

District of Barriere

# REPORT TO COUNCIL

## Request for Decision

<b>Date: December 15, 2025</b>	<b>File: 530.20/Rpts</b>
<b>To: Council</b>	<b>From: Chief Administrative Officer</b>
<b>Re: Strategic Plan 2026-2028</b>	
<b>Recommendation: THAT Council adopts the Strategic Plan 2026-2028 as attached.</b>	

### Purpose

For Council to consider adopting their Strategic Plan for 2026-2028 as attached.

### Background

In January of 2025, Council established a 2025-2026 Strategic Plan that established new Priorities, Goals, and Results that Council wanted to accomplish.

To ensure that there is a continuous process for review and monitoring, throughout the 2025 calendar year, Staff included the Strategic Plan on public Council meeting agendas and Council acknowledged the progress for the various projects at that time.

Throughout 2025, Council also received various requests from the public and elected to hold a strategic planning workshop on November 7 and 8, 2025, to review the current Priorities, Goals, and available staffing and funding capacity to potentially include other critical items on an updated plan.

Council elected to expand the Plan to be a three-year one while equally wishing to make this a continuous rolling strategic plan where each year completed items come off the plan and potential new Goals and anticipated Results would be added. This will ensure that an annual mechanism and structure exists to review and update the overall Plan, while equally providing opportunities for new critical items to be added.

### Request Updates

After reviewing the current progress on the Plan, at the workshop, Council discussed over 20 additional items ranging from Revenue Generation options, to ATVs on municipal roads, to Animal Control options, and Campfire Permitting (primarily to allow for campfires during summer months).

As the overall staffing capacity for new projects is extremely limited over the next three years, Council did not have the resources available to add all requests to a potential new plan but rather needed to carefully select projects based on critical needs.

Below is a list of some of the requests that were discussed and the outcome:

- Revenue generation – 2 options added to the plan, dumpster rentals for renovations was not added
- Animal Control options – additional communication, primarily for dog owners (as feasible) was added
- Leonie Lake Dam – the presence on the plan was elevated and possibly hydro generation opportunity was added
- BC Hydro Redundancy – was formally added and now includes a high-level review for the Leonie Lake Dam from a hydro creation point.
- Bandshell Washrooms – Council asked Staff to include \$5,000 within the 2026 budget for automatic electronic door locks and controls to enhance community access.
- Economic Development – 2 projects with the Chamber were formally added (ETSI Wayfinding grant and REDIP), 1 project did not proceed.
- Speeding within the community – Council asked staff to prepare design options and costs for a traffic calming test area on Barriere Town Road by the Ridge and present as part of the budget process.
- ATVs on municipal roads – not added.
- Golf Carts on municipal roads – not added.
- Summer campfires / permitting – Council asked staff to prepare options as part of a Fire Safety Bylaw update for spring 2026. Council also asked for additional education as opportunities arise.
- Fire department long range plan including potential partnerships, opportunities to maintain or increase our rating with the Fire Underwriter Survey.
- Enhanced communications – Council asked staff to provide a report on options to elevate communications to the public, including “Did you know?” campaigns, social media presence, pamphlets, and open houses.
- Raise the District’s Profile – Council asked staff to include opportunities to enhance the District’s profile, including scholarships, volunteer recognition, staff appreciation, and a key community groups and employers partners meeting.
- Housing – Council wants to hold a workshop in the first half of 2026 to review options on how Council can support the housing challenges in Barriere.

More details can be found in the Draft Strategic Plan document which is attached. Removal of completed items is highlighted in Yellow on the Plan while new items and changes are highlighted in Light Grey.

Below is a high-level summary of the Priorities and Goals that were established in 2025. One Goal was added to Priority 4 as Goal 4. Updates are highlighted in Yellow below.

