

COLWOOD 2020



ANNUAL REPORT

FISCAL YEAR ENDING DECEMBER 31, 2020

Colwood Fast Facts

LAND & FEATURES

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

PEOPLE & BUSINESS

- Incorporation year: 1985
- 18,310 residents and growing
- 9.6% growth between 2011 and 2016
- Median age 41.6
- 17% Youth 0-14 | 67% Adults 15-64 | 16% Seniors 65+
- 6,867 households
- \$4.36 billion in assessed value
- 425,000 taxes generated from new growth
- 522 licensed businesses



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City of Colwood, British Columbia, Canada
2020 Annual Report for fiscal year
ending December 31, 2020

Prepared by the City of Colwood
Communications & Finance Departments

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



Colwood Mayor and Council 2019-2022

Mayor & Council

Message from the Mayor



Rob Martin
Mayor

2020 was challenging in ways we've never experienced. Our community came together in inspiring ways: the unparalleled dedication of all essential workers, families adjusting to changing work and school environments, neighbours reaching out to help others, a surge of support for local businesses and a renewed appreciation for Colwood's abundant beaches, parks, trails and natural areas for the health benefits they provide.

With this in mind, the City of Colwood created its first Parks & Recreation Master Plan with tremendous input from residents. The plan lays out a vision for new parks, trail networks and amenities. It will guide the creation of Parks Management Plans in 2021 to begin to implement improvements.

Council advanced plans for a 10-year program of sidewalk and cycling upgrades, applied for a grant to construct a Galloping Goose pedestrian and cycling bridge over Sooke Road and embarked on a Waterfront Improvement Plan to create a multi-use waterfront trail that will help to protect the highly sensitive wildlife habitat and archeological resources.

Over the next five years, Colwood anticipates over \$1 billion in construction investment that will create an estimated 450 construction jobs and hundreds of long term jobs in our community. This will also require investment from the City to guide development in responsible ways, maintain and repair new infrastructure and serve a growing population.

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

Colwood Council 2018-2022

Colwood's Mayor and six councillors were elected in November 2018 for a four year term.

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

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



Michael Baxter



Cynthia Day



Dean Jantzen



Doug Kobayashi



Gordie Logan



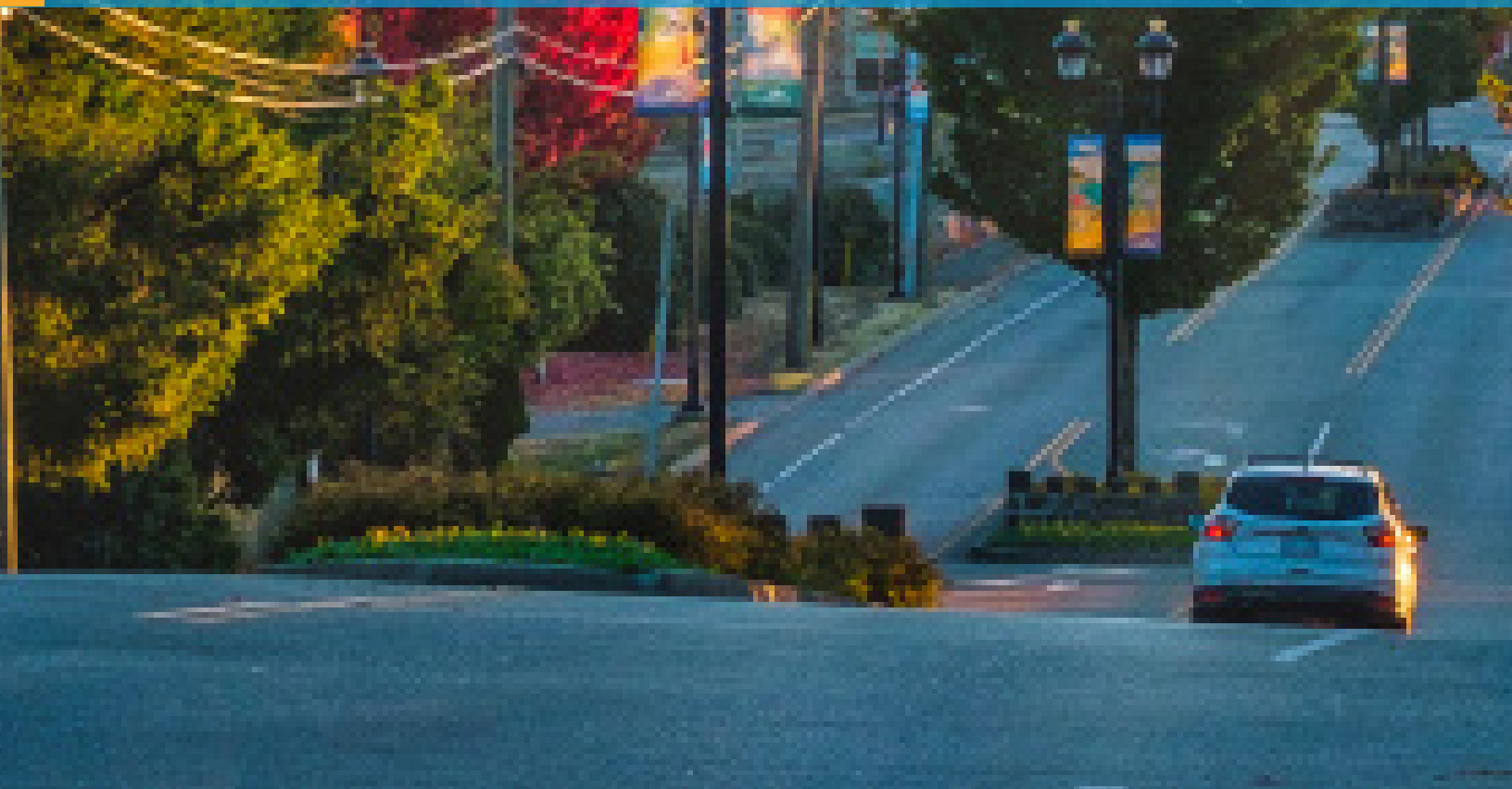
Stewart Parkinson

Making Headlines in 2020

- Relief for Colwood taxpayers: City targets 0% tax increase and reduction to business tax
- Colwood Branch Drop Off expanded to April 25th and every Saturday in May
- Colwood hosts first in a series of COVID-19 Response & Recovery Business Roundtables Keeping your distance - seaside style
- Weekly Branch Drop Off to continue every Saturday through the summer
- Help create Colwood's first Parks Master Plan - share your ideas!
- Ocean Boulevard: a seaside destination for residents and visitors
- New Colwood park! Meadow Park Green will be the place to play in Royal Bay
- Monitoring traffic flow to inform transportation planning
- Colwood economic recovery plan: promoting prosperity throughout our community
- Work begins to repair multiple long sets of stairs in Latoria Creek Park
- Summer fun at Royal Beach Seaside Village
- Seaspan Victoria Shipyards coming to the Allandale District in Colwood
- Netflix filming new series at Royal Beach in Colwood
- Royal BC Museum brings the Royal Bay mammoth tooth home to Colwood
- Overpass for the Galloping Goose: Colwood exploring grant opportunities
- Colwood light displays brighten the holidays
- Colwood Create Places competition



Goals & Strategic Priorities



Official Community Plan Goals

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

People and *nature* are exceptionally well-connected.

Family friendly *neighbourhoods* provide housing choices.

Residents have realistic *transportation* choices.

Vibrant streets & *public spaces* promote community connections.

