

DISTRICT OF WELLS FACILITIES, PARKS & RECREATION MASTER PLAN

DRAFT #1 MAY 2026



PHOTO CREDIT: BONNIE GRENON



The District of Wells respectfully acknowledges that the community of Wells and the surrounding area is located on the traditional, ancestral, and unceded territory of the Southern Dakelh Nations: Lhtako Dene Nation and Northern Shuswap: Xatśūll First Nation.

The District further acknowledges and honours the importance of listening, understanding and engaging meaningfully and intentionally with local First Nations. While there is always more work to be done, the District is committed to building strong relationships with local Nations and is committed to ensuring that this work is a priority and approached in a good way. This Master Plan may be enhanced to honour what we learn as we progress forward with our commitment of being accountable partners and strong allies to the Indigenous community.

Wells Facilities, Parks & Recreation Master Plan

DRAFT #1

Acknowledgements

We would like to thank the District of Wells Council for their support of the Facilities, Parks & Recreation Master Plan.

A big thank-you to all off the community organizations and residents that took the time to participate in the public engagement sessions. Your thoughts, ideas and input have shaped the principles and recommendations that guide this Master Plan.

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Plan (2020)

1 INTRODUCTION

Master Plan Purpose

The Facilities, Parks & Recreation Master Plan (the “Master Plan”) is intended to be a long-term planning document that provides strategic direction for the District of Wells to plan for parks and recreation over the next 10-year horizon. Unlike traditional Parks and Recreation Master Plans that tend to just inventory parks and recreation assets and provide general recommendations on the overall enhancement of service delivery of these assets, this Master Plan takes a step further and highlights the redevelopment of two areas in Wells that are currently under utilized but have great potential to become key parks and recreation hubs in the community.

The overall purpose of this Master Plan is to create a user friendly document that provides planning guidelines and recommendations on park improvements for the District and its community partners over the next 10 years. It will further serve as a guide towards meeting residents current and future needs regarding recreation facilities, programs and services while considering implementation steps for such amenities. As community demographics change and trends in parks and recreation evolve, it is important to note that the recommendations of this Plan are not to be static, rather they should be re-evaluated over the Plan's lifespan to ensure current priorities of the Plan can change as required. Given the possible changes in political priorities, available funding, potential partnerships and other influencing factors, a recommendation in this plan is to revisit the Plan direction and priorities after a five-year period.

This Master Plan was developed in close consultation with community based organizations, community partners and local residents. As such, over the Plan's implementation continuous dialogue with community organizations, partners and residents is essential.



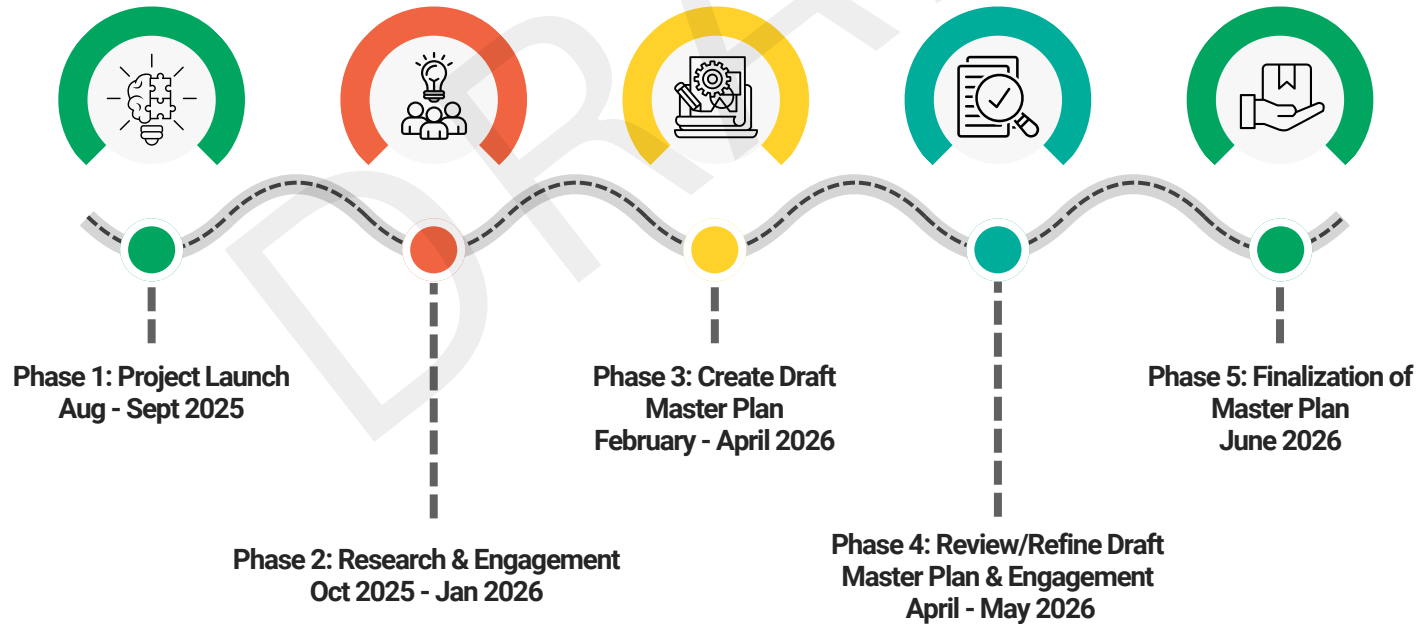
PHOTO CREDIT: EMBER HARPER-FEDIRKO

Master Plan Process

The Master Plan process was developed through a five phased approach over the span of approximately 10 months from August 2025 to June 2026. The first phase consisted of a background review to analyze key parks and recreation trends, to understand the current state of parks and recreation in Wells and to establish a foundation of recreation facilities in Wells.

Community engagement was a vital component of the Master Plan to ensure that the Plans recommendations were responsive to community needs. A number of engagement activities were used during the second phase of the project to capture public input, including a community wide survey, a community open house, community partner workshops and an in-person youth design charette.

The inputs collected in the first and second phase informed the overall needs assessment and the development of recommendations, which have been compiled into the draft Maser Plan. To ensure that the Master Plan aligns with the community's overall vision, a second round of public engagement will now begin to give residents an opportunity to view the draft Master Plan and provide comment so that it can be refined and finalized.



Guiding Principles

The District, together with community partners and residents, will aim to provide accessible recreation opportunities to contribute to a healthier community and preserve the natural environment. In order to achieve this, the Master Plan is guided by the following principles. These are the core foundational values that will focus on ensuring that the decisions that are made with regards to parks and recreation in Wells, are made in a meaningful and impactful way:



Equity & Access

The provision of recreation facilities, spaces and programs will be reflective of the needs of all residents of Wells.



Diversity of Opportunities

The provision of recreation facilities, spaces and programs will focus on a range of accessible, affordable and inclusive opportunities to support physical, creative and social activity.



Partnerships

The provision of recreation facilities, spaces and programs will focus on continuing to collaborate and engage with community partners to meet the needs of current and future residents.



