



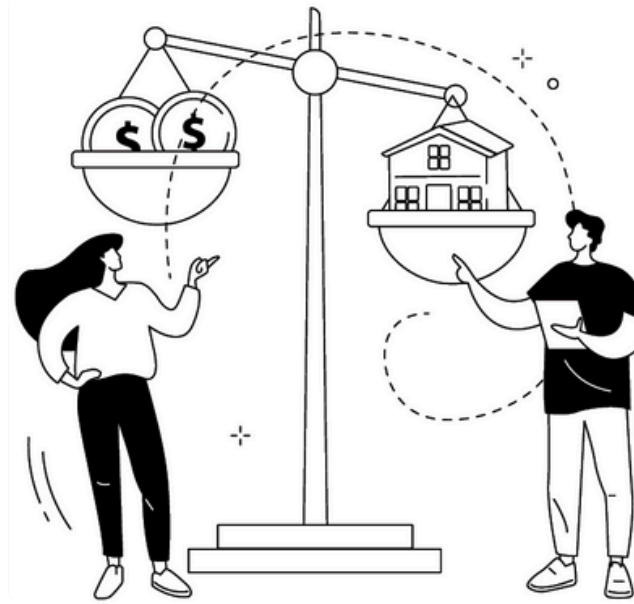
QUARTER 4 : OCTOBER TO DECEMBER

2025 Council Strategic Plan Implementation Report

CASTLEGAR

Our Principles

The 2023–2027 Strategic Plan identified six principles that shape both short and long-term planning and decision making.



1 GOVERNANCE & SERVICE EXCELLENCE



2 A FUTURE WITH AFFORDABLE HOMES FOR ALL



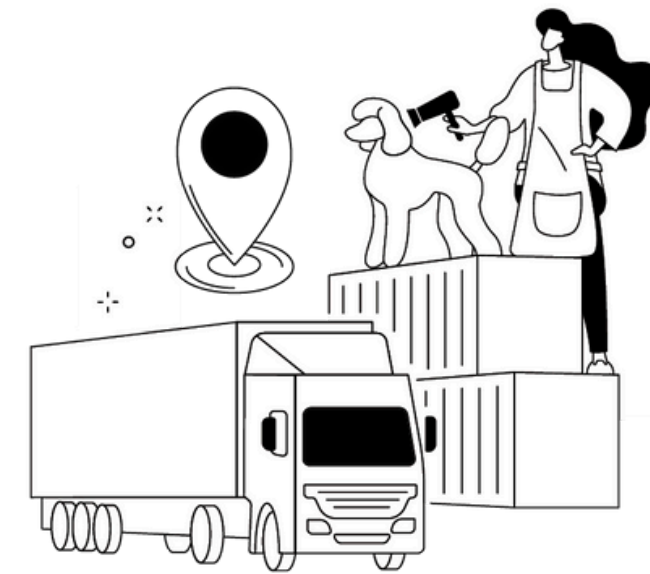
3 QUALITY OF LIFE



4 WEST KOOTENAY REGIONAL AIRPORT EXCELLENCE



5 ACCESS TO HEALTHCARE



6 A PROSPEROUS CITY

Reading this document

The 2023–2027 Council Strategic Plan’s principles and goals guide which projects are undertaken each year. It is important to note that there may not be specific projects contributing to every goal each year. This document provides an overview of the projects that are in progress in 2025, while also indicating their status based on the following parameters:



The full 2023–2027 Council Strategic Plan is available at: castlegar.ca/councilstrategicplan

NOT STARTED

A not started project means that the project is approved and will proceed in 2025.

ON TRACK

An on track project is currently being worked on and is proceeding on schedule.

PENDING

A pending project has been approved and started, but is either paused temporarily or is overdue.

DEFERRED

A deferred project has been intentionally postponed to a later time due to limited resources, shifting priorities, or other dependencies.

CANCELLED

A cancelled project has been removed from 2025 work plans and has been either permanently cancelled or deferred to another year.

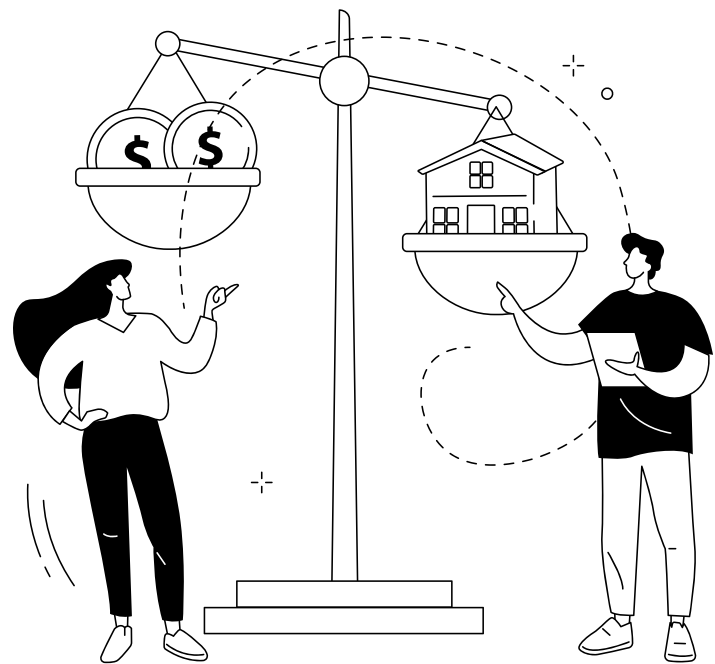
COMPLETED

A completed project means that work on the project has finished, and all deliverables/tasks have been completed.

