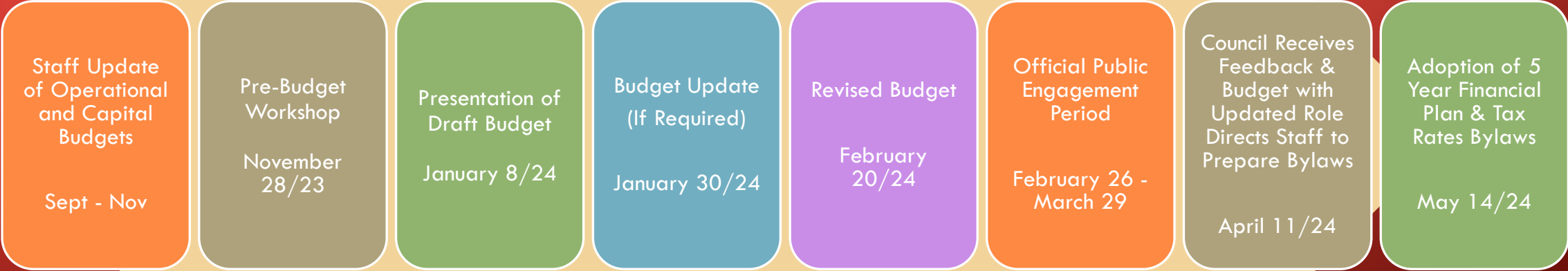




2024 – 2028 BUDGET

BUDGET CYCLE 2024



MUNICIPAL SERVICES

Governance

Council Services

Financial Services

Bylaws and Policies

Records Management

Asset Management

Human Resources

Organizational Administration

Information & Privacy

Legislative Oversight

Communications

Land Use Planning

Elections

Water & Sanitary Systems

Wells (5) & Surface Supply (1)

Water lines (35 km)

Sanitary lines (35 km)

Reservoirs (2)

Lift Stations (14)

Pump Stations (2)

Treatment Plant (1)

Water Quality Monitoring

Wastewater Treatment Monitoring

Underwater Water Lines (Potable)

Underwater Discharge Lines (Sanitary)

Electronic Monitoring System (SCADA)

Legislative & Policy

Land Use Planning

Accessibility Planning

Information Management

FOIPPA

Emergency Management

Official Community Planning

Zoning

NEW & Recent Legislative Responsibilities

Accessibility Planning

FOIPPA

Affordable Housing

Short Term Rental Act

Privacy Management Program

Business Continuity Plan

Climate Adaptation

Housing Densification

Emergency & Disaster Management Act

MUNICIPAL SERVICES

Protective Services

Fire Protection

Wildland Urban Interface

Road Rescue

Service Area Agreements

Medical Assists

Bylaw Enforcement

Building Inspection

Fire Prevention

Emergency Protection

Emergency Management

Community Services

Indoor Recreation

Outdoor Recreation

Special Events

Non-profit Organization Support

Community Grants

Joint Use Agreements (SD70)

Cultural Services

Community Programming

Solid Waste

Recycling & Composting

Economic Development

Community Assets

Roads

Sidewalks and Pathways

Boulevard Maintenance

Parking

Washrooms

Parks, Playgrounds and Trails

Recreation Facilities

Harbour

WHAT GUIDES THE BUDGET

Council:

- Strategic & Financial (5 & 20 yr) Plans
- Official Community Plan
- Resolutions of Council
- Approvals of Council throughout the year (grants, new directives)
- Bylaws & Policies

Legislation Including:

- Community Charter
- Local Government Act
- Public Sector Accounting Board (PSAB)
- Financial Disclosure Act
- Municipal Finance Authority Act

Division 6 of the Community Charter requires municipalities to prepare, annually a 5-year financial plan inclusive of all expenditures, anticipated revenues and transfers to reserves. The budget must be fully funded with no deficits.

DEPARTMENT OVERVIEWS

Department overviews will provide a summary of:

- 2023 approved budget
- Any revenues attributed to the department
- Anticipated 5-year spending
- Summary of any significant changes within the department
- Generally, staff have used a 2% – 4% inflation model to forecast 2025 – 2028 budgets
- 2024 budget adjustments are based on 2023 expenditures and revenues
- Budget numbers are accurate up to December 1, 2023. Final adjustments for revenues and expenditures can not be made until mid January after year end has been completed.

NOTE: Revenues are shown as negative values in red. Expenditures and shown in black.

ADMINISTRATION

	2023	2024	2025	2026	2027	2028
Other Fees & Cost Recovery	-42,870	-58,344	-59,111	-59,893	-60,691	-61,505
Payments In Lieu of Taxes	-99,975	-96,851	-96,851	-96,851	-96,851	-96,851
Annual Grants	-351,000	-352,000	-352,000	-352,000	-352,000	-352,000
Interest	-109,800	-116,040	-118,361	-120,728	-123,143	-125,605
Municipal Office	16,147	16,526	16,857	17,194	17,538	17,889
Administration	958,639	1,143,092	1,182,059	1,166,171	1,206,574	1,222,141
Information Technology	105,338	119,617	122,009	124,450	126,939	129,477
Legal & Audit Services	92,649	107,000	109,140	111,323	113,549	115,820
Insurance	109,775	134,038	136,718	139,453	142,242	145,087
Fiscal Services (Debt)	546,850	235,258	219,671	193,688	196,110	119,869
Total	1,829,398	1,755,531	1,786,455	1,752,278	1,802,952	1,750,283

IT Software	Corporate	10,000	Increased software licencing fees
Legal	Corporate	15,000	Increased legal fees
HR Recruitment & Expenses	Corporate	-25,000	Moved rental housing to a separate gl
Admin Salaries and Benefits	Finance	120,000	Addition of a new Executive Assistant (wages and benefits)
Tourism Ucluelet (MRDT)	Finance	-384,000	Transferred to TU; TU holds in trust OAP for affordable housing
Staff housing	Finance	46,000	Separated out from HR & Recruitment; two dwellings; rental fees are cost recovered
Insurance	Finance	25,000	Increase in insurance fees and charges
Fiscal Services (Debt)	Finance	311,592	Paydown of debt contemplated in 2023 that did not occur

COUNCIL

	2023	2024	2025	2026	2027	2028
Mayor & Council	151,468	158,284	163,033	167,108	171,286	175,568
Council Conferences	41,217	45,750	46,665	47,598	48,550	49,521
Grants & In-kind Contributions	68,714	104,250	70,200	71,169	72,157	73,166
Council Promotion	16,761	20,000	20,400	20,808	21,224	21,649
Total	278,160	328,284	300,298	306,684	313,218	319,904

Grants In Aid

Finance

35,000 Addition of \$35,000 for Chamber of Commerce request

PLANNING & DEVELOPMENT

	2023	2024	2025	2026	2027	2028
Business Licences	-214,020	-210,060	-214,262	-218,547	-222,918	-227,376
Permits	-145,150	-151,046	-154,067	-157,148	-160,291	-163,497
Planning Administration	351,859	494,298	504,184	514,267	524,553	535,044
Planning Legal & Consultants	56,650	78,514	79,284	80,070	80,871	81,689
Bylaw	130,940	137,338	140,085	142,886	145,744	148,659
Building Inspection	146,123	138,856	141,633	144,466	147,355	150,302
Total	685,572	849,006	865,186	881,689	898,523	915,694

Building Inspection Contractor	Planning	-14,000	Planned reduction in use of supporting building inspector from Tofino
Planning Consultants	Planning	20,000	Increased consultant costs for updating planning documents
Planning Salaries and Benefits	Planning	130,000	Addition of a new planner Funded through \$160K from ministry of housing

