



## **STRATEGIC PLANNING COMMITTEE MEETING AGENDA FOR WEDNESDAY JANUARY 22, 2025**

*We respectfully acknowledge that the land on which we gather and work is on the Unceded Traditional Territory of the K'ómoks First Nation, the traditional keepers of this land.*

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

Call to Order: 5:00 p.m.

Adoption of the Agenda

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### **1. STRATEGIC PRIORITIES REPORT:**

- (2) a. [Strategic Plan Scorecard](#)

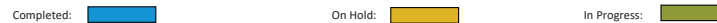
### **ADJOURNMENT**

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CORPORATE OFFICER

ORGANIZATIONAL EXCELLENCE	AREA OF FOCUS	PROJECTS AND INITIATIVES	TASKS	YEAR	* STATUS
	Asset Management	Develop and implement an asset funding strategy to close the infrastructure deficit			2023
	Continue to consider electrification of the Town's fleet and equipment where practical and appropriate				In Progress
	Future proof infrastructure to prepare for climate change and events				In Progress
Staff Retention	Develop Standards of Conduct Policy to promote a positive workplace	Develop Policy		2023	Completed
		Develop/Update accompanying policies - Respectful Workplace, Purchasing, Use of Technology		2023	In progress.
		Council adoption of policies		2024	In progress. Expected in the fall
	Pursue structural alignment through organizational Strategic Plan updates			2022-26	In progress
	Bylaw Enforcement Officer Safety	Safety inventory and assessment		2024	Complete
		Personal protective equipment		2024	Equipment has been ordered and partially received
Internal Processes	<b>TOP PROJECT: Streamline development application process**</b>	Implement e-permitting for development applications		2024	Needs assessment & software scoping exercise complete
		Implement outcomes of development application review process		2024	Forms for application process being developed. Once forms complete and In progress. Developer meeting held on March 12th
	Cross-train casual employees in different departments	Community Centre casual trained in Corporate		2023	Completed application flow charts
		Corporate casual trained in Finance		2023	Complete
	Digitize requests for information - looking at using online forms for submission of certain requests.	Banner Station - online application		2023	Complete
		Bylaw Complaint - online application		2024	In progress - testing phase
		Business Licence - online application		2024	Complete
	<b>Complete Climate Change Risk Assessment and Action Plan</b>	Deliver Climate Change Risk Assessment and Action Plan		2024	Completed and Council to consider changes to Strategic Plan on September 11th
	Council Policy Development and Renewals	Council Conference and Travel Policy		2024	Approved at Feb 21 RCM
		Video Surveillance Policy		2024	In progress
	Accessibility Requirements	Establish Accessibility Committee		2024	Comox Valley Accessibility Committee established as a regional committee for all Comox Valley local governments. Staff to meet with Accessibility Committee to review draft plan in September
		Complete accessibility audit of Town facilities, services and communications		2024	Audit of Town infrastructure received on March 1st
		Develop an Accessibility Plan		2025	Draft Plan complete
	Legal Agreement Development and Renewals	Marine Service Building Leases		2024	In progress
		Marina Food Vendor Lease Renewals		2024	In progress
		Solid Waste Commercial Contract Renewal		2024	In progress
		Facility Use Agreement Renewals		2024	In progress
	Bylaw Development and Renewals	New Solid Waste Management Bylaw		2023	Complete
		Updated Fees and Charges Bylaw			In progress
		Adopt new Business Improvement Area Bylaw		2024	In progress
	Filing System Review and Archive	Administration files review and archive		2024	In progress
Customer Service	Move toward macro-focussed customer service model			2024	In progress. Example requirement to shovel sidewalks, requirement to mow boulevards, decreased support for development application construction.
	Develop an organizational growth plan			2024	Council approved 50% non-market growth in 2024 budget towards additional Parks seasonal. Council approved growth in Community Center revenue towards additional part time clerk and increased Ask-a-Trainer hours

