



2023-2027

# Council Strategic Plan

[castlegar.ca](http://castlegar.ca)

CASTLEGAR



**VALUES****Respect**

We will demonstrate respect by actively listening to others, valuing their opinions, and treating them with kindness and empathy.

**Accountability**

We value the wise use of resources; we are willing to make tough decisions and take ownership of our decisions. We are committed to conducting business in an open, transparent and accountable manner.

**Integrity**

We will ensure that all decisions and actions build trust with the community and are guided by the principles of honesty, trustworthiness, sincerity, and ethical behaviour.

**Diversity**

We will promote diversity by actively seeking out and embracing individuals and their opinions from a wide range of backgrounds, cultures, and perspectives, fostering an environment that encourages creativity, innovation, and better decision-making.

**MISSION**

Our mission is to provide open and responsive government and well-planned and delivered services to the citizens of Castlegar.



# From the Mayor

We are so pleased to present our Strategic Plan. This document is not only a road map for where we are going but who we want to be along the journey.

It defines what decisions we need to make, how we will make decisions, and helps us to define what our priorities are. As leaders, we often want to be everything to everyone but that does not lead to success. I am pleased our Council has developed a focused plan that will allow us to see obvious improvements in key areas that are important to our residents.

Our City is an organism, not an organization. The difference between the two is life. We want to be a City that is full of life. To do that, we need to be able to have end goals in mind and be able to adapt along the way. Organizations only have structures, goals, and targets to meet. As an organism, we have a broader purpose. We have structure, targets, and goals we want to accomplish but it is all for the purpose of sustaining a healthy community.

We want our 2023–2027 Strategic Plan to be one that has the purpose of creating a healthy community of Castlegar, not just for today but for the future. This document shows you how we plan to accomplish that purpose. Our Council plays the role of decision maker and the Strategic Plan ensures we stay focused and diligent. This plan gives us the targets we are trying to reach. We can only accomplish this when we work together. In our decisions, we commit to be flexible when needed and firm when required. We truly are better together.

– Mayor Maria McFaddin

# City Council Members

The City is governed by a Mayor and six Councillors, elected for a four-year term. The current Mayor and Council will serve until Fall 2026.



**MAYOR MARIA MCFADDIN**

Elected 2022



**DARCY BELL**

Elected 2022



**BRIAN BOGLE**

Re-Elected 2022



**SANDY BOJECHKO**

Elected 2022



**SHIRLEY FALSTEAD**

Elected 2022



**SUE HEATON-SHERSTOBI TOFF**

Re-Elected 2022



**CHERRYL MACLEOD**

Re-Elected 2022

# Strategic Plan Purpose

Strategic planning is an important process that identifies community-level priorities.

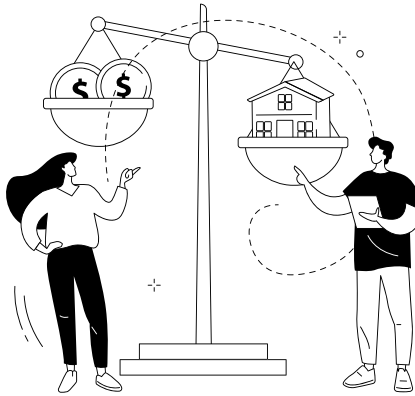
The strategic planning process creates an opportunity for the City to reflect on what is important to the community and use that information to develop a guiding document that helps set priorities, manage resources, and track progress and successes.

The Council Strategic Plan guides what work we do for the community and how we do it. It is a critical resource when developing operational plans to guide the day-to-day work we do.



# Our Principles

These principles shape both short and long-term planning and decision making and they help set the direction the City of Castlegar takes during a Council's four-year term.