EMERGENCY SERVICES & MANAGEMENT

	2023	2024	2025	2026	2027	2028
Protective Service Agreements	-63,045	-63,045	-63,625	-64,217	-64,820	-65,436
Administration	174,915	247,455	259,667	264,860	270,158	275,561
Training & Retention	83,330	86,560	88,081	89,633	91,215	92,830
General Operations	151,909	154,981	158,081	161,242	164,467	167,757
Emergency Services	19,650	19,925	20,324	20,730	21,145	21,567
TOTAL	429,804	508,921	526,153	536,466	546,985	557,715

Fire Salaries and Benefits

Fire

46,000

Funding of remaining six-months for Deputy Fire Chief position (wages and benefits)

RECREATION

	2023	2024	2025	2026	2027	2028
Recreation Fees	-437,623	-504,649	-522,967	-532,472	-542,166	-552,055
Administration	630,530	667,870	681,017	694,428	708,106	722,058
Programs	167,848	203,989	208,069	212,230	216,475	220,804
Events	105,094	128,466	131,035	133,656	136,329	139,056
Recreation Buildings	132,910	159,010	149,960	152,960	156,019	159,139
Equipment	9,520	9,178	9,362	9,549	9,740	9,935
Lighthouse	2,730	28,600	29,172	29,755	30,351	30,958
TOTAL	1,048,632	1,197,113	1,208,616	1,232,578	1,257,019	1,281,950

Lighthouse	Recreation	28,000	Operational costs for lighthouse residence, cost recovered
Janitorial Supplies	Recreation	7,000	Replacement of an old floor machine at the UCC
Recreation Programs	Recreation	40,000	Increased supplies, materials and instructor costs for increased programming; Cost recovered
Special Events Contractor	Recreation	20,000	Funding of contractor through RMI and Ukee days; Focus on increasing number of community activities and events

OPERATIONS

	2023	2024	2025	2026	2027	2028
Cemetery	-3,910	-4,000	-4,080	-4,162	-4,245	-4,330
Administration	194,695	221,056	225,477	229,987	234,587	239,278
General Operations	168,759	177,034	180,575	184,186	187,870	191,627
Equipment	114,133	132,421	135,070	137,771	140,526	143,337
Roads & Sidewalks	175,708	205,327	209,434	213,622	217,895	222,253
Storm System	27,604	35,938	36,657	37,390	38,138	38,901
Cemetery	16,480	22,275	22,720	23,174	23,638	24,111
Parks Administration	115,553	122,690	125,144	127,646	130,199	132,803
Parks Equipment	82,462	86,669	88,402	90,170	91,974	93,813
Parks General Operations	532,992	559,755	570,950	582,369	594,016	605,897
Total Operations	1,428,386	1,563,165	1,594,428	1,626,316	1,658,843	1,692,020

Operations Training	Operations	10,000	Increased training budget to meet operations certification and training requirements
Operations Small Tools & Equipment	Operations	10,000	Tool replacement
Cemetery Supplies and Materials	Parks	4,000	Increased liner costs for burials

SUMMARY OF SIGNIFICANT CHANGES

IT Software	Corporate	\$	10,000	Increased software licencing fees
Legal	Corporate	\$	15,000	Increase in legal services
HR Recruitment & Expenses	Corporate	-\$	25,000	Moved rental housing to a separate gl
Admin Salaries and Benefits	Finance	\$	120,000	Addition of a new Executive Assistant (wages and benefits)
Tourism Ucluelet (MRDT)	Finance	-\$	384,000	Transferred to TU; TU holds in trust OAP for affordable housing
Staff housing	Finance	\$	46,000	Separated out from HR & Recruitment; two dwellings; rental fees are cost recovered
Insurance	Finance	\$	25,000	Increase in insurance fees and charges
Grants In Aid	Finance	\$	35,000	Addition of \$35,000 for Chamber of Commerce request
Fire Salaries and Benefits	Fire	\$	46,000	Deputy fire chief
Operations Training	Operations	\$	10,000	Increased training budget for operations certifications and training
Operations Small Tools & Equipment	Operations	\$	10,000	Tool replacement
Cemetery Supplies and Materials	Parks	\$	4,000	Increased liner costs for burials
Building Inspection Contractor	Planning	-\$	14,000	Planned reduction in use of supporting building inspector from Tofino
Planning Consultants	Planning	\$	20,000	Increased consultant costs for updating planning documents
Planning Salaries and Benefits	Planning	\$	130,000	Addition of a new planner (wages and benefits) Funded through \$160K from ministry of housing
Lighthouse	Recreation	\$	28,000	Operational costs for lighthouse residence, cost recovered
Janitorial Supplies	Recreation	\$	7,000	Replacement of an old floor machine for the UCC
Recreation Programs	Recreation	\$	40,000	Increased supplies, materials and instructor costs for increased programming; cost recovered
Special Events Contractor	Recreation	\$	20,000	Funding of contractor through RMI and Ukee days; Focus on increasing number of community activities and events

OPERATION PROJECTS

Project	Department	Fund	CFW from 2023	2024	2025	2026	2027	2028
Website Rebuild	Corporate	General	33,075	50,000				
Records Management	Corporate	General			50,000			
Winter Lights	Parks	RMI	77,442	10,000	10,000	10,000	10,000	10,000
Pathway Signage (Wayfinding)	Recreation	General	50,000	50,000				
UCC Exterior Painting	Recreation	General			20,000	0	20,000	
Kitchen Fire Suppression Unit	Recreation	General		40,000				
RMI - First Nation collaboration Projects	Recreation	RMI	40,000	40,000				
P&R Master Plan	Recreation	BCF	40,000	40,000	0	0	0	0
DCC Bylaw Update	Finance	DCC's	18,500	90,000				
Subdivision Servicing Bylaw Update	Planning	General	25,000	50,000				
Heritage Signage Update Project	Recreation	RMI	55,000	80,000	0	0	0	0.
WPT Society Annual Project Contribution	Parks	RMI		10,000				
Lighthouse Furnishings	Parks	RMI		50,000				
TOTAL			339,017	510,000	80,000	10,000	30,000	10,000

NOTE: CFW are revenues collected in 2023 for approved projects. Total project costs for 2024 are projected 2024 values inclusive of the CFW. The CFW is accounted for as revenue within the total operational budget.

DRAFT 5-YR OPERATIONS SUMMARY

2023 REPRESENTS APPROVED BUDGET NOT ACTUALS. ACTUALS WILL BE UPDATED WITH YEAR END (DECEMBER 31) NUMBERS COMPLETED IN MID JANUARY.

PROJECTION DOES NOT INCLUDE DEDICATED TRANSFERS TO RESERVES OR CAPITAL PROJECT CONTRIBUTIONS.

PROPERTY TAX FORECAST DOES NOT INCLUDE CAPITAL REQUIREMENTS.

TRANSFERS TO RESERVES WITHIN 2023 CAN NOT BE CALCULATED UNTIL MID JANUARY WHEN ALL EXPENDITURES AND REVENUES ARE FINALIZED.

