



CITY OF BURNS STRATEGIC PLAN

FY2021 – FY2026



CITY OF BURNS
Prepared October 2021

Strategic Planning Partners

The following partners helped make this strategic plan for the City of Burns a reality through their brainstorming, input, energy and a pure love for our community:

Jerry Woodfin, Mayor

Jennifer Hoke, Council President

Jennifer Keady, Councilor

Heather Smith, Councilor

Judy Erwin, Councilor

Christy Rivera, Councilor

Bradley Herrera, Former Councilor

Dan Brown, City Manager*

Scott Williamson, Fire Chief

Newt Skunkcap, Police Chief

Michael Berry, Public Works Director

Dawn Crafts, City Clerk

Pat Sitz, Airport Manager

Kim Rollins, Community Member

Merle Reid, Business Owner

Curt Blackburn, Realtor

Colby Marshall, Realtor

**Process Facilitator*

City Manager's Message

To the Mayor and City Council, Community Members and City Staff:

I am pleased to present the City of Burns Strategic Plan for Fiscal Year 2021 – 22 through Fiscal Year 2025 – 26. The plan serves as a roadmap for Burns' promise as a place where our community can prosper, grow innovation, and secure our future without forgetting our rich history.



City Manager Dan Brown

The Mayor and Council initiated the strategic planning process in the first quarter of 2021 to set a clear path for the future of Burns. Through the strategic planning process, the Council, city management team, and various stakeholders identified five long range goals and specific strategies for reaching those goals. The City Council determined its top priorities within the Strategic Plan that calls for immediate attention in our community.

I am honored to serve as the City Manager for the City of Burns. The success of the Strategic Plan will be a continual team effort between the City Council, city staff, and the community of Burns. I will be your champion of our implementation efforts. In five years, we will collectively look back on our accomplishments and know in our hearts, that we have secured the legacy of Burns for many generations to follow.

Respectfully,

Daniel J. Brown, MPA
City Manager



Our Mission

“The City of Burns strives for a sustainable future, which provides excellent services and resources in a safe community”

Our Vision

“A vibrant community that celebrates wide open spaces with a focused plan that supports opportunities to promote a prosperous community”

Our Values

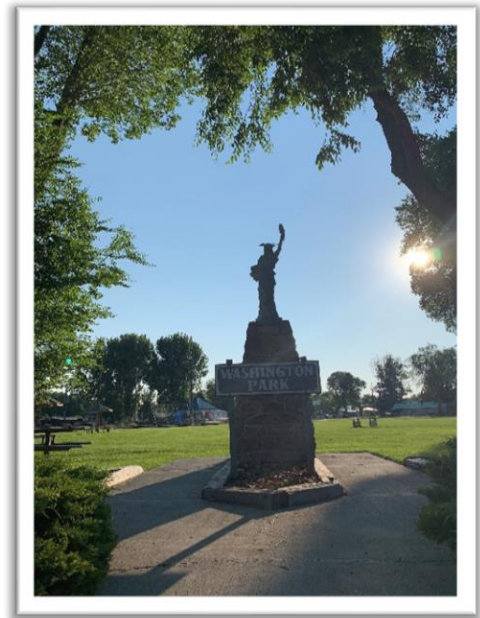
“We value honesty, respect, dedication, transparency and integrity”

Our Values

The City of Burns' Strategic Plan is governed by three essential elements: our mission, vision, and values. Our Mission Statement reflects the character of our community which is based on serving our city with commitment and excellence. The Vision Statement honors our history and way of life, while focusing on calculated, sustainable growth within our community. This Strategic Plan embodies the foundation on which the mission and vision are built upon. Our core values are expected to be followed by our elected officials, employees, and volunteers who together, led our city down a path to success.

Excellent Service – We are public servants. We work together to find solutions to the community's needs. We are responsive, accessible, respectful, understanding, and consistent. We strive to not only meet but excel beyond our customers' expectations.

Mindful Action – We understand that our words, actions, and deeds have both immediate and lasting impacts on our community that will impact our community for decades to come. We do not take our roles lightly. We will be good stewards of the taxpayers' dollars while making calculated decisions rooted in efficient, common-sense planning for our future.



Lady Liberty at Washington Park

Teamwork – We are a team that supports each other and the community. We emphasize a high level of trust in our team that is earned through personal honesty, integrity, and empathy. We embrace a spirit of teamwork, cooperation, empowerment, collaboration, and community.

Way of Life – We realize we are geographically located in a remote location of Frontier Oregon. We understand that people live in friendly, close-knit Burns to escape the hectic lifestyle of 'big city life.' We know that our past is important, yet we grasp the fact that to sustain our city, we must improve our city and allow it to grow for future generations to come.

