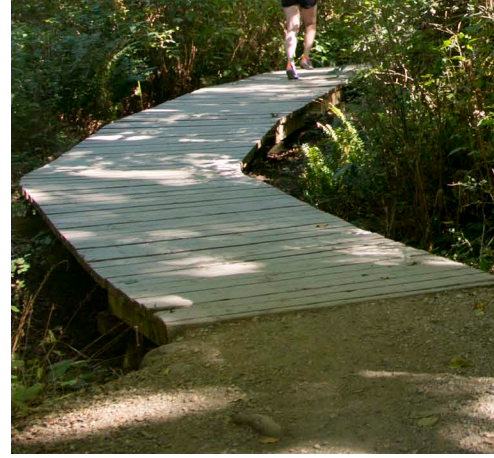# STRATEGIC PRIORITIES
2015

CITY OF COURTENAY

Context

Introduction

Strategic Planning is a process to define an organization's direction, determine long range planning goals and guide decision-making. Most strategic plans address high level initiatives and overarching goals. Metaphorically, a strategic plan is an organizational roadmap.

If strategic planning is the roadmap, ***Strategic Priority Setting*** is the vehicle to reach the destination. In fact, it is a tool to narrow the array of choices facing a local government amidst limited resources.

To assist Council in this process, the City Of Courtenay enlisted the services of Dr. Gordon McIntosh of the Local Government Leadership Institute to facilitate a **Priority Setting Workshop**. The outcomes of this January 2015 session resulted in specific priorities for Council attention NOW as well as NEXT and LATER as resources become available.

The purpose of this report is two-fold:

- To document the process as a reminder of how Council's strategic priorities were identified. Knowledge of the steps and tools used allow Council and Administration to replicate the process thereby keeping strategic priorities current and relevant.

- To document outcomes from the session providing Council with a synopsis of strategic priorities and operational action items along with a detailed work plan to allow for successful follow-up action.

The graphic below illustrates the ever flowing cycle of strategic priority setting. The process and products are documented in the following pages of the report.
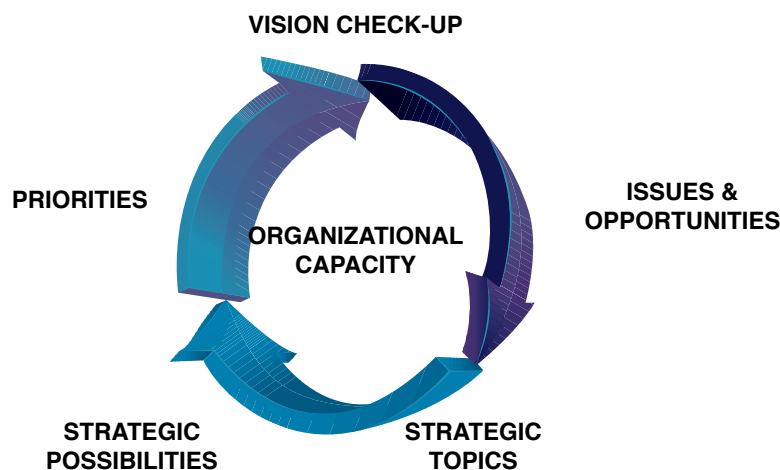
Process
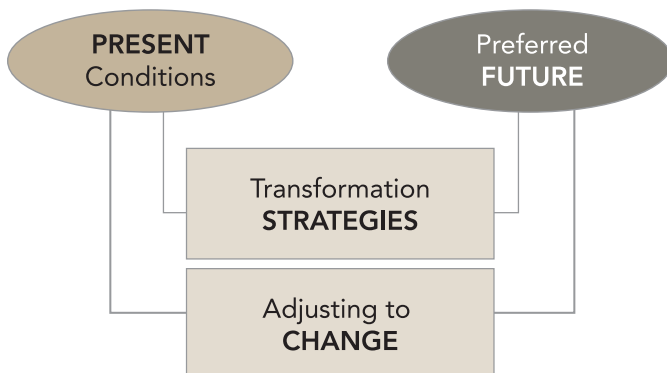
Council's priority setting process followed the *open systems model* of strategic planning. Beginning with the end in mind, the preferred future is defined and the community vision is revisited. The next step is looking at the community's present conditions by highlighting the current issues and discussing opportunities facing the City of Courtenay.

It is the transformation stage of the model where the gap between vision and reality is closed by defining achievable actions and setting priorities. Strategic priority setting steps involve identifying actions, developing strategies and making choices consistent with the mandate and available resources of the City.