Priority 1 - Implement an Organizational Asset Management Program

Goal 1. – Assess Current Practices and State of Our Assets

Goal 2. – Develop Asset Management Policies

Goal 3. – Communication of Asset Management Program to Public

Priority 2 - Fiscally Responsible Operations

Goal 1. – Develop a District Facilities Roadmap

Goal 2. – Develop a Strategy to mitigate cost increases and downloading pressures

Goal 3. – Financial Confidence and Oversight are Rebuilt

Priority 3. - Create Opportunities for Community Growth

- Goal 1. – Complete Wastewater Treatment Plant (WWTP) Project and SCADA System
- Goal 2. – Support Developments to Increase our Tax Base
- Goal 3. – Complete critical Utility Bylaw and Utility Master Plan revisions

Priority 4. - General Governance and Community Engagement

- Goal 1. – Increase Partnership with Simpcw First Nation
- Goal 2. – Bylaws and legislated reports are complete
- Goal 3. – Enhanced Engagement with the Community and our Partners
- Goal 4. – Raise the District's Profile

At the in-camera meeting on November 17, 2025, Council reviewed these Priorities, Goals, and the Results Council envisions. Staff also proposed corresponding Actions to achieve the envisioned Results. Council agreed that the proposed Strategic Plan meets the desires of Council. No further feedback was received from Council after the meeting.

**Summary**

The final version of Council's Strategic Plan 2026-2028 is now presented for Council consideration.

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**Benefits or Impact**

General

Upon review, the 2026-2028 priorities set by Council, and as presented, can largely be accommodated within the workplans. However, events that are outside the District's control can impact the workplans considerably at times. This includes, for example, environmental events or human resources challenges.

Finances

Upon review, the 2026-2028 priorities set by Council, and as presented, are consistent with and can largely be accommodated within the Financial Plan. Some projects may require additional funding (for example for engineering consultants on a wastewater masterplan update), and Council would be presented with opportunities during the budget processes to determine if the projects should receive funding. Also, if new items are added to the plan throughout the year, the expectations change, or Council commits to additional funding, the Financial Plan will need to be adjusted accordingly.

Strategic Impact

If approved, the 2026-2028 Strategic Plan will replace the 2025-2026 plan.

Risk Assessment

Compliance: Council adopted Strategic Plan for the organization.

Risk Impact: medium

Internal Control Process: Continuous updates will be provided to Council.

### Next Steps / Communication

- If adopted, Staff will begin work to update workplans (as needed) and align District budgets (as needed) to meet these goals
  - Staff will provide regular updates to Council on the activities of the Strategic Plan
  - Due to a general local government election in 2026, Staff will plan a workshop for Council within the first 9 months after the election to review the progress on the plan in more detail and to determine any emerging challenges that may need to be added at that time.
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### **Attachments**

- 2026-2028 Strategic Plan – Final – DRAFT - Clean
- 2026-2028 Strategic Plan – with highlighted changes.

### **Recommendation**

**THAT Council adopts the 2026-2028 Strategic Plan as attached.**

### **Alternative Options**

1. Council could choose not to adopt the plan and continue with the 2025-2026 plan instead. This is not recommended as Council deliberated extensively on emerging items and considered those a current priority.
2. Council could choose to amend items on the attached plan before providing approval.

Prepared by:

D. Drexler, Chief Administrative Officer

# The District of Barriere – 2026-28 Strategic Plan - DRAFT

## **Priority #1: Implement an Organizational Asset Management Program**

### Goal 1. – Assess Current Practices and State of Our Assets

#### **Actions to get us there:**

- a. Finalize a review of current practices and policies in place.
- b. Apply for Asset Management funding from UBCM (up to \$25,000) to assist with developing a long-term financial needs forecast.
- c. Consolidate the information and present at a Council meeting.

#### **The Results We Want to See:**

- a. Complete review of Current Practices and make recommendations on how to address any gaps by the end of 2027.
- b. Provide a review of our Assets and long-term annual investment needs for Council and Public Information by the end of 2027.

### Goal 2. – Develop Asset Management Policies

#### **Actions to get us there:**

- a. Develop an Asset Management Investment Plan (AMIP)
- b. Develop Asset Management Financial Investment Policy

#### **The Results We Want to See:**

- a. Present Asset Management Framework Policies and Plans for Council consideration, including:
  - a. Asset Management Investment Plan (AMIP)
  - b. Asset Management Financial Investment Policy
- b. In the Policies and Plans, consider the current State of Our Assets (from Goal 1.) and Asset Deficits.
- c. Provide a list of immediate critical renewal needs as part of the annual budget with a 5 year forecast.

### Goal 3. – Communication of Asset Management Program to Public

#### **Actions to get us there:**

- a. Develop a Communications Strategy and budget to assist with informing the public about the Asset Management needs of the community.
- b. Provide continuous information to the public in a variety of ways throughout 2026, 2027, and 2028.

