

# COLWOOD 2017



## ANNUAL REPORT

FISCAL YEAR ENDING DECEMBER 31, 2017



# Colwood Fast Facts

## LAND & FEATURES

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

## PEOPLE & BUSINESS

- Incorporation year: 1985
- 16,859 residents and growing
- 9.6% growth between 2006 and 2011
- Median age 41.6
- 17% Youth 0-14
- 67% Adults 15-64
- 16% Seniors 65+
- 5,799 households
- \$4,380,279,000 in assessed value (2018)
- 546 licensed businesses

The logo features a stylized crest with a yellow crown-like top, a green triangle on the left, and a blue triangle on the right. Below the crest, the word "Colwood" is written in a white serif font, followed by "2017" in a large, bold white sans-serif font, and "year in review" in a white script font.

Colwood  
2017  
*year in review*



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City of Colwood, British Columbia, Canada  
2017 Annual Report for fiscal year  
ending December 31, 2017

Prepared by the City of Colwood  
Communications Department

Approved by Colwood Council  
in accordance with Section 99,  
Community Charter





## Mayor & Council

Colwood Mayor and Council 2014-2018

### Message from the Mayor



Carol Hamilton  
Mayor

In 2017 our community redefined Colwood's identity through a series of events and activities aimed at creating a shared vision and a new Official Community Plan. I have been inspired by the strong participation and passion of Colwood citizens in developing new goals and directions while paying close attention to the benefits and the trade-offs of encouraging development in town centre areas while taking extra care in natural areas. We are already making strides toward our vision of Colwood as exceptional seaside community of family-friendly neighbourhoods that are connected to nature and vibrant public space by a range of realistic transportation choices.

Colwood continues to mature and change, with growth focused in Royal Bay and the Colwood Corners area. Our town centre now offers new affordable housing, seniors housing, and rental housing, with more to come. To accommodate this growth, the City is working with the Province, BC Transit and other municipalities on a rapid transit corridor between Colwood Corners and downtown Victoria.

I am very proud of the way every initiative strives to create more opportunities for our community to get involved, enjoy a high quality of life, and to celebrate together. Whether you are hiking a forest trail, visiting one of our national historic sites, enjoying the waterfront, or attending events and festivals - Colwood is the place to be.

Carol Hamilton, Mayor



# Your City Council

Colwood's Mayor and six councillors were elected in November 2014 for a four year term. The City is preparing for the next election in October 2018.

The role of Council is to govern the City of Colwood and its municipal corporation so that staff are able to provide the civic services Colwood residents need and want. In carrying out its many duties, City Council must respond to citizens' concerns, as well as anticipate emerging opportunities and 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.

Mayor and Council also serve on many committees, boards and commissions on areas ranging from parks and recreation to economic development and regional issues.

## Colwood Council 2014-2018



Lilja Chong



Cynthia Day



Gordie Logan



Jason Nault



Rob Martin



Terry Trace



**Recognizing volunteers and community builders**  
Colwood Council presents a certificate of appreciation to Cycling Committee member Judith Cullington at the Volunteer Appreciation dinner.



**Connecting with the community**  
The City hosted a record number of community events like the Meadow Park Easter Egg Hunt where families connect and enjoy all that Colwood offers.



**Working with the local business community**  
Coast Capital Insurance Services provided a portion of the funding for a new spray & play water feature at Colwood Creek Park.



**Involving youth and fostering community pride**  
Every member of our community is encouraged to learn more about their local government and get involved in making Colwood a great place to live.





# Vision Mission and Values

*View from Triangle Mountain with Mt. Baker in the distance*



# Vision, Mission & Values

## 2020 Vision

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

## Mission

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

## Values

### Accountability

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

### Collaboration

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

### Innovation

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

### Flexibility

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

### Integrity

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



*Colwood's breathtaking natural surroundings make it the perfect place for an active, healthy lifestyle.*



*City staff at all levels are committed to excellent service and fostering an inclusive community.*



*The City hosts events, workshops, and open houses to involve residents and stakeholders in decision making.*



*Staff seek creative ways to engage citizens. This Canada 150 Art Tree project encouraged students describe and appreciate what Canada means to them.*



A low-angle photograph of a white lighthouse tower against a clear blue sky. A young boy in a grey hoodie and blue jeans is carrying a young girl in a blue jacket and jeans on his shoulders. The girl has her arms outstretched. To the right, a red brick building with white window shutters is visible. A semi-transparent blue banner with an orange-to-blue gradient is overlaid across the middle of the image.

# Strategic Goals and Priorities

*Enjoying Fort Rodd Hill & Fisgard Lighthouse National Historic Site*



# Strategic Priorities 2014-2018

Each year, Council reviews existing priorities to determine which items have been completed, incorporated into operations or updated according to new information or changing conditions. The following items give an overview of the priorities that guided City projects in 2017.

## Strategic Priorities

### *Community Well Being*

We promote a safe, attractive and active community. We inform and involve residents in decisions that affect them, promoting shared responsibility and strong, connected neighbourhoods. We advocate for the availability and affordability of housing and public services.

### *Community Planning*

Our city is planned and designed to maximize livability while maintaining affordability and protecting air, land, water, green spaces and forests. The City's Official Community Plan, Land Use Bylaws and Transportation Plans work together to create a vibrant community.

### *Economic Diversity*

Colwood provides a strong, sustainable economy with a wide range of business and investment opportunities. Careful management and active promotion create the environment for businesses to succeed. We proactively invest in economic growth and quality of place.

### *Infrastructure Management*

We focus on building resilience and long term stability by ensuring our natural and man made infrastructure and assets are maintained and funded over the long term. We prepare for future expenditures by planning proactively.

### *Sound Governance*

We build community capacity to prevent future problems and expenditures. Careful management, fiscal responsibility, innovation, monitoring and community involvement create the environment, infrastructure, services and workforce required to succeed.

## 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.

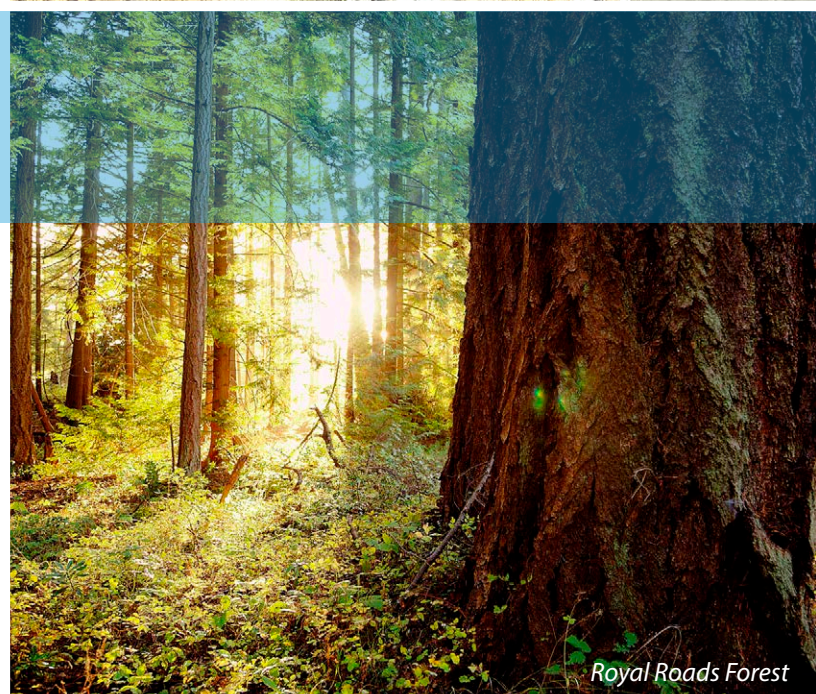




Citizens providing input into the Colwood Official Community Plan

Bats & Beats 2017

# 2017 in Pictures



Sledding at City Hall on snow days

Royal Roads Forest



Colwood Fire at the Emergency Preparedness Fair

Colwood Seaside Festival at Fort Rodd Hill





Colwood's Waterfront & Lagoon neighbourhood



OCP workshop with business & development community



Public Works staff: crosswalk construction on Veterans Memorial Pkwy



McGnarly, protector of the lagoon - driftwood sculpture



Beach Food Fridays



Colwood Womens Institute "Walk the World" with Colwood kids





# City Services

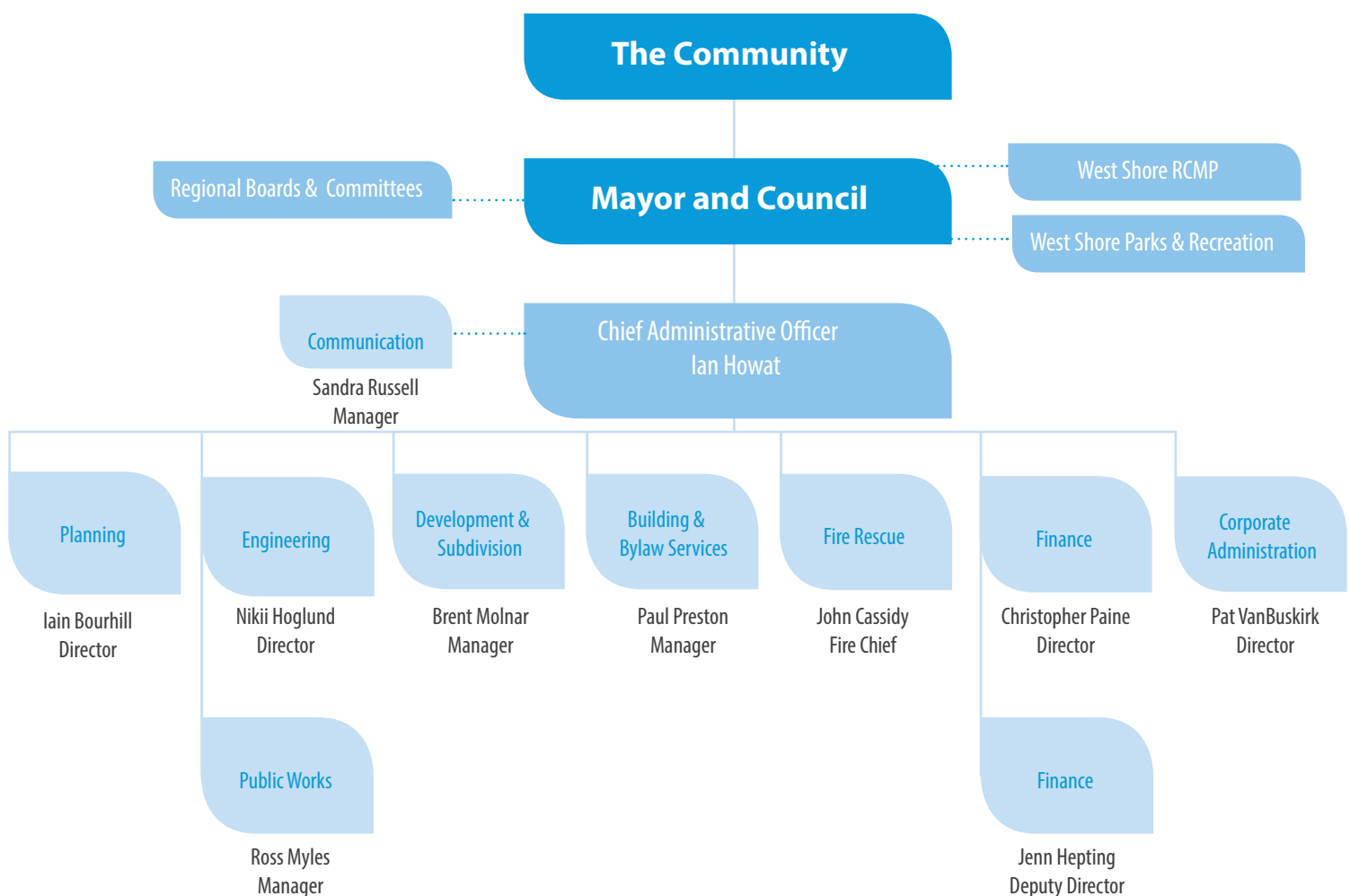




## Organization Profile

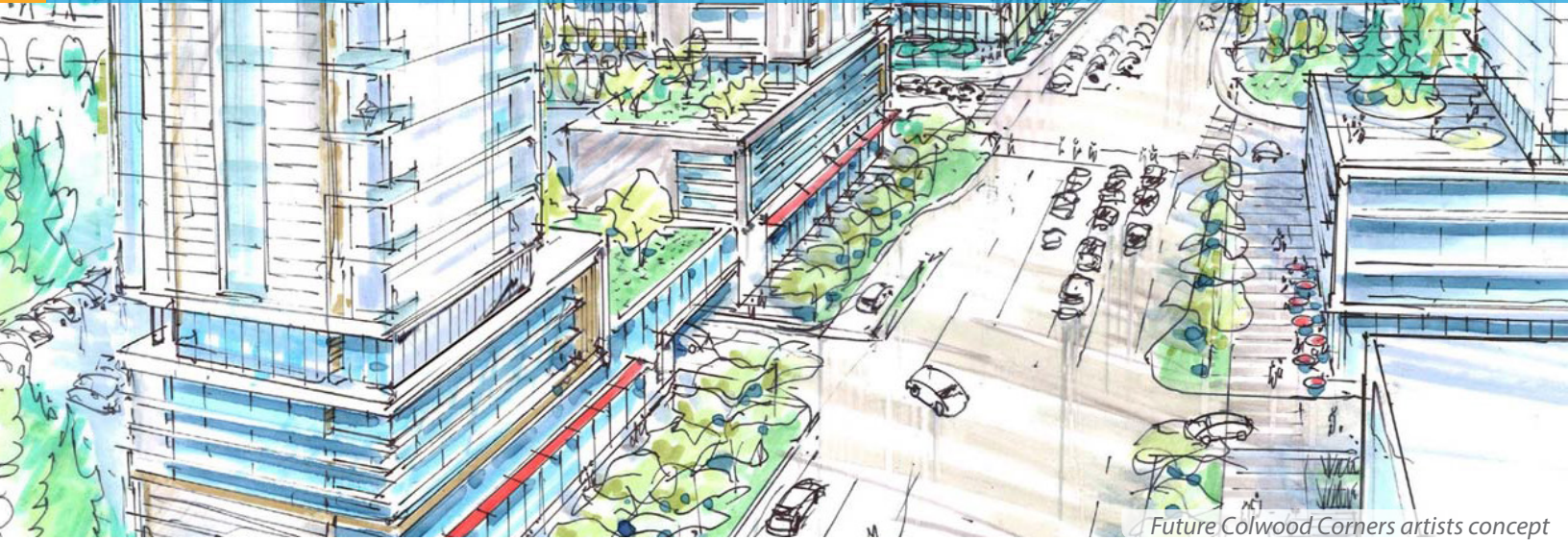
*The City of Colwood* provides a wide and important range of municipal services to the community. These services include Corporate Administration, Finance, Policing, Fire Protection, Planning, Building Inspections and Bylaw Services, Engineering, Public Works, Parks and Sewer Service. The City also levies 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 small team of dedicated employees responsible for providing the services detailed in this plan as well as providing recommendations and policy advice to Council.





