

## **REGULAR COUNCIL MEETING AGENDA FOR WEDNESDAY JANUARY 11, 2023**

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

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

Call to Order: 5:00 p.m.

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**1. INTRODUCTION AND APPROVAL OF LATE ITEMS: NIL**

**2. ADOPTION OF AGENDA: NIL**

**3. DELEGATIONS:**

- (9) a. [Peter Crawford: Development Variance Permit Application DVP 22-6: 2070 Beaton Avenue](#)
- (10) b. [Sydney Rankmore and Jake Hughson \(Urban Systems\): Climate Action Open House](#)
- (48) c. [Jonathan Schmidt \(Bluerock Planning\) and Chris Fields \(Rynic\): Development Process Review Report](#)

**4. ADOPTION OF MINUTES:**

- (171) a. [Revision of Regular Council Meeting Minutes](#)
  - 1. *That Council's November 16, 2022 resolution 2022.334, as follows: "That the Minutes of the Regular Meeting of Council, held in Council Chambers on Wednesday November 16, 2022, be Approved." be rescinded. [Requires 2/3 vote of members present or majority of Council]*
  - 2. *That the Minutes of the Regular Meeting of Council, held in Council Chambers on Wednesday November 16, 2022, be adopted as amended to replace the wording of resolution 2022.320 from:*  
  
*"That Councillor Kerr be appointed to the Comox Valley Food Policy Council for a one-year term." to:*  
  
*"That Councillor Meilleur be appointed to the Comox Valley Food Policy Council for a one-year term."*
  - 3. *That the Minutes of the Regular Meeting of Council, held in Council Chambers on Wednesday December 7, 2022, be adopted.*



- (179) b. [Regular Council Meeting Minutes](#)

*That the Minutes of the Regular Meeting of Council, held in Council Chambers on Wednesday December 7, 2022, be adopted.*

- (188) c. [Public Hearing Meeting Minutes](#)

*That the Minutes of the Public Hearing Meeting, held in d'Esterre Seniors' Centre on Wednesday December 7, 2022, be Adopted.*

**5. COUNCIL COMMITTEE MINUTES AND REPORTS:**

- (193) a. [Strategic Planning Committee Meeting Minutes](#)

*That the Minutes of the Strategic Planning Committee Meeting, held in Council Chambers on Wednesday December 14, 2022, be Received.*

**6. CONSENT AGENDA:**

- (194) a. [Consent Agenda](#)

**ITEM SUMMARY:** *Items listed in the Consent Agenda are first received in whole as a single motion. Following receipt, if any Council member wishes to remove an item for discussion and/or action, a motion must be moved, seconded and carried to remove the item. Following this, discussion on the item may occur and any subsequent motions may be made.*

**RECOMMENDATION(S):**

1. *That the Consent Agenda items as follows be received for information:*

*.01 Chima Nkemdirim, VP Government Relations, Shaw, November 29, 2022, congratulations and how to reach out.*

*.02 Sarah Herring, BCSPCA, December 1, 2022, congratulations and resources to help adopt animal related bylaws.*

*.03 Martin Davies, December 5, 2022, snow removal appreciation.*

*.04 Honourable Mobina Jaffer, Senator for British Columbia, December 5, 2022, congratulations.*

*.05 Trish Fennell, December 6, 2022, 1000 Pritchard Road development.*

*.06 Evelyn Nixon, December 7, 2022, feels sidewalks are unsafe after snowfall.*

*.07 Teresa Beers, December 8, 2022, asks the Comox Council provide direction to Handydart to extend their service hours.*

*.08 Residents of Comox Valley, December 12, 2022, climate emergency petition.*

*.09 Adriana Proton, City of Courtenay, December 13, 2022, update on the administration of the Strengthening Communities' Services Grant.*





(194) a. [Consent Agenda](#)

**ITEM SUMMARY:** *Items listed in the Consent Agenda are first received in whole as a single motion. Following receipt, if any Council member wishes to remove an item for discussion and/or action, a motion must be moved, seconded and carried to remove the item. Following this, discussion on the item may occur and any subsequent motions may be made.*

**RECOMMENDATION(S):**

1. .10 Jen Ford, UBCM, December 14, 2022, December Community Works Fund payment.
- .11 Wendy Stewart-Fox, December 15, 2022, 1000 Pritchard Road development.
- .12 Gloria and Les Herauf, December 15, 2022, 1000 Pritchard Road development.
- .13 Jennifer Dyson, Provincial Agricultural Land Commission, December 28, 2022, congratulations and offering to meet.
- .14 Heather Mackenzie, December 28, 2022, signage that is unique for public infrastructure.
- .15 Brenda Cardinal, January 3, 2023, concerns with development application consultation process.
- .16 Raymond Morin and Susan Toresdahl, January 4, 2023, thank you for support and recognition of staff.

**7. UNFINISHED BUSINESS:**

(249) a. [Love Local Food: Summer Market and assistance from Council](#)

**8. SPECIAL REPORTS: NIL**

**9. BYLAW ADOPTIONS: NIL**

**10. NEW BUSINESS:**

(254) a. [Point Holmes Boat Ramp Maintenance](#)

(259) b. [Development Variance Permit Application DVP 22-6: 2070 Beaton Avenue](#)

*That Development Variance Permit DVP 22-6 for 2070 Beaton Avenue be issued subject to the Development Variance Permit Conditions listed in Schedule 1 of the January 11, 2022 Planning Report on DVP 22-3.*

**11. NOTICES OF MOTION: NIL**



**12. CORRESPONDENCE:**

- (272) a. [Pete Chambers, President \(Comox Business in Action\): Infrastructure Improvements – Proposed Parking Losses](#)

**13. LATE ITEMS: NIL**

**14. REPORTS FROM MEMBERS OF COUNCIL: NIL**

**15. MEDIA QUESTION PERIOD: NIL**

**16. PUBLIC QUESTION PERIOD: NIL**

**17. RESOLUTION TO GO IN-CAMERA: NIL**

**18. RISE AND REPORT FROM IN-CAMERA: NIL**

**ADJOURNMENT**



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CORPORATE OFFICER





## REQUEST TO APPEAR AS A DELEGATION

TOWN OF COMOX

1809 Beaufort Avenue Ph: (250) 339-2202  
Comox BC V9M 1R9 Fx: (250) 339-7110

Email: town@comox.ca

JAN 04 2022

TOWN OF COMOX

REQUESTS TO APPEAR BEFORE COUNCIL OR THE STRATEGIC PLANNING COMMITTEE MUST BE SUBMITTED NO LATER THAN WEDNESDAY NOON, THE WEEK PRIOR TO THE MEETING.

Name(s) of person(s) speaking: <i>PETER CRAWFORD</i>		
Organization you are representing: <i>BRIAN EVERDEAN AND ALLISON CRAWFORD</i>		
Primary purpose of Organization: <i>HOME OWNERS</i>		Number of members:
Mailing address of Organization: <i>2070 BERTON AVE COMOX, B.C.</i>		Contact Name:
		Phone:
City:	Postal Code:	Email:
Subject matter: <i>Applications for a Development Variance Permit - DUP 22-6</i>		
Specific request of Council, if any (i.e., letter of support, funding): <i>To vary the front yard setback from 7.5 metres to 4.5 metres</i>		
Requested meeting and date:		AV equipment required:
Date of application: <i>JAN 4/22</i>	Signature of applicant: <i>[Signature]</i>	Print name: <i>PETER CRAWFORD</i>

### Please Note:

1. Regular Council and Strategic Planning Committee Meetings start at 5:00 p.m. Delegations are dealt with at the beginning of each meeting.
2. Maximum presentation time is 10 minutes including questions, unless previously approved by the Chair.
3. Presenters are to address Council or the Strategic Planning Committee, and not the audience.
4. All presentation materials/handouts must be submitted no later than Thursday noon, the week prior to the meeting. If the Friday prior to the meeting is a statutory holiday, then presentation materials must be submitted by Wednesday noon.
5. Please ensure that your cell phone is turned OFF during the meeting.

LOG: 23-007	REFER:	AGENDA: RCM 11Jan23
FILE: 3090-20/22	ACTION: MR	

o - cfile 3090-20/22-06

Copies - Council

-JW/MK/SR

Council and Strategic Planning Committee Meetings are public except where permitted to be closed pursuant to the Community Charter. Presentations at Council meetings are video recorded and available on the Town's website. Personal information you provide on this form is collected pursuant to Section 26 of the Freedom of Information and Protection of Privacy Act, and this form may be published in its entirety with public meeting agendas, which are also posted on the Town website.

# Engagement Summary Town of Comox

## Climate Action Open House & StoryMap

URBAN SYSTEMS

290 A ENGLAND AVENUE, COURTENAY BC, V9N 6L6 | T: 250-220-7060

**URBAN**  
SYSTEMS

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# 1.0 INTRODUCTION

## 1.1 ABOUT THE PROJECT

In 2018, the newly elected Comox Town council made addressing climate change one of their top priorities and in May of 2019, the Town Council voted unanimously to formally recognize the climate crisis. Since then, the Town of Comox has undertaken a number of important climate mitigation and adaptation initiatives.

In June 2022, the Town of Comox hosted a Climate Action Open House aimed at showcasing Town-led climate action initiatives and facilitate discussion surrounding future action. An online StoryMap was developed to supplement the in-person event and provide additional opportunity to engage virtually.

The project team collaboratively developed a series of event goals based on direction from Council to guide the event. The goals were as follows:

- ☐ Demonstrate the Town of Comox's commitment to addressing climate change
- ☐ Seek Community input for how to tackle climate change moving into the future
- ☐ Educate the community how climate change will impact the Town of Comox and the larger Comox Valley
- ☐ Showcase the Town's community partnerships and commitment to working collaboratively to tackle climate change
- ☐ Inspire the community to take their own action in tackling climate change
- ☐ Present the information in an accessible way
- ☐ Understand the community's values when it comes to climate action





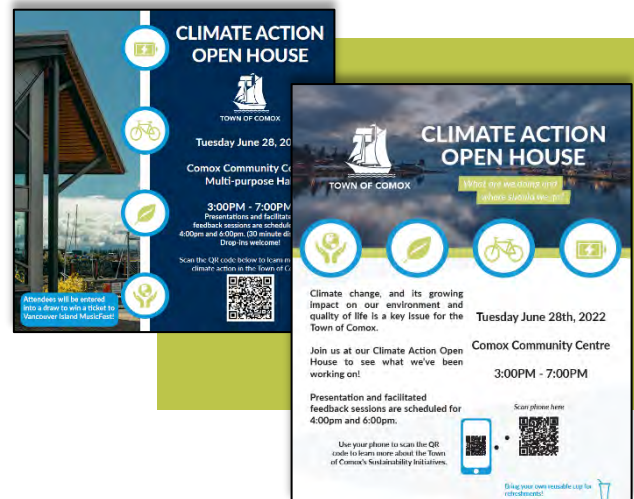
## 2.0 EVENT PREPARATION AND FACILITATION

### 2.1 PROCESS

Planning and preparation for the open house involved a collaborative effort between the consultant team and Town staff.

The event was promoted to the community using the following methods:

- Social media posts,
- Press release,
- Web content, and
- Posters



### 2.2 OPEN HOUSE

The open house was held on **June 28<sup>th</sup>, 2022 - from 3:00 to 7:00 pm** at the Comox Community Centre. It was attended by community members, Mayor and Council, as well as Town staff.

To be able to present the information in an interactive and digestible way, the open house featured twelve stations, each for a different climate-related focus area. This format allowed participants to interact with the subject matter at their own pace and structure their visit to correspond with their own interests.



To supplement the information provided at each station and provide a variety of information sharing formats, there were two presentations followed by breakout facilitated discussion groups. The presentations provided an overview of the information featured at each station. The facilitated discussion groups provided participants with an opportunity to discuss the subject matter, ask questions and envision the future of climate action for the Town of Comox.

The open house was supported by several community organizations, demonstrating the Town's commitment to a collaborative approach to climate action. These organizations also provided further resources for

participants to take action in their own homes and workplaces. The project team reached out to ten local organizations, and four organizations were in attendance. Those that were not able to attend expressed support for the event but cited mainly capacity and staffing constraints given the busy summer season. The organizations that were invited and their attendance are featured in the table below:

Organization	Attendance
Project Watershed Society	Yes
Lush Valley Food Action Society	Yes
Hakai Energy Solutions	Yes
BC Transit	Yes
Comox Valley Save our Forests Team*	Yes
Comox Valley Youth Climate Council	No
Black City Cycle	No
Comox Bike Co.	No
K'ómoks First Nation	No
Comox Valley Regional District	No
Brooklyn Creek Watershed Society	No

\*This organization was not formally invited to the event but was invited to set up their booth and discuss their work with attendees.

### 2.2.1 STATIONS & ACTIVITIES

During the open house, the following stations were developed to guide participation:

- Station 1 – Introduction
- Station 2 – Comox Today
- Station 3 – Strategic Planning
- Station 4 – Transportation
- Station 5 – Energy
- Station 6 – Building and Development
- Station 7 – Water
- Station 8 – Food and Food Waste
- Station 9 – Town Operations
- Station 10 – Air Quality
- Station 11 – Visioning Station
- Station 12 - Interactive Art Activities

Each of the first 10 stations included a 'Did You Know'? section that integrated visuals and/or maps to provide information on the topic and what the Town has been doing in that area. Many of the

stations also included an activity to gather feedback. Station 11, the visioning station, was located in the center of the room and included open ended questions for attendees and provided a space for feedback and suggestions. The results of all activities are included below in section 3.1.1 for the regular stations and section 3.1.2 for the in-depth visioning station.

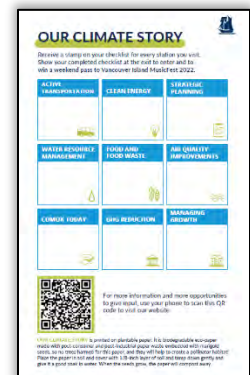
The interactive art station, hosted by Silver Bowerbird Gallery Studio, provided attendees the opportunity to engage with the subject matter in a hands-on and tactile way. The art activities involved using repurposed, recycled, and natural materials to promote waste reduction/diversion



and creative problem solving. While the station was created to cater to children, all attendees had the opportunity to participate and to take home a souvenir from the event.

To encourage visitation to each station, participants were given an 'Our Climate Story' activity upon arrival. This activity was printed on plantable seed paper which directed

them to get a stamp at each station to enter to win a door prize. A QR code to the storymap was included which provided attendees the opportunity to explore the subject matter further at their own pace at home.



## 2.2.2 PRESENTATION

To accompany the stations, two presentations were provided, the first at 4pm and the second at 6pm. The presentation provided attendees with an overview of the content at each of the stations to further promote a baseline understanding of the event goals and the Town's vision for climate action. The first presentation was attended by approximately 30 attendees, while the second presentation garnered interest from approximately 10 attendees.

## 2.2.3 FACILITATED DISCUSSION GROUPS

Facilitated discussion groups were organized following the presentations to promote meaningful discussion on the topic of climate action. The discussion groups provided attendees with an opportunity to ask questions, provide input and speak to other attendees about their goals for the future. The groups were facilitated by the project consultants to provide a neutral moderator and promote positive and productive discussion. Following the first presentation, interested attendees were organized into two facilitated discussion groups of approximately 7-10 people. Following the second presentation there were no attendees that were interested in being part of a discussion group.

The following questions were provided to promote discussion as needed:

1. Why are you here today?
2. How are you impacted by climate change? How has climate change affected you?
3. Do you feel that some people are disproportionately impacted by climate change? If yes, how can we mitigate this?
4. How important is climate action to you?
5. What is most important to you in addressing climate change?
6. How do you feel adapting to climate change impacts and adjusting to our new reality and impacts worsen?
7. Are you happy with the Town's progress to date?
8. Do you feel like the actions we are taking today will be enough to mitigate the impacts of climate change? What more could we be doing?
  - a. How can we as a Town become more resilient as we continue to see the impacts of climate change?
9. How far into the future do you feel the Town should be preparing for climate change, 10 years into the future, 20 years, more?



The feedback collected during the facilitated discussions is included below in section 3.1.2.

## 2.3 STORYMAP

A virtual 'StoryMap' was created to complement the in-person open house and provide residents with an online engagement platform. A StoryMap is a web-based application that allows information to be integrated with visuals such as maps, graphics and photos to provide a narrative or "story" to the subject matter. The StoryMap was created to follow a similar format to the in-person open house, where visitors could interact and engage with the information online by reading content, participating in the online activities, and answering the survey questions. The StoryMap was launched on June 16<sup>th</sup>, 2022, in advance of the in-person event. To date, the StoryMap has been viewed 354 times. While the StoryMap will remain available indefinitely, the embedded survey questions were available for 6 weeks before being incorporated into this report. The StoryMap surveys were completed by 13 people.

## 3.0 WHAT WE HEARD

### 3.1 PARTICIPANT FEEDBACK

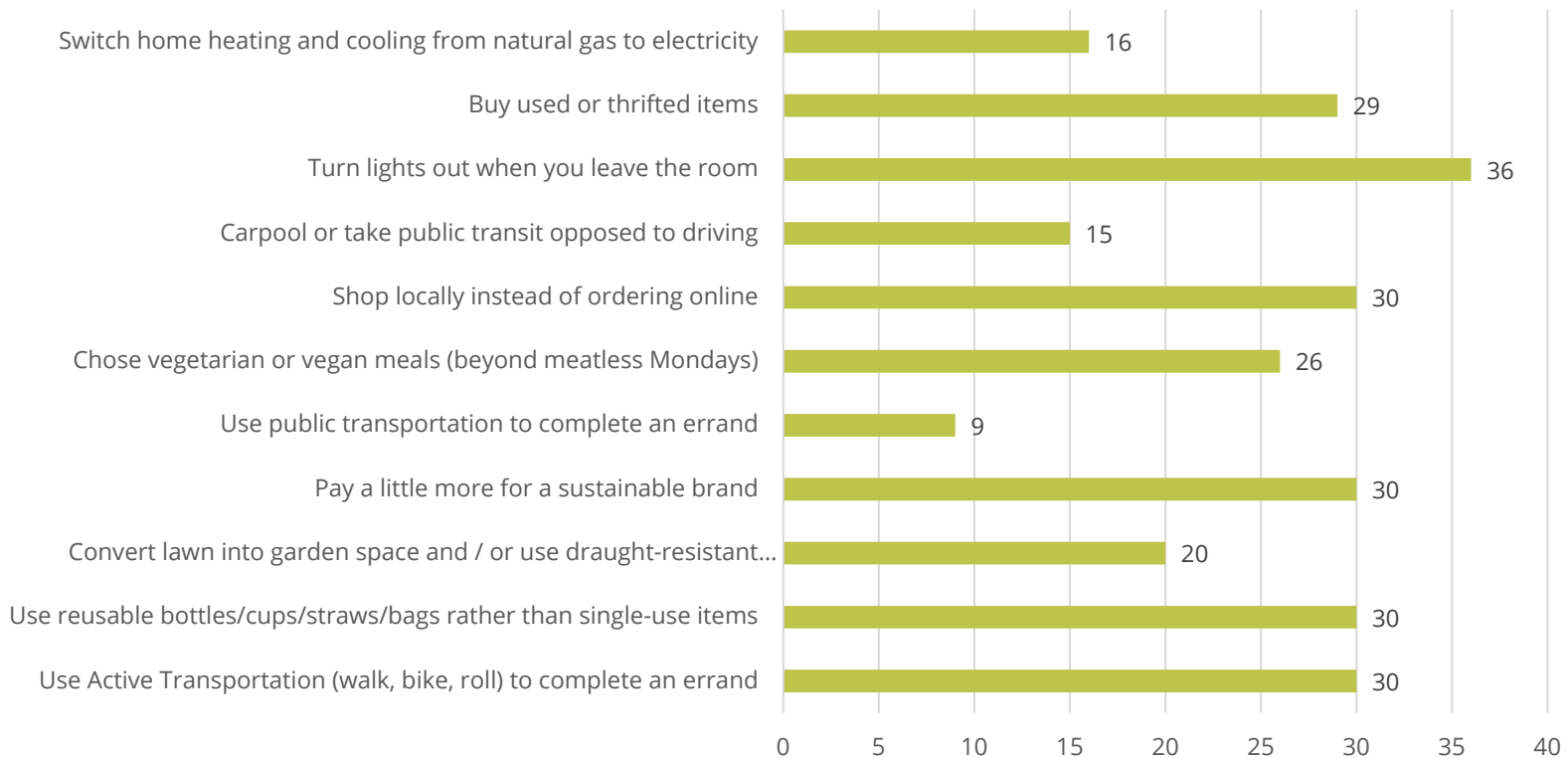
Feedback was provided by community members during the open house, from both the in-person event and the online StoryMap. Community feedback and comments were collected through the breakout group discussions, station activities, visioning questions, and online survey questions.

#### 3.1.1 STATION ACTIVITIES

While visiting each station during the open house, as well as participating online in the StoryMap, attendees were able to engage with and provide information on each stations' topic(s).

While all feedback has been analyzed and read by the Town of Comox and the project team, only the activities with 2 or more responses have been included in this report.

#### 1. Do these lifestyle shifts apply to you? (check all that apply).



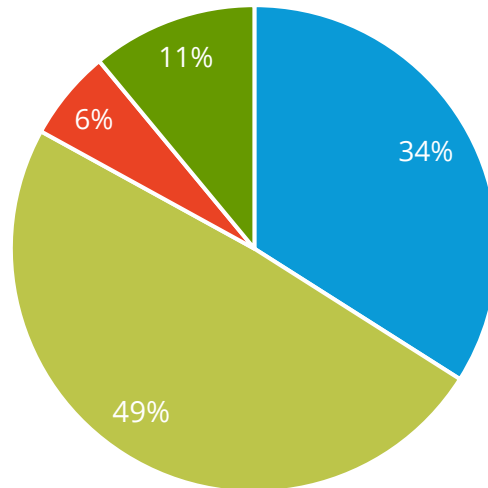
## 2. What would encourage you to use your vehicle less?

"More frequent public transit, and more transit routes. A bike/pedestrian bridge over the river. Biking/walking paths that create a comprehensive network so that busy roads can be avoided. Paving the shoulders of all roads".

- StoryMap participant

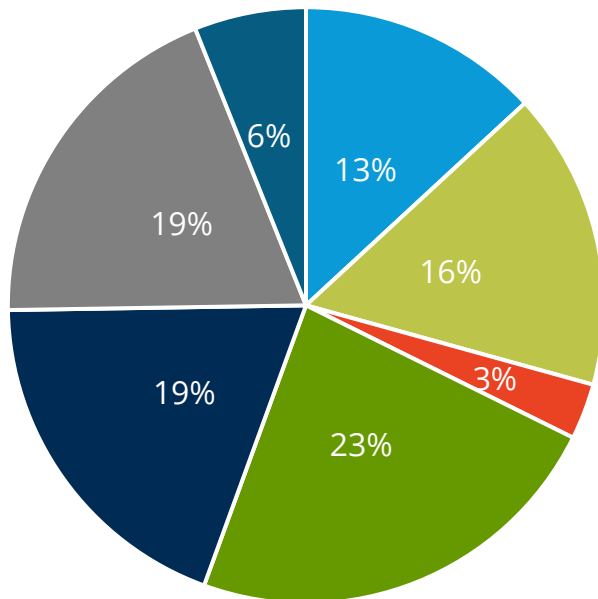
"Safer bike lanes!"

- Open house participant



■ Transit ■ Active Transportation ■ Traffic Management ■ Other

3. Where does your food come from? How can we support local agriculture and local food production?



■ Wholesale store   ■ Farm stand   ■ Department store  
■ Grocery store   ■ Backyard/ balcony   ■ Farmers Market  
■ Other

"Food trees on boulevards + in parks to create community events around harvest, cooking, and preservation"

- Open house participant

"Create an ongoing farmers market in Comox to reduce driving & support local"

- Open house participant

### 3.1.2 VISIONING STATION

The Visioning Station was the final station at the open house, as well as the final question in the StoryMap. This section was developed to provide space for individuals to respond to open ended questions and provide feedback to the Town regarding climate action. The responses and comments are summarized thematically below.

#### 1. What do you like most about living in Comox?

When asked about what people liked the most living in Comox, three main themes emerged:

- Nature
- Recreation
- Community

"What I like most about living in the Valley is the beauty of nature that we are surrounded by. We need to nurture and cherish that"

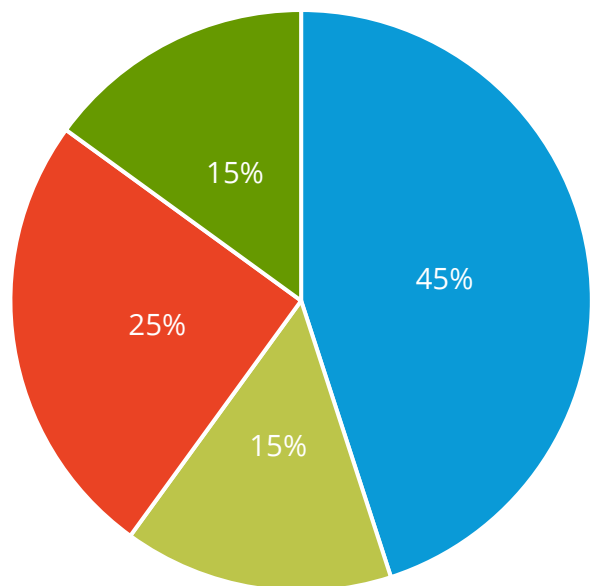
- Open house participant

"The natural world, the clean water, rivers & oceans, wildlife and trees"

- Open house participant

"Close to the ocean. Still has a small friendly feeling"

- StoryMap participant



■ Nature ■ Recreation ■ Community ■ Other

Many of the comments provided also overlapped all three themes and expressed how all three are interconnected.



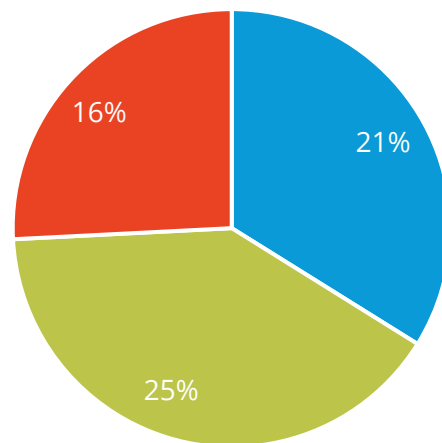
**2. How do you feel the Town is doing at addressing climate change? What would you like the Town to keep in mind with future climate action?**

**55% of respondents** made comments that asked for council to prioritize climate change and to take action. Within focusing on climate change as a priority, three general themes emerged from the comments which are outlined below:

- Municipal Investments
- Nature Protection
- Policy Development

“More action on protecting trees and green spaces, clean water management, better transit and more bike lanes, clean energy”.  
- Open house participant

Promote neighbourhood corner stores. Zoning that allowed for neighbourhood convenience stores could eliminate a lot of driving, provide a handful of local jobs, and maybe bolster neighbourhood spirit.  
- Open house participant



■ Municipal Investments ■ Nature Protection ■ Policy Development

**Municipal Investments**

Comments included suggestions around investments the municipality can make to support climate change mitigation and adaptation. This included investing in water capture/rain barrels, investing in green infrastructure development, acquiring greenspace to protect biodiversity, ensuring greenspace access for the community, and providing financial support for community members who improve energy efficiency in their homes or with their vehicles among others.

**Policy Directions**

Comments discussed how policy development and decisions, (such as bylaws and zoning), as well as development decisions can have a big impact on climate change. Participants suggested that the community should create a climate action plan and work on developing more sustainable active transportation networks.

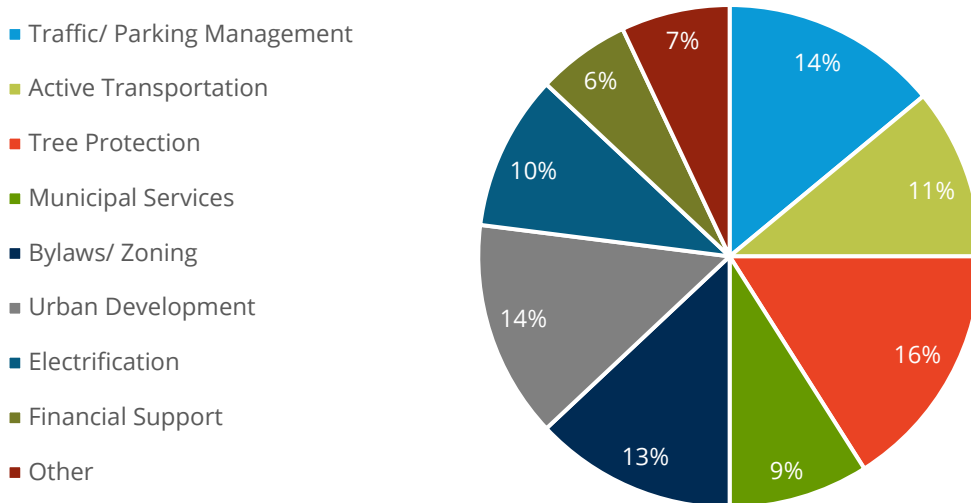
**Nature Protection**

Comments categorized as Nature Protection included topics such as protecting the remaining green spaces, prioritizing forest management, increasing the municipal tree canopy, protecting water sources among others.

Many of the suggestions and comments also overlapped between the three categories. There were very limited comments that did not fit within these three categories.

### 3. What are some actions the Town could take to tackle climate change? What else do you think the Town should be doing to tackle climate change?

Participants provided ideas about how the Town of Comox could take action to tackle climate change in the future. Given the level of detail and varied responses, the input was broken down into various categories to provide a thematic overview.



"Do not as a Town just pay for carbon neutrality but instead tangibly reduce GHG emissions".

- Open house participant

"Reduce speed limit to 30km/h on residential roads. This encourages active transport modes".

- Open house participant

"Rewrite/improve the Comox tree by-law and OCP".

- StoryMap participant

"Join regional parks plan + leverage membership to acquire/ protect more green space".

- Open house participant

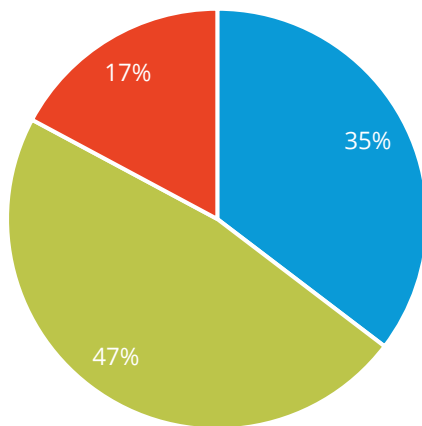
"Comox needs to address the urban forest canopy cover, health, diversity, connectivity etc. etc. Species election, climate change development that is not destroying existing trees + forests".

- Open house participant

**4. Where do you want to see the Town of Comox in 5-10 years in terms of climate action? What about 20-30 years from now?**

Two main themes emerged when asked what the community would like to see for the future of climate action in the Town of Comox. They are:

- Taking Visible Municipal Action
- Implementing Sustainable Practices & Regulations



"I want to see Comox leading by example".

- StoryMap participant

"Less carbon emissions, more carbon sequestering, more clean energy initiatives, care for our water and other natural resources, improved garbage and waste recycling".

- StoryMap participant

■ Visible Municipal Action ■ Implement Sustainable Practices & Regulations ■ Other

Comments that were categorized as seeing visible municipal action being taken, envisioned Comox in the future as seeing the surrounding natural areas preserved by the municipality, the Town and Council has taken steps to address climate change impacts head on and having lowered GHG emissions. A suggestion was made around developing citizen working groups or committees on climate change adaptation topics as well and allowing these groups to support ongoing community activities. This category also included ideas around seeing Comox in the future as being more accessible for active modes of transportation and transit.

Comments in the taking action category were deeply linked to things like implementing sustainable practices and regulations, which focused mostly on implementing new policies or regulations like more tree protection bylaws, wood burning regulations or preparing the community's infrastructure to withstand climate change impacts like increased storms, rain events, flood or fires.

### 3.1.3 FACILITATED DISCUSSION GROUPS

Six main themes of importance emerged from the facilitated discussion group conversation. These themes are as follows:

#### **Tree Protection & Natural Areas**

This discussion covered the importance of not only re-planting and planting vegetation but also preserving existing greenspace and forested areas. Attendees also discussed the importance of tree retention, supporting biodiversity, and funding invasive species removal.

#### **Development and Growth Management**

Attendees were supportive of density and infill development as opposed to development that supports urban sprawl. Attendees were also supportive of advancing the BC Step Code advancement, prioritizing electrification in homes and encouraging developers to construct more eco-friendly buildings.

#### **Municipal Action**

Attendees were supportive of more community events, community engagement, and Comox led climate change education. Participants were hopeful that the Town would advance long-term climate change planning by continuing to implement bylaws and zoning measures that support climate resiliency. Similarly, participants suggested providing financial incentives or support (such as tax breaks or subsidy programs), so community members don't need to prioritize other things like housing and food above being more climate conscious.

#### **Transportation**

A key topic that was discussed was transportation and a desire for safe and accessible walkability in the community. Support for increasing transit routes as well as active transportation infrastructure were noted as being key to moving away from being a car dependent community. This was also met with support for the associated facilities and infrastructure improvements for e-charging stations for things like e-bikes or electric mobility scooters.



## **Waste Management**

Comments around waste management reflected a desire for compost services, suggestions for fines for improper recycling, education around food waste and support for the municipality in developing a more sustainable waste management system.

## **Water Management**

Water management covered both the desire to protect the community's waterways and the ocean and working to improve local water conservation. Participants discussed the importance of local agriculture and sustainable water management in agricultural practices. Additionally, they were supportive of appropriate wastewater and sewer system upgrades and water metering as well as the associated costs.



## 4.0 SUGGESTED NEXT STEPS

Through this engagement process, the community has voiced their concern about climate change and how it will be impacting the Town of Comox in the years to come. Respondents and attendees made it clear that climate change is a top priority for them in future municipal business.

As this engagement process was targeted towards showcasing existing initiatives and promoting high-level visioning for climate action, not enough information was gathered to prioritize action items or fully form future direction. As such, the following options have been developed based on feedback from respondents and attendees to continue to build on the work initiated through this process.

### 4.1 RECOMMENDATIONS FOR FUTURE CLIMATE ACTION

#### **Gain a better understanding of how the Town of Comox will be impacted in the future**

Much of the risk assessment work to date has focused on infrastructure and asset management planning. Future work could focus on a more holistic view of climate change impacts to include health, vegetation, recreation, economic development and other important aspects of what makes Comox a great place to live. This could include:

- Conducting an integrated climate risk assessment

#### **Continue engaging the community and seek out additional input**

There is opportunity to build off the momentum of this engagement process to continue to discuss the topic of climate action and prioritize future action. Continued engagement will ensure the community feels as though their voice has been heard and their input is value. Future engagement opportunities could include:

- Workshops with focused discussion with key stakeholders including (but not limited to) K'ómoks First Nation, local industry, developers, the Province of British Columbia
- Convene a 'symposium' with an expert panel on climate action to discuss next steps and answer questions
- Prepare a handout 'worksheet' for community groups, stakeholders, businesses, individuals to work through questions on their own time

### **Prioritize climate action in future municipal planning**

Using the feedback provided through this engagement process, there is an opportunity to integrate a climate lens into future municipal planning. This includes any future plan updates or amendments and new planning initiatives. This may include (but is not limited to):

- Integration in the Annual Strategic Planning process
- Pursue a climate focused Official Community Plan update
- Create a Climate Action Plan
- Create an Active Transportation Plan to accompany the recently updated Transportation Master Plan
- Create a Clean Energy Plan

### **Pursue meaningful climate action partnerships with local organizations**

The open house event was supported by several local community organizations. There is an opportunity to build on these relationships to pursue local climate action efforts. This may include:

- Work with K'ómoks First Nation to pursue adaptation efforts to manage mutual climate change impacts (i.e. sea level rise)
- Conduct a design challenge with nearby academic institutions to solve complex climate change challenges
- Collaborate with Brooklyn Creek Watershed Society and Project Watershed to commission studies surrounding watershed management



## **APPENDIX A – SUMMARY OF PUBLIC RECOMMENDATIONS**

## Summary of Public Recommendations

Transportation	Energy	Growth and Development	Food	Water	Waste	Other
Expand protected bike lanes	Ban LNG (gas) in all new building/ Shift all new buildings to electricity	Retain existing trees in new developments/plant more trees during development	More community gardens	Enforce mandatory water metering throughout the Town	Implement mandatory composting for all restaurants (including fast food)	Create a climate action plan
Bus routes to Lazo & Kye Bay areas & down Guthrie	Incorporate requirements for inclusion of renewable energy sources on new development	Limit greenfield development where possible	Implement an urban agriculture policy/bylaw/plan that incentivizes boulevard gardens, hens on small lots and greenhouses in front lawns	Subsidize rain-barrels for residential and commercial use	Ban single-use plastics	Create a target to reduce ghg emissions by 70% or more by 2030
Install more public EV charging stations	Capture methane from landfill to use as an energy source	Implement a tree protection bylaw	Provide incentives for farmers to adopt sustainable and regenerative farming techniques	Add more retention basins for runoff	Initiate curbside glass recycling pickup	Enforce existing bylaws related to climate change (i.e. open burning)

Install bike racks outside local businesses and at community parks and beaches	Provide rebates for installing heat pumps	Incentivize parks and green spaces in new developments	Promote gleaning opportunities to reduce food waste		Deliver green bins to every resident	Create an Urban Forest Strategy
More transportation (i.e. bike lanes and bus service) to Black Creek	Mandate higher step code levels	New park/greenspace at the end of Aspen rd to protect biodiversity	Plan food trees on boulevards and parks		Daylight the stream that runs through the golf course	Provide education to the public about the impacts of climate change. This includes social media campaigns, partnerships with local organizations
Coordinate a Comox to Nanaimo ferry terminal shuttle		Densify – promote multi-family and less single-family	Collaborate with Indigenous communities to utilize and expand indigenous food systems			Collaborate with CVRD to be included in the Regional District parks plan
Bus shelters on Anderton & Comox Avenue		Plant more street trees wherever possible				Incentivize the removal of invasive species

Reduce speed limit on residential roads to 30 km/h to promote active transportation		Get rid of parking minimums for new developments				Incorporate climate change into next OCP update
Expand the sidewalk network		Promote localized neighbourhood corner stores				Create and enforce anti-idling policy
Add speed bumps to Noel E & Anderton Ave		Promote xeriscaping and eliminate grass landscaping for new developments				
Prioritize key walking a biking routes for snow removal						

## **APPENDIX B – VERBATIM INPUT**

## Booth Activities

### Booth 2 - Greenhouse Gas Emissions

What would help you to make these lifestyle shifts?

- widespread education (medical/ scientific based)
- create an ongoing farmers market in Comox to reduce driving & support local
- electric vehicle fleet, more frequent public transit and EV charging stations
- encourage solar panels and heat pumps
- Educate, educate, educate!
- safer bike lanes (x6)
- bring in bylaws to stop wood burning
- more roundabouts and bus routes
- create mandatory infrastructure requirements on new construction for inclusion of renewable energy sources i.e. solar panels etc
- plant more trees on streets, buy blocks of forest land (x2)
- join reg. district parks plan!!
- Make developers retain more existing trees
- More enforcement of existing bylaws
- ban LNG (gas) in all new buildings (YES!)
- Education campaigns. There is very little social media by Town of Comox
- Enforce bylaws for open burning going towards Goose Spit
- Develop all the brown space first - stop clear cutting lots for 'multi level housing'
- Make decisions truly based on climate, not economy or what the developer wants
- rather than what we do now in a less damaging way, there needs to be a shift in what we do
  - cultural shift instead of switching to electric cars, ditch the cars + use self-powered transport + change expectations of travel beyond local

### Booth 4 - Active Transportation

What would encourage you to use your vehicle less?

- Greenway paths (x3)
- More transit, expanded routes + schedule (x2)
- Secure, locking bicycle parking in downtown area
- More bike lanes and more buses to Black Creek
- More bus trips scheduled
- Bus routes to Lazo & Kye Bay areas & down Guthrie
- Bike rack increase at local businesses/ services and at community parks (Mackhaing) and ocean access points/ Cardem of Curtis Road

- Safer bike lanes!
- Good Comox/ Nanaimo ferry bus
- More densified city centres!
- Childcare closer to home or work, triangle commute bus is just too long for bike/ bus
- Buses to Campbell River for SD71 students
- Benches to sit on at bus stops while waiting for bus
- Bus shelter on Anderton & Comox Ave
- Need to offer cash services downtown (bus)

### **Booth 8 – Food & Food Waste**

How can we support local agriculture and local food production?

- Speak to your candidates and make climate, urban agriculture and support for food-systems plans an election issue for this fall
- Let's get it happening in stratas
- Incentives for farmers to get off fossil fuels
- Provide incentives and education for farmers to adopt sustainable and regenerative farming techniques
- Increase local food production with food hubs + more community gardens
- Mandatory vegan options at all restaurants. Including fast food
- Implement mandatory composting + pick-up from all restaurants
- Get a source of rat proof hung + rotating compost
- Electrify transportation for farmers to bring food to stores + restaurants
- Reduce food waste by funding a social enterprise that accepts food destined for landfill & composts it using worms - then selling the castings
- Plant chestnuts
- Food trees on boulevards + in parks to create community events around harvest, cooking and preservation

### **Other Comments (throughout the stations)**

- More, more planting - it takes 40 years
- Stop cutting down trees
- Tree bylaw on smaller properties like residential lots
- Stop cutting trees indiscriminately
- Compulsive water metering & town/self purchased rain barrels
- Subsidize rain-collecting barrels ( as done in Spruce Grove AB)
- More attention to private land owned forests and looking towards purchase of timber rights
- end of aspen road - new development should include parks, protect the forest path
- preserve greenery, we really value it especially during covid

## Visioning Stations

### What do you like most about living in Comox?

- The availability of green spaces. We need more green spaces
- The natural world, the clean water, rivers & oceans, wildlife and trees
- NE Woods & McDonald Woods ... let's protect them from overpopulation. Too much development tramples and destroys our natural habitat

### Have you been impacted by climate change so far, and if so, how?

- Yes. We live in a strata that is 14 years old. The heat during the summer is a concern. We have fans and then a gas furnace. We now need to look at alternatives to keep us cool. How do you do this in a strata? How can you keep yourself cool in your home without becoming 'air conditioner' dependant?
- Heat dome
- trees dying from a lack of water
- sea level rise is going to be a huge problem
- loss of biodiversity
- flooding on mainland disrupting supply chain + safety concerns
- increased 'smoky seasons' every year
- shrinking glacier
- loss of habitat and/or habitat being forced onto roads - recent rape of forested land on parcel between Guthrie/ Aspen now connecting to Idiens
- loss of forest floor - it is not just inanimate dirt - there is so much biodiversity alive in forest floors - do developers realize this or is it chosen lack of awareness because the 'economy' is more important (and pocketbooks)
- supply chain problems due to flooding and other extreme weather
- the complete loss of our planet's biodiversity keeps me awake
- guilt driven to action
- ramped up need for food access services - needs -> heat wave impacting food supply/ local food growers and gardens

### How do you feel the Town is doing at addressing climate change?

- Stronger protection for trees - permit to cut on individual single-family lots should be reviewed. Educate people not to cut trees
- More needs to be done. Heat pumps must be provided for low income residents & vulnerable seniors. Work on methane emissions created by strathcone waste management - use the methane as a power source - federal money is available.
- Must create an updated climate plan to reduce ghg emissions by 70% by 2030
- Queneeshg glacier will be gone soon - what's the plan for water @ that point?



- More of everything - more bike lanes, more green energy, more transit, more protection of green spaces + trees, management of growth ...
- More action needed planting trees and getting developer to protect & retain more trees - more street trees; more protection of existing trees on private property/ extensive new tree bylaw & new citizen advisory council on trees
- I am very sad about all the trees that are unnecessarily being taken out by developers
- Green space for residents of multi-family buildings should be mandatory for development and communal spaces in each development
- keep our remaining forests intact ... they are our nature based solutions to climate change
- apply to crown to keep the sandpit as a natural asset for the community - act on this before opportunity is lost. Important habitat also exists in this area
- more rebate incentives for heat pumps
- should have promoted this event everywhere! Signage outside the rec centre today for example. But this is a good start. Now to take action ASAP
- urban agriculture policy should include green house on front lawns, boulevard gardens and hens on small lots - more good growing!
- more needs to be done and fast! Emissions targets with a concrete plan to achieve them are needed
- Could the town look into restricting or acquiring more greenspace to help promote biodiversity - especially at the end of Aspen Rd. why was there no park planned in this development? Why not keep the forest for future generations?
- bylaws that block climate/ enviro initiatives in favor of another need to change!
- No pesticides on lawns/ gardens!
- Invest in water capture (rainbarrels) and they should be allowed and encouraged
- Could do better! Prioritize protecting urban forests, no more single family homes, get on board with regional parks plans & purchase land to protect biodiversity
- The Town should have purchased strip of forest between Mulberry & sand pit to keep it forested for the sake of climate change and preservation of habitat

#### **What else do you think the Town should be doing to take climate action?**

- Reduce speed limit to 30km/h on residential roads. This encourages active transport modes. Victoria, Banff & Edmonton have done it already
- Shift all new buildings to electricity - no more gas
- Ban the installation of (fracked gas) LNG + RNG in new buildings as Courtenay is doing their OCP
- Plant more street trees

- Unhook people from car use. It's easier than you think, good for body, soul + wallet. And Comox transit is awesome!
- Get rid of parking minimums (if haven't already) for new developments
- Sidewalks on roads with none
- Don't expand parking for community centre renovation
- Speed bumps on Noel E & Anderton
- What is Comox's part in driving laws to use the methane from the landfill and by what date??
- AAA bike racks, esp Comox & Alderton Noel
- Separated bike lane Comox -> Courtenay. Work with Province, Komoks FN. All active transport in Comox is hampered without this
- Have curbside glass recycling pickup (x2)
- Filter chemicals from stormwater. Tertiary sewage treatment
- End animal agriculture
- Comox needs to address the urban forest canopy cover, health, diversity, connectivity etc etc. Species election, climate change development that is not destroying existing trees + forests
- Don't cut trees + damage precious wetlands in order to build houses + make pavements. We need the trees + wetlands (x3)
- Reduce speed limits to 20 km! where possible, schools etc. and 40 everywhere else
- Provide inexpensive rat proof composts
- Methane emissions from landfill need to be addressed, they are a very significant portion of GHG's. Comox has a per capita share of this. The gas should be used not released to the atmosphere. This of course is related to composting, which should be done locally and on a smaller scale instead of shipping compostables to Campbell River (using fossil fuels!) Comox needs to prioritize this issue. Methane is a very powerful gas... many times more damaging than CO2. P.S. why is the Comox Valley the landfill site for the north island esp given trucking costs and carbon emissions
- Allow residential rain water collection
- implement the ban on single-use plastics that was adopted by Town of Comox in 2019!
- Outlaw idling and internal combustion engines
- work on emergency preparedness + climate adaptation to heat waves and flooding
- Plant more street trees
- strengthen tree bylaws
- Join regional parks plan + leverage membership to acquire/ protect more green space
- educate public not to send car washing water in Brooklyn Creek
- Ban gas blowers, switch to electric now! Not when they age out! See Oak Bay'
- Do not as a Town just pay for carbon neutrality but instead tangibly reduce ghg emissions
- encourage micro mobility transportation + proper protected infrastructure for the user

- provide funding for removal of invasive species + replanting with native species. Provide the plants like Saanich does
- enforce bylaws to reduce 'dragway racing' in Comox. More ghg emissions -> more climate change impacts
- lower the speed limit
- add more retention basins for run-off
- ban 'see-does' in the marina - contributing to ghg emissions + noise pollution

## Facilitated Discussion Groups

- rebates for solar panels, EV, for upfront costs
- climate action out of reach for many
- balance of social support so people can prioritize climate (vs next meal etc.)
- prevention will save costs down the line -> take action before we hit the iceberg
- prioritize education -> schools
- bring in experts to bring knowledge
- waste free lunches?
- save all garbage for a week as an experiment
- make youth representatives
- re-using construction materials
- upcycling materials
- a way to turn it into a revenue stream
- incentives to construction companies
- make more electric car plug-ins (very few in new builds atm)
- developers not following through on commitments (mislead community)
- no checks on developers + the amenities they "deliver" (like in EV charging)
- housing
- people able to stay in Comox as we grow
- community connectivity
- rent control
- affordability
- availability of rentals
- subsidized rental programs
- protect forests that are slated for development
- tree retention bylaw (close the loopholes)
- encourage the retention -> permit system/ tax break
- urban forest management to protect canopy
- town arborist to help people manage their trees
- agriculture

- education for farmers around the practices around regenerative farming
- grants (different levels of gov)
- cover crops
- banning pesticides -> lobby provincial gov to start banning this stuff
- protect bees and pollinators
- pest control (deer!) (rabbits!)
- allowing food production on Town boulevards (city property)
- Energy
- more aggressive step code advancement
- mandating electric outlets for new condos
- short term lens of politicians, need long term climate planning
- education on climate change to inform the situation
- reader friendly
- Courtenay OCP
- decision making in neighbourhood quadrants, need to facilitate discussion where people live
- more involvement
- neighbourhood associations
- more common rooms for people to gather
- relationship building
- citizens group of comox
- approved plans (by zone?) sustainability plans
- education tailored to neighbourhoods
- OCP review
- electing progressive people to municipal government
- encourage people to prioritize climate change over the economy
- saving old growth to protect the watershed
- fossil fuels in gas - removing natural gas -> restrictions mandate
- last survey from 2011 -> education around agriculture
- lack of focus on where the emissions come from
- supply chain from floods/ fires etc
- cost of living, loss of lives from climate events, loss of access to medication
- strain on social systems
- prevention vs adaptation
- using the agricultural land better - move the dial on local food production
- ocean focus (Indigenous food systems) -> smartest land uses
- compensation for habitat loss
- density/ infill development instead of spreading
- walkable community
- natural gas back to electricity?

- green bins being delivered
- waste management
- cap? More waste/ fines for improper recycling?
- urban food production -> recent bylaw for chickens/ hens
- fear of compost = rats
- water metering - in favour of charging for water

#### **Pros + Cons of Infill and Density**

- parking challenges that brings
- need to improve public transportation -> missing bus stops in critical locations
- make a community work for families
- regional amalgamation - maintain identity and efficiency
- funding for invasive removal
- garbage locations on trails
- provide education opportunities for climate change
- funding for invasive removal

#### **Pros + Cons of LED**

- not designed for LED
- testing before implementation
- water resource management - water contamination from algae
- plans to develop forest
- nature based community
- preserve parcels
- clear language
- new development vs retrofitting
- bike lanes/ racks
- work cohesively with other governments - natural assets cross boundaries
- pocket ecosystems - habitat
- tree retention, understory growth
- connectivity between open spaces
- lockable bike parking downtown
- talk vs action
- lack of communication on schedule for action
- tree policy
- holistic approach

## Storymap Input

What would encourage you to use your vehicle less?

- I don't use my vehicle much already. I would use my ebike even more if cycle paths were more generally available.
- A pedestrian only Comox Ave from Church to Pritchard.
- Would use my gas vehicle a whole lot less if EVs were more widely available and not quite so pricey. it's not just about bicycling or taking the bus, some trips require a car!
- To have more bicycle paths
- Protected bike lanes - I use a bike or e-cargo bike for 95% of my trips in town. I avoid the bike lanes on Comox Ave, Anderton Rd, and to a lesser extent Noel Ave, because they are unprotected, instead choosing quieter but less direct routes when possible. I see many others who do the same. To me this indicates failed infrastructure. Paint was fine to get the ball rolling but it's time to start putting in curbs or bollards. Put it this way, would you consider an 8-year-old biking at rush hour on the Anderton Rd or Comox Ave bike lanes to be safe? I am hopeful bike route upgrades are already planned but the lack of specifics in the Comox Valley Active Transportation Network Plan ("future cycling facilities on these roads could provide a greater sense of comfort") does not instill confidence. I am waiting with baited breath to see if the current works on Comox Ave will include a protected section of bike lane.
- Reduce speed limits to encourage active transport modes - Victoria, Ottawa, Waterloo, Banff, Kitchener and more have lowered their municipal speed limits. Recent polling shows two-thirds of British Columbians support such measures (<https://researchco.ca/2022/06/10/speed-bc-2/>). Doubtless there would be naysayers initially, but really, where does anyone need to get to in Comox in such a hurry? I live off of Noel and many motorists drive over the posted speed limit. I see vehicles travelling over 70km/hr daily, on the same street kids are biking on. Along with reduced speed limits, traffic calming and raised crosswalks are needed on the wide, straight streets that encourage excessive driving speed.
- Increase the priority of walking paths and key bike routes for snow removal - This last winter walking paths and bike lanes were entirely neglected for snow removal. I mean weeks went by. The Guthrie Rd bike lane, for instance, was thick with snow long after the roads were clear because that's where city crews had piled snow. The pathway connector on Stewart St was a treacherous mess that only ended when the snow melted.
- More bike locking stanchions in downtown Comox.
- Better infrastructure for cycling and pedestrians, but convincing more people to get out of their cars and trucks is challenging when we're bombarded with slick marketing from automobile manufacturers.

- More frequent public transit, and more transit routes. A bike/pedestrian bridge over the river. Biking/walking paths that create a comprehensive network so that busy roads can be avoided. Paving the shoulders of all roads.
- I have an electric bike though I am a fair-weather biker only. If there were more SECURE bike lanes in heavily car-traveled areas. I also bought an electric car last week. I'm trying to practice driving it because its processes are way, way different than gas powered vehicles (and I have none of those anymore).
- lower speed limit to 40kph
- a bike path that winds down the hill (like switchbacks) when we come into or leave Comox, many will not tackle those hills. A switch back path would help...or some other way to get up & down.
- I shouldn't be encouraged to use a vehicle less. This entire website's information is skewed propaganda.

#### **What do you like most about living in Comox?**

- The natural environment of the area.
- Ample access to natural recreation, balanced pace of development, great forest cover (more so in district).
- It used to be a great place to live, then the climate cult took over.
- Close to the ocean. Still has a small friendly feeling. Was reasonable for yearly taxes but that is changing. Do not expect anyone on retirement income, with a mortgage where property taxes not able to be deferred, can age out here.
- It's lovely with a nice mix of town and rural. We live in a quiet neighbourhood with a bit of distance from neighbours. It's not high density, which would increase traffic and noise near our home. We don't want higher density in our neighbourhood. We don't usually have to go far to get what we need and we love the local farms.
- The surrounding nature.
- I can get around bike foot or bike year round.
- the beauty and natural outdoors, wilderness, wild life
- Access to most amenities in a somewhat bike friendly small community.
- I recently moved from Comox to Courtenay. What I like most about living in the Valley is the beauty of nature that we are surrounded by. We need to nurture and cherish that.
- Forested paths.
- small population. close to natural areas. fairly quiet. easy access to council.

#### **Where do you want to see the Town of Comox in 5-10 years in terms of climate action? What about 20 or 30 years from now?**

- Population growth for this popular area will be an ongoing challenge.

- Make more services and infrastructure low or zero emissions. Limit wood smoke and inefficient heating by action on wood stoves.
- With a whole new leadership that doesn't push the global warming scam.
- Less greenwashing in local government's policy and more understanding what each action actually means on the ground for home owners, in terms of costs to the end person. DND creates more emissions than all of us combined here. Snowbirds do as well. There seems to be no hands on what happens application to the ideas and visions. I.e. what happens when the power grids go down over winter and there is no alternatives to heat. Blank policies affect citizens dramatically. Create incentives, understanding, teach people how to use what they have more efficiently.
- Work with CVRD and the province to protect air quality and reduce burning. Keep our water clean. Assess local forests for fire risk. Consider moving power lines underground as our electrical dependence grows and so we can have fewer disruptions.
- Protecting water and trees. Establish nature corridor for wildlife.
- To keep the population from spreading and affecting treed lands. Density in the core.
- I want to see Comox leading by example. This will take a gutsy mayor and council.
- less carbon emissions, more carbon sequestering, more clean energy initiatives, care for our water and other natural resources, improved garbage and waste recycling
- Appreciate the Town's efforts to make things a bit better for cyclists and pedestrians. Challenge is it's likely not enough considering growth in the community, and resulting growth in vehicle traffic.
- I want to see the Town of Comox be at zero GHG emissions in 10 years. This is the amount of time the IPCC has given the world before there are irreversible, catastrophic consequences from global warming.
- More tree canopy preserved.
- utilize the vast knowledge base of the citizens of Comox through establishing advisory committees, voluntary or otherwise.
- Hopefully, coming to the realization that 'climate change' is natural, not man-made and no amount of tax dollars are going to change the earth's axis or the power of the sun.

#### **What are some actions the Town could take to tackle climate change?**

- Develop traffic calming methods for arterial roads such as Balmoral Avenue, where reckless, noisy and polluting vehicles are becoming an increasing issue.
- consider offering a property tax rebate for citizens who make choices to maintain significant tree cover.
- Improve bike path infrastructure; currently somewhat disconnected and not safe for cyclists even on some marked routes.



- Stop spreading lies. There isn't a climate crisis, CO2 does not change the weather, no tax dollars are going to change the power of the sun nor the Earth's orbit or axis
- Reconsider high efficient wood burning appliances.
- Do a cost base analysis of every idea that gets made into policy, to the homeowner and our annual costs.
- Open up even more about local food production, in a coop community way.
- As above. Work with CVRD and the province to protect air quality by restricting or limiting outdoor burning - both residential and logging. Also, limit wood burning appliances! Make it clear that wood can not be burned on high-impact days. Get active about contacting visible burners - the smoke is obvious from both chimneys and yards - and educate and inform them. Use by-laws, if necessary. We don't allow cigarette smoking in most places, why do we permit massive 2nd hand smoke from homes and yards and logging operations? If education and incentives fail, maybe we should be fining offenders. We need green space and local farms. How can local agriculture be supported? What are limits to density?
- To avoid developments where the ecosystem is sensitive and on treed lands.
- Scrap parking minimums on new development. Take a look at what the city of Kingston has done: <https://usa.streetsblog.org/2022/05/09/steal-this-idea-canadian-town-passes-next-gen-parking-reform/>
- Implement a municipal rebate on electric bikes. Even a token incentive would show the city is serious about promoting active transportation. Saanich has started a rebate program: <https://www.saanich.ca/EN/main/community/sustainable-saanich/climate-change/programs-rebates/e-bike-incentives.html>
- Promote neighbourhood corner stores. Zoning that allowed for neighbourhood convenience stores could eliminate a lot of driving, provide a handful of local jobs, and maybe bolster neighbourhood spirit.
- Put in sidewalks on streets that have none. It seems bizarre to me that on some Comox streets pedestrians must use the road. It's an automatic disincentive to walk.
- more action on protecting trees and green spaces, clean water management, better transit and more bike lanes, clean energy,
- Better protection of urban forests during development. Seeing a new development on Anderton knock down all the trees except the one they were required to keep was disappointing to say the least.
- Require Step 5 building codes. No new gas stations. Ensure all new housing developments have electric vehicle charging stations. Encourage electric bikes. Capture emissions from the landfill. Educate, educate, educate.
- Make sure developers leave 30%-40% of all mature trees on property they are developing.
- Make sure developers of multi-unit buildings provide electric chargers (and follow up on this, not just assume they are doing it because they are required to do so).
- Stop the installation of grass in multi-unit developments and demand x-scaping.

