



City of Colwood

Financial Plan 2022 - 2026





Table of Contents

Leadership Message	4
Community Overview	6
Organization Profile.....	7
Organizational Chart.....	8
Vision, Mission, Values, & Goals.....	9
Strategic Policies	10
Long Term Financial Policies	11
Version Control.....	15
Consolidated Budget	16
Revenue Discussion	20
Special Initiatives	23
Financial Plan Risks	25
Service Plans	26
Corporate Services & Administration.....	27
Communications.....	32
Finance.....	36
Human Resources	41
Information Technology.....	44
Fire Rescue.....	47
Policing	52
Building & Bylaw.....	56
Community Planning.....	60
Development Services	68
Engineering.....	72
Public Works	78
Roads	82
Parks, Trails, & Recreation.....	85
Boulevards.....	91
Storm Sewers.....	94
Sewer Utility.....	96
Capital Plan.....	100
Asset Inventory	101
Asset Management in Progress	101
Reserve, Surplus, and Deferred Revenue.....	102
Debt Management	104
Capital Program Summary	105
Operating Impact of New Capital	105
Road Infrastructure.....	106
Facility Infrastructure	111
Drainage	114
Equipment.....	115
Fleet	119
Parks, Trails, & Recreation Infrastructure	122
Sewer Utility Infrastructure	123
Financial Plan to Play Bylaw Reconciliation	124
Financial Plan Bylaw	127
Tax Guidance Policy.....	135
Glossary	138

Since time immemorial the Kwsepsum, Lekwungen, Scia'new, and T'Sou-ke nations of the Coast Salish area have stewarded and cared for the lands and waters that make up Colwood today. We are honoured to have the opportunity to deepen our understanding of this history and strengthen relationships with local indigenous partners.

The City of Colwood is located on the south coast of Vancouver Island, in Beautiful British Columbia, Canada. Just 10km from BC's capital city of Victoria, Colwood is a fast growing, family-friendly seaside community of approximately 18,000 people that enjoys a rich heritage, a unique connection to nature and incredible potential.

Prepared by the City of Colwood
Finance & Communications Departments



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Colwood
British Columbia**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morrell

Executive Director

Leadership Message

Like any business or household, the needs and expectations of a City are often greater than what can be afforded at one time. Difficult choices must be made based on the priorities of the community and Council. The goal is to deliver a high level of service that strikes a balance between household prosperity and city-building initiatives that will improve quality of life for residents.

Despite current conditions, people in our community continue to adapt to changing health orders and help where we can. Everyday gestures demonstrate that kindness prevails in Colwood. That alone makes ours an enviable community.

This financial plan ensures public safety services are in place to meet the demands of a growing community. A paid-on-call model for Fire Rescue services and additional West Shore RCMP officers are provided for. This goes hand in hand with building community through events like Music in the Park and National Day of Truth and Reconciliation with the Lekwungen-speaking peoples of the Songhees and Esquimalt Nations bring us together in important ways.

Colwood has led the way in terms of creating housing supply this year with over 350 living unit completions. Two-thirds of the inventory is considered to be affordable housing relative to other areas.

Growth brings new challenges, and as Colwood grows, we will continue to see pressure on our road systems. We are creating ways to make it easier for residents to make transportation choices beyond using single vehicles. This includes building an active transportation network with new sidewalks, cycling lanes and trail connections. In 2021, projects were completed on Painter and Metchosin Roads and 2022 sidewalk projects include Benhomer, Kelly, Owens, Hagel, Lagoon and Fulton Roads.

A strong focus for 2022 will be preliminary design for a Galloping Goose Overpass bridge at Wale Road, pending grant funding from the Federal Canada Infrastructure.

BC Transit and the City will continue to move forward with the Rapid Bus Program on Sooke Road in 2022. We'll also continue to work with the Provincial government on funding a full feasibility study for a Westshore to Victoria passenger ferry in addition to light rail options.

Creating local jobs is another way to reduce commuter traffic while increases our tax base to help fund improvements. Seaspan Shipyards will open in the Allandale District in 2022, creating 300 construction jobs and 100 permanent jobs. The Royal British Columbia Museum Collections building will create over 650 construction jobs and 300 permanent jobs. The Island Health Medical facility beside the museum is expected to create over 350 jobs while the Commons commercial zone (opening January 2023) will support between 300-400 long-term employment opportunities. These projects alone will create over 1000 short-term construction jobs and the same number of long-term employment opportunities within Colwood.

This is just a small glimpse of all that is enabled by this financial plan. We are proud that initiatives strive to create opportunities for our community to get involved and improve life in Colwood. Whether you are hiking a forest trail, visiting one of our historic sites, enjoying the beach, playing in your neighbourhood, Colwood is the place to be.

~ Mayor Rob Martin
March 2022



Community Overview

Community Overview

Colwood is a spectacular seaside community set apart by its outstanding natural setting and exceptional quality of life.

The City boasts three national historic sites: Hatley Castle, Fort Rodd Hill, and Fisgard Lighthouse, and is home to Esquimalt Lagoon National Migratory Bird Sanctuary. The City is full of energy and opportunities to enjoy a healthy lifestyle, with over 7.6 km of oceanfront, 60 parks and open spaces and three golf courses. Recreation is centered around West Shore Parks and Recreation Centre with a wide range of facilities and programs including the Juan de Fuca Library and the Q Centre Arena.

Colwood is home to Royal Roads University, one private boarding school, one high school, two middle schools and four elementary schools with a new Royal Bay Elementary in the School District's capital plan.

Colwood Fast Facts

Land & Features

- 17.67 square km total land area
- 60 parks featuring old growth forest
- 89 hectares of parkland
- 7.6 km of pristine ocean waterfront
- 3 National Historic Sites: Hatley Castle, Fisgard Lighthouse & Fort Rodd Hill
- 1 National Migratory Bird Sanctuary
- 126 km of paved roads
- 49 km of sanitary sewer
- 39 km of storm sewer

People & Business

- Incorporation year: 1985
- 19,857 residents and growing
- Median age 41.6 (2021)
17% Youth 0-14 | 67% Adults 15-64 | 16% Seniors 65+
- 7,688 households
- \$6.20 billion in assessed taxable value (2022 preliminary)
- \$268.2 million new construction value (2022 preliminary)
- \$1.2 million in taxes generated from new growth (2022 preliminary)
- 611 licensed businesses



Organizational Profile

The City of Colwood provides a wide range of municipal services to the community. The costs of these services are reflected in the

department budgets outlined in the Service Plans section. These services include Corporate Administration, Finance, Information Technology, Fire Protection, Policing, Building & Bylaw Services, Long Range Planning & Sustainability, Development Services, Engineering & Public Works, Parks and Sewer Service. The City also levies and remits funds to support the West Shore Parks and Recreational Centre, the Greater Victoria Public Library, and School District 62.

The City currently employs approximately 98 employees (at 2021 year-end) as detailed below.

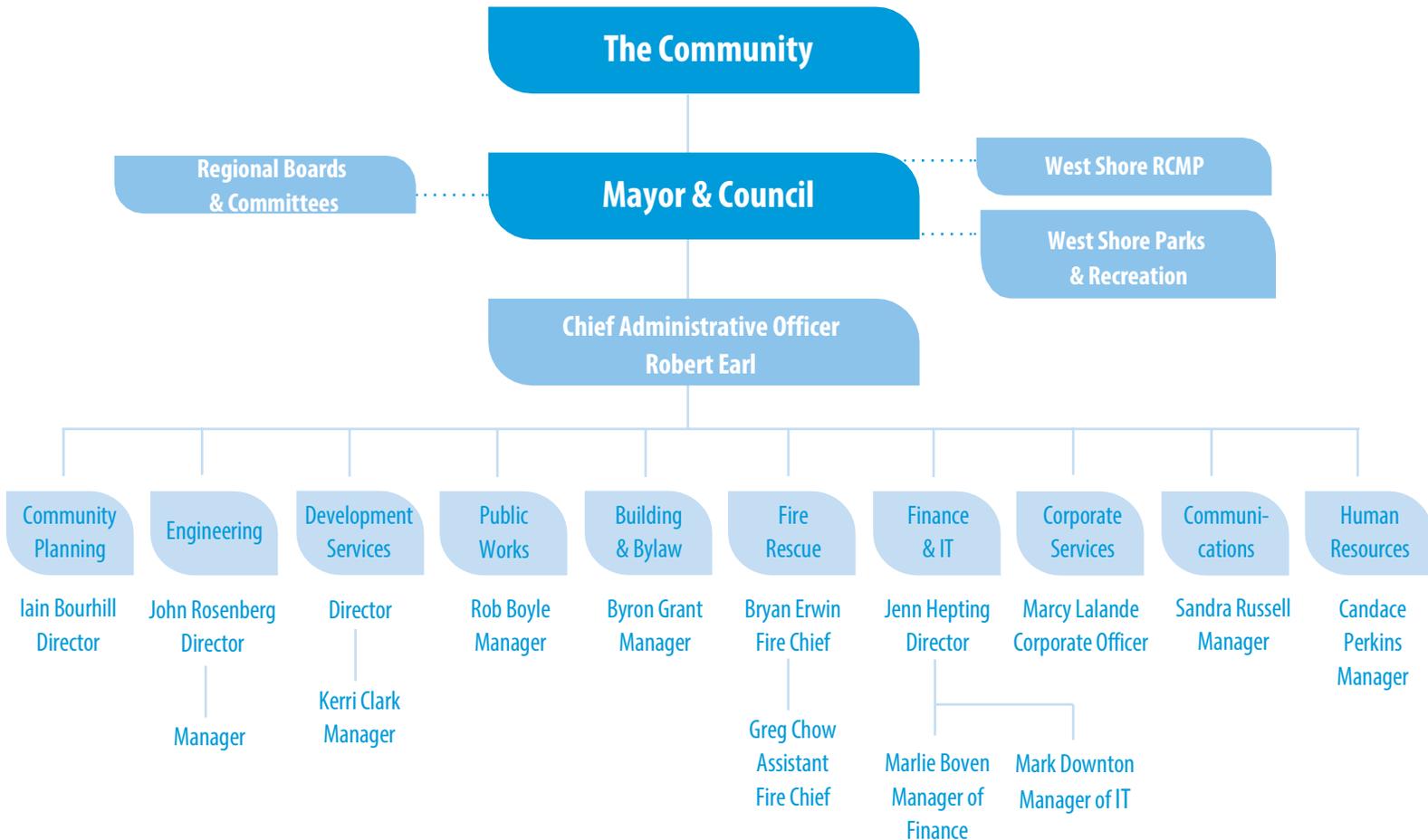
Department	2020*	2021*	2022	2023	2024	Change
Corporate Services	6.00	8.00	8.00	9.00	9.00	+1.00
Communications	1.25	2.00	2.00	2.00	2.00	0.00
Human Resources	2.00	2.00	3.00	3.00	3.00	+1.00
Finance	8.00	6.50	7.00	7.50	8.00	+1.50
Information Technology	2.00	2.50	3.00	3.00	3.00	+0.50
Policing	9.00	9.50	9.50	9.50	9.50	0.00
Fire Rescue	9.50	10.60	11.60	12.10	12.60	+2.00
Building & Bylaw	6.40	7.20	7.60	7.60	7.60	+0.40
Development Services	5.00	6.50	7.00	7.00	7.00	+0.50
Community Planning	2.50	2.75	3.00	2.00	2.00	-0.75
Engineering	6.50	9.50	10.00	11.00	11.00	+1.50
Public Works	26.75	30.75	7.25	5.75	5.75	+4.00
Parks & Trails	-	-	8.50	10.50	11.00	-
Boulevards	-	-	7.50	7.50	8.00	-
Roads	-	-	6.00	6.00	6.00	-
Storm Sewers	-	-	1.50	1.50	1.50	-
Sewer Utility	-	-	2.50	2.50	2.50	-
TOTAL	84.90	97.80	104.95	107.45	109.45	+11.65

* Actual

Organization Chart

The Colwood Municipal Council represents citizens of the community and provides leadership, vision, and strategic direction to Colwood staff. Council is elected for a four-year term and includes: Mayor Rob Martin and Councillors Michael Baxter, Cynthia Day, Dean Jantzen, Doug Kobayashi, Gordie Logan and Stewart Parkinson.

The Chief Administrative Officer leads a team of dedicated employees responsible for providing the services detailed in this plan as well as providing recommendations and policy advice to Council.





Vision, Values, Missions, & Goals

Vision

Colwood is a spectacular seaside community set apart by its outstanding natural setting and exceptional quality of life.

Mission

As stewards of the quality of life cherished by those who work, live and play in Colwood, we provide excellent service that respects the uniqueness and diversity of the community. We work to continually improve services and build positive relationships with citizens & partners.

Values

Accountability

We serve the needs of the community, consulting with residents & stakeholders regularly and providing timely reports on progress.

Collaboration

We focus on partnerships and on informing and involving residents and stakeholders to ensure excellence.

Innovation

We embrace creative ideas and have the courage to lead with innovation.

Flexibility

We are responsive to the needs of our community and continually evaluate and strive to improve our service.

Integrity

We honour the public trust by being transparent in decision making and using local knowledge and industry best practice to protect our environment and quality of life for residents.



Strategic Policies

Official Community Plan Goals

Colwood's **waterfront** is a gently-enjoyed, world class destination for residents and visitors alike.

People and **nature** are exceptionally well-connected.

Family friendly **neighbourhoods** provide housing choices. Residents have realistic transportation choices.

Vibrant streets & **public spaces** promote community connections.

Colwood is carbon neutral, energy positive, water smart and **prepared to adapt** to a changing world.

Strategic Priorities 2019-2023

Mobility	Prosperity	Governance	Vibrancy
<p>Colwood is a community on the move.</p> 	<p>Colwood is a thriving City.</p> 	<p>Colwood is a well managed City.</p> 	<p>Colwood is a welcoming + engaging City.</p> 



Long Term Financial Policies

Policy #1

New construction taxation revenue will be used to offset incremental operating and infrastructure life-cycle costs associated with that new construction. Excess new construction revenue will be used to increase transfers to reserves for sustainable infrastructure until the funding gap is closed.

Policy #2

Include incremental operating and sustainable infrastructure replacement costs in the financial plan when capital assets are contributed to the City.

Policy #3

Integrate full life-cycle costs into the financial plan when new capital services are approved.

Policy #4

Convert the budget set aside for debt servicing payments to sustainable infrastructure replacement funding as debt is retired.

Balanced Budget

Each year, the City embarks on a financial planning process that will result in the adoption of a five year financial plan. The financial plan must be balanced as mandated by provincial legislation. Current revenue, including transfers from reserves, must be sufficient to support current expenditures plus transfers to reserves and debt payments for each fund. The City must adopt a financial plan bylaw each year before May 15 for the current year.

Spending Authority

The City's financial year is the calendar year. The City operates under the authority of the financial plan approved in the prior year until the current year financial plan is approved. For instance, the City's 2022 expenditures are incurred under the authority of the 2021-2025 Financial Plan Bylaw No. 1872 until the 2022-2026 Financial Plan Bylaw No. 1923 is adopted.

Purchasing Power Delegation Bylaw No. 1748, 2019

This bylaw enables designated officers and employees to enter into contracts and purchase goods or services on the City's behalf. The bylaw outlines specific purchasing limits prescribed by corporate position. It also ensures that the City complies with trade agreements and contract law. The bylaw was adopted in early 2019 and is consistent with the Auditor General for Local Government's recommended best practices in procurement.

Sustainable Infrastructure Replacement Policies

In early 2019, Council endorsed the City's Sustainable Infrastructure Replacement Plan. This plan outlined a number of critical steps for the City to undertake to ensure its infrastructure replacement would be adequately funded throughout the life-cycle of the asset. This plan also recommended a number of asset management policies to ensure future capital services remain well funded and sustainable. These recommended policies will be integrated into the City's Financial Plan Bylaw.

Long Term Financial Policies

Reserve Bylaws

The City currently has three adopted reserve fund bylaws: (1) Reserve Funds Bylaw No. 1334, 2010, (2) Public Art, Beautification, and City Centre Firehall Reserve Funds Bylaw No. 1436, 2011, and (3) St. John the Baptist Heritage Church and Emery Family Hall Reserve Fund Bylaw No. 1495, 2012. Use of the reserve funds established by these bylaws are restricted and can only be used for the purpose for which the fund was established. Not all reserve funds are prescribed by bylaw. Reserve funds can also be established by Council resolution, statute, or contract. Reserve funds are best used to fund large or infrequent expenditures. In this manner, tax increases can be moderated from year to year. Please see the 'Reserve, Surplus and Deferred Revenue' section of this plan for details on reserve balances.

Budget Approach

Each year, the City prepares a budget approach to be endorsed by Council for the proceeding year.

The City's budget is built on four core principles:

- 1. Fiscal Responsibility:** Prudent fiscal stewardship and careful financial planning is used to balance the budget each year. The budget is built with a long-term vision. This ensures long-term priorities are pursued in a financially sustainable and resilient manner and considering external economic conditions that could impact citizens and businesses.
- 2. Affordability and cost effectiveness:** Long-term planning supports affordability. The City will deliver services that are relevant and result in desired public outcomes. Integrating value for money through productivity and innovation will help ensure property taxes and utilities remain affordable.
- 3. Sustainable infrastructure replacement:** The City has acquired and constructed a large number of assets for the purpose of providing any approved services to the community. Sustainable funding levels should be established to maintain and replace assets to ensure services will continue uninterrupted for future generations.
- 4. Capital investment optimization:** Before replacing assets, the municipality will consider repurposing and right-sizing existing assets and continue to advance the principles of co-location and functional integration of services to enhance operational efficiency and customer service. All new assets will be designed with flexible, adaptable, and expandable spaces to accommodate changing demographics and future growth.

Basis of Budgeting

The *Community Charter* requires that annual revenues, including transfers from reserves, must be sufficient to support annual expenditures, including transfer to reserves. It's important to high-light that an accounting surplus, as determined in accordance with *Canadian Public Sector Accounting Standards*, differs significantly from a budgetary surplus. The City's basis of budgeting is a modified accrual approach and includes expenditures that are not considered expenses under *Canadian Public Sector Accounting Standards* such as capital expenditures or debt principal repayments.

Financial Policies

The City has integrated best practices into the preparation of this plan:

- **Service delivery perspective:** This budget is prepared from a service delivery perspective. The cost of providing each City service is presented within departmental Service Plans. The budget is prepared with the intention of aligning service levels to Council expectations; this budget is referred to as core. Changes to the level of service will be high-lighted separately within Service Plans as a new budget and must be approved by Council to proceed. Staff are expected to integrate value-for-money practices to ensure services are delivered in the most affordable manner. Council provides governance, strategic direction and service delivery expectations.
- **Strategic plan integration:** Priorities identified in the City's 2019 – 2023 Strategic Plan are quantified and integrated into the budget. The financial plan also integrates other supplementary master plans into long-term infrastructure and capital planning
- **Service Plan Review:** The Strategic Plan includes a Governance target to ensure that Council's expectations for program and service delivery are articulated and connected to the annual budget process.

In 2020, the City initiated an annual service review process. A service inventory was created, and through a series of public committee meetings, Council met with teams to discuss delivery expectations and gain an understanding of opportunities and priorities for each service delivery area. Direction was provided to increase, decrease, or maintain service. The 2022 Service Review was held in the Fall of 2021 with Council approval given January 24, 2022. The financial implications of this direction has been incorporated into the 2022 – 2026 financial plan for further consideration.

- **Project continuation:** Projects approved in the preceding financial plan that are underway are carried forward in the current financial plan.

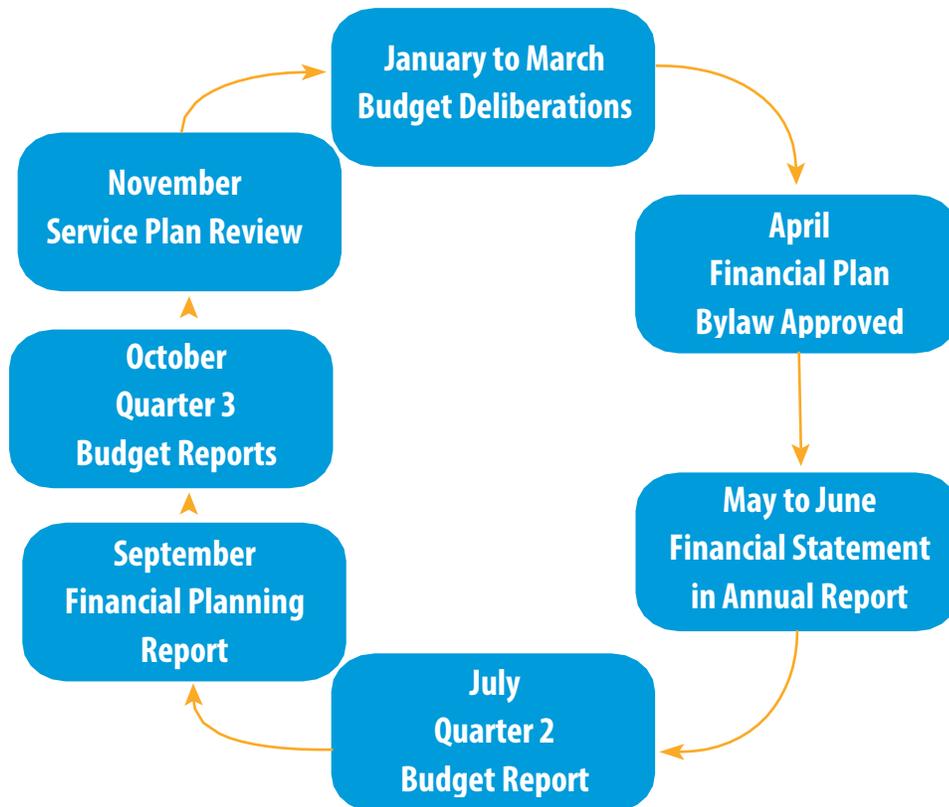


Financial Policies

Although the Community Charter imposes annual budget deadlines, the City's budget process is a continuous cycle. Objectives and spending outlined in the Financial Plan are reviewed quarterly to help inform the preparation of the next financial plan. Estimates are continually refined, and the City is held to account for completion of the financial plan objectives. The Financial Plan is linked to the strategic planning process as well as the annual year-end reporting process. Objectives outlined in the Financial Plan are reviewed in the annual municipal report.

Council approved timeline for the financial planning process is as follows:

- **January - March:** Council considers and approves operating and capital budgets.
- **April:** Prior year financial statements, with budget variances, presented for Council approval.
- **April:** Council adopts financial plan bylaw.
- **May:** Council adopts tax rate bylaws.
- **June:** Prior year annual municipal report prepared and made available for the public.
- **July:** Current year second quarter budget reports presented.
- **September:** Financial planning approach discussed.
- **October:** Current year third quarter budget reports with full year projections presented.
- **November:** Staff present Service Plans for review by Council.



Version Control

Summary of Changes

The following summarizes the changes reflected in the 2022-2026 Financial Plan over what was initially published for the February 8, 2022, and February 16, 2022, meetings (V1).

- Inclusion of Leadership Message, Community Overview, Organizational Profile, and Long Term Financial Policies
- Updated Consolidated Budget to reflect the following changes:
 - Service Plan Amendment: Fire (reallocated turnout gear operating budget to establish capital equipment program and adjusted transfer to reserves)
 - Service Plan Amendment: Policing (removed 2022 ECOMM budget per March 1, 2022 Committee of the Whole recommendation)
 - Service Plan Amendment: Public Works (include Colwood Clean Up Event activity per February 28, 2022, Council resolution); propose partial Colwood Clean Up Event funding from Covid-19 Restart Grant (2022 only)
 - Service Plan Amendment: Boulevards (deferred increased Boulevard Beautification service to 2023)
 - Service Plan Amendment: Community Planning (Library operating budget change)
 - Debt Servicing (budget adjustments for both debt expense & debt principal)
- Updated Special Initiatives
 - Adjustment: Clean BC Rebate Program to \$10,000 (2022)
 - Addition: Sewer Master Plan Update \$5,000 (2022)
- Updated Capital Plan
 - Addition: Sewer Utility capital budget
 - Update Reserve, Surplus & Deferred Revenue (adjusted developer contributions)
 - Inclusion of Asset Management and Debt Management sections
- Reallocated Operating Grant to Capital Grant (2022 \$114,300) re: municipal business process software installation
- Included operating impact of new capital summary
- Updated Reserve, Surplus, and Deferred Revenue balances (2021 year end audit)



Consolidated Budget

The Community Charter requires that the City of Colwood approve a Five Year Financial Plan bylaw and Property Tax bylaw before May 15 of each year. The financial plan is updated yearly and includes proposed expenditures and revenues for the operating, capital and utility funds.

The Community Charter mandates that the expenditures including reserve transfers and capital spending be balanced by current year revenues including transfers from reserves. The City's Sewer Utility Fund also operates on a balanced budget basis.

The 2022 Colwood budget is summarized as follows:

Revenues	\$39.25M
Transfers from Reserves + Debt	\$14.00
Total Revenue + Transfers + Debt	\$53.25
Operating Expenses	(25.36)
Capital Projects	(20.69)
Transfers to Reserves	(6.53)
Debt Repayment	(0.67)
Total Expenditures + Transfers + Debt Repayment	(53.25)
2022 Balanced Budget	\$-

The 2022-2026 Financial Plan resulted in a 3.11% 2022 property tax increase before consideration of new or increased services as endorsed by Council following the 2022 Service Review.

The financial implications of the new or increased services from the 2022 Service Review resulted in a 5.15% property tax increase which was reduced to 0.19% as the majority of new or increased services are funded by new construction taxation.

