

COLWOOD 2023

Colwood Goes Blue photo by Dave Lacey

ANNUAL REPORT

FISCAL YEAR ENDING DECEMBER 31, 2023

Colwood Fast Facts

LAND & FEATURES

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

PEOPLE & BUSINESS

- Incorporation year: 1985
- 22,256 residents and growing (2024, BC Stats)
- Median age 42.4 (2023, Household Prosperity Report)
- 8,175 households (2023)
- \$7.5 billion in assessed taxable value (2024 preliminary)
- \$192.2 million in new construction assessed taxable value (2024 preliminary)
- \$912K in growth generated taxes (2024 preliminary)
- 722 active business licenses



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**City of Colwood, British Columbia, Canada
2023 Annual Report for fiscal year
ending December 31, 2023**

**Prepared by the City of Colwood
Communications & Finance Departments**

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

INTRODUCTION

LAND ACKNOWLEDGEMENT

MESSAGE FROM THE MAYOR

COLWOOD COUNCIL

GOALS & STRATEGIC PRIORITIES

2023 IN PICTURES

ORGANIZATIONAL PROFILE

MESSAGE FROM THE CAO

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

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



National Indigenous Peoples Day
at Royal Roads University in Colwood
Canoe Protocol on Esquimalt Lagoon
June 21, 2023



Mayor & Council

Colwood Mayor and Council

Message from the Mayor



Doug Kobayashi
Mayor

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

- continuing to support the provision of a range of housing options to meet the needs of people at all stages of life;
- working to maintain and restore connections to nature and enhance recreational opportunities through Parks Management and Waterfront Stewardship Plans;
- continually enhancing transportation options to reduce traffic congestion and provide realistic alternatives to driving with projects like the Galloping Goose bridge, sidewalk and cycling projects, and transit improvements;
- strengthening our community through climate action: implementing the Zero Carbon Step Code for new buildings, focusing on natural asset management, adapting and mitigating impacts of climate change and realizing co-benefits through the Colwood Climate Action Plan;
- fostering a vibrant and connected community through arts, culture, events, and placemaking initiatives like Create Places, banner programs, signs and lighting.

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

Colwood Council 2022-2026

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

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

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



Cynthia Day



David Grove



Dean Jantzen



Kim Jordison



Misty Olsen



Ian Ward



Making Headlines in 2023

- Now open! New roundabout at Latoria Road and Veterans Memorial Parkway
- **Colwood awards contract for Waterfront Multi-Use Pathway**
- Colwood Council moves toward adoption of Zero Carbon Step Code
- **Colwood awards contract for new Galloping Goose Bridge**
- Understanding sewer expansion considerations in Colwood
- **Blessing of the land for the new Royal BC Museum building in Colwood**
- **Colwood & Langford Fire Departments renew Mutual Aid Agreement**
- Province funds new West Shore RCMP Mental Health Unit
- **Colwood's shift to zero emissions vehicles: good for the environment and the pocketbook**
- Operation Ladybug! Natural pest management in Colwood
- **Colwood Council increases funding for youth programs at PCFSA**
- Colwood advances rezoning application in the Sooke Road Transit Growth Area
- **10-year Park Management Plans for Havenwood & Latoria Creek**
- New outdoor sports court coming to Dunsmuir Middle School
- **Colwood approves plan for 19.45 ha of new parks and trails at Royal Beach**
- A gradual shift of events and activities from the Lagoon to Royal Beach
- **More than 300 new long-term care beds coming to Colwood**
- Colwood earns active transportation grant to install new cycling
- **Contract awarded for RBCM collections, research building**
- Share your thoughts in the 2023 Citizen Satisfaction Survey
- **Colwood Ideas Fair: a fun way to help improve your community!**



Goals & Strategic Priorities

Official Community Plan Goals

Colwood's *waterfront* is a gently-enjoyed, world class destination for residents and visitors alike.
 People and *nature* are exceptionally well-connected.
 Family friendly *neighbourhoods* provide housing choices.
 Residents have realistic *transportation* choices.
 Vibrant streets & *public spaces* promote community connections.
 Colwood is carbon neutral, energy positive, water smart and *prepared to adapt* to a changing world.

Strategic Priorities

The City of Colwood 2024-2027 Strategic Plan sets out improvements in six pathways: Economy, Infrastructure, Engagement, Well-being, Governance, and Environment. These pathways and the associated strategies and actions are built upon the vision and goals, outlined in the Official Community Plan, which are intended to address the needs and expectations of the community and allow citizens to thrive: longtime residents and new; families and seniors; entrepreneurs and employees.

These are areas where Council wants to be more involved and to see meaningful progress over the next four years as we strive to make Colwood an ever-more welcome, inclusive, and culturally engaging community.

Economy	Infrastructure	Engagement	Well-being	Governance	Environment
<p>Colwood is a thriving community</p> 	<p>Colwood's infrastructure supports quality of life</p> 	<p>Colwood is a community that works and plays together</p> 	<p>Colwood is a community that cares</p> 	<p>Colwood is a well managed City</p> 	<p>Colwood is a Climate Action leader</p> 
<p>We make decisions that promote the prosperity of residents, businesses and the City as a whole.</p>	<p>We enhance quality of life by working to create a connected network of streets, sidewalks, trails and cycling routes and we prioritize natural assets.</p>	<p>We engage citizens in the governance of their City through clear communications and transparent decision making.</p>	<p>We work to enhance the health, well-being and quality of life for Colwood residents.</p>	<p>We are committed to responsible financial management, exceptional customer service and efficient and effective service delivery.</p>	<p>We value natural assets such as trees, green spaces, hillsides, waterways, storm systems, and shorelines. We take action to mitigate, adapt and prepare for a changing climate.</p>



Expanding zero emissions fleet and equipment



National Indigenous Peoples Day at Royal Roads

2023 in Pictures



New traffic signal Metchosin & Latoria



Driftwood Colwood sign



Public Art by Laura Rechwan at Colwood Corners



Eats & Beats at the Beachlands



Kids exploring the shore at the Beachlands



Music in the Park



Waterfront Stewardship Plan progresses



\$3.6 Grant for Galloping Goose overpass



Enjoying the Forest Lights display in Herm Williams Park



Cruising along the waterfront



City Services



Community Engagement at the beach

Colwood

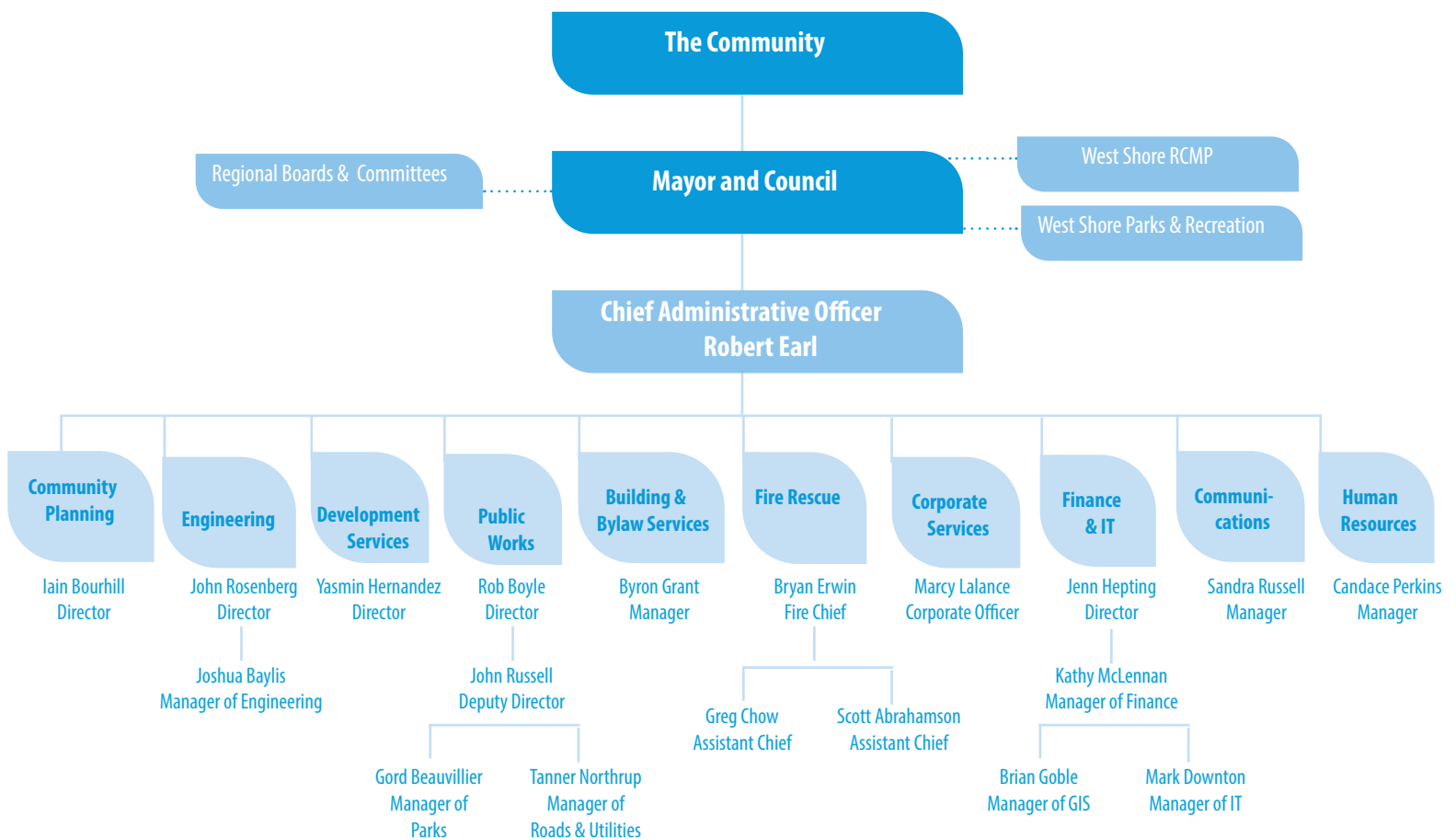
Public Realm



Organization Profile

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

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





Message from CAO Robert Earl

Driftwood Colwood Sign

I am pleased to present Colwood's Annual Report which provides an overview of the City's activities and accomplishments for the year ending December 31, 2023.

Each of the services, programs and initiatives supported by staff is specifically targeted to help the City achieve the goals expressed by our community in the Official Community Plan, in alignment with the priorities outlined in Council's 2024-2027 Strategic Plan.

This Annual Report is presented in three sections:

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

City Services – an organizational profile and profiles of each City service area that include an overview, an outline of Council's expectations, a summary of accomplishments from 2022, priorities for 2023 and statistical trends.

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

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

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

Community Planning

The Lagoon Beach & Esquimalt Lagoon
National Migratory Bird Sanctuary

ECONOMY

INFRASTRUCTURE

ENGAGEMENT

WELL-BEING

ENVIRONMENT

GOVERNANCE

Council Expectations

- Monitor community needs for policy review and generation.
- Review and monitor Official Community Plan for potential policy development.
- Support infrastructure implementation for active transportation mode-shift and waterfront public realm.
- Understand current demographics, 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 and intangible heritage.
- Strengthen relationships with Kosapsum, Songhees and Scia'new Nations.
- Understand & support community need for recreation, arts and cultural programming & facilities through the establishment of master plans.
- Implement and report on the Climate Action Plan.
- Work with partners such as the WestShore Chamber of Commerce to 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 bylaws such as the Land Use Bylaw. The next major 5-year review of the OCP is anticipated to take place in 2024.

Accomplishments from 2023

- **Compiled new Parks Improvement Development Cost Charge Program**

- **Completed the Colwood Climate Action Plan**

- Supported grants including \$6M for Waterfront Stewardship Plan

- Completed the Triangle Lands & Gateway Vision and Action Plan

- Led implementation of the Parks and Recreation Master Plan with draft management plans and facility concept plans (Quarry Park and Colwood Community Centre)

- Continued to support mode-shift approaches

- Supported ongoing collaboration with local First Nations

- Liaised with SD62 to complete Dunsmuir multi-sport courts

- Completed the Waterfront Ecosystem Regeneration Strategy and Active Transportation Study for the proposed National Urban Park

- Continued to lobby BC Transit for public transit improvements

- Advanced National Urban Park conversation

Priorities for 2024

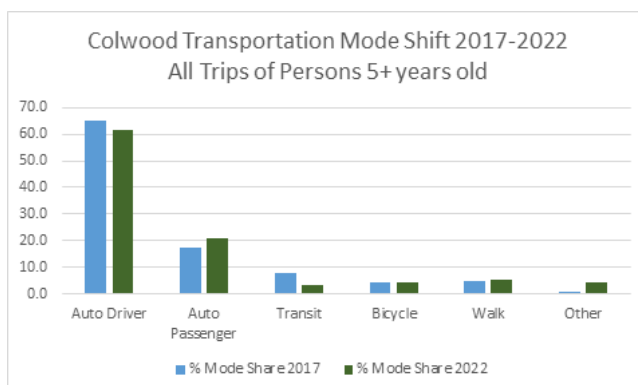
-  **Review and update the Affordable Housing Policy**
-  **Coordinate 5-year review of Official Community Plan**
-  **Begin implementation of the Climate Action Plan**
-  Develop State of Biodiversity Report for Colwood
-  Develop a Residential Retrofit Strategy
-  Coastal adaptation planning, regulation and policy to enshrine appropriate flood construction levels and development setbacks
-  Colwood Land Use Bylaw Update
-  Continue the Colwood Rent Bank program
-  Review and update the Demographics Study
-  Support Energy Efficiency & Climate Action Champions to foster community-led energy efficiency and resilience actions
-  Gateway Public Realm Plan for placemaking, transit, active transportation and landscaping improvements
-  Inland Floodplan Mapping for planning and hazard mitigation
-  Continue creation of a Parks DCC and Parks Acquisition program
-  Develop a new Cost Charge program for policing facilities
-  Continue to lead the Regional Housing Affordability and Prosperity Project
-  Disaster Risk Reduction Planning and Engagement to comply with Provincial requirements, reduce community risks and better safeguard community health and well-being
-  Implement new Provincial Housing legislation
-  Support planning for Quarry Park and a new Colwood Community Centre

Implement the Colwood Climate Action Plan

Developing a Residential Retrofit Strategy

Advancing the Gateway Vision for Colwood's town centre with a Public Realm Plan

Safeguarding our community through Disaster Risk Reduction strategies





Development Services

Guiding development of complete neighbourhoods

ECONOMY

INFRASTRUCTURE

ENGAGEMENT

WELL-BEING

ENVIRONMENT

GOVERNANCE

Council Expectations

- Clear communication on development applications and the development process by providing access to applications on City's webpage and follow public notice requirements including signage.
- Align projects with expectations of the community through the Official Community Plan.
- Enable high quality building design by implementing Official Community Plan design guidelines.
- Prioritize the natural topography, environment, and climate impacts (Site Adaptive Planning) in the review of applications.
- Encourage development that increases employment opportunities.
- Timely processing of development applications.
- Support Council decision making with timely, concise, informative reports.

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.

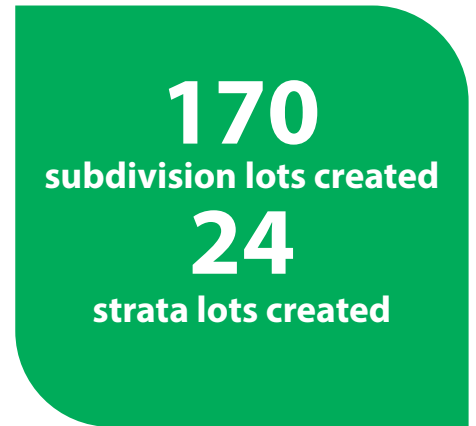
Accomplishments from 2023

- Continued to increase understanding and implementation of site adaptive planning and design principles
- Updated Land Use Application Procedures Bylaw / Review and update development application forms and fees
- Filled job vacancies to support required levels of service while supporting internal success and thoughtful community development

- 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 licence and calls for service

Priorities for 2024

- Complete the North Latoria Corridor Visioning process**
- Implement the Gateway & Triangle Lands Vision by working with interested landowners in rezoning of lands within the area**
- Support on-going planning work for Quarry Park**
- Develop an Amenity Cost Charge program to support infrastructure needs based on new Provincial legislation
- Research, analyze and identify options for a Bonus Density Framework to increase transparency while allowing our community to leverage developer contributions amid a changing landscape of Provincial development legislation
- Update the Environmental Development Permit Guidelines in the Official Community Plan



Guiding new construction to fit within the existing landscape using site adaptive planning

Statistical Trends: Planning and Land Use

Construction Value

2019	2020	2021	2022	2023
\$105M	\$50M	\$75M	\$163M	\$326M

Development Permit Processing (days)

2019	2020	2021	2022	2023
85	112	112	139	49

Total Development Services Applications

2019	2020	2021	2022	2023
143	150	173	174	159

Engineering

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

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Council Expectations

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

The Engineering Team is responsible for providing sustainable infrastructure with a focus on ensuring the citizens of Colwood get the best value from development and capital projects.

