



Village Three Year Strategy

2019 – 2020 – 2021

The Village 3 year planning document is a forward looking document. The objective and statements in this document are for discussion purposes only, and do not represent commitments by the Municipality until they are confirmed as publicly stated annual municipal objectives.



Document Purpose

This document provides a three-year outlook for the Village of Burns Lake. The purpose of this document is to:

- ▶ Provide Council with a longer planning horizon (i.e. longer than 1 year)
- ▶ Enable Council to align and set objectives and initiatives across multiple years
- ▶ Serve as a starting point for planning discussion in future years

This document contains five sections including:

Section	Content
1. Three Year Outlook	A review of the opportunities and threats facing the Village over the next three years.
2. Current Performance	A review of Village performance strengths and areas for improvement.
3. Notional Three Year Achievements	A description of the things the Village would like to achieve over the next three years.
4. Notional Three Year Plan	A plan that describes key Village initiatives and objectives over the next three years.
5. Village Scorecard	A summary of Village Goals and Measures for the coming three years.



1. Three Year Outlook

The Village prepared a three-year outlook for Burns Lake that summarizes the main opportunities the Village should seek to capitalize on, and the main threats to the Village.

The local economy is a primary theme for both opportunities and threats. The Village faces a number of increasing threats to the local economy, including declines in primary industry and secondary industry.

A decline in the local economy will also have an impact on local population, business and residential tax base, and opportunities available to the residents of Burns Lake and surrounding areas.

The Village's municipal infrastructure was also cited as a potential threat. Municipalities across North America face a common challenge known as the infrastructure deficit. An infrastructure deficit is the gap between available funding and the estimated cost of necessary infrastructure maintenance and replacement. Most municipalities have sizeable deficits. Burns Lake has demonstrated leadership by quantifying the state of their assets, and estimating the replacement costs. Burns Lake is in a similar position to many municipalities: it is not clear how the Village can responsibly fund necessary infrastructure replacement.

In addition, non-municipal infrastructure, including residential housing stock, represent a growing threat.

The review of opportunities and threats for the Village demonstrate why the many Village Objectives for 2019-2021 will be focused on economic development, infrastructure management, and fiscal responsibility.



Summary of Village Opportunities

Opportunity	Opportunity Description
<p>Economy</p>	<p>Attract New Business & Retain Existing</p> <p>We can attract and retain business by promoting and supporting our business community. Suggested Actions: implement signage strategy, promote local shopping, continue downtown revitalization, improved transportation infrastructure.</p> <p>We would also like to attract retail businesses and franchises to our downtown core to continue to develop and maintain a vibrant core.</p>
	<p>Tourism</p> <p>We can improve our economy by increasing our support for tourism. Suggested actions: secure alternative funding for Visitor Information Centre, consider input from Economic Diversification Committee, advocate for hotel tax, promote museum.</p>
<p>Partnerships</p>	<p>Increase Partnerships</p> <p>The Village of Burns Lake is one of 21 local governments that are part of the Northwest Resource Benefit Alliance, which was formed to seek a share of the revenue generated in northwest BC.</p> <p>The Village primarily partners with First Nations for the community forest.</p> <p>We are receptive to advancing other partnerships, including but not limited to First Nations, the Regional District, other municipalities, and societies to develop shared economic opportunities.</p>
<p>Tax Base</p>	<p>Expand Boundary</p> <p>We could consider expanding our boundaries to include Gowan Road.</p> <p>Future Land Development</p> <p>The Village owns undeveloped land that can be developed to meet demand as the community grows.</p> <p>Lakeshore Development</p> <p>We could seek ways to develop more of the lakeshore and provide residential areas that could attract more people to the municipality.</p>



Opportunity	Opportunity Description
Municipal Team	Strengthen the Team Continue to improve the connections between elected officials, inside staff and outside staff.