The overall 2022 municipal property tax increase is 4.30%

Overall Increase	\$ Increase	Comment
Existing Service	\$647,200	3.97% core operating budget increase
Less New Construction Taxation*	(\$97,700)	(0.60%) funding existing service delivery
Less: Increased Operating Revenues	(\$74,700)	(0.46%) increase in revenues reduces tax pressure
Operating impacts of new capital	\$32,600	0.20% maintenance of new infrastructure
Tax Increase, before new service & reserve transfers	\$507,400	3.11% tax increase to support existing services
Increased Services	\$838,600	5.15% tax increase to support increased services
Less: New Construction Taxation*	(\$807,800)	(4.96%) funding increased services
Increased Transfer to Reserves	\$294,500	1.81% tax increase to support reserves
Less: New Construction Taxation*	(\$294,500)	(1.81%) funding increased reserve transfers
Tax Increase before Sustainable Infrastructure	\$538,200	3.30% increase to support existing & increased services
Sustainable Infrastructure	\$162,900	1.00% increase to support replacement
Total Tax Increase	\$701,100	4.30% overall tax increase

*estimated per BC Assessment's 2022 completed assessment roll

Consolidated Budget

The following factors contribute to the Core Operating Budget increase:

Cost Driver	2021 Budget	2022 Budget	\$Change	% Change
Salary & Benefits	\$10,504,500	\$10,699,700	\$195,200	1.86%
Contracted Services	8,272,100	8,684,300	412,200	4.98%
Supplies	925,200	965,000	39,800	4.30%
Total	\$19,701,800	\$20,349,000	\$647,200	3.28%

Contracted Services Cost Driver	2021 Budget	2022 Budget	\$Change	% Change
RCMP Contract	\$3,465,400	\$3,686,700	\$221,300	6.39%
West Shore Park & Recreation	1,119,700	1,191,600	71,900	6.42%
Greater Victoria Public Library	909,500	932,500	23,000	2.53%
Pacific Centre Family Services Association	115,000	160,000	45,000	39.13%
Greater Victoria Green Team	7,500	15,800	8,300	110.67%
Other Services	2,655,000	2,697,700	42,700	1.61%
Total Contracted Services	\$8,272,100	\$8,684,300	\$412,200	4.98%

Consolidated Budget – Year over Year

Revenue	2021 Budget	2022 Budget	\$ Change	% Change	Comment
Property Taxes	\$ 16,288,600	\$16,989,700	\$701,100	4.30%	
New Construction Property Taxes	-	1,200,000	-	-	Estimate only
Local Service Area Taxes	345,600	345,600	-	0.00%	Colwood East & Central LAS
Grants In Lieu of Taxes	2,374,600	2,394,300	19,700	0.83%	
1% Utility Revenue	205,400	205,100	(300)	-0.15%	
Natural Gas 3% Utility Revenue	68,300	71,300	3,000	4.39%	
Property Tax Penalties & Interest	120,000	160,400	40,400	33.67%	Increased tax base
Grants (Operating)	405,000	909,300	504,300	124.52%	
Grants (Capital)	5,266,100	1,259,000	(4,007,100)	-76.09%	Fluctuates with spending
Event Revenue	7,900	7,900	-	0.00%	
Developer Contributions, Reserves	875,000	2,832,600	1,957,600	223.73%	Cash contributions to reserves
Developer Contributions, Other	1,639,000	908,000	(731,000)	-44.60%	Road infrastructure funds
Developer Contributions, Road	5,715,900	7,554,100	1,838,200	32.16%	
Investment Income	475,000	475,000	-	0.00%	
Finance Revenue	47,300	48,200	900	1.90%	
Building & Bylaw Revenue	1,475,400	1,477,600	2,200	0.15%	
Police Revenue	106,700	106,700	-	0.00%	
Engineering Revenue	433,500	442,300	8,800	2.03%	
Colwood Clean-Up Revenue	-	17,800	17,800	-	
Facilities Rental Revenue	25,300	35,800	10,500	41.50%	
Business Licence Fees	10,200	10,200	-	0.00%	
Development Revenue	443,400	288,300	(155,100)	-34.98%	
Sewer Connection Fees	114,500	157,200	42,700	37.29%	
Sewer Enhancement Fees	52,000	53,100	1,100	2.12%	
Sewer User Fees	863,900	1,296,100	432,200	50.03%	Increase: CRD treatment
Total Revenue	37,358,600	39,245,600	1,887,000	5.05%	
Operating Expenses	2021 Budget	2022 Budget	\$ Change	% Change	See Service Plans
Administration	1,656,400	1,221,200	(435,200)	-26.27%	Separated Corp Services
Corporate Services	-	593,600	593,600	-	Restructure
Communications	305,300	331,700	26,400	8.65%	Reallocate web software
Human Resources	312,200	420,000	107,800	34.53%	Increased HR Service
Finance	818,800	892,100	73,300	8.95%	Restructure
Information Technology	573,100	656,200	83,100	14.50%	Increased IT Service
Policing	4,667,500	5,093,600	426,100	9.13%	Increased RCMP Strength
Fire	2,193,500	2,506,900	313,400	14.29%	Paid on Call
Building & Bylaw	912,000	950,800	38,800	4.25%	Restructure
Engineering	1,033,900	1,119,900	86,000	8.32%	Restructure
Development Services	876,300	906,500	30,200	3.45%	Restructure
Public Works	2,104,100	1,681,000	(423,100)	-20.11%	Restructure
Roads	661,700	717,600	55,900	8.45%	
Boulevards	385,200	392,400	7,200	1.87%	
Parks, Trails & Recreation	2,068,800	2,317,000	248,200	12.00%	
Storm Sewers	256,600	308,000	51,400	20.03%	
Sewer	924,200	1,322,100	397,900	43.05%	
Community Planning	1,271,400	1,342,200	70,800	5.57%	
Fiscal	30,800	40,300	9,500	30.84%	
Debt Interest	388,000	343,000	(45,000)	-11.60%	
Special Initiatives	3,063,500	2,202,100	(861,400)	-28.12%	
Total Operating Expenses	24,503,300	25,358,200	854,900	3.49%	
Transfer from Reserves	14,869,000	11,748,300	(3,120,700)	-20.99%	Special Initiative &
Debt Proceeds	28,300	2,255,300	2,227,000	7869.26%	Capital Funding
Capital Expenditures	(22,018,800)	(20,687,200)	1,331,600	-6.05%	
Transfer to Reserves	(5,095,000)	(6,533,400)	(1,438,400)	28.23%	
Debt Principal	(638,800)	(670,400)	(31,600)	4.95%	

Consolidated Budget – 5 Year Plan

Revenue	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Property Taxes	\$16,989,700	\$19,315,500	\$21,620,500	\$23,586,200	\$24,953,100
New Construction Property Taxes	1,200,000	1,140,000	1,026,000	615,600	492,500
Local Service Area Taxes	345,600	345,600	345,600	345,600	345,600
Grants In Lieu of Taxes	2,394,300	2,373,500	2,353,900	2,370,900	2,389,100
1% Utility Revenue	205,100	204,500	205,600	206,800	208,000
Natural Gas 3% Utility Revenue	71,300	72,000	73,500	75,000	76,500
Property Tax Penalties & Interest	160,400	165,600	168,900	172,400	175,800
Grants (Operating)	909,300	689,000	682,600	676,800	671,600
Grants (Capital)	1,259,000	1,132,900	2,487,600	1,647,400	-
Event Revenue	7,900	8,100	8,300	8,400	8,600
Developer Contributions, Reserves	2,832,600	1,662,800	875,000	830,000	800,000
Developer Contributions, Other	908,000	-	-	-	-
Developer Contributions, Road	7,554,100	1,435,000	-	-	-
Investment Income	475,000	475,000	475,000	475,000	475,000
Finance Revenue	48,200	49,000	50,100	51,100	52,000
Building & Bylaw Revenue	1,477,600	1,347,600	1,184,800	1,103,400	1,062,700
Police Revenue	106,700	107,000	107,300	107,600	107,900
Engineering Revenue	442,300	440,700	454,000	469,500	485,600
Colwood Clean Up Revenue	17,800	18,100	18,400	18,700	19,000
Facilities Rental Revenue	35,800	37,600	25,900	26,400	27,000
Business Licence Fees	10,200	10,200	10,200	10,200	10,200
Development Revenue	288,300	287,800	292,300	297,600	306,800
Sewer Connection Fees	157,200	160,200	163,500	166,800	170,100
Sewer Enhancement Fees Sewer	53,100	54,100	55,200	56,300	57,400
Total Revenue	39,245,600	33,160,400	34,645,000	35,611,000	35,520,200
Operating Expenses	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Administration	1,221,200	1,235,400	1,258,600	1,280,600	1,303,600
Corporate Services	593,600	689,200	704,200	720,000	735,700
Communications	331,700	338,400	345,700	353,100	360,500
Human Resources	420,000	428,000	437,600	447,100	456,500
Finance	892,100	960,200	1,037,200	1,054,100	1,076,800
Information Technology	656,200	671,100	684,500	698,500	713,800
Policing	5,093,600	5,687,500	6,143,700	6,509,700	6,859,400
Fire	2,506,900	2,755,900	2,932,400	3,004,300	3,079,100
Building & Bylaw	950,800	917,900	827,200	845,400	864,500
Engineering	1,119,900	1,314,400	1,343,200	1,372,500	1,402,500
Development Services	906,500	973,600	995,200	1,016,900	1,039,400
Public Works	1,681,000	1,675,100	1,717,400	1,753,000	1,788,500
Roads	717,600	731,900	746,200	761,200	776,500
Boulevards	392,400	463,100	472,100	481,700	491,100
Parks, Trails & Recreation	2,317,000	2,438,400	2,534,500	2,623,700	2,687,300
Storm Sewers	308,000	312,200	316,500	321,000	325,600
Community Planning	1,342,200	1,383,300	1,410,600	1,438,400	1,466,900
Sewer	1,322,100	1,657,600	1,993,100	2,328,900	2,664,600
Fiscal	40,300	40,700	41,100	41,600	42,000
Debt Interest	343,000	389,300	520,400	496,900	511,700
Special Initiatives	2,202,100	852,000	335,000	358,000	320,700
Total Operating Expenses	25,358,200	25,915,200	26,796,400	27,906,600	28,966,700
Transfer from Reserves	11,748,300	4,346,400	5,211,800	5,378,300	4,084,900
Debt Proceeds	2,255,300	5,438,300	528,300	528,300	528,300
Capital Expenditures	(20,687,200)	(10,632,200)	(6,949,200)	(7,167,700)	(4,264,200)
Transfer to Reserves	(6,533,400)	(5,771,100)	(5,919,200)	(5,881,200)	(6,379,100)
Debt Principal	(670,400)	(626,600)	(720,300)	(562,100)	(523,400)
	\$ -	\$ -	\$ -	\$ -	\$ -

Revenue Discussion

New Construction Taxation Revenue: New construction tax revenue is property tax revenue derived from newly constructed buildings or recently subdivided lots. It is important for local governments to identify these properties separately each year.

As communities grow through new construction, the City inherits newly built infrastructure such as roads, sidewalks, boulevard, trails, street lights and signals, sewers and drainage systems. The City is expected to maintain these assets and replace them as they age.

Similarly, local governments experience increased demand on existing operating budgets. As communities grow, there is higher demand on fire service, policing and other City service areas.

As a result, it becomes very important for the City to use this new construction taxation revenue to fund these new infrastructure and operating costs. As a budgeting principle, the City sets aside new taxation construction revenue to fund future infrastructure replacement and expanded operating expenses.

In the consolidated budget summary, new construction taxation revenue is not reported in the fiscal period preceding the current budgeting period because, after the first taxation year, tax revenues derived from these properties become part of the entire community taxation base.

Grant in Lieu of Taxes: Properties owned and/or occupied by the Federal or Provincial Governments are normally exempt from paying taxes. Often, such properties will pay a grant in lieu of taxes. Federal properties are generally subject to the federal Payments in Lieu of Taxes Act. Provincial properties are generally subject to the provincial Municipal Aid Act.

Federal property grants make up approximately 98% of grant in lieu of tax revenue in this financial plan, with provincial properties making up the remaining 2%. Grant in lieu of taxes are paid on the basis of assessed value multiplied by the City's tax rates. Federal properties assessments are subject to significantly more risk since values are not determined by BC Assessment and not resolved in the same time frame. Often valuation changes are not determined until after the City's financial plan is adopted.

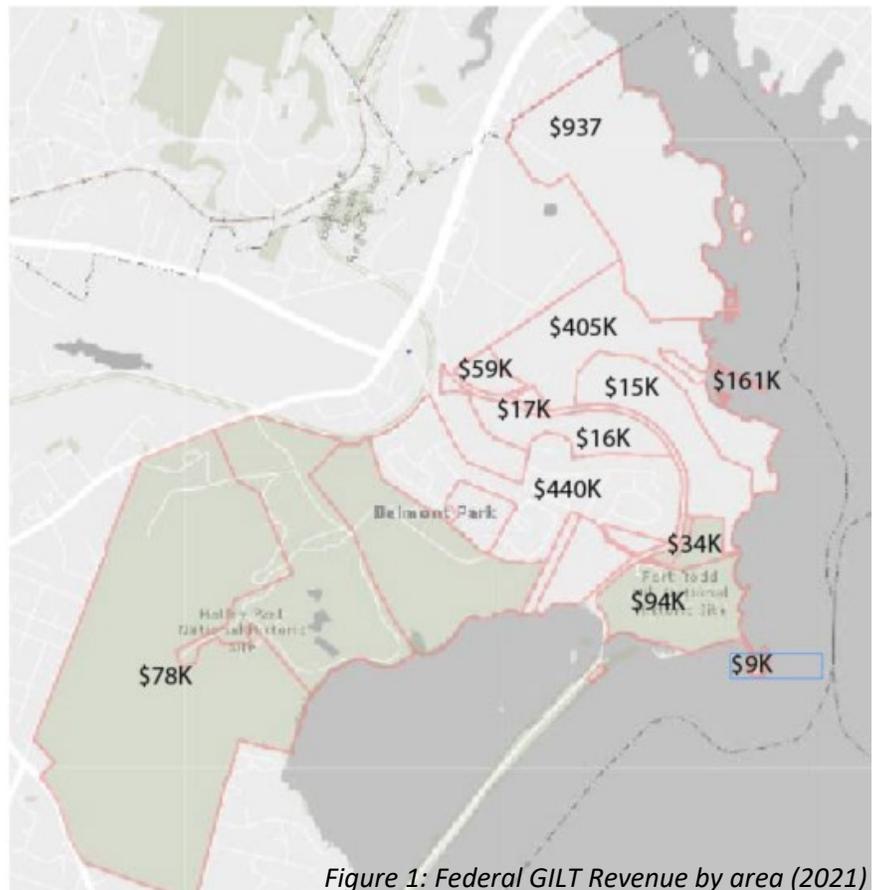


Figure 1: Federal GILT Revenue by area (2021)

Federal Grant in Lieu of Taxes (GILT) revenue is represented in Figure 1.

Revenue Discussion

1% Utility Revenue: Pursuant to section 644 of the Local Government Act, utility companies must pay each municipality 1% of the revenues earned within that municipality in the preceding year. Since this revenue is based on prior year financials and amounts remitted to the City, the budget is very accurate. For 2022, 1% revenues are forecasted as follows:

Utility Company	2022 1% Revenue
BC Hydro	\$ 147,300
Fortis	23,800
Telus	13,500
Shaw Cable	20,500
Total	\$ 205,100

Natural Gas 3% Utility Revenue: Along with other communities, the City of Colwood has entered into an operating agreement with Fortis. This operating agreement allows Fortis to operate gas distribution lines in exchange for 3% of the gross revenues within municipal boundaries.

Property Tax Penalties & Interest: The City is required to levy a 10% penalty for all outstanding taxes that remain unpaid after the tax due date (pursuant to Municipal Tax Regulation 426/2003). The City works to inform and encourage taxpayers so that they can avoid this tax penalty as much as possible.

Grants (Operating): The City's operating grant budget is composed of three main grants: (1) Casino revenues, (2) Small Community Grant, and (3) Traffic Fine Revenue Sharing.

Grant	2021 Budget	2022 Budget	\$ Change	% Change
Casino Revenue	\$ -	\$326,000	\$326,000	-
Small Community Grant	204,300	204,300	-	-
Traffic Fine Revenue Sharing	159,200	159,200	-	-
Provincial Conditional Grant: Community Emergency Preparedness	30,000	23,300	(6,700)	-22%
Other	11,500	196,500	185,000	1609%
Total	\$405,000	\$909,300	\$504,300	125%

Revenue Discussion

On March 18, 2020, the Province of BC declared a state of emergency due to the COVID-19 pandemic. As a result of measures put in place to ensure physical distancing, Elements Casino was temporarily closed and reopened July 1, 2021.

Small Community Grant: An unconditional grant paid by the Province to the City. The formula that determines the grant amount is complex. The grant will expire once the City grows past a population of approximately 23,000.

Traffic Fine Revenue Sharing Grant: Determined by total Provincial traffic fine revenue collected in the year prior, Colwood's share of the funds are determined by the City's proportionate policing costs. The City's policing costs per capita are among the lowest in British Columbia for its population range.

Covid-19 Safe Restart Grant: In 2020 the Federal & Provincial governments created a funding stream called the "COVID-19 Safe Restart Grants for Local Governments". The City of Colwood received a one-time grant of \$3.476M and has integrated the anticipated financial impact of the COVID-19 pandemic into the financial plan.

Related 2022 – 2026 Financial Plan expenditures total \$1,210,300 and include:

- \$481,600 to improve interconnectivity & virtual communications (municipal business software; website upgrade; 2022 – 2024)
- \$258,800 to support economic development & recovery initiatives (2022/2023)
- \$231,800 for facility costs (space enhancements; 2022)
- \$152,600 to enhance facility cleaning, including temporary parks washroom maintenance (2022)
- \$57,800 for fire rescue emergency response costs (2022)
- \$27,700 to address revenue shortfall (Colwood Clean-up event; 2022 only)

Grants (Capital): The budget for capital grants is almost completely related to use of gas tax funds to fund capital expenditures. The City holds gas tax funds in a statutory reserve. These funds are not recognized as revenue until they are used for gas-tax eligible projects. The volatility of this recognition is directly linked to the volatility of capital project expenditures.

Developer Contributions: This budget primarily comprises of expected cash contributions from developers to the affordable housing and/or amenities reserve. Contributions are immediately transferred to reserves. Therefore, if contributions exceed or fail to meet budget expectations, there is no direct tax impact. In addition, road development cost charges are collected where applicable and the revenue is recognized when spend on eligible projects is budgeted.

Investment Income: Investment returns are projected to decrease over the returns that actualized in 2020, as a result of the impact of the pandemic on investment rates.

	2018	2019	2020	2021	2022
Interest earnings \$	\$630,000	\$785,000	\$800,000	\$475,000	\$475,000
Interest earnings %	1.99%	2.20%	2.66%	1.58%	1.50%

Special Initiatives

Each year, Council approves special initiatives outside of the normal course of work performed by staff. The Special Initiative budget is “front-loaded” in the current fiscal year. This provides staff with the legal spending authority to begin work on the project and continue uninterrupted into the next fiscal year.

Special Initiatives	2022	2023	2024	2025	2026
Administration & Corporate Services					
Corporate Contingency	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Municipal Election	50,000	-	-	-	54,100
Electronic Records (Scanning)	50,000	-	-	-	-
Communications					
Household Prosperity Census & Survey	50,000	10,000	-	10,000	-
Events Plan	10,000	-	-	-	-
Neighbourhood Wayfinding	6,700	-	-	-	-
Colwood Marketing Campaign	102,000	104,000	-	-	-
Volunteer Coordination Plan	10,000	-	-	-	-
Human Resources					
Compensation & Structure Review	9,600	-	37,100	-	-
Fire Rescue					
ESS Training & Equipment	12,800	-	-	-	-
Community Risk Assessment/Evacuation Route Planning	10,500	-	-	-	-
Pandemic Emergency Response - COVID	57,800	-	-	-	-
Building & Bylaw					
Safe Routes Initiative	10,000	-	-	-	-

Special Initiatives

Special Initiatives	2022	2023	2024	2025	2026
Community Planning					
Land Use Bylaw Update	\$105,000	\$30,000	\$-	\$-	\$-
Sidewalk & Bike Lane Review	32,900	-	-	-	-
Coastal Adaptation Plan	60,000	-	-	-	-
Colwood Corners Public Realm Plan,	-	150,000	-	-	-
Colwood Waterfront Public Realm Plan,	10,000	-	-	-	-
Demographics Study	15,300	-	15,900	-	16,600
Low Carbon Resiliency Plan	73,500	-	-	-	-
Economic Development Initiatives	123,800	135,000	-	-	-
Clean BC Rebate Program	10,000	-	-	-	-
Environmental Sustainability Initiatives	-	80,000	-	-	-
OCP 5 Year Review	-	50,000	-	-	-
Inland Floodplain Mapping	100,000	-	-	-	-
Colwood Gateway Visioning	10,000	-	-	-	-
Latoria (VMP to Wishart) Visioning	40,000	-	-	-	-
Housing Assessment Strategy	150,000	-	-	-	-
Heritage Strategy & Registry	85,200	-	-	-	-
Arts & Culture Initiatives	42,000	-	80,000	-	-
Indigenous Protocol Development	30,000	20,000	-	-	-
Community Arts Centre Feasibility	30,000	-	-	-	-
Cenotaph Remediation	12,600	-	-	-	-
Engineering					
Road DCC Bylaw Update	-	-	-	-	100,000
Engineering Standards & Specifications	49,900	-	-	-	-
Transportation Master Plan Update	240,000	20,000	-	-	-
GIS Photogrammetric Planimetry	-	10,000	6,000	-	-
Latoria Rd Geotech/Creek Environmental	6,600	-	-	-	-
Traffic Calming Pilots	15,000	15,000	-	-	-
Stormwater Master Plan Update	-	-	23,000	150,000	-
Sewer Master Plan Update	5,000	-	-	-	-
Bridge & Culvert Inspection Program*	-	55,000	-	25,000	-
Parks, Trails & Recreation					
Individual Parks Management Plans	31,000	23,000	23,000	23,000	-
Urban Forest Management Plan	125,000	-	-	-	-
Parks DCC Bylaw	10,000	-	-	-	-
Parks Canada Initiative	150,000	-	-	-	-
WSPR Skate Park Contribution	99,900	-	-	-	-
Banners & Pageantry Plan	10,000	-	-	-	-
TOTAL SPECIAL INITIATIVES	\$2,202,100	\$852,000	\$335,000	\$358,000	\$320,700

*non-discretionary item (safety inspections)

Financial Plan Risks

Risk	Impact*	Likelihood	Rating	Mitigation
1. PILT Revenue	Moderate	Moderate	Moderate	<ul style="list-style-type: none"> • MOU with First Nations • Tax stability reserve • Proactive conversations about service provision
2. New Construction Taxation Estimate	Low	Low	Low	<ul style="list-style-type: none"> • Final estimate pending 2022 BC Assessment revised roll
3. Small Community Grant	Low	High	Moderate	<ul style="list-style-type: none"> • Funding will end within the next few years
4. Open Legal Cases	Low	Low	Low	
5. COVID-19	Low	High	Low	<ul style="list-style-type: none"> • Economic and social impacts.
6. CUPE Local 373 Collective Bargaining	Low	High	Low	<ul style="list-style-type: none"> • Contract expired December 31, 2020

*Impact

Low	< \$200,000
Moderate	> \$200,000 < \$500,000
High	> \$500,000



Service Plans





Corporate Services & Administration

Council Expectations

- Transparency of Government.
- The public is well informed of matters under consideration by Council and Committee.
- Fair and transparent access to information.
- Due diligence in Risk Management of the City through Contract and Agreement administration.
- Agendas and minutes are clear, accurate and accessible.
- High level of public reception and phone customer service.
- Personal response to phone calls during City Hall hours.

Corporate Services promotes accountability and transparency in municipal processes.

Services include:

- Administration of Council and Committee meetings
- Assisting the organization in complying with legislation in the decision-making processes and providing procedural advice to the City
- Administering and maintaining bylaws and policies
- Managing the freedom of information and the protection of privacy program
- Manages the life cycle of the City's records
- Primary contact for delegations and public input
- Front Counter Services
- Conducting civic elections including Alternative Approval Processes and Referendum

Corporate Services & Administration

Staff Position History & Forecast

The following table shows full-time equivalent (FTE) employees.

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Plan	2023 Plan
Chief Administrative Officer	1.0	1.0	1.0	1.0	1.0
Executive Assistant	1.0	1.0	1.0	1.0	1.0
Director of Corporate Services	1.0	1.0	0.0 ¹	0.0	0.0
Manager of Corporate Services	0.0	0.0	1.0 ¹	1.0	1.0
Administrative Assistant IV	1.0	1.0	0.0 ²	0.0	0.0
Administrative Assistant III	0.0 ²	1.0 ²	0.0 ²	0.0	0.0
Administrative Assistant II	1.0	1.0	0.0 ¹	0.0	0.0
Corporate Services Coordinator	0.0	0.0	1.0 ¹	1.0	1.0
Records Coordinator	0.0	0.0	0.0	0.0	1.0 ⁴
Corporate Services Assistant	0.0	0.0	2.0 ¹	2.0	2.0
Front Counter Support Clerk	0.0	0.0	2.0 ³	2.0	2.0
Full-Time Equivalent	5.00	6.00	8.00	8.00	9.00

¹ Staffing composition change as a result of the 2021 Corporate Services review. New positions posted Q4 2021.

² In 2020 the Admin Asst III position was reinstated in Corporate Services. In 2021 the staffing composition changed as a result of the 2021 Corporate Services review.

³ In Q2 2021 front counter services were restructured to Corporate Services.

⁴ Proposed resourcing to support administration and maintenance of City records.

Corporate Services & Administration

Performance Measures & Key Stats

Performance Metrics - How much?	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual
Freedom of Information Requests	4	18	10	12	20
Agenda packages & minutes	6	53	70	63	77
Facility Rentals	-	-	-	-	118
Cemetery Internments	-	-	-	-	1
Business Licenses Issued	-	-	-	-	105
Bylaws Adopted	-	-	-	-	64
Front Line Phone – Inbound Answered	new	new	new	new	98%

Corporate Services Operating Budget

Corporate Services Funding	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	2023 Budget
Business Licence Fees	\$17,140	\$10,200	\$10,200	0.0%	\$-	\$10,200
Total Funding	\$17,140	\$10,200	\$10,200	13.9%	\$1,245	\$10,200
Operating Budget	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	2023 Budget
Administration*	\$517,122	\$1,049,800	\$579,100	-44.8%	\$(470,700)	\$583,400
Council & Committees	146,685	173,300	177,300	2.3%	4,000	181,000
Risk Management	208,705	231,600	236,200	2.0%	4,600	241,000
Grant in Aid & Fee for Service	193,950	201,700	228,600	13.3%	26,900	230,000
Corporate Services**	458,175	-	593,600	-	593,600	606,500
Total Operating Expenses, Core	\$1,524,637	\$1,656,400	\$1,814,800	9.6%	\$158,400	1,841,900
Budget to Increase Service Levels		2021 Budget	2022 Budget			2023 Budget
Pacific Centre Family Services Association – Increased COPE program support		-	45,000			-
Records Coordinator (2023)		-	-			82,700
Total Operating Expenses		1,656,400	1,859,800	12.3%	203,400	1,924,600
Taxation Required		\$1,656,400	\$1,849,600			
Taxation per Resident***		\$82.90	\$90.87			

*Front Counter Services operating budget was added to the Corporate Services budget in 2021. The 2022 budget proposes a separate operating budget.

**Corporate Services 2022 increase is primarily due to new hires resulting from the 2021 Corporate Services Review.

***BC Stats est. Colwood Population in 2021=19,857 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21,919 | 2026=22,467

Corporate Services & Administration

2021 Priorities

	Status
• Fully staff the Corporate Services department	Complete
• Provide high level internal and external meeting management and legislative/procedural support to City Council and Departments through the pandemic	Complete
• Develop and implement in-house training program for records management orientation/ongoing training	In Progress
• Establish and implement an ongoing policy review program for Council and Administrative policies	In Progress
• Improve the internal handling of correspondence, processing of Freedom of Information request and document discovery requests	Complete
• Update FIPPA training for internal staff and elected officials to raise awareness of legislated requirements	In Progress
• Review and modernize Council Procedure bylaw	Complete
• Take responsibility for Public Hearing meeting process	Complete
• Review and inventory municipal cemeteries	Deferred
• Integrate in-person and virtual attendance at Council and Committee meetings in the future	Complete
• Organize and manage the 2022 Municipal election in-house	In Progress
• Review rental facilities bookings and bring forward a new fee schedule for Council's consideration	In Progress
• Explore opportunities for further facility use agreements for rental facilities	In Progress
• Electronic Signature registration for land title documents	In Progress

Corporate Services & Administration

2022 Priorities

- In-house training program for records management
- Policy review program for Council and Administrative policies
- FIPPA training for internal staff and elected officials to raise awareness of legislated requirements
- Review and inventory municipal cemeteries
- Organize and manage the 2022 Municipal election in-house
- Review rental facilities bookings and bring forward a new fee schedule for Council's consideration
- Explore opportunities for further facility use agreements for rental facilities
- Electronic Signature registration for land title documents
- Development of a correspondence tracking procedure once new land management system is implemented
- Review and modernize the Miscellaneous Fees and Charges Bylaw
- Audit of all City Bylaws to determine if modernization is required
- Investigate proactive disclosure policy for Freedom of Information request 30 days after provided to applicant
- Implement a contract and agreement tracking system

Administrative and Corporate Services Special Initiatives

Corporate Contingency – \$150,000 per year

This contingency account has been established for use only in exceptional circumstances and would only be used by way of Council resolution. These are surplus funded and have no direct taxation impact.

Municipal Election – 2022: \$50,000 2026: \$54,100

This will provide the necessary funding for the 2022 and 2026 elections. *Funding Source: Surplus.*

Electronic Records (Scanning) – \$50,000

To populate the new Municipal Business Process software with property information will require scanning of hard copy permanent land records into our electronic records system. This will allow information to be more easily accessible to staff and provide more efficient customer service. It will also allow the hard copy records to be stored off-site, freeing up space that could accommodate additional workspace. *Funding Source: Surplus.*



Communications

Council Expectations

- Strategic communications planning and advice that mitigates risks and results in timely, effective messaging that advances Council's strategic priorities and builds Colwood's brand as an exceptional seaside community.
- Meaningful engagement with citizens and other stakeholders that builds trust and leads to durable decisions that are well understood by residents.
- High quality marketing, promotions and branding through campaigns, events, signage and other placemaking initiatives that reflect Council's vision, raise Colwood's profile and advance the City's goals.
- Engaging community events and celebrations that strengthen community connections and raise Colwood's profile as an exceptional seaside community.
- That the City's website be kept current.

The role of the Communications team is diverse, with duties ranging from strategic communications planning and advice to community engagement, internal communications, media relations, marketing, event planning, placemaking, volunteer coordination and more.

Communications is responsible for all corporate messaging, branding, marketing and engagement activity for the City. The team works directly with Council, leadership and staff, as well as media and a wide range of partners to research, analyze, provide advice, create messaging, add context, implement communications initiatives, evaluate their effectiveness and adjust for continuous improvement.

Communications

Staff Position History & Forecast

The following table shows full-time equivalent (FTE) employees.

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Plan	2023 Plan
Communications Manager	1.0	1.0	1.0	1.0	1.0
Engagement Assistant	0.0	0.25 ¹	1.0 ¹	1.0	1.0
Full-Time Equivalent	1.0	1.25	2.0	2.0	2.0

¹ The City hired an Engagement Assistant to meet increasing demands for community events and engagement, see Service Plan detail.