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

Engineering actively engages other departments, residents, developers, as well as external organizations such as the Ministry of Transportation & Infrastructure, BC Transit and the Capital Regional District. Staff strive to provide a customer-centric approach while providing information and technical expertise including:

- Transportation management and the ability to support and monitor mode shift. Gather and aggregate relevant data to determine network efficiencies to be gained through various upgrades enabling the optimization of traffic flow. Recognize data driven solutions when contemplating intersection treatments such as roundabouts, traffic calming approaches and other transportation related works.
- Master Plans that integrate climate impact and provide the foundation for staff to ensure prioritized, sustainable, and fiscally responsible infrastructure replacement and refurbishment.
- Capital Projects that are implemented and delivered using industry best practices and value driven decision making that leverages grant funding when available.
- Asset Management that aids the City in determining the priorities needed for a fiscally responsible approach to optimize the life cycle of assets through maintenance & inspection programs, including bridges, dams, rockfaces, retaining walls, underground infrastructure and others.

- Support Land Development processes including rezonings, development permits, & official community plan amendments. Engineering actively works to identify the scope of infrastructure and servicing that supports the objectives of the community relative to new and existing developments.

\$4.81M
value of
Capital Projects in 2023

Accomplishments from 2023

- Finalized Subdivision and Development Servicing Bylaw for presentation to Council
- Developed a City wide traffic model
- Delivered the 2023 Sewer Master Plan Update to reflect ongoing development and long term capital for extension of services
- Initiated update of the 2018 Drainage Master Plan
- Continued update of the Road Development Cost Charge Bylaw
- Awarded the contract for Galloping Goose Pedestrian Bridge
- Completed construction of active transportation including Benhomer Drive, Ownens Road
- Implemented buffered bike lane pilot project on Painter Road
- Substantial completion of signalization of Metchosin at Latoria
- Substantial completion of roundabout at Veterans and Latoria
- Initiated installation of pedestrian and cycling counters
- Work with BC Transit to facilitate the transit priority project on Island Hwy from the View Royal border to the Galloping Goose Regional Trail and RapidBus transit stop improvements
- Complete Colwood traffic model to demonstrate the impact of proposed developments
- Continue rockface & retaining structure maintenance program

Priorities for 2024

- Commence construction of the Galloping Goose Bridge
- Update the Transportation Master Plan with public input
- Develop a Stormwater DCC program
- Complete Stormwater Master plan update
- Implement Traffic Management Program
- Finalize and integrate Sooke and Metchosin road cross sections
- Coordinate traffic signals

Statistical Trends: Engineering

Right of Way Permits Issue					
2019	2020	2021	2022	2023	
248	349	327	208	163	
Traffic Counts Conducted					
2019	2020	2021	2022	2023	
6	5	3	1	29	
BC Transit Bus Boardings					
2019	2020	2021	2022	2023	
651,883	368,101	382,329	517,224	555,464	
EV Charging Station Users					
2019	2020	2021	2022	2023	
3,418	3,580	3,835	5,326	6,461	
Galloping Goose Bike Trips					
2019	2020	2021	2022	2023	
n/a	n/a	277,823	266,187	232,599	
Value of Capital Projects					
2019	2020	2021	2022	2023	
\$393K	\$2.11M	\$ 6.55M	\$9.74M	\$4.81M	

Public Works

Colwood Branch Drop Off

ECONOMY

INFRASTRUCTURE

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WELL-BEING

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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 facilities, 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 management of the City's Fleet are performed by the Public Works Team. Public Works also operates Branch Drop-off and supports community events including Eats and Beats and Music in the Park. Along with the above, the Public Works Team has logged 1184 action requests from the community so far this year (Jan – Oct, 2023).

Accomplishments from 2023

- Continued to work with Council to establish the Facility Feasibility Study as a guide for future site improvements at the municipal complex at 3300 Wishart Road.
- Continued with zero emissions vehicle priority purchasing for the Fleet, 4 new EVs ordered in 2023.
- Initiated plan for Fleet Electrification, including ZEV integration and charging infrastructure improvements.
- Implemented Fleet Telematics to improve GHG reporting and asset management.
- Expanded zero emissions priority purchasing to small equipment and tools where products are available.
- Advanced policy creation including Sidewalks, Snow and Ice, Storm and Sanitary Sewer Maintenance service areas.

Priorities for 2024

- Establish capital program to action Fleet Electrification Plan and achieve a 100% ZEV fleet in 2034. This program will include refurbishment budgets for operating life extensions of existing ICE assets where no current zero emission options exist.
- Draft a comprehensive facility improvements capital plan to maximize the useful life of City Hall and other City-owned structures, identifying opportunities for Colwood to provide community leadership in facility maintenance and planning.
- Identify contacted services where GHG emissions are significant and develop a Contracted Services Electrification Plan, considering climate focused procurement processes and internal equipment purchases where relevant.

Received
25,578
vehicles at the
Branch Drop Off
program in 2023

Fleet Composition and Activity	2020	2021	2022	2023
Zero emissions vehicles	4	4	6	9
Hybrid Passenger Vehicles and Trucks	1	1	2	2
Passenger Vehicles and Trucks (Gas)	10	10	10	12
Heavy Trucks (Diesel and Gas Vehicles)	11	11	11	12
Equipment (Diesel and Gas)	8	8	8	8
Trailers	17	17	18	18
Diesel Consumed (L)	43,089	44,270	40,540	28,716
Gasoline Consumed (L)	30,469	29,679	33,263	27,381



Irrigation team with their fully electric van

Statistical Trends: Public Works

Requests for Service Completed

2019	2020	2021	2022	2023
566	450	696	490	1388

Branch Drop Off Vehicles served

2019	2020	2021	2022	2023
16,047	21,888	23,924	22,686	25,578

Colwood Clean Up Vehicles served

2019	2020	2021	2022	2023
630	0	0	514	0

Roads

Keeping sidewalks clear of snow and ice

ECONOMY

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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 100 kilometers of paved roadways. Approximately 15% of paved surface is arterial, 16% is collector and 67% local, and 2% of which are lanes.







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 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 affect 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.

Accomplishments from 2023

-  Continued multi-year pavement remediation program of arterial roads as identified in the recent pavement assessment.
-  Maintained safe road conditions through winter weather.
-  Continued to provide sweeping along arterial sidewalks, in particular along Sooke Rd and Metchosin Rd, for pedestrian safety
-  Formalized operational sidewalk policy and implement annual inspection program.
-  Created a Snow and Ice and Storm Management policy, including sidewalks, and the designation of safe winter pathways to school.
-  Elevated data presentation relative to the ongoing paving program: utilize metrics from Pavement Assessment to illustrate lifecycle costing for road maintenance/replacement.

Priorities for 2024

-  **Perform an updated City-wide Pavement Assessment of the Colwood Road Network to build upon the 2018 assessment and promote safe mobility of all roads.**
-  **Investigate and integrate electric tools into the Roads Service Area.**
-  **Formalize an operational sign inspection and maintenance program.**
-  Colwood street sign reflectivity assessment

Statistical Trends: Roads

Km of Paved Roadway Maintained

2019	2020	2021	2022	2023
n/a	96	98	98	100

Potholes Repaired

2019	2020	2021	2022	2023
200	225	191	191	73

Km of Sidewalk Maintained

2019	2020	2021	2022	2023
35	40	44	44	45

Traffic Signals Maintained

2019	2020	2021	2022	2023
n/a	26	28	28	29

Brine applied snow & ice control (litres)

2019	2020	2021	2022	2023
n/a	n/a	n/a	200k	261k

Salt applied snow & ice control (tonnes)

2019	2020	2021	2022	2023
n/a	n/a	n/a	250T	270T



Parks, Trails & Recreation

Herm Williams Park

ECONOMY

INFRASTRUCTURE

ENGAGEMENT

WELL-BEING

ENVIRONMENT

GOVERNANCE

Council Expectations

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








Parks

Colwood staff maintain and beautify 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.

Accomplishments from 2023

-  Continue development of an Urban Forest Management Plan
-  Initiated an Invasive Species Management Plan
-  Initiated an action plan for the Parks & Recreation Master Plan
-  Use staff knowledge of trail drainage and design for future projects.
-  Continue data tracking of Parks and Trails service area
-  Increased trail stairs maintenance
-  Continued to increase turf management processes including larger recreational and sports fields.

Priorities for 2024

-  **Implement tactics outlined in the Urban Forest Strategy**
-  **Create and implement Education and Awareness program for new Pesticide Use Bylaw**
-  **Create an action plan from the recent Parks & Recreation Master Plan**
-  Create a parks management plan for Quarry Park
-  Recruit an auxiliary parks planner
-  Support the creation of a new waterfront park lease in conjunction with the Beachlands development



Statistical Trends: Parks & Trails

Parks & Trails Maintained

2019	2020	2021	2022	2023
60	64	66	68	69

Hectares of Parkland Managed

2019	2020	2021	2022	2023
88	88	89.6	90.2	92

Km of Trails Maintained

2019	2020	2021	2022	2023
10+	10+	10+	10+	12

Sq Km of Urban Forest maintained

2019	2020	2021	2022	2023
12+	12+	12+	12+	12+

Acres of land reclaimed from invasives

2019	2020	2021	2022	2023
-	-	4	7.5	10



Boulevard planting

Boulevards

- ECONOMY
- INFRASTRUCTURE
- ENGAGEMENT
- WELL-BEING
- ENVIRONMENT
- GOVERNANCE

Council Expectations

- That differential levels of boulevard maintenance occur depending on location.
- That a manicured appearance be maintained along select Colwood boulevards as defined in 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". This includes 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 in South Colwood. 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".

While the City maintains all boulevard gardens, mowing is performed by City staff or property owners, depending on the location. 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.

Accomplishments from 2023

-  Created a boulevard beautification plan with an emphasis on the use of low maintenance and native species
-  Developed boulevard and cul-de-sac island maintenance options to support residents interested in volunteer maintenance
-  Install new grant funded benches, garbage cans and dog waste station at key trail and sidewalk connections along boulevards
-  Planted 60 new boulevard trees
-  Continue to minimize the number of manicured boulevards
-  Continue to reduce or limit watering of boulevards
-  Planting beds with native plants that are low maintenance and have a low water demand

26km

km of boulevards maintained




200

trees planted

60 by the City +

180 by developers

Priorities for 2024

-  **Implement strategies from the Urban Forest Plan regarding Boulevard trees**
-  **Continue using native species for new and restored boulevard plantings**
-  **Install/improve irrigation and soil conditions for all new boulevard gardens and lawn**

Statistical Trends:
Boulevards

Trees Planted				
2019	2020	2021	2022	2023
-	25	30	25	50

Hectares of Parkland Managed				
2019	2020	2021	2022	2023
-	88	89.6	90.2	92

Acres of Invasives Removed				
2019	2020	2021	2022	2023
-	-	4	7.5	10

Number of Parks & Trails Maintained				
2019	2020	2021	2022	2023
-	64	66	68	69



Storm Sewers

Utility maintenance

ECONOMY

INFRASTRUCTURE

ENGAGEMENT

WELL-BEING

ENVIRONMENT

GOVERNANCE

Council Expectations

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

Colwood staff manage 6 kilometers of drainage culverts, 25 kilometers of ditches, 51 kilometers of storm drainage pipe and 1359 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.

Accomplishments from 2023

- Continued camera inspections and flushing on storm pipes.
- Achieved annual catch basin cleaning program objective
- Upgrades to newly acquired pond on Cairdale Road with extensive brush and easives clearing and construction of an access road
- Exceeded planned service to Drainage Pond Maintenance; originally scheduled 5 ponds for maintenance, a high level of efficiency was achieved, and 10 ponds were cleared as a result.
- Created a storm-water maintenance operational policy.

- Began repairs to closed stormwater system, rectifying deficiencies identified during the flush and camera program.
- Improved data reporting for storm system maintenance and articulate maintenance program.

Priorities for 2024

- Continue to refine inspection programs, and consequently provide up to date information to assist GIS with ground truthing documented infrastructure location
- CCTV known trouble spots, to assist Engineering for future drainage capital projects including Fulton Road, Cecil Blogg Drive and Sooke Road.
- Increase brush clearing at large culvert ends and smaller settlement areas. (ex. Pelican & Metchosin)

\$164M
in storm infrastructure
maintained



Statistical Trends:
Storm Sewers

Drainage Ponds Maintained

2019	2020	2021	2022	2023
-	-	-	10	1

Linear metres flushed and inspected

2019	2020	2021	2022	2023
-	-	-	6100m	852m



Sewer Utility

Sewer inspection and cleaning in the Alladale area

ECONOMY

INFRASTRUCTURE

ENGAGEMENT

WELL-BEING

ENVIRONMENT

GOVERNANCE

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 10 pump stations, 52 km's of Sanitary gravity mains, and 9 km's of Sanitary 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.

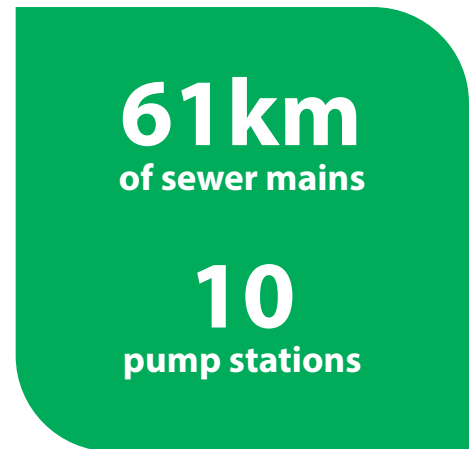
The management and automation of sewer systems utilizing Supervisory control and data acquisition (SCADA) is the responsibility of City employees with support from outside technicians as needed.

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.

Accomplishments from 2023

- Continued to implemented pump maintenance and replacement program while rebuilding the old pumps to be used as spares.
- Continued capital replacement plan for sewer pumps, codify practice with the introduction of a pump station and linear infrastructure maintenance policy
- Conducted up to date electrical inspections and implemented electrical policies
- Created a capital installation plan for adding flow monitoring devices at each pump station location
- Continued implementation of flush and camera program and articulation of maintenance schedule.
- Continued staff training improvements: additional SCADA systems training for supervisors.
- Added an “inflow and infiltration improvements” section
- Created a sewer maintenance operations policy, for both pump stations and linear infrastructure.



Priorities for 2024

- Continue working with the CRD to establish flow monitoring data for all Colwood Pump Stations**
- Investigate potential inflow and infiltration concern in the Wilfert catchment**
- Create capital replacement plan for SCADA component upgrades**
- Initiate a multi-decade Sewer Network Expansion Plan to explore options for Council to consider with respect to connecting existing homes in Colwood tot he sewer system.**

**Statistical Trends:
Sewer Utility**

Connections by Colwood

2019	2020	2021	2022	2023
-	18	19	11	8

Connections by Development

2019	2020	2021	2022	2023
-	-	140	73	61



Building & Bylaw Services

Royal Bay Commons

ECONOMY

INFRASTRUCTURE

ENGAGEMENT

WELL-BEING

ENVIRONMENT

GOVERNANCE

Council Expectations - Bylaw

- The health, safety and security of the public is our primary objective. This objective is followed by the below priorities:
 - Preventing damage to the environment
 - Supporting our community standards
 - Impact on the complainant and key stakeholders.
 - Nature of the complaint
- The City seeks voluntary compliance as our primary objective.
- The City provides reactive/proactive enforcement in accordance with the attached schedule (Appendix 3).
- Comparable statistics are reported publicly twice annually.

The Building 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 investigates 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.

Accomplishments from 2023

BUILDING

- Completed City Hall office space renovation
- Proposed new Building Bylaw for council consideration
- Enhanced front counter staff orientation to permit intake and issuance processes for seamless coverage when building staff are working out in the community

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.

