



# Q2 2024 FINANCIAL UPDATE



# Q2 2024 Summary

The purpose of this *Q2 2024 Financial Update* is to provide Council and the public with financial information as at June 30, 2024 as well as projections to December 31, 2024.

The *Five-Year Financial Plan (2024 – 2028) Bylaw No. 2021, 2024* (the FP bylaw) provides spending authority to staff (as delegated by the *Purchasing Power Delegation Amendment Bylaw No. 1748-01, 2019*). **The City's** Financial Plan is a supplementary document, presented by service area, and the financial information contained within the Financial Plan reconciles to the FP bylaw. This *Q2 2024 Financial Update* reports by service area and provides additional detail beyond the FP bylaw, for increased accountability and transparency. This presentation assists Council and the public in understanding financial results according to service delivery. The FP bylaw is prepared at a high-level, consistent with Provincial financial statement presentation requirements, to maximize operational flexibility while retaining expenditure authorization.

General Operating Revenue is projected at 103% of budget. Refer to the service profile operating budget updates for detail. **In accordance with the City's Sustainable Infrastructure Replacement Plan (2019)**, unrestricted investment earnings are transferred to reserves to fund infrastructure replacement.

Sewer Utility Revenue is projected at 96% of budget; the 2024 sewer operating revenues are not anticipated to be sufficient to cover projected utility operating expenses which are exceeding budget (105%). Refer to the Sewer Utility profile for detail.

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

Transfers to reserves are projected at 10.9M or 85% of budget; primarily due deferred developer amenity contributions which have been partially offset by the increased investment returns.

The Q2 2024 financial update is projecting an unallocated operating surplus of \$436,240; a projected general operating surplus of \$494,558 offset by a projected sewer utility operating deficit of \$58,318. In addition, the Policing operating surplus is projected at \$497,274 and this amount has been allocated as a transfer to the RCMP surplus reserve. Refer to the policing service profile in this document. In accordance with **the City's Public Art Funding Policy (PAF001)**, if there is an annual operating surplus greater than \$50,000, \$50,000 shall be transferred to the Public Art Reserve Fund. It is anticipated that this transfer for arts will be made at year-end.

# Consolidated Q2 Financial Update

Consolidated Budget	Budget	Actual	YTD	Projection	Projected Variance	
Revenue	2024	30-Jun-24	%	31-Dec-24	\$	%
Revenue	\$50,487,900	\$27,283,159	54.0%	\$46,205,007	\$4,282,893	91.5%
Core Operating Expenses	(27,972,600)	(11,245,998)	40.2%	(27,450,598)	(522,002)	98.1%
Special Initiatives Expenses	(3,038,400)	(549,686)	18.1%	(2,554,894)	(483,506)	84.1%
Transfers from Reserves	14,085,600	137,236	1.0%	11,888,450	2,197,150	84.4%
Debt Proceeds	12,724,300	0	0.0%	4,684,300	8,040,000	36.8%
Capital Expenditures	(33,097,600)	(2,954,340)	8.9%	(21,016,959)	(12,080,641)	63.5%
Transfers to Reserves	(12,839,200)	(433,890)	3.4%	(10,968,476)	(1,870,724)	85.4%
Debt Principal	(350,000)	(256,790)	73.4%	(350,590)	590	100.2%
Surplus/(Deficit)	\$0			\$436,240		

# Consolidated Q2 Financial Update

Revenue	2024 Budget	2024 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projection %
Property Taxes	\$22,186,700	\$22,222,080	22,187,000	\$ 300	100.0%
Payments In Lieu of Taxes	2,373,500	-	2,906,400	532,900	122.5%
1% Utility Revenue	204,500	219,185	219,184	14,684	107.2%
Natural Gas 3% Utility Revenue	96,500	5,953	119,500	23,000	123.8%
Property Tax Penalties & Interest	165,600	10,043	230,800	65,200	139.4%
Grants (Operating)	2,312,700	458,340	1,744,242	(568,458)	75.4%
Event Revenue	66,400	1,800	45,000	(21,400)	67.8%
Advertising Commissions	7,500	3,095	7,500	-	100.0%
Investment Income	1,090,600	445,811	2,287,300	1,196,700	209.7%
Finance Revenue	48,200	14,629	47,832	(368)	99.2%
Corporate Services Revenue	13,500	14,445	15,605	2,105	115.6%
Building & Bylaw Revenue	2,787,100	280,503	2,440,555	(346,545)	87.6%
Police Revenue	62,000	1,209	44,897	(17,103)	72.4%
Engineering Revenue	557,800	526,736	698,500	140,700	125.2%
Facilities Revenue	14,900	16,552	18,000	3,100	120.8%
Development Revenue	311,200	173,217	310,900	(300)	99.9%
<b>Total General Operating Revenue</b>	<b>32,298,700</b>	<b>24,393,599</b>	<b>33,323,215</b>	<b>1,024,515</b>	<b>103.2%</b>
Local Service Area Parcel Taxes	373,900	396,678	396,678	22,778	106.1%
Sewer User Fees	2,142,400	2,117,794	2,117,794	(24,606)	98.9%
Sewer Connection Fees	158,000	60,530	87,530	(70,470)	55.4%
Sewer Enhancement Fees	54,100	12,308	25,000	(29,100)	46.2%
<b>Total Sewer Utility Revenue</b>	<b>2,728,400</b>	<b>2,587,310</b>	<b>2,627,002</b>	<b>(101,398)</b>	<b>96.3%</b>
Developer Contributions, Reserves	6,304,100	291,996	3,042,350	(3,261,750)	48.3%
Grants (Capital)	5,266,200	-	4,961,241	(304,959)	94.2%
Developer Contributions, Other	1,287,700	10,255	1,315,201	27,501	102.1%
Developer Contributions, Road	2,602,800	-	935,998	(1,666,802)	36.0%
Developer Contributions, Sewer	0	0	-	-	-
<b>Total Capital Revenue</b>	<b>15,460,800</b>	<b>302,251</b>	<b>10,254,790</b>	<b>(5,206,010)</b>	<b>66.3%</b>
<b>Total Revenue</b>	<b>50,487,900</b>	<b>27,283,159</b>	<b>46,205,007</b>	<b>(4,282,893)</b>	<b>91.5%</b>

# Consolidated Q2 Financial Update

Operating Expenses	2024 Budget Bylaw	2024 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
Administration & Corporate Services	2,158,100	1,145,396	2,216,514	58,414	102.7%
Communications & Engagement	327,900	143,480	329,239	1,339	100.4%
Events, Arts & Culture	231,000	51,142	198,170	(32,830)	85.8%
Library	1,149,400	568,948	1,149,425	25	100.0%
Human Resources	500,500	248,389	506,856	6,356	101.3%
Finance	1,123,900	542,051	1,097,363	(26,537)	97.6%
Information Technology	693,800	447,656	717,474	23,674	103.4%
GIS	365,000	210,190	364,583	(417)	99.9%
Policing	6,057,400	1,479,302	5,560,126	(497,274)	91.8%
Fire	3,040,400	1,289,450	3,050,568	10,168	100.3%
Building & Bylaw	999,100	490,513	1,002,476	3,376	100.3%
Engineering	1,122,200	511,250	1,061,249	(60,951)	94.6%
Development Services	991,500	392,625	858,930	(132,570)	86.6%
Public Works	1,300,700	675,291	1,382,314	81,614	106.3%
Roads	1,169,600	578,230	1,164,796	(4,804)	99.6%
Boulevards	730,600	326,176	726,959	(3,641)	99.5%
Parks, Trails & Recreation	2,614,000	1,268,179	2,600,959	(13,041)	99.5%
Storm Sewers	290,000	89,833	266,967	(23,033)	92.1%
Sewer	1,886,200	385,643	1,980,889	94,689	105.0%
Community Planning	532,300	238,288	525,712	(6,588)	98.8%
Fiscal	20,700	4,358	20,700	-	100.0%
Debt Interest	668,300	159,608	668,329	29	100.0%
<b>Total Core Operating Expenses</b>	<b>27,972,600</b>	<b>11,245,998</b>	<b>27,450,598</b>	<b>(522,002)</b>	<b>98.1%</b>
Special Initiatives	3,038,400	549,686	2,554,894	(483,506)	84.1%
<b>Total Operating Expenses</b>	<b>31,011,000</b>	<b>11,795,683</b>	<b>30,005,492</b>	<b>(1,005,508)</b>	<b>96.8%</b>
Add: Transfer from Reserves	14,085,600	137,236	11,888,450	(2,197,150)	84.4%
Add: Debt Proceeds	12,724,300	0	4,684,300	(8,040,000)	36.8%
Deduct: Capital Expenditures	33,097,600	2,954,340	21,016,959	(12,080,641)	63.5%
Deduct: Transfer to Reserves	12,839,200	433,890	10,968,476	(1,870,724)	85.4%
Deduct: Debt Principal	350,000	256,790	350,590	590	100.2%
<b>Balanced Budget/Surplus</b>	<b>\$0</b>		<b>436,240</b>	<b>436,240</b>	<b>-</b>

# Consolidated Q2 Financial Update

**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. **Q2 2024 Update:** New construction tax revenue was budgeted at \$912,000 and actualized at \$917,200.

