



The Corporation of the City of Courtenay

Staff Report

To: Council

File No.: 0620-20

From: City Manager (CAO)

Date: March 11, 2026

Subject: 2023-2026 Strategic Priorities Update - March 2026

PURPOSE:

The purpose of this report is to provide Council and the public with a status update on the 2023–2026 Strategic Priorities and to confirm the reporting schedule for the remainder of the Council term.

BACKGROUND:

The Strategic Priorities provide a structured framework to guide the City’s work program, financial planning and response to emerging provincial legislation and service pressures. As Council enters the final year of the 2023–2026 term, this update provides a status report on progress and delivery timelines.

DISCUSSION:

The following update outlines completed initiatives, work underway and key capital and policy projects advancing in accordance with Council direction.

Monitoring and updating the plan

On September 17, 2025, Council directed staff to update the 2023–2026 Strategic Priorities to reflect new items and adjusted timelines and to report back in February, July and September 2026. This report fulfills the February reporting commitment and presents the updated status and timelines for Council’s consideration.

Progress continues to be tracked through periodic status updates and the City’s Annual Report. The current update reflects completed initiatives, work underway and revised timelines where required due to provincial legislative changes, funding programs or construction sequencing.

A comprehensive draft status update is included as Attachment 1 for Council’s review and consideration. The attachment outlines priorities completed since the September 2025 update, initiatives currently in progress and any timeline adjustments. In several instances, revised delivery dates reflect the impacts of new provincial requirements, emerging priorities or capacity considerations that have developed since adoption of the plan.

Since the last Council update on September 17, 2025, notable progress includes:

Completed Initiatives

- McPhee Meadows Phase 1
- Implementation of the Bylaw Adjudication Program
- Subdivision Servicing Bylaw update
- East Side Fire Hall design update and partnership review
- City website refresh

Advancing Capital Projects

- 6th Street Bridge multi-modal link construction continues, with completion planned for summer 2026
- Woodcote Park playground redevelopment completed
- Lake Trail – Arden Multi-Use Pathway Phase 1 complete; Phase 2 pending permitting
- Braidwood Complete Street design advancing, construction anticipated in 2026

Transportation and Infrastructure Advocacy

- Ongoing advocacy with the Ministry of Transportation and Infrastructure regarding 17th Street intersections, the Ryan Road corridor and Cliffe Avenue improvements
- Traffic calming policy completed and moving into implementation phases
- Downtown parking strategy work progressing

Policy and Land Use Updates

- Zoning Bylaw update (Phase 1) substantially complete
- Development Cost Charges Bylaw update in progress
- Amenity Cost Charge Bylaw in progress
- Official Community Plan updates underway to address new provincial housing legislation
- Downtown Vitalization Local Area Plan advancing

Housing and Social Initiatives

- Day services infrastructure and belongings storage initiatives completed
- Ongoing coordination regarding temporary housing and winter shelter strategies
- Continued advocacy with BC Housing regarding Braidwood site construction timelines

Regional Collaboration

Work continues through multiple regional initiatives including:

- Regional Growth Strategy review
- Regional housing initiatives
- Liquid Waste Management Plan
- Water Master Plan
- Sewer conveyance planning
- Solid waste organics diversion
- Air quality initiatives

These initiatives remain either ongoing or in active implementation phases. See Attachment 1 for full details.

Courtenay Council Key Priorities Status 2025–2026

The priorities identified by Council as tangible and visible initiatives continue to receive focused attention.

Key updates include:

- **6th Street Bridge** – Construction underway; completion anticipated summer 2026.
- **Downtown Vitalization Local Area Plan** – In progress; final phases advancing.
- **Cliffe Avenue and 5th Street pedestrian options analysis** – Advancing through reporting stages.
- **Harmston Park Plan** – Engagement and design phases progressing.

- **East Side Fire Hall Construction** – Design phase underway; construction sequencing aligned with financial plan.
- **Strategic Cultural Plan initiatives** – Public Art Policy drafting and funding discussions advancing.

The Strategic Priorities spreadsheet initiatives, timelines and resource allocations remain Council direction for all projects, including those identified as key tangible initiatives.

A detailed status table is included below. For comprehensive tracking details, refer to Attachment 2.