BYLAW

- Continued to monitor, support community members, and improve pattern of overnight parking at the Lagoon and other locations throughout summer
- Conducted a workshop with Council to consider proactive vs reactive enforcement

519
Building permits issued in 2023

Priorities for 2024

BUILDING

- Go completely digital with building permit applications
- Return to Council with options/incentives to further lower carbon emissions in existing construction
- Finalize road map for BC Energy Step Code and offer options to reduce carbon emissions in new construction

BYLAW

- Take a proactive approach and ensure the City is in a good position to deal with issues surrounding homelessness
- Explore ways to educate Council and the community on how to live with wildlife
- Trial on-street parking management in certain areas and bring a draft policy to Council for parking management

**Statistical Trends:
 Building & Bylaw Services**

Building Permits Issued

2019	2020	2021	2022	2023
493	500	657	510	519

New Construction Tax Revenue

2019	2020	2021	2022	2023
\$249K	\$425K	\$403K	\$963K	\$912K

Bylaw Issues Resolved

2019	2020	2021	2022	2023
525	587	490	347	689

Fire Rescue

Colwood Fire Hall

ECONOMY

INFRASTRUCTURE

ENGAGEMENT

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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 program response and recovery plans to preserve life and property.






1151
Calls attended by
Colwood Firefighters

Over its seventy-seven plus years the Colwood Fire Department has evolved to meet the needs of the community through a primarily volunteer fire service. In 2023, the fire department made a significant change to our service delivery with the implementation of a hybrid staffing model through a blend of Career and Auxiliary/Paid-on-Call (POC) Firefighters covering the 24hr period. This service delivery change provided immediate benefits to our residents, visitors, and businesses, by improving response times to all emergency calls for service, day or night.






Colwood's designation as a 'Full-Service' fire department comes with the responsibility to meet and maintain specific training and operational standards set out by the British Columbia 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. Our highly trained team consists of 35 Auxiliary/ POC Firefighters, 7 Career Firefighters, 3 Chief Officers and 1 Emergency Program Coordinator who are dedicated to the protection of life and property within Colwood and our shared municipal borders.

The fire department continues to feel the pressures of our growing community as calls for service continue to increase, straining resources and impacting ability to perform additional duties such as fire inspections, public education, training, and maintenance. We continue to develop strategies and enhance partnerships to improve response times and maintain the safety of our community under today's pressures. The development of a new long term strategic plan is required to address future demands so the department can continue to meet our obligations, responsibilities, and expectations of the community.

Accomplishments from 2023

-  Continued implementation of the multi-year auxiliary/POC Firefighter Compensation program and auxiliary firefighter night shift program
-  Increased service delivery through implementation of 24hr station staffing
-  Continued to work to address firefighter minimum staffing shortages and concerns
-  Developed community risk and hazard assessment tools
-  Enhanced Auto Extrication Response

Priorities for 2024

-  Develop Fire Department long term Strategic Plan
-  Conduct FUS (Fire Underwriters Survey) fire service review
-  Implement Rescue/Engine with Auto-Extrication Capabilities
-  Enhance the City's Emergency Support Services capacity
-  Support the implementation of Disaster Risk Reduction and Climate Adaptation strategies



100%
Response Time
6pm to 6am

619
Fire Inspections

6,087
Training Hours

Statistical Trends:
Fire Rescue
Number of Calls

2019	2020	2021	2022	2023
760	668	864	1,056	1,151

Fire Inspection

2019	2020	2021	2022	2023
614	336	536	473	619

Training Hours

2019	2020	2021	2022	2023
5,976	4,048	6,026	6,087	5195

Overdose Calls

2019	2020	2021	2022	2023
12	9	8	10	22

Response Time - 6am-6pm

2019	2020	2021	2022	2023
96.4%	98.2%	98.5%	100%	100%

Response Time - 6pm-6am

2019	2020	2021	2022	2023
75.7%	79.5%	76.2%	100%	99%



Policing

West Shore RCMP Mental Health Unit announced

ECONOMY

INFRASTRUCTURE

ENGAGEMENT

WELL-BEING

ENVIRONMENT

GOVERNANCE

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 West Shore 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.

Accomplishments in 2023

- Continued to support the redevelopment of the West Shore detachment facility.
- Considered approaches to manage an increase in the number of mental health related calls for service.
- Advanced the idea of a regional protective services committee.

Priorities for 2024

- 
Continue to advance redevelopment of the Westshore detachment facility.
- 
Implement Mental Health Unit and continue to advance approaches to manage ongoing increase in the number of mental health related calls for service that support the safety of everyone involved.
- 
Prioritize youth engagement to support safety amid an increased level of violence associated within small groups of youth throughout the communities.



Challenges

Police facility: The West Shore policing facility is nearing capacity and projections show the need for increased space in the next three to five years. In 2021, a feasibility study was commissioned and the recommendation was a redevelopment of the site at 698 Atkins Avenue with an initial capital cost estimate of \$67.1M. Colwood’s proportionate share of the capital cost is estimated at \$17.3M. A decision on the proposed redevelopment has not yet been made by the member municipal property owners.

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

**Statistical Trends:
Policing**

Number of Colwood Police Files				
2019	2020	2021	2022	2023
4,423	4,573	4,591	4,687	pending
Files that Resulted in Charges				
2019	2020	2021	2022	2023
279	280	293	218	pending
Criminal Code Charges				
2019	2020	2021	2022	2023
170	143	123	124	pending
Crime Reduction Unit Files				
2019	2020	2021	2022	2023
46	33	42	25	pending
Serious Crime & Special Victims Unit				
2019	2020	2021	2022	2023
10	33	54	19	pending
Mental Health & Addiction Files				
2019	2020	2021	2022	2023
230	256	212	222	pending

Corporate Services & Administration

Colwood City Hall

ECONOMY

INFRASTRUCTURE

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GOVERNANCE

Council Expectations

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

Corporate Services promotes accountability and transparency in municipal processes and provides key functions such as:

- First point of contact for the City as front counter services staff.
- Responsible for all areas of meeting management, preparation of bylaws, and safekeeping of municipal records.
- Processing and issuance of business licenses
- Coordinates facility rentals
- Manages municipal cemetery
- Provides advice with respect to Council procedures, policies, legislative services, bylaws, agreements, protocol, land acquisition, and legal matters.

Accomplishments from 2023

- Completed in-house training program for records management
- Continued review and update of the Code of Conduct Bylaw
- Established and implemented six Select Committees
- Established an Accessibility Committee to support creation of an accessibility plan and public feedback mechanism under the new Accessible British Columbia Regulation
- Implemented new agenda publication timeline to allow additional time for Council and public review

Priorities for 2024

- Support flow of Mayor & Council correspondence
- Agenda preparation and review
- Records Management Program – streamlining processes, policies, and procedures
- Continue creation of an Accessibility Plan as members of the Capital West Accessibility Advisory Committee
- Continue support implementation of new business process software with the scanning of hard copy permanent land records.
- Create a Cemetery Management Plan
- Complete update of the Code of Conduct
- Review facility bookings process
- Recruit and hire a records assistant

71
Agenda packages & minutes produced in 2023



Statistical Trends: Corporate Services

Freedom of Information Requests

2019	2020	2021	2022	2023
10	12	20	2	27

Agenda Packages & Minutes

2019	2020	2021	2022	2023
70	63	77	73	71

Facility Rentals

2019	2020	2021	2022	2023
-	-	118	350	354

Business Licenses Issued

2019	2020	2021	2022	2023
-	-	105	100	106

Bylaws Adopted

2019	2020	2021	2022	2023
-	-	64	50	29

Communications & Engagement

Ideas Fair 2023

ECONOMY

INFRASTRUCTURE

ENGAGEMENT

WELL-BEING

ENVIRONMENT

GOVERNANCE

Council Expectations










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

The Communications & Engagement team provides strategic communications planning and advice, plans, coordinates and implements community engagement, supports external and internal communications, media relations, marketing, and brand management. The team works directly with Council, leadership, and staff, as well as media and a wide range of partners to research, analyze, add context, provide advice, develop strategic communications and engagement plans, create messaging, develop tools, incorporate community perspectives, implement communications and marketing initiatives, evaluate effectiveness, and adjust for continuous improvement.

Communications works to increase the organization's capacity to:

- share information within the organization
- provide timely updates about the activities of the City to the public
- inform the public using a wide range of communications channels including the City website, local media, social media, print, digital and outdoor advertising, direct mail, and signage
- manage and maintain the City website
- meet the growing demand for timely and transparent two-way communication amid deteriorating civil discourse
- connect with citizens to understand needs and expectations
- engage residents as early as possible in the decision-making process
- Manage the Let's Talk Colwood online engagement platform using IAP2 spectrum of engagement tools and techniques
- manage change and respond effectively in times of crisis
- strengthen partnerships locally, regionally, provincially and beyond
- encourage economic growth through strategic, targeted marketing and promotional campaigns
- build public confidence in local governance and trust in the organization

Accomplishments from 2023

-  Implemented Youth Safety & Wellbeing service with recruitment of a Youth Engagement Coordinator
-  Initiated a website refresh
-  Continued implementation of the Neighbourhood Wayfinding Strategy and supported installations by development partners using City standards
-  Participated in planning and implementation of National Indigenous People's Day celebrations at Royal Roads University, hosted a Colwood booth at the event and provided golf cart service for Elders
-  Continue to produce Staff & Council videos to reiterate Strategic Priorities, inform, and bring a personal face to the City
-  Led in-person and online public participation on projects & initiatives
-  Delivered Colwood's first Household Prosperity report
-  Increased community events – Music in the Park, Holiday Lights, Christmas Truck Parade, supporting Indigenous gatherings
-  Continued to support pride of place and sense of place through the Create Places program, wayfinding, parks and trails signs, informative street blades, street banners & public art.

Priorities for 2024

-  **Complete Household Prosperity Survey and report findings**
-  **Complete the redesign/refresh of the City website**
-  **Engage the business community in the creation of a Retail Strategy and Commercial Value Proposition to support City planning and inform a Marketing Strategy for Colwood**
-  Continue to inform and engage citizens in decision making and deliver community events to engage and connect residents with their neighbours and their City
-  Increase our community's capacity to support the safety and success of youth through funding from the Building Safer Communities Fund
-  Support Council's goals for increasing access to primary care services in Colwood

497
Residents responded to the Life in Colwood Household Prosperity Survey

400+
people attended the 2023 Ideas Fair

Statistical Trends: Community Engagement

Participants on Let's Talk Colwood

2019	2020	2021	2022	2023
n/a	2,241	4,816	5,000	5,168

News Releases Issued

2019	2020	2021	2022	2023
76	87	89	98	45

Videos Produced

2019	2020	2021	2022	2023
2	2	10	3	4

Youtube Views

2019	2020	2021	2022	2023
n/a	n/a	5,693	2,009	2,951

Web Page Views

2019	2020	2021	2022	2023
420,275	475,000	510,126	494,000	483,000

Website Subscribers

2019	2020	2021	2022	2023
354	300	459	521	621

Social Media Followers (tw,fb,ig)

2019	2020	2021	2022	2023
9,121	9,727	12,422	13,000	14,701

Events, Arts & Culture

Eats & Beats Beach Party 2023

ECONOMY

INFRASTRUCTURE

ENGAGEMENT

WELL-BEING

ENVIRONMENT

GOVERNANCE





Council Expectations

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

The Communications team leads event coordination and arts & culture initiatives to support the City's efforts to:

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

Accomplishments from 2023

-  Continued implementation of the Neighbourhood Wayfinding Strategy and supported installations by development partners using City standards
-  Presented Volunteer Engagement Plan to support emerging community groups and volunteerism
-  Participated in planning and implementation of National Indigenous People's Day celebrations at Royal Roads University, hosted a Colwood booth at the event and provided golf cart service for Elders
-  Increased community events – Music in the Park, Holiday Lights, Christmas Truck Parade, supporting Indigenous gatherings
-  Continued to support pride of place and sense of place through the Create Places program, wayfinding, parks and trails signs, informative street blades, street banners & public art.

Priorities for 2024

-  **Work with the Songhees and Xswepsum Nations to advance the City's goals for making Indigenous culture and history more visible in Colwood, including procurement of feature art for the Galloping Goose Bridge, seeking appropriate names for Lagoon West Park and the Goldfinch building, and incorporating Indigenous language and arts into neighbourhood signs.**
-  **Enhance citizen understanding of and involvement in City initiatives by incorporating engagement and cultural learning opportunities into events.**
-  Recruit a Volunteer Coordinator to advance implementation of the Colwood Volunteer Engagement Plan and support the formation of community groups
-  Assist in the coordination of annual Lighted Truck Parade events in Colwood.
-  Support development and implementation of a public art policy
-  Support the development of First Nations Protocol agreements
-  Support engagement and implementation of the Heritage Strategy and Registry

Statistical Trends: Community Engagement

Community Events Planned & Delivered

2019	2020	2021	2022	2023
40	45	48	44	50

Event Contracts Managed

2019	2020	2021	2022	2023
41	-	-	55	56

Event Sponsorship Revenue

2019	2020	2021	2022	2023
new	new	new	\$33,250	\$50,000

Create Places Projects

2019	2020	2021	2022	2023
new	new	4	5	3

Street Banners Designed & Installed

2019	2020	2021	2022	2023
20	40	45	45	55

Holiday Light Installations

2019	2020	2021	2022	2023
2	3	3	4	4

Finance

ECONOMY

INFRASTRUCTURE

ENGAGEMENT

WELL-BEING

ENVIRONMENT

GOVERNANCE

Council Expectations

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

Households
8,175
Property tax collected
\$37M

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.

Accomplishments from 2023

- Refined the comprehensive annual Service Review, updating service area profiles, and coordinating the review process.
- Refined the 2022-2026 Financial Plan to increase transparency of the financial implications of the services and/or programs delivered within each of the City's Service Areas.
- Earned Distinguished Budget Presentation Award (for 2022-26 Financial Plan)

- Assisted in implementation of new business process software: Prospero and Property tax configuration/implementation
- Acquired Asset Management software
- Enhanced self-serve internal financial reporting tools
- Researched time-sheet, work order and/or job costing software to support improved asset management system
- Leveraged existing functionality within Microsoft Dynamics
- Continued to update Sustainable Infrastructure Replacement Plan (SIRP)
- Training in Enterprise Resource Planning (ERP) software to upskill staff and leverage existing functionality
- Recommended updates to Procurement Policy and reintroduce Purchase Order functionality to streamline reporting
- Researched operating and capital budget software options
- Continued Annual User Fee Review: update Building and Development-related user fees

Grant Funding Received
\$9.6M

91% Provincial
5% Federal
4% Other

Priorities for 2024

- Finalize asset inventory for conversion to asset management software (Phase I AM software implementation)**
- Develop work order and job costing processes within asset management software (Phase II software implementation)**
- Advance development of meaningful financial indicators and key performance indicators**
- Functional process improvement project to identify, analyze and make improvements to system and people-driven financial reporting processes.

Statistical Trends: Financial Capacity

Property Tax Levy

2019	2020	2021	2022	2023
\$26.7M	\$27.8M	\$30.1M	\$33.3M	\$37.3M

Property Tax Increase

2019	2020	2021	2022	2023
3.52%	0.00%	5.00%	4.30%	6.71%

Property Tax Folios

2019	2020	2021	2022	2023
7,066	7,253	7,452	7,829	8,175

Dedicated Reserve Funds

2019	2020	2021	2022	2023
\$14M	\$16M	\$18M	\$19M	\$27M

What types of Reserve Funds? Examples include Sewers, Affordable Housing, RCMP, Firehall, Community Amenities

Human Resources

Colwood staff fundraising for kids through Easter Seals

ECONOMY

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Council Expectations

- The City's employment practices and policies are aligned with current Legislation Standards.
- Our compensation and benefits contribute to a positive employee relationship.
- Professional, inclusive, diligent, and equitable hiring practices optimize "fit" of City employees.
- Training is used as a recruitment and retention strategy, and a method to empower employees.
- 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 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

Accomplishments from 2023

- Continued coordination of high-volume job posting, recruitment and internal re-org activity
 - Offered 2 organizational development opportunities with approx. 50% staff attendance for each:
 - Workplace Mental Health Awareness
- Understanding and Preventing Burnout
- Reported Employee Satisfaction survey
- Reviewed Greater Victoria Labour Relations Association membership

- **Began preparations to achieve BC Municipal Safety Association Certificate of Recognition (COR)**
- Review and assess benefits programs
- Refresh HR (Careers) webpage

Priorities for 2024

- **Participate in Certificate of Recognition (COR) audit**
- **Review and assess benefits programs**
- **External compensation market review refresh (triennial process)**



Staff participating in Emergency Operations Centre exercises

Statistical Trends:

Total Active Employees

2019	2020	2021	2022	2023
new	new	107	115	117

Length of Employment

<5 yrs	6-10 yrs	11-15 yrs	16+ yrs
71	18	10	18

Job Postings

2019	2020	2021	2022	2023
16	23	55	44	20

Job Posting Fill Rate

2019	2020	2021	2022	2023
100%	78%	91%	81%	95%

Voluntary Turnover Rate

2019	2020	2021	2022	2023
10%	10%	9%	11%	10%



Information Technology

ECONOMY

INFRASTRUCTURE

ENGAGEMENT

WELL-BEING

ENVIRONMENT

GOVERNANCE

Council Expectations

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

The Information Technology (IT) department leverages technology and data to best serve programs, services, and governance of the community. IT works to ensure the City uses the data it creates to understand its operations and performance levels and is responsible for ensuring the City's data and network remain safe and secure.

