



Village of Burns Lake

Three Year Strategy

2022 – 2023 – 2024

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. Three Year Strategic Priorities	A description of the things the Village would like to achieve over the next three years.
4. Three Year Strategic 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 initiatives and objectives planned.



1. Three Year Outlook

The Village prepared a three-year SWOT Analysis for Burns Lake that summarizes the main internal strengths & weaknesses, as well as opportunities the Village should seek to capitalize on, and the main threats to the Village.

The local economy continues to feature prominently for both opportunities and threats. The Village faces several 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 and insufficient funds to build out this infrastructure were cited as weaknesses. 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 is working to complete their asset management plan, which will help to quantify the state of their assets and estimate the replacement costs for future planning. Burns Lake is in a similar position to many municipalities: it is not clear how the Village can responsibly fund necessary infrastructure replacement and continues work to leverage grants and partnerships to fulfill the requirements.

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 2022-2024 will be focused on economic development, infrastructure management, and fiscal responsibility.



Summary of Village Opportunities

Opportunity	Opportunity Description
<p>Economy</p>	<p>Chart the Course Economic Diversification & Community Development Plan</p> <p>The plan was developed to make Burns Lake a better place to live with a more robust economy with local jobs, a thriving business community and a government with adequate funds to provide services.</p>
	<p>Attract New Business & Retain Existing</p> <p>The Village has taken a lead in engaging community members and regional partners in order to expand understanding and broaden the range of opportunities.</p> <p>We can support residential development by proceeding with Village Heights and support industrial development by beginning the process to provide water and sewer servicing.</p> <p>We can support businesses and residences by working to improve connectivity with partnerships and creative solutions.</p>
	<p>Tourism</p> <p>We can improve our economy by increasing our support for tourism, the implementation of the updated tourism plan will support the local economy.</p>
<p>Partnerships</p>	<p>Strengthen Partnerships</p> <p>An opportunity exists to strengthen the community and achieve mutual goals through partnerships, including with local business and with volunteers and community groups, with the six First Nations, with the RBA, and with LNG.</p> <p>The Village of Burns Lake engages in programs that support local businesses, including façade improvement, Love Burns Lake, and the Business Walks. LNG presents an opportunity to generate funds for infrastructure projects.</p> <p>Partnerships already exist with First Nations and numerous opportunities exist that can be explored together.</p> <p>Burns Lake is a part of the Northwest Resource Benefit Alliance, formed to seek a share of the revenue generated in northwest BC.</p> <p>Partnerships with training institutions can be strengthened to provide valued workshops and training to support businesses and the local workforce.</p> <p>The Village of Burns Lake is a partner for the ‘Foundry’ youth centre planned to open in Burns Lake; services for youth is an area of identified need.</p>

Summary of Village Threats

Threat	Threat Description
<p>Economy</p>	<p>Changes in Retail Sector Consumers have more options on how and where to make purchases. Local businesses need to reconsider how they market and sell merchandise and may need to consider electronic options in addition to bricks and mortar.</p> <p>Forestry Dependence/Need for Diversification A high dependence of forestry and lumber manufacturing results in economic impacts at times of reduced harvest. Further diversification through the 'Chart the Course' Plan will mitigate this risk.</p> <p>Workforce Issues Lack of workforce in skilled and entry level positions threaten business viability.</p>
<p>Infrastructure</p>	<p>Revenue Constraints Lack of provincial funding was identified as a threat to infrastructure renewal and improvements, as well as too many provincial constraints on funding opportunities that are available.</p> <p>Connectivity Lack of consistent and widespread internet connectivity and slow internet speeds hampers the region's ability to attract residents and businesses alike.</p>
<p>Municipal Revenue</p>	<p>Limited Village Funding Mechanisms The Village has limited funding mechanisms of its own, relying heavily on property taxation, user fees, and grants. Legislative constraints limit other forms of revenue.</p> <p>A lack of investment opportunities limits the amount of new businesses looking to set up in Burns Lake that would expand the commercial and industrial tax base.</p>
<p>Housing</p>	<p>Housing Inventory There is a need for greater variety and supply of several types of housing, including increased seniors, low income, and 'new construction' residential options.</p>
<p>COVID-19</p>	<p>Pandemic related issues 2020 saw wide-spread changes that may affect many areas of the Village, including potential for reduced tourist traffic, additional challenges to small businesses resulting from mandated restrictions, and the rising cost of building materials may slow down potential construction in Burns Lake.</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.

Council and Staff combine to form a good team that generates synergies.

