



TOWN OF COMOX

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COMMITTEE OF THE WHOLE MEETING AGENDA FOR WEDNESDAY DECEMBER 13, 2017

We respectfully acknowledge that we live, work and play on the traditional lands of the K'ómoks First Nation ... Gila'kasla ... Hay ch q' a'

Meeting Location: Council Chambers, 1801B Beaufort Avenue, Comox

Call to Order: 4:15 p.m.

Adoption of the Agenda

1. DELEGATIONS:

- a. [Inspector Tim Walton \(CV RCMP\) - RCMP Update](#)

2. MINUTES OF MEETINGS: NIL

3. DEPARTMENT REPORTS: NIL

4. STAFF REPORTS:

- (5) a. [Updated Strategic Plan](#)
THAT members of the Committee recommend to Council that Council approve the updated 2016 - 2018 Strategic Plan.

5. CORRESPONDENCE: NIL

6. EXCLUDE THE PUBLIC:

- a. [Exclude the Public](#)
That, pursuant to section 127 of the Community Charter, notice is hereby given that the Public be Excluded from the Special In-Camera Meeting of Council on Wednesday December 13, 2017, pursuant to the following sub-sections of the Community Charter:
- 90(2)(b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party.*

ADJOURNMENT



Deputy Corporate Administrator



TOWN OF COMOX
Committee of the Whole

STAFF REPORT
 Meeting Date: December 13, 2017

TO: Members of the Committee	FILE: 6430-04
FROM: Richard Kanigan, Chief Administrative Officer	DATE: December 6, 2017
SUBJECT: Updated Strategic Plan	

Prepared by: <i>R. KANIGAN</i>	Supervisor:	Financial Approved: <i>Clive Freundlich, Fin. Director</i>	Report Approved: <i>Richard Kanigan, CAO</i>
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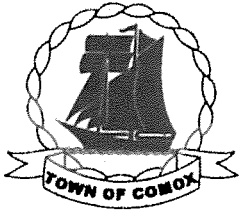
Recommendation(s) from the Chief Administrative Officer:

THAT members of the Committee recommend to Council that Council approve the updated 2016 - 2018 Strategic Plan.

Background

The attached summary report prepared by Allison Habkirk, the facilitator for the November 22, 2017 Strategic Planning session captures the discussions as well as the consensus that was reached on updating Council's Strategic Plan. Subject to any additional changes the Committee may wish to add to the document, it is recommended that the updated Plan be approved.

Further, staff are currently preparing the draft departmental budgets with said budgets to incorporate costs associated with the works proposed in the updated plan and we are working towards providing a draft five year financial plan to a Committee of the Whole meeting in January.



TOWN OF COMOX

STRATEGIC PLANNING AND PRIORITY SETTING

updated November 22, 2017

2016 - 2018

BACKGROUND

The Town of Comox held an afternoon and evening workshop on November 22, 2017 with Council and senior staff to review and revise the existing Strategic Plan for the final year of the Council term.

The purpose of the workshop was to:

- review the status of the initiatives detailed in the current Strategic Plan;
- identify key priorities for the final year of the Council term; and
- identify longer term initiatives to forward to the next Council for consideration.

The outcome of the workshop is a roadmap for the final year of the Council term which focuses on important priorities and guides the allocation of Council and staff time, and financial resources.

PRE-WORKSHOP COUNCIL INPUT

Prior to the workshop members of Council were canvased and asked to provide feedback on several questions. A number of themes emerged from the input and these formed the basis of the workshop discussions. Key themes included:

What do you hope to accomplish on Nov 22?

- Opportunity for informal discussion
- Plan for final year
- Celebrating our successes

What would you like to see the Town accomplish in the last year of your term?

- NE Storm Water
- Resolve Mack Laing (Shakesides) matter
- Communications – strengthen, celebrate success, proactive
- Walkways: Breakwater, Comox – Courtney
- Wayfinding signage
- Downtown Revit expansion
- Trails: (Lazo Road)
- Asset Management
- Marina Park expansion
- Cycling Infrastructure
- Pickleball
- Emergency Preparedness
- Comox School site
- Affordable housing

Are there some longer-term items you would like to bring to the attention of the next Council as priorities for the 2018-2022 term?