- Create a fund that developers must donate to for the purchased of treed areas and path ways.
- Rewrite/improve the Comox tree by-law and OCP.
- Daylight streams that have been covered over (like the one at the golf course that runs through the Comox Mall and the Berwick. This should have been done without questions when the Mall and the Berwick and the golf course were "improved." Very disappointing it wasn't.
- enforce existing speed limits and reduce seppd limits to 40 kpm. Ban idling of internal combusting engines and enforce same. Make traffic roundabouts the first option for new or improved intersections. Install a roundabout at MacDonald and Guthrie/Lerwick. Switch all gas powered maintenance equipment to electric. Ban gas powered lawn maintenance equipment as Oak Bay has done.
- Fire the left wing leaders and stop forcing these lies on the citizens.

**What is most important to you in addressing climate change? What would you like the Town to keep in mind with future climate action?**

- Preserving our beautiful part of Vancouver Island as a healthy ecosystem. Acknowledging humans are just a part of the ecosystem, and striving to minimize our disruption of natural systems.
- Enable individuals to make choices that reduce their footprint; promote modes of transportation other than driving.
- The most important action is to quit lying to the population to finance useless projects. You should be ashamed of yourselves.
- Be sensible and realistic to what can and will happen with home owners. No policy can address what is unknown. We are more concerned about a power grid shortage in the winters and not having any heat source than anything else. We have explored lots of options and there are no options, if we had a storm like Mtl did years ago.
- I want reasonably clean air and water. There are still concerns about logging in the Comox Lake area and impact on water quality. Reduce all types of burning. Do we have local forest fire assessments? What is our risk and how can we reduce it? Support EV lanes maybe, not just bike lanes.
- Keeping trees and planting trees. Minimum use of water. Encouraging home owners to improve energy efficiency in their houses. More bicycle paths. More parks.
- Apply pressure/advocate/appeal to the province for a protected bike lane between Comox and Courtenay. With modern electric bikes the distance is a non-issue. Obviously this would be a major project, but to my mind, it would be the single biggest move to unlock active transport in Comox. Without a safe, pleasant route to Courtenay most people in Comox will

largely remain car dependant, despite Comox being compact, and even if bus service to Courtenay were expanded.

- act quickly, time is of the essence, we have no time to waste, big actions now!
- Limit public investment in infrastructure that supports electric cars. While they may seem to be part of the solution, the large scale adoption of EVs is going to create a whole set of other problems. Public money towards EVs is also a continued subsidy of an auto industry whose past and present actions have certainly made the situation we are in worse than it needs to be. There is also an equity piece at play if one considers the socioeconomic status of those who can afford to purchase EVs.
- Reducing emissions to zero - not net zero. Mitigation is better than adaptation.
- Keeping as many trees as possible (30%-40% trees already present on properties slated for development, NOT just replanting). Creating water retention ponds. Creating by-laws that limited what homeowners can do on their privately managed land. ("Managed" is truly a misnomer.)
- traffic exhaust .
- Trees are a part of a healthy community.
- The most important thing I do in addressing climate change is informing people that it is a scam. I would like the Town of Comox to present the truth, not the manufactured, bribed main stream media's forced opinion on the subject.



# Development Process Review Report

**Final Report**  
**January 3, 2022**

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# EXECUTIVE SUMMARY

## 1.1 KEY RECOMMENDATIONS & CONCLUSIONS

The Town of Comox has embarked on an ambitious *Development Application Review Process*. The goal is to streamline operations and create internal systems that focus on continuous improvements, including benchmarking of processing times. External engagement with applicants reveals a clear and urgent need to address development approval process challenges in a proactive and holistic manner.

Development investment generates municipal revenues that critically connect key municipal sustainability dots, including asset management and re-investment, amenity/facilities planning, and housing choice and affordability. Development investment has locational choice and development process satisfaction levels – while never being able to achieve perfect - by the nature of the process itself where community and development interests meet in a convergence zone – can compromise development investment levels.

This report provides 16 development process recommendations grounded in principles of efficiency, effectiveness, and accountability that enable measurable benefits for both the Town of Comox and those who interact with the development process. If fully implemented, the Town of Comox would establish itself as a leader on Vancouver Island not only with respect to application processes, but also community development leadership.

As evidenced by high comparative housing costs and more rapidly aging population, and in the absence of annexation plans or a densification framework, the Town of Comox is trending toward exclusivity over time. Contributing to this dynamic is limited land supply that is generating a significant proportion of infill applications, which by its very nature makes the development approval process more complicated and time consuming. A vision of an inclusive, “complete” community would have a markedly different policy framework, with significant planning and development process efficiency and effectiveness considerations. This strategic choice is further articulated in Appendix A.

Bigger picture and longer term, development permit processes are shaped – and are even a reflection of – community desires, served by the Town of Comox (Council and Administration). Clarity of vision, and consistency of communication of vision, creates a predictability for development applicants that will go a long way toward addressing current process challenges.

Similar reviews have recently been conducted by the BC and federal governments. Two BC Government reviews are foundational for consideration of paths forward:

1. Development Approvals Process Review (DARP), 2019, Ministry of Municipal Affairs and Housing<sup>1</sup> – the review acknowledged that local governments are an important partner in accelerating construction of needed housing in communities. The review also noted “the process for approving development has a major impact on how quickly housing projects are built and, while local government development approvals play an important role in ensuring community interests are met, and developments are healthy and safe, they can also result in complex, lengthy, and expensive process with significant uncertainties for developers.”
2. Opening Doors, Report of the Canada British Columbia Expert Panel on the Future of Housing Supply and Affordability chaired by Joyce McPhail<sup>2</sup>. This report focused on the housing crisis in BC and provided recommendations that can be addressed at all levels of government. An important finding of the report was the “immense influence of local governments on the control of housing supply of housing in communities.” A core recommendation was that municipalities be more open to townhouses, row housing, low rise apartment buildings, and high-density development, and create planning frameworks that proactively encourages housing.

This report, while primarily focused on the Town’s current and proposed development process, suggests that that housing supply within the Town can and must densify to ensure not only housing options but housing affordability. In 2018 the province introduced legislation requiring all local governments in British Columbia to review local housing needs and consider those specific, local needs when creating policy and making decisions about development.<sup>3</sup> In 2020 the Town participated in a regional housing need assessment with the aim to meet or exceed Goal #1 of the Regional Growth Strategy: Ensure a diversity of affordable housing options to meet evolving local and regional demographics and needs. A summary of this topic and suggestions for how to achieve the density required to achieve these goals are provided within the report.

The review of the Town’s current application process and timelines processing identified two key elements in approach that can be considered by Council at a foundational level. The first element relates to the *level of service* the Town is currently providing. This is a critical and often difficult conversation for municipalities to engage in for the services they provide. In the context of the Town’s Development Application process, staff are providing a higher level of service and therefore an increased amount of staff time to discuss, plan, and tailor each development application through multiple communications and engagement (i.e. front counter discussions, multiple pre-application meetings, negotiations, and, in some cases the requirement of multiple project designs and renderings prior to a formal application).

<sup>1</sup> Development Approvals Process Review: Final Report from a Province Wide Stakeholder Consultation (Sept 2019). Government of British Columbia. Available here: [https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr\\_2019\\_report.pdf](https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr_2019_report.pdf)

<sup>2</sup> Opening Doors, Report of the Canada British Columbia Expert Panel (June 2021). Government of Canada and Government of British Columbia. Available here: [https://engage.gov.bc.ca/app/uploads/sites/121/2021/06/Opening-Doors\\_BC-Expert-Panel\\_Final-Report\\_Jun16.pdf](https://engage.gov.bc.ca/app/uploads/sites/121/2021/06/Opening-Doors_BC-Expert-Panel_Final-Report_Jun16.pdf)

<sup>3</sup> Housing Needs Reports and Requirements <https://www2.gov.bc.ca/gov/content/housing-tenancy/local-governments-and-housing/policy-and-planning-tools-for-housing/housing-needs-reports>

Council should understand that this is a common occurrence. This practice is not unique to the Town of Comox. Staff have used their time in the spirit of respecting and representing community interests, considering infrastructure and asset management needs or on other approaches and needs that have been deemed important or prioritized by Council such as affordable housing contributions, child daycare facilities and tree retention requirements. Further, the planning department has evolved its practices in the Town in large part due to a high desire of control and regulation by the community over the years.

The second finding of the review is based in the current processing timelines and related application processes which can be improved through application of best practices. These two fundamental challenges can and should be addressed to ensure that the community has a mix and range of housing choice and affordability, while managing infrastructure and asset management requirements over time.

The current process, at its root, requires additional and unnecessary staff time, provides an additional level of service in tailoring specific requirements and information packages for potential applications and is creating conflicts between the Town and development applicants. This dynamic creates the additional potential to increase employee stress and costs to both the Town and the applicant. In addition to specific solutions that can be implemented to improve and address these challenges, any of the findings in this review centre on or relate to both internal and external relationship-building.

Four key solutions are recommended to build increased satisfaction levels between the Town and potential applicants:

- 1) **Add Structure.** Trust is built on the expectation that someone is going to be predictable in their actions, decisions, and behaviour. If trust is lacking, then *structure* is often needed to set the ground rules for the relationship and add predictability vis-a-vis when and how engagement will occur between the Town and development applicants. In the case of developers and the Town, establishing measurable goals or targets for performance, is one element of *structure* that is recommended to create transparency, efficiencies, and healthy relationships.
- 2) **Add Certainty.** Similarly, *certainty* and *structure* work together to ensure predictability where each party in the development application process knows what is expected and when it is expected. While *structure* can establish measurable goals or targets, certainty comes when both parties continually meet those goals or targets.
- 3) **Add Transparency.** Healthy relationships are open and transparent with respect to how decisions are made, how information is stored and kept, and who is involved in the process. Adding transparency through more information disclosure and communication naturally builds trust between the Town and development applicants.
- 4) **Add (Better) Communication.** All communication is not created equal, and more is not always better. Better quality communication, that is clear, transparent, open, and honest, is key to a healthy relationship.

## 1.2 STAKEHOLDER ENGAGEMENT

Stakeholder engagement was identified as a key strategy for understanding potential improvements to the Town of Comox's Development Approvals Process. Developer stakeholders were identified as those individuals, companies, or organizations that have experience with the development approvals process through submission of multiple or major development applications. Stakeholders for this project

included the following:

- Developers (individuals or corporations which own major land holdings or who have submitted major development applications);
- Development Professionals (e.g. architects, planners, engineers, builders), and;
- Business or Economic Development Organizations (e.g. downtown business association).

Engagement was completed in two ways:

- Individual in-person and phone interviews, and;
- Online surveys.

The intent of the specific engagement was to understand the overall experience of those who have interacted with the Town's development approvals process in the past five to ten years and seek out ideas and solutions for potential improvements from the perspective of "the customer." This methodology supports the notion that applicants who interact with the approvals process extensively have valuable insights to share on how the process may be improved. In many instances applicants are simultaneously submitting similar applications to other comparable municipalities and can readily compare and contrast the approval processes. A key element process was to ascertain how Comox compared in its process to other municipalities. It is well known that most applicants wish the process to be quicker in all municipalities. However, what's more important is how Comox is doing in comparison to other municipalities. Applicants were asked key questions focused on this aspect of comparison to what can be expected in comparable municipalities.

The following four themes emerged from the interviews with applicants and their representatives:

- **Fairness & Transparency** - For example, additional requirements and costs that became known later in the process and were not anticipated.
- **Communication** - Amount of communication and/ or lack of clarity in communications (both during meetings and in emails).
- **Application Timing** - Application process that took longer than their experiences in other municipalities (perceived or real), and the pre-application process, which seemed to not have a Council driven policy for timelines and requirements.
- **Development Application Requirements** - Confusion with the number of development requirements and subsequent costs incurred that were not clear at the outset of the project (e.g. sidewalks, bike parking), lack of clear documentation about the application requirements (e.g. technical studies, amenity contributions), and the new items that popped up during the process.

However, there were some positive experiences that should be noted, including respondents who stated "excellent" when asked about collaboration, as well as respondents who cited "very good" when asked about the approvals process.

Approval timelines for planning and development applications are a joint responsibility shared by the municipality and the applicant. Each party has responsibilities, and if either side lags in completing their responsibilities, the timelines also lag. It must be understood that longer timelines for a development application are not always the fault of municipality. Incomplete applications cause the most considerable process delay.

Mid-process delays caused by communication/submission of further requirements is a two-way street. This said, time = money = rate of profitability for the development industry. Profit margins are less than municipalities assume, especially the smaller and more rural the community. Business models are lean, and development risks are high. Therefore “urgency” tends to reside more strongly in the soul of the development industry.

As a fundamental form of investment attraction, source of tax revenue, and pathway to financial sustainability (including asset management and re-investment), municipalities should be motivated to be customer-centric with their development approval process. This “big picture” is often neglected by communities in their head-down processing of applications.

### **1.3 SUMMARY OF RECOMMENDATIONS**

Improving the Town’s efficiency, internally with staff and Council, and externally with applicants, by undertaking development approvals improvements can have a significant positive bottom-line impact for a municipality such as:

- 1) Reduced personnel cost and stress on staff, thereby increasing retention and attraction;
- 2) A cost efficiency related to greater community understanding of development process (e.g. education and awareness communications) with corresponding smoother interaction with a development approvals process; and
- 3) An investment (tax revenue) enabler via smoother/less time intensive/lower cost development approvals process.

The following list of 16 recommendations shown in



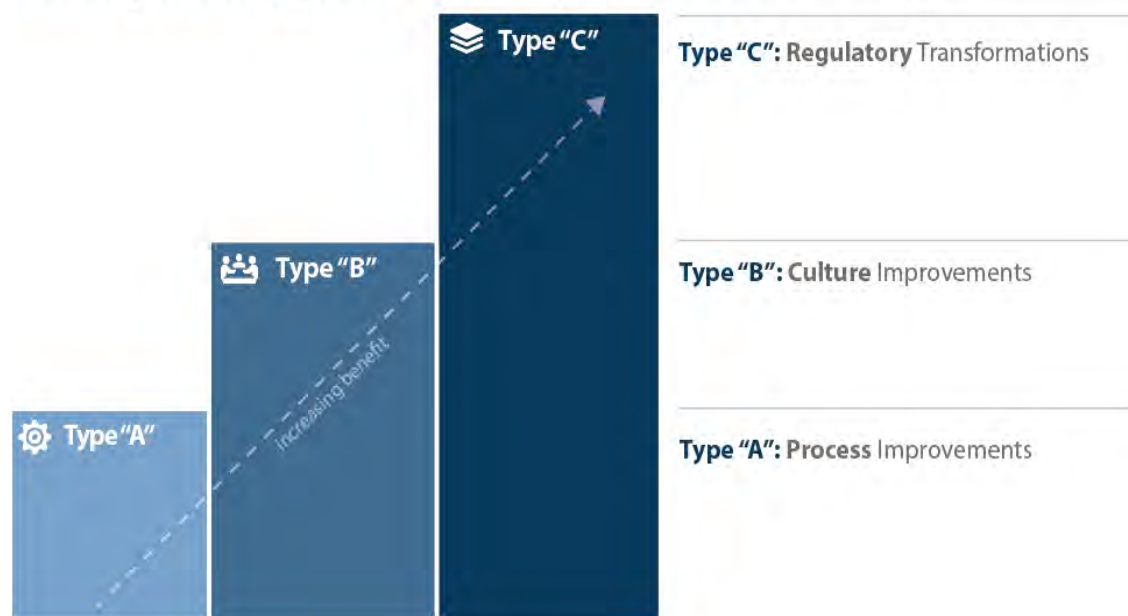
**Table 1:** Recommendations Summary seeks to improve the Town-applicant relationship and build trust between the parties over time. From a municipal perspective, an idealized development approval process is one that addresses the seven guiding principles outlined in the Province’s 2019 Development Approvals Process Review<sup>4</sup>.

These Guiding Principles for Development Approval Process Improvements are listed below:



We can further view enhancement as stepping-stones, where review and adjustment of current processes is necessary, but bigger picture and longer-term perspectives yields a roadmap for transformative progress. **Figure 1: Development Approval Process** below shows a visual explanation of three types of recommendations for the development approvals process in Comox. While each type of process recommendations have both simple and complex items, the more complex ones are noted in Type C recommendations are likely to take longer timelines to fully implement.

## Development Approval Process | Recommendation Types



**Figure 1: Development Approval Process Recommendation Types**

**Type "A"- Process Improvement:** Recommendations are focused on the Town’s existing process without major changes to other parts of the organization’s structure or regulatory framework. These are changes

<sup>4</sup> Development Approvals Process Review: Final Report from a Province Wide Stakeholder Consultation (Sept 2019). Government of British Columbia. Available here: [https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr\\_2019\\_report.pdf](https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr_2019_report.pdf)








that can be made either immediately or in the short-term with minimal extra resources or budget, with the exception of an online permitting system, which can be a significant scope of work given the lack of current software, web platform, and degree of digital adaptation the Town has already implemented.

**Type “B” - Corporate Culture & Leadership Recommendations:** In the words of management guru Peter Drucker, “Culture eats strategy for breakfast.” Achievement of the exceptional in municipal governance is a product of culture, not plans or plan-making. Type “B” Culture Improvements are critical yet may take patience to be nurtured over time. Culture and leadership are not born overnight, they are planted and need time to grow.

**Type “C” - Regulatory Transformation:** Recommendations are about truly transformative change in the Town’s approvals process. These are larger steps but can be done if there is support and urgency to step into the desire to be exceptional. While these recommendations may appear daunting and significant, they have been implemented by municipalities with similar resources and capacity as Comox.



**Table 1: Recommendations Summary**

Guiding Principles for Approval Process Improvements							
	 Public Interest	 Certainty	 Transparency	 Collaboration	 Flexibility	 Timeliness	 Balance
Type “A” Process Improvement Recommendations							
1. Establish Process Timelines		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
2. Create a Development Review Team		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
3. Create Checklists	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
4. Webmap GIS Platform	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
5. Amendments to Planning Procedures Bylaw		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
6. Update Subdivision & Development Servicing Bylaw		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
7. Amendments to Zoning Bylaw	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
8. Amenity Contributions Standards		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
9. Update Development Forms & Guides		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
10. Pre-Approved Development Designs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
11. Development Approval Software		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Type “B” Culture Improvement Recommendations							
12. Accountability Committees	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
13. Adaptive Customer Service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
14. Culture & Leadership Training				<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Type “C” Regulatory Transformation Recommendations							
15. Outcomes Based Approach to Approvals	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
16. Hybrid-Code Based Zoning Bylaw	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> - indicates the recommendation directly addresses this guiding principle.							

# 1 PURPOSE AND INTENT OF THIS REPORT

This Development Process Review Report documents the comprehensive review of, and recommendations for, the Town of Comox's development processes and procedures. The aim is to simplify and streamline the process, add transparency and certainty to those involved, and identify opportunities for improvements and setting benchmarks for processing times.

The report is structured in two parts – **Part 1 (Project Phases 1-6)** covers the scope of work as directed by administration providing a comprehensive discussion on the current development processes, engagement feedback, and pathway for the Town to streamline processes and align to best practices.

**Part 2 (Project Phase 7)** examines the current market context and establishes policy alternative scenarios based on an innovative methodology for projecting anticipated level of development in Comox. It focuses on what deeply matters to municipal financial sustainability and economic prosperity and is tied to the non-residential assessment ratio methodology.

**Phase 1** - A thorough best practice review of existing planning bylaws and policies and identification of current weaknesses or “hang up points” during the development application process. Included in this process was a literature scan and review, review of current local government best practices and provincial development review outcomes, and integration of an understanding of provincial requirements under the *Local Government Act*, such as the role of the Approving Officer. Recent changes to the development approval processes were also investigated.

**Phase 2** - An intentional process of listening and learning. The consultants conducted a series of stakeholder consultations via interviews and discussions with Town staff including engineering, finance and planning departments along with the development community, consultants, and contractors to determine which policies, procedures, or bylaws were the most problematic or in need of adjustment. Additionally, this phase included two separate surveys: one for current/past development applicants and one for municipal staff, which provided the opportunity for meaningful feedback, consideration of customer service levels, timelines, and potential development intention for the future.

**Phase 3** - Building on and informed by the first two phases, this phase included the development of a master list of suggested amendments to existing bylaws and policies. The review produced suggested changes, deletions, and additions to existing bylaws and are detailed further in the report.

**Phase 4** - Based on discussion with administration, this phase provided a series of proposed bylaws and policy amendments. This report outlines the purpose of the proposed amendments and any other implications to be considered by Council in their implementation.

**Phase 5** - A complete review of forms and manuals has been completed including communications methods and materials provided to applicants.

**Phase 6** - Implementation of recommendations, bylaw amendments, and policy direction to staff require understanding of the development process challenge. Challenges for applicants with most development applications arise from a lack of understanding about the process. This results in conflict with Town staff as the application moves through the process. Strong communication from the Town as to how applicants can successfully navigate the system and learn the status of their application within the

process is key to improving the entire application process, as well as trust therein. This implementation phase includes the development of a series of communication materials that explain each step of the application process, expected requirements of applicants and staff, and set timelines for each part of the application.

**Phase 7** - Expanding on the importance of competitive long-term business growth strategy, including costs such as taxes and fees including asset investment, utility rates, and development cost charge strategy that could be adopted by Council. Market context and considerations are an important consideration in the development process review. This approach recognizes that property tax and supplemental charges are the core of municipal planning. A delicate balancing act is achieved by establishing a bridge to business cost environment and investment attraction. This is accomplished by positioning on a “developer pay” spectrum regarding new development, enabling investment while at the same time avoiding the municipal financing crunch, where new development is needed to balance the books. This process is about aligning and balancing investment attraction, infrastructure reinvestment, and financial management. Key needs include:

- Density/infill as a critical tax growth/sustainability variable;
- Asset management planning, addressing of deficit gaps, and infrastructure re investment levies; and
- A deeper appreciation for, and valuation of, non residential assessment (i.e. commercial and industrial) ratio and growth.

The outcome of this section includes policy direction with a property tax growth projection over the next 10 years.

## 2 CURRENT STATE ANALYSIS

A current state analysis was completed to ensure a solid understanding of the Town's current development applications workload, trends over time and application numbers in comparison to other similar municipalities.

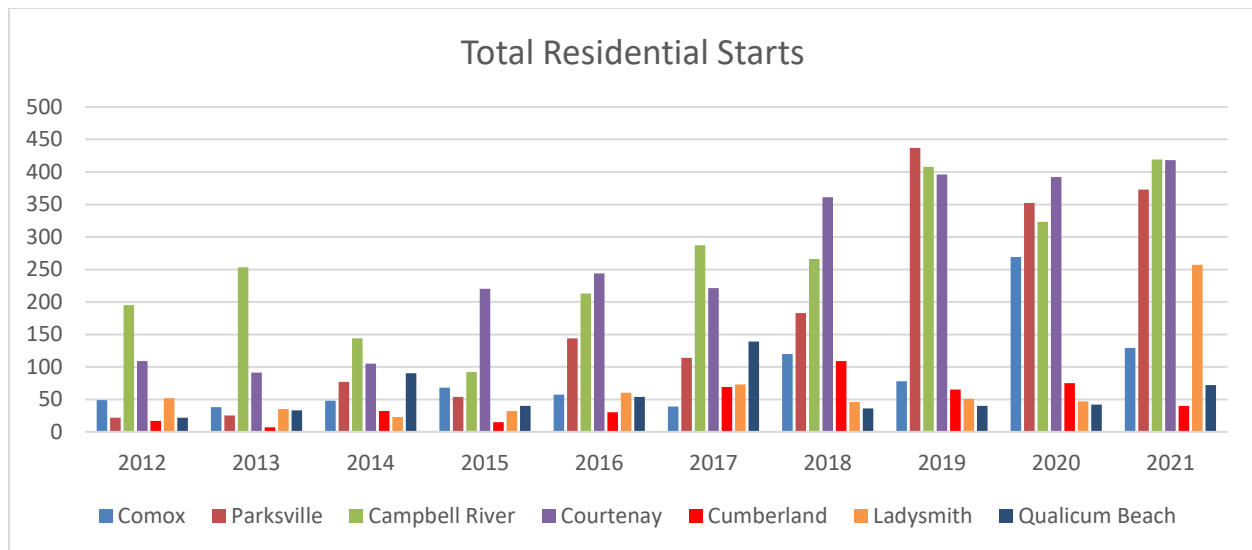
### 2.1 APPLICATION STATISTICS

Approval process efficiency and effectiveness is influenced by the community development rate and resulting staff workload. A key to understanding the development approval system is to know if municipal planning staff workload is changing over time or static. Understanding of approval process efficiency and effectiveness on relative terms is aided by comparison to communities in the region. Is Comox more or less efficient with staff resources based on development rates compared to other municipalities? These questions frame the current state analysis of this report.

#### 2.1.1 BUILDING PERMIT APPLICATION STATISTICS

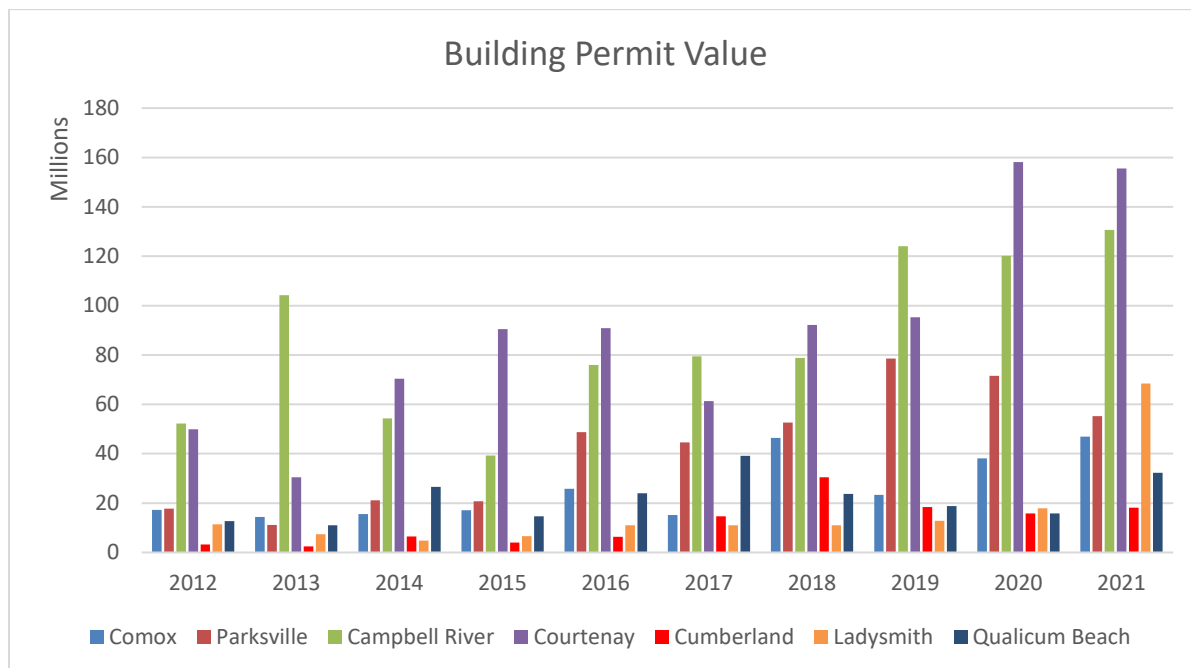
Building permit applications are comprised of single-family new builds and renovations, secondary suites/coach houses, multi-family, mobile homes, commercial and industrial new builds and renovations, institutional new builds and renovations, signs, demolition, and plumbing.

These municipalities were selected because they are comparable to Comox in terms of size and composition. Excluding Langford, which has had ten times the housing start rate as Comox over the last 10 years, residential housing starts in the Vancouver Island region and the Town of Comox have been trending upward over the last ten years (**Figure 2: Vancouver Island Communities Residential Starts**), with housing starts in recent years two to four times higher than early ten-year period number of housing starts. Ten-year average annual housing starts in Comox is 90 – roughly twice Cumberland and half Courtenay.



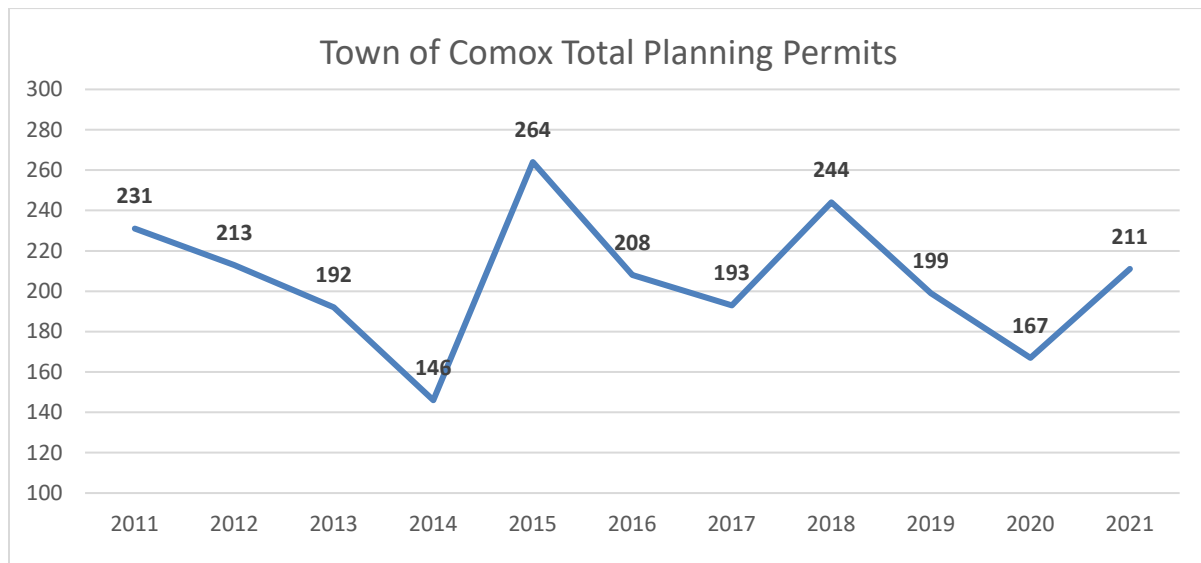
**Figure 2: Vancouver Island Communities Residential Starts**

Housing start data (**Figure 3: Vancouver Island Communities Building Permits**) is mirrored by building permit data, which shows a rising ten-year trend. Three of the last five years have exceeded the ten-year average by 45-90%. Ten-year building permit values are roughly 1/3 of Courtenay and twice Cumberland.



**Figure 3: Vancouver Island Communities Building Permits**

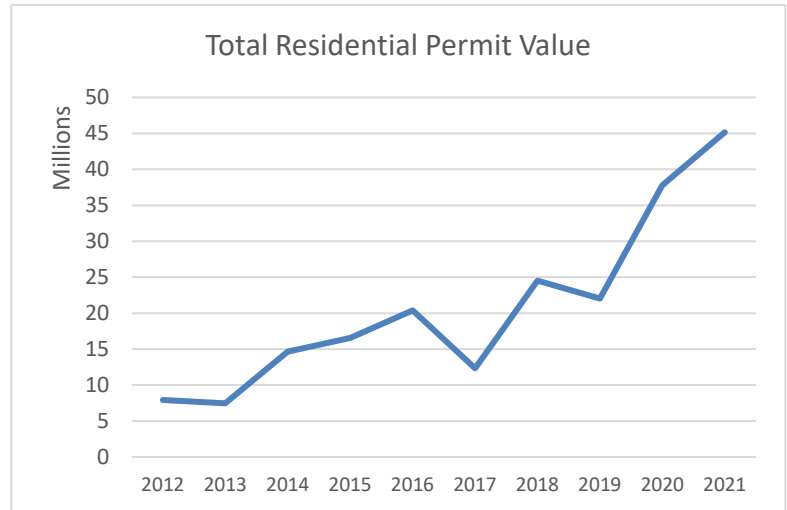
Total building permit applications have no discernable trend (**Figure 4: Town of Comox Planning Permit Applications**). Plumbing permits constitute 30-50% of annual permit applications.



**Figure 4: Town of Comox Planning Permit Applications**

The majority of upward development trend is comprised of residential dwelling units (**Figure 5: Town of Comox Residential vs Commercial/Industrial Permits**). Commercial / industrial development is highly variable, with only two years – 2012 and 2018 – generating activity beyond low level “ground noise” (**Figure 6: Town of Comox Commercial/Industrial Permits as % of Total Permit Value**).

Total Residential Permit Value		
		% above 10 year avge
2012	7905000	-62%
2013	7456800	-64%
2014	14639235	-30%
2015	16543120	-21%
2016	20370070	-2%
2017	12325250	-41%
2018	24524825	17%
2019	22046835	6%
2020	37802775	81%
2021	45163584	116%
10-Year Avge	20877749	



Total Commercial/Industrial Permit Value		
		% above 10 year avge
2012	9406000	112%
2013	2719000	-39%
2014	215000	-95%
2015	435000	-90%
2016	5379600	21%
2017	2279465	-49%
2018	21458750	383%
2019	1097250	-75%
2020	232000	-95%
2021	1163000	-74%
10-Year Avge	4438507	

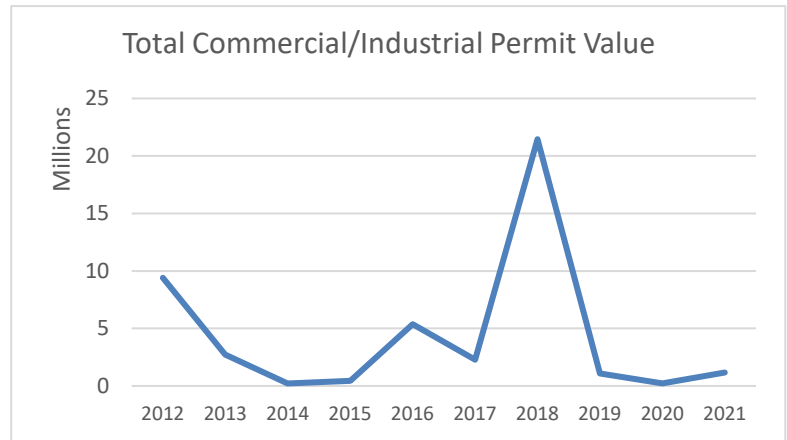


Figure 5: Town of Comox Residential vs Commercial/Industrial Permits

COMMERCIAL (INCL. MIXED USE) / INDUSTRIAL			
	Total Commercial / Industrial	Total Building Permit Value	Commercial / Industrial % of Total
2011	251,000	27,506,175	1%
2012	9,406,000	17,505,700	54%
2013	2,719,000	10,976,100	25%
2014	215,000	19,008,813	1%
2015	435,000	17,092,532	3%
2016	5,379,600	25,930,288	21%
2017	2,279,465	14,866,296	15%
2018	2,145,750	46,343,481	46%
2019	1,097,250	23,267,714	5%
2020	232,000	38,462,499	1%
2021	1,163,000	50,552,118	2%

Figure 6: Town of Comox Commercial/Industrial Permits as % of Total Permit Value

## 2.1.2 DEVELOPMENT APPLICATION STATISTICS

Development applications are comprised of subdivision, rezoning, development permits, development variances, board of variance, development permit exemptions, floodplain exemptions, and road encroachment agreements. Planning reports are added to development permit statistics by the Town of Comox.

Total development applications have trended downward in recent years (2019-2021) (**Figure 7: Town of Comox Development Applications**), with both new files and open files roughly 20% lower than the 10-year trend over each of the last three years. The difference between total new files opened and total open files suggests multi-year open files. Roughly 20-30 files per year consist of multi-year files.

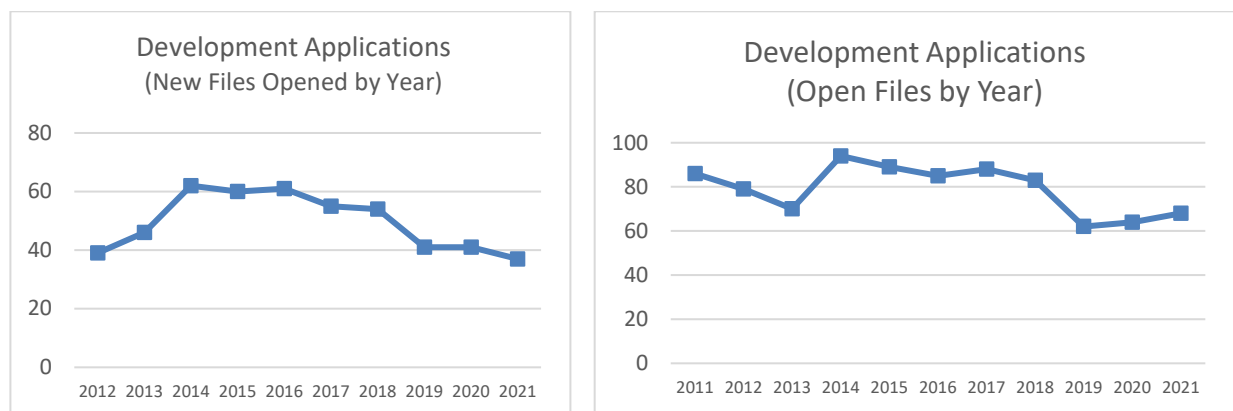
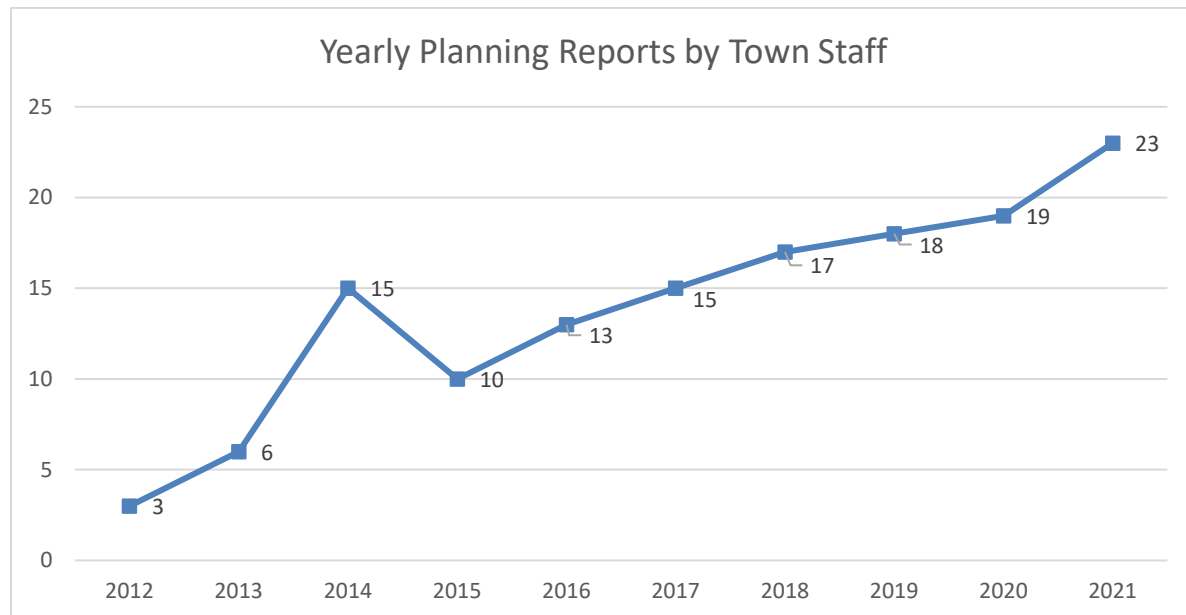


Figure 7: Town of Comox Development Applications

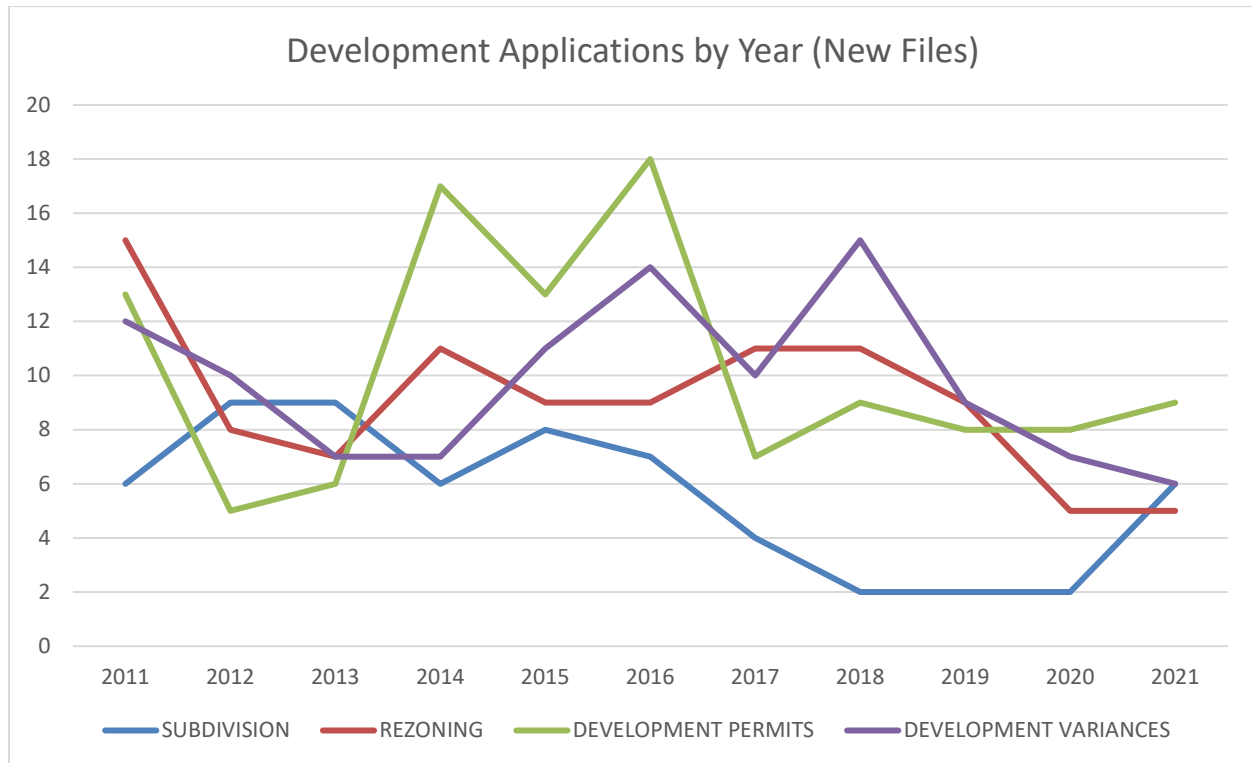


Beyond reporting for individual development applications, corporate planning reports – which take considerable staff time to research and manage – are trending upward (**Figure 8: Town of Comox Planning Reports**), with the last four years 25-65% above the ten-year average. Major planning projects in recent years include OCP Bylaw 1685 Amendments – (2011-2021), Downtown Revitalization (2014), Anderton Corridor (2019), and North Pritchard Residential Land Use Review (2022).



**Figure 8: Town of Comox Planning Reports**

Subdivision, rezoning, development permits, and development variances are the “meat and potatoes” and constitute roughly 60% of annual development-related activity (**Figure 9: Town of Comox Development Applications by Year** and **Figure 10: Town of Comox New Applications by Percentage**). Aside from subdivision, a significant portion of workload is influenced by policy that can be adjusted to reduce workload. Every land use classification (zones or OCP land uses) creates workload, such as rezonings or OCP amendments. Although most rezoning may be consistent with the existing OCP designation, in some cases a development project may require both a rezoning and an OCP amendment, which increases the complexity of the application. Every development permit area (**Figure 9: Town of Comox Development Applications by Year**) in Comox creates workload (development permits). Every “minor” development permit application or development variance permit can be delegated to staff under Bill 26 vs through extended Council/public process.

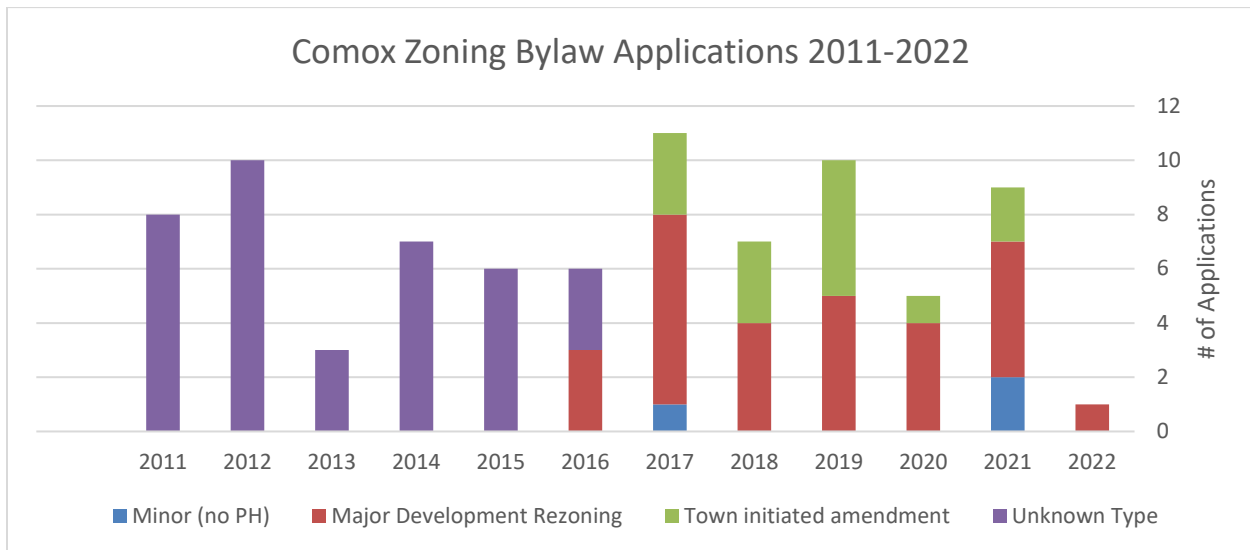


**Figure 9: Town of Comox Development Applications by Year**

	Subdivision	Rezoning	Development Permits	Development Permit Variances
<b>2011</b>	13%	31%	27%	25%
<b>2012</b>	21%	19%	12%	24%
<b>2013</b>	17%	13%	12%	13%
<b>2014</b>	8%	14%	22%	9%
<b>2015</b>	11%	13%	19%	16%
<b>2016</b>	9%	12%	24%	19%
<b>2017</b>	6%	16%	10%	14%
<b>2018</b>	3%	15%	13%	21%
<b>2019</b>	3%	15%	13%	15%
<b>2020</b>	3%	8%	13%	12%
<b>2021</b>	10%	8%	15%	10%
<b>10-Year Avg</b>	<b>10%</b>	<b>15%</b>	<b>16%</b>	<b>16%</b>

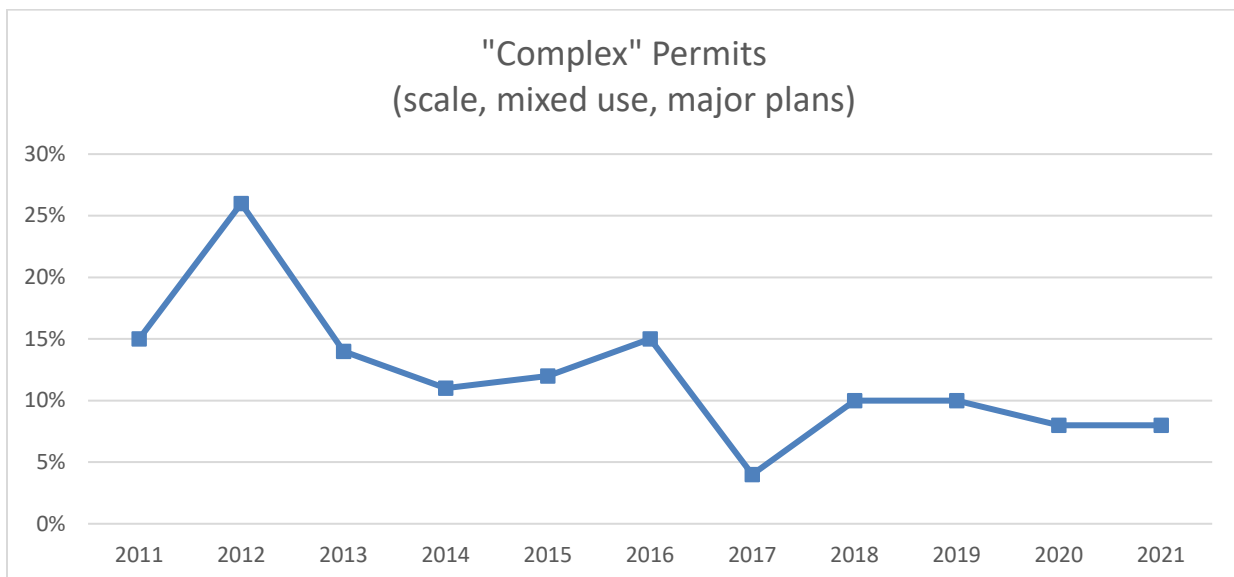
**Figure 10: Town of Comox New Applications by Percentage**

The total number of Zoning Bylaw amendment applications has been somewhat steady with an relatively minor fluctuation between different years (**Figure 11: Comox Zoning Amendments 2011-2022**). Typically, there are four to five major rezoning applications each year, with a high of seven in 2017 and a low of three in 2016. Prior to 2016 there is no data on the type of zoning amendment. The data also shows that Town staff are initiating Zoning Bylaw amendments as needed (including text amendments), whether it be for housekeeping matters or major changes, such as adding regulations for coach houses and secondary suites.



**Figure 11: Comox Zoning Amendments 2011-2022**

An evaluation of “complex” permits that require more than a cursory review suggests a downward ten-year trend (**Figure 12: Town of Comox “Complex” Permits**), with roughly 5-10% of total permit applications in recent requires being considered complex.



**Figure 12: Town of Comox “Complex” Permits**

### 2.1.3 DEVELOPMENT ACTIVITY COMPARISON

Approval timelines for planning and development applications are a joint responsibility shared by the municipality and the developer. Each party has responsibilities, if either side delays in completing their responsibilities, the timelines lag. It must be understood that longer timelines for a development application are not always the fault of municipality. Incomplete applications cause the most considerable process delay.

Mid-process delays caused by communication/submission of further requirements is a two-way street. This said, time = money = rate of profitability for the development industry. Profit margins may be less than municipalities assume, especially the smaller and more rural the community. Business models are lean, and development risks are high. Therefore “urgency” tends to reside more strongly in the soul of the development industry.

As a fundamental form of investment attraction, source of tax revenue, and pathway to financial sustainability (including asset management and re-investment), municipalities should be motivated to be customer-centric with their development approval process, while also advancing community planning objectives. This “big picture” is often neglected by communities in their head-down processing of applications.

### 2.1.4 DEVELOPMENT ACTIVITY TIMELINES

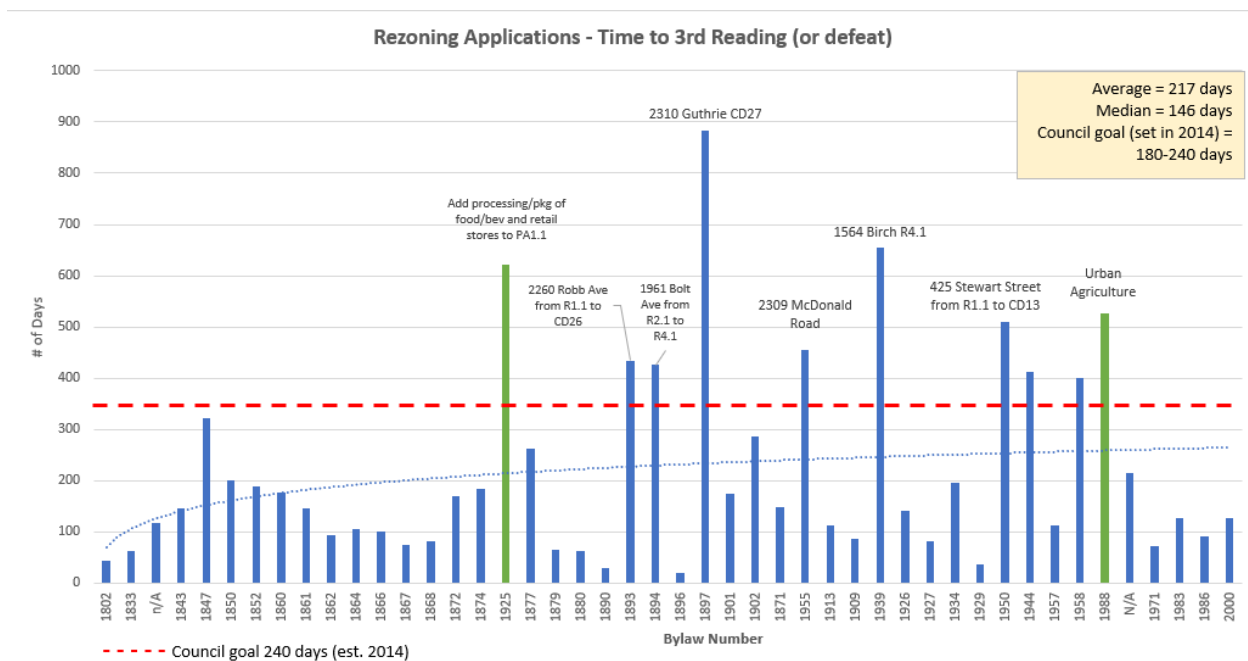
The Town of Comox identified Parksville and Langford as comparable communities for purpose of development approval process analysis and enhancement recommendations. Based on ten-year development statistics were collected for a set of comparable Vancouver Island communities: Parksville, Campbell River, Courtenay, Cumberland, Ladysmith, Qualicum Beach, and Langford. Qualicum Beach has been added as a benchmark community given its development rate is closest to Comox.

A challenge with comparing application timelines arises when communities use different ways to track their applications. For example, some communities, such as Comox will track applications based on a final application and payment. However, Town staff will have been working with the potential applicant for months or years to ensure that the application “will be supported by Council” when the actual application submission is received by Town Hall – date stamping the official beginning of the process. This makes it very difficult to provide clear and accurate standards for customer service and has the potential to create miscommunications from the applicant and staff. An important caveat to a successful department tracking system is the need for all potential documents, forms and materials that the Town may request be provided on the Town’s website (i.e. a checklist of requirements). This absolves staff of potential liability, and the requirement to provide a custom and detailed response to any inquiry/lead. The best practice for application tracking is to establish and maintain an online tracking system that is open to the public (or at least a summary of it is reported online), and that captures the following dates:

1. **Initial discussion** – this enables the Town to log the initial meeting contact, the date of inquiry, and any specific discussions regardless of whether the project ever proceeds. A useful secondary benefit is that it enables staff to gain an understanding of potential workload in the future amongst other benefits, such as in process infrastructure /asset management planning, and related service forecasting.

2. **Pre-application meeting** - this meeting must be tracked as part of the activity timeline created for each potential application. The type, timing, and approach to pre-applications is further addressed later in the report.
3. **Application Submission Date** - there should be little to no communication with the potential applicant after the pre-application meeting. However, if the potential applicant wishes to request and pay for subsequent pre-application meetings then they can do that. These meetings would be charged at a rate that included staff time for prep and attendance and any agreed upon follow up in writing.
4. **Application Preliminary Review** – a 20-business day timeline from the date following business day that the application was submitted is consultant-recommended as a maximum for the initial preliminary review. Staff would be required to present via email, a written and signed letter within that 20-day period that determined whether the application was deemed as “complete” or “incomplete”. Reasons for a decision of incompleteness would be required and provided to the applicant with a request to resubmit within a certain timeline with deficiencies corrected.

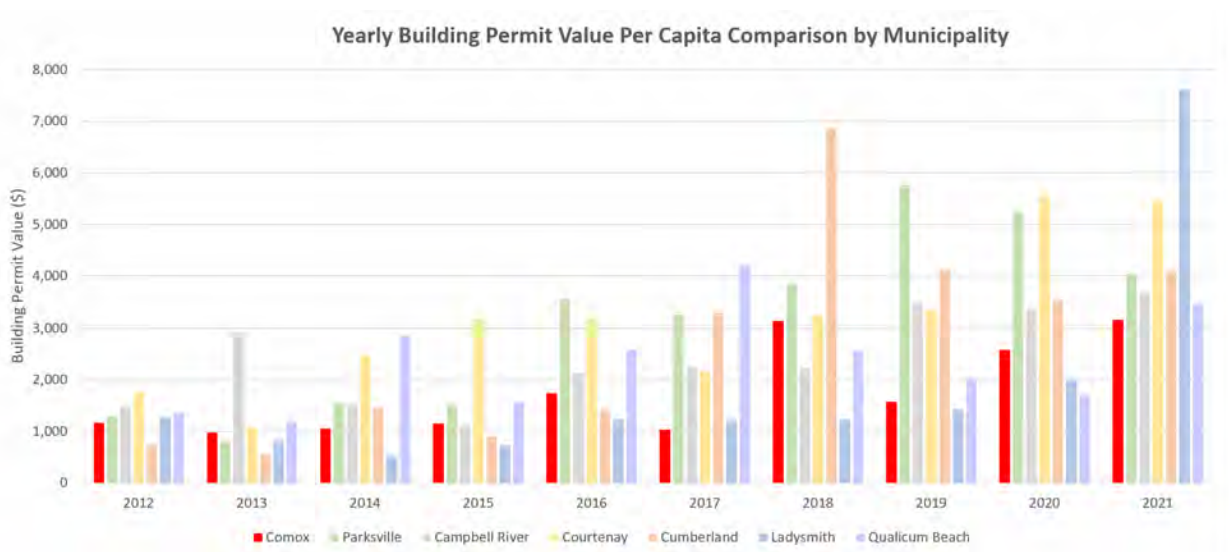
**Figure 13: Rezoning Applications by Year** indicates an example of application performance standards, with a variable being date of acceptance of application vs. pre-application process that can extend process significantly beyond the timeframes shown. While the Town is meeting or exceeding development activity timelines it would be beneficial for the preapplication period to be defined to understand and communicate the actual timeline. This would also support increased planning for staffing workloads and finance department projections.



**Figure 13: Rezoning Applications by Year**

### 2.1.5 BUILDING PERMIT VALUES PER CAPITA ACROSS COMPARABLE VANCOUVER ISLAND MUNICIPALITIES.

Total building permit value was divided by total population (from the 2021 Census) for the comparable seven communities. Based on population of comparable communities, Comox had relatively low building permit values in 2021. In previous years (2012-2020) Comox was more within the middle of the pack as it pertains to building permit values compared to population. For example, in 2018, Comox ranked 4<sup>th</sup> highest in the list of seven comparable municipalities while in 2017 Comox ranked lowest (see **Figure 14: Building Permit Value Comparison by Municipality**)



**Figure 14: Building Permit Value Comparison by Municipality**

### 2.1.6 COMPARATIVE FULL TIME EQUIVALENTS (FTE)

While development-related data enables an understanding of trends and important indicators, staffing levels at municipalities and the skills, level of experience, and capacity all impact the development process pathway. As part of the development review and analysis, Comox and the three comparable communities (Langford, Parkville, and Qualicum Beach) were compared to determine differences in the number of full-time equivalent (FTE) planning department staff that may be available, in whole or in part, to respond to development applications. A Department Organization Chart is provided at the end of this section for information and the entire organizational charts are contained with Appendix E.

