CAMPBELLTON ACTION PLAN

DRAFT #1 – April 2014

Campbellton Action Plan – Acknowledgements

First, to the residents and business owners in Campbellton who we met through the Campbellton Neighbourhood Association – Brian Shaw, Gary Jones, Ross Sharp, Morgan Ostler, and many others who have offered their expertise and support throughout the project. We thank you for your willingness to work with us and your enthusiasm for your neighbourhood. We hope we have provided you with a project that will lead to positive change while still respecting the factors that make Campbellton a special place.

We would also like to thank Ross Blackwell, Land Use Services Manager at the City of Campbell River for creating the project and investing his time to work with students. We learned so much on our walking tours and appreciate your many trips to campus as the project unfolded.

And our thanks to Councillor Ron Kerr for meeting with us and offering his perspectives on the future of Campbellton.

Our gratitude to you all for providing us with an opportunity to do applied research. We hope this relationship continues long into the future.

Geog 342

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Campbellton Action Plan – Executive Summary

The Campbellton Action Plan is a collaborative effort between Vancouver Island University (Geography 342 and 446), the Campbellton Neighbourhood Association, and the City of Campbell River. The Campbellton Neighbourhood Association (CNA) has been actively working to create positive change in the neighbourhood for several years, and have compiled an impressive amount of background and inventory information both on the physical aspects of the neighbourhood and on the community's (business owners, residents, and people with ties to the neighbourhood) desires for the neighbourhood. The CNA, through the City of Campbell River, enlisted the assistance of two classes of urban planning/geography undergraduate students to turn this information into an Action Plan.

The Action Plan is divided into three sections: **Mobility**, **Safety and Security**, and **Assets and Liabilities**. These sections were defined by the work previously completed by the CNA. There is some overlap among the sections: for example, crosswalks improvements are noted in all three sections, but from different perspectives. This overlap is intentional and shows how a single action can address multiple issues.

The students researched similar communities and successful initiatives across the globe to develop the range of options in the Action Plan. By time frame, the Actions are classified as:
- **Short term** (less than one year)
- **Medium term** (1 – 5 years)
- **Long term** (over 5 years) and
- **Ongoing** (no set time frame for completion).

The Actions are also defined into four cost categories: **Minimal**, **Low**, **Medium**, and **High**. **Minimal and Low Cost Actions** are those that the neighbourhood could address on their own without City or other level of government involvement (other than required permits or approvals). **Medium Cost Actions** are those that would require the support of the City of Campbell River or the acquisition of larger-order grant funding. **High Cost Actions** would involve senior levels of government in funding, design, and implementation.

The next step is the design of an Implementation and Monitoring Program. Once the CNA has identified their preferred Actions, a new group of students will work with the neighbourhood on turning these ideas into reality. The students are also completing a community mapping project that will turn the Actions into a digital mapped format that can be accessed through the CNA website.

It is hoped that this project will contribute to positive action in the neighbourhood and will serve as a foundation to many future collaborations between the CNA, the City of Campbell River, and Vancouver Island University.

Campbellton Action Plan – Table of Contents

Photo Credit: all black and white photos throughout the Action Plan are credited to the Museum of Campbell River

Part 1: Campbellton Action Plan – Background

The Campbellton Neighbourhood Association (CNA), with the support of the City of Campbell River, initiated a Community Action Plan Project with two classes of Geography students from Vancouver Island University. All parties agreed student involvement would have three benefits:

- the project to be completed at a cost effective rate;
- students would gain valuable project experience; and
- the project would benefit from the boundless energy, academic backgrounds, and idealism of the students.

Over two terms in Fall 2013 and Spring 2014, the students reviewed the massive collection of background information that had been assembled over 2012 and 2013 by the Campbellton Neighbourhood Association, researched options, and tested a wide range of ideas and actions. The practices in other communities were investigated, but the process never lost a "made in Campbellton" focus. Detailed mapping was also completed, and the first draft of the project was presented to the City of Campbell River and the Campbellton Neighbourhood Association in April 2014.

The project boundaries are illustrated on the map to the right – the area contains a mix of residential, commercial, and industrial lands, and is bound by the Campbell River, a federally-designated Heritage River. Nearby lands are also held by the We Wai Kai Nation, We Wai Kum Nation, and the Homalco Nation.
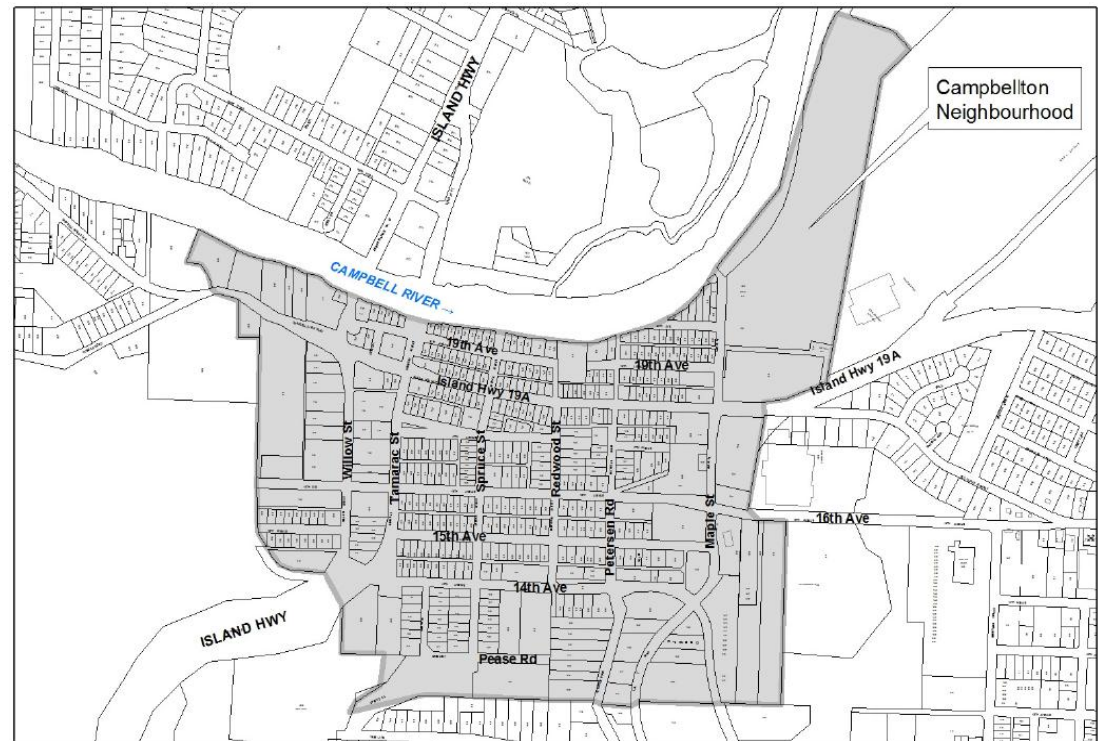

Campbellton Neighbourhood Map (courtesy of City of Campbell River)

The Campbell River Official Community Plan designates the neighbourhood as Business and Industrial Service Centre to the South and Village Centre to the North.

There are two types of areas designated as development permit lands in the Official Community Plan: the riparian area along the Campbell River and Ditch Development Permit Areas are scattered throughout the neighbourhood. Two eagle trees are identified on Raven Park (located on islands in the River).

The neighbourhood is an important part of Campbell River's history and is a strategic entrance to the City. It is also recognized as an affordable community with many positive amenities. There are, however, actions that could be taken in the neighbourhood that could lead to positive change, and these actions are the focus of the Campbellton Action Plan.
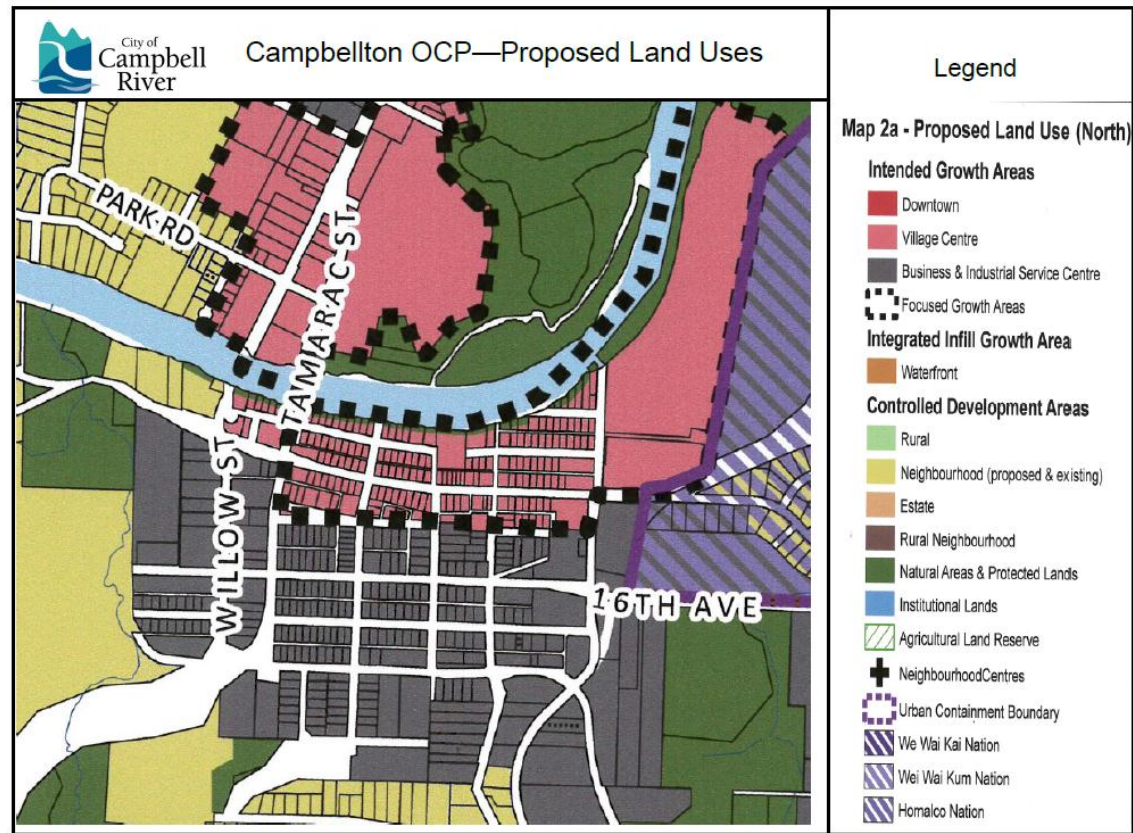
The next step for the Action Plan is the identification of preferred Actions by the Campbellton Neighbourhood Association. Once the CNA has identified their preferred Actions, a new group of students will work with the neighbourhood on turning these ideas into reality. The students are also completing a community mapping project that will turn the Actions into a digital mapped format that can be accessed through the CNA website.

