



# Q2 2023 FINANCIAL UPDATE







# Q2 2023 Summary

The purpose of this Q2 2023 *Financial Update* is to provide Council and the public with financial information as at June 30, 2023 as well as projections to December 31, 2023.

The *Five-Year Financial Plan (2023 – 2027) Amendment Bylaw No. 1979-01, 2023* (the FP bylaw) provides spending authority to staff (as delegated by the *Purchasing Power Delegation Amendment Bylaw No. 1748-01, 2019*). The City's Financial Plan is a supplementary 157-page document, presented by service area, and the financial information contained within the Financial Plan reconciles to the FP bylaw. This Q2 2023 *Financial Update* reports by service area and provides additional detail beyond the FP bylaw, for increased accountability and transparency. This presentation assists Council and the public in understanding financial results according to service delivery. The FP bylaw is prepared at a high-level, consistent with Provincial financial statement presentation requirements, to maximize operational flexibility while retaining expenditure authorization.

General Operating Revenue is currently projected to come in at 102% of budget; increased revenues are primarily driven by investment income actualizing higher than budgeted. In accordance with the City's *Sustainable Infrastructure Replacement Plan (2019)*, unrestricted investment earnings are transferred to reserves to fund infrastructure replacement.

Sewer Utility Revenue is projected to come in at 102% of budget; the sewer user fee is anticipated to be sufficient to cover projected utility operating expenses. Refer to the Sewer Utility profile for detail.

Core operating expenses are projected to fall within 98% of budget; refer to respective service area profiles for detail. While operating expenses for certain activities within service areas are over budget, total projected operating expenses are within our Financial Plan bylaw. **No financial plan amendment is required to support operations as projected.**

Transfers to reserves are projected to fall within 97% of budget; increased investment earnings have partially offset deferred developer amenity contributions. In accordance with the City's Public Art Funding Policy (PAF001), if there is an annual operating surplus greater than \$50,000, \$50,000 shall be transferred to the Public Art Reserve Fund. It is anticipated that this transfer for arts will be made.

The **Q2 financial update is projecting an operating surplus of \$261,033**; an anticipated general operating surplus of \$278,310 offset by a sewer utility deficit of \$17,277. The projected surplus will be refined at the Q3 2023 financial update delivered later this year.

# Q2 2023 Summary

Consolidated Budget	Budget*	Actual	YTD	Projection	Projected Variance	
Revenue	2023	30-Jun-23	%	31-Dec-23	\$	%
Revenue	\$48,724,630	\$31,523,886	65%	\$44,373,817	\$4,350,813	91.07%
Core Operating Expenses	(25,423,600)	(10,615,822)	42%	(24,960,203)	(463,397)	98.18%
Special Initiatives Expenses	(2,372,300)	(485,473)	20%	(1,419,479)	(952,821)	59.84%
Transfers from Reserves	10,719,370	126,925	1%	7,943,466	2,775,904	74.10%
Debt Proceeds	1,721,100	0	0%	28,300	1,692,800	1.64%
Capital Expenditures	(19,911,500)	(4,306,978)	22%	(12,561,717)	(7,349,783)	63.09%
Transfers to Reserves	(12,913,600)	(799,878)	6%	(12,594,378)	(319,222)	97.53%
Debt Principal	(544,100)	(375,592)	69%	(548,776)	4,676	100.86%
Surplus/(Deficit)	\$0			\$261,031		
<i>*As amended by 2023-2027 Financial Plan Bylaw No. 1979-01</i>						

# Consolidated Q2 Financial Update

	Annual Budget	YTD Actual	Projection	Projected \$ Variance	Projection %
<b>Revenue</b>					
Property Taxes	\$20,300,000	\$20,299,892	\$20,299,892	(\$108)	100.00%
Local Service Area Taxes	345,600	353,885	353,885	8,285	102.40%
Grants in lieu of taxes	2,394,300	-	2,394,678	378	100.02%
1% Utility Revenue	205,100	32,492	223,704	18,604	109.07%
Natural Gas 3% Utility Revenue	93,500	118,273	118,273	24,773	126.50%
Property Tax Penalties & Interest	160,400	3,327	165,344	4,944	103.08%
Grants (Operating)	1,273,100	95,124	1,263,085	(10,015)	99.21%
Event Revenue	33,100	1,035	30,135	(2,965)	91.04%
Investment Income	590,600	929,498	1,372,142	781,542	232.33%
Finance Revenue	48,200	39,118	53,171	4,971	110.31%
Building & Bylaw Revenue	1,510,700	657,801	1,512,414	1,714	100.11%
Police Revenue	106,700	26,054	58,864	(47,836)	55.17%
Engineering Revenue	510,400	156,987	492,752	(17,648)	96.54%
Colwood Clean-Up Revenue	-	131	131	131	0.00%
Facilities Rentals Revenue	14,900	7,608	8,850	(6,050)	59.40%
Business Licence Fees	10,200	7,430	10,355	155	101.52%
Development Revenue	287,800	128,641	237,144	(50,657)	82.40%
<b>Total General Operating Revenue</b>	<b>27,884,600</b>	<b>22,857,297</b>	<b>28,594,819</b>	<b>710,219</b>	<b>102.55%</b>
Sewer Connection Fees	155,100	58,127	84,300	(70,800)	54.35%
Sewer Enhancement Fees	53,100	12,558	242,558	189,458	456.79%
Sewer User Fees	1,639,200	1,525,025	1,567,975	(71,225)	95.65%
<b>Total Sewer Utility Revenue</b>	<b>1,847,400</b>	<b>1,595,710</b>	<b>1,894,833</b>	<b>47,433</b>	<b>102.57%</b>
Developer Contributions, Reserves	1,977,600	236,100	655,600	(1,322,000)	33.15%
Grants (Capital)	10,711,630	6,834,780	7,994,598	(2,717,032)	74.63%
Developer Contributions, Road	6,303,400	-	5,233,966	(1,069,434)	83.03%
<b>Total Capital Revenue</b>	<b>18,992,630</b>	<b>7,070,880</b>	<b>13,884,164</b>	<b>(5,108,466)</b>	<b>73.10%</b>
<b>Total Revenue</b>	<b>48,724,630</b>	<b>31,523,886</b>	<b>44,373,817</b>	<b>(4,350,813)</b>	<b>91.07%</b>



# Consolidated Q2 Financial Update

	Annual Budget	YTD Actual	Projection	Projected \$ Variance	Projection %
<b>Operating Expenses</b>					
Administration & Corporate Services	2,005,500	1,056,691	1,937,404	(68,096)	96.60%
Communications	372,900	155,436	410,835	37,935	110.17%
Human Resources	447,800	224,513	468,202	20,402	104.56%
Finance	984,800	463,493	987,168	2,368	100.24%
Information Technology	644,700	406,988	632,473	(12,227)	98.10%
GIS	306,500	149,111	295,010	(11,490)	96.25%
Policing	5,612,600	1,467,706	5,715,358	102,758	101.83%
Fire	2,719,100	1,226,848	2,574,884	(144,216)	94.70%
Building & Bylaw	945,300	421,979	938,523	(6,777)	99.28%
Engineering	1,058,900	500,392	1,053,615	(5,285)	99.50%
Development Services	932,500	323,900	772,238	(160,262)	82.81%
Public Works	1,320,100	749,995	1,344,178	24,078	101.82%
Roads	1,110,700	624,168	1,051,331	(59,369)	94.65%
Boulevards	664,100	352,069	656,630	(7,470)	98.88%
Parks, Trails & Recreation	2,453,900	1,193,441	2,450,357	(3,543)	99.86%
Storm Sewers	283,300	114,749	267,344	(15,956)	94.37%
Sewer	1,663,100	280,876	1,582,209	(80,891)	95.14%
Community Planning	1,515,800	710,495	1,444,421	(71,379)	95.29%
Fiscal	40,300	6,474	12,889	(27,411)	31.98%
Debt Interest	341,700	186,498	365,135	23,435	106.86%
<b>Total Core Operating Expenses</b>	<b>25,423,600</b>	<b>10,615,821</b>	<b>24,960,203</b>	<b>(463,397)</b>	<b>98.18%</b>
Special Initiatives	2,372,300	485,473	1,419,479	(952,821)	59.84%
<b>Total Operating Expenses</b>	<b>27,795,900</b>	<b>11,101,294</b>	<b>26,379,682</b>	<b>(1,416,218)</b>	<b>94.90%</b>
Add: Transfer from Reserves	10,719,370	126,925	7,943,466	(2,775,904)	74.10%
Add: Debt Proceeds	1,721,100	-	28,300	(1,692,800)	1.64%
Deduct: Capital Expenditures	(19,911,500)	(4,306,978)	(12,561,715)	7,349,785	63.09%
Deduct: Transfer to Reserves	(12,913,600)	(799,878)	(12,594,378)	319,222	97.53%
Deduct: Debt Principal	(544,100)	(375,592)	(548,776)	(4,676)	100.86%
<b>Balanced Budget/Surplus</b>	<b>-</b>	<b>██████████</b>	<b>261,033</b>	<b>261,033</b>	<b>0.00%</b>

# Q2 Revenue Discussion

**New Construction Taxation Revenue:** New construction tax (NCT) revenue is property tax revenue typically derived from newly constructed buildings or recently subdivided lots. It is important for local governments to identify these properties separately each year. As communities grow through new construction, the City inherits newly built infrastructure such as roads, sidewalks, boulevard, trails, street lights and signals, sewers and drainage systems. The City is expected to maintain these assets and replace them as they age. Similarly, the City will experience increased demand of existing service delivery. It is important to use this new taxation revenue to fund expanded operating expenses and future infrastructure replacement.

**Q2 Update:** The City's NCT revenue actualized at \$1,067,000 for 2023 and is funding increased costs related to population growth (specifically, West Shore Parks and Recreation and the Greater Victoria Public Library costs), increased operating costs (policing, fire protection, asset management (GIS) and city fleet maintenance) and an increased transfer to reserves for purposes of sustainable infrastructure. The 2023 budget estimated NCT revenue at \$1,140,000; it is not anticipated that transfers to reserves will come in under budget due to NCT revenue falling short of budget, as increased investment earnings have exceeded this shortfall.

**Grant in Lieu of Taxes:** Properties owned and/or occupied by the Federal or Provincial Governments are typically exempt from paying taxes. Often, such properties will pay a grant in lieu of taxes. Federal properties are generally subject to the federal Payments in Lieu of Taxes Act. Provincial properties are generally subject to the provincial Municipal Aid Act. Federal property grants make up approximately 98% of grant in lieu of tax revenue in this financial plan, with provincial properties making up the remaining 2%. Grant in lieu of taxes are paid on the basis of assessed value multiplied by the City's tax rates. **Q2 Update:** Provincial GILT revenue has actualized as \$20,250 for 2023 and the Federal 2023 submission has not yet been processed; the City anticipates collecting at least the budgeted PILT revenues, and the projected revenue will be refined with the Q3 update.

**1% Utility Revenue:** Pursuant to section 644 of the Local Government Act, utility companies must pay each municipality 1% of the revenues earned within that municipality in the preceding year. Since this revenue is based on prior year financials and amounts remitted to the City, the budget is very accurate. **Q2 Update:** For 2023, 1% utility revenues have exceeded budget by approximately \$18K as follows:

Utility Company	2023 1% Revenue Budget	2023 1% Revenue Actual
BC Hydro	\$ 147,300	\$161,063
Fortis	23,800	30,149
Telus	13,500	13,011
Shaw Cable	20,500	19,481
<b>Total</b>	<b>\$ 205,100</b>	<b>\$223,704</b>



# Q2 Revenue Discussion

**Natural Gas 3% Utility Revenue:** Along with other communities, the City of Colwood has entered into an operating agreement with Fortis. This operating agreement allows Fortis to operate gas distribution lines in exchange for 3% of the gross revenues within municipal boundaries. **Q2 Update:** Fortis gas revenues for Colwood were \$3.94M, and the City's 3% share is \$118,273.

**Property Tax Penalties & Interest:** The City is required to levy a 10% penalty for all outstanding taxes that remain unpaid after the tax due date (pursuant to Municipal Tax Regulation 426/2003). The City works to inform and encourage taxpayers so that they can avoid this tax penalty as much as possible. **Q2 Update:** The City's property tax penalty actualized at \$141,343; interest earnings on overdue taxes is projected to be 24,000 exceed budget and will be refined at Q3. These earnings fund transfers to the City's reserves.

