

COLWOOD 2025

ANNUAL REPORT

FISCAL YEAR ENDING DECEMBER 31, 2025

Colwood
COLWOOD, BRITISH COLUMBIA

Colwood Fast Facts

LAND & FEATURES

- 17.67 square km total land area
- 60 parks featuring old growth forest
- 104 hectares of parkland
- 7.6 km of ocean waterfront
- 3 National Historic Sites: Hatley Castle, Fisgard Lighthouse & Fort Rodd Hill
- 1 Migratory Bird Sanctuary
- 102 km of paved roads (excluding Federal lands)
- 63 km of sanitary sewer
- 73 km of storm sewer (including catch basin leads)

PEOPLE & BUSINESS

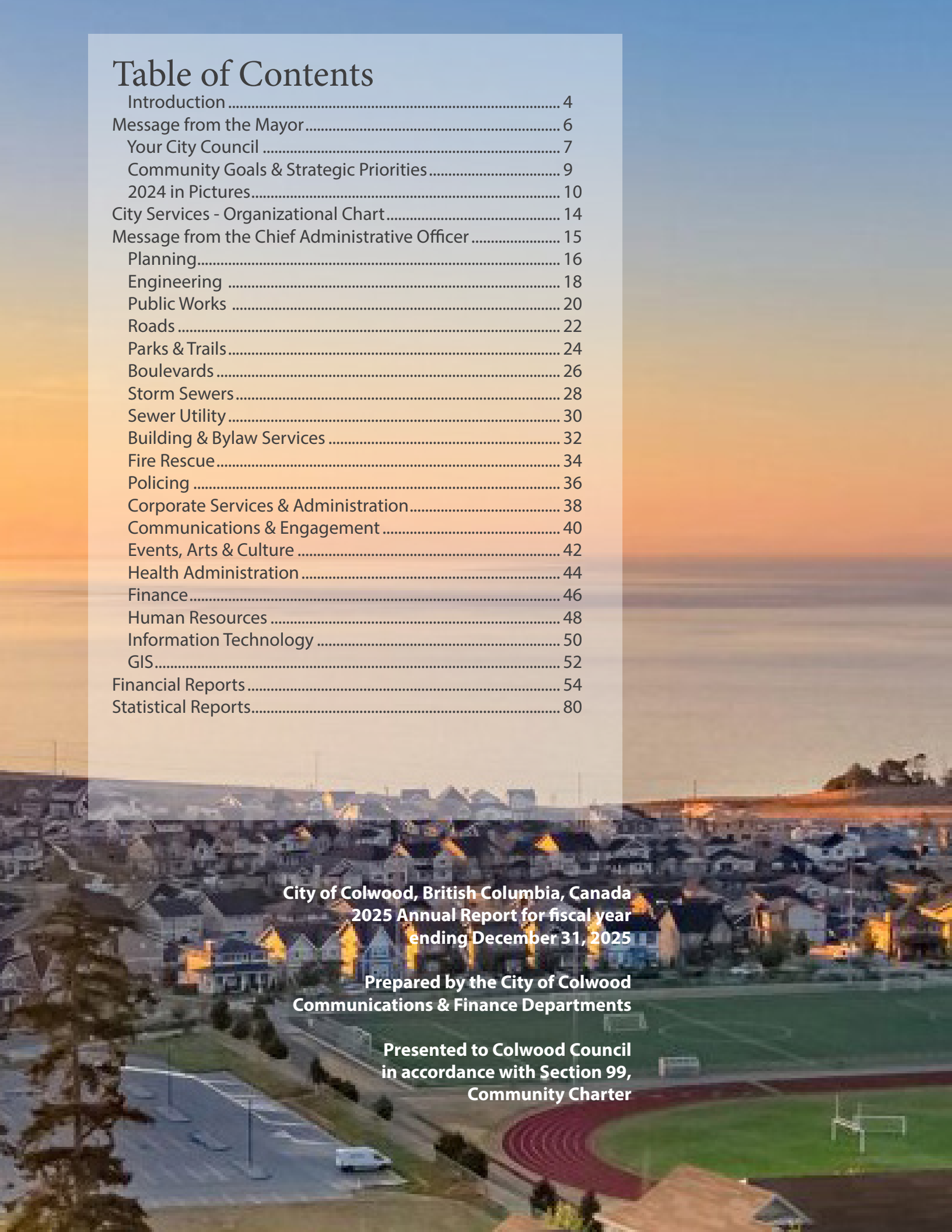
- Incorporation year: 1985
- 22,256 residents and growing (2024, BC Stats)
- Median age 42.4 (2023, Household Prosperity Report)
- 8,175 households (2023)
- $7.7 billion in assessed taxable value (2025)
- $286.5 million in new construction assessed taxable value (2025)
- $1.2 million in taxes generated from growth (2025)
- 980 active business licenses (2025 est.)

Colwood

View from Outlook Park, Colwood, BC

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City of Colwood, British Columbia, Canada
2025 Annual Report for fiscal year ending December 31, 2025

Prepared by the City of Colwood Communications & Finance Departments

Presented to Colwood Council in accordance with Section 99, Community Charter



INTRODUCTION

LAND ACKNOWLEDGEMENT

MESSAGE FROM THE MAYOR

COLWOOD COUNCIL

GOALS & STRATEGIC PRIORITIES

2025 IN PICTURES

ORGANIZATIONAL PROFILE

MESSAGE FROM THE CAO

Photo by Roger St. Pierre
Submission to the 2025 Colwood Calendar Contest



The City of Colwood sits on the ancestral lands of Teechamista and the Lekwungen-speaking people of the Songhees and Esquimalt Nations.

We are honoured to have the opportunity to build strong working relationships with local Nations and commit to continued learning, openness, humility and respect. We endeavor to walk softly on these ancestral lands of the Songhess and Esquimalt families.

Lush forests in Latoria Creek Park, Colwood, BC



Mayor & Council

Colwood Mayor and Council

Message from the Mayor



Doug Kobayashi
Mayor

Colwood is growing, but thoughtfully, and with community needs as the priority. We know that household prosperity and quality of life are the key to a thriving community. With that in mind, Colwood is focusing on making our community the ideal place to live and do business in multiple ways:

- continuing to support the provision of a range of housing options to meet the needs of people at all stages of life;
- working to maintain and restore connections to nature and enhance recreational opportunities through Master Plans for Transportation, Parks and Waterfront Stewardship;
- continually enhancing our road network to keep traffic moving, while providing enjoyable active transportation routes like the Galloping Goose bridge, sidewalk and cycling projects, and transit improvements;
- strengthening our community through climate action: electrification of vehicles and equipment, conserving biodiversity, encouraging energy efficiency through housing retrofits, and fostering community resilience with a disaster plan and continuing to connect neighbourhs through volunteering and community events and initiatives.

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, or playing in your neighbourhood park, Colwood is the place to be.

Colwood Council 2022-2026

Colwood's Mayor and six councillors were elected in November 2022 for a four year term.

The role of Council is to govern the City of Colwood and its municipal corporation so that staff are able to provide the services Colwood residents need and want. In carrying out their many duties, Council considers citizens' concerns in balance with social, environmental and safety factors and anticipates emerging opportunities to plan for the community's long-term growth.

Council meets regularly to make decisions about City policies and directions that will be carried out by Colwood staff in the day to day business of the community. Citizens are encouraged to attend meetings, share their views and learn more about decisions that affect them.



Cynthia Day



David Grove



Dean Jantzen



Kim Jordison



Misty Olsen



Ian Ward

Making Headlines in 2025

- **The Colwood Clinic opens its doors to new patients in January 2025**
- **Colwood hires first family physician for municipally run clinic**
- Construction begins on the Galloping Goose pedestrian and cycling bridge in Colwood
- **Quarry Park playground opens as the largest in the region**
- Thousands attend Colwood's 10th annual Eats & Beats Beach Party
- **Colwood welcomes second Dr. to the Colwood Clinic: Welcome Dr. Yacoub**
- The Beachlands Experience Centre opens in Colwood
- **Generous community support for the Colwood Clinic at Mayor's inaugural gala event**
- Completion of new sidewalks on Lagoon, Hagel, and Kelly Roads
- **Colwood Volunteer Groups achieve results and build social connections**
- Lekwungen Nations and Local Governments sign partnership agreement for future Island Rail
- **Colwood balances community safety and fiscal responsibility on West Shore RCMP detachment**
- Colwood supports community safety through Project UPSTREAM
- **Colwood launches Show Us Your Mug Challenge for waste reduction**
- Hotels now a permitted use in the Beachlands neighbourhood
- **Colwood Council works to find cost saving measures to reduce tax hike**
- Colwood protects wildlife by limiting bird feeding
- **Province announces start of construction of Long Term Care facility in Colwood**
- Colwood reaffirms Waterfront Pathway project scope to be complete by Jan 2028 federal grant deadline
- **Construction continues on Royal BC Museum PARC facility in Colwood**

Goals & Strategic Priorities



Colwood Ideas Fair 2024

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

This plan provides a high-level overview of the four strategic pillars and related priorities where Colwood Council wants to track measurable progress in 2025, 2026, and 2027. Each pillar is accompanied by measurable priorities and clear indicators for success. A separate Operational Plan documents and tracks specific project details, timelines, budgets and responsibilities.

1 Strengthen Community + Sustain Nature

We foster a healthy, connected community and protect our natural environment.

2 Invest in Infrastructure

We provide safe, sustainable infrastructure and connected transportation networks.

3 Pursue Economic Growth + Vitality

We support business growth, employment opportunities, tax base diversification, and leverage development for community benefit.

4 Provide Excellence in Governance + Services

We work to build public trust by providing efficient public services, involving residents in transparent decision-making processes, and regular reporting to ensure accountability.


The municipally-run Colwood Clinic opens


National Indigenous Peoples Day at Royal Roads

2025 in Pictures


Colwood's first Walk With Your Doc


Earth Day tree planing with the JDF Cubs


First annual Lagoon Arts & Culture Festival


10th Annual Eats & Beats at the Beachlands



Beachlands Experience Centre


Music in the Park at Lagoon West Park



Waterfront Multi-Use Pathway progresses


Grant for Galloping Goose overpass construction


Annual Pumpkin Smash for Wildlife Awareness


Celebrating new sidewalks with Mayor Kobayashi

City Services



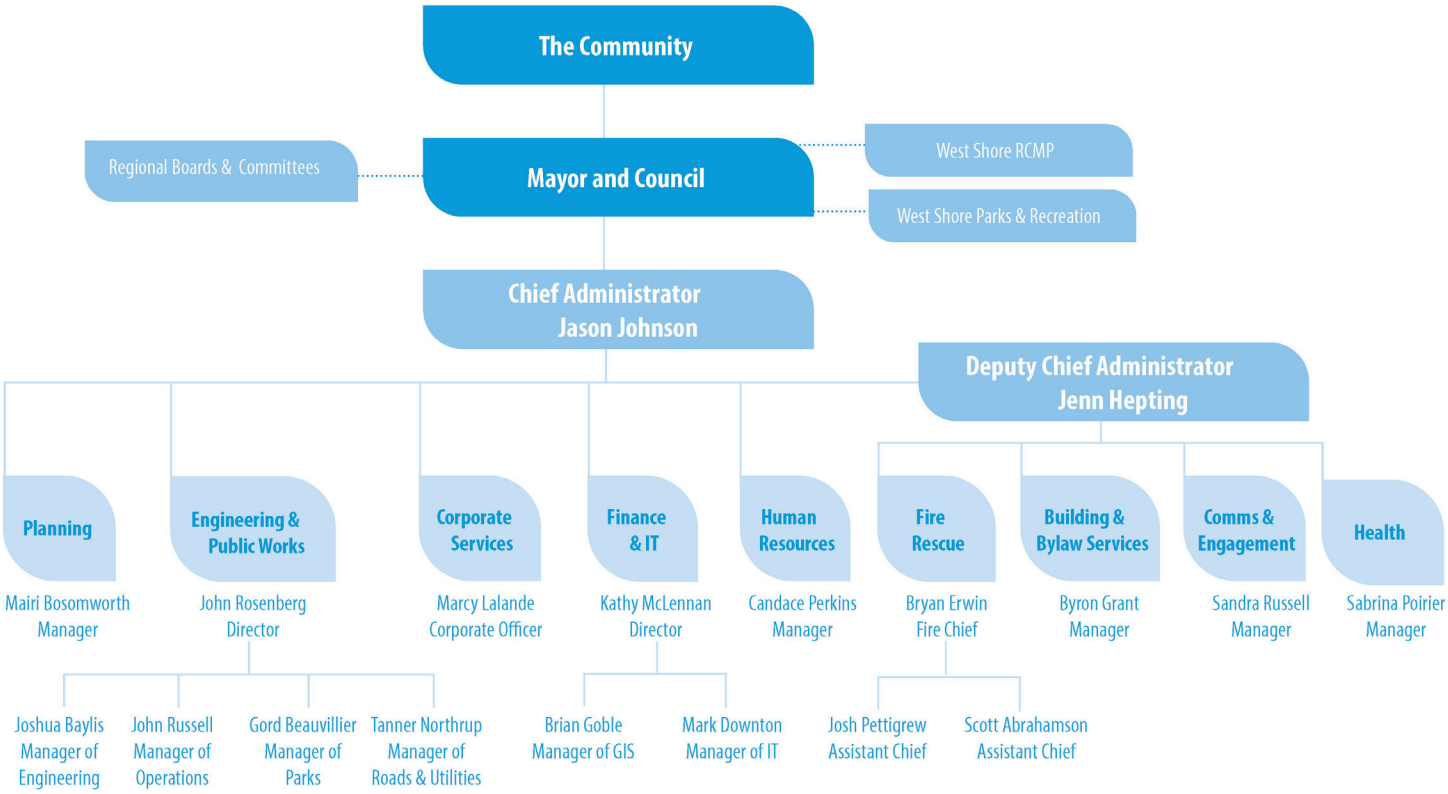
Colwood Public Works and Colwood Fire at the Annual Pumpkin Smash


CITY OF COLWOOD
PUMPKIN
SMASH
NAUTICA
CFD

Organization Profile

The City of Colwood provides a wide range of municipal services to the community. These services include Corporate Administration, Finance, Policing, Fire Protection, Planning, Building Inspections and Bylaw 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 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.





Message from CAO

Fisgard LIghthouse - Mike Wagar, Colwood Calendar Contest

I am pleased to present Colwood's Annual Report which provides an overview of the City's activities and accomplishments for the year ending December 31, 2025.

Each of the services, programs and intiatives supported by staff is specifically targeted to help the City achieve the goals expressed by our community in the Official Community Plan, in alignment with the priorities outlined in Council's 2025-2027 Strategic Plan: Strenthen Community & Sustain Nature, Invest in Infrastructure, Pursue Economic Growth & Vitality, and Provide Excellence in Governance & Services.

This Annual Report is presented in three sections:

Introduction & City Overview – a message from the Mayor and an overview of the City with a summary of the City's goals and strategic priorities and year in review.

City Services – an organizational profile and profiles of each City service area that include an overview, an outline of Council's expectations, a summary of accomplishments from 2025, priorities for 2026 and statistical trends.

Financial & Statistical Reports – a summary of municipal financial & general statistics

Colwood is fortunate to have a Mayor and Council who provide clear direction and leadership as well as a dedicated staff team that takes great pride in serving our City.

Thank you for taking the time to review this report. I encourage you to visit colwood.ca and get involved in activities and decisions about our seaside community.



Planning

Guiding development of complete neighbourhoods

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | GOVERNANCE

Council Expectations

- Clear communication on development applications and the development process by providing access to applications on City's webpage and follow public notice requirements including signage.
- Align projects with expectations of the community through the Official Community Plan.
- Recognize that Council Committees form an integral part of our approvals process.
- Ensure we are providing a positive overall customer service experience to the community
- Prioritize the natural topography, environment, and climate impacts (Site Adaptive Planning) in the review of applications.
- Encourage development that increases employment opportunities
- Understand current demographics and anticipate population changes and policy implications.
- Timely processing of development applications.
- Strengthen relationships with Esquimalt, Songhees and Scia'new Nations.
- Monitor community needs to inform policy review and development
- Support effective identification, protection, and stewardship of built and intangible heritage.

In 2025, the City's Community Planning and Development Services team evolved into a single Planning Department to reduce the overall labour resourcing while taking on all functions of the two former departments:

- **Land Use Planning** implements zoning regulations, City standards and bylaws to achieve the City's goals and objectives as outlined in the Official Community Plan and City-wide plans.
- **Policy Planning** involves the development, evaluation and regular review/updates to:
  - The City's strategic long-term plans including, but not limited to the Official Community Plan, Parks and Recreation Master Plan, and the Waterfront Stewardship Plan.
  - City bylaws, policies and housing reports: Official Community Plan, Land Use Bylaw, Parking Bylaw, Housing Needs Report, and Housing Target Reports.
  - Policies on housing, urban design/public realm, transportation, and parks planning.
  - Coordinate timely review and development of fees & charges including land use application fees, Development Cost Charges, Amenity Cost Charges, etc.
- **Subdivision** involves the alignment of statutes, policies and bylaws of the Province and City regarding the delivery of service as it relates to the role of the Approving Officer.
- **Heritage Planning & Conservation** focuses on managing the City's heritage resources in conjunction with the Colwood Heritage Commission and providing information relating to historic structures, landscapes, and intangible heritage.

Accomplishments from 2025

LAND USE PLANNING:

- Maintained level of service on development applications.
- Launched Land Use Application Tracker (Our City) on the website.
- Exceeded Year 1and 2 Provincial Housing Target Order (HTO).

POLICY PLANNING

- Completed a land swap deal between the City of Colwood and Path Developments, which increased the land base of Quarry Park by an additional 1.93 hectares (4.76 acres).
- Amended the Urban Forest Bylaw which resulted in less Tree Management Permits being received.
- New and updated Environmental Development Permit Design guidelines were adopted by Council.
- Completed the pre-feasibility stage of the National Urban Park designation process in partnership with Parks Canada, Esquimalt First Nation and representatives from Te'mexw Treaty Association.
- The Colwood Waterfront Stewardship Plan was endorsed by Council.
- The North Latoria Area Plan went through the approval process including a public hearing, and was adopted in January, 2026.

HERITAGE PLANNING & CONSERVATION

- Pendray House was given legal heritage protection through Council's adoption of a Heritage Designation Bylaw No. 2043.

SUBDIVISION

- In 2025, 69 new fee simple lots and 138 strata units have been created through subdivision. The process of subdivision also generated 2.8ha of land dedicated for park use.

88
days to issue development permit down from 108 in 2024

2.8 ha
land dedicated to park use through the subdivision process

Priorities for 2026

- Policy Prioritization Process- Creating a framework for policy work, and seek direction from Council on what should be prioritized.
- Development Approvals - Seeking grant funding for comprehensive update to our Development Procedures Bylaw.
- Develop a First Nations Engagement framework
- Complete rplanning phase of the National Urban Park designation.
- Park Management Plans – Develop a Park Management Plan on an annual basis, and thereafter update existing plans. Priority to be Herm Williams Park.

