



Strategic Priorities 2023-2026 | Status Update

Complete
On Track
Delayed

Streets & Transportation	Current Status	Timeline	Notes
Develop traffic calming plans, policies, and implementations for speed limits, school zones, and cycling education/awareness	In Progress	2023-2024	Work is underway on traffic calming plans and policies. Updates will be incorporated into the transportation plan and a revised Subdivision and Development Servicing Bylaw - Implementation through policy and programs 2024-2026
Update the Cycling Network Plan and its implementation strategy	Complete	2023	Updates focus on integrating alternative road designs into the existing road hierarchy. This project aims to improve cycling infrastructure and routes throughout the city.
Advocate for collaboration with the Ministry of Transport and Infrastructure (MOTI) to address congestion and improvements at the bypass and 17th intersection	In Progress	2023	The City is actively engaging with the Ministry to advance upgrades aimed at improving traffic flow and easing congestion, with actions planned for 2025-26 in collaboration with MoTI.
Implement parking restrictions and ticketing policies	In Progress	2024	Downtown parking background review completed, options including parking time limits and restrictions, ways to support bylaw compliance, and evaluating fines for infractions in development - Implementation 2024-25.
Review and update the Bylaw Enforcement Policy	Complete	2024	This policy addresses activities that can harm the environment and public health, while promoting accountability and compliance. Council adopted the policy in late 2023, signaling a commitment to fairness, education, and community involvement in bylaw compliance.
Construct Dingwall stairs as part of pedestrian and cycling network improvements	Complete	2024	The Dingwall Steps in East Courtenay enhance connectivity for pedestrians and cyclists and improve access to key destinations such as the college, schools, hospital, transit and commercial areas. Connectivity in adjacent neighbourhoods 2025/26
Design and secure funding for the 6th Street Bridge project	Complete	2024	As noted in several master plans, this active transportation bridge will connect downtown and Simms Park and link to current and future pedestrian and cycling networks. Detailed design is complete, with \$3.5 million in federal funding secured.
Construction of the 6th Street Bridge	In Progress	Revised 2024-2026	Original timeline impacted by grant funding window, permitting and approvals in progress - delayed from 2024

Streets & Transportation (cont'd)	Current Status	Timeline	Notes
Implement New Bylaw Adjudication Program	In Progress	2024-2025	The implementation bylaw has been drafted, approved by Council, and sent to the Province for final approval. Staff training is underway, and an Adjudication Agreement has been developed in partnership with Comox Valley RD and the Town of Comox. Provincial approval for the Adjudication Program is still pending.
Improve Cliffe Avenue and 5th Street Intersection Pedestrian Facilities	In Progress	2024-2025	Analysis included in Downtown Local Area Plan Project - Improvement Options to facilitate safe movement for Council Consideration
Plan and Implement Bike Parking and Secure Storage	In Progress	2024-2025	Analysis included in Downtown Local Area Plan Project - Improvement Options will be provided for Council Consideration, Grant funding discussions in progress and potential for inclusion in Downtown Transit Exchange Design
Buildings & Landscape	Current Status	Timeline	Notes
Update the Subdivision Bylaw, including provisions for offsite frontage improvements	In Progress	Revised 2023-2025	Incremental Updates and additions to the Subdivision Bylaw in progress. First Bylaw amendment(s) implemented in 2023/Summer 2024, ongoing updates through 2024 and 2025 - Original 2023/2024 timeline impacted by Provincial Housing Legislative Deadline
Update Development Cost Charges (DCC) Bylaw	In Progress	Revised 2024-2025	Original 2023/2024 timeline impacted by Provincial Housing Legislative Deadline - Updated City Master Plans inform DCC update, as outlined in the Ministry of Municipal Affairs and Housing's Best Practices Guide. DCC's expanded incorporate fire and recreation infrastructure under new provincial regulations, ensuring that growth projections and project equivalencies are accurately reflected in DCC rates for future development projects.
Develop a short-term rental policy	In Progress	Revised 2024-2025	Original 2023/2024 timeline impacted by Provincial Housing Legislative Deadline - The Short-Term Rental policy will reflect the latest provincial legislation, and aims to address housing concerns and establish necessary regulations. This project will balance the needs of the community while ensuring compliance with legal standards surrounding short term rentals.