**Investment Income:** Investment income is actualizing significantly higher than budgeted as interest rates have recovered from the low rates experienced during the pandemic. Investments that matured in 2022, were reinvested at these higher rates in the last quarter. Investment revenue is expected to increase in 2024 as we anticipate the Bank of Canada holding the benchmark rate in the face of continued high inflation. Increased investment revenue funds over budget will result in increased transfers to reserves.

**Grants (Operating):** The City's operating grant budget is composed of the following:

Operating Grant	Budget	Actual	Projection	Projected Variance	
	2023*	30-Jun-23	31-Dec-23	\$	%
Casino Revenue <sup>1</sup>	\$ 326,000	\$ 89,960	\$ 359,842	\$ 33,842	110%
Fed Grant: Parks Canada <sup>2</sup>	219,300	-	210,143	(9,157)	-4%
Small Community Grant <sup>1</sup>	169,000	-	159,000	(10,000)	94%
Traffic Fine Revenue Sharing <sup>3</sup>	159,200	-	163,000	3,800	102%
Prov Grant: Climate Action <sup>1</sup>	148,100	-	148,100	-	100%
Fed Grant: Community Safety & Wellbeing <sup>2</sup>	124,000	-	124,000	-	100%
Heritage BC: 150 Time Immemorial <sup>2</sup>	40,000	-	-	(40,000)	0%
Prov Grant: UBCM Poverty Reduction Planning & Action <sup>2</sup>	42,500	5,000	80,000	37,500	188%
Prov Grant: UBCM Community Emergency Preparedness Fund <sup>2</sup>	45,000	-	19,000	(26,000)	42%
Prov Grant: Other, Recovery	-	164	-	-	0%
<b>Total Operating Grant</b>	<b>\$ 1,273,100</b>	<b>\$ 95,124</b>	<b>\$ 1,263,085</b>	<b>\$ (10,015)</b>	<b>99%</b>

\*As amended by 2023-2027 Financial Plan Bylaw No. 1979-01

<sup>1</sup> Provides funding for the City's budgeted transfers to reserves; Casino Revenue and the Small Community grant support infrastructure reserves, and the Climate Action reserve.

<sup>2</sup> Provides funding for the City's special initiatives; see the Community Planning service area for status updates on the Community Safety & Wellbeing initiative, the Heritage Strategy and the Regional Housing Affordability & Prosperity Project (poverty reduction grant). The UBCM's Community Emergency Preparedness Fund provides funding for Emergency Support Services (see Fire Rescue profile for update).

<sup>3</sup> Provides funding for the City's transportation-related operating budgets.

# Q2 Revenue Discussion

**Casino Revenue:** The Province of BC and the Town of View Royal entered into an agreement in which the Province pays 10% of net gaming revenue to View Royal; these funds are dispersed as follows: 45% to View Royal, 15% to Langford and the remaining 40% is proportionately split between Langford, Colwood, Esquimalt, Sooke, Highlands and Metchosin on a per capital basis. **Q2 Update:** Actual revenues collected represent the first quarter only; Colwood proportionate share is approximately 18% of the proportionate distribution.

**Small Community Grant:** An unconditional grant paid by the Province to the City. The grant will expire once the City grows past a population of approximately 23,000. The financial implications of this grant reduction are incorporated into the 2023 – 2027 Financial Plan. **Q2 Update:** The City received a Small Community Grant amounting to \$159,000 for 2023, \$10,000 less than budgeted.

**Traffic Fine Revenue Sharing Grant:** Determined by total Provincial traffic fine revenue collected in the year prior, Colwood's share of the funds are determined by the City's proportionate policing costs. **Q2 Update:** The City received \$163,000 from the Province for 2023, \$3,800 more than anticipated.

**UBCM Community Emergency Preparedness Fund:** The City received two Community Emergency Preparedness grants in 2021, for projects that carried over into 2022. **Q2 Update:** The City was recently awarded up to \$30,000, which will support the acquisition of digital equipment to simulate fires. The Colwood Emergency Program has also received a \$25,000 training grant to support training scheduled for fall.

**Climate Action Grant:** In spring 2022 the new Local Government Climate Action Program (LGCAP) was announced; this program will replace the former Climate Action Revenue Incentive Program (CARIP). Annual funding of \$148,082 will be provided for 2022 through 2024, for a total of \$444,246. Expenditure of funds must be dedicated to climate action, can be placed in reserve but must be spent by 2025. The Province has stipulated grant monies must be use for climate initiatives. Examples of eligible expenditures can include staffing, contracts, and other investments to improve energy efficiency.

**150 Time Immemorial Grant:** The City received a \$40,000 grant to increase the scope of the Heritage Registry project (see details on p. 38). Staff expect the Heritage Registry will be 33% complete at the end of 2022.

**UBCM Poverty Reduction Planning & Action Grant:** The City received a grant to support the City's Regional Household Affordability and Prosperity Project: Housing Solutions for Poverty Reduction. The original plan was to seek four municipal partners on this initiative; Saanich and Victoria have partnered with Colwood on this work. This first phase of the initiative will complete in 2023, with a second phase award of \$150,000 for 2023/24.



# Q2 Revenue Discussion

**Grants (Capital/Special Initiative):** The budget for capital grants is almost completely related to use of various Federal and Provincial conditional grants to fund capital expenditures. The City holds gas tax funds in a statutory reserve. The volatility of this recognition is directly linked to the volatility of capital project expenditures.

Capital/Special Initiative Grant	Budget*	Actual	Projection	Projected Variance	
	2023	30-Jun-23	31-Dec-23	\$	%
Growing Communities Fund <sup>1</sup>	\$ 6,642,000	\$ 6,642,000	\$ 6,642,000	\$ -	0%
Federal Canada-Community Building Fund <sup>2</sup>	765,000	-	799,878	34,878	105%
Prov: Conditional grants, Capital <sup>3</sup>	159,930	15,000	159,930	0	0%
Fed: Canada Community Building Fund <sup>4</sup>	2,000,000	-	44,341	(1,955,659)	2%
Fed: Natural Infrastructure Fund <sup>5</sup>	340,000	-	-	(340,000)	0%
Prov: UBCM (Local Government Development Approvals Program) <sup>6</sup>	103,300	62,480	103,300	-	100%
Infrastructure Canada Investing in Canada Infrastructure Program <sup>7</sup>	511,000	-	54,750	(456,250)	
Canada Community Revitalization Fund <sup>8</sup>	115,300	115,300	115,300	-	
WSPR (Q-Centre Arena Debt Subsidy) <sup>9</sup>	75,100	-	75,100	-	100%
<b>Total Capital Grant</b>	<b>\$10,711,630</b>	<b>\$6,834,780</b>	<b>\$7,994,598</b>	<b>(2,717,032)</b>	<b>94%</b>

\*As amended by 2023-2027 Financial Plan Bylaw No. 1979-01

<sup>1</sup> One-time Provincial grant funding that is transferred to reserves for a specific purpose. Expenditure of these funds has not yet been determined, and must be by December 31, 2023.

<sup>2</sup> Former Gas Tax; provides funding for the City's road infrastructure projects, and is transferred to reserves until spent on eligible infrastructure projects.

<sup>3</sup> Provides funding for various City's capital projects, including the Active Transportation Counter and the Digital Fire Training

<sup>4</sup> Provides partial funding for the City's Waterfront Stewardship Project (multi-use pathway).

<sup>5</sup> Provides partial funding for the Colwood Creek Park Plan implementation.

<sup>6</sup> Provides partial funding for the municipal business process software (Tempest) purchase and implementation.

<sup>7</sup> Provides partial funding for the Galloping Goose Bridge Overpass capital project.

<sup>8</sup> Provides partial funding for the Signage & Wayfinding works.

<sup>9</sup> Debt was issued to the City to finance the Q-Centre arena (formerly Bear Mountain Arena). The City receives a debt subsidy from the West Shore Parks & Recreation Society to partially fund the debt servicing.

# Q2 Special Initiatives

Refer to the respective service area operating budget updates within this document for narrative on the status of the City's special initiatives.

	Annual Budget	YTD Actual	Projection	Projected \$ Variance	Projection %
<b>Corporate Administration</b>					
Corporate Contingency	\$150,000			(\$150,000)	0.00%
Electronic Records (Scanning)	47,000	5,721	14,911	(32,089)	31.72%
	197,000	5,721	14,911	(182,089)	7.57%
<b>Communications</b>					
Colwood Marketing Campaign	104,000	27,102	104,000		100.00%
Household Prosperity Survey & Census	40,000	12,885	40,000		100.00%
Citizen Survey		18,500			0.00%
	144,000	58,488	144,000		100.00%
<b>Finance</b>					
Performance Metrics	20,000		6,000	(14,000)	30.00%
Sustainable Infrastructure Plan	21,000		21,000		100.00%
	41,000		27,000	(14,000)	65.85%
<b>Fire Rescue</b>					
ESS Training & Equipment	25,000		19,000	(6,000)	76.00%
EOC Community Risk Assessment	20,000			(20,000)	0.00%
	45,000		19,000	(26,000)	42.22%
<b>Community Planning</b>					
Land Use Bylaw Update	75,000			(75,000)	0.00%
Gateway Public Realm Plan	150,000			(150,000)	0.00%
Colwood Waterfront Public Realm Plan	10,000		10,000		100.00%
Colwood Rent Bank	30,000	30,000	30,000		100.00%
Community Amenity Grant	311,700	96,925	311,000	(700)	99.78%
Environmental Sustainability Initiatives		1,490	1,500	1,500	0.00%
Coastline Studies	82,000	8,140	82,000		100.00%
Individual Parks Management Plans	71,000	1,636	80,000	9,000	112.68%
OCP 5 Year Review	100,000			(100,000)	0.00%
Parks DCC Bylaw	40,000	20,900	40,000		100.00%
Inland Floodplain Mapping	100,000			(100,000)	0.00%
Colwood Gateway Visioning	10,000	1,230	10,000		100.00%
Latoria (VMP to Wishart) Visioning	29,300	3,309	29,300		100.00%
Social Planning Poverty Reduction	42,500	42,500	80,000	37,500	188.24%
Parks Canada Initiative	133,500	70,068	133,500		100.00%
Climate Action Initiatives	38,100		425	(37,675)	1.12%
Parks Canada Initiative (Parks Planner)	85,800	32,344	76,643	(9,157)	89.33%
Community Safety & Wellbeing	124,000	67,260	124,000		100.00%
Urban Forest Management Plan	58,500	2,700	58,500		100.00%
Heritage Strategy	63,400			(63,400)	0.00%
Arts & Culture Initiatives	42,000		21,000	(21,000)	50.00%
Indigenous Protocol Development	49,000	3,963	15,000	(34,000)	30.61%
First Nations Outreach		803			0.00%
	1,645,800	383,267	1,102,868	(542,932)	67.01%
<b>Engineering &amp; Public Works</b>					
Transportation Master Update	192,000	15,860	30,000	(162,000)	15.63%
Geotechnical Monitoring Program	45,000		29,200	(15,800)	64.89%
Engineering Standards & Specifications	27,500	22,000	27,500		100.00%
Roads DCC Bylaw Update	20,000		10,000	(10,000)	50.00%
Traffic Calming Pilots	15,000	137	15,000		100.00%
	299,500	37,997	111,700	(187,800)	37.30%
<b>TOTAL SPECIAL PROJECTS</b>	<b>2,372,300</b>	<b>485,473</b>	<b>1,419,479</b>	<b>(952,821)</b>	<b>59.84%</b>





# Administration & Corporate Services

## Council Expectations

- Transparency of governance.
- The public is well informed of matters under consideration by Council and Committee.
- Timely, fair, and transparent access to information.
- Due diligence in Risk Management of the City through Contract and Agreement administration.
- Agendas and minutes are clear, accurate and accessible.
- High level of customer service.
- Personal response to phone calls during City Hall hours.
- Administration responsible for managing the future performance metric system.

Corporate Services promotes accountability and transparency in municipal processes.

The Corporate Services Department provides the following key functions:

- First point of contact for City services.
- Supports Mayor and Council, oversees front counter services, legislative services, bylaws, agreements, protocol, land acquisition, legal matters, records management, and Freedom of Information requests.

This department is responsible for all areas of meeting management, preparation of bylaws, safekeeping of municipal records, and providing information to the public.