On a comparative basis, Parksville's organizational chart uniquely incorporates both a Director of Community Planning, AND a Manager of Current Planning. This is an important distinction as it enables distinct focus on each of current planning (applications) and longer-term community planning. Further, the potential to shift workloads to implement Council strategic priorities or support higher levels of applications is enhanced. Parksville has a planning department comprised of 8.5 (FTE).

The Town of Qualicum Beach is led by a Director of Planning & Community Development and includes an emergency coordinator within the planning department which has not be used to calculate (FTE) for the comparison. Parksville has four FTEs that include the Director, a planner, building inspector, and bylaw officer.

Langford's Planning, Subdivision and Land Development Department has a Director of Planning & Subdivision, and a Deputy Director. Langford has eight separate position titles with a total department FTE of 12.

While there are multiple factors that inform and impact staffing levels, municipal planning departments with the resources and staffing levels to enable a separate focus on both short-term planning (application driven) and long-term planning (community planning – i.e. OCP, Bylaw updates, etc.) may have stronger potential for shorter application processing timelines.

Engineering department staff provide valuable input and have a role in the development application process. Each community has structured their Engineering (and Public Works) Departments in different ways; making direct estimates or comparisons to application process workload inaccurate.

Key observations on municipal engineering departments:

1. Parksville has an Engineering Department (Director of Engineering) which includes a Development Engineer, three Engineer Techs, a GIS specialist, Municipal Services Inspector, and two Admin Assistants (one of which is shared). Total Engineering Department staff are 10 FTE. None of these staff are likely to be directly involved in operations as Parksville also maintains a separate Department with a Director of Operations, three separate divisions including Water Supply & Distribution Chief Operator, Operations Foreman, and Parks Foreman with a combined staffing level of approximately 23 additional positions.
2. Langford separates its departments into three specific areas of focus including the Engineering Department (Director of Engineering), Building Department (Manager, Building Department), and Parks Department (Manager, Parks & Recreation). All three department leads report directly to the Administrator (CAO).
3. Qualicum has similarities to Parksville in that the Departments of Engineering and Operations are separated. The Engineering Department is led by a Director of Engineering, Capital Projects and Airport. Operations includes all public works, parks buildings and facilities for a total of 28 positions.
4. In comparison, Comox has a single Operations Department led by a Director of Operations with responsibilities including asset management, facilities, maintenance, public works, and parks and the marina. Direct operations only include the Director and Engineer Tech.

Discussion with Town of Comox Engineering staff regarding the *actual* FTE that would be working with and engaging in the application process provided the following outcomes:

**Engineering:**

Director of Operations – 90%

Public Works Manager – 10%

Engineering Tech – 50%

Parks Manager – 10%

Total: 1.6 FTE devoted to application processing and related engagement, reporting, inspection etc.

A comparison of planning department-specific staff in the communities analyzed provides a high-level approach to considering capacity levels within the municipality to provide all services, and those services specific to development processes and applications.

Further analysis of staffing levels to key data including housing starts, building permits, population, and total gross municipal property tax revenue provides additional understanding of the level of staffing, workload, and ultimately the amount and length of time it takes to process an application.

**Table 2: Overall Planning Department Resources in Comparable Municipalities**

Municipality	Comox	Parksville	Langford	Qualicum
<b>2021 Population</b>	14,806	13,642	46,584	9,303
<b>FTE – Planning</b>	6	9	12	4
<b>Population to planning</b>	2468	1516	3882	2326
<b>(total staff)</b>	78	67	84	60
<b>(Planning as % of all staff)</b>	8%	13%	14%	7%

Municipality	Comox	Parksville	Langford	Qualicum
<b>Housing Starts (* 10 year average)</b>	90	178	892	57
<b>FTE – Planning</b>	6	9	12	4
<b># of starts / staff- rounded)</b>	15	20	75	14

Based on a 10-year average of municipality housing starts, Comox and Qualicum are processing less per staff than Parksville and Langford.

Municipality	Comox	Parksville	Langford	Qualicum
<b>Building Permit Value (* 10 year average)</b>	\$26,002,600	\$42,189,700	\$228,739,900	\$21,874,000
<b>FTE – Planning</b>	6	9	12	4
<b>\$BP (Value / staff )</b>	\$4,333,776	\$4,687,744	\$19,061,658	\$5,468,500



When building permit levels are compared to staffing levels, Comox is processing at a comparative rate to Parksville and slightly less than Qualicum (which is the lowest rates of the comparable communities). There are numerous items that may impact this type of analysis such as market growth and demand. As well, levels of staff training, experience, and education, along with Council-directed policy and procedures for application processing directly impact the application timeline.

What the comparison yields is enablement of the Town's ability to select metrics (i.e. population levels, gross property tax revenue, building permits, related fees, etc. and begin to connect the application process (and particular the formal timeline) to staffing levels over the intermediate to long term. What becomes clear in these benchmarking scenarios, is that processing timelines are directly related to staff process as set out by Council.

## 2.1.7 PLANNING POLICIES & BYLAWS COMPARISON

A comparison of the complexity of planning documents among benchmark communities was completed as shown in **Table 3: Planning Document Complexity by Municipality**. Comox has one of the most complex planning schemes amongst the comparison communities. For example, Comox has 78 zones for a population of 14,806, which is the most zones per capita, at 190 persons per zone. Comox has 26 residential zones alone, which compares to larger municipalities, such as Courtenay and Langford. Additionally, in terms of the OCP, Comox has 18 development permit areas, which exceeds all comparable municipalities.

**Table 3: Planning Document Complexity by Municipality**

	2021 Census Data				Zones						OCP	
Municipality	Population	Pop. Density (ppl/km <sup>2</sup> )	Average Age	Size (km <sup>2</sup> )	CD Zones	Res	Other	Total	Ppl per zone	Zones per km <sup>2</sup>	OCP DPAs	OCP LUAs
Comox	14,806	877.7	48.9	16.87	30	26	22	78	190	4.6	18	10
Parksville	13,642	939.5	55.0	14.52	31	9	23	63	217	4.3	17	18
Courtenay	28,420	876.7	46.8	32.42	25	26	21	72	395	2.2	9	11
Campbell River	35,519	246.0	45.8	144.39	6	18	22	46	772	0.3	8	10
Port Alberni	18,259	928.9	46.5	19.66	1	9	19	29	630	1.5	3	10
Duncan	5,047	2444.5	51.0	2.06	0	3	5	8	631	3.9	8	10
Langford	46,584	1124.4	39.1	41.43	17	32	47	96	485	2.3	6	9
Colwood	18,961	1073.6	42.3	17.66	37	22	26	85	223	4.8	10	9

# A KEY INSIGHT

## Comox

- 78 Zones
- 18 Development Permit Areas
- Up to 15 TIMES the zones/km as comparable island communities
- EVERY colour on a map is a development barrier in many ways.

Best Practices – Last 5 Years: Okotoks 33 to 9 zones. High River – 23 to 6 zones

## 2.1.8 THE IMPORTANCE OF PLANNING POLICY

### Why does planning policy and regulation complexity matter?

Zones is a tool used by municipalities to control land uses and densities. Specific zones have different provisions for what is allowable and what is not. Where a change in use is desired associated with development, a rezoning is often required. Furthermore, in British Columbia municipalities have Official Community Plans (OCPs), which are long term strategic documents providing guidelines for how the municipality will grow over the coming decades.

The complexity of a municipality's planning documents often roughly translates into how complex the approval process is within that municipality. For example, more zones in a Zoning Bylaw often signals the municipality wishes for an applicant to apply for a specific rezoning for any change in land use on a property. More zones often equal more rezonings in a municipality, thereby adding to the process an applicant faces. Similarly, more development permit areas (DPAs) often result in a greater chance an applicant must undertake a development permit process and comply with multiple, overlapping DPAs.

Additionally, the high number of Comprehensive Development (CD) zones in Comox signals that developers and staff may often be required to create a custom zone for their specific development, which is another significant amount of effort and cost for an applicant. The high number of CD zones in Comox may also be because the applicants are not finding the existing zones satisfactory to current developer needs. It speaks to the potential need for a Zoning Bylaw update. For example, Port Alberni has only one CD zone and 29 zones total, for a population slightly greater than Comox. This suggests, although does not confirm, the potential for significantly less 'red tape' in Port Alberni.

In terms of best practice, hybrid code (Canada) and form-based code (U.S.) are moving toward fewer zones. For non-residential investment-friendliness, municipal staffing efficiency, and as a factor that influences residential affordability, more zones and more requirements for rezoning equals time, money, process conflict, unpredictability, and lack of investment (type of project) flexibility.

Established zoning “barriers” represent trade-offs communities make between market-driven prerogative, 90-year norm-based Euclidian zoning (i.e. separation of land uses by type) that espouses more and more separation of land uses as idealized zoning, and protection of a “public interest” – however that might be defined. As a result, all planning represents a balancing act. The fundamental question is whether a balancing act favours public interest or the market. Current pain points common to both the Town and many municipalities across BC and Canada – lack of housing choice/affordability, development industry investment barriers (both perceived and real), over-worked municipal planning and engineering staff with long approval times, and red tape/conflict-based approvals processes, suggest that protective approaches that define and shape current zoning practices are not meeting development interest nor the public interest. The challenges of the status quo (i.e. norm-based Euclidian zoning separating each land) at meeting evolving and our collective future needs are well-established.<sup>5</sup>

## 2.2 PLANNING FRAMEWORK

The Town’s planning framework was reviewed to understand the policy and regulatory context from which applications are submitted. Policies and bylaws all exist on a spectrum between permissive or flexible and prescriptive or rigid.

Each side of the spectrum has pros and cons. Permissive or flexible bylaws can enable faster processing of applications at times, but if they lack clarity then a lot of debate around interpretation can occur between staff, applicants, and even the community. This can actually delay applications. (Note that not all applications in fact should necessarily be approved quickly. There are some development applications that may be significantly inconsistent with OCP or other policies and not supported by the community or municipality for various reasons. In those cases, a clear written statement by the municipality with the reasons of non support to promptly conclude the matters is better than a long process.)

On the other hand, very prescriptive/rigid bylaws can sometimes lead to long processing times due to the complexity and total number of rules. However, prescriptive/rigid bylaws can, if done well, have the benefit of creating clarity and certainty for applicants and thus result in faster processing times, since there’s less interpretation of the rules required by staff (see **Figure 15: Types of Regulations and Policies**, **Figure 16: Current Planning – Long Range Planning Trap**, and **Figure 17: Current Planning – Long Range Planning Solution**).

<sup>5</sup> The Problems with Euclidean Zoning (2018). Boston University School of Law. Available here: <https://sites.bu.edu/dome/2018/07/19/the-problems-with-euclidean-zoning/>

## Types of Regulations and Policies

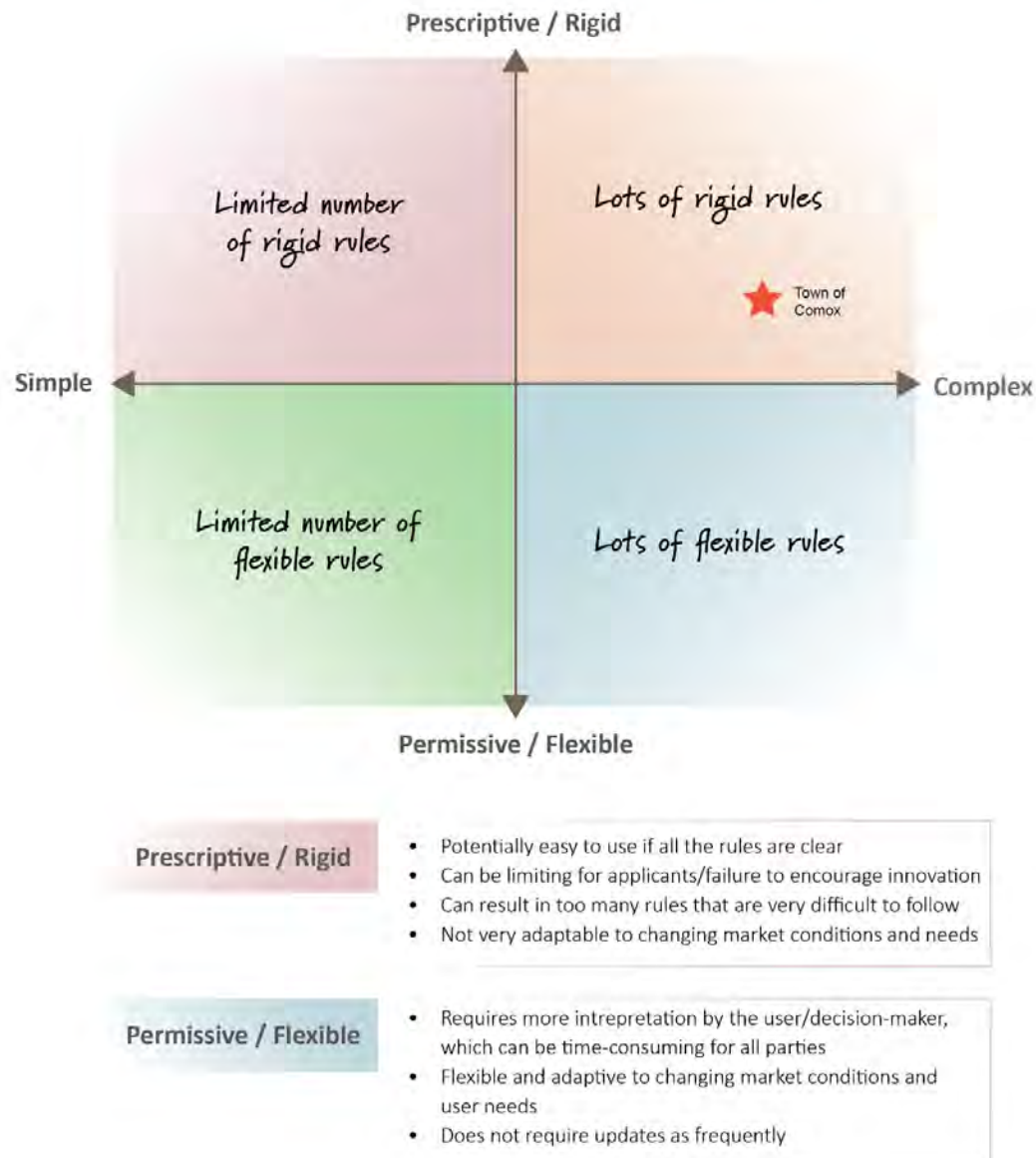
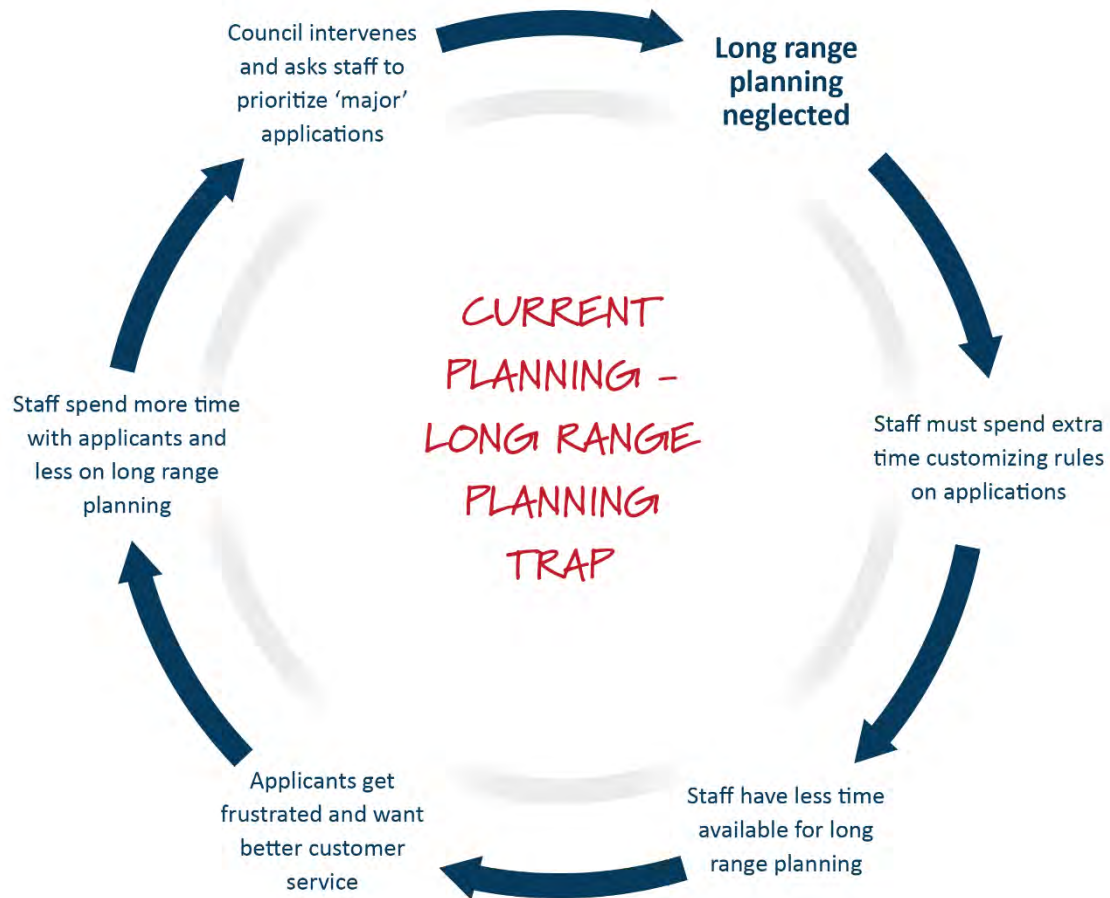


Figure 15: Types of Regulations and Policies



**Figure 16: Current Planning – Long Range Planning Trap**





**Figure 17: Current Planning – Long Range Planning Solution**

In Comox this issue pertains specifically to the following documents:

- Subdivision & Development Servicing Bylaw
- Planning Procedures Bylaw
- Zoning Bylaw

While numerous improvements can be made, the OCP is currently sufficient for its purpose. However, the outdated nature of the other bylaws listed above has resulted in many hours of additional time by staff. For example, most of Comox's applications would be considered 'redevelopment' in nature; however, these bylaws (particularly the Subdivision & Development Servicing Bylaw) provide little direction for redevelopment or infill.

Updating these bylaws and associated policies / guidelines to address infill/redevelopment would greatly assist staff when they evaluate an application. Clarity within the bylaws around infill/redevelopment would also greatly assist developers who are frustrated when they feel staff simply 'make up rules' for applications.

## 2.3 OFFICIAL COMMUNITY PLAN (OCP)



The Town's Official Community Plan (OCP) was adopted in 2011 and has undergone approximately eight amendments since that time. The amendments have focused on the Eagle Nest DPA, designation of Public Open Space, Garry Oak Habitat DPA, a new DPA for Secondary Suites, and other DPA changes.

The OCP divides the Town into 15 land uses:

1. Agricultural
2. Residential: Detached
3. Residential: Ground Oriented Infill
4. Residential: Townhouses & Ground Oriented Infill
5. Residential: Low Rise Apartments, Townhouses & Ground Oriented Infill
6. Mixed Use: Commercial-Residential
7. Downtown Comox
8. Commercial: Neighbourhood
9. Commercial: Tourist
10. Light Industrial
11. Public Open Space
12. Institutional
13. Comox Harbour & Marinas
14. Marine Foreshore
15. 19 Wing Comox

As noted in the list above, there are four residential land uses, four mixed-use or commercial land uses, and one light industrial land use. The 19 Wing Comox land use covers the airbase and the Comox Valley Airport.

The OCP is guided by the following vision statement:

*The Town of Comox is an active residential community that welcomes all ages. The heart of Comox is the Downtown – a compact, pedestrian friendly area with a lively mix of commercial services, housing, and public services. Comox enjoys strong connectivity within and between neighbourhoods, commercial/service areas and the waterfront through a variety of transportation choices. Comox embraces its natural areas and surroundings, recreational opportunities, and ambiance as a unique seaside town. Comox will grow in a way that maintains and enhances community liveability.*

Subsequent to the vision statement, there are 10 key community values that direct 23 related goals. A selection of these include:

- Maintain and enhance the small-town atmosphere and attitude in Comox
- Retain a compact pattern of land uses
- Provide for high quality compact housing forms with good access to transit and non-vehicular transportation forms
- Enhance the character of Comox as a high-quality residential community

- Ensure the Town remains attractive to all age groups
- Encourage a pedestrian-friendly, street-oriented downtown
- Strive for responsible, effective, affordable, and representative government
- Ensure growth is planned for and well managed to maintain and enhance the quality of life in Comox
- Ensure Downtown Comox remains attractive and enhance its economic viability

The OCP has 18 development permit areas (DPAs), including eight addressing form and character and ten regulating hazard lands or environmental protection (Table 4 below):

**Table 4: Comox Development Permit Areas**

Comox Development Permit Areas		
Form & Character DPAs	Hazard Lands & Environmental Protection DPAs	
1. Downtown Comox	7. Riparian Areas	13. Hazardous Areas
2. Ground Oriented Infill	8. Waterfront Environmental	14. Marine Foreshore
3. General Multi-Family	9. Upland Environmental	15. Comox Harbour and Marinas
4. Mixed-Use: Commercial-Residential	10. Bald Eagle and Great Blue Heron Nesting Sites/Perching Trees	16. North East Comox
5. Commercial: Neighbourhood and Tourist	11. Wildlife Corridor	
6. Light Industrial	12. Garry Oak Habitat	
17. Coach Houses		
18. Secondary Suites		

The 18 DPAs result in most properties within Comox being covered by at least one DPA. The majority of greenfield lands are covered by the Northeast Comox DPA and the remaining vacant lands within the Town are mostly covered by other DPAs. Older neighbourhoods with mainly single-detached residential and minimal secondary suites are the exception to the above and may not be covered by any DPA.

Overall, the OCP policies address how to balance growth, redevelopment and infill development while maintaining the existing community character of Comox. This is done by strategically locating future multi-unit residential developments within identified areas (e.g. along corridors), promoting secondary suites, suggesting the creation of a narrow lot single family zone, and promoting increased density within the downtown up to four storeys.



## 2.4 ZONING BYLAW



The Town's Zoning Bylaw was adopted in May 2017 and has a total of 78 zones. The 78 zones are categorized as follows:

- 30 comprehensive development (CD) zones,
- 16 residential zones (13 single-family, 2 two-family, and a mobile home),
- 10 multi-family zones,
- 9 commercial zones,
- 4 marine zones,
- 2 industrial zones,
- 3 park zones, and
- 3 institutional zones.

Since 2017 there have been 36 Zoning Bylaw amendments (22 for rezonings). A review of the Town's Zoning Map reveals the vast majority of lots are zoned as R1.1 (Residential Single-Family Low Density). Further analysis reveals this R1.1 zone covers 72% of the residential zoned lots within the Town. Other zones that cover large areas include:

- DND1.1 that covers the airport and surrounding industrial lands,
- P1.2 / P1.1. for parks, open space and nature conservation, and
- C4.1 / C3.1 / C5.1 for downtown commercial.

Given the high number of zones, the overall approach appears to be quite prescriptive and detailed in zoning regulations. This is typically done to ensure a high level of certainty of what future developments might look like.

## 2.5 SUBDIVISION & DEVELOPMENT SERVICING BYLAW NO. 1261



Bylaw 1261, the Comox Subdivision and Development Servicing Bylaw was adopted in 1998. Since then it has been amended 15 times, but never comprehensively updated. During interviews with Town staff it was mentioned that at various times the Town has tried to update the Bylaw, but the work was never completed.

Overall, the Bylaw addressing the usual spectrum of issues, including transportation/road improvements, connections to Town systems, stormwater and drainage, water and sewage systems, design and construction of systems, certificate of performance, securities, and extended services. Staff mentioned during interviews that the Bylaw was created to mostly address greenfield/vacant land development scenarios while most of the Town's development is more akin to redevelopment or infill. Infill and redevelopment pose very different engineering challenges in comparison to greenfield, and these unique challenges should be addressed in any Subdivision and Development Servicing Bylaw.

## 2.6 PLANNING PROCEDURES BYLAW NO. 1780

The Town's Planning Procedures Bylaw outlines both the procedures for planning and development applications as well as acting as the Development Approval Information Bylaw linked to the Zoning Bylaw. Bylaw 1780 was adopted in 2014 and was most recently amended in 2021.

Overall, Bylaw 1780 covers all the necessary components related to approval information and procedures for planning and development applications. The bylaw is exhaustive in its considerations of potential information that the municipality may require to make an adequate decision on an application and outlines public consultation requirements for applications/applicants. There are also appeal opportunities to Council embedded into the bylaw, <sup>6</sup>thereby adding to the "checks and balances" within the system.

## 2.7 APPLICATION FORMS

The Town's application forms and public information for applicants was reviewed to determine if there are any gaps or weaknesses that could use improvement. The Town has numerous forms, checklists, guidelines, and documents associated with development and planning applications.

The following were reviewed:

**Table 5: List of Application Forms**

Name	File Name
Zoning Amendment / Development Permit	1-RZ DP & CHLST as at 2022-2Feb-7.pdf
Development Variance Permit – Application Form / Checklist	2-DVP & CHLST as at 2021-5May-31.pdf
Official Community Plan Amendment – Application Form / Checklist	4-OCP & CHLST as at 2022-2Feb-7.pdf
Pre-Application – Community Consultation Guide	Pre-App Consultation Guide 2021.pdf
Flood Plain Designation Exemption	3-FPEX & CHLST as at 2021-2Feb-23-EGBC comment pending.pdf
Application for Subdivision	6-Application For Subdivision-as at 2021-7Jul28.pdf
Environmental Report Guide	9-Environmental Report Guide-as at 30 Oct 2019.pdf
Geotechnical Report Guide and Checklist	10-Geotechnical Report Guide-asat 2021-8Aug-10.pdf
Town of Comox – Infill Subdivision	Guide Infill Subdivision Potential.pdf
Single-Family Dwelling Accessory Buildings in the Town of Comox	Accessory Building Brochure.pdf
Affordable Housing Calculator Guide	AH Calculate Guide.pdf
Coach Houses in the Town of Comox	Coach House_Brochure_updated_Sept 2020.pdf
Decks and Balconies in the Town of Comox	Deck and Balcony Brochure.pdf
Fence Regulations for Single Family Homes	Fences for Single Family Homes.pdf
R4.1 Single-Family – 350m <sup>2</sup> Parcel new zone in the Town of Comox	RM4.1 Zone Guide Sept2020.pdf
Zoning Interpretation for R3.2 Zone	R3.2 Zoning Interpretation.pdf
A Guide to Secondary Suites in the Town of Comox	Secondary Suite [Updated May 2019].pdf

<sup>6</sup> Town of Comox Planning Procedures Bylaw No1780 Section 12 (7) Reconsideration of a Delegated Decision

## 2.7.1 REVIEW OF FORMS AND INFORMATION DOCUMENTS:

The Town's current application forms, guides and information are comprehensive in nature and contain all the required information for an applicant. There has clearly been an attempt to ensure applicants are aware of what is needed to submit a complete application. However, in today's highly graphical world the documents lack a visual aesthetic that would allow the reader or applicant to filter through the information in a useful way that is not overwhelming to the mind. In the creation of public communications there is a hierarchy of importance, which can be summarized as follows:

1. Is all the required information provided?
  - a. Essential information, links, data, and citations.
2. Is the information provided in a user-friendly manner and format?
  - a. Including addressing different learning styles such as visual learners, or;
  - b. Accessibility challenges such as visually impaired people;
  - c. Format could be PDF, online, hard copy, video or others.
3. Is the information displayed in a visually appealing manner?
  - a. Use of graphics, images, colours and perhaps even video if online/digital.

The Town's documents could be improved by taking the existing information provided and making it more user-friendly and visually appealing. While they don't need to be magazine quality documents, readers today expect a high-level of graphic design and want (or expect!) to be spoon-fed the important information easily. However, graphic design should not be at the expense of making them user-friendly, which is why that is second in the hierarchy.

Below are three examples of development guides (**Figure 18: Examples of Municipal Development Guides**). The example from Golden (below) shows a simple design, but it is user-friendly. The middle example is from Coquitlam and is both user-friendly and visually appealing. The example on the bottom is Comox's guide for decks and balconies. These documents should all be easily accessible online.



Figure 18: Examples of Municipal Development Guides

## **2.7.2 PRE-APPLICATION - COMMUNITY CONSULTATION GUIDE:**

Comox Town staff advised that most if not all applications are treated individually and are designed specifically for each application. At this time, the Town website does not have any planning application forms, as they are modified for a specific proposal – typically by crossing out items from a list that are not applicable. In the short term, the Town anticipates that building permits will have fillable online forms, as these are more straight forward. Planning application submissions online would be possible in future, once the web system can handle large size submissions.

The Town does not have a “standard package” that would be offered to any one developer/applicant without a review and discussion with staff. After an initial inquiry, the developers get a “package” of applicable policies, development permit area guidelines, current zoning regs and potential zones for consideration, parking calculator, DCCs, information on typical amenity contributions, and if relevant, guidelines on geotechnical, environmental or flood plain assessments, and guidelines for coach houses, etc.

Information is assembled separately for each proposal from the bylaws: OCP, Zoning, Planning Procedures, Sign, Tree Management, Flood Plain Designation, Development Cost Charges, Building Bylaw, Subdivision and Development Servicing, Drainage Infrastructure Protection, Runoff Control, Highway Use, etc. and relevant brochures or calculators.

The planning department keeps an internal directory with “ready to send” guidelines and excerpts from these various bylaws, so it can be compiled quickly. Emails are developed and sent to each potential applicant/developer in response to inquiries. Information prepared and sent would typically include specific OCP policies, potential DPA sections, zoning requirements, and specific reports such as the Acoustical Standards requirements.

In short, a “developers’ package” is different for different proposals, but the source are Town bylaws. Staff also modify application checklists, so developers do not need to address requirements irrelevant to their proposal.

The result is extra time spent by staff on each application and lack of clarity from applicants on what is required for an application. Applicants have little ability to provide the correct information for an application based on a review of the application package from the website or a hard copy picked up at Town Hall. This translates into extra time spent by staff on each application during the pre-application phase. Further, it results in the first touch point(s) by an applicant often being a feeling of frustration since the readily available application information is often not helpful in guiding them to submitting the proper documents for a complete application.

## 2.7.3 DEVELOPMENT VARIANCE PERMIT FLOW CHART:



### DEVELOPMENT VARIANCE PERMIT FLOW CHART

Note: this chart is for a standalone DVP Application

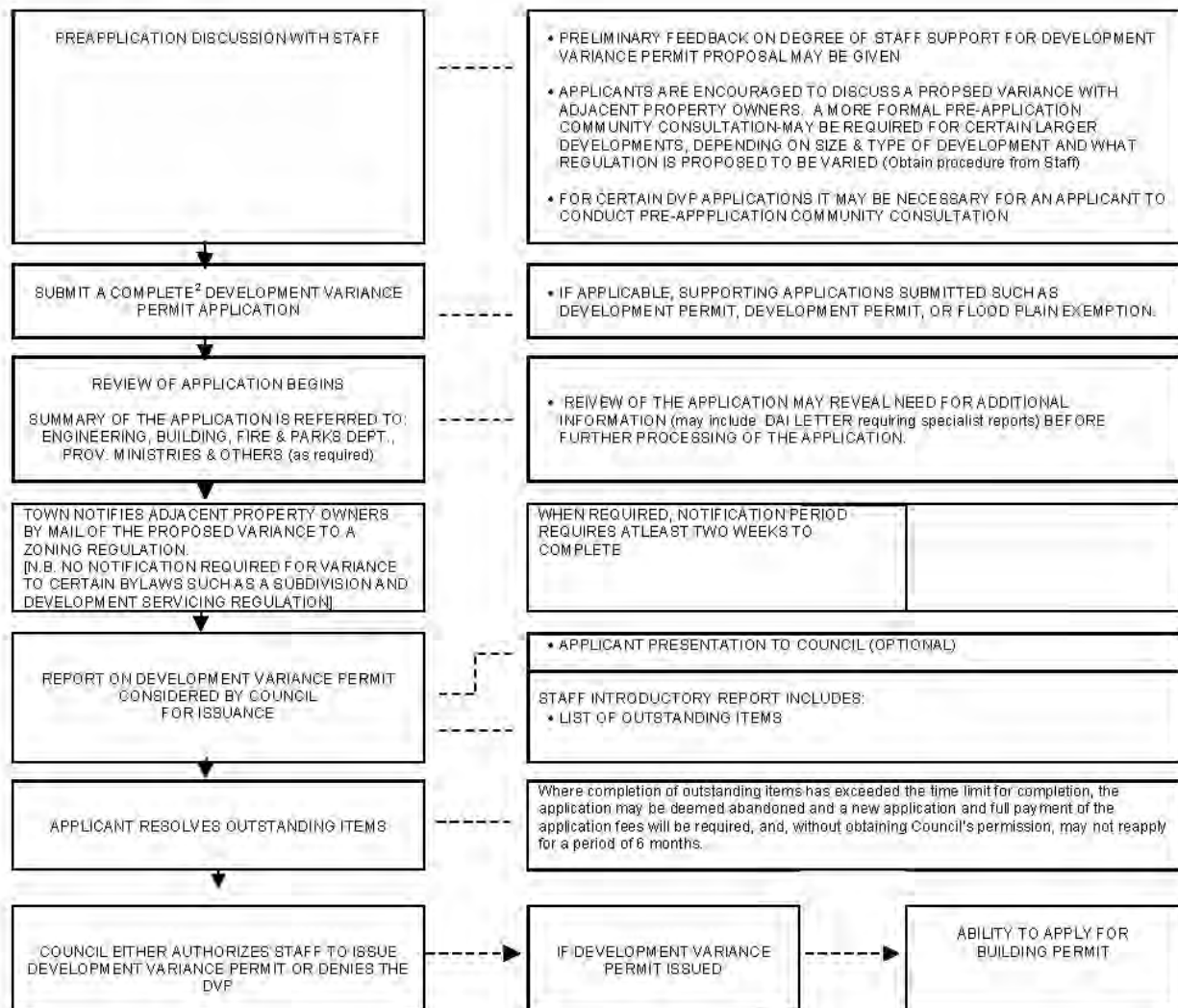


Figure 19: Town Current Flow Chart



## 2.7.4 BEST PRACTICE EXAMPLES OF FORMS AND GUIDES:

The following are some examples of municipal forms and guides that align with today's best practices in municipal communications (see **Figure 20: Coquitlam Development Permit Guide**, **Figure 21: Coquitlam Development Application Form**, **Figure 22: City of Victoria FAQ DP Information**, **Figure 23: City of Mission PAR Fact Sheet**):



**Figure 20: Coquitlam Development Permit Guide**

**Features:** User-friendly and visually effective document. All key information is provided in a simple and easy-to-read manner.

<b>Office Use Only</b>		
Project #: _____	Fee: \$ _____	
Receipt #: _____	Received by: _____	
Assoc. PROJ #: _____		

<b>Application Type</b>		
<input type="checkbox"/> Master Development Plan <input type="checkbox"/> Official Community Plan Amendment <input checked="" type="checkbox"/> Zoning Map Amendment <input checked="" type="checkbox"/> Zoning Text Amendment <b>Development Permit (DP)</b> <input checked="" type="checkbox"/> Form & Character Delegated <input type="checkbox"/> Form & Character Non-Delegated <input type="checkbox"/> Watercourse <input type="checkbox"/> Wildfire Interface <input type="checkbox"/> Major Amendment <input type="checkbox"/> Minor Amendment <input type="checkbox"/> Development Variance Permit	<b>Subdivision</b> <input type="checkbox"/> Conventional/ Fee-Simple <input type="checkbox"/> Conventional/ Site Configuration <input type="checkbox"/> Air Space Parcel <input type="checkbox"/> Lot Line Adjustment <input checked="" type="checkbox"/> Bare Land Strata <input type="checkbox"/> PLA Extension  <b>Strata</b> <input type="checkbox"/> Strata Title Conversion <input type="checkbox"/> Phased Strata	<input type="checkbox"/> Pre-Application <input type="checkbox"/> Road/Lane Cancellation <input type="checkbox"/> Temporary Use Permit <input type="checkbox"/> Heritage Revitalization Agreement <input type="checkbox"/> Heritage Alteration Permit <input type="checkbox"/> Agricultural Land Reserve <b>Amendment Bylaw</b> <input type="checkbox"/> Sign Bylaw <input type="checkbox"/> Subdivision and Development <input type="checkbox"/> Servicing Bylaw <input type="checkbox"/> Building Bylaw

All applicable sections must be completed. Only complete applications (including the completed application form) will be accepted.

Applicant			
Date: _____			
Business Name: _____			
Contact Name: _____			
Address: _____		City: _____	Postal Code: _____
Phone: _____		E-mail: _____	

Owner(s) of Property			
Owner	Address and Postal Code	Phone	E-mail

Site Description	
Property Address(es): _____	
Total site area (m <sup>2</sup> ): _____	Site frontage: _____ m    Site depth: _____ m
Existing buildings/structures will be: <input type="checkbox"/> Retained <input type="checkbox"/> Demolished <input type="checkbox"/> Relocated <input type="checkbox"/> No Existing Structures	
Is the property located in a floodplain? <input type="checkbox"/> Y <input type="checkbox"/> N	

Proposal	
Project Name: _____	Number of buildings in this project: _____
Estimated Cost of Construction: \$ _____	Phase: _____ of _____

**Figure 21: Coquitlam Development Application Form**

**Features:** User-friendly document that can either be completed as fillable PDF or as a hard copy. Checkboxes are used to assist the applicant. The form does not begin with a big disclaimer; it instead asks the applicant for the easy information first followed by the application details.





Sustainable Planning and Community Development  
1 Centennial Square  
Victoria, BC V8W 1P6  
T 250.361.0283 E [DevelopmentServices@victoria.ca](mailto:DevelopmentServices@victoria.ca)

## Development Permit Information

### Frequently Asked Questions

#### When is a Development Permit required?

When an area is designated as a Development Permit Area, then a Development Permit must be obtained prior to any subdivision, construction (including addition to or alteration to a building or structure) or alteration of land. In some cases, smaller developments are exempt from Development Permits. These exemptions are noted within the *Official Community Plan*. In some cases, a Delegated Permit may be required in place of a Development Permit. Please verify the correct approach with your Neighbourhood Planner. For *Official Community Plan* information or design guidelines applicable to each Development Permit Area, please visit the City website.

#### How long will the process take?

The Development Permit process takes approximately three to six months from submission of a complete application. A complex application may require more time. Development Services staff will advise you of meeting dates.

A **Development Permit Process Flow Chart** is provided in this package. It is essential that all steps be followed.

#### Who gets a say?

For an application with variances, it is recommended that the applicant consult the neighbours and the Community Association Land Use Committee (CALUC). If an application has variances, it will be mailed to the CALUC once it is received by the City.

The application will receive a full technical review by City staff after a complete application is submitted.

A development permit application may be referred to the Advisory Design Panel for their input. The Advisory Design Panel is an advisory body appointed by Council to provide design advice on applications and provides recommendation to Council. The public (including CALUC) may attend the Advisory Design Panel, but only to observe.

If Council decides to consider your application at an Opportunity for Public Comment due to proposed variances, the adjacent owners and occupiers will be notified by the City of the date. Anyone who feels their interest in property is affected may speak at the Opportunity for Public Comment.

The **Development Permit Process Flow Chart** outlines when consultation should take place and who is responsible for the various steps in the process.

If your application has variances, notification signs and mail outs will be required at various stages of the process.

#### Who decides whether my Development Permit application is approved?

The final decision on your application is made by City Council.

#### How long is a Development Permit valid?

The permit is generally valid for two years from the date of approval (unless a different time period has been approved by Council). Construction must be substantially started, otherwise the permit will lapse.

#### Who can answer my questions?

A full list of staff contacts is provided in this handout. Applicant services are provided by City of Victoria Development Services staff, located in the Development Centre on the 2<sup>nd</sup> floor of City Hall. Staff will advise you on how to keep your application moving smoothly. Business hours are 8 a.m. to 4:30 p.m., Monday to Friday, except statutory holidays.

City of Victoria  
Sustainable Planning and Community Development  
Development Services Division  
1 Centennial Square  
Victoria, BC V8W 1P6  
Phone: 250.361.0282

**Figure 22: City of Victoria FAQ DP Information**

**Features:** User-friendly FAQ document, which is still effective without much graphic design.



<b>WHAT</b>	<ul style="list-style-type: none"> <li>Before Submitting a Development Application, the first step is to have a Pre-Application Review (PAR) Meeting with staff to discuss your proposal</li> <li>Please note that Rezoning, Subdivision, Development Variance and Commercial and Multi-Family Development Permit applications are subject to final Council approval</li> </ul>
<b>WHEN</b>	<ul style="list-style-type: none"> <li>Meetings held every 2 weeks, as shown in the <a href="#">2022 PAR Schedule</a> (<a href="https://mission.ca/par">mission.ca/par</a>), with 6 applications discussed per meeting date</li> <li>Cost is <b>\$343.35</b>.</li> <li>Your spot is reserved once all the requirements have been received (application form, payment, site plan)</li> <li><b>Reservations are on a first come first serve basis</b></li> </ul>
<b>HOW TO APPLY</b>	<ul style="list-style-type: none"> <li>Submit the online application located at <a href="https://mission.ca/par">mission.ca/par</a> along with a site plan and additional attachments if applicable</li> <li>Staff will review for acceptance and email you to come in to the office at <b>7337 Welton Street</b> to pay – by cash, debit, or cheque payable to the City of Mission</li> </ul>
<b>SITE PLAN</b>	<ul style="list-style-type: none"> <li>A site plan is required</li> <li>At a minimum, it should show the property lines/proposed property lines, and lot sizes</li> <li>Include details such as the proposed building(s), parking spaces, access configuration, watercourses, etc.</li> </ul>
<b>STAFF DISCUSSION</b>	<ul style="list-style-type: none"> <li>Before your PAR meeting staff from all relevant departments attend a Development Application Review Team (DART) meeting to discuss your proposal/application and identify any specific information that may be required for your development</li> <li>The application fee is <b>non-refundable</b> once the DART meeting has been held.</li> </ul>
<b>MEETING PROCESS</b>	<ul style="list-style-type: none"> <li>Following the DART meeting staff contact you with your meeting time and details</li> <li>The PAR meeting is held by conference call</li> <li>Discussion will be on the feasibility of your proposal, staff will then make note of challenges you may face with your application, and determine the level of staff support for the proposal</li> </ul>
<b>FOLLOW-UP</b>	<ul style="list-style-type: none"> <li>2-4 weeks after your PAR meeting you will receive a follow-up letter summarizing the discussion</li> <li>This letter outlines the requirements needed to make a formal application including application forms</li> <li>A fee estimate will be provided in the letter</li> </ul>
<b>FORMAL APPLICATION</b>	<ul style="list-style-type: none"> <li>Submit your completed form to <a href="mailto:Planning@mission.ca">Planning@mission.ca</a></li> <li>Staff will review and provide the final application fees to pay</li> <li>Call 604-820-3748 if you have any questions</li> </ul>

**Figure 23: City of Mission PAR Fact Sheet**

**Features:** User-friendly document with easy-to-read key heading on the left and answers on the right. The document clearly explains the pre-application process for the City of Mission development applications.

### 2.7.5 WEBSITE

The Town's website is a key communication tool for potential applicants. A holistic integration between the website and the Town's forms and guides should be in place to streamline the information received by potential applicants and to potentially reduce the workload on staff answering basic questions. One of the great features of the website, unlike paper or PDF copies, is the ability of the reader to toggle the necessary information they wish to read. The website does a nice job of having key questions and answers available to the reader (see **Figure 24: Comox Development Permit Web Page Screenshot**). This technique should be further applied to paper or PDF materials.

Development Permit Area (DPA)	▼
Development Permit Areas Regulating Form and Character	▼
Development Permit Areas Regulating Environmental Protection	▼
Additional Information	▼

**The Application**

How long does the application process take?	▼
How much does the application cost?	▼
Who approves the application?	▼
Public Consultation	▼

**Figure 24: Comox Development Permit Web Page Screenshot**



## 3 STAKEHOLDER ENGAGEMENT

### 3.1 APPROACH AND METHODOLOGY

Stakeholder engagement was identified as a key strategy for understanding potential improvements to the Town of Comox's Development Approvals Process. Three key groups of stakeholders were identified:

1. Developers or professionals tied to the development industry (e.g. architects, engineers)
2. Municipal staff (planning and other departments)
3. Business Improvement Association

Town Council is also a significant stakeholder in the project and will be engaged by the Town's CAO through proper Council procedures and meetings.

### 3.2 DEVELOPER ENGAGEMENT

Developer stakeholders were identified as those individuals, companies, or organizations that have past experience with the development approvals process through submission of multiple or major development applications. Stakeholders for this project included the following:

- Developers (individuals or corporations which own major land holdings or who have submitted major development applications);
- Development Professionals (e.g. architects, planners, engineers, builders), and;
- Business or Economic Development Organizations (e.g. downtown business association).

Engagement was completed in two ways:

- Individual in-person and phone interviews, and;
- Online survey.

Specific engagement intent was to understand the overall experience of those who have interacted with the Town's development approvals process in the past five to ten years and seek out ideas and solutions for potential improvements from the perspective of "the customer." This methodology supports the notion that applicants who interact with the approvals process extensively have valuable insights to share on the current process and how it may be improved. In many instances applicants are simultaneously submitting similar applications to other comparison municipalities and can readily compare and contrast the approval processes.

A key element of the approach was to ascertain how Comox compared in its process to other municipalities. It is well known that most applicants wish the process to be better in all municipalities. However, what's more important is how Comox is doing in comparison to other municipalities. Applicants were asked key questions focused on this aspect of comparison to what can be expected in comparison municipalities.

### **3.2.1 APPLICANT INTERVIEW METHODOLOGY AND FEEDBACK**

Interviews were targeted at individuals who have had direct experience with the development application process and were provided by Town staff. The selection represented a range of time – from a few years to decades, with typically extensive development process approval experience in other communities that yielded comparative insights. These are, in short, development process experts. It should be noted to the reader that these are *qualitative comments from interviewees that have not been verified from a Town of Comox perspective*.

The interviews were casual in nature with the main question being "What is your experience with the Town's planning and development approvals process?" Additional specific questions were asked, where relevant, including:

- How long did your application take?
- Did the approval timelines align with those of other similar communities?
- Did you find the process fair?
- How was the communication with the planning department?
- What suggestions do you have for an improved approvals process?

The goal was to ensure the interviewees were at ease during the conversation and shared individual stories of interacting with the approvals process at the Town.

The following themes emerged from the interviews with developers and their representatives:

- **Fairness & Transparency**
  - Many interviewees felt the process was unfair and not easily transparent, citing additional requirements and costs that came up later in the process and were not anticipated.
- **Communication**
  - Higher levels of frustration with the lack of specific communication and lack of clarity in communications (both during meetings and emails).
  - Communication approach that tended to be one sided and the potential to refuse an application if applicant does not comply with extra requirements.

- Staff speaking outside of their area of expertise (e.g. commenting on a technical issue without proper training/certification on that matter).
- Staff stating work done by registered professionals is not sufficient, without the professional certification or technical understanding to do so.
- **Application Timing**
  - Almost all applicants felt the application process took longer than their experiences in other municipalities.
  - Interviewees cited the pre-application process as most problematic, since it often took months (or even years in some cases) to simply have an application deemed complete.
    - One interviewee cited a case where six different versions of drawings were submitted over a period of 12 months without having an application deemed to be complete.
- **Development Application Requirements**
  - Confusion with the number of development requirements and subsequent costs incurred that were not clear at the outset of the project (e.g. sidewalks, bike parking).
  - Lack of clear documentation about the application requirements (e.g. technical studies, amenity contributions).
  - Interviewees cited there were often ‘surprise’ requirements during the application process.

## 3.2.2 SURVEY RESULTS

### Satisfaction Levels Across Development Approvals:

The majority of respondents cited low levels of satisfaction when asked about their level of satisfaction with the Town’s development approvals process. The lowest satisfaction was for more complicated or potentially more subjective style applications such as “OCP Amendment with Rezoning”, “Development Permits”, “Rezoning”, and “Development Variance Permits”. For Building Permits they held the highest level of satisfaction, perhaps attributed to the more objective (building code requirements) nature of these types of applications.

These results represent a need to improve the user experience with the Town’s development approvals process. The results may also highlight the need to review the OCP policies pertaining to Development Permits with the aim to make them more objective and clearer for both staff and applicants. It is important to note that while satisfaction levels were low, there are many positive steps the Town can take to address this going forward. The majority of issues and concerns from applicants relate to lack of a modern, fixed intake system, which, if created along with a web-based application intake with monitoring functionality, would resolve many of the current challenges and issues.

### Guiding Principles:

A number of questions were derived from the Guiding Principles outlined in the Province of British Columbia’s 2019 *Development Approvals Process Review* report<sup>7</sup>. The report’s seven (7) guiding principles include: achieves outcomes in the public interest, certainty, transparent access to

<sup>7</sup> Development Approvals Process Review: Final Report from a Province Wide Stakeholder Consultation (Sept 2019). Government of British Columbia. Available here: [https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr\\_2019\\_report.pdf](https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr_2019_report.pdf)



information, collaborative, flexible, timely, and balanced. Since “achieves outcomes in the public interest” can be difficult to explain it was merged into “balanced” in the question.

Overall, the majority of respondents felt the process was ‘very poor’ or ‘poor’ in all aspects of the approvals process. Typically, two-thirds of respondents are quite negative about their experience with the approvals process. Although responses were similar for all respondents, timeliness relating to responses, internal referrals, comments and total processing time received the lowest level of satisfaction. Timeliness is a key aspect of development approvals because time is literally money for developers due to the need to leverage capital and pay carrying costs (including interest) that is directly tied to the amount of time between asset acquisition (i.e. land purchase) and when money starts coming back in (i.e. sales or pre-sales). Extended timelines can increase the actual finished costs of housing reducing the potential for affordability in the housing stock within the community.

However, there were some positive experiences that should be noted, including respondents who stated “excellent” when asked about collaboration, as well as respondents who cited “very good” when asked about the approvals process. It may be helpful to understand why a few respondents had *satisfactory*, *very good*, or *excellent* experiences while other respondents clearly did not. In short, some applications worked well with some applicants and some did not go well.

#### **Customer Services Principles – Experiences:**

A number of questions focused on key customer service principles, including communication style, knowledge level, accessibility of staff, responsiveness, attitude, professionalism, and innovation. These principles are key to achieving a positive customer service experience. Overall, there was still a high level of dissatisfaction with the approvals process; however more positive experiences were noted than in previous questions. Innovation was the principle with the least satisfaction, the majority listing the experience as ‘very poor’. Responsiveness and Attitude also received rather negative feedback from the majority of respondents.

On the positive side, approximately half of respondents cited ‘Satisfactory’, ‘Very Good’, or ‘Excellent’ on questions around Communication Style, Knowledge Level, Accessibility, and Professionalism.

The results from this question paint a picture of very different application experiences from different applicants. A majority of respondents cited negative experiences, but there were a number of respondents reported positive experiences. Recommendations described later in the report speak to increasing consistency, streamlining throughout the process and across different application types. If implemented, these changes would likely contribute to an increase in the applicant’s satisfaction with the development process experience. Applications are about documentation and processes that are often if not always strict in legal terms however they are also about relationships, which are subject to varying success based on personality types. The goal of any municipal application process should be, to the best of its ability, provide consistent treatment for all types of applicants and applications. Other plans, policies, and bylaws support that objective.

Introducing a mandatory post-application survey that could be sent to each applicant would provide data over time and meaning feedback on improvements. A standardised customer satisfactory survey will be provided to administration for this purpose and for each application received.

### **Use of Efficiency / Effectiveness-based Communication Tools:**

The question was intended to get the respondents to focus on solutions rather than problems with the process. Various solutions were proposed that may assist with the development approvals process.

Respondents listed almost all the potential solutions as helpful to applicants. Respondents cited that all the solutions would be helpful, and also shared ideas from other communities. Respondents preferred changes to policies and regulations (e.g. OCP and Zoning Bylaw) over other process or relationship-oriented solutions, such as developer - planning meetings such as is common in the Victoria region and in metro Vancouver facilitated by UDI . In person interviews suggested that a regular open meeting between the Town and Developers would be beneficial if regular and technical in nature and with opportunity to provide early feedback and input on policy development.

Additional open-ended responses to a question regarding whether the respondents were aware of development application processes in other communities that are particularly well done included the communities of Langford, Port Alberni, Parksville, Qualicum Beach, Cumberland, and Campbell River.

Six solution-oriented development process improvements had high levels of support from survey respondents, indicating Town of Comox priority action focus areas:

1. Updated OCP/Zoning Bylaws;
2. More permissive/flexible OCP/Zoning Bylaws;
3. Application/review process flow charts;
4. Regular meetings with industry;
5. Digital permit application and tracking system; and
6. Improved process guides and checklists for applications.

There is 100% support for implementation of performance standards (set timelines) for applications, inclusive of pre-meetings, initial review, complete application confirmation, and development application processing. Open-ended questions in both in-person interviews and surveys provided the opportunity to discuss any concerns that may exist. There were many comments both positive and negative and in some instances the respondents were very positive with the planning department being a pleasure to deal with.

Most respondents indicated that affordable housing supply is being restricted due to the lengthy pre-application and application process and without clear timelines the cost of housing development in the Town will continue to increase to potentially prohibitive levels. Additionally, Town requirements for stormwater management and related Town driven plans or initiatives consume a large portion of the cost of developing housing.



## 4 BEST PRACTICES ANALYSIS

### 4.1 THE PLANNING AND DEVELOPMENT APPROVAL PROCESS

#### THE IMPORTANCE OF TRUST AS THE PRIMARY DRIVER OF RESULTS

The planning and development approval process is a highly legislated process that has become complex and, in some instances, quite convoluted. However, regardless of the legislative framework the key is TRUST.

Trust is defined in the Oxford English dictionary as a

*“firm belief in the reliability, truth, ability, or strength of someone or something.”*





Let's start with a wild premise that will satisfy few who participate in modern day development approvals processes: the development industry isn't bad. The municipality isn't bad.

Regardless of how complex or convoluted the approval process is within a municipality, the essential element of *trust* is a key component between the developer and municipality/approving officer relationship. Trust is a two-way street between the developer and the municipality. The developer must do what they say, and so must the municipality. The developer must feel appreciated by the municipality as a necessary and valued contribution to community and economic development. After all, development / building is the actualization and achievement of community goals, as expressed in the Official Community Plan.

The municipality desires aesthetic and functional contributions to community...that the developer understands the community and has a triple bottom line (financial, environmental, social) in pursuit of best fit between development plans and specific community context.

When either party falls short of philosophical foundations and/or the practical of efficient, accountable, and transparent development approvals process, the trust relationship suffers. The inevitable default is to the most basic legislative rules and processes. If the developer falls short, the municipality can invoke punitive or legal measures to enforce the law. If the municipality falls short, the developer can take legal action, but often the developer does so at their peril because the municipality still remains the approval authority. However, in a case where developer(s) lose trust with the municipality the non-legal options are less optimal for the developer, such as abandoning an investment and moving capital elsewhere, or simply putting up with the situation with the hope that eventually the approval is granted.

**Let's start with a wild premise that ...the development industry isn't bad. The municipality isn't bad.**

This form of antagonist relationship that pits a "developer only thinks about money" against a "red tape machine" perspective of each other satisfies neither municipal nor developer interest; the municipality does not achieve more inspired, contextual, and market-aligned development with associated tax revenue (sustainability), and a developer will default to lowest common denominator of highest price for lowest cost development the market will bear. **Trust** builds a bridge to a common and mutual best interest: the notion of "citizenship" in community where vested interests rise to their highest and best ambition, function, and aesthetic.

The public must also be considered in this equation, as they are the local residents, taxpayers, and voters, and are engaged with during the development proposal process.

**This all has one special proviso:** the balance of power. While developers often have significant capital behind them, their power and recourse is often limited due to the reluctance to upset the approval authority. Power tilts in favour of the approval authority, which may be to the disadvantage of the development industry.

#### 4.1.1 DEVELOPMENT INDUSTRY ECONOMICS - THE BASICS

Municipalities don't understand the development industry business model very well and don't strive to understand it. Rate of return on investment (ROI) models is standardized as a matter of business pro forma development. Rate of return need varies by circumstance and project type, and is higher for projects with higher risk. Understanding of market context would result in relationship-based, more collaborative approaches to new development enablement and facilitation.



Rate of return is heavily influenced by a number of factors municipalities have control over, including but not limited to development fees (e.g. DCCs, CACs, affordable housing assessments), tax and utility rates, incentivization, and red tape barriers that equal cost for the development community.

This modeling of total cost perspective translates to costs that are ultimately passed on to consumers and enterprise beyond standard rates of investment return (see [Figure 28](#) below). The paradox of community development is and municipalities that it is often self-defeating when it comes to meeting strategic interest.

For example, it's common for municipalities to identify housing affordability as a Top 3 issue, and then create barriers for the private sector marketplace to implement solutions that can address strategic need. This paradox is created by our lack of knowledge and understanding of how the market works in its investment decision making.

When we understand foundations and fundamentals...the roots of things...we are better able to develop a solution set that is mutually beneficial to both the municipality and the development industry.