**1** GOVERNANCE & SERVICE EXCELLENCE



**2** A FUTURE WITH AFFORDABLE HOMES FOR ALL



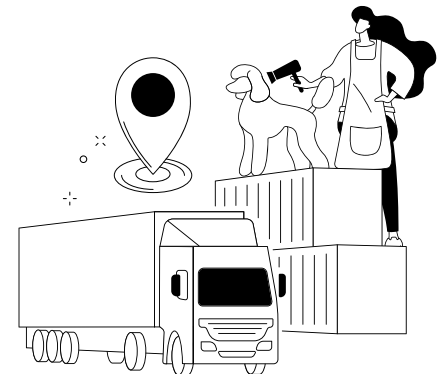
**3** QUALITY OF LIFE



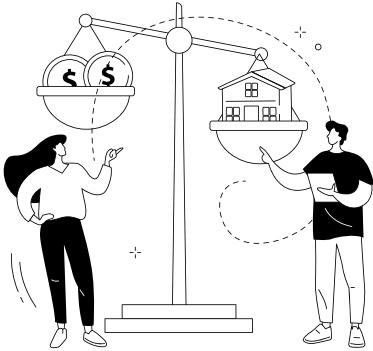
**4** WEST KOOTENAY REGIONAL AIRPORT EXCELLENCE



**5** ACCESS TO HEALTHCARE



**6** A PROSPEROUS CITY



## PRINCIPLE 1

# Governance & Service Excellence

City Council will make difficult decisions in the best long-term interest of the community. We manage assets and infrastructure with fiscal prudence, using business-minded and long-term perspectives. Our actions are guided by community-informed master plans, which provide clarity of what we do and when and why.

## GOALS

### 1. Make Transparent Decisions

Council decision making will be transparent, as demonstrated through informed decision making, showing the courage to make the tough calls that build trust and respect in our diverse community.

### 2. Show Fiscal Stewardship

Serve as responsible stewards of the public's money, ensuring best value for money, long-term perspective, and social benefits.

### 3. Be Efficient & Effective

Provide efficient and effective services. Recognizing we are a growing and evolving city, we will strive to advance as a city, continually improving our services and programs towards our vision of providing the best-in-class customer experience.

### 4. Attract Top Talent

Creating the environment that attracts and keeps the best talent to deliver top-notch City services.

### 5. Asset Management Planning

Developing and delivering maintenance and asset management plans and establishing funding sources to ensure top priorities are met and core services are provided.

## RELATED DOCUMENTS

- + Castlegar Community Plan
- + Castlegar & District Economic Development Strategy
- + Asset Management Plans
- + Operational Strategic Plan









## PRINCIPLE 2

# A Future with Affordable Homes for All

We are in a housing crisis. The City of Castlegar is committed to doing everything it can to ensure the mix of housing the community needs. The City has the courage to step outside of our traditional role and take action to make housing happen. We continually minimize and reduce barriers and bureaucracy to support development.

## GOALS

### 1. Prioritize All Housing Needs

Be an inclusive and welcoming place to live for all, with affordable housing choices for everyone.

### 2. Support Housing Diversity

Create an environment that supports and encourages a variety of housing by minimizing barriers and bureaucracy, showing innovation in regulations, and incentivising development.

### 3. Enable Housing

Demonstrate municipal leadership and political bravery by understanding what is needed to get housing built, and step into that space where needed.

## RELATED DOCUMENTS

- + Castlegar Community Plan
- + Castlegar Housing Strategy
- + Downtown Area Plan
- + Castlegar & District Economic Development Strategy





### PRINCIPLE 3

# Quality of Life

Castlegar is a community that values an exceptional quality of life. With a small-town feel, we strive to be a place that people are proud to call home, conduct their business in, and have fun in. Our community embraces diversity, values volunteerism and social service agencies. We live in and celebrate a natural environment that offers world-class recreational opportunities, we will celebrate these opportunities.

### GOALS

#### 1. Bring People Together

Ensure year-round recreation services, spaces and events that foster community pride and bring people together.

#### 2. Enhance Recreation Complex

Maintain and enhance the Castlegar & District Recreation Complex as an essential asset, keeping the needs and expectations of our growing community at the forefront.

#### 3. Build Pride Through Engagement

Support diverse community groups that build pride in our city and inspire citizen involvement.