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

Strategic Priorities

Mobility

Colwood is a community on the move



- Transportation Master Plan Update
- Roads Paving Program
- Sidewalk and Bike Lane Plan
- Crosswalk + Transit Improvements
- Roundabout at Latoria + VMP
- Road works at Allandale + VMP
- Design works for upgrades along Sooke, Metchosin & Painter Roads
- Technology to measure + relieve traffic

Prosperity

Colwood is a thriving City



- 0% overall tax increase in 2020
- Realign commercial tax rate
- Household Prosperity Study
- Regular meetings with businesses
- Benchmark the costs of development
- Public Realm Improvement Plans for Colwood Corners + the Waterfront
- Update Land Use Bylaw
- Update Economic Development Strategy

Governance

Colwood is a well-managed City



- Dam Safety Upgrades at Lookout Lake
- Sewer Master Plan
- Stormwater Master Plan
- Service Inventory + Service Levels
- Low Carbon Resiliency Plan
- Sustainable Infrastructure Plan and full asset life cycling accounting

Vibrance

Colwood is an engaging City



- Parks & Recreation Master Plan
- Roadway Beautification Plan
- Enhanced Signage and Wayfinding
- Social + Cultural Needs Assessment
- Events Plan + Volunteer Plan
- Explore possibility of an arts centre
- Heritage Strategy
- Affordable Housing Policy



