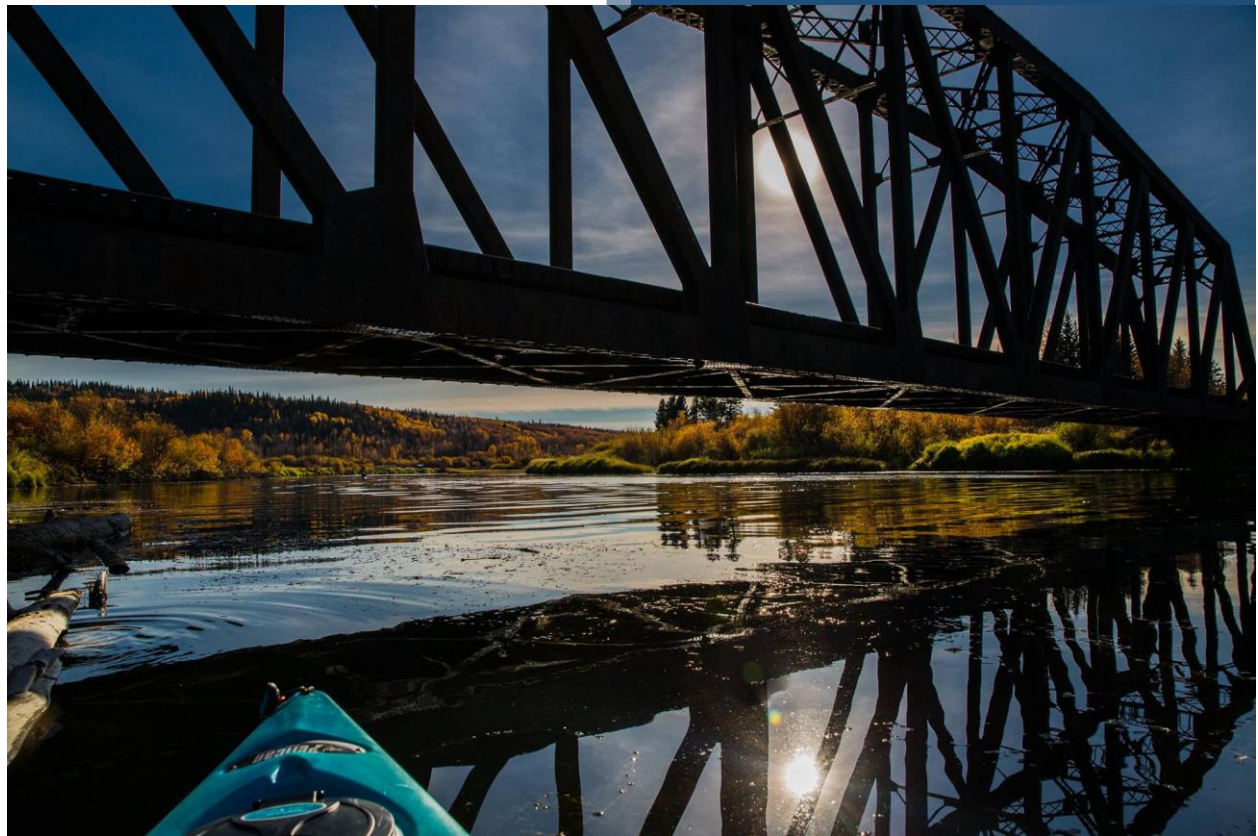




2024 - 2027

VILLAGE OF FRASER LAKE OPERATIONAL PLAN



Mayor & Council

Village of Fraser Lake

2024 - 2027

Contents

A Community-Driven Strategic Plan.....	2
2024 – 2027 Strategic Plan	2
Our Vision.....	2
Our Mission	2
Our Values.....	2
Operational Plan Overview	3
What is an Operational Plan	3
Operational Plan Background	3
Beautification Operational Plan.....	4
Sustainability & Livability Operational Plan.....	6
Organizational Health Operational Plan	9
Infrastructure Operational Plan	11



A Community-Driven Strategic Plan

The Village of Fraser Lake Mayor and Council participated in strategic planning as part of strengthening planning efforts for the community. With the loss of West Fraser as a major employer, council recognizes its role in providing direction for the Village.