Summary of Village Threats

Threat	Threat Description
Economy	<p>Reduction in Timber Supply Reduction in timber supply will reduce primary industry, population, property values and tax base.</p>
	<p>Decrease in Local Shopping Consumers are purchasing less locally. This threatens our local retailers, will reduce the number of businesses, population, property values and tax base.</p>
	<p>Lack of Diversified Economy Our economy is not adequately diversified. As a result, a reduction in the timber supply cannot be offset by an increase in another industry.</p>
Infrastructure	<p>Lack of Reserves We do not have sufficient reserves and revenue to pay for the infrastructure projects we believe are necessary. Hydro electric infrastructure limitations and internet speeds constrain business functions and economic development.</p>
Municipal Revenue	<p>Vulnerability to Declining Revenue Our current spending is supported by discretionary grants. While the tax base has actually increased and assessed values are up, a potential decrease to the tax base still exists due to economic risks.</p>
Zoning	<p>Zoning of Existing Business Space Our zoning may not preserve retail space that we would like for a vibrant downtown core. Retail and service segments of the commercial sector are not segregated.</p>
Housing	<p>Population decline Some residents are choosing to live outside Village boundaries because of the lack of newer construction and unsightly premises in some neighbourhoods.</p> <p>Lack of residential property development Construction costs exceed market value, resulting in an insufficient number of properties being developed to meet housing needs.</p>



2. Current Performance

The Village provides several important services for its residents. The Village reviewed its current performance using several inputs including Village reports, public feedback, and other information.

Village **public works** services were commended as effective and efficient.

Recreation services provided valued opportunities for Village residents. Recreation costs are higher than expected and should be balanced against a need to operate with fiscal restraint. To evaluate and make effective plans moving forward, a recreation review has been completed and another one is currently underway.

Economic Development has prepared a signage strategy, and a new economic development strategy will be in place by 2019. Economic Development will work towards increased economic activity as ongoing Village investment permits.

Protection Services provide fire protection, animal control services and bylaw enforcement services that are effective. Two noted areas for improvement include: Wildfire protection, and enforcing bylaws (derelict buildings and unsightly premises).

Finance & Village Administration provides excellent communication, public engagement and front counter services. They also provide reliable and usable financial information for the Village. The next area to focus is further clarification of funding for infrastructure replacement.



Summary of Strengths and Areas to Improve

Service / Function	Strength	Area to Improve
<p>Public Works <i>Building, operating and maintaining municipal infrastructure. Providing sewer, water, garbage and street clean services.</i></p>	<ul style="list-style-type: none"> • High quality and efficient services 	
<p>Recreation <i>Provide accessible, fun, highly used, affordable, year-round programming and facilities for all ages</i></p>	<ul style="list-style-type: none"> • Spirit Square • Improved & evolving recreation opportunities • Recreation review completed; second in progress. 	<ul style="list-style-type: none"> • Spending • Recreation facility usage
<p>Economic Development <i>Promote economic well-being of the community.</i></p>	<ul style="list-style-type: none"> • Signage Strategy • Recent Economic Dev Strategy 	<ul style="list-style-type: none"> • Attraction & Retention Results • Partnership opportunities • ‘Brand name’ businesses
<p>Protection Services <i>Planning and directing firefighting and fire prevention. Enforcing bylaws of the Village.</i></p>	<ul style="list-style-type: none"> • Excellent Service Levels 	<ul style="list-style-type: none"> • Wildfire protection • Bylaw enforcement
<p>Finance & Admin <i>Revenue collection, financial planning and accounting, financial reporting. Support CAO and Council and public communications.</i></p>	<ul style="list-style-type: none"> • Excellent communications, engagement, front counter services 	<ul style="list-style-type: none"> • Funding for Infrastructure



3. Notional Three Year Achievements

The Village has identified several objectives they would like to achieve by 2020. These objectives should guide objective setting for 2019 and 2020