Statistical Trends: Planning and Land Use

Construction Value

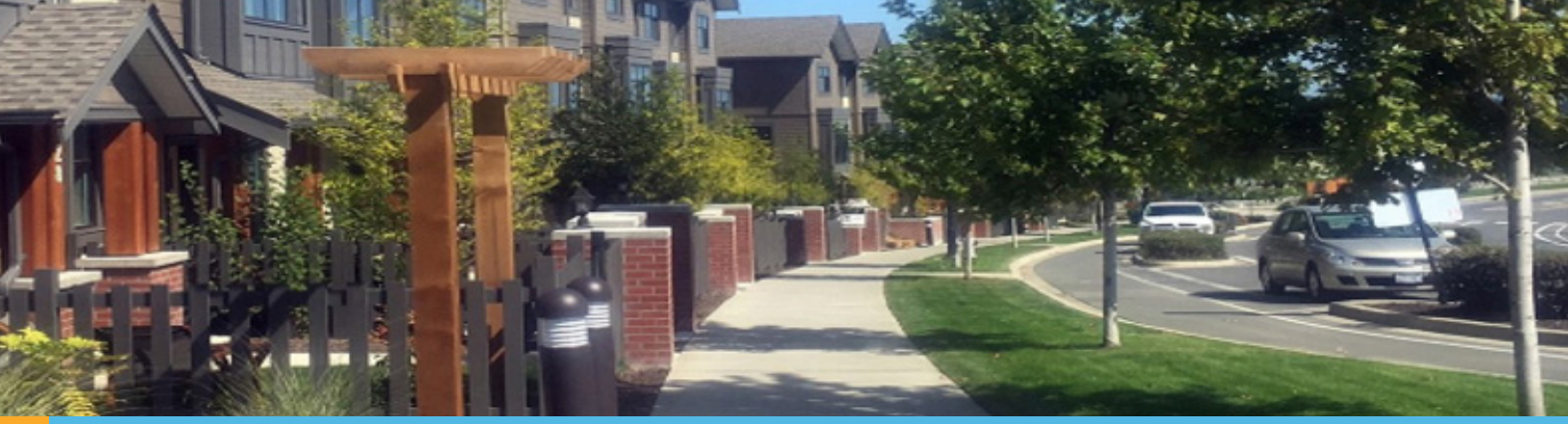
2022	2023	2024	2025
$163M	$326M	$398M	$163M

Development Permit Time (days)

2022	2023	2024	2025
139	120	108	88

Total Development Services Applications

2022	2023	2024	2025
172	138	154	116



SERVICES

Engineering

Planning & design of streets, sidewalks, lighting, landscaping, drainage, and underground works

COMMUNITY & NATURE | **INFRASTRUCTURE** | **ECONOMIC GROWTH** | GOVERNANCE

Council Expectations

- Consistent application of the Official Community Plan, Bylaws, Strategic Priorities, Policies, and Regulations of the City.
- Effective and relevant management and oversight of traffic in Colwood.
- Ensure that Developers are aware of the City's policies and specifications during the application process, in a timely and efficient manner.
- Delivery of high-quality capital works and services that meet our community's needs, engineering standards and reflects our environment, changing climate, universal accessibility and fiscal responsibility.
- Apply a street design that reflects the City's mode priorities: active, transit, goods & services, accessibility, and vehicles.
- Decisions will consider the climate emergency and how to mitigate & adapt to it.
- Asset management is supported through master plans that envision future and the implementation of an Asset Management System.
- Decisions will consider the City's sewer capacity.

The Engineering Team is responsible for providing sustainable and value driven infrastructure,ensuring the citizens of Colwood get the best value from development and capital projects.

Engineering is involved in the planning, design, and construction of public infrastructure including roads, sidewalks, boulevards, streetlighting, traffic signals, sanitary sewer and storm drainage systems. This includes projects delivered to the City by developers and for capital projects initiated and delivered by the City.

Engineering actively engages other departments, residents, developers, and external regional organizations, providing a customer-centric approach while providing information and technical expertise including:

Transportation management to support and monitor mode shift. Use data to determine network efficiencies through various upgrades enabling the optimization of traffic flow. Data driven solutions when contemplating intersection treatments such as roundabouts, traffic calming and other transportation related works.

Master Plans that factor in climate change and prioritize sustainable and fiscally responsible infrastructure repair and replacement.

Capital Projects based on value-driven decision making that takes advantage of grant funding when available. Engineering delivers innovative projects utilizing industry best practices.

Asset Management that guides fiscally responsible approaches to optimizing the life cycle of assets through maintenance & inspection of bridges, dams, rockfaces, retaining walls and more.

Land Development work to identify the scope of infrastructure and servicing requirements that support the objectives of the community relative to new and existing developments. This is achieved through a collaborative iterative process of referrals with various departments.

Accomplishments from 2025

- Council endorsement of Traffic Safety Initiatives Matrix.
- Active transportation projects completed under budget.
- The multi-year program for active transportation infill projects came in significantly under the planned budget. In 2025, final acceptance of the last two projects on Kelly Rd and Lagoon Rd was achieved and the others were completed in previous years.
- Buffered bike -lane project on Latoria Rd completed under budget.
- Preventative maintenance repairs completed for the Esquimalt Lagoon Bridge.
- Advanced active transportation data collection with the installation of the last two Eco-Counter totem installations – one completed at Kelly Rd/VMP, and the other to be completed with the new Galloping Goose Overpass (2026 installation pending).
- Advanced update to the Transportation Master Plan (TMP) with the completion of the first phase of engagement.
- Synergies achieved through department amalgamations.

Priorities for 2026

- Completion of the Galloping Goose Pedestrian Bridge Project.
- Completion of Transportation Master Plan (TMP).
- Completion of Metchosin Corridor Study.
- Complete design and start construction of Cairndale/VMP Traffic Signalization.
- Determine direction of Sanitary Sewer Expansion Plan.

$5.14M
value of Capital Projects in 2025

Statistical Trends: Engineering

Engineering Permits Issue

2022	2023	2024	2025
225	180	235	195

Traffic Counts Conducted

2022	2023	2024	2025
1	35	20	20

Galloping Goose Bike Trips

2022	2023	2024	2025
266k	272k	266k	294k

Value of Capital Projects

2022	2023	2024	2025
$9.74M	$7.16M	$5.65M	$5.14M



SERVICES

Public Works

Public Works in the community

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | GOVERNANCE

Council Expectations

- That special City programs such as Branch Drop-off be efficient, effective and relevant to public demand.
- That Fleet Vehicles be managed to demonstrate climate leadership, identifying and prioritizing ZEV options.
- That customer service, education, and consistent messaging to residents continues to drive the response to service requests.
- That City facilities be maintained to reduce energy consumption and demonstrate climate leadership.
- That Calls for Service be 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 staff are trained, educated and knowledgeable.
- Safety of workforce.

Public Works Operations staff provide support for the following areas:

- Fleet and equipment management & maintenance of over 80 assets.
- Facility management and maintenance of municipal facilities: City Hall, Fire Hall, Public Works Yard, St.John the Baptist Church, Emery Hall, 170 Goldfinch and two pump station buildings.
- Branch drop-off program
- Community events including Eats and Beats and Music in the Park
- Action request management. The Public Works Team logged 1,442 action requests from the community in 2025.

Accomplishments from 2025

- Roof Replacements at City Hall and Fire Hall.
- Filling our vacant Heavy-Duty Mechanic posting. This is an important accomplishment as many municipalities are struggling to fill their rosters for these types of skilled positions, demonstrating that Colwood is an employer of choice.
- EV Charger Electrical Service Upgrade: a new dedicated 400A service was created to support the City's fleet of electric vehicles.

Priorities for 2026

- Develop and deliver the Colwood Facility Improvement Plan – including renovation of existing structures at 3300 Wishart Rd and 3215 Metchosin Rd.
- Develop the plan for a new operations facility at 3300 Wishart Rd.
- Solid Waste Feasibility Study – next steps following direction from Council.
- Fleet Sustainability Plan – adapting Colwood Fleet asset management relative to the current economic and industrial landscape.
- City Facility HVAC replacement plan.

Received
25,578
vehicles at the Branch Drop Off program in 2025

Fleet Composition and Activity	2022	2023	2024	2025
Zero emissions vehicles	6	9	14	18
Hybrid Passenger Vehicles and Trucks	2	2	1	1
Passenger Vehicles and Trucks (Gas)	10	12	10	9
Heavy Trucks (Diesel and Gas Vehicles)	11	12	12	12
Equipment (Diesel and Gas)	8	8	9	11
Trailers	18	18	20	23
Diesel Consumed (L)	40,540	28,716	27,743	34,371
Gasoline Consumed (L)	33,263	27,381	21,727	23,288



Electric dump truck

Statistical Trends: Public Works

Requests for Service Completed

2022	2023	2024	2025
490	1388	1446	1442

Branch Drop Off Vehicles served

2022	2023	2024	2025
22,686	25,578	26,354	25,578

Zero Emissions Vehicles

2022	2023	2024	2025
6	9	14	18



SERVICES

Roads

Snow clearing

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | GOVERNANCE

Council Expectations

- That roadways, cycling lanes and sidewalks be maintained (including snow and ice) to improve safety, accessibility and functionality for all residents.
- Snow and ice policies and road maintenance are in place to optimize and encourage alternate modes of transportation. Currently the portion of the roadway utilized by bicycles receives an equal level of service to that which is used by vehicles.
- That pothole issues receive a prompt and effective response.
- That the prudent repair and management of roads fosters a sense of pride for residents, as well as providing safe emergency vehicle access, and maximizes 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.

The Roads team inspects and maintains 102 kilometers of paved roadways. Paving is undertaken throughout the City each year to repair and replace pavement failures and rectify pothole issues. Large-scale paving is managed through Public Works.

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. Other duties include storm debris cleanup and contracting street sweeping.

Line painting and road marking of crosswalks, directional arrows and stop-bars is performed by Colwood staff on a 5-year cycle, while school zones and priority intersections are maintained annually. as well as long-line painting and

The City re-introduced crack seal and cat-eye maintenance in 2022, utilizing new equipment. Also in 2022, the Roads team retained sign maintenance duties and are working towards making the sign program a proactive maintenance task.

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 affect all service areas of Public Works, road clearing often represents most of the 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. With the number of sidewalks in Colwood increasing each year, staff is working on a similar approach to sidewalks as they have with roads in regard to snow and ice.

Accomplishments from 2025

- Constructed the concrete foundation for the new Goldfinch Washroom facility, along with walkway paving and accessible pathway.
- Constructed the concrete pad for the Ocean View Park Picnic Shelter.
- Completed traffic calming initiatives on Hagel Rd, Lagoon Rd and Hatley Rd (speed cushions).
- Removed parking scallops and constructed a protected bike lane on Latoria Rd from VMP to Latoria Creek Park.
- Installed new speed readers along Metchosin Rd, Cairndale Rd, and Belmont Rd.
- Constructed a new concrete bus pad at Metchosin/Wishart, to accommodate an updated Monarch shelter.
- Refreshed paint on over 5km of faded asphalt curb.
- The 2025 paving program revitalized 7650 square metres of asphalt roadway on Triangle Mountain.

102km

paved roadway maintained in 2025

Priorities for 2026

- Renew road markings at high traffic intersections – Sooke/Metchosin, Sooke/Kelly, Sooke/Aldeane, and Sooke/Goldstream/Island Hwy.
- Review and implement consistent service maintenance at transit stops.
- Continue sidewalk restoration efforts caused by tree root damage in the Upper Royal Bay Neighborhood.
- Replace sidewalk/walkway at St. John's Church.
- Increasing proactive sign maintenance and replacement of signs not meeting reflectivity standards.

Statistical Trends: Roads

Km of Paved Roadway Maintained

2022	2023	2024	2025
98	100	101	102

Potholes Repaired

2022	2023	2024	2025
191	73	105	115

Km of Sidewalk Maintained

2022	2023	2024	2025
44	45	50	56

Traffic Signals Maintained

2022	2023	2024	2025
28	29	29	30

Brine for snow & ice control (litres)

2022	2023	2024	2025
200,000	261,000	97,810	150,000

Salt for snow & ice control (tonnes)

2022	2023	2024	2025
250T	270T	115T	190T



Parks, Trails & Recreation

Herm Williams Park

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | GOVERNANCE

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 our urban forest is seen as an asset and managed accordingly.
- That the number of annual plantings be reduced in favour of native or perennial plantings with an eye towards cost reduction.
- That staff identify and sign the percentage of parks and trails that are accessible.

Parks

Colwood staff maintain and beautify 30 destination playgrounds and neighborhood commons. These increased from 25 to 29 in 2024 with the addition of Murry's Pond, Murry's Pond Connector, Metchosin Hills and Latoria Linear parks. The addition of Quarry Park in 2025 increased service requirements dramatically. This park includes a 3-line bike jump park and pump track and an extensive playground with a large accessible component. Services provided range from weekly playground maintenance and inspections to manicured lawn and garden care as well as washroom maintenance, and irrigation and tree management.

Among the locations managed: Community Parks require 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, and the Colwood Waterfront at the Lagoon.

Trails

In addition to parks and green spaces, Colwood staff maintain 50 trails providing over 12 kilometers of developed walkways throughout the City. These trails 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 10 stair structures (both wooden and concrete) and 11 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.

Accomplishments from 2025

- Successful recipient of the BC Hydro re-greening grant being used for restoration work in Havenwood Park this fall.
- The Colwood Volunteer Program has been highly successful in establishing new park stewardship groups for Latoria Park, a city-wide Friends of Colwood Parks group, and PICK Colwood—a litter cleanup initiative that has made a significant impact through both city-wide cleanups and valuable data collection.
- One of the notable successes is the performance of the Parks Operations team. The team effectively met the significant demands placed on them while maintaining a high standard of professionalism and serving as strong ambassadors for the City. Their efforts were widely recognized, with numerous commendations received from residents and park users throughout the year.
- The parks team continually seek to upgrade the accessibility of our parks and facilities, such as the accessible door openers that we installed in all our existing washrooms. These accessible upgrades will now be standard for all new parks facilities.
- Despite a significant increase in graffiti and tagging this past year, the Parks team successfully removed or remediated more than 300 incidents of vandalism on City infrastructure, demonstrating their commitment to maintaining safe and welcoming public spaces.

78
parks

14
km of trails

228
garbage bins

Priorities for 2026

- Create an action/implementation plan and costing for the Urban Forest Strategy.
- Use draft framework to create Parks Maintenance Policy.
- Continue to advance parks capital projects for Havenwood Park, Ocean View, Lookout Lake and Herm Williams Parks.
- Engagement and education for the new Tree Protection Bylaw coming in Q1 2026.
- Continue advancing accessibility standards across Colwood's parks, playgrounds, and facilities.

Statistical Trends: Parks & Trails

Parks & Trails Maintained

2022	2023	2024	2025
68	69	76	78

Hectares of Parkland Managed

2022	2023	2024	2025
90.2	92	95.5	96.5

Km of Trails Maintained

2022	2023	2024	2025
10+	12	13.3	14

Sq Km of Urban Forest maintained

2022	2023	2024	2025
12+	12+	12+	12+

Acres reclaimed from invasives

2022	2023	2024	2025
7.5	10	12	12+



Boulevards

Boulevards on Sparrowhawk Ave

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | GOVERNANCE

Council Expectations

- That differential levels of boulevard maintenance occur depending on location.
- That a manicured appearance be maintained along select Colwood boulevards as defined in the City's boulevard maintenance policy.
- That beautification, through annual planting, be implemented in select locations. Annual plantings are installed along presentation boulevards such as Island Highway and Wale Rd with the remaining plants dispersed appropriately.
- That staff manage the City's urban forest, using strategies and recommendations from the Urban Forest Strategy.
- Boulevard beautification and planting be balanced to be cost-effective and sustainable.
- Planting medians with safety of staff in mind.
- Minimization or reduction in manicured boulevards.
- That staff provide clarity to the public regarding the maintenance practices and requirements relating to boulevards, and any changes be communicated in a timely matter.

The City's boulevard maintenance team is responsible for maintaining developed boulevards and boulevard islands, garden beds and lawn. Maintenance activities include:

- Mowing, pruning & weeding per Canadian Landscape Standards (CLS) - Colwood has over 26 kilometers of undeveloped boulevard with grass or brush requiring seasonal mowing, this mowing is done by a roadside mower twice per year.
- Garden bed maintenance - There are approximately 60 garden beds in cul-de-sacs throughout the City that are maintained to a 'service & industrial' maintenance level, where the primary objective is to manage vegetation for function rather than aesthetics.
- Traffic island/median landscaping.
- Seasonal planting & irrigation - Approximately 90% of boulevard installations at Royal Bay are irrigated, increasing maintenance complexity.
- Municipal tree plantings.

Accomplishments from 2025

- Continue to improve turf management practices with education, training and professional development resources.
- Colwood was a successful applicant of the BC Hydro re-greening grant to be used for restoration planting in Havenwood Park where there was ground disturbance and tree loss from new Hydro infrastructure.
- The new Colwood volunteer program has introduced stewardship groups like PICK Colwood, which have made visible improvements to liter clean-up efforts throughout Colwood. Promoting community pride and environmental responsibility.
- New boulevard irrigation technology is being used by the Parks team to increase efficiency and water conservation.

26 km
boulevards maintained

110 km
boulevard urban forest

Priorities for 2026

- Continue to support new stewardship initiatives coming from the Colwood Volunteer Program.
- Implement strategies from the Urban Forest Strategy, and help to inform and educate residents of Colwood on the new draft Tree Protection Bylaw.
- Develop a boulevard tree maintenance policy and program.

Statistical Trends: Boulevards

Trees Planted

2022	2023	2024	2025
25	50	100	174

Km of Boulevard Gardens

2022	2023	2024	2025
8	9	9.5	10.6

Km of Boulevard Urban Forest

2022	2023	2024	2025
97	99	100	110



Storm Sewers

Utility maintenance

COMMUNITY & NATURE | **INFRASTRUCTURE** | ECONOMIC GROWTH | GOVERNANCE

Council Expectations

- That storm systems be maintained to ensure safety and functionality for residents and maximize 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.
- That climate change preparedness be prioritized and considered with maintenance.

Colwood staff manage 6 kilometers of drainage culverts, 25 kilometers of ditches, 56 kilometers of storm drainage pipe and over 1400 catch basins.

Staff also oversee 23 Stormwater management ponds to ensure functionality. Select catch basins are inspected and flushed with a hydro-vac truck yearly 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.

Staff have initiated a flush and camera program of storm mains to gather data and ensure the health of the system; data gathered during this program will inform critical repairs.

Open utility systems are maintained seasonally: ditches are cleared (but not beautified), culvert inlets and outlets are inspected and cleared, headwalls and washed-out spillways are repaired.

Accomplishments from 2025

- Installed a new pressure transducer, and updated equipment for SCADA monitoring at Lookout Lake, renewing critical infrastructure.
- 1090 metres of curbside water controls were reinstated along Fulton Rd and Bexhill Rd, along with 3 spillways.
- Storm Pond maintenance saw the removal of invasive species at 6 locations.

- Inspection crews incorporated an Ipad into field inspections which has improved real time data entry and GPS location tagging of Stormwater infrastructure.
- Completed annual catch basin cleaning initiative.
- This year's CCTV program has found significant deterioration of Stormwater infrastructure, reiterating the validity of the program.

Priorities for 2026

- Strategize and implement plan for extensive cleaning needed on lower Cecil Blogg Storm main to regain capacity.
- Clear stormwater retention area within Riparian zone at Colwood Creek Park.
- Modify inlet structure and create a sump at the bottom of Fulton Rd and Sooke Rd to capture debris prior to entering existing storm infrastructure.
- Replace failed Corrugated Metal Pipe (CMP) which has been discovered during CCTV inspection in 2025 (Portsmouth Dr, Anchorage Dr, Aloha Ave).
- Clear stormwater retention area at the end of Donovan Ave.