Ocean Boulevard free for bikes



Latoria Creek Park gets new stairs

2020 in Pictures



Sledding at City Hall pre-COVID



Royal Roads Forest



Indigenous Housing under construction at 342 Wale Road



The view from Havenwood Park



Colwood's Waterfront & Lagoon neighbourhood



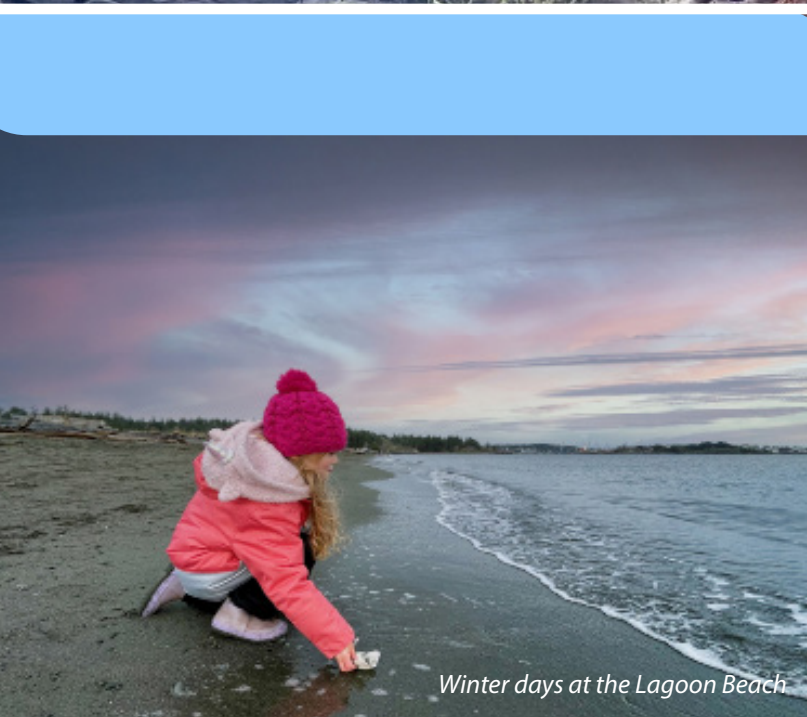
Community pulling together



Crosswalk installation on Latoria Road



Royal BC Museum coming to Royal Bay



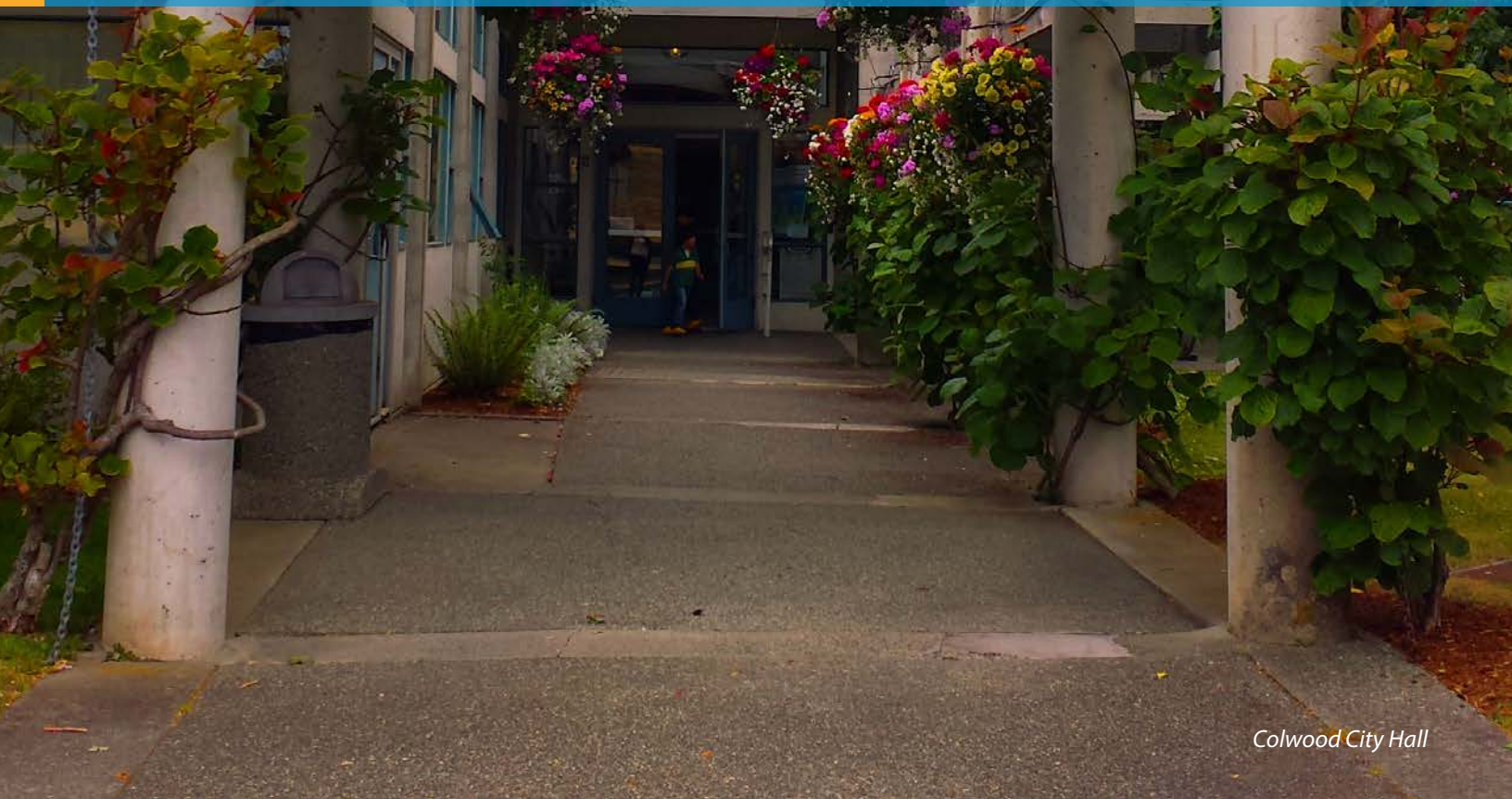
Winter days at the Lagoon Beach



Orange Shirt Day First Nations Market



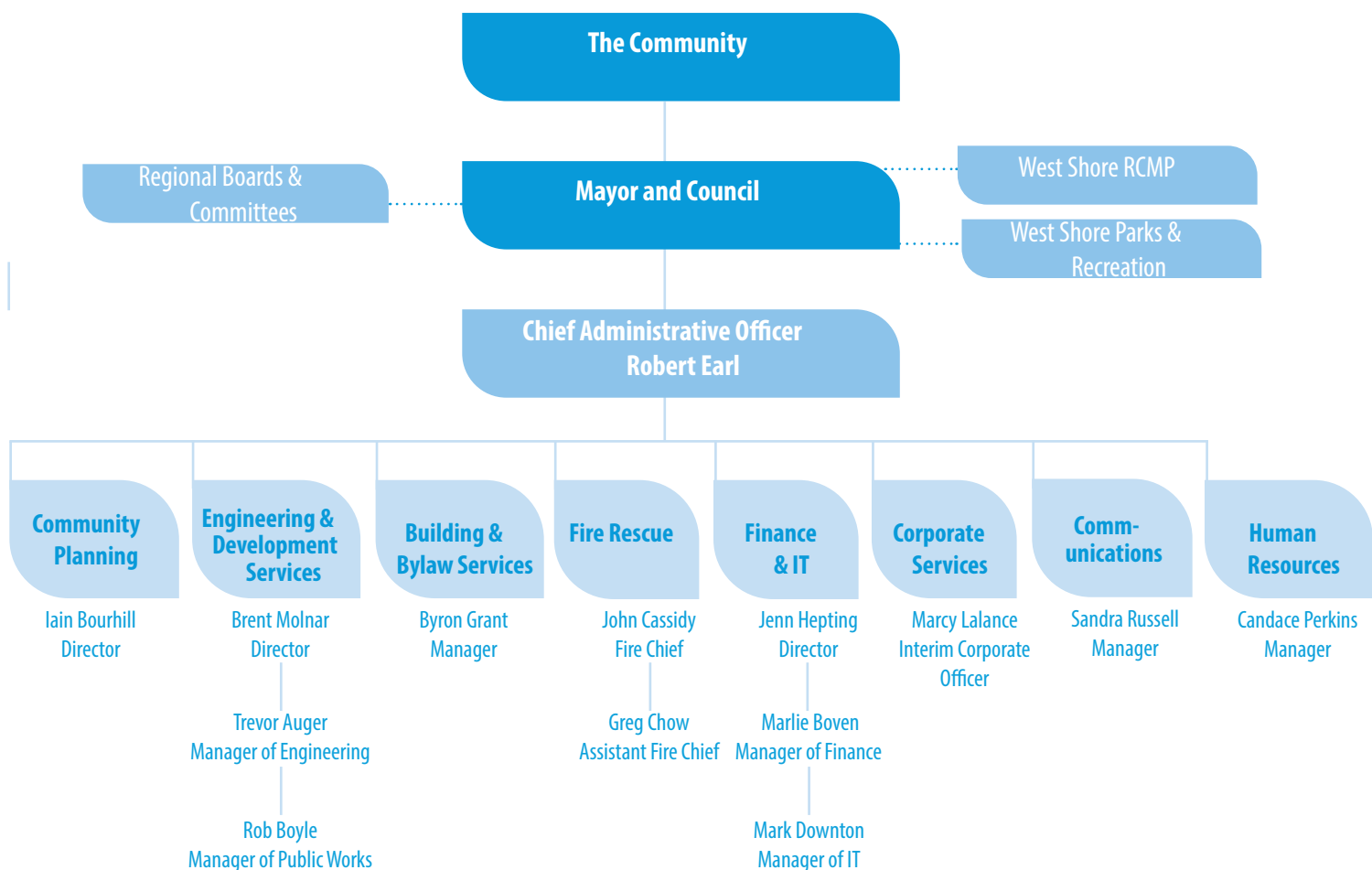
City Services



Organization Profile

The City of Colwood provides a wide range of municipal services to the community. These services include Corporate Administration, Finance, Policing, Fire Protection, Planning, Building Inspections and Bylaw Services, Engineering, Public Works, Parks and Sewer Service. The City also levies and remits funds to support the West Shore Parks and Recreational Centre, the Greater Victoria Public Library, and School District 62.

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





Community Planning

Completed a new
Heritage Strategy to
protect and promote
Colwood's unique
heritage assets

Created Colwood's
first Parks & Recreation
Master Plan to enhance
connectivity and
enjoyment of parks

Community Planning supports decision making for the future wellbeing and environmental stewardship of Colwood:

Long Range Planning and Policy: Support the vision for Colwood's future as identified in its Official Community Plan (OCP).

Heritage Planning: Conservation and management of heritage resources in conjunction with the Colwood Heritage Commission.

Arts, Culture and Recreation: Planning and policy support of public arts and culture through collaboration with groups such as the Juan de Fuca Performing Arts Centre Society and West Shore Parks & Recreation.

Environmental Sustainability: Integrated climate change adaptation, mitigation and stewardship of local ecology and biodiversity.

Economic Development (Including Covid-19 Recovery): Policy and program development and implementation of Colwood Economic Development Strategy and the Covid-19 Economic Recovery Strategy.

Accomplishments from 2020

- Facilitated rapid COVID-19 economic recovery planning with community stakeholders
- Compiled the Colwood COVID-19 Economic Recovery Plan and led implementation of recovery strategies and tactics
- Initiated the Colwood Prosperity Roundtable quarterly meetings
- Assisted with development planning surge in applications
- Completed the Heritage Strategy
- Completed the Colwood Housing Needs Assessment with the CRD
- Compiled the Parks and Recreation Master Plan
- Completed the Colwood "Together for Climate" Adaptation Strategy with ICLIE Canada (Phase 1 of Low Carbon Resiliency Plan)

Priorities for 2021

- Continue to refine and implement the Economic Recovery Plan
- Continue to lobby BC Transit for public transit improvements
- Update the Land Use Bylaw general regulations and zoning
- Review and update the Affordable Housing Policy
- Complete Waterfront Public Realm Improvement Plan
- Complete the Active Transportation Network Plan
- Complete a coastal adaptation plan
- Formalize the updated Heritage Inventory
- Complete the Heritage Strategy
- Implement the Parks and Recreation Master Plan and complete three major park specific management plans
- Work with Juan de Fuca Performing Arts Centre Society to determine feasibility of new arts Centre at the Island Highway
- Complete Low Carbon Resiliency Plan GHG inventory & mitigation
- Implement actions called for by the Climate Emergency Declaration

Council Expectations

- Ensure long range plans advance the direction of the Official Community Plan.
- Focus on infrastructure planning for active transportation and public transit mode-shift.
- Protect and celebrate heritage assets.
- Support public arts and culture through planning and collaboration.
- Encourage a shift to low carbon resiliency to support climate change adaptation, mitigation and stewardship of local ecology and biodiversity.
- Planning that supports the economic resilience of the City.

Residents enjoy a city that is green by nature and the privilege of a connected network of parks and trails within easy walking distance of home. Colwood's parks, recreation, and natural systems are unique to this place and integral to the community's identity and exceptional quality of life. The treasured public waterfront is iconic and balances resiliency to climate change and sea level rise, respect for the environment, and a vibrant destination for activity and cultural events in the region. The diverse amenities and thoughtful distribution of Colwood's parks and recreation empower all ages and abilities to live a healthy lifestyle and provide a legacy for generations to come.





Development Services

Development Services work hand in hand with the Council, the community and developers to implement the Official Community Plan and Land Use Bylaw, and bring about works and services to realize development within the City of Colwood.

The department coordinates extensively with development partners and internal departments to realize development objectives by:

1. providing clear and consistent guidance to developers to support the timely completion of new development projects, and
2. respecting and promoting the environmental, economic, and social and cultural aspects of Colwood.

241

**development,
sign, tree +
applications
received
in 2020 up from
233 in 2019**

Accomplishments from 2020

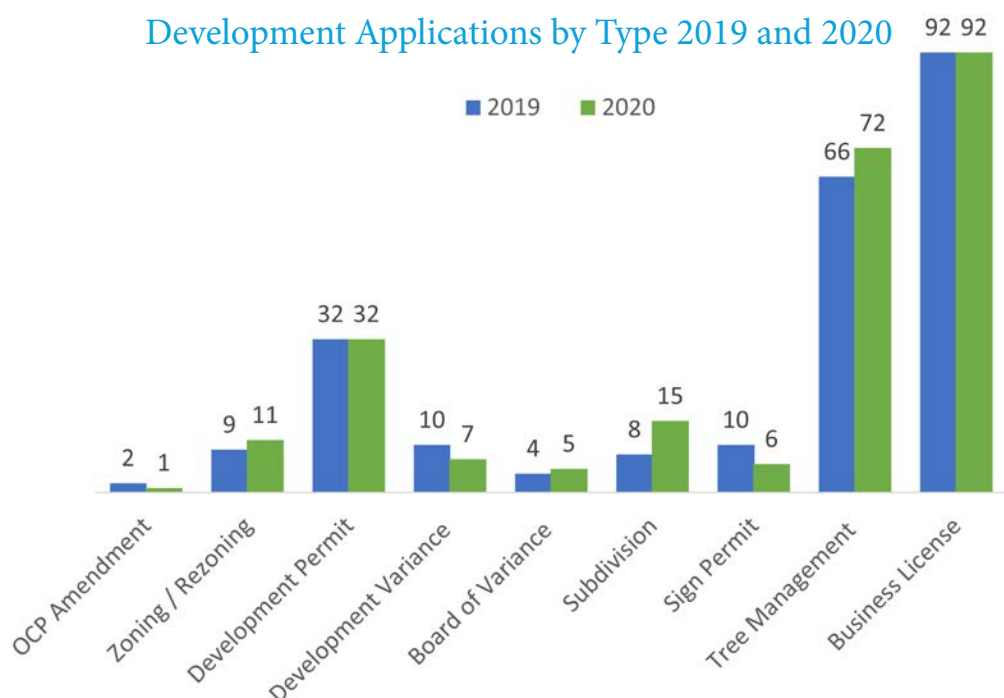
- Continued to support major development: Royal Bay subdivision and development permitting; Latoria South Official Community Plan and Rezoning Amendments; Royal Beach Official Community Plan and Rezoning Amendments; Allandale Rezoning and Development Permitting; Olympic View subdivision
- Customer service response time to land development inquiries less than 24 hours.
- Improved deliverables and timelines for subdivision, rezoning, and development permits despite increasing application volume and complexity of development
- Strengthened Board of Variance process to enable consideration of minor variances.
- Continued to increase knowledge and expertise of all Development Services staff (e.g. professional development, mentorship)