**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.** **Q2 2024 Update:** The 2024 Federal PILT claim will be submitted in Q3 2024; projection is \$2.9M will be refined at Q3 pending claim processing.

**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. In addition, the City of Colwood has entered into an operating agreement with Fortis. This operating agreement allows Fortis to operate gas distribution lines in exchange for 3% of the gross revenues within municipal boundaries.

**Q2 2024 Update:**

Utility Company	Budget	Actual	Projection	Projection	
	2024	30-Jun-24	31-Dec-24	\$ Variance	%
Fortis (3%)	\$96,500	\$5,953	\$119,500	\$23,000	124%
BC Hydro (1%)	147,300	150,305	150,305	3,005	102%
Fortis (1%)	24,000	39,424	39,424	15,424	164%
Telus (1%)	13,300	11,673	11,673	(1,627)	88%
Shaw Cable (1%)	19,900	17,782	17,782	(2,118)	89%
<b>Total</b>	<b>\$301,000</b>	<b>\$225,137</b>	<b>\$338,684</b>	<b>\$37,684</b>	<b>113%</b>

# Revenue Discussion

**Property Tax Penalties & Interest:** The City is required to levy a 10% penalty for all outstanding taxes that remain unpaid after the tax due date (pursuant to Municipal Tax Regulation 426/2003). The City works to inform and encourage taxpayers so that they can avoid this tax penalty as much as possible. [Q2 2024](#)

**Update:** The property tax penalty & interest projection is \$230,800 and reflects the penalties (\$210,267) levied in Q3 2024.

## Grants (Operating):

Operating Grant	Budget	Actual	Projection	Projected Variance	
	2024*	30-Jun-24	31-Dec-24	\$	%
Casino Revenue	\$ 326,000	\$ 158,176	\$ 321,000	\$ (5,000)	98%
Parks Canada	130,500	-	73,850	(56,650)	57%
Small Community Grant	159,000	135,000	135,000	(24,000)	85%
Traffic Fine Revenue Sharing	162,400	165,000	165,000	2,600	102%
Climate Action	148,100	-	148,100	-	100%
Building Safer Communities Fund	400,700	-	400,700	-	100%
Capacity Funding for Housing Initiatives	180,000	-	140,369	(39,631)	78%
Community Emergency Preparedness Fund	300,000	-	100,000	(200,000)	33%
Other	506,000	164	260,223	(245,777)	51%
<b>Total Operating Grant</b>	<b>\$ 2,312,700</b>	<b>\$ 458,340</b>	<b>\$ 1,744,242</b>	<b>\$ (568,458)</b>	<b>75%</b>

**Small Community Grant:** An unconditional grant paid by the Province to the City. Receipt of this grant will soon cease; 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.

**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.

# Revenue Discussion

**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.

Capital/Special Initiative Grant	Budget	Actual	Projection	Projected Variance	
	2024	30-Jun-24	31-Dec-24	\$	%
Federal Canada-Community Building Fund	765,000	-	926,780	161,780	121%
Fed: Growing Communities Fund	391,600	-	404,283	12,683	103%
Fed: Canada Community Building Fund	426,600	-	426,600	-	100%
Infrastructure Canada Investing in Canada Infrastructure Program	3,661,400	-	3,099,978	(561,422)	85%
Prov: Conditional grants, Capital	21,600	-	9,600	(12,000)	-56%
Other	-	-	94,000	94,000	100%
<b>Total Capital Grant</b>	<b>\$5,266,200</b>	<b>\$0</b>	<b>\$4,961,241</b>	<b>\$ (304,959)</b>	<b>94%</b>

**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. The Q3 financial update will provide refined projections, and a breakdown, as development progresses in 2024.

**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. Staff will be bringing forward both details of current investment balances, and an updated investment policy for Council consideration by Q4 2024.



# Q2 Special Initiatives

Refer to the respective service area operating budget updates within this document for narrative on the status of the City's special initiatives. Q2 updates are provided where warranted.

Special Initiatives	2024	YTD Actual	Projection	Projected \$ Var	Projected % Var
<b>Administration &amp; Corporate Services</b>					
Accessibility Committee Support	\$ 10,000	\$ -	\$ 10,000	\$ -	100%
Corporate Contingency	150,000	15,350	101,100	(48,900)	67%
Records Management	83,100	1,150	83,100	-	100%
Records Management (Consultant)	50,000	1,150	50,000	-	100%
Records Management (Scanning)	33,100	-	33,100	-	100%
<b>Communications &amp; Engagement</b>					
Engagement, Living With Wildlife	2,000	-	2,000	-	100%
Household Prosperity Needs Assessment	15,000	-	15,000	-	100%
Retail Strategy, Marketing Plan	75,000	10,788	75,000	-	100%
Volunteer Community Engagement	20,000	566	20,000	-	100%
Volunteer Coordinator	50,000	3,984	50,000	-	100%
Youth Safety and Wellbeing	400,700	237,507	400,700	-	100%
<b>Events, Arts &amp; Culture</b>					
Arts & Culture Initiatives	42,000	575	21,000	(21,000)	50%
First Nations Protocol Development	40,000	1,130	20,000	(20,000)	50%
Heritage Strategy & Registry	40,000	-	40,000	-	100%
<b>Finance</b>					
Functional Process Improvement	10,000	-	10,000	-	100%
Performance Metrics	15,000	-	5,000	(10,000)	33%
Sustainable Infrastructure Repl. Plan	-	3,115	5,115	5,115	-
<b>Fire Rescue</b>					
Emergency Support Services	30,000	-	30,000	-	100%
<b>Community Planning</b>					
Biodiversity Project	100,000	-	75,000	(25,000)	75%
Climate Action Initiatives	66,200	-	66,200	-	100%
Coastline Studies	58,300	-	29,150	(29,150)	50%
Colwood Land Use Bylaw Update	75,000	69,799	72,289	(2,711)	96%
Colwood Rent Bank	30,000	-	30,000	-	100%
Demographic Study	15,900	-	15,900	-	100%
Energy Efficiency Champions	20,000	-	20,000	-	100%
Gateway Public Realm	170,000	16,549	100,000	(70,000)	59%
Inland Floodplan Mapping	100,000	-	100,000	-	100%
OCP 5 Year Review	47,200	0	47,200	-	100%
Parks DCC Bylaw	14,100	5,020	20,900	6,800	148%
Police DCC Bylaw	25,000	-	-	(25,000)	0%
Regional Housing Affordability (RHAP)	69,000	54,000	189,895	120,895	275%
Residential Retrofit Strategy	80,000	-	60,000	(20,000)	75%
Disaster Risk Reduction Planning & Engagement	300,000	17,260	100,000	(200,000)	33%
<b>Development Services</b>					
Amenity Cost Charge Program	25,000	-	55,080	30,080	220%
Bonus Density Framework	80,000	-	13,000	(67,000)	16%
Latoria (VMP to Wishart) Visioning	40,000	30,625	39,500	(500)	99%
<b>Engineering</b>					
Bridge & Culvert Program	55,000	-	55,000	-	100%
Engineering Standards & Specifications	5,000	-	5,000	-	100%
Geotechnical Monitoring Program	50,000	11,903	50,000	-	100%
Lookout Brook Dam Safety Review	87,500	20,026	60,000	(27,500)	69%
Roads DCC Bylaw Update	15,000	2,755	2,755	(12,245)	18%
Storm Water Master Plan Update	23,000	-	23,000	-	100%
Traffic Management Program	15,000	-	15,000	-	100%
Transportation Master Plan Update	80,100	22,969	80,100	-	100%
<b>Public Works &amp; Transportation</b>					
Pavement Condition Assessment	60,000	-	51,260	(8,740)	85%
Street Sign Reflectivity Assessment	40,000	-	29,500	(10,500)	74%
<b>Parks, Trails &amp; Recreation</b>					
Parks & Trails Master Plan	58,800	12,109	58,800	-	100%
Parks Canada Initiative	17,200	-	17,200	-	100%
Parks Canada Initiative (Parks Planner)	113,300	-	56,650	(56,650)	50%
Urban Forestry	-	12,508	58,500	58,500	-
Waterfront Planning & Parks Lease	100,000	-	50,000	(50,000)	50%
<b>Sewer</b>					
Network Expansion Plan	20,000	-	20,000	-	100%
<b>TOTAL SPECIAL INITIATIVES</b>	<b>\$ 3,038,400</b>	<b>\$ 549,686</b>	<b>\$ 2,554,894</b>	<b>\$ (483,506)</b>	<b>84.1%</b>



