



Strategic Priorities 2023-2026 | Status Update (revised Feb 2026)

Row	Streets & Transportation	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026
5	Implement New Bylaw Adjudication Program	Complete	Yes	2025-2026	CS - Bylaw	The Bylaw Adjudication Program is fully implemented.
3	6th Street Bridge - Construction of Multi Modal Link	In Progress	Yes	2025	laEE - Capital	Construction completion planned for summer 2026
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	The traffic calming policy has been completed and community review is currently underway. City wide speed reductions have been implemented, and the Safe and Active Schools program is fully underway to support pedestrian safety and active transportation.
4	Implement parking restrictions and ticketing policies	In Progress	Yes	2025-2026	CS - Bylaw	Will follow the Downtown Parking Strategy.
2	Advocate with Ministry of Transportation and Transit (MoTT) to address congestion and improvements (17th Street Intersections/Bypass, Ryan Corridor, and Cliffe Avenue Pedestrian Crossings)	On Going	Yes	2023	City Manager/Operational Services/Council	Following the denial of the City's 2025 UBCM meeting request, staff will seek a separate meeting with the MoTT. A regional meeting with Courtenay, Comox, the CVRD and CFB Comox will also be coordinated to advocate for improvements to the MoTT corridor in support of Council's Strategic Priorities.
Row	Buildings & Landscape	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026
7	Update Subdivision Servicing Bylaw - Include Provisions for Offsite Frontage Improvements	Complete	Yes	2025	DS - Dev Plan	The Subdivision Servicing Bylaw updates are completed, with the bylaw adopted in Q4 2025.
8	Update Development Cost Charges (DCC) Bylaw	In Progress	Yes	2024-2026	DS - Dev Plan	[Timeline edited to extend into 2026] The DCC Bylaw have received three readings by Council. Following third reading, the "Development Cost Charge Bylaw No. 3191, 2025" and the accompanying DCC Background Report were submitted to the Inspector of Municipalities for review and approval.
9	Develop Amenity Cost Charge Bylaw (ACC) Bylaw	In Progress	Yes	2024-2026	DS - Dev Plan	[Timeline edited to extend into 2026] The ACC Bylaw received 1st, 2nd and 3rd reading by Council.
10	Develop Short-term Rental Policy	In Progress	Yes	2026	DS - Dev Plan	Updated report on DVLAP status and Phase 3 report was presented at the Feb 25 Council meeting.
11	Update Zoning Bylaw to address OCP and Provincial Legislation	In Progress	Yes	2024-2026	DS - Dev Plan	The Zoning Bylaw update (Phase 1) is substantially complete, with the report and bylaw currently in draft. The Bylaw is expected to come to Council for consideration in March of 2026. The Zoning Bylaw update is in line with the updated OPC. Phase 2 scope of work is currently being reviewed, and will be underway in 2026, with a more substantial bylaw update expected in Q1 of 2027.
12	Update Official Community Plan to address new Provincial Legislation	In Progress	Yes	2025 -2026	DS - Long Range	[Timeline edited to extend into 2026] The OCP report and bylaw was considered by Council for 1st and 2nd at the February 26, 2026 Council meeting. Upon achieving 2nd reading, the 60-day public notice period will begin, with a Public Hearing scheduled for May 6th.
13	Downtown Vitalization Action Plan (Downtown Local Area Plan - DLAP)	In Progress	Yes	2024-2026	DS - Long Range	[Timeline edited to extend into 2026] Scope of the Downtown Vitalization Local Area Plan staff report was presented to Council on Feb 25 agenda
15	Harmston Avenue Civic Precinct Planning (DLAP)	In Progress	Yes	2024-2026	DS - Long Range	[Timeline edited to extend into 2026] This work has been reorganized under the Downtown Vitalization Local Area Plan project. The Phase 3 Scope of Work of the DVLAP Project is being presented to Council at the February 25, 2026 Council meeting for endorsement.
16	Implement Duncan Commons/Downtown Courtenay Playbook, 5th Street Staging/Phasing (DLAP)	In Progress	Yes	2024-2025	DS - Long Range	This work has been reorganized under the Downtown Vitalization Local Area Plan project.
17	Review and Update Downtown Land Use Regulations and Bylaws for Consistency with OCP (DLAP)	In Progress	Yes	Ongoing	DS - Long Range	This work has been reorganized under the Downtown Vitalization Local Area Plan project.
