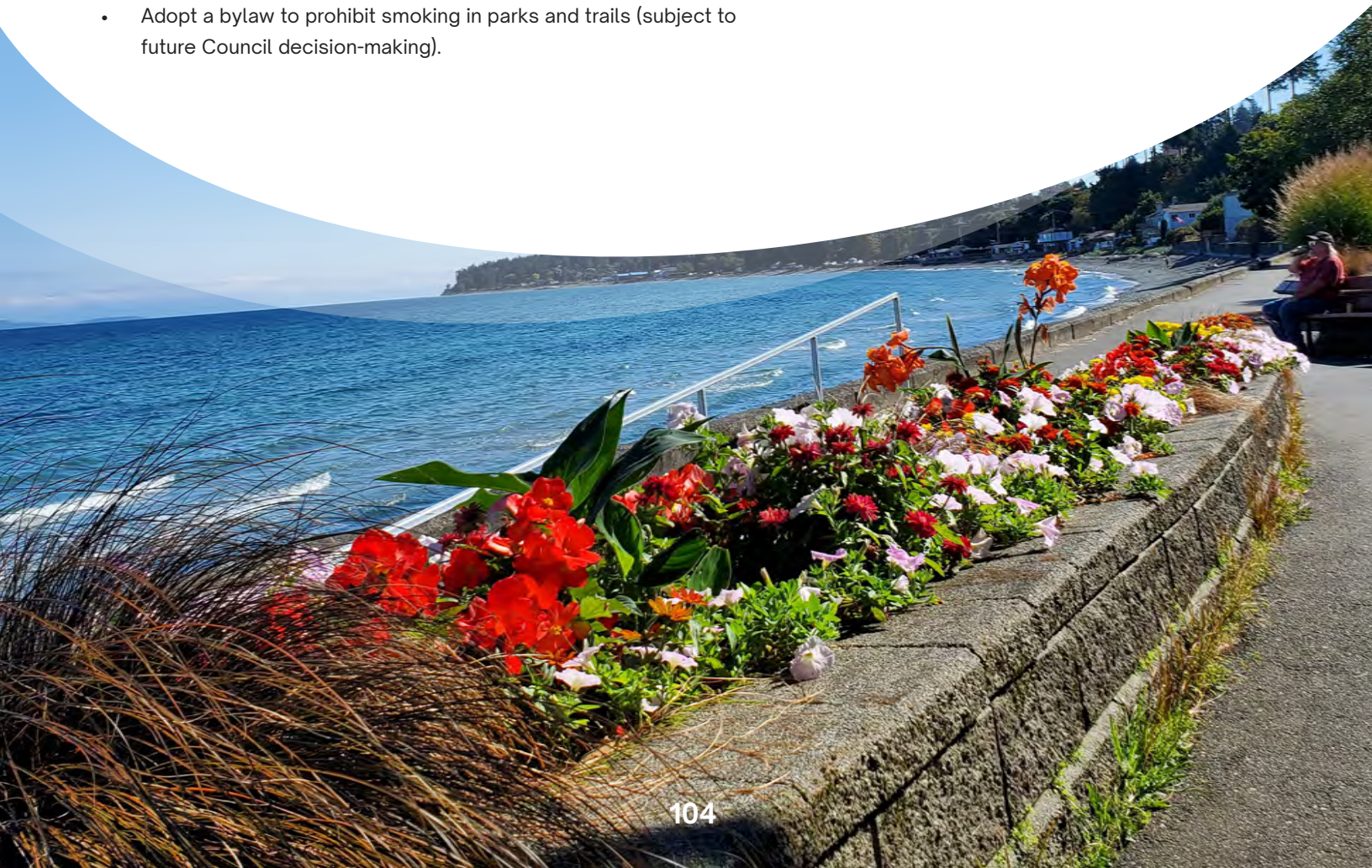
- Retiring staff and repetitive long-term injuries have resulted in work backlog.
- Increases in service levels have not been reflected in increased staffing levels.

PLANS FOR 2025

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

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

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



OPERATING BUDGET SUMMARY

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

| Parks Operating Budget | | | | | | | | |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|-------------|------------|
| Revenue | 2022 Actuals | 2023 Actuals | 2024 Projected | 2024 Budget | 2025 Budget | Change \$ | Change % | |
| Fees | \$ 55,485 | \$ 66,580 | \$ 54,015 | \$ 57,900 | \$ 57,900 | \$ - | 0% | |
| Cost Recoveries | 168,739 | 134,088 | 165,905 | 160,000 | 160,000 | - | 0% | |
| Grants and Other | 13,553 | 31,564 | 20,389 | 12,500 | 12,500 | - | 0% | |
| Total Revenue | \$ 237,777 | \$ 232,232 | \$ 240,309 | \$ 230,400 | \$ 230,400 | \$ - | 0% | |
| Operating Expenses | | | | | | | | |
| Parks Administration | 239,573 | 284,793 | 167,075 | 206,300 | 344,200 | 137,900 | 67% | 1 |
| Parks Yard and Shop | 72,174 | 66,113 | 82,704 | 61,500 | 73,700 | 12,200 | 20% | 2 |
| Public Washrooms | 66,159 | 67,207 | 60,210 | 54,200 | 73,900 | 19,700 | 36% | 2 |
| Beach Washrooms | 47,593 | 52,590 | 49,018 | 60,800 | 60,900 | 100 | 0% | |
| Community Parks | 113,457 | 168,752 | 154,801 | 198,400 | 206,000 | 7,600 | 4% | 2 |
| Beach Parks | 62,472 | 64,773 | 92,041 | 138,600 | 126,500 | (12,100) | -9% | 2 |
| Garden and Park Areas | 371,369 | 385,611 | 515,791 | 561,400 | 543,500 | (17,900) | -3% | 2 |
| Trails | 63,804 | 55,077 | 41,336 | 107,900 | 105,600 | (2,300) | -2% | 2 |
| Benches | 67,811 | 72,987 | 46,871 | 108,600 | 99,000 | (9,600) | -9% | 2 |
| Cemetery and Other | 80,283 | 106,314 | 77,418 | 103,900 | 101,500 | (2,400) | -2% | 2 |
| Total Operating Expenses | \$ 1,184,696 | \$ 1,324,219 | \$ 1,287,265 | \$ 1,601,600 | \$ 1,734,800 | \$ 133,200 | 8% | |
| Net Property Taxes Required | \$ 946,919 | \$ 1,091,987 | \$ 1,046,956 | \$ 1,371,200 | \$ 1,504,400 | \$ 133,200 | | 10% |

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

BUILDINGS AND FACILITIES

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

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

KEY POLICIES AND PLANS

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

DEPARTMENT STAFF AND STRUCTURE

The Department is led by the Director of Infrastructure Services, with support from the Operations Manager, the Buildings and Facilities Coordinator, and staff.

The maintenance team looks after municipal buildings, including the Civic Centre, Community Hall, Town Hall, Airport, and Public Works offices.