Quality Facilities & Spaces

The provision of recreation facilities, spaces and programs will offer modern, relevant experiences that contribute to individual and community health and wellness.



Financial Responsibility

The provision of recreation facilities, spaces and programs will be mindful of limited fiscal resources and will ensure that we are making the most of what we currently have.

Ensuring Plan Coordination

This Master Plan document is built upon and coordinated with numerous existing District plans and policies. The District of Wells Official Community Plan, the District of Wells Concise Business Plan (Strategic Plan), the Wells-Barkerville Culture and Recreation Centre Business Plan, the Framework for Recreation in Canada (2024) and Parks for All: An Action Plan for Canada's Parks Community are just a few examples of existing planning documents that have helped shape this Master Plan.

The Importance of Community-Based Organizations in Parks and Recreation

This Master Plan recognizes the importance of community-based organizations (CBOs) in parks and recreation in Wells. CBO's play a critical role in enhancing parks and recreation facilities, engaging community members and promoting social cohesion. CBOs in Wells are led and driven by passionate community members and these organizations contribute significantly to the betterment of public spaces like parks, facilities and trails, making them more vibrant, inclusive and beneficial for the entire community.

The implementation of this Master Plan cannot be done by the District alone and will rely heavily on the continued collaboration and support of local CBOs. It is imperative that CBOs in Wells are engaged throughout the Plan implementation to further ensure that this document continues to function as one that was built for the community, by the community.



2 THE CURRENT PARKS & RECREATION CONTEXT IN WELLS

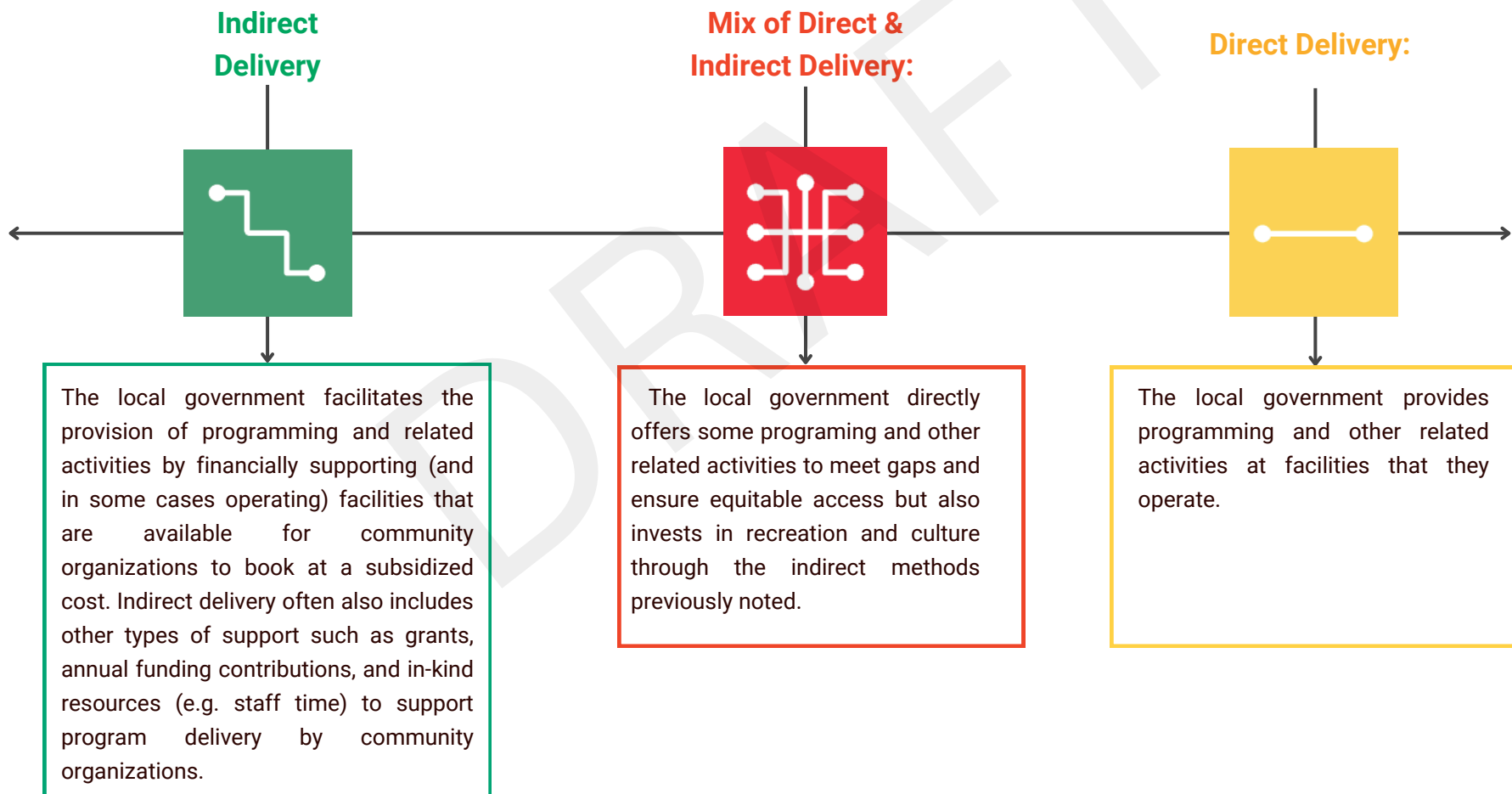
The District's Investment in Parks and Recreation

The District of Wells invests approximately **₹** dollars annually in parks and recreation services to provide facilities, programming and support to community organizations. When reflecting on the District's investment into these services, it is also important to note that the replacement value of recreation facilities and park amenities owned and operated by the District would likely exceed tens of millions of dollars. This aging infrastructure will require ongoing re-investment simply to sustain existing levels of service.

Over the next 10 years, the District will need to determine where its finite resources can be invested to provide the most benefit to the most residents. The Master Plan provides a point of reference for this decision making both in terms of suggesting specific focus areas and providing foundational basis to undertake prioritization on an ongoing basis.

Current Delivery Approaches

Like most small municipalities, Wells supports the provision of parks, recreation and related opportunities (programs, activities, and events) through an indirect delivery model. This approach primarily involves supporting volunteer-based community organizations by providing subsidized facility time, grants and other in-kind supports. Using this approach enables the District to make the most efficient use of resources by leveraging community organization and volunteer expertise and efforts. The District does provide some direct programming through the Fitness Gym, and through baseball rentals for use at the ball diamonds. As we look forward, it is likely that Wells will continue to use the indirect delivery approach in order to leverage available resources and maximize the quantity and quality of recreation opportunities available to residents and visitors.



Parks and Recreation Assessment

The District and various community organizations in Wells oversee and support a portfolio of recreation infrastructure, including indoor and outdoor facilities, park spaces and amenities and trails. Summarized as follows is an overview of the current parks and recreation inventory in Wells – including infrastructure operated directly by the District and others operated by community organizations/partners.

