



## TOWN OF COMOX

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### **STRATEGIC PLANNING COMMITTEE MEETING AGENDA FOR WEDNESDAY SEPTEMBER 22, 2021**

*The Town of Comox respectfully acknowledges that we are standing on the Unceded traditional territory of the K'òmoks First Nation.*

**NOTICE is hereby given that, pursuant to the September 10, 2021 Gatherings and Events Order of the Public Health Officer, Council Chambers is open to members of the public with limited seating capacity. Once all available seating has been filled, members of the public will not be permitted to attend the meeting in person. The meeting will also be live-streamed on the Town's YouTube pages.**

**Questions concerning agenda items can be emailed to [agenda@comox.ca](mailto:agenda@comox.ca) during each Council meeting. Questions will be read out at the meeting and responses provided. Please include both your name and address for identification purposes.**

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

Call to Order: Immediately following Special In-Camera Meeting

Adoption of the Agenda

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**1. DEPARTMENTAL UPDATES:**

**2. STRATEGIC PRIORITIES REPORT:**


(3) a. [Strategic Priorities and Action Items Report - September 8, 2021](#)

**3. DISCUSSION ITEMS: NIL**

**4. STAFF REPORTS: NIL**

**5. CORRESPONDENCE: NIL**

### ADJOURNMENT

  
CORPORATE OFFICER



**2021 STRATEGIC PRIORITIES SUMMARY CHART**

September 8, 2021

**Strategic Statement**

**OPERATIONAL STRATEGIES (CAO/Staff)**

<p><b>CHIEF ADMINISTRATIVE OFFICER</b></p> <ol style="list-style-type: none"> <li>1. Build on K’omoks First Nation Relationship</li> <li>2. Mack Laing Trust</li> <li>3. Garbage Collection and Organics Program</li> <li>4. Review of Council Remuneration</li> <li>5. Asset Management Funding Linkage</li> <li>6. Marina Park Vendor Policy and Program</li> <li>7. Marina Park Enhancement and Parking Improvements</li> <li>8. Shovel Ready Grant Project Strategy</li> <li>9. Town Website Rebuild</li> <li>10. DL 194 Parks Property Transfer</li> <li>11. Economic Development Service</li> <li>12. Heritage Registry Report</li> </ol> <p><u>Policies</u></p> <ol style="list-style-type: none"> <li>13. Council Conference Attendance Policy</li> <li>14. Budget Timeline Policy</li> </ol>	<p><b>PLANNING SERVICES</b></p> <ol style="list-style-type: none"> <li>1. Subdivision Bylaw: Update</li> <li>2. Open House - Climate Crisis Climate Change Adaptation Strategy</li> <li>3. Decrease Processing Times</li> <li>4. Draft Anderton Corridor Land Use Plan</li> <li>5. Report for Affordable Housing and Short Term Rentals</li> <li>6. Urban Food Production</li> <li>7. Downtown Vitalization Zone Expansion</li> <li>8. Town Website Rebuild: Planning and Building Permitting</li> <li>9. Participation in CVRD Regional Poverty Reduction Strategy</li> <li>10. Downtown Parking Review</li> <li>11. NE Comox Zoning Review</li> <li>12. BC Approval Process Grant Application</li> </ol> <p><u>Major Development Applications</u></p> <ol style="list-style-type: none"> <li>13. 2309 McDonald</li> <li>14. 468/490 Anderton</li> <li>15. 695 Aspen- Affordable Housing Contract</li> <li>16. North East Comox Stormwater Management Plan</li> <li>17. Providence</li> </ol> <p><u>Minor Development Applications</u></p> <ol style="list-style-type: none"> <li>18. Parklet Adaptation and Winterization applications</li> <li>19. 7-10 Minor RZ/DP/DVP Applications</li> </ol>
<p><b>FINANCE</b></p> <ol style="list-style-type: none"> <li>1. Asset Management Replacement Funding Strategy</li> <li>2. Payroll Software adoption</li> <li>3. Conversion of municipal accounting codes and work orders</li> <li>4. IT and Computer Upgrades</li> <li>5. Phone System Replacement</li> <li>6. Online account balances and payment options</li> <li>7. Accounting Software</li> <li>8. Development Applications</li> <li>9. Town Website Rebuild</li> </ol>	<p><b>CORPORATE</b></p> <ol style="list-style-type: none"> <li>1. Policy Manual Creation</li> <li>2. Fees and Charges Review</li> <li>3. Records Management System- Administration</li> <li>4. Boundary Extension Request- Torrence Road</li> <li>5. Town Website Rebuild and Rebranding</li> <li>6. Council Delegation Bylaw</li> <li>7. Review of Corporate/Legal Agreements</li> <li>8. Solid Waste Collection Changes</li> <li>9. SPCA Agreement</li> <li>10. Increased Affordable Childcare Spaces</li> <li>11. Council Meeting Management Software</li> <li>12. New Animal Control Bylaw</li> <li>13. New Gas N Go Agreement</li> </ol>