Strategic Plan Themes

The Strategic Plan has four major themes that reflect our Mission and Vision Statements: **Citywide Beautification, Urban Renewal, Infrastructure, and Positive Growth**. Goals that are Specific, Measurable, Achievable, Realistic, and Timebound (S.M.A.R.T.) will guide our actions related to these four themes and will cause the city to achieve its stated mission. Each theme is following the City's primary goals which should remain constant over time and be revised only after significant progress that reflect community changes.

Individual themes will be achieved by focusing on specific goals, objectives, and actions. A list of measurable objectives with benchmarks will help us track progress towards our goals. Objectives are generally identified to cover the five-year strategic planning period from the date they are adopted. Action items are the steps needed to meet the objective. As the City of Burns continues to grow and succeed in our mission, more strategies and action items will be developed throughout the organization to align with the goals and objectives in this plan.

This Plan is meant to be a living document that is a continual work in progress. Our mission, vision, values, and goals will remain constant, yet the objectives and action items will require periodic review and adjustment. Our progress will be tracked through regular reporting on the measures. Reporting will be frequently disseminated via organizational documents and community publications. The adopted Strategic Plan will be reported on annually to ensure adherence to the plan. The Comprehensive Plan, Water Master Plan, Wastewater Master Plan, Transportation System Plan, Economic Opportunities Analysis, and other related planning documents support the Strategic Plan.

The Strategic Plan, although adopted towards the end of the calendar year, depends on the Fiscal Year for its annual progress or implementation. For example, a plan objective identified to be accomplished in 2022 means Fiscal Year 2021-2022 (July 1, 2021, to June 30, 2022). The timing of the adoption of the plan allows the City Council to have a mid-year check on how the prior year's plan objectives are progressing and assists city staff with preparing the budget to assist with Council's priorities adopted in the Plan.

City Council Priorities

The City Council identified its priority objectives and actions for the strategic plan during a series of detailed planning sessions with city councilors, city staff, and members of the public. The following table lists the priorities identified as key strategic issues in order of their importance to the City Council.



Burns City Councilors on the antique Burns Fire Department Ladder Truck, July 2021

Objective / Action #	Description
#1	Enforcement of existing Burns Municipal Ordinances to facilitate the clean-up and beautification of the city.
#4	Establish and implement an Urban Renewal Agency to focus on positive, calculated growth and eradicate blight.
#7, 13	Planning and Implementation of Housing and review SDC's
#13	Ease of obtaining services and resources offered by the city and its area partners.
#10	Transportation System Plan update and focus on substantive improvement to city streets.
#7, 16, 17	Facilitate growth of industry and small businesses to bring quality employers/employees to the city.
#12	Provide a Capital Improvement Plan that encourages development of the Burns Municipal Airport.

Citywide Beautification (*Theme One*)

Goals:

Goal 1: Develop a robust code compliance program to enforce existing Burns Municipal Codes.

Goal 2: Focus on enforcing clean and safe neighborhoods where citizens will take pride in where they live and work.

Goal 3: Adopt changes/revisions to the Burns Municipal Code and Zoning Ordinances to provide a beautification standard for the City of Burns.



Public Works Crew Member Matt Renfrow mows the grass at Triangle Park

Citywide Beautification Objectives:

Goal 1: Develop a robust code compliance program to enforce existing Burns Municipal Codes.

Objective 1: Hire a full-time Code Compliance Officer (CCO) to enforce existing city ordinances. The CCO will take an ‘education first’ approach to enforcement of residential and commercial properties. The stairstep approach of education, then enforcement, allows the community to embrace the concept of citywide beautification while emphasizing that city ordinances must be enforced.

Actions: Employ a Code Compliance Officer by December 31, 2021. Ensure a fair, consistent, yet firm method of compliance is achieved by documenting all properties in violation and applying appropriate enforcement measures.

Goal 2: Focus on enforcing clean and safe neighborhoods where citizens will take pride in where they live and work.

Objective 2: Establish a working model for successful neighborhood clean-up. The city will model this behavior by beautifying our existing buildings and grounds. The use of incentive programs, neighborhood awards, community dumpsters, and extended dumping hours will be implemented.

Actions: Construct a plan for neighborhood awareness and clean-up measures by July 1, 2022.

Goal 3: Adopt changes/revisions to the Burns Municipal Code and Zoning Ordinances to provide a beautification standard for the City of Burns.

Objective 3: Review and update the Burns Planning and Zoning Ordinances, ensuring that ordinances reflect changing community conditions. Seek input from city councilors, city staff, and citizens.