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

Recreation services provided valued opportunities for Village residents. Other community groups expand and enhance recreational opportunities.

Economic Development is working on an economic and community development strategy. 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.

Finance & Village Administration provides excellent communication, public engagement, and front counter services. They also provide reliable and usable financial information for the Village. There is a continued need to find creative funding for infrastructure replacement and new development.

Summary of Strengths

<p>Municipal Team</p>	<p>Excellent internal relations</p> <p>Municipal employees work well together, Council works well together, and elected official/staff relations are positive, mutually supportive, and respectful.</p> <p>There are good internal communications and a broad knowledge base.</p> <p>Municipal staff have demonstrated ability to secure grant funding and complete projects in timely, efficient ways to better the community.</p> <p>Staff and council have shown resiliency and adaptability through the pandemic.</p>
<p>Economic Development Planning</p>	<p>‘Chart the Course’ Economic Diversification and Community Development Strategy and Tourism Plan</p> <p>These are great planning tools that provide prioritization of practical actions, measurables and accountability.</p>
<p>Great Employees</p>	<p>Operational strengths</p> <p>The Public Works Department completes projects in house, resulting in cost reductions. The core infrastructure is well managed.</p> <p>The Recreation Director collaborates with community groups to expand/enhance recreational opportunities.</p> <p>The Fire Department has a new training facility, 32 volunteers and wildfire capacity.</p>

Summary of Areas to Improve

<p>Insufficient Funds</p>	<p>Lack of internal financial resources</p> <p>The Village does not have sufficient funds for the required infrastructure renewal, for new development, and to meet service expectations.</p>
<p>Infrastructure Deficit</p>	<p>Lack of Reserve Funds and internal financial capacity</p> <p>Proceeding from the lack of internal financial resources, the Village has made progress with reserve funds, but demand for infrastructure renewal exceeds the Village’s capacity to fund from reserves and to generate new revenue. Creative options, including partnerships, can be explored to innovate funding options.</p> <p>Asset Management</p> <p>While the asset management plan has been started, it will not be an effective tool for staff use until it has been fully developed. In the meantime, asset management will continue to be a weak spot.</p>
<p>Firehall</p>	<p>Firehall upgrade or replacement</p> <p>The current firehall will need to be upgraded or replaced over the next few years at a significant cost.</p>
<p>Communications</p>	<p>Public Relations</p> <p>The Village can continue to improve communication to the public in efforts to provide transparency and de-mystify the budget and the work that the municipality is doing.</p> <p>Providing accessible information and clear messaging surrounding the values of the Village are key areas to work on.</p>
<p>Capacity</p>	<p>Office staff capacity</p> <p>The staff team is at capacity regarding the number of projects on the go. New projects and initiatives will require something else to be put off for a future date, or a creative solution to increase staff capacity.</p>



3. Three Year Strategic Priorities

The Village has identified several priorities that they would like to work on through 2024. These priorities should guide objective setting for 2022, 2023 and 2024.

Notional Objective	Description
Economic Development	<p>By 2024 the Village will:</p> <ul style="list-style-type: none"> ▸ Implement ‘Chart the Course’ Economic Diversification and Community Development Strategy. ▸ Promote the diversification of the Burns Lake Economy through hosting Prosperity Clinics ▸ Support the tourism sector through implementation of actions recommended in the tourism plan. ▸ Be ‘Reaching New Heights’ through consultative development of plans for the Village Heights lands. ▸ Continue working to provide water & sewer services for the industrial lands. ▸ Consider boundary expansion opportunities as development occurs
Invest in Infrastructure	<p>By 2024 the Village will:</p> <ul style="list-style-type: none"> ▸ Use the Northern Capital & Planning Grant (NCPG) to leverage grant funding and forge partnerships to expand water/sewer infrastructure. ▸ Proceed with wastewater treatment plant and lagoons to the extent that funding permits. ▸ Meet the firehall requirements by upgrading or replacing the facility. ▸ Proceed with paving projects on a priority basis. ▸ Proceed with sidewalks and storm drains as funding permits. ▸ Engage in the re-design work of the Downtown Revitalization Phase 3
Social Responsibility	<p>By 2024 the Village will:</p> <ul style="list-style-type: none"> ▸ Promote and encourage an increase in the availability of residential housing stock to address demand across the spectrum, including seniors, market value and low income with the support of the Housing Committee. ▸ Continue to support the development of the Foundry youth center. ▸ Hold annual Community to Community forums with First Nations partners. ▸ Explore and implement options for improved bylaw enforcement ▸ Engage stakeholders in order to create a Recreation and Parks Master Plan
Environmental Stewardship	<p>By 2024 the Village will:</p> <ul style="list-style-type: none"> ▸ Reduce the wildfire risk through wildfire mitigation on Village Heights. ▸ Identify climate action priorities and partnerships, and implement steps towards meeting goals

4. Village of Burns Lake 3 Year Strategic Plan

The three-year strategic plan identifies initiatives and objectives for the Village for each of the next three years. The objectives are subject to change as new priorities emerge.

