



City of  
**Campbell  
River**

A wide-angle photograph of a suspension bridge spanning a deep, misty forest valley. The bridge is made of metal and has a chain-link fence railing. Several people are walking across the bridge. The background is filled with tall evergreen trees and a thick layer of fog or mist. On the left side of the image, there is a vertical white bar with a small blue square at the bottom.

# **STRATEGIC PLAN CITY OF CAMPBELL RIVER 2020-2023**

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# MESSAGE FROM COUNCIL

Building on the foundation of previous strategic plans, Council has renewed our focus and added two priority areas to the 2020-2023 Strategic Plan.

This plan includes an action list that helps us address these priorities, as well as policies that guide our efforts, partnerships and advocacy.

We welcome your feedback and an opportunity to discuss 2020-2023 Strategic Plan with you.

Reach us by telephone at 250-286-5708, or send email to the addresses below.



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**Each and every decision Council makes will be approached in a fiscally responsible manner that promotes prosperity and social, economic and environmental health for current and future generations.**

# STRATEGIC PRIORITIES



## Management & Governance

COMMUNITY INPUT

GOOD GOVERNANCE

INFRASTRUCTURE



## Growth Management

HOUSING

FUTURE GROWTH AREAS

VISION



## Livability

SAFETY

RECREATION & CULTURE

WATERFRONT



## Environment

CLIMATE CHANGE

NATURAL ASSET MANAGEMENT

SOLID WASTE

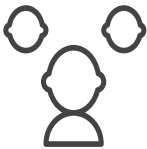


## Economic Health

ECONOMIC DEVELOPMENT

BUSINESS VITALITY

TOURISM



## Relationships

MOST VULNERABLE

FIRST NATIONS

REGIONAL HEALTH

# MANAGEMENT & GOVERNANCE

## WHAT:



### Community input

We value community input and will be disciplined in defining the scope of advisory groups and others.



### Good Governance

We recognize and support the principles of good governance in our community.



### Infrastructure

We plan proactively for the long-term costs of maintaining our critical infrastructure.

## HOW:

- Seek input from Advisory Committees to inform Council decisions
- Commit to public consultation
- Support Code of Conduct for elected local government officials
- Complete Asset Management Plan





# GUIDES

- Advisory Committee Bylaw, 2019
- Youth Engagement Strategy, 2013
- Asset Management Strategy, 2016
- 10-Year Financial Stability & Resiliency Plan
- Council Procedures Bylaw, 2007
- UBCM Foundational Principles of Respectful Conduct, 2018



# LIVABILITY

## WHAT:



### Safety

We will address community safety issues for transportation and infrastructure in Campbell River.



### Recreation & Culture

We recognize access to recreational and cultural amenities as key to a healthy, vibrant and livable community.



### Waterfront

We will ensure a marine and river waterfront that is open and accessible.

## HOW:

- Update Master Transportation Plan (including Dogwood Corridor Review)
- Complete Highway 19A upgrade
- Review Downtown Safety program
- Plan for Future Fire Services
- Create Public Art Master Plan
- Update Parks & Recreation Strategic Plan
- Complete Nunns Creek Park Plan
- Complete Sportsplex Review
- Expand CR Live Streets, Spirit Square Programs
- Install Willow Point Park Turf Field
- Complete Robron Fieldhouse
- Develop Bike park
- Complete 3.5-acre Walkway

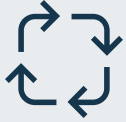


# GUIDES

- Master Transportation Plan, 2012
- Strategic Parks Plan, 2006 updated 2012
- Recreation Department Service Review, 2014
- 10-Year Financial Stability & Resiliency Plan
- Sea Level Rise Assessment, 2019
- Sustainable Official Community Plan, 2012
- Youth Engagement Strategy, 2013
- Community Partnership Committee

# ECONOMIC HEALTH

## WHAT:



### Economic Development

We will align our internal processes and infrastructure in support of economic health within the community.



### Business Vitality

We want a vibrant and prosperous downtown core.



### Tourism

We support our tourism industry in attracting visitors and business to the city.

## HOW:

- Develop a five-year rolling Economic Development Strategy
- Complete Airport Land Use and Development Strategy
- Grow Tech Ecosystem
- Continue Modern Entrepreneur, Food Incubator, Immigration programs
- Support Creative Industries Council and INFilm
- Develop and Host Regular Building Forums
- Collaborate with North Island College, North Island Employment Foundations Society, Community Futures, Chamber of Commerce and Regional Economic Development
- Manage Commercial Area Beautification Agreements (Downtown, Pier Street, Campbellton, Willow Point)
- Advance Downtown Revitalization through funding for:
  - Small Initiatives
  - Facade and Signage Improvements
  - CR Live Streets and Spirit Square programs
- Collect 3% MRDT (Hotel Tax)
- Market Tourism through Destination Campbell River



# GUIDES

- Downtown Revitalization Tax Exemption Bylaw, 2013
- Provincial MRDT (Hotel Tax) Regulations
- Agriculture Plan, 2011
- Five-year Tourism Strategy, 2016
- Downtown Form and Character Development Permits
- Downtown Refresh, 2017
- Employment Lands Strategy, 2020





# GROWTH MANAGEMENT

## WHAT:



### Housing

We take a deliberate approach in planning for growth to provide a diversity of housing.