2024 PROPERTY TAX INCREASE PROJECTED AT 5.73%. PRIOR TO UPDATED ASSESSMENT ROLL FROM BC ASSESSMENT DUE JANUARY 2024.

	2023	2024	2025	2026	2027	2028
Property Taxes	-4,002,102	-4,374,511	-4,643,811	-4,687,994	-4,828,416	-4,826,910
Payments In Lieu of Taxes	-99,975	-96,851	-96,851	-96,851	-96,851	-96,851
Business Licences	-214,020	-210,060	-214,262	-218,547	-222,918	-227,376
Permits	-145,150	-151,046	-154,067	-157,148	-160,291	-163,497
Protective Service Agreements	-63,045	-63,045	-63,625	-64,217	-64,820	-65,436
Recreation Fees	-437,623	-504,649	-522,967	-532,472	-542,166	-552,055
Annual Grants	-351,000	-352,000	-352,000	-352,000	-352,000	-352,000
Cemetery	-3,910	-4,000	-4,080	-4,162	-4,245	-4,330
Interest	-109,800	-116,040	-118,361	-120,728	-123,143	-125,605
Other Fees & Cost Recovery	-42,870	-58,344	-59,111	-59,893	-60,691	-61,505
Carry Forward (Existing Projects)	-462,577	-334,442				
Ministry of Housing - Housing Grant		-80,031	-80,000			
Transfer From RMI		-127,000	-52,000	-52,000	-52,000	-52,000
Transfer from DCC's (Bylaw Update)		-90,000				
Transfers from Surplus/Reserves	-541,550	-150,000				
TOTAL REVENUES	-6,473,622	-6,712,019	-6,361,134	-6,346,011	-6,507,540	-6,527,564
Administration Expenses	1,928,561	1,848,557	1,867,081	1,865,274	1,920,060	1,950,318
Building Inspection Expense	146,123	138,856	141,633	144,466	147,355	150,302
Bylaw Expense	130,940	137,338	140,085	142,886	145,744	148,659
Fiscal Services (Debt)	546,850	235,258	219,671	193,688	196,110	119,869
Operation Projects	373,500	510,000	80,000	10,000	30,000	10,000
Parks Expenses	750,217	791,388	836,388	853,116	870,178	887,581
Planning Expenses	408,509	572,812	583,468	594,337	605,424	616,732
Protective Services Expenses	429,804	508,921	526,153	536,466	546,985	557,715
Public works Expenses	706,676	771,777	787,212	802,956	819,015	835,396
Recreation Expenses	1,057,742	1,197,113	1,179,444	1,202,822	1,226,669	1,250,992
TOTAL EXPENDITURES	6,478,922	6,712,019	6,361,134	6,346,012	6,507,540	6,527,565

HARBOUR SERVICES

	2023	2024	2025	2026	2027	2028
Main St. Wharf	-15,593	-17,020	-17,360	-17,708	-18,062	-18,423
Small Craft Harbour	-424,868	-418,235	-426,600	-435,132	-443,835	-452,711
52 Steps	-15,601	-15,000	-15,300	-15,606	-15,918	-16,236
Total Revenue	-456,062	-450,255	-459,260	-468,446	-477,814	-487,371
Harbour Management	184,462	188,900	192,678	196,532	200,462	204,471
Small Craft Harbour Operations	151,665	161,422	164,650	167,943	171,302	174,728
52 Steps Operations	1,583	10,000	10,200	10,404	10,612	10,824
Main St. Wharf Operations	10,562	14,139	14,422	14,711	15,005	15,305
Total Operations	348,272	374,461	381,950	389,589	397,381	405,329
Surplus/Deficit	-107,790	-75,794	-77,310	-78,856	-80,433	-82,042

Shown separately from operational budget due to separate cost centre. Harbour is funded 100% through harbour fees and charges. All revenues from harbour operations must remain with the harbour.

Surplus from harbour revenues will become a transfer to harbour reserves and fund future capital projects.

WATER SERVICES

PROJECTION DOES NOT INCLUDE DEDICATED TRANSFERS TO RESERVES OR CAPITAL PROJECT CONTRIBUTIONS

RATE INCREASES ARE BASED ON CURRENT WATER BYLAWS. NO INCREASES INCLUDED WITH THE WATER PARCEL TAX BYLAW.

2023 REPRESENTS APPROVED BUDGET NOT ACTUALS. ACTUALS WILL BE UPDATED WITH YEAR END (DECEMBER 31) NUMBERS COMPLETED IN MID JANUARY.

	2023	2024	2025	2026	2027	2028
Flat Rate User Fees	-270,000	-297,317	-310,696	-324,678	-339,288	-354,556
Water Parcel Tax	-133,000	-133,000	-134,330	-135,660	-135,660	-135,660
Metered User Fees	-393,965	-411,693	-430,220	-449,580	-469,811	-490,952
Connections	-15,000	-45,000	-45,000	-45,000	-45,000	-45,000
Total	-811,965	-887,010	-920,246	-954,917	-989,759	-1,026,168
Administration	289,094	293,164	299,028	305,008	311,108	317,331
Connections	53,934	76,151	77,674	79,227	80,812	82,428
Distribution	445,462	459,498	468,688	478,061	487,623	497,375
Treatment	73,733	78,735	80,310	81,916	83,554	85,225
Total	862,223	907,548	925,699	944,213	963,097	982,359
Surplus/Deficit	50,258	20,538	5,453	-10,704	-26,662	-43,809

SANITARY SYSTEM

PROJECTION DOES NOT INCLUDE DEDICATED TRANSFERS TO RESERVES OR CAPITAL PROJECT CONTRIBUTIONS

RATE INCREASE ARE BASED ON CURRENT SANITARY BYLAWS WHICH IS 75% OF WATER RATES.

2023 REPRESENTS APPROVED BUDGET NOT ACTUALS. ACTUALS WILL BE UPDATED WITH YEAR END (DECEMBER 31) NUMBERS COMPLETED IN MID JANUARY.

NOTE SEWER FLAT RATE CHARGES AND PARCEL TAX HAVE NO PROJECTED INCREASE IN SERVICE FEES AS PER THE BYLAWS.

	2023	2024	2025	2026	2027	2028
Sewer Flat Rate Charges	-211,090	-211,090	-211,090	-211,090	-211,090	-211,090
Sewer Parcel Tax	-128,000	-133,000	-135,660	-138,373	-141,141	-143,963
Metered Charges	-272,395	-284,653	-297,462	-310,848	-324,836	-339,454
Connection Fees	-5,000	-5,000	-5,100	-5,202	-5,306	-5,412
Total	-616,485	-633,743	-649,312	-665,513	-682,373	-699,919
Administration	213,058	223,549	228,020	232,581	237,232	241,977
Connections	10,192	10,100	10,302	10,508	10,718	10,933
Distribution	267,730	281,762	287,397	293,145	299,008	304,988
Treatment	95,605	99,967	101,966	104,006	106,086	108,207
Total	586,585	615,378	627,686	640,239	653,044	666,105
Surplus/Deficit	-29,900	-18,365	-21,627	-25,274	-29,329	-33,814

CAPITAL WORKS



2024 – 2028 CAPITAL PLAN (DRAFT)

- Provides a preliminary projection of the five-year capital requirements as of December 2024 for all departments.
- Approved & funded projects are shown in **BLUE**.
- “Fund” indicates where the municipality should be funding the project from (reserves).
- New reserve accounts were adopted in 2023. Transfers from the general reserve accounts will occur in 2024.
- Funding of the new reserve accounts should be considered within the operational budget.
- Projects are derived from directives from Council; Master Plans (sanitary, water, storm, parks & recreation; OCP); Infrastructure requirement and Development.
- Projects will move within the Capital Plan based on approved funding, new grant opportunities and emergency operational requirements.
- Projects can be advanced through long- and short-term borrowing.

