



City of Colwood

Financial Plan 2024 – 2028



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Since time immemorial the Kwsepsum, Lekwungen, Scia'new, and T'Sou-ke nations of the Coast Salish area have stewarded and cared for the lands and waters that make up Colwood today. We are honoured to have the opportunity to deepen our understanding of this history and strengthen relationships with local indigenous partners.

The City of Colwood is located on the south coast of Vancouver Island, in Beautiful British Columbia, Canada. Just 10km from BC's capital city of Victoria, Colwood is a fast growing, family-friendly seaside community of approximately 20,000 people that enjoy a rich heritage, a unique connection to nature and incredible potential.

Prepared by the City of Colwood
Finance & Communications Departments



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Colwood
British Columbia**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morill
Executive Director

Leadership Message

Like any business or household, the needs and expectations of a City are often greater than what can be afforded at one time. Choices must be made based on the priorities of the community and Council. The goal is to deliver a high level of service that strikes a balance between household prosperity and city-building initiatives that will improve quality of life for residents.

The 2024-2027 Financial Plan aligns with Council's six Strategic Priorities: **Well-being, Economy, Engagement, Infrastructure, Environment, and Governance.**

This Five-Year Financial Plan is intended to enable the programs, services and infrastructure required to support a safe, healthy, thriving, connected, and vibrant community.

This includes the **operations** required to manage a growing community, such as emergency services, building and development services, the maintenance, repair and replacement of a growing inventory of infrastructure including parks, roads, storm and sewer systems, and more.

It also outlines **capital projects** that will improve how we move around our community and focuses on supporting the well-being of residents through parks, trails, recreation, arts, culture, events, Indigenous relations, supporting community groups and volunteerism.

Growth brings new challenges, and as Colwood grows, we will continue to see pressure on our transportation networks. Colwood has an ongoing program of intersection, sidewalk, cycling, crosswalk and transit stop upgrades planned with the goal of keeping people and vehicles moving safely within Colwood.

At the same time, the City is leading several transformational capital projects that will make walking or cycling a realistic choice for trips within our community. Examples include the **Waterfront Walkway** connecting the Colwood Corners area to the Beachlands and Royal Bay, a new **Galloping Goose Bridge** to create a safe and seamless link to the regional trail and plans for new **parks and recreation** facilities as well as improvements to much loved existing parks.

Our seaside community is a desirable place to live and **housing** is in high demand in our region. Colwood continues to lead the way in terms of creating more housing in areas identified for growth in the City's community-led Official Community Plan.

The need for more housing is balanced with the imperative that climate impacts be considered as part of every decision, and Colwood is taking a leadership role with its **Climate Action Plan**. Some first steps include the move to Zero Carbon Step Code for new construction, the Waterfront Stewardship Plan to mitigate erosion and protect sensitive areas, the Urban Forest Strategy and Pesticide Use Bylaw, and the shift toward electric fleet vehicles and equipment.

A new commercial retail strategy will help the City attract the right mix of businesses to support a thriving economy, increase employment opportunities, and provide new amenities for residents. Creating local jobs also has the potential to reduce commuter traffic while increasing the City's tax base to allow for community improvements. Large employers are expanding in Colwood, including Seaspan Shipyards, the Royal British Columbia Museum Collections and Research building, the new Long Term Care facility and Royal Bay Elementary School.

This is just a small glimpse of all that is enabled by this financial plan. 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, relaxing at the beach, or just enjoying your neighbourhood, Colwood is the place to be.

~ Mayor Doug Kobayashi, February 2024

Organizational Profile

The City of Colwood provides a wide range of municipal services to the community. The costs of these services are reflected in the department budgets outlined in the Service Plans section. These services include Administration & Corporate Services, Communications, Human Resources, Finance, Information Technology, GIS, Fire Rescue, Policing, Building & Bylaw, Community Planning, Development Services, Engineering, Public Works, Parks & Trails, Boulevards, Roads, Storm Sewers, and Sewer Utility. 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.

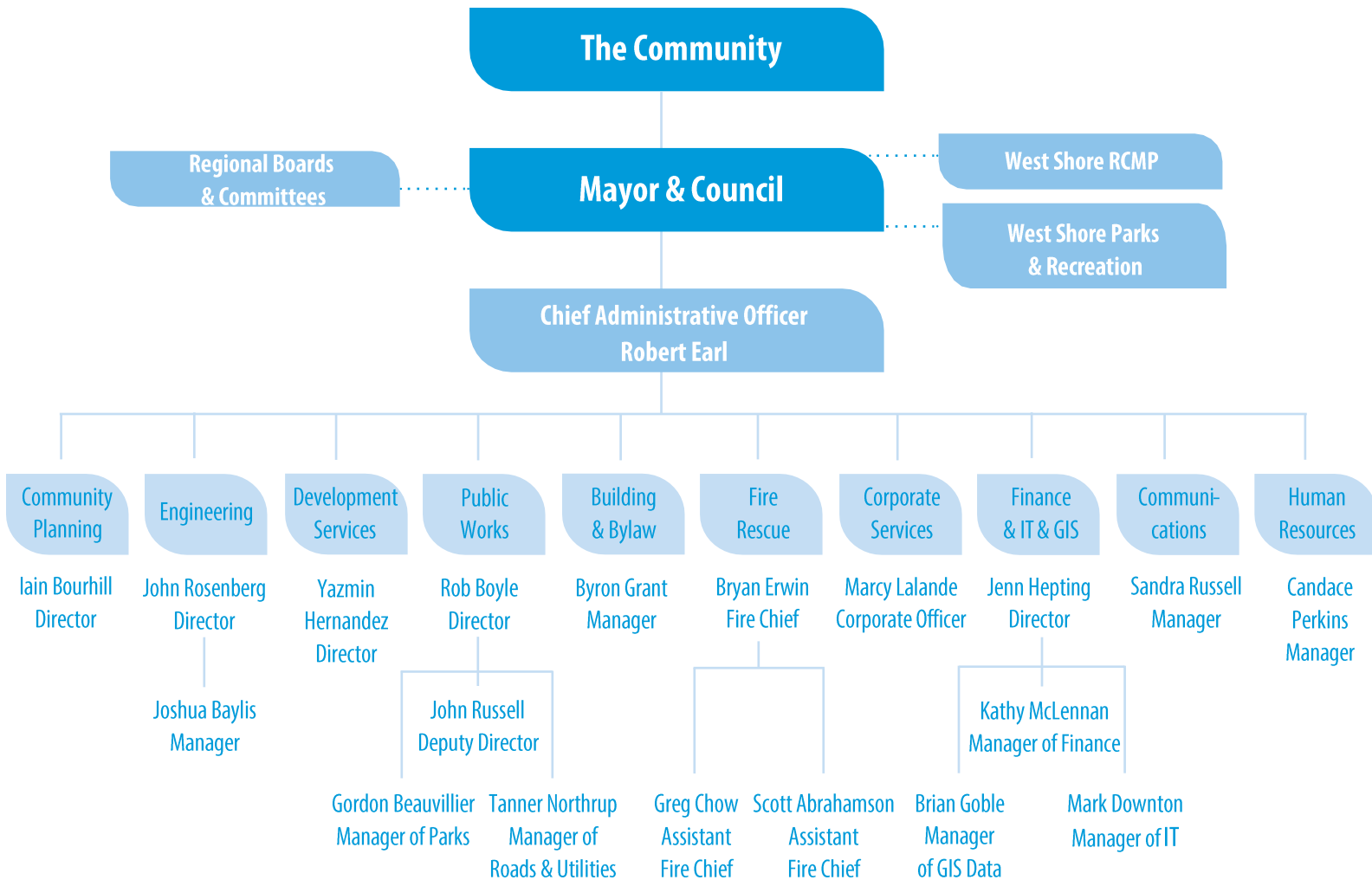
The City currently employs approximately 106 employees (at 2023 year-end) as detailed below.

Department	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Plan	Change
Admin/Corporate	6.00	8.00	8.00	8.00	9.00	+1.00
Communications & Engagement	1.25	2.00	2.00	2.00	3.00	+ 1.00
Human Resources	2.00	2.00	3.00	3.00	3.00	
Finance	8.00	6.50	7.00	7.50	8.00	+0.50
Information Technology	2.00	2.50	3.00	3.00	3.00	
GIS	0.00	0.00	1.00	2.00	2.00	
Policing	9.00	9.50	9.50	9.50	9.50	
Fire Rescue	9.50	10.60	11.60	12.35	13.60	+1.25
Building & Bylaw	6.40	7.20	7.60	7.00	7.00	
Development Services	5.00	6.50	7.00	7.00	7.00	
Community Planning	2.50	2.75	3.15	3.85	4.50	+0.65
Engineering	6.50	9.50	10.00	9.00	9.00	
Public Works	26.75	30.75	8.33	6.83	6.83	
Parks & Trails	-	-	8.50	9.00	10.0	+ 1.00
Boulevards	-	-	5.50	6.00	6.00	
Roads	-	-	6.00	6.00	6.00	
Storm Sewers	-	-	1.75	1.75	1.75	
Sewer Utility	-	-	2.25	2.25	2.75	+ 0.50
TOTAL	84.90	97.80	105.18	106.03	111.93	+5.90

Organization Chart

The Colwood Municipal Council represents citizens of the community and provides leadership, vision, and strategic direction to Colwood staff. Council is elected for a four-year term and includes Mayor Doug Kobayashi and Councillors Cynthia Day, David Grove, Dean Jantzen, Ian Ward, Kim Jordison and Misty Olsen.

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.





Vision, Values, Missions, & Goals

Vision

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

Mission

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

Values

Accountability

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

Collaboration

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

Innovation

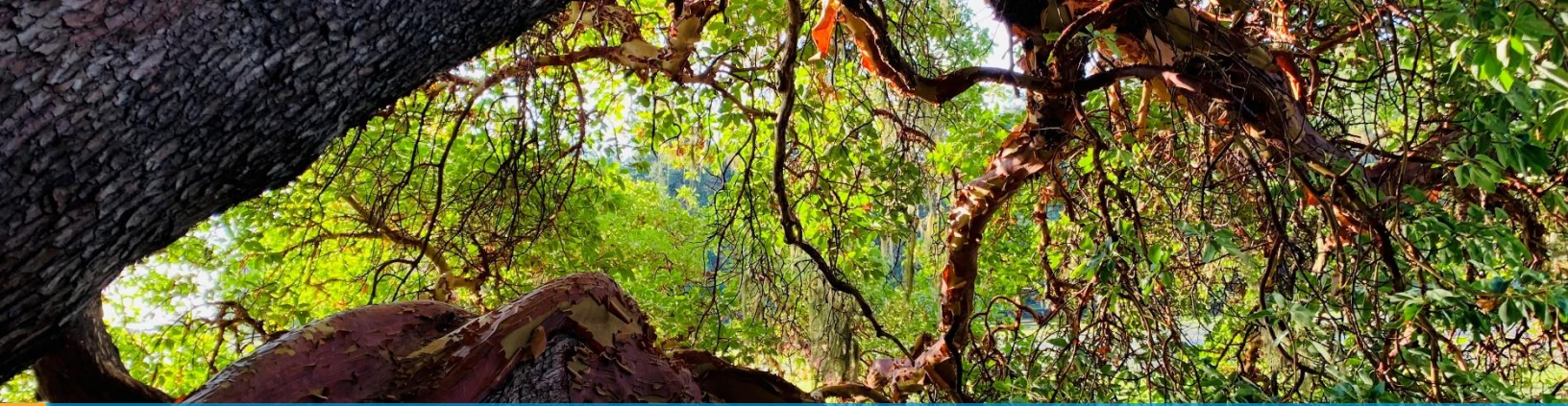
We embrace creative ideas and have the courage to lead with innovation.

Flexibility

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

Integrity

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



Strategic Policies

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 2024-2027

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 six pathways 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
Colwood is a thriving community	Colwood's infrastructure supports quality of life	Colwood is a community that works and plays together	Colwood is a community that cares	Colwood is a well managed City	Colwood is a Climate Action leader
					



Long Term Financial Policies

Policy #1

New construction taxation revenue will be used to offset incremental operating and infrastructure life-cycle costs associated with that new construction. Excess new construction revenue will be used to increase transfers to reserves for sustainable infrastructure until the funding gap is closed.

Policy #2

Include incremental operating and sustainable infrastructure replacement costs in the financial plan when capital assets are contributed to the City.

Policy #3

Integrate full life-cycle costs into the financial plan when new capital services are approved.

Policy #4

Convert the budget set aside for debt servicing payments to sustainable infrastructure replacement funding as debt is retired.

Balanced Budget

Each year, the City embarks on a financial planning process that will result in the adoption of a five-year financial plan. The financial plan must be balanced as mandated by provincial legislation. Current revenue, including transfers from reserves, must be sufficient to support current expenditures plus transfers to reserves and debt payments for each fund. The City must adopt a financial plan bylaw each year before May 15 for the current year.

Spending Authority

The City's financial year is the calendar year. The City operates under the authority of the financial plan approved in the prior year until the current year financial plan is approved. For instance, the City's 2024 expenditures are incurred under the authority of the *2023-2027 Financial Plan Bylaw No. 1979-01* until the 2024-2028 Financial Plan Bylaw is adopted.

Purchasing Power Delegation Bylaw No. 1748, 2019

This bylaw enables designated officers and employees to enter into contracts and purchase goods or services on the City's behalf. The bylaw outlines specific purchasing limits prescribed by corporate position. It also ensures that the City complies with trade agreements and contract law. The bylaw was adopted in early 2019 and is consistent with the Auditor General for Local Government's recommended best practices in procurement.

Sustainable Infrastructure Replacement Policies

In early 2019, Council endorsed the City's Sustainable Infrastructure Replacement Plan. This plan outlined a number of critical steps for the City to undertake to ensure its infrastructure replacement would be adequately funded throughout the life-cycle of the asset. This plan also recommended a number of asset management policies to ensure future capital services remain well funded and sustainable. These recommended policies will be integrated into the City's Financial Plan Bylaw. The Sustainable Infrastructure Plan is under review and an update will be brought forward to the City's Infrastructure Committee for consideration in 2024.

Long Term Financial Policies

Reserve Bylaws

The City currently has three adopted reserve fund bylaws: (1) Reserve Funds Bylaw No. 1334, 2010, (2) Public Art, Beautification, and City Centre Firehall Reserve Funds Bylaw No. 1436, 2011, and (3) St. John the Baptist Heritage Church and Emery Family Hall Reserve Fund Bylaw No. 1495, 2012. Use of the reserve funds established by these bylaws are restricted and can only be used for the purpose for which the fund was established. Not all reserve funds are prescribed by bylaw. Reserve funds can also be established by Council resolution, statute, or contract. Reserve funds are used to fund large or infrequent expenditures. In this manner, tax increases can be moderated from year to year. Refer to the 'Reserve, General Operating and Deferred Revenue' section of this plan for details on reserve balances.

Budget Approach

Each year, the City prepares a budget approach to be endorsed by Council for the proceeding year.

The City's budget is built on four core principles:

- 1. Fiscal Responsibility:** Prudent fiscal stewardship and careful financial planning is used to balance the budget each year. The budget is built with a long-term vision. This ensures long-term priorities are pursued in a financially sustainable and resilient manner and considering external economic conditions that could impact citizens and businesses.
- 2. Affordability and cost effectiveness:** Long-term planning supports affordability. The City will deliver services that are relevant and result in desired public outcomes. Integrating value for money through productivity and innovation will help ensure property taxes and utilities remain affordable.
- 3. Sustainable infrastructure replacement:** The City has acquired and constructed a large number of assets for the purpose of providing services to the community. Sustainable funding levels should be established to maintain and replace assets to ensure services will continue uninterrupted for future generations.
- 4. Capital investment optimization:** Before replacing assets, the municipality will consider repurposing and right-sizing existing assets and continue to advance the principles of co-location and functional integration of services to enhance operational efficiency and customer service. All new assets will be designed with flexible, adaptable, and expandable spaces to accommodate changing demographics and future growth.

Basis of Budgeting

The *Community Charter* requires that annual revenues, including transfers from reserves, must be sufficient to support annual expenditures, including transfer to reserves. It's important to high-light that an accounting General Operating, as determined in accordance with *Canadian Public Sector Accounting Standards*, differs significantly from a budgetary General Operating. The City's basis of budgeting is a modified accrual approach and includes expenditures that are not considered expenses under *Canadian Public Sector Accounting Standards* such as capital expenditures or debt principal repayments.

Financial Policies

The City has integrated several best practices into the preparation of this plan:

- **Service delivery perspective:** This budget is prepared from a service delivery perspective. The cost of providing each City service is presented within departmental Service Plans. The budget is prepared with the intention of aligning service levels to Council expectations; this budget is referred to as core. Changes to the level of service will be high-lighted separately within Service Plans as a new budget and must be approved by Council to proceed. Staff are expected to integrate value-for-money practices to ensure services are delivered in the most affordable manner. Council provides governance, strategic direction and service delivery expectations.
- **Strategic plan integration:** Priorities identified in the City's draft 2024 -2027 Strategic Plan are quantified and integrated into the budget. The financial plan also integrates other supplementary master plans into long-term infrastructure and capital planning.
- **Service Plan Review:** In 2020, the City initiated an annual service review process. An inventory of city services was created, and is refined annually. The service review process includes a series of public meetings, where teams present to Council and discuss delivery expectations and establish priorities for each service delivery area. Updated draft operating budgets are presented to support the financial implications of the level of service. Council direction is provided to increase, decrease, or maintain service. The 2024 Service Review was held in November and December, 2023. The financial implications of Council direction have been incorporated into the draft 2024-2028 financial plan for consideration.
- **Project continuation:** Projects approved in the preceding financial plan that are underway are carried forward in the current financial plan.

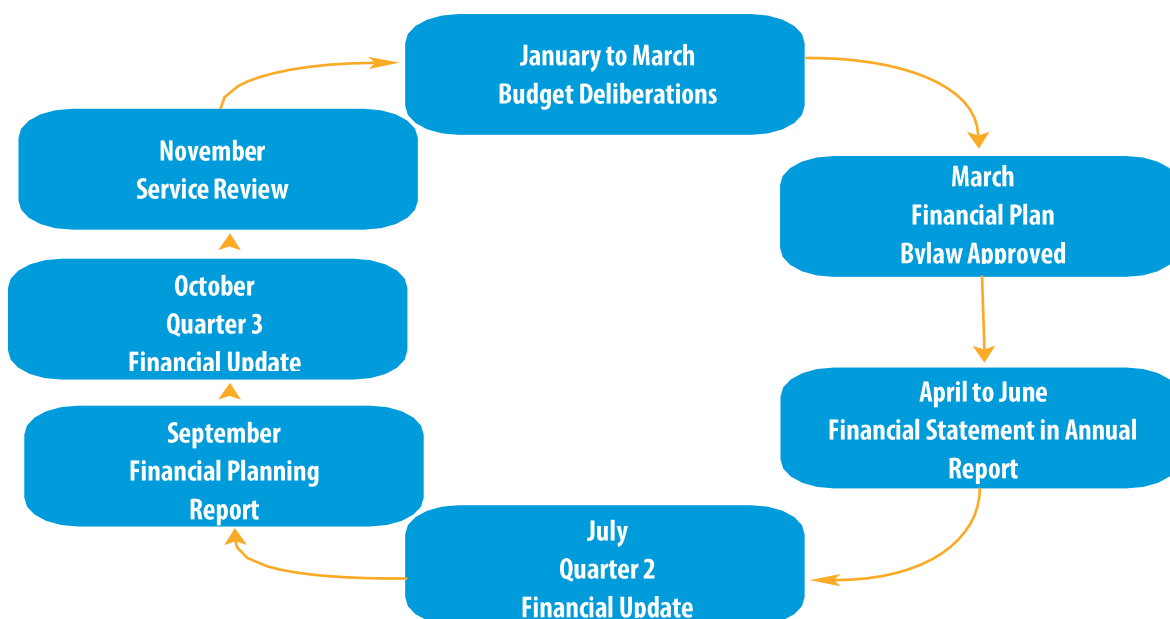


Financial Policies

Although the Community Charter imposes annual budget deadlines, the City's budget process is a continuous cycle. Objectives and spending outlined in the Financial Plan are reviewed quarterly to help inform the preparation of the next financial plan. Estimates are continually refined, and the City is held to account for completion of the financial plan objectives. The Financial Plan is linked to the strategic planning process as well as the annual year-end reporting process. Objectives outlined in the Financial Plan are reviewed in the annual municipal report.

The City continues to shift the budget deliberation schedule forward; 2023 budget deliberations occurred in February and March of 2023, and the 2024 budget deliberations occurred January, 2024. It is Administration's intent to schedule the 2025 budget deliberations late Q4 2024. The 2024 financial planning process is summarized as follows:

- **January - February:** Council considers and approves operating and capital budgets.
- **February – March:** Council adopts financial plan bylaw.
- **April - May:** Council adopts tax rate and user fee bylaws.
- **April - May:** Prior year financial statements presented publicly for Council approval.
- **June:** Prior year annual municipal report prepared and made available for the public.
- **July:** Current year second quarter financial update with full year projections and budget variances publicly presented.
- **September:** Financial planning approach discussed.
- **October:** Current year third quarter financial update with full year projections and budget variances publicly presented.
- **November:** Staff present Service Plans, including updated draft operating budgets, for public review by Council.



Version Control

Summary of Changes

The following is a summary of the changes made to the 2024 – 2028 Financial Plan since it was first published (v1) on January 12, 2024.

Updated Consolidated Budget to reflect the following changes:

- Updated Special Initiatives:
 - Volunteer Community Groups: \$80,000 budget (2024) adjusted to \$20,000 (2024) to support community engagement programs as resolved by Council on January 11, 2024.
 - Arts & Culture Initiatives: \$122,000 budget (2024) adjusted to \$42,000 (2024) to reflect the deferral of the \$80,000 Arts & Culture Plan budget to 2025 budget deliberations as resolved by Council on January 11, 2024.
 - Emergency Support Services: a new \$30,000 budget (2024) was added to support a pending UBCM grant application. If successful, this initiative will increase the reserves of Colwood's Emergency Support Services (ESS) equipment and supplies and equipment.
 - Disaster Risk Reduction Planning & Engagement: a new \$300,000 (2024) initiative pending a Provincial grant application. If successful, this initiative will bring Colwood in compliance with Provincial requirements for emergency assessments and planning as well as addressing new requirements in new provincial legislation (including integrating climate impacts and risks).

Updated Revenue Discussion (Special Initiatives updates affected Operating Grants)

Updated 'Reserves, Surplus & Deferred Revenue' Summary

Inclusion of the Financial Plan to Bylaw Reconciliation



Consolidated Budget

The Community Charter requires that the City of Colwood approve a Five-Year Financial Plan bylaw and Property Tax bylaw before May 15 of each year. The financial plan is updated yearly and includes proposed expenditures and revenues for the operating, capital and utility funds.

The Community Charter mandates that the expenditures including reserve transfers and capital spending be balanced by current year revenues including transfers from reserves. The City's Sewer Utility Fund also operates on a balanced budget basis.

The 2024 Colwood draft budget (v2) is summarized as follows (in millions):

Revenues	\$50.49M
Transfers from Reserves + Debt	\$26.81
Total Revenue + Transfers + Debt	\$77.30
Operating Expenses	(34.01)
Capital Expenditures	(33.10)
Transfers to Reserves	(12.84)
Debt Repayment	(0.35)
Total Expenditures + Transfers + Debt Repayment	(77.30)
2024 Balanced Budget	-

The 2024 Colwood budget resulted in a 2.91% property tax increase before consideration of enhanced asset management and increased transfers to reserves for sustainable infrastructure management.

The overall draft 2024 (v2) Colwood municipal property tax increase is 4.90%.

Overall Increase	\$ Increase	Comment
Tax Increase	\$589,900	2.91% tax increase to support City service delivery
Increased Asset Management Operating Expense: Fleet Telematics & Software	72,000	0.35% tax increase to support enhanced Asset Management
Tax Increase before Sustainable Infrastructure	\$661,900	3.26% increase to support existing & increased City service delivery
Increased Reserve Transfer: Sustainable Infrastructure	130,000	0.64% increase to support replacement
Increased Reserve Transfer: Sustainable Infrastructure	202,800	1.00% increase to support replacement
Overall Tax Increase	\$994,700	4.90% overall tax increase

Consolidated Budget – Year over Year

Revenue	2023 Projected Actual	2023 Budget Bylaw 1979-01	2024 Budget	\$ Change	% Change	Comment
Property Taxes	\$20,281,352	\$20,280,000	\$21,274,700	\$994,700	4.90%	
New Construction Property Taxes	-	-	912,000	912,000	0.00%	Estimated New Construction Taxation (NCT)
Payments In Lieu of Taxes	2,923,589	2,394,300	2,373,500	(20,800)	-0.87%	Federal and Provincial GILT
1% Utility Revenue	223,704	205,100	204,500	(600)	-0.29%	
Natural Gas 3% Utility Revenue	118,273	93,500	96,500	3,000	3.21%	Fortis BC Franchise Fees
Property Tax Penalties & Interest	162,695	160,400	165,600	5,200	3.24%	
Grants (Operating)	1,249,209	1,273,100	2,312,700	1,039,600	81.66%	Funds Special Initiatives and reserves
Event Revenue	33,435	33,100	66,400	33,300	100.60%	Permit fees & event sponsorships
Advertising Commissions	15,000	15,000	7,500	(7,500)	-50.00%	Bus Shelter/Bench Ad
Investment Income	1,823,672	590,600	1,090,600	500,000	84.66%	Reserve Funding
Finance Revenue	61,999	44,900	48,200	3,300	7.35%	Tax Info Requests; Admin Fees
Corporate Services Revenue	18,972	13,500	13,500	0	0.00%	Business License & FOI Fees
Building & Bylaw Revenue	1,957,882	1,510,700	2,787,100	1,276,400	84.49%	
Police Revenue	60,476	106,700	62,000	(44,700)	-41.89%	RCMP Detachment Lease
Engineering Revenue	506,913	495,400	557,800	62,400	12.60%	
Facilities Revenue	12,228	14,900	14,900	0	0.00%	St. John's Church/Emery Hall rental; 170 Goldfinch lease cancelled
Development Revenue	281,546	287,800	311,200	23,400	8.13%	Permit Fees
Total General Operating Revenue	29,730,944	27,519,000	32,298,700	4,779,700	17.37%	
Local Service Area Parcel Taxes	353,885	345,600	373,900	28,300	8.19%	Colwood East & Central Sewer LAS
Sewer User Fees	1,511,858	1,639,200	2,142,400	503,200	30.70%	Increase: CRD sewer treatment
Sewer Connection Fees	105,121	155,100	158,000	2,900	1.87%	
Sewer Enhancement Fees	24,866	53,100	54,100	1,000	1.88%	
Total Sewer Utility Revenue	1,995,730	2,193,000	2,728,400	535,400	24.41%	
Developer Contributions, Reserves	655,600	1,977,600	6,304,100	4,326,500	218.78%	Fluctuates with development activity
Grants (Capital)	8,034,534	10,711,630	5,266,200	(5,445,430)	-50.84%	Fluctuates with capital works
Developer Contributions, Other	30,000	-	1,287,700	1,287,700	0.00%	Cash contributions for infrastructure works
Developer Contributions, Road	4,185,121	6,303,400	2,602,800	(3,700,600)	-58.71%	Road DCC spend on eligible infrastructure works
Developer Contributions, Sewer	0	0	0	0	0.00%	Sewer DCC spend on eligible infrastructure works
Total Capital Revenue	12,905,255	18,992,630	15,460,800	(3,531,830)	-18.60%	
Total Revenue	44,631,930	48,704,630	50,487,900	1,783,270	3.66%	

Consolidated Budget – Year over Year

Operating Expenses	2023 Projected Actual	2023 Budget Bylaw 1979-01	2024 Budget	\$ Change	% Change	Comment
Administration & Corporate Services	1,941,276	2,005,500	2,158,100	152,600	7.61%	Records Coordinator
Communications & Engagement	315,483	285,900	327,900	42,000	14.69%	Enhanced Marketing
Events, Arts & Culture	186,032	160,900	231,000	70,100	43.57%	Enhanced Events; increased Arts Support
Library	1,022,006	1,023,000	1,149,400	126,400	12.36%	Increased GVPL requisition
Human Resources	480,451	447,800	500,500	52,700	11.77%	
Finance	1,023,503	984,800	1,123,900	139,100	14.12%	Enhanced Asset Management
Information Technology	677,167	644,700	693,800	49,100	7.62%	
GIS	312,729	306,500	365,000	58,500	19.09%	Enhanced Asset Management
Policing	5,523,506	5,612,600	6,057,400	444,800	7.93%	Increased Policing Strength
Fire	2,523,494	2,719,100	3,040,400	321,300	11.82%	Enhanced Emergency Programming; Increased Fire staffing
Building & Bylaw	936,725	945,300	999,100	53,800	5.69%	
Engineering	1,079,051	1,058,900	1,122,200	63,300	5.98%	
Development Services	717,130	932,500	991,500	59,000	6.33%	
Public Works	1,307,554	1,266,400	1,300,700	34,300	2.71%	
Roads	1,059,869	1,110,700	1,169,600	58,900	5.30%	
Boulevards	755,701	664,100	730,600	66,500	10.01%	
Parks, Trails & Recreation	2,455,762	2,453,900	2,614,000	160,100	6.52%	
Storm Sewers	249,695	283,300	290,000	6,700	2.36%	
Sewer	1,589,958	1,663,100	1,886,200	223,100	13.41%	Increase: CRD treatment
Community Planning	411,446	472,600	532,300	59,700	12.63%	
Fiscal	10,377	20,300	20,700	400	1.97%	
Debt Interest	361,930	341,700	668,300	326,600	95.58%	
Total Core Operating Expenses	24,940,844	25,403,600	27,972,600	2,569,000	10.11%	
Special Initiatives	1,562,034	2,372,300	3,038,400	666,100	28.08%	
Total Operating Expenses	26,502,878	27,775,900	31,011,000	3,235,100	11.65%	
Add: Transfer from Reserves	7,577,732	10,719,370	14,085,600	3,366,230	31.40%	Special Initiative & Capital Funding
Add: Debt Proceeds	28,262	1,721,100	12,724,300	11,003,200	639.31%	See Debt Management
Deduct: Capital Expenditures	11,028,850	19,911,500	33,097,600	13,186,100	66.22%	See Capital Plan
Deduct: Transfer to Reserves	13,210,988	12,913,600	12,839,200	(74,400)	-0.58%	See Reserve Summary
Deduct: Debt Principal	1,188,867	544,100	350,000	(194,100)	-35.67%	See Debt Management
Balanced Budget/Surplus	\$306,340	\$0	\$0			

Consolidated Budget – 5 Year Plan

Revenue	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Property Taxes	\$21,274,700	\$23,420,300	\$25,988,100	\$27,830,700	\$29,456,500
New Construction Property Taxes	912,000	800,000	600,000	600,000	600,000
Payments In Lieu of Taxes	2,373,500	2,353,900	2,370,900	2,389,100	2,460,200
1% Utility Revenue	204,500	205,600	206,800	208,000	212,200
Natural Gas 3% Utility Revenue	96,500	96,500	96,500	96,500	96,500
Property Tax Penalties & Interest	165,600	168,900	172,400	175,800	178,400
Grants (Operating)	2,312,700	1,587,700	965,400	775,400	785,400
Event Revenue	66,400	66,500	69,300	69,300	72,200
Advertising Commissions	7,500	7,500	7,500	7,500	7,500
Investment Income	1,090,600	1,090,600	1,090,600	1,090,600	953,000
Finance Revenue	48,200	49,100	49,900	50,800	51,600
Corporate Services Revenue	13,500	13,600	13,700	13,700	13,800
Building & Bylaw Revenue	2,787,100	2,567,000	2,159,400	1,753,400	1,684,500
Police Revenue	62,000	62,300	62,600	62,900	64,600
Engineering Revenue	557,800	493,200	507,200	521,300	536,100
Facilities Revenue	14,900	14,900	14,900	14,900	14,900
Development Revenue	311,200	282,000	288,700	295,600	302,800
Total General Operating Revenue	32,298,700	33,279,600	34,663,900	35,955,500	37,490,200
Local Service Area Parcel Taxes	373,900	373,900	373,900	373,900	373,900
Sewer User Fees	2,142,400	2,526,400	2,867,900	2,928,100	3,021,400
Sewer Connection Fees	158,000	161,200	164,500	167,800	167,800
Sewer Enhancement Fees	54,100	55,200	56,300	57,400	57,400
Total Sewer Utility Revenue	2,728,400	3,116,700	3,462,600	3,527,200	3,620,500
Developer Contributions, Reserves	6,304,100	6,729,200	3,270,000	3,270,000	3,270,000
Grants (Capital)	5,266,200	1,270,400	5,922,700	1,734,300	765,000
Developer Contributions, Other	1,287,700	-	-	-	-
Developer Contributions, Road	2,602,800	-	318,000	196,500	-
Developer Contributions, Sewer	0	0	0	0	0
Total Capital Revenue	15,460,800	7,999,600	9,510,700	5,200,800	4,035,000
Total Revenue	50,487,900	44,395,900	47,637,200	44,683,500	45,145,700

Consolidated Budget – 5 Year Plan

Operating Expenses	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Administration & Corporate Services	2,158,100	2,214,800	2,273,800	2,334,600	2,383,900
Communications & Engagement	327,900	347,000	356,500	366,200	376,300
Events, Arts & Culture	231,000	253,100	259,900	266,900	274,400
Library	1,149,400	1,204,800	1,247,200	1,295,400	1,341,000
Human Resources	500,500	514,200	532,700	544,300	558,200
Finance	1,123,900	1,182,000	1,217,500	1,253,700	1,290,100
Information Technology	693,800	731,800	756,200	775,200	795,400
GIS	365,000	375,900	387,700	399,600	411,700
Policing	6,057,400	6,824,300	7,359,700	7,781,900	8,104,200
Fire	3,040,400	3,152,800	3,352,000	3,447,200	3,662,100
Building & Bylaw	999,100	1,060,100	1,090,500	1,120,900	1,152,900
Engineering	1,122,200	1,153,700	1,186,800	1,220,700	1,246,500
Development Services	991,500	1,019,100	1,049,000	1,079,500	1,110,800
Public Works	1,300,700	1,334,600	1,367,500	1,401,800	1,411,400
Roads	1,169,600	1,200,200	1,230,100	1,261,600	1,281,700
Boulevards	730,600	751,100	771,000	790,000	809,800
Parks, Trails & Recreation	2,614,000	2,758,500	2,846,800	2,941,800	3,030,200
Storm Sewers	290,000	299,200	306,800	314,800	322,500
Sewer	1,886,200	1,981,800	2,043,600	2,107,100	2,200,400
Community Planning	532,300	591,900	608,600	626,100	642,900
Fiscal	20,700	21,100	21,600	22,000	22,000
Debt Interest	668,300	1,214,100	1,685,200	1,685,200	1,685,200
Total Core Operating Expenses	27,972,600	30,186,100	31,950,700	33,036,500	34,113,600
Special Initiatives	3,038,400	1,045,600	513,300	339,300	215,000
Total Operating Expenses	31,011,000	31,231,700	32,464,000	33,375,800	34,328,600
Add: Transfer from Reserves	14,085,600	3,620,500	5,586,700	3,353,600	2,951,400
Add: Debt Proceeds	12,724,300	20,485,700	28,300	28,300	28,300
Deduct: Capital Expenditures	33,097,600	23,854,000	10,521,700	4,057,400	2,610,100
Deduct: Transfer to Reserves	12,839,200	13,148,100	9,840,800	10,206,500	10,761,000
Deduct: Debt Principal	350,000	268,300	425,700	425,700	425,700
Balanced Budget/Surplus	\$0	\$0	\$0	\$0	\$0

Revenue Discussion

New Construction Taxation Revenue: New construction tax revenue is property tax revenue derived from newly constructed buildings or recently subdivided lots. It is important for local governments to identify these properties separately each year.