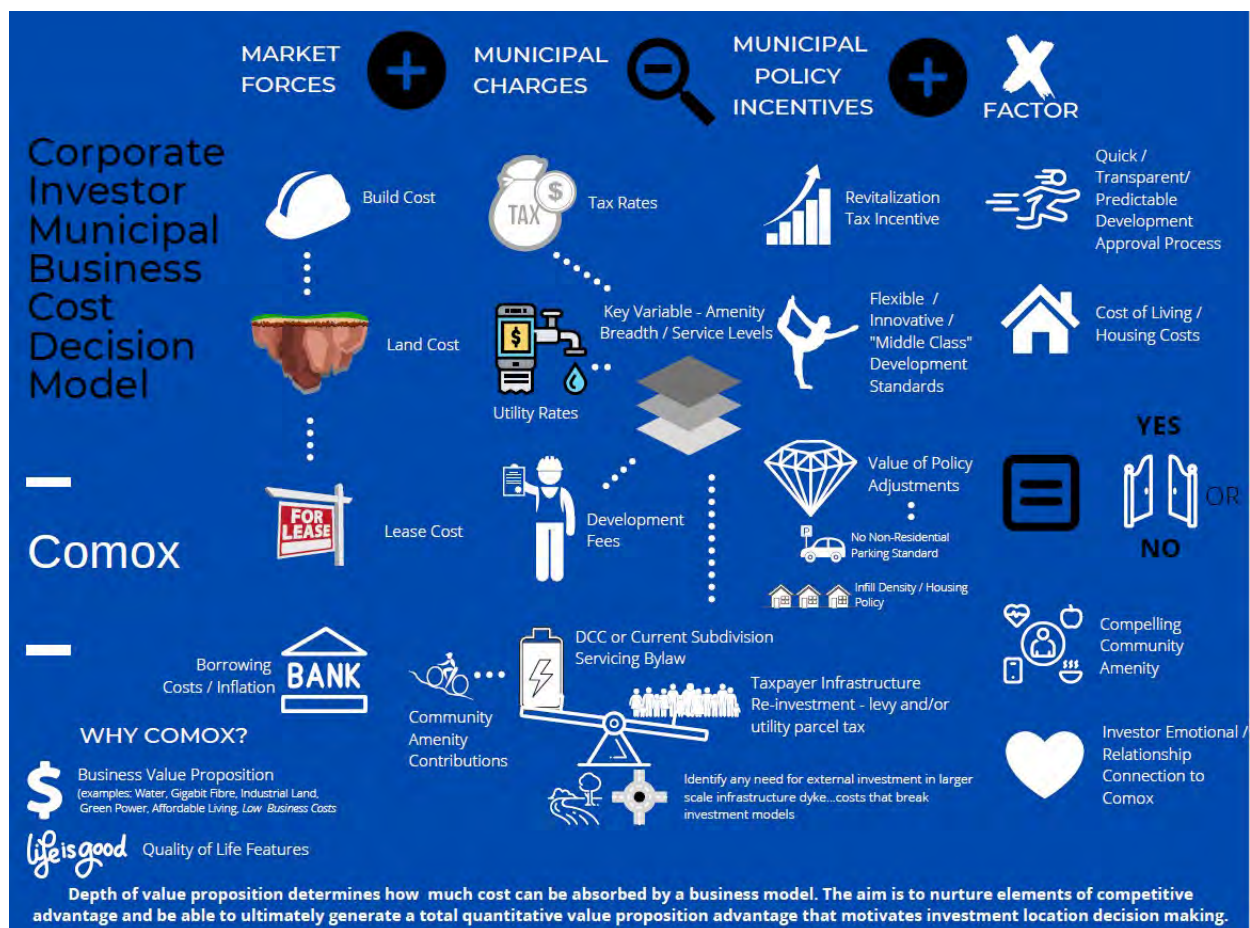


Figure 25: Corporate Investor Municipal Business Cost Decision Model

## 4.2 THE ROLE OF PLANNER / APPROVING OFFICER

In each planning or development application there are numerous parties involved. Three of the key parties are often:

- (1) Town planner
- (2) Approving officer
- (3) Applicant

During interviews with developers and applicants it was suggested that the Town's planning staff may be crossing the line into serving as the applicant's designer, rather than the role of planner or approving officer. While this line is quite gray or broad, and at times difficult to define based on the complexity of the application, clarity of respective roles in the development process is critical to the overall success and efficiency of a municipality's planning department.

The further municipal staff drift into being a designer on an application, the more often staff tend to stray from citing municipal policy and bylaws for their ideas and comments. Design commentary can also consume considerable time, and applicant funds, as drawing revisions occur. In BC, the legislation

giving significant authority to the Approving Officer for subdivision applications to make decisions in the public interest provides an extremely broad legal opening for sliding down this slippery slope.

Maintaining clear role definition for municipal staff is vital to building trust with applicants and working as an efficient and professional department. It is important to note that feedback suggest that this is occurring in the Town in some situations – but not all. It is however, important for Council and administration to come to agreement on the level of service that the Town desires, and can also afford.

#### **4.2.1 BEST PRACTICES IN CLEAR ROLE DEFINITION BETWEEN PLANNER, APPROVING OFFICER & APPLICANT**

**Ensuring staff comments and decisions on an application are backed by adopted municipal policy or bylaws** - If a planner / approving officer cannot support his/her comments with citations of policy or bylaws then the comment should be reconsidered. The planner / approving officer should work with senior management and Council to amend and update policies and bylaws to ensure they align with current best practices and the needs of the community. Policy and regulations are intended to protect public interests while facilitating private investment and respecting property rights. Staff should also reference intent statements, or guiding principles when commenting or making decisions.

**Respecting the hired professionals of the applicant** - Applicants often hire numerous professionals to assist with an application, including engineers, planners, architects, biologists, urban designers, and other specialty professionals. Respecting these hired professionals by allowing them to do their job without undue interference goes a long way to building trust between the municipality and the applicant. Respectful comments, suggestions and even disagreements are a normal part of the process, but should be provided in a respectful and timely fashion.

A good rule of thumb is to ensure the municipality is not commenting on elements of a design that were confirmed at an earlier stage, or where the comment could have (and should have) been provided earlier in the approval process. Coordinated comments should be provided as early as possible in the process to limit the number of design iterations by the applicant. Staff should accept that this will result in some things getting missed, but unless it's vital to safety or security of the public, staff should not comment on a design element that should have been addressed in an earlier review cycle.

**Not commenting on matters outside one's expertise** - For example, planners should not comment on building code and engineering specifications. Professional bodies provide extensive guidance on this important topic.

**Using application checklists, forms and templates (extensively)** - Checklists are often incorrectly maligned by senior professionals as only needed by junior staff. However, any professional can, at times, get over-confident in their duties and easily overlook simple steps in a process, or veer into their area of interest and neglect aspects they don't find appealing. The latter fault is more likely for senior professionals with experience. Checklists are an important and vital part of the application approval process and can greatly assist municipal staff with ensuring they are undertaking a fair, objective, and consistent process for each-and-every application. It assists municipal staff with avoidance of professional drift by focusing on municipal policy/bylaw-related feedback.

Checklists are not just for ensuring all the information has been submitted. Checklists should be used for reviewing all applications and providing reports to applicants, Council, and senior management where appropriate. E.g. How does the application align with Policy in the OCP?

**Why checklists? Fighter pilots and surgeons use them, why not planners?**

In a 2006 study of 100 Michigan hospitals Peter Pronovost, an anesthesiologist and critical care physician, found that, 30 percent of the time, surgical teams skipped one of these five essential steps: washing hands; cleaning the site; draping the patient; donning surgical hat, gloves, and gown; and applying a sterile dressing. But after 15 months of using Pronovost's simple checklist, the hospitals "cut their infection rate from 4 percent of cases to zero, saving 1,500 lives and nearly \$200 million," Gawande told reporters. <https://www.hsph.harvard.edu/news/magazine/fall08checklist/>

## 4.3 THE ROLE & IMPORTANCE OF COMMITTEES

Employees working within cross-department teams to achieve Council and administration level goals, can have a profound effect on the degree of success in implementing and achieving strategic goals creating a link and tie between corporate strategy at the individual and team workplan level. Most employees want to both understand the strategy and to contribute to it. Successful implementation (at the workplan level) is determined mainly by the degree to which people (employees) buy into the core strategy of the business, understand how they fit and the way they matter when it comes to the future direction of the organization.

Too often, strategic planning excludes key stakeholders within the organization that are responsible for delivering outcomes. Common mis-steps such as not to involve mid-level managers, supervisors and staff across the organization is particularly problematic because it can mean that the relevant issues are not elevated to the attention of senior leaders as they set strategy, that there is limited buy-in among the rank and file, and a disconnect between the strategy and the incentive structure that is meant to promote follow-through on the strategic plan.

Attributes and activities of well functioning teams and committees:

- Communication – active listening, clear message, approachability, up and down
- Plan goals to deliver results
- Feedback giving & receiving
- Know your team, engage your team
- Continuous learning & growth, self & team
- Empowerment, trust
- Innovation & efficiency
- Acquiring tools & resources
- Knowledge – what you don't know, use the resources around you



- Motivate, coach, encourage
- Lead by example to support growth & development
- Involve other departments & stakeholders
- Deliver results
- Leadership – demonstrating collaboration & decision making that support corporate objectives
- Celebrate successes

#### 4.4 ALIGNING STRATEGY AND WORKPLANS IN LOCAL GOVERNMENT

Many communities are increasingly spending additional time and resources to clearly articulate their community vision, strategy and plans. Rather than simply focus on core projects or tasks that may be endless and administrative activities better suited for department staff, local governments are embracing the SMART approach to community strategy plans, ensuring alignment upwards and downwards across the municipality utilizing the strategic planning cascade. Local governments do and are approaching the delivery of services in the context of strategy alignment to vision and service and SMART goals and linkages to plans.

Example of SMART based lens to setting vision, goals, and execution.



Figure 26: Taking a SMART based approach.

*“Strategy has always been about aligning the organization behind a clear direction. Today it must be broadened to become an integrated set of choices about the business model, competitive position and capabilities required for long term success.”*

*David Collis, Why Do So Many Strategies Fail? - Harvard Business Review. 2021*

The importance of building individuals and teams as it relates to the implementation of plans and achievement goals is critical. Research suggests a high degree of linkage between the engagement and building of teams, creating trust, developing, coaching, engaging and motivating employees, and aligning strategy and work plans. Further, harnessing the “purpose” of employees is critical to delivering results. Without these linkages within the workplace, achieving alignment from Council’s Strategic Plan to individual and teamwork plans are likely to fail. The lack of alignment from the corporate level

strategy to the workplan level is a single biggest challenge in effective service delivery, that if managed and resolved, increases the potential for efficient execution of work goals and delivery of Council's strategic vision.

## Strategic Planning Cascade



**Figure 27: Strategic Planning Cascade**

The strategic planning cascade (Figure 27) can be organizational based, department based and easily implemented at the team and individual level. Utilizing pillars in the corporate strategic plan, and the pillars or guiding themes, master plans and annual priorities, work program items can be established at the business plan level with broad tasks quarterly and monthly and specific tasks (weekly and daily) at the team and/or individual level.

Links to Examples of Strategic Plans and Business Plans

### Maple Ridge

<https://www.mapleridge.ca/DocumentCenter/View/22066/2019-Strategic-Plan-with-Matrix-031919>  
<https://www.mapleridge.ca/DocumentCenter/View/27932/BP-Guidebook-25th-Staff-Edition-2021-07-28?bidId=>  
<https://www.mapleridge.ca/DocumentCenter/View/28625/2022-2026-Business-Plan>

### Nanaimo

<https://www.nanaimo.ca/docs/your-government/city-council/2019-2022-strategic-plan.pdf>  
<https://www.nanaimo.ca/docs/departments/finance/engineering-business-plan.pdf>  
<https://www.nanaimo.ca/docs/departments/finance/recreation-business-plan.pdf>

### North Cowichan

<https://www.northcowichan.ca/EN/main/municipal-hall/mayor-and-council/council-strategic-plan.html?media=screen>  
[https://www.northcowichan.ca/assets/Departments/Finance/Docs/2021\\_DepartmentalBusinessPlanNov24.pdf](https://www.northcowichan.ca/assets/Departments/Finance/Docs/2021_DepartmentalBusinessPlanNov24.pdf)

### Port Coquitlam

<https://www.portcoquitlam.ca/wp-content/uploads/2019/11/Council-Priorities-2019-2022-Summary.pdf>  
<https://www.portcoquitlam.ca/city-government/budgets-financial-plans/2018-19-budget/>

## 4.5 2019 PROVINCIAL DEVELOPMENT APPROVALS PROCESS REVIEW

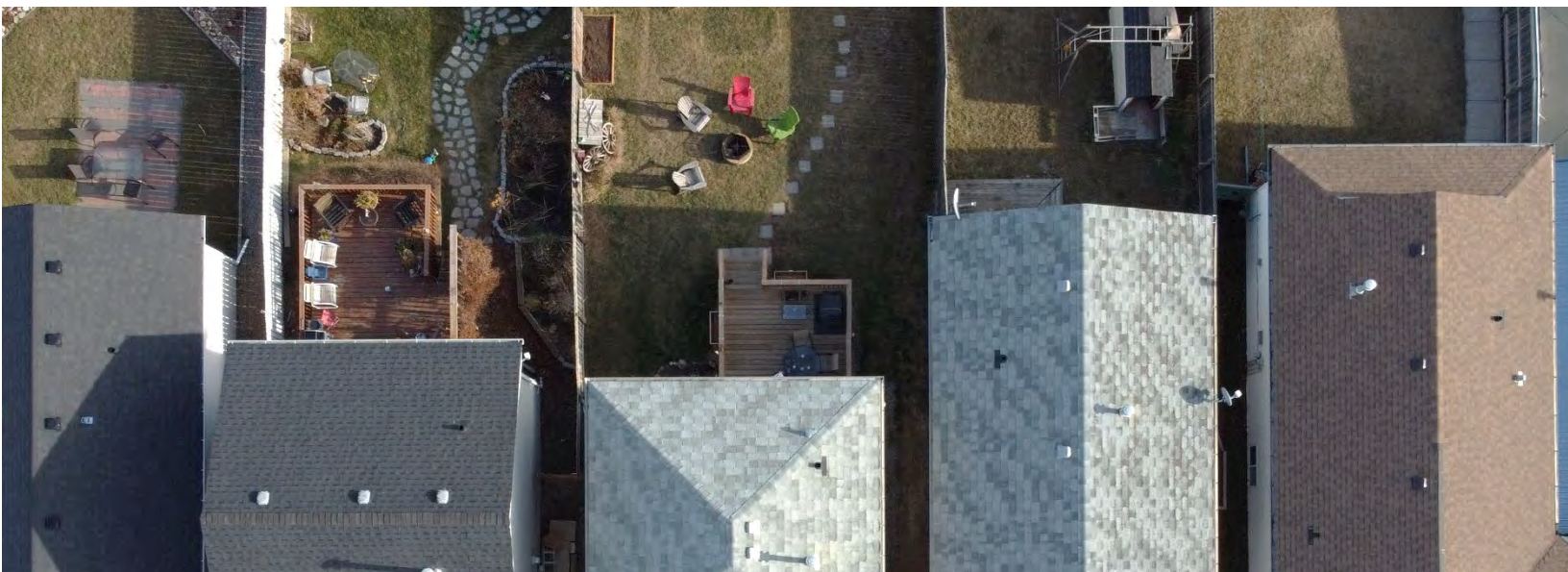


In 2019, the Province of British Columbia released a report entitled **Development Approvals Process Review: Final Report from a Province-Wide Stakeholder Consultation**<sup>8</sup>. The Report, amongst its many findings, established qualities of an efficient and effective development approvals process. The qualities were established as a set of guiding principles. These guiding principles provided a helpful structure to understand both how to ask the questions and how to categorize feedback and recommendations. They provide a potential best practice for looking at a development approvals process and are as follows:

GUIDING PRINCIPLE	DESCRIPTION
<b>1. Achieves Outcomes in the Public Interest</b>	The approvals process is setup to support development that is strategically aligned with adopted community plans, supports community values, is strategically aligned with the public interest and results in high-quality built environments.
<b>2. Certainty</b>	The requirements, timeframes and costs of development approvals are clearly outlined and communicated in advance or as early as possible in the application process. The expectations remain consistent throughout the process.
<b>3. Transparent Access to Information</b>	Decisions during the approval process are documented and communicated in a clear and timely manner. Application status is accessible to proponents and to all staff involved in the approval process. The public is informed.
<b>4. Collaborative</b>	Local governments and applicants work collaboratively to achieve desired outcomes. Where public involvement is appropriate, the process seeks public input early in the process and in an informed manner.
<b>5. Flexible</b>	The process achieves consistency while providing flexibility that enables developments in line with these guiding principles. Flexibility also allows for and even rewards innovation.
<b>6. Timely</b>	The development approval process occurs on timeframes that are appropriate to the level of complexity of the application. All parties, including local governments, proponents, provincial agencies, professionals, and others involved in the application process, provide needed input in a timely manner.
<b>7. Balanced</b>	The development approval process strives to achieve a fair balance of costs and benefits to the public and the proponent.

<sup>8</sup> Development Approvals Process Review: Final Report from a Province Wide Stakeholder Consultation (Sept 2019). Government of British Columbia. Available here: [https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr\\_2019\\_report.pdf](https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr_2019_report.pdf)



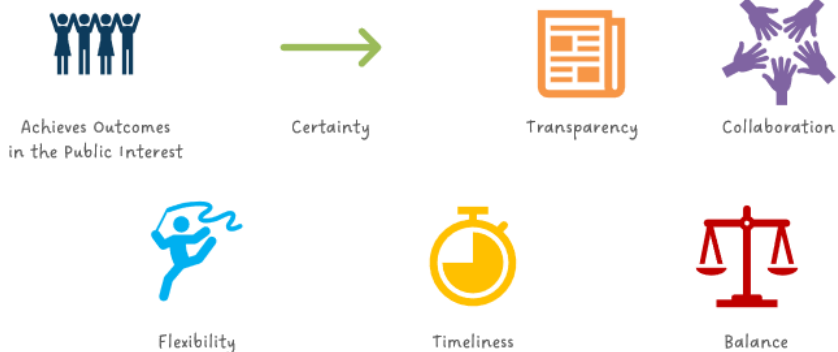


## 5 RECOMMENDATIONS

Improving the Town's development application outcomes, transparency and efficiency, by undertaking the steps and effort to make bold moves and implement the best practices as outlined in this report, can have a significant positive bottom-line impact for a municipality:

- As reduced personnel cost and stress on staff, thereby increasing retention and attraction of employees.
- As a cost efficiency related to greater community understanding of development process (e.g. education and awareness communications) with corresponding smoother interaction with a development approvals process; and
- As an investment (tax revenue) enabler via smoother/less time intensive/lower cost development approvals process.

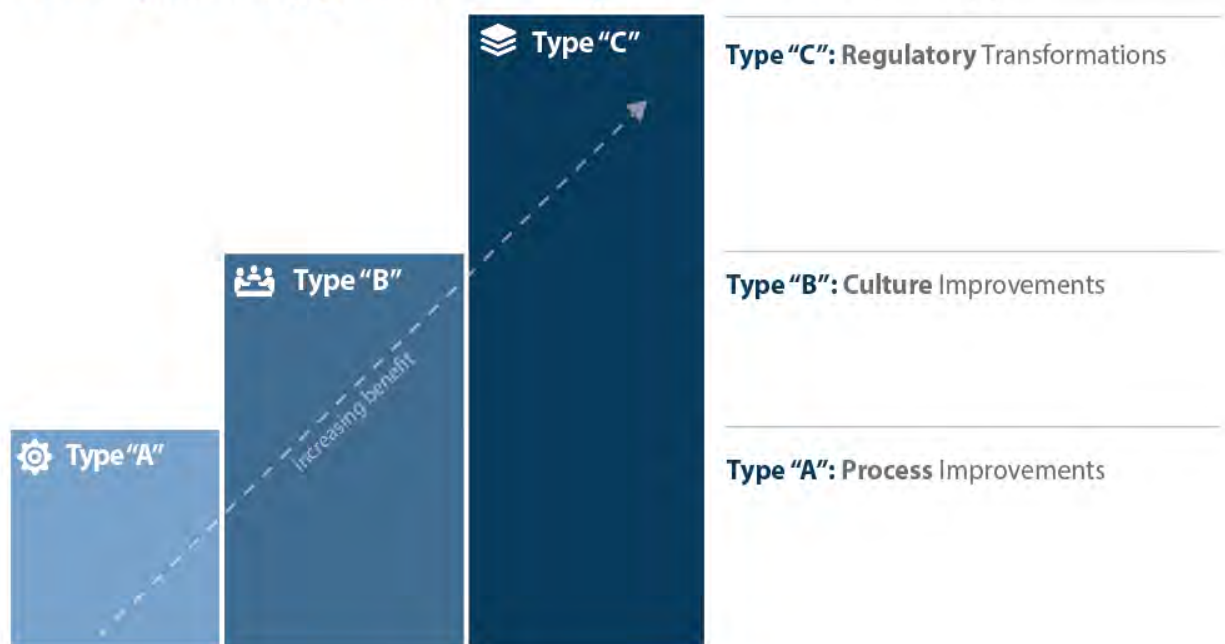
The following list of recommendations seeks to improve the Towns application process, increase transparency for developers and public, and continue to build trust between the parties over time. From a municipal perspective, an idealized development approval process is one that addresses the seven guiding principles outlined in the Province's **2019 Development Approvals Process Review**. These principles are listed below:



Guiding Principles for Development Approval Process Improvements

Enhanced efficiency and effectiveness are stepping-stones, where review and adjustment of current processes is necessary, while bigger picture and longer-term perspectives yields a roadmap for transformative progress. **Figure 28** below shows a visual explanation of three types of recommendations listed in this report to improve the development approvals process in Comox. It begins with Type “A” process improvements, which are the small to medium-scale changes to the current process. Then it moves to Type “B” culture improvements that seek to impact the overall culture and leadership of the organization. Type “C” regulatory transformations are where more radical changes, resulting in greater benefit, but also more difficult and transformative. The path to improvement is stepped and requires commitment if truly transformative change is desired.

## Development Approval Process | Recommendation Types



**Figure 28: Development Approval Process Recommendation Types**








Recommendations have been placed within each of the three types along with estimates for the amount of staff time, municipal budget and complexity. A legend for the estimates is provided below.

Recommendation Example & Legend		
Est Staff Time	<div> <div>1 block</div> <div>5 blocks</div> </div>	<div>1 block = limited staff time (&lt;1 month for completion)</div> <div>5 blocks = significant staff time (&gt;12 months to completion)</div>
Est Budget	<div> <div>1 block</div> <div>5 blocks</div> </div>	<div>1 block = limited budget (&lt;\$10,000)</div> <div>5 blocks = significant budget (&gt;\$100,000)</div>
Est Complexity	<div> <div>1 block</div> <div>5 blocks</div> </div>	<div>1 block = limited complexity (no new learning)</div> <div>5 blocks = significant complexity (a lot of new learning &amp; trials)</div>

## 5.1 TYPE “A”: PROCESS IMPROVEMENT RECOMMENDATIONS

Type “A” process improvement recommendations are changes that can be made either immediately or in the short-term with minimal or moderate resources and/or budget.

**Table 6: Type “A” Process Improvement Recommendations**

Type “A” Recommendations	Guiding Principles for Approval Process Improvements						
	 Public Interest	 Certainty	 Transparency	 Collaboration	 Flexibility	 Timeliness	 Balance
1. Establish Process Timelines		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
2. Create a Development Review Team		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
3. Create Checklists	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
4. Webmap GIS Platform	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
5. Amendments to Planning Procedures Bylaw		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
6. Update Subdivision & Development Servicing Bylaw		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
7. Amendments to Zoning Bylaw	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
8. Amenity Contributions Standards		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
9. Update Development Forms & Guides		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
10. Pre-Approved Development Designs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
11. Development Approval Software		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> - indicates the recommendation directly addresses this guiding principle.							

### 5.1.1 RECOMMENDATION 1: ESTABLISH PROCESS TIMELINES


1

## Recommendation 1

### Establish Process Timelines

Guiding Principles Addressed:

→



Certainty

Timeliness

Est Staff Time

Est Budget

Est Complexity

In 2014 Town Council established a goal of 240 days (eight months) for rezoning applications and since then the majority of applications have met the goal. However, based on feedback from applicants and City staff, there are still applications that are lingering in the system for various reasons and not meeting the goal. Additionally, 240 days is a pretty generous target for a municipality the size of Comox, and the current system includes significant staff time spent prior to a formal application being submitted which, if calculated, would likely extend the actual timeline that the applicant and staff are working on the file. It is clear from feedback provided during provincial reviews, previous reviews in other communities, and the current review for the Town of Comox, that applicants would much prefer a shorter timeline.

A 2022 study by the Canadian Home Builders' Association (CHBA) of British Columbia of 13 municipalities (most much larger than Comox) found rezonings were an average of 14.2 months, development permit 13.6 months, and subdivision 20.6 months<sup>9</sup>. While 14.2 months for rezonings is longer than the 240-day target Comox has set, there are some differences between the municipalities the study analyzed and Comox. First, most of the studied municipalities were significantly larger (e.g. Victoria, Kelowna, Nanaimo, Abbotsford, Vancouver). Further, Comox is not accounting for the pre-application time and not all applications are meeting the 240 days, as it's a target and not an average. Additionally, the 14.2 month average for rezonings is not a target to aspire to, but recognized as a significant problem that shouldn't be benchmarked, but rather serve as a warning as to how bad it can get if not addressed. One potential solution is to break down the targeted timelines into smaller 'bite size' pieces, so that each step along the process has targets, rather than just one final approval target timeline.

One of the existing gaps pertains to the pre-application process, which is presently undefined and unstructured. Feedback from applicants was that they have been 'caught' in the pre-application process with little certainty or clarity on what information is exactly needed to have an application deemed complete. Adding structure to the entire process, from pre-application inquiries to final approval will be critical to improving the Town's approval process. The following flow chart (see **Figure 30: Potential Development Process Flow**) for a Development Variance Permit (DVP) is an example of how a structured process could be established with timelines for each step.

There are a few key aspects to this approach.

1. Pre-application meetings must be structured and focused. The goal is to get a complete submitted application.

<sup>9</sup> Municipal Benchmarking Study (2022). Canadian Home Builders' Association of British Columbia. Altus Group Economic Consulting.

2. Both staff and applicant must understand their responsibilities to meet the timelines. For example, through a clear checklist applicants must understand their application will be returned immediately if a critical piece is missing and the fee and application not even accepted. Applicants should be assisted by improved property information on the Town's website via a web map so that critical information, such as existing zoning, OCP land use, DPAs are easy to provide to the City (see **Recommendation 4** to follow).
3. Staff must establish clear expectations for a 'Complete Application'. The criteria for a complete application must be that the information requested has been submitted and *not* that the application has been deemed 'good' in the eyes of staff. The review for quality of the application and its merits on whether it should be recommended for approval or not should be done later in the process as shown on **Figure 29: Comox's Current DVP Process Chart**.
4. Major correspondence should be done via formal letter, not by email, to enable date stamping and tracking in accordance with the established timelines.





## DEVELOPMENT VARIANCE PERMIT FLOW CHART

Note: this chart is for a standalone DVP Application

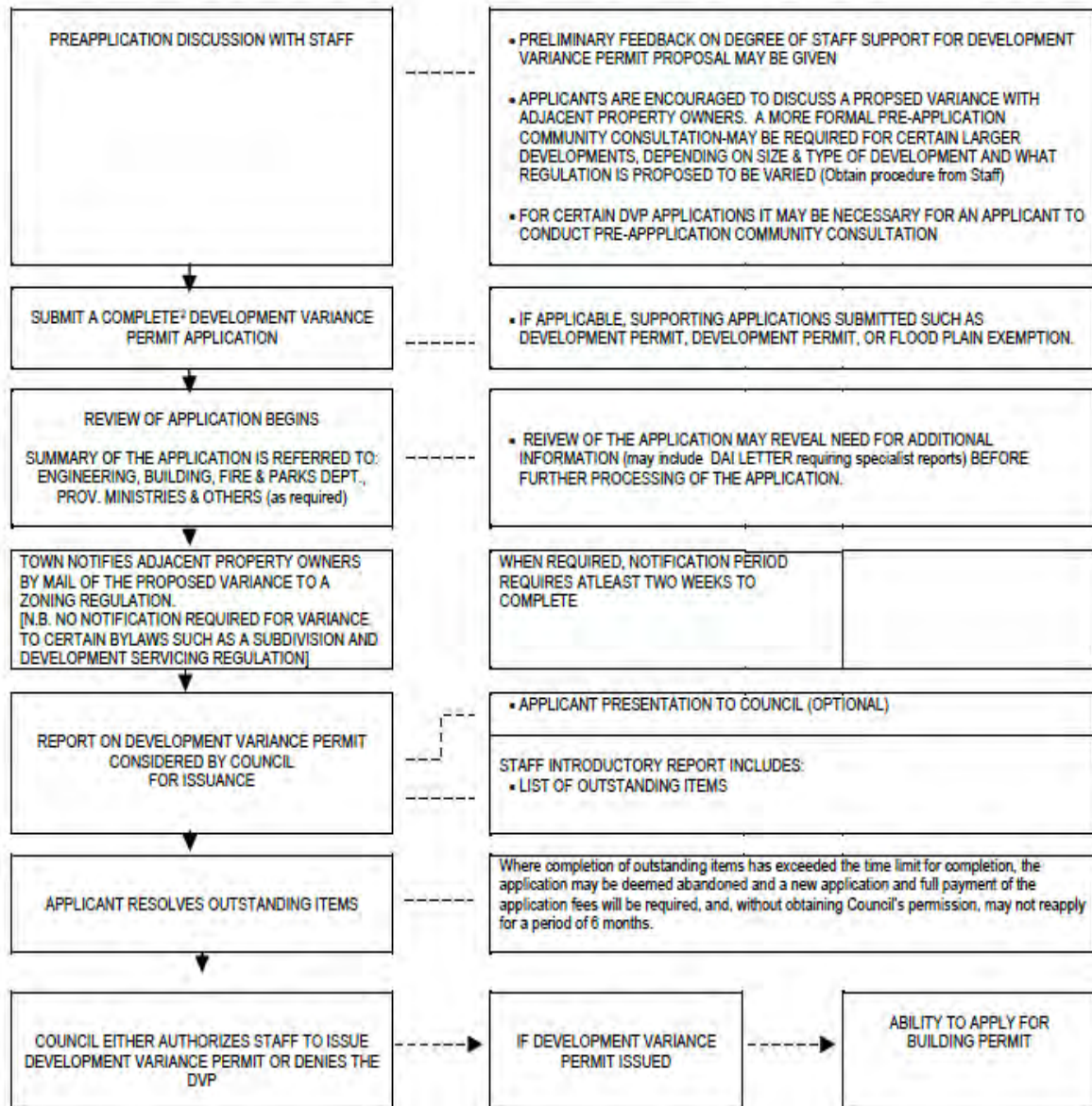


Figure 29: Comox's Current DVP Process Chart

## Proposed Development Variance Permit Flow Chart

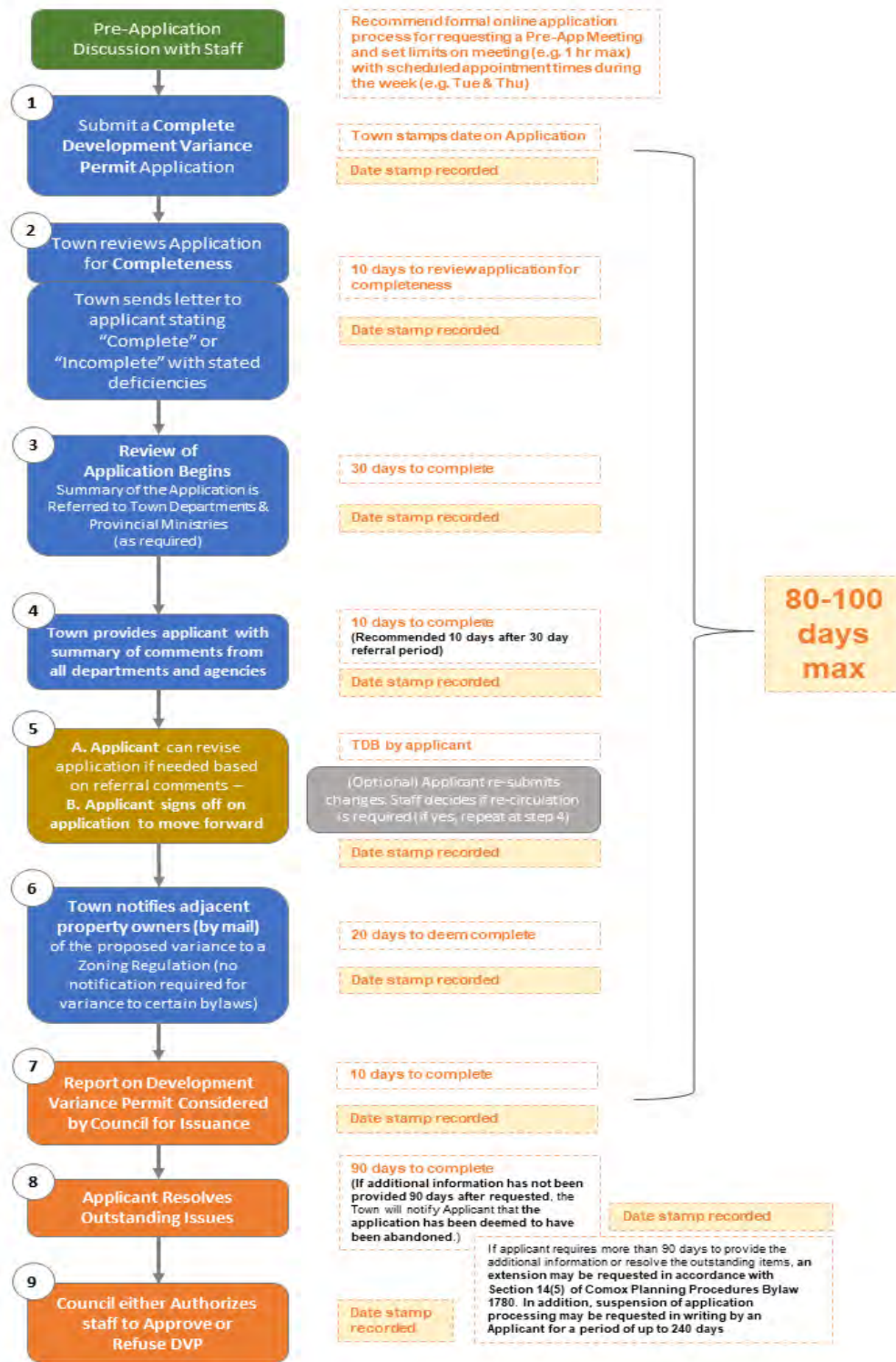


Figure 30: Potential Development Process Flow



To further track and enforce any established timelines, the Town should follow the example of Maple Ridge and create a web dashboard of targets that is available to the public and regularly updated. The below dashboard graphic takes the Maple Ridge example and customizes it for Comox as an example.



Figure 31: Performance Target Dashboard

## 5.1.2 RECOMMENDATION 2: CREATE A DEVELOPMENT REVIEW TEAM



### Recommendation 2

#### Create a Development Review Team and associated processes

Guiding Principles Addressed:



Certainty



Transparency



Collaboration



Timeliness

Est Staff Time



Est Budget



Est Complexity



The creation of a Development Review Team (DRT) or Development Applications Review Team (DART) is now fairly common practice in municipalities. A DRT is a group of municipal staff from various departments that have required expertise in the application. This typically includes representatives from: Planning, Engineering, Parks, Transportation/Roads, and Public Works. It may also include other senior leadership and public communications personnel where the development might be controversial.

A DRT provides much needed structure to the internal referrals system for applications. The DRT members receive the application, provide feedback on the application, and then attend a meeting with the developer/applicant to go over the comments. Each aspect of the DRT process is structured, with established time limits for each task or phase.

E.g. maximum meeting times for various meeting types

- i. Application inquiry (phone call) = 30 min
- ii. Pre-app 1 with individual staff person = 1 hr max
- iii. 1<sup>st</sup> Pre-App Development Review Team Meeting = 1.5 hrs max
- iv. 2<sup>nd</sup> Pre-App DRT Meeting = 1 hr max (additional fee for 2<sup>nd</sup> & 3<sup>rd</sup> meetings)
- v. 3<sup>rd</sup> Pre-App DRT Meeting = 1 hr max

Some municipalities charge a fee for a pre-application meeting or charge a fee for additional pre-applications meetings beyond the first one. It is recommended that a fee be charged for additional DRT meetings beyond the first meeting. This will encourage applications to listen carefully during the first meeting as well as encouraging staff to provide applicants all the information they need to submit an application at the first meeting. Subsequent meetings would be part of the formal application process.

### 5.1.3 RECOMMENDATION 3: CREATE CHECKLISTS



## Recommendation 3

Create / Improve Checklists for Applications

Est Staff Time

Est Budget

Est Complexity

Guiding Principles Addressed:



As mentioned earlier in this report, checklists are an under appreciated tool in professional workplaces. The Town's approval process would benefit from increased use of checklists throughout the process.

#### 1 Application Submission Checklist

*Existing Need:* To create greater transparency on what is considered a complete application.

(Existing) Improvements needed to create greater standardization for applicants.

Staff currently customizes the application requirements for each application. This is time-consuming for staff and frustrating for applicants. Recommend a standard application checklist to clarify what is needed for a complete application. Staff can still request additional information later during the process, but it will ensure an applicant is given the right to have their application deemed complete and time stamped.

##### Example Process

##### 1. Standard Application Checklist

Part A – The essentials (we won't even accept payment without these items) – fee, completed application form, title and any covenants.

Part B – Standard application requirements (varies depending on type of application – i.e. DVP, Rezoning) e.g. required drawings, project rationale, and servicing strategy.

2. Staff Simply Reviews application for Completeness (does not review for quality) e.g. Are the required pieces of information in the application package?

3. If Application is Complete, a letter is sent to the applicant stating it is complete and a more detailed review is being completed by staff.

4. Staff does a deep dive into the application and completes the Application Review Checklist recommended below.


5. Staff reviews Application Review Checklist results with applicant.

## 2 Internal Staff Application Review Checklist

*Existing Need:* To improve the linkage between Staff feedback on applications to existing Town policy or bylaws.

(New) A new checklist that is managed by staff internally for each application. The checklist should review the application for compliance with all applicable municipal plans, policies and bylaws. Staff comments to the applicant should be directly linked to existing plans, policies and bylaws.

See example below:

OCP Policy Review	Compliant	Staff Comment
2.1.1.4 (a) New residential subdivisions must include safe pedestrian sidewalks to parks, schools and public open spaces; also, walkways between streets may be required. Wherever practical, the developer must construct sidewalks and walkways at the time of subdivision.		Application does not comply with policy. Drawings do not show any sidewalks or walkways.

Ideally the staff lead on the file would provide a version of the checklist to the applicant to increase transparency and communication with the applicant. Since there seems to be a gap between what applicants think is a compliant application with what is actually a compliant application, this could help bridge that information gap. Additionally, this checklist ensures that staff comments are directly linked to Town policy or bylaws and not simply 'good ideas' they wish to see implemented on the development. It makes the process much more objective and criteria based, creating a conversation with applicants about how they can meet a certain policy or bylaw regulation rather than getting upset at the planner.

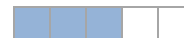
#### 5.1.4 RECOMMENDATION 5: AMENDMENTS TO PLANNING PROCEDURES BYLAW



### Recommendation 5

Amendments to Planning Procedures  
Bylaw 1780

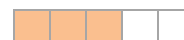
Est Staff Time



Est Budget



Est Complexity



The Town's Planning Procedures Bylaw outlines both the procedures for planning and development applications as well as acting as the Development Approval Information Bylaw. Bylaw 1780 was adopted in June 2014 and was most recently amended in 2021.

#### 5.1.4.1 SUMMARY

Overall, Bylaw 1780 covers all the necessary components related to approval information and procedures for planning and development applications. The Bylaw is exhaustive in its considerations of potential information that the municipality may require to make an adequate decision on an application. The Bylaw also outlines public consultation requirements for applications/applicants. There are also appeal opportunities to Council embedded into the bylaw, thereby adding to the "checks and balances" within the system.

#### 5.1.4.2 SHORTCOMINGS

While Bylaw 1780 contains all the necessary components, there are some shortcomings, gaps or biases within the Bylaw that may be hindering its success for all parties involved (e.g. applicant, public, Town). The main shortcoming of Bylaw 1780 is the inherent bias towards the rights of the Town to require almost any type of report, study, or piece of information in support of an application *without limit*. This bias puts the power in the hands of the Town and gives no control or certainty to the applicant.

While every municipality is duty bound to ensure each application is supported with technical information, there are reasonable limits as to what can be expected of an applicant based on the complexity of the application and specifics of the site. Bylaw 1780 provides no limits as to what information or documentation can be requested from the applicant.

The only "checks and balances" within Bylaw 1780 is the option to appeal a decision to the Town Council. However, based on interviews with developers, this option does not appear to have been exercised, nor is it mentioned in official documentation forms or public information. Thus, it is uncertain to the authors of this report, whether the applicants are adequately informed about this option or whether it's ever been exercised.

Bylaw 1780 deficiencies are summarized below, with detailed amendments suggested further on in this section.

- Applicant requirements for public consultation prior to an application since technically an individual cannot be an “applicant” if he/she has not yet submitted an application.
- Vague statements giving complete open-ended discretion to municipal staff and adding no benefit or clarity to an applicant (e.g. “information submitted for all development applications shall be in the form specified by the Municipal Planner” or “...shall include completed application forms, any drawings and specifications required by the Municipal Planner...”).
- Definitions as to what is considered a “complete application” (e.g. 6(3)(b)).
- Lack of clarity as to procedures around an incomplete application (e.g. 7(2)).
- Lack of clarity as to what “anticipated impacts on the community” means and how it might be used by the Town in the application process and review (e.g. 8(3)).
- Complete open-ended discretion for the municipal planner to use any potential concern to halt or refuse an application (e.g. 8(4)).
- Overly specific criteria for bed and breakfasts, secondary suites, and coach houses.
- Timeframes only as they pertain to applicant requirements, but none pertaining to the municipality processing.

#### 5.1.4.3 PROPOSED AMENDMENTS / RECOMMENDATIONS

A comprehensive review of Bylaw 1780 should be undertaken, including an inter-disciplinary team of Town staff, and legal review. The bylaw is dated, not consistent to other jurisdictions in BC and will enable the Town to achieve the recommendations recommended in the report. However, given that may not be feasible with many other competing priorities at the Town, the following are recommendations for selective amendments to the bylaw that might be easier and quicker to implement. Legal review of these amendments is recommended.

#### Section 6. General

*\*Recommendation to change the Town’s public consultation process to only require one (1) public information meeting for an application. Additional public meetings may be undertaken, but are not required. Suggest the Town move to a formal Development Review Team (DRT) process for internal departmental review to provide structure to the application process.*

**Amend Section (2) Definitions to add:**

*Development Review Team*, means a group of Town staff from various departments that have been appointed to review development and planning applications.

**Amend Section 6(2) as follows:**

(2) The Municipal Planner shall require that, following submission of an application and review by the Development Review Team (DRT), an application for:

- a. multi-unit residential that exceeds 12 units; and/or
- b. mixed-use, commercial or industrial development involving 1000 m<sup>2</sup> or more in aggregate of new or altered gross floor area or parcel area,

shall at the applicant's expense:

- a. conduct a public information meeting about the proposed application; and
- b. notify those landowners/residents within a minimum of 75m radius of the development property of the public information meeting.

(3) Applicants not required to conduct a public information meeting as specified above in (2) are encouraged to conduct a public information meeting.

**Delete Sections 8(3), 8(4), 8(5), 8(6), 8(7), 8(8), and 8(9) and replace it with the following:**

(3) All requirements to provide Development Approval Information shall:

- 1) be in writing, either email (with verification of receipt) or a mailed or hand-delivered hard copy,
- 2) specify the nature and method for which the applicant may appeal the request for information if he/she deems the requested information to be unfair or unnecessary,
- 3) be date stamped, and
- 4) be signed by the Municipal Planner.

(4) The Town may require an applicant to provide at the applicant's expense, reports and impact studies to assist the municipality with determining the suitability of the proposed application for the subject site, including but not limited to the following topic areas:

- a. potential of contamination on the site;
- b. environmental / biophysical features and impacts, including waterways, water bodies, trees and wildlife;
- c. steep slopes and geotechnical issues;
- d. transportation, parking, and mobility patterns (vehicles, cycling and other active modes);
- e. water, wastewater and stormwater servicing;
- f. community services (recreation, parks, libraries);
- g. public services (waste removal);



- h. visual, noise and/or vibration impacts;
- i. economic impacts;
- j. greenhouse gas emissions;
- k. affordable housing;
- l. public safety . hazardous materials;
- m. archaeological / historical impacts and resources; and
- n. any other topic that assists the municipality with determining the suitability of the site for the proposed development.

(5) The applicant shall work with the Town to review and confirm the Terms of Reference / Scope of Work for any report or impact study aforementioned in 8(4) above.

(6) Any report or impact study prepared as per 8(4) above shall:

- a. be prepared by a Qualified Professional certified and trained in the required field of expertise;
- b. disclose the source of all information and describe and explain the methodology used to compile and to test the accuracy and reliability of the report or impact study;
- c. stipulate the qualifications and accreditation of the Qualified Professional(s) who prepared the document;
- d. include a statement by the Qualified Professional that the Development Approval information was prepared by them and is true and accurate to the best of their knowledge, that the Qualified Professional is qualified to carry the work and is a member in good standing of a professional association described in the certification, and that the requirements of the this Bylaw and any agreed upon Terms of Reference / Scope of Work referred to in 8(5) were followed.

(7) If any report or impact study prepared as per 8(4) above is determined by the Municipal Planner to be incomplete or deficient, the Applicant shall be notified in writing as to the nature of the deficiencies and the timeframe to resubmit the corrected report.

Add Section 12(7) as follows:

e. All applicable planning and development application forms and public information shall clearly specify to the applicant their rights for a reconsideration of a decision as outlined in 12(7) above.

### 5.1.5 RECOMMENDATION 6: UPDATE SUBDIVISION & DEVELOPMENT SERVICING BYLAW



#### Recommendation 6

Update Subdivision and Development Servicing Bylaw No. 1261

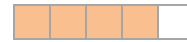
Est Staff Time



Est Budget



Est Complexity



During consultation with Town staff, the Subdivision and Development Servicing Bylaw was repeatedly noted as a hindrance to the efficient processing of development applications. Staff explained that the Bylaw was created back in 1998 to focus mainly on greenfield development applications that are straightforward and do not require a lot of site-specific customizations of Town standards. Fast forward to 2022 and the development situation in Comox is now mostly infill and redevelopment, resulting in much of the 1998 Bylaw being outdated or simply not relevant.

Staff stated that most applications require site specific standards that cannot easily be found in any bylaw, but rather must be created 'new' for each application in consultation with the Town's engineering department.

This process of determining the standards for subdivision and development at each-and-every application is, not surprisingly, time-consuming for Town staff and frustrating for the applicant. The Subdivision and Development Servicing Bylaw should be updated as soon as possible to include standards for infill and redevelopment, as well as emerging trends in urban planning, such as mixed-use development, multi-modal street design, and innovative storm-water management.

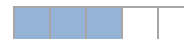
## 5.1.6 RECOMMENDATION 7: AMENDMENTS TO ZONING BYLAW



### Recommendation 7

Amendments to Zoning Bylaw 1850

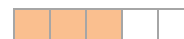
Est Staff Time



Est Budget



Est Complexity



The Town's Zoning Bylaw 1850 was adopted in 2017 and has been amended regularly since then. As mentioned earlier in this report, the Town's Zoning Bylaw appears more complex than comparison communities. For example, there are 78 total zones, including 30 CD zones and 26 residential zones. This results in one zone per 190 people, which is the highest number of zones per capita within comparison municipalities (see **Table 3: Planning Document Complexity by Municipality**). A zoning bylaw is a comprehensive document with many internal linkages that makes it difficult to make minor amendments to address structural matters, such as reducing the number of zones, or simplifying the approvals process for applicants.

Typically, a change in philosophy, such as wanting a more streamlined application process, requires an overhaul to the bylaw rather than more tactile amendments. However, in an attempt to be surgical in the approach to amendments, the following recommendations are suggested:

#### 5.1.6.1 KEY OVERALL RECOMMENDATIONS:

- Reduce the total number of zones by allowing more flexibility and uses within zones.
  - E.g. 72% of all residential zones lots are zoned R1.1, yet often an applicant who wishes to undertake a development is requested to rezone to another zone or undertake a CD zone. This adds significant time and red tape to the approval process. Adding more flexibility to the R1.1 zone could significantly reduce red tape – thereby saving time for applicants, staff and Council.
  - Additionally, creating more flexibility for the R1.1 zone would unlock potential development capacity within 72% of the lots within Comox – adding to the economic development of the Town in a dispersed manner.

#### 5.1.6.2 AMENDMENT RECOMMENDATIONS FOR THE R1.1 ZONE:

- Add two-unit dwellings to the list of permitted uses
- Remove clauses 2(b)(c) and 2(d) pertaining to coach houses
- Change 101.4 minimum parcel area from 650m<sup>2</sup> to 418m<sup>2</sup> (4500 sq. ft.)
- Change 101.5 minimum parcel frontage from 20.0 metres to 12 metres
- Change 101.6 maximum parcel coverage from 35% to 45%
- Change 101.8 maximum height from 9.0 metres to 11.0 metres
- Change 101.9 minimum front yard setback from 7.5 metres to 6.0 metres

\*If these changes are completed a review of other residential zones should be completed to determine if other residential zones could be redundant and thereby eliminated.

While the above amendments may be considered significant for Comox, they reflect current best practices in community planning across western Canada and progressive communities. They reflect the ability to increase residential density in small, dispersed ways throughout a community and thereby can reduce the need for large developments to take on the burden providing housing.

#### 5.1.6.3 AMENDMENT RECOMMENDATIONS FOR HOME OCCUPATION DEFINITION

The existing home occupation use definition is that each additional type of use (e.g. fitness professional, reflexology therapist) requires an amendment to the Zoning Bylaw. Three rezonings have occurred due to this interpretation (2017 and twice in 2021). Based on experience in other municipalities, this is not a typical way to define or regulate home occupations. Typically, a generic definition is used and then each application is simply reviewed in alignment with the definition. E.g. it is typical to interpret a 'reflexology therapist' as falling within the home occupation definition and thus not requiring a bylaw amendment. Furthermore, because of the COVID pandemic, there has been a significant increase in people working from home.

**Recommendation:** Replace the existing home occupation definition with any of the following:

1. Means a non-employable type of occupation clearly incidental to the use of a dwelling unit for residential purposes, carried on in a home by the residential tenants of such home. (Courtenay Zoning Bylaw).
2. Means an occupation, business or professional practice which is carried on in a **dwelling unit** for remuneration or financial gain, and which is clearly ancillary to the **residential use** of a **dwelling unit**, or to the **residential use** of a **lot** occupied by a **dwelling unit**, and where the proprietor is a resident of the **dwelling unit**. A **home occupation** may be one of three types: 1) **home office**; 2) **home business**; or 3) **home industry**. (Langford Zoning Bylaw).
3. Means an occupation, profession or handicraft conducted as a secondary use to a residential use in accordance with Division 300 of this Bylaw but specifically excludes cannabis trade; (Parksville Zoning & Development Bylaw).

## 5.1.7 RECOMMENDATION 8: AMENITY CONTRIBUTION STANDARDS



### Recommendation 8

Amenity Contribution Standards

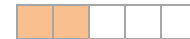
Est Staff Time



Est Budget



Est Complexity



Feedback from the developer stakeholders repeatedly mentioned the inconsistent application of Community Amenity Contributions (CAC) requested by the Town during the approvals process. This is a complaint from developers beyond the Town of Comox and recognized as an issue around the province.

However, some municipalities have tackled this in a way that provides developers with the consistency and certainty they require to make decisions on investments. One simple tactic implemented by Langford is to standardize the amenity contribution amounts, including affordable housing contributions. It is recommended for the Town of Comox to follow Langford's model of standardizing community amenity contributions through Council policy to add transparency and certainty to the approvals process.

Snapshot: General Amenity Contributions – Langford Affordable Housing and Amenity Contribution Policy.

- The following required contribution amounts will apply to all market-priced residential units developed through rezoning, based upon the seven areas of Langford delineated on the attached map.
- The cash contribution in the first row of Table A shall be a requirement of the development of all multi-family units, and the development of up to and including fifteen lots (fee simple or strata).

**Table 7: Affordable Housing Contributions in Langford**

Contribution	<u>City</u> Centre	Sooke Road Corridor	North Langford	East Langford	West Langford	South Langford
<b>Affordable Housing</b>	\$1000/SFE	\$1000/SFE	\$1000/SFE	\$1000/SFE	\$1000/SFE	<b>\$1000/SFE</b>
<b>Affordable Housing Units</b>	Nil	Nil	See: Section 3a	See: Section 3a	See: Section 3a	<b>See: Section 3a</b>
<b>General Amenity Reserve Fund</b>	<b>\$3800 / SFE*</b>	<b>\$3,400/ SFE</b>	<b>\$6,000/ SFE</b>	<b>\$6,000/ SFE</b>	<b>\$6,000/ SFE</b>	<b>\$6,000/ SFE</b>

For reference see: <https://www.langford.ca/wp-content/uploads/2020/11/affordable-housing-park-amenity-contribution-policy.pdf>

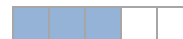
## RECOMMENDATION 9: UPDATE DEVELOPMENT FORMS & GUIDES

9

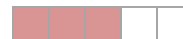
### Recommendation 9

Enhance Planning Process Guides, Forms and Application Checklists

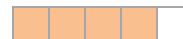
Est Staff Time



Est Budget



Est Complexity



Better communication about the process and “the why” was identified as a priority in the developer survey. Effective communication at its heart is about connection. The Town wishes to connect those who “build” to deeper understanding of how process works. Deeper understanding generates greater efficiency for both those who build, and the Town. Deeper understanding builds trust at the core of performance governance. Simply updating the existing forms without additional process changes may have minimal effect on improving the process.




At the core of connection are two principles: 1) Context and 2) Style.

Context is about “The Why” – placing planning in the context of broader community vision and action. When participants understand context and are honest about the dilemmas and balancing act inherent in planning, this reduces points of conflict. Answer the question for those who build and residents: why does this piece of information matter to me? Why should I care? Tell a story to connect.

Style is about the substance of our communication. Effectiveness keywords in governance context include: transparency, honesty, clarity, and simplicity. There is great power in use of distinct visuals and conversational word styling. “Personality” matters. Being interesting matters...in a world of limited and declining attention spans and communication “noise” all around. Have intention to form relationships in construct of communications and the result will be more effective.

# SUCCESS IS A TWO-WAY STREET

"Engagement and contribution is a two-way street...a collaborative relationship between the Town of Comox and its residents. In depth of relationship lies trust – the core building block of pursuing the ambitious and the better."



Communities and people want to reach highest aspiration. We just need ways forward that realize potential more quickly. Society has statistically fallen out of trust with institutions and government. We need to rebuild trust, and performance government. Why? From clean water to law and order to the road in front of your house, communities provide great enablers for life happiness. We take it for granted. We can't. In our home – our community – lies our ability to realize a world of possibilities. In family, work, hobbies, and deeper meaning of life we pursue lies the soul of humanity. In the community we call home, we are our most powerful in our potential.

Communities are democracy not business. They are by nature messy in our agreement and disagreement, complex in operation but simple in our heartfelt hope for better future, frustrating and joyful in our day to day. Our communities are...us...like family. Highest hopes and aspirations are realized by the depth and breadth of our personal and collective investment in its future.

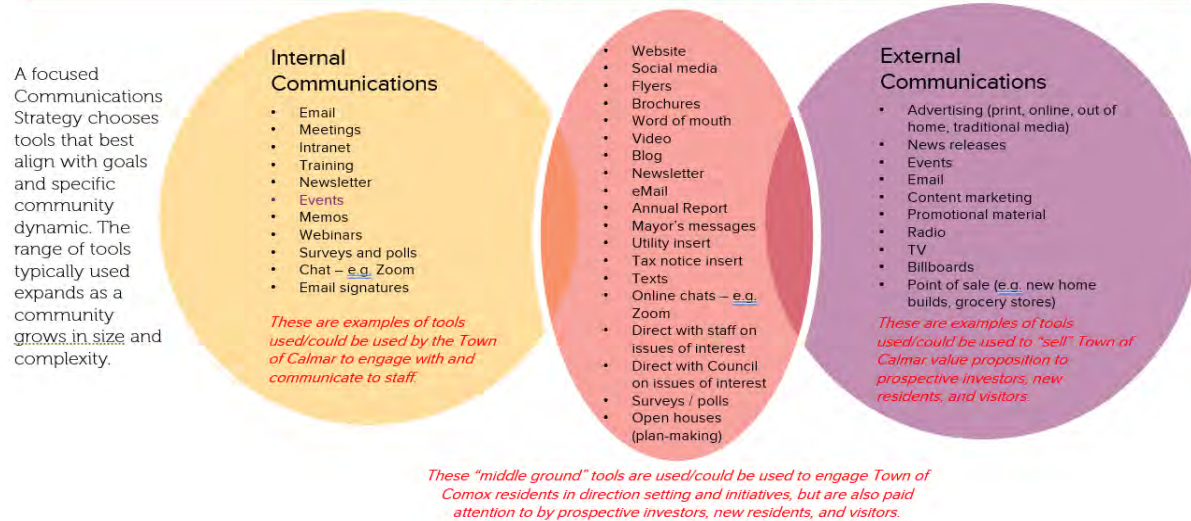
**Figure 32: Success is a Two-Way Street**

Key stakeholders like a development community, and residents, will typically express desire for more communications. "More" is a slippery slope of trying to do too much with too little resources, generating poor results. A better strategic approach is to carefully focus on a small number of "right" tactics that those who build or residents pay most attention to, with "better" content and style that deepens our human connectivity and appreciation of the value of municipal government to resident pursuit of life well-lived. Of note, planning brochures and checklists are just one communications tool option. A customer service planning model would selectively employ additional communications to reinforce core brochure messaging.



# THE COMMUNICATIONS SPECTRUM

## -Community Communications-



**Figure 33: Communications Spectrum**

In practice, urban planning is not driven by communications principles and tactics. A key planning challenge is to find simpler and more creative ways to connect what planning is and does to audiences who don't understand the minutia of planning principles and policies. Of note in this regard, communications is not a recognized category in Canadian Institute of Planners awards.

The Town of Comox has a breadth of planning communications materials:

**Guides:** accessory buildings, tree retention, building bylaw excerpt, coach houses, decks and balconies, downtown vitalization program, fences for single family homes, infill subdivision potential, parklet program, R3.2 zoning interpretation, RM4.1 zoning, secondary suites, temporary parklets.

**Application Checklists:** rezoning, development permits, OCP, floodplain exemption, subdivision, environmental report, geotechnical report, liquor license.

The "right" materials are present. But communication style is complex, reducing efficacy. And there's no contextual communication – the "why." There are resulting gaps in terms of raising general awareness of what planning is and does, how distinct processes work, and generation of community energy around vision and strategic planning actions.

Communications recommendations for the Town of Comox are as follows:

- Update planning guides and checklists following adoption of modest efficiency / effectiveness process recommendations, and/or deployment of software recommendation contained in this report.
- Create a comprehensive development guide with all information in one place.
  - E.g. <https://cranbrook.ca/business/development-guide/>
- Create over-arching "why"-focused brochure content that explains what the hierarchy of planning looks like in the Town of Comox, and how plans work together to pursue a vision of the future. *Note: articulation of "the why" is helpful to reducing development process conflict.*

- E.g. <https://www.coquitlam.ca/DocumentCenter/View/4149/How-Development-Happens-PDF>
- *Create a community-centric guide to how to respond to planning applications to address (typical) NIMBY reaction to development applications*
  - E.g. [https://www.edmonton.ca/public-files/assets/document?path=Respondto\\_Land\\_Development\\_Application.pdf](https://www.edmonton.ca/public-files/assets/document?path=Respondto_Land_Development_Application.pdf)
- Integrate communications with software at relevant places in the customer journey through the application process.
- Pursue simplicity in communication style including ample use of illustrations and plain language
  - E.g. [https://campbellriver.ca/docs/default-source/planning-building-development/development-permit-handbooka917074f53fb62a298dbff000088bbe5.pdf?sfvrsn=fec6508\\_0](https://campbellriver.ca/docs/default-source/planning-building-development/development-permit-handbooka917074f53fb62a298dbff000088bbe5.pdf?sfvrsn=fec6508_0)
- To elevate above what other communities do, pursue originality in content style via creativity of language.