# Planning



Future Colwood Corners artists concept

105

development-  
related  
planning  
approvals  
processed  
in 2017

## City Services: Planning

The Planning department works with the community and Council to develop long-range plans that enhance the livability of Colwood. The department oversees Colwood's Official Community Plan and Land Use Bylaw, which describe the City's vision for how our community will evolve in terms of land use, density and housing types. The department leads coordination of the following approval processes: development permits, development variance permits, rezoning, Official Community Plan amendments, sign permits, tree management permits, and business licences.

### 2017 Key Accomplishments

- Continued work on the Official Community Plan (OCP), culminating in the release of a draft OCP in November 2017
- Provided support towards the establishment of the Colwood Planning Advisory Commission
- Delivered a presentation highlighting work on climate change issues within the City of Colwood at the annual Planning Institute of British Columbia conference in Prince George



- Collaborated with Royal Roads University on multiple student planning and research projects
- Continued to be engaged in the review of the Regional Growth Strategy with the Capital Regional District throughout 2017 including non-binding mediation process in December
- Continued quarterly reporting of development applications and projects for Planning and Land Use Committee and for Council
- Assisted in the development and implementation of the Urban Forest Bylaw
- Coordinated 41 Development Review Meetings to provide preliminary comments to land owners and developers considering projects in respect to the Official Community Plan, Developer Permit Areas/Guidelines, zoning, and anticipated off site upgrades
- Provided planning guidance on significant developments: Royal Bay, Olympic View, Colwood Corners, Brookes School and more
- Processed 41 Development Permit applications, 26 Development Variance Permit applications, 3 Official Community Plan amendments, 4 Zoning amendments, 20 Secondary Suite Permits and 11 Sign Permit applications

## 2018 Goals and Priorities

- Continue toward adoption of an updated Official Community Plan
- Undertake proposed 2018 action items in draft OCP, as directed by Council, including a demographic study and updates to the transportation master plan
- Initiate the review and update of the Land Use Bylaw
- Continue to provide effective services support to development projects in an environment of increasing development activity
- Continue to strengthen internal working relationships and organization to optimize service delivery and departmental function
- Encourage even greater citizen participation in the planning decision-making
- Continue to work with Royal Roads University to create learning opportunities for students on projects that support the City's sustainability goals
- Implement key actions flowing from the Colwood Economic Development Strategy

**459**  
business  
applications  
processed

**Worked with citizens,  
stakeholders and  
experts to create  
a new draft**

**Official  
Community  
Plan**

### Performance Measures: Planning and Land Use

#### Planning Approvals Processed

2016	2017
127	105

#### New Construction Value

2016	2017
\$36,139,000	\$79,739,000



# Engineering & Public Works



*Metchosin Road upgrades in 2017– new sidewalks, bike lanes, crosswalks, lighting*

## City Services: Engineering & Public Works

The Engineering & Public Works team ensures the safety and effectiveness of Colwood's infrastructure by planning, constructing and maintaining its parks, roads, sidewalks, drains, sewers, streetlights, traffic signals, bridges and city owned buildings. Along with Planning and Building, staff work closely with homeowners, businesses and developers to ensure projects enhance the livability of Colwood in accordance with the City's Official Community Plan.

**Making it enjoyable to get around with improvements to sidewalks, bike lanes, trail connections, transit options and road networks**

### 2017 Key Accomplishments

- Implemented a new Municipal Street Tree Policy aimed at ensuring the long-term sustainability of the City's urban forest assets
- Created a Traffic Calming Policy which was adopted by Council
- Issued RFP and constructed sidewalk, bike lanes, crosswalk and traffic calming on Metchosin Road between Hatley Drive and Lagoon Road.
- Installed handrails and signage at Blue Sky stairs, a popular trail leading to Lookout Lake as part of the City's risk mitigation program.



- Issued RFP for the installation of a new backup generator at City Hall, and completed all activities required for the generator to be installed
- Revamped the City's RFP templates
- Began work on DCC and Subdivision Servicing Bylaw Updates
- Conducted repairs on Esquimalt Lagoon Bridge, various pedestrian bridges and culverts
- Installed a new crosswalk and pedestrian signal at Wishart Road & Metchosin Road intersection
- Undertook a Lookout Brook Dam stability analysis to guide asset management and risk mitigation for the dam
- Created terms of reference for Developer-driven Storm Water Management Plans and Traffic Impact Studies.
- Signed a service agreement with the CRD for GIS services that will form the backbone of the City's asset management system
- Issued RFP and began multi-year Coastline Erosion Study (Phase 1)
- Over 200 yards of branch drop-off material recycled into re-usable mulch for City use; accommodated 15,189 vehicles in 2017
- 543 cars visited the Spring Cleanup Program generating 32 tons of refuse. Metal, electronics, cardboard and batteries were recycled.
- Improved pedestrian safety at Wishart and Owens intersection
- Conducted line painting on City roads and repainted crosswalk markings at all school zones
- Installed speed reader boards at three locations
- Undertook shoulder improvements on Ocean Blvd along the Lagoon, and on Wishart Road.
- Installed wayfinding signage for galloping goose trail connections
- Replaced 3 aging fleet cars with Electric Vehicles and installed charging stations in the Public Works Yard
- Began work on Metchosin Road permeable sidewalk and bike lanes
- Constructed crosswalk on Veterans Memorial Parkway at Havenwood Park, with connecting trails to Parkway Place and Windthrop Road
- Constructed a landscaped drainage pond at Colwood Creek Park
- Installed swallow boxes in Colwood Creek Park to reduce mosquitos
- Installed new splash park at Colwood Creek Park
- Improved drainage at Latoria Park trail and installed split rail fencing

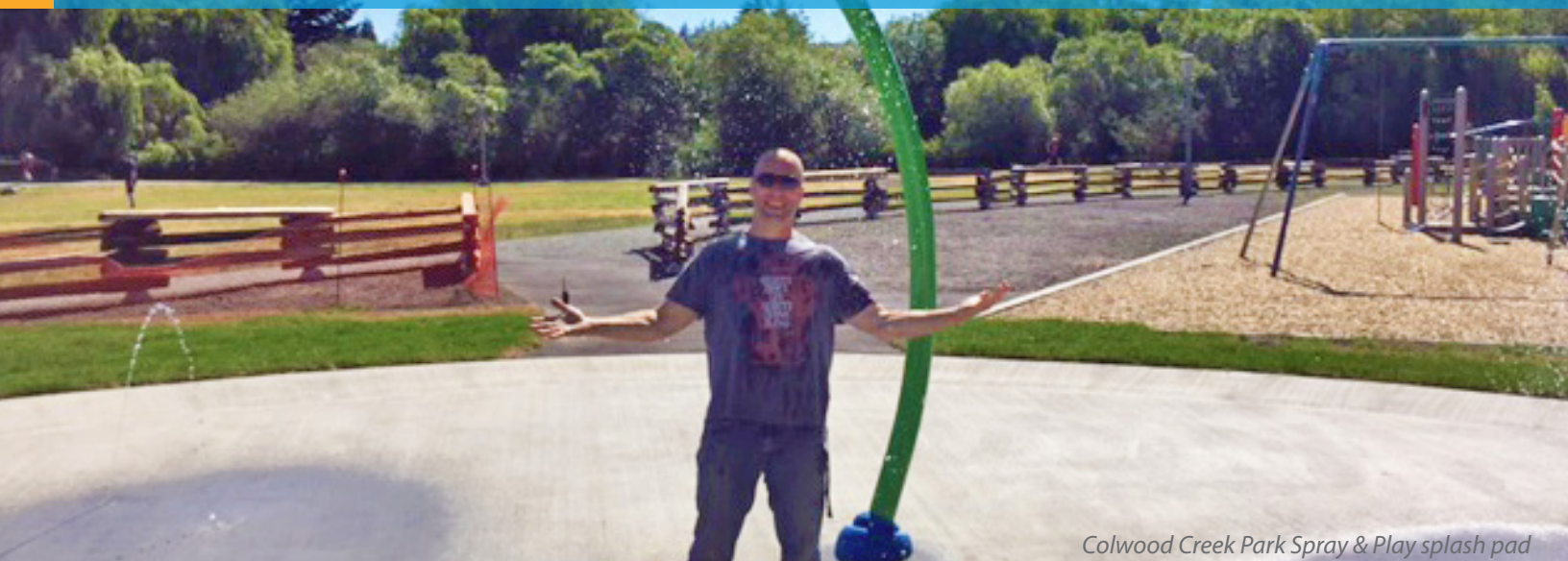
**Land development:**  
**17 subdivision files**  
**38 pre-subdivision files**  
**28 open project files**  
**3 road closures**

**Received**  
**15,189**  
**vehicles at the**  
**Branch Drop Off**  
**program in 2017**

**Maintain & repair**  
**90 km of roads**  
**9 bridges and**  
**1000+ catchbasins**



# Engineering & Public Works *continued*



Colwood Creek Park Spray & Play splash pad

**Working collaboratively  
with development  
project teams on  
high quality  
infrastructure  
improvements in  
Colwood**

## 2018 Goals and Priorities

- Creation of a Streetlight LED retrofit program, and installation of the first phase of streetlight replacements
- Completion of the repairs of pedestrian bridges and culverts started in 2017; and commencement of repairs scheduled for 2018
- Completion of the Coastline Erosion Study (Phase 1) started in 2017; and commencement of Phase 2
- Re-designation of the City-owned property on Ocean Boulevard currently used as a Park and Ride from road to land
- Completion of Lookout Brook Dam upgrades started in 2017, and undertake further upgrades scheduled for 2018.
- Undertake Esquimalt Lagoon Bridge repairs identified in 2017
- Completion of Metchosin Road improvements (Hatley to Lagoon)
- Completion of DCC and Subdivision Servicing bylaws started in 2017
- Design traffic calming for the Lagoon/Milburn/Ocean Boulevard area if survey indicates neighbourhood support and feasibility
- Provision of a Stormwater Master Plan with an emphasis on utilization of natural assets to provide the City with a preferred storm water management strategy as part of the City's ongoing asset management program



- Pavement Condition Assessment for all 95 kms of City paved roads
- Undertake a major Esquimalt Lagoon Bridge Inspection, which will provide the City with recommendations for the next 5 years of maintenance and repairs
- Review of the City's confined space program for pump stations
- Undertake a geospatial survey of the City's boulevard trees and ditches as a key component of our asset management system
- Undertake upgrades to ornamental light standards in Meadow Park to enable the ability to have music or light festivals in the park
- Traffic study at Latoria Road and Veteran's Memorial Parkway
- Provision of design only for sidewalk and bike lane improvements on Metchosin Road from Benhomer Drive to Cotlow Road and on Painter Road from Metchosin to Painter Trail
- Storm drain infrastructure repair as required
- Creation of integrated work plans for Public Works and Parks
- Roadway crack sealing as required
- Patching and paving repairs to Sooke Road and Island Highway
- Implementation of new traffic calming measures where required
- Achieve sustainable infrastructure funding for general fleet replacement
- Preliminary levels of services for Public Works created for Council consideration as part of ongoing asset management strategy
- Completion of the Metchosin Rd bike lane and permeable sidewalk project started in 2017
- Installation of accessible bus stop concrete pads and benches
- Installation of access gates at both ends of Ocean Boulevard to enable Public Works or first responders to close the road to traffic for emergencies or special events
- Replacement of the electrical service pole at Sooke Road and Metchosin Road intersection
- Installation of speed reader boards at David Cameron School
- Continue to install wayfinding signage to direct cyclists and pedestrians to parks and trails
- Installation of heating upgrades to St Johns Church
- Continue to maintain 60 park and green spaces and trails
- Construct parking lot at Colwood Creek Park
- Creation of a street trees maintenance program in keeping with the City's new Municipal Street Tree bylaw

**Maintain and enhance  
Colwood's  
60  
parks & green spaces,  
as well as trails,  
boulevards and  
hanging baskets.**

#### Performance Measures: Engineering & Public Works

##### Metres of New Bike Lane

2016	2017
485 m	145 m

##### Metres of New Sewer Installed

2016	2017
2,861 m	2,279 m

##### Street Lights Upgraded to LED

2016	2017
157	0

##### Branch Drop Off Users

2016	2017
15,953	15,189



# Building & Bylaw Services



*Pacific Centre Family Services Association on Goldstream Avenue*

## City Services: Building & Bylaw

The Building Inspection Department is committed to providing excellent service to the construction sector, including homeowners, designers, contractors and professional consultants. They work to protect people and property by ensuring that newly constructed and renovated buildings conform to safety codes and regulations. The goal is to help avoid costly and time consuming pitfalls by providing building permits and inspection services as well as advice on the Building Bylaw, BC Building Code, numerous Federal and Provincial standards and regulations, and the City of Colwood Land Use Bylaw

Bylaw Officers protect safety and quality of life by ensuring residents and businesses understand and comply with the City's bylaws, and by being a watchful presence in our community. They receive and investigate complaints, monitor issues and work with individuals to encourage voluntary compliance through education and mediation. To improve the service delivery of the bylaw department and to ensure the expectations of the community are met, a service review was undertaken at the end of 2017. Throughout 2018 the focus will be to implement the areas identified in the review and to continue to build on the achievements of the department. The city watch and graffiti programs continue to be successful with all identified graffiti damage for the year being remediated.