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. The team provides support, training and troubleshooting, as well as 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 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.

Accomplishments from 2023

- Continued implementation of Tempest for permits, taxation, business licensing, call tracking and online services.
- Continue to integrate Lands Management into Tempest with additional public facing web services.
- Continue to work with GIS department to ensure the City has the right solution for this important function.

Initiated implementation of Tempest Municipal Business System for permits, taxes, business and online services.

- Job costing software solutions to provide greater insight into true labor costs and project work.
- Fleet telematics to enhance our fleet efficiencies and monitor GHG emissions
- Continue to support enhancement of a records solution so that information is accessible, user friendly, secure and efficient for staff to use. We would like to move beyond records management to information management. This is having a complete picture of the organization's data with records compliance and the ability to extract and present information in user friendly ways.

Priorities for 2024

- Work with GIS to implement the Asset Management program which will enhance both our collection and presentation of infrastructure data.
- Work with Corporate Services on a records management solution to capture all the information the city produces, ensure we are compliant in our records management program and ensure that information is easily accessed by our users wherever they may work.
- Work with Finance on a financial software solution as the current system is approaching end of life. Job costing and HR tools are also required, something our current software does not address.

Land database of approximately 7500 properties complete with GIS mapping

Statistical Trends: Information Technology

Helpdesk Requests				
2019	2020	2021	2022	2023
1025	974	1,100	3,400	3969

Terabytes of IT Data				
2019	2020	2021	2022	2023
4.2 TB	5.0TB	6.5TB	8.5TB	9.0TB

Network Uptime				
2019	2020	2021	2022	2023
97%	98%	98%	99%	99%



GIS

Ocean Boulevard on Coburg Peninsula at Lagoon Road

ECONOMY

INFRASTRUCTURE

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GOVERNANCE

Council Expectations

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

The GIS department is responsible for maintaining the City's land information databases and mapping systems. A geographic information system (GIS) is a software system that combines mapping with land records databases, asset management databases, and analytical tools.

The information stored within the GIS includes layers describing properties, civic addressing, sanitary sewer, stormwater management, park lands, greenspaces, roadways, trails, sidewalks, natural assets, and other environmental features. With the GIS, all this data can be displayed on web maps connected to a Land Records System and an Asset Management System.

GIS helps to understand patterns, relationships, and the location of information with the benefit of improving 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.

Combined with the infrastructure information stored in the Asset Management System the GIS will be able to provide information for this neighbourhood regarding the City's infrastructure (e.g., roadways, sidewalks, street lighting, sanitary sewer, stormwater sewer, etc.) to help with planning future maintenance and renewal plans.

GIS combined with the Tempest Land Records system and the Asset Management System will provide the City with the ability to provide a more detailed approach to complete community planning.



Accomplishments from 2023

- Assisted in implementation of Prospero and the Tempest Land Information Database with integrated GIS mapping
- Supported implementation of asset management and software solution through research, procurement and tender
- Completed bi-annual update of Orthophotos

Priorities for 2024

- Support implementation of Enterprise Asset Management Software solution including Asset Registry, Financial Reporting Tools and Works Request Management
- Develop a geospatial strategy that is aligned with the City's organizational strategies for service delivery, including support of Tempest, Prospero, and Asset Management System
- Prepare and update address and road centerline data for compliance with Next-Generation 9-1-1 GIS data standards and formats, evaluate and apply data standards to City address and road centerline data.
- Prepare for transition to NG911 and participate in NG911 Workshops provided by the Province of BC, ICI Society, Esri Canada, and Telus.



GIS map to show number of homes in proximity to a playground

Initiated implementation of Univerus asset management software

Statistical Trends: GIS

Parcels mapped in GIS

2019	2020	2021	2022	2023
-	-	-	7,401	7,683

AddressBC points mapped

2019	2020	2021	2022	2023
-	-	-	6,341	6,748

BC Assessment Revised Rolls

2019	2020	2021	2022	2023
-	-	6,670	6,901	7,245

Public Web Map Views

2019	2020	2021	2022	2023
-	-	-	-	8,992

Internal Map Views

2019	2020	2021	2022	2023
-	-	-	-	5,546



Financial Reports

Report from the Chief Financial Officer

June 10, 2024

Mayor Doug Kobayashi and Members of Council, City of Colwood

I am pleased to present the Financial Reports for the City of Colwood. The annual financial report provides an overview of the City's 2023 financial performance and includes the City's audited Consolidated Financial Statements and supplementary statistical financial information.

Preparation and presentation of the Consolidated Financial Statements and related information is the responsibility of City Management and Council. Management is also responsible for ensuring the City remains fiscally prudent and financially sustainable through the ongoing monitoring of all financial activity of the City. As a result, the City maintains a system of internal and administrative controls designed to provide reasonable assurances for the safeguarding of assets and the integrity of financial records. Expenditures and revenues are analyzed regularly by staff, who update Council on a quarterly basis.

In 2023, supporting governance best practice, the City issued a Request for Proposal for audit services. KPMG LLP was subsequently appointed by Council to independently audit the City's Consolidated Financial Statements. KPMG has expressed their opinion that the Statements fairly present the financial position of the City as at December 31, 2023, and the results of 2023 operations are in accordance with Canadian Public Sector Accounting Standards.

Throughout 2023, the City continued to experience various cost pressures which challenged staff and Council to manage available resources to deliver City programs and services, while also continuing to progress City infrastructure projects and initiatives. The City focuses attention on core priorities, as reaffirmed during the annual Service Review process.

Despite cost escalation conditions, the City continues to show a strong financial position. In 2023, this was primarily driven by increased investment returns and steady building and development-related activity. 2023 was another record year for both building permits and residential development. The \$319.3 million in construction value was the largest in five years (2022 - \$163.4 million); in 2023, 618 new dwelling units were permitted (2022 – 240 units). The City is well-positioned to meet the Provincial housing targets, to be released in 2024.

MUNICIPAL OVERVIEW

The City provides a complete range of municipal services to both residents and businesses. These include public works, fire rescue and emergency preparedness, sewer, transportation, planning, building and bylaw and other programs benefitting the community. A number of these services are cost-shared regionally, or with neighboring communities, for cost-effective service delivery including recreation, emergency communications, fire dispatch and policing; water is provided by the Capital Regional District.

The City's service delivery and financial activity in 2023 were guided by Council's current priorities and service area priorities. Please see the City Services sections of this Annual Report for detail.

Financial Position			
	2023	2022	<i>Change</i>
Total Financial Assets	\$ 57,953,940	\$ 53,640,076	\$4,313,864
Total Financial Liabilities	28,854,059	33,877,805	5,023,746
Net Financial Assets	29,099,881	19,762,271	<i>9,337,610</i>
Tangible Capital Assets	204,949,322	187,687,261	17,262,061
Other Non-Financial Assets	532,332	956,771	(424,439)
Accumulated Surplus	\$ 234,581,535	\$ 208,406,303	<i>\$26,175,232</i>

The City's financial position continues to be strong as at December 31, 2023. The Annual Surplus is \$26.2 million (2022 - \$18.2 million), bringing the Accumulated Surplus to \$234.6 million. The accumulated surplus on the Consolidated Statement of Financial Position is a key measure of the City of Colwood's financial strength and long-term sustainability. The Accumulated Surplus consists of Net Financial Assets and Non-Financial Assets. Net Financial Assets is the amount by which all assets exceed all liabilities and represents the City's reserve funds and reserves of \$27.5 million (2022 - \$16.6 million). Net Financial Assets denotes the City's ability to meet its future obligations. The increase in Net Financial Assets of \$9.3 million over the prior year is primarily due to the one-time Provincial Grant, Growing Communities Fund (\$6.6 million) and investment earnings. The primary objective of the Growing Communities Fund will be to help finance key infrastructure within the City that will help facilitate the increase in housing supply throughout the community.

Non-Financial Assets of \$205.5 million (2022 - \$188.6 million), are comprised of the net book value of the City's capital assets, which include civic facilities, parks, roads, water and sewer infrastructure and land. Non-Financial Assets also include inventory of supplies and prepaid expenses. Non-Financial Assets increased by \$16.9 million over the prior year primarily due to contributed infrastructure related to the development of Royal Bay, the completion of the roundabout at Veterans Memorial Parkway and Latoria Road, and the Owens and Benhomer Road sidewalk improvements.

It is important to note that only a small portion of the City's accumulated surplus relates to available City funding. Of the \$234.6 million accumulated surplus balance (2023), only \$34.8 million related to operating surplus, restricted and unrestricted reserves is available for use. The remaining \$199.8 million relates to the City's equity in tangible capital assets and other non-financial assets. Notes 12 and 13 of the Consolidated Financial Statements provide additional breakdown of the various components of accumulated surplus.

BUDGET VARIANCE

Consolidated Statement of Operations and Annual Surplus

	2023 Budget	2023 Actual	2022 Actual	2023 Budget Variance	Year Over Year Change
Revenues	42,511,952	57,323,290	46,486,711	14,811,338	10,836,579
Expenses	32,655,373	31,704,041	28,545,988	951,332	(3,158,053)
Annual Surplus, City Operations	9,856,579	25,619,249	17,940,723	15,762,670	7,678,526
Gain on Change in WSPR Society	0	555,983	265,743	555,983	290,240
Annual Surplus	9,856,579	26,175,232	18,206,466	16,318,653	7,968,766

The 2023 Annual Surplus of \$26.2 million, which is the excess of actual revenues less expenses, was greater than the 2023 budget of \$9.9 million by \$16.3 million (166% variance). Consolidated revenue of \$57.3 million was greater than the budgeted revenue by \$14.8 million (35% variance), primarily related to infrastructure contributions received from developers (\$9.5 million); the City does not budget for contributed asset revenue. In addition, building permit fees and investment income exceeded budget. Consolidated expenses of \$28.5 million across all City functions and services were less than budgeted by \$951 thousand (3% variance) primarily related to compensation savings across the City resulting from staffing vacancies, RCMP contract savings, and other various operational savings.

RESERVE FUNDS AND RESERVES

The City's reserve funds and reserves are comprised of capital and operating reserve funds and reserves. The total of all reserve funds and reserves at the end of 2023 is \$27.5 million (2022 - \$19.6 million) representing an increase of \$7.9 million (40% increase). Capital reserve funds and reserves account for the largest portion of the City's financial portfolio at 92%. Interest earned on capital reserve funds and reserves are contributed back to the respective reserve funds or reserves. Capital reserve funds and reserves are used for new City infrastructure and to replace existing assets and infrastructure that are no longer able to provide service. The City takes a sustainable approach to its finances, including setting aside funds to replace assets consumed and saving for asset replacement. Steps taken to address future infrastructure funding challenges have included allocating funds in long-term reserves; in 2023, City staff continued work on updating the City's Sustainable Infrastructure Replacement Plan. Accounting for the remaining 8% of the City's financial portfolio, operating reserves are comprised of the Future Operating Expenditure reserve which provides funding for special initiatives and some master planning exercises, the RCMP surplus reserve and the Climate Action reserve. Operating reserves also provide City Council with the ability to supporting operating needs for unforeseen events. Interest income earned on these reserves is proportionately allocated to the respective reserve balance.

CONCLUSION

The process of building a vibrant, responsive and prosperous seaside is a perpetual work in progress that relies on fiscal responsibility. Under the direction and guidance of Council, the City of Colwood continues to strive for a sustainable approach to community service delivery while considering options to fund emerging priorities. Balancing funding requirements for service delivery expectations, for the community both today and tomorrow, will continue to be our financial challenge.

Respectfully,

Jenn Hepting, CPA, CA

Director of Finance / Chief Financial Officer



Consolidated Financial Statements of

THE CITY OF COLWOOD

Year ended December 31, 2023

THE CITY OF COLWOOD

Consolidated Financial Statements

Year ended December 31, 2023

Financial Statements

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MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

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

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

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

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

On behalf of the City:



Chief Administrative Officer



Director of Financial Services



KPMG LLP

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

INDEPENDENT AUDITOR'S REPORT

To the Mayor and Councillors of The City of Colwood

Opinion

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

- the consolidated statement of financial position as at December 31, 2023
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of change in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2023, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

Other Matter – Comparative Information

The financial statements for the year ended December 31, 2022 were audited by another auditor who expressed an unmodified opinion on those financial statements on May 11, 2023.



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

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

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

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

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

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

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

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

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.



- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

KPMG LLP

Chartered Professional Accountants

Victoria, Canada
May 8, 2024

THE CITY OF COLWOOD

Consolidated Statement of Financial Position

December 31, 2023, with comparative information for 2022

	2023	2022
Financial assets		
Cash and cash equivalents (note 3)	\$ 43,522,891	\$ 39,325,201
Investments (note 4)	12,095,411	10,963,331
Property taxes receivable	312,318	674,701
Accounts receivable (note 5)	2,023,320	2,676,843
	<u>57,953,940</u>	<u>53,640,076</u>
Financial liabilities		
Accounts payable and accrued liabilities (note 7)	7,248,237	8,717,702
Prepaid property taxes	681,676	819,256
Deferred revenue (note 8)	8,352,458	9,306,810
Refundable deposits	4,904,950	6,042,298
Debt (note 9):		
Equipment finance loans	-	798,912
Long-term	6,692,439	7,276,544
Employee future benefits (note 10)	974,299	916,283
	<u>28,854,059</u>	<u>33,877,805</u>
Net financial assets	29,099,881	19,762,271
Non financial assets		
Tangible capital assets (note 11)	204,949,322	187,687,261
Inventory of supplies	274,991	368,104
Prepaid expenses	257,341	588,667
	<u>205,481,654</u>	<u>188,644,032</u>
Commitments and contingencies (note 16)		
Accumulated surplus (note 12)	<u>\$ 234,581,535</u>	<u>\$ 208,406,303</u>

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


On behalf of the City:



Robert Earl
Chief Administrative Officer



Jennifer Hepting, CPA, CA
Chief Financial Officer & Director of Finance



Kathy McLennan, CPA, CGA
Manager of Finance

THE CITY OF COLWOOD

Consolidated Statement of Operations and Accumulated Surplus

Year ended December 31, 2023, with comparative information for 2022

	Budget (note 17)	2023	2022
Revenue:			
Taxation (note 14)	\$ 23,443,400	\$ 23,726,933	\$ 21,770,030
User charges	5,865,257	5,991,421	5,278,230
Fines and penalties	164,700	191,689	139,079
Conditional government transfers (note 15)	4,658,530	8,730,688	1,369,333
Unconditional government transfers (note 15)	915,122	894,297	774,827
Investment income	590,600	2,580,813	1,437,446
Developer contributions	8,281,000	14,931,975	15,554,200
Other	94,548	275,474	163,566
Total revenue	44,013,157	57,323,290	46,486,711
Expenses:			
General government	5,411,300	5,429,992	4,779,325
Protective services	9,652,700	9,251,040	8,457,683
Engineering and transportation services	6,327,300	6,351,932	6,077,405
Solid waste management	294,600	348,162	403,810
Planning and development services	2,801,300	2,136,182	1,665,561
Parks, recreation and culture	6,024,473	6,086,093	5,267,914
Sewer services	2,143,700	2,100,640	1,894,290
Total expenses	32,655,373	31,704,041	28,545,988
Annual surplus from City operations	11,357,784	25,619,249	17,940,723
Gain on change in proportionate share of West Shore Parks and Recreation Society (note 18)	-	555,983	265,473
Annual surplus	11,357,784	26,175,232	18,206,196
Accumulated surplus, beginning of year	208,406,303	208,406,303	190,200,107
Accumulated surplus, end of year	\$ 219,764,087	\$ 234,581,535	\$ 208,406,303

