

DISTRICT OF WELLS REGULAR COUNCIL MEETING  
TUESDAY, OCTOBER 6, 2020  
ONLINE (VIA ZOOM) – COVID-19

AGENDA

Please Note: Protocols and procedures are in place to keep the peace during a Council meeting. Public Gallery will only be given a chance to speak at the end of the meeting prior to closing, at the Mayor's discretion. Anyone who applauds, speaks out of turn, jurors or encourages inappropriate behaviors will be requested to leave the meeting.

**1.0 CALL TO ORDER**

1.1 Agenda for the Regular Council meeting of Tuesday October 6, 2020

**Recommendation/s: THAT** Council approves the Agenda for the Regular Council meeting of October 6, 2020, as circulated.

**2.0 MINUTES**

2.1 Minutes for the Regular Council meeting of Tuesday September 15, 2020

**Recommendation/s: THAT** Council approves the Minutes for the Regular Council meeting of Tuesday September 15, 2020, as circulated.

**3.0 PRESENTATIONS AND DELEGATIONS**

3.1 Wells Community Facility Building Committee update and presentation

**Recommendation/s: THAT** Council:

1. Receives an update and presentation from the Wells Community Facility Building Committee.
2. Approves the application for up to \$2,000,000.00 to the Rural and Northern Communities envelope of the Investing in Canada Infrastructure Program (ICIP).

**4.0 CORRESPONDENCE**

4.1 Letters to Mayor and Council from Barb Cirotto regarding the Learning Forest Trail

**Recommendation/s: THAT** Council receives two letters from Barb Cirotto regarding the Learning Forest Trail.

4.2 Letter of request to Mayor and Council from Cindy Davies of the Wells Hotel

**Recommendation/s: THAT** Council:

1. Receives the letter from Cindy Davis of the Wells Hotel requesting

support to extend Municipal approval for the Temporary Expanded Service are during COVID-19; and

2. Approves the extension request to support the Wells Hotel application for a Temporary Expanded Service area during COVID-19 past October 30, 2020.

4.3 Letter to Mayor and Council from the Wells and Area Community Association (WAACA) regarding Huckleberry Daycare

**Recommendation/s: THAT** Council receives the letter from the Wells and Area Community Association (WAACA) regarding Huckleberry Daycare.

5.0 **UNFINISHED BUSINESS**

5.1 Proposed Community Vision and Input Committee Callouts

**Recommendation/s: THAT** Council:

1. Receives the staff report regarding the proposed implementation of a Community Vision and Input Select Committee to seek public comments and input regarding the proposed Barkerville Gold Mines Cariboo Gold Project; and
2. Directs staff to extend the deadline for committee callouts **OR**
3. Appoints the following members to the Community Vision and Input Committee:

\_\_\_\_\_, \_\_\_\_\_,  
\_\_\_\_\_, \_\_\_\_\_,  
\_\_\_\_\_, \_\_\_\_\_,  
\_\_\_\_\_, \_\_\_\_\_,  
\_\_\_\_\_.

**AND**

4. Appoints Councillor \_\_\_\_\_ as Chair to the Community Vision and Input Committee, and staff member \_\_\_\_\_ to the committee; and
5. Directs staff to commence the Terms of Reference for the Wells Community Vision and Input Committee.

5.2 Proposed grant application to the Federation of Canadian Municipalities (FCM) for Asset Management and Geographic Information System (GIS) software update

**Recommendation/s: THAT** Council receives the staff report regarding