



AGENDA

Special Meeting of Council



Tuesday
October 06, 2020
Council Chambers
6:15 p.m.

"The Village of Burns Lake is a diverse community where residents enjoy a high quality of life, supported by economic and environmental sustainability, and a vibrant community spirit."

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Burns Lake, BC V0J 1E0
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2020 MUNICIPAL OBJECTIVES

- 1. Strong and diverse economy with the development of tourism and a vibrant downtown**
 - Implement the recommendations in the 'Chart the Course' economic diversification plan that includes tourism
 - Implement recommendations of the branding strategy underway in 2019
 - Promote business opportunities and work towards attracting at least one immigrant business from the regional pilot program
 - Support events for recreation for example with BL Mountain Bike Association
 - Improve amenities at the local campground

- 2. Good government that is financially sustainable and invests in infrastructure to serve the community**
 - Practice good communication with the public through social media, being approachable, accountable and transparent
 - Build out infrastructure that increases livability like a splash park
 - Commit a minimum of \$1.2m to paving and improvement projects between 2020 and 2022
 - Proceed with the downtown parking lot project
 - Implement industrial site signage
 - Promote EV charging stations and encourage recycling

- 3. Exercise social responsibility, housing availability for the community's diverse population, safety for the community, and wildfire protection**
 - Continue work with the Community Wildfire Protection Plan to keep our community safe
 - Support the FireSmart Committee, encourage citizen participation and consider resources to do so
 - Support developers and not-for-profit organizations with new housing for market and subsidized multi-family dwellings; investigate local government incentive tools

- 4. Environmental stewardship with the provision of parks, recreation services**
 - Assess opportunities for lakeshore development with First Nations
 - Increase number of people using the multiplex especially from outside the community

AGENDA

Special Meeting of Council for the Corporation of the Village of Burns Lake, held in Council Chambers on
October 6, 2020, at 6:15 p.m.

TOPIC PAGE

1. CALL TO ORDER

2. APPROVAL OF AGENDA

Recommendation:

THAT the agenda for October 6, 2020, Special Meeting of Council is approved as presented.

3. PUBLIC AND STATUTORY HEARINGS AND READINGS OR ADOPTION - None

4. PUBLIC COMMENT

*When recognized by the presiding member during the Public Comment portion of any regular or special meeting of Council, and only after giving their names and addresses, persons from the audience may address Council on a matter for not more than **2 minutes**. When speaking during the Public Comment or Public Question Period, persons must address their remarks to the presiding member, use respectful language, not use offensive gestures or signs, and **only address current agenda items**. No person from the audience may address Council more than once during the Public Comment and Public Question Period.*

5. DELEGATIONS AND PETITIONS - None

6. ADOPTION OF MINUTES - None

7. MAYOR, COUNCILLOR AND CAO REPORTS None

8. REPORTS - None

9. BUSINESS ARISING

a) Village of Burns Lake Marketing Strategy - Colleen Collins, eSolutions Group

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Recommendation:

THAT the 2020 Burns Lake Marketing Strategy be adopted.

10. ORIGINAL COMMUNICATIONS ACTION - None

11. ORIGINAL COMMUNICATION RECEIVED AND FILED - None

12. NEW BUSINESS – None

13. ACCOUNTS PAYABLE - None

14. READING FILE - None

15. PUBLIC QUESTION PERIOD

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16. RELEASE OF CLOSED MEETING RESOLUTIONS – None

17. ADJOURN



Marketing Strategy

October 2020



Photo Credit: Margus Riga

Village of Burns Lake Marketing Strategy

Background

The Village of Burns Lake is a community of approximately 2,500 residents, located in north-central British Columbia within the Bulkley-Nechako Regional District. The village is located along Highway 16 between Smithers and Prince George, with the highway corridor running directly through the core of the municipality.

The area is known for its rich First Nations presence, which includes the six Indigenous groups of the Wet'suwet'en First Nation, Lake Babine Nation, Cheslatta Carrier Nation, Ts'il Kaz Koh (Burns Lake) First Nation, Skin Tyee First Nation and Nee-Tahi-Buhn Band.

Part of the Lakes District, Burns Lake is a natural draw for those who enjoy water activities and other outdoor recreational opportunities, and has received international recognition for its network of mountain biking trails.

This comprehensive strategy provides the direction and tools necessary for staff to implement in order to launch the new Burns Lake brand and attract new visitors, residents and businesses to the community.

