



City of Colwood

STRATEGIC PLAN 2024 - 2027

Created: FALL 2023
Adopted: MARCH 2024



City of Colwood 2024-2027 Strategic Plan

Summary

The process of building a vibrant, responsive and prosperous seaside city is a perpetual work in progress that involves ongoing planning, delivery, evaluation, adjustment and improvement. Fundamental to success is a strategic plan that articulates priority areas where Council recognizes the need for more attention.

The Strategic Plan is not intended to be a list of everything that the City does, but rather a list of priority areas where Council has identified a gap between where Colwood is and where it needs to be.

The City of Colwood 2024-2027 Strategic Plan sets out improvements in six pathways: **Economy, Infrastructure, Engagement, Well-being, Governance and Environment**

These pathways and the associated strategies and actions are built upon the vision and goals, outlined by the community in the 2018 Official Community Plan, which are intended to address the needs and expectations of the community and allow citizens to thrive: longtime residents and new; families and seniors; entrepreneurs and employees.

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

Economy	Infrastructure	Engagement	Well-being	Governance	Environment
Colwood is a thriving community	Colwood's infrastructure supports quality of life	Colwood is a community that works and plays together	Colwood is a community that cares	Colwood is a well managed City	Colwood is a Climate Action leader
					

City of Colwood 2024-2027 Strategic Plan

Creating the plan

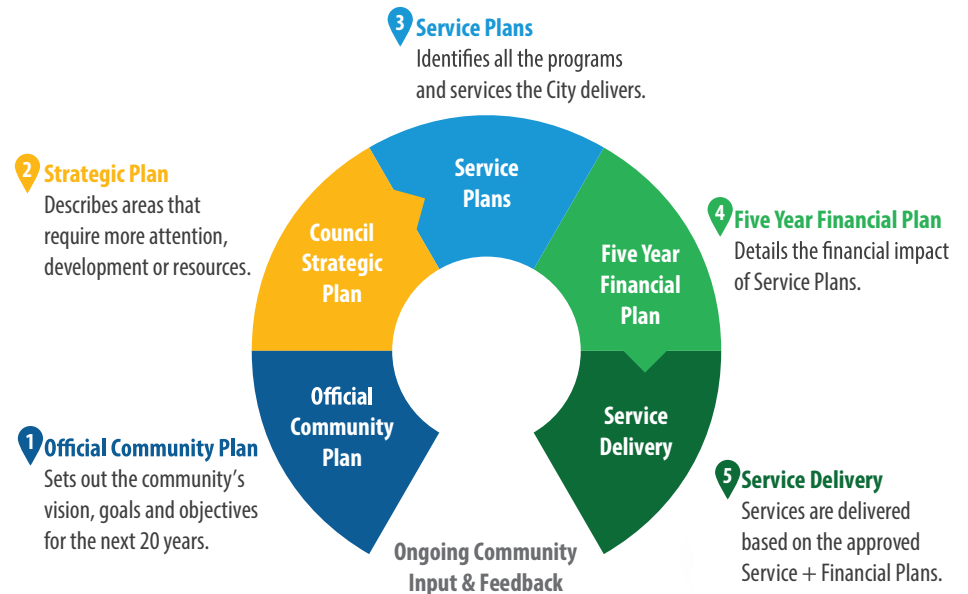
This Strategic Plan was initiated through a series of Council workshops in the spring of 2023. Citizen engagement formed a foundation for these workshops:

- In February 2023 Colwood Council hosted an Ideas Fair town hall event to hear from residents on a broad range of topics, including Seniors, Youth, Health, Traffic, Sewers and Arts & Culture, among other things.
- That was followed by a Citizen Satisfaction Survey which offered further insight into citizens' experience and expectations of the City.
- Quantitative data was gathered through the Household Prosperity Report to understand the City's demographic and social baseline.

The pathways expressed in this Strategic Plan align with the goals and priorities of the community as expressed through those, and other community conversations and engagements.

The Strategic Plan is a guiding document that supports the creation of Service Plans and our annual Financial Plans, where resources are allocated annually to address the needs and expectations of the community.

Working to achieve these goals and leave a legacy for future generations is a responsibility Council and staff take to heart.



City of Colwood 2024-2027 Strategic Plan

Official Community Plan Vision & Goals

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

The waterfront is a stewarded world class destination for residents and visitors alike.

People and nature are exceptionally well-connected.

Residents have realistic transportation choices.

Public spaces – including streets – are for public life.

Colwood is home to family-friendly neighbourhoods that provide housing choices.

Colwood is carbon neutral, energy positive, and water smart.

Colwood is prepared to adapt to a changing world.

City of Colwood 2024-2027 Strategic Plan



Economy: Colwood is a Thriving Community



We make 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.

