

STRATEGIC PRIORITIES 2019 – 2022

We focus on organizational & governance excellence	We proactively plan & invest in our natural & built environment	We actively pursue vibrant economic development	We plan & invest in methods of multi-modal transportation	We support diversity in housing & reasoned land use planning	We continually invest in our key relationships
<ul style="list-style-type: none"> ● Support and encourage initiatives to improve efficiencies ● Recognize staff capacity is a finite resource and support staff training and development ● Communicate appropriately with our community in all decisions we make ● Responsibly provide services at levels which the people we serve are willing to pay ● Value community safety and support our protective services 	<ul style="list-style-type: none"> ● Focus on asset management for sustainable service delivery ▲ Look for regional infrastructure solutions for shared services ▲ Support actions to address Climate ■ Change mitigation & adaptation ● Make progress on the objectives of the BC Climate Action Charter ● Advocate, collaborate and act to reduce air quality contaminants ▲ Support social, economic & environmental sustainability solutions 	<ul style="list-style-type: none"> ▲ Engage with businesses and the public to continue revitalizing our downtown ● Continue to support Arts and Culture ▲ Work with the business and development sectors to mutually improve efficiencies ▲ Continue to explore innovative and effective economic development opportunities 	<ul style="list-style-type: none"> ● Move forward with implementing the City's Transportation Master Plan ▲ Collaborate with regional and senior government partners to provide cost-effective transportation solutions ● Explore opportunities for Electric Vehicle Charging Stations 	<ul style="list-style-type: none"> ● Complete an update of the City's OCP and Zoning Bylaws ● Assess how city-owned lands can support our strategic land purchases and sales ▲ Identify and support opportunities for lower cost housing and advocate for senior government support ● Encourage and support housing diversity ● Continue to develop and revisit all infrastructure master plans 	<ul style="list-style-type: none"> ● Build on our good relations with K'ómoks First Nation and practice Reconciliation ● Value and recognize the importance of our volunteers ● Consider effective ways to engage with and partner for the health and safety of the community ▲ Advocate and cooperate with local and senior governments on regional issues affecting our community ● Support improving accessibility to all City services



Area of Control

The policy, works and programming matters that fall within Council's jurisdictional authority to act



Area of Influence

Matters that fall within shared or agreed jurisdiction between Council and another government or party



Area of Concern

Matters of interest outside Council's jurisdictional authority to act



CITY OF
COURTENAY

STRATEGIC PRIORITIES CHART

Nov. 2019 Version 1

COUNCIL PRIORITIES (Council/CAO)

NOW	ADVOCACY / PARTNERSHIPS
<ol style="list-style-type: none"> 1. OCP – Consultation Process (public input/consult report) ● 2. Short Term Rental Policy: Research ● 3. Finance Select Committee: Report ● 4. 5th St./6th St. Bridges: Open House in November ● 5. Borrowing Bylaw: Process ● 	<ul style="list-style-type: none"> ● Organics Facility Decision (CVRD) ▲■ ● Property Tax Allocation: Waste Mgmt ■ ● North Connector – Signage (MoTI) ▲■ ● Truck Route Designation (MoTI) ▲■ ● Reconciliation Ideas: KFN ■ ● IR2 Services: KFN ■ ● Kus-kus-sum Site: KFN ■ ● 6th Street Bridge: Grant Application ■ ● Liquid Waste Management Plan (CVRD) ▲ ● Small Business Tax Options (UBCM) ■ ● RCMP Annual Review ▲■ ● Regional Air Quality Initiative (CVRD) ●▲ ● Housing Needs Assessment: Report ●▲
NEXT	
<ul style="list-style-type: none"> ● Liquid Waste Management Plan ● ● Greenway Connectivity Study ●▲ ● Economic Development Contract ●▲ ● Financial Policies: Debt/Surplus Reserves ● ● City Land Strategy/Acquisition & Disposition ● ● Housing Need Assessment ● 	

OPERATIONAL STRATEGIES (CAO/Staff)

<p>CHIEF ADMINISTRATIVE OFFICER</p> <ol style="list-style-type: none"> 1. Finance Select Committee – Report Dec '19 2. Kus-kus-sum – MOU Extension Dec '19 3. Work Plan/Budget: Schedule Apr '20 <ul style="list-style-type: none"> ● Regulatory Services/Government Report ● Business Performance Pilot Project – 6 mo. review ● Economic Development Contract 	<p>DIRECTOR LEGISLATIVE & CORPORATE SERVICES</p> <ol style="list-style-type: none"> 1. Air Quality Initiative (Dep. on CVRD): Report Dec '19 2. New Draft Bylaws: Smoking & Nuisance Dec '19 3. Borrowing Bylaw: Approval Process Jan '20 <ul style="list-style-type: none"> ● CoW Agenda Format/Report
<p>DIRECTOR FINANCIAL SERVICES</p> <ol style="list-style-type: none"> 1. Grant-in-Aid Policy: Draft Dec '19 2. Draft Borrowing Bylaws: Prepare Jan '20 3. Budget Process Schedule Dec '19 <ul style="list-style-type: none"> ● Financial Policies ● Asset Retirement Obligations (PSAB) 	<p>DIRECTOR DEVELOPMENT SERVICES</p> <ol style="list-style-type: none"> 1. OCP Background Report Jan '20 2. Short Term Rental: Research Jan '20 3. Downtown Playbook: Update Feb '20 <ul style="list-style-type: none"> ● Building Bylaw 2323 ● SDS Bylaw 2919: Update
<p>DIRECTOR ENGINEERING SERVICES</p> <ol style="list-style-type: none"> 1. 5th St. Bridge/6th St. Bridge: Open House Nov '19 2. Greenwood Sewer Trunk: Approval Nov '19 3. S. Courtenay Servicing: Process Approval Nov '19 <ul style="list-style-type: none"> ● Willemar Culvert: Update ● Liquid Waste Management Plan ● Integrated Rainwater Management Plan 	<p>DIRECTOR PUBLIC WORKS SERVICES</p> <ol style="list-style-type: none"> 1. Waste Collection Contract Nov '19 2. Water/Sewer Master Plans: Adoption Dec '19 3. Public Works Ops Building: Business Case Nov '19 <ul style="list-style-type: none"> ● Comprehensive Parking Study ● Bike Lanes Incorporated into SDS Bylaw 2919 & Update ● Asset Management Plan 20 Year: Draft
<p>DIRECTOR RECREATION & CULTURAL SERVICES</p> <ol style="list-style-type: none"> 1. Cultural Space: Assessment Feb '20 2. Parks and Rec M. Plan: Implementation Plan Mar '20 3. Greenspace Connectivity Plan: ToR Feb '20 <ul style="list-style-type: none"> ● Outdoor Pool Analysis: Scope ● Sponsorship Program 	<p>PROTECTIVE SERVICES</p> <ol style="list-style-type: none"> 1. East Courtenay Fire Hall: To Detailed Design Mar '20 2. RCMP Contract: Review Mar '20



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