

**Schedule 'A'**

In-Camera Report to Council  
Strategic Priorities 2019  
Dated for Reference - January 2019



# Strategic Priorities 2019

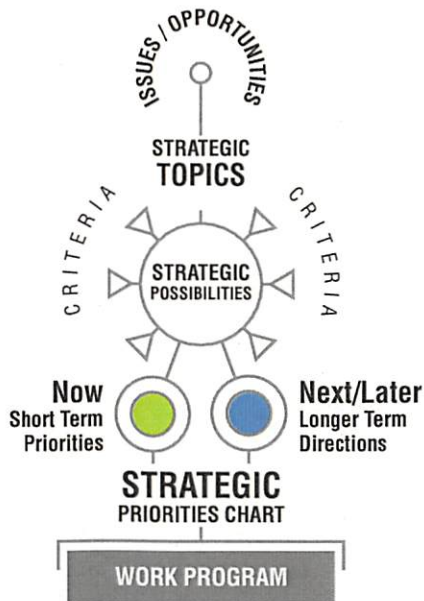
A stylized blue ink signature of Gordon A. McIntosh, consisting of a series of fluid, connected loops.

GORDON A. McINTOSH

# Strategic ALIGNMENT

**Strategic alignment** is the strength of the link between the Town's vision for the future and, the policy decisions and resource allocations that guide the organization today. It reflects the organization's ability to identify strategic priorities consistent with its resource capacity.

**Strategic priority setting** is a specific element of strategic planning. A strategic plan is often a long-range document focusing on the overall purpose and goals of an organization. Priority setting is the process of turning strategy into results by aligning aims with actions, tactics with responsibilities and resources with timelines.



The priority setting process employed by the Town of Comox began with a brief discussion of trends impacting local government across Canada. **Issues and opportunities** currently facing the Town of Comox were identified to arrive at **Strategic Topics** for further consideration.

Each topic was discussed to explore response options to achieve Council expectations. Reality, urgency and responsibility criteria were applied to each emerging **Strategic Possibility** to determine **NOW Priorities** or **NEXT** and **LATER Directions** of Council. Operational strategies were also put forward by administration.

Council's priorities as well as key operational strategies have been placed on one page - the **Strategic Priorities Chart** found on page 9 of this report. This chart is meant to be extracted from the report along with the **Strategic Work Program** for regular review, revisions and celebration - ensuring Council and staff are on the same page.



# Strategic FUTURE



Council's January 2019 priority setting process followed the *open systems model* of strategic planning. Beginning with the end in mind, the preferred future is described based on elected official contact with a wide range of residents and groups as well as previous municipal planning documents and studies.

Gordon McIntosh shared insights into trends facing local governments across Canada. These emerging shifts exposed participants to ideas beyond local boundaries to prompt ideas for strategic consideration.

The discussion included a broad scan of the community as a basis to identify key issues and opportunities.

TRENDS IMPACTING LOCAL GOVERNMENT	
<b>Environmental Stewardship</b> <ul style="list-style-type: none"> <li>• Climate change leadership</li> <li>• Waste management</li> <li>• Wildlife habitat protection</li> <li>• Alternate energy</li> </ul>	<b>Service Capacity</b> <ul style="list-style-type: none"> <li>• Value for money rationale</li> <li>• Service excellence efforts</li> <li>• Core service reviews</li> <li>• Internal &amp; external collaboration</li> </ul>
<b>Social Agenda</b> <ul style="list-style-type: none"> <li>• Medical and social service access</li> <li>• Social and attainable housing</li> <li>• Policing and crime prevention</li> <li>• Age friendly - <i>cradle to grave</i></li> </ul>	<b>Business Like</b> <ul style="list-style-type: none"> <li>• Increase user pay</li> <li>• Alternate revenue opportunities</li> <li>• Red tape reduction</li> <li>• Entrepreneurial initiatives</li> </ul>
<b>Economic Readiness</b> <ul style="list-style-type: none"> <li>• Business friendly environment</li> <li>• Local business support</li> <li>• Housing diversity</li> <li>• Repurpose downtown</li> </ul>	<b>A New Deal</b> <ul style="list-style-type: none"> <li>• Enhanced municipal powers &amp; respect</li> <li>• Increased &amp; predictable funding transfers</li> <li>• Local access to provincial services</li> <li>• First Nation relations</li> </ul>
<b>Crisis Response</b> <ul style="list-style-type: none"> <li>• Vulnerability of volunteer responders</li> <li>• Emergency response preparedness</li> <li>• Disaster prevention measures</li> <li>• Inter-jurisdictional approach</li> </ul>	<b>Decline in Civility</b> <ul style="list-style-type: none"> <li>• Inappropriate Council behaviours</li> <li>• Declining Council / staff relations</li> <li>• Chasing distractions</li> <li>• Siphoning organizational energy</li> </ul>
<b>Infrastructure Deficit</b> <ul style="list-style-type: none"> <li>• Accurate system assessment</li> <li>• Adequate future replacement funding</li> <li>• Innovation opportunities</li> <li>• Preventive maintenance</li> </ul>	<b>Public Confidence</b> <ul style="list-style-type: none"> <li>• Social media reliability</li> <li>• Public awareness &amp; engagement</li> <li>• Discontent populism</li> <li>• Transparency</li> </ul>