The completion of this Action Plan is just one step in a process: a Plan is only as good as its implementation. The concentrated efforts of residents, business owners, City staff, elected officials, agency representatives and ongoing student involvement are needed to move from ideas to reality.

Part 2: Campbellton Action Plan – Overall Goals & Objectives

Goal

The Action Plan develops from the following goal:
Create an Action Plan for Campbellton that outlines a realistic process for implementing minimal cost along with low, medium, and high cost options for creating positive community change.

To meet this goal, four general objectives were identified:

General Objectives

1. To ensure that the community (residents and business owners) have the strongest role in shaping the Action Plan.

2. To create a range of options – from minimal cost to low, medium, and high cost – that can be implemented by residents, business owners, levels of government, or other agencies.

3. To recognize and build on the assets of the neighbourhood – including the waterfront, key location in Campbell River, and the community's long history.

4. To improve the perception of the neighbourhood through the implementation of the Action Plan.

The Actions recommended in this Plan build on this goal and four objectives. Most importantly, this Plan recognizes the assets already available in the community and builds on these assets to create "made in Campbellton" options for moving forward.

Part 3: Campbellton Action Plan – Specific Objectives & Actions

The Campbellton Action Plan identifies four cost ranges and four timeframes for action.

The Cost Ranges are:

Cost Range	Description
Minimal Cost	These are Actions that can be taken by residents/business owners in the neighbourhood with costs generally fixed to time and effort
Low Cost	These Actions require small investments (often <$100) that are likely to be funded through neighbourhood-based fundraising or donations
Medium Cost	Medium cost Actions require the involvement of the City of Campbell River as the costs or needed approvals are beyond what would be reasonably expected of the neighbourhood
High Cost	These Actions require City and often senior government funding and approvals. These Actions require major capital or infrastructure works

While it was possible to identify costing for some of the Actions, a more generalized approach was taken in recognition of wide range of variabilities associated with many of the actions.

The Time Frames identified are:

Time Frame	Description
Short Term	These are Actions that could be completed in the next calendar year following the adoption of the Campbellton Action Plan
Medium Term	Medium Term Actions could be completed within a five year time frame. There are often a series of Actions that need to be completed to reach a final goal
Long Term	These Actions required concentrated effort and funding over a longer 5 to 10 year time frame. For many of these Actions, applications for senior government funding will be required
Ongoing	These Actions are day-to-day activities or recommended changes in procedures or operations that have no specific time frame for completion.

The Actions are divided into three categories as defined by the background information provided by the Campbellton Neighbourhood Association. These categories are:
1. **Mobility;**
2. **Safety and Security; and**
3. **Assets and Liabilities.**

Each category contains text descriptions and a summary table of actions on identified sub-topics.

The Action Plan concludes with a section on *Implementation and Monitoring*. This last section has yet to be completed: once the Campbellton Neighbourhood Association determines their preferred Actions, a new group of students will develop an implementation plan and monitoring program to assist the CNA in moving from ideas to a new reality shaped by positive change in the neighbourhood.

1.0 Mobility

The Mobility section of the Action Plan was developed from the community's desire for easier access around and through the Campbellton neighbourhood. This includes a desire to place an equal focus on other modes of transportation in addition to the automobile, such as walking and cycling. Campbellton faces unique mobility challenges with its main street located along a major highway, high volumes of industrial and commuting traffic, collection of laneways (a classic feature in the neighbourhood), and numerous intersections due to the grid-street configuration of the streets.

The goal of the Mobility section is to address these challenges and offer solutions to create an even more connected and mobile Campbellton by creating logical routes and pathways through the neighbourhood, increasing transportation safety, and developing universal access solutions to the neighbourhood and its amenities while retaining the neighbourhood's transportation connections to the City of Campbell River and the Rest of Vancouver Island. The proposed actions are divided into three primary objectives:

1.1   Increasing pedestrian mobility and connectivity;

1.2   Increasing vehicular mobility and connectivity;

1.3   Increasing the mobility and connectivity of alternate modes of transportation

Our recommendations range from small scale, low cost changes to high cost, large scale modifications. These recommendations offer a short to long term vision of how to improve mobility for those who live, work, and play in the Campbellton neighbourhood.

Figure 1: Mobility and connectivity indicators on the street

1.1   Increasing Pedestrian Mobility & Connectivity

Increasing connectivity and mobility for pedestrians involves easing the way pedestrians move through the area and making them feel more involved with the street and neighbourhood as they pass through it. The actions in this section can be broken down into three areas; universal access, safe movement, and creating connections.

1.1.1   Name Alleyways
Cost: Minimal /Low   Timeframe: Short
Involvement: Residents, City
Naming alleys improves their significance and makes navigation easier. Names should be of historical and current importance to the neighbourhood, for example the names of early settlers in the area, or echoing names of nearby places of significance.

1.1.2   Healthy Living Routes
Cost: Minimal/Low   Timeframe: Short
Involvement: Residents, Businesses, City
Encouraging active lifestyles gives people reasons to be out on the street. Healthy Living Routes markers have been used by some communities to encourage people to get up to the daily recommended 10 000 steps. This can be a fun and interactive way to improve movement through the neighbourhood. It can be done by added distances in steps to wayfinding signs and area maps, and encourages people to visit specific locations. Through the routes chosen, it is also a way to encourage people to use the safest possible route.

1.1.3   Use Alleys as Alternative Pathways
Cost: Minimal/Low   Timeframe: Short   Involvement: Residents
Encouraging the use of alleys for movement of pedestrians creates alternative paths that could be both safer and faster. Alleys can also be an important play space for children.

Figure 2: Campbellton street view

Figure 3: 10,000 Steps route marker in Oakland

1.1.4 Curb Letdowns

Cost: Medium   Timeframe: Short   Involvement: City

Curb letdowns should be placed at crosswalks and other importance entry points to sidewalks in order to enable easy use for everyone.

Over the next year, the letdowns that will be improved over time by the City could be marked with a coloured edge (potentially a florescent colour that will add to pedestrian safety) to indicate the letdowns that are part of the City's infrastructure replacement program.

1.1.5 Wayfinding Signs

Cost: Low   Timeframe: Short
Involvement: Residents, Businesses, City

Wayfinding signs would allow for easy navigation and encourage visitors to explore. Posting signs that guide people to places of interest and services can vastly ease navigation in the neighbourhood. All signs should be put on a Campbellton-specific sign plate to increase the connectivity.

These do not need to be civic-funded or expensive: small signs placed by community members with directions to community points of interest (walk 500 steps this way to see something amazing!) or positive community slogans (Support Campbellton!) could have a positive impact on the community.

Figure 4: Wayfinding footprints in Chemainus

1.1.6 Repaint Crosswalks

Cost: Medium   Timeframe: Short   Involvement: City, Province

Crosswalks are a vital part of pedestrian movement, and can be among the most dangerous.   Re-painting existing crosswalks is an inexpensive way to make them more visible.   The crosswalks are already part of the City's maintenance program but perhaps could be repainted in a colour/pattern that is reflective of the neighbourhood (see Part 3).

1.1.7 Move Electrical Poles

Cost: Medium-High   Timeframe: Medium-High

Involvement: City, BC Hydro

Moving the electrical poles to the needed to making sidewalks usable for everyone. Undergrounding the electrical wires would be the ideal solution; it is the most expensive action. Moving the poles to alleyways where they would be less obstructive is a less expensive option. At the very least as electrical poles are replaced it should be required that they not be placed on any sidewalks, a longer term option, but the only cost associated with it would be repairs where the old poles stood.

While this is an expensive project if completed as one action, it is possible that this project could be broken down to be completed block by block, by sections relating to development applications, or in pieces relating to the acquisition of grant funding.

Figure 5: Benches for all weather conditions.

1.1.8 Street Furniture that meets Universal Design Principles

Cost: Medium   Timeframe: Short

Involvement: Residents, Businesses, City

Street furniture that meets universal design standards by considering the needs of all potential users and be suited the neighbourhood.   Considering use in a number of weather conditions is important, the bench in Figure 5 for example.
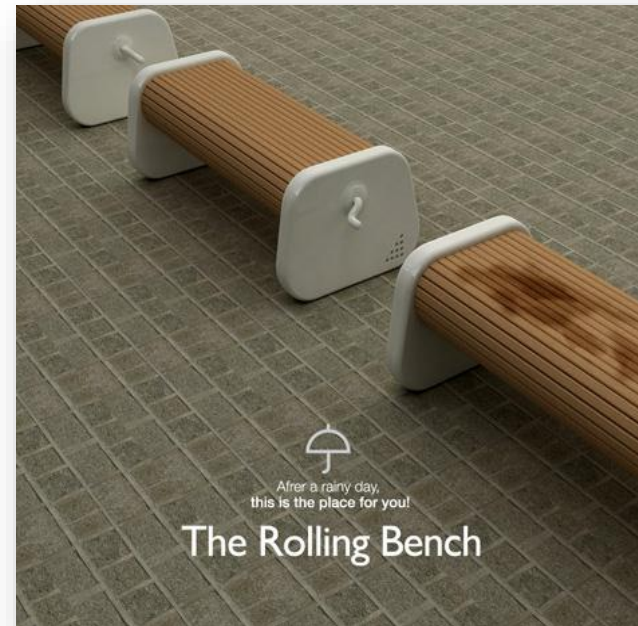
1.1.9 Lighted/Raised Crosswalks
Cost: Medium   Timeframe: Medium   Involvement: City
Lighting crosswalks allows for safety at night by making pedestrians visible to traffic and rising crosswalks provides a distinct pedestrian space and forces traffic to slow down. Further safety measures would include implementing traffic tables that would raise intersections and further slow traffic to protect pedestrians.

1.1.10 Rumble Strips
Cost: Medium   Timeframe: Short   Involvement: City, Province
Rumble strips placed on the side of roads where pedestrians are not protected create another barrier between cars and pedestrians improving safety.

It is recognized that rumble strips can be dangerous for cyclists. The introduction of rumble strips should avoid the routes that are planned for cyclists.

1.1.11 Additional Sidewalks
Cost: Medium   Timeframe: Long   Involvement: City
The addition of more sidewalks improves the safety of the neighbourhood for pedestrians. High traffic areas should have fully paved sidewalks, and areas with less use crushed gravel to provide a walking space.

Figure 6: Side lane rumble strip

1.1.12 Planned Program of Sidewalk Improvements
Cost: Medium   Timeframe: Long   Involvement: City
Other sidewalk improvements should be combined with a consistent long-term plan for sidewalk maintenance and improvements so that there is consistent quality of sidewalks. Maintenance of sidewalks and crosswalks indicates a pride in place and emphasizes that the neighbourhood is a priority.

1.1.13 Bump Outs and Curb Returns
Cost: Medium   Timeframe: Medium
Involvement: City, Province
Bump outs and curb extensions at intersections and key crossing points narrows the distance a pedestrian is exposed on the street and creates a buffer between street space and sidewalks. They also improve the visibility of pedestrians.