Performance Measures & Key Stats

Performance Metrics	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Plan
Community events planned & delivered	37	40	45	48	44	50
Public Engagement Registrations (Let's Talk)	n/a	n/a	976	2,241	4,816	5,000
News Releases issued	78	76	86	87	89	98
Videos produced	2	2	2	2	15	20
Website page views	373,115	385,000	420,275	475,000	510,126	600,000
Social media followers	7,041	8,214	9,121	9,727	12,422	13,000

Communications Operating Budget

Communications Funding	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change
Beach Event Permit Revenue*	-	\$3,700	\$3,700	0.0%	-
Event Sponsorship	\$2,500	\$4,200	\$4,200	0.0%	-
Total Funding	\$2,500	\$7,900	\$7,900	0.0%	-
Operating Budget	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change
Communications**	\$224,321	\$232,700	\$257,700	10.7%	\$25,000
Events/Public Relations	\$52,425	\$72,600	\$74,000	1.9 %	\$1,400
Total Operating Expenses	\$276,745	\$305,300	\$331,700	8.6%	\$26,400
Taxation Required		\$297,400	\$323,800		
Taxation per Resident***		\$14.98	\$15.91		

*Food vendor permit fees under review for 2022

**Internal reallocation of communications-related software budgets from It Department

***BC Stats est. Colwood Population in 2021=19,857 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21,919 | 2026=22,467

Communications

2021 Priorities

	Status
• Hire Engagement Assistant to build engagement capacity	Complete
• Marketing campaign to build upon the City's current positive momentum	Complete
• Initiate a series of Council and staff videos	Complete
• Create Event and Volunteer Plans	In Progress
• Develop a Response Standards policy	In Progress
• Complete a Household Prosperity Report and Community Needs Assessment	In Progress
• Increase community engagement opportunities	Complete
• Strengthen First Nations relations	Ongoing
• Implement a comprehensive Social Media schedule	Complete
• Assist in facilitating Public Art Projects	Ongoing
• Define City Pageantry Program	In Progress

2022 Priorities

- Complete the Household Prosperity Report and implement a survey to incorporate qualitative analysis of data.
- Finalize Standards of Response for City staff.
- Develop a neighborhood wayfinding program.
- Implement the Go Colwood ride matching app.
- Work with Volunteer Victoria to create a Volunteer Plan.
- Formalize City's events plan and continue to offer events that build community and promote Colwood.
- Internal Communications
- Continue to create City videos, extend marketing campaigns, and enhance placemaking.
- Update the City website to incorporate new services offered through the Municipal Business Process software, bring it up to current accessibility and responsiveness standards, and serve the demands of a growing community.
- Further enhance the planning, delivery, reporting and evaluation of community engagement and public participation initiatives.
- Develop a consistent set of clear and concise brochures that help residents understand and access City services.

Communications

Special Initiatives

Household Prosperity Census & Survey – 2022: \$50,000 2023: \$10,000 2025: \$10,000

Understanding prosperity to identify strengths and opportunities regarding social and cultural needs and support decision-making about future investment or advocacy of new social service, recreational, arts and culture facilities and programs that promote prosperity and quality of life. The Citizen Survey is incorporated into this initiative. This project was started in 2021 with a budget of \$60,000, with \$10,000 spent during the year. The remaining budget is being carried forward for completion in the first quarter of 2022. 2023 & 2025 propose funding for further Citizen Surveys. This initiative was previously approved in the 2021-2025 Financial Plan. *Funding Source: Reserve Fund – Future Operating.*

Events Plan - \$10,000

Determine the type and scale of events the City should be working to host and create a plan to achieve them. Consider everything from international to local and the right mix of sports and recreation events, arts and cultural festivals, markets and more. This project was budgeted in 2021 for \$10,000 but was not started. *Funding Source: Reserve Fund – Future Operating.*

Neighbourhood Wayfinding - \$6,700

Develop a wayfinding plan to make it easy to navigate within Colwood and strengthen the City's sense of place and community pride through consistent branding and accessible, sophisticated signage. This project is near completion, with a draft strategy presented to Council in late 2021. The original budget for 2021 was \$30,000, with \$41,875 spent to the end of the year (using unspent funds from the Marketing Campaign). The 2022 budget will complete the strategy for a total project cost of \$48,575. *Funding Source: Reserve Fund – Future Operating.*

Colwood Marketing Campaign – 2022: \$102,000 2023: \$104,000

Promoting Colwood to attract the right kinds of businesses to our growing commercial areas through creative and inspiring placemaking initiatives that also directly benefit residents: for example, neighbourhood wayfinding, informative videos, interpretive signs and public art. This is a three-year program that began in 2021. *Funding Source: Surplus.*

Volunteer Coordination Plan - \$10,000

Create a plan to provide coordinated opportunities for residents to be more involved in City initiatives and events. This project was budgeted at \$10,000 for completion in 2021. The funds have been carried forward as the work should be completed in the first quarter of 2022. *Funding Source: Surplus.*



Finance

Council Expectations

- Transparent and open service review and budget process.
- Clear communication with public about assessment, tax notices and taxation.
- Financial systems support decision making.
- Financial systems demonstrate Council's due diligence in financial oversight.
- Performance benchmarking systems be established across the organization.

The Finance Department is responsible for the financial well-being of the City, including long-term financial planning and annual budget development, administration of property taxation and utility billing and user fees, investment and debt management, risk management, procurement, general accounting, and all statutory financial reporting including preparation of annual audited Financial Statements.

The Finance Department collaborates with departments and partners to ensure fiscal responsibility and stewardship of the City's operations and assets. Cash flow is managed to ensure funds are available to fulfill the five-year financial plan, and the department is responsible for coordinating expenditures and ensuring financial resources are available for long-term infrastructure replacement.

The Finance Department calculates and levies property taxes and utility fees, processes payments for licenses, permits and fines, administers accounts payables and accounts receivable. The department is responsible for payroll and benefit administration payroll for approximately 100 full-time, part-time and casual employees.

Staff Position History & Forecast

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Plan	2023 Plan	2024 Plan
Director of Finance	1.0	1.0	1.0	1.0	1.0	1.0
Manager of Finance	1.0	1.0	1.0	1.0	1.0	1.0
Sr Accountant	1.0	1.0	1.0	1.0	1.0	1.0
Purchaser	1.0	1.0	1.0	1.0	1.0	1.0
Payroll & Benefit Coordinator*	1.0	1.0	1.0	0.0	0.0	0.0
Payroll Coordinator	0.0	0.0	0.0	1.0	1.0	1.0
Accounting Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Accounting Clerk III**	0.0	0.0	0.5	1.0	1.5	2.0
Front Counter Support Clerk***	2.0	2.0	0.0	0.0	0.0	0.0
Full-Time Equivalent	8.0	8.0	6.5	7.0	7.5	8.0

*In 2022 the role of Benefit Coordinator will move to Human Resources

**Increased resource to support the impact of community growth on asset management

*** Front Counter Services moved to Corporate Services

Finance

Performance Measures & Key Stats

Performance Metrics - How much?	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual
\$ Property tax collection	\$24.6M	\$25.6M	\$26.4M	\$27.9M	\$29.0M
0# Property tax folios	6,049	6,149	6,331	6,498	6,670
# Cash receipt/banking transactions	10,893	11,508	12,083	12,939	13,500
T4s issued	150	145	144	137	154
Home Owner Grants claimed	4,627	4,714	4,848	4,976	5,054
Tax Deferment Applications Processed	277	316	340	345	359
Preauthorized Withdrawal Subscribers	61	127	187	199	200
RFP's, Tenders, RFEIs, etc.	-	9	13	22	30
Invoices processed and paid	-	-	-	-	3,600
Payments Processed (EFT & Cheques)	-	-	-	-	1,500
Purchasing Card Transactions	-	-	-	-	4,500
Performance Metrics - How well?					
\$ Interest earnings	\$ 298,077	\$630,000	\$785,000	\$800,000	\$488,000
% Interest earnings	1.10%	1.99%	2.20%	2.66%	1.70%
Distinguished Budget Award Y/N	N	Y	Y	Y*	Y
Canadian Award for Financial Reporting	N	Y	Y	Y*	Y
Ratio of suppliers using EFT	29%	34%	40%	45%	50%

**Financial impact of restructuring to support existing service delivery and increased resource to support the impact of community growth on asset management*

Finance

Finance Operating Budget

Finance Funding	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	2023 Budget	2024 Budget
School Tax Admin Fee	\$9,888	\$9,200	\$9,400	2.2%	\$200	\$9,500	\$9,700
Tax Certificate Fees	\$29,475	\$33,500	\$34,200	2.1%	\$700	\$34,900	\$35,600
Other Revenue	\$142,072	\$4,600	\$4,600	0.0%	-	\$4,600	\$4,800
Total Funding	\$181,435	\$47,300	\$48,200	1.9%	\$900	\$49,000	\$50,100
Operating Budget	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	2023	2024
Finance General*	\$796,911	\$818,800	\$892,100	9.0%	\$73,300	912,200	987,200
Total Operating Expenses, Core	\$796,911	\$818,800	\$892,100	9.0%	\$73,300	\$912,200	\$987,200
Budget to increase service levels		2021 Budget	2022 Budget			2023 Budget	2024 Budget
Asset Management	-	-	-	-	-	\$48,000	\$50,000
Total Operating Expenses	\$796,911	\$818,800	\$892,100	9.0%	\$73,300	\$960,200	1,037,200
Taxation Required		\$771,500	\$843,900				
Taxation per Resident**		\$38.85	\$41.46				

*Financial impact of restructuring to support existing service delivery and increased resource to support the impact of community growth on asset management

** BC Stats est. Colwood Population in 2021=19,857 | 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21,919 | 2026=22,467

2021 Priorities

	Status
• Undertake departmental capacity review	Complete
• Connect the annual budget process to Council's service level expectations with greater transparency	Complete
• Continue to improve budget process efficiency and process, including refinement of annual service review	Complete
• Review and consolidate the City's various reserve bylaws	In Progress
• Review and recommend a municipal capital budget process for full asset life cycle costing	In Progress
• Improved Management information via report improvement and updating reporting system	In Progress
• Formalize and instill procurement guidelines, including city wide training	Ongoing
• Develop a guideline and direction for the maintenance of Reserves	Ongoing
• Implement an Asset Management System (2022)	In Progress
• Review User Fee Rates (Sewer Connection Fee and Sewer User Fee Q1 2022)	In Progress

2022 Priorities

- Review and recommend a municipal capital budget process for full asset life cycle costing
- Implement an Asset Management System
- Assist in the successful implementation of the new Municipal Business Process software that will provide improved financial integration of licensing, permitting, and taxation activities
- Research timesheet solution to support improved asset management
- Research work order/job costing solution to support improved asset management
- Research best practices and propose updates to the Investment Policy
- Draft Risk Management Policy and refine internal risk management related procedures
- Issue Requests for Proposals (RFP) for Audit Services and award
- Issue Requests for Proposals (RFP) for Banking Services and award
- Increase participation with joint purchasing groups to save money on collaborative purchases
- Streamline the payment process by:
 - Continuing to encourage vendors/suppliers to use EFT
 - Researching use of electronic signatures on cheques and proposing changes to policy to allow for such



Human Resources

Council Expectations

- The City's employment practices and policies are compliant with Legislation Standards.
- Our compensation and benefits offered contribute to a positive employee relationship.
- Professional, diligent, and equitable hiring practices optimize "fit" of City employees.
- Training is used as a recruitment and retention strategy.
- Employees know the expectation of their jobs and receive regular performance feedback.
- Employee relation practices contribute to a positive workplace culture.

The Human Resources department is responsible for developing and implementing policies and strategies that ensure the leadership and development of the organization's talent is compliant with collective agreement and legislative requirements and supports a positive, productive and psychologically safe workplace culture.

Services Include:

- Recruitment & Retention initiatives
- Compensation & Benefits
- Learning & Development
- Labour & Employee Relations
- Occupational Health & Safety
- Organizational Development

Human Resources

Staff Position History & Forecast

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Plan
Manager of Human Resources	1.0	1.0	1.0	1.0
Human Resources Coordinator	0.0	0.0	0.0	1.0
Occupational Health & Safety Advisor	1.0	1.0	1.0	1.0
Full Time Equivalent	2.0	2.0	2.0	3.0

Performance Measures & Key Stats

Number of Active Employees:	2019 Actual	2020 Actual	2021 Actual
Employed <5 years			64
Employed 6-10 years			15
Employed 11-15 years			13
Employed 16+ years			15
Male Employees			57
Female Employees			50
Employees Aged <29			9
Employees Aged 30-39			26
Employees Aged 40-49			31
Employees Aged 50+			41
Total Employees			107

Human Resources Operating Budget

Operating Expenses	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change
Human Resources*	\$264,926	\$312,200	\$319,000	2.2%	\$6,800
Total Operating Expenses, Core	\$264,926	\$312,200	\$319,000	2.2%	\$6,800
Budget to increase service levels		2021 Budget	2022 Budget		
Increased HR Services			\$101,000		
Total Operating Expenses		\$312,200	\$420,000	34.5%	\$107,800
Taxation Required		\$312,200	\$420,000		
Taxation per Resident**		\$15.72	\$20.63		

*Includes increased resourcing to support organizational training and growing workforce

**BC Stats est. Colwood Population in 2021=19,857 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21,919 | 2026=22,467

Human Resources

2021 Priorities

- Implemented Leadership Academy program
- Development of a job classification system
- Union, non-union and exempt compensation review
- Continue to develop Labour/Management Relationship
- Departmental reviews to address resourcing challenges
- Collective Bargaining
- Council compensation review

Status

In Progress
In Progress
In Progress
In Progress
In Progress
In Progress
2022

2022 Priorities

- Council compensation review
- Introduce HR Coordinator position to support operational HR services
- Develop and implement compensation philosophy
- Review of the Greater Victoria Labour Relations Association membership
- Standardization of job descriptions across organization
- Continued development and maintenance of Leadership Academy program
- Initiate annual topical organizational development training
- Development of Respectful Workplace Policy
- Development of contemporary Flexible Work Arrangements policy
- Enhance workplace wellness initiatives
- Apply employee relations practices to create a positive workplace culture

Special Initiatives

Compensation & Structure Review – 2022: \$9,600 2024: \$37,100

Reviewing the City's compensation and organizational structure against comparable municipalities will allow the City to ensure services and assets are being managed in a financially responsible manner. This project began in 2021 with a \$30,000 budget. The 2022 budget includes the unspent funds required to complete the project. It is recommended that this initiative take place every three years. Funding Source: *Reserve Fund – Future Operating*.



Information Technology

Council Expectations

- The City makes beneficial use of technology to enhance our services.
- Data and systems are safe, secure, and backed up.
- The City uses information technology to improve public access to our data.
- Integrated and complete digital systems.
- Protection of personal information of the public is paramount.

The Information Technology (IT) department leverages technology and data to best serve programs, services, and governance of the community.

IT manages a wide variety of technology services, including planning and implementation of a significant inventory of hardware such as workstations, mobile devices, a networked phone system, servers, and audio-visual equipment.

IT also supports end users by updating software, implementing new systems, training and troubleshooting, managing helpdesk requests and liaising with third party providers.

IT works with Communications and Corporate Services to support the City's website and other online services. IT is responsible for ensuring the City's data and network remain safe and secure.

IT is also responsible for ensuring that the City's internal and external customers have the appropriate technology, information, and applications to maximize business efficiencies and service delivery.

Information Technology

Staff Position History & Forecast

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Plan
Manager of IT	1.0	1.0	1.0	1.0
IT Technician	1.0	1.0	1.5	2.0
Full-Time Equivalent	2.0	2.0	2.5	3.0

Performance Measures & Key Stats

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Actual*
Helpdesk requests (approx.)	500	1,025	974	1,100
Terabytes of IT data	3.8 TB	4.2 TB	5.0 TB	6.5 TB
Network Uptime	new	97%	98%	98%
New positions on-boarded	-	-	-	15

Information Technology Operating Budget

Operating Expenses	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change
IT General	\$563,275	\$573,100	\$605,700	5.7%	\$32,600
Total Operating Expenses, Core	\$563,275	\$573,100	\$605,700	5.7%	\$32,600
Budget to Increase Service Levels		2021 Budget	2022 Budget		
Increased IT Support	-	-	\$50,500		
Total Operating Expenses		\$573,100	\$656,200	14.5%	\$83,100
Taxation Required		\$573,100	\$656,200		
Taxation per Resident*		\$28.86	\$32.24		

** BC Stats est. Colwood Population in 2021=19,857 | 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21,919 | 2026=22,467

Information Technology

2021 Priorities

	Status
• Lead and/or support the following key Corporate software system implementations:	
○ Asset Management	Scoping
○ Land Management	In-Progress
○ Records Management	Ongoing
• Assess and implement measures and processes to safeguard the security of the corporate network	Complete
• Complete an IT strategic plan.	Ongoing
• Replace phone system	Complete
• Acquire a new backup solution for our servers and programs	Complete
• Finalize the SCADA project	Complete
• Continue creation of a robust document library for services and applications in the Colwood network	Complete
• Create a solid Information Technology foundation that is safe and secure then leverage technology and data to best serve programs, services, and governance of the community	Ongoing

2022 Priorities

- Lead and/or support the following key corporate software system implementations:
 - Land Management – underway and will continue into 2022 with additional public facing web services. Credit card payments and eCommerce will be added followed by MyCity which allows citizens to access permits, payments, taxes and business licenses. Our City is a development tracking tool that highlights existing applications, at what stage in the approval process the application resides. Calls for service will be available on the Colwood website so citizens can report issues and the matter is automatically entered and assigned for follow up in Tempest.
 - Asset Management – IT will take the lead in 2022 to ensure the City has the right solution for this important function.
 - Records Management – continue to enhance the records solution so that documents are accessible, mobile friendly, secure and efficient for staff to use
- Investigate and implement solutions for updated building security and physical access. The current hardware is no longer supported or available



Fire Rescue

Council Expectations

- Provide timely and effective emergency services to our community.
- Provide quality training to the members of the department.
- Engage with regional partners through automatic and mutual aid agreements.
- Work with dispatch provider to take advantage of technological changes due to next generation 911 services.
- Explore volunteer retention and service delivery models as our community grows.
- Educate and engage the community through fire prevention and safety initiatives.

The Colwood Fire Department has been protecting Colwood residents since 1946 and recently celebrated its 75th anniversary. The department is the Westshore's longest serving fire department. The department consists of 32 volunteers, 10 career firefighters and 1.6 administrative professionals, and is currently one of the last remaining municipalities on southern Vancouver Island that does not compensate its volunteer members for training or emergency response.

The department provides invaluable services to the community including response to fire and medical emergencies, fire prevention and education, fire safety inspections, firefighter training, hazardous material response, as well as water and confined space rescue.

The department provides a level of service consistent with the provincial Office of the Fire Commissioner full-service fire department standard as well as National Fire Protection Agency standards that govern the activities of the fire service. These standards serve to set the bar for the fire service operations and how those services are delivered to the community.

Fire Rescue

Staff Position History & Forecast

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Plan
Fire Chief	1.0	1.0	1.0	1.0
Assistant Fire Chief	1.0	1.0	1.0	1.0
Captain	2.0	2.0	2.0	2.0
Lieutenant	1.0	1.0	1.0	3.0
Firefighter	3.0	3.0	4.0	3.0
Emergency Services Support Coord.	1.0	1.0	1.0	1.0
Emergency Services Clerk – Fire	0.5	0.5	0.6 ¹	0.6
Full-Time Equivalent	9.5	9.5	10.6	11.6
Volunteers	29	32	32	35

¹ increased resourcing to support community growth

Performance Measures & Key Stats

Activity	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual
Training hours	6,450	6,282	5,976	4,048	5,174
Responses (emergency & non-emergency)	670	632	760	668	696
Fire investigations	22	21	14	28	13
Fire inspections	690	659	614	336	264
Overdose calls	4	10	12	9	7
Emergency incident response time NFPA1720 - 10 mins or less (80% of the time)	85%	89%	92%	91%	89%

Fire Rescue

Fire Rescue Operating Budget

The 2020-24 Financial Plan approved funding to increase the career firefighter count from 3 to 5 firefighters between 2021 and 2022 to support the demands of community growth. In addition, in 2020, the Colwood Fire Department took over leadership of the Emergency Support Services program and will enhance and strengthen this service in collaboration with View Royal Fire Services.

Colwood Fire is one of the last municipalities on southern Vancouver Island that does not compensate its members for training or emergency response. The 2022-2026 Financial plan funds a paid night shift program to enable 24/7 coverage and supports faster response times.

The 2023 budget introduces hourly remuneration for all emergency responses, and the draft 2024 budget introduces training compensation.

Operating Budget	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	2023	2024
Fire Administration & Suppression	\$1,862,799	\$1,970,800	\$1,987,000	3.6%	70,900	\$,368,300	\$2,544,100
Fire Fleet & Equipment	\$167,570	\$171,000	\$174,700	2.2%	\$3,700	\$166,200	\$169,700
Emergency Support Services	\$47,086	\$51,700	\$50,300	-2.7%	-\$1,400	\$51,100	\$97,100
Total Operating Expenses, Core	\$2,077,455	\$2,193,500	\$2,212,000	0.8%	\$18,500	\$2,585,600	\$2,810,900
Budget to increase service levels			2022 Budget			2023 Budget	2024 Budget
Increase Career Firefighters 1.0 in 2021, 1.0 in 2022			\$96,100				
Enhance Emergency Support Services						\$45,000	\$47,700
Transition to Paid On-call			\$198,800			\$125,300	\$73,800
Total Operating Expenses		\$2,193,500	\$2,506,900	14.3%	\$313,400	\$2,755,900	\$2,932,400
Taxation Required		\$2,193,500	\$2,506,900			\$2,755,900	\$2,932,400
Taxation per Resident*		\$110.46	\$123.16			\$132.10	\$137.13

*BC Stats est. Colwood Population in 2021=19,857 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21, 919 | 2026=22,467

Fire Rescue

2021 Priorities

	Status
• Continue to work on fire department strategic planning process	In Progress
• Present staffing plan to increase career firefighters from 3 to 4 firefighters per shift	Complete
• Continue to work with Planning and Development Services for future fire station in Royal Bay	
• Replace one vehicle exhaust rail in station for Health / Safety and Work Safe compliance	Complete
• Continue to work with Westshore Fire Departments to increase resource availability for emergency response model and mutual aid	Ongoing
• Continue to upgrade mobile data and mapping technology	In Progress
• Complete training area lighting for safety and security	Complete
• Fire Hall reconfiguration of board room to accommodate staffing large-scale weather events	Complete
• Continue with multi-year plan for (SCBA) maintenance and replacement program	Ongoing
• Paid On-Call model review	In Progress
• Explore volunteer incentive option	In Progress

2022 Priorities

- Consideration of a Paid-on Call (POC) approach
- Auxiliary Firefighter program
- Continue to upgrade mobile data and mapping technology
- Replace a portion of the Fire Station roof
- Installation of a concrete curb and asphalt to repair erosion in the training area
- Planning for future upgrades to the training facility
- Continue upgrades to mobile data and mapping technology
- Plan for the tendering of a replacement rescue apparatus
- Request funding for additional containers to add a second level to the training facility
- Radio antenna mast replacement
- Addition of a shared Firefighter/Emergency Program Coordinator position

Fire Rescue

Fire Rescue Special Initiatives

ESS Training & Equipment - \$12,800

The Colwood Emergency Program has received for a UBCM Community Emergency Preparedness grant to build local capacity to provide emergency support services through volunteer recruitment, retention and training and the purchase of ESS Equipment. This will provide additional supplies and equipment for group lodging and mass care needs of Colwood, View Royal, Songhees and Esquimalt Nations, and improve capacity locally and for the region in the event of a major emergency or disaster. Plexiglass dividers and thermometers will help increase evacuee and volunteer protection against COVID 19 and other influenzas. Additional items such as advertisements, uniforms, and a Wi-Fi router increase efficiency for managing and coordinating resources and evacuees and help promote our ESS team and attract new volunteers. This project started in 2021 with a \$25,000 budget. The 2022 budget is the unspent funds to complete the project in the second quarter of 2022. *Funding Source: Provincial Grant.*

EOC Community Risk Assessment/Evacuation Route Planning - \$10,500

A community wide risk assessment will more clearly identify and describe the dangers and hazards that are present within the City and allow the Emergency Planning Program to develop evacuation route response plans to evacuate portions of Colwood should a large scale emergency exist. This program was budgeted for \$20,000 in 2021 and the 2022 budget is the unspent funds from the original budget. The project is scheduled for completion in March 2022. *Funding Source: Provincial Grant.*

Pandemic Emergency Response - COVID - \$57,800

This Fire Rescue Department increased response efforts to the COVID-19 pandemic on January 1, 2022 by implementing a night shift. This funding will provide night shift coverage through March 31, 2022. *Funding Source: COVID-19 Grant.*

A photograph of a modern, grey building with the words "WEST SHORE RCMP" in large, blue, sans-serif capital letters on its facade. The building is partially obscured by green trees with red flowers in the foreground. The sky is clear and blue.

WEST SHORE
RCMP

Policing

Council Expectations

- Unbiased and respectful treatment of all people.
- Enhancement of public safety.
- Timely and effective policing and emergency response services to our community.
- Proactive policing,
- Enhance the safety of streets.
- Positive public relations and visibility.
- Cultural sensitivity.
- Partnership and consultation
- Efficient and effective use of resources.
- Proactive approach to increasing mental health related calls for service.
- Having the optimal number of frontline officers per capita.

The City of Colwood contracts with the provincial government for policing services. The Provincial government has contracted with the Royal Canadian Mounted Police for provision of policing services.

The Westshore Detachment of the RCMP is jointly operated by the City of Colwood, the City of Langford and the Town of View Royal. This detachment serves View Royal, Langford, Metchosin, Highlands, Songhees First Nation and Esquimalt First Nation in addition to Colwood.

Policing

Staff Position History & Forecast

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan
Court Liaison / Exhibit Officer	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Watch Clerk	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Training Officer	0.0	0.0	0.5	0.5	0.5	0.5	0.5	0.5
Full Time Equivalent	8.0	9.0	9.5	9.5	9.5	9.5	9.5	9.5
Police Strength	17.6	18.6	19.6	20.6	21.6	22.6	23.6	24.6

Performance Measures & Key Stats

Performance Metrics - How much?	2018 Actual	2019 Actual	2020 Actual
# Colwood Police Files	3,718	4,423	4,573
# of files that resulted in charges	221	279	279
# files that resulted in Criminal Code charges	141	170	143
# Proactive Street Checks	106	67	61
# Files for Crime Reduction Unit	41	46	33
# Files General Investigation	17	10	33
# Mental Health & Addictions Files	203	230	256

Police Operating Budget

The 2021-25 Financial Plan endorsed a police strength increase of two members bringing the total strength to 20.6 in 2022. The West Shore RCMP Detachment has a target of 1 police strength per 900 residents and is requesting a continued increase of 1.0 FTE annually to 2026 to achieve this target.

The 2022-26 Financial Plan includes cost estimates for both transitioning of the E-Comm policing dispatch costs (funded January 1, 2023). Future consideration for the potential debt servicing cost implications of the City's share of the proposed capital spend on the West Shore RCMP detachment facility have not been incorporated into the 2022-2026 Financial Plan. A decision on the proposed redevelopment of the West Shore RCMP detachment has not yet been made by the member municipal property owner. The City does not have sufficient reserves for this work, and the annual debt servicing costs to support the City's estimated capital contribution of \$17.3M is estimated at \$925,000.

Policing

Policing Operating Budget

Policing Funding	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	2023 Budget	2024 Budget	2025 Budget
Criminal Records Check/Other	\$12,344	\$15,600	\$15,600	0.0%	\$0	\$15,900	\$16,200	\$16,500
Detachment Lease Revenue	\$86,343	\$91,100	\$91,100	0.0%	\$0	\$91,100	\$91,100	\$91,100
Total Funding	\$98,687	\$106,700	\$106,700	0.0%	\$0	\$107,000	\$107,300	\$107,600
Operating Budget	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	2023 Budget	2024 Budget	2025 Budget
Contracted Policing Services	\$3,455,888	\$3,465,400	\$3,686,700	6.4%	\$221,300	\$4,031,700	\$4,523,800	\$4,955,900
Support Services & Building	\$1,016,489	\$1,193,700	\$1,208,000	1.2%	\$14,300	\$1,235,000	\$1,262,100	\$1,289,400
Community Policing Program	\$8,400	\$8,400	\$8,600	2.4%	\$200	\$8,700	\$8,900	\$9,100
Total Operating Expenses, Core	4,480,777	4,667,500	4,903,300	5.1%	\$235,800	\$5,275,400	\$5,794,800	\$6,254,400
Budget to increase service levels		2021 Budget	2022 Budget	% Change	\$ Change	2023 Budget	2024 Budget	2025 Budget
Increase Police Strength 1.0 (2022/23)			\$190,300			\$197,900	\$201,600	\$205,300
E-Comm Dispatch Centre			-			\$214,700	\$147,300	\$50,000
Total Operating Expenses		\$4,667,500	\$5,093,600	10.9%	\$508,700	\$5,687,500	\$6,143,700	\$6,509,700
Taxation Required		\$4,560,800	\$4,986,900			\$5,580,500	\$6,036,400	\$6,402,100
Taxation per Resident*		\$229.68	\$245.01			\$267.48	\$282.29	\$292.08

*BC Stats est. Colwood Population in 2021=19,857 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21,919 | 2026=22,467

Policing

2021 Priorities

- The Westshore Detachment facility, located at 698 Atkins Avenue in Langford, is nearing capacity and projections show the need for increased space in the next three to five years. This facility is currently comprised of two buildings, one built in the 1960s and one built in 1999. In 2021, a feasibility study was commissioned with Colliers and the recommended was a redevelopment of the site located at 698 Atkins Avenue with an initial capital cost estimate of \$67.1M. Colwood's proportionate share of the capital cost is estimated at \$17.3M. A decision on the proposed redevelopment has not yet been made by the member municipal property owners.
- South Island Policing 9-1-1/Police Dispatch Centre (E-Comm). Emergency Communications for BC Incorporated (E-Comm) provides emergency communications services. In 2017, E-Comm signed agreements with police agencies on southern Vancouver Island and the CRD for the formation of a consolidated South Island 911/Police Dispatch Centre (SIPDC). In 2021, participating local governments were informed of a change in the funding structure for the SIPDC; currently, funding for this service is proportionately split between the Federal and Provincial government. The proposed preliminary funding allocation provides an estimate that would see Colwood responsible for 30% of the City's proportionate share costs effective April 1, 2022, transitioning to 100% of the City's proportionate share of costs effective April 1, 2024. Preliminary estimates suggest the City's share will be \$399,000 effective April 1, 2024.
- Consideration of a regional protective services committee

Status

In Progress

In Progress

In Progress

2022 Priorities

- Decide on the approach to redevelopment of the Westshore detachment facility.
- Advance approach and thinking with respect to increasing mental health related calls for service.
- Consideration of a regional protective services committee.