**2021 STRATEGIC PRIORITIES SUMMARY CHART**

September 8, 2021

**Strategic Statement**

**OPERATIONAL STRATEGIES (CAO/Staff)**

<p><b>PARKS/BUILDING MAINTENANCE</b></p> <ol style="list-style-type: none"><li>1. Off-Leash Dog Park Creation</li><li>2. 695 Aspen Daycare Construction Management and Affordable Housing Units</li><li>3. Town Website Rebuild</li><li>4. Parks Job-Description Review</li><li>5. Garbage Collection Efficiency Review</li><li>6. Roof Between Sail Buildings</li><li>7. Completion of Waterfront Walkway – Marina West to Ellis Street</li><li>8. Waterfront Walkway</li><li>9. Marina Condition Assessment</li><li>10. Mack Laing Park Bridge</li><li>11. Marina Upgrades</li><li>12. D’Esterre Elevator</li><li>13. Christmas Decorations</li></ol>	<p><b>PUBLIC WORKS &amp; ENGINEERING</b></p> <ol style="list-style-type: none"><li>1. Anderton Servicing Plan</li><li>2. Subdivision Bylaw Update</li><li>3. Foreshore Sanitary Replacement</li><li>4. North East Comox Stormwater Management Plan</li><li>5. Dryden Watermain and Multi Use Path</li><li>6. Sidewalks South Side of Comox Avenue</li><li>7. Torrence and Balmoral Road Upgrade</li><li>8. Manor Outfall Improvements</li><li>9. Sidewalk Bolt and Aspen</li><li>10. Town Website Rebuild</li><li>11. Downtown Parking Strategy</li><li>12. Traffic Calming Measures and Speed limits</li><li>13. Complete approved paving projects</li><li>14. Lazo Greenway Development</li><li>15. Lazo Widening</li><li>16. Water and Storm System Upgrades</li><li>17. CVRD Conveyance</li></ol> <p><u>Major Development Applications</u></p> <ol style="list-style-type: none"><li>18. 2309 McDonald</li><li>19. 2310 Guthrie</li><li>20. 1590 Galbraith</li><li>21. 695 Aspen</li><li>22. 468 Anderton</li><li>23. 2137 Comox Ave.</li><li>24. 1582 Balmoral</li></ol>
<p><b>FIRE</b></p> <ol style="list-style-type: none"><li>1. Volunteer Retention/Recruitment</li><li>2. Sound of Life-Smoke Alarm Program</li><li>3. Fire Engine Design and Procurement Prep</li></ol>	<p><b>RECREATION</b></p> <ol style="list-style-type: none"><li>1. Site Master Plan</li><li>2. Fitness Studio: Capital Equipment</li><li>3. Low Income Regional Recreation All Access Pass Program</li><li>4. Town Website Rebuild</li><li>5. COVID Recreation Delivery Adaptation</li><li>6. Hands on Farm Re-Start</li><li>7. Children Summer Camp</li><li>8. Recreation Guide</li><li>9. Volunteer Promotion</li><li>10. Youth Recreation Facility</li></ol>

**TOWN OF COMOX – STRATEGIC PRIORITIES REPORT - CAO**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
1.	Build on K’omoks First Nation Relationship	Create increased communication between both Administrative and Council levels to ensure a strong and harmonious relationship.	Community to Community Forum held March 5 Staff working on implementing new KFN archeological approval process Exempt staff to participate in Indigenous Awareness training
2.	Mack Laing Trust	Modification of the Mack Laing Trust in order to reach a resolution of on the Shakesides building future.	
3.	Garbage Collection and Organics Program	Provide weekly organic and bi-weekly garbage and recycling pick up to residents with curbside service.	The construction of an organics facility by the CVRD has been delayed due to lack of interest in the RFP. The town will remain with current service levels until surety is reached on organics processing capabilities.
4.	Review of Council Remuneration	A Council Remuneration Advisory Group be established in order to determine fair and reasonable compensation levels for the Town of Comox Mayor and Councillors.	CAO’s Office directed to provide a report on Comox Council remuneration, including an analysis of alternate director compensation for CVRD board members. Report to be tabled after budget process is complete
5.	Asset Management Funding Linkage	To develop an understanding of the replacement cost of all Town assets and develop a funding strategy.	<i>Asset Management meeting took place with Council during May Strategic Planning meeting. Next meeting targetd for fall 2021</i>
6.	Marina Park Vendor Policy and Program	A policy to regulate in a fair and consistent manner access for street vendors at Marina Park as well as address ongoing garbage issues.	<i>Rove Wandering Kitchen awarded space at Marina Park</i>
7.	Marina Park Enhancement and Parking Improvements	Development of a plan to increase youth enjoyment at the park, alleviate parking issues, and expand Marina boat rentals.	<i>Cost Estimate in progress</i>
8.	Shovel Ready Grant Project Strategy	Development of shovel ready projects for grant opportunities.	Ongoing

\*\* New items and updates shown in *blue bold italics text*.

**TOWN OF COMOX – STRATEGIC PRIORITIES REPORT - CAO**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
9.	Town Website Rebuild	Overall development of new Town website and a rebranding process.	RFP to be released in July and awarded in September.
10.	DL 194 Parks Property Transfer	Agreement with Province and KFN to lease the park property for 99 years from KFN.	Agreement and Parks Management framework have been sent to KFN.
11.	Economic Development Service	With an ongoing Service Review at the CVRD and imminent shut down of CVEDS, the Town will need to plan a new economic development service.	Service Review ongoing. Next steps to be determined after results of the Service Review are known.
12.	Heritage Registry Report	That a staff report be provided on whether a Heritage Registry be created within the Town of Comox.	<i>Meeting with CAMS scheduled for June 14th</i>
<b>POLICIES</b>			
13.	Council Conference Attendance Policy	A staff report to be provided on the effectiveness of providing individual annual spending limits for Council members' conference attendances.	
14.	Budget Timeline Policy	A policy to set the timeline for budgetary reports to Council for approval.	