Fund Legend

Affordable Housing	AF
Barkley Community Forest	BCF
Carry Forward from Previous Year	CFW
Covid Grant	COVID
Development Cost Charges	DCC
Donations	D
Emergency Services Reserves	ER
General Reserves	GR
Grants	G
Harbour Reserves	HR
In Progress	IP
Operations	Ops
Recreation Reserves	RR
Resort Municipality Initiative	RMI
Sewer Reserves	SR
Short Term Equipment Loan	STEL
Water Reserves	WR

FLEET

FLEET		Fund	2024	2025	2026	2027	2028
1998 Cat Backhoe		STEL	250,000				
2007 Can-Am ATV		GR		30,000			
2008 Ford Ranger		GR					40,000
2008 GMC Sierra		STEL	100,000				
2008 GMC Unit 2		GR					40,000
DUMP TRUCK (second)		STEL		100,000			
TOTAL			350,000	130,000	0	0	80,000

Average age of municipal fleet is 12-years. With a 15-yr maximum life cycle. District has replaced a number of 15-20-yr old vehicles in recent years with the backhoe at 26 yrs.

2008 ¾ Tonne

\$80,000 - \$100,000

Typical useful life is 10 – 15 years. Repair costs are escalating. Required for parks operations. Undercarriage is compromised.

3 Tonne Dump Truck

\$100,000 - \$120,000

Currently Operations only has one 3t Ford F450. Primary workhorse vehicle for parks and public works. Limits work effectiveness with only one vehicle with this capacity.

1998 Cat Backhoe

\$200,000 - \$250,000

Primary excavation machine for operations. Experiencing substantial down time and repair costs. Machine is well beyond useful life with exponentially increasing repair and maintenance costs.



MUNICIPAL BUILDINGS

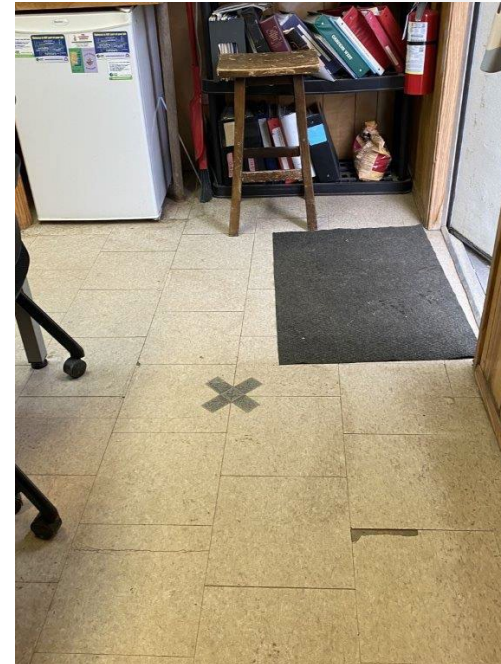
BUILDINGS		Fund	2024	2025	2026	2027	2028
Amphitrite House	IP	G/RMI/GR	1,069,792				
Fleet Storage Shed	IP	GR	55,000				
Lyche Building - exterior envelope		GR			150,000		
Lyche Building - community porch / stage		GR			25,000		
Lyche Building - safety improvements		GR					50,000
Equipment Furnishings UCC		GR			44,000		
Floor Refurnishing		GR		40,000			
UCC Capacitor/Generator	CFW	GR	120,000				
UCC Storage Addition	CFW	GR	68,000				
UCC Conference AV Expenses	CFW	COVID	6,950				
UCC Heat Pumps		RR		35,000			
Rec Hall Replacement Plan	IP	BCF	75,000				
Atco Trailer (Additional Office & Work Space)		GR	75,000				
REC Hall Replacement		G/BCF/RR					3,000,000
TOTAL			1,469,742	75,000	219,000	0	3,050,000

Parks & Operations Building

\$75,000

Parks office is a 9.5 x 24' trailer. Fits 2-3 people per manufacturer's specifications with a parks crew of 6. Floor is rotting out.

New trailer proposed to be added to operations trailer increasing joint workspace and facilitate move to amalgamating parks and public works teams.



Amphitrite House

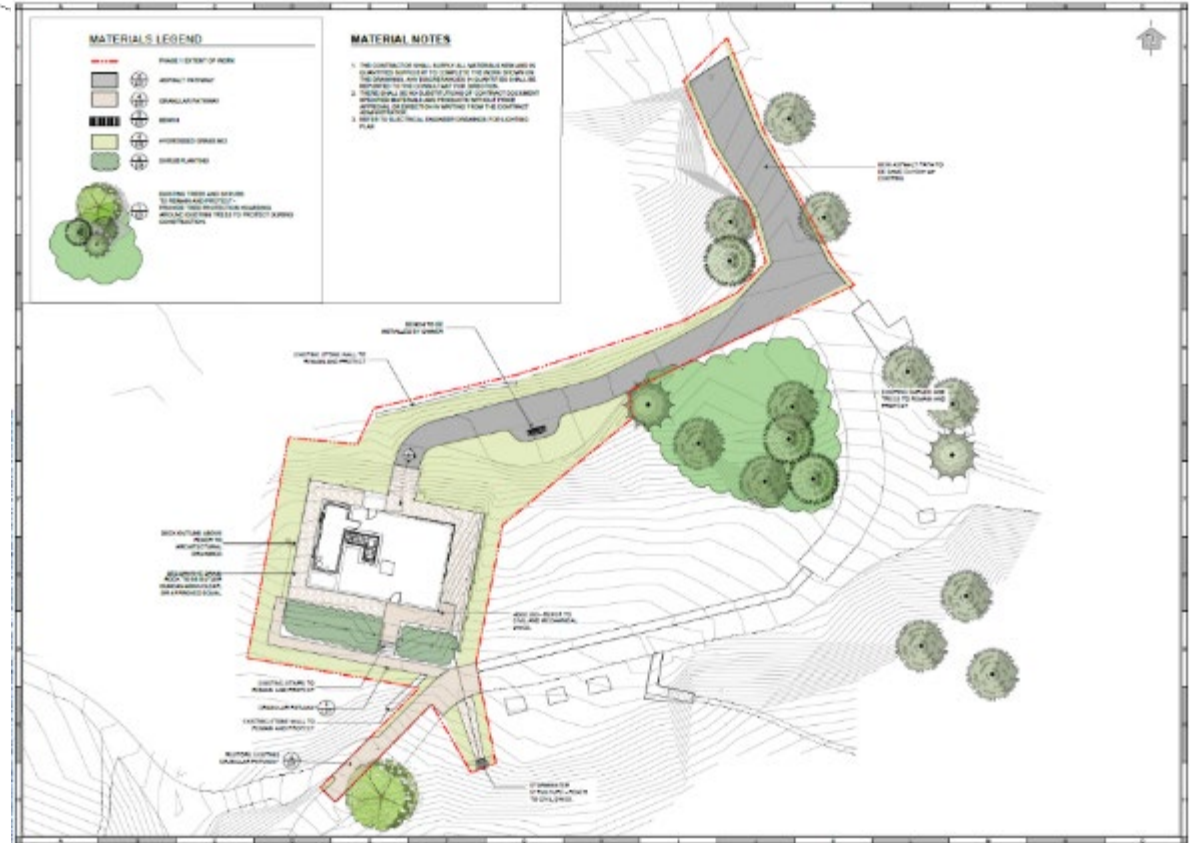
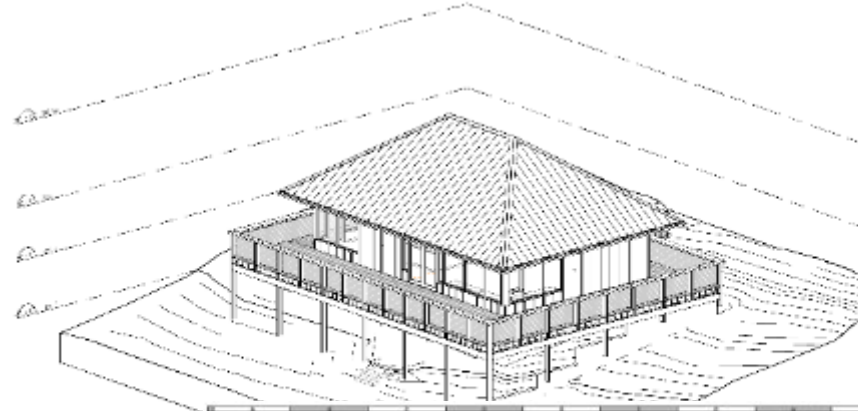
\$1,692,000

