

2025–2027 Strategic Plan



This plan provides a high-level overview of the four strategic pillars and related priorities where Colwood Council wants to track measurable progress in 2025, 2026, and 2027. Each pillar is accompanied by measurable priorities and clear indicators for success. A separate Operational Plan will document and track specific project details, timelines, budgets and responsibilities.

1 Strengthen Community + Sustain Nature

We foster a healthy, connected community and protect our natural environment.

Priorities

1. Continue to improve access to primary care and community health services.
 2. Enhance parks, trails, and green spaces by implementing the Parks Management Plans and expanding recreational opportunities for all ages.
 3. Support public safety by strengthening emergency response and community education in partnership with RCMP and Fire Services
- Promote community engagement and social connection through events, arts, culture, and volunteerism, including youth, families, and seniors.
 - Implement priority actions from the Climate Action Plan and meeting reporting requirements.

Success Indicators

- Increase in patient attachment rates at the clinic
- Establish sufficient and appropriate clinic reporting process and sustaining billing model
- Gather data on how residents want to be engaged
- Increase engagement with youth and seniors
- Increase resident satisfaction with parks & recreation
- Document progress on climate action milestones
- Implement an Emergency Management Plan
- Advance Indigenous relations



2 Invest in Infrastructure

We provide safe, sustainable infrastructure and connected transportation networks.

Priorities

1. Prioritize road and intersection upgrades for safety and mobility.
 2. Finalize plans for municipal facilities to meet community and operational needs (e.g., Public Works, RCMP).
 3. Determine public desire for sewer expansion with clarity about funding, timeline and capacity considerations.
- Continue to enhance safe routes to school.
 - Continue to set aside funding for future repair and replacement of aging assets to ensure sustainable infrastructure and mitigate against unforeseen costs.

Success Indicators

- Complete the Transportation Master Plan
- Complete the Active Transportation Plan
- Develop Asset Management Policy, Strategy, and Plan
- Develop a plan for sewers based on community input
- Advance plans for municipal facilities
- Progress on facility planning and development, encouraging multi-use in all public buildings



3

Pursue Economic Growth + Vitality

We support business growth, employment opportunities, tax base diversification, and leverage development for community benefit.

Priorities

1. Explore opportunities for new commercial and entertainment districts.
 2. Leverage new development to secure new and desired community amenities.
 3. Establish an Economic Development Select Committee.
- Streamline business licensing process and reduce barriers to attract and retain small businesses and services.

Success Indicators

- Increase in business licenses issued
- Provide options for commercial/residential tax ratio
- Increase supports through the WestShore Chamber
- Achieve targets for development application processing time
- Increase in amenities secured through development



4

Provide Excellence in Governance + Services

We work to build public trust by providing efficient public services, involving residents in transparent decision-making processes, and regular reporting to ensure accountability.

Priorities

1. Align operational plans with strategic priorities.
 2. Implement a performance dashboard to track and publicly report progress on strategic priorities and metrics.
 3. Continue to gather input to understand resident expectations as our community grows.
- Define service levels for core municipal services.

Success Indicators

- Establish service standards in alignment with Strategic Priorities
- Implement an operational plan to track projects
- Implement a performance dashboard
- Provide quarterly operational reports to Council
- Continue implementing the Citizen Satisfaction Survey every two years

