

## **STRATEGIC PLANNING COMMITTEE MEETING AGENDA FOR WEDNESDAY MARCH 12, 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. DELEGATIONS:**

- a. [John Neville, President & Allan Gornall, General Manager \(Comox Valley Marina Ltd\): Comox Economic Development Plan](#)
- b. [Donna Turner \(Comox Valley Pickleball Association\): Request for the Town to Acquire Land on Pritchard Road](#)
- c. [Matthew Shields \(Diamond Head Consulting\): Urban Forest Management Strategy](#)

### **2. STRATEGIC PRIORITIES REPORT:**

- a. [Strategic Plan Scorecard](#)

### **3. COUNCIL EVENT:**

- a. [Youth and Council Event: Comox Youth Council and Town of Comox Council Connection Event](#)

## **ADJOURNMENT**



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CORPORATE OFFICER



TOWN OF COMOX

# REQUEST TO APPEAR AS A DELEGATION

TOWN OF COMOX

1809 Beaufort Avenue Ph: (250) 339-2202 Email: town@comox.ca  
Comox BC V9M 1R9 Fx: (250) 339-7110

**REQUESTS TO APPEAR BEFORE COUNCIL OR THE STRATEGIC PLANNING COMMITTEE MUST BE SUBMITTED NO LATER THAN WEDNESDAY NOON, THE WEEK PRIOR TO THE MEETING.**

Name(s) of person(s) speaking: John Neville, Allan Gornall		<b>RECEIVED</b> December 18, 2024	LOG: 24-467	REFER:	AGENDA: SPC
			FILE: 0230-20/C	ACTION: MF	12-Mar-25
Organization you are representing: Comox Valley Marina Ltd		<b>TOWN OF COMOX</b> File: 0230-20/CV Marina, 6750-20/2013.01			
Primary purpose of Organization: Marina and upland properties		Copies: Council JW/RH/SA/SR/CD/KG		Number of members:	
Mailing address of Organization: [REDACTED]		Contact Name: Allan Gornall			
		Phone: [REDACTED]			
City: Comox	Postal Code: [REDACTED]	Email: [REDACTED]			
Subject matter: Properties located at 1805 and 1823 Beaufort Ave - Re: Comox Economic Development Plan.					
Specific request of Council, if any (i.e., letter of support, funding): Information and discussion					
Requested meeting and date: Mar 12, 2025 (Updated on Jan 11, 2025)			AV equipment required: Projector (HDMI)		
Date of application: December 17, 2024	Signature of applicant: 		Print name: Allan Gornall		

**Please Note:**

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3. Presenters are to address Council or the Strategic Planning Committee, and not the audience.
4. All presentation materials/handouts must be submitted no later than Thursday noon, the week prior to the meeting. If the Friday prior to the meeting is a statutory holiday, then presentation materials must be submitted by Wednesday noon.
5. Please ensure that your cell phone is turned OFF during the meeting.





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# RECEIVED

FEB 20 2025

## TOWN OF COMOX

REQUESTS TO APPEAR BEFORE COUNCIL OR THE STRATEGIC PLANNING COMMITTEE MUST BE SUBMITTED NO LATER THAN WEDNESDAY NOON, THE WEEK PRIOR TO THE MEETING.

<b>Name(s) of person(s) speaking:</b> Michelle Robichaud		<b>LOG:</b> 25-054	<b>REFER:</b>	<b>AGENDA:</b> SPM 12Mar25
<b>Organization you are representing:</b> Comox Valley Pickleball Association (CVPA)		<b>FILE:</b> 0220-40	<b>ACTION:</b> MR	
<b>Organization you are representing:</b> Comox Valley Pickleball Association (CVPA)				<b>Copies:</b> Council JW/SR/CD
<b>Primary purpose of Organization:</b> promote the growth of pickleball for all ages; assist with player skills & improvement; assist with development & utilization of local facilities				<b>Number of members:</b> 736
<b>Mailing address of Organization:</b> [REDACTED]		<b>Contact Name:</b> Donna Turner		
		<b>Phone:</b> [REDACTED]		
<b>City:</b> Comox	<b>Postal Code:</b> V9M 3V1	<b>Email:</b> [REDACTED]		
<b>Subject matter:</b> approval for CAO Wall to enter into talks with the Province of BC to acquire land on Pritchard Road				
<b>Specific request of Council, if any (i.e., letter of support, funding):</b> The CVPA requests that council give CAO Wall approval to enter into communication with the Province of BC to acquire land at 900, 910 and 920 Pritchard Road, Comox. When successful, a portion of this land to be determined by the Town of Comox will then be given to the CVPA to build an indoor pickleball facility with outdoor courts, parking, washrooms & other amenities to be specified at the time of permitting.				
<b>Requested meeting and date:</b> 12 March, 2025		<b>AV equipment required:</b> projector & screen		
<b>Date of application:</b> 20 Febraury, 2025	<b>Signature of applicant:</b> 		<b>Print name:</b> Donna Turner	

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**Subject:** FW: Urban Forest Management Strategy - Strategic Planning Meeting - March 12th

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**From:** Robbie Nall <[RNall@comox.ca](mailto:RNall@comox.ca)>

**Sent:** January 21, 2025 2:17 PM

**To:** Cammy Dallamore <[cdallamore@comox.ca](mailto:cdallamore@comox.ca)>

**Cc:** Shelly Russwurm: Town of Comox <[srusswurm@comox.ca](mailto:srusswurm@comox.ca)>; Jordan Wall <[jwall@comox.ca](mailto:jwall@comox.ca)>; Shelley Ashfield <[sashfield@comox.ca](mailto:sashfield@comox.ca)>

**Subject:** Urban Forest Management Strategy - Strategic Planning Meeting - March 12th

Good afternoon Cammy,

Could you please add the “Urban Forest Management Strategy” to the March 12<sup>th</sup> Strategic Planning Meeting agenda. Diamond Head Consulting will be giving the presentation.