Actions: Complete a comprehensive re-write of the city's zoning ordinances by December 31, 2022. Thereafter, review and update the ordinance biennially.

Objective	Measure	FY2021	FY2022	FY2023	FY2024	FY2025
1	Hire CCO by December 2021	X				
2	Create robust plan for community cleanup measures		X			
3	Update Zoning ordinances		X			



Young girl fishes at Burns Pond (Photo by Britnee Webb)

Implementation of an Urban Renewal Program *(Theme Two)*

Goals:

Goal 1: Establish an Urban Renewal Agency in the City of Burns.

Goal 2: Implement strategies to focus on development/redevelopment

Goal 3: Upgrade or install infrastructure improvements in the Urban Renewal Area

Goal 4: Provide opportunities for housing development/redevelopment



Downtown Burns in front of Harney County Chamber of Commerce

Implementation of an Urban Renewal Program Objectives:

Goal 1: Establish an Urban Renewal Agency in the City of Burns.

Objective 4: Create an Urban Renewal Agency in accordance with state law. Establishment of an Urban Renewal Agency is a lengthy process that will help revitalize the City of Burns through blight removal and development.

Actions: The City of Burns will hire a consultant that specializes in creating Urban Renewal Agencies in the State of Oregon. The Burns Urban Renewal Agency has a goal to be approved and fully functional by December 31, 2021.

Goal 2: Implement strategies to focus on development/redevelopment.

Objective 5: Focus on the following development goals:

- Streetscape: Install coordinated street furniture, pedestrian-scale lighting, walking surfaces and landscaping in areas with concentrated pedestrian activity.
- Establish a Façade Grant/Loan Program: Initial program matching grants 50% of project cost to improve building facades with per façade maximum of \$15,000.

- **Building Improvement Program:** Rehabilitate existing buildings. Assist in removal of blighted structures and rebuild structures in their place. Initial program matching grants up to 50% of project cost to improve building facades with per building.
- Acquisition of blighted structures from willing sellers for demolition and reconstruction or rehabilitation.
- Facilitate development through the provision of infrastructure improvements including but not limited to streets, sidewalks, water, sewer, stormwater, power, broadband, and parks. Facilitate right-of-way land acquisitions for these improvements. Incentives may be:
 - A direct contribution of funds.
 - A rebate of a portion of property taxes paid.
 - Contributions to the developer for infrastructure development.
 - An agreement for the Agency to complete infrastructure improvements that are otherwise required as a condition of development approval.
 - A combination of the above.

Actions: The City of Burns will strategically implement development goals throughout the strategic plan period. As funding for the Urban Renewal Agency increases over time, individual projects will commence.

Goal 3: Upgrade or install infrastructure improvements in the Urban Renewal Area

Objective 6: Upgrade or install infrastructure improvements in the Urban Renewal Area. Improvements includes upgrades, repairs, and replacement of various water, sewer, streets, sidewalks, and parks infrastructure.

Actions: Water masterplan is underway with a completion date of January 2022. A sewer master plan will be commissioned in mid-2023. Streets, sidewalks, and parks infrastructure will be ongoing.

Goal 4: Provide opportunities for housing development/redevelopment

Objective 7: Implement incentives for the new construction and rehabilitation of housing units in the Urban Renewal Area.

New Construction: Provide incentives to developers for the development of housing units in the area. This will be completed through a development agreement with the developer/builder/property owner that stipulates the amount and timing of the development and the amount and timing of the incentive. These incentives may be:

- A direct contribution of funds
- A rebate of a portion of property taxes paid
- Contributions to the developer for infrastructure development
- An agreement for the Agency to complete infrastructure improvements that are otherwise required as a condition of development approval

Rehabilitation: The Existing Home Rehabilitation Incentive Program will allow activities including but not limited to incentivizing significant remodels of existing residences in the Area. Specific program guidelines will be drafted and reviewed at the discretion of the Agency. These guidelines are expected to include substantial improvements to home facades, structural repairs, major remodels, and new additions that add additional rooms and living space.

Actions: Over the plan period, the city will engage property owners in the Urban Renewal Area to actively rehabilitate/build on their property to eradicate blight and build a better Burns.

Objective	Measure	FY2021	FY2022	FY2023	FY2024	FY2025
4	Create a URA Program	X				
5	Implement Development/Redevelopment Strategies		X			
6	Upgrade/Install Infrastructure			X	X	X
7	Incentivize URA projects			X	X	X



City of Burns Cemetery

Enhance Infrastructure (*Theme Three*)

Goals:

Goal 1: Complete water system upgrades

Goal 2: Create a sewer master plan and begin implementation

Goal 3: Implement a robust street improvement program

Goal 4: Install broadband infrastructure

Goal 5: Create an airport master plan and begin implementation

Enhancing Infrastructure Objectives:

Goal 1: Complete water system upgrades.

