

# The City of Campbell River

## Vision 2025 Project

While the City of Campbell River initiated and sponsored this project, it hopes that the results will be a vision for the entire community and all the agencies and citizens within it. The City Council and staff will use the results to anchor its decisions and set its priorities.

This final version of the document does not include all the input, options and notes which were considered in its making. However, that material is available under separate cover. It also leaves out much of the discussion of “branding” or slogan building which has been referred to a separate exercise.

### Why A Visioning Document?

The community felt that consensus on a community vision could help in a number of ways;

- It will focus and anchor City policy.
- It will act as a guiding principle.
- It will guide specific development initiatives.
- It can be used when we apply for financial assistance.
- It will help people to work together.
- It can be a lens through which key decisions can be viewed.
- It will inspire, motivate and excite us.
- It will be used in planning for our infrastructure.
- It will help to balance all sectors of the community.
- It can differentiate our community from others.
- It will avoid stereotyping by recognizing complexity.
- It will help us to think regionally and globally.
- It must be inclusive of all segments of our community.
- It will help define economic development.
- It will keep us focused on the long term view.

The most important parts of the visioning process are the **vision, values and priorities**. They act together even though they will sometimes appear independently. What comes before and after those three things simply helps us to understand it better.

### VALUES

The following values must dominate the thinking behind all decisions by the people and groups within Campbell River. They are consistent with the vision and help to extend it and amplify it. Some themes that didn't make it into the vision are included in this list. But it also includes some themes that are central to the vision statement. The Vision 2025 Select Committee has now reviewed in detail the values presented by the public, the workshop and Success By 6, and channelled them into categories that develop the Vision of Campbell River.

Campbell River's primary value is the quality of our natural beauty and setting.

#### Sustainability and liveability

Campbell River values a sustainable economy, prosperity and diversifying our economy following all Smart Growth principles [copy of Smart Growth Principles attached].

## Respect

Campbell River values the inclusive nature of the community at the same time supporting our diversity, fairness and equality. We value and respect each other and all peoples.

## Local Government

Campbell River values a responsive, responsible and accountable local government which shows an honest and ethical behaviour and openness all the time seeking quality and excellence in its standards.

## Health and Public Safety

Campbell River wants and values a safe community that supports a healthy life style and supports dynamic families.

## **PRIORITIES**

The following have broad based support from local residents who collectively hope that these priorities can be addressed in the short and long term future. The most often mentioned priorities are listed in no particular order.

## Sustainability and Liveability

Campbell River sees as its priorities in promoting a sustainable and liveable community the following:

- A better designated and designed, more aesthetically pleasing downtown core with mixed use including a variety of residential land uses
- Diversification of the local economy in order to reduce exposure to changes made by a few large employers
- Protection of the local environment
- Being on the leading edge of technological infrastructure, particularly telecommunications
- A residential mix that supports affordable housing types
- Retaining the highest level of land, air and water quality
- To pursue a vibrant arts and culture scene