#### **The Results We Want to See:**

- a. Information is readily available to the public through various channels.
- b. At least one Open House on Asset Management has been held before the end of 2027.
- c. Reasonable efforts have been made to educate the public on the purpose of Asset Management.

# The District of Barriere – 2026-28 Strategic Plan - DRAFT

## Priority #2: Fiscally Responsible Operations

### Goal 1. – Develop a District Facilities Roadmap

#### **Actions to get us there:**

- a. Review current key facilities for long- and short-term use (Facility Assessments):
  - a. Town Hall / SD73 partnership
  - b. Fire Hall
  - c. Works Yard
  - d. BBC
  - e. Lions Hall
  - f. Old Chamber Building
  - g. Solar Aquatics
- b. Develop a plan that would allow for operational cost savings to fund additional contributions to reserve which will enable us to replace/upgrade our facilities.

#### **The Results We Want to See:**

- a. Present a short-term facilities strategy for Council consideration that aligns with the needs of the organization and are financially achievable in 2026/27.
- b. Begin implementation of approved short-term components.
- c. Include long term facilities needs in Asset Management plans.

### Goal 2. – Develop a Strategy to mitigate cost increases and downloading pressures.

#### **Actions to get us there:**

- a. Seek opportunities to increase efficiencies / reduce costs, for example:
  - a. Negotiate a more favourable Fire Services Agreement with the TNRD, and ensure additional increases are included in future agreements.
  - b. Review and analyze the tax burden apportionment
  - c. Finalize Public Engagement for Leonie Dam to determine next steps, which may include a recommendation to decommission the Dam
    - i. Utilize a qualified professional to provide a high level review of power generation potential for the Dam.
  - d. Include \$5,000 in the draft 2026 budget to install automatic door hardware for the Bandshell Washrooms,
    - i. if approved complete project for the 2026 summer season.
  - e. Finalize review of utility bylaws and solid waste delivery models with a focus on alignment with standard practices for multi-tenant properties such as mobile home parks
    - i. Present a report to Council highlighting any potential changes, next steps, and adequate notices to be provided if billing changes are desired

# The District of Barriere – 2026-28 Strategic Plan - DRAFT

- b. Seek opportunities to increase Staff development, capacity, and growth, to align with the current needs of the organization, for example:
  - a. Include a full-time roads department in the 2026 draft budget for Council consideration
    - i. if approved, complete all required steps to ensure the all-year roads department is operational as soon as possible.
  - b. Organizational Structure review that enables and supports transparency, communications, community growth, and community livability, while ensuring that our statutory obligations are met.

## **The Results We Want to See:**

- a. Finalize a new Fire Services Agreement that works towards a more equitable and fair revenue component for the District.
- 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.
- c. Leonie Lake Dam – Present business case to reduce costs and liabilities to the District, while equally looking at revenue generation opportunities.
- d. Enhance the available opening hours for the Bandshell Washrooms
- 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.
- f. Subject to 2026 budget approval, ensure that the all-year roads department is fully operational by October 2026 for winter operations.
- g. Business cases to align current and future operational needs to increase efficiencies and capacity is presented for Council consideration.

## **Goal 3. – Financial Confidence and Oversight are Rebuilt**

### **Actions to get us there:**

- a. Enhancing Financial Procedures and Processes
  - a. Workflows, signoff, and other processes are evaluated and enhanced where feasible.
  - b. All Financial Policies are reviewed, and possibly new Policies are established, to align with the needs of our growing organization, including:
    - i. Budget Transfer Authority
    - ii. Payroll and Expense Review Policy
    - iii. Travel and Expense Policy
- b. Review Financial Software and options to determine a best strategy going forward

### **The Results We Want to See:**

- a. Financial Policies are presented for Council consideration.
- b. The 2026 audit is on time.
- c. Financial software options are considered once the Thompson Nicola Regional District (TNRD) has made a decision on their products and potential sharing of resources.

# The District of Barriere – 2026-28 Strategic Plan - DRAFT

## Priority #3: Create Opportunities for Community Growth

### Goal 1. – Complete Wastewater Treatment Plant (WWTP) Project

#### **Actions to get us there:**

- a. Tender the works in Q1 2026.
- b. Complete WWTP construction in 2026/2027.

#### **The Results We Want to See:**

- a. The new WWTP is operational by end of Q1 2027.