The planning session is an essential step for council to establish its Vision, Mission and Values in guiding the municipality. In order to focus on the most important work and ensure that it gets done, not everything can be started and completed. With limited resources, capacity and funding, it is vital that the community manage these to its full potential. The Strategic Plan does not detail the day-to-day work of the municipality, instead it identifies key priorities to focus on. At a strategic level, these priorities guide the expenditure of funds and decision-making moving forward.

The key priority actions will be operationalized by staff through the development of annual departmental and staff work plans. Some of the actions will require new resources and council can expect to receive reports dealing with the work and additional resources (staff, financial, etc.) as required.

The key elements of the strategic plan include:

- Council's Vision – Where do we see ourselves in the future?
- Council's Mission – This describes the fundamental purpose of the Village as regulated in the British Columbia Community Charter.
- Council's Values – These are the ethics and standards that council and staff are guided by while conducting their work and in providing services to the residents of Fraser Lake.
- Strategic Priorities – Identify the key areas of focus for council for the remainder of this term.
- Strategic Actions – Specific actions council desires to take in order to achieve its strategic goals.
- Strategic Goals – Objectives that provide longer term outcomes.

2024 – 2027 Strategic Plan

Our Vision

A progressive community that encourages sustainable growth.

Our Mission

To provide progressive leadership and ethical governance, fostering partnerships and collaboration, to ensure sustainability and livability within the community while delivering core services.

Our Values

- Transparency
- Optimism
- Integrity
- Resiliency

Operational Plan Overview

What is an Operational Plan

An operational plan is a key document where staff align the 2024–2027 Strategic Plan with the evolving needs of the community. It serves as a comprehensive roadmap, where relevant staff review past resolutions, community input, and prioritize projects that support the strategic direction set by Mayor and Council.

Preliminary Operational Plans are first presented to the Committee of the Whole for review, deliberation, and potential revision. Once refined, they are submitted to Council for adoption. This process ensures that the operational plan provides a clear and detailed list of actionable items that have already been endorsed by Council, eliminating the need for ongoing discussions about project feasibility or alignment with Council's strategic priorities.

Once adopted, the operational plan helps to streamline work plans and improve organizational efficiency. It enables staff to move forward with confidence, knowing that the projects align with Council's goals. The next steps involve gathering quotes and establishing timelines for project prioritization. Projects will be brought forward during the relevant budget cycles, where they will be evaluated against other priorities and categorized as either grant-dependent or funded through general taxation.

Upon approval through the capital expenditure program, Village staff will begin implementing the approved projects, ensuring they are completed in alignment with the strategic plan.

Operational Plan Background

During the June 26th, 2024 Regular Council Meeting, the Village of Fraser Lake introduced the 2024–2027 Strategic Plan, which sets four key priorities to guide the Village's long-term objectives. The first priority, **Organizational Health**, focuses on improving internal efficiencies and enhancing processes. By strengthening internal capacity and ensuring operational effectiveness, the Village aims to deliver both strategic and operational initiatives on time. Key actions include conducting a service assessment and providing good governance practices.

The second priority, **Beautification**, seeks to enhance community pride and attract new residents by improving the overall appearance of the Village. This initiative encompasses all properties within municipal boundaries and is aimed at setting a positive example for the community. The Village plans to develop a beautification strategy and strengthen bylaws and enforcement measures to support this priority.

Sustainability & Livability, the third priority, is designed to attract and retain residents, businesses, and investments. This priority emphasizes the importance of investing in social and cultural infrastructure to make Fraser Lake a community where people are proud to live. Key actions include developing a trail system plan, creating a tourism strategy, and enhancing advocacy efforts to support sustainable community growth.