# 524

building permits  
issued  
(up from 254 in 2016)



## 2017 Key Accomplishments

- Responded to a surge in home construction with 542 building permits being issued, including 114 single family dwellings and 49 secondary suites and many residential and commercial projects
- Continued to work closely with Royal Bay as the first phase of single family dwellings progressed, and are planning for the next phase of subdivisions
- Worked with Brookes School toward completion of construction scheduled for the middle of 2018
- Completed permits and inspections the first phase of Pacific Landing on Heatherbell Road to completion

**114 new  
single family dwellings**  
**49 new  
secondary suites**

## 2018 Goals and Priorities

- To ensure the building department is equipped to effectively manage the continuing construction activity and meet the expectations of the construction industry, a review of the departments processes and procedures will be carried out to identify areas that may be improved to optimize service delivery
- Review, process, issue permits and conduct inspections and follow up visits at Colwood Corners, which is expected to move into the construction phase within 2018
- Review, process, issue permits and conduct inspections and follow up visits for the next phase of Royal Bay, including multifamily developments in addition to further single family dwellings
- Review, process, issue permits and conduct inspections and follow up visits for the Seniors' independent living development located at 333 Wale road which is expected to be complete in 2018
- Review, process, issue permits and conduct inspections and follow up visits for further development of Pacific landing on Heatherbell Road which is expected to continue in 2018

**\$415,000**  
**New construction  
tax revenue**

### Performance Measures: Building & Bylaw Services

#### Building Permits Issued

2016	2017
439	524

#### New Construction Tax Revenue

2016	2017
\$316,000	\$415,000



# Fire Rescue



Colwood Fire Hall

## City Services: Fire Rescue

Colwood Fire has been protecting Colwood residents since 1946 as the West Shore's longest serving fire department. The department consists of 32 volunteers, 8 career firefighters and 2 administrative professionals. Together they provide emergency response to fire and medical emergencies, fire prevention and education, fire safety inspections, firefighter training, hazardous material response, as well as water and confined space rescue.

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

**670**

the number  
of calls  
attended  
by Colwood  
firefighters  
in 2017

### 2017 Key Accomplishments

- Initiated streamlined service delivery
- Outfitted two fire engines with full medical equipment (trauma, airway management, AED)



- Outfitted fire engines with Rapid Intervention Packs (RIT) to allow for firefighter rescue within Immediately Dangerous to Life and Health (IDLH) environments
- Redesigned hose loading and deployment process and review of hose replacement requirements
- Expanded departmental ventilation fans for home ventilation
- Upgraded heavy rescue hydraulic hoses to new “Core” technology for automobile extrication and rescue.
- Implemented Wildland Gator vehicle for forested areas
- Outfitted one ton truck as a summer wildland/bush truck
- Completed full equipment reconfiguration on the rescue truck
- Overhauled Incident Command Management System to allow for easier management tracking and accountability at larger and complex incidents
- Implemented time management review resulting in redistribution of service portfolio
- Improved response time and 365 day firefighter presence due to shift scheduling changes
- Remodelled front office area for improved information sharing and customer service
- Completed fire hall parking lot paving and drainage improvements
- Replaced utility vehicle to enhance equipment transportation capability

## 2018 Goals and Priorities

- Develop and implement mid-rise building deployment strategy
- Outfit both fire engines with electric combination (cutter/spreader) tools for automobile extrication
- Upgrade and replace CREST radios and pagers
- Perform equipment evaluation on both fire engines
- Perform equipment evaluation on tower ladder
- Prepare inventory of confined spaces in cooperation with engineering department
- Perform water rescue program review
- Begin fire department strategic planning process
- Design and Implement an Officer Development Program

**763**  
fire inspections  
completed on Colwood  
homes and businesses

Firefighters  
participated in  
**6,450**  
hours of training

**18** Fire  
Investigations

### Performance Measures: Fire Rescue

#### Number of Calls

2016	2017
584	670

#### Fire Inspections

2016	2017
798	763

#### Fire Investigations

2016	2017
11	18

#### Training Hours

2016	2017
5,761	6,450



# Administration



Colwood City Hall

## City Services: Administration

Corporate Administration provides a broad range of services to City departments, Council and the community. The Chief Administrative Officer, Director, and Administrative team work closely with Council to oversee corporate services including customer service, records management, meeting management, information and privacy compliance, human resources, health and safety, legal and risk management, communications, community engagement, web and social media, archives and the election process. The department is often the first point of contact for customers at the front counter and reception. The department takes a strong leadership role in the corporation by leading labour relations and assisting Council with strategic planning.

Zero Occupational  
Health & Safety Incidents  
resulted in savings of

**\$32k**

### 2017 Key Accomplishments

- Completely eliminated Occupational Health and Safety incidents, positively impacting the safety and well-being of Colwood staff; this resulting in a reduction of \$32,000 in WorkSafe BC Premiums
- Updated Audio/Visual equipment in Council Chambers and Committee Room



- Upgraded Emergency Preparedness equipment and supplies
- Updated numerous policies and regulatory bylaws to meet Council's current needs and comply with legislative authorities.
- Completed heritage artifact archival process, register and collection list and developed procedures for accepting archival donations.
- Undertook a review of the City's committee structure and trial Committee of the Whole to replace existing Standing Committees
- Upgraded the online renewal system for business owners to cut red tape and provide enhanced business data and statistics
- Worked closely with First Nations communities to develop and build strong and respectful relationships
- Hosted more than 30 beach events to encourage community connections and promote the City's waterfront
- Implemented a comprehensive engagement process including multiple events, workshops, surveys and communications to involve community members in the Official Community Plan process
- Engaged an independent research company to undertake a citizen survey to better understand resident needs and perceptions

## 2018 Goals and Priorities

- Finalize negotiation of a CUPE contract acceptable to all stakeholders
- Review and update council procedure bylaw and a delegation of authority bylaw
- Continue providing all staff with opportunities to cross train and practice their new skill in any position, any time.
- Update the City's records management software management system
- Initiate an audit of information and privacy practices and procedures and develop new policies
- Manage the 2018 general local election process and candidate/ council orientations.
- Coordinate community events including: Easter Egg Hunt, Beach Food Fridays & Saturdays, Eats & Beats, Seaside Festival, Halloween Event, Winter Wonderland, Christmas Light up
- Enhance the City's wayfinding and parks signage
- Continue to build strong working relationships with First Nations.

**Coordinated agendas,  
minutes & logistics for  
more than  
**66**  
Council meetings**

**1300+**  
**Making Waves survey  
responses**  
**40+**  
**OCP Engagement Events**

**An estimated  
**5,000**  
people attended  
Eats & Beats at the Beach**

### Performance Measures: Community Engagement

#### Colwood.ca User Sessions

2016	2017
159,181	171,880

#### Social Media Audience (tw,fb,ig)

2016	2017
5,077	7041

#### Citizen Engagement Events

2016	2017
15	37



# Finance



## *City Services: Finance*

The Finance department is responsible for the financial well-being of the City, providing advice and information to Council, staff, and the public. This department coordinates expenditures through the annual budget process, prepares financial statements, and administers accounts payable, receivables, payroll, and insurance and risk management. Cash flow is managed to ensure funds are available to fill spending plans in the five-year financial plan. The department is entrusted with long term financing to ensure financial resources are available for long term infrastructure replacement. The department also secures and manages City debts.

**Property tax folios**  
**6049**  
**Property tax collected**  
**\$24.6M**

### **2017 Key Accomplishments**

- Recruitment of an Information Technology Coordinator
- Creation and implementation of a new chart of accounts
- Implementation of a pre-authorized payment plan for tax payers



## 2018 Goals and Priorities

- Implementation of a service-oriented detailed budget document
- Creation of parcel tax to repay Colwood Central Local Area (sewer) Service
- Increase City's investment returns while retaining liquidity and diversification needs
- Improve ratio of suppliers using electronic payment means
- Implement and enhanced electronic timesheet program
- Review of City's reserve fund policy
- Continue review of the City's purchasing policy and purchasing function
- Improve ratio of suppliers using electronic payment means
- Work with City's Engineering department to develop an asset management roadmap and related sustainable infrastructure replacement funding levels
- Work with the City's Planning department to implement life-cycle costing considerations for planning decision
- Work with the City's Engineering department to review and renew the City's Development Cost Charge Bylaw
- Establish an asset management roadmap that outlines planned progress toward a comprehensive system

**Increased the City's  
reserve funds by  
\$1 million**

### Performance Measures: Financial Capacity

#### Property Tax Collected

2016	2017
\$23,178 M	\$24,066 M

#### Net Debt per Capita

2016	2017
\$706	\$652

#### Total Reserves

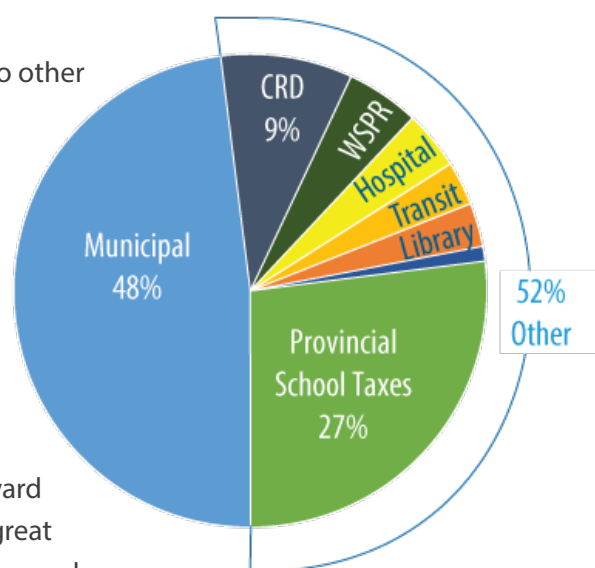
2016	2017
\$8,052,792	\$9,961,489

## Where Colwood Property Tax Dollars Go

52% of the average Colwood residential property tax bill goes to other agencies over which the city has no direct control:

- Provincial School Taxes - 27%
- Capital Regional District - 9%
- West Shore Parks & Rec - 5%
- Hospital District - 4%
- BC Transit - 3%
- Library - 3%
- BC Assessment & Municipal Finance Authority - 1%

The municipal portion of property tax collected (48%) goes toward funding the services and amenities that help make Colwood a great place to live, work and play. The bar chart on the right shows how each municipal tax dollar breaks down.



# Looking forward to 2018

## 2018 Budget Highlights: Community Building

Holding taxes below the rate of inflation while maintaining service levels and planning

### Transportation Improvements

- Metchosin Road continuation of permeable sidewalks and bike lane construction
- Traffic study of Latoria Road and Veterans Memorial Parkway
- Traffic upgrades, traffic calming and speed reader boards
- Bus stop improvements
- Wayfinding signs
- LED street lighting
- Work with BC Transit on rapid transit from Colwood Corners to downtown



### Safety Services

- Recruitment of new volunteer firefighters
- Fire fleet upgrades
- Enhance capability for automobile extrication
- Participate in transition of fire dispatch services for significant taxpayer savings
- Update the City's confined space program to enhance safety
- Contribute to repairs of RCMP Detachment



### Increased Online Services & Open Government Initiatives

- Initiate improvements to land development software
- Citizen Survey, feedback tools and forums
- Increased newsletters and notifications
- Electronic filing system for better workflow and public access to information



### Park Upgrades &

- Additional parking at Colwood Corners
- Water fountain at Hermiston Park
- Ocean View Park improvements
- Improved parks signs and wayfinding
- Stair and handrail improvements
- Enhanced electrical capacity

### Asset and Infrastructure

- Initiate Stormwater Master Plan
- Complete Coastline Erosion Study
- Pavement Condition Assessment
- Bridge Inspections
- Energy and Emissions Plan
- Sewer Fleet upgrades

### Social, Recreation

- Funding and support for recreation
- Continue developer contributions
- West Shore Parks & Recreation
- Beach Food Fridays & Saturdays
- Eats & Beats at the Beach
- Colwood Seaside Festival
- Music and Movies in the Park
- Christmas Light Up events

### Maintenance, repair and replacement of...

<b>60</b> City Parks	<b>95</b> km of paved roadway	<b>15+</b> km of boulevards	<b>30+</b> flower & shrub beds	<b>15,189</b> branch drop off visits in 2017	<b>549</b> spring clean-up visits in 2017
-------------------------	-------------------------------------	-----------------------------------	--------------------------------------	----------------------------------------------------	-------------------------------------------------

[www.colwood.ca](http://www.colwood.ca)





# Projects

g for the future.