Strategic Priority	2022 Initiatives and Objectives	2023 Initiatives and Objectives	2024 Initiatives and Objectives
<p>Economic Development</p> <p><i>The Village will undertake initiatives that support the development of a strong and diverse economy, including for industry, commerce, tourism, and a vibrant downtown.</i></p>	<ul style="list-style-type: none"> • Continue to implement the recommendations in the ‘Chart the Course’ economic diversification plan. • Begin to implement actions proceeding from prosperity clinic regarding wealth building, community building and economic diversification. • Promote business opportunities and continue work towards attracting new business from the regional pilot program. • Implement next steps in development of Village Heights: <ul style="list-style-type: none"> ○ “Reaching new Heights”; host a Prosperity Clinic with the development community re: layout and development of land; ○ Selective harvesting of conifers (CWPP fuel mitigation) & use revenue generated for clean-up; ○ incorporate plan for water/sewer ROW in road clearing; • Continue implementing recommendations from Tourism Working Group. • Implement Tourism Marketing Strategy. • Support events for recreation. • Support developers and business to increase commercial office space. 	<ul style="list-style-type: none"> • Continue to implement the recommendations in the ‘Chart the Course’ economic diversification plan. • Continue implementing actions proceeding from prosperity clinic regarding wealth building, community building and economic diversification. • Promote business opportunities and continue work towards attracting new business from the regional pilot program. • Implement next steps in development of Village Heights. • Continue implementing recommendations from Tourism Plan. • Support events for recreation. • Support developers and business to increase commercial office space. 	<ul style="list-style-type: none"> • Continue to implement the recommendations in the ‘Chart the Course’ economic diversification plan. • Continue implementing actions proceeding from prosperity clinic regarding wealth building, community building and economic diversification. • Promote business opportunities and continue work towards attracting new business from the regional pilot program. • Implement next steps in development of Village Heights. • Continue implementing recommendations from Tourism Plan. • Support events for recreation. • Support developers and business to increase commercial office space.

Strategic Priority	2022 Initiatives and Objectives	2023 Initiatives and Objectives	2024 Initiatives and Objectives
<p>Infrastructure</p> <p><i>The Village will engage in good government that is financially sustainable and invests in infrastructure to service the community.</i></p>	<ul style="list-style-type: none"> • Continue to pursue/develop water and sewer servicing to Industrial Lands. • Continue with Wastewater Treatment Plant and sewer lagoons (grant dependent; could be phased.) • Leverage NCPG funds for water and sewer projects, applying for grants and utilizing partnerships where possible. • Continue to improve amenities at the local campground. • Continue with development of the Anglican Church property. • Priority paving projects ~\$400k • Next phase of Active Transportation sidewalk and storm drain (grant dependant). • Explore and compare sites; develop a plan for upgrading or replacing firehall. • Practice good communication with the public through social media, being approachable, accountable and transparent; provide ‘highlights’ to public. • Support infrastructure developments that encourage diversity and promote Burns Lake as a welcoming community. • Develop a plan for consistent widespread internet connectivity. 	<ul style="list-style-type: none"> • Continue to pursue/develop water and sewer servicing to Industrial Lands. • Continue with Wastewater Treatment Plant and sewer lagoons (grant dependent; could be phased.) • Continue water and sewer projects on a priority basis. • Continue to improve amenities at the local campground. • Continue work on the Anglican Church. • Priority paving projects ~\$4000k • Next phase of Active Transportation sidewalk and storm drain. • Engineering and design for construct/upgrade of Firehall. • Practice good communication with the public through social media, being approachable, accountable and transparent; provide ‘highlights’ to public. • Support infrastructure developments that encourage diversity and promote Burns Lake as a welcoming community. 	<ul style="list-style-type: none"> • Continue to pursue/develop water and sewer servicing to Industrial Lands. • Continue with Wastewater Treatment Plant and sewer lagoons (grant dependent; could be phased.) • Continue water and sewer projects on a priority basis. • Continue to improve amenities at the local campground. • Complete work on the Anglican Church. • Priority paving projects ~\$4000k • Next phase of Active Transportation sidewalk and storm drain. • Construct/upgrade Firehall. • Practice good communication with the public through social media, being approachable, accountable and transparent; provide ‘highlights’ to public. • Support infrastructure developments that encourage diversity and promote Burns Lake as a welcoming community • Downtown Revitalization Phase 3 redesign.