A final critically important element of the process is adjusting to change. Strategic priorities need to be regularly monitored and adapted to changing external conditions and organization capacity. Once priorities are completed, new ones can take their place. As well, policies and systems must be aligned for successful implementation of strategies.

Vision Check-up

To begin the workshop process, Council and senior staff discussed what success would look like for the City of Courtenay using five distinct areas of a sustainable community – Economy, Environment, Infrastructure, Social and Governance factors. The framework creates a Vision Checklist that articulates measurable outcomes that can be assessed in quantifiable terms such as amounts or percentages; observable benefits that can be seen or perceived such as feelings and experiences; tangible outputs that are produced such as services and programs delivered to the community.

During the workshop, the checklist was used as a tool to conduct a **Vision Check-up** 'what is working well' (factors that ought to be strengthened) and 'areas for attention' (factors that should be addressed).

Council can utilize this tool to monitor and assess the health and progress of the organization – either internally with staff or externally through public consultation processes. Involving stakeholders allows Council to understand community perspectives from residents, businesses and partners. It causes Council and the organization to think about the big picture not just recent issues, consider external not just internal interests and define measures of success for future analysis of strategic directions and priorities.

A Vision Check-up can be conducted annually as part of Council's priority setting process.

ENVIRONMENT: Success indicators / Expectations
Human Environment , Community Aesthetics, Natural Area Protection, Environmental Quality
- Community support and adoption of recycling initiatives
- Care and protection of landscape
- Community engagement and interest in environmental actions
- Limiting urban sprawl and encouragement of densification
- Development and preservation of parks, green space and active areas
- Dedicated resources to environmental program and initiatives
- Protection and maintenance of clean air and water systems

WHAT WORKS WELL	AREAS FOR ATTENTION
• Community park protection and parks staff • Presentation of state of environment report • Declaration of nuclear free zone • Walk way development • Regional growth strategy / area planning • Group and agency involvement • Successful blue box program • Turf and pesticide management • Yard waste collection and diversion • Elimination of back yard burning • Establishment of tree cutting bylaw • Environmental development permitting • Estuary management • Water balance programs • Development of community green team	• Community consultation on environmental issues • Infrastructure to support environmental initiatives • Mitigation / remediation of construction waste • Saw mill site • Elimination and protection from invasive species • Integration of environment awareness into plans • Development of walkways throughout community • Addressing landfill needs / focus on diversion • Preparation of flood management strategies • Organics waste diversion / programs & adoption • Creation of environmental restoration fund / budget • Protection of streams and stream habitat • Creative and innovative environmental solutions • Storm water management • Development of a dog park

ECONOMY: Success indicators / Expectations
Job Creation, Business Retention, Business Growth & Attraction, Community Image, Community Sustainability, Tourism
- Low unemployment rates and meaningful / liveable wage employment opportunities
- Increase in development and construction
- Quality and affordable housing development
- Active streets and walkways
- Decrease in food bank dependency
- Decrease in crime rates - safe community
- Increase in tourism infrastructure and visitor traffic
- Diversification of the economy and development in sector specific target areas
- Full and vibrant retail sector
- Youth employment and retention
- Decrease in homelessness

WHAT WORKS WELL	AREAS FOR ATTENTION
• Hospital construction • Community demographics - baby boomers • Good community amenities / quality of life • Entertainment opportunities • Entrepreneurial spirit • New start-up businesses • College and trades education opportunities • Development of home businesses • Influx of new residents • Contributing senior population	• Airport development • Liaison with developers • Neighbour relations • Downtown vitality • Child poverty • Small business development / support • Facilitating increase in wages • Attention to and tolerance for taxation levels • Attraction of department store • Airport access

INFRASTRUCTURE: Success indicators / Expectations
Transportation, Utilities, Facilities, Community Systems, Service Delivery
- Effective flood control mechanisms and infrastructure
- Development of walkways and pathways to create an active, pedestrian community
- Safe and well maintained roads and transportation networks
- Affordable and sustainable infrastructure systems
- Effective traffic movement, controls and flow
- Well maintained facilities in good condition
- Fully staffed public works department
- Compliance with area planning requirements
- Reliable power and efficient utilities
- Well maintained parks and recreation facilities
- Fair access to facilities
- Modern connectivity - 'Complete Streets'
- Upgrade and protective maintenance of water mains
- Sustainable water supply for residents and future growth

