



# Strategic Priorities 2023-2026 | Status Update (revised June 18 2025)

Row	Streets & Transportation	Status	Resourced	Timeline	Division/Dept	Edits
1	Develop traffic calming policies, plans, implementation strategy for pedestrian safety, speed limits (residential/school/playground) and active transportation options	In Progress	Yes	2023-2026 & Beyond	OS - Transportation	Timeline edited to 2023-2026 and Beyond
2	Advocate with Ministry of Transport and Infrastructure (MOTI) to address congestion and improvements (17th Street Intersections/Bypass, Ryan Corridor, and Cliffe Avenue Pedestrian Crossings)	On Going	Yes	2023	CM/OS/Council	Descriptor Edited for readability and Timeline edited to Ongoing
3	6th Street Bridge - Construction of Multi Modal Link	In Progress	Yes	2025	laEE - Capital	Descriptor Edited for Clarity, Timeline edited
4	Implement parking restrictions and ticketing policies	In Progress	Yes	2025-2026	CS - Bylaw	Descriptor Edited for Clarity, Timeline edited
5	Implement New Bylaw Adjudication Program	In Progress	Yes	2025-2026	CS - Bylaw	Timeline edited to 2025-2026
Buildings & Landscape		Status	Resourced	Timeline	Division/Dept	Edits
7	Update Subdivision Servicing Bylaw - Include Provisions for Offsite Frontage Improvements	In Progress	Yes	2025	DS - Dev Plan	Timeline edited to 2025
8	Update Development Cost Charges (DCC) Bylaw	In Progress	Yes	2024-2025	DS - Dev Plan	Timeline edited to 2024-2025
9	Develop Amenity Cost Charge Bylaw (ACC) Bylaw	In Progress	Yes	2024-2025	DS - Dev Plan	New Item Added to Strategic Priority
10	Develop Short-term Rental Policy	In Progress	Yes	2026	DS - Dev Plan	Timeline edited to 2026
11	Update Zoning Bylaw to address OCP and Provincial Legislation	In Progress	Yes	2024-2026	DS - Dev Plan	Descriptor Edited to address OCP and legislation change and Timeline edited to accommodate phases
12	Update Official Community Plan to address new Provincial Legislation	In Progress	Yes	2025	DS - Long Range	New Item Added to Strategic Priority
13	Downtown Vitalization Action Plan (Downtown Local Area Plan - DLAP)	In Progress	Yes	2024-2025	DS - Long Range	Descriptor Edited per Council Comment
14	Review and Evaluate Downtown Development Incentives (DLAP)	In Progress	Yes	2024-2025	DS - Long Range	Descriptor Edited to Include DLAP
15	Harmston Avenue Civic Precinct Planning (DLAP)	In Progress	Yes	2024-2025	DS - Long Range	Descriptor Edited to Include DLAP
16	Implement Duncan Commons/Downtown Courtenay Playbook, 5th Street Staging/Phasing (DLAP)	In Progress	Yes	2024-2025	DS - Long Range	Descriptor Edited to Include DLAP
17	Review and Update Downtown Land Use Regulations and Bylaws for Consistency with OCP (DLAP)	In Progress	Yes	Ongoing	DS - Long Range	Descriptor Edited to Include DLAP
18	Prepare an Options Analysis to improve Cliffe Avenue and 5th Street Intersection Pedestrian Facilities (DLAP)	Planned	Partially Resourced	2025-2026	Ops/laEE/DS	Descriptor Edited to Include DLAP



## Strategic Priorities 2023-2026 | Status Update (revised June 18 2025)

19	Harmston Park Plan (DLAP)	Planned	Yes	2025-2026	RCCS/DS	Descriptor Edited to Include DLAP
20	Plan and Implement Public Bike Parking and Secure Storage	In Progress	Partially Resourced	2025-2026	DS/OPs	Moved to B&L Section