- Enhanced Land Asset Management Tracking (Subdivision)
- Supported master planning projects: Parking Bylaw Update, Community Amenity Bylaw, Attainable Housing Policies and Parks & Recreation Master Plan

Priorities for 2021

- Update Development Procedures Bylaw (2021 / 2022)
- Update Development Cost Charge Bylaw
- Streamline Report and Permit Templates (2021 / 2022)
- Update Public Hearing Procedures and Responsibilities (2021)
- Update Development Application Fees (2021)
- Update Development Application Forms (2022)
- Update administrative support practices for general inquiries, tree permits, file management, etc.
- Implement Land Development Software System (2021/2022)
- Work with the Engineering Department on a policy regarding works and services relative to small in-fill subdivisions (2021)
- Update small lot design guidelines to align with OCP (2021)
- Planning Permit Compliance and Monitoring System (2022)
- Actualize Parks & Recreation Plan rezoning and subdivision (2022)
- Plan for long term updates: Brochures for development applications; update development processes on website; Development Application Tracking System; enhanced mapping capabilities for Development Services Department; Terms of Reference for Professional Reporting (TIA, Stormwater management plan, etc.

Development Applications by Type 2019 and 2020



92
business licenses issued
in 2020 for a total of
522
active businesses

Statistical Trends: Planning and Land Use

New Construction Value

2017	2018	2019	2020
\$79M	\$149M	\$105M	\$116M

New Subdivision Lots Created

2017	2018	2019	2020
56	80	105	160

New Strata Lots Created

2017	2018	2019	2020
83	100	94	28



Engineering

Council Expectations

- Consistent application of the Bylaws, Strategic Priorities, Policies, and regulations of the City relative to the consideration of works and services.
- Deliver high quality capital works and services that meet Engineering specifications and consider our environment, changing climate, universal accessibility and fiscal responsibility.
- Apply a “complete streets approach” that conforms to the City's mode priorities: active, transit, goods & services, then vehicles.
- Timely response for review and inspection services.
- Protect existing infrastructure and inspect new construction to protect against risk and ensure quality and conformance.

The Engineering department works to ensure the safety and effectiveness of the City's infrastructure assets by planning, constructing and maintaining its parks, roads, sidewalks, drains, sewers, streetlights, traffic signals, bridges and city owned buildings. In conjunction with the City's Public Works, Development Services, Community Planning and Building departments, Engineering 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.

Accomplishments from 2020

- Continued to improve information flow amid an increasingly high volume and complexity of development review required for plans, submissions, estimates and reports.
- Bring forth efficiencies to support consistent communication with the community and ensuring complete submissions from development teams (improve templates, standard documents and output)
- Improve contact relation to applications / development
- Ensure team resources are in place to continue to provide a consistently high quality service delivery

Priorities for 2021

- Lead the update of the Development Services Bylaw (2021 / 2022)
- Implement standard templates and “next steps” procedure for our community (2021)
- Update template for Storm Water Master Plans for both large scale and smaller developments (2021 / 2022)
- Continue to improve contact relation to applications / development (2021)
- Continue to optimize staffing resources on the team for continued delivery of consistent high-quality service in meeting the increasing demand (2021+)
- Work with the Approving Officer to bring forth a policy regarding development works and services relative to small in-fill subdivisions (2021+)
- Assist in the implementation of software for labour and benefit costing to better understand if additional resources are required

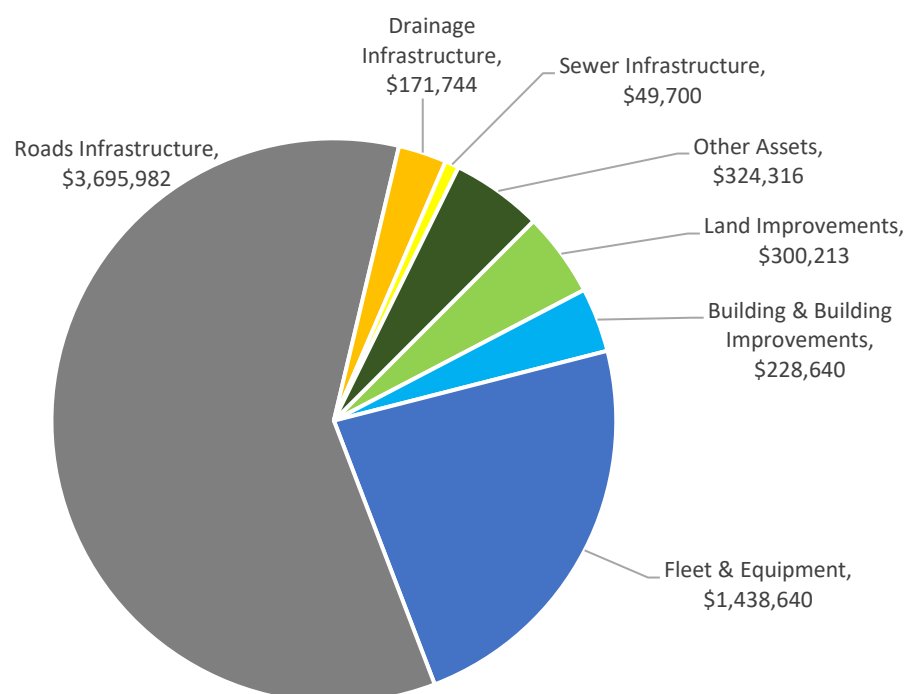
323

Complaints/Issues resolved

Hours allocated to drawing reviews and development driven tasks

1,567

New Capital Assets Acquired in 2020 = \$6,209,235



Statistical Trends: Engineering

Right of Way Permits Issued

2017	2018	2019	2020
263	233	248	248

Hours allocated to development

2017	2018	2019	2020
1,360	1,250	1,684	1,567

Complaints/Issues Resolved

2017	2018	2019	2020
100	125	214	323

Street Lights Upgraded to LED

2017	2018	2019	2020
0	42	32	0



Public Works

Maintain & repair
95 km of roads
9 bridges and
1300+ catchbasins

Council Expectations

- Customer service, education and consistent messaging to residents continue to drive the response to service requests.
- Calls for service are prioritized over scheduled work when the issue represents a potential safety hazard.
- Remediation of graffiti is a priority.
- City programs such as Branch Drop-off and Spring Cleanup are provided according to community demand.
- Interdepartmental partnerships are fostered to improve coordination of effective service and knowledge of Colwood infrastructure.

Public Works staff oversee a wide array of programs and services including Branch drop off, Spring Clean Up, and Snow and Ice Removal. They provide waste management with litter and garbage collection from receptacles throughout the City. Public works also supports community events such as Beach Food weekends and Holiday Light-Ups, which require of many hours of preparation and onsite management. In addition, they provide facility maintenance at City Hall; Public Works buildings, offices, yard and storage bay; St. John The Baptist Church and Emery Hall; Metchosin Gravel stockpile, Lookout Brook dam and two pump station buildings. They also maintain small equipment, vehicles, street signs, light poles, and manage adherence to the National Safety Code for commercial vehicles for all employees. In 2020, the Public Works team received 774 Request for Action from our community.

Accomplishments from 2020

- Increased Branch Drop Off Day service to meet increased resident demand during the COVID pandemic
- Provided a safe outdoor recreation space at the Colwood Waterfront during the COVID-19 pandemic, using the closure to perform road repairs and shouldering in addition to increased garbage collection and washroom cleaning
- Implemented a new Fleet Management Policy
- Successfully initiated a comprehensive service expectation dialogue among staff and Council

Priorities for 2021

- Continue to develop policies for Public Works services, including Sidewalks, Snow and Ice, Storm and Sanitary Sewer Maintenance
- Map out the future of the Public Works Yard and facilities and develop a long term plan for improvements
- Increase the diversity of training opportunities to support organizational and individual success
- Continue to explore opportunities for an enhanced branch drop-off program

**Received
21,888
vehicles at the
Branch Drop Off
program in 2020**

Statistical Trends: Public Works, Parks, Trails

Complaints/Issues Resolved

2017	2018	2019	2020
92	273	566	637

Branch Drop Off Vehicles served

2017	2018	2019	2020
15,189	15,800	16,047	21,888

Spring Clean Up Vehicles served

2017	2018	2019	2020
549	550	630	0

New Sewer Installations

2017	2018	2019	2020
5	5	12	14





Roads

Crosswalk upgrades on Latoria at Wishart

The Roads team inspects and maintains over 126 kilometers of paved road. Approximately 26% is arterial, 35% is collector and 39% local. Paving is done to repair pavement failures and potholes. They also manage large-scale paving works, long-line painting and street sweeping, including storm debris cleanup. Road shouldering is performed along arterial, collector and local roads as needed for safety and functionality. Where sidewalks are in place, inspection and maintenance is performed. In addition, staff are responsible for the road-repair of third-party utility installations and the construction of water controls and extruded curbs. Snow and ice removal affects all service areas of Public Works, road clearing often represents the majority of work during a winter event: streets are cleared by priority: bus routes, school zones and collectors first with all other roads visited in a timely manner as permitted by the severity of the weather.