As communities grow through new construction, the City inherits newly built infrastructure such as roads, sidewalks, boulevard, trails, street lights and signals, sewers and drainage systems. The City is expected to maintain these assets and replace them as they age.

Similarly, local governments experience increased demand on existing operating budgets. As communities grow, there is higher demand on fire service, policing and other City service areas.

As a result, it becomes very important for the City to use this new construction taxation revenue to fund these new infrastructure and operating costs. As a budgeting principle, the City sets aside new taxation construction revenue to fund future infrastructure replacement and expanded operating expenses.

In the consolidated budget summary, new construction taxation revenue is not reported in the fiscal period preceding the current budgeting period because, after the first taxation year, tax revenues derived from these properties become part of the entire community taxation base.

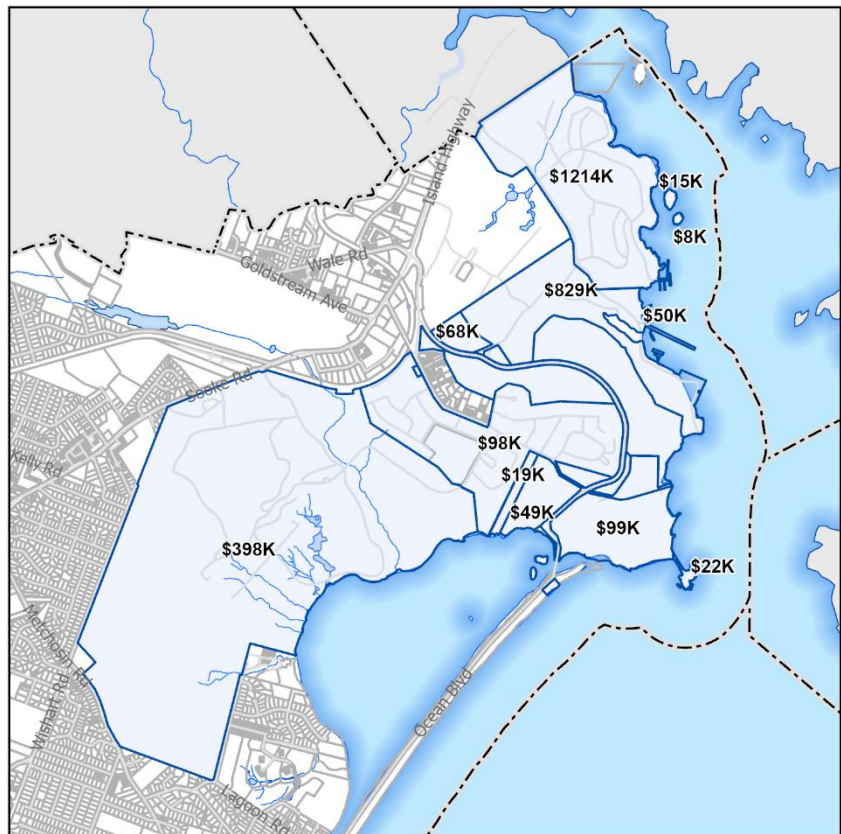
Grant in Lieu of Taxes: Properties owned and/or occupied by the Federal or Provincial Governments are normally exempt from paying taxes. Often, such properties will pay a grant in lieu of taxes. Federal properties are generally subject to the federal Payments in Lieu of Taxes Act. Provincial properties are generally subject to the provincial Municipal Aid Act.

Federal property grants make up approximately 98% of grant in lieu of tax revenue in this financial plan, with provincial properties making up the remaining 2%. Grant in lieu of taxes are paid on the basis of assessed value multiplied by the City's tax rates. Federal properties assessments are subject to significantly more risk since values are not determined by BC

Assessment and not resolved in the same time frame.

Often valuation changes are not determined until after the City's financial plan is adopted.

Federal Grant in Lieu of Taxes (GILT) revenue is represented in Figure 1.



Revenue Discussion

1% Utility Revenue: Pursuant to section 644 of the Local Government Act, utility companies must pay each municipality 1% of the revenues earned within that municipality in the preceding year. Since this revenue is based on prior year financials and amounts remitted to the City, the budget is very accurate. For 2024, 1% revenues are forecasted as follows:

Utility Company	2024 1% Revenue
BC Hydro	\$ 150,300
Fortis	39,400
Telus	11,700
Shaw Cable	17,800
Total	\$ 219,200

Natural Gas 3% Utility Revenue: Along with other communities, the City of Colwood has entered into an operating agreement with Fortis. This operating agreement allows Fortis to operate gas distribution lines in exchange for 3% of the gross revenues within municipal boundaries.

Property Tax Penalties & Interest: The City is required to levy a 10% penalty for all outstanding taxes that remain unpaid after the tax due date (pursuant to Municipal Tax Regulation 426/2003). The City works to inform and encourage taxpayers so that they can avoid this tax penalty as much as possible.

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

Grant	2023 Budget	2024 Budget	\$ Change	% Change
Casino Revenue	\$326,000	\$326,000	\$ -	-
Parks Canada	219,300	531,200	311,900	142%
Small Community Grant	169,000	159,000	-10,000	-6%
Traffic Fine Revenue Sharing	159,200	162,400	3,200	2%
Climate Action	148,100	148,100	\$ -	-
Building Safer Communities Fund	124,000	367,000	243,000	196%
Capacity Funding for Housing Initiatives	-	180,000	180,000	-
Community Emergency Preparedness Fund (Provincial)	-	300,000	300,000	-
Other	127,500	139,000	-18,500	-15%
Total	\$1,273,100	\$2,312,700	\$1,039,600	82%

Small Community Grant: An unconditional grant paid by the Province to the City. The formula that determines the grant amount is complex. The grant will expire once the City grows past a population of approximately 23,000.

Traffic Fine Revenue Sharing Grant: Determined by total Provincial traffic fine revenue collected in the year prior, Colwood's share of the funds are determined by the City's proportionate policing costs. The City's policing costs per capita are among the lowest in British Columbia for its population range.

Building Safer Communities Fund: A conditional grant paid by Public Safety Canada. The funding calculation is comprised of three components: base funding, severity top-up and a population adjustment. Considerations of the components include a minimum project capacity amount to implement programs, proxy indices to calculate community risk and a population adjustment proportional to the 120 identified recipients.

Revenue Discussion

Capacity Funding for Housing Initiatives: The funding formula, determined and paid by the Province, includes a base amount and a per-capita amount (based on BC Stats 2023 estimates). In addition, it reflects the different legislative requirements for municipalities and regional districts, and that smaller communities may need more financial assistance because they have fewer resources.

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

Grant	2023 Budget	2024 Budget
Growing Communities Fund	\$6,642,000	\$ -
Federal, Canada Community-Building Fund (former Gas Tax; transferred to reserves)	765,000	765,000
Federal, Canada Community Revitalization Fund (Signage & Wayfinding)	115,300	-
Federal, Natural Infrastructure Fund	340,000	391,600
Federal/Provincial, Canada- Community Building Fund (Waterfront)	2,000,000	426,600
Federal/Provincial, Investing in Canada Infrastructure Program (Galloping Goose Overpass)	511,000	3,661,400
Provincial, UBCM Local Government Development Approvals Program	103,300	
Provincial, BC Active Transportation Infrastructure Grant (Active Transportation Counters)	119,430	21,600
West Shore Parks & Recreation (Q Centre Arena debt subsidy)	75,100	-
Other	40,500	-
Total	\$10,711,630	\$5,266,200

Developer Contributions: This budget is primarily comprised of expected cash contributions from developers to the affordable housing and/or amenities reserve. Contributions are immediately transferred to reserves. Therefore, if contributions exceed or fail to meet budget expectations, there is no direct tax impact. In addition, road development cost charges are collected where applicable, and the revenue is recognized when spend on eligible projects is budgeted.

Investment Income: Interest rates have recovered from the low rates experienced during the pandemic. As a result, investment revenue is expected to increase in 2024 as we anticipate the Bank of Canada holding the benchmark rate in the face of continued high inflation.

Special Initiatives

Each year, Council approves special initiatives outside of the normal course of work performed by staff. The Special Initiative budget is typically “front-loaded” in the current fiscal year. This provides staff with the legal spending authority to begin work on the project and continue uninterrupted into the next fiscal year.

Special initiatives	2024	2025	2026	2027	2028
Administration & Corporate Services					
Accessibility Committee Support	\$10,000	\$-	\$-	\$-	\$-
Corporate Contingency	150,000	150,000	150,000	150,000	150,000
Municipal Election	-	-	55,000	-	-
Records Management	83,100	-	-	-	-
Communications & Engagement					
Engagement, Living With Wildlife	2,000	-	-	-	-
Household Prosperity Needs Assessment	15,000	41,600	-	43,300	-
Retail Strategy, Marketing Plan	75,000	-	-	-	-
Volunteer Community Engagement	20,000	-	-	-	-
Volunteer Coordinator	50,000	-	-	-	-
Youth Safety and Wellbeing	400,700	367,000	91,700	-	-
Events, Arts & Culture					
Arts & Culture Initiatives	42,000	80,000	-	-	-
First Nations Protocol Development	40,000	-	-	-	-
Heritage Strategy & Registry	40,000	23,400	-	-	-
Human Resources					
Compensation & Structure Review	-	-	-	40,000	-
Finance					
Functional Process Improvement	10,000	-	-	-	-
Performance Metrics	15,000	-	-	-	-
GIS					
Orthophotos Update	-	10,500	-	11,000	-
Fire Rescue					
Emergency Support Services	30,000				
Community Planning					
Biodiversity Project	100,000	25,000	-	-	-
Climate Action Initiatives	66,200	38,100	-	-	-
Coastline Studies	58,300	-	-	-	-
Colwood Land Use Bylaw Update	75,000	-	-	-	-
Colwood Rent Bank	30,000	30,000	30,000	30,000	-
Demographic Study	15,900	-	16,600	-	-
Energy Efficiency Champions	20,000	-	-	-	-
Gateway Public Realm	170,000	-	-	-	-
Inland Floodplan Mapping	100,000	-	-	-	-
OCP 5 Year Review	47,200	65,000	-	-	-
Parks DCC Bylaw	14,100				

Special Initiatives

Special initiatives	2024	2025	2026	2027	2028
Community Planning (continued)					
Police DCC Bylaw	25,000	-	-	-	-
Regional Housing Affordability (RHAP)	69,000	-	-	-	-
Residential Retrofit Strategy	80,000	-	-	-	-
Disaster Risk Reduction Planning & Engagement	300,000				
Development Services					
Amenity Cost Charge Program	25,000	-	-	-	-
Bonus Density Framework	80,000	-	-	-	-
Latoria (VMP to Wishart) Visioning	40,000	-	-	-	-
Engineering					
Bridge & Culvert Program	55,000	-	25,000	-	-
Engineering Standards & Specifications	5,000	-	-	-	-
Geotechnical Monitoring Program	50,000	50,000	50,000	50,000	50,000
Lookout Brook Dam Safety Review	87,500	-	-	-	-
Roads DCC Bylaw Update	15,000	-	80,000	-	-
Storm Water Master Plan Update	23,000	150,000	-	-	-
Traffic Management Program	15,000	15,000	15,000	15,000	15,000
Transportation Master Plan Update	80,100	-	-	-	-
Public Works & Transportation					
Pavement Condition Assessment	60,000	-	-	-	-
Street Sign Reflectivity Assessment	40,000	-	-	-	-
Parks, Trails & Recreation					
Parks & Trails Master Plan	58,800	-	-	-	-
Parks Canada Initiative	17,200	-	-	-	-
Parks Canada Initiative (Parks Planner)	113,300	-	-	-	-
Waterfront Planning & Parks Lease	100,000	-	-	-	-
Sewer					
Network Expansion Plan	20,000	-	-	-	-
TOTAL SPECIAL INITIATIVES	\$3,038,400	\$1,045,600	\$513,300	\$339,300	\$215,000

Financial Plan Risks

Risk	Impact*	Likelihood	Rating	Mitigation
1. PILT Revenue	Moderate	Moderate	Moderate	<ul style="list-style-type: none"> • MOU with First Nations • Tax stability reserve • Proactive conversations about service provision
2. New Construction Taxation Estimate	Low	Low	Low	<ul style="list-style-type: none"> • Final estimate pending 2024 BC Assessment revised roll
3. Small Community Grant	Low	High	Moderate	<ul style="list-style-type: none"> • Funding will end within the next few years
4. Open Legal Cases	Low	Low	Low	
5. RCMP Contract	Low	Moderate	Low	<ul style="list-style-type: none"> • Strength actualizing below authorized

*Impact

Low	< \$200,000
Moderate	> \$200,000 < \$500,000
High	> \$500,000



Service Plans





Administration & Corporate Services

Council Expectations

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

Corporate Services promotes accountability and transparency in municipal processes.

The Corporate Services Department provides the following key functions:

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

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

In addition, the Corporate Services department is responsible for:

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

Admin & Corporate Services

Staff Position History & Forecast

The following table shows full-time equivalent (FTE) employees.

Positions	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Plan +	2025 Plan +
Chief Administrative Officer	1.0	1.0	1.0	1.0	1.0	1.0
Executive Liaison	1.0	1.0	1.0	1.0	1.0	1.0
Director of Corporate Services	1.0	0.0 ¹	0.0	0.0	0.0	0.0
Manager of Corporate Services	0.0	1.0 ¹	1.0	1.0	1.0	1.0
Corporate Services Coordinator	0.0	1.0 ¹	1.0	1.0	1.0	1.0
Senior Corporate Services Assistant	0.0	0.0	1.0 ¹	1.0	0	0
Corporate Services Assistant	0.0	2.0 ¹	1.0 ¹	1.0	2	2
Administrative Assistant IV	1.0	0.0 ¹	0.0	0.0	0.0	0.0
Administrative Assistant III	1.0	0.0 ¹	0.0	0.0	0.0	0.0
Administrative Assistant II	1.0	0.0 ¹	0.0	0.0	0.0	0.0
Records Coordinator	0.0	0.0	0.0	0.0	1.0 ³	1.0 ³
Front Counter Support Clerk	0.0	2.0 ²	2.0	2.0	2	2
Full-Time Equivalent	6.00	8.00	8.00	8.00	9	9

¹ Staffing composition change as a result of the 2021/2022 Corporate Services review and restructure.

² In 2021 front counter services were restructured to Corporate Services. Auxiliary front counter support staff are utilized as required, to ensure sufficient coverage.

³ The 2022 Service Review endorsed increased resourcing to further support administration and maintenance of City record with the addition of a Records Coordinator in 2023. This has been deferred to 2024.

Performance Measures & Key Stats

Performance Metrics - How much?	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Current	2024 Projected
Freedom of Information Requests	18	10	14	22	7	27	30
Agenda packages & minutes	53	70	63	77	62	71	75
Facility Rentals				118	321	354	360
Cemetery Internments				1	2	1	1
Business Licenses Issued				105	78	106	100
Bylaws Adopted				64	39	29	40
Property Information Requests					191	177	200
False Alarms					102	103	120

Admin & Corporate Services

Top 3 2024 Administration & Corporate Services Priorities

- | |
|---|
| • Management of Mayor & Council correspondence |
| • Agenda preparation and review |
| • Records Management Program – streamlining processes, policies, and procedures |

Admin & Corporate Services

Administration & Corporate Services Operating Budget

Funding	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Corporate Revenue (FOI Admin Fees)	\$3,300	\$0	\$3,300	\$3,300	0.00%	\$0	\$3,400	\$3,500
Business License Fees	10,200	18,972	10,200	10,200	0.00%	0	10,200	10,200
Total Funding	13,500	18,972	13,500	13,500	0.00%	-	13,600	13,700
Core Expenses - Existing Service Levels								
Administration ¹	587,600	594,977	595,800	600,400	0.77%	4,600	616,400	631,800
Council ²	266,500	273,918	283,200	286,000	0.99%	2,800	294,300	302,600
Risk Management ³	265,500	236,745	272,300	272,300	0.00%	0	278,200	284,100
Grant in Aid & Fee for Service ⁴	252,100	261,700	259,600	259,600	0.00%	0	266,100	272,500
Corporate Services ⁵	633,800	573,936	736,700	739,800	0.42%	3,100	759,800	782,800
Total Core Expenses	2,005,500	1,941,276	2,147,600	2,158,100	0.49%	10,500	2,214,800	2,273,800
Core Expenses - New Service Levels								
(None identified)	-	-	-	-	0.00%	-	-	-
Total Operating Expenses	2,005,500	1,941,276	2,147,600	2,158,100	0.49%	10,500	2,214,800	2,273,800
Taxation Required	\$1,992,000	\$1,922,304	\$2,134,100	\$2,144,600	0.49%	\$10,500	\$2,201,200	\$2,260,100
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$92.21	\$88.98	\$95.89	\$96.36			\$96.35	\$96.04
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	7.66%	% Change	2024 Draft Budget - 2023 Approved Budget				\$152,600	\$ Change
Notes								
1 - Core operating budget for Administration includes funding for the administrative team and City memberships, as well as City Hall office budgets.								
2 - Core operating budget for Council includes stipends and training/professional development.								
3 - Draft 2024 Risk management budget may increase pending insurance renewal quote.								
4 - The 2024 Grant in Aid budget is \$46,000. The City participates in four fee for service/cost sharing arrangements and the 2024 budget is as follows: Community Outreach & Prevention Program with the Pacific Centre Family Services Association (\$190,000/yr); Crossing Guard support with the Sooke School District (\$23,000/yr). The budget for the fee for service arrangement with the Greater Victoria Green Team is within the Parks, Trails & Recreation budget. The fee for service request with the West Shore Chamber of Commerce is within the City's Economic Development budget (Community Planning).								
5 - The 2022 Service Review endorsed increased resourcing to further support administration and maintenance of City records with the addition of a Records Coordinator in 2023. This was deferred to 2024, and included in the core operating budget to support existing service levels.								

Admin & Corporate Services

Administration and Corporate Services Special Initiatives

Accessibility Committee Support – \$10,000 budget (2024)

Provincial legislation requires the establishment of an accessibility committee, an accessibility plan and a tool to receive feedback on accessibility. In late 2023, Colwood joined the intermunicipal *Capital West Accessibility Advisory Committee* and the first committee meeting was held on November 22, 2023. A public feedback tool has been developed and participation is being encouraged. 2024 will see the creation of an Accessibility Plan.

Funding source: General Operating Surplus

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

This contingency account is an annual budget established for use only in exceptional circumstances and would only be used by way of Council resolution.

Funding Source: General Operating Surplus

Municipal Election - \$55,000 budget (2026)

This budget will provide the necessary funding for the 2026 municipal election, primarily related to advanced voting & general election day resourcing. Expenditures will include staffing, tabulator rental and other related expenditures.

Funding Source: General Operating Surplus

Records Management (Consultant) – \$50,000 budget (2024)

Assistance to streamline records management practices, policies, and procedures. Provide training and advice on best practices, review existing records classification, ensure compliance with legislation. Legal requirements for electronic records as official city records.

Funding source: General Operating Surplus

Records Management (Electronic Records Scanning) – \$33,100 budget (2024) In progress

This work started in 2022 with a budget of \$50,000 and supports populating the new Municipal Business Process software with property information which will require scanning of hard copy permanent land records. The remaining budget has been carried forward to 2024.

Funding source: General Operating Surplus



Communications & Engagement

Council Expectations

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

The role of the Communications team includes strategic communications planning and advice, community engagement, external and internal communications, media relations, branding, marketing, event planning, arts & culture initiatives, placemaking, volunteer coordination and more. 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 about the programs and services the City provides using a wide range of communications channels including the City website, local media outlets, social media channels, print, digital and outdoor advertising, direct mail, and signage
- manage and maintain the City website
- 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 the International Association of Public Participation (IAP2) spectrum of engagement
- meet the growing demand for timely and transparent two-way communication
- increase public participation and citizen satisfaction
- manage change and respond effectively in times of crisis
- strengthen partnerships
- encourage economic growth through strategic, targeted marketing and promotional campaigns that showcase Colwood's competitive advantages to attract business and investment to Colwood and
- build public trust in the organization

Communications & Engagement

Staff Position History & Forecast

The following table shows full-time equivalent (FTE) employees.

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Plan
Communications Manager	1.0	1.0	1.0	1.0	1.0	1.0
Engagement Assistant	0.0	0.25 ¹	1.0 ¹	1.0	1.0	1.0
Youth Engagement Coordinator (3-year term)	0.0	0.0	0.0	0.0	0.0	1.0 ²
Full-Time Equivalent	1.0	1.25	2.0	2.0	2.0	3.0

¹ 2020 - Increased resourcing to support community engagement and event service delivery

² This term position is related to the City's 'Youth Safety & Wellbeing' special initiative funded by a Federal grant (Building Safer Communities Fund with Public Safety Canada)

Performance Measures & Key Stats

Performance Metrics	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual
Let's Talk Registrations -Total	n/a	n/a	976	2,241	4,816	5,000	5,168
Let's Talk Registrations - Colwood	-	-	2,121	2,210	2,374	2,578	2,653
Public Engagements - Online	-	-	11	8	11	9	9
Wayfinding Signs installed - City	-	-	-	-	-	12	21
Wayfinding Signs installed - Partners	-	-	-	-	-	-	42
News Releases issued	78	76	86	87	89	98	45
Videos produced	2	2	2	2	10	3	4
YouTube video views	n/a	n/a	n/a	n/a	5,693	2,009	2,951
YouTube impressions	n/a	n/a	n/a	n/a	23,725	16,811	29,606
Website page views	373,115	385,000	420,275	475,000	510,126	494,000	483,000
Website subscribers	271	266	354	300	459	521	600
Social media followers	7,041	8,214	9,121	9,727	12,422	13,000	14,701

Top 3 2024 Communications & Engagement Priorities

• Commercial value proposition and retail strategy to inform marketing strategy
• Household Prosperity Survey
• Website Redesign

Communications & Engagement

Communications & Engagement Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Funding								
Event Permit Revenue ¹	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	\$0
Advertising Commissions (Bus Shelter/Bench) ²	15,000	15,000	15,000	7,500	-50.00%	(7,500)	7,500	7,500
Event Sponsorship ¹	-	-	-	-	0.00%	-	-	-
Total Funding	15,000	15,000	15,000	7,500	-50.0%	(7,500)	7,500	7,500
Core Expenses - Existing Service Levels								
Communications ³	272,300	300,436	280,200	285,400	1.86%	5,200	293,100	301,600
Marketing/Public Relations ⁴	13,600	15,047	13,700	17,500	27.74%	3,800	53,900	54,900
Total Core Expenses	285,900	315,483	293,900	302,900	3.06%	9,000	347,000	356,500
Core Expenses - New Service Levels								
Enhanced Marketing⁵	-	-	-	25,000	0.00%	25,000	-	-
Total Operating Expenses	285,900	315,483	293,900	327,900	11.57%	34,000	347,000	356,500
Taxation Required	\$270,900	\$300,483	\$278,900	\$320,400	14.88%	\$41,500	\$339,500	\$349,000
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$12.54	\$13.91	\$12.53	\$14.40			\$14.86	\$14.83
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	18.27%	% Change	2024 Draft Budget - 2023 Approved Budget				\$49,500	\$ Change
Notes								
1 - Restated Event-related funding to newly defined service area: Events, Arts & Culture								
2 - Includes commissions earned through advertising agreements.								
3 - In 2023 the City transitioned to an updated compensation plan in alignment with the City's 50th percentile compensation philosophy. The 2024 draft budget has been updated to reflect this change.								
4 - The 2023 'Marketing/PR' operating budget was combined with events; the events-related operating budget have been restated to a newly defined service area: Events, Arts & Culture.								
5 - The 2021-2025 Financial Plan included a three-year special initiative 'Colwood Marketing Campaign' to support enhanced marketing, promotional and placemaking activities. The draft 2024-2028 Financial Plan proposes phasing-in sustainable resourcing (taxation) to support enhanced marketing efforts.								

Communications & Engagement

Communications Special Initiatives

Youth Safety and Wellbeing - \$859,400 budget (multi-year)

The City has been named a recipient of *Building Safer Communities* funding (BSCF) from Public Safety Canada. The objective of the BSCF is to support municipalities and Indigenous (First Nation, Inuit or Metis) governments in their efforts to address gun and gang violence by funding various efforts in support of awareness and education, prevention and intervention, and data collection. The City is eligible for \$949,700 in funding from 2023 through 2026.

Funding source: Federal Grant

Engagement, Living with Wildlife – \$2,000 budget (2024)

This project is to work with WILDWISE for education in the community with wildlife, in particular bears and cougars. Educate the community by presenting to Council, introducing pop up engagement tents and informational signage. Trial for 2024 and possibly future years if Council desires.

Funding Source: General Operating Surplus

Household Prosperity Community Needs Assessment – \$99,900 budget (multi-year)

Council endorsed the Colwood Household Prosperity Report in 2023 and directed staff to issue an RFP for a Household Prosperity Survey to ground truth the data presented in the report and hear directly from residents about their experience and perspectives of household prosperity and quality of life in Colwood.

Funding Source: Reserve Fund – Future Operating

Retail Strategy, Marketing Plan – \$75,000 budget (2024)

To support Council's strategic goals related to economy, a Commercial Value Proposition and a City-Wide Retail Strategy will be required. Following these tasks, a Marketing Strategy to align with these products would be developed. The City makes decisions that promote the prosperity of residents, businesses and the City as a whole.

This requires an understanding of Colwood's value proposition to promote economic drivers that encourage local business and investment as well as economic prosperity at the household level.

This work will support many of Colwood's OCP policies.

Funding Source: General Operating Surplus

Volunteer Community Engagement – \$20,000 budget (2024)

Three of Council's six strategic priorities relate directly to supporting community-led engagement: Well-Being, Engagement, and Environment. Empowering community groups helps the City advance strategic goals and provides many benefits for group members, City staff, Council and the community as a whole.

On January 11, 2024, Council resolved that \$20,000 be allocated to community engagement programs. This one-time funding will support a trial approach to volunteer engagement with new or existing volunteer organizations in the City. This initiative would be supported by the trial Volunteer Coordinator.

Funding Source: General Operating Surplus

Communications & Engagement

Volunteer Coordinator – \$50,000 budget (2024)

One of Council's strategic priorities is Engagement, which includes promoting volunteerism and empowering local community groups who help the City advance its goals. This funding will support a part-time Volunteer Coordinator to guide the creation of a centralized volunteer engagement program that will work to increase the capacity of the City and partner organizations and to support the many residents who have an interest in sharing their time and talents to enhance the delivery of programs, services and events within Colwood.

On January 11, 2024, Council resolved that \$50,000 be allocated to support a trial initiative to hire a part-time Volunteer Coordinator.

Funding Source: General Operating Surplus



Events, Arts & Culture

Council Expectations

- 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 **accessible** community events and celebrations that strengthen community connections and raise Colwood's profile as an exceptional seaside community.

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 other City initiatives and decisions;
 - Enhance public spaces to add interest, promote social connections;
 - Strengthen the cultural fabric of the community.

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

Events, Arts & Culture

Staff Position History & Forecast

The following table shows full-time equivalent (FTE) employees.

Positions	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Plan
Communications Manager	1.0	1.0	1.0	1.0	1.0	1.0
Engagement Assistant	0.0	0.25 ¹	1.0 ¹	1.0	1.0	1.0
Youth Engagement Coordinator (3-year term)	0.0	0.0	0.0	0.0	0.0	1.0 ²
Full-Time Equivalent	1.0	1.25	2.0	2.0	2.0	3.0

¹ 2020 - Increased resourcing to support community engagement and event service delivery

²This term position is related to the City's 'Youth Safety & Wellbeing' special initiative funded by a Federal grant (Building Safer Communities Fund with Public Safety Canada)

Performance Measures & Key Stats

Performance Metrics	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Plan
Events Contracts Managed	38	40	41	-	-	55	56	56
Community Special Event Permits	40	48	44	18	37	43	51	55
Community events planned/delivered	37	40	45	48	44	50	50	50
Eats & Beats event attendees	4,000	4,000	4,000	0	0	10,000	12,000	12,000
Event Sponsors Engaged	-	-	5	-	-	10	8	20
Event Sponsorship Amount						\$33,250	\$29,000	\$50,000
Create Places Projects Implemented	-	-	-	-	4	5	3	5
Create Places Grants Provided					\$5,000	\$5,000	\$5,000	\$5,000
Street Banners Installed	-	10	20	40	45	45	55	65
Holiday Lighting Installations	1	1	2	3	3	4	4	6
Public Art Projects	1 McGnarly sculpture	6 Driftwood birds	-	-	3 Timber benches	1 Wickheim mural	-	4

Events Contracts: Musicians, Sounc Tech, Electrical, Photographer, Shuttle Bus, Food & Beverage, Activations, Tents and Equipment, etc.

Holiday Lighting: City Hall building (2017-18), Herm Williams (2019), Meadow Park (2020), City Hall trees (2022), Park & Ride Trees (2024), Colwood Creek Park Tree (2024)

Public Art Projects: McGnarly, Driftwood signs, Mural, benches, galloping goose bridge art, sign art

Events, Arts & Culture

Top 3 2024 Events, Arts & Culture Priorities

- | |
|--|
| <ul style="list-style-type: none">• 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, naming Lagoon West Park and incorporating Indigenous language and art elements into neighbourhood signs. |
| <ul style="list-style-type: none">• Assist in the coordination of the first Lighted Truck Parade events in Colwood. |
| <ul style="list-style-type: none">• Enhance citizen understanding of and involvement in City initiatives by incorporating engagement and cultural learning opportunities into events. |

Events, Arts & Culture

Events, Arts & Culture Operating Budget

Funding	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Permit Revenue ¹	\$3,800	\$8,100	\$3,900	\$12,000	207.69%	\$8,100	\$12,000	\$14,700
Sponsorship ¹	29,300	25,335	29,400	54,400	85.03%	25,000	54,500	54,600
Funding	33,100	33,435	33,300	66,400	99.4%	33,100	66,500	69,300
Revenues - Existing Service Levels								
Permit Revenue ¹	140,700	151,756	143,600	163,900	14.14%	20,300	168,600	173,500
Permit Revenue ³	20,200	10,200	35,800	15,500	-56.70%	(20,300)	31,400	32,000
Core Expenses	160,900	161,956	179,400	179,400	0.00%	-	200,000	205,500
Revenues - New Service Levels								
Special Events (seasonal light-up) ⁴	-	(24,076)	-	30,000	0.00%	30,000	30,800	31,600
Culture Service Agreement Request ⁵	-	-	-	21,600	0.00%	21,600	-	-
Operating Expenses	160,900	161,956	179,400	231,000	28.76%	51,600	230,800	237,100
Total Required	\$127,800	\$128,521	\$146,100	\$164,600	12.66%	\$18,500	\$164,300	\$167,800
Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Cost per Resident	\$5.92	\$5.95	\$6.56	\$7.40			\$7.19	\$7.13
Total Required - Increase (Decrease):								
Draft Budget/2023 Approved Budget	28.79%	% Change	2024 Draft Budget - 2023 Approved Budget				\$36,800	\$ Change

1 - Event-related funding previously included within 'Communications & Engagement' service area.

2 - Includes restated budgets from Communications (Events) and Public Works (City Events/Programs). The increased 2024 operating budget to support City events is offset by anticipated increased event sponsorships.

3 - Includes funding for Placemaking Grants and the introduction of a Heritage grant program in 2025. Budgets restated from Community Planning (Culture & Heritage) to the Events, Arts & Culture service area.

4 - The 2021-2025 Financial Plan included a three-year special initiative 'Colwood Marketing Campaign' to support enhanced marketing, promotional and placemaking activities. Expenditures included enhanced holiday lighting installations in local parks. The 2024 draft budget proposes increasing the core operating budget to support enhanced seasonal lighting annually.

5 - The *Arts & Culture Colwood Society* has submitted a fee for service request and on Dec. 7, 2023 Council resolved that the Arts and Culture Colwood Society Fee for Service be approved at \$20,000. The budget to support this request has been incorporated into the draft 2024 budget, at approximately \$1.00 per resident for 2024.

Events, Arts & Culture

Library Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Core Expenses - Existing Service Levels								
General ¹	\$1,023,000	\$1,022,006	\$1,043,500	\$ 1,149,400	10.15%	\$105,900	\$1,204,800	\$1,247,200
Total Core Expenses	1,023,000	1,022,006	1,043,500	1,149,400	10.15%	105,900	1,204,800	1,247,200
Core Expenses - New Service Levels								
<i>None identified</i>	-	-	-	-	-	-	-	-
Total Operating Expenses	1,023,000	1,022,006	1,043,500	1,149,400	10.15%	105,900	1,204,800	1,247,200
Taxation Required	\$1,023,000	\$1,022,006	\$1,043,500	\$1,149,400	10.15%	\$105,900	\$1,204,800	\$1,247,200
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$47.35	\$47.31	\$46.89	\$51.64			\$52.73	\$53.00
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	12.36%	% Change	2024 Draft Budget - 2023 Approved Budget				\$126,400	\$ Change
Notes								
1 - The Library operating budget includes the annual GVPL requisition, as well as annual contributions to fund the JDF library branch. The 2024 draft GVPL budget requires a 5.99% municipal requisition increase; the requisition is based on 50% population and 50% assessment for the 10 participating municipalities (Colwood's proportionate share is 5.3%, and Colwood's GVPL requisition has increased \$113,000 over 2023).								

Events, Arts & Culture

Events, Arts & Culture Special Initiatives

Arts & Culture Initiatives – \$42,000 budget (2024) In Progress

The 2021-2025 Financial Plan approved \$42,000 to develop a Public Art Policy and hold a public art competition. Policy development (\$20,000) will be completed in 2024. The public art competition (\$22,000) will be deferred until completion of the policy. An additional \$80,000 is budgeted (2025) to fund creation of an Arts & Culture Plan; on January 11, 2024 Council resolved that consideration of an Arts & Culture Plan be deferred to 2025 budget deliberations.

Funding Source: General Operating Surplus.

First Nations Protocol Development – \$40,000 budget (2024) In Progress

These funds are being utilized for consulting services to assist staff in engagement with local First Nations and development of new protocol agreements. Early discussions with local First Nations have led to the identification of potential opportunities in the areas of communication & cultural protocol, archaeological protocol and planning & capital project consultation protocol.

Funding Source: General Operating Surplus.

Heritage Strategy & Registry – \$63,400 budget (2024/2025) In Progress

This multi-year budget began in 2021 with \$40,000 approved for the development of the Heritage Strategy and an additional \$20,000 in 2022 to develop a Heritage Registry.

The revised 2022 budget increased by \$40,000 resulting from a successful grant application under Heritage BC's 150 Time Immemorial Grant Program. The 2024 and 2025 budgets represent unspent funds from 2023. Work towards compiling a draft heritage strategy is largely complete. However, consultation with the Songhees and Esquimalt Nations with respect to indigenous heritage is ongoing and will likely continue through 2024. Completion of the Heritage Strategy and Registry is therefore expected in 2025.

Funding Source: \$40,000 Provincial Grant, \$23,400 Reserve Fund – Future Operating.



