

STRATEGIC PLANNING COMMITTEE MEETING

AGENDA FOR WEDNESDAY OCTOBER 8, 2025

We 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.

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

Call to Order: 5:00 p.m.

Adoption of the Agenda

1. DELEGATIONS:

- (2) a. [Delegation Request: Alana Mullaly, General Manager of Planning and Development Services \(Comox Valley Regional District\): Comox Valley Regional Growth Strategy Minor Amendment](#)

2. STRATEGIC PRIORITIES REPORT:

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

3. DISCUSSION ITEMS:

- a. [Town of Comox Tourism Service and Commission](#)
- (8) b. [Permissive Property Tax Exemptions](#)

4. STAFF REPORTS: NIL

ADJOURNMENT



CORPORATE OFFICER



REQUEST TO APPEAR AS A DELEGATION

TOWN OF COMOX

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Comox BC V9M 1R9

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RECEIVED

September 15, 2025

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: Alana Mullaly, General Manager of Planning and Development Services			
LOG: 25-373		REFER:	AGENDA:
Organization you are representing: Comox Valley Regional District		FILE: 0114-20-5	ACTION: MR
Primary purpose of Organization: To provide regional services and governance for multiple jurisdictions, including the Town of Comox as a member municipality.			Copies: Council JW/EH/RH/SR/CD
File: 0114-20-512			Number of members: N/A
Mailing address of Organization: 770 Harmston Avenue		Contact Name: Brian Chow	
		Phone: 250-334-6017	
City: Courtenay	Postal Code: V9N 0G8	Email: bchow@comoxvalleyrd.ca	
Subject matter: Updates on the Comox Valley Regional Growth Strategy Minor Amendment			
Specific request of Council, if any (i.e., letter of support, funding): To receive updates on the Comox Valley Regional Growth Strategy minor amendment process, with a request to extend beyond the standard 10-minute limit.			
Requested meeting and date: October 8, 2025		AV equipment required: PowerPoint Presentation	
Date of application: September 16, 2025	Signature of applicant: Brian Chow Digitally signed by Brian Chow Date: 2025.09.15 16:47:47 -07'00'		Print name: Brian Chow

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.

ORGANIZATIONAL EXCELLENCE	AREA OF FOCUS	PROJECTS AND INITIATIVES	TASKS	YEAR	★	STATUS
	Asset Management	Develop and implement an asset funding strategy to close the infrastructure deficit		2023		Council approved closing the financial infrastructure gap over a 10 year period. Asset reserve policies to be developed. Next update to valuations will be completed for new Council term in 2027.
	Staff Retention	Continue to consider electrification of the Town's fleet and equipment where practical and appropriate				Added hybrid pickup truck in 2023, completing electrical assessment of Public Works charging capacity in 2025. New Ladder truck purchase includes all battery equipment and tools.
		Future proof infrastructure to prepare for climate change and events				In progress. Discussions with electrical contractor on generator installation for the Community Centre.
		Develop Standards of Conduct Policy to promote a positive workplace	Develop Policy Develop/Update accompanying policies - Respectful Workplace, Purchasing, Use of Technology Council adoption of policies	2023 2023 2024		Completed and adopted spring of 2025 Respectful work place, IT, and use of technology policies completed and adopted by Council.
		Pursue structural alignment through organizational Strategic Plan updates		2022-26		In progress
		Bylaw Enforcement Officer Safety	Safety inventory and assessment Personal protective equipment	2024 2024		Complete Policy options to be in Council
Internal Processes	TOP PROJECT: Streamline development application process**		Implement e-permitting for development applications	2024		Needs assessment & software scoping exercise complete Forms for application process being developed. Once forms complete and implemented, transition to permitting will begin RFP for software to be released in Summer of 2025
			Implement outcomes of development application review process	2024		In progress. Developer meeting held on March 12th Completed application flow charts Application forms and checklists being constructed.
		Cross-train casual employees in different departments	Community Centre casual trained in Corporate Corporate casual trained in Finance	2023 2023		Complete. Complete
		Digitize requests for information - looking at using online forms for submission of certain requests.	Banner Station - online application Bylaw Complaint - online application Business Licence - online application	2023 2024 2024		Complete Complete Complete
		Complete Climate Change Risk Assessment and Action Plan	Deliver Climate Change Risk Assessment and Action Plan	2024		Complete
	Internal Processes	Council Policy Development and Renewals	Council Conference and Travel Policy Video Surveillance Policy	2024 2024		Approved at Feb 21 RCM Not started
		Accessibility Requirements	Establish Accessibility Committee Complete accessibility audit of Town facilities, services and communications Develop an Accessibility Plan	2024 2024 2025		Comox Valley Accessibility Committee established as a regional committee for all Comox Valley local governments. Council adopted Accessibility Plan in spring 2025. Complete Plan adopted Feb 2025
		Legal Agreement Development and Renewals	Marine Service Building Leases Marina Food Vendor Lease Renewals Solid Waste Commercial Contract Renewal	2025 2024 2024		In progress Complete In progress
		Bylaw Development and Renewals	Facility Use Agreement Renewals New Solid Waste Management Bylaw Updated Fees and Charges Bylaw Adopt new Business Improvement Area Bylaw	2025 2023 2024 2025		In progress Complete Complete Complete
		Filing System Review and Archive	Administration files review and archive	2024		In progress
	Customer Service	Move toward macro-focussed customer service model		2024		In progress. Example requirement to shovel sidewalks, requirement to mow boulevards, decreased support for development application construction.
		Develop an organizational growth plan		2024		Council approved 50% non-market growth in 2024 budget towards additional Parks seasonal. Council approved growth in Community Center revenue towards additional part time clerk and increased Ask-a-Trainer hours