Maple to Tamarack is recommended as the first phase of a bump out and curb return project.

1.1.14 Widen Sidewalks
Cost: High   Timeframe: Long   Involvement: City, Province
Ideally, in high traffic areas, sidewalks would be widened to at least double their current size, to allow groups of all kinds of on these issues and create safe and enjoyable movement.

Figure 7: Example of bump outs and curb returns

Recommended Actions	Cost		Involvement Required				
1.0 Mobility			Residents	Businesses	City	Province	Other
1.1 Objective: Increase Pedestrian Mobility & Connectivity							
1. Name Alleyways	L	S	✓	✓	✓		
2. Healthy living routes	L	S	✓	✓	✓		
3. Curb Letdowns	L	S			✓		
4. Way finding signs	L	S	✓	✓	✓		
5. Use alleys as Alternative Pathways	L	S	✓				
6. Re-paint crosswalks	L	S			✓		✓
7. Move Electrical Poles	M-H	M-H			✓		✓
8. Street furniture that meet universal design standards	M	L	✓	✓	✓		
9. Lighted/raised crosswalks	M	M	✓	✓	✓		
10. Rumble Strips	M	S			✓		✓
11. More sidewalks	M	L			✓		
12. Planned program of sidewalk improvements	M	L			✓		
13. Bump outs	M	S			✓		
14. Widen sidewalks	H	L			✓	✓	

1.2 Increasing Vehicular Mobility & Connectivity

Ensuring the mobility and connectivity of automobile traffic is a crucial objective in revitalizing the neighbourhood for several reasons. The most important reason is that the neighbourhood serves as an access point for automobile traffic moving into and away from Campbell River. With the current layout, the highway runs through the neighbourhoods commercial area. Another important reason for establishing this objective is that there are many industrial operations in the neighbourhood which increase the volume of larger transport vehicles. This setup, along with other issues, has created many hazards that have gone without correction. The following section proposes several actions that would help mitigate the risks associated with the highway and deteriorated roadway infrastructure.

Figure 8: A crosswalk with character

1.2.1   Repaint roads (lanes, crosswalks, etc…)
Cost: Low   Timeframe: Short
Involvement: City & Province
Repainting the roads is a low cost option that provides increased mobility for automobile traffic through clear and visible road markings. These markings can better establish where turning is appropriate, where to expect pedestrian crossings, and where to expect other road hazards. This action can also bolster a sense of pride in the community as it displays a commitment to upkeep.

An aquatic/fish theme has already been discussed by the CNA. This would assist in greater recognition for the River (a federally designated Heritage River) and emphasize that Campbell River is a coastal community.

1.2.2 Reduce speed limit to 30km/h (Highway)
Cost: Minimal/Low   Timeframe: Short
Involvement: City & Province

Reducing the speed limit on the Island Highway from Willow Street to Maple Street from 50km/h to 30km/h would create greater connectivity with the side streets.

1.2.3 Increase frequency of speed limit signage
Cost: Low   Timeframe: Short
Involvement: City & Province

Increasing the frequency of speed limit signage so that it appears at important entry points can encourage automobile users to reduce speeds appropriately.

1.2.4 Enhance on-street parking (Highway)
Cost: Low-Med Timeframe: Medium
Involvement: Businesses, City, & Province

Greater implementation on-street parking along the Island Highway would provide several benefits. The current system of street parking along this route is sporadic, but by increasing capacity and security through painted stalls would provide greater mobility to all road users. Increased on-street parking would eliminate the need for several hazardous parking spots along the highway.

This parking could zig-zag on the main roads to have 6-8 parking spots on one side of the road then switch to the other side of the road, creating an integrated traffic calming system of parking, bump outs, and crosswalks that slow traffic to a speed that would allow drivers the opportunity to better view the amenities and businesses in the neighbourhood.

Figure 9: On-street parking with grass-pave for infiltration

1.2.5   Enhance on-street parking (side roads)
Cost: Low-Med Timeframe: Medium
Involvement: Businesses & City
Through the addition of curb extensions and painted stalls, several side roads could be utilized more effectively for parking which could lead to the redevelopment of underused parking lots. Spruce street is one such example where small additions to the on-street parking would increase capacity and safety.

1.2.6   Remove excessive entry/exit points (Highway)
Cost: Low-Med Timeframe: Medium   Involvement: Businesses, City, & Province
Removing excessive curb letdowns along the Island Highway would reduce road hazards and eliminate unnecessary interference of automobile users with pedestrians and cyclists.

1.2.7   Improve traffic calming measurements
Cost: Med   Timeframe: Med-Long Involvement: Businesses, City, & Province
Vegetated bump-outs can neatly demarcate parking spots while also adding visual pleasure and calming traffic. Further, bump-outs can be tried as a temporary measure for very little cost. Speed bumps are another traffic calming alternative, as well as traffic roundabouts for minor intersections instead of four way stops.

1.2.8   Reroute neighbourhood traffic
Cost: Med-High Timeframe: N/A
Involvement: Residents & Businesses
Provide alternative routes for residents and businesses that will minimize the potential for congestion along the Island Highway. By promoting alternative routes that transfer residents on to side streets, congestion along the Island Highway at Petersen, Redwood, and Spruce would be minimal/low. Businesses can also redirect delivery vehicles along these back streets.

Figure 10: Traffic calming with a roundabout

Recommended Actions	Cost	Timeframe	Involvement Required				
			Residents	Businesses	City	Province	Other
1.0 Mobility							
1.2 Increase Vehicular Mobility and Connectivity							
1. Repaint roads (Lines & Markings)	L	S			✓	✓	
2. Reduce speed limit to 30km/h (Highway)	L	S			✓	✓	
3. Increase frequency of speed limit signage	L	S			✓	✓	
4. Enhance on-street parking (Highway)	L-M	M		✓	✓	✓	
5. Enhance on-street parking (Side roads)	L-M	M		✓	✓		
6. Remove excessive entry/exit points (Highway)	L-M	M		✓	✓	✓	
7. Improve traffic calming measurements	M	M-L		✓	✓	✓	
8. Reroute neighbourhood traffic	M-H	N/A	✓	✓			

Painted hydro poles

Street trees

Lighting

Banners

Way finding signs

Let downs
And
Neck downs

Landscaped
boulevards

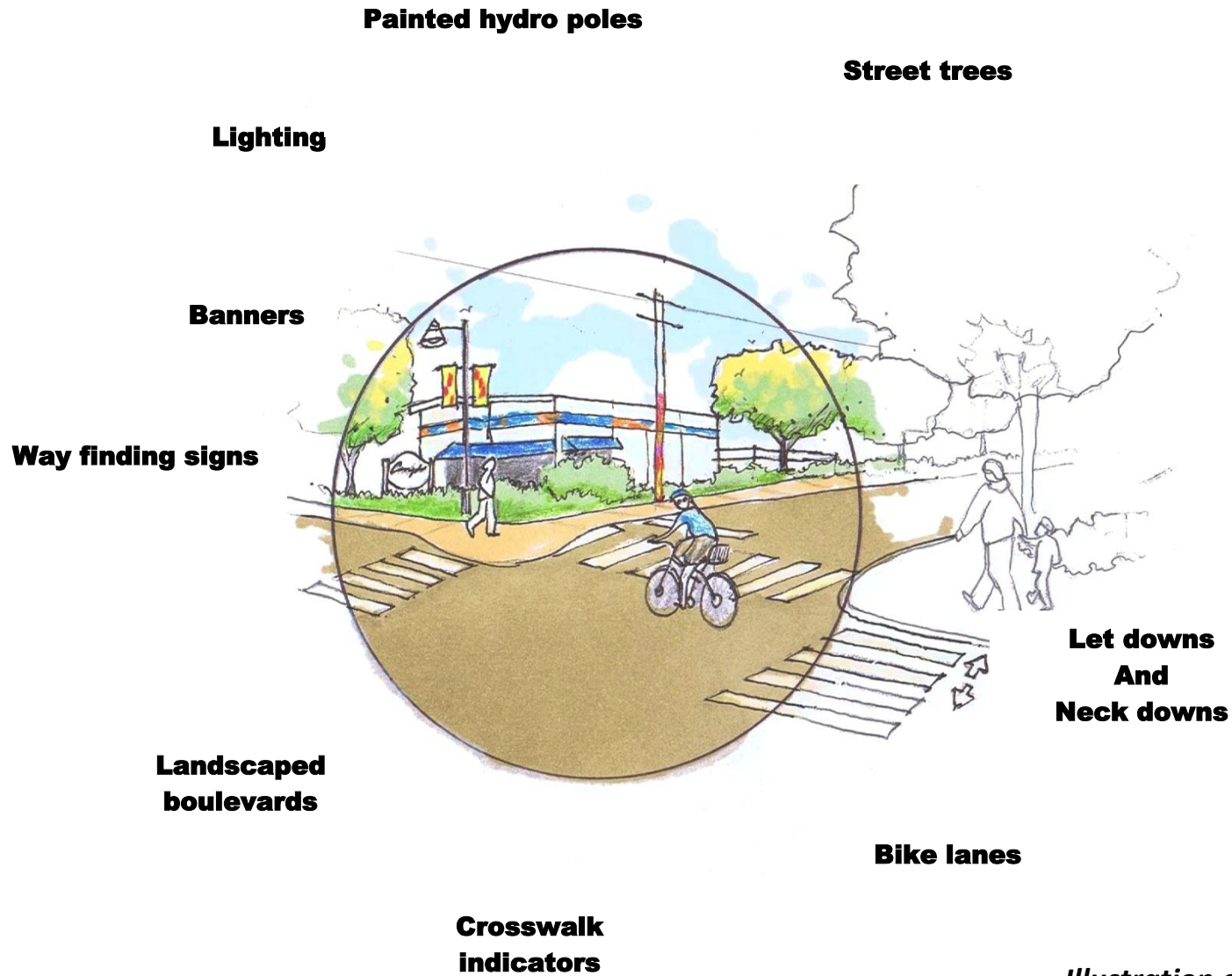Bike lanes

Crosswalk
indicators

*Illustration of intersection that
incorporates several of the
recommended actions to improve
mobility in the neighbourhood*

1.3 Increasing the mobility and connectivity of alternate modes of transportation

The Campbellton Neighbourhood's transportation options and opportunities within this Action Plan will serve all residents, from the very young to the very old, and meet the guidelines provided in Campbell River's Sustainable Official Community Plan. Convenient access to services required by the residents is an incentive for providing mobility options. Mobility and connectivity includes not only road transportation, but other forms of transportation, such as cycling, boating, and mobility scooters. Further, alternate transport systems have the potential to mitigate environmental impacts in the future. As a mixed use village, the provision of connectivity in alternate modes of transportation to aid in the continued development of the neighbourhood is highly important.

Figure 11: Bike lanes with painted indicators on the street.