# Administration & Corporate Services

## Council Expectations

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

The Corporate Services Department provides the following key functions:

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

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

In addition, the Corporate Services department is responsible for:

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

## Top 3 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

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Corporate Services Funding</b>					
Corporate Revenue (FOI Admin Fees)	\$ 3,300	\$ 40	\$ 1,200	\$ (2,100)	36%
Business License Fees	10,200	14,405	14,405	4,205	141%
<b>Total Funding</b>	<b>13,500</b>	<b>14,445</b>	<b>15,605</b>	<b>2,105</b>	<b>116%</b>
<b>Corporate Services Operating Expenses</b>					
Administration	600,400	304,648	608,682	8,282	101%
Council	286,000	125,022	282,355	(3,645)	99%
Risk Management	272,300	280,629	418,200	145,900	154%
Grant in Aid & Fee for Service	259,600	141,100	255,700	(3,900)	98%
Corporate Services	739,800	293,996	651,578	(88,222)	88%
<b>Total Corporate Services Operating Expenses</b>	<b>2,158,100</b>	<b>1,145,396</b>	<b>2,216,514</b>	<b>58,414</b>	<b>103%</b>

**Q2 2024 Update – Administration’s** core operating expenses include funding for the administrative team and City memberships, as well as City Hall office budgets and is projected to come in slightly over budget. Council & Committee core operating expenses include stipends and training/professional development and are expected slightly under budget. Risk Management operating expenses include liability insurance premiums and corporate legal services funding; legal expenses are projected to exceed budget. 2024 Grant in Aid funding has been awarded in the amount of \$35,100; the projection includes two requests scheduled for August 26 Council consideration. The Fee for Service budget includes funding of \$184,000 to support the Pacific Centre Family Services Association Community Outreach and Prevention program, and \$23,000 to support School District’s #62 crossing guard program (specifically, Wishart Elementary, Sangster Elementary and Colwood Elementary). Corporate Services core operating expenses are projected under budget due to staffing vacancies; the Records Coordinator is expected to be filled late Q3 2024.

# 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*

**Q2 2024 Update:** Consultation with the communities occurred in July. Draft Accessibility Plan is anticipated to be presented to the member municipality Councils in September 2024. Public feedback on draft plan will occur during October 2024. Final Plan for Council approval December 2024. The Committee will transition to a citizen committee in 2025.

### 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*

**Q2 2024 Update:** This contingency account is being utilized for multiple initiatives based on recent Council direction.

- In late 2023 Council **resolved the use of the City's annual corporate contingency budget, to provide funding for preliminary analysis of the potential Colwood Clinic initiative.**
- In Q1 2024 Council resolved (IC-2024-11) that funds (\$16,666) be allocated for a comprehensive study to conduct an options analysis for the existing funding formula for RCMP services for the City of Colwood, City of Langford and the Town of View Royal.
- In Q2 2024 Council resolved (R-2024-197) that the City commence planning and work to reclassify the residential streets of Latoria North and South as 30 km/h zones with appropriate communication and signage in support; this speed reduction initiative is estimated to cost \$40,000 and has been included with the corporate contingency projection. As costs actualize in Q3/Q4 for these road infrastructure works, they will be reported within the City's capital budget update.

# Admin & Corporate Services

## Records Management —\$83,100 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. The new Municipal Business Process software with property information will require scanning of hard copy permanent land records. The remaining budget has been carried forward to 2024.

*Funding source: General Operating Surplus*

**Q2 2024 Update:** The 2023 service review identified records management as a top priority. Corporate Services and IT will continue collaboration to advance improvements to the **City's information and** records management environment. A multi-year initiative will see the City leveraging existing Microsoft 365 products, specifically SharePoint, transition from the existing records environment (OpenText) to provide cloud-based solutions in order to streamline work processes, enhance collaboration, promote communication, and allow in-place records management. Amendments to the five-year financial plan will be proposed in Q3 2024, to allocate funding from the Municipal Business Process Software to support this work specifically.



# Communications & Engagement

## Council Expectations

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

The role of the Communications team 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

## Top 3 2024 Communications & Engagement Priorities

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

## Communications Operating Budget

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Communications &amp; Engagement Funding</b>					
Advertising Commissions (Bus Shelter/Bench)	7,500	3,095	7,500	-	100%
<b>Total Funding</b>	<b>7,500</b>	<b>3,095</b>	<b>7,500</b>	<b>-</b>	<b>100%</b>
<b>Communications &amp; Engagement Operating Expenses</b>					
Communications	285,400	111,182	288,016	2,616	100.9%
Marketing/Public Relations	42,500	32,298	41,223	(1,277)	97.0%
<b>Total Communications &amp; Engagement Operating Expenses</b>	<b>327,900</b>	<b>143,480</b>	<b>329,239</b>	<b>1,339</b>	<b>100.4%</b>

**Q2 2024 Update** —Advertising Commissions are projected to meet budget. Communications core operating expenses are projected on budget. Marketing/Public Relations core operating expenses are projected slightly under budget; these fund City engagement initiatives including the *Colwood Connection* and the 2024 Ideas Fair.

# Communications & Engagement

## Communications Special Initiatives

### 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*

**Q2 2024 Update:** The Bylaw Services team has engaged WILDWISE to support living with wildlife.

Activities will take place in Q3 2024.

### Household Prosperity Community Needs Assessment —\$99,900 budget (multi-year), \$15,000 (2024)

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*

**Q2 2024 Update:** This expenditure will take place in Q4 with an update of the Household Prosperity Report.

### 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*

**Q2 2024 Update:** Expect delivery of Retail Strategy in September with full spend.



# Communications & Engagement

## 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*

**Q2 2024 Update:** Volunteer Coordinator position filled and will be working with these community groups, full spend by end of Q4.

## 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*

**Q2 2024 Update:**

The Volunteer Coordinator position is filled and proceeding as planned.

## Youth Safety and Wellbeing - \$859,400 budget (multi-year), \$400,700 (2024)

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*

**Q2 2024 Update:** Activities to date include community education and training on regional insights and trends, conducting outreach at local middle and high schools, monitoring program progress, creating new programs in collaboration with local partners, and fulfilling reporting requirements to Public Safety Canada.



# 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 neighbors;
- 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

## Top 3 2024 Events, Arts & Culture Priorities

- 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.
- Assist in the coordination of the first Lighted Truck Parade events in Colwood.
- Enhance citizen understanding of and involvement in City initiatives by incorporating engagement and cultural learning opportunities into events.

## Events, Arts & Culture Operating Budget

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Events, Arts &amp; Culture Funding</b>					
Event Permit Revenue	\$12,000	\$1,800	\$10,000	(\$2,000)	83.3%
Event Sponsorship	54,400	-	35,000	(19,400)	64.3%
<b>Total Funding</b>	<b>66,400</b>	<b>1,800</b>	<b>45,000</b>	<b>(21,400)</b>	<b>67.8%</b>
<b>Events, Arts &amp; Culture Operating Expenses</b>					
Events	193,900	113,142	170,970	(22,930)	88.2%
Arts/Culture	37,100	25,000	27,200	(9,900)	73.3%
<b>Total Operating Expenses</b>	<b>231,000</b>	<b>51,142</b>	<b>198,170</b>	<b>(32,830)</b>	<b>85.8%</b>

**Q2 2024 Update** – Event permit revenue reflects right-of-way permits, issued seasonally, to food vendors. A seasonal permit is \$600. Event sponsorship includes the City's annual Eats & Beats event, as well as seasonal holiday sponsorship; revenues not yet invoiced at Q2 for the East & Beats event. Events core operating budget includes funding for the City's Music in the Park performances, annual Eats & Beats event, and the seasonal holiday events; as a portion of this budget is funded through event sponsorships, spend will be monitored pending sponsorships. The Arts/Culture core operating budget is projected to come in under budget due to deferred heritage-related spending. youth

# 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.*

**Q2 2024 Update:** City staff are coordinating project involvement with the Colwood Arts and Culture Society and expect to bring options for a new Public Art Policy to Council in late 2024 or early 2025.