Accomplishments from 2020

- Planned and coordinated 82 BC-One Calls to locate underground utilities prior to excavation to ensure safety and protect assets
- Implemented an 'in-house' Colwood line marking program
- Initiated a multi-year pavement remediation program of arterial roads
- Effective snow response in January 2020
- Continued cross-training of staff for operational flexibility

Priorities for 2021

- Continue asphalt remediation program
- Expand line marking and cat-eye program
- Formalize operational Sidewalk Policy
- Create a Snow and Ice Policy that establishes snow removal responsibilities
- Create a Cycle Lane Maintenance Policy
- Create a plan to provide safe winter pathways to schools
- Provide a report with options for curb painting and sandblasting
- Implement traffic calming pilot projects in various neighbourhoods throughout the community

Council Expectations

- Maintenance of roadways, cycling lanes and sidewalks (including snow removal) to ensure safety, accessibility and functionality for all residents.
- Road management that fosters a sense of pride for residents while maximizing the useful life of infrastructure.
- Proactive paving and asphalt maintenance.
- Encourage alternate modes of transportation by ensuring that sidewalks and cycle lanes receive an equal level of service as roads.
- Timely and responsive pothole repair to address areas of failure.
- Preventative and proactive snow and ice removal.



Parks & Trails

Meadow Park in Royal Bay

Parks

Colwood staff maintain and beautify over 52 parks and green spaces including destination playgrounds and neighborhood commons.

Services provided range from weekly playground maintenance and inspections to manicured lawn and garden care as well as washroom maintenance, irrigation and tree management. **Community Parks**

are provided high frequency maintenance, including playgrounds at Herm Williams Park and Colwood Creek Park as well as unique assets at St John's Church Historic Site, Pioneer Cemetery and the Colwood Waterfront. **Neighborhood Parks and Green Spaces** receive moderate maintenance frequency, such as Terrahue and Nellie Peace Parks.

Linear and Undeveloped Parks are typically provided lower frequency maintenance, including the seasonally maintained Sue Mar and Elizabeth Anne Parks.

Trails

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

Accomplishments from 2020

- Improved irrigation standards of construction which will decrease water usage and improve plant health
- Developed and implemented an 'in-house' training program for key equipment, improving safety and efficiency
- Implemented and sustained high level of service to public washrooms during COVID; providing this service is essential to public safety

Priorities for 2021

- Create an Urban Forest Management Plan
- Create Action Plan to implement improvements outlined in the new Parks and Recreation Master Plan
- Implement a data tracking system to provide more detailed information about parks levels of service

Council Expectations

- A high standard of landscaping and safety is upheld at parks and playgrounds.
- Beautification of green spaces through plantings is a priority.
- Park improvements are undertaken to increase safety and accessibility for residents, including the provision of playgrounds for all user groups.
- Encourage public stewardship and engagement through partnerships with groups such as Green Teams Canada and the Friends of Havenwood Park.
- Native species are used for plantings wherever possible.



Wale Road

Boulevards

Council Expectations

- Boulevard amenities foster a sense of pride for residents.
- Colwood boulevards have a manicured appearance.
- Beautification is implemented wherever possible through annual plantings.

Colwood staff maintain over 7 kilometers of developed boulevards and islands that feature sidewalks, garden beds and manicured lawns. These are supported by irrigation systems and equipped with ornamental lighting. There are also 58 garden beds in cul-de-sacs throughout the City that require regular pruning and weeding. While the City maintains all the boulevard gardens, mowing is performed by City staff or property owners, depending on the location, in accordance with the Traffic and Highways Bylaw. Irrigation is a significant part of boulevard maintenance, especially given the complexity and size of the recent installations at Royal Bay. In addition Colwood has over 17 kilometers of undeveloped boulevard with grass or brush requiring seasonal mowing; typically, these boulevards are part of Colwood's critical drainage network.

Accomplishments from 2020

- Beautified the City with Summer and Winter annual plantings.
- Completed landscape improvements at Brookes School island
- Improved staff knowledge of irrigation systems
- Improved irrigation construction standards which will decrease water usage and improve plant health

Priorities for 2021

- Create an Urban Forest Management Plan related to boulevard trees
- Create a boulevard beautification plan in coordination with Communications staff to showcase Colwood
- Re-examine service to median garden beds on complex arterial routes to beautify while improving employee safety
- Create opportunities for community education and feedback with respect to boulevard plantings
- Determine boulevard and cul-de-sac island maintenance options including the provision of supplies to support property owners in volunteer maintenance where residents desire it



Storm Sewers

Colwood staff manage \$85.1 million worth of storm infrastructure including 6 kilometers of drainage culverts, 25 kilometers of ditches, 39 kilometers of storm drainage pipe and 1300 catch basins. Catch basins are inspected and flushed with a hydro-vac truck to ensure they are clear and functional. Work is also done to clear grass and brush to ensure unimpeded access to easements where manholes are located. Storm mains are flushed and assessed using a CCTV camera to gather data and ensure the health of the system. Open utility systems are maintained seasonally: ditches are mowed (but not beautified), culvert inlets and outlets are inspected and cleared, headwalls are repaired, and washed-out spillways are fixed as needed. During significant winter rains, City employees actively monitor drainage infrastructure to keep systems in working order.

Accomplishments from 2020

- Completed inspection and cleaning of all catch basins
- Located and repaired critical areas
- Implemented a drainage pond maintenance program to ensure these critical assets are accessible and monitored
- Installed 'magic-holes' as needed to better capture overland water in areas where former open watercourses have been filled

Priorities for 2021

- Create a stormwater maintenance operational policy
- Continue assessing and improving storm water infrastructure through an inlet and outlet inspection program
- Implement flush and camera program for system maintenance. Proactive management of hotspot areas

Council Expectations

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



Sewer Utility

Wishart Road

Council Expectations

- Boulevard amenities foster a sense of pride for residents.
- Colwood boulevards have a manicured appearance.
- Beautification is implemented wherever possible through annual plantings.

The City's sewer utility is self-funding with all costs related to the maintenance, repair and replacement of the sewer system financed through the sewer user fee.

Approximately 30% of Colwood households are connected to sewer service. These property owners pay a sewer user fee on their property tax bill to help keep the almost 50 km of pipes and infrastructure, including 10 lift stations in safe working order. The City's system also services commercial properties including Royal Roads University, DND lands, two golf courses, schools, and West Shore Parks & Recreation facilities.

Colwood's Sewer Master Plan shows how sewers could be built throughout Colwood, but funding is not in place. As new developments are built there will be more opportunities for property owners to connect. Currently, the majority of the cost to construct and operate the region's Wastewater Treatment Plant is borne by all Colwood taxpayers.

Accomplishments from 2020

- Completed a comprehensive review of Colwood's SCADA and pump station technology to map the future of sanitary infrastructure.
- Installed 12 residential sanitary sewer connections, allowing more residents to benefit from sewer services.

Priorities for 2021

- Review present capacity requirements and future needs by investigating Inflow and Infiltration and flow monitoring
- Work with CRD with regard to regional initiatives
- Review the Sewer Master Plan and needs to determine the costs and assess the City's ability to extend sewer to specific areas of the City. This should be considered a long term project.