18	Prepare an Options Analysis to improve Cliffe Avenue and 5th Street Intersection Pedestrian Facilities (DLAP)	In Progress	Yes	2025-2026	Ops/DS	[Since the last update, this has moved from Planned to In Progress] This work is well advanced, with options analysis, design development, and public consultation now complete. The project is moving into delivery, with construction scheduled for Spring 2026 to improve pedestrian safety and accessibility at the intersection.

19	Harmston Park Plan (DLAP)	In Progress	Yes	2025-2026	RCCS/DS	This work has been reorganized under the Downtown Vitalization Local Area Plan project. Detailed design will follow completion of DVLAP.
20	Plan and Implement Public Bike Parking and Secure Storage	In Progress	Partially Resourced	2025-2026	DS/OPs	Public bike parking and secure storage options were considered as part of the BC Transit Downtown Exchange project. Further direction is required to confirm scope, timing, and implementation approach for this initiative.
14	Review and Evaluate Downtown Development Incentives (DLAP)	On Hold	Yes	2024-2026	DS - Long Range	[Timeline edited to extend into 2026] This work is currently on hold, as focus and capacity has been shifted to prioritize department operational efficiency processes improvement initiatives. This work will be reinitiated at the end of 2026 upon confirmation of priorities post 2026 general election.
Row	Affordable Housing & Homelessness Response	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026
23	Courtenay Homelessness Initiatives: Temporary Day Services, Belongings Storage, Temporary Housing Initiatives & Winter Shelter Strategy	In Progress	Yes	2024 & beyond	RCCS/DS	Strategic action ongoing including operationalization of Temporary Winter Shelter and planning for services until Braidwood. Winter Shelter Strategy development underway including needs assessment, partnership development, and implementation planning. Completion expected Q2 2026.
22	Advocate to the Province for funding to develop housing: affordable housing, shelters, supportive housing, and social housing	On Going	Yes	Ongoing	CM/DS / RCCS	Ongoing. Coordination meeting on Regional support to secure operational funding for Day Services scheduled; Temporary Winter Shelter in place for 2025/26
Row	Natural Environment	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026
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	Further direction included within OCP; next steps to follow development of City's land strategy.
26	Promote and Communicate the Urban Forest Strategy & Tree Protection Bylaw - undertake review of Tree Protection Bylaw	In Progress	Yes	2024-2026	DS - Long Range	[Timeline edited to extend into 2026] The Urban Forest Strategy is completed and in implementation, while the existing Tree Protection and Management Bylaw is currently under review as part of the Urban Forest Strategy and OCP update alignment.
27	Include climate change lens in staff reports	In Progress	Yes	2026	CM/All Divisions	Ongoing, Added as applicable to Staff Reports Discussion Section
28	Update Corporate Climate Action Plan	In Progress	Yes	2024-2026	laEE - EE	[Timeline edited to extend into 2026] Corporate Climate Action Plan - RFP being revised based on new Provincial guidelines. Hope to have complete by Q1 2027 ZEV Fleet Transition Plan - Complete Facility Energy Mgmt. Plan - Complete
29	Include Carbon Budget in Municipal Operations and Purchasing	In Progress	Partially Resourced	2027 & Beyond	CM/Fin/laEE	Will come out of Corporate Climate Action Plan work, likely in Q2 2027.
Row	Parks and Recreation	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026
38	McPhee Meadows	Complete	Yes	2024-2026 & Beyond	RCCS/IEE-CP	Phase 1 construction complete and park opened. Looking at options for fisherman's trail and beach access. Hope to report back summer 2026.
31	Florence Filberg Centre needs assessment and capital improvements	In Progress	Partially Resourced	2025 -2026	RCCS - Fac	[Timeline edited to 2025-2026] Scoping underway. Project to be initiated in Q2 2026.
32	Courtenay and District Memorial Outdoor Pool needs assessment and capital improvements Options Analysis - Capital Improvements	In Progress	Yes	2024-2026	RCCS/IEE-CP	Direction received to advance design for Replace option, contemplating a new pool for \$32.5M. Currently advancing design and hope to report back to Council in summer 2026.
35	Bill Moore Park	In Progress	Partially Resourced	2025-2027	RCCS	Project initiated 2026 Q1 with completion Q4 2026, engagement in summer 2026.
36	New Pickleball Court	In Progress	Yes	2025-2026	RCCS/IEE-CP	Options analysis complete. Detail design 2026 with construction 2027.