6,820m
storm drain inspected

784
catch basins inspected



Statistical Trends: Storm Sewers

Drainage Ponds Maintained

2022	2023	2024	2025
10	1	5	6

Linear metres flushed/inspected

2022	2023	2024	2025
6100m	852m	7074m	6820m



Sewer Utility

Sewer works at the Lagoon Pump Station

COMMUNITY & NATURE | **INFRASTRUCTURE** | ECONOMIC GROWTH | GOVERNANCE

Council Expectations

- That sanitary systems be monitored and maintained to ensure safety, functionality and sufficient capacity while maximizing the useful life of the infrastructure. Currently maintenance work involves the tasks outlined in this profile.
- That residential sewer connections demonstrate excellent customer service and cost recovery.
- That staff provide prompt assistance to residents experiencing sewer issues. If a resident expresses a concern about a utility issue affecting a dwelling, City employees respond immediately to assess and assist as needed.
- That the technological aspects of the sanitary system are kept current. In the event of a pump failure, systems are in place to ensure the station is still functional.
- Decisions will consider the City's sewer capacity.

Colwood staff manage 10 pump stations, 55 km of Sanitary gravity mains, and 9 km of Sanitary force mains.

Pump station maintenance requires weekly inspections by employees and regular cleaning to maintain proper hygiene and flow. Sewer pumps are lifted out of the wet wells annually 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 Supervisory control and data acquisition (SCADA) is the responsibility of City employees with support from outside technicians as needed.

City staff facilitate resident service connections in areas that are already serviced with the mainline. Staff continue to provide field review and on-site inspection of other utility works completed by contractors as required.

Staff initiated a 5-year sanitary flush and camera program in 2020 that reflects the industry standards for linear wastewater infrastructure maintenance, and to identify key issues and repairs.

Accomplishments from 2025

- A bylaw amendment to the sanitary connection fee structure was completed to ensure full cost recovery.
- Key staff members obtained increased technical certification to keep pace with our newly reclassified Sanitary Sewer System (Now a Class II Wastewater Collection System).
- In response to critical system failure, our team replaced the surge protection system at Ocean Blvd Lift Station.
- Provided the underground sanitary service for the new Goldfinch washroom project.
- Provided the water service through Herm Williams Park for the future washroom facilities.
- An emergency generator was installed at the Wilfert Lift Station.
- Sanitary smoke testing identified a cross connection within the Wilfert Catchment.

7,618m
sanitary sewer flushed and inspected

10
residential sewer connections by staff

Priorities for 2026

- Install back-up float relays at Wilfert, Belmont, and Hatley Lift Stations.
- Upgrade Programmable Logic Controller's (PLC's) at Wilfert, Metchosin, and Ocean Blvd Lift Stations.
- Investigate Inflow and Infiltration (I & I) issues for the Metchosin and Sewell catchments.
- Utilize newly acquired Lift Station Assessment to focus attention on critical recommendations.
- Install new pumps at Metchosin and Belmont Lift Stations.
- Implement new odor control plan at Portsmouth Lift Station.

Statistical Trends: Sewer Utility

Connections by Colwood

2022	2023	2024	2025
11	8	7	10

Linear metres flushed + inspected

2022	2023	2024	2025
7,700	541	6,809	7,618

Sewage Treatment Capacity Utilization

2022	2023	2024	2025
56.9%	59.9%	62.6%	65.6%



SERVICES

Building & Bylaw Services

Royal BC Museum PARC Facility

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | GOVERNANCE

Council Expectations - Building

- Apply regulations consistently.
- Upfront communications about the building process with residents and the industry.
- Offer a user-friendly approach.
- Use technology to leverage efficiency and effectiveness of the department.

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 and key stakeholders.
  - 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 (Appendix 3).
- Comparable statistics are reported publicly twice annually.

The Building Services team protects people and property in the community, including homeowners, designers, contractors, and professional consultants, ensuring that newly constructed and renovated buildings substantially conform to safety codes and regulations, and by helping clients avoid costly and time-consuming pitfalls by providing building permits and inspection services.

- Process building permits.
- Provide information and resources to support successful building projects.
- Perform building inspections.

Bylaw Officers protect the safety and quality of life of residents by helping residents and businesses understand and align with the City's bylaws, and by being a watchful presence in our community.

- Receive and investigate complaints.
- Monitor issues and work with individuals to encourage voluntary compliance through education and mediation.
- Issue tickets and seek legal recourse when enforcement is required.

Accomplishments from 2025

BUILDING

- Building and Fire teams worked with the Beachlands development to accommodate timeline for the opening day of the sales centre.
- Building and Public Works teams completed the addition at 170 Goldfinch in time for Arts and Culture Colwood event on September 12, 2025. The project was completed under budget of $200,000 by staff acting as the general contractor. Estimated cost to contract out between $500,000-$600,000.

BYLAW

- Identified and implemented improvements that could be made to Animal Control Bylaw after incident with dog made it into media.
- Continue to effectively manage recreational vehicle parking across Colwood, including maintaining a good pattern of parking at Coburg Peninsula.
- Worked to improve situation at a problem property on Sooke Road that has been a community concern for several years.

Priorities for 2026

BUILDING

- Propose a new Building Bylaw that suits larger and more complex building types.
- Continue to support City infrastructure projects including planning and, in some cases, acting as the general contractor in an effort to save cost and time.
- Continue to streamline processes with digital applications and Tempest. Support development of enhanced Tempest features such as MyCity.

BYLAW

- Propose effective tools for Bylaw team to deal with current issues with on-street parking in Colwood.
- Explore bylaws to hold property owners more accountable for unsafe, neglected, or abandoned buildings.
- Continue to take a proactive approach and ensure the City is in a good position to deal with issues surrounding homelessness. Our bylaw team will continue to connect people to services and make an effort to prevent encampments which do not benefit the people who live there or the surrounding community.
- Continue to improve bylaw activity reporting to show more detail with parking concerns, dog activity and what staff consider "hot topics".

358
Building permits issued in 2025

Statistical Trends: Building & Bylaw Services

Building Permits Issued

2022	2023	2024	2025
571	519	497	358

Construction Value

2022	2023	2024	2025
$163M	$326M	$398M	$163M

New Construction Tax Revenue

2022	2023	2024	2025
$963K	$912K	$1.1M	$1.2M

Bylaw Issues Resolved

2022	2023	2024	2025
347	689	745	899



SERVICES

Fire Rescue

Colwood Fire Hall

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | GOVERNANCE

Council Expectations

- Provide timely and effective emergency response to our community.
- Provide high quality education, training, and professional development for all members.
- Continue to enhance regional partnerships through automatic and mutual aid agreements.
- Develop strategies to maintain service delivery models as our community grows.
- Work with our dispatch provider to prepare for next generation 911 services.
- Educate and engage the community through fire prevention and safety initiatives.
- Provide effective emergency program response and recovery plans to preserve life and property.

1,215
Calls attended by Colwood Firefighters

Colwood Fire Rescue proudly serves the community as a provincially designated, full-service fire department.

In addition to providing effective emergency response to residents, the department also provides leadership and coordination for the City of Colwood's Emergency Program.

- Full Service Fire Rescue operations as designated by the Office of the Fire Commissioner by meeting provincial standards for training and operations while delivering a broad range of emergency services.
- Hybrid 24-hour staffing model with four-person crew since 2022 has improved response times and readiness.
- Enhanced dispatch automation and response coordination to further strengthen service delivery and regional collaboration.
- Emergency Program with proactive planning, preparedness and community resilience building to respond to growing risks, responsibilities and complexities driven by climate change, rapid urban development and rising interdependence.
- Fire Service Master Plan to establish long term strategy that ensures the department remains well positioned to meet the evolving needs of the community.

Accomplishments from 2025

- Improving Regional Response Through Enhanced Communications: Colwood Fire Rescue has enhanced regional service delivery by implementing station alerting for regional dispatch notifications with assigned tactical channels, a system that directly improves situational awareness and coordination for responding crews.
- Strengthening Emergency Preparedness Through Coordinated Training: Through EOC exercises and regional training initiatives, the Emergency Program advanced city-wide departmental readiness, improving interagency coordination and operational effectiveness.
- Electrification of the Fire Fleet: Colwood Fire Rescue marks a significant step toward sustainability and innovation with the deployment of Chief 55, the department's first electric emergency response vehicle, enhancing operational efficiency while reducing environmental impact.

100%
compliance maintained with BC Building Code Response Standards

688
Fire Inspections

4,813
Training Hours

Priorities for 2026

- Enhancement of a recognized Fire Smart Program to support community wildfire resilience.
- Endorsement of the Fire Service Master Plan .
- Evaluate current fleet replacement strategies to identify operational and financial efficiencies that will inform updates to the fleet replacement policy.



Colwood Fire Hall Open House

Statistical Trends: Fire Rescue

Number of Calls

2022	2023	2024	2025
1,056	1,151	1,191	1,215

Fire Inspections

2022	2023	2024	2025
473	619	641	686

Training Hours

2022	2023	2024	2025
6,087	5,195	3,344	4,813

Overdose Calls

2022	2023	2024	2025
10	22	20	9

Response Time - 6am-6pm

2022	2023	2024	2025
99%	100%	100%	100%

Response Time - 6pm-6am

2022	2023	2024	2025
97%	99%	100%	100%



SERVICES

Policing

West Shore RCMP Detachment

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | GOVERNANCE

Council Expectations

- Unbiased and respectful treatment of all people.
- Enhancement of public safety.
- Ensure timely and effective policing and emergency response services to our community by having the optimal number of frontline officers per capita.
- 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 by leveraging partnerships and referrals.
- Outreach and referral services for youth in our communities.
- Biannual updates to Council as required, including trends and youth and mental health statistics.

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

The West Shore RCMP Detachment is jointly operated by the City of Colwood, the City of Langford and the Town of View Royal. This detachment operates under an integrated policing model that serves View Royal, Langford, Metchosin, Highlands, Songhees First Nation and Esquimalt First Nation in addition to Colwood.

Accomplishments in 2025

- Youth engagement prioritized to address an increased level of crime associated within small groups of youth throughout the communities.
- Advanced approach and thinking with respect to increasing mental health related calls for service.
- Advanced redevelopment of the Westshore detachment facility, E-Comm approach, and approach to Vancouver Island Integrated Major Crime Unit (VIIMCU).
- Continued targeted traffic enforcement.
- Working with local Nations remains a priority.

Priorities for 2026

- Youth related issues are a priority, including youth crime prevention, youth violence, education, early intervention, and engagement with schools and community organizations. Emphasis is placed on the long term community benefit of early investment and prevention, with recognition that proactive approaches may reduce future policing demand and broader social impacts.
- Traffic safety concerns include speeding, aggressive or distracted driving, school zones, and high risk corridors. Traffic enforcement is viewed as one of the most visible public safety responses and a direct way to address recurring community feedback.
- Property crime remains a priority, including theft, theft from vehicles, vandalism, break and enters, and repeat offenders. This issue is linked to safety and quality of life for residents, with attention to the impacts of repeat offenders and the importance of targeted or intelligence led approaches.

20%
of RCMP calls are to Colwood
Langford 58%
View Royal 12.7%

Challenges

Police facility: The West Shore policing facility is nearing capacity and projections show the need for increased space in the next three to five years. In 2021, a feasibility study was commissioned and the recommendation was a redevelopment of the site 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.

E-Comm: Change in funding structure for the South Island Policing 9-1-1/Police Dispatch Centre (E-Comm). Currently, funding is proportionately split between the Federal and Provincial government. The proposed change would see Colwood responsible for 100% of the City's proportionate share effective April 1, 2025. Preliminary estimates suggest the City's share will be $399,000.

Mental Health: Increase in dealing with individuals suffering from mental health, addictions and homelessness and helping them find proper care.

Statistical Trends: Policing

Number of Colwood Police Files

2022	2023	2024	2025
4,687	5,123	5,181	5,245

All West Shore Communities Youth Related Crime

2022	2023	2024	2025
n/a	296	267	258

Serious Crime & Special Victims Unit

2022	2023	2024	2025
39	29	27	35

Mental Health & Addiction Files

2022	2023	2024	2025
212	222	361	395

West Shore RCMP Crime Analyst data



SERVICES

Corporate Services & Administration

Colwood City Hall

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | GOVERNANCE

Council Expectations

- Transparency of governance.
- The public is well informed of matters under consideration by Council and Committee.
- Timely, 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 customer service.
- Personal response to phone calls during City Hall hours.
- Administration responsible for managing the future performance metric system.
- Implement and report on the Climate Action Plan.

City Administration includes the offices of the Chief Administrative Officers and oversees the following functions:

- Community Safety & municipal enforcement
- Communications, Community Engagement & Economic Development
- Health Administration
- Human Resources
- Policing services contract administration
- Contracts & agreements
- Land acquisitions & dispositions
- Oversight of significant City initiatives
- Intergovernmental & external relations
- Climate planning, policy development, and implementation

Corporate Services provides the following key functions:

- Legislative services
- Bylaw administration
- Meeting management
- Front counter services
- Contracts & Agreements
- Records management
- Administering the Freedom of Information and Protection of Privacy Act and processing requests to access records
- Business license administration
- Facility rentals
- Municipal Cemeteries
- Policy development
- Election administration

Accomplishments from 2025

- Merged Transportation & Infrastructure with Parks & Environment committee.
- Accessibility Plan endorsement and Host municipality for the start-up of the Capital West Accessibility Advisory Committee.
- Transition of Records Management System from OpenText to SharePoint and collaboration with IT on data cleanup process.
- Developed a standardized reporting workflow in ICompass (meeting management software) to streamline the report process, creating consistent, well-structured and accessible reports.
- Completion of Friendship agreement with Olyka, Ukraine.
- Draft Cemetery Management Plan (2025) completed.
- Transitioned False Alarm administration to Building & Bylaw.
- Launched Business Licensing in Tempest.
- Docusign automating routing of documents for review and signature, ensuring consistency and accountability.
- Supported development of 2025 Operational Plan.
- Adoption of Building Retrofit Strategy, first phases of Biodiversity Strategy, and Community Risk Assessment for Disaster Resilience.
- Completed funding agreements for Community Building Retrofit planning for the City and West Shore Parks and Recreation.

Priorities for 2026

- 2026 Municipal Election administration and Council orientation.
- Comprehensive review of City facility use and introduction of draft Community Facility Policy including fee review.
- Procedure Bylaw Amendment to reflect Council expectations for meetings.
- Consolidation and update to fees & charges bylaws.
- Implement systems to monitor legal claims and issues.

48
Agenda packages & minutes produced in 2025

Statistical Trends: Corporate Services

Freedom of Information Requests

2022	2023	2024	2025
7	38	106	64

Agenda Packages & Minutes

2022	2023	2024	2025
62	71	82	48

Facility Rentals

2022	2023	2024	2025
321	354	384	290

Business Licenses Issued

2022	2023	2024	2025
78	106	120	149

Bylaws Adopted

2022	2023	2024	2025
39	29	45	27



SERVICES

Communications & Engagement

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | GOVERNANCE

Council Expectations

- Strategic communications planning and advice that mitigates risks and results in timely, effective messaging that advances the City's strategic priorities and builds Colwood's brand as an exceptional seaside community.
- Meaningful engagement with citizens and other stakeholders that builds trust and contributes to improved decision making and understanding by residents.
- High quality marketing, promotions and branding through campaigns, events, signage and other placemaking initiatives that reflect the City'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.
- A website that is an informative, efficient, and effective tool for City communications.
- Support the health, safety and success of youth in Colwood.
- Seek to understand and respond to the expressed needs of youth in Colwood.
- Work in partnership with other West Shore municipalities and youth agencies.
- Work with partners such as the WestShore Chamber of Commerce to establish economic development environment.

The role of the Communications team includes strategic communications planning and advice, community engagement, external and internal communications, media relations, branding, marketing, event planning, economic development, youth engagement, and volunteer coordination. The team works directly with Council, leadership, and staff, as well as media and a wide range of partners to research, provide advice, develop strategic communications and engagement plans, create messaging, develop tools, incorporate community perspectives, implement communications and marketing initiatives, evaluate effectiveness, and adjust for continuous improvement.

Communications works to increase the organization's capacity to:

- share information within the organization,
- manage and maintain the City website, provide timely updates to the public and respond effectively in times of crisis,
- inform the public about City programs and services via website, local media outlets, social media channels, print, digital and outdoor advertising, direct mail, and signage,
- engage citizens to understand needs and expectations, involving them early to support strong decision-making and build public trust
- manage the Let's Talk Colwood online engagement platform using IAP2 spectrum of engagement,
- meet the growing demand for timely and transparent two-way communication, increase public participation and citizen satisfaction,
- engage volunteers and community groups,
- engage youth to support their safety, success and involvement,
- foster economic growth by defining and promoting our competitive advantages, providing clear information to investors, and implementing strategic, targeted campaigns.

Accomplishments from 2025

- Increased Let's Talk registrations and online followers by 14% to inform, invite feedback, and understand needs and expectations, while increasing our ability to reach residents in emergency.
- Coordinated the 2025 Ideas Fair to involve residents in decisions.
- Continued to promote the Colwood Clinic and support recruitment.
- Continued to implement wayfinding to enhance sense of place, community pride and visitor navigation (city and partners).
- Produced videos focused on Youth engagement and the Clinic.
- Leveraged City events to involve local businesses through sponsorships and in-kind collaboration, including Youth Week, Volunteer Week, Music in the Park, Eats & Beats, Christmas Light Up.
- Established Economic Development position to advance Council's goals of pursuing economic growth and attracting new busineses.
- Hosted successful Prosperity Roundtable (November, 2025).
- Activated Volunteer Week with volunteer spotlights, Perk Passes and a Volunteer Fair to connect residents to volunteer opportunities.
- Developed the Colwood Park Stewardship initiative with Friends of Havenwood Park, Latoria Creek Conservation Group, PICK Colwood and the Friends of Colwood Parks.
- Supported New Groups to form - Worked to assist two new groups in forming, PICK Colwood and the Friends of Colwood Parks.
- Increased youth programing and training, activated Emery Hall, Youth Week, evaluated youth program, initiated WS Youth Strategy.
- Contracted mentors to enhance youth safety at Friday night drop in.
- Strengthened Indigenous partnerships through Galloping Goose Bridge Art and youth engagement.

Priorities for 2026

- Continue to strengthen internal communications.
- Awareness campaigns for wildlife, birds, pets, parking, and litter.
- Increase neighbourhood engagement to understand needs and build community resilience.
- Support new emergency, youth and food security groups to form, finalize safety processes and offer training for community groups.
- Strengthen partnerships and opportunities for vulnerable youth participation and involvement in decision making, and increase awareness of youth services and resources .
- Host a Council workshop to explore best practice approaches to municipal economic development.

5,710
Participants on Let's Talk Colwood

18,773
followers of City social media updates

Statistical Trends: Community Engagement

Let's Talk Colwood Registrations

2022	2023	2024	2025
5,000	5,168	5,460	5,710

Web Page Views

2022	2023	2024	2025
494,000	483,000	270,000	426,000

Website Subscribers

2022	2023	2024	2025
521	621	632	720

Social Followers (fb,ig, yt, li)

2022	2023	2024	2025
13,000	14,701	16,242	18,773

Prosperity Roundtable Attendees

2022	2023	2024	2025
25	25	28	40

Community Groups

2022	2023	2024	2025
-	-	26	28

Youth Programing (hours)

2022	2023	2024	2025
-	311	1,824	2,000



SERVICES

Events, Arts & Culture

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | GOVERNANCE

Council Expectations

- Engaging and accessible community events and celebrations that attract investment, strengthen community connections and raise Colwood's profile as an exceptional seaside community.
- High quality marketing, promotions and branding through campaigns, events, signage and other placemaking initiatives that reflect the City's vision and advance the City's goals.
- Enabling public art that attracts visitors, adds interest, and enhances pride of place.