Recreation, Culture & Heritage

Recreation In addition to the City's beaches, parks, trails and natural areas where recreation opportunities are plentiful, Colwood is a joint owner of the West Shore Parks & Recreation Centre and Juan de Fuca Library. Facilities include a swimming pool, exercise facilities, ice rinks, a golf course, indoor and outdoor playing fields, tennis, volleyball and more. In addition, the nearby WildPlay Element Park offers ziplines and elevated obstacle courses. **In 2020 the City initiated its first Parks & Recreation Master Plan to identify gaps and opportunities and create policies to maximize parks & recreation offerings in Colwood.**

Heritage Colwood has long been recognized for its iconic heritage sites, including Hatley Castle, Fort Rodd Hill and Fisgard Lighthouse, Pendray House, St. John's Church, Pioneer Cemetery, and the Colwood Dairy and Cheese House, among others. **In 2020 Colwood's Heritage Commission was re-established to create a Heritage Strategy.**

Arts & Culture In 2020 events were limited due to COVID-19, however the City implemented extra safety precautions to offer weekly Beach Food events and bring people together in safe ways. Colwood is proud to work with local arts organizations like the Colwood Arts & Cultural Society, West Shore Arts Council and Coast Collective Arts Society on events and initiatives such as street banner projects, murals, markets and more. In recent years Colwood has also been recognized for its unique driftwood art displayed at the waterfront. **In 2020, the City continued to work with the Juan de Fuca Performing Arts Centre on concepts for an Arts Centre in Colwood..**

50+
Community events
coordinated

Partnered with local
artists to produce and
install

44
street banners
on light standards
throughout the City

Building & Bylaw Services

330 Goldstream Avenue - built to passive house standards by Greater Victoria Housing Society

Council Expectations

- Protect the health, safety, and prosperity of the community.
- Protect the environment from damage.
- Consistent application of regulations to enforce and uphold community standards using a user friendly approach.
- Protect and inspect quality and safety of construction.
- Industry leading turnaround time on permit processing.
- Upfront communication about the building process with residents and industry.
- Responsive bylaw enforcement services that works to seek voluntary compliance as the primary objective.

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

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

Accomplishments from 2020

- Kept business operations at pre-COVID 19 levels during the pandemic to maintain the economic prosperity of the City
- Average 5-day turnaround from receipt of application to issuance of building permit for standard buildings
- Worked with the School District, contractors and registered professionals to overcome challenges to complete the building permit for the expansion of Royal Bay Secondary in time for the start of the school year
- Work with property owners to address unsightly premises
- Work with recreation vehicle owners regarding overnighting on City streets

525

**Bylaw issues
resolved in 2019**

Priorities for 2021

- Review and update the Building Bylaw as necessary
- Initiate a digital permit application and plan review system
- Ensure departmental capability to meet the challenge of a significant amount of development anticipated for 2021
- Implement the Energy Step Code for Buildings
- Continue to improve how we use technology to streamline responses, communication, and record keeping
- Review Bylaw Services hours of coverage
- Implement a new bylaw Call for Service system through a city portal
- Follow through on Council direction for a Parking Demand Management system analysis
- Amend the Ticketing for Bylaw Offences Bylaw to update the fines and schedules to be current with the referenced bylaws

\$50,851,000
Construction value of
building permits
issued in 2020

Statistical Trends: Building & Bylaw Services

Building Permits Issued

2017	2018	2019	2020
524	445	493	425

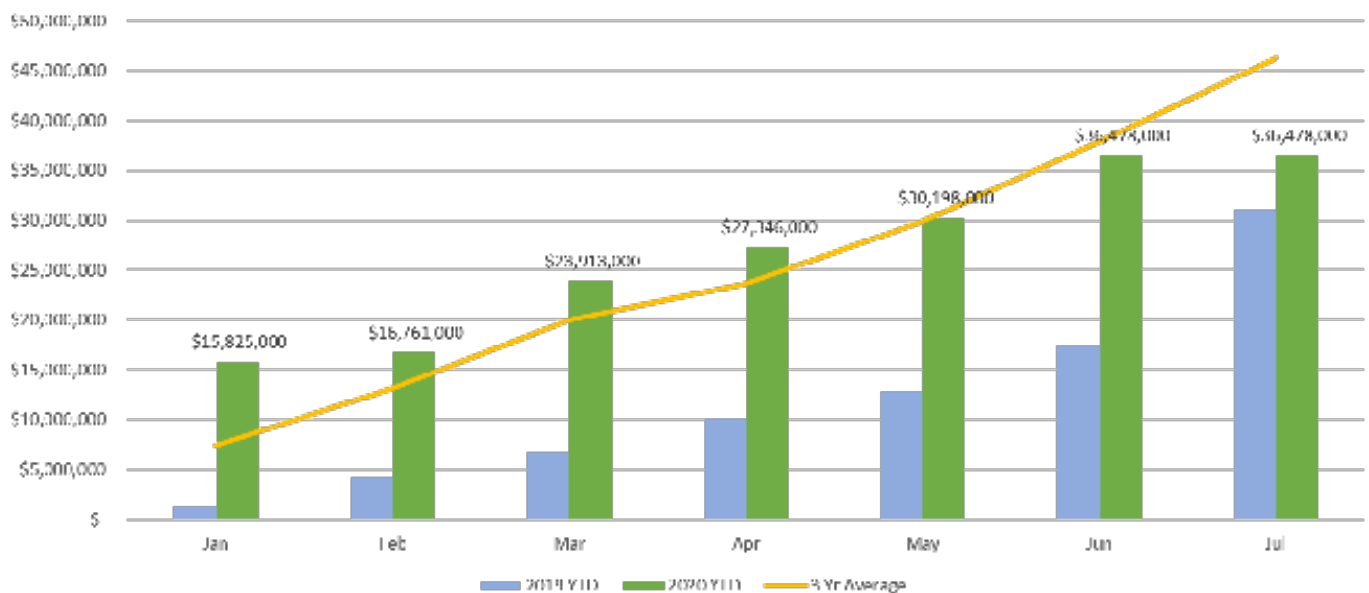
New Construction Tax Revenue

2017	2018	2019	2020
\$415K	\$339K	\$249K	\$425K

Bylaw Issues Resolved

2017	2018	2019	2020
640	492	525	587

2020 YTD Est. Residential Construction Value by Month in Colwood (with 2019 and 3 Year Avg data for comparison)





Fire Rescue

Colwood Fire Hall

Council Expectations

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

The Colwood Fire Department is the West Shore's longest serving fire department and has been protecting Colwood residents since 1946. Colwood Fire consists of 32 volunteers, 8 career firefighters and 1.5 administrative professionals who provide valuable services to the community including 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 department provides a level of service consistent with the provincial Office of the Fire Commissioner full service fire department standard as well as National Fire Protection Agency standards.

Accomplishments from 2020

- Accepted delivery of replacement Fire Engine #51
- Continued to work on fire department strategic planning process
- Continued to work on Officer development program
- Completed installation of container training area behind the station
- Continued planning for future fire station in Royal Bay
- Replaced one of two vehicle exhaust rails in station for Health/Safety and Work Safe compliance
- Completed work with Westshore Fire Departments for increase resource availability for emergency response model and mutual aid (fire and emergency notification for cross coverage)
- Implemented new protective protocols for call response related to COVID-19
- Implemented new protective equipment for personnel protection at COVID-19 responses

668

**Calls attended by
Colwood Firefighters**

- Completed fire hall access improvements from Wishart Road
- Upgraded aging fire hall alarm room infrastructure
- Completed transition to new P25 700Mhz CREST radio network

Priorities for 2021

- Continue to work on fire department strategic planning process
- Plan to increase career firefighters from 3 to 4 firefighters per shift
- Continue to plan for future fire station in Royal Bay
- Replace one vehicle exhaust rail for safety and Work Safe compliance
- Continue to work with other departments to increase resource availability for emergency response model and mutual aid
- Continue to upgrade mobile data and mapping technology
- Complete training area lighting for safety and security
- Reconfigure fire hall board room to accommodate staffing large-scale weather events
- Continue multi year plan for (SCBA) replacement program
- Review Paid On-Call model
- Explore volunteer incentive options

**Firefighters
participated in
4,048
hours of training**

**28
Fire Investigations**



Colwood Fire Hall Open House

Statistical Trends: Fire Rescue

Number of Calls

2017	2018	2019	2020
670	660	760	668

Fire Investigations

2017	2018	2019	2020
22	21	14	28

Fire Inspection

2017	2018	2019	2020
690	659	614	336

Training Hours

2017	2018	2019	2020
6,450	6,282	5,976	4,048

Overdose Calls

2017	2018	2019	2020
4	10	12	9



Policing

Tour de Rock with West Shore RCMP at Ecole John Stubbs

Under the Police Act, municipalities with populations exceeding 5,000 must provide their own law enforcement. The City of Colwood contracts with the provincial government for policing services. The Provincial government has contracted with the Royal Canadian Mounted Police for provision of policing services. Municipalities are responsible for providing the police detachment building, prisoner cells, as well as civilian support staff.