# Strategic TOPICS



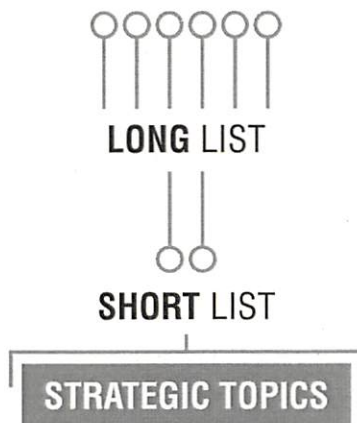
To be strategic means that in addition to understanding trends, Council must have a sense of current realities and conditions - both positive and challenging to proactively address the future. Conducting this assessment is important for several reasons. It gets the process rooted in the real world after thinking about the ideal future. It also collects ideas and information at the beginning of the strategic priority setting process.

All workshop participants responded to the following question:

*"What do you think are the significant issues and opportunities facing the organization and the community we serve?"*

An **Issues/Opportunities Long List** was generated (see [Appendix 1](#)) and participants indicated their top ten items they felt the organization should be focused on (see [Appendix 2](#)).

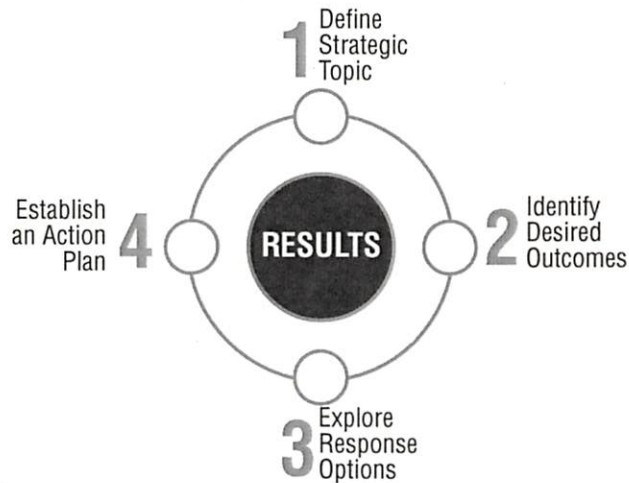
Council reviewed the list to establish the following **Strategic Topics** for further discussion during the workshop.



STRATEGIC TOPICS	
1.	Asset Management
2.	Mack Laing
3.	NE Industrial Land Bylaw
4.	Climate Change Adaptation
5.	Air Quality
6.	Marine Enhancement
7.	Waterfront Walkway
8.	Organics Program
9.	Transportation Alternatives
10.	Off Leash Dog Park
11.	Downtown Revitalization
12.	Application Processes
13.	Affordable Housing
14.	Tourism Accommodation

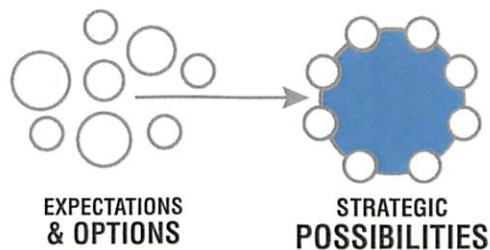
# Strategic POSSIBILITIES

Participants discussed and 'unpacked' each Strategic Topic utilizing a four-step process known as the **Solution Seeking Model** (see display below).



Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected. Sometimes multiple preferred strategies emerged - short or long term, plan A or plan B, and strategies with or without resources.

Next action steps were determined to implement the preferred strategy. The action steps generated enough information to consider each preferred option as a strategic possibility.