\$997,874 ICIP GRANT

\$594,126 RMI

\$100,000 TVI

Redevelopment of the
Lighthouse Keepers
Residence at Amphitrite
Point



HARBOUR

HARBOUR		Fund	2024	2025	2026	2027	2028
Float Plane Upgrade at Whiskey Dock		HR	30,000				
Inner Harbour Walkway	IP	HR/RMI	419,000	300,000			
Boat Launch Extension		HR	80,000				
TOTAL			529,000	300,000	0	0	0

Harbour projects fully funded through harbour reserves.

**Inner Boat Basin
Pathway
(Safe Harbour Pathway)**

\$735,000

\$435,000 RMI

\$300,000 HR

Harbour Path From Parking
Lot to Waters Edge
Repair and Replacement
of Waters Edge Walkway



PARKS AND TRAILS

PARKS & RECREATION		Fund	2024	2025	2026	2027	2028
Village Green Lighting & Elec.		GR				100,000	
DDF Washroom Project	IP	G	340,000				
High Volume Pit Toilets		RMI	150,000				
WPT Bridge & Walkways Replacement	IP	RMI/RR	70,000				
WPT – Coast guard RD - Relocate Trespassing section		RR		40,000			
WPT Marine Drive trailheads		RR					50,000
Pass of Melfort trail		RR	40,000				
Marine Drive/Forbes Rd connector trail		RR				40,000	
Terrace Beach / Spring Cove midden trail		RR				60,000	
Spring Cove trail 2		RR					80,000
Edna Batchelor Park Playground		RR			140,000		
Village Green Playground	IP	G	217,547				
Furnishings - green space (Garbage Cans & Benches)		RMI/RR					80,000
Alder Park: Kayak Launch	IP	CFW	5,000				
Skate Park Expansion		G/D/RR		80,000			320,000
TOTAL			822,547	120,000	140,000	200,000	530,000

Village Green Playground

\$349,000

RMI

Installation of a new playground within the Village Green park, fully funded through RMI.



Park Washrooms

\$340,000

DDF

\$150,000

RMI

Replacement of potable toilets with permanent washroom and deep well facilities. Reduces waste disposal costs.



AFFORDABLE HOUSING

GENERAL		Fund	2024	2025	2026	2027	2028
Water Tower Property Feasibility Study		GR	200,000				
Supportive Housing 1300 Peninsula Road	IP	AF	175,000				
Lot 13 Affordable Housing Contribution	IP	AF		650,000			
Capacity Building	IP	AF	75,000	75,000			
TOTAL			450,000	725,000	0	0	0

Affordable housing is currently funded through the OAP. Water tower property feasibility study is currently unfunded. Study may be eligible to be funded through affordable housing but only if the site is designated for an affordable housing project.

AFFORDABLE HOUSING

\$175,000 AF

Grant funded Supportive
Housing Development

1300 Peninsula Rd (5 units)

Lot 13 Affordable Housing

\$650,000 AF

Funding allocation to support the
development of

Lot 13 - 731 Marine Drive (33
units Affordable Housing)

Water Tower Lot

\$200,000

(GR or AF Unfunded)

Investigative work to determine
how and if the site could be
developed for affordable
housing.



ROADS

ROADS		Fund	2024	2025	2026	2027	2028
Peninsula Road Safety and Revitalization	IP	G/GR	1,590,014				
Storm System Engineering and Replacement	IP	G/GR	1,318,761				
Peninsula Road boulevard upgrades		GR				300,000	
Larch Road Safety and Revitalization	IP	G/GR	656,700				
Peninsula Road: stripe bike lanes Matterson - Coast Guard)		G/GR					50,000
Resurfacing		GR					300,000
TOTAL			3,565,475	0	0	300,000	350,000

Peninsula Road Revitalization and Storm System Replacement

\$3.23M

\$1,000,000 Gas Tax

\$140,000 RMI

\$750,000 CCRF

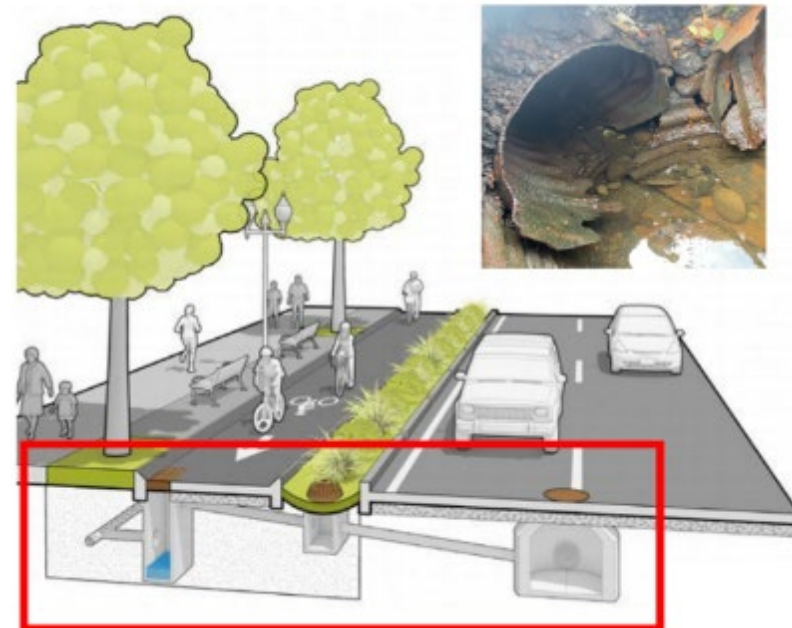
\$580,000 MOTI

\$490,000 BC GCF

\$270,000 GR

Stormwater system replacement, landscaping, bike lane, pedestrian path, parking and driveway access improvements.

*MOTI plans to repave the impacted area of Hwy 4 upon completion of the project.