4,573
Colwood
police files

The City of Colwood helps fund the Westshore detachment of the RCMP, located in Langford. This detachment serves View Royal, Langford, Metchosin, Highlands, Songhees First Nation and Esquimalt First Nation in addition to Colwood. The City of Colwood directly employs nine full time equivalent support staff for the detachment.

Accomplishments in 2020

The 2020-24 Financial Plan endorsed a police strength increase of two members between 2020 and 2022, and of 1.0 municipal support staff in 2020 and 0.5 municipal support staff in 2021.

Priorities for 2021

The West Shore Detachment is proposing an additional increase of a third member, in 2022. With this proposed increases reflected in the 2021-25 financial plan, the police strength has increased from 16.6 FTE in 2018 to 20.6 FTE in 2022 in order to meet the demands of community growth. This increase in resources will be funded through new construction taxation.



**Calls for service
per 1000 people:**

24%

**Langford 33%
View Royal 29%**

Statistical Trends: Policing

Number of Colwood Police Files

2018	2019	2020
3718	4423	4573

Files that resulted in charges

2018	2019	2020
221	279	279

Criminal Code Charges

2018	2019	2020
141	170	143

Proactive Street Checks

2018	2019	2020
106	67	61

Crime Reduction Unit Files

2018	2019	2020
41	46	33

General investigation Files

2018	2019	2020
17	10	33

Mental Health & Addiction Files

2018	2019	2020
203	230	256

Corporate Services

Colwood City Hall

Council Expectations

- Transparency of Government.
- The public is well informed of matters under consideration by Council and Committee.
- Fair and transparent access to information.
- Due diligence in Risk Management of the City through Contract and Agreement administration.
- Agendas and minutes are clear, accurate and accessible.
- Strategic communications and high quality marketing and promotions advance the City's goals.
- Meaningful engagement with citizens increases understanding, builds trust and leads to durable decisions.
- Engaging community events strengthen connections and showcase Colwood.

Corporate Services provides a broad set of services to City departments, Council and the community. The Chief Administrative Officer and Corporate Services 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 takes a strong leadership role in the corporation by leading labour relations and assisting Council with strategic planning.

Accomplishments from 2020

- Initiated new Electronic Records Management Program
- Enhanced Council audio-visual system for live meeting broadcasts
- Implemented new portal for easy access to meeting information
- Leveraged technology to streamline report production and approval
- Improved efficiency in managing bylaw readings at Council
- Explored improvements for the handling of correspondence
- Provide high level meeting management and legislative/procedural support to Council and Staff through the COVID-19 pandemic
- Further developed records management, policies and procedures
- Developed COVID19 protocols for reopening the church and hall
- Created informative and engaging pandemic info and signage
- Launched the Colwood is Calling campaign to raise the City's profile, attract new residents and businesses and build community pride

- Produced video shorts to reiterate Strategic Priorities, inform about new initiatives, educate about services and personalize the City
- Initiated quarterly Colwood feature spreads in local papers
- Hired communications engagement assistant
- Continue to design and implement placemaking and wayfinding – signs, banners, displays & public art (Award for park lighting display)

Priorities for 2021

- Implement in-house training program for records management
- Implement an ongoing policy review program
- Continue to improve internal handling of correspondence and FOI
- Update FIPPA training to raise awareness of legislated requirements
- Review and modernize the Council Procedure Bylaw
- Further develop a correspondence tracking procedure
- Review and inventory municipal cemeteries
- Organize and manage the 2022 Municipal election in-house
- Fully staff the Corporate Services department
- Integrate in person and virtual attendance at future meetings
- Complete the Household Prosperity Report and implement a survey to provide qualitative analysis of data
- Extend the Colwood is Calling campaign to include placemaking
- Develop a neighbourhood wayfinding program
- Increase community engagement in capital & development projects
- Further develop City event, volunteer and pageantry programs

14

**Freedom of
Information
Requests
processed**

**Inform + engage
nearly**

10,000

**followers on City
social media accounts**

Statistical Trends: Community Engagement

Freedom of Information Requests

2017	2018	2019	2020
14	16	12	14

Participants on Let's Talk Colwood

2017	2018	2019	2020
n/a	n/a	976	3884

Colwood.ca Web Page Views

2017	2018	2019	2020
373,115	385,000	420,275	475,000

Social Media Audience (tw,fb,ig)

2017	2018	2019	2020
7,041	8,214	9,121	9,727

Finance

Council Expectations

- Transparent and open service review and budget process.
- Clear communication with public about assessment, tax notices and taxation.
- Financial systems support decision making.
- Financial systems demonstrate Council's due diligence in financial oversight.
- High level of public reception and phone customer service.
- Personal response to phone calls during City Hall hours.

Households
6,867
Property tax collected
\$27.9M

The Finance department is responsible for the financial well-being of the City and providing advice and information to Council, staff, and the public. This department coordinates expenditures through the annual budget process, prepares financial statements and reports, administers property taxation, accounts payable, accounts receivable, payroll, insurance and risk management, and secures and manages debt. Cash flow is managed to ensure funds are available to fulfill the five-year financial plan. The department is entrusted with ensuring financial resources are available for long term infrastructure replacement. The department is also responsible for delivery of front counter service.

Accomplishments from 2020

- Initiated a comprehensive Service Plan Review process with Council
 - Established an inventory of City programs and services
 - Established service levels for each program and service
- Refined a service-oriented, comprehensive financial plan document
- Earned Canadian Award for Financial Reporting
- Implemented a Taxation Policy, including long-term class tax rate targets
- Implemented electronic Home Owner Grant only in 2020
- Applied for and successfully received grant program funding
- Benchmarked Payment in Lieu of Taxes with comparable municipalities
- Reviewed and updated the fleet replacement policy and capital plan
- Initiated a departmental service profile and capacity review
- Introduced streamlined and paperless processes to support remote

work requirements.

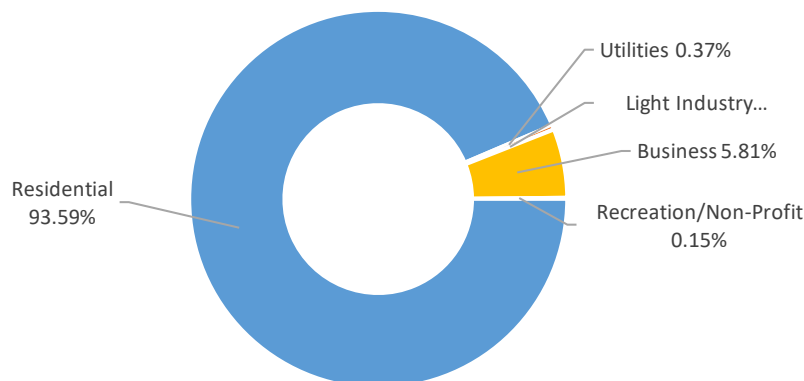
- Collaborated with HR to improve on-boarding and departure processes, and creation of supporting documentation.
- Supported the Province's HOG centralization working committee, for purposes of the 2021 HOG program change.
- Provided procurement support to the West Shore Parks and Recreation Society
- Created and implemented a standardized short-form RFP process

**increased the City's
reserve funding by
almost \$2M**

Priorities for 2021

- Create a capital budget process for full asset life cycle costing
- Connect the annual budget process to Council's service level expectations with greater transparency
- Improve internal financial reporting system
- Continue to improve budget process efficiency and process, including refinement of Service Plan review process
- Formalize and instill procurement guidelines with city wide training
- Develop a guideline and direction for the maintenance of Reserves
- Establish fee structure benchmarks
- Initiate a user fee review

Assessed Value by Tax Class



Where Colwood Property Tax Dollars Go

51% of the average Colwood residential property tax bill goes to agencies over which the city has no direct control:

- Provincial School Taxes - 26%
- Capital Regional District - 10%
- West Shore Parks & Rec - 5%
- Hospital District - 4%
- BC Transit - 3%
- Library - 3%
- BC Assessment & Municipal Finance Authority - 1%

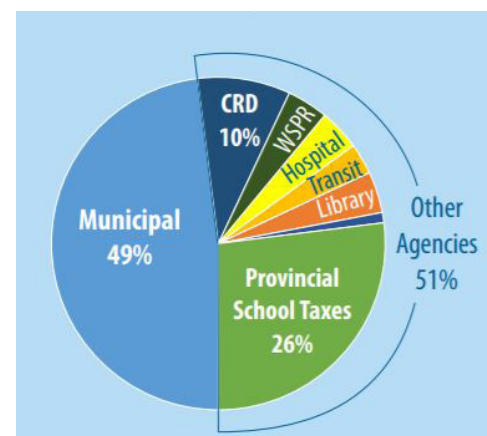
Statistical Trends: Financial Capacity

Property Tax Collected

2017	2018	2019	2020
\$24.6M	\$25.6M	\$26.4M	\$27.9M

Total Reserves

2017	2018	2019	2020
\$9.4M	\$12.6M	\$14.6M	\$16.5M





Information Technology

The Information Technology division manages a wide variety of computer and technology services, including planning and implementation of a significant inventory of hardware such as computer workstations, mobile computers, a networked phone system, network servers, and audiovisual equipment. IT also supports end users by updating software, implementing new software, training and troubleshooting, managing helpdesk requests and liaising with third party providers. IT works with Communications to support the City's website and other online services. The division also responsible for ensuring the City's data and network remain safe and secure.