The Communications team leads event coordination and arts & culture initiatives to support the City's efforts to combat isolation, foster connection, and build community resilience:

- Bring people together;
- Promote resilience by connecting neighbours;
- Build community pride and sense of place;
- Promote volunteerism;
- Support investment and local businesses through place branding;
- Raise awareness about special places within Colwood, such as Hatley Castle, Fisgard Lighthouse, St. John's church and Pioneer Cemetery, parks and beaches;
- Strengthen partnerships with a diverse group of community, arts and cultural groups;
- Increase opportunities for community groups to host social and volunteer events within Colwood;
- Support opportunities for healthy recreation and respectful use of public places through events like active transportation challenges, parks walks, wildlife presentations, and school events;
- Strengthen relationships with local nations;
- Promote involvement and engagement in City initiatives;
- Enhance public spaces to add interest, promote social connections;
- Strengthen the cultural fabric of the community.

Communications is responsible for corporate messaging, engagement, events, branding, pageantry, marketing and promotions activity for the City.

Accomplishments from 2025

- Engaged a member of Songhees Nation to advise on procurement of Indigenous art for the Galloping Goose Bridge and other Colwood projects.
- Partnered with Arts & Culture Colwood on events and activities, including Create Places projects, City signage to the Arts Centre, Music in Lagoon West Park, and the Lagoon Arts & Culture Festival.
- Involved community groups in Colwood events to help them promote their activities and recruit volunteers while building a sense of community pride among neighbours.
- Fostered leadership opportunities for youth through volunteering at City events, art initiatives, and activities.
- Continued to implement community events in neighbourhoods, parks and public spaces throughout Colwood including Music in the Park, Eats & Beats, National Indigenous People's Day, Youth Week, Volunteer Week, Christmas Light up and others.
- Welcomed an estimated 10,000 people to the Eats & Beats Beach Party at The Beachlands.
- Expanded involvement of businesses, community groups, and volunteers in City events.
- Expanded neighbourhood wayfinding sign and street banner program to new areas of Royal Bay, The Beachlands, Olympic View, Allandale, and others.

Priorities for 2026

- Continue to work with the Songhees and Xswepsum Nations to make Indigenous culture and history more visible in Colwood, including procurement of feature art for the Galloping Goose Bridge, renaming Lagoon West Park and adding Indigenous language and art into neighbourhood signs.
- Leverage events and Create Places grants as marketing opportunities that support, retain and attract Colwood businesses and celebrate the special features of all neighbourhoods equally.
- Activate Colwood Corners public spaces to attract an increasing number Galloping Goose Bridge users.

Statistical Trends: Community Engagement

Community Events Planned & Delivered

2022	2023	2024	2025
55	56	56	40

Eats & Beats Attendees (est.)

2022	2023	2024	2025
10,000	12,000	8,000	10,000

Event Sponsorship Revenue

2022	2023	2024	2025
$33,250	$29,000	$25,000	$21,750

Create Places Projects

2022	2023	2024	2025
5	3	1	5

Street Banners Installed

2022	2023	2024	2025
45	55	30	30



SERVICES

Health Administration

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | GOVERNANCE

Council Expectations

- That the Colwood Clinic attaches 1,250 Colwood residents per physician.
- That the Colwood Clinic initiative secures eight physicians by year 5 (2029).
- That by year 5 the direct costs of the Colwood Clinic initiative require no municipal tax support.
- That the Colwood Clinic physicians work 40 hours/week.

he City of Colwood's Household Prosperity Survey (2023) identified access to healthcare as the top priority for residents in Colwood. To address this, the City of Colwood created a new clinic providing family doctors to residents of Colwood. The goal of the pilot project is to provide Colwood residents with a family doctor as soon as possible.

- Recruit and employ family doctors who don't currently have a patient caseload in Greater Victoria with the goal of reaching eight physicians.
- Lease and manage the Clinic in the Royal Bay Commons and explore options for expanded clinic space.
- Establish the funding model using Provincial revenues collected through the MSP program. No ongoing local government tax support is projected to be required apart from one-time start up funding.
- Encourage residents to add their name to the Provincial Health Connect Registry.
- Match Colwood registry patients with a doctor at the Colwood Clinic.
- When there is expanded clinic capacity, explore opportunities for residents with a family doctor in another area to connect with a doctor at the Colwood Clinic.

Accomplishments from 2025

- The Colwood Clinic opened in January 2025 with one family physician and clinic manager.
- Successful recruitment of three Family Physicians in 2025.
- Established clinic administrative processes and practices.
- Built strong and effective working relationships with the South Island Division of Family Practice.
- Strong promotion of the Health Connect Registry has led to a noticeable increase in residents signing up, demonstrating effective outreach and community engagement.
- Achieving work-life balance for our clinic team where Physicians work 40 hours a week.
- Provincial Support: Minister of Health Josie Osbourne has expressed strong support for the Colwood Clinic pilot project, reinforcing its role in Primary Care Models in British Columbia.
- Federal Support: Canada's Minister of Health Marjorie Michel visited the clinic and expressed support, committed to sharing Colwood's approach with other communities.

Priorities for 2026

- Accelerate Physician Recruitment: 4 physicians by Q2 2026. 5 physicians by Q4 2026.
- Accelerate patient panel attachment: Ministry guidelines suggest 1,250 patients represents a full panel and up to two years to achieve. Colwood Clinic target is 1,250 patients within one year.
- Explore expanded space to accommodate Colwood Clinic growth: Require expanded space to support physician growth.
- Advance Quality Improvement Initiatives.

1,185
residents attached to a family doctor at the Colwood Clinic in 2025

Statistical Trends: Health Administration

Doctors Hired

2022	2023	2024	2025
n/a	n/a	1	2

Patients Attached to a Family Physician

2022	2023	2024	2025
n/a	n/a	n/a	1,185

Patients Attachment Projections

2026	2027	2028	2029
4,175	7,125	9,625	9,625



SERVICES

Finance

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | GOVERNANCE

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.
- Minimization of intergenerational transfers.

The Finance Team is responsible for the financial well-being of the City, including:

- long-term financial planning and annual budget development;
- administration of property taxation;
- administration of utility billing and user fees;
- investment and debt management;
- risk management;
- procurement;
- accounts payable & receivable administration;
- payroll & benefit administration;
- grant administration;
- general accounting;
- all statutory financial reporting including preparation of annual audited Financial Statements.

Finance provides leadership and strategic oversight to the areas of IT and GIS. The team also 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.

Accomplishments from 2025

- Designed new processes to support bank activity for Colwood Clinic.
- Initiated implementation of Euna budget software.
- Established best practices for internal controls over Colwood Clinic's revenue process, ensuring efficiency and integrity.
- Automated the creation of accounts payable batches from payroll deductions, reducing manual time and improving accuracy.
- 2024 audited financial statements received an unqualified opinion.
- Mitigated financial and legal risk by embedding terms and conditions in contracts, maintaining thorough documentation, and conducting regular contract reviews.
- Fostered early collaboration among legal and City departments to ensure contracts provide comprehensive risk coverage, minimize operational silos, and strengthen organizational accountability.
- Updated the Sustainable Infrastructure Replacement Plan.
- Developed a draft asset management policy, strategy, current state maturity assessment and plan outline through funding from UBCM.
- Leveraged Tempest for developer portion of property values.
- Analyzed sewer user fees, reducing complaints and adjustments.
- Redirected property tax inquiries to email for timely, full response.
- Supported taxpayers in clearing delinquent property taxes, avoiding property tax sale auction in 2025.
- Lead procurement for the West Shore Detachment expansion IPD.

2025 Property tax levy
$46.5M

Number of Tax Folios
7,568

Priorities for 2026

- Finalize budge software implementation for enhanced functionality, increased transparency, clarity, and ease of use, freeing resources to focus on analysis over labour-intensive processes.
- Introduce web dashboards to increase access to financial results.
- Introduce workflows and quarterly reporting for manager review and variance investigation.
- Issue RFP for consulting services to develop the RFP for the Enterprise Resource Planning system (ERP).
- Engage departments in the development of business requirements to inform the RFP.
- Issue the RFP for the ERP & vendor selection early 2027.

Statistical Trends: Financial Capacity

Property Tax Levy

2022	2023	2024	2025
$33.1M	$36.1M	$41.2M	$46.5M

Property Tax Increase

2022	2023	2024	2025
4.30%	6.71%	4.90%	7.90%

Property Tax Folios

2022	2023	2024	2025
6,901	7,245	7,340	7,568

Average Assessed Property Value

2022	2023	2024	2025
$925K	$1.05M	$1.05M	$1.04M



SERVICES

Human Resources

Colwood staff earn COR SafetyCertification

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | **GOVERNANCE**

Council Expectations

- The City's employment practices and policies are aligned with current Legislation Standards.
- Our compensation and benefits offered contribute to a positive employee experience.
- Professional, diligent, inclusive, and equitable hiring practices optimize organizational values alignment with City employees.
- Training and professional development is used as a recruitment and retention strategy, and a method to empower employees and teams.
- Employees know the expectation of their jobs and receive regular performance feedback.
- Employee relations practices contribute to a positive workplace culture.
- Ongoing support of a culture of occupational health and safety and wellbeing.
- Focus on continuous improvement of our safety management systems.

The Human Resources department is responsible for developing and implementing strategies, policies, programs and practices that ensure effective, empowered and supported leadership and staff, and that are aligned with collective agreement and legislative requirements and that support a positive, productive, physically and psychologically safe workplace culture.

Services Include:

- Recruitment & Onboarding
- Job Evaluation & Compensation
- Comprehensive Benefits
- Occupational Health & Safety and Workplace Wellbeing
- Organizational Development and Learning & Development
- Employee Relations
- Labour Relations

Accomplishments from 2025

- Achieved an overall score of 91% in completing our first internal maintenance audit for our Certificate of Recognition (COR) certification with WorkSafeBC, in partnership with the BC Municipal Safety Association.
- RCMP Detachment Staffing. Coordinated the HR aspects of the City's new agreement with City of Langford for staffing the RCMP detachment.
- Benefits Program Review and Assessment. Completed a comprehensive benefits program review and assessment and began steps to implement recommendations.
- Colwood Clinic. Continued to support HR aspects of Colwood Clinic in its inaugural year, including continued Physician recruitment.

91%
overall score in Certification of Recognition audit

resulting in savings of
$39,517

Priorities for 2026

- Negotiate new CUPE Local 374 Collective Agreement.
- Conduct Employee Satisfaction Survey.
- Review and update Job Evaluation Plan and integration with compensation.
- Prepare for and begin participating in annual BC Pay Transparency reporting.
- Explore technical solutions for HR information, communication and processes.

Statistical Trends:

Job Postings

2022	2023	2024	2025
44	20	25	22

Job Posting Fill Rate

2022	2023	2024	2025
81%	95%	88%	82%

Voluntary Turnover Rate

2022	2023	2024	2025
12%	10%	9%	6%

WorkSafeBC Experience Rating

2022	2023	2024	2025
26.4%	22.3%	14.7%	0.6%

WorkSafeBC Savings

2022	2023	2024	2025
$70k	$69k	$58k	$2k



Information Technology

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | **GOVERNANCE**

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 that meet or exceed legislated requirements.
- Protection of personal information is essential.

The Information Technology (IT) department leverages technology and data to best serve programs, services, and governance of the community. IT works to ensure the City uses the data it creates to understand its operations and performance levels.

The IT department oversees a broad spectrum of technology services, including planning and deployment of extensive hardware inventories like workstations, mobile devices, networked phone systems, servers, and audio-visual gear. Additionally, IT offers support, training, and troubleshooting, as well as guidance during the implementation of new systems or system upgrades.

The IT helpdesk provides a central point of contact for requests to support end users both proactively and reactively.

IT is responsible for ensuring the City's data and network remain safe and secure.

IT ensures that both internal and external customers have the necessary technology, information, and applications to enhance business efficiency and delivery service. They collaborate with Communications and Corporate Services to support the City's online services.

Accomplishments from 2025

- Set up Colwood Clinic network, Microsoft infrastructure, hardware, communication systems, and Electronic Medical Records system.
- Completed integration of SharePoint with Microsoft Purview for document retention.
- Supported selection and implementation of new budgeting and reportingtoolFirst steps were taken with the selection and current implementation of a new budgeting and reporting tool that is independent of the backend financial system. The new budgeting tool will enhance reporting for staff, council and the public.
- Continued implementation of municipal business system with public-facing web services, enabling end users to access land, tax, and permit data maintained by the city.
- Implemented major software update of the City's phone system enabling users to access calls via web browser or IOS app and decrease hardware costs moving forward.

Number of system users in 2025
162

Priorities for 2026

- Server hardware refresh. Replace aging server hardware to accommodate our legacy on premise workloads such as our land management system and financial system.
- Tempest web services completion. Hire qualified consultant to ensure the web facing configuration is secure and reliable.
- Finance ERP replacement. Begin what will be a multi-year endeavor to replace our current ERP system that is end of life December 2029.
- Continued improvement of records system and automation of routine tasks such as form submittals or automated records classification.

Statistical Trends: Information Technology

System Users

2022	2023	2024	2025
n/a	150	157	162

Applications Supported

2022	2023	2024	2025
63	65	80	84

Network Locations

2022	2023	2024	2025
n/a	15	17	17

Network Uptime

2022	2023	2024	2025
99%	99%	99%	99%



GIS

Ocean Boulevard on Coburg Peninsula at Lagoon Road

COMMUNITY & NATURE | INFRASTRUCTURE | ECONOMIC GROWTH | **GOVERNANCE**

Council Expectations

- GIS be optimized to meet the needs of the City.
- GIS be used to support Asset Management practices.
- GIS be used to support Land Information Management practices.
- GIS be used to improve the efficiency of information retrieval both internally and externally.
- GIS be used to support an Open Data Approach.

The GIS department is responsible for maintaining the City's land information databases and mapping systems. A geographic information system (GIS) is a software system that combines mapping with land records databases, asset management databases, and analytical tools. GIS acts as a central hub to coordinate the data required for the City's Land Records System, Asset Management System, and departmental mapping projects.

- Work collaboratively with departments, neighbouring municipalities, agencies, and consultants to support GIS at a regional level.
- Update property information and infrastructure data with mapping of addresses, property information, sewer, stormwater, parks, sidewalks, trails, bike lanes, roads, streetlights, traffic signals signs, OCP, zoning, natural assets and environmental areas.
- Compile information to display on digital and hard copy maps.
- Connect GIS databases to information from the Lands Records System and Asset Management System to make relevant data available to City Departments including:
    - Fire (hydrants, addresses, emergency mapping)
    - Engineering (capital projects, traffic management, regional projects)
    - Public Works (roads, parks, underground infrastructure, sanitary, storm, facilities, parks, natural assets)
    - Planning (OCP, Zoning, development applications, complete communities)
    - Corporate Services (mapping for bylaws, records management)
    - Finance (Assessment and Land Titles, parcel tax, sewer utility)

Accomplishments from 2025

- Biodiversity Project mapping and data support to incorporate results into projects. E.g. modelling stormwater drainage network.
- Planning data mapping and analysis of housing potential for Small-Scale Multi-Unit Housing (SSMUH) including sanitary sewer, parcel area, housing, zoning, land use, and transit.
- Fire data to map dispatch catchments, fire truck mobile mapping, and inform the Fire Services Master Plan.
- Update data standards to meet requirements for Next Generation 9-1-1 to improve service including cell phone locations. Data standards for address points and for road centerline data is being updated and implemented.
- Developed of a new searchable "Drawing Catalog" to store engineering infrastructure drawings and added to the Public Web Maps as a replacement for current drawing data.
- Mapping and data for pavement condition assessments.
- Developed reporting script to query and summarize the asset management database and support completion of annual infrastructure surveys for Stats Can and the Province.
- Implemented the 2025 aerial photography project with the CRD.
- Mapping and data for active transportation, sanitary, stormwater, and development agreements.
- Developed 3D visualization using 2023 LiDAR data, aerial photography, building footprints, and infrastructure for planning.

9,271
Public Web Map Views at Colwood.ca/Maps

Statistical Trends: GIS

Parcels mapped in GIS

2022	2023	2024	2025
6,901	7,683	8,117	8,549

AddressBC points mapped

2022	2023	2024	2025
6,341	6,748	9,028	11,399

BC Assessment Data Updates

2022	2023	2024	2025
-	15,642	16,745	17,487

Public Web Map Views

2022	2023	2024	2025
-	8,992	8,671	9,271

Internal Referrals Processed

2022	2023	2024	2025
-	145	356	273

Priorities for 2026

- Implement a public map linked to the Colwood OurCity Development Tracker to display the locations of active development applications within Colwood and link to information.
- Implement the Asset Management System including reporting tools, Works Request Management and sSupport implementation of new field mapping tools to assist with inspections, work requests, documentation, and monitoring.
- Evaluate NG911 address and roads data and apply to City address and road centerline data in coordination with the Fire Department.
- Develop a five-year strategic plan for GIS geospatial strategy including support of Tempest, Prospero, and Univerus.
- Enhance City Staff skills and knowledge of enterprise systems: Land Records, Asset Managemen and GIS software.



Financial Reports

Colwood waterfront and the Lagoon neighbourhood



Consolidated Financial Statements of

THE CITY OF COLWOOD

Year ended December 31, 2025

THE CITY OF COLWOOD

Consolidated Financial Statements

Year ended December 31, 2025

Financial Statements

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MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The accompanying financial statements of The City of Colwood (the "City") are the responsibility of the City's management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting standards for local governments as established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The City's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

Mayor and Council meet with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by KPMG LLP, independent external auditors appointed by the City. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the City's financial statements.

On behalf of the City:

Chief Administrative Officer

Director of Finance/Chief Financial Officer

KPMG LLP
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7
Canada
Telephone 250 480 3500
Fax 250 480 3539

INDEPENDENT AUDITOR'S REPORT

To the Mayor and Councillors of The City of Colwood

Opinion

We have audited the consolidated financial statements of The City of Colwood (the "Entity"), which comprise:

- the consolidated statement of financial position as at December 31, 2025
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of change in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements".)

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2025, and its consolidated results of operations, its consolidated changes in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group entity as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

KPMG LLP

Chartered Professional Accountants

Victoria, Canada
May 11, 2026

THE CITY OF COLWOOD

Consolidated Statement of Financial Position

December 31, 2025, with comparative information for 2024

	2025	2024
Financial assets		
Cash and cash equivalents (note 3)	$ 60,014,162	$ 56,172,462
Investments (note 4)	13,272,021	12,472,695
Property taxes receivable	1,434,688	1,096,673
Accounts receivable (note 5)	5,577,197	2,857,497
	80,298,068	72,599,327
Financial liabilities		
Accounts payable and accrued liabilities (note 7)	8,311,062	7,410,730
Prepaid property taxes	1,228,369	1,643,051
Deferred revenue (note 8)	14,802,777	11,720,773
Refundable deposits	8,978,481	7,602,584
Long-term debt (note 9)	10,467,131	10,810,313
Employee future benefits (note 10)	1,126,221	1,046,034
	44,914,041	40,233,485
Net financial assets	35,384,027	32,365,842
Non financial assets		
Tangible capital assets (note 11)	250,153,461	216,058,173
Inventory of supplies	277,194	279,613
Prepaid expenses	391,085	258,979
	250,821,740	216,596,765
Commitments and contingencies (note 16)		
Accumulated surplus (note 12)	$ 286,205,767	$ 248,962,607

The accompanying notes are an integral part of these consolidated financial statements

On behalf of the City:

Jason Johnson
Chief Administrative Officer

Jennifer Hepting, CPA, CA
Deputy Chief Administrative Officer

Kathy McLennan, CPA
Chief Financial Officer & Director of Finance

THE CITY OF COLWOOD

Consolidated Statement of Operations and Accumulated Surplus

Year ended December 31, 2025, with comparative information for 2024

	Budget (note 17)	2025	2024
Revenue:			
Taxation (note 14)	$ 28,919,000	$ 29,697,348	$ 26,967,011
User charges	8,542,984	7,886,533	7,706,566
Fines and penalties	207,700	298,416	308,484
Conditional government transfers (note 15)	5,574,863	4,564,625	3,002,530
Unconditional government transfers (note 15)	641,200	552,555	611,558
Investment income	2,463,400	1,986,391	2,831,586
Developer contributions	8,482,700	27,542,986	6,961,912
Other revenues	201,702	3,441,022	210,837
Total revenue	55,033,549	75,969,876	48,600,484
Expenses:			
General government	6,765,200	6,733,915	6,096,342
Protective services	12,042,600	11,655,727	9,704,497
Engineering and transportation services	7,355,400	7,215,457	6,582,534
Solid waste management	404,700	411,102	385,468
Health, social services and housing	1,136,100	945,418	34,237
Planning and development services	3,494,500	2,133,039	2,040,809
Parks, recreation and culture	6,903,607	6,573,378	6,468,993
Sewer services	3,132,700	3,058,680	2,906,532
Total expenses	41,234,807	38,726,716	34,219,412
Annual surplus	13,798,742	37,243,160	14,381,072
Accumulated surplus, beginning of year	248,962,607	248,962,607	234,581,535
Accumulated surplus, end of year	$ 262,761,349	$ 286,205,767	$ 248,962,607

The accompanying notes are an integral part of these consolidated financial statements.