Buildings & Landscape (cont'd)	Current Status	Timeline	Notes
Update Zoning Bylaw - review maximum building heights	In Progress	Revised 2024-2025	Original 2023-2025 timeline impacted by Provincial Housing Legislative Deadline -Bylaw update will review maximum building heights and align with provincial regulations, including Bills 44 and 47. R-SSMHU zoning along with necessary housekeeping amendments approved by Council prior to June 30, 2024 deadline.
Support Investment and Redevelopment in Downtown Core: Review and Evaluate Downt+A17:A21own Development Incentives	In Progress	2024-2025	Analysis included in Downtown Local Area Plan Project - Improvement Options will be provided for Council Consideration
Develop Local Area Plan for Harmston Avenue Civic Precinct	In Progress	2024-2025	The Harmston Precinct is included in the Downtown Local Area Plan project. Development programs and options will be provided for Council consideration.
Implement Duncan Commons/Downtown Courtenay Playbook, 5th Street Staging/Phasing	In Progress	2024-2025	Review of Downtown Playbook included in Downtown Local Area Plan Project - Development Program/Options informed by OCP and presented for Council Consideration
Review and update land use regulations and bylaws for consistency with OCP	In Progress	Ongoing	Ongoing Updates to land use regulations and bylaws to align with the Official Community Plan (OCP) taking advantage of streamlined provincial legislation to facilitate the process. Timeline and focus of work program impacted by Provincial Housing Legislative Deadline
Affordable Housing	Current Status	Timeline	Notes
Clarify municipal role in housing affordability	In Progress	2023-2025	The City is collaborating with BC Housing to explore housing opportunities and clarify responsibilities for providing affordable housing. Working with all local governments, the City is developing common policies aligned with provincial housing regulations. The adoption of R-SSMHU regulations, in line with provincial legislative requirements, has facilitated residential development without the need for site rezoning.
Develop strategy for the housing amenity fund	In Progress	2023-2025	The strategy will consider changes in provincial regulations surrounding community amenity contributions. As part of this project, the City is reviewing the use of existing funds and establishing clear policies for their allocation.

Affordable Housing (cont'd)	Current Status	Timeline	Notes
Review potential of city property for housing partnerships with BC Housing	Ongoing	2023-2025	The City is partnering with BC Housing to review city-owned properties for housing development opportunities and to create a strategic 3-5-year plan to address housing needs and promote diverse housing options in Courtenay. Additionally, a partnership has been established with Habitat for Humanity for the property at 2140 Lake Trail Road.
Explore Creation of Housing Authority (Non-Market Housing and Co-Op Housing)	Complete - CVRD	2024-2025	Process to consider the creation of Housing Authority (Non-Market Housing and Co-Op Housing) is under consideration by the Comox Valley Regional District - future of this initiative will be addressed at the Regional Level
Natural Environment	Current Status	Timeline	Notes
Develop and implement a strategy for parkland acquisition	In Progress	Revised 2024-2026	Original 2023-2024 timeline impacted by Provincial Housing Legislative Deadline - Acquisition strategy will be included as component of Phased Corporate Strategic Land Acquisition Plan, Complete Communities Analysis and Downtown Local Area Plan, revised timeline 2024-2026. The strategy will address park needs, zoning processes and subdivision guidelines in accordance with new legislation and the OCP. This initiative aims to tackle challenges posed by population growth and increasing costs of acquiring new park lands, leading a discussion on future park acquisition goals and priorities to enhance livability for future generations of Courtenay residents.
Promote and Communicate the Urban Forest Strategy & Tree Protection Bylaw - undertake review of Tree Protection Bylaw	In Progress	2024-2025	Background research underway to modernize bylaw, options analysis impacted by Provincial Housing Legislation and options for updates will be presented to Council for consideration
Include climate change lens in staff reports	In Progress	2023-2025	The City is updating its Council reporting templates to identify climate impacts. This update will enhance Council and the public's understanding of the potential environmental consequences or improvements of proposed actions and establish effective strategies for climate resilience.

