



TOWN OF COMOX

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STRATEGIC PLANNING COMMITTEE MEETING AGENDA FOR WEDNESDAY OCTOBER 14, 2020

We respectfully acknowledge that we live, work and play on the traditional lands of the K'ómoks First Nation ... Gila'kasla ... Hay ch q' a'

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

Call to Order: 5:00 p.m.

1. DEPARTMENTAL UPDATES:

- a. [Presentation by Recreation Director: Recreation Service Levels](#)

2. STRATEGIC PRIORITIES REPORT:

- (7) a. [Strategic Priorities Report](#)

That the Strategic Priorities Report for October 14, 2020 be received and filed for information.

3. DISCUSSION ITEMS:

- (25) a. [Single Use Plastic Bag Ban](#)

For discussion.

4. STAFF REPORTS:

- (31) a. [Strategic Plan Review](#)

THAT the October 14, 2020 Report from the Chief Administrative Officer, titled "Strategic Plan Review", be received for discussion.

- (33) b. [Community Economic Recovery Infrastructure Program Grants](#)

THAT the following recommendations be forwarded to the October 21, 2020 Regular Council meeting for approval:

1. *THAT Council supports an application from the Comox Valley Airport Commission to the Community Economic Recovery Infrastructure Program for the construction of additional parking area at the Comox Valley Airport.*

- (33) b. [Community Economic Recovery Infrastructure Program Grants](#)
2. *THAT Council approves an application to the Community Economic Recovery Infrastructure Program for the construction of a Marine Services Building at the Comox Marina and;*

THAT Council authorizes funds from Town of Comox capital reserves for any cost overages.
 3. *THAT given the deadline of October 29th for submission, Council direct that these projects be given priority for completion.*
- (35) c. [Economic Recovery Task Force Recommendations](#)
- THAT the following recommendations be forwarded to the October 21, 2020 Regular Council meeting for approval:*
1. *THAT a communication strategy be launched to highlight the work Council and the Town have undertaken to promote economic recovery in Comox and; and*

THAT this project be added to the Corporate Strategic Plan.
 2. *THAT Council authorizes Mayor Arnott to release a letter of support for the Comox Valley Airport's desires to see improvements on health standards and the Airport Capital Improvement Fund.*
 3. *THAT the Town of Comox support local cultural events through promotion on social media such as Facebook and Twitter when requested by local non-profit cultural societies.*
 4. *THAT a report on the approval of patios for the spring of 2021 be brought to Council.*
 5. *THAT a volunteer promotion campaign be added to the Recreation Strategic Plan.*
- (52) d. [Planning Services, Strategic Priorities - October 2020 - 2021](#)
- That the strategic priorities as contained in the October 14, 2020 staff report to the Strategic Planning Committee entitled Planning Services, Strategic Priorities October 2020 – 2021 be approved.*
- (55) e. [Affordable Housing Reserve](#)
- That the October 14, 2020 staff report from the Director of Development Services, titled Affordable Housing Reserve, be received for information.*

5. CORRESPONDENCE:

- (62) a. [Michael Day \(Comox Valley Presbyterian Church\) Options for the use of their undeveloped portion of their land on Aspen Road](#)
- (64) b. [Dave Wolstenholme - Rapid Housing Initiative \(1946 & 1950 Comox Avenue\)](#)

6. EXCLUDE THE PUBLIC: NIL

ADJOURNMENT



CORPORATE OFFICER

TOWN OF COMOX – STRATEGIC PRIORITIES REPORT - CAO

October 14, 2020

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.	Meeting between CAO’s took place on June 23 rd 2020 Council to Council meeting agreed upon but not date determined as of yet. Last follow up: August 2020
2.	Mack Laing Trust	Modification of the Mack Laing Trust in order to reach a resolution of on the Shakesides building future.	Court hearing to be scheduled to determine terms of trust. Awaiting direction from the Solicitor General.
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.	
5.	Asset Management Funding Linkage	To develop an understanding of the replacement cost of all Town assets and develop a funding strategy.	
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.	
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.	
8.	Shovel Ready Grant Project Strategy	Development of shovel ready projects for grant opportunities.	A grant writer has been hired with 2 grants totaling 1,050,000 applied for. Announcements expected in the new year.
9.	Town Website Rebuild	Overall development of new Town website and a rebranding process.	Project targeted for start in late 2020/early 2021.
10.	RCMP Cost Review	Examine and provide rationale for increased RCMP costs.	Meeting confirmed September 10.

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

TOWN OF COMOX – STRATEGIC PRIORITIES REPORT - CAO

October 14, 2020

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
11.	DL 194 Parks Property Transfer	Agreement with Province and KFN to lease the park property for 99 from KFN.	Agreement and Parks Management framework have been sent to KFN. Awaiting response and meeting.
POLICIES			
12.	Council Conference Attendance Policy	A staff report to be provided on the effectiveness of providing individual annual spending limits for Council members' conference attendances.	
13.	CAO Performance Review Policy	Develop an annual review process for the CAO.	Complete.
14.	Senior Staff Performance Review Policy	Develop an annual review process for all senior and exempt staff.	
15.	Exempt Staff Benefits Policy	Develop a salary and benefits policy for all exempt staff.	

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

TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PLANNING SERVICES

October 7, 2020

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.
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.	
3.	Decrease Processing Times	Overall effort to decrease the amount of time it takes to receive and respond to applications.	Additional planner hired and backlog of applications likely to decrease end of year 2020.
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	<p>That staff be instructed to prepare a report on:</p> <ul style="list-style-type: none"> a. Options for local government provision of affordable housing; b. Options for the use of rental zoning; and c. Impact of short term rentals on the supply of affordable housing, including an allowance for rental of primary units. <p>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.</p>	<p>Complex issues that will require considerable staff time to complete. Current priority is working with developer at 695 Aspen to achieve some affordable housing in this project.</p> <p>Letter sent May 24, 2019 from Mayor to CVRD chair. No update received to date.</p>

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

TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PLANNING SERVICES

October 7, 2020

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
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 chickens (not roosters), bees and urban farmstands on all residential property within the town of Comox.	Town and Courtenay staff coordinating research and policy development. Project is in its initial stage, no timeline for completion as of yet.
6.	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.	Heritage Registry Report	That a staff report be provided on whether a Heritage Registry be created within the Town of Comox.	Direction required from Council as previously noted in the Management Report as "not a strategic priority of Council".
9.	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.	
10.	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).	RFP posted with September 9th deadline for submissions.

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

TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PLANNING SERVICES

October 7, 2020

MAJOR DEVELOPMENT APPLICATIONS

11.	2310 Guthrie	42 townhouse units and approx. 530 sq. m of commercial space.	Sept 16 RCM – Bylaws given 3 rd reading. Next step is completion of outstanding items followed by Council consideration of bylaw adoption.
12.	2309 McDonald	22 Townhouses, 8 duplex units, approx. 50 single family lots of varying lots sizes.	Next step: Public Hearing Scheduled for Nov 4
13.	468/490 Anderton	15 duplex / townhouse units.	Next step: Issuance of preliminary subdivision approval by Approving Officer and Planning Report on 1 st and 2 nd reading of Rezoning Application.
14.	1582 Balmoral	52 apartment units (BC Housing Subsidized for 55+).	DVP and DP issued September 2, 2020.
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.	Summary of In-Camera motion from last meeting. Letters sent to property owners advising of council decision, noting open house once COVID-19 crisis is over.

MINOR DEVELOPMENT APPLICATIONS

17.	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.
18.	7-10 Minor RZ/DP/DVP Applications	Includes: <ul style="list-style-type: none"> • provincial referral of recreational cannabis store application • rezoning, DVP applications for infill single family • hazardous area and environmental DP applications for single family • industrial and residential rezoning applications as a result of bylaw enforcement 	

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

TOWN OF COMOX – STRATEGIC PRIORITIES REPORT – CORPORATE

October 7, 2020

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). CAO Performance Review, Fire Deployment to Outside Areas, Criminal Record Check Policy added in 2020. Additional policies to be developed: Proclamations and Flag Raising, Council Conference Attendance, Senior Staff Performance Review Policy, Exempt Staff Benefits Policy.
2.	Council Procedure Bylaw Update	Update of Council Procedure bylaw.	Complete.
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.	Discussions held with Ministry staff regarding condition of Lazo Road and Town desire for grant funding or improvements to be made prior to bringing it into Town boundary. Ministry staff advised that it is not a priority for them for the next few years. Property owner of Northern three parcels asked to be removed from application. <i>Property owner initially requesting boundary extension has confirmed interest in proceeding.</i>
5.	Town Website Rebuild	Development of overall look for website plus Corporate Administration Departmental Section – Council information, meeting schedules, bylaw enforcement, elections, reports and publications, news, etc.	<i>Request For Proposal planned for early new year.</i>
6.	Council Delegation Bylaw	Bylaw outlining and authorizing the powers, duties and functions that Council wishes to delegate.	
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.	<i>Database management system established. Review of over 700 legal agreements initiated.</i>

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

TOWN OF COMOX – STRATEGIC PRIORITIES REPORT – CORPORATE

October 7, 2020

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
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 to move towards bi-weekly garbage collection.
9.	Bylaw Notice Adjudication System	Development and implementation of a Bylaw Notice Adjudication System as an alternative to the provincial court for resolving minor local government bylaw contraventions.	<i>Bylaw adoption on Council's Oct 21 RCM agenda.</i>
10.	Marina Lease Renewal	Renewal of lease with Provincial government for Comox Municipal Marina.	
11.	K'omoks First Nation Fire Protection Agreement	Renewal of agreement with K'omoks First Nation for the provision of fire protection services on KFN land.	<i>Report to Council to be provided on Oct 21 RCM agenda.</i>
12.	SPCA Agreement	Renewal of agreement with the SPCA for the provision of dog kennel / animal control services.	
13.	Solid Waste Collection – Statutory Holidays	Prepare for closure of the landfill on Stat holidays beginning January 1. May require Add-a-Day schedule and communications strategy for residents.	In discussions with Emterra and other municipalities affected. <i>Report to Council to be provided on Oct 21 RCM agenda.</i>

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

TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - FINANCE

October 7, 2020

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.	The Town of Comox is proposing to build a Long-Term Financial Plan for their General, Water & 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: <ol style="list-style-type: none"> 1. Compile existing financial data & information required to build the long-term financial plan (for November 2020). 2. Build Long-Term Financial Model & Plan (for January 2021). 3. Develop Long-Term Financial Plan Report (for February 2021).
2.	Payroll Software adoption	Payroll is running through the new Ceridian Dayforce web application.	<ol style="list-style-type: none"> 1. Training for managers is being scheduled to be completed in September 2020. 2. Major user features: <ol style="list-style-type: none"> a) "banked balances" to be delivered to end-users November 2020. 3. Other adaptations identified will be scheduled for the new year.
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 – September 2020. Work Order final setup and review – October 2020. Conversion completes – November 2020.
4.	Fiber Optics (network backbone)	Fiber optics installed connecting all municipal office buildings to create a single domain for the organization. Benefits include improved reliability, flexibility for the future, and lower total cost of ownership.	90% completed. The last-mile connection needed from Telus and final connections from Teraspan is anticipated by November 2020.
5.	Phone System Replacement	The current phone system is outdated, and replacement phones are no longer built.	Launch expected October 2020.

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

TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - FINANCE

October 7, 2020

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
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 in December 2020.
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.	This project has not started. To be brought to capital budget deliberations for 2021.
8.	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. To be brought to capital budget deliberations for 2021.

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

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

October 7, 2020

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
1.	Wayfinding Project	Identification of key areas within the Town.	Complete. 30+ signs have been installed.
2.	Lazo Greenway Development: Detailed Design	Multi use pedestrian path from Forester to Guthrie along Lazo	Deferred 2021 design construct 2022. Applying for grant. Investing in Canada Infrastructure Program – Community, Culture, and Recreation Program deadline October 1, 2020.
3.	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.
4.	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.	
5.	Marina Condition Assessment	The physical structure of some aspects of the Marina have started to degrade. Repair and replacement will be guided by this assessment.	Boat launch float replacement deferred to 2021.
6.	New Garbage Truck & Tractor	New mechanized 3-tonne garbage compactor truck to modernize and improve the garbage collection program for the Town’s public parks, gathering spaces, and pedestrian hubs. Tractor to replace existing 26 year old tractor that is past its life cycle.	Complete.