Notional Objective	Description
Economic Development	By 2021 the Village will: <ul style="list-style-type: none"> ▸ Promote the diversification of the Burns Lake Economy ▸ Demonstrate actions taken as a result of investments in Economic Development ▸ Support the stability of local businesses through an annual business survey
Invest in Infrastructure	By 2021 the Village will: <ul style="list-style-type: none"> ▸ Continue annual investments in infrastructure as regular planned spending (e.g. \$200,000 per year, indexed to inflation, for roads) ▸ Maintain a list of larger infrastructure projects that will be pursued if substantial grants are available, and Village contribution requirements are fiscally responsible (i.e. do not require debt that is too large)
Housing	By 2021 the Village will: <ul style="list-style-type: none"> ▸ Promote and encourage an increase in the availability of residential housing stock to address demand ▸ Encourage beautification of residential sector through potential residential revitalization incentives and enforcement of unsightly premises bylaw ▸ Work with non-profit(s) to provide increased social housing and/or apartments
Fiscal Responsibility	By 2021 the Village will: <ul style="list-style-type: none"> ▸ Reduce the infrastructure deficit ▸ Establish and achieve a target subsidization level for recreation
Recreation	By 2021 the Village will: <ul style="list-style-type: none"> ▸ Manage recreation programs and investments based on results of Recreation reviews



Community Protection	By 2021 the Village will: <ul style="list-style-type: none">▸ Work with local and regional stakeholders in regards to community wildfire risks, with prioritization of risks within the Village
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4. Notional 3 Year Plan

The notional three-year plan identifies strategic objectives for the Village over the next three years. The objectives in the last two years of the plan are subject to change as new priorities emerge in the coming years.

Theme	2019	2020	2021
Economic Development	<ul style="list-style-type: none"> Identify and implement concrete actions in updated Economic Development Plan. Work with Safety Taskforce Committee (signage, line painting, parking, speed limits, and stop sign review). Amend Zoning Bylaw to segregate retail and service sectors in commercial zone. Implement Signage Strategy (access grant funds). Investigate infrastructure options to access the property behind the Lakeview Mall for future residential development space. Conduct annual business survey. Reduce tax ratio between business and residential class. Explore opportunities to partner with First Nations groups to deliver recreational activities. Encourage and support more downtown events through volunteers and partnerships. 	<ul style="list-style-type: none"> Promote and encourage increased primary industry and business (tourism, agriculture, cannabis, oil and gas, others, value added forestry). Work towards enhancing and improving parking and signage in the downtown core. Stable local business community and tax base. Conduct annual business survey. Targeted public engagement to find out if interest exists for Gowan boundary expansion. Explore and encourage partnerships. Encourage and support more downtown events through volunteers and partnerships. 	<ul style="list-style-type: none"> Implement actions from the updated Economic Development Plan. Promote and encourage increased primary industry and business (tourism, agriculture, cannabis, oil and gas, others, value added forestry). Stable local business community and tax base. Conduct annual business survey. Explore and encourage partnerships. Encourage and support more downtown events.
Infrastructure	<ul style="list-style-type: none"> The Village will continue to repair streets in a fiscally responsible manner. Invest \$200,000 in street repairs indexed to inflation. Pursue grant funding for major infrastructure projects. Pursue manganese treatment plant. 	<ul style="list-style-type: none"> Invest 200,000 (indexed to CPI) in street repairs. Pursue major infrastructure grants. Explore opportunities to install solar panels on the recreation complex and other municipal buildings. 	<ul style="list-style-type: none"> Invest 200,000 (indexed to CPI) in street repairs. Pursue major infrastructure grants. Investigate municipal water service extension to Village Heights.

