



# City of Colwood

## DRAFT STRATEGIC PLAN 2024 - 2027

Created: FALL 2023  
Adopted:



# 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

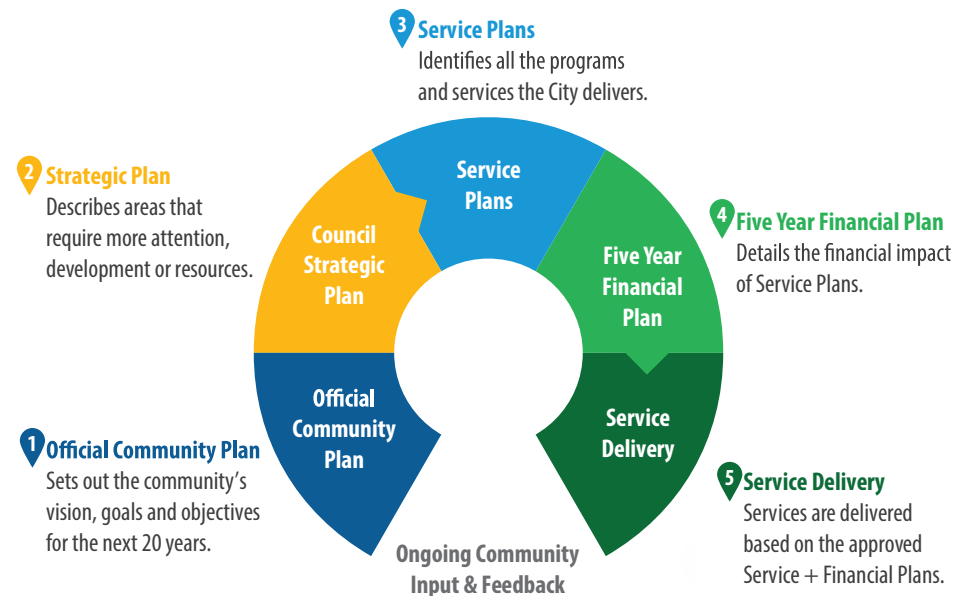
This Strategic Plan was initiated through a series of Council workshops in the spring of 2023. Citizen engagement formed a foundation for these workshops:

- 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

- Songhees Nation
- Esquimalt Nation
- 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:



Increase social connectivity



Increase services & amenities



Improve social inclusion and equity



Improve regional connectivity



Shift to sustainable behaviours



Promote a circular economy



Foster green economic growth



Increase green innovation



Diversify the local economy

### Development Lands Inventory

#### Co-Benefits:



Diversify the local economy



Increase social connectivity



Increase services & amenities

### Deepen our Regional Partnerships

#### Co-Benefits:



Protect cultural values



Increase social connectivity



Improve social inclusion and equity



Improve regional connectivity



Shift to sustainable behaviours



Increase green innovation



Diversify the local economy



Promote a circular economy

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

# City of Colwood 2024-2027 Strategic Plan

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 Esquimalt 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					IT
23. Asset Management: Update asset management database					IT
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 (Esquimalt, Songhees)
- 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



Increase social connectivity



Improve regional connectivity



Foster youth leadership



City/taxpayer cost savings

### Surveys

#### Co-Benefits:



Improve physical and mental health



Increase social connectivity



Improve regional connectivity



Improve social inclusion and equity



Reduce waste & optimize resources



City/taxpayer cost savings

### Town Halls

#### Co-Benefits:



Improve physical and mental health



Increase social connectivity



Improve regional connectivity



Improve social inclusion and equity



Foster youth leadership



Reduce risks to property values



City/taxpayer cost savings



Reduce waste & optimize resources

# 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 public safety



Improve regional connectivity



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

# City of Colwood 2024-2027 Strategic Plan



# 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 (Esquimalt, 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 biodiversity



Improve physical and mental health



Improve social inclusion and equity



Protect & enhance ecosystems



Reduce loss of natural areas



Protect species at risk



Increase social connectivity



Increase ecosystem services



Increase recreational opportunities



Increase services & amenities



Shift to sustainable behaviours

### Explore Primary Health Care Focus

#### Co-Benefits:



Improve physical and mental health



Improve social inclusion and equity



Increase social connectivity



Reduce waste & optimize resources



Increase services & amenities

# 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

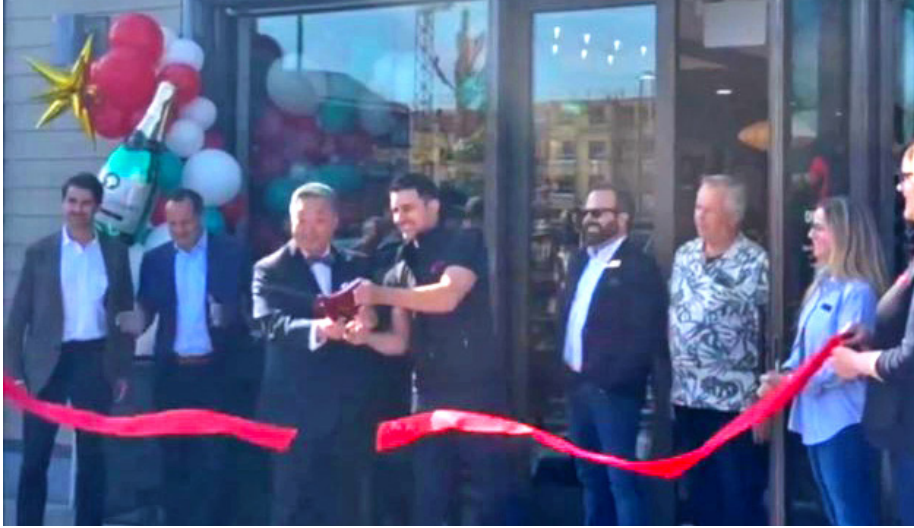
Tactics to enhance Well-being	2024	2025	2026	2027	Lead
1. Establish Targets for Well-being Indicators					CAO
2. Housing: Establish “core housing need” benchmarks, five year housing supply targets, youth specific housing targets, seniors specific housing targets, accessible housing benchmarks					Community 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					
10. Safety: Advance youth crime prevention and early intervention measures					Community Planning
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					Corporate Services
14. Youth & Seniors: Create inventory of youth and senior opportunities in Colwood					Community Planning
15. Neighbourhood Health: Further activate Colwood's Good Neighbour Program					Communications
16. Food Security: Seek to understand further needs of our Community Garden Group					Community Planning
17. Seek to support local food rescue initiatives					Community Planning
18. Health Care: Consider approaches to support reestablishment of a walk-in clinic in Colwood					Administration
19. Health Care: Consider approaches to support access to family physicians in Colwood					Administration
20. Health Care: Create inventory of the state of mental health supports in Colwood					Administration
21. Public Art: Advance our public art policy through adoption					Community Planning
22. Explore public art acquisition/installation					Communications
23. Endeavour to include Songhees + Esquimalt art as part of the Galloping Goose bridge project					Communications
24. Tenant assistance policy					Community Planning
25. Accessibility requirements for new development					Community Planning
26. Short-term rental policy					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 (Esquimalt, 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 + Esquimalt 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 (Esquimalt, 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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