37	Harmston Park Plan (DVLAP)	In Progress	Yes	2025-2026	RCCS/DS-LR/IEE-CP	This work has been reorganized under the Downtown Vitalization Local Area Plan project. Detailed design will follow completion of DVLAP.
39	Sport Allocation Policy & Implementation (Regional collaboration)	In Progress	Yes	2024-2025	RCCS	Engagement complete. Draft policies underway. Completion expected Q2 2026.
41	Parks and Public Spaces Regulation Bylaw - Communication Plan and Implementation Plan	In Progress	Yes	2025-2026	CS - supported by all other departments	The Parks and Public Spaces Regulation Bylaw has been substantially implemented, with some service specific policy work still to be undertaken. The Good Neighbour Guide for parks and public spaces has been drafted and will be launched to the public in Q2.
105	Implement Memorial Bench Program	In Progress	Yes	2025-2026	RCCS	Implementation in 2026

33	Lewis Centre needs assessment and capital improvements	Planned	Yes	2026+	RCCS	Postponed to follow completion of <i>Recreation Strategic Plan</i> .
34	Parks & Recreation Master Plan Implementation Strategy - Park Development	Planned	Yes	2025-2027	RCCS	
40	Recreation Strategic Plan: Review recreation programs and engage with community on current and future needs, changing demographics).	Planned	Yes	2025-2026	RCCS	Initiation planned for Q2 2026.
104	Recreation Facility Rental Policy (Safe & Inclusive Spaces & Access)	Planned	Yes	2025	RCCS	Planned initiation in 2026 Q2.
Row	Municipal Infrastructure	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026
44	Phase 1: Complete accessibility audit	Complete		2023-2024	DS/RCCS - Fac	Completed in 2024
45	Phase 2: Develop Accessibility Plan	In Progress	Yes	2024 - 2025	DS/RCCS - Fac	
48	Continue Implementing Water Conservation Measures: Review and Update Watersmart Action Plan	In Progress	Yes	2024-2026	OPS	[Timeline edited to extend into 2026] The universal water metering business case study and associated rate model work have been completed. An information presentation to Council is scheduled for March 2026, outlining case study outcomes, financial strategies, and implementation pathways for Council consideration and direction.
47	City of Courtenay Accessibility Strategy (Legislative Requirement)	On Going	Partially Resourced	2025-2026	CS All departments	Substantially underway, internal document review is completed, and a public survey solicited input to inform the development of the Plan. The draft plan is anticipated to be presented to Council in Q2 of 2026.
43	Phased Accessibility Audit of Public Facilities	Planned			CS - supported by all other departments	
46	Phase 3: Capital Improvement Implementation Policy	Planned	Partially Resourced	2026 & Beyond	DS/RCCS - Fac	
Row	Regional Collaboration	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026
58	CVRD Comox Valley Transit	New	Yes	2025-2026	DS/Ops	City staff continue to work collaboratively with the CVRD and BC Transit as part of a regional partnership to support implementation of the Transit Future Plan. This includes ongoing coordination and engagement with the CVRD to align transit planning and initiatives with the City's Strategic Transportation Plan (STP) and broader Council priorities.
59	Regional Active Transportation Initiatives	New	Partially Resourced	On Going	OPS/RCCS	City staff continue to engage with the CVRD to maintain coordination and alignment of regional active transportation initiatives with the City's Council-adopted CNP, implementation strategy, and Strategic Transportation Plan.
61	Island Corridor Foundation Corridor Planning	New	Yes	2024-2026	DS/RCCS/CM	RCCS Director and Staff participating in CVRD led corridor planning project
50	CVRD Regional Growth Strategy Technical Advisory Committee - RGS Review Process - Regional Housing Initiatives - Infrastructure Planning	In Progress	Yes	2025-2026	DS - Long Range	The City has provided comments on the updated RGS to the CVRD as endorsed by Council. Staff continue to participate in the TAC.
51	CVRD Regional Housing Initiatives	In Progress	Yes	2024 & Beyond	DS - Long Range	With the creation of a Regional Housing Authority (CVRD), the planned work to develop a Non-Market Housing Strategy is proceeding and will clearly define the role of the City in the support of non-market housing - complimenting, not duplicating, the now planned work of the CVRD.
52	CVRD Liquid Waste Management Plan	In Progress	Yes	2023-2026	laEE	Continue to support process.
53	CVRD Water Master Plan	In Progress	Yes	2023-2026	laEE	Continue to support process.
54	CVRD Sewer Conveyance	In Progress	Yes	2023-2026	laEE	Linear assets complete, lift station outstanding. Continue to support as needed.