* Status Colours:

Completed:

On Hold:

In Progress:

** Strategic initiative reworded

COMMUNITY CONNECTION AND WELLNESS	AREA OF FOCUS	PROJECTS AND INITIATIVES	TASKS	YEAR	* STATUS
Recreation		Focus on providing equitable access to community recreation through the LEAP and TRIP programs.	Provide Council Report: make permanent LEAP Adults	2024	Council approved LEAP adults at RCM June 5, 2024.
		Deliver youth recreation opportunities and continue to support the Comox Youth Council.		2024	CYC attended March 12th 2025. Mayor Minoin to serve as liaison.
		Youth Recreation	Hire Programmer	2024	Complete
		TOP PROJECT: Further enhance youth recreation opportunities through the construction of a pump track and development of skate park plans.	Determine location for pump track	2023	Council provided direction to seek grant support for pump track. Site considerations will be included in Parks and Trails Master Plan process
			Seek and submit grant funding proposals	2024	Contractor hired to assist with search for grants.
		Update Recreation Marketing Plan	Add Council Strategic Plan vision, lenses and values to plan and create schedule of monthly communication tactics.	2025	Summer Camp branding and 2025 marketing and communication plan complete.
		Build schedule of Community Centre capital replacement	Source quotes for replacement Gym floor and wall	2024	Quotes received and consideration for replacement timing taking place. Water issue in floor believed to be resolved.
		Sport Field Strategy	Work with Courtenay and the CVRD to implement recommendations from the 2023 Comox Valley Sport Fields Strategy report	2024-25	Report provided to Council February 2025. Work beginning on regional sports field allocation and fee policy (see 'Good Governance' - relationships)
Parks		Complete Brooklyn Creek greenway south of Noel Avenue.			In progress
		Acquire further parks and nature space within town boundaries.			In progress
		Complete an ocean front walkway connection west of Marina Park to Ellis Street.			Complete, Council directed to not move forward with this project
		Explore acquiring a bee friendly designation			Completed. The Town is officially a bee friendly community.
		TOP PROJECT: Develop an Urban Forest Management Strategy to catalogue current needs and map future growth of the Town's parks systems.			In progress. Draft Strategy expected in October, 2025.
Arts and Culture		Continue to support Nautical Days and Filberg Festival.	Renew management and maintenance agreement with Filberg Heritage Lodge and Park Association.	2024	In progress
			Develop Nautical Days Policy	2024	Complete
			Establish Nautical Days Advisory Committee	2024	Council Committee established, Terms of Reference on March 20 RCM, committee members appointed. Complete
			Dissolve Nautical Days Society	2025	Complete, society will not be dissolved as per Council direction December 4th 2024
		Provide support for community Halloween and Christmas Market events.		2024	Complete. Council resolved to provide funding to the BIA for these events.
		Continue to provide space for Pearl Ellis Art Gallery and Comox Archives and Museum		2024	Complete
		Construct Mack Laing viewing platform.		2024	Arch permit issued. Proceeding with design. Design complete, engaging with construction contractor to review potential cost-saving measures to ensure project remains within budget.
		Hold annual forums, such as an annual Economic Development and Tourism forum and a Developer's Forum, with key Stakeholders			Developers Forum held in January of 2025.
Public Safety		Continue provision of health and safety support including smoke detectors, AED's, Fire Smart support and wildfire mitigation, extreme weather event centers, and supporting outreach during extreme weather events.	Direct communications and assistance with citizens on improving their fire safety.	All	Very successful and on-going projects. 50 AED's have been installed across Comox one of the highest per capita in Canada. Extreme weather event policy adopted by Council and Town staff committed to outreach support in conjunction with other valley municipalities during extreme weather events.
		Focus on life saving protection through the timely response to fire rescue and medical emergency situations.	Maintain good response times to emergencies.	All	Using a combination of career and paid on call staff service delivery times meet current needs. Current daytime response of less than 2 minutes out of the station. Becoming very challenging maintaining an active group of dedicated and trained paid on call firefighters. High turnover. Key issues are lack of decent jobs and affordable housing in our community. UPDATE: TWELVE new paid on call firefighters starting on March 1, 2025.
		Active participation in the Regional Emergency Management Program.	Maintain our partnership with other local governments to develop an effective role and response to local emergencies.	All	Career staff attend regular meetings of Comox Valley Emergency Planning group and participate in training and exercises. Regional pooling of funds for indigenous engagement has been approved
		Increase public awareness of emergency evacuation routes			Update: CVRD has a grant to update emergency evacuation routes information. Comox Fire Rescue has added links to our web site with information about Evacuation routes. It is difficult to designate evacuation routes within a small town as the routes are likely to change based on the type and location of an emergency. In a local emergency citizens would be directed by first responders as to which route to use to evacuate town.
		Fire Station Replacement		2026	Council provided direction to develop architectural drawings in March 2025. Contract awarded to local company for design(May 2025). Capital Infrastructure grant applied for (June 2025). Design is 90% complete, currently working with consultants to develop plans for services like electrical, plumbing, building envelope. Project progressing well. Will be ready for permit application by years end and construction on April 1, 2026, pending financing.

