



The Corporation of the City of Courtenay

# Staff Report

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**To:** Council

**File No.:** 0620-20

**From:** City Manager (CAO)

**Date:** September 17, 2025

**Subject:** 2023-2026 Strategic Priorities Update September 2025

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## **PURPOSE:**

The purpose of this report is to provide an update in progress related to the 2023-2026 Strategic Priorities for the City of Courtenay and consider Council support for amendments to Fall/Winter 2025.

## **DISCUSSION:**

The City has long relied on its strategic planning process to link community objectives, ongoing core work program, sustainable financial planning, asset management and the organizational core values. This approach develops a multi-year strategy to address the service demands for Courtenay residents.

In November 2022, following the municipal election, Council worked with staff in a series of facilitated sessions to develop the draft 2023-2026 Strategic Priorities for the City of Courtenay. During these sessions, Council received an overview of ongoing work program items and capital projects, updates on the status of ongoing 2019-2022 priorities established by the previous Council and discussed their priorities and key projects that would be the focus for the term 2023-2026. In August of 2024, Council received an annual update on the 2023-2026 Strategic Priorities and considered progress to date on the strategic plan and confirmed the priorities.

In addition to the City's day-to-day core activities, this list of key Strategic Priorities continues to guide the work program for the City's service departments throughout the Council's term and has informed the development of the City's Annual Budget and Five Year Financial Plan.

The plan is purposefully aligned with the new City of Courtenay Official Community Plan (OCP), adopted in July 2022, and its four cardinal directions: climate action, reconciliation, equity, and community well-being. The Strategic plan is structured around the OCP cardinal directions and eight themes to ensure the priorities Council sets are aligned with the community's vision and aspirations for the City. This Plan is Council's commitment to implementing the OCP as well as the City's road map to ensure we are delivering the services and programs our residents want and expect. Lessons learned during the pandemic indicate that a solid framework to consider action and response to ever-changing situations is required for local governments. The structure of this plan is arranged so that Council has the framework to consider and prioritize a response to new or emerging services, as the need should arise during their term of office. The current 2023-2026 Strategic Priorities for the City of Courtenay are included for reference as Attachment No. 1.

## **Monitoring and Updating the Plan**

Progress towards the completion of tasks and initiatives included in the 2023-2026 Strategic Priorities has been tracked through the City's Annual Report and progress reports. As envisioned in the plan, this reporting

process includes reviewing the priorities and receiving Council direction on adjustments to address emerging conditions or issues faced by the City.

An update on the work completed to date with respect to the 2023-2026 Strategic Priorities is included as Attachment 2 for Council’s review and consideration. This draft document provides an overview of priorities that have been completed since the 2025 update and those in progress. This draft update document provides a status on the expected timeline for work. In some cases a revised timeline has been presented as there are areas within the Strategic Priorities that have been impacted by provincial legislative deadlines as well as competing/emerging priorities that have developed since the consideration and adoption of the plan.

### Courtenay Council Key Priorities Status 2025-2026

The listed priorities are those that Council members have consistently identified as being tangible and visible initiatives they would like to make significant progress on. In order to update Council on Status this more detailed table has been developed following consultation during the Fall 2024 strategic planning process and recent meetings during 2025.

The Strategic Priorities spreadsheet initiatives, timelines, and resources stand as Council direction for all projects including those included in the top priorities listed below. Note, some items are added as new strategic priority areas so there is no Current Strategic Plan Reference in the table below.

