

District of Wells

| Meeting Date | June 14, 2016 |
|--------------|--|
| Report Date: | June 7, 2016 |
| Memo to: | Mayor and Council |
| From: | Andrew Young, Chief Administrative Officer |
| Subject: | 2016 Annual Community Report |

Purpose/Issue:

To present to Council the District of Wells' 2016 Annual Community Report for the year ended December 31, 2015.

Background / Analysis:

The Ministry of Community, Sport and Cultural Development (MCSCD) requires British Columbia's local governments to prepare an Annual Community report. For Council's consideration a copy of the District of Wells Annual Community report for the year ended December 31, 2015 is attached to this report. In brief, the District's Annual Community report contains the following:

- Audited annual financial statements for the previous year;
- List of the permissive tax exemptions provided by Council, and for each exemption, the amount of property tax that would have been imposed during the previous year if the exemption had not been granted;
- Report on the municipality's services and operations for the previous year;
- Progress report on the performance of the municipality with respect to established objectives and measures for 2015;
- Statement of objectives and measures that will be used as the basis for determining the municipality's performance during 2016 and the beginning of 2017.

The annual report must be made available for public inspection. And after making the report public, Council must wait a minimum of two weeks before holding a public meeting on the report. The publication period is intended to provide citizens with time to review the report, ask questions, and prepare submissions. Furthermore, Council must give notice of the date, time and place of the annual meeting in accordance with the *Community Charter's* requirements for public notice. As this year's Annual Community Report was published on Friday, June 10th the required meeting could be held on June 24th (in the evening), or on June 25th to 28th inclusive. There is no requirement that the report be submitted to the Province; however, BC's local governments are required to present their annual community reports at a public meeting before June 29th.

| Budget, Policy, Staffing: |
|--|
| None |
| |
| <u>Legal Considerations:</u> |
| None |
| |
| Options / Recommendations: |
| That Council: |
| 1. Receives the District of Wells 2016 Annual Community Report for the year ended |
| December 31, 2015, as presented, for public review and comment; AND |
| 2. Gives notice in accordance with the Community Charter (BC) requirements for |
| public notice that the District of Wells 2016 Annual Community Report for the year |
| ended December 31, 2015 will be presented at an annual meeting to be held on |
| June, 2016 at the District of Wells Council Chamber at AM/PM in order |
| to receive public comment. |
| |
| Staff recommends that Council approves the above. |
| |

Andrew Young, MCIP, RPP Chief Administrative Officer

Attachment:

• District of Wells 2016 Annual Community Report for the year ended December 31, 2015



District of Wells

2016 Annual Community Report

For the year ended December 31, 2015

Published June 2016

District of Wells 2016 Annual Report For the year ended December 31, 2015

Report Contents

- 1. 2015 Municipal Operations Highlights
- 2. Evaluation of 2015 Objectives and Actions
- 3. Permissive Tax Exemptions for the year ended December 31, 2015
- 4. Audited Financial Statements for the year ended December 31, 2015
- 5. 2016 Objectives and Actions



District of Wells **2015** Municipal Operations Highlights

- Secured over \$551,010 in government and non-government grants to offset cost of municipal operations and capital projects;
- Wells-Barkerville Community Forest and planning and public consultation process;
- Approved revised Unsightly and Untidy Premises Bylaw;
- Established Huckleberry Daycare in the Wells-Barkerville Community School;
- Hosted 2nd Annual Volunteer Appreciation Night;
- Provided low or no cost facilities for local organizations including, for example:
 - o Island Mountain Arts for ArtsWells and summer school programs;
 - Wells Chamber of Commerce for the Visitor Information Centre in the summer months;
 - Wells and Area Community Association for the Community Garden;
 - Wells Best Seniors for the Seniors Centre; and
 - Wells and Area Trails Society for storage of trail grooming equipment.
- Provided \$9,000 in annual grants-in-aid to local organizations;
- Operated a subsidized weekly Transit System Service between Wells and Quesnel;
- Supported the Wells Volunteer Fire Brigade providing fire protection for Wells and Barkerville and reducing local fire insurance premiums;
- Participated in joint marketing initiatives with Barkerville Historic Town and the regional Cariboo Chilcotin Coast Tourism Association;
- Supported and organized various community events, workshops and programs;
- Held ninth successful Annual Town Clean-up Event;
- Undertook general cleanup and grass cutting operations in high visibility areas, playing fields and parks throughout the tourist season;
- Continued Wednesday Snow Clearing days to improve efficiency of snow operations;
- Operated and maintained the municipal water, sewer, and garbage collection utilities;
- Operated the District website;
- Provided street lighting;
- Worked with the Province to improve signage along Highway 26;
- Minimized tax rate increase at 3% and utility rate increase of 0% in 2015;
- Operated and maintained all municipal buildings and facilities;
- Supported the construction of new Blair Street Bridge;
- Initiated Love Wells Program;
- Offered Northern Trust Façade Improvement Program in Wells; and
- Extended the Lowhee Dike to enhance flood protection in South Wells.



DISTRICT OF WELLS EVALUATION OF 2015 GOALS AND OBJECTIVES

1. Enhance Community Life

| OBJECTIVE | ACTIONS | PROGRESS |
|--|---|--|
| Update local legislation | Draft an updated Fire Services Bylaw Draft an Adjudication Bylaw and associated procedures Evaluate and update Fees Bylaw | CompletedCompletedCompleted |
| Recognize community volunteers and local non-profit groups | Continue to host Volunteer Appreciation Night Support inter-group communications and cooperation Support local non-profit organizations through grants-in-aid and property tax exemptions | Held volunteer appreciation night on Nov 10, 2015 Council Committees engaged in meetings with various Non-Profit Groups Done annually |
| Road safety | Work with the Province to improve signage on Highway 26 through Wells Actively seek funds to purchase a second electronic speed sign on Hwy 26 | Meetings held with MOTI area manager to rationalize, reduce and improve signage – work continues. Yellow pedestrian crossing signage installed in 2015. Monies secured in early 2016 for speed sign |