Strategic Priority	2022 Initiatives and Objectives	2023 Initiatives and Objectives	2024 Initiatives and Objectives
<p>Social Responsibility</p> <p><i>The Village will exercise social responsibility by supporting housing inventory for the community's diverse population, and recreational opportunities that improve quality of life.</i></p>	<ul style="list-style-type: none"> • Make continuous efforts at reconciliation and respectful dialogue; collaborate, communicate, seek and provide input. • Support developers and not-for-profit organizations with new housing for market and subsidized multi-family dwellings, investigate local government incentive tools. • Work with Foundry to support Youth Centre feasibility planning. • Annual C2C forum – determine topic jointly with First Nations. • Increase communication to public and social engagement with public. • Engage with the public and stakeholders in the creation of a recreation and parks master plan. • Continue to plan for the Village's 100th Anniversary 	<ul style="list-style-type: none"> • Make continuous efforts at reconciliation and respectful dialogue; collaborate, communicate, seek and provide input. • Support developers & not-for-profit organizations with new housing for market and subsidized multi-family dwellings, investigate local government incentive tools. • Continue work with Foundry youth centre. • Annual C2C forum – determine topic jointly with First Nations. • Increase communication to public and social engagement with public. • Complete the recreation and parks master plan and begin implementation. • Host the Village's 100th Anniversary celebrations 	<ul style="list-style-type: none"> • Make continuous efforts at reconciliation and respectful dialogue; collaborate, communicate, seek and provide input. • Support developers & not-for-profit organizations with new housing for market and subsidized multi-family dwellings, investigate local government incentive tools. • Continue work with Foundry youth centre. • Annual C2C forum – determine topic jointly with First Nations. • Increase communication to public and social engagement with public. • Implement the recreation and parks master plan.
<p>Environment</p> <p><i>The Village will provide responsible environmental stewardship and mitigate wildfire risk.</i></p>	<ul style="list-style-type: none"> • Selectively harvest conifers on Village Heights and use revenue generated for clean-up. • Prioritize and implement actions from Community Wildfire Protection Plan to keep our community safe. • Support the FireSmart Committee, encourage citizen participation and consider resources to do so. • Promote EV charging stations. • Encourage recycling. 	<ul style="list-style-type: none"> • Prioritize and implement actions from Community Wildfire Protection Plan to keep our community safe. • Support the FireSmart Committee, encourage citizen participation and consider resources to do so. • Promote EV charging stations. • Encourage recycling. • Explore opportunities to continue towards climate action goals. 	<ul style="list-style-type: none"> • Prioritize and implement actions from Community Wildfire Protection Plan to keep our community safe. • Support the FireSmart Committee, encourage citizen participation and consider resources to do so. • Promote EV charging stations. • Encourage recycling. • Explore opportunities to continue towards climate action goals.

Strategic Priority	2022 Initiatives and Objectives	2023 Initiatives and Objectives	2024 Initiatives and Objectives
	<ul style="list-style-type: none"><li data-bbox="422 269 877 326">• Explore opportunities to continue towards meeting climate action goals.		



Advocacy and Partnerships:

To achieve our goals, we need to support and engage in partnerships especially with First Nations and advocate for solutions for our community. Advocacy and partnerships are very important work for Council. Over the next three years, we will focus on:

- ***Advocacy with Northern Health Authority for improved health services especially for maternity, ultrasound, endoscopy, perinatal services and addiction services,***
- ***Support responsible resource management and development with all levels of government and with our community forests.***
- ***Support reconciliation with First Nations***
- ***Engage in partnerships with local First Nations for mutual benefit in all strategic areas.***
- ***Advocacy with post-secondary institutions to promote access to skills training and education in Burns Lake.***
- ***Advocate for improved connectivity and hydro-electric power with telecommunications and utility companies***
- ***Participate with the Resource Benefit Alliance***
- ***Support the development of the "Foundry" youth center.***

5. Measure of Success for 2022 Objectives

Measures of success have been identified for the 2022 strategic initiatives and objectives identified for the Village to assess the outcome.