### 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.*

**Q2 2024 Update:** Conversations between local First Nations and the City of Colwood regarding relationship building and new agreements are ongoing.

### Heritage Strategy & Registry —\$63,400 budget (2024/2025) In Progress, \$40,000 (2024)

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.*

**Q2 2024 Update:** City staff are working with representatives of the Songhees Nation to potentially partner on an intangible heritage conservation project using the *150 Time Immemorial Grant* funding. Staff anticipate providing an update on this to Council before the end of Q3, 2024.



# Human Resources

## Council Expectations

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

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

Services Include:

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

## Top 3 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

	<b>2024 Approved Budget</b>	<b>2024 June 30 YTD Actual</b>	<b>2024 Projected Actual</b>	<b>Projected \$ Variance</b>	<b>Projected % Variance</b>
<b>Human Resources Operating Expenses</b>					
General	\$500,500	\$248,389	\$506,856	\$6,356	101.3%
<b>Total Operating Expenses</b>	<b>500,500</b>	<b>248,389</b>	<b>506,856</b>	<b>6,356</b>	<b>101.3%</b>

**Q2 2024 Update** – General Human Resources core operating expenses are expected to exceed budget as a result of increased professional services costs that may fluctuate due to unpredictability. In 2024, the City was awarded a Certificate of Recognition (COR) with the BC Municipal Safety Association, after completing the audit process; professional services fees to support this achievement were incurred.



# Finance

## Council Expectations

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

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

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

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

## Top 3 2024 Finance Priorities

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

# Finance

## Finance Operating Budget

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Finance Funding</b>					
School Tax Admin Fee	\$12,000	\$0	\$12,532	\$532	104.4%
Tax Certificate Fees	34,900	15,000	34,900	-	100.0%
Other Revenue	1,300	(106)	400	(900)	30.8%
<b>Total Funding</b>	<b>48,200</b>	<b>14,894</b>	<b>47,832</b>	<b>(368)</b>	<b>99.2%</b>
<b>Finance Operating Expenses</b>					
General	1,123,900	542,051	1,097,363	(26,537)	97.6%
<b>Total Operating Expenses</b>	<b>1,123,900</b>	<b>542,051</b>	<b>1,097,363</b>	<b>(26,537)</b>	<b>97.6%</b>

**Q2 2024 Update** – The School Tax Administration fee is \$2,000 plus 0.1% of the school tax amount levied on behalf of the province, per the School Act. Tax Certificate Fees are \$15 per folio and activity, typically related to realtor requests, and are trending below budget. These fees provide partial funding for property tax administration. Other Revenue budget includes interest on overdue accounts receivable. Freedom of Information (FOI) Admin Fees previously included have been reclassified to the 'Administration & Corporate Services' service area. General Finance operating expenses are not expected to exceed budget.



## Finance Special Initiatives

### Functional Process Improvement →\$10,000 budget (2024).

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*

**Q2 2024 Update:** Project will initiate in Q3 2024.

### Performance Metrics

**Initiative Budget: \$20,000**

**2024 Budget: \$15,000**

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.

*Funding source: General Operating Surplus*

**Q2 2024 Update:** Work has commenced to review and establish performance metrics and benchmarks, including metrics that reflect on the City's service delivery in alignment with the City's strategic priorities. This initiative is in early stages, and recommendations will be considered with the 2025 service review and budget process. Projection to be refined at Q3 2024.

### Sustainable Infrastructure Replacement Plan (SIRP) Update

**Initiative Budget: \$0**

The Sustainable Infrastructure Replacement Plan (2019) update will include an updated asset inventory, condition assessments, and spending and reserve forecasts to support asset management decision-making and sustainability. The City was awarded funding from both the **UBCM's Asset Management Planning** and the **Province's Infrastructure Planning Grant Program** to support this work.

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

**Q2 2024 Update:** The SIRP Update was presented to the City's Infrastructure Committee on April 30, 2024 and to Council on June 10, 2024. The draft update estimates sustainable funding levels by modelling estimated replacement costs of the City's infrastructure, compared with anticipated reserve fund contributions, over a 100-year time frame. Council has resolved staff return with the financial implications of a 50-year time frame for consideration. The 2024 projected cost reflects the estimated cost to support the additional remodelling and analysis.



# 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

## 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 Operating Budget

	<b>2024 Approved Budget</b>	<b>2024 June 30 YTD Actual</b>	<b>2024 Projected Actual</b>	<b>Projected \$ Variance</b>	<b>Projected % Variance</b>
<b>IT Operating Expenses</b>					
General	\$693,800	\$447,656	\$717,474	\$23,674	103.4%
<b>Total Operating Expenses</b>	<b>693,800</b>	<b>447,656</b>	<b>717,474</b>	<b>23,674</b>	<b>103.4%</b>

**Q2 2024 Update** —General IT operating expenses are expected to come in over budget, in part due to increased software licensing and maintenance costs but primarily due to recognizing the escalating security threats. In Q2, the City acquired managed antivirus protection to enhance existing protection. The IT services plan includes a \$265K software licensing and maintenance budget to support corporate-wide software; where software is directly related to a specific service area (e.g. mapping software for GIS) the software is budgeted within that specific service area. In 2024, the City enhanced the DocuSign renewal to support electronic processing of permit applications, FOI requests and employee contract management.



# 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 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.

# GIS

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.

## GIS Department Operating Budget

	<b>2024 Approved Budget</b>	<b>2024 June 30 YTD Actual</b>	<b>2024 Projected Actual</b>	<b>Projected \$ Variance</b>	<b>Projected % Variance</b>
<b>GIS Operating Expenses</b>					
General	365,000	210,190	364,583	(417)	99.9%
<b>Total Operating Expenses</b>	<b>365,000</b>	<b>210,190</b>	<b>364,583</b>	<b>(417)</b>	<b>99.9%</b>

**Q2 2024 Update** —General GIS operating expenses are expected to come in on budget. Approximately 75% of the operating budget supports the GIS staff team, and the remaining 25% or \$85,000 supports the annual software licensing for both the GIS software (ArcGIS) and asset management software (Univerus); increased software licensing and maintenance costs have been offset by deferred training.



# Fire Rescue

## Council Expectations

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

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 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

## Top 3 2024 Fire Rescue Priorities

• Conduct FUS (Fire Underwriters Survey) fire service review
• Develop Fire Department long term Strategic Plan
• Implement Rescue/Engine with Auto-Extrication Capabilities

## Fire Rescue Operating Budget

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Fire Rescue Operating Expenses</b>					
Fire Administration & Suppression	\$2,682,100	\$1,131,008	\$2,681,352	(\$748)	100.0%
Fire Fleet & Equipment	179,700	65,830	178,563	(1,137)	99.4%
Emergency Support Services	178,600	92,612	190,653	12,053	106.7%
<b>Total Operating Expenses</b>	<b>3,040,400</b>	<b>1,289,450</b>	<b>3,050,568</b>	<b>10,168</b>	<b>100.3%</b>

**Q2 2024 Update** —Fire Administration & Suppression core operating expenses are projected to finalize at budget. In Q2 2024, the City and the International Association of Fire Fighters (IAFF) Local 5420 ratified the first collective agreement for a 3-year term through December 31, 2026. The increased cost implications of the new collective agreement are included in the 2024 projections; these increases have been offset by budget as estimated for the paid-on-call and night-shift stipend program, and by deferred training & professional development expenditures. Fire Fleet & Equipment core operating expenses are projected to finalize at budget; actuals to date exclude insurance and Q2 fuel activity which is included in the projection. Emergency Support Services core operating expenses are project to finalize over budget, due to the financial implications of the collective agreement.