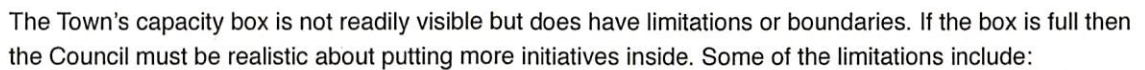


STRATEGIC POSSIBILITIES	
STRATEGIC TOPIC	POTENTIAL ACTIONS
<b>1. ASSET MANAGEMENT</b> <i>Asset Management System</i>	<ul style="list-style-type: none"> <li>• Prepare infrastructure and facility inventory for the development of an Asset Management System and lifecycle plan (also see #3)</li> </ul>
<b>2. MAC LAING RESOLUTION</b> <i>Options Analysis</i>	<ul style="list-style-type: none"> <li>• Prepare an analysis that identifies options, costs and potential partners for the future status of the Mack Laing site</li> </ul>
<b>3. CAPITAL PRIORITIES</b> <i>5-Year Capital Plan Priorities</i> <i>Long Term Capital Plan</i>	<ul style="list-style-type: none"> <li>• Review the current 5-Year Capital Plan to confirm capital priorities for this term</li> <li>• Prepare a Long-Term Capital Plan</li> </ul>
<b>4. AIR QUALITY</b> <i>Wood Stove Bylaw Review</i>	<ul style="list-style-type: none"> <li>• Review the Town's bylaw and current initiatives that work towards reducing the negative impact of wood stoves on the community's air quality</li> <li>• Request the Regional District to coordinate an integrated approach to manage air quality in the region</li> </ul>
<b>5. ORGANICS PROGRAM</b> <i>Regional Organics Facility Decision</i> <i>Program Review</i> <i>Options Report</i>	<ul style="list-style-type: none"> <li>• Seek decision from Regional District decision on the regional organics collection facility</li> <li>• Review the Town's organic collection program to assess cost implications for future participation in the program</li> </ul>
<b>6. HOUSING</b> <i>Housing Need Assessment</i> <i>Affordable Housing Options</i> <i>Short Term Rental Policy</i>	<ul style="list-style-type: none"> <li>• Develop a terms of reference for a housing needs assessment to identify gaps in housing types, zoning limitations and barriers to development</li> <li>• Consider residential needs within the Official Community Plan review process</li> <li>• Review short term rental practices of other municipalities to consider a Short Term Rental Policy for Council consideration</li> <li>• Partner with the Coalition to End Homelessness to identify future strategies</li> </ul>
<b>7. MARINA PARK</b> <i>Phase II Priorities</i>	<ul style="list-style-type: none"> <li>• Review Marina Park scheme and identify phase II priorities</li> </ul>
<b>8. WATERFRONT</b> <i>Waterfront Walkway Business Case</i>	<ul style="list-style-type: none"> <li>• Develop terms of reference for development of a business case that informs Council's decision and public input</li> </ul>

STRATEGIC POSSIBILITIES	
STRATEGIC TOPIC	POTENTIAL ACTIONS
<b>10. OFF LEASH DOG PARK</b> <i>Options Report</i>	<ul style="list-style-type: none"> <li>• Develop a report that identifies options, costs, location and implications for the development of an off leash dog park for Council decision making</li> <li>• Host public information session to seek input and feedback</li> </ul>
<b>11. GRANT READY PROJECTS</b> <i>Shelf /Shovel Ready Project List</i>	<ul style="list-style-type: none"> <li>• Select a 'shovel ready' project to prepare for a grant funding application</li> </ul>
<b>12. NE INDUSTRIAL LAND</b> <i>NE Industrial Land Strategy</i>	<ul style="list-style-type: none"> <li>• Develop terms of reference for development of a NE Industrial Land Strategy</li> <li>• Approach Comox Valley Economic Development Society to develop an implementation process for the strategy</li> </ul>
<b>13. CLIMATE CHANGE ADAPTATION</b> <i>Climate Change Adaptation Strategy</i> <i>Climate Change Adaptation Projects</i> <i>FCM Funding Application</i>	<ul style="list-style-type: none"> <li>• Provide Council an orientation on current policies and actions that represent the Town's efforts to reduce carbon footprint</li> <li>• Develop terms of reference for development of a Climate Change Adaptation Strategy that informs policy decisions and future planning strategies</li> <li>• Identify project(s) that might be undertaken during the strategy development process to advance the aims of the strategy</li> <li>• Apply to Federation of Canadian Municipalities for funding that allows the Town to benchmark the success of the strategy</li> </ul>
<b>14. TRANSPORTATION ALTERNATIVES</b> <i>Regional Transit Program Review</i> <i>Regional Integrated Connectivity Plan</i> <i>Transportation Update</i>	<ul style="list-style-type: none"> <li>• Request an update on the regional transit program</li> <li>• Meet with the Regional District to advocate for an integrated connectivity plan that incorporates walking, cycling and transit</li> <li>• Review the Town's Transportation Plan and provide an update to Council on short and long term projects identified in the plan</li> </ul>
<b>15. DOWNTOWN REVITALIZATION</b> <i>Downtown Plan Update</i> <i>Revitalization Zone Expansion</i>	<ul style="list-style-type: none"> <li>• Review the current Downtown Plan to assess the status of recent projects, actions and incentives</li> <li>• Confirm vision for the expansion of the revitalization zone</li> <li>• Seek public feedback on the expansion</li> </ul>
<b>16. PLANNING CAPACITY</b> <i>Application Process Review</i>	<ul style="list-style-type: none"> <li>• Review current process, staff capacity and options relative to application processing and long range planning projects</li> </ul>



Participants generated a number of possibilities. This does not make them priorities - yet. There are too many of them given the Town's limited capacity.



- These capacity box elements are impacted by dynamic internal and external factors:

- 7





Based on the number of topics and organizational capacity assessment, the strategic possibilities were translated into five (5) short-term priorities to be addressed NOW and longer term directions. The transformation process was guided by the application of priority setting criteria:

- Reality criteria to ensure the possibility can be acted on NOW, otherwise NEXT or LATER (*see Appendix 3.a*)
- Urgency criteria to assess IF there is a timeliness factor dictating immediate action (*see Appendix 3.b*)
- Responsibility criteria to determine if it falls within the political or administrative realm (*see Appendix 3.c*)

The resulting NOW Priorities and NEXT Directions have been placed on one page for easy reference (*see next page*).