THE CITY OF COLWOOD

Consolidated Statement of Change in Net Financial Assets

Year ended December 31, 2025, with comparative information for 2024

	Budget	2025	2024
	(note 17)		
Annual surplus	$ 13,798,742	$ 37,243,160	$ 14,381,072
Acquisition of tangible capital assets (purchased)	(52,685,305)	(11,326,753)	(9,713,843)
Acquisition of tangible capital assets (contributed)	–	(25,699,978)	(5,384,244)
Amortization of tangible capital assets	3,392,400	3,867,281	3,761,685
Gain on disposal of tangible capital assets	–	(3,135,906)	17,800
Proceeds on disposal of tangible capital assets	–	2,144,104	26,696
Gain on change in proportionate share of West Shore Parks and Recreation Society assets	–	55,964	183,055
	(35,494,163)	3,147,872	3,272,221
Consumption (acquisition) of inventory of supplies	–	2,419	(4,622)
Increase in prepaid expenses	–	(132,106)	(1,638)
	–	(129,687)	(6,260)
Change in net financial assets	(35,494,163)	3,018,185	3,265,961
Net financial assets, beginning of year	32,365,842	32,365,842	29,099,881
Net financial assets, end of year	$ (3,128,321)	$ 35,384,027	$ 32,365,842

The accompanying notes are an integral part of these consolidated financial statements

THE CITY OF COLWOOD

Consolidated Statement of Cash Flows

Year ended December 31, 2025, with comparative information for 2024

	2025	2024
Cash provided by (used in):		
Operating activities:		
Annual surplus	$ 37,243,160	$ 14,381,072
Items not involving cash:		
Amortization of tangible capital assets	3,867,281	3,761,685
Loss (gain) on disposal of tangible capital assets	(3,135,906)	17,800
Actuarial adjustment on debt	(71,996)	(187,532)
Gain on change in proportionate share of West Shore Parks and Recreation Society assets	55,964	183,055
Developer contributed tangible capital assets	(25,699,978)	(5,384,244)
Changes in non-cash operating assets and liabilities:		
Property taxes receivables	(338,015)	(784,355)
Accounts receivable	(2,719,700)	(834,177)
Accounts payable and accrued liabilities	900,332	162,493
Prepaid property taxes	(414,682)	961,375
Deferred revenue	3,082,004	3,368,315
Refundable deposits	1,375,897	2,697,634
Employee future benefit liability	80,187	71,735
Inventory of supplies	2,419	(4,622)
Prepaid expenses	(132,106)	(1,638)
	14,094,861	18,408,596
Capital activities:		
Acquisition of tangible capital assets	(11,326,753)	(9,713,843)
Proceeds from the sale of tangible capital assets	2,144,104	26,696
	(9,182,649)	(9,687,147)
Investing activities:		
Net changes in investments	(799,326)	(377,284)
Financing activities:		
Debt payments	(271,186)	(350,594)
Debt proceeds	–	4,656,000
	(271,186)	4,305,406
Increase in cash and cash equivalents	3,841,700	12,649,571
Cash and cash equivalents, beginning of year	56,172,462	43,522,891
Cash and cash equivalents, end of year	$ 60,014,162	$ 56,172,462
Supplemental cash flow information:		
Cash paid for interest	$ 420,746	$ 664,539
Cash received from interest	2,246,093	2,928,785

The accompanying notes are an integral part of these consolidated financial statements

1. General:

The City of Colwood (the "City") is a municipality in the Province of British Columbia incorporated on June 24, 1985, and operates under the provisions of the *Local Government Act* and the *Community Charter* of British Columbia. The City provides municipal services such as police, fire, public works, engineering, planning, parks, recreation, community development, conference facilities and other general government operations.

2. Significant accounting policies:

The consolidated financial statements of the City are prepared by management in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. Significant accounting policies are as follows:

(a) Reporting entity:

The financial statements reflect the assets, liabilities, revenues, and expenses of the reporting entity. The financial statements also include the proportionate consolidation of the City's share of the West Shore Parks and Recreation Society.

(b) Basis of accounting:

The City follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

(c) Government transfers:

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

(d) Deferred revenue:

Deferred revenue includes non-government grants, contributions and other amounts received from third parties pursuant to legislation, regulation and agreement which may only be used in certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services are performed, or the tangible capital assets are acquired. Development cost charges are amounts which are restricted by government legislation or agreement with external parties. When qualifying expenditures are incurred development cost charges are recognized as revenue in amounts which equal the associated expenses.

2. Significant accounting policies (continued):

(e) Property tax revenue:

Property tax revenue is recognized on the accrual basis using the approved tax rates and the anticipated assessment related to the current year.

(f) Revenue recognition:

Revenues from transactions with performance obligations such as building and development permits, subdivision application fees, rezoning fees, works and services administrative fees, are recognized when (at a point in time) or as (over a period of time) the City satisfies the performance obligations, which occurs when control of the benefits associated with the promised goods or services has passed to the payor.

Revenues from transactions without performance obligations are recognized at realizable value when the City has the right to claim or retain an inflow of economic resources received or receivable and there is a past transaction or event that gives rise to the economic resources.

(g) Cash and cash equivalents:

Cash and cash equivalents include short-term highly liquid investments that are cashable on demand or have a term to maturity of 90 days or less at acquisition. Cash equivalents also include investment in the Municipal Finance Authority (“MFA”) of British Columbia Money Market Funds, which are recorded at cost plus earnings reinvested in the funds.

(h) Investments:

Investments are recorded at cost plus earnings that are reinvested in the funds. Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance. Investment income is allocated to various reserves and operating funds on a proportionate basis.

(i) Long-term debt:

Long-term debt is recorded net of principal repayments and actuarial adjustments.

(j) Employee future benefits:

The City and its employees make contributions to the Municipal Pension Plan. The City’s contributions are expensed as incurred.

Sick leave and other benefits are also available to the City's employees. The costs of these benefits are determined based on length of service and best estimates of retirement ages and expected future salary and wage increases. The obligations under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

2. Significant accounting policies (continued):

(k) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(*i*) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development, or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Useful life - years
Building and building improvements	25 - 70
Vehicles, machinery, and equipment	5 - 25
Sewer infrastructure	75 - 100
Drainage infrastructure	75 - 100
Parks and land improvements	15 - 40
Roads infrastructure	10 - 75

Amortization is charged annually, including in the year of acquisition and disposal. Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

The City has capitalized interest costs associated with the construction of tangible capital assets, during the period of construction only.

Natural resources that have not been purchased are not recognized as assets in the financial statements.

Works of art and cultural and historic assets are not recorded as assets in these financial statements.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the City's ability to provide goods and services, or when the value of future economic benefits associated with the asset are less than book value of the asset.

(*ii*) Inventory of supplies:

Inventory of supplies held for consumption is recorded at the lower of cost and replacement cost, using the first in, first out method.

2. Significant accounting policies (continued):

(l) Refundable deposits:

Receipts restricted by third parties are deferred and reported as refundable deposits under certain circumstances. Refundable deposits are returned when the third party meets their obligations, or the deposits are recognized as revenue when qualifying expenditures are incurred.

(m) Liability for contaminated sites:

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the City is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at the financial reporting date.

At each financial reporting date, the City reviews the carrying amount of the liability. Any revisions required to the amount previously recognized is accounted for in the period revisions are made. The City continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

(n) Asset retirement obligations:

An asset retirement obligation is recognized when, as at the financial reporting date, all of the following criteria are met:

(*i*) there is a legal obligation to incur retirement costs in relation to a tangible capital asset;

(*ii*) the past transaction or event giving rise to the liability has occurred;

(*iii*) it is expected that future economic benefits will be given up; and

(*iv*) reasonable estimate of the amount can be made.

The City has not identified any asset retirement obligations and there are none recognized in any of the years presented.

2. Significant accounting policies (continued):

(o) Financial instruments:

The City's financial instruments include cash and cash equivalents, investments, accounts receivable, property taxes receivable, accounts payable and accrued liabilities and debt.

Financial instruments are recorded at fair value on initial recognition. Equity instruments quoted in an active market and derivatives are subsequently measured at fair value as at the reporting date. All other financial instruments are subsequently recorded at cost or amortized cost unless the City elects to carry the financial instrument at fair value. The City has not elected to carry any other financial instruments at fair value.

Unrealized changes in fair value are recognized in the Statement of Remeasurement Gains and Losses. They are recorded in the Statement of Operations when they are realized. There are no unrealized changes in fair value in the years presented; as a result, the City does not have a Statement of Remeasurement Gains and Losses.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the Statement of Operations.

Transaction costs incurred on the acquisition of financial instruments subsequently measured at fair value are expensed as incurred. Transaction costs incurred on the acquisition of financial instruments recorded at cost are included in the cost and amortized on an effective interest basis.

(p) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Estimates include assumptions used in estimating provisions for accrued liabilities, performing calculations of employee future benefits and estimating the useful lives of tangible capital assets. Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites that the City is responsible for. Developer contributions of tangible capital assets are recorded at the City's best estimate of fair value on the date of contribution, calculated using engineering plans and standardized item cost estimates. Actual results could differ from these estimates.

3. Cash and cash equivalents:

	2025	2024
Bank deposits, operating account	$ 45,023,709	$ 41,649,966
Bank deposits, high-interest savings account	9,867,755	9,542,922
MFA - Money Market Funds	5,122,698	4,979,574
	$ 60,014,162	$ 56,172,462

4. Investments:

	2025	2024
Guaranteed investment certificate	$ 13,272,021	$ 12,472,695
	$ 13,272,021	$ 12,472,695

The guaranteed investment certificate yields 3.7% annually, maturing June 2026.

5. Accounts receivable:

	2025	2024
Trade accounts receivable	$ 67,967	$ 86,342
CRA receivable, GST	134,647	287,590
Other receivable, Government	3,734,843	1,520,664
Other receivable, Non-Government	1,389,124	723,917
West Shore Parks and Recreation Society	114,230	102,470
MFA deposits (Note 6)	158,590	153,979
Allowance for uncollectability	(22,204)	(17,465)
	$ 5,577,197	$ 2,857,497

6. MFA deposits:

The City secures its long-term borrowing through the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds are retained by the Authority as a debt reserve fund. As at December 31, 2025, the City had debt reserve funds of $158,590 (2024 - $153,979).

7. Accounts payable and accrued liabilities:

	2025	2024
Trade accounts payable	$ 2,465,018	$ 1,456,651
Government accounts payable	3,727,034	4,111,753
Payroll payable:		
Wages	613,392	536,553
Vacation	102,677	93,894
Overtime	54,882	65,223
Deductions	15,277	14,203
Other accruals	1,071,324	877,320
West Shore Parks and Recreation Society	261,458	255,133
	$ 8,311,062	$ 7,410,730

8. Deferred revenue:

	2025	2024
Development cost charges	$ 8,740,191	$ 5,368,224
Cash in lieu of frontage	1,731,969	1,641,685
Cash in lieu of parklands	767,320	743,278
Building permit fees	1,738,185	2,005,171
Grant funding	560,788	789,180
Other	757,272	629,146
West Shore Parks and Recreation Society	507,052	544,089
	$ 14,802,777	$ 11,720,773

Development cost charges (DCCs):

	2025	2024
Opening balance of unspent DCCs	$ 5,368,224	$ 3,289,452
Add: DCCs received during the year	3,371,003	1,946,832
Less: Amount spent on projects and recorded as revenue	(256,127)	(71,310)
Add: Interest earned on unspent DCCs	257,091	203,250
	$ 8,740,191	$ 5,368,224

8. Deferred revenue (continued):

Development cost charges (DCCs) include the following:

	2025	2024
Road	$ 7,023,927	$ 4,389,691
Sewer	1,481,682	1,338,226
Parks improvement	1,193,999	260,476
Parks acquisition	209,269	–
	9,908,877	5,988,393
Less LOCs on hand for instalment payments	1,168,686	620,169
	$ 8,740,191	$ 5,368,224

There were no waivers and/or reductions in development cost charges during 2025 or 2024. At December 31, 2025, there were no Road development cost charge credits issued to developers (2024 - $nil). These credits may be used to reduce future Road development cost charges.

9. Debt:

(a) Equipment finance loans:

In 2025, the City did not hold any short-term equipment financing loans with the Municipal Finance Authority (MFA).

(b) Long-term debt:

The Capital Regional District (CRD) obtains long-term debt, on behalf of the City, through the Municipal Finance Authority (MFA), pursuant to security issuing bylaws under the authority of the *Local Government Act*, to finance certain capital expenditures.

The loan agreements with the CRD and the MFA provide that, if at any time the scheduled payments provided for in the agreements are not sufficient to meet the MFA's obligations in respect to such borrowings, the resulting deficiency becomes a liability of the City.

As a condition of the loan agreements, the City is obligated to provide security by way of demand notes and interest-bearing cash deposits and sinking fund payments based on the amount of the debt. If the debt is repaid without default, the deposits are refunded to the City. The demand notes are held by the MFA and upon maturity of the debt, the demand notes are released. As of December 31, 2025, there are contingent demand notes of $203,360 (2024 - $203,360) that are not recorded in the City's consolidated financial statements.

9. Debt (continued):

(b) Long-term debt (continued):

(*i*) Gross amounts of long-term debt and the repayment and actuarial earnings to retire the long-term debt are as follows:

	Rate	Gross long-term debt issued	Repayment & actuarial earnings	Debt 2025	Debt 2024	Year of maturity
Issue 105	4.90%	$ 3,396,000	$ 3,396,000	$ –	$ –	2024
Issue 121	3.39%	3,710,322	1,405,965	2,304,357	2,442,532	2038
Issue 137	2.60%	4,501,000	904,033	3,596,967	3,711,781	2046
Issue 162	3.83%	4,656,000	90,193	4,565,807	4,656,000	2054
		$ 16,263,322	$ 5,796,191	$ 10,467,131	$10,810,313	

Principal payments on long-term debt for the next five years are as follows:

2026	$ 271,186
2027	271,186
2028	271,186
2029	271,186
2030	271,186
Total	$ 1,355,930

Scheduled long-term debt repayments may be suspended in the event of excess sinking fund earnings within the MFA. Principal paid during the year was $271,186 (2024 - $350,594). Total interest expense during the year was $420,746 (2024 - $381,539). Included in revenue is $71,996 (2024 - $217,604) of actuarial adjustments on the City's annual debt principal repayments invested by MFA. This annual investment income results in a reduction in the overall cost of borrowing.

10. Employee future benefits:

The City provides sick leave, personal/emergency/family leave, and retirement benefits to its employees. Information about liabilities for the City's employee obligation related to these benefits is as follows:

	2025	2024
West Shore Parks and Recreation Society	$ 71,521	$ 73,434
City of Colwood	1,054,700	972,600
Total employee future benefits	$ 1,126,221	$ 1,046,034

10. Employee future benefits (continued):

	2025	2024
Accrued sick leave	$ 606,000	$ 538,800
Retirement benefits	448,700	433,800
Total City of Colwood employee future benefits	$ 1,054,700	$ 972,600

	2025	2024
Accrued benefit obligation:		
Balance, beginning of year	$ 933,200	$ 858,000
Service cost	106,400	107,500
Interest cost	43,100	38,000
Benefits payments	(63,600)	(70,100)
Actuarial loss (gain)	(2,900)	(200)
Balance, end of year	1,016,200	933,200
Unamortized net actuarial gain	38,500	39,400
Total City of Colwood employee future benefits	$ 1,054,700	$ 972,600

The accrued benefit obligation and the benefit costs for the year were estimated by an independent actuarial firm based on an actuarial valuation performed as of December 31, 2023 and extrapolated to December 31, 2025. Key estimates were used in the valuation including the following:

	2025	2024
Discount rates	4.50%	4.30%
Expected future inflation rates	2.50%	4.50%
Expected wage and salary increases	2.50% to 5.90%	2.50% to 7.90%

(a) Municipal Pension Plan:

The City of Colwood and its employees contribute to the Municipal Pension Plan (a jointly trusteed pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2024, the plan has about 273,000 active members and approximately 133,000 retired members. Active members include approximately 47,000 contributors from local governments.

10. Employee future benefits (continued):

(a) Municipal Pension Plan (continued):

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2024, indicated a $2,675 million funding surplus for basic pension benefits on a going concern basis.

The City paid $1,100,756 (2024 - $1,028,672) for employer contributions while employees contributed $980,271 (2024 - $917,155) to the plan in fiscal 2025.

The next valuation will be as at December 31, 2027, with results available in 2028.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

(b) GVLRA - CUPE Long-Term Disability Trust:

The GVLRA - CUPE Long-Term Disability Trust is an employee life and health trust established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relationship Association (GVLRA), representing a number of employers, and the Canadian Union of Public Employees (CUPE), representing a number of CUPE locals. On January 1, 2021, the Trust was converted from a health and welfare trust to an employee life and health trust.

The Trust exists for the sole purpose of providing a long-term disability income benefit plan to its eligible members. The Trust is not an insurance company, and benefits provided through the Trust are not insured by an insurance company regulated under the Financial Institutions Act (BC).

Contributions to the plan are based on a percentage, as determined by the Trust, of the members' employment income and are made equally by the members and the employers.

A full actuarial evaluation was performed as at December 31, 2023 and extrapolated to December 31, 2024. The total plan provision for approved and unreported claims as at December 31, 2024 was $31,688,000 (2023 - $27,791,600) with a net deficit of $4,356,410 (2023 - net deficit of $3,419,021).

The City paid $91,394 (2024 - $93,377) for employer contributions and City employees paid $91,394 (2024 - $93,377) to the plan in fiscal 2025.