Building & Bylaw

Council Expectations Bylaw

- The health, safety and security of the public is our primary objective. This objective is followed by the below priorities.
 - Preventing damage to the environment.
 - Supporting our community standards.
 - Impact on the complainant.
 - Nature of the complaint
- The City seeks voluntary compliance as our primary objective
- The City provides reactive/proactive enforcement in accordance with the attached schedule.
- Comparable statistics are kept and reported publicly twice annually.

Council Expectations Building

- Apply regulations consistently.
- Industry leading turnaround time
- Upfront communications about the building process with residents and the industry
- Offer a user-friendly approach.
- Provide responsive rather than proactive bylaw enforcement,
- Use technology to leverage efficiency and effectiveness of the department.

The Building Inspection Department serves the community, including homeowners, de-signers, contractors and professional consultants. Building inspectors protect people and property by ensuring that newly constructed and renovated buildings conform to safety codes and regulations, and by helping customers avoid costly and time-consuming pitfalls by providing building permits and inspection services.

Bylaw Compliance Officers protect the safety and quality of life of residents by ensuring residents and business understand and comply with the City's bylaws, and by being a watchful presence in our community. Bylaw receives and investigate complaints, monitors issues and works with individuals to encourage voluntary compliance through education and mediation. When enforcement is required, Bylaw Officers issue municipal tickets and fines and may seek legal recourse.

Building & Bylaw

Staff Position History & Forecast

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Plan
Manager of Building & Bylaw Services	1.0	1.0	1.0	1.0
Building Inspector III	2.6	2.4	2.6	2.0
Building Inspector I	0.0	0.0	0.0	1.0
Bylaw Enforcement Officer II	2.0	2.0	0.0	0.0
Sr. Bylaw Compliance Officer II	0.0	0.0	1.0	1.0
Bylaw Compliance Officer	0.0	0.0	1.0	1.0
Building Inspection Admin. Assistant	1.0	1.0	1.6	1.6
Full Time Equivalent	6.6	6.4	7.2	7.6

Performance Measures & Key Stats

Performance Metrics - How much?	2018 Actual	2019 Actual	2020 Actual	2021 YTD
Building Permits Issued	445	493	500	590
Bylaw Complaints	492	530	587	477
Performance Metrics - How well?				
New dwellings permitted	\$502K	\$268K	\$422K	\$408K
% building permits issued for SFD residential within 5 business days	new	90%	90%	90%
% plumbing permits issued within 2 business days	new	90%	95%	95%

Building & Bylaw

Building & Bylaw Operating Budget

Building & Bylaw Funding	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change
Building Permit Fees*	\$1,478,707	\$1,276,600	\$1,312,600	2.8%	\$36,000
Plumbing Permit Fees	154,000	183,800	150,000	-18.4%	(33,800)
Municipal Ticketing Fines	1,000	4,000	4,000	0.0%	-
Building Admin Fee	11,900	11,000	11,000	0.0%	-
Building & Bylaw Revenue	\$1,645,687	\$1,475,400	\$1,477,600	0.15%	\$2,200
<i>Reallocation to Dev Svcs**</i>	-	-	(196,890)	-	
<i>Reallocation to Engineering</i>	-	-	(131,260)	-	
Total Funding			(328,150)		
Operating Budget	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change
Bylaw Enforcement	\$273,858	\$292,000	\$294,400	0.8%	\$2,400
Animal Control	\$66,200	\$66,200	\$67,900	2.6%	\$1,700
Building Inspection***	\$524,071	\$553,800	\$588,500	6.3%	\$34,700
Total Operating Expenses	\$864,129	\$912,000	\$950,800	4.3%	\$38,800
Taxation Required****			(\$198,650)		

*2021 funding included revenue associated with Colwood Corners development

**Internal reallocation of 15% of building permit fees to Development Services and 10% to Engineering based on the approximate time spent on building applications. Future allocations will be based on actual staff time reported.

***Restructure from 2.6 Inspector III to 2.0 Inspector III and 1.0 Inspector I

**** BC Stats est. Colwood Population in 2021=19,857 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21,919 | 2026=22,467



Building & Bylaw

2021 Priorities – Building

- Review the Building Bylaw and determine if updating is required
- Initiate a digital permit application and plan review system
- Review departmental capability to meet the challenge of increased development activity
- Implementation of Energy Step Code for buildings

Status

In Progress
In Progress
Complete
Complete

2021 Priorities – Bylaw

- Review Bylaw Services hours of coverage
- Implement enhanced Calls for Service system
- Follow through on Council’s direction for a Parking Demand Management system analysis
- Update the Ticketing for Bylaw Offences Bylaw.

Complete
In Progress
Complete
In Progress

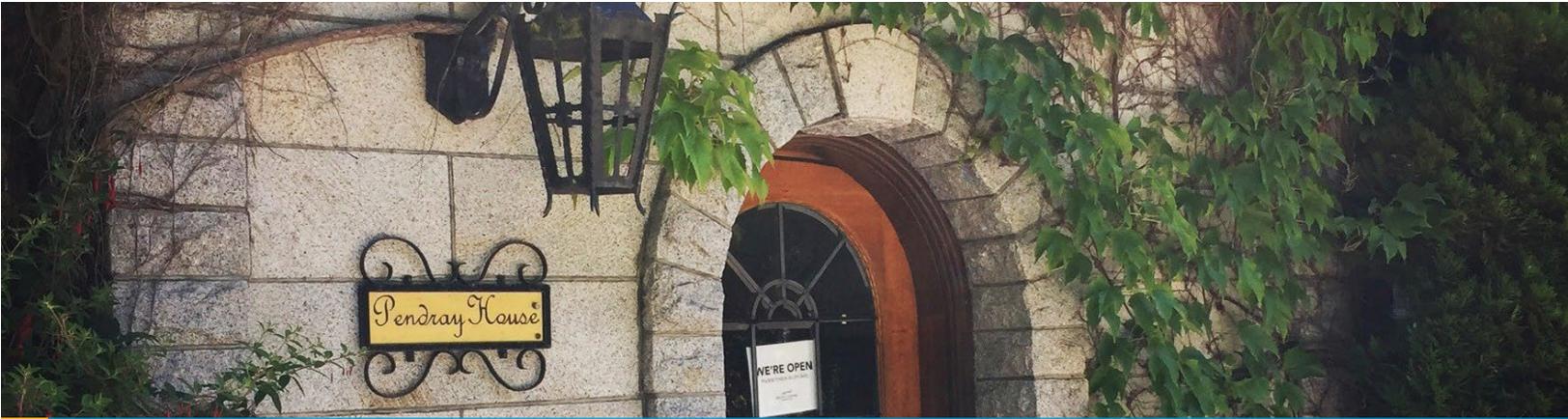
2022 Priorities

- Propose a new Building Bylaw that accurately reflects residential construction value and review current Building Permit fees
- Tempest Software implementation
 - initiate a digital permit application and plan review system
 - introduce and train Building Assistant to be a “super user” to help streamline interdepartmental coordination of permit processing
 - implement enhanced Calls for Service for Bylaw
- Replace part time Building Official III with full time Building Official I which will help with less complex buildings such as Single-Family Dwellings
- Improve safety for school drop off and pick up, address illegal parking in bike lanes
- Continue to improve pattern of parking overnight at the Lagoon
- Increase education with fireworks use and required permits, in coordination with the Fire Department

Special Initiatives

Safe Routes Initiative - \$10,000

This initiative will provide funds for the City’s bylaw team to provide assistance in safe route planning that may include increased education, additional signage, additional enforcement and temporary/permanent infrastructure solutions relative to bike lane safety during pick-up and drop-off times around schools, in particular at this time Dunsmuir School. *Funding Source: Surplus.*



Community Planning

Council Expectations

- Monitor community need for policy review and generation.
- Review and monitor Official Community Plan for potential policy development.
- Focus on infrastructure planning for active transportation mode-shift and waterfront public realm.
- Anticipate population changes and consequential policy impacts.
- Monitor development of commercial and industrial verses residential to ensure balance is maintained.
- Strengthen protection of built heritage.
- Create opportunities to celebrate and promote intangible heritage.
- Understand & support community need for recreation, arts and cultural programming & facilities.
- Implement actions related to the declared Climate Emergency.
- Establish economic development environment.
- Build foundation for expanded and impactful economic development service post pandemic.

The Community Planning Department is dedicated to the achievement of municipal goals through the development of planning policy and provision of Council with advice on a wide range of issues.

Implementation of City initiatives in the areas including heritage conservation and economic development are also carried out by Community Planning. In 2020, the Department responded to Council's direction to manage an expanded service area covering Covid-19 economic recovery. Through the course of 2021 immediate economic recovery actions transitioned to work geared to long-term economic prosperity, and the as guided by the "Build-back Better" principle emphasized in the Colwood Economic Recovery Plan.

The Community Planning Department led work on 10 major planning projects in and management of 6 programs in 2021.

Community Planning

Staff Position History & Forecast

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Plan	2023 Plan
Director of Community Planning	1.0	1.0	1.0	1.0	1.0
Senior Planner	1.0	1.0	1.0	1.0	1.0
Program Coordinator	0.0	0.5 ¹	0.75 ¹	1.0 ¹	0.0 ¹
Full-Time Equivalent	2.0	2.5	2.75	3.0	2.0

¹ Temporary resourcing funded through the COVID Safe Restart grant to support various initiatives, including Economic prosperity.

Performance Measures & Key Stats

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Actual
Respondents satisfied with the City as a place to own and operate a business*	-	-	-	92%
Respondents "more positive" about doing business in Colwood over the past 12 months*	-	-	-	23%
Respondents satisfied with the City's response to the COVID-19 pandemic*	-	-	-	88%

*Business Retention & Expansion Survey 2021

Community Planning Operating Budget

Operating Expenses	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change
Community Planning	\$298,847	\$315,600	\$342,200	8.4%	\$26,600
Economic Development	\$32,772	\$31,300	\$47,500	51.8%	\$16,200
Library	\$925,609	\$909,500	\$932,500	2.5%	\$23,000
Culture & Heritage	\$5,000	\$15,000	\$20,000	33.3%	\$5,000
Total Operating Expenses	\$1,262,229	\$1,271,400	\$1,342,200	5.6%	\$70,800
Taxation Required		\$1,271,400	\$1,358,300		
Taxation per Resident*		\$64.03	\$65.94		

* BC Stats est. Colwood Population in 2021=19,857 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21,919 | 2026=22,467

Community Planning

2021 Priorities

	Status
• Continue to lobby BC Transit for the acceleration of public transit improvements	Ongoing
• Update the Land Use Bylaw general regulations and zoning	In Progress
• Update the Land Use Bylaw regulations and zoning	In Progress
• Review and update the Affordable Housing Policy	In Progress
• Continue to support mode-shift approaches	Ongoing
• Complete Waterfront Public Realm Improvement Plans	In Progress
• Complete Active Transportation Network Plan	In Progress
• Continue to support mode-shift approaches	Ongoing
• Complete Waterfront Public Realm Improvement Plans	In Progress
• Complete Active Transportation Network Plan	In Progress
• Complete coastal sea level rise and tsunami hazard adaptation plan	In Progress
• Formalize updated Heritage Inventory	Complete
• Complete the Heritage Strategy	In Progress
• Develop options for new public art policy	In Progress
• Implement the Parks and Recreation Master Plan	Complete
• Work with the JDF Performing Arts Society to determine feasibility of new arts centre	In Progress
• Complete Phase 2 (GHG inventory and mitigation) for Low Carbon Resiliency Plan	In Progress
• Implement outstanding actions called for by the Climate Emergency Declaration	Ongoing
• Continue to support COVID-19 recovery	Ongoing
• Create new municipal demographic and econometric statistical unit service area	Complete
• Build connections between Colwood business and development through the implementation of the Economic Prosperity Roundtable	Complete

Community Planning

2022 Priorities

- Finalize and implement Individual Park Plans for Colwood Creek Park, Lookout Lake Park and Oceanview Park
- Continue to build capacity and deliver programming through implementation of the Economic Prosperity work stream
- Continue to lobby BC Transit for public transit improvements
- Update the Land Use Bylaw by applying the results of the Wale Road Visioning
- Review and update the Affordable Housing Policy
- Complete the Active Transportation Network Plan
- Complete a coastal adaptation plan and review inland flood hazard
- Formalize a new Heritage Registry
- Complete the Heritage Strategy
- Implement the Parks and Recreation Master Plan and complete three major park specific management plans
- Work with Juan de Fuca Performing Arts Centre Society to determine feasibility of new arts Centre.
- Complete Low Carbon Resiliency Plan GHG inventory & mitigation
- Develop new protocols for Right Relations capacity building with local First Nations
- Develop new comprehensive Public Art Strategy
- Compile new Parks Improvement and Acquisition Development Cost Charge Program
- Implement Natural Asset Inventory through facilitation of ecosystem restoration
- Implement the Colwood Waterfront Stewardship Plan (Phase I scoping and design)
- Implement actions called for by the Climate Emergency Declaration

Community Planning

Special Initiatives

Land Use Bylaw Update – 2022: \$105,000 2023: \$30,000

This is a collection of projects intended to update and improve key components of the Colwood Land Use Bylaw and Colwood Sign Bylaw. Various sections of the Land Use Bylaw are expected to be updated as stand-alone projects according to Council priorities in 2020 and 2021. The 2021 budget included funds for the Land Use Bylaw, Signage Regulations and Parking Bylaw updates for a total of \$165,000. The 2022 budget includes the unspent funds from 2021 that will be used for the Land Use Bylaw updates (\$65,000) and Signage Regulation updates (\$40,000), with an additional \$30,000 in 2023 to complete the Land Use Bylaw updates. *Funding Source: Reserve Fund – Future Operating.*

Active Transportation Plan (Sidewalk & Bike Lane Review) - \$32,900

In Q1 2021 Council was presented with a recommended list of sidewalk and bike lane upgrades to determine priority routes that will make up a 10-year capital plan for active transportation network improvements. This initiative budget, originally approved in 2021 for \$60,000 was to allow for a public planning process to follow that would integrate the priority projects into an updated Active Transportation Network Plan. This is in progress, with completion scheduled for 2022. The 2022 budget includes the unspent 2021 funds of \$27,400, plus an additional \$5,500 as per the contract with the consultant. Total project spend will be \$65,500. *Funding Source: Reserve Fund – Future Operating.*

Coastal Adaptation Plan - \$60,000

The 2021 budget of \$20,000 provided technical support for the Waterfront Coastal Process Committee (WCPC). The WCPC was struck in January 2020 to better understand the forces impacting our coastline and compile recommendations to Council on management of the waterfront. The 2022 budget includes funds to develop regulation and policy to enshrine appropriate flood construction levels (FCLs) and development setbacks along Colwood's shoreline and will build on coastal flood inundation mapping compiled in 2021. *Funding Source: Reserve Fund – Future Operating.*

Public Realm Plan, Colwood Corners - \$150,000 in 2023

Create a public realm improvement plan to define the look and feel of the public areas of Colwood Corners and adjacent commercial areas and coordinate placemaking improvements with future transit, walking/rolling/cycling infrastructure improvements as well as providing direction on privately owned signage and landscaping visible from the street. It will include an implementation section with 10-year project cost estimates consistent with the City's asset management program. This project was originally proposed for 2021 and then 2022 at the same budget level, but it is recommended that it be deferred until 2023 pending the completion of the Gateway Visioning initiative. *Funding Source: Reserve Fund – Future Operating.*

Community Planning

Public Realm Plan, Waterfront - \$10,000

The waterfront public realm improvement plan will provide direction on the implementation of a multi-use walkway and future public amenities (e.g. meeting places, benches, restrooms, et cetera), and planning for conservation of ecological and archaeological resources present at the waterfront. It would also determine strategies to preserve and enhance recreational assets in the face of sea level rise and coastal erosion. The plan is nearly finalized and will be presented in early 2022. The original 2021 budget was \$125,000, with \$120,600 spent. The 2022 budget includes the unspent funds from 2021 (\$4,400) and an additional \$6,600 in case changes are required to the plan. The total project spend will be \$131,600. *Funding Source: Reserve Fund – Future Operating.*

Demographics Study – 2022: \$15,300 2024: \$15,900 2026: \$16,600

Review and update the 2018 Demographic and Land Yield study every two years to reflect most recent data and support data driven decision making. *Funding Source: Reserve Fund – Future Operating.*

Low Carbon Resiliency Plan - \$73,500

Development of a comprehensive plan for climate action that addresses climate mitigation and adaptation. A key component of this project would include a community GHG emissions inventory to set a baseline for the establishment of targets and performance measurement. This project was originally budgeted in 2021 for \$75,000. The consultant was unable to start until January 2022. The 2022 budget is the unspent funds from 2021. *Funding Source: Gas Tax.*

Economic Development Initiatives – 2022: \$123,800 2023: \$135,000

Continuation of projects in the Colwood Economic Recovery Plan. 2022 will see an update of the Economic Development Strategy (originally budgeted and approved for 2022 at \$80,000 in the 2021-2025 Financial Plan) and 2023 will include the Land Economics Analysis that was originally budgeted and approved for completion in 2022 at the same budget level. *Funding Source: COVID-19 Grant.*

Clean BC Rebate Program - \$10,000

The City has partnered with the Provincial Government through its CleanBC Better Homes Rebate program to offer additional incentive rebates for qualifying residential energy upgrades. Colwood residents will be eligible to receive rebate “top-ups” of between \$150 and \$500 for heat pump, electric service, water heater and home evaluation upgrades. This program began in 2021 with a \$20,000 budget. *Funding Source: Reserve Fund – Climate Action.*

Environmental Sustainability Initiatives - \$80,000 in 2023

Originally proposed and approved for 2022, the funding to develop options for inter-jurisdictional forest management plans is being deferred until 2023. *Funding Source: Surplus.*

Community Planning

OCP 5 Year Review - \$50,000 in 2023

As per the Local Government Act, Colwood's Official Community Plan will require a comprehensive update in 2023. These funds will be used for the consulting and legal services required. *Funding Source: Surplus.*

Inland Floodplain Mapping - \$100,000

Approved in the 2021-2025 Financial Plan, these funds will refine the City's understanding of its watersheds through an update of the inland floodplain mapping. *Funding Source: Surplus.*

Colwood Gateway Visioning - \$10,000

This urban design exercise is to develop options for improving the quality of place at the entrance to the City of Colwood at Island Highway. Project objectives are to determine (through Council input to a charrette design exercise) form and character expectations for this key area of the City; and make recommendations on improved policy if needed to improve this area through redevelopment. The project began in 2021 with a \$30,000 budget and \$40,600 spent due to a change in scope/additional public engagement. An estimated \$10,000 is required to complete the project in 2022, which will result in a total spend of \$50,600. *Funding Source: Surplus.*

Latoria (VMP to Wishart) Visioning - \$40,000

Similar to the Gateway Visioning project, these funds would be used to engage consultants to help the city determine the form, character and access specifics to help guide redevelopment of the area given the changing in nature of the Latoria cross section and need to protect and enhance Latoria Creek. *Funding Source: Surplus.*

Housing Assessment Strategy - \$150,000

This is subject to grant approval and would provide flow-through funding to the Community Social Planning Council upon successful receipt of a grant under the UBCM Poverty Reduction Planning & Action Program. *Funding Source: Provincial Grant.*

Heritage Strategy & Registry - \$85,200

The 2021-2025 Financial Plan approved \$40,000 in 2021 to develop a Heritage Strategy, and an additional \$20,000 in 2022 to develop a Heritage Registry. \$25,200 of the 2021 budget remains unspent and is included in the revised 2022 budget. The project budget has also been increased by \$40,000 pending successful receipt of grant funds as applied for under Heritage BC's 150 Time Immemorial Grant Program. The additional \$40,000 in work will only be completed if the grant is successful. *Funding Source: \$40,000 Provincial Grant, \$45,200 Reserve Fund – Future Operating.*

Arts & Culture Initiatives – 2022: \$42,000 2024: \$80,000

The 2021-2025 Financial Plan approved \$42,000 in 2022 to develop a Public Art Policy and hold a public art competition. The 2021-2025 Financial plan also included \$80,000 in 2024 for the creation of an Arts & Culture Plan. *Funding Source: Surplus.*

Community Planning

Indigenous Protocol Development – 2022: \$30,000 2023: \$20,000

This request is for funding for consulting services to assist staff in engagement with local First Nations and development of new protocol agreements. Initial feedback from local First Nations is proposed to shape the scope of potential agreements. Early discussions with representatives of the Esquimalt and Songhees Nations have led to the identification of potential opportunities in the areas of communication & cultural protocol, archaeological protocol and planning & capital project consultation protocol. *Funding Source: Surplus.*

Community Arts Centre Feasibility – \$30,000

As per Council resolution on February 7, 2022, this funding will be given to the JDF Performing Arts Centre Society to advance the concept of a performing arts facility. *Funding Source: Reserve Fund – Future Operating.*

Cenotaph Remediation - \$12,600

This project is dependent on receipt of grant funds and will provide for remediation of the Cenotaph. Work would include an expansion of the Cenotaph platform and addition of an accessible ramp. *Funding Source: Surplus \$6,300, Federal Grant, \$6,300.*



Development Services

Council Expectations

- Clear communication about development applications and the development process.
- Align projects with expectations of the community through the Official Community Plan.
- Enable high quality building design and siting through application of the Official Community Plan design guidelines.
- Prioritize the natural topography, environment, and climate impacts (Site Adaptive Planning) in the processing of applications and developments.
- Encourage development that increases employment opportunities.
- Ensure timely processing of development applications.
- Support Council decision making with timely, concise, informative reports.

The Development Services Department is responsible for curation of development through the processing of applications for private property development which include subdivision of land, rezoning, development permits, business licenses, tree removal and replacement, signage, temporary use permits, and development variances. Planning, protection and maintenance of Colwood's natural and built environment while ensuring the City's standards and bylaws are current and adhered to in order to achieve the City's goals. Working collaboratively with other City departments, local governments, agencies, consultants, developers, and the general community to achieve the City's development objectives. Alignment of the statutes, policies and bylaws of the Province and City as it relates to the role of the Approving Officer.

Development Services

Staff Position History & Forecast

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Plan	2023 Plan
Director of Engineering & Development ¹	0.5	0.5	0.5	1.01	1.0
Manager of Development Services	0.0	0.25 ²	1.0 ²	1.0	1.0
Planner	3.0	2.25	2.0 ²	2.0 ²	2.0
Planner I	0.0	0.0	1.0	1.0	1.0
Planning Technician	1.0	1.0	1.0	1.0	1.0
Development Services Assistant	1.0	1.0	1.0	1.0	1.0
Full Time Equivalent	5.5	5.0	6.5	7.0	7.0

¹ 2022 restructure introduced 1.0 Director of Development Services

² Increased resourcing to service the increased volume of development activity.

Performance Measures & Key Stats

Performance Metrics - How much?	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual
Development permit applications processed	70	39	32	32	22
Development variance applications processed		15	14	10	15
Zoning applications processed		3	9	11	14
Subdivision applications processed	17	13	8	9	11
Subdivision - lots created by subdivision	n/a	56	105	160	111
Subdivision - building strata lots created/enabled	n/a	83	94	80	85

Development Services

Development Services Operating Budget

Funding	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change
Rezoning Fees	\$33,168	\$80,600	\$48,400	-40.0%	-\$32,200
Subdivision Fees	\$61,120	\$93,800	\$93,800	0.0%	-
Development Permit Fees*	\$167,431	\$261,500	\$138,600	-47.0%	-\$122,900
Tree Permit Fees	\$7,000	\$7,500	\$7,500	0.0%	-
Total Development Revenue	\$ 268,719	\$443,400	\$288,300	-34.98	(\$155,100)
Building Permit Fees**	-	-	\$196,890	0.0%	\$196,890
Total Funding	\$266,035	\$443,400	\$485,190	9.4%	\$41,790
Operating Expenses	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change
Development Services***	\$785,166	\$876,300	\$906,500	3.5%	\$30,200
Total Operating Expenses	\$785,166	\$876,300	\$906,500	3.5%	\$30,200
Taxation Required		\$432,900	\$421,310		
Taxation per Resident****		\$21.80	\$20.70		

*The 2022 budget anticipates development activity similar to 2021

** The 2022 budget proposes an internal reallocation of 15% of building permit fees to Development Services based on the approximate amount of time contributed from this service area to the building permit service. Moving forward, amounts will be based on actual staff time reported

***Development Services was restructured resulting in a core budget increase, partially offset by an internal reallocation of legal fee budgets to Community Planning & Building/ Bylaw service areas.

****BC Stats est. Colwood Population in 2021=19,857 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21, 919 | 2026=22,467

Development Services

2021 Priorities

	Status
• Support the Parking Bylaw Update	Complete
• Support amendment to Community Amenity Contributions and Attainable Housing Policies	In Progress
• Support Parks and Recreation Master Plan	Complete
• Update Development Procedures Bylaw, application forms and fees	In Progress
• Streamline report and permit templates	Complete
• Coordinate administrative support for general inquiries, tree permits, file management etc.	Complete
• Improve public hearing procedures and responsibilities	In Progress
• Support implementation of the Land development software system	In Progress
• Support the creation of policy related to small in-fill subdivisions	In Progress
• Small lot design guidelines	In Progress

2022 Priorities

- Support amendment to Community Amenity Contributions and Attainable Housing Policies
- Update Land Use Application Procedures Bylaw
- Create Small lot design guidelines
- Maintain development application processing times
- Review and update development application forms and fees
- Support implementation of new Land development software system
- Support Engineering Services create policy relative to small in-fill subdivisions
- Implement Parks and Recreation Master Plan through rezoning & subdivision
- Support Royal BC Museum initiatives through availability of the team
- Create an options report for Council on enhanced design quality for development projects



Engineering

Council Expectations

- Consistent application of the Bylaws, Strategic Priorities, Policies, and regulations of the City.
- Deliver high quality capital works and services that meet engineering specifications and consider our environment, changing climate, universal accessibility and fiscal responsibility.
- Apply a “complete streets approach” that conforms to the City’s mode priorities: active, transit, goods & services, then vehicles.
- Timely response for review and inspection services.
- Protect existing infrastructure and inspect new construction to protect against risk and ensure quality and conformance.
- Every decision will consider the climate emergency and how to mitigate & adapt to it.
- GIS be optimized to meet the needs of the City.
- GIS be used to support Asset Management.

Engineering staff review all proposed development works and services to ensure compliance with bylaws, agreements, policies and procedures. Service delivery includes receipt, review & approval, construction oversight and eventual acceptance as city infrastructure for the following:

- Oversight and management of the City’s natural and built assets
- Work on development lands, including grading, hauling, and terraforming and retaining wall considerations
- All work in the City right of way including road, drain, sewer, electrical, lighting, irrigation, boulevard and tree works
- Traffic Impact Assessments, review and implementation
- Sanitary Sewer and Storm Drain design and management plans
- New parks and trails approval process and all matters prior to acceptance / hand-over for maintenance to Public Works
- Utility coordination, servicing agreements and bonding

Engineering

Staff Position History & Forecast

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Plan	2023 Plan
Director of Engineering & Development ¹	0.5	0.5	0.5	1.0	1.0
Manager of Engineering	1.0	1.0	1.0	1.0	1.0
Engineering Technical Supervisor	1.0	1.0	1.0	1.0	1.0
Engineering Lead Capital Projects	0.0	0.0	1.0	1.0	1.0 ³
Engineering Construction Inspector	0.0	0.0	1.0	1.0	1.0
Engineering Technologist	0.0	0.0	1.0	1.0	1.0
Engineering Technologist - GIS	0.0	0.0	0.0	0.0	1.0 ⁴
Intermediate Engineering Technologist	2.0	2.0	1.0 ²	1.0	1.0
Intermediate Engineering Technologist - GIS	1.0	1.0	1.0	1.0	1.0
Engineering Technologist 1	0.0	0.0	1.0 ²	1.0	1.0
Engineering Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Full Time Equivalent	6.5	6.5	9.5	10.0	11.0

¹ 2022 restructure introduced 1.0 Director of Engineering.

² Increased resourcing to service the impact of increased development activity

³ Future infrastructure needs may see the infrastructure capital project manager restructured to a management position, with increased staffing resources. Financial implications are not considered in this financial plan.

⁴ Increased resourcing to support the impact of community growth and development on asset management.