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

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

October 7, 2020

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
7.	Town Website Rebuild	Parks maps/locations/ park use permits/tree permits etc./ wayfinding/trails/water park/projects/community stewardship partners projects.	
8.	COVID Adaption for Parks and Public Restrooms	Review improvements to ensure public health and safety.	
9.	Service Contract for Building Maintenance Tender	Current contract ends September 2020	
10.	Parks Job-Description Review	Redefine parks Job Descriptions to include specialized positions (arborist/irrigation technician/etc.)	
11.	Garbage Collection Efficiency Review	Redesign of public refuse collection program - adapting to new refuse collection vehicle	2021 - new refuse vehicle to arrive early 2021.

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

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

October 7, 2020

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 implemented 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 to be undertaken by Director of Works and Director of Development Services.
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 repurposing of the St. Joseph's facility or eventual reconstruction within the site. Also in response to continued operational issues and age of main.	Delay in getting DFO approval will work with KFN and project watershed to discuss projects that could potentially assist with the restoration requirements.
4.	Transportation Plan: Update	Minor update to the 2011 Comox Transportation Study to confirm capital projects and needs are still current.	75% completed.
5.	North East Comox Stormwater Management Plan	Stormwater system and associated bylaws required to allow development in the Northeast Comox area	
6.	Anderton and Robb Intersection Improvements	Draft transportation study recommended installation of rectangular rapid flashing beacons (RRFP) to further improve pedestrian safety due to Anderton being an arterial road and high traffic volumes as well as a high pedestrian use due to its connectivity to Robb Road School and Comox Community Centre.	Beacons have been ordered September 2020. Will schedule works once material arrives.

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

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

October 7, 2020

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
7.	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.
8.	Noel Avenue Upgrade (Pritchard to Torrence)	Works include road resurfacing, sidewalks, curb and gutter and bike lanes. Also replacement of the existing 900 mm diameter CMP and 1500 mm x 900 mm arch CMP crossing Noel Ave which conveys flows for Brooklyn Creek.	Completed.
9.	Sidewalks South side of Comox Avenue (Rodello to Ellis)	Design exercise to review the costs implications of the project.	Design 95% complete.
10.	Port Augusta/ Comox Avenue turning radius	To improve turning radius for buses per the new transit exchange location.	Design 95% complete.
11.	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.	Applied for grant September 2020. Investing in Canada Infrastructure Program – Rural and Northern Communities Program deadline October 22, 2020. Total project \$1,156,660 - Eligible \$1,040,994
12.	Manor Outfall Improvements	Design and construction of outfall to mitigate ongoing erosion over bank at 141 Manor Place.	Design complete waiting for DFO approval.
13.	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 applied for grant.
14.	Town Website Rebuild	Permits/studies/maps/projects/sectors transportation, water, storm, sewer, / reports.	Design complete. Applying for Rural and Northern Community Grant to move project further.
15.	Downtown Parking Strategy	Overall review of parking in the downtown to consider more temporary parking spots and diagonal parking along Church Street.	Work with BIA fall 2020.

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

TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - FIRE

October 7, 2020

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 twelve members have left the department and they have been replaced by twelve 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.
2.	Wildfire Deployment Policy	For many years our fire department has provided assistance to the province (when requested) during wildfire season by deploying some of our resources outside of our typical jurisdictional areas. In the past the CAO and Fire Chief would authorize these deployments and advise Council afterwards.	Council approved a new policy in August of 2020.
3.	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 on September 4th we received 600 free smoke alarms (approx. \$12-\$15K value) from First Alert. This should provide us with inventory to keep this program going for the next two years.

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

TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - RECREATION

October 7, 2020

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.	First draft plan complete. Next steps are: determine and incorporate ground capacity of geo-thermal field into plan; review plans with staff; community engagement; review and release final report.
2.	Fitness Studio: Capital Equipment	Replacement of aging fitness equipment and adding new equipment at fitness trends and customer demands change	Recommend cancelling 2020 capital purchases for additional budget savings (\$20,000); resume 2021.
3.	Low Income Regional Recreation All Access Pass Program	That staff participate with the Regional District and other local municipalities to investigate options for a regional, low-income, all access pass and report to Council with the operational and policy implications.	COVID-19 delayed the regional committee's progress on this project. Once regional recreation departments complete their work staff will submit a report to Council.
4.	Town Website Rebuild	<p>The new site will provide:</p> <ul style="list-style-type: none"> • Dependable, predicable and engaging platform through which customers access recreation guides, program information and online recreation registrations • Event and calendar information • Documents and forms (program waivers, summer camp information, facility booking information, etc.) • Town and Recreation branding <p>Reliable and consumable communication with the public and customer.</p>	
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.	The Recreation Department planned its restart in three phases. We are now in phase 3 (open Monday to Friday at 6am, open to 9pm Monday to Thursday and open weekends 8am-1:45pm) with additional programs and Fitness Studio timeslots modified for COVID-19.
6.	Hands on Farm Re-Start	Hands on Farm re-start with COVID-19 protocols for June 2021.	Not started. Restart will depend on Covid-19 conditions, current guidelines and restrictions imposed by the Hands on Farm site.

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

TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - RECREATION
October 7, 2020

ITEM	SUBJECT	COUNCIL DIRECTION	STATUS
7.	Active-Net Implementation	Implementation of ActiveNet recreation software, training staff, converting customer accounts and reviewing business systems	Project is on track for public go-live November 16, 2020.
8.	Children Summer Camp	Summer camps moved outside where possible for 2020, camp maximums reduced and other changes to ensure safety of participants.	Summer camps 2020 end September 4. Staff will review summer programming and make recommendations for 2021.
9.	Recreation Guide	Quarterly project to program, design, edit and manage Comox section of publication.	Ongoing.
10.	Programmer Weekly Hour Increase	Increase weekly programmer budgeted hours from 30/week to 35/week.	Planned for 2021 budget – special projects.

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

2020 STRATEGIC PRIORITIES CHART

October 7, 2020

Strategic Statement

OPERATIONAL STRATEGIES (CAO/Staff)

CHIEF ADMINISTRATIVE OFFICER

1. Build on K’omoks First Nation Relationship
2. Mack Laing Trust
3. Garbage Collection and Organics Program
4. Review of Council Remuneration
5. Asset Management Funding Linkage
6. Marina Park Vendor Policy and Program
7. Marina Park Enhancement and Parking Improvements
8. Shovel Ready Grant Project Strategy
9. Town Website Rebuild
10. RCMP Cost Review
11. DL 194 Parks Property Transfer

Policies

12. Council Conference Attendance Policy
13. CAO Performance Review Policy
14. Senior Staff Performance Review Policy
15. Exempt Staff Benefits Policy

Complete

16. Criminal Record Check Policy

PLANNING SERVICES

1. Subdivision Bylaw: Update
2. Open House - Climate Crisis Climate Change Adaptation Strategy
3. Decrease Processing Times
4. Draft Anderton Corridor Land Use Plan
5. Report for Affordable Housing and Short Term Rentals
6. Urban Food Production
7. Downtown Vitalization Zone Expansion
8. Heritage Registry Report
9. Town Website Rebuild: Planning and Building Permitting
10. Participation in CVRD Regional Poverty Reduction Strategy

Major Development Applications

11. 2310 Guthrie
12. 2309 McDonald
13. 468/490 Anderton
14. 1582 Balmoral
15. 695 Aspen- Affordable Housing Contract
16. North East Comox Stormwater Management Plan

Minor Development Applications

17. Parklet Adaptation and Winterization applications
18. 7-10 Minor RZ/DP/DVP Applications

Complete

19. Step Code 2/3 Implementation
20. Childcare Space Creation Funding Applications

FINANCE

1. Asset Management Replacement Funding Strategy
2. Payroll Software adoption
3. Conversion of municipal accounting codes and work orders
4. Fiber Optics
5. Phone System Replacement
6. Online account balances and payment options
7. Accounting Software
8. Town Website Rebuild

CORPORATE

1. Policy Manual Creation
2. Council Procedure Bylaw Update
3. Records Management System- Administration
4. Boundary Extension Request- Torrence Road
5. Town Website Rebuild
6. Council Delegation Bylaw
7. Review of Corporate/Legal Agreements
8. Solid Waste Collection Changes
9. Bylaw Adjudication System
10. Marina Lease Renewal
11. KFN Fire Protection Agreement
12. SPCA Agreement
13. Solid Waste Collection- Statutory Holidays

2020 STRATEGIC PRIORITIES CHART

October 7, 2020

Strategic Statement

OPERATIONAL STRATEGIES (CAO/Staff)

<p>FINANCE</p> <p><u>Complete</u> 9. Production of Audited Financial Statements 10. Production of Municipal Budget documents</p>	<p>CORPORATE</p> <p><u>Complete</u> 14. Hire Communications Specialist 15. COVID Safety Plan 16. Council Procedure Bylaw Update</p>
<p>PARKS/BUILDING MAINTENANCE</p> <p>1. Wayfinding Project 2. Lazo Greenway Development 3. Off-Leash Dog Park Creation 4. 695 Aspen Daycare Construction Management and Affordable Housing Units 5. Marina Condition Assessment 6. New Garbage Truck & Tractor 7. Town Website Rebuild 8. COVID Adaption for Parks and Public Restrooms 9. Service Contract for Building Maintenance Tender 10. Parks Job-Description Review 11. Garbage Collection Efficiency Review</p>	<p>PUBLIC WORKS & ENGINEERING</p> <p>1. Anderton Servicing Plan 2. Subdivision Bylaw Update 3. Foreshore Sanitary Replacement 4. Transportation Plan: Update 5. North East Comox Stormwater Management Plan 6. Anderton and Robb Road Intersection Improvements 7. Dryden Watermain and Multi Use Path 8. Noel Avenue Upgrade 9. Sidewalks South Side of Comox Avenue 10. Port Augusta / Comox Avenue Turning Radius 11. Torrence and Balmoral Road Upgrade 12. Manor Outfall Improvements 13. Sidewalk Bolt and Aspen 14. Town Website Rebuild 15. Downtown Parking Strategy</p> <p><u>Complete</u> 16. Guthrie/Brooklyn Cross Walk Upgrade</p>
<p>FIRE</p> <p>1. Volunteer Retention/Recruitment 2. Wildfire Deployment Policy 3. Sound of Life-Smoke Alarm Program</p>	<p>RECREATION</p> <p>1. Site Master Plan 2. Fitness Studio: Capital Equipment 3. Low Income Regional Recreation All Access Pass Program 4. Town Website Rebuild 5. COVID Recreation Delivery Adaptation 6. Hands on Farm Re-Start 7. Active-Net Implementation 8. Children Summer Camp 9. Recreation Guide 10. Programmer Weekly Hour Increase</p>

LIDSTONE & COMPANY

BARRISTERS AND SOLICITORS

MEMORANDUM

TO: Clients
FROM: Don Lidstone, Q.C.
DATE: September 14, 2020
RE: Single Use Plastic Bylaws
FILE: 99999 - 044

The Province of British Columbia has announced that the Minister of Environment will now likely approve municipal bylaws banning single use plastic items. This addresses the concern arising from the quashing of Victoria's bylaw by the BC Court of Appeal on the basis that the bylaw was environmental in nature and therefore required ministerial approval.

The Minister has approved the Saanich single use plastic item ban bylaw, and has indicated that bylaws of Tofino, Richmond, Ucluelet and others will soon have approval.

The Supreme Court of Canada declined to hear the appeal of *Corporation of the City of Victoria v Canadian Plastic Bag Association* (2019, BCCA). Therefore, that BC Court of Appeal decision stands as the test for determining whether a bylaw whose primary purpose falls within an environmental sphere of concurrent jurisdiction with the provincial government has been properly enacted under the *Community Charter* and the *Spheres of Concurrent Jurisdiction - Environment and Wildlife Regulation*.

The BCCA decision informs the way in which municipalities across British Columbia should approach implementing environmental jurisdiction bylaws which restrict or prohibit single use plastics by saying in effect that all bylaws whose primary purpose is protection of the natural environment must seek ministerial approval or enact bylaws under the concurrent jurisdiction authority of s. 9(3) of the *Community Charter*. Following the provincial announcement Saturday, that ministerial approval can now be expected for single use plastic item bylaws.

While it is also the law that if the true primary purpose of a bylaw is not protection of the natural environment then the ministerial approval is not required, it is more straightforward to proceed with an environmental bylaw for single use plastic items than to craft and adopt a bylaw under the business, solid waste or health powers of

municipalities (in respect of which ministerial approval is not necessarily required). To determine whether a regulatory bylaw is valid, that is if it was enacted for a business/health/solid waste purpose or if its primary purpose is environmental protection, a review of staff reports, history of the bylaw, public hearings and the bylaw itself would be undertaken by the courts. Accordingly, the Ministry's announcement is welcome news for many municipalities considering plastic bylaws.