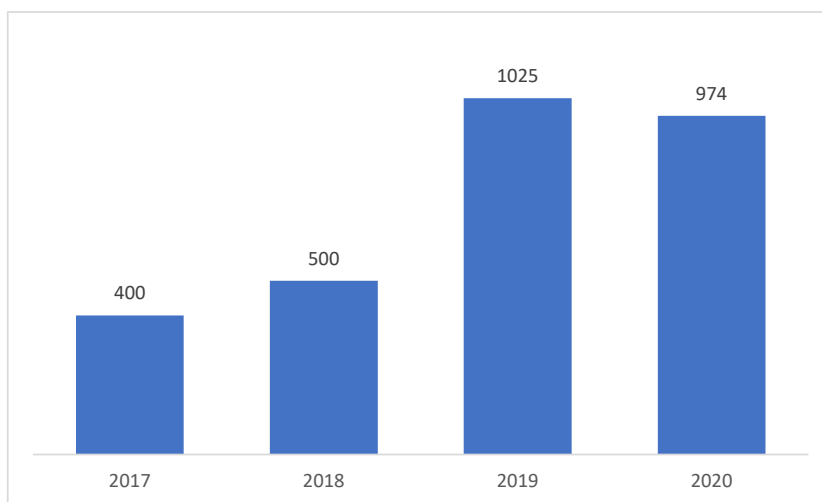
Accomplishments from 2020

- Implemented home office solutions in response to COVID, including VPN connection, home office supplies and conferencing solutions
- Created centralized data store with redundancies
- Implemented a secondary service provider for redundancy/failover
- Completed IT component of Business Process software RFP
- Reconfigured the Colwood network and server process
- Continued replacement of aging PC/hardware
- Initiated replacement of the City's unsupported phone system
- Acquired a new backup solution, both cloud based and onsite
- Replaced SCADA system for sewer monitoring, upgraded network to securely connect remote sites to centralized monitoring
- Upgraded the core financial system to the most recent version

Priorities for 2021

- Address core system limitations that impact service delivery
- Implement Municipal Business System for permits, taxation, call tracking and online services
- Support records management and finalize phone replacement
- Assess and implement measures to safeguard network security
- Complete an IT strategic plan
- Continue creation of a library for all applications in the network
- Create a safe and secure IT foundation then leverage technology and data to best serve programs, services, and governance

Reduced the number of help desk requests with proactive IT measures.



Statistical Trends: Information Technology

Helpdesk Requests

2017	2018	2019	2020
400	500	1025	974

Terabytes of IT Data

2017	2018	2019	2020
n/a	3.8 TB	4.2 TB	5.0TB

Network Uptime

2017	2018	2019	2020
n/a	n/a	97%	98%

MS Teams Meetings Hosted

2017	2018	2019	2020
n/a	n/a	n/a	1,580

A scenic view of a coastal neighborhood. In the foreground, there is a calm blue body of water. A dark, pebbly beach runs along the water's edge, with a large pile of driftwood on the right. Two people are standing on the beach. Behind the beach, a hill is covered with various houses and trees. The houses are mostly two-story, with some having balconies. The trees are green, suggesting a warm climate. The sky is clear and blue.

Financial Reports

Award winning Financial Reporting

The Government Finance Officers Association of the United States and Canada (GFOA) award a Canadian Award to the City of Colwood for its Annual Report for the fiscal year ended December 31, 2018. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government organization must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we will be submitting this Annual Report for the fiscal year ended December 31, 2020 to the GFOA to determine its eligibility for another award.



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

**City of Colwood
British Columbia**

For its Annual
Financial Report
for the Year Ended

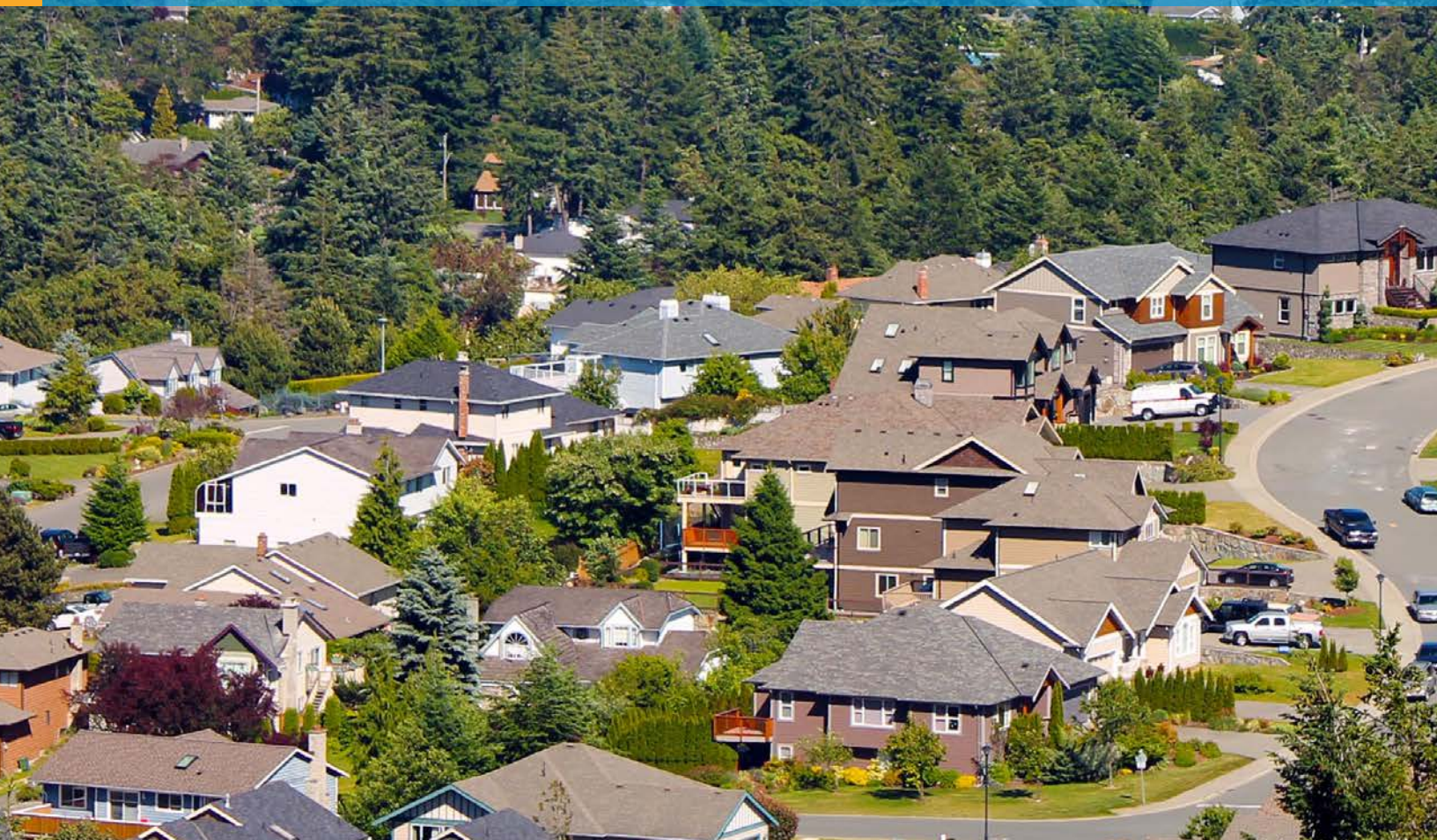
December 31, 2018

Christopher P. Morill

Executive Director/CEO



Statistical Reports



Statistical Reports

The following pages contain various statistical information related to the City of Colwood, including the 2020 Permissive Tax Exemptions in accordance with the Community Charter section 98 requirements.



CITY OF COLWOOD

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