PRINCIPLE 1

Governance & Service Excellence

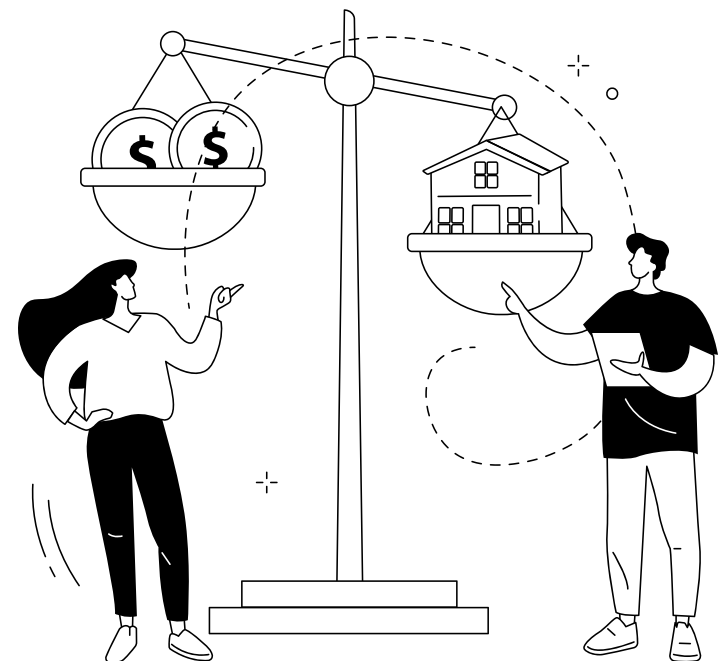
City Council will make difficult decisions in the best long-term interest of the community. We manage assets and infrastructure with fiscal prudence, using business-minded and long-term perspectives. Our actions are guided by community-informed master plans, which provide clarity of what we do and when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

**GOALS**

1. Make Transparent Decisions
2. Show Fiscal Stewardship
3. Be Efficient and Effective
4. Attract Top Talent
5. Asset Management Planning

Goal 1: Make Transparent Decisions

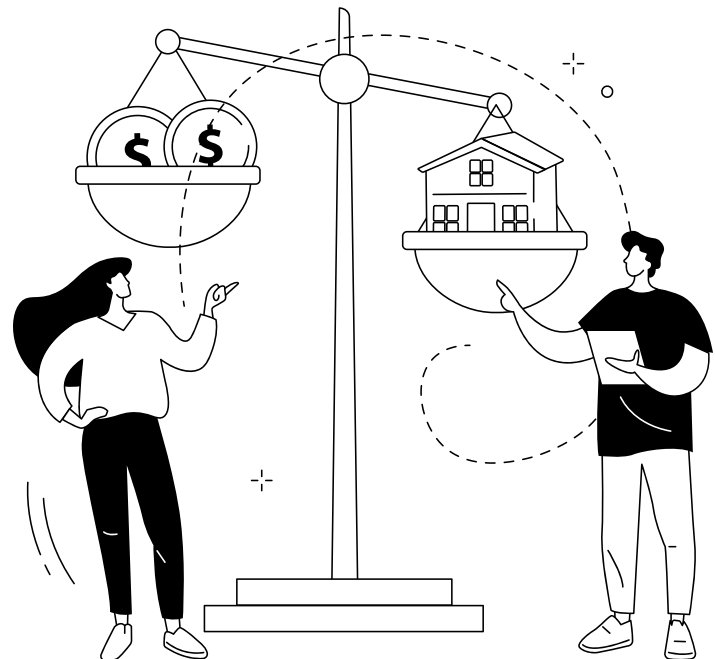
Serve as responsible stewards of the public's money, ensuring best value for money, long-term perspective, and social benefits.



PROJECT	STATUS Q4
Millennium Dog Park Signage	ON TRACK

Goal 2: Show Fiscal Stewardship

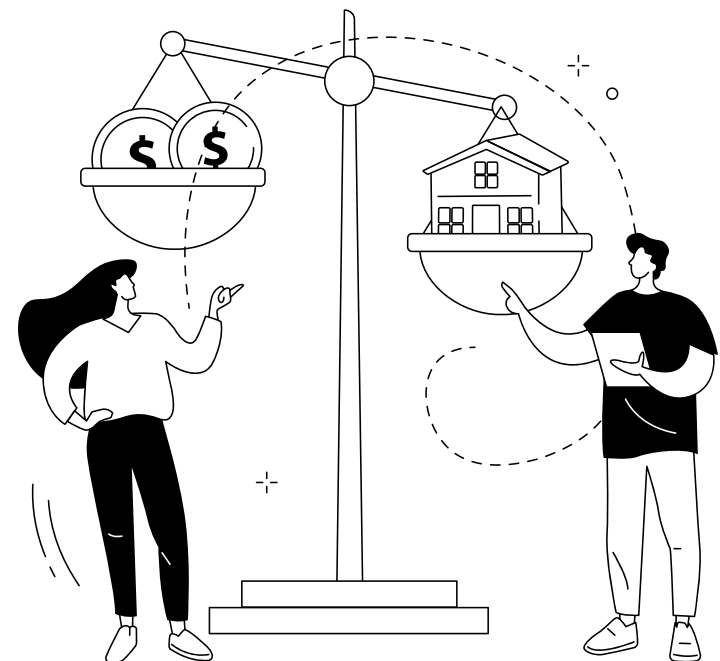
Serve as responsible stewards of the public's money, ensuring best value for money, long-term perspective, and social benefits.