# Strategic Priorities 2023-2026 | Status Update (revised June 18 2025)

Affordable Housing & Homelessness Response		Status	Resourced	Timeline	Division/Dept	Edits
22	Advocate to the Province for funding to develop housing: affordable housing, shelters, supportive housing, and social housing	Ongoing	Yes	Ongoing	CM/DS / RCCS	New Item Added to Strategic Priority
23	Courtenay-Homelessness Initiatives: Temporary Day Services, Belongings Storage, Temporary Housing Initiatives & Winter Shelter Strategy	In progress	Yes	2024 & beyond	RCCS/DS	New Item Added to Strategic Priority
Natural Environment		Status	Resourced	Timeline	Division/Dept	Edits
25	Develop and implement a strategy for parkland acquisition (Parks and Open spaces land acquisition)	In Progress	Yes	2025-2026	RCCS - Parks CM - Land strategy DS -ACC & DCC	
26	Promote and Communicate the Urban Forest Strategy & Tree Protection Bylaw - undertake review of Tree Protection Bylaw	In Progress	Yes	2024-2025	DS - Long Range	
27	Include climate change lens in staff reports	In Progress	Yes	2026	CM/All Divisions	Timeline Edited
28	Update Corporate Climate Action Plan	In Progress	Yes	2024-2025	IaEE - EE	
29	Include Carbon Budget in Municipal Operations and Purchasing	In Progress	Partially Resourced	2027 +	CM/Fin/IaEE	Timeline Edited
Parks and Recreation		Status	Resourced	Timeline	Division/Dept	Edits
31	Florence Filberg Centre needs assessment and capital improvements	Planned	Partially Resourced	2025	RCCS - Fac	Timeline Edited
32	Courtenay and District Memorial Outdoor Pool needs assessment and capital improvements Options Analysis - Capital Improvements	In Progress	Yes	2024-2026	RCCS/IEE-CP	Timeline Edited
33	Lewis Centre needs assessment and capital improvements	Planned	Yes	2026 & Beyond	RCCS	
34	Parks & Recreation Master Plan Implementation Strategy - Park Development	Planned	Yes	2025-2027	RCCS / IaEE	New Item Added to Strategic Priority
35	Bill Moore Park	Planned	Partially Resourced	2025-2027	RCCS	Timeline Edited
36	New Pickleball Court	Planned	Yes	2025-2026	RCCS/IEE-CP	Timeline Edited
37	Harmston Park Plan (DLAP)	Planned	Yes	2025-2026	RCCS/DS-LR/IEE-CP	Timeline Edited
38	McPhee Meadows	In Progress	Yes	2024-2026 & Beyond	RCCS/IEE-CP	Timeline Edited
39	Sport Allocation Policy & Implementation (Regional collaboration)	In Progress	Yes	2024-2025	RCCS	New Item Added to Strategic Priority
40	Recreation Strategic Plan: Review recreation programs and engage with community on current and future needs, changing demographics).	Planned	Yes	2025-2026	RCCS	Revised item (review recreations programs regularly)
41	Parks and Public Spaces Regulation Bylaw - Communication Plan and Implementation Plan	In Progress	Yes	2025-2026	CS - supported by all other departments	New Item Added to Strategic Priority



# Strategic Priorities 2023-2026 | Status Update (revised June 18 2025)

Municipal Infrastructure		Status	Resourced	Timeline	Division/Dept	Edits
43	Phased Accessibility Audit of Public Facilities					Description Edited to identify phases with revised timeline
44	Phase 1: Complete accessibility audit	Complete 2024		2023-2026 & Beyond	DS/RCCS - Fac	
45	Phase 2: Develop Accessibility Plan	In progress	Yes	2024=2025	DS/RCCS - Fac	
46	Phase 3: Capital Improvement Implementation Policy	Planned	Partially Resourced	2026 & Beyond	DS/RCCS - Fac	
47	City of Courtenay Accessibility Strategy (Legislative Requirement)	Ongoing	Partially Resourced	2025-2026	CS All departments	New Item Added to Strategic Priority
48	Continue Implementing Water Conservation Measures: Review and Update Watersmart Action Plan	In Progress	Yes	2024-2025	OPS	
Regional Collaboration		Status	Resourced	Timeline	Division/Dept	Edits
50	CVRD Regional Growth Strategy Technical Advisory Committee - RGS Review Process - Regional Housing Initiatives - Infrastructure Planning	In Progress	Yes	2025-2026	DS - Long Range	Description Edited
51	CVRD Regional Housing Initiatives	In Progress	Yes	2024 & Beyond	DS - Long Range	
52	CVRD Liquid Waste Management Plan	In Progress	Yes	2023-2026	laEE- OPS	
53	CVRD Water Master Plan	In Progress	Yes	2023-2026	laEE - OPS	New Item Added to Strategic Priority
54	CVRD Sewer Conveyance	In Progress	Yes	2023-2026	laEE - EE/OPS	
55	CVSM Solid Waste Organics Diversion	In Progress	Yes	2023-2026	OPS	Description Edited
56	Courtenay/CVRD Air Quality Initiatives	Ongoing	Yes	2023-2026	laEE - EE	
57	CVRD Regional Parks Function	In Progress	Yes	2023-2026	RCCS	
58	CVRD Comox Valley Transit	New	Yes	2025-2026	DS/Ops	New Item Added to Strategic Priority
59	Regional Active Transportation Initiatives	New	Partially Resourced	2025-2026	OPS/RCCS	New Item Added to Strategic Priority
60	Comox Valley Emergency Program	Ongoing	Yes	Ongoing	City Manager/Fire	New Item Added to Strategic Priority
61	Island Corridor Foundation Corridor Planning	New	Yes	2024-2026	DS/RCCS/CM	New Item Added to Strategic Priority
62	CVRD Reconciliation Advisory Roundtable	Ongoing	Yes	2023 & Beyond	CM	New Item Added to Strategic Priority
Social Infrastructure		Status	Resourced	Timeline	Division/Dept	Edits
64	Review City operations with a social equity, reconciliation and anti-racism lens and develop corporate policy.	In Progress	Partially Resourced	2024 & Beyond	Corp Ser - HR	Timeline Edited
65	Develop measures and criteria to track progress for the OCP's four cardinal directions: reconciliation, community well-being, equity, and climate action.	Not Started	Yes	2027 & Beyond	DS - Long Range	Timeline Edited