KEY INDICATORS

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

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

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

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

CHALLENGES

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

PLANS FOR 2025

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

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

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

BUDGET SUMMARY

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

Buildings Operating Budget

| Funding | 2022 Actuals | 2023 Actuals | 2024 Projected | 2024 Budget | 2025 Budget | Change \$ | Change % |
|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|-------------|
| Fees | \$ 153,292 | \$ 138,451 | \$ 130,717 | \$ 130,000 | \$ 130,000 | \$ - | 0% |
| Leases | 612,592 | 648,749 | 600,840 | 650,700 | 653,800 | 3,100 | 0% |
| Total Funding | \$ 765,884 | \$ 787,201 | \$ 731,557 | \$ 780,700 | \$ 783,800 | \$ 3,100 | 0% |

Operating Expenses

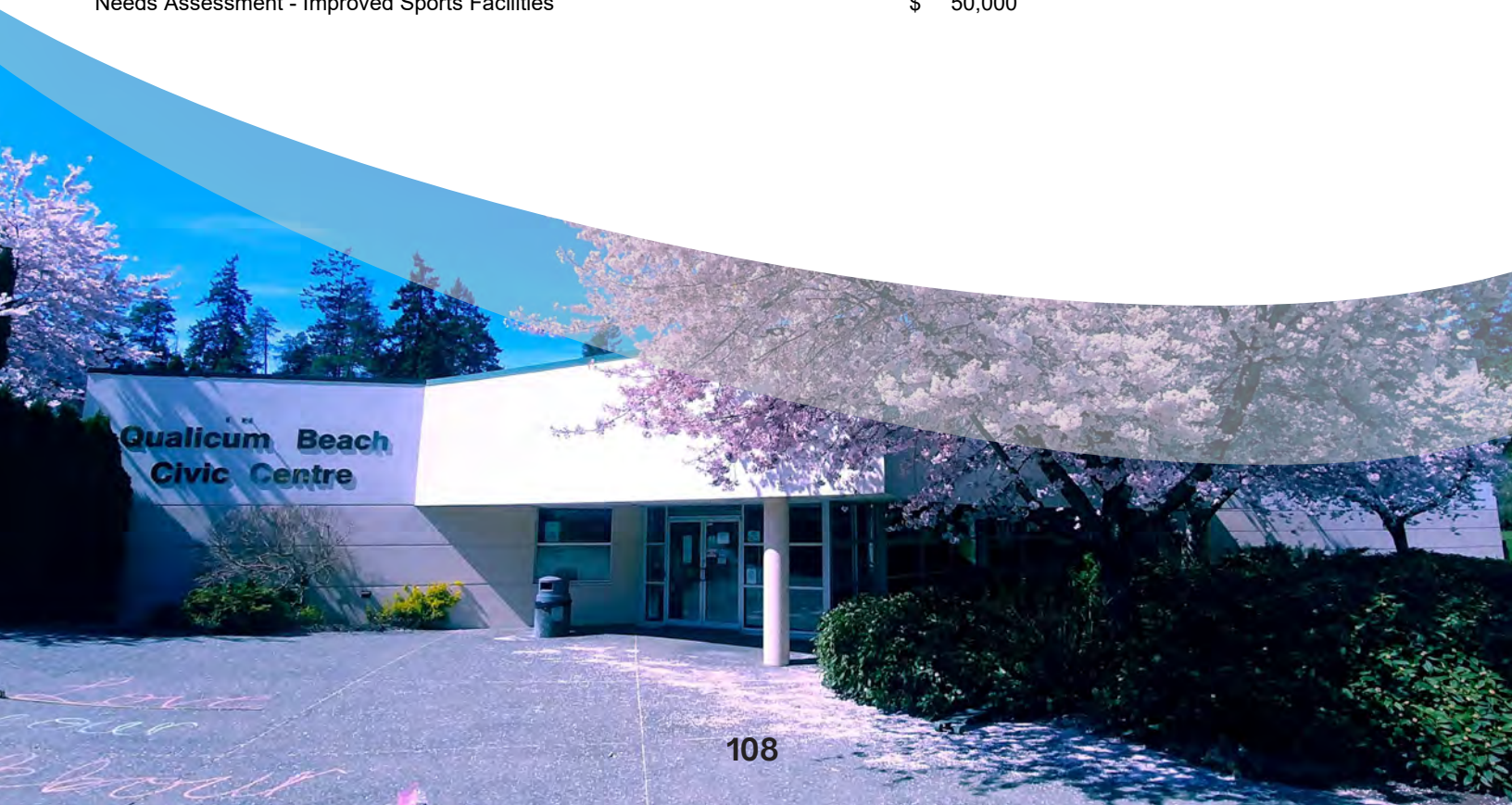
| | | | | | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-----------|---|
| Buildings Admin | - | - | 94,496 | - | 80,000 | 80,000 | 0% | 1 |
| Civic Centre | 200,326 | 336,980 | 281,256 | 351,900 | 316,900 | (35,000) | -10% | 2 |
| Community Hall | 22,385 | 27,126 | 37,887 | 43,300 | 43,500 | 200 | 0% | |
| Town Hall | 218,206 | 220,003 | 226,198 | 234,700 | 240,200 | 5,500 | 2% | |
| Fire Hall | 125,732 | 96,690 | 100,675 | 117,000 | 118,200 | 1,200 | 1% | |
| Other Buildings | 59,239 | 52,569 | 98,618 | 37,600 | 47,900 | 10,300 | 27% | |
| Total Operating Expenses | \$ 625,887 | \$ 733,369 | \$ 839,129 | \$ 784,500 | \$ 846,700 | \$ 62,200 | 8% | |

| | | | | | | |
|------------------------------------|---------------------|--------------------|-------------------|-----------------|------------------|------------------|
| Net Property Taxes Required | \$ (139,997) | \$ (53,832) | \$ 107,572 | \$ 3,800 | \$ 62,900 | \$ 59,100 |
|------------------------------------|---------------------|--------------------|-------------------|-----------------|------------------|------------------|

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

PROJECTS AND INITIATIVES

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





SOLID WASTE

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

BUDGET SUMMARY

| Solid Waste Operating Budget | | | | | | | |
|------------------------------------|-------------------|-------------------|---------------------|-------------------|---------------------|------------------|-------------|
| | 2022 Actuals | 2023 Actuals | 2024 Projected | 2024 Budget | 2025 Budget | Change \$ | Change % |
| User Fees | \$ 726,811 | \$ 760,060 | \$ 797,903 | \$ 776,700 | \$ 800,000 | 23,300 | 3% |
| Transfer from Accumulated Surplus | - | - | - | - | 50,000 | 50,000 | 0% |
| Total Funding | \$ 726,811 | \$ 760,060 | \$ 797,903 | \$ 776,700 | \$ 850,000 | \$ 73,300 | 9% |
| Operating Expenses | | | | | | | |
| Regional Collection | \$ 725,870 | \$ 687,455 | \$ 732,751 | \$ 771,700 | \$ 725,000 | (46,700) | -6% 1 |
| Solid Waste removal | 103,199 | 105,144 | 128,321 | 91,000 | 108,800 | 17,800 | 20% 2 |
| Other | 90,912 | 202,537 | 217,128 | 108,000 | 177,700 | 69,700 | 65% 3 |
| One Time Operating Project | - | - | - | - | 50,000 | 50,000 | 0% 4 |
| Total Operating Expenses | \$ 919,981 | \$ 995,136 | \$ 1,078,201 | \$ 970,700 | \$ 1,061,500 | \$ 90,800 | 9% |
| Net Property Taxes Required | \$ 193,170 | \$ 235,075 | \$ 280,298 | \$ 194,000 | \$ 211,500 | \$ 17,500 | 9% |

