

# STRATEGIC PLAN

CITY OF CAMPBELL RIVER  
2023–2026





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# MESSAGE FROM MAYOR AND COUNCIL

Council's 2023 to 2026 Strategic Plan is a road map that will help realize our vision for the future of Campbell River. The plan outlines five strategic priorities, each with three focus areas, which will drive our decision-making and provide direction for City staff.

Council will review our strategic priorities quarterly during a Council meeting, and the City will review and report on them annually through the publication of the Annual Report.

We encourage residents to get in touch with us at any time to reflect on our goals, the steps we are taking to achieve them and anything we could be doing better as a City for our community.

We look forward to connecting and growing with you.



**Mayor Kermit Dahl**

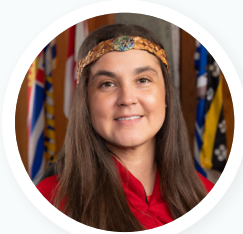
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## CITY OF CAMPBELL RIVER COUNCIL



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## ► Vision

Our vision is that the Corporation of the City of Campbell River is:

- well run,
- results oriented,
- accountable,
- inclusive,
- responsive,
- innovative,
- an adaptive organization, and
- a great place to work and work with.

## ► Mission

The mission of the City of Campbell River is to deliver quality services in a fiscally responsible manner that promotes prosperity and social, economic and environmental health for current and future generations.

# Strategic Priorities

Council adopted the 2023–2026 Strategic Priorities in January of 2023. The five core themes that will guide Council and City staff in the coming years are Organizational Capacity, Community Growth, Healthy and Safe Community, Housing and Collaboration.



# ORGANIZATIONAL CAPACITY

Realize and leverage the maximum potential of the City through productive and effective resource management.



## FISCAL RESPONSIBILITY

**Objective:** Maintain core service levels, and invest in the future and growth of the community. Explore innovative ways to navigate projected financial challenges and ensure a sound financial future.



## WORKPLACE CULTURE

**Objective:** Be an employer of choice and build trust and credibility within staff, Council and the community as a whole. Create and live a culture of appreciation that supports and promotes a healthy, desirable work experience for all.



## EFFECTIVE GOVERNANCE

**Objective:** Fulfill Council's objectives by remaining disciplined in following effective governance practices during decision making and discussion. Provide the public with transparent and open government and create opportunities for public participation.

# COMMUNITY GROWTH

Meet the growing needs of tomorrow through strategic and long-term planning and provide stability and support for residents, businesses and investors. Together we can continue to build a vibrant community based on economic resilience, sustainable infrastructure, quality of life amenities, environmental stewardship, and diverse employment.



## FUTURE PLANNING

**Objective:** Create plans and policies tailored to Campbell River’s unique needs and based on best practices, which will lead the community through a period of growth and set the City up for future success.



## ASSET MANAGEMENT

**Objective:** Proactively commit to responsible stewardship of all City assets and infrastructure to ensure the reliability and longterm sustainability of municipal services.

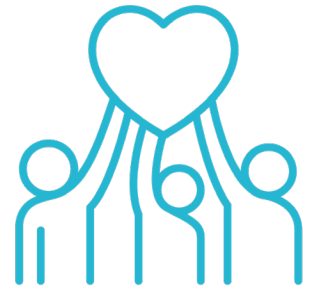


## ECONOMIC VITALITY

**Objective:** Foster an environment full of diverse economic opportunities and well-paying jobs where businesses can thrive by supporting new and existing businesses in key sectors and recognizing challenges to existing industries.

# HEALTHY AND SAFE COMMUNITY

Support a high quality of life and ensure Campbell River is safe and welcoming for residents, businesses and visitors. Foster a sense of place and pride, and incorporate healthy living opportunities for people of all ages.



## DOWNTOWN REVITALIZATION

**Objective:** Support a high quality of life and ensure Campbell River is safe and welcoming for residents, businesses and visitors. Foster a sense of place and pride, and incorporate healthy living opportunities for people of all ages.



## CRIME REDUCTION

**Objective:** Lower crime rates in Campbell River and continue to prioritize the safety of all residents, businesses and visitors. Address the public perception of safety in the downtown area.



## LIVEABILITY

**Objective:** Provide services and access to amenities for residents of all ages and abilities and expand active living opportunities, events, recreation and culture initiatives throughout the community.



# HOUSING

Ensure that future community growth is carefully considered and strategically managed to ensure that available housing meets the communities diverse and emerging needs.



## FUTURE GROWTH

**Objective:** Plan appropriately for the future, ensuring that growth considers all elements of a healthy community, addresses uncertain economic times, and meets the needs of a rising population with changing demographics.



## ATTAINABLE HOUSING SUPPLY

**Objective:** Address current housing availability issues and create possibilities for the future development of diverse, affordable housing options in Campbell River for all residents.



## INFRASTRUCTURE READINESS

**Objective:** Ensure that City assets are optimized, maintained and funded for current and anticipated future growth to capitalize on housing or economic opportunities.

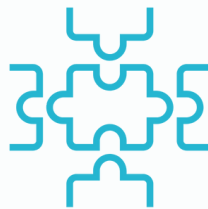
# COLLABORATION

Work with First Nations and all key community partners collaboratively to develop synergies and innovation and achieve our common strategic goals.



## INDIGENOUS RELATIONSHIPS

**Objective:** Continue to strengthen relationship and take steps on the City's path towards reconciliation through actively engaging with the First Nation neighbours to Campbell River.



## STRENGTHEN PARTNERSHIPS

**Objective:** Seek partnerships with other levels of government, service delivery organizations, and community partners to improve City processes and innovatively address community challenges.



## ADVOCACY

**Objective:** Strengthen relationships with other levels of government to allow for participation and engagement on issues that impact our community.



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