57	CVRD Regional Parks Function	In Progress	Yes	2023-2026	RCCS	RCCS staff participating in CVRD staff technical advisory committee.
55	CVSM Solid Waste Organics Diversion	On Going	Yes	2023-2026	OPS	Work to implement a fulsome residential organics collection and diversion program has been completed, including the rollout of a fully automated collection service across the City.
56	Courtenay/CVRD Air Quality Initiatives	On Going	Yes	2023-2026	IaEE	Comms program has been re-initiated. Continue to monitor Purple Air Monitors.
60	Comox Valley Emergency Program	On Going	Yes	On Going	City Manager/Fire	Ongoing - Staff participation with Comox Valley Emergency Program Regional Service and City Manager member of CVEM Administration Committee
62	CVRD Reconciliation Advisory Roundtable	On Going	Yes	2023 & Beyond	CM	Ongoing - City Manager member of CVRD Reconciliation Advisory Roundtable; Regional Reconciliation Event - facility cost funded per resolution of Courtenay Council
Row	Social Infrastructure	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026
67	Complete Strategic Cultural Plan	Complete	Yes	2023-2024	RCCS	Completed
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	This work remains on hold due to capacity challenges across all departments.
65	Develop measures and criteria to track progress for the OCP's four cardinal directions: reconciliation, community well-being, equity, and climate action.	In Progress	Yes	2027 & Beyond	DS - Long Range	Proposed in the OCP Update report (Feb 25, 2026) is the development of a stand alone OCP Implementation Plan which would operationalize the proactive planning cycle. A scope report is anticipated to inform the Strategic Priorities of the newly elected Council post 2026 election, with financial consideration in 2027 Financial Plan.
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	In Progress	Partially Resourced	2025-2027 & Beyond	RCCS	Staff position hired. Scoping of cultural feasibility study underway. Development of implementation plan focused on public art, special events, place making in progress.
103	Gender equity in washrooms & menstrual equity	In Progress	Yes	2024-2026	RCCS	[Timeline edited to extend into 2026] Implementation of free menstrual products complete. Next phase to improve signage.
Row	Food Systems	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026
70	Continue to engage with Agricultural Community and Food Policy Council to identify needs and support relevant OCP policies.	On Going	Yes	2024 & Beyond	DS - Long Range	Ongoing - New OCP Bylaw on February 25 Council Agenda
71	Identify roles for the City in the delivery of food security as outlined in the OCP	On Going	Yes	2024 & Beyond	DS - Long Range	Ongoing
72	Continue to support community gardens and other small scale food production spaces	In Progress	Partially Resourced	2025 - 2026	DS - Long Range/RCCS - Parks	Ongoing through management and service agreement with LUSH.
Row	Local Economy	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026
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	A three-year agreement with the Comox Valley Chamber of Commerce for Business Attraction and Retention (partnership with Town of Comox) was initiated in 2025 and is ongoing; MRDT for Tourism Marketing in place and engaged in Regional Initiative for Broader Based Comox Valley MRDT Spring 2026
75	Collaborate with partners on economic development initiatives	In Progress	Yes	In Progress	All Div	See #74 above; Council funding support provided for CV Chamber Economic Forecast Event, Ongoing engagement in Support of DCBIA Events
Row	Good Governance	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026

77	Develop an assignment and tracking system for public enquiries	Complete	Yes	2025	CM/Corp Serv - LS	Complete - Council Correspondence Packages.
79	Increase community engagement for all segments of the community: complete communication strategy, community survey, and community engagement strategy	Complete	Partially Resourced	2023-2025	CS - Coms	Community surveys are being completed annually from 2023 to 2027, then every two years thereafter. The Communication Strategy was adopted in early 2024. The Engagement Framework was adopted in spring 2025. Recommendations through the Communication Strategy and Engagement Framework will be implemented over time, guided by an Implementation Strategy and as resources allow.
80	Review operations and terms of reference for City committees	Planned	Yes	2025- 2026	CS - LS, DS - Long Range, RCCS	CS Leading.