INDOOR FACILITY/AMENITY TYPE	PROVISION	FACILITY NAME & CHARACTERISTICS
Community Hall	1	Wells Community Hall includes bleachers, indoor courts for pickle ball and floor hockey and a professional stage. The hall hosts a dance studio on the top floor, a full kitchen and large rec room space in the basement and a small concession space on the main floor.
Library	1	Wells branch of the Cariboo Regional District Library located in the lower floor of the Community Hall
Wells-Barkerville Culture & Recreation Centre	1	Includes a space rented by Island Mountain Arts, and an indoor gym with basketball hoops and space for indoor soccer and field hockey.
Performing Art Spaces	3	• Sunset Theatre • SARRAS • Island Mountain Arts
Museums	1	The Wells Museum
Fitness Gym	1	Fitness Gym located in the lower portion of the Wells-Barkerville Culture and Recreation Centre building & includes two changes rooms
Curling Rink	1 (currently not operational)	Wells Curling Club (1 sheet of ice), the building is privately owned.

WELLS COMMUNITY HALL

The Wells Community Hall is approximately 16,000 square feet in size and is comprised of an indoor court, a banquet hall, full bar and kitchen, breakout rooms, a large professional stage, and a dance studio. The Community Hall acts as a community hub that can be adapted and used for a wide range of activities and programming. The table below indicates the hours booked over the last several years. The total hours booked do not represent all of the use of the space. There could be an amount of casual and drop-in use occurs at the Community Hall that is not reflected in these numbers.

Insert Table

Distribution of Activities in the Community Hall

The distribution of activities in the community hall is varied, reflecting that the District has been successful at encouraging the use of space for a wide range of purposes.

Insert Figure

WELLS FITNESS CENTRE

The Wells Fitness Centre includes free weights, elliptical trainer, stationary bikes, and a step machine. Bow-flex, balance equipment, a boxing bag and various teraband. The Fitness Centre generates an annual revenue of _.

The table below outlines the number of gym memberships since _.

Insert Table

OUTDOOR FACILITY/AMENITY TYPE**PROVISION****FACILITY NAME & CHARACTERISTICS**

Ball Diamonds	3	• 2 small baseball diamonds at the Wells Culture and Recreation Centre • 1 large baseball diamond at the west end of Pooley St (currently decommissioned due to soil contamination)
Outdoor Skating Rink	1	Covered outdoor skating rink located on the grounds of the Wells Culture and Recreation Centre
Sports Fields	1	Large outdoor field located on the grounds of the Wells Culture and Recreation Centre
Disc Golf Course	1	Operated by the Wells Disc Golf Association and located in the Community Forest
Playgrounds	2	• Larger playground located on the grounds of the Wells Culture and Recreation Centre • Swings located at the Community Garden
Community Parks	3	• Fred Wells Park • Picnic Park at the east end of Pooley Street • Park at the west end of Pooley Street (currently decommissioned due to soil contamination)
Cross-Country Ski Trails	Over 25 km of non-motorized mostly groomed trails	Cornish Cross-Country Ski Trails maintained by Wells and Area Trails Society (WATS).
Snowmobile Trails	Over 100 km of winter snowmobile trails	Located directly outside of the District in the area of Yanks Peak. These trails are maintained by The Wells Snowmobile Club.
Hiking/Walking Trails	Various community trails and pathways	Located throughout the community

WELLS BARKERVILLE COMMUNITY FOREST

Established in 2014, the Wells Barkerville Community Forest is 4,534 hectares in size and is located north of the townsite of Wells. The vision of the Wells Barkerville Community Forest (the Forest) is to harvest the forest within the parameters of enhancing recreational infrastructure and tourism in Wells and the surrounding area. As such, the Forest provides critical viewsapes and valuable recreational opportunities (e.g. hiking and cross-country skiing), combined with logging revenues for the District of Wells.

Further, approximately 40 hectares of the Community Forest has been designated as a Learning Forest for students, locals and visitors to learn and connect with nature. As the Learning Forest is protected from commercial harvesting and is located at a high elevation, it has proven to be an ideal location for academic sampling, research and mapping studies. Students from the University of Northern British Columbia have a growing interest in using the Forest for research projects including examining how logging influences the risk to Mountain Caribou from predators and identifying key biodiversity and community values in and near the Community Forest to assist with forest planning and management.



3 WHAT WE'VE LEARNED

Key Findings from the Community Engagement

Community engagement was a critical component of developing the Master Plan. Throughout the engagement, the project team was able to gather insights on resident activity preferences, trends, motivators and barriers to participation, satisfaction levels and future needs. The community engagement was guided by a Communications and Engagement Plan that was collaboratively created by the project team at the outset of the project. Through the Engagement Plan the project team's engagement approach was based around some key principles:

- Providing all residents and community organizations with opportunities to provide input if they wished to do so.
- Offering residents and community organizations with multiple ways to participate in the engagement process.
- In alignment with best practices, communicating to residents and community organizations how their input will (and won't) be used.
- Ensuring all perspectives regarding parks and recreation were considered, not just those offered by the most vocal community groups or interests.

Summarized below are some of the key findings and highlights from the engagement. The detailed findings are available in the "What We Learned" Community Engagement Findings Report.

Community Survey

The online public survey explored what types of activities residents were most interested in. The survey received a combined total of 57 responses.

The top outdoor activities included walking/hiking, nature/wildlife viewing, special events, cross-country skiing and gardening (Figure 1).

The most popular indoor activities included social events (e.g. at the community hall), visiting art galleries/performing art spaces, fitness training at the gym, visual arts and crafts (e.g. pottery, weaving/knitting, painting, painting, print making, etc.) and fitness classes (e.g. yoga, dance, etc.) (Figure 2).