PROJECT	STATUS Q4
Alternative Energy & Heating Project (2024)	CANCELLED

Goal 3: Be Efficient and Effective

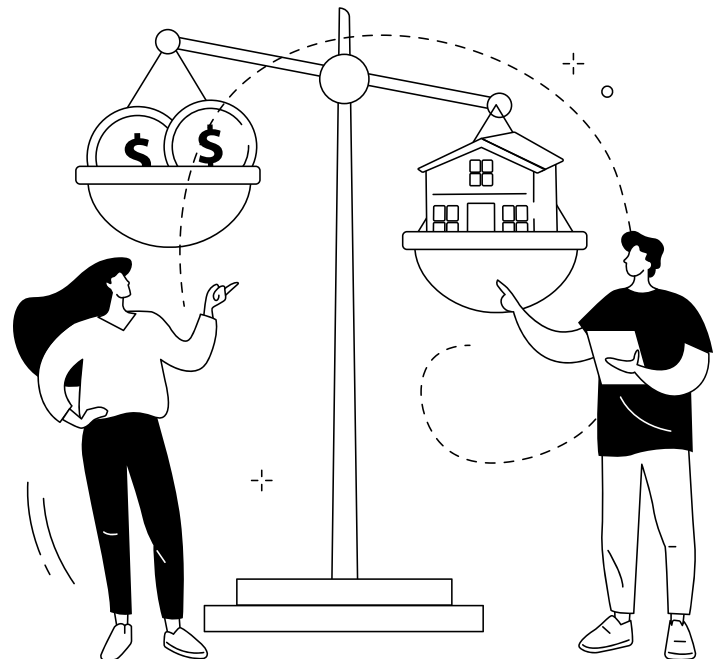
Provide efficient and effective services. Recognizing we are a growing and evolving city, we will strive to advance as a city, continually improving our services and programs towards our vision of providing the best-in-class customer experience.



PROJECT	STATUS Q4
Corporate Plan (2024)	COMPLETED
Geospatial (GIS) Assessment & Strategic Plan (2024)	COMPLETED
Implementation of Records & Information Management Program (2024) – Phase 1	ON TRACK
Health & Safety Program Development	ON TRACK
Community Group Led Project Policy & Procedure	COMPLETED
Redevelop Centralized Procurement Processes	ON TRACK
Microsoft Sharepoint Implementation	DEFERRED
Works & Services Bylaw Update	DEFERRED
Development Approval Process Review	DEFERRED

Goal 3: Be Efficient and 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.

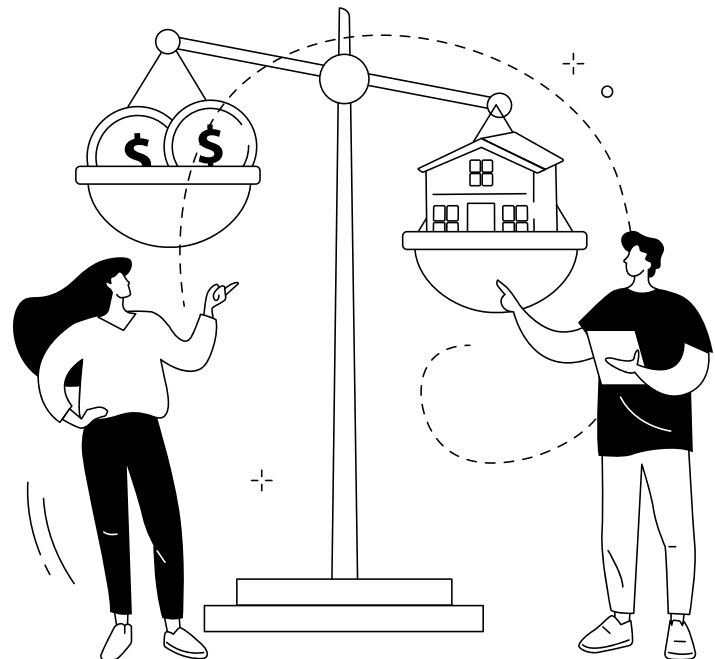


PROJECT	STATUS Q4
Accounts Payable Automation Software	NOT STARTED
Annual Communications Activity Calendar	COMPLETED
Bi-Annual Citizen Survey	DEFERRED
Internal Communications Plan	CANCELLED
Geospatial Information (GIS) Program Development	ON TRACK

Goal 4: Attract Top Talent

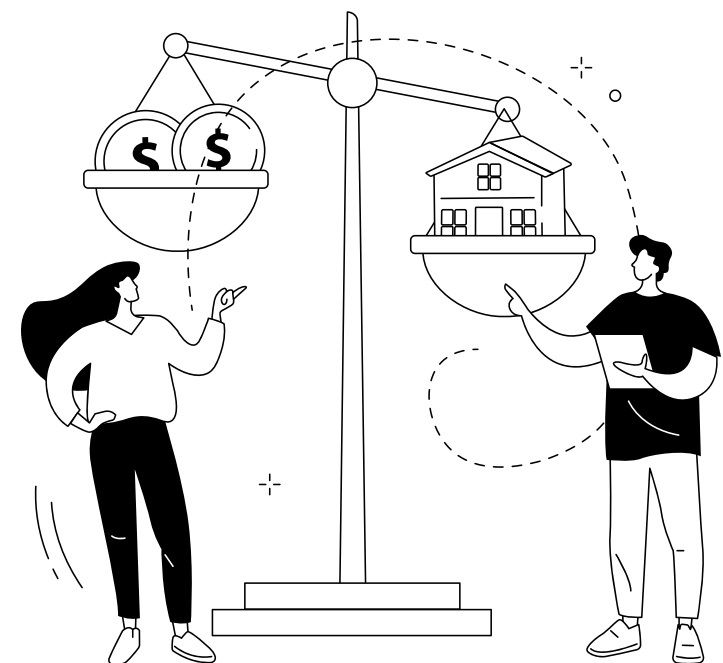
Creating the environment that attracts and keeps the best talent to deliver top-notch City services.