Engineering

Performance Measures & Key Stats

Activity	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual
Right of Way Permits issued	566	233	248	349	312
Traffic Control Orders issued	13	12	26	17	5
Other Work Orders Issued	45	53	52	50	26
Special Event Permits issued	42	51	47	45	55
Soil Removal/Deposit Permits issued	2	9	4	5	9
iCompass Requests for Service	26	100	566	450	1,422
Est. Hours for drawing reviews and development tasks	new	1,360	1,700	1,955	1,281
Est. Hours allocated to issuance of permits	new	1,186	1,482.5	1,705	2,380
Est. Hours allocated to project/consultant management	new	712	890	1,024	500
Hours allocated to asset management / GIS	new	899	900	1,400	1,100

Engineering Department Operating Budget

Engineering Revenue	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	2023 Budget
Works and Services Admin	\$162,071	\$144,900	\$144,900	0.0%	-	\$152,100
Right of Way Permit Fees	\$202,374	\$200,100	\$228,900	14.4%	\$28,800	\$240,100
Soil Permit Fees	\$13,595	\$80,000	\$50,000	-37.5%	\$(30,000)	\$30,000
Bus Shelter Revenue	\$16,498	\$5,000	\$15,000	200.0%	\$10,000	\$15,000
Other Engineering Revenue	-	\$3,500	\$3,500	0.0%	-	\$3,500
Total Engineering Revenue	\$394,538	\$433,500	\$442,300	32.3%	\$140,060	\$440,700
Building Permit Fees*	-	-	\$131,260	-	\$131,260	
Total Funding			\$131,260		\$131,260	
Operating Expenses	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	2023 Budget
Engineering Administration	\$936,671	\$1,033,900	\$1,094,500	5.9%	\$60,600	1,167,100
Engineering GIS	-	-	25,400	-	25,400	146,900 ¹
Total Operating Expenses	\$936,671	\$1,033,900	\$1,119,900	8.3%	\$86,000	1,314,000
Taxation Required		\$600,400	\$546,340			
Taxation per Resident*		\$30.24	\$26.84			

¹ Increased resourcing to support the impact of community growth and development on asset management.

*BC Stats est. Colwood Population in 2021=19,857 | 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21,919 | 2026=22,467

Engineering

2021 Priorities

	Status
• Lead in the creation of the updated Development Services bylaw	Complete
• Implement standard templates and “next steps” procedure	Complete
• Updated template for Storm Water Master Plans	Deferred
• Improve contact relation to applications / development	Complete
• Optimize staffing levels for continued delivery of consistent high-quality service	Complete
• Work with the Approving Officer to bring forth a policy regarding development works and services related to small in-fill subdivisions	In Progress
• Use of software for labour costing to better understand if additional resources are required.	In Progress
• GIS System Internal land data (parcel map)	Complete
• GIS Sanitary system mapping and data capture	2022
• GIS Storm system mapping and data capture	2023
• GIS Right of Way Assets (sidewalk, signs, streetlights, irrigation etc.).	2024
• GIS Public interface	2022/2023
• GIS Update inventories	In Progress

2022 Priorities

- Latoria Road: present geotechnical and environmental overview
- Completion of TEMPEST implementation and training
- Completion of Development Services Bylaw
- Commence Galloping Goose Bridge Crossing
- DCC Projects – Latoria at VMP; Latoria at Metchosin; Wishart (Royal Bay Frontage)
- Update template for Storm Water Master Plans (Large Development and Small Development) as part of the Development Services Bylaw update.
- TMP Update – continue to work through Metchosin Road, and commence Sooke Road (and Island Highway) with coordination with BC Transit, Cairndale and Kelly Road
- Work with BC Transit to facilitate the Frequent Transit works along the Island Highway (View Royal Border to Wale Road)
- Implement 2022/2023 Active Transportation works and services
- Updated the Sanitary Master Plan – with consideration to soil, development and existing system age.
- Service the Bexhill PI Strata with Sewers and commence land exchange.
- Allandale / Patterson Pit - Storm Drainage – Continue to work with landowners and engaged professionals to bring about options to manage storm water.

Engineering

Special Initiatives

Road Development Cost Charge Bylaw Update - \$100,000 in 2026

Development cost charges are collected by local governments to help pay for infrastructure related to service growth. Municipalities must adopt a bylaw that specifies the amount of the DCCs to be collected. Colwood's current DCC bylaw was adopted in 2021 and should be reviewed/updated in 2026. *Funding Source: Surplus.*

Engineering Standards & Specifications - \$49,900

The City's current bylaw dates from 1995 and requires update, along with design standards and specifications to utilize the Master Municipal Construction Documents where appropriate. The bylaw would be supplemented with local standards that encourage sustainable design in the areas of road design, rainwater management, water balance, geotechnical design, street lighting, traffic signals and transit. This project is in progress and the 2022 budget includes the funds that were not spent of the \$70,000 budget in 2021. *Funding Source: Surplus.*

Transportation Master Plan Update – 2022: \$240,000 2023: \$20,000

The 2021-2025 Financial Plan included a \$99,500 budget in 2021 and a \$170,000 budget in 2022 (total \$269,500). \$23,700 was spent during 2021. The 2022 budget of \$240,000 includes \$70,000 and the 2022 budget includes \$20,000 to continue and complete the TMP Validation (cross-sections). The 2022 budget also includes funds to update the Transportation Master Plan and for transportation planning consulting services to assist staff in undertaking a global review of existing policy and potential new strategies that have potential to help the city achieve its transportation modal shift objectives. *Funding Source: Reserve Fund – Future Operating.*

GIS Photogrammetric Planimetry – 2023: \$10,000 2024: \$6,000

As approved in the 2021-2025 Financial Plan, photographic Planimetry refers to orthographic photos that are specifically targeted to pick up details of infrastructure and relate to the horizontal and vertical plan (X,Y,Z profile). This will provide data about the City's installed surface infrastructure. *Funding Source: Reserve Fund – Future Operating.*

Latoria Rd Geotechnical & Latoria Creek Environmental - \$6,600

Determine the existing conditions and potential work required to upgrade Latoria Road should creek relocation and/or significant geotechnical works be required. This includes an Environmental Review of Latoria Creek to assess aquatic habitat and a Geotechnical Review to determine the depth of peat at Latoria and Wishart Road. This project started in 2021 and is nearly complete. The 2022 budget is the unspent funds from 2021. *Funding Source: Reserve Fund – Future Operating.*

Traffic Calming Pilots – 2022: \$15,000 2023: \$15,000

Funding for staff to use short term pilot projects in areas where residents have expressed concern regarding traffic. *Funding Source: Reserve Fund – Future Operating.*

Engineering

Stormwater Master Plan Update – 2024: \$23,000 2025: \$150,000

Colwood's Stormwater Master Plan was completed in 2018. An update to the plan is recommended along with a topographic survey to take into account drainage upgrades, additions of new infrastructure and condition assessments in order to provide an updated priority list to maintain sustainability. As approved in the 2021-2025 Financial Plan, 2024 funds will be used to obtain a topographic survey and 2025 funds will be used to update the Stormwater Master Plan. *Funding Source: Surplus.*

*Bridge & Culvert Inspection Program – 2023: \$55,000 2025: \$25,000

These funds are required for safety inspections. A detailed structure of Esquimalt Lagoon Bridge is due in 2023, and a detailed pedestrian bridge and large culvert inspection is planned for 2025. *Funding Source: Surplus.*

**Non-Discretionary Item (Safety Inspections)*



Public Works

Council Expectations

- That special City programs such as Branch Drop-off be relevant to public demand.
- Currently Branch Drop-off is offered weekly March through November, with twice per month service scheduled December through February.
- That staff ensure only Colwood residents are using the Branch Drop-off Program.
- That customer service, education and consistent messaging to residents continue to drive the response to service requests.
- Calls for service are prioritized over scheduled work when the issue represents a potential safety hazard.
- That Public Works continue to develop interdepartmental partnerships to improve staff coordination of services and improve knowledge of Colwood infrastructure.
- That remediation of graffiti be a priority.

Public Works staff oversee a wide range of infrastructure and facility maintenance and community services as well as Branch Drop-off and Snow and Ice Removal, event and beautification support. Facility maintenance includes City Hall, Public Works buildings, offices, yard and storage bays, St. John The Baptist Church, Emery Hall, the gravel reserves, Lookout Brook Dam and two pump station buildings. This includes maintenance of small equipment, vehicles, street signs, light poles. Staff also provide litter and garbage collection from receptacles throughout the City and are also responsible for managing and adhering to the National Safety Code for commercial vehicles for all employees.

Public Works

Staff Position History & Forecast

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Plan	2023 Plan
Director of Public Works	0.0	0.0	0.0	1.0	1.0
Deputy Director of Public Works	0.0	0.0	1.0	1.0	1.0
Public Works Manager	1.0	1.0	1.0	0.0	0.0
Public Works Service Coordinator	1.0	1.0	1.0	1.0	1.0
Fleet Supervisor	1.0	1.0	1.0	1.0	1.0
Chargehand – Operators & Equipment	1.0	1.0	1.0	1.0	1.0
Labourer I (enhanced cleaning)	0.0	0.0	0.0	1.5	0.0
Building Services	0.75	0.75	0.75	0.75	0.75
Full Time Equivalent	4.75	4.75	5.75	7.25	5.75

Performance Monitoring & Key statistics

Activity	2019 Actual	2020 Actual	2021 Actual	2022 Plan
iCompass Requests for Service Completed	566	450	605	700
Work Orders Completed	52	40	45	50
Number of vehicles received during Branch Drop Off	16,047	21,888	22,294	25,000
Number of vehicles received during Colwood Clean Up	630	0	0	600
Tonnes of refuse and recyclables at Colwood Clean Up	70	0	0	60

Public Works

Public Works Operating Budget

Public Works Funding	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change
Facilities Rental Revenue	\$36,378	\$25,300	\$35,800	41.5%	\$10,500
Colwood Clean-Up Event	\$130	-	\$17,800	-	\$17,800
COVID-19 Restart Grant	\$259,359	\$451,500	\$74,700	-83.5%	\$(376,800)
Total Funding	\$295,867	\$476,800	\$128,300	-73.7%	\$(351,500)
Operating Expenses	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change
Administration/Training	\$828,669	\$782,500	\$665,500	-15.0%	\$(117,000)
City Facilities	\$253,175	\$247,800	\$250,700	1.2%	\$2,900
Garbage Collection	\$112,372	\$109,500	\$112,400	2.6%	\$2,900
Snow/Storm Clean Up	\$159,845	\$180,700	\$189,900	5.1%	\$9,200
Colwood Clean Up Event	\$-	-	\$45,500	-	\$-
Branch Drop Off	\$169,527	\$128,900	\$105,400	-18.2%	\$(23,500)
City Events/Programs	\$35,406	\$43,700	\$48,200	10.3%	\$4,500
Emergency Response	-	\$2,900	\$7,300	151.7%	\$4,400
Dam Maintenance	\$7,151	\$5,300	\$5,500	3.8%	\$200
Maintain Park-Ride/EV Charger	\$6,986	\$7,200	\$7,300	1.4%	\$100
Maintain Fleet & Equipment	\$128,562	\$144,100	\$145,200	0.8%	\$1,100
COVID-19 facility operations	\$270,088	\$339,900	\$37,000	-89.1%	\$(302,900)
Other COVID-19 related	-	111,600	\$10,000	-91.0%	\$(101,600)
Total Operating Expenses, Core	1,976,662	\$2,104,100	\$1,635,500	-22.3%	\$(468,600)
Budget to Increase Service Levels					
Enhanced Branch Drop Off Colwood	-	-	\$51,100		
Total Operating Expenses		\$2,104,100	\$1,635,500	-20.1%	\$(423,100)
Taxation Required		\$1,627,300	\$1,552,700		
Taxation per Resident*		\$81.95	\$76.28		

*BC Stats est. Colwood Population in 2021=19,857 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21, 919 | 2026=22,467

- Facility rental activity is anticipated to increase
- Council resolved to hold a Colwood Clean Up event in 2022 after a temporary cancelation of the event in 2020 and 2021 due to the pandemic
- 2021 budget included one-time COVID-19 funding for facility operating costs, enhanced cleaning, and branch drop-off events. 2022 includes COVID-19 funding of \$152,600 for enhanced cleaning of facilities and public washrooms

Public Works

2021 Priorities

- | | Status |
|---|----------|
| • Continue policy creation to include more Public Works services, including Sidewalks, Snow and Ice, Storm and Sanitary Sewer Maintenance | Complete |
| • Initiate the Colwood Facility Feasibility Study to map out the future of the Municipal Complex | Complete |
| • Implement increased Branch Drop Off service | Deferred |
| • Increase diversity of training for individual and organizational success. Implement education goals identified in the MyPlan Program for employees. | Complete |

2022 Priorities

- Policy creation including Sidewalks, Snow and Ice, Storm and Sanitary Sewer Maintenance service areas.
- Map out the future of the Public Works Yard and Facilities; bring a report to Council regarding infrastructure improvements for the municipal complex
- Increase diversity of training for individual and organizational success: facilitate BCMSA Supervisor Safety Certificate Training for Public Works leadership group



Roads

Council Expectations

- That roadways, cycling lanes and sidewalks be maintained (including snow removal) to ensure safety, accessibility and functionality for all residents.
- That road maintenance encourages use by alternate modes of transportation. Currently the portion of the roadway utilized by vehicles receives an equal level of service to that which is used by bicycles.
- That pothole issues receive a prompt and effective response.
- That the prudent repair and management of roads foster a sense pride for residents and maximize the useful life of the roadway infrastructure.
- That snow and ice work be preventative and pro-active.
- That paving and asphalt maintenance move from re-active to pro-active.
- That cycling routes be swept frequently to encourage the use of alternative modes of transportation.

The Roads team inspects and maintains over 128 lane kilometers of paved roadways. Approximately 26% of paved surface is arterial, 35% is collector and 39% local. Each year, paving of roadways is undertaken throughout the City to repair pavement failures and rectify seasonal pothole issues. Road shouldering is performed along arterial, collector and local roads as needed for safety and functionality; where sidewalks are in place, inspection and maintenance of this infrastructure is also performed.

Large-scale paving is managed through Public Works as well as long-line painting and street sweeping, including storm debris cleanup. As of 2021, road marking of crosswalks, intersections, directional arrows and stop-bars is performed by Colwood staff and the City plans to re-introduce crack seal and cat-eye maintenance in 2022, utilizing new equipment. In addition, Colwood employees are responsible for the road-repair of third-party utility installations and the construction of water controls and extruded curbs. While snow and ice removal affects all service areas of Public Works, road clearing often represents the majority of work during a winter event: streets are cleared in a priority sequence that focuses on arterials, bus routes, school zones and collectors first with all other roads visited in a timely manner as permitted by the severity of the weather.

Roads

Staff Position History & Forecast

Positions	2021 Actual	2022 Plan	2023 Plan
Roads & Utilities Manager	0.5 ¹	0.5	0.5
Roads & Utilities Foreman	0.0 ¹	0.0	0.0
Roads Supervisor	1.0 ¹	1.0	1.0
Lead Hand - Roads	1.0	1.0	1.0
Operator I - Roads	1.0	1.0	1.0
Labourer II - Roads	2.0	2.0	2.0
Labourer I – Roads (seasonal)	0.5	0.5	0.5
Full Time Equivalent	6.0	6.0	6.0

¹ As a result of the Public Works re-organization in 2021. Resourcing for the Roads & Utilities Manager is split between the Roads and Sanitary Sewer service areas.

Performance Measures & Key Stats

Activity	2019 Actual	2020 Actual	2021 Actual
Paved Lane Km of roadway maintained	124	126	128
# Potholes repaired	200	225	200
Km of Sidewalk maintained	35	38	40
# Bridges maintained	3	3	3
# Traffic signals added/upgraded	6	3	3

Roads Operating Budget

Roads Operating Budget	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change
General Roads Maintenance	\$420,961	\$410,800	\$444,400	8.2%	\$33,600
Street Light Maintenance	\$182,638	\$180,300	\$183,900	2.0%	\$3,600
Traffic Signal Maintenance	\$38,145	\$28,700	\$39,300	36.9%	\$10,600
Sidewalk Maintenance	\$62,868	\$41,900	\$41,800	-0.2%	-\$100
Increased bike lane maintenance	-	-	\$8,200	-	-
Total Operating Expenses	\$704,612	\$661,700	\$717,600	7.2%	\$47,700
Taxation Required		\$661,700	\$717,600		
Taxation per Resident*		\$33.32	\$35.26		

*BC Stats est. Colwood Population in 2021=19,857 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21, 919 | 2026=22,467

Roads

2021 Priorities

	Status
• Implement improved crack seal and cat-eye program with new hot tar sealant trailer	Ongoing
• Continue asphalt remediation program	Complete
• Expand line making program: (schedule devised to proactively repaint Colwood markings, with yearly attention to crosswalks and school zones)	Complete
• Formalize operational Sidewalk policy	2022
• Create a Snow and Ice and Storm Management policy, including the designation of safe winter pathways to school	2022
• Create a Cycle Lane maintenance policy	2022
• Provide a report to Council with options for curb painting and sandblasting	2022

2022 Priorities

- Implement improved crack seal and cat-eye program with new hot tar sealant trailer.
- Formalize operational Sidewalk policy.
- Create a Snow and Ice and Storm Management policy, including the designation of safe winter pathways to school.
- Create a Cycle Lane maintenance policy.
- Provide a report to Council with options for curb painting and sandblasting.
- Report to Council with a cost and energy savings analysis of old versus LED streetlights.



Parks, Trails, & Recreation

Council Expectations

- A high standard of landscaping and safety be upheld at parks, trails and playgrounds
- That beautification of green spaces through plantings be a priority for staff.
- That continuous improvements for accessibility be implemented to increase all residents' enjoyment of parks, including connectivity between trails and other infrastructure and attractions.
- That public stewardship, partnerships and engagement be encouraged throughout the City.
- That removal of invasive species be prioritized in natural areas.
- That urban forests are seen as an asset and managed accordingly.
- That native plant species are used where possible.
- That staff identify and sign the percentage of parks and trails that are accessible.

Parks

Colwood staff maintain and beautify 22 parks and green spaces including destination playgrounds and neighborhood commons. Services provided range from weekly playground maintenance and inspections to manicured lawn and garden care as well as washroom maintenance, irrigation and tree management. Among the locations managed: Community Parks are provided high frequency maintenance, including playgrounds at locations such as Herm Williams and Colwood Creek Parks; Neighborhood Parks and Green Spaces are moderate frequency, such as Terrahue and Nellie Peace Parks; Linear and Undeveloped Parks are typically low frequency, including the seasonally maintained Sue Mar and Elizabeth Anne Parks. There are a few unique assets on the high-frequency maintenance list: St John's Church Historic Site, Pioneer Cemetery, and the Colwood Waterfront at the Lagoon.

Trails

In addition to parks and green spaces, Colwood staff maintain 42 trails providing over 10 kilometers of developed walkways throughout the City. These nature parks and neighborhood accesses feature many gravel paths as well as concrete and asphalt walkways; stairs and bridges are a significant part of this trail network, with 400 + meters of stairs (both wooden and concrete) and 7 pedestrian bridges. The stewardship of the trees and natural areas lining these footpaths is a primary concern for City employees, tree safety and the cleanup of windstorm debris are as important as trail surface maintenance in the service of these areas. Natural parks with trail amenities vary significantly in size, from large destination Parks such as Havenwood or Latoria Creek Park to local walkways like Afriston and Matilda Parks.

Parks, Trails, & Recreation

Staff Position History & Forecast

Positions	2021 Actual	2022 Plan	2023 Plan	2024 Plan	2025 Plan
Manager of Parks	0.5 ¹	0.5	0.5	0.5	0.5
Parks & Trails Supervisor	1.0 ¹	1.0	1.0	1.0	1.0
Lead Hand – Parks & Trails	1.0 ¹	1.0	1.0	1.0	1.0
Irrigation Technician	0.0	0.5 ²	1.0 ²	1.0 ²	1.0 ²
Labourer II – Parks & Trails	4.0	4.0	5.0 ²	5.0 ²	5.0 ²
Labourer I – Parks & Trails (seasonal)	1.5	1.5	2.0 ³	2.5 ³	3.0 ³
Full Time Equivalent	8.0	8.5	10.5	11.0	11.5

¹ As a result of the Public Works re-organization in 2021. Resourcing for the Manager of Parks is split between the Parks & Trails and Boulevards service areas.

² Resourcing to support increased service delivery. See Parks & Trails Service Plans.³ Resourcing to support increased parks infrastructure

Performance Measures & Key Statistics

Activity	2020 Actual	2021 Actual	2022 Actual
# Parks and trails maintained (Appendix 2)	64	65	66
Hectares of Parkland managed	88	89.6	90
Km of trails maintained	10+	10+	11+
Km ² of urban forest maintained	12+	12+	13+
Acres of land reclaimed from invasive species	0	1	1
Washroom buildings maintained	1	1	2
Portable washrooms maintained	5	5	5
Bridges maintained	9	11	12
Meters of stair infrastructure maintained	400	400	400

Parks, Trails, & Recreation

Parks, Trails & Recreation Operating Budget

Parks, Trails & Recreation Funding	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	2023 Budget
COVID-19 Safe Restart Grant			\$105,600		\$105,600	-
Operating Expenses	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	2023 Budget
Parks Maintenance & Beautification	\$533,086	\$733,500	\$756,400	3.1%	\$22,900	\$865,100
Trails Maintenance	\$75,072	\$130,100	\$132,800	2.1%	\$2,700	\$135,600
Washroom Maintenance	\$43,054	\$29,000	\$23,500	-19.0%	\$(5,500)	\$23,900
Parks & Trails Maintenance: Fleet & Equipment Maintenance	\$44,715	\$56,500	\$56,500	0.0%	\$-	\$57,800
Recreation Centre	\$1,119,719	\$1,119,700	\$1,191,600	6.4%	\$71,900	\$1,233,300
Total Operating Expenses, Core	1,815,646	2,068,800	2,160,800	4.4%	\$92,000	2,315,700
Budget to Increase Service Levels			2022 Budget			2023 Budget
COVID-19 Facility Operating	-	-	\$105,600	-		
Increased Green Team Fee	-	-	8,300	-		
Increased Parks Maintenance	-	-	-			\$81,800
Increased Trails Maintenance	-	-	-			\$40,900
Increased Irrigation Systems	-	-	\$42,300	-		
Total Operating Expenses	\$1,855,947	\$2,068,800	\$2,317,000	12.0%	\$248,200	\$2,438,400
Taxation Required		\$2,068,800	\$2,211,400			
Taxation per Resident*		\$104.18	\$108.65			

*BC Stats est. Colwood Population in 2021=19,857 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21, 919 | 2026=22,467

COVID-19 enhanced cleaning and related costs were previously approved in the amount of \$173,000 for 2022 in the 2021-2025 Financial Plan Public Works service area. The total 2022 revised budget is \$152,600 (including \$47,000 in the Public Works service area) and eliminates the need to contract out cleaning of the Parks portable toilets.

Parks, Trails, & Recreation

2021 Priorities

- Create an Urban Forest Management Plan relating to boulevard trees
- Increase service to Parks and Trails
- Address invasive species in Parks
- Create Action Program from the recent Parks and Recreation Master Plan
- Implementation of a data tracking system be achieved

Status

In Progress
Complete
Ongoing
Ongoing
Complete

2022 Priorities

- Create an Urban Forest Management Plan.
- Create an Invasive Species Management Plan.
- Create an action plan from the recent Parks & Recreation Master Plan.
- To utilize staff knowledge of trail drainage and design for future projects.
- Continuation of data tracking system of Parks and Trails service area.

Parks, Trails, & Recreation

Special Initiatives

Individual Parks Management Plans – 2022: \$31,000 2023: \$23,000 2024: \$23,000 2025: \$23,000

Following adoption of the draft Parks & Recreation Master Plan, Parks Management Plans are being created to guide improvements to specific parks. 2021 plans included Colwood Creek Park, Lookout Lake Park and Ocean View Park. 2022 plans include Havenwood and Latoria Creek parks. The 2021-2025 Financial Plan include a total budget of \$160,000 across the five years for all of the Parks Management Plans to be completed. \$58,100 was spent in 2021, leaving \$101,900 in budget room. Total spend 2021 through 2025 is expected to be on budget. *Funding Source: Reserve Fund – Future Operating.*

Urban Forest Management Plan - \$125,000

This project called for by the 2019-2023 Strategic Plan will create a comprehensive plan for the stewardship of the City's urban forest. It will include a 10-year forest management plan and recommendations for bylaw amendments and budgeting. Originally budgeted at \$125,000 for completion in 2021, this project is scheduled to be completed in 2022 with the same funding. *Funding Source: Reserve Fund – Future Operating.*

Parks DCC Bylaw - \$10,000

As per Council resolution on February 7, 2022, this funding will be used to develop a new Parks Acquisition and Parks Improvement Development Cost Charge program. The 2021 Parks & Recreation Master Plan provides a series of recommendations, including the creation of Parks DCC program. *Funding Source: Surplus.*

Parks Canada Initiative - \$150,000

As per Council resolution on February 7, 2022. Parks Canada and the City of Colwood have agreed to collaborate on determining the feasibility of a new Urban National Park centered around the Fort Rodd Hill and Fisgard Lighthouse National Park sites. Parks Canada have agreed to provide the City up to \$150,000 in 2022 to assist with projects intended to advance feasibility studies and planning for a potential National Urban Park in Colwood. *Funding Source: Federal Grant.*

West Shore Parks & Recreation Skate Park Contribution - \$99,900

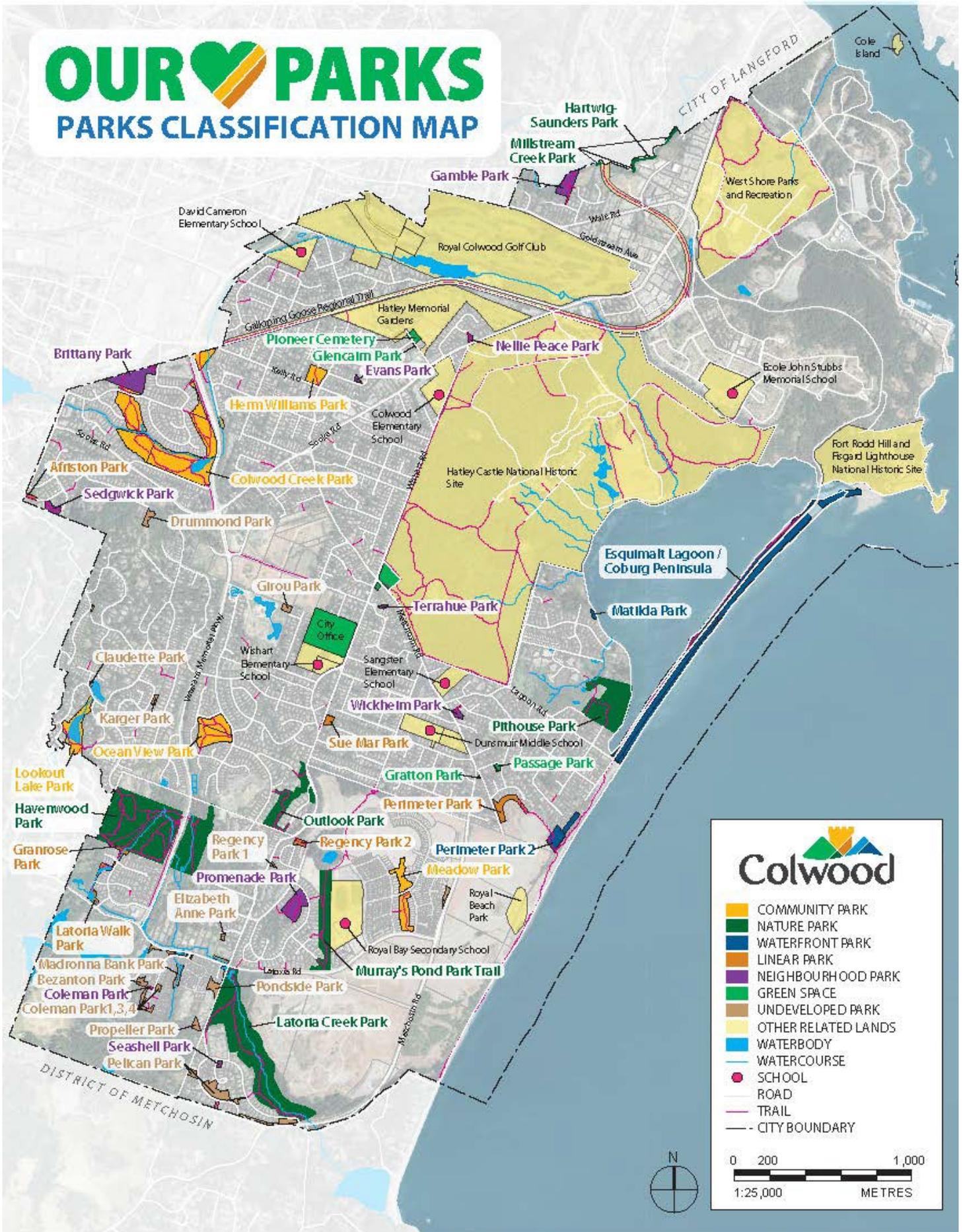
This represents the City's contribution toward a West Shore Skatepark planned on West Shore Parks & Recreation property as a valuable recreational and social amenity for youth and families. *Funding Source: Reserve Fund – WSPR Society.*

Banners & Pageantry Program - \$10,000

Engage a consultant to create a policy and plan for street banners and decorations, including consideration for allowing external non-profits and partners to display messaging. This project was budgeted at \$10,000 for completion in 2021. The funds have been carried forward as the work should be completed in the second quarter of 2022. The Neighbourhood Wayfinding strategy will inform the spend of this funding. *Funding Source: Reserve Fund – Future Operating.*

OUR PARKS

PARKS CLASSIFICATION MAP



Colwood

-  COMMUNITY PARK
-  NATURE PARK
-  WATERFRONT PARK
-  LINEAR PARK
-  NEIGHBOURHOOD PARK
-  GREEN SPACE
-  UNDEVELOPED PARK
-  OTHER RELATED LANDS
-  WATERBODY
-  WATERCOURSE
-  SCHOOL
-  ROAD
-  TRAIL
-  CITY BOUNDARY

0 200 1,000
1:25,000 METRES



Boulevards

Council Expectations

- That a manicured appearance be maintained along Colwood boulevards.
- That beautification, through annual planting be implemented wherever possible. Currently, annual plantings are installed along presentation boulevards such as Island Highway and Wale Rd with the remaining plants dispersed where possible.
- That boulevard amenities foster a sense of pride for residents.
- That staff manage the City's urban forest and guide future maintenance through the creation of an Urban Forestry Master Plan.