**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PLANNING SERVICES**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
1.	Subdivision Bylaw: Update	Rewrite of current bylaw. Includes clarification of what Town infrastructure works are required at time of building permit differentiated by land use, new infrastructure construction inspection and verification requirements, revised subdivision application processing procedures, and introduction of driveway access permitting procedures.	Rough draft of new specifications, permits and application processing requirements completed. Next step is creation of final draft documents and completion of legal review. Given the procedural and technical complexity of this document, creation of final draft document needs be undertaken by Director of Works and Director of Development Services.

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**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PLANNING SERVICES**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
2.	Open House - Climate Crisis Climate Change Adaptation Strategy	That an open house be held on the topic of Current Town of Comox Strategic Priorities and Climate Crisis and Adaptation at a future date to be determined by staff.	Council has placed this as a low priority to be started once other projects have been completed.
3.	Decrease Processing Times	Overall effort to decrease the amount of time it takes to receive and respond to applications.	Status of backlog of applications- <ul style="list-style-type: none"> <li>• <i>all major applications are now in process</i></li> <li>• <i>backlog of minor application – work on backlog has commenced.</i></li> </ul> Planning Consultant has been engaged to assist with work load including NE Comox OCP Land Use (item 11 below).
4.	Draft Anderton Corridor Land Use Plan	To provide a land use plan for modeling of infrastructure servicing for future public consultation.	Project on hold until Northeast Comox issues resolved.
5.	Report for Affordable Housing and Short Term Rentals	That staff be instructed to prepare a report on: <ol style="list-style-type: none"> <li>Options for local government provision of affordable housing;</li> <li>Options for the use of rental zoning; and</li> <li>Impact of short term rentals on the supply of affordable housing, including an allowance for rental of primary units.</li> </ol> That the Town request that the Comox Valley Regional District amend its Development Cost Charge Bylaws (DCCs) to exempt from required DCCs payments the construction or alteration of self-contained dwelling units in buildings in which each unit is not larger than 45 m2.	Investigating opportunities for collaboration with Courtenay and Cumberland on this issue.  Letter sent May 24, 2019 from Mayor to CVRD chair. No update received to date.
6.	Urban Food Production	That Council support urban agricultural opportunities and increase food security by directing staff to receive and consider feed back from the Planning department, the Comox Valley Food Policy Council, community associations, and residents, and develop options in a report to Council to allow small-scale commercial urban food production, including but not limited to	Public survey complete. Next step is staff report to council on results on survey and proposed regulations. <b><i>Report to Council September 8<sup>th</sup> RCM</i></b>

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**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PLANNING SERVICES**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
		chickens (not roosters), bees and urban farmstands on all residential property within the town of Comox.	
7.	Downtown Vitalization Zone Expansion	Amendment of Downtown Vitalization Program with includes Revitalization Tax Exemption, Priority Planning and Building Permit application processing and reduced application processing fees to include multi-family and commercial development along Comox Ave to Town's west boundary including closed Comox Elementary Site on Rodello.	
8.	Town Website Rebuild: Planning and Building Permitting	The website will highlight all development procedures for simple and complex buildings, zoning application, zoning rules, building permit applications, and other items pertaining to development and zoning.	
9.	Participation in CVRD Regional Poverty Reduction Strategy	Joint project of CVRD, Cumberland, Comox, Courtenay, and K'omoks First Nation. Lead by the CVRD to undertake a regional poverty assessment and reduction strategy to promote awareness of local poverty, identify systemic barriers that facilitate the cycle of poverty, and provide an action plan to reduce Comox Valley poverty by at least 25% by 2024 (over 2016 baseline levels).	Consultant hired by CVRD. Public consultation completed. Preparation of strategy for CVRD Board review underway. <b><i>CVRD anticipateas receipt of final draft by end of August, targeting Sept / Oct for presentation to CVRD Board.</i></b>
10.	Downtown Parking Review	Review and make changes to the Down Town Parking systems including review of temporary parking allocations, drop off zones, and angle parking along Church	Parking survey completed and received from Down Town business. Anticipated to follow up on project once NE Comox and Providence development applications are complete
11.	NE Comox OCP Land Use Designation Review	In anticipation of multiple development applications in the North East Comox area once adoption of the NE Comox SWMP implementation bylaws are complete the Town will review the current OCP Land Use Designation for single family development and look to make changes if necessary or desired	Initiated.