Human Resources

Council Expectations

- The City's employment practices and policies are aligned with current Legislation Standards.
- Our compensation and benefits offered contribute to a positive employee relationship.
- Professional, 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 employee team.
- Employees know the expectation of their jobs and receive regular performance feedback.
- Employee relations practices contribute to a positive workplace culture.
- Ongoing support of a culture of occupational health and safety.
- Focus on continuous improvement of our safety management systems.

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

Services Include:

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

Human Resources

Staff Position History & Forecast

Positions	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Plan
Manager of Human Resources	1.0	1.0	1.0	1.0	1.0
Human Resources Coordinator	0.0	0.0	1.0 ¹	1.0	1.0
Occupational Health & Safety Advisor	1.0	1.0	1.0	1.0	1.0
Full Time Equivalent	2.0	2.0	3.0	3.0	3.0

¹ Creation of an HR Coordinator to support the impact of growth as endorsed in the 2020-2024 Financial Plan.

Performance Measures & Key Stats

Workforce Profile	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual
Total Active Employees (headcount)	NEW	NEW	107	115	117
Active Employees by Age					
<29			9	9	9
30-39			26	33	34
40-49			31	31	28
50+			41	42	46
Active Employees by Self-Reported Gender					
Male			57	64	65
Female			50	51	52
Length of Employment					
<5 years			64	70	71
6-10 years			15	15	18
11-15 years			13	16	10
16+ years			15	14	18

Human Resources

Activity	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual
Total # Job Postings	16	23	55	44	20
Job Posting Fill Rate	100%	78%	91%	89%	95%
% of Postings Internal Only	19%	30%	49%	30%	40%
% of Postings Regular Full-time jobs	69%	78%	80%	77%	80%
% of Postings CUPE jobs	75%	83%	82%	75%	90%
Voluntary Turnover Rate	10%	10%	9%	12%	10%
Voluntary Turnover Rate Regular Employees Only	8%	9%	7%	9%	6%
Union Grievances ≥ Step 2					
CUPE	2	2	0	3	2
IAFF	-	-	-	-	-
WSBC Employer Report Highlights					
Experience Rating % (premiums discount)	18.9	12.6	18.5	26.4	22.3
# Time-loss Claims	<5	<5	<5	6	9
Employer Injury Rate compared to Classification Unit	1.1/3.8	3.3/4.1	4.1/4.5	5.4/5.2	TBC

Top 3 2024 Human Resources Priorities

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

Human Resources

Human Resources Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Core Expenses - Existing Service Levels								
General ¹	\$447,800	\$480,451	\$460,400	\$ 500,500	8.71%	\$40,100	\$514,200	\$532,700
Total Core Expenses	447,800	480,451	460,400	500,500	8.71%	40,100	514,200	532,700
Core Expenses - New Service Levels								
None identified	-	-	-	-	-	-	-	-
Total Operating Expenses	447,800	480,451	460,400	500,500	8.71%	40,100	514,200	532,700
Taxation Required	\$447,800	\$480,451	\$460,400	\$500,500	8.71%	\$40,100	\$514,200	\$532,700
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$20.73	\$22.24	\$20.69	\$22.49			\$22.51	\$22.64
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	11.77%	% Change	2024 Draft Budget - 2023 Approved Budget				\$52,700	\$ Change
Notes								
1 - In 2023 the City transitioned to an updated compensation plan in alignment with the City's 50th percentile compensation philosophy. The 2024 draft budget has been updated to reflect these changes. Approximately 30% of the HR operating budget supports the City's Occupational Health & Safety function.								

Human Resources

Human Resources Special Initiatives

Compensation Review – \$40,000 budget (2027)

The market compensation review is intended to be completed every three years and will encompass four primary objectives: 1) an updated comprehensive job evaluation plan, for the City's job evaluation committee to administer, 2) job description review, 3) a classification review for unionized staff, 4) a compensation review for exempt staff.

Funding Source: Reserve Fund - Future Operating



Finance

Council Expectations

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

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

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

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

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

Finance

Staff Position History & Forecast

Positions	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan
Director of Finance/CFO	1.0	1.0	1.0	1.0	1.0	1.0
Manager of Finance	1.0	1.0	1.0	1.0	1.0	1.0
Sr Accountant	1.0	1.0	0.0 ¹	0.0	0.0	0.0
Financial Accountant	0.0	0.0	1.0 ¹	1.0	1.0	1.0
Revenue Accountant	0.0	0.0	1.0 ¹	1.0	1.0	1.0
Infrastructure Accountant	0.0	0.0	0.0	0.5 ²	1.0 ²	1.0
Accounting Clerk III	0.0	0.5 ²	0.0 ²	0.0	0.0	0.0
Purchaser	1.0	1.0	1.0	1.0	1.0	1.0
Accounting Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Payroll & Benefit Coordinator	1.0	1.0	0.0 ¹	0.0	0.0	0.0
Payroll Coordinator	0.0	0.0	1.0 ¹	1.0	1.0	1.0
Front Counter Support Clerk ¹	2.0	0.0 ¹	0.0	0.0	0.0	0.0
Full-Time Equivalent	8.0	6.5	7.0	7.5	8.0	8.0

¹ Restructure resulting from the 2020/2021 Finance service capacity review. Change in composition to reflect new responsibilities at the staff accountant level. In 2021, front counter service was restructured to Corporate Services. In 2022, benefit administration transitioned to the HR Coordinator.

² Increased resourcing to support the impact of community growth and development on asset management.

Performance Measures & Key Stats

Key Statistics	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual
\$ Property tax levy ¹	\$25.6M	\$27.3M	\$27.9M	\$30.2M	\$33.1M	\$36.1M
Property Tax Increase ²	1.38%	3.52%	0.00%	5.00%	4.30%	6.71%
Municipal Property Tax Paid by Representative Property ³			\$1,700	\$1,800	\$1,900	\$2,100
Gross Property Tax Paid by Representative Property ⁴			\$3,600	\$3,700	\$3,900	\$4,200
Average Assessed Property Value ⁵			\$665K	\$722K	\$925K	\$1.05M
# Property tax folios ⁶	6,149	6,331	6,498	6,670	6,901	7,245
Preauthorized Withdrawal Subscribers	127	187	199	200	202	249**
Request for Proposals, Tenders, Request for Expression of Interests	9	13	22	29	17	21**
Financial Indicators						
Reserve Transfers - % of operating budget ⁷	29.1%	28.5%	22.4%	24.5%	21.6%	24.7%
Reserve Transfers - % of depreciated value ⁸ of assets	3.5%	3.5%	2.8%	3.1%	2.7%	3.1%
Performance Metrics						
Distinguished Budget Award Y/N	Y	Y	Y	Y	Y	Y ⁹
Canadian Award for Financial Reporting Y/N	Y	Y	N ¹⁰	N ¹⁰	N	

**To October 2023

¹ Includes parcel taxation and taxation levied on behalf of other jurisdictions

² Increase in gross municipal property taxation over the prior year, excluding new construction taxation. Gross municipal taxation is taxation levied on behalf of the City of Colwood, West Shore Parks and Recreation and the Greater Victoria Public Library.

³ A representative property in Colwood is the average single family residential property. Municipal property tax is taxation levied on behalf of the City of Colwood only. Annual municipal property tax paid rounded to the nearest hundred.

⁴ A representative property in Colwood is the average single family residential property. Gross property tax is taxation levied on behalf of all the following jurisdictions: the City of Colwood, the West Shore Parks & Recreation Society, the Greater Victoria Public Library, the Province (School Tax), the CRD, BC Transit, the Capital Regional Hospital District, BC Assessment and the Municipal Finance Authority. Annual gross property tax paid rounded to the nearest hundred.

⁵ Average assessed value of the single family residential property class subset

⁶ Taxable folios per the annual BC Assessment Revised Roll

⁷ This is the amount of total reserve contributions compared to the total core operating budget; 2023 is based on budgeted reserve contributions. For example, in 2022 reserve transfers totalled \$5.0M and the core operating budget was \$23.2M.

⁸ This is the amount of total reserve contributions compared to the total net book value of Colwood assets. For example, in 2022 reserve transfers totalled \$5.0M while the net book value totalled \$168.1M (NBV per audited financials from the preceding year)..

⁹ Awarded November, 2023

¹⁰ Application not submitted

Finance

Top 3 2024 Finance Priorities

<ul style="list-style-type: none">Finalize asset inventory for conversion to asset management software (Phase I AM software implementation)
<ul style="list-style-type: none">Develop work order and job costing processes within asset management software (Phase II AM software implementation)
<ul style="list-style-type: none">Advance development of meaningful financial indicators and key performance indicators

Finance

Finance Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Funding								
School Tax Admin Fee	\$9,400	\$11,985	\$9,500	\$12,000	26.32%	\$2,500	\$12,100	\$12,200
Tax Certificate Fees	34,200	25,719	34,900	34,900	0.00%	0	35,600	36,300
Other Revenue ¹	1,300	24,295	1,300	1,300	0.00%	-	1,400	1,400
Total Funding	44,900	61,999	45,700	48,200	5.47%	2,500	49,100	49,900
Core Expenses - Existing Service Levels								
General ²	984,800	1,023,503	1,068,200	1,123,900	5.21%	55,700	1,182,000	1,217,500
Total Core Expenses	984,800	1,023,503	1,068,200	1,123,900	5.21%	55,700	1,182,000	1,217,500
Core Expenses - New Service Levels								
None identified	-	-	-	-	0.00%	-	-	-
Total Operating Expenses	984,800	1,023,503	1,068,200	1,123,900	5.21%	55,700	1,182,000	1,217,500
Taxation Required	\$939,900	\$961,504	\$1,022,500	\$1,075,700	5.20%	\$53,200	\$1,132,900	\$1,167,600
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$43.51	\$44.51	\$45.94	\$48.33			\$49.59	\$49.62
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	14.45%	% Change	2024 Draft Budget - 2023 Approved Budget				\$135,800	\$ Change
Notes								
1 - Includes Property Tax Info request admin fees and interest on overdue accounts receivable. Freedom of Information (FOI) Admin Fees previously included have been reclassified to the 'Administration & Corporate Services' service area.								
2 -The budget was updated to reflect professional services contract commitments. Lastly, in 2023 the City transitioned to an updated compensation plan in alignment with the City's 50th percentile compensation philosophy. The 2024 draft budget has been updated to reflect these changes.								

Finance Special Initiatives

Functional Process Improvement – \$10,000 budget (2024). New

A project to fund consulting services to support the process of identifying, analyzing, and making improvements to system and people-driven financial reporting processes. The focus of this initiative is to reduce the manual efforts and overall resource requirements to prepare documentation for consumption by Council and the public by leveraging developments in technology and upskill of staff, while maintaining the high standard of financial reporting established.

Funding source: General Operating Surplus

Performance Metrics (In Progress)

Initiative Budget: \$20,000

2024 Budget: \$15,000 budget (2024)

This budget will support a consulting engagement to identify and recommend performance metrics and benchmarks for local government, including a plan forward for Colwood to report on these measures. A consultant has commenced work to establish performance metrics and this initiative.

Funding source: General Operating Surplus



Information Technology

Council Expectations

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

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

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

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

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

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

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

Information Technology

Staff Position History & Forecast

Positions	2021 Actual	2022 Actual	2023 Actual	2024 Plan +
Manager of IT	1.0	1.0	1.0	1.0
IT Analyst*	0.0	0.0	1.0 ¹	1.0
IT Technician	1.5	2.0 ¹	1.0 ¹	1.0
Full-Time Equivalent	2.5	3.0	3.0	3.0

¹ Increased resourcing to support community growth.

² Increased resourcing to support the impact of community growth on the organization. In 2023 the structure and composition of the IT department was further evaluated and adjusted to support the growing needs of the organization

Performance Measures & Key Stats

Activity	2021 Actual	2022 Actual	2023 Actual
Network Uptime	98%	99%	99%
Applications supported	60	63	65
Network locations	14	14	15
System users* (paid staff and fire)			150

Top 3 2024 Information Technology Priorities

- **Asset Management.** This recently tendered solution will enhance both our collection and presentation of infrastructure data. IT will work with GIS to implement this program which we expect to be fully operational in 2024.
- **Records Management.** This ongoing work could also be labeled information management. IT will continue to work with Corporate Services on this challenge. New tools continue to arrive and with that new repositories of data are created. The goal is 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. The digitization of our forms and applications is also an important piece and our IT team is taking the lead in this journey.
- **Financial software.** The current solution we utilize is approaching end of life. If we are left with no alternatives a new solution would be multi-year in the implementation and significant in the cost and staff resources required. To be prudent we need to start evaluating options to determine scope if a replacement is required. Job costing and HR tools are also required, something our current software does not address.

Information Technology

Information Technology Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Core Expenses - Existing Service Levels								
General ¹	\$644,700	\$677,167	\$661,500	\$ 693,800	4.88%	\$32,300	\$731,800	\$756,200
Total Core Expenses	644,700	677,167	661,500	693,800	4.88%	32,300	731,800	756,200
Core Expenses - New Service Levels								
<i>None identified</i>	-	-	-	-	-	-	-	-
Total Operating Expenses	644,700	677,167	661,500	693,800	4.88%	32,300	731,800	756,200
Taxation Required	\$644,700	\$677,167	\$661,500	\$693,800	4.88%	\$32,300	\$731,800	\$756,200
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$29.84	\$31.34	\$29.72	\$31.17			\$32.03	\$32.13
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	7.62%	% Change	2024 Draft Budget - 2023 Approved Budget				\$49,100	\$ Change
Notes								
1 - The draft 2024 IT operating budget has been updated to reflect cost escalation related to software licensing agreements, as well as the increase in the number of licensed users.								



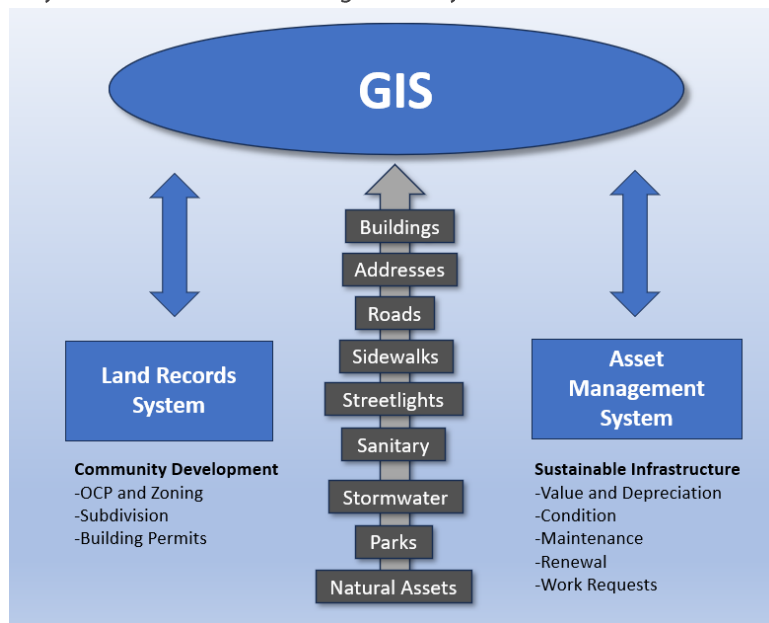
GIS

Council Expectations

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

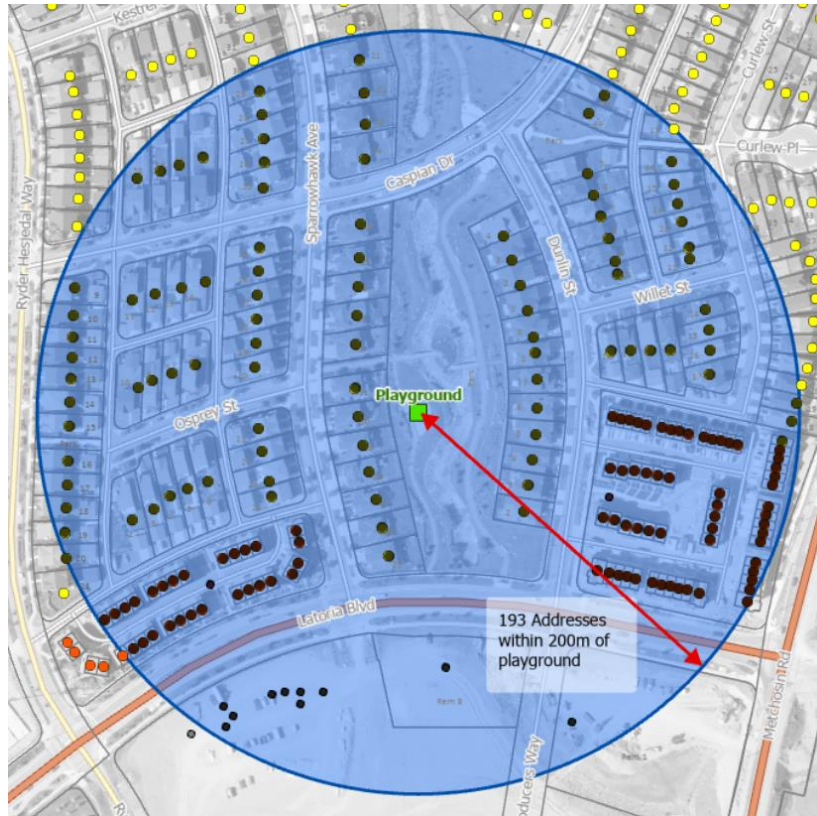
The GIS department is responsible for maintaining the City’s land information databases and mapping systems. A geographic information system (GIS) is a software system that combines mapping with land records databases, asset management databases, and analytical tools.

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.

As an example, the GIS can perform a spatial analysis of facilities in a park to determine the number of homes within walking distance to help understand the potential demand and use of park facilities. This in turn can assist with planning for future maintenance and renewal of park assets.



With the GIS integrated with the Tempest Land Database it is possible to link the location of properties with the land assessment data to generate statistical reports and to perform neighbourhood analyses. For the above example around a playground, the linkage from GIS to Tempest can provide information about the type of residential properties (e.g., single family dwellings, strata townhomes, and strata apartments), both existing and proposed.

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.

Staff Position History & Forecast

Positions	2021 Actual	2022 Actual	2023 Actual	2024 Plan +
Manager of GIS ¹	0.0	1.0 ¹	1.0	1.0
GIS Land Records Technologist	0.0	0.0	1.0 ²	1.0
Engineering Technologist – GIS	0.0	0.0 ¹	0.0	0.0
Intermediate Engineering Technologist - GIS	1.0	1.0	0.0 ²	0.0
Full Time Equivalent	1.0	2.0	2.0	2.0

¹ Increased and restructured resourcing to support impact of community growth and development on asset management. Funding approved in 2022-2026 Financial Plan. New Manager of GIS position created and filled Q3 2022.

² Restructure of function from Engineering to GIS in 2023.

Performance Measures & Key Stats

Key Statistics	2021 Actual	2022 Actual	2023 Actual
BC Assessment Annual Revised Rolls	6,670 folios	6,901 folios	7,245 folios
Tempest – Updates from BC Assessment	8,195	10,240	15,642
Tempest – Updates from Land Titles Office	-	205	604
Public Web Maps	-	1	1 web map (8,992 views)
Internal Office Web Maps	-	-	4 web maps (5,546 views)
GIS Parcels	-	7,401	7,683
GIS Address Points	-	6,314	6,748
Aerial Photography ¹	Aerial Photos	-	Aerial Photos and LiDAR

¹Updated aerial photography is scheduled every two years with data delivered Q4 of project year.

Top 3 2024 GIS Priorities

<ul style="list-style-type: none"> • Support implementation of Enterprise Asset Management Software solution: <ul style="list-style-type: none"> ○ Asset Registry ○ Financial Reporting Tools ○ Works Request Management
<ul style="list-style-type: none"> • Develop a five-year strategic plan for GIS service delivery: <ul style="list-style-type: none"> ○ Develop a geospatial strategy that is aligned with the City’s organizational strategies for service delivery, including support of Tempest, Prospero, and the Enterprise Asset Management System.
<ul style="list-style-type: none"> • Prepare and update address and road centerline data for compliance with Next-Generation 9-1-1 GIS data standards and formats <ul style="list-style-type: none"> ○ Evaluate and apply data standards to City address and road centerline data. ○ Prepare for transition to NG911. ○ Participate in NG911 Workshops provided by the Province of BC, ICI Society, Esri Canada, and Telus.

GIS Department Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Funding								
Allocation from Building & Bylaw ¹	\$ 137,600	\$ 179,600	\$ 191,400	\$ 252,800	32.08%	\$ 61,400	\$ 232,800	\$ 195,700
Total Funding After Internal Allocations	137,600	179,600	191,400	252,800	32.08%	61,400	163,500	195,700
Core Expenses - Existing Service Levels								
General	306,500	312,729	316,930	325,000	2.55%	8,070	375,900	387,700
Total Core Expenses	306,500	312,729	316,930	325,000	2.55%	8,070	375,900	387,700
Core Expenses - New Service Levels								
Asset Management Software Maintenance ²	-	-	-	40,000	0.00%	40,000	-	-
Total Operating Expenses	306,500	312,729	316,930	365,000	15.17%	48,070	375,900	387,700
Taxation Required	\$168,900	\$133,129	\$125,530	\$112,200	-10.62%	(\$13,330)	\$212,400	\$192,000
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$7.82	\$6.16	\$5.64	\$5.04			\$9.30	\$8.16
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	-33.57%	% Change	2024 Draft Budget - 2023 Approved Budget				(\$56,700)	\$ Change
Notes	<p>1 - Operating budgets include an internal reallocation of building permit revenues to service areas that support building and development-related activity. The allocation is calculation based on an estimate of the approximate time contributed from each of these service areas to the building permit service (Development Services - 15%, GIS - 10%, Engineering - 10%).</p> <p>2 - The 2023 service review prioritized the procurement of asset management software; this has been acquired and the 2024 operating budget has been updated to reflect the associated annual maintenance and licensing costs.</p>							

GIS Special Initiatives

Orthophotos Update – \$21,500 budget (multi-year). New

An orthophoto (also known as a orthophotograph) is an aerial image that has been geometrically corrected (ortho rectified) so that the image is uniform from edge to edge. Orthophotos are corrected to remove terrain effects (what happens when you take a 3-D surface and make it into a 2-D product) and distortions that result from the camera's lens and the angle the photo was taken from the plane. The goal of ortho rectification is to create an image where distance measurements are the same across the entire image.

This initiative is to fund the bi-annual update of the digital aerial photographs available through our GIS systems, to support asset management and the usefulness and accuracy of the land database.

Funding source: General Operating Surplus



Fire Rescue

Council Expectations

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

Colwood Fire Rescue has a long and proud history of serving our community, and over those seventy-seven plus years the fire department has evolved to meet the needs of the community through a primarily volunteer fire service. In 2022, 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 Fire Rescue remains declared as a 'Full-Service' fire department. This designation comes with the responsibility for the fire department 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 the City of Colwood and those we share our municipal borders with.

Throughout 2023, the fire department continues to feel the pressures of our growing community as the trend of calls for service continues to increase, straining resources and impacting staff's ability to perform additional duties in the community such as fire inspections, public education, training, and maintenance. As the fire department moves forward, we will continue to develop strategies and enhance regional partnerships to improve response times and maintain the safety of our community under today's pressures. However, 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.



Fire Rescue

Staff Position History & Forecast

Positions	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Fire Chief	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Captain	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lieutenant	1.0	3.0	2.25 ¹	2.0 ¹	2.0	2.0	2.0	2.0
Firefighter	4.0	4.0	4.75 ¹	6.0 ²	6.0	7.0 ²	7.0	8.0 ²
Administrative Clerk(s)	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Emergency Program Coordinator (Lieutenant)	0.0	0.0	0.75 ¹	1.0 ¹	1.0	1.0	1.0	1.0
Full-Time Equivalent	10.6	11.6	12.35	13.6	13.6	14.6	14.6	15.6
Volunteers	32	35	35	35	30	30	30	30

¹ The 2022 Service Review approved the creation of an Emergency Program Coordinator; mid-year in 2023, with full-year taxation implications in 2024. This roll was filled internally, and subsequently backfilled.

² Increased resourcing to support community growth and the sustainability of 24-hour response model.

Performance Measures & Key Stats

Activity		2019 Actual	2020 Actual	2021 Actual	2022 Actual	*2023 To Date
Training hours		5,976	4,048	6026	6087	4081
Calls for Service (emergency & non-emergency)		760	668	864	1056	857
Fire inspections		614	336	536	473	304
Overdose calls		12	9	8	10	16
**BC Building Code - Response Time On Scene 10min or less (90% of the time)	6am-6pm	96%	98%	98%	100%	100%
	6pm-6am	75%	79%	76%	100%	***96%
****All Emergency - Response Times On Scene 10min or less (90% of the time)	6am-6pm	96%	98%	99%	99%	100%
	6pm-6am	80%	80%	77%	97%	99%

*2023 Stats for January to September 30, 2023

**BC Building Code response stats based on a single apparatus & crew to ONLY fire related Calls for service for structural fire protection. Including (Structure Fires, Possible Fires, Alarm Bells and Misc Fires)

*** 96% response time statistic is impacted significantly due to the low overall numbers calls within the period. One delayed response resulted in a 4% reduction.

****All Emergency Calls response stats provide an information base line to identify the fire departments overall response time average to all emergency calls and demonstrates the significant improvement due to service delivery response change made in 2022, through the 24hr station staffing.

Fire Rescue

Top 3 2024 Fire Rescue Priorities

<ul style="list-style-type: none">• Conduct FUS (Fire Underwriters Survey) fire service review
<ul style="list-style-type: none">• Develop Fire Department long term Strategic Plan
<ul style="list-style-type: none">• Implement Rescue/Engine with Auto-Extrication Capabilities

Fire Rescue

Fire Rescue Special Initiatives

Emergency Support Services – \$30,000 budget. New

The City has a provincial government grant application pending. If successful, this funding will increase the reserves of Colwood's Emergency Support Services (ESS) equipment and supplies in preparation for a large-scale emergency or disaster. In addition, this initiative would also provide funding to help develop the ESS team through volunteer recruitment and appreciation events. The Colwood Emergency Program recognizes the need to be proactive and prepare for the changes that our community is experiencing with respect to growth and climate related emergencies. A strong and well-equipped ESS program will help maintain the health and well-being of our residents while also allowing Colwood to act as a host community for others in need. The provincial grant requires completion by March 31, 2025.

Funding source: Provincial Grant, pending

Fire Rescue

Fire Rescue Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Core Expenses - Existing Service Levels								
Fire Administration & Suppression ¹	\$2,445,600	\$2,259,165	\$2,676,900	\$2,682,100	0.19%	\$5,200	\$2,786,600	\$2,977,300
Fire Fleet & Equipment	177,900	156,293	169,700	179,700	5.89%	10,000	182,900	186,300
Emergency Support Services ²	95,600	108,036	118,600	178,600	50.59%	60,000	183,300	188,400
Total Core Expenses	2,719,100	2,523,494	2,965,200	3,040,400	2.54%	75,200	3,152,800	3,352,000
Core Expenses - New Service Levels								
<i>None identified</i>	-	-	-	-	0.00%	-	-	-
Total Operating Expenses	2,719,100	2,523,494	2,965,200	3,040,400	2.54%	75,200	3,152,800	3,352,000
Taxation Required	\$2,719,100	\$2,523,494	\$2,965,200	\$3,040,400	2.54%	\$75,200	\$3,152,800	\$3,352,000
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$125.86	\$116.81	\$133.23	\$136.61			\$138.00	\$142.44
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	11.82%	% Change	2024 Draft Budget - 2023 Approved Budget				\$321,300	\$ Change
Notes								
<p>1 - Fire Administration & Suppression core operating expenses include incremental funding in each of 2024 (\$100,000) and 2026 (\$107,700) and 2028 to support the hiring of one new career firefighter every other year, as endorsed during the 2023 Service Review. In 2023, the Labour Relations Board certified Colwood's career fire fighter's as members of the International Association of Fire Fighters (IAFF) local 5420. Collective bargaining is in progress.</p> <p>2 - The 2022 Service Review approved the creation of an Emergency Program Coordinator to support enhanced Emergency Support Services. This position was introduced mid-year 2023, with full-year tax implications in 2024; the budget has been increased to support a career firefighter in this function, which enables cross-functional support between Fire Rescue and ESS activities.</p>								

A photograph of the West Shore RCMP building, a modern structure with a grey facade and large blue lettering. The building is partially obscured by green foliage with red flowers in the foreground. The sky is clear and blue.

WEST SHORE
RCMP

Policing

Council Expectations

- Unbiased and respectful treatment of all people.
- Enhancement of public safety.
- **Ensure** timely and effective policing and emergency response services to our community **by having the optimal number of frontline officers per capita.**
- Proactive policing.
- Enhance the safety of streets.
- Positive public relations and visibility.
- Cultural sensitivity.
- Partnership and consultation
- Efficient and effective use of resources.
- Proactive approach to increasing mental health related calls for service **by leveraging partnerships and referrals.**
- Outreach **and referral** services for youth in our communities.
- Biannual updates to Council as required, **including trends and youth and mental health statistics.**

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

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

Policing

Staff Position History & Forecast

Positions	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Court Liaison / Exhibit Officer	3.0 ¹	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Watch Clerk	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Training Officer	0.0	0.5 ¹	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Full Time Equivalent	9.0	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5

Police Strength³	18.6¹	19.6¹	20.6²	21.6³	22.6³	23.6³	24.6³	24.6	25.6
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¹ Increased resourcing to support impact of community growth, approved under prior Financial Plans.

² Authorized strength for 2023 is 21.6 and actualized at approximately 21.2 (as of September 30, 2023).

³ Council resolved to increase police strength by 1.0 in 2023. Pending determination of the desired Police to Population ratio, in conjunction with monitoring Colwood's population growth of 2.5% (500 people), increased police strength will be considered annually.

Top 3 2024 Policing Priorities

<ul style="list-style-type: none"> • Advance redevelopment of the Westshore detachment facility
<ul style="list-style-type: none"> • Advance approach and thinking with respect to increasing mental health related calls for service
<ul style="list-style-type: none"> • Youth engagement needs to be a priority as we are seeing an increased level of violence associated within small groups of youth throughout the communities.

Policing

Policing Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Funding								
Criminal Records Check/Other	\$15,600	\$15,976	\$15,900	\$15,900	0.00%	\$0	\$16,200	\$16,500
Detachment Lease Revenue ¹	91,100	44,500	46,100	46,100	0.00%	-	46,100	46,100
Total Funding	106,700	60,476	62,000	62,000	0.00%	\$0	62,300	62,600
Core Expenses - Existing Service Levels								
Contracted Policing Services ²	4,298,500	4,306,788	4,677,600	4,677,600	0.00%	0	5,008,400	4,780,900
Support Services & Building ³	1,305,500	1,208,118	1,348,900	1,371,100	1.65%	22,200	1,408,000	1,446,900
Community Policing Program	8,600	8,600	8,700	8,700	0.00%	0	8,900	9,100
Total Core Expenses	5,612,600	5,523,506	6,035,200	6,057,400	0.37%	22,200	6,425,300	6,798,300
Core Expenses - New Service Levels								
Increased Police Strength ²	-	-	-	-	0.00%	0	-	-
E-Comm Dispatch Centre ⁴	-	-	-	-	0.00%	0	399,000	561,400
Detachment Expansion - increased operating costs ³	-	-	-	-	0.00%	0	-	-
Total Operating Expenses	5,612,600	5,523,506	6,035,200	6,057,400	0.37%	22,200	6,824,300	7,359,700
Transfers To Reserves								
Police Building Reserve ⁵	131,000	131,000	261,000	261,000	0.00%	0	261,000	261,000
Total Operating Expenses + Reserve Transfers	5,743,600	5,654,506	6,296,200	6,318,400	0.35%	22,200	7,085,300	7,620,700
Taxation Required	\$5,636,900	\$5,594,030	\$6,234,200	\$6,256,400	0.36%	22,200	\$7,023,000	\$7,558,100
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$260.92	\$258.93	\$280.11	\$281.11			\$307.39	\$321.18
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	10.99%	% Change	2024 Draft Budget - 2023 Approved Budget				\$619,500	\$ Change
Notes								
1 - The City's proportional share of lease revenue received for space utilized by Provincial RCMP membership at the detachment. 2023 Projected actual reflects full-year anticipated revenue.								
2 - The City is responsible for 90% of contracted RCMP policing costs, and the City's budget practice is to fund 85% of contracted policing costs (actual strength typically actualizes below authorized). 2024 core Contracted Policing Services budget includes funding for 21.60 policing strength, and the 2024 - 2028 Financial Plan includes new funding for increased police strength of 1.0 annually. The planned police strength for 2024 is 22.6. This increase is included within the core expense budget to support existing service delivery.								
3 - The City's proportionate share of the detachment facility operating costs is approximately \$117K; it is anticipated that the detachment expansion may result in increased operating costs and/or increased operating revenues. Estimates are currently unknown and are not included in the 2024 - 2028 Financial Plan.								
4 - The City has not received any further updated regarding the transition of funding for Policing dispatch costs (Ecomm 911). The last update indicated that municipalities will be responsible for 100% of police dispatch costs effective April, 1, 2025 and the City continues to seek further information from the Province on the timing of this transition.								
5 - Transfers to reserve funds were updated with the 2024 - 2028 capital budget compilation. The 2024 - 2028 Financial Plan proposes that the transfer be increased to \$261,000 in 2024 and maintained at that amount pending the Sustainable Infrastructure Plan Update.								



Building & Bylaw

Council Expectations Bylaw

- The health, safety and security of the public is our primary objective. This objective is followed by the below priorities:
 - Preventing damage to the environment
 - Supporting our community standards
 - Impact on the complainant **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 kept and reported publicly twice annually.

Council Expectations Building

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

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

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

Building & Bylaw

Staff Position History & Forecast

Positions	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Plan +
Manager of Building & Bylaw Services	1.0	1.0	1.0	1.0	1.0
Building Inspector III	2.4	2.6	2.0 ¹	2.0	2.0
Building Inspector I	0.0	0.0	1.0 ¹	1.0	1.0
Bylaw Enforcement Officer II	2.0	0.0 ²	0.0	0.0	0.0
Sr. Bylaw Compliance Officer II	0.0	1.0 ²	1.0	1.0	1.0
Bylaw Compliance Officer	0.0	1.0 ²	1.0	1.0	1.0
Building Inspection Admin. Assistant	1.0	1.6 ¹	1.6	1.0	1.0
Full Time Equivalent	6.4	7.2	7.6	7.0	7.0

¹ Increased resourcing to service the impact of increased community development.

² Restructured resourcing to support impact of community growth.

Performance Measures & Key Stats

Performance Metrics – Building permit activity	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 YTD
Building Permits Issued	493	500	657	510	407
Performance Metrics – How many units?					
New dwellings units permitted	473	276	282	240	211*
Commercial. /Indus. Sq. M			12,111	20,430	16,605**

*Additional 512 units expected by the end of Q4 2023 from two major projects.