Natural Environment (cont'd)			
	Current Status	Timeline	Notes
Update Corporate Climate Action Plan	In Progress	Revised 2024-2025	Original 2023-2024 timeline impacted by Provincial Housing Legislative Deadline - The Corporate Climate Action Plan update will set targets and report on achievements and challenges in reducing greenhouse gas emissions. This initiative will identify areas for improvement and establish new goals to advance the City's commitment to sustainability and climate action.
Include Carbon Budget in Municipal Operations and Purchasing	In Progress	2024-2025	Background research and practice review underway, options for Council consideration will reflect OCP policies and Corporate Climate Action Plan.
Parks and Recreation			
	Current Status	Timeline	Notes
Provision of public amenities through development (requirements for parks, trees, accessible benches, and public art)	In Progress	Revised 2024-2025	Original 2023-2024 timeline impacted by Provincial Housing Legislative Deadline -City is in progress to update DCC Bylaw and new Amenity Cost Charge Bylaw in 2024-2025.
Advocate to the Province for new Development Cost Charge (DCC) eligibility for recreation and emergency services	Complete	2023	Province amended legislation to permit the inclusion of recreation facilities and emergency services facilities for Development Cost Charges - City is in progress to update DCC Bylaw and new Amenity Cost Charge Bylaw in 2024-2025.
Florence Filberg Centre needs assessment and capital improvements	In Progress	2024-25	The facilities needs assessment will identify capital improvements for the Florence Filberg Centre to better cater to the recreational, cultural, and community needs of residents, with a goal of elevating the quality of available amenities and program offerings in Courtenay.
Courtenay and District Memorial Outdoor Pool needs assessment and capital improvements	In Progress	2024-2025	With condition assessments now complete, capital improvements for the Outdoor Pool will include necessary repairs in 2024. The City is analyzing options to determine the future of the pool and enhance its functionality for the community.
Lewis Centre needs assessment and capital improvements	Planned	2026 & Beyond	The facilities needs assessment will identify capital improvements for the Centre to address recreational, cultural, and community needs of residents, with a goal of elevating the quality of available amenities and program offerings in Courtenay.

Parks and Recreation (Cont'd)	Current Status	Timeline	Notes
Review recreation programs and engage with community on current and future needs, changing demographics	In Progress	Ongoing	Ongoing actions to review recreation program offering based on evolving nature of the community, Recreation Strategic Plan will launch in 2025 to consider future program and facility needs
Municipal Infrastructure	Current Status	Timeline	Notes
Complete accessibility audit of public facilities and develop implementation policy for capital improvements.	In Progress	2023-2025	The City is collaborating regionally on accessibility matters. Audits of public facilities and the implementation policy for capital improvements will be based on the region's shared Accessibility Framework to enhance access across public facilities. Facility Audits complete and analysis underway to provide options for Council consideration
Regional Collaboration	Current Status	Timeline	Notes
Regional Growth Strategy	In Progress	Ongoing 2023-2026	The City is actively collaborating on updates to the Comox Valley's Regional Growth Strategy that will align with regional goals and priorities. Updates to the plan are informed by input from various Technical Advisory Committee groups.
Liquid Waste Management Plan	In Progress	Ongoing 2023-2026	Regional collaboration on the Liquid Waste Management Plan is ongoing. This effort aims to optimize waste management practices and ensure environmentally-sustainable solutions for the community and region.
South Sewer Conveyance	In Progress	Ongoing 2023-2026	The City is collaborating regionally on the South Sewer Conveyance project to reroute sewer pipes inland, protecting this essential infrastructure from potential damage by waves, rocks and logs in the Estuary, Comox Bay and surrounding areas.
Organics/solid waste	In Progress	Ongoing 2023-2026	Collaboration on solid waste initiatives includes the new weekly organics collection (yard and kitchen waste.) With the launch of this new service, garbage volumes to the landfill in 2023 were less than anticipated.