### Goal 2. – Support Developments to Increase our Tax Base

#### **Actions to get us there:**

- a. Summers Road Water and Sewer Expansion to support future growth and to limit lingering health advisories:
  - a. Rural Economic Development and Infrastructure Program (REDIP) funding is provided by the Province.
  - b. Work with the three property owners along Summers Road to negotiate agreements that would support the development of a water and wastewater infrastructure to reduce health advisories.
  - c. Consider options for right of way and other land trades to allow for placement of critical infrastructure and active transportation opportunities.
- b. Assess opportunities to enhance Active Transportation and Utility Right of Way corridors.
- c. Review potential funding sources to develop, or redevelop, our infrastructure.
- d. Utilize hydro industry professional to review options for power redundancy for Barriere and Simpcw First Nation.

#### **The Results We Want to See:**

- 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.
  - a. If REDIP grant is not received, provide Council with options to fund the project (or part of the project) without any grant support
  - b. Council is presented with options for land swaps or right of way agreements with property owners if the project proceeds
- b. Active Transportation and Utility Right of Way corridors are established where feasible.
- c. Continuously review grant opportunities that would allow infrastructure expansion to underutilized areas, to allow for growth or to reduce operating costs.
- d. Present a high-level report to Council for possible options in relation to BC Hydro power redundancy and potential revenue generation from the Leonie Lake Dam.



# The District of Barriere – 2026-28 Strategic Plan - DRAFT

## Goal 3. – Complete critical Utility Bylaw and Utility Master Plan revisions

### **Actions to get us there:**

- a. Develop a new Wastewater Regulations Bylaw.
- b. Update the Water Regulations Bylaw to include provisions that address mobile home parks and other emerging items.
- c. Review the current Wastewater Master Plan for long range feasibility, practicality, and capacity considering recent developments and expansions in the community.
- d. Review the current Water Master Plan for long range capacity and community growth.

### **The Results We Want to See:**

- a. Present a Wastewater Bylaw for Council consideration in Q1 2026.
- b. Present a Water Bylaw update for Council consideration in 2025.
- c. Wastewater Master plan update is started by end of 2027, funding dependent.
- d. Water Master Plan update is started by end of 2027, funding dependent.

# The District of Barriere – 2026-28 Strategic Plan - DRAFT

## **Priority #4: General Governance and Community Engagement**

### Goal 1. – Increase Partnership with Simpcw First Nation

#### **Actions to get us there:**

- a. Continue to work on a joint Crown Tenure Application.
- b. Continuously review opportunities to enhance our level of partnership, including:
  - a. Simpcw Resources Group development partnerships
  - b. Wayfinding Signage
  - c. Emergency Services departments, including FireSmart

#### **The Results We Want to See:**

- a. Present an application for the Crown Land Tenure to both Councils for consideration.
- b. If opportunities arise, present them to Council for consideration.

### Goal 2. – Bylaws and legislated reports are complete

#### **Actions to get us there:**

- a. Continue to work in house and with external resources where appropriate on various governance documents that are necessary to be updated to meet Council and provincial objectives.

#### **The Results We Want to See:**

- a. The OCP is updated and presented to Council for consideration by end of 2025.
- 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.
- c. Development Approvals Bylaw is updated and presented to Council for consideration by end of 2026.
- d. Development Cost Charges Bylaw is updated and presented to Council for consideration by end of 2026.
- e. If appropriate, present an Amenity Cost Charges (ACC) Bylaw for Council consideration in 2027.
- f. Parks Bylaw is updated and presented to Council for consideration by end of September 2026.
- 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.
- h. Accessibility requirements are met.
- i. Host a housing workshop for Council by the end of Q2 2026.

# The District of Barriere – 2026-28 Strategic Plan - DRAFT

## Goal 3. – Enhanced Engagement with the Community and our Partners

### **Actions to get us there:**

- a. Develop a plan that would enhance and broaden District communications to enable sharing of critical information on budgets, asset management, and other critical information.
  - a. a report highlighting options to enhance and broaden District communications is presented to Council. The report should include potential risks and expected levels of service.
- b. Consider options to enable Community Partners, to provide a larger benefit to the community, for example, the Chamber -> Downtown building renovations.
  - a. If the 2025 REDIP 3 year grant is successful, draft an agreement to potentially utilize the Chamber to deliver the program
  - b. Support the Chamber with the wayfinding strategy to ensure completion in Spring 2026
- c. Review options to allow the Youth in our community to have a more direct input to Council, and present those options to Council
- d. Research options to reduce speeding along Barriere Town Road.
- e. Work with the donor on design and installation of the memorial wall.