** Includes Museum Collection and Research sq. m expected by the end of year.

Top 3 2024 Building Priorities

<ul style="list-style-type: none"> Go completely digital with building permit applications
<ul style="list-style-type: none"> Return to Council with options/incentives to further lower carbon emissions in existing construction
<ul style="list-style-type: none"> Finalize road map for BC Energy Step Code and offer options to reduce carbon emissions in new construction

Top 3 2024 Bylaw Priorities

<ul style="list-style-type: none"> Take a proactive approach and ensure the City is in a good position to deal with issues surrounding homelessness
<ul style="list-style-type: none"> Explore ways to educate Council and the community on how to live with wildlife
<ul style="list-style-type: none"> Trial on-street parking management in certain areas and bring a draft policy to Council for parking management

Building & Bylaw

Building & Bylaw Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Funding								
Building Permit (BP) Fees ¹	\$1,375,700	\$1,795,627	\$1,913,500	\$2,528,000	32.11%	\$614,500	\$2,327,900	\$1,957,400
Plumbing Permit Fees ²	120,000	120,811	120,000	244,100	103.42%	124,100	224,100	187,000
Other Permit Fees	-	5,134	-	-	0.00%	-	-	-
Dog Licence Fees	-	1,482	-	-	0.00%	-	-	-
Municipal Ticketing Fines	4,000	9,645	4,000	4,000	0.00%	-	4,000	4,000
Building Admin Fee	11,000	25,182	11,000	11,000	0.00%	-	11,000	11,000
Total Funding	1,510,700	1,957,881	2,048,500	2,787,100	36.06%	738,600	2,567,000	2,159,400
BP Fee Allocation to Development Services (15%)	(206,400)	(269,300)	(287,000)	(379,200)	32.13%	(92,200)	(349,200)	(293,600)
BP Fee Allocation to GIS (10%)	(137,600)	(179,600)	(191,400)	(252,800)	32.08%	(61,400)	(232,800)	(195,700)
BP Fee Allocation to Engineering (10%)	(137,600)	(179,600)	(191,400)	(252,800)	32.08%	(61,400)	(232,800)	(195,700)
Total Funding After Internal Allocations³	1,029,100	1,329,381	1,378,700	1,902,300	37.98%	523,600	1,752,200	1,474,400
Core Expenses - Existing Service Levels								
Bylaw Enforcement ³	318,000	309,080	327,800	330,800	0.92%	3,000	341,200	351,200
Animal Control ⁴	69,200	69,204	70,900	70,900	0.00%	-	90,000	91,900
Building Inspection	558,100	558,441	574,800	597,400	3.93%	22,600	628,900	647,400
Total Core Expenses	945,300	936,725	973,500	999,100	2.63%	\$25,600	1,060,100	1,090,500
Core Expenses - New Service Levels								
None identified	-	-	-	-	0.00%	-	-	-
Total Operating Expenses	945,300	936,725	973,500	999,100	2.63%	\$25,600	1,060,100	1,090,500
Transfer to Reserves								
Transfer to Reserves ⁵				\$450,000	0.00%	450,000	\$300,000	
Taxation Required	(\$83,800)	(\$392,656)	(\$405,200)	(\$453,200)	11.85%	(\$48,000)	(\$392,100)	(\$383,900)
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	(\$3.88)	(\$18.18)	(\$18.21)	(\$20.36)			(\$17.16)	(\$16.31)
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	-440.81%	% Change	2024 Draft Budget - 2023 Approved Budget				(\$369,400)	\$ Change
Notes								
1 - Building Permit fees are forecast to average \$1.58M over the next six years (primarily residential); budget estimates consider 630 average annual # residential units). Industrial/Commercial fees are included in this amount, and average \$300K annually. The City is anticipating increases revenues in the near term, and the budget mitigates the volatility of this fee increase with a temporary transfer to reserves. 2024 permit activity								
2 - Plumbing permit fees approximate 10% of new construction permit fees and have been budgeted based on 10% of new construction estimates.								
3 - Operating budgets include an internal reallocation of building permit revenues to service areas that support building and development-related activity. The allocation is calculation based on an astimate of the approximate time contributed from each of these service areas to the building permit service (Development Services - 15%, GIS - 10%, Engineering - 10%). This allocation is under review								
4 - The City's animal control services are provided under contract with the Capital Regional District.								
5 - The draft 2024 - 2028 Financial Plan anticipates a temporary increase in building permit user fees and, after accounting for related increased expenses, transfers to reserves have been temporarily increased to avoid volatility with the City's taxation. (2023 actual transfers to reserves are pending year-end and will be updated).								



Community Planning

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 Esquimalt, 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.



April 2023 Announcement of the \$6 million Canada Community-Building Fund grant for the Waterfront Multi-use Pathway

Community Planning

Staff Position History & Forecast

Positions	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Plan +	2025 Plan +
Director of Community Planning	1.0	1.0	1.0	1.0	1.0	1.0
Senior Planner	1.0	1.0	1.0	1.0	1.0	1.0
Program Coordinator; Economic Prosperity	0.5 ¹	0.75 ¹	1.0 ¹	0.0	0.0	0.0
Parks Planner I	0.0	0.0	0.15 ²	0.85 ²	1.0 ⁴	1.0 ⁴
Planner II; Climate Action	0.0	0.0	0.0	1.0 ³	1.0 ³	1.0 ³
Administrative Assistant; Grant Admin.	0.0	0.0	0.0	0.0	0.5 ⁵	1.0 ⁵
Full-Time Equivalent	2.5	2.75	3.15	3.85	4.5	5.0

¹Temporary resourcing funded through the COVID-19 Safe Restart grant to support various initiatives, including Economic Prosperity.

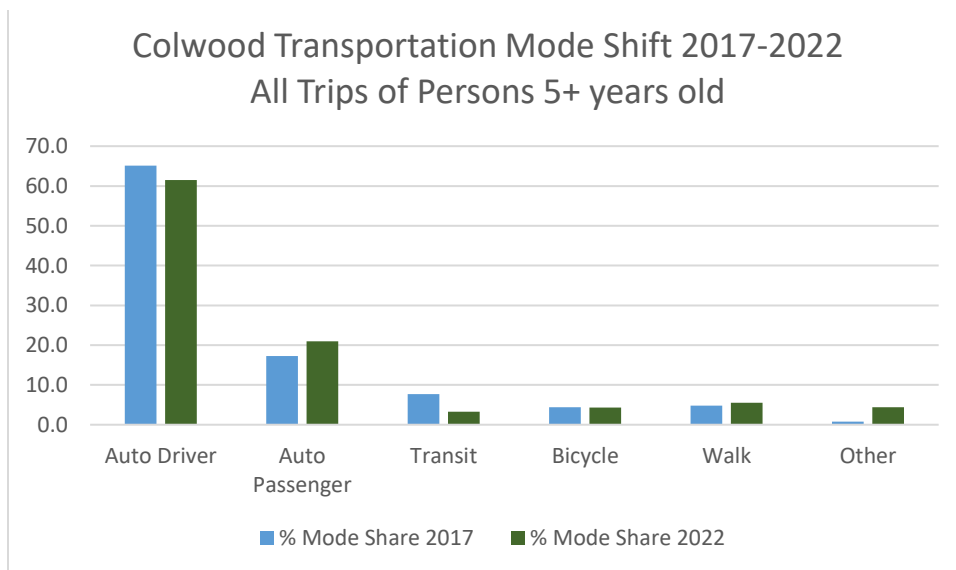
²The City was awarded Federal Parks Canada grant funding to support initiatives in Colwood, including the creation of a new national urban park in Colwood. This grant is also resourcing a temporary Parks Planner.

³The City is utilizing the Local Government Climate Action Program grant stream to fund a Planner II position, which supports climate planning, action and reporting

⁴The Parks Planner I position is proposed to be conditional on the attainment of continued grant funding.

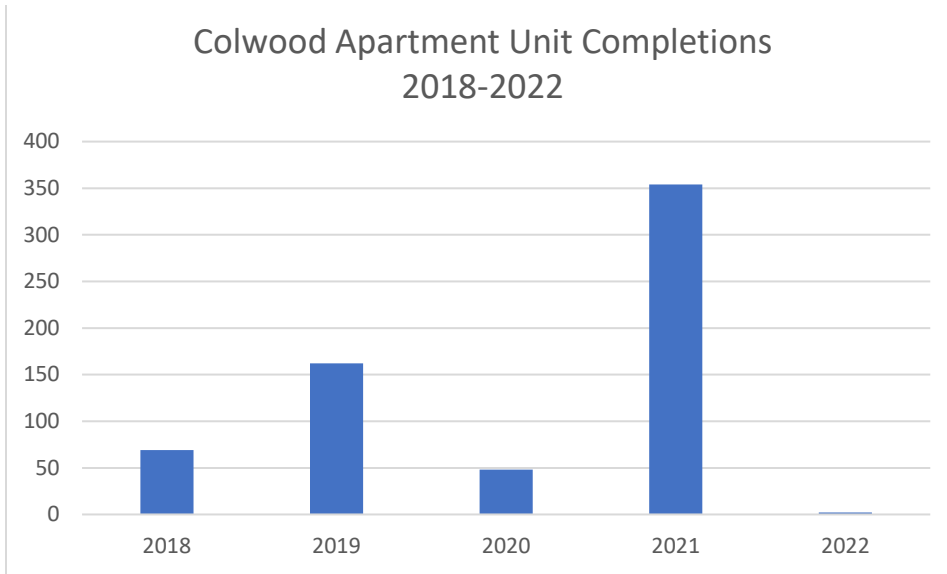
⁵The new Community Planning Administrative Assistant position was proposed to be conditional on the attainment of grant funding, as presented during 2024 Service Review. The draft 2024 operating budget has been subsequently updated to reflect that this position would not be conditional on grant funding, and would be funded through taxation.

Performance Measures & Key Stats

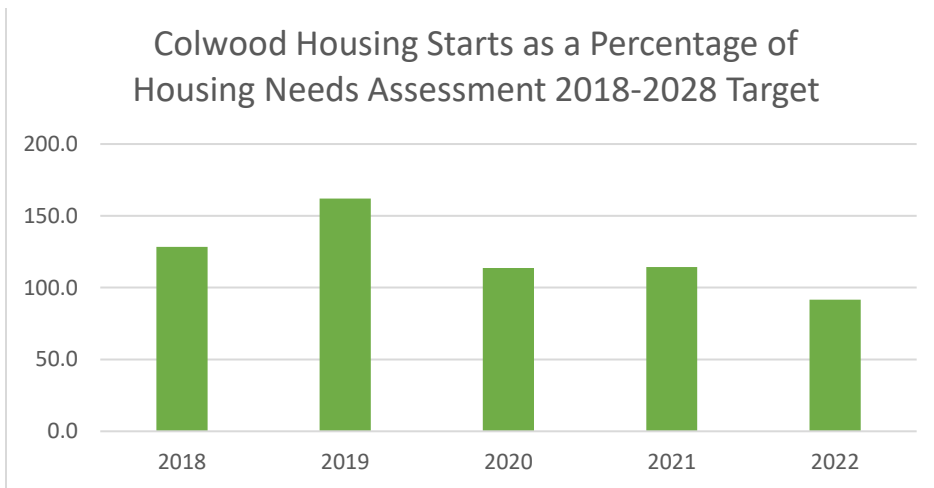


Source Notes: Estimates based on a comparison of data collected by the 2017 and 2022 CRD Origin Destination Household Travel Survey

Community Planning

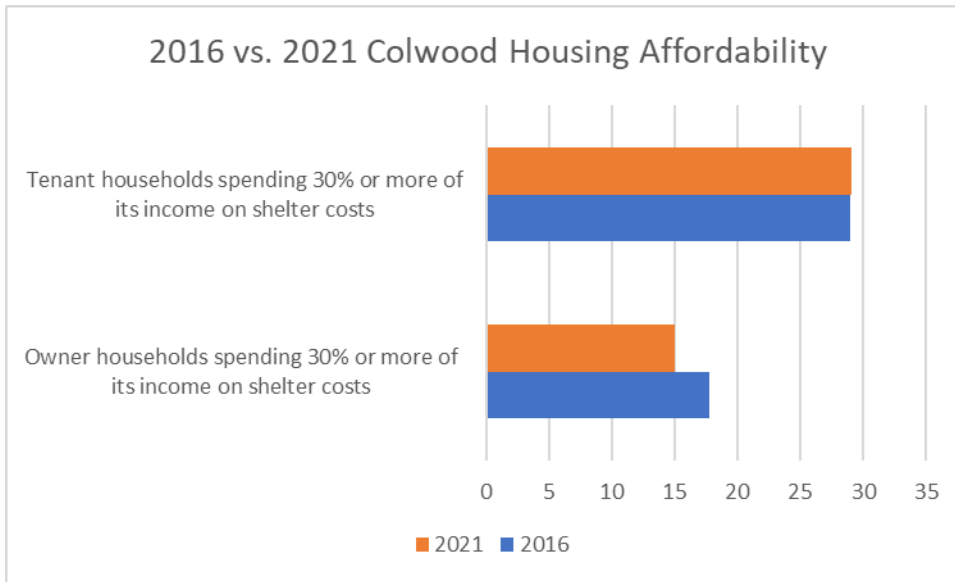


Source: CMHC Starts and Completions Survey

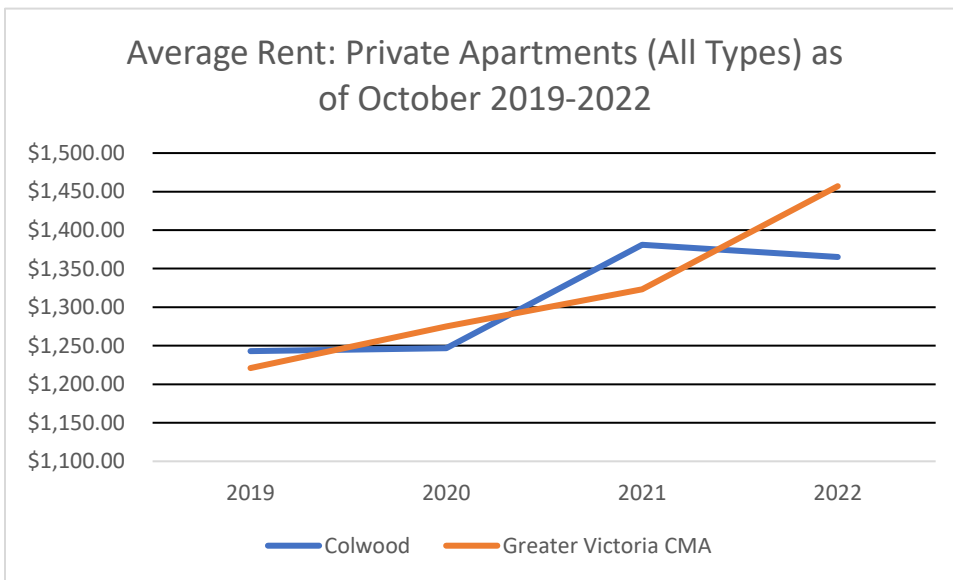


Notes: Based on the 2020 Colwood Housing Needs Assessment Report 2018-2028 aggregate total of all dwelling types required per year (264/year); Source: CMHC Starts and Completions Survey

Community Planning



Source: Stats Canada 2016 and 2021 Censuses



Source: CMHC Rental Market Survey

Top 3 2024 Community Planning Priorities

- Review and update the Affordable Housing Policy
- Coordinate 5-year review of Official Community Plan
- Implementation of the Climate Action Plan

Community Planning

Community Planning Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Funding								
Grant Revenue - Federal Parks Infrastr. ¹	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	\$0
Transfer from Reserve - Climate Action ²	108,100	83,100	111,600	112,400	0.72%	800	115,700	-
Total Funding	108,100	83,100	111,600	112,400	0.72%	800	115,700	-
Core Expenses - Existing Service Levels								
Community Planning ³	456,300	388,023	470,000	513,100	9.17%	43,100	572,000	588,700
Economic Development ⁴	16,300	23,422	16,700	19,200	14.97%	2,500	19,900	19,900
Library ⁵	-	-	-	-	0.00%	-	-	-
Culture & Heritage ⁶	-	-	-	-	0.00%	-	-	-
Total Core Expenses	472,600	411,445	486,700	532,300	9.37%	45,600	591,900	608,600
Core Expenses - New Service Levels								
<i>None identified</i>	-	-	-	-	0.00%	-	-	-
Total Operating Expenses	472,600	411,445	486,700	532,300	9.37%	91,200	591,900	608,600
Taxation Required	\$364,500	\$328,345	\$375,100	\$419,900	11.94%	\$90,400	\$476,200	\$608,600
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$16.87	\$15.20	\$16.85	\$18.87			\$20.84	\$25.86
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	15.20%	% Change	2024 Draft Budget - 2023 Approved Budget				\$55,400	\$ Change
Notes	<p>1 - The City has entered into an agreement with Parks Canada to accept funding to support work related to the potential creation of a new Natural Urban Park. To support this work, the City has hired an Auxiliary full-time Parks Planner portion of this grant funds this position. The financial activity related to this work with Parks Canada is included as a special initiative, and is not within Community Planning's core operating budget.</p> <p>2 - Council previously approved allocating the Local Government Climate Action Program grant funding towards Climate Action initiatives, which includes funding for the City's Climate Action planner. The costs associated with the Climate Action Planner II are included with Community Planning's core operating costs.</p> <p>3 - Community Planning operating expenses include the budget for all staff positions as identified in the summary with the exception of the Parks Planner I, which is funded as a special initiative. Following the 2024 Service Review, the core operating budget for Community Planning was increased to reflect the mid-year hire of a new Administrative Assistant position funded by taxation.</p> <p>4 - The City maintains a membership with both the West Shore Chamber of Commerce (\$12,000/year) and the Greater Victoria Chamber of Commerce (\$1,200/year). The West Shore Chamber of Commerce has submitted a Fee for Service proposal of \$16,000/year for consideration (reflected in the draft 2024 operating budget).</p> <p>5 - The City's 'Library' operating budget has been restated within the new 'Events, Arts & Culture' service area. The Library operating budget is a stand-alone operating budget.</p> <p>6 - The City's 'Culture & Heritage' budget has been restated within the new 'Events, Arts & Culture' service area operating budget.</p>							

Community Planning

Community Planning Special Initiatives

Biodiversity Project – \$125,000 budget (2024/2025). New

This initiative is part of priority action N2-3 in the Climate Action Plan (2023) to develop a State of Biodiversity Report for Colwood. The project will include data review and collection, ecological condition assessment following provincial standards, biodiversity analysis, public engagement and report development. The report will support planning, policies, and development of a future Biodiversity Conservation Strategy.

Funding Source: Reserve Fund – Climate Action

Residential Retrofit Strategy – \$80,000 budget (2024). New

This initiative is for the development of a *Residential Retrofit Strategy* to guide and support retrofit initiatives prioritized in the Climate Action Plan (2023). This strategy would form an important step towards the attainment of Colwood’s climate targets given the number of older buildings in Colwood.

Funding Source: Reserve Fund – Climate Action

Climate Action Initiatives - \$104,300 budget (2024/2025)

Council approved allocating the Local Government Climate Action Program grant funding towards the implementation of the Climate Action Plan (2023) and continuation of related grant administration. This initiative includes actions to be directed by Council stemming from the Climate Action Plan (2023). Staff will come forward with options for Council to direct spend on specific actions in 2024.

Funding Source: Reserve Fund – Climate Action

Coastline Studies - \$58,300 budget (2024). In Progress

Approved in the 2021 - 2025 Financial Plan and intended to follow completion of the Colwood Waterfront Stewardship Plan. This initiative provides funds for coastal adaptation planning to develop regulation and policy to enshrine appropriate flood construction levels and development setbacks along Colwood’s shoreline and will build on coastal flood inundation mapping.

Funding Source: Reserve Fund – Future Operating

Colwood Land Use Bylaw Update - \$75,000 (2024)

Work intended to update and improve key components of the Colwood Land Use Bylaw and Colwood Sign Bylaw. Various sections of the Land Use Bylaw are expected to be updated as stand-alone projects according to Council priorities. This initiative would address legislative changes resulting from the Province’s Bill 44 Housing Statutes Act. The City is proposing to fund the remaining projects utilizing the recently awarded Provincial Capacity Building grant.

Funding Source: Provincial Grant (2024 capacity funding)

Community Planning

Colwood Rent Bank

Program Budget: \$150,000 budget (5 years)

2024 Budget: \$30,000

Council approved the Community Social Planning Council (CSPC)'s request to assign \$30,000 annually to support the Colwood Rent Bank Program for a five-year period. The rent bank provides education and assistance in the form of low-fee, no-interest loans to low-income individuals and families experiencing a short-term financial crisis.

Funding source: Reserve Fund – Affordable Housing

Demographics Study - \$32,500 budget (2024/2026). Recurring initiative

Funding for a qualified consultant to assist the City to review and update the demographic and land yield study conducted in 2022. This initiative funds bi-annual updates to the study in order to reflect current data.

Funding source: Reserve Fund – Future Operating

Energy Efficiency & Climate Action Champions - \$20,000 budget (2024). New

Three of Council's six strategic priorities relate directly to supporting community-led groups: Well-Being, Engagement, and Environment. Empowering community groups helps the City advance these goals and creates mutual benefits for group members, City staff, Council and the community.

This one-time funding of \$20,000 would support current and emerging volunteer groups with the City contracting a coordinator to support such champions to help community-level energy efficiency and resiliency actions.

Funding Source: Local Government Climate Action Plan

Gateway Public Realm Plan – \$170,000 budget (2024)

Approved in the 2022 – 2026 Financial Plan for 2023, this initiative provides funding for a qualified consultant to create a public realm improvement plan for the Gateway area. This work will support implementation of the Colwood Gateway & Triangle Lands Vision and Action Plan. Work includes coordinating place-making improvements with future transit, walking/rolling/cycling infrastructure improvements as well as providing direction on privately owned signage and landscaping visible from the street. Deliverables will include a 10-year project cost estimates and projections consistent with the City's asset management program.

Funding Source: Reserve Fund – Future Operating

Inland Floodplain Mapping - \$100,000 budget (2024)

This funding is to cover the costs of updating the City's inland floodplain mapping. This initiative will work to ensure that Colwood has accurate floodplain mapping to account for climate change related impacts (weather patterns) and is also important for making hazard and development planning decisions.

decisions. *Funding Source: Reserve Fund – Future Operating*

Community Planning

Official Community Plan – 5-Year Review - \$112,200 budget (2024/2025)

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

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

This initiative was approved in the 2023 – 2027 Financial Plan to complete the following works in progress.

1. It became apparent through 3D modeling applied in a separate initiatives (Gateway and Triangle Lands Vision and Action Plan; 2022/2023) that it would be helpful to develop 3D GIS built form analysis as part of the 5-year OCP review. Staff identified a cost-effective opportunity to accomplish this in 2023 through partnering with the CRD on their regional group-rate Lidar package that would not be available again until 2025.
2. In 2019, the Province amended the *Riparian Areas Protection Act*. The amendment reflects a provincial move towards a Professional Reliance model with a prescriptive, repeatable assessment methodology for permitting residential, commercial, and industrial development. The City's current OCP (adopted August 2018) outlines minimum requirements and a process (OCP sections 19 and 20, respectively), that needed to be reviewed to ensure it adequately reflect the revised provincial legislation as well as provides clear policy to guide a development application review.

This initiative is expected to be complete in 2025.

Funding Source: Reserve Fund – Future Operating / Provincial Grant (2024 capacity funding)

Parks DCC Bylaw – \$14,100 budget (2024). In Progress

The City initiated work on both a Parks Improvement and Parks Acquisition DCC program in 2023. This budget provides funding for consulting services to support the creation of these two DCC programs.

Funding Source: General Surplus

Police Building DCC Bylaw – \$25,000 budget (2024). New

This request is for \$25,000 for consulting services to assist staff in the development of a new development Cost Charge program for policing facilities (Colwood's share RCMP building).

Funding Source: Reserve Fund – Future Operating

Regional Housing Affordability and Prosperity Project (RHAP) - \$69,000 budget (2024)

The RHAP project is a regional initiative led by the City of Colwood in partnership with the Greater Victoria Social Planning Council, the City of Victoria and the District of Saanich. This initiative builds on existing housing needs reports, recovery and prosperity strategies and indexes to bring focus to housing poverty and provide pathways to affordability. It will build an inter-municipal network of practice around local action for housing affordability. This project will profile local challenges around housing poverty and housing affordability solutions. The City of Colwood was awarded funding in the amount of \$75,000 in provincial grant

Community Planning

funding (Poverty Reduction Planning & Action Program) in 2022 for phase 1 and \$125,000 for phase 2 in 2023. Phase 2 was awarded subsequent to the approval of the 2023-2027 Financial Plan. \$69,000 remains from Phase 2 and is carried forward to 2024.

Funding Source: Provincial Grant.

Disaster Risk Reduction Planning & Engagement - \$300,000 budget (2024). New

This multi-phased initiative, endorsed by Council on October 23, 2023, integrates emergency and disaster risk reduction planning for Colwood with related climate adaptation planning. This project and funding will bring Colwood in compliance with provincial requirements for emergency assessments and planning as well as addressing new requirements in new provincial legislation (including integrating climate impacts and risks). Deliverables include: a Community Risk Assessment, Sendai and SDG Local Review Summaries, a Disaster Risk Reduction Plan with visioning and policy development, a Mental Health Resilience Strategy, workshops resulting in a Strategic Foresight report, training workshops for staff and elected officials, public education and outreach tools and events, a public art installation process, and best practices with policies and training for Nature-based Solutions. This initiative will to reduce community risks and vulnerabilities and better safeguarding the health and well-being of the community. This initiative is subject to securing provincial grant funding, and if successful must be completed by January 31, 2026.

Funding Source: Provincial Grant, pending



Development Services

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

The Development Services Department is responsible for:

- Processing of applications for property development which include subdivision of land, rezoning, development permits, tree management, 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 (OCP)
- 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

Development Services

Staff Position History & Forecast

Positions	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan +
Director of Development Services	0.0	0.0	0.0	1.0 ¹	1.0 ³	1.0
Director of Engineering & Development	0.5	0.5	0.0	0.0	0.0	0.0
Manager of Development Services	0.25	1.0 ¹	1.0	0.0 ¹	0.0	0.0
Senior Planner	0.0	0.0	1.0 ¹	1.0 ²	2.0 ¹	2.0
Planner III	0.0	0.0	1.0 ¹	1.0	0.0 ¹	0.0
Planner II	0.0	0.0	1.0 ¹	1.0	1.0	1.0
Planner I	0.0	1.0 ¹	1.0	1.0	1.0	1.0
Planner	2.25	2.0 ¹	0.0 ¹	0.0	0.0	0.0
Planning Technician	1.0	1.0	1.0	2.0 ¹	2.0 ¹	2.0 ¹
Development Services Assistant	1.0	1.0	1.0	0.0 ¹	0.0 ¹	0.0 ¹
Full Time Equivalent	5.0	6.5	7.0	7.0	7.0	7.0

¹ Internal restructure to service the impact of increased community growth and development.

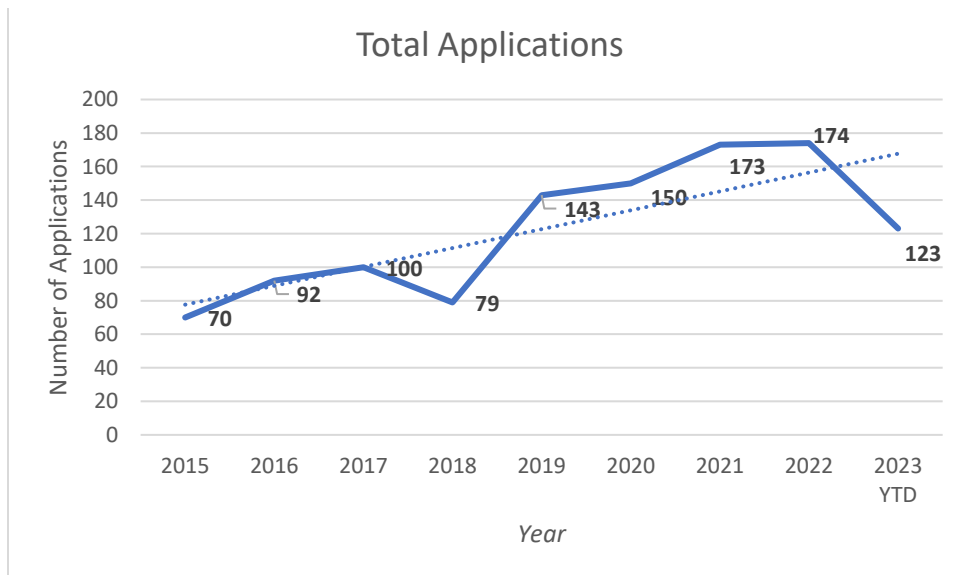
² Recruitment challenges resulted in the Senior Planner role being vacant in 2023.

³ Temporary 12-month leave would see this role vacant in 2024.

Performance Measures & Key Stats

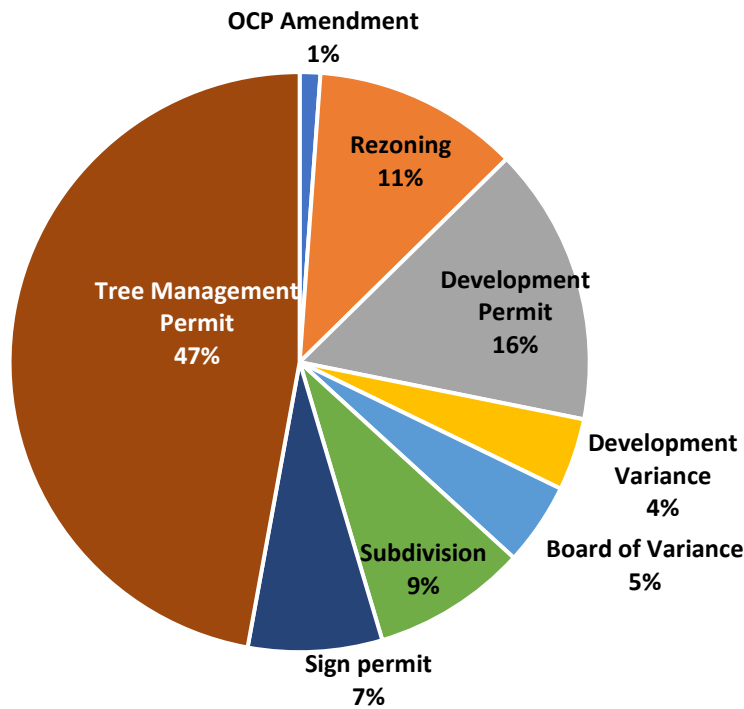
Annual statistics 2015-2023 YTD (Oct. 15, 2023)

Development Services



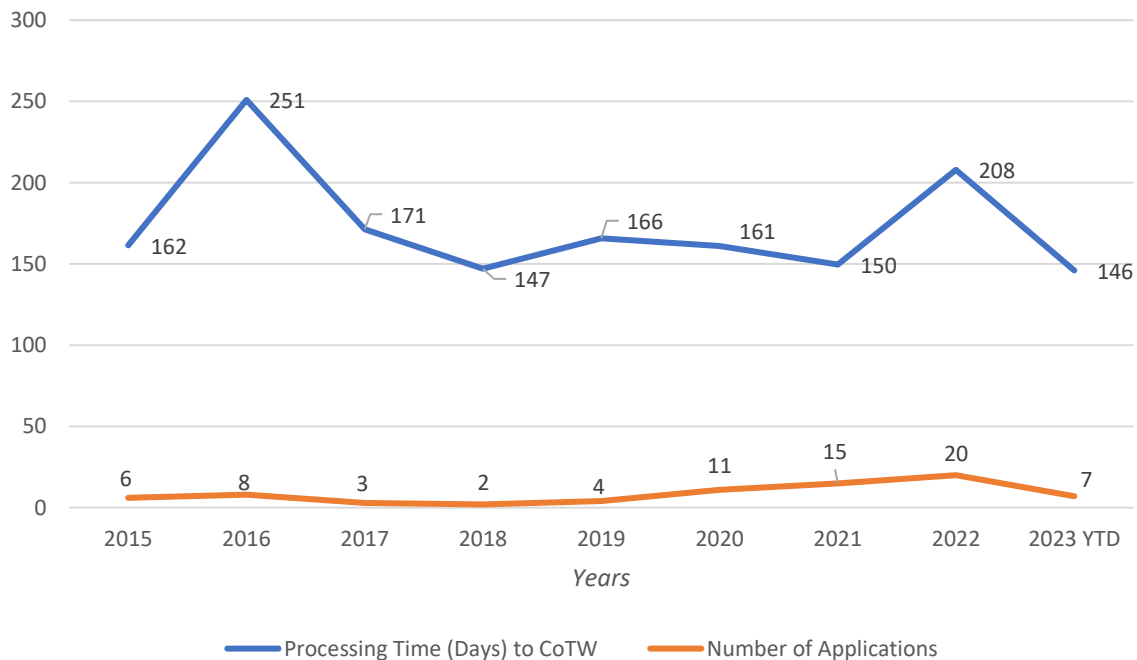
Development Services

Application Breakdown (2023 YTD)

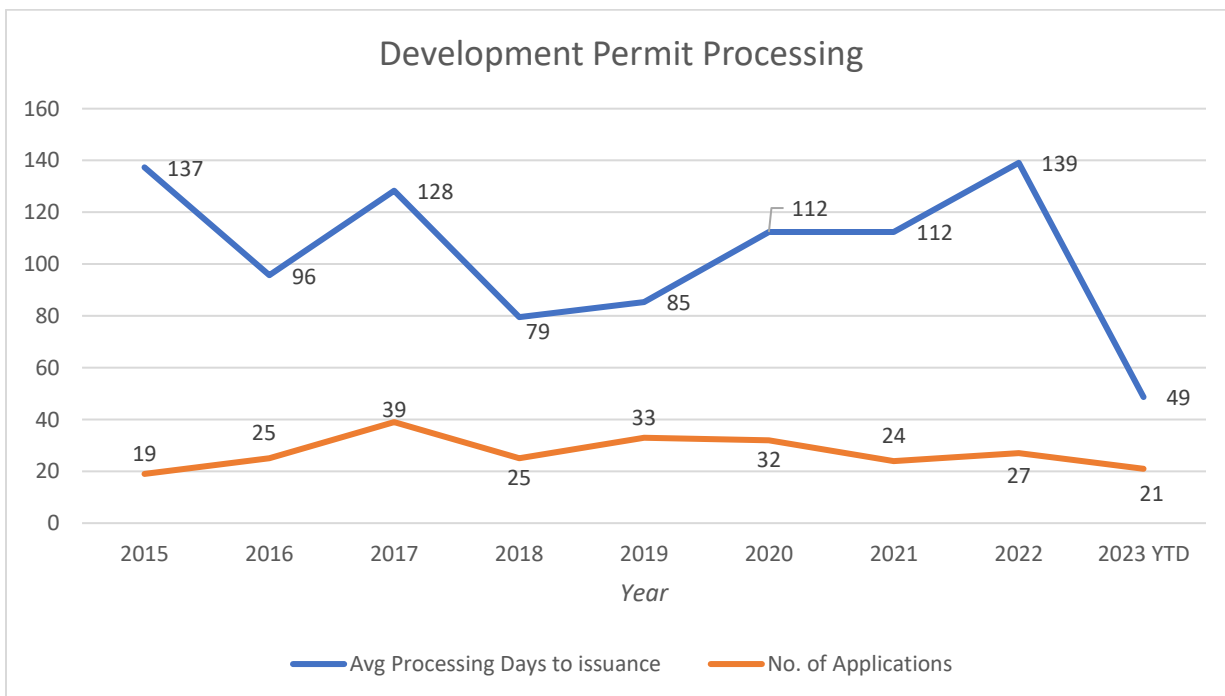
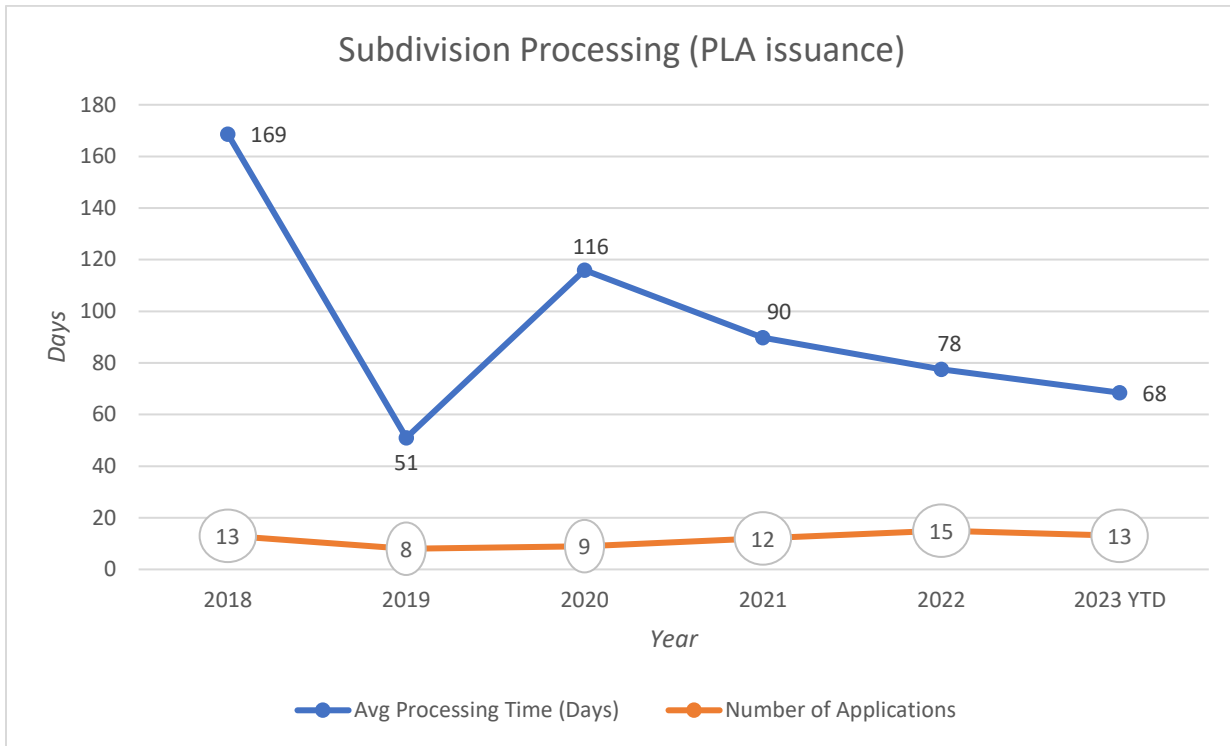


