



TOWN OF COMOX

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STRATEGIC PLANNING COMMITTEE MEETING AGENDA FOR WEDNESDAY DECEMBER 9, 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'

NOTICE is hereby given that, pursuant to Ministerial Order, this meeting will be conducted by electronic means with some or all members of Council participating electronically. Further, in accordance with Ministerial Order, the public will not be permitted to be in attendance.

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

Call to Order: 5:00 p.m.

1. DEPARTMENTAL UPDATES:

- a. [Operations Departmental Update](#)

2. STRATEGIC PRIORITIES REPORT:

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

That the Strategic Priorities Report for December 9, 2020 be received and filed for information.

3. DISCUSSION ITEMS: NIL

4. STAFF REPORTS: NIL

5. CORRESPONDENCE: NIL

ADJOURNMENT



CORPORATE OFFICER

TOWN OF COMOX – STRATEGIC PRIORITIES REPORT - CAO

December 9, 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.	A new report seeking clarification on next steps expected in December
5.	Asset Management Funding Linkage	To develop an understanding of the replacement cost of all Town assets and develop a funding strategy.	Finance presentation on budgeting on November 18 th
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 grants totaling over \$4,000,000 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.	Waiting on information from Courtenay

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

TOWN OF COMOX – STRATEGIC PRIORITIES REPORT - CAO

December 9, 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

December 9, 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.	Council has placed this as a low priority to be started once other projects have been completed.
3.	Decrease Processing Times	Overall effort to decrease the amount of time it takes to receive and respond to applications.	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>

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TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PLANNING SERVICES

December 9, 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).	Consultant hired and currently preparing engagement plan and community profile.

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TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - PLANNING SERVICES

December 9, 2020

MAJOR DEVELOPMENT APPLICATIONS

11.	2310 Guthrie	42 townhouse units and approx. 530 sq. m of commercial space.	Nov. 25 2020 RCM – Bylaws Adopted.
12.	2309 McDonald	22 Townhouses, 8 duplex units, approx. 50 single family lots of varying lots sizes.	Bylaws given 3rd Reading Nov 25, 2020. Next step is applicant resolution of outstanding issues.
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.	Open House held on Nov 20. Comment sheets being received. Next step - staff report on results on open house.

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

December 9, 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, <i>Bylaw Notice Screening Officer and Council Meeting Video Recording</i> Policies added in 2020. Additional policies to be developed: Proclamations and Flag Raising, Council Conference Attendance, Senior Staff Performance Review Policy, Exempt Staff Benefits Policy, <i>Personal Use of Town Assets and GPS Fleet Management</i> .
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. Property owner initially requesting boundary extension has confirmed interest in proceeding, which will be considered in 2021.
5.	Town Website Rebuild and Town Rebranding	Development of overall look for website plus Corporate Administration Departmental Section – Council information, meeting schedules, bylaw enforcement, elections, reports and publications, news, etc. Project to consider Town of Comox rebranding process to coincide with new website.	Request For Proposal planned for early new year.

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

TOWN OF COMOX – STRATEGIC PRIORITIES REPORT – CORPORATE

December 9, 2020

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
6.	Council Delegation Bylaw	Bylaw outlining and authorizing the powers, duties and functions that Council wishes to delegate.	Draft bylaw for Council consideration in early 2021.
7.	Review of Corporate/Legal Agreements	Establish a system to better manage the requirements (payments, insurance renewals, agreement renewals, etc.) of various corporate and legal agreements.	Database management system established. Review of over 700 legal agreements initiated.
8.	Solid Waste Collection Changes	Review of solid waste collection program – bi-weekly garbage collection, collections of organics from strata properties, collection on Statutory holidays. Development of communication and implementation plan.	Council resolution July 15 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.	Bylaw adopted Nov 4 RCM. Awaiting adjudicator appointment by Province.
10.	Marina Lease Renewal	Renewal of lease with Provincial government for Comox Municipal Marina.	Notice of Final Review received from Province. Report to Council to be provided in Nov/Dec.
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.	Report to Council to be provided on Nov 25 RCM agenda. <i>Awaiting Council approval of K'omoks First Nation.</i>
12.	SPCA Agreement	Renewal of agreement with the SPCA for the provision of dog kennel / animal control services.	Exploring options for the provision of dog kennel / animal control services.
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.	<i>Town 2021 collections calendar and notification letter to residents and commercial businesses to be delivered week of Dec 14. Website updates and social media posts beginning week of Dec 7.</i>
14.	Hire Communications Specialist	Staff included in the 2019 budget, the provision of salary to hire a communications specialist.	Complete.
15.	COVID Safety Plan	Develop COVID-19 Safety Plan for Town Hall/Finance, d'Esterre House.	Complete.

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TOWN OF COMOX – STRATEGIC PRIORITIES REPORT – CORPORATE

December 9, 2020

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
16.	Economic Recovery in Comox	Communication strategy (report) highlighting the work Council and the Town have undertaken to promote economic recovery in Comox	Initiatives and measures that have been undertaken by the Town and Council have been shared via social media channels, and will continue to be shared as appropriate.
17.	Increased Affordable Childcare Spaces	Communications plan highlighting the need for increased affordable day care spaces	
18.	Flag and Proclamation Policy Development	Prepare two draft policies for Council review and consideration to help guide requests for Town support of proclamations and flag raisings.	Drafts completed with goal to provide to Council at December 16, Regular Council Meeting.

TOWN OF COMOX - STRATEGIC PRIORITIES REPORT – FINANCE

December 9, 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.