| Wildlife interface | Explore options to improve the urban/wildlife interface in Wells | Meetings held with Ministry of FLNR officials and Wells Wildlife Smart Committee |
|--------------------|--|---|
| Beautification | Continue to run the Annual Spring Clean-up Work with the Province to address unsightly Crown properties Actively seek opportunities to enhance Willow River Park | 2015 Spring Clean-Up ran successfully. District also successfully pursued cleanups of several private properties in 2015 under its bylaws Addressed all but one of the Crown properties in Wells. Added gravel fill in parkette near WRP to improve drainage |
| Community Daycare | Support work of the Huckleberry Daycare | Daycare established in School Building |
| Community events | Continue to host Multiculturalism Day festivities Host Canada Games Torch Relay | Event held on June 27, 2015Completed |

| 2. Economic Diversification and Tourist Attraction | | |
|--|---|---|
| OBJECTIVE | ACTIONS | PROGRESS |
| Increase online marketing | Work with NDIT to develop Small Town Love program site – LoveWells Create an active Facebook site for tourists | Completed.Facebook users directed to existing Wells Facebook site |
| | Improve investment attraction content on Wells.ca Improve facility rental information on wells.ca | No activity Information and photographs of facilities updated (e.g. Provided content campaign materials in SnowSeekers |

| Improve tourist oriented advertising | Increase winter tourism promotion Map tourist attractions along Highway 26 and promote online Promote Wells at trade shows | Participated in 2015 SnowShow in Vernon held in conjunction with BC Snow Mobile Federation AGM Map produced in partnership with Barkerville and Quesnel Partnered with Barkerville Heritage Town at the Prince George Outdoor Show 2015 and |
|--------------------------------------|--|---|
| Print advertising | Promote Wells at the Canada Winter Games in Prince George Maintain existing level of print marketing | PG FanCon - Wells promoted at the 2015 Canada Winter Games in Prince George - Print marketing maintained (e.g. published |
| rinit advertising | - Maintain existing level of print marketing | ads in SnoRiders magazine). |
| Partnered marketing | Actively partner with Barkerville Heritage Trust and other local groups on marketing initiatives | Yes, through tradeshows, 2015 SnowShow, SnowSeekers network, Canada Winter Games, mapping products & print ads |
| Facility rental | Actively promote Wells as a wedding destination | In Progress |

| 3. Sustainable Wells | | |
|---------------------------------|---|--|
| OBJECTIVE | ACTIONS | PROGRESS |
| Support a sustainable community | Support private sector initiatives that provide new employment and services | - Ongoing |
| | Support Barkerville Heritage Trust | - Ongoing |
| | Support sustainable local mining initiatives | Yes, improved relations with BGM |
| | Support services and housing options for an aging population | Pursued resources for Wells Health Clinic. Completed health services report for Wells |

| | Support maintaining sufficient tourist and seasonal accommodation in Wells Maintain Fitness Centre and actively promote membership to the facility Support maintenance and development of the trail network | Maintained existing numbers of tourist and seasonal accommodation. Ongoing maintenance Ongoing maintenance, supported WATS with meadow trail repairs |
|--|--|---|
| Support development of new accommodation | Investigate viable options and actions to address the seasonal housing shortage in Wells Work with the Province to expedite the release of Crown owned lots for public sale | Ongoing Ongoing, five crown lots put on the market; two were sold (but not for housing use) |
| Community planning | Actively seek funds to develop an integrated Community Plan Actively seek funds to improve municipal strategic planning Complete CEEP (Community Energy and Emissions Planning) through BC Hydro | Monies secured to initiate OCP update replacement: Integrated Community Sustainability Plan in 2016 See note above Completed in 2015 and adopted by Council |
| Fire Brigade Sustainability | Organize recruitment drive Publicize house insurance benefits Pursue member certification and training | Recruitment drives conducted Done Two Fire Brigade members completed Train the Trainer courses; training of other members ongoing |
| Emergency Planning | Continue to lobby for the creation of Circular Route from Barkerville to Hwy 16 (Purden Lake) via Bowron Lake Road Update Emergency Management Plan | Ongoing lobbying efforts by Mayor & Council, and staff; Wells has support of several communities. Draft update of Wells Emergency Management Plan prepared and discussed with Emergency Management Committee |

| | Draft emergency preparedness informational brochure for the public | - No action |
|---|--|--|
| Community Forest | Actively support the Wells-Barkerville Community Forest Board through staff time and administrative support | Ongoing support given to the WCF Board |
| Support staff employed by the District of Wells | Support staff by providing training and development opportunities Support staff retention with competitive salaries, benefits and lifestyle incentives Source options for municipal intern | PW Superintendent attended EOC courses to support certification requirements; and Deputy Clerk and former CAO attended VADIM training Municipal staff received 2% salary increase NDIT intern worked at District for 3 month |
| Records Management | Improve electronic file management at the District Office | Ongoing. Network attached storage (file server) and Online Exchange established |
| Conserve and Recycle | Work with the Cariboo Regional District and local community groups to determine local recycling options Promote energy efficient options as recommended in CEEP document | Participated in development of one year pilot recycling program through CRD and WAACA Produced pamphlet on efficient woodstove operation; and installed new LED lighting in the Wells Community Hall and Municipal Hall |

4. Public Infrastructure Management

| OBJECTIVE | ACTIONS | PROGRESS |
|---|---|--|
| Improve the appearance of Public Buildings | Paint exterior of Town Hall Actively seek funds for painting of the Wells-Barkerville Community School Actively seek funds for renovation of the Community Church | Exterior of municipal hall painted and Council chamber painted No Action Ongoing, fund application made in 2015 – no funds awarded |
| Fire Hall improvements | Work with Barkerville Heritage Trust to construct a suitable shelter for new fire truck | - In process |
| Lowhee Dike maintenance | Reconstruct the lower portion of the Lowhee Dike Conduct regular inspections of the Lowhee Dike to assess condition and required repairs | Dike repairs & reinforcement completed in May 2015 Yes inspections conducted: documented brush dams in Lowhee Creek |
| Wells-Barkerville Community School improvements | Complete security upgrades, installation of energy efficient lighting and upgrades to plumbing Complete application to Canada 150 fund for further work needed on the facility | Completed most of these desired upgrades in 2015, as well as large percentage of window replacements Application for Canada 150 funding made but no funds awarded |
| Wildlife interface | Continue to explore options to improve Urban/Wildlife interface in Wells | Meetings held with Ministry of FLNR officials and Wells Wildlife Smart Committee |
| Blair Street Bridge | Provide support to community groups as needed during bridge replacement project | - Completed |