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**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PLANNING SERVICES**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
12.	BC Approval Process Grant Application	Grant application to secure funding that will allow the acquisition and building of software programs that will increase the ease of tracking the permitting process, improve internal information sharing, and increase information relayed to applicants	Grant application submitted May 7, 2021.
<b>MAJOR DEVELOPMENT APPLICATIONS</b>			
13.	2309 McDonald	22 Townhouses, 8 duplex units, approx. 50 single family lots of varying lots sizes.	Completed - Bylaws Adopted February 17 2021 RCM
14.	468/490 Anderton	15 duplex / townhouse units.	Subdivison - Preliminary layout approval issued May 19. Next step - applicant completion of PLA conditions Rezoning next step - Applicant resolution of outstanding issues prior to Council consideration of bylaw adoption. (Public Hearing on Rezoning Application held March 3 and rezoning bylaw given third reading at March 17 RCM)
15.	695 Aspen-Affordable Housing Contract	6 apartment units purchased by Town using Affordable Housing reserve funds with BC Housing Mortgage, operated as affordable housing by Makola Housing.	Next step: Public Notification of Council intent to lease 6 housing units and commercial space at below market rates to non-profits for affordable housing and daycare purposes
16.	North East Comox Storm Water Management Plan	Implementation of North East Comox Storm Water Management Plan.	Bylaws given 2 <sup>nd</sup> Reading June 16, 2021. Report on implications of increasing Pritchard Road Greenway width and tree retention initiated.
17.	2137 Comox Ave (Providence)	Dementia Village development application	Road Exchange Bylaw given third reading July 14 RCM and public advertisement commenced. Development Variance Permit given conditional approval at July 14 RCM.
<b>MINOR DEVELOPMENT APPLICATIONS</b>			
18.	Parklet Adaptation and Winterization applications	Expansion of Temporary Patio & Parklet Program created 20-May-2020 and permanent parklet program to allow for additional facilities necessary to support winter operation.	BIA has provided information on what winterization facilities are being considered. Staff are working with interested businesses as to their specific plans.
19.	7-10 Minor RZ/DP/DVP Applications	Includes:	Cannabis Licence Review Application – 278 Anderton Road (Prime Cannabis) – Completed.

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**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PLANNING SERVICES**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
		<ul style="list-style-type: none"> <li>provincial referral of recreational cannabis store application</li> <li>rezoning, DVP applications for infill single family</li> <li>hazardous area and environmental DP applications for single family</li> <li>industrial and residential rezoning applications as a result of bylaw enforcement</li> </ul>	

**TOWN OF COMOX – STRATEGIC PRIORITIES REPORT – CORPORATE**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
1.	Policy Manual Creation	Creation of a policy manual that will include all Town policies organized by department.	Current focus on Council policies (55 policies to be reviewed).
2.	Fees and Charges Review	The Town’s Fees and Charges bylaw is out of date. With a total review of all cost charges across departments it is expected more revenue can be identified.	<i>Consolidation of all Town fees into one document currently underway. Examination of potential additional fees to occur following this.</i>
3.	Records Management System - Administration	Review/synchronize existing physical system with electronic system. Retention and destruction of physical records.	Review initiated. May require hiring of casual staff. May require Records Management Policy and IT support.
4.	Boundary Extension Request – Torrence Road	Boundary extension proposal in the Noel, Torrence and Lazo Roads area.	New owner of northern three parcels will be consulted. Confirmed with property owner initially requesting boundary extension that project will proceed in 2021.
5.	Town Website Rebuild and Town Rebranding	Development of overall look for website plus Corporate Administration Departmental Section – Council information, meeting schedules, bylaw enforcement, elections, reports and publications, news, etc. Project to consider Town of Comox rebranding process to coincide with new website.	Ongoing review and clean up of Corporate sections in preparation for migration to new website. <i>RFP (website) and RFQ (visual identity) issued June 30 and closing mid-August</i> , with completion of projects anticipated by the end of the year.

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**TOWN OF COMOX – STRATEGIC PRIORITIES REPORT – CORPORATE**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
6.	Council Delegation Bylaw	There are many areas where staff are currently making decisions which they have not been properly delegated to do so. This includes items like noise bylaw variants and signing of leases.	
7.	Review of Corporate/Legal Agreements	Establish a system to better manage the requirements (payments, insurance renewals, agreement renewals, etc.) of various corporate and legal agreements.	Database management system established. Review of over 700 legal agreements initiated.
8.	Solid Waste Collection Changes	Review of solid waste collection program – bi-weekly garbage collection, collections of organics from strata properties, collection on Statutory holidays. Development of communication and implementation plan.	Council resolution July 15, 2020 to move towards bi-weekly garbage collection. Implementation to coincide with opening of new organics processing facility. Grant application submitted for provision of curbside carts and expansion of program to eligible strata properties.
9.	SPCA Agreement	Renewal of agreement with the SPCA for the provision of dog kennel / animal control services.	Exploring options for the provision of dog kennel / animal control services.
10.	Increased Affordable Childcare Spaces	Communications plan highlighting the need for increased affordable day care spaces	
11.	Council Meeting Management Software	Acquisition of a software program that will assist with Council meeting agenda and minutes creation, management, storage, and search functions	<i>RFP being developed and will be issued in October/November.</i>
12.	New Animal Control Bylaw	The Town has no animal control bylaw other than the Dog Licensing and Pound Bylaw, which is outdated. With a desire to control the feeding of wildlife as well as explore the allowance of urban agriculture possibilities, an updated broader bylaw is required.	
13.	New Agreement for Gas N Go	New/updated agreement for Gas N Go (Marina sub-lease plus fuel storage lease)	