### **The Results We Want to See:**

- 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
- b. Support our local community partners and enable them to provide a benefit to the community on behalf of the District
- c. Establish a mechanism to solicit input from the Youth in our community.
- d. If funding from REDIP is secured, negotiate a contract with the Chamber to provide the services, and present the agreement for Council consideration.
- e. In partnership with the Chamber, present a wayfinding strategy for Council consideration by the summer of 2026.
- 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.
- g. Complete the Memorial Wall in the cemetery in 2026, subject to funding from external parties.

# The District of Barriere – 2026-28 Strategic Plan - DRAFT

## Goal 4. – Raise the District’s Profile

### **Actions to get us there:**

- a. Create a Policy that includes external opportunities for community support, including Scholarships for Grads, Volunteer of the Year, Freedom of the Municipality, etc.
- b. Create a Policy that addresses consistent staff appreciation approaches, including Long Service Awards, Retirements, Hiring, Bereavement, Christmas Thank You, Corporate Wear/Swag, etc.
- c. Arrange for a workshop for community partners, including key employers and non-profits to share information and knowledge with each other.

### **The Results We Want to See:**

- a. Present the policies listed above to increase the District’s internal and external profile to Council for consideration.
- b. 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.

## **Mission**

To provide municipal services that meet the growing needs and enrich the quality of life within our community.

## **Vision**

To be an inclusive, sustainable, and proud rural community with a progressive economy that provides purposeful services and a vibrant lifestyle.

## **Value Statements**

- Conducting the business of the community with integrity, accountability and transparency.
- Inclusive and welcoming to raise a family where everyone wants to live, work and play in a safe active lifestyle.
- Strong, accepting and friendly rural community where families live and grow together.
- A location that provides purposeful services that meet the needs of residents and business.
- Excellence in community involvement with events and activities for all ages.
- Supportive community that provides a vibrant lifestyle that enhances both our quality of life and wellbeing for families and residents.
- Leadership in rural community lifestyle by showcasing our resilience, engagement and achievements together.
- Stand on our own as an emerging vibrant community as an Independent sustainable rural community,
- Protecting our families and residents to the highest possible level.
- Embraces change while respecting our natural environment, rich traditional heritage and recognize that families want a healthy balanced lifestyle and prosperous economy.

# The District of Barriere – 2026-28 Strategic Plan - DRAFT

## Priority #1: Implement an Organizational Asset Management Program

### Goal 1. – Assess Current Practices and State of Our Assets

#### **Actions to get us there:**

- a. Finalize a review of current practices and policies in place.
- b. Apply for Asset Management funding from UBCM (up to \$25,000) to assist with developing a long-term financial needs forecast.
- c. Consolidate the information and present at a Council meeting.

#### **The Results We Want to See:**

- a. Complete review of Current Practices and make recommendations on how to address any gaps by the end of 2027.
- b. Provide a review of our Assets and long-term annual investment needs for Council and Public Information by the end of 2027.

### Goal 2. – Develop Asset Management Policies

#### **Actions to get us there:**

- ~~a. Develop or amend Asset Management Program Policies~~
- b. Develop an Asset Management Investment Plan (AMIP)
- c. Develop Asset Management Financial Investment Policy

#### **The Results We Want to See:**

- a. Present Asset Management Framework Policies and Plans for Council consideration, including:
  - ~~a. Tangible Capital Assets Policy~~
  - ~~b. Asset Management Policy~~
  - ~~c. Asset Management Framework/Strategy~~
  - d. Asset Management Investment Plan (AMIP)
  - e. Asset Management Financial Investment Policy
- b. In the Policies and Plans, consider the current State of Our Assets (from Goal 1.) and Asset Deficits.
- c. Provide a list of immediate critical renewal needs as part of the annual budget with a 5 year forecast.

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## Goal 3. – Communication of Asset Management Program to Public

### **Actions to get us there:**

- a. Develop a Communications Strategy and budget to assist with informing the public about the Asset Management needs of the community.
- b. Provide continuous information to the public in a variety of ways throughout 2026, 2027, and 2028.