WHAT WORKS WELL	AREAS FOR ATTENTION
• Well maintained parks and recreation facilities • Strong service oriented staff • Reliable power • Effective traffic flow • Good water / water system • Asset management and planning	• Highest / best use of City land • Water leak detection and repair • Development of pedestrian bridge • 'Complete Streets' program • Multi-modal transportation planning • 5th street bridge • Development of new Public Works Building • Construction of new police building • Attention to traffic calming measures • North connector • Elimination of infrastructure deficit • Ryan Road crossing • Update of Public Works building • Development of school sidewalks / hospital parking

SOCIAL: Success indicators / Expectations
Arts & Culture, Support Network, Citizen & Property Safety, Healthy Lifestyles, Health Service Access, Sense of Heritage
- Active volunteers and community organizations
- Variety of community events and festivals
- Available affordable housing and diversity in housing stock
- Supportive social care organizations
- Active and connected neighbourhood groups
- Accessible community for residents with physical limitations
- Education opportunities and institutions
- Involvement of local agriculture sector and community food security
- Community transportation systems

WHAT WORKS WELL	AREAS FOR ATTENTION
• Provision of cultural events • Support of multiculturalism and diversity • Sid Williams Theatre • Sports network • Art gallery to promote visual arts • Well accessed Library • Museum for heritage preservation • Farmers market • Engaged community • Plenty of outdoor activities • Newcomer orientation package	• Investigate subsidized housing and City role • Provision of social infrastructure • City role in provision of meaningful employment • Alternative transportation • Nutrition Access • Affordable entertainment and festivals • Recreation facilities • Sidewalks for a walkable community • Educating re: Council processes • Community access to Council • NGO partnerships

GOVERNANCE: Success indicators / Expectations
Strategic Direction, Good policies, Role Clarity, Agency Liaison
- Citizen satisfaction with facilities, programs, processes and Council decision-making
- Community engagement and innovative input toward service provision and City processes
- Transparent decision-making to facilitate public support and education of City services and processes
- Regional collaboration to reduce duplication and better serve residents
- Efficient and effective service provision focused on strategic direction and community priorities
- Inclusive attitude and programming to ensure benefit to all residents
- Encouragement and promotion of the value of elections to increase voter turn out
- Teamwork and collaboration between members of Council as stewards of the community
- Alignment of plans and resources to implement priorities and meet community needs & expectations
- Focus on 'getting stuff done' and a proactive attitude of public service
- Follow through on strategic plan and priorities
- Cooperative intergovernmental relationships and communication
- Effective, fair and equitable City policies
- Credible and informational communication with residents and businesses

| WHAT WORKS WELL	AREAS FOR ATTENTION
• Budget planning • Labour relations • Transportation plan • Provision of annual report • Round table communications • Council meeting streaming • News week page • Policing • Strategic regional partnerships	• Core values • One voice in region • Continuation of round tables • Attention to overlapping jurisdictions • Confirmation of vision • Regional District costs • Development management processes • Sense of community concurrence • Civic presence at community events • Land use bylaw review • Official Community Plan review • Correspondence management • Boundary extension • Effectiveness of City advertising • Modernization of City processes • Focus on innovation and best practices

Issues and Opportunities

Before designing a building, architects survey the landscape – then they bring the client's vision into existence. Following this notion, by surveying the landscape of the community Council is better prepared to address public expectations and needs. The end result is key strategic topics to be addressed in the priority setting process.

During the workshop, Council identified a list of current and emerging issues and opportunities facing the City of Courtenay.

ISSUE / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Affordable housing	8	13	Aging demographics	-	5
Governance review	17	-	New collective agreement	-	15
Official Community Plan update	-	2	Enhanced road paving plan	8	10
Mission and core values	8	45	Community engagement	7	9
Cultural sustainability	-	-	Downtown revitalization	46	23
Work safe BC - core audit	-	9	Long term financial plan	-	-
Zoning bylaw update	-	-	Homeless service coordination - ballot	14	-
North connector project	2	7	K'omoks First Nations - IR2 services	-	-
Big boats out of Courtenay slough	3	-	HRIS implementation	-	-
Update Council Chambers	-	7	Performance management program	-	8
Strategic land acquisition	5	-	Blue community project	2	1
Public notice review	-	2	City-wide intranet - WiFi	-	-
Public building accessibility	-	-	Department accountability frameworks	-	-
Local procurement policy	10	-	6th street pedestrian bridge	26	3
Community police strategy	9	-	Downtown densification	-	-
Environmental protection strategy	-	-	Flood protection strategy	-	20
5th street bridge	18	-	Subdivision specs / regional guidelines	-	9
New public works building	-	53	Budget committee	13	-
Noxious weeds	-	-	DCC bylaw revision	-	5
Active transportation plan - cycling	6	12	Community forums	3	-