<b>Current Strat Plan Reference Number</b>	<b>- Strategic Priority/Action</b>	<b>Status</b>
#2	MOTT Advocacy for Transportation Improvements (17th St intersections, Ryan Corridor, Cliffe Ave)	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• 2025 UBCM Meetings</li> </ul>
#3	6th Street Bridge - Construction of Multi Modal Link	<ul style="list-style-type: none"> <li>• Construction Sept 2025</li> <li>• Completion Oct 2026</li> </ul>
#13	Downtown Vitalization Action Plan (Now Know as Downtown Vitalization Local Area Plan - DVLAP)	<ul style="list-style-type: none"> <li>• In Progress</li> <li>• Completion Dec 2025</li> </ul>
#18	Prepare an Options Analysis to improve Cliffe Avenue and 5th Street Intersection Pedestrian Facilities (DVLAP)	<ul style="list-style-type: none"> <li>• In Progress</li> <li>• Options Report to Council Sept 2025</li> <li>• Completion July 2026</li> </ul>
#23	Courtenay Homelessness Initiatives: Temporary Day Services, Belongings Storage, Temporary Housing Initiatives & Winter Shelter Strategy	<ul style="list-style-type: none"> <li>• Day Services Infrastructure - Complete</li> <li>• Storage – complete</li> <li>• Temp housing – UBCM Meeting Request Sept 2025</li> <li>• Winter Shelter Strategy– Council Report Fall 2025</li> <li>• Winter Shelter TUP Sept 2025</li> </ul>
	Braidwood (BC Housing property)	<ul style="list-style-type: none"> <li>• In Progress</li> <li>• Operator Tender Closed</li> <li>• Construction Tender Issued July 2025</li> <li>• Building Permitting – In Progress</li> <li>• Construction in Late 2025/2026 – advocacy to BC Housing by Council to push forward</li> </ul>
#36	New Pickleball Court	<ul style="list-style-type: none"> <li>• In Progress</li> <li>• Options/Design Sept 2025</li> </ul>

		<ul style="list-style-type: none"> <li>• Permitting/Construction Fall 2026/27</li> </ul>
#37	Harmston Park Plan	<ul style="list-style-type: none"> <li>• In Progress</li> <li>• Engagement July 2025</li> <li>• Design Dec 2025</li> <li>• Construction Dec 2026/27</li> </ul>
#38	McPhee Meadows	<ul style="list-style-type: none"> <li>• In Progress</li> <li>• Phase design complete</li> <li>• Construction July 2025</li> <li>• Completion Oct 2025</li> </ul>
#50-62	All Regional Collaboration Initiatives CVRD Regional Growth Strategy Technical Advisory Committee - RGS Review Process - Regional Housing Initiatives - Infrastructure Planning CVRD Regional Housing Initiatives CVRD Liquid Waste Management Plan CVRD Water Master Plan CVRD Sewer Conveyance CVSM Solid Waste Organics Diversion Courtenay/CVRD Air Quality Initiatives	<ul style="list-style-type: none"> <li>• In Progress or Ongoing</li> </ul>
#68	Implement Strategic Cultural Plan: This strategic objective will consist of multiple strategic actions / initiatives and will have to be expanded in future if Cultural Strategic Plan adopted by Council.  Includes following items in 2024-2026/7: -Public Art Policy (PAP) -Cultural Facility Feasibility Studies & Capital Plan (CFS&CP) - Funding model, including grant program - Recreation Facility Master Plan -Special Events and Hosting Policy (SE&HP)	<ul style="list-style-type: none"> <li>• In Progress</li> <li>• Cultural Coordinator Staff Position – Oct/Nov 2025: CUPE JD Discussion - Extended</li> <li>• PAP: Draft Q3 2026</li> <li>• CFS&amp;CP: In Discussion w Cultural Partners for Joint Grant – Q2 2026</li> <li>• RFMP: Next Council/Regional Discussion 2027</li> <li>• SE&amp;HP: Q4 2026</li> </ul>
#74	Identify appropriate roles and responsibilities for the City in the delivery of economic development services in the region. E.g. prepare options for council consideration & direction	<ul style="list-style-type: none"> <li>• Discussion by council to determine direction beyond chamber contract – preliminary discussion with Council Nov 2025</li> </ul>
#88	Update City Website	<ul style="list-style-type: none"> <li>• Complete July 21 2025</li> </ul>
#91	East Side Fire Hall - Update Design and Consider Potential Partnerships	<ul style="list-style-type: none"> <li>• Complete</li> <li>• July 30 Council Report</li> <li>• Simplified Design - No partner</li> </ul>
#92	East Side Fire Hall Construction	<ul style="list-style-type: none"> <li>• In Progress</li> <li>• Design RFP Close Sept 2025</li> <li>• Design Commence 1<sup>st</sup> of Q3 2025</li> <li>• Construction RFP Close Nov 2025</li> <li>• Construction Commence 1<sup>st</sup> of Q3 2026</li> </ul>