The Ministry announced further that within six to eight months the Province will also enact a new regulation under the *Spheres of Concurrent Jurisdiction - Environment* authority of section 9 of the *Community Charter* to expressly empower municipalities to ban prescribed single use items without any provincial approval (including "shopping bags, straws, foam takeout containers").

THE CORPORATION OF THE TOWN OF COMOX

BYLAW NO. 1923

A bylaw to regulate the business use of single use plastics

WHEREAS the Council of the Town of Comox has the authority under Section 8(6) of the *Community Charter* to regulate in relation to business.

AND WHEREAS the Council of the Town of Comox wishes to establish a bylaw to reduce the creation of waste from single-use items and the associated costs with maintaining municipal property, including but not limited to streets, sewers, parks and waterways.

NOW THEREFORE the Council of the Town of Comox, in open meeting assembled, enacts as follows:

1) INTRODUCTION

This bylaw may be cited for all purposes as “**Town of Comox Single Use Plastics Regulation Bylaw No. 1923, 2019**”.

2) DEFINITIONS

Checkout Bag means:

- (a) any bag that is intended to be used by a consumer for the purpose of transporting items purchased or received by a customer from a *Business* providing the bag; or
- (b) bags used to package take-out or delivery of food;
- (c) and includes *Paper Bags*, *Plastic Bags*, or *Reusable Bags*;

Business means any person, organization, or group engaged in a trade, *business*, profession, occupation, calling, employment or purpose that is regulated under the *Comox Business Regulation* Bylaw and, for the purposes of section 3, includes a person employed by, or operating on behalf of, a *Business*;

Paper Bag means a bag made out of paper, but does not include a Small Paper Bag;

Plastic Bag means any bag made with plastic, including biodegradable plastic or compostable plastic, but does not include a Reusable Bag;

Plastic Drinking Straw means a tube made of plastic, including biodegradable or compostable plastics, used to transfer a beverage from a container to the mouth of the individual drinking the beverage by suction;

Reusable Bag means a bag with handles that is for the purpose of transporting items purchased by the customer from a *Business* and is:

- a) designed and manufactured to be capable of at least 100 uses; and
- b) primarily made of cloth or other washable fabric;

Small Paper Bag means any bag made out of paper that is less than 15 centimetres by 20 centimetres when flat.

3) REGULATION

(1) Except as provided in this Bylaw, no *Business* may provide a customer with any of the following items:

- a) *Checkout Bag*;
- b) *Plastic Drinking Straw*.

(2) A *Business* may provide a *Checkout Bag* to a customer only if:

- a) the customer is first asked whether they need a bag;
- b) the bag provided is a *Paper Bag* or a *Reusable Bag*; and
- c) the customer is charged a fee not less than:
 - (i) \$0.25 per *Paper Bag*; and
 - (ii) \$1.00 per *Reusable Bag*.

(3) For certainty, no *Business* may:

- a) sell or provide to a customer any of the items listed in section (1) except as provided by this Bylaw; or
- b) provide a *Checkout Bag* to a customer free of charge.

(4) No *Business* shall deny or discourage a customer from using their own *Checkout Bag* or *Plastic Drinking Straw*.

4) EXEMPTIONS

(1) Section 3 does not apply to *Small Paper Bags* or *Plastic Bags* used to:

- a) package loose bulk items such as fruit, vegetables, nuts, grains, and candy;
- b) package loose small hardware items such as nails and bolts;
- c) contain or wrap frozen foods, meat, poultry, or fish, whether pre-packaged or not;

- d) wrap flowers or potted plants;
 - e) protect prepared foods or bakery goods that are not pre-packaged;
 - f) contain prescription drugs received from a pharmacy;
 - g) protect linens, bedding, or other similar large items that cannot easily fit in a Reusable Bag;
 - h) protect clothes after professional laundering or dry cleaning.
- (2) This bylaw does not apply to the sale of *Plastic Bags* intended for use at the customer's home or *business*, provided that they are prepackaged and sold in packages of multiple bags.
- (3) This bylaw does not apply to the sale of *Plastic Drinking Straws* intended for use in the customer's home, provided they are sold in packages of multiple straws.
- (4) Notwithstanding section 3(2)(c) and 3(3)(b), a *Business* may provide a *Checkout Bag* free of charge if:
- a) the *Business* meets the other requirements of section 3(2);
 - b) the bag has already been used by a customer; and;
 - c) the bag has been returned to the *Business* for the purpose of being re used by other customers.

5) OFFENCE

- (1) A person commits an offence and is subject to the penalties imposed by this bylaw, and the *Offence Act* if that person:
- a) contravenes a provision of this bylaw;
 - b) consents to, allows, or permits an act or thing to be done contrary to this bylaw; or
 - c) neglects or refrains from doing anything required by a provision of this bylaw.
- (2) Each instance that a contravention of a provision of this bylaw occurs and each day that a contravention continues shall constitute a separate offence.

6) PENALTIES

- (1) A person found guilty of an offence under this Bylaw is subject to a fine:
- a) if a corporation, of not less than \$100.00 and not more than \$10,000.00
 - b) if an individual, of not less than \$50.00 and not more than \$500.00 for every instance that an offence occurs or each day that it continues.

7) SEVERABILITY

If any provision of this Bylaw is held to be invalid by any court of competent jurisdiction, that provision shall be severed and its severance shall not affect the validity of the remainder of the Bylaw.

8) ANNUAL REVIEW

This bylaw shall be reviewed in June of each year.

9) EFFECTIVE DATE

This Bylaw shall come into force and effect on January 1, 2020.

Read a first time this 19th day of June , 2019

Read a second time this 19th day of June , 2019

Read a third time this 19th day of June , 2019

Notice given under section 59(2)(a) and (3) of the *Community Charter* on the days of , 2019


Finally passed and adopted this day of , 2019

Mayor

Corporate Officer



TO: Strategic Planning Committee	FILE: 6430-04 / 2020
FROM: Jordan Wall, Chief Administrative Officer	DATE: Oct. 14 th , 2020
SUBJECT: Strategic Plan Review	

Prepared by:


 Jordan Wall, CAO

RECOMMENDATION(S) FROM THE CHIEF ADMINISTRATIVE OFFICER:

THAT the October 14, 2020 Report from the Chief Administrative Officer, titled "Strategic Plan Review", be received for discussion.

PURPOSE

During the September Strategic Planning Meeting Council requested a report that highlighted which items on the Strategic Plan had been initiated by Council and which had been initiated by Administration. While there is often overlap between the two this report provides the genesis for Council initiated projects.

ALTERNATIVES TO THE RECOMMENDATION:

1) THAT X be added/removed from the Strategic Plan and;

THAT the amended Strategic Plan be forwarded to the next Regular Meeting for adoption

BACKGROUND

Council has now adopted a Strategic Plan that guides the work plans of much of the organization. As noted in the last meeting this plan is balanced across each department with the ability to complete or make significant progress on all items prior to the end of Council's term. The exception to this is in the Development Services Department which will likely be unable to start a number of projects prior to Council's term completing. During the last month two major new development projects have brought to the Town in their initial planning stages. Should the Town receive these applications Council will be required to prioritize which projects will be worked on immediately and which will need to be delayed. A separate report in this agenda will address this issue to seek Council direction on how to proceed.

As per Council's request, the projects below are what have been identified as 'Council Initiated Projects'. It is important to note, that at the end of this Strategic Planning process the thought about what is Council and Administration initiated should give way to one document created and supported by both parts of the organization. When that happens items would be categorized not by initiator but by high, medium, and low priority.

Council Initiated Projects

Administration

- Marina Park Enhancement and Parking Improvements
- RCMP Cost Review (nearing completion)

- Council Conference Attendance Policy
- CAO Performance Review Policy (complete)
- Town Website Rebuild
- Council Remuneration Review

Development Services

- Open House Climate Crisis Climate Change Adaptation Strategy
- Report for Affordable Housing and Short Term Rentals
- Urban Food Production
- Downtown Vitalization Zone Expansion
- Heritage Registry Report
- Participation in CVRD Regional Poverty Reduction Strategy

Corporate Services

- Town Website Rebuild

Finance

- Town Website Rebuild
- Asset Management Funding Replacement Strategy

Parks and Building Maintenance

- Off Leash Dog Park

Public Works and Engineering

- Town Website Rebuild

Recreation

- Town Website Rebuild
- Low Income Regional Pass
- Site Master Plan

GOVERNANCE CONSIDERATIONS

Q: Are Staff initiated projects more important than Council initiated projects?


A: No, a strong strategic plan will have a good balance between the two, although it is usually the case that the majority of work being undertaken is identified at the staff level. This is due to the amount of time staff spends in the organization and the closer understanding they develop of needed operational changes.

Q: Do we need to reduce the number of projects identified within the Strategic Plan?

A: A smaller Strategic Plan provides more prioritization to staff. However, the amount of projects contained within the current plan are achievable prior to the end of Council's term so long as no other major changes are made. The exception to this is in the Development Services department which will be dealt with in a separate report.



TO: Strategic Planning Committee	FILE: 1855-04
FROM: Jordan Wall, Chief Administrative Officer	DATE: October 14 2020
SUBJECT: Community Economic Recovery Infrastructure Program Grants	

Prepared by:


 Jordan Wall, CAO

RECOMMENDATION(S) FROM THE CHIEF ADMINISTRATIVE OFFICER:

THAT the following recommendations be forwarded to the October 21, 2020 Regular Council meeting for approval:

- 1) THAT Council supports an application from the Comox Valley Airport Commission to the Community Economic Recovery Infrastructure Program for the construction of additional parking area at the Comox Valley Airport.
- 2) THAT Council approves an application to the Community Economic Recovery Infrastructure Program for the construction of a Marine Services Building at the Comox Marina and;

THAT Council authorizes funds from Town of Comox capital reserves for any cost overages.

- 3) THAT given the deadline of October 29th for submission, Council direct that these projects be given priority for completion.

ALTERNATIVES TO THE RECOMMENDATIONS

PURPOSE

To provide direction and approval for grant submissions to the Community Economic Recovery Infrastructure program.

STRATEGIC PLAN LINKAGE

These recommendations support the Strategic Plan directive to develop a grant strategy to maximize grant opportunities as well as Marina enhancement.

BACKGROUND

The Provincial Government has launched the Community Economic Recovery Infrastructure Program as a means for communities to support their economic recovery. The grant program, which has a submission deadline of October 29th will accept two grant application per community with each grant being 100% funded up to \$1 million. The \$90 million program allows each community to submit up to two grants to support economic resilience, destination development, unique heritage infrastructure and rural economic recovery.

To be successful the application should show how the money would contribute to the long term job creation in the industry it is supporting. Through working with the Economic Recovery Task Force


and internal discussion, two projects have been identified that would meet the grants requirements. The first project is contribution towards the parking lot expansion at the Airport. The airport has seen significant decreases in revenue as travel has been restricted and new regulations have been in place. Revenue is currently down 76% amounting to almost \$2,000,000. Continued success of the airport is vital for a regional economic recovery and this grant can help offset the loss that has been incurred. The total cost of this project is estimated to be \$5.5 million including \$2.2 million for land acquisition costs.

The Marina Building application would see the current building occupied by Compass Adventures demolished and replaced with something that is larger, can accommodate more commercial space, have space for outdoor non-food vendors, and meet the growing need for public bathrooms at the park. The replacement and expansion of this building was originally identified in the first phase of the Marina enhancement project but ultimately removed due to overall cost concerns. At the time of writing this report the estimated cost of the building was approximately \$500,000. As costs are updated and the additional features added to the building, we believe the cost will likely rise closer to the \$800,000 amount. This would be within the grant approval of 100% funding of up to \$1 million.

GOVERNANCE CONSIDERATIONS



TO: Strategic Planning Committee	FILE: 6750-01
FROM: Jordan Wall, Chief Administrative Officer	DATE: October 7 th 2020
SUBJECT: Economic Recovery Task Force Recommendations	

Prepared by:


 Jordan Wall, CAO

RECOMMENDATION(S) FROM THE CHIEF ADMINISTRATIVE OFFICER:

THAT the following recommendations be forwarded to the October 21, 2020 Regular Council meeting for approval:

- 1) THAT a communication strategy be launched to highlight the work Council and the Town have undertaken to promote economic recovery in Comox and; and

THAT this project be added to the Corporate Strategic Plan.