Items listed in **BOLD CAPITALS** indicate priorities the Council wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with the Council's focus. Items listed in CAPITALS indicate matters that will be addressed NEXT or when a NOW item is completed. Italicized items reflect matters being advocated on behalf of the community to other levels of government or agencies for action.

In addition to the Council's strategic priorities and direction, there are other strategic matters receiving the attention of the corporation. These Operational Strategies are noted in regular font on the Strategic Priorities Chart.

The focus of the Strategic Priorities Chart is on five NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. These longer-term directions (or emerging strategic topics) should be discussed further using the Solution Seeking approach and using the priority setting criteria to consider new strategic priorities. NEW items can be reviewed using specific criteria and move up the list as resources become available or as new needs emerge. Sometimes, an emerging strategic priority may cause an existing one to be moved to NEXT status to ensure strategic priorities are consistent with available resources.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization's capacity. It should be included in every Council meeting agenda as a constant reference (not review), updated monthly by the Chief Administrative Officer (CAO) with the Council and reviewed quarterly by the CAO with staff and then the Council to make adjustments, change priorities and celebrate achievements.

# STRATEGIC PRIORITIES CHART

January 2019

## CORPORATE PRIORITIES (Council/CAO)

### NOW

1. **MAC LAING: Future**
2. **5-YEAR CAPITAL PLAN: Priorities**
3. **NE INDUSTRIAL LANDS STRATEGY: Terms of Reference**
4. **AFFORDABLE HOUSING: Current Town Actions**
5. **OFF LEASH DOG PARK: Public Consultation**

### TIMELINE

May  
April  
February  
March  
March/April

### NEXT

- CLIMATE CHANGE ADAPTATION: Project
- LONG TERM CAPITAL PLAN
- DOWNTOWN REVITALIZATION: Zone Expansion
- ORGANICS COLLECTION PROGRAM: Review
- WATERFRONT WALKWAY: Options
- CLIMATE CHANGE ADAPTATION STRATEGY
- MARINA PARK: Phase II
- WOOD STOVE: Initiatives Update
- SHORT TERM RENTAL: Policy Options
- SHELF/SHOVEL-READY GRANT PROJECT

### ADVOCACY / PARTNERSHIPS

- *Regional Organics Facility: Decision (RD)*
- *Wood Stove Air Quality: Options (RD)*
- *NE Industrial Land Strategy (CVEDS)*
- *Coalition to end Homelessness: Support*
- *Climate Change Grant (FCM)*
- *Regional Transit Review (RD)*
- *Regional Connectivity System (RD)*

## OPERATIONAL STRATEGIES (CAO/Staff)

### CHIEF ADMINISTRATIVE OFFICER

1. MAC LAING: Future – May
2. **NE INDUSTRIAL LAND STRATEGY: TOR** – February
3. CLIMATE CHANGE ADAPTATION: Project - April
  - WOOD STOVE: Initiatives Update

### PLANNING SERVICES

1. Subdivision Bylaw: Update - June
2. NE Comox SWMP: Implementation - September
3. **AFFORDABLE HOUSING: Current Status** - March
  - Step Code
  - Anderton Corridor Land Use: Services

### FINANCE

1. Office Space: April
2. **CAPITAL PLAN: Priorities** – February
3. IT Systems: Process Review – January
  - Payroll Software (replacement)
  - Fiber Optics

### CORPORATE

1. Policy Manual: October
2. Procedure Bylaw: October
3. Records Management - Administration: December

### PARKS

1. **DOG PARK: Options** – Public Consultation
2. Wayfinding Project – April
3. Pickle Ball Court: Completion - May
  - Ellis Street Walkway: Replacement
  - Greenway Development: Detailed Design

### PUBLIC WORKS & ENGINEERING

1. Noel Avenue: Upgrade Design – March
2. Anderton Servicing Plan – May
3. Church Street: Upgrade Design - March
  - Foreshore Sanitary Replacement
  - Transportation Plan: Update

### FIRE

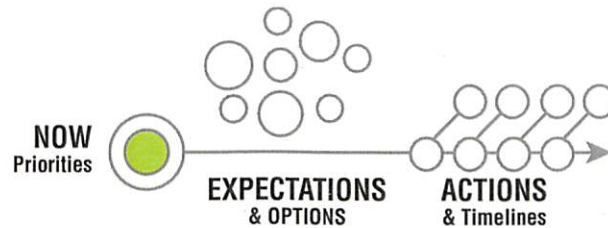
1. POC / Volunteer Retention: Review - June
2. Full Time Staff: Review - March
3. Service Level Review – September

### RECREATION

1. Site Master Plan: April - June
2. Fees / Charges: Review – March
3. Programmer Hours: Review – February
  - Fitness Studio: Capital Equipment
  - Regional Recreation Initiative



# Strategic ACTION



As the final stage in the solution seeking process, preliminary action steps were developed that identify resources and responsibilities. The resulting action plans for each NOW strategic priority and NEXT direction form the **Strategic Priorities Work Program**.