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**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT – FINANCE**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
1.	Asset Management Replacement Funding Strategy	The Town of Comox has built its asset management road map, which has provided the path for the Town to most strategically improve their asset management capacity. The staff & Council are funding their road map & are continuing to improve their capacity. The Town has also completed an asset management plan & is currently identifying the annual revenue requirements to meet their risk & level of service performance targets. The challenge the Town now faces relates to determining how to increase current funding levels to meet the identified revenue requirements while taking into consideration affordability, impact on reserves, debt levels etc.	<p>The Town of Comox is proposing to build a Long-Term Financial Plan for their General, Water &amp; Sewer Funds to ensure they have the financial means to replace their assets when needed. This will ensure the Town can bridge its funding gap in a sustainable manner. Below are the proposed activities for this project:</p> <ol style="list-style-type: none"> <li>1. Compile existing financial data &amp; information required to build the long-term financial plan (for December 2020).</li> <li>2. Build Long-Term Financial Model &amp; Plan (for June 2021).</li> <li>3. Develop Long-Term Financial Plan Report (for October 2021).</li> </ol>
2.	Dayforce - HCM system strategy	The emergence of the COVID pandemic in March 2020 demonstrated the importance of moving away from paper-dominated processes and to more Cloud-based employee-centred systems. With social distancing rules, the Dayforce software allowed the Town of Comox to respond to this unforeseen situation quickly. Employees could enter work hours, access earnings statements, and update personal information through their mobile device or home computer. Simultaneously, Managers were able to access those records and review and approve entries remotely and electronically. 2020 focused on implementing the Payroll module. Now our attention is turned to capitalize on this investment in the Ceridian Dayforce web application by further automating HR and Payroll processes and allowing additional Employee Self-Management features. As the Town of Comox continues to grow, Dayforce will assist in managing a larger workforce well into the future.	<ol style="list-style-type: none"> <li>1. Implementation of base functionality for Dayforce HR and Payroll, Time and Attendance, Education and Employee Self Service is complete.</li> <li>2. Payroll processing enhancements – Sep 2021:               <ol style="list-style-type: none"> <li>a. Non-conforming employee requirements</li> <li>b. Benefits module</li> <li>c. Payroll Reports</li> </ol> </li> <li>3. Automation of HR and Payroll processes additional project components – Dec 2021:               <ol style="list-style-type: none"> <li>a. Recruiting features including job postings, candidate assessments and hiring processes.</li> <li>b. Automating onboarding features</li> <li>c. Document Management module</li> </ol> </li> <li>4. Employee Self-Management features – Dec 2021</li> </ol>

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**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT – FINANCE**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
3.	Conversion of municipal accounting codes and work orders	Updating the Town's chart of accounts improves department budgeting/reporting and streamlines the work for the year-end financial statements. Redesign of the Account framework started in 2018 and is ready to be finalized and converted.	Chart of accounts final review – December 2020. Work Order final setup and review – February 2020. Conversion completes – June 2021.
4.	<b><i>IT and Computer Network Upgrades</i></b>	<b><i>Modernization of a number of hardware components in the Town's IT infrastructure including switches, transceivers, modules, and backup power generator</i></b>	
5.	Phone System Replacement	The current phone system is outdated, and replacement phones are no longer built.	<b><i>All Town facilities integrated into new system. Modifications and adjustments ongoing.</i></b>
6.	Online account balances and payment option	To provide online access to Town billing balances, including property taxes, utility billings, marina moorage, business licenses, and other Town receivables. Payment may be made online with a credit card, where the card merchant fee is charged to the payor.	Commence in fall 2020. Once the configuration completes, a link will be placed on the Town's website ready for summer 2021.
7.	Accounting Software: Accounts Payable, Purchase Orders, and Inventory to move to a cloud-based software solution.	The Town's paper intensive accounts payable software, lack of a working purchase order solution, and outdated inventory software is time-intensive and lacks the internal controls needed both now and in the future. The new work orders are required for providing sub asset categories to the new asset management system.	Project deferred until 2022.
8.	Development Applications	The Town has an opportunity for 100% funding to manage and resolve disparate information between Engineering, GIS, Planning, and Building Inspection. Overall the program reduces application processing time, saves time in the Planning, Building, Engineering, and Finance Departments. The program will drastically improve the customer experience.	Grant application submitted May 7, 2021 Approval expected by Aug. 2021 Professional services work commences commencing in the Fall of 2021—project Completion by the Fall of 2023.

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**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT – FINANCE**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
9.	Town Website Rebuild	A new website allows clear paths to yearly financial documents and pages to answers questions on property taxes, Utility billing options, and other financial services.	This project has not started but has been approved. Next step RFP.

**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PARKS/BUILDING AND MAINTENANCE**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
1.	Lazo Greenway Development: Detailed Design	Multi use pedestrian path from Forester to Guthrie along Lazo	Deferred 2021 design construct 2022. Applied for grant. Investing in Canada Infrastructure Program – Community, Culture, and Recreation Program October 1, 2020. Working on RFP and coordinating with CVRD for their portion. <b><i>Town’s application unsuccessful. RFP awarded to ISL Engineering. Survey and Design underway</i></b>
2.	Off-Leash Dog Park Creation	That a public consultation process regarding the feasibility of a dog park be undertaken, for an amount up to \$20,000.	Looking at two leash optional areas – fenced in area plus larger trailed area. Meeting with KFN requested in order to discuss use of a portion of Northeast Woods. Project deferred to 2021. Letter sent out to SD 71 for use of portion of Comox Elementary School November 5, 2020 for interim off leash dog park.  School Board approved dog park request. Staff working with SD71 on implementation. SD 71 currently have building application in for a portable at 2030 Wallace and will coordinate projects. <b><i>5 year agreement with SD 71 now in place. Fencing has been ordered. Town to continue to work closely with SD 71 to implement as soon as possible.</i></b> Tentatively looking at July 12, 2021 due to material