#### 4. Prioritize Public Safety

Prioritize public safety to ensure residents feel safe and supported in the City.

#### 5. Champion Active Transportation

Champion active transportation and transit opportunities that promote connectivity and a healthy lifestyle.

### RELATED DOCUMENTS

- + Castlegar Community Plan
- + Downtown Area Plan
- + Castlegar & District Economic Development Strategy
- + Recreation Master Plan
- + Pedestrian & Cycling Master Plan
- + Street Tree Master Plan
- + 100% Renewable Energy by 2025





#### PRINCIPLE 4

# West Kootenay Regional Airport Excellence

West Kootenay Regional Airport is the gateway between the West Kootenay and the world. It is a catalyst for regional economic growth and opportunities. Focused on growing and improving services, West Kootenay Regional Airport will be the choice for air travel to the West Kootenay area. We are committed to improving reliability and moving beyond the reputation of CANCELGAR.

#### GOALS

### 1. Achieve Airport Reliability

Achieve year-round airport reliability in line with industry standards.

### 2. Deliver Travel Experience

Deliver a travel experience that is equal to the best boutique airport experiences in North America.

### 3. Grow the Regional Airport

Prepare and plan for expected growth, including increase in passengers, general aviation, and airport related businesses.

#### RELATED DOCUMENTS

- + Castlegar Community Plan
- + West Kootenay Regional Airport Master Plan
- + Castlegar & District Economic Development Plan







## PRINCIPLE 5

# Access to Healthcare

Castlegar residents have an inherent right to healthcare. The City is dedicated to stepping outside its traditional role to ensure all residents have access to the healthcare they need – now and in the future. The City is committed to advocating for healthcare in the community and addressing emerging issues.

## GOALS

### 1. Attract Healthcare Professionals

Take a leadership role in recruiting and retaining the best healthcare professionals.

### 2. Enhance Local Primary Care

Actively pursue state-of-the-art primary care facilities for Castlegar residents.

### 3. Leverage Community Social Services

Partner with organizations providing social services and supports in both health and housing.

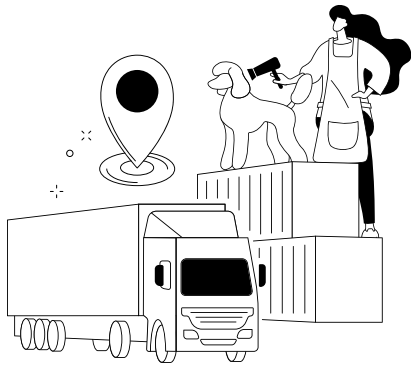
### 4. Healthcare Access Advocacy

Champion accessible, high-quality healthcare at the local and regional levels, understanding healthcare is a foundational attribute of a livable community.

## RELATED DOCUMENTS

- + Castlegar Community Plan
- + Castlegar & District Economic Development Strategy





## PRINCIPLE 6

# A Prosperous City

Our position as the centre of the West Kootenay creates opportunities for diverse economic growth that benefits Castlegar and the region. We are committed to creating an environment where all sizes of industry and businesses can be successful. We will carefully plan for growth and development and build strategic partnerships.

## GOALS

### 1. Be the Commerce Centre

Continue to grow our Regional influence. Establish Castlegar as the commerce centre of the West Kootenays.

### 2. Cultivate Business Growth

Establish ourselves as a community where people want to do business and cultivate a positive environment that enables businesses to be successful and grow.

### 3. Plan for Community Growth

Recognize that Castlegar and area is a desirable place to live and that population growth is imminent. We will carefully plan our community and proactively manage our assets to provide an affordable quality of life for current residents and newcomers.

### 4. Enhance Downtown

Downtown is the heart of our community and the best place to connect us. We are committed to improving the economic vitality and attractiveness of the downtown area.

## RELATED DOCUMENTS

- + Castlegar Community Plan
- + Downtown Area Plan
- + Castlegar & District Economic Development Strategy



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