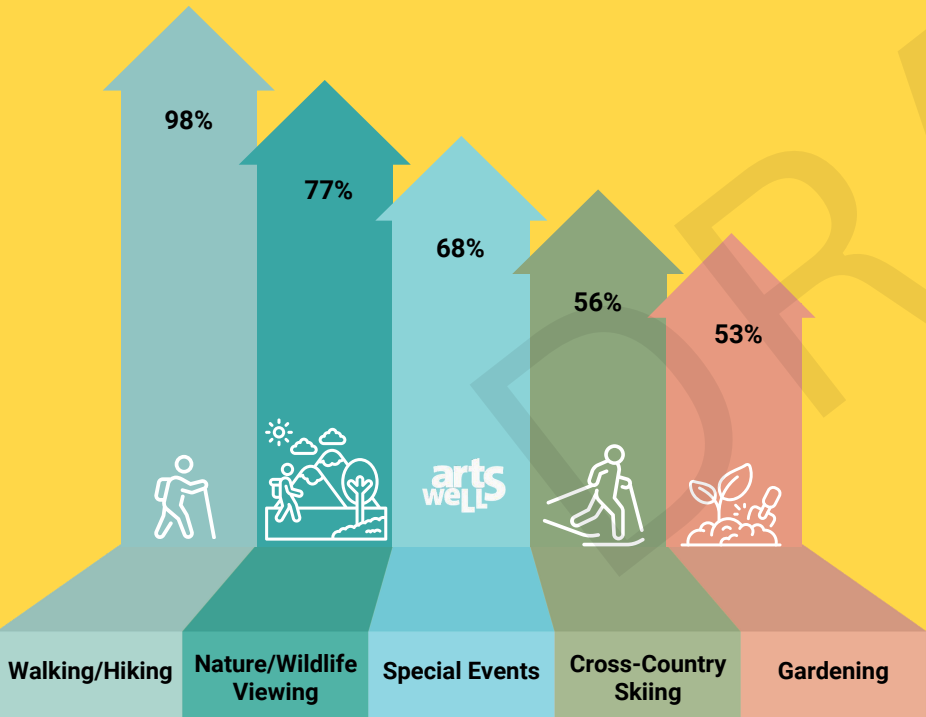


Figure 1: Top Outdoor Activities

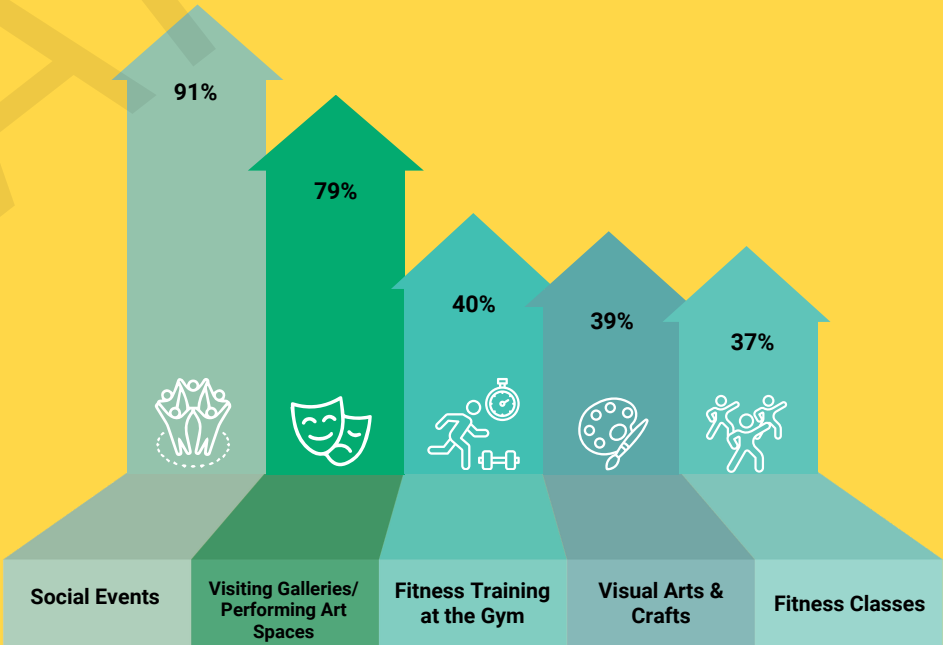


Figure 2: Top Indoor Activities

Key Findings from the Background Research

COMMUNITY PROFILE

The District of Wells is a lively mountain town tucked into the upper reaches of the Cariboo Mountains, approximately one hour east of Quesnel and eight kilometers (km) from the historic town of Barkerville. The total land mass is approximately 158.09 km and the District sits at an elevation of approximately 1,200 metres (m).

DEMOGRAPHICS

As indicated on the table below (Table 3), Wells is comparable to the regional and provincial averages regarding population age ranges. The District has a higher unemployment rate than the regional and provincial average and slightly lower average household size than the regional and provincial average.

Age Range	Wells	Cariboo Regional District	BC
0-14 years	15.9%	15.2%	14.3%
15 - 19 years	0.0%	4.8%	5.0%
20 - 29 years	13.6%	9.2%	12.6%
30 - 39 years	15.9%	10.9%	14.2%
40 - 49 years	9.0%	11.2%	12.5%
50 - 64 years	20.5%	23.9%	20.8%
65+ years	18.1%	24.4%	20.3%
85+ years	0.0%	2.0%	2.4%
Median Age	42.8	48.8	42.8
Average Household Size	1.9	2.3	2.4
Unemployment Rate	37.5	10	8.4

Table 3: Community Demographics
Source: Census 2021

EMPLOYMENT

Wells largest labour force is in the Sales and Service industry, followed by the Trades sector and the Arts, Entertainment and Recreation sector. Well’s proportion of jobs in the Arts, Entertainment and Recreation sector account for 12.3% of the labor force, significantly more than the surrounding Cariboo Region (1.5%) and across the Province (4.2%).

POPULATION

The District’s population has stagnated over the past decade and is projected to continue to remain consistent over the next 15 plus years. There are variables such as economic activity that the projections are unable to account for, therefore the population of Wells may vary from the BC Stats data over time.