PROJECT	STATUS Q4
Human Resources Program (2024)	DEFERRED
Administrative Services Scan	COMPLETED
Divisional Work Planning Improvements	COMPLETED
Achieve COR Certification	PENDING
Employee Development & Training Program	DEFERRED



Goal 5: Asset Management Planning

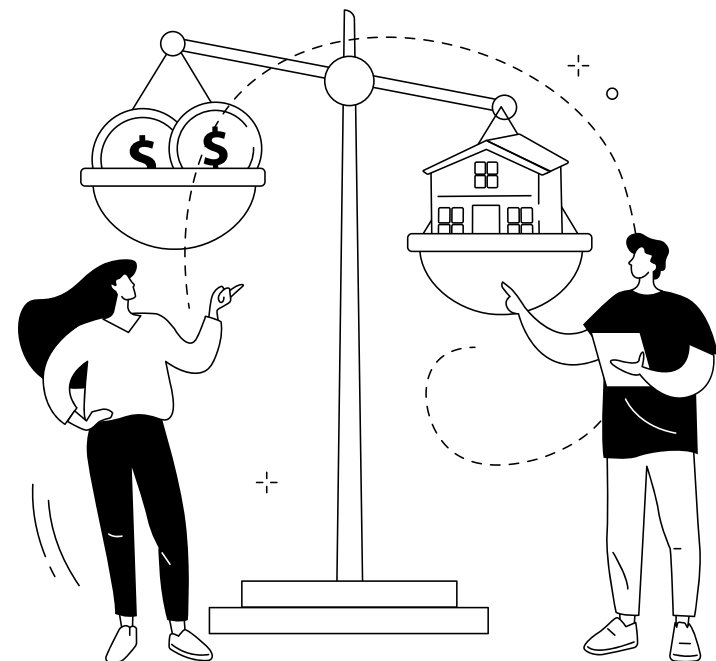
Developing and delivering maintenance and asset management plans and establishing funding sources to ensure top priorities are met and core services are provided.



PROJECT	STATUS Q4
Liquid Waste Management Plan - Phase 1 (2024)	ON TRACK
South Sewage Treatment Plant Foaming Mitigation (2024)	COMPLETED
South Sewage Treatment Plant Biosolids Loading Study (2024)	COMPLETED
South Sewage Treatment Plant North Train Renewal (2024)	ON TRACK
Office Space Needs Assessment (2024)	COMPLETED
Drainage Improvements Program (2025)	COMPLETED
Water and Sewer Hydraulic Model Update (2024)	COMPLETED
North Well Condition Assessment and Functionality Study (2024)	COMPLETED
Supervisory Control and Data Acquisition [SCADA] Upgrades (2024)	ON TRACK

Goal 5: Asset Management Planning (continued)

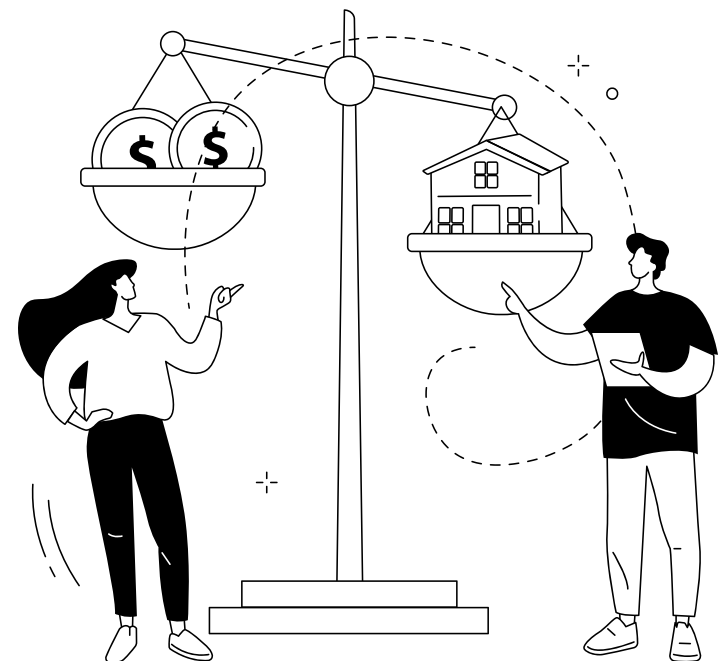
Developing and delivering maintenance and asset management plans and establishing funding sources to ensure top priorities are met and core services are provided.



