

# Strategic Plan

2022-2026



TOWN OF  
**COMOX**



## Vision Statement

The Town of Comox is committed to maintaining and enhancing the quality of life for all residents, businesses and visitors through investment in 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 will consider and value our natural assets and our unique community features and will take responsibility for our long-term impact on the environment for future generations.



**Accessibility** - We will support and embrace diversity and strive to make our community and services accessible and inclusive for everyone regardless of ability or background.



**Fiscally Responsible** – We will balance the short- and long-term financial impacts of our decisions.



**Reconciliation** – We will work to improve our relationship with K'ómoks First Nation and any 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 and inclusive.

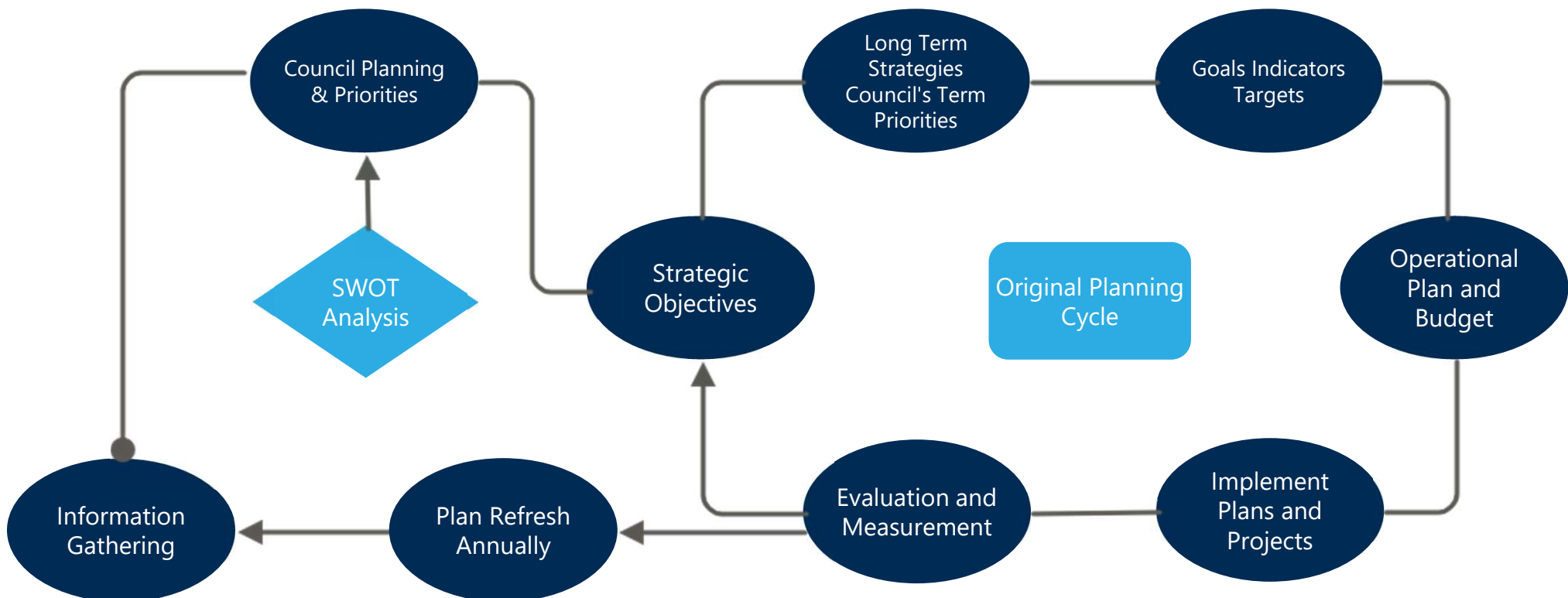


**Disciplined Decision Making** - We are responsible and transparent in our decision making.

# FRAMEWORK & PROCESS

The purpose of this Strategic Plan is to articulate strategic choices and provide information on how the organization intends to achieve its priorities. The Strategic Plan outlines priorities to be achieved over the next several years and addresses four questions:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we measure our progress?