Regional Collaboration (cont'd)	Current Status	Timeline	Notes
Air quality	Ongoing	Ongoing 2023-2026	The City is implementing measures to address concerns related to fine particulate in our air, such as installing air quality monitors, public education initiatives, and new bylaws to regulate nuisance smoke. The City also contributed to the Regional Airshed Protection Strategy with the CVRD.
Regional parks	In Progress	Ongoing 2023-2026	The City is supporting the development of a Regional Parks and Trails Strategic Plan to establish criteria and priorities for area interests, conservation, recreation, and future park and trail distribution. This process is underway until Fall 2024, and involves input from various interest holders including the K'ómoks First Nation, municipalities, community groups and individuals.
Continue Implementing Water Conservation Measures: Review and Update Watersmart Action Plan	In Progress	2024-2025	Operational Services is leading the ongoing management of our water conservation program including public education materials through Ambassador Program, work in this area includes a review of utility pricing, metering and presenting options for updates for Council consideration
Social Infrastructure	Current Status	Timeline	Notes
Participate in discussion on regional childcare space development, and explore incentives to support development of childcare spaces.	Ongoing	2023	The City is in active discussions regarding regional childcare space. The development of a Community and Social Development Framework will establish priorities and initiatives that support the growth and enhancement of childcare services in the community.
Continue working with community agencies to deliver day services. Explore role in the provision of social support services, including future of Connect Centre.	In Progress	2023	The City is collaborating with community agencies to provide day services, and exploring its role in offering social support services, including future plans for purpose built sheltered and day service space. The City is administering the Strengthening Communities Grant and partnering with BC Housing to find an alternative location for support services in the community, with development through 2024-2025.

Social Infrastructure (cont'd)	Current Status	Timeline	Notes
Review City operations with a social equity, reconciliation and anti-racism lens and develop corporate policy.	In Progress	2023-2026 & Beyond	The City is reviewing and updating its policies to incorporate an anti-racism strategy, with a focus on creating and safeguarding an inclusive and safe environment for both staff and residents. This project aims to ensure that all policies, procedures and corporate culture align with the principles of equity, diversity, inclusion, and access, fostering a welcoming and respectful environment for all community members.
Develop measures and criteria to track progress for the OCP's four cardinal directions: reconciliation, community well-being, equity, and climate action.	In Progress	Revised 2025-2026	Original 2023-2024 timeline impacted by Provincial Housing Legislative Deadline - The City is establishing metrics to track progress of the OCP's key focus areas to ensure that City policies and initiatives align with the overarching goals of promoting a sustainable, inclusive, and thriving community for all residents.
Identify roles for the City in the delivery of social infrastructure outlined in the OCP	Complete	2023-2024	Original 2023-2024 timeline impacted by Provincial Housing Legislative Deadline - The roles and responsibilities of the City and community partners engaged in strengthening the social fabric of our community - Community Development Framework presented and endorsed by Council in Summer 2024, implementation options considered 2024-2026 & Beyond
Implementation plan for delivery of social infrastructure	Planned	Revised 2025-2026 & Beyond	Once the Community and Social Development Framework is complete, the City will create an implementation plan that defines roles within the organization and among external partners. This project aims to build connections within community, illuminating assets and priority areas for collaborative action. This serves to meet not only basic social needs but to transform systems and creative public policy to address the factors that give rise to such issues.