## Beautification

Wood Creek Park  
Williams Park  
nents  
banners  
ements  
ty in Meadow Park for events and winter light displays



## Structure Upgrades

er Plan  
n Study  
ssment



## nal, Arts, Events & Heritage

more than 180 new affordable housing units  
butions to affordable housing fund  
tion & Juan de Fuca Library  
urdays



ark Events

ean up  
2018

**9**  
pedestrian and  
vehicle bridges

**35**  
km of  
storm drains

**1320+**  
catch  
basins

**10**  
sanitary sewer  
pump stations

**74**  
emergency vehicles,  
heavy equipment, and  
fleet vehicles

## Colwood at a glance



Population  
16,859



0-14 yrs 17%  
15-64 yrs 67%  
65+ yrs 16%

# Partnerships and Programs



## *West Shore RCMP*

West Shore RCMP is responsible for policing Colwood, as well as Highlands, Langford, Metchosin, View Royal, Songhees First Nation, and Esquimalt First Nation. This combined population of approximately 78,000 citizens is well served by the detachment's 71 officers and 26 civilian personnel. In 2017, 18% of the files handled by the West Shore RCMP were in Colwood, 54% in Langford and 16% in View Royal.

The City of Colwood funds 16.6 full time equivalent regular RCMP members and employs 4 RCMP Watch Clerks and 2 Court Liaison Officers as well as 9 auxiliary casual watch clerks to cover administrative needs, allowing members to focus their time on the job in the community. In 2016 the City increased overtime funding for RCMP staff.

Key services provided by West Shore RCMP include policing, forensic identification, investigation, fraud unit, police dog service, traffic service and administrative support. In addition, more than 70 dedicated volunteers provide services like the Auxiliary Constable Program, Keep in Touch Program (KIT) for seniors living alone, Speed Watch, Restorative Justice, the Community Policing Advisory Committee and Greater Victoria Police Victim Services.



## *School District 62*

The City of Colwood continues to work collaboratively with School District 62, focusing new schools in Royal Bay. Royal Bay Secondary School opened in September 2015 to 800 students. In 2018 an construction will begin on an expansion to allow the school to accomodate a total of 1200 students.

Royal Bay Secondary It is a state of the art learning facility with a theatre, teaching kitchens, a running track, playing fields and a neighbourhood centre. A new elementary school is envisioned for Royal Bay as well.



## *West Shore Parks & Recreation*

West Shore Parks & Recreation provides our community with diverse and accessible recreational opportunities, including community events and active and educational programming for all ages from Preschool, School Age and Youth to Adults and Seniors. The Society offers world class facilities at the Q Centre, Juan de Fuca Arena, Juan de Fuca Swimming Pool, the Seniors Activity Centre, weight room and fitness studios, a golf course, playing fields, walking trails and more.

West Shore Parks & Recreation is home to the Victoria Grizzlies BCHL Junior Hockey team and Victoria Shamrocks Senior A Lacrosse team. Their facilities are also a venue of choice for international sporting events like the Pinty's Grand Slam of Curling, which they hosted in 2015.

It is also home to major events like the three day Rock the Shores music festival attended by an estimated 10,000 people per day each year on the fields at West Shore Parks & Recreation. Events reach out into the community as well, with programs like Neighbourhood Nights and StoryWalks in local parks, as well as outdoor Movies on the Hill.



## *Coast Collective Art Centre*

Located in Colwood's city centre, Coast Collective features the work of hundreds of talented local artisans, offering a never-ending list of enticing gallery shows, house concerts, art classes, programs and special community events. It is the perfect place to pick up a unique and beautiful gift crafted by local artisans.

The members of Coast Collective are also instrumental in raising awareness about the many benefits arts and culture bring to a community, including enhanced wellness and quality of life, connectedness, local identity and pure pleasure.

In 2016, the City collaborated with Coast Collective on new street banners and the roaming art gallery. Coast Collective was also instrumental in helping bring arts and cultural activities to events like the Eats & Beats Driftwood Art Competition and the Colwood Seaside Festival Paint In at the Fort.





The image shows a coastal scene. In the foreground, there is a body of water with a blue-green hue. A dark, pebbly beach runs across the middle ground, where two people are standing. Behind the beach is a large pile of driftwood. In the background, a hillside is covered with various houses and trees. The houses are mostly white or light-colored, with some having dark roofs. The trees are green, suggesting a summer or early autumn setting. A semi-transparent blue banner is overlaid across the middle of the image, containing the text "Financial Reports" in white. A small orange square is visible on the left edge of the banner.

# Financial Reports



# Financial Reports

The following pages contain the 2017 City of Colwood Consolidated Financial Statements.



Consolidated Financial Statements of

**CITY OF COLWOOD**

Year Ended December 31, 2017



Statement of Management Responsibility	
Independent Auditor's Report	
Consolidated Statement of Financial Position .....	1
Consolidated Statement of Operations.....	2
Consolidated Statement of Change in Net Financial Assets.....	3
Consolidated Statement of Cash Flows .....	4
Notes to the Consolidated Financial Statements .....	5

## STATEMENT OF MANAGEMENT'S RESPONSIBILITY

Management is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian Public Sector Accounting Standards. This responsibility includes selecting appropriate accounting principles and methods, and decisions affecting the measurement of transactions in which objective judgement is required.

In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of consolidated financial statements.

The Council of the City of Colwood met with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

MNP LLP, as the City's appointed external auditors, have audited the consolidated financial statements. The Auditor's report is addressed to the Mayor and members of Council and appears on the following page. Their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the consolidated financial statements are free of material misstatement and present fairly the financial position and results of the City in accordance with Canadian Public Sector Accounting Standards.

April 23, 2018



Ian Howat  
Chief Administrative Officer



Christopher Paine, CPA, CGA  
Director of Finance



## Independent Auditors' Report

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To the Mayor and Council of City of Colwood:

We have audited the accompanying consolidated financial statements of City of Colwood, which comprise the consolidated statement of financial position as at December 31, 2017, and the consolidated statements of operations, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated 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.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

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

### *Opinion*

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of City of Colwood as at December 31, 2017 and the results of its operations, changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Nanaimo, British Columbia

April 23, 2018

*MNP* LLP

Chartered Professional Accountants

**City of Colwood**  
**Consolidated Statement of Financial Position**

**Statement A**

*As at December 31, 2017*

	2017	2016
<b>Financial Assets:</b>		
Cash and cash equivalents (Note 3)	\$ 30,563,663	\$ 27,237,943
Property taxes receivable	576,417	562,416
Accounts receivable (Note 4)	1,262,266	1,224,172
	<b>32,402,346</b>	<b>29,024,531</b>
<b>Financial Liabilities:</b>		
Accounts payable and accrued liabilities (Note 6)	4,139,055	3,398,035
Prepaid property taxes	336,376	279,600
Deferred revenue (Note 7)	7,803,225	6,715,635
Refundable deposits	3,928,227	2,944,830
Debt (Note 8)		
Equipment finance loan	1,759,798	2,017,866
Long-term	10,983,909	11,900,560
Employee future benefits (Note 9)	715,257	822,703
	<b>29,665,847</b>	<b>28,079,229</b>
<b>Net Financial Assets</b>	<b>2,736,499</b>	<b>945,302</b>
<b>Commitments and Contingencies (Note 14)</b>		
<b>Non-financial assets:</b>		
Tangible capital assets (Note 10)	146,040,307	141,309,769
Inventory of supplies	838,493	850,065
Prepaid expenses	69,101	109,210
	<b>146,947,901</b>	<b>142,269,044</b>
<b>Accumulated surplus (Note 11)</b>	<b>\$ 149,684,400</b>	<b>\$ 143,214,346</b>

Approved on behalf of the City

  
Chief Administrative Officer

  
Director of Finance

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



# City of Colwood

## Consolidated Statement of Operations

### Statement B

As at December 31, 2017

	Budget (Note 15)	2017	2016
<b>Revenue</b>			
Taxation (Note 12)	\$ 16,111,029	\$ 16,111,614	\$ 15,525,765
User charges	3,927,195	3,787,557	3,244,275
Fines and penalties	36,420	126,435	128,230
Investment earnings	150,000	398,679	350,611
Unconditional government transfers (Note 13)	683,000	707,997	722,738
Conditional government transfers (Note 13)	2,274,124	888,274	590,032
Developer contributions	716,787	3,894,718	1,388,022
Other	35,677	152,539	87,121
	23,934,232	26,067,813	22,036,794
<b>Expenses</b>			
General government	\$ 3,199,183	\$ 2,751,905	\$ 2,718,074
Protective services	6,585,252	5,863,993	6,410,974
Engineering and transportation services	3,360,681	4,373,315	5,021,358
Solid waste management	219,247	211,463	184,940
Planning and development services	980,546	888,135	770,432
Parks, recreation and culture	4,254,946	4,533,847	4,203,137
Sewer services	896,790	975,101	1,148,091
	19,496,645	19,597,759	20,457,006
Annual surplus from City operations	4,437,587	6,470,054	1,579,788
Loss on change in proportionate share of Westshore Parks and Recreation Society	-	-	(157,101)
<b>Annual surplus</b>	4,437,587	6,470,054	1,422,687
Accumulated surplus, beginning of year	143,214,346	143,214,346	141,791,659
<b>Accumulated surplus, end of year</b>	\$ 147,651,933	\$ 149,684,400	\$ 143,214,346

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

# City of Colwood

## Consolidated Statement of Change in Net Financial Assets

Statement C

As at December 31, 2017

	Budget (Note 15)	2017	2016
<b>Annual surplus</b>	\$ 4,437,587	\$ 6,470,054	\$ 1,422,687
Acquisition of tangible capital assets (purchased)	(5,135,177)	(4,044,393)	(1,187,947)
Acquisition of tangible capital assets (contributed)		(3,255,798)	(558,215)
Amortization of tangible capital assets	-	2,536,313	2,555,835
Loss (Gain) on disposal of tangible capital assets	-	(28,544)	49
Proceeds on disposal of tangible capital assets	-	61,884	24,101
Loss on change in proportionate share of Westshore Parks and Recreation Society	-	-	157,101
	(697,590)	1,739,516	2,413,611
Consumption of inventory of supplies	-	11,572	14,114
Use of prepaid expenses	-	40,109	246,656
	-	51,681	260,770
Change in net financial assets	(697,590)	1,791,197	2,674,381
Net financial assets (debt), beginning of year	945,302	945,302	(1,729,079)
<b>Net financial assets, end of year</b>	\$ 247,712	\$ 2,736,499	\$ 945,302

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



# City of Colwood

## Consolidated Statement of Cash Flows

Statement D

As at December 31, 2017

	2017	2016
Cash provided by (used in):		
<b>Operating activities:</b>		
Annual surplus	\$ 6,470,054	\$ 1,422,687
Items not involving cash:		
Amortization of tangible capital assets	2,536,313	2,555,835
Loss/(Gain) on disposal of tangible capital assets	(28,544)	49
Actuarial adjustment on debt	(106,731)	(200,689)
Loss on change in proportionate share of Westshore Parks and Recreation Society	-	157,101
Developer contributions	(3,255,798)	(558,215)
Change in non-cash operating assets and liabilities		
Property taxes receivables	(14,001)	192,199
Accounts receivable	(38,094)	163,409
Accounts payable and accrued liabilities	741,020	(308,503)
Prepaid property taxes	56,776	60,601
Deferred revenue	1,087,590	1,361,929
Refundable deposits	983,397	1,237,612
Employee future benefit liability	(107,446)	27,299
Inventory of supplies	11,572	14,114
Prepaid expenses	40,109	246,656
	<b>8,376,217</b>	<b>6,372,084</b>
<b>Capital activities:</b>		
Acquisition of tangible capital assets (purchased)	(4,044,393)	(1,187,947)
Proceeds on disposal of tangible capital assets	61,884	24,101
	<b>(3,982,509)</b>	<b>(1,163,846)</b>
<b>Financing activities:</b>		
Debt proceeds	-	2,400,184
Capital lease payments	-	(96,858)
Equipment finance loan payments	(258,068)	-
Debt Payments	(809,920)	(706,974)
	<b>(1,067,988)</b>	<b>1,596,352</b>
Increase in cash and cash equivalents	<b>3,325,720</b>	<b>6,804,590</b>
Cash and cash equivalents, beginning of year	<b>27,237,943</b>	<b>20,433,353</b>
<b>Cash and cash equivalents, end of year</b>	<b>\$ 30,563,663</b>	<b>\$ 27,237,943</b>
Supplemental cash flow information		
Cash paid for interest	\$ 587,362	\$ 543,991
Cash received from interest	\$ 298,077	\$ 199,856

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

## **1. General**

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 of the Chartered Professional Accountants of Canada ("PSAB"). Significant accounting policies are as follows:

### ***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.

### ***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.

### ***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.

### ***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 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.

### ***Investment income***

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.



