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.
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

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.
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

<table>
<thead>
<tr>
<th>Goal</th>
<th>Action</th>
<th>Time Frame</th>
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<tbody>
<tr>
<td>Waterfront/marina enhancement</td>
<td>Complete additional design for Phase 2 waterfront park development (marine service building)</td>
<td>2019</td>
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<tr>
<td></td>
<td>When Phase 2 is complete reevaluate additional projects in the park and board walk</td>
<td>2019</td>
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<tr>
<td>Breakwater Walkway</td>
<td>Design for shovel ready project</td>
<td>2018</td>
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<tr>
<td>Vitalized downtown</td>
<td>Explore expansion of downtown revitalization policy area</td>
<td>2019</td>
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## Fiscal Balance/Infrastructure Asset Management

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

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<tbody>
<tr>
<td>Explore Affordable Housing Initiatives</td>
<td>Potential partnerships with Habitat for Humanity and Comox Valley Transition Society</td>
<td>ongoing</td>
</tr>
<tr>
<td>Implement Tree Protection Bylaw</td>
<td>Amend bylaw with OCP update in 2019-2022 Council term</td>
<td>2019</td>
</tr>
<tr>
<td>Refinement of Public Process – development applications, storm water management plan</td>
<td>Continue to meet targets</td>
<td>ongoing</td>
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## Comox Economic Development Plan Implementation

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<th>Time Frame</th>
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</thead>
<tbody>
<tr>
<td>St. Joseph’s Hospital Future</td>
<td>Collaborate with St. Joseph’s Hospital Board on developing a plan for the hospital site</td>
<td>2018</td>
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<tr>
<td>Comox Elementary School Site – Future</td>
<td>Collaborate with SD 71 on the disposition or repurposing of former Comox Elementary School site</td>
<td>2018</td>
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<tr>
<td>Development of Airport Lands (Light Industrial)</td>
<td>In cooperation with CVEDS, develop marketing strategy for the development of lands near airport</td>
<td>ongoing</td>
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<td>Cooperate with airport on parking expansion</td>
<td>2018</td>
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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 Revitae 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