Larch Road Multi-Use Active
Transportation Pathway

\$662,500

\$463,750 BCAT

\$198,750 GR

**Development of an accessible and
age-friendly Multi-Use Path between
Bay St. to Matterson Rd.**



EMERGENCY SERVICES

EMERGENCY SERVICES		Fund	2024	2025	2026	2027	2028
Tsunami Sirens - lighthouse		G		30,000			
Tsunami Kiosks	IP	CFW	10,571				
Tsunami Sirens - Cedar	IP	G	30,000				
Turnout Gear	IP	G	28,964				
SCBA		ER	200,000				
Engine 2 Replacement		STEL		800,000			
Mini Pumper (Rescue 1 Replacement)		ER			500,000		
Fire Hall Replacement		ER				6,600,000	
Exterior Stairs Replacement	IP	ER	23,500				
Fire Hall Development Plan		ER	100,000				
Fire Hall Heat Pump		ER	15,000				
TOTAL			408,035	830,000	500,000	6,600,000	0

SCBA's (PRE 1992)

\$200,000 (ER)

Replacement of existing Self-Contained
Breathing Apparatus

Turnout Gear

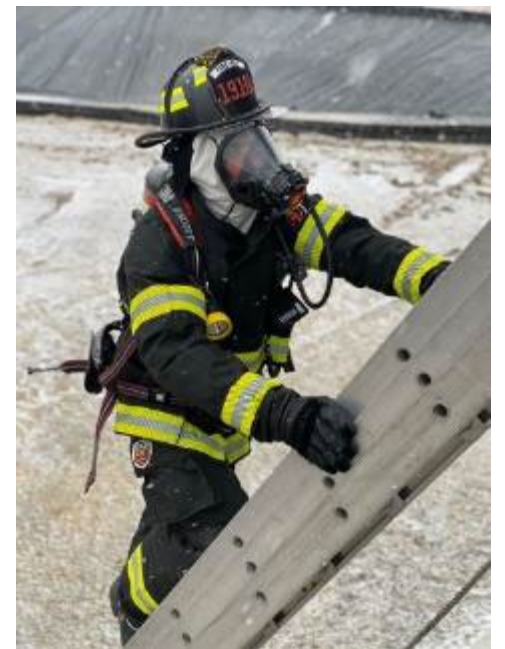
\$28,964 G

Purchase of new turn out gear for members,
retiring old gear to backup.

Engine 2 Replacement

\$800,000 STEL

Replacement of the 23-yr old primary response
vehicle.



WATER CAPITAL PROJECTS

WATER		Fund	2024	2025	2026	2027	2028
Water Treatment Upgrade	IP	G/WR	600,000	4,500,000	4,500,000		
Water Line Camera Investigation		OPS		20,000	20,000	20,000	20,000
Submarine Inlet Line	IP	G/WR	1,300,000				
Infrastructure assessment for the existing AC		WR			50,000		
Matterson Reservoir Valve Chamber Modifications		WR		46,000			
Highway Reservoir Check Valve		WR					35,000
Construct a duplicate 1,400 m3 reservoir at the Hwy		DCC				2,500,000	
TOTAL			1,900,000	4,566,000	4,570,000	2,520,000	55,000

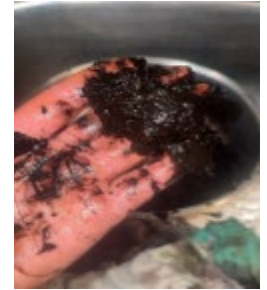
Water Treatment System

\$9.6M

\$7,039,680 ICIP

\$2,560,300 DoU GR

Development of a water filtration system to remove high levels of manganese and iron which significantly impact water quality.



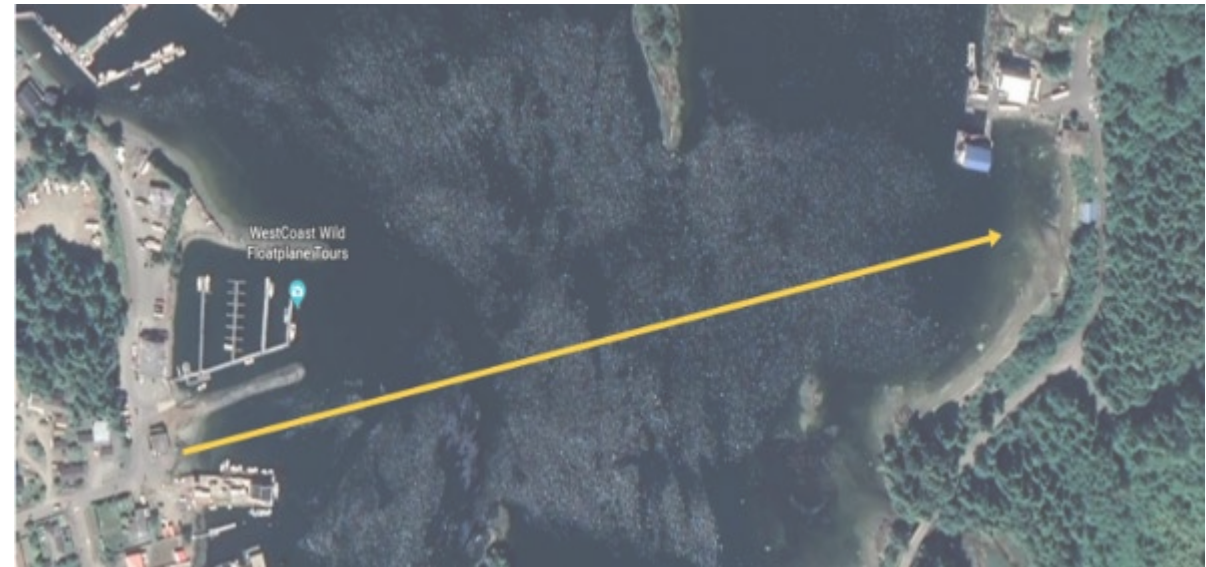
Water Service Line

\$1,300,000

\$652,000 Disaster Assistance Fund (EMCR)

\$448,000 DoU – BC GCF

Design and install replacement water supply submarine line in the inlet connecting Mercantile Creek to Bay Street Pump House. RFP results came in substantially higher than anticipated at \$1.3M up from \$1M



SEWER CAPITAL PROJECTS

SEWER	Fund	2024	2025	2026	2027	2028
Bay St Area Sewer Main Replacement	SR					2,500,000
Gravity Sewer Main Replacement (other areas)	SR			357,143	357,143	357,143
Norah Rd Force main relocation to Rainforest	DCC	150,000				
Marine Dr, Rupert Rd to Helen Rd	SR			170,000		
Helen Rd, Marine Dr to 1141 Helen Rd	SR		260,000			
Peninsula Rd, Norah St to Lyche Rd	SR				425,000	
Peninsula Rd at Seaplane Base Rd	SR			50,000		
Hemlock St, Lyche Rd to Existing Lift Station	SR					220,000
Peninsula Rd, 1860 Pen Rd to 1816 Pen Rd	SR				175,000	
Bay St, Peninsula Rd to 1800 Bay St	SR					75,000
Upgrading of 100 mm and 150 mm Dia. Mains	DCC			620,000	620,000	620,000
Hemlock Lift Station	DCC/SR		1,700,000			
Victoria Road Lift Station	SR		250,000			
Electrical/Controls Kiosk Replacement	SR				420,000	420,000
Emergency Power Generator	SR			160,000	160,000	160,000
Routing Options	DCC					200,000
Big Beach Lift Station Force main Capacity Increase	DCC			360,000		
Performance Assessment (REPORT)	OPS	70,000				
Septage Receiving Station	SR					1,100,000
Force main Discharge Grit Removal Chamber	SR				1,100,000	
Sludge Removal	SR			275,000		
TOTAL		220,000	2,210,000	1,992,143	3,257,143	5,652,143

SEWER FORCE MAIN AND LIFT STATIONS



CAPITAL SUMMARY

SUMMARY OF CURRENTLY
ANTICIPATED CAPITAL
EXPENDITURES.