## 2. Significant Accounting Policies *(continued from previous page)*

### **Cash equivalents**

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.

### **Investments**

Investments in the Municipal Finance Authority of British Columbia ("MFA") Money Market Funds are recorded at cost plus earnings reinvested in the funds. Market value for investments is the same as book value.

### **Long-term debt**

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

### **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.

### **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.

**2. Significant Accounting Policies** *(continued from previous page)*  
**Non-financial assets** *(continued from previous page)*

- II. Contributions of tangible capital assets  
Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.
- III. Natural resources  
Natural resources that have not been purchased are not recognized as assets in the financial statements.
- IV. Works of art and cultural and historic assets  
Works of art and cultural and historic assets are not recorded as assets in these financial statements.
- V. Interest capitalization  
The City has capitalized interest costs associated with the construction of tangible capital assets, during the period of construction only.
- VI. 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.

***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. Significant 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.

***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.



## **2. Significant Accounting Policies** *(continued from previous page)*

### ***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 December 31, 2017.

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.

### ***Recent accounting pronouncements***

#### ***PS 2200 Related Party Disclosures***

In March 2015, as part of the CPA Canada Public Sector Accounting Handbook Revisions Release No. 42, the Public Sector Accounting Board (PSAB) issued a new standard, PS 2200 Related Party Disclosures.

This new Section defines related party and established disclosures required for related party transactions. Disclosure of information about related party transactions and the relationship underlying them is required when they have occurred at a value different from that which would have been arrived at if the parties were unrelated, and they have, or could have, a material financial effect on the financial statements.

This section is effective for fiscal years beginning on or after April 1, 2017. Early adoption is permitted.

The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

#### ***PS 3210 Assets***

In June 2015, new PS 3210 Assets was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). The new Section provides guidance for applying the definition of assets set out in PS 1000 Financial Statement Concepts. The main features of this standard are as follows:

Assets are defined as economic resources controlled by a government as a result of past transactions or events and from which future economic benefits are expected to be obtained.

Economic resources can arise from such events as agreements, contracts, other government's legislation, the government's own legislation, and voluntary contributions.

The public is often the beneficiary of goods and services provided by a public sector entity. Such assets benefit public sector entities as they assist in achieving the entity's primary objective of providing public goods and services.

A public sector entity's ability to regulate an economic resource does not, in and of itself, constitute control of an asset, if the interest extends only to the regulatory use of the economic resource and does not include the ability to control access to future economic benefits.

## **2. Significant Accounting Policies** *(continued from previous page)*

### **PS 3210 Assets** *(continued from previous page)*

A public sector entity acting as a trustee on behalf of beneficiaries specified in an agreement or statute is merely administering the assets, and does not control the assets, as future economic benefits flow to the beneficiaries.

An economic resource may meet the definition of an asset, but would not be recognized if there is no appropriate basis for measurement and a reasonable estimate cannot be made, or if another Handbook Section prohibits its recognition. Information about assets not recognized should be disclosed in the notes.

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted.

The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

### **PS 3320 Contingent Assets**

In June 2015, new PS 3320 Contingent Assets was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). The new Section establishes disclosure standards on contingent assets. The main features of this Standard are as follows:

Contingent assets are possible assets arising from existing conditions or situations involving uncertainty. That uncertainty will ultimately be resolved when one or more future events not wholly within the public sector entity's control occurs or fails to occur. Resolution of the uncertainty will confirm the existence or non-existence of an asset.

Passing legislation that has retroactive application after the financial statement date cannot create an existing condition or situation at the financial statement date.

Elected or public sector entity officials announcing public sector entity intentions after the financial statement date cannot create an existing condition or situation at the financial statement date.

Disclosures should include existence, nature, and extent of contingent assets, as well as the reasons for any non-disclosure of extent, and the bases for any estimates of extent made.

When a reasonable estimate can be made, disclosure should include a best estimate and a range of possible amounts (or a narrower range of more likely amounts), unless such a disclosure would have an adverse impact on the outcome.

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted.

The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

### **PS 3380 Contractual Rights**

In June 2015, new PS 3380 Contractual Rights was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). This new Section establishes disclosure standards on contractual rights, and does not include contractual rights to exchange assets where revenue does not arise. The main features of this Standard are as follows:

Contractual rights are rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future.



## **2. Significant Accounting Policies** *(continued from previous page)*

### **PS 3210 Assets** *(continued from previous page)*

Until a transaction or event occurs under a contract or agreement, an entity only has a contractual right to an economic resource. Once the entity has received an asset, it no longer has a contractual right.

Contractual rights are distinct from contingent assets as there is no uncertainty related to the existence of the contractual right.

Disclosures should include descriptions about nature, extent, and timing.

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted.

The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

### **PS 3430 Restructuring Transactions**

In June 2015, new PS 3430 Restructuring Transactions was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). The new Section establishes disclosure standards on contingent assets. The main features of this Standard are as follows:

A restructuring transaction is defined separately from an acquisition. The key distinction between the two is the absence of an exchange of consideration in a restructuring transaction.

A restructuring transaction is defined as a transfer of an integrated set of assets and/or liabilities, together with related program or operating responsibilities that does not involve an exchange of consideration.

Individual assets and liabilities transferred in a restructuring transaction are derecognized by the transferor at their carrying amount and recognized by the recipient at their carrying amount with applicable adjustments.

The increase in net assets or net liabilities resulting from recognition and derecognition of individual assets and liabilities received from all transferors, and transferred to all recipients in a restructuring transaction, is recognized as revenue or as an expense.

Restructuring-related costs are recognized as expenses when incurred.

Individual assets and liabilities received in a restructuring transaction are initially classified based on the accounting policies and circumstances of the recipient at the restructuring date.

The financial position and results of operations prior to the restructuring date are not restated.

Disclosure of information about the transferred assets, liabilities and related operations prior to the restructuring date by the recipient is encouraged but not required.

The Section is effective for new restructuring transactions that occur in fiscal periods beginning on or after April 1, 2018. Earlier application is encouraged.

The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

**3. Cash and cash equivalents**

	<b>2017</b>	<b>2016</b>
Bank Deposits	\$ 26,321,386	\$ 23,036,580
MFA - Money Market Fund	4,242,277	4,201,363
	<b>\$ 30,563,663</b>	<b>\$ 27,237,943</b>

**4. Accounts receivable**

	<b>2017</b>	<b>2016</b>
Trade accounts receivable	\$ 102,971	\$ 75,141
GST receivable	123,860	166,224
Other government receivables	460,108	410,840
Other receivables, non-government	498,188	516,644
West Shore Parks and Recreation Society	77,139	55,323
	<b>\$ 1,262,266</b>	<b>\$ 1,224,172</b>

**5. 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, 2017, the City had debt reserve funds of \$188,905 (2016 - \$185,291).

**6. Accounts payable and accrued liabilities**

	<b>2017</b>	<b>2016</b>
Trade accounts payable	\$ 2,040,703	\$ 564,288
Government accounts payable	1,598,232	2,351,936
Payroll payable:		
Wages	108,503	111,707
Vacation	96,188	63,142
Overtime	98,114	104,607
Deductions	24,174	15,332
Other accruals	48,110	61,988
West Shore Parks and Recreation Society	125,031	125,035
	<b>\$ 4,139,055</b>	<b>\$ 3,398,035</b>



## 7. Deferred revenue

	2017	2016
Development cost charge	\$ 3,403,776	\$ 2,628,170
Federal Gas Tax funds	2,506,361	2,441,555
Cash in lieu of frontage	893,114	746,008
Cash in lieu of parklands	456,056	406,535
Building permit fees	119,151	128,500
Other	122,014	114,733
West Shore Parks and Recreation	302,753	250,134
	<b>\$ 7,803,225</b>	<b>\$ 6,715,635</b>
Development cost charges (DCCs)		
Opening balance of unspent DCCs	\$ 2,628,170	\$ 1,608,595
Add: DCCs received during the year	742,503	1,008,576
Less: Amount spent on projects and recorded as revenue	-	(7,330)
Add: Interest earned on unspent DCCs	33,103	18,329
	<b>\$ 3,403,776</b>	<b>\$ 2,628,170</b>
Federal Gas Tax Funds		
Opening balance of unspent Federal Gas Tax Funds	\$ 2,441,555	\$ 2,182,474
Add: Federal Gas Tax funding received during the year	740,812	731,357
Less: Amount spent on projects and recorded as revenue	(703,176)	(500,447)
Add: Interest earned on unspent Federal Gas Tax Funds	27,170	28,171
	<b>\$ 2,506,361</b>	<b>\$ 2,441,555</b>
Development cost charges (DCCs) included the following		
Road	\$ 2,819,750	\$ 2,161,878
Sewer	584,026	466,292
	<b>\$ 3,403,776</b>	<b>\$ 2,628,170</b>

There were no waivers and/or reductions in development cost charges during 2017 or 2016.

## 8. Debt

### Equipment Finance Loan

- a) The City exercised the “purchase option” under the remaining capital lease arrangements in 2016 and secured short-term equipment financing loans bearing variable interest rates at an average annual rate of 1.59% (2016 -1.39%).
- b) Principal repayment on the equipment finance loan for the next five years are as follows:

Equipment Finance Loan		
2018	\$	255,374
2019		203,003
2020		175,121
2021		118,184
2022		-
<b>Total</b>	<b>\$</b>	<b>751,682</b>

- c) Total interest expense during the year was \$30,047 (2016 - \$45,119). Principal paid during the year was \$258,068 (2016 - \$234,535).

### 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 (sinking fund balances) 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, 2017, there are contingent demand notes of \$497,718 (2016 - \$497,718) that are not disclosed in the City's financial statements.



**8. Debt** *(continued from previous page)*

**Long-term debt** *(continued from previous page)*

- a) 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	Net Debt 2017	Net Debt 2016	Year of Maturity
Issue 105	4.90%	3,396,000	(1,562,733)	<b>1,833,267</b>	2,056,449	2024
Issue 105	4.90%	720,000	(362,687)	<b>357,313</b>	409,110	2023
Issue 105	4.90%	1,696,000	(939,886)	<b>756,114</b>	890,344	2022
Issue 105	4.90%	265,000	(203,377)	<b>61,623</b>	90,668	2019
Issue 121	2.90%	3,710,323	(453,521)	<b>3,256,802</b>	3,354,757	2038
Issue 121	2.10%	1,662,700	(1,357,719)	<b>304,981</b>	598,231	2018
Issue 137	2.60%	4,501,000	(87,190)	<b>4,413,810</b>	4,501,000	2046
<b>Total</b>		<b>\$ 15,951,023</b>	<b>\$ (4,967,114)</b>	<b>10,983,909</b>	<b>11,900,560</b>	

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

Long-term Debt		
2018	\$	754,632
2019		503,960
2020		481,888
2021		481,888
2022		481,888
<b>Total</b>	<b>\$</b>	<b>2,704,256</b>

- c) 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 \$754,632 (2016 - \$723,052). Total interest expense during the year was \$557,315 (2016 - \$543,991). Included in revenue is \$165,632 (2016 - \$200,689) of investment income earned 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.

## 9. 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:

	2017	2016
West Shore Parks and Recreation Society	\$ 77,157	\$ 86,328
City of Colwood	638,100	736,375
<b>Total employee future benefits</b>	<b>\$ 715,257</b>	<b>\$ 822,703</b>

	2017	2016
Accrued sick leave	\$ 332,100	\$ 323,700
Retirement benefits	306,000	279,100
Termination benefits	-	133,575
<b>Total City of Colwood employee future benefits</b>	<b>\$ 638,100</b>	<b>\$ 736,375</b>

	2017	2016
Accrued benefit obligation		
Balance, beginning of year	\$ 575,500	\$ 548,200
Service cost	57,400	57,800
Interest cost	20,600	18,300
Benefits payments	(38,900)	(60,300)
Actuarial loss	42,900	11,500
Balance, end of year	657,500	575,500
Unamortized net actuarial gain (loss)	(19,400)	27,300
Add: Severance package payable to employees	133,575	180,095
Less: Severance package paid to employees	(133,575)	(46,520)
<b>Total City of Colwood employee future benefits</b>	<b>\$ 638,100</b>	<b>\$ 736,375</b>

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, 2017. Key estimates were used in the valuation including the following:

	2017	2016
Discount rates	2.90%	3.40%
Expected future inflation rates	2.50%	2.50%
Expected wage and salary increases	2.58% to 4.50 %	2.58% to 4.63%

## Municipal Pension Plan

The employer and its employees contribute to the Municipal Pension Plan (a jointly trustee 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, 2016, the plan has about 193,000 active members and approximately 90,000 retired members. Active members include approximately 38,000 contributors from local governments.

## **9. Employee future benefits** *(continued from previous page)*

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, 2015, indicated a \$2.224 billion funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1.927 billion was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remained unchanged.

The City of Colwood paid \$610,500 (2016 - \$597,401) for employer contributions while employees contributed \$507,580 (2016 - \$499,593) to the plan in fiscal 2017.

The next valuation will be as at December 31, 2018, with results available in 2019.

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.