Arts, Culture and Heritage	Current Status	Timeline	Notes
Complete Strategic Cultural Plan	In Progress	2023-2024	The City is developing a Strategic Cultural Plan, based on community priorities, to guide the implementation of cultural services and infrastructure in the short, medium, and long term. This plan, set for presentation to Council in Fall 2024, will identify gaps and opportunities in cultural services, inform City processes, and support investments to enhance cultural services and assets.
Implement Strategic Cultural Plan	Planned	Revised 2025-2026 & Beyond	Implementation Plan timeline impacted by work to support Community Development Framework and RCCS role in addressing municipal response to Homelessness and Community Support initiatives. The City is developing an implementation plan for the Strategic Cultural Plan to guide the delivery of cultural services and infrastructure over the next ten years. The plan will outline specific targets to address key gaps, opportunities, and areas for investment to enhance the City's cultural services and assets in alignment with community preferences for the next 10 years and beyond.
Food Systems	Current Status	Timeline	Notes
Engage with Agricultural Community and Food Policy Council to identify needs and support relevant OCP policies.	Planned	Revised 2025-2026	Original 2023-2026 timeline impacted by Provincial Housing Legislative Deadline - This collaboration will look for ways to support local agricultural producers and food security. Making progress on the policies outlined in the OCP, this initiative will aim to increase access to affordable, healthy, locally-sourced food outlets and growing opportunities within walking distance. This initiative aims to protect agricultural lands and traditional foods, promoting sustainable food systems as integral components of social infrastructure and local economic development within the OCP framework.
Identify roles for the City in the delivery of food security as outlined in the OCP	Planned	Revised 2025-2026	
Develop a policy for community gardens and other small scale food production spaces, identify community partnerships to support community garden projects	Planned	Revised 2025 - 2026	

Local Economy	Current Status	Timeline	Notes
Explore a business attraction and retention service.	Complete	Revised 2024	The City of Courtenay and Town of Comox developed collaborative 3 year partnership with the Comox Valley Chamber of Commerce to deliver Business Attraction and Retention Service - goal is to support local businesses, foster economic growth, and create a more vibrant business community in the two communities.
Identify appropriate roles and responsibilities for the City in the delivery of economic development services in the region.	Planned	Revised 2024-2025	An analysis will be conducted to clarify the City's involvement in economic development services. This project will enhance the coordination of services that support economic growth and prosperity in Courtenay and the surrounding area. Grant Funding will be sought to support options starting in Winter 2024
Review City processes that may be barriers to economic development.	Ongoing	2024-2025	Through Business Attraction and Retention Partnership, data and trends will be identified to inform potential action plan for Council consideration and future implementation items. City is collaborating with the business community and other community partners to identify areas for improvement with City processes. Data and information gathered through Business Attraction and Retention Project will identify and consider streamline procedures, enhance efficiency, and create a more conducive environment for economic growth and investment in Courtenay.
Identify Actions Courtenay is taking to attract new industries into the community	Planned	2024- 2025	
Complete a Community Economic Development Analysis including community engagement and review of land availability	Planned	2024-2026 & Beyond	
Good Governance	Current Status	Timeline	Notes
Develop an assignment and tracking system for public enquiries	In Progress	Revised 2024	Legislative Services and City Manager Office staff are establishing a Council Correspondence and Public Inquiry Policy to enhance communication and responsiveness to community inquiries, while reviewing and streamlining internal workflow processes involved in addressing public concerns.
Establish an OCP Implementation Townhall Forum	On Hold Pending Legislative Impacts	Revised 2025-2026	Original 2023 timeline impacted by Provincial Housing Legislative Deadline -Recent changes to provincial legislation may impact this priority, which is under review. Concurrently, the City is developing an Engagement Strategy that will guide public engagement options and opportunities, ensuring meaningful community involvement in decision-making processes.

Good Governance (cont'd)	Current Status	Timeline	Notes
Explore procurement practices to include a social equity lens, reconciliation for contracted services, and climate change factors.	Complete	2023	The City has updated and modernized its policy on purchasing goods and services. The new guidelines support sustainable procurement goals, the environment, and social value, including a living wage and opportunities for Indigenous businesses. Provisions specific to K'ómoks First Nation include the potential for procurement opportunities to support building capacity and supporting their long-term economic interests and development.
Hold Council open houses in community locations.	In Progress	Revised 2024-2025	As an outcome of the Engagement Strategy, the City will assess opportunities for Council to host open houses and similar events in community locations to enhance public engagement, create meaningful opportunities for dialogue, collaboration, and community involvement in decision-making processes to strengthen relationships with residents.
Increase community engagement for all segments of the community: complete communication strategy, community survey, and community engagement strategy	In Progress	2023-2024	After finalizing the Communications Strategy and conducting a Resident Survey in 2023, the City is prioritizing the development of the Engagement Strategy in 2024, with a focus on enhancing communication and engagement practices while remaining mindful of the unique needs of equity-deserving groups. This initiative prioritizes inclusive and responsive communications, fostering meaningful and inclusive engagement and participation in City initiatives.
Review operations and terms of reference for City committees	In Progress	2023-2024	This review of City committees is investigating ways to support diverse representation and meaningful outcomes for their work. Exploring different administration models, including decentralized, centralized and hybrid approaches, will improve the efficiency and transparency of committee operations while supporting consistency in documentation and alignment with Council procedures.