The work program is used to determine key performance milestones and to serve as a feedback mechanism monitoring progress and results. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.
- **Work Planning** – the CAO will be better equipped to assign work knowing the time and effort required of staff to implement Council priorities.
- **Performance Monitoring** – Council will be able to perform its oversight role better if there are timeframes to monitor progress and results.

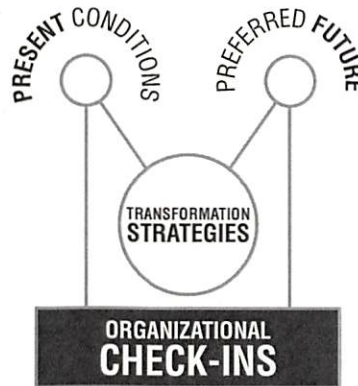
The work program (*see Appendix 4*) lays out what is necessary from staff and/or partners to implement a strategic priority. The work program clearly itemizes the Council's expectations in terms of:

- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

The Strategic Priorities Work Program defines the desired outcomes for each priority (column 1), options for achieving the priority (column 2), and actions and timelines (column 3).

Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents. Regular updating of the chart and work program ensures that everyone is '**on the same page**'. Roles are clear, the focus is defined, and progress is monitored and celebrated.

# Strategic FOLLOW-UP



The following recommendations are offered for Council's consideration:

**That Council adopts the 2019 *Strategic Priorities Report* and Work Program for continuous reference at each Council meeting, quarterly updates and annual strategic priority reviews.**

**That Council requests the CAO to schedule an annual Priority Setting update session. *The annual budget should reflect Council's priorities.***

## Appendices

1. *Issues and Opportunity Long List*
2. *Issue and Opportunity Short List*
3. *Assessment Criteria*
  - a. *Reality Check*
  - b. *Urgency Criteria*
  - c. *Responsibility Criteria*
4. *Strategic Priorities Work Program*

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ISSUE / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Banning plastics	-	-	Mental health support	-	4
Transportation alternatives	23	7	Bylaws for sustainability	-	-
Mac Laing resolution	29	25	K'òmoks First Nation reconciliation	3	-
Regional water / sewer costs	3	25	Lorne property	-	-
Recreation property site plan	-	2	Volunteer fire fighting staff	-	10
Tourism accommodation	12	1	Surplus Town lands inventory	7	-
Provincial floodplain guidelines	-	-	Theatre construction	-	-
Climate change adaptation	30	10	Affordable housing covenants	9	-
Industrial lands	34	8	Day to day operations	-	20
Town Hall space	10	30	Organic collections	16	19
Asset management plan	13	48	Environmental changes	-	-
Application processing timelines	10	14	Heritage green space protection	2	6
Economic growth	-	3	Heritage farm park	5	-
Human Resources function	-	4	Inter-municipal LR planing	5	5
BMX park	9	-	Debt load	12	4
Walkable community initiatives	-	-	Earthquake preparedness	-	-
Parking	-	-	Policing costs	4	-
Anderson Corridor Plan	-	4	Inter-municipal communication	-	6
Comox rebrand	7	5	Childcare spaces	7	-
Universal water meters	-	8	Mentorship program	1	-
Twin Sail building review	8	3	Step Code	-	-
NE Comox bylaw development	30	18	Wood stove bylaw - air quality	13	-
Food security	8	-	Park/playground infrastructure	-	-
Staff / organizational capacity	1	22	Youth drop-in	7	-
Marina enhancement	23	15	Maintaining livability	-	8
Volunteer communications	-	-	Social media communication	1	1
Subdivision servicing bylaw	-	9	Off leash dog park	10	10
Densification	-	12	Taxation levels - affordable	7	15
Marina port / walkway	16	19	Downtown revitalization	10	1
Fibre optics - civic buildings	-	12	Comox 'EL' site partnerships	3	-
Regional unification	-	-	Golf club	-	-
Town transparency	4	-	Secondary suites / coach houses	7	3
Policy review	-	5	Traffic study - speed limits	3	-

ISSUE / OPPORTUNITY	COUNCIL	STAFF	TOTAL
ASSET MANAGEMENT PLAN	13 #9	48 #1	61
MAC LAING RESOLUTION	29 #4	25 #3	54
NE COMOX LAND BYLAW	30 #2	18 #6	48
INDUSTRIAL LAND	34 #1	8	42
Town Hall	10	30 #2	40
CLIMATE CHANGE ADAPTATION	30 #3	10 #9	40
MARINA ENHANCEMENT	23 #5	15 #7	38
MARINA PORT / WALKWAY	16 #7	19 #4	35
ORGANIC COLLECTION	16 #8	19 #5	35
TRANSPORTATION ALTERNATIVES	23 #6	7	30
Application Processes	10	14 #8	24
Off Leash Dog park	10	10 #10	20
AIR QUALITY / WOOD STOVE BYLAW	13 #10	-	13
<b>BOLD CAPITALS = COUNCIL / STAFF COMMON ITEMS</b> CAPITALS = COUNCIL ITEMS and Title Case = Staff led items			