- 2) THAT Council authorizes Mayor Arnott to release a letter of support for the Comox Valley Airport’s desires to see improvements on health standards and the Airport Capital Improvement Fund.
- 3) THAT the Town of Comox support local cultural events through promotion on social media such as Facebook and Twitter when requested by local non-profit cultural societies.
- 4) THAT a report on the approval of patios for the spring of 2021 be brought to Council.
- 5) THAT a volunteer promotion campaign be added to the Recreation Strategic Plan.

ALTERNATIVES TO THE RECOMMENDATIONS

- 1) THAT a signage bylaw review be added to Development Services Strategic Plan with the intention of allowing digital billboards in the community.
- 2) THAT a communications plan highlighting the need for increased affordable day care spaces be added to the Corporate Strategic Plan.

PURPOSE

To provide an opportunity for the Committee to review the recommendations received from the Economic Recovery Task Force.

STRATEGIC PLAN LINKAGE

These recommendations support the Strategic Plan directive to develop a grant strategy to maximize grant opportunities.

BACKGROUND

As a response to the economic impact that has been caused by the COVID-19 virus the Comox Valley Regional District launched their Economic Recovery Task Force. This committee then formed a number of industry advisor groups which gathered the views within specific industries on what could be done to allow a stronger and faster economic recovery. These recommendations were then coalesced into a list of recommendations which are attached to this report as Appendix A. The items highlighted in yellow were submitted then approved to be directed to local governments as the request or recommendation contained within was applicable to local government jurisdiction. Below the Committee will find a list of the recommendations that have been forwarded to the Town of Comox that Administration believes are relevant to the Town of Comox. The numbering below is meant to match the numbering on the appendix. *The list below however is not exhaustive. The Committee may want to review the entire list and bring forward recommendations or motions which are not described below.*

Business Development Bank of Canada

2. Dedicating municipal staff time, or employing 3rd party contractors, to assist local businesses with digitizing their businesses.

Recommendation: Request Comox Valley CAO's to investigate capacity and potential for their IT to provide a meaningful contribution, such as support for workshops

Administration Analysis: The expertise required for this type of project is outside the capabilities of the Town's current IT infrastructure. This project, as it would be valley wide, would be better managed by CVED or the CVRD. This project would be best advocated for at the upcoming CVRD economic development strategic planning session.

6. Expand the Comox Marina to enable more boats

Recommendation: Refer to the Town of Comox for further consideration in future strategic planning sessions - Note that a broader submission is expected from the Marine Tourism industry and Comox Valley Harbour Authority.

Administration Analysis: This is part of the marina expansion plans within Council's Strategic Plan and is being actively pursued by Administration. The physical limitations at the site make expansion difficult to impossible but every avenue is being explored. One of the recommended grant applications contained within a separate report on this agenda is to further develop Marina Park with the addition of a Marina Services Building but this will not see the addition of new boat spaces.

Comox Valley Chamber of Commerce

1. Governments to acknowledge that businesses are still falling through the cracks.

Recommendation: The Economic Recovery Task Force (ERTF) Steering Committee was established to recognize and address the critical economic issues facing small business in the Comox Valley. Request CVRD and local government staff to work with CVEDS to support increased local government communication on the ERTF process.

Administration Analysis: Council has been focused on supporting economic recovery and businesses where possible. Further communications could be developed to help highlight what has been done within the Town of Comox through the Town's new communication position. This is provided as a recommendation in the report.

Comox Valley Airport

2. YQQ acquisition of adjacent property; need assistance in completing the purchase (permission for subdivision)

Recommendation: Refer to the Town of Comox and provide a letter of support that recognizes the importance of the Comox Valley Airport expansion in economic recovery.

Administration Analysis: The Comox Valley Airport is a vital hub for the continued economic vibrancy to both Comox and the Valley as a whole. A recommendation on a separate report in this is to seek grant funding to assist in this project.

4. Federal Government needs to define a clear set of health standards and procedures that align with internationally recognized protocols.

Recommendation: Refer to the Town of Comox and provide a letter of support that recognizes the importance of the Comox Valley Airport expansion in economic recovery.

Administration Analysis: A letter drafted in conjunction with the Comox Valley Airport Commission could be created. A recommendation that this letter of support be created is included in this report

5. Federal government should also increase the funding of the Airport Capital Improvement Program.

Administration Analysis: A letter drafted in conjunction with the Comox Valley Airport Commission could be created. A recommendation that this letter of support be created is included in this report.

Comox Valley Arts Council

1. Mortgage/tax/rent relief for commercially zoned venues & facilities so they can continue to be used, or continue to exist, until things change

Recommendation: Refer to local governments with facilities and venues that are capable of accommodating events to consider immediate options for fall/winter

Administration Analysis: Council has previously directed and approved accommodations for a number of venues with space rented from the Town of Comox. Currently our other non permanent space bookings have not seen a decrease in demand. Due to the desire for larger areas for group activities, the need for Town of Comox rental space has increased. A review of rental rates is not recommended to be considered at this time. The Provincial and Federal Government have made announcements that indicate support for these groups is coming.

3. Adapted rules for gathering in outdoor spaces to allow more flexibility

Recommendation: ERTF to request that a meeting be convened of local government staff responsible for Arts, Culture and Heritage facilities and programs to discuss and explore options for indoor and outdoor gathering spaces during COVID-19, until the pandemic is over

Administration Analysis: The Town of Comox is currently allowing groups, including for profit groups, to use our parks space free of charge in order to maintain social distancing. Karate, meditation, stretching, and other programs including local school outdoor time are currently being offered in the various parks in Comox.

5. Mitigation of public liability insurance costs or underwriting liability for events on public Property.

Recommendation: Refer recommendations #5 - 11 to local governments to determine options for flexibility in events on public property or in public facilities during the pandemic.

Administration Analysis: The requirement for insurance for events that take place on municipal grounds is an important protection of liability for the Town of Comox. Without this insurance, which is required to name the Town of Comox as an additional insured, the chances that litigation would bankrupt the group holding an event and require payment from the Town of Comox through contributory negligence would greatly increase. Many communities have moved towards increasing general liability for events held on municipal grounds to \$5 million. Currently the town requires an amount of \$2 million. Administration recommends against waiving this requirement. However, the Town's insurance company does provide the ability for event insurance to be purchased through them potentially offering significant savings to organizations with no insurance.

6. Major overhaul to funding processes and limitations to allow for ongoing fluidity and nimble response to major events

Administration Analysis: Council currently has a policy that does not accept grant-in-aid request except when Council determines to waive the policy. Council can do that at any time. No changes are needed.

7. Reduced or free use of public facilities to present my/our work.

Administration Analysis: The rental rates of Comox facilities are currently reasonable and the pandemic has increased the demand for these spaces during this time. Coupled with the decrease in recreation revenue it is not recommended to decrease rental rates at this time.

8. Regular street closures to allow for easy creator markets in dense neighbourhoods or downtowns.

Administration Analysis: The Town has been considering this in conjunction with the BIA. However, the BIA chose not to move forward due to a number of logistical concerns. The Town remains open to doing so, should the request be submitted.

Sid Williams Theatre Society

5. Create a local/regional cultural granting program to assist local organizations.

Administration Analysis: This is something Council could do through the creation of a grant-in-aid process. Consideration would need to be given to budgetary constraints. This is outside of Administration's purview to either recommend or reject as it is strictly a funding decision. The Town of Comox currently provides a rent and considerably lower than market rates to groups such as the Comox Archives and Museum Society, the Comox Library (1/2 market rate), The Lions Club, d'Esterre, the Tennis Club.

6. Increase subsidies for use of public spaces/facilities by local non-profit organizations

Administration Analysis: Demand for space within Town facilities remains high. With current revenue decreased it is not recommended that fees be lowered at this time.

7. Support marketing/communication efforts by local performing-arts venues/producers.

Administration Analysis: The Town could use its communicative portals to promote outside community events. This recommendation has been included in this report.

9. Modernize outdated/restrictive signage bylaws to allow local organizations that operate venues to install contemporary digital signage with advertising revenue potential.

Administration Analysis: The current signage bylaws in Comox were carefully designed to give a certain character and feel to the community. These changes could be done should Council feel the benefits to this opportunity warrants it. The project would need to be given to the Development Services Department and has been included as an Alternative Recommendation in this report. Currently Administration believes the other projects within Development services likely outweigh this in importance. In a another report on this agenda Council is asked to prioritize the projects within this department. Approval to move forward on this item would require prioritization consideration.

11. Consider tax incentives for local businesses that sponsor live-performances/festivals, etc.

Administration Analysis: This is complicated by restrictions on Council's ability to vary tax rates. A grant in aid program would be more easily administered.

13. Work with other levels of government and local businesses to create incentives for local youth to volunteer in our community (rec passes, gift cards, course credit).

Administration Analysis: It is unlikely that we could bring other levels of government into a local Comox program. However, Council could direct a volunteer promotion campaign with incentives be created. This has been provided as an Alternative Recommendation.

Comox Valley Children's Day Care Society

7/8 Create municipal pandemic response grants for child care/ Raising public awareness about the need for increased and sustained funding for child care.

Administration Analysis: The need for affordable child care is well understood by all levels of government and the public. This is a provincial responsibility and something that would be difficult to fund on property tax revenue. Council was successful in obtaining a Provincial and Federal grant for a 28 space daycare to be included in the construction of 695 Aspen. This has been included as an alternative recommendation. The Town currently provides a permissive tax exemption.

Innovation Island technology Association

2. Changes to business models should be encouraged and supported with respect to tax breaks, zoning or rent assistance.

Recommendation: Request to CAO's to prepare joint briefing note on limitations on tax break assistance to business.

Administration Analysis: Council has extremely limited powers to provide tax breaks and incentives within tax classes. Council is mostly restricted to setting one tax level for each class (Residential, Business, Light Industrial, etc.) . This information will be included in the communication plan on what Council and the Town have done to support economic recovery, should that recommendation be approved.

Beverage

4. Extended patios and off-sales should continue.

Recommendation: ERTF to approve and refer to local government planning departments

Administration Analysis: This has been completed by the Town of Comox including giving priority processing to applications and will continue to be extended as Provincial regulations change.

BC Restaurant and Food Services

1. Expediting applications for businesses to winterize patios in public and private spaces to provide operators with the opportunity to capitalize on the confidence of outdoor space

Administration Analysis: This is complete

2. Approving temporary patios for summer 2021 now, so operators are able to plan ahead.

Administration Analysis: It is unlikely a major change in the COVID situation will take place between now and spring 2021. Even if that were to occur the ability for businesses to recover lost revenue through the parklet program would be welcomed. This is included as a recommendation on this report.

3. Creating a program for designated pick-up zones so that businesses enhance contactless curbside pick-up in the fall and winter months

Administration Analysis: Consideration for this will be included in the Parking review already directed by Council and scheduled to begin this fall.

GOVERNANCE CONSIDERATIONS

Q: Is it possible to move forward with projects and direction within the ERTF submission that aren't directed towards Comox.

A: Yes, Council can pull any project or project idea from the list and provide direction to Administration.

Q: Will the CVRD and other local governments be moving forward on the other recommendations?

A: Those organizations will undertake a prioritization process similar to this report. Which projects will ultimately be decided on is unknown. It is likely that the bulk of Economic Development prioritization will come from the strategic planning session to take place at the CVRD on October 13th and 14th.

Legend: Recommendations for Local Governments; Recommendations for the CVRD to consider with CVEDS; Actions for the consideration of the Task Force; *“White”* Currently ongoing via CVEDS;

SECTOR: Business, Development, and Partner Organizations

Submission (linked)	Submitted Recommendations	Recommended Actions
Business Development Bank of Canada	Immediate - Advocacy	
	1. Encouraging entrepreneurs to future proof their business by adopting more efficient operational practices and digitizing their operations.	Explore a partnership with the Innovation Island Technology Association for an increased focus in the Comox Valley via their Digital Economy Restart, Recover, Reimagine Program (DER3) . DER3 provides one-to-one business & technical expertise for companies that need to consider changes to their business models, or action plans to better engage with the digital economy.
	2. Dedicating municipal staff time, or employing 3rd party contractors, to assist local businesses with digitizing their businesses.	Request Comox Valley CAO's to investigate capacity and potential for their IT to provide a meaningful contribution, such as support for workshops.
	3. Helping older entrepreneurs transition their businesses to a younger generation.	Add to CVEDS 2021 work plan discussions and review Innovate 2030 Economic Development Master Plan for strategies referring to business retention and attraction.
	4. The Valley as a whole needs to review its process of property development and redevelopment so that the process can be streamlined and more business owners can be incentivised to invest in the community.	Request further information from the Comox Valley Developers and Construction Association and the Vancouver Island Construction Association.
	5. Dedicating resources to help younger entrepreneurs form businesses.	Add to CVEDS 2021 work plan discussions and review Innovate 2030 Economic Development Master Plan for strategies referring to business retention and attraction.
	Long Term – Funding	
	6. Expand the Comox Valley Marina to enable more boats.	Refer to the Town of Comox for further consideration in future strategic planning sessions - <i>Note that a broader submission is expected from the Marine Tourism industry and Comox Valley Harbour Authority.</i>
	7. Build a number of backcountry cabins for ski touring, bike-packing and hiking.	Request CVRD Parks input on this potential and other partners and agencies that may need to be involved (ie. BC Parks, Mount Washington Alpine Resort, forestry companies).
	Long Term – Advocacy	
8. Look at transportation issues in the Comox Valley and encourage more use of public transit, biking, and walking.	Request an update on transportation planning from the CVRD.	
9. Please consider closing 5th street in Courtenay to motor vehicle traffic and Dunsmuir Ave in Cumberland.	Refer road closure request to City of Courtenay and Village of Cumberland.	