In addition, the Corporate Services department is responsible for:

- Processing and issuing business licenses
- Facility rentals
- Municipal Cemeteries
- Providing information and directing enquiries to the appropriate departments
- Providing advice with respect to Council procedures, policies, and functions
- Providing administrative services to Council’s committees
- Administering the Freedom of Information and Protection of Privacy Act and processing requests to access records

## Top 3 2023 Administration & Corporate Services Priorities

• In-house training program for records management
• Review of the Code of Conduct Policy
• Establishment of an accessibility committee, accessibility plans and public feedback mechanism under the new Accessible British Columbia Regulation

# Admin & Corporate Services continued

## Administration & Corporate Services Operating Budget

CITY OF COLWOOD  
**CORPORATE SERVICES & ADMIN SERVICE PLAN**  
 For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	<u>Projection</u>	Projected \$ Variance	Projection %
<b>Funding</b>					
Business Licence Fees	\$10,200	\$7,430	\$10,355	\$155	101.52%
<b>Total Funding</b>	<b>10,200</b>	<b>7,430</b>	<b>10,355</b>	<b>155</b>	<b>101.52%</b>
<b>Core Expenses</b>					
Administration	587,600	268,764	584,279	(3,321)	99.43%
Council & Committee	266,500	126,767	273,411	6,911	102.59%
Risk Management	265,500	193,708	214,136	(51,364)	80.65%
Grant in Aid & Fee for Service	252,100	130,367	261,700	9,600	103.81%
Corporate Services	633,800	337,086	603,878	(29,922)	95.28%
<b>Total Core Expenses</b>	<b>2,005,500</b>	<b>1,056,691</b>	<b>1,937,404</b>	<b>(68,096)</b>	<b>96.60%</b>

**Q2 Update** – **Administration’s** core operating expenses are expected to come in on budget; City membership fees and dues are exceeding budget by approximately \$10,000 and has been funded through under-utilization of the consulting budget. **Council & Committee** core operating expenses are expected to come in on budget. **Risk Management** operating expenses include liability insurance premiums and corporate legal services funding. Legal expenses are recorded by respective service area as incurred. 2023 **Grant in Aid** funding has been awarded; per City policy, any additional requests for grant funding will be referred for 2024 grant consideration. The **Fee for Service** budget includes funding of \$184,000 to support the Pacific Centre Family Services Association Community Outreach and Prevention program, and \$23,000 to support School District’s #62 crossing guard program (specifically, Wishart Elementary, Sangster Elementary and Colwood Elementary). **Corporate Services** core operating expenses are projected under budget due to staffing vacancies.

# Admin & Corporate Services continued

## Administration and Corporate Services Special Initiatives

### Corporate Contingency – \$150,000 budget (recurring)

This contingency account is an annual budget established for use only in exceptional circumstances and would only be used by way of Council resolution. [Q2 Update](#): to date, there is no indication that utilization of the corporate contingency will be required.

*Funding Source: General Operating Surplus.*

### Electronic Records (Scanning) – \$47,000 budget (2023).

This work started in 2022 with a budget of \$50,000 and supports populating the new Municipal Business Process software with property information which will require scanning of hard copy permanent land records. The remaining budget has been carried forward to 2023. [Q2 Update](#): Scanning has commenced, and this initiative will continue into 2024.

*Funding source: General Operating Surplus.*





# Communications

## Council Expectations

- Strategic communication planning and advice that mitigates risks and results in timely, effective messaging that advances the City's strategic priorities and builds Colwood's brand as an exceptional seaside community.
- Meaningful engagement with citizens and other stakeholders that builds trust and contributes to improved decision making and understanding by residents.
- High quality marketing, promotions and branding through campaigns, events, signage and other placemaking initiatives that reflect the City's vision, raise Colwood's profile and advance the City's goals.
- Engaging community events and celebrations that strengthen community connections and raise Colwood's profile as an exceptional seaside community.
- That the website be an efficient and effective tool for communication.

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

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

## Top 3 2023 Communications Priorities

<ul style="list-style-type: none"> <li>• Develop a marketing plan to attract suitable commercial business opportunities to Colwood.</li> </ul>
<ul style="list-style-type: none"> <li>• Website rebuild.</li> </ul>
<ul style="list-style-type: none"> <li>• Activate volunteer program for events.</li> </ul>

# Communications continued

## Communications Operating Budget

CITY OF COLWOOD  
**COMMUNICATIONS OPERATING PLAN**  
 For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	<u>Projection</u>	Projected \$ Variance	Projection %
<b>Funding</b>					
Beach Event Permit Revenue	\$3,800	\$1,200	\$4,800	\$1,000	126.32%
Event Sponsorship	29,300	(165)	25,335	(3,965)	86.47%
<b>Total Funding</b>	<b>33,100</b>	<b>1,035</b>	<b>30,135</b>	<b>(2,965)</b>	<b>91.04%</b>
<b>Core Expenses</b>					
Communications Administration	272,300	141,774	310,841	38,541	114.15%
Events/Public Relations	100,600	13,662	99,994	(606)	99.40%
<b>Total Core Expenses</b>	<b>372,900</b>	<b>155,436</b>	<b>410,835</b>	<b>37,935</b>	<b>110.17%</b>

**Q2 Update – Beach Event permit revenue** reflects right-of-way permits, issued seasonally, to food vendors. A seasonal permit is \$600. **Event sponsorship** is primarily related to the City’s annual Eats & Beats event; all revenue in this area provides funding for the City’s events. The Q3 projection will be updated to reflect year-end seasonal light-up contributions. **Communication Administration** core operating expenses are expected to exceed budget; this is primarily related to an insufficient labour budget, including the impact of transition to the City’s 50<sup>th</sup> Percentile Compensation Philosophy. **Events/Public Relations** operating expenses are projected to come in on budget, and spend on the Eats & Beats event will be finalized for the Q3 update. Budget to support the City’s events is included within both the Communication and the Public Works service areas; the 2024 service review will see the reclassification of operating budgets within an ‘Arts, Culture & Heritage’ service area.

## Communications Special Initiatives

### Colwood Marketing Campaign – \$104,000 budget (multi-year program)

2023 focus will be promoting Colwood to attract the right kinds of businesses to our growing commercial areas. Administration will return to Council with campaign options. This is the final year of a three-year program that began in 2021. **Q2 Update:** 2023 focus will be on advertising, initiatives and events that promote Colwood to attract the right kinds of businesses to our growing commercial areas. This is the final year of a three-year program that began in 2021. Work to define Colwood’s Value Proposition and develop a Retail Strategy are planned for Q3 and Q4 2023. Administration will return to Council with marketing campaign options for 2024.

*Funding Source: General Operating Surplus*

### Household Prosperity Census & Survey – \$40,000 budget (2023). In progress

Understanding prosperity at the household level to identify strengths and opportunities regarding social and cultural needs and support decision-making about future investment or advocacy of new social service, recreational, arts and culture facilities and programs that promote prosperity and quality of life. The Citizen Survey is incorporated into this initiative. **Q2 Update:** A portion of this budget was spent on the Household Prosperity Report and the Citizen Satisfaction Survey. The remainder is intended for the Household Prosperity Survey. The RFP for the survey closes September 8, 2023. The project will be initiated this fall.

*Funding Source: Reserve Fund – Future Operating*





# Human Resources

## Council Expectations

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

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

## Services Include:

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

## Top 3 2023 Human Resources Priorities

• Development of Respectful Workplace Policy
• Review of the Greater Victoria Labour Relations Association membership
• Prepare to achieve BC Municipal Safety Association Certificate of Recognition (COR)

# Human Resources continued

## Human Resources Operating Budget

CITY OF COLWOOD  
**HUMAN RESOURCES SERVICES PLAN**  
For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	<u>Projection</u>	Projected \$ Variance	Projection %
<b>Core Expenses</b>					
General Human Resources	\$447,800	\$224,513	\$468,202	\$20,402	104.56%
<b>Total Core Expenses</b>	<b>447,800</b>	<b>224,513</b>	<b>468,202</b>	<b>20,402</b>	<b>104.56%</b>

**Q2 Update – General Human Resources** core operating expenses are expected to exceed budget; with transition to an updated compensation plan in alignment with the City’s 50<sup>th</sup> Percentile Compensation Philosophy.



# Finance

## Council Expectations

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

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

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

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

## Top 3 2023 Finance Priorities

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Assist in successful implementation of new municipal business process software               <ul style="list-style-type: none"> <li>○ Prospero configuration and implementation</li> <li>○ Property tax configuration and implementation</li> </ul> </li> </ul>   |
| <ul style="list-style-type: none"> <li>• Acquire Asset Management software               <ul style="list-style-type: none"> <li>○ Research time-sheet, work order and/or job costing software to support improved asset management system</li> <li>○ Research asset management software solutions</li> <li>○ Complete procurement process and award tender for selected solution(s)</li> </ul> </li> </ul> |
| <ul style="list-style-type: none"> <li>• Enhance and deliver self-serve internal financial reporting tools               <ul style="list-style-type: none"> <li>○ Leverage existing functionality within Microsoft Dynamics Management Reporter tool</li> </ul> </li> </ul>  |



# Finance continued

## Finance Operating Budget

CITY OF COLWOOD  
**FINANCE SERVICE PLAN**  
 For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	<u>Projection</u>	Projected \$ Variance	Projection %
<b>Funding</b>					
School Tax Admin Fee	\$9,400		\$11,985	\$2,585	127.50%
Tax Certificate Fees	34,200	12,875	25,750	(8,450)	75.29%
Other Revenue	4,600	26,243	15,437	10,837	335.58%
<b>Total Funding</b>	<b>48,200</b>	<b>39,118</b>	<b>53,171</b>	<b>4,971</b>	<b>110.31%</b>
<b>Core Expenses</b>					
General Finance	984,800	463,493	987,168	2,368	100.24%
<b>Total Core Expenses</b>	<b>984,800</b>	<b>463,493</b>	<b>987,168</b>	<b>2,368</b>	<b>100.24%</b>

**Q2 Update** – The **School Tax Administration fee** is \$2,000 plus 0.1% of the school tax amount levied on behalf of the province, per the School Act. **Tax Certificate Fees** are \$15 per folio and activity, typically related to realtor requests, and are trending below budget. These fees provide partial funding for property tax administration. **Other Revenue** budget includes Freedom of Information request revenue; actual other revenue represents corporate credit card rebates. **General Finance operating expenses** are expected to meet budget; staffing transitions have resulted in increased costs and transition to an updated compensation plan in alignment with the City's 50% Percentile Compensation Philosophy. The City recently issued an RFP for audit services, and any changes in fees will be adjusted for with the Q3 projection.

## Finance Special Initiatives

### Performance Metrics – \$20,000 budget (2023). *New*

This budget will support a consulting engagement to identify and recommend performance metrics and benchmarks for local government, including a plan forward for Colwood to report on these measures.

**Q2 Update:** A consulting contract is in the preliminary stages and this work will lay the foundation for the introduction of performance metrics and benchmarks for Colwood. Work on this initiative will start late Q3 2023 and will carry into 2024.

*Funding source: General Operating Surplus*

### Sustainable Infrastructure Replacement Plan (SIRP) Update – \$21,000 budget (2023). *New*

Under UBCM's Asset Management Planning program, this budget has been established to update the City's Sustainable Infrastructure Replacement Plan, first prepared in 2019. The plan update will include an updated asset inventory, condition assessments, and spending and reserve forecasts to support asset management decision-making and sustainability. **Q2 Update:** The city has engaged a consultants to facilitate the updated Collaboration between the City's finance, GIS and Engineering teams with the contractor on updating the SIRP is well underway and is anticipated to complete Q4 2023 within budget.

*Funding Source: Provincial Grant (50% funding) and General Operating Surplus (50% funding)*



# Information Technology

## Council Expectations

- The City makes beneficial use of technology to enhance our services.
- Data and systems are safe, secure, and backed up.
- The City uses information technology to improve public access to our data.
- Integrated and complete digital systems that meet or exceed legislated requirements.
- Protection of personal information is essential.

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

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

IT provides support, training and troubleshooting. IT also provides oversight with the implementation of new systems, and/or system upgrades.

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

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

IT is also responsible for ensuring that the City's internal and external customers have the appropriate technology, information and applications to maximize business efficiencies and service delivery. IT works with Communications and Corporate Services to support the City's online services

## Top 3 2023 Information Technology Priorities

• Lands Management > Tempest
• Records Management > Information Management
• Asset Management > In collaboration with GIS implement solution



# Information Technology continued

## Information Technology Operating Budget

CITY OF COLWOOD  
INFORMATION TECHNOLOGY SERVICES PLAN  
For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	<u>Projection</u>	Projected \$ Variance	Projection %
<b>Core Expenses</b>					
General Information Technology	\$644,700	\$406,988	\$632,473	(\$12,227)	98.10%
<b>Total Core Expenses</b>	<b>644,700</b>	<b>406,988</b>	<b>632,473</b>	<b>(12,227)</b>	<b>98.10%</b>

**Q2 Update** – **General IT operating expenses** are expected to come in on budget. The City maintains a \$240K software licensing and maintenance budget, and almost all annual renewal costs (\$230K) are reflected in the YTD actuals.