Table: Courtenay Council Key Priorities Status 2025–2026

Strat Plan Ref No.	Courtenay Council Key Priorities Status 2025–2026	Status update
#2	The Ministry of Transportation and Transit (MOTT) advocacy for east west connector (17th St. Intersections, Ryan Corridor, Cliffe Ave)	<ul style="list-style-type: none"> - A new meeting with MOTT will be scheduled following the decline of the 2025 UBCM meeting request. - A regional meeting with Courtenay, Comox, the CVRD and CFB Comox is also scheduled to advocate for corridor improvements in alignment with Council’s strategic priority.
#3	6th Street Bridge - Construction of Multi Modal Link	<ul style="list-style-type: none"> - Construction is on schedule and on budget. - Completion expected in summer 2026.
#13	Downtown Vitalization Action Plan (Downtown Local Area Plan - DLAP)	<ul style="list-style-type: none"> - A staff report outlining the scope of the Downtown Vitalization Local Area Plan was presented to Council on February 25, 2026.
#18	Prepare an Options Analysis to improve Cliffe Ave. and 5th Street Intersection Pedestrian Facilities (DLAP)	<ul style="list-style-type: none"> - Options analysis, design development and public consultation are complete. - Construction is scheduled for spring 2026.
#23	Courtenay Homelessness Initiatives: Temporary Day Services, Belongings Storage, Temporary Housing Initiatives & Winter Shelter Strategy	<ul style="list-style-type: none"> - Strategic action – Complete - Service delivery – Ongoing - Operational funding is required until the Braidwood facility is complete.
	Braidwood (BC Housing property)	<p><i>In Progress</i></p> <ul style="list-style-type: none"> - Operator tender – Closed - Construction tender – Issued July 2025 - All City permitting processes - Complete - Heritage Conservation Act – Permitting underway - Construction is anticipated to begin in March 2026. Council continues advocacy with BC Housing to advance timelines.
#36	New Pickleball Court	<ul style="list-style-type: none"> - Options analysis - Complete - Community engagement is largely complete. - Permitting is anticipated to begin in spring 2026.
#37	Harmston Park Plan (DLAP)	<p><i>In Progress</i></p> <ul style="list-style-type: none"> - Engagement – Complete in July 2025 - Design – Summer 2026 - Construction – 2027

<p>#38</p>	<p>McPhee Meadows</p>	<ul style="list-style-type: none"> - Phase 1 Construction is complete, and the park is now open. - Staff are reviewing options for Fisherman’s Trail and beach access. - An update is expected in summer 2026.
<p>#50-62</p>	<p>All Regional Collaboration Initiatives</p> <ol style="list-style-type: none"> 1. CVRD Regional Growth Strategy Technical Advisory Committee (TAC) <ul style="list-style-type: none"> - RGS Review Process - Regional Housing Initiatives - Infrastructure Planning 2. CVRD Regional Housing Initiatives 3. CVRD Liquid Waste Management Plan 4. CVRD Water Master Plan 5. CVRD Sewer Conveyance 6. CVSM Solid Waste Organics Diversion 7. Courtenay/CVRD Air Quality Initiatives 8. CVRD Regional Parks Function 9. CVRD Comox Valley Transit 10. Regional Active Transportation Initiatives 11. Comox Valley Emergency Program 12. Island Corridor Foundation Corridor Planning 13. CVRD Reconciliation Advisory Roundtable 	<ol style="list-style-type: none"> 1. <i>CVRD Regional Growth Strategy / TAC</i> –Council-endorsed comments were submitted on the updated RGS. Staff continue to participate in the Technical Advisory Committee. 2. <i>CVRD Regional Housing Initiatives</i> –Work is underway on a non-market housing strategy through the new Regional Housing Authority to define and complement the City’s role. 3. <i>CVRD Liquid Waste Management Plan</i> – Ongoing support. 4. <i>CVRD Water Master Plan</i> – Ongoing support. 5. <i>CVRD Sewer Conveyance</i> – Linear assets are complete. The lift station remains outstanding. Support continues as needed. 6. <i>CVSM Solid Waste Organics Diversion</i> –The residential organics program is fully implemented, including automated collection citywide. 7. <i>Courtenay/CVRD Air Quality Initiatives</i> –The communications program has been re-initiated. Monitoring of Purple Air sensors continues. 8. <i>CVRD Regional Parks Function</i> –Ongoing coordination and participation. 9. <i>CVRD Comox Valley Transit</i> –Regional collaboration with the CVRD and BC Transit continues to support implementation of the Transit Future Plan and alignment with the Strategic Transportation Plan and Council priorities. 10. <i>Regional Active Transportation Initiatives</i> –Ongoing coordination to align regional initiatives with the Cycling Network Plan and Strategic Transportation Plan. 11. <i>Comox Valley Emergency Program</i> –Staff participation continues. The City Manager serves on the CVEM Administration Committee. 12. <i>Island Corridor Foundation Corridor Planning</i> – Staff are participating in the CVRD-led corridor planning project. 13. <i>CVRD Reconciliation Advisory Roundtable</i> –The City Manager continues to serve on the Roundtable. Facility costs for the regional reconciliation event were funded in accordance with a Council resolution.