Area	Action	Measure of Success
<p>Economic Development</p>	<ol style="list-style-type: none"> 1. Continue to implement the recommendations in the ‘Chart the Course’ economic diversification plan. 2. Begin to implement actions proceeding from prosperity clinic regarding wealth building, community building and economic diversification. 3. Promote business opportunities and continue work towards attracting new business from the regional pilot program. 4. Implement next steps in development of Village Heights: <ol style="list-style-type: none"> a. “Reaching new Heights”; host a Prosperity Clinic with the development community re: layout and development of land; b. Selective harvesting of conifers (CWPP fuel mitigation) & use revenue generated for clean-up; c. incorporate plan for water/sewer ROW in road clearing; 5. Continue implementing recommendations from Tourism Working Group. 6. Implement Tourism Marketing Strategy. 7. Support events for recreation. 8. Support developers and business to increase commercial office space. 	<ol style="list-style-type: none"> 1. Concrete actions identified and implemented. 2. Prosperity Clinic held re: wealth building, community building and economic diversification. 3. Continued participation and promotion. 4. Prosperity clinic held re: Village Heights; selective harvesting of conifers and clean-up completed; water/sewer ROW identified; road cleared; completed Village Heights subdivision plan. 5. Implementation of approved Tourism recommendations. 6. Concrete actions from Community Tourism Marketing Strategy implemented as identified. 7. Events for recreation were supported. 8. Continued effort to support developers and businesses to increase commercial office space.

Area	Action	Measure of Success
<p>Infrastructure</p>	<ol style="list-style-type: none"> 1. Continue to pursue/develop water and sewer servicing to Industrial Lands. 2. Continue with Wastewater Treatment Plant and sewer lagoons (grant dependent; could be phased.) 3. Leverage NCPG funds for water and sewer projects, applying for grants and utilizing partnerships where possible. 4. Continue to improve amenities at the local campground. 5. Continue with development of the Anglican Church property. 6. Priority paving projects ~\$400k 7. Next phase of Active Transportation sidewalk and storm drain (grant dependant). 8. Explore and compare sites; develop a plan for upgrading or replacing firehall. 9. Practice good communication with the public through social media, being approachable, accountable and transparent; provide 'highlights' to public. 10. Support infrastructure developments that encourage diversity and promote Burns Lake as a welcoming community. 	<ol style="list-style-type: none"> 1. Opportunities to service lands considered and actioned if/as appropriate. 2. Wastewater treatment plant and sewer lagoons moved forward as funding permits. 3. NCPG funds utilized for water/sewer in line with Village's list of larger infrastructure projects where possible; grants applied if applicable; partnerships explored. 4. Improvement in amenities at local campground. 5. Progress made on the Anglican Church restoration project. 6. Paving project completed. 7. Sidewalk completed to extent funding permits. 8. Options explored and Firehall plan developed, design completed for firehall based upon securing appropriate property. 9. Communication maintained and improved; highlights added. 10. Infrastructure developments completed as planned.

Area	Action	Measure of Success
Social Responsibility	<ol style="list-style-type: none"> 1. Make continuous efforts at reconciliation and respectful dialogue; collaborate, communicate, seek and provide input. 2. Support developers and not-for-profit organizations with new housing for market and subsidized multi-family dwellings, investigate local government incentive tools. 3. Work with Foundry to support Youth Centre feasibility planning. 4. Annual C2C forum – determine topic jointly with First N. 5. Increase communication to public and social engagement with public. 6. Engage with the public and stakeholders in the creation of a recreation and parks master plan. 	<ol style="list-style-type: none"> 1. Two-way communication with FN in support of reconciliation and collaboration. 2. New housing projects supported. 3. Support and dialogue with Foundry continues. 4. C2C held. 5. Communication & social engagement occurs. 6. Planning and consultation for Recreation and Parks master plan commenced.
Environment	<ol style="list-style-type: none"> 1. Selectively harvest conifers on Village Heights lands and use revenue generated for clean-up. 2. Prioritize and implement actions from Community Wildfire Protection Plan to keep our community safe. 3. Support the FireSmart Committee, encourage citizen participation and consider resources to do so. 4. Promote EV charging stations. 5. Encourage recycling. 6. Explore opportunities to continue work towards meeting climate action goals. 	<ol style="list-style-type: none"> 1. Conifers selectively harvested and clean-up completed 2. Prioritized actions in CWPP completed. 3. FireSmart Committee provided Village support and citizens encouraged. 4. EV Charging stations continue to be promoted. 5. Recycling encouraged. 6. Steps taken towards meeting climate action goals.