



DRAFT

City of Colwood

STRATEGIC PLAN 2019 - 2023

DECEMBER 2019



City of Colwood 2019-2023 Strategic Plan

Summary

The process of building a vibrant, responsive and prosperous seaside city is a perpetual work in progress that involves ongoing planning, evaluation, adjustment and improvement.

Fundamental to success is the creation of a strategic plan that articulates priority areas where the City recognizes the need for more attention. These areas were clarified through the creation of the 2018 Making Waves Official Community Plan.

The City of Colwood 2019-2023 Strategic Plan sets out four priority areas: Mobility, Prosperity, Governance and Vibrancy.

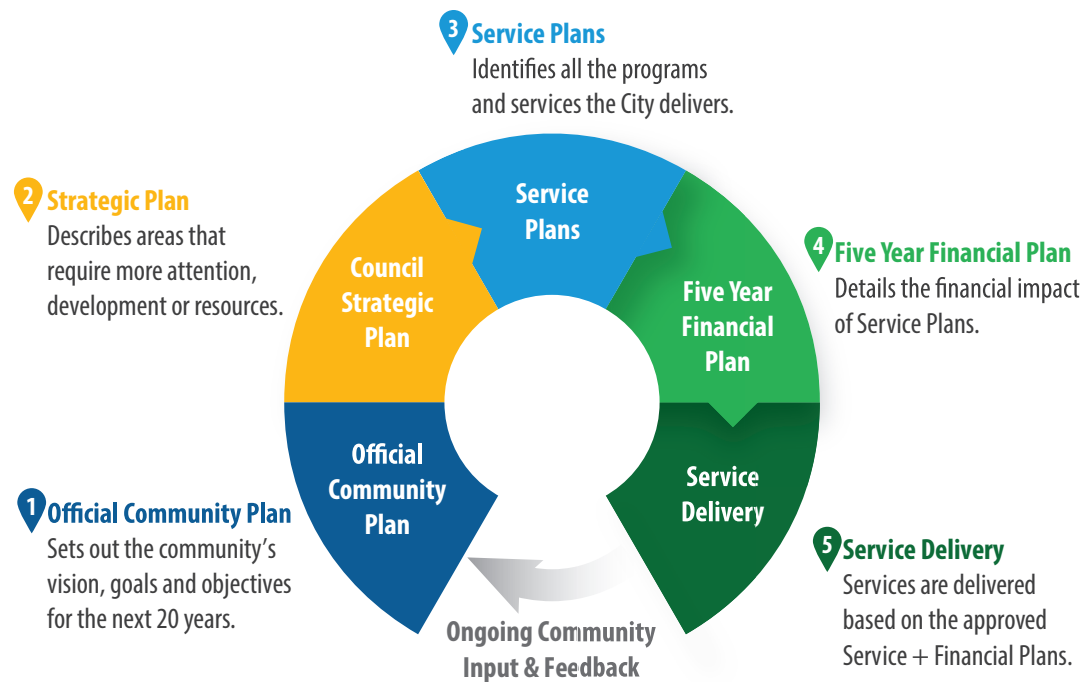
These are areas where Council wants to be more involved and to see meaningful progress over the next four years as we strive to make Colwood a welcoming and culturally engaging community that is active, accessible, engaging and prosperous.



Creating the plan

This strategic plan was initiated through Council workshops at the beginning of the 2018-2022 term and was further refined in 2019. A 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 goals and tactics align with the directions outlined in the Official Community Plan. They 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. Working to achieve these goals and leave a legacy for future generations is a responsibility Council and staff take to heart.



Mobility: Colwood is a City on the move.



We work to 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 advocate for regional transportation improvements that optimize efficiency for all transportation modes and strive to improve the safety, comfort and convenience of walking, cycling and mass transit before considering new or expanded roadways.