Industry Advisor Business Case Action Plan – Submissions Summary Report

Legend: ■ Recommendations for Local Governments; ■ Recommendations for the CVRD to consider with CVEDS; ■ Actions for the consideration of the Task Force; *“White”* Currently ongoing via CVEDS;

Submission (linked)	Submitted Recommendations	Recommended Actions
Community Futures Strathcona	Immediate – Marketing	
	1. Help with promoting to shop local.	Request CVEDS to explore options for increased support and partnership with Small Business BC (SBBC) on their BC Small Business Marketplace .
	2. Create a Shop Comox Valley/Campbell River/etc. rather than each individual business trying to set up online.	See above.
	Long Term – Advocacy	
Comox Valley Chamber of Commerce	Immediate – Advocacy	
	1. Governments to acknowledge that businesses are still falling through the cracks.	The Economic Recovery Task Force (ERTF) Steering Committee was establish to recognize and address the critical economic issues facing small business in the Comox Valley. Request CVRD and local government staff to work with CVEDS to support increased local government communication on the ERTF process.
	Long Term – Advocacy	
Comox Business In Action (BIA)	Immediate – Marketing	
	1. Staycation packages for our locals to enjoy the tourism businesses that we have to offer in the Valley, as well as marketing campaigns to larger areas such as Vancouver and Victoria to come vacation in the Comox Valley.	Included as part of MRDT 5 year business planning process.
Cumberland Economic Development	Immediate – Advocacy	
	1. Support in securing supply chain of PPE and/or cleaning supplies.	Refer/advocate for provincial support of PPE supply chain. Utilize communications to identify and connect businesses with local PPE manufacturers/distributors.
	2. Support in creating additional space for consumers within commercial areas.	Recommend the incorporation of COVID-19 health measures within existing event permitting processes (i.e. street markets) to ensure public safety and increased consumer confidence in visiting local commercial areas.
	3. Improved COVID-19 related public health signage and messaging.	Recommend that public health/safety signage is provided within all high traffic commercial areas.
	4. Certainty in availability of relief benefits (rent / employment support).	Ensure a consistent communication of, and access to, provincial/federal relief benefit information.

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Submission (linked)	Submitted Recommendations	Recommended Actions
Comox Valley Airport Commission	Immediate – Advocacy	
	1. Provincial governments need to work with each other using the advice of their public health experts to determine when travel between provinces is considered safe. They should also ensure that a public statement outlining plans for the eventual elimination of travel restrictions is included in the published phased recovery.	Request further information from the CVAC that can be circulated to local governments and Provincial MLA’s.
	Long Term – Advocacy	
	2. YQQ acquisition of adjacent property; need assistance in completing the purchase (permission for subdivision).	Refer to the Town of Comox and provide a letter of support that recognizes the importance of the Comox Valley Airport expansion in economic recovery.
	3. Increase to BC government Air Access Program funding.	CVEDS to work with the CV Airport Commission on provincial and federal advocacy requirements and provide further recommendations for ways local governments can engage in advocacy of these initiatives
	4. Federal Government needs to define a clear set of health standards and procedures that align with internationally recognized protocols.	See above.
5. Federal government should also increase the funding of the Airport Capital Improvement Program.	See above.	
Puntledge Business Area	Immediate – Funding	
	1. Traffic light at the corner (Puntledge / 5 th).	Refer to the City of Courtenay.
	Immediate – Marketing	
	2. Marketing campaign to drive customers to the area.	Add Business Improvement Association business plan to CVEDS 2021 work plan discussions.
	Immediate – Advocacy	
	3. Need incentives for new businesses to come to the area; need to market available space (e.g. old Blockbuster building, Red Cross space).	Add to CVEDS 2021 work plan discussions and review Innovate 2030 Economic Development Master Plan for strategies including entrepreneurship and business attraction.
	Long Term – Marketing	
	4. Bring the Puntledge Days back; all the business used to have a “Customer Appreciation Day”; with music, raffles, food and a customer’s passport.	See above.
	5. Have a “Meet the Businesses Poster”; all the businesses interested will create poster with their information and have it displayed in every store involved in the promotion.	See above.
	Long Term – Advocacy	
6. Puntledge area needs a structured, practical way of presenting a united voice to City Hall.	Request CVEDS to explore the steps required to create a Business Improvement Association.	
7. Floodplain risk needs to be addressed.	Refer to the City of Courtenay.	
8. The City should turn the empty lot, where the Courtenay Hotel used to be, into a parking lot.	Refer to the City of Courtenay.	

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SECTOR: Agriculture

Submission (linked)	Submitted Recommendations	Recommended Actions
Mid Island Farmers Institute	Long Term - Funding	
	<ol style="list-style-type: none"> 1. The sector needs to come together with processors and other buyers to: <ol style="list-style-type: none"> a) Make better connections between demand and supply; b) See where the gaps in infrastructure lie, and; c) Organize on a systems level. d) Additionally, coordination of local food aggregation and distribution is also needed. e) Estimated \$10,000 cost. 	<p style="background-color: yellow;">That the CVRD be asked to prioritize the review of agriculture sector strategies completed during the Innovate 2030 Master Plan, and consider a request to the Province and other granting bodies for funding to support implementation of the specific recommendations.</p>
Comox Valley Farmers' Institute	Long Term – Advocacy	
	1. Grow and improve the agri-food value chain; a unified, representative, forward looking agriculture strategy should be in place for the Valley.	Request the CVRD to consider a long-term, forward looking update of the Comox Valley Agricultural Plan which would contemplate and incorporate the recommendations from the agriculture sector and take into consideration the impacts of Covid-19 pandemic on the industry.
	2. Local government needs access to independent, non-political professionals, who are knowledgeable about the larger picture, agriculturally trained, connected locally and who understand the complexities of the agri-food chain, as well as the regulatory environment that farmers and processors are expected to work within.	Included in updated Agricultural Plan process.
	3. Agri-food incubator; allow for the testing and refining of small batches of new value-added products.	Included in updated Agricultural Plan process.
	4. Explore with partners options for food storage and food storage/aggregation infrastructure within the Valley.	Included in Innovate 2030 Master Plan implementation.
	5. Explore with partners options for local food procurement policy for institutions and organizations.	ERTF to support, encourage and advocate for local food procurement policy for institutions and organizations.
	6. Explore with partners the planning and development of a regional food hub.	Included in Innovate 2030 Master Plan implementation.
	7. Explore how to open up agricultural land and how to attract/keep a younger generation of farmers.	Refer to the Young Agrarians Organization for additional information on potential solutions.
8. Engage with CVFI, CVEX and the CV Multiplex Association on the concept of a Comox Valley Agri-plex, which could potentially house some of the infrastructure around incubators, food storage and processing needed.	Refer to CVRD to engage with all farm groups on the concept of an agriculture facility that would suit the needs of the sector, and not affect or impact the Agricultural Land Reserve.	

Industry Advisor Business Case Action Plan – Submissions Summary Report

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Submission (linked)	Submitted Recommendations	Recommended Actions
Comox Valley Farmers’ Market	Immediate – Advocacy	
	1. The biggest immediate concern for the Farmers’ Market is an adequate indoor space to accommodate physical distancing and other COVID-19 measures during the fall and winter months when we are unable to be outside.	ERTF to refer CVEDS to work with the Farmers’ Market, local governments, and the private sector to arrive at temporary or permanent solution for the coming winter.
Comox Valley Exhibition Society	Long Term – Advocacy	
	2. Collaboration between farmers, labourers, processors and buyers to ensure that the food is harvested, processed and distributed in a timely manner. Of immediate importance for our region is: <ul style="list-style-type: none"> a) Increase in meat processing and packaging; b) Increased storage (cold and dry); c) Need for commercial kitchen space; d) Need for more farm labour; e) Need availability of supplies for producers (seed, amendments, fertilizers and farming supplies). 	Included in the updated agriculture plan process. Note that commercial options for small scale meat processing, cold storage and commercial kitchen space are occurring. Demand continues to increase for added value processing within the Valley and region.
Comox Valley Exhibition Society	Immediate - Advocacy	
	1. CVEX requests exemption from the municipal grant application deadline.	Refer to local government.

Industry Advisor Business Case Action Plan – Submissions Summary Report

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SECTOR: Arts & Culture

Submission (linked)	Submitted Recommendations	Recommended Actions
Comox Valley Community Arts Council	Immediate - Funding	
	1. Mortgage/tax/rent relief for commercially zoned venues & facilities so they can continue to be used, or continue to exist, until things change.	Refer to local governments with facilities and venues that are capable of accommodating events to consider immediate options for fall/winter.
	2. Micro-grants for artists & organizations to support transition to digital (equipment, training & tech acquisition).	Refer to CVRD with a request to consider if micro-grants are an option for the Grant-In-Aid program.
	Immediate - Advocacy	
	3. Adapted rules for gathering in outdoor spaces to allow more flexibility.	ERTF to request that a meeting be convened of local government staff responsible for Arts, Culture and Heritage facilities and programs to discuss and explore options for indoor and outdoor gathering spaces during COVID-19, until the pandemic is over.
	Long Term - Marketing	
	4. Promotional support: assistance with joint promotions and marketing and/or coordinated promotional initiatives around Arts & Culture.	Refer to the CVRD to consider a potential framework for regional Arts, Culture and Heritage funding where new programs, services and special events that support regional goals and deliver benefits to the entire region receive funding from the CVRD as part of the 2021-2025 financial planning process.
	Long Term - Advocacy	
	5. Mitigation of public liability insurance costs or underwriting liability for events on public property.	Refer recommendations #5 - 11 to local governments to determine options for flexibility in events on public property or in public facilities during the pandemic.
	6. Major overhaul to funding processes and limitations to allow for ongoing fluidity and nimble response to major events.	See above.
	7. Reduced or free use of public facilities to present my/our work.	See above.
	8. Regular street closures to allow for easy creator markets in dense neighbourhoods or downtowns.	See above.
	9. Partnerships for special events.	See above.
10. Community Access Programs to local theatre.	See above.	
11. Creating a tax credit for buying Canadian artworks (any genre) to stimulate sales.	See above.	
12. Access to reliable, affordable, high-capacity internet is a significant barrier. Any way that government can mandate/encourage/incentivize providers to increase service and affordability would be a huge benefit to the entire community.	See recommendation #1 in IITA re technology strategies.	
13. Overall, the creative community would like to be acknowledged as a priority and be recognized for the contribution they make to our economy, our community wellness, and our exceptional quality of life.	Steering Committee to respond with letter CVCAC acknowledging the request.	