| Asset Management | Actively seek funds to complete asset management planning | Monies secured to support this activity in 2016 |
|----------------------------|--|--|
| Snow operations | Tender for multi-year snow clearing contract | Tender completed and 2 year contract awarded |
| Water and sewer operations | Operate and maintain water filter Install fence at water treatment facility Operate and maintain Sewer Treatment Plant | Ongoing No action due to lack of funds: required in 2017 budget Ongoing |
| Energy conservation | Continue to investigate options for developing a biomass district heating system Continue maintenance and operation of geothermal system at the Wells-Barkerville Community School | Ongoing during 2015, began pursuing P3 opportunities with Ventek PW Superintendent received training to help identify issues and deficiencies in the operation of the geothermal system |

| 5. Municipal Financial Sustainability | | |
|---|--|--|
| OBJECTIVE | ACTIONS | PROGRESS |
| Reduce debentures | Minimize borrowing except where external funding sources are available for loan repayment | Yes, ongoing |
| Maintain an adequate financial reserve | Maintain reserve funds equivalent or greater than one year's total tax and utility revenue | - Yes, ongoing |
| Minimize tax and utility rate increases | 3% Tax Rate increase in 2014 and each year thereafter until 2018 and one time 5% Utility Rate increase in 2014 | Yes, maintained prescribed municipal tax rate increase |

Statement of Financial Information District of Wells

Tax Exemptions for 2015 Tax Year (per Bylaw 137, 2014) UNDER DIVISION 7, PART 7 OF THE COMMUNITY CHARTER

| Name of Organization | Folio # | Class | 2015 Rates | 2015 Assessment | Tax Exempted |
|----------------------------------|-----------|-------|---------------|--------------------|-----------------|
| Wells Historical Society | 09351.002 | 6 | 24.42194 | \$109,700 | \$3,153 |
| Wells Historical Society | 05541.991 | 6 | 24.42194 | \$29,700 | \$1,199 |
| Island Mountain Arts Society | 01650.000 | 6 | 24.42194 | \$53,600 | \$1,783 |
| Island Mountain Arts Society | 01771.010 | 1 | 10.0630 | \$20,700 | \$208 |
| Wells Recreation Society | 01480.002 | 6 | 24.42194 | \$338,900 | \$8,751 |
| Royal Canadian Legion Branch 128 | 01433.001 | 6 | 24.42194 | \$81,100 | <u>\$990</u> |
| | | | | TOTAL | \$16,085 |

Consolidated Financial Statements of



DISTRICT OF WELLS

Year ended December 31, 2015



Consolidated Financial Statements

Year ended December 31, 2015

Consolidated Financial Statements

| Management's Responsibility for the Consolidated Financial Statements | |
|---|--------|
| Independent Auditors' Report | |
| Consolidated Statement of Financial Position | |
| Consolidated Statement of Operations and Accumulated Surplus | 2 |
| Consolidated Statement of Changes in Net Financial Assets | ; |
| Consolidated Statement of Cash Flows | |
| Notes to Consolidated Financial Statements | 5 - 22 |



DISTRICT OF WELLS Box 219, Wells, BC V0K 2R0 Phone (250) 994-3330 Fax (250) 994-3331

MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The accompanying consolidated financial statements of District of Wells (the "District") are the responsibility of management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board of The Canadian Institute of Chartered Professional Accountants. A summary of the significant accounting policies are described in Note 1 to the consolidated financial statements. The preparation of consolidated financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The District's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

Mayor and Council meet with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by KPMG LLP, independent external auditors appointed by the District. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the District's consolidated

financial statements.

Mr. Andrew Young

Chief Administrative Officer



KPMG EnterpriseTM 177 Victoria Street, Suite 400 Prince George BC V2L 5R8 Canada Telephone (250) 563-7151 Fax (250) 563-5693

INDEPENDENT AUDITORS' REPORT

To the Mayor and Council of District of Wells

We have audited the accompanying consolidated financial statements of District of Wells, which comprise the consolidated statement of financial position as at December 31, 2015, the consolidated statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian accounting standards for private enterprises, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



Page 2

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of District of Wells as at December 31, 2015, and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Canadian accounting standards for private enterprises.

Other Matter

Without modifying our opinion, we draw attention to Note 14 to the consolidated financial statements which indicates that the comparative information presented as at and for the year ended December 31, 2014 has been restated. The consolidated financial statements of the District of Wells as at and for the year ended December 31, 2014, excluding the restatement described in Note 14 to the consolidated financial statements, were audited by another auditor who expressed an unmodified opinion on those consolidated financial statements on April 24, 2015.

As part of our audit of the consolidated financial statements as at and for the year ended December 31, 2015, we audited the restatement described in Note 14 to the consolidated financial statements that was applied to restate the comparative information as at and for the year ended December 31, 2014, In our opinion, the restatement is appropriate and has been properly applied.

We were not engaged to audit, review, or apply any procedures to the December 31, 2014 consolidated financial statements, the December 31, 2013 consolidated financial statements (not presented herein), other than with respect to the restatement described in Note 14 to the consolidated financial statements. Accordingly, we do not express an opinion or any other form of assurance on those consolidated financial statements taken as a whole.

Chartered Professional Accountants

KPMG LLP

April 19, 2016

Prince George, Canada



Consolidated Statement of Financial Position

December 31, 2015, with comparative information for 2014

| | | 2015 | 2014 (restated - note 14) |
|---|-----|-----------|---------------------------------|
| Financial assets: | | | |
| Cash and cash equivalents | \$ | 303,256 | \$ 356,862 |
| Accounts receivable (note 2) | 5.7 | 191,756 | 156,506 |
| Investment in and advances to Wells Barkerville | | | 1000000 |
| Community Forest Corporation (note 3) | | 955 | 955 |
| | \$ | 495,967 | \$ 514,323 |
| Financial liabilities: | | | |
| Accounts payable and accrued liabilities | \$ | 30,838 | \$ 98,593 |
| Deferred revenue | | - | 1,138 |
| Long-term debt, net of sinking funds (note 4) | | 12,387 | 24,184 |
| | | 43,225 | 123,915 |
| Net financial assets | | 452,742 | 390,408 |
| Non-financial assets: | | | |
| Prepaid expenses | | 8,240 | - |
| Property acquired for taxes | | 4,620 | 4,620 |
| Tangible capital assets (note 5) | | 6,026,882 | 6,174,081 |
| | | 6,039,742 | 6,178,701 |
| Accumulated surplus (note 6) | \$ | 6,492,484 | \$ 6,569,109 |

| Chief A | Administrative Officer |
|--|------------------------|
| Mayor | |
| See accompanying notes to consolidated fir | nancial statements. |
| Commitments and contingencies (note 7) | |