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

THE CITY OF COLWOOD

Consolidated Statement of Change in Net Financial Assets

Year ended December 31, 2023, with comparative information for 2022

	Budget (note 17)	2023	2022
Annual surplus	\$ 11,357,784	\$ 26,175,232	\$ 18,206,196
Acquisition of tangible capital assets (purchased)	(20,687,200)	(10,791,769)	(13,508,188)
Acquisition of tangible capital assets (contributed)	-	(9,574,939)	(8,920,985)
Amortization of tangible capital assets	3,117,000	3,239,545	2,997,942
Gain on change in proportionate share of West Shore Parks and Recreation Society assets	-	(134,898)	(185,009)
	(6,212,416)	8,913,171	(1,410,046)
Consumption of inventory of supplies	-	93,113	217,832
Decrease (increase) in prepaid expenses	-	331,327	(453,685)
	-	424,440	(235,853)
Change in net financial assets	(6,212,416)	9,337,611	(1,645,897)
Net financial assets, beginning of year	19,762,270	19,762,270	21,408,168
Net financial assets, end of year	\$ 13,549,854	\$ 29,099,881	\$ 19,762,271

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

THE CITY OF COLWOOD

Consolidated Statement of Cash Flows

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 26,175,232	\$ 18,206,196
Items not involving cash:		
Amortization of tangible capital assets	3,239,545	2,997,942
Actuarial adjustment on debt	(194,149)	(238,710)
Gain on change in proportionate share of West Shore Parks and Recreation Society assets	(134,898)	(185,009)
Developer contributed tangible capital assets	(9,574,939)	(8,920,985)
Changes in non-cash operating assets and liabilities:		
Property taxes receivables	362,383	612,741
Accounts receivable	653,523	(338,526)
Accounts payable and accrued liabilities	(1,469,465)	1,806,570
Prepaid property taxes	(137,580)	79,434
Deferred revenue	(954,352)	(2,592,670)
Refundable deposits	(1,137,348)	635,125
Employee future benefit liability	58,016	(131,398)
Inventory of supplies	93,113	217,832
Prepaid expenses	331,326	(453,685)
	17,310,408	11,694,855
Capital activities:		
Acquisition of tangible capital assets (purchased)	(10,791,769)	(13,508,188)
Investing activities:		
Net changes in investments	(1,132,080)	5,121,539
Financing activities:		
Equipment finance loan payments	(798,912)	(176,776)
Debt payments	(389,956)	(481,887)
	(1,188,868)	(658,663)
Increase in cash and cash equivalents	4,197,690	2,649,543
Cash and cash equivalents, beginning of year	39,325,201	36,675,658
Cash and cash equivalents, end of year	\$ 43,522,891	\$ 39,325,201
Supplemental cash flow information:		
Cash paid for interest	\$ 361,930	\$ 354,556
Cash received from interest	2,618,803	1,232,501

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

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

1. General:

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

2. Significant accounting policies:

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

(a) Reporting entity:

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

(b) Basis of accounting:

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

(c) Government transfers:

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

(d) Deferred revenue:

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

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

2. Significant accounting policies (continued):

(e) Property tax revenue:

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

(f) Investment income:

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

(g) Cash and cash equivalents:

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

(h) Investments:

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

(i) Long-term debt:

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

(j) Employee future benefits:

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

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

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

2. Significant accounting policies (continued):

(k) Non-financial assets:

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

(i) Tangible capital assets:

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

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

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

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

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

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

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

(ii) Inventory of supplies:

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

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

2. Significant accounting policies (continued):

(l) Refundable deposits:

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

(m) Liability for contaminated sites:

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the City is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2023.

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

(n) Asset retirement obligations:

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

- (i) there is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- (ii) the past transaction or event giving rise to the liability has occurred;
- (iii) it is expected that future economic benefits will be given up; and
- (iv) reasonable estimate of the amount can be made.

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

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

2. Significant accounting policies (continued):

(o) Financial instruments:

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

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

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

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

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

(p) Use of estimates:

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

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

2. Significant accounting policies (continued):

(q) Adoption of new accounting policies:

(i) Asset retirement obligations:

On January 1, 2023, the City adopted Canadian public sector accounting standard PS 3280 *Asset Retirement Obligations*. The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in retired buildings. The standard was adopted on the prospective basis at the date of adoption. The City has not identified any asset retirement obligations and the adoption of this standard did not have an impact on the amounts presented in the financial statements.

(ii) Financial instruments suite of standards:

On January 1, 2023, the City adopted PS 3450 - *Financial Instruments*, PS 2601 *Foreign Currency Translation*, PS1201 *Financial Statement Presentation* and PS3041 *Portfolio Investments*. The standard was adopted prospectively from the date of adoption. The new standards provide comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments.

Under PS 3450, all financial instruments, including derivatives, are included on the statement of financial position and are measured either at fair value or amortized cost based on the characteristics of the instrument and the City's accounting policy choices.

The adoption of this new standard did not result in changes to previously reported amounts in the financial statements.

3. Cash and cash equivalents:

	2023	2022
Bank deposits, operating account	\$ 29,715,055	\$ 26,205,398
Bank deposits, high-interest savings account	9,056,800	8,597,426
MFA - Money Market Funds	4,751,036	4,522,377
	\$ 43,522,891	\$ 39,325,201

4. Investments:

	2023	2022
Guaranteed investment certificate	\$ 12,095,411	\$ 10,963,331
	\$ 12,095,411	\$ 10,963,331

The guaranteed investment certificate yields 5.85% annually, maturing June 2024.

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

5. Accounts receivable:

	2023	2022
Trade accounts receivable	\$ 248,309	\$ 656,927
CRA receivable, GST	198,589	389,619
Other receivable, Government	1,143,456	718,756
Other receivable, Non-Government	165,583	556,271
West Shore Parks and Recreation Society	130,939	135,597
MFA deposits	153,909	159,673
Allowance for uncollectability	(17,465)	-
	<u>\$ 2,023,320</u>	<u>\$ 2,676,843</u>

6. MFA deposits:

The City secures its long-term borrowing through the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds are retained by the Authority as a debt reserve fund. As at December 31, 2023, the City had debt reserve funds of \$153,909 (2022 - \$159,673). These amounts are included in accounts receivable.

7. Accounts payable and accrued liabilities:

	2023	2022
Trade accounts payable	\$ 589,229	\$ 3,251,794
Government accounts payable	3,571,690	2,122,862
Payroll payable:		
Wages	441,678	411,480
Vacation	99,793	124,529
Overtime	77,363	106,190
Deductions	12,159	8,825
Other accruals	2,190,838	2,507,423
West Shore Parks and Recreation Society	265,487	184,599
	<u>\$ 7,248,237</u>	<u>\$ 8,717,702</u>

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

8. Deferred revenue:

	2023	2022
Development cost charges	\$ 3,289,452	\$ 5,612,539
Cash in lieu of frontage	1,566,372	1,189,669
Cash in lieu of parklands	709,180	646,148
Building permit fees	2,068,253	1,189,027
Other	276,810	207,685
West Shore Parks and Recreation Society	442,391	461,742
	<u>\$ 8,352,458</u>	<u>\$ 9,306,810</u>

Development cost charges (DCCs):

	2023	2022
Opening balance of unspent DCCs	\$ 5,612,539	\$ 8,780,216
Add: DCCs received during the year	2,338,781	1,243,098
Less: Amount spent on projects and recorded as revenue	(4,818,586)	(4,583,306)
Add: Interest earned on unspent DCCs	156,718	172,531
	<u>\$ 3,289,452</u>	<u>\$ 5,612,539</u>

Development cost charges (DCCs) include the following:

	2023	2022
Road	\$ 2,097,514	\$ 4,212,394
Sewer	1,161,067	1,400,145
Parks	30,871	-
	<u>\$ 3,289,452</u>	<u>\$ 5,612,539</u>

There were no waivers and/or reductions in development cost charges during 2023 or 2022. At December 31, 2023, there was \$471,032 in Road development cost charge credits issued to developers. These credits may be used to reduce future road development cost charges.

THE CITY OF COLWOOD
Notes to Consolidated Financial Statements

Year ended December 31, 2023

9. Debt:

(a) Equipment finance loans:

- (i) The City has secured short-term equipment financing loans with the Municipal Finance Authority bearing variable interest rates at an average annual rate of 5.22% (2022 - 2.32%). The City retired all short-term equipment financing loans in 2023.
- (ii) Total interest expense during the year was \$34,794 (2022 - \$20,042). Principal paid during the year was \$798,912 (2022 - \$176,777).

(b) Long-term debt:

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

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

As a condition of the loan agreements, the City is obligated to provide security by way of demand notes and interest-bearing cash deposits and sinking fund payments based on the amount of the debt. If the debt is repaid without default, the deposits are refunded to the City. The demand notes are held by the MFA and upon maturity of the debt, the demand notes are released. As of December 31, 2023, there are contingent demand notes of \$250,356 (2022 - \$280,626) that are not recorded in the City's consolidated financial statements.

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

	Rate	Gross long-term debt issued	Repayment & actuarial earnings	Debt 2023	Debt 2022	Year of maturity
Issue 105	4.90%	\$ 3,396,000	\$ 3,102,307	\$ 293,693	\$ 576,089	2024
Issue 105	4.90%	720,000	720,000	-	65,540	2023
Issue 121	3.39%	3,710,322	1,134,287	2,576,035	2,705,025	2038
Issue 137	2.60%	4,501,000	678,289	3,822,711	3,929,890	2046
		\$ 12,327,322	\$ 5,634,883	\$ 6,692,439	\$ 7,276,544	

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

9. Debt (continued):

(b) Long-term debt (continued):

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

2024	\$	350,594
2025		180,994
2026		180,994
2027		180,994
2028		180,994
Total	\$	1,074,570

Scheduled long-term debt repayments may be suspended in the event of excess sinking fund earnings within the MFA. Principal paid during the year was \$389,956 (2022 - \$481,888). Total interest expense during the year was \$327,136 (2022 - \$334,514). Included in revenue is \$194,149 (2022 - \$238,709) of actuarial adjustments on the City's annual debt principal repayments invested by MFA. This annual investment income results in a reduction in the overall cost of borrowing.

10. Employee future benefits:

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

	2023	2022
West Shore Parks and Recreation Society	\$ 67,599	\$ 63,583
City of Colwood	906,700	852,700
Total employee future benefits	\$ 974,299	\$ 916,283
Accrued sick leave	\$ 486,500	\$ 569,900
Retirement benefits	420,200	282,800
Termination benefits	-	-
Total City of Colwood employee future benefits	\$ 906,700	\$ 852,700

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

10. Employee future benefits (continued):

	2023	2022
Accrued benefit obligation:		
Balance, beginning of year	\$ 658,500	\$ 728,900
Service cost	62,900	78,000
Interest cost	31,100	19,600
Benefits payments	(19,100)	(44,500)
Actuarial loss (gain)	124,600	(123,500)
Balance, end of year	858,000	658,500
Unamortized net actuarial gain (loss)	48,700	194,200
Add: Severance package payable to employees	6,809	157,822
Less: Severance package paid to employees	(6,809)	(157,822)
Total City of Colwood employee future benefits	\$ 906,700	\$ 852,700

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

	2023	2022
Discount rates	4.10%	4.50%
Expected future inflation rates	4.50%	2.50%
Expected wage and salary increases	2.58% to 4.63%	2.58% to 4.63%

(a) Municipal Pension Plan:

The City of Colwood and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2022, the plan has about 240,000 active members and approximately 124,000 retired members. Active members include approximately 43,000 contributors from local governments.

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

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

10. Employee future benefits (continued):

(a) Municipal Pension Plan (continued):

The most recent valuation for the Municipal Pension Plan as at December 31, 2021, indicated a \$3.761 billion funding surplus for basic pension benefits on a going concern basis.

The City of Colwood paid \$930,196 (2022 - \$883,836) for employer contributions while employees contributed \$884,614 (2022 - \$791,777) to the plan in fiscal 2023.

The next valuation will be as at December 31, 2024.

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

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

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

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

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

The total plan provision for approved and unreported claims was actuarially determined as of December 31, 2020 and extrapolated to December 31, 2022. As of December 31, 2022, the total plan provision for approved and unreported claims was \$25,808,500 (2022 - \$24,715,800) with a net deficit of \$3,026,543 (2022 - net surplus of \$1,664,646). A full actuarial evaluation will be performed as at December 31, 2023.

The City paid \$88,102 (2022 - \$71,111) for employer contributions and City employees paid \$88,102 (2022 - \$71,111) to the plan in fiscal 2023.

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

11. Tangible capital assets:

2023	Work in progress	Land	Building and building improvements	Vehicles, machinery and equipment	Sewer infrastructure	Drainage infrastructure	Park and land improvement	Road infrastructure	West Shore Parks and Recreation Society	Total
Cost										
Balance, beginning of year	\$ 12,663,584	\$ 61,773,830	\$ 9,125,522	\$ 13,155,512	\$ 22,516,427	\$ 21,775,200	\$ 9,548,492	\$ 89,239,821	\$ 16,153,247	\$ 255,951,635
Additions	6,243,959	-	209,191	533,050	1,517,177	2,373,438	1,779,694	7,529,440	577,200	20,763,149
Transfers	(396,441)	-	-	-	-	-	-	-	-	(396,441)
Disposals	-	-	-	-	-	-	-	-	(157,826)	(157,826)
Change in West Shore share	-	-	-	-	-	-	-	-	206,492	206,492
Balance, end of year	18,511,102	61,773,830	9,334,713	13,688,562	24,033,604	24,148,638	11,328,186	96,769,261	16,779,113	276,367,009
Accumulated amortization:										
Balance, beginning of year	-	-	(3,898,828)	(6,405,161)	(3,806,040)	(3,958,220)	(1,987,315)	(43,057,797)	(5,151,012)	(68,264,373)
Disposals	-	-	-	-	-	-	-	-	157,826	157,826
Amortization expense	-	-	(202,322)	(690,199)	(245,747)	(228,430)	(186,475)	(1,327,782)	(358,590)	(3,239,545)
Change in West Shore share	-	-	-	-	-	-	-	-	(71,594)	(71,594)
Balance, end of year	-	-	(4,101,150)	(7,095,360)	(4,051,787)	(4,186,650)	(2,173,790)	(44,385,579)	(5,423,370)	(71,417,686)
Net book value, beginning of year	\$ 12,663,584	\$ 61,773,830	\$ 5,226,694	\$ 6,750,351	\$ 18,710,387	\$ 17,816,980	\$ 7,561,177	\$ 46,182,024	\$ 11,002,235	\$ 187,687,261
Net book value, end of year	\$ 18,511,102	\$ 61,773,830	\$ 5,233,563	\$ 6,593,202	\$ 19,981,817	\$ 19,961,988	\$ 9,154,396	\$ 52,383,682	\$ 11,355,743	\$ 204,949,322

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

11. Tangible capital assets (continued):

2022	Work in progress	Land	Building and building improvements	Vehicles, machinery and equipment	Sewer infrastructure	Drainage infrastructure	Park and land improvement	Road infrastructure	West Shore Parks and Recreation Society	Total
Cost										
Balance, beginning of year	\$ 7,320,695	\$ 59,196,571	\$ 8,730,931	\$ 12,624,320	\$ 21,043,752	\$ 19,237,733	\$ 8,936,753	\$ 80,413,043	\$ 15,835,093	\$ 233,338,891
Additions	8,957,177	2,577,259	394,591	531,192	1,472,675	2,537,466	611,739	8,826,778	134,589	26,043,466
Transfers	(3,614,293)	-	-	-	-	-	-	-	-	(3,614,293)
Disposals	-	-	-	-	-	-	-	-	-	-
Change in West Shore share	-	-	-	-	-	-	-	-	183,565	183,565
Balance, end of year	12,663,579	61,773,830	9,125,522	13,155,512	22,516,427	21,775,199	9,548,492	89,239,821	16,153,247	255,951,629
Accumulated amortization:										
Balance, beginning of year	-	-	3,710,661	5,740,810	3,579,657	3,763,622	1,807,132	41,856,201	4,809,788	65,267,871
Disposals	-	-	-	-	-	-	-	-	-	-
Adjustment	-	-	188,164	664,350	226,383	194,598	180,183	1,201,596	342,668	2,997,942
Change in West Shore share	-	-	-	-	-	-	-	-	(1,445)	(1,445)
Balance, end of year	-	-	3,898,825	6,405,160	3,806,040	3,958,220	1,987,315	43,057,797	5,151,011	68,264,368
Net book value, end of year	\$ 12,663,579	\$ 61,773,830	\$ 5,226,697	\$ 6,750,352	\$ 18,710,387	\$ 17,816,979	\$ 7,561,177	\$ 46,182,024	\$ 11,002,236	\$ 187,687,261
Net book value, beginning of year	\$ 7,320,695	\$ 59,196,571	\$ 5,020,270	\$ 6,883,510	\$ 17,464,095	\$ 15,474,111	\$ 7,129,621	\$ 38,556,842	\$ 11,025,305	\$ 168,071,020

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

11. Tangible capital assets (continued):

(a) Work in progress:

Work in progress having a value of \$18,511,102 (2022 - \$12,663,579) have not been amortized. Amortization of these assets will commence when the asset is put into service.