81	Develop a land strategy for acquisition, devolution, and disposal of property, including an inventory of all City folios over 400 m ² .	In Progress	Yes	Revised 2025-2026	CM/Fin - Real Estate	Land strategy work is well underway. Several meetings held with SLT regarding identification of parcels future possible needs and other considerations. Council presentation May/June 2026
82	Review and streamline development process and set targets for application processing times	In Progress	Partially Resourced	2025-2026	DS - Dev Plan	RFQ for Tempest Optimization Project has closed and currently reviewing submissions. This project will review up to 60 workflow processes, make efficiency adjustments, and identify service KPIs.
83	Develop a Reconciliation Action Plan	In Progress	Partially Resourced	Ongoing Actions	CM/CS Dir	Ongoing Operational Activities: Kus Kus Sum Rehabilitation Project, Indigenous Procurement Policy, Monthly Courtenay/KFN Meeting, Reconciliation Training for Staff
84	Privacy Framework (New Legislative Requirement)	In Progress	Partially Resourced	2026	CS - LS	Legislation in BC now requires public bodies to have a privacy management program. This includes clear steps for privacy impact assessments and information-sharing agreements. The City's Privacy Framework will help ensure systems, projects and activities meet privacy requirements.
85	Routine Transaction Bylaw/Delegation of Authority	In Progress	Yes	2026	CS, FS - procurement, and all departments	
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	Completion expected 2026.
78	Council Members will engage community directly to promote City Strategic Priorities and Actions through Council Committee Appointments, Event Attendance and Resident Contact	On Going	Partially Resourced	Ongoing Actions	Council/CM/CS- Coms	Ongoing
Row	Organizational Well-Being & Sustainability	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026
88	Update City Website	Complete	Yes	2025	CS- Comms, All divisions	New City of Courtenay website launched in July 2025, with a strong focus on accessibility and usability. It features clear navigation and an attractive layout, improved search, mobile-friendly design, and flexible tools, all based on a user-first design aligned with internationally-recognized accessibility standards. Winning the AVA Gold Award for Website Design.
89	Public Notice Bylaw	Complete	Yes	2026	CS-Comms	The Public Notice Bylaw modernizes how the City provides required public notices under the Community Charter and Local Government Act. The bylaw allows the City to publish notices once in the newspaper and once on social media, in addition to posting on the City's website and the notice board at City Hall. The change reflects evolving communications habits and provincial amendments that permit alternative methods of public notice, provided they are reliable, suitable and accessible. The goal is to maintain transparency while improving reach and flexibility. The bylaw was adopted in February 2026.
Row	Public Safety	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026
91	East Side Fire Hall - Update Design and Consider Potential Partnerships	In Progress	Yes	2023-2026	Fire/Fin/IEE - CP	[Timeline edited to extend into 2026] 50% design milestone achieved. Construction start planned for summer 2026. Working towards project completion by end of 2027.
92	East Side Fire Hall Construction	In Progress	Yes	2026	Fire/IEE - CP	50% design milestone achieved. Construction start planned for summer 2026. Working towards project completion by end of 2027.
93	Long Term Staff Plan for Fire Services	In Progress	Partially Resourced	2014-2026	Fire/Fin	[Timeline edited to extend into 2026] With the second fire hall design at 50%, we are developing an officer development plan and volunteer staffing plan for the new station, targeting a fully trained and operational hall by Q3 2027.
94	RCMP Service Analysis - Financial and HR Implications	Planned	Partially Resourced	2025-2026	City Manager/Fin/CS Dir & HR	On hold due to temporary reassignment of the CS Director.

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	2025-2026	CM/Fin	[Timeline edited to extend into 2026]
95	Partner with RCMP to Communicate Public Safety Initiatives and Priority Policing Activities	On Going	Partially Resourced	2025 & Beyond	CM/Fin/CS - HR	Ongoing - Quarterly Presentation of RCMP Policing Statistics to Council, Participation and Presentation of Annual Financial Plan, RCMP Inspector Meetings with Mayor and City Manager
97	Build Capacity for Emergency Planning and Local Response	On Going	Yes	2024-2026	Fire/CM	[Timeline edited to extend into 2026] Internal resources receiving training, organizational capacity growing. Still waiting on Province to release regulations.
Row	Financial Sustainability	Status	Resourced	Timeline	Division/Dept.	Status update - Feb 2026
99	Advocate for review of small business taxes and differentiated tax rate	On Going	Yes	Ongoing	Fin/City Manager	
100	Review City Financial Processes	On Going	Yes	Ongoing	Fin	
101	Review Fees, Charges and Fines	On Going	Yes	2024-2026	Fin/All Div	