Processing times by application type

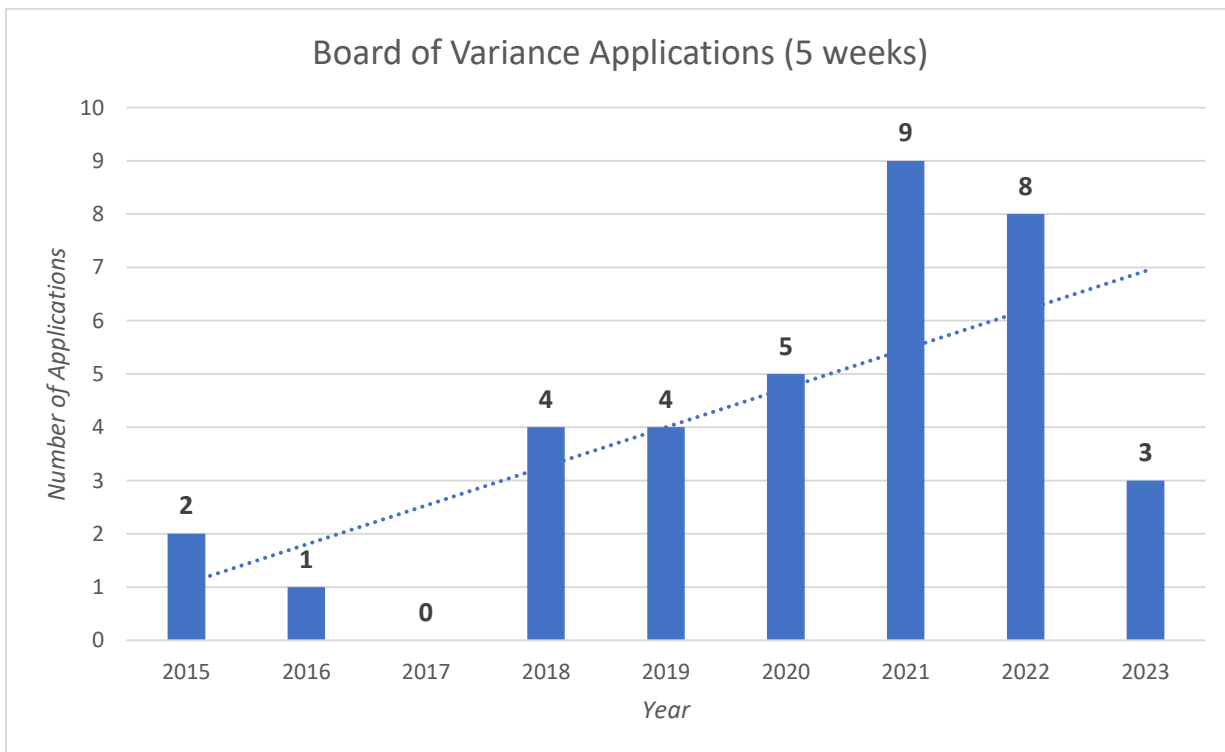
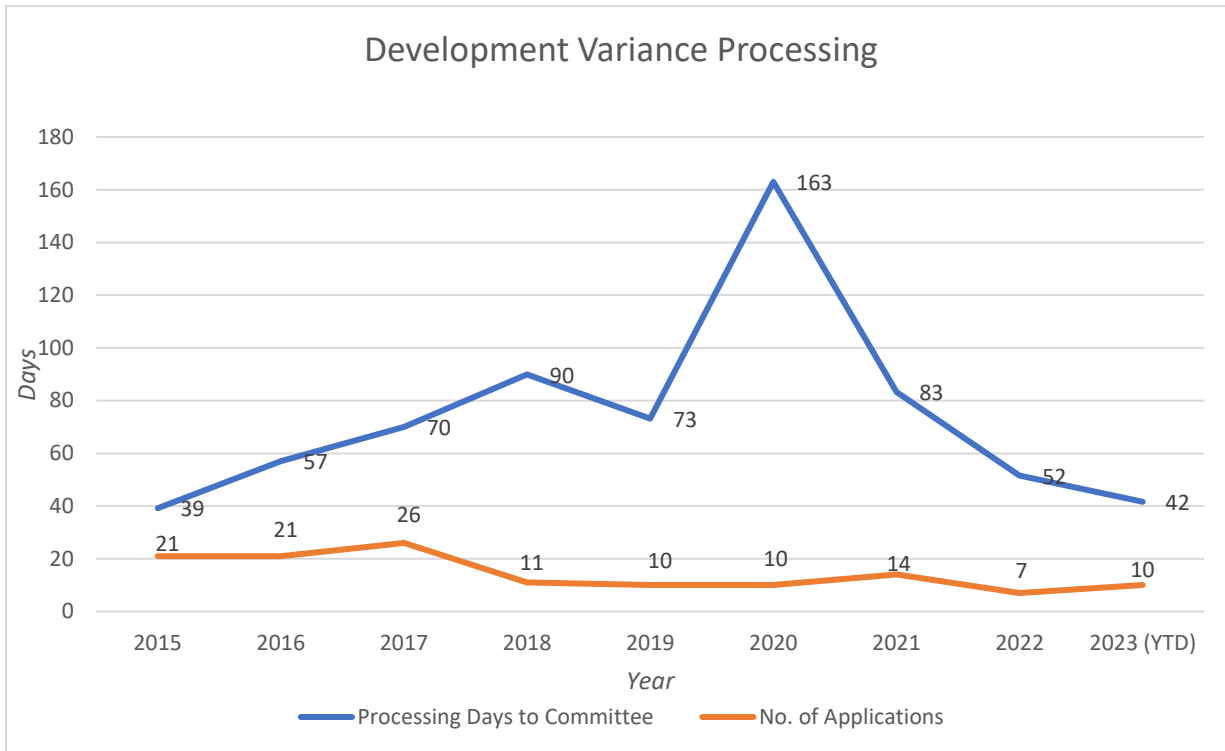
Rezoning Processing



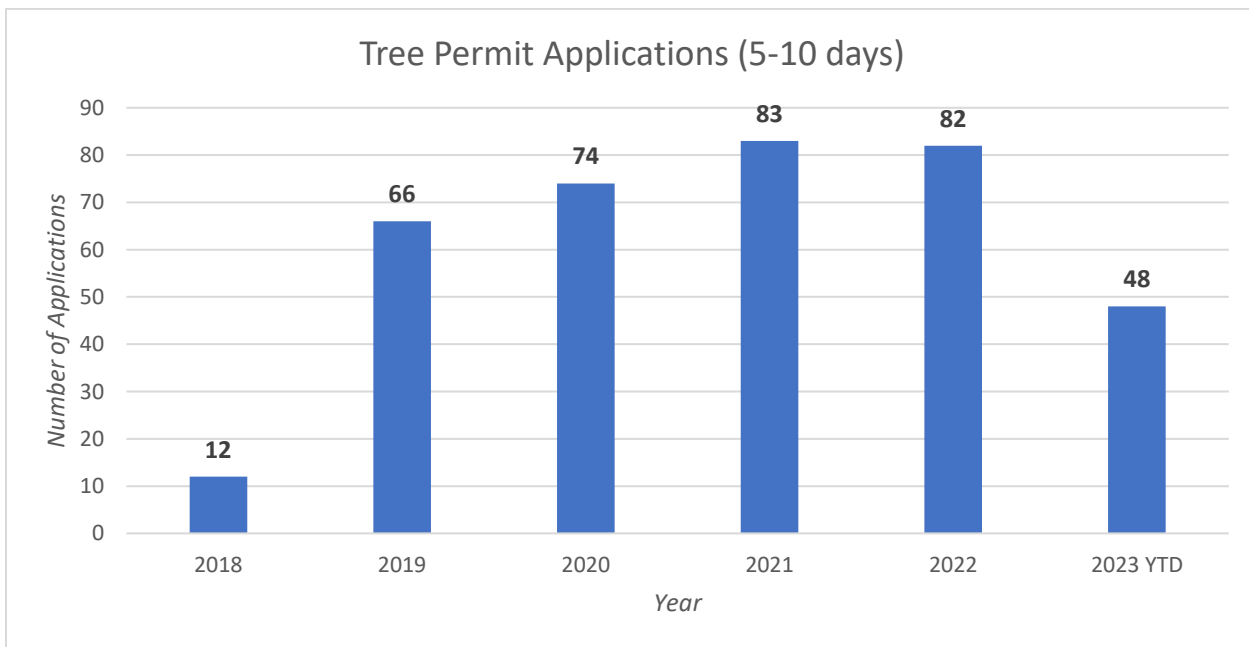
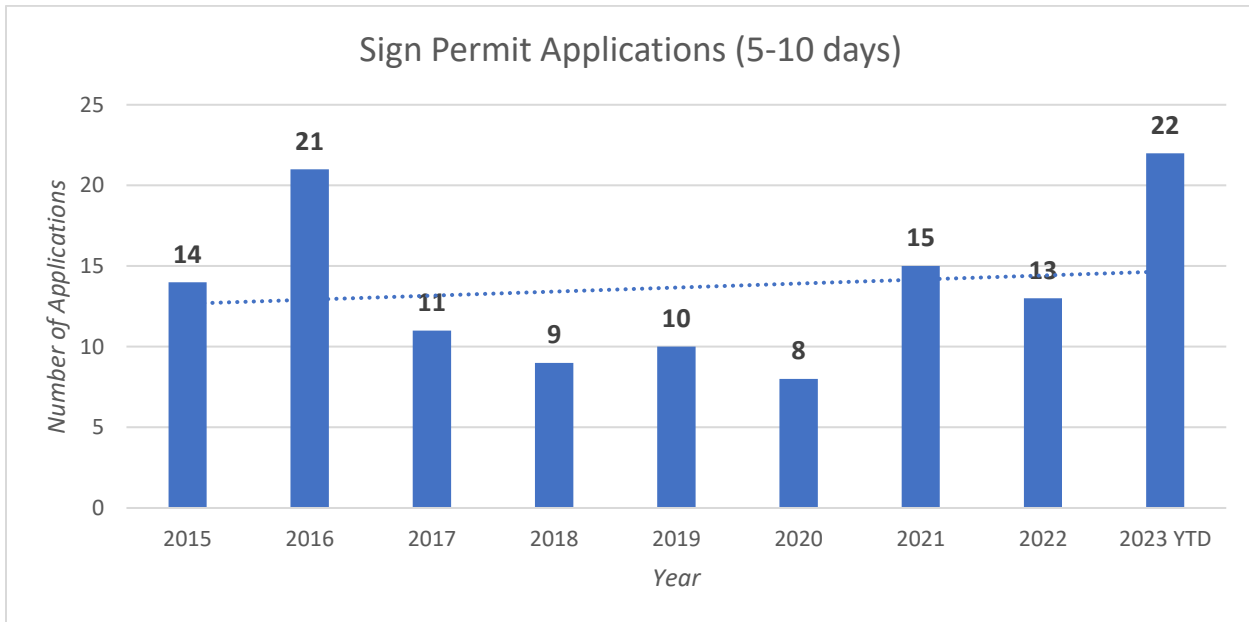
Development Services



Development Services



Development Services



Top 3 2024 Development Services Priorities

- North Latoria Corridor Visioning process
- Implementing 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.

Development Services

Development Services Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Funding								
Rezoning Fees	\$40,800	\$25,000	\$43,300	\$74,400	71.82%	\$31,100	\$40,000	\$42,000
Subdivision Fees	64,400	60,000	63,800	63,800	0.00%	-	63,800	63,800
Development Permit Fees	175,100	184,175	177,700	165,500	-6.87%	(12,200)	170,700	175,400
Right of Way Sign Permit Fees	-	750	-	-	0.00%	-	-	-
Tree Permit Fees	7,500	11,621	7,500	7,500	0.00%	-	7,500	7,500
Total Funding	287,800	281,546	292,300	311,200	6.47%	18,900	282,000	288,700
Allocation from Building & Bylaw ¹	206,400	269,300	287,000	379,200	32.13%	92,200	349,200	293,600
Total Funding After Internal Allocations	494,200	550,846	579,300	690,400	19.18%	111,100	631,200	582,300
Core Expenses - Existing Service Levels								
General ²	932,500	717,130	960,500	991,500	3.23%	31,000	1,019,100	1,049,000
Total Core Expenses	932,500	717,130	960,500	991,500	3.23%	31,000	1,019,100	1,049,000
Core Expenses - New Service Levels								
None identified	-	-	-	-	0.00%	-	-	-
Total Operating Expenses	932,500	717,130	960,500	991,500	3.23%	\$31,000	1,019,100	1,049,000
Transfer to Reserves ³			80,000	80,000	0.00%	-		
Taxation Required	\$438,300	\$166,284	\$461,200	381,100	-17.37%	(80,100)	\$387,900	\$466,700
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$20.29	\$7.70	\$20.72	\$17.12			\$16.98	\$19.83
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	-13.05%	% Change	2024 Draft Budget - 2023 Approved Budget				(57,200)	\$ Change
Notes								
1 - Operating budgets include an internal reallocation of building permit revenues to service areas that support building and development-related activity. The allocation is calculation based on an estimate of the approximate time contributed from each of these service areas to the building permit service (Development Services - 15%, GIS - 10%, Engineering - 10%).								
2 - Draft 2024 operating budget has been updated to reflect the 2023 internal restructure. Refer to staff position summary.								
3 - The 2023-2027 Financial Plan anticipated a temporary increase in development-related user fees (subdivision) and, after accounting for related increased expenses, transfers to reserves have been temporarily increased to avoid volatility with the City's taxation. (2023 actual transfers to reserves are pending year-end and will be updated).								

Development Services

Development Services Special Initiatives

Development of Amenity Cost Charge Program – \$25,000 budget (2024). New

Development of an Amenity Cost Charge (ACC) program based on new provincial legislation pertaining to development financing. This program will use a similar approach as Development Cost Charge (DCC) programs development whereby the City defines infrastructure needs into the future and assigns a per unit ACC to be integrated into zoning applications.

Funding source: Provincial Grant

Bonus Density Framework, Options & Analysis – \$80,000 budget (2024). New

This project is to conduct analysis and identify options in support of the development of a Bonus Density Framework that will support a potential shift away from Community Amenity Contributions (CAC's) to a bonus density framework when considering upzoning. CAC's can only be leveraged at rezoning based on negotiations with developers, whereas a bonus density scheme places a monetary value on additional density, resulting in fees that are transparent and non-negotiable. The option exists for developers to develop to the base density and charges are only levied if they develop beyond the base density. This project will fund consulting services to research, analyze and identify options to leverage developer contributions in our changing landscape where rezonings may no longer be the Go-To process.

Funding source: Provincial Grant

Latoria (VMP to Wishart) Visioning

Initiative Budget: \$62,000¹

Spend to date: \$21,911.60

2024 Budget: \$40,000 budget

¹ The initiative budget has increased from the originally-approved \$40,000 to \$62,000, to support an expanded scope of work.

Similar to the City's Gateway Visioning project, this initiative provides funding to engage consultants to help the city determine the form, character and access specifics to help guide redevelopment of the area given the changing in nature of the Latoria cross section and need to protect and enhance Latoria Creek. Once consultants provide technical expertise, staff will compile the results and develop the plan for Council's consideration. This work was initiated in 2022 and is scheduled for completion in 2024.

Funding Source: General Operating Surplus



Engineering

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 and value driven infrastructure with a focus on ensuring the citizens of Colwood get the best value from development and capital projects

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

Engineering actively engages other departments, residents, developers, as well as a number of external regional 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. The department recognizes data driven solutions when contemplating intersection treatments such as roundabouts, traffic calming approaches and other transportation related works.
- **Master Plans** that recognize the importance of climate change and provide the foundation for staff to ensure a prioritized, sustainable, and fiscally responsible process of infrastructure replacement and refurbishment.
- **Capital Projects** that are implemented and delivered through value driven decision making that take advantage of grant funding when available. Engineering delivers innovative projects utilizing industry best practices.
- **Asset Management** that aids the City in determining the priorities needed to create a fiscally responsible approach that allows the life cycle of assets to be optimized and fully realized. sustainable engineering ensures the planned life cycle of its assets are optimized through various maintenance & inspection programs that include bridges, dams, rockfaces, retaining walls and many more assets.
- **Land Development** support through land use processes inclusive of rezoning, development permits, & official community plan amendments. This is achieved through a collaborative iterative process of referrals with various departments typically related to development services overall. Engineering actively work to identify the scope of infrastructure and servicing that supports the objectives of the community relative to new and existing developments.

Engineering

Staff Position History & Forecast

Positions	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Plan +
Director of Engineering	0.5	0.5	1.0 ¹	1.0	1.0
Manager of Engineering	1.0	1.0	1.0	1.0	1.0
Chief Engineer	0.0	0.0	0.0	1.0 ²	1.0
Engineering Technical Supervisor	1.0	1.0	1.0	0.0 ²	0.0
Engineering Lead Capital Projects ³	0.0	1.0	1.0	1.0	1.0
Engineering Construction Inspector	0.0	1.0	1.0	0.0 ²	0.0
Engineering Technologist	0.0	1.0	1.0	1.0	1.0
Engineering Technologist – GIS	0.0	0.0	0.0	0.0 ⁴	0.0
Intermediate Engineering Technologist	2.0	1.0	1.0	1.0 ²	1.0
Intermediate Engineering Technologist – GIS	1.0	1.0	1.0	0.0 ⁴	0.0
Engineering Technologist 1	0.0	1.0	1.0	1.0	1.0
Engineering Coordinator	0.0	0.0	0.0	1.0 ²	1.0
Engineering Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Full Time Equivalent	6.5	9.5	10.0	9.0	9.0

¹ 2022 restructure introduced 1.0 Director of Engineering

² 2023 restructure

³ Budget is included within the capital budget program, and funded by the City's capital project reserve fund

⁴ Restructured resourcing to support Manager of GIS and GIS Land Records Technologist within new functional service delivery area: GIS

Engineering

Performance Measures & Key Stats

Activity	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 YTD*
Right of Way Permits issued	248	349	327	208	163
Soil Removal/Deposit Permits issued	4	5	10	3	3
Sanitary Sewer Connection Permits (new for 2023)	108	99	190	91	83
Calls for Service	566	450	1,422	1,500	1,546
Traffic Counts Conducted (new for 2023)	6	5	3	1	29
Developer Contributed Assets (DCA) (new for 2023)	-	-	\$10.519M	\$8.780M	\$640,754
DCA - Sidewalks Added (m)	-	-	2,715	2,523	3,046
DCA – Blvd Trees Added (new for 2023)	-	-	170	471	207
Bus Boardings (BC Transit) - Yearly On-Boardings	651,883	368,101	382,329	561,895	555,464
Electric Vehicle Charging Stations Utilization - #of plug-ins	3,418	3,580	3,835	5,236	6,461
Galloping Goose Bike Trips – EcoCounter Data	-	-	277,823	266,187	232,599
Total Value of Capital Projects Delivered/In progress	\$393K	\$2.113M	\$6.558M	\$9.740M	\$4.814M

*October/November

Top 3 2024 Engineering Priorities

• Start construction of the Galloping Goose Program
• Public engagement and updating of the Transportation Master Plan
• Develop Stormwater DCC program

Engineering

Engineering Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Funding								
Works and Services Admin ¹	\$152,100	\$92,469	\$155,100	\$252,000	62.48%	\$96,900	\$225,000	\$231,800
Right of Way Permit Fees	239,800	323,485	251,600	272,300	8.23%	20,700	236,200	243,400
Soil Permit Fees	50,000	7,922	30,000	30,000	0.00%	-	30,000	30,000
Bus Shelter/Bench Ad Commissions ²	-	-	-	-	0.00%	-	-	-
Other Engineering Revenue ³	3,500	83,037	3,500	3,500	0.00%	-	2,000	2,000
Total Funding	445,400	506,913	440,200	557,800	26.72%	117,600	493,200	507,200
Allocation from Building & Bylaw ⁴	137,600	179,600	191,400	252,800	32.08%	61,400	232,800	195,700
Total Funding After Internal Allocations	583,000	686,513	631,600	810,600	28.34%	179,000	726,000	702,900
Core Expenses - Existing Service Levels								
Engineering Administration ⁵	1,058,900	1,079,051	1,090,600	1,102,200	1.06%	11,600	1,153,700	1,186,800
Total Core Expenses	1,058,900	1,079,051	1,090,600	1,102,200	1.06%	11,600	1,153,700	1,186,800
Core Expenses - New Service Levels								
Traffic Study ⁶	-	-	-	20,000	-	20,000	-	-
Total Operating Expenses	1,058,900	1,079,051	1,090,600	1,122,200	2.90%	\$31,600	1,153,700	1,186,800
Transfer to Reserves⁷			\$95,000	\$95,000	0.00%	\$0		
Taxation Required	\$475,900	\$392,538	\$554,000	406,600	-26.61%	(147,400)	\$427,700	\$483,900
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$22.03	\$18.17	\$24.89	\$18.27			\$18.72	\$20.56
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	-14.56%	% Change	2024 Draft Budget - 2023 Approved Budget				(\$69,300)	\$ Change
Notes								
1 - In 2023 the City increased the Works & Services Admin fee from 1% to 4%. This fee increase is under staff review.								
2 - Advertising commissions have been restated and included with the 'Communications & Engagement' service area.								
3 - Other engineering revenue in 2023 included proceeds on the sale of gravel to a developer through an agreement that ended in 2023.								
4 - Operating budgets include an internal reallocation of building permit revenues to service areas that support building and development-related activity. The allocation is calculation based on an astimate of the approximate time contributed from each of these service areas to the building permit service (Development Services - 15%, GIS - 10%, Engineering - 10%).								
5 - In 2023, the City reviewed and refined the internal cost allocations of time spent by the Engineering team on activity related to the sewer utility; as a result, the 2024 draft budget reflects an increased allocation of labour to the sewer utility fund. In 2023 the City transitioned to an updated compensation plan in alignment with the City's 50th percentile compensation philosophy. The 2024 draft budget has been updated to reflect these changes.								
6 - Increased core funding to support annual maintenance of the City's transportation models and/or additional TIA reviews.								
7 - The draft 2024 - 2028 Financial Plan anticipates a temporary increase in engineering & development-related user fees and, after accounting for related increased expenses, transfers to reserves have been temporarily increased to avoid volatility with the City's taxation. (2023 actual transfers to reserves are pending year-end and will be updated).								

Engineering

Engineering Special Initiatives

Bridge & Culvert Program - \$80,000 budget (2024/2026)

The foundation for a program was started back in 2015. This plan will be leveraged and updated to form a baseline for a sustainable program to assess and maintain Colwood's small bridges and culverts. The intent is to ensure safety and longevity of the public infrastructure. The \$55,000 2024 budget will support a detailed structure engineering inspection of Esquimalt Lagoon Bridge; the \$25,000 2026 budget will support detailed bridge and culvert inspections.

Funding Source: General Operating Surplus.

Engineering Standards & Specifications - \$5,000 budget (2024)

This budget is primarily for the finalization of the subdivision and servicing bylaw. While the hope is the finalization will primarily be done in house, these funds provide an option to expedite by engaging consultants and/or to allow the department to review other standards and specifications that may be outdated and require updating.

The bylaw will be supplemented with local standards that encourage sustainable design in the areas of road design, rainwater management, water balance, geotechnical design, street lighting, traffic signals and transit.

The initial \$70,000 budget for this project was approved in the 2021 – 2026 Financial Plan. The \$5,000 2024 budget is to update the bylaw should Council have further requests before finalization.

Funding Source: General Operating Surplus.

Geotechnical Monitoring Program - \$250,000 budget (multi-year program)

The City of Colwood has previously identified 51 rock walls and retaining structures located within the public Right of Way. These walls are built with various materials as well as varying heights and slopes. The City has had two investigations with corresponding reports done and is planning to leverage this previous knowledge and work to establish a maintenance program to ensure the integrity and functionality of these assets is maintained long term. Following Phase 1 and 2 of the City's geotechnical asset program, this multi-year budget is comprised of geotechnical assessment of slopes and retaining walls, and providing preliminary options for maintenance and mitigation, which will be used by the City for planning and budgeting purposes.

Funding Source: General Operating Surplus.

Lookout Brook Dam Safety Review Report - \$87,500 (2024). New

To perform a full dam safety review of Lookout Brook Dam. This is required to be done every 10 years and Lookout Brooke Dam is due for review.

Funding source: Reserve Fund – Sustainable Infrastructure

Roads DCC Bylaw Update - \$95,000 (2024/2026)

In 2023, the DCC Roads Bylaw was reviewed based on current relevance related to unit rates and scope as both have changed significantly. A preliminary look into this was done for the capital plan, but the full

Engineering

program will be done, and results brought to Council in 2024. The work will be completed primarily internally with consulting support. The findings and ultimate direction of Council will dictate when the Roads DCC program receives a full update including a full re-estimate of all projects and provincial review and approval to set new Road DCC rates. What will be brought to Council is an update to the existing estimates to show where the program is relative to more current information. The information is intended to inform decisions and will not be sufficient to renew the program or set new rates. The \$15,000 2024 budget is carried forward from 2023; the \$80,000 2026 budget is for the full renewal of the Roads DCC program.

Funding source: Reserve Fund – Future Operating Expenditures.

Stormwater Master Plan Update - \$173,000 (2024/2025)

Colwood's Stormwater Master Plan was completed in 2018. An update to the plan was finalized in 2022 that incorporated recent additions of new infrastructure and condition assessments of existing piping systems in order to provide an updated priority list to maintain integrity of the drainage system sustainability. The resulting data will influence an ongoing Asset Management Plan that recommends upgrades where pipes are under capacity as well as establishing additional formalized piping extensions to mitigate potential flooding within Colwood. In 2024 funds will be used to obtain a topographic survey.

Funding Source: Reserve Fund – Future Operating Expenditures.

Traffic Management Program –\$75,000 budget (multi-year program)

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

The City will explore alternative ways to best implement calming in local neighbourhoods that addresses these concerns and provides sustainable solutions for all citizens of Colwood.

Funding Source: Reserve Fund – Future Operating

Transportation Master Plan (TMP) Update – In Progress

Initiative Budget: \$249,200

Spend to date: \$169,100

2024 Budget: \$80,100

This initiative includes work to continue and complete the Cross-Sections for major roads to validate initiatives generated within the Active Transportation Network Plan. The budget also includes funds to build and analyze traffic flow and consequences of development, with the implementation of "Traffic Model" simulation software. Costs include transportation planning consulting services to assist staff in undertaking a global review of existing policy and potential new strategies that help achieve desired modal shift objectives identified in various policies contained within the strategic plan as well as the OCP. The Traffic Model is well underway and will be updated and evolve through 2024 to provide clarity of future network issues that will need to be addressed. The TMP is currently developing cross-sections that represent decisions made in the Active Transportation Network Plan. We anticipate an updated TMP in Q4 2024.

Funding Source: Reserve Fund – Future Operating



Public Works

Council Expectations

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

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

Public Works provides maintenance to municipal 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).

Public Works

Staff Position History & Forecast

Positions	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Plan +
Director of Public Works	0.0	0.0	1.0 ¹	1.0	1.0
Deputy Director of Public Works	0.0	1.0 ¹	1.0	1.0	1.0
Public Works Manager	1.0	1.0	0.0 ¹	0.0	0.0
Public Works Service Coordinator	1.0	0.0 ¹	0.0	0.0	0.0
Public Works Operations Assistant	0.0	1.0 ¹	1.0	1.0	1.0
Fleet Supervisor	1.0	1.0	1.0	1.0	1.0
Heavy Duty Mechanic	0.0	0.0	1.0 ¹	1.0	1.0
Chargehand – Operators & Equipment	1.0	1.0	1.0	1.0	1.0
Building Services Worker	0.75	0.75	0.83 ²	0.83	0.83
Labourer I (enhanced cleaning)	0.0	0.0	1.5 ³	0.0	0.0
Full Time Equivalent	4.0	5.0	8.33	6.83	6.83

¹ Result of the 2021/2022 Public Works restructuring.

² Increased resourcing to support increased facilities: additional trailer and washroom facilities in PW Yard

³ Resourcing related to enhanced cleaning as a result of the COVID-19 pandemic. Funded by the COVID-19 Safe Restart grant. No enhanced cleaning protocols for fleet & facilities proposed for 2023. Note: this work was completed in 2021 without specifically designated FTE

Performance Monitoring & Key Statistics

Customer Service and Core Program Activity	2020 Actual	2021 Actual	2022 Actual	2023 YTD
iCompass Requests for Service Completed	450	696	631	1184
Work Orders Completed	40	33	45	29
Number of vehicles received during Branch Drop Off	21,888	23,924	24996	22047
Number of vehicles received at Colwood Clean Up	0	0	514	0
Tonnes of refuse & recyclables at Colwood Clean Up	0	0	67	0
Hydro utilized to power municipal operations (kWh)		2,239,349	2,354,163	

Public Works

Fleet Composition and Activity	2020 Actual	2021 Actual	2022 Actual	2023 YTD
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 ¹
Heavy Trucks (Diesel and Gas Vehicles)	11	11	11	12
Equipment (Diesel and Gas Vehicles)	8	8	8	8
Trailers	17	17	18	18
Diesel Consumed (L)	43,089	44,270	40,540	23,195
Gasoline Consumed (L)	30,469	29,679	33,263	22,033

Top 3 2024 Public Works Priorities

<ul style="list-style-type: none"> 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.
<ul style="list-style-type: none"> 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.
<ul style="list-style-type: none"> Identify contracted services where GHG emissions are significant and develop a Contracted Services Electrification Plan, considering climate focused procurement processes and internal equipment purchases where relevant.

Public Works

Public Works Department Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Funding								
Facilities Rental Revenue ¹	\$14,900	\$12,096	\$25,400	\$14,900	-41.34%	(\$10,500)	\$14,900	\$14,900
Electric Vehicle Charging Fee ²	-	-	-	-	0.00%	0	-	-
Other Revenue	-	131	-	-	0.00%	-	-	-
Total Funding	14,900	12,227	25,400	14,900	-41.34%	(10,500)	14,900	14,900
Core Expenses - Existing Service Levels								
Administration/Training ³	656,700	663,684	680,418	404,900	-40.49%	(275,518)	415,900	427,700
City Facilities ³	258,900	291,941	264,800	312,700	18.09%	47,900	319,800	327,000
Branch Drop Off ⁴	156,500	148,997	159,700	159,700	0.00%	0	163,000	166,200
City Events/Programs ⁵	-	-	-	-	0.00%	0	-	-
Emergency Response	7,400	376	7,400	7,400	0.00%	0	7,500	7,800
Dam Maintenance	5,700	2,173	5,800	5,800	0.00%	0	5,900	6,000
Maintain Park-Ride ⁶	3,600	5,502	3,700	3,800	2.70%	100	3,900	4,100
Maintain EV Charger ^{2,6}	3,700	10,974	3,700	11,300	205.41%	7,600	11,600	11,600
Maintain Fleet & Equipment ³	173,900	183,906	217,460	363,100	66.97%	145,640	407,000	417,100
Total Core Expenses¹⁰	1,266,400	1,307,553	1,342,978	1,268,700	-5.53%	(74,278)	1,334,600	1,367,500
Core Expenses - New Service Levels								
Asset management (Fleet Telematics) ¹¹	-	-	-	32,000	-	32,000	-	-
Total Operating Expenses	1,266,400	1,307,553	1,342,978	1,300,700	-3.15%	(\$42,278)	1,334,600	1,367,500
Taxation Required	\$1,251,500	\$1,295,326	\$1,317,578	\$1,285,800	-2.41%	(\$31,778)	\$1,319,700	\$1,352,600
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$57.93	\$59.96	\$59.20	\$57.77			\$57.76	\$57.48
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	2.74%	% Change	2024 Draft Budget - 2023 Approved Budget				\$34,300	\$ Change
Notes								
1 - Facilities rental revenue includes user fees for City facilities (St John's Church and Emery Hall).								
2 - The City is in preliminary stages of introducing an EV Charging Fee, and this charge will be brought forward for Council consideration and implementation.								
3 - The public-works related services areas were restructured in recent years, and the 'Administration/Training' draft 2024 operating budget has been adjusted as a result of internal budget reallocations to more accurately reflect the cost of 'City Facilities' and Fleet & Equipment maintenance budgets across PW services areas.								
4 - The core operating budget for the Branch Drop-off service reflects 45 events (weekly events March - November; bi-weekly events December - February)								
5 - The 'City Events/Programs' budget primarily reflects PW labour to support City events, and this budget has been restated within the new 'Events, Arts & Culture' service area.								
6 - The City previously maintained a combined transportation maintenance budget (Park & Ride and EV charging maintenance). The EV charging budget has been reviewed and increased to support additional EV charging stations implemented in 2023.								
10 - 2023 and 2024 Approved Budget amounts have been restated to reflect the internal reallocation of 'City Events/Programs' to the newly defined 'Events, Arts & Culture' service area.								
11 - In late 2023, the City implemented fleet telematics in order to provide improved information to support cost allocations, management of the assets and help the City achieve its GHG reduction targets. The operating budget has been updated to reflect the equipment (rental)/web service costs.								