Plans we'll reference

- [Colwood Transportation Master Plan](#)
- [BC Transit Victoria Transit Future Plan](#)
- [BC Transit West Shore Local Area Transit Plan](#)
- [Capital Regional District Pedestrian & Cycling Master Plan](#)
- [Capital Regional District Regional Transportation Plan](#)
- [Capital Regional District Household Travel Survey](#)
- [South Island Transportation Plan](#)
- [BC Active Transportation Design Guide](#)

Partners we'll connect with

- BC Transit
- BC Ferries
- BC Ministry of Transportation & Infrastructure
- Capital Regional District
- First Nations (Esquimalt, Songhees, Scia'new)
- Neighbouring Municipalities
- Royal Roads University



Official Community Plan direction on Mobility

- 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.
- Improve the safety, comfort, convenience, and enjoyment of cycling for both recreational and destination-oriented trips.
- Support more attractive transit services – including speed, frequency, and directness of transit – and an enhanced rider experience overall.
- Maximize the proportion of residents who can access transit and meet daily needs within walking distance of home.
- Enable the safe movement of vehicles, effectively manage parking, encourage greener solutions for personal vehicle use, and anticipate changing trends in vehicular use.
- Enable the efficient delivery of goods to local businesses and institutions in Colwood.
- Achieve Colwood's mode share targets, which support greenhouse gas emissions reduction targets and other community goals for accessibility, health and quality of life.

Strategies to increase Mobility

- Work to increase the convenience of mass transit
- Work to improve walkability and accessibility
- Work to improve the ease of cycling
- Work to increase the occupancy of motor vehicles