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

AIRPORT

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

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

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

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

KEY POLICIES AND PROCEDURES

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



DEPARTMENT STAFF AND STRUCTURE

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



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

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

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

CHALLENGES

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

PLANS FOR 2025

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

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

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



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

Airport Operating Budget

| Revenue | 2022 Actuals | 2023 Actuals | 2024 Projected | 2024 Budget | 2025 Budget | Change \$ | Change % | |
|------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------|---|
| Leases | \$ 100,768 | \$ 103,485 | \$ 98,322 | \$ 98,500 | \$ 102,300 | \$ 3,800 | 4% | |
| Landing Fees and Taxes | 16,994 | 34,649 | 29,128 | 18,000 | 18,000 | - | 0% | |
| Aviation Fuel Sales | 787,906 | 738,509 | 717,890 | 780,000 | 750,000 | (30,000) | -4% | 1 |
| Other | 8,049 | 20,382 | 4,782 | 3,000 | 6,000 | 3,000 | 100% | |
| Transfer from Reserves | - | - | - | - | 130,000 | 130,000 | 0% | 2 |
| Total Revenue | \$ 913,717 | \$ 897,025 | \$ 850,122 | \$ 899,500 | \$ 1,006,300 | \$ 106,800 | 12% | |

Operating Expenses

| | | | | | | | | |
|---------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|-------------------|------------|---|
| Airside | \$ 129,952 | \$ 267,096 | \$ 325,696 | \$ 260,300 | \$ 295,900 | 35,600 | 14% | 3 |
| Terminal and Grounds | 73,250 | 84,558 | 78,306 | 92,300 | 92,500 | 200 | 0% | |
| Fuel | 775,263 | 715,331 | 701,976 | 772,600 | 722,900 | (49,700) | -6% | 1 |
| One Time Operating Projects | - | - | - | - | 130,000 | 130,000 | 0% | 2 |
| Total Operating Expenses | \$ 978,465 | \$ 1,066,985 | \$ 1,105,977 | \$ 1,125,200 | \$ 1,241,300 | \$ 116,100 | 10% | |

| | | | | | | | |
|------------------------------------|-----------------|------------------|------------------|------------------|------------------|----------------|-----------|
| Net Property Taxes Required | \$64,748 | \$169,960 | \$255,855 | \$225,700 | \$235,000 | \$9,300 | 4% |
|------------------------------------|-----------------|------------------|------------------|------------------|------------------|----------------|-----------|

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

PROJECTS AND INITIATIVES

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

Utility Operating and Capital



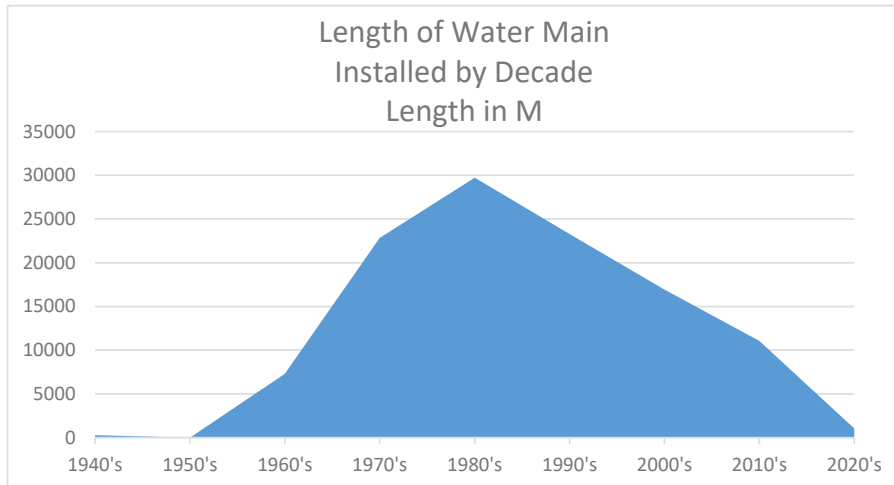
WATER UTILITY

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 (Berwick (2), Village Way, Jones (2)), 108 km of watermains and five booster stations (Berwick Road, Garrett Road, College Road, Jones Street, and Hemsworth Road).

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



KEY POLICIES AND PLANS

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

DEPARTMENT STAFF AND STRUCTURE

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

KEY INDICATORS*

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

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

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

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

OPERATING BUDGET SUMMARY

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

| Water Operating Budget | | | | | | | |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| Revenue | 2022 Actuals | 2023 Actuals | 2024 Projected | 2024 Budget | 2025 Budget | Change \$ | Change % |
| Water User Fees | \$ 1,631,220 | \$ 2,022,995 | \$ 1,810,469 | \$ 1,744,100 | \$ 1,747,600 | \$ 3,500 | 0% |
| Connection Fees | 34,420 | 19,890 | 9,180 | 10,000 | 10,000 | - | 0% |
| Grant Funding | 180,000 | - | 720,000 | 720,000 | 125,000 | (595,000) | -83% 4 |
| Water Parcel Tax | 933,000 | 1,027,840 | 1,127,760 | 1,121,000 | 1,216,000 | 95,000 | 8% 1 |
| Transfers In | - | (51,711) | 85,000 | 85,000 | 383,100 | 298,100 | 351% 2 |
| Total Revenue | \$ 2,778,640 | \$ 3,019,014 | \$ 3,752,409 | \$ 3,680,100 | \$ 3,481,700 | \$ (198,400) | -5% |
| Operating Expenses | | | | | | | |
| Water Administration | \$ 1,224,279 | \$ 1,163,486 | \$ 1,203,808 | \$ 1,201,700 | \$ 1,175,000 | \$ (26,700) | -2% |
| Equipment | 220,000 | 221,000 | 221,000 | 221,000 | 185,000 | (36,000) | -16% |
| Monitoring and Sampling | 148,567 | 127,032 | 143,201 | 119,800 | 120,600 | 800 | 1% |
| Customer Service | 30,026 | 24,457 | 33,145 | 21,100 | 21,300 | 200 | 1% |
| Mains | 57,648 | 52,774 | 53,164 | 80,300 | 80,900 | 600 | 1% |
| Hydrants | 79,387 | 43,184 | 54,896 | 37,300 | 37,500 | 200 | 1% |
| Wells | 130,607 | 136,747 | 145,423 | 153,400 | 153,800 | 400 | 0% |
| Booster Stations | 61,474 | 62,219 | 60,414 | 78,800 | 78,800 | - | 0% |
| Reservoirs | 5,048 | 6,524 | 3,313 | 21,800 | 21,900 | 100 | 0% |
| Net Transfers Out | 821,604 | 1,181,592 | 1,834,044 | 1,744,900 | 1,606,900 | (138,000) | -8% 3 |
| Total Operating Expenses | \$ 2,778,640 | \$ 3,019,014 | \$ 3,752,409 | \$ 3,680,100 | \$ 3,481,700 | \$ (198,400) | -5% |
| Net | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | 0% |