11. Tangible capital assets:

2025	Work in progress	Land	Building and building improvements	Vehicles, machinery and equipment	Sewer infrastructure	Drainage infrastructure	Park and land improvement	Road infrastructure	West Shore Parks and Recreation Society	Total
Cost										
Balance, beginning of year	$ 10,079,042	$ 62,070,830	$ 9,381,411	$ 15,738,416	$ 25,266,518	$ 25,151,519	$ 11,493,953	$ 115,013,399	$ 17,184,419	$ 291,379,507
Additions	11,011,033	18,806,210	548,238	1,621,999	890,442	1,129,852	3,831,762	11,684,552	315,719	49,839,807
Transfers	(11,732,866)	–	–	–	–	–		–	–	(11,732,866)
Disposals	–	–	–	(605,027)	–	–	(25,795)	–	(31,657)	(662,479)
Change in West Shore share	–	–	–	–	–	–	–	–	(87,293)	(87,293)
Balance, end of year	9,357,209	80,877,040	9,929,649	16,755,388	26,156,960	26,281,371	15,299,920	126,697,951	17,381,188	328,736,676
Accumulated amortization:										
Balance, beginning of year	–	–	(4,307,017)	(7,800,622)	(4,317,764)	(4,446,726)	(2,385,292)	(45,896,499)	(6,167,414)	(75,321,334)
Disposals	–	–	–	541,540	–	–	874	–	31,657	574,071
Amortization expense	–	–	(202,180)	(806,217)	(282,415)	(273,448)	(213,442)	(1,696,615)	(392,964)	(3,867,281)
Change in West Shore share	–	–	–	–	–	–	–	–	31,329	31,329
Balance, end of year	–	–	(4,509,197)	(8,065,299)	(4,600,179)	(4,720,174)	(2,597,860)	(47,593,114)	(6,497,392)	(78,583,215)
Net book value, beginning of year	$ 10,079,042	$ 62,070,830	$ 5,074,394	$ 7,937,794	$ 20,948,754	$ 20,704,793	$ 9,108,661	$ 69,116,900	$ 11,017,005	$ 216,058,173
Net book value, end of year	$ 9,357,209	$ 80,877,040	$ 5,420,452	$ 8,690,089	$ 21,556,781	$ 21,561,197	$ 12,702,060	$ 79,104,837	$ 10,883,796	$ 250,153,461

11. Tangible capital assets (continued):

2024	Work in progress	Land	Building and building improvements	Vehicles, machinery and equipment	Sewer infrastructure	Drainage infrastructure	Park and land improvement	Road infrastructure	West Shore Parks and Recreation Society	Total
Cost										
Balance, beginning of year	$ 18,511,102	$ 61,773,830	$ 9,334,713	$ 13,688,562	$ 24,033,604	$ 24,148,638	$ 11,328,186	$ 96,769,261	$ 16,779,113	$ 276,367,009
Additions	7,412,589	297,000	46,698	2,112,925	1,232,914	1,002,881	165,767	18,244,138	374,711	30,889,623
Transfers	(15,844,649)	–	–	–	–	–	–	–	–	(15,844,649)
Disposals	–	–	–	(63,071)	–	–	–	–	(94,799)	(157,870)
Change in West Shore share	–	–	–	–	–	–	–	–	125,394	125,394
Balance, end of year	10,079,042	62,070,830	9,381,411	15,738,416	25,266,518	25,151,519	11,493,953	115,013,399	17,184,419	291,379,507
Accumulated amortization:										
Balance, beginning of year	–	–	(4,101,150)	(7,095,360)	(4,051,787)	(4,186,650)	(2,173,790)	(44,385,579)	(5,423,370)	(71,417,686)
Disposals	–	–	–	54,174	–	–	–	–	112,312	166,486
Amortization expense	–	–	(205,867)	(759,436)	(265,977)	(260,076)	(211,502)	(1,510,920)	(547,907)	(3,761,685)
Change in West Shore share	–	–	–	–	–	–	–	–	(308,449)	(308,449)
Balance, end of year	–	–	(4,307,017)	(7,800,622)	(4,317,764)	(4,446,726)	(2,385,292)	(45,896,499)	(6,167,414)	(75,321,334)
Net book value, beginning of year	$ 18,511,102	$ 61,773,830	$ 5,233,563	$ 6,593,202	$ 19,981,817	$ 19,961,988	$ 9,154,396	$ 52,383,682	$ 11,355,743	$ 204,949,322
Net book value, end of year	$ 10,079,042	$ 62,070,830	$ 5,074,394	$ 7,937,794	$ 20,948,754	$ 20,704,793	$ 9,108,661	$ 69,116,900	$ 11,017,005	$ 216,058,173

11. Tangible capital assets (continued):

(a) Work in progress:

Work in progress having a value of $9,357,209 (2024 - $10,079,042) have not been amortized. Amortization of these assets will commence when the asset is put into service.

(b) Contributed tangible capital assets:

Contributed assets having a value of $25,699,978 (2024 - $5,384,244) were acquired from developers as part of subdivision installations, including parks and park improvements, roads, sidewalks, bike lanes, street lighting, drainage, and sewer infrastructure. These contributed assets were recognized at an estimate of the fair value of the cost of the materials and installation.

(c) Works of art and historical treasures:

The City manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts, paintings, and sculptures located at City sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

(d) Write-down of tangible capital assets and assets recognized at nominal value:

No write-down of tangible capital assets occurred during the year (2024 - $nil). No tangible capital assets are recognized at nominal value.

(e) Gain/loss on disposal of tangible capital assets:

During the year, the City recognized a $3,135,906 gain (2024 - $17,800 gain) on disposal of tangible capital assets. Any gain/loss on disposal is included in Other revenue on the Consolidated Statement of Operations.

(f) West Shore Parks and Recreation Society:

The City's proportionate share of West Shore Parks and Recreation Society assets includes land, building and equipment which are subject to amortization policies consistent with those of the City.

12. Accumulated surplus

Accumulated surplus consists of individual fund surplus and reserve funds as follows:

	2025	2024
Operating surplus:		
General Operating Fund accumulated surplus	$ 3,620,897	$ 5,973,411
Sewer Operating surplus	169,193	260,338
Internal Financing (Central Sewer LAS) - to be recovered	(77,078)	(81,285)
Total Operating surplus	3,713,012	6,152,464
Internally restricted, for specific purpose:		
COVID-19 Safe Restart Grant (note 13)	174,208	317,566
Community Works Fund (Federal gas tax) (note 13)	2,694,839	1,907,249
Total internally restricted, for specific purpose	2,869,047	2,224,815
Reserve funds set aside for specific purposes by Council:		
Future Operating Expenditures	3,157,689	2,863,321
Capital Projects	963,642	1,013,569
Sewer Capital Projects	472,219	528,924
General Fleet Replacement	128,589	508,399
Fire Fleet Replacement	2,762,058	2,575,650
Sewer Fleet Replacement	377,514	312,335
Equipment Replacement	22,905	152,069
Community Amenities	4,951,758	5,012,926
Affordable Housing	2,194,193	1,852,882
RCMP Surplus	1,683,678	1,259,141
Police Building	1,320,973	1,823,454
New Firehall	1,021,136	726,976
St. John's Heritage Church	36,919	37,670
Sustainable Infrastructure	7,112,868	5,881,795
Public Art	248,189	191,196
Parks	87,907	85,153
West Shore Parks and Recreation Society	641,781	560,053
Climate Action	48,417	110,056
Sewer Capital Replacement	284,716	124,812
Royal Bay Field Acquisition	3,328,443	1,255,487
Growing Communities Fund (note 15)	6,437,576	6,884,542
Total Reserve Funds	37,283,170	33,760,410
Invested in tangible capital assets (General Capital and Sewer Capital)	241,632,497	206,231,853
Invested in West Shore Parks and Recreation	708,041	593,065
	$ 286,205,767	$ 248,962,607

13. Internally restricted surplus:

	2025	2024
Federal Community Works Fund (CWF):		
Opening balance of unspent fund	$ 1,907,249	$ 1,124,370
Funding received during the year	926,779	926,779
Amount restored from projects in prior year(s)	–	94,000
Amount spent on projects	(139,189)	(237,900)
	$ 2,694,839	$ 1,907,249
COVID-19 Safe Restart Grant:		
Opening balance of unspent fund	$ 317,566	$ 395,942
Amounts used of facility operating/capital costs	(143,358)	(78,376)
	$ 174,208	$ 317,566

14. Taxation:

Taxation revenue, reported on the Consolidated Statement of Operations, is made up of the following:

	Budget	2025	2024
	(note 17)		
General taxation	$ 25,144,500	$ 25,073,358	$ 21,926,873
Payments in place of taxes	3,167,400	4,020,594	4,424,274
Parcel taxes	373,900	373,508	396,678
1% utility taxes	233,200	229,888	219,184
Collections on behalf of other governments:			
Provincial Government - School Authorities	–	12,253,743	11,551,693
Capital Regional District	–	2,769,084	3,015,245
Capital Regional Hospital District	–	1,159,811	1,156,079
BC Transit Authority	–	3,919,337	2,770,708
BC Assessment Authority	–	347,491	332,990
Municipal Finance Authority	–	1,870	1,853
	28,919,000	50,148,684	45,795,577
Transfers to other governments:			
Provincial Government - School Authorities	–	(12,253,743)	(11,551,693)
Capital Regional District	–	(2,769,084)	(3,015,243)
Capital Regional Hospital District	–	(1,159,811)	(1,156,079)
BC Transit Authority	–	(3,919,337)	(2,770,708)
BC Assessment Authority	–	(347,491)	(332,990)
Municipal Finance Authority	–	(1,870)	(1,853)
	–	(20,451,336)	(18,828,566)
	$ 28,919,000	$ 29,697,348	$ 26,967,011

15. Government transfers:

The City recognizes the transfer of government funding as revenue in the period received and when all related eligibility criteria and stipulations have been satisfied. The government transfers reported on the Consolidated Statement of Operations are:

	Budget (note 17)	2025	2024
Conditional government transfers:			
Federal:			
CWF/Gas Tax	$ 926,800	$ 926,779	$ 926,779
Parks Canada	226,800	120,706	55,203
Infrastructure grants	2,951,500	1,461,187	471,790
Operating	387,800	171,369	382,427
Provincial:			
Miscellaneous grants	787,800	1,538,995	474,838
BC Hydro	–	–	337,257
ICBC	–	–	94,000
Climate Action	212,400	135,770	–
West Shore Parks & Recreation	81,763	209,819	260,236
Total Conditional government transfers	$ 5,574,863	$ 4,564,625	$ 3,002,530
Unconditional government transfers:			
Provincial:			
Small Communities	$ 149,000	$ 112,000	$ 149,300
Traffic Fines Revenue Sharing	165,600	165,000	165,000
Casino revenue sharing	326,600	275,226	296,848
Other	–	329	410
Total Unconditional Government Transfers	$ 641,200	$ 552,555	$ 611,558

Community Works Fund (formerly Gas Tax) funding is provided by the Federal government. The use of funding is established by a funding agreement between the City and the Union of British Columbia Municipalities (UBCM). These funds may be used towards designated infrastructure projects that help communities build and revitalize public infrastructure supporting economic growth and a clean environment.

The Small Communities grant is unconditional funding to assist municipalities with populations up to approximately 19,000 residents.

Traffic Fine Revenue Sharing is an unconditional grant provided to assist municipalities in ensuring community safety and addressing community specific strategic priorities. The program returns 100% of net revenues from traffic violations to municipalities that are directly responsible for paying for policing.

15. Government transfers (continued):

The Growing Communities Fund grant is conditional funding to municipalities to support the delivery of infrastructure projects necessary to enable community growth. As at December 31, 2025, the balance unspent is $6,437,576 and has been committed to various projects in the capital financial plan.

	2025	2024
Growing Communities Fund Grant:		
Opening balance of unspent fund	$ 6,884,542	$ 6,766,983
Eligible costs:		
Park Improvements	(658,995)	(202,929)
Interest earned on unspent funds	212,029	320,488
	$ 6,437,576	$ 6,884,542

16. Commitments and contingencies:

(a) Contingent liabilities:

(*i*) The Capital Regional City (the "CRD") debt, under provisions of the Local Government Act, is a direct, joint, and several liability of the CRD and each member municipality within the CRD, including the City of Colwood.

(*ii*) The City is a shareholder and member of the Capital Region Emergency Service Telecommunications Incorporated (CREST) who provides centralized emergency communications, and related public safety information services to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout the Greater Victoria region and Gulf Islands. Members' obligations to share in funding ongoing operations any additional costs relating to capital assets are to be contributed pursuant to a Members' Agreement.

(*iii*) The City may be subject to potential repayment or non-collection of property taxes received or receivable pending resolution of property assessments appealed by taxpayers. When the outcome of the appeals is not reasonably estimable, repayments or non-collections, if any, will be recorded in the period that they occur. When the outcome is reasonably estimated, the potential repayment or non-collection is recorded.

(b) Litigation liability:

The City has been named a defendant in various lawsuits. The City records an accrual in respect of legal claims that are likely to be successful and for which a liability amount is reasonably determinable. Remaining claims, should they be successful as a result of litigation, will be recorded when a liability is likely and determinable.

16. Commitments and contingencies (continued):

(c) Commitments:

(*i*) The City entered into a long-term contract with the Royal Canadian Mounted Police for the provision of police services effective April 1, 1992. Under the terms of this contract, the City is responsible for 90% of policing costs. The 2026 estimated cost of this contract is $5,803,900 (2024 estimate - $5,266,400).

(*ii*) In November 2024, the City entered into an operating sub-lease agreement for the Medical Clinic premises for a term of five years. The lease agreement has a renewal option to extend the lease term until August 2033. Under the terms of the lease, there is a monthly rent incentive to reduce rent based on the number of doctors practicing.

The future minimum lease payments under this agreement are as follows:

2026	$ 63,264
2027	63,264
2028	63,264
2029	57,990

(*iii*) The City has entered into agreements and contracts for various capital projects. The City has commitments totaling $775,091 as at December 31, 2025 (2024 - $7,998,931) related to these capital projects. Funding for the majority of these obligations has been set aside in reserves for future expenditures, development cost charges and grant revenue. These amounts will be recorded in the accounts in the period when the goods and services to which they relate are received.

17. Budget:

The budget data presented in these consolidated financial statements includes both operating and capital budgets. The City of Colwood budget was approved by Council on February 10, 2025, with the adoption of the Five-Year Financial (2025-2029) Bylaw No. 2049, 2025.

The chart below reconciles the approved budget per the Financial Plan to the budget reported in these consolidated financial statements.

	2025 Budget
Consolidated Budgeted Surplus, per City of Colwood Financial Plan Bylaw No.2049	$ –
Add:	
Capital Projects, General Capital Fund	52,205,900
Capital Projects, Sewer Capital Fund	300,000
Capital Projects, West Shore Parks and Recreation Society	–
Debt repayments	271,200
Transfers to reserves	13,848,100
Less:	
Proceeds of borrowing	(35,046,000)
Transfers from reserves	(11,251,100)
Transfers from surplus	(3,189,400)
Amortization	(3,392,400)
Consolidated Budgeted Surplus, per City of Colwood Financial Plan Bylaw No.2049	13,746,300
Add:	
West Shore Parks and Recreation Society - User Fees	1,727,384
West Shore Parks and Recreation Society - Government grants	81,763
West Shore Parks and Recreation Society - Other	171,202
Less:	
West Shore Parks and Recreation Society - expenses	(1,927,907)
Consolidated Budgeted Surplus, per City of Colwood Statement of Operations	$ 13,798,742

18. West Shore Parks and Recreation Society:

(a) Capital asset transfer:

The CRD transferred the lands and facilities comprising the Juan de Fuca Recreation Centre to the following municipal members (the "Municipalities") effective January 2, 2002: City of Langford, City of Colwood, District of Highlands, District of Metchosin and the CRD (on behalf of a portion of the Juan de Fuca electoral Area).

Effective January 1, 2007, the Town of View Royal became a member of the Society. Effective January 1, 2018, the CRD (on behalf of a portion of the Juan de Fuca electoral Area) removed their membership from the Society. In 2002, the lands and facilities were transferred to the Municipalities in their proportionate share, as specified in the Co-Owners' Agreement. The lands and facilities were reallocated amongst the members in January 1, 2007, when the Town of View Royal became a member. Future improvements are allocated among the members as per the cost sharing formula in effect each year for each service or facility, as outlined in a Members' Agreement.

The cost sharing formula in the Members' Agreement may produce different cost shares for the members from year-to-year, resulting in a gain or loss on the opening fund balances.

The Municipalities have each become members in the Society, which was incorporated to provide parks, recreation and community services to the Municipalities under contract. Under terms of an Operating, Maintenance and Management Agreement, the Society is responsible to equip, maintain, manage, and operate the facilities located at the recreation centre.

(b) Consolidation:

Financial results and budget for the Society are consolidated into the City's financial statements proportionately, based on the cost sharing formula outlined in the Members' Agreement. In 2025, the City's proportion for consolidation purposes was 22.328% (2024 - 22.442%).

18. West Shore Parks and Recreation Society (continued):

Condensed financial information for the Society as follows, prior to consolidation:

	2025	2024
Financial assets	$ 6,723,414	$ 6,319,372
Financial liabilities	3,786,218	3,888,495
Net financial assets	2,937,196	2,430,877
Non-financial assets	1,786,364	1,716,367
Accumulated surplus	4,723,560	4,147,244
Invested in tangible capital assets	1,576,456	1,504,592
Reserve funds	3,348,682	2,906,071
Unfunded members' tangible capital assets	(201,578)	(263,419)
Accumulated surplus	4,723,560	4,147,244
Revenues	10,212,660	9,643,960
Requisition from members	6,285,001	6,049,085
Total revenues	16,497,661	15,693,045
Expenses	15,921,345	15,438,840
Annual surplus	$ 576,316	$ 254,205

19. Financial risk management:

The City has exposure to the following risks from its use of financial instruments: credit risk, liquidity risk, and market risk (foreign currency risk, interest rate risk, and other price risk). Management oversees the City's systems and practices of internal control and ensures that these controls contribute to the assessment and mitigation of risk. Management reports regularly to Council on its activities. The City has experienced no change in its risk exposure and has not made any changes to its risk management policies and procedures during the year.

(a) Credit risk:

Credit risk is the risk of a financial loss to the City if a counterparty to a financial instrument fails to meet its contractual obligations resulting in a financial loss. Such risks arise principally from certain financial assets held by the City consisting of cash and cash equivalents, investments and accounts receivable.

Cash and cash equivalents and investments are held with reputable financial institutions with investment grade external credit ratings. The majority of receivables are owing from government agencies. The City is able to recover delinquent taxes through tax sale of properties with unpaid property taxes.

19. Financial risk management (continued):

(a) Credit risk (continued):

The City assesses on a continuous basis its receivables and provides for any amounts that are collectible in an allowance for doubtful accounts. The maximum exposure to credit risk is the carrying value of financial assets.

(b) Liquidity risk:

Liquidity risk is the risk that the City will not be able to meet its financial obligations as they become due. The City's objective is to have sufficient liquidity to meet these liabilities when due. The City prepares financial plans, monitors its cash balance and cash flows to meet its liquidity requirements. Accounts payable and accrued liabilities are generally due within 30 days of receipt of an invoice.

(c) Market risk:

Market risk is the risk that changes in market price, such as foreign exchange rates, interest rates and other price risks, will affect the City's results of operations or the fair value of its holdings of financial instruments. In the normal course of operations, the City makes purchases denominated in US dollars. The City does not have any material transactions denominated in foreign currencies at year end.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The City mitigates interest rate risk by investing in fixed-rate investments and debt. The City is subject to interest rate risk at maturity or refinancing.

20. Comparative figures:

Certain comparative figures have been reclassified to conform with the current year's presentation.

21. Segmented information:

The City is a diversified municipal organization that provides a wide range of services to its citizens which is disclosed in the segmented information. The services provided by the City are as follows:

(a) General Government:

The General Government operations provide the functions of Corporate Administration, Finance, Information Technology, Human Resources, Legislative Services, and any other functions categorized as non-departmental.