Goal and objectives

The overall goal of the marketing strategy is to create a cohesive identity that faithfully represents and differentiates Burns Lake to target audiences, both locally and away. It will tell a compelling and authentic story that answers the question "Why choose Burns Lake?" seamlessly across all channels and audiences.

To accomplish this goal, the marketing strategy will focus on achieving the following objectives:

1. Create a consistent look and feel across all Burns Lake communications and marketing activities by developing a brand guidelines document that provides direction to staff about how to execute the new Burns Lake brand.
2. Internal staff and stakeholders know and can easily communicate the Burns Lake brand identity and key messages consistently as effective brand ambassadors by April 30, 2021.
3. Increase online engagement and community identification with the new brand throughout Burns Lake a locally focused awareness campaign throughout the fall of 2020 and early 2021.
4. Position Burns Lake as a sought-after travel destination, targeting northern and central British Columbians, capitalizing on the post-COVID-19 "visit local" movement beginning in the fall of 2020 and throughout 2021.
5. Communicate the benefits of moving to Burns Lake through the development and implementation of a marketing campaign targeting residential relocation by April 30, 2021.
6. Increase awareness municipal programs and supports available to local businesses leading to an increase in program participation rates.

Audiences

The following audience personas were created based on the findings of the strategy's research and engagement phase. Tactics will target these audiences, living across BC, who are more likely to be attracted to visiting and living in Burns Lake.

Mindful millennial – Young parent with community values, building their family in a wholesome environment connected to nature.

Adventurous retiree – Recently retired, socially active and looking for an affordable lifestyle in a peaceful environment.

Self-employed creative – Free spirit who works in a creative industry and seeks a low cost of living and room to grow.

Outdoor adrenaline junkie – Adventure-driven, connected to the outdoors and looking for work as a recreation guide or tourism operator.

Community advocate – Passionate community connector who champions Indigenous culture, heritage and rights.

Further to these audiences we're hoping to attract to Burns Lake, the marketing strategy should also target the following audiences to ensure the messages are clearly communicated.

Audience	What's in it for them	What do we want them to know
Local business community	<p>Access to support programs/ services that help their business.</p> <p>Opportunity to align enterprise with new brand and its benefits.</p> <p>Growing community = more potential customers.</p>	<p>They are a valuable part of the community and staff are available to support their success.</p> <p>The Village is committed to their success and is taking action to draw in new residents and visitors.</p>
Residents living in Burns Lake	<p>Opportunity to be a champion for the Village and represent the community they love.</p> <p>Foster a sense of pride, belonging and ownership in the place where they live.</p> <p>New residents and businesses can lead to a bigger tax base and more services and businesses to access.</p>	<p>They can play a role in helping others appreciate the benefits of living and working in Burns Lake.</p> <p>Their community is home to amazing business and tourism opportunities.</p> <p>Growth is a good thing as it can provide more choice and availability of restaurants, shops, services and housing.</p>
Area First Nations	<p>Opportunity to participate in and contribute to the growth of community through economic development, entrepreneurship and tourism.</p> <p>Opportunity to collaborate and form partnerships with new and/or</p>	<p>First Nations populations are a welcome and valued part of the community.</p> <p>The rich First Nations heritage of the area, and the ongoing collaboration of ideas and opportunities enhance the diverse cultural fabric of the</p>

	<p>existing enterprises and associations in effort to accomplish strategy's goal.</p>	<p>community. In turn, studies show that these relationships lead to more prosperous economic communities that benefit all forms of government, bands and Councils.</p> <p>First Nations based businesses, tourism attractions and relationships form an integral and historically authentic part of Burns Lake's unique value proposition. They are a vital and necessary part of the economic engine that will make Burns Lake a great place to live, play and do business.</p>
<p>Burns Lake staff and members of council</p>	<p>Understanding of the Burns Lake brand and clear marketing direction that helps them be strong brand ambassadors and positively represent Burns Lake in order to attract new businesses, residents and visitors to the community.</p>	<p>They help build the Burns Lake brand by ensuring residents, businesses and visitors have a consistent, positive experience with the Village.</p> <p>They are a vital point of contact with potential businesses and residents looking to locate in Burns Lake, so an informed and knowledgeable approach will help them attract the very best target audiences to the community.</p>

Key messages

These key messages effectively and consistently communicate the benefits of relocating or expanding to Burns Lake in a way that will resonate with target audiences.