PROJECT	STATUS Q4
Information Technology Equipment Upgrades	COMPLETED
Council Chambers Upgrades (2024)	COMPLETED
Parks Asset Management Plan	COMPLETED
Pavement Rehabilitation Program (2025)	COMPLETED
Water Treatment Centre Backup Chlorine Analyzer	DEFERRED
Update Civic Works Office Space	ON TRACK
Fleet Replacement Plan	PENDING
Water Treatment Centre Valve Upgrades	CANCELLED
Hydrant Replacement Program (2025)	DEFERRED

Goal 5: Asset Management Planning (continued)

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

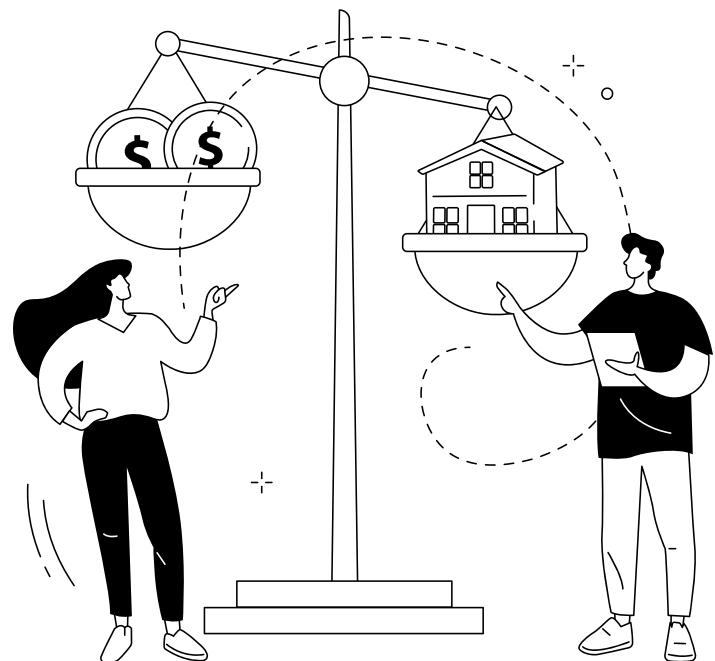


PROJECT	STATUS Q4
Water Valve Replacement Program (2025)	DEFERRED
Liquid Waste Management Plan – Phase 2	NOT STARTED
Culvert Replacement Program (2025)	ON TRACK
Sidewalk Rehabilitation Program (2025)	DEFERRED
Water Quality Testing Program	NOT STARTED
CCTV Camera Inspection Program (Sanitary Sewer Collection)	DEFERRED
Civic Works Fuel Tank Removal	PENDING
Air Conditioning for Emergency Operations Centre	COMPLETED
City Owned Retaining Wall Program (2025)	COMPLETED

Goal 5: Asset Management Planning (continued)

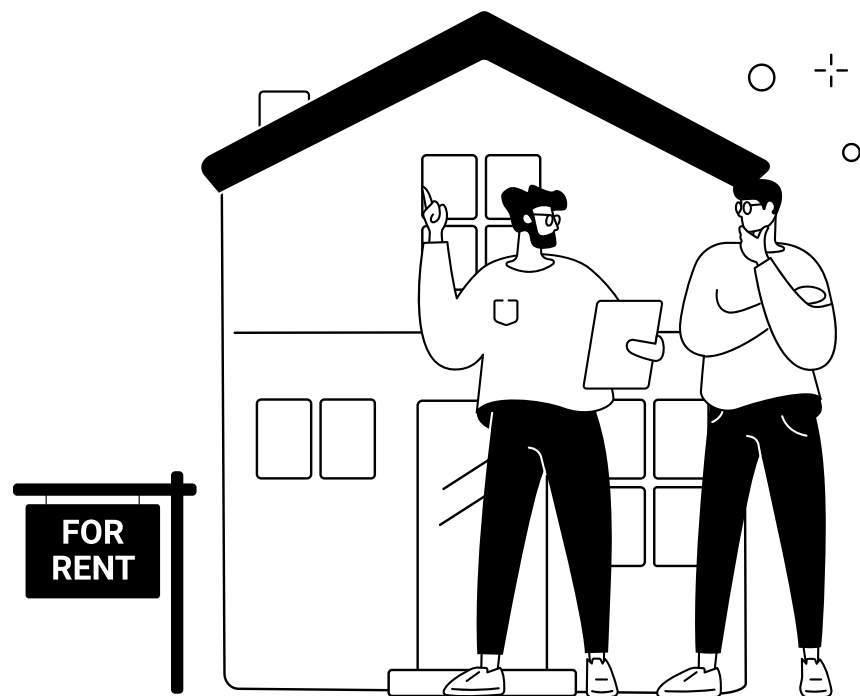
Developing and delivering maintenance and asset management plans and establishing funding sources to ensure top priorities are met and core services are provided.

PROJECT	STATUS Q4
Airport Maintenance Building Repainting	DEFERRED
Facility Security Scan	DEFERRED
Cross Connection Survey	COMPLETED



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.