1.3.1   Cycling routes mapped
Cost: Low   Timeframe: Short
Involvement: Residents, Businesses, City
Bicycle routes for the residents of the Campbellton neighbourhood will allow for safe and enjoyable recreational and commuter opportunities. Cycling route options will be fleshed out by citizens and mapped. The routes will include recreational routes, such as along the river, with connectivity to more of Campbell River's bike routes in adjacent neighbourhoods, and commuter routes that will connect residents to other centres in Campbell River.

1.3.2   Bike lanes and line painting
Cost: Low   Timeframe: Short
Involvement: Residents, Businesses, City, and Province
The identified bike routes will be indicated on the streets with painted lanes and signs. The residents and businesses of the neighbourhood will have input into the identifying design. The City and Province (Highways) will have input into safety and visibility standards, and will provide the painted bike lanes.
Not only will the bike routes will be designed for visibility and safety, they will add to the character of the streetscape in the

neighbourhood. The street improvements and traffic calming measures indicated in this document will also help to improve bicycle safety.

1.3.3 Provide bike racks
Cost: Medium   Timeframe: Short
Involvement: Residents, Businesses, City
Provide bike racks for efficiency and storage adjacent to the recreational areas as well as the business centres to increase the likelihood and the ease of cycling. Creative bicycle racks will add a sense of whimsy to the landscape while providing a service to those engaging in healthy alternatives to driving vehicles.

1.3.4 Mobility scooters and routes
Cost: Low - Medium   Timeframe: Short
Involvement: City, Province
Mobility scooters, or four wheeled scooters, are an alternative way for some residents to navigate the neighbourhood. The streetscape will provide safe and accessible routes for this type of transportation. Some of the measures for increasing pedestrian mobility will be an advantage to citizens on scooters as well, such as let downs at intersections and wider sidewalks. A route will be determined for the best connectivity to services for mobility scooters.

1.3.5 Provide safe parking for mobility scooters
Cost: Low - Medium   Timeframe: Short
Involvement: Businesses, City
The ability to access services safely can be addressed by the City and by businesses in the form of space for mobility scooters to park near access doorways. The parking can be indicated with small signs for graphics painted on paved surfaces.

Figure 12: Bike racks that act as street art or as a metaphor

Figure 13: Increasing safety for scooters

1.3.6 Non-motorized boat ramp

Cost: Medium   **Timeframe: Long**

Involvement: City, Province

The improved river access and wildlife viewing platforms will encourage the recreational use of the river. An addition of a non-motorized boat ramp will encourage use of the access areas, while the quiet character of the river will be maintained.

1.3.7 Public transit shelters

Cost: High   **Timeframe: Medium**

Involvement: City, Province

The transit routes will be made more accessible and safe with the provision of shelters at the stops. Well lit and well-designed shelters can improve the streetscape and improve the rider's experience. Timber frame structures or shelters featuring Campbellton's unique heritage (log work, or salmon or wildlife themed details) build on the rich sense of place and history here.

Public Transit routes will provide connectivity for the Village Centre of the Campbellton neighbourhood to intercity transportation systems and other City neighbourhoods.

Figure 14: Small boat ramp / dock for non-motorized boats

Figure 15: Bus shelters made for more than utility.

1.3.8 Community bulletin board
Cost: Low   Timeframe: Short
Involvement: Residents, Businesses, City

When new transit shelters are in place they will act as an informal place to post neighbourhood and community events. A network of community bulletin boards can be implemented in transit shelters and other locations throughout the Campbellton neighbourhood.

Figure 16: Bus shelter as a significant object in the landscape

Recommended Actions	Cost	Timeframe	Involvement Required				
			Residents	Businesses	City	Province	Other
1.0 Mobility							
1.3 Increasing the mobility and connectivity of alternate modes of transportation							
1. Cycling routes mapped	L	S	✓	✓	✓		
2. Bike lanes and line painting	L	S	✓	✓	✓	✓	
3. Provide bicycle racks	M	S			✓		
4. Mobility scooters and routes	L-M	M			✓	✓	
5. Provide safe parking for mobility scooters	L-M	M		✓	✓		
6. Riverside park to include non-motorized boat ramp	M	L			✓		
7. Public transit bus shelter	H	M			✓	✓	
8. Provide community bulletin board in bus shelter	L	M	✓	✓	✓		

Widened sidewalks

Reduce speed limits

Painted crossings

Painted bike lanes

Bike racks

Street side parking

Connectivity for pedestrians

Welcoming business frontages

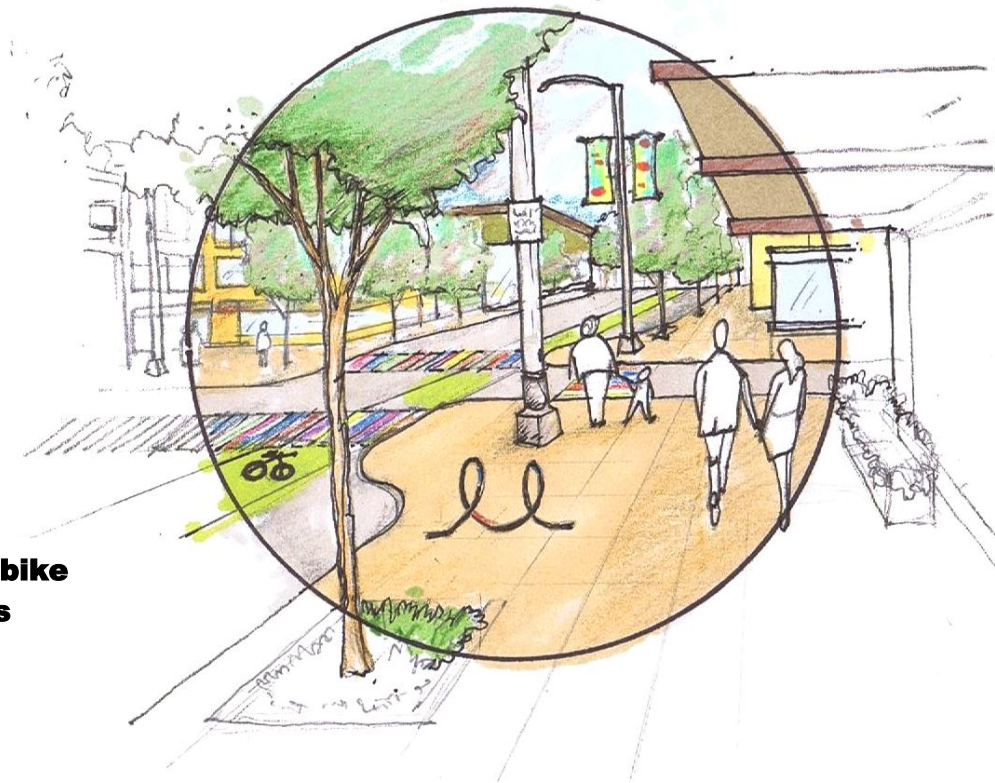Space for benches or tables and chairs

Illustration of streetscape that incorporates several of the recommended actions to improve mobility in the neighbourhood

2.0 Safety and Security

The Safety and Security section of the Action Plan addresses issues surrounding the safety of the people as well as environmental safety in the Campbellton neighbourhood. The highway is the main arterial through the community, and this poses many safety concerns and challenges due to high traffic volumes, speed, and the numerous intersections and laneways. The priority of the Safety and Security section is to propose measures that improve neighbourhood security, the overall safety of residents and visitors, and to work with mobility and connectivity to create positive change in Campbellton.

The main focus of this section will be on safety interventions. Due to the presence of the highway within the neighbourhood, focusing attention on traffic calming and pedestrian visibility will ultimately act as a catalyst for further safety upgrades throughout the neighbourhood. These include crime prevention through urban design, enhancing pedestrian safety on sidewalks and in front of businesses, and finally, creating the opportunity for the focus to shift towards environmental safety.

Many objectives regarding Safety and Security are also noted in the other two sections of this Action Plan. This is many of the recommended actions to increase safety also have positive impacts on mobility and aesthetics.

The recommended Actions are divided into the following objectives:

2.1 Safety and security through aesthetics and environmental design

2.2 Crime prevention

2.3 Increasing pedestrian visibility

2.4 Increasing pedestrian safety

2.5 Increasing traffic safety

2.6 Neighbourhood and environmental health.

2.1. Safety and Security through neighbourhood aesthetics and environmental design

2.1.1   Paint strategic blank walls (warm hues or murals)
Cost: Low   Timeframe: Short   Involvement: Residents, Businesses, City
The addition of colour will increase the perceived environmental safety and friendliness of the   area for both pedestrians and vehicle users. This would be a good opportunity for a community mural project.

2.1.2   Install more lighting on business fronts
Cost: Low   Timeframe: Short   Involvement: Residents, Businesses
The installation of different lighting styles on the fronts of several businesses will help to increase visibility and improve the aesthetic appeal of the businesses. Choosing a consistent styling for light fixtures through-out the neighbourhood would work well with this action, such as cast iron, nickel patina or contemporary fixtures.

2.1.3   Plant trees throughout parks and public land
Cost: Medium   Timeframe: Medium   Involvement: Residents, Businesses, City, Province
Planting trees throughout the neighbourhood will increase pedestrian safety by softening the   highway and other roadways by acting as a visual and physical barrier between pedestrians and vehicles. The addition of more trees and vegetation will also increase the neighbourhood's feeling of friendliness and happiness.

2.1.4   Install public art and seating
Cost: Medium   Timeframe: Medium   Involvement: Residents, Businesses, City
Public art and seating will help to create more neighbourhood gathering places, and increase interaction. This enhances the security of the neighbourhood through a stronger sense of community.

2.1.5   Install awnings on business fronts
Cost: Medium   Timeframe: Medium   Involvement: Businesses, City
Awnings act as physical security measures by providing an opportunity for an increase of lighting and presence of a business. Installing awnings will also make sidewalks safer by providing shelter from precipitation for pedestrians. Awnings will also add colour and texture to the streetscape.

Recommended Actions			Involvement Required				
	Cost	Timeframe	Residents	Businesses	City	Province	Other
2.1 Safety through Design							
1. Paint strategic blank walls (warm hues, or murals)	L	S	✓	✓	✓		
2. Install lighting on business fronts	L	S	✓	✓	✓		
3. Plant trees throughout parks and public land	M	M	✓	✓	✓	✓	
4. Install public art and seating	M	M	✓	✓	✓		
5. Increase awnings on business fronts	M	M		✓	✓		

2.2   Crime Prevention

The feeling of safety is a key factor in anyone's quality of life. If a community does not feel safe, few people will want to live, work, or play there. There are a number of tasks that can be undertaken to increase the feeling of safety within a neighbourhood. The easiest way to make a community safer is to maintain the spaces available, keep them neat, tidy and beautiful. This reduces the amount of crime and mischief-making. Following up on the suggestions included within the Assets section of this report will go a long way to making the streets of Campbellton feel safer, and deter what crime there is in the area. Further suggestions for improvements to the feeling of safety within Campbellton will focus on increasing the presence of people on the street, increasing the community involvement of the RCMP, and setting up the health and support services to help those most likely to turn to crime.