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**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PARKS/BUILDING AND MAINTENANCE**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
			shortage. Lara working on joint announcement with SD 71. <i><b>Dog Park in operation as of August 2021.</b></i>
3.	695 Aspen Daycare Construction Management and Affordable Housing Units	12 infant spaces and 16 preschool spaces for a total of 28 for childcare. Affordable housing quality control and assurance.	Under construction.
4.	Town Website Rebuild	Parks maps/locations/ park use permits/tree permits etc./ wayfinding/trails/water park/projects/community stewardship partners projects.	
5.	Parks Job-Description Review	Redefine parks Job Descriptions to include specialized positions (arborist/irrigation technician/etc.)	Will review with collective agreement negotiations.
6.	Roof Between Sail Buildings	Construction of a roof between the two sail buildings	Will be part of discussions of the new Marine Services Building. <i><b>Discussion started with Kinetic.</b></i>
7.	Waterfront Walkway	Exploration of options for completion of the walkway from the Marina west to Ellis Street	
8.	Construction of Marine Services Building	The Town has received a \$1,000,000 grant from the Province to construct a Marine Services building at Marina Park to aid in COVID economic recovery	Construction plans are currently under review. A presentation will be made to Council during their April 7 <sup>th</sup> Strategic Planning meeting. Presentation will be made to Council during May 19 RCM per April 7 SPM direction. Construction Management Contract awarded to Kinetic May 18, 2021. <i><b>Finalizing cost estimates.</b></i>
9.	Marina Condition Assessment	A risk assessment was completed in 2020 . 2021 a condition assessment will be done on the floats, piles, walkways, and ramps. This will inform the Town's replacement and repair plans for the Marina moving forward.	Creating RFP for assessment.

\*\* New items and updates shown in *blue bold italics text*.

**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PARKS/BUILDING AND MAINTENANCE**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
10.	Mack Laing Park Bridge	Replacement of the lower bridge at Mack Laing Park. Current bridge has begun to rot and is at increasing risk of failure.	All plans are in place for project to take place in August fisheries window in coordination with creek armouring and first nations midden protection. <i>Works in progress.</i>
11.	Marina Upgrades	2021: construction to extend the boat launch finger to allow for more loading and unloading at the boat launch. Complete plans to better align parking lot and boat launch. 2022: Road realignment for better access to launch boats.	Boat launch improvements are on hold until rip/rap wall integrity is understood as it will factor in to safety of dock extension. <i>Extension of the boat launch to be done in 2022. Pedestrian painted crosswalk to be installed September 2021 top of boat launch.</i>
12.	D'Esterre Elevator	Replacement of the D'Esterre Elevator	<i>Project complete.</i>
13.	Christmas Decorations	Acquisition and installation of new LED Christmas decorations as current ones are old, failing, and pose safety risks	Creating RFP.

**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PUBLIC WORKS AND ENGINEERING**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
1.	Anderton Servicing Plan [water/sanitary and storm]	To provide an overall conceptual plan for the provision of water, sanitary and storm services to the lands that were annexed to the Town in 2016 (2309 McDonald Road, 941 Aspen Road and 2077 Hector Road) as well as the entire catchment boundary so that plans can be implement as development takes place. Same principles of that of NE Comox applied to the servicing plan.	75% complete. On hold until NE Comox issues resolved.
2.	Subdivision Bylaw Update	Rewrite of current bylaw. Includes clarification of what Town infrastructure works are required at time of building permit differentiated by land use, new infrastructure construction inspection and verification requirements, revised subdivision application processing procedures, and introduction of driveway access permitting procedures.	Rough draft of new specifications, permits and application processing requirements completed. Next step is creation of final draft documents and completion of legal review. Given the procedural and technical complexity of this document, creation of final draft document needs be undertaken by Director of Works and Director of Development Services.

\*\* New items and updates shown in *blue bold italics text.*



**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PUBLIC WORKS AND ENGINEERING**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
3.	Foreshore Sanitary Replacement	Upgrade section of sanitary that was identified in the 2013 Town of Comox Sanitary Model Update study in anticipation of the re-purposing of the St. Joseph’s facility or eventual reconstruction within the site. Also in response to continued operational issues and age of main.	Delay is getting DFO approval will work with KFN and project watershed to discuss projects that could potentially assist with the restoration requirements. Working with Current Environmental on alternative options with respect to construction alignment and construction methods to present to DFO. Approval and permitting 2021 with construction postponed to 2022.
4.	North East Comox Stormwater Management Plan	Stormwater system and associated bylaws required to allow development in the Northeast Comox area	North East Comox Stormwater Management Plan in-person Open House cancelled due to COVID, replaced with virtual meetings, as well as encouraging virtual engagement via online review of information boards and the submission of Comment Forms between November 20-30. Town passed motion to prepare NE Comox SWMP implementation bylaws for Council consideration based on Option 3 as outlined in the staff report PR 21-1 dated January 20, 2021 strategic meeting. <i><b>Bylaw amendments to council September 8, 2021.</b></i>
5.	Dryden Watermain and Multi Use Path	To loop watermain to improve water quality identified in Water Study as well to construct a multiuse trail to provide regional linkage to NE Comox from Courtenay.	Design complete need to secure statutory right of way.
6.	Sidewalks South side of Comox Avenue (Rodello to Ellis)	Design exercise to review the costs implications of the project.	Design 100% complete. Applied for Canada Infrastructure Program, COVID 19 Resilience Infrastructure Grant deadline January 27, 2021. 100% eligible funding (\$ 919,600). <i><b>Town awarded grant funding -works to be completed summer 2022.</b></i>
7.	Torrence and Balmoral Road upgrade	Works include road reconstruction (of 478 linear meters), concrete curb and sidewalk, storm and sanitary sewer installation, and line painting on Balmoral Avenue and Torrence Road from Donovan Drive to Albatross Avenue.	Design Complete. Applied for grant September 2020. Investing in Canada Infrastructure Program – Rural and Northern Communities Program deadline October 22, 2020.