Plans we'll reference

- Colwood Economic Development Strategy
- Business Retention & Attraction Strategy
- Official Community Plan
- Colwood Demographic Study + Land Yield Analysis

Partners we'll connect with

- First Nations (Xwsepsum, Songhees, Scia'new)
- West Shore communities
- CRD communities
- Chambers of Commerce
- Urban Development Institute
- Department of National Defence

City of Colwood 2024-2027 Strategic Plan

Official Community Plan direction on Economy

- Policy 15.2.1.2 – Oceanside Village Partnerships
Pursue opportunities for partnerships in the establishment of a vibrant Seaside Village, including possibilities for: a post-secondary presence; a performing arts centre or cultural centre; and cultural tourism destinations.
- Policy 15.2.1.3 – Planning Initiatives
Prepare a downtown revitalization plan to foster a well-functioning and vibrant commercial area and residential neighbourhood.
Complete a waterfront plan that articulates the community’s vision for all of the waterfront lands within City jurisdiction.
- Policy 15.2.1.4 – Attracting Development in Colwood Corners
Give consideration to pre-zoning for the desired types and forms of development in Colwood Corners in advance of development applications, and investigate the feasibility of a revitalization tax exemption to attract mixed-use development in Colwood corners.
- Policy 15.2.2.1 – Unified Approach to Communicating Colwood's Identity
Coordinate planning and communications efforts across City Hall and with local and regional partners to establish and communicate a clear, unified, identity based in part on Colwood’s unique waterfront location and growing seaside village.
- Policy 15.2.2.2 – Welcoming and Orientation Signage
Provide gateway and way-finding signage, consistent with policies in Section 8 (Streets and Mobility).
- Policy 15.2.2.4 – Development Opportunities
Maintain an inventory of available serviced and un-serviced industrial lands and buildings, making the information available on the City’s website, and work with Colwood’s development/ investment community to maintain an ongoing understanding of issues and challenges facing developers and investors.
- Policy 15.2.2.6 – Partnerships
Partner with First Nations in discussions on economic development opportunities, such as the opportunity to locate a Cultural Centre in the City of Colwood. Work with local businesses, the Chamber of Commerce, and Royal Roads University to identify and take advantage of strategic partnerships to advance local economic development.
- Policy 15.2.2.7 – Economic Development Strategy
Update and implement in the Colwood Economic Development Strategy, including consideration of: Colwood’s competitive advantage within a regional context; approach for mixed use employment lands; and investigating the feasibility of locating a satellite business incubator that would serve business start-ups.

Economy: Colwood is a Thriving Community

Strategies to strengthen our Economy

Gateway Redevelopment

Co-Benefits:



Increase recreational opportunities



Shift to sustainable behaviours



Diversify the local economy

Advance our Waterfront Stewardship Plan

Co-Benefits



Improve air & water quality



Protect & enhance ecosystems



Increase ecosystem services



Protect & enhance biodiversity



Protect species at risk



Increase recreational opportunities



Protect cultural values



Increase social connectivity



Increase services & amenities



Improve physical and mental health



Shift to sustainable behaviours



Improve regional connectivity



Improve public safety



Improve emergency preparedness























Increase green innovation



Foster green economic growth

City of Colwood 2024-2027 Strategic Plan

Strategies to strengthen our Economy

Establish Colwood's Commercial Value Proposition	Co-Benefits: <ul style="list-style-type: none"> Increase social connectivity Improve regional connectivity Foster green economic growth	<ul style="list-style-type: none"> Increase services & amenities Shift to sustainable behaviours Increase green innovation	<ul style="list-style-type: none"> Improve social inclusion and equity Promote a circular economy Diversify the local economy
Development Lands Inventory	Co-Benefits: <ul style="list-style-type: none"> Diversify the local economy	<ul style="list-style-type: none"> Increase social connectivity	<ul style="list-style-type: none"> Increase services & amenities
Deepen our Regional Partnerships	Co-Benefits: <ul style="list-style-type: none"> Protect cultural values Improve regional connectivity Diversify the local economy	<ul style="list-style-type: none"> Increase social connectivity Shift to sustainable behaviours Promote a circular economy	<ul style="list-style-type: none"> Improve social inclusion and equity Increase green innovation

Economy: Colwood is a Thriving Community

Economic Indicators

- Business + industry assessments as a percentage of tax base
- Business openings and closures
- Housing starts (net)
- Household income
- Commercial gross floor area

City of Colwood 2024-2027 Strategic Plan

Tactics to enhance Economy

	2024	2025	2026	2027	Lead
1. Establish Targets for our Economic Indicators	Active	Planned	Planned	Planned	CAO
2. Gateway: Adopt the Gateway and Triangle Lands Vision and Action Plan	Active	Planned	Planned	Planned	Community Planning
3. Gateway: Incorporate the Gateway Vision into the Official Community Plan	Active	Planned	Planned	Planned	Community Planning, Development Services
4. Gateway: Meet with WSPR Board + Owners to seek perspectives on the plan	Planned	Active	Planned	Planned	Community Planning
5. Gateway: Pre-zoning of early adopters (i.e. the Chan Lands)	Active	Active	Planned	Planned	Development Services
6. Gateway: Consider opportunities with the City held Park and Ride site	Planned	Active	Planned	Planned	Community Planning
7. Commercial Tax Base Assessment Forecasts: Royal Bay , Colwood Corners, Allandale area, Gateway & Triangle Lands, Royal Beach	Planned	Active	Planned	Planned	Finance
8. Create a Commercial Value Proposition	Active	Planned	Planned	Planned	Communications
9. Create a City-wide Retail Strategy	Planned	Active	Planned	Planned	Communications
10. Regional Collaboration: Songhees Nation, Xwsepsum Nation, West Shore Communities, CRD Communities, Royal Roads, Department of National Defence	Active	Active	Active	Active	Community Planning
11. BREA: Advance the City's Business Retention + Attraction Strategy	Planned	Planned	Active	Planned	Community Planning

Infrastructure: Colwood's Natural & Built Assets



We enhance quality of life for Colwood residents, visitors and regional commuters by creating a connected network of streets, sidewalks, trails and cycling routes that allow people of all ages and abilities to move safely and conveniently throughout the City. We prioritize natural assets and plan ahead for sustainable replacement of infrastructure. As a fast-growing community, we plan ahead for the expansion of sewer and storm systems as well as ongoing parks, recreation and other public facilities.