### **GVLRA - CUPE Long-Term Disability Trust**

The GVLRA – CUPE Long-Term Disability Trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relationship Association (GVLRA) representing a number of employers, including the City, and the Canadian Union of Public Employees (CUPE) representing a number of CUPE locals, including CUPE Local 374. The Trust's sole purpose is to provide a long-term disability income benefit plan. The City and its employees each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was actuarially determined as of December 31, 2014. As of December 31, 2016, the total plan provision for approved and unreported claims was \$18,937,267 with a net surplus of \$392,313. The City paid \$55,672 (2016 - \$53,438) for employer contributions and City employees paid \$55,672 (2016 \$57,551) to the plan in fiscal 2017.



## 10. Tangible capital assets

<b>2017</b>	<b>Work in Progress</b>	<b>Land</b>	<b>Building and Building Improvements</b>	<b>Vehicles, Machinery and Equipment</b>	<b>Sewer Infrastructure</b>	<b>Drainage Infrastructure</b>	<b>Park and Land Improvement</b>	<b>Road Infrastructure</b>	<b>West Shore</b>	<b>Total 2017</b>	<b>Total 2016</b>
<b><u>Cost</u></b>											
Balance, beginning of year	462,810	58,515,574	5,821,070	9,045,670	17,778,370	15,043,658	4,379,310	68,564,930	14,776,205	194,387,599	193,723,842
Additions	897,015	711,300	102,968	889,715	2,260,204	208,745	1,609,340	999,110	41,832	7,720,223	1,943,501
Disposals	(420,028)	-	-	(263,965)	-	-	-	-	(11,081)	(695,074)	(1,100,913)
Change in Westshore Share	-	-	-	-	-	-	-	-	-	-	(178,831)
<b>Balance, end of year</b>	<b>939,797</b>	<b>59,226,874</b>	<b>5,924,038</b>	<b>9,671,420</b>	<b>20,038,574</b>	<b>15,252,403</b>	<b>5,988,650</b>	<b>69,564,040</b>	<b>14,806,958</b>	<b>201,412,748</b>	<b>194,387,599</b>
<b><u>Accumulated Amortization</u></b>											
Balance, beginning of year	-	-	(2,904,219)	(4,060,473)	(2,552,995)	(3,030,756)	(1,070,835)	(35,600,134)	(3,858,418)	(53,077,830)	(51,423,148)
Disposals	-	-	-	231,509	-	-	-	-	10,187	241,696	857,775
Amortization expense	-	-	(152,264)	(494,551)	(184,205)	(142,553)	(124,763)	(1,169,643)	(268,334)	(2,536,313)	(2,555,836)
Change in Westshore Share	-	-	-	-	-	-	-	-	-	-	43,379
<b>Balance, end of year</b>	<b>-</b>	<b>-</b>	<b>(3,056,483)</b>	<b>(4,323,515)</b>	<b>(2,737,200)</b>	<b>(3,173,309)</b>	<b>(1,195,598)</b>	<b>(36,769,777)</b>	<b>(4,116,565)</b>	<b>(55,372,447)</b>	<b>(53,077,830)</b>
<b>Net book value, end of year</b>	<b>939,797</b>	<b>59,226,875</b>	<b>2,867,553</b>	<b>5,347,907</b>	<b>17,301,374</b>	<b>12,079,097</b>	<b>4,793,052</b>	<b>32,794,264</b>	<b>10,690,394</b>	<b>146,040,307</b>	<b>141,309,769</b>
Net book value, beginning of year	462,810	58,515,574	2,916,850	4,985,197	15,225,375	12,012,905	3,308,475	32,964,796	10,917,788	141,309,769	142,300,694

## **10. Tangible capital assets** *(continued from previous page)*

a) Assets under construction:

Assets under construction having a value of \$939,797 (2016 - \$462,809) 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 \$3,255,798 (2016 - \$558,216) 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 (2016 - \$0). 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 \$28,544 gain (2016 - \$49 loss) on disposal of tangible capital assets. This amount is included in Other revenue on the Consolidated Statement of Operations.

f) Interest capitalized during the period:

During the year, the City capitalized \$103,630 (2016 - \$0) in interest costs associated with the period of construction of sewer infrastructure.

g) West Shore:

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

h) Reclassification of prior period amounts:

Certain prior year amounts have been reclassified for consistency with the current year presentation.

## 11. Accumulated surplus

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

	2017	2016
<b>Surplus</b>		
Invested in tangible capital assets (General Capital and Sewer Capital)	\$ 134,402,604	\$ 129,791,532
General Operating Fund accumulated Surplus	5,535,818	5,078,850
Internal Financing (Central Sewer LAS) – to be recovered	(120,733)	(120,733)
West Shore Parks and Recreation Society	(94,778)	(79,163)
<b>Total Surplus</b>	<b>\$ 139,722,911</b>	<b>\$ 134,670,486</b>
<b>Reserve funds set aside for specific purposes by Council</b>	<b>\$</b>	<b>\$</b>
Future Operating Expenditures	2,119,748	2,251,519
Capital Projects	619,532	579,229
Sewer Capital Projects	992,397	901,824
General Fleet Replacement	405,236	584,569
Fire Fleet Replacement	956,946	712,126
Sewer Fleet Replacement	74,765	172,562
Equipment Replacement	1,049	1,038
Community Amenities	1,586,146	1,177,088
Affordable Housing	728,613	586,392
RCMP Surplus	916,659	244,588
Police Building	149,975	148,337
New Firehall	208,123	154,929
St. John's Heritage Church	97,387	79,854
Infrastructure Deficit	570,118	432,648
Public Art	23,205	26,089
Beautification	-	-
Sewer Operating Surplus	511,590	491,068
<b>Total Reserve Funds</b>	<b>\$ 9,961,489</b>	<b>\$ 8,543,860</b>
	<b>\$ 149,684,400</b>	<b>\$ 143,214,346</b>



## 12. Taxation

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

	Budget 2017	2017	2016
General taxation	\$ 13,303,495	\$ 13,300,543	\$ 12,714,875
Payments in place of taxes	2,133,675	2,132,274	2,155,674
Parcel taxes	487,988	492,927	476,903
1% utility taxes	185,871	185,870	182,263
Collections on behalf of other governments			
Provincial Government – School Authorities	-	6,166,861	6,185,400
Capital Regional District	-	1,967,337	1,682,716
Capital Regional Hospital District	-	935,976	896,452
BC Transit Authority	-	853,184	890,175
BC Assessment Authority	-	163,535	175,821
Municipal Finance Authority	-	709	620
	16,211,029	26,199,216	25,360,899
Transfers to other governments			
Provincial Government – School Authorities	-	(6,166,861)	(6,185,400)
Capital Regional District	-	(1,967,337)	(1,686,666)
Capital Regional Hospital District	-	(935,976)	(896,452)
BC Transit Authority	-	(853,184)	(890,175)
BC Assessment Authority	-	(163,535)	(175,821)
Municipal Finance Authority	-	(709)	(620)
	-	(10,087,602)	(9,835,134)
	\$ 16,211,029	\$ 16,111,614	\$ 15,525,765

### 13. 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 2017	2017	2016
Conditional government transfers:			
Federal:			
Gas Tax	\$ 1,567,476	\$ 703,176	\$ 500,448
Infrastructure Grants	625,000	-	-
Provincial:			
Infrastructure Grants	-	102,600	7,742
Climate Action	6,510	7,360	6,750
Other:			
Q Arena Debt Subsidy	75,138	75,138	75,138
West Shore Parks & Recreation	-	-	-
<b>Total Conditional Government Transfers</b>	<b>2,274,124</b>	<b>888,274</b>	<b>590,033</b>
Unconditional government transfers:			
Provincial:			
Small Communities	230,000	250,573	232,881
Traffic Fines Revenue Sharing	153,000	149,702	155,795
Casino revenue sharing	300,000	315,021	324,573
Other	-	328	164
West Shore Parks & Recreation	-	12,373	9,325
<b>Total Unconditional Government Transfers</b>	<b>\$ 683,000</b>	<b>\$ 707,997</b>	<b>\$ 722,738</b>

#### 14. Commitments and Contingencies:

a) Contingent liabilities:

The Capital Regional District (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.

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 obligations to share in funding ongoing operations any additional costs relating to capital assets are to be contributed pursuant to a Members' Agreement.

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. The outcome of the appeals is not reasonably estimable and repayments or non-collections, if any, will be recorded in the period that they occur.

b) Municipal Finance Authority contingent demand notes:

As a condition of the loan agreements, the City is obligated to provide security by way of demand notes and interest-bearing cash deposits (sinking fund balances) based on the amount of the debt. The cash deposits are included in the City's financial statements as MFA Deposits. 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, 2017, there are contingent demand notes of \$497,718 (2016 - \$497,718) that are not disclosed in the City's financial statements.

c) 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.

d) Commitments:

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 2018 estimated cost of this contract is \$2,866,000 (2017 estimate - \$2,800,000).



## 15. 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 May 8, 2017 with the adoption of the Five Year Financial Plan (2017-2021) Bylaw No 1673, 2017. Amortization was not contemplated on development of the budget and, as such, has not been included. The chart below reconciles the approved budget per the Financial Plan to the budget reported in these consolidated financial statements.

	2017 Budget
Consolidated Budgeted Surplus, per City of Colwood Financial Plan Bylaw No. 1673	\$ -
Add	
Capital Projects, General Capital Fund	2,385,809
Capital Projects, Sewer Capital Fund	2,749,369
Debt repayments	1,015,337
Transfers to reserves	2,048,869
Less	
Proceeds of borrowing	(2,324,569)
Transfers from reserves	(1,437,228)
<b>Consolidated Budgeted Surplus, per City of Colwood Statement of Operations</b>	<b>\$ 4,437,587</b>

## 16. 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.

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. In 2017, there was no change in the cost share formula and no gain or loss was recognized (2016 - loss of \$157,101).

# 16. West Shore Parks and Recreation Society (continued from previous page)

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 2017, the City's proportion for consolidation purposes was 22.34% (2016 - 22.34%).

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

	2017	2016
Financial assets	\$ 3,501,452	\$ 3,356,046
Financial liabilities	2,260,252	2,065,793
Net financial assets	1,241,200	1,290,253
Non-financial assets	976,001	996,842
<b>Accumulated surplus</b>	<b>2,217,201</b>	<b>2,287,095</b>
Invested in tangible capital assets	919,061	974,690
Reserve funds	2,088,460	1,970,345
Unfunded members' tangible capital assets	(790,320)	(657,940)
<b>Accumulated surplus</b>	<b>2,217,201</b>	<b>2,287,095</b>
Revenues	5,639,648	6,210,461
Requisition from members	4,968,939	4,968,945
<b>Total revenues</b>	<b>10,608,587</b>	<b>11,179,406</b>
Expenses	10,677,935	10,789,730
<b>Annual surplus (deficit)</b>	<b>\$ (69,348)</b>	<b>\$ 389,676</b>

## **17. Comparative figures**

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

## **18. Segmented information:**

The City is a diversified municipal organization that provides a wide range of services to its disclosed in the segmented information, along with the services they provide, which are as follows:

### **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.

### **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.

### **Engineering 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.

### **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.

### **Planning and Development Services**

Planning and Development Services co-ordinates and leads efforts to enhance the City's neighbourhoods, 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.

### **Recreation, Parks 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.



## **18. Segmented information** *(continued from previous page)*

### **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.

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 2017 - 2021 Financial Plan Bylaw No 1673, 2017.

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.