Consolidated Statement of Operations and Accumulated Surplus

Year ended December 31, 2015, with comparative information for 2014

| | | 2015 Budget | | 2015 Actual | | 2014 Actual (restated - note 14) |
|--|----|----------------|----|----------------|----|---|
| Revenues: | | | | | | |
| Taxation (note 8) | \$ | 176,338 | \$ | 185,543 | \$ | 181,042 |
| Government transfers (note 9): | Ψ | 170,000 | * | 100,010 | * | 101,012 |
| Federal | | 77,000 | | 61,435 | | 62,843 |
| Provincial | | 449,228 | | 407,461 | | 389,358 |
| Other | | 76,649 | | 82,114 | | 67,197 |
| Other revenue from own sources | | 48,935 | | 77,442 | | 63,847 |
| Utility user fees | | 74,660 | | 72,866 | | 76,251 |
| Sale of services | | 14,620 | | 16,799 | | 14,484 |
| Total revenues | | 917,430 | | 903,660 | | 855,022 |
| Expenditures: | | | | | | |
| General government services | | 632,593 | | 766,629 | | 776,219 |
| Protective services | | 16,881 | | 12,136 | | 12,136 |
| Water utility | | 80,541 | | 110,973 | | 119,376 |
| Sewer utility | | 74,611 | | 90,547 | | 83,255 |
| Total expenditures | | 804,626 | | 980,285 | | 990,986 |
| Annual surplus (deficit) | - | 112,804 | | (76,625) | - | (135,964) |
| Accumulated surplus, beginning of year | | 6,569,109 | | 6,569,109 | | 6,705,073 |
| Accumulated surplus, end of year | \$ | 6,681,913 | \$ | 6,492,484 | \$ | 6,569,109 |

See accompanying notes to consolidated financial statements.



Consolidated Statement of Changes in Net Financial Assets

Year ended December 31, 2015, with comparative information for 2014

| | Budget | 2015 | 2014 (restated - note 14) |
|--|------------------|------------------------------|---------------------------------|
| Annual surplus (deficit) | \$ 112,804 \$ | (76,625) | \$ (135,964) |
| Acquisition of tangible capital assets Amortization of tangible capital assets Loss on disposal of tangible capital assets | (109,000) | (30,645) 175,625 2,219 | (9,355) 175,385 |
| | (109,000) | 147,199 | 166,030 |
| Purchase of prepaid expenses | | (8,240) | - |
| Change in net financial assets | 3,804 | 62,334 | 30,066 |
| Net financial assets, beginning of year | 390,408 | 390,408 | 360,342 |
| Net financial assets, end of year | \$ 394,212 \$ | 452,742 | \$ 390,408 |

See accompanying notes to consolidated financial statements.



Consolidated Statement of Cash Flows

Year ended December 31, 2015, with comparative information for 2014

| | 2015 | 2014 (restated - note 14) |
|--|----------------|-------------------------------------|
| Cash provided by (used in): | | |
| Operating activities: | | |
| Annual deficit | \$ (76,625) | \$ (135,964) |
| Items not involving cash: | | |
| Amortization of tangible capital assets | 175,625 | 175,385 |
| Loss on disposal of tangible capital assets | 2,219 | - |
| Changes in non-cash operating working capital: | | |
| Accounts receivable | (35,251) | 7,034 |
| Accounts payable and accrued liabilities | (67,754) | (11,691) |
| Prepaid expenses | (8,240) | |
| Deferred revenue | (1,138) | (123,471) |
| Net change in cash from operating activities | (11,164) | (88,707) |
| Capital activities: | | |
| Acquisition of tangible capital assets | (30,645) | (9,355) |
| Financing activities: | | |
| Repayment of long-term debt | (11,797) | (52,415) |
| Decrease in cash and cash equivalents | (53,606) | (150,477) |
| Cash and cash equivalents, beginning of year | 356,862 | 507,339 |
| Cash and cash equivalents, end of year | \$ 303,256 | \$ 356,862 |

See accompanying notes to consolidated financial statements.



Notes to Consolidated Financial Statements

Year ended December 31, 2015

District of Wells (the "District") is a municipality that was created in 1998 under the Community Charter, formerly the Municipal Act, a statute of the Province of British Columbia. The District's principal activities include the provision of local government services to residents of the incorporated area. These services include administrative, protective, water and sewer services.

1. Significant accounting policies:

The consolidated financial statements of the District are prepared in accordance with Canadian generally accepted accounting principles for governments as recommended by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Professional Accountants. Significant accounting policies adopted by the District are as follows:

(a) Basis of consolidation:

(i) Consolidated entities:

The consolidated financial statements reflect the assets, liabilities, revenues and expenses of the reporting entity. The reporting entity is comprised of all organizations, committees and local boards accountable for the administration of their financial affairs and resources to the District and which are owned or controlled by the District.

(ii) Accounting for Region and School Board Transactions:

The taxation, other revenues, expenses, assets and liabilities with respect to the operations of the Region and the School Board are not reflected in these consolidated financial statements.

(iii) Trust funds:

Trust funds and their related operations administered by the District are not included in these consolidated financial statements.



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

1. Significant accounting policies (continued):

- (a) Basis of consolidation (continued):
 - (iv) Investment in Government Business Enterprises:

The District's investment in the Wells Barkerville Community Forest Corporation, a wholly-owned subsidiary, is accounted for on a modified equity basis, consistent with Canadian generally accepted accounting principles as recommended by PSAB. Under the modified equity basis, the Wells Barkerville Community Forest Corporation's accounting policies are not adjusted to conform with those of the District and inter-organizational transactions and balances are not eliminated. The District recognizes its equity interest in the annual earnings or loss of the Wells Barkerville Community Forest Corporation in its consolidated statement of operations and accumulated surplus with a corresponding increase or decrease in its investment asset account. Any dividends that the District may receive from the Wells Barkerville Community Forest Corporation will be reflected as reductions in the investment asset account.