Thanks very much,

Robbie



**Robbie Nall**

Parks Manager

Town of Comox

250-331-6318 – [Comox.ca](http://Comox.ca)

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AREA OF FOCUS	PROJECTS AND INITIATIVES	TASKS	YEAR	*	STATUS	
Asset Management	Develop and implement an asset funding strategy to close the infrastructure deficit		2023		Council approved closing the financial infrastructure gap over a 10 year period. Asset reserve policies to be developed. Year 2 of 10 for increasing asset replacement fund will be included in 2024 tax notices	
	Continue to consider electrification of the Town's fleet and equipment where practical and appropriate					
	Future proof infrastructure to prepare for climate change and events					
Staff Retention	Develop Standards of Conduct Policy to promote a positive workplace	Develop Policy	2023		Policy drafted. Will be brought to Council in tandem with policies below	
		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 Forms for application process being developed. Once forms complete and implemented, transition to permitting will begin	
		Implement outcomes of development application review process	2024		In progress. Developer meeting held on March 12th Completed application flow charts	
	Cross-train casual employees in different departments	Community Centre casual trained in Corporate	2023		Complete.	
		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					
	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

Completed:

On Hold:

In Progress:

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. Developer meeting held March 12, 2024	
Explore acquiring a bee friendly designation					
	<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. Council resolved to provide funding to the BIA for these events.	
	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	Very successful and on-going projects. 50 AED's have been installed across Comox one of the highest per capita in Canada. Extreme weather event policy adopted by Council and Town staff committed to outreach support in conjunction with other valley municipalities during extreme weather events.	
	Focus on life saving protection through the timely response to fire rescue and medical emergency situations.	Maintain good response times to emergencies.	All	Using a combination of career and paid on call staff service delivery times meet current needs. Current daytime response of less than 2 minutes out of the station. Becoming very challenging maintaining an active group of dedicated and trained paid on call firefighters. High turnover. Key issues are lack of decent jobs and affordable housing in our community. <b>UPDATE: TWELVE new paid on call firefighters starting on March 1, 2025.</b>	
	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	Career staff attend regular meetings of Comox Valley Emergency Planning group and participate in training and exercises. Regional pooling of funds for indigenous engagement has been approved	
Increase public awareness of emergency evacuation routes			Update: CVRD has a grant to update emergency evacuation routes information. Comox Fire Rescue has added links to our web site with information about Evacuation routes. It is difficult to designate evacuation routes within a small town as the routes are likely to change based on the type and location of an emergency. In a local emergency citizens would be directed by first responders as to which route to use to evacuate town.		

\* Status Colours: Completed:  On Hold:  In Progress:

\*\* Strategic initiative reworded

Updated: March 07, 2025

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			2024	Received provisional approval for a swim platform from Comox Valley Harbour Authority.	

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Completed:

On Hold:

In Progress:

Updated: March 07, 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 2026
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. Preparing an RFP for asset management software.	
				2024		Full life cycle costing is included in all capital acquisition budgeting decisions	

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Completed: 

On Hold: 

In Progress: 

Updated: March 07, 2025




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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Completed: 

On Hold: 

In Progress: 

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Updated: March 07, 2025



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<b>Name(s) of person(s) speaking:</b> Hanna Stoddart (Recreation Programmer at Comox Community Centre), Comox Youth Council		
<b>Organization you are representing:</b> Comox Community Centre, Comox Youth Council		
<b>Primary purpose of Organization:</b> Youth and Community Engagement		<b>Number of members:</b>
<b>Mailing address of Organization:</b> Comox Community Centre 1855 Noel Ave		<b>Contact Name:</b> Hanna Stoddart
		<b>Phone:</b> 250-331-5837
<b>City:</b> Comox	<b>Postal Code:</b> V9M 2H4	<b>Email:</b> hstoddart@comox.ca
<b>Subject matter:</b> Event for Comox Youth Council to engage with Town Council and the broader youth community.		
<b>Specific request of Council, if any (i.e., letter of support, funding):</b> For Mayor and/or Council to attend a Comox Community Centre event in early March 2025, hosted by programmer Hanna Stoddart. Event aims to connect local youth with Town and Youth Council to gain a deeper understanding of how decisions are made in our community, with the goal of promoting conversation and engagement with municipal government. A youth council member has previously spoken with Jonathan Kerr about collaboration.		
<b>Requested meeting and date:</b> March 6th 2025		<b>AV equipment required:</b>
<b>Date of application:</b> Sep 19th 2024	<b>Signature of applicant:</b> 	<b>Print name:</b> Hanna Stoddart

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