### **The Results We Want to See:**

- a. ~~Present a budget for enhanced communication on Asset Management as part of the 2025 budget.~~
- b. Information is readily available to the public through various channels.
- c. At least one Open House on Asset Management has been held before the end of 2027.
- d. Reasonable efforts have been made to educate the public on the purpose of Asset Management.

# The District of Barriere – 2026-28 Strategic Plan - DRAFT

## Priority #2: Fiscally Responsible Operations

### Goal 1. – Develop a District Facilities Roadmap

#### **Actions to get us there:**

- a. Review current key facilities for long- and short-term use (Facility Assessments):
  - a. Town Hall / SD73 partnership
  - b. Fire Hall
  - c. Works Yard
  - d. BBC
  - e. Lions Hall
  - f. Old Chamber Building
  - g. Solar Aquatics
- b. Develop a plan that would allow for operational cost savings to fund additional contributions to reserve which will enable us to replace/upgrade our facilities.

#### **The Results We Want to See:**

- a. Present a short-term facilities strategy for Council consideration that aligns with the needs of the organization and are financially achievable in 2026/27.
- b. Begin implementation of approved short-term components.
- c. Include long term facilities needs in Asset Management plans.

### Goal 2. – Develop a Strategy to mitigate cost increases and downloading pressures.

#### **Actions to get us there:**

- a. Seek opportunities to increase efficiencies / reduce costs, for example:
  - ~~a. Procedure Bylaw – Meeting dates and times, other efficiencies~~
  - ~~b. Opening Hours for Town Hall~~
  - c. Negotiate a more favourable Fire Services Agreement with the TNRD, and ensure additional increases are included in future agreements.
  - d. Review and analyze the tax burden apportionment
  - e. Finalize Public Engagement for Leonie Dam to determine next steps, which may include a recommendation to decommission the Dam
    - i. Utilize a qualified professional to provide a high level review of power generation potential for the Dam.
  - f. Include \$5,000 in the draft 2026 budget to install automatic door hardware for the Bandshell Washrooms,
    - i. if approved complete project for the 2026 summer season.
  - g. Finalize review of utility bylaws and solid waste delivery models with a focus on alignment with standard practices for multi-tenant properties such as mobile home parks
    - i. Present a report to Council highlighting any potential changes, next steps, and adequate notices to be provided if billing changes are desired
- b. Seek opportunities to increase Staff development, capacity, and growth, to align with the current needs of the organization, for example:



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- a. ~~Roads Department (all year)~~ Include a full-time roads department in the 2026 draft budget for Council consideration
  - i. if approved, complete all required steps to ensure the all-year roads department is operational as soon as possible.
- b. Organizational Structure review that enables and supports transparency, communications, community growth, and community livability, while ensuring that our statutory obligations are met.

## The Results We Want to See:

- ~~a. Present an updated Procedure Bylaw that focuses on efficiencies for Council consideration.~~
- ~~b. Collect Statistics for visitations to Town Hall and present in 2026.~~
- ~~c. Present a business case for a fulltime roads department for Council consideration.~~
- d. Finalize a new Fire Services Agreement that works towards a more equitable and fair revenue component for the District.
- e. 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.
- f. Leonie Lake Dam – Present business case to reduce costs and liabilities to the District, while equally looking at revenue generation opportunities.
- g. Enhance the available opening hours for the Bandshell Washrooms
- h. 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.
- i. Subject to 2026 budget approval, ensure that the all-year roads department is fully operational by October 2026 for winter operations.
- j. Business cases to align current and future operational needs to increase efficiencies and capacity is presented for Council consideration.

## Goal 3. – Financial Confidence and Oversight are Rebuilt

### Actions to get us there:

- a. Enhancing Financial Procedures and Processes
  - ~~a. The Annual Operational Budget is Program Based (not line by line), Variances are clearly highlighted.~~
  - ~~b. The Annual Capital Program and Special Projects are separate from the Operational Budget.~~
  - c. Workflows, signoff, and other processes are evaluated and enhanced where feasible.
  - d. All Financial Policies are reviewed, and possibly new Policies are established, to align with the needs of our growing organization, including:
    - ~~i. Procurement Policy~~
    - ~~ii. Credit Card Policy~~
    - iii. Budget Transfer Authority
    - iv. Payroll and Expense Review Policy
    - v. Travel and Expense Policy
  - ~~b. Budget processes are enhanced and communicated to the public in a simple format (brochure)~~
  - ~~c. Quarterly budget reporting is re-established in 2025.~~
- d. Review Financial Software and options to determine a best strategy going forward

