



2026-2028

# Organizational Action Plan

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Updated: November 26, 2025

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# Purpose of this Document

This Action Plan outlines the specific initiatives, projects, and improvements we will undertake to achieve our goals outlined in the 2026–2028 Organizational Plan. The Action Plan translates the commitments in the Organizational Plan 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.

## Organizational Plan

The 2026–2028 Organizational 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.

The 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 the Organizational Plan ensures that our priorities, processes, and people are focused on achieving that outcome.

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# 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

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**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**

## Leadership: Proposed Actions

2026 2027 2028 ASSIGNED TO

	2026	2027	2028	ASSIGNED TO
Socialize the 2026-2028 Organizational Plan into the organization.				CAO's Office
Identify and support leadership opportunities for our people who are looking for them.				All Managers
Ensure timely, accurate and transparent communication across all levels of the organization.				CAO's Office
Foster a culture of being able to respectfully challenge decisions or practices with solutions-based ideas.				All Managers
Negotiate a Collective Agreement with CUPE 2262.				Corporate Services
Enhance levels of listening to and building relationships between senior leadership, management and all employees and commit to regular check-ins with managers and employees.				Senior Leadership
Delegate authority and support agile decision making.				Senior Leadership
Provide education & training on risk management and develop a risk register for each department.				Finance
Complete a role responsibility & clarity exercise to increase efficiency and improve service delivery.				Corporate Services
Champion a culture of teamwork across departments and throughout all levels of the organization.				Senior Leadership

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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

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**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**

## People: Proposed Actions

2026 2027 2028 ASSIGNED TO

	2026	2027	2028	ASSIGNED TO
Implement and fund a Social, Wellness & Team Building Committee.				Corporate Services
Train managers in core leadership competencies (e.g., project management, communication, managing within the Collective Agreement, and management).				Human Resources
Implement a Human Resources Information Management System.				Technology
Provide de-escalation and courageous conversation training to all staff.				Human Resources
Complete Insights Discovery assessments and host a workshop for all staff to strengthen communication, collaboration, relationships and improve organizational innovation and performance.				Corporate Services
Investigate and implement an intranet for employees.				CAO's Office
Research best practices for promoting work-life balance (flexibility, work location, earned days off, etc.).				Human Resources
Survey staff regularly to understand what is working well and what is not.				Corporate Services
Implement the recommendations from the Administrative Services Scan.				Corporate Services
Continue to promote and fund informal employee recognition.				All Managers
Develop a formal Employee Recognition Program.				Corporate Services
Develop and implement a Performance & Development Planning Program and create plans.				Corporate Services
Continue to support each other when "life happens".				All managers
Develop a Compensation Philosophy Document and complete structure/salary comparison of like sized municipalities.				Human Resources
Create recruitment & onboarding programs.				Human Resources

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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

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**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**

# Health & Safety: Proposed Actions

	2026	2027	2028	ASSIGNED TO
Implement a Safety Management System software.				Technology
Complete a gap analysis of the City's regulatory requirements.				Corporate Services
Develop a Safety Culture Strategy.				Corporate Services
Integrate wellness & psychological safety into the workplace in a meaningful way.				Corporate Services
Investigate opportunities to improve mental health supports.				Corporate Services
Develop a Hazardous Materials Program.				Corporate Services

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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

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**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**

## Planning: Proposed Actions

2026 2027 2028 ASSIGNED TO

	2026	2027	2028	ASSIGNED TO
Ensure every Department and Division has a clear, measurable business or work plan that connects to Council and Organizational Plans. Track progress on work plans and provide regular status updates to leadership and Council.				Corporate Services
Ensure all staff have a clear, measurable business or work plan that connects to Departmental and Divisional Plans. Track progress on work plans and provide regular status updates to Managers and Directors.				Corporate Services
Provide time management and work prioritization training.				Human Resources
Develop a framework and guidelines for regular meetings to improve planning between and amongst departments.				Community Safety & Development
Establish responsible levels of service across the organization and determining solutions to address service gaps where identified.				CAO's Office
Integrate lessons learned and employee feedback into future work planning cycles.				Corporate Services
Research best practices for municipal calendar of events for regular deadlines and events.				CAO's Office

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# Community

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



## Goals

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**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**

## Community: Proposed Actions

2026 2027 2028 ASSIGNED TO

	2026	2027	2028	ASSIGNED TO
Establish clear, City-wide standards and expectations for customer service to ensure consistency across departments.				Senior Leadership
Complete an Accessibility Plan and re-engage the Accessibility Committee.				Legislative Services
Complete bi-annual Citizen Survey and establish baseline metrics.				Corporate Services
Complete communications & engagement preferences survey.				Communications
Get involved in the community in a more visible way and share stories of staff and the work we do so the community feels connected to us.				Communications
Provide training for staff to create an inclusive culture in the workplace.				Senior Leadership
Expand the City's online services so that residents and businesses can easily access and complete key services anytime, anywhere, on any device.				All Managers

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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

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**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 corporate bylaws, policies and procedures**

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**Strengthen internal controls and risk management**

## Systems, Processes & Technology: Proposed Actions

2026 2027 2028 ASSIGNED TO

	2026	2027	2028	ASSIGNED TO
Organize all the City's current folders and records, determine the organization's needs, research and implement an Electronic Data Records Management System.				Legislative Services & Technology
Determine capabilities and training requirements on existing technologies and provide training. Determine technology to support the development of Standard Operating Procedures, checklists, and desk manuals.				Technology
Implement the GIS Strategic Plan across the organization.				Engineering
Develop an Artificial Intelligence policy, educate & train staff, and leverage the continuous benefits.				Technology
Adopt cell phone policy, create guidelines, and provide iPhones to all Civic Works employees.				Technology
Centralize security and camera systems in facilities across the organization.				Facilities & Technology
Install GPS in all City vehicles and implement tracking software.				Technology
Investigate the feasibility of automating the Development Approval Process.				Technology
Implement electronic time tracking, including leave requests and training tracking.				Technology
Implement Fire Department management software.				Technology
Automate the City's Accounts Payable process using Electronic Data Records Management System.				Technology
Determine the City's needs, research and implement an Enterprise Asset Management Software - a centralized system that enables more efficient handling of service requests, work orders, preventative maintenance, and inspections.				Technology

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