## 5.1.8 RECOMMENDATION 10: PRE-APPROVED DEVELOPMENT DESIGNS



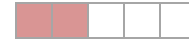
### Recommendation 10

Amendments to Zoning Bylaw 1850

Est Staff Time



Est Budget



Est Complexity

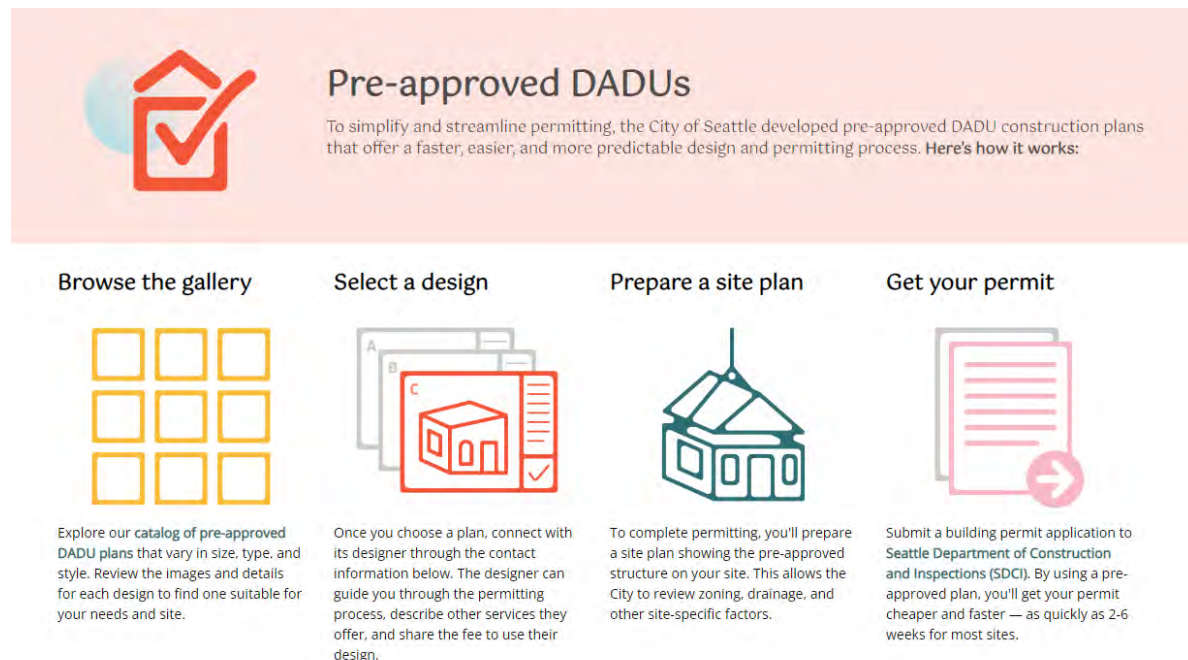


One method of fast-tracking common development applications is to establish pre-approved design templates for buildings and developments. For example, the City of Seattle has pre-approved designs for accessory dwelling units. This enables the average citizen of Seattle to undertake what might normally be a fairly complex application in a simplified and streamlined manner.

In return the community receives an additional housing unit, increased tax revenue, and it saves municipal staff processing time during the application process. If the Town of Comox wishes to facilitate housing affordability, this is one tool.

The effort is spent up front to pre-approve construction drawings and architectural templates for specific types of developments that are common enough to warrant such templates. In Comox this could be: accessory dwelling units, infill residential buildings from one to four units, and smaller mixed-use buildings, without requiring a rezoning. To ensure architectural variety, templates can provide small design modifications or colour changes so that no one building is exactly the same as the last.

**Best Practice:** City of Seattle Accessory Dwelling Units - <https://aduniverse-seattlecitygis.hub.arcgis.com/>



**Figure 34: Seattle Pre-Approved DADUs System**

Source: <https://aduniverse-seattlecitygis.hub.arcgis.com/pages/gallery>

### 5.1.9 RECOMMENDATION 11: DEVELOPMENT APPROVAL SOFTWARE



#### Recommendation 11

Development Approval Software

Guiding Principles Addressed:



Certainty



Transparency

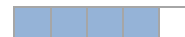


Timeliness

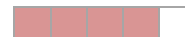


Balance

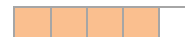
Est Staff Time



Est Budget



Est Complexity



It is now obvious to those within municipal planning approvals that digitization of the approvals system through software is a question of *when* not *if*, and has been supported by the province<sup>10</sup> The software is available via a number of vendors and is rapidly improving ability to generate efficiency and effectiveness results. It's only a matter of time before adoption of development approval software for municipalities is ubiquitous. Given what we believe is the revolutionary nature of a software solution for municipal development approval processes and systems, we would like to consider the possibilities.

#### Imagine Town of Comox administration could....

- Fully digitize the permitting and approval process online, including online submission capability, and condition-based acceptance only (e.g. complete application) that reduces staff review time. Beyond paper and paper-light to paperless.
- Link all forms of development approvals (development permits, building permits, compliance certificates, appeals, etc.) to their applicable properties on a clickable map-based solution.
- Have all licenses (business, pet, etc.) linked to users with online accounts.
- Open all steps in the permit process to full visibility – including steps to be taken by each of the applicant and the municipality...creating clarity, transparency, and accountability on both the applicant and municipal sides of the relationship: a live news feed as a core communications element... with no delete capability to ensure accountability, transparency and notes that can be open and collaborative, or private/internal; and interactive and clear statuses that indicate when actions are required and by who before next actions are triggered.
- Assign permissions to view any stages of the process on online (whether it's an applicant, or the entire community – controlled by the municipal administration).
- Perform building inspections on site and instantly update to the property record using a tablet, smart phone, or laptop.
- Show all history of planning/license interactions for all lots, starting with new construction, and working backward into records management history and legacy systems.

<sup>10</sup> <https://news.gov.bc.ca/releases/2021MUNI0046-001721>

- Measure performance standards (e.g. time to complete approvals processes) and specify performance standard promises for specified types of development.
- Filter for application completeness and not accept an application until it is complete, thereby avoiding significant staff time spent reviewing applications for completeness.
- Predict turnaround times based on current active volume.
- Produce strong visuals – including 3D mapping - that can be used in development project engagement with the community.
- Some vendors employ an open API enterprise solution that easily integrates with other common (and legacy) enterprise solutions – greatly reducing the cost of building and maintaining custom-build municipal solutions.
- Some vendors have off the shelf solutions that the municipality must come into conformance with. Some vendors generate a bespoke solution by adapting their core engine for context-specific specific municipal processes.
- Have an ease-of-use user interface.

Software addresses customer pain points commonly heard in most municipalities with respect to development approvals:

- Slow approvals.
- Can't see into the process...just have to wait for a letter with a yes, no, or conditions.
- Don't interact with staff on a relationship basis, hard to understand who is responsible for what, and when.
- Process seems highly complex...difficulty understanding requirements and regulations.

Software addresses development staff pain points commonly heard in most municipalities with respect to development approvals:

- Not enough time for the work required.
- Incomplete submissions require time-consuming chasing.
- Staff often blamed for elements of process that are the responsibility of the applicant, not staff.
- "Red tape" perception is stressful, when it's the result of paper systems that don't permit the transparency and two-way accountability required to address any negative perception.

Software can be revenue-neutral by generating staff efficiency, and/or as a service in return for application fee. Some vendors may consider an application fee-based model vs flat fee model (i.e. net cost in low development years) that can rise and fall based on development activity. Research indicates process and staff efficiency of 50-80% over current, paper-based systems.

While technical solutions are not a silver bullet solution to improving municipal approval systems, it can be a significant benefit to both applicant and municipality. Aside from the obvious learning curves that would be required, staff should witness higher quality applications and applicants in return should receive a more streamlined and transparent process. However, similar to other online solutions, simply taking an unsatisfactory system online will not solve other problems that may need to be addressed,

such as outdated bylaws and lack of trust between applicant and staff. A non-exhaustive list of software providers in the space includes:

- Accela - <https://www.accela.com/> - US
- CityReporter - <https://www.cityinspectionsoftware.com/solutions/planning-development/> - Vancouver
- CityView - <https://www.municipalsoftware.com/> - Victoria
- Clariti - <https://www.claritisoftware.com/> - Vancouver
- Cloudpermit - <https://cloudpermit.com/en-ca/> - US
- Cocoflo - <https://www.cocoflo.tech/solutions> - Vancouver
- Computronix - <https://www.computronix.com/government-software-solutions/permitting-licensing-software/> - US
- Oracle - <https://www.oracle.com/industries/government/state-local/permitting-licensing-software/> - US
- PSD Citywide - <https://psdcitywide.com/> - Ontario
- Streetscape - <https://www.streetscape.ai/> - Calgary








## 5.2 TYPE “B” CULTURE RECOMMENDATIONS



In the words of management guru Peter Drucker, “culture eats strategy for breakfast.” Achievement of the exceptional in municipal governance is a product of culture, not plans or plan-making.

Type “B” recommendations of the Development Approval Process Improvement focus on corporate culture and leadership. These changes are critical yet may take time and patience to be nurtured over time. Culture and leadership are not born overnight, they are planted and need time to grow.

**Table 8: Type “B” Recommendations**

Type “B” Recommendations	Guiding Principles						
	 Public Interest	 Certainty	 Transparency	 Collaboration	 Flexibility	 Timeliness	 Balance
12. Accountability Committees	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
13. Adaptive Customer Service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
14. Culture & Leadership Training				<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>

The bridge between a high-performance community and one that is less so is 80% attitudinal. Attitudinally enabling transformation lies in response to simple statements: What if the Town of Comox was about “**how**” not “**no**”? What if Comox was the (atypical it seems these days) place with 5 solutions for every problem, instead of 5 problems for every solution? What if Comox could avoid paralysis in action by answering the question that moves agendas forward: is what we are proposing to do better?



## 5.2.1 RECOMMENDATION 12: ACCOUNTABILITY COMMITTEES

12

### Recommendation 12

Create accountability committees

Guiding Principles Addressed:



Public Interest



Transparency



Collaboration

Est Staff Time



Est Budget



Est Complexity



Accountability is a key component of making change in an organization. Too often organizational change becomes the responsibility of “everyone” but at the same time “nobody”. While committees are much lamented, they have a key role to play in ensuring accountability for organizational change. They can become the change agents and can be accountable to the CAO and/or Council that the agreed upon directions are moving ahead.

Two key accountability committees are recommended:

1. **Technology Committee** – required to provide input and support to all departments in the implementation of new technological solutions to improve the customer service experience as it pertains to applications.
2. **Customer Service Committee** – mandated to track success with changes to customer service improvements.

The above committees should be required to complete the following:

1. Creation of 10 SMART goals at the outset
2. Quarterly Meetings
3. Yearly Report to the CAO and Council

## 5.2.2 RECOMMENDATION 13: ADAPTIVE CUSTOMER SERVICE


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13


### Recommendation 13


Adaptive Customer Service

Guiding Principles Addressed:

  
Public Interest

  
Certainty

  
Transparency

  
Balanced

Est Staff Time

Est Budget

Est Complexity

---

Municipalities better position their futures when they stick to their knitting: they are service organizations with a service-first mandate. While “service” is complex for municipalities, from amenity breadth to levels of service in context of value for tax dollars, simple customer service is like any enterprise: attitudes are everything, going the extra mile sells itself everywhere, and constant seeking of efficiency and effectiveness adjustments is paramount.

### Customer Service Recommendations

- 1. A Short Survey after key interactions with staff.** Other municipalities have created a short two – three question survey following key interactions with staff. This could be after a pre-app meeting, file application meeting or other customer service interaction. These short touch points of reporting can add a few more data points and feedback to evaluate the Town’s customer service delivery.
- 2. Long Form Survey at file closure.** A longer customer service survey would be valuable for applicants to complete after a file has been approved or otherwise closed.
- 3. Developers / Builders / Applicants Quarterly Meetings.** Given the lack of trust applicants and developers in Comox stated they had about Town staff during interviews, it is highly recommended that a quarterly meeting with industry be established. Trust is built through time spent together and proven success. The proven success will come over time, but the relationships need to be built by time together. Communication is a key component to mending the relationship with developers / builders and applicants in Comox.

### 5.2.3 RECOMMENDATION 14: LEADERSHIP TRAINING



#### Recommendation 14

Leadership Training

Est Staff Time



Est Budget



Est Complexity










#### Recommendations:

- 1) Ongoing investment in facilitated leadership development and training (administration and Council).
- 2) Investment in creation of Council Strategic Plans that step beyond comfort zones in their ambition.
- 3) Investment in 2x per Council mandate leadership retreats where Council and Administration interact and agenda-set on a strategic basis.
- 4) Ample budgeting for staff leadership development.

## 5.3 TYPE “C” REGULATORY TRANSFORMATION RECOMMENDATIONS

Type “C” recommendations are about truly transformative regulatory change in the Town’s approvals process. These are larger steps but can be implemented if there is support and urgency for the desire to be exceptional. While these recommendations may appear daunting and significant, they have been done by municipalities with similar resources and capacity as Comox. For example, the Town of High River, Alberta on the heels of cleaning up after a massive flood disaster, has embraced transformative change through a new hybrid code zoning bylaw, which creates unprecedented flexibility and reduces the total zones down to only six!

**Table 9: Type “C” Recommendations**

Type “C” Recommendations	Guiding Principles						
	 Public interest	 Certainty	 Transparency	 Collaboration	 Flexibility	 Timeliness	 Balance
15. Outcomes Based Approach to Approvals	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
16. Hybrid-Code Based Zoning Bylaw	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

### 5.3.1 RECOMMENDATION 15: OUTCOMES BASED APPROACH TO APPROVALS



#### Recommendation 15

Outcomes Based Approach to Approvals

Est Staff Time

Est Budget

Est Complexity

The philosophy and approach to what is the ‘public interest’ is not an abstract idea or phenomenon for planning and development applications. Each-and-every day a planner asks the question, in one way or another, of whether an application is “in the public interest” and if no, what should be done about it? For example, should an infill development build a sidewalk in-front of the building? Should a rezoning be recommended for approval?

Philosophically, we can think of the “public interest” in two constructive, and one non-constructive way:

#### Constructive:

Planning/administration/Council can best represent the public interest in two ways:

- 1) Traditional realm of protector of public interest in community and economic development sense – which requires much sharper, value proposition-based vision setting, and identification of strategic actions in context of vision;
- 2) Investment of time, energy and mindshare in cornerstone community and economic development enablers: placemaking that makes stronger connection with a growing proportion of location independent enterprise/creative/knowledge-based/digital nomad Canadian workforce; non-residential and residential affordability; and deepening of value for tax dollar in deepening municipal understanding of, interaction with, and policy enablement and other adjustments in relation to, investment business models and proformas.

#### Non-Constructive:

Thinking as planners, that we deeply know the public interest, is perhaps the most dangerous step we can take. Communities are quickly changing and so are values, beliefs and understandings of what is acceptable. Furthermore, our society is more knowledgeable than ever about how marginal voices on the fringe, those from minority groups, have been silenced or dismissed at the expense of those in power and with power. Conversations on topics such as affordable housing, that require opening both hearts and neighbourhoods to change, are often dominated by those with power and privilege. The loud public interest might be screaming against change while the quiet marginalized groups move on (again) to another community with the hopes of being included.

#### Where does all this philosophy of the public interest lead?

One potential path for municipalities is to create better criteria for what is a ‘good’ development that deserves approval. Planning and development approvals often suffer from needing to approve ‘bad’ developments that simply meet the rules, or denying good developments because they can’t possibly

meet the out-dated rules in place. Also, for 'bad' development that should not be supported, a prompt process to conclude it should be provided. Outcomes-based approvals are finding their way more and more into the municipal approval system. Hybrid zoning is one example that will be mentioned later in the recommendations. Another example is Canmore Alberta's Sustainability Screening Report tool that evaluates all aspects of a major application in terms of its total costs and benefits to the municipality, including social, environmental, and economic impacts. The tool provides a measurable outcome of all the inputs to determine if the project will be a net benefit. This innovative approach to development approvals begins to create objective criteria for what we often think about as the 'public interest'. However, too often the public interest becomes - How do we make person screaming the loudest be quiet? Rather than - How do we achieve the best outcome for the most citizens?

#### **How can this be done in Comox?**

To create a holistic approach to the public interest, the Town of Comox could create an outcomes-based approach to approvals. This would involve creating an application evaluation tool similar to Canmore's for major applications. The inputs should include all aspects of potential impacts from an application, including social and cultural, safety, economic, and environmental. It should also address the positive or negative impacts of doing nothing on the subject site.

Further information on Canmore's Sustainability Screening Report tool can be found here:

<https://canmore.ca/municipal-services/residents-development-planning/planning-reference/sustainability-screening-report>

### 5.3.2 RECOMMENDATION 16: PERMISSIVE & FLEXIBLE OCP WITH HYBRID CODE-BASED ZONING BYLAW

16

## Recommendation 16

Hybrid Code-Based Zoning Bylaw

Guiding Principles Addressed:



Public Interest



Certainty



Flexibility



Balance

Est Staff Time

Est Budget

Est Complexity

Today's urban planners and development approval personnel face significant challenges; it is pulled by the momentum of our zoning traditions that wish to forever separate land uses, even to the extent of separating single-detached lots that vary only by lot width into more and more zones. The tradition of Euclidian Zoning (i.e. separation of land uses), exclusionary protectionism, and the processes to protect the protectionism are now being questioned as exponential change that is scattering the community planning 'chess pieces' around the board.

There is now a desire for more inclusionary planning to address the symptoms at the core of the difficulties in development approvals and remove the unnecessary rules hindering our collective direction towards our goals. The challenges are pressing and urgent:

- Housing affordability and attainability crisis.
- Climate change impacts, including wildfire risk.
- Entrepreneurial uplift needed in new form and function.
- Demanding global investment in a footloose world that moves on the turn of a dime.

To peer into the future and reflect ambition suggests OCP directions like: mixed use, density, flexible land uses in building envelopes, smart growth, smaller flex spaces, housing innovation, flexibility (e.g. parking, signage, general development) and home-based enterprise. For key community centres like downtowns, we need more flexible mixed-use, parking efficient approaches that drive profitable business re-investment models. **Traditional use-based zoning approaches don't implement policies for complete communities and mixed uses.**

Hybrid zoning code in particular (mix of form and use that works best in the Canadian context and helps decision makers feel more comfortable with change) offers an avenue for ground-shift: from "no" and "can't" to "green-taping" of vision-based "can" and "how" with placement of customer, relationship, and predictability at the centre of a more efficient, outcome-based development application and approval process.

The use of hybrid code in a Zoning Bylaw becomes a key implementation tool for delivering the vision of the OCP. A sum of an OCP and hybrid code-based Zoning Bylaw generate a sum greater than the parts – where general OCP policies are directly translated into a rules-based Zoning Bylaw. Design standards are quantitative in regulatory format, balancing use and form-based elements with the application process that is the organizing integrator. The process of creation of the Zoning Bylaw generates strategic



decisions and consensus around vision, which reduces discretionary use and qualitative design and/or other standards conflict in application processes.

Implementation in the North American context in communities like High River, AB, Okotoks, AB and Whistler BC Town Centre also focus on customer relationship and service with clarity and simplicity of presentation using ample graphics/visualization and user-friendly language. From heritage preservation (form-based standards) to deeper housing affordability and choice (e.g. Halifax where affordable housing is the sole trigger of density bonusing) to parking standards (e.g. from no standards for non-residential in Canal Flats and Edmonton to maximum standards to curtail over-parking) to ability to generate form-based standards for streetscapes typically not addressing in zoning, hybrid code offers a compelling opportunity to re-imagine spaces, places and development enablement.

Reference: Hybrid Codes: A Best Practice for Land Use Planning – prepared for City of Calgary, 2019 - <https://www.calgary.ca/content/dam/www/pda/pd/documents/calgary-land-use-bylaw-1p2007/hybrid-codes.pdf>

### 5.3.3 CASE STUDIES

#### 5.3.3.1 A NEXT GENERATION OCP: CITY OF GRAND FORKS

OCPs are the most powerful document communities have in their translation of vision to geography. Too many OCPs waste the opportunity. Lack of compelling vision, boilerplate copies of standard fare planning in other communities, lack of strategic focus on differentiating opportunity spaces, and dry communication style hamper community development aspirations.

COVID-19 has stirred a deeper soul searching among people and their purpose in life. This dynamic has been around for years as creators, professionals, digital nomads, and independent entrepreneurs, enabled by key infrastructure like advanced broadband, seek their soulful inspiration in relocation away from Dilbertesque cubicle-life existence in large urban centres. But now the work and lifestyle dynamic is on new ground. The genie is out of the bottle and rural BC – long on the short end of a stick that said we had to go to “the city” to make it – is all the rage with self realization that people can live where they want and be productive.

Places like Grand Forks, with their great bones and building blocks, have a transformative opportunity to attract a new generation of young (and young at-heart) people and families seeking affordable and inspired lifestyle-living.

The City of Grand Forks, BC has been challenged many times over its history. Gold and copper have come and gone. A downtown has been levelled twice by fire. A forestry industry has ebbed and flowed amidst structural industry challenges. A flood in 2018...devastating. And yet, Grand Forks dusts itself off and rises as a place of tenacity. A place of resilience.

An OCP developed by MVH Planning and Design in 2020/2021 with the assistance of significant community engagement is fresh, energetic, and aligned with the future of work and living.<sup>11</sup> The OCP is designed to take the reins of the community’s future and realize aggressive ambition for great community pride, jobs and prosperity, and quality of life.

<sup>11</sup> Official Community Plan, City of Grand Forks (2022). Available here: <https://www.grandforks.ca/ocp/>

*A focused vision: Grand Forks is a thriving, future-looking city with unique neighbourhoods and a distinctive downtown. As a community, we strive to be inclusive and diverse, provide necessary housing and jobs, support the development of trails and well-connected green infrastructure, and protect our natural assets and the Grand Forks community through sound climate change planning*

....is connected to four key building blocks that will step into an aspirational, ambitious and realistic future for the community:

- Integration of natural systems into sustainable ecosystem, and care and attention to environmental considerations and climate change planning (incl. carefully crafted Development Permit Areas) and associated policy in development decision making.
- Nurturing of “communities within community” in pursuit of distinctive, walkable, mixed-use neighbourhood nodes and identity, and elevated placemaking that will attract digital nomads, a younger generation, and entrepreneurs. This includes significant housing innovation policy focused on affordability and attainability options, and careful attention to downtown enhancement as a focal point of community life via a set of investment-enabling policies, and a new “Market District” downtown brand.
- Pursuit of a thriving economy via employment lands identification and protection, and investment-enabling policies. Economic development enhancement is a central prism through which all policy in the OCP is seen through.
- Connectivity via mobility corridors, parks and infrastructure – featuring design of an integrated pathway network.

Communication of vision and strategic is under-rated as a mechanism to connect existing residents, potential future residents, investment, and visitors with the power of vision and possibilities.

The Grand Forks OCP is visually effective and easy to read, with beautiful hand sketches, graphic design, maps, and plain language.

Effective OCPs need “shalls” in their implementation – so that a Plan is a living document...a beating heart for community action, and inter-connectivity of action. A set of three concurrent but convergent projects: North Ruckle Park Design, Floodplain Bylaw, and Wayfinding Program Design and Implementation Strategy serve to immediately bring an OCP to life in emotive and tangible form.

### 5.3.3.2 THE HIGH RIVER HYBRID ZONING CODE EXPERIENCE

**Background:** The following was written by Breelyn Joyce, RPP, MCIP who was a planner for the Town of High River, Alberta from 2016-2019 during the finalization and then implementation of High River's award winning form-based / hybrid code Land Use Bylaw (aka Zoning Bylaw). For reference Plateia Planning, led by Melissa Ayers, RPP, MCIP (then working under McElhanney Consulting Services) was the lead consultant on the Bylaw. Jonathan Schmidt, RPP, MCIP while at McElhanney created the winning consultant team for the project, worked on Phase 1 of the project, and then moved onto a new position with B&A Planning Group. Plateia Planning has built on this original work in High River, recently completing similar Bylaws for the Towns of Beaumont and Okotoks in Alberta.

#### Intro

In 2016 the Town of High River undertook a complete re-write of their Land Use Bylaw (LUB). As required by provincial legislation, the new LUB aligned with policy direction from the Municipal Development Plan (MDP), however, it did so by breaking away from several conventional methods of development regulation, including:

1. Reducing the number of land use districts to 6 (the old LUB had 23 land use districts, not including Direct Control districts)
2. Removing parking minimums and replacing them with parking maximums based on site coverage
3. Reducing the number of defined terms (ex: all residential forms are defined as a Dwelling Unit or Additional Dwelling Unit in the case of a secondary suite)
4. Basing the new mixed-use districts on a rural-to-urban transect
5. Emphasis on the pedestrian's experience in the public realm (ex: requirements for landscaping on low density residential lots, minimum transparency requirements, enhanced architectural articulation, minimizing curb cuts, orientation building entrances to the street, having maximum block lengths and perimeters, and requiring that all new road networks are based on the grid with minimal cul-de-sacs.)

The Town of High River's Land Use Bylaw approved in 2017 won 2 planning awards in 2018:

1. The Alberta Professional Planners Institute (APPI) Provincial Award of Merit in the Comprehensive and Policy Plan category for its contribution to advances in the field of planning and increasing the profile of community planning in the province; and
2. The Canadian Institute of Planners (CIP) National Merit Award which recognized the Land Use Bylaw as one of the first documents to implement transect planning through development regulations.

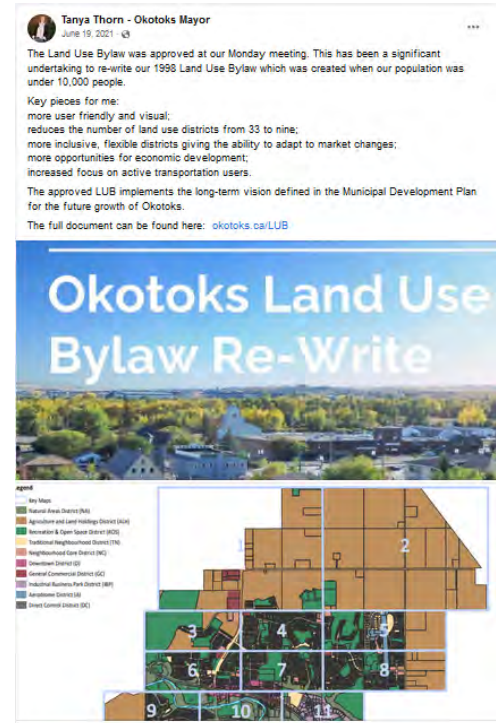


Figure 35: Okotoks Land Use Bylaw Mayor Post

### 2017 High River LUB Project Goals:

1. Improve user experience
2. Implement Town Plan (MDP) (pre 2013 flood), including:
  1. Promote higher density development
  2. Make better use of existing service infrastructure
  3. Be more pedestrian focused
  4. Emphasize development of public realm
  5. Allow more mixed uses
  6. Promote greater range of housing
3. Align with 2015 Downtown ARP

### **Lesson's Learned: Reducing the Number of Districts / Zones**

1. Removing all Direct Control Districts: Careful assessment of Direct Control Districts (site-specific zoning similar to BC's Comprehensive Development zones) was required to ensure redesignation (i.e. rezoning) to proposed districts did not fetter previous development rights approved by Council. All DCs were redesignated to a new mixed-use district because:
  - a. all DC lots were built out; and
  - b. the built forms were reviewed for compliance under the new districts.
2. Formed based Codes based on the impact to the public realm and pedestrian experience: Going to mixed use districts required development regulations with greater emphasis on form than land use to allow for a built environment that could more easily transition between residential and compatible non-residential uses.
3. Identify areas of transition and potential non-compliance
  - a. In High River there is an area along a primary collector that has traditionally been characterized by a mix of single detached homes and suburban strip malls. Planning staff considered that the Traditional Neighbourhood District would be most appropriate for existing development along the collector, however, over the long term the area is expected to develop into a more dense mixed-use neighbourhood, which would be facilitated better by the Neighbourhood Center District. In this case, staff recommended the area be rezoned to the Traditional Neighbourhood District based on the following considerations:
    - i. There is no area redevelopment plan in place and undertaking the necessary community engagement to create one was not an option during the LUB re-write process.
    - ii. Creating a few non-compliant properties (i.e. the car wash) by rezoning to the TND was considered the most appropriate approach. This way if a proposal was submitted that required rezoning to the NCD, then a public hearing could be undertaken to address community concerns on a piecemeal basis.
    - iii. The new LUB has many permitted uses therefore there is limited ability for staff to refuse an application, so "under zoning" was preferred.
4. Density: Density maximums are not directly stated in the LUB and can be hard to determine due to the range of allowable land uses, therefore site density is regulated by a combination of the form-based codes, including site coverage, setbacks, parking, landscaping, and building heights. In High River, high density is mostly regulated by infrastructure capacity and many areas of Town can not achieve the maximum development potential of the LUB.
5. Development Pressures: High River has a population of approximately 14,000 people and development pressures are relatively low. This has allowed the Town the ability to monitor the

new LUB regulations without having numerous large-scale development applications being processed simultaneously.

6. Use Specific regulations for each district help to allow a defined term to be scaled appropriately for each mixed-use land use district. For example, a café in the Traditional Neighbourhood District could be regulated to a maximum number of patrons to ensure it is compatible with surrounding residences, whereas in the Neighbourhood Centre District, there may not be a need to put a maximum number of patrons due to the surrounding properties being more commercial/ mixed-use in nature.
7. Consistency of decisions: The Town has no Municipal Planning Commission and does not limit the variance power of staff. While this flexibility reduced decision timelines, it also meant that planning staff had to meet weekly to discuss development proposals and LUB implementation. As of 2022, this level of authority has remained unchanged with the exception of a residential infill policy for an established neighbourhood where variances for front drive homes were becoming an issue with the community. The policy requires planning staff to bring a report to Council for comment whenever a developer requests a variance to have a front drive home on a laned lot in the established neighbourhood.
8. Key factors for success
  - a. Council supported and even championed many of the innovations with the understanding that there may be some trial and error involved.
  - b. The relatively slow rate of development reduced risks for the Town
  - c. Guiding principles: By developing the guiding principles, staff had a baseline to work with when rendering decisions for variances. To guide staff decisions and ensure public interest was prioritized, the following 2 guiding principles were developed to support collaborative/ creative discussions with the development industry:
    - i. Pedestrian as the Universal Measure of Design – *“The Town is to be designed based on a scale that is comfortable to people, encourages walking, accommodates a variety of functions, can change, and adapt overtime and will foster an environment that supports and reinforces the social aspects of the Town.”*
    - ii. Stewardship through Sustainable Design – *“All development shall focus on long term quality over short term gains”*
9. Monitoring Program Outcomes RE: Rezoning
  - a. The only rezonings that have occurred since adoption of the LUB in 2017 include 2 rezoning applications that were required to facilitate greenfield community development (i.e. rezoning from the Urban Holding District). The reduction in rezonings has freed up staff, council, developer, and community time since there are less reports/ amending bylaw to process, and fewer public hearings to hold. This impact can go beyond planning staff if other departments are involved with mapping updates and posting public hearing notices (ex GIS, Legislative Services and Communications).
  - b. Neighbours concerned with flexibility: in addition to creating mixed-use districts the LUB increased the number of permitted uses and reduced the number of defined terms. The LUB relies on market demand to regulate “unwanted” development patterns and staff always have the ability to request reports to identify community impacts of a development project. For example, a developer may have to demonstrate a commercial space would not negatively impact the residential character, pedestrian experience, and long-term sustainability of the area.



## WHAT WE ASPIRE TO BE

**“PEOPLE ALWAYS RESPOND BEST TO PERSONAL ATTENTION, IT'S THE SIMPLEST AND EASIEST TRUTH TO FORGET. THE PHONE CALLS WILL STILL COME AT ALL HOURS, BUT ON THE OTHER END OF THAT PHONE WILL BE SOMEONE DESERVING OF YOUR TIME, AND YOU WILL BE HONOURED TO SHARE THEIR TIME. AND THAT WILL BE WHAT THE ROAD TO GREATNESS FEELS LIKE. A LITTLE ROCKY AT FIRST. BUT THINK HOW GOOD IT WILL FEEL TO WAKE UP IN THE MORNING AND KNOW THAT WHEN THE PHONE RINGS, IT IS NOT CLIENT X DEMANDING THE TAPDANCE. IT WILL BE CLIENT K, WHOSE LIFE WE KNOW AND SHARE IN.”** JERRY MAGUIRE

WHEN JERRY MAGUIRE (TOM CRUISE) HAS A BIT OF A “BREAKTHROUGH, NOT A BREAKDOWN,” HE WEARS HIS HEART ON HIS SLEEVE FOR THE FIRST TIME IN A LONG TIME AND WRITES “THE THINGS WE THINK AND DO NOT SAY: THE FUTURE OF OUR BUSINESS.” IT'S NOT A WINDOW INTO INCREMENTALISM; IT'S A MANIFESTO FOR REVOLUTION OF A BUSINESS.

THE TOWN OF COMOX IS SET TO PIONEER A TRANSFORMATION OF ITS DEVELOPMENT APPROVAL PROCESS...TO ACHIEVE THE EXCEPTIONAL AND HIGH-PERFORMANCE GOVERNMENT. SHAKING THE LEAVES OFF THE TREE OF AN AGE OLD, DARE WE SAY TIME-HONOURED TRADITION OF CANADIANS COMPLAINING ABOUT “RED TAPE” WHEN THEY WANT TO BUILD ANYTHING.

LIKE JAM ON TOAST OR COPY AND PASTE, THE TOWN OF COMOX EMBRACES IMAGINATION IN REFRESH OF ITS DEVELOPMENT APPROVAL PROCESS, AS A PHASE 1 THAT WILL LEAD INTO AMBITIOUS AND COMPELLING NEW DIRECTION FOR THE TOWN OF COMOX.

TODAY'S URBAN PLANNERS FACE IMMENSE CHALLENGES. PULLED IN DIFFERENT DIRECTIONS BY OUR TRADITIONS IN EUCLIDIAN ZONING, EXCLUSIONARY PROTECTIONISM, AND PROCESS TO PROTECT THE PROTECTIONISM - IN THE FACE OF ACCELERATING AND EXPONENTIAL CHANGE SCATTERING THE COMMUNITY PLANNING CHESS PIECES AROUND THE BOARD WITH FERVENT CRY FOR MORE INCLUSIONARY PRACTICES TO ADDRESS SYMPTOMS AT THE SOUL OF US: HOUSING AFFORDABILITY AND ATTAINABILITY CRISIS. CLIMATE CHANGE IMPACTS IN OCEANS RISING AND RIVERS RUNNING WILD. DEMANDING GLOBAL INVESTMENT IN A FOOTLOOSE WORLD THAT MOVES ON THE TURN OF A DIME. THE RISE OF PLACEMAKING AT THE CORE OF LOCATIONAL VALUE PROPOSITION. DEMAND FOR “GREY ZONE” FLEXIBILITY TO MEET DAWN OF NEW DAYS IN HYBRID WORK AND THE RISE OF ENTREPRENEURIAL CULTURE. ALL CONVERGING TO GNAW AT OUR COMMUNITY SEAMS. ALL FEEDING A YEARNING IN OUR SOULS TO BE AN EXPRESSION OF LEANING INTO THE LIGHT OF WHERE WE WANT AND NEED TO GO, NOT WHERE WE'VE BEEN IN PURSUIT OF NEW WAYS FORWARD.

AS ACTORS IN THE DEVELOPMENT APPROVAL PROCESS, BE US COUNCIL OR STAFF, WE ARE HEAD-DOWN MANAGING CONFLICT INHERENTLY AT THE CORE OF OUR DEVELOPMENT APPROVAL SYSTEM. NOT ENOUGH TIME. PAPER TRAILS FOR MILES. INCREMENTALISM IN A TWEAK HERE, A NUDGE THERE, BUT THE SAME CHALLENGE EVERYWHERE: BEING PERCEIVED BY APPLICANTS AS RED TAPE MAESTRO'S....THE “CAN'T” AND “NO” PEOPLE AND COMMUNITIES. TO BE SURE, NOT WHAT WE WANT WHEN WE GO TO BED AT NIGHT DREAMING ABOUT A BETTER FUTURE IN SERVICE OF HUMANITY'S DESIRE FOR BEST VERSION OF ITSELF. A CHASM BETWEEN WHAT WE ARE AND WHO WE WANT TO BE LEAVES US ALL IN COMMUNITIES – AS BOTH THOSE WHO MANAGE APPROVALS PROCESSES AND THOSE WHO APPLY - AS FRUSTRATED AS NOT BEING ABLE TO ACCOMMODATE A DEPARTMENT STORE REQUEST TO KNOW WHERE THE FERRIS WHEEL SECTION IS.

BUT WE SHOULD FEAR NOT. LETTING A PROBLEM INTO OUR LIFE AND EMBRACING IT FOR ITS HONESTY LAID BARE REVEALS CAPACITY TO RECOGNIZE IT AS A POINT OF TRANSFORMATION. BE INSPIRED. BE INSPIRING. RE-IMAGINE AND RE-ENGINEER.

FROM THE BEGINNING. THE BOLDNESS AND BREADTH OF TOWN OF COMOX DEVELOPMENT APPROVALS ENHANCEMENT INITIATIVE PROMISES GROUND-SHIFT: FROM “NO” AND “CAN'T” TO “CAN” AND “HOW” BY PUTTING CUSTOMER AND RELATIONSHIP AT THE CENTRE OF DEVELOPMENT APPROVAL PROCESS.

COLLABORATION. TRANSPARENCY. ACCOUNTABILITY. THESE THREE WORDS LIE AT THE HEART OF A NEW WAY FORWARD FOR DEVELOPMENT APPROVAL PROCESS. WHERE PEOPLE WALK THROUGH A DOOR INTO THE PLANNING WORLD, MADE SIMPLER IN OUR SIMPLER PROCESSES, TOOLS, AND EDUCATION / AWARENESS BUILDING.

ENABLING THE FUTURES WE IMAGINE IN WORK, LIFE, AND PLAY. WITH A KEY CHALLENGE WE WILL MEET: HOW DO WE PERSONALIZE THE MACHINE? ACHIEVING DA VINCI'S INSIGHT: SIMPLICITY IS THE ULTIMATE FORM OF SOPHISTICATION. AND WHERE – PARADOXICALLY - WE MAKE PROCESS MORE DIGITAL TO FREE UP TIME TO BE...HUMAN. EMPOWERED TO GET BACK TO OUR ROOTS THAT LIE IN DREAMS OF WHAT CAN BE.... IN CREATIVE EMBRACE OF DEVELOPMENT IDEAS, PLANS, AND APPLICATION.





## APPENDICES



# APPENDIX A: A STRATEGIC COMMUNITY DEVELOPMENT CHOICE

In addition to development process considerations and the influence of perception of “investment-friendliness” on development rates, THREE strategic themes will have considerable impact on the Town of Comox:

## 1) Accelerated Population Growth is Here to Stay

Figure 1 indicates population growth rates have been positive, but variable over the last 20 years, with peak development rate over the last 20 years between 2006 and 2011. Comox % population growth sits in the lower tier of comparator communities. Comox # population growth is middle of the pack of comparator communities.

Population Growth by %									
	Comox	Parksville	Langford	Campbell River	Courtenay	Cumberland	Ladysmith	Qualicum Beach	BC
2006-2011	10.0%	9.0%	30.1%	5.5%	9.4%	23.0%	5.1%	2.2%	7.0%
2011-2016	2.9%	3.8%	17.3%	5.5%	6.0%	9.5%	7.2%	2.9%	5.3%
2016-2021	5.5%	9.5%	31.8%	7.6%	10.8%	18.5%	5.3%	4.0%	7.6%
2001-2021	33.8%	32.2%	147.3%	24.8%	55.3%	69.9%	55.3%	34.4%	28.0%
Annual	1.7%	1.6%	7.4%	1.2%	2.8%	3.5%	2.8%	1.7%	1.4%
Population Growth by #									
	Comox	Parksville	Langford	Campbell River	Courtenay	Cumberland	Ladysmith	Qualicum Beach	BC
2006-2011	1242	984	6769	1614	2078	636	383	185	286570
2011-2016	401	476	6114	1821	1540	355	616	256	247998
2016-2021	778	1189	11242	2512	2781	694	453	360	352824
2001-2021	3634	4170	29069	6668	11016	1899	2534	2569	1276379
Annual	182	209	1453	333	551	95	127	128	63819

**Figure 1: Vancouver Island Communities Population Growth Rate**

This said, growth on mid-Vancouver Island will accelerate on an intuitive basis, based on formation of an investment triangle with Vancouver and Victoria – where mid-Vancouver Island offers an affordability value proposition. Immediate area growth is accelerating. Courtenay at 9.5% population growth between 2016 and 2021 is double the previous five-year growth rate. Cumberland at 31.8% population growth between 2016 and 2021 is 50% higher than the previous five-year growth rate. At 10% growth between 2016 and 2021, the Nanaimo CMA is one of the five fastest growing CMAs in Canada (Src: <https://www.cbc.ca/news/canada/british-columbia/census-data-population-growth-british-columbia-interior-1.6344994>). Langford (32%) and the Southern Gulf Islands (29%) are among the 25 fastest growing municipalities (census subdivisions) in Canada with at least 5000 inhabitants (Src: <https://www12.statcan.gc.ca/census-recensement/2021/as-sa/98-200-x/2021001/98-200-x2021001-eng.cfm>).

In-migration is contributing to growth of a family-age demographic, which is outpacing a perhaps traditional worldview of Vancouver Island as the home of 65+ retiree relocation (src:

[https://vancouverisland.ctvnews.ca/young-people-make-up-growing-number-of-newcomers-to-vancouver-island-report-1.5866073?fbclid=IwAR37ipiLzHtWP6QutPUjz2Zu\\_58LY2YdfIEZsZ9PO2z2OYXMLBsBi9Zpz4](https://vancouverisland.ctvnews.ca/young-people-make-up-growing-number-of-newcomers-to-vancouver-island-report-1.5866073?fbclid=IwAR37ipiLzHtWP6QutPUjz2Zu_58LY2YdfIEZsZ9PO2z2OYXMLBsBi9Zpz4))

## 2) Housing is Expensive in Comox

With development pressure comes housing affordability and attainability considerations (e.g. <https://www.nanaimobulletin.com/news/nanaimo-city-council-presented-with-shocking-housing-affordability-concerns/>). The Town of Comox is an expensive residential market (Figure 2), with the 2<sup>nd</sup> highest house price of nearby comparative communities.

Single Family Home Changes by Community	2018 Typical Assessed Value as of July 1, 2017	2022 Typical Assessed Value as of July 1, 2021	% Change	Assessed Value 2022 Rank (Low to High)
Courtenay	\$450,000	\$660,000	47%	3
<b>Comox</b>	<b>\$517,000</b>	<b>\$748,000</b>	<b>45%</b>	<b>6</b>
Cumberland	\$460,000	\$727,000	58%	5
Campbell River	\$401,000	\$620,000	55%	1
Ladysmith	\$426,000	\$644,000	51%	2
Qualicum Beach	\$615,000	\$853,000	39%	7
Parksville	448,100	\$677,000	51%	4

**Figure 2: Residential House Values (Src: BC Assessment)**

Median Value of Dwellings (Figure 3, Src: Census Canada, 2021) indicates a housing affordability value proposition vis a vis Vancouver and Victoria that, together with societal factors such as COVID-influenced hybrid work enablement, can be surmised as contributing to mid-island relocation. However, this value proposition is slipping, with Comox 10-year rate of dwelling value change that exceeds Canada, BC, and Victoria and Vancouver CMAs.

	2011	2021	2021 Rank (lowest to highest)	Rate of Change 2011-2021	Rate of Change Rank (lowest to highest)
<b>Comox</b>	<b>349,086</b>	<b>628,000</b>	<b>6</b>	<b>80%</b>	<b>7</b>
Courtenay	300,382	572,000	4	90%	9
Cumberland	324,447	650,000	7	100%	11
Campbell River	280,082	532,000	2	90%	9
Ladysmith	340,923	552,000	3	62%	1
Qualicum Beach	400,736	725,000	8	81%	8
Parksville	341,293	600,000	5	76%	5
Victoria CMA	549,458	850,000	9	76%	5
Vancouver CMA	598,085	1,050,000	11	75%	4
BC	448,835	785,000	10	68%	2
Canada	280,552	472,000	1	68%	2

**Figure 3: Median Value of Dwellings**

Comox has modest competitiveness in total costs of owned and rented dwellings. It should be noted that owner costs include mortgages, and while Comox has BC and Canada average household income, longer duration of residency in Comox could translate to relatively lower mortgage payments as properties have considerably appreciated in value in recent years.

	2011	2021	2021 Rank (lowest to highest)	Rate of Change 2011-2021	Rate of Change Rank (lowest to highest)
Comox	923	900	3	-2%	1
Courtenay	736	1040	4	41%	11
Cumberland	1189	1450	10	22%	4
Campbell River	945	1050	5	11%	3
Ladysmith	835	1070	6	28%	6
Qualicum Beach	467	640	1	37%	10
Parksville	684	740	2	8%	2
Victoria CMA	1057	1380	9	31%	9
Vancouver CMA	1246	1620	11	30%	8
BC	1023	1320	8	29%	7
Canada	978	1240	7	27%	5

**Figure 4: Median Monthly Shelter Costs - OWNED Dwellings**

	2011	2021	2021 Rank (lowest to highest)	Rate of Change 2011-2021	Rate of Change Rank (lowest to highest)
Comox	864	1200	4	39%	6
Courtenay	810	1230	5	52%	9
Cumberland	982	1250	6	27%	1
Campbell River	790	1170	3	48%	7
Ladysmith	853	1120	2	31%	2
Qualicum Beach	1012	1360	9	34%	3
Parksville	804	1300	7	62%	11
Victoria CMA	902	1350	8	55%	10
Vancouver CMA	968	1500	11	52%	8
BC	903	1370	10	36%	4
Canada	784	1070	1	36%	4

**Figure 5: Median Monthly Shelter Costs - RENTED Dwellings**

Affordability has a correlation with density and housing choice, which has current limited runway in the Town of Comox:

1) While there are 12 residential zones, standard R1.1 constitutes 73% of all residential lots, with a large minimum parcel size of 650m<sup>2</sup>/6500 sq. ft. There is limited pathway for densification in planning policy/zoning rules, especially compared to other communities seeking affordability and attainability solutions.

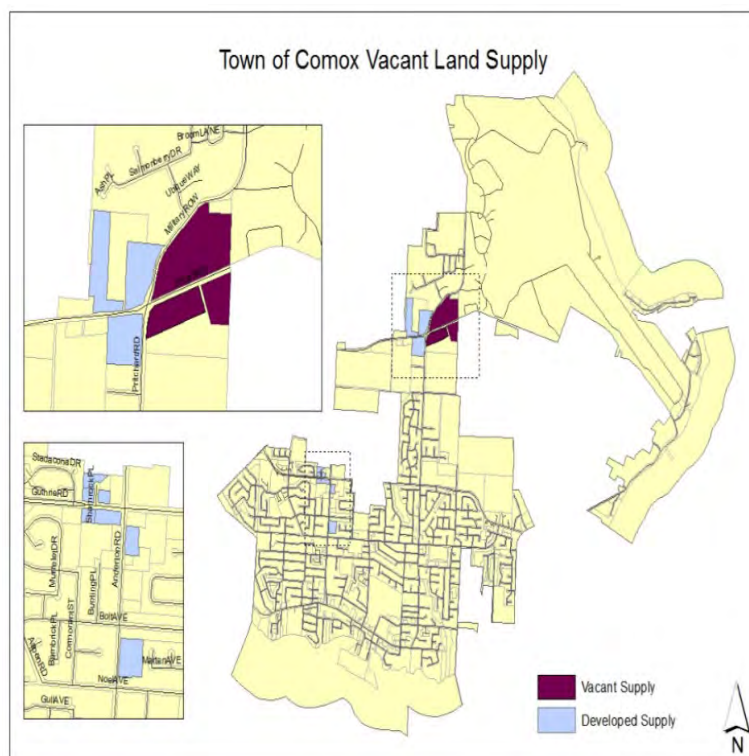
2) Canada and BC's supply challenge is real, a convergence of exclusionary zoning with associated red tape and NIMBY dynamic, aging construction workforce, rising Step Code construction standards and impact on market supply of master builders, and lack of availability of construction labour force due to market demand.

### 3) Land Supply in the Town of Comox is Limited

Figures 6 and 7 indicate the Town of Comox has limited net industrial and commercial land supply at 76 acres (Src: Comox Valley Employment and Industrial Lands-Based FDI Strategy, 2016). The largest supply of future industrial land in the Comox Valley (2/3 of land supply) is located within the Village of Cumberland (i.e. the Bevan Road lands).

Town of Comox					
Light Industrial	4.8	0.0	4.8	0	0%
Aeronautical Industrial	67.0	0.0	67.0	38.1	57%
Commercial	3.7	0.0	3.7	0.0	0%
Commercial - Industrial	1.4	0.0	1.4	0.0	0%

**Figure 6: Town of Comox Industrial/Commercial Land Supply (Src: Comox Valley Employment and Industrial Lands-Based FDI Strategy, 2016)**

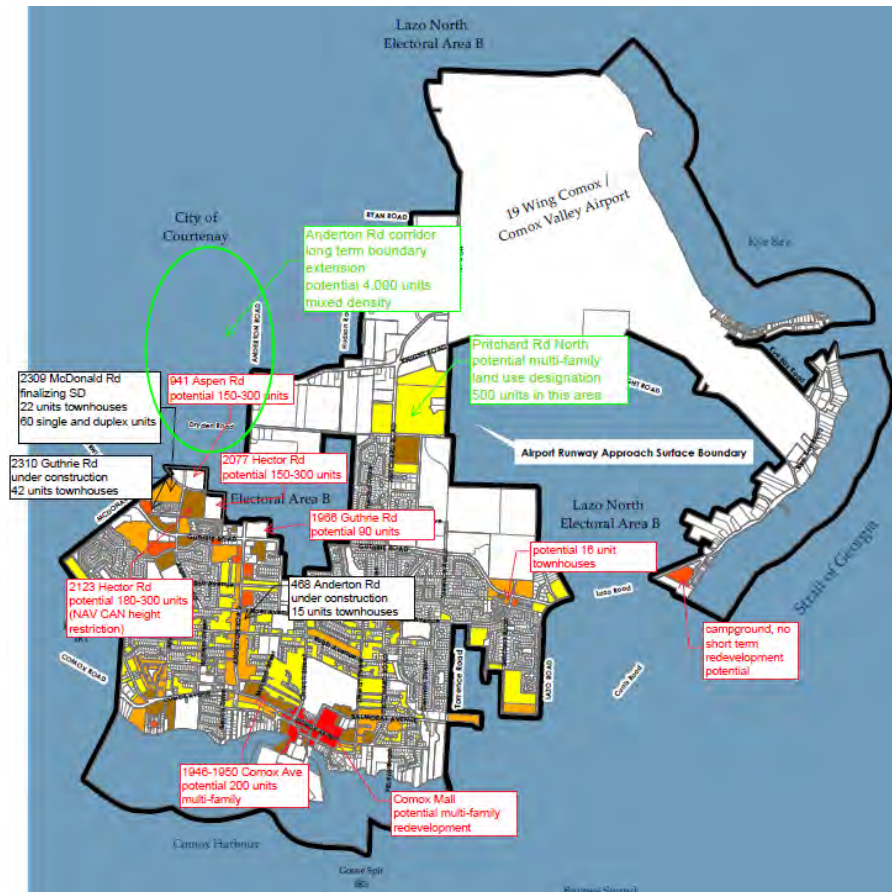


**Figure 7: Town of Comox Industrial/Commercial Land Supply (Src: Comox Valley Employment and Industrial Lands-Based FDI Strategy, 2016)**

Based on 10-year building permit average, there is an estimated 27 years of greenfield residential land supply and 32 years of greenfield commercial/industrial land supply.

LAND SUPPLY PROJECTION				
	Undeveloped	Current Assessment/Acre	10 Year Building Permit Avge	Land Supply - Years (not incl. infill)
Residential	436	1312747	20877749	27
Commercial/Industrial	70	2056231	4438507	32

However, vacant lands (zero building improvements) pulled from the Town of Comox assessment roll have question marks around degree of full developability. And residential land is largely infill vs greenfield, as noted in Figure 8 (Src: Town of Comox). Figure 7 indicate approximately 5500 units of infill development capacity. A 10-year housing start average of 90 suggests approximately 60 years of infill land supply. This said, infill development is inherently more micro, complex, time-consuming and conflict-based, especially if planning policy isn't enabling.



**Figure 8: Town of Comox Anticipated Residential Projects**

The convergence of strategic themes suggests that the long-term efficiency and effectiveness of the development process might best be served by consideration of the Town of Comox development vision.



House pricing, no immediate annexation plans, an older demographic and aging population in relative terms (Figure 9), and lack of comprehensive densification framework, indicate the Town of Comox will become more exclusive over time.



MEDIAN AGE - 2021			MEDIAN AGE - 2011			Change 2011-2021		
		Rank in Region (low to high)			Rank in Region (low to high)			Rank in Region (low to high)
Comox	52.4	5	Comox	49.1	6	Comox	3.3	5
Parksville	62	7	Parksville	58.2	7	Parksville	3.8	7
Langford	38.4	1	Langford	37.5	1	Langford	0.9	1
Campbell River	48	3	Campbell River	45.3	3	Campbell River	2.7	4
Courtenay	48.8	4	Courtenay	46.5	4	Courtenay	2.3	3
Cumberland	39.2	2	Cumberland	38.2	2	Cumberland	1	2
Ladysmith	52.8	6	Ladysmith	48.3	5	Ladysmith	4.5	8
Qualicum Beach	67.5	8	Qualicum Beach	63.9	8	Qualicum Beach	3.6	6
BC	42.8		BC	40.6		BC	2.2	

**Figure 9: Median Age**

A vision of an inclusive, “complete” community would have a markedly different policy framework, including:

- Annexation
- Non-residential (commercial/industrial) assessment ratio target to generate local employment with its numerous economic, municipal finance, and social benefits. To reach a target region-community average non-residential assessment ratio of 7.4%, based on projection of current development assessment per acre there’s a deficiency of 65 non-residential acres within the current Town of Comox boundary over and above the current 76 acre land supply. A key variable in this projection is density, an increase of which can be achieved via several planning policy tools (e.g. site coverage, parking standards). Given non-residential assessment per acre is 50% higher than residential assessment in the Town of Comox, the tax revenue implication of a 10-year shift that achieves a 7.4% non-residential assessment ratio at a projected 2032 tax rate (14.5372) is \$702,000/yr, or 6% of 2020 own-purpose taxation. This additional revenue has positive implications for asset management and amenity planning.
- Permitting densification in general via a number of available planning tools (e.g. greater site coverage, smaller lot sizes, greater height permissions, mixed use zoning).
- Permitting densification of R1.1 lots, particularly in areas where density has potential to be more accepted (e.g. adjacent to downtown), is a necessary infill pathway to explore if annexation is not a strategic priority for the Town of Comox.
  - Of note by way of example, since 2018 Edmonton’s RF1 (single detached residential) zone has enabled greater than one unit since 2018. Since 2019, the Village of Canal Flats (Figure 10) has permitted up to three residential units on the majority of residential zoning. Both communities permit subdivision of existing large residential lots to 50% - or roughly 2700 sq. ft. Duplexes are permitted. In June 2022, the City of Quesnel pre-approved secondary dwelling designs to help provide/fast track affordable housing - <https://cfjctoday.com/2022/07/31/quesnel-pre-approves-secondary-dwelling-designs-to-help-provide-affordable-housing/>



**Figure 10: Village of Canal Flats housing innovation framework**

- Consideration of Hybrid Code (zoning) that would better enable housing choice and affordability, and investment models. Key hybrid code features include performance standards focused more on visual/less on functional, fewer land uses, more permitted uses, reduced parking standards, no traditional single family R1 zoning, and use of visualization to address fear of change.
- Family-focused resident attraction strategy (economic development).

Neither vision (Exclusive vs Inclusive) is wrong. Vision is determined democratically. But conflict is inevitable if the Town of Comox doesn't have development vision clarity that it communicates to the community and the development community.



## APPENDIX B: REFERENCE MATERIAL

1.	<b>Development Approvals Process Review: Final Report from a Province-Wide Stakeholder Consultation (September 2019). Province of British Columbia.</b> <a href="https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr_2019_report.pdf">https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr_2019_report.pdf</a>
2.	<b>Homes for B.C.:</b> A 30-Point Plan for Housing Affordability in British Columbia. 2018. Province of British Columbia. <a href="https://www.bcbudget.gov.bc.ca/2018/homesbc/2018_Homes_For_BC.pdf">https://www.bcbudget.gov.bc.ca/2018/homesbc/2018_Homes_For_BC.pdf</a>
3.	<a href="https://vancouver.ca/news-calendar/permit-task-force-maintains-steady-progress-after-one-year.aspx">https://vancouver.ca/news-calendar/permit-task-force-maintains-steady-progress-after-one-year.aspx</a>
4.	<a href="https://storeys.com/hefty-development-fee-hikes-deterrent-housing/">https://storeys.com/hefty-development-fee-hikes-deterrent-housing/</a>
5.	<a href="https://www.nanaimobulletin.com/news/nanaimo-city-council-presented-with-shocking-housing-affordability-concerns/">https://www.nanaimobulletin.com/news/nanaimo-city-council-presented-with-shocking-housing-affordability-concerns/</a>
6.	<a href="https://vancouver.sun.com/news/local-news/b-c-housing-minister-doubles-down-on-threat-to-seize-zoning-powers-from-municipalities">https://vancouver.sun.com/news/local-news/b-c-housing-minister-doubles-down-on-threat-to-seize-zoning-powers-from-municipalities</a>
7.	<a href="https://assets.cmhc-schl.gc.ca/sites/cmhc/professional/housing-markets-data-and-research/housing-research/research-reports/2022/housing-shortages-canada-solving-affordability-crisis-en.pdf?rev=88308aef-f14a-4dbb-b692-6ebbddcd79a0">https://assets.cmhc-schl.gc.ca/sites/cmhc/professional/housing-markets-data-and-research/housing-research/research-reports/2022/housing-shortages-canada-solving-affordability-crisis-en.pdf?rev=88308aef-f14a-4dbb-b692-6ebbddcd79a0</a>
8.	<b>City of Coquitlam. Development Application Process Review:</b> Process Improvement Update 2020 (September 21, 2020) Development Application Process Review Update (October 10, 2019) 2021 Report Card City of Coquitlam Development Permit Application Guide How Development Happens Pre-Application Guide
9.	<b>City of Campbell River</b> <a href="https://campbellriver.ca/docs/default-source/planning-building-development/application-forms-guidelines/planning-development-application-form307dfe4e53fb62a298dbff000088bbe5.pdf">https://campbellriver.ca/docs/default-source/planning-building-development/application-forms-guidelines/planning-development-application-form307dfe4e53fb62a298dbff000088bbe5.pdf</a>
10.	<b>Canmore, Alberta – Sustainability Screening Report tool:</b> <a href="https://canmore.ca/municipal-services/residents-development-planning/planning-reference/sustainability-screening-report">https://canmore.ca/municipal-services/residents-development-planning/planning-reference/sustainability-screening-report</a>
11.	<b>Langford Community Amenity Contribution Standards</b> <a href="https://www.langford.ca/wp-content/uploads/2020/11/affordable-housing-park-amenity-contribution-policy.pdf">https://www.langford.ca/wp-content/uploads/2020/11/affordable-housing-park-amenity-contribution-policy.pdf</a>

# APPENDIX C: MEDIA SCAN

## Development & Housing in the News

During the course of the engagement, we have tracked and monitored media trends and announcements at the BC level and on a weekly basis that have a degree of relation to the concepts and elements contained in the development process report. The below articles represent the most recent media tracked.