3.a REALITY CHECK CRITERIA	SUCCESS		
	LIKELY		UNLIKELY
LEGISLATIVE EASE	Yes	Maybe	No
POLICY CONSISTENCY	Yes	Maybe	No
CONTRACTUAL EASE	Yes	Maybe	No
POLITICAL WILL	High	Neutral	Uncertain
ORGANIZATIONAL CAPACITY	High	Medium	Low
SAVINGS REALIZED	High	Medium	None
TIME EFFICIENCY REALIZED	Likely	Maybe	Not Likely
TIMEFRAME FOR RESULTS	Reasonable	Challenging	Unrealistic
SUCCESS LIKELIHOOD	High	Medium	Uncertain
COMMUNITY SUPPORT	High	Average	Low
FISCAL RESOURCES	Confirmed	Available	Difficult
PARTNERSHIP POTENTIAL	Ready	Maybe	Uncertain/No
LEVERAGE OTHER RESOURCES	Yes	Maybe	Uncertain/No
ONGOING SUSTAINABILITY	Likely	Maybe	Uncertain/No
HUMAN RESOURCES	Yes	Somewhat	No
EXPERTISE	In-house	Available	Uncertain/No
CONSEQUENCES/RISK	None	Uncertain	Negative
AFFORDABILITY	Yes	Average	No

3.b URGENCY CRITERIA	URGENCY	
	URGENT	NOT AS URGENT
IMPERATIVE - Requirement to Act	Legislation	No Legislation
LIABILITY - Risk Exposure	Legal	Inconvenience
SAFETY - Direct vs. Potential Threat	Life - Imminent	Property Damage
FINANCIAL - Magnitude of Cost	Significant	Operational
VISIBILITY - Implications to Organization	Negative	Neutral
PUBLIC BENEFIT - Who receives outcomes?	Most	Few
COMMUNITY NEED - Who's asking?	At Large	Minority Interest
TIMELINESS - Resource Alignment	Unique	Frequent
STRATEGIC - Linkage to goals/priorities	Critical	Useful
OBLIGATION - Commitment to others	Contractual	Casual
LEADERSHIP - Political Requirement	High	Low
TIMELINE - Imposed Timeframe	Deadline	None
_____		



3.c RESPONSIBILITY CRITERIA	RESPONSIBILITY	
	POLITICAL	ADMINISTRATIVE
POLICY	New or Change	Procedure or Implementation
FINANCIAL	New or Change in Budget	Approved in Budget
EXTERNAL LINKAGE	Political Level	Staff Level
CORPORATE IMAGE	Agency Integrity	Service Quality
SERVICE LEVELS	New or Terminate	Service Standards
STRATEGIC DIRECTION	New or Change	Implementation
PERSONNEL	CAO Performance	Staff Performance
LEGISLATION	Ignore or Seek to Change	Interpretation
SENSITIVITY	High Visibility	Low Visibility
OBLIGATION	New or Change in Contract	Permissible
MEMBER LIAISON	Elected Official	Staff
_____		
_____		

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>NOW</b>		
<b>1.</b> <b>MACK LAING</b> <i>How should we proceed with the future of the Mack Laing Park property?</i> <b>* Options Analysis</b> <ul style="list-style-type: none"> <li>Align with Town funding capacity</li> <li>Alignment with original intent of land owner</li> <li>Public support</li> <li>Supreme Court ruling as basis for decision making</li> <li>Partnerships and Heritage Society collaboration</li> <li>Honour conservation / education goals of the donor</li> <li>Development of a community asset</li> </ul>	<ul style="list-style-type: none"> <li>In house</li> <li>Consultant</li> <li>Combination</li> </ul>	<b>OPTIONS ANALYSIS</b> <ol style="list-style-type: none"> <li>Undertake options analysis - February</li> <li>Council direction - February</li> </ol>
<b>2.</b> <b>5-YEAR CAPITAL PLAN</b> <i>How do we ensure we are prepared for future capital expenditures and growth of the community?</i> <b>* 5-Year Capital Priorities</b> <b>* Long-Term Capital Plan</b> <b>* Asset Management System</b> <ul style="list-style-type: none"> <li>Strategic direction - long range view</li> <li>Fiscally accountable / responsible</li> <li>Sound reliable systems / infrastructure</li> <li>Defined priorities</li> <li>Funding sources identified</li> <li>Adequate reserves</li> <li>Efficient and safe systems and facilities</li> <li>Accurate assessment of assets</li> <li>Projections for future requirements</li> <li>Foundation for organizational decision-making</li> </ul>	<ul style="list-style-type: none"> <li>In house</li> <li>Consultant</li> <li>Combination</li> </ul>	<b>PLAN / STRATEGY</b> <ol style="list-style-type: none"> <li>Define priority setting criteria - April</li> <li>Determine 5-year priorities - April</li> <li>Confirm funding requirements - June</li> <li>Submit 2020 budget items - September</li> </ol> <b>ASSET MANAGEMENT SYSTEM</b> <ol style="list-style-type: none"> <li>Inventory existing infrastructure</li> <li>Assess infrastructure condition</li> <li>Create asset management system</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>3.</b> <b>NORTH EAST INDUSTRIAL LAND STRATEGY</b> <i>How do we pursue the economic potential of the North East lands?</i> <b>* NE Industrial Land Strategy</b> <ul style="list-style-type: none"> <li>• Alignment with Official Community Plan</li> <li>• Amendment to zoning bylaw</li> <li>• Public engagement</li> <li>• Economic readiness plan</li> <li>• Industry target identified</li> <li>• Appropriate servicing</li> <li>• Job creation</li> <li>• Industry diversification</li> <li>• Marketing advantages defined</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li>   <li>• CVEDS</li> </ul>	<b>STRATEGY</b> <ol style="list-style-type: none"> <li>1. Develop terms of reference - February</li> <li>2. Request CVEDS to undertake process - March</li> </ol>
<b>4.</b> <b>AFFORDABLE HOUSING</b> <i>What are the short term rental and attainable housing needs in the community?</i> <b>* Needs Assessment</b> <b>* Short Term Rental Policy</b> <ul style="list-style-type: none"> <li>• Affordable housing for residents</li> <li>• Sufficient rental housing supply</li> <li>• Grow the community</li> <li>• Attract young families</li> <li>• Retain senior population</li> <li>• Attract developers</li> <li>• Identify land requirements</li> <li>• Updated bylaw re: short term rental</li> <li>• Bylaw education and monitoring for compliance</li> <li>• Leverage partnerships and NGO support</li> <li>• Regional emergency housing</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<b>CURRENT STATUS</b> <ol style="list-style-type: none"> <li>1. Review current Town initiatives - March</li> </ol> <b>NEED ASSESSMENT</b> <ol style="list-style-type: none"> <li>1. Develop terms of reference - March</li> <li>2. Identify housing gaps - June</li> <li>3. Determine strategies - October</li> </ol> <b>TOURISM ACCOMMODATION</b> <ol style="list-style-type: none"> <li>1. Research short term rental practices</li> <li>2. Develop short term rental policy</li> <li>3. Amend bylaw</li> <li>4. Educate owners and monitor</li> </ol>



PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>5.</b> <b>OFF LEASH DOG PARK</b> <i>How do we support the community interest in a recreational area where dogs can be off leash?</i> <b>* Options Report</b> <ul style="list-style-type: none"> <li>• Parks for all to enjoy</li> <li>• Satisfying public interest</li> <li>• Safe place for exercising dogs</li> <li>• Control and cleanliness of park</li> <li>• Preferred location determined</li> <li>• Appropriate signage</li> <li>• Sufficient budget and resources</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<b>REPORT</b> <ol style="list-style-type: none"> <li>1. Review staff options report - January</li> <li>2. Determine Council direction</li> <li>3. If yes, survey public - master plan session - February</li> </ol>
<b>NEXT</b>		
<b>CLIMATE CONTROL ADAPTATION</b> <i>How can we adapt the way we do things to reduce the Town's carbon footprint?</i> <b>* Project Plan</b> <b>* Climate Control Adaptation Strategy</b> <ul style="list-style-type: none"> <li>• Strategy that gets things done</li> <li>• Benchmarks to measure success</li> <li>• Reduction in greenhouse gases</li> <li>• Water conservation</li> <li>• Waste reduction</li> <li>• Alternate energy sources</li> <li>• Preservation of wildlife habitats</li> <li>• Smart infrastructure</li> <li>• Policy alignment with OCP and bylaws</li> <li>• Sufficient funding</li> <li>• Government and inter jurisdictional partnership</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<b>PROJECTS</b> <ol style="list-style-type: none"> <li>1. Council orientation on best practices</li> <li>2. Identify projects for implementation</li> </ol> <b>STRATEGY</b> <ol style="list-style-type: none"> <li>1. Develop Terms of reference</li> <li>2. Seek FCM funding</li> <li>3. Undertake strategy development</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>LONG TERM CAPITAL PLAN</b> <i>How do we ensure we are prepared for future capital expenditures and growth of the community?</i>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<i>Pending completion of Priority #2</i> 1. Develop draft plan
<b>DOWNTOWN REVITALIZATION</b> <i>What is required to enhance the viability of the downtown and should we expand the revitalization zone?</i> <b>* Downtown Plan Update</b> <ul style="list-style-type: none"> <li>• Community pride</li> <li>• Walkable, accessible area</li> <li>• Increase residential density</li> <li>• Community events</li> <li>• Attracting new investment</li> <li>• Economic generator</li> <li>• Sufficient parking</li> <li>• Community and business partnerships</li> <li>• Incentive review</li> <li>• Official Community Plan alignment</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	REVIEW 1. Review current Downtown Plan