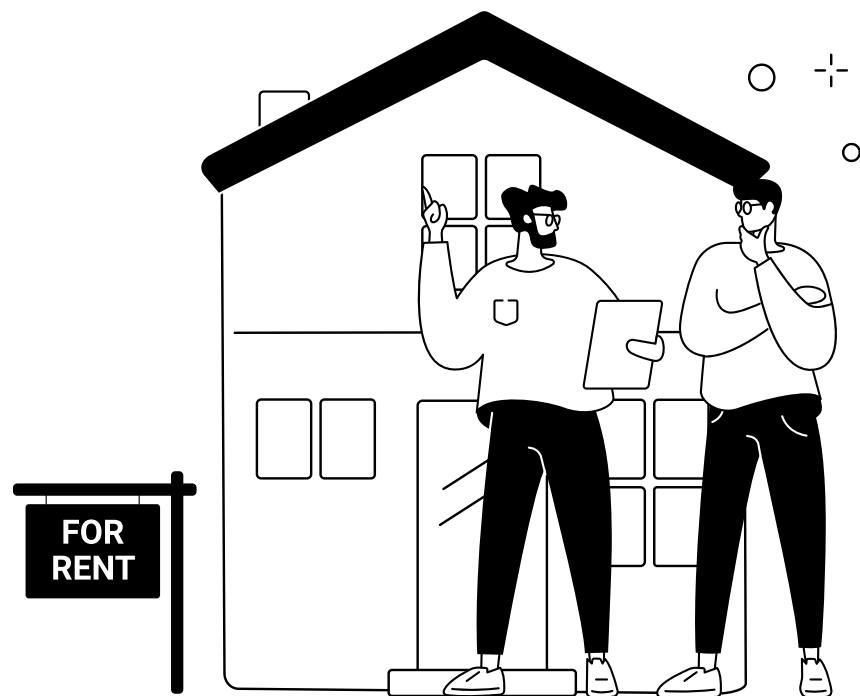
GOALS

1. Prioritize All Housing Needs
2. Support Housing Diversity
3. Enable Housing

Goal 1: Prioritize All Housing Needs

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

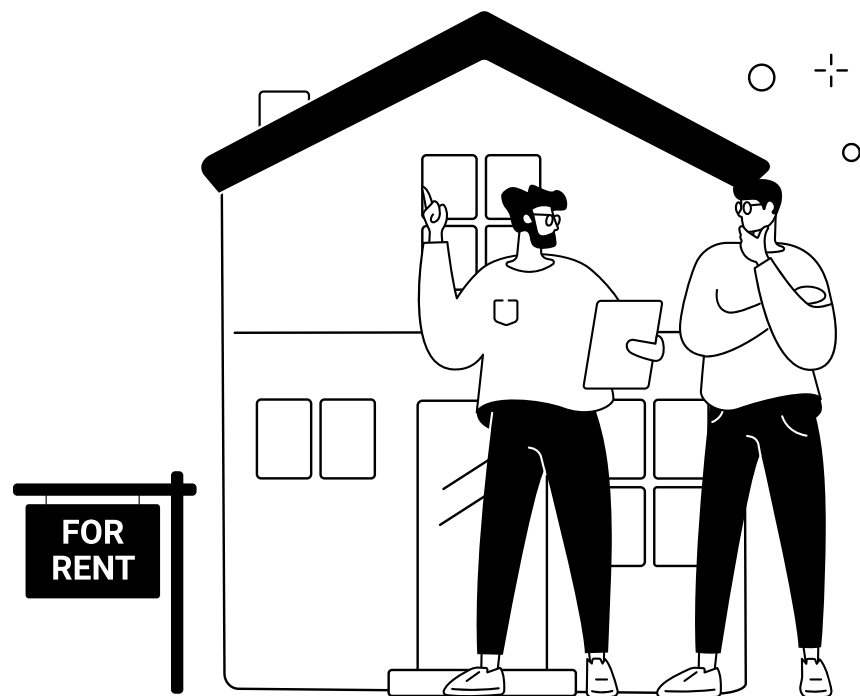
PROJECT	STATUS Q4
925 Columbia Avenue Housing and Healthcare Project (2024)	ON TRACK
310 Columbia Avenue Housing Project (Old Eremenko Building) (2024)	ON TRACK
Eremenko Building Demolition	ON TRACK



Goal 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.

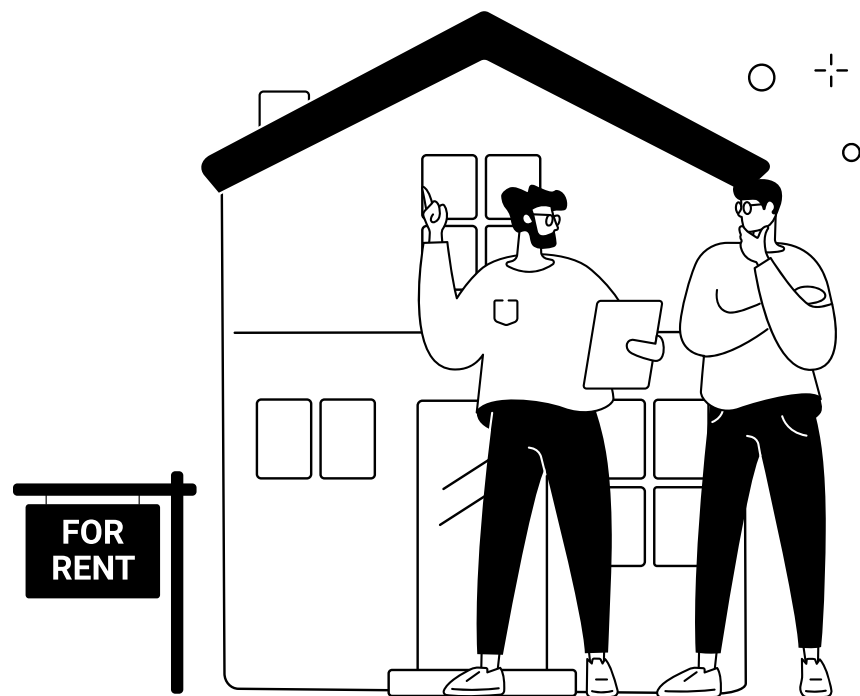
PROJECT	STATUS Q4
Accessory Dwelling Unit Program (2024)	COMPLETED



Goal 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.

PROJECT	STATUS Q4
Non-Market Housing Action Plan	CANCELLED



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 worldclass recreational opportunities, we will celebrate these opportunities.