Colwood staff maintain over 8 kilometers of developed boulevards and islands that feature sidewalks, garden beds and manicured lawns. These are supported by irrigation systems and equipped with ornamental lighting. There are also 58 garden beds in cul-de-sacs throughout the City that require regular pruning and weeding. While the City maintains all the boulevard gardens, mowing is performed by City staff or property owners, depending on the location, in accordance with the Traffic and Highways Bylaw. Irrigation is a significant part of boulevard maintenance, especially given the complexity and size of the recent installations at Royal Bay. In addition, Colwood has over 26 kilometers of undeveloped boulevard with grass or brush requiring seasonal mowing; typically, these boulevards are part of Colwood's critical drainage network.

Boulevards

Staff Position History & Forecast

Positions	2021 Actual	2022 Plan	2023 Plan
Manager of Parks	0.5 ¹	0.5	0.5
Boulevards Supervisor	1.0 ¹	1.0	1.0
Lead Hand - Boulevards	1.0 ¹	1.0	1.0
Lead Hand - Irrigation	1.0	1.0	1.0
Labourer II - Boulevards	4.0	4.0	4.0
Labourer I – Boulevards (seasonal)	0.0	0.0	0.5 ²
Full Time Equivalent	7.5	7.5	8.0

¹ As a result of the Public Works re-organization in 2021. Resourcing for the Manager of Parks is split between the Parks & Trails and Boulevards service areas.

² Increased beautification services as recommend during the 2021 Service Review. Deferred to 2023

Performance Monitoring & Key statistics

Activity	2020 Actual	2021 Actual	2022 Plan
Km of boulevard maintained (brush cutting, seasonal mowing)	24	26	28
Km of boulevard gardens maintained	7	8	9
Number of annuals planted	5,000+	7,500+	7,500+
Km of boulevard urban forest managed	96	97	100
Trees planted	25	30	35
Hanging baskets maintained	58	58	58

Boulevards Operating Budget

Operating Budget	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	2023 Budget
Maintenance & Beautification	\$302,967	\$373,600	\$380,800	1.9%	\$7,200	\$388,400
Urban Forestry	-	\$11,600	\$11,600	0%	0	\$12,000
Total Operating Expenses, Core	\$302,967	\$385,200	\$392,400	1.9%	\$7,200	\$400,400
Budget to Increase Service Levels		2021 Budget	2022 Budget			2023 Budget
Increased Beautification services (2023)			-			62,700
Total Operating Expenses		\$385,200	\$392,400			\$463,100
Taxation Required		\$385,200	\$392,400			
Taxation per Resident*		\$19.40	\$22.30			

*BC Stats est. Colwood Population in 2021=19,857 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21, 919 | 2026=22,467

Boulevards

2021 Priorities

	Status
• Create an Urban Forest Management Plan relating to boulevard trees	In progress
• Create a boulevard beautification plan in coordination with Communications staff to showcase Colwood	2022
• Re-examine service to complex arterial center garden beds and devise methods to provide beauty while improving safety	Complete
• Creation of community education and feedback opportunity with respect to boulevard plantings	2022
• Determine boulevard and cul-de-sac island maintenance options including the provision of supplies to support residents for volunteer maintenance	2022

2022 Priorities

- Create an Urban Forest Management Plan.
- Create a boulevard beautification plan in coordination with Communications staff to showcase Colwood.
- Creation of community education and feedback opportunity with respect to boulevard plantings.
- Determine boulevard and cul-de-sac island maintenance options including the provision of supplies to support residents for volunteer maintenance.
- Include Natural Boulevards as an additional data category under our data collection program.



Storm Sewers

Council Expectations

- That storm systems be maintained to ensure safety and functionality for residents and maximus the useful life of the infrastructure.
- That critical open-drainage infrastructure be kept clear: inspected once per year with brush cutting only for function (limited aesthetic consideration).
- Critical 'hotspots' are monitored frequently during heavy rains.
- That staff provide prompt assistance to residents experiencing storm-water issues.
- That staff provide clarity to the public regarding the maintenance practices and requirements relating to open systems.

Colwood staff manage \$85.1 million worth of storm infrastructure including 6 kilometers of drainage culverts, 25 kilometers of ditches, 35 kilometers of storm drainage pipe and 1300 catch basins. Starting in 2020, catch basins are inspected and flushed with a hydro-vac truck to ensure they are clear and functional. Work is also done to clear grass and brush to ensure that access to easements where manholes are located is unimpeded. In 2021, Engineering and Public Works staff have initiated a flush and camera program of storm mains to gather data and ensure the health of the system. Open utility systems are maintained seasonally: ditches are mowed (but not beautified), culvert inlets and outlets are inspected and cleared, headwalls are repaired, and washed-out spillways

Storm Sewers

Staff Position

Positions	2021 Actual	2022 Plan	2023 Plan
Charge Hand – Storm Sewers & Drainage	1.0 ¹	1.0	1.0
Labourer I (seasonal)	0.0 ²	0.5 ²	0.5
Full Time Equivalent	1.0	1.5	1.5

¹ As a result of the Public Works re-organization in 2021.

² Resourcing to support increased service delivery. See Service Plans (Parks & Trails, Boulevards, Storm Sewer).

Storm Sewers Operating Budget

Operating Budget	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change
Storm Sewers	\$123,790	\$157,000	\$159,600	1.7%	\$2,600
Drainage Culverts	\$61,560	\$79,600	\$81,000	1.8%	\$1,400
Storm Pond Maintenance	\$-	\$20,000	\$20,400	2.0%	\$400
Total Operating Expenses, Core	\$185,350	\$256,600	\$261,000	1.7%	\$4,400
Budget to increase service levels		2021 Budget	2022 Budget		
Closed storm sewer system maintenance (flush & camera program)		\$97,700	\$47,000		
Total Operating Budget		\$256,600	\$308,000	20.0%	\$51,400
Taxation Required		\$256,600	\$308,000		
Taxation per Resident*		\$12.92	\$15.13		

*BC Stats est. Colwood Population in 2021=19,857 2022=20,354 | 2023=20,863 | 2024=21,384 | 2025=21, 919 | 2026=22,467

2021 Priorities

- | | |
|---|-----------------|
| • Create a storm water maintenance operation policy | Deferred (2022) |
| • Initiate flush and camera program of closed storm system | Ongoing |
| • Assessment of storm water infrastructure through an inlet and outlet inspection program | Ongoing |
| • Proactive management of hotspot areas | Complete |

Status

2022 Priorities

- Create a storm-water maintenance operational policy.
- Implementation of flush and camera program and articulation of a maintenance schedule.
- Expand drainage pond maintenance program to ensure accessibility for monitoring of pond infrastructure.



Sewer Utility

Council Expectations

- That sanitary systems be maintained to ensure safety and functionality for residents while maximizing the useful life of the infrastructure. Currently maintenance work involves the tasks outlined in Appendix 2.
- That residential sewer connections demonstrate excellent customer service and cost recovery.
- That staff provide prompt assistance to residents experiencing utility issues. If a resident expresses a concern about a utility issue affecting a dwelling, City employees respond immediately to assess and assist as needed (help is rendered if the issue is determined to be on the City side of the service).
- That the technological aspects of the sanitary system are kept current. In the event of a pump failure, staff stock a rebuild kit to facilitate the quick refurbishment of mechanical infrastructure.

Colwood staff manage \$70 million worth of sanitary infrastructure including 10 pump stations, 40 kilometers of sanitary gravity main-lines and 8 kilometers of forcemains.

Pump station maintenance requires frequent inspections by employees and regular cleaning with the use of degreasers as needed to maintain proper hygiene and flow. Sewer pumps are periodically lifted out of the wet wells for closer inspection, maintenance, and cleaning; employees also perform general property maintenance of pump stations to ensure they remain in good condition.

The management and automation of sewer systems utilizing SCADA is the responsibility of City employees with support from outside technicians as needed.

City staff facilitate an average of 15 residential new sewer connections each year (in areas that are already serviced) and provide field review of other utility works completed by contractors.

Staff initiated a sanitary flush and camera program in 2021 that better reflects the industry standards for linear wastewater infrastructure maintenance.

Sewer Utility

Staff Position History & Forecast

Positions	2021 Actual	2022 Plan	2023 Plan
Roads & Utilities Manager	0.5 ¹	0.5	0.5
Utilities Supervisor	1.0 ¹	1.0	1.0
Labourer II - Sewer	1.0	1.0	1.0
Full Time Equivalent	2.5	2.5	2.5

¹ As a result of the Public Works re-organization in 2021. Resourcing for the Roads & Utilities Manager is split between the Roads and Sewer Utility service areas.

Performance Measures & Key Stats

Activity	2020 Actual	2021 Actual
Residential Connections by Colwood Staff	18	19
New Homes connected through Development	139	140

Sewer Utility

Sewer Utility Operating Budget

Sewer Utility Funding	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	Note
Local Service Area Taxes	\$357,042	\$345,600	\$345,600	0.0%	\$ -	
Sewer User Fees	\$907,201	\$863,900	\$1,296,100	50.0%	\$432,200	1
Sewer Connection Fees	\$186,150	\$114,500	\$157,200	37.3%	\$42,700	1
Sewer Enhancement Fees	\$135,785	\$52,000	\$53,100	2.1%	\$1,100	
Total Funding	\$1,586,178	\$1,376,000	\$1,852,000	34.6%	\$476,000	
Operating Expenses	2021 Actual	2021 Budget	2022 Budget	% Change	\$ Change	
Sewer Administration	\$ -	\$64,700	\$65,900	1.9%	\$1,200	
Sewer Maintenance (CRD)	\$402,800	\$402,800	\$726,000	80.2%	\$323,200	2
Sewer Maintenance	\$277,285	\$288,700	\$319,100	10.5%	\$30,400	3
Connections	\$188,990	\$114,500	\$157,200	37.3%	\$42,700	
Flow Monitoring	\$5,533	\$9,900	\$10,600	7.1%	\$700	
Sewer Fleet Maintenance	\$34,410	\$43,600	\$43,300	-0.7%	\$(300)	
Total Operating Expenses	\$ 909,018	\$924,200	\$1,322,100	43.1%	\$397,900	
Transfer to Reserves & Debt Payment						
Transfer to Reserve for Capital	-	\$106,200	\$184,300	73.5%	\$78,100	4
Transfer to Operating Reserve	-	\$4,200	\$4,200	0.0%	\$-	
LSA Debt Payment	\$341,410	\$341,400	\$341,400	0.0%	\$-	
Total Operating Expenses + Transfers + Debt Repayment	\$1,250,428	\$1,376,000	\$1,852,000	34.6%	\$476,600	

Note 1 – Sewer User Fees revenue reflects the revenue required for a phase-in of 100% of the CRD Core Area Wastewater Operating costs. Proposed changes to Sewer Connection Fees will be provided to Council later this quarter. Note 2 – CRD Core Area Wastewater expenses are based on a 5-year phase-in of 100% of the total CRD Core Area Wastewater Operating costs. Note 3 – The 2022 budget amount includes an increase of \$30,000 for contracted vector truck services in order maintain existing service levels. The costs of a vector truck would result in an annual operating cost (including transfer to reserve for the purchase of a replacement truck) of \$94,100. The contracted services budget for this service is \$64,100. Note 4 – This increase is required to fund the proposed Lift Station Pump Replacement Program (capital).

Sewer Utility

2021 Priorities

	Status
• Complete SCADA system upgrade of critical communications technology	Complete
• Implement flush and camera program for linear infrastructure	In Progress
• Create a sewer maintenance operations policy, for both pump stations and linear infrastructure	Deferred (2022)
• Continue staff training improvements (Waste Water Certifications and Confined Space Entry training)	Complete

2022+ Priorities

- Complete implementation of flush and camera program and articulate maintenance schedule.
- Implement capital replacement plan for sewer pumps, codify practice with the introduction of a pump station and linear infrastructure maintenance policy.
- Continue staff training improvements: additional SCADA systems training for supervisors
- Sewer Master Plan Update.
- Bexhill Place sanitary sewer servicing.
- Add an “inflow and infiltration improvements”

Special Initiatives

Sewer Master Plan Update – 2022: \$5,000

The City initiated an update to the Sewer Master Plan (2013) in 2021, and this updated plan is anticipated to be finalized in 2022.

A scenic photograph of a bridge at sunset. The sky is filled with dramatic, colorful clouds in shades of blue, purple, and orange. A silver SUV is driving away on the bridge, which has a wooden railing. The foreground shows the bridge's surface and a concrete curb. A horizontal teal bar with a yellow end is overlaid on the image, containing the text 'Capital Plan'.

Capital Plan

Assets

Asset Inventory

The City of Colwood was incorporated in 1985. The City inherited service-providing infrastructure upon incorporation and has since built and received additional infrastructure. This infrastructure provides services that the citizens of Colwood and visitors value. The City has an abundance of natural assets to maintain.

Below is a summary of the City's tangible assets.

Asset	Quantity	Replacement Value
Natural	Varies	Undefined
Roads	91 km	\$122.4M
Land	92 ha	\$53.4M
Park Structures	n/a	\$3.7M
Sewer	49 km	\$68.9M
Drainage	39 km	\$85.1M
Vehicles & Equipment	272 units	\$8.7M
Buildings	50,000+ sqft	\$31.0M
Total		\$373.2M

Asset Management in Progress

The City provides numerous capital services for the enjoyment of its citizens and visitors as detailed below. Many of these capital services required very significant initial investment. Citizens expect these services to continue uninterrupted well into the future. The City has developed many master plans to support the long-term provision of high quality services.

Assets	Assets	Assets
Natural	Creeks, ponds, urban forest, foreshore	Geospatial Survey
Road	Roads, sidewalks, bicycle lanes, bridges	Pavement & Bridge Assessments 2018
Land & Parks	Parks, trails	Parks Master Plan 2021
Sewer	Pump stations, pipes	Sewer Master Plan 2013, 2022 update expected
Drainage	Pipes, culverts	Stormwater Management Plan 2018
Vehicles & Equipment	Service support	Fleet Equipment Replacement Policy 2020
Buildings	Service support, Heritage	Building Assessments Heritage Strategy

Reserve, Surplus, & Deferred Revenue Summary

The City of Colwood maintains various reserves (including surplus and deferred revenue). Generally capital projects are funded by these reserves to reduce volatility in taxation levels. A summary of reserve, surplus and deferred revenue balances (estimated) as of December 31, 2022.

	2022 Opening Balance	2022 Transfers To	2022 Use of	2022 Ending Balance
Surplus, General Op	\$6,708,034	\$ -	(\$1,008,600)	\$5,699,434
Surplus, Sewer Op	419,966	4,200	(5,000)	419,166
Future op. expenditures RF	1,353,496	52,000	(802,300)	603,196
Equipment Replacement RF	89,043	103,000	(162,500)	29,543
Capital RF	1,030,984	5,000	(510,300)	525,684
General fleet & equipment RF	996,459	215,000	(601,300)	610,159
Fire fleet & equipment RF	1,341,714	469,700	(77,800)	1,733,614
Community amenities	4,200,713	1,589,400	(865,500)	4,924,613
Affordable housing RF	1,141,521	740,500	-	1,882,021
RCMP surplus RF	1,130,375	2,000	-	1,132,375
Police building RF	365,388	1,000	(47,900)	318,488
New fire hall RF	225,979	514,700	-	740,679
St. John's Heritage Church	134,600	15,700	(70,000)	80,300
Sustainable Infrastructure	3,001,427	1,747,700	(4,100,800)	648,327
Public Art	23,399	-	-	23,399
Parks	71,340	20,900	-	92,240
Recreation	1,392,350	87,800	(99,900)	1,380,250
Climate Action Reserve	58,576	6,500	(5,500)	55,076
Sewer fleet equip. & reserve	241,273	55,200	(60,000)	236,473
Sewer capital	1,246,397	138,100	(374,000)	1,010,497
Gas Tax	2,670,653	765,000	(2,175,500)	1,260,153
COVID Safe Restart Grant	1,409,184	-	(749,200)	632,284
Total Reserve Transfers		6,533,400	(11,716,100)	
Development Cost Charges - Roads	7,651,806	1,426,000	(7,554,100)	1,523,706
Development Cost Charges - Sewer	1,128,410	30,000	-	1,158,410
Parklands (cash in lieu)	630,840	-	-	630,840
Tress (cash in lieu)	25,540	-	-	25,540
Frontage (cash in lieu)	1,161,485	-	-	1,161,485
Total Balance	\$39,850,952	\$7,989,400	(\$19,270,200)	\$28,537,952

Five-Year Projections

Below are reserve balance projections that result from the 2022-2026 financial plan.

	2022 Ending Balance	2023 Ending Balance	2024 Ending Balance	2025 Ending Balance	2026 Ending Balance
Surplus, General Op	\$5,699,434	\$5,032,834	\$4,105,334	\$3,180,934	\$2,876,834
Surplus, Sewer Op	419,166	423,366	427,566	431,766	435,966
Future operating expenditures	603,196	397,196	397,196	386,196	421,596
Equipment Replacement RF	29,543	(15,557)	643	(87,057)	(37,557)
Capital RF	525,684	(169,416)	(868,516)	(1,572,916)	(1,816,516)
General fleet replacement	610,159	510,859	669,459	(59,941)	(439,141)
Fire fleet & equipment reserve	1,733,614	2,156,514	1,901,614	2,615,714	3,452,614
Community amenities	4,924,613	5,927,613	6,634,613	7,341,613	8,048,613
Affordable housing	1,882,021	2,381,621	2,560,621	2,694,621	2,798,621
RCMP surplus	1,132,375	1,134,375	1,136,375	1,138,375	1,140,375
Police building	318,488	288,488	259,788	231,088	202,088
New fire hall	740,679	912,879	913,879	914,879	915,879
St. John's Heritage Church	80,300	96,300	112,600	129,300	146,000
Sustainable Infrastructure	648,327	1,227,827	2,031,927	3,309,327	4,717,027
Public Art	23,399	23,399	23,399	23,399	23,399
Parks	92,240	104,440	104,440	104,440	104,440
Recreation	1,380,250	1,447,350	1,509,950	1,567,850	1,620,850
Climate Action Reserve	55,076	61,676	68,476	75,376	82,376
Sewer fleet equip. & reserve	236,473	291,673	346,873	402,073	457,273
Sewer capital	1,010,497	1,038,397	1,049,597	1,068,997	1,077,597
Gas tax	1,260,153	1,886,953	2,615,353	2,578,053	2,539,953
COVID Safe Restart	632,284	303,884	198,884	198,884	198,884
Development Cost Charges - Roads	1,523,706	4,293,206	5,293,206	7,193,206	9,093,206
Development Cost Charges - Sewer	1,158,410	1,183,410	1,203,410	1,223,410	1,243,410
Parklands (cash in lieu)	630,840	630,840	630,840	630,840	630,840
Tress (cash in lieu)	25,540	25,540	25,540	25,540	25,540
Frontage (cash in lieu)	1,161,485	1,161,485	1,161,485	1,161,485	1,161,485
Total Balance	\$28,537,952	\$32,757,152	\$34,484,552	\$36,907,452	\$41,121,652

Debt Management

From time to time, the City may choose to incur debt to finance capital construction. The Community Charter and related Municipal Liabilities Regulation establishes debt limits for the City by defining a liability servicing limit. The City's debt interest and principal payments cannot exceed 25% of its controllable sustainable revenues. Such revenues include property taxes, building permit revenue, user fees and unconditional grants.

In the 2022-2026 financial plan, the City's annual sustainable revenues will exceed \$24M, making its liability servicing limit approximately \$6.2M. Annual debt servicing costs are not expected to exceed \$1.24M which amounts to approximately 17% of the City's liability servicing limit.

Debt payments (interest and principal, on both long term and equipment financing) for the next 5 years are projected as follows:

Year	Beginning Balance	End Balance	Principal*	Interest**	Total	% Limit
2022	\$8,972,812	\$10,290,752	\$670,350	\$342,871	\$1,013,221	16%
2023	10,290,752	14,874,953	626,623	389,247	1,015,871	15%
2024	14,874,953	14,459,018	721,909	520,412	1,242,321	17%
2025	14,459,018	14,309,370	566,952	496,929	1,063,881	14%
2026	14,016,297	14,181,066	532,205	511,738	1,043,943	13%
Total			\$3,118,038	\$2,261,197	\$5,379,235	

*In 2022, general fund principal payments are expected to be \$522,528 and sewer fund principal payments are expected to be \$147,823.

** In 2022, general fund interest payments are expected to be \$149,250 and sewer fund interest payments are expected to be \$193,621.

General debt servicing (principal and interest payments) is funded through general taxation. Sewer debt servicing is funded through Local Area Service parcel taxation.

British Columbia municipalities may choose to borrow through the Municipal Finance Authority (MFA). The MFA's structure and purpose provides BC municipalities with the unique opportunity to access exceptionally inexpensive debt financing. Municipalities must seek authorization from their respective regional district before receiving MFA debt proceeds.

This unique arrangement creates a de facto "joint and several liability" among all member municipalities. This relationship helps maintain the MFA's AAA credit rating. Furthermore, debt principal payments paid on long-term debt to the MFA are reinvested. Investment returns generated from these principal payments are reduced from the outstanding debt balance (referred to as "actuarial adjustments"). This has often resulted in debt financing costs that are lower than inflation. For instance, the City's most recently issued debt carries an interest rate of 2.6%. After actuarial adjustments, the effective interest rate is expected to be 1.03%.

The chart below demonstrates the value of the actuarial adjustments that are returned to the City from the MFA over the next 5 years:

Year	Beginning	+ New Debt	- Principal Payments	- Actuarial Adjustments	End Balance
2022	\$7,997,141	\$2,227,000	\$481,888	\$238,710	\$9,503,543
2023	9,503,543	5,410,000	436,383	199,176	14,277,985
2024	14,277,985	500,000	529,887	194,026	14,054,072
2025	14,054,072	500,000	373,102	82,696	14,098,274
2026	14,098,274	500,000	385,916	96,099	14,116,259
Total			\$2,207,175	\$810,707	

*Long term debt only (excludes fleet/equipment financing loans). New debt is related to the Public Works Facility and Sidewalk & Bike Lane capital programs.

Capital Program Summary

Capital Expenditures	2022	2023	2024	2025	2026
Road Infrastructure	\$14,691,100	\$5,204,100	\$3,489,600	\$3,432,800	\$1,138,100
Facility Infrastructure	1,712,300	3,031,000	29,700	29,700	30,000
Drainage Infrastructure	1,512,200	782,000	1,384,000	1,616,000	1,934,000
Equipment	578,600	594,600	297,900	860,400	285,700
Fleet	839,500	326,700	914,900	397,500	493,900
Park & Recreation Infrastructure	865,500	466,100	466,100	466,100	-
Sewer Infrastructure	374,000	111,200	129,000	121,900	133,900
Capital Infrastructure Staffing	114,000	116,500	238,000	243,300	248,600
Total Expenditures	\$20,687,200	\$10,632,200	\$6,949,200	\$7,167,700	\$4,264,200
Funding Source					
Reserves, Gas Tax	\$2,102,000	\$138,200	\$36,600	\$37,300	\$38,100
Reserves, Sustainable Infrastructure	3,100,800	1,486,000	2,090,100	2,264,700	2,534,000
Reserves (various)	4,232,000	1,676,800	2,570,000	2,718,300	1,192,100
Capital Grants, Other	563,300	486,200	1,752,500	1,647,400	-
Developer Contributions, Road DCC	7,554,100	1,435,000	-	-	-
Developer Contributions, Other	908,000	-	-	-	-
Debt	2,227,000	5,410,000	500,000	500,000	500,000
Total Funding	\$20,687,200	\$10,632,200	\$6,949,200	\$7,167,700	\$4,264,200

Operating Impact of New Capital

The City must consider the increased operating costs associated with the acquisition or construction of new capital. For example, when new park space is acquired, the City may have an obligation to irrigate and manicure lawn areas. Below is a summary of the incremental operating costs associated with new capital in this financial plan.

New Capital Expenditure	Related Annual Operating Costs				
	2022	2023	2024	2025	2026
Municipal Business Process System/Enhanced GIS	\$4,700	\$14,800	\$15,100	\$15,300	\$15,500
New Public Works Fleet	-	7,800	15,900	16,300	16,600
New Parks Infrastructure	-	37,300	75,400	114,400	116,500

Road Infrastructure

The following table details planned expenditures and funding sources for capital projects related to road infrastructure, followed by descriptions of the planned improvements

Capital Expenditures	2022	2023	2024	2025	2026
Ongoing Road Infrastructure					
Annual Paving Program	\$733,900	\$600,000	\$600,000	\$600,000	\$600,000
Sidewalk & Bike Lane Program	2,763,300	3,845,000	500,000	500,000	500,000
Streetlight Program, LED Upgrades	102,700	35,200	36,600	37,300	38,100
Traffic Signal, Controller Upgrades	202,000	104,000	106,100	48,700	-
Bridge Repairs & Upgrades	162,300	117,500	-	-	-
Signage & Wayfinding	-	-	-	-	-
Road Infrastructure, previously approved					
Intersection: Latoria Rd + VMP	3,290,000	-	-	-	-
Allandale Rd Works & Services	3,672,000	-	-	-	-
Traffic Management Data System	100,000	-	-	-	-
Galloping Goose Overpass Bridge	99,900	399,400	2,246,900	2,246,800	-
Crosswalk: Sooke Rd + Cecil Blogg Dr	-	103,000	-	-	-
Road Infrastructure, new					
Intersection: Metchosin Rd + Latoria Blvd	3,565,000	-	-	-	-
Total Expenditures	\$14,691,100	\$5,204,100	\$3,489,600	\$3,432,800	\$1,138,100

Paving Program

The City's paving program was introduced in 2019 and is based on the City's Pavement Condition Index (2018). It should be noted that, where feasible, drainage and road projects will be undertaken together to maximize cost effectiveness and minimize interruption to the public. In 2021, paving work included areas of Acacia Dr, Kelly Rd, Wishart Rd, Milburn Rd and Veterans Memorial Parkway.

The 2022 budget includes a partial carry forward of 2021 funds that were unable to be spent due to contractor availability. The 2022/2023 paving plan includes work on Karger Terrace, Sooke Road, Latoria Rd, Cairndale Rd, Jacklin Rd, Fulton Rd, Ledsham Rd, Goldfinch Rd, Ocean Boulevard, Goldstream Ave, Stornoway Drive, Hatley Dr, Sunheights Dr and Hetherbell Rd. Scheduling will be dependent on contractor availability.

Road Infrastructure

Sidewalk & Bike Lane Program

This budget provides for the ongoing implementation of road infrastructure improvements, primarily related to sidewalk and bike lane works, as identified in the Active Transportation Plan, the Road DCC Program (Bylaw No. 1836) and/or as per Council resolution.

In 2021, the City upgraded the Metchosin Rd corridor between Benhomer Rd and Cotlow Rd (funded by a COVID-19 Resiliency Infrastructure Grant). This upgrade tied into the existing sidewalk on Metchosin Road from Hatley to Lagoon that was completed in 2018.

In 2021, the City upgraded the Painter Rd corridor between Cotlow Rd and Metchosin Rd (Federal Gas Tax grant funding).

Through the Active Transportation Network planning process, Council identified ten active transportation infrastructure projects to be advanced by the end of 2023.

The 2022 budget is to finalize design for all ten projects and to construct these five projects:

- Kelly Rd Sidewalk, Sooke Rd to Metchosin Rd (Road DCC #34)*
- Benhomer Dr Sidewalk, Painter Rd to Metchosin Rd (Dunsmuir School Safe Route)
- Owens Rd Sidewalk, Wishart Rd to Painter Rd (Wishart School + Dunsmuir School Safe Route)
- Hagel Rd Sidewalk, Meaford Ave to Galloping Goose Trail (David Cameron School Safe Route)
- Bikeway, Adye Rd/Metchosin Rd Bikeway (Galloping Goose Trail connection).

The Metchosin Rd/Hatley Dr intersection will also be designed in 2022.

