

District of Barriere

REPORT TO COUNCIL

Memorandum

Date: August 31, 2026	File: 530.20/Rpts
To: Council	From: Chief Administrative Officer
Re: 2026 Q3 Strategic Plan 2026-2028 Update	

Purpose

To provide Council with an update on the 2026-2028 Strategic Plan.

Background

Council established the rolling 2026-2028 Strategic Plan in January 2026. The attached working copy of the Plan provides a breakdown of the projects, the number of staff hours/days estimated that are needed for the full project from beginning to end (and the remaining hours/days), as well as the progress made to date.

Below is a high-level update on the key Priorities:

Priority #1: Implement an Organizational Asset Management Program

- Strategic Priorities Fund (SPF) application for the Asset Management Investment Plan (AMIP) was not successful. FCM and UBCM do not offer asset management grant funding at this time (used to be for 50% up to \$25,000). As part of the next Strategic Planning session, Council should consider self-funding the project.
- Council adopted basic reserve contribution policy in July 2026 for roughly \$500,000 annually, which is intended to provide a starting point for annual budget planning until the AMIP and resulting Financial Investment Policy are finalized.
- Open House was held in January 2026 which included Asset Management components. Reserve Contribution policy is in place as an interim measure. At the next Strategic Planning session further education options should be discussed for 2027 and beyond.

Priority #2: Fiscally Responsible Operations

- SPF application for the Fire Hall project was not successful. This will need to be further discussed as part of the next Strategic Planning session as there is a considerable amount of funding and resources needed to a) purchase a new engine and b) find a solution for a hall over the coming Council term.
- Incoming Council should review options for equitable tax rate adjustments and permissive tax exemptions as part of Strategic Planning and budget 2027.
- Working with one mobile home park regarding centralizing solid waste collection as a proof of concept and collecting data on efficiencies for future service level adjustments.
- Two winter road vehicles and related parts are procured. Sand storage shed is engineered and should be constructed before mid-October. Sand procurement is in process.

- Financial Transaction Authorization Policy has been adopted. Officers and Delegation of Authority Bylaw includes other streamlining of processes and procedures. Holistic reviews are intended to codify current practices, implement industry standards, and create efficiencies to maximize resources.

Priority #3: Create Opportunities for Community Growth

- Waste Water Treatment Plant (WWTP) – Construction RFP was awarded. Construction commenced in August with substantial completion targeted for early 2027.
- Wastewater and Water Master Plan updates were not approved for SPF grant funding. At the next Strategic Planning session, the incoming Council may need to consider self-funding a portion of the project or an alternate strategy.

Priority #4: General Governance and Community Engagement

- Official Community Plan (OCP) Refresh is complete. Intent is to review Zoning, Development Cost Charges (DCC) and Amenity Cost Charges (ACC), and any other related potential policies and bylaws for alignment in 2027. May require additional funding to undertake a holistic review from an outside source.
- Regarding DCC's and ACC's – shifted Strategy for 2026 and 2027, low DCC's and no ACC's ensure potential developments are not stalled out currently. Instead focused on alignment of Building Permit fees for 2026.
- The housing workshop – at this stage, suggestion would be to discuss the intent of this workshop as part of the next Strategic Planning session.
- Supporting local partners: Men Shed Lease complete, Lower North Thompson Communities Foundation donor tree agreement complete, First Responders Bay 5 lease to be worked on next, targeted for early 2027.
- Memorial Wall substantially complete.

Next Steps

- Financial Planning Session(s) in November / December 2026

Attachments

1. 2026 Q3 Strategic Plan Update

Prepared by:

D. Drexler, Chief Administrative Officer

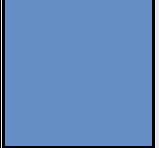


District of Barriere Projects

August 5, 2026

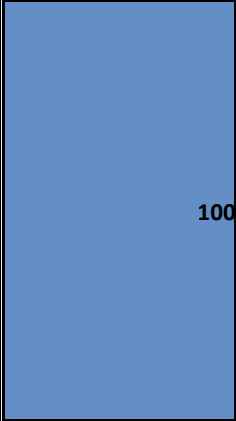
In Progress

		Program Type		Capacity Requirements					Project Delivery	
		Initiated by	Capital Program?	Estimated costs	Staff hours - Total	Staff days - Total	Staff hours - Remain	Staff days - Remain	Sponsor	Percent complete
	Priority #1: Implement an Organizational Asset Management Program									
	Goal 1. – Assess Current Practices and State of Our Assets									
	a.Complete review of Current Practices and make recommendations on how to address any gaps by the end of 2027.	Council			80	10.7	70	9.3	CAO	30 %
	b.Provide a review of our Assets and long-term annual investment needs for Council and Public Information by the end of 2027.	Council			40	5.3	40	5.3	CAO	0 %
	Goal 2. Develop Asset Management Policies									
	a.Asset Management Investment Plan (AMIP)	Council		\$ 50,000	80	10.7	80	10.7	CAO	25 %
	b.Asset Management Financial Investment Policy	Council			120	16.0	120	16.0	CAO	25 %
	Goal 3. – Communication of Asset Management Program to Public									
	a.Information is readily available to the public through various channels.	Council			60	8.0	40	5.3	CO	35 %
	b.At least one Open House on Asset Management has been held before the end of 2026.	Council			100	13.3	75	10.0	CAO	50 %
	c.Reasonable efforts have been made to educate the public on the purpose of Asset Management.	Council			20	2.7	18	2.4	CAO	20 %

	Priority #2: Fiscally Responsible Operations									
	Goal 1. – Develop a District Facilities Roadmap									
	a.Present a short-term facilities strategy for Council consideration that aligns with the needs of the organization and are financially achievable in 2025/26.	Council			160	21.3	90	12.0	PW	 50 %
	b.Begin implementation of approved short-term components.	Council				0.0		0.0	PW	 15 %
	c.Include long term facilities needs in Asset Management plans.	Council			40	5.3	30	4.0	PW	 40 %
	Goal 2. – Develop a Strategy to mitigate cost increases and downloading pressures.									
	a.Finalize a new Fire Services Agreement that works towards a more equitable and fair revenue component for the District.	Council			120	16.0	0	0.0	CAO/FC	 100 %
	b.Present options to Council on how the tax burden could be re-allocated over time to provide a more equitable solution to all taxation classes.	Council			200	26.7	140	18.7	CAO/CFO	 35 %
	c.Leonie Lake Dam – Present business case to reduce costs and liabilities to the District, while equally looking at revenue generation opportunities.	Council			100	13.3	0	0.0	PW	 100 %
	d.Enhance the available opening hours for the Bandshell Washrooms	Council			25	3.3	0	0.0	PW	 100 %
	e.Complete the utility billing conversion and solid waste collection review and present options to Council early in 2026 regarding next steps to communicate any potential billing changes to customers.	Council			100	13.3	75	10.0	CAO	 65 %
	f.Subject to 2026 budget approval, ensure that the all-year roads department is fully operational by October 2026 for winter operations.	Council			200	26.7	80	10.7	PW	 70 %
	g.Business cases to align current and future operational needs to increase efficiencies and capacity is presented for Council consideration.	Council			160	21.3	16	2.1	CAO	 95 %
	Goal 3. – Financial Confidence and Oversight are Rebuilt									
	a.Financial Policies are presented for Council consideration.	Council			160	21.3	30	4.0	CAO/CO	 75 %
	b.The 2026 audit is on time.	Council			400	53.3	400	53.3	CFO	 25 %
	c.Financial software options are considered once the Thompson Nicola Regional District (TNRD) has made a decision on their products and potential sharing of	Council				0.0		0.0	CAO	0 %

	Priority #3: Create Opportunities for Community Growth									
	Goal 1. – Complete Wastewater Treatment Plant (WWTP) Project and SCADA System									
✓	a.The new WWTP is operational by end of Q1 2027.	Council	yes	\$ 5,000,000	400	53.3	300	40.0	PW	 35 %
	Goal 2. – Support Developments to Increase our Tax Base									
✓	a.Development is enabled as much as possible for the 3 large parcels north of the Highway Bridge along the Highway 5 Corridor. Ideally both, water and wastewater, are available.	Council			240	32.0	200	26.7	CAO/PW	 15 %
✓	a.If REDIP grant is not receive, provide Council with options to fund the project (or part of the project) without any grant support	Council			80	10.7	60	8.0	CAO/PW	 60 %
✓	b.Council is presented with options for land swaps or right of way agreements with property owners if the project proceeds	Council			120	16.0	120	16.0	PW/CO	 5 %
✓	b.Active Transportation and Utility Right of Way corridors are established where feasible.	Council			120	16.0	100	13.3	PW/CO	 25 %
✓	c.Continuously review grant opportunities that would allow infrastructure expansion to underutilized areas, to allow for growth or to reduce operating costs.	Council				0.0		0.0	PW/CO	 25 %
✓	d.Present a high-level report to Council for possible options in relation to BC Hydro power redundance and potential revenue generation from the Leonie Lake Dam.	Council			120	16.0	0	0.0	CAO	 100 %
	Goal 3. – Complete critical Utility Bylaw and Utility Master Plan revisions									
✓	a.Present a Wastewater Bylaw for Council consideration in Q1 2026.	Staff			240	32.0	0	0.0	PW/CO	 100 %
✓	b.Present a Water Bylaw update for Council consideration in 2025.	Council			120	16.0	0	0.0	CAO/CO	 100 %
✓	c.Wastewater Master plan update is started by end of 2027, funding dependent.	Council			400	53.3	400	53.3	CAO/PW	 15 %
✓	d.Water Master Plan update is started by end of 2027, funding dependent.	Council			400	53.3	400	53.3	CAO/PW	 15 %