21. Segmented information (continued):

(b) Protective Services:

Protective Services is comprised of different functions, including Police Protection, Fire Protection, Emergency Preparedness and Regulatory services. The Royal Canadian Mounted Police (RCMP) provides policing services to the City. The RCMP ensures the safety of the lives and property of Colwood citizens through the enforcement of criminal laws and the laws of British Columbia, the maintenance of law and order, and the prevention of crime. The Fire Department is responsible for providing critical, life-saving services in preventing or minimizing the loss of life and property from fire and natural or man-made emergencies. The Emergency Preparedness program ensures that the City is both prepared and able to respond to, and recover from, the effects of a disaster or major catastrophic event. The mandate of the Regulatory Service is to promote, facilitate and enforce general compliance with the provisions of the bylaws that pertain to the health, safety, and welfare of the community.

(c) Engineering, Public Works and Transportation Services:

Engineering and Transportation Services is responsible for a wide variety of transportation functions such as parking, engineering operations and streets. As well as providing services around infrastructure, traffic control, transportation planning, review of land development impacts on transportation, traffic management, and pedestrian and cycling issues, on-street parking regulations, including street signs, and painting as well as traffic signal timing.

(d) Solid Waste Management:

The Solid Waste Management Services provides various community environmental services, including the branch drop-off program and the Spring Clean-Up program.

(e) Planning and Development Services:

Planning and Development Services co-ordinates and leads efforts to enhance the City's neighborhoods, foster arts and culture and work to create a vibrant and dynamic City. Development services provide a full range of planning services related to zoning, development permits, variance permits and current regulatory issues.

(f) Parks, Recreation and Culture:

Recreation services facilitates the provision of recreation and wellness programs and services throughout the City. Parks is responsible for the maintenance, planning and development of all park facilities such as natural ecosystems, sport and entertainment venues and playgrounds for recreational and cultural enjoyment in a safe environment. Parks is also responsible for preserving and enhancing green spaces on public lands.

21. Segmented information (continued):

(g) Sewer Services:

The sewer utility protects the environment and human health from the impact of liquid waste generated as a result of human occupation and development in the City.

(h) Health, social services and housing:

The City of Colwood's Household Prosperity Survey in 2023 identified access to healthcare as the top priority for residents in Colwood. To address this, the City of Colwood is embarking on a pilot project to create a new clinic providing family doctors to residents of Colwood.

The Colwood Medical Clinic commenced operations in January 2025 and family doctors are recruited and employed by the City of Colwood. The clinic is leased and managed by the City of Colwood. The clinic prioritizes Colwood residents without a family doctor. When there is further capacity in the clinic, there may be an opportunity for residents with an existing family doctor to change to one at the Colwood Medical Clinic.

Certain allocation methodologies have been employed in the preparation of the segmented financial information. The General Fund reports on municipal services that are funded primarily by taxation such as property taxes and other tax revenues. Taxation and payments-in-lieu of taxes are apportioned to the General Fund services based on budgeted taxation revenue as presented in the 2025 - 2029 Financial Plan Bylaw No 2049, 2025.

The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements. The following schedule provides additional financial information for the foregoing segments.

21. Segmented information (continued):

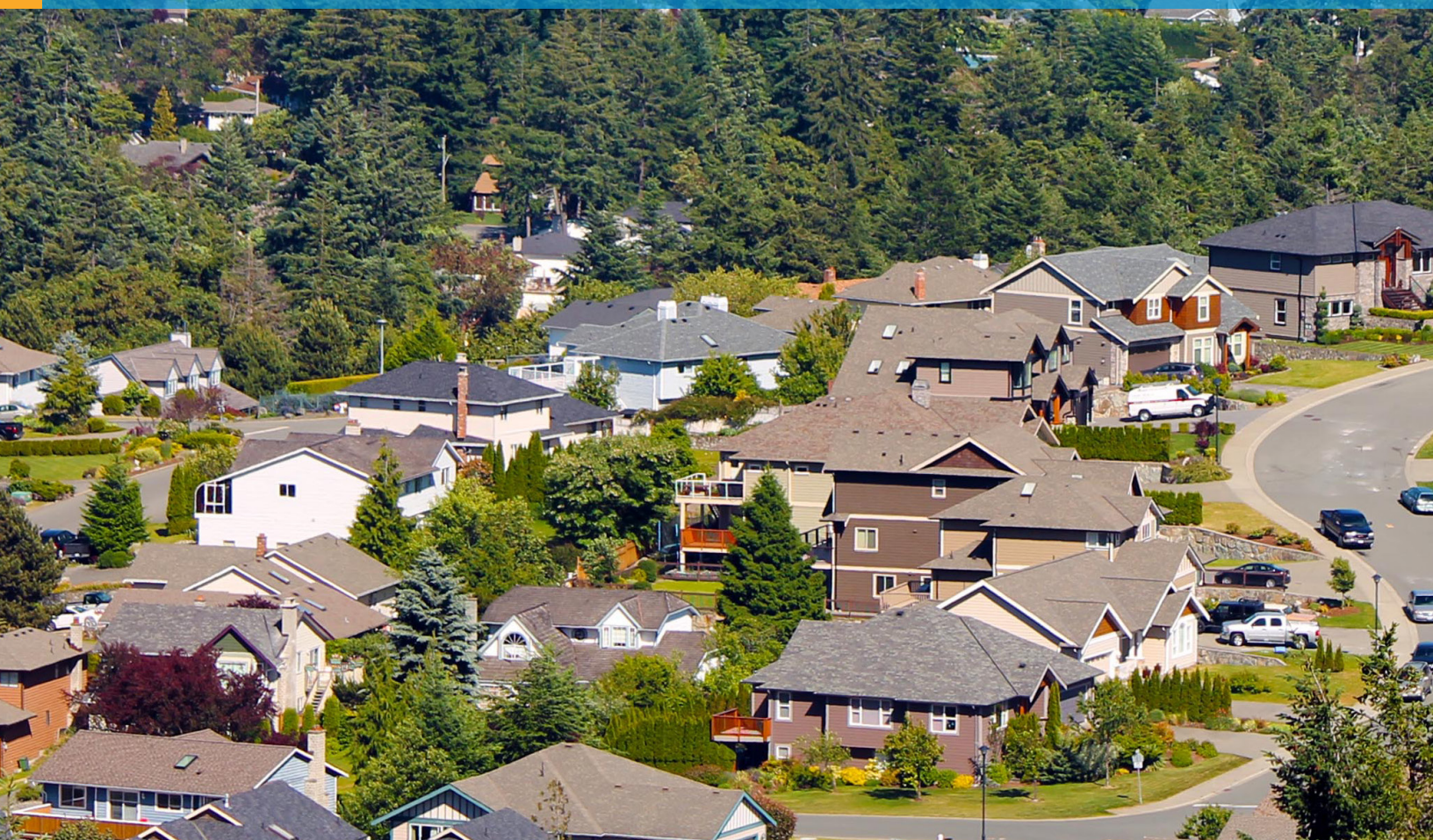
2025	General Fund							Sewer Fund	
	General Government	Protective Services	Solid Waste Management	Health, Social Services and Housing	Planning and Development Services	Engineering, Public Works and Transportation	Parks, Recreation and Culture	Sewer Services	Total
Revenue:									
Taxation	$ 29,323,840	$ –	$ –	$ –	$ –	$ –	$ –	$ 373,508	$ 29,697,348
User fees	171,704	1,776,458	–	400,943	218,908	727,059	1,742,239	2,849,222	7,886,533
Fines and penalties	280,629	17,787	–	–	–	–	–	–	298,416
Government transfers	5,052,172	–	–	–	–	–	65,008	–	5,117,180
Investment income	1,907,210	–	–	–	–	–	–	79,181	1,986,391
Developer contributions	–	–	–	–	19,312,738	4,116,973	3,436,484	676,791	27,542,986
Other revenue	3,167,667	–	378	–	–	–	272,977	–	3,441,022
Total revenue	39,903,222	1,794,245	378	400,943	19,531,646	4,844,032	5,516,708	3,978,702	75,969,876
Expenses:									
Salaries, wages and employee benefits	4,618,883	4,174,903	190,251	639,040	1,402,121	3,193,908	966,207	516,759	15,702,074
Materials, goods and supplies	502,220	97,859	44,647	73,310	1,924	380,587	140,860	92,200	1,333,607
Property service costs	164,052	345,859	176,204	77,836	2,234	813,142	257,488	1,561,594	3,398,409
Professional service costs	544,927	6,299,909	–	92,393	112,771	129,139	2,094,723	6,696	9,280,558
Other expenses	297,290	150,375	–	62,839	1,098	1,309	2,541,073	–	3,053,984
Fiscal expenses	55,828	–	–	–	–	177,940	–	520,582	754,350
Amortization	329,652	456,435	–	–	–	2,197,849	539,196	344,149	3,867,281
Special projects	221,063	130,387	–	–	612,891	321,583	33,831	16,700	1,336,455
Total expenses	6,733,915	11,655,727	411,102	945,418	2,133,039	7,215,457	6,573,378	3,058,680	38,726,716
Annual surplus (deficit)	$ 33,169,307	$ (9,861,482)	$ (410,724)	$ (544,475)	$ 17,398,607	$ (2,371,425)	$ (1,056,670)	$ 920,022	$ 37,243,160

21. Segmented information (continued):

2024		General Fund						Sewer Fund	
		General Government	Protective Services	Solid Waste Management	Planning and Development Services	Engineering, Public Works and Transportation	Parks, Recreation and Culture	Sewer Services	Total
Revenue:									
Taxation	$ 26,570,333	$ –	$ –	$ –	$ –	$ –	$ –	$ 396,678	$ 26,967,011
User fees	195,871	2,816,885	–	–	271,500	444,741	1,759,166	2,218,403	7,706,566
Fines and penalties	283,978	24,506	–	–	–	–	–	–	308,484
Government transfers	3,353,852	–	–	–	–	–	260,236	–	3,614,088
Investment income	2,734,476	–	–	–	–	–	–	97,110	2,831,586
Developer contributions	–	–	–	–	1,789,603	4,148,891	162,984	860,434	6,961,912
Other revenue	38,728	111	794	–	–	–	171,204	–	210,837
Total revenue	33,177,238	2,841,502	794	–	2,061,103	4,593,632	2,353,590	3,572,625	48,600,484
Expenses:									
Salaries, wages and benefits	3,794,858	4,299,995	191,028	10,920	1,287,222	3,015,972	768,101	323,066	13,691,162
Materials, goods and supplies	516,225	113,150	36,622	–	1,901	245,528	157,602	150,730	1,221,758
Property service costs	167,534	354,603	157,818	6,650	3,391	869,598	202,616	1,549,732	3,311,942
Professional service costs	654,574	4,226,475	–	16,667	142,659	132,760	2,134,103	4,830	7,312,068
Other costs	276,757	200,123	–	–	1,794	706	2,611,993	–	3,091,373
Fiscal expenses	102,180	–	–	–	–	46,798	38,205	542,308	729,491
Amortization	221,537	486,417	–	–	–	2,022,857	522,641	335,866	3,589,318
Special projects	362,677	23,734	–	–	603,842	248,315	33,732	–	1,272,300
Total expenses	6,096,342	9,704,497	385,468	34,237	2,040,809	6,582,534	6,468,993	2,906,532	34,219,412
Annual surplus (deficit)	$ 27,080,896	$ (6,862,995)	$ (384,674)	$ (34,237)	$ 20,294	$ (1,988,902)	$ (4,115,403)	$ 666,093	$ 14,381,072



Statistical Reports



Statistical Reports

The following pages contain various statistical information related to the City of Colwood, including the 2025 Permissive Tax Exemptions in accordance with the Community Charter section 98 requirements.

[In progress]

Statistical Information

CITY OF COLWOOD

Year Ended December 31, 2025

General Statistics 2021 - 2025

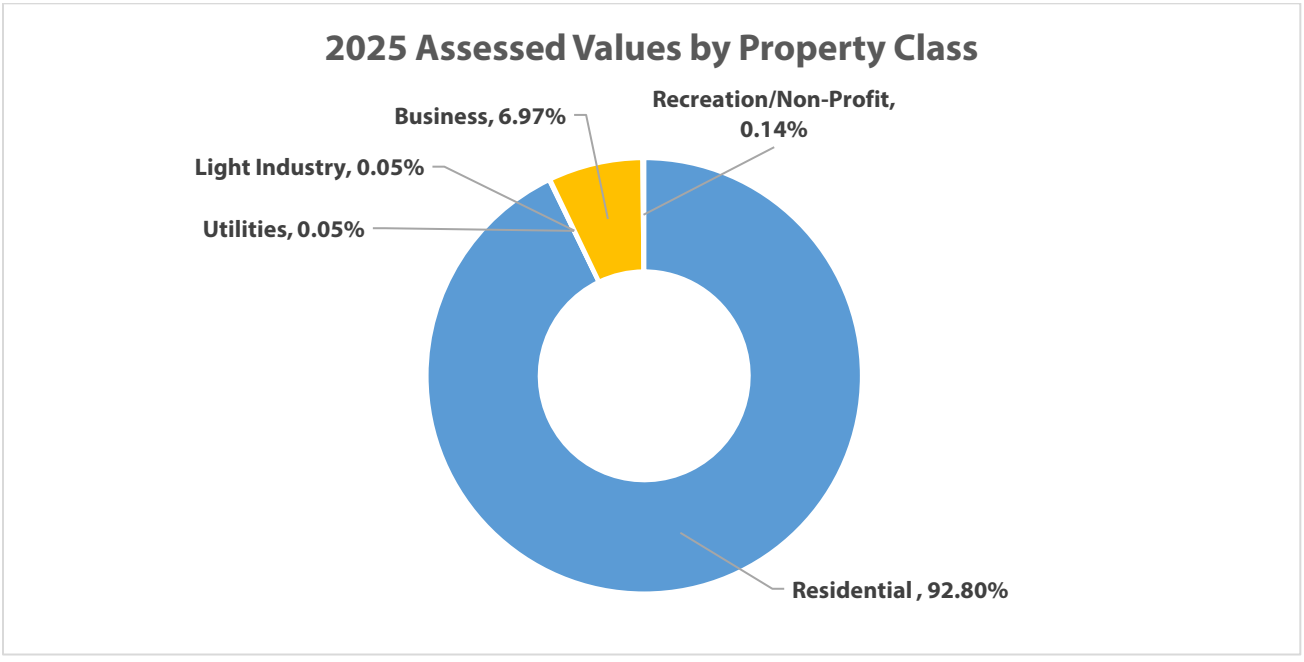
	2021	2022	2023	2024	2025
#Population	19,837	20,766	21,403	22,151	22,788
#Households	7,452	7,829	8,175	8,657	8,997
Land Area (km^2)	17.67				

SOURCE: BC STATS

Assessed Values by Property Class 2021 - 2025

IN MILLIONS	2021	2022	2023	2024	2025
Residential	4,460	5,820	6,983	7,004	7,156
Utilities	3	3	3	4	4
Light Industry	4	8	5	12	4
Business	277	348	413	465	537
Recreation/Non-Profit	11	14	15	12	11

SOURCE: BC ASSESSMENT AUTHORITY



Property Tax Rates 2021 - 2025

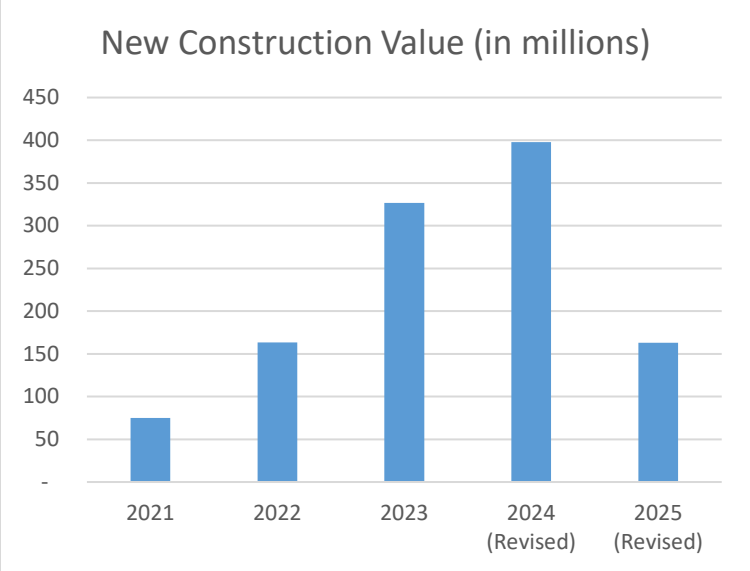
MUNICIPAL MILL RATE (PER $1,000 ASSESSMENT)	2021	2022	2023	2024	2025
Residential	2.8536	2.3669	2.2074	2.3541	2.5582
Utilities	28.6259	27.3904	25.5192	27.5315	28.2636
Light Industry	11.1626	10.4193	9.3941	9.8699	8.9685
Business	11.8974	11.2492	11.0892	11.4741	12.1028
Recreation/Non-Profit	13.8157	12.7969	11.3296	14.4926	17.7435

TOTAL (GROSS) MILL RATE (PER $1,000 ASSESSMENT)	2021	2022	2023	2024	2025
Residential	5.1573	4.2354	3.9453	4.1880	4.5565
Utilities	45.2922	43.2573	40.9648	44.9229	43.7259
Light Industry	18.4019	16.6720	15.1989	16.2217	15.8879
Business	18.4950	17.0110	16.4931	17.8856	18.6250
Recreation/Non-Profit	17.0417	15.5400	13.9499	18.6251	20.6675

New Construction 2021 - 2025

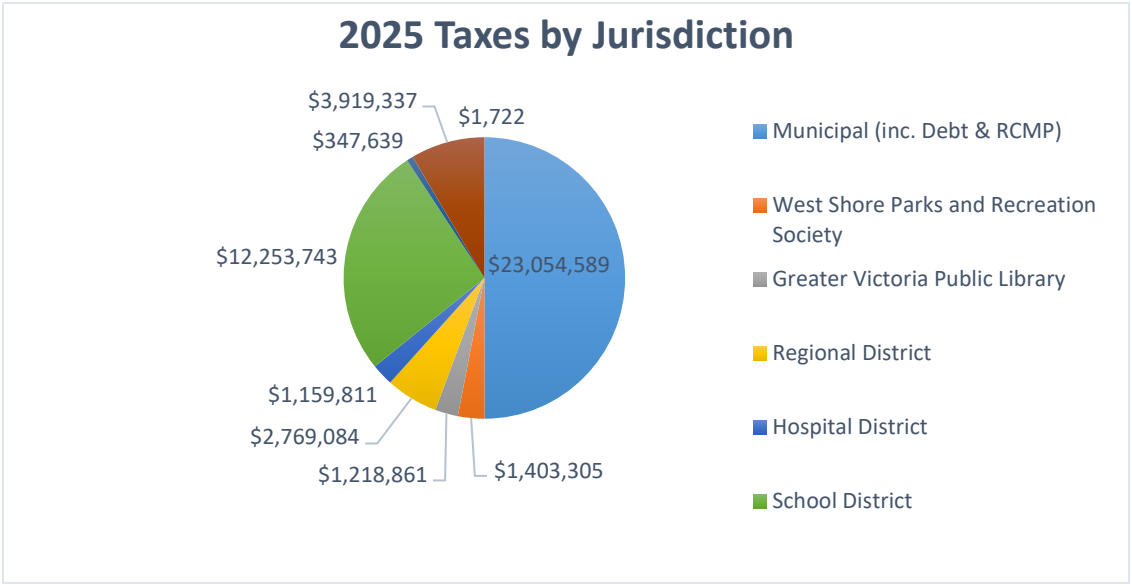
	2021	2022	2023	2024	2025
Building Permits #	**644**	**571**	**519**	**497**	**358**
Construction Value ($ thousands)	**$75M**	**$163M**	**$326M**	**$398M**	**$163M**
Taxes from Growth ($ thousands)	**$403**	**$1,007**	**$1,067**	**$1,166**	**$1,198**