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** Strategic initiative reworded

Completed: 

On Hold: 

In Progress: 

ECONOMIC HEALTH	AREA OF FOCUS	PROJECTS AND INITIATIVES	TASKS	YEAR	*	STATUS
	Downtown Vitality	TOP PROJECT: Complete a Downtown Action Plan to guide future development and balance the need for				Complete with Council consideration of projects on September 11th
		Support downtown beautification through flower beds and routine maintenance.				In progress
		Provide enhanced development approvals support for downtown projects.				In progress
		Explore and incentivize retail zoning in the downtown				Will be explored in OCP
		Explore establishing a Town of Comox Tourism Commission				Conversations held with BIA. Initial direction points towards a committee being established within the BIA and not a Tourism Commission at this time
	Balancing Vibrancy & Stability	Promote and support local commercial into residential areas.	Complete communities	2024		In Progress
			Rezoning application processing	2024		
			Update home occupation regulations	2025		
		Support the BIA in their renewal and potential boundary expansion process	Support the Renewal of the Downtown BIA	2025		Regular meetings with BIA initiated.
			Examine the feasibility of expanding the BIA	2025		Complete. BIA has decided to not expand for their next term.
		TOP PROJECT: Complete an Economic Development Strategy and Downtown Enhancement Action Plan.				Complete
	Comox Marina	Increase the Town's Employment Lands land base				Included in OCP discussion
		Complete and provide occupancy to the Marine Services Building.	Building Complete July 2023	2023		Official opening Sep 7, 2023
			Request for Proposals (RFP) for lease of Units 102 & 105, effective Aug 1, 2023	2023		Leases to Big Animal Encounters and Compass Adventure
			Request for Proposals (RFP) for lease of Units 104 & 105, effective Feb 1, 2024	2024		Lease of both Units to Compass Adventure
		Provide marina space to encourage tourism and commercial activities.	2024 Mobile Vendor Renewals	2024		Complete
			Mobile Vendor RFP for 2025-26	2025		Complete
		Improve the pedestrian connection between the Marina and Comox Ave and explore mechanized alternatives				Improved lighting and additional sidewalks on Beaufort
		Install a floating platform off the breakwater		2024		Comox Valley Harbour Authority forwarded our proposal to Small Craft Harbours, a division of the Dept. of Fisheries and Oceans. Via CVHA, they advised the installation of a swim platform does not align with their purpose & mandate of the waterlot so the application is denied.