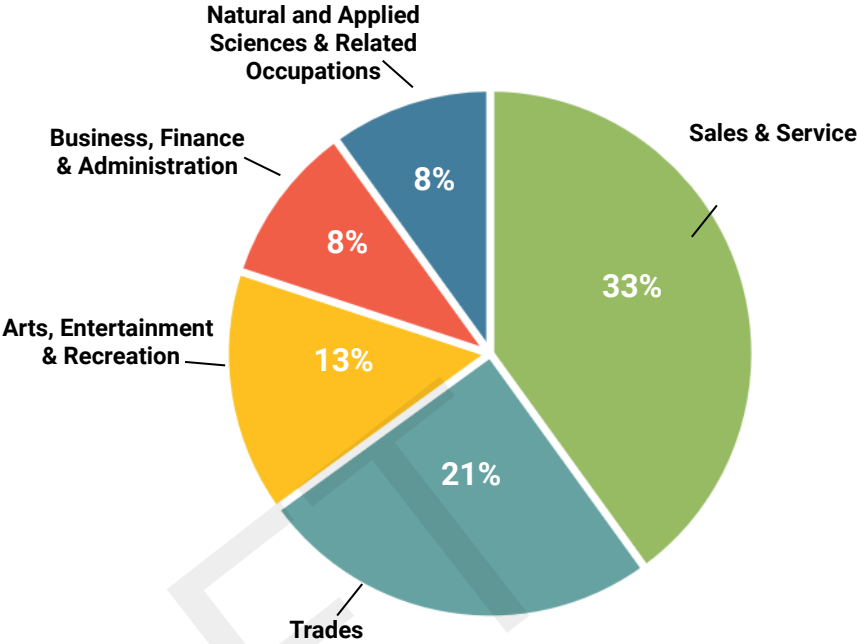


Figure 3: Employment Demographics
Source: Census, 2021

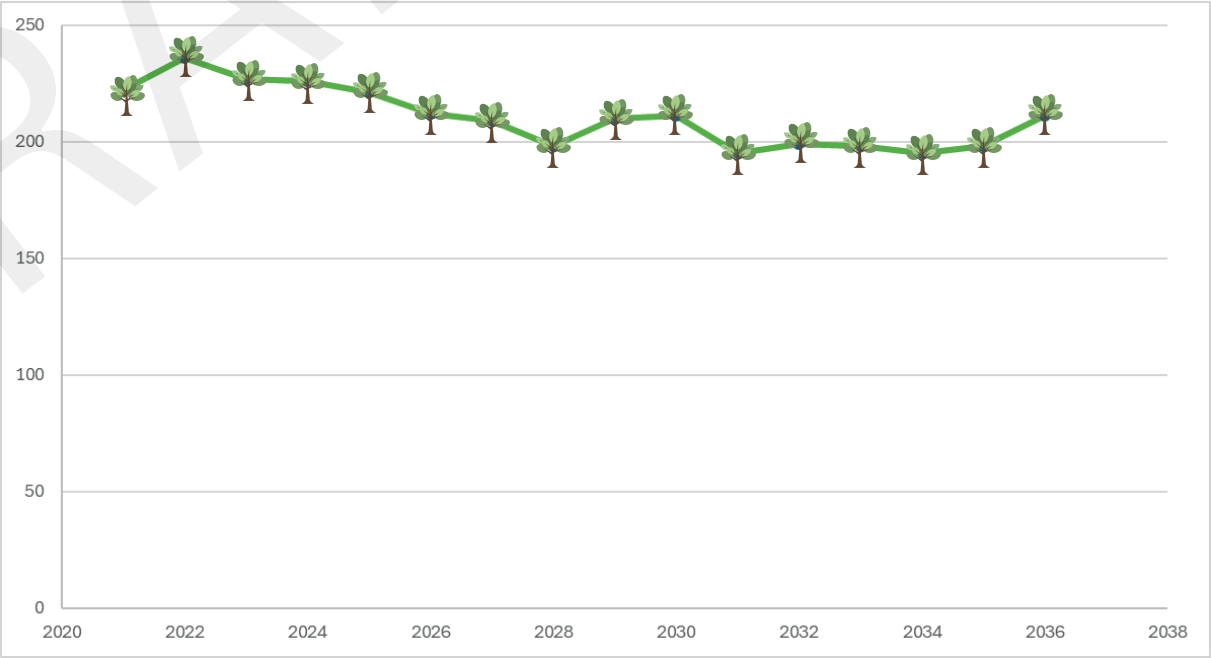


Figure 3: Population in Wells (2020 - 2038)
Source: BC Stats

4 KEY DIRECTIONS FOR THE NEXT 10 YEARS

The Key Directions presented in this section reflect potential projects and focus areas that have been identified as priorities for the next 10 years. The Key Directions, to varying degrees, represent incremental investments aimed at optimizing parks and recreation opportunities, addressing gaps, and meeting key community needs identified through the community engagement and research.

Key Direction #1: Re-Imagine The Wells Barkerville Culture & Recreation Centre Grounds

Provided on the following pages are concept images for a re-imagined park space on the grounds of The Wells Barkerville Culture & Recreation Centre. The concept provide a point of reference for future phases of planning, community engagement and engineered detailed design and have been developed through the research and information provided within the Wells-Barkerville Culture and Recreation Centre Business Plan as well as through the findings of the community engagement.

Rationale for this Key Direction

- Enhanced outdoor amenities and improved park experiences were identified as key needs through the research and engagement.
- The Wells-Barkerville Culture & Recreation Centre grounds are a major outdoor community hub space in Wells that is currently under-activated.
- Activating the space allows the District to make optimal use of the existing park conditions such as topography, street frontage and access and adjacent facilities and amenities.
- The redevelopment of the school grounds will further enhance the strategic goals and priorities of the Wells-Barkerville Culture & Recreation Centre Business Plan.



LEGEND

- A. Shared bike/pedestrian multi-use sidewalk
- B. Parallel street parking
- C. Paved multi-use pathways
- D. Public washrooms
- E. Outdoor multi-sport court
- F. Rubber surface connecting skate shed to rink

- G. Painted pickleball lines inside the outdoor rink
- H. Surface parking lot
- I. Event lawn with outdoor stage/pavillion
- J. Passive community green space
- K. New playground
- L. Serenity garden with updated green house

Important Wells Barkerville Culture & Recreation Centre Grounds Planning Actions:

- The overall space concept focuses on the overarching objective of re-imagining the area as a community hub for festivals, events, and cultural activities.
- There is a community need for a new outdoor sport court space to accommodate activities like pickleball and basketball.
- The outdoor rink has potential to have pickleball lines painted on the surface to provide the opportunity for an outdoor pickleball court during the warmer months.
- A designated event lawn has been proposed with consideration for an outdoor pavilion/stage that has power. This area provides an opportunity for outdoor concerts, theatre plays, and a potential outdoor teaching space.
- A large passive recreation/community green has been preserved in consideration that this is largely the only usable open green space left in Wells.
- The outdoor pavilion has been proposed to be redeveloped into a public washroom facility to accommodate the active and passive users of the space. The washroom should be accessible year-round and should follow universal design, providing change tables and gender neutral options.
- Strategic tree planning should be prioritized within the park due to its numerous benefits, including shade, carbon sequestration and stormwater management.
- Paved walking paths have been proposed throughout the space connecting each individual amenity on the site to one another while also providing connectivity of the space with the surrounding area. The paved walking paths also provide an accessible opportunity for those with mobility restrictions to walk outside in an unrestricted manner. There is potential to turn these walking path areas into cross-country ski tracks in the winter.
- A new playground to replace the existing playground will require further consultation and collaboration with staff and students at Wells-Barkerville school. This will ensure that the new playground is reflective of the needs of the users that will be utilizing this infrastructure the most.
- An new greenhouse is proposed with an adjacent “Serenity Garden” with informal walking path guided by rustic, edible landscaping (also known as “foodscaping”) such as wild berry bushes, ornamental plants, edible flowers, etc.
- Throughout the concept plan there are opportunities for picnic facilities and public art installations to bring a sense of place to the area. It is recommended that the District further collaborate with the local arts community in an effort to implement public art into the space.
- Activating the space with new amenities can also enhance the overall visitor experience of those visiting Wells or driving through Wells. As such, consideration has to be given to provide both surface and on street parking to accommodate the future users of the space. The paved parking area adjacent to the outdoor rink can further be utilized as an extended event space during festivals such as Arts Wells.



Bird's eye view of site via
Mildred Avenue and
Baker Street



Bird's eye view of site via
Baker Street and the
laneway (backyards of
homes on Sanderson
Avenue)



Bird's eye view of site via
Dawson Street and the
laneway (backyards of
homes on Sanderson
Avenue)



Pedestrian view of new multi-sport courts from the parking lot of the Culture and Recreation Centre



Pedestrian view of new multi-sport courts from the outdoor rink



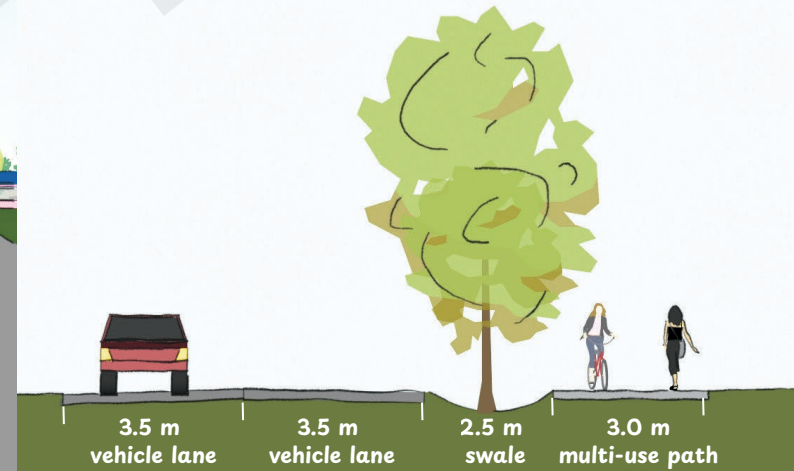
Pedestrian view of public washroom and outdoor rink from Mildred Avenue