(b) Contributed tangible capital assets:

Contributed assets having a value of \$9,574,939 (2022 - \$8,920,985) were acquired from developers as part of subdivision installations, including parks and park improvements, roads, sidewalks, bike lanes, street lighting, drainage, and sewer infrastructure. These contributed assets were recognized at an estimate of the fair value of the cost of the materials and installation.

(c) Works of art and historical treasures:

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

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

No write-down of tangible capital assets occurred during the year (2022 - \$nil). No tangible capital assets are recognized at nominal value.

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

During the year, the City recognized a \$nil gain (2022 - \$nil) on disposal of tangible capital assets. Any gain/loss on disposal is included in Other revenue on the Consolidated Statement of Operations.

(f) West Shore Parks and Recreation Society:

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

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

12. Accumulated surplus

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

	2023	2022
Operating surplus:		
General Operating Fund accumulated surplus	\$ 5,446,918	\$ 4,954,414
Sewer Operating surplus	357,569	427,558
Internal Financing (Central Sewer LAS) - to be recovered	(85,730)	(92,528)
Total Operating surplus	5,718,757	5,289,444
Internally restricted, for specific purpose:		
COVID-19 Safe Restart Grant (Note 13)	395,942	564,199
Federal gas tax (Note 13)	1,124,370	1,809,191
Total internally restricted, for specific purpose	1,520,312	2,373,390
Reserve funds set aside for specific purposes by Council:		
Future Operating Expenditures	722,626	951,629
Capital Projects	1,027,024	2,331,847
Sewer Capital Projects	713,546	1,279,462
General Fleet Replacement	836,797	1,027,249
Fire Fleet Replacement	2,275,334	1,767,868
Sewer Fleet Replacement	298,006	299,961
Equipment Replacement	140,588	112,246
Community Amenities	4,163,939	4,531,100
Affordable Housing	1,549,018	1,434,906
RCMP Surplus	1,201,377	1,157,804
Police Building	806,499	526,356
New Firehall	421,413	314,373
St. John's Heritage Church	114,651	137,554
Infrastructure Deficit	4,236,188	2,914,343
Public Art	133,572	79,634
Parks	81,247	78,300
West Shore Parks and Recreation Society	473,196	390,150
Climate Action	267,282	193,384
Sewer Capital Replacement	119,086	77,934
Royal Bay Field Acquisition	1,197,892	-
Growing Communities Fund	6,766,983	-
Total Reserve Funds	27,546,264	19,606,100
Invested in tangible capital assets (General Capital and Sewer Capital)	199,270,284	180,653,619
Invested in West Shore Parks and Recreation	525,918	483,750
	\$ 234,581,535	\$ 208,406,303

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

13. Internally restricted surplus:

	2023	2022
Federal gas tax funds:		
Opening balance of unspent fund	\$ 1,809,192	\$ 2,670,653
Funding received during the year	834,674	799,878
Federal Gas Tax funds spent on projects in prior year(s)	277,694	-
Amount spent on projects	(1,850,729)	(1,713,538)
Interest earned on unspent funds	53,539	52,199
	<u>\$ 1,124,370</u>	<u>\$ 1,809,192</u>
COVID-19 Safe Restart Grant:		
Opening balance of unspent fund	\$ 564,199	\$ 1,409,184
Amount used to offset revenue shortfalls	-	(26,590)
Amounts used on economic recovery initiatives	-	(107,731)
Amounts used on emergency planning & response efforts	-	(38,306)
Amounts used of facility operating/capital costs	(168,257)	(672,358)
	<u>\$ 395,942</u>	<u>\$ 564,199</u>
Growing Communities Fund Grant:		
Opening balance of unspent fund	\$ -	\$ -
Funding received during the year	6,642,000	-
Interest earned on unspent funds	124,983	-
	<u>\$ 6,766,983</u>	<u>\$ -</u>

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

14. Taxation:

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

	Budget (note 17)	2023	2022
General taxation	\$ 20,498,400	\$ 20,225,617	\$ 18,017,046
Payments in place of taxes	2,394,300	2,923,727	3,201,990
Parcel taxes	345,600	353,885	345,909
1% utility taxes	205,100	223,704	205,086
Collections on behalf of other governments:			
Provincial Government - School Authorities	-	10,711,454	9,262,081
Capital Regional City	-	2,610,526	2,800,176
Capital Regional Hospital City	-	1,084,763	1,026,678
BC Transit Authority	-	1,821,816	1,421,626
BC Assessment Authority	-	303,728	267,523
Municipal Finance Authority	-	1,732	1,456
	23,443,400	40,260,952	36,549,571
Transfers to other governments:			
Provincial Government - School Authorities	-	(10,711,454)	(9,262,080)
Capital Regional City	-	(2,610,526)	(2,800,176)
Capital Regional Hospital City	-	(1,084,763)	(1,026,678)
BC Transit Authority	-	(1,821,816)	(1,421,626)
BC Assessment Authority	-	(303,728)	(267,523)
Municipal Finance Authority	-	(1,732)	(1,456)
	-	(16,534,019)	(14,779,539)
	\$ 23,443,400	\$ 23,726,933	\$ 21,770,032

THE CITY OF COLWOOD
Notes to Consolidated Financial Statements

Year ended December 31, 2023

15. Government transfers:

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

	Budget (note 17)	2023	2022
Conditional government transfers:			
Federal:			
Gas Tax	\$ 765,000	\$ 834,674	\$ 799,878
Parks Canada	219,300	187,953	-
Infrastructure grants	3,069,600	141,558	93,448
Operating	124,000	176,454	-
Provincial:			
Growing Communities grant	-	6,642,000	-
Miscellaneous grants	257,430	524,829	252,387
Climate Action	148,100	148,082	148,082
Other:			
Q Arena Debt Subsidy	75,100	75,138	75,538
West Shore Parks & Recreation	-	-	-
Total Conditional government transfers	\$ 4,658,530	\$ 8,730,688	\$ 1,369,333
Unconditional government transfers:			
Provincial:			
Small Communities	\$ 169,000	\$ 159,000	\$ 231,000
Traffic Fines Revenue Sharing	159,200	163,000	156,126
Casino revenue sharing	326,000	320,600	319,827
Other	-	327	327
West Shore Parks & Recreation	260,922	251,370	67,547
Total Unconditional Government Transfers	\$ 915,122	\$ 894,297	\$ 774,827

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

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

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

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

15. Government transfers (continued):

The City received a \$6,642,000 Growing Communities Fund grant of in March 2023 to support the delivery of infrastructure projects to enable community growth. As of December 31, 2023, the funds have not been allocated and the balance unspent is \$6,642,000.

16. Commitments and contingencies:

(a) Contingent liabilities:

- (i) The Capital Regional City (the "CRD") debt, under provisions of the Local Government Act, is a direct, joint, and several liability of the CRD and each member municipality within the CRD, including the City of Colwood.
- (ii) The City is a shareholder and member of the Capital Region Emergency Service Telecommunications Incorporated (CREST) who provides centralized emergency communications, and related public safety information services to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout the Greater Victoria region and Gulf Islands. Members' obligations to share in funding ongoing operations any additional costs relating to capital assets are to be contributed pursuant to a Members' Agreement.
- (iii) The City may be subject to potential repayment or non-collection of property taxes received or receivable pending resolution of property assessments appealed by taxpayers. When the outcome of the appeals is not reasonably estimable, repayments or non-collections, if any, will be recorded in the period that they occur. When the outcome is reasonably estimated, the potential repayment or non-collection is recorded.

(b) Litigation liability:

- (i) The City has been named a defendant in various lawsuits. The City records an accrual in respect of legal claims that are likely to be successful and for which a liability amount is reasonably determinable. Remaining claims, should they be successful as a result of litigation, will be recorded when a liability is likely and determinable.
- (ii) The City is self-insured for general liability claims through membership in the Municipal Insurance Association of British Columbia, a reciprocal insurance exchange. Under this program, member municipalities are to share jointly for such claims in excess of individual deductibles ranging from \$5,000 to \$50,000 against any member. The City's deductible is \$10,000.

(c) Commitments:

The City entered into a long-term contract with the Royal Canadian Mounted Police for the provision of police services effective April 1, 1992. Under the terms of this contract, the City is responsible for 90% of policing costs. The 2023 estimated cost of this contract is \$4,677,600 (2022 estimate - \$4,298,500).

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

17. Budget:

The budget data presented in these consolidated financial statements includes both operating and capital budgets. The City of Colwood budget was approved by Council on March 27, 2023, with the adoption of the Five-Year Financial (2023-2027) Bylaw No. 1979, 2023.

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

	2023 Budget
Consolidated Budgeted Surplus, per City of Colwood Financial Plan Bylaw No.1979	\$ -
Add:	
Capital Projects, General Capital Fund	19,117,200
Capital Projects, Sewer Capital Fund	629,300
Capital Projects, West Shore Parks and Recreation Society	-
Debt repayments	544,100
Transfers to reserves	6,520,100
Less:	
Proceeds of borrowing	(1,721,100)
Transfers from reserves	(6,869,000)
Transfers from surplus	(3,623,370)
Amortization	(3,117,000)
Consolidated Budgeted Surplus, per City of Colwood Financial Plan Bylaw No.1979	11,480,230
Add:	
West Shore Parks and Recreation Society - User Fees	1,486,957
West Shore Parks and Recreation Society - Government grants	260,922
West Shore Parks and Recreation Society - Other	14,248
Less:	
West Shore Parks and Recreation Society - expenses	(1,884,573)
Consolidated Budgeted Surplus, per City of Colwood Statement of Operations	\$ 11,357,784

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

18. West Shore Parks and Recreation Society:

(a) Capital asset transfer:

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

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

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

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

(b) Consolidation:

Financial results and budget for the Society are consolidated into the City's financial statements proportionately, based on the cost sharing formula outlined in the Members' Agreement. In 2023, the City's proportion for consolidation purposes was 21.81% (2022 - 21.53%).

THE CITY OF COLWOOD
Notes to Consolidated Financial Statements

Year ended December 31, 2023

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

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

	2023	2022
Financial assets	\$ 5,775,508	\$ 5,425,730
Financial liabilities	3,555,603	3,417,399
Net financial assets	2,219,905	2,008,331
Non-financial assets	1,673,134	1,153,172
Accumulated surplus	3,893,039	3,161,504
Invested in tangible capital assets	1,481,675	1,034,152
Reserve funds	2,734,123	2,507,058
Unfunded members' tangible capital assets	(322,759)	(379,707)
Accumulated surplus	3,893,039	3,161,504
Revenues	9,778,784	7,656,306
Requisition from members	5,816,429	5,539,381
Total revenues	15,595,213	12,520,188
Expenses	14,863,678	12,520,188
Annual surplus (deficit)	\$ 731,535	\$ 675,499

19. Financial risk management:

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

(a) Credit risk:

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

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

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

19. Financial risk management (continued):

(a) Credit risk:

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

(b) Liquidity risk:

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

(c) Market risk:

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

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

20. Comparative figures:

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

21. Segmented information:

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

(a) General Government:

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

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

21. Segmented information (continued):

(b) Protective Services:

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

(c) Engineering, Public Works and Transportation Services:

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

(d) Solid Waste Management:

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

(e) Planning and Development Services:

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

(f) Parks, Recreation and Culture:

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

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

21. Segmented information (continued):

(g) Sewer Services:

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

Certain allocation methodologies have been employed in the preparation of the segmented financial information. The General Fund reports on municipal services that are funded primarily by taxation such as property taxes and other tax revenues. Taxation and payments-in-lieu of taxes are apportioned to the General Fund services based on budgeted taxation revenue as presented in the 2023 - 2027 Financial Plan Bylaw No 1979,2023.

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

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

Year ended December 31, 2023

21. Segmented information (continued):

2023	General Fund						Sewer Fund	Total
	General Government	Protective Services	Solid Waste Management	Development Services	Planning and Transportation	Engineering, Public Works Recreation and Culture	Parks, Sewer Services	
Revenue:								
Taxation	\$ 23,373,048	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 353,885	\$ 23,726,933
User fees	216,988	1,827,379	-	294,198	360,198	1,673,811	1,618,847	5,991,421
Government transfers	9,373,615	-	-	-	-	251,370	-	9,624,985
Fines and penalties	184,293	7,396	-	-	-	-	-	191,689
Investment income	2,522,524	-	-	-	-	-	58,289	2,580,813
Developer contributions	-	-	-	538,450	12,154,983	1,237,062	1,001,480	14,931,975
Other	68,815	108	476	-	-	206,075	-	275,474
Total revenue	35,739,283	1,834,883	476	832,648	12,515,181	3,368,318	3,032,501	57,323,290
Expenses:								
Salaries, wages and benefits	3,506,977	3,811,916	173,203	1,126,979	3,138,997	704,422	295,519	12,758,013
Materials, goods and supplies	448,236	119,465	33,731	4,871	392,211	156,369	124,576	1,279,459
Property service costs	155,987	356,963	141,228	3,348	718,742	243,840	1,134,380	2,754,488
Professional service costs	550,283	4,387,401	-	120,202	107,975	2,034,403	8,159	7,208,423
Financing costs	66,852	34,795	-	-	7,920	76,410	211,782	397,759
Other costs	279,420	188,896	-	2,261	850	2,339,910	-	2,811,337
Amortization	255,219	336,634	-	-	1,810,640	510,830	326,224	3,239,547
Special projects	167,018	14,970	-	878,521	174,597	19,909	-	1,255,015
Total expenses	5,429,992	9,251,040	348,162	2,136,182	6,351,932	6,086,093	2,100,640	31,704,041
Annual surplus (deficit)	\$ 30,309,291	\$ (7,416,158)	\$ (347,686)	\$ (1,303,534)	\$ 6,163,250	\$ (2,717,775)	\$ 931,861	\$ 25,619,249