## Strategic Priorities 2023-2026 | Status Update (revised June 18 2025)

Arts, Culture and Heritage		Status	Resourced	Timeline	Division/Dept	Edits
67	Complete Strategic Cultural Plan	In Progress	Yes	2023-2024	RCCS	Timeline Edited
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 - Cultural Facility Feasibility Studies & Capital Plan - Funding model, including grant program - Special Events and Hosting Policy	Planned	Partially Resourced	2025-2027 & Beyond	RCCS	Timeline Edited
Food Systems		Status	Resourced	Timeline	Division/Dept	Edits
70	Continue to engage with Agricultural Community and Food Policy Council to identify needs and support relevant OCP policies.	Ongoing	Yes	2024 and beyond	DS - Long Range	Timeline Edited
71	Identify roles for the City in the delivery of food security as outlined in the OCP	Ongoing	Yes	2024 and beyond	DS - Long Range	Timeline Edited
72	Continue to support community gardens and other small scale food production spaces	In Progress	Partially Resourced	2025 - 2026	DS - Long Range/RCCS - Parks	Description Edited for Clarity and Timeline Edited
Local Economy		Status	Resourced	Timeline	Division/Dept	Edits
74	Identify appropriate roles and responsibilities for the City in the delivery of economic development services in the region.	In Progress	Partially Resourced	2024-2027	City Manager	Timeline Edited
75	Collaborate with partners on economic development initiatives	In Progress	Yes	In Progress	All Div	



## Strategic Priorities 2023-2026 | Status Update (revised June 18 2025)

	<b>Good Governance</b>	<b>Status</b>	<b>Resourced</b>	<b>Timeline</b>	<b>Division/Dept</b>	<b>Edits</b>
77	Develop an assignment and tracking system for public enquiries	In Progress	Yes	2025	CM/Corp Serv - LS	New Item Added to Strategic Priority
78	Council Members will engage community directly to promote City Strategic Priorities and Actions through Council Committee Appointments, Event Attendance and Resident Contact	Ongoing	Partially Resourced	Ongoing Actions	Council/CM/CS-Coms	New Item Added to Strategic Priority
79	Increase community engagement for all segments of the community: complete communication strategy, community survey, and community engagement strategy	In Progress	Partially Resourced	2023-2025	CS - Coms	
80	Review operations and terms of reference for City committees	Planned	Yes	2025- 2026	CS - LS, DS - Long Range, RCCS	Timeline Edited
81	Develop a land strategy for acquisition, devolution, and disposal of property, including an inventory of all City folios over 400 m <sup>2</sup> .	In Progress	Yes	Revised 2025-2026	CM/Fin - Real Estate	Timeline Edited
82	Review and streamline development process and set targets for application processing times	In Progress	Partially Resourced	2025-2026	DS - Dev Plan	Timeline Edited
83	Develop a Reconciliation Action Plan	In progress	Partially Resourced	Ongoing Actions	CM/CS Dir	Description Edited for Clarity and Timeline Edited
84	Privacy Framework (New Legislative Requirement)	In Progress	Partially Resourced	2025	CS - LS	New Item Added to Strategic Priority
85	Routine Transaction Bylaw/Delegation of Authority	In Progress	Yes	2026	CS, FS - procurement, and all departments	New Item Added to Strategic Priority
86	Enhance and improve Recreation risk management through the following policy development and implementation: - Child Protection Policy - Recreation Code of Conduct - Program Risk Management Guidelines & Policy	In Progress	Yes	2024-2026	RCCS	New Item Added to Strategic Priority
	<b>Organizational Well-Being &amp; Sustainability</b>	<b>Status</b>	<b>Resourced</b>	<b>Timeline</b>	<b>Division/Dept</b>	<b>Edits</b>
88	Update City Website	In Progress	Yes	2025	CS- Comms, All divisions	New Item Added to Strategic Priority
89	Public Notice Bylaw	Planned	Partially Resourced	2025	CS-Comms	New Item Added to Strategic Priority