	Priority #4: General Governance and Community Engagement									
	Goal 1. – Increase Partnership with Simpcw First Nation									
✓	a.Present an application for the Crown Land Tenure to both Councils for consideration.	Council			120	16.0	80	10.7	CAO/CO	35 %
✓	b.If opportunities arise, present them to Council for consideration.	Council				0.0		0.0	CAO/CO	20 %
	Goal 2. – Bylaws and legislated reports are complete									
✓	a.The OCP is updated and presented to Council for consideration by end of 2025.	Province			240	32.0	0	0.0	CAO/CO	100 %
🔄	b.After the OCP is adopted and if changes to the Zoning Bylaw are required, the draft update Bylaw is presented to Council for consideration by end of 2027.	Province			400	53.3	400	53.3	CO	5 %
✓	c.Development Approvals Bylaw is updated and presented to Council for consideration by end of 2026.	Staff			240	32.0	0	0.0	CO	100 %
🔄	d.Development Cost Charges Bylaw is updated and presented to Council for consideration by end of 2026.	Staff			400	53.3	400	53.3	CO	10 %
🔄	e.If appropriate, present an Amenity Cost Charges (ACC) Bylaw for Council consideration in 2027.	Council			200	26.7	200	26.7	CO	0 %
✓	f.Parks Bylaw is updated and presented to Council for consideration by end of 2025.	Council			80	10.7	0	0.0	CAO/CO	100 %
✓	g.Fire Bylaw is updated and presented to Council for consideration by end of April 2026, to include options for Council consideration on permitting cooking campfires in summer months.	Staff			120	16.0	80	10.7	CAO/FC	33 %
🔄	h.Accessibility requirements are met.	Province			200	26.7	180	24.0	CO	10 %
✓	i.Host a housing workshop for Council by the end of Q2 2026.	Council			80	10.7	60	8.0	CO	10

	Goal 3. – Enhanced Engagement with the Community and our Partners									
✓	a.Communications regarding District projects are enhanced on the platforms that our citizens are wanting to be engaged on. a. Present a report to Council for consideration in Q1 of 2026 to potentially: i. Establish a Social Media presence, for example on Facebook. ii. Provide regular “Did You Know?” updates through eNews and Social Media. 1. To include Animal Control messaging iii. Other engagement opportunities such as pamphlets and open houses	Council			100	13.3	0	0.0	CO	 100 %
✓	b.Support our local community partners and enable them to provide a benefit to the community on behalf of the District	Council			120	16.0	40	5.3	CAO/CO	 80 %
✓	c.Establish a mechanism to solicit input from the Youth in our community.	Council			120	16.0	120	16.0	CO	 10 %
✓	d.If funding from REDIP is secured, negotiate a contract with the Chamber to provide the services, and present the agreement for Council consideration.	Chamber			80	10.7	0	0.0	CO	 100 %
✓	e.In partnership with the Chamber, present a wayfinding strategy for Council consideration by the summer of 2026.	Council			40	5.3	0	0.0	CO	 100 %
✓	f.As part of the budget, present options to strategically narrow Barriere Town Road by the Ridge facility at the intersections and crosswalk for traffic calming purposes.	Public			60	8.0	0	0.0	PW	 100 %
✓	g.Complete the Memorial Wall in the cemetery in 2026, subject to funding from external parties.	Public			80	10.7	24	3.2	PW	 75 %

	Goal 4. - Raise the District's Profile									
✓	a.Create a Policy that includes external opportunities for community support, including Scholarships for Grads, Volunteer of the Year, Freedom of the Municipality, etc.	Council			120	16.0	0	0.0	CO	100 %
✓	b.Create a Policy that addresses consistent staff appreciation approaches, including Long Service Awards, Retirements, Hiring, Bereavement, Christmas Thank You, Corporate Wear/Swag, etc.	Council			120	16.0	110	14.7	CO	5 %
✓	c.Host a workshop by the summer of 2026 with key community partners like non-for profits and main employers to further understand their service and needs.	Council			80	10.7	0	0.0	CO	100 %
					TOTAL		REMAINING			
Capacity Required:				\$ 5,050,000	7405	987	4578	610		
Capacity Available:					1560	208	1560	208		
Capacity Deficit					5845	779	3018	402		