



# TOWN OF COMOX

STRATEGIC PLANNING AND PRIORITY SETTING

2016 - 2018

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## TOWN OF COMOX STRATEGIC PLANNING AND PRIORITY SETTING 2016-2018

The Town of Comox held an afternoon and evening workshop on November 23, 2016 with Council and senior staff to reflect on and update the existing Strategic Plan.

The purpose of the workshop was to review the current status of the initiatives detailed in the existing Strategic Plan and to identify priorities for the remainder of the Council term. The desired outcome for the workshop was to create a roadmap for the remainder of the Council term which focuses on important priorities and guides the allocation of resources including Council, staff and financial.

Prior to the workshop members of Council were canvassed and asked to provide feedback on three questions. A number of themes emerged from the discussions including:

### **What do you hope to accomplish on Nov 23?**

Themes:

- Opportunity for informal discussion
- Short, clear, attainable & measurable strategic plan
- Reporting on current Strategic Plan progress

### **What would you like to see the Town accomplish in the last two years of your term? Are those things currently on the Strategic Plan?**

Themes:

- Continue to improve and expand trails and trail signage in the community
- Resolve Mack Laing property issues
- Continue to expand waterfront and marina amenities
- Make progress on the NE Comox lands
- Ensure a strong Town of Comox organization
- Address the need for affordable housing
- Improve Town communication and engagement with the public
- Tree protection bylaw
- Continue to improve the downtown
- Ensure adequate municipal facility
- Downtown

### **Are there some longer term items you think should be identified as priorities?**

- Ensure adequate municipal facility
- Prepare for climate change
- Continue to improve infrastructure
- Celebrate our successes

The workshop focused on completing a number of key tasks including:

- Reviewing the status of initiatives identified in the existing plan
- Reviewing each of the strategic priority areas (Downtown vitalization/marina enhancement, Fiscal balance/infrastructure asset management, OCP implementation, and Comox Economic Development Plan implementation) and adjusting the actions and time frames to reflect the current priorities of council.

The product of the November 23, 2016 workshop is summarized in the following draft strategic plan.

## **Strategic Plan Overview**

### **Purpose of the Strategic Plan**

This strategic plan aligns with our 2011 Official Community Plan (OCP) vision statement. The 2016 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 four years.

### **Vision from 2011 Official Community Plan**

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 neighborhoods, 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.

### **Core Services – What we do**

- 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

### **Strategic priorities - In addition to core services, our strategic priorities for 2016 – 2018 include:**

- Downtown vitalization/marina enhancement
- Fiscal balance/infrastructure asset management
- OCP implementation
- Comox Economic Development Plan implementation

<b>Downtown vitalization/Marina Enhancement</b>		
<b>Goal</b>	<b>Action</b>	<b>Time Frame</b>
<b>Waterfront/marina enhancement</b>	Complete additional design for Phase 2 waterfront park development (marine service building)	2017-2018
	When Phase 2 is complete reevaluate additional projects in the park and board walk	2018
<b>Water Park in Marina Park</b>	Consider feasibility and design	2016
	Consider funding and construction Canada 150 grant applied for/Rotary funding campaign	2017-2018
<b>Event Marketing for Marina Park and Downtown Comox</b>	Develop action plan for attraction of additional events throughout the year in Marina Park and downtown with the assistance of the BIA and CVEDS  Preliminary programming of buildings for spring '17	2017
<b>Continue working with Comox BIA to ensure consistent priorities regarding Downtown Revit and Marina Vitalization</b>	Seek feedback from Comox BIA on capital expenditure of \$48,000	2016
	In cooperation with Comox BIA, facilitate the implementation of a Downtown Façade Improvement Program	2016-2017

<b>Fiscal Balance/Infrastructure Asset Management</b>		
<b>Goal</b>	<b>Action</b>	<b>Time Frame</b>
<b>Capital Plan Open House</b>	Host Public Open House displaying upcoming capital projects	2017
<b>Asset Management Program</b>	Inventory engineering assets	ongoing
	Continue to develop an asset management plan	ongoing
	Ensure adequate funding for asset maintenance and replacement through financial planning process	ongoing
	Develop a strategy for payback of public works building borrowing and establishment of a reserve fund for municipal facility	2017
<b>MMBC – Recycling</b>	Resolve funding issue with MMBC and Province	ongoing
<b>Increase in Curbside Organics Collection in Comox</b>	Consider altering frequency of garbage pick up to every two weeks, organics and recycling collection on a weekly basis	2017
	Enhance messaging to promote organics program	2017
<b>Enhance Trail and Greenway Network in community</b>	Continued focus on greenway development	2016 - 2019
	Enhance trail development to improve connectivity through: <ul style="list-style-type: none"> <li>• data collection - incorporation into GIS in '16 capital plan</li> <li>• Property acquisition</li> <li>• Construction of key trail connections</li> </ul>	2016-2017
	Develop way-finding signage standards, prototypes and implement phase one signage using 2016 budget allocation Bring potential partners for signage together to seek support	2017
<b>Provide adequate and timely funding to ensure studies are current and updated</b>	Complete Hector Road area boundary extension	2017
	Review Transportation Plan to ensure shovel ready projects for federal/provincial grant opportunities (Rodelo, Comox roundabout & Glacier View)	2017

<b>OCP Implementation</b>		
<b>Goal</b>	<b>Action</b>	<b>Time Frame</b>
<b>Consider Affordable Housing Initiatives</b>	Potential partnerships with Habitat for Humanity and Comox Valley Transition Society	ongoing
<b>Boundary Extension – Hector Road, and completion of Storm Water Management Plan, Servicing Plan</b>	Complete boundary extension Staff discussions re: storm water study	2017
	Subject to approval, proceed with storm water and servicing plans	2017
<b>Implement Tree Protection Bylaw</b>	Complete bylaw and consider adoption	2017
<b>Public Education – Role of Local Government</b>	Explore options for increased communications capacity (e.g. contract or project based capacity)	2017
<b>Refinement of Public Process – development applications, storm water management plan</b>	Continue to meet targets	ongoing

<b>Comox Economic Development Plan Implementation</b>		
<b>Goal</b>	<b>Action</b>	<b>Time Frame</b>
<b>St. Joseph's Hospital Future</b>	Collaborate with St. Joseph's hospital board on developing a future plan for hospital site	2016 - 2018
<b>Comox Elementary School Site – Future</b>	Collaborate with SD 71 on the disposition or repurposing of former Comox Elementary School Site	2016 - 2017
<b>Fixed Wing Search and Rescue</b>	Working with CVEDS and CVAC successful-FWSAR to be located at 19 Wing	2017
<b>Development of Airport Lands (Light Industrial)</b>	In cooperation with CVEDS, develop marketing strategy for the development of lands near airport	ongoing
	Cooperate with airport on parking expansion	2016-2017
<b>Harbour Air – Establishment of safe, overnight moorage for float plane</b>	Work with waterfront stakeholders including Harbour Authority and Comox Bay Marina to find a suitable location for overnight floatplane moorage	2016 - 2017
<b>Boil water and sewer issues resolved</b>	Council to advocate for solutions to water and sewer issues	2017-2018

Items noted but not included in plan.

- Rearrange Council Chamber
- Undertake communications regarding Shakeside
- NE Drainage – Bring together council and stakeholders to review status of NE Drainage initiative to clarify status and next steps
- Provide link on Town website to new Economic Development web site