# Fire Rescue

## Fire Rescue Special Initiatives

### Emergency Support Services —\$30,000 budget.

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*

**Q2 2024 Update** —The Colwood Emergency Program was successful in obtaining this provincial grant funding (\$30,000) for ESS equipment and supplies. Quotes have been received for most of the proposed items in the budget and it is expected that the full value of this grant will be spent by the end of Q3/Q4.



# 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.

## Top 3 2024 Policing Priorities

• Advance redevelopment of the Westshore detachment facility
• Advance approach and thinking with respect to increasing mental health related calls for service
• 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

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Policing Funding</b>					
Criminal Records Check/Other	\$15,900	\$4,364	\$17,897	\$1,997	112.6%
Detachment Lease Revenue	46,100	-	27,000	(19,100)	58.6%
<b>Total Funding</b>	<b>62,000</b>	<b>4,364</b>	<b>44,897</b>	<b>(17,103)</b>	<b>72.4%</b>
<b>Policing Operating Expenses</b>					
Contracted Policing Services	4,677,600	892,821	4,187,819	(489,781)	89.5%
Support Services & Building	1,371,100	586,481	1,361,583	(9,517)	99.3%
Community Policing Program	8,700	-	10,724	2,024	123.3%
<b>Total Operating Expenses</b>	<b>6,057,400</b>	<b>1,479,302</b>	<b>5,560,126</b>	<b>(497,274)</b>	<b>91.8%</b>
<b>Transfers To Reserves</b>					
Police Building Reserve	261,000	-	261,000	-	100.0%
<b>Total Operating Expenses + Reserve Transfers</b>	<b>6,318,400</b>	<b>1,479,302</b>	<b>5,821,126</b>	<b>(497,274)</b>	<b>92.1%</b>

**Q2 2024 Update** —West Shore Detachment Lease Revenue represents Colwood’s proportional share (~25%) for space utilized by Provincial RCMP membership at the detachment; space utilized by the Provincial RCMP membership is decreasing, and 2024 projections reflect updated estimates. Contracted Policing Services core operating expenses are projected under budget. The authorized RCMP police strength for 2024 is 22.6 members, and the RCMP is forecasting actual strength of 18.35 at June 30, 2024. In addition, the strength utilization for the 2023/24 fiscal finalized at 16.65, resulting in a one-time reduced billing reflected in the 2024 projection. The City is responsible for 90% of policing costs; current budget practice is to budget 85% of contract costs, as actual police strength has historically actualized below authorized. The collective agreement negotiations between the Treasury Board of Canada and the National Police Federation are in progress; the **RCMP’s collective** agreement expired March 31, 2023. Financial implications have been estimated and included with projections. Policing Support Services & Building core operating expenses are projected to finalize on budget. On August 16, 2024 the City received updated correspondence regarding the transition of funding for policing dispatch services (EComm 911); the Province will cease funding this service effective April 1, 2025. Updated annual costs are estimated between \$578,600 (low range) and \$657,900 (high range); these updates will be incorporated into 2025 service review and budget deliberations. There are no costs associated with EComm in the 2024 projected actual. The Community Policing Program budget **reflects funding for the West Shore RCMP Detachment’s** Community Policing Section, which enables support of school liaison and volunteer-based programs in the community. The 2023-2027 Financial Plan introduced a transfer to the Police Building Reserve Fund, funded by general taxation. This reserve is being utilized to fund the **City’s proportionate share** (\$291,720 estimate) of the pre-validation work for the detachment expansion. The projected policing operating surplus of \$480,171 is reflected as a transfer to the RCMP surplus reserve fund; staff will be bringing forward options to consider utilization of this reserve fund to phase in the financial implications of the EComm 911 dispatch transition.



# Building & Bylaw

## Council Expectations Bylaw

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

## Council Expectations Building

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

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

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

## Top 3 2024 Building Priorities

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

## Top 3 2024 Bylaw Priorities

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

# Building & Bylaw

## Building & Bylaw Operating Budget

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Building &amp; Bylaw Funding</b>					
Building Permit Fees	\$2,528,000	\$228,712	\$2,303,500	(\$224,500)	91.1%
Plumbing Permit Fees	244,100	42,155	112,000	(132,100)	45.9%
Other Permit Fees	-	4,955	9,900	9,900	-
Dog Licence Fees	-	1,255	1,255	1,255	-
Municipal Ticketing Fines	4,000	1,776	4,000	-	100.0%
Building Admin Fee	11,000	1,650	9,900	(1,100)	90.0%
<b>Total Funding</b>	<b>2,787,100</b>	<b>280,503</b>	<b>2,440,555</b>	<b>(346,545)</b>	<b>87.6%</b>
<b>Building &amp; Bylaw Operating Expenses</b>					
Bylaw Enforcement	330,800	170,323	320,288	(10,512)	96.8%
Animal Control	70,900	23,155	70,932	32	100.0%
Building Inspection	597,400	297,035	611,256	13,856	102.3%
<b>Total Operating Expenses</b>	<b>999,100</b>	<b>490,513</b>	<b>1,002,476</b>	<b>3,376</b>	<b>100.3%</b>

**Q2 2024 Update** – Revenue projections for Building and Plumbing Permit Fees are trending lower than anticipated, due to deferral of some anticipated activity. YTD actual revenues are misleading, as they do not include revenues earned based on prior period cash collections, which are reviewed and accounted for at year-end. Building & Bylaw Enforcement core operating expenses are expected to finish the year on budget. Animal Control expenses are contracted services with CRD Animal Control.



# 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

## 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 Operating Budget

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Community Planning Operating Expenses</b>					
Community Planning	513,100	220,350	507,013	(6,087)	98.8%
Economic Development	19,200	17,938	18,700	(500)	97.4%
<b>Total Operating Expenses</b>	<b>532,300</b>	<b>238,288</b>	<b>525,712</b>	<b>(6,588)</b>	<b>98.8%</b>

**Q2 2024 Update** —Community Planning core operating expenses are projected to come in on budget; the 2024 service review endorsed dedicated administrative support for this service area, and a mid-year hire actualized July, 2024. This service area includes climate action related core activities. Economic Development core operating expenses are expected on budget; **this budget includes funding for the City’s annual WestShore Chamber of Commerce and Greater Victoria Chamber of Commerce membership, as well as nominal funding to support the City’s Prosperity Roundtable activities, in partnership with the WestShore Chamber.**

# Community Planning

## Community Planning Special Initiatives

### Biodiversity Project →\$125,000 budget (2024/2025), \$100,000 (2024)

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*

**Q2 2024 Update:** This project is anticipated to commence in Q3, 2024 with completion scheduled for Q1, 2025. **Based on Council's** direction, this project will also include a human impact assessment of the Esquimalt Lagoon Migratory Bird Sanctuary. 2024 projection subject to refinement pending the outcome of the Q3, 2024 procurement process.

### Climate Action Initiatives - \$104,300 budget (2024/2025), \$66,200 (2024)

Council approved allocating the Local Government Climate Action Program (LGCAP) grant funding towards the implementation of the Climate Action Plan (2023); this has included utilizing this grant to fund a Climate Action Planner II position. This initiative includes actions yet to be directed by Council stemming from the Climate Action Plan (2023); the budget for this initiative reflects the unallocated LGCAP funds. Staff will come forward with options for Council to direct spend on specific actions in 2024.

*Funding Source: Reserve Fund – Climate Action*

**Q2 2024 Update:** Staff will bring forward to Council specific options for additional climate initiatives stemming from the Climate Action Plan in Q3 2024. The 2024 projection is subject to refinement pending Council direction.

### Coastline Studies - \$58,300 budget (2024)

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*

**Q2 2024 Update:** Project is anticipated to start in Q3 2024, and completion expected in Q2 2025. 2024 projection subject to refinement pending the outcome of the 2024 procurement process.

### 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

**Q2 2024 Update:** On June 10, 2024, Council adopted the bylaws associated with the changes required to align the Official Community Plan, Land Use and Off-street Parking Bylaws with Bill 44 (Housing Statutes Act) and Bill 47 (Transit Orientated Areas). This concluded the 2024 scope of works at a total cost of \$72,289.

## 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*

**Q2 2024 Update:** The Community Social Planning Council (City partner) will provide a report on the 2024 Colwood Rent Bank operations in Q4.