Industry Advisor Business Case Action Plan – Submissions Summary Report

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Submission (linked)	Submitted Recommendations	Recommended Actions
Sid Williams Theatre Society	Immediate - Advocacy	
	1. Assist with timely delivery of information on new emergency/special funding programs from other levels of government and major foundations.	Ongoing via provincial associations and CVEDS.
	2. BC Gaming grant timelines currently do not aid our sector in responding to the pandemic. The Community Gaming Grant deadline was very early in the pandemic (April) when many Arts and Culture organizations had not had time to assess their needs. More responsive timelines are needed from the Gaming Branch.	ERTF to request information from the BC Gaming Grants on application deadlines during the pandemic.
	3. Because the Theatre/Live-Performance sector is especially hard hit by the public health restriction on mass gatherings, it is important that programs like CEWS/CERB are extended for members of this sector as long as possible until the virus is no longer a threat.	ERTF to send a letter to appropriate Federal Government ministry.
	4. Perhaps if CEBA loans could be used for equipment purchases (so that the loan was attached to an asset) rather than just “non-deferrable operating expenses”, more groups would make use of it.	Same as above.
	Long Term - Funding	
	5. Create a local/regional cultural granting program to assist local organizations.	Refer to recommendation #3 in CVCAC to convene a meeting, and/or report, to discuss a regional funding framework.
	6. Increase subsidies for use of public spaces/facilities by local non-profit organizations	See above.
	Long Term - Marketing	
	7. Support marketing/communication efforts by local performing-arts venues/producers.	See above.
	Long Term - Advocacy	
	8. Create opportunities for work hubs to share resources and expertise.	CVEDS to include a review of work hubs (maker space/ co-location work spaces) in 2021 work plan.
	9. Modernize outdated/restrictive signage bylaws to allow local organizations that operate venues to install contemporary digital signage with advertising revenue potential.	Refer to local government.
10. Expand the Street Entertainer Program, and share application (audition?) information with live-event organizers looking for performers (e.g. opening acts).	Refer to City of Courtenay.	
11. Consider tax incentives for local businesses that sponsor live-performances/festivals, etc.	Refer to local government.	
12. Create opportunities for local youth “work-learn-earn” in local live performance industry.	Refer to local government.	
13. Work with other levels of government and local businesses to create incentives for local youth to volunteer in our community (rec passes, gift cards, course credit).	Refer to local government.	

Industry Advisor Business Case Action Plan – Submissions Summary Report

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SECTOR: Aviation / Aerospace

Submission (linked)	Submitted Recommendations	Recommended Actions
Courtenay Airpark Association	Long Term - Marketing	
	1. The City of Courtenay should mention the Airpark on their website.	CVEDS to work with the City of Courtenay and local governments to improve online awareness of the Airpark.
	Long Term - Advocacy	
	2. Need advocacy to Tourism Vancouver Island and Destination BC for inclusion in visitors guides to the Comox Valley and websites to include the Airpark information and all it has to offer; currently the Airpark is underutilized/valued.	CVEDS to include the Airpark in the update of the 5 year MRDT renewal plan.

SECTOR: Childcare

Submission (linked)	Submitted Recommendations	Recommended Actions
Comox Valley Children’s Day Care Society	Immediate - Marketing	
	1. Raising the awareness to Valley employers that they will need to be flexible with their staff who have young children.	For discussion and direction.
	Immediate - Advocacy	
	2. Encouraging suppliers to offer /sell cleaning supplies to child care programs.	Forward request to Chamber of Commerce.
	3. Consider expanding permissive tax exemptions to the child care sector.	ERTF to refer to CVRD and request a letter be crafted to go to UBCM.
	4. Create a child care pandemic response team within the UBCM.	Same as above.
	5. Increase wages of front-line workers.	Same as above.
	6. Work with the sector to develop more specific health and safety guidelines.	Same as above.
	Long Term - Funding	
	7. Create municipal pandemic response grants for child care.	Forward to local governments.
Long Term - Marketing		
8. Raising public awareness about the need for increased and sustained funding for child care.	Forward to local governments.	
Long Term - Advocacy		
9. We are very grateful to the Comox Valley Community Foundation who were able to arrange for a large supply of hand sanitizer from Wayward Distillery – so supporting initiatives such as this would be helpful.	Forward to local governments.	
10. Senior government advocacy; \$10/Day Child Care Plan, fully funded National Pandemic Response Plan for child care, National Child Care Plan, timely release of federal transfer payments to the Province to meet local needs.	Forward to CVRD with request to craft letter to Provincial and Federal Government.	

Legend: Recommendations for Local Governments; Recommendations for the CVRD to consider with CVEDS; Actions for the consideration of the Task Force; *“White”* Currently ongoing via CVEDS;

SECTOR: International Education

Submission (linked)	Submitted Recommendations	Recommended Actions
North Island College	Immediate - Marketing	
	1. Consider ‘open CV’ campaign for 2021 social media etc.	Refer to CVEDS for 2021 work plan for consideration.
	2. Consider a branding system that welcomes newcomers/students.	See above.
	Immediate - Advocacy	
	3. Support for accommodation providers providing quarantine options for arriving students that align with provincial health guidelines.	Refer to the BC Hotel Association for consideration and input.
	4. Encouraging province/feds to ease travel restrictions where appropriate to allow for ‘country bubble’ movement.	ERTF to provide letter of support to Hon. Melanie Mark, Ministry of Advanced Education, Skills and Training supporting the economic importance of international education to the Comox Valley.
	5. Relaxation of on-line content policy at Ministry of Education level for K - 12 sector.	Refer to the School District 71 for further input.
	Long Term - Advocacy	
	6. Consider supports for international tourism sector as they may apply to international education.	Refer to CVRD with a request to write a letter to applicable provincial and federal ministries.
7. Student employment support (post-secondary).	Refer to CVRD with a request to write and send a letter of support for the expansion of student hiring programs to applicable Provincial and Federal ministries.	

SECTOR: Technology

Submission (linked)	Submitted Recommendations	Recommended Actions
Innovation Island Technology Association	Immediate - Advocacy	
	1. Greater emphasis should be placed toward digital technology adoption.	CVEDS to provide a summary report of the recent regional and local technology strategies to local government, and include specific recommendations for increased digital technology adoption within local government and economic development programs.
	2. Changes to business models should be encouraged and supported with respect to tax breaks, zoning or rent assistance.	Request to CAO’s to prepare joint briefing note on limitations on tax break assistance to business.
	Long Term - Advocacy	
	3. Regional solutions should be considered to address regional challenges.	Request more information from the IITA.
4. Digital literacy programs should be enhanced within district schools to increase a wider base of knowledge with all grade 12 graduates.	ERTF to endorse and refer to SD71.	

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SECTOR: Tourism – CVEDS is currently in the process of updating the 5 year MRDT long term marketing plan with a COVID - 19 lens. CVEDS to consider initiatives below in this process.

Submission (linked)	Submitted Recommendations	Recommended Actions
Bed & Breakfasts	Immediate - Funding	
	1. Funding for tourism businesses, including (but not limited to) tax relief.	Refer above to recommendation #2 in Technology sector.
	Immediate - Marketing	
	2. More ads to either "staycation" or visit the Comox Valley (for BC residents).	Refer to recommendation #1 from Comox BIA.
	Immediate - Advocacy	
	3. There are so many choices that won't ask a traveler to spend an additional 16% (5 + 8 + 3), such as home exchanges or other jurisdictions, so many will choose to go elsewhere. I don't disagree with MRDT in the long run, but not in a year of recovery.	CVEDS to work with Tourism industry in understanding MRDT applicability.
Beverage	Immediate - Funding	
	1. Grant/incentives to buy local.	CVEDS to forward to Chamber of Commerce for consideration of running a buy local campaign.
	2. Lower taxes to stimulate economy.	Refer above to recommendation #2 in Technology sector.
	Immediate - Advocacy	
	3. Ensure all government purchases, contracts and tenders buy local first, region second, then province, then other provinces and territories.	Refer above to recommendation #5 in Agriculture sector (CVFI); ERTF to support, encourage and advocate for local food procurement policy for institutions and organizations.
	4. Extended patios and off-sales should continue.	ERTF to approve and refer to local government planning departments.
	5. Incentives to employees to get off CERB and get back to work.	Not applicable as federal government has transitioned program EI.
	6. Wave property taxes, rather than defer.	Refer above to recommendation #2 in Technology sector.
	Long Term - Marketing	
	7. Need a strong marketing campaign to buy Canadian.	Provincial and Federal mandate.
	Long Term - Advocacy	
	8. Liquor Distribution Branch to have an appeal board. Stop changing the terms and conditions with no warning or rationale. LDB should only exist for government stores.	Direct CVEDS to review recommendations 8-13 in conjunction with appropriate provincial ministries, jurisdictions and report back.
	9. Stop increasing minimum wage. Allow a farm wage.	Forward to CVRD with a request to create and send a letter to applicable Federal and Provincial ministries and/or agencies.
10. PST reform, too many bulletins that don't make any sense.	Forward to CVRD with direction to seek clarity on PST regulations relating to the beverage industry, and have CVEDS engage with the provincial industries associations including the BCRFA, ABLE BC, BC Craft Brewers, BC Wine Institute for feedback.	
11. Federal government should take control of trade between provinces and allow free movement.	As directed by ERTF Steering Committee.	
12. Excise tax reform - there should not be excise tax on spirits made in Canada. Unable to compete with import spirits in your own country.	Request CVRD to send letter to applicable ministries.	
13. Get rid of carbon tax in Canada, and charge on imported items only.	For information only.	

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Submission (linked)	Submitted Recommendations	Recommended Actions
Festivals & Events	Long Term - Funding	
	1. Support “arts” with a dedicated funding strategy.	Refer to recommendation #3 in CVCAC to convene a meeting and/or report to discuss a regional funding framework.
	2. Budget line in local/regional budget; dollars used to develop new or enhance existing events/organizations.	See above.
Mountain Biking	Immediate - Advocacy	
	1. Expanding or renewing partnerships with the Mountain Bike Tourism Association of BC.	Included as part of MRDT 5 year business planning process.
	Long Term - Funding	
	2. Local investments into capital projects, such as multi-use pathways, would be a major asset to the community and create important tourism infrastructure.	Forward to local government.
	Long Term - Marketing	
	3. A specific mountain biking tourism strategy that supports and promotes local, regional, and provincial tourism within BC.	Forward to CVRD for consideration in CVEDS work plan and direction to explore options for a destination development mountain bike plan with UROC and the Mountain Bike Tourism Association of BC.
	4. Support from local agencies to lobby the Province of BC to waive permit fees for 2020 Park and Crown Land Permits.	Forward to CVRD for consideration and direction to CVEDS to work with BC Parks and CVRD staff to determine options and capabilities.
Restaurants	Immediate - Advocacy	
	1. Flexible, innovative & expedited patio permitting is essential.	Refer to BC Restaurant and Foodservices Association to determine alignment with Provincial and Federal advocacy initiatives.
	Immediate - Marketing	
	2. Destination Marketing to unite all Vancouver Island residences and local visitors to “tour local, stay local, stay safe”.	Refer to recommendation #1 from Comox BIA.
	Long Term - Advocacy	
	3. CECRA - Advocate to introduce a tier system for those business that are 60% or 50%, etc. down to be included in the program.	
	4. Food sovereignty and food security: We seek government assistance in facilitating our food supply locally, provincially and federally. Our food chain system needs to unify and collaborate with other sectors.	Refer to Agricultural Plan recommendation #1 as noted in Agriculture sector (CVFI) recommendations.
BC Restaurant & Foodservices	Immediate - Advocacy	
	1. Expediting applications for businesses to winterize patios in public and private spaces to provide operators with the opportunity to capitalize on the confidence of outdoor space.	Refer to August 26, 2020 letter submitted to BC municipalities by the BC Restaurant and Foodservices Association, Alliance of Beverage Licensees, and BC Craft Brewers Guild.
	2. Approving temporary patios for summer 2021 now, so operators are able to plan ahead.	Same as above.
	3. Creating a program for designated pick-up zones so that businesses enhance contactless curbside pick-up in the fall and winter months.	Same as above.



TOWN OF COMOX

STRATEGIC PLANNING COMMITTEE MEETING

STAFF REPORT

Meeting Date: Oct. 14/20

TO: Strategic Planning Committee	FILE: PR 20-14 / 6430-04
FROM: Marvin Kamenz, Director of Development Services	DATE: Oct. 14, 2020
SUBJECT: Planning Services, Strategic Priorities - October 2020 - 2021	

Prepared by: Marvin Kamenz	Supervisor: Marvin Kamenz	Financial Approved: Clive Freundlich, Fin. Director	Report Approved: Jordan Wall, CAO
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RECOMMENDATION(S) FROM THE CHIEF ADMINISTRATIVE OFFICER:

That the strategic priorities as contained in the October 14, 2020 staff report to the Strategic Planning Committee entitled Planning Services, Strategic Priorities October 2020 – 2021 be approved.

PURPOSE

To provide strategic priorities for the provision of Planning Services for the remainder of 2020 and 2021 and to recommend Council adoption.