View of event lawn/stage,
and surface parking lot



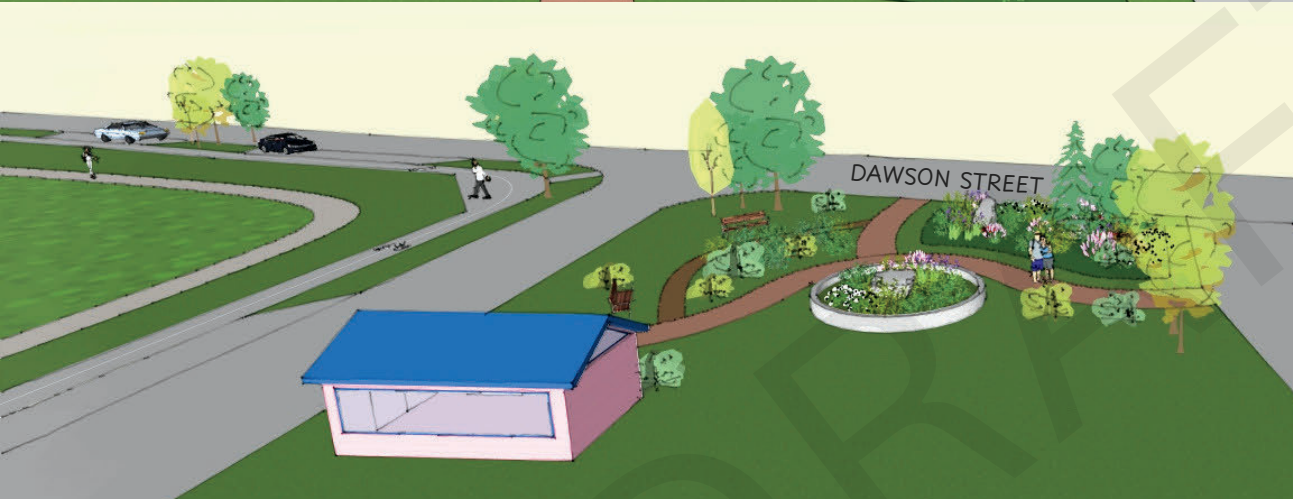
Standard Road Cross-Section



Pedestrian view of event
lawn/stage, from Baker
Street



View of new garden space from Sanderson Avenue



View of new garden space and updated green house



Pedestrian view of new garden space from Sanderson Avenue

Key Direction #2: Re-Imagine Fred Wells Park

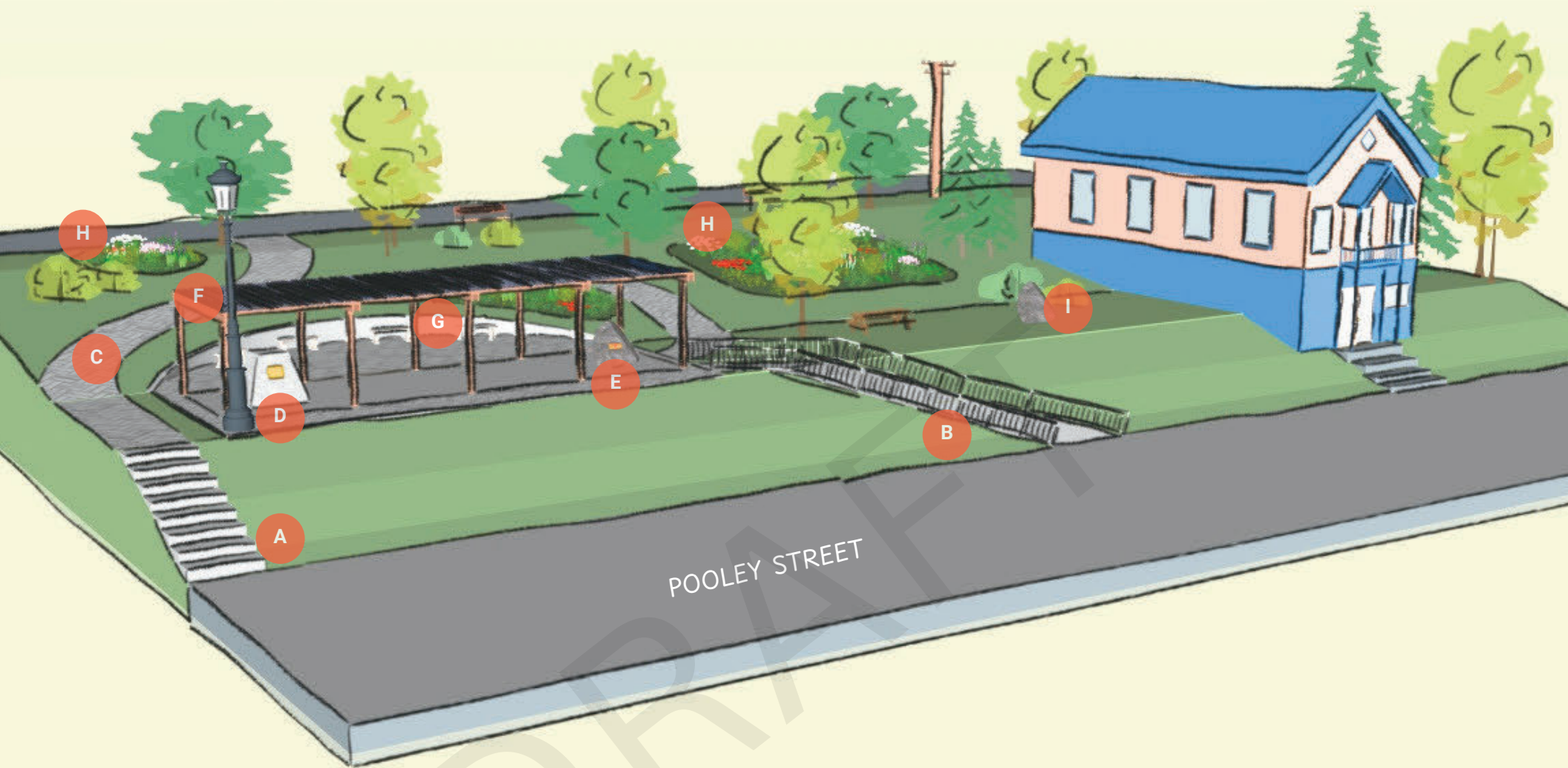
The following concept plan for the potential redevelopment of Fred Wells Park takes into consideration the need to sustain and enhancing existing park amenities while also making optimal use of existing park conditions (e.g. topography, street frontage and access, adjacent facilities and amenities, etc.). The redevelopment of this area can also work towards generating economic benefits and non-local spending (e.g. creating amenity appeal that can draw visitors into the townsite) while also providing an educational component to visitors on the history of Wells.