## Demographics Study - \$15,900 budget (2024). 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 biennial updates to the study in order to reflect current data.

*Funding source: Reserve Fund – Future Operating*

**Q2 2024 Update:** City staff have held discussions with several consultants to investigate approaches to this 2-year updating of the City's **population and development projections. Completion is expected by the end of 2024.**

## 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*

**Q2 2024 Update:** Project is anticipated to start in Q3 2024, and anticipate full spend in 2024.

## 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*

# Community Planning

**Q2 2024 Update:** With the **City's completion of** the required changes to the Official Community Plan to align with Bill 47 (Transit Orientated Areas), staff can proceed with this project that is now expected to complete in Q2 2025. 2024 projection subject to refinement pending the outcome of the 2024 procurement process.

## 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*

**Q2 2024 Update:** This project is on track to be completed by the end of 2024. 2024 projection subject to refinement pending the outcome of the 2024 procurement process.

## Official Community Plan –5-Year Review - \$112,200 budget (2024/2025), \$47,200 (2024)

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)*

**Q2 2024 Update:** The Province required changes through Bills 44, 46, and 47 has a need for this OCP Review to be considered in light of those changes. The OCP update will also leverage the consultations that are commencing with respect to our Traffic Management Plan update. Staff will be bringing a report forward to

# Community Planning

Council in September 2024 to provide options to Council to determine initial project design and strategic directions. It is anticipated that **based on Council's direction additional** funding will be requested depending on the scope of the OCP update. Amended project budget will be considered during 2025 budget deliberations, to inform the 2025-2029 Financial Plan.

## Parks (Acquisition) DCC Bylaw —\$14,100 budget (2024)

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

*Funding Source: General Surplus*

**Q2 2024 Update:** Completion of these two DCC programs is almost complete. The *Park Improvement Development Cost Charge Bylaw No. 1990* was adopted Q4, 2024 and the City is awaiting Inspector of Municipalities approval of the draft *Parks Acquisition Development Cost Charge Bylaw No. 2037* which was given 3rd reading in Q2, 2024. The total multi-year spend on these two DCC programs is expected to finalize at \$59,000; increased costs were incurred to fund expanded engagement with the local development community.

## Police Building DCC Bylaw —\$25,000 budget (2024)

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.

*Funding Source: Reserve Fund – Future Operating*

**Q2 2024 Update:** Staff have been advised that a municipal-specific Police DCC program (i.e. by bylaw in Colwood) is not possible, given the intention to establish a sub-regional policing service with the Capital Regional District (CRD). City staff are exploring a sub-regional Police DCC program with the CRD; this initiative will carry into 2025.

## 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 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.*

**Q2 2024 Update:** This project is nearing completion with a draft homelessness/housing strategy expected to be presented to Council in Q4 2024.

# Community Planning

## Residential Retrofit Strategy —\$80,000 budget (2024)

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*

**Q2 2024 Update:** Project started in Q2 2024 with City engaging Introba Canada LLP project consultants. This initiative is expected to complete on budget in Q1, 2025.

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

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.*

**Q2 2024 Update:** The City was awarded \$300,000 in grant funding to support this initiative. The City has engaged Logic League Consulting to assist staff in this multi-year project that is scheduled to take place over 2024 and through 2025. Completion is expected in Q1 2026.



# Development Services

## Council Expectations

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

The Development Services Department is responsible for:

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

## Top 3 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

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Development Services Funding</b>					
Rezoning Fees	\$74,400	\$12,190	\$74,400	\$0	100.0%
Subdivision Fees	63,800	52,143	63,800	-	100.0%
Development Permit Fees	165,500	101,759	165,200	(300)	99.8%
Right of Way Sign Permit Fees	-	-	-	-	-
Tree Permit Fees	7,500	3,875	7,500	-	100.0%
<b>Total Funding</b>	<b>311,200</b>	<b>169,967</b>	<b>310,900</b>	<b>(300)</b>	<b>99.9%</b>
General	991,500	392,625	858,930	(132,570)	86.6%
<b>Total Operating Expenses</b>	<b>991,500</b>	<b>392,625</b>	<b>858,930</b>	<b>(132,570)</b>	<b>86.6%</b>

**Q2 2024 Update** —Revenue projections for Development Permit Fees, Rezoning Fees, and Subdivision Fees will be refined with the Q3 update. To date, it is reasonable to expect that the total development revenue budget will be met. Development Services core operating expenses are projected to actualize under budget, primarily due to a temporary Director vacancy. In addition, legal services and advertising have not actualized to the budget as the events that trigger these expenditures have been few.

## Development Services Special Initiatives

### Development of Amenity Cost Charge Program —\$25,000 budget (2024)

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*

**Q2 2024 Update:** Work on the development of an Amenity Cost Charge (ACC) program has commenced, and the City has engaged consulting services to support the creation of an Amenity Cost Charge Bylaw. A financial plan amendment will be proposed to increase this **initiative's** budget to \$56,000 to cover the increased costs associated with an expanded scope of works. Specifically, this initiative will also include an economic analysis to demonstrate proposed fees will not significantly impact the viability of housing development.

Staff have initiated work on a Colwood indoor recreation facilities long-term needs assessment; this work will complement the development of an ACC Program. Consulting services to support this study have been proposed as \$36,000.

Staff are proposing that the increased funding to support both the expanded scope of the ACC Program (additional \$31,000), and the related indoor recreation facilities long-term needs assessment (\$36,000) come from an internal reallocation of Provincial Capacity Building Grant funding that is currently allocated to the Bonus Density Framework initiative.

# Development Services

## Bonus Density Framework, Options & Analysis —\$80,000 budget (2024)

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*

**Q2 2024 Update:** Much of this initiative is deferred pending completion of the Amenity Cost Charge Program, and the related facilities long-term needs assessment program. The ACC Program is a higher priority for the City given the potential to be applied more broadly; a future bonus density program would be better timed to follow the provincially mandated alignment of the OCP with the zoning by the end of 2025. Projections will be refined at Q3 if works are unable to commence.

## Latoria (VMP to Wishart) Visioning

Initiative Budget: \$62,000<sup>1</sup>

Spend to 2023: \$21,912

2024 Budget: \$40,000 budget

<sup>1</sup> 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*

**Q2 2024 Update:** Public engagement is occurring into Q3 2024 with intent to determine zoning late fall 2024. Expanded engagement and related work are pressuring the remaining project budget; staff are monitoring, and internal reallocation of \$10,000 of the Provincial Capacity Building Grant may be proposed for Q3 if required.



# 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

## 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 Operating Budget

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Engineering Funding</b>					
Works and Services Admin	\$252,000	\$502,462	\$650,000	\$398,000	257.9%
Right of Way Permit Fees	272,300	20,814	28,500	(243,800)	10.5%
Soil Permit Fees	30,000	3,460	20,000	(10,000)	66.7%
Other Engineering Revenue	3,500	-	-	(3,500)	-
<b>Total Funding</b>	<b>557,800</b>	<b>526,736</b>	<b>698,500</b>	<b>140,700</b>	<b>125.2%</b>
Engineering Administration	1,122,200	511,250	1,061,249	(60,951)	94.6%
<b>Total Operating Expenses</b>	<b>1,122,200</b>	<b>511,250</b>	<b>1,061,249</b>	<b>(60,951)</b>	<b>94.6%</b>

**Q2 2024 Update** —Engineering revenues, primarily related to Works and Services administration, are projected to exceed budget; projections will be refined with the Q3 update. Engineering Administration core operating expenses are projected at 95% of budget; to date, expenditure of consulting budgets is trending below budget.

# Engineering

## Engineering Special Initiatives

### Bridge & Culvert Program - \$80,000 budget (2024/2026), \$55,000 (2024)

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 structural engineering evaluation of the bridges and culverts; the \$25,000 2026 budget will support detailed bridge and culvert designs and repairs.

*Funding Source: General Operating Surplus.*

**Q2 2024 Update:** An engineering consultant has been contracted to assess the condition of all pedestrian bridges and associated culverts in Colwood. The consultant has completed site inspections of all bridges and is currently drafting a condition assessment report. This report will provide Colwood with a list of bridges requiring repair and/or maintenance. The remaining budget for 2024 will be used to complete the highest priority repairs while the remaining items will inform our financial planning process for the 2025 financial plan.