ISSUE / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Asset management / inventory	-	29	Parks master plan	-	-
Neighbourhood plans / lake trail area	11	7	Future policing facility / site	-	11
EPREP	-	-	Regional services coordination	-	16
Dog park	-	-	Green House Gas reduction	-	-
Regional growth strategy	-	-	Development community liaison	-	-
East Courtenay fire hall	6	12	Performance measure / debt setting	-	-
Communication Strategy	-	10	Infill studies	7	-
Convention attendance	-	-	Risk reserves	-	-
E- home owner grant application	-	9	GMO policy	-	-
Succession planning	-	5	Ryan Road pedestrian crossing	2	-
Solid waste management	9	-	M.T.I. bylaw review	-	-
Organics pickup	-	-	Youth support	9	-
Airpark lagoon master plan	-	-	Bylaw enforcement	4	-
Water conservation	-	-	Council development	-	-
Corporate capacity	-	10	Environmental restoration budget	5	3
Fiscal responsibility	-	-	Braidwood housing project	28	-
Sandwick water improvement district	-	17	Cultural festivals	-	-
Field saw mill site	27	-	Best/highest use of City land/facilities	-	7
Ec. development - hospital /airport	10	-	Complete Streets - pilot	16	1
Development communications support	3	10	Food security	-	-
Farquarson/Superstore crossing	23	-	Environment community charrette	-	-
Storm water recycling	5	-	Infrastructure reserves	-	10
Downtown traffic flow and parking	-	-	Greenways / walkways	-	-
Gas tax allocation	-	-	Staff professional development	-	-
Superstore cycling bypass	-	-			

Issues and Opportunities to Priorities
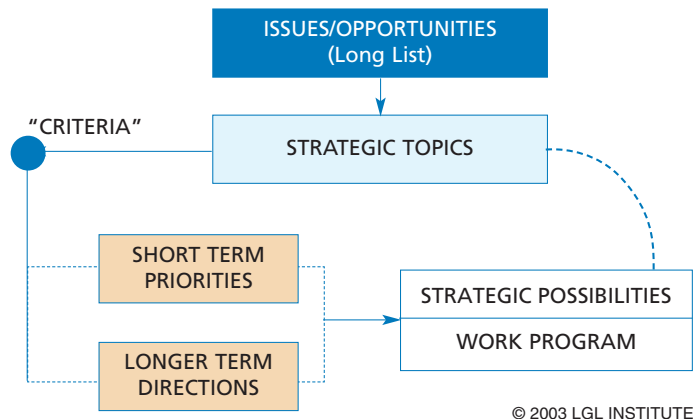
The long list of items was scored with both Council and staff choosing their 'top ten' items from the list. The facilitator extracted the overall top ranked items forming a short-list of issues and opportunities. At this point in the process, the **Issue and Opportunity Short List** contains Council driven matters and staff-led items.

SHORT LIST			
ISSUE / OPPORTUNITY	**COUNCIL**	**STAFF**	**TOTAL**
DOWNTOWN REVITALIZATION	46 (#1)	23 (#4)	69
Public Works Building	-	53 (#1)	53
Mission / Core Values Discussion	8	45 (#2)	53
Asset Management / Inventory	-	29 (#3)	29
6TH STREET PEDESTRIAN BRIDGE	26 (#4)	3	29
BRAIDWOOD HOUSING PROJECT	28 (#2)	-	28
FIELD SAW MILL SITE	27 (#3)	-	27
EAST WEST CONNECTION	23 (#5)	-	23
Flood Protection Strategy	-	20 (#5)	20
5TH STREET BRIDGE	18 (#6)	-	18
Neighbourhood Plans	11	7	18
East Fire Hall	-	18(#6)	18
Active Transportation Plan	6	12(#9)	18
REGIONAL GOVERNANCE	17 (#7)	-	17
Sandwick Water Improvement District	-	17 (#7)	17
COMPLETE STREETS - PILOT	16 (#8)	1	17
Regional Services Coordination	-	16 (#8)	16
HOMELESSNESS - BALLOT	14 (#9)	-	14
BUDGET COMMITTEE	13 (#10)	-	13
BOLD CAPITALS = COUNCIL / STAFF COMMON ITEMS CAPITALS = COUNCIL ITEMS and Title Case = Staff led items			

Strategic Topics

The Issue and Opportunity Short List was reviewed and discussed. From this discussion, Council developed a list of Strategic Topics, which became the focus of the priority setting process. The Strategic Topic list is not the same as the issue short list. There may be several items captured within one topic. Council agreed to explore the following strategic topics:

1. Maple Pool Resolution
2. Downtown Revitalization
3. Policing
4. 5th Street Bridge
5. East / West Connection
6. Housing
7. Homelessness
8. Complete Streets - Pilot
9. Regional Governance / Services
10. Budget Committee
11. Field Saw Mill Site
12. Youth Engagement
13. Economic Development - hospital/airport
14. Development Community Liaison
15. Local Procurement Policy
16. Neighbourhood Plans
17. Strategic Land Acquisition
18. Flood Mitigation

To move from strategic topics to strategic priorities, a four-step process, the **Solution Seeking Model,** was utilized.
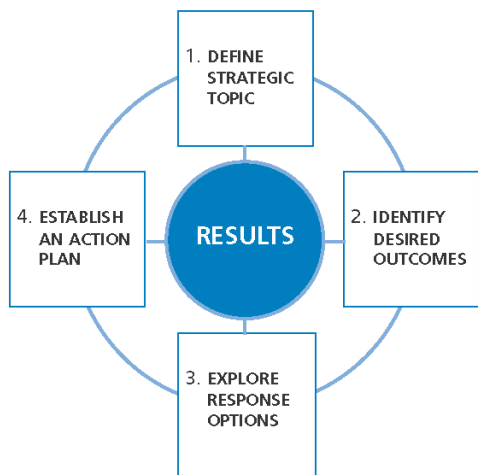
Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected.

The solution seeking discussion generated enough information to consider the strategic topics as *strategic possibilities.* This does not make them priorities – yet. There are too many of them given the organization's limited capacity. An organization's capacity box is not readily visible but does have limitations or boundaries. It is useful to look at organizational capacity as a box of balls. If the box is full then Council must be realistic about putting more initiatives inside. Some of the limitations include:

- Policy – procedures that define mandate and roles
- Finances – available net resources
- Culture – norms delineating acceptable behaviours
- Risk – tolerance for organization and legal exposure
- Human resources – available staff and competency levels

These capacity box elements are impacted by dynamic internal and external factors:

- Funding – available funding beyond day-to-day operations
- Scrutiny – level of visibility for organizational actions
- Demands – diverse requests from clients and the public
- Environment – conditions impacting the organization
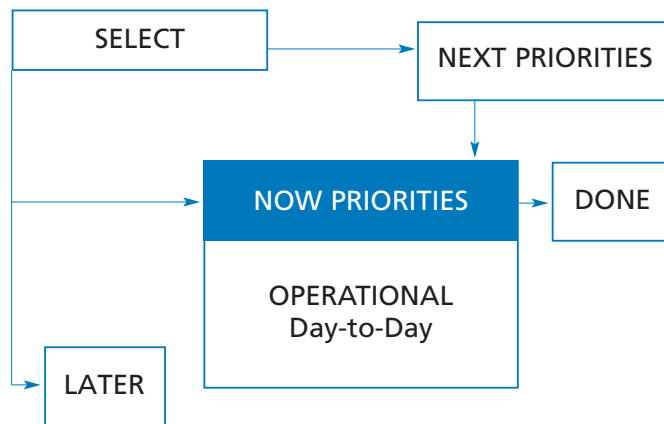- Support – legitimacy and trust among stakeholders