1. As the heart of the Lakes District, the Village of Burns Lake is surrounded by endless forests, beautiful mountains and nearly 5,000 km of pristine shoreline, providing incredible opportunities to connect to nature and outdoor recreation in all seasons.
2. Conveniently located on Highway 16 between Smithers and Prince George, we're known for our simple, safe and relaxed lifestyle with easy access to local amenities and services, charming small-town energy, and, best of all, no rush hour traffic.
3. Burns Lake balances a high quality of life with low-cost living that gives residents room to breathe and the financial freedom to enjoy life to the fullest.

4. Community volunteers are the backbone of Burns Lake. We work together to make the community a great place for everyone. We're proud of our strong volunteer-run special events and programs that bring the community together.
5. Whether it's a new career or business opportunity, Burns Lake is full of potential. From affordable land to a supportive community, you will find everything you need to successfully launch a new venture or pursue your passion.

Campaign tactics

The marketing strategy will use a mix of traditional and online channels to ensure audiences successfully receive the key messages and that two-way feedback and follow-up communication is encouraged and easily available to stakeholders. The strategy also identifies opportunities to reach influential members of the media, and opportunities to communicate the new brand story to internal audiences, such as staff, Council and volunteers. These tactic channels include:

- Digital tactics
- Traditional tactics
- Strategic partnerships
- Media relations
- Internal communications

Brand launch tactics

Timing: Beginning November 2020

Tactic	Details	Responsibility	Estimated Cost
Brand guidelines	Creation of a brand guidelines booklet that summarizes the brand and provides direction on logo use, font selections, colour palette and visual/written style guidelines.	eSolutions	Included
Brand ambassador training video	Delivery of reusable brand ambassador training video to Burns Lake staff (and Council) to ensure they are informed, aware and proud ambassadors, equipped with the knowledge and tools to successfully represent the new brand.	eSolutions to create and record	Included
Internal briefing note	Internal document delivered to staff, Council, volunteers and internal audiences with distilled, high-level details of new Burns Lake brand, key messages and how to be an effective brand ambassador.		Included

<p>Business tools/templates</p>	<p>Provide updated templates for essential business tools that include the new brand.</p> <ul style="list-style-type: none"> ▪ Poster ▪ Flyer ▪ Powerpoint ▪ Letterhead ▪ Business cards ▪ Flag/banners 		<p>Initial proposal included design of six templates</p>
<p>Website and SEO</p>	<p>Review and update website content to ensure consistent brand voice and Search Engine Optimization (SEO) best practices in order to help residents access the information they need, while also highlighting relevant information to attract tourists and potential new residents and businesses.</p> <p>The brand guidelines will include direction on writing style and tone as well as colours, visuals and photography style that should be used in the development of the new website.</p>	<p>Joint effort: eSolutions Burns Lake staff Website contractor</p>	<p>Writing for the web training - \$2,500 (max 10 people)</p> <p>Content writing service - cost would be dependent on # of pages</p> <p>Can provide quote once page count is known but likely ~\$10K+</p>
<p>Social media strategy development</p>	<p>Develop a social media strategy to identify goals for each channel (Facebook, Twitter, Instagram) and content direction that outlines the type, frequency and messaging of posts.</p>	<p>eSolutions</p>	<p>Strategy development \$2,500</p>
<p>Photographic library</p>	<p>Using direction from the brand guidelines, develop a library of modern business and lifestyle focused photographs of the Burns Lake community that can be used in promotional materials, social feeds and website to ensure consistency of branding and reflect audiences you're trying to attract.</p>	<p>Contract local photographer</p>	<p>\$5,000-\$10,000 depending on scope</p> <p>Can be built over time</p>
<p>Signage package</p>	<p>Building off the 2016 signage strategy, we will provide design templates, incorporating the new brand for street banners, wayfinding signage, attraction signage and pedestrian signage.</p>	<p>eSolutions</p>	<p>\$3,500 for design of the four sign templates</p>

	Sample production costs (for signs described in Burns Lake Sign Strategy, 2016) included in Appendix B. Note: still awaiting clarification on a few more variations		
News release	Announce brand launch and provide rationale in a news release to raise awareness of the new brand and key messages.	eSolutions to write Burns Lake staff to distribute	Included
Community resource guide	Develop an online resource that outlines the goals and benefits of the marketing strategy to secure buy-in from residents and businesses. Highlight ways businesses and members of the community can contribute to reach these goals and develop local champions.	Burns Lake staff with support from eSolutions	Staff time
Local mural refresh	eSolutions to develop recommendations and provide guidance on incorporating branding elements into a refresh of murals throughout Burns Lake. Recommend working with community arts organizations and community groups to foster pride	eSolution to develop recommendations	Included