(b) Basis of accounting:

The District follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

(c) Revenue recognition:

Revenues are recognized in accordance with the provisions of the Community Charter. The District is required to act as the agent for the collection of certain taxes and fees imposed by other authorities. Collections for other authorities are excluded from the District's taxation revenues.

Revenue unearned in the current period is reported on the consolidated statement of financial position as deferred revenue or deposits.

(d) Investment income:

Investment income is reported as revenue in the period earned. When required by the funding agency or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

1. Significant accounting policies (continued):

(e) Cash and cash equivalents:

Cash equivalents include short-term highly liquid investments with a term to maturity of 90 days or less at acquisition.

(f) Property acquired for taxes:

Property acquired for taxes is carried at the lower of cost and net realizable value. Cost consists of the original purchase price and applicable carrying charges.

(g) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight-line basis over their estimated useful lives as follows:

| Asset | Useful life |
|--------------------------------|---------------|
| Building and site improvements | 15 - 40 years |
| Machinery and equipment | 5 - 20 years |
| Mountain trail systems | 20 years |
| Road infrastructure | 15 - 50 years |
| Water infrastructure | 25 - 80 years |
| Sewer infrastructure | 50 - 80 years |

Tangible capital assets are tested annually for any impairment in value based on continued usefulness of the assets and their related carrying values. Any impairment in carrying value would be recorded in the period that the impairment occurs.



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

1. Significant accounting policies (continued):

- (g) Non-financial assets (continued):
 - (ii) Contributions of tangible capital assets:

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(iii) Interest capitalization:

The District does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

(h) Contaminated sites:

Contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard.

A liability for remediation of contaminated sites is recognized, net of any expected recoveries, when all of the following criteria are met:

- (a) an environmental standard exists,
- (b) contamination exceeds the environmental standard.
- (c) the organization is directly responsible or accepts responsibility for the liability,
- (d) future economic benefits will be given up, and
- (e) a reasonable estimate of the liability can be made.

Use of estimates:

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amount of tangible capital assets and obligations related to employee future benefits. Actual results could differ from those estimates.



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

2. Accounts receivable:

| | 2015 | 2014 |
|---------------|---------------|---------------|
| Taxes | \$ 86,117 | \$ 72,139 |
| Grants | 83,416 | 76,055 |
| Sales tax | 14,124 | 6,537 |
| Miscellaneous | 8,099 | 1,775 |
| | \$ 191,756 | \$ 156,506 |

3. Investment in and advances to Wells Barkerville Community Forest Corporation:

| Advances Investment in shares | | 2014 | | |
|----------------------------------|----|------------|----|------------|
| | \$ | 855 100 | \$ | 855 100 |
| | \$ | 955 | \$ | 955 |

There are no specific terms of repayment on the unsecured, non-interest bearing advances. The above company is in the process of developing a community forest, the economic benefits of which will accrue to the local area. The District has submitted and received approval on their community forest, but no operations have occurred as at December 31, 2015.



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

4. Long-term debt, net of sinking funds:

The District issues debt instruments through the Municipal Finance Authority of British Columbia ("MFA"), pursuant to security issuing bylaws under authority of the Community Charter, to finance certain capital expenditures.

Sinking Fund balances, managed by MFA, are used to reduce long-term debt.

| | By-Law Number | | Year of maturity | Gross debt | Sinking Fund Assets | Net debt 2015 | Net debt 2014 |
|--------------------|------------------|-------|------------------|---------------|---------------------------|------------------|------------------|
| Water Fur Water | nd: 3264 | 5.69% | 2016 \$ | 47,413 \$ | 35,026 \$ | 12,387 \$ | 24,184 |

Debt is reported net of sinking fund balances on the statement of financial position.

(a) Principal and sinking fund payments due within the next year are as follows:

| | V | later Fund |
|-------------------------------|----|------------|
| 2016 | \$ | 6,256 |
| Estimated sinking fund income | | 6,131 |
| | \$ | 12,387 |

(b) Sinking fund instalments are invested by the MFA and earn income which, together with principal payments, are expected to be sufficient to retire the sinking debt at maturity. For sinking fund agreements, the MFA has established either a normal sinking fund or a capital repayment equalization fund.



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

5. Tangible capital assets:

| | | D 7.1 | | | | 201 | 15 | | | | |
|---|---------------|-------------------------------------|----|---------------------------|----|-----------------------------|----|----------------------|----------------------|----------------------|--------------------------------------|
| | Land | Building and site improvement | M | lountain trail systems | N | lachinery and equipment | | Road infrastructure | Water infrastructure | Sewer infrastructure | Total |
| Cost: Balance, beginning of year Additions Disposal | \$ 257,524 | \$ 2,864,850 7,195 | \$ | 181,580 - - | \$ | 672,637 5,163 (9,800) | \$ | 708,957 \$ 18,287 | 2,274,191 \$ | 1,319,257 | \$ 8,278,996 30,645 (9,800) |
| Balance, end of year | 257,524 | 2,872,045 | | 181,580 | | 668,000 | | 727,244 | 2,274,191 | 1,319,257 | 8,299,841 |
| Accumulated amortization: Balance, beginning | | | | | | | | | | | |
| of year | - | 752,763 | | 6,576 | | 529,725 | | 164,579 | 382,708 | 268,564 | 2,104,915 |
| Disposal Amortization | - | - | | - | | (7,581) | | - | - | 1 | (7,581) |
| expense | - | 71,711 | | 1,135 | | 43,499 | | 14,362 | 28,427 | 16,491 | 175,625 |
| Balance, end of year | - | 824,474 | | 7,711 | | 565,643 | | 178,941 | 411,135 | 285,055 | 2,272,959 |
| Net book value, end of year | \$ 257,524 | \$ 2,047,571 | \$ | 173,869 | \$ | 102,357 | \$ | 548,303 \$ | 1,863,056 \$ | 1,034,202 | \$ 6,026,882 |