STRATEGIC PLAN LINKAGE

This report addresses the following tasks identified in the Strategic Plan for Planning Services:

- Subdivision Bylaw: Update
- Decrease Processing Times
- Major Development Applications
 - 2310 Guthrie
 - 2309 McDonald
 - 468/490 Anderton
 - 1582 Balmoral
 - 695 Aspen - Affordable Housing Contract
 - North East Comox Stormwater Management Plan
- Minor Development Applications

BACKGROUND

The Director of Development Services gave a presentation to the September 9, 2020 Strategic Planning Committee which included a proposed work plan for the remainder of 2020 and 2021 to prioritize processing of existing Major Applications, implement the NE Comox SWMP, update the Subdivision and Development Servicing Bylaw and return to date order processing of applications.

This report formalizes the proposed work plan for Council’s consideration.

ANALYSIS

a. Work Plan 2020 To Date

In response to the issues of housing affordability, the rental housing shortage, and the daycare space shortage; the 695 Aspen development application was given priority processing. This

displaced several major instream projects which were subsequently given priority processing in the following order:

- 695 Aspen – commercial / residential development, 232 primarily rental apartment units, option for 28 space daycare and 6 affordable housing units
 - Rezoning Bylaw adopted, DP and DVP issued August 5
- 2310 Guthrie – commercial / residential development, 42 townhouse units
 - Rezoning Bylaw given 3rd Reading Sept 16
- 2309 McDonald – 22 townhouse units, 8 duplex units, 13 zero lot line single family units, 40 single family units
 - OCP amendment & Rezoning Bylaws considered for 1st and 2nd Reading Oct 7
- 1582 Balmoral – 52 BC Housing, affordable, seniors housing units
 - DVP and DP issued Sept 2
- 468/490 Anderton – 15 Town house units (subdivision and rezoning)
 - Subdivision application processing commenced

b. Proposed Strategic Priorities for Remainder of 2020 in Order of Priority

- Complete outstanding actions on projects noted in (a) above (e.g. adoption of bylaws, issuance of Development Permits and Development Variance Permits).
- 695 Aspen
 - Council authorization to lease affordable housing units and daycare units to non-profits
 - M'akola lease to provide affordable housing
 - BC Housing mortgage for the purchase of 6 affordable housing units
 - Town Affordable Housing Reserve funds to provide the down payment
- Resume processing of development applications in date order
 - priority processing limited to Downtown Vitalization Area
- NE Comox SWMP public consultation

c. Assumptions for 2021

- Small scale infill projects will continue at present pace
- Major multi-family development applications will continue at present pace
- Extended processing timelines and increased staff time will be required to process NE Comox development applications:
 - Initial applications will raise unforeseen issues in regard to implementing new storm water servicing standards
 - OCP and rezoning applications for smaller lot single-family and townhouse development in response to market demand, housing affordability, limited land supply and increase servicing costs
- Continued development industry / Senior government pressure to prioritize specific applications
- High sensitivity to bumping from those with applications in process

d. Rationale for 2021 Strategic Priorities

Balance the processing demands of anticipated application activity, the need to address new / emerging issues and Development Services operational capacity.

e. Proposed Strategic Priorities for 2021 in Order of Priority

- Process applications in date order, limit prioritization of application processing to the Downtown Vitalization Program, & undertake 1 priority project at a time in the following order:
 - Adoption of NE Comox Implementation Bylaws:

- Erosion and Sediment Control Bylaw – New
- Runoff Control Bylaw – New
- Highway Use Bylaw – New
- Subdivision and Development Services Bylaw – Amend
- Storm Drainage Connection Bylaw – Amend
- Building Bylaw – Amend
- Planning Application Procedures Bylaw - Amend
- Update Subdivision and Development Servicing Bylaw
- Urban Food Production
- Participation in CVRD Regional Poverty Reduction Strategy
- Town Website Rebuild: Planning and Building Permitting
- Process NE Comox development applications in date order based on submission date of new applications after 1st reading of implementation bylaws.

Why NE Comox SWMP?

It is an ongoing project with the ability to provide a significant land supply for

- residential and industrial development,
- Airport parking expansion, and
- NE Comox SWMP is the storm water management approach proposed for the Anderton Corridor.

Why Subdivision & Development Services Bylaw?

- It establishes the infrastructure servicing requirements and standards for subdivision and building permits
- Update is 75% complete
- Update is necessary for processing of applications in NE Comox
- Update will reduce current routine need for infrastructure DVPs for development applications freeing up staff resources for other priorities

Why processing of NE Comox development applications by date submitted after 1st Reading of SWMP implementation bylaws?

- Insufficient capacity to effectively do both concurrently
 - Inevitably there will be unforeseen complications with first applications in implementing a new storm water management approach
 - need updated Subdivision and Development Servicing Bylaw (e.g. road cross sections) to process new development
- Significant and sustained impact on the processing of instream and new applications which are not dependent upon new storm water servicing standards

f. Proposed Strategic Priorities for 2022

The following tasks identified in the Strategic Plan for Planning Services are not addressed in the proposed 2020 – 21 Strategic Priorities and therefore remain for consideration in 2022:

- Open House – Climate Crisis Climate Change Adaptation Strategy
- Draft Anderton Corridor Land Use Plan
- Report for Affordable Housing and Short Term Rentals
- Downtown Vitalization Zone Expansion
- Heritage Registry Report

Given the number of complex tasks in this list it is unlikely they will all be resolved prior to the end of this Council's mandate in October of 2022.



TOWN OF COMOX
STRATEGIC PLANNING COMMITTEE MEETING

STAFF REPORT
 Meeting Date: Oct14/20

TO: Strategic Planning Committee	FILE: 5040-20 / 01
FROM: Marvin Kamenz, Director of Development Services	DATE: Oct. 14, 2020
SUBJECT: Affordable Housing Reserve	

Prepared by: Marvin Kamenz	Supervisor: Marvin Kamenz	Financial Approved: Clive Freundlich, Fin. Director	Report Approved: Jordan Wall, CAO
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RECOMMENDATION(S) FROM THE CHIEF ADMINISTRATIVE OFFICER:

That the October 14, 2020 staff report from the Director of Development Services, titled Affordable Housing Reserve, be received for information.

PURPOSE

To inform Council of the current amount of funds in the Affordable Housing Reserve and provide a listing of the amenity contributions of major instream rezoning applications along with estimates for when each contribution will be received.

STRATEGIC PLAN LINKAGE

This report is in relation to Council's Core Services of Community Development and Planning.

BACKGROUND

At the October 7, 2020 Regular Council Meeting, Council requested that current balance of the Affordable Housing Reserve and anticipated contributions be provided to the next Strategic Planning Committee Meeting to allow for discussion on the allocation of these funds.

ISSUES

As of October 8, 2020 the Affordable Housing Reserve contains \$635,946.00 which has been allocated to the purchase of 6 units in the 695 Aspen development for affordable housing.

The proposed amenity contribution to the Affordable Housing Reserve for instream major rezoning applications are as follows along with the anticipated contribution timing should the applications be approved:

2310 Guthrie Rd	\$60,842.00	(anticipated first quarter of 2021)
2309 McDonald Rd	\$68,469.00	(anticipated first to second quarter of 2021)
468 Anderton Rd	<u>\$21,765.00</u>	(anticipated second to third quarter of 2021)
	\$151,076.00	

a. Applicable Policies and Legislation

The Town's Affordable Housing Strategy is contained in Attachment 1. Section 3 (C) and (D) are specific to the Affordable Housing Reserve:

C. Allocate a portion of the value created by rezoning to generate affordable housing

A municipality may use a variety of tools to facilitate the creation of affordable housing at the time of rezoning. The contribution for affordable housing may be in terms of on-site or off-site units, land or cash. Staff are directed to enter into negotiations for an affordable housing contribution where a rezoning process would result in more than 4 units or lots.

D. Create partnerships for provision of affordable housing

As contributions for affordable housing are obtained through the rezoning process, the Town would seek partnerships with the private sector, senior levels of government and non-profit housing organizations to allow for the construction and long-term management of below market housing units. Alternatively, funds or land dedicated for affordable housing could be collected until there are adequate resources to make formation of a partnership viable.

Comox Official Community Plan Bylaw 1685, Affordable Housing Policies include the following:

2.1.2.3(e) The Town may work through market and non-profit housing providers to facilitate the creation and management of affordable housing, rental and special needs housing.

2.1.2.3 (h) The Town will work with BC Housing and the Province of B.C. to secure land suitable for affordable housing and to facilitate the implementation of affordable housing in the Town.

At the April 17, 2019 Regular Council meeting, Council resolved

That staff be directed to seek opportunities to work with developers to create non-market affordable housing units within the Town of Comox;

That staff be directed to target the creation of rent geared to income non-market affordable housing units;

That staff be directed to target the creation of non-market affordable housing units for seniors and the disabled;

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;

That staff be directed to seek funds from Comox Valley Regional District and other levels of government for the creation of non-market affordable housing units; and

That staff be directed to seek partnerships with non-profit affordable housing organizations for the operation of the non-market affordable housing units.

b. Legal

Comox Reserve Funds Bylaw, 2015 authorizes Council to establish reserve funds for specified purposes. Under this Bylaw, monies deposited into the Affordable Housing Reserve Fund shall only be expended for the purposes of “Expenditures for the acquisition of land, or for the construction of, or acquisition of residential housing units that will be used to provide affordable housing in Comox.”

c. Financial

The current Financial Plan includes in the Administration budget, under the line item Homeless Grant, \$30,000.00 per year for 2021, 2022, 2023 and 2024. This amount comes from general revenue and not the Affordable Housing Reserve.

The February 5, 2020 First and Second Reading Planning Report on 695 Aspen noted

A Town payment of \$640,000 from Comox’s Affordable Housing Reserve Fund in combination with a low interest mortgage through a BC Housing Funding Agreement to purchase the six units and lease to M’akola Housing Society to operate the units as affordable housing would allow for an estimated monthly rent of in the range of \$ 1,020 per month: approximately 20% less than the current advertised rent of \$1,298 for a 58 m² one-bedroom unit in the recently completed rental apartment development at 618 Anderton Avenue, Comox.

Subsequent letters to the province and CVRD requesting contributions to assist in the purchase of the 6 units in order to reduce monthly rents, estimated that for each addition \$150,000.00 an estimate \$100 per month decrease in the monthly rents of 6 units could be realized.

Attachment 1



TOWN OF COMOX HOUSING AFFORDABILITY STRATEGY

Updated October 16, 2013

This Housing Affordability Strategy includes the following: Provision of an Affordable Housing Amenity; Smaller Lots; Secondary Suites and Coach Houses; Strata Conversion Policy; and Reduced Fees and Processing times for Secondary Suites and Coach Houses. More information about this strategy is provided below.

All potential applicants are encouraged to contact staff directly to discuss their proposals in detail.

SECTION 1 – Background:

The spectrum of housing options available in a community generally includes market home ownership and market rental (where prices and rents are determined by supply and demand in the private sector), and often includes below-market subsidized rental or subsidized home ownership options. Any of these options can provide housing that is “affordable” for members of a community (“affordable” being defined as housing costs that do not compromise a household’s ability to meet other basic needs, such as transportation, clothing and nutrition).

Market home ownership is “affordable” for some households. For other households, particularly households of low to moderate income (households having incomes less than 80% of the average household income in the Town¹), affordable housing may be limited to market rental housing and below-market subsidized housing. This household segment includes a broad cross section of the community, including persons with disabilities, the elderly, single-parent families, students, and young workers.

Housing availability and affordability affects the ability to attract and retain the labour force and investment needed to care for an aging population, remain economically competitive not only nationally and internationally but also locally and provide local opportunities for our youth.

A municipality can implement policies and bylaws to improve the availability and “affordability” of market and below-market subsidized housing. The Housing Affordability Strategy presented in this report is intended to support the development of well-designed, safe and suitable housing that is integrated into the community. The approaches and strategies described in this report are not intended to lower standards to allow development of poor quality or inappropriately located housing, as substandard housing has community-wide negative social impacts and reduces economic competitiveness.

¹ This is a common definition for households of low to moderate income used by many municipalities in their housing strategies.

SECTION 2 – Approaches

Although the comprehensive provision of an appropriate range of housing options for a community is broad and complex and engages all levels of government, approaches that individual municipalities can use to facilitate development of market and below-market housing can be categorized into four categories.