Roads

Council Expectations

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

Roads

Staff Position History & Forecast

Positions	2021 Actual	2022 Actual	2023 Actual	2024 Plan +
Roads & Utilities Manager	0.5 ¹	0.5	0.5	0.5
Roads & Utilities Foreman	0.0 ¹	0.0	0.0	0.0
Roads Supervisor	1.0 ¹	1.0	1.0	1.0
Lead Hand - Roads	1.0	1.5 ¹	1.5	1.5
Operator I - Roads	1.0	1.0	1.0	1.0
Labourer II - Roads	2.0	2.0	2.0	2.0
Labourer I - Roads (seasonal)	0.5	0.0 ¹	0.0	0.0
Full Time Equivalent	6.0	6.0	6.0	6.0

¹Result of the 2021/2022 Public Works restructuring; resourcing for the Roads & Utilities Manager is split between the Roads and Sanitary Sewer service areas.

Performance Measures & Key Stats

Activity	2020 Actual	2021 Actual	2022 Actual	2023 Actual
Paved Km of roadway maintained	96	98	98	100
# Potholes repaired	200	191	191	73
Km of Sidewalk maintained	40	44	44	45
# Bridges maintained	3	3	3	3
# Traffic signals maintained (intersections and pedestrian crossings)	26	28	28	29
Liters of Brine utilized in snow/ice control			200,000 L	261,000L
Tonnes of Salt utilized in snow/ice control			250 T	270 T

Top 3 2024 Roads Priorities

<ul style="list-style-type: none"> Perform an updated City-wide Pavement Assessment of the Colwood Road Network.
<ul style="list-style-type: none"> Investigate and integrate electric tools into the Roads Service Area.
<ul style="list-style-type: none"> Formalize an operational sign inspection and maintenance program.

Roads

Roads Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Core Expenses - Existing Service Levels								
General Roads Maintenance ¹	\$637,300	\$557,942	\$656,800	\$656,900	0.02%	\$100	\$676,900	\$696,400
Street Light Maintenance ²	183,900	237,670	187,700	217,700	15.98%	30,000	222,200	226,800
Traffic Signal Maintenance	39,400	47,026	40,000	40,000	0.00%	0	40,900	41,600
Sidewalk Maintenance	49,400	43,978	50,200	50,200	0.00%	0	51,300	52,300
Snow/Storm Clean-Up	200,700	173,252	204,800	204,800	0.00%	0	208,900	213,000
Total Core Expenses	1,110,700	1,059,868	1,139,500	1,169,600	2.64%	30,100	1,200,200	1,230,100
Core Expenses - New Service Levels								
<i>None identified</i>								
Total Operating Expenses	1,110,700	1,059,868	1,139,500	1,169,600	2.64%	\$30,100	1,200,200	1,230,100
Taxation Required	\$1,110,700	\$1,059,868	\$1,139,500	\$1,169,600	2.64%	\$30,100	\$1,200,200	\$1,230,100
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$51.41	\$49.06	\$51.20	\$52.55			\$52.53	\$52.27
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	5.30%	% Change	2024 Draft Budget - 2023 Approved Budget				\$58,900	\$ Change
Notes								
1 - General roads maintenance includes crack sealing, line painting, road clean-up and bike lane maintenance.								
2 - The 2024 budget compilation for street light maintenance confirmed increased utility budgets to fund an increased number of street lights. As the City's LED transition program continues, the utility budgets will be monitored and refined.								

Roads Special Initiatives

Pavement Condition Assessment – \$60,000

The purpose of this endeavor is to revise and build upon the 2018 Pavement Assessment. Infrastructure is reflected in the proposed 2023-2027 Strategic Plan, and a well-maintained road network is needed to promote safe mobility of all types through our community. A revised assessment will assist us in making strategic decisions with the Capital Paving Program.

Funding source: General Operating Surplus

Colwood Street Sign Reflectivity Assessment – \$40,000

Legislation has begun in other parts of Canada that requires all regulatory and warning signs to be inspected on an annual basis to ensure they meet the retro reflectivity requirements (Ontario). We suspect that this will become standard in BC also and want to work towards getting ahead of compliance requirements. Identifying the state of our sign assets is another way we can work towards safer roadways in our community. Our goal is to investigate hiring a consultant to compile this data and create a sign program for us, or for Public Works to purchase the equipment and have internal staff extrapolate the data for signs internally.

Funding source: General Operating Surplus



Parks, Trails, & Recreation

Council Expectations

- A high standard of landscaping and safety be upheld at parks, trails and playgrounds
- That beautification of green spaces through plantings be a priority for staff.
- That continuous improvements for accessibility be implemented to increase all residents' enjoyment of parks, including connectivity between trails and other infrastructure and attractions.
- That public stewardship, partnerships and engagement be encouraged throughout the City.
- That removal of invasive species be prioritized in natural areas.
- That urban forests are seen as an asset and managed accordingly.
- **That 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 47 trails providing over 12 kilometers of developed walkways throughout the City. These trails and neighborhood accesses feature many gravel paths as well as concrete and asphalt walkways; stairs and bridges are a significant part of this trail network, with 10 stair structures (both wooden and concrete) and 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.

Parks, Trails, & Recreation

Staff Position History & Forecast

Positions	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan
Manager of Parks	0.5	0.5	0.5	0.5	0.5
Parks & Trails Supervisor	1.0	1.0	1.0	1.0	1.0
Lead Hand – Parks & Trails	1.0	1.0	1.0	1.0	1.0
Irrigation Technician	0.0	0.5 ¹	1.0 ¹	1.0	1.0
Labourer II – Parks & Trails	4.0	4.0	3.5 ³	4.5 ⁴	4.5
Labourer I – Parks & Trails (seasonal)	1.5	1.5	2.0 ²	1.5 ⁴	1.5
Full Time Equivalent – Parks Maintenance	8.0	8.5¹	9.0²	9.5⁴	9.5
Parks Infrastructure Capital Lead	0.0	0.0	0.0	0.5 ⁵	1.0 ⁵
Full Time Equivalent – Total	8.0	8.5	9.0	10.0	10.5

¹Resourcing to support increased service delivery, as approved in the 2022 Service Review.

²Resourcing to support increased Parks infrastructure, as approved in the 2023 Service Review. The 2023 Service Review planned FTE strength of 9.5 in 2023 and 10.0 in 2024. The planned strength for 2024 has been adjusted to 9.5 FTE due to an internal reallocation to support existing Boulevards service delivery. See note 4.

³2023 Planned Labourer II strength was 4.0 and strength actualized at approximately 3.5. This was due to an internal reallocation to support actual Boulevards service delivery in 2023.

⁴The draft 2024 operating budget includes an internal reallocation of 0.5 FTE Labourer II from Parks & Trails to Boulevards to support existing service delivery in both areas. In addition, Q4 2023 resulted in an internal restructure of 1.0 seasonal Labourer I (0.5 FTE) to a 1.0 Labourer II (1.0 FTE). Overall, the planned FTE for Parks & Trails maintenance for 2024 was 10.0 and this has been reduced to 9.5 to support the 2023 internal reallocation to Boulevards.

⁵The draft 2024-2028 Capital Plan includes the mid-year introduction of a dedicated Parks Infrastructure Capital Lead.

Performance Measures & Key Statistics

Activity	2020 Actual	2021 Actual	2022 Actual	2023 Actual
# Parks and trails maintained (Appendix 2)	64	66	68	69
Hectares of Parkland managed	88	89.6	90.2	92
Km of trails maintained	10+	10+	10+	12
Km2 of urban forest maintained	12+	12+	12+	12+
Acres of land reclaimed from invasive species	0	4	7.5	10
Washroom buildings maintained	1	2	2	2
Portable washrooms maintained	5	5	5	0
Bridges maintained	9	9	11	11
Metres of stair infrastructure maintained	400	400	400	400

Parks, Trails, & Recreation

Top 3 2024 Parks, Trails & Recreation Priorities

<ul style="list-style-type: none">• Implement Strategies from Urban Forest Strategy
<ul style="list-style-type: none">• Create and implement Education and Awareness program for new Pesticide Use Bylaw
<ul style="list-style-type: none">• Create an action plan from the recent Parks & Recreation Master Plan

Parks, Trails, & Recreation

Parks, Trails & Recreation Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Funding								
Park Rental Fees ¹	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	\$0
Total Funding	-	-	-	-	0.00%	-	-	-
Core Expenses - Existing Service Levels								
Parks Maintenance ²	766,900	697,966	805,500	723,200	-10.22%	(82,300)	743,700	765,600
Trails Maintenance ²	173,700	171,144	210,100	210,100	0.00%	0	214,900	219,900
Trails Urban Forestry	10,000	1,900	10,300	10,300	0.00%	0	10,500	10,700
Washroom Maintenance ³	64,100	67,968	65,500	52,900	-19.24%	(12,600)	54,300	55,700
Garbage Collection ³	114,000	176,333	116,300	155,800	33.96%	39,500	214,900	220,100
Fleet & Equipment Maintenance ⁴	56,600	71,869	58,000	104,100	79.48%	46,100	109,700	112,100
Recreation Centre ⁵	1,268,600	1,268,583	1,319,300	1,357,600	2.90%	38,300	1,410,500	1,462,700
Total Core Expenses	2,453,900	2,455,763	2,585,000	2,614,000	1.12%	29,000	2,758,500	2,846,800
Core Expenses - New Service Levels								
<i>None identified</i>								
Total Operating Expenses	2,453,900	2,455,763	2,585,000	2,614,000	1.12%	\$29,000	2,758,500	2,846,800
Taxation Required	\$2,453,900	\$2,455,763	\$2,585,000	\$2,614,000	1.12%	\$29,000	\$2,758,500	\$2,846,800
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$113.59	\$113.67	\$116.15	\$117.45			\$120.74	\$120.98
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	6.52%	% Change	2024 Draft Budget - 2023 Approved Budget				\$160,100	\$ Change
Notes	<p>1 - In 2023, the City entered into a two-year agreement with West Shore Parks and Recreation (WSPR) where the WSPR provides a parks rental booking service, subject to WSPR booking fees, and the City receives 70% of the revenue. The agreement enables formalized programming, with scheduling and booking services for the City's Parks. Revenues to date are below \$500.</p> <p>2 -The City must recognize operating costs associated with new infrastructure. The 2023-2027 Financial Plan included increased resourcing (0.5 seasonal Labour I FTE) to support maintenance of increased parks, trails and boulevards infrastructure in 2024. The draft 2024+ operating budgets have been refined to reflect an internal reallocation of this resourcing from parks maintenance to boulevard maintenance. The reduction in parks maintenance labour in the draft 2024 budget was offset by an increase in the water utility budget.</p> <p>3 - The 2024 draft budgets include an internal reallocation of labour budgets from washroom maintenance to garbage collection to improve alignment of the resourcing required for existing service delivery. In 2023, significant washroom maintenance costs were incurred due to vandalism.</p> <p>4 - The public-works related services areas were restructured in recent years, and the Public Works 'Administration/Training' draft 2024 operating budget has been adjusted as a result of internal budget reallocations to more accurately reflect the cost of Fleet & Equipment maintenance budgets within the area of Parks & Trails.</p> <p>5 - The approved 2023-2027 WSPR financial plan anticipated a requisition increase of 4.00% overall for 2024 and the draft 2023-2028 WSPR is consistent with this 4.00% requisition increase. The draft 2024 budget reflects an increase to the City's share of the requisition (22.44% in 2024; 21.81% in 2023).</p>							

Parks, Trails, & Recreation

Parks, Trails & Recreation Special Initiatives

Individual Parks Management Plans - \$58,800 budget (2024). In Progress

Following adoption of the City's Parks and Recreation Master Plan (2021), individual parks management plans are supported by this initiative. To date, plans have been created for each of: Colwood Creek, Lookout Lake, Ocean View, Havenwood and Latoria Creek parks. In 2023, the multi-year project budget was increased to \$80,000 to include Quarry Park at Royal Bay and the duration condensed to complete in 2024. This project will provide important strategic guidance regarding the acquisition and management of new and existing parks and recreational infrastructure with individual parks-level plans to come separately. The 2024 budget includes unspent funds of \$49,800 carried over from 2023.

Funding Source: Reserve Fund – Future Operating

Parks Canada Initiative - \$17,200 budget (2024). In Progress

The City entered into an agreement with Parks Canada to accept 2023 funding to support work related to the potential creation of a new Natural Urban Park. The funding covers 3 main streams: ecosystem regeneration strategy, public transit and active transportation study, develop and implement engagement process and overhead pertaining to these streams. The majority of the work was done in 2023 and will complete by federal fiscal year-end (March 2024).

Funding Source: Federal Grant

Parks Planner Auxiliary - \$113,300 budget (2024). New

Auxiliary Parks Planner 1 position to support feasibility studies into, and associated work stemming from, the proposed National Urban Park. This position would be funded by a 2nd collaboration agreement between the City of Colwood and Parks Canada. As of January 2024 The City and Parks Canada are in discussions regarding the terms of a 2nd collaboration agreement for work in 2024. This position would be contingent on the City entering into this agreement.

Funding Source: Federal Grant

Waterfront Planning and Parks Lease - \$100,000 budget (2024)

This initiative is to provide consulting services to support the creation of a new waterfront planning and park lease in conjunction with the development at Beachlands, and the Coburg Peninsula.

Funding Source: Reserve for Future Operating



Boulevards

Council Expectations

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

Colwood staff maintain approx. 17,600 sq meters of developed boulevards and boulevard islands that feature garden beds and manicured lawns maintained at level 2 "Groomed" (Appendix 2) There is approx. 11,100 m2 of garden and 6,500 m2 of lawn. Irrigation is a significant part of boulevard maintenance, especially given the complexity and size of the recent installations at Royal Bay, 90% of these boulevards are irrigated and have ornamental street lighting. There are also 60 garden beds in cul-de-sacs throughout the city that are maintained at level 6 "Service & Industrial" (Appendix 2). While the City maintains all boulevard gardens, mowing is performed by City staff or property owners, depending on the location (Appendix 3). In addition, Colwood has over 26 kilometers of undeveloped boulevard with grass or brush requiring seasonal mowing, this mowing is done by a roadside mower twice per year. Typically, these boulevards are part of Colwood's critical drainage network.

Boulevards

Staff Position History & Forecast

Positions	2021 Actual	2022 Actual	2023 Actual	2024 Plan
Manager of Parks	0.5 ¹	0.5	0.5	0.5
Boulevards Supervisor	1.0 ¹	1.0	1.0	1.0
Lead Hand - Boulevards	1.0 ¹	1.0	1.0	1.0
Lead Hand - Irrigation	1.0 ¹	1.0	1.0	1.0
Labourer II - Boulevards	2.0 ²	2.0	2.5 ³	2.5 ³
Labourer I – Boulevards (seasonal)	0.0	0.0	0.0 ⁴	0.0
Full Time Equivalent	5.5	5.5	6.0³	6.0³

¹ Result of the Public Works restructuring. Resourcing for the Manager of Parks is split between the Parks & Trails and Boulevards service areas.

² 2021 Public Works actual FTE count was been restated for the 2023 service review to reflect actual resourcing in this area.

³ Actual strength to support existing Boulevards service delivery in 2023 approximated 2.5 FTE not 2.0 as planned. This was supported by an internal reallocation of resourcing from Parks & Trails. The draft 2024 operating budget includes an internal reallocation of 0.5 FTE from Parks & Trails to Boulevards to support existing service delivery in both areas.

⁴ The 2021 Service Review recommended increased beautification services, which was deferred under the 2022-2026 Financial Plan.

Performance Monitoring & Key statistics

Activity	2020 Actual	2021 Actual	2022 Actual	2023 Actual
Km of boulevard maintained (brush cutting, seasonal mowing)	24	26	26	26
Km of boulevard gardens maintained	7	8	8km (17,600m ²)	9km
Number of annuals planted	5,000	7,500	16,000	8,500
Km of boulevard urban forest managed	96	97	97	99
Trees planted	25	30	25	60
Boulevard Trees from Development				180
Hanging baskets maintained	58	58	74	74

Top 3 2024 Boulevards Priorities

<ul style="list-style-type: none"> Implement strategies from the Urban Forest Plan regarding Boulevard trees
<ul style="list-style-type: none"> Continue using native species for new and restored boulevard plantings
<ul style="list-style-type: none"> Install/improve irrigation and soil conditions for all new boulevard gardens and lawns

Boulevards

Boulevards Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Core Expenses - Existing Service Levels								
Maintenance & Beautification ¹	\$644,100	\$720,856	\$664,100	\$710,600	7.00%	\$46,500	\$730,600	\$750,000
Urban Forestry ²	20,000	34,845	20,500	20,000	-2.44%	(500)	20,500	21,000
Total Core Expenses	664,100	755,701	684,600	730,600	6.72%	46,000	751,100	771,000
Core Expenses - New Service Levels								
<i>None identified</i>	-	-	-	-	0.00%	-	-	-
Total Operating Expenses	664,100	755,701	684,600	730,600	6.72%	\$46,000	751,100	771,000
Taxation Required	\$664,100	\$755,701	\$684,600	\$730,600	6.72%	46,000	\$751,100	\$771,000
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$30.74	\$34.98	\$30.76	\$32.83			\$32.88	\$32.76
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	10.01%	% Change	2024 Draft Budget - 2023 Approved Budget				\$66,500	\$ Change
Notes	<p>1 - The City must recognize operating costs associated with new infrastructure. The 2023-2027 Financial Plan included increased resourcing (0.5 seasonal Labour I FTE) to support maintenance of increased parks and boulevards infrastructure in 2024. The draft 2024+ operating budgets have been refined to reflect an internal reallocation of this resourcing from parks maintenance to boulevard maintenance.</p> <p>2 - The 2022 - 2026 Financial Plan introduced an urban forestry budget.</p>							



Storm Sewers

Council Expectations

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

Colwood staff manage 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.

Storm Sewers

Staff Position History & Forecast

Positions	2021 Actual	2022 Actual	2023 Actual	2024 Plan
Roads & Utilities Manager	0.25 ¹	0.25	0.25	0.25
Charge Hand – Storm Sewers & Drainage	1.0 ¹	1.0	1.0	1.0
Lead Hand - Utilities	0.0	0.5 ¹	0.5	0.5
Labourer I (seasonal)	0.0	0.0 ¹	0.0	0.0
Full Time Equivalent	1.25	1.75	1.75	1.75

¹Result of the 2021/2022 Public Works restructuring. Resourcing for the Roads & Utilities Manager is split between the Roads, Storm Sewer and Sewer Utility service areas. A seasonal Labourer I was planned for 2022 and actualized as a lead hand to improve resourcing for this service area.

Performance Measures & Key Stats

Utilizing the data from the flush and camera program, staff will identify appropriate statistics for reporting, for example length of pipe flushed and % of inlets and outlets inspected.

Activity	2022 Actual	2023 Actual
Drainage Ponds Maintained	10	1
Lineal meters of storm sewer flushed and inspected by camera (Appendix 2)	6100 m	852 m

11 ponds were inspected this year. With the addition of a new pond off Cairndale Rd, extensive work and resources were needed to focus on the new location, meaning only 1 pond received maintenance this year.

There was a shortfall of linear meters completed in 2023, as much of the work in 2023 was work duplicated from 2022. Out of 254 sanitary and drain run's CCTV'd in 2022, only 104 were to MMCD standard and accepted.

Top 3 2024 Storm Sewers Priorities

<ul style="list-style-type: none"> Continue to refine inspection programs, and consequently provide up to date information to assist GIS with ground truthing documented infrastructure location
<ul style="list-style-type: none"> CCTV known trouble spots, to assist Engineering for future drainage capital projects. Fulton Rd and Cecil Blogg and Sooke Rd.
<ul style="list-style-type: none"> Increase brush clearing at large culvert ends and smaller settlement areas. (ex. Pelican & Metchosin)

Storm Sewers

Storm Sewers Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Core Expenses - Existing Service Levels								
Storm Sewers ¹	\$202,700	\$170,461	\$208,200	\$207,200	-0.48%	(\$1,000)	\$214,400	\$220,000
Drainage Culverts	60,200	58,834	62,000	62,000	0.00%	0	63,600	65,200
Storm Pond Maintenance	20,400	20,400	20,800	20,800	0.00%	0	21,200	21,600
Total Core Expenses	283,300	249,695	291,000	290,000	-0.34%	(1,000)	299,200	306,800
Core Expenses - New Service Levels								
<i>None identified</i>	-	-	-	-	0.00%	-	-	-
Total Operating Expenses	283,300	249,695	291,000	290,000	-0.34%	(1,000)	299,200	306,800
Taxation Required	\$283,300	\$249,695	\$291,000	\$290,000	-0.34%	(\$1,000)	\$299,200	\$306,800
BC Stats Colwood Population Est.	21,604	21,604	22,256	22,256			22,847	23,532
Taxation per Resident	\$13.11	\$11.56	\$13.08	\$13.03			\$13.10	\$13.04
Taxation Required - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	2.36%	% Change	2024 Draft Budget - 2023 Approved Budget				\$6,700	\$ Change
Notes								
1 - The 2024 Service Review will provide context on the reactive service to both storm sewer and sewer utility infrastructure, and managing the components of an aging system. Refer to the Sewer Utility operating budget for proposed increased resourcing.								



Sewer Utility

Council Expectations

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

Colwood staff manage 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.

Sewer Utility

Staff Position History & Forecast

Positions	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan
Roads & Utilities Manager	0.25 ¹	0.25	0.25	0.25	0.25
Utilities Supervisor	1.0 ¹	1.0	1.0	1.0	1.0
Leadhand - Utilities	0.0	1.0 ¹	1.0	1.0	1.0
Labourer II - Sewer	1.0	0.0 ¹	0.0	0.5 ²	1.0 ²
Full Time Equivalent	2.25	2.25	2.25	2.75	3.25

¹ Result of the 2021/2022 Public Works restructuring. Resourcing for the Roads & Utilities Manager is split between the Roads, Storm Sewer and Sewer Utility service areas.

² Increased resourcing to support sewer infrastructure asset management

Performance Measures & Key Stats

Activity	2020 Actual	2021 Actual	2022 Actual	2023 YTD
Residential Connections by Colwood Staff	18	19	11	8
New Homes connected through Development	139	140	73	61
Lineal meters of sanitary sewer flushed and inspected by camera			7700 m	541 m

There was a shortfall of linear meters completed in 2023, as much of the work in 2023 was work duplicated from 2022. Out of 254 sanitary and drain run's CCTV'd in 2022, only 104 were to MMCD standard and accepted.

Top 3 2024 Sewer Utility Priorities

• 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

Sewer Utility

Sewer Utility Operating Budget

	2023 Approved Budget	2023 Projected Actual (Q3)	2024 Approved Budget	2024 Draft Budget	2024 % Change	2024 \$ Change	2025 Draft Budget	2026 Draft Budget
Funding								
Local Service Area Taxes ¹	\$345,600	\$353,885	\$345,600	\$373,900	8.19%	\$28,300	\$373,900	\$373,900
Sewer User Fees ²	1,639,200	1,511,858	1,932,100	2,142,400	10.88%	210,300	2,526,400	2,867,900
Sewer Connection Fees ³	155,100	105,121	158,000	158,000	0.00%	0	161,200	164,500
Sewer Enhancement Fees ⁴	53,100	24,866	54,100	54,100	0.00%	0	55,200	56,300
Total Funding	2,193,000	1,995,730	2,489,800	2,728,400	9.58%	238,600	3,116,700	3,462,600
Core Expenses - Existing Service Levels								
Sewer Administration	108,700	117,264	111,900	171,000	52.82%	59,100	167,300	173,300
Sewer Maintenance (CRD) ³	1,004,300	972,367	1,282,700	1,105,800	-13.79%	(176,900)	1,144,500	1,184,600
Sewer Maintenance	330,100	296,685	338,400	338,400	0.00%	0	392,500	449,400
Connections	155,100	135,953	158,000	158,000	0.00%	0	161,200	164,500
Sewer Fleet Maintenance	64,900	67,690	67,900	68,100	0.29%	200	70,100	71,800
Total Core Expenses	1,663,100	1,589,959	1,958,900	1,841,300	-6.00%	(117,600)	1,935,600	2,043,600
Core Expenses - New Service Levels								
Sewer Infrastructure asset management ⁵	-	-	-	44,900	0.00%	44,900	46,200	-
Total Operating Expenses	1,663,100	1,589,959	1,958,900	1,886,200	-3.71%	(\$72,700)	1,981,800	2,043,600
Transfer to Reserves & Debt Payment								
Transfer to Reserve for Capital ²	184,300	51,886	185,300	185,300	0.00%	0	186,400	187,500
Transfer to Operating Reserve ¹	4,200	4,200	4,200	4,200	0.00%	0	4,200	4,200
Sewer Debt Payment (Colwood LSA) ¹	341,400	369,662	341,400	369,700	8.29%	28,300	369,700	369,700
Sewer Debt Payment (CRD) ⁶	-	-	-	283,000	0.00%	283,000	574,600	857,600
Total Operating Expenses + Transfers + Debt Payment	2,193,000	2,015,707	2,489,800	2,728,400	9.58%	238,600	3,116,700	3,462,600
Utility Budget - Increase (Decrease):								
2024 Draft Budget/2023 Approved Budget	24.41%	% Change	2024 Draft Budget - 2023 Approved Budget				\$535,400	\$ Change
Notes								
1 - The City recovers debt servicing costs, related to sewer infrastructure servicing local areas, via a parcel tax on the participation properties in two areas: Colwood East LAS (debt retires 2038) and Colwood Central LAS (debt retires 2046).								
2 - Sewer User Fee rates are reviewed annually; sewer user fee rates will continue to increase until at least 2026 to support the phase in of the CRD Core Area Wastewater treatment costs.								
3 - Sewer connection fees were reviewed and rates increased in 2022.								
4 - Sewer enhancement fees are transferred to the Sewer Capital reserve fund on receipt.								
5 - The draft 2024-2028 Financial Plan proposes increased resourcing (personnel) to support proactive sewer infrastructure maintenance and asset management.								
6 - The draft 2024-2028 Financial Plan continues to increase the proportion of the CRD Core Area Wastewater Treatment costs that are funded by the sewer utility (sewer user fee); by 2026 the sewer utility will fund 100% of the CRD Core Area Wastewater Treatment costs (operating and debt servicing).								

Sewer Utility

Sewer Utility Special Initiatives

Network Expansion Plan - \$20,000 budget (2024). New

The City's sewer infrastructure has typically been installed by developers as a part of a new development. Council is considering a plan to provide sewer to those homes in Colwood that are not sewered and are operating using private septic beds. This multi-decade plan would develop a strategy to build the required infrastructure which Council can decide how and whether to fund. This project will fund the engagement of a consultant to develop a sewer network expansion plan to connect the existing homes in Colwood to the sewer system for Council's consideration.

Funding Source: Sewer Operating Surplus

A scenic view of a bridge at sunset. The sky is filled with dramatic, colorful clouds in shades of blue, purple, and orange. A silver SUV is driving away on the bridge, which has a wooden railing and a yellow curb. The overall mood is serene and picturesque.

Capital Plan



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Five Year Capital Budget Summary

Capital Expenditures	2024	2025	2026	2027	2028
Road Infrastructure	\$17,736,800	\$1,025,100	\$1,630,100	\$1,245,300	\$650,000
Facility Infrastructure	10,294,600	20,597,100	105,000	85,200	155,300
Drainage Infrastructure	1,196,900	456,600	762,200	1,082,400	770,900
Equipment	1,061,300	724,800	377,800	195,500	496,000
Fleet	1,593,700	109,300	1,524,500	114,800	235,100
Park & Recreation Infrastructure	875,600	532,300	5,701,600	1,039,600	-
Sewer Infrastructure	150,000	150,000	153,900	20,000	20,000
Capital Infrastructure Staffing	188,700	258,800	266,600	274,600	282,800
Total Expenditures	\$33,097,600	\$23,854,000	\$10,521,700	\$4,057,400	\$2,610,100
Funding Source					
Reserves, Sustainable Infrastructure	\$4,415,700	\$1,275,300	\$1,661,000	\$1,987,000	\$1,520,900
Reserves, Gas Tax	410,000	83,500	336,400	86,800	-
Reserves (various)	2,830,400	1,373,100	2,374,800	604,900	1,033,900
Capital Grants, Other	4,501,200	505,400	5,157,700	969,300	-
Developer Contributions, Road DCC	2,602,800	-	318,000	196,500	-
Developer Contributions, Other	1,287,700	-	-	-	-
Surplus	4,353,800	159,300	673,800	212,900	55,300
Debt	12,696,000	20,457,400	-	-	-
Total Funding	\$33,097,600	\$23,854,000	\$10,521,700	\$4,057,400	\$2,610,100

Road Infrastructure

The following table details planned expenditures and funding sources for capital projects related to road infrastructure, followed by descriptions of the planned improvements.

Road Infrastructure Capital	2024	2025	2026	2027	2028
Recurring Programs					
Sidewalk & Bike Lane Program	\$5,066,000	\$83,500	\$85,000	\$86,800	\$ -
Annual Paving Program	600,000	600,000	600,000	600,000	600,000
Streetlight Program, LED Upgrades	-	-	251,400	-	-
Traffic Signal, Controller Upgrades	290,300	48,700	-	-	-
Bridge, Major Repairs & Upgrades	95,000	70,000	20,000	20,000	-
Road, Major Repairs & Upgrades	30,000	30,000	30,000	30,000	30,000
Signage & Wayfinding	110,300	110,500	62,000	20,000	20,000
Road Infrastructure, previously approved					
Intersection: Latoria Rd + VMP	835,700	-	-	-	-
Galloping Goose Overpass Bridge	6,254,200	-	-	-	-
Intersection: Metchosin Rd + Latoria Blvd	989,100	-	-	-	-
Latoria Rd, Metchosin to Sparrowhawk	CREDIT	-	-	-	-
Active Transportation Counter Implementation	36,000	-	-	-	-
Transit Improvements	80,000	82,400	84,900	87,400	-
Intersection: Wale Rd + Wilfert Rd	1,333,900	-	-	-	-
Intersection: VMP + Cairndale Rd	1,215,700	-	-	-	-
Intersection: Sooke Rd + Metchosin Rd	-	-	496,800	-	-
Intersection: Sooke Rd + Mt View	-	-	-	401,100	-
Metchosin Royal Beach Frontage		CREDIT			
Road Infrastructure, new					
594 Latoria Rd Frontage	500,000	-	-	-	-
Allandale Rd Left Turn Lane	300,600	-	-	-	-
Total Road Expenditures	\$17,736,800	\$1,025,100	\$1,630,100	\$1,245,300	\$650,000

Road Infrastructure

Sidewalk & Bike Lane Program

Capital Expenditures	2024	2025	2026	2027	2028
Sidewalk & Bike Lane Program					
Design & Engineering Services	\$293,700	\$ -	\$ -	\$ -	\$ -
Kelly Rd Sidewalk	657,000	-	-	-	-
Hagel Rd Sidewalk, including Adye Rd/Metchosin Rd Bikeway	1,482,000	-	-	-	-
Lagoon Rd Sidewalk	2,517,000	-	-	-	-
Fulton Rd Sidewalk	-	-	-	-	-
Hatley/Metchosin Design	-	-	-	-	-
Buffered/Protected Bike Lanes	116,300	83,500	85,000	86,800	-
Total Sidewalk & Bike Lane Program Expenditures	\$5,066,000	\$83,500	\$85,000	\$86,800	\$ -

The Sidewalk & Bike Lane Program budget provides for the ongoing implementation of road infrastructure improvements. Through the Active Transportation Network planning process, Council identified ten active transportation infrastructure projects to be advanced by the end of 2023.

Design work for the following four infrastructure projects continued to progress in 2023:

- **Kelly Rd Sidewalk**, Sooke Rd to Metchosin Rd (DCC project with a 25% existing benefit factor)
- **Hagel Rd Sidewalk**, Meaford Ave to Galloping Goose Trail (David Cameron School Safe Route)
 - Including Bikeway, Adye Rd/Metchosin Rd Bikeway (Galloping Goose Trail connection).
- **Lagoon Road Sidewalk**, Heatherbell Rd to Aloha Ave (DCC project with a 50% existing benefit factor)
- **Fulton Road Sidewalk**, Sooke Rd to Townview Terrace



Design and Engineering services for these projects was contracted in 2021 with McElhanney Consulting Ltd and required increased funding due to additional geotechnical planning and rescope costs. In September 2023, McElhanney completed the Issued for Tender Review (IFTR) drawings and provided updated cost estimates (Class B).

The project designs and project metrics were presented to the *Active Transportation Committee* on October 16, 2023; this presentation included an update on the cost estimates for the works as follows:

Road Infrastructure

Sidewalk & Bike Lane Project Description	Project Budget (2023-2027 Financial Plan)	Revised Project Estimate		
		Project Estimate (Sept 6, 2023) ¹	Contingency ²	Revised Project Estimate ³
Design & Engineering Services	463,100	\$532,755	\$53,276	\$586,000
Hagel/Ayde Road Sidewalk	1,173,200	\$1,185,472	\$296,368	\$1,482,000
Kelly Road Sidewalk	452,700	\$525,667	\$131,417	\$657,000
Lagoon Road Sidewalk	2,199,900	\$2,013,961	\$503,490	\$2,517,000
Fulton Road Sidewalk	4,535,500	\$5,114,776	\$1,278,694	\$6,393,000
Total	\$ 8,824,400			\$ 11,635,000

¹ Class B estimate per 90% design completion (McElhaney)

² A 10% contingency factor is applied to the design & engineering services, and a 25% contingency factor is applied to the construction estimate.

³ Revised project estimate rounded to the nearest thousand.

On November 14, 2023, the IFTR drawings and project metrics were brought to Council for consideration **Council resolved that the Fulton Rd Sidewalk Project be deferred** for further consideration due to the increased costing. McElhaney is in progress preparing all documentation for tendering the remaining three sidewalk and bike lane projects, and administration will return with a loan authorization bylaw to support the capital construction of the following three projects, to a maximum borrow of \$4,656,000 to support the construction of Hagel/Adye, Kelly and Lagoon sidewalk projects. Design for these three projects will be completed in early 2024 with the intent for construction to be staged over 2024 and 2025 pending the long-term debt loan authorization process, procurement and Council tender award. Council resolved July 11, 2022 that these works will be financed by long-term debt issuance; debt servicing will be funded by taxation or Road DCCs for eligible projects.

Further study of the Metchosin Corridor was conducted in 2022 and work to finalize the ultimate cross-section for Metchosin are pending. The below projects are directly linked to this work and will be revisited when appropriate information is available:

- Metchosin Road Sangster School Frontage Sidewalk
- Metchosin Road South Bike Lane, Lagoon Rd to Wishart Rd
- Metchosin Road North Bike Lane, Wishart Rd to Sooke Rd

The **Hatley/Metchosin Design** is 95% complete and awaiting BC Hydro design considerations. This infrastructure project is delayed until budget is allocated to proceed with construction; works will be considered in the future.

Colwood has nearly 7km of **buffered bike lanes** spread throughout the community. This initiative will see the conversion of existing buffered bike lanes to protect in a cost-effective way as proven by other local municipalities. Where it makes sense, and future capital improvements are not planned for the foreseeable future, a solution such as this can be implemented to improve the safety of riders and may also provide needed comfort for others to take up cycling. Engineering will collaborate with the Active Transportation Committee to determine the best location for the first conversion. In future years, Engineering will be able to provide cyclist and pedestrian counts from the EcoCounters project to better determine locations of need. A summary of the works and feedback from the pilot project will be brought forth to the Active Transportation Committee in 2024.