Plans we'll reference

- Five Year Financial Plan
- Sustainable Infrastructure Replacement Plan
- Sewer Master Plan
- Stormwater Master Plan
- Pavement Condition Assessment
- Transportation Master Plan
- Parks & Recreation Master Plan
- Natural Asset Inventory
- Active Transportation Plan
- Climate Action Plan

Partners we'll connect with

- Province of British Columbia
- Federal Government
- Capital Regional District
- West Shore Parks & Recreation
- Regional Municipalities
- First Nations (Xwsepsum, Songhees, Scia'new)
- Department of National Defence

City of Colwood 2024-2027 Strategic Plan

Official Community Plan direction on Infrastructure

- Objective 12.2.1 - To deliver services and manage public assets in a financially and environmentally responsible manner.
- Objective 12.2.2 – To protect and conserve water resources.
- Objective 12.2.3 – To manage rainwater in a manner that optimizes conservation, [protects ecosystems, and maintains quality.
- Objective 12.2.4 – To manage wastewater in a manner that optimizes conservation.
- Objective 12.2.6 – To reduce the heat island effect.
- Objective 8.2.2 – To improve the safety, comfort, convenience, and enjoyment of walking for residents of all ages and abilities, making it the first choice for short trips, and treating sidewalks as public places for gathering, shopping, resting, playing and other activities in addition to walking.
- Objective 8.2.3 – To improve the safety, comfort, convenience, and enjoyment of cycling for both recreational and destination-oriented trips.
- Objective 8.2.4 – To support more attractive transit services – including speed, frequency, and directness of transit – and an enhanced rider experience overall.
- Objective 8.2.5 – To enable the efficient delivery of goods to local businesses and institutions in Colwood.
- Objective 8.2.6 – To enable the safe movement of vehicles, effectively manage parking, encourage greener solutions for personal vehicle use, and anticipate changing trends in vehicular use.
- Objective 11.2.1 – To maintain and enhance park access to residents.
- Objective 11.2.2 – To ensure the long-term health of environmentally sensitive areas.
- Objective 11.2.5 – To maintain and regenerate the ecological functions of Colwood’s diverse shorelines.

Infrastructure: Colwood's Natural & Built Assets

Strategies to strengthen our Infrastructure

Update Transportation Master Plan

Co-Benefits:



Improve social inclusion and equity



Increase social connectivity



Increase services & amenities



Improve public safety



Shift to sustainable behaviours



Improve regional connectivity



Improve emergency preparedness

Create 10-Year Plan for Sewer & Stormwater

Co-Benefits:



Improve air & water quality



Protect & enhance ecosystems



Increase ecosystem services



Protect & enhance biodiversity



Protect species at risk



Increase services & amenities



Reduce risks to property values



Reduce waste & optimize resources

Advance Asset Management Program

Co-Benefits:



Protect & enhance biodiversity



Protect & enhance ecosystems



Increase ecosystem services



Reduce risks to property values



Reduce loss of natural areas



Increase services & amenities



City/taxpayer cost savings



Reduce waste & optimize resources

City of Colwood 2024-2027 Strategic Plan

Strategies to strengthen our Infrastructure

Create a 10-Year Parks & Recreation Capital Plan

Co-Benefits:

-  Improve air & water quality
-  Protect & enhance biodiversity
-  Improve physical and mental health
-  Improve social inclusion and equity
-  Shift to sustainable behaviours
-  Protect & enhance ecosystems
-  Reduce loss of natural areas
-  Protect species at risk
-  Increase social connectivity
-  Increase ecosystem services
-  Increase recreational opportunities
-  Protect & improve soil quality
-  Increase services & amenities

Create a Facilities 10-Year Capital Plan

Co-Benefits:

-  Improve air & water quality
-  Protect & enhance biodiversity
-  Improve physical and mental health
-  Improve social inclusion and equity
-  Increase social connectivity
-  Fostering youth leadership
-  Increase green innovation
-  Improve public safety
-  Increase recreational opportunities
-  Increase services & amenities
-  Improve emergency preparedness

Infrastructure: Colwood's Natural & Built Assets

Infrastructure Indicators

- Major Route Travel Time
- Mode Share (Travel)
- CRD Sewer Capacity
- Condition Assessments
 - Pavement Condition
 - Sanitary Sewer System
 - Stormwater System
 - Facility Assessments
 - Natural Assets
 - Infrastructure Reserves
 - Capital Grants