Theme	2019	2020	2021
Housing	<ul style="list-style-type: none"> Investigate a residential revitalization/façade improvement program. (Program funding, format, evaluation method, rating criteria). Engage public on housing needs assessment for 'under 55'. Work with developers in providing the opportunity for housing developments; receptive to considering variances and/or Zoning Bylaw Amendments that address community priorities. Enforcement of Unsightly Premises Bylaw. Explore development opportunities for Village owned 35 ha parcel. 	<ul style="list-style-type: none"> Further explore development opportunities for Village owned 35 hectare parcel. Explore opportunities for lakeshore or other development. Receptive to exploring new opportunities and partnerships. Enforcement of Unsightly Premises Bylaw. Support development of residential housing. 	<ul style="list-style-type: none"> Further explore development opportunities for Village owned 35 ha property. Explore opportunities for lakeshore or other development. Receptive to exploring new opportunities and partnerships. Enforcement of Unsightly Premises Bylaw. Support development of residential housing.
Financial Responsibility	<ul style="list-style-type: none"> The Village will continue to work towards targets for the infrastructure deficit. Contribute to Community Adjustment Reserve. Determine recreation subsidization target following recreation review. 	<ul style="list-style-type: none"> Achieve infrastructure deficit targets. Contribute to Community Adjustment Reserve. Achieve recreation subsidization targets following reviews. 	<ul style="list-style-type: none"> Achieve infrastructure deficit targets. Contribute to Community Adjustment Reserve. Achieve recreation subsidization targets following reviews.
Wildfire	<ul style="list-style-type: none"> Prioritize and implement actions proceeding from Community Wildfire Protection Plan. Investigate risk mitigation project for Village's 35 ha parcel. 	<ul style="list-style-type: none"> Continue to implement actions proceeding from Community Wildfire Protection Plan. Measures have been taken to manage wildfire risks. 	<ul style="list-style-type: none"> Continue to implement actions proceeding from Community Wildfire Protection Plan Measures have been taken to manage wildfire risks.
Recreation	<ul style="list-style-type: none"> Prioritize and implement recreation review action items. Explore innovative new programming to increase recreational revenues. Identify and implement efficiencies. 	<ul style="list-style-type: none"> Guide recreation investments and programming based on recreation reviews. Pursue programming, revenue, and efficiency improvements. 	<ul style="list-style-type: none"> Guide recreation investments and programming based on recreation reviews. Continue programming, revenues, and efficiency improvements.

Theme	2019	2020	2021
	<ul style="list-style-type: none"> • Investigate opportunities to develop biking opportunities within town and connecting trails to Boer Mountain. • Explore parks, trails and recreation opportunities with the Regional District of Bulkley-Nechako Areas B & E and First Nations. 		
<p>Advocacy & Engagement</p>	<ul style="list-style-type: none"> • Monitor UBCM resolutions regarding Crown Land development. • Build community partnerships. • Advocate to the Province in relation to the Community Wildfire Protection Plan. • Address downloading concerns to Province. • Attract out of town investment. • Advocate for improved access to three phase Hydro-electric power. • Work towards attracting improved internet services to address current constraints. • Lobby Province to improve approach to town signage, historical points of interest, and museum signage. • Support Burns Lake and District Chamber of Commerce in investigating hotel tax. • Explore the potential for streaming Council meetings. • Joint application for shared Climate Action employee funding (grant dependant). 	<ul style="list-style-type: none"> • Monitor UBCM resolutions regarding Crown Land development. • Build community partnerships. • Advocate with Province in relation to the Community Wildfire Protection Plan. • Address downloading concerns to Province. • Attract out of town investment. • Advocate for improved access to Hydro-electric power. • Work towards attracting improved internet services to address current constraints. • Continue shared Climate Action employee if successful with application 	<ul style="list-style-type: none"> • Monitor UBCM resolutions regarding Crown Land development. • Build community partnerships. • Advocate with Province in relation to the Community Wildfire Protection Plan. • Address downloading concerns to Province. • Attract out of town investment. • Advocate for improved access to Hydro-electric power. • Work towards attracting improved internet services to address current constraints. • Continue shared Climate Action employee if successful with application

5. Measure of Success for 2019 Objectives

Measures of success have been identified for the 2019 strategic objectives identified for the Village to assess the outcome.