STRATEGIC POSSIBILITIES	
STRATEGIC TOPIC	**ACTION**
1. MAPLE POOL RESOLUTION	• Determine direction based on legal advice.
2. DOWNTOWN REVITALIZATION *Forum* (COUNCIL NOW PRIORITY)	• Develop framework to engage stakeholders to confirm vision and identify ideas and strategies for action.
3. POLICING *Police Cost Allocation* (COUNCIL ADVOCACY)	• Request neighbouring communities to increase their contribution of payment to balance the cost burden for Courtenay.
4. 5TH STREET BRIDGE *Painting Specifications* (Operational Item)	• Rehabilitation and repainting of the 5th Street Bridge. • Define project scope and plan for implementation in 2017/18. • Pursue grant funding for the project.
5. EAST/WEST CONNECTION *Corridor Study* (Operational Item)	• Undertake corridor study that looks at traffic and trail plans and identifies options for connecting the community - east to west.
6. HOUSING *Affordable Housing Policy* (COUNCIL NEXT ITEM)	• Review affordable housing support criteria to guide the future allocation of housing foundation funds.
7. HOMELESSNESS *Braidwood Proposal* (COUNCIL NOW PRIORITY)	• Develop request for proposals to solicit interest.
8. 'COMPLETE STREETS' *Pilot Project* (COUNCIL NOW PRIORITY)	• Select the project for implementation in 2015.
9. REGIONAL GOVERNANCE	• Deferred for later consideration.
10. BUDGET COMMITTEE	• Deferred for later consideration.
11. FIELD SAW MILL SITE *Future Use* (COUNCIL ADVOCACY)	• Review current zoning for site. • Meet interested parties to encourage best use of the Field Saw Mill site.
12. YOUTH ENGAGEMENT *Needs Analysis* (Follow-up Action Item)	• Provide an overview of youth services and programs for Council's information.
13. ECONOMIC DEVELOPMENT *Airport Lands* (COUNCIL ADVOCACY)	• Request CVEDS to develop a strategy for maximizing the development potential of the lands around the airport.
14. DEVELOPMENT COMMUNITY *Development Review Process* (COUNCIL NOW PRIORITY)	• Conduct a review of the current development process and recommend actions to make development processes more efficient and effective.
15. LOCAL PROCUREMENT *Purchasing Policy* (Follow-up Action Item)	• Provide purchasing policy for the information of Council.
16. NEIGHBOURHOOD PLANS *Development Process Review* (COUNCIL NOW PRIORITY)	• Prepare terms of reference for a review of the development process for future subdivision proposals.
17. STRATEGIC LAND ACQUISITION *Civic Land Assessment* (COUNCIL NEXT ITEM)	• Identify and assess civic land needs relative to the current inventory.
18. FLOODING *Flood Mitigation Study* (COUNCIL NOW PRIORITY)	• Finalize and present IFMS study to Council for adoption. • Apply this work to the development of a flood strategy for the City with short / medium / long term goals.

Results

Strategic Priorities

Based on the number of topics, organizational capacity and the application of the reality, urgency and responsibility criteria, the strategic topics were translated into five **strategic priorities** to be addressed NOW (see Strategic Priorities Chart, next page).

The Strategic Priorities Chart captures Council's priorities and operational strategies at the time of the January workshop. Items listed in **BOLD CAPITALS** indicate priorities Council wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with Council direction. Items listed in CAPITALS indicate priorities that will be addressed NEXT or when a NOW item is completed. **Bold** items indicate Organizational Improvements to maximize Council and staff capacity as well as excellence in governance.

```
SELECT ──────────────► NEXT PRIORITIES
   │                           │
   │                           ▼
   └──────────► NOW PRIORITIES ──► DONE
                 OPERATIONAL
                  Day-to-Day
   └──► LATER
```

In addition to Council priorities, there are other strategic matters receiving the attention of Administration. These Operational Strategies are noted in regular font on the Strategic Priorities Chart.

The utility of the priority setting process is evident in the number of items that can truly be acted upon as **Strategic Priorities**. The focus is on **five** NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. LATER items or NEW items are not lost. They are reviewed using specific criteria and move up the list as resources become available or as new needs emerge. Accomplishments are achievable - not just words on paper.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization's capacity to make adjustments, change priorities and celebrate achievements. It should be included in every Council meeting agenda as a constant reference, updated monthly by the CAO (Chief Administrative Officer) with Council and reviewed quarterly by the CAO with Council and with staff.

STRATEGIC PRIORITIES CHART	January 2015

CORPORATE PRIORITIES (Council/CAO)

NOW	TIMELINE
1. BRAIDWOOD: Request for Proposal	May
2. FLOOD STUDY (IFMS)	May
3. DOWNTOWN REVITALIZATION: Forum	November
4. 'COMPLETE STREET': Pilot Project Options	March
5. DEVELOPMENT PROCESS: Review Terms of Reference	April

NEXT	ADVOCACY / PARTNERSHIPS
• AFFORDABLE HOUSING: Policy	• *Field Sawmill Future Use*
• CIVIC LAND INVENTORY	• *6th Bridge Proposal*
• EAST/WEST CONNECTOR	• *Flood Mitigation*
• SOUTH & WEST DOWNTOWN: Local Area Plan	• *Police Cost-sharing*
• AFFORDABLE HOUSING: Foundation Funding	• *Crown Isle Future Growth*
	• *North Connector Project*
	• *Airport Future*
	• *3rd Crossing Bridge*
	• *Homelessness - Regional Solution*

OPERATIONAL STRATEGIES (CAO/Staff)

CHIEF ADMINISTRATIVE OFFICER (David Allen)	COMMUNITY SERVICES (Randy)
1. BRAIDWOOD: RFP - May	1. CIVIC LAND INVENTORY - May
2. DEVELOPMENT PROCESS: ToR - April	2. Centennial Celebration - Dec.
3. Asset Management Policy - June	3. Rail to Trail: Phase 5 - Sept.
• Corporate Work Program - Phase 2	• Public Works Yard
• Regional Transit Review	• Downtown Viability Program