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

WATER ASSET MANAGEMENT

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

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

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

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

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

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

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

CHALLENGES

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

PLANS FOR 2025

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

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

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



CAPITAL BUDGET SUMMARY

| Water Capital Budget | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| | 2025 | 2026 | 2027 | 2028 | 2029 |
| Infrastructure Renewal | | | | | |
| Projects | | | | | |
| Illiqua Rd from Hemsworth Rd to Hall Rd Asbestos Cement Watermain Replacement | \$ 330,000 | \$ - | \$ - | \$ - | \$ - |
| Hemlock St (1st Ave to Mill Rd) 160m Asbestos Cement Watermain Replacement | 260,000 | - | - | - | - |
| Little Qualicum River Riverbank Stabilization Design - Grant Funded | 125,000 | - | - | - | - |
| Water Master Plan (Including AC Pipe Assessment) | 80,000 | - | - | - | - |
| Eaglecrest Watermain | 50,000 | 450,000 | 500,000 | - | - |
| Watermain Replacement Berwick Rd and Crescent Road East | - | 710,000 | 585,000 | 485,000 | - |
| Replace AC Watermain Village Way fronting KSS | - | 445,000 | - | - | - |
| Belyea Rd AC Watermain Replacement | - | - | - | - | 580,000 |
| Buller Road AC Watermain Replacement | - | - | - | - | 350,000 |
| Hall Rd North of 19A 150mm AC Watermain Replacement | - | - | - | 855,000 | 160,000 |
| Seacrest Place AC Watermain Replacement | - | - | - | - | 800,000 |
| Water Contingency | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| | \$ 945,000 | \$ 1,705,000 | \$ 1,185,000 | \$ 1,440,000 | \$ 1,990,000 |
| Funding Source | | | | | |
| Water Infrastructure Reserve | \$ 820,000 | \$ 1,705,000 | \$ 1,185,000 | \$ 1,440,000 | \$ 1,913,000 |
| Grants and Partnerships | 125,000 | - | - | - | - |
| Water DCCs | - | - | - | - | 77,000 |
| | \$ 945,000 | \$ 1,705,000 | \$ 1,185,000 | \$ 1,440,000 | \$ 1,990,000 |
| Upgrading and Expansion | | | | | |
| Projects | | | | | |
| Remote SCADA Sites Internet Redundancy Implementation | \$ 36,000 | | | | |
| Fiber Optic Conduit Hemsworth Rd to Village Way Reservoir and SCADA Audit | 150,000 | - | - | - | - |
| Emergency Backup Generator for River Well Field | - | - | 370,000 | - | - |
| | \$ 186,000 | \$ - | \$ 370,000 | \$ - | \$ - |
| Funding Source | | | | | |
| Water Infrastructure Reserve | \$ 186,000 | \$ - | \$ 370,000 | \$ - | \$ - |
| | \$ 186,000 | \$ - | \$ 370,000 | \$ - | \$ - |
| Total Water Projects | \$ 1,131,000 | \$ 1,705,000 | \$ 1,555,000 | \$ 1,440,000 | \$ 1,990,000 |

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

SANITARY SEWER UTILITY

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

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

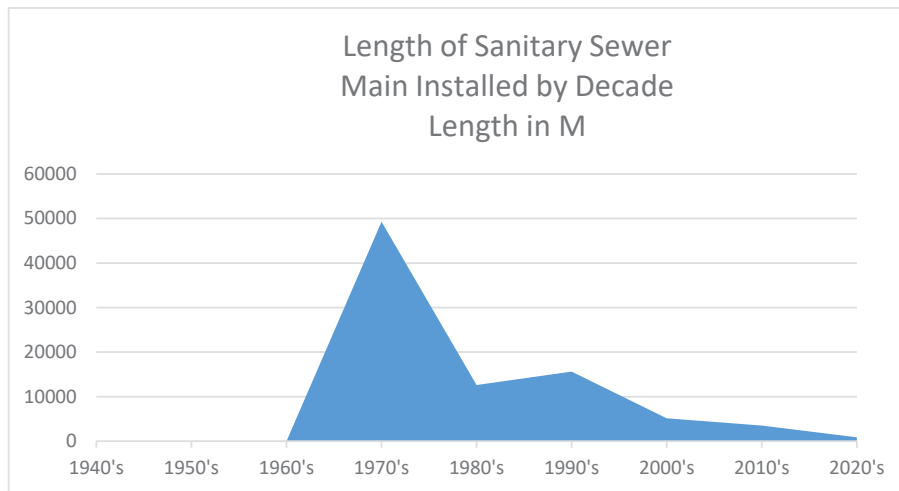
System infrastructure serves over 4,560 customers and includes 83 km of sanitary mains, 0.4 km of sanitary force main, one lift station, and 1284 maintenance-holes.

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

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

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





KEY POLICIES AND PLANS

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

DEPARTMENT STAFF AND STRUCTURE

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

KEY INDICATORS

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

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

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

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

OPERATING BUDGET SUMMARY

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

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

1. Approved Parcel Tax Bylaw, increases by \$5 per parcel for a per parcel charge of \$60 for 2025
2. Reduction in 2025 expenditures due to reduction in cost recovery from the sewer utility which is offset by a reduction in recovery in the general fund.
3. Transfer to sewer infrastructure reserve; 2024 budget provision included a provision for transfer to general fund for projects in the general fund that included a sewer component; transfer to general fund not required in 2025



SANITARY SEWER ASSET MANAGEMENT PROGRAM

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

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

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

2024 HIGHLIGHTS AND ACCOMPLISHMENTS

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

CHALLENGES

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

PLANS FOR 2025

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

LOOKING AHEAD: 2026-2029 KEY PROJECTS AND INITIATIVES

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

FIVE-YEAR CAPITAL BUDGET

Sewer Capital Budget

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

Funding Source

| | | | | | |
|------------------------------|------------|------------|------------|------------|------------|
| Sewer Infrastructure Reserve | \$ 100,000 | \$ 420,000 | \$ 420,000 | \$ 420,000 | \$ 420,000 |
| | \$ 100,000 | \$ 420,000 | \$ 420,000 | \$ 420,000 | \$ 420,000 |