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Completed:

On Hold:

In Progress:

GOOD GOVERNANCE	AREA OF FOCUS	PROJECTS AND INITIATIVES	TASKS	YEAR	*	STATUS
	Community Participation	Develop a pre-application policy with community input requirements to support and broaden community participation.	Develop Application Flow Charts with specific engagement requirements	2024		Draft flow charts complete and presented to development community. New Provincial regulation changes will limit public participation in development
		Further enhance online information regarding proposed developments.	Include development information on website	2024		Complete but opportunities for public engagement decreased through Provincial Regulation changes.
		Continue Town's communication and social media growth to build knowledge and engagement on town projects and initiatives.	Increase website readership	2023		Website views on top five pages (Homepage, Community Centre, Employment Opportunities, Program Registration, Recreation Guide) increased by 20% YTD in Jan 2024 compared to 2023
			Increase social media engagement	2023		Facebook followers up 11% over 2023, to 5200; Instagram followers up slightly to 1140, X followers 2,657 up over 2023 rates of 2,550.
			Promote ReCollect App for solid waste information	2023		Registered users up over 10% to 1987 users. Currently at 2050 (Nov. 2024)
	Relationships	Maintain high levels of support and coordination with other local governments and K'ómoks First Nation.	Consult with K'ómoks First Nations on projects of shared interest	2023		Presentation made to K'ómoks Chief and Council. Bi-monthly meetings between KFN Council and Mayor and CAO have been scheduled.
			Partner with other Comox Valley local governments in the Leisure for Everyone Accessibility Program (LEAP)	2023		Regional program established in April 2023
			Partner with other Comox Valley local governments in establishing a regional accessibility committee to meet legislative requirements	2023		Regional framework adopted November 2023
			Partner with City of Courtenay in regional sports field allocation and centralized booking strategy	2024		Underway completion expected 2026
			Coordinate with City of Courtenay in public engagement strategy for new solid waste	2023		Complete
	Decision Making	Improve ground level data collection and continue to modernize internal processes.	Finance and Public Works Department is exploring Asset Management software to better track and improve coordination of asset management and replacement.	2024-25		In Progress through Complete Communities project. Preparing an RFP for asset management software.
			Include full life cycle costs in all asset acquisition or expansion decisions.	2024		Full life cycle costing is included in all capital acquisition budgeting decisions

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** Strategic initiative reworded

Completed:



On Hold:



In Progress:



BALANCED COMMUNITY PLANNING	AREA OF FOCUS	PROJECTS AND INITIATIVES	TASKS	YEAR	*	STATUS
	Strategic Growth	Ensure appropriate amenity provisions in rezoning applications.		2024		Will be reconsidered through the DCC and ACC rates presented to Council on May 7th
		Develop an organization growth plan that supports and enhance the delivery of services as the community grows.	Work with Courtenay and the CVRD to implement recommendations from the 2023 Comox Valley Sport Fields Strategy report (staff report to Council, November 1, 2023).	2024-25		In progress
	Housing	TOP PROJECT: Update (Complete new) the OCP through community consultation to develop a		2024		Commenced Nov 2024
		Apply for and complete the Complete Community grant program to support future planning decision		2023		Complete. Grant obtained
		Apply for and complete the CMHC Housing Accelerator grant program to accelerate the Town's		2023		Complete. Grant obtained
		TOP PROJECT: Develop a Housing Strategy that creates conditions for a diversity of housing options		2025		Will be part of the OCP process Council received Housing Needs Assessment on Septmber 4th RCM
	Community Addition	Require greenway and connectivity networks in new developments.		2024		
		Complete a DCC review to ensure equity and fairness in cost allocation in new developments.		2024		Commenced Nov 2024
		Create a community amenity policy for developments.		2024		In progress and will be considered at completion of OCP and Complete Communities project
		Increase required bike parking and EV charging capabilities in multifamily development				will be reviewed through OCP process
		Create a residential tree planting program		2026		Not started