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**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PUBLIC WORKS AND ENGINEERING**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
			Total project \$1,156,660 - Eligible \$1,040,994 <i>Town's application unsuccessful. Will continue to coordinate with CVRD conveyance project.</i>
8.	Manor Outfall Improvements	Design and construction of outfall to mitigate ongoing erosion over bank at 141 Manor Place.	Design complete, DFO approved. Working with property owners on construction impact and test holes completed to confirm soil conditions. Construction 2021. Working on DPA. Archaeological permit and Cultural Heritage Investigation Permit (CHIP) received. <i>Tentative construction September 7-September 30.</i>
9.	Sidewalk Bolt and Aspen	To improve pedestrian connectivity and safety which serves Aspen School, high residential area as well as high commercial site.	Design complete. Shovel ready and will keep eye on grant opportunities. <i>Submitted grant application 2021 BC Active Transportation Infrastructure Grant - closed July 30, 2021.</i>
10.	Town Website Rebuild	Permits/studies/maps/projects/sectors transportation, water, storm, sewer, / reports.	
11.	Downtown Parking Strategy	Overall review of parking in the downtown to consider more temporary parking spots and diagonal parking along Church Street.	Working with BIA. Downtown parking questionnaire sent out - February 15 deadline. Will review later this summer or early fall.
12.	Traffic Calming Measures and Speed Limits	Review of current traffic calming measures and speed limits within Comox. Additional direction on Feb 17 RCM to review a holistic way to address speeding on Town streets. Staff will engage with residents of Buena Vista.	
13.	Complete approved paving projects	Roads include sections on Balmoral, Cooke, Rodello, Gull, and Noel	<i>Construction has begun. Full completion anticipated end of September. Balmoral section is grant dependent and coordinating with CVRD conveyance.</i>
14.	Lazo Greenway Development: Detailed Design	Multi use pedestrian path from Forester to Guthrie along Lazo	Deferred 2021 design construct 2022. Applied for grant. Investing in Canada Infrastructure Program – Community, Culture, and Recreation Program October 1, 2020. <i>Town's application unsuccessful. RFP</i>

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**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PUBLIC WORKS AND ENGINEERING**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
			<i>closed and design awarded to ISL Engineering. Project will be shovel ready for next round of grants. Working collaboratively with CVRD.</i>
15.	Lazo Widening Simba to Kye Bay	Design of road widening of the Lazo road to help increase usage and safety for motorists and add bicycle options.	RFP issued closes June 2. <i>Proposals under review. Project awarded to Onsite Engineering Ltd. Survey and design underway.</i>
16.	Water and Storm System Upgrades	Extension of high pressure system on Noel, Carthew-Ellis main replacement, McKenzie sanitary pipe replacement, Torrence main replacement,	RFP for Noel Avenue issued closes June 2. Remainder to coordinate with road resurfacing. Report to council June 16, 2021 RCM for additional funding. <i>Awarded to Edgett Excavating. Finalizing schedule and securing material. Construction underway. Tentative completion end of September.</i>
17.	CVRD Conveyance	The sewer conveyance for the Comox Valley will travel through the community and requires planning and coordination of other Town projects including inground infrastructure, Providence project, and proposed roundabout	Staff continue to work closely with CVRD. Currently at preliminary drawings stage. <i>CVRD schedule TOC to have comments back to CVRD by end of September that will form a MOU with CVRD.</i>
<b>DEVELOPMENT</b>			
18.	2309 McDonald	Review, accept, inspect and manage development (civil drawings, Erosion and Sediment Plan, road permits, service disruptions, record drawings, water meters, connections, service cards, GIS data)	Civil drawings accepted for phase 1. Outstanding items - updated storm study, landscaping drawings and estimate. <i>Phase 1 approved. Phase 2 under review.</i>
19.	2310 Guthrie	Review, accept, inspect and manage development (civil drawings, Erosion and Sediment Plan, road permits, service disruptions, record drawings, water meters, connections, service cards, GIS data)	Civil drawings accepted. BP's awarded and under construction.
20.	1590 Galbraith	Finalize stormwater pond and infiltration gallery including LAS.	Testing of infiltration gallery complete. Pond continues to perform as an erosion and sediment pond. Working with McEhanney to convert to permanent pond.