Rationale for this Key Direction

- This vacant area of greenspace is located in a central location in Wells that is currently underutilized.
- This site provides an opportunity not only for attraction but can also assist with a marketing and education component of the history of Wells.
- There is an opportunity to relocate the Wells Cenotaph to Fred Wells Park.

Important Fred Wells Park Planning Actions:

- A circular platform with hard surfacing that houses a covered gazebo and information kiosk is intended to be the park's focal point.
- The gazebo can encompass the existing cairn (or a renovated cairn) and the Wells Cenotaph, ensuring that there is less wear and tear of these items due to the natural environment.
- The circular platform will ensure that the Cenotaph is accessible and can accommodate residents and visitors during Remembrance Day ceremonies.
- Signage within the information kiosk or throughout the park could include a history plaque commemorating Fred Wells and the founding of the park.
- The park redevelopment suggests pedestrian pathways from Pooley Street to the lane at the rear of the park on Bowman Crescent. These pedestrian pathways should be hard surfaced.
- A paved accessibility ramp with a hand rail is also proposed off of Pooley Street.



LEGEND

- A. Stairs from Pooley Street
- B. Accessible ramp with hand rail from Pooley Street
- C. Hard surfaced multi-use pathways
- D. Fred Wells cairn
- E. Cenotaph

- F. Covered gazebo & updated street lamp
- G. Circular platform
- H. Landscaping
- I. Existing workers memorial rock to remain



View from Pooley Street



View of circular platform
and landscaping



View from Bowman
Crescent

Key Direction #3: Prioritize Walking Trail Investment Through a Coordinated Approach to Create Improved All-Season Opportunities and Wayfinding.

Rationale for this Key Direction

- Trails are one of the most used outdoor recreation amenity in Wells (validated through the community engagement).
- The Wells and Area Trails Society (WATS) and the Wells-Barkerville Community Forest are already established community organizations and partners in Wells that have the unique capacity to collaborate with the District to improve walking trails in the area. While the Community Forest may have internal funding available, WATS has access to “non-profit only” grants and the District may be able to match funds through local government only grants.

Important Walking Trail Planning Actions

- Opportunities existing for the District to encourage walking trail use and walking trail improvements through a coordinated approach with the Wells-Barkerville Community Forest and the Wells and Area Trails Society (WATS). A coordinated approach could ensure additional funding stream opportunities for projects such as a new boardwalk trail, enhancements to existing walking trails, etc.
- Further opportunities exist for the District to work with WATS and the Community Forest to implement a Trailhead Wayfinding Strategy in order to increase awareness and access to trails in Wells. The Trailhead Wayfinding Strategy should include trailhead identification and wayfinding signage that aligns with accessibility best practices.

Key Direction #4: Adopt a new Parks Classification System

Rationale for this Key Direction

- While the District's Official Community Plan designates most of the park spaces in Wells as "Urban Parks", the District can use the new Parks Classification System as a basis for park design, enhancement and maintenance.
- There is an opportunity for the District to reevaluate and update the Parks Classification System every 5 years to ensure that it remains relevant.

Park Classification	Description and Service Catchment	Ideal Size	Support Amenity Provision & Standards	Experience Objectives	Potential Park in Wells that Could Fit the Classification
Destination Park	Central gathering place for the entire community; supports both events and passive uses	· Depends on the context	· Washrooms · Connected pathways and trails · Larger play structure · Shaded seating and gathering areas · May have specialty features like community gardens, band shelters and sport courts · Should have interpretive signage and other place making components (e.g. public art).	· Place for gathering and socialization · Creates a sense of place and identity within the community · All ages and interests find the park space highly appealing	The Wells-Barkerville Culture & Recreation Centre School Grounds

Park Classification	Description and Service Catchment	Ideal Size	Support Amenity Provision & Standards	Experience Objectives	Potential Park in Wells that Could Fit the Classification
Specialty Park	Park space with specialized amenities/installations targeted towards a specific activity.	· Based on amenity and activity needs	· Accessible via trails and pathways · High level of visibility · May have amenities and features found in Destination Parks	· Meets the community needs for highly beneficial or trending activity type. · Increases appeal and uniqueness of the community	Fred Wells Park
Community Park	Serves multiple neighbourhoods	· At least 2 Ha.	· Mid-sized play structure (if applicable) · Sport court or sports field such as ball diamond · May have amenities and features found in Destination Parks · Connected to pathways and trails · Benches, gazebo's and other similar types of infrastructure	· Supports most residents in town · Provides outdoor space that is accessible by active transportation modes within 1,200 metres.	Park space at the west end of Pooley St (currently decommissioned due to soil contamination)
Neighbourhood Park/Pocket Park	Primarily used by residents within a walkable distance (1,200 m or less)	· 0.5 – 2.0 Ha	· Could have basic play structures and/or other appropriate amenities (e.g. snow bank rink, mini-sport court, etc.) · Ideally connected to pathways and trails	· Supports basic, passive recreation experiences for local residents	

Key Direction #5: Continue to Prioritize Working with Community Based Organizations to Meet Community Needs

Rationale for this Key Direction

- CBOs bring a unique perspective and intimate knowledge of the community's needs and preferences. They are deeply rooted in the locality of Wells and work to ensure that public space improvements and programming align with the community's needs and desires. In turn, creating the most appropriate, relevant and accessible amenities and programs.
- CBOs empower community members by encouraging active participation and volunteerism. They offer a platform for residents to contribute their skills, time and ideas towards programming and recreation opportunities. This active involvement fosters a sense of ownership and pride in the community's public spaces.
- CBOs in the community such as WATS, focus on environmental sustainability and conservation. They raise awareness about environmental issues and promote responsible use of natural resources. Through their efforts, these organizations ensure that parks and recreation spaces such as trails are planned, designed, improved and maintained with sustainability in mind.
- CBOs play an important role in securing and mobilizing funding and other resources for parks and recreation projects and programs. They actively seek grants, donations and corporate sponsorships to support recreation, and facility improvements and programming.

Key Direction #6: Create a Preventive Maintenance Reserve For District Owned Recreation Facilities

Rationale for this Key Direction

- Preventive maintenance is a critical component of effective community asset management. Dedicated funds that are set aside to perform regular, scheduled upkeep on public recreation facilities can help to avoid emergency repairs that are often costly and tend to reduce long-term capital costs. The District of Wells 2022 to 2032 Concise Business Plan and the 2020 Wells-Barkerville Culture and Recreation Centre Business Plan have both already initiated the establishment of prioritizing potential repairs and upgrades to both respective buildings. The creation of a Preventive Maintenance Reserve will further ensure that the renovation and maintenance work outlined in both of these documents can come to fruition in a timely manner.