2.2.1   Safety forums

Cost: Low   Timeframe: Short

Involvement: Community volunteers, RCMP

Safety workshops can be given within the community. These could take place as part of a larger event, such as the RCMP talking about bike safety before a children's   bike   parade, or as a stand-alone event,   going into the   details   of   staying   safe. These   could   be ongoing, with   events happening monthly.

2.2.2   RCMP Community Involvement

Cost: Low   Timeframe: Short

Involvement: Community volunteers and RCMP

The RCMP run many different programs, including D.A.R.E., bike safety workshops and others, that can be run for kids of all ages. These safety skills will then be taken home, where kids will educate their parents on safety and dangers within the community. As well, it will increase the visibility of the RCMP in the area.

Figure 17: Bike Safety

2.2.3 ABC's of Safety

Cost: Low   Timeframe: Short

Involvement: Community Members, RCMP

Basic safety pamphlets can be distributed to the community, by hand, or as part of a community event, explaining the basics of the many aspects of safety, whether that is traffic/pedestrian safety, or a list of resources for those walking at night.

2.2.4 Neighbourhood Watch

Cost: Low   Timeframe: Short

Involvement: Community volunteers

The neighbourhood watch program is a great way to encourage more eyes on the streets. The program well-known, and is an easy way of denoting where safe spots are in the neighbourhood.

2.2.5 CPTED Design Principles

Cost: Low   Timeframe: Medium

Involvement: Community volunteers, city officials

Crime Prevention through Environmental Design (CPTED) is a set of design principles which can be used to design safety into a community. These design principles include recommendations for access, lighting, property maintenance, and for the design of buildings and structures to reduce hiding places and maximize "eyes on the street" for the safety of people and property.

Figure 18: Community Policing- Campbell River RCMP at Pink Shirt (Anti-bullying) event

These design principles should be written into all City and neighbourhood design documents, and incentives could be considered to retrofit buildings, walkways, laneways and streets in the community to fit within these principles.

2.2.6   Community Policing Center and Bylaw Enforcement Centre
Cost: Medium   Timeframe: Medium
Involvement: Community volunteers and RCMP for Community Policing, City Staff for Bylaw Enforcement
Opening a Community Policing Center will provide a center for the distribution of services, a known refuge for those in need of assistance, and increased citizen involvement leading to a greater number of eyes on the street. The Community Policing Centre could be provided in conjunction with the CNA Office and could be staffed by community members accredited by the RCMP.

It is also recommended that the City of Campbell River allocate a specific bylaw enforcement budget/staff time for Campbellton for a defined time frame (suggestion: 2 fiscal years). The intent of this recommendation is to raise compliance with existing bylaws.

2.2.7   Health and Safety Clinic
Cost: High   Timeframe: Long term   Involvement: Community volunteers, health officials, RCMP, provincial officials
Creating a resource for people with health and safety issues would be of service to all residents of Campbell River. A mobile clinic (either automobile based or sited within the same venue as the CNA Office and the Community Policing/Bylaw Enforcement Office) could offer services to residents or anyone needing assistance relating to personal health, addictions, mental health, or safety.

This is a high cost recommendation that will require the involvement of health officials and senior levels of government. It is also anticipated that this could be one of the recommendations that requires a longer time frame for implementation. However, this is a critical recommendation and it is possible that small gains toward goal achievement could be made through a series of actions relating to communication with neighbourhood residents on existing programs and services in Campbell River.

Recommended Actions	Cost	Timeframe	Involvement Required				
			Residents	Businesses	City	Province	Other
2.0 Safety and Security							
2.2 Crime Prevention							
1. Convene safety forums	L	S	✓	✓	✓		✓
2. RCMP community involvement	L	S	✓	✓	✓		✓
3. Create and distribute safety pamphlets	L	S	✓	✓			
4. Organize and recruit Neighbourhood Watch volunteers	L	S	✓	✓			
5. Include CPTED principles in all urban design plans	L	M	✓	✓	✓		
6. Establish community policing centre	M	M	✓	✓	✓		✓
7. Establish drug health and safety clinic	M	M	✓	✓	✓	✓	✓

2.3   Increase Pedestrian Visibility

Increasing the visibility of non-vehicular road users will provide a safe and comfortable street atmosphere, which will enhance the neighbourhood. This objective focuses on crosswalk infrastructure improvements and street lighting.

2.3.1   Repaint existing crosswalks
    Cost: Low   Timeframe: Short   Involvement: City

Crosswalks shall be assessed to determine which are in need of upgrades with bright, reflective paint. It is noted that crosswalks are repainted on a regular schedule by the City of Campbell River: it is recommended that the City create a focus on Campbellton in the next fiscal year to improve crosswalks across the neighbourhood. This would be a fairly low cost improvement that would have a large impact.

2.3.2   Install rumble strips before marked crosswalks
    Cost: Low   Timeframe: Short   Involvement: City

Rumble strips could be installed before marked crosswalks to alert vehicles of upcoming crosswalks and potential pedestrians. These strips should be placed across the width of lanes approaching a crosswalk as this will avoid conflicts for cyclists.

2.3.3   Crosswalk signage & pedestrian controlled signals
    Cost: Medium   Timeframe: Medium
    Involvement: City, Province

Crosswalk signage could be installed on fixtures overhanging the roadway at crosswalks along major routes including Hwy 19 and Hwy 19A. Pedestrian-controlled flashing signals are encouraged at high volume crosswalks without existing traffic light protection.

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Figure 19: Rumble Strips

Figure 20: Overhead signage

2.3.4   Residential area street lighting improvements
Cost: Medium   Timeframe: Medium
Involvement: City, BC Hydro

Increased street lighting on residential roads will improve pedestrian visibility at night. New lighting should be consistent in style and wattage to existing lighting infrastructure (and to ideally support a "made in Campbellton" theme). Costs can be kept to a minimum by using existing BC Hydro poles for new fixtures.

Recommended Actions	Cost	Timeframe	Residents	Businesses	City	Province	Other
2.3 Pedestrian Visibility							
1. Repaint existing crosswalks	L	S			✓		
2. Install rumble strips on roads before important marked crosswalks to alert drivers of possible pedestrians	L	S			✓		
3. Install overhead pedestrian signage accompanied by pedestrian-controlled flashing signals at major crosswalks	M	M			✓	✓	
4. Increase street lighting in residential areas utilizing existing hydro poles	M	M			✓		✓

2.4   Increase Pedestrian Safety

Streets perceived to be safe by walkers, cyclists, the disabled, and other non-vehicular road users will be used more often, boosting positive perceptions of Campbellton and bringing more "eyes to street" on local roadways. This objective focuses on sidewalks and road edges. Additionally, the recommended Actions consider the safety of older adults as the population of the region continues to age.

2.4.1   Provide ongoing maintenance of vegetation
   Cost: Low   Timeframe: Short   Involvement: Residents, Businesses, City
   Regular clearing of vegetation (weeds, bushes, low hanging trees) from sidewalks and pathways is recommended. Overgrown vegetation can block site lines for automobiles and cyclists, and can create places that are perceived as unsafe for pedestrians.

2.4.2   Residential street road edge improvements
   Cost: Medium   Timeframe: Short   Involvement: City
   Residential streets without sidewalks could receive road edge treatments, including reflective paint and rumble strips or 'Botts Dots' along entire length of street, in order to delineate pedestrian zones from vehicle zones. Botts Dots are the raised, clamshell reflectors that offer several services: they glow brightly at night and also serve as an auditory/tactile reminder for vehicles that drive over the dots. The dots are not an impediment to snow removal equipment.

2.4.3   Create new sidewalk on Maple Street
   Cost: Medium-High   Timeframe: Medium
   Involvement: City, Province
   A new sidewalk along Maple Street stretching from 14th Avenue to 16th Avenue would significantly improve pedestrian safety. This sidewalk could incorporate curb ramps with textured surfaces and other aspects of Universal Design. Universal Design is a series of principles that seek to ensure that infrastructure or buildings work for people of all ages and stages of mobility, as well as persons with limited vision or hearing.

Figure 21: Vegetation Maintenance

Figure 22: Botts Dots

2.4.4 **Create continuous sidewalk on 14th Avenue** **Cost: Medium-High** **Timeframe: Medium** **Involvement: City, Province**

The development new sidewalk on the south side of 14th Avenue, extending from Hwy 19 to Maple Street would be a second critical addition to improved pedestrian movement in the neighbourhood. This new sidewalk, as above, should incorporate curb ramps complete with textured surfaces and other aspects of universal design.

Recommended Actions	Cost	Timeframe	Involvement Required				
			Residents	Businesses	City	Province	Other
2.0 Safety and Security							
2.4 Increase Pedestrian Safety							
1. Vegetation Maintenance	L	S		✓	✓	✓	
2. Street Edge Improvements	M	S			✓		
3. Sidewalk on Maple Street	M-H	M			✓	✓	
4. Sidewalk on 14th Avenue	L-M	M			✓	✓	

2.5 Traffic Safety

The objective of this section is to calm traffic in Campbellton to increase traffic safety and reduce potential automobile-pedestrian conflict. Creating an environment where people drive more slowly and stop more often will increase the safety of fellow drivers and pedestrians. In addition, it will reduce noise in the neighbourhood and cause people to notice the services available: the traveling public will be more likely to stop and spend time and money in the neighbourhood. There are many opportunities for Campbellton to become a safer and more pleasant neighbourhood in terms of the impacts of vehicle traffic. Many of these solutions can also be carried out in a way that is also aesthetically pleasing.

2.5.1   Transition Zones and Signs
       Cost: Medium   Timeframe: Medium
       Involvement: Businesses, City, Province

Transition zones can be used to gradually lower the speed limit as the traveling public comes into Campbellton from the highway. Signs are an effective way to encourage drivers to slow down and remind them that they are entering a neighbourhood. This can be done with friendly and creative slogans – the signage does not have to be heavy-handed or overly regulatory. For example, a sign that says "Welcome to Campbellton – slow down to enjoy the neighbourhood!" can be a simple yet effective way to increase positive perceptions about the area. Businesses can also participate in this initiative by posting applicable signage.

Figure 23: Transition Zones

2.5.2   Raised Intersections
       Cost: Medium   Timeframe: Medium
       Involvement: Businesses, City, Province

Raised intersections make for more visible intersections.
A significant raise is not required for this to be effective.
Again, creative painting on the raised intersection can make this a "made in Campbellton" solution.

2.5.3 Median Barriers

Cost: Medium-High   Timeframe: Medium

Involvement: City, Province

Median barriers are useful to avoid unnecessary collisions between cars driving in opposite directions. They can also be developed to double as landscaping features.