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p><b>ORGANICS COLLECTION PROGRAM</b></p> <p><i>How can we facilitate maintenance and development of the waterfront?</i></p> <p>* <b>Program Review</b></p> <ul style="list-style-type: none"> <li>• Curb side year and kitchen waste collection</li> <li>• Public education and program promotion</li> <li>• Maximize organic participation</li> <li>• Decision re: extension of pilot project</li> <li>• Effective / efficient garbage collection schedule</li> <li>• Regional organic facility</li> <li>• Regional subsidization</li> <li>• Waste reduction</li> <li>• Alignment with Climate Change Adaptation Plan</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> <li>• Regional District</li> </ul>	<p><b>FACILITY</b></p> <ol style="list-style-type: none"> <li>1. Request decision from RD re: facility site</li> </ol> <p><b>PILOT PROGRAM</b></p> <ol style="list-style-type: none"> <li>1. Review current program</li> <li>2. Pending RD organics facility decision</li> </ol>
<p><b>WATERFRONT WALKWAY</b></p> <p><i>How can we move forward on the development of a waterfront walkway?</i></p> <p>* <b>Options Report</b></p> <p>* <b>Business Case</b></p> <ul style="list-style-type: none"> <li>• Community amenity</li> <li>• Active lifestyles</li> <li>• Enhance tourism profile</li> <li>• Land owner support</li> <li>• Sufficient funding in capital budget</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<p><b>REPORT</b></p> <ol style="list-style-type: none"> <li>1. Prepare options report for Council consideration</li> <li>2. Determine Council direction</li> </ol> <p><b>BUSINESS CASE</b></p> <ol style="list-style-type: none"> <li>1. Develop terms of reference</li> <li>2. Hire consultant</li> <li>3. Undertake public consultation</li> <li>4. Prepare concept design</li> <li>5. Include in capital priorities review</li> </ol>



PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>MARINA PARK</b> <i>How can we continue to enhance Marina Park?</i> * <b>Marina Park Phase II</b> <ul style="list-style-type: none"> <li>• Community amenity</li> <li>• Completion of design and engineering</li> <li>• Public input and support</li> <li>• Marine services building</li> <li>• Public washrooms</li> <li>• Sufficient budget</li> <li>• Grant funding</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Review Marina Park scheme</b></li> <li>2. Identify Phase II priorities</li> <li>3. Public consultation</li> <li>4. Include priorities in long term capital plan</li> <li>5. Identify shovel ready projects</li> </ol>
<b>WOOD STOVE INITIATIVES</b> <i>How can we mitigate the impact of wood stoves on our air quality?</i> * <b>Initiative Update</b> * <b>Regional Integrated Plan</b> <ul style="list-style-type: none"> <li>• Reduce carbon footprint</li> <li>• Good air quality</li> <li>• Public health and wellness</li> <li>• Regional participation</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> <li>• Regional District</li> </ul>	<ol style="list-style-type: none"> <li>1. Provide update on initiatives to date</li> <li>2. Review current bylaws</li> <li>3. Research best practices</li> <li>4. Request RD to coordinate approach</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>SHORT TERM RENTAL</b> <i>How do we support short term rentals in a way that positively impacts visitor attraction?</i> <b>* Policy Options</b> <ul style="list-style-type: none"> <li>• Tourist accommodation</li> <li>• Increase in visitors</li> <li>• Revenue opportunity for home owners</li> <li>• Support for hotel industry</li> <li>• Policy direction</li> <li>• Policy monitoring and compliance</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. Review municipal best practices</li> <li>2. <b>Prepare options report</b></li> <li>3. Develop policy based on Council direction</li> </ol>
<b>GRANT READY PROJECTS</b> <i>How can we be prepared to access grant funding?</i> <b>* Shelf / Shovel - Ready Projects</b> <ul style="list-style-type: none"> <li>• Project engineering and design completed</li> <li>• Advancement of capital projects</li> <li>• Capital revenue alternative</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Review capital priorities list</b></li> <li>2. Review grant funding programs for best fit</li> <li>3. Identify potential projects</li> <li>4. Develop the application</li> </ol>
ADVOCACY		
<b>REGIONAL ORGANICS FACILITY</b> <b>* Decision</b>	<ul style="list-style-type: none"> <li>• Request a Regional District decision on the development of a regional organics facility</li> </ul>	
<b>WOOD STOVE AIR QUALITY</b> <b>* Options</b>	<ul style="list-style-type: none"> <li>• Request the Regional District to coordinate an integrated approach to manage air quality in the region</li> </ul>	
<b>NE INDUSTRIAL LAND STRATEGY</b> <b>* Strategy Marketing / Implementation</b>	<ul style="list-style-type: none"> <li>• Request the Comox Valley Economic Development Society to develop an implementation process and marketing plan for the NE Industrial Land Strategy</li> </ul>	
<b>COALITION TO END HOMELESSNESS</b> <b>* Support</b>	<ul style="list-style-type: none"> <li>• Continue to support from the Coalition to End Homelessness Society in the development of the Town's Affordable Housing Strategy</li> </ul>	

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>CLIMATE CHANGE GRANT</b> <i>* Grant Funding</i>	• <i>Seek grant funding from the Federation of Canadian Municipalities to develop a Climate Change Adaptation Plan</i>	
<b>REGIONAL TRANSIT</b> <i>* Transit Review</i>	• <i>Request a review of the regional transit program</i>	
<b>REGIONAL CONNECTIVITY</b> <i>* Regional Connectivity System</i>	• <i>Request the Regional District to develop an integrated connectivity plan for the region</i>	

**Bolded** items indicate the Board **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority. The question used by the Board to focus their priority setting discussion is *italicized*.