#95	Partner with RCMP to Communicate Public Safety Initiatives and Priority Policing Activities	<ul style="list-style-type: none"> <li>On Going - Regular 1/4ly presentations by RCMP to Council</li> <li>In Progress - Inter Regional Elected O Forum re RCMP services Winter 2025</li> </ul>
	<b>Other key tangible initiatives</b>	
	Braidwood Complete Street	<ul style="list-style-type: none"> <li>In Progress</li> <li>Design Complete Dec 2025</li> <li>Construction Commence June &amp; Complete Nov 2026</li> </ul>
	Construction Ryan Road Sidewalk	<ul style="list-style-type: none"> <li>In Progress</li> <li>Design Complete Dec 2025</li> <li>Construction Commence June &amp; Complete Sept 2026</li> </ul>
	Lake trail – Arden multi use pathway	<ul style="list-style-type: none"> <li>In Progress</li> <li>Design Complete</li> <li>Phase 1 Complete Construction Dec 2025</li> <li>Phase 2 Pending Permitting est. Sept 2026</li> </ul>
	Woodcote Park-playground redevelopment	<ul style="list-style-type: none"> <li>In Progress</li> <li>Design Complete</li> <li>Construction Complete Dec 2025</li> </ul>

As outlined in the activity summary, a significant amount of progress has been made on the City’s priorities in addition to the successful completion of the provincially mandated land use regulatory changes related to housing approvals, adoption of Provincial Housing targets and efficient delivery of our core services. Given the level of existing work related to provincial legislation implementation as well as emerging priorities it is recommended that reporting on the status of the City’s Strategic Priorities be scheduled three times per year in addition to the reporting of progress in the City’s Annual Report. As we are entering the final 14 months of the current Council term these steps will inform Council on progress in these areas and confirm the work program and financial planning is in place to address Strategic Priorities for the 2026 period. This schedule would see updates to Council in Spring (February), Summer (July) and Fall (September) of 2026.

**POLICY ANALYSIS:**

The 2023-2026 Strategic Priorities provides overarching policy guidance and direction for the City’s work program and financial plan. Organized around the four Cardinal Directions of climate action, reconciliation, equity, and community well-being, the plan serves as a framework to organize the City’s activities for 2023-2026. It also offers a policy framework to adapt to changes in environment or needs throughout the four-year term of Council.

**FINANCIAL IMPLICATIONS:**

The 2025-2029 Financial Plan is structured to address the Strategic Priorities identified by Council. All priority actions identified for 2025 are captured in the current financial plan, which has been approved by Council. Ongoing implementation of the plan will be included for consideration during the financial planning process. As this document is reviewed, adjustments (if required) to the financial plan will be made and incorporated into the five-year plan.

**ADMINISTRATIVE IMPLICATIONS:**

A municipal strategic plan sets the overall direction and service delivery response to community needs. The 2023-2026 Strategic Priorities guides the delivery of all core services, as well as delivering key new activities across all service sectors of the City of Courtenay. To ensure alignment of these activities with this direction, all staff reports include a reference to the Strategic Priorities and implications with respect to delivery of Strategic Priorities. From an administration and service delivery perspective, the plan provides direction to staff on recommending new projects or services required due to community need or potential legislative changes, and support Council in evaluating these matters through their term of office.

**OPTIONS:**

1. THAT Council receive the update on progress towards the 2023-2026 Strategic Priorities for the City of Courtenay Council, update the 2023-2026 Strategic Priorities to reflect the new items and adjusted timelines in Attachment 2, and direct staff to report back on Strategic Priorities in February, July and September of 2026.
2. THAT Council receive the update on progress towards the 2023-2026 Strategic Priorities for the City of Courtenay.
3. THAT Council provide alternate direction.

**ATTACHMENTS:**

1. Attachment 1 - City of Courtenay 2023-2026 Strategic Priorities
2. Attachment 2 – Strategic Priorities 2023-2026 Status Update

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