The 2023 budget is to construct these five projects:

- Lagoon Road Sidewalk, Heatherbell Rd to Aloha Ave (Road DCC #28)*
- Fulton Road Sidewalk, Sooke Rd to Townview Terrace
- Metchosin Road Sangster School Frontage Sidewalk (Road DCC #22)*
- Metchosin Road South Bike Lane, Lagoon Rd to Wishart Rd (Road DCC #22)*
- Metchosin Road North Bike Lane, Wishart Rd to Sooke Rd (Road DCC #20)*

Projects are to be funded either by debt or a combination of Road DCCs and debt where eligible. Some of the above projects are included in the City's Road DCC program.

The existing budgets are preliminary (Class D estimates) and will be refined pending completion of the design work that was initiated in 2021. Construction will not begin until the appropriate loan authorization bylaw processes have been completed.

Sidewalk & bike lane projects for 2024 to 2026 will be further defined through our Active Transportation Network planning.

** Per 2022 Road DCC Project Update as endorsed by Council on February 14, 2022.*

Road Infrastructure

Street Light Program - LED Upgrades

The City is in the process of upgrading street lights to LED technology in place of older high pressure sodium lights to provide more energy efficient street lighting to the community. This program will continue to replace the current bulbs with energy efficient LED bulbs for reduced energy consumption and utility costs.

2021 upgrades were deferred to 2022. Plans are to upgrade 75 ornamental streetlights in the Royal Bay Drive/Promenade Cres/Murray's Pond Pathway areas.

Street Light Program Funding: Gas Tax Reserve

Traffic Signal Controller Upgrades

This budget item proposes a five-year plan (2021 through 2025) to replace older traffic controllers at traffic control signals on an ongoing basis. The 2022 budget includes \$100,000 originally planned to be utilized in 2021 but deferred due to a lack of product availability and delivery delays.

Traffic Signal Upgrade Funding: Sustainable Infrastructure Reserve

Signage & Wayfinding (no budget)

The City is developing a new neighbourhood wayfinding signage strategy designed to make it easier for residents and visitors to navigate and feel welcome in the community. A draft wayfinding strategy was presented to Council in late 2021. Pending cost estimates, a specific budget will be proposed.

Bridge Repairs & Upgrades (Esquimalt Lagoon Bridge)

In 2018, the City awarded RFP 2018-003 for a detailed Esquimalt Lagoon Bridge Inspection. The inspections have been conducted. The 2019-2023 Lagoon Bridge repair capital budget has been established based on the consultant's recommendations. The 2022 budget includes funds previously approved for works in 2021 that will now be completed in 2022.

Funding: Capital Reserve

Intersection Improvements: Latoria Rd at Veterans Memorial Parkway

Development of South Colwood requires that intersection improvements occur at Veterans Memorial Parkway and Latoria Road. Construction of a double-lane roundabout initiated in 2020 and completion is anticipated in 2022. The 2022 budget reflects the remaining construction costs.

*Project Budget, Previously Approved (2020-24 FP): \$3,565,000**

*Project Budget, Revised: \$4,110,000***

**2019 Class D estimate*

***Actual costs to date + updated 2021 Class C estimate*

Intersection Improvements Funding: Road DCC; Developer Contributions



Road Infrastructure

Allandale Road Works & Services

Road and servicing improvements on Veterans Memorial Parkway from Sooke Road through to the south extent of the developing lands south of Allandale Road, as well as Allandale Road (both east and west portions) and Wildcat Trail initiated in 2021. Works include a traffic light at the intersection of Veterans Memorial Parkway and Allandale Road as well as sidewalks, bike lanes, lighting, municipal servicing and a central landscaped median. The 2022 budget reflects the remaining construction costs.

*Project Budget, Previously Approved (2021-25 FP): \$6,211,800**

**2020 Class C estimate. Project was tendered in 2021 and is anticipated to complete in 2022 on budget.*

Allandale Funding: Gas Tax Reserve; Road DCC; Developer Contributions

Traffic Management Data System

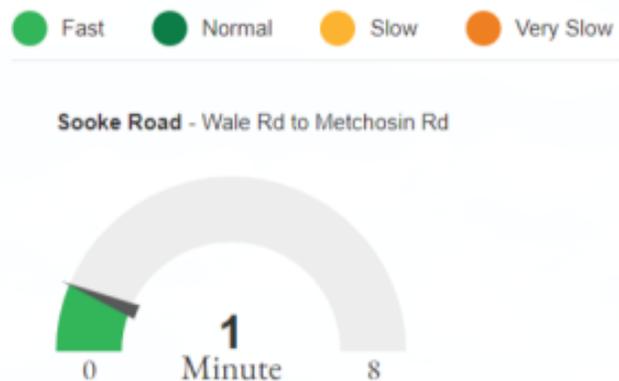
The City of Colwood will use Bluetooth technology as one tool to monitor traffic flow and inform transportation improvements. The traffic management system will also provide the public with convenient and reliable traffic information so they can make informed decisions on the best timing, mode, and route for their trips. The system will tag anonymous Bluetooth signals from cell phones and in-car systems to provide real-time data about vehicle travel routes, times and the average speed of vehicles between various detection points in the city.

Traffic Data System Funding: Gas Tax Reserve



Colwood uses real-time traffic data to monitor congestion and plan transportation improvements.

Here's one way you can look at the data.



Galloping Goose Overpass Bridge

Conditional on the outcome of a grant application under the Canada Infrastructure Program, a pedestrian and cycling bridge over the Island Highway would connect the Galloping Goose Regional Trail where it is interrupted at Wale Road. In addition to enhancing safety, accessibility and increasing active transportation options, the bridge has the potential to be a beautiful feature that welcomes people to Colwood's town centre. Pending grant approval, pre-design is anticipated in 2022, with full design in 2023. The project would be completed by 2027.

Road Infrastructure

The Galloping Goose is a picturesque multi-use trail that runs through the heart of Colwood as it follows an old railway line on its 55km journey from Victoria to Sooke. The trail attracts more than 200,000 users each year. It is owned and maintained by the Capital Regional District.

There are safe and convenient crossings at every intersection on the 55km route. Except for where the trail is disconnected in Colwood when it meets Wale Road and users must detour along Wale Road to the intersection at the Island Highway, cross at the light, then travel up the sidewalk on the Island Highway to reconnect with the trail. To make it more confusing, there is a small section of trail that cuts across from Wale Road to the Highway, but ends there dangerously, with no safe crossing in sight. In the worst case scenario, trail users try to avoid this frustrating detour by dashing across 5 lanes of traffic on the Island Highway, risking their lives and the lives of drivers.

Despite this, the trail continues to be well used. In 2020, over 25,000 pedestrians and cyclists have passed the automated counter on the Galloping Goose Regional Trail near Wale Road. Establishing a safe and convenient crossing here would enhance safety and increase the number of trail users significantly.



Crosswalk Improvements

The 2023 budget will install a pedestrian activated pedestrian crossing signal on Sooke Road at Cecil Blogg.

Crosswalk Improvements Funding: Gas Tax Reserve

Intersection Improvements: Metchosin at Latoria

As defined in the Roads DCC Bylaw No 1836, and as per Committee's priority recommendation on February 7, 2022, this road infrastructure project is scheduled for 2022. These works will improve pedestrian and cycling safety, connectivity and separation, as well as traffic flow and safety. It is funded 75% via DCCs and 25% through the sustainable infrastructure reserve.

Intersection Improvements (Metchosin at Latoria) Funding: Road DCCs; Sustainable Infrastructure Reserve

Road Improvements: Latoria (from Metchosin to Sparrowhawk) (no budget)

As defined in the Roads DCC Bylaw No 1836, and as per Committee's priority recommendation on February 7, 2022, this road infrastructure project is scheduled for 2022. These works will be funded through future DCC credit.

Road Improvements (Latoria) Funding: Road DCCs

Facility Infrastructure

The following table details planned expenditures and funding sources for capital projects related to building infrastructure, followed by descriptions of the planned improvements.

Capital Expenditures	2022	2023	2024	2025	2026
Facility Infrastructure					
RCMP Detachment Upgrades	\$47,900	\$31,000	\$29,700	\$29,700	\$29,700
St John' Church Improvements	70,000	-	-	-	-
City Hall Facility, Interior Retrofit	228,500	-	-	-	-
City Hall Facility, Roof + Soffit	933,000	-	-	-	-
Public Works Facility, Trailers	35,000	-	-	-	-
Public Works Facility	327,900	3,000,000	-	-	-
Fire Hall Roof Repair	55,000	-	-	-	-
PW Facility, Brine Door Replacement	15,000	-	-	-	-
Total Expenditures	\$1,712,300	\$3,031,000	\$29,700	\$29,700	\$29,700

RCMP Detachment Upgrades

The City of Colwood is an owner of the RCMP detachment building along with the City of Langford and the Town of View Royal. The City contracts with the RCMP for the provision of policing services. The City (and its partners) are required to provide accommodation for the police force and municipal support staff as part of the contract.

The owners have also entered into an agreement with respect to the maintenance and operation of the detachment building. The City of Colwood contributes to the operating cost and capital maintenance of the building pursuant to this agreement. Costs are apportioned based on assessed value and population.

The RCMP detachment building is nearing maximum capacity. In 2022 the three municipal building owners will need to agree on a path forward for new building capacity. Preliminary estimates for a 20-30 year approach are in the order of \$50-70 million. Colwood's share could be 25-30% of such a building. Borrowing will be needed to finance such an approach.

RCMP Detachment Upgrades Funding: Police Building Reserve

St. John's Church & Emery Hall Improvements

St. John the Baptist Heritage Church was acquired by the City of Colwood in 1993 and given official heritage status. Emery Hall is next door and offers a full kitchen with a serving window. Expenditures of this nature are funded by the City's St. John's Heritage Church reserve. This reserve is funded by annual surpluses generated from the rental of the property.

A specialized contractor completed an evaluation of the septic field following a failure in Summer 2021. It is recommended that the field be replaced. Investing in a new septic system will allow Emery Hall to continue functioning as a valuable community asset, hosting important meetings and events.

Facility Infrastructure

The 2022 budget includes \$40,000 for a septic field replacement, and \$30,000 in contingency funding for additional life cycle infrastructure improvements (kitchen and bathroom).

St. John's Church & Emery Hall Funding: St. John's Church Reserve

City Hall Facility (Interior Retrofit)

The City has engaged a consultant to assist with a space planning review of City Hall. Following this the City will proceed with reconfiguration and retrofit construction to accommodate a growing workforce. During this process, the City has proceeded with creating additional seating and work spaces utilizing this budget with cubicles and additional office furniture. Previous budgets included a separate line item for Council Chambers furniture, and that budget has been incorporated here.

The 2022 budget is an estimate only and will be refined pending final design and tendering.

City Hall Facility Funding: General Surplus

City Hall Roof Soffit Repair & Roof Replacement

The 2021 budget included funds (\$104,000) for repair required for the failing soffit located at the north-west corner of the City Hall building. Staff recommend a full-building review in addition to this localized repair, with potential funding for future repairs. The 2022 budget includes the unspent funds from 2021, as well as additional funds to replace the roof, which is at the end of its useful life, if deemed necessary.

City Hall Roof Soffit Repair & Roof Replacement Funding: Sustainable Infrastructure Reserve

Public Works Facility

To effectively manage Public Works related assets as the City's population, infrastructure and maintenance needs expand, a comprehensive plan is needed to map a sustainable path forward. A consultant has been assessing future space needs and recommendations will come forward for the future of City buildings and land.

After months of planning and consultation, the City's architectural contractor has established an efficient and sustainable proposal for the future of the municipal complex. This comprehensive plan ensures that the site at 3300 Wishart Rd will continue to be a functional, relevant and engaging community hub for a 30-40 year horizon. The Feasibility Study's findings will be presented to Council for consideration in Spring 2022. Placeholder amounts for design in 2022 and construction in 2023 of a new Public Works administration building are included for estimate purposes only. The Feasibility Study will provide update estimates to be used for future planning. Pending Council's approval of the Feasibility Study, design and construction will be funded via debt and will be subject to a loan authorization bylaw process.

Public Works Facility Funding: General Surplus (scoping), Debt (design & construction)

Facility Infrastructure

Fire Hall Roof Repair

The Colwood Fire Hall was built in the early 1970's with a roof replacement in 1998. A 2006 seismic upgrade and expansion excluded the 1998 roof replacement. The older sections are now in a state that they require replacement to protect the fire hall and extend the life of this asset.

Fire Hall Roof Repair Funding: Sustainable Infrastructure Reserve

Public Works Brine Room Door Replacement

The City's existing brine room door is 20 years old and has become extremely corroded due to exposure to salt. Having a robust and functional garage door for the brine production room is essential to ensure the smooth service delivery.

Public Works Brine Room Door Replacement Funding: Capital Reserve

Drainage Infrastructure

The following table details planned expenditures and funding sources for capital projects related to drainage infrastructure, followed by descriptions of the planned improvements.

Capital Expenditures	2022	2023	2024	2025	2026
General Drainage	\$1,000,000	\$782,000	\$1,384,000	\$1,616,000	\$5,773,400
Drainage, Colwood Creek/Allandale	262,200	-	-	-	-
Drainage, Parandeh	250,000	-	-	-	-
Total Expenditures	\$1,512,200	\$782,000	\$1,384,000	\$1,616,000	\$1,934,000

General Drainage

This budget is to implement drainage improvements identified in the 2018 Stormwater Master plan. The projects will need to be refined annually to ensure relevance and refinement for both scope and budget, as information is further defined by the City. 2022 projects include investigative works in the Colwood Creek/Allandale lands area and drainage infrastructure works in the Allandale/Pattison Pit areas. In addition, the City does not yet have a finalized proposed scope of works to address known drainage issues from Triangle Mountain, which will have to be considered before a prioritized list of projects can be completed. It should be noted that, where feasible, drainage and road projects will be undertaken together to maximize cost effectiveness and minimize interruption to the public. A Storm Drainage DCC program will be considered to help fund system expansion.

General Drainage Funding: Sustainable Infrastructure Reserve

Drainage, Colwood Creek/Allandale

This project will conduct drilling and monitoring in regard to storm drainage to better understand how drainage works in the Allandale land area, as well as a capacity assessment that will consider downstream constraints in Colwood Creek with increased diversion from the Allandale land area.

Drainage, Colwood Creek/Allandale Funding: General Surplus

Drainage, Parandeh

This is a general estimate to repair storm drainage infrastructure that was damaged in a sloughing event. A portion may potentially be covered by an insurance policy, but at this point it is unknown.

Drainage, Parandeh Funding: Sustainable Infrastructure Reserve

Equipment

The following table details planned expenditures and funding sources for capital projects related to equipment, followed by descriptions of the planned improvements.

Capital Expenditures	2022	2023	2024	2025	2026
Ongoing Equipment Programs					
SCBA Program	\$14,900	\$64,300	\$65,100	\$65,700	\$67,000
Turn-out Gear Program	54,700	35,700	36,800	37,900	39,100
IT Equipment & Network Hardware	72,500	104,000	76,000	182,000	47,000
Software: Upgrades	75,000	15,000	15,000	15,000	15,000
Approved in 2021-25 Plan					
Replacements					
Equipment: Message Board Trailer	-	31,200	-	-	-
Fire: Radio Antenna	-	50,000	-	-	-
Equipment Replacement	-	-	-	559,800	117,600
New:					
Software: Municipal Business Process	297,500	113,400	105,000	-	-
New Capital Requests					
Replacements					
Website Upgrade	-	80,000	-	-	-
Equipment: Pressure Washer Replacement	15,000	-	-	-	-
New:					
Software: GIS Enterprise	-	61,000	-	-	-
FOB Fleet Telemetrics	-	40,000	-	-	-
FOB/Security System	35,000	-	-	-	-
Equipment: Bobcat Attachment-Snowblower	14,000	-	-	-	-
Total Expenditures	\$578,600	\$594,600	\$297,900	\$860,400	\$285,700

Self-Contained Breathing Apparatus (SCBA) Program

This program funds the Fire Department's purchase of self-contained breathing apparatus (SCBA) gear and equipment.

Self-Contained Breathing Apparatus (SCBA) Program Funding: Fire Fleet Replacement Reserve

Equipment

Turn-out Gear Program

This program funds the Fire Department's purchase of turn-out gear for the firefighters. This line item was previously included in the core operating budget. The 2022 budget includes an additional \$20,000 to fund the purchase of new gear as the department grows (5 new members).

Turn-out Gear Program Funding: Fire Fleet Replacement Reserve

IT Equipment & Network Hardware

This budget represents the resourcing for the replacement of workstations, laptops and monitors, as well as equipment needs for new employee onboarding. There is sustainable funding in place through an annual transfer of taxation to reserves for equipment replacement. IT also maintains an on-going capital plan for the replacement of IT network infrastructure.

IT Equipment & Network Hardware Funding: Equipment Replacement Reserve

Software Upgrades

The City maintains software upgrade funding for use as needed. 2022 budget is for the purchase and implementation of an enhanced timesheet solution and work order solution. Other software being considered includes asset management. Use of this budget is impacted by implementation of the Municipal Business Process software.

Software Upgrades Funding: Equipment Replacement Reserve

Message Board Trailer (2023)

One of the City's message board trailers requires replacement. These assets are essential for conveying information to the public regarding road works, City programs, events and emergencies.

Message Board Trailer (2023) Funding: Equipment Replacement Reserve

Fire Radio Antenna Mast (2023)

Replacement of the radio antenna mast that was installed in 1972. To ensure resiliency and meeting revised standards, the mast will need to be replaced to ensure emergency communications for future years to come. This allows for communications to the CREST radio system and the dispatch center in Surrey.

Fire Radio Antenna Mast (2023) Funding: Fire Fleet Replacement Reserve

Equipment Replacement (2025 and 2026) *(2025 previously approved)

In accordance with the City's Fleet Policy, in 2025 the following pieces of equipment are due for replacement: two John Deere Backhoes and a Mower/Snowblower John Deere Tractor. In 2026, the multipurpose Bobcat Skid-Steer and Wacker Diesel Plate Tamper are scheduled for replacement.

Equipment Replacement (2025 and 2026) Funding: General Fleet Replacement Reserve

Equipment

Municipal Business Process Software *(scope and budget change)

It is a Council priority to improve timely response to development requests and provide the development community with the ability to review the status of their applications. This software will improve collaboration between departments and increase efficiency in reviewing building & development applications. Once implemented the solution will provide a single point of access to query properties and track all the interactions a resident, contractor or developer may have with the city. The solution (Tempest) will have a comprehensive land and contact database. Associated with this will be calls for service, permits, licensing, taxation, fees and deposits.

Tempest will be the foundation that defines a consistent business process for staff and allows a real time window for residents to track their interactions with the city. The updated budget figures reflect the outcome of the 2020 RFP process. Specifically, the scope of works has expanded to include property tax administration and a public web interface for residents to access a virtual city hall. Once the initial solution goes live in April 2022 a public facing layer will be added that allows for tracking of applications, online payments, booking inspections, submitting calls for service and querying all development activity in the city. A grant through UBCM was applied for and Colwood was awarded \$355,900 towards the overall cost of this project. 2023 and 2024 will see additional applications and public services added. The remainder of the funding is provided by the COVID-19 Restart Grant.

The total budget approved in the 2021-2025 Financial Plan was \$460,000. The total expected budget & spend is now \$757,500 including the proposed additions in 2023 and 2024.

Municipal Business Process Software Funding: Provincial Grant, COVID-19 Restart Grant

Website Upgrade

The City's 2013-designed website is in need of an upgrade due to the existing platform no longer being supported. It also needs improvements in accessibility, responsiveness and navigation. With the implementation of the public portion of the new Municipal Business Software, the website will also require new user-interface.

Website Upgrade Funding: COVID-19 Restart Grant

Pressure Washer Replacement

The City needs to replace its' existing 15-year-old hot water pressure washer; this equipment has required regular repairs in the last two years, resulting in periodic prolonged down time. The pressure washer is an industrial strength piece of equipment and is essential to vehicle and tool maintenance.

Pressure Washer Replacement Funding: Equipment Replacement Reserve

Software: GIS Enterprise (2023)

The GIS Enterprise system will allow staff to store personal information to support the GIS data and systems. Enterprise allows staff to access owners' names and information with internal systems link to the new Municipal Business Process software.

Software: GIS Enterprise (2023) Funding: General Surplus

Equipment

FOB Fleet Telemetrics (2023)

This request would provide for tracking of fleet equipment usage in order to provide greater detail on cost allocation, management of the assets and help the City to achieve its GHG reduction targets.

FOB Fleet Telemetrics (2023) Funding: General Surplus

New FOBs/Security System Upgrade

The FOB and alarm system at City Hall and Public Works are antiquated and use unsupported technology. The request is to replace the existing FOB hardware at City Hall, to install FOB hardware at Public Works and at Emery Hall and to network all of these locations using the existing software the Fire Department acquired in 2019. New security system components will also be installed to bring the alarm systems up to date.

New FOBs/Security System Upgrade Funding: Capital Reserve

Bobcat Snowblower Attachment (new)

The team is requesting an additional attachment for the Bobcat (unit #67), to enable the machine to be used more effectively in snow removal. By increasing the Bobcat's versatility, staff will be able to improve snow clearing in cul-de-sacs, laneways and bike lanes/pathways. This equipment would also help promote Colwood's Active Transportation Plan.

Bobcat Snowblower Attachment Funding: Capital Reserve

Fleet

Capital Expenditures	2022	2023	2024	2025	2026
Approved in 2021-25					
Replacements					
Fire Mobile Data Mapping Units	\$ 8,200	\$ 8,200	\$ -	\$ -	\$ -
Fire Rescue #56 Replacement	-	-	850,000	-	-
Replacement: Dump Truck	250,000	260,100	-	-	-
*Replacement: Pickup Truck	68,000	58,400	64,900	132,500	61,900
Replacement: 1-ton Truck	132,000	-	-	-	-
Electric Truck for Parks	61,300	-	-	-	-
New Capital Requests					
Replacements					
Replacement: #78 Bylaw SUV	85,000	-	-	-	-
Miscellaneous Fleet Replacement	-	-	-	265,000	432,000
New:					
New: 2 Electric Pickup Trucks	170,000	-	-	-	-
New: Irrigation Van	65,000	-	-	-	-
Total Expenditures	\$839,500	\$326,700	\$914,900	\$397,500	\$493,900

The City has developed long-term plans for the replacement of its fire, general and sewer utility fleet needs. The City funds its vehicle purchases by annually setting aside and transferring funds to respective vehicle replacement funds. Each year, staff review vehicle inventory and revise replacement year and replacement value projections based on condition assessment and market conditions.

In 2020 Council approved a new Fleet Management Policy to ensure the acquisition and disposal of Colwood vehicles follows an established rotation so as to minimize the environmental impact of fleet activity and maximize the economic benefit of life-cycle costing. New vehicles must complement established services levels and demonstrate due consideration of strategic planning for future utility.

In 2022, staff will bring forward a new Fire Fleet & Equipment Management Policy for Council's consideration

Vehicle	Description
Fire Mobile Mapping Units	<p>The implementation of mobile mapping units in Fire Fleet will allow for standardized electronic mapping in both the vehicle and Computer Aided Dispatch (CAD) system, real-time tracking of all fire response vehicle locations and will provide routing information to scene of incident.</p> <p>Funding: Fire Fleet Replacement Reserve</p>
Fire Rescue #56 Replacement	<p>Rescue #56 is a full-size rescue vehicle built on a 2003 Spartan Metro Star Chassis and is equipped for heavy rescue, motor vehicle accidents, water, and confined space rescue. Originally planned to be replaced in 2020 this has been pushed back to accommodate other replacement priorities. Additionally, an engine rebuild performed in 2017 will extend its service life to 2024.</p> <p>Funding: Fire Fleet Replacement Reserve</p>
Replacement: Dump Truck	<p>In accordance with the Fleet Management Policy, Public Works is recommending to replace truck 48 (a tandem gravel truck) with a smaller version more suited to current service level demands. The new gravel truck would have less payload capacity in favor of greater maneuverability and versatility. The vehicle would feature a brine application system for economical and effective snow/ice control. Originally scheduled and budgeted in 2021, this was deferred until 2022. In 2023, truck 53 (a single axle gravel truck) is scheduled for replacement.</p> <p>Funding: General Fleet Replacement Reserve</p>
Replacement: Pick-up Truck	<p>2022: Unit #51 was approved for replacement in 2021, but due to a late arrival requires a budget carry forward to upfit the truck in 2022. The original budget was \$60,000 with \$50,500 spent in 2021. The total spend will be approximately \$58,500.</p> <p>2022: Unit #57 (a 2012 Chevrolet 2500 2WD Pickup) is due for replacement. This vehicle is used in the sewer service area and will be replaced with an updated heavy-duty truck of a similar model. This vehicle often moves critical equipment and trailers in service of pump stations and sewer infrastructure.</p> <p>2023: Unit #64 (a 2013 GMC 2500 2WD) is due for replacement. This is a multipurpose truck equipped with an arrow board for use working along roadways. This vehicle requires heavy towing capability to pull water and lawn equipment trailers.</p> <p>2024: Unit #71 (a 2014 Chevrolet Crew Cab 4X4 1500) is due for replacement.</p> <p>2025: Unit #68 (a 2015 Chevrolet Crew 2500 2WD) is due for replacement.</p> <p>2025: Unit #73 (a 2015 Chevrolet Regular 2500 2WD) is due for replacement.</p> <p>2026: Unit #79 (a 2016 Chevrolet Regular 2500 2WD) is due for replacement.</p> <p>Funding: General Fleet Replacement Reserve, Sewer Fleet & Equipment Reserve</p>
Electric Truck for Parks	<p>Electric utility trucks are an economical and environmental choice, providing function in a small package capable of accessing all kinds of trail infrastructure while still driving on the road. Staff have awarded a contract for the utility truck; however, delivery has been delayed to 2022 due to supply chain disruptions. The original budget was \$50,000 and has been increased as per the awarded contract.</p> <p>Funding: General Capital Reserve</p>

Vehicle	Description
Replacement: 1 Ton Truck	<p>Colwood Public Works truck #10 was originally budgeted for replacement in 2021 for \$140,000. Due to timing, the truck will be delivered in 2022 and the budget has been reduced to reflect the contract price plus estimated upfitting costs. The replacement truck will move bulk materials and equipment in support of Park and Boulevard infrastructure, with the added benefit of snow clearing capability in winter.</p> <p>Funding: General Fleet Replacement Reserve</p>
Replacement: Unit #78 Bylaw SUV	<p>In accordance with the Fleet Management Policy, the 2011 Ford Escape Hybrid was due for replacement in 2021. Bylaw is looking to replace this vehicle with an updated all-wheel drive SUV capable of delivering bylaw services in all types of weather. Staff will endeavor to replace this vehicle with a zero-emission equivalent.</p> <p>Funding: General Fleet Replacement Reserve</p>
New: Two Electric Pickup Trucks	<p>Public Works is requesting two electric pickup trucks for use by supervisors to provide greater oversight of scheduled maintenance and construction works. The vehicles would be regular 150/1500 type trucks capable of carrying a modest payload and transporting employees efficiently.</p> <p>Funding: General Capital Reserve</p>
New: Irrigation Van	<p>In 2021, Public Works received budget approval of \$26,500 to purchase a slide-in work box compatible for a pickup truck for use by irrigation staff to keep all the necessary tools and supplies close at hand. The budget was not utilized in 2021 because the Parks team determined that a dedicated van would be more effective. A van would allow the transport of bulky items such as pipe, reflecting the efficient industry standard for this application. Typically, a vehicle of this description would be a ¾ ton model; staff will endeavor to find the most sustainable option for the purchase and strive for a zero-emission approach.</p> <p>Funding: General Fleet Replacement Reserve</p>
Replacement: Miscellaneous Fleet	<p>As per the Fleet Management Policy, the following units are due for replacement in the following years:</p> <ul style="list-style-type: none"> 2025: Unit #62 (2013 Ford F550 Service Truck 1-ton) 2025: Unit #63 (2013 Ford F550 Dump – 1-ton) 2026: Unit #81 (2016 Chevrolet City Express Van) 2026: Unit #66 (2014 Freightliner Single Axle) 2026: Unit #74 (2014 Ford Crew F550 – 1-ton Dump) <p>Funding: General Fleet Replacement Reserve</p>

Parks, Trails, & Recreation

Capital Expenditures	2022	2023	2024	2025	2026
Approved in the 2021-2025 Plan					
Murray's Pond Boardwalk	\$ 334,000	-	-	-	-
New Capital Requests					
Dunsmuir Sport Court	500,000	-	-	-	-
Park Improvements	-	466,100	466,100	466,100	-
Royal Bay Recreation Centre Feasibility	31,500	-	-	-	-
Total Expenditures	\$ 865,500	\$ 466,100	\$ 466,100	\$ 466,100	\$ -

Murray's Pond Boardwalk

At the July 9, 2018, Council meeting, the Latoria North Park Plan was presented to Council. The staff report included concerns regarding retaining the environmental integrity of the area surrounding Murray's Pond. The developer committed to undertaking measures to protect the ecosystem including the construction of a trail connection and fencing surrounding the pond. This expenditure is for the construction of a viewing platform on Murray's Pond that will connect to the trail.