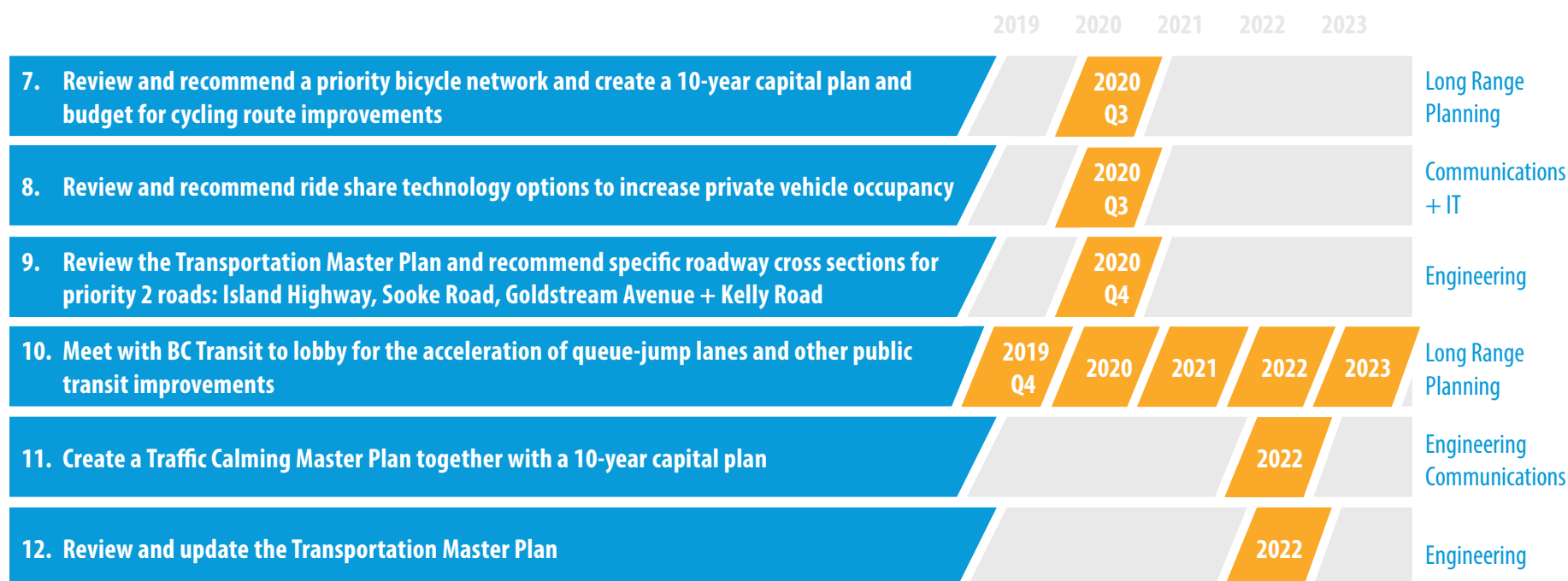
Mobility Targets

- Transit mode share of 10% by 2026
- Pedestrian mode share of 5% by 2026
- Establish baseline and targets for length of sidewalk per dwelling
- Cycling mode share of 5% by 2026
- Establish baseline and set targets for length of bike lanes per dwelling or per person
- Establish baseline and set target for private vehicle occupancy

Mobility: Colwood is a City on the move.

Tactics to increase Mobility

	2019	2020	2021	2022	2023	
1. Consider establishing an ad hoc Transportation Committee to provide oversight for the following tactics	2019 Q4					Engineering
2. Review and recommend technology options for measuring traffic congestion, mode share and car occupancy		2020 Q1				Engineering + IT
3. Establish an engagement plan to gather input regarding the concept of a passenger ferry from Royal Bay to downtown		2020 Q1				Communications + Engineering
4. Review the Transportation Master Plan and recommend specific roadway cross sections for priority 1 roads: Latoria Road, Veterans Memorial Parkway, Metchosin Road + Wishart Road		2020 Q2				Engineering
5. Review the Transportation Master Plan priority sidewalk improvements and recommend a 10-year capital sidewalk plan (with preliminary budgets) for sidewalk improvements		2020 Q2				Long Range Planning
6. Establish an Annual Vehicle Census		2020 Q2				Communications



Prosperity: Colwood is a thriving city.



We make decisions that promote the prosperity of residents, businesses and the City as a whole. This includes economic drivers that encourage local business and investment as well as household economic prosperity and quality of life considerations around wellness, education, employment and housing.

Plans we'll reference

- [Colwood Economic Development Strategy](#)
- [Colwood Demographic Study + Land Yield Analysis](#)
- [South Island Prosperity Index](#)

Partners we'll connect with

- Colwood Business Owners
- West Shore Chamber of Commerce
- Greater Victoria Chamber of Commerce
- South Island Prosperity Project
- Royal Roads University
- School District 62
- Regional Municipalities
- First Nations (Esquimalt, Songhees, Scia'new)
- Development community
- Destination (Tourism) Victoria



Official Community Plan direction on Prosperity

- Strengthen Colwood's identity as a seaside community by creating a village centre near the waterfront, while maintaining the prominence of Colwood Corners.
- Maintain existing character within established neighbourhoods, while creating greater housing choices and the ability of residents to meet more daily needs within walking distance of home.
- Support rental housing and a range of non-market housing options and needs along the housing spectrum.
- Increase housing choices for current 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.
- Identify synergies between growth and the community's unique cultural, heritage, and environmental values.
- Attract future residents, visitors, jobs, and investment.

Strategies to increase Prosperity

- Curate a municipal corporate environment that supports economic development
- Understand and work to improve economic prosperity at the household level
- Establish an annual spring census to better understand and quantify household prosperity
- Diversify the City's tax base

Prosperity Targets

- Develop metrics for household prosperity
- Establish baseline data for household prosperity
- Add 50,000 ft² of developed retail floor area by 2023 (over 2018)
- Add 6.5 acres of developed industrial land by 2023 (over 2018)
- Add 963 dwellings by 2023 (over 2018)

Prosperity: Colwood is a thriving City.

Tactics to increase Prosperity

	2019	2020	2021	2022	2023	
1. Consider establishing an ad hoc Economic Prosperity Committee to provide oversight for the following tactics	2019 Q4					Long Range Planning
2. Establish regular meetings between the committee and the development community		2020 Q1				Long Range Planning
3. Establish an annual household prosperity census		2020 Q1				Communications
4. Consider the creation of an annual household economic prosperity survey		2020 Q1				Communications
5. Establish tax base diversification targets		2020 Q1				Long Range Planning + Finance
6. Review and benchmark municipal costs of development against market comparables		2020 Q2				Long Range 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

- [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.