SOURCE: CITY OF COLWOOD BUILDING DEPARTMENT & FINANCE DEPARTMENT



Property Tax Levied and Collected 2021 – 2025

	2021	2022	2023	2024	2025
Municipal (+ debt, RCMP)	$14,072,096	$16,447,104	$18,508,923	$20,036,596	$23,054,589
West Shore Parks & Rec	1,119,719	1,207,709	1,268,583	$1,357,564	$1,403,305
Public Library	906,759	913,228	1,025,700	$1,148,577	$1,218,861
Regional District	2,816,998	2,800,176	2,610,526	$3,015,245	$2,769,084
Hospital District	1,035,692	1,026,678	1,084,763	$1,156,079	$1,159,811
School District	8,649,419	9,262,081	10,711,454	$11,551,693	$12,253,743
BC Assessment	244,313	267,523	303,728	$332,990	$347,639
BC Transit Authority	1,324,571	1,421,626	1,821,816	$2,770,708	$3,919,337
Municipal Finance Auth	1,146	1,456	1,732	$1,854	$1,722
	$30,170,713	$33,347,581	$37,337,225	$41,371,306	$46,128,091
Total Taxes Levied	$27,884,745	$30,170,713	$33,347,581	$41,371,306	$46,128,091
Taxes Collected	26,793,745	26,842,432	30,414,058	40,933,105	45,286,032
Percentage	96.09%	88.97%	91.20%	98.94%	98.17%
Outstanding Beginning of Year	470,590	1,211,350	1,287,441	747,999	1,096,673
Arrears Collected	350,240	982,508	1,221,368	643,123	980,003
Percentage	74.43%	81.11%	94.87%	85.98%	89.36%
Total Tax Collections	$27,143,985	$27,824,940	$31,635,426	$41,576,228	$46,266,035



SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

2025 Principal Corporate Taxpayers

Registered Owner	Primary Property	Taxes Levied
ALLANDALE (LOT A+C) HOLDINGS LTD	Allandale District	1,418,871.23
ONNI COLWOOD (BELMONT + SOOKE) DEVELOPMENTS LTD	Colwood Corners	1,354,689.37
ROYAL BAY HOLDINGS (NO 1 & 2)	Royal Bay Development	1,104,518.39
WESTRIDGE LANDING CENTRE LTD	Colwood Corners	419,584.02
CHAN FAMILY HOLDINGS LTD	Shopping Centre; Various Commercial	400,530.66
VICTORIA FORD ALLIANCE LTD	Allandale District	381,197.88
RPSP BEACH FRONT	The Beachlands	279,281.90
SHERRINGHAM HOLDINGS LTD	Allandale District	269,820.37
NICOLA 1764 ISLAND HWY NOMINEE INC	Island Hwy Commercial Development	195,540.15
AURELIAN STAR HOLDINGS LTD	Colwood Corners	176,136.62
CHILDREN'S HEALTH FOUNDATION OF VANCOUVER ISLAND	Health Care Facility	165,278.26
FORTIS ENERGY (VANCOUVER ISLAND) INC	Gas Utility	165,149.25
G REID HOLDINGS LTD	Island Hwy Commercial & Industrial Development	161,739.53
TELUS COMMUNICATIONS INC	Utility	145,141.17
MACROHARD ENTERPRISES LTD	Colwood Corners	128,169.02
ENGEL'S CORNER PROPERTY LTD	Shopping Centre; Various Commercial	127,339.11
0917531 BC LTD	Colwood Corners	117,337.50
AMOS	Courthouse	114,934.87
WESTRIDGE LODGING LTD	Hotel	113,091.68
1314687 B.C. LTD.	Allandale District	108,211.26
GURJREO HOLDINGS INC	Latoria Walk	102,605.12

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

Summary of Financial Results 2021 – 2025

Statement of Financial Position	2021	2022	2023	2024	2025
Financial Assets	56,386,286	53,640,076	57,953,940	72,599,327	80,298,068
Financial Liabilities	34,978,118	33,877,805	28,854,059	40,233,485	44,914,041
Net Assets/(Debt)	21,408,168	19,762,271	29,099,881	32,365,842	35,384,027

Statement of Operations	2021	2022	2023	2024	2025
Accumulated Surplus, Beginning of Year	174,288,505	190,200,107	208.406,303	234,581,535	248,962,607
Annual Surplus/(Deficit)	15,911,602	18,206,196	26,175,232	14,381,072	37,243,160
Accumulated Surplus, End of Year	190,200,107	208,406,303	234,581,535	248,962,607	286,205,767

Note: The City restated prior period amounts to record an adjustment to the deferred revenue (gas tax) on the 2020 Consolidated Financial Statements.

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

Revenue and Expenses 2021 – 2025

Revenue	2021	2022	2023	2024	2025
Taxation	18,931,631	21,770,030	23,726,933	26,967,011	29,697,348
User Fees	4,642,986	5,278,230	5,991,421	7,706,566	7,886,533
Government Transfer	4,257,299	2,144,160	9,624,985	3,614,088	5,117,180
Fines and Penalties	236,180	139,079	191,689	308,484	298,416
Investment Income	616,257	1,437,446	2,580,813	2,831,586	1,986,391
Developer Contr.	12,345,370	15,554,200	14,931,975	6,961,912	27,542,986
Other	123,356	163,566	275,474	210,837	3,441,022
	41,153,079	46,486,711	57,323,290	48,600,484	75,969,876

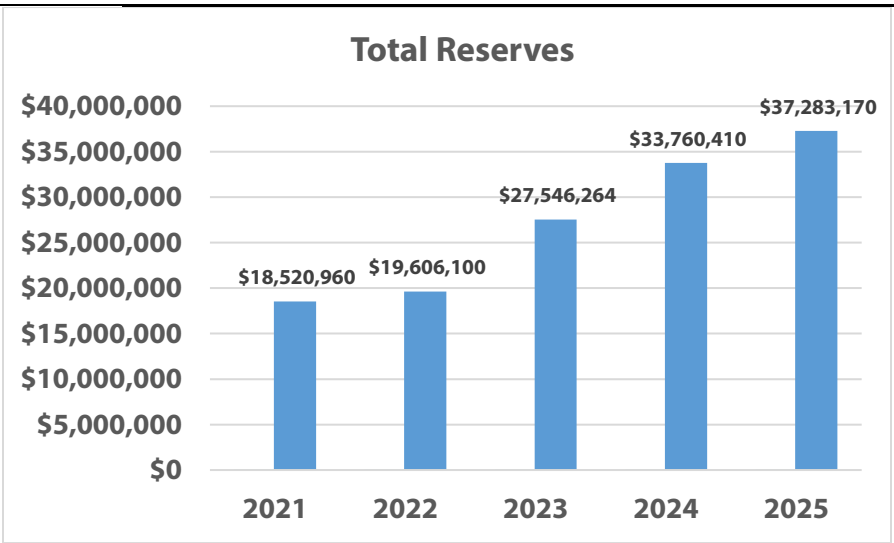
Expenses by Function	2021	2022	2023	2024	2025
General Gov.	$3,984,953	4,779,325	5,429,992	6,096,342	6,733,915
Protective Services	7,805,965	8,457,683	9,251,040	9,704,497	11,655,727
Engineering & Transportation	4,842,040	6,077,405	6,351,932	6,582,534	
Solid Waste Mgmt.	327,257	403,810	348,162	385,468	411,102
Health Social Housing	-	-	-	34,237	945,418
Planning & Dev Svcs	1,694,657	1,665,561	2,136,182	2,040,809	2,133,039
Parks, Rec & Culture	5,679,369	5,267,914	6,086,093	6,468,993	6,573,378
Sewer Services	1,537,732	1,894,290	2,100,640	2,906,532	3,058,680
	$26,370,741	$28,545,988	$31,704,041	34,219,412	38,726,716

Expenses by Object*	2021	2022	2023	2024	2025
Salaries, wages and benefits	$10,175,659	4,779,325	12,758,013	13,691,162	15,702,073
Materials, goods and supplies	1,240,564	8,457,683	1,279,459	1,221,758	1,333,607
Property service costs	1,835,761	6,077,405	2,754,488	3,311,942	3,398,409
Professional services	6,344,257	403,810	7,208,423	7,312,068	9,280,558
Financing costs	383,126	1,665,561	397,759	729,491	754,350
Other costs	2,672,591	5,267,914	2,811,337	3,091,373	3,053,984
Amortization	2,743,947	1,894,290	3,239,547	3,589,318	3,867,281
Special projects	974,836	1,087,971	1,255,015	1,272,300	1,336,454
	26,370,741	28,545,988	31,704,041	34,219,412	38,726,716

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

Reserve Funds 2021 – 2025

Reserve Funds	2021	2022	2023	2024	2025
Future Operating Expenses	$1,353,496	$951,629	722,626	2,863,321	3,157,689
Capital Projects	2,423,334	2,331,847	1013569	1,013,569	963,642
Sewer Capital Projects	1,419,973	1,279,462	528924	528,924	472,219
General Fleet & Replace.	996,459	1,027,249	836,797	508,399	128,589
Fire Fleet Replacement	1,341,713	1,767,868	2575650	2,575,650	2,762,058
Sewer Fleet Replacement	241,273	299,961	312335	312,335	377,514
Equipment Replacement	89,043	112,246	152069	152,069	22,905
Community Amenities	4,200,713	4,531,100	5012926	5,012,926	4,951,758
Affordable Housing	1,141,521	1,434,906	1852882	1,852,882	2,194,193
RCMP Surplus	1,130,375	1,157,804	1259141	1,259,141	1,683,678
Police Building	365,388	526,356	1823454	1,823,454	1,320,973
New Firehall	225,980	314,373	726976	726,976	1,021,136
St. John's Heritage Church	134,599	137,554	114,651	37,670	36,919
Sustainable Infrastructure	3,001,428	2,914,343	4,236,188	5,881,795	7,112,868
Public Art	23,399	79,634	133,572	191,196	248,189
Parks	71,340	78,300	81,247	85,153	87,907
West Shore Parks & Rec	302,350	390,150	473,196	560,053	641,781
Climate Action	58,576	193,383	267,282	110,056	48,417
Sewer Capital Replacement	-	77,934	119,086	124,812	284,716
Royal Bay Field Acquisition	-	-	1,197,892	1,255,487	3,328,443
Growing Communities Fund	-	-	6,766,983	6,884,542	6,437,576
Total Reserves	18,520,960	19,606,100	$27,546,264	33,760,410	37,283,170

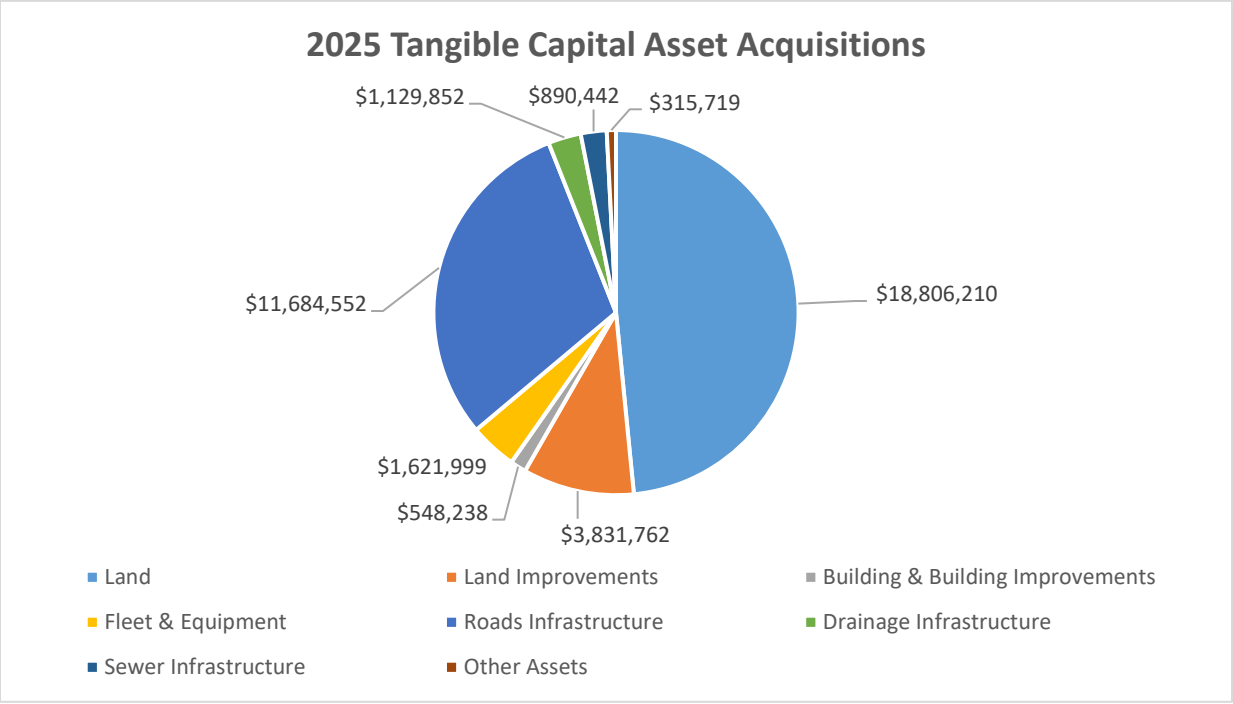


SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

Acquisitions of Tangible Capital Assets 2021 – 2025

	2021	2022	2023	2024	2025
Land	$ -	$2,577,259	$ -	$297,000	$18,806,210
Land Improvements	2,058,820	611,739	1,779,694	165,767	$3,831,762
Buildings & Improvements	1,779,634	394,591	209,191	46,698	548,238
Fleet & Equipment	1,132,751	531,192	533,050	2,112,925	1,621,999
Roads Infrastructure	3,063,949	8,826,778	7,529,440	18,244,138	11,684,552
Drainage Infrastructure	2,898,959	2,537,466	2,373,438	1,002,881	1,129,852
Sewer Infrastructure	1,048,952	1,472,675	1,517,177	1,232,914	890,442
Other Assets	1,167,857	134,589	577,200	374,711	315,719
	$13,105,922	$17,086,289	$14,519,190	$23,477,034	$38,828,774

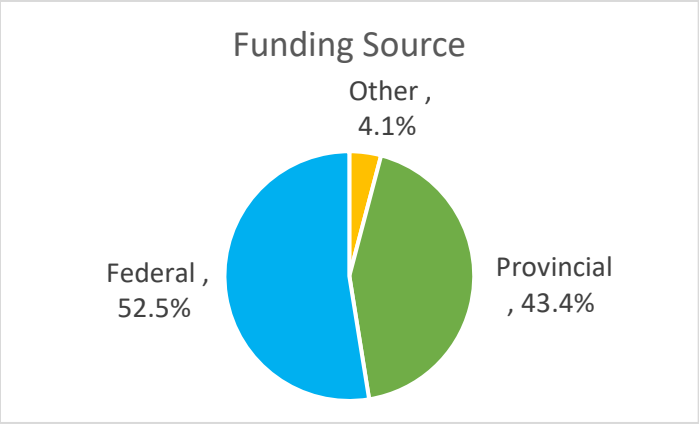
SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT



Summary of Grant Funding Received 2025

OPERATING GRANTS	2025
Casino revenue sharing (provincial unrestricted)	275,226
West Shore Parks & Recreation (unrestricted)	65,008
Active Transportation Planning Program (provincial)	-
Parks Canada Initiative (federal)	120,706
Building Safer Communities Fund (federal)	316,180
Traffic fines revenue sharing (provincial unrestricted)	165,000
Small community grant (provincial unrestricted)	112,000
Climate Action (provincial Local Government Climate	135,770
Together BC: Poverty Reduction Planning & Action	240,754
Capacity Funding for Housing Initiatives (provincial)	45,979
Community Emergency Preparedness Fund: Disaster Risk	44,475
150 Time Immemorial Grant Program (provincial)	-
Community Emergency Preparedness Fund (provincial)	24,307
Infrastructure Planning Grant Program (provincial)	3,131
Miscellaneous operating grants	329
Indigenous Engagement Requirements Funding Program	47,313
Asset Management Policy, Strategy and Plan (federal)	8,500
Total Operating Grants	$ 1,604,678
	-
CAPITAL GRANTS	**2025**
Union of BC Gas Tax Fund (federal)	926,779
Investing in Canada Infrastructure Program (provincial)	1,108,401
Investing in Canada Infrastructure Program (federal)	1,330,214
BC Active Transportation Infrastructure Grant Program	10,549
Strategic Priorities Fund (provincial)	130,973
Next Generation 911 (provincial)	4,115
BC Hydro Decorative Wrap	1,470
ICBC Road Improvement Program	-
BC Hydro Construction Credit for Civil Work	-
Total Capital Grants	$ 3,512,501

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT



Community Grants and Permissive Tax Exemptions 2025

Organization	Grant In Aid	Other Grant	Exemption (pending)
Access West Shore Society	$900	$ -	$ -
Anglican Synod Diocese (Church of the Advent)	-	-	50,438
Arts and Culture Colwood Society	-	-	13,929
BC/Yukon Command of the Royal Canadian Legion	1,900	-	2,215
Blumstengel, Sienna (Create Places Grant)	-	100	-
Capital Bike Society	1,800	-	-
Children's Health Foundation of Vancouver Island	-	-	25,198
Colwood Church	500	-	31,885
Compost Education Centre	900	-	-
Colwood Volunteer Firefighter Association	-	15,000	-
Colwood Women's Institute	-	-	37,088
Community Social Planning Council - Colwood Rent	-	30,000	-
Construction Foundation of BC	5,000	-	-
Crisis Intervention and Public Information Society	2,000	-	-
Friends of Havenwood Park	400	-	-
Juan De Fuca Performing Arts Centre Society	1,200	-	-
Open Gate Church	1,300	-	-
Pacific Centre Family Services Association	-	-	24,256
Pacifica Housing Advisory Association	-	-	50,253
Parsons, Sheryl (Create Places Grant)	-	250	-
Peninsula Streams Society	1,500	-	-
QCHAT Support Association	2,000	-	-
Reimagine West Shore Community Society	1,700	-	-
Rewired Recovery Foundation	1,800	-	-
Sarah Beckett Memorial Run	1,200	-	-
Royal Canadian Legion (Prince Edward Branch #91)-	2,200	-	-
Royal Canadian Legion (Prince Edward Branch #91)-	2,400	-	-
The Salvation Army Connection Point Church and	2,000	-	-
Dunsmuir School Hip Hop Program (SD62)	500	-	-
Royal Bay Secondary School Dry Grad (SD62)	1,100	-	-
Belmont Secondary School Dry Grad (SD62)	1,000	-	-
Na'tsa'maht Indigenous Education Royal Bay(SD62)	1,300	-	-
Stigma-Free Mental Health Foundation	1,500	-	-
Take a Hike Youth Mental Health Foundation	1,600	-	-
Vancouver Island South Film and Media Commission	2,500	-	-
Victoria Brain Injury Society	1,300	-	-
Victoria Screamers Boccia Club	700	-	-
Volunteer Victoria	900	-	-
West Shore Arts Council	700	-	-
Westridge Lodging Ltd.	-	-	107,073

Westshore Charity Quilt Society	**1,000**	**-**	**-**
Westside Bible Church	**-**	**-**	**17,660**
Total	**$44,800**	**$45,350**	**$359,997**

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

CITY OF COLWOOD

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Colwood