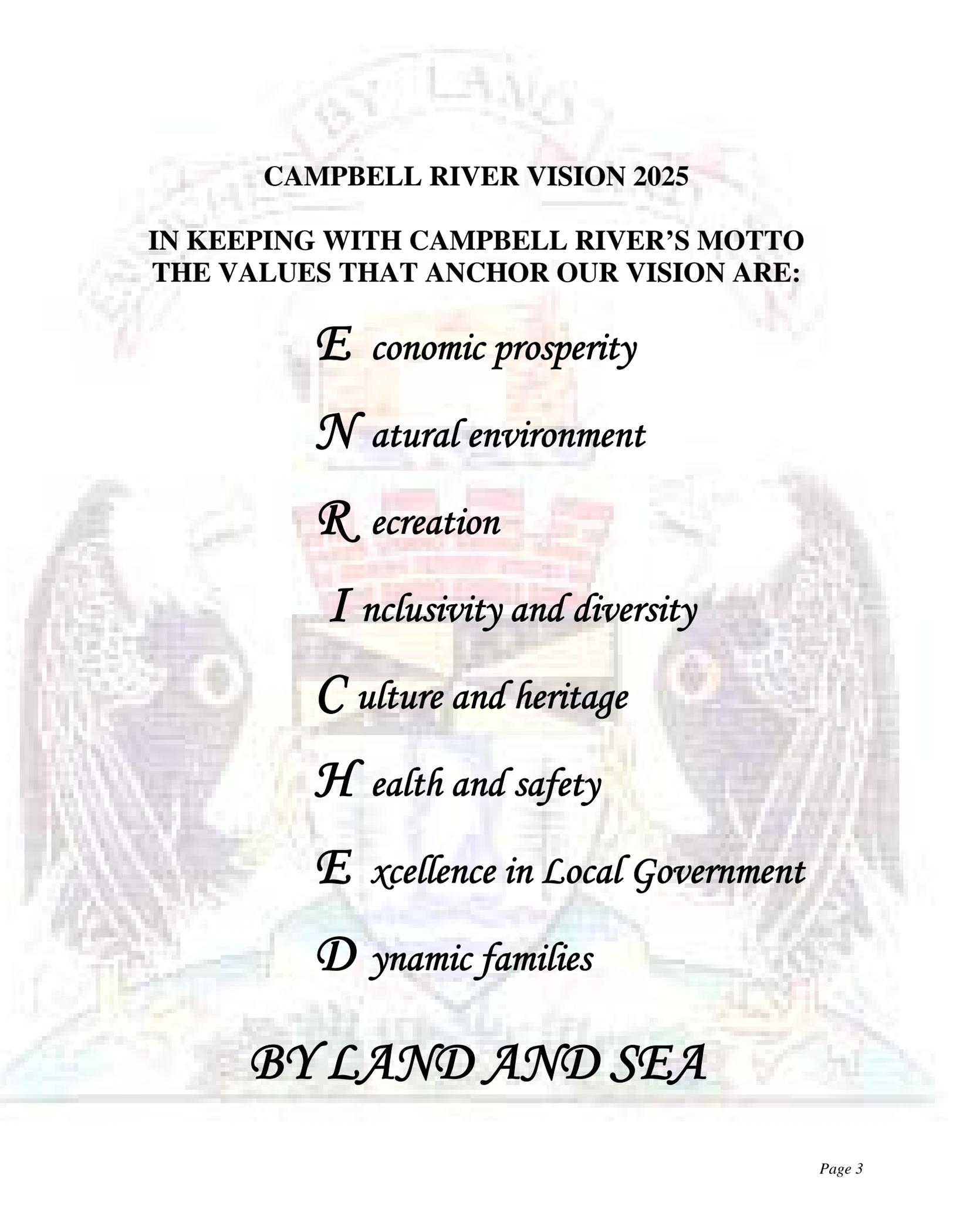
## Respect

Campbell River must seek better relations between all peoples and especially our founding/first citizens.

## Health and Safety

Campbell River's priorities are to aim to be a safe community that feels, and is, secure:

- To see the Campbell River Hospital as an excellent local hospital forming one part of a regional health care system that provides the best possible local health care services
- To increase the physical health of Campbell Riverites through more sports and recreation services



**CAMPBELL RIVER VISION 2025**

**IN KEEPING WITH CAMPBELL RIVER'S MOTTO  
THE VALUES THAT ANCHOR OUR VISION ARE:**

*E*conomic prosperity

*N*atural environment

*R*ecreation

*I*nclusivity and diversity

*C*ulture and heritage

*H*ealth and safety

*E*xcellence in Local Government

*D*ynamic families

***BY LAND AND SEA***

### ***Economic Prosperity***

Looking back over our history, in order for Campbell River to thrive and grow the community needs economic prosperity. That means diversification and growth of industry, with business opportunities supported by an appreciation that we have come from a background of resource extraction and must now find ways to seek economic prosperity through sustainable economic directions and trends.