Infrastructure: Colwood's Natural & Built Assets

Tactics to manage Infrastructure	2024	2025	2026	2027	Lead
1. Establish Targets for our Infrastructure Indicators	█	█	█	█	CAO
2. Roadways: Establish Colwood's Transportation Model	█	█	█	█	Engineering
3. Roadways: Road Cross Section Review, Intersection Review	█	█	█	█	Engineering
4. Roadways: Transportation Master Plan Update, Establish Time Targets for Major Routes	█	█	█	█	Engineering
5. Active Transportation: Install Pedestrian + Bike Counters	█	█	█	█	Engineering
6. Active Transportation: Establish Targets for Major Routes (peds, cyclists, transit riders)	█	█	█	█	Engineering
7. Active Transportation: Finalize 5-Year Sidewalk Plan, Finalize 5-Year Bikeway Plan	█	█	█	█	Engineering
8. Sewer System: Affirm understanding of CRD capacity and time frame	█	█	█	█	Engineering
9. Sewer System: Adopt the new Sewer Master Plan, Adopt a framework for financing of sewer system expansion	█	█	█	█	Engineering
10. Storm Water: Adopt updated Storm Water Master Plan	█	█	█	█	Engineering
11. Storm Water: Consider area-specific or city-wide Storm DCC	█	█	█	█	Engineering
12. Storm Water: Advance storm water planning for Allandale area	█	█	█	█	Engineering

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Tactics to manage Infrastructure	2024	2025	2026	2027	Lead
13. Parks: Establish timing and funding forecast (including CAC spending) for first 6 parks	█	█	□	□	Parks
14. Waterfront: Deepen consultation with Songhees and Xwsepsum Nations, Advance permitting process and detailed design for Waterfront Trail, Advance collaboration with Royal Beach re: elevated boardwalk connection	█	□	□	□	Community Planning, Engineering
15. Waterfront: Waterfront Trail project procurement and construction	□	█	█	□	Engineering
16. Recreational Facility: Establish size and scope of potential facility, Create shelf-ready project for grant applications, Establish funding plan and project timing	█	█	□	□	Community Planning
17. Sports Fields: Finalize specific plans for sport field development at Quarry Park, Explore options for sports field development in the Allandale area, Establish 10 year plan for sport field construction including funding options	□	█	█	□	Parks
18. Facilities: RCMP building - work with partners to advance building concept, establish Colwood-specific funding plan	█	█	□	□	Administration
19. Facilities: Public Works building - Establish scope and funding approach, proceed with design and procurement	█	□	□	□	Public Works
20. Facilities: City Hall life cycle plan, Fire Hall life cycle plan	□	█	□	□	Building Services
21. Facilities: Consider a plan for arts spaces and facilities	□	□	█	□	Community Planning
22. Asset Management: Procure asset management software	█	□	□	□	GIS
23. Asset Management: Update asset management database	□	█	□	□	GIS
24. Asset Management: Update asset replacement + improvement cost estimates	□	□	█	□	Finance

Engagement: Colwood Informs & Involves Citizens



We engage citizens in the governance of their City through clear communications and transparent decision making. We have the courage to make difficult decisions that reflect the needs and wishes of the greater community as guided by the Official Community Plan. We are committed to exceptional customer service and efficient and effective service delivery that aligns with citizen priorities.

Plans we'll reference

- United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)
- Council Code of Conduct
- Household Prosperity Report
- Household Prosperity Survey
- Citizen Survey Findings
- Let's Talk Project Engagements
- Volunteer Engagement Strategy
- Future Value Proposition / Retail Strategy / Marketing Plan

Partners we'll connect with



- Capital Regional District
- First Nations (Xwsepsum, Songhees, Scia'new)
- Federal and Provincial Government
- Union of BC Municipalities
- Association of Vancouver Island Coastal Communities
- Royal Roads University
- School District 62
- Local Volunteer Groups



City of Colwood 2024-2027 Strategic Plan


Strategies to Enhance Engagement

Citizen Committees

Co-Benefits:



-  Improve social inclusion and equity
-  Foster youth leadership



-  Increase social connectivity
-  City/taxpayer cost savings



-  Improve regional connectivity

Surveys

Co-Benefits:

-  Improve physical and mental health
-  Improve social inclusion and equity




-  Increase social connectivity
-  Reduce waste & optimize resources



-  Improve regional connectivity
-  City/taxpayer cost savings

Town Halls

Co-Benefits:

-  Improve physical and mental health
-  Improve social inclusion and equity
-  City/taxpayer cost savings

-  Increase social connectivity
-  Foster youth leadership
-  Reduce waste & optimize resources

-  Improve regional connectivity
-  Reduce risks to property values

Engagement: Colwood Informs & Involves Citizens

Strategies to Enhance Engagement

Events

Co-Benefits:



Improve physical and mental health



Increase social connectivity



Improve social inclusion and equity

Website

Co-Benefits:



Improve physical and mental health



Increase social connectivity



Improve social inclusion and equity



Foster youth leadership



Improve regional connectivity



Improve public safety



Improve emergency preparedness

City of Colwood 2024-2027 Strategic Plan

Draft Engagement Indicators

- Participation
 - Number of Committee Meetings
 - Surveys
 - Events
 - Meetings
- Balance
 - Gender
 - Age
 - Income Class
 - Neighbourhood
- Process
 - Response Rate
 - Number of Chances of Outreach
 - Engagement Satisfaction