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

2025-2029 FINANCIAL PLANNING

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

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

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

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



2025-2029 General Fund Capital Projects



GENERAL FUND CAPITAL

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

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

| | 2025 | 2026 | 2027 | 2028 | 2029 | Total |
|------------------------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|
| General Fund Capital Budget | | | | | | |
| Infrastructure Renewal | | | | | | |
| Transportation | \$ 420,000 | \$ 1,924,000 | \$ 3,950,000 | \$ 2,600,000 | \$ 830,000 | \$ 9,724,000 |
| Drainage | 3,316,000 | 1,500,000 | 250,000 | 900,000 | 100,000 | 6,066,000 |
| Facilities | 792,000 | 695,000 | 6,300,000 | 6,550,000 | 560,000 | 14,897,000 |
| Parks and Trails | 1,617,000 | 30,000 | 150,000 | 120,000 | - | 1,917,000 |
| Airport | 4,600,000 | - | - | - | 80,000 | 4,680,000 |
| Vehicles and Equipment | 1,167,000 | 2,549,000 | 980,000 | 802,000 | 470,000 | 5,968,000 |
| Work in Progress | 791,800 | - | - | - | - | 791,800 |
| | \$ 12,703,800 | \$ 6,698,000 | \$ 11,630,000 | \$ 10,972,000 | \$ 2,040,000 | \$ 44,043,800 |

| | | | | | | |
|---------------------------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|
| Funding Source | | | | | | |
| Asset Investment Reserve | \$ 5,000 | \$ - | \$ - | \$ - | \$ - | \$ 5,000 |
| Asset Replacement Reserve | 3,497,800 | 1,724,000 | 1,880,000 | 1,872,000 | 2,040,000 | 11,013,800 |
| Community Growth Fund | 1,500,000 | 150,000 | 750,000 | - | - | 2,400,000 |
| Grant - Community Works (Gas Tax) | 1,565,000 | - | 880,000 | 450,000 | - | 2,895,000 |
| Community Amenity Contributions | 500,000 | - | - | - | - | 500,000 |
| Grants and Partnerships | 5,005,000 | 2,674,000 | 2,720,000 | 2,500,000 | - | 12,899,000 |
| Water Infrastructure Reserve | 240,000 | - | - | - | - | 240,000 |
| Grant - Capacity Funding Local Govern | 60,000 | - | - | - | - | 60,000 |
| DCC's Highways | 331,000 | 300,000 | 250,000 | - | - | 881,000 |
| DCC's Drainage | - | 150,000 | 150,000 | 150,000 | - | 450,000 |
| External Borrowing | - | 1,700,000 | 5,000,000 | 6,000,000 | - | 12,700,000 |
| | \$ 12,703,800 | \$ 6,698,000 | \$ 11,630,000 | \$ 10,972,000 | \$ 2,040,000 | \$ 44,043,800 |

| | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Infrastructure Upgrading and Expansion | | | | | | |
| Transportation | \$ 150,000 | \$ 578,000 | \$ 5,600,000 | \$ 600,000 | \$ 2,200,000 | \$ 9,128,000 |
| Drainage | - | - | - | - | 2,295,000 | 2,295,000 |
| Facilities | 1,285,000 | 950,000 | 100,000 | 600,000 | - | 2,935,000 |
| Parks and Trails | 40,000 | 200,000 | - | 650,000 | - | 890,000 |
| Airport | - | - | - | - | - | - |
| Vehicles and Equipment | 32,000 | 75,000 | - | - | - | 107,000 |
| Work in Progress | 836,000 | - | - | - | - | 836,000 |
| | \$ 2,343,000 | \$ 1,803,000 | \$ 5,700,000 | \$ 1,850,000 | \$ 4,495,000 | \$ 16,191,000 |

| | | | | | | |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Funding Source | | | | | | |
| Asset Investment Reserve | \$ 1,563,000 | \$ 255,000 | \$ 150,000 | \$ 230,000 | \$ 495,000 | \$ 2,693,000 |
| Asset Replacement Reserve | - | 231,000 | - | - | - | 231,000 |
| Community Growth Fund | 250,000 | 535,000 | 100,000 | 600,000 | - | 1,485,000 |
| Grant - Community Works (Gas Tax) | - | - | - | - | - | - |
| Grants and Partnerships | 530,000 | 657,000 | 3,950,000 | 650,000 | 3,612,500 | 9,399,500 |
| DCC's Parkland | - | 125,000 | - | 220,000 | - | 345,000 |
| External Borrowing | - | - | 1,500,000 | 150,000 | 387,500 | 2,037,500 |
| | \$ 2,343,000 | \$ 1,803,000 | \$ 5,700,000 | \$ 1,850,000 | \$ 4,495,000 | \$ 16,191,000 |

| | | | | | | |
|-------------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|
| Total Investment | \$ 15,046,800 | \$ 8,501,000 | \$ 17,330,000 | \$ 12,822,000 | \$ 6,535,000 | \$ 60,234,800 |
|-------------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|

TRANSPORTATION

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

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

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

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

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

2025-2029 GENERAL FUND CAPITAL PLAN

Transportation Capital Budget

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

DRAINAGE

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

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

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

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

2025-2029 GENERAL FUND CAPITAL PLAN

Drainage Capital Budget

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



FACILITIES

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

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

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

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

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

2025-2029 GENERAL FUND CAPITAL PLAN

Facilities Capital Budget

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|--|-------------------|-------------------|---------------------|---------------------|-------------------|
| Infrastructure Renewal | | | | | |
| Projects | | | | | |
| Storage Building Parks Yard & Drying Room Parks Yard Extension | \$ 225,000 | \$ - | \$ - | \$ - | \$ - |
| General Facilities Maintenance -Town Owned Facilities | 467,000 | 545,000 | 550,000 | 550,000 | 560,000 |
| Operations Workplace Modernization - <i>Grant & Debt Dependent</i> | 100,000 | 150,000 | 5,750,000 | 6,000,000 | - |
| | \$ 792,000 | \$ 695,000 | \$ 6,300,000 | \$ 6,550,000 | \$ 560,000 |

Funding Source

| | | | | | |
|---------------------------|-------------------|-------------------|---------------------|---------------------|-------------------|
| Asset Replacement Reserve | \$ 692,000 | \$ 545,000 | \$ 550,000 | \$ 550,000 | \$ 560,000 |
| Communtiy Growth Fund | 100,000 | 150,000 | 750,000 | - | - |
| External Borrowing | - | - | 5,000,000 | 6,000,000 | - |
| Total Funding | \$ 792,000 | \$ 695,000 | \$ 6,300,000 | \$ 6,550,000 | \$ 560,000 |

Upgrading and Expansion

| | | | | | |
|--|---------------------|-------------------|-------------------|-------------------|-------------|
| Projects | | | | | |
| Bus Garage Site Planning/Public Engagement and Subsequent Construction | \$ 1,000,000 | \$ 100,000 | \$ 100,000 | \$ 600,000 | \$ - |
| Saahtlam Park Washrooms, Playground and Food Truck Services - <i>Community Growth Fund</i> | 250,000 | 350,000 | - | - | - |
| Public Works Automatic Security Gate | 35,000 | - | - | - | - |
| New Visitor Information Centre Public Washroom - <i>Grant Dependent</i> | - | 500,000 | - | - | - |
| | \$ 1,285,000 | \$ 950,000 | \$ 100,000 | \$ 600,000 | \$ - |