The fourth priority, **Infrastructure**, focuses on providing safe, reliable, and sustainable core services to Village residents. Ensuring the resilience and sustainability of these services is essential to maintaining

Fraser Lake’s identity as a functional and thriving community. The Village plans to complete an Asset Management Plan and Strategy and finalize the Wastewater Treatment System as part of this priority.

By focusing on practical, actionable steps, the Village of Fraser Lake will work toward achieving its long-term objectives, ensuring progress in organizational health, beautification, sustainability, livability, and infrastructure over the next three years.

Beautification Operational Plan

Staff have completed the Beautification Operational Plan, aligning it with the priorities established by elected officials during the strategic planning process. The plan outlines six key objectives aimed at enhancing the Village’s appeal and fostering community pride.

1. Village of Fraser Lake Rebranding

Recognizing the need to reflect a unique and updated community identity—especially following significant changes like the West Fraser Mill closure—staff have proposed a comprehensive rebranding strategy. The strategy includes:

- Developing a Brand Package
- Installing Highway Billboards at Brookside and Rose Lake
- Updating signage on Village buildings
- Implementing wayfinding sign stickers to improve navigation

Key Activities	Timeline	Meetings	Deliverables
Village of Fraser Lake Rebranding	August 2024 – August 2025	▪ Survey ▪ Village Open House	▪ Brand Package ▪ Highway Billboard ▪ Village Building Signs ▪ Wayfinding Stickers

2. Tree Plan

A detailed Tree Plan is proposed to increase shade, protect municipal assets, and contribute to the overall beautification of the community. This plan includes:

- Conducting a Tree Study to assess current tree cover and needs
- Developing a Tree Bylaw to regulate and protect trees
- Launching a Tree Planting Program to enhance greenery
- Creating a Tree Maintenance Plan to ensure ongoing care

Key Activities	Timeline	Meetings	Deliverables
Tree Plan	August 2024 – August 2029	▪ Arborist On Site ▪ Internal Staff Meeting	▪ Tree Study ▪ Tree Bylaw ▪ Tree Planting Program ▪ Tree Maintenance Plan

3. Highway Revitalization

To improve the highway entrances and address traffic flow, staff propose revitalization efforts that include:

- Upgrading the "Welcome to Fraser Lake" signs
- Conducting a Traffic Study to support future discussions with the Ministry of Transportation and Infrastructure on traffic improvements

Key Activities	Timeline	Meetings	Deliverables
Highway Revitalization Plan	August 2025 – January 2027	▪ Ministry of Transportation and Infrastructure	▪ Welcome to Fraser Lake Sign ▪ Traffic Study

4. Municipal Building Beautification

To set an example for property maintenance, staff will assess and propose upgrades for key municipal buildings, including:

- Municipal Office Building
- Fire Hall
- Public Works
- Community Centre
- Professional Building
- Villa

Key Activities	Timeline	Meetings	Deliverables
Village of Fraser Lake Municipal Building Beautification	August 2024 – December 2026	▪ Staff Meetings ▪ Budget Meeting	▪ Municipal Office Building Beautification ▪ Fire Hall Beautification ▪ Public Works Yard Beautification

5. Bylaw Enforcement

Strengthening bylaw enforcement is critical to fostering voluntary compliance and encouraging community pride. The plan includes:

- Reviewing and recommending updates to the Good Neighbors Bylaw
- Implementing a Ticketing Bylaw, including updating or creating ticketable bylaws
- Conducting a Bylaw Enforcement Capacity Service Review to assess current capabilities
- Developing a Preemptive Communications Strategy to inform the public of bylaw expectations

Key Activities	Timeline	Meetings	Deliverables
Bylaw Enforcement	January 2026	▪ Service Review ▪ Council Meeting	▪ Bylaw Officer ▪ Ticketing Bylaw

			Communication Strategy
--	--	--	--

6. Downtown Revitalization

To improve the attractiveness and functionality of the downtown core, staff propose:

- Reviewing and enforcing the Sign Bylaw to ensure cohesive aesthetics
- Ensuring compliance with Commercial Space regulations
- Developing plans for the McMillan Avenue and Endako Couplet areas to enhance their appeal and accessibility

Key Activities	Timeline	Meetings	Deliverables
Downtown Revitalization	August 2024 – August 2026	Business Owner Meetings	- Sign Bylaw Review & Enforcement - Commercial Space Enforcement - McMillan Avenue & Endako Couplet

Sustainability & Livability Operational Plan

This priority focuses on strategies to retain Fraser Lake residents and minimize the need for them to seek essential services outside the region. Our goal is to ensure Fraser Lake remains a thriving community where people can live, work, and play.