Engagement: Colwood Informs & Involves Citizens

Tactics to enhance Well-being	2024	2025	2026	2027	Lead
1. Establish Targets for our Engagement Indicators	█	█	█	█	CAO
2. Committees: Review TOR for newly formed committees to determine any need for change, consider formation of new standing or ad hoc committees	█	█	█	█	Corporate Services
3. Town Halls: Consider scheduling regular general Town Hall meetings, consider scheduling topic-specific Town Hall meetings, consider scheduling roaming engagement in each neighbourhood (grocery store lots, City parks, etc)	█	█	█	█	Communications
4. Website Upgrade: Develop creative brief, determine architectural and navigational requirements + definitions, website development and programming, including Tempest functions , beta and user testing to refine structure and design	█	█	█	█	Communications
5. Events: Implement annual events plan including music in the park and beach events	█	█	█	█	Communications
6. Events: Support community members to host special events	█	█	█	█	Communications
7. Events: Consider augmenting Canada Day programming	█	█	█	█	Communications
8. Events: Continue transition of Eats & Beat to the Beachlands, consider transition of other beach events to the Beachlands	█	█	█	█	Communications
9. Surveys: Citizen Satisfaction Survey, Household Prosperity Survey, Official Community Plan Survey, specific surveys for capital projects and other initiatives	█	█	█	█	Communications
10. Volunteer Plan: Consider launching our Volunteer Plan, consider tactical Volunteer Plan launch (event or new 'friends of' group)	█	█	█	█	Communications
11. Land Use Planning: Consider actions to enhance engagement in land use planning matters	█	█	█	█	Development Services

Well-being: Colwood Supports Residents Well-Being



We work to enhance the health, well-being and quality of life for Colwood residents through advocacy, regulation and implementation of actions that support access to housing and health care and promote safety, accessibility, recreation options, opportunities for seniors and youth that support social connection and wellness, community groups, and food security.

Plans we'll reference

- Parks & Recreation Master Plan
- Household Prosperity Report
- Vital Signs Report
- Climate Action Plan

Partners we'll connect with

- Colwood Business Owners
- West Shore Parks & Recreation
- Arts & Culture Colwood Society
- Colwood Community Garden Society
- School District 62
- First Nations (Xwsepsum, Songhees, Scia'new)
- RCMP
- Royal Roads University
- Neighbour Municipalities
- Local Volunteer Groups
- Island Health
- Sports Clubs
- Village Initiative

City of Colwood 2024-2027 Strategic Plan

Official Community Plan direction on Well-being

- Maintain existing character within established single detached neighbourhoods while increasing housing choices and the ability of residents to meet more daily needs within walking distance of home.
- Increase housing choices for existing and future residents – recognizing that Colwood is a family-oriented community that is also aging – and enhance diversity of housing types for a variety of household sizes, incomes, tenures, needs and preferences.
- Support rental housing and a range of non-market housing options and needs along the housing spectrum.
- Maintain and enhance park access to residents.
- Encourage protection of historic built assets.
- Support and reinforce cultural inclusivity and involvement.
- Support the arts and culture sector.
- Strengthen all elements of the local food system in order to increase access to local, nutritious, safe, and culturally appropriate food.
- Objective 6.2.4 – To maintain existing character within existing single-detached neighbourhoods, while creating greater housing choices and the ability of residents to meet more daily needs within walking distance of home
- Objective 8.2.2 – To improve the safety, comfort, convenience, and enjoyment of walking for residents of all ages and abilities, making it the first choice for short trips, and treating sidewalks as public places for gathering, shopping, resting, playing and other activities in addition to walking
- Objective 8.2.3 – To improve the safety, comfort, convenience, and enjoyment of cycling for both recreational and destination-oriented trips
- Objective 8.2.4 – To support more attractive transit services - including speed, frequency, and directness of transit - and an enhanced rider experience overall
- Objective 9.2.1 – To increase housing choices for existing and future residents - recognizing that Colwood is a family-oriented community that is also aging - and enhance diversity of housing types for a variety of household sizes, incomes, tenures, needs and preferences
- Objective 9.2.2 – To support rental housing and a range of non-market housing options and needs along the housing spectrum
- Objective 11.2.1 – To maintain and enhance park access to residents
- Objective 12.2.6 – To reduce to heat island effect
- Objective 13.2.2 – To encourage protection of historic built assets

Well-being: Colwood Supports Residents Well-Being

Official Community Plan direction on Well-being

- Objective 13.2.3 – To support and reinforce cultural inclusivity and involvement
- Objective 13.2.4 – To support the arts and culture sector
- Objective 14.2.1 – To strengthen all elements of the local food system in order to increase access to local, nutritious, safe, and culturally appropriate food
- Objective 15.2.1 – To find synergies between growth and the community's unique cultural, heritage, and environmental values
- Objective 15.2.2 – To attract future residents, visitors, jobs, and investment





City of Colwood 2024-2027 Strategic Plan


Strategies to Support Well-Being

Build Understanding of Community, Recreation, & Cultural Needs

Co-Benefits:

 Improve social inclusion and equity


 Increase social connectivity


 Foster youth leadership


Housing Supply Focus:


- Seniors
- Accessible
- Youth

Co-Benefits:

 Improve physical and mental health


 Increase social connectivity

 Reduce energy poverty

 Improve social inclusion and equity


Safety Focus

Co-Benefits:

 Improve physical and mental health

 Improve public safety

 Improve regional connectivity

 Reduce risks to property value

Well-being: Colwood Supports Residents Well-Being

Strategies to Support Well-Being

Action Parks & Recreation Master Plan

Co-Benefits:



Improve air & water quality



Protect & enhance ecosystems



Increase ecosystem services



Protect & enhance biodiversity



Reduce loss of natural areas



Increase recreational opportunities



Improve physical and mental health



Protect species at risk



Increase services & amenities



Improve social inclusion and equity



Increase social connectivity



Shift to sustainable behaviours

Explore Primary Health Care Focus

Co-Benefits:



Improve physical and mental health



Increase social connectivity



Increase services & amenities



Improve social inclusion and equity



Reduce waste & optimize resources

City of Colwood 2024-2027 Strategic Plan

Draft Well-Being Indicators

- Unemployment Rate
- Child Care Spaces
- Colwood Based Physicians/1000
- Housing Rental Rates
- Crime Severity Index
- Household Income
- Poverty Rate
- Core Housing Need
- Recreation Planning
- Arts Planning
- Accessibility

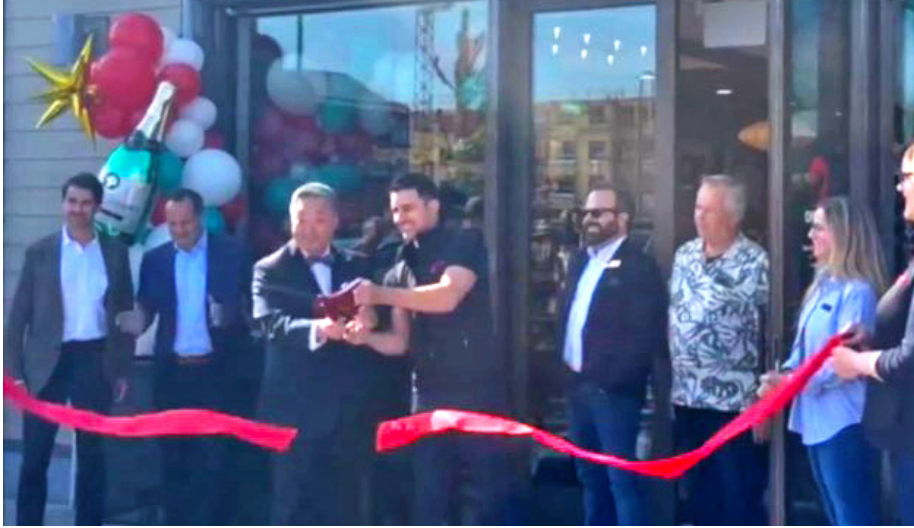
Well-being: Colwood Supports Residents Well-Being

Tactics to enhance Well-being	2024	2025	2026	2027	Lead
1. Establish Targets for Well-being Indicators	█	█	█	█	CAO
2. Housing: Establish “core housing need” benchmarks, five year housing supply targets, youth specific housing targets, seniors specific housing targets, accessible housing benchmarks	█	█	█	█	Community Planning
3. Safety: Consider changes to road line painting	█	█	█	█	Public Works
4. Safety: Consider establishing street illumination standards	█	█	█	█	Public Works
5. Safety: Inventory pedestrian safety areas of concern	█	█	█	█	Engineering
6. Safety: Consider new approaches to “living with wildlife”	█	█	█	█	Bylaw Services
7. Safety: Enable community conversation with respect to dogs on/off leash	█	█	█	█	Communications
8. Safety: Enable community conversation with respect to multi-use trail etiquette	█	█	█	█	Communications
9. Safety: Consider establishing benchmarks for crime rate, severity, calls + officers per pop	█	█	█	█	Finance
10. Safety: Advance youth crime prevention and early intervention measures	█	█	█	█	Communications
11. Recreation: Inventory current state of recreation program	█	█	█	█	Community Planning
12. Household Prosperity Survey: Include questions about safety, recreation programming, accessibility, youth opportunity, senior opportunity, community groups, neighbourhood health, access to healthcare, and community perspective questions as part of the Household Prosperity Survey	█	█	█	█	Communications

City of Colwood 2024-2027 Strategic Plan

Tactics to enhance Well-being	2024	2025	2026	2027	Lead
13. Accessibility: Establish newly required accessibility committee, creation of new accessibility plan	Active	Active	Planned	Planned	Corporate Services
14. Youth & Seniors: Create inventory of youth and senior opportunities in Colwood	Planned	Active	Planned	Planned	Community Planning
15: Neighbourhood Health: Further activate Colwood's Good Neighbour Program	Active	Planned	Active	Planned	Communications
16. Food Security: Seek to understand further needs of our Community Garden Group	Active	Planned	Planned	Planned	Community Planning, Communications
17. Seek to support local food rescue initiatives	Planned	Active	Planned	Planned	Community Planning
18. Health Care: Consider approaches to support reestablishment of a walk-in clinic in Colwood	Active	Planned	Planned	Planned	Administration
19. Health Care: Consider approaches to support access to family physicians in Colwood	Active	Planned	Planned	Planned	Administration
20. Health Care: Create inventory of the state of mental health supports in Colwood	Planned	Active	Planned	Planned	Administration
21. Public Art: Advance our public art policy through adoption	Active	Planned	Planned	Planned	Community Planning
22. Explore public art acquisition/installation	Planned	Active	Planned	Planned	Communications
23. Endeavour to include Songhees + Xwsepsum art as part of the Galloping Goose bridge project	Active	Active	Planned	Planned	Communications
24. Tenant assistance policy	Active	Active	Planned	Planned	Community Planning
25. Accessibility requirements for new development	Active	Active	Planned	Planned	Community Planning
26. Short-term rental policy	Active	Active	Planned	Planned	Community Planning

Governance: Colwood is a Well Managed City



We engage citizens in the governance of their City through clear, honest communications and transparent decision making. We have the courage to make difficult decisions that reflect the needs and wishes of the greater community as guided by the Official Community Plan. We are committed to responsible financial management, exceptional customer service and efficient and effective service delivery