Funding Source

| | | | | | |
|--------------------------|---------------------|-------------------|-------------------|-------------------|-------------|
| Asset Investment Reserve | \$ 1,035,000 | \$ - | \$ - | \$ - | \$ - |
| Communtiy Growth Fund | 250,000 | 450,000 | 100,000 | 600,000 | - |
| DCC's Parkland | - | 125,000 | - | - | - |
| Grants and Partnerships | - | 375,000 | - | - | - |
| Total Funding | \$ 1,285,000 | \$ 950,000 | \$ 100,000 | \$ 600,000 | \$ - |

| | | | | | |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| Total Facilities Projects | \$ 2,077,000 | \$ 1,645,000 | \$ 6,400,000 | \$ 7,150,000 | \$ 560,000 |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|

PARKS AND TRAILS

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

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

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

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

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



2025-2029 GENERAL FUND CAPITAL PLAN

Parks and Trails Capital Budget

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|--|--------------|-----------|------------|------------|------|
| Infrastructure Renewal | | | | | |
| Projects | | | | | |
| Judges Row "Staircase Replacement" | \$ 27,000 | \$ - | \$ - | \$ - | \$ - |
| New Fence Around "Off Leash Dog Park" Garden Rd. | 30,000 | - | - | - | - |
| Skate Park | 1,500,000 | - | - | - | - |
| Tennis Courts Resurfacing - Veterans Way | 60,000 | - | - | - | - |
| Street Banner Replacement | - | 30,000 | 30,000 | - | - |
| Trail Reconstruction | - | - | 120,000 | 120,000 | - |
| | \$ 1,617,000 | \$ 30,000 | \$ 150,000 | \$ 120,000 | \$ - |

Funding Source

| | | | | | |
|---------------------------------|---------------------|------------------|-------------------|-------------------|-------------|
| Asset Replacement Reserve | \$ 117,000 | \$ 30,000 | \$ 150,000 | \$ 120,000 | \$ - |
| Community Amenity Contributions | 500,000 | - | - | - | - |
| Community Growth Fund | 700,000 | - | - | - | - |
| Grants and Partnerships | 300,000 | - | - | - | - |
| Total Funding | \$ 1,617,000 | \$ 30,000 | \$ 150,000 | \$ 120,000 | \$ - |

Upgrading and Expansion

| | | | | | |
|---|-----------|------------|------|------------|------|
| Projects | | | | | |
| Cenotaph at Memorial Ave and Railway St | \$ 40,000 | \$ - | \$ - | \$ - | \$ - |
| Pickleball Courts - <i>Pickleball Assoc. Contribution Dependent</i> | - | 170,000 | - | - | - |
| Bike Racks on Waterfront | - | 15,000 | - | - | - |
| Split Rail Fence - Heritage Forest | - | 15,000 | - | - | - |
| Community Gardens | - | - | - | 30,000 | - |
| New Facility to Support Community Park Users - <i>Grant Dependent</i> | - | - | - | 620,000 | - |
| | \$ 40,000 | \$ 200,000 | \$ - | \$ 650,000 | \$ - |

Funding Source

| | | | | | |
|--------------------------|------------------|-------------------|-------------|-------------------|-------------|
| Asset Investment Reserve | \$ 40,000 | \$ 30,000 | \$ - | \$ 30,000 | \$ - |
| Community Growth Fund | - | 85,000 | - | - | - |
| DCC's Parkland | - | - | - | 220,000 | - |
| Grants and Partnerships | - | 85,000 | - | 400,000 | - |
| Total Funding | \$ 40,000 | \$ 200,000 | \$ - | \$ 650,000 | \$ - |

| | | | | | |
|--|---------------------|-------------------|-------------------|-------------------|-------------|
| Total Parks and Trails Projects | \$ 1,657,000 | \$ 230,000 | \$ 150,000 | \$ 770,000 | \$ - |
|--|---------------------|-------------------|-------------------|-------------------|-------------|

VEHICLES AND EQUIPMENT

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

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

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

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|--|---------------------|-------------|-------------|-------------|------------------|
| Infrastructure Renewal | | | | | |
| Projects | | | | | |
| Airport Operations Hanger Washroom and Office Improvements | \$ 15,000 | \$ - | \$ - | \$ - | \$ - |
| Runway, Taxi way, Apron Asphalt Overlay - <i>Grant Dependent</i> | 3,687,000 | - | - | - | - |
| Loader/Snow Blower (Airport) - <i>Grant Dependent</i> | 898,000 | - | - | - | - |
| Airport Paving | - | - | - | - | 80,000 |
| | \$ 4,600,000 | \$ - | \$ - | \$ - | \$ 80,000 |

Funding Source

| | | | | | |
|---------------------------|---------------------|-------------|-------------|-------------|------------------|
| Asset Replacement Reserve | \$ 145,000 | \$ - | \$ - | \$ - | \$ 80,000 |
| Grants and Partnerships | 4,455,000 | - | - | - | - |
| Total Funding | \$ 4,600,000 | \$ - | \$ - | \$ - | \$ 80,000 |

| | | | | | |
|-------------------------------|---------------------|-------------|-------------|-------------|------------------|
| Total Airport Projects | \$ 4,600,000 | \$ - | \$ - | \$ - | \$ 80,000 |
|-------------------------------|---------------------|-------------|-------------|-------------|------------------|

WORK IN PROGRESS

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

| Work in Progress Capital Budget | | | | | |
|---|-------------------|-------------|-------------|-------------|-------------|
| | 2025 | 2026 | 2027 | 2028 | 2029 |
| Infrastructure Renewal | | | | | |
| Transportation | | | | | |
| Beach Creek/E. Crescent Culvert Replacement (2024) | \$ 5,000 | \$ - | \$ - | \$ - | \$ - |
| Grandon Creek Confluence - Engineering (2024) | 25,000 | - | - | - | - |
| Bay Street Slope Stabilization (2024) | 512,000 | - | - | - | - |
| Paving Management Program (2024) | 5,000 | - | - | - | - |
| Seacrest Rd Replacement - Engineering (2024) | 5,000 | - | - | - | - |
| Unit 17 Ford F450 replacement, Hook Truck (2024) | 220,000 | - | - | - | - |
| Facilities | | | | | |
| General facilities maintenance for all Town owned facilities (2024) | 19,800 | - | - | - | - |
| | \$ 791,800 | \$ - | \$ - | \$ - | \$ - |

