



## **STRATEGIC PLANNING COMMITTEE MEETING AGENDA FOR WEDNESDAY SEPTEMBER 13, 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.

Adoption of the Agenda

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**1. DEPARTMENTAL UPDATES:**

**2. STRATEGIC PRIORITIES REPORT:**

**3. DELEGATIONS:**

- a. [Tracey Lorenson \(Civic Excellence\): Town of Comox Strategic Plan](#)

**4. DISCUSSION ITEMS:**

- a. [Strategic Plan 2022-2026](#)

**5. CORRESPONDENCE: NIL**

**6. STAFF REPORTS: NIL**

**ADJOURNMENT**



CORPORATE OFFICER

TOWN OF COMOX

# Strategic Plan

Prepared by: Tracey Lorenson | [www.civicexcellence.com](http://www.civicexcellence.com)



TOWN OF  
**COMOX**



## Vision

The Town of Comox is committed to maintaining and enhancing the quality of life for all residents, businesses and visitors through active transportation, infrastructure, parks, recreation, arts and culture.

We aim to provide a vibrant, safe, sustainable environment and community with disciplined urban planning and communications.



## Lenses

Each decision we make is considered through a range of 'lenses' to ensure that these factors inform each and every decision we make as a Council.



**Climate** - We consider our unique community features and our long-term impact on the environment.



**Accessibility** - We support diversity and strive to make our community and services accessible for everyone.



**Fiscally Responsible** - We balance the short and long term impacts of our decisions



**Reconciliation** – We will work to improve our relationship K'omoks First Nation and other Indigenous partners



## Values

We respectfully acknowledge that the land we gather on is on the unceded traditional territory of the K'ómoks First Nation, the traditional keepers of this land.



**Respectful Dialogue** - We focus on respect and candour in our work as Council.



**Embracing Diversity** - We support diversity and strive to make our community and services accessible for everyone.



**Disciplined Decision Making** - We are responsible and transparent in our decision making.



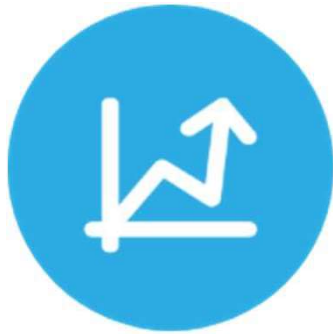
# STRATEGIC PRIORITIES



**Organizational  
Excellence**



**Community  
Connection and  
Wellness**



**Economic Health**



**Good Governance**



**Proactive  
Community Growth**



## Organizational Excellence

We will modernize and create stability to ensure high quality services delivery over time.

### AREAS OF FOCUS

- **Asset Management** - Focus on life-cycle funding when considering asset additions or replacements and communicate to the public the cost and need for asset renewal.
- **Staff Retention** - Ensure our human resources are aligned with meeting Council and the community's expectations.
- **Internal processes** - Streamline and develop new processes that are efficient, cost effective and support our overall objectives.
- **Customer Service** - Enhance customer service standards within our organization by providing better access to information, training tools and resources for staff.



## Community Connection and Wellness

We believe in fostering community connection and enhancing individual and collective wellness.

### AREAS OF FOCUS

- **Recreation** - We believe recreation is critical to community vibrancy, belonging, connection and health (safety) at all ages.
- **Parks** - Our parks and greenspace connectivity enhances livability and walkability in the town and ensures seaside access for all.
- **Arts and Culture** - Support the work of local non-profits and [festivals to deepen the sense of community and belonging](#).





## Economic Health

We believe in a strong & vibrant business community to provide stability to our local economy.

### AREAS OF FOCUS

- **Downtown Revitalization** - We believe that a vibrant downtown is a key element of a proud connected community. Creates connection, a sense of community and a sense of place.
- **Balancing Vibrancy & Stability** - Create an environment for a robust and vibrant Comox economy. Work with community organizations (BIA) to facilitate their success.
- **Comox Marina:** The Comox Marina offers a unique opportunity for the growth of the marine tourism industry.



## Good Governance

We believe that good organizational governance provides stable decision-making and management of our community.

### AREAS OF FOCUS

- **Community Participation** - Enhance two way communication with our community.
- **Relationships** - Develop connections and relationships both locally and regionally to leverage support and impact for our goals.
- **Decision Making** - We make data based decisions focused on the best interests of the Town over the long term.



## Proactive Community Growth

**We will ensure responsible well thought out growth to enhance a well-balanced community**

### AREAS OF FOCUS

- **Strategic Growth** - We will balance the benefits of growth with the impact on the 'small town' feel of our Town.
- **Housing** - We will create the conditions for a diversity of housing options in our unique seaside Town.
- **Community Addition:** We will ensure that each new major development adds to the community's equitability through appropriate amenity contributions.