**GOALS**

1. Bring People Together

2. Enhance Recreation Complex

3. Build Pride Through Engagement

4. Prioritize Public Safety

5. Champion Active Transport

Goal 1: Bring People Together

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



PROJECT	STATUS Q4
Millennium Ponds Algae Control (2024)	PENDING
Brandson Memorial Park (2024)	ON TRACK
Mosquito Field Fence Replacement	COMPLETED
Parks Master Plan	DEFERRED
Canada Day & December to Remember Community Events	COMPLETED
Memorial Plaque Program	DEFERRED

Goal 3: Build Pride Through Engagement

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



PROJECT	STATUS Q4
Path to Reconciliation Project (2024)	NOT STARTED
Accessibility Action Plan	DEFERRED

Goal 4: Prioritize Public Safety

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

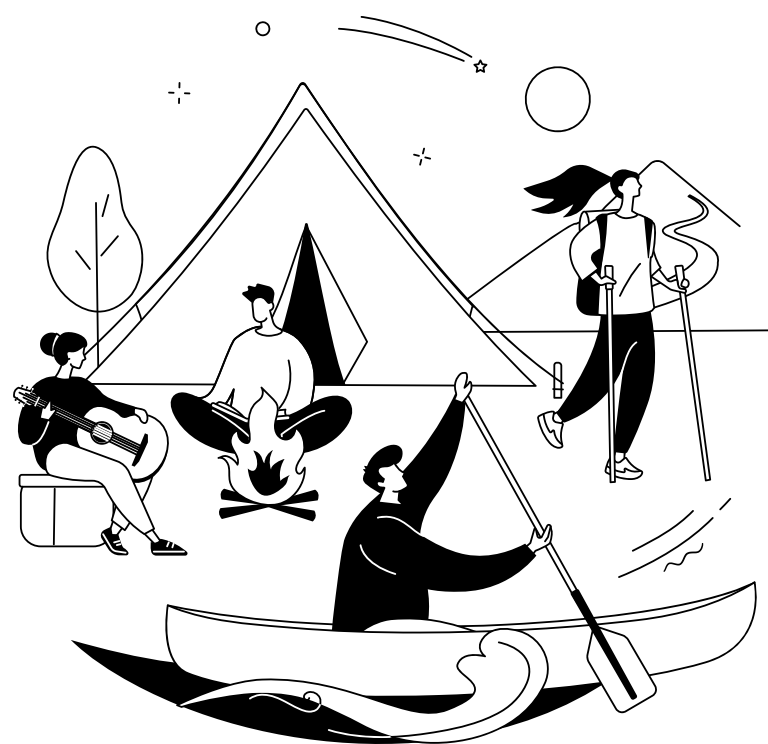


PROJECT	STATUS Q4
Voyent Alert! Emergency Notification Campaign (2024)	COMPLETED
5th Ave Railway Crossing Upgrade (2024)	COMPLETED
Next Generation 911	ON TRACK
Purchase of Fire Fighting Appliances	ON TRACK
RCMP Building Radon Mitigation	COMPLETED
Haz Mat and Asbestos Management Survey	ON TRACK
Emergency Management Plan	ON TRACK
Fire Services Review Implementation	COMPLETED
Fire Smart Program Development	COMPLETED

Goal 5: Champion Active Transport

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

PROJECT	STATUS Q4
Columbia Ave Phase 3 Design (2024)	COMPLETED
Eco-Link - College to Community Connection Feasibility Study (2024)	COMPLETED
Transportation Master Plan	DEFERRED



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. We will carefully plan for growth and development and build strategic partnerships.

**GOALS**

1. Achieve Airport Reliability
2. Deliver Travel Experience
3. Grow the Regional Airport

Goal 1: Achieve Airport Reliability

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

PROJECT	STATUS Q4
Required Navigational Performance (RNP) (2024)	ON TRACK



Goal 2: Deliver Travel Experience

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

PROJECT	STATUS Q4
Airport Terminal Building Expansion (2024)	ON TRACK
Airport Groundside Improvements Design (2024)	COMPLETED
Airport Branding & Marketing	DEFERRED



Goal 3: Grow the Regional Airport

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

PROJECT	STATUS Q4
Aviation Development Concept	COMPLETED
Helicopter Operating Enhancements	COMPLETED
Airport Lands Water & Sewer Servicing Plan	COMPLETED



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

2. Enhance Local Primary Care

3. Leverage Community Social Services

4. Healthcare Access Advocacy

Goal 1: Attract Healthcare Professionals

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

PROJECT	STATUS Q4
Supporting Physician Recruitment Position & Committee (2024)	COMPLETED