The Engineering Department plans to coordinate with our GIS Department to use new asset management software to track the maintenance of our bridges and culverts, thereby improving our asset management and accountability.

### 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.*

**Q2 2024 Update:** The Subdivision and Servicing Bylaw has been brought to Council and adopted. Staff are currently working with it and compiling a list of edits planned for later in 2024. The remaining funding will be reserved for consulting services needed for these edits at the end of the year.

### Geotechnical Monitoring Program - \$250,000 budget (multi-year program), \$50,000 (2024)

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 three investigations with corresponding reports completed 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 Phases 1, 2, and 3 **of the City's geotechnical asset program, this** multi-year budget is comprised of geotechnical assessment of slopes and retaining walls, and providing

# Engineering

preliminary options for maintenance and mitigation, which will be used by the City for planning and budgeting purposes.

*Funding Source: General Operating Surplus.*

**Q2 2024 Update:** An ITQ was issued for quotes from contractors to repair and maintain 4 City-owned rock walls in Colwood. With the budget for the Geotechnical Monitoring Program being \$250,000 and the first 3 walls quoted as \$100,000, only \$35,000 remains after developing the program. The remaining walls are expected to be significantly less costly and staff will come up with an updated program in the 2025 Financial Plan.

The reports received from WSP will be coordinated with our GIS department to implement into **Colwood's** new asset management software. With the report data inputted into the GIS system, Colwood can track when rock walls were last inspected and maintained and ensure that the walls are in good condition.

## 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*

**Q2 2024 Update:** An RFP for this project was issued in late February. The reconnaissance and document review is now complete, as well as the on-site inspection and staff interviews. This project is on track for submission of the Dam Safety Review Report by the end of August.

## Roads DCC Bylaw Update - \$95,000 (2024/2026), \$15,000 (2024)

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 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.*

## Q2 2024 Update:

The minor update is complete and has been adopted by Council and reviewed and approved by the province. This project is complete and the remaining budget can be decommitted.

## Stormwater Master Plan Update - \$173,000 (2024/2025), \$23,000 (2024)

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

# Engineering

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.*

**Q2 2024 Update:** The finalization of a design solution for the Allandale/Colwood Drainage initiative will inform the commencement of the Stormwater Master Plan Update. The Stormwater Master Plan Update special initiative is scheduled to start in 2024, and complete by 2025.

## Traffic Management Program –\$75,000 budget (multi-year program), \$15,000 (2024)

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*

**Q2 2024 Update:** In response to traffic calming requests received from residents, staff have conducted 11 traffic counts, one of which met the traffic calming policy thresholds for formalized traffic calming. However, some of these locations are viable for alternative solutions such as the recently purchased portable speed reader. If proven effective, permanent speed readers would be considered as a permanent solution. Staff are also currently investigating the purchase of a solar-powered continuous flashing pedestrian crossing sign, to be trialed at the intersection of Metchosin Rd/Sooke Rd.

## 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*

## Q2 2024 Update:

The traffic model is built and will complement the TMP process. The engagement strategy for TMP is being established and is slated to start in the fall of 2024. The TMP work will continue through and into 2025.



# 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 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 749 action requests from the community so far this year (Jan —June 2024).

# Public Works

## Top 3 2024 Public Works Priorities

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

## Public Works Operating Budget

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Public Works Funding</b>					
Facilities Rental Revenue	\$14,900	\$16,332	\$18,000	\$3,100	120.8%
Electric Vehicle Charging Fee	-	-	6,400	6,400	-
Other Revenue	-	220	-	-	-
<b>Total Funding</b>	<b>14,900</b>	<b>16,552</b>	<b>24,400</b>	<b>9,500</b>	<b>163.8%</b>
<b>Public Works Operating Expenses</b>					
Administration/Training	404,900	312,490	580,868	175,968	143.5%
City Facilities	312,700	128,684	308,669	(4,031)	98.7%
Branch Drop Off	159,700	80,445	158,792	(908)	99.4%
Emergency Response	7,400	-	7,400	-	100.0%
Dam Maintenance	5,800	1,482	2,727	(3,073)	47.0%
Maintain Park-Ride	3,800	1,797	4,780	980	125.8%
Maintain EV Charger	11,300	7,549	13,337	2,037	118.0%
Maintain Fleet & Equipment	395,100	142,843	305,741	(89,359)	77.4%
<b>Total Public Works Operating Expenses</b>	<b>1,300,700</b>	<b>675,291</b>	<b>1,382,314</b>	<b>81,614</b>	<b>106.3%</b>

**Q2 2024 Update** —Facilities Rental Revenue is projected to exceed budget; this primarily relates to fees charged for **community use of the St John’s Church and Emery Hall facility**. Electric Vehicle (EV) Revenue reflects user fees charged at city-owned EV stations; these fees were introduced in Q2 2024 (Bylaw 2030). Core expenses: The 2024 service review and budget process included continued refinement of the allocation of public work labour. Administration/Training is trending over budget due to the centralized costing of administrative team members, and training and education; overall, public works labour is within budget for all related service areas. City Facilities is expected to come in on budget. Branch Drop-Off service reflects 45 events (weekly events March - November; bi-weekly events December - February) and is expected to finish the year on budget. Park & Ride Charging Stations Maintenance primarily consists of utilities (hydro) activity; the 2024 budget overage will be funded through the EV charging fees. Fleet & Equipment Maintenance will actualize under budget in part due to deferral of maintenance works resulting from a staffing vacancy. YTD actuals to date exclude insurance and Q2 fuel activity which is included in the projected actuals.



# Roads

## Council Expectations

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

The Roads team inspects and maintains over 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

## Top 3 2024 Roads Priorities

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

## Roads Operating Budget

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Roads Operating Expenses</b>					
General Roads Maintenance	\$656,900	\$270,092	\$613,258	(\$43,642)	93.4%
Street Light Maintenance	217,700	103,923	222,330	4,630	102.1%
Traffic Signal Maintenance	40,000	55,295	83,474	43,474	208.7%
Sidewalk Maintenance	50,200	24,486	46,549	(3,651)	92.7%
Snow/Storm Clean-Up	204,800	124,435	199,185	(5,615)	97.3%
<b>Total Core Expenses</b>	<b>1,169,600</b>	<b>578,230</b>	<b>1,164,796</b>	<b>(4,804)</b>	<b>99.6%</b>

**Q2 2024 Update** —General Roads Maintenance is projected to come in slightly under budget; variations in budget represent shifts in how resources are deployed based on Calls for Service, Council direction and urgency. Street Light Maintenance and Traffic Signal Maintenance may actualize over budget due in part to repairs required following a motor vehicle accident in Q2; cost recovery is in progress, and the projection will be refined. Snow/Storm Clean-Up may actualize under budget, with room available for extreme weather events in Q3 and Q4.



# Roads

## 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*

**Q2 2024 Update:** The RFP for the updated Pavement Assessment was issued in Q2. The RFP has been awarded, and Colwood is currently in final contract discussions with the proponent. The contracted analysis is anticipated to begin in Q3, with the final road assessment and analysis reporting expected late in Q4.

### 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*

**Q2 2024 Update:** After investigation into pricing and contracted services, staff determined the most cost effective solution was to acquire a retro reflectometer and create an in-house inspection program. The necessary inspection equipment was purchased in Q2, with delivery expected early in Q3. Once the equipment arrives, staff will establish service levels and begin roadway sign inspections. Inspections are expected to begin late in Q3.



# Parks, Trails, & Recreation

## Council Expectations

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

## Parks

Colwood staff maintain and beautify 25 parks and green spaces including destination playgrounds and neighborhood commons. Services provided range from weekly playground maintenance and inspections to manicured lawn and garden care as well as washroom maintenance, and irrigation and tree management. Among the locations managed: Community Parks are provided high frequency maintenance, including playgrounds at locations such as Herm Williams and Colwood Creek Parks; Neighborhood Parks and Green Spaces are moderate frequency, such as Terrahue and Nellie Peace Parks; Linear and Undeveloped Parks are typically low frequency, including the seasonally maintained Sue Mar and Elizabeth Anne Parks. There are a few unique assets on the high-frequency maintenance list: St John's **Church** Historic Site, and the Colwood Waterfront at the Lagoon.