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

5. Tangible capital assets (continued):

| | | 2014 | | | | | | | | | | |
|---|---------------|------|--------------------------------------|----|--------------------------|----|------------------------|----|-----------------------|----------------------|----------------------|--------------------------|
| | Land | in | Building and site approvements | M | ountain trail systems | Ma | achinery and equipment | ir | Road nfrastructure | Water infrastructure | Sewer infrastructure | Total |
| Cost: | | | | | | | | | | | | |
| Balance, beginning of year Additions | \$ 257,524 | \$ | 2,855,495 9,355 | \$ | 181,580 | \$ | 672,637 | \$ | 708,957 \$ | 2,274,191 \$ | 1,319,257 | \$ 8,269,641 9,355 |
| Balance, end of year | 257,524 | | 2,864,850 | | 181,580 | | 672,637 | | 708,957 | 2,274,191 | 1,319,257 | 8,278,996 |
| Accumulated amortization: | | | | | | | | | | | | |
| Balance, beginning of year Amortization | | | 681,259 | | 5,441 | | 486,076 | | 150,400 | 354,280 | 252,074 | 1,929,530 |
| expense | - | | 71,504 | | 1,135 | | 43,649 | | 14,179 | 28,427 | 16,491 | 175,385 |
| Balance, end of year | 5. — | | 752,763 | | 6,576 | | 529,725 | | 164,579 | 382,707 | 268,565 | 2,104,915 |
| Net book value, end of year | \$ 257,524 | \$ | 2,112,087 | \$ | 175,004 | \$ | 142,912 | \$ | 544,378 \$ | 1,891,484 \$ | 1,050,692 | \$ 6,174,081 |



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

6. Accumulated surplus:

Accumulated surplus consists of individual fund surpluses and reserve funds as follows:

| | 2015 | 2014 (restated - note 14) |
|-------------------------------------|-----------------|---------------------------------|
| Surplus (deficiency): | | |
| Invested in tangible capital assets | \$ 6,014,495 | \$ 6,149,897 |
| General fund | 295,696 | 273,289 |
| Water utility fund | (58,463) | (46,056) |
| Sewer utility fund | 21,345 | 22,098 |
| Total surplus | 6,273,073 | 6,399,228 |
| Reserves set aside by Council: | | |
| Water operating | 65,121 | 62,108 |
| Fire department | 23,853 | 22,749 |
| Road capital | 62,911 | 60,000 |
| CWF restricted capital funding | 67,526 | 25,024 |
| Total reserve funds | 219,411 | 169,881 |
| | \$ 6,492,484 | \$ 6,569,109 |



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

7. Commitments and contingencies:

- (a) The District is responsible, as a member of the Cariboo Regional District, for its portion of any operating deficits or capital debt related to functions in which it participates.
- (b) The District issues debt instruments through the MFA. As a condition of these borrowings, 1% of gross proceeds are required by the MFA for the District to deposit into a debt reserve fund. The District is also required to execute demand notes in connection with each debenture whereby the District may be required to loan certain amounts to the MFA. These demand notes are contingent in nature and are not reflected in the accounts. The demand notes issued at December 31, 2015 aggregated \$5,655 (2014 \$5,655).
- (c) The District and its employees contribute to the Municipal Pension Plan ("the Plan"), a jointly trusteed pension plan. The Board of Trustees, representing plan members and employers, is responsible for administering the Plan, including investment of assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2014, the Plan has about 185,000 active members and approximately 80,000 retired members. Active members include approximately 4 contributors from the District.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the Plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the Plan. This rate is then adjusted to the extent there is amortization of any funding deficit.

The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2012 indicated a \$1,370 million funding deficit for basic pension benefits on a going concern basis.

The next valuation will be as at December 31, 2015, with results available in 2016.



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

7. Commitments and contingencies (continued):

Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the Plan.

The District paid \$19,225 (2014 - \$13,698) for employer contributions to the Plan in fiscal 2015.

(d) The District is obligated to collect and transmit property taxes levied on District of Wells taxpayers in respect of the following bodies:

Ministry of Education, Province of British Columbia Cariboo Regional District Cariboo-Chilcotin Regional Hospital District British Columbia Assessment Authority Municipal Finance Authority Royal Canadian Mounted Police

(e) The District is a participant in the Municipal Insurance Association of British Columbia. Should the Association pay out claims in excess of premiums received, it is possible that the District, along with other participants, would be required to contribute toward the deficit.



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

8. Net taxation revenue:

As indicated in note 7(d), the District is required to collect taxes on behalf of and transfer the appropriate portion of these amounts to the government agencies below:

| | 2015 | 2014 |
|--|---------------|---------------|
| Taxes collected: | | |
| General purposes | \$ 174,088 | \$ 167,909 |
| Grants in lieu of taxes | 14,419 | 13,133 |
| Collection of other governments | 127,424 | 129,595 |
| | 315,931 | 310,637 |
| Transfers to other governments: | | |
| Provincial government | 70,857 | 68,732 |
| Cariboo Regional District | 34,773 | 35,411 |
| Cariboo-Chilcotin Regional Hospital District | 13,890 | 14,218 |
| B.C. Assessment Authority | 1,472 | 1,522 |
| Royal Canadian Mounted Police | 9,396 | 9,712 |
| | 130,388 | 129,595 |
| | \$ 185,543 | \$ 181,042 |



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

9. Government transfers:

The District recognizes the transfer of government funding as expenses or revenues in the period that the events giving rise to the transfer occurred. The government transfers reported on the Consolidated Statement of Operations and Accumulated Surplus are:

| | 2015 | 2014 |
|---------------------------------------|---------------|---------------|
| Provincial grants: | | |
| Unconditional | \$ 401,338 | \$ 385,276 |
| Miscellaneous | 6,123 | 4,082 |
| Subtotal provincial grants | 407,461 | 389,358 |
| Federal grants: | | |
| Gas tax | 60,789 | 59,843 |
| Community health | 646 | 3,000 |
| Subtotal federal grants | 61,435 | 62,843 |
| Other grants: | | |
| Northern Development Initiative Trust | 82,114 | 67,197 |
| Total government transfers | \$ 551,010 | \$ 519,398 |



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

10. Segmented information:

The District is a diversified municipal organization that provides a wide range of services to its citizens. For management reporting purposes, the District's operations and activities are organized and reported by service areas. Municipal services are provided by departments and their activities are reported in these service areas. Service areas that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

a) General Government Services:

General government services operations provides the functions of corporate administration and legislative services and any other functions categorized as non-departmental in the District.

b) Protective Services:

Protective services is comprised of emergency management and regulatory services.

c) Water Utility:

The water utility installs and maintains the water systems and facilities within the District. The treatment and distribution of water in the District through Public Works is included in this segment.

d) Sewer Utility:

The sewer utility installs and maintains the sewer systems and facilities within the District. The collection of sewage in the District through Public Works is included in this segment.