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 ** Strategic initiative reworded

Completed: 

On Hold: 

In Progress: 

 TOWN OF COMOX		POLICY AND PROCEDURE MANUAL	
Section: COUNCIL	Number: CCL – 025.01	Office of Primary Responsibility: CORPORATE SERVICES	
PERMISSIVE TAX EXEMPTION POLICY			
Type: ☒ Policy ☒ Procedure		Authority: ☒ Council ☐ Administrative	
		Approved By: ☒ Council ☐ Chief Administrative Officer ☐ Department Head	
Date Adopted: October 6, 2004		Date Last Amended: August 7, 2024	
		Date to be Reviewed: December, 2025	
Manner Issued: Website, Internal Memo, Upon request			

1 PURPOSE

1.01 To Provide a framework for Permissive Tax Exemption Policies

2 POLICY STATEMENT

2.01 The Council of the Town of Comox recognizes that local not for profit societies are valuable resources in helping the municipality provide a vibrant community. The Town will provide Permissive Tax Exemptions (PTEs) on an ongoing to basis to approved properties unless otherwise directed by Council.

3 POLICY PRINCIPLES

3.01 Council will consider the provision PTEs for any property which is approved by Section 7 Division 7 of the Community Charter.

4 SCOPE

4.01 All PTE requests that are submitted to the Town of Comox including and not limited to community groups, non-profits, schools, youth groups, and other governmental organizations.

5 POLICY

5.01 Council will review all Permissive Tax Exemption requests submitted by qualified applicants. Any applicant that is approved for a PTE will continue to receive a property tax exemption until and including 2034 unless disqualified under section 6.03 or until this policy is amended or appealed.

	PERMISSIVE TAX EXEMPTION POLICY	POLICY AND PROCEDURES MANUAL	
	CORPORATE SERVICES	CCL-025.01	Page 2

6 PROCEDURES

6.01 Council will accept Permissive Tax Exemption applications from qualified applicants prior to May 31st of each year.

6.02 Applications must include the following information:

- Copy of certificate of society or non-profit registration.
- In the case of a lease agreement for premises rather than ownership, documents are required which indicate that the applicant will benefit by the exemption. Documents should demonstrate that the lease is currently, or will, on approval of the exemption, be reduced by the amount of the exemption, or that other considerations will be provided by the landlord equivalent to the value of the exemption.
- Description of programs/services/benefits delivered from the subject lands/improvements including participant numbers, volunteer hours, benefiting groups/individuals/special needs populations, fees charged for participation
- Description of any 3rd party use of the subject land/improvements including user group names, fees charged conditions of use.
- Information as to the extent to which the activities of the applicant are regional or local (within the Town of Comox) in nature.
- Financial information on how the tax exemption amount is put back into the community through charitable means or reduced fees paid by the general population of the Town of Comox.
- Confirmation that the organization's activities do not compete with any other duly licensed business in the Municipality.

6.03 Any property that undergoes a change to use or any substantial change to the information submitted in section 6.02 must inform the Town and may be required to apply for a new PTE.

6.04 All properties approved will be granted a 100% exemption or maximum allowable under legislation.

6.05 Any property that engages in behaviour which Council deems to be abhorrent, egregious, or criminal may be ineligible for future Permissive Tax Exemptions for a set period of time.

	PERMISSIVE TAX EXEMPTION POLICY	POLICY AND PROCEDURES MANUAL	
	CORPORATE SERVICES	CCL-025.01	Page 3

Amendment Date	Section Amended or Description of Amendment	Resolution Number
Oct 6, 2004	CCL-025.00. Policy established as Council Policy No. CCL-025 Property Tax Exemption Policy.	2004.420
Aug 7, 2024	CCL-025.01. Policy renamed to Permissive Tax Exemption Policy and rewritten to include section 6.05.	2024.290