### RESIDENTIAL REAL ESTATE

- Premier-in-waiting David Eby releases 100-day plan for BC housing, health, safety  
<https://vancouver.sun.com/news/politics/eby-releases-plan-bc>
- Calling Metro Vancouver's new civic leaders: Permit housing, not obstacles  
<https://renx.ca/calling-metro-vancouver-new-civic-leaders-permit-housing-not-obstacles>
- Expect “More of the Same” From Housing Market in Coming Months  
<https://storeys.com/more-of-the-same-housing-market-rbc-economist>
- Housing markets face a brutal squeeze  
[www.economist.com/finance-and-economics/2022/10/20/housing-markets-face-a-brutal-squeeze](http://www.economist.com/finance-and-economics/2022/10/20/housing-markets-face-a-brutal-squeeze)
- A global house-price slump is coming  
[www.economist.com/leaders/2022/10/20/a-global-house-price-slump-is-coming](http://www.economist.com/leaders/2022/10/20/a-global-house-price-slump-is-coming)
- Other people’s money, everyone’s problem: How real estate influencers are fuelling the housing crisis  
[www.theglobeandmail.com/business/article-real-estate-investing-social-media](http://www.theglobeandmail.com/business/article-real-estate-investing-social-media)
- Faith Wilson September 2022 – Vancouver Area Real Estate Market Analysis  
<https://faithwilson.com/september-2022-vancouver-area-real-estate-market-analysis>
- Mayor's housing plan: Can 220,000 units be built in Vancouver in 10 years?  
<https://dailyhive.com/vancouver/forward-together-kennedy-stewart-housing-plan-construction-vancouver>
- Housing remains low and slow throughout September in BC, across Canada  
<https://biv.com/article/2022/10/september-market-reports-show-housing-downturn-here-stay>
- BC Market Activity Remains Subdued in September  
[www.bcrea.bc.ca/economics/bc-market-activity-remains-subdued-in-september](http://www.bcrea.bc.ca/economics/bc-market-activity-remains-subdued-in-september)
- Have house prices dropped as much as we believe this year?  
[www.cmhc-schl.gc.ca/en/blog/2022/have-house-prices-dropped-as-much-as-we-believe-this-year](http://www.cmhc-schl.gc.ca/en/blog/2022/have-house-prices-dropped-as-much-as-we-believe-this-year)
- Housing market correction spreads widely across Canada  
<https://thoughtleadership.rbc.com/housing-market-correction-spreads-widely-across-canada>
- The road ahead for the economy and housing — fall 2022 update  
[www.cmhc-schl.gc.ca/en/blog/2022/road-ahead-economy-housing-fall-2022-update](http://www.cmhc-schl.gc.ca/en/blog/2022/road-ahead-economy-housing-fall-2022-update)
- The Rennie Landscape - Fall 2022  
<https://rennie.com/rennie-post/the-rennie-landscape-fall-2022>
- UBS Global Real Estate Bubble Index  
[www.ubs.com/global/en/wealth-management/insights/2022/global-real-estate-bubble-index.html](http://www.ubs.com/global/en/wealth-management/insights/2022/global-real-estate-bubble-index.html)
- Housing market recession deepens in BC  
<https://biv.com/article/2022/09/housing-market-recession-deepens-bc>
- Greater Vancouver housing supply increases in September with little impact on price  
<https://biv.com/article/2022/10/greater-vancouver-housing-supply-increases-september-little-impact-price>

- Canadian home buyers on the defensive  
<https://thoughtleadership.rbc.com/canadian-home-buyers-on-the-defensive>
- CMHC - Inclusion of affordable housing in new transit-oriented developments in Canadian cities  
[www.cmhc-schl.gc.ca/en/professionals/housing-markets-data-and-research/housing-research/research-reports/housing-needs/research-insight-inclusion-affordable-housing-new-transit-oriented-developments](http://www.cmhc-schl.gc.ca/en/professionals/housing-markets-data-and-research/housing-research/research-reports/housing-needs/research-insight-inclusion-affordable-housing-new-transit-oriented-developments)
- CMHC - Housing Market Insight  
[www.cmhc-schl.gc.ca/en/professionals/housing-markets-data-and-research/market-reports/housing-market/housing-market-insight](http://www.cmhc-schl.gc.ca/en/professionals/housing-markets-data-and-research/market-reports/housing-market/housing-market-insight)
- Housing Supply Targets Unlikely to be Met Due to “Significant” Labour Shortages  
<https://storeys.com/cmhc-labour-shortages-affordable-housing-goals-bc-alberta-ontario-report>
- Why Canada needs to come out 'full guns blazing' on housing  
<https://financialpost.com/executive/executive-summary/posthaste-why-canada-needs-to-come-out-full-guns-blazing-on-housing>
- Canada’s population is booming – and we aren’t building nearly enough homes  
[www.theglobeandmail.com/opinion/editorials/article-canadas-population-is-booming-and-we-arent-building-nearly-enough](http://www.theglobeandmail.com/opinion/editorials/article-canadas-population-is-booming-and-we-arent-building-nearly-enough)
- Buying a home has never been so unaffordable in Canada  
<https://thoughtleadership.rbc.com/buying-a-home-has-never-been-so-unaffordable-in-canada>
- CMHC to Revise Forecast, Expects Home Prices to Decline 15%  
<https://storeys.com/cmhc-revise-forecast-home-prices-decline-15>
- More British Columbians are opting to rent rather than own, report says  
<https://biv.com/article/2022/09/more-british-columbians-are-opting-rent-rather-own-report-says>
- Remote Work Drove Over 60% of House-Price Surge, Fed Study Finds  
[www.bloomberg.com/news/articles/2022-09-26/remote-work-drove-over-60-of-house-price-surge-fed-study-finds](http://www.bloomberg.com/news/articles/2022-09-26/remote-work-drove-over-60-of-house-price-surge-fed-study-finds)
- Singapore Ranks Among Most Attainable in New Asia Pacific Index  
<https://urbanland.uli.org/asia-pacific-edition/singapore-ranks-among-most-attainable-in-new-asia-pacific-index>
- The concept of a ‘starter home’ is becoming a distant memory  
[www.theglobeandmail.com/business/article-the-concept-of-a-starter-home-is-becoming-a-distant-memory](http://www.theglobeandmail.com/business/article-the-concept-of-a-starter-home-is-becoming-a-distant-memory)
- World's Highest Apartment, on New York's Billionaire's Row, Lists for \$250 Million  
<https://people.com/home/worlds-highest-apartment-new-york-city-market>
- Cool housing market puts a freeze on flipping  
[www.theglobeandmail.com/business/article-cool-housing-market-puts-a-freeze-on-flipping](http://www.theglobeandmail.com/business/article-cool-housing-market-puts-a-freeze-on-flipping)
- Canadian pandemic homebuyers have zero regrets, survey shows  
<https://biv.com/article/2022/09/canadian-pandemic-homebuyers-have-zero-regrets-survey-shows>
- UDI State of the Market Report Q2 2022  
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- Faith Wilson - Vancouver Area Real Estate Market Analysis August 2022  
<https://faithwilson.com/august-2022-vancouver-area-real-estate-market-analysis>
- Canadian home buyers feeling the heat of higher interest rates  
<https://thoughtleadership.rbc.com/canadian-home-buyers-feeling-the-heat-of-higher-interest-rates>
- Canadian households have lost billions in real estate cool-down  
[www.cbc.ca/news/business/armstrong-housing-real-estate-1.6584400](http://www.cbc.ca/news/business/armstrong-housing-real-estate-1.6584400)
- Housing inventory may reach crisis point in major Canadian centres, report finds  
<https://financialpost.com/real-estate/mortgages/housing-inventory-may-reach-crisis-point-in-major-canadian-centres-report-finds>
- Canada’s Housing Supply to Reach “Crisis Point” Without Intervention  
<https://storeys.com/canadas-housing-supply-to-reach-crisis-point-without-intervention>
- There is more at risk in Canada's housing downturn than just prices  
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# APPENDIX D: TAXATION PROJECTIONS

## DEVELOPER INTENTIONS: MUNICIPAL TAX PROJECTIONS

*Note: a tabbed Excel spreadsheet with tax projection scenarios is provided separate to this report.*

The Town of Comox is desiring a 10-year Development Pipeline projection of new doors and related residential assessment, and new commercial/industrial/mixed use assessment. Comprehensive understanding of planned developments and associated building-permit value-based assessment generates ability to create a tax revenue projection.

A Development Pipeline serves as a tool that is helpful not only to tax revenue and budget planning, but also infrastructure planning, recreation and school facilities planning, and asset management. The Development Pipeline synthesizes numerous spreadsheets currently being used to track all forms of permit applications into a single summary overview of both current and projected development activity. A Development Pipeline spreadsheet is considerably aided by a map that identifies each pipeline project. A comprehensive and current Development Pipeline database requires at least annual communication with developers re their development intentions, and monitoring of project progress. The reliability of the database is significantly influenced by development application status / development application approvals municipal performance standard.

A Developer Survey conducted in the summer of 2022 identified a project value pipeline of \$335,000,000. Based on previous 10-year assessment growth of \$1.380 B, this pipeline represents roughly 4 years of assessment growth and the addition of roughly \$1,392,852 in new annual total municipal tax revenue at a 2022 residential tax rate of 4.15777, and \$677,100 in new municipal-only tax revenue at a municipal-only residential tax rate of 2.02112. This assumes all new development is residential, which is reasonably accurate. This does not include small scale development (e.g. accessory dwelling units, single unit permits).

This projection is considered only modestly accurate at present due to a number of current database constraints. A Development Pipeline database structure that generates a more complete picture is provided under separate cover.

### Tax Forecasting Recommendations:

- 1) That the Town of Comox conduct an annual survey of developer intentions via developer meeting, email, or in-person contact for purpose of completing an annual update of a Development Pipeline.
- 2) That the Town of Comox create a single Development Pipeline database that includes Development Type, Name of Developer, Land Area, Number of Residential Units (if applicable), Application Status (including projects currently under construction), Anticipated First Construction Date, Building Permit Value or Estimated Unit Construction Value (note not construction value – which is not accurate for tax projection), and Estimated Construction Absorption Rate.
- 3) That the Town of Comox refine its BCAA land parcel database to identify each of residential and mixed-use portions of development to better enable any and all projections, including development pipeline, assessment, target assessment ratio, and density-based scenarios.

4) Refine understanding of current land area within municipal boundary to identify any and all parcels that have development restrictions that limit developability. Clarity of understanding better enables any and all projections, including development pipeline, assessment, target assessment ratio, and density-based scenarios.

## Alternative Projection Scenarios

Developer intentions is one way to plan for the future. Two additional models provide further insights:

### 1) Assessment Trend Projection

This method looks at assessment growth from 2013 to 2022 and projects tax revenue based on a comparative 10-year Vancouver Island change of tax rate (which has been declining due to rise in property values) for each of residential and non-residential development. Based on previous 10-year trend, this scenario forecasts an additional \$2.2 million of new tax revenue per year for the next 10 years, of which 48% or \$1,056,000/yr. is forecasted municipal-only portion of taxation. Note 1: this scenario generates additional annual revenue 1/3 above the current Development Pipeline scenario. Note 2: this forecast does not include new utility revenue projection.

10 YEAR ASSESSMENT GROWTH												
	2012	2021	Growth	Projected 10 Year Growth 2022-2032*	Projected Total 2032	Projected Annual Increase 2022-2032	2021 Tax Rate	10 Year Change of Vancouver Island Comparative Tax Rate	Projected Tax Rate - 2032*	Projected Taxes - 2032	Projected Annual Increase in Taxes	% of 2020 Own Purpose Taxation / Yr
RESIDENTIAL	\$1,912,855,263	\$3,292,529,276	\$1,379,674,013	\$1,379,674,013	\$4,672,203,289	\$137,967,401	5.29652	-21.8	4.19484384	\$19,599,163	\$1,959,916	17%
NON-RESIDENTIAL	\$111,613,851	\$161,825,723	\$50,211,872	\$50,211,872	\$212,037,595	\$5,021,187	17.92504	-18.9	14.53720744	\$3,082,435	\$308,243	3%
TOTAL	\$2,024,469,114	\$3,454,354,999	\$1,429,885,885	\$1,429,885,885	\$4,884,240,884	\$142,988,589				\$22,681,598	\$2,268,160	20%
*Note: using Comox Business Tax Rate. Industry = 5% of non-residential taxation in Comox												
*Projecting Trend												

A major variable in this scenario is developable land vs infill – with infill potentially generating challenge meeting past assessment growth performance. Based on land analysis (BCAA Use Codes), it appears there is enough land supply within the Town of Comox boundary so as to not constrain assessment growth projection:

LAND SUPPLY PROJECTION				
	Undeveloped	Current Assessment/Acre	10 Year Building Permit Avge	Land Supply - Years (not incl. infill)
Residential	436	1312747	20877749	27
Commercial/Industrial	70	2056231	4438507	32

### 2) Strategic Objective: Non-Residential Assessment Ratio

The Town of Comox currently has an assessment ratio of 3.9% non-residential and 96.1% residential. This is low, with a commercial ranking of 144 in BC (of 160 urban communities), and an industrial ranking of 111 in BC. An average of comparative communities (Courtenay, Parksville, Campbell River, Cumberland, Ladysmith, Qualicum Beach) non-residential assessment ratio – including Comox – is 7.4%.

Non-residential development has very significant and comprehensive positive impacts:



A strategic non-residential assessment ratio objective was developed via the following methodology:

- Access Town of Comox GIS and produce land analysis map by land use classification, including identification of vacant/under-utilized lands.
- Identify current built acreage by BC assessment categories.
- Identify undeveloped lands to current boundary by BC assessment categories.

	Property Class	Built (Acres)	Undeveloped and Developable (Acres)*	Undeveloped Acreage Land-Only Assessment	Developed Assessment (2022)	Total Acreage
	/BCAA Use Code					
Residential	01	3397	436	57637901	4459402251	3833
Utilities	02	17.45	0	0	2305700	17
Supportive Housing	03	0	0	0	0	0
Major Industry	04	0	0	0	0	0
Light Industry	05	15.535	23	281000	7680200	39
Business and Other**	06	81	47	13046000	166554701	128
Managed Forest Land	07	0	0	0	0	0
Recreation Property, Non-Profit Organization***	08	267	0	0	3347000	267
Farm	09	39	0	0	86422	39
<b>TOTAL</b>		<b>3817</b>	<b>506</b>	<b>70964901</b>	<b>4639376274</b>	<b>4323</b>
*Acreage with no recorded improvements-undevelopable lands						
**Business and Other: net removal of foreshore, schools						
***Recreation Property, Non-Profit Organization - includes 1478 acres - CFB Comox - removed for						

- Calculate current built /acre assessment values for each category.
- Use current /acre assessment per category to project to development of undeveloped lands.
- Use non-residential (commercial/industrial) assessment ratio target of comparative regional average of 7.4% to generate additional land requirement and associated change of tax revenue calculations. Key Assumption: future density equals current density.
- Use the non-residential assessment ratio target to drive land/assessment calculations for all other major BC assessment categories, and in so doing identify surplus or deficiency of non-residential lands based on target assessment ratio.
- Incorporate density/infill scenarios. 10% is relatively easy to achieve...parking standards, infill permissions for second and even third units depending on location, maximum site coverage, etc.

Scenario implications are as follows:

- To reach a 7.4% non-residential assessment ratio, there's a deficiency of 65 non-residential acres within the current Town of Comox boundary over and above the current 76 acre land supply.
- Given non-residential assessment per acre is 50% higher than residential assessment in the Town of Comox, the tax revenue implication of a 10-year shift that achieves a 7.4% non-residential assessment ratio at a projected 2032 municipal-only portion of the tax rate (8.61415815) is an additional \$206,000/yr. in municipal portion of taxation-only revenue over and above status quo. This additional revenue has positive implications for asset management and amenity planning.
- A key variable in this projection methodology is density, an increase of which can be achieved via several planning policy tools. Density variables include site coverage, residential units per acre including infill permissions for second and even third units, floor area ratio/maximum height, parking standards, lot sizing, and minimum build sizes.
- A 10% higher density - for new development only - shows that every 10% of additional taxation/acre achieves \$67,601,129 in additional assessment (1.26% of total assessment) \$405,000 in additional total municipal tax revenue/yr., \$216,000 in additional municipal portion-only tax revenue/yr., and a 0.13 proportionate rise in non-residential assessment ratio.
- A 10% higher density – for both new development and infill – shows that every 10% of additional taxation/acre achieves \$530,965,098 in additional total municipal tax revenue/yr. (9.1% of total assessment), \$2,500,000 in additional total municipal tax revenue/yr., \$1,100,000 in additional municipal portion-only tax revenue/yr., and a 0.13 proportionate rise in non-residential assessment ratio, and no proportionate rise in non-residential assessment ratio. Any density increase will generate direct, corresponding increase in municipal revenue. More municipal revenue/acre is considered desirable from a financial sustainability and asset management/re-investment perspective.
- A combination of pursuit of a higher non-residential assessment ratio + density increase would generate significant additional municipal revenue than status quo on the same land acreage.

## **APPENDIX E: COMMUNITY ORG CHARTS**



**TOWN OF COMOX**  
**Minutes of the Regular Council Meeting,**  
**held in Council Chambers on Wednesday November 16, 2022**

**Present:** Mayor N. Minions  
Councillors S. Blacklock, K. Grant, C. Haslett,  
J. Kerr, J. Meilleur, M. Swift (electronically)

**Absent:** Nil

**Staff Present:** J. Wall, Chief Administrative Officer  
S. Russwurm, Corporate Officer  
M. Kamenz, Director of Development Services  
G. Schreiner, Fire Chief  
S. Ashfield, Director of Operations

**Call to Order:**

The meeting was called to order at 5:00 p.m. with 8 members of the public in attendance.

Mayor Minions acknowledged that the Town of Comox is standing on the Unceded traditional territory of the K'omoks First Nation, the traditional keepers of this land.

Mayor Minions also said a few words about the passing of former Mayor Russ Arnott, and expressed sincere condolences to Russ' family. A moment of silence was held in his honour.

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**1. INTRODUCTION AND APPROVAL OF LATE ITEMS: NIL**

**2. ADOPTION OF AGENDA:**

**a. Adoption of the Agenda**

**Adoption of Agenda**

*That the November 16, 2022 Regular Council Meeting agenda be Adopted.*

(2022.302) -- CARRIED

**3. DELEGATIONS: NIL**

**4. ADOPTION OF MINUTES:**

**a. Regular Council Meeting Minutes**

**RCM Minutes**

1. *That the Minutes of the Regular Meeting of Council, held in Council Chambers on Wednesday September 21, 2022, be Adopted.*

(2022.303) -- CARRIED

2. *That the Minutes of the Regular (Inaugural) Meeting of Council, held in Council Chambers on Wednesday November 2, 2022, be Adopted.*

(2022.304) -- CARRIED



**b. Special Council Meeting Minutes**

**Special Council Meeting Minutes**

1. *That the Minutes of the Special Meeting of Council, held in Council Chambers on Tuesday September 27, 2022, be Adopted.*  
(2022.305) -- CARRIED
2. *That the Minutes of the Special Meeting of Council, held in Council Chambers on Wednesday September 28, 2022, be Adopted.*  
(2022.306) -- CARRIED
3. *That the Minutes of the Special Meeting of Council, held in Council Chambers on Wednesday October 5, 2022, be Adopted.*  
(2022.307) -- CARRIED

**5. COUNCIL COMMITTEE MINUTES AND REPORTS:**

**a. Strategic Planning Committee Meeting Minutes**

**Strategic Planning Committee Minutes**

*That the Minutes of the Strategic Planning Committee Meeting, held in Council Chambers on Wednesday November 9, 2022, be Received.*

(2022.308) -- CARRIED

**COMMITTEE RECOMMENDATIONS:**

- (1) Council Code of Conduct Policy CCL-073

**Council Code of Conduct**

1. *That a letter from Council be sent in support of the appointment of a Provincial Ethics Commissioner.*

(2022.309) -- DEFEATED

*[Opposed: Mayor Minions, Councillors SBlacklock CHaslett  
KGrant JKerr JMeilleur MSwift]*

2. *THAT Council Code of Conduct Policy CCL-073 be adopted.*

(2022.310) -- CARRIED

**6. CONSENT AGENDA:**

**a. Consent Agenda**

**Consent Agenda**

1. *That the Consent Agenda items as follows be received for information:*
  1. *Darrell McKay, September 20, 2022, requesting support for trip to Ukraine.*
  2. *Jack Shapka, September 23, 2022, parking regarding Northeast Woods use and request that the Town install residential parking only signs on Eton Road.*
  3. *Gail and Ray Challoner, September 26, 2022, parking concerns regarding construction of Providence Living Place.*
  4. *Regine and Paul Deane, September 28, 2022, roof water drainage for secondary dwelling.*

5. *Laura Matemisz, October 5, 2022, would like to see a more comprehensive mature tree protection bylaw in Comox.*
6. *Rosemary Lyle, October 5, 2022, suggesting that during the next election more consideration be made regarding the accessibility of voting place for seniors.*
7. *Jon Pascoe (Comox Valley Food Bank), October 10, 2022, growing opportunity to enhance service in Comox and surrounding area.*
8. *Maynard Harry (Indigenous Insight), October 20, 2022, offering Indigenous cultural awareness training.*
9. *Minister Nathan Cullen (Ministry of Municipal Affairs), October 21, 2022, Province of BC update regarding boundary extensions.*
10. *Len Landry, October 24, 2022, Providence Living construction staff parking on Beaufort.*
11. *Heather MacKenzie, October 24, 2022, paving the parking lot at NE Woods and requesting a garbage can at the entrance to Filberg Park.*
12. *Miriam Myers (Comox Valley Airport Commission, October 24, 2022, change to Comox Valley Airport Commission's Bylaw 3.3 regarding the Board of Directors.*
13. *Sean Woods, October 24, 2022, trespassing and fee schedule.*
14. *Jen Groundwater, October 25, 2022, development (Pritchard) and protecting our environment.*
15. *John Paulin (Royal Canadian Legion, BC/Yukon), October 24, 2022, including Sea Cadets in special ceremony/vigil.*
16. *Diana Gould (Ocean Pointe Strata), October 28, 2022, concern regarding excessive speed on Balmoral Ave.*
17. *Robert James (Point Holmes Recreation Association), October 31, 2022, requesting Town management in repairs needed at Point Holmes boat launch.*
18. *Jay Van Oostdam (Save Our Forests Team – Comox Valley), October 31, 2022, requesting support for a deferral of logging adjacent to Ramparts Creek and Browns River.*
19. *Minister Mitzi Dean (Ministry of Children and Family Development), October 31, 2022, declaring November Adoption Awareness Month.*
20. *Michael McKnight (United Way BC) , November 1, 2022, request to present on social issues and solutions from the United Way.*
21. *Kelsey Becir (Robb Road Elementary PAC), November 2, 2022, would like to participate in green bin composting program.*

## **TOWN OF COMOX - REGULAR COUNCIL MEETING MINUTES**

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- 22. *Betty Tate (Comox Valley Social Planning Society), November 2, 2022, requesting Council appointment to the Social Planning Society.*
- 23. *Maurito Prato (Comox Valley Food Policy Council), November 2, 2022, requesting Council appointment to Comox Valley Food Policy Council.*
- 24. *Angie Prescott (John Howard Society of North Island), November 3, 2022, requesting letters of support from community partners for development of a Situation Table.*
- 25. *Comox BIA Board of Directors, November 8, 2022, invite to the Downtown Comox Mayor Tree Lighting on November 25th.*
- 26. *Michel LeDevehat, November 10, 2022, would like to see a bylaw pertaining to smoking in public parks in Comox.*

(2022.311) -- CARRIED

- 2. *That item 17 (Point Holmes Recreation Association request for Town management in repairs needed at Point Holmes boat launch) be removed from the consent agenda for discussion.*

(2022.312) -- CARRIED

- 3. *That item 10 (Providence Living construction staff parking on Beaufort) be removed from the consent agenda for discussion.*

(2022.313) -- CARRIED

- 4. *That item 11 (paving the parking lot at NE Woods and requesting a garbage can at the entrance to Filberg Park) be removed from the consent agenda for discussion.*

(2022.314) -- CARRIED

- 5. *That item 21 (request from Ecole Robb Road Elementary to participate in green bin composting program) be removed from the consent agenda for discussion.*

(2022.315) -- CARRIED

- 6. *That item 6 (suggestion that more consideration be made regarding the accessibility of voting place for seniors) be removed from the consent agenda for discussion.*

(2022.316) -- CARRIED

- 7. *That item 22 (request of the Comox Valley Social Planning Society for a Council appointment) be removed from the consent agenda for discussion.*

(2022.317) -- CARRIED

- 8. *That Councillor Kerr be appointed to the Comox Valley Social Planning Society for a one-year term.*

(2022.318) -- CARRIED

- 9. *That item 23 (request of Comox Valley Food Policy Council for a Council appointment) be removed from the consent agenda for discussion.*

(2022.319) -- CARRIED

- 10. *That Councillor Meilleur be appointed to the Comox Valley Food Policy Council for a one-year term.*

(2022.320) -- CARRIED

**a. Consent Agenda**

**Consent Agenda**

11. *That item 26 (requesting a bylaw pertaining to smoking in public parks in Comox) be removed from the consent agenda for discussion.*  
(2022.321) -- CARRIED
12. *That item 4 (inquiry regarding roof water drainage for secondary dwelling) be removed from the consent agenda for discussion.*  
(2022.322) -- CARRIED
13. *That item 20 (requesting time to present to new Council) be received from the consent agenda for discussion.*  
(2022.323) -- CARRIED

**7. UNFINISHED BUSINESS:**

**a. Strategic Planning and Action Items Report - November 16, 2022**

**Strategic Planning and  
Action Items**

- That the Strategic Planning and Action Items Report for November 16, 2022 be received and filed for information.*  
(2022.324) -- CARRIED

**b. Council Appointments**

**Council Appointments**

1. *That Mayor Minions be appointed as alternate to the Vancouver Island Regional Library Board.*  
(2022.325) -- CARRIED
2. *That MNP LLP be appointed as the Town auditor for the 2023 calendar year.*  
(2022.326) -- CARRIED

**c. OCP Amendment OCP 22-1: Tree Cutting in Hazardous Areas - Post Public Hearing Report**

**OCP Amendment: Tree  
Cutting**

Mr. Jordan Wall, CAO, provided a brief summary of the issues and recommendations presented in the November 16, 2022 staff report on OCP Amendment OCP 22-1.

1. *That Comox Official Community Plan Amendment Bylaw 2006 section 3(1)(a) be amended by:*
  - a. *Adding the following text to beginning of sub-section (i):  
The following definitions apply to DPA #13 only:*
  - b. *Adding in alphabetical order the following definition to sub-section (i):  
Toe of slope means the lowest first significant and regular break in a slope.*
  - c. *Adding the following text as sub-section (iv):  
Adding the following text as Part 3, Section 3.13.4(H):  
Modification of vegetation located below the toe of the slope on properties shown shaded on the map, included in recommendation 1(c) of the November 16, 2022 Report to Mayor and Council titled "Tree Cutting in Hazardous Areas,*

## TOWN OF COMOX - REGULAR COUNCIL MEETING MINUTES

*Post Public Hearing Report, OCP Amendment OCP 22-1".*

(2022.327) -- CARRIED

2. *That a Public Hearing in respect of Comox Official Community Plan Amendment Bylaw 2006, as amended, be scheduled for December 7th, 2022 at d'Esterre House, 1801 Beaufort Avenue, and the Town publish the requisite notices as required by the Local Government Act.*

(2022.328) -- CARRIED

### 8. SPECIAL REPORTS: NIL

### 9. BYLAW ADOPTIONS: NIL

### 10. NEW BUSINESS:

#### a. Development Permit Variance Application DVP 22-1 - 237 Denman Street

##### 237 Denman Street

Mr. Jordan Wall, Chief Administrative Officer, provided a brief summary of the application.

*That staff be directed to seek an Arborist report that:*

- assesses the condition of the two mature Douglas fir trees in the rear yard of the subject property,*
- assesses the impact of the proposed development on the trees, and*
- provides recommended mitigation measures; and further,*

*That staff report back to Council with a DVP staff report that considers the implications of the Arborist report.*

(2022.329) -- CARRIED

*[Opposed: Councillors SBlacklock MSwift]*

#### b. Beaufort Avenue Upgrade Project (Church Street to Nordin Street)

##### Beaufort Avenue Upgrade

*THAT Council direct staff to proceed with the design of Beaufort Avenue (Church Street to Nordin Street) with the retention of the existing overhead electrical and communication services.*

(2022.330) -- CARRIED

*[Opposed: Councillors JKerr JMeilleur]*

#### c. Recreation Department Disposal of Assets

##### Disposal of Assets

*THAT Council authorise the disposal of Recreation Department assets listed in the November 16, 2022 report to Mayor and Council, titled "Recreation Department Disposal of Assets".*

(2022.331) -- CARRIED

### 11. NOTICES OF MOTION:

#### a. Notice of Motion: Strategic Planning Process (Councillor Kerr)

##### Strategic Planning

Whereas the Town of Comox is beginning its strategic planning process;

And whereas the development of strategic lenses will aid Council by providing structure to how decisions will be made;

Be it resolved that:

A Strategic Planning session be organized as soon as possible for Council, and that a consultant be found to aid Council in this session.

**12. CORRESPONDENCE: NIL**

**13. LATE ITEMS: NIL**

**14. REPORTS FROM MEMBERS OF COUNCIL:**

**a. Councillor Kerr**

Councillor Kerr advised that he attended:

- the elected officials legal orientation,
- the Comox Business in Action AGM,
- a Vancouver Island Regional Library Strategic Planning session,
- a Social Planning Society brown bag lunch,
- the Hallowe'en Parade,
- the Everyday Ableism event,
- the Inaugural Courtenay Council meeting,
- the Remembrance Day Ceremony,
- the Sewer Conveyance Open House,
- a Comox Valley Family Physician Recruitment and Retention Task Force meeting,
- an Elders Take Action meeting, and
- along with Councillor Grant, the first CVRD board meeting.

**b. Councillor Grant**

Councillor Grant advised that he attended:

- the Comox Business in Action AGM, and
- the CVRD board meeting.

**c. Councillor Meilleur**

Councillor Meilleur advised that she attended:

- the Business in Action AGM,
- Remembrance Day ceremony,
- the Sewer Conveyance workshop
- the Everyday Ableism event.

**d. Councillor Blacklock**

Councillor Blacklock advised that he attended:

- the Remembrance Day Ceremony,
- Sewer Conveyance Open House,
- the Business in Action AGM, and
- a Municipal Legal Update.

**e. Councillor Haslett**

Councillor Haslett advised that he:

- attended the Comox Business in Action AGM,
- attended the Remembrance Day Ceremony, and
- met with some board members of the d'Esterre Seniors' Society.

**f. Mayor Minions**

Mayor Minions advised that she:

- attended the Inaugural Regional District board meeting;
- attended the Inaugural City of Courtenay meeting virtually;
- participated in the Comox Valley Child Development Association Telethon;
- met with the Comox Valley Coalition to End Homelessness coordinator, along with the CAO;
- met with a local radio station;
- connected with the Comox Valley Record editor;
- attended the Remembrance Day Ceremony and laid a wreath,
- attended a public policy zoom workshop on creating public policy;
- attended the sewage conveyance workshop;
- met with a UBC student;
- met with some of the development community to discuss concerns;
- attended the Comox Business in Action meeting;
- attended and announcement regarding area based aquaculture management;
- met with the recreation department; and
- attended the Everyday Ableism workshop.

**17. RESOLUTION TO GO IN-CAMERA: NIL**

**18. RISE AND REPORT FROM IN-CAMERA: NIL**

**Adjournment:**

Regularly moved and seconded that the meeting adjourn at 6:41 p.m.

*CARRIED*

Certified correct pursuant to Section 97(1)(b) of the Community Charter.

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MAYOR

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CORPORATE OFFICER





**TOWN OF COMOX**  
**Minutes of the Regular Council Meeting,**  
**held in Council Chambers on Wednesday December 7, 2022**

**Present:** Mayor N. Minions  
Councillors S. Blacklock, K. Grant, C. Haslett,  
J. Kerr, J. Meilleur, M. Swift

**Absent:** Nil

**Staff Present:** J. Wall, Chief Administrative Officer  
S. Russwurm, Corporate Officer  
M. Kamenz, Director of Development Services  
G. Schreiner, Fire Chief  
S. Ashfield, Director of Operations

**Call to Order:**

The meeting was called to order at 5:00 p.m. with 23 members of the public in attendance. Mayor Minions acknowledged that the Town of Comox is standing on the Unceded traditional territory of the K'omoks First Nation.

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**1. INTRODUCTION AND APPROVAL OF LATE ITEMS:**

**a. Amendment of Agenda**

**Amendment of Agenda**

*That the Agenda be Amended to include a delegation by Barb Hanson from the Black Fin Marina.*  
(2022.332) -- CARRIED UNANIMOUSLY

**2. ADOPTION OF AGENDA:**

**a. Adoption of the Agenda**

**Adoption of Agenda**

*That the December 7, 2022 Regular Council Meeting agenda be adopted as amended.*  
(2022.333) -- CARRIED

**3. DELEGATIONS:**

**a. Barb Hanson: Change to Liquor Primary License – Black Fin Pub (132 Port Augusta St.)**

**132 Port Augusta Street**

Barb Hanson provided Council with a history of the application, and advised which step the process it at currently. She gave an overview of the structure of their liquor licence if the application is approved. She advised that she is asking Council to not go back to Public Hearing, which is what is recommended in the Planning Report.

**b. Peter Williams (Dragon Riders Youth Dragon Boat Team): Moorage space for dragon boat**

**Dragon Riders Moorage Space**

Mr. Williams provided an overview of his organization and advised that they are looking to secure moorage space for their dragon boat in the Municipal Marina.

- c. Holly Brotherston and Cleo Tetrault (Love Local Food Co.): Partnership and financial support**

**Love Local Food**

Cleo Tetrault and Holly Brotherston advised that they are hoping to establish a summer market in Marina Park, starting summer 2023. They provided a history of their business and advised that they envision a weekly, Thursday evening market of artisans, small business and food growers. They also identified the in-kind and financial assistance they are hoping to receive from Council.

- d. Russell Tibbles and Shawn Vincent (Simba Investments Ltd.): 1000 Pritchard Road Subdivision Application**

**1000 Pritchard Road**

Russell Tibbles and Shawn Vincent summarized their proposed development and advised that they are seeking subdivision approval for single family lots. They reviewed some of the challenges in dealing with the Town and advised that they are now at an unfortunate point to be sending an application to court.

**4. ADOPTION OF MINUTES:**

- a. Regular Council Meeting Minutes**

**RCM Minutes**

*That the Minutes of the Regular Meeting of Council, held in Council Chambers on Wednesday November 16, 2022, be Adopted.*

(2022.334) -- CARRIED

**5. COUNCIL COMMITTEE MINUTES AND REPORTS: NIL**

**6. CONSENT AGENDA:**

- a. Consent Agenda**

**Consent Agenda**

1. *That the Consent Agenda items as follows be received for information:*

- .01 Linda Ford, Help Ukraine, November 2, 2022, looking for donations to welcome baskets.*
- .02 Gayle Cousins, November 15, 2022, concerned with information about "tree bylaw policy".*
- .03 Majorie Moore, November 15, 2022, regarding destroying trees in the valley.*
- .04 Len Landry, November 16, 2022, concerned with the construction parking situation at Providence Living and if it will be ongoing once the facility is open.*
- .05 Amber Quigley, November 17, 2022, does not want the disc golf course replaced with a skate park.*
- .06 Jonathon Menz, November 17, 2022, suggests another location other than the disc golf course for the skate park.*
- .07 Marcus Bernardino, November 17, 2022, comments that disc golf course is perfect the way it is.*

## **TOWN OF COMOX - REGULAR COUNCIL MEETING MINUTES**

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- .08 Matthew Soder, November 17, 2022, does not want to repurpose the disc golf course for a skate park.*
- .09 Kevin Albers, M'akola Housing Society, November 17, 2022, requesting donations.*
- .10 Jesse Ketler, November 18, 2022, invitation to CVRD facility tour and legal orientation.*
- .11 Megan Ardyche, November 23, 2022, concerning logging on Mount Washington around Rampart Creek.*
- .12 Eric Haen, November 23, 2022, would like to see the skate park separate from the disc golf course.*
- .13 Pat and Len Everett, November 23, 2022, requesting gravelling the edges and filling holes on Kye Bay Rd.*
- .14 Ian Moul (Brooklyn Creek Watershed Society), November 23, 2022, would value the opportunity to discuss stormwater management options that are suitable for the Balmoral Avenue stream crossing.*
- .15 Vickey Brown, Mayor (Village of Cumberland), November 24, 2022, condolences.*
- .16 Stefan Szkwarek (Comox Valley United Soccer Club), November 25, 2022, would like to see the Town readjust priorities in terms of recreational facility development and put in a turf field.*
- .17 Nathan Cullen, Minister of Municipal Affairs, November 28, 2022, sending condolences.*
- .18 Linda Maccoomb, November 28, 2022, regarding a bike safety awareness campaign.*
- .19 Howard Robertson, Performing Arts Comox Valley, December 1, 2022, invite to upcoming events*

(2022.335) -- CARRIED

- 2. *That Item .02 (concerns regarding information about a "tree bylaw policy") be removed from the Consent Agenda for discussion.*

(2022.336) -- CARRIED

- 3. *That Item .05 (concerns regarding location of a skate park) be removed from the Consent Agenda for discussion.*

(2022.337) -- CARRIED

- 4. *That Item .04 (concerns regarding construction parking at Providence Living) be removed from the Consent Agenda for discussion.*

(2022.338) -- CARRIED

- 5. *That Item .14 (requesting an opportunity to discuss stormwater management options) be removed from the Consent Agenda for discussion.*

(2022.339) -- CARRIED

**a. Consent Agenda**

**Consent Agenda**

6. *That Item .16 (turf field development) be removed from the Consent Agenda for discussion.*  
(2022.340) -- CARRIED
7. *That Item .13 (Kye Bay Road edge) be removed from the Consent Agenda for discussion.*  
(2022.341) -- CARRIED
8. *That Item .18 (bike safety awareness campaign) be removed from the Consent Agenda for discussion.*  
(2022.342) -- CARRIED

**REGULARLY MOVED AND SECONDED THAT THE MEETING RECESS AT 5:54 P.M. UNTIL AFTER THE PUBLIC HEARING ON OCP AMENDMENT APPLICATION OCP 22-1**

**CARRIED**

**THE MEETING WAS CALLED BACK TO ORDER AT 6:59 P.M.**

**7. UNFINISHED BUSINESS:**

**a. Strategic Priorities and Action Items Report - December 7, 2022**

**Strategic Priorities and  
Action Items**

*That the Strategic Priorities and Action Items Report for December 7, 2022 be received and filed for information.*

(2022.343) -- CARRIED

**AT 7:00 P.M., COUNCILLOR KERR LEFT THE MEETING, DECLARING A CONFLICT OF INTEREST WITH THE NEXT ITEM ON THE AGENDA AS HE IS AN ADJACENT BUSINESS OWNER.**

**b. Change to Liquor Primary License – Black Fin Pub (132 Port Augusta St.)**

**132 Port Augusta Street**

*That, based on the public comments received during the recent rezoning application RZ 21-6 to increase the seating capacity of the Black Fin Pub (the Pub) located at 132 Port Augusta Street (Lot 2, Section 56, Comox District, Plan VIP69621), the Town of Comox Council's comments to the Liquor and Cannabis Regulation Branch (LCRB) on the prescribed considerations regarding the proposed increase to the Pub's existing Liquor Primary licenced capacity from 175 persons to 310 persons are as follows:*

- a) *The location of the establishment:*
  - i) *The subject property is located at the intersection of Port Augusta Street and Beaufort Avenue in Downtown Comox. Surrounding uses include abutting commercial uses to the east, Comox Harbour, wharf and Marina Park to the south, multi-family development to the west and commercial uses to the north.*
- b) *The person capacity and hours of liquor service of the establishment:*
  - i) *The subject property is zoned C4.1 Core Commercial.*  
*The proposed amendment of the existing Liquor Primary liquor licence with an existing total capacity of 175 persons (80 upper level indoor, 30 outdoor deck and 65 lower level patio) is to permit an additional 135 person capacity for the indoor lower level of the building for a new total Liquor Primary licensed*

**b. Change to Liquor Primary License – Black Fin Pub (132 Port Augusta St.)**

**132 Port Augusta Street**

*capacity of 310 persons permitted under the C4.1 zone of Comox Zoning Bylaw 1850 for the Pub at 132 Port Augusta Street, Comox, BC.*

- ii) In accordance with the Comox Business Regulation Bylaw No. 1882, 2018, section 8(6) Specific Business Regulations, the Black Fin Pub, being a Liquor Primary Licensed Establishment with a maximum seating capacity greater than 175, pursuant to Comox Zoning Bylaw 1850, is limited to the following hours of operation for liquor service:
  - from 9:00 AM to 11:00 PM Sundays to Thursdays and
  - from 9:00 AM to 12:00 AM midnight, Fridays and Saturdays.*
- c) The impact of noise on nearby residents:
  - i) *The Blackfin Pub occupies a 2 storey, commercial building surrounded by mixed use commercial-residential or marine (water) zoning on three sides and multi-family zoning on the west side. The upper deck and lower patio on the south side of the building are mostly uncovered and, therefore, anticipated to be used seasonally.*
  - ii) *The Pub is separated from the Multi-Family development to the west by Port Augusta Street which is approximately 20 m in width.**
- d) The impact on the community if the application is approved:
  - i) *If the application is approved, the impact is expected to be generally positive in that it will support:
    - a. *growth in tourism and capacity for an existing business;*
    - b. *more space will be available within the building for social distancing, should that be required by public health measures or preferred by the Pub's patrons.***
- e) The method the Town used to gather the views of the residents:
  - i) *A notice, as contained in Attachment 4 of the December 7, 2022 Planning Report PR 22-24 Change to Liquor Primary License – Black Fin Pub, 132 Port Augusta St. to Mayor and Council, advertising a Public Hearing on April 6, 2022 regarding rezoning application RZ 21-6 proposing to increase the maximum seating capacity of the subject property's Pub from 175 to 310 persons was:
    - a. *posted on the Town's website and Town Hall notice board; and*
    - b. *published in two consecutive editions of the Comox Valley Record newspaper (Mar 23, 2022 and Mar 30, 2022); and*
    - c. *mailed or otherwise delivered to owners and tenants within 75 metres of the subject property.**
  - ii) *A sign advertising the RZ 21-6 rezoning application was installed on the subject property.*
  - iii) *Written submissions from the public received at the time of the April 6, 2022 Public Hearing in response to rezoning application RZ 21-6 were provided to Council in Attachment 5 of the December 7, 2022 Planning Report PR 22-24 for Council's consideration of this Liquor License review application, copies of which will be forwarded to the General Manager of the Liquor and Cannabis Regulation Branch with this resolution.*
  - iv) *A Public Hearing for rezoning application RZ 21-6 was held on April 6, 2022 and the Public Hearing Minutes were provided to Council in Attachment 6 of the**

## TOWN OF COMOX - REGULAR COUNCIL MEETING MINUTES

*December 7, 2022 Planning Report PR 22-24 for Council's consideration of this Liquor License review application, copies of which will be forwarded to the General Manager of the Liquor and Cannabis Regulation Branch with this resolution.*

*f) The Town of Comox Council recommends:*

*that the existing Liquor Primary Licence for the Blackfin Pub, located at 132 Port Augusta Street in Comox be increased to permit a 135 person capacity in the indoor lower level of the building for a total maximum Liquor Primary licensed capacity of 310 persons.*

(2022.344) -- CARRIED

### 8. SPECIAL REPORTS: NIL

### 9. BYLAW ADOPTIONS: NIL

### 10. NEW BUSINESS:

#### a. Municipal Snow Plowing, Sanding, and De-icing Policy

##### Snow Plowing Policy

1. *That the snow clearing policy be amended to include the creation of a municipal/external snow clearing assistance list.*

(2022.345) -- DEFEATED

*[Opposed: Mayor Minions, Councillors SBlacklock CHaslett  
KGrant JKerr JMeilleur MSwift]*

2. *That a staff report be provided on the creation of a sidewalk snow clearing assistance plan taking into account community connections and accessibility issues.*

(2022.346) -- CARRIED

3. *That routes for sidewalk snow clearing assistance be reprioritized to consider school access.*

(2022.347) -- CARRIED

### 11. NOTICES OF MOTION:

#### a. Notice of Motion from November 16, 2022 RCM: Strategic Planning Process (Councillor Kerr)

##### Strategic Planning Process

1. *Whereas the Town of Comox is beginning its strategic planning process;*

*And whereas the development of strategic lenses will aid Council by providing structure to how decisions will be made;*

*Be it resolved that a Strategic Planning session be organized as soon as possible for Council, and that a consultant be found to aid Council in this session.*

*That the main motion be amended to allow for staff to bring a selection of potential candidates to Council for approval.*

(2022.348) -- CARRIED

- a. **Notice of Motion from November 16, 2022 RCM: Strategic Planning Process (Councillor Kerr)**

**Strategic Planning Process**

2. *MAIN MOTION AS AMENDED:*

*Whereas the Town of Comox is beginning its strategic planning process;*

*And whereas the development of strategic lenses will aid Council by providing structure to how decisions will be made;*

*Be it resolved that a Strategic Planning session be organized as soon as possible for Council, and that staff bring a selection of potential consultants to Council for approval to aid Council in this session.*

(2022.349) -- CARRIED

**12. CORRESPONDENCE:**

- a. **Donna Wedman (Comox Valley Dragon Boat Society / Hope Afloat Canada): Request for ongoing and affordable moorage at Comox Marina**

**Hope Afloat Moorage**

*That the September 7, 2022 letter from Donna Wedman of the Comox Valley Dragon Boat Society / Hope Afloat Canada be received and that moorage costs at the Municipal Marina be waived for 2023.*

(2022.350) -- CARRIED

- b. **Janette Martin-Lutzer (Comox Valley Ukrainian Society): Request for an extension of the Sail Building subsidy to June 2023**

**Ukrainian Society Request**

*That the November 19, 2022 email from Janette Martin-Lutzer of the Comox Valley Ukrainian Society be received, and that space be provided free of charge until the end of June 2023 at either the Sail Buildings or Community Centre Room B while the facilities are not otherwise booked.*

(2022.351) -- CARRIED

**13. LATE ITEMS: NIL**

**14. REPORTS FROM MEMBERS OF COUNCIL:**

- a. **Councillor Blacklock**

Councillor Blacklock advised that he attended:

- two Comox Business in Action meetings,
- the CVRD sewage commission as alternate director,
- the Lidstone legal orientation,
- the Chamber mixer, and
- the Rotary Everyone Eats Dinner event.

- b. **Councillor Swift**

Councillor Swift advised that she attended the CVRD sewage commission meeting.



**c. Councillor Haslett**

Councillor Haslett advised that he:

- met with residents of Wireless Road,
- xx,
- attended the d'Esterre Seniors Centre meeting
- xx,
- attended the CVRD infrastructure open house,
- attended the Mayor's tree lighting, and
- attended a Nautical Days Committee meeting.

**d. Councillor Kerr**

Councillor Kerr advised that he:

- attended a Nautical Days Committee meeting,
- attended Coalition to End Homelessness meeting,
- participated in an Equity in Public Policy zoom call,
- attended the Mack Laing Heritage Society's Film night,
- attended the Comox Valley Rotary Club's Everyone Eats fundraiser,
- attended the Remembrance Day Ceremony,
- attended the Christmas market and tree lighting,
- attended the Comox Fire Department awards banquet,
- attended the 19 Wing Commanders holiday open house,
- attended the Comox infrastructure open house,
- participated in a number of doctor recruitment meetings,
- attended the regional solid waste management board,
- attended the regional hospital board,
- attended the CVRD water committee meeting, and
- attended the CVRD recreation commission meeting.

**e. Councillor Grant**

Councillor Grant advised that he attended:

- the CVRD sewer commission meeting,
- the CVRD water committee meeting,
- the CVRD regional parks and trails committee meeting,
- the CVRD recreation commission meeting,
- the CVRD board meeting,
- the regional hospital board meeting,
- the regional solid waste management board meeting,
- the 911 Corporation meeting, and
- three open houses on the sewer conveyance project.

**f. Councillor Meilleur**

Councillor Meilleur advised that she:

- met with residents of Wireless Road,
- attended the CVRD regional parks and trails committee meeting,
- attended a food policy council meeting,
- attended the tree lighting, and
- attended the Fire Department awards banquet.

**g. Mayor Minions**

Mayor Minions advised that she:

- attended a meeting regarding homelessness and the unhoused,
- met with a community member to discuss neighbourhood emergency planning,
- participated in the Courtenay parade on behalf of Comox,
- met with Fire Chief Schreiner,
- participated in the Mayor's tree lighting and Comox market,
- attended a Mayor's leader lunch,
- met with K'omoks First Nation Chief Rempel,
- attended the Comox infrastructure open house,
- attended the Community Justice Centre AGM,
- attended the CVRD sewage conveyance open house,
- met with the Comox Valley Land Trust,
- met with Lee and Rob Everson regarding Rainbow House,
- attended a North Island College open house, and
- attended an Island Coastal Economic Trust meeting.

**17. RESOLUTION TO GO IN-CAMERA:**

**a. Exclude the Public**

**Exclude the Public**

*That the Public be Excluded from the Special In-Camera session of Council on Wednesday October 28, 2022 pursuant to the following sub-sections of section 90 of the Community Charter:*

*(1)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;*

*(1)(c) labour relations or other employee relations; and*

*(1)(g) litigation or potential litigation affecting the municipality.*

(2022.352) -- CARRIED

**THE MEETING WAS CLOSED TO THE PUBLIC AT 8:25 p.m.**

**THE REGULAR COUNCIL MEETING RECONVENED AT 9:15 P.M.**

**18. RISE AND REPORT FROM IN-CAMERA: NIL**

**Adjournment:**

Regularly moved and seconded that the meeting adjourn at 9:15 p.m.

CARRIED

Certified correct pursuant to Section 97(1)(b) of the Community Charter.

---

MAYOR

---

CORPORATE OFFICER

**Public Hearing Report and Meeting Minutes  
held in d'Esterre Seniors Centre  
on Wednesday December 7, 2022**

---

Present:

Mayor	N. Minions
Councillors	S. Blacklock, K. Grant, C. Haslett, J. Kerr, J. Meilleur, M. Swift
Staff	J. Wall, Chief Administrative Officer S. Russwurm, Corporate Officer M. Kamenz, Director of Development Services

Absent: Nil

The Public Hearing Meeting was called to order at 6:00 p.m. with 30 members of the public in attendance.

Mayor Minions acknowledged that the Town of Comox is standing on the Unceded traditional territory of the K'omoks First Nation.

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## **PUBLIC HEARING STATEMENT**

Mayor N. Minions made the following statement:

This Public Hearing is hereby convened pursuant to Section 464 of the Local Government Act for the purpose of hearing representations those persons who believe that their interest is affected by the proposed application:

### **Comox Official Community Plan Amendment OCP 22-1 (Tree Pruning/Cutting in Hazardous Areas)**

Comox Official Community Plan Amendment Bylaw 2006

The proposed bylaw has received first and second readings, but has not passed third reading or been adopted by Council. Notices of this Public Hearing have been published in accordance with the requirements of the Local Government Act. Also, a copy of the proposed bylaw, supporting documentation and any submissions to Council received from the public have been available for inspection at Comox Town Hall as required by the Local Government Act. Copies are also available for review at the desk of the clerk.

To maintain order and to ensure everyone a reasonable opportunity to be heard, I ask that each person wishing to speak first sign the Speaker's List, located at the desk of the Clerk. Once called by the Chair, please begin your presentation to Council by clearly stating your name and address. Please limit your presentation to five minutes. After all have had an opportunity to be heard, anyone wishing to have further input may once again sign the Speaker's List. Council will not debate with each other or members of the public. Council will not answer questions; we are here to hear from you. Technical questions may be directed by the Chair to the staff.

Everyone will be given a reasonable opportunity to be heard at this meeting. No one will be, or should feel, discouraged or prevented from making his or her views heard. Please refrain from any conduct that would intimidate others or discourage them from speaking.

## **Application Summary:**

In summary, the purpose of Comox Official Community Plan Amendment Bylaw 2006 is to amend Development Permit Area (DPA) #13 to:

- Exempt routine pruning of certain trees from the requirement to obtain a development permit provided certain conditions are met,
- exempt alteration of vegetation including tree removal on certain properties in Kye Bay from the requirement to obtain a development permit provided certain conditions are met, and
- add the lands that are adjacent to Golf Creek south of Beaufort Avenue into DPA #13 to protect development within 15 metres of the natural boundary of Golf Creek from hazardous conditions in relation to erosion and unstable slopes.

## **PUBLIC HEARING SUBMISSIONS**

Summary of written submissions:

- Letter received December 5, 2022 from Clarence Hookenson and Teri Posyniak, 1551 Kye Bay Road, clarifying information regarding their property and expressing concern with the Town's process.
- Email received December 6, 2022 from Mylisa and Rob Thompson, 1517 Kye Bay Road, expressing concerns with applicability of the proposed bylaw.
- Letter received December 7, 2022 from Rob Benson, 313 Wireless Road, expressing concerns with the restrictions in the proposed bylaw.
- Email received December 7, 2022 from Rob Benson, 313 Wireless Road, expressing concerns with the restrictions in the proposed bylaw.
- Email received December 7, 2022 from Lynne Larsen, 1545 Kye Bay Road, expressing concerns with the right to top trees.
- Email received December 7, 2022 from David Young, 427 Wireless Road, expressing concerns with limitations in the proposed bylaw.
- Letter received December 7, 2022 from Beverley Worbets, 335 Wireless Road, expressing concerns with the ability to care for the trees and neighbourhood.
- Email received December 7, 2022 from Robyn Rushford, 305 Wireless Road, requesting the proposal be changed to include the topping of all trees.
- Letter received December 7, 2022 from Cathy Cook, 353 Wireless Road, expressing concerns with the proposed bylaw.
- Letter received December 7, 2022 from Lissa Benson, 313 Wireless Road, recommending changes to the proposed bylaw.
- Letter received December 7, 2022 from Robert Argall, 387 Wireless Road, providing information regarding vegetation in the area.
- Letter received December 7, 2022 from Kevin Watson, 353 Wireless Road, summarizing his research of the issue.

### Summary of Speakers:

- Rob Benson, 313 Wireless Road, expressed concerns with the proposed bylaw, citing infringement on property rights, lack of support by geotechnical surveys, inability to obtain views or maintain the path and decrease in public safety.
- Bob Worbets, 335 Wireless Road, expressed concerns with the proposed bylaw, citing the loss in uninhibited views, loss in rights and resulting tree fall.
- Keith Wallace, 305 Wireless Road, expressed concerns with the proposed bylaw, citing slope stability, goodwill amongst neighbours and preservation of views and property values.
- Robyn Rushford, 305 Wireless Road, expressed concerns with the proposed bylaw, citing incorrect statements in the staff report and inability to trim bushes.
- Kevin Watson, 353 Wireless Road, expressed disagreement with the proposed bylaw, citing his review of all reports, and topping and trimming of trees is not detrimental to stability.
- David Young, 427 Wireless Road, identified changes he would like to see in the proposed bylaw.
- Robert Argall, 387 Wireless Road, provided some history on the nature and maintenance of vegetation on the bank.
- Bev Worbets, 335 Wireless Road, expressed concerns with the proposed bylaw, citing poor legislation and a desire to continue past practice.
- Lissa Benson, 313 Wireless Road, expressed concerns with the proposed bylaw, citing a lack of all applicable factors and recommended changes.
- Mylisa Evans, speaking for Lynne Larsen, 1517 Kye Bay Road, expressed concerns with the proposed bylaw, citing decreased property values, cost to remove danger trees and an archaic easement that does not take into account climate change.
- Mylisa Evans, 1517 Kye Bay Road, agreed with other speakers on need for neighbour relations and slope stability.
- Rob Benson, 313 Wireless Road, provided general comments on tree topping.

### **Close of Public Hearing:**

There being no further speakers wishing to make representation, Mayor Minions made the following statement:

I would remind those present that legal considerations prevent the members of Council from considering any representation made after the close of this Public Hearing.

Before closing the Public Hearing, I am going to call three times for any further speakers on any of the matters contained in the proposed bylaws.

For the first time, is there anyone who wishes to make any further representation?

For the second time, is there anyone who wishes to make any further representation?

For the third time, is there anyone who wishes to make any further representation?

There being no speakers, I declare this Public Hearing closed.

**Adjournment:**

Regularly moved and seconded that the meeting adjourn at 6:53 p.m.

*CARRIED*

**Submissions received at the meeting, are attached to these Minutes:**

- Rob Benson, 313 Wireless Road

Certified correct pursuant to Section 97(1)(b) of the Community Charter.

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MAYOR

Certified fair and accurate pursuant to Section 465(6) of the Local Government Act.



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CORPORATE OFFICER

Robert Benson 313 Wireless Road

Hi again: I just want to make it clear that we all agree that topping a tree isn't good for its health. This is why we use arborists who use techniques to minimize the damage to the trees. These techniques clearly work since several previously topped trees on the slope are now well over 100' high and have been there for over 30 years.

If a tree is topped, it is below the level of the slope and out of the wind, so the chances of it falling down and taking out a large portion of the slope are greatly decreased. Also, being shorter, the chances of it hitting a house on Wireless Road or Kye Bay road are also diminished.

This is why the geotechnical professional engineers have all said that the trees could be topped. I would add to this that an unsightly topped tree is small price to pay for the enhanced stability of the slope and safety of the surrounding houses.

*Robert Benson*

**RECEIVED**

December 7, 2022

**TOWN OF COMOX**





**TOWN OF COMOX**  
**Minutes of the Strategic Planning Committee Meeting,**  
**held in Council Chambers on Wednesday December 14, 2022**

---

**Present:**

Mayor	N. Minions
Councillors	S. Blacklock, K. Grant, C. Haslett, J. Kerr, J. Meilleur, M. Swift
Staff	J. Wall, Chief Administrative Officer S. Russwurm, Corporate Officer G. Schreiner, Fire Chief S. Ashfield, Director of Operations

**Absent:** Nil

**Call to Order:** The meeting was called to order at 5:00 p.m.

The Agenda was Adopted.

Mayor Minions acknowledged that the Town of Comox is standing on the Unceded traditional territory of the K'omoks First Nation.

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**1. DISCUSSION ITEMS:**

**a. Greenway Widths Within the Town of Comox**

The Committee received a presentation by CAO Jordan Wall and had a general discussion regarding existing greenways and future greenway widths.

