



TOWN OF COMOX

Strategic Plan 2012-2014

Message/Letter from the Mayor and Council

On behalf of all members of Council and staff, I am pleased to present the Town of Comox Strategic Plan for 2012 to 2014. This document sets the direction of the Town for the next three years and beyond. Much of what is included here is a reflection of the achievements of past Councils and it continues to build on those achievements.

A new Official Community Plan (OCP) was adopted in 2011 after a comprehensive community consultation process over two years. Now that the OCP and other associated planning documents are in place, it is time to put them into action. A significant amount of energy will be directed to OCP implementation over the next three years. There is a definite smart growth focus in this plan, as it encourages higher density development in Comox, taking advantage of existing infrastructure.

In order that this new anticipated development can proceed in a timely fashion, the strategic plan lays the groundwork for continually improving our infrastructure in an aggressive and financially responsible manner with the development and implementation of an asset management policy and action plan. We are also committed to getting our message out to the community through improved communications that reinforces our commitment to being fiscally transparent and accountable.

As part of our focus on customer service, Council has made it a priority to reduce processing times for planning applications and processes to get high quality developments under way in a reasonable timeframe. We have heard from our customers that they need more certainty and a quicker turnaround time. Working together, we anticipate successful results similar to our streamlined building permit process that was implemented last year.

Our most exciting opportunity exists with the vitalization of the downtown core and marina waterfront area. We have a jewel of a downtown; waterfront, south facing, tremendous green space and high quality services all within walking distance. Council has committed to working with all stakeholders to bring more excitement, more people, more economic opportunities to the heart of Comox while retaining the small town feel that we have all grown to cherish and protect.

As you can see, we have an exciting future ahead of us, and we hope you join us for the success that is just ahead!

Mayor Paul Ives

April 18, 2011

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Strategic plan overview

<p>Purpose of the Strategic Plan</p>	<p>This strategic plan aligns with our 2011 Official Community Plan (OCP) vision statement. The 2012 strategic plan guides our work, sets goals and priority actions for the Town of Comox. It tells our citizens what Council plans to accomplish and sets performance measures and targets for assessing progress over the next 3 years.</p>
<p>Vision from 2011 Official Community Plan</p>	<p>The Town of Comox is an active residential community that welcomes all ages. The heart of Comox is the Downtown – a compact, pedestrian friendly area with a lively mix of commercial services, housing and public services. Comox enjoys strong connectivity within and between neighbourhoods, commercial/service areas and the waterfront through a variety of transportation choices. Comox embraces its natural areas and surroundings, recreational opportunities and ambiance as a unique seaside town. Comox will grow in a way that maintains and enhances community livability.</p>
<p>Core Services What we do</p>	<p>Public safety and protection Strong governance and administration Financial management and accountability Economic Development Public works: infrastructure and engineering Recreation Parks Arts and culture Community development and planning</p>
<p>Strategic priorities In addition to core services, our strategic priorities for 2012 – 2014 include:</p>	<p>Downtown vitalization/marina enhancement Fiscal balance/infrastructure asset management Improving Planning application timelines and process OCP implementation</p>

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2012 Strategic Plan priorities, goals and actions detail

In addition to our core services, strategic priorities for 2012 to 2014 include:

Downtown vitalization/marina enhancement		
Council is making Vitalization of the downtown area of Comox a priority, as well as strengthening the important linkage to the waterfront area. Working with other stakeholders in the community, this will be an exciting focus over the next few years.		Immediate: 2012 short term: 2013-2014 Long term: beyond 2014 Or ongoing
Goal(s)	Action(s)	Timeframe
Develop strong collaborative stakeholder relationships. (BIA, CVEDS, Filberg etc)	Develop local economic development strategy	2012
	Implement local economic development strategy	2013-2014
Develop plan for marina boardwalk community space	Prepare a conceptual plan for new community and commercial space along boardwalk area	2012-2013
	Bring municipal marina rates in line with other adjacent operations	2012
	Seek out alternate funding sources through ICE-T and FCM Brownfield programs	2012-2013
Develop community walkway linking marina, downtown, waterfront and parks	Investigate combining / connecting with existing Heritage walkway and greenways	2012-2013
Increase density in downtown core	Reduce parking requirements for restaurant uses	2012
	Consult with property owners and other stakeholders to review potential barriers to redevelopment in the downtown core (DCC's and Property Tax Exemptions to be considered)	2012

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Fiscal balance/infrastructure asset management		
Municipal infrastructure is our largest and most significant asset. Over the next few years, Council will work towards a sustainable plan for infrastructure maintenance, replacement and development of new infrastructure where required. Council will also work on providing better community access to financial information and to keep tax increases to reasonable levels.		Immediate: 2012 short term: 2013-2014 Long term: beyond 2014 Or ongoing
Goal(s)	Action(s)	Timeframe
Establish an Asset Management Plan	Develop and Adopt an Asset Management Policy	2012
	Implement the Asset Management Policy	2013-2014
Taxes and fiscal responsibility and transparency	Improve communication with public relating to fiscal transparency.	2012
	Develop new format for Financial Plan newsletter	2012
	Improve public access to Council meetings through web broadcasting	2012
	Explore grants and alternate sources of funding for projects	ongoing

Improving planning application timelines and process		
In conjunction with OCP implementation, and following up on the enhanced building permit process, the focus will now shift to reducing processing times for development applications in order to provide certainty to our customers.		Immediate: 2012 short term: 2013-2014 Long term: beyond 2014 Or ongoing
Goal(s)	Action(s)	Timeframe
Reduce application permit processing timelines	Establish processing timelines to the following: <ul style="list-style-type: none"> • Rezoning 6-8 months • Development permits, 3-4 months • Sub divisions, 3-4 months • Secondary suites, building permits only 	2012-2013
	Provide support and resources to meet established processing timelines	2012-2013

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	Delegate additional issuing authority of permit to staff	2012
Develop high standard of customer service	Staff continue to assist customers through process	ongoing
	Develop a clear application process with check lists and application costs if necessary	2013-2014
	Develop process for public and customer feedback	2013-2014

OCP implementation		
The implementation of the OCP will occur over the long term. Encouraging and preparing for infill development, as well as increasing pedestrian/non-vehicle connectivity are immediate priorities of Council		Immediate: 2012 short term: 2013-2014 Long term: beyond 2014 Or ongoing
Goal(s)	Action(s)	Timeframe
Establish OCP implementation priorities	Review and prioritize implementation items identified in OCP	2012
Encourage and prepare for infill	Determine sewer, water and storm system calibration/capacity in advance of infill development	2012-2013
	Amend/Update Subdivision and Development Servicing Bylaw	2012 -2013
	Create 350 m ² minimum lot size (infill development) zoning standards	2012
	Consider Zoning Amendment Bylaw that would allow secondary suites in all single family dwellings	2012
Increase connectivity between and within neighbourhoods and within the downtown core	Map Town of Comox present trails, walkways, bike trails and lanes	2012
	Develop new trails, walkways where deemed appropriate	ongoing