THE CITY OF COLWOOD

Notes to Consolidated Financial Statements

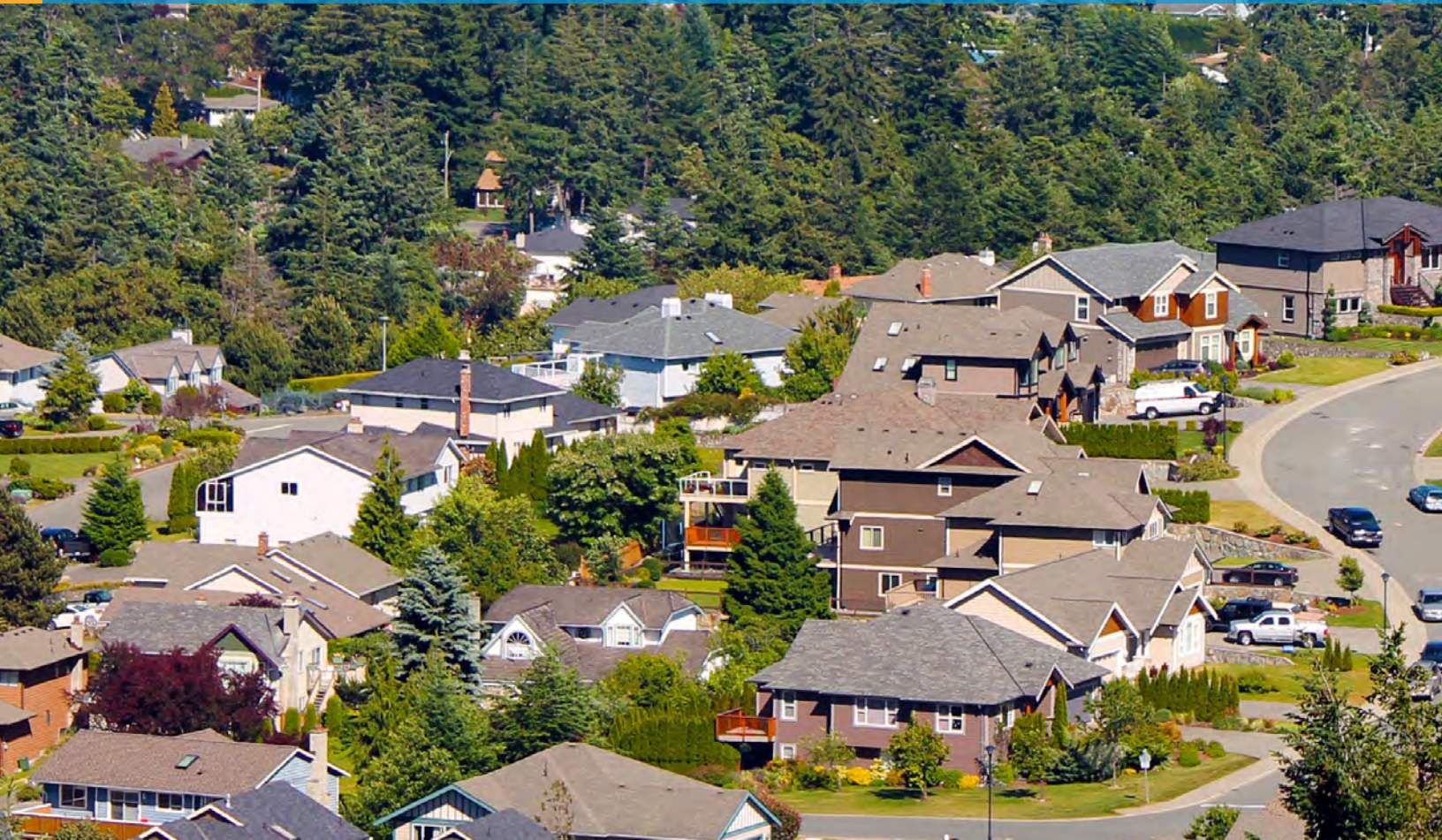
Year ended December 31, 2023

21. Segmented information (continued):

2022	General Fund					Sewer Fund		Total
	General Government	Protective Services	Solid Waste Management	Development Services	Engineering, Planning and Transportation	Public Works Recreation and Culture	Parks, Sewer Services	
Revenue:								
Taxation	\$ 21,424,122	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 345,910	\$ 21,770,032
User fees	232,386	1,375,506	13,732	391,576	349,280	1,424,291	1,491,460	5,278,231
Government transfers	2,076,613	-	-	-	-	67,547	-	2,144,160
Fines and penalties	132,654	6,424	-	-	-	-	-	139,078
Investment income	1,285,434	-	-	-	-	-	152,011	1,437,445
Developer contributions	6,636,187	-	-	-	7,155,426	371,286	1,391,300	15,554,199
Other	39,243	-	3,658	-	-	120,665	-	163,566
Total revenue	31,826,639	1,381,930	17,390	391,576	7,504,706	1,983,789	3,380,681	46,486,711
Expenses:								
Salaries, wages and benefits	3,041,164	3,469,912	201,737	971,662	2,489,687	1,149,189	257,283	11,580,634
Materials, goods and supplies	379,584	132,636	30,399	4,239	450,629	215,614	119,002	1,332,103
Property service costs	126,148	319,300	171,674	6,548	594,132	234,012	969,874	2,421,688
Professional service costs	572,778	3,988,503	-	139,878	112,558	1,350,082	47,758	6,211,557
Financing costs	41,228	27,815	-	-	25,855	76,410	193,602	364,910
Other costs	238,385	167,206	-	670	254	2,142,658	-	2,549,173
Amortization	217,185	335,099	-	-	1,647,368	494,400	303,900	2,997,952
Special projects	162,853	17,212	-	542,564	143,185	219,286	2,871	1,087,971
Total expenses	4,779,325	8,457,683	403,810	1,665,561	5,463,668	5,881,651	1,894,290	28,545,988
Annual surplus (deficit)	\$ 27,047,314	\$ (7,075,753)	\$ (386,420)	\$ (1,273,985)	\$ 2,041,038	\$ (3,897,862)	\$ 1,486,391	\$ 17,940,723



Statistical Reports



Statistical Reports

The following pages contain various statistical information related to the City of Colwood, including the 2023 Permissive Tax Exemptions in accordance with the Community Charter section 98 requirements.



Statistical Information

CITY OF COLWOOD

Year Ended December 31, 2023

General Statistics 2019 - 2023

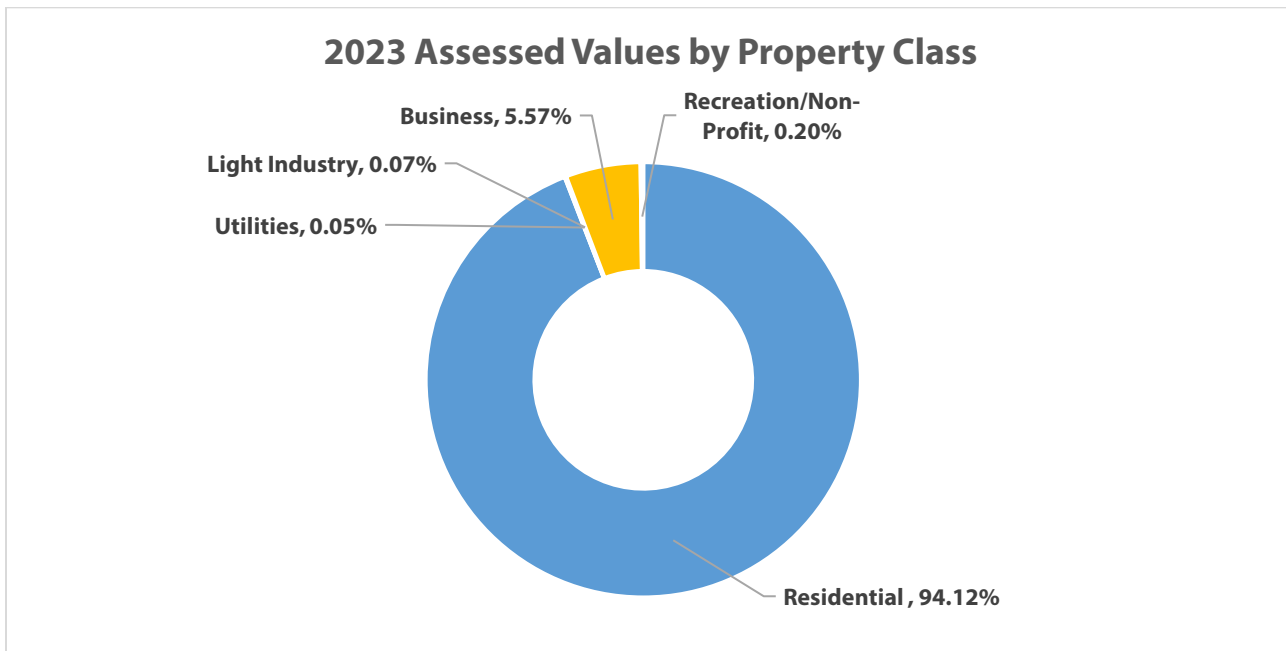
	2019	2020	2021	2022	2023
#Population	18,907	19,366	19,837	20,766	21,403
#Households	7,066	7,253	7,452	7,829	8,175
Land Area (km ²)	17.67				

SOURCE: BC STATS

Assessed Values by Property Class 2019 - 2023

IN MILLIONS	2019	2020	2021	2022	2023
Residential	4,002	4,077	4,460	5,820	6,983
Utilities	3	3	3	3	3
Light Industry	4	4	4	8	5
Business	249	266	277	348	413
Recreation/Non-Profit	6	10	11	14	15

SOURCE: BC ASSESSMENT AUTHORITY



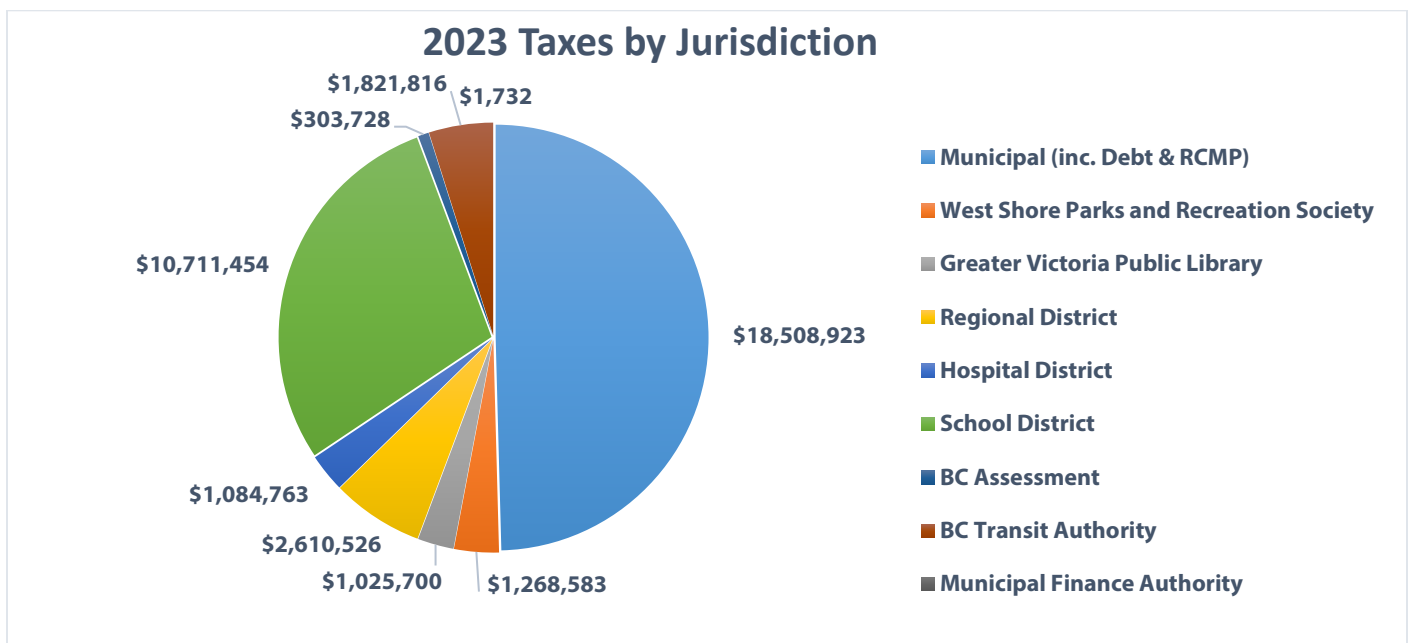
Property Tax Rates 2019 - 2023

MUNICIPAL MILL RATE (PER \$1,000 ASSESSMENT)	2019	2020	2021	2022	2023
Residential	2.8365	2.9079	2.8536	2.3669	2.2074
Utilities	32.0923	28.0731	28.6259	27.3904	25.5192
Light Industry	32.3002	10.9216	11.1626	10.4193	9.3941
Business	12.7785	11.4327	11.8974	11.2492	11.0892
Recreation/Non-Profit	14.7846	13.5137	13.8157	12.7969	11.3296

TOTAL (GROSS) MILL RATE (PER \$1,000 ASSESSMENT)	2019	2020	2021	2022	2023
Residential	5.1912	5.3537	5.1573	4.2354	3.9453
Utilities	49.2376	45.1858	45.2922	43.2573	40.9648
Light Industry	39.4986	15.6169	18.4019	16.6720	15.1989
Business	19.2927	15.4703	18.4950	17.0110	16.4931
Recreation/Non-Profit	18.0181	15.2706	17.0417	15.5400	13.9499

Property Tax Levied and Collected 2019 – 2023

	2019	2020	2021	2022	2023
Municipal (+ debt, RCMP)	\$11,813,453	\$13,197,981	\$14,072,096	\$16,447,104	\$18,508,923
West Shore Parks & Rec	1,075,035	1,082,239	1,119,719	1,207,709	1,268,583
Public Library	875,960	878,952	906,759	913,228	1,025,700
Regional District	2,694,992	3,010,234	2,816,998	2,800,176	2,610,526
Hospital District	1,085,037	1,052,523	1,035,692	1,026,678	1,084,763
School District	7,892,566	7,206,328	8,649,419	9,262,081	10,711,454
BC Assessment	209,298	234,528	244,313	267,523	303,728
BC Transit Authority	1,093,078	1,220,886	1,324,571	1,421,626	1,821,816
Municipal Finance Auth	1,035	1,074	1,146	1,456	1,732
	\$26,740,454	\$27,884,745	\$30,170,713	\$33,347,581	\$37,337,225
Total Taxes Levied	\$26,740,454	\$27,884,745	\$30,170,713	\$33,347,581	\$37,337,225
Taxes Collected	26,915,074	26,793,745	26,842,432	30,414,058	34,200,434
Percentage	100.65%	96.09%	88.97%	91.20%	91.60%
Outstanding					
Beginning of Year	\$447,526	470,590	1,211,350	1,287,441	674,701
Arrears Collected	346,944	350,240	982,508	1,221,368	605,328
Percentage	77.52%	74.43%	81.11%	94.87%	89.72%
Total Tax Collections	\$27,262,018	\$27,143,985	\$27,824,940	\$31,635,426	\$34,805,762

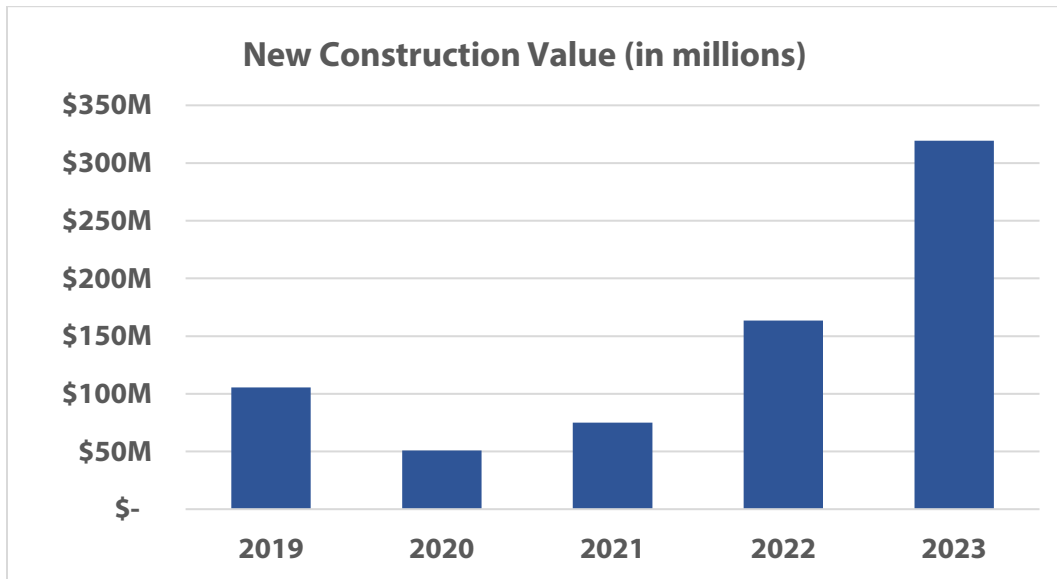


SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

New Construction 2019 - 2023

	2019	2020	2021	2022	2023
Building Permits # Construction	493	479	644	571	519
Value (\$ millions) Taxes from	\$105M	\$50M	\$75M	\$163M	\$326M
Growth (\$ thousands)	\$249	\$425	\$403	\$1,007	\$1,067

SOURCE: CITY OF COLWOOD BUILDING DEPARTMENT & FINANCE DEPARTMENT



2023 Principal Corporate Taxpayers

Registered Owner	Primary Property	Taxes Levied
ROYAL BAY HOLDINGS (NO 1 & 2)	Royal Bay Development	867,537.06
ONNI COLWOOD (BELMONT + SOOKE) DEVELOPMENTS LTD	Colwood Corners	717,845.68
ALLANDALE (LOT A+C) HOLDINGS LTD	Allandale District	593,520.70
CHAN FAMILY HOLDINGS LTD	Shopping Centre, Various Commercial	353,958.42
WESTRIDGE LANDING CENTRE LTD	Shopping Centre; Various Commercial	301,477.40
ASTRIA ROYAL BAY NOMINEE LTD	Royal Bay Development	200,440.63
VICTORIA FORD ALLIANCE LTD	Allandale District	195,080.38
PC URBAN	1764 Island Hwy Commercial Development	173,373.82
AURELIAN STAR HOLDINGS LTD	Colwood Corners	155,975.24
CHILDREN'S HEALTH FOUNDATION OF VANCOUVER ISLAND	Health Care Facility	155,348.50
FORTIS ENERGY (VANCOUVER ISLAND) INC	Gas Utility	153,776.40
SHERRINGHAM HOLDINGS LTD	Allandale District	135,837.17
G REID HOLDINGS LTD	2657 Wilfert Road Commercial Development	133,825.00
RCGC PROPERTIES LTD	629 Goldstream	113,060.21
ENGEL'S CORNER PROPERTY LTD	Shopping Centre; Various Commercial	112,763.33
AMOS	Courthouse	108,755.50
TELUS COMMUNICATIONS INC	Utility	106,664.73
0917531 BC LTD	Colwood Corners	100,030.65

