



2026-2028

# Organizational Plan

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CASTLEGAR



# Message from the Chief Administrative Officer

It is with great pride that I present the City of Castlegar's first Organizational Plan. This is a historic milestone for our organization, our very first plan of its kind, and it reflects the dedication, insight, and passion of our staff. From defining who we are as an organization to shaping the values that guide us, this plan is truly built from within. It represents the collective voice of our team and the foundation for how we will continue to grow as an exceptional organization. Just as master plans guide the physical work we complete in the community, this Organizational Plan guides the improvements and growth of our organization so we can deliver services effectively, attract and retain top talent, and meet the evolving needs of our residents.

The plan is organized around six strategic pillars: leadership, people, health & safety, planning, community, and systems, processes, and technology. Each pillar outlines clear goals that will guide our work and ensure we deliver on the expectations of Council and the community. An Action Plan has been developed to complement this plan, which identifies the specific actions we will take to accomplish our goals. These are incorporated in workplans and budgets. Together, these pillars, goals and actions provide a roadmap for strengthening our culture, improving our systems, and enhancing the services we provide every day.

Importantly, this Organizational Plan is closely aligned with Council's Strategic Plan and its principle of Governance and Service Excellence. Council has set the ambitious goal of providing a best-in-class customer experience, and this plan ensures that our priorities, processes, and people are focused on achieving that outcome. By connecting our staff's values with Council's vision, we are creating a unified approach to delivering the best services, employing the best staff, and continuing to build the best community.

As Chief Administrative Officer, I am proud of the collaboration that brought this plan to life. It is more than a document—it is a shared commitment to excellence, innovation, and community service. Together, we will continue to build an organization defined by exceptional public service and organizational strength and sustainability.

Regards,

**Chris Barlow**

Chief Administrative Officer

# We are an organization

**Focused on serving the public**

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**Employing professional and competent staff**

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**That places a premium on teamwork and collaboration**

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**That has strong leadership**

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**Committed to employee safety**

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**Investing in growth and development of employees**

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**That values work-life balance**

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DEPARTMENTS

Castlegar employs approximately 70 staff who meaningfully contribute to the successful delivery of this plan.

Administration

Mayor and Council Support

Policy Recommendations

Priorities & Policies Oversight

Corporate Services

Communications

Legislative Services

Health & Safety

Human Resources

Bylaw Enforcement

RCMP Administration

Community Safety & Development

Land-Use Regulation

Sustainability

Community Planning

Building Inspection

Business Licencing

Mapping

Fire Department

Emergency Services

West Kootenay Regional Airport

Municipal Services

Engineering

Parks

Roads

Water

Sewer

Fleet

Facilities

Finance & Technology

Financial Expertise

Technology Systems

Risk Management & Procurement

OUR MISSION

**To develop a  
high-performing  
organization  
committed to  
delivering  
best-in-class  
services.**



# Organizational Values

## Leadership

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We are all leaders of this organization, regardless of job titles. As leaders we are approachable, ethical and empathetic.

## Public Service

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We provide professional customer service, strive for continuous improvements, fiscal responsibility and efficiency, aim to meet or exceed expectations, listen to our community's diverse needs, and ensure transparency in all service levels.

## Safety

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Safety and well-being is embedded in everything we do.

## Balance

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We prioritize health and work-life balance and encourage employees to enjoy the community we love.

## Employees

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We value unique backgrounds and perspectives and are proud of our staff, who are professional, knowledgeable and strong communicators. We invest in employee growth and success.

## Working Together

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We support and care about each other and believe that working together helps us meet our organizational and community goals.

# Employees' Vision

## A city that is focused on serving the public

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- We provide timely, friendly, kind, and professional service that meets or exceeds the community's expectations and view all public interactions as an opportunity to positively engage.
- We foster a culture that is focused on customer service excellence and accountability.
- We are committed to meaningfully listening to our residents, encouraging public participation in our decision-making, and respecting our community's diverse needs.
- We are conscious of our capacity and resources and will transparently communicate our service levels and our decision-making.
- We are building a culture that is proactive and focused on customer service across the organization, and continually improves and builds upon our successes.
- We care about the community and want to see it succeed. Many of us are active and engaged members of the community beyond our role as employees.

## A city that employs professional and competent staff

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- We employ skilled, trained, knowledgeable, and proud staff who are dedicated to serving our community.
- Our staff value communication and strive to be strong communicators.
- We are confident in the work we do, and we do our work with a positive attitude and focus on integrity, respect, and empathy.
- We do our best and feel satisfied and proud by doing good work.
- We foster a diverse, equitable and inclusive culture where everyone feels respected and valued for their unique backgrounds and perspectives and are empowered to do their best.

## A city that places a premium on teamwork and collaboration

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- We always consider the impact our work and decisions have on other departments before acting; we reach out, engage our colleagues, and communicate and share knowledge up, down, and across the organization.
- We work together on problem-solving and enable and expect cross-department collaboration at the appropriate time.
- As individuals and teams, we support and care about each other. We demonstrate mutual respect, have fun, and celebrate each other's wins.

## A city that walks the talk about work-life balance

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- We live and work in a region with abundant outdoor recreational opportunities and we want our employees to have the time and the wellness to enjoy this.
- We recognize "life happens" and demonstrate understanding and flexibility when it does.
- We will be realistic about what we can achieve with our resources. We will ensure sufficient cross-training to avoid overreliance on any one person or group.
- We believe employees should be able to leave work at work.
- Recognizing that we provide services that need to be available 24/7, we will find ways to consider our employees' needs when balancing after-hours service and work-life balance.