# GIS

## Council Expectations

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

The GIS department leverages mapping technology to support the daily operations of the City. GIS staff have a strong connection to asset management service delivery by supporting the City’s asset inventory and maintenance programs. GIS is also responsible for administering and maintaining civic addressing and assisting with street naming and park naming.

A geographic information system (GIS) is a collection of maps, data, and technology that creates, manages, and analyses information in support of all aspects of the City’s service delivery. By integrating with web services, a GIS provides a common interface for viewing, analyzing, and sharing data regarding land and property information, infrastructure, and natural assets. A web GIS provides data and capabilities through web services and portals which enables the integration of web services from other agencies (e.g., Provincial) with local data and services and enables sharing that information both with municipal staff and with the public.

The information stored within the GIS includes layers describing properties, roads, sanitary sewer networks, stormwater management networks, park lands, greenspaces, roadways, trails, sidewalks, natural assets, environmental features, and aerial photography. The data is organized to link locations with legal survey plans, as-built drawings, applications for development, and with management plans.

GIS helps to understand patterns, relationships, and the geographic context of information with the benefit of improved efficiency in communication, management, and decision making. The GIS is a decision support system integrating the location of things with descriptive information to help manage and answer questions about where items are in relationship to one another, for example, where are the nearest fire hydrants, where are the potential hazards of sea level rise, and how good is the quality of public access to green spaces, recreational spaces, and other amenities.

## Top 3 2023 GIS Priorities

<ul style="list-style-type: none"> <li>• Assist in successful implementation of the Tempest Land Information database software               <ul style="list-style-type: none"> <li>○ Integration of Tempest Land Information database with GIS mapping software</li> <li>○ Prospero configuration and implementation</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Support implementation of asset management and software solution               <ul style="list-style-type: none"> <li>○ Research enterprise asset management software solutions</li> <li>○ Complete procurement process and award tender for selected solution(s)</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Develop a five-year strategic plan for GIS service delivery               <ul style="list-style-type: none"> <li>○ Develop a geospatial strategy that is aligned with the City's organizational strategies for service delivery</li> </ul> </li> </ul>

## GIS Department Operating Budget

CITY OF COLWOOD

GIS

For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	Projection	Projected \$ Variance	Projected % Variance
<b>Funding</b>					
10% Allocation of Building Permit Fees	\$137,570	\$59,479	\$138,561	\$991	0.7%
<b>Total Funding</b>	<b>137,570</b>	<b>59,479</b>	<b>138,561</b>	<b>991</b>	<b>0.7%</b>
<b>Core Expenses</b>					
General	306,500	149,111	295,010	(11,490)	(3.7%)
<b>Total Core Expenses</b>	<b>306,500</b>	<b>149,111</b>	<b>295,010</b>	<b>(11,490)</b>	<b>(3.7%)</b>

**Q2 Update – General GIS operating expenses** are expected to come in slightly under budget. The City maintains a \$10,000 contracted services budget to support work in this area and contracted support in 2023 has been specific to the Tempest software implementation and/or the Sustainable Infrastructure Replacement Plan update and has been recorded to those specific initiatives.





# Fire Rescue

## Council Expectations

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



The Colwood Fire Protection District was established on June 12th, 1946 and has evolved into the Colwood Fire Rescue that we have today. We are a single station composite fire department that is centrally located in a highly populated residential area allowing for both fast and efficient emergency response throughout the community. The fire department provides a multitude of emergency response services including specialized emergency response, emergency planning, fire prevention, public education, and community safety initiatives. The fire department currently consists of 10 career and 35 Auxiliary/Paid-On-Call (POC) members, providing 24hr station staffing. As the community's structural fire protection provider, the City of Colwood has declared Colwood Fire Rescue as a 'Full-Service' fire department. This designation comes with a responsibility for the fire department to meet and maintain specific training and operational standards set out by the Provincial Office of the Fire Commissioner. These standards ensure that the appropriate designated level of emergency services are delivered to the community in a safe and efficient manner.

In early 2022, the fire department implemented a significant change to its emergency response model by staffing the station on a 24hr rotation. This new program was enacted to address the decline of volunteerism by providing compensation to our members for their valuable time and contributions. This change had an immediate positive impact that has proven to reduce emergency response times and help maintain firefighter retention as we continue to see an increasing number of emergency calls. This increased service demand is a trend that has been observed over the past 5 years except for 2020 when the province implemented restrictions on medical related emergency response for fire departments in an attempt to reduce potential COVID transmissions. However, since that time the fire department has seen a steady rise of total calls for service swing back, with record numbers impacting the City of Colwood. Throughout 2022, the fire department has averaged almost 3 calls per day which, if continued, will result in the highest annual call volume that the department has seen to date. Unfortunately, with these increased calls for service other fire department obligations and responsibilities have suffered. Staff members are finding it more challenging to perform secondary duties and provide value-added community services, such as fire prevention, training, maintenance, and public education.



# Fire Rescue continued

## Fire Rescue Priorities

• Address firefighter minimum staffing shortages and concerns
• Community risk and hazard assessment
• Enhance Auto Extrication Response

## Fire Rescue Operating Budget

CITY OF COLWOOD

### FIRE RESCUE

For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	<u>Projection</u>	Projected \$ Variance	Projection %
<b>Core Expenses</b>					
Fire Administration & Suppression	\$2,445,600	\$1,119,096	\$2,303,823	(\$141,777)	94.20%
Fire Fleet & Equipment	177,900	89,141	167,763	(10,137)	94.30%
Emergency Support Services	95,600	18,611	103,298	7,698	108.05%
<b>Total Core Expenses</b>	<b>2,719,100</b>	<b>1,226,848</b>	<b>2,574,884</b>	<b>(144,216)</b>	<b>94.70%</b>

**Q2 Update – Fire Administration & Suppression** core operating expenses are projected to finalize under budget. In 2022, Colwood Fire implemented a significant change to its emergency response model by staffing the station on a 24-hour rotation; 2023 will be the first full year of operating under this model. Actual costs are trending below budget as estimated for the new paid-on-call and night-shift stipend program. Budget will be refined for 2024 service review. The Colwood Fire Department career fire fighters have recently certified as members of the International Association of Fire Fighters (IAFF) local 5420. The City and IAFF have entered into the collective bargaining process and financial implications are unknown and have not been considered with the projection. **Fire Fleet & Equipment** core operating expenses are projected to finalize on budget. **Emergency Support Services** core operating expenses are project to finalize under budget; the City hired an Emergency Program Coordinator May, 2023 and 2024 will be the first full year of activity for this in-house program.

## Fire Rescue Special Initiatives

### EOC Community Risk Assessment - \$20,000 budget (2023).

The Colwood Emergency Program is applying for a grant to complete a full community risk/hazard assessment as a follow up to 2021/22 work completed on an evacuation plan. This work will also foster a better understanding of climate change related risks which could be built into the new Risk/Hazard Assessment. [Q2 Update](#): The Colwood Emergency Program did not proceed with the grant application, as the grant program criteria did not align with this initiative's objectives.

*Funding Source: Provincial Grant*

### Emergency Support Services – Training - \$25,000 budget (2023). In Progress

The Colwood Emergency Program is applying for a grant to cover municipal emergency program training & exercise to the City of Colwood in support of community preparedness. This training initiative will complement work previously done in 2021 and 2022. [Q2 Update](#): Emergency Operations Centre (EOC) training is scheduled for City staff October 16 to 20, 2023, to be facilitated by Calian. Training delivery costs are projected under budget at \$18,359.

*Funding Source: Provincial Grant*



# WEST SHORE RCMP

# Policing

## Council Expectations

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

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

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

## Top 3 2023 Policing Priorities

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

# Policing continued

## Policing Operating Budget

CITY OF COLWOOD  
**POLICING**  
 For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	Projection	Projected \$ Variance	Projection %
<b>Funding</b>					
Criminal Records Check/Others	\$15,600	\$3,591	\$14,364	(\$1,236)	92.08%
WS Detachment Lease Revenue	91,100	22,463	44,500	(46,600)	48.85%
<b>Total Funding</b>	<b>106,700</b>	<b>26,054</b>	<b>58,864</b>	<b>(47,836)</b>	<b>55.17%</b>
<b>Core Expenses</b>					
Contracted Policing Services	4,298,500	885,919	4,435,376	136,876	103.18%
Support Services & Building	1,305,500	581,787	1,271,382	(34,118)	97.39%
Community Policing Program	8,600		8,600		100.00%
<b>Total Core Expenses</b>	<b>5,612,600</b>	<b>1,467,706</b>	<b>5,715,358</b>	<b>102,758</b>	<b>101.83%</b>

**Q2 Update – West Shore Detachment Lease Revenue** represents Colwood’s proportional share of lease revenue received for space utilized by Provincial RCMP membership at the detachment. Lease revenue has decreased in recent years, and future budgets will be refined. **Contracted Policing Services** core operating expenses are projected to exceed budget. The authorized RCMP police strength for 2023 is 21.6 members, and this City is responsible for 90% of policing costs; current budget practice is to budget 85% of contract costs, as actual police strength has historically actualized below authorized. This budget practice has been identified as low risk in the 2023-27 Financial Plan. The RCMP is forecasting actual strength of 21.6 at June 30, 2023.

**Policing Support Services & Building** core operating expenses are projected to finalize on budget.





# Building & Bylaw

## Council Expectations Bylaw

- The health, safety and security of the public is our primary objective. This objective is followed by the below priorities:
  - Preventing damage to the environment
  - Supporting our community standards
  - Impact on the complainant
  - Nature of the complaint
- The City seeks voluntary compliance as our primary objective.
- The City provides reactive/proactive enforcement in accordance with the attached schedule (Appendix 2).
- Comparable statistics are kept and reported publicly twice annually.

## Council Expectations Building

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

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

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

## Top 3 2023 Building Priorities

• Propose new Building Bylaw for council consideration.
• Options for incentive based small development building permit fees.
• Orient front counter staff more with permit intake and issuance processes so that there is seamless coverage in case the building assistant is absent and there are no Building Officials available.

## Top 3 2023 Bylaw Priorities

• Continue to monitor overnight parking at the Lagoon
• Workshop with Council to consider Proactive / Reactive enforcement.
• Complete internal study of residential parking in Colwood and suggest areas that may benefit from residential only parking requirements.

# Building & Bylaw continued

## Building & Bylaw Operating Budget

CITY OF COLWOOD  
**BUILDING & BYLAW**  
 For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	Projection	Projected \$ Variance	Projection %
<b>Funding</b>					
Building Permit Fees	\$1,375,700	\$594,791	\$1,385,614	\$9,914	100.72%
Allocation to Dev Services	(206,355)	(89,219)	(207,842)	(1,487)	100.72%
Allocation to GIS	(137,570)	(59,479)	(138,561)	(991)	100.72%
Allocation to Engineering	(137,570)	(59,479)	(138,561)	(991)	100.72%
<b>Net Building Permit Fees</b>	<b>894,205</b>	<b>386,614</b>	<b>900,649</b>	<b>6,444</b>	<b>100.72%</b>
Plumbing Permit Fees	120,000	49,419	98,618	(21,382)	82.18%
Dog Licence Fees		855	1,710	1,710	0.00%
Municipal Ticketing Fines	4,000	3,751	8,502	4,502	212.56%
Building Admin Fee	11,000	8,985	17,970	6,970	163.36%
<b>Total Funding</b>	<b>1,029,205</b>	<b>449,624</b>	<b>1,027,449</b>	<b>(1,756)</b>	<b>99.83%</b>
<b>Core Expenses</b>					
Bylaw Enforcement	316,400	142,836	310,890	(5,510)	98.26%
Animal Control	69,200	22,993	69,129	(71)	99.90%
Building Inspection	559,700	256,150	558,504	(1,196)	99.79%
<b>Total Core Expenses</b>	<b>945,300</b>	<b>421,979</b>	<b>938,523</b>	<b>(6,777)</b>	<b>99.28%</b>

**Q2 Update – Building Permit Fees** are projected to come in under budget due to activity actualizing slightly behind anticipated volumes. **Bylaw Enforcement** core operating expenses are expected at 98% of budget. **Animal Control** expenses are per contracted services with CRD Animal Control. **Building inspection** core operating expenses include transition to an updated compensation plan in alignment with the City’s 50% Percentile Compensation Philosophy.