Tactics to promote Burns Lake as a desirable place to visit, live, start a business

Timing: Beginning November 2020

Tactic	Details	Responsibility	Cost
Social media campaign and content creation	Develop a "Visit Local" social media campaign built around the strategy's goal and objectives to encourage residents from Burns Lake and the surrounding area to explore and support tourist attractions. Use both organic and paid campaigns. Price includes campaign strategy, copywriting for up to five posts and images. Paid placement is flexible and costed separately. Recommended budget provided.	eSolutions	Campaign development: \$2,500 Ad placement budget: \$2,500 for 2020 \$5,000 for 2021

<p>Digital marketing campaign</p>	<p>Develop a digital marketing campaign using Google Ads and remarketing to target audiences based on key search terms or behaviours that align with strategy goals.</p> <p>Paid placement is flexible and priced separately. Recommended budget provided. Sample performance for proposed budget: 69,135 - 115,356 impressions per month 893 - 1,490 clicks per month</p>	<p>eSolutions</p>	<p>Campaign development \$1,000 (if done as add on to SM campaign) Ad placement budget: \$2,000 for 2020 \$6,500 for 2021</p>
<p>Video series</p>	<p>Update current Burns Lake video found on website. Create one new 1-2 min. promotional video with separate 30 sec. mini-videos targeting specific audience or objective that can be used on social media and other channels.</p>	<p>eSolutions with local vendor</p>	<p>Approx. \$8,000-\$10,000</p>
<p>Economic development digital newsletter</p>	<p>Quarterly digital newsletter to subscribers with latest information on business support programs, new businesses, available opportunities, etc.</p> <p>Can also host newsletter content on website.</p>	<p>Burns Lake staff</p>	<p>Staff time</p>
<p>Tourist map</p>	<p>Creation of an updated visitors' map that includes the key features, amenities, attractions and services visitors are looking for. We will supply a digital version of the map that can be used online or in printed materials like the Visitors' Guide.</p>	<p>eSolutions to design. Burns Lake staff to provide content.</p>	<p>\$2,100 for the design of a tourist map with attraction points and legend</p>
<p>Display advertising for tourism guides</p>	<p>As part of a campaign to attract tourists, develop a series of seasonal ads that can be used both digitally and in print tourism guides/other publications. Campaign should mirror social media campaign for consistent tone.</p>	<p>eSolutions to develop series of six ads. Burns Lake will have working files for future updates.</p>	<p>\$2,500 for 6 display ads. Includes copy writing and design.</p>
<p>Ec. Dev. / business attraction information packages</p>	<p>Develop a series of fact sheet/one-pagers targeting business segments that outline the types of programs, supports or incentives available. Available on the website for download, but also distributed through tradeshows, conferences etc.</p>	<p>eSolutions Sector information needed from Village.</p>	<p>\$1,500/fact sheet. Includes copy writing and design.</p>

Partnership opportunity: Work with local real estate professionals	Work with local realtors to understand what prospective home buyers are looking for and what the Village could provide to support them (fact sheets, specific info to include on website, services or amenities they may want/need etc.)	Burns Lake staff	Staff time and TBD
Postcards	Create postcards that showcase local artist work which not only demonstrates support and promotes local businesses, but also increases reach and visibility as visitors take these with them.	eSolutions Can also be developed locally in collaboration with partners.	\$1,000 for a set of 6 postcard designs (local art supplied by Burns Lake)

Supporting/supplementary tactics

Timing: As interest and budget allows

Tactic	Details	Responsibility	Cost
Digital postcard/social media filter templates	Create a series of postcards or social media filters that visitors can use in their social posts while visiting the area. These would include the Burns Lake name and hashtags or URL to create a connection between a positive experience and Burns Lake and expand your reach.	eSolutions	\$2,000 for 3-5 templates
Swag options	Work with local business community to develop quality, attractive Burns Lake swag (hoodies, cycling gear etc.) to be sold in local shops that builds pride and raises profile of Burns Lake. This is something that can be done internally, however maintaining inventory is administratively challenging.	Burns Lake staff	Staff time
Partnership opportunity: Target LNG workers	Connect with TC Energy to explore opportunities that workers living in the camps would/could engage with the town and available services and incentives that would entice them to visit, shop, eat and even relocate permanently.	Burns Lake staff	Staff time
Website newsroom	Ensure there is a location on your website where you can tell your own story. Post all releases, statements here so people have a consistent location to get access to the information you want to share. Ensure a point of contact is established for any media inquiries or tourism/economic development related inquiries.	Burns Lake staff /website developer	Included in website
News releases	Look for news stories to pitch that are relevant, timely and have human interest. Examples include launch of new businesses,	Burns Lake staff	\$500-\$800/ release for writing OR staff