The following statement provides additional information for the foregoing functions. The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 1.



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

10. Segmented information (continued):

| | | | | 2 | 015 | | | | |
|--------------------------------|----|-----------|----|------------------------|------|------------------|------------------|-----|---------|
| | C | General | | Protective Services | | Water Utility | Sewer Utility | | Total |
| | | overnment | - | Services | | Othity | Othity | | Total |
| Revenue: | | | | | | | | | |
| Government transfers | \$ | 551,010 | \$ | - | \$ | - | \$ - | \$ | 551,010 |
| Taxation | | 100,157 | | <u> </u> | 3.5% | 46,116 | 39,270 | 584 | 185,543 |
| Other revenue from | | | | | | , , , , , | , | | |
| own sources | | 77,442 | | - | | _ | - | | 77,442 |
| Utility user fees | | - | | - | | 38,833 | 34,033 | | 72,866 |
| Sale of services | | 16,799 | | - | | - | - | | 16,799 |
| Total revenue | | 745,408 | | - | | 84,949 | 73,303 | | 903,660 |
| Expenses: | | | | | | | | | |
| Salaries, wages and | | | | | | | | | |
| employee benefits | | 328,102 | | 907 | | - | - | | 329,009 |
| Operating | | 322,946 | | 9,691 | | 27,312 | 27,960 | | 387,909 |
| Interest | | 1,001 | | = | | 4,395 | - | | 5,396 |
| Insurance | | 24,975 | | 1,538 | | | - | | 26,513 |
| Professional services | | 23,778 | | - | | - | - | | 23,778 |
| Amortization | | 130,707 | | - | | 28,427 | 16,491 | | 175,625 |
| Administrative recovery | | (96,935) | | - | | 50,839 | 46,096 | | - |
| Loss on disposal of tangible | | | | | | | | | |
| capital assets | | 2,219 | | - | | - | - | | 2,219 |
| Mayor and council remuneration | | | | | | | | | |
| and travel | | 29,836 | | - | | | - | | 29,836 |
| Total expenses | | 766,629 | | 12,136 | | 110,973 | 90,547 | | 980,285 |
| Annual deficit | \$ | (21,221) | \$ | (12,136) | \$ | (26,024) | \$ (17,244) | \$ | (76,625 |



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

10. Segmented information (continued):

| | | 2 | 014 | | | |
|---|---------------------------|------------------------|-----|------------------|------------------|----------------|
| M-2000 000 000 000 000 000 000 000 000 00 | General Sovernment | Protective Services | | Water Utility | Sewer Utility | Total |
| | overninent | Services | | Othity | Othity | Total |
| Revenue: | | | | | | |
| Government transfers | \$ 519,398 | \$ | \$ | - | \$ - | \$ 519,398 |
| Taxation | 94,294 | - | | 46,848 | 39,900 | 181,042 |
| Other revenue from | | | | | | |
| own sources | 63,847 | - | | - | - | 63,847 |
| Utility user fees | (-) | - | | 40,542 | 35,709 | 76,251 |
| Sale of services | 14,484 | | | | - | 14,484 |
| Total revenue | 692,023 | - | | 87,390 | 75,609 | 855,022 |
| Expenses: | | | | | | |
| Salaries, and employee | | | | | | |
| benefits | 346,557 | 907 | | - | E | 347,464 |
| Operating | 303,700 | 11,229 | | 47,440 | 22,776 | 385,145 |
| Interest | 1,157 | | | 4,816 | - | 5,973 |
| Insurance | 24,529 | - | | - | _ | 24,529 |
| Professional services | 16,079 | - | | - | - | 16,079 |
| Amortization | 130,468 | - | | 28,427 | 16,490 | 175,385 |
| Administrative recovery | (82,682) | - | | 38,693 | 43,989 | |
| Mayor and council remuneration | ALTON VILLENCE | | | | | |
| and travel | 36,411 | - | | - | # 1 | 36,411 |
| Total expenses | 776,219 | 12,136 | | 119,376 | 83,255 | 990,986 |
| Annual deficit | \$ (84,196) | \$ (12,136) | \$ | (31,986) | \$ (7,646) | \$ (135,964 |



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

11. Budget data:

The budget data presented in these consolidated financial statements is based upon the 2015 operating and capital budgets approved by Council on May 5, 2015. Amortization was not contemplated on development of the budget and, as such, has not been included. The table below reconciles the approved budget to the budget figures reported in these consolidated financial statements.

| | Budget amou | | | | | |
|---------------------------|-------------|----|-----------|--|--|--|
| Revenues: | 7 | | | | | |
| Operating budget | | \$ | 925,235 | | | |
| Less: | | | | | | |
| Transfer from other funds | | | (7,805) | | | |
| Total revenue | | | 917,430 | | | |
| Expenses: | | | | | | |
| Operating budget | | | 919,882 | | | |
| Less: | | | | | | |
| Capital expenditures | | | (109,000) | | | |
| Debt principal payments | | | (6,256) | | | |
| Total expenses | | | 804,626 | | | |
| Annual surplus | | \$ | 112,804 | | | |

12. Comparative information:

Certain 2014 comparative figures have been reclassified to conform with the consolidated financial statement presentation adopted for the current year.

13. Economic dependence:

The District derives a significant portion of its government grant revenue from the Province of British Columbia through the Small Community Protection Program. Any changes to this funding could have an impact on the ongoing operation of the District.



Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2015

14. Restatement:

During the year, management determined that unspent funds received under the Federal Gas Tax program were included in deferred revenue instead of being included in revenue and accumulated surplus.