LEGISLATIVE SERVICES (John)	DEVELOPMENT SERVICES (Peter)
1. Communication Policy - June	**1. DOWNTOWN REVITALIZATION: Forum - Nov.**
2. Media Training Program - June	2. AFFORDABLE HOUSING: Policy - Sept.
3. Records Management Software - Sept.	3. Local Area Plans: South & West Downtown - Oct.
• Emergency Training Program - Council & Staff	• Official Community Plan - Administrative Update
• MicroSoft Conversion	• Parks Master Plan

HUMAN RESOURCES (Mickie)	ENGINEERING & PUBLIC WORKS (Lesley)
1. Mission / Values - June	**1. 'COMPLETE STREET': Pilot Selection - March**
2. Collective Agreement - June	**2. FLOOD STUDY (IFMS) - April (grant application)**
3. Work Safe COR Audit - April	3. Specs / Std. Project - Oct.
• Human Resource Software	• DCC Bylaw Update
• Performance Management System	• Asset Inventory / Condition Assessments

FINANCE (Tillie)	ECONOMIC DEVELOPMENT (CVEDS)
1. Elect. Applications: Home Owner Grant - June	1. DT Revitalization / Small Business Support Program
2. Contaminated Site Inventory - Dec.	2. Development Impact Model
3. Reserves Review - Dec.	3. Tourism Signature Events Program
• Fire Training Grounds	• Developers Group - Advocacy & Facilitation
• Gaming Fund Review Distribution Policy	• Employment Lands Strategy

CODES: **BOLD CAPITALS** = NOW Priorities; CAPITALS = NEXT Priorities; *Italics = Advocacy;* Regular Title Case = Operational Strategies

Strategic Priorities Work Program

As the final stage in the solution seeking process, an action plan was developed that identifies resources and responsibilities to implement Council's priorities. The Strategic Priorities Work Program is used to determine the activities and resources required to implement strategic priorities. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.

- **Work Planning** – the CAO will be better equipped to assign work knowing the time and effort required of staff to implement Council priorities.

- **Performance Monitoring** – Council will be able to perform its oversight role better if there are timeframes to monitor progress and results.

The Work Program lays out what is necessary from staff and / or partners to implement a strategic priority. The Work Program clearly itemizes Council expectations in terms of:

- **Who** – responsibility for implementation and decisions

- **Why** – success indicators to monitor progress and results

- **What** – specific task and activities that need to be done

- **When** – sequencing of activities with target dates

- **How** – human, material and fiscal resources required

The Strategic Priorities Work Program defines the desired outcomes for each priority (column 1), options for achieving the priority (column 2) and actions, responsibility and timelines (column 3).

Regular updating of the chart ensures that everyone is '**on the same page**'. Roles are clear, the focus is defined and progress is monitored and celebrated. Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents, updated regularly.

Strategic Priority Work Program

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
NOW		
1. BRAIDWOOD (David) *Is there interest in developing Braidwood with a component to address social housing?* *** Request for Proposals** • Meet community needs • Best use of property • Public acceptance • Concurrence of partners • Reduce homelessness • Development viability • Determine City roles - incentives	• City Development • **Private Sector** • **Request for Proposals**	1. Request for proposals - April 2. Project selection - Feb.

2. FLOOD STUDY (Lesley)
How do we mitigate flooding in the city?
* Integrated Flood Mitigation Plan
• Flood plain identification and mapping
• Flood model for planning and analysis
• Support updates to the Floodplain Management Bylaw
	• **In house**
	• Consultant
	• Combination
	
	• **Operational Measures**
	• **Capital Measures**
	• **Advocacy Items**
		1. Finalize draft study - March
		2. Present report to Council - April / May
		3. Develop flood mitigation strategy - 2015/16
		   • short / medium /long term goals from IFMS tools
		4. Update Floodplain Management Bylaw
		   • current data and mapping

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When

3. DOWNTOWN REVITALIZATION (Peter)
What is the vision and what are the strategies to enhance the viability of downtown?
* Stakeholder Forum
• Shared and supported vision
• Attractive environment
• People place and pedestrian friendly
• Clear plan and direction for development
• Business owner buy-in
• Business partnerships
• City role clarity
• Appropriate zoning in place
• Tourist destination
• Increased employment
• Longer term strategy
• Reduce vacancies
	• **In house**
	• Consultant
	• Combination
	
	  With
	• **Chamber of Commerce**
	• **Businesses**
	• **DCBIA**
		Review
		1. **Define enhancement area - March**
		2. Review zoning - April
		3. Determine aims and gaps - June
		  • Residential, parking, traffic flow, walkability
		
		Forum
		1. Developer stakeholder input framework - Sept.
		2. Host Forum - Nov.