- A. Identifying and removing regulatory barriers can stimulate the creation of more “affordable” market housing. This approach requires evaluation of the types of housing that a municipality wishes to encourage to meet the community’s needs, and identifying regulations that may hamper the development of these desirable types of housing. This approach is intended to stimulate the production of well-designed, well-integrated, suitable housing. It is not intended to relax regulations that would result in substandard housing.
- B. Municipalities can introduce policies to protect existing market rental housing. Section 242 of the *Strata Property Act* requires developers making application for conversion of a previously occupied building² (i.e.: a building where units are rented) to strata units to obtain approval from the local municipality. In making a decision regarding strata conversion, Council must consider, among other things, the priority of rental accommodation over privately-owned housing in the area, and any proposals for the relocation of persons occupying a residential building. Many municipalities have introduced strata conversion policies under Section 242 of the *Strata Property Act* to control the conversion of rental units to strata units when the rental vacancy rate in a community is very low.
- C. Allocating a portion of the value created by rezoning to increase housing affordability is a very effective and common approach used to create below-market housing for the community. Municipalities can use a variety of tools to require or negotiate for affordable housing amenities.
- D. Additionally, municipalities can partner with non-profit housing providers, other levels of government or the private sector to create and manage below-market affordable housing.

SECTION 3 - Housing Affordability Strategy

The strategy outlined below is intended to provide a multi-faceted approach to facilitate the development of a broad range of housing options by improving the affordability of market ownership, increasing the availability of market rental and supporting the development of below-market housing. The strategy is intended to be flexible to allow adaptation where necessary, and enhancement where possible. The Town of Comox is not a housing provider; the Strategy does not include municipal construction or management of housing, and seeks to minimize municipal administrative requirements.

A. Remove regulatory barriers to development of more “affordable” market housing

Small lot subdivision with narrow frontages

² new never-occupied buildings are not subject to this requirement
K:\5040-20 Affordable Housing\2020-10Oct-14 Report to Strat Plan Committee - affordable housing reserve.docx

Market home ownership may be made more “affordable” for more people by introducing zoning that allows smaller lots. Narrower road frontages reduces per-lot infrastructure costs.

Implementation of this initiative started with the creation of the R3.2 Single-Family/ Secondary Suite zone, which reduced minimum parcel frontage from 20 metres to 15 metres and minimum parcel area from 650 m² to 450 m².

The allowance for bareland strata subdivision has been expanded to allow for the development of existing oversized residential lots with limited frontages on an existing road: bareland strata subdivision allows for the creation of lots fronting an internal private driveway.

In February 2013 the Town created a prototype zone to allow for 350 m² parcel sizes with a minimum frontage of 13 metres.

Legalization of secondary suites

Market home ownership may be made more “affordable” through legalization of secondary suites as “mortgage helpers.” Additionally, secondary suites can form an important component of a municipality’s market rental housing stock and allow for aging in place by providing an income source.

The creation of the R3.1 and R3.2 Single-Family/Secondary Suite zones allowed for secondary suites in new subdivisions and consideration of secondary suites in existing neighbourhoods on a case by case basis through rezoning. The Town used simplified procedures and reduced fees to streamline this process and to address the limited resources of the applicants, which were typically individual home owners.

In 2012, the requirement for case by case rezonings to permit secondary suites was removed. Secondary suites are now generally a permitted use in single-family neighbourhoods. A building permit is required to legalize existing secondary suites or for the creation of a new suite.

Introduction of coach houses

In the Town of Comox, a coach house is a small standalone residential unit typically located in the backyard of a single-family dwelling. Either the coach house or the single-family dwelling must be owner occupied. Similar to a secondary suite, a coach house increases housing affordability by providing rental housing and provides the option of aging in place.

In September 2013, Council adopted the necessary enabling bylaws to allow for the consideration of coach houses on a case by case basis through the rezoning process. Simplified procedures and reduced fees to streamline this process were introduced to address the limited resources of the applicants, which are typically individual home owners.

B. Support existing rental housing stock through strata conversion policies

Strata conversions of three or more residential units, or two or more residential units where these units comprise part of a larger development, are prohibited when the vacancy rates for rental units is very low: less than 4%. In tight rental markets where the vacancy rate is 4% or greater, an applicant for strata conversion is required to submit a “Tenant Plan,” containing a complete list of tenants, certifying that the owner or developer has notified tenants of the conversion application, providing options that have been offered to potentially displaced tenants, such as an agreement not to evict tenants as a result of the strata conversion, an option to purchase the unit, or any monetary assistance to be offered, such as a rent-free period, or moving expenses. A copy of the Tenant Plan, including the notice to tenants, as well as a

statement from the owner regarding how the notice was distributed, must be submitted for Council's review. Council is then able to evaluate whether or not the Tenant Plan is sufficient to allow conversion.

Applications for individual duplex strata conversions would be considered independent of the vacancy rate. This is because it is expected that the impact of isolated duplex conversions on the community would be minimal. For duplex conversions, occupants are sent notification of the date on which the application would be considered by Council.

Strata conversions of secondary suites and coach houses are prohibited.

Reasons for prohibiting secondary suite and coach house strata conversions; they:

- a. provide affordable rental in a ground orientated single-family context;
- b. may serve as a mortgage helper for the owners;
- c. provide infill units compatible with single-family neighbourhoods;
- d. provide options for aging in place; and
- e. provide options for young families.

In addition, coach houses provide for independent living and are required to meet the Town's adaptable housing standards.

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SECTION 4 – Implementation

Implementation of the Housing Affordability Strategy is a key component of the Town's Official Community Plan. This resulted in legalization of secondary suites, creation of a 350m² single-family zone and an allowance for coach houses. In addition, application procedures, application fees and processing times have been streamlined for secondary suite and coach house developments.

RECEIVED

Oct. 6, 2020

The Mayor and Members of Council,
Town of Comox
1809 Beaufort Avenue,
Comox, BC V9M 1R9

TOWN OF COMOX

LOG: 20-393	REFER:	AGENDA: SP 14Oct20
FILE: 4710-01	ACTION: MR	

Michael Day
Spokesperson, Visions Committee
Comox Valley Presbyterian Church
725 Aspen Road,
Comox, BC V9M 4E9

Monday, October 5, 2020

Dear Mayor Arnott and Comox Town Councillors,

My name is Michael Day, and I am writing you on behalf of the Visions Committee of Comox Valley Presbyterian Church. This committee, at the direction of our congregation, has been tasked with the challenge of exploring options for the use of the undeveloped portion of our property on Aspen Road, specifically with the direction that this land be used to serve and enhance the welfare of the people in our community. To be clear, we view our community as those citizens inclusive of, and beyond, those members of our congregation, including our immediate neighbourhood, the Town of Comox, and the Comox Valley as a whole, regardless of religious affiliation.

Our committee has been active over the past year, researching and evaluating a number of options, including developing supportive housing and/or retail space, creating a community gathering space, selling a portion of our property to finance support programs for our community, and a variety of other possibilities which have been realized by other church groups or social welfare organizations in other communities. We have been following with obvious interest the numerous building applications and projects in the Town, as well as the social initiatives involving the D'Esterre Society, St. Joseph's Senior's Village, and others.

We are also familiar with the Official Community Plan, and the conditions of our property zoning as Public Assembly.

It is with these many considerations in mind, that our committee has directed me to approach the Town of Comox to explore the potential for partnering with the Town for a project of mutual interest and benefit to the members of our community.

Our committee has generated several ideas that we feel might serve our common interests, and we would value your consideration, and possibly further discussion with respect to the feasibility of collaboration. Among those projects that we feel might warrant the Town's interest could be a performance space (thinking musical rehearsals and performances, public speaking, educational/training presentations, etc.), dedicated daycare facilities, or facilities/resources for seniors and/or special support programs. While this list is, by no means, exhaustive, we have tried to focus our considerations on those resources that we felt were

lacking, or were in limited supply, given the increasingly diverse nature of Comox and the Valley. At the same time, and in the spirit of our desire to explore partnership opportunities, we would certainly consider projects which are being contemplated by the Town as well.

In closing, I hope that I have conveyed to you and your office our committee's vision for a project that will serve to benefit the community in which we live and work, and that the Town of Comox will consider our sincere desire to explore partnership options for the betterment of all of our citizens.

Should you require more information or details, or wish to discuss our proposal further, please feel free to contact me at the numbers or addresses below. I look forward to your consideration and feedback.

Yours,

Michael Day

Michael Day, spokesperson
CVPC Visions Committee

Contact information:

Michael Day
6077 Todd Road,
Courtenay, BC V9M 1P4

Email: mikeday.doveside@gmail.com

Home phone: 250-703-2047

Cell phone: 250-218-3332

cc. Mr. Marvin Kamenz, Municipal Planner, Town of Comox

October 6, 2020

LOG: 20-395	REFER:	AGENDA: SPM 14OCT20
FILE: 5040-01	ACTION: MR	

RECEIVED

Oct. 6, 2020

TOWN OF COMOX

Dear Mayor and Council,

I am writing to you today as it relates to the lands at 1946 and 1950 Comox Avenue. The site is currently occupied with a combination of various cottages and structures and is home to 30+ residents. Historically, there have been inquiries and applications made to consider rezoning this land for multifamily development. Your staff have been very supportive of those efforts but yet due to various factors, it has not happened.

One of the key items in your published agenda is to support affordable housing in your community. In communities across Canada, this issue of "affordable housing" has been difficult to define and difficult to make work from a financial perspective. In saying that, there may be a path forward.

Recently, the Federal Government announced a new funding program called the RHI (Rapid Housing Initiative) and is seeking to deploy \$1B between November 2020 (estimated) and March 2021 in the form of large grants.

You can read more about the program and what has been published here:

<https://www.cmhc-schl.gc.ca/en/nhs/rapid-housing-initiative>

and;

<https://canada.constructconnect.com/dcn/news/government/2020/09/feds-to-spend-1b-on-new-rapid-housing-initiative>

The funding is for the rapid deployment of modular units and/or renovation/upgrades of existing rental units.

While the specific program details are still sparse, we have ascertained the importance of garnering municipal level support before we can advance much further. On this basis, I reached out to your Honorable Mayor, Russ Arnott, and subsequently your CAO, Jordan Wall, about providing a non-binding letter of support from the municipality. Jordan Wall has asked that I write to you all so that the request can be discussed and considered on October the 14th, 2020.

We cannot consider further work on this project without written support from the local municipality.

Some ideas for your consideration:

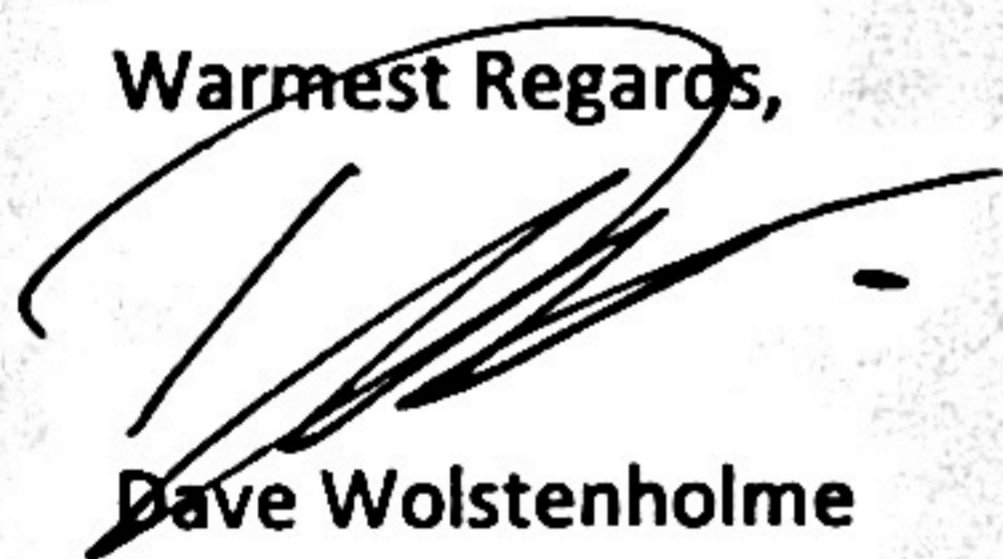
- Comox is currently faced with an affordable housing challenge,
- Homelessness,
- Getting modular units quickly would benefit the community,
- This approach does not "renovict" or displace existing residents; and
- A plan to expedite approvals etc. would be critically important if there is to be any hope of addressing this problem.

With the pandemic and the wave of incoming new residents coming to the Valley, I am aware of how incredibly busy you have been. Furthermore, I want you to know that I deeply appreciate your time and consideration. While we may ultimately not get any funding, we have an opportunity and the key components to execute well.

We have the land, the experience, the modular expert, the operational expertise, and hopefully municipal support to make a real difference.

Please let me know if I can help in any other way. I look forward to hearing from you, and together making some positive steps for the community.

Warmest Regards,



Dave Wolstenholme