1. Private Core Service Delivery

Historically, Fraser Lake has faced challenges in securing essential private services such as:

- Food security
- Accommodations
- Banking services
- Private health services

Key Activities	Timeline	Meetings	Deliverables
Private Core Service Delivery	August 2024 – November 2026	- Stakeholder Meetings - Chamber of Commerce	- First Nation Partnerships - Buy Local Campaign - Waterfront Redevelopment Plan - Increased Banking Services

			▪ Curling Rink Phase 3
--	--	--	--

Staff are committed to collaborating with Nadleh Whut'en, Stelat'en, and the Regional District to support the retention and enhancement of these vital services within the community. We aim to encourage local residents to utilize and support existing services, strengthening the community's service base. Additionally, the Village will seek partnerships with private core service providers and explore ways to facilitate and expedite commercial development, including increasing the availability of development-ready commercial spaces.

2. **Public Core Service Delivery**

Despite Fraser Lake contributing its fair share of taxes, the community has historically received a disproportionately low level of public services, with nearby towns like Vanderhoof, Burns Lake, and Prince George often prioritized.

To address this, staff will advocate for increased public service delivery by engaging with all levels of government, as part of a broader intergovernmental strategy in alignment with the Organizational Health Operational Plan.

Key Activities	Timeline	Meetings	Deliverables
Public Core Service Delivery	August 2024 – November 2026	▪ College of New Caledonia ▪ Federal and Provincial Government	▪ Public Services Study ▪ Post Secondary ▪ Advocacy ▪ Curling Rink & Arena Phase 3

3. **Childcare**

The Village's Zoning Bylaw currently permits home-based childcare businesses in residential and commercial zones. Staff will improve communication on these opportunities and explore available spaces in municipal buildings that could support childcare services. Collaborations with childcare providers will help assess how these facilities can strengthen childcare infrastructure in the community.

Key Activities	Timeline	Meetings	Deliverables
Childcare	August 2024 – November 2026	▪ Public Engagement	▪ Communications Strategy ▪ Advocacy ▪ Curling Rink & Arena Phase 3

4. **Recreation**

Staff recommend creating a dedicated Recreation Director position to advance recreational services in Fraser Lake. Presently, the Chief Administrative Officer and the Economic Development Officer manage these services, but a Recreation Director would focus on securing funding and developing programs to promote physical activity and resident well-being.

Key Activities	Timeline	Meetings	Deliverables
Recreation	January 2025 – TBD	▪ Comparable Community ▪ Service Review ▪ Neighboring Communities	▪ Recreation Director ▪ Healthy Community Supports ▪ Trail Plan ▪ Triathlon ▪ Curling Rink & Arena Phase 3

5. Community Events

Council has recognized the decline of several key community events, such as:

- Logger Sports
- Show & Shines
- Volunteer Appreciation Events

Staff will work to reinvigorate these events by launching volunteer recruitment campaigns, fostering a stronger sense of community and volunteerism in Fraser Lake.

Key Activities	Timeline	Meetings	Deliverables
Community Events	August 2024 – TBD	▪ Community Groups ▪ Volunteers	▪ Volunteer Campaign ▪ Logger Sports ▪ Show & Shine ▪ Appreciation Events ▪ National Day of Mourning ▪ Mouse Mountain Days ▪ Family Day

6. Accommodations

With upcoming projects like BC Hydro work expected to bring a temporary influx of workers, there is a growing need for both temporary and permanent accommodations outside of work camps. Staff will review available land and may propose amendments to the Zoning and Official Community Plan to expand commercial space, encouraging both private and public sector development.