4. 'COMPLETE STREET' (Lesley) *Which location is best suited as a pilot project?* *** Pilot Project** • Pedestrian friendly • Improved traffic flow • Less vehicle emissions & GHG • Attractive streets • Multi-modal capacity • Implementation of strategy • Return on investment to be determined	• **In house** • Consultant • Combination	1. **Project selection - March / April** 2. Engage consulting services for design - May/June 3. Design project - June to Dec. 4. Budget approval - Jan. 2016 5. Tender project - March 2016 6. Construction - summer 2016

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
5. **DEVELOPMENT PROCESS** (David) *How can we maximize our service and expedite the development process?* *** Development Process Review** • Define service expectations • Identify efficiencies • Assess current service practices • Business friendly procedures and practices • Positive staff morale • Improve application processing • Plan alignment - OCP & LUB • Neighbourhood plans in advance of development • Updated local area plans • Positive developer view of the City	• **In house** • Consultant • Combination **involvement** • Developer Input • Developer Group	1. **Review administrative actions - April** 2. Consider administrative review - April 3. Determine need for developer consultation - May
NEXT		
AFFORDABLE HOUSING (Peter) *What are the key housing deficiencies and what is the City's role in addressing shortages?* * **City Policy** * **Foundation Funding** • Housing for permanent / temporary residents • Economic driver for community • Future demographics projected • Infrastructure requirements planned and budgeted • Future recreation amenities identified • Increase tax revenue • Residential densities identified • Social and economic benefits defined • Key housing deficiencies addressed • Housing for growth • Comox Valley Regional District role defined • Subsidized senior housing • Housing diversity • Partners identified	• **In house** • Consultant • Combination	**Policy** 1. **Research best practices** 2. Identify key gaps / targets in current market 3. Determine City role **Funding** 1. **Research best practices** 2. Develop allocation criteria

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
CIVIC LAND INVENTORY (Randy) *How do ensure the best use of City owned properties?* *** Highest / Best Use Study** • Up to date inventory • Future needs projected • Strategic land acquisition for future development	• **In house** • Consultant • Combination	1. **Develop terms of reference - done** 2. Inventory current city owned properties - May 3. Allocate budget for study 4. Undertake process
EAST / WEST CONNECTOR (Lesley) *Can there be a greenway link across Farquason Farms / Ducks Unlimited lands?* * **Trail Plan** * **Road Plan** • Private property limitation • Off-road connector for pedestrians and cyclists • Multi-modal Strategy • Transportation network linkage • Ministry of Transportation & Infrastructure road crossing	• **In house** • Consultant • Combination	1. **Update / revise 2005 Road Network Plan - 2016** 2. Identify greenway trail linkages City wide - 2016/17 3. Identify options for greenway location - 2016/17 • East side of Courtenay River (bypass to Back Road) 4. Secure greenway lands (as required) 5. Design and construct new greenway link
SOUTH & WEST DOWNTOWN *** Local Area Plan** • Good growth • Sustainable community • Pedestrian friendly • Mixed use • Harmonious land use	• In house • **Consultant** • Combination	1. **Develop terms of reference** 2. Identify costs

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
ADVOCACY		
FIELD SAW MILL SITE *** Future Use**		• *Meet with stakeholders to consider and pursue and best use of the site for development and environmental values.*
6th PEDESTRIAN BRIDGE *** Proposal**		• *Consider proposal when received.*
FLOOD MITIGATION *** Flood Aid**		• *Seek provincial funding for remediation and preventative work.*
POLICE COST SHARING *** Contribution**		• *Request neighbouring communities to increase RCMP contributions to lessen burden on City for regional services.*
CROWN ISLE *** Future Growth**		• *Review developer expectations relative to current land use policies when application is submitted.*
NORTH CONNECTOR PROJECT *** Funding**		• *Advocate for project funding to complete project.*
AIRPORT FUTURE *** Land Development Potential**		• *Request CVEDS to develop a strategy to market airport lands.*
3rd CROSSING BRIDGE *** Funding**		• *Advocate for position in the Province's long term capital plan.*

Bolded items indicate the Council **priority,** the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority.
The question used by the Council to focus their priority setting discussion is *italicized.*