### ***Natural Environment***

Throughout the visioning exercise, the one thing that all people brought forward was the element that set Campbell River apart was our natural environment. The recently completed Strategic Parks Plan references the fact that we are the gateway to the wilderness; we cherish those values that support a thriving natural environment.

### ***Recreation***

In order to be a healthy, thriving and safe community we need to provide recreation opportunities for our residents. This is something that we have to pursue in the future.

### ***Inclusivity and Diversity***

We need to be inclusive of all peoples, all types, all ages in Campbell River to make it a dynamic community reaching its potential. We must expand our opportunities for inclusivity and work with all social elements to improve the lives of all Campbell Riverites, no matter their economic station, ethnic background or when they came to the community. We must at the same time support and nurture our diversity.

### ***Culture and Heritage***

Campbell River has an interesting and unique culture and heritage which needs to be nurtured and supported. This needs to be something that is a focus as our vision for the future. We need to build from our past strengths as we build a new future for Campbell River, enriching our culture and heritage.

### ***Health and Safety***

Campbell River has a vision to be the major urban centre on North Vancouver Island. To do that, we need to ensure that we are a healthy and safe community. This means provisions for health care and public safety through community effort to make this the safest and healthiest community on Vancouver Island.

### ***Excellence in Local Government***

Seeking excellence in the provision of local government sets a high standard for the future but is something that we should aspire to in order to provide the best local government, based on our resources, that we can. This will ensure that we are open, responsive, responsible and accountable.

### ***Dynamic Families***

A community and business culture in Campbell River that attracts, supports and retains families will be integral to the future prosperity of our City. We need to ensure all of our families have the opportunity to thrive. By including child and family priorities in policies, planning, services and programs, we will ensure all our children have the best possible start. Dynamic families are created through social connectedness, promoting diversity and economic security, and providing healthy, safe home and work environments. This is what we strive to achieve as we move towards 2025.

## Factors Affecting Success

There are several factors which have a key role in helping or hurting our ability to realize the eight-point vision. Our community has much less control and influence over the first set of these factors. They include:

- **Senior Government Policy and Initiatives**

Regional, provincial and federal government policies and initiatives affect us deeply here in Campbell River. Although we have a significant influence over many of our regional services, we have progressively less influence over what the provincial and federal governments do. What our regional agencies do in terms of sports and cultural facilities, waste recycling and disposal and regional hospital funding are very important to us. Provincial and federal government policies, services and initiatives that will be most important to us in the near future include fishing (and fish farming), resource extraction (wood fibre and off shore drilling for oil and gas), transportation (ferries, ports, highways and airports), education and further education (colleges and apprenticeships) and health (hospital funding and health care services). Campbell River recognizes that economic prosperity, environmental sustainability and social responsibility require an educated and trained citizenry.

- **The Environment**

Broad global issues such as air and water pollution, invasive species and climate change can have a huge impact on our community.

- **The Global Economy**

Our major employers and the direction of our local economic development efforts are key to our success. Issues of changing technology and international market forces can help us or hurt us, but they will be important.

However, there are many factors which are much more within the control of our community. They include:

- **Local relationships**

How local agencies and citizens come together to collaborate on major and minor initiatives, problem solving and dealing with conflicting sets of interests will significantly influence our community's success. One critical relationship that was mentioned in this process more often than others is the relationship between the local first nations and our community's more recent citizens.

- **Economic diversification and development**

How we strategize on local economic diversification and development will determine how job prospects and our non-residential tax base will look like in the future. While we have made great progress on diversification, we are still vulnerable to a few key local industries and tied closely to their success.

- **Local public policy, services and initiatives**

How we develop our downtown core, how we protect our environment, public assets and how we balance conflicting interests in public policy will determine how much of our potential we can realize.

- **Changing Demographics**

While some shifts in the makeup of our community can be influenced locally, others will depend on broader regional and provincial forces. The impacts of aging adults and reduced number of children in our community need to be better understood so that we can respond appropriately and market ourselves outside the community.

In summary, we are a community that has enjoyed great success. There is also much more potential and it is largely within our grasp to achieve it.