**Adjournment:**

Regularly moved and seconded that the meeting adjourn at 5:49 p.m.

*CARRIED*

Certified correct pursuant to Section 97(1)(b) of the Community Charter.

---

CHAIR

Shaw)

LOG: 44-407	REFER:	AGENDA: RCM 11Jan23
FILE: 0400-03	ACTION: file	

RECEIVED

NOV 20 2022

TGW & CO

November 24, 2022

o - cfile 0400-03  
Copies - Council  
-JW/LP

Mayor Nicole Minions  
Town of Comox  
1809 Beaufort Avenue  
Comox, BC V9M 1R9

Dear Mayor Nicole Minions and Members of Council,

On behalf of the Shaw team, we congratulate you for your appointment to council. We appreciate the work of local governments in building safe, sustainable, prosperous communities across the province. We recognize access to high-speed internet and cellular services is vital to growing communities. Our relationship with local government is important as we operate network infrastructure, delivering Gig-speed internet, public WiFi and cellular service to communities across British Columbia.


For more than 50 years, Shaw and our committed team of thousands of employees successfully built and operated our businesses. But with 5G and other next-generation technologies on the horizon, we have decided that our businesses require more scale and capital to make the generational investments necessary to compete effectively in the long term while meeting our customers' evolving needs.

We need to find new homes for our businesses and that's why we have embarked on a series of transactions that will see Rogers acquire our wireline business and Quebecor, owner of Videotron, acquire our wireless business. We believe that these transactions will increase investment, competition, and choice across Canada.

With respect to our wireline business, a combined Rogers and Shaw will have the resources and assets to make the investments required to create a truly national connectivity provider that can grow and compete in British Columbia. With respect to our wireless business, Shaw will divest of Freedom Mobile to Quebecor. This will create a fourth wireless carrier that has a better capital position and operating advantages, that will allow them to sustainably invest and compete for the long-term.

We encourage local governments to reach out and let us know how our network infrastructure investments could support local broadband strategies, economic and social initiatives, or access to emergency services. If you have any questions, or seek additional information, please reach out to Kiersten Enemark, Government Relations Director, B.C. at [Kiersten.Enemark@sjrb.ca](mailto:Kiersten.Enemark@sjrb.ca)

Best Regards,

  
Chima Nkemdirim, Q.C.  
VP Government Relations



Kiersten Enemark  
Government Relations Director, B.C.

cc: CAO, Jordan Wall

**RECEIVED**

01Dec22

**PROVINCIAL OFFICE**

1245 East 7th Avenue, Vancouver, British Columbia, V5T 1R1  
P 604.681.7271 • F 604.661.7022 • 1.800.665.1868 • spca.bc.ca  
Charitable Registration # BN 11881 9036 RR0001

**TOWN OF COMOX**

Town of Comox  
[council@comox.ca](mailto:council@comox.ca)

November 30, 2022

LOG: 22-389	REFER:	AGENDA: RCM 11Jan23
FILE: 4020-20/01	ACTION: MR	

O - cfile 4020-20/01  
Copies - Council  
- JW/LP

Dear Mayor and members of Council,

On behalf of the British Columbia Society for the Prevention of Cruelty to Animals (BC SPCA), I'd like to congratulate you on your recent election success. As **two-thirds of British Columbians are pet owners**, and many more are animal and wildlife lovers, your constituents are keen to know how you will work to create more humane communities.

As you may know, the BC SPCA has been committed to protecting and enhancing the quality of life for domestic, farm and wild animals in British Columbia for over 125 years. We operate **42 facilities and provide a range of important community services** across the province, including emergency response for pets displaced by natural disasters, compassionate pet boarding for victims of interpersonal violence, curriculum-based education programs for youth, pet food banks and low cost spay/neuter and other veterinary services. To learn more about what we accomplished last year, please see our [2021 Annual Report](#).

Are you also aware of the evidence-based advocacy, policy and legislative work done by BC SPCA animal welfare experts? Our teams have contributed to recent provincial changes in rodenticide use and mink farming, reforms to national standards for animals used in research and farm animals, and advancing bills to end cetacean captivity and animal fighting. At the local government level, we have helped dozens of local and First Nation governments adopt **humane animal bylaws**.

We greatly value local government's important role in animal welfare and have support and resources to help your Council adopt enhanced animal-related bylaws for your community. Our [new bylaw search tool](#) provides examples of **progressive, BC SPCA-recommended bylaws** from communities across B.C., and we are happy to answer bylaw questions from your Council and staff.

In anticipation of this year's local government election, we surveyed BC SPCA supporters and members of the public to determine their priorities for local government action on six key animal welfare issues that you can act on or influence. We heard loud and clear that advocating to the province for pet-friendly housing was their top priority: **out of the 13,865 unique survey responses that we received from B.C. residents, an incredible 9,921 people ranked increasing the availability and affordability of pet-friendly housing as a number one priority.**

The inability to find pet-friendly housing is the primary reason that adult animals are surrendered to the BC SPCA, and accounts for almost 25 per cent of cat and dog surrenders every year. Over the past eight

years, we have taken in **more than 11,000 animals whose families could not find pet-friendly housing** (and this doesn't include the animals surrendered to other organizations or rehomed privately)! This doesn't just affect the BC SPCA or the animals who are surrendered. Research has shown that **pets improve our mental, physical and psychological health** and that their unconditional love, comfort and friendship is a lifeline for many people – particularly the most vulnerable.

The pandemic and the current housing crisis have intensified the importance of pets as members of many families, and heightened the heartbreaking decisions that must be made when pet-friendly housing cannot be found. Through our outreach and compassionate boarding programs, we know that many people choose to stay in inappropriate housing, go without housing or stay in abusive situations in order to keep their pets with them.

The other animal welfare issues included in the survey also received strong public support province-wide and are key to making our communities and province a more humane place for all of us:

Animal Welfare Issue	# of Top Priority Responses*
Advocating to the province for more pet-friendly housing	9,921
Creating bylaws to keep exotic animals in the wild	4,421
Restricting private use of fireworks to protect people and animals	3,825
Providing safe, accessible public parks and trails for dogs	3,812
Reducing human/wildlife conflicts with wildlife feeding bylaws	3,737
Humanely controlling rodents by ending the use of all poisons on local government property	3,282

\*Respondents could select more than one issue as a top priority

In light of this information, we hope you'll talk to your constituents about their priorities for animal welfare and take action to make your policies and bylaws more humane. To help you get started, I've included background information on the six key issues from our survey. In addition to this email and attachments, I have mailed you a package of our latest AnimalSense magazine and Science & Policy newsletter. You can also find more ways to take action for animals by [signing up for Action Alerts](#) on our website.

We appreciate working in partnership with you to provide animal care services for your community and look forward to continuing to collaborate to improve animal welfare in the Town of Comox. Please let me know if you have any questions or would like to schedule a presentation from a BC SPCA representative. We are eager to work with you to make your community and our province a safer, more caring place for animals and people.

Sincerely,



Sarah Herring  
BC SPCA Government Relations Officer



# YOU CAN ADVOCATE FOR PET-FRIENDLY HOUSING

*British Columbia is in a housing crisis, and finding a home that allows pets is even more difficult. Vulnerable people that need a pet's companionship the most often have the hardest time.*

The BC SPCA's mission is to enhance the quality of life for domestic, farm and wild animals in British Columbia.

Have questions about how you can improve animal welfare in your community?

Contact us at:  
1-855-622-7722

[animalbylaws@spca.bc.ca](mailto:animalbylaws@spca.bc.ca)



*The BC SPCA respectfully acknowledges that we live, work and play on the unceded traditional territories of the numerous and diverse First Nations within British Columbia.*

*We express our gratitude to all Indigenous communities - First Nations, Métis and Inuit - for stewarding and sharing this land.*

**BCSPCA**  
SPEAKING FOR ANIMALS

[spca.bc.ca](http://spca.bc.ca)



## WHY IS THIS AN ISSUE?

Most pet owners consider their animals an important part of their family, and research has proven that pets improve our physical, mental and emotional health and well-being. However, many families have to make the heartbreaking choice between keeping their pets and finding a place to live. Approximately 25% of all cats and dogs surrendered to the BC SPCA (totaling more than 11,000 animals and families over the past eight years) are victims of a lack of pet-friendly housing.

Already vulnerable populations, including those earning low incomes, young people, seniors and women are disproportionately impacted by the lack of pet-friendly housing across the province - and these are the very people who often rely on the love and support of their pets the most.



## WHAT CAN WE DO?

Although local governments are not primarily responsible for housing, you can call on the provincial government to increase the availability and affordability of pet-friendly housing in your community and across British Columbia. You can also work with MLAs, housing developers, non-profit housing providers and landlords in your community to advocate for more pet-friendly housing and find creative solutions that protect families with pets as well as landlords and stratas.



## WHO ELSE HAS TAKEN ACTION?

Ontario's Residential Tenancies Act does not allow landlords to include "no pet" clauses in rental agreements or to charge additional pet deposits on top of regular damage deposits. In 2020, the City of Vancouver passed a motion to ask the province to prohibit "no pet" clauses in rental contracts in B.C.





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SPEAKING FOR ANIMALS

[spca.bc.ca](http://spca.bc.ca)

# YOU CAN HELP HUMANELY CONTROL RODENTS

*Even though rodents and other wild animals can pose a health risk or be seen as a nuisance, they don't deserve to be treated inhumanely.*



## WHY IS THIS AN ISSUE?

Each year, millions of rodents and other animals suffer cruel deaths from inhumane pest control methods like glueboards and poison. Rodents trapped on glueboards often die slowly from suffocation, dehydration or exposure. Birds, small animals such as squirrels or chipmunks, and cats can also be trapped and die on glueboards.

Rodent poisons (rodenticides) cause a slow, painful death and can also kill owls, eagles, cats and dogs who eat poisoned rodents or the poison itself.

Thanks to action by thousands of animal welfare supporters and over 20 B.C. municipalities, the provincial government announced a temporary ban on three specific second-generation anticoagulant rodenticides in July of 2021, then a permanent ban set for January 21, 2023. Find out more [here](#).



## WHAT CAN WE DO?

You can personally take steps to rodent-proof your home, car or office, use AnimalKind standards to humanely control nuisance wildlife and encourage your friends and neighbours to do the same. As a local government, you can adopt policies to ban the use of all types of harmful rodenticides and glueboards on all municipal property and educate your residents on humane methods of rodent control.



## WHO ELSE HAS TAKEN ACTION?

At least 23 B.C. municipalities (listed [here](#)) have passed motions or bylaws to ban all rodenticides (not just second-generation anticoagulants) on all municipal property to focus on prevention, exclusion and humane control.

Find more BC SPCA-recommended progressive bylaws [here](#).



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[animalbylaws@spca.bc.ca](mailto:animalbylaws@spca.bc.ca)



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**BCSPCA**  
SPEAKING FOR ANIMALS  
[spca.bc.ca](http://spca.bc.ca)

# YOU CAN HELP KEEP EXOTIC ANIMALS IN THE WILD

*Exotic animals suffer when they're captured, kept, bred in captivity and sold as pets or entertainment. Removing them from the wild, and releasing them in B.C., damages sensitive ecosystems.*



## WHY IS THIS AN ISSUE?

Exotic animals are wild animals; they haven't been domesticated over thousands of years like cats or dogs. Even generations of captive breeding does not remove their wild instincts and needs. They suffer in captivity and most people don't have the resources or knowledge to fully meet their physical, behavioural and psychological needs.

Removing exotic animals from their natural habitat damages fragile ecosystems and can threaten the survival of wild populations. When they're released in B.C., they can harm our ecosystem and threaten native wildlife. Exotic animals can also transfer serious diseases to humans or other animals, and injure their owners. Learn more about the problem with exotic pets [here](#).

The B.C. Wildlife Act only regulates the most dangerous exotic animals as Controlled Alien Species, leaving local governments to deal with other exotic species such as serval cats, kangaroos, ball pythons, parrots and turtles.



## WHAT CAN WE DO?

You can personally choose not to keep exotic pets or support businesses that display or sell them, and educate others about the exotic pet trade. As a local government, you can adopt bylaws that prohibit keeping, breeding, selling and displaying exotic animals and their hybrids.



## WHO ELSE HAS TAKEN ACTION?

City of Courtenay:  
Bylaw No. 1897

City of Fort St. John:  
Bylaw No. 2527

Ahousaht First Nation:  
Bylaw No. 2019-01

Find more BC SPCA-recommended progressive bylaws [here](#).





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**BCSPCA**  
SPEAKING FOR ANIMALS

[spca.bc.ca](http://spca.bc.ca)

# YOU CAN PROVIDE PUBLIC SPACES FOR DOGS

*Safe, accessible dog-friendly spaces, especially in higher density neighbourhoods, can be important places for dogs and people to exercise and socialize outdoors.*

## ? WHY IS THIS AN ISSUE?

Increasing rates of pet ownership and increasing density in our neighbourhoods mean there is less private space for dogs (like personal backyards). This has created a growing demand for safe, accessible, dog-friendly public spaces. Research has shown that pets contribute to their owner's mental, physical and emotional health, so making communities more welcoming for dogs is also an investment in people's health and well-being.

Dog-friendly public spaces can be a great place for well-socialized dogs and their owners to exercise, enjoy the outdoors and socialize with other dogs and people. Designated off-leash areas can reduce conflicts with other park users, reduce unsanctioned off-leash activity in more sensitive areas and protect wildlife.



## WHAT CAN WE DO?

You can talk to your friends, neighbours and dog owners in your community to find out what spaces they use and value, and what else might be needed.

As a local government, you can analyze access to and distribution of safe, accessible dog-friendly spaces throughout your community and allocate land and financing to develop more spaces where needed.



## WHO ELSE HAS TAKEN ACTION?

The City of Vancouver adopted its People, Parks and Dogs: A Strategy for Sharing Vancouver's Parks in 2017.

The District of Saanich is currently developing a People, Pets and Parks strategy.



The BC SPCA's mission is to enhance the quality of life for domestic, farm and wild animals in British Columbia.

Have questions about how you can improve animal welfare in your community?

Contact us at:  
1-855-622-7722  
[animalbylaws@spca.bc.ca](mailto:animalbylaws@spca.bc.ca)



*The BC SPCA respectfully acknowledges that we live, work and play on the unceded traditional territories of the numerous and diverse First Nations within British Columbia.*

*We express our gratitude to all Indigenous communities - First Nations, Métis and Inuit - for stewarding and sharing this land.*

**BCSPCA**  
SPEAKING FOR ANIMALS  
[spca.bc.ca](http://spca.bc.ca)

# YOU CAN REDUCE CONFLICTS BETWEEN PEOPLE & WILDLIFE

*The most effective way to solve wildlife conflicts is to prevent them before they happen. Feeding wild animals is harmful and dangerous for us and them.*

## ? WHY IS THIS AN ISSUE?

When wild animals eat human food instead of their natural diet, their health suffers. If they come to rely on us for food, it can disrupt their natural movement and migration patterns and lead to the spread of disease. Wild animals who regularly interact with humans lose their healthy sense of fear and can become a nuisance and a public safety concern.

Even if feeding isn't intentional, wildlife can be attracted to our neighbourhoods by improperly stored garbage, compost, bird feeders, dirty barbecues, pet food, and fruit in trees or on the ground. Get more information about the dangers of feeding wildlife [here](#).

The B.C. Wildlife Act only prohibits the feeding of dangerous wildlife such as bears, cougars, coyotes or wolves, leaving local governments to regulate the feeding and management of attractants for other wildlife species.



## WHAT CAN WE DO?

You can personally refrain from feeding wild animals, make sure you properly manage your garbage, compost, gardens and barbecues and encourage your friends and neighbours to do the same.

As a local government, you can adopt bylaws that prohibit intentional feeding and require proper storage and management of attractants.



## WHO ELSE HAS TAKEN ACTION?

<b>District of Tumbler Ridge:</b>	<b>City of Vancouver:</b>	<b>City of Coquitlam:</b>
Bylaw No. <u>692</u>	Bylaw No. <u>13321</u>	Bylaw No. <u>4284</u>

Find more BC SPCA-recommended progressive bylaws [here](#).

# YOU CAN PROTECT ANIMALS & PEOPLE FROM FIREWORKS

*Fireworks might seem like harmless entertainment, but they can have far-reaching and long-lasting impacts on animals, people and the environment.*



The BC SPCA's mission is to enhance the quality of life for domestic, farm and wild animals in British Columbia.

Have questions about how you can improve animal welfare in your community?

Contact us at:  
1-855-622-7722  
[animalbylaws@spca.bc.ca](mailto:animalbylaws@spca.bc.ca)



*The BC SPCA respectfully acknowledges that we live, work and play on the unceded traditional territories of the numerous and diverse First Nations within British Columbia.*

*We express our gratitude to all Indigenous communities - First Nations, Métis and Inuit - for stewarding and sharing this land.*

**BCSPCA**  
SPEAKING FOR ANIMALS  
[spca.bc.ca](http://spca.bc.ca)



## WHY IS THIS AN ISSUE?

Exploding fireworks can terrify pets, farm animals and wildlife. Frightened animals are more likely to panic, try to escape or act uncharacteristically. This may mean pets bolting through doors and into traffic, farm animals trampling through fences and breaking limbs, and wildlife flying into buildings or abandoning vulnerable young.

Fireworks can also injure and traumatize people, including those with sensory issues and PTSD, veterans, and survivors and witnesses of gun violence. Structure fires and wildfires can be sparked by fireworks, particularly in dry conditions. Toxic chemicals and debris from fireworks can contaminate air, water and soil, and the debris that's left behind can be eaten by wildlife or domestic animals.

Learn more about the dangers of fireworks [here](#).



## WHAT CAN WE DO?

You can personally refrain from setting off fireworks and encourage your friends and neighbours to do the same. You can also keep your pets safe indoors on nights when fireworks are usually set off.

As a local government, you can adopt bylaws to prohibit the sale of fireworks and control when and where fireworks can be set off. You can also prohibit the use of fireworks or require permits and proper training and certification.



## WHO ELSE HAS TAKEN ACTION?

**City of Vancouver:**  
Bylaw No. 12472

**District of Saanich:**  
Bylaw No. 8865

**City of Mission:**  
Bylaw No. 1706

Find more BC SPCA-recommended progressive bylaws [here](#).

## Town of Comox – Administration

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**From:** no-reply@web-response.com on behalf of Town of Comox <no-reply@web-response.com>  
**Sent:** December 4, 2022 9:35 AM  
**To:** Town of Comox – Administration  
**Subject:** Webform submission from: Contact Us > Content rows

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**RECEIVED**

05Dec23

Submitted on Sun, 12/04/2022 - 09:34

**TOWN OF COMOX**

Submitted by: Anonymous

Submitted values are:

LOG: 22-390	REFER:	AGENDA:  RCM 11Jan23
FILE: 5400-11	ACTION: MR	

**First name:**  
Martin

**Last name:**  
Davies

**Phone:**  
[REDACTED]

**Email:**  
[REDACTED]

O - cfile 5400-11  
Copies - Council  
-JW/SA/SR/LP

### Feel free to ask us a question or provide feedback:

To the Council Members, Town of Comox:

Hello everyone,

I wish you to know how happy I am with the way the Comox Public Works crew deal with the snow when it arrives. It's wonderful to see how quickly they get on with the job of :

1. salting the roads in preparation for a forecasted snowfall.
2. ploughing the roads when the snow actually arrives.

The crew does a magnificent job of keeping Comox residents and visitors to Comox, safe when on the roads. I have written directly to the department of public works, but I wanted council members also to know how I appreciate what's being done to keep us safe.

Yours sincerely,  
Martin Davies

[REDACTED]  
Comox

THE HONOURABLE MOBINA JAFFER, K.C.  
SENATOR – BRITISH COLUMBIA



SENATE | SÉNAT  
CANADA

L'HONORABLE MOBINA JAFFER, C.R.  
SÉNATRICE – COLOMBIE-BRITANNIQUE

RECEIVED

DEC 06 2022

October 18, 2022

TOWN OF COMOX

LOG: 22-406	REFER:	AGENDA:  RCM 11Jan23
FILE: 0400-03	ACTION: file	

Her Worship Nicole B Minions  
Mayor of the Town of Comox  
1809 Beaufort Ave  
Comox BC V9M 1R9

o - cfile 0400-03  
Copies - Council  
-JW/LP

Dear Madam Mayor,

Please accept my sincerest congratulations on your successful campaign in the 2022 election.

As a BC Senator, I look forward to working with you to serve British Columbians.

Best wishes for your success as you prepare to take up the responsibilities and challenges of your high office.

Sincerely,

The Honourable Mobina S.B. Jaffer, K.C.  
Senator for British Columbia

RECEIVED

06Dec22

TOWN OF COMOX

LOG: 22-393	REFER:	AGENDA:  --
FILE: 3320-20/22	ACTION: MR	

o - cfile 3320-20/22-01  
Copies - Council  
- JW/MK/LP

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From: Scoty [REDACTED]  
Sent: December 6, 2022 10:27 AM  
To: council <[council@comox.ca](mailto:council@comox.ca)>  
Cc: agenda <[agenda@comox.ca](mailto:agenda@comox.ca)>  
Subject: Attn: Mayor and Council. Re Pritchard Rd. Forest. Simba Developments

**Dear Mayor and Council,**

**Re: Simba Development Pritchard rd.**

**I find it unbelievable that the Town of Comox would even consider clearing over 60 acres of carbon sequestering urban forest when our globe is facing a climate crisis. Billions of dollars damage last November due to flooding and landslides, heat dome killing over 600 people, raging forest fires globally, droughts causing water shortages, glaciers melting, 1990 species threatened in in B.C..**

**Vancouver Island once had 170 glaciers and now there are 10 left. What is the back up plan when the glacier is gone and we run out of water? We need to take climate change seriously. Trees absorb water and control run off.**

**When we build we need to consider the needs of all living things not just humans. As we, as humans, continue to increase the pressure put on the plant and animal kingdom, the need to restore biodiversity and protect wildlife has never been more urgent or more clear.**

**This is taken directly from the Comox Valley Sustainability Strategy and/or the RGS as recommendations for the Town of Comox: Largely ignored.**

**Our forests, meadows, wetlands, and water bodies are the foundation of both our health and wealth. Protecting green space provides us with all of the basic fundamentals of life such as clean water, air and soil, as well as resources such as food, timber and minerals. Our care of ecosystems acknowledges a respect for all species and the psychological and spiritual values of natural areas. One way to protect people and communities from future heat waves is adding tree canopies. Indicated priorities are for the Town to focus its efforts to enhance the parks system through the acquisition of large natural forested parcels, environmentally sensitive areas as well as protect strategic greenway corridors. Our tree canopy is diminishing rapidly.**

**The BC wildlife act states that anyone who kills or harms an endangered or threatened species will receive penalties – conviction could mean a fine of \$500,000 and three years in jail. Will there be an environmental assessment**

**done on these forests? Bats (endangered), owls, pigeons, swallows were not considered when the barn was torn down at the Weaver Place subdivision!**

**Trees are the lungs of the earth producing the oxygen that we breathe. The ones storing the most carbon, can take decades to reach maturity – decades we probably don't have.**

**[REDACTED]  
205 Gage rd.  
Comox.**



**RECEIVED**

07Dec22

**TOWN OF COMOX**

LOG: 22-395	REFER:	AGENDA: RCM 11Jan22
FILE: 5400-09	ACTION: MR	

o - cfile 5400-09  
Copies - JW/SA/LP/Bylaw

From: Evelyn Nixon [REDACTED]  
Sent: December 6, 2022 5:11 PM  
To: council <council@comox.ca>  
Subject: Sidewalk lack of snow removal in Comox.

Dear Council,

As happened last year our sidewalks are nearly impossible to safely use. Our town has a large number of older citizens and it is not safe to walk on most sidewalks even if the households have made an attempt to clear them.

I wrote to Mayor Arnott last year and challenged him to go for a walk in my neighbourhood if he dare. He replied that he walked in his own and it wasn't safe either.

But nothing has changed. Could you Budget a sidewalk plough or two! I'm sure my taxes alone would pay for one!

Thank you.

Evelyn Nixon  
[REDACTED]

Sent from my iPad

## Town of Comox – Administration

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**From:** no-reply@web-response.com on behalf of Town of Comox <no-reply@web-response.com>  
**Sent:** December 8, 2022 11:21 AM  
**To:** Town of Comox – Administration  
**Subject:** Webform submission from: Contact Us > Content rows

**RECEIVED**

08Dec22

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**TOWN OF COMOX**

Submitted on Thu, 12/08/2022 - 11:20

Submitted by: Anonymous

Submitted values are:

**First name:**  
Teresa

**Last name:**  
Beers

**Phone:**  
[REDACTED]

**Email:**  
[REDACTED]

**Feel free to ask us a question or provide feedback:**

To: Mayor and Council

My father lives in Comox, and has recently been approved for the Handydart service as he is now a paraplegic. Today, I called to book his first trip to his Kiwanis Christmas party, only to be told that they don't provide service in the evenings. In fact, their service only runs during the weekdays, from 8 am to 4 pm. That clearly excludes evenings, weekends, and stat holidays. I found this most shocking, as I have used Handydart service in other areas of the province, and this has not been the case. I called the admin office, who directed me to a complaint form on their website. I have put in a complaint with them, but would ask that the Comox Town Council also provide some direction to Handydart to extend their service to the hours of their other transit services. The taxi service is very difficult to access, and paying for private transportation is costly. I should think that a public service would not discriminate based on a person's disability, and that it would be recognized that people who rely on the Handydart service have social and recreational needs that extend beyond 8-4, Monday through Friday. I would appreciate a reply. Thank you.

LOG: 22-408	REFER:	AGENDA:  RCM 11Jan23
FILE: 8500-05	ACTION: MR	

o - cfile 8500-05  
Copies - Council  
-JW/SA/LP

**RECEIVED**

12Dec22

Spring/Summer 2022

**TOWN OF COMOX**

LOG: 22-411	REFER:	AGENDA: RCM 11Jan23
FILE: 0400-05	ACTION: file	

o - cfile 0400-05  
Copies - Council  
-JW/MK/SA/LP

Dear Mayor Arnott, and Councillors Ken Grant, Nicole Minnions, Alex Bissenger, Jonathan Kerr, Maureen Swift and Stephanie McGowan:

**We, residents of Comox, strongly support the Town of Comox Council to:**

**Consider in every development decision that we are in a climate emergency and we can no longer support development as usual. We need to put our resources towards climate mitigation strategies at every level: individual, town, province, country, world. WE SIMPLY CANNOT WAIT ANY LONGER TO DO THIS.**

Specifically in Comox we urge you to
















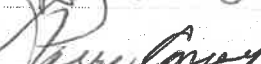
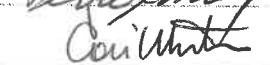







- 1. Urgently develop a strong and detailed new tree bylaw.**
- 2. Require 30% of the existing forest to be RETAINED intact in the proposed Northeast Comox development and the 12 acre Hector/Aspen parcel. Do not allow replacement trees and require retained trees are grouped in clusters in such a way to preserve their health.**
- 3. Establish a Citizen Advisory Committee to work with the Town on issues related to development, the urban forest, and the tree canopy.**
- 5. Begin acquiring forested land within town limits that enhance the parks system, develop and protect greenway corridors, esp. ones that can connect to adjacent CVRD and Courtenay Greenway Plans. This will also enhance the tree canopy, with subsequent health benefits to residents.**

Urgently and sincerely the Comox residents below:

# Comox Forests

PRINT NAME	SIGNATURE	COMMUNITY
Bina Neilson	Bina Neilson	Comox
IAN OLDAKER	Ian Oldaker	COMOX
Myrna Martin	Myrna Martin	COMOX
Dana Mephereson	Dana Mephereson	"
JOHN MCDONALD	John McDonald	"
Jay VanDostden	Jay VanDostden	Comox
Don Munroe	Don Munroe	Courtenay
LORI KUBLIK	Lori Kublik	COMOX
YVONNE OLDAKER	Yvonne Oldaker	Comox
TARA BONHAM	Tara Bonham	Courtenay
Astrid Davidson	Astrid Davidson	Courtenay
DAVE WEAVER	Dave Weaver	Fanny Bay
Marg Waterton	Marg Waterton	Courtenay
Angela Walkley	Angela Walkley	Comox
Jen Grandwater	Jen Grandwater	Comox
Alan Pollock	Alan Pollock	COMOX
Caitlin Pierzchalski	Caitlin Pierzchalski	Courtenay
Barbara Guderjahn	Barbara Guderjahn	Courtenay
Max Kurz	Max Kurz	Courtenay
Dorothy L. Popinger	Dorothy L. Popinger	Courtenay
Megan Ardych	M. Ardych	Courtenay
NINA HAAVE	Nina Haave	Courtenay
Diane Van Oostdam	Diane Van Oostdam	Comox
DIANNE WADE	Dianne Wade	Comox
COMEAU JM	COMEAU JM	Comox
Frederica BL	Frederica BL	comox
P.S. PREECE	P.S. PREECE	COURTENAY

# Comox Forests

PRINT NAME	SIGNATURE	COMMUNITY
CLAUDETTE PERCE		Courtenay
Michelle Wyss		Comox
William Wyss		Comox
Lily Martin		Courtenay
Elaine Brown		Comox
Judy Cowan		Comox
Patrick Henry		Comox
Heather Hay		Comox
Dana Luck		Rossland
Anna Loomes		Rossland
Hildegard Ryan		Courtenay
HAROLD RYAN		Courtenay
Leah Rosehill		Courtenay
Reggie Graham		Courtenay
Alison Long		Courtenay
Rolande Ricketts		Comox
Pierre Comox		R.R.
Coni Wheeler		Campbell River
Robin Nertz		Courtenay
Maureen Denny		Comox
Deanna Papineau		Royston
Sabrina Manning		Comox
Frank Rigby		Courtenay
Eric McKechnie		Comox



# Comox Forests

PRINT NAME

SIGNATURE

COMMUNITY

Heather Gorman  
Branda Phillips

*Heather Gorman*  
*Branda Phillips*

COMOX

Sara McLeod

*Sara McLeod*

Comox

Stan Wood

*Stan Wood*

Comox

Mona Goodman

*Mona Goodman*

Courtenay

Erin Purdy

*Erin Purdy*

Comox

Peter Worthy

*Peter Worthy*

Comox

ERIC ALEXANDRE

*Eric Alexandre*

Comox

Meg

*Meg*

Comox

Don Densmore

*Don Densmore*

Comox

Alanna Balicki

*Alanna Balicki*

COMOX

Harley Caldwell

*Harley Caldwell*

Cumberland

Carla Termer

*Carla Termer*

Comox

Mark

*Mark*

Qualicum

PAT CARL

*Pat Carl*

Comox V9M 4H6

Janet Sanderson

*Janet Sanderson*

Courtenay

Annet Vandermuer

*Annet Vandermuer*

Comox

Heidi Wagner

*Heidi Wagner*

Courtenay

*Heidi Wagner*

*Heidi Wagner*

Carrol

Brief Moore

*Brief Moore*

Comox BC

Sara Cole

*Sara Cole*

Comox, BC

Amy Zieth

*Amy Zieth*










Comox BC

Jonathan Drygasak

*Jonathan Drygasak*


Comox BC

## Como X Forests

PRINT NAME	SIGNATURE	COMMUNITY
mylene oliver		Comox
Natasha Rainier		Comox
JAYNE MANDZUK	JMANDZUK	"
Chelise Adam		Comox
Olivia Adam	Olivia Adam	"
Madelyn Adam		"
Carla Charles	Charles	Cortney
HEATHER MCDONALD-SOROCHAN	H. McDonald-Sorochan	Campbell River
Naomi Grantar		Cortney
Sara Grantar		Cortney
Natasha Grillo		COMOX
Phil Kobosky		Cortney
Kathleen Nygren		Cortney B.C.



# Comox Forests

PRINT NAME	SIGNATURE	COMMUNITY
Catherine Hannon		Comox
Denise Potvin	D. Potvin	Comox
Iris Tapley	Iris Tapley	Comox
Alyssa Tapley	Alyssa Tapley	Comox
Alexander Cody	Alexander Cody	Comox
Nick Gardner	Nick Gardner	Comox
Bernadette Larsen	B. Larsen	Comox
Martin Larsen	M. Larsen	Comox
Jesse JACKSON	J. Jackson	Comox
Leslie O'Horne	Leslie O'Horne	Courtenay
Brigitte Clarke	Brigitte Clarke	Comox
Christina Weir	Christina Weir	Comox
Brian Mayenberg	Brian Mayenberg	Comox
JOAN MACDONALD	Joan Macdonald	Comox
Yvonne McGILLIS	Yvonne McGillis	Comox
Jackson Macdonald	Jackson Macdonald	Comox
Barb Stiger	Barb Stiger	Comox
Judy Roberts	Judy Roberts	Comox
J. White	J. White	Comox
Chanittha Vesboonchu	Chanittha Vesboonchu	Courtenay
Matt Stroh	Matt Stroh	Comox
Jutatip Kruessan	Jutatip Kruessan	Comox
Nancy Stroh	Nancy Stroh	Comox
GRANT MACLEOD	Grant Macleod	Comox
Marg Thicke	Marg Thicke	Comox
Dianne Hagen	D. Hagen	Comox
Lindsey Fleming	Lindsey Fleming	Comox
Mari Adams	Mari Adams	Comox

# Comox Forests

PRINT NAME

SIGNATURE

COMMUNITY

Alyssa Christensen

Alyssa

Comox

BRENDA SARVIS

Brenda

Comox

Sharon Urdahl

Sharon Urdahl

Comox

to Lakermoss

Cecelia Hunt-Reid

Cecelia Hunt-Reid

Comox  
Comox

Julian Bedoga

Julian

Courtenay

Dan Myers

Dan Myers

Courtenay

Millie Vailant

Millie

Comox

Joleen Finney

Joleen

Courtenay

Lawrence Buser

Lawrence

Comox

Marilyn Mackum

Marilyn Mackum

Comox

Gordon Olsen

Gordon Olsen

Comox

J. DAVID ROUTLEDGE

JDR Routledge

CUMBERLAND

Adel Routledge

Adel Routledge

Cumberland

Kelly Eggink

Kelly

Courtenay

Nicholas D. D. D.

Nicholas

Courtenay

KARL KETZ

Karl

COURTENAY

Cathy Lebrun

Cathy

Courtenay

Shirley Delamain

Shirley

Wardleminster

and a

Rich

Rich

Black Creek

LEO STEWART

LEO

Comox

Shannon Stewart

Shannon

Comox

Jonathon Stewart

Jonathon

Comox

Tyler Stitt

Tyler

Comox

ADAM BLETCHER

Adam

Comox

BRIDGET SALAS

Bridget

COURTENAY

Michael Dillham

Michael




















Comox

SUZANNE BON

Suzanne Bon

Comox

# Comox Forests

PRINT NAME	SIGNATURE	COMMUNITY
SOPHIA SCHON		COMOX
Colleen Neely		North Vancouver
ERIN NEELY		Black Creek
Rowan Tessman		Courtenay
Donna Eskandari		Courtenay
Brooke Reber		Comox
SUSAN HAWLEY		COURTENAY
CLAUDE CLOUTIER		COURTENAY
Josue Rangel		Comox
Paula Ketch		Comox
Martin Lepine		Comox
Valerie Michels		Comox
Isabella Larabe		COMOX
Matt Tiller		Comox
ANNA McARTHUR		Comox
Olga Tiller		COMOX
Dean ANANIA		Comox
ERIN ANANIA		Comox
Rio Martin		COMOX
C. GORLAND		COMOX
Al Morton		COMOX
Robyn Rushford		Comox
KEITH WAGG		comox
Dave Prosser		Comox
Wanda Harssema		Comox
Allen Prosser		COMOX
MARK BERKLEY		COMOX
Alvin Busan		COMOX





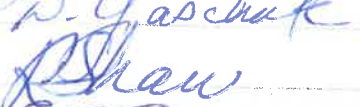


















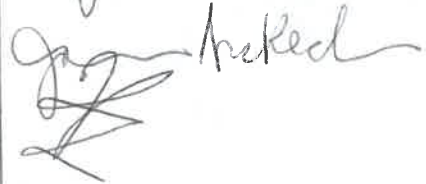
# Comox Forests

PRINT NAME

SIGNATURE

COMMUNITY

BERNIE GARTNER		Comox
H REES.		Comox
Mike Mann		Comox
Ocean Bacon		Comox
MARK ROWLEY		Comox
Joyce Martin		Comox
Diane Gaschuk		Comox
Rita Shaw		Comox
Carolyn Catling		Comox
Katrina Douglas		Comox
Andrea Bowman		Comox
Jose Zambilowicz		Comox
Ann Zambilowicz		Comox
Kim Shand		Comox
Bryce Womack		Comox
Kaydance Rice		Comox
Darlene Rice		Comox
Shirley Reynolds		Comox
Zoe Buscho		Comox
Leon Heath		Comox
Tina Hamilton		Comox
Michelle Hamilton		Comox
Courtina Callaghan		Comox
Drick Schorno		Comox
Jennifer Bosch		Comox
Valerie Gunnell		Comox

PRINT NAME	SIGNATURE	COMMUNITY
Tia Caouette		Comox
Martin Winked		Comox
Margaret Williams	Margaret Williams	Comox
Amber Quigley		Comox
Katie McDonagh		Comox
Joanne McKechnie		

# PETITION

To: Mayor and Council of the Town of Comox

From: Save Our Forests Team – Comox Valley

**Preamble:** We are in a climate emergency (as acknowledged by Comox Council in May 2019) and we can no longer support development as usual. Municipal governments must plan for and undertake strategic climate adaptation and mitigation initiatives to prepare for future climate events. Forests and green spaces are critical elements in the fight against climate change, with many benefits that include cooling urban areas, sequestering carbon, reducing air pollution, absorbing rainwater, protecting biodiversity, and limiting soil erosion.

Therefore, we, the undersigned, ask the Mayor and Council of the Town of Comox to:

- **Urgently develop a strong and detailed new tree bylaw.**
- **Require at least 30% of the existing forest to be RETAINED intact in the proposed Northeast Comox development and the Hector/Aspen area.**
- **Prioritize acquiring forested land within town limits. This climate-change-mitigating green infrastructure will also enhance the parks system and connect to adjacent CVRD and Courtenay greenways.**

By signing this petition, I acknowledge that this petition will become a public document and all information contained in it will be publicly available.

Name (print)	Community	Signature
Sarah Swanson	Comox	Sarah Swanson
Eric Diero	Comox	Eric Diero
Aelen Kozioł	A Comox	A Kozioł
Wayne Ferrand	Comox	Wayne Ferrand
RUTH GRAHAM	Comox	Ruth Graham
Kelly van Dier	Courtenay	Kelly van Dier
MARTIN BARCLAY	COURTENAY	Martin Barclay
Jo Anne Kingstone	Comox	Jo Anne Kingstone
Kingstone	"	Kingstone

saveourforeststeamcomoxvalley@gmail.com

# PETITION

To: Mayor and Council of the Town of Comox


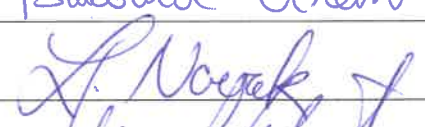


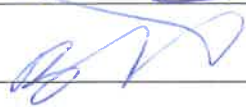


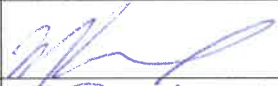
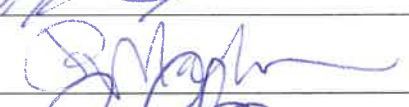


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Name (print)	Community	Signature
DALE GREENE	COMOX	
Barb Greene	Comox	Barbara Greene
LORI NOVAK	COMOX	
Helmut NOVAK	COMOX	
Paul Berge	Cumbekeel	
Brian Hudson	Comox	
Trevor Molloy	Comox	
Kae Palmer	Puncan	
Hi Tokashima	Courtenay	Hi
Michelle Koning	Comox	
Roz MacLennan	Comox	
Timber Linka	Comox	
Diane Duncan	Comox	Diane Duncan
LAUREN HUDSON	Area B	
Nora Nichol	Area B	Nora Nichol

saveourforeststeamcomoxvalley@gmail.com



## PETITION

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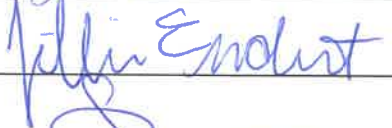






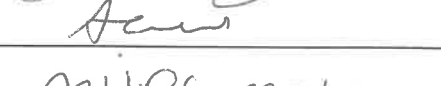
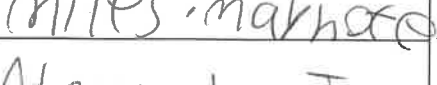



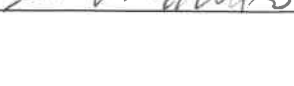
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Name (print)	Community	Signature
EIDEN	COURTENAY	
Sara Cole	Comox	
Jillien Endert	comox	
Sonya Malcolm	Comox	
BERNIE GARTNER	Comox	
Dave McVeigh	Comox	
Tascha Moss	Comox	
Christine Leman	Comox	
JOHN RILEY	COMOX	
ASHLEY	comox	
miles	COMOX	
Alexandra	COMOX	
PAULA FEE	COURTENAY	
DAVID MARTIN	COMOX	
Susan Martin	comox	

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Jessica Lefroy	Comox	Jessica Lefroy
Danna McKinnon	Comox	Danna McKinnon
Sylvain Houdé	Comox	Sylvain Houdé
Jane Campbell	Comox	Jane Campbell
Ali Dai	Comox	Ali Dai
Philip Restoroff	Courtenay	Philip Restoroff
Karen Selby	Comox	Karen Selby
Margie Landstrom	Comox	Margie Landstrom
Barbara Sedun	Courtenay	Barbara Sedun
Lori Anne Eddy	Comox	Lori Anne Eddy
Tracey Nobles	Comox	Tracey Nobles
Ken Biech	Courtenay	Ken Biech
Patricia Stephenson	"	Patricia Stephenson
Meghan Williams	Comox	Meghan Williams
Kelly Wilson	Comox	Kelly Wilson

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Name (print)	Community	Signature
Phyllis Ross	Courtenay	P. Ross
BILL ROSS	"	W. Ross
JAMIE	"	JAMIE ROSS
Jen Grandwater	Comox	Jen
Daniel opden Dries	Courtenay	D
Meadow Lee	COMOX	Meadow Lee
Carrie Reis	Comox	Carrie Reis
Lily Lee	"	LL
Helena Swanson	Courtenay	H

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Name (print)	Community	Signature
Sabine Findlay	Courtenay	SF
Kati Amann	Comox	Kati
Lillian Ng	Comox	Lillian
Teri Palmer	Cumberland	Teri
Jake Strum	Comox	Jake
Aidan Pitt-Brooke	Courtenay	Aidan Pitt-Brooke
MARGARET PRESTON	COMOX	Margaret
R. Kelly Kline	Courtenay	R. Kelly Kline
LISA BOURGEOIS	COMOX	Lisa
Deirdre Ferguson	Comox	Deirdre
Tracy Fild	Courtenay	Tracy
Sam Morton	Comox	Sam
Cole Maxlan	Comox	Cole
Brute Gair	Comox	Brute
Elena Harper	Cumberland	Eli

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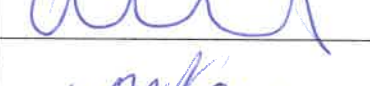






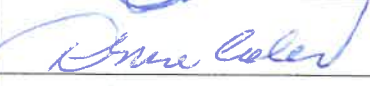


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JANELLE CHANDASS	COURTENAY	
WENDY HOUGHTON	MERVILLE	
Kim Nordby	Merville	
Suzanne MacKenzie	Comox	
Thor Nybo	Comox	
Ariel Vallis	Courtenay	
JOHN MCKEE	comox	
A. Ham	"	
Ashley Lefly	Courtenay	
Rita Ryan Peterson	Comox	
Elwen Eider	Comox	
Kaili Zavenberger	Comox	
Millie Vaillancourt	comox	
Denise Coles	Vancouver	
miles mayhoffer	Comox	

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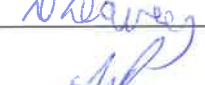


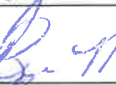






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Name (print)	Community	Signature
Alivia Flaherty	Comox	
Jamie Sharpe	Comox	
Danil Pugh	Comox	
Bobbie Bobb Duggs	Comox	
Brian Davey	Courtenay	
Diane Davey	Courtenay	
Olena Lukianchykova	Courtenay	
Violeta Rogach	Courtenay	
JUDY ROBERTS	Comox	
Breanne McCoy	Comox	
Cole McCoy	Comox	
Janny Stewart	Comox	
Shannon Stewart	Comox	
Gerard Berraver	Courtenay	
Nikki Allan	Courtenay	

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Name (print)	Community	Signature
MYRNA MARTIN	Comox	M Martin
DARREN EASON	ROYSTON	D Eason
Lindsay Eason	Royston	L Eason
MARILYN FARNHAM	COMOX	M. Farnham
Christina Hillan	Comox	CHillan
Brooke Reber	Comox	B Reber
Laura Coors	Courtenay	L Coors
Chela	comox	C
Samantha Thiessen	Courtenay/Comox	S Thiessen
Baza Edwards	comox	Baza Edwards
Elaine Connick	comox	Elaine Connick
Shila May	Courtenay	Shila May
Taylor Smith	Courtenay	Taylor Smith
Doug Williams	Comox	D Williams
SIGRID STARK	comox	S Stark

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Name (print)	Community	Signature
LEONE KING	Comox	Leone King
Devon Taylor	Courtenay	Devon Taylor
Devon Duffell	Courtenay	Devon Duffell
Katrina Douglas	COMOX	K Douglas
Gillian Clayton	Comox	Gillian Clayton
SHAWN TRIMBLE	Comox	Shawn Trimble
Sen Dianne	Courtenay	Sen Dianne
David Weer	Courtenay	David Weer
Kristi Kennedy	Comox	K. Kennedy
JACK KENNEDY	COMOX	J. KENNEDY
Matt Craig	Comox	Matt Craig
Larissa Craig	COMOX	Larissa Craig
Peter Worthy	Comox	Peter Worthy
Ein Turdy	Comox	Ein Turdy
Maureen Radawlee	Comox	Maureen Radawlee

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Name (print)	Community	Signature
TARA BONHAM	Courtenay	Tara Bonham
GARY PREIBLIS	"	Gary Preiblis
KEITH WATACE	Anga S	Keith Watace
Shelby Mahon	Comox	Shelby Mahon
Matthew Denbury	Comox	Matthew Denbury
José Leduc	Comox	José Leduc
Yvette Crane	Comox	Yvette Crane
IAN MOSTEITH	Comox	Ian Mosteith
J. Maars	Courtenay	J. Maars
N.L. BULLOCK	Comox	N.L. Bullock
Michael Selby	Cumberland	Michael Selby
Jeanne Williams	Comox	Jeanne Williams
Jane Dawson	Comox	Jane Dawson
PATRICK NOBES	Comox	Patrick Nobes
LOREN STARK	Comox	Loren Stark

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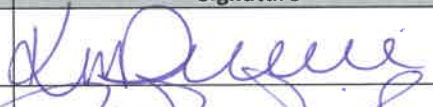


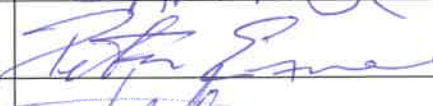
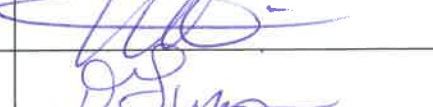

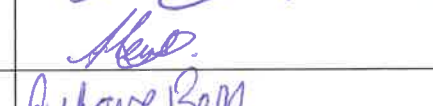


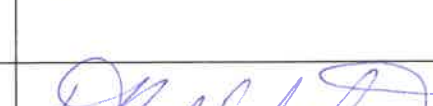
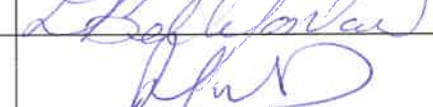


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Karley Dubiowski	Comox	
Nicole Tingley	Comox	
Jacob Marston	Courtenay	
Debra Burston	Comox	
Peter EXNER	Comox	
David Miller	Courtenay	
D. Quinn	Courtenay	
Larissa DeGuzman	Comox	
Alexis DeGuzman	Comox	
Juliane Bell	COMOX	
Brooke Boese	Comox	
Sue Warren	Comox	
J. Bellefontaine	comox	
D. Bellefontaine	Comox	
Jennifer DeFaulx	Courtenay	

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[illegible]

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Ryan Phillips	Comox	[Signature]
Dennis Koning	Comox	[Signature]
Emma Moray	Comox	[Signature]
Carolyn Smartt	Comox	[Signature]
Ineke Burritt	Comox	[Signature]
Geneviève Pellerin	Comox	[Signature]
Bahar Godejdan	Courtenay	[Signature]
IVAN GÓMEZ	Courtenay	[Signature]
Elsa Larroy	Courtenay	[Signature]
RUBEN BARRON	Courtenay	[Signature]
Judith Fble	Courtenay	[Signature]
Janice Hayward	Comox	Janice Hayward
CHARLOTTE KELLY	Comox	[Signature]
Murray Endert	Comox	[Signature]
Vicky Trill	Comox	[Signature]

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THE CORPORATION OF THE CITY OF COURTENAY

Legislative Services  
830 Cliffe Avenue  
Courtenay, B.C.  
V9N 2J7

**RECEIVED**

13Dec22



Phone 250-334-4441  
Fax 250-334-4241  
email: [info@courtenay.ca](mailto:info@courtenay.ca)

**TOWN OF COMOX**

December 13, 2022

LOG: 22-413	REFER:	AGENDA: RCM 11Jan23
FILE: 1855-03/22	ACTION: MR	

File No. 1845-20-SCS

Comox Valley Regional District  
Town of Comox  
Village of Cumberland

o - cfile 1855-03/22-01  
Copies - Council  
-JW/LP

Sent via email only:  
[ldennis@comoxvalleyrd.ca](mailto:ldennis@comoxvalleyrd.ca)  
[jmartens@comoxvalleyrd.ca](mailto:jmartens@comoxvalleyrd.ca)  
[srusswurm@comox.ca](mailto:srusswurm@comox.ca)  
[rparker@cumberland.ca](mailto:rparker@cumberland.ca)

Dear Mayors, Chair, Councils and Board:

**Re: Strengthening Communities Services Grant Update**

At the December 12, 2022 Courtenay Council meeting, Council received an update on the administration of the Strengthening Communities' Services Grant (attached).

Please distribute this update to your Council or Board. City of Courtenay staff are available to provide a presentation upon request.

Yours sincerely,

**Adriana Proton**  
Corporate Officer

cc: Geoff Garbutt, City Manager (CAO)  
Craig Rushton, Director of Recreation, Culture and Community Services

*We respectfully acknowledge that the land on which we gather is the  
Unceded traditional territory of the K'ómoks First Nation*



**To:** Council  
**From:** Chief Administrative Officer  
**Subject:** **Strengthening Communities' Grant Services Update**

---

**File No.:** 1845-20-SCS  
**Date:** December 12, 2022

**PURPOSE:**

This briefing note aims to provide updates on progress made and key outcomes resulting from the grant to Keep City Council and local partner governments updated on progress with grant administration and the positive outcomes of the services provided.

**BACKGROUND:**

In 2021 the CVRD was awarded a regional grant of \$1.093 Million through the Strengthening Communities' Services program to better support people experiencing homelessness in the Comox Valley. The City of Courtenay is administering the grant funds on the region's behalf. To effectively administer the grant the City is working with, and utilizing the expertise of, an advisory committee consisting of representatives from the following organizations: Comox Valley Coalition to End Homelessness, Wachiay Friendship Centre and Comox Valley Transition Society. City of Courtenay Grant Administration is inclusive of the following work streams; Program Management: execution and renewals of service provider's agreements, program oversight including payment to service providers, monthly collection of metrics, communications and training and development. Stakeholder Management: host advisory committee meetings and act as primary liaison with UBCM, and Reporting: provision of quarterly briefing notes to City Council and Municipal partners and preparation and submission of a final report to UBCM.

The Strengthening Communities' Grant supports:

- **A Daytime Community Access Hub** that will operate six days a week providing services focused on health, hygiene, personal safety, and administrative support to those in need. Funding will also support security services and the creation/facilitation of a Community Advisory Committee.
- **Rural outreach on Denman and Hornby Islands** to facilitate connections to housing and support services.
- **A peer-based outreach team** to provide outreach and conduct cleaning and remediation activities around locations where support services are provided.
- **Community engagement and anti-stigma outreach activities**, including expanded community meal events hosted at Sunday Service for residents, local businesses and people experiencing homelessness.
- **Training and Capacity building activities across municipalities** for local government and First Nation employees, politicians, outreach workers and volunteers focusing on trauma-informed practices, culturally informed practices, violence prevention, and mental health and addiction awareness.

## GRANT IMPACT STATEMENTS:

Comox Valley Community members have submitted the following impact statements through the local service groups:

*"I'm so grateful to you for coming!"*

*"...it sure helps me out during this tough time... the volunteers help me feel loved"*

*"... I am disabled. I really appreciate this..."*

*"... It is necessary for food and warmth..."*

*"... I have had an opportunity to work with a lot of different people, a lot of whom I was once on the street with. ...it's about giving back"*

*"... some days it is just too hard to feed myself... I really need it"*

*It gives me a sense of accomplishment and self-pride. I find myself lost on days it's not open.*

*Connect is so important to us. I can always go there and get help. Without it I would never get to eat.*

*"Outreach has helped me in many different ways ... helped me to get involved ... meeting often with same homies ... learning how and saving a life changes the want to do more good ... feeling part of a group ... after shifts talking with each has made real connections and opened my small social circle ... doing the clean up shifts helping with physical exercise"*

*"Having a reason to be a proud citizen because of outreach. To me it's a part of the solution ... I am part of that and in doing so it is self rewarding and in a small way I am making up for the bad choices and pain I caused in addiction."*

*"In her work at the Kitchen and Food Bank our Outreach Worker participates in the activities including food serving and eating, and becomes part of the fabric of the community, rather than positioning herself as an outside professional. This contributes to a flatter hierarchy and de-stigmatization as service users being othered."*

*"Rave for Sunday Station & their fantastic volunteer work providing a meal service for those in need every Sunday evening at the old Courtenay train station. They provide the only free hot meal on Sundays for the unhoused & anyone in need that cannot afford a decent meal. They do so with respect for the clients. Used clothing, blankets & basic needs are given to those in need. All by donation from the good people of the Comox Valley & some local businesses."*


## METRICS TO DATE:


The graphic below shows a high-level overview of outcomes achieved in partnership with local service providers.


## High-level Overview

<b>QUICK STATS 2022</b>	<b># of</b> Service Interactions	<b>#</b> Service Interactions October <b>2,486</b>	<b>\$X</b> Distributed for training <b>15,000</b>	<b>\$</b> TOTAL FUNDING Provided to Service Providers <b>602,017.35</b>
	<b>18,214</b>	<b>#</b> Engagement Events Attended <b>52</b>	<b>#</b> People Trained <b>92</b>	

## Current Projects Update

PROJECT	STATUS	DESCRIPTION	SIGNIFICANT METRICS	\$ DISTRIBUTED
<b>Comox Valley Transition Society</b>  Community Access Hub		<b>Provision of :</b> <ul style="list-style-type: none"> <li>Shower program;</li> <li>Washrooms;</li> <li>PPE and harm reduction;</li> <li>Overdose response;</li> <li>Access to primary health care and addiction medicine;</li> <li>Connection to ACT and Integrated Case Management;</li> <li>Social connection;</li> <li>Access to phone/internet services;</li> <li>Survival gear distribution;</li> <li>Storage of personal belongings; and</li> <li>Housing applications and other administration support.</li> </ul>	<ul style="list-style-type: none"> <li># of meals and snacks provided: <b>9,007</b></li> <li># of service interactions: <b>13,858</b></li> <li># of hours of service provided: <b>3,012</b></li> <li># of PPE &amp; harm reduction supplies distributed: <b>1,506</b></li> </ul>	<b>379,687</b>

PROJECT	STATUS	DESCRIPTION	SIGNIFICANT METRICS	\$ DISTRIBUTED
<b>Denman and Hornby</b> Rural Outreach		<ul style="list-style-type: none"> <li>▶ Current Agreement supports a part-time outreach worker that will attend existing/established support program events to meet with clients to facilitate connections to a variety of support and housing services</li> </ul>	<ul style="list-style-type: none"> <li>▶ # of referrals to health services: 55</li> <li>▶ # of service interactions: 86</li> <li>▶ # of hours of service provided: 132</li> <li>▶ # of engagement events attended: 52</li> </ul>	14,927

PROJECT	STATUS	DESCRIPTION	SIGNIFICANT METRICS	\$ DISTRIBUTED
<b>Comox Valley Street Outreach</b> Clean-Up Crew		<ul style="list-style-type: none"> <li>▶ AVI Peer-based outreach and remediation activities. The Comox Valley Street Outreach Clean-Up Crew provides 12 hours per week of cleaning services around locations where support services are being provided (e.g. sharps sweeps, local outreach etc.)</li> </ul>	<ul style="list-style-type: none"> <li>▶ # of hours of service provided: 31</li> </ul>	15,007

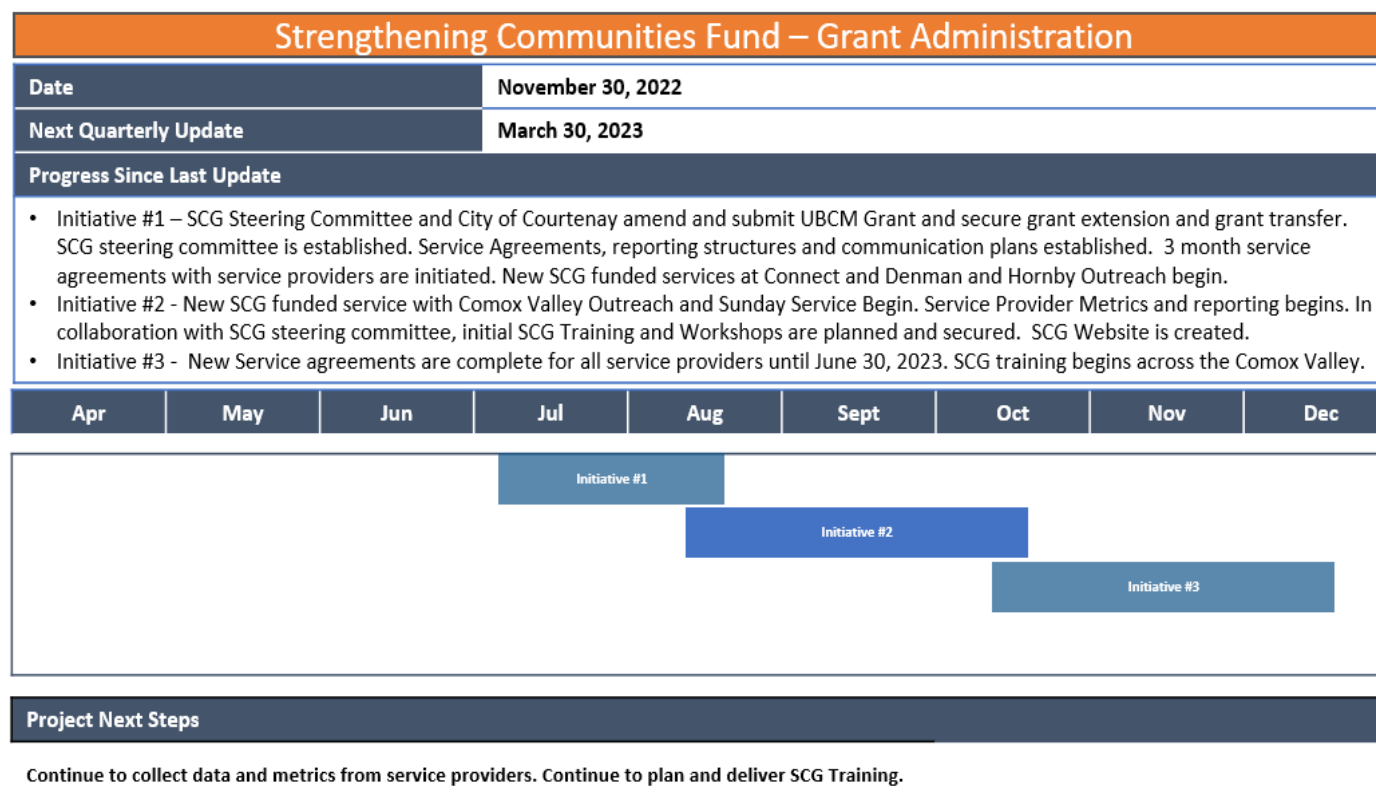
PROJECT	STATUS	DESCRIPTION	SIGNIFICANT METRICS	\$ DISTRIBUTED
<b>Sunday Service Society</b> Meals		<ul style="list-style-type: none"> <li>▶ Supports an expanded and adjusted Sunday Service community meal event(s) that invite residents and businesses to share a meal and hear from the members in their community that are experiencing homelessness, and enhanced access to program information and grant activities online.</li> </ul>	<ul style="list-style-type: none"> <li>▶ # of meal provided to the community: 2,081</li> </ul>	12,662
<b>City of Courtenay</b> Training		<ul style="list-style-type: none"> <li>▶ To meet the goal: Increased capacity of eligible applicants to work with homeless persons and Indigenous organizations towards culturally safe and trauma-informed responses, the City of Courtenay is currently coordinating Training Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▶ # of people trained: 92</li> <li>▶ # of Homeless Services Association of BC membership provided for organizations: 2</li> </ul>	15,000

## Past Projects

PROJECT	STATUS	DESCRIPTION	SIGNIFICANT METRICS	\$ DISTRIBUTED
Community Cares		▶ The Community Cares Warming Centre, at 1580 Fitzgerald Ave (Salvation Army Basement) January – March 2022		
		▶ Provision of: <ul style="list-style-type: none"> <li>• Meal and snacks,</li> <li>• Washroom access,</li> <li>• Survival gear distribution,</li> <li>• Medical service outreach,</li> <li>• PPE and harm reduction supplies,</li> <li>• Housing referrals; and</li> <li>• Social connection</li> </ul>	▶ # of hours of service provided: 840	105,000
Peer Outreach				

The Chart below provides an overview of the milestones that have been achieved and upcoming steps in administering the grant funding.