2.5.4 Lower Speed Limit

Cost: Medium   Timeframe: Long

Involvement: City, Province

Reducing the speed limit on the highway through Campbellton will serve to make the neighbourhood a safer and more pleasant place to be. Reduced speeds mean that in the event of an automobile collision, the impact is less severe, leading to an average decrease in injuries people may sustain, as well as a decrease in damage to vehicles and property. Pedestrians will also feel more comfortable walking on the sidewalk if vehicles are driving more slowly.

Figure 24: Median Barrier that also serves as a landscape feature

2.5.5 Fix Potholes and Depressed Pavement Spots

Cost: Medium   Timeframe: Medium   Involvement: City, Province

Fixing potholes and depressed spots on the roads and in parking lots is important because they are a hazard for both cyclists and cars.

Recommended Actions	Cost	Timeframe	Involvement Required				
			Residents	Businesses	City	Province	Other
2.0 Safety and Security							
2.5 Traffic Safety							
1. Transition Zones	M	M		✓	✓	✓	
2. Raised Intersections	M	M		✓	✓	✓	
3. Median Barriers	M	M			✓	✓	
4. Lower Speed Limit	M	M			✓	✓	
5. Fix Potholes	M	M			✓	✓	

2.6   Neighbourhood and Environmental Health

This objective aims to improve the well-being of the people and environment in Campbellton. This objective includes the containment and removal of invasive species, natural disaster and climate change preparedness and response, environmental protection and mapping of significant lands and ecosystems, increasing cycling and walking, stormwater management, soil management, waste management, and green construction and design.

2.6.1   Organize an invasive species community cut and containment campaign
        Cost: Medium   Timeframe: Medium
        Involvement: Residents, Businesses, City, Province
        Prevent the impact and spread of invasive animals and plants on the environment by educating, empowering, and organizing. Invasive species includes English ivy, Himalayan blackberry, Japanese knotweed, and Scotch broom.

        There are already programs in existence such as Broom Busters and the Greenways program that work to eradicate invasive species: these groups could be invited into the neighbourhood by the CNA and asked to mobilize residents in Campbellton's own eradication program.

2.6.2   Establish and plan a neighbourhood emergency preparedness and response program for natural disasters and climate change
        Cost: Medium   Timeframe: Medium
        Involvement: Residents, Businesses, City, Province
        Limit the impact of natural disasters including sea level rise on Campbellton by establishing and planning a neighbourhood emergency preparedness and response program.

Figure 25: Scotch Broom

2.6.3 **Identify and map protected areas**
Cost: Medium   Timeframe: Medium
Involvement: Residents, Businesses, City, Province
Map and identify lands that are protected and that should be
protected including archeological, cultural, and historic
features; farms, food resources, and gardens; floodways and
floodplains; wetlands; wildlife habitats; woodlands and trees;
slopes; and scenic views. Identify and rank areas best suited
for growth.

2.6.4 **Link natural corridors, open spaces, and public spaces**
Cost: Medium   Timeframe: Medium
Involvement: Residents, Businesses, City, Province
Link and connect natural corridors, open spaces, and public
spaces for a continuous park system.

Include community gardens, greens, greenways and fingers,
open areas, parks, playgrounds, plazas, schools, squares, trails
for convenient access for activities and wildlife. Limit
crossings of major streets for convenient access and safety of
youth and children, pedestrians, and wildlife.

2.2.5 **Community Gardens**
Cost: Low to Medium   Timeframe: Medium
Involvement: Residents, Businesses, City
Use existing City-owned parcels or vacant privately owned
parcels (of course, with the permission of the City or land-

Figure 26: Mapping lands to be protected

owners) as community gardens. There are many excellent resources for starting and maintaining community gardens: it is
recommended that the City initiate this project through a community meeting/event and then evaluate the level of interest in the
community in proceeding with the idea of a community garden(s).

It is anticipated that there will be a high level of community interest. The next step will be the selection of a site, negotiations with the land-owner or City on the use of the site, then a program of site development and use will be established. The Community Garden could be the start of a local Farmers' Market for the neighbourhood and other residents in Campbell River.

2.6.6   Organize car- and bicycle-sharing and pooling
Cost: Medium   Timeframe: Medium
Involvement: Residents, Businesses, City
Increase and organize the amount of car- and bicycle-sharing and pooling.   A focus could be on providing assistance for local seniors who can no longer drive or prefer not to drive on their own.

2.6.7   Pervious surface and pavement materials
Cost: Medium   Timeframe: Medium
Involvement: Residents, Businesses, City
Increase the use of pervious pavement and surface materials including pervious asphalt and concrete, gravel, and limestone where possible for storm water management, healthier watersheds, ecosystems, and wildlife including fish.

Figure 27: Pervious Pavement

2.6.8   **Provide curbs, bioswales, drives, and green streets to manage storm water**

Cost: Medium   Timeframe: Medium   Involvement: Residents, Businesses, City

Increase the use of natural water filtration and urban rain gardens while limiting the use of pipes and maintenance through curbs, bioswales, drives, and green streets in order to manage stormwater. Follow existing drainage patterns, percolation patterns, and topography.

2.6.9   **Plant native plants that require less water and care**

Cost: Medium   Timeframe: Medium   Involvement: Residents, Businesses, City

Plant native and locally adapted plants that require less water or are drought-resistant as they require less care to flourish through xeriscaping, retaining oil moisture through mulches, and drip irrigation.

2.6.10   **Use and practice waste management**

Cost: Medium   Timeframe: Medium   Involvement: Residents, Businesses, City

Limit construction, household, and business waste by recycling, reducing, repurposing, restoring, and reusing materials to limit landfills, saving energy and costs, and resource use. Limit garbage wastes and increase recycling and composting wastes.

2.6.11   **Increase green construction and design**

Cost: Medium   Timeframe: Medium   Involvement: Residents, Businesses, City

Include optimal natural and passive light and temperature control, operable windows, solar orientation, light-coloured materials, efficient designs, sustainable building materials, open-stock materials, and on-site energy generation when possible. Use LEED standards and limit light pollution when appropriate.

Recommended Actions	Cost	Timeframe	Involvement Required				
			Residents	Businesses	City	Province	Other
2.0 Safety and Security							
2.6 Neighbourhood and Environmental Health							
1. Invasive Species	M	M	✓	✓	✓		
2. Neighbourhood Emergency Plan	M	M	✓	✓	✓		
3. Protected Areas	M	M	✓	✓	✓		
4. Link Corridors	M	M	✓	✓	✓		
5. Community Gardens	L	M	✓	✓	✓		
6. Car Sharing	M	M	✓	✓	✓		
7. Pervious Pavement	M	M	✓	✓	✓		
8. Bioswales	M	M	✓	✓	✓		
9. Native Plants	M	M	✓	✓	✓		
10. Waste Reduction	M	M	✓	✓	✓		
11. Green Construction	M	M	✓	✓	✓		

3.0 Assets and Liabilities

The Assets and Liabilities section of the plan is based on the community's desires for beautification of the neighbourhood and focuses on: creating a sense of community; establishing an access to the river; preserving historic sites; and opening up lines of communication between community members and the City of Campbell River.

Campbellton contains a multitude of opportunities to turn hidden assets into sources of pride for the community. It is the goal of the Assets and Liabilities section to identify these assets or areas of importance within the community and highlight them, while simultaneously identifying and over time eliminating any liabilities within the community. The objectives in this section are to:

3.1 Preserve and draw more attention to the community's heritage sites. There is potential to restore the exterior of historic buildings, and educate passer-by's through the use of an informative signage. With so much history in the area, a historic walking tour could be set up for tourists and community members alike.

3.2 Create connections to the river. The river is one of the greatest assets within Campbellton, and offers many recreational and economic opportunities for residents, business owners, and tourists.

3.3 Build on community assets. There are many buildings in Campbellton with unique exterior designs and landscaping; consistent emulation across the neighbourhood could lead to the development of a "made in Campbellton" theme.

3.4 Expand on the existing sense of community and build community relationships. Building community relations will help to increase the desire to work together in revitalizing the neighbourhood. Through this process, a cooperative connection between residents, businesses, and the City of Campbell River can be created. If all groups can be encouraged to work in conjunction with one another, achieving the suggested actions is possible.

3.1 Preserve Heritage Sites

Recognizing and preserving heritage sites is an important goal, especially in a neighbourhood with as much history as Campbellton. A few actions could do much to improve the understanding of Campbellton's past, bringing it out for both residents and visitors to enjoy.

3.1.1 Restore and Preserve Heritage Buildings
Cost: Medium-High   Timeframe: Medium
Involvement: Residents, Businesses, City
Restoring and preserving the heritage buildings ensures protection and draws in public and visitor attention.

This Action requires involvement from property owners: the investment in maintaining and restoring a heritage building is significant. The City can assist by designating businesses as historic sites and potentially considering programs or grant sources that could assist property owners. A second option is civic or non-profit group acquisition of historic buildings. This is a complex issue with no specific recommendation. It is important to note that many communities regret the loss of heritage buildings after they are gone – it is important to consider the impacts of this loss in a neighbourhood that is so rich in history.

3.1.2 Register the Historic Sites such as the hotel, with the Province or the town creates their own registry
Cost: Medium-High   Timeframe: Medium
Involvement: Residents, Businesses, City
An official historic registry is a tool to recognize significant buildings so that they may be enjoyed by the community for many years.

Figure 28: Quinsam Hotel - located along the main business street, (Island Highway 19A). This building is a landmark in the neighbourhood and is a key feature in the future of the neighbourhood.

While there are national and provincial registries, Campbellton may consider the development of their own heritage registry that could be celebrated through signage (note: there are existing signs celebrating the history of Campbellton in the neighbourhood) or on a web-based registry. The development of a "made in Campbellton" registry allows the neighbourhood to define its own criteria and recommendations for heritage preservation.

3.1.3 *My Tours* App- mobile walking tour
Cost: Low-Medium   Timeframe: Medium   Involvement: Residents, Businesses, City

My Tours mobile app is an app for iPhone, Android, and Windows cellular phones that can be used to build audio guides and walking tours of the neighbourhood. This app would be a great tool for introducing everyone from tourists to locals to the area. It is recommended that the CNA utilize drama students (either from the local high schools or Vancouver Island University) to record the tours.

3.1.4 Emphasize and add to the Historic Signposts project
Cost: Medium   Timeframe: Medium   Involvement: Residents, Businesses, City

The existing Historic Signposts are a great asset to the community. It is recommended that additional signs be added and the signs be located or relocated in highly visible areas to ensure maximum readability. These sites could be adjacent to bus stops, crosswalks, or on building faces where there is a high volume of pedestrian traffic.