Road Infrastructure

Paving Program

\$600,000 annual budget (multi-year program)

The City's paving program was introduced in 2019 and is based on the City's Pavement Condition Index (2018). In 2024, staff are proposing that the Pavement Condition Index be updated to better inform future works of this program. It should be noted that, where feasible, drainage and road projects will be undertaken together to maximize cost effectiveness and minimize interruption to the public. In 2023, paving work included areas along Ocean Blvd (Milburn to Belmont), Metchosin Rd (Wishart to Lagoon), Fulton Rd (Sooke to Ravenwood), Wishart Rd (Latoria to Windthrop), Wishart Rd (at Wishart Pl), Owens Rd (Painter to Wishart), Benhomer Dr (Metchosin to Painter), Stornoway Dr (St. Troy to Rothnie), and Stornoway (Salton to Strathdee). Longitudinal cracking repairs are planned to areas on Sooke Rd, and Ocean Blvd, to complete the paving program for 2023.

Funding Source: Reserve Fund – Sustainable Infrastructure

Street Light Program - LED Upgrades (multi-year)

2024 Budget - \$0

The City is in the process of upgrading street lights to LED technology in place of older high pressure sodium lights to provide more energy efficient street lighting to the community. This program will continue; 2022 Program allowed the upgrade of 50 lights in the Royal Bay area. Future upgrades have been deferred to 2026 to achieve economies of scale savings.

Funding Source: Reserve Fund - Gas Tax

Traffic Signal Program - Controller Upgrades

2024 Budget: \$290,300

This program budget supports a multi-year plan, initiated in 2022, to replace older traffic controllers at traffic control signals on an ongoing basis. The 2024 plan will coordinate existing intersections for better flow through the community; scheduled upgrades include Sooke Rd/Kelly Rd intersection, and Mount View/Sooke Rd.

Funding Source: Reserve Fund - Sustainable Infrastructure

Bridge Repairs & Upgrades (Esquimalt Lagoon Bridge)

2024 Budget: \$95,000

Inspection of the Esquimalt Lagoon Bridge per the 5-year inspection and capital maintenance program. Bridge inspections are ongoing, with the final report to be complete in Q1 2024. Inspection report to inform the 5-year capital upgrades plan, starting in 2024.

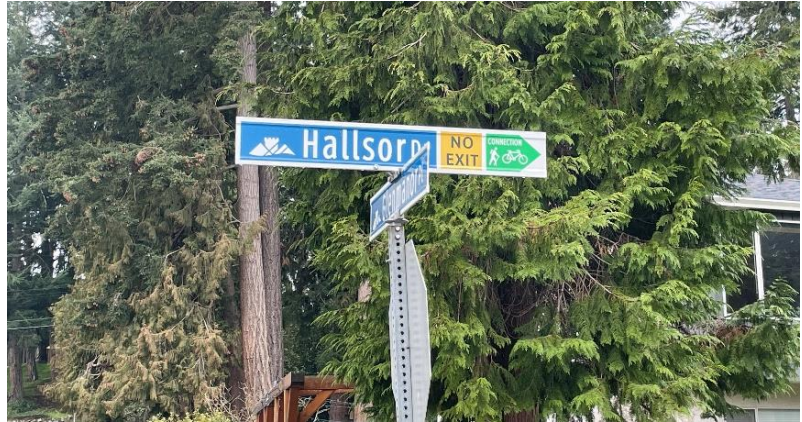
Funding Source: Reserve Fund – General Capital

Road Infrastructure

Signage & Wayfinding (multi-year) 2024 Budget: \$110,300

The City’s Neighbourhood Wayfinding Implementation Strategy was presented to Council July, 2022. The City was awarded a Federal grant (Canada Community Revitalization Fund) to support partial implementation of Phase 1.

Phase 2 (2024) will include installation of neighborhood, vehicle and monument signs, and pedestrian fingerpost at 19 key locations. Phase 3 (2025) will include 17 key locations and Phase 4 will include 6.



Funding Source: Reserve Fund – General Capital

Intersection Improvements: Latoria Rd at Veterans Memorial Parkway 2024 Budget: \$835,700

Development of South Colwood requires that intersection improvements occur at Veterans Memorial Parkway and Latoria Road. Substantial completion of construction of a double-lane roundabout was achieved in 2023.



Funding for the project was Road DCC’s and developer cash contributions. The 2024 budget reflects the remaining construction costs including a project contingency and an additional \$100,000 is needed to complete boulevard and electrical work. Coordination with BC Hydro for removal of overhead lines and poles is ongoing.

Intersection Improvements: Latoria Rd at VMP 2024					
Project Budget ¹	Actual Costs: 2020 to Dec 31, 2022 ²	Projected Costs: 2023	Total Costs to date ³	Projection ³	
				\$ variance	%
\$7,685,000	3,301,820	3,647,500	\$6,949,320	(735,680)	90.4%

¹ As amended under Bylaw 1923-01; 2022-2026 Financial Plan

² Excludes capital infrastructure city staffing costs (separate budget)

³ Final project costs may exceed project budget by up to \$100,000

Funding Source: Road DCC + Developer Cash Contribution

Road Infrastructure

Galloping Goose Overpass Bridge

Project Budget: \$6,393,700

2024 Budget: \$6,254,200

The Galloping Goose is a picturesque multi-use trail that runs through the heart of Colwood as it follows an old railway line on its 55km journey from Victoria to Sooke. This section of trail attracts more than 250,000 users each year. It is owned and maintained by the Capital Regional District.

There are safe and convenient crossings at most intersections on the 55km route. The trail is disconnected in Colwood when it meets Wale Road and users must detour along Wale Road to the intersection at the Island Highway, cross at the light, then travel up the sidewalk on the Island Highway to reconnect with the trail. Further, there is a small section of trail that cuts across from Wale Road to the Highway, but ends there dangerously, with no safe crossing in sight.

The City of Colwood was successful in obtaining a *Canada Infrastructure Program* grant. Investigative works to support the procurement process were completed in 2022 as well as the completion of a successful prequalification process. In late 2022 the RFP was sent to the four prequalified proponents and in 2023 design and construction contract was awarded to SureSpan Incorporated. The City has engaged McElhanney Ltd. for the project management services to administer the contract and represent the City's interests. Detailed design will begin in 2024; the project budget was increased with Council's construction contract award in 2023.

Galloping Goose Overpass Project Budget Summary						
Proponent	Fixed Fee (less GST)	Contingency	Selected Add-ons	Project Management	Utility Cash Allowance*	Total Budget
SureSpan	\$4,849,400	\$500,000	264,270	\$500,000	\$250,000	\$6,363,670

Intersection Improvements: Metchosin at Latoria (DCC Cash)

\$989,100 budget (2024)

As defined in the *Roads DCC Bylaw No 1836*, and as per Committee's priority recommendation on February 7, 2022, this road infrastructure project was largely completed in 2023. Minor landscaping deficiencies are expected to be completed by spring 2024 with Final Acceptance to follow in fall of 2024. The installation of newly added crosswalk flasher signals has been completed. These works have improved pedestrian and cycling safety, connectivity and separation, as well as traffic flow and safety. The remaining project budget has been carried forward in the 2024-2028 Financial Plan to provide funding for the fourth intersection quadrant. This east leg section of the intersection works will form the main entrance to the Beachlands development, and has not been scheduled.

Intersection: Metchosin Rd + Latoria Blvd Q3 2023 Update					
Project Budget*	Actual Costs: 2022	Projected Costs: 2023	Total Costs	Projection	
				\$ variance	%
\$3,565,000	2,038,339**	537,621	\$2,575,960	(989,040)***	72.3%

*As approved under Bylaw 1923; 2022-2026 Financial Plan

**Excludes capital infrastructure city staffing costs (separate budget)

***Project budget included an estimated \$812,800 to support the fourth intersection quadrant and this work has not yet been scheduled and is deferred to 2024.

Road Infrastructure

Latoria Blvd, Metchosin to Sparrowhawk \$110,990 DCC Credit (2024)

Latoria Boulevard, from Metchosin Rd intersection to Sparrowhawk intersection, widening from a 3-lane section to the ultimate 5 lane section as defined in the Roads DCC Bylaw No. 1836. Along with road widening, a high priority bus exchange facility and improvements to pedestrian and cycling safety such as separated sidewalks and protected bike lanes will be installed. Installation of overhead flasher signals at Sparrowhawk completed December 2023. Minor deficiencies to be completed by spring 2024, with final acceptance anticipated for summer 2024.

Funding Source: Future Road DCCs

Active Transportation Counter Implementation \$36,000 budget (2024)

Colwood is a successful recipient of a BC Active Transportation Grant for purchase and installation of pedestrian and cyclist counters in our community. The funding is based on 7 EcoCounter installations, 2 larger feature style counters and 5 more discrete bollard style ones. These counters will be placed in strategic locations around our community to better measure and promote active transportation in the community. They also have the added benefit of being linked into the greater regional pedestrian and cyclist tracking that the CRD hosts. Colwood is excited to get this infrastructure in our community and work to leverage the data to make more effective and functional decisions in regard to active transportation.

Five of the seven eco-counters have been received and are being installed by contractor. The remaining 2 will be installed when Pedestrian Bridge and CWSP projects are complete.

Funding Source: Provincial Grant (60%) + General Operating Surplus (40%)

Transit Improvements \$82,400 budget (2024)

This initiative is to improve bus stop infrastructure for high on-boarding bus stops within Colwood. Municipalities within BC are looking towards shifting modes of transportation from vehicles to transit/cycling which provides lower traffic volumes and pollution. Improving bus stop infrastructure can help increase ridership volume on buses by providing accessible landing pads and bus shelters for the public. The City made a successful application towards the new shelter program offered by BC Transit which is a provincially/federally funded program that subsidizes the cost of bus shelters for municipalities in BC. The two bus stops that have the highest on-boarding numbers without bus pads or shelters are at VMP at Cairndale northbound and Benhomer at Painter northbound. Bus pads have been installed at both locations. BC Transit shelters have been received and are scheduled for installation beginning December 2023 and into spring 2024. Shelter installation is covered by Victoria Regional Transit Commission; the only costs to the City are associated with electrical install.

Funding Source: General Operating Surplus (+ BC Transit grant funding)

Road Infrastructure

Intersection: Wale Rd + Wilfert Rd \$1,333,900 budget

This intersection was previously identified for 2050 based on the Council endorsed DCC project order on February 7th, 2022. However, with the current development project at the corner of Wilfert and Wale, projects such as the Galloping Goose Overpass and BC Transit Rapid Transit projects and the desire for mode shift in our community this intersection was brought to the top of the project list. The safety and functionality of this intersection can be greatly improved and with the correct design and execution this will be achieved.

Advanced design drawings have been received and are under review. The original budget (2023 - \$586,800) was based on a conceptual design before advanced design drawings were received. The revised budget is based on a class C cost estimate. Construction start date is anticipated to be early to mid-2024; timing will be influenced by the development project at the corner of Wilfert and Wale.

Funding Source: Road DCC + Reserve Fund – Sustainable Infrastructure

Intersection: VMP + Cairndale Rd- \$1,215,700 budget (2024)

Intersection: Sooke Rd + Metchosin Rd - \$496,800 budget (2026)

Intersection: Sooke Rd + Mt View - \$401,100 budget (2027)

The current traffic impact assessments indicate the intersection at VMP and Cairndale needs to be upgraded for safety and Level of Service (LOS) betterment. Project slated to begin in 2025 to allow for the update of the Transportation Masterplan (TMP). The updated TMP will dictate the design intent of this intersection. Once decided, designs and construction can commence on the Cairndale/VMP intersection. Project budget will be refined pending design intent; spend on design may initiate in 2024.

There are projects currently identified for 2026 and 2027 respectively, however with the TMP update, new traffic model and pace and location of development this order likely will change. Project budgets will be revised pending the updated TMP, and the design intent of the intersections.

Funding Source: Road DCC + Reserve Fund – Sustainable Infrastructure

Intersection, Allandale Rd + VMP (Left-turn lane improvements) Project Budget: \$300,600 (2024)

Due to a design error, the recently constructed Allandale and VMP intersection left-hand turn lanes will be extended in 2024 to allow for adequate traffic storage.

The City must engage the contractor directly with costs being recovered from the engineering firm's errors & omissions insurance.

Funding Source: Other Contributions

Frontage: Metchosin Rd - Royal Beach Frontage - DCC credit (2025)

The updated TMP will dictate the design intent of this intersection, and the timing of these infrastructure works will be driven by the developer of the Beachlands. Project budget pending.

Facility Infrastructure

The following table details planned expenditures and funding sources for capital projects related to city facility infrastructure, followed by descriptions of the planned improvements.

Facility Capital Expenditures	2024	2025	2026	2027	2028
City Hall Facility, Exterior Retrofit	\$923,000	\$100,000	\$100,000	\$80,000	\$150,000
City Hall Facility, Interior Retrofit	15,400	10,000	5,000	5,200	5,300
City Hall Facility, Art Hanging System	5,000	-	-	-	-
Fire Hall, Radio Antenna Mast	45,100	-	-	-	-
Fire Hall, Roof Repair	-	-	-	-	-
Public Works Operations Facility	889,900	8,397,400	-	-	-
RCMP Detachment Building Improvements (Existing)	29,700	29,700	-	-	-
RCMP Detachment Upgrade (New Building)	8,040,000	12,060,000	-	-	-
St. John's Church, Interior Retrofits	26,500	-	-	-	-
St. John's Church, Accessible Washroom	120,000	-	-	-	-
170 Goldfinch Rd Facility	200,000	-	-	-	-
Total Facility Capital Expenditures	\$10,294,600	\$20,597,100	\$105,000	\$85,200	\$155,300

Facility Infrastructure

City Hall Lifecycle Refurbishment Plan

After reviewing the current City Hall structure in detail and examining the structural health of the facility, staff have determined that the physical building has a projected future lifespan of more than 50 years. To ensure continued function over the coming decades, capital investment is needed to support refurbishment and replacement of various building components. Staff are proposing a capital budget (detailed below) to capture the next 5-years of City Hall related refurbishments, these capital maintenance items are critical early steps to maximize longevity.

Year	Planned City Hall Lifecycle Refurbishment Works
2024	Roof Replacement (\$700,000), Soffit Repairs (\$104,000) and HVAC Repair/Replacement (\$119,000), Total = \$923,000
2025	Exterior Paint Refresh (\$100,000) Sewer Connection (\$75,000), Total = \$175,000
2026	Door Replacement and Window Weatherstripping Refresh, Total = \$100,000
2027	Carpet Replacement and Interior Paint Refresh, Total = \$80,000
2028	Exterior Improvements: Drainage, Lighting plus Walkway and Parking Surface Refurbishment Total = \$150,000

City Hall Facility, Exterior Retrofit (multi-year)

Roof Soffit Repair & Roof Replacement & HVAC - \$923,000 budget (2024)

In 2022, minor repair works occurred to address the failing soffit located at the north-west corner of the City Hall facility. Staff are recommending a full-building review in addition to this localized repair, 2024 will see the City create a lifecycle refurbishment plan, based on this full-building review, for City Hall. 2024 will likely see roof replacement as the next major refurbishment; expenditures are anticipated within this budget, and cost estimates will be refined pending the full-building review.

Funding Source: Reserve Fund - Sustainable Infrastructure

City Hall Facility, Interior Retrofit (multi-year)

2024 Budget: \$15,400

In 2021, the City engaged a consultant to assist with a space optimization review of City Hall. In 2022 and 2023, the City proceeded with reconfiguration and retrofit construction to accommodate a growing workforce. Through this process, the City has improved the City Hall facility to better meet the needs of a growing workforce, including creation of additional seating and work spaces and new meeting spaces. It is anticipated that minor retrofits will be required to continue to accommodate a growing workforce; this budget also include minor funding for furniture renewal as required.

Funding Source: General Operating Surplus

City Hall Facility, Art Hanging System

Project Budget: \$5,000 budget (2024)

Funding to support the purchase and installation of a track systems capable of suspending art for public viewing at City Hall. A track system would enable the City to easily and safely host community art for public benefit in partnership with local arts organizations.

Funding Source: General Operating Surplus

Facility Infrastructure

Fire Hall, Radio Antenna Mast - Project Budget: \$50,000 2024 Budget: \$45,100

Replacement of the radio antenna mast that was installed in 1972. To ensure resiliency and meet revised standards, the mast needs to be replaced to ensure emergency communications for future years to come. This allows for communications to the CREST radio system and the dispatch center in Surrey. In 2023, staff hired a contractor to complete an inspection of the antenna to determine the deficiencies. The work to rectify these deficiencies will be carried out in 2024.

Funding Source: Reserve Fund - Fire Fleet Replacement

Fire Hall, Roof Repair – Budget Pending

The Colwood Fire Hall was built in the early 1970's with a roof replacement in 1998. A 2006 seismic upgrade and expansion excluded the 1998 roof replacement. The older sections are now in a state that they require replacement to protect the fire hall and extend the life of this asset. A building review to assess the overall fire station roof and HVAC replacement requirements is planned for early 2024. It is expected that 2024 will likely see a roof replacement as the next major refurbishment. A budget estimate will be brought forth following the Fire Hall building review.

Funding Source: Reserve Fund - Sustainable Infrastructure

Public Works Operations Facility - Project Budget: \$9,280,000 (Class D estimate) 2024 Budget: \$889,900 (design estimate)

To effectively manage operational assets and Public Works service delivery as the City's population, infrastructure and maintenance needs expand, a comprehensive plan was developed map a sustainable path forward. On May 2, 2022, Council endorsed the *City of Colwood Facility Feasibility Study* (Kasian, 2022) as a master plan guide for the municipal complex. This plan ensures that the site at 3300 Wishart Rd will continue to be a functional, relevant and engaging community hub for a 30-40 year horizon. Architectural consultants mapped out how current City services could evolve and remain functionally integrated within the current site, maintaining the property as a relevant and engaging community hub for decades to come. The first phase described in the plan involves the construction of a dedicated operations facility, addressing current site challenges and increasing efficiency. Current challenges addressed by the introduction of the operations facility include:

- lack of operational capacity within current temporary structures which are at the end of their useful life and dispersed inefficiently on the site;
- inadequate changing and washroom facilities with staff relying on a portable rv-style trailer; and
- the current lack of a post-disaster EOC for the City of Colwood.

The public works operations facility would provide the added benefit of alleviating the current space scarcity at City Hall, allowing that structure to continue sustainably on site by shifting future capacity to a co-located post-disaster structure.

In September 2022, Council reviewed options for a new Public Works building. The election caused this consideration to be deferred until this budget process. A separate report as part of this budget review will specifically consider this issue. For budgetary purposes, a Class D cost estimate associated with the 973m² facility has been included.

Funding Source: General Operating Surplus (design; 2024) + Long Term Debt (construction; 2025)

Facility Infrastructure

West Shore RCMP Detachment Facility

Description: Building Improvements (Existing)

As previously approved in the 2022-2026 Financial Plan. 2024 Budget \$29,700.

Funding Source: Reserve Fund – Police Building

West Shore RCMP Detachment Facility - Description: Detachment Expansion (New building)

Project Budget: \$20,100,000 budget (Class D; multi-year)

The City of Colwood is an owner of the RCMP detachment building along with the City of Langford and the Town of View Royal. The City contracts with the RCMP for the provision of policing services. The City (and its partners) are required to provide accommodation for the police force and municipal support staff as part of the contract.

The owners have entered into an agreement with respect to the maintenance and operation of the detachment building. The City of Colwood contributes to the operating cost and capital maintenance of the building pursuant to this agreement. Costs are apportioned based on assessed value and population.

The RCMP detachment building is nearing maximum capacity. In 2023, the three municipal building owners formed a Joint Police Facilities Steering Committee and have been working to further define the scope of the project. Early estimates indicate that the cost will be approximately \$82.4M with Colwood's share approximating 24% of this cost. In late 2023, Council passed a resolution to request that the CRD establish a sub-regional service for the purpose of debt financing with the West Shore RCMP Detachment Expansion. Procurement of project management and communications consulting services to support an Integrated Project Delivery is in progress.

Funding Source: Reserve Fund - Long-Term Debt (2024/2025) St. John's Church & Emery Hall Improvements

Interior Retrofits - \$26,500 budget (2024)

Accessible Washroom - \$120,000 budget (2024)

St. John the Baptist Heritage Church was acquired by the City of Colwood in 1993 and given official heritage status. Emery Hall is next door and offers a full kitchen with meeting area. Expenditure for these facilities is partially funded by annual surpluses generated from the rental of the property.

In 2023, staff completed replacement of the septic field. The 2023 budget also contained funding for facility improvements at St. John's Church and Emery Hall. Part of the planned renovations included upgrades to the existing washroom facilities. As staff worked to plan the washroom renovation it became clear that the footprint of the existing washroom area was insufficient to support accessible bathrooms. Understanding that this is a key consideration, staff are requesting additional funding to design and create appropriately sized facilities for community use at the Hall.

Funding Source: Reserve Fund - St. John's Church

170 Goldfinch Rd Facility Refurbishment

Washroom Facility - \$200,000 budget (2024)

The City-owned facility at 170 Goldfinch Rd is proposed to receive a washroom upgrade, increasing occupational load and maximizing use as a community hub. The proposed washroom addition would positively situate the facility within the park, integrating with planned upgrades to the waterfront and ensuring a sustainable future location for washroom amenities.

Funding Source: Reserve Fund - Sustainable Infrastructure

Drainage Infrastructure

The following table details planned expenditures and funding sources for capital projects related to drainage infrastructure, followed by descriptions of the planned improvements.

Capital Expenditures	2024	2025	2026	2027	2028
Stormwater Infrastructure Renewal Program	872,900	456,600	212,200	1,082,400	770,900
Drainage, Colwood Creek/Allandale	174,000	-	-	-	-
Drainage, Parandeh	150,000	-	550,000	-	-
Total Expenditures	\$1,196,900	\$456,600	\$762,200	\$1,082,400	\$770,900

Stormwater Infrastructure Renewal Program (multi-year)

This budget is to implement known drainage issues, improvements identified in the Stormwater Master Plan (2018), specific studies conducted around drainage, CCTV program, and consultation with the Colwood Public Works department. Projects will need to be refined annually to ensure relevance and refinement for both scope and budget, as information is further defined by the City.

Funding Source: Reserve Fund - Sustainable Infrastructure

2024 Renewal: Cecil Blogg Re-route - \$802,900 budget (2024)

As identified in the Stormwater Master Plan (2018), the downstream infrastructure at Cecil Blogg will need renewal to address flows that will come during major rain events. This work involves rerouting the drainage alignment away from an SRW through private property to run along Sooke Rd and cross VMP.

Storm Sewer Major Repairs Contingency - \$70,000 budget (2024)

Contingency budget should the City's drainage infrastructure need repairs. Not part of routine maintenance and repairs.

2025 Renewal: Fulton Road Storm Pipe Repair and Upgrade - \$456,600 budget (2025)

The storm sewer CCTV program revealed a section of the 750mm pipe has failed. Because of the condition of the pipe, the overall project order in the Stormwater Masterplan and the synergy with the Fulton Rd active transportation capital works this project was highlighted as a high priority item. The plan is to complete these works along with the Fulton Rd sidewalk and bike plane project to take advantage a single disruption to the community and not rip up new infrastructure to address damaged drainage.

2026/2027 Renewal: Kelly Road Culvert - \$1,294,600 budget (2026/2027)

Justification for this project comes from a technical memo regarding a hydrotechnical assessment of Colwood Creek. The memo indicates the Culvert at Kelly Rd is undersized and should be upgraded to avoid significant flooding during major rain events. Due to the large nature of this project the design and construction are proposed to span two years. Design in year one and construction in year two.

As noted above, where feasible, drainage and road projects will be undertaken together to maximize cost effectiveness and minimize interruption to the public.

2028 Renewal: Island Hwy Storm - \$770,900 budget (2028)

Drainage Infrastructure

Drainage, Colwood Creek/Allandale - \$174,000 2024 Budget (in-progress)

Funding in this area is for continued study, monitoring and modelling. The City purchased the land south of Allendale fronting Cairndale (Lot 75), with the intent to explore further drainage solutions. In addition to this, there are two possible avenues to work with possible development of the Allandale lands overall and each of these solutions will take further investigation and ultimately detailed design. A local service area will be considered as a funding mechanism for the needed infrastructure once determined and designed.

Discussions are being held with landowners. These discussions will help determine possible solutions to be incorporated in the Storm Water Master Plan.

Funding Source: General Operating Surplus



Parandeh Lane Slope Stability and Drainage Reinstatement - \$150,000 2024 budget (in progress)

During a significant rain event the slope at the end of Parandeh Lane failed and the City's drainage infrastructure was damaged. Staff are currently working directly with a specialty consultant to establish a design and tender package for the works. Details around the specialized design and sensitive nature of the area both contribute to significant variability in the construction costs.

Staff have engaged a consultant to address the slope stability at the end of Parandeh Lane and have provided background information and received and reviewed a first steps report. The 2024 budget will provided funding for the consultant to prepare a design and tender package for the works. A contractor is being engaged to provide a temporary solution to direct storm flow while the design and tender package is prepared. Future capital budgets related to a permanent solution will be refined pending update.

Funding Source: Reserve Fund – Sustainable Infrastructure

Equipment

The following table details planned expenditures and funding sources for capital projects related to equipment, including software, followed by descriptions of the planned works.

Equipment Capital	2024	2025	2026	2027	2028
Recurring Equipment Programs					
Fire Recue, SCBA Program	\$64,300	\$65,100	\$65,700	\$67,000	\$68,700
Fire Rescue, Turn-out Gear Program	35,700	38,600	39,600	40,600	41,600
IT Equipment & Network Hardware	78,700	86,100	110,000	72,900	70,700
Software: Upgrades	15,000	15,000	15,000	15,000	15,000
Zero Emission Equipment Conversion	17,500	20,000		-	-
Equipment Replacement/Renewal					
Message Board Trailer Replacement	31,200	-	-	-	-
Website Upgrade	80,000	-	-	-	-
Backhoe #61 Replacement	-	300,000	-	-	-
Backhoe #65 Replacement	-	-	-	-	300,000
Mower/Snowblower Cab #60 Replacement	-	125,000	-	-	-
Replacement, 2014 Bobcat Skidsteer #67	-	-	125,000	-	-
Replacement, 2014 Wacker Diesel Plate Tamper #75	-	-	22,500	-	-
New Equipment					
Automated Flagger Assistance Devices	38,000	-	-	-	-
Electric Compaction Equipment	20,000	-	-	-	-
Electric Line Driver-Ride on Paint Striper Attachment	27,000	-	-	-	-
Fleet Telemetrics	50,000	-	-	-	-
Garage, PW Vehicle Lifts	95,000	-	-	-	-
Parks Equipment Trailer	15,000	-	-	-	-
Utility Tool Cabinet	52,000	-	-	-	-
Sidewalk Snow Equipment/Mower	125,000	-	-	-	-
Tools, Sewer Pump Station Maint.	10,000	-	-	-	-
Software, Enterprise Asset Management System	88,500	-	-	-	-
Software, Municipal Business Process	218,400	-	-	-	-
Software, Budget	-	75,000			
Total Equipment Expenditures	\$1,061,300	\$724,800	\$377,800	\$195,500	\$496,000

Equipment

The following three tables include descriptions of each capital project for the City's Equipment based on Recurring Programs, the Replacement Program and New Equipment.

Equipment-Recurring Programs	Description
Self-Contained breathing Apparatus (SCBA) Program	<p>This program funds the Fire Department's purchase of self-contained breathing apparatus (SCBA) gear and equipment.</p> <p><i>Funding Source: Reserve Fund - Fire Fleet Replacement</i></p>
Turn-out Gear Program	<p>This program funds the Fire Department's purchase of turn-out gear for the firefighters.</p> <p><i>Funding Source: Reserve Fund - Fire Fleet Replacement</i></p>
IT Equipment & Network Hardware	<p>This budget represents the resourcing for the replacement of workstations, laptops and monitors, as well as equipment needs for new employee onboarding. There is sustainable funding in place through an annual transfer of taxation to reserves for equipment replacement. IT also maintains an on-going capital plan for the replacement of IT network infrastructure.</p> <p><i>Funding Source: Reserve Fund - Equipment Replacement</i></p>
Software: Upgrades	<p>The City maintains software upgrade funding for use as needed each year to support the efficiency and effectiveness of work tools for staff.</p> <p><i>Funding Source: Reserve Fund - Equipment Replacement</i></p>
Zero-Emission Equipment Conversion	<p>To reduce the use of fossil fuels in daily maintenance tasks, all Public Works service areas are working to actively integrate battery tools wherever possible. 2024: Zero emission self-propelled lawn equipment would be of great benefit to Park and Boulevard maintenance. In 2023 staff actioned replacement of the City's fleet of line and hedge trimmers. For 2024, staff intend to replace up to 5 self propelled mowers that are currently powered by gas.</p> <p><i>Funding Source: Reserve Fund - Equipment Replacement</i></p>

Equipment

Equipment- Replacement / Renewal	Description
Message Board Trailer Replacement	<p>One of the City's message board trailers requires replacement. These assets are essential for conveying information to the public regarding road works, City programs, events and emergencies.</p> <p><i>Funding Source: Reserve Fund - Equipment Replacement</i></p>
Website Upgrade	<p>The City's website is out of date and needs an upgrade due to the existing platform no longer being supported. It also needs improvements in accessibility, responsiveness, and navigation. With the implementation of the public portion of the new Municipal Business Software, the website also requires a new user-interface. Staff started working on this project in 2023 and have selected a proponent to complete the website upgrade in 2024. The timeline to complete is expected to be 6 – 9 months with the majority of the work being done in 2024.</p> <p><i>Funding Source: COVID-19 Safe Restart Grant</i></p>
Backhoe #61 Replacement	<p>In accordance with the City's Fleet Policy, in 2025 there are two John Deere Backhoes (2013) that are due for and require replacement. Backhoe #61 has been prioritized for replacement in 2025.</p> <p><i>Funding Source: Reserve Fund - Equipment Replacement</i></p>
Backhoe #65 Replacement	<p>In accordance with the City's Fleet Policy, in 2025 there are two John Deere Backhoes (2013) that are due for and require replacement. Backhoe #65 has been deferred to 2028, in order to sustainable fund the replacement of Backhoe #61 in 2025.</p> <p><i>Funding Source: Reserve Fund - Equipment Replacement</i></p>
Mower / Snowblower Cab #60 Replacement	<p>In accordance with the City's Fleet Policy, in 2025 a Mower/Snowblower John Deere Tractor (2013) will require replacement.</p> <p><i>Funding Source: Reserve Fund - Equipment Replacement</i></p>
Replacement, 2014 Bobcat Skidsteer #67 Replacement	<p>In 2026, the multipurpose Bobcat Skid-Steer is scheduled for replacement.=</p> <p><i>Funding Source: Reserve Fund – General Fleet Replacement</i></p>
Replacement, 2014 Wacker Diesel Plate Tamper #75	<p>In 2026, the Diesel Plate Tamper is scheduled for replacement.</p> <p><i>Funding Source: Reserve Fund – General Fleet Replacement</i></p>

Equipment

New Equipment	Description
Automated Flagger Assistance Devices	<p>Working on the roadway in traffic is one of the highest risks that our staff face on a daily basis. In 2021, WorkSafe BC updated regulations to make work safer for people directing traffic and working on the roadway. AFAD's function is to remove workers' risk while directing traffic on the roadway. This directive aligns with our Corporate Occupational Health and Safety Policy.</p> <p><i>Funding Source: Reserve Fund - Equipment Replacement</i></p>
Electric Compaction Equipment	<p>Colwood is actively working towards electrifying their fleet and their tools. By electrifying compaction equipment, it is a step that we can take to contribute to burning less fuel. This endeavor would not only benefit the Roads department but could also be used by the Utilities crew while performing drainage work and sanitary sewer work. As road work can be a significant emissions contributor, electrifying available equipment is a mitigation strategy that can be used by Roads and Utilities, as electric tools for works in these departments are not as prevalent as tools used by Parks.</p> <p><i>Funding Source: Reserve Fund - Equipment Replacement</i></p>
Electric Line Driver-Ride on Paint Striper Attachment	<p>The purpose of this equipment purchase is to further advance the City of Colwood Line Marking/Painting Program. This piece of equipment would enable Colwood staff to perform line painting work that currently requires contracted services. The equipment is electric and continues with the goal of making our painting program zero emissions.</p> <p><i>Funding Source: Reserve Fund - Equipment Replacement</i></p>
Fleet Telemetrics	<p>This equipment budget provides for GPS tracking of fleet equipment usage to capture greater detail on cost allocation, management of the assets and help the City achieve its GHG reduction targets. Previously approved budget of \$40,000 in 2023, with an additional \$10,000 requested to complete this integration.</p> <p><i>Funding Source: General Operating Surplus</i></p>
Garage, PW Vehicle Lifts	<p>To serve our growing fleet, vehicle column lifts for the mechanic bay would allow for more maintenance work to be completed by Colwood staff. These moveable lifts will enable the effective servicing of a wide variety of vehicles and equipment with a 74,000lb lifting capacity and mobile capability, they can be used in the shop or out in the yard to meet the demands of the task at hand.</p> <p><i>Funding Source: Reserve Fund – General Fleet Replacement</i></p>
Parks Equipment Trailer	<p>To support our existing fleet of large mowers, as well as the requested new mower described above, staff are asking for an additional equipment trailer to improve efficiency by allowing multiple pieces of equipment to be transported at once.</p> <p><i>Funding Source: Reserve Fund – General Fleet Replacement</i></p>

Equipment

Utility Tool Cabinet	<p>Staff are requesting funding for a tool cabinet body to be installed on an existing truck to provide maintenance to sanitary sewer infrastructure. The cost would cover the outfitting for the cabinets and installation on the truck. Having a wide variety of tools readily available would add increased efficiency to sewer service delivery. Delivery is expected Q1 2024.</p> <p><i>Funding Source: Reserve Fund - Sewer Capital Projects</i></p>
Sidewalk Snow Equipment/Mower	<p>To support active transportation and pedestrian access during snow events, staff are requesting an additional dedicated sidewalk/bike lane tractor snowblower/plow with off-season mowing capability. This equipment would be used all year, allowing staff to dedicate more resources toward sidewalk clearing in the winter, benefiting Parks in the summer.</p> <p><i>Funding Source: Reserve Fund - General Fleet Replacement</i></p>
Tools, Sewer Pump Station Maint.	<p>To continue to support sewer and sewer fleet maintenance, funding for tool replacement is needed. From working on pumps to vehicles, these hand and power tools are an important part of day-to-day mechanical operations.</p> <p><i>Funding Source: General Operating Surplus</i></p>
Software, Enterprise Asset Management System	<p>The evaluation and assessment of software solutions for an asset management system was completed in 2023. This request is for the consultant project costs that will be associated with the implementation and configuration of the software to meet the City's needs for more efficient management of its infrastructure.</p> <p><i>Funding Source: General Operating Surplus</i></p>
Software, Municipal Business Process	<p>In 2023, it was identified as a priority to ensure that there is an improvement to the time response for development requests and to provide the development community with the ability to review the status of their applications. The software chosen, Tempest is being implemented in stages to ensure that conversion to the new software for all departments is efficient and effective. This work will continue into 2024 and once it is fully implemented it will improve collaboration between departments and increase efficiency in reviewing building & development applications. It is already providing a single point of access to query properties and track all the interactions with residents, contractors and developers. Tempest has a comprehensive land and contact database that is live now. In addition, it is now being used for calls for service, permits, licensing, taxation, fees and deposits. The remaining stages to complete the full implementation of the software is anticipated to be completed in the first quarter of 2024.</p> <p>The total budget approved in the 2021-2025 Financial Plan was \$460,000. The total expected budget & spend which was brought forward in 2023 was \$757,500 including the proposed additions for public web services. The remaining estimated carryforward to be spent in 2024 is \$218,400.</p> <p><i>Funding Source - Provincial Grant, COVID-19 Safe Restart Grant</i></p>
Software, Budget	<p>Purchase (and/or subscribe) budget software to increase data accuracy, save time and increase transparency of the budget process and results through enhanced functionality. Budgeting software aligns with the strategic objective of fiscal responsibility by leveraging software that enables data-driven budgeting for operating, salary, and capital budgets. The scope of the project to include the acquisition, configuration, training, and implementation of budget software.</p> <p><i>Funding Source: General Operating Surplus</i></p>

Fleet

Fleet Expenditures	2024	2025	2026	2027	2028
Fleet Renewal:					
Fire Rescue Extraction Equipment	\$ 88,500	\$ -	\$ -	\$ -	\$ -
Truck, Brine & Water Tank	35,000	-	-	-	-
Truck #62 Asset Life Extension	120,000	-	-	-	-
Truck #63 Asset Life Extension (Parks)	50,000	-	-	-	-
Truck #66 Asset Life Extension	20,000	-	-	-	-
Truck #80 Asset Life Extension	50,000	-	-	-	-
Fleet Tire Replacement	30,000	-	-	-	-
Fire Mobile Data Mapping Units	9,000	9,300	9,500	9,800	10,100
Fleet Replacements:					
Dump Truck #53 Replacement	321,100	-	-	-	-
Truck #71 Replacement	100,000	-	-	-	-
Fire Battalion #55 Replacement	131,100	-	-	-	-
Truck #73 Replacement	-	100,000	-	-	-
Truck #79 Replacement	-	-	105,000	-	-
Unit #74 Replacement	-	-	200,000	-	-
Unit #81 Replacement	-	-	110,000	-	-
Unit #88 Replacement	-	-	-	105,000	-
Unit #77 Replacement	-	-	-	-	225,000
Replacement: Fire Rescue #56	-	-	1,100,000	-	-
New Fleet:					
Zero-Emission Pick Up Truck (3)	272,000	-	-	-	-
Zero Emission General Duty Van	100,000	-	-	-	-
Zero Emission Flat Deck Truck	200,000	-	-	-	-
EV Charging Facilities	67,000	-	-	-	-
Total Fleet Expenditures	\$1,593,700	\$109,300	\$1,524,500	\$114,800	\$235,100

The City has developed long-term plans for the replacement of its fire, general and sewer utility fleet needs. The City funds its vehicle purchases by annually setting aside and transferring funds to respective vehicle replacement funds. Each year, staff review vehicle inventory and revise replacement year and replacement value projections based on condition assessment and market conditions.