**18. Segmented information** *(continued from previous page)*

General Fund							Sewer Fund	
2017	General Government	Protective Services	Solid Waste Management	Planning and Development Services	Engineering, Public Works and Transportation	Parks, Recreation and Culture	Sewer Services	Total 2017
<b>Revenue</b>								
Taxation	\$ 2,308,003	\$ 4,918,088	\$ 177,352	\$ 744,872	\$ 3,667,868	\$ 3,802,504	\$ 492,927	\$ 16,111,614
User fees	267,599	1,142,834	14,620	317,337	120,012	1,196,656	728,499	3,787,557
Government transfers	1,583,897	-	-	-	-	12,374	-	1,596,271
Fines and penalties	120,579	5,856	-	-	-	-	-	126,435
Investment income	339,778	-	-	-	-	-	58,901	398,679
Developer contributions	-	-	-	638,920	3,069,882	-	185,916	3,894,718
Other	43,169	40	1,724	-	6,013	79,062	22,531	152,539
<b>Total revenue</b>	<b>4,663,025</b>	<b>6,066,818</b>	<b>193,696</b>	<b>1,701,129</b>	<b>6,863,775</b>	<b>5,090,596</b>	<b>1,488,774</b>	<b>26,067,813</b>
<b>Expenses</b>								
Salaries, wages and benefits	1,594,555	2,485,993	126,460	626,437	2,065,697	595,860	235,900	7,730,902
Materials, goods and supplies	287,973	134,857	84,781	4,834	320,260	145,989	103,443	1,082,137
Property service costs	160,711	252,875	222	1,415	268,198	56,034	238,844	978,299
Professional service costs	447,384	2,379,726	-	117,199	59,806	1,222,146	8,728	4,234,989
Financing costs	18,550	66,084	-	-	95,452	166,404	156,005	502,494
Other costs	139,763	207,101	-	1,338	3,701	1,929,306	-	2,281,209
Amortization	91,283	328,152	-	-	1,501,496	383,200	232,182	2,536,313
Special projects	11,686	9,205	-	136,912	58,705	34,908	-	251,416
<b>Total expenses</b>	<b>2,751,905</b>	<b>5,863,993</b>	<b>211,463</b>	<b>888,135</b>	<b>4,373,315</b>	<b>4,533,847</b>	<b>975,101</b>	<b>19,597,759</b>
<b>Annual surplus (deficit)</b>	<b>\$ 1,911,120</b>	<b>202,825</b>	<b>(17,767)</b>	<b>812,994</b>	<b>2,490,460</b>	<b>556,749</b>	<b>513,673</b>	<b>6,470,054</b>

**18. Segmented information** (continued from previous page)

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 2016	
2016									
Revenue									
Taxation	\$ 2,118,395	\$ 4,996,546	\$ 144,138	\$ 600,454	\$ 3,913,515	\$ 3,275,813	\$ 476,904	\$ 15,525,765	
User fees	62,418	678,733	13,863	322,457	164,570	1,326,501	675,733	3,244,275	
Government transfers	1,303,445	-	-	-	-	9,325	-	1,312,770	
Fines and penalties	123,590	4,640	-	-	-	-	-	128,230	
Investment income	306,166	-	-	-	-	-	44,445	350,611	
Developer contributions	-	-	-	829,807	439,113	-	119,102	1,388,022	
Gain (loss) on sale of assets	-	-	-	-	(49)	-	-	(49)	
Other	9,618	800	-	-	-	76,752	-	87,170	
Total revenue	3,923,632	5,680,719	158,001	1,752,718	4,517,149	4,688,392	1,316,184	22,036,794	
Expenses									
Salaries, wages and benefits	1,612,379	2,588,725	91,568	648,695	2,389,207	365,499	225,094	7,921,167	
Materials, goods and supplies	138,380	176,838	93,372	5,344	519,950	130,205	91,485	1,155,574	
Property service costs	83,136	147,063	-	1,360	218,602	24,184	220,437	694,782	
Professional service costs	616,823	2,892,915	-	70,731	68,125	1,305,364	18,386	4,972,344	
Financing costs	(16,093)	80,965	-	-	132,212	166,404	209,618	573,106	
Other costs	127,186	186,288	-	28	13	1,890,847	-	2,204,362	
Amortization	68,490	336,103	-	-	1,635,025	275,258	240,959	2,555,835	
Special projects	87,773	2,077	-	44,274	58,224	45,376	142,112	379,836	
Total expenses	2,718,074	6,410,974	184,940	770,432	5,021,358	4,203,137	1,148,091	20,457,006	
Annual surplus (deficit)	\$ 1,205,558	\$ (730,255)	\$ (26,939)	\$ 982,286	\$ (504,209)	\$ 485,254	\$ 168,093	\$ 1,579,788	





# Statistical Reports





# Statistical Reports

The following pages contain various statistical information related to the City of Colwood, including the 2017 Permissive Tax Exemptions in accordance with the Community Charter section 98 requirements.



## Statistical Information

### **CITY OF COLWOOD**

Year Ended December 31, 2017



## General Statistics

	2013	2014	2015	2016	2017
Population	16,093	16,093	16,093	16,859	16,859
Households	6,096	6,096	6,096	6,867	6,867
Land Area (km <sup>2</sup> )	17.67				

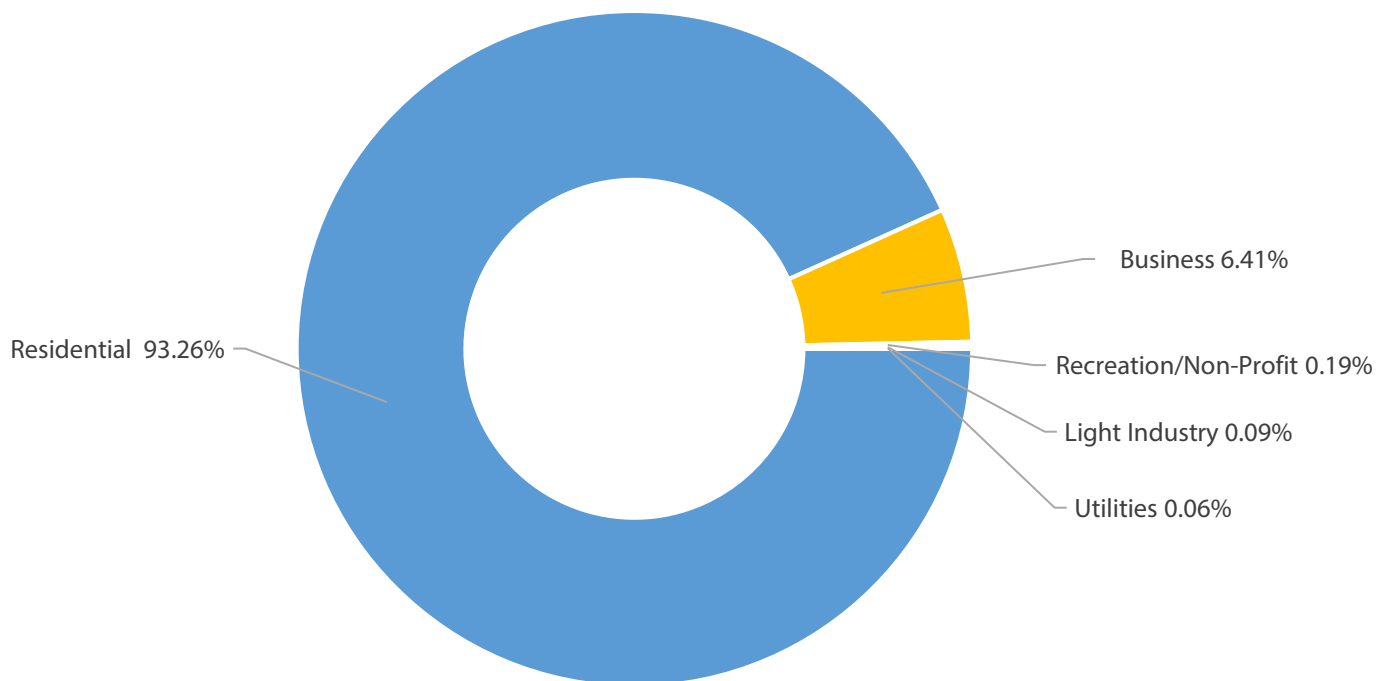
SOURCE: STATISTICS CANADA

## Assessed Values

### Taxable Assessments of Land and Improvements 2013 - 2017 (IN MILLIONS)

PROPERTY CLASS	2013	2014	2015	2016	2017
Residential	2,507	2,445	2,469	2,569	2,964
Utilities	2	2	2	2	2
Light Industry	6	3	3	3	3
Business	187	196	180	185	204
Recreation/Non-Profit	5	5	5	5	6

### 2017 Assessed Values by Property Class



SOURCE: BC ASSESSMENT AUTHORITY

## Property Tax Rates

### **MUNICIPAL MILL RATE (PER \$1,000 ASSESSMENT)**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Residential	3.2006	3.4916	3.7106	3.7993	3.4391
Utilities	40.0000	40.0000	40.0000	40.0000	40.0000
Light Industry	32.9894	36.3382	38.5902	39.6688	38.6902
Business	12.8211	13.7961	14.6620	14.7964	13.9645
Recreation/Non-Profit	11.8096	12.5932	13.3615	13.7646	13.7503

### **TOTAL (GROSS) MILL RATE (PER \$1,000 ASSESSMENT)**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Residential	6.1674	6.6116	6.8131	6.8920	6.1623
Utilities	58.1331	70.7342	61.5408	61.4256	57.7278
Light Industry	47.5134	49.6363	51.7851	52.8881	47.3790
Business	22.0895	23.8298	24.5013	24.5721	21.8908
Recreation/Non-Profit	16.2074	18.2887	18.9943	19.2123	17.5065

SOURCE: CITY OF COLWOOD FINANCE  
DEPARTMENT

## New Construction

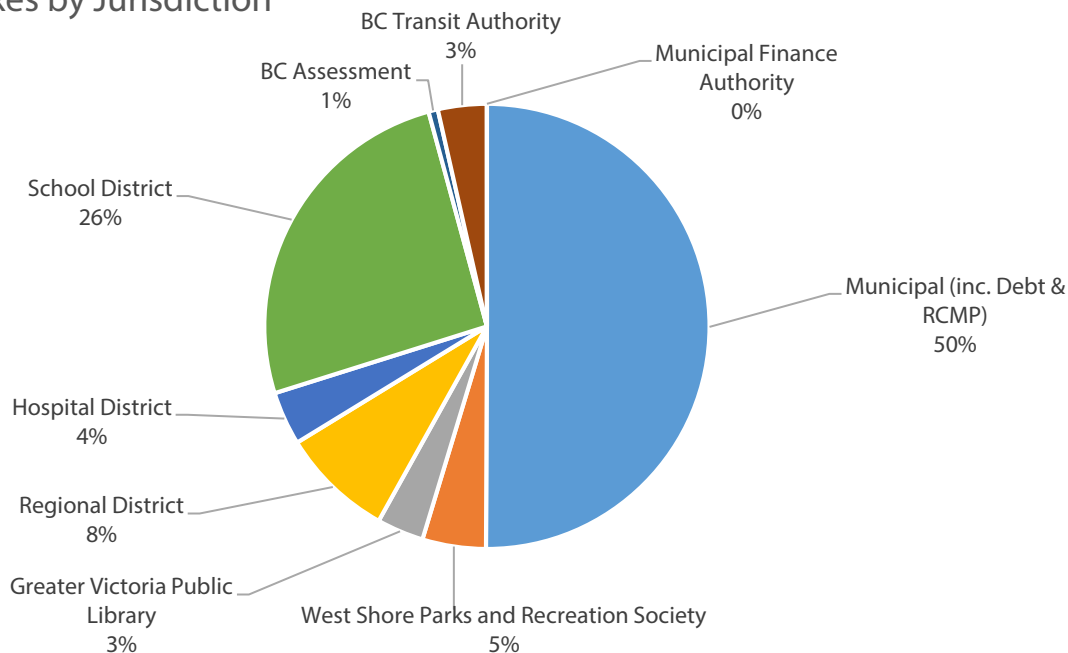
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Construction Permits	91	284	242	264	524
Construction Value (IN THOUSANDS)	\$ 24,478	\$ 56,646	\$ 32,854	\$ 36,139	\$ 79,739
Municipal Taxes Generated from New Growth (IN THOUSANDS)	\$ -	\$ 208	\$ -	\$ 316	\$ 415

SOURCE: CITY OF COLWOOD BUILDING DEPARTMENT & FINANCE DEPARTMENT

## Property Tax Levied and Collected 2013 – 2017

	2013	2014	2015	2016	2017
Municipal (incl. debt, RCMP)	\$ 9,932,797	\$ 10,343,687	\$ 10,637,352	\$ 11,479,245	\$ 12,050,035
West Shore Parks & Recreation	\$1,123,670	1,083,694	1,098,347	1,110,077	1,110,077
Greater Victoria Public Library	705,564	758,341	769,334	780,769	819,229
Regional District	1,181,001	1,574,000	1,608,149	1,686,665	1,967,337
Hospital District	907,290	930,877	877,742	896,452	935,976
School District	6,307,137	6,329,632	6,194,387	6,158,400	6,166,861
BC Assessment	193,304	191,720	182,742	175,743	163,535
BC Transit Authority	863,065	910,062	882,425	890,175	853,184
Municipal Finance Authority	606	597	592	699	709
	<u>\$ 21,214,433</u>	<u>\$ 22,122,610</u>	<u>\$ 22,251,070</u>	<u>\$ 23,178,225</u>	<u>\$ 24,066,943</u>
 Total Current Taxes Levied	 \$ 21,214,433	 \$ 22,122,610	 \$ 22,251,070	 \$ 23,178,225	 \$ 24,066,943
Current Taxes Collected	20,255,041	21,354,111	21,697,713	22,743,077	23,658,634
Percentage	95.48%	96.53%	97.51%	98.12%	98.30%
 Outstanding Beginning of Year	 \$ 1,555,621	 \$ 950,130	 \$ 1,051,745	 \$ 754,614	 \$ 562,420
Arrears Collected	819,948	666,884	832,746	627,343	399,678
Percentage	52.71%	70.19%	79.18%	83.13%	71.06%
Total Tax Collections	<u>\$ 21,074,989</u>	<u>\$ 22,020,995</u>	<u>\$ 22,530,459</u>	<u>\$ 23,370,420</u>	<u>\$ 24,058,312</u>

### 2017 Taxes by Jurisdiction



SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT



## 2017 Principal Corporate Tax Payers

<b>Registered Owner</b>	<b>Primary Property</b>	<b>Taxes Levied</b>
CHK PROPERTIES INC	Shopping Centre	\$ 180,827
ONNI COLWOOD BELMONT DEVELOPMENTS LTD	Shopping Centre	\$ 165,145
QUEEN ALEXANDRA FOUNDATION FOR CHILDREN INC	Health Care Facility	\$ 153,406
0698721 BC LTD	Various	\$ 133,270
FORTIS ENERGY (VANCOUVER ISLAND) INC	Gas Utility	\$ 117,713
COLUMBIA ENERGY INC	Fuel Utility	\$ 108,249
WESTRIDGE LODGING LTD	Hotel	\$ 94,142
RCGC PROPERTIES LTD	Golf Course	\$ 92,990
RIDLEY BROS DEVELOPMENT CO LTD	Land	\$ 87,958
WESTRIDGE LANDING CENTRE LTD	Shopping Centre	\$ 82,604
0917531 B C LTD	Various	\$ 80,502