\* Status Colours:  
 \*\* Strategic initiative reworded



AREA OF FOCUS	PROJECTS AND INITIATIVES	TASKS	YEAR	* STATUS	
Recreation	Focus on providing equitable access to community recreation through the LEAP and TRIP programs.	Provide Council Report: make permanent LEAP Adults	2024	Complete	
	Deliver youth recreation opportunities and continue to support the Comox Youth Council.		2024	In Progress	
	Youth Recreation	Hire Programmer	2024	Complete	
	<b>TOP PROJECT: Further enhance youth recreation opportunities through the construction of a pump track and development of skate park plans.</b>	Determine location for pump track		2023	In Progress
		Seek and submit grant funding proposals		2024	In Progress
	Update Recreation Marketing Plan	Add Council Strategic Plan vision, lenses and values to plan and create schedule of monthly communication tactics.	2024	Complete	
	Build schedule of Community Centre capital replacement	Source quotes for replacement Gym floor and wall	2024	In Progress	
	Sport Field Strategy	Work with Courtenay and the CVRD to implement recommendations from the 2023 Comox Valley Sport Fields Strategy report	2024-25	In Progress	
	Parks	Complete Brooklyn Creek greenway south of Noel Avenue.			In Progress
		Acquire further parks and nature space within town boundaries.			In Progress
Complete an ocean front walkway connection west of Marina Park to Ellis Street.				In Progress	
Explore acquiring a bee friendly designation				In Progress	
<b>TOP PROJECT: Develop a Parks Master Plan and Urban Forest Management Strategy to catalogue current needs and map future growth of the Town's parks systems.</b>			2024	In Progress	
Arts and Culture		Renew management and maintenance agreement with Filberg Heritage Lodge and Park Association.	2024	In Progress	
	Continue to support Nautical Days and Filberg Festival.	Develop Nautical Days Policy	2024	Complete	
		Establish Nautical Days Advisory Committee	2024	Complete	
		Dissolve Nautical Days Society	2025	Pending	
	Provide support for community Halloween and Christmas Market events.		2024	Complete	
	Continue to provide space for Pearl Ellis Art Gallery and Comox Archives and Museum		2024	Complete	
	Construct Mack Laing viewing platform.		2024	Waiting on arch permits	
Public Safety	Hold annual forums, such as an annual Economic Development and Tourism forum and a Developer's Forum, with key Stakeholders				
	Continue provision of health and safety support including smoke detectors, AED's, Fire Smart support and wildfire mitigation, extreme weather event centers, and supporting outreach during extreme weather events.	Direct communications and assistance with citizens on improving their fire safety.	All	Complete	
	Focus on life saving protection through the timely response to fire rescue and medical emergency situations.	Maintain good response times to emergencies.	All	In Progress	
	Active participation in the Regional Emergency Management Program.	Maintain our partnership with other local governments to develop an effective role and response to local emergencies.	All	Complete	
	Increase public awareness of emergency evacuation routes			In Progress	

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Completed:

On Hold:

In Progress:


ECONOMIC HEALTH	AREA OF FOCUS	PROJECTS AND INITIATIVES	TASKS	YEAR	* STATUS	
	Downtown Vitality	<b>TOP PROJECT: Complete a Downtown Action Plan to guide future development and balance the need for growth vs. desire to maintain a small-town feel.</b>				Complete with Council consideration of projects on September 11th
		Support downtown beautification through flower beds and routine maintenance.				In progress
		Provide enhanced development approvals support for downtown projects.				In progress
		Explore and incentivize retail zoning in the downtown				
		Explore establishing a Town of Comox Tourism Commission				
	Balancing Vibrancy & Stability	Promote and support local commercial into residential areas.	Complete communities	2024	In Progress	
			Rezoning application processing	2024		
			Update home occupation regulations	2025		
		Support the BIA in their renewal and potential boundary expansion process	Support the Renewal of the Downtown BIA	2025	Regular meetings with BIA initiated.	
Examine the feasibility of expanding the BIA			2025	Complete. BIA has decided to not expand for their next term.		
<b>TOP PROJECT: Complete an Economic Development Strategy and Downtown Enhancement Action Plan.</b>				In progress		
Increase the Town's Employment Lands land base						
Comox Marina	Complete and provide occupancy to the Marine Services Building.	Building Complete July 2023	2023	Official opening Sep 7, 2023		
		Request for Proposals (RFP) for lease of Units 102 & 105, effective Aug 1, 2023	2023	Leases to Big Animal Encounters and Compass Adventure		
		Request for Proposals (RFP) for lease of Units 104 & 105, effective Feb 1, 2024	2024	Lease of both Units to Compass Adventure		
	Provide marina space to encourage tourism and commercial activities.	2024 Mobile Vendor Renewals	2024	Complete		
		Mobile Vendor RFP for 2025-26	2025	In Progress		
	Improve the pedestrian connection between the Marina and Comox Ave and explore mechanized alternatives					
	Install a floating platform off the breakwater					