# Community Planning

## Council Expectations

- Monitor community need for policy review and generation.
  - Review and monitor Official Community Plan for potential policy development.
  - Focus on infrastructure planning for active transportation mode-shift and waterfront public realm.
  - Anticipate population changes and consequential policy impacts.
  - Monitor development of commercial and industrial development relative to residential to ensure balance is appropriate.
  - Strengthen protection of built heritage.
  - Create opportunities to celebrate and promote intangible heritage.
  - Understand & support community need for recreation, arts and cultural programming & facilities through the establishment of master plans.
  - Implement actions related to the declared Climate Emergency.
  - Identify, establish and monitor Climate Action benchmarks.
- Establish economic development environment.

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

Community Planning's work generally fits within five functional areas including Long Range Planning and Policy, Heritage Planning and Conservation, Arts, Culture and Recreation, Environmental Sustainability and Economic Prosperity.

Community Planning coordinates area planning initiatives and updates to the Official Community Plan (OCP) and other major bylaws such as the Land Use Bylaw. The next major 5-year review of the OCP is scheduled for 2023.

## Top 3 2023 Community Planning Priorities

- |   |
|---|
| • Compile new Parks Improvement and Acquisition Development Cost Charge Program |
| • Coordinate 5-year review of Official Community Plan                           |
| • Begin implementation of the <i>Low Carbon Resiliency Plan</i>                 |

# Community Planning continued

## Community Planning Operating Budget

CITY OF COLWOOD  
COMMUNITY PLANNING SERVICES PLAN  
For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	<u>Projection</u>	Projected \$ Variance	Projection %
<b>Operating Expenses</b>					
Community Planning	\$456,300	\$177,001	\$387,355	(\$68,945)	84.89%
Economic Development	16,300	21,662	24,762	8,462	151.91%
Library	1,023,000	511,980	1,022,006	(994)	99.90%
Culture & Heritage	20,200	(148)	10,298	(9,902)	50.98%
<b>Total Operating Expenses</b>	<b>1,515,800</b>	<b>710,495</b>	<b>1,444,421</b>	<b>(71,379)</b>	<b>95.29%</b>

**Q2 Update** – **Community Planning** core operating expenses are projected to come in under budget due a senior planner staffing vacancy that has since been filled. **Economic development** core operating expenses are expected to exceed budget; full-year budget for South Island Prosperity Partnership (SIPP) was removed and the City ceased its membership with SIPP effective March, 2023. **Library** core operating expenses includes a capital reserve fund transfer of \$16,000. **Culture & Heritage** core operating expenses are projected under budget due to deferral of the City’s Heritage Commission initiatives.



# Community Planning continued

## Community Planning Special Initiatives

### Climate Action Initiatives - \$114,300 budget (multi-year budget).

Council approved allocating the Local Government Climate Action Program grant funding towards the implementation of the draft Low Carbon Resiliency Plan and continuation of related grant administration. This project represents the estimated annual spend towards the draft LCR plan of \$38,100 annually. In 2023, the City will hire a new Planner II to support this initiative; funding for the Planner II is within the City's core operating expenses. Refer to the Community Planning service plan. **Q2 Update:** Council endorsed the City's *Climate Action Plan (2023)* and *Climate Planning Foundations Report (2023)* for master planning purposes on August 28, 2023. Staff will be bringing priority initiatives to Council in Q3 2023 for consideration. Projected spend will be updated pending Council direction. The climate action reserve fund also provides funding for the City's Climate Action planner, and these costs are included within Community Planning's core operating expenses.

*Funding Source: Reserve Fund – Climate Action*

### Coastline Studies - \$82,000 budget (2023).

Approved in the 2021 – 2025 Financial Plan and previously referred to as the Coastal Adaptation Plan, this initiative provided technical support for the Waterfront Coastal Process Committee (WCPC). The WCPC was struck in January 2020 to better understand the forces impacting our coastline and compile recommendations to Council on management of the waterfront. This initiative also provides funds to develop regulation and policy to enshrine appropriate flood construction levels (FCLs) and development setbacks along Colwood's shoreline and will build on coastal flood inundation mapping. Based on Council direction, adaption planning to estimate long-term operations and maintenance costs associated with sea level rise and flood construction levels for existing and proposed waterfront infrastructure were prioritized as a first step in 2022. **Q2 Update:** A consultant has been engaged and Phase 1 results will be presented to Council via the WCPC in 2023. Project completion is scheduled for 2023 for \$12,000 with additional budget spend of \$70,000 to support new coastal adaptation works for 2023/2024. This project is tracking towards nearly full spend and is advancing pending completion of the Colwood Waterfront Stewardship plan.

*Funding Source: Reserve Fund – Future Operating*

### Colwood Gateway Visioning - \$10,000 budget (2023).

This urban design exercise is to develop options for improving the quality of place at the entrance to the City of Colwood at Island Highway. Project objectives are to determine (through Council input to a charrette design exercise) form and character expectations for this key area of the City; and make recommendations on improved policy if needed to improve this area through redevelopment. The project began in 2021 with a \$30,000 budget, which was fully utilized in 2021. An additional \$10,000 was budgeted in 2022 to support a change in scope/additional public engagement. Council endorsed the draft Gateway & Triangle Lands Vision and Action plan for the purpose of seeking public and stakeholder comment at their June 27, 2022 meeting. Funds for the up-zoning portion of this project are included in the Land Use Bylaw update initiative. Total related spend, including the up-zoning, is expected to be \$90,000-\$100,000 under both the land use bylaw update initiative and the Colwood Gateway Visioning initiative. **Q2 Update:** Contract work is underway with Modus Planning Design & Engagement and is expected to complete Q4 2023 on budget.

*Funding Source: General Operating Surplus*

# Community Planning continued

## Colwood Land Use Bylaw Update –\$75,000 budget (2023).

This is a collection of projects intended to update and improve key components of the Colwood Land Use Bylaw and Colwood Sign Bylaw. Various sections of the Land Use Bylaw are expected to be updated as stand-alone projects according to Council priorities identified in 2020, 2021, and 2022. The original budget included funds for the Land Use Bylaw, Signage Regulations and Parking Bylaw updates for a total of \$260,000. The 2023 budget includes the unspent funds from the original budget that will be used for the Signage Regulation bylaw (\$45,000) and completion of the work on the Land Use bylaw update (\$30,000). **Q2 Update:** This initiative is deferred to 2024.

*Funding Source: Reserve Fund – Future Operating*

## Colwood Waterfront Public Realm Plan - \$10,000 budget (2023).

Approved in the 2022 – 2026 Financial Plan, the Waterfront Stewardship Plan will provide direction on the implementation of a multi-use walkway and future public amenities (e.g. meeting places, benches, restrooms, et cetera), and planning for conservation of ecological and archaeological resources present at the waterfront. It would also determine strategies to preserve and enhance recreational assets in the face of sea level rise and coastal erosion. The plan is in draft form pending integration of results from the Coastal Adaptation Plan. The 2023 budget represents additional funding to support any changes to the draft plan proposed by Council.

**Q2 Update:** This initiative is anticipated to finalize on budget in Q3.

*Funding Source: Reserve Fund – Future Operating*

## Community Amenity Grant - \$311,700 budget (2023). New

In December, 2022 Council resolved to provide a grant provided to Hulitan Family and Community Services Society to support construction of the Hulitan Childcare Facility to be located at 3300 Wishart Road.

**Q2 Update:** Construction is underway and projected spend is within budget.

*Funding Source: Community Amenities RF*

## Community Safety and Wellbeing - \$949,700 budget (multi-year). New

The City has been named a eligible recipient of the Building Safer Communities Fund (BSCF) within Public Safety Canada. The objective of the BSCF is to support municipalities and Indigenous (First Nation, Inuit or Metis) governments in their efforts to address youth gun and gang violence by funding various efforts in support of awareness and education, prevention and intervention, and data collection. The City is eligible for \$950,000 in funding over the next 3 years to March 2026. **Q2 Update:** On approval by the Federal Government of our implementation plan, staff will come back to Council with an update. The project development to date has been carried out through the assistance of a consultant (the Village Initiative via Thrive Social Services).

*Funding source: Federal Grant*

## Gateway Public Realm Plan - \$150,000 budget (2023)

Approved in the 2022 – 2026 Financial Plan for 2023, this initiative provides funding for a qualified consultant to create a public realm improvement plan for the Gateway area. This work will support implementation of the Colwood Gateway & Triangle Lands Vision and Action Plan (2023). This plan would define the "look and feel"

# Community Planning continued

of the public areas of the Gateway and adjacent commercial areas along Island Highway. It would coordinate place-making improvements with future transit, walking/rolling/cycling infrastructure improvements as well as providing direction on privately owned signage and landscaping visible from the street. As envisioned by the draft strategic plan it would also contain an implementation section with 10-year project cost estimates and projections consistent with the City's asset management program. **Q2 Update:** Deferred to 2024 to allow in-progress initiatives to conclude.

*Funding Source: Reserve Fund – Future Operating*

## Inland Floodplain Mapping - \$100,000 budget (2023). In Progress

This funding is to cover the costs of updating the City's inland floodplain mapping. Deferred from 2022 pending the Triangle Mountain drainage study, this initiative will ensure that Colwood has accurate floodplain mapping to account for climate change related impacts (weather patterns) and is also important for making hazard and development planning decisions. **Q2 Update:** Deferred to 2024 to allow in progress projects to be concluded. *Funding Source:*

*Reserve Fund – Future Operating*

## Latoria (VMP to Wishart) Visioning - \$29,300 budget (2023). In Progress

Similar to the Gateway Visioning project, these funds will be used to engage consultants to help the city determine the form, character and access specifics to help guide redevelopment of the area given the changing in nature of the Latoria cross section and need to protect and enhance Latoria Creek. This work is scheduled for completion in 2023. As a result, \$29,300 of a \$40,000 original budget is carrying forward to 2023. Once consultants provide technical expertise, staff will compile the results and develop the plan for Council's consideration. **Q2 Update:** Public engagement for the visioning exercise is taking place August through September 2023. A summary of engagement activities and public feedback is scheduled to go to Council October 2023. We anticipate the development of options for Council to consider will likely take place over Q4 2023. This project is expected to be completed by Q1 2024.

*Funding Source: General Operating Surplus*

## Official Community Plan – 5 Year Review - \$100,000 budget (2023). New

The Local Government Act requires consideration of an OCP review every 5 years. This work follows the 2018 Colwood Official Community Plan (OCP) update. It will review high-level land use, transportation, parks culture and recreation policies contained within the OCP. The high-level objectives of this project are as follows:

- OCP improvements such as updated policy to address changes since 2018
- Policy innovation
- Improved user experience

This initiative was approved in the 2022 – 2026 Financial Plan, with a \$50,000 budget for 2023. The scope of the initiative has been revised and an increased budget of \$100,000 is proposed. **Q2 Update:** Deferred to 2024 pending completion of strategic priorities and projects already in progress.

*Funding Source: Reserve Fund – Future Operating*

# Community Planning continued

## Regional Housing Affordability and Prosperity Project (RHAP) - \$42,500 budget (2023). *New*

The RHAP project is a regional initiative led by the City of Colwood in partnership with the Greater Victoria Social Planning Council, the City of Victoria and the District of Saanich. This initiative builds on existing housing needs reports, recovery and prosperity strategies and indexes to bring focus to housing poverty and provide pathways to affordability. It will build an inter-municipal network of practice around local action for housing affordability. This project will profile local challenges around housing poverty and housing affordability solutions. The City of Colwood was awarded funding in the amount of \$75,000 in provincial grant funding (Poverty Reduction Planning & Action Program) to support this work. The 2023 budget reflects the remaining funding; \$32,500 of the grant was spent in 2022. **Q2 Update:** Funding is passed through the City to the service provider and is on budget. Subsequent to approval of the 2023-2017 Financial Plan, the City has been approved for a second phase of funding of funding amounting to \$150,000 – 75% which will be spent in 2024.

*Funding Source: Provincial Grant.*

## Arts & Culture Initiatives – \$42,000 budget (2023). *In Progress*

The 2021-2025 Financial Plan approved \$42,000 in 2022 to develop a Public Art Policy (\$20,000) and hold a public art competition. Projected spend on policy development (\$20,000) will be completed in 2023. The competition (\$22,000 budget) will also be deferred until completion of the policy in 2023. An additional \$80,000 is budgeted for 2024 for an Arts & Culture Plan. **Q2 Update:** The City received no responses to RFP issued to develop a Public Art Policy. Work on development of the policy will commence in Q3, with 50% spend in 2023.