Good Governance (cont'd)	Current Status	Timeline	Notes
Develop a land strategy for acquisition, devolution, and disposal of property, including an inventory of all City folios over 400 m ² .	In Progress	Revised 2024-2026	Original 2023-2024 timeline impacted by Provincial Housing Legislative Deadline - The Strategic Land Acquisition Strategy for Courtenay is designed to be delivered in phases beginning with a property inventory in 2024 - RFQ prepared for market - project will incorporate projections from Complete Communities Project and align with growth management policies outlined in the OCP, aligning planning and development of City-owned properties with long-term community objectives. The strategy will address Parkland Acquisition Strategy as phased deliverable
Review and streamline development process and set targets for application processing times	In Progress	Revised 2023-2026	Original 2023-2024 timeline impacted by Provincial Housing Legislative Deadline - This initiative is focused on improving efficiency which has been impacted positively through adoption of R-SHMMU zoning and process amendment through Local Government Act. Incremental changes implemented starting in 2023 include: revised Development Procedures Bylaw, digitizing application forms, introducing concurrent applications, pre-application meetings, establishing an internal development review team, and website updates to improve accessibility and transparency.
Develop a Reconciliation Framework.	In Progress	Ongoing	The City's adoption of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) reaffirms the commitment to Indigenous reconciliation. This includes efforts to strengthen relationships between Councils and staff from both the City and K'ómoks First Nation, collaborate in planning and decision-making, and provide educational programs to City staff on UNDRIP principles and the history and culture of K'ómoks First Nation. External consultant retained to assist the City in development of indigenous informed engagement strategy to set stage for formal process to develop Framework and Organizational Capacity.
Strengthen relationship with the RCMP and enhance police and crime data reporting	Complete	Ongoing	The City is focused on strengthening partnerships with key agencies, including building stronger connections with the RCMP and improving reporting mechanisms for police and crime data. This initiative aims to enhance collaboration, communication, and data-sharing to support effective crime prevention and community safety efforts in Courtenay. Twice yearly meetings are held with Council and the RCMP.

Good Governance (cont'd)	Current Status	Timeline	Notes
Establish regular meetings for Council with the development community	Planned	2025-2026 & Beyond	Original 2023-2024 timeline impacted by Provincial Housing Legislative Deadline - Direct engagement sessions have been held at Staff level with Development Community to assist in review and implementation of OCP and R-SHMMU regulations, Council's commitment to meetings with the development community is intended to gain a deeper understanding of development needs, objectives, and insights.
Explore and establish a partnership approach with School District No. 71 on topics of mutual interest such as active school travel planning, traffic planning, community use of schools, shared facilities, climate action, reconciliation, child care and youth engagement.	Complete	Ongoing	The City is strengthening partnerships with key agencies and is exploring a collaborative partnership with School District No. 71 to address mutual interests. This initiative seeks to enhance cooperation, coordination, and engagement between the City and the school district to support community well-being, sustainable development and shared priorities.
Hold regular City and School District trustee meeting(s) for partnerships and shared interests/goals	Complete	2023-2026 & Beyond	The City has established twice yearly meetings with School District officials to explore partnership and initiative opportunities on issues of mutual interest to enhance communication and joint planning efforts on shared priorities.
Include School District No. 71, 19 Wing Comox, and other significant Comox Valley employers in housing discussions	In Progress	Ongoing	The City of Courtenay is focused on fostering partnerships with key agencies, including School District No. 71, 19 Wing Comox, and other significant Comox Valley employers, as part of housing discussions and initiatives. By involving these community partners in housing discussions, the City aims encourage collaboration to better address the community's housing needs.