Recommended Actions	Cost	Timeframe	Involvement Required				Other
			Residents	Businesses	City	Province	
3.0 Assets and Liabilities							
3.1 Preserve Heritage Sites							
1. Restore and Preserve Heritage Buildings	M	M	✓	✓	✓		
2. Register the Historic Sites such as the hotel, with the Province or the town creates their own registry.	L	M	✓	✓	✓	✓	
3. *My Tours* Application - mobile walking tour	M	M	✓	✓	✓	✓	
4. Emphasize the Historic Signposts by cleaning up the streets around them and adding more	L	M	✓	✓	✓		

3.2 Create a Connection to the River

The river is one of the most important assets in the community. It is a federally designated Heritage River which speaks to its importance to the local neighbourhood, the City of Campbell River, and to citizens around the world who travel to Campbell River to enjoy a wide range of outdoor recreation activities. A series of Actions are recommended to improve connections to the River.

3.2.1   Create a River Access on Peterson and Spruce Streets
Cost: Medium   Timeframe: Medium   Involvement: Residents, City
Clearing weeds and creating sightlines to the river establishes a visual connection to the river and reclaims these areas as community amenities.   Eventually infrastructure such as a cantilevered deck could be added at these two sites to provide public viewing platforms and access for fishing.

3.2.2   City begins to purchase River frontage lots
Cost: High   Timeframe: Ongoing   Involvement: City
Ideally the waterfront will become a public amenity, available to residents and tourists alike. Purchasing riverfront lots is a long term and ongoing project. The City could investigate the legalities of registering a 'right to purchase' on the title of the subject properties or could approach land owners to see if they would consider entering into legal agreements for purchasing at a fair market value. Purchasing these lots could lead to the development of a riverfront boardwalk that would be a world-class asset for the City.

Figure 29: River Walk on the Housatonic River in Milford, CT is a popular place for tourists and illustrates an example of what could be done in Campbellton.

3.3.3   Boardwalk Connection to the River
Cost: Medium   Timeframe: Medium   Involvement: Residents, Businesses, City
Other communities (Portland, for example) have developed boardwalk trails that lead to major assets like the river. The change in surfacing and the connectivity through the neighbourhood show that this defined pathway leads to something special and different.

3.2.4   Interpretive signs
Cost: Medium   Timeframe: Medium   Involvement: Residents, Businesses, City
Incorporating interpretive signs that offer information on the life cycle of salmon, the federal Heritage designation for the River and the like are a key way to educate residents and visitors about the neighbourhood and the River.

Recommended Actions	Cost	Timeframe	Involvement Required				Other
			Residents	Businesses	City	Province	
3.0 Assets and Liabilities							
3.2 Create a Connection to the River							
1. Create river access on Peterson and Spruce Streets	L	M	✓	✓	✓		
2. City purchase of river frontage lot	H	L			✓		
3. Boardwalk that leads pedestrians from highway down to the river access	M	M	✓	✓	✓		
4. Interpretive signs to draw attention to the River	M	M	✓	✓	✓		

3.3 Build on Community Assets

Building on the features of Campbellton was identified as a key objective for the Action Plan. This section recognizes that the community already contains much to celebrate – the focus is on taking concentrated, specific actions to improve what already is great in the neighbourhood.

3.3.1   Neighbourhood Beautification Committee
Cost: Low   Timeframe: Short   Involvement: Residents, Businesses, City
Form a Neighbourhood Beautification Committee that takes on a series of projects to improve aesthetics in Campbellton. The first recommended project is to focus on road endings. The project could focus on amending the road endings to be food production areas. "Food for Thought" could be the overall theme, with signage and actions that add to the productivity of these sites. Early wins could be the planting of food trees (fruit and nut) and the development of areas for easy access to fishing sites.

3.3.2   Where needed, spruce business frontages
Cost: Low   Timeframe: Short   Involvement: Business, City
Well managed business frontages project a positive image and promote a sense of connectedness and community. Painting businesses also helps to create a sense of connectedness along the main business strip. There are two options: creating a vibrant and bright colour scheme that differentiates the buildings and brings colour to the landscape (with Swicked Cycle as an example), or working with an overall colour scheme (blues and greens have been discussed) to create unity among the buildings.

3.3.3   Mile (or kilometre) of Flowers and tree planting; lining a full street with planted life
Cost: Low to Medium   Timeframe: Short to Medium   Involvement: Residents, Business, City
A Mile of Flowers is a beautification technique where garden beds and planter boxes are placed all along the main business strip, and once a year the community comes together to plant seasonal flowers in the beds which are purchased by the City. Trees planted all along the main street would create a safer and friendlier pedestrian environment. There are other areas in Campbell River that are beautifully decorated with a floral and treed landscape – this could be extended along the main arteries of Campbell River either as a local initiative or as a City sponsored project.

3.3.4   Power Pole banner project using school or community art
Cost: Low-Medium   Timeframe: Short
Involvement: Residents, Business, City
A simple and cost effective project to liven the neighbourhood would be attaching banners to power poles. The CNA is already proceeding with this initiative and it is fully supported by this Action Plan.

3.3.5 Light-post painting or tiling
Cost: Low   Timeframe: Short
Involvement: Residents, Business, City

Beautifying regular objects on the street such as light-posts will liven up the street. This can be done by professional artists, volunteers, or even school children.   The community of Fernwood in Victoria has implemented light post painting through the main commercial area and this has done much to brighten the commercial district. There is a street in Manhattan where the local residents have used tile to create unique art projects on light posts. The painting or tiling of light posts could be an annual event in the neighbourhood.

3.3.6 Community Weed Clean-Up
Cost: Minimal/ Low   Timeframe: Medium
Involvement: Residents, City

Cleaning up weeds along the streets will improve the overall aesthetics of the area with relatively little effort. By getting volunteers from the community together this can be no cost while helping to build upon the sense of community.

3.3.7 Create a painted intersection or other community art projects
Cost: Low   Timeframe: Medium   Involvement: Residents, City

Portland City Repair is an organization which creates public art with the public to simultaneously beautify and build upon the sense of community in an area. A painted intersection is an art project which serves numerous purposes and can be accomplished by members of the community. It is done by simply painting a design on the street in the intersection of choice. Not only does the intersection become an interesting and beautiful art piece, but it also can help to calm traffic.

Figure 30: A bench located along the main street is a great example of local art.

Figure 31: A painted intersection in Portland OR.

3.3.8 Create an Entry Feature
Cost: Medium   Timeframe: Short   Involvement: Residents, Businesses, City

Campbellton is an important entry point to the City of Campbell River, yet lacks an entrance feature that celebrates both the neighbourhood and the City. This project has already been identified by the CNA as an important Action that should be addressed in the short term. The CNA is working to acquire a small airplane that would acknowledge the City's roots in forestry and its coastal location. Still to be completed are the approval of the feature, acquisition of a site, and fundraising to cover the costs of acquiring and siting the feature. Signage will also be an issue. The completion of this Action would do much to emphasize the important location of Campbellton within Campbell River.

Recommended Actions	Cost	Timeframe	Involvement Required				
			Residents	Businesses	City	Province	Other
3.0 Assets and Liabilities							
3.3 Build on Community Assets							
1. Neighbourhood Beautification	L	S	✓	✓	✓		
2. Paint businesses	L-M	S	✓	✓	✓		
3. Mile of Flowers	L-M	S		✓	✓		
4. Banner project	L-M	M	✓	✓	✓		
5. Light post improvements	L	S	✓	✓	✓		
6. Weed clean up	L	M	✓		✓		
7. Painted intersection	L	M	✓		✓		
8. Entry Feature	M	S	✓	✓	✓		

3.4 Expand on Existing Sense of Community and Build Relationships

Campbellton currently faces the challenge of uniting diverse stakeholders to work together to achieve actions of mutual benefit. Finding common ground among these groups and initiating changes will reflect positively on the social and physical landscape of the community. Building relationships is a critical aspect of the Action Plan and will be the foundation for long lasting, positive change.

3.4.1   Open Lines of Communication with local First Nations
Cost: Minimal/Low   Timeframe: Short   Involvement: Residents, City
Campbellton is within the Traditional Territory of several First Nations and it is vital to create a genuine and respectful partnerships with all Nations. Local First Nations have been actively developing their lands and building assets that benefit the larger community: there could be future projects that could be beneficial to both the neighbourhood and neighboring Nations. It is recommended that representatives of the CNA and City meet with the local First Nations to invite them to be part of the Campbellton Action Plan.

3.4.2   Create Open Community Space or "Spirit Square" for a Market and Gathering Space on 19th Street
Cost: High   Timeframe: Short   Involvement: Residents, City
Creating a community space in the designated spirit square opens the door to many possibilities—farmer's markets, community gatherings, concerts and other events, are just some examples of how the space could be used. In addition, it could hold regular events such as Tai Chi and outdoor fitness activities for the community. It is recommended that a site be identified for a Community Gathering Space – this Plan recommends the site adjacent to the bridge on 19th Street. If this site is not available, an equally visible site could be acquired. If it is City owned the site could be designated and zoned as parkland to protect the site from future development. If it is privately owned, community members and the City could negotiate with the landowner to either acquire the site or to temporarily use the site until the site is developed for another use or sold.

3.4.3   Host informal community events such as BBQs, block parties, or work groups
Cost: Low   Timeframe: Short   Involvement: Residents, Business, City
Informal events allow neighbours to connect on a personal level increasing the sense of community. Work groups would also allow for personal connection with neighbours while accomplishing tasks such as weeding and picking up litter. Accomplishing some of these tasks may empowers residents to be part of solutions that have visible and quantifiable results.

3.4.4   Skills Trade Database Website and Tool Sharing
Cost: Low   Timeframe: Short   Involvement: Residents, Business
Providing a place for residents to share their time and talents builds again on the theme of community. The development of a skills trade database is a low cost Action that requires only that people declare their skills and that these be recorded on the CNA website in a user friendly format.   Residents could access the site and barter/trade their skills to improve their own homes or areas in the neighbourhood. The CNA could also develop a Tool Sharing space to support the skills trade database. This could be located at the CNA Office or even at a temporary storage unit. The site could be staffed on a Saturday morning to allow residents and businesses to come out to borrow tools and exchange expertise on ways to improve the neighbourhood.

3.4.5   Community Bulletin boards (could also be used for skills trade)
Cost: Low   Timeframe: Short   Involvement: Residents, Business, City
A community bulletin board, whether physical or digital is a space for residents to connect, share information and accomplish tasks in a way that is functional for them. Bus stops are ideal locations for community bulletin boards.

3.4.6   Commence a community mapping project using an interactive online community map
Cost: Low   Timeframe: Short   Involvement: Residents, Business, City
A community map allows residents to identify areas that are meaningful to them—beautiful spaces, heritage spaces and spaces with personal significance. In addition, it can be used in connection with work groups and skills trades or can further be used for tourism and promoting the community.   Students from Vancouver Island University will complete this project in Fall 2014.

3.4.7   "I wish this was a"… sticky note/tagging project
Cost: Low   Timeframe: Short   Involvement: Residents, Business, City
First done in New Orleans (credit to Candy Chang, Urbanist), the "I wish this was a" project is a way to get community members to express their desires for their neighbourhood in a fun and non-traditional way. Residents write on stickers "I wish this was a ___" and stick their ideas on old buildings, abandoned lots, or anywhere else they feel there needs to be a change. In doing so, a sense is gained on how the community would like to see the neighbourhood grow and the measures that are possible to improve it.

