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

- Five Year Financial Plan
- Sustainable Infrastructure Replacement Plan
- Annual Report
- Sewer Master Plan
- Development Cost Charge (DCC) Bylaw
- Stormwater Master Plan
- Pavement Condition Assessment

Partners we'll connect with

- Capital Regional District
- First Nations (Esquimalt, Songhees, Scia'new)
- Federal and Provincial Government
- Union of BC Municipalities
- Association of Vancouver Island Coastal Communities
- Local Government Management Association
- Royal Roads University
- School District 62
- Neighbouring Municipalities
- First Nations (Esquimalt, Songhees, Scia'new)
- Development community
- Destination (Tourism) Victoria



Official Community Plan direction on Governance

- Deliver services and manage public assets in a financially and environmentally responsible manner.
- Achieve Colwood's GHG emission reduction targets by valuing natural assets as sinks and contributors to climate change mitigation.

Build program and service levels around resident expectations

• Build our capacity to engage residents

- Build a framework for establishing and comparing tax and fee levels (and service levels)
- · Build plans for infrastructure recapitalization
- Build long-term financial models to understand and fund operational and capital requirements
- Build our understanding of Colwood's energy use and GHG Emissions:
 - Calculate a new baseline
 - Establish 'business as usual' forecasts to 2030 and 2050
 - Establish 'roadmap to sustainability' forecasts to 2030 and 2050

Governance Targets

- Council's expectations for program and service delivery are articulated and connected to the annual budget
- Establish engagment metrics
- Annual reserve transfers fund future infrastructure recapitalization
 - Reduce Colwood's GHG emissions to 49% below 2007 level by 2030

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Tactics to enhance Governance			2021	
 Consider establishing an ad hoc Municipal Governance and Finance Committee to provide oversight for the following tactics 	2019			Finance
2. Establish an inventory of City programs and services		2020 Q1		Finance
3. Review and update the Fire Department Fleet Replacement Plan and capital plan		2020 Q1		Fire Finance
4. Benchmark Colwood's Payment in Lieu of Taxes (PILT) against comparables		2020 Q1		Finance
5. Establish regular communications with local First Nations and regional municipalities		2020 Q1		Communications
6. Establish standards of response for resident requests for service		2020 Q2		Communications
7. Review the City's compensation and organizational structure against comparable municipalities		2020 Q2		Human Resources
8. Review and recommend a financial model to understand the impact of new development o existing and future tax levels	on	2020 Q4		Finance
9. Review and update the Fleet Replacement Policy and capital plan		2020 Q2		Public Works Finance
10. Update the Development Cost Charge Bylaw		2020 Q1		Finance Engineering
11. Establish improved development approval process tracking		2020 Q3		Development Communications



Tactics to enhance Governance

12. Review and recommend a municipal capital budget process for full asset life cycle accounting Q4	Finance
13. Determine Council expectations and establish service levels for each City delivered program and service Q4	Finance
14. Connect the annual budget process to Council's service level expectations with greater transparency	Finance Communications
15. Establish a compensation philosophy that helps build Colwood's reputation as a good place to work and build a career	Human Resources Communications
16. Review and recommend a process to ensure reserve fund transfers support the recapitalization of municipal infrastructure	021 Finance
17. Establish a new or updated Sewer Master Plan with a 10-year operating and capital spending plan	Engineering Finance
18. Create a Low Carbon Resiliency Plan (GHG Reduction Plan)	Long Range Planning
19. Update the Stormwater Master Plan and recommend a 10-year operating and capital spending plan	2022 Engineering
20. Establish a 10-year Pavement Condition operating and capital spending plan	2022 Engineering Public Works
21. Benchmark local tax and fee levels against comparables	2022 Finance