Strategies to enhance Governance

- 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 engagement metrics
- Annual reserve transfers fund future infrastructure recapitalization
- Reduce Colwood's GHG emissions to 49% below 2007 level by 2030

Governance: Colwood is a well-managed City.

Tactics to enhance Governance

	2019	2020	2021	2022	2023	
1. 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 on existing and future tax levels		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

	2019	2020	2021	2022	2023	
12. Review and recommend a municipal capital budget process for full asset life cycle accounting		2020 Q4				Finance
13. Determine Council expectations and establish service levels for each City delivered program and service		2020 Q4				Finance
14. Connect the annual budget process to Council's service level expectations with greater transparency			2021			Finance Communications
15. Establish a compensation philosophy that helps build Colwood's reputation as a good place to work and build a career			2021			Human Resources Communications
16. Review and recommend a process to ensure reserve fund transfers support the recapitalization of municipal infrastructure			2021			Finance
17. Establish a new or updated Sewer Master Plan with a 10-year operating and capital spending plan			2021			Engineering Finance
18. Create a Low Carbon Resiliency Plan (GHG Reduction Plan)			2021			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

Vibrancy: Colwood is a welcoming + engaging City.



We create welcoming and interesting public spaces that encourage access to a range of recreational, social, cultural and heritage opportunities. Key areas of focus include the Colwood waterfront, City parks and trails, local heritage sites, community events, public realm improvements and beautification of boulevards and streetscapes.

Plans we'll reference

- Colwood Heritage Inventory (1988)
- Colwood Greenways Plan (1999)
- Planning and Design Guidelines – Colwood Corners and Belmont neighbourhood (1996)
- Coburg Peninsula Interim Management Guidelines (2006)
- West Shore Centre for the Performing Arts and Royal Bay Theatre Development Study (2013)

Partners we'll connect with

- Colwood Business Owners
- West Shore Parks & Recreation
- West Shore Arts Council / Coast Collective Art Gallery
- Colwood Community Garden Society
- School District 62
- First Nations (Esquimalt, Songhees, Scia'new)
- West Shore + Greater Victoria Chambers of Commerce
- South Island Prosperity Project
- Royal Roads University
- Neighbour Municipalities
- Development community
- Destination (Tourism) Victoria



Official Community Plan direction on Vibrancy

- 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.

Strategies to enhance Vibrancy

- Build our understanding of community recreation and cultural needs

Vibrancy Targets

- Establish metrics for measuring individual and community benefits of arts and culture

Vibrancy: Colwood is a welcoming + engaging City.

Tactics to increase Mobility





2019 2020 2021 2022 2023

9. Create Park Management Plans for:		2021	Long Range Planning Parks
Latoria Creek Park Havenwood Park (operationalize plan) Colwood Creek Park Lookout Lake Park Pit House Park	Meadow Park Perimeter Park Outlook Park Oceanview Park Herm Williams Park		
10. Create a Royal Roads Forest Management Plan (in partnership with Royal Roads, Esquimalt Nation and Songhees Nation)		2021	Long Range Planning Communications
11. Complete a Waterfront Master Plan (infrastructure, wayfinding, programming) with a 10-year operating and capital spending plan		2021	Long Range Planning Engineering Communications
12. Create a Roadway Corridor Beautification Master Plan with a 10-year operating and capital spending plan		2021	Engineering Public Works
13. Review and update the Affordable Housing Policy		2021	Long Range Planning
14. Create a Strategic Neighbourhood Engagement Plan		2022	Communications
15. Create an Urban Forest Plan with a 10-year Management Plan including a recommended budget and recommendations for Bylaw updates		2022	Public Works



CITY OF COLWOOD

3300 Wishart Road | Colwood, BC | V9C 1R1

www.Colwood.ca    CityofColwood

250-478-5999