#68	<p>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.</p> <p>Includes following items in 2024-2026/7:</p> <ul style="list-style-type: none"> — Public Art Policy (PAP) — Cultural Facility Feasibility Studies & Capital Plan (CFS &CP) — Funding model, including grant program — Special Events and Hosting Policy (SE&HP) 	<ul style="list-style-type: none"> • Cultural Coordinator Staff Position - Filled • CFS&CP: In Discussion w Cultural Partners for Joint Grant – Q2 2026 • Public Art Policy: Draft Q3 2026 • SE&HP: Q4 2026 • RFM&GP: Next Council/Regional Discussion 2027
#74	<p>Economic Development services Identify appropriate roles and responsibilities for the City in the delivery of economic development services in the region.</p>	<p>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.</p> <p>MRDT for Tourism Marketing in place and engaged in Regional Initiative for Broader Based Comox Valley MRDT Spring 2026</p>
#88	<p>City website update</p>	<p><i>Complete - July 21, 2025</i></p> <ul style="list-style-type: none"> • The website received an AVA Gold Award for website design
#91	<p>East Side Fire Hall - Update Design and Consider Potential Partnerships</p>	<ul style="list-style-type: none"> • The 50% design milestone has been achieved.
#92	<p>East Side Fire Hall - Construction</p>	<ul style="list-style-type: none"> • Construction is planned to begin in summer 2026, with project completion targeted for the end of 2027.
#95	<p>Partner with RCMP to Communicate Public Safety Initiatives and Priority Policing Activities</p>	<ul style="list-style-type: none"> • Quarterly RCMP policing statistics are presented to Council. • RCMP participate in and present the annual financial plan. • The RCMP Inspector meets regularly with the Mayor and City Manager.
Other key tangible initiatives		
	<p>Braidwood Complete Street</p>	<p><i>In Progress</i></p> <ul style="list-style-type: none"> • Design – Complete Dec 2025 • Construction – June to Nov 2026
	<p>Construction Ryan Road Sidewalk</p>	<p><i>In Progress</i></p> <ul style="list-style-type: none"> • Design Complete – Dec 2025 • Construction Commence June & Complete Sept 2026
	<p>Lake Trail – Arden Multi-Use Pathway</p>	<p><i>In Progress</i></p> <ul style="list-style-type: none"> • Phase 1 – Complete Dec 2025 • Phase 2 – Pending Permitting (est. Sep 2026)
	<p>Woodcote Park-playground redevelopment</p>	<p><i>In Progress</i></p> <ul style="list-style-type: none"> • Construction – Sep 2025 to Mar 2026 • Opening ceremony – April 2026

Overall, most strategic initiatives are either complete or advancing in accordance with Council’s direction. Adjustments to timelines reflect legislative requirements, funding dependencies and construction sequencing rather than changes in scope.

POLICY ANALYSIS:

The 2023–2026 Strategic Priorities continue to provide overarching policy direction for the City’s work program and financial plan. Organized around the Official Community Plan’s four cardinal directions, the Plan remains flexible to respond to legislative change, funding opportunities and community needs. Recent provincial housing legislation has required adjustments to staff capacity and timelines; however, core Strategic Priority initiatives remain integrated within the work program.

FINANCIAL IMPLICATIONS:

The 2026–2030 Financial Plan continues to align with Council’s Strategic Priorities. All active initiatives are incorporated within the approved financial framework. Adjustments, where required due to revised timelines, will be reflected in future financial planning processes.

ADMINISTRATIVE IMPLICATIONS:

The Strategic Priorities continue to guide service delivery across all departments. Staff reports reference alignment with Strategic Priorities to ensure accountability and transparency. As the term concludes in late 2026, administration will continue advancing identified initiatives while preparing background materials to inform the next Council’s strategic planning process.

RECOMMENDATION:

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

ATTACHMENTS:

1. Attachment 1 - DRAFT - Strategic Priorities 2026 - Council Update (Feb)
2. Attachment 2 - 2023-2026 City of Courtenay Strategic Plan - Mar 3, 2026

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