## The Results We Want to See:

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- a. ~~The annual budgets are presented on a Program Based Budget (not line by line), highlighting variances in all programs.~~
- b. ~~An effective mechanism for quarterly budget reporting is established and quarterly high-level financial updates are presented to Council.~~
- c. Financial Policies are presented for Council consideration.
- d. The 2026 audit is on time.
- e. Financial software options are considered once the Thompson Nicola Regional District (TNRD) has made a decision on their products and potential sharing of resources.

# The District of Barriere – 2026-28 Strategic Plan - DRAFT

## Priority #3: Create Opportunities for Community Growth

### Goal 1. – Complete Wastewater Treatment Plant (WWTP) Project and SCADA System

#### Actions to get us there:

- a. Receive approval from the Province for the design of the WWTP in 2025.
- b. Tender the works in Q1 2026.
- c. Implement necessary upgrades for the Water and Wastewater sites to communicate with a centralized Supervisory Control and Data Acquisition (SCADA) system.
- d. Complete WWTP construction in 2026/2027.

#### The Results We Want to See:

- a. The new WWTP is operational by end of Q1 2027.
- b. Include a budget for the SCADA system in the 2025 annual budget for Council consideration.
- c. If SCADA budget is approved, all Water and Wastewater systems are connected to a centralized system (SCADA) by summer 2026.

### Goal 2. – Support Developments to Increase our Tax Base

#### Actions to get us there:

- a. Summers Road Water and Sewer Expansion to support future growth and to limit lingering health advisories:
  - a. Rural Economic Development and Infrastructure Program (REDIP) funding is provided by the Province.
  - b. Work with the three property owners along Summers Road to negotiate agreements that would support the development of a water and wastewater infrastructure to reduce health advisories.
  - c. Consider options for right of way and other land trades to allow for placement of critical infrastructure and active transportation opportunities.
- b. Assess opportunities to enhance Active Transportation and Utility Right of Way corridors.
- c. Review potential funding sources to develop, or redevelop, our infrastructure.
- d. Utilize hydro industry professional to review options for power redundancy for Barriere and Simpcw First Nation.

#### The Results We Want to See:

- 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.
  - a. If REDIP grant is not received, provide Council with options to fund the project (or part of the project) without any grant support
  - b. Council is presented with options for land swaps or right of way agreements with property owners if the project proceeds
- b. Active Transportation and Utility Right of Way corridors are established where feasible.

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- c. Continuously review grant opportunities that would allow infrastructure expansion to underutilized areas, to allow for growth or to reduce operating costs.
- d. Present a high-level report to Council for possible options in relation to BC Hydro power redundancy and potential revenue generation from the Leonie Lake Dam.

### Goal 3. – Complete critical Utility Bylaw and Utility Master Plan revisions

#### **Actions to get us there:**

- a. Develop a new Wastewater Regulations Bylaw.
- b. Update the Water Regulations Bylaw to include provisions that address mobile home parks and other emerging items.
- c. Review the current Wastewater Master Plan for long range feasibility, practicality, and capacity considering recent developments and expansions in the community.
- d. Review the current Water Master Plan for long range capacity and community growth.

#### **The Results We Want to See:**

- a. Present a Wastewater Bylaw for Council consideration in Q1 2026.
- b. Present a Water Bylaw update for Council consideration in 2025.
- c. Wastewater Master plan update is started by end of 2027, funding dependent.
- d. Water Master Plan update is started by end of 2027, funding dependent.

## Priority #4: General Governance and Community Engagement

### Goal 1. – Increase Partnership with Simpcw First Nation

#### **Actions to get us there:**

- ~~a. Continue to work on the MOU and Protocol agreement.~~
- b. Continue to work on a joint Crown Tenure Application.
- c. Continuously review opportunities to enhance our level of partnership, including:
  - a. Simpcw Resources Group development partnerships
  - b. Wayfinding Signage
  - c. Emergency Services departments, including FireSmart

#### **The Results We Want to See:**

- ~~a. Present a final version of the MOU and Protocol agreement for Council consideration.~~
- b. Present an application for the Crown Land Tenure to both Councils for consideration.
- c. If opportunities arise, present them to Council for consideration.