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On Hold: 

In Progress: 

Updated: January 22, 2025


GOOD GOVERNANCE	AREA OF FOCUS	PROJECTS AND INITIATIVES	TASKS	YEAR	*	STATUS	
	Community Participation		Develop a pre-application policy with community input requirements to support and broaden community participation.  Further enhance online information regarding proposed developments.  Continue Town's communication and social media growth to build knowledge and engagement on town projects and initiatives.	Develop Application Flow Charts with specific engagement requirements	2024		Draft flow charts complete and presented to development community. New Provincial regulation changes will limit public participation in development
				Include development information on website	2024		Complete but opportunities for public engagement decreased through Provincial Regulation changes.
				Increase website readership	2023		Website views on top five pages (Homepage, Community Centre, Employment Opportunities, Program Registration, Recreation Guide) increased by 20% YTD in Jan 2024 compared to 2023
				Increase social media engagement	2023		Facebook followers up 11% over 2023, to 5200; Instagram followers up slightly to 1140, X followers 2,657 up over 2023 rates of 2,550.
				Promote ReCollect App for solid waste information	2023		Registered users up over 10% to 1987 users. Currently at 2050 (Nov. 2024)
	Relationships		Maintain high levels of support and coordination with other local governments and K'ómoks First Nation.	Consult with K'ómoks First Nations on projects of shared interest	2023		Presentation made to K'ómoks Chief and Council
				Partner with other Comox Valley local governments in the Leisure for Everyone Accessibility Program (LEAP)	2023		Regional program established in April 2023
				Partner with other Comox Valley local governments in establishing a regional accessibility committee to meet legislative requirements	2023		Regional framework adopted November 2023
				Partner with City of Courtenay in regional sports field allocation and centralized booking strategy	2024		Underway completion expected September 2025
Coordinate with City of Courtenay in public engagement strategy for new solid waste collection program				2023		Complete	
Decision Making		Improve ground level data collection and continue to modernize internal processes.  Include full life cycle costs in all asset acquisition or expansion decisions.	Finance and Public Works Department is exploring Asset Management software to better track and improve coordination of asset management and replacement.	2024-25		In Progress through Complete Communities project	
				2024		Full life cycle costing is included in all capital acquisition budgeting decisions	

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BALANCED COMMUNITY PLANNING	AREA OF FOCUS	PROJECTS AND INITIATIVES	TASKS	YEAR	*	STATUS
	Strategic Growth	Ensure appropriate amenity provisions in rezoning applications.		2024		Will be reconsidered through the DCC and ACC construction in preparation of OCP completion before 2025
		Develop an organization growth plan that supports and enhance the delivery of services as the community grows.	Work with Courtenay and the CVRD to implement recommendations from the 2023 Comox Valley Sport Fields Strategy report (staff report to Council, November 1, 2023).	2024-25		In progress
	Housing	<b>TOP PROJECT: Update (Complete new) the OCP through community consultation to develop a vision for the future growth of Comox.</b>		2024		Commenced Nov 2024
		Apply for and complete the Complete Community grant program to support future planning decision making.		2023		Complete. Grant obtained
		Apply for and complete the CMHC Housing Accelerator grant program to accelerate the Town's modernization process and secure funding for other community benefits.		2023		Complete. Grant obtained
		<b>TOP PROJECT: Develop a Housing Strategy that creates conditions for a diversity of housing options</b>		2025		Will be part of the OCP process Council received Housing Needs Assessment on September 4th RCM
	Community Addition	Require greenway and connectivity networks in new developments.		2024		Parks and Trails Master Plan is In progress. Project awarded to Lanarc. Currently in phase 1. Public Open House planned for week of April 8-11. TBC. Completion target Nov. UFMS will go out to tender this Fall. Draft Urban Systems Permitting Software Needs Assessment and Software Evaluation received Feb 13/24. Staff comments provided Feb 27/24. Awaiting response.
		Complete a DCC review to ensure equity and fairness in cost allocation in new developments.		2024		Commenced Nov 2024
		Create a community amenity policy for developments.		2024		In progress and will be considered at completion of OCP and Complete Communities project
Increase required bike parking and EV charging capabilities in multifamily development				will be reviewed through OCP process		
Create a residential tree planting program						

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