Key Activities	Timeline	Meetings	Deliverables
Accommodations	August 2024 – August 2026	▪ Developers ▪ Hotel Groups	▪ Business Feasibility Study ▪ Zoning & OCP Redevelopment

7. Advocacy

With the closure of West Fraser and Canfor Plateau, Council has expressed a strong desire to increase advocacy efforts. These efforts will include regular meetings to address community services and ensure there are no disruptions during this transition period. Additionally, Council aims to secure ongoing funding and support for Fraser Lake as the Village navigates toward its next economic chapter.

Key Activities	Timeline	Meetings	Deliverables
Advocacy	August 2024 – November 2026	- Northern Health - School District 91 - Staff Meetings	- Intergovernmental Strategy - Social Infrastructure - UBCM - NCLGA - FCM

Organizational Health Operational Plan

Given the outdated policy manual, governance structure of the community forest, and the need to complete key operational projects as outlined in the 2022–2027 Village of Fraser Lake Strategic Plan, it was recommended that addressing capacity constraints and finding efficiencies be prioritized to achieve the Village's goals.

The Chief Administrative Officer (CAO) independently developed the **Organizational Health Operational Plan** to meet these objectives, as the senior-most staff member responsible for Human Resources for the Village of Fraser Lake. This plan focuses on the following key goals:

1. Community Forest Governance Restructure

The Village has engaged with the BC Community Forest Association to explore governance restructuring options that would enable the Village to advocate for an expanded forest tenure.

Key Activities	Timeline	Meetings	Deliverables
Community Forest Governance Restructure	August 2024 – November 2026	- Ministry of Forests - BC Community Forest Association	- Policy Structure - Board of Directors - First Nations Engagement - Tenure Increase

2. Service Review

Staff are seeking Council's approval to dedicate time for a comprehensive service review. This review would help identify organizational efficiencies and address cross-departmental challenges. The goal is to foster a work environment with strong staff retention and safety strategies, while improving overall organizational effectiveness.

Key Activities	Timeline	Meetings	Deliverables
Service Review	August 2024 – November 2026	1 on 1 Staff - In Camera Council	- Policy Review - Staff Capacity - Improved Work Culture - Work Efficiency

3. Policy Review

The current policy manual is outdated and no longer meets the needs of staff. Employees at all levels have raised concerns about the inadequacy of the existing handbook. Staff request that Council allocate time for a thorough policy review to create a policy framework that supports both managers and employees in delivering services more effectively.

Key Activities	Timeline	Meetings	Deliverables
Policy Review	October 2024 – March 2025	- Service Review - Departmental Staff Meetings	- Policy Review Report - Streamline Processes - Policy Numbering System

4. Recreation Director Position

With a decline in volunteerism since the COVID-19 pandemic, there is increased pressure on municipal staff to deliver recreational services. Staff propose the creation of a **Recreation Director** role to:

- Promote and revitalize volunteerism
- Develop and manage recreational programming
- Secure recreation-related grants
- Coordinate event planning

Currently, these responsibilities are managed by staff alongside their primary duties, highlighting the need for dedicated resources to improve service delivery.

Key Activities	Timeline	Meetings	Deliverables
Recreation Director	TBD	- Regular Council Meeting - Service Review	- Additional Capacity - Volunteer Campaigns - Summer Programming - Grant Support for Recreation

			▪ Dedicated Event Planning Support
--	--	--	--

Infrastructure Operational Plan

Like all communities, the Village of Fraser Lake is responsible for maintaining essential core services. This responsibility has been reinforced by the success of the Resource Benefits Alliance (RBA), which secured \$250 million over the next five years to support the planning and maintenance of major infrastructure projects in Northwest communities. In alignment with this priority, the Village will focus on infrastructure projects that directly support core service delivery.