| | | | | | |
|---------------------------|-------------------|-------------|-------------|-------------|-------------|
| Funding Source | | | | | |
| Asset Replacement Reserve | \$ 786,800 | \$ - | \$ - | \$ - | \$ - |
| Community Works (Gas Tax) | 5,000 | - | - | - | - |
| Total Funding | \$ 791,800 | \$ - | \$ - | \$ - | \$ - |

| | | | | | |
|--|-------------------|-------------|-------------|-------------|-------------|
| Upgrading and Expansion | | | | | |
| Transportation | | | | | |
| Waterfront Hwy 19A Ditch Infill / Bike Lane / Parking Management (2024) | \$ 737,000 | \$ - | \$ - | \$ - | \$ - |
| Accessibility Improvement Fern Rd at Primrose (2024) | 34,000 | - | - | - | - |
| Parks & Recreation | | | | | |
| Beach Creek Viewing Platform and Walkway Estuary (2024) | 30,000 | - | - | - | - |
| Vehicles & Equipment | | | | | |
| Server Room (File Room) Fire Suppression & Cooling Systems Installation (2024) | 35,000 | - | - | - | - |
| | \$ 836,000 | \$ - | \$ - | \$ - | \$ - |

| | | | | | |
|--------------------------|-------------------|-------------|-------------|-------------|-------------|
| Funding Source | | | | | |
| Asset Investment Reserve | \$ 306,000 | \$ - | \$ - | \$ - | \$ - |
| Grants and Partnerships | 530,000 | - | - | - | - |
| Total Funding | \$ 836,000 | \$ - | \$ - | \$ - | \$ - |

Statistics



GENERAL STATISTICS

| | 2024 | 2023 | 2022 | 2021 | 2020 |
|--|---------------|---------------|---------------|---------------|---------------|
| Population | 9,303 | 9,303 | 9,303 | 9,303 | 8,943 |
| Area in hectares: | | | | | |
| Land | 1798 | 1798 | 1798 | 1798 | 1798 |
| Building Permits | | | | | |
| Number | 77 | 101 | 109 | 129 | 97 |
| Value | \$ 18,652,000 | \$ 46,678,000 | \$ 47,667,000 | \$ 32,406,000 | \$ 16,063,000 |
| Comparative debt statistics: | | | | | |
| Debenture and other debt | 2,723,476 | 3,697,489 | 2,308,809 | 1,851,746 | 2,314,682 |
| Debt per capita | 293 | 397 | 248 | 199 | 259 |
| 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 | 2.4099 | 2.3080 | 2.3670 | 3.0660 | 3.0990 |
| Utility | 40.0000 | 38.9463 | 39.9418 | 39.8812 | 39.8222 |
| Light industry | 6.1368 | 5.8778 | 6.0282 | 6.6469 | - |
| Business & other | 6.1368 | 5.8778 | 6.0282 | 6.6469 | 6.8867 |
| Managed Forest | 2.4099 | 2.3080 | 2.3670 | 1.5330 | 1.5495 |
| Recreational/nonprofit | 6.1368 | 5.8778 | 6.0282 | 6.6469 | 6.8867 |
| Farm | 2.4099 | 2.3080 | 2.3670 | 1.5330 | 1.5495 |
| Tax rates for school purposes: | | | | | |
| <i>(stated in dollars per \$1,000 of assessed taxable value)</i> | | | | | |
| Residential | 1.1950 | 1.1396 | 1.1770 | 1.4900 | 1.5370 |
| Utility | 12.1100 | 12.5700 | 12.7200 | 12.8600 | 13.0300 |
| Light industry | 3.3900 | 3.3300 | 3.5200 | 3.8600 | - |
| Business & other | 3.3900 | 3.3300 | 3.5200 | 3.8600 | 1.1070 |
| Managed Forest | 1.8700 | 1.9500 | 1.9000 | 1.9000 | 0.0001 |
| Recreational/nonprofit | 2.1100 | 1.9900 | 2.0300 | 2.3300 | 0.7844 |
| Farm | 7.1500 | 7.2900 | 6.9800 | 6.9100 | 7.0500 |

TAXATION AND ASSESSMENTS

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

PERMISSIVE TAX EXEMPTIONS

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

| Legal Description | Civic Address | Organization | Value of Permissive Exemption | |
|--|-----------------------------------|--|-------------------------------|-------------------|
| | | | Total 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 | 22,709 | 11,705 |
| Lot 6, Block 10, Plan 1894, District Lot 78, Newcastle Land District; | 211 Fern Road West | Rotary Club of Qualicum Beach – Sunrise | 7,618 | 3,928 |
| Lot 1, Plan 27288, District Lot 78, Newcastle Land District; | 250 First Avenue West | Kiwanis Housing | 54,022 | 24,398 |
| That part of District Lots 58 and 59 Newcastle District shown on Plan EPP106404 | 136 Village Way West | Kiwanis Housing | 6,064 | 2,738 |
| Lot A, Plan 8548, District Lot 78, Newcastle Land District; | 110 Second Avenue West | Village Theatre | 6,852 | 3,025 |
| 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 | 2,523 | 1,114 |
| Portion of Lot B, Plan VIP58293, District Lot 59 & 60, Newcastle Land District, Except Plan VIP59287; | 644 Memorial Avenue | Curling Rink | 4,238 | 1,871 |
| Portion of Lot 9, Plan 2047, District Lot 78, Newcastle Land District Except Plan 27288, 42165, VIP55424, VIP60676; | 665 Jones Street | Lawn Bowling Club | 4,284 | 2,001 |
| 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 | 4,083 | 2,105 |
| 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 | 9,979 | 4,406 |
| Lot A, Plan 16180, District Lot 57, Newcastle Land District, Except PART IN PLAN 3022 RW; | 587 Beach Road | Museum | 5,837 | 2,947 |
| Lot 3&4, Plan 2005, Block 17, District Lot 58, Land District 35, | 181 Sunningdale Road West | Blue Sphere Foundation | 6,353 | 2,869 |
| 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 | 55,998 | 27,501 |
| Lot 1, Plan 13424, District Lot 57, Newcastle Land District; | 210 Crescent Road West | Valhalla - Hospice | 24,120 | 10,649 |
| Lot A, Plan EPP115395, District Lot 78, Newcastle Land District; | 122 Fern Road West | TOSH Arts Centre | 40,771 | 18,001 |