Area	Action	Measure of Success
Economic Development	<ol style="list-style-type: none"> 1. Identify and implement concrete actions in updated Economic Development Plan. 2. Work with Safety Task Force Committee (signage, line painting, parking, speed limits, and stop sign review). 3. Amend Zoning Bylaw to segregate retail and service sectors in commercial zone. 4. Implement Signage Strategy (access grant funds). 5. Investigate options to gain access to back of Save-On Foods. 6. Conduct annual business survey. 7. Reduce tax ratio between business and residential class. 8. Explore and encourage partnerships, including recreation opportunities with First Nations. 9. Encourage and support more downtown events through volunteers and partnerships. 	<ol style="list-style-type: none"> 1. Concrete actions identified and implemented from Economic Development Plan. 2. Work identified by Safety Task Committee and prioritized/approved by Council implemented. 3. Zoning bylaw amended. 4. Signage strategy implemented, subject to funding. 5. Access options to back of Save-On Foods investigated. 6. Annual business survey conducted. 7. Tax ratio between business and residential class reduced. 8. Partnership opportunities advanced as appropriate. 9. More downtown events held by volunteers and/or through partnerships.
Infrastructure	<ol style="list-style-type: none"> 1. The Village will continue to repair streets in a fiscally responsible manner. 2. Invest \$200,000 in street repairs indexed to inflation. 3. Pursue grant funding for major infrastructure projects. 4. Pursue manganese treatment plant. 	<ol style="list-style-type: none"> 1. Street repairs completed. 2. Street repairs continue to be funded with indexation to inflation implemented in 2018 budget year. 3. Grants applied for in line with Village's list of larger infrastructure projects when opportunities arise. 4. Manganese treatment plant completed if funding available.
Housing	<ol style="list-style-type: none"> 1. Investigate a residential revitalization/façade improvement program. (Program funding, format, evaluation method, rating criteria). 2. Engage public on housing needs assessment for 'under 55'. 3. Work with developers in providing new housing developments; receptive to considering variances and/or Zoning Bylaw Amendments that address community priorities. 4. Enforcement of Unsightly Premises Bylaw. 	<ol style="list-style-type: none"> 1. Staff investigate options and bring forward a report to Council. 2. Housing needs assessment completed for 'under 55' and housing needs better understood. 3. New housing developments. 4. Unsightly Premises Bylaw enforced.

Area	Action	Measure of Success
	5. Explore development opportunities for Village owned 35 hectare parcel.	5. Development opportunities for Village owned 35 hectare parcel considered.
Wildfire	<ol style="list-style-type: none"> 1. Prioritize and implement actions proceeding from Community Wildfire Protection Plan. 2. Investigate risk mitigation project for Village's 35 hectare parcel. 	<ol style="list-style-type: none"> 1. Actions proceeding from Community Wildfire Protection Plan prioritized and implemented. 2. Risk mitigation for Village's 35 hectare parcel investigated; options and costs presented to Council.
Recreation	<ol style="list-style-type: none"> 1. Prioritize and implement recreation review action items. 2. Explore innovated and new programming to increase recreational revenues. 3. Identify and implement efficiencies. 4. Investigate opportunities to develop biking within town and connecting trails. 5. Explore parks, trails and recreation opportunities with the Regional District of Bulkley-Nechako Areas B & E and First Nations. 	<ol style="list-style-type: none"> 1. Action items from Recreation Reviews prioritized and implemented. 2. Innovative new programming implemented if appropriate; recreational revenues increase. 3. Efficiencies identified and implemented decreasing costs and/or improving value of service. 4. Biking within town and connecting trails investigated and presented to Council. 5. Discussion takes place with Regional District of Bulkley-Nechako Areas B & E and First Nations to explore parks, trails and recreation opportunities.
Advocacy and Engagement	<ol style="list-style-type: none"> 1. Monitor UBCM resolutions regarding Crown Land development. 2. Build community partnerships. 3. Advocate to the Province in relation to the Community Wildfire Protection Plan. 4. Address downloading concerns to Province. 5. Attract out of town investment. 6. Advocate for improved access to three phase Hydro-electric power. 7. Work towards attracting improved internet services to address current constraints. 8. Lobby Province to improve approach signage, historical points of interest, and museum signage. 9. Support Burns Lake and District Chamber of Commerce in investigating hotel tax. 10. Explore the potential for streaming Council meetings. 	<ol style="list-style-type: none"> 1. Support Village's position on resolutions; meet with Ministries as appropriate. 2. Community partnerships strengthened. 3. Community Wildfire Protection Plan raised with Province. 4. Downloading concerns addressed to Province. 5. Opportunities marketed to attract out of town investment. 6. Advocacy with BC Hydro in relation to three phase power. 7. Efforts made to attract improved internet services. 8. Province requested to improve approach signage, historical points of interest, and museum signage.

Area	Action	Measure of Success
	11. Joint application for shared Climate Action employee funding (grant dependant).	9. Support communicated to Chamber of Commerce in relation to hotel tax and other parties as appropriate. 10. Report presented to Council in relation to streaming Council meetings. 11. Joint application submitted for Climate Action employee and employee hired if funding approved.