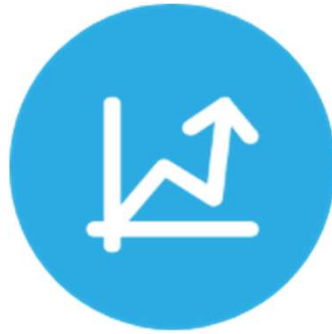
# STRATEGIC PRIORITIES



**Organizational  
Excellence**



**Community  
Connection and  
Wellness**



**Economic Health**



**Good Governance**



**Balanced Community  
Planning**



## Organizational Excellence

We will modernize and create stability to ensure high quality service 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's 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.
- **Public Safety** – support Comox Fire Rescue and other local emergency services to maintain and enhance the safety of our citizens.



## Economic Health

**We support a strong and vibrant business community to provide stability to our local economy.**

### AREAS OF FOCUS

- **Downtown Vitality** - We believe that a vibrant downtown is a key element of a proud connected community that creates connection, a sense of community and a sense of place.
- **Balancing Vibrancy & Stability** - Create an environment for a robust and vibrant Comox economy by working 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** – We enhance two-way communication with our community.
- **Relationships** – We develop connections and relationships both locally and regionally to leverage support for our goals.
- **Decision Making** - We make evidence-based decisions focused on the best interests of the Town over the long term.





## Balanced Community Planning

**We will ensure responsible and thoughtful growth to enhance a well-balanced community.**

### AREAS OF FOCUS

- **Strategic Growth** - We will balance the benefits of growth with the livability of our community.
- **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 positively to the community through appropriate amenity contributions and/or other community benefits.

# 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 Balanced Community Planning.

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 Balanced Community Planning, 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 ADMINISTRATIVE 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 Balanced Community Planning 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.

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

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

AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<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.	<ul style="list-style-type: none"> <li>• Develop, implement, and communicate to the public an asset funding strategy to close the infrastructure deficit and ensure long term sustainable core service delivery</li> <li>• Continue to consider electrification of the Town's fleet and equipment where practical and appropriate</li> <li>• Future proof infrastructure to prepare for climate change and events</li> </ul>
<b>Staff Retention</b> - Ensure our human resources are aligned with meeting Council's and the community's expectations.	<ul style="list-style-type: none"> <li>• Develop a standard of conduct to promote a positive and respectful workplace</li> <li>• Pursue structural alignment through organizational Strategic Plan updates</li> </ul>
<b>Internal processes</b> - Streamline and develop new processes that are efficient, cost effective and support our overall objectives.	<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 to support consistent and flexible customer service</li> <li>• Digitize requests for information, responses, and record keeping</li> <li>• Complete the Climate Change Risk Assessment and Action Plan</li> </ul>
<b>Customer Service</b> - Enhance customer service standards within our organization by providing better access to information, training tools and resources for staff.	<ul style="list-style-type: none"> <li>• Continue moving towards a macro focused customer service response model to sustain community wide core service delivery within allocated resources</li> <li>• Develop an organization growth plan that supports and enhance the delivery of services as the community grows</li> </ul>





## STRATEGIC PRIORITY

# Community Connection and Wellness

We believe in fostering community connection and enhancing individual and collective 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 of a pump track and development of skate park plans</li> <li>• Recreation Master Plan Project</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>• Complete Brooklyn Creek greenway south of Noel Avenue</li> <li>• Acquire further parks and nature space within town boundaries</li> <li>• Develop a Parks Master Plan and Urban Forest Management Strategy to catalogue current needs and map future growth of the Town's parks systems</li> <li>• Complete an ocean front walkway connection west of Marina Park to Ellis Street</li> <li>• Explore acquiring a bee friendly designation</li> <li>• Community Centre Outdoors/Village Park Concept Plan</li> <li>• Marina Park Concept Plan</li> <li>• Lancaster Park Concept Plan</li> <li>• New Park Washrooms</li> <li>• Beach Access Improvements</li> <li>• Dog Park Pilot Project</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>• Construct 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> <li>• Hold annual forums, such as an annual Economic Development and Tourism forum and a Developer's Forum, with key Stakeholders</li> </ul>
<p><b>Public Safety</b> – support Comox Fire Rescue and other local emergency services to maintain and enhance the safety of our citizens.</p>	<ul style="list-style-type: none"> <li>• Continue provision of health and safety support including smoke detectors, AED's, Fire Smart support and wildfire mitigation</li> <li>• Focus on life saving protection through the timely response to fire rescue and medical emergency situations</li> <li>• Active participation in the Regional Emergency Management Program</li> <li>• Increase public awareness of emergency evacuation routes</li> <li>• Replace Fire Station</li> </ul>