## Milestones

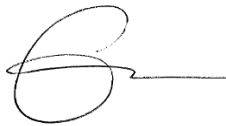


**NEXT STEPS:**

The next Strengthening Communities' Grant Service Update will be provided in March 2023. For monthly progress updates, information on our social service partners, contact information and the SCG training and development opportunities currently being provided, please visit our website at:

<https://www.courtenay.ca/EN/main/community/housing-issues/strengthening-communities-grant.html>

Submitted by:

A handwritten signature in black ink, appearing to be 'Craig Rushton', with a stylized loop and a horizontal line extending to the right.

Craig Rushton

Interim Director of Recreation, Culture and Community Services

Concurrence by,

A handwritten signature in black ink, appearing to be 'Geoff Garbutt', with a stylized, cursive script.

Geoff Garbutt, M.P.L., MCIP, RPP  
City Manager (CAO)



December 9, 2022

RECEIVED

DEC 14 2022

TOWN OF COMOX

Mayor Nicole Minions and Council  
Town of Comox  
1809 Beaufort Avenue  
Comox, BC V9M 1R9

LOG: 22-414	REFER:	AGENDA: RCM 11Jan23
FILE: 1855-03/C\	ACTION: file	

o - cfile 1855-03/CWF  
Copies - Council  
-JW/SR/CF/LP

Mayor Nicole Minions and Council:

**RE: CANADA COMMUNITY-BUILDING FUND: SECOND COMMUNITY WORKS FUND  
PAYMENT FOR 2022/2023**

I am pleased to advise that UBCM is in the process of distributing the second Community Works Fund (CWF) payment for fiscal 2022/2023. An electronic transfer of \$337,639.88 is expected to occur in December. This payment is made in accordance with the payment schedule set out in your CWF Agreement with UBCM (see Section 4 of your Agreement).

CWF is made available to eligible local governments by the Government of Canada pursuant to the Administrative Agreement. Funding under the program may be directed to local priorities that fall within one of the eligible project categories.

Further details regarding use of CWF and project eligibility are outlined in your CWF Agreement and details on the Canada Community-Building Fund (Gas Tax Fund) can be found on our [website](https://www.ccbf.ubcm.ca).

For further information, please contact Canada Community-Building Fund Program Services by e-mail at [ccbf@ubcm.ca](mailto:ccbf@ubcm.ca) or by phone at 250-356-5134.

Sincerely,



Councillor Jen Ford  
UBCM President

PC: Clive Freundlich, Director of Finance

**RECEIVED**

15Dec22

**TOWN OF COMOX**

LOG: 22-419	REFER:	AGENDA: RCM 11Jan23
FILE: 3320-20/22	ACTION: MR	

o - cfile 3320-20/22-01  
Copies - Council  
-JW/MK/LP

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**From:** Wendy Stewart-Fox [REDACTED]  
**Sent:** December 15, 2022 7:24 AM  
**To:** council <[council@comox.ca](mailto:council@comox.ca)>  
**Subject:** North East Woods Development

Dear Comox Council,

I would like to express my concern for the proposed development of single family homes in the North East Woods. In this time of climate change I think we need to try to preserve as much forest as possible. Or at least consider a smaller, more dense development (ie not single family homes). I live near these woods and I know they are heavily used for recreation as well, which is one of the attractions that makes our town so desirable.

Please reconsider this development.

A concerned Comox resident,

*Wendy Stewart-Fox*  
[REDACTED]

**RECEIVED**

16Dec22

**TOWN OF COMOX**

LOG: 22-420	REFER:	AGENDA:  RCM 11Jan23
FILE: 3320-20/22	ACTION: MR	

o - cfile 3320-20/22-01  
Copies - Council  
-JW/MK/LP

From: Gloria and Les [REDACTED]  
Sent: Thursday, December 15, 2022 6:30 PM  
To: council <[council@comox.ca](mailto:council@comox.ca)>  
Subject: Simba development issue

Dear Mayor and Council;

We were disgusted by the attitude of these developers and their sense of privilege as they attempted to bully the staff and Council into approving their project. Our view of their proposal has been and continues to be that it must be rejected. There are certainly other options than building more single family homes at the expense of a relatively large treed area, part of which includes trails that are well-used by locals.

The ongoing focus on densification doesn't fit with this kind of additional sprawl. Let these gentlemen get on with something else - this is not a development that Comox needs. It is important to consider every project for its possible further escalation of our climate crisis. Losing the trees in that area may worsen those impacts and lead to financial implications the Town certainly should avoid. Thank you.

Sincerely,

Gloria and Les Herauf  
[REDACTED]  
Comox

**From:** Sharma, Nagendra ALC:EX <Nagendra.Sharma@gov.bc.ca>  
**Sent:** December 22, 2022 5:23 PM  
**To:** Town of Comox – Administration  
**Subject:** Congratulations from ALC

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

<b>LOG:</b> 22-422	<b>REFER:</b>	<b>AGENDA:</b> RCM 11Jan23
<b>FILE:</b> 6635-01	<b>ACTION:</b> MR	

o - cfile  
 Copies - Council  
 -JW/SR/MK/LP

December 22, 2022

**Hi Mayor and Council, Town of Comox ,**

**RE: Congratulations from the Agricultural Land Commission**

-

As Chair of the Agricultural Land Commission (ALC) I would like to congratulate you and your colleagues on your election to your respective Regional Board/Council(s). Some of you may have a long history of participation in local government and a wealth of knowledge about the BC local government land use regimes, whilst others may be new to the role and unfamiliar with the intersection of local government and provincial land use planning processes.

This letter is to confirm that the ALC's role is to administer the Agricultural Land Reserve (ALR) and work with the local governments and First Nation governments with ALR land in their jurisdiction to enable and encourage farming. Local governments have an important role to play in the administration of the provincial zone which protects farmland for future generations.

The ALC would be happy to meet with newly elected and returning Board/Councils and their staff upon request to provide information about ALC application and planning processes and discuss how the ALC interacts and collaborates with communities in the administration of the ALR.

If your Board/Council wishes to meet with our representatives, please contact Kim Grout, CEO of ALC at [Kim.Grout@gov.bc.ca](mailto:Kim.Grout@gov.bc.ca)

Yours truly,

PROVINCIAL AGRICULTURAL LAND COMMISSION

Jennifer Dyson, Chair

28Dec2022

Town of Comox – Administration

TOWN OF COMOX

**From:** Heather MacKenzie [REDACTED]  
**Sent:** December 26, 2022 1:05 PM  
**To:** Town of Comox – Administration  
**Subject:** RE: Letter from the Mayor

LOG: 22-424	REFER:	AGENDA: RCM 11Jan2023
FILE: 7960-01	ACTION: MR	

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

o - cfile  
 Copies - Council  
 -JW/SA/MS

Hi Tracy,

Thanks to you and the mayor for the letter and feedback on my 2 issues. I appreciate Town Council considering paving the NE Woods parking lot.

I have one other suggestion, which is regarding the library.

I walk on Beaufort Avenue almost everyday as I walk my dogs from Jane Place to various destinations. I have been stopped several times by people driving who are looking for the library.

If you're in a car or on a bike, there's no sign facing you while you're underway to indicate where exactly the library is. Plus, the sign for the library parking behind the building is small and virtually unnoticeable.

I don't understand why we're not using signage to make it clear exactly where the library is and where parking is available.

I like how Courtenay makes their library (and their art gallery) a proud and prominent public building. Why are we marginalizing ours through poor signage?

It would be great to have a type of signage that is unique for public infrastructure, like the library, Town Hall, the Museum and other civic entities, and put them forward in a stronger, prouder way.

Thank you in advance for considering this idea.

Kind regards,  
 Heather

P.S. Please note that my last name is spelled "MacKenzie"

Heather MacKenzie  
 [REDACTED]

---

**From:** Town of Comox – Administration <town@comox.ca>  
**Sent:** December 19, 2022 10:47 AM  
**To:** [REDACTED]  
**Subject:** Letter from the Mayor

Good morning,

Please see the attached letter sent on behalf of Mayor Minions.

Kind regards,



**Tracy Cox**

Casual - Administration Department

Town of Comox

250-339-2202 – [Comox.ca](http://Comox.ca)

[Facebook](#) | [Twitter](#) | [LinkedIn](#) | [YouTube](#)

I respectfully acknowledge that the land on which we gather and work is on the unceded traditional territory of the K'ómoks First Nation, the traditional keepers of this land.



03Jan23

Town of Comox – Administration

TOWN OF COMOX

**From:** Brenda Cardinal [REDACTED]  
**Sent:** January 3, 2023 10:10 AM  
**To:** Town of Comox – Administration  
**Subject:** Re: Black Out Periods for Development Proposals in Comox

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

LOG: 23-002	REFER:	AGENDA: RCM 11Jan23
FILE: 3010-01	ACTION: MR	

Hi Tracy,

Thanks for your response.

My details are as follows:

Brenda Cardinal

[REDACTED]

Comox, BC

[REDACTED]

[REDACTED]

Sent from my iPhone

o - cfile 3010-01  
 Copies - Council  
 -JW/MK/SR/LP

On Jan 3, 2023, at 9:55 AM, Town of Comox – Administration <town@comox.ca> wrote:

Good morning,

Thank you for your email to Mayor and Council.

Please be advised that your email may be circulated to all members of Council and will tentatively appear on the 11 JAN 2023 Regular Council agenda for consideration.

Per council policy, correspondence to be circulated or placed on an agenda *must* include the full name, civic address and municipality of the author for information purposes but will be redacted on correspondence published to the website.

Can you please provide your civic address?

Kind regards.



**Tracy Cox**

Casual - Administration Department

Town of Comox

250-339-2202 – [Comox.ca](http://Comox.ca)

[Facebook](#) | [Twitter](#) | [LinkedIn](#) | [YouTube](#)

I respectfully acknowledge that the land on which we gather and work is on the unceded traditional territory of the K'ómoks First Nation, the traditional keepers of this land.

**From:** Brenda Cardinal [REDACTED]  
**Sent:** Monday, January 2, 2023 12:06 PM  
**To:** council <[council@comox.ca](mailto:council@comox.ca)>  
**Subject:** Black Out Periods for Development Proposals in Comox

Good day ladies and gentlemen,

I noticed the last Development proposal for Comox was in the 14 December 2022 "The Record" on page A6 for the UDGA proposal at the Comox Mall.

The deadline for community residents to respond is 4 January 2023, which gives only 3 weeks.

I have concerns about development proposals being submitted during a busy holiday season. Many residents are away on vacation, visiting family and are distracted with the additional demands that come with the holidays.

This means that many have not had the chance to respond, or even be aware of the proposal that could have a direct impact on them.

I have to admit I question the purpose of submitting such a proposal in the midst of the holidays.

To allow for residents to have a fair opportunity to respond, I'd like to offer a suggestion.

1. I submit that there should be black out periods for development proposals during main holiday seasons. For example: During the Christmas Season, no proposals can be submitted from 1 Dec to 31 Dec. (Black out period) This way residents that are away will not be left out of the input process.
2. I also think that 3 weeks to respond seems to be a very short time frame. Is there/could there be a minimum requirement for responses to be at least 4 weeks?

Thank you for your time and consideration.

Brenda Cardinal  
Comox, BC  
[REDACTED]

LOG: 23-009	REFER:	AGENDA: RCM 11Jan23
FILE: 0360-20	ACTION: MR	

o - cfile 0360-20  
Copies - Council  
-JW/SR/SA/MS



d'Esterre House  
1801 Beaufort Avenue  
Comox BC V9M 1R9  
250-339-5133  
comoxseniors.ca  
www.comoxseniors.ca

**RECEIVED**

Thursday, December 22, 2022

JAN 04 2022

Dear Mayor and Council,

**TOWN OF COMOX**

It seems an appropriate time of the year to extend an earnest thank you to the Town of Comox for its continued acknowledgment and support of d'Esterre Senior Centre. We appreciate the partnership we have with the Town and value our ongoing relationship.

We would like to recognize the active participation and involvement of Councillor Chris Hasslet, the Town's appointee to our Board. Chris is a great asset to our Board and has been actively attending our Board meetings and strategic planning session. We also must mention Mike Springer, Asset and Facilities Manager, who promptly attends to our building repairs and maintenance. Mike is personable, efficient, effective and it is a pleasure to work with him.

On behalf of the d'Esterre Senior Centre Board, we would like to extend our best wishes to Mayor and Council for a productive and rewarding new year.

Sincerely,

Raymond Morin  
President d'Esterre Senior Centre Board

Susan Toresdahl  
Vice President d'Esterre Senior Centre Board



# REQUEST TO APPEAR AS A DELEGATION

## TOWN OF COMOX

1809 Beaufort Avenue Ph: (250) 339-2202 Email: town@comox.ca  
Comox BC V9M 1R9 Fx: (250) 339-7110

RECEIVED

29Nov22

TOWN OF COMOX

REQUESTS TO APPEAR BEFORE COUNCIL OR THE STRATEGIC PLANNING COMMITTEE MUST BE SUBMITTED NO LATER THAN WEDNESDAY NOON, THE WEEK PRIOR TO THE MEETING.

<b>Name(s) of person(s) speaking:</b> Holly Brotherston Cleo Tetrault		<b>LOG:</b> 22-381	<b>REFER:</b>	<b>AGENDA:</b> RCM 07Dec22
<b>Organization you are representing:</b> Love Local Food Co.		<b>FILE:</b> 0400-03	<b>ACTION:</b> file	
<b>Primary purpose of Organization:</b> We started Love Local Food Co. to put local small-scale sustainable farming and food production back at the heart of the food system we all				<b>Number of members:</b> 2
<b>Mailing address of Organization:</b>  1822 Comox Ave. Suite B		<b>Contact Name:</b> Cleo Tetrault		
		<b>Phone:</b> 2507266185		
<b>City:</b> Comox	<b>Postal Code:</b> V9M3M7	<b>Email:</b> lovelocalfoodco@gmail.com		
<b>Subject matter:</b> Weekly Summer Evening Market at Comox Marina 2023				
<b>Specific request of Council, if any (i.e., letter of support, funding):</b> Partnership request. Please see attached proposal for more information.				
<b>Requested meeting and date:</b> December 7, 2022		<b>AV equipment required:</b> NA, proposal to be sent		
<b>Date of application:</b> November 24, 2022	<b>Signature of applicant:</b>		<b>Print name:</b> Cleo Tetrault	

### Please Note:

1. Regular Council and Strategic Planning Committee Meetings start at 5:00 p.m. Delegations are dealt with at the beginning of each meeting.
2. Maximum presentation time is 10 minutes including questions, unless previously approved by the Chair.
3. Presenters are to address Council or the Strategic Planning Committee, and not the audience.
4. All presentation materials/handouts must be submitted no later than Thursday noon, the week prior to the meeting. If the Friday prior to the meeting is a statutory holiday, then presentation materials must be submitted by Wednesday noon.
5. Please ensure that your cell phone is turned OFF during the meeting.

*Council and Strategic Planning Committee Meetings are public except where permitted to be closed pursuant to the Community Charter. Presentations at Council meetings are video recorded and available on the Town's website. Personal information you provide on this form is collected pursuant to Section 26 of the Freedom of Information and Protection of Privacy Act, and this form may be published in its entirety with public meeting agendas, which are also posted on the Town website.*



# *Love Local Market Proposal*

**Cleo Tetrault**  
**Holly Brotherston**

## *Company Overview:*

We started Love Local Food Co. to put local small-scale sustainable farming and food production back at the heart of the food system we all depend on. Buying food from our local growers and producers encourages a healthy, seasonal diet, a wider variety of food on our tables, and supports our growing Comox Valley community.

We offered a one-stop, online, way to access locally grown produce and quality goods produced right here in the Comox Valley. We worked directly with local suppliers as a matchmaker between customers and the local goods. In 2020 we delivered goods directly to people's doorsteps and in the summer of 2021 we had a pick up location at Portside Produce for our customers convenience.

In 2021 we built an online directory of local food sources in the Comox Valley. It includes over 200 listings of local farm stands, wineries, food trucks and more. Our mandate is to continue our mission of being the matchmaker between our amazing local food sources/locally made goods and people living in & visiting our community.

Spring 2022, we approached Comox Council in hopes to gain support for launching a weekly Summer evening street market in downtown Comox. Unfortunately, due to logistics to do with the bus routes and road closure we were not able to move forward.

We would like to revisit the possibility of moving this project forward for Summer 2023 at Comox Marina instead of a road closure.

## *Market Vision:*

We have been dreaming of having an evening market in downtown Comox for years now. An evening seasonal/summer market will create a unique opportunity to bring our growers, producers, small businesses and artisans together and will boost foot traffic and uplift our downtown Comox community culture. Our market vision is a hybrid model, not just food producers but a variety of small businesses and artisans, complimenting our downtown businesses. There would be live music to enjoy while wandering the open air market in the heart of our community. We want to create a safe outdoor event that represents our ever growing and adapting community. We feel an evening market would do just that. The last 3 years have been hard on everyone. A weekly market will not only nourish our community but also support our growers, small businesses and artisans to flourish in a difficult economy and overcome adversity of construction this summer in our downtown. We want to help foster small



businesses and we believe this market will amplify downtown business growth while building a culture that Comox can be proud of.

### *Market Specifics:*

Weekly Thursday night market (4-7pm) June-September.

Location - Comox Marina Park (greenspace of park and lower gazebo)

### *Our ask: In-kind partnership and financial support*

#### **In-kind partnership:**

- Licensing, permits, and ongoing needs of operations
- Insured under Town of Comox

#### **Infrastructure Support:**

- Set up of road closure and supporting structures/signage
- Use of power services, water and washroom facilities
- Garbage clean up and access to additional garbage cans/recycling to support event
- Communicating to our community through various channels for market promotion
- Support to help manage the growth of the market for future sustainability
- Parking support for vendors and patrons
- Help with management of traffic due to construction

#### **Financial Support:**

Tier 1: In-kind partnership/infrastructure support and financial support of \$10,000 to go towards start-up and operational costs including:

- Marketing and promotional materials
- Entertainment
- Community engagement
- Market administrative supplies
- Signage

Tier 2: In-kind partnership/infrastructure support

- No cash contribution at this time, but partner with in-kind services and infrastructural needs listed above and supportive of external sponsorship to meet project funding needs.

### *Why work with us:*

We work to help support our local business owners, create more accessibility to buy local, and build a movement that prioritizes supporting local. Our goal has always been to help bring awareness, connection and access to goods that are here in the Comox Valley. We have built relationships with many local businesses and have respect from our community as being the

matchmaker between buyers and sellers. Our unique backgrounds make us a dynamic team with innovative ideas to grow projects like this. Our event management skill sets and marketing techniques will be an asset to the growth and success of this market and its continued success for years to come.

*In conclusion, our ask to Council and Mayor is to secure a partnership between the Town of Comox and Love Local Food Co. In this partnership we seek to be supported with in-kind infrastructural and financial support in order to launch our market for Summer 2023. Our goal is to create a vibrant and sustainable weekly market for our growing community to enjoy for years to come.*

## Shelly Russwurm: Town of Comox

---

**From:** Robert.James@forces.gc.ca  
**Sent:** December 1, 2022 2:42 PM  
**To:** Jordan Wall  
**Subject:** FW: Point Homes Boat Launch Request to Council  
**Attachments:** 21-22 Financials (002).jpg

Hello Jordan,

I have itemized your topics below, this might help quite a bit to grasp activities of the PHRA.

Please contact me if there is anything else you would need, I'd still like to discuss this with you,

Thank you very much,

1. Size and length of the boat launch
  - a. The entire boat ramp is approx. 615 feet long X 23 feet wide.
  - b. The asphalt portion of the ramp surface is approx 23 feet x 525 feet = approx 12,000 sq feet
2. Normal activities and repairs undertaken by the association
  - a. Contract Tayco's sweeper to clean growth from asphalt surface 2-3 times per year, \$1,500/yr
  - b. Contract Tayco to repair ramp asphalt surface potholes every 2-3 years, \$5,000-\$8,000 biennially
  - c. Contract concrete repairs and additions to the ramp side aprons every 3-4 years, \$6,000
  - d. PHRA volunteers manually clean ramp's side concrete aprons twice per summer, 15-20 man hours/yr
  - e. Jake Shepherd Contracting volunteers his time and equipment to excavate gravel away from the high-tide mark of the ramp, allowing boats to launch at the frequent +14 foot summer tides. If we did not do this work at the start of each summer the ramp would not be usable much of the time. This task has been discussed and approved by DFO. 4-5 hours each summer.
3. Budget and current capital reserves
  - a. Our current capital as of April 2022 is \$37,500, up \$1,300 from April 2021. We have historically endeavoured to keep our equity at or above \$30,000. This amount has been held over for several years, money that was raised from the local Bingo gaming activity when not-for-profits were given specific nights to volunteer hours in exchange for some of the funds earned.
  - b. This money was always to be set aside for a future major resurfacing of the ramp. Any other maintenance required would be completed with any funds available above the \$30K level.
4. Yearly revenue and expenses
  - a. I have attached our latest Balance sheet, April 2022
  - b. Our yearly revenue has doubled over the past 10 years, while I have been president. Previous to 2012, our average annual revenue would be less than \$3,000.
  - c. Last year we hit an all time high of \$8,300 in revenue
  - d. I have expanded our number of Annual Corporate sponsorships from a few hundred to over \$1,000
  - e. I have acquired sponsorships for our RAMPCAM, placing the sponsors logo on the webpage for an annual fee.
  - f. We have expanded our PHRA memberships to include kayakers and SUP users at a reduced annual rate.
5. Estimated Usage

- a. In 2021 we sold approx. 120 PHRA personal annual memberships @ \$35 / year. This was our largest ever membership numbers. Fishing in the Comox Valley has been great these past few years ! I would estimate that each of these members use the ramp at least 10 times per season, some many more than that.
- b. There is a cash box for day use fees, 2021 we collected approx. \$2,000.
- c. The PHRA boat ramp is getting extremely busy each year now with additional use by kayakers, SUP's, canoes and seadoos. At anytime of day during the summer you will see 3-4 people on the ramp at all times, launching, retrieving boats and kayaks. Many times it is TOO busy down there, parking is very limited.
- d. We are seeing a huge increase in public pedestrian traffic on and around the boat ramp after the completion of the Lazo Road walkway. We also have a dedicated group of Wild Swimmers who use the ramp for a cold dip almost every day of the year. One big reason for the ramp surface to be maintained/upgraded is for the safety of these pedestrians. PHRA carries liability insurance, but we must carry out due diligence to keep the surface safe without tripping hazards etc.

Robert James

19 Air Maintenance Squadron (19 AMS) – Information Technology Coordinator (ITC)  
 Communications and Information Systems Flight (CIS), 19 Operations Support Squadron (19 OSS)  
 Department of National Defence / Government of Canada  
[Robert.james@forces.gc.ca](mailto:Robert.james@forces.gc.ca) / Tel: 250-339-8211 x7961 / CSN: 252-7961

19<sup>e</sup> Escadron de Maintenance (AIR) - ITC  
 Systèmes d'information et de communication, 19e Escadron des Operations support  
 Ministère de la Défense nationale / Gouvernement du Canada  
[robert.james@forces.gc.ca](mailto:robert.james@forces.gc.ca) / Tél. : 250-339-8211 x7961 / RCCC : 252-7961

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**From:** Jordan Wall <[jwall@comox.ca](mailto:jwall@comox.ca)>  
**Sent:** November 29, 2022 1:42 PM  
**To:** James RG@19 OSS@Comox <[Robert.James@forces.gc.ca](mailto:Robert.James@forces.gc.ca)>  
**Cc:** Shelly Russwurm: Town of Comox <[srusswurm@comox.ca](mailto:srusswurm@comox.ca)>; Shelley Ashfield <[sashfield@comox.ca](mailto:sashfield@comox.ca)>  
**Subject:** Point Homes Boat Launch Request to Council

Hi Robert,

Council received your request to assist in the repair to the point homes boat launch. I was hoping we could have a quick conversation sometime in the near future. I am looking for information such as:

Size and length of the boat launch  
 Normal activities and repairs undertaken by the association  
 Budget and current capital reserves  
 Yearly revenue and expenses  
 Estimated usage

If you can suggest some times that would work for you we can speak and I can provide that information to Council for their consideration.

Thanks,

**Jordan Wall**  
 Chief Administrative Officer



Town of Comox  
250-339-2202 ext. 6469  
[www.comox.ca](http://www.comox.ca)

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POINT HOLMES RECREATION ASSOCIATION  
BALANCE SHEET  
AS AT APRIL 30, 2022

	2022	2021
	\$	\$
<b>ASSETS</b>		
CURRENT ASSETS		
Cash	32,427	31,216
Term deposits	3,733	3,733
Prepaid expense	1,414	1,336
	<u>37,574</u>	<u>36,285</u>
<b>LIABILITIES</b>		
CURRENT LIABILITIES		
Accounts payable		444
<b>ASSOCIATION EQUITY</b>		
EQUITY	<u>37,574</u>	<u>35,841</u>
	<u>37,574</u>	<u>36,285</u>

POINT HOLMES RECREATION ASSOCIATION  
STATEMENT OF INCOME AND ASSOCIATION EQUITY  
YEAR ENDED APRIL 30, 2022

REVENUE		
Interest	1	3
Membership and fees	8,392	7,135
	<u>8,393</u>	<u>7,138</u>
EXPENSES		
Insurance	1,422	1,462
Office and supplies	497	1,209
Repairs and maintenance	4,741	855
	<u>6,660</u>	<u>3,526</u>
NET INCOME FOR YEAR	1,733	3,612
ASSOCIATION EQUITY AT BEGINNING OF YEAR	<u>35,841</u>	<u>32,229</u>
ASSOCIATION EQUITY AT END OF YEAR	<u>37,574</u>	<u>35,841</u>

*Jack Hornstein*

Jack Hornstein, CPA, CA

Treasurer and Director

May 25, 2022





# POINT HOLMES RECREATION ASSOCIATION (PHRA)

1253 Don Road, Comox B.C, V9M 4C4

October 28, 2022

**RECEIVED**

31Oct22

**TOWN OF COMOX**

LOG: 22-322	REFER:	AGENDA: RCM 16Nov22
FILE: 0850-20/04	ACTION: MR	

O - cfile 0850-20/04

Copies - Council

-JW/SA/CF/LP

Honorable Mayor Minions and Council  
Town of Comox

Re: Point Holmes boat ramp repairs

Dear Mayor Minions and Council,

I have been the President of the Point Holmes Recreation Association since 2012 and would like this opportunity to discuss some badly needed repairs to the boat ramp on Lazo Road, in the Town of Comox.

The paved surface of the ramp has eroded quite severely over recent years, and it has become a problem to boaters and a hazard to the public pedestrians that frequent the ramp year round. There are always large potholes that need patching, and now the edge of the pavement where it meets the concrete side aprons of the ramp has also eroded badly, causing a problem when trailers are lowered over the edge to launch or retrieve a boat. In many spots the pavement surface is 2-3 inches lower than the top of the concrete apron that now sticks up above the paved surface. Boat trailer frames often get stuck here, and many ramp users have seen some damage to their trailer and/or the ramp when this occurs as trucks are forced to jerk their trailer free.

PHRA has always kept up with patching the ramp potholes to keep it safe and usable, at a cost of \$5-\$8,000 every couple years. The entire ramp surface now needs a new 75mm minimum top covering, and Tayco has quoted us a rough cost of \$10 / square foot. This will be easily well over \$100 k, and is way beyond the resources of the PHRA. We have looked at applying for the BC Gaming Grant, or the Capital Projects grant, but I believe their funding will only cover up to 50% of a project. We do have some funds set aside for this purpose, but not enough to cover a 50% share of the overall cost.

I would like to ask if the Town of Comox could take over management of this restoration project, through accessing Federal and/or other Provincial grant funding, like the Canada Community-Building Fund?

The Point Holmes Recreation Association has maintained the boat ramp since it was first constructed in 1967 with Federal Centennial Project funding. The Comox Valley Regional District had provided funding for maintenance several times over the many years that we fell under their jurisdiction. After 55 years, the boat ramp now desperately requires this big upgrade, but we need some help to see this project completed.




It would be timely to see this work completed when the Lazo Road resurfacing is done, hopefully in 2023?, and keep the ramp usable and safe for everyone.

Thank you for your consideration,

Respectfully,

Robert James  
President, PHRA

To: Mayor and Council	File: DVP 22-6
From: Marvin Kamenz, Director of Development Services Elliot Turnbull, Planner II	Date: January 11, 2023
Subject: Development Variance Permit Application: DVP 22-6  2070 Beaton Ave	

Prepared by:  Elliot Turnbull, Planner II	Supervisor:  Marvin Kamenz, Dir. Devel. Serv.	Financial Approved:  Clive Freundlich, Fin. Director	Report Approved:  Jordan Wall, CAO
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**RECOMMENDATION(S) FROM THE CHIEF ADMINISTRATIVE OFFICER:**

That Development Variance Permit DVP 22-6 for 2070 Beaton Avenue be issued subject to the Development Variance Permit Conditions listed in Schedule 1 of the January 11, 2023 Planning Report on DVP 22-3.

**PROPOSAL**

The proposal is to vary Comox Zoning Bylaw 1850 to construct an addition to the front of an existing single-family dwelling comprised of an enclosed entry foyer and covered porch.

**STRATEGIC PLAN LINKAGE**

This report addresses the following tasks identified in the 2022 Strategic Priorities Chart for Planning Services: Minor Development Applications.

## **BACKGROUND**

The subject property is a 793 m<sup>2</sup> lot which contains one single-family dwelling. The subject property is shown shaded in Attachment 1.

Notification of Council's intent to consider DVP 22-6 at the January 11, 2023 Regular Council Meeting was mailed to abutting properties owners and tenants.

Correspondence received in advance of the January 11, 2023 RCM will be distributed to Council prior to commencement of the RCM.

## **OCP IMPLICATIONS**

The land use designation of the subject property is Residential: Detached under the Official Community Plan (OCP), which accommodates development consisting of the following land uses: single detached dwellings, and, on the same parcel, a coach house or secondary suite.

The subject property is within Development Permit Area DPA#17 Coach Houses, and DPA #18 Secondary Suites<sup>1</sup>. The proposed development is exempt from both Development Permit Areas.

## **ZONING IMPLICATIONS**

The subject property is zoned R1.1 Single-Family under Comox Zoning Bylaw 1850.

The proposed development is comprised of the following:

1. A 5.34 m<sup>2</sup> enclosed addition to the front of the house located 6.2 metres from the front property line;
2. Conversion of an existing concrete landing on the front of the dwelling into a porch 0.5 metres above grade.

The existing zoning requires a front setback of not less than 7.5 metres. The proposed variance would reduce this setback to 5.5 metres only for the proposed entry foyer and 4.5 metres for the porch measured to the edge of the posts. The proposed landing and stairs are permitted in accordance with Section 5.12(2) of Comox Zoning Bylaw 1850.

<sup>1</sup> DPA #17: Exempt under Section 3.17.4(B)  
DPA #18: Exempt under Section 3.18.4(A)

The newer R3.2 Single Family – 450 m<sup>2</sup> zone is designed as an infill zone which is compatible with existing R1.1 – Single Family Neighbourhoods. This zone implements the idea of better utilization of land and relationship to the street<sup>2</sup>. The proposal is consistent with this approach.

MK/ET

Schedules:

1. Development Variance Permit Conditions

Attachments:

1. Application Summary
2. Applicant's Submission

<sup>2</sup> The R3.2 Zone permits a front setback of not less than 4.5 metres for living area portions of the dwelling unit, bringing dwelling units closer to the street and contributing to better use of land and relationship to the street..

## SCHEDULE 1

### DEVELOPMENT VARIANCE PERMIT CONDITIONS

- (1) Development in accordance with drawings in Attachment 2;
- (2) Awnings, canopies, eaves, gutters, ornamental features, sills, or sunshades located on the proposed entry foyer shall not project more than 0.5 metres into the front setback.
- (3) This Development Variance Permit is to vary the Comox Zoning Bylaw 1850, Schedule A, Section 101.9

**From:**

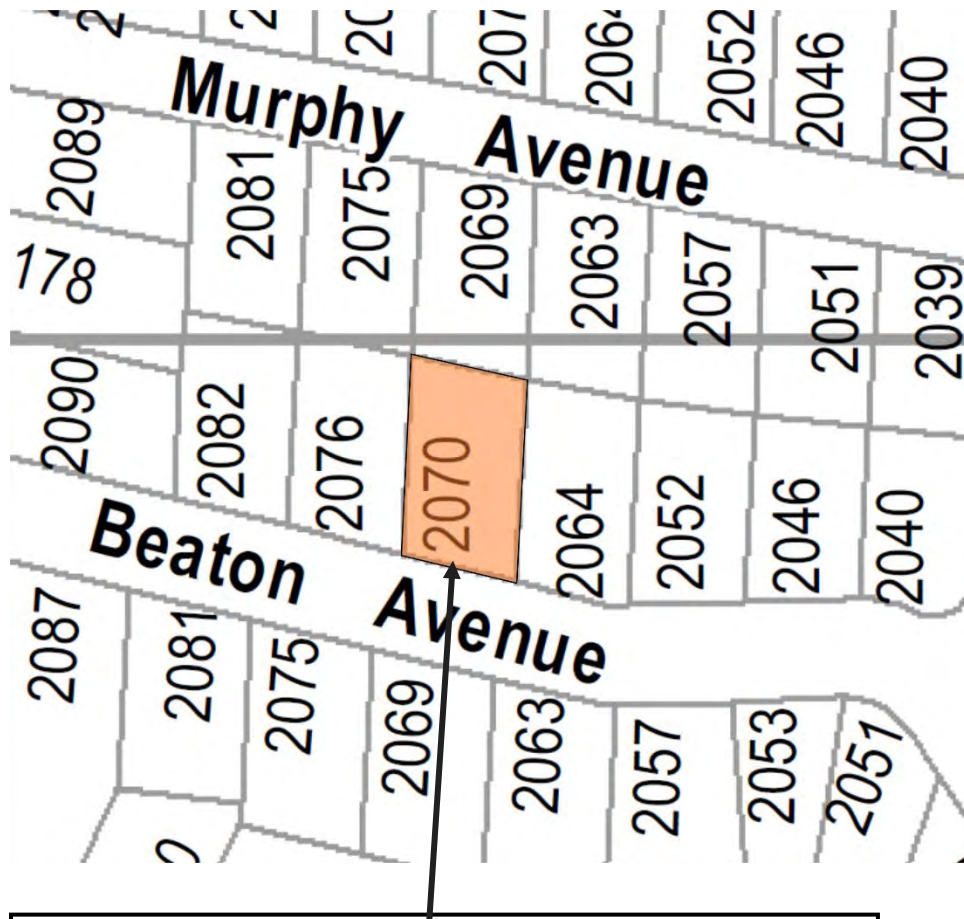
- (1) Front setback shall not be less than 7.5 metres

**To:**

- (1) Front setback shall not be less than:
  - a. 5.5 metres only for a proposed entry foyer; and,
  - b. 4.5 metres only for a covered porch measured to the edge of the posts,in accordance with Attachment 2.

ATTACHMENT 1

APPLICATION SUMMARY



**Subject Property:**

2070 Beaton Avenue

LOT 27, SECTION 1, COMOX DISTRICT, PLAN 18100



Proposal:	The proposal is to vary Comox Zoning Bylaw 1850 to construct an addition to the front of an existing single-family dwelling comprised of an enclosed entry foyer and porch	
Owners:	Brian Evernden and Allison Crawford	
Applicant:	Peter Crawford	
Legal Description:	LOT 27, SECTION 1, COMOX DISTRICT, PLAN 18100	
Civic Addresses:	2070 Beaton Avenue	
OCP:		
Land Use Designation:	Residential: Detached	
Development Permit Areas:	DPA #17: Coach Houses (exempt) DPA #18: Secondary Suites (exempt)	
Zoning:	R1.1 Single Family	
Permitted uses include:	Accessory structures and uses, Coach houses, Home occupations, Secondary suites, Single-family dwellings	
Schedule A, Section 101.9	Existing	Proposed Variance  Front setback shall not be less than: <div>(a) 5.5 metres for the entry foyer; and, (b) 4.5 metres for the porch measured to the edge of the posts</div>
(1)	Front setback shall not be less than 7.5 metres	
Surrounding Uses:	Single-family development on all sides.	

**ATTACHMENT 2**

**APPLICANT'S SUBMISSION**

Town of Comox,  
Planning Department.

November 6, 2022

Re: Application for a Development Variance Permit  
To vary Section 101.9 (1) of Bylaw #1850 – front yard setback  
2070 Beaton Avenue

This application is being made to vary the front yard setback for a property at 2070 Beaton Avenue from 7.5 to 4.5 metres. The variance we are seeking would allow an extension to the entrance to a single residential home. The proposed area of the additional floor space is 5.34m<sup>2</sup> (57.5ft<sup>2</sup>) and the balance of the extension is to extend a covered entrance by an area of 4.27 m<sup>2</sup> (46 ft<sup>2</sup>). The construction drawings show a setback closer to 5.0 metres however we would ask for a additional 0.5 metres to ensure the two posts for the overhang can be located adjacent to the existing concrete deck/stairs, there would not be a change to the area of the additional floor space.

There is an existing concrete and wood entry deck which is approximately the same distance from the front lot line as the proposed addition.

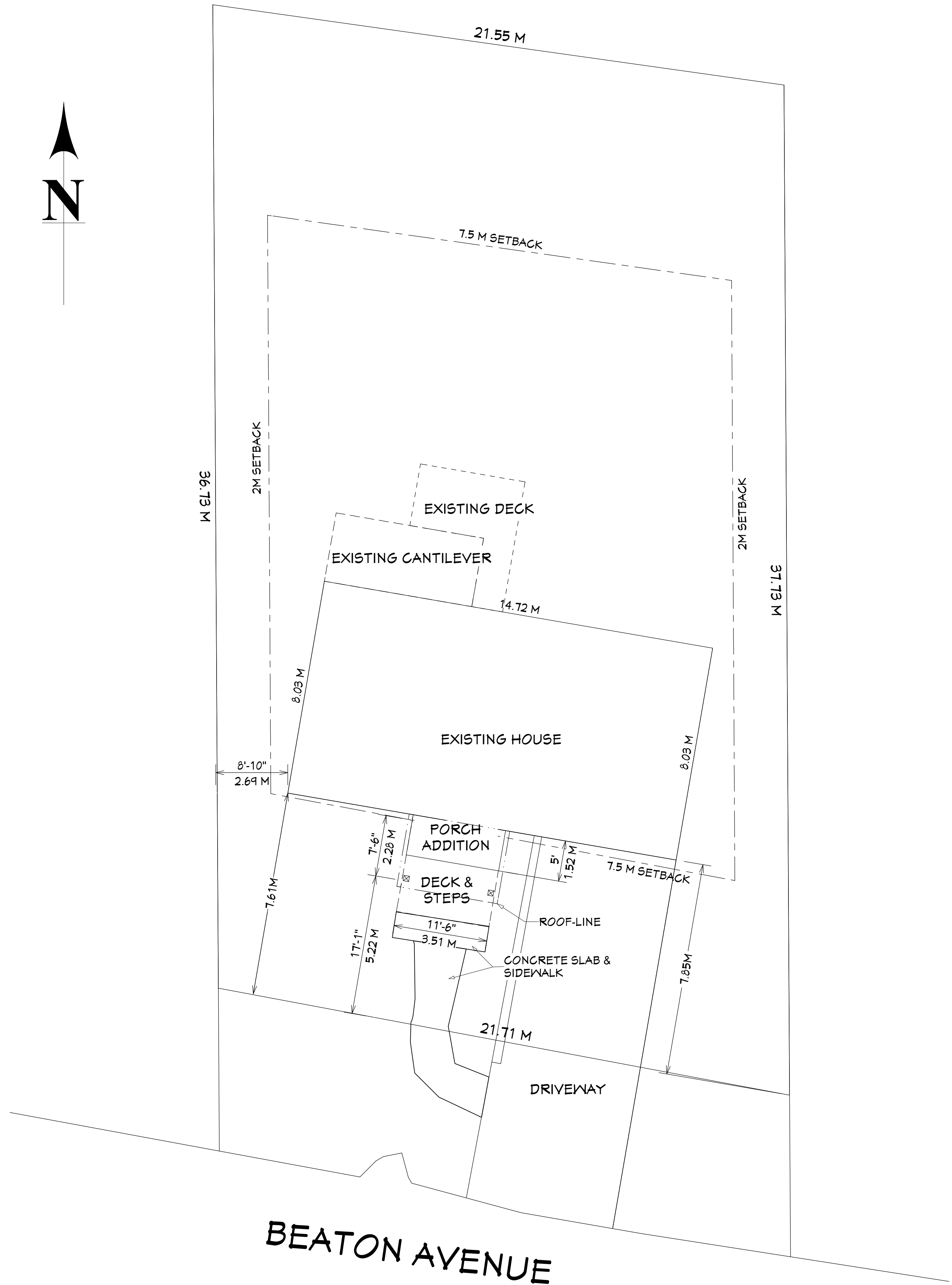
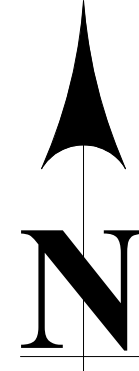
The owners have worked with Colleen McClure Designs to update and improve the appearance of a 1970's designed home that has little design details. The proposed addition and resulting design provide an improved appearance and gives the owners an expanded entry while achieving a balance with the scale and massing of the existing home. Other alterations proposed would be expanded window areas and replacing the stucco and vinyl with hardie board siding and shingles.

The benefits to the community would be a very much improved street appearance which would be more in keeping with the newer houses that have been built or renovated in this portion of Beaton Avenue. We do not see any negative effects on adjacent properties nor the municipality. The liveability of this 1970's home is improved with a more welcoming and functional entry area for a young family. The design takes a 50-year-old home and finds a balance with the correct massing and improved function and appearance which could proceed with the granting of the subject variance to the front yard setback.

Respectively submitted,

Peter Crawford,  
Planit Consulting





**PROPOSED EXTERIOR - PERSPECTIVE**  
SCALE: NTS

LAYOUT PAGE TABLE	
A-1	PLOT PLAN
A-2	FLOOR PLANS, SECTION & DETAILS
A-3	ELEVATIONS

COLLEEN  
McCLURE  
DESIGNS

  
design made easy!

ALTHOUGH THESE DRAWINGS HAVE BEEN PREPARED TO MEET PROFESSIONAL STANDARDS AND PRACTICES, THE DESIGNER AND COLLEEN McCLURE DESIGNS DO NOT ASSUME RESPONSIBILITY FOR ANY ERRORS, OR OMISSIONS WITHIN.

ALL WORK SHALL COMPLY WITH CURRENT BUILDING CODES. ANY ATTACHED ENGINEERING AND LOCAL BUILDING AUTHORITY NOTATIONS SUPERSEDE MATERIALS AND CONSTRUCTION PRACTICES PRESENTED IN THESE DRAWINGS.

THE CONTRACTOR ASSUMES FULL RESPONSIBILITY FOR VERIFICATION OF SITE CONDITIONS, DIMENSIONS, AND STRUCTURAL DETAILS OF THE BUILDING, AND ASSUMES FULL LIABILITY FOR ANY PROBLEMS THAT MAY ARISE DUE TO POSSIBLE ERRORS OR OMISSIONS IN THESE DRAWINGS.

Contact:  
Kris Wall/Colleen McClure  
778-4205575  
design@colleenmccluredesigns.

Revision Table	
Date	Description

PROJECT DETAILS:

**FRONT PORCH ADDITION**

2070 BEATON AVENUE  
COMOX, BC

SHEET TITLE:

PLOT PLAN

DATE:	SCALE:
10/26/2022	AS SHOWN
DRAWN BY:	SHEET:
KRIS WALL	<b>A-1</b>



ALTHOUGH THESE DRAWINGS HAVE BEEN PREPARED TO MEET PROFESSIONAL STANDARDS AND PRACTICES, THE DESIGNER AND COLLEEN McCLURE DESIGNS DO NOT ASSUME RESPONSIBILITY FOR ANY ERRORS, OR OMISSIONS WITHIN.

ALL WORK SHALL COMPLY WITH CURRENT BUILDING CODES. ANY ATTACHED ENGINEERING AND LOCAL BUILDING AUTHORITY NOTATIONS SUPERSEDE MATERIALS AND CONSTRUCTION PRACTICES PRESENTED IN THESE DRAWINGS.

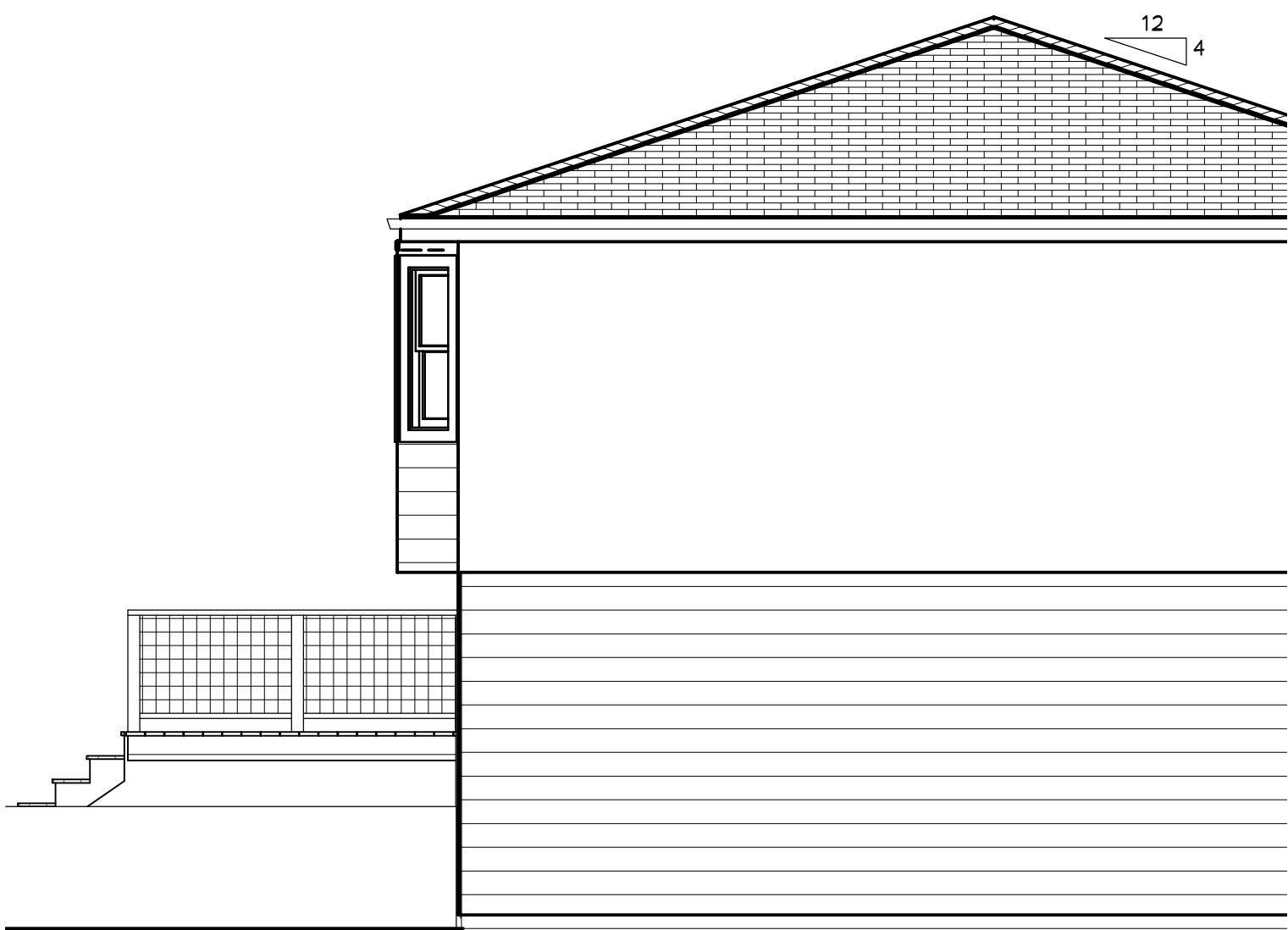
THE CONTRACTOR ASSUMES FULL RESPONSIBILITY FOR VERIFICATION OF SITE CONDITIONS, DIMENSIONS, AND STRUCTURAL DETAILS OF THE BUILDING, AND ASSUMES FULL LIABILITY FOR ANY PROBLEMS THAT MAY ARISE DUE TO POSSIBLE ERRORS OR OMISSIONS IN THESE DRAWINGS.

Contact:  
Kris Wall/Colleen McClure  
778-4205575  
design@colleenmccluredesigns.

Revision Table	
Date	Description



EXISTING FRONT ELEVATION  
SCALE: 1/4" = 1'-0"

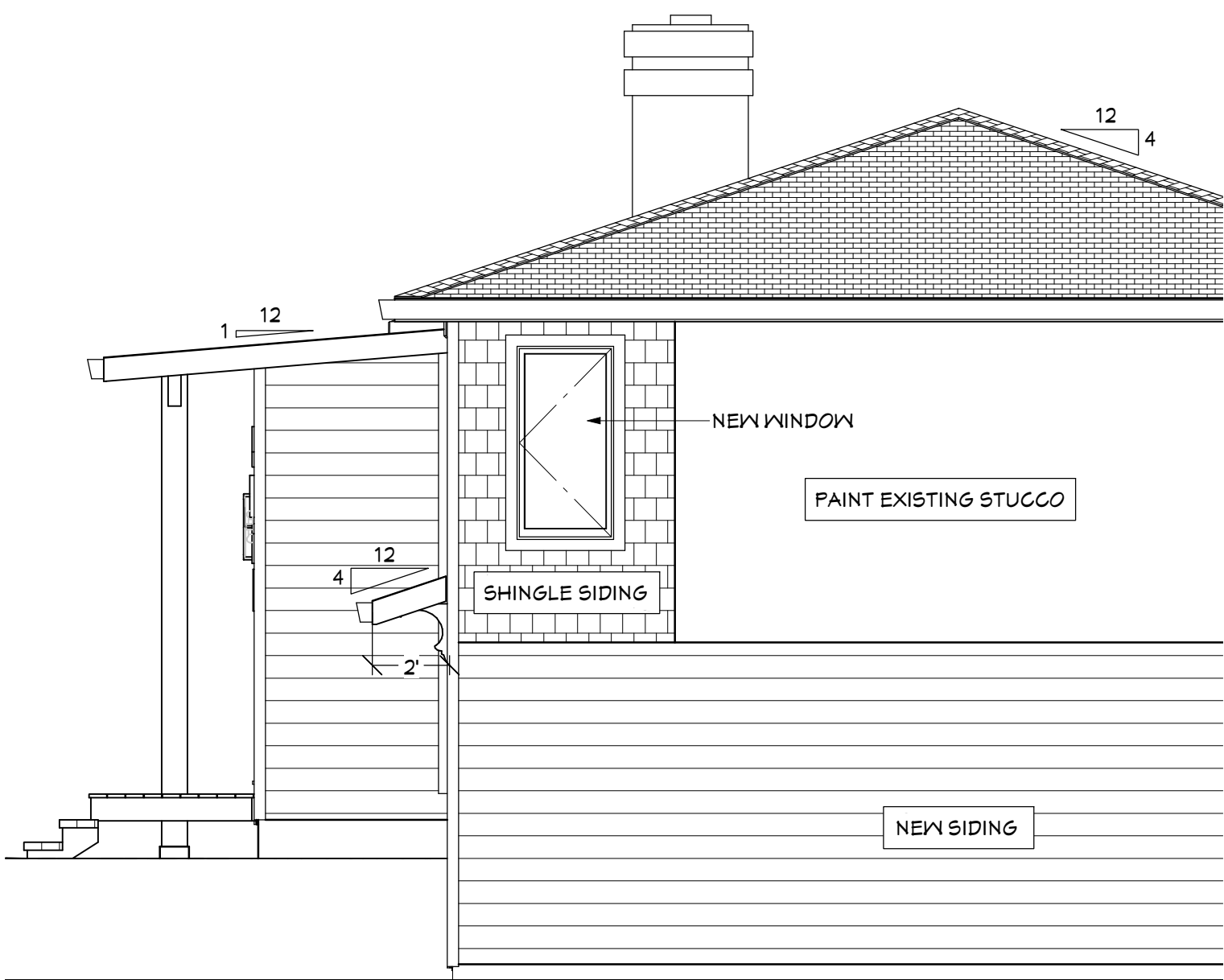


EXISTING SIDE ELEVATION  
SCALE: 1/4" = 1'-0"

NOTE: EXISTING ROOF PITCHES ARE ESTIMATED



PROPOSED FRONT ELEVATION  
SCALE: 1/4" = 1'-0"



PROPOSED SIDE ELEVATION  
SCALE: 1/4" = 1'-0"

PROJECT DETAILS:  
**FRONT PORCH  
ADDITION**  
  
2070 BEATON AVENUE  
COMOX, BC

SHEET TITLE:  
**ELEVATIONS**

DATE:	SCALE:
10/26/2022	1/4" = 1'-0"
DRAWN BY:	SHEET:
KRIS WALL	<b>A-3</b>











RECEIVED

13Dec22

TOWN OF COMOX



LOG: 22-412	REFER:	AGENDA:  RCM 11Jan23
FILE: 5330-20/22	ACTION: MR	

o - cfile 5330-20/22-02  
Copies - Council  
-JW/SA/LP

December 7, 2022

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

**RE: Town of Comox Infrastructure Improvements – Proposed Parking Losses**

Dear Mayor and Council,

On behalf of the Comox BIA members and Board of Directors, I am writing to provide our feedback on the proposed Infrastructure Improvements being considered by the Town to coincide with the Sewer Conveyance Project, in particular the proposed street parking impacts.

Recognizing the value of combining the Town's improvements work in conjunction with the sewer, we wish to express we do not support the proposed removal of 10 street parking spaces along Beaufort Avenue.

While we recognize and understand the Town's desire to continue to make downtown Comox a pedestrian and bike friendly community, our opposition to this component is based on the following:

**Tourists Drive to Comox:** Visitor spending in downtown is a key component to its economic well-being. Other than those visitors that come via boat to the marina, most tourists drive to and from Comox and need parking to access downtown businesses and attractions. In the winter, tourists drive down from Mount Washington to dine and shop in Comox supporting businesses at this slower time of year. Throughout the year, thousands of visitors come through after renting vehicles from the Comox Valley Airport, come in for events being held at the Filberg Heritage Lodge and Park or to experience the harbour and Marina Park, where parking is already overcapacity – immediately beside the proposed parking loss area.

**Comox Valley Residents Spend in Comox:** Residents from outside of Comox frequent our downtown, and often complain about limited parking. With the box stores and malls in Courtenay offering extensive guaranteed parking, downtown Comox is already at a disadvantage when a consumer is making a decision on where to spend their time and money.

**Post-Pandemic Recovery:** Businesses continue to struggle with recovery since the pandemic; labour shortages, inflation and disruptions in distribution channels continue to be real challenges our members face each day. By removing parking, it not only impacts those businesses in the immediate area, it will put pressure on the entire downtown core as people continue to struggle to find parking; yet one more obstacle.

**Population Growth:** Comox and the Comox Valley population has and is projected to continue to grow. While residents may choose to walk or bike into and around Comox, the population growth will outpace the parking capacity, which is already challenged. Long term, despite improvements in biking and walking options, as more people move to the area, access to parking will be in more demand and will not be met even with the *current* number of available spots. Given this, it may be timely to consider a parking study to better understand the needs of citizens, business and visitors while evaluating parking ratios from communities of similar size and growth projections.

The Town of Comox has done an admirable job in adding bike lanes and sidewalks to make it a pedestrian friendly community and we would be pleased to explore creative ways to continue to do this, that don't negatively impact businesses.

After the many improvements the Town has undertaken in the downtown area to attract people, the loss of 10 spots would be the single largest deterrent to visitors and area residents coming downtown and we ask Council to not proceed with this.

On behalf of the BIA Board and Members we thank Council and senior staff for providing this opportunity to share our concerns. Please feel free to reach out at any time.

Thank you for your consideration.



Pete Chambers  
Comox BIA President