1. Wastewater Treatment Facility

Council is committed to ensuring the Wastewater Treatment Facility meets all regulatory standards, including those outlined in the Village's Wastewater Treatment Permit. To achieve compliance, an amendment to the permit will be required to incorporate the screening facility and the floor lagoon. Additionally, upgrades to the aeration and blower systems are planned to improve operational efficiency and ensure continued regulatory compliance.

Key Activities	Timeline	Meetings	Deliverables
Wastewater Treatment Facility	September 2024 – September 2025	▪ Biweekly Construction Meetings ▪ Aeration Installation	▪ Quality Control Program ▪ Blower and Aeration System Upgrade ▪ Permit 192 Amendment (PPB to PPM)

2. RBA Compliance

In 2024, Fraser Lake was one of 18 communities to receive funding from the Northwest Resource Benefits Alliance (RBA). To remain eligible for future funding, the Village must adhere to the conditions and intent of the agreement, ensuring that infrastructure projects align with the goals of the RBA.

Key Activities	Timeline	Meetings	Deliverables
RBA Requirements	August 2024 – March 2028	▪ Staff Meetings ▪ Budget Meetings ▪ RBA Meetings	▪ Asset Management Plan ▪ Annual Short - Term and Long-Term Asset Management Plan

3. Dedicated Waterline

The Village is committed to constructing a dedicated waterline to supply the new Water Reservoir, which is slated to become operational in the summer of 2025. This project is critical to ensuring a reliable water supply that meets the community's future needs.

Key Activities	Timeline	Meetings	Deliverables
Dedicated Waterline	August 2024 – September 2025	Contractor Meetings	- Scope Expansion - Storm Outfall - Upgraded Water and Paving on Carrier and Tunasa

4. Water Tower Construction

The Village has begun preliminary work on a new water tower, focusing on keeping the project on schedule and within budget. The completion of this project is essential to maintaining the Village's water infrastructure and ensuring continued service reliability.

Key Activities	Timeline	Meetings	Deliverables
Water Tower Replacement	April 2024 – June 2025	Biweekly Progress Meetings	- Water Tower Procurement - Dedicated Water Line up Mouse Mountain

5. Preventive Maintenance Plan

The Village is developing a comprehensive Preventive Maintenance Plan to extend the lifespan of assets and minimize costly repairs. This plan includes staff training on new equipment, regular servicing of all equipment, and strategies to reduce equipment wear and tear, such as using a parks trailer to limit the driving of lawn mowers.

Key Activities	Timeline	Meetings	Deliverables
Preventative Maintenance Plan	September 2024 – September 2026	- Joint Health & Safety Committee Meetings - Departmental Safety Meetings	- Parks Trailer - Heavy Equipment Training - Servicing Scheduling - Mainline Flushing Program

6. Munisight Asset Management

The Village uses Munisight, an asset management software, to manage its infrastructure assets. To enhance its effectiveness, the Village will continue improving the quality and accuracy of data entered into the system, ensuring more informed decision-making and better long-term planning.

Key Activities	Timeline	Meetings	Deliverables
Munisight Update	2024 – 2026	- Contractor Meetings - Munisight Administrators	- Update to Curb Stops, Fire Hydrants, Water Mains, Sewer Lines - Service Review

7. Municipal Museum Upgrades

The Village aims to preserve the municipal museum and visitor center as key community assets. However, significant upgrades are required, particularly to the flooring and foundation, to ensure the building's structural longevity.

Key Activities	Timeline	Meetings	Deliverables
Museum	2026	2026 Budgeting Process	- Flooring - Foundation - Future Planning

8. Asset Management

During the Committee of the Whole meeting on September 25, 2024, Council emphasized the importance of prioritizing road paving as part of the Village's infrastructure strategy. As a result, **Step 8: Asset Management** was incorporated into the Infrastructure Operational Plan, highlighting road paving as a key priority and deliverable for the Village.

Key Activities	Timeline	Meetings	Deliverables
Asset Management Plan	August 2024 - March 2028	Department Meetings	- Fleet Management - Sewer Upgrades - Paving - Water Upgrades