*Funding Source: General Operating Surplus.*

## Heritage Strategy & Registry - \$63,400 budget (2023). *In Progress*

This multi-year budget began in 2021 with \$40,000 approved for the development of the Heritage Strategy and an additional \$20,000 in 2022 to develop a Heritage Registry. The revised 2022 budget increased by \$40,000 resulting from a successful grant application under Heritage BC's 150 Time Immemorial Grant Program. The 2023 budget represents unspent funds from 2022. Work on the strategy is expected to be concluded in Q1 2023, at which time the Heritage Registry work will begin. The Registry has a \$60,000 budget (\$20,000 City, \$40,000 grant) and is expected to complete in 2023. **Q2 Update:** Deferred to 2024 pending consultation with local First Nations. The Heritage Commission, as the steering body for this project, is being updated accordingly.

*Funding Source: \$40,000 Provincial Grant, \$23,4000 Reserve Fund – Future Operating.*

## Indigenous Protocol Development – \$49,000 budget (2023). *In Progress*

These funds are being utilized for consulting services to assist staff in engagement with local First Nations and development of new protocol agreements. Initial feedback from local First Nations is proposed to shape the scope of potential agreements. Early discussions with representatives of the Esquimalt and Songhees Nations have led to the identification of potential opportunities in the areas of communication & cultural protocol, archaeological protocol and planning & capital project consultation protocol. This work has started and is expected to complete in Q4 2023 with full budget spend. **Q2 Update:** The City has engaged Porttris Consulting Group in a professional services contract to a maximum of \$50,000. Partial spend of approximately \$15,000 in 2023, with remainder carrying forward to 2024, dependent on availability of First Nations.

*Funding Source: General Operating Surplus.*





# Development Services

## Council Expectations

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

The Development Services Department is responsible for:

- Processing of applications for property development which include subdivision of land, rezoning, development permits, tree removal and replacement, signage, temporary use permits, and development variances.
- Coordinating the delivery of planning, combined with the protection and maintenance of Colwood’s natural and built environment while ensuring the City’s standards and bylaws are current and adhered to in order to achieve the City’s goals.
- Working collaboratively with the Engineering, Community Planning, Building Department and other City departments, local governments, agencies, consultants, developers, and the general community to achieve the City’s development objectives as articulated in the Official Community Plan.
- Alignment of the statutes, policies and bylaws of the Province and City regarding the delivery of service as it relates to the role of the Approving Officer.
- Recommending changes to the regulatory framework for development, and championing site adaptive education and communication internally and externally at implementation.

## Top 3 2023 Development Services Priorities

<ul style="list-style-type: none"> <li>• Update Land Use Application Procedures Bylaw / Review and update development application forms and fees</li> </ul>
<ul style="list-style-type: none"> <li>• Fill job vacancies to achieve a fully staffed department and ensure the delivery of the current level of service is achieved without staff burnout.</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to support implementation of Tempest and increase training, integration, and use of the program through all pertinent city departments/staff to enable enhanced functionalities in GIS mapping, public interface with the website, business license and calls for service.</li> </ul>

# Development Services continued

## Development Services Operating Budget

CITY OF COLWOOD

### DEVELOPMENT SERVICES

For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	Projection	Projected \$ Variance	Projection %
<b>Funding</b>					
Rezoning Fees	\$40,800	\$13,032	\$25,000	(\$15,800)	61.27%
Subdivision Fees	64,400	42,630	60,000	(4,400)	93.17%
Development Permit Fees	175,100	63,283	142,148	(32,952)	81.18%
Tree Permit Fees	7,500	9,696	9,996	2,496	133.28%
Development Revenue	287,800	128,641	237,144	(50,657)	82.40%
15% Allocation of Building Permit Fees	206,355	89,219	207,842	1,487	100.72%
<b>Total Funding</b>	<b>494,155</b>	<b>217,860</b>	<b>444,986</b>	<b>(49,169)</b>	<b>90.05%</b>
<b>Operating Expenses</b>					
Development Services	932,500	323,900	772,238	(160,262)	82.81%
<b>Total Operating Expenses</b>	<b>932,500</b>	<b>323,900</b>	<b>772,238</b>	<b>(160,262)</b>	<b>82.81%</b>

**Q2 Update – Rezoning Fees** are projected to come in under budget due to a slow-down in applications due to increased interest rates impacting exploration by property owners into high-risk applications such as rezoning. **Subdivision Fees** are expected to come in close to budget (93%). **Development Permit Fees** are projected to come in under budget due to the same interest rate pressures facing potential rezonings, coupled with the ability for developers to finance new builds. **Development Services** core operating expenses are projected to come in under budget, primarily due to a senior planner staffing vacancy, partially offset through an increase in contracted services as a temporary mitigation strategy to address the resource gap. In addition, legal services and advertising have not actualized to the budget as the events that trigger these expenditures have been few.





# Engineering

## Council Expectations

- Ensure that Developers are aware of the City's priorities during the application process, in a timely and efficient manner.
- Consistent application of the OCP, Bylaws, Strategic Priorities, Policies, and Regulations of the City.
- Delivery of high quality capital works and services that meet our community's needs, engineering standards and reflects our environment, changing climate, universal accessibility and fiscal responsibility.
- Apply a "complete streets approach" that reflects the City's mode priorities: active, transit, goods & services, and vehicles.
- Timely response for review and inspection services.
- Decisions will consider the climate emergency and how to mitigate & adapt to it.
- Asset management is supported through master plans that envision future.
- Effective and relevant management and oversight of traffic in Colwood.
- Monitoring of future Capital Regional District sewer capacity.

The Engineering Team is responsible for planning, design, and construction of public infrastructure including roads, sidewalks, boulevards, streetlighting, traffic signals, as well as sanitary sewer and storm drainage systems.

In working with other departments, residents, developers, as well as a number of external regional organizations such as the Capital Regional District, Ministry of Transportation & Infrastructure and BC Transit, staff strive to provide excellent customer service and provide a customer-centric approach. The Engineering Team provides information and technical expertise including:

- **Master Plans** the development of master plans to ensure a prioritized, sustainable, and fiscally responsible process of infrastructure replacement, refurbishment, and betterment. Planning for the future with climate change in mind.
- Time, quality and cost effective delivery of **Capital Projects** through conception, design, tendering, construction and administration.
- **Land Development**, supporting the processing of rezoning, development permits, & official community plan amendments in conjunction with Development Services, and Community Planning. Identification of the scope of infrastructure servicing required in support of each project. City inspectors review the works constructed by private contractors to ensure conformance with the City's standards and remediation of any deficiencies.
- **Transportation** management and the ability to support and monitor mode shift and how various projects and initiatives impact that opportunity. Delivering relevant data to determine network efficiencies to be gained through various upgrades enables the optimization of traffic signals.
- **Asset Management Sustainability**, engineering ensures the planned life cycle of its assets are optimized through various maintenance & inspection programs that include bridges, dams, rockfaces, retaining walls.

# Engineering continued

## Top 3 2023 Engineering Priorities

• Road Development Cost Charge Bylaw Update
• Start construction of Galloping Goose Pedestrian Bridge
• Complete 5/30/100-Year Capital Plans for Major Linear Infrastructure

## Engineering Operating Budget

### CITY OF COLWOOD ENGINEERING

For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	Projection	Projected \$ Variance	Projection %
<b>Funding</b>					
Works and Services Admin	\$152,100	\$11,895	\$160,395	\$8,295	105.45%
Right of Way Permit Fees	239,800	52,426	224,520	(15,280)	93.63%
Soil Permit Fees	50,000	6,533	9,799	(40,201)	19.60%
Other Engineering Revenue	68,500	86,132	98,037	29,537	143.12%
Engineering Revenue	510,400	156,987	492,752	(17,648)	96.54%
10% Allocation of Building Permit Fees	137,570	59,479	138,561	991	100.72%
<b>Total Funding</b>	<b>647,970</b>	<b>216,466</b>	<b>631,313</b>	<b>(16,657)</b>	<b>97.43%</b>
<b>Operating Expenses</b>					
Engineering Administration	1,058,900	500,392	1,053,615	(5,285)	99.50%

**Q2 Update – Works and Services Admin** YTD revenues are actualizing below budget and this trend is reflected in the current projection. Both Works and Services Admin Fees and **Right of Way Permit Fees** are anticipated to be realized in late Q3 and Q4 as developers try to work within current building code legislation. With construction delays occurring, it is anticipated that **Soil Permit Fees** will be less than budget. **Bus Shelter Commission Revenue** is projected to meet budget. **Other Engineering Revenue** will finalize over budget due to the sale of gravel through an agreement with Gablecraft that ended in June 2023. **Engineering** core operating expenses are projected to come in close to budget, with minimal impacts from position vacancies driven by internal promotions. Legal services have not actualized to the budget as the events that trigger these expenditures have been few.



## Engineering Special Initiatives

### Bridge & Culvert Program - \$80,000 budget (multi-year program)

The foundation for a program was started back in 2015. In 2024 this plan will be leveraged and updated to form a baseline for a sustainable program to assess and maintain Colwood's small bridges and culverts. The intent is to ensure safety and longevity of the public infrastructure. **Q2 Update:** Resource constraints have led to this project being deferred to later in the year than desired. Staff hope to initiate this project in Q4 or early 2024.

*Funding Source: General Operating Surplus.*

### Engineering Standards & Specifications - \$27,500 budget (2023). In Progress

This budget is primarily for the finalization of the subdivision and servicing bylaw. While the hope is the finalization will primarily be done in house, these funds provide an option to expedite by engaging consultants and/or to allow the department to review other standards and specifications that may be outdated and require updating. The bylaw will be supplemented with local standards that encourage sustainable design in the areas of road design, rainwater management, water balance, geotechnical design, street lighting, traffic signals and transit.

This project is in progress and anticipated completion is Q2 2023 and under budget; this project is related to the Active Transportation Network Plan, and completion of the bylaw update is pending finalization of this plan. **Q2 Update:** The City worked with an outside engineering consultant to complete final revisions to the bylaw, while staff performed in-house editing. Staff anticipate bringing the bylaw forward to Council for first reading in Fall of 2023.

*Funding Source: General Operating Surplus.*

### Geotechnical Monitoring Program - \$125,000 budget (multi-year program)

The City of Colwood has previously identified 51 rock walls and retaining structures located within the public Right of Way. These walls are built with various materials as well as varying heights and slopes. The City has had two investigations with corresponding reports done and is planning to leverage this previous knowledge and work to establish a maintenance program to ensure the integrity and functionality of these assets is maintained long term. Following Phase 1 and 2 of the City's geotechnical asset program, this multi-year budget is comprised of geotechnical assessment of slopes and retaining walls and providing preliminary options for maintenance and mitigation, which will be used by the City for planning and budgeting purposes. **Q2 Update:** Staff have worked with the original author of the high level report pertaining to the 51 rock wall and retaining structures in our community to dive deeper and identify the top priority items from a risk and consequence perspective. The consultant is currently working on providing a maintenance and inspection program for the identified items. Staff will use this to influence future planning and look to address the lower priority items in future years as well with the ultimate intent of creating a comprehensive plan to manage all 51 items. Currently the program is under budget for the 2023 spend; the intent will be to carry additional funds into 2024 and combine with the budget ask for the 2024 budget cycle.

*Funding Source: General Operating Surplus.*

## Roads DCC Bylaw Update - \$100,000 (2023/2026)

In 2023, the DCC Roads Bylaw will be reviewed based on current relevance related to unit rates and scope as both have changed significantly. A preliminary look into this was done for the capital plan, but the full program will be done, and results brought to Council in 2023. The 2023 work will be completed primarily internally with consulting support. The findings and ultimate direction of Council will dictate when the Roads DCC program receive a full update including a full re-estimate of all projects and provincial review and approval to set new Road DCC rates. What will be brought to Council is an update to the existing estimates to show where the program is relative to more current information. The information is intended to inform decisions and will not be sufficient to renew the program or set new rates. The budget for 2026 is for the full renewal of the Roads DCC program. **Q2 Update:** Staff have completed an internal Roads DCC review and provided suggested escalations to existing projects identified in our current Roads DCC plan. Staff have retained a consultant to review the in-house work and support the preparation of a minor DCC update to the province. It is anticipated this work will come in under budget and pending Provincial review/approval be completed prior to the end of Q4.

*Funding source: Reserve for Future Operating Expenditures.*

## Transportation Master Plan (TMP) Update – \$192,000 budget (2023). In Progress

This initiative includes work to continue and complete the Cross-Sections for major roads to validate initiatives generated within the Active Transportation Network Plan (2023 Draft). The 2023 budget also includes funds to build and analyze traffic flow and consequences of development, with the implementation of “Traffic Model” simulation software. Costs include transportation planning consulting services to assist staff in undertaking a global review of existing policy and potential new strategies that help achieve desired modal shift objectives identified in various policies contained within the strategic plan as well as the OCP.