# TOWN OF COMOX COUNCIL



**Nicole Minions**



**Maureen Swift**



**Ken Grant**



**Steve Blacklock**



**Jonathan Kerr**



**Jenn Meilleur**



**Chris Haslett**

# MAYOR'S MESSAGE



**Nicole Minions**  
Mayor

As your Mayor, I am pleased to present our updated strategic plan, a roadmap that outlines our commitment to you and the future of our community and Town of Comox.

This plan, built upon five strategic priorities, is designed to

- ❖ foster Organizational Excellence,
- ❖ nurture Community Connection and Wellness,
- ❖ bolster our Economic Health,
- ❖ ensure Good Governance,
- ❖ and promote Proactive Community Growth.

Our aim is to modernize our services, foster community engagement, support our business community, make reliable decisions for our town, and thoughtfully plan for our growth. In our pursuit of Proactive Community Growth, we will mindfully manage our resources and infrastructure to accommodate our growing population while preserving our unique neighbourhood character.

Our Council vision is steadfast and clear - to maintain and enhance the quality of life for all residents, businesses, and visitors. We are committed to improving active transportation, infrastructure, parks, recreation, arts, and culture. We are determined to provide a vibrant, safe, and sustainable community environment that everyone can be proud of. This holistic approach is the result of extensive collaboration and analysis, designed with the aim to empower our community and enhance our collective well-being.

I am eager to see our plan in action as we strive for disciplined urban planning and communications to make this vision a reality. This strategic plan is a collective commitment to our common future, underpinned by our shared values. Together, I trust we can build a community that is even more connected, healthy, and vibrant.

TOWN OF COMOX

# Executing the Plan



# MESSAGE FROM THE CHIEF ADMINISTRATOR OFFICER



**Jordan Wall**  
*Chief Administrator Officer*

Our Strategic Plan presents a comprehensive outline of Council's vision, lenses, and values, and establishes our five strategic priorities: Organizational Excellence, Community Connection and Wellness, Economic Health, Good Governance, and Proactive Community Growth for the 2022-2026 term of Council.

Our plans for this term are ambitious, including significant investments in initiatives that will enhance the lives of our residents, businesses, and local organizations while ensuring long term stability in Town operations. Our focus remains on enhancing key infrastructures that will not only serve our current residents but will also facilitate thoughtful, planned growth to sustain our community's strength and prosperity for future generations.

Our vision is to cultivate a thriving community that offers everyone opportunities for growth. We are dedicated to providing valuable public services that resonate with our community's needs by implementing our decisions. Upholding our commitment to the values of creativity, collaboration, inclusivity, confidence, integrity, and respect, we endeavor to enrich the lives of our residents daily.



STRATEGIC PRIORITY

# Organizational Excellence

AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<p><b>Asset Management</b> - Focus on life-cycle funding when considering asset additions or replacements and communicate to the public the cost and need for asset renewal.</p>	<ul style="list-style-type: none"> <li>• Develop, implement, and communicate to the public an asset funding strategy <a href="#">to close the infrastructure deficit and ensure long term sustainable core service delivery</a></li> </ul>
<p><b>Staff Retention</b> - Ensure our human resources are aligned with meeting Council and the community's expectations.</p>	<ul style="list-style-type: none"> <li>• Develop a code of conduct <a href="#">to promote a positive and respectful workplace</a></li> <li>• Pursue structural alignment through organizational Strategic Plan updates</li> </ul>
<p><b>Internal processes</b> - Streamline and develop new processes that are efficient, cost effective and support our overall objectives.</p>	<ul style="list-style-type: none"> <li>• Implement e-permitting for development applications to increase transparency and efficiency</li> <li>• Cross train casual employees in different departments <a href="#">to support consistent and flexible customer service</a></li> <li>• Digitize requests for information, responses, and record keeping</li> </ul>
<p><b>Customer Service</b> - Enhance customer service standards within our organization by providing better access to information, training tools and resources for staff.</p>	<ul style="list-style-type: none"> <li>• Continue moving towards a macro focused customer service response model <a href="#">to sustain community wide core service delivery within allocated resources</a></li> <li>• Continue provision of health and safety support including smoke detectors, AED's, Fire Smart support and wildfire mitigation</li> <li>• Focus on live saving protection through the timely response to fire rescue and medical emergency situations</li> </ul>