| | | | | |
|---|----------------------------------|---|--------|--------|
| Strata Lot 1, Plan VIS5454, District Lot 78, Newcastle Land District | 703 Memorial Avenue | Qualicum Beach Seniors' Activity Centre | 7,189 | 3,174 |
| Block 5, Plan 1894, DL 78, Newcastle Land District; | 180 Veterans' Way | Royal Canadian Legion Branch #76 | 13,556 | 6,569 |
| 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 | 24,539 | 13,126 |
| 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 | 39,445 | 21,100 |
| 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 | 45,409 | 24,290 |
| 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 | 5,240 | 2,315 |
| 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 | 4,275 | 1,930 |
| Lot 1, Plan 2080, District Lot 78, Newcastle Land District; | 330 Dorset Rd | Into the Woods Early Learning Childcare Society | 27,359 | 14,107 |
| Lot A, Plan 19140, District Lot 78, Newcastle Land District; | 591 Arbutus Street | Church of Jesus Christ of Latter-Day Saints | 1,805 | 931 |
| Lot 12, Block 5, Plan 1835, District Lot 53, Newcastle Land District; | 423 First Avenue West | Jehovah's Witnesses | 11,164 | 5,757 |
| Lot A, Plan 50661, District Lot 58/59, Newcastle Land District; | 138 Hoylake Road West | St. Mark's Anglican Church | 7,379 | 3,805 |
| Lot A, VIP58293, District Lot 60, Newcastle Land District; | 150 Village Way | St. Stephen's United Church | 3,440 | 1,774 |
| Lot 1, Plan 13066, District Lot 122, Nanoose Land District; | 825 Village Way | Christian Fellowship Centre | 18,898 | 9,744 |
| Plan VIP59287, District Lot 57 & 58, Newcastle Land District, those parts shown as "Road to be Closed"; | 600 Beach Road | Qualicum Community Baptist Church | 7,858 | 4,052 |

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. This legislation replaced the *Local Government Act* in 2003.

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

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

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

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

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

Financial Plan: This term is used interchangeably with “budget”.

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

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

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

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

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

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

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

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

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

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

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

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

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

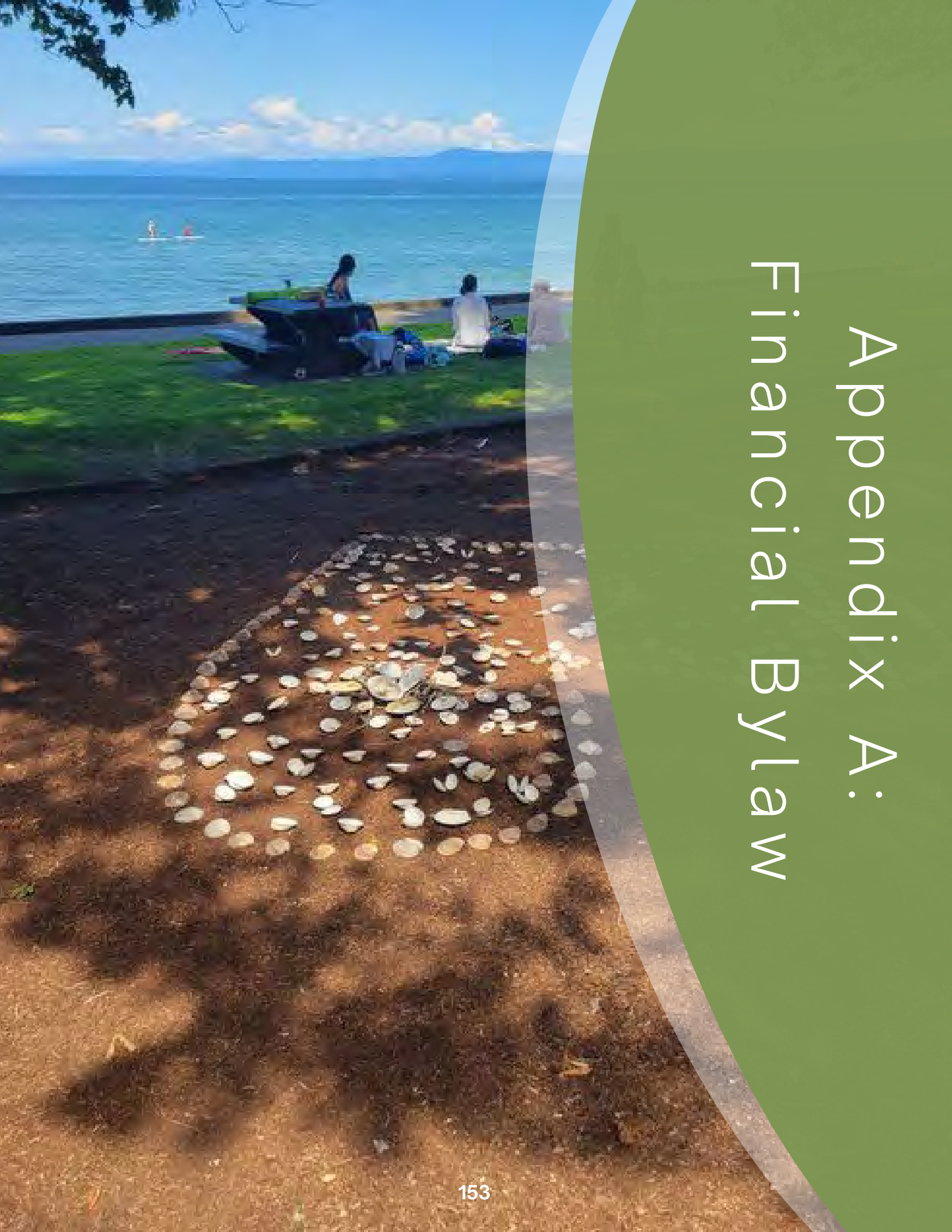
Request For Proposal (RFP): A Request For Proposal is issued at an early stage in a procurement process, where an invitation is presented for suppliers to submit a proposal on a commodity or service.

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

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

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

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

A scenic view of a lake with people sitting on a grassy shore and a paved path leading towards the water. The path is made of light-colored stones and is bordered by a dark, curved concrete curb. In the background, there are people sitting on a grassy area near the water's edge. The lake is blue and calm, with a few small boats visible in the distance. The sky is blue with some white clouds. The overall scene is peaceful and scenic.

Appendix A: Financial Bylaw

TOWN OF QUALICUM BEACH
BYLAW NO. 908

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

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

READ A FIRST TIME on the 22nd day of January, 2025.

READ A SECOND TIME on the 22nd day of January, 2025.

READ A THIRD TIME on the ____th day of March, 2025.

ADOPTED on the ____th day of March, 2025.

Teunis Westbroek, Mayor

Heather Svensen, Corporate Administrator

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

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

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

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

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

FUNDING SOURCES

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

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

Objective

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

Policies

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

Table 1 Funding Sources

| Funding Source | % of Total Revenue | Dollar Value |
|-----------------------------|---------------------------|---------------------|
| Property taxes | 35.9% | \$15,074,500 |
| User fees and charges | 10.0% | \$4,202,700 |
| Other sources | 4.0% | \$1,660,100 |
| Grants and Contributions | 18.1% | \$7,582,500 |
| Library Levy | 1.8% | \$747,800 |
| Other Revenue | 1.6% | \$694,500 |
| Other net transfers/revenue | <u>28.6%</u> | <u>\$11,990,800</u> |
| Total | 100% | \$41,952,900 |

DISTRIBUTION OF PROPERTY TAXES

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

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

Table 2 Property Tax Distribution

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

Objectives

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

Policies

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

Property Tax Projections

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

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

PERMISSIVE TAX EXEMPTIONS

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

TOWN OF QUALICUM BEACH

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