# Strategic Priorities 2023-2026 | Status Update (revised June 18 2025)

Public Safety		Status	Resourced	Timeline	Division/Dept	Edits
91	East Side Fire Hall - Update Design and Consider Potential Partnerships	In Progress	Yes	2023-2025	Fire/Fin/IEE - CP	Timeline Edited
92	East Side Fire Hall Construction	In Progress	Yes	2026	Fire/IEE - CP	Timeline Edited
93	Long Term Staff Plan for Fire Services	In Progress	Partially Resourced	2023-2025	Fire/Fin	
94	RCMP Service Analysis - Financial and HR Implications	Planned	Partially Resourced	2025-2026	City Manager/Fin/CS-Dir & HR	New Item Added to Strategic Priority
95	Partner with RCMP to Communicate Public Safety Initiatives and Priority Policing Activities	Planned	Partially Resourced	2025	CM/Fin/CS - HR	New Item Added to Strategic Priority
96	Promote a Broad View and Perspective on Community Safety Issues to include Protective Services, RCMP, Fire Services Bylaw Enforcement to address community priorities in the areas of pedestrian safety, traffic planning and opens space regulation: - Bylaw Reviews/Updates - Regulation and Design of Public Spaces - Accessibility and Safety	Planned	Partially Resourced	2025	CM/Fin	Timeline Edited
97	Build Capacity for Emergency Planning and Local Response	Ongoing	Yes	2024-2025	Fire/CM	
Financial Sustainability		Status	Resourced	Timeline	Division/Dept	Edits
99	Advocate for review of small business taxes and differentiated tax rate	Ongoing	Yes	Ongoing	Fin/City Manager	
100	Review City Financial Processes	Ongoing	Yes	Ongoing	Fin	
101	Review Fees, Charges and Fines	Ongoing	Yes	2024-2026	Fin/All Div	
Council Initiatives		Status	Resourced	Timeline	Division/Dept	Edits
103	Gender equity in washrooms & Menstrual equity	In Progress	Yes	2024-2025	RCCS	
104	Recreation Facility Rental Policy (Safe & Inclusive Spaces & Access)	Planned	Yes	2025	RCCS	
105	Implement Memorial Bench Program	In Progress	Yes	2025-2026	RCCS	



# Strategic Priorities 2023-2026 | Status Update (revised June 18 2025)

2022-2026 Completed Initiatives						
Affordable Housing & Homelessness Response		Status		Timeline	Division/Dept	Edits
109	Review potential of City property for partnerships with BC Housing and Non-Profit Housing Partners	Complete		2023-2024	DS - Long Range	Descriptor Edited
Municipal Infrastructure		Status		Timeline	Division/Dept	Edits
111	Phase 1: Complete accessibility audit (complete)	Complete 2024		2023-2026 & Beyond	DS/RCCS - Fac	Description Edited to identify phases with revised timeline
Social Infrastructure		Status		Timeline	Division/Dept	Edits
113	Participate in discussion on regional childcare space development, and explore incentives to support development of childcare spaces.	Complete		Complete	RCCS / DS	
114	Continue working with community agencies that deliver day services. Explore role in the provision of social support services, including future of Connect Centre.	Complete		Complete	DS/RCCS	
Good Governance		Status		Timeline	Division/Dept	Edits
116	Council Code of Conduct	Complete		2024	CS - LS	