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TOWN OF COMOX - STRATEGIC PRIORITIES REPORT – FINANCE

December 9, 2020

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
			<p>2. Major user features: a) "banked balances" to be delivered to end-users November 2020.</p> <p>3. Other adaptations identified will be scheduled for the new year.</p>
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.	<p>Chart of accounts final review – September 2020.</p> <p>Work Order final setup and review – October 2020.</p> <p>Conversion completes – November 2020.</p>
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.	<i>Launch expected December 2020.</i>
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.	<p>This project has not started.</p> <p>To be brought to capital budget deliberations for 2021.</p>

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

TOWN OF COMOX - STRATEGIC PRIORITIES REPORT – FINANCE**December 9, 2020**

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
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.

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

December 9, 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. Applied for grant. Investing in Canada Infrastructure Program – Community, Culture, and Recreation Program 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. Letter sent out to SD 71 for use of portion of Comox Elementary School November 5, 2020 for interim off leash dog park.
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

December 9, 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.

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

December 9, 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 implement as development takes place. Same principles of that of NE Comox applied to the servicing plan.	75% complete. On hold until NE Comox issues resolved.
2.	Subdivision Bylaw Update	Rewrite of current bylaw. Includes clarification of what Town infrastructure works are required at time of building permit differentiated by land use, new infrastructure construction inspection and verification requirements, revised subdivision application processing procedures, and introduction of driveway access permitting procedures.	Rough draft of new specifications, permits and application processing requirements completed. Next step is creation of final draft documents and completion of legal review. Given the procedural and technical complexity of this document, creation of final draft document needs be undertaken by Director of Works and Director of Development Services.
3.	Foreshore Sanitary Replacement	Upgrade section of sanitary that was identified in the 2013 Town of Comox Sanitary Model Update study in anticipation of the re-purposing of the St. Joseph's facility or eventual reconstruction within the site. Also in response to continued operational issues and age of main.	Delay is getting DFO approval will work with KFN and project watershed to discuss projects that could potentially assist with the restoration requirements.
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	North East Comox Stormwater Management Plan in-person Open House cancelled due to COVID, replaced with virtual meetings, as well as encouraging virtual engagement via online review of information boards and the submission of Comment Forms between November 20-30.
6.	Anderton and Robb Intersection Improvements	Draft transportation study recommended installation of rectangular rapid flashing beacons (RRFP) to further improve pedestrian safety due Anderton being arterial road and high	<i>Installed November 9, 2020. Completed</i>

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

		traffic volumes as well as a high pedestrian use due to its connectivity to Robb Road School and Comox Community Centre.	
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** New items and updates shown in *blue bold italics text*.

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

December 9, 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. <i>Will be shovel ready and will keep eye on grant opportunities. Need to coordinate with LWMP conveyance timeline.</i>
10.	Port Augusta/ Comox Avenue turning radius	To improve turning radius for buses per the new transit exchange location.	<i>Design complete.</i>
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.	Design Complete. 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, <i>DFO approved.</i> <i>Working with property owners on construction impact and need to perform test holes to confirm soil conditions.</i>
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. Shovel ready and will keep eye on grant opportunities.
14.	Town Website Rebuild	Permits/studies/maps/projects/sectors transportation, water, storm, sewer, / reports.	

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

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.
16.	Traffic Calming Measures and Speed Limits	Review of current traffic calming measures and speed limits within Comox.	

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TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - FIRE

December 9, 2020

ITEM	SUBJECT	PROJECT DESCRIPTION	STATUS
1.	Volunteer Retention/ Recruitment <i>Updated Nov.2020</i>	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 <i>seventeen</i> members have left the department and they have been replaced by <i>seventeen</i> 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. <i>A new recruitment class (9) was start in September 2020.</i>
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. <i>We did not received any provincial requests for assistance in 2020.</i>
3.	Sound of Life-Smoke Alarm Program <i>Updated Nov.2020</i>	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>I am very excited and pleased to report that in September we received 2000 FREE smoke carbon monoxide alarms (approx. \$50K+ value) from First Alert. This should provide us with inventory to keep this program going for the next two years.</i> <i>To date (Nov 2020) we have delivered free alarms to all our mobile home parks, provide KFN with over 100 alarms and given away dozens to other residents.</i>

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TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - RECREATION

December 9, 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, predictable 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.

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TOWN OF COMOX - STRATEGIC PRIORITIES REPORT - RECREATION
December 9, 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.
11.	Volunteer Promotion Campaign		

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2020 STRATEGIC PRIORITIES CHART

December 9, 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
14. Senior Staff Performance Review Policy
15. Exempt Staff Benefits Policy

Complete

13. CAO Performance Review Policy
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 and Rebranding
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 December 9, 2020	
Strategic Statement	
OPERATIONAL STRATEGIES (CAO/Staff)	
FINANCE <u>Complete</u> 9. Production of Audited Financial Statements 10. Production of Municipal Budget documents	CORPORATE 16. Economic Recovery in Comox 17. Increased Affordable Childcare Spaces 18. Flag and Proclamation Policy Development <u>Complete</u> 14. Hire Communications Specialist 15. COVID Safety Plan
PARKS/BUILDING MAINTENANCE 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	PUBLIC WORKS & ENGINEERING 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 <u>Complete</u> 16. Guthrie/Brooklyn Cross Walk Upgrade
FIRE 1. Volunteer Retention/Recruitment 2. Wildfire Deployment Policy 3. Sound of Life-Smoke Alarm Program	RECREATION 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