Objective 8: Following the guidelines of the Water Master Plan, obtain financing and grant funds to work on system upgrades including, replacement of water lines, fire hydrants, and some well houses.

Actions: Focus on the greatest need for the water system and work through the water master plan in a planned, calculated manner. Construction scheduled to begin in Spring 2023.

Goal 2: Create a sewer master plan and begin implementation.

Objective 9: Initiate a Sewer Master Plan to replace the existing lagoon system with a sewer treatment plant. This plant should be big enough to handle future growth in population.

Actions: Commission a sewer master plan study by 4th quarter of 2023.

Goal 3: Implement a robust street improvement program

Objective 10: Revise the Transportation System Plan (TSP) and focus on all city streets in the city being paved or chip sealed. An emphasis on sidewalks and walking paths will be examined through the TSP. Secure additional grant funding to fund street improvement projects.

Actions: Complete street improvement projects annually, starting in Spring 2022.

Goal 4: Install broadband infrastructure

Objective 11: Install conduit and junction boxes in all city rights-of-way for broadband fiber. Commission a broadband feasibility study. Make ‘being connected’ a priority for the City of Burns businesses and residents. Broadband brings business opportunity and expands the technology fingerprint in our region.

Actions: Commission a broadband study by Fall 2022. Purchase conduit and junction boxes for installation every time the ground is opened for water, sewer, and street construction. Work with broadband providers to ensure they are aware of city broadband programs. Write broadband infrastructure grants.

Goal 5: Create an airport master plan and begin implementation

Objective 12: The Burns Municipal Airport is poised for growth as this airport is in a desirable location for various aeronautical companies as well as private users. An airport master plan is essential for future growth and sustainability. Infrastructure needs such as water and sewer are priorities, as well as defined use of available land for hangars.

Actions: An airport masterplan study was commissioned in Fall 2021. The master plan will guide the airport for the next twenty years. A water plan for the airport will commence in 2022, and a sewer plan will follow as funding becomes available.

Objective	Measure	FY2021	FY2022	FY2023	FY2024	FY2025
8	Water System Upgrades		X	X	X	X
9	Sewer Master Plan and Project			X	X	X
10	Street Improvements		X	X	X	X
11	Install Broadband Infrastructure		X	X	X	X
12	Airport Master Planning	X	X	X	X	



City of Burns Airport

Positive Economic Growth (*Theme Four*)

Goals:

Goal 1: Promote a welcoming environment where business will come, stay, and thrive through improved infrastructure, partnerships, and less red tape.

Goal 2: Position Burns as a community that welcomes new development

Goal 3: Develop housing and commercial programs for thoughtful, strategic growth

Goal 4: Establish Burns' position geographically as a regional destination

Positive Economic Growth Objectives:

Goal 1: Promote a welcoming environment where business will come, stay, and thrive through improved infrastructure, partnerships, and less red tape.

Objective 13: Provide a Capital Improvement Plan and revise the System Development Plan program to encourage development.

Actions: Revise and update the City's Capital Improvement Plan (CIP). Update the City's System Development Charges program and consider SDC incentives to encourage development.

Goal 2: Position Burns as a community that welcomes new development

Objective 14: Update the City's Zoning Code to simplify and speed land use changes and applications.

Actions: Work with planning consultant to review all planning needs in the city.

Objective 15: Design a program for potential residential and commercial development.

Actions: Utilize Urban Renewal dollars, grant funding, and economic development funds to maximize the total investment and redevelopment efforts throughout Burns.

Goal 3: Develop housing and commercial programs for thoughtful, strategic growth

Objective 16: Prepare a comprehensive housing policy and program assessment via a housing strategy plan. Assess current business needs within the community and implement program offerings to meet current needs.

Actions: Create housing needs analysis and create program offerings to businesses.

Goal 4: Establish Burns’ position geographically as a regional destination

Objective 17: Develop a brand for the City that builds upon its positive aspects and unique character and leverages natural assets.

Actions: Leverage outcome of branding process to create a comprehensive plan for economic development marketing

Objective 18: Work with the Chamber of Commerce to explore possibilities to promote the City as a regional destination.

Actions: Coordinate meetings with staff and participate in and/or host joint events

Objective	Measure	FY2021	FY2022	FY2023	FY2024	FY2025
13	CIP and SDC plan updates		X	X		
14	Update Zoning Codes		X			
15	Create economic incentives		X	X		
16	Housing needs assessment		X	X		
17	Develop a City brand	X				
18	Become regional destination		X	X	X	X



Downtown Burns at dusk