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

Summary of Financial Results 2019 – 2023

Statement of Financial Position	2019	2020	2021	2022	2023
Financial Assets	46,128,977	56,848,154	56,386,286	53,640,076	57,953,940
Financial Liabilities	30,443,372	34,874,733	34,978,118	33,877,805	28,854,059
Net Assets/(Debt)	15,685,605	21,973,421	21,408,168	19,762,271	29,099,881

Statement of Operations	2019	2020	2021	2022	2023
Accumulated Surplus, Beginning of Year	157,450,007	165,068,692	174,288,505	190,200,107	208,406,303
Annual Surplus/(Deficit)	7,618,685	9,219,813	15,911,602	18,206,196	26,175,232
Accumulated Surplus, End of Year	165,068,692	174,288,505	190,200,107	208,406,303	234,581,535

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

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

Revenue and Expenses 2019 – 2023

Revenue	2019	2020	2021	2022	2023
Taxation	17,579,130	18,176,671	18,931,631	21,770,030	23,726,933
User Fees	4,133,728	3,486,293	4,642,986	5,278,230	5,991,421
Government Transfer	2,398,670	5,883,456	4,257,299	2,144,160	9,624,985
Fines and Penalties	131,933	139,805	236,180	139,079	191,689
Investment Income	852,862	530,821	616,257	1,437,446	2,580,813
Developer Contr.	5,056,790	3,756,705	12,345,370	15,554,200	14,931,975
Other	239,570	44,301	123,356	163,566	275,474
	\$30,392,683	\$32,018,052	41,153,079	46,486,711	57,323,290

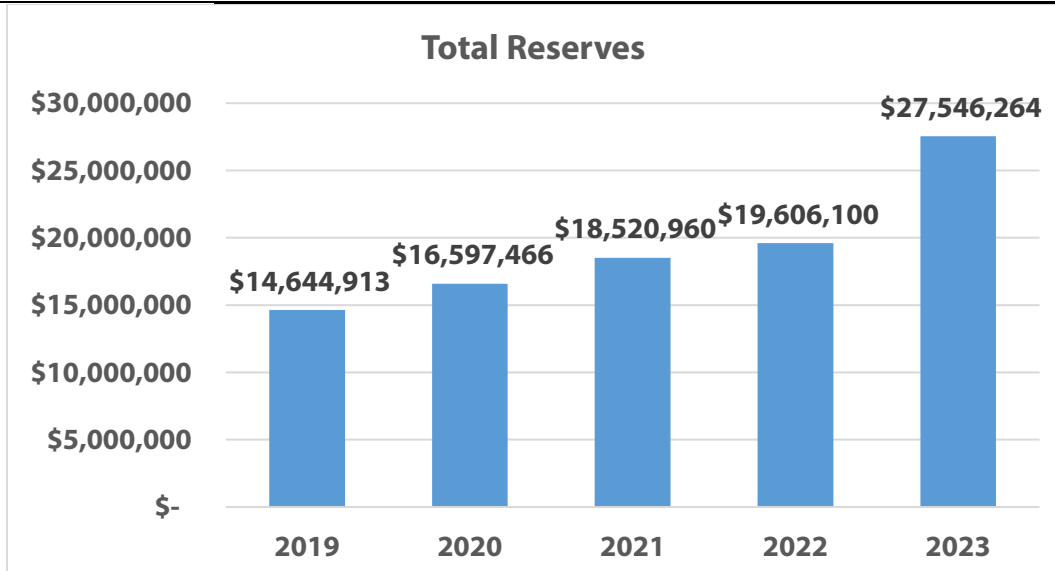
Expenses by Function	2019	2020	2021	2022	2023
General Govern.	\$4,028,238	\$3,727,248	\$3,984,953	4,779,325	5,429,992
Protective services	6,840,676	7,179,488	7,805,965	8,457,683	9,251,040
Engineering & Transportation	4,408,781	4,052,773	4,842,040	6,077,405	6,351,932
Solid Waste Mgmt	260,051	313,452	327,257	403,810	348,162
Planning & Dev Svcs	1,507,893	1,209,053	1,694,657	1,665,561	2,136,182
Parks, Rec & Culture	4,821,599	4,401,562	5,679,369	5,267,914	6,086,093
Sewer Services	1,105,912	1,284,824	1,537,732	1,894,290	2,100,640
	\$22,617,142	\$22,957,667	\$26,370,741	\$28,545,988	\$31,704,041

Expenses by Object*	2019	2020	2021	2022	2023
Salaries, wages and benefits	\$8,518,516	\$9,175,125	\$10,175,659	4,779,325	12,758,013
Materials, goods and supplies	739,774	928,786	1,240,564	8,457,683	1,279,459
Property service costs	1,379,779	1,640,191	1,835,761	6,077,405	2,754,488
Professional services	5,427,156	4,910,245	6,344,257	403,810	7,208,423
Financing costs	969,965	384,053	383,126	1,665,561	397,759
Other costs	2,287,283	2,300,057	2,672,591	5,267,914	2,811,337
Amortization	2,710,946	3,116,831	2,743,947	1,894,290	3,239,547
Special projects	583,723	502,379	974,836	1,087,971	1,255,015
	22,617,142	22,957,667	26,370,741	28,545,988	31,704,041

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

Reserve Funds 2019 – 2023

Reserve Funds	2019	2020	2021	2022	2023
Future Operating Expenses	\$2,012,496	\$1,820,499	\$1,353,496	\$951,629	722,626
Capital Projects	2,536,177	2,748,068	2,423,334	2,331,847	1,027,024
Sewer Capital Projects	1,098,973	1,276,398	1,419,973	1,279,462	713,546
General Fleet & -	756,234	974,970	996,459	1,027,249	836,797
Fire Fleet Replacement	1,195,524	978,885	1,341,713	1,767,868	2,275,334
Sewer Fleet Replacement	125,947	185,077	241,273	299,961	298,006
Equipment Replacement	94,917	127,385	89,043	112,246	140,588
Community Amenities	2,727,197	3,591,305	4,200,713	4,531,100	4,163,939
Affordable Housing	308,529	670,039	1,141,521	1,434,906	1,549,018
RCMP Surplus	965,843	996,953	1,130,375	1,157,804	1,201,377
Police Building	418,368	413,727	365,388	526,356	806,499
New Firehall	216,887	223,873	225,980	314,373	421,413
St. John's Heritage Church	108,812	124,161	134,599	137,554	114,651
Sustainable Infrastructure	1,857,547	2,114,034	3,001,428	2,914,343	4,236,188
Public Art	22,458	23,181	23,399	79,634	133,572
Parks	29,580	50,460	71,340	78,300	81,247
West Shore Parks & Rec	113,288	214,849	302,350	390,150	473,196
Climate Action	56,136	63,602	58,576	193,383	267,282
Sewer Capital Replacement	-	-	-	77,934	119,086
Royal Bay Field Acquisition	-	-	-	-	1,197,892
Growing Communities Fund	-	-	-	-	6,766,983
Total Reserves	14,644,913	16,597,466	18,520,960	19,606,100	27,546,264

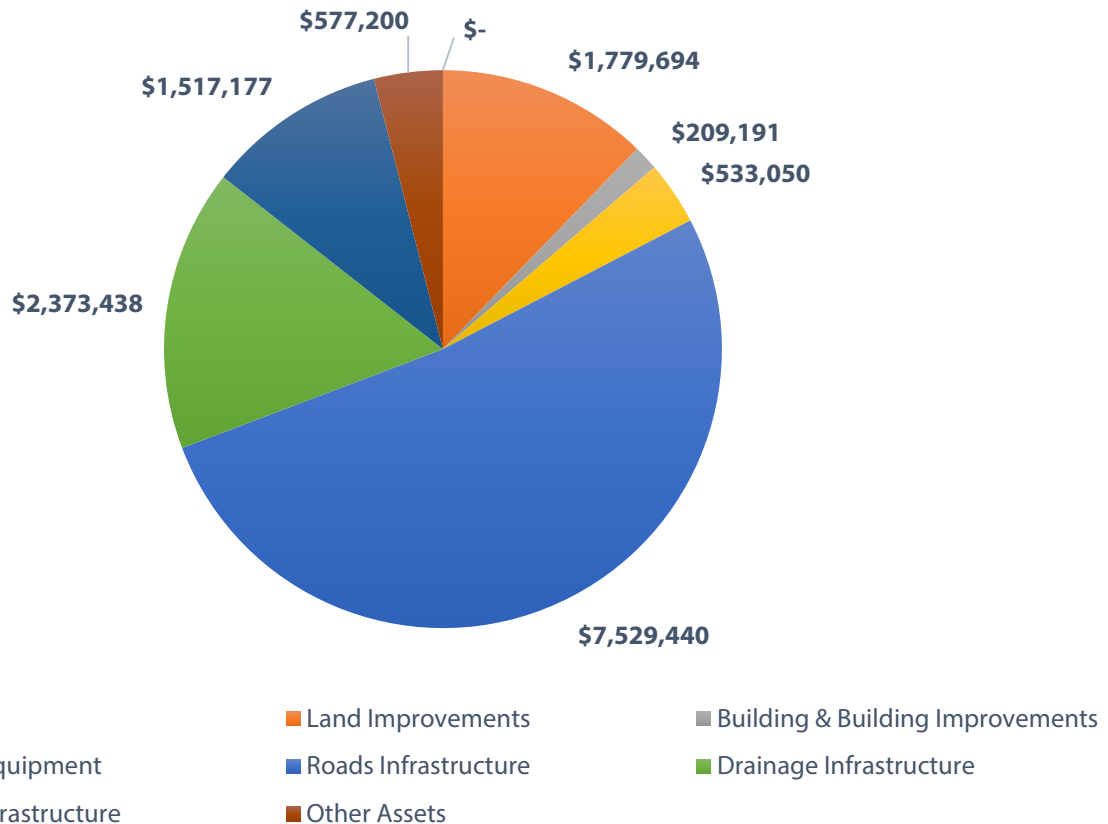


Acquisitions of Tangible Capital Assets 2019 – 2023

	2019	2020	2021	2022	2023
Land	\$132,905	\$ -	\$ -	\$2,577,259	\$ -
Land Improvements	-	300,213	2,058,820	611,739	1,779,694
Buildings & Improvements	392,576	228,640	1,779,634	394,591	209,191
Fleet & Equipment	158,940	1,438,640	1,132,751	531,192	\$533,050
Roads Infrastructure	2,702,108	3,695,982	3,063,949	8,826,778	7,529,440
Drainage Infrastructure	731,600	171,744	2,898,959	2,537,466	2,373,438
Sewer Infrastructure	543,000	49,700	1,048,952	1,472,675	1,517,177
Other Assets	146,901	324,316	1,167,857	134,589	577,200
	\$4,808,030	\$6,209,235	\$13,105,922	\$17,086,289	\$14,519,190

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

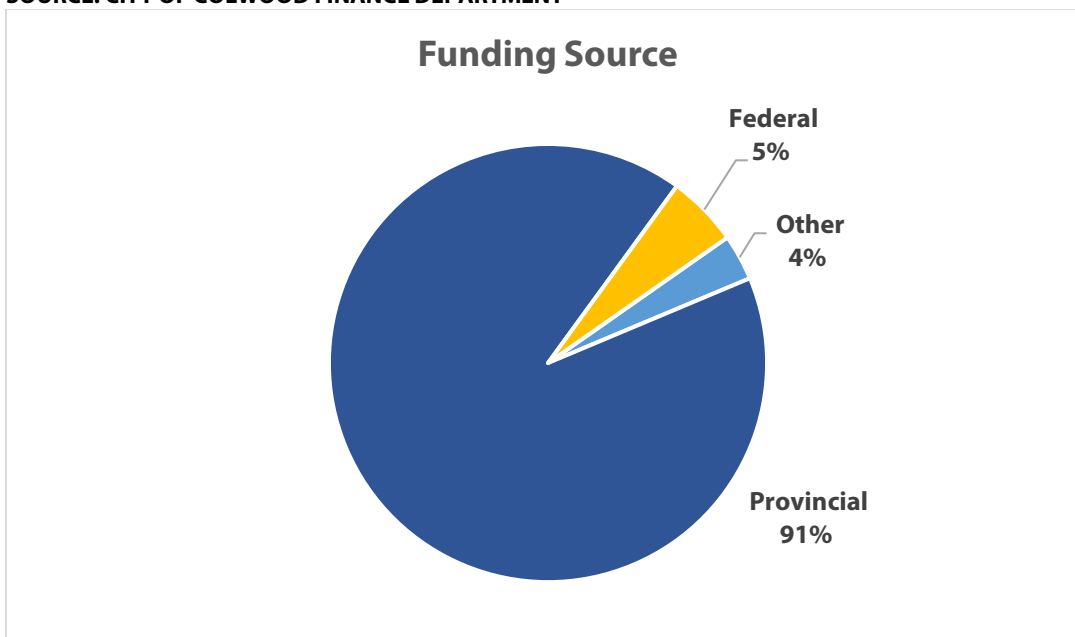
2023 Tangible Capital Asset Acquisitions



Summary of Grant Funding Received

OPERATING GRANTS	2023
Casino revenue sharing (provincial unrestricted)	\$320,600
Small community grant (provincial unrestricted)	159,000
Traffic fines revenue sharing (provincial unrestricted)	163,000
Climate Action (provincial Local Government Climate	148,082
Q Arena Debt Subsidy (regional)	75,138
West Shore Parks & Recreation (unrestricted)	251,370
Total Operating grants	\$1,117,517
CAPITAL GRANTS	2023
Union of BC Gas Tax Fund	\$ 834,674
Growing Communities Fund (provincial)	6,642,000
Parks Canada Initiative	187,953
Building Safer Communities Fund (federal)	176,454
Canada Infrastructure Program	141,558
Emergency Support Services (provincial)	7,259
Asset Management Planning Grant (provincial)	10,481
Together BC: Poverty Reduction Planning & Action	96,500
Investing in Canada Infrastructure Program (provincial)	285,054
BC Active Transportation Infrastructure Grant Program	89,238
Canada Infrastructure Program (provincial)	16,505
Community Emergency Preparedness Fund	30,000
Total Capital Grants	\$8,507,468

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT



Community Grants and Permissive Tax Exemptions 2023

Organization	Grant In Aid	Other Grant	Permissive Tax Exemption
Anglican Diocese (Church of the Advent)			32,195
Arts and Culture Colwood Society	10,800		
Big Brothers Big Sisters of Victoria Capital Region	3,100		
Capital Bike Society	1,500		
Children's Health Foundation			25,938
Colwood Pentecostal Church			
Colwood Garden Society	2,000		
Colwood Volunteer Firefighter Association		48,200	
Colwood Women's Institute			24,513
Community Social Planning Council - Colwood Rent Bank		30,000	
Greater Victoria Volunteer Society	1,000		
Hulitan Family and Community Services Society		291,325	
Intermunicipal Advisory Committee (IACDI)	1,100		
Open Gate Church	1,500		
Pacific Centre Family Services Association			23,677
Peninsula Streams Society (PSS)	1,500		
QCHAT Support Association	1,900		
Royal Canadian Legion (Prince Edward Branch #91)	4,500		
Sarah Beckett Memorial Run	700		
Sooke School District #62 (Dunsmuir School HipHop)	500		
Sooke School District #62 (Royal Bay Secondary School)	1,000		
Sooke School District #62 (Wishart Elementary Garden)	800		
Shore to Shore Studio Tour	1,000		
Take a Hike Foundation	1,400		
Vancouver Island South Film and Media Commission	3,900		
Victoria Brain Injury Society	800		
Wescom Medi-Lend Society	1,700		
Westridge Lodging Ltd.			81,306
West Side Bible Church			11,271
Total	40,700	369,525	219,792

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT



CITY OF COLWOOD

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