As a result, the prior year consolidated financial statements have been restated on a retroactive basis. The effect of the restatement is as follows:

| | А | s Previously Reported | Increase (Decrease) | , | As Restated |
|---|----|--------------------------|------------------------|----|-------------|
| Consolidated Statement of Financial Position as at December 31, 2014: Deferred revenue | \$ | 26,162 | \$ (25,024) | \$ | 1,138 |
| Consolidated Statement of Operations and Accumulated Surplus for the year ended December 31, 2014: | | | | | |
| Government grants | | 494,374 | 25,024 | | 519,398 |
| Annual deficit | \$ | (160,988) | \$ 25,024 | \$ | (135,964) |
| Accumulated surplus, beginning | | 6,705,073 | - | | 6,705,073 |
| Accumulated surplus, ending | \$ | 6,544,085 | \$ 25,024 | \$ | 6,569,109 |



2016 GOALS AND OBJECTIVES

1. Enhance Community Life

| OBJECTIVE | ACTIONS | RESULTS |
|--|--|---------|
| Update local legislation | Amend Traffic Bylaw to include ATV corridor Evaluate and update Comprehensive Fees Bylaw Draft Sanitary Sewer and Water Bylaws Conduct comprehensive review of District policies Draft Records Management Policy Complete implementation of Adjudication system | |
| Recognize community volunteers and local non-profit groups | Host 3rd annual Volunteer Appreciation Night Support inter-group communications and co- operation Support local non-profit organizations through grants-in-aid and property tax exemptions | |

| OBJECTIVE | ACTIONS | RESULTS |
|------------------------------------|--|---------|
| Road safety | Apply to ICBC's Road Improvement Program for cost sharing on second speed sign | |
| Wildlife interface | Explore options to improve the urban/wildlife interface in Wells | |
| Beatification | Organize Annual Spring Clean-up Work with the Province to | |
| | address unsightly Crown properties | |
| | Actively seek opportunities to enhance Willow River Park | |
| Community Events | Support local groups to organize a winter community event | |
| Community Health and Recreation | Maintain Fitness Centre and actively promote membership to the facility | |
| | Improve local medical services access | |
| | Support maintenance and development of the trail network | |

2. Economic Diversification and Tourist Attraction

| OBJECTIVE | ACTIONS | RESULTS |
|---------------------------|--|---------|
| Increase online marketing | Create an active Facebook | |
| | site for tourists | |
| | Improve investment | |
| | attraction content on | |
| | wells.ca | |
| | Improve facility rental | |
| | information on wells.ca | |
| | Actively promote | |
| | lovewellsbc.com | |
| Improve tourist oriented | Increase winter tourism | |
| advertising | promotion | |
| | Map tourist attractions | |
| | along Highway 26 and | |
| | promote online | |
| | Promote Wells at trade | |
| | shows | |
| Print advertising | Maintain existing level of | |
| Partnered marketing | print marketing | |
| Faithered marketing | Actively partner with Barkerville Heritage Trust | |
| | and other local and regional | |
| | groups on marketing | |
| | initiatives | |
| Facility rental | Actively promote Wells as a | |
| | wedding destination | |
| Wells Heritage | Work with Heritage Society | |
| | to expand heritage walking | |
| | tour in Wells | |
| | Create Heritage Registry | |

3. Sustainable Wells

| OBJECTIVE | ACTIONS | RESULTS |
|---|---|---------|
| Support development of new employment opportunities | Support private sector initiatives that provide new employment and services Support Barkerville Heritage Trust | |
| Support development of new accommodation | Support services and housing options for an aging population Support maintenance and development of the trail network Investigate viable option and actions to address the seasonal housing shortage in Wells Work with the Province to expedite the release of Crown owned lots for public sale | |
| Community planning | Actively seek funds to develop an integrated Community Plan Actively seek funds to improve municipal strategic planning | |
| Volunteer Fire Brigade | Organize recruitment drive Pursue member certification and training Work with Barkerville Heritage Trust and other community partners to fund and construct a shelter for new fire truck | |

| OBJECTIVE | ACTIONS | RESULTS |
|-------------------------------|---|---------|
| Emergency Planning | Update Emergency | |
| | Management Plan | |
| | Draft emergency | |
| | preparedness | |
| | informational brochure for | |
| | the public | |
| Community Forest | Actively support the Wells- | |
| | Barkerville Community | |
| | Forest Board through staff time and administrative | |
| | support | |
| Support Staff employed by the | Support staff by providing | |
| District of Wells | training and development | |
| | opportunities | |
| | | |
| | Support staff retention with competitive salaries, | |
| | benefits and lifestyle | |
| | incentives | |
| Wildlife interface | Continue to explore | |
| | options to improve | |
| | Urban/Wildlife interface in | |
| Maintain Community Church | Wells | |
| Maintain Community Church | Access viability Investigate entires for | |
| Energy conservation | Investigate options for renewable energy at the | |
| | School | |
| | | |
| | Continue to utilize and | |
| | promote energy efficient | |
| | options as recommended | |
| | in CEEP document | |
| | Continue maintenance and | |
| | operation of geothermal | |
| | system at the Wells- | |
| | Barkerville Community | |
| | School | |
| | | |
| | | |
| | | |

| Reduce debentures | Minimize borrowing except where external funding sources are available for loan repayment |
|---|--|
| Maintain an adequate financial reserve | Maintain reserve funds equivalent or greater than one year's total tax and utility revenue. |
| Minimize tax and utility rate increases | utility revenue 3% overall Tax Rate increases in 2016 and each year thereafter until 2018. |
| | Evaluate utility rates in 2016 to meet expenditure needs |

4. Public Infrastructure Management

| OBJECTIVE | ACTIONS | RESULTS |
|-----------------------------|--|---------|
| Water and Sewer Operations | Install fence at Water Plant Actively seek funds for emergency generators at water and sewer facilities | |
| | Operate and maintain Sewer Treatment Plant and Water Filtration Plant | |
| Storm Water Drainage System | Complete culvert replacement in North Wells to improve lot drainage | |
| Lowhee Dike Maintenance | Conduct regular inspections of the Lowhee Dike to assess condition and undertake required repairs | |
| | Work with Province to assess current state and future management of the Dike | |

| Maintenance of Public Facilities | Actively seek funds for painting of the Wells-Barkerville Community School |
|----------------------------------|---|
| | Evaluate maintenance needs of the School and Community Hall |
| | Repair and refinish Town Hall floor |
| | Improve security of District owned facilities |
| | Complete maintenance of 'Welcome to Wells' display and Visitor's Information Centre |
| | Maintain new sections of Barkerville Cemetery |