STRATEGIC PRIORITY

# Community Connection and Wellness

AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<p><b>Recreation</b> - We believe recreation is critical to community vibrancy, belonging, connection and health (safety) at all ages.</p>	<ul style="list-style-type: none"> <li>• Focus on providing equitable access to community recreation through the LEAP and TRIP programs</li> <li>• Deliver youth recreation opportunities and continue to support the Comox Youth Council</li> <li>• Further enhance youth recreation opportunities through the construction a pump track and develop plans for a skate park</li> </ul>
<p><b>Parks</b> - Our parks and greenspace connectivity enhances livability and walkability in the town and ensures seaside access for all.</p>	<ul style="list-style-type: none"> <li>• Completion of the Brooklyn Creek greenway south of Noel ave.</li> <li>• Acquisition of further parks and nature space within town boundaries</li> <li>• Develop a Parks Master Plan to catalogue current needs and map future growth of the Town's parks systems</li> <li>• Complete an ocean front walkway west of Marina Park</li> </ul>
<p><b>Arts and Culture</b> - Support the work of local non-profits and festivals to deepen the sense of community and belonging.</p>	<ul style="list-style-type: none"> <li>• Construction of a Mack Laing viewing platform</li> <li>• Continue to support Nautical Days and Filberg Festival</li> <li>• Continue to provide space for Pearl Ellis Gallery and CAMS</li> <li>• Provide support for community Halloween and Christmas Market events</li> </ul>





STRATEGIC PRIORITY

# Economic Health

AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<p><b>Downtown Revitalization</b> - We believe that a vibrant downtown is a key element of a proud connected community. Creates connection, a sense of community and a sense of place.</p>	<ul style="list-style-type: none"> <li>• Complete a Downtown Master Plan to guide future development and balance the need for growth and desire to maintain a small town feel</li> <li>• Support downtown beautification through flower beds and routine maintenance</li> <li>• Provide enhanced development approvals support for downtown projects</li> </ul>
<p><b>Balancing Vibrancy &amp; Stability</b> - Create an environment for a robust and vibrant Comox economy. Work with community organizations (BIA) to facilitate their success.</p>	<ul style="list-style-type: none"> <li>• Promote and support local commercial into residential areas</li> <li>• Support the BIA in their boundary expansion process</li> </ul>
<p><b>Comox Marina</b> - The Comox Marina offers a unique opportunity for the growth of the marine tourism industry.</p>	<ul style="list-style-type: none"> <li>• Complete and provide occupancy to the Marine Services Building</li> <li>• Provide marina space to encourage tourism and commercial activities</li> </ul>



STRATEGIC PRIORITY

# Good Governance

AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<p><b>Community Participation</b> - Enhance two way communication with our community.</p>	<ul style="list-style-type: none"> <li>• Develop a pre-application policy with community input requirements <a href="#">to support and broaden community participation</a></li> <li>• Further enhance online information regarding proposed developments</li> <li>• Continue Town’s communication and social media growth <a href="#">to build knowledge and engagement on town projects and initiatives.</a></li> </ul>
<p><b>Relationships</b> - Develop connections and relationships both locally and regionally to leverage support and impact for our goals.</p>	<ul style="list-style-type: none"> <li>• Maintain high levels of support and coordination with other local governments and K’omoks First Nations</li> </ul>
<p><b>Decision-Making</b> - We make data based decisions focused on the best interests of the Town over the long term.</p>	<ul style="list-style-type: none"> <li>• Include full life cycle costs in all asset acquisition or expansion decisions</li> <li>• Improve ground level data collection and continue to modernize internal processes</li> </ul>







STRATEGIC PRIORITY

# Proactive Community Growth

AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<p><b>Strategic Growth</b> - We will balance the benefits of growth with the impact on the 'small town' feel of our Town.</p>	<ul style="list-style-type: none"> <li>• Development of an organization growth plan that supports and enhance the delivery of services as the community grows</li> </ul>
<p><b>Housing</b> - We will create the conditions for a diversity of housing options in our unique Seaside Town.</p>	<ul style="list-style-type: none"> <li>• Update the OCP through community consultation <a href="#">to develop a vision for the future growth of Comox</a></li> <li>• Apply for and complete the Complete Community grant program <a href="#">to support future planning decision making</a></li> <li>• Apply for and complete the CMHC Housing Accelerator grant program <a href="#">to accelerate the Town's modernization process and secure funding for other community benefits</a></li> </ul>
<p><b>Community Addition</b> - We will ensure that each new major development adds to the community's equitability through appropriate amenity contributions.</p>	<ul style="list-style-type: none"> <li>• Require greenway and connectivity networks in new developments</li> <li>• Complete a DCC review to ensure equity <a href="#">and fairness in cost allocation in new developments</a></li> <li>• Create a community amenity policy for developments</li> </ul>



## Top Projects

-  **Youth Recreation**
  - Pump Track
  
-  **Parks**
  - Park Acquisition & Canopy Inventory
  
-  **Urban Planning**
  - New OCP
  
-  **Downtown & Comox Marina vibrancy**



## Top Advocacy



### Regional

- Support Regional Parks Service
- Regional emergency management strengthening



### Provincial

- Increase in treatment beds
- Increase funding for Town infrastructure



### Federal