### Goal 2. – Bylaws and legislated reports are complete

#### **Actions to get us there:**

- a. Continue to work in house and with external resources where appropriate on various governance documents that are necessary to be updated to meet Council and provincial objectives.

#### **The Results We Want to See:**

- ~~a. The Housing Needs Assessment is complete.~~
- b. The OCP is updated and presented to Council for consideration by end of 2025.
- c. 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.
- d. Development Approvals Bylaw is updated and presented to Council for consideration by end of 2026.
- e. Development Cost Charges Bylaw is updated and presented to Council for consideration by end of 2026.
- f. If appropriate, present an Amenity Cost Charges (ACC) Bylaw for Council consideration in 2027.
- g. Parks Bylaw is updated and presented to Council for consideration by end of September 2026.
- h. 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.
- i. Accessibility requirements are met.
- j. Host a housing workshop for Council by the end of Q2 2026.

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## Goal 3. – Enhanced Engagement with the Community and our Partners

### Actions to get us there:

- a. ~~Work with CN Rail to negotiate a fair agreement for ongoing maintenance at the Hall Road crossing.~~
  - a. ~~Utilize this opportunity to further enhance our relationship with CN (FireSmart, etc.)~~
- b. Develop a plan that would enhance and broaden District communications to enable sharing of critical information on budgets, asset management, and other critical information.
  - a. a report highlighting options to enhance and broaden District communications is presented to Council. The report should include potential risks and expected levels of service.
- c. Consider options to enable Community Partners, to provide a larger benefit to the community, for example, the Chamber -> Downtown building renovations.
  - a. If the 2025 REDIP 3 year grant is successful, draft an agreement to potentially utilize the Chamber to deliver the program
  - b. Support the Chamber with the wayfinding strategy to ensure completion in Spring 2026
- d. Review options to allow the Youth in our community to have a more direct input to Council, and present those options to Council
- e. Research options to reduce speeding along Barriere Town Road.
- f. Work with the donor on design and installation of the memorial wall.

### The Results We Want to See:

- a. ~~An agreement with CN rail is complete regarding the Hall Road crossing and presented to Council for consideration in 2025.~~
- b. 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
- c. Support our local community partners and enable them to provide a benefit to the community on behalf of the District
- d. Establish a mechanism to solicit input from the Youth in our community.
- e. If funding from REDIP is secured, negotiate a contract with the Chamber to provide the services, and present the agreement for Council consideration.
- f. In partnership with the Chamber, present a wayfinding strategy for Council consideration by the summer of 2026.
- g. 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.
- h. Complete the Memorial Wall in the cemetery in 2026, subject to funding from external parties.

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## Goal 4. – Raise the District’s Profile

### **Actions to get us there:**

- a. Create a Policy that includes external opportunities for community support, including Scholarships for Grads, Volunteer of the Year, Freedom of the Municipality, etc.
- b. Create a Policy that addresses consistent staff appreciation approaches, including Long Service Awards, Retirements, Hiring, Bereavement, Christmas Thank You, Corporate Wear/Swag, etc.
- c. Arrange for a workshop for community partners, including key employers and non-profits to share information and knowledge with each other.

### **The Results We Want to See:**

- a. Present the policies listed above to increase the District’s internal and external profile to Council for consideration.
- b. 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.

## **Mission**

To provide municipal services that meet the growing needs and enrich the quality of life within our community.

## **Vision**

To be an inclusive, sustainable, and proud rural community with a progressive economy that provides purposeful services and a vibrant lifestyle.

## **Value Statements**

- Conducting the business of the community with integrity, accountability and transparency.
- Inclusive and welcoming to raise a family where everyone wants to live, work and play in a safe active lifestyle.
- Strong, accepting and friendly rural community where families live and grow together.
- A location that provides purposeful services that meet the needs of residents and business.
- Excellence in community involvement with events and activities for all ages.
- Supportive community that provides a vibrant lifestyle that enhances both our quality of life and wellbeing for families and residents.
- Leadership in rural community lifestyle by showcasing our resilience, engagement and achievements together.
- Stand on our own as an emerging vibrant community as an Independent sustainable rural community,
- Protecting our families and residents to the highest possible level.
- Embraces change while respecting our natural environment, rich traditional heritage and recognize that families want a healthy balanced lifestyle and prosperous economy.