Key Direction #7: A Commitment to Reconciliation

Important Reconciliation Actions

- The Truth and Reconciliation Commission of Canada's Final Report includes 94 Calls to Action that all levels of government need to undertake in order to show a meaningful commitment to reconciliation with Indigenous Canadians and decolonize society. A number of the Calls to Action directly relate or touch upon aspects of culture, recreation, parks and sport. As such, the District should engagement with local First Nation communities and rights holders to identify increased opportunities to reflect Indigenous culture and history within Wells. Parks and trails naming, interpretive signage, Indigenous art installations, the inclusion of traditional Indigenous healing and wellness spaces are just a few opportunities that could be pursued. However, the planning and potential implementation should only be undertaken as per approval of the First Nations communities through ongoing dialogue and a recognition of the harm resulted from colonization in the region.

5 IMPLEMENTATION PLAN

This Master Plan document contains a number of key directions and actions that are recommended for the District to potentially undertake over the next 10+ years. The redevelopment of both the Wells-Barkerville Culture and Recreation Culture park lands and Fred Wells park is an ambitious undertaking for the District to do alone. However, it is envisioned that the majority of the funding will come from a combination of District funds, Provincial grants and in-kind donations from industry in the area. It is anticipated that park development will be phased over a period of time, as funds become available.

As such, in recognizing resource realities and the interwoven connections between many of the of the recommended strategies and actions, practical timing and resource priorities will need to be established. The following implementation table outlines an overall “game plan” for the key directions in terms of resource allocation, potential timing and funding opportunities. It is important to note that this section presents implementation steps in a linear format; however, implementation is a highly iterative process that will not occur linearly. The District will move forward relative to budget availability, funding opportunities, Council priority, partnership participation, emerging and evolving user needs, etc. Changes to the implementation plan are normal and expected. Regular evaluation of the implementation plan’s direction and actions every 5 years will ensure that the District is accomplishing the plan goals in a responsible manner.

Implementation Plan

Key Direction	Key Next Steps	Targeted Timeframes			Funding Opportunities
		Short-term (0 – 3 years)	Medium-term (3 to 5 years)	Long-term (5+ years)	
Key Direction #1: Re-Imagine The Wells Barkerville Culture and Recreation Centre	Detailed engineering design to determine appropriate grading, stormwater management, servicing, surfacing of parking areas, sidewalks, trails, etc.				Canada Community Building Fund
Key Direction #1: Re-Imagine The Wells Barkerville Culture and Recreation Centre	Retain required expertise to provide costing for the renovation of the pavilion into a public washroom				
Key Direction #1: Re-Imagine The Wells Barkerville Culture and Recreation Centre	Work collaboratively with Staff at the Wells-Barkerville school to leverage a consultant for playground design as well as to leverage various grant opportunities for a new playground.				• BC Community Gaming Grant (typically applied for by a PAC or non-for-profit to leverage funds for playground equipment) • Build Communities Strong Fund (applied for by the District) • Co-Op Community Spaces Program (applied for by a non-profit or registered charity) • Kal Tire Replay Fund (can be applied for by school or the District)

Implementation Plan

Key Direction	Key Next Steps	Targeted Timeframes			Funding Opportunities
		Short-term (0 – 3 years)	Medium-term (3 to 5 years)	Long-term (5+ years)	
Key Direction #1: Re-Imagine The Wells Barkerville Culture and Recreation Centre	Continue to add the recommended enhancements to the new park area as funding becomes available				
Key Direction #2 Re-Imagine Fred Wells Park	Detailed engineering design for grading, surfacing, gazebo and circular platform.				Building Communities Through Arts and Heritage – Legacy Fund
Key Direction #3 Enhance walking and hiking trails in collaboration with WATs and the Community Forest	Begin discussions with CBOs to determine community priority for walking/hiking upgrades (e.g. a new boardwalk trail, enhancements to existing trails, etc.)				• Outdoor Recreation Fund of BC • BC Trails Day Micro-Grants • Northern Development Initiative Trust – Recreation Infrastructure Grant
Key Direction #3 Develop a Trailhead Wayfinding Strategy	Work with WATS and the Community Forest to undertake the recommended Trailhead Wayfinding Strategy and ensure that additional community engagement is conducted to determine specific gaps and opportunities in trail wayfinding in Wells.				• Outdoor Recreation Fund of BC • Northern Development Initiative Trust – Recreation Infrastructure Grant

Implementation Plan

Key Direction	Key Next Steps	Targeted Timeframes			Funding Opportunities
		Short-term (0 – 3 years)	Medium-term (3 to 5 years)	Long-term (5+ years)	
Key Direction #4 Adopt and regularly update the new Parks Classification System	Use the recommended new Parks Classification System as a basis for park design, enhancement and maintenance. Update the Parks Classification System every 5 years to ensure that it remains relevant.				
Key Direction #6 Create a Preventive Maintenance Fund	Council to adopt a bylaw to create a dedicated reserve fund specifically for the repair, upgrade or replacement of public recreation facilities.				Most grant funding available are considered “conditional”, meaning that they are for capital expenditures only and not for routine repair or maintenance. Small Community Grants however are unconditional and can be used for any purpose a local government choses.

Additional Funding Opportunities for Key Directions

As mentioned previously, the potential projects identified in this Master Plan will need to be resourced through a combined effort of District resources, industry in-kind donations, grants and potentially community fundraising. While grants can be a significant source of funding, when available they are usually highly competitive with a large number of jurisdictions competing for a finite amount of money. Identified below are some tactics that the District can use to best position itself for future grants from senior levels of government:

- Ensure projects for which grant funding is sought are supported by this Master Plan and additional feasibility studies and/or business cases that reflect community support and a realistic identification of costs (capital and operating).
- When possible align projects with current strategic goals of seniors levels of government (e.g. climate and sustainability, northern community development, economic sustainability, etc.)

Below are additional grant funding opportunities for some of the key directions. The grant funding below encourages partnerships with community based organizations to leverage as many available resources as possible to ensure that projects and initiatives are mutually beneficial to residents and the partner organization.

Key Direction # 1: Re-Imagine The Wells Barkerville Culture & Recreation Centre

Northern Development Initiative Trust Community Places Fund

Build Communities Strong Fund (Canada Community-Building Fund)

Active Transportation Fund

Tree Canada Community Tree Grants (Serenity Garden/Greenhouse Development)

PlanH Healthy Communities Grant

BC Gaming Capital Projects Grant

TD Friends of the Environment Foundation

Farm to School BC Grants

Whole Kids Foundation Garden Grant (for new edible educating gardens)

FCC AgriSpirit Fund

Key Direction # 2: Re-Imagine Fred Wells Park

Building Communities Through Arts and Heritage – Legacy Fund

Commemorative Partnership Program (Veterans Affairs Canada) – specifically if the cenotaph is moved to this area

Heritage Legacy Fund

Build Communities Strong Fund

Key Direction # 3: Develop a Trailhead Wayfinding Strategy

Local Community Accessibility Grants (SPARC BC) – Can be used for wayfinding strategies that improve inclusive communication, such as braille signage or high-contrast maps at trailheads.

BC Parks Community Enhancement Fund (Community PEF)



Appendix A: What We Heard Reports

Appendix B: Wells-Barkerville Culture and Recreation Centre Business Plan (2020)