Estimates include design and construction. The recommended funding source is the City's Community Amenities Reserve. The project initiated in 2021 with a budget of \$350,000. The 2022 budget is the carry forward of remaining unspent funds. Based on the receipt of a draft Class B estimate and other known costs associated with the project, the work should be completed in 2022 and within the original budget commitment

Murray's Pond Boardwalk Funding: Community Amenity Reserve

Dunsmuir Sport Court

Consistent with the joint memorandum between the City and the Sooke School District, and as per Council resolution from February 7, 2022, this project would see the creation of a multi-use sports court on the existing tennis court area. It is proposed that operating costs and maintenance will remain the responsibility of the District.

Dunsmuir Sport Court Funding: Community Amenity Reserve

Park Improvements

As per Council resolution on February 7, 2022, these funds will see improvements made to Colwood Creek Park, Lookout Lake Park and Ocean View Park over the 2023 to 2025 period.

Park Improvements Funding: General Capital Reserve

Royal Bay Recreation Centre Feasibility

The Parks and Recreation Master Plan recommends the construction of a ~20,000-30,000 sq. ft. indoor recreation facility in the Royal Bay Neighbourhood. This project will include the services of an architectural consultant to lead a scoping process to develop a conceptual design for the proposed facility and determine preliminary cost estimates. This information is expected to form the basis of grant applications in the future.

Royal Bay Recreation Centre Feasibility/Scoping Funding: Community Amenity Reserve

Sewer Utility Infrastructure

Capital Expenditures Approved in the 2021-2025 Plan	2022	2023	2024	2025	2026
Sewer System: Expansion (Bexhill Place)	\$146,200	-	-	-	-
Sewer System: Expansion	97,800	-	-	-	-
New Capital Requests					
Lift Station Pump Replacement Program	130,000	111,200	129,000	121,900	133,900
Total Expenditures	\$ 374,000	\$ 111,200	\$ 129,000	\$ 121,900	\$ 133,900

Sewer System Expansion

Currently about one-third of Colwood properties are connected to sanitary sewers, and the City is fortunate to have a soil makeup that allows for the remainder to be served by on-site septic systems in an effective and environmentally sound manner. However, properties with on-site septic systems may not be suitable for new development. The Colwood Official Community Plan (Policy 12.2.1.2) states that all new developments must be served by sewers.

In Colwood's established neighbourhoods, many private on-site septic systems are nearing the end of their service life and property owners will need to decide to either replace their septic system or connect to a City sewer where available.

Staff are working with consultants to update the existing Sewer Master Plan (2021) so that Council may consider whether they wish to prioritize expansion of the sewer system. The update will be complete in 2022. Completion of the update will provide information to propose budgets for expansion in 2023 and future years.

The proposed budget for 2022 is work that was originally approved in 2021 and carried over. The work will provide service to Bexhill Place which is largely on rocky soils with low suitability and an aging common septic system. 2022 work will also include the continuation of the sanitary install in the Painter Trail alignment as resolved by Council in 2021.

Sewer System Expansion Funding: Sewer Capital Reserve Fund

Lift Station Pump Replacement Program

As approved in the 2021 service review as a 2022 priority, staff are proposing the implementation of a capital replacement plan for sewer lift station pumps. There are 10 pump stations, with pumps ranging in age from 3 years to 25 years, with majority 15 years+. Staff is recommending replacement of the pumps over a 10-year period, starting with the most utilized and requiring the highest frequency of maintenance, resulting in downtime and putting additional strain on other pump infrastructure.

Lift Station Pump Replacement Program Funding: Sewer Capital Reserve Fund

Financial Plan to Financial Bylaw No. 1923 Reconciliation

The City prepares a financial plan to encourage public understanding of the financial planning process. While it is not a legally required document, it clarifies the financial process and performance of the City.

Legally, the City must annually adopt a Financial Plan bylaw that provides spending authority to staff in accordance with the Purchasing Bylaw.

The Financial Plan is translated into the Financial Plan Bylaw. Both documents are equal when everything is totalled. However, the bylaw and plan may appear inconsistent. The difference is the cost of amortization. Public Sector Accounting Standards require the City report amortization in annual financial statements. However, it is a non-cash expense and thus is not required to be included in the financial plan.

The other clear difference between the Financial Plan and Bylaw is the expense categories. The Financial Plan is presented according to service area. This assists Council and the public in judging financial results according to service delivery. The Financial Plan Bylaw is consistent with Provincial financial statement presentation, with less detail to reduce the risk that spending will exceed legal authority.

The City's Financial Plan Bylaw is prepared is a high-level summary, consistent with Provincial financial statement presentation requirements, to maximize operational flexibility while retaining expenditure authorization. The City's Financial Plan document does not form part of the Financial Plan Bylaw, but is an extension of this document by providing additional detail for transparency.

Operating Expenses per Financial Plan Bylaw		
General Government	4,896,400	
Protective Services	8,940,400	
Engineering & Transportation Services	5,724,000	
Solid Waste Management	338,000	
Planning and Development Services	2,500,300	
Parks, Recreation and Culture	4,119,000	
Sewer Services	1,614,100	
Debt Interest	343,000	
Total Expenses per Financial Plan Bylaw No 1923, 2022		28,475,200

Operating Expenses per Financial Plan

General Government		
Administration	1,221,200	
Corporate Services	593,600	
Communications	331,700	
Human Resources	420,000	
Finance	892,100	
Information Technology	656,200	
Public Works (City Facilities)	156,000	
Fiscal	40,300	
Municipal Election (Special Initiative)	50,000	
Electronic Records Scanning (Special Initiative)	50,000	
Household Prosperity Census & Survey (Special Initiative)	50,000	
Events Plan (Special Initiative)	10,000	
Banners & Pageantry Plan (Special Initiative)	10,000	
Neighbourhood Wayfinding (Special Initiative)	6,700	
Colwood Marketing Campaign (Special Initiative)	102,000	
Volunteer Coordination Plan	10,000	
Compensation & Structure Review (Special Initiative)	9,600	
Corporate Contingency	150,000	
Amortization	137,000	4,896,400
Protective Services		
Policing	5,093,600	
Fire	2,506,900	
Building & Bylaw	950,800	
ESS Training & Equipment (Special Initiative)	12,800	
Community Risk Assessment/Evacuation Route Planning (Special Initiative)	10,500	
Safe School Routes (Special Initiative)	10,000	
Pandemic Emergency Response	57,800	
Amortization	298,000	8,940,400
Parks, Recreation and Culture		
Parks, Trails & Recreation	2,317,000	
Community Planning & Services, Library	932,500	
Community Planning & Services, Culture & Heritage	20,000	
Public Works, City Events/Programs (Christmas Light-up)	17,100	
Public Works, City Facilities (St John's Church)	20,300	
WSPR Skate Park Contribution (Special Initiative)	99,900	
Heritage Strategy (Special Initiative)	85,200	
Urban Forest Management Plan (Special Initiative)	125,000	
Indigenous Protocol Development (Special Initiative)	30,000	
Arts & Culture Initiatives	42,000	
Amortization	430,000	4,119,000

Operating Expenses per Financial Plan

Engineering & Transportation		
Engineering	1,119,900	
Roads	717,600	
Boulevards	392,400	
Storm Sewers	308,000	
Public Works	1,681,000	
Less: Public Works, City Facilities (City Hall)	(156,000)	
Less: Public Works, City Facilities (St John's Church)	(20,300)	
Less: Public Works, City Events/Programs (Christmas Light-up)	(17,100)	
Less: Public Works, Garbage Collection	(112,400)	
Less: Public Works, Colwood Clean-up	(45,500)	
Less: Public Works, Storm Clean-up	(23,600)	
Less: Public Works, Branch Drop-off	(156,500)	
Engineering Standards & Specifications (Special Initiative)	49,900	
Latoria Rd Geotech/Latoria Creek Environmental (Special Initiative)	6,600	
Traffic Calming Pilot (Special Initiative)	15,000	
Amortization	1,965,000	5,724,000
Solid Waste Management		
Public Works, Garbage Collection	112,400	
Public Works, Storm Clean-up	23,600	
Public Works, Colwood Clean-up	45,500	
Public Works, Branch Drop-off	156,500	338,000
Planning & Development Services		
Development Services	906,500	
Community Planning & Services	1,342,200	
Less: Community Planning & Services, Library	(932,500)	
Less: Community Planning & Services, Culture & Heritage	(20,000)	
Transportation Master Plan Update (Special Initiative)	240,000	
Sidewalk & Bike Lane Review (Special Initiative)	32,900	
Land Use Bylaw Update (Special Initiative)	105,000	
Coastal Adaptation Plan (Special Initiative)	60,000	
Public Realm Plan, Colwood Waterfront (Special Initiative)	10,000	
Demographics Study (Special Initiative)	15,300	
Low Carbon Resiliency Plan (Special Initiative)	73,500	
Clean BC Rebate Program (Special Initiative)	10,000	
Inland Floodplain Mapping (Special Initiative)	100,000	
Colwood Gateway Visioning (Special Initiative)	10,000	
Latoria (VMP to Wishart) Gateway Visioning (Special Initiative)	40,000	
Housing Assessment Strategy (Special Initiative)	150,000	
Community Arts Centre Feasibility (Special Initiative)	30,000	
Cenotaph Remediation (Special Initiative)	12,600	
Parks Canada (Special Initiative)	150,000	
Parks & Recreation Master Plan (Special Initiative)	31,000	
Parks DCC Bylaw (Special Initiative)	10,000	
Economic Development Initiatives	123,800	2,500,300
Sewer Services		
Sewer	1,322,100	
Sewer Master Plan Update (Special Initiative)	5,000	
Amortization	287,000	1,614,100
Debt Interest	343,000	
Total Operating Expenses per Financial Plan Bylaw No. 1923, 2022		28,475,200



CITY OF COLWOOD BYLAW NO. 1923

A BYLAW TO AUTHORIZE THE FINANCIAL PLAN FOR THE YEARS 2022 TO 2026

WHEREAS Section 165 of the *Community Charter* requires a Financial Plan be approved by bylaw;

NOW THEREFORE the Municipal Council of the City of Colwood in open meeting assembled enacts as follows:

1. CITATION

This Bylaw may be cited for all purposes as the “**Five Year Financial Plan (2022 - 2026) Bylaw No. 1923, 2022**”.

2. FINANCIAL PLAN

Schedule A attached hereto and forming part of this Bylaw is hereby adopted as the Five Year Financial Plan for the City of Colwood for 2022 to 2026.

Schedule B attached hereto and forming part of this Bylaw is hereby adopted as the Financial Plan Statement for the City of Colwood for 2022 to 2026.

3. TRANSFER of FUNDS

The Council of the City of Colwood may authorize the transfer of funds from one category to another category.

4. SIGNING AUTHORITY

All cheques drawn on the bank must be signed by the designated official of the administration and countersigned by either Mayor or one Councillor.

5. PAYMENT AUTHORIZATION

All payments already made from municipal revenues for the current year are ratified and confirmed.

READ A FIRST TIME on this the _____ day of _____ ,

READ A SECOND TIME on this the _____ day of _____ ,

READ A FIRST TIME on this the _____ day of _____ ,

ADOPTED BY THE MUNICIPAL COUNCIL OF THE CITY OF COLWOOD on this the _____ day of _____ ,

Mayor

Corporate Officer

DRAFT

City of Colwood
Five Year Financial Plan (2022 - 2026) Bylaw No. 1923, 2022
Schedule A: Five Year Financial Plan

	2022	2023	2024	2025	2026
	Budget	Budget	Budget	Budget	Budget
Revenue					
Taxes					
Property Taxation	\$ 18,189,700	\$ 20,455,500	\$ 22,646,500	\$ 24,201,800	\$ 25,445,600
Parcel Taxes	345,600	345,600	345,600	345,600	345,600
Payments in Lieu of Taxes	2,599,400	2,578,000	2,559,500	2,577,700	2,597,100
User Fees	4,003,000	4,211,400	4,394,500	4,674,400	4,999,500
Fines and Penalties	164,700	169,900	173,300	176,800	180,200
Investment Income	475,000	475,000	475,000	475,000	475,000
Unconditional Government Transfers	689,500	682,400	675,900	670,000	664,700
Conditional Government Transfers	1,478,800	1,139,500	2,494,300	1,654,200	6,900
Developer Contributions	11,294,700	3,097,800	875,000	830,000	800,000
Other	5,200	5,300	5,400	5,500	5,600
Total Revenue	39,245,600	33,160,400	34,645,000	35,611,000	35,520,200
Expenses					
General Government	4,896,400	4,922,900	4,995,100	5,057,100	5,198,200
Protective Services	8,940,400	9,659,300	10,201,300	10,657,400	11,101,000
Engineering and Transportation Services	5,724,000	5,999,800	6,036,500	6,265,800	6,274,400
Solid Waste Management	338,000	344,700	351,700	358,800	365,900
Planning and Development Services	2,500,300	1,858,500	1,438,700	1,452,300	1,476,500
Parks, Recreation and Culture	4,119,000	3,913,100	4,089,600	4,119,400	4,204,400
Sewer Services	1,614,100	1,944,600	2,280,100	2,615,900	2,951,600
Debt Interest	343,000	389,300	520,400	496,900	511,700
Total Expenses	28,475,200	29,032,200	29,913,400	31,023,600	32,083,700
Accounting Surplus	10,770,400	4,128,200	4,731,600	4,587,400	3,436,500
Add:					
Debt Proceeds	2,255,300	5,438,300	528,300	528,300	528,300
Amortization	3,117,000	3,117,000	3,117,000	3,117,000	3,117,000
Transfers from Reserves:					
General Surplus	1,013,600	666,600	927,500	924,400	304,100
Restricted Surplus, Gas Tax	2,175,500	138,200	36,600	37,300	38,100
Restricted Surplus, COVID-19 Safe Restart Grant	776,900	328,400	105,000	-	-
Future Operating Expenditure Reserve	802,300	258,000	82,000	33,000	16,600
Capital Project Reserve	510,300	700,100	704,100	709,400	248,600
General Fleet Reserve	601,300	318,500	64,900	957,300	611,500
Fire Fleet Reserve	77,800	158,200	951,900	103,600	106,100
Equipment Replacement Reserve	162,500	150,200	91,000	197,000	62,000
Community Amenities Reserve	865,500	-	-	-	-
Police Building Reserve	47,900	31,000	29,700	29,700	30,000
RCMP Surplus Reserve	-	-	-	-	-
Affordable Housing Reserve	-	-	-	-	-
St. John's Heritage Church Reserve	70,000	-	-	-	-
Sustainable Infrastructure Reserve	4,100,800	1,486,000	2,090,100	2,264,700	2,534,000
West Shore Parks & Recreation Reserve	99,900	-	-	-	-
Climate Action Reserve	10,000	-	-	-	-
Sewer Fleet Reserve	60,000	-	-	-	-
Sewer Capital Reserve	374,000	111,200	129,000	121,900	133,900
Total Transfers from Reserves	11,748,300	4,346,400	5,211,800	5,378,300	4,084,900

City of Colwood
Five Year Financial Plan (2022 - 2026) Bylaw No. 1923, 2022
Schedule A: Five Year Financial Plan

	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Deduct:					
Capital Expenditures	(20,687,200)	(10,632,200)	(6,949,200)	(7,167,700)	(4,264,200)
Debt Principal Payments	(670,400)	(626,600)	(720,300)	(562,100)	(523,400)
Transfers to Reserves:					
Restricted Surplus, Gas Tax	(765,000)	(765,000)	(765,000)	-	-
Future Operating Expenditure Reserve	(52,000)	(52,000)	(52,000)	(52,000)	(52,000)
Capital Project Reserve	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Sewer Capital Project Reserve	(61,100)	(62,100)	(63,200)	(64,300)	(65,500)
General Fleet Reserve	(215,000)	(219,200)	(223,500)	(227,900)	(232,300)
Fire Fleet Reserve	(469,700)	(581,100)	(697,000)	(817,700)	(943,000)
Equipment Replacement Reserve	(103,000)	(105,100)	(107,200)	(109,300)	(111,500)
Community Amenities Reserve	(1,589,400)	(1,003,000)	(707,000)	(707,000)	(707,000)
Affordable Housing Reserve	(740,500)	(499,600)	(179,000)	(134,000)	(104,000)
St. John's Heritage Church Reserve	(15,700)	(16,000)	(16,300)	(16,700)	(16,700)
Sustainable Infrastructure Reserve	(1,747,700)	(2,065,500)	(2,894,200)	(3,542,100)	(3,941,700)
Park Reserve	(94,300)	(73,700)	(69,400)	(64,800)	(60,000)
RCMP Surplus Reserve	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Police Building Reserve	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
New Firehall Reserve	(514,700)	(172,200)	(1,000)	(1,000)	(1,000)
Climate Action Reserve	(20,900)	(12,200)	-	-	-
Sewer Operating Reserve	(4,200)	(4,200)	(4,200)	(4,200)	(4,200)
Sewer Fleet Reserve	(55,200)	(55,200)	(55,200)	(55,200)	(55,200)
Sewer Capital Replacement Reserve	(77,000)	(77,000)	(77,000)	(77,000)	(77,000)
Total Transfers to Reserves	(6,533,400)	(5,771,100)	(5,919,200)	(5,881,200)	(6,379,100)
Budgetary Surplus (Deficit)	\$ -				

CITY OF COLWOOD
2022 – 2026 Financial Plan Bylaw No. 1923
SCHEDULE B
Financial Plan Statement

In accordance with Section 165(3.1) of the *Community Charter*, the City of Colwood (“City”) 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 I – 2022 SOURCES OF REVENUE

Revenue Source	% of Total	Dollar Value
Property Value Taxes	43.88%	18,189,700
Parcel Taxes	0.92%	345,600
Payments in Lieu of Taxes	6.86%	2,599,400
Government Transfers	15.07%	2,168,300
User fees	9.72%	4,003,000
Developer Contributions	21.87%	11,294,700
Other Sources	1.61%	644,900
Borrowing	0.07%	2,255,300
Total	100.00%	41,500,900

Table I shows the proportion of total revenue proposed to be raised from each funding source in 2012. The largest individual sources of revenue are Property Taxes (43.88%) & Developer Contributions (21.87%, primarily the use of road developer cost charges for eligible capital infrastructure works). The system of property taxation is relatively easy to administer and understand. It provides a stable and consistent source of revenue for many services that are difficult or undesirable to fund on a user-pay basis. These include services such as police protection, fire protection and transportation services. For these reasons, property value taxation will continue to be one of the major sources of municipal revenue.

Parcel Taxes (0.92%) are levied for various Sewer Local Area Services based on taxable area and debt repayment schedules.

Payment in Lieu of Taxes represent 6.86% of the total revenue. This revenue includes 1% revenue paid by utility companies as well as grants paid by senior levels of government in lieu of property taxes.

Government transfers account for 15.07% of planned revenue. These are monies from Federal gas tax and infrastructure grant programs.

User fees account for 9.72% of the City’s revenue. Many municipal services such as sewer, building inspections and development services can be measured and charged on a user-pay basis.

Other sources of revenue (1.61%) include investment income, fines and penalties.

Property Tax Revenue Objectives:

- Consider the annual property tax increase required to cover the projected cost of the existing service levels as well as any new or enhanced services.
- Set annual property tax rates after considering significant gains or loss of assessment in each property class.
- Mitigate the need for additional property taxes by researching non-property tax revenue sources whenever possible, applying for government grants, charging appropriate user fees and developing strategic alliances, partnerships and shared project funding to reduce costs of service delivery.
- Increase the percentage of revenue from sources other than property value taxes over time by looking to new initiatives that increase non-tax revenues.
- Consider implementing property tax strategies or incentives that promote economic development within the community.

Debt Management Objectives:

- Project and quantify the expected replacement year and replacement value of infrastructure and set aside appropriate reserves to complement debt financing.
- Focus the use of long-term debt to the financing of large infrastructure projects.
- Minimize debt costs by seeking out and applying for government grant funding whenever possible.

Debt Management Policies:

- Limit the creation of long-term debt to the financing of large infrastructure projects.
- Minimize debt costs by seeking out and applying for provincial and federal government grants whenever possible.
- Project and quantify the expected replacement year and replacement value of infrastructure and set aside appropriate reserves to complement debt financing.

User Fees and Charges Objectives:

- User fees may be charged for services that are identifiable to specific users, versus levying a general tax to all property owners.
- The City will continue to monitor the costs that the user fees are intended to cover with a view to increasing these fees wherever appropriate.
- The City will review user fees and charges on a regular basis to ensure they are adequately meeting both the capital and delivery costs of the service.
- Review fees and charges to ensure the City is working towards full recovery for the cost of services provided, and the charges are consistent with similar fees within the region.

- Fees required to recover the cost of services may be reduced by government grants or transfers allocated to specific programs.
- The City will collect user fees to recover the full cost of services where it is determined that a service, product or the use of City facilities or resources provide direct benefits to identifiable individuals, groups of individuals or businesses, beyond those that accrue to the general public.

DISTRIBUTION OF PROPERTY TAXES AMONG THE PROPERTY CLASSES

TABLE II – DISTRIBUTION OF PROPERTY TAX REVENUE

Property Class	% of Total	Dollar Value
Class 1 - Residential	76.13	13,847,400
Class 2 - Utilities	0.51	93,800
Class 5 - Light Industrial	0.25	45,000
Class 6 - Business/Other	22.11	4,021,900
Class 8 - Recreational/Non-Profit	1.00	181,100
Class 9 - Farm	0.00	500
Total	100.00	18,189,700

Table II provides the distribution of property tax revenue among the property classes. The City's distribution of taxes among the property classes is typical, where the residential class is proportionately the largest of the total tax base at approximately 76%. Properties in the business class provide the second largest portion of the tax base at approximately 22%. The remaining approximate 2% represents minimal light industry, recreation, and utility classes.

The practice of Council has been to set tax rates in order to maintain tax stability. This is accomplished by Council considering the following:

- Each property class total assessed value and the amount of property taxes borne by each class;
- The historical proportion of taxes paid by each property classification before consideration of non-market changes in the property class; and
- Tax levy on an average single family residential property.

Council is constrained in its ability to shift the tax burden as a means of driving change in the community. Shifting the burden of one property tax class to drive new initiatives will result in higher tax rates applied against the other classes. Consequently, the tax burden may only be shifted over time by looking to new initiatives that increase non-tax revenue and the tax base.

Policy Objective

- Consider the impact on payments in lieu of taxes resulting from any reduction in tax class rates.
- Work to ensure that property tax rates are in line with the larger community goals and policies, such as those specified within the Official Community Plan.
- Continue to maintain and encourage economic development initiatives designed to attract more retail and commercial businesses to invest in the community.
- Work to align the distribution of tax rates among the property classes with the social and economic goals of the community; particularly to encourage a range of employment opportunities.

THE USE OF PERMISSIVE TAX EXEMPTIONS

The Annual Report for will contain a list of permissive exemptions granted for the taxation year and the amount of tax revenue foregone. The list demonstrates the policy of Council that permissive exemptions are granted to not-for-profit institutions that form a valuable part of our community. These include religious institutions and societies.

Objective

- The City will continue to support local not-for-profit organizations who qualify for permissive tax exemptions on their merits under Section 224 of the Community Charter.

Policies

- Permissive tax exemptions will be considered to encourage activities that: (a) are consistent with the quality of life (economic, social, cultural) objectives of the municipality; (b) provide direct access and benefit to the public; and (c) would otherwise be provided by the municipality.
- Review permissive tax exemptions in conjunction with other financial support provided by the City to ensure funding is reasonable and appropriate.
- Continue to review and update the existing evaluation criteria to ensure the City is receiving benefits from organizations that receive tax exemptions.



TAXATION GUIDANCE		
ORIGIN:	FINANCE	AMENDED:
DATE OF ISSUE:	October 5, 2020	ADOPTED: October 26, 2020

PURPOSE

The purpose of this policy is to provide guidance in establishment of taxation rates.

POLICY

1.0 Property Tax Revenue Policies:

- Consider the annual property tax increase required to cover the projected cost of the existing service levels separately from that of any new or enhanced services.
- Set annual property tax rates after considering gains or loss of assessment in each property class.
- Mitigate the need for additional property taxes by researching non-property tax revenue sources whenever possible, applying for government grants, charging appropriate user fees and developing strategic alliances, partnerships and shared project funding to reduce costs of service delivery.
- Increase the percentage of revenue from sources other than property taxes over time by looking to new initiatives that increase non-tax revenues.
- Consider implementing property tax strategies or incentives that promote economic development within the community, including:
 - Target a Business class tax ratio of 3.67 multiple (+/- 10%) over a 5-year timeframe, which aligns with both the historical Colwood ratio and the Capital Regional District average ratio.
 - Targeting both a Light Industrial and Recreation/NPO tax class rate to be competitive with the Capital Regional District average tax rate, within a +/- 10% range.
 - Consider the impact on Taxes in Lieu (both Federal and Provincial) resulting from any reduction in tax class rates.
- Work to ensure that property tax rates are in line with the larger community goals and policies, such as those specified within the Official Community Plan.
- Continue to maintain and encourage economic development initiatives designed to attract more retail and commercial businesses to invest in the community.
- Work to align the distribution of tax rates among the property classes with the social and economic goals of the community; particularly to encourage a range of employment opportunities.

2.0 Debt Management Policies:

- Project and quantify the expected replacement year and replacement value of infrastructure and set aside appropriate reserves to complement debt financing.

- Focus the use of long term debt to the financing of large infrastructure projects.
- Minimize debt costs by seeking out and applying for provincial and federal government grants whenever possible.

3.0 User Fees and Charges Policies:

- User fees will be used for services that are easily identifiable to specific users, versus levying a general tax to all property owners.
- The City will review user fees and charges annually and work to ensure they are adequately meeting both the capital and delivery costs of the service, work to ensure that the City is at full recovery for the cost of services where appropriate, and work to ensure the charges are consistent with similar fees within the region.

4.0 Sustainable Infrastructure Replacement Policies:

- New construction taxation revenue will be used to offset incremental infrastructure life-cycle costs and incremental operating costs that result from development.
- Excess new construction taxation revenue if available, will be used to help fund an increase in the City's transfer to reserve for sustainable infrastructure replacement budget until the annual sustainable infrastructure replacement funding gap is closed.
- Incremental operating and sustainable infrastructure replacement costs will be integrated into the financial plan when new capital services are approved.
- The budget for debt servicing payments will be converted into sustainable infrastructure replacement funding as debt retires.
- Promote intergenerational equity by working to ensure that each generation pays similar amounts for similar capital services.

5.0 The Use of Permissive Tax Exemptions

- Permissive tax exemptions will be considered to encourage activities that: (a) are consistent with the quality of life (economic, social, cultural) objectives of the municipality; (b) provide direct access and benefit to the public; and (c) would otherwise be provided by the municipality.
- Review permissive tax exemptions in conjunction with other financial support provided by the City and work to ensure funding is reasonable and appropriate.
- Continue to review and update the existing evaluation criteria to ensure the City is receiving benefits from organizations that receive tax exemptions.
- The City will continue to support local not-for-profit organizations who qualify for permissive tax exemptions on their merits under Section 224 of the Community Charter.

6.0 Five-Year Financial Planning Process

- The 5-year financial planning process, combined with the Service Plan review meetings, will establish the taxation requirements for the next 5 years for the City of Colwood. Upon completion of this process, and while ensuring a tax policy methodology and approach aligned with this document, Staff will present recommendations for anticipated annual tax rate increases for the 2021-2025 period.

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Glossary

Accounting Surplus: An accounting surplus is revenues less expenses. Accounting surplus does not include expenditures made for capital infrastructure or debt proceeds or payments or transfers to or from reserves. Local governments may budget for an accounting surplus but may not budget for a budget surplus or deficit.

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

Appropriated: Appropriated funds are those held for a specific use or purpose; and are subject to restrictions.

Asset Management: A continuous, on-going process of inventorying, valuating, reviewing, building, maintaining and replacing capital assets.

Balanced Budget: A financial plan represents annual budgets, where the sum of the total revenue, transfers from reserves and debt proceeds is equal to the sum of the total expenses, total capital expenditures, transfers to reserves and debt principal payments.

Capital Asset: An asset that has physical substance, is used to supply a service, lasts longer than a year and is not for sale in the ordinary course of operations.

Capital Service: A service that is derived from a capital asset. For example, a storm sewer pipe is a tangible capital asset that provides drainage capital service.

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.

Financial Plan: The City's financial plan represents annual budgets for a five-year term.

Full life-cycle costs: The total costs incurred by a capital asset during the entirety of its useful life. These costs include acquisition costs, maintenance costs, and sustainable infrastructure replacement amounts.

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

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

Infrastructure: The system or framework supporting capital asset service delivery. This term is often used interchangeably with capital asset.

New Construction Taxation Revenue: Property tax revenue that results from taxable land or improvements that were not previously included in the City's (assessment) tax base. A driver of this new taxation revenue is typically newly constructed properties.

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.

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

Glossary

Reserve Fund: A fund established for a specific purpose. Monies placed in a reserve fund can only be used for the purpose for which the reserve was established.

Revenue: Income from business services and fees.

Service Plans: Describe the operating costs/revenues and related performance measures of a City service area.

Special Initiatives: Typically, one-time operating projects or initiatives that are outside the normal course of staff work.

Sustainable Infrastructure Replacement: Funding the replacement of existing infrastructure, at the end of its useful life, without borrowing (e.g. debt financing).

Unappropriated: Unappropriated funds are those that are not held for a specific purpose. For example, the City's general operating surplus.

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