The Fleet Management Policy ensures the acquisition and disposal of Colwood vehicles follows an established rotation to minimize the environmental impact of fleet activity and maximize the economic benefit of life-cycle costing. New vehicles must complement established service levels and demonstrate due consideration of strategic planning for future utility.

Fleet	Description
Fire Rescue Extraction Equipment	<p>2024: New in 2024, extraction equipment is planned to leverage existing trucks and delay the fire engine purchase until 2026.</p> <p><i>Funding: Fire Fleet Replacement Reserve</i></p>
Brine & Water Tank	<p>2024: A brine/water tank capable of being used in a pickup truck is requested to help improve winter maintenance operations and benefit summertime tree watering as well. The smaller brine tank would allow for greater flexibility, helping to serve areas requiring tighter maneuverability, such as bike lanes, pathways and bus stops. The unit would also have a detachable hose for watering or sidewalk brine application.</p> <p><i>Funding Source: General Operating Surplus</i></p>
Truck #62 Asset Life Extension	<p>2024: Unit #62 (2013 Ford F-550 Service Truck) – Refurbishment as plow/dump truck. This vehicle remains in excellent condition and would be ideally suited as a road maintenance and snow response vehicle – taking the place of heavy truck #53, thereby reducing the City’s environmental impact and providing a plow truck capable of being driven by all vehicle operators.</p>
Truck #63 Asset Life Extension (Parks)	<p>2024: Truck #63 (2013 Ford F-550 Dump Truck) is a critical part of de-icing and snow removal operations. While the truck has reasonably low mileage, it has seen a lot of heavy service and salt exposure. As part of the Fleet Electrification Plan, staff are planning to run medium and heavy-duty trucks related to winter maintenance until there are viable 4x4 medium trucks capable of performing these duties. Staff intend to refurbish Truck #63 so that it can be used successfully through 2029.</p> <p><i>Funding: General Fleet Replacement Reserve</i></p>
Truck #66 Asset Life Extension	<p>2024: Truck #66 (2014 Freightliner 5-tonne dump truck) is used by the Colwood Roads & Utilities Team and is a critical part of de-icing and snow removal operations. While the truck has low mileage, it has seen a lot of heavy service and salt exposure. As part of the Fleet Electrification Plan, staff are planning to run medium and heavy-duty trucks related to winter maintenance until there are viable heavy duty trucks capable of performing these duties. Staff intend to refurbish the dump box and snow equipment on Unit #66 so that it can be used successfully through 2030; renewing and re-using assets for which there are currently no zero emission options is a way that Colwood can continue delivering effective service while demonstrating climate leadership.</p> <p>There are currently no heavy duty zero emission dump trucks expected in production for winter maintenance. While the industry is working to fill this gap, it may take years before a viable option can be delivered to market. Renewing existing fleet to continue to provide this purpose will help with service delivery and GHG reduction. If Unit #66 is going to continue to function effectively through 2030, a capital life extension investment will be required now.</p> <p><i>Funding: General Fleet Replacement Reserve</i></p>
Truck #80 Asset Life Extension	<p>2024: Unit #80 (a 2017 Freightliner single axle dump truck) is a critical part of de-icing and snow removal operations. While the truck has low mileage, it has seen a lot of heavy service and salt exposure. As part of the Fleet Electrification Plan, staff are planning to run medium and heavy-duty trucks related to winter maintenance until there are viable zero emission heavy duty trucks capable of performing these duties. Staff intend to refurbish the dump box and snow equipment on Unit #80 so that it can be used successfully through 2031.</p> <p><i>Funding: General Fleet Replacement Reserve</i></p>
Fleet Tire Replacement	<p>2024: Funding is requested to help revitalize the tire health of the City’s Fleet, particularly medium and heavy-duty trucks. This funding would support winter tires for plow vehicles and other tire replacements as needed for up to 30% of the fleet. The benefits of this work would be improved fuel economy, better asset health and safety, particularly for winter maintenance vehicles.</p> <p><i>Funding: General Capital Reserve</i></p>

Fleet

Replacement: Dump Truck #53	<p>2024: Truck #53 (a 2009 Sterling single axle gravel truck) is scheduled for replacement in 2024. The snow and ice functions of this truck will be taken over through the refurbishment of truck #62 in 2024. To optimize fleet service delivery across Public Works, staff are proposing a new heavy duty dedicated shop truck. This vehicle would be a service vehicle equipped with crane, welder, compressor and tool chests, capable of lifting and maintaining sewer pumps in the field and repairing the City fleet of over 56 assets in any situation. Staff are working to investigate a zero-emission option for this critical piece of equipment.</p> <p><i>Funding: General Fleet Replacement Reserve</i></p>
Replacement: Pick-up Trucks	<p>2024: Unit #71 (a 2014 Chevrolet 1500 4WD Pickup truck) used in the storm drainage service area is planned to be replaced with a similar zero emission pickup truck.</p> <p>2025: Unit #73 (2015 Chevrolet Silverado 2500)</p> <p>2026: Unit #79 (2016 Chevrolet Silverado 2500)</p> <p>2027: Unit #88 (2017 Chevrolet Silverado 3500)</p> <p>2028: (No pickup truck units planned for replacement this year)</p> <p>Previously approved in the 2022-2026 Financial Plan, estimates have been updated to support the purchase of zero-emission vehicles.</p> <p><i>Funding: General Fleet Replacement Reserve, Sewer Fleet & Equipment Reserve</i></p>
Replacement: 1 Ton Truck	<p>2024: Unit #10 (a 2002 Ford F-550 Flat Deck Truck) was originally budgeted for replacement in 2022 and delivered in 2023; staff are working on final outfitting of snow and ice equipment. Completion Q1 2024.</p> <p><i>Funding: General Fleet Replacement Reserve</i></p>
Replacement: Miscellaneous Fleet	<p>As per the Fleet Management Policy, the following units are due for replacement in the following years:</p> <p>2026: Unit #74 (2014 Ford Crew F550 – 1-ton Dump)</p> <p>2028: Unit #77 (2016 Ford F-550 Garbage Truck)</p> <p><i>Funding: General Fleet Replacement Reserve</i></p>
Replacement: Crane/Hook Truck	<p>Fleet #70 (a 2015 Freightliner hook truck) is scheduled for replacement in 2027. This is a multi-function truck, acting as a snowplow, crane and bin truck. This vehicle serves all Public Works service areas.</p>
Replacement: Zero Emission Parks Van (unit #81 replacement)	<p>Unit #81 is a 2016 Chevrolet City Express Van and this fleet is scheduled for replacement in 2024, but has been deferred to 2026 given additional fleet renewal and replacement prioritized for 2024.</p> <p><i>Funding: General Fleet Replacement Reserve</i></p>
Replacement: 1 Ton Truck	<p>Colwood Public Works truck #10 was originally budgeted for replacement in 2021 for \$140,000. Due to timing and supply chain delays, the truck model year was upgraded to 2022 and was delivered at the end of 2023. The remaining carryforward budget is for the additional retrofitting costs including plow, dump box and salter. These are essential as the replacement truck will move bulk materials and equipment in support of Park and Boulevard infrastructure, with the added benefit of snow clearing capability in winter.</p> <p><i>Funding: General Fleet Replacement Reserve</i></p>
Fire Rescue #56 Replacement	<p>Rescue #56 is a full-size rescue vehicle built on a 2003 Spartan Metro Star Chassis and is equipped for heavy rescue, motor vehicle accidents, water, and confined space rescue. An engine rebuild performed in 2017 extended its service life. This apparatus was originally scheduled for replacement in 2024, however in 2022 the Fire Department implemented a significant change in the operational response model, impacting the use of Rescue 56. The apparatus replacement schedule was amended, moving the scheduled replacement to 2026. The existing role of the Rescue 56 is being re-assessed and alternative design options or response concepts for its replacement. The Fire Department will finalize its analysis of the Rescue apparatus in 2024 and develop a permanent strategy for its replacement; the replacement budget will be refined for the 2025 – 2029 Financial Plan.</p> <p>New in 2024, the 'fire rescue extraction equipment is planned to leverage existing trucks and delay the fire engine purchase until 2026.</p> <p><i>Funding: Fire Fleet Replacement Reserve</i></p>

New Capital Requests

Vehicle	Description
New: Two Electric Pickup Trucks	In 2023, Public Works requested two electric pickup trucks for use by supervisors to provide greater oversight of scheduled maintenance and construction works. Two 2022 F-150 lighting trucks have been ordered, however, supply chain delays have extended into 2024 and expect the trucks will be delivered in Q1 of 2024. <i>Funding: General Fleet Reserve</i>
Zero Emissions Pick-Up Truck	Supporting the central functions of building and fleet maintenance, this zero-emissions pick-up truck will also work across public works service areas as a supervisor support and general work truck. The new F-150 lighting truck has been ordered and is expected for delivery in early 2024. <i>Funding: General Fleet Reserve</i>
New: Zero Emission General Duty Van	2024: New Staff Van: a zero-emission general duty van would benefit a number of service areas by providing a sustainable vehicle capable of transporting and storing items safely out of the elements. For example, this vehicle would support Engineering and Public Works operations and also allow staff to transport items for City Event Support. <i>Funding: General Fleet Reserve</i>
New: Zero Emission Flat Deck Truck	2024: There is a need for a Zero Emission Flat Deck Medium Duty Truck to help support all Public Works service areas. This vehicle would be capable of moving large, bulky and heavy items sustainably; from transporting shoring for excavations to sewer pumps for repair and maintenance, this truck would be a critical part of Colwood operations. <i>Funding: General Surplus</i>
EV Charging Facilities	2024: One of the level 2 charging stations at City Hall is in need of replacement and staff intend to install a unit of equivalent specifications to the City's other chargers. With this replacement complete, staff will be able to implement a consistent user fee for all Colwood chargers (\$5,000). New charging stations are needed to charge the City's growing electric vehicle fleet. This funding will cover a new 400-amp service and 6 charging stations to support fleet electrification (\$50,000). <i>Funding: General Fleet Reserve</i> Fire Hall Electric vehicle charging facility will be required if proposed Battalion #55 replacement is supported (\$12,000). <i>Funding: Fire Fleet Reserve</i>

Parks, Trails, & Recreation

Parks Capital Expenditures	2024	2025	2026	2027	2028
Park Improvements:	\$ -	\$353,000	\$353,000	\$353,000	\$ -
Colwood Creek Park	241,600	-	-	-	-
Lookout Lake Park	75,000	-	-	-	-
Oceanview Park	75,000	-	-	-	-
Waterfront Stewardship Plan Implementation (CWSP)	474,000	169,300	5,338,600	686,600	-
Community Parks Signage	10,000	10,000	10,000	-	-
Total Expenditures	\$875,600	\$532,300	\$5,701,600	\$1,039,600	\$ -

Park Improvements – Park Plan Implementations (multi-year)

As previously approved in the 2023-2027 Financial Plan, these funds will see improvements made to high priority park locations including but not limited to Colwood Creek Park, Lookout Lake Park and Ocean View Park. Work will continue to focus on short-term and ongoing projects articulated in the individual *Parks Management Plan*. Specifically, the following improvements will be implemented as follows:

Colwood Creek Park - \$241,600 (2024)

This high traffic park will see the creation of initial design plans and costing for a new playground, splash pad and picnic shelter as a full package. As well as the design and costing for washroom facilities. Ecological review and planning for the preservation of this park will also be started. Parking designs were completed in 2023 and the construction will take place in 2024 for the Cecil Blogg side of the park to allow for visitors to park safely without disruption to nearby residential areas. The work for trail connection upgrades between Sunridge Valley and Belmont Market, with a cross walk, will also be completed in 2024 as part of this park improvements budget.

Lookout Lake Park - \$75,000 (2024)

This park will see the design and costing for a washroom/changeroom facility in conjunction with Colwood creek park.

Ocean View Park - \$75,000 (2024)

This park will also see the design and costing for a washroom/changeroom facility in conjunction with the other two parks in 2024.

Specific budgets for each of these parks and others, in subsequent years (2025-2027) will be determined as more information becomes available.

Funding Source: Growing Communities Grant

Parks, Trails, & Recreation

Waterfront Stewardship Plan Implementation (multi-year)

Project Budget: \$6,695,100

In 2023, Colwood was successfully awarded \$6,000,000 in grant funding to proceed with implementing the first phase of the *Colwood Waterfront Stewardship Plan* (2023). On December 11th, 2023, Council endorsed the award of the project management and project design services for Phase 1 of the Colwood Waterfront Stewardship Plan Implementation to Associated Engineering Ltd. Project initiation and functional design will start in 2024, and the project will be a multi-year implementation complete by January 2028.

Funding Source: Federal Grant (90%) + General Surplus (10%)

Community Parks Signage - \$30,000 (multi-year)

As previously approved in the 2023-2027 Financial Plan and originally part of the roads infrastructure, this ongoing project was implemented to upgrade and improve the signage for the City's Parks.

Funding Source: Reserve Fund - General Capital

Sewer Infrastructure

Sewer Capital Expenditures	2024	2025	2026	2027	2028
Approved in the 2023-2027 Plan:					
Lift Station Pump Replacement Program	\$ 130,000	\$ 130,000	\$ 133,900	\$ -	\$ -
New Capital Requests:					
Pump Station SCADA Equipment Replacement	20,000	20,000	20,000	20,000	20,000
Total Sewer Expenditures	\$ 150,000	\$ 150,000	\$ 153,900	\$ 20,000	\$ 20,000

Lift Station Pump Replacement Program \$393,900 (multi-year 2022-2026)

This initiative provides funding for a capital replacement plan for sewer lift station pumps. There are 10 pump stations, with pumps ranging in age from 3 years to 25 years, with majority 15 years+. Staff is recommending replacement of the pumps over a 10-year period, starting with the most utilized and requiring the highest frequency of maintenance, resulting in down-time and putting additional strain on other pump infrastructure. 2023 saw the completion of two pump replacements and 2024 will see a continuation of pump replacements with two additional pumps at the Metchosin pump station and the Wilfert Pump Station.

Funding Source: Reserve Fund - Sewer Capital

Pump Station SCADA Equipment Replacement \$100,000 (multi-year)

SCADA components and infrastructure are integral in ensuring our Pump Stations are operating correctly and efficiently. Much of our SCADA components are nearing the end of their service life and have been a part of the pump stations since the inception of the SCADA system. Being reliant on SCADA components is necessary to feel confident we are moving wastewater optimally and protecting the natural environment from sanitary overflows. The specific objective is to proactively replace critical electrical infrastructure prior to major failure. Major failures could lead to sanitary overflows. The projected 2023-2027 Strategic Plan objective, 12.24 actions 'managing wastewater in a manner that optimizes conservation'.

Accurate SCADA information also provides key data to Colwood Engineering to compare to observations made in the Sewer Master Plan and helps make key decisions regarding Sanitary catchments and infrastructure.

Funding Source: Reserve Fund - Sewer Capital

Operating Impact of New Capital

Operating Impact of New Capital

The City must consider the increased operating costs associated with the acquisition or construction of new capital. For example, when new park space is acquired, the City may have an obligation to irrigate and manicure lawn areas. Below is a summary of the incremental operating costs associated with new capital in this financial plan.

New Capital Expenditure	Related Annual Operating Costs				
	2024	2025	2026	2027	2028
Roads, Major Repairs & Upgrades & Wayfinding ¹	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Facility, 170 Goldfinch	-	16,800	17,200	17,500	17,900
Facility, Public Works Operations ²	-	-	TBD*	TBD*	TBD*
Facility, RCMP Detachment ²	-	-	TBD*	TBD*	TBD*
Software, Asset Management	49,100	51,100	53,100	55,300	57,500
Software, Budget	-	25,000	25,500	26,000	26,500
New Public Works Fleet & Equipment	7,500	12,500	17,500	17,500	30,000
New Parks Infrastructure	48,500	103,700	160,100	163,300	166,600
Total	\$135,100	\$239,100	\$303,400	\$309,600	\$328,500

¹ The City's Roads Infrastructure capital plan includes a \$30,000 budget to fund major repairs/upgrades as needed. This work is in part related to new infrastructure, and the integration of new development with existing infrastructure.

² To Be Determined (TBD). Incremental operating costs associated with new facilities, PW Operations Facility (2026+) and the West Shore RCMP Detachment Expansion are anticipated in future years and estimates will be refined pending facility design.

Debt Management

British Columbia municipalities may borrow through the Municipal Finance Authority (MFA) to finance capital construction. The MFA's structure and purpose provides BC municipalities with the unique opportunity to access exceptionally inexpensive debt financing. Municipalities must seek authorization from their respective regional district before receiving MFA long-term debt proceeds. This unique arrangement creates a de facto "joint and several liability" among all member municipalities. This relationship helps maintain the MFA's AAA credit rating. Furthermore, debt principal payments paid on long-term debt to the MFA are reinvested. Investment returns generated from these principal payments are reduced from the outstanding debt balance (referred to as "actuarial adjustments"). This has often resulted in debt financing costs that are lower than inflation. For instance, the City's most recently issued long-term debt carries an interest rate of 2.6%. After actuarial adjustments, the effective interest rate is approximately 1.03%. The following is a summary of the City's existing long-term debt outstanding:

EXISTING LONG-TERM DEBT SUMMARY						
LA Bylaw	Debt Purpose	Current Rate	Debt Issued	2024 Opening Balance	Term	Year of Maturity
659	Facility: Q Centre Arena	4.90%	\$3,396,000	\$293,692.24	15 year	2024
641	Drainage: Triangle Mtn	4.90%	720,000	-	14 year	2023
492; 657	Sewer: Colwood East	3.39%	3,710,323	2,576,036	26 year	2038
480-487; 1441	Sewer: Colwood Central	2.60%	4,501,000	3,822,711	30 year	2046
Total outstanding long-term debt				\$6,692,439		

The MFA also has an Equipment Financing program that provides loans (fixed monthly rate) to municipalities under section 175 of the *Community Charter*. In November, 2023 the City retired the equipment loans early to mitigate the impacts of rising interest rates on fleet borrowing.

EXISTING EQUIPMENT FINANCING SUMMARY					
MFA Loan	Loan Purpose	Current Rate	Financing Issued	2024 Opening Balance	Year of Maturity
0001-2	Fire Engine #52 (2012 Spartan)	5.63%	\$517,425	-	2026
0004-2	Fire Tower #57 (2017 Rosenbauer Commander)	5.63%	1,347,365	-	2026
Total outstanding equipment finance loans				\$-	

The Community Charter and related Municipal Liabilities Regulation establishes debt limits for the City by defining a liability servicing limit. The City's debt interest and principal payments cannot exceed 25% of its controllable sustainable revenues. Such revenues are those primarily within the City's control and include property taxes, payments in lieu of taxes, building permit revenue, user fees and unconditional grants.

In the draft 2024 - 2028 financial plan, the City's annual sustainable revenues will exceed \$28M, making its liability servicing limit approximately \$7M. Annual debt servicing costs for existing debt and equipment financing are not expected to exceed \$915,000, which amounts to approximately 14% of the City's liability servicing limit. Debt payments (interest and principal, on both long term and equipment financing) for the next 5 years are projected as follows:

Debt Management

LIABILITY SERVICING LIMIT UTILIZED (Existing Debt)						
Year	Beginning Balance	End Balance	Principal	Interest	Total Annual Payment	% Limit
2024	\$6,692,439	\$6,154,313	\$350,594	\$281,011	\$631,605*	9%
2025	6,154,313	5,901,324	180,994	242,806	423,800	6%
2026	5,901,324	5,639,480	180,994	242,806	423,800	6%
2027	5,639,480	5,368,472	180,994	242,806	423,800	6%
2028	5,368,472	5,087,979	180,994	242,806	423,800	6%

*In 2024, general fund debt payments are expected to be \$207,805 and sewer fund debt payments are \$423,800.

General debt servicing (principal and interest payments) is funded through general taxation. Sewer debt servicing is funded through Local Area Service parcel taxation.

Previous financial plans included new debt to finance Sidewalk & Bike Lane projects¹, as well as the new Public Works Administration Building. The construction cost estimates for both the Sidewalk & Bike Lane projects (Class B) and the new Public Works Operations Facility (Class D) are reflected in the draft 2024 – 2028 Financial Plan.

The following is a summary of the anticipated debt payments (interest and principal, on potential long-term debt) for the next 5 years for each of the Sidewalk & Bike Lane Program and the PW Administration Building:

NEW LONG-TERM DEBT: Sidewalk + Bike Lane Program							
Year	Beginning Balance	New Debt	End Balance	Principal	Interest	Total Annual Payment	% Limit
2024	-	4,656,000 ¹	4,656,000	-	104,294	104,294	1%
2025	4,656,000	-	4,568,736	87,264	208,589	295,853	4%
2026	4,568,736	-	4,478,243	87,264	208,589	295,853	4%
2027	4,478,243	-	4,384,402	87,264	208,589	295,853	4%
2028	4,384,402	-	4,287,089	87,264	208,589	295,853	4%

¹ The new debt associated with the Sidewalk & Bike Lane Program relates to the following three infrastructure projects: Hagel Rd Sidewalk (including Adye Bikeway); Kelly Rd Sidewalk; and Lagoon Rd Sidewalk. Design advanced in 2023, and updated Class B cost estimates were endorsed by Council December, 2023. Council deferred the proposed sidewalk project along Fulton Rd, and the Fulton Rd cost estimates have been removed from the 2024-2028 Financial Plan. The estimated payments assume a 30-year borrowing period and an indicative lending rate of 4.48% (Dec, 2023). The effective interest rate, after estimated actuarial adjustments, is 3.02%.

NEW LONG-TERM DEBT: Public Works Operations Facility							
Year	Beginning Balance	New Debt	End Balance	Principal	Interest	Total Annual Payment	% Limit
2024	-	-	-	-	-	-	-
2025	-	8,397,400 ²	8,397,400	-	188,102	188,102	3%
2026	8,397,400	-	8,240,014	157,386	376,204	533,590	7%
2027	8,240,014	-	8,076,804	157,386	376,204	533,590	7%
2028	8,076,804	-	7,907,556	157,386	376,204	533,590	7%

²The new debt associated is estimated based on the preliminary Class D construction cost estimates for the Public Works Operations Facility as described in the Facility Feasibility Study (2022) at a planned size of 973m². The 2024-2028 Financial Plan assumes that design work will be funded through general surplus. The estimated payments assume a 30-year borrowing period and an indicative lending rate of 4.48%. The effective interest rate, after estimated actuarial adjustments, is 3.02%.

Debt Management

LIABILITY SERVICING LIMIT PROPOSED: EXISTING + NEW DEBT							
Year	Beginning Balance	New Debt	End Balance	Principal	Interest	Total Annual Payment	% Limit
2024	\$6,692,439	4,656,000	\$10,810,313	\$350,594	\$385,305	\$735,899	10%
2025	10,810,313	8,397,400	18,867,460	268,258	639,497	907,755	13%
2026	18,867,460	-	18,357,737	425,644	827,599	1,253,243	17%
2027	18,357,737	-	17,829,678	425,644	827,599	1,253,243	17%
2028	17,829,678	-	17,282,624	425,644	827,599	1,253,243	17%

Long-term borrowing for each of the Sidewalk & Bikelane Program and the Public Works Operations Facility is secured through a loan authorization bylaw, which may require approval of the electors, and will require approval of the Inspector of Municipalities. There will be a public approval process necessary.

On January 23, 2023, Council resolved to advance the Policing Facilities Expansion Project to a validation stage, to determine whether the upgrade to the West Shore RCMP detachment will proceed. Preliminary capital costs of the upgrade are estimated to be \$82.4M and the City's proportionate share is approximately 24% or \$20.1M. On November 27, 2023, Council resolved that the City request the Capital Regional District establish a sub-regional service for the purpose of debt financing the West Shore Detachment Expansion. Specifically, this request will enable a centralized borrowing on behalf of all municipal member owners (the City of Langford, the City of Colwood and the Town of View Royal). As a result of this centralizing borrowing, the debt financing will be funded through CRD taxation and not municipal taxation. Work will continue in 2024 to advance the Policing Facilities Expansion Project to a validation stage

Reserve, Surplus, & Deferred Revenue

Type	Funde	SIRP	Description	2024 Opening Balance	2024 Transfers To	2024 Use of	2024 Ending Balance
○	●		Surplus, General Op	\$ 10,879,561	\$0	\$ (5,302,600)	\$ 5,576,961
○	●		Surplus, Sewer Op	326,603	4,200	(30,000)	300,803
●	●		Future Op. Expenditures RF	2,105,677	215,700	(868,200)	1,453,177
●	●	★	Equipment Replacement RF	121,596	107,200	(124,900)	103,896
●	●		Capital Projects RF	1,044,493	579,900	(316,000)	1,308,393
●	●	★	General Fleet & Equipment RF	360,249	898,500	(1,425,600)	(166,851)
●	●	★	Fire Fleet & Equipment RF	2,180,918	197,000	(385,700)	1,992,218
●	●		Community Amenities RF	4,013,316	4,546,000	0	8,559,316
●	●		Affordable Housing RF	1,510,406	1,327,000	(30,000)	2,807,406
●	●		RCMP Surplus RF	1,159,804	2,000	0	1,161,804
●	●	★	Police Building RF	334,656	261,000	(29,700)	565,956
●	●		New Firehall RF	421,973	443,100	0	865,073
●	●	★	St. John's Heritage Church	106,054	16,300	(146,500)	(24,146)
●	●	★	Sustainable Infrastructure - General	4,385,715	2,702,100	(4,415,700)	2,672,115
●	●		Public Art	129,634	0	0	129,634
●	●		Parks	78,300	0	0	78,300
●	●	★	Recreation, WSPR	457,250	62,600	0	519,850
●	●		Recreation, Royal Bay	1,090,000	0	0	1,090,000
●	●		Climate Action Reserve	248,484	148,100	(378,600)	17,984
●	●	★	Sewer Fleet Equip. & Reserve	234,389	55,200	0	289,589
●	●		Sewer Capital RF	556,235	62,100	(202,000)	416,335
●	●	★	Sustainable Infrastructure - Sewer	104,954	77,000	0	181,954
●	●		Gas Tax	622,340	765,000	(410,000)	977,340
●	●		COVID Safe Restart Grant	403,495	0	(298,400)	105,095
			Total Surplus and Reserves	32,876,102	12,470,000	(14,363,900)	30,982,202
●	●		Development Cost Charges - Roads	2,602,993	4,318,600	(2,602,800)	4,318,793
●	●		Development Cost Charges - Sewer	1,105,121	855,200	0	1,960,321
●	●		Development Cost Charges - Parks	0	808,700	0	808,700
●	●		Parklands (cash in lieu)	646,148	0	0	646,148
●	●		Trees (cash in lieu)	114,469	0	0	114,469
●	●		Frontage (cash in lieu)	1,384,069	0	0	1,384,069
			Total Surplus and Reserves and Restricted	\$38,728,902	\$ 18,452,500	\$ (16,966,700)	\$40,214,702

Legend	
○	Surplus
●	Reserve Fund - Statutory
●	Reserve Fund - Non-Statutory
●	Taxation, Investment, Grants
●	Developer Contributions
●	Sewer Enhancement & User Fees
●	Grants
★	Sustainable

Reserve, Surplus, & Deferred Revenue

Description	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Surplus, General Op	\$ 5,576,961	\$ 5,207,161	\$ 4,253,361	\$ 3,829,461	\$ 3,574,161
Surplus, Sewer Op	300,803	305,003	309,203	313,403	317,603
Future Op. Expenditures RF	1,453,177	1,402,177	1,506,277	1,663,677	1,864,377
Equipment Replacement RF	103,896	37,096	23,596	49,396	127,896
Capital Projects RF	1,308,393	1,709,893	2,158,893	2,158,693	2,157,093
General Fleet & Equipment RF	(166,851)	191,049	460,849	1,092,749	1,304,649
Fire Fleet & Equipment RF	1,992,218	2,196,918	1,425,118	1,769,518	2,154,118
Community Amenities RF	8,559,316	13,394,816	15,801,816	18,208,816	20,615,816
Affordable Housing RF	2,807,406	4,204,906	4,838,906	5,472,906	6,136,906
RCMP Surplus RF	1,161,804	1,163,804	1,165,804	1,167,804	1,169,804
Police Building RF	565,956	1,057,256	1,058,256	1,059,256	1,060,256
New Firehall RF	865,073	1,343,273	1,554,273	1,765,273	1,976,273
St. John's Heritage Church	(24,146)	(7,446)	9,254	26,254	43,254
Sustainable Infrastructure - General	2,672,115	4,441,315	6,044,515	7,551,915	9,975,415
Public Art	129,634	129,634	129,634	129,634	129,634
Parks	78,300	78,300	78,300	78,300	78,300
Recreation, WSPR	519,850	577,750	630,750	683,750	736,750
Recreation, Royal Bay	1,090,000	1,090,000	1,090,000	1,090,000	1,090,000
Climate Action Reserve	17,984	(12,716)	135,384	135,384	135,384
Sewer Fleet Equip. & Reserve	289,589	344,789	399,989	455,189	510,389
Sewer Capital RF	416,335	329,535	239,935	285,335	330,735
Sustainable Infrastructure - Sewer	181,954	258,954	335,954	412,954	489,954
Gas Tax	977,340	1,658,840	2,087,440	2,765,640	3,530,640
COVID Safe Restart Grant	105,095	105,095	105,095	105,095	105,095
Total Surplus and Reserves	30,982,202	41,207,402	45,842,602	52,270,402	59,614,502
Development Cost Charges - Roads	4,318,793	8,516,093	10,212,093	12,029,593	14,043,593
Development Cost Charges - Sewer	1,960,321	2,342,521	2,685,521	3,028,521	3,371,521
Development Cost Charges - Parks	808,700	2,484,000	3,315,400	4,146,800	4,978,200
Parklands (cash in lieu)	646,148	646,148	646,148	646,148	646,148
Trees (cash in lieu)	114,469	114,469	114,469	114,469	114,469
Frontage (cash in lieu)	1,384,069	1,384,069	1,384,069	1,384,069	1,384,069
Total Surplus and Reserves and Restricted	\$ 40,214,702	\$ 56,694,702	\$ 64,200,302	\$ 73,620,002	\$ 84,152,502

Glossary

Accounting Surplus: An accounting surplus is revenues less expenses. Accounting surplus does not include expenditures made for capital infrastructure or debt proceeds or payments or transfers to or from reserves. Local governments may budget for an accounting surplus but may not budget for a budget surplus or deficit.

Accumulated Surplus: The accumulated surplus is a pool of accumulated funds resulting from historical budgetary surpluses. Budgetary surpluses result in funds remaining in accumulated surplus (unappropriated) or transferred to reserve.

Appropriated: Appropriated funds are those held for a specific use or purpose; and are subject to restrictions.

Asset Management: A continuous, on-going process of inventorying, valuating, reviewing, building, maintaining and replacing capital assets.

Balanced Budget: A financial plan represents annual budgets, where the sum of the total revenue, transfers from reserves and debt proceeds is equal to the sum of the total expenses, total capital expenditures, transfers to reserves and debt principal payments.

Capital Asset: An asset that has physical substance, is used to supply a service, lasts longer than a year and is not for sale in the ordinary course of operations.

Capital Service: A service that is derived from a capital asset. For example, a storm sewer pipe is a tangible capital asset that provides drainage capital service.

Deferred Revenue: Refers to payments received in advance for services which have not yet been performed. The most common form of deferred revenue in municipal accounting consists of Development Cost Charges which are advanced payments for future capital services needed as a result of growth.

Financial Plan: The City's financial plan represents annual budgets for a five-year term.

Full life-cycle costs: The total costs incurred by a capital asset during the entirety of its useful life. These costs include acquisition costs, maintenance costs, and sustainable infrastructure replacement amounts.

Fund: A pool of money set aside for a specific purpose.

FTE (Full Time Equivalent): A statistic to compare staffing levels between departments, organizations, or years. It is calculated by dividing the total number of hours one full-time staff member would work during a year.

Infrastructure: The system or framework supporting capital asset service delivery. This term is often used interchangeably with capital asset.

New Construction Taxation Revenue: Property tax revenue that results from taxable land or improvements that were not previously included in the City's (assessment) tax base. A driver of this new taxation revenue is typically newly constructed properties.

Glossary

Official Community Plan: Under the Local Government Act section 875, an OCP is a statement of objectives and policies to guide decisions on planning and land use management, within the area covered by the plan.

Operating Costs: Expenses which are related to the operation of a business, or related device, component, piece of equipment or facility.

Reserve Fund: A fund established for a specific purpose. Monies placed in a reserve fund can only be used for the purpose for which the reserve was established.

Revenue: Income from business services and fees.

Service Plans: Describe the operating costs/revenues and related performance measures of a City service area.

Special Initiatives: Typically, one-time operating projects or initiatives that are outside the normal course of staff work.

Sustainable Infrastructure Replacement: Funding the replacement of existing infrastructure, at the end of its useful life, without borrowing (e.g. debt financing).

Unappropriated: Unappropriated funds are those that are not held for a specific purpose. For example, the City's general operating surplus.

CITY OF COLWOOD

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