3.4.8   Encourage small business start-ups and incubator businesses to supplement empty spaces
Cost: Low   Timeframe: Short   Involvement: Business, City
Retail or business spaces that are sitting empty can be occupied by tenants in the form of small, or start-up businesses. In exchange for low cost or free rent, the tenants can maintain the building for the owner, while providing social and economic activity in the downtown. The CNA Office is an excellent example of this kind of use. Expanding the range of services in the office as noted in this Action Plan will encourage other building owners and potential businesses to develop their own incubator spaces.

3.4.9 Implement Signage Design Guidelines for Businesses to Create Cohesiveness on the Street

    Cost: Low   Timeframe: Medium   Involvement: Business, City

    By creating guidelines for business signage or display so that they are cohesive, such as along the Island Highway, this action will produce a sense of identity in the area as well as the vision of cooperation between businesses in town.

3.4.10 City Subsidized Sign Replacement and/or Awning Program

    Cost: Medium   Timeframe: Medium   Involvement: Business, City

    The City can encourage businesses to participate in the signage program or whichever aesthetic connection is chosen, by helping with the costs. Options may be to offer a predetermined dollar amount when the task is undertaken, or to offer breaks elsewhere in business costs.

3.4.11 Increase the Tourism Advertising Budget for Campground, Outdoor Stores, the River, etc.

    Cost: Medium   Timeframe: Medium   Involvement: Business, City

    By advertising the natural assets of the Campbellton area such as campgrounds, parks, trails, and the River, through websites, pamphlets, maps etc., tourists and locals will be drawn to what the area has to offer and come to respect it evermore. Tourist activity will also increase economic activity in the Campbellton neighbourhood.

3.4.12 Amend Campbell River's *Official Community Plan* to Accommodate Residential Areas and Reflect the Goals of Campbellton.

    Cost: Minimal/Low   Timeframe: Medium   Involvement: City

    By adjusting the Official Community Plan to reflect what the neighbourhood of Campbellton envisions for *itself*, this action will create a cohesive nature between the goals of the community and the goals of the city.

3.4.13 Involve the Youth Action Committee in Organizing all Projects and Activities

    Cost: Minimal/Low   Timeframe: Short   Involvement: Residents, City

    Youth are the assembly who will sustain the task of improvement into the future while ensuring the perpetuation of the community's objectives in such. Involving youth in the planning stages not only fosters respect and pride in one's contribution to their neighbourhood, but also encourages life-long involvement.

Recommended Actions	Cost	Timeframe	Involvement Required				
			Residents	Businesses	City	Province	Other
3.0 Assets and Liabilities							
3.4 Community and Relationships							
1. Open Lines of Communication	M	S	✓	✓	✓		
2. Create a "Spirit Square"	H	S	✓	✓	✓		
3. Host informal community events	L	S	✓	✓	✓		
4. Skills Trade database and tool sharing	L	S	✓	✓			Tech Help
5. Community Bulletin boards	L	S	✓	✓	✓		
6. Commence a community mapping project	L	S	✓	✓	✓		
7. "I wish this was a"… tagging project	L	S	✓	✓	✓		
8. Encourage Small Business start-ups	L	S		✓	✓		
9. Signage Design Guidelines for Businesses	L	M		✓	✓		
10. City Subsidized Sign/Awning program	M	M		✓	✓		
11. Increase Tourism Advertising budget	M	M		✓	✓		
12. Amend Campbell River OCP	N	M			✓		
13. Create a Youth Action Committee	N	S	✓		✓		

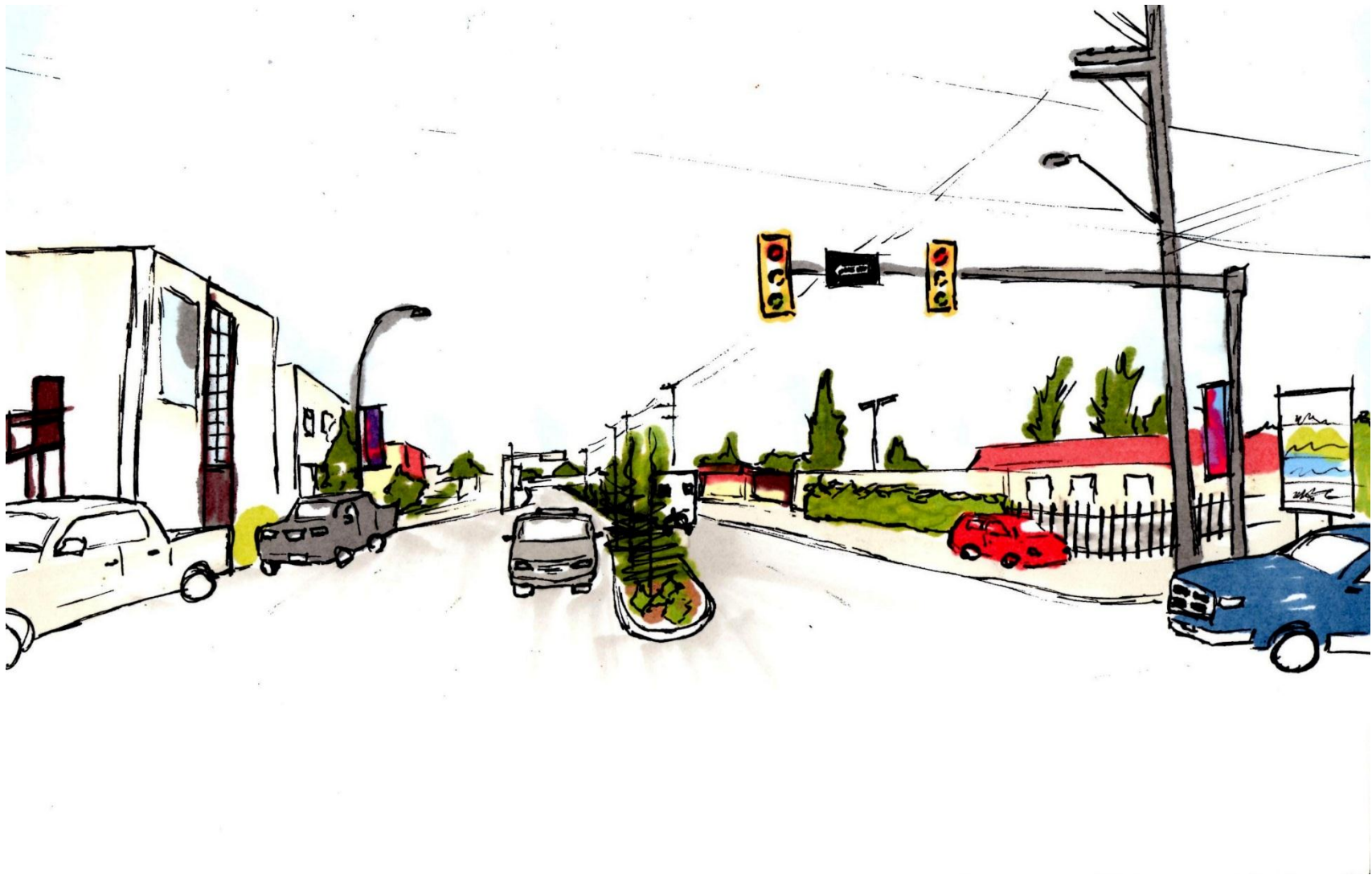**Assets and Liabilities – *Before and After Conceptualizations of key sites in Campbellton***

Part 4: Implementation & Monitoring

To be completed.

Part 5: References

Figure 1. Mobility and connectivity indicators on the street Source: http://www.miabirk.com/blog/?p=872

Figure 2. Lane in Campbellton. Photo credit: Sarah Lumley

Figure 3. 10 000 Steps route marker, Oakland. Source: http://www.10ksteps.org/tour32.html

Figure 4 Wayfinding footprints in Chemainus, BC. Source: http://tripwmikenjudy2010.blogspot.ca/2010/06/duncan-chemanus-ladysmith-bc-canada.html

Figure 5: Benches for all weather condition. (Source: http://www.yankodesign.com/2008/01/31/the-dry-side/)

Figure 6: justdrivepa.org

Figure 7: Example of bump outs and curb returns. http://midiariourbano Traffic calming bumpouts. Source:.blogspot.ca/

Figure 8 An example of a uniquely painted crosswalk.

Figure 9: Vegetated bump-outs neatly demarcate and protect parking spaces while also adding visual interest and calming traffic.
Source: http://paradigm21planning.com/Periodic_Table_Pages/71On-StreetParking.htm

Figure 10: A neighbourhood roundabout intersection. Source: http://www.autonorth.ca/home/2009/6/2/traffic-tip-navigating-a-roundabout.html

Figure 11: Bike lanes with painted indicators on the street http://streets.mn/2013/09/10/life-in-the-green-lane/

Figure 12: Bike racks that act as street art or as a metaphor. http://tahomabeadworks.blogspot.ca/2011/01/snoqualmie-washington-gateway-to.html

Figure 13: Safe routes for mobility scooters http://www.abcmobility.co.uk/eclipse-boot-mobility-scooter-(ABC0210).html

Figure 14: Small boat ramp / dock for non-motorized boats.
http://commons.wikimedia.org/wiki/File:Manhasset_Bay_Port_Washington_Town_Dock_Kayak_Launching_Pad.jpg

Figure 15: Bus shelters made for more than utility. https://sites.google.com/site/rachellejewel2/busshelter

Figure 16: Bus shelter as a significant object in the landscape

Figure 17: www.bikeleague.org

Figure 18: Campbell River RCMP. Source: www.sd72.bc.ca

Figure 19: http://www.laketraffic.com/traffic-calming.html

Figure 20: http://upload.wikimedia.org/wikipedia/commons/e/e5/Crosswalk_in_Burnaby_British_Columbia_Canada.JPG

Figure 21: vegetation maintenance – photo credit Doug Rash

Figure 22: Botts Dots Source: www.sacdot.com

Figure 23: http://www.paolionthemove.org/visual-preference-survey/

Figure 24: http://streetswiki.wikispaces.com/Traffic+Diverters

Figure 25: http://www.agf.gov.bc.ca/cropprot/weedguid/ scotchbroom.htm

Figure 26: Map provided by the City of Campbell River

Figure 27: www.greensmarts.com

Figure 28: Quinsam Hotel. Photo Credit Doug Rash

Figure 29. http://www.lisrc.uconn.edu/images/coastalaccess/MilfordGreatRiverGolfwalkway.jpg

Figure 30. Photo Credit Doug Rash

Figure 31: http://daily.sightline.org/2011/11/28/coloring-inside-the-lanes/12-painted-intersection-st-johns-and-central-portland_flickr_city-repair/