	2024	2025	2026	2027	2028
Affordable Housing	450,000	725,000	0	0	0
Buildings	1,469,742				
Emergency Services	408,035	830,000	500,000	6,600,000	0
Fleet	350,000	130,000	0	0	80,000
Parks & Recreation	822,547	120,000	140,000	200,000	530,000
Roads	3,565,475	0	0	300,000	350,000
Harbour	529,000	300,000	0	0	0
Water	1,900,000	4,566,000	4,570,000	2,520,000	55,000
Sewer	220,000	2,210,000	1,992,143	3,257,143	5,652,143
TOTAL	9,714,799	8,881,000	7,202,143	12,877,143	6,667,143

CAPITAL SUMMARY

REVENUE INDICATION OF GRANT FUNDING, AND APPROVED ALLOCATIONS FROM RESERVES IN PREVIOUS BUDGETS.

EXPENDITURES ARE FUNDING REQUIREMENTS TO BE FUNDED THROUGH EXISTING RESERVES, FUTURE GRANTS, SHORT OR LONG TERM BORROWING.

	2024	2025	2026	2027	2028
Affordable Housing	-250,000	-725,000			
Buildings	-1,394,742				
Emergency Services	-93,035				
Fleet	0				
Parks & Recreation	-782,547				
Roads	-3,565,475				
Harbour	-419,000	-300,000			
Water	-1,072,000	-3,309,840	-3,309,840		
Sewer	0				
TOTAL	-7,576,799	-4,334,840	-3,309,840		
	2024	2025	2026	2027	2028
Affordable Housing	200,000	0	0	0	0
Buildings	75,000	0	0	0	0
Emergency Services	315,000	830,000	500,000	6,600,000	0
Fleet	350,000	130,000	0	0	80,000
Parks & Recreation	40,000	40,000	140,000	200,000	610,000
Roads	0	0	0	300,000	350,000
Harbour	30,000	80,000	0	0	0
Water	828,000	1,256,160	1,260,160	2,520,000	55,000
Sewer	220,000	2,210,000	1,992,143	3,257,143	5,652,143
TOTAL	2,058,000	4,546,160	3,892,303	12,877,143	6,747,143

CAPITAL PROJECT FUNDING PROCESS

Evaluation of capital needs
(5 & 20 year capital plan)

Funding within operational budget of depreciating assets (i.e. fleet)

Dedicated contingency funding within operational cost centers

Contingency funds transferred to reserves at end of fiscal year

Combination of Reserves, borrowing, grants, etc fund capital projects

BORROWING - CURRENT

	Year Received	Original Amount	Final Payment	Interest Rate	Current Payment	Total Remaining
Equipment Loan (Vehicles)	2022	\$350,000	2027	5.61%	\$60,386	\$266,267
Equipment Loan (Vehicles)	2020	\$200,000	2025	5.61%	\$38,941	\$64,450
Fire Truck	2017	\$475,000	2032	2.80%	\$38,839	\$279,307
Ucluelet Community Centre	2011	\$1,948,000	2036	1.47%	\$80,830	\$1,200,000
Totals		\$2,973,000			\$218,996	\$1,810,024

BORROWING – FUTURE IMPLICATIONS

Loan Amount	Current Interest Rate(s)	Yearly Loan Payments on \$1M	Estimated Tax Implication	Yearly Loan Payments on \$2M	Estimated Tax Implication	Yearly Loan Payments on \$3M	Estimated Tax Implication
5 Year Fixed	3.80%	\$ 224,854	5.62%	\$ 450,000	11.25%	\$674,563	16.86%
10 Year Fixed	4.12%	\$ 126,639	3.17%	\$ 253,277	6.33%	\$379,916	9.50%
15 Year Fixed	4.35%	\$ 94,944	2.37%	\$ 189,887	4.75%	\$284,831	7.12%
20 Year Fixed	4.41%	\$ 78,740	1.97%	\$ 157,481	3.94%	\$236,221	5.91%
30 Year Fixed	4.41%	\$ 62,842	1.57%	\$ 125,685	3.14%	\$188,527	4.71%

BORROWING – AGAINST BCF

Loan	Total Interest	Tax Implication
Equipment Loan 1	\$3,103	n/a
Equipment Loan 2	\$31,430	n/a
5 Year Fixed \$1M	\$190,000	5.62%
10 Year - Fixed \$1M	\$412,000	3.17%
5 Year Fixed \$2M	\$380,000	11.25%
10 Year - Fixed \$2M	\$824,000	6.33%

WATER UTILITY RATE ADJUSTMENTS

	Current	Contemplated Adjustment	Total	Contemplated Adjustment	Total
Flat Rate	\$ 357.75	\$ 55.45	\$ 413.20	\$ 89.44	\$ 447.19
Guest Suites	\$ 357.75	\$ 55.45	\$ 413.20	\$ 89.44	\$ 447.19
Additional Guest Suites	\$ 178.89	\$ 27.73	\$ 206.62	\$ 44.72	\$ 223.61
Metered Base Rate	\$ 246.84	\$ 38.26	\$ 285.10	\$ 61.71	\$ 308.55
Metered Consumption	\$ 1.01	\$ 0.16	\$ 1.17	\$ 0.25	\$ 1.26
Parcel Tax	\$ 80.00	\$ 16.00	\$ 96.00	\$ 28.00	\$ 108.00
Total			\$129,605.00		\$212,687.00

SEWER UTILITY RATE ADJUSTMENTS

	Current Total	Contemplated Adjustment	Total	Contemplated Adjustment	Total
Flat Rate	\$252.00	\$39.00	\$291.00	\$ 75.60	\$ 327.60
Guest Suites	\$252.00	\$39.00	\$291.00	\$ 75.60	\$ 327.60
Additional Guest Suites	\$126.00	\$19.50	\$145.00	\$ 37.80	\$ 163.80
Metered Base Rate	\$185.00	\$28.00	\$213.00	\$ 28.70	\$ 213.83
Metered Consumption	\$ 0.76	\$ 0.11	\$ 0.87	\$ 0.19	\$ 0.95
Parcel Tax	\$85.00	\$17.00	\$102.00	\$ 42.50	\$ 127.50
Total			\$97,206.00		\$167,175.00

SERVICE AGREEMENTS

Recommend engaging with ACRD, YG and Toquaht Nation to review service agreements to include capital contributions and replacement costs. Current agreements account for basic operational costs with no infrastructure renewal or replacement.

- Water, Sewer & Fire Protection Service Agreements with YG
- Water and Fire Protection Service Agreements with ACRD
- Fire Protection Agreement with Toquaht Nation

PARKING PROGRAM

	2024	2025	2026	2027	2028
Expenses					
Capital Investments	\$100,000	\$50,000			
Maintenance Fees & Charges	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Digital Platform Contract @\$5/day	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Digital Platform Contract @\$10/day	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000
Total @ \$5/day	\$180,000	\$130,000	\$80,000	\$80,000	\$80,000
Total @ \$10/day	\$205,000	\$155,000	\$105,000	\$105,000	\$105,000
Revenue					
\$5/day	-\$460,000	-\$460,000	-\$460,000	-\$460,000	-\$460,000
\$10/day	-\$920,000	-\$920,000	-\$920,000	-\$920,000	-\$920,000
Total @ \$5/day	-\$280,000	-\$330,000	-\$380,000	-\$380,000	-\$380,000
Total @ \$10/day	-\$715,000	-\$765,000	-\$815,000	-\$815,000	-\$815,000

The above are general projections and should not be used as actuals. Based on a class 'D' estimate and worst-case projections for revenue generation.