Plans we'll reference

- Sustainable Infrastructure Replacement Plan
- Council Code of Conduct

Partners we'll connect with

- First Nations (Xwsepsum, Songhees, Scia'new)
- Neighbour Municipalities
- Colwood Business Owners
- West Shore Parks & Recreation
- School District 62
- West Shore + Greater Victoria Chambers of Commerce
- Royal Roads University

City of Colwood 2024-2027 Strategic Plan

Strategies to Strengthen Governance

Clear Sense of Purpose

Co-Benefits:



Reduce risks to property values



City/taxpayer cost savings



Improve regional connectivity



Reduce waste & optimize resources

Strengthen Partnerships

Co-Benefits:



Protect cultural values



Protect & enhance ecosystems



Increase recreational opportunities



Improve physical and mental health



Protect species at risk



Increase services & amenities



Improve public safety



Increase social connectivity



Improve regional connectivity



Diversify the local economy



City/taxpayer cost savings



Improve emergency preparedness



Reduce waste & optimize resources

Governance: Colwood is a Well Managed City

Strategies to Strengthen Governance

Optimize Non-Tax Revenues

Co-Benefits:



Increase services & amenities



City/taxpayer cost savings



Reduce waste & optimize resources

Develop Municipal Performance Benchmark System

Co-Benefits:



Improve air & water quality



Protect & enhance ecosystems



City/taxpayer cost savings



Protect & enhance biodiversity



Protect species at risk



Reduce waste & optimize resources

Be an Employer of Choice

Co-Benefits:



Reduce waste & optimize resources



City/taxpayer cost savings

City of Colwood 2024-2027 Strategic Plan

Governance Indicators

- Accountability
 - Financial
 - Environmental
- Performance Assessment
 - Benchmarking
 - Dashboard
- Succession Planning
- Clear Planning
 - Official Community Plan
 - Strategic Plan
 - Service Review
 - Master Plans
 - Infrastructure
 - Programing

Governance: Colwood is a Well Managed City

Tactics to enhance Governance	2024	2025	2026	2027	Lead
1. Establish Targets for Governance Indicators	█	█	█	█	CAO
2. Adopt Strategic Plan	█	█	█	█	Council
3. Official Community Plan update	█	█	█	█	Community Planning
4. Partnerships - strengthen relationships with: Songhees + Xwsepsum Nations, Parks Canada, West Shore Parks & Recreation, School District 62, Greater Victoria Green Team, IACDI (Disability Issues), Regional Transportation Partners, West Shore Mayors, Pacific Centre Family Services Association	█	█	█	█	Community Planning
5. DCC Optimization: Adopt Parks Improvement DCC Bylaw	█	█	█	█	Community Planning
6. DCC Optimization: Update Road DCC Bylaw	█	█	█	█	Engineering
7. DCC Optimization: Adopt Parks Land Acquisition Bylaw	█	█	█	█	Community Planning
8. DCC Optimization: Consider Storm Water Bylaw	█	█	█	█	Engineering
9. CAC Optimization: Establish formal list of projects to be funded by Community Amenity Charges, establish charge/unit estimate based on project list + development estimate, establish forecasted incoming amenity charge cash flow, establish 10-year projected CAC funded project spending	█	█	█	█	Development Services
10. Municipal Dashboard: Identify examples of municipal dashboard best practice, choose areas to follow on a Colwood dashboard, launch dashboard pilot project	█	█	█	█	Communications

City of Colwood 2024-2027 Strategic Plan

Tactics to enhance Governance	2024	2025	2026	2027	Lead
11. Performance Benchmarking: Identify best practices in municipal performance benchmarking, seek interested partner municipalities, seek grant funding to launch local program					Community Planning
12. Land Use Bylaw update					Community Planning
13. Council Code of Conduct: Workshop approaches to establishing Code of Conduct Bylaw, transition Council Code of Ethics to Code of Conduct Bylaw, consider establishment of a Ethics Commissioner					Corporate Services
14. Employee Succession: Establish plan for CAO succession, understand plan for Senior Management Team succession					Human Resources
15. Employer of Choice: Formalize Compensation Philosophy, define City of Colwood Employee Value proposition, understand results of Employee Satisfaction Survey(s)					Human Resources
16. Council Continuous Learning: Inventory elected official learning opportunities					Corporate Services
17. Council Continuous Learning: Strategically plan for learning opportunities over the 4-year term					Corporate Services

Environment: Colwood Values Natural Assets



We value natural assets such as trees, green spaces, hillsides, waterways, storm systems, and shorelines. We take action to mitigate, adapt and prepare for a changing climate.