## STRATEGIC PRIORITY

# Economic Health

**We support a strong and vibrant business community to provide stability to our local economy.**

AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<p><b>Downtown Vitality</b> - We believe that a vibrant downtown is a key element of a proud connected community that creates connection, a sense of community and a sense of place.</p>	<ul style="list-style-type: none"> <li>• Complete a Downtown Action Plan to guide future development and balance the need for growth vs. 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> <li>• Explore and incentivize retail zoning in the downtown</li> <li>• Explore establishing a Town of Comox Tourism Commission.</li> </ul>
<p><b>Balancing Vibrancy &amp; Stability</b> - Create an environment for a robust and vibrant Comox economy by working 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 renewal and potential boundary expansion process</li> <li>• Complete an Economic Development Strategy and Downtown Enhancement Action Plan</li> <li>• Increase the Town's Employment Lands land base</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> <li>• Improve the pedestrian connection between the Marina and Comox Ave including exploring mechanized alternatives</li> <li>• Install a floating platform off the breakwater</li> </ul>





STRATEGIC PRIORITY

# Good Governance

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

AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<b>Community Participation</b> – We enhance two-way communication with our community.	<ul style="list-style-type: none"> <li>• Develop a pre-application policy with community input requirements to support and broaden community participation</li> <li>• Further enhance online information regarding proposed developments</li> <li>• Continue Town’s communication and social media growth to build knowledge and engagement on town projects and initiatives.</li> </ul>
<b>Relationships</b> – We develop connections and relationships both locally and regionally to leverage support for our goals.	<ul style="list-style-type: none"> <li>• Maintain high levels of support and coordination with other local governments and K’ómoks First Nation</li> </ul>
<b>Decision-Making</b> - We make evidence-based decisions focused on the best interests of the Town over the long term.	<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

# Balanced Community Planning

We will ensure responsible and thoughtful growth to enhance a well-balanced community

AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<b>Strategic Growth</b> - We will balance the benefits of growth with the livability of our community.	<ul style="list-style-type: none"> <li>• Ensure appropriate amenity provisions in rezoning applications</li> <li>• Develop an organization growth plan that supports and enhance the delivery of services as the community grows</li> </ul>
<b>Housing</b> - We will create the conditions for a diversity of housing options in our unique Seaside Town.	<ul style="list-style-type: none"> <li>• Update the OCP through community consultation to develop a vision for the future growth of Comox</li> <li>• Apply for and complete the Complete Community grant program to support future planning decision making</li> <li>• Apply for and complete the CMHC Housing Accelerator grant program to accelerate the Town's modernization process and secure funding for other community benefits</li> </ul>
<b>Community Addition</b> - We will ensure that each new major development adds positively to the community through appropriate amenity contributions and/or other community benefits.	<ul style="list-style-type: none"> <li>• Require greenway and connectivity networks in new developments</li> <li>• Complete a DCC review to ensure equity and fairness in cost allocation in new developments</li> <li>• Create a community amenity policy for developments</li> <li>• Increase required bike parking and EV charging capabilities in multifamily development</li> <li>• Create a residential tree planting program</li> </ul>



# Top Projects



## Youth Recreation

- Finalize the design and construction of a Pump Track to enhance youth recreation in Comox



## Parks

- Complete the Parks and Trails Master Plan Plan
- Complete the Urban Forest Management Strategy



## Urban Planning

- Completion of a New Official Community Plan
- Develop a Housing Strategy that creates conditions for a diversity of housing options
- Implement the Development Application Review



## Downtown & Comox Marina Vibrancy

- Complete Downtown Action Plan



## Climate Change

- Complete the Climate Change Risk Assessment and Action Plan