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

## Debt 2013 – 2017

	2013	2014	2015	2016	2017
Gross Outstanding Debt	15,111,726	14,767,679	14,750,837	17,151,023	15,951,023
Less: Sinking Fund Payments	(2,633,799)	(3,471,055)	(4,342,800)	(5,250,463)	(4,967,114)
Net Debt	12,477,927	11,296,624	10,408,037	11,900,560	10,983,909

General Net Debt	5,016,674	4,504,969	3,978,074	3,446,572	3,008,317
Sewer Net Debt	7,461,253	6,791,655	6,429,963	8,453,988	7,975,592
Net Debt	12,477,927	11,296,624	10,408,037	11,900,560	10,983,909

## Annual Debt Servicing Costs

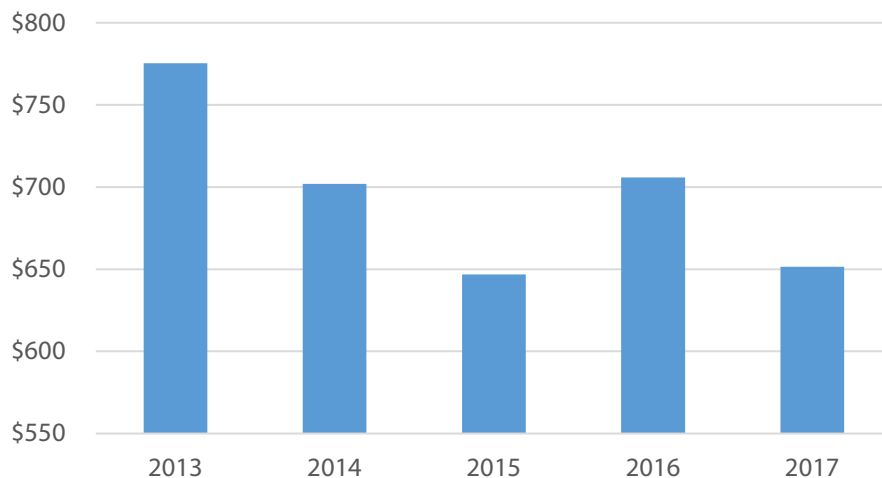
Property Tax Supported	799,720	756,089	722,981	723,021	630,811
Sewer Specified Area	795,597	1,053,525	885,070	2,725,799	607,553
Total Debt Servicing Costs	1,595,317	1,809,614	1,608,051	3,448,820	1,238,364

Population	16,093	16,093	16,093	16,859	16,859
Net Debt per Capita	\$ 775	\$ 702	\$ 647	\$ 706	\$ 652
Debt Servicing per Capita	\$ 99	\$ 112	\$ 100	\$ 205	\$ 73
Debt Service as % of Expenses	8.99%	9.76%	8.28%	16.88%	6.32%

Debt Servicing Limit	4,488,828	4,568,948	4,885,660	4,970,221	5,273,565
Debt Service Capacity Available	2,893,511	2,759,334	3,277,609	1,521,401	4,035,201
* % of Debt Servicing Used	35.54%	39.61%	32.91%	69.39%	23.48%

\* In 2016 the City retired outstanding short-term debt by way of a long-term debt issue. This transfer of debt impacted the debt servicing figures.

## Net Debt per Capita



SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

## Summary of Financial Results 2013 – 2017

<b>Statement of Financial Position</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Financial Assets	18,279,852	20,402,531	22,575,550	29,024,531	32,402,346
Financial Liabilities	23,339,068	23,157,830	24,304,628	28,051,929	29,665,847
Net Financial Assets/(Net Debt)	(5,059,216)	(2,755,299)	(1,729,078)	972,602	2,736,499

<b>Statement of Operations</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Accumulated Surplus, Beginning of Year	130,796,256	132,852,961	134,555,878	141,791,659	143,214,346
Annual Surplus/(Deficit)	2,056,705	666,757	7,235,781	1,422,687	6,470,054
Accumulated Surplus, End of Year	132,852,961	133,519,718	141,791,659	143,214,346	149,684,400

Note: The City restated prior period amounts to record contributed tangible assets on the 2016 Consolidated Financial Statements, and to record an adjustment to the employee future benefit liability on the 2017 Consolidated Financial Statements.

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT



## Revenue and Expenses 2013 – 2017

<b>Revenue</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Taxation	13,633,385	14,171,173	15,035,364	15,525,765	16,111,614
User Fees	3,300,191	3,095,656	3,268,310	3,244,275	3,787,557
Government Transfers	2,173,523	1,287,250	1,445,710	1,312,770	1,596,271
Fines and Penalties	265,559	254,458	158,520	128,230	126,435
Investment Income	169,258	255,792	282,379	350,611	398,679
Developer Contributions	133,556	278,449	6,382,505	1,388,022	3,894,718
Other	132,854	68,437	216,500	87,121	152,539
	<u>19,808,326</u>	<u>19,411,215</u>	<u>26,789,288</u>	<u>22,036,794</u>	<u>26,067,813</u>

### Expenses by Function

General Government	3,195,614	2,913,341	2,929,318	2,718,074	2,751,905
Protective services	5,156,178	5,476,734	5,768,378	6,410,974	5,863,993
Engineering & Transportation services	4,317,240	4,618,961	4,794,976	5,021,358	4,373,315
Solid waste management	188,507	219,440	198,942	184,940	211,463
Planning & development services	530,545	698,962	685,129	770,432	888,135
Parks, recreation and culture	3,302,623	3,583,971	4,036,041	4,203,137	4,533,847
Sewer services	1,048,495	1,025,830	1,091,146	1,148,091	975,101
	<u>17,739,202</u>	<u>18,537,239</u>	<u>19,503,930</u>	<u>20,457,006</u>	<u>19,597,759</u>

### Expenses by Object\*

Salaries, wages and benefits	6,386,415	6,765,815	7,298,143	7,921,167	7,730,902
Materials, goods and supplies	1,002,431	1,086,696	1,107,531	1,155,574	1,082,137
Property service costs	774,642	631,706	672,121	694,782	978,299
Professional service costs	4,676,615	4,104,179	5,036,836	4,972,344	4,234,989
Financing costs	365,825	570,625	643,072	573,106	502,494
Other costs	2,063,189	2,294,382	2,278,178	2,204,362	2,281,209
Amortization	2,036,843	2,411,354	1,930,616	2,555,835	2,536,313
Special projects	433,241	672,482	537,433	379,836	251,416
	<u>17,739,202</u>	<u>18,537,239</u>	<u>19,503,930</u>	<u>20,457,006</u>	<u>19,597,759</u>

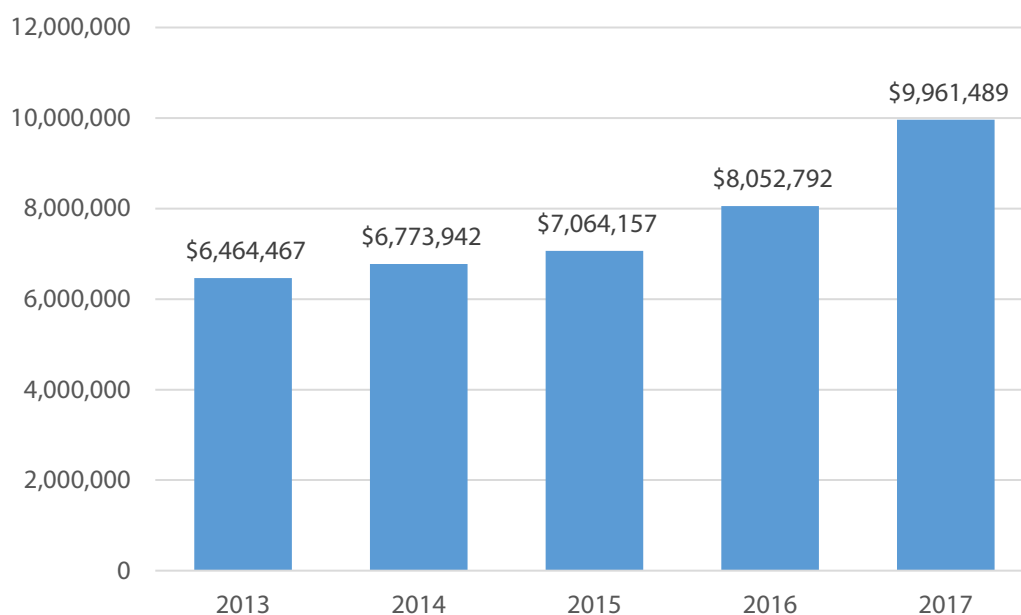
\*Expenses by object for 2013 to 2016 have been reclassified to conform with the current year financial statement presentation for comparative purposes.

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

## Reserve Funds 2013 – 2017

<b>Reserve Funds</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Future Operating Expenditures	2,152,898	2,100,049	2,127,547	2,251,519	2,119,748
Capital Projects	922,372	629,136	590,295	579,229	619,532
Sewer Capital Projects	660,206	705,064	961,140	901,824	992,397
General Fleet & Equipment Replace	663,237	904,717	677,931	584,569	405,236
Fire Fleet Replacement	399,367	663,099	525,189	712,126	956,946
Sewer Fleet Replacement	198,662	120,741	171,075	172,562	74,765
Equipment Replacement	1,007	1,019	1,029	1,038	1,049
Community Amenities	529,668	519,551	646,167	1,177,088	1,586,146
Affordable Housing	309,766	363,183	429,000	586,392	728,613
RCMP Surplus	237,346	240,156	242,481	244,588	916,659
Police Building	143,945	145,649	147,059	148,337	149,975
New Firehall	100,634	152,121	153,594	154,929	208,123
St. John's Heritage Church	35,351	61,351	63,637	79,854	97,387
Infrastructure Deficit	100,951	152,442	302,149	432,648	570,118
Public Art	9,057	15,664	25,864	26,089	23,205
Beautification		-	-	-	-
Sewer Operating Surplus		-	-	-	511,590
<b>Total Reserves</b>	<b>\$ 6,464,467</b>	<b>\$ 6,773,942</b>	<b>\$ 7,064,157</b>	<b>\$ 8,052,792</b>	<b>\$ 9,961,489</b>

### Total Reserves



SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

## Acquisitions of Tangible Capital Assets 2013 – 2017

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Land			\$ -	\$ -	\$ 711,300
Land Improvements	26,193	26,674	1,775,083	414,908	1,609,340
Building & Building Improvements		39,885	59,111	-	102,968
Fleet & Equipment	1,147,776	430,700	1,844,211	566,236	889,715
Roads Infrastructure	594,534	305,384	2,504,769	397,894	999,110
Drainage Infrastructure			1,392,600	34,800	208,742
Sewer Infrastructure			556,300	119,100	2,260,198
Other Assets		226,568	451,372	213,225	518,818
	<b>1,768,503</b>	<b>1,029,211</b>	<b>8,583,446</b>	<b>1,746,163</b>	<b>7,300,191</b>

Note: The City restated prior period (2015) amounts to record contributed tangible assets on the 2016 Consolidated Financial Statements.

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT



## Community Grants and Permissive Tax Exemptions 2017

<b>Organization</b>	<b>Grant</b>	<b>Tax Exemption</b>	<b>Total</b>
Anglican Diocese (Church of the Advent)		\$ 29,828	\$ 29,828
Children's Health Foundation of Vancouver Island		51,268	51,268
Colwood Garden Society	5,000		5,000
Colwood Pentecostal Church		28,271	28,271
Colwood Women's Institute		26,378	26,378
Colwood Volunteer FireFighter Association	125		125
Communica: Dialogue and Resolution Services Society	2,000		2,000
Creatively United for the Planet Society	1,000		1,000
Crisis Intervention and Public Information Society of Greater Victoria (Need2)	1,000		1,000
Disabled Sailing Association of British Columbia	1,000		1,000
Greater Victoria Bike to Work Society	1,500		1,500
Green Teams of Canada (Greater Victoria Green Team)	4,800		4,800
Habitat Acquisition Trust	2,500		2,500
Stigma-Free Society (formerly Bipolar Disorder Society of BC)	1,250		1,250
West Shore Arts Council	5,000		5,000
West Side Bible Church		10,499	10,499
Youth for Christ Victoria	1,000		1,000
Big Brothers Big Sisters of Victoria Capital Region	2,000		2,000
Fort Rodd Hill & Fisgard Lighthouse National Historic Sites	1,500		1,500
Greater Victoria Volunteer Society (Volunteer Victoria)	1,000		1,000
Island Sexual Health Society	1,000		1,000
School District #62 (Royal Bay Secondary School Dry Grad)	1,000		1,000
School District #62 (Wishart Elementary School Art Mural)	3,500		3,500
Society for Arts on the South Island (Coast Collective Art Centre)		13,769	13,769
Royal Canadian Legion (Prince Edward #91)	3,375		3,375
Vancouver Island Film & Media Commission	1,000		1,000
IACDI (Intermunicipal Advisory Committee on Disability Issues)	1,300		1,300

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT



## CITY OF COLWOOD

3300 Wishart Road | Colwood, BC | V9C 1R1

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250-478-5999