The 2021-2025 Financial Plan included a \$269,500 multi-year budget for the TMP update; \$44,480 was spent prior to 2022 initiating the update with TMP validation work (cross-sections). The 2022 budget added \$70,000 to continue and complete the TMP Validation (cross-sections) which are in progress. \$150,000 is budgeted to update the Transportation Master Plan, and this work is in progress and a consultant will be working on a Traffic Model into 2023. There is a \$20,000 budget for transportation planning consulting services to assist staff in undertaking a global review of existing policy and to develop strategies to assist the city achieve its transportation modal shift objectives; this work will commence in conjunction with the Active Transportation Plan release. The 2023 budget reflects an anticipated reduction of \$50,000. All work is scheduled for completion in Q3 2023 within budget. **Q2 Update:** The “Traffic Model” is well underway and will be completed in early Fall. The TMP is currently developing cross-sections that represent decisions made in the Active Transportation Network Plan (ATNP). We anticipate an updated TMP in 2024.

*Funding Source: Reserve Fund – Future Operating.*

# Engineering continued

## Traffic Calming Pilots Program –\$30,000 budget (multi-year program)

Funding for staff to use short term pilot projects in areas where residents have expressed concern regarding traffic. Over the past several years concerns over traffic in local neighbourhoods have increased.

The City will explore alternative ways to best implement calming in local neighbourhoods that addresses these concerns and provides sustainable solutions for all citizens of Colwood. [Q2 Update](#): A pilot project to install traffic calming measures for the Lagoon area completed in this quarter and financials will be updated for Q3.

*Funding Source: Reserve Fund – Future Operating.*



# Public Works

## Council Expectations

- That special City programs such as Branch Drop-off be efficient, effective, and relevant to public demand.
- That Fleet Vehicles be managed to demonstrate climate leadership, identifying and prioritizing ZEV options.
- That customer service, education and consistent messaging to residents continue to drive the response to service requests.
- That City facilities be maintained to reduce energy consumption and demonstrate climate leadership.
- That Calls for Service be prioritized over scheduled work when the issue represents a potential safety hazard.
- That Public Works continue to develop interdepartmental partnerships to improve staff coordination of services and improve knowledge of Colwood infrastructure.
- That staff are trained, educated and knowledgeable.
- Safety of workforce.

Public Works staff provide oversight and operational support to all maintenance service areas within the City of Colwood.

Public Works provides maintenance to municipal buildings, including City Hall, Public Works Yard, St. John The Baptist Church, Emery Hall, Metchosin Gravel Stockpile, Lookout Brook Dam and two pump station buildings. The maintenance of small equipment, vehicles and the administration of the City's Fleet are performed by the Public Works Team. Staff also provide litter and garbage collection throughout the City in conjunction with the Parks Department.

Public Works also supports Branch Drop-off, the Colwood Cleanup, and community events and programs, including Eats and Beats and Music in the Park.

Along with the above, the Public Works Team has logged 490 action requests from the community so far this year (Jan – Oct, 2022).

## Top 3 2023 Public Works Priorities

- |  |
|--|
| <ul style="list-style-type: none"><li>• Create a comprehensive plan for Fleet Electrification, including ZEV integration and charging infrastructure improvements.</li></ul> |
| <ul style="list-style-type: none"><li>• Implement Fleet Telematics to improve GHG reporting and asset management.</li></ul>  |
| <ul style="list-style-type: none"><li>• Expand zero emissions priority purchasing to small equipment and tools where products are available.</li></ul>                       |



# Public Works continued

## Public Works Department Operating Budget

CITY OF COLWOOD

### PUBLIC WORKS

For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	Projection	Projected \$ Variance	Projection %
<b>Funding</b>					
Facilities Rental Revenue	\$14,900	\$7,608	\$8,850	(\$6,050)	59.40%
Colwood Clean-up Revenue		131	131	131	0.00%
<b>Total Funding</b>	<b>14,900</b>	<b>7,740</b>	<b>8,981</b>	<b>(5,919)</b>	<b>60.28%</b>
<b>Operating Expenses</b>					
Administration/Training	656,700	328,563	649,655	(7,045)	98.93%
City Facilities	258,900	170,781	291,398	32,498	112.55%
Branch Drop-Off	156,500	80,586	138,009	(18,491)	88.18%
City Events/Programs	53,700	39,338	69,482	15,782	129.39%
Emergency Response	7,400	321	461	(6,939)	6.23%
Dam Maintenance	5,700	1,093	1,977	(3,723)	34.68%
Park & Ride Charging Stations Maintenance	7,300	7,696	17,205	9,905	235.68%
Fleet & Equipment Maintenance	173,900	121,617	175,991	2,091	101.20%
<b>Total Operating Expenses</b>	<b>1,320,100</b>	<b>749,995</b>	<b>1,344,178</b>	<b>24,078</b>	<b>101.82%</b>

**Q2 Update – Facilities Rental Revenue** is projected to come in at 60% of budget. **Colwood Clean-up Revenue** is reflecting a minor recovery for scrap steel. **Core expenses: Administration/Training** is trending over budget due to increased coverall cleaning/rental costs and a potential salary recovery. **City Facilities** is expected to come in over budget due to rising facility maintenance costs and aging facility infrastructure. **Branch Drop-Off** is expected to finish the year at 99% of budget. **City Events/Programs** is projected to come in at 102% of budget. **Emergency Response** is projected to come in well under budget. **Dam Maintenance** is projected to finish on budget. **Park & Ride Charging Stations Maintenance** is actualizing over budget due to the increased cost of hydro. Currently there is no fee levied to charge at Colwood stations. Staff are investigating monetizing the charging stations pending direction from Council. **Fleet & Equipment Maintenance** is trending over budget and projected to come in at 120% of budget. The City is experiencing increased costs to support the fleet, particularly in the areas of parts and supplies.



# Roads

## Council Expectations

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

The Roads team inspects and maintains over 98 kilometers of paved roadways. Approximately 17% of paved surface is arterial, 15% is collector and 68% local. Each year, paving of roadways is undertaken throughout the City to repair and replace pavement failures and rectify seasonal pothole issues. Road shouldering is performed along arterial, collector and local roads as needed for safety and functionality; where sidewalks are in place, inspection and maintenance of this infrastructure is also performed.

Large-scale paving is managed through Public Works as well as long-line painting and street sweeping, including storm debris cleanup. As of 2021, road marking of crosswalks, directional arrows and stop-bars is performed by Colwood staff on a 5-year cycle, while school zones and priority intersections are maintained annually.

The City has re-introduced crack seal and cat-eye maintenance in 2022, utilizing new equipment. In addition, Colwood employees are responsible for the road-repair of third-party utility installations and the construction of water controls and extruded curbs.

While snow and ice removal affects all service areas of Public Works, road clearing often represents the majority of work during a winter event: streets are cleared in a priority sequence that focuses on arterials, bus routes, school zones and collectors first with all other roads visited in a timely manner as permitted by the severity of the weather. With the number of sidewalks in Colwood increasing each year, staff is working on a similar approach to sidewalks as they have with roads in regard to snow and ice.

## Top 3 2023 Roads Priorities

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Formalize operational sidewalk policy and implement annual inspection program.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Create a Snow and Ice and Storm Management policy, including sidewalks, and the designation of safe winter pathways to school.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Elevate data presentation relative to the ongoing paving program: utilize metrics from Pavement Assessment to illustrate lifecycle costing for road maintenance and/or replacement.</li> </ul> |

# Roads continued

## Roads Operating Budget

CITY OF COLWOOD

### ROADS

For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	<u>Projection</u>	Projected \$ Variance	Projection %
<b>Operating Expenses</b>					
General Roads Maintenance	\$637,300	\$324,116	\$539,198	(\$98,102)	84.61%
Street Light Maintenance	183,900	134,349	260,091	76,191	141.43%
Traffic Signal Maintenance	39,400	15,216	33,888	(5,512)	86.01%
Sidewalk Maintenance	49,400	14,472	37,108	(12,292)	75.12%
Snow/Storm Clean-Up	200,700	136,016	181,047	(19,653)	90.21%
<b>Total Operating Expenses</b>	<b>1,110,700</b>	<b>624,168</b>	<b>1,051,331</b>	<b>(59,369)</b>	<b>94.65%</b>

**Q2 Update** – **General Roads Maintenance** is projected to come in under budget at 85%. **Street Light Maintenance** is projected to come in over budget at 141% primarily due to increased costs of hydro as well as escalating repair and maintenance demand. **Traffic Signal Maintenance** is projected to come in under budget by 14%. **Sidewalk Maintenance** is projected to come in under budget by 10%. These variations in budget represent shifts in how resources are deployed based on Calls for Service, Council direction and urgency. **Snow/Storm Clean-Up** is projected to come in under budget, with room available for extreme weather.





# Parks, Trails, & Recreation

## Council Expectations

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

## Parks

Colwood staff maintain and beautify 25 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, and irrigation and tree management. Among the locations managed: Community Parks are provided high frequency maintenance, including playgrounds at locations such as Herm Williams and Colwood Creek Parks; Neighborhood Parks and Green Spaces are moderate frequency, such as Terrahue and Nellie Peace Parks; Linear and Undeveloped Parks are typically low frequency, including the seasonally maintained Sue Mar and Elizabeth Anne Parks. There are a few unique assets on the high-frequency maintenance list: St John’s Church Historic Site, and the Colwood Waterfront at the Lagoon.

## Trails

In addition to parks and green spaces, Colwood staff maintain 44 trails providing over 10 kilometers of developed walkways throughout the City. These trails and neighborhood accesses feature many gravel paths as well as concrete and asphalt walkways; stairs and bridges are a significant part of this trail network, with 400 + meters of stairs (both wooden and concrete) and 7 pedestrian bridges. The stewardship of the trees and natural areas lining these footpaths is a primary concern for City employees, tree safety and the cleanup of windstorm debris are as important as trail surface maintenance in the service of these areas. Natural parks with trail amenities vary significantly in size, from large destination Parks such as Havenwood or Latoria Creek Park to local walkways like Afriston and Matilda Parks.

## Top 3 2023 Parks, Trails & Recreation Priorities

• Create an Urban Forest Management Plan.
• Create an Invasive Species Management Plan.
• Create an action plan from the recent Parks & Recreation Master Plan.



# Parks, Trails, & Recreation continued

## Parks, Trails & Recreation Operating Budget

CITY OF COLWOOD  
**PARKS & TRAILS**  
 For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	<u>Projection</u>	Projected \$ Variance	Projection %
<b>Operating Expenses</b>					
Parks Maintenance	\$766,900	\$318,105	\$733,734	(\$33,166)	95.68%
Trails Maintenance	173,700	89,804	149,519	(24,181)	86.08%
Trails Urban Forestry	10,000		10,000		100.00%
Washroom Maintenance	64,100	29,605	60,857	(3,243)	94.94%
Garbage Collection	114,000	78,855	156,659	42,659	137.42%
Parks & Trails: Fleet & Equipment Maintenance	56,600	42,779	71,007	14,407	125.45%
Recreation Centre	1,268,600	634,291	1,268,582	(18)	100.00%
<b>Total Operating Expenses</b>	<b>2,453,900</b>	<b>1,193,441</b>	<b>2,450,357</b>	<b>(3,543)</b>	<b>99.86%</b>

**Q2 Update** – **Parks Maintenance** is projected to come in under budget at 96%. **Trails Maintenance** is projected to come in under budget at 86%. Additional spend in Trails is expected in Q4 to support stair and pathway repairs. Staff labour reallocation is also a contributing factor, with Parks staff supporting the Public Works Service Area as needed. **Trails Urban Forestry** will ultimately come in on budget as specific Urban Forestry maintenance expenses are identified. **Washroom Maintenance** is projected to come in close to budget at 95%. Significant contracted services costs have affected this service due to the unfortunate vandalism by arson of multiple portable washrooms this spring. **Garbage Collection** is projected to finish the year over budget at 134%. This is in part due to an increase in the number of garbage cans (new development), increased tipping costs and increased supply costs, including for pet waste bags previously provided by a third party. **Parks & Trails: Fleet & Equipment Maintenance** is expected to come in at 25% over budget due to increased costs. The City is experiencing increased costs across Public Works service areas, particularly in the areas of parts and supplies. **Recreation Center** expenses represents the City's proportional share of the West Shore Parks and Recreation and will be on budget.