- Affordable housing
- Town Hall
- Economic development
- Asset management
- OCP review
- Police costs
- Regional water & sewer
- Communications
- School site
- St Joseph's hospital
- Asset management

KEY WORKSHOP TASKS

The workshop focused on completing two key tasks including:

- Reviewing the status of initiatives identified in the existing plan and
- 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. In addition, Council identified several initiatives that could be brought to the attention of the next Council for consideration.

The direction of Council from the workshop of the November 22, 2017 is summarized in the following draft strategic plan.

DRAFT

Strategic Plan Overview

Purpose of the Strategic Plan

This strategic plan aligns with our 2011 Official Community Plan (OCP) vision statement noted below. The 2016-2018 strategic plan guides our work, sets goals and priority actions for the Town of Comox. It tells our citizens what Council plans to accomplish in addition to our core services and sets performance measures and targets for assessing progress over the Council term.

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

Downtown Vitalization/Marina Enhancement		
Goal	Action	Time Frame
Waterfront/marina enhancement	Complete additional design for Phase 2 waterfront park development (marine service building)	2019
	When Phase 2 is complete reevaluate additional projects in the park and board walk	2019
Breakwater Walkway	Design for shovel ready project	2018
Vitalized downtown	Explore expansion of downtown revitalization policy area	2019

Fiscal Balance/Infrastructure Asset Management		
Goal	Action	Time Frame
Asset Management	Continue asset management planning – grant received	ongoing
Increase in Curbside Organics Collection in Comox	Consider altering frequency of garbage pick up to every two weeks, organics and recycling collection on a weekly basis	2018
	Enhance messaging to promote organics program	2018
Enhance Trail and Greenway Network in community	Prepare design for Lazo Road Greenway Construction est. 2021	2018
	Develop way-finding signage standards, prototypes, and implement phase one signage Bring potential partners for signage together to seek support	2018
Pickle Ball Facility	Planning & development with partners	2018
Provide adequate and timely funding to ensure studies are current and updated	Review & refresh Transportation Plan	2019
NE Comox Storm Water Management Plan	Complete planning, approval – proceed with storm water and servicing plans	2018
Mack Laing (Shakesides) Property	Bring to conclusion	2018

OCP Implementation		
Goal	Action	Time Frame
Explore Affordable Housing Initiatives	Potential partnerships with Habitat for Humanity and Comox Valley Transition Society	ongoing
Implement Tree Protection Bylaw	Amend bylaw with OCP update in 2019-2022 Council term	2019
Refinement of Public Process – development applications, storm water management plan	Continue to meet targets	ongoing

Comox Economic Development Plan Implementation		
Goal	Action	Time Frame
St. Joseph's Hospital Future	Collaborate with St. Joseph's Hospital Board on developing a plan for the hospital site	2018
Comox Elementary School Site – Future	Collaborate with SD 71 on the disposition or repurposing of former Comox Elementary School site	2018
Development of Airport Lands (Light Industrial)	In cooperation with CVEDS, develop marketing strategy for the development of lands near airport	ongoing
	Cooperate with airport on parking expansion	2018

Projects Completed in 2016

Downtown Vitalization/Marina Enhancement

- Marina Park Water Park - completed
- Event Marketing for Marina Park and Downtown Comox - ongoing
- Continue working with Comox BIA to ensure consistent priorities regarding Downtown Revite and Marina Vitalization - ongoing

Fiscal Balance/Infrastructure Asset Management

- Capital Plan Open House - completed
- MMBC – Recycling - Resolve funding issue with MMBC and Province - completed
- 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
- Enhance Trail and Greenway Network in community Highmore - completed
- Hector Road area boundary extension - completed

OCP Implementation

- Refinement of Public Process – ongoing

Comox Economic Development Plan Implementation

- Fixed Wing Search and Rescue Working with CVEDS and CVAC successful-FWSAR to be located at 19 Wing 2017 - completed