### Future Growth areas

We plan future growth with infrastructure to maximize livability and efficiency and to reduce costs of roads, water, sewer and storm drains



### Vision

We align our growth management studies and guides to ensure consistency and implementation of the SOCP over time.

## HOW:

- Complete Housing Growth Strategy
- Amend Sustainable Official Community Plan and Zoning Bylaw to align with Growth Strategy
- Develop agreements with BC Housing to provide:
  - emergency, transition, supportive and affordable housing
- Promote opportunities for increased housing affordability and diversity
- Update Master Transportation Plan (including Dogwood corridor analysis)
- Advance Pedestrian, Transit and Traffic Improvements through:
  - bus stops, sidewalks, Willis Road Connector and Highway 19A
- Complete the Asset Management Plan
- Complete Airport Land Use and Development Strategy
- Review Development Cost Charges
- Update Industrial Zones

# GUIDES

- Sustainable Official Community Plan, 2012
- Zoning Bylaw, 2006
- Asset Management Strategy, 2016
- Master Transportation Plan, 2012
- South Campbell River Sewer Study, 2008
- Water System Strategic Action Plan Update, 2017
- Area D Water Rates Bylaw, 2019 (Agreement 2016)
- BC Housing Partnership Agreements



# ENVIRONMENT

## WHAT:



### Climate change

We prepare and plan for, and mitigate the impacts of climate change, specifically sea level rise and energy use.



### Natural Asset Management

We value and leverage our natural assets as a key component of our community planning, with a focus on urban forest management.



### Solid Waste

We actively support a regional solution for management and reduction of solid waste.

## HOW:

- Advance Energy Reduction, Water Conservation and Invasive Plants programs
- Develop climate action plan
- Advance Urban Forest Management Plan
- Develop Tree Protection Bylaw
- Develop Environmentally Sensitive Areas Policy
- Develop Drinking Water Source Protection Plan
- Support development of regional organics facility
- Promote region-wide contract of curbside waste removal
- Conduct technical reviews of proposed industrial waste sites



# GUIDES

- Sustainable Official Community Plan, 2012
- Urban Forest Management Plan, 2016
- Regional Solid Waste Management Plan, 2013
- Sea Level Rise Assessment, 2019
- Foreshore Restoration Agreement with Federal Department of Fisheries and Oceans, 2012
- Environmental Protection Bylaw, 2014



# RELATIONSHIPS

## WHAT:



### Regional Hub

We recognize our role as a regional hub and deliver services with our neighbouring communities in a manner that is financially responsible and sustainable for our residents.



### First Nations

We value our First Nations neighbours and seek alignment and opportunities to work together.



### Most Vulnerable

We understand that a community is strengthened through diversity, and is defined by how it treats its most vulnerable.

## HOW:

- Support Regional Facilities Development:
  - New Library
  - Strathcona Gardens Re-Crete
- Support Regional Transportation Improvements:
  - Willis Road Connector
  - Ferry Terminal Access
- Develop Protocol Agreements with Wei Wai Kum, Homalco First Nations
- Update Municipal Service Agreements with First Nations neighbours
- Advance Partnership Opportunities with Wei Wai Kum
  - Cruise Ship Terminal Lease
  - Road Access to the Tye Spite
- Support childcare study & improve access to childcare
- Support CR Coalition to End Homelessness
- Support Community Action Team (to address drug use)
- With BC Housing, advance supportive, affordable housing
- Manage Downtown Safety Office with:
  - enhanced Bylaw Enforcement
  - building improvements to reduce crime
- Administer \$100,000 annually in Social Grants



# GUIDES

- Vancouver Island Regional Library Facility Plan
- Ministry of Transportation and Infrastructure Regional Road Network Plans
- Government-to-Government Protocol Agreements
- Social Grants Program, 2019
- BC Housing Agreements



**CAMPBELL  
RIVER**





# OUR GOVERNANCE VALUES



## ACCOUNTABILITY

Effective and efficient transparent use of all resources and answering to the public.



## LEADERSHIP

Developing a plan and having the courage to stick with it.



## COURAGE

Ability to make the tough decisions required in developing and implementing plans.



## INTEGRITY

Decision-making is based on unbiased, moral, fact-based evidence, in the public interest.



## PROFESSIONALISM

Knowing the role and setting the bar to a standard that sets an example.



## ETHICS

Staying true to principles in all circumstances.



## PRAGMATISM

Down to earth. Real life.



## RELIABILITY

Doing what you say you are going to do. Being approachable and consistent.



## COLLABORATION

Reaching out to communities with a purpose in mind to form policies. Being open minded.



## CHALLENGE

Leveraging the value of diverse perspectives to arrive at a decision.