	opening of tourist attractions/ amenities/seasons, programs that support local businesses etc.	eSolutions available to write releases as requested.	time if done internally
Story pitches	Develop relationships with key media partners to understand what they are interested in and generate ideas that highlight your key messages and goals, while still meeting their needs.	Burns Lake staff eSolutions available to develop pitches as requested	\$500/pitch for us to develop framework OR Staff time if done internally
Advertorials	Look for opportunities for paid editorial content that will communicate more detailed information to accurately and consistently share your brand messages.	Burns Lake staff eSolutions available to write advertorial as requested.	\$1,000/500 word article
Consolidated community guide	Create a consolidated publication that outlines the Rec Centre activities, along with the other “things to do” in Burns Lake. Include listings and articles sharing updates about programs and services for residents. This can be shared to attract new residents (with realtors) by showcasing all the things there are to do in Burns Lake that make it a great place to live. It can also be used to promote local businesses.	Burns Lake staff and local partners	TBD

Measurement

In order to evaluate the success of marketing efforts it’s important to check in periodically, as well as at the end of a campaign to ensure the strategy is meeting the desired outcomes. The following are evaluation metrics that can be used to check progress and measure results. Note that while ideally we would identify specific numerical targets compared to previous data, in light of the fact that you will be launching a new website and as a result of COVID-19 impacts to “normal” operations, these metrics may not necessarily provide an accurate reflection of true interest/engagement based on previous baselines. Evaluation over the next 24 months should take these external factors into consideration.

1. Create a consistent look and feel across all Burns Lake communications and marketing activities by developing a brand guidelines document that provides direction to staff about how to execute the new Burns Lake brand. To support this effort, brand ambassador training should be provided to all staff and key stakeholders by Dec. 31, 2020 to create a shared understanding of the impact branding has for a community and how they play a role in supporting the launch and stewardship of the brand.

Success indicator 1: Complete an inventory of new communications materials developed between the brand launch and April 30, 2021 to evaluate how many are following the new brand standards.

Success indicator 2: Create a list of staff and key stakeholders who should participate in the brand ambassador training and track the percentage who have taken the training as of April 30, 2021.

2. Increase online engagement and community identification with the new brand through a locally focused awareness campaign throughout the fall of 2020 and early 2021.

Success indicator 1: Develop an online survey to measure awareness and recognition of the brand to be conducted six months post-launch.

Success indicator 2: Evaluate the sentiment of engagement on social media posts related to the new brand between launch and six-months post-launch.

3. Present Burns Lake as a sought-after travel destination in north/central British Columbia, capitalizing on the Post-COVID-19 “visit local” movement beginning in the fall of 2020 and throughout 2021.

Success indicator 1: Collect and analyze data around the number of visitors to Burns Lake beginning from the marketing campaign's launch.

Success indicator 2: Measure the number of unique page views of webpages targeting visitors or webpages relating to tourist attractions and economic development/business supports, programs and services.

Success indicator 3: Collect and analyze data (e.g. click through rates, impressions, referral paths etc.) from social media and digital marketing campaigns on a monthly basis to evaluate the need to make adjustments to the campaign.

Success indicator 4: Monitor and evaluate media coverage to ensure use of key messages, sentiment and reach.

4. Communicate the benefits of relocating to Burns Lake through the development and implementation of a marketing campaign by April 30, 2021.

Success indicator 1: Working with local real estate professionals, collect and analyze data around the number of inquiries from people interested in relocating to Burns Lake on an annual basis.

Success indicator 2: Create a “Why you should move to Burns Lake” page [note: Page title should be updated, this is just for descriptive purposes]. Measure the number of unique page views and referral activity from the page on a bi-monthly basis. Monitor search terms and activity to adjust content bi-monthly to ensure the content addresses the needs of users.

5. Clearly communicate to local businesses the programs and supports available. Develop a series of information and fact sheets highlighting the opportunities and benefits for launching or expanding a business in Burns Lake.

Success indicator 1: Launch a monthly (or bi-monthly) economic development newsletter and aim to reach 100 subscribers within 12 months.

Success indicator 2: Create 3-5 fact sheets that describe the benefits of owning a business in Burns Lake and highlight the opportunities, programs and supports available to businesses in Burns Lake.