Goal 2: Enhance Local Primary Care

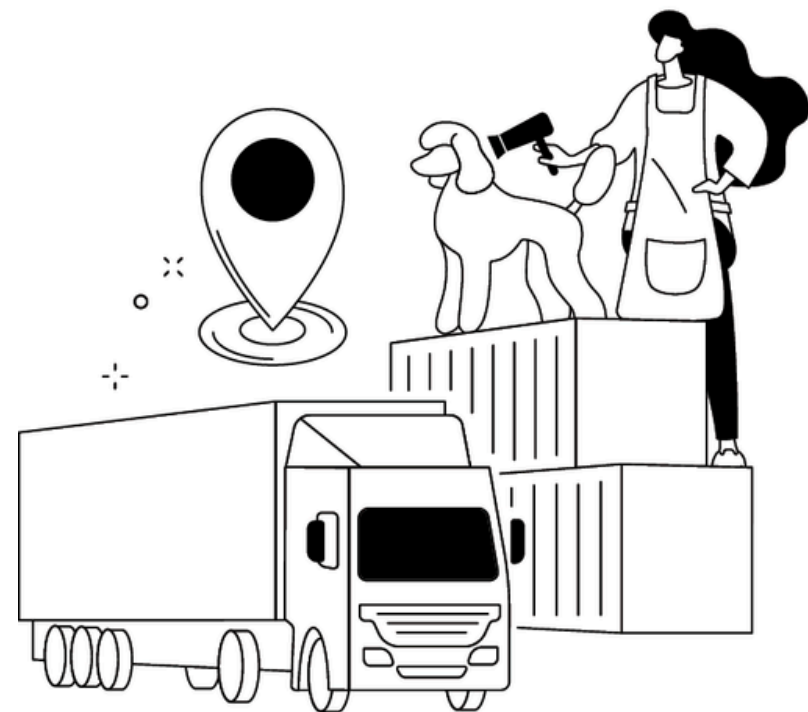
Actively pursue state-of-the-art primary care facilities for Castlegar residents.

PROJECT	STATUS Q4
Primary Care Facility at 925 Columbia Avenue (2024)	PENDING



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

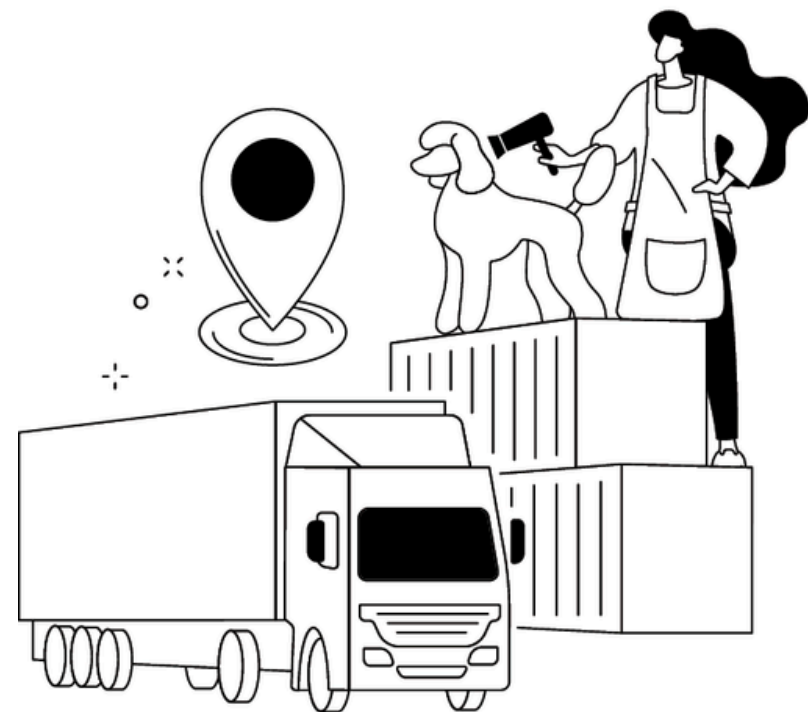
2. Cultivate Business Growth

3. Plan for Community Growth

4. Enhance Downtown

Goal 3: Plan for Community Growth

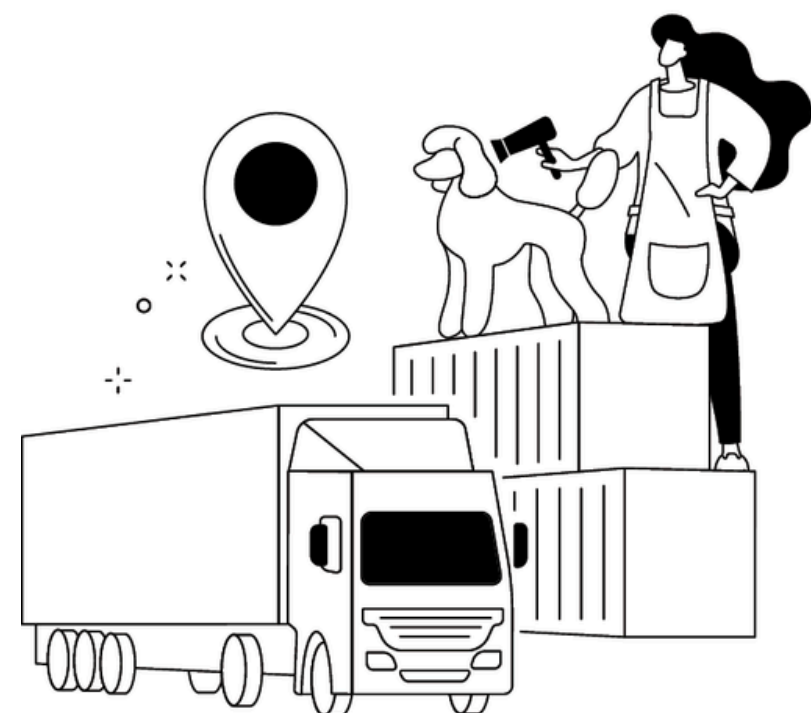
Recognize that Castlegar and area is a desirable place to live and that population growth is imminent. We will carefully plan our community and proactively manage our assets to provide an affordable quality of life for current residents and newcomers.



PROJECT	STATUS Q4
Boundary Expansion to include Selkirk College (2024)	ON TRACK
Child Care Plan	CANCELLED

Goal 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.



PROJECT	STATUS Q4
Downtown Parking Study (2024)	COMPLETED
Parking Reserve Bylaw	NOT STARTED

CASTLEGAR

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