Plans we'll reference

- Climate Action Plan
- Natural Asset Inventory
- Urban Forest Plan

Partners we'll connect with

- Citizen's Environmental Network in Colwood (CENiC)
- Colwood Community Garden Society
- School District 62
- First Nations (Xwsepsum, Songhees, Scia'new)
- Royal Roads University
- Neighbour Municipalities
- Development community

City of Colwood 2024-2027 Strategic Plan

Official Community Plan direction on Environment

- Objective 10.3.1 – To achieve Colwood’s GHG emission reduction targets through complete communities, a low carbon multi-modal transportation system, and a focus on site adaptive planning
- Objective 10.3.2 – To achieve Colwood’s GHG emission reduction targets with high performing and low carbon buildings and infrastructure
- Objective 10.3.3 – To achieve Colwood’s GHG emission reduction targets by valuing natural assets as sinks and contributors to climate change mitigation
- Objective 10.3.4 – To achieve Colwood’s GHG emission reduction targets by optimizing waste diversion and by treating waste as a resource
- Objective 10.3.5 – To adapt to the impacts of climate change
- Objective 11.2.2 – To ensure the long term health of environmentally sensitive areas
- Objective 11.2.3 – To strengthen Colwood’s forested areas and overall tree canopy
- Objective 11.2.4 – To protect topographical features and natural character
- Objective 11.2.5 – To maintain and regenerate the ecological functions of Colwood’s diverse shorelines
- Objective 11.2.6 – To protect and restore widespread presence of indigenous plant species
- Objective 12.2.2 – To protect and conserve water resources
- Objective 12.2.3 – To manage rainwater in a manner that optimizes conservation, protects ecosystems, and maintains quality
- Objective 12.2.4 – To manage wastewater in a manner that optimizes conservation
- Objective 12.2.5 – To apply a zero-waste approach to solid waste management
- Objective 12.2.6 – To reduce the heat island effect

Environment: Colwood Values Natural Assets

Strategies to enhance Environment

Municipal Leadership

- M1** Ensure capacity for ongoing climate action and integrated decision-making
- M2** Update emergency planning and responses to prepare for climate changes
- M3** Ensure leadership in climate mitigation and adaptation transitions

Transportation & Complete Communities

- T1** Prioritize climate resiliency of new development
- T2** Continue to prioritize increasing active transportation and connected networks
- T3** Support enhanced transit services and use
- T4** Promote affordable and accessible e-mobility

Buildings & Infrastructure

- B1** Build zero emissions and resilient new buildings
- B2** Promote low carbon and resilient building retrofits
- B3** Ensure local energy accessibility and security

Biodiversity & Nature-Based Solutions

- N1** Develop a natural asset management plan and implementation policy
- N2** Protect and restore biodiversity and ecological connectivity
- N3** Prioritize nature-based solutions to integrate climate action, biodiversity protection and co-benefits

Food & Zero Waste

- Z1** Reduce the climate impacts of food production and increase food security
- Z2** Reduce the climate impacts of waste through reduced consumption, zero waste, and supporting a circular economy

Community Well-Being & Eco-Innovation

- C1** Engage, empower and support the community in climate action
- C2** Support and incentivize community eco-innovation & networks

City of Colwood 2024-2027 Strategic Plan

Strategies to enhance Environment

Co-Benefits:

 Improve air & water quality	 Protect & enhance ecosystems	 Increase ecosystem services
 Protect & enhance biodiversity	 Reduce loss of natural areas	 Increase recreational opportunities
 Protect cultural values	 Protect species at risk	 Protect & Improve soil quality
 Improve physical and mental health	 Increase social connectivity	 Increase services & amenities
 Improve social inclusion and equity	 Foster youth leadership	 Improve regional connectivity
 Improve public safety	 Shift to sustainable behaviours	 Improve emergency preparedness
 Foster green economic growth	 Increase green innovation	 Reduce risks to property values
 Increase new training opportunities	 Reduce energy poverty	 City/taxpayer cost savings
 Diversify the local economy	 Promote a circular economy	 Reduce waste & optimize resources

Environment: Colwood Values Natural Assets

Environment Indicators

- Municipal building retrofits
- Percent of municipal fleet zero emission
- Mode shift
- Cycling infrastructure
- Pedestrian infrastructure
- Zero Carbon Step Code buildings
- Residential energy retrofit
- Tree canopy
- Protection of natural areas
- Native species
- Increase in biodiversity
- Garden plots

City of Colwood 2024-2027 Strategic Plan

Tactics to protect our Environment	2024	2025	2026	2027	Department
1. Establish Targets for our Environmental Indicators	█	□	□	□	CAO
2. Climate Action Plan: Advance our plan through adoption, create short and long-term actions for plan actuation	□	█	□	□	Community Planning
3. Tree Bylaw: Amend our Urban Forest Bylaw to enhance tree protection, advance education campaign with respect to bylaw changes	█	□	□	□	Parks
4. Cosmetic Pesticides: Adopt a cosmetic pesticide bylaw, create and communicate a cosmetic pesticide education program	█	□	□	□	Parks
5. Urban Forest Strategy: Advance the plan through adoption, consider funding options for plan actuation	□	█	□	□	Parks
6. Mode Shift: Establish annual targets + monitor transit usage, walking, cycling, and ride sharing, further support rapid transit in Colwood, advance ride sharing	□	█	□	□	Engineering
7. Building Environmental Performance: Schedule remaining steps of the Step Code, consider deep energy retrofits of City facilities, incentives/regulation for residential deep energy retrofits	□	█	□	□	Building Services
8. 15-Minute Neighbourhoods: Map our community to help define + understand 15-min model	□	█	□	□	GIS
9. Ecological Integrity: Waterway health assessments of Latoria Creek and Colwood Creek, Consider actions to enhance the ecological integrity of the Esquimalt Lagoon Migratory Bird Sanctuary, consider actions to map out and assess the health of our wetlands	□	█	□	□	Parks
10. Inland flood plan mapping	□	█	□	□	Community Planning
11. Coastal flood construction levels	□	█	□	□	Community Planning

CITY OF COLWOOD

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