## A city that is committed to employee safety

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- We want all employees to go home safely each day.
- We invest in the maintenance and improvement of a comprehensive health and safety program.
- Employees will have access to the procedures, training, and equipment they need to work safely.
- We encourage employees to speak up if they have questions about safety.
- We provide a physically and psychologically safe workplace and are committed to employee well-being.

## A city that invests in the development of its employees

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- We believe there is great value in growing our own employees.
- We are committed to employee growth and development planning conversations.
- We provide training for current job success and career development, and we encourage and support growth opportunities.
- We know growing and developing our employees is an important part of retaining top talent.

## A city with strong leadership

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- Our leaders have a clear vision of the employer we want to be, and they consistently champion and model the performance and behaviours they want to see throughout the organization.
- Our leaders are approachable, and demonstrate ethics, humility and empathy.
- Our leaders empower our staff to do their best work. They ensure the City's performance and employee needs are met. Our leaders delegate work, trust employees to complete the work, and hold themselves and employees accountable for outcomes.
- Our leaders regularly and meaningfully engage with and seek input from employees and communicate timely, clear, and accurate information to staff.
- We recognize and encourage leaders at all levels of our organization regardless of position.

# Strategic Pillars

## Building a solid foundation for success



### Leadership

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We lead with integrity, empathy, and accountability – creating a workplace where every voice matters, leaders inspire, and collaboration drives success. Together, we foster an environment where people are empowered to do their best and take pride in serving our community.



### People

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We employ skilled, proud, and community-minded staff who care deeply about their work and about each other. Together, we are building a healthy, respectful workplace where people can thrive – and where doing good work is its own reward.



### Health & Safety

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We look out for one another so everyone goes home safe, healthy, and supported each day. By fostering a culture of safety we create an environment where safety is second nature – embedded in every decision, action, and interaction. Together, we take responsibility for each other's well-being and for maintaining the highest standards of health and safety across our organization.



## Planning

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We commit to clarity, focus, and shared purpose through aligned work planning – ensuring every team member understands their role in advancing our City's priorities. By working collaboratively and transparently, we balance resources and capacity to deliver meaningful, measurable results that make a real difference.



## Community

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We put our community at the heart of everything we do, delivering services with kindness, respect, and consistency. By listening and engaging meaningfully, we build trust and foster a culture where exceptional customer service is the norm, and every interaction strengthens our commitment to community well-being.



## Systems, Processes & Technology

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We embrace innovation and continuous improvement to streamline our systems and processes – enabling staff to work smarter and serve our community more effectively. By investing in modern tools and consistent practices, we build a foundation of trust, efficiency, and agility across the organization.

# Leadership

We lead with integrity, empathy, and accountability — creating a workplace where every voice matters, leaders inspire, and collaboration drives success. Together, we foster an environment where people are empowered to do their best and take pride in serving our community.

## GOALS

Foster a high-performing organization

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Develop and empower leadership at all levels of the organization

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Enhance communication, engagement, and transparency

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Promote innovation and continuous improvement

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Effectively manage organizational risk

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Maintain positive and productive labour and employee relations

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Build a healthy and positive organizational culture

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# People

We employ skilled, proud, and community-minded staff who care deeply about their work and about each other. Together, we are building a healthy, respectful workplace where people can thrive – and where doing good work is its own reward.

## GOALS

Attract and retain high-performing, values-aligned staff

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Invest in employee growth, development & training

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Prioritize employee health, safety, and well-being

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Support work-life balance and flexibility

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Foster a culture of respect, inclusion, and belonging

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Strengthen teamwork and collaboration

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Recognize and celebrate employees

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# Health & Safety

We look out for one another so everyone goes home safe, healthy, and supported each day. By fostering a culture of safety we create an environment where safety is second nature – embedded in every decision, action, and interaction. Together, we take responsibility for each other’s well-being and for maintaining the highest standards of health and safety across our organization.

## GOALS

All employees go home safely each day

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Promote a safe and healthy work environment

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Comply with the Workers Compensation Act and WorkSafeBC Occupational Health & Safety Regulations

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Enhance safety culture

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# Planning

We commit to clarity, focus, and shared purpose through aligned work planning – ensuring every team member understands their role in advancing our City's priorities. By working collaboratively and transparently, we balance resources and capacity to deliver meaningful, measurable results that make a real difference.

## GOALS

Ensure clear and measurable business and work plans in alignment with strategic and financial priorities

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Improve cross-departmental coordination and integration

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Support realistic workload management and priority setting

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Establish clear processes for monitoring and reporting

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Continuously improve work planning through feedback and learning

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# Community

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## GOALS

**Deliver best-in-class customer experience**

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**Establish and maintain clear, consistent and measurable service standards**

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**Enhance community engagement and public trust**

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**Ensure inclusive and accessible services**

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# Systems, Processes & Technology

We embrace innovation and continuous improvement to streamline our systems and processes – enabling staff to work smarter and serve our community more effectively. By investing in modern tools and consistent practices, we build a foundation of trust, efficiency, and agility across the organization.

## GOALS

Standardize and optimize business processes

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Modernize and integrate technology systems

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Establish strong records and information management

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Centralize and standardize bylaws, policies and procedures

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Strengthen internal controls and risk management

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## TURNING A PLAN INTO REALITY

# The Action Plan translates the commitments in this Organizational Plan into concrete steps.

Complementing this Organizational Plan is a detailed Action Plan that outlines the specific initiatives, projects, and improvements we will undertake to achieve our goals and translates these commitments into concrete steps that are embedded in departmental workplans and informed by annual budgets. Together, these documents ensure that our strategic priorities are consistently reflected in day-to-day operations, guiding our ongoing efforts to strengthen our culture, improve organizational systems, and enhance the services we deliver to the community.



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