## Trails

In addition to parks and green spaces, Colwood staff maintain 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

## Top 3 2024 Parks, Trails & Recreation Priorities

• Implement Strategies from Urban Forest Strategy
• Create and implement Education and Awareness program for new Pesticide Use Bylaw
• Create an action plan from the recent Parks & Recreation Master Plan

## Parks, Trails & Recreation Operating Budget

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Parks, Trails &amp; Recreation Funding</b>					
Park Rental Fees	\$0	\$0	\$0	\$0	-
<b>Total Funding</b>	-	-	-	-	-
<b>Parks, Trails &amp; Recreation Operating Expenses</b>					
Parks Maintenance	723,200	335,991	719,820	(3,380)	99.5%
Trails Maintenance	210,100	76,208	177,232	(32,868)	84.4%
Trails Urban Forestry	10,300	-	-	(10,300)	-
Washroom Maintenance	52,900	32,228	50,038	(2,862)	94.6%
Garbage Collection	155,800	89,182	187,808	32,008	120.5%
Fleet & Equipment Maintenance	104,100	55,788	108,497	4,397	104.2%
Recreation Centre	1,357,600	678,782	1,357,564	(36)	100.0%
<b>Total Operating Expenses</b>	<b>2,614,000</b>	<b>1,268,179</b>	<b>2,600,959</b>	<b>(13,041)</b>	<b>99.5%</b>

**Q2 2024 Update** —Parks Maintenance is projected to come in on budget. Trails Maintenance is projected to come in slightly under due to deferral of invasive species work. Staff labour reallocation is also a contributing factor, with Parks staff supporting the Public Works Service Area as needed. Trails Urban Forestry will be reviewed for Q3; related expenditures are within Trails maintenance. Washroom Maintenance is projected on budget. Garbage Collection is projected to finish the year over budget at 120%. This is in part due to increased tipping costs and increased supply costs, and increased usage. Parks & Trails: Fleet & Equipment Maintenance budget requires refinement; fuel budgets have not been sufficiently internally reallocated from the Public Works operating budget to this service area. Recreation Center expenses represents the City's proportional share of the West Shore Parks and Recreation and will be on budget.

# Parks, Trails, & Recreation

## Parks, Trails & Recreation Special Initiatives

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

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*

**Q2 2024 Update:** Plans for Phase 2 Quarry Park are nearing completion and are scheduled to come forward with a report on public engagement in Q3 2024.

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

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*

**Q2 2024 Update:** Work with Parks Canada is currently on pause pending additional Parks Canada funding being made available through a second contribution agreement. Staff expect to be in a position provide an update to Council by Q4 2024.

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

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*

**Q2 2024 Update:** This is on pause pending additional Parks Canada funding being made available through a second contribution agreement. Staff expect to be in a position provide an update to Council in the second half of by Q4 2024.

### 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*

**Q2 2024 Update:** This project is being managed in conjunction with the implementation of the Colwood **Waterfront Stewardship Plan**. **Staff expect the work to expand the City's waterfront park lease** will be completed in the first half of 2025 or sooner.



# 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 m<sup>2</sup> of garden and 6,500 m<sup>2</sup> 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

## Top 3 2024 Boulevards Priorities

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

## Boulevards Operating Budget

Boulevards Operating Expenses	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
Maintenance & Beautification	\$710,600	\$302,804	\$693,588	(\$17,012)	97.6%
Urban Forestry	20,000	23,371	33,371	13,371	166.9%
<b>Total Operating Expenses</b>	<b>730,600</b>	<b>326,176</b>	<b>726,959</b>	<b>(3,641)</b>	<b>99.5%</b>

**Q2 2024 Update** —Boulevard Maintenance & Beautification is projected to come in slightly under budget; the operating budget was increased for 2024 to provide sufficient funding for maintenance of both parks, trails and boulevard increased infrastructure. Actual costs will be monitored, and an internal reallocation of resources may be required between these two service areas. Boulevard Urban Forestry is projected to come in over budget due to increased activity; review of the costing of urban forestry activity, between boulevards and parks, is pending the Q3 update.



# 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

## Top 3 2024 Storm Sewers Priorities

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

## Storm Sewers Operating Budget

	<b>2024 Approved Budget</b>	<b>2024 June 30 YTD Actual</b>	<b>2024 Projected Actual</b>	<b>Projected \$ Variance</b>	<b>Projected % Variance</b>
<b>Storm Sewer Operating Expenses</b>					
Storm Sewers	\$207,200	\$60,217	\$192,715	(\$14,485)	93.0%
Drainage Culverts	62,000	24,579	59,140	(2,860)	95.4%
Storm Pond Maintenance	20,800	5,038	15,113	(5,688)	72.7%
<b>Total Operating Expenses</b>	<b>290,000</b>	<b>89,833</b>	<b>266,967</b>	<b>(23,033)</b>	<b>92.1%</b>

**Q2 2024 Update** – Projected spend for Storm Sewers and Storm Pond Maintenance will be refined with the Q3 update, as much of this activity occurs in the Fall in preparation for seasonal rains; spend is expected to actualize within budget.





# Sewers

## 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 kms of Sanitary gravity mains, and 9 kms 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.

## 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

	2024 Approved Budget	2024 June 30 YTD Actual	2024 Projected Actual	Projected \$ Variance	Projected % Variance
<b>Sewer Funding</b>					
Local Service Area Taxes	\$373,900	\$396,678	\$396,678	\$22,778	106.1%
Sewer User Fees	2,142,400	2,117,794	2,117,794	(24,606)	98.9%
Sewer Connection Fees	158,000	60,530	87,530	(70,470)	55.4%
Sewer Enhancement Fees	54,100	12,308	25,000	(29,100)	46.2%
<b>Total Funding</b>	<b>2,728,400</b>	<b>2,587,310</b>	<b>2,627,002</b>	<b>(101,398)</b>	<b>96.3%</b>
<b>Sewer Operating Expenses</b>					
Sewer Administration	171,000	60,937	160,445	(10,555)	93.8%
Sewer Maintenance (CRD)	1,105,800	-	1,255,108	149,308	113.5%
Sewer Maintenance	383,300	177,396	351,920	(31,380)	91.8%
Connections	158,000	112,046	156,276	(1,724)	98.9%
Sewer Fleet Maintenance	68,100	35,264	57,139	(10,961)	83.9%
<b>Total Operating Expenses</b>	<b>1,886,200</b>	<b>385,643</b>	<b>1,980,889</b>	<b>94,689</b>	<b>105.0%</b>
<b>Transfer to Reserves &amp; Debt Payment</b>					
Transfer to Reserve for Capital	185,300	-	324,175	138,875	174.9%
Transfer to Operating Reserve	4,200	-	26,755	22,555	637.0%
Sewer Debt Payment (Colwood LSA)	369,700	169,967	369,676	(24)	100.0%
Sewer Debt Payment (CRD)	283,000	-	283,000	-	100.0%
<b>Total Operating Expenses + Transfers + Debt Payment</b>	<b>2,728,400</b>	<b>555,610</b>	<b>2,984,495</b>	<b>256,095</b>	<b>109.4%</b>

**Q2 2024 Update** – Local Service Area Taxes are projected to come in over budget; the East LAS 2024 parcel tax rates were increased to recover the 2023 East LAS deficit (due to debt refinancing in 2023). Sewer User Fees are actualizing at 99% of budget. Sewer Connection Fees and Sewer Enhancement Fees have actualized based on six connections to date. Sewer enhancement fees are transferred to reserves for sewer capital upon collection. Sewer Administration operating expenses are projected to come in slightly under budget; a portion of this budget relates to the internal allocation of staffing resources from other service areas **which doesn't actualize until year end**. Sewer Maintenance (CRD) will actualize over budget; the budget was based on the CRD's estimated core area liquid waste management costs **and the CRD's requisition actualized higher**, due to updated average annual flow data. Sewer Maintenance is projected to come in close to budget at 91%. Connections expense to date is trending high because one connection was necessarily expedited and contracted out, incurring a higher than typical connection expense. Transfer to Reserve for Capital will exceed budget, despite the projected operating expense deficit; the projected transfer to reserves for capital reflects the projected sewer enhancement fees and an allocation of the incremental investment earnings in accordance with the City's Sustainable Infrastructure Replacement Plan (2019).

# Sewers

## Sewer Utility Special Initiatives

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

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*

**Q2 2024 Update:** Staff have prepared a presentation outlining the options for sewer expansion for Council workshop later this year. Following the workshop the sewer network expansion plan can be updated **according to Council's direction.**