Organizational Well-Being & Sustainability	Current Status	Timeline	Notes
Ensure capacity to accommodate big change resulting from direct and indirect impacts to our community	Ongoing	2023-2026 & Beyond	To support organizational well-being and sustainability, the City is conducting reviews and exploring options to enhance staff capacity. This initiative aims to strengthen the City's ability to adapt to and respond effectively to evolving challenges and opportunities, fostering resilience and readiness for future developments.
Research and consult on Speculation Tax.	Complete	2023	The Council Strategic Priority "Research and consult on Speculation Tax" is no longer required as the City of Courtenay is now subject to the Speculation Tax under newly adopted provincial legislative amendments.
Public Safety	Current Status	Timeline	Notes
East Side Fire Hall - Update Design and Consider Potential Partnerships	Complete/ In Progress	Revised 2023-2025	Project timeline delayed from 2023 pending partnership research, options analysis, conceptual design and costing in progress 2024. East Side Fire Hall identified in Capital Program in 2023 by Council. Design and partnership will continue to be developed and presented to Council for in Winter 2024.
East Side Fire Hall Construction	In Progress	Revised 2025-2026	Construction program revised pending completion of Design and Partnership discussion and Council direction, Grant support in development to assist in costs of construction and fire staff training program in place to support delivery of service to community coincident with facility development.
Long Term Staff Plan for Fire Services	In Progress	2023-2025	Fire Service is implementing an ongoing annual firefighter recruitment and training program to support current and future needs to deliver service in the Community
Hold a Conversation About Developing a Broad View of Community Safety to Include Protective Services, RCMP, Fire Services, Bylaw Enforcement, Pedestrian Safety and Traffic Planning	In Progress	2024	A City-sponsored Elected Officials Forum on RCMP service is planned for Winter 2024. The Bylaw Enforcement Implementation Plan has been developed and approved by Council, with implementation scheduled after the adoption of the new Parks and Open Space Bylaw, which will be presented to Council in Fall 2024. There will be ongoing operational dialogue at the staff level with social service providers and the RCMP.

Public Safety (Cont'd)	Current Status	Timeline	Notes
Build Capacity for Emergency Planning and Local Response	Ongoing	2024-2025	Since 2021, City capacity has expanded significantly. The Fire Services Department has assumed leadership of the City Emergency Program, and Courtenay joined the CVRD Emergency Program Function as a participating jurisdiction in 2024. A comprehensive baseline staff training program was launched in 2023, with an ongoing focus on building organizational capacity to respond to climate-impacted emergencies.
Financial Sustainability	Current Status	Timeline	Notes
Advocate for review of small business taxes and differentiated tax rate	Ongoing	Ongoing	The City of Courtenay is advocating for a review of small business taxes and exploring the implementation of a differentiated tax rate. This initiative aims to support small businesses, promote economic vitality, and create a tax structure that is reflective of their unique needs and contributions to the community.
Review City Financial Processes	Current Status	Timeline	Notes
Review the Terms of Reference for the Financial Select Committee	In Progress	2024-2025	Starting in 2021, the City Financial Planning process underwent an internal review to align with the intent and purpose of the Financial Select Committee. A report will be presented to Council to assess the need for the Committee in relation to policy work on reserves and the budget engagement plan.
Review Fees, Charges and Fines	Ongoing	2024-2025	Fees and charges in core areas of Recreation Services are complete. Ongoing reviews of fees and charges within City service areas will coincide with bylaw or legislative updates, considering community benefits, fee subsidies, and cost recovery.
Develop and Implement a Budget Engagement Plan	Complete	2024	During the 2024 Financial Planning Process, Council received and approved a 3-year Budget Engagement Plan for implementation.