# Parks, Trails, & Recreation continued

## Parks, Trails & Recreation Special Initiatives

### Individual Parks Management Plans - \$117,000 budget (multi-year as amended).

Following adoption of the City's Parks and Recreation Master Plan (2021), individual parks management plans are supported by this initiative. To date, plans have been created for each of: Colwood Creek, Lookout Lake, Ocean View, Havenwood and Latoria Creek parks. This project will provide important strategic guidance regarding the acquisition and management of new and existing parks and recreational infrastructure with individual parks-level plans to come separately. **Q2 Update:** The budget shown reflects an increase of \$48,000 approved by Council via the *Five-Year Financial Plan (2023-2027) Amendment Bylaw No. 1979-01* to advance the timing and realize efficiencies from a single firm preparing all three plans. Quarry Park is being prioritized and a consultant has been engaged.

*Funding Source: Reserve Fund – Future Operating*

### Parks Canada Initiative - \$150,700 budget (2023/2024). New

The City has entered into an agreement with Parks Canada to accept funding to support work related to the potential creation of a new Natural Urban Park. The funding covers 3 main streams: ecosystem regeneration strategy, public transit and active transportation study, develop and implement engagement process and overhead pertaining to these streams. The majority of the work will complete in 2023, and complete by federal fiscal year end (March 2024). **Q2 Update:** This initiative is underway via multiple contracts (WSP Canada Inc. and Barefoot Planning and Watt Consulting Group), with full budget spend anticipated for 2023.

*Funding Source: Federal Grant*

### Parks Planner Auxiliary - \$101,600 budget (2023/2024). New

In support of the Parks Canada Initiative above, the City has hired an Auxiliary Full-Time Parks Planner, with timing of funding and recognition coordinated to the federal fiscal year end as above. **Q2 Update:** The full budget will be utilized to fund the position.

*Funding Source: Federal Grant*

### Parks DCC Bylaw - \$40,000 budget (2023). New

The Parks and Recreation Master Plan (PRMP; 2021) provides a series of recommendations and strategies for implementing the ideas, values, and priorities for parks and recreation. One of these the PRMP recommendations included S3-Parks Development Cost Charges (DCCs). This budget represents funding for the costs associated with consulting support on the development of a new Parks Acquisition and Parks Improvement Development Cost Charge (DCC) Program. **Q2 Update:** The budget shown reflects an increase of \$20,000 approved by Council via the *Five Year Financial Plan (2023-2027) Amendment Bylaw No. 1979-01* to support work on a Parks Acquisition DCC Bylaw along with the Parks Improvement DCC Bylaw currently underway. Urban Systems is engaged and acquisition will commence in Q3.

*Funding Source: General Operating Surplus*

# Parks, Trails, & Recreation continued

## Urban Forest Management Plan - \$58,500 budget (2023). In Progress

This project called for by the 2019-2023 Strategic Plan will create a comprehensive plan for the stewardship of the City's urban forest. It will include a 10-year forest management plan and recommendations for bylaw amendments and budgeting. Originally budgeted at \$125,000 in 2021, this project is scheduled to be completed in Q1 2023. A consultant was engaged in Q3 2022 and a tree inventory, policy review and GIS data compiling are underway. To sustain the second phase of the Parks Urban Forestry Plan, additional funding of \$25,000 is required to carry the project through to completion, bringing this multi-year budget to \$150,000.

**Q2 Update:** The City is currently conducting public engagements for Urban Forest Bylaw and Urban Forest Strategy engagement with environmental and development stakeholders. The consultant is gathering canopy projection data that will support the creation of a strategy, identifying tree canopy targets for the City, excluding federal lands.

*Funding Source: Reserve Fund – Future Operating*



# Boulevards

## Council Expectations

- That differential levels of boulevard maintenance occur depending on location.
- That a manicured appearance be maintained along select Colwood boulevards as defined in appendix 3.
- That beautification, through annual planting be implemented in select locations. Currently, annual plantings are installed along presentation boulevards such as Island Highway and Wale Rd with the remaining plants dispersed where appropriate.
- That boulevard amenities foster a sense of pride for residents.
- That staff manage the City's urban forest and guide future maintenance through the creation of an Urban Forestry Master Plan.
- Boulevard beautification and planting be balanced to be cost-effective.
- Planting medians with safety of staff in mind.
- Minimization or reduction in manicured boulevards.

Colwood staff maintain approx. 17,600 sq meters of developed boulevards and boulevard islands that feature garden beds and manicured lawns maintained at level 2 "Groomed" (Appendix 2). There is approx. 11,100 m2 of garden and 6,500 m2 of lawn.

Irrigation is a significant part of boulevard maintenance, especially given the complexity and size of the recent installations at Royal Bay, 90% of these boulevards are irrigated and have ornamental street lighting. There are also 60 garden beds in cul-de-sacs throughout the city that are maintained at level 6 "Service & Industrial" (appendix 2).

While the City maintains all boulevard gardens, mowing is performed by City staff or property owners, depending on the location (Appendix 3). In addition, Colwood has over 26 kilometers of undeveloped boulevard with grass or brush requiring seasonal mowing, this mowing is done by a roadside mower twice per year. Typically, these boulevards are part of Colwood's critical drainage network.

## Top 3 2023 Boulevards Priorities

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Create an Urban Forest Management Plan relating to boulevard trees.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Create a boulevard beautification plan in coordination with Communications staff to showcase Colwood, with an emphasis on the use of low maintenance and native species.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Determine boulevard and cul-de-sac island maintenance options including the provision of supplies to support residents for volunteer maintenance.</li> </ul>                        |



# Boulevards continued

## Boulevards Operating Budget

CITY OF COLWOOD

### BOULEVARDS

For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	<u>Projection</u>	Projected \$ Variance	Projection %
<b>Operating Expenses</b>					
Boulevard Maintenance & Beautification	\$644,100	\$352,069	\$636,630	(\$7,470)	98.84%
Boulevard Urban Forestry	20,000		20,000		100.00%
<b>Total Operating Expenses</b>	<b>664,100</b>	<b>352,069</b>	<b>656,630</b>	<b>(7,470)</b>	<b>98.88%</b>

**Q2 Update – Boulevard Maintenance & Beautification** is projected to come in slightly under budget due to staff labour reallocation, with Boulevard staff supporting the Public Works Service Area as needed. Similar to Trails Urban Forestry, **Boulevard Urban Forestry** will ultimately come in on budget as specific Boulevard Urban Forestry expenses are identified and reclassified.



# Storm Sewers

## Council Expectations

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

Colwood staff manage \$87 million worth of storm infrastructure including 6 kilometers of drainage culverts, 25 kilometers of ditches, 39 kilometers of storm drainage pipe and 1350 catch basins.

Catch basins are inspected and flushed with a hydro-vac truck bi-annually to ensure they are clear and functional. Work is also done to clear grass and brush to ensure that access to easements where manholes are located is unimpeded.

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

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

## Top 3 2023 Storm Sewers Priorities

• Create a storm-water maintenance operational policy.
• Begin repairs to closed stormwater system, rectifying deficiencies identified during the flush and camera program.
• Improve data reporting for storm system maintenance and articulate maintenance program.

# Storm Sewers continued

## Storm Sewers Operating Budget

CITY OF COLWOOD  
**STORM SEWERS**  
 For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	<u>Projection</u>	Projected \$ Variance	Projection %
<b>Operating Expenses</b>					
Storm Sewers	\$202,700	\$79,057	\$182,243	(\$20,457)	89.91%
Drainage Culverts	60,200	35,692	64,701	4,501	107.48%
Storm Pond Maintenance	20,400		20,400		100.00%
<b>Total Operating Expenses</b>	<b>283,300</b>	<b>114,749</b>	<b>267,344</b>	<b>(15,956)</b>	<b>94.37%</b>

**Q2 Update** – **Storm Sewers** is projected to come in at 90% of budget. **Drainage Culverts** is projected to come in slightly over budget at 107%. **Storm Pond Maintenance** is projected to come in on budget, with spend occurring in Q3/Q4 in preparation for seasonal rains.





# Sewer Utility

## Council Expectations

- That sanitary systems be maintained to ensure safety and functionality for residents while maximizing the useful life of the infrastructure. Currently maintenance work involves the tasks outlined in Appendix 2.
- That residential sewer connections demonstrate excellent customer service and cost recovery.
- That staff provide prompt assistance to residents experiencing sewer issues. If a resident expresses a concern about a utility issue affecting a dwelling, City employees respond immediately to assess and assist as needed.
- That the technological aspects of the sanitary system are kept current. In the event of a pump failure, systems are in place to ensure the station is still functional.

Colwood staff manage \$95 million worth of sanitary infrastructure including 10 pump stations, 50 kilometers of sanitary gravity main-lines and 8 kilometers of force-mains.

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

The management and automation of sewer systems utilizing Supervisory control and data acquisition (SCADA) is the responsibility of City employees with support from outside technicians as needed.

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

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

## Top 3 2023 Sewer Utility Priorities

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| <ul style="list-style-type: none"><li>• Continue capital replacement plan for sewer pumps, codify practice with the introduction of a pump station and linear infrastructure maintenance policy.</li></ul> |
| <ul style="list-style-type: none"><li>• Conduct up to date electrical inspections and implement policies.</li></ul>  |
| <ul style="list-style-type: none"><li>• Create a capital installation plan for adding flow monitoring devices at each pump station location.</li></ul>   |



# Sewer Utility continued

## Sewer Utility Operating Budget

CITY OF COLWOOD  
SEWER UTILITY  
For the Six Months Ending Friday, June 30, 2023

	Annual Budget	YTD Actual	Projection	Projected \$ Variance	Projection %
<b>Funding</b>					
Local Service Area Taxes	\$345,600	\$353,885	\$353,885	\$8,285	102.40%
Sewer User Fees	1,639,200	1,525,025	1,567,975	(71,225)	95.65%
Sewer Connection Fees	155,100	58,127	84,300	(70,800)	54.35%
Sewer Enhancement Fees	53,100	12,558	242,558	189,458	456.79%
<b>Total Funding</b>	<b>2,193,000</b>	<b>1,949,595</b>	<b>2,248,718</b>	<b>55,718</b>	<b>102.54%</b>
<b>Operating Expenses</b>					
Sewer Administration	108,700	55,575	126,515	17,815	116.39%
Sewer Maintenance (CRD)	1,004,300		972,367	(31,933)	96.82%
Sewer Maintenance	330,100	137,316	313,269	(16,831)	94.90%
Connections	155,100	51,045	106,002	(49,098)	68.34%
Sewer Fleet Maintenance	64,900	36,939	64,055	(845)	98.70%
<b>Total Operating Expenses</b>	<b>1,663,100</b>	<b>280,876</b>	<b>1,582,209</b>	<b>(80,891)</b>	<b>95.14%</b>
<b>Transfer to Reserves &amp; Debt Payment</b>					
Transfer to Reserve for Capital	184,300		314,125	129,825	170.44%
Transfer to Operating Reserve	4,200			(4,200)	0.00%
LSA Debt Repayment	341,400	169,967	369,662	28,262	108.28%
<b>Total Operating Expenses + Transfers + Debt Payment</b>	<b>2,193,000</b>	<b>450,843</b>	<b>2,265,996</b>	<b>72,996</b>	<b>103.33%</b>
<b>Taxation Required</b>		<b>1,498,752</b>	<b>(17,277)</b>	<b>(17,277)</b>	<b>0.00%</b>

**Q2 Update – Local Service Area Taxes** are projected to come in at 102% of budget; LAS rates remained the same as 2022, with a slight increase to the taxable area for the East LAS. LAS fees fund debt servicing for these service areas, and rates will be reviewed and increased for 2024, due to debt refinancing in 2023. **Sewer User Fees** are actualizing below budget at 96%. **Sewer Connection Fees** are trending toward a budget shortfall of 46%; demand for these connections is variable. **Sewer Enhancement Fees** are also trending towards a budget shortfall, currently projected to reach 46% of budget. Sewer enhancement fees are transferred to reserves for sewer capital upon collection. **Sewer Administration** operating expenses are projected to come in over budget by 15%. **Sewer Maintenance (CRD)** is projected to finish under budget at 97%. Sewer Maintenance is projected to come in close to budget at 95%. **Connections** is expected to come in under budget at 68% and funded by Sewer Connection Fees (also under budget), however the expenses are coming in at 14% more than anticipated due to cost increases. **Sewer Fleet Maintenance** is projected to finish under budget at 79%. **Transfer to Reserve for Capital** is projected to come in under budget at 56% due to overall sewer revenue shortfalls that fund reserve transfers. Similarly, **Transfer to Operating Reserve** will not be made in 2023 as this transfer is funded by the LAS parcel tax which was insufficient to fund current year debt servicing due to the **LSA Debt Repayment** actualizing over budget \$28,000 reflecting changes to debt servicing based on a new 5-year rate effective April, 2023.