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**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PUBLIC WORKS AND ENGINEERING**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
21.	695 Aspen	Review, accept, inspect and manage development (civil drawings, Erosion and Sediment Plan, road permits, service disruptions, record drawings, water meters, connections, service cards, GIS data)	Under construction.
22.	468 Anderton	Work with planning on subdivision approval. Review and accept civil drawings, erosion and Sediment Plan. Ongoing after sub approval road permits, service disruptions, record drawings, water meters, connections, service cards, inspection, GIS data.	Civil drawings accepted.
23.	2137 Comox Avenue	The Village. Work with planning on application. Civil drawings, water front walkway, roundabout, etc.	Continue to work with planning and developers engineering consultant.
24.	1582 Balmoral	Construction of BC Housing subsidized non profit housing development comprising of 52 units in a three story building apartment.	Continue to work with building department. Civil drawings have been approved. Outstanding item - off site cost estimate.

**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - FIRE**

**September 8, 2021**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
1.	Volunteer Retention/ Recruitment	Retention and recruitment of volunteer firefighters has been a significant issue in North America for at least the past twenty years. Our department has experienced about a twenty percent turnover every year for the past decade. While this would cripple most organization we have been able to managed our way through it.	So far in 2020 seventeen members have left the department and they have been replaced by seventeen more. We have been very successful in recruiting and training new members however retention is difficult. This is largely because of the lack of good paying jobs and affordable housing in our area. Because of our capable staff and training centre we believe we are well positioned to continue to manage this turnover effectively for several more years, while providing above average services. A new recruitment class (9) was start in September 2020.

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**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - FIRE**

September 8, 2021

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
2.	Sound of Life-Smoke Alarm Program	For almost thirty years now our fire department has been providing and installing free smoke alarms to citizens in single family homes in our community. We strongly believe that by doing so we can reduce injuries/deaths and damage caused by fires. To date we have given away over 2000 smoke alarms. Most of this program is funded by donations from our firefighters and other groups. This model is difficult to sustain.	Our smoke alarm program continues to be very successful. Late last year we had applied, through the Fire Chief Association of BC, for some free smoke alarms through a promotion from First Alert. I am very excited and pleased to report that in September we received 2000 FREE smoke carbon monoxide alarms (approx. \$50K+ value) from First Alert. This should provide us with inventory to keep this program going for the next two years.
3.	<i>Purchase of replacement aerial Truck</i>	<i>Scheduled replacement of our 2002 combination aerial /fire engine. This replacement is required for our community to maintain its fire insurance rating. The fire department has maintained a fleet of three full-sized fire apparatus since the 70s. This replacement does not increase fleet size but will increase capability.</i>	<i>On-going</i>

**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT – RECREATION**

September 8, 2021

ITEM	SUBJECT	COUNCIL DIRECTION	STATUS
1.	Site Master Plan	Urban Systems contracted to provide a Community Centre site master plan composed of three parts: determine future building footprint; maximize customer access to and through site; develop Village Park for broad community use.	Special project funding for 2021 requested to hire specialized consulting firm to prepare geo-exchange field review.
2.	Fitness Studio: Capital Equipment	Replacement of aging fitness equipment and adding new equipment at fitness trends and customer demands change	<i>80% complete with purchases of 2 recumbent bikes and 2 ellipticals. Remaining money will be spent in the Fall to address any equipment failures or to begin the systematic replacement of spin bike.</i>
3.	Low Income Regional Recreation	That staff participate with the Regional District and other local municipalities to investigate options for a regional, low-income,	First stage of project is complete. <i>Second stage proposed and in discussion with regional partners. When second</i>

\*\* New items and updates shown in *blue bold italics text*.

**TOWN OF COMOX - STRATEGIC PRIORITIES REPORT – RECREATION**

**September 8, 2021**

ITEM	SUBJECT	COUNCIL DIRECTION	STATUS
	All Access Pass Program	all access pass and report to Council with the operational and policy implications.	<i>stage disucsion is complete administration will update Council with a report.</i>
4.	Town Website Rebuild	The new site will provide: <ul style="list-style-type: none"> <li>• Dependable, predicable and engaging platform through which customers access recreation guides, program information and online recreation registrations</li> <li>• Event and calendar information</li> <li>• Documents and forms (program waivers, summer camp information, facility booking information, etc.)</li> <li>• Town and Recreation branding</li> </ul> Reliable and consumable communication with the public and customer.	
5.	COVID Recreation Delivery Adaptation	Adapting Recreation Department services to BC Recreation and Parks, WorkSafeBC, ViaSport, provincial health authorities and other organizations' COVID-19 operating guidelines. It also involves planning responses to various COVID second wave scenarios.	<i>The province's stage 3 recovery means the CC is moving to resume regular operations. Summer programs and services were modified to stage 3. Fall programs and services will continue at stage 3 and the CC will move regular operating hours September7.</i>
6.	Hands on Farm Re-Start	Hands on Farm re-start with COVID-19 protocols for June 2021.	<i>Hands on Farm open to the public and hosting summer camps. Staff shortages have required amended operating hours.</i>
7.	Children Summer Camp	Summer camps moved outside where possible for 2020, camp maximums reduced and other changes to ensure safety of participants.	<i>Summer Day Camps and contracted recreation services in progress.</i>
8.	Recreation Guide	Quarterly project to program, design, edit and manage Comox section of publication.	<i>Fall Recreation Guide complete; Registration started August 16<sup>th</sup> .</i>
9.	Volunteer Promotion Campaign		<i>Final touches to program in progress. Goal to launch campaign mid-September and with consultation with recreation staff.</i>
10.	Youth Recreation Facility	Through youth outreach identify a new recreation or parks facility to meet teenage recreation needs.	<i>Facility Assessment EOI awarded. Kick-off meeting complete.</i>

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