WATER PROJECT FUNDING

Estimated at \$20.3 M in 2021

Reduced scope to \$9.6 M in 2023

Initiated 3% annual allocation (\$37,000 per 1% Property Tax Increase) in 2022 budget to fund District contribution

Continuing with the allocation may eliminate the need to borrow for the project.

Year	Annual Additional	Total
2022	\$111,000	\$111,000
2023	\$111,000	\$222,000
2024	\$132,300	\$354,300
2025	\$132,300	\$486,600
2026	\$132,300	\$618,900
2027	\$132,300	\$751,200
Total Funds Collected		\$2,544,000

INFRASTRUCTURE DEFICIT & RESERVE FUNDING THROUGH PROPERTY TAXATION

Pathway to sustainable long-term funding of infrastructure funding.

- No quick fix
- Must be considered in conjunction with operational cost increases
- Larger and earlier the allocation lessens future impacts
- Grants will not fund the municipalities needs
- Reduces the need for borrowing in the future
- Increased number of residences increases these numbers but can not replace dedicated contributions

Year	%	Total	Cumulative
2023	1%	\$37,000	\$37,000
2024	3%	\$132,300	\$169,300
2025	3%	\$132,300	\$301,600
2025	3%	\$132,300	\$433,900
2026	3%	\$132,300	\$566,200
2027	3%	\$132,300	\$698,500
2028	2% (plus water) \$751,200	\$88,200	\$1,537,900
2029	2%	\$88,200	\$1,626,100
2030	2%	\$88,200	\$1,714,300

RECOMMENDATIONS & CONSIDERATIONS

- Lease or borrowing for equipment replacements & immediate needs.
- Implementation of a parking program to generate additional funds to offset borrowing requirements.
- Commit to fund reserves up to 6% annually.
- Continued pursuit of grants to offset capital costs.
- Engage with ACRD and YFN for improved cost sharing agreements related to emergency services operation and capital costs.
- Consider a long-term borrowing plan starting in 2025 to complete sewer improvements.
- Each new dwelling provides an additional ~\$2,000/\$1M of assessed value (excluding sewer and water fees & charges). 50 additional dwellings provides an additional \$50,000 of annual revenues.

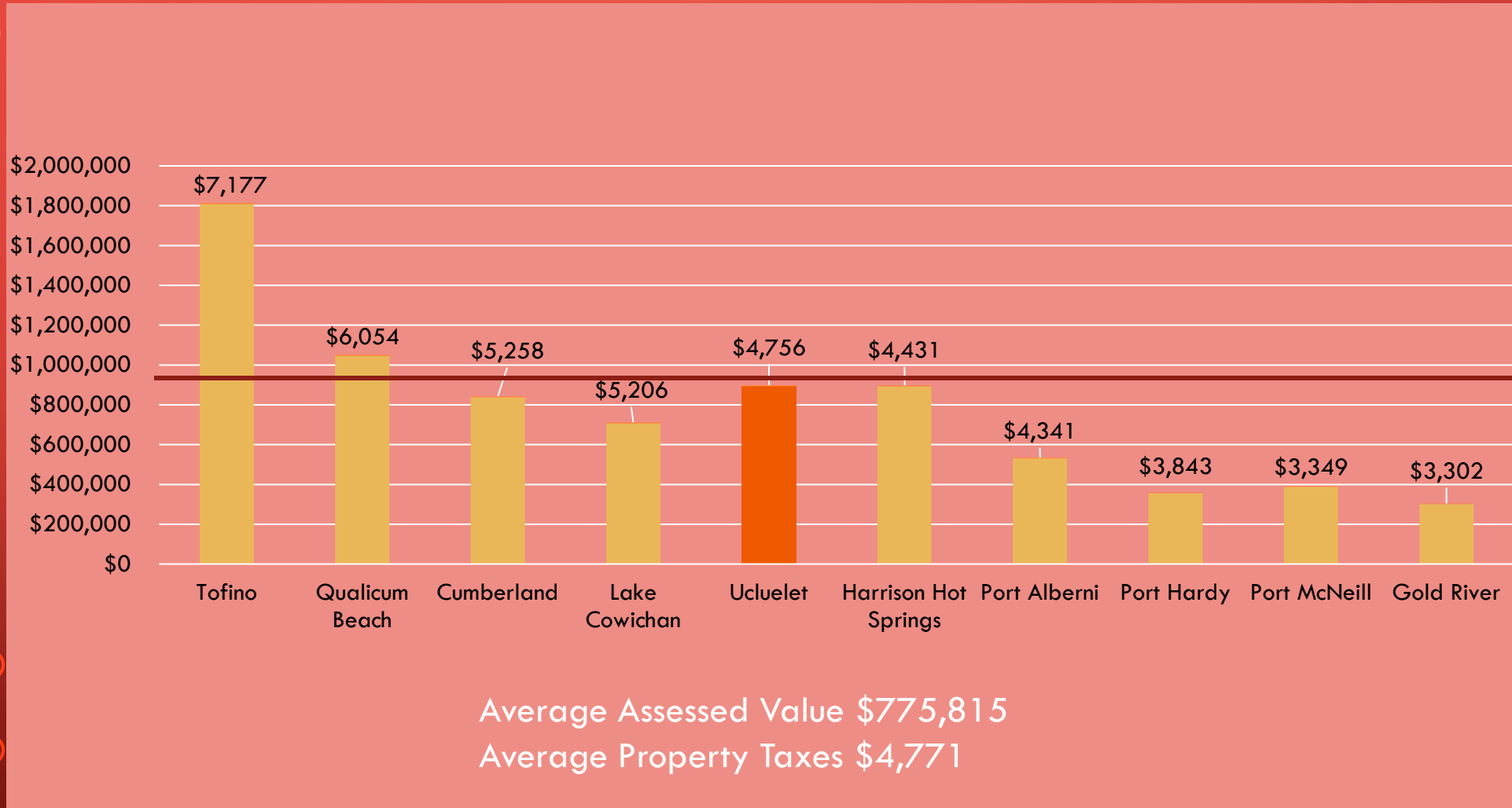
PROPERTY TAXES IMPACTS

The impact of property tax increases are relative to property value and annual assessments. Factors that affect property taxes include annual assessment (up or down), base value of a home and improvements. Decreases or increases to property taxes cannot be targeted to income level and apply to the highest value property and lowest value property. (i.e. Whispering Pines vs Blackrock).

The below projection is based on a total community assessment of \$1,121,250,600 and a property tax requisition of \$4,209,253. For every 1% increase ~\$42,000 of additional revenue would be generated.

Increase	BC Assessment \$500,000	BC Assessment \$900,000	BC Assessment \$1,200,000	Total Additional Revenues
1%	\$11.55	\$21.00	\$26.25	\$42,000
3%	\$34.65	\$63.00	\$78.75	\$126,000
6%	\$69.30	\$126.00	\$157.50	\$252,000
9%	\$103.95	\$189.00	\$236.25	\$378,000
12%	\$138.60	\$252.00	\$315.00	\$504,000

2023 COMPARATIVE TAXES & CHARGES ON A REPRESENTATIVE HOUSE



NEXT STEPS

Revise Operations and Capital Budget as directed by Council (January)

Confirm dedication of reserve funding by Council (January)

Finalize year end expenditures and revenues (January)

Finalize transfers to and from reserves based on 2023 budget (January)

Confirm funding of Capital projects through reserves and new tax requisitions (January)

Update BC Assessment Role and Confirm tax implications (January)

Present updated budget with validated tax implications for Council's consideration (February)

Amend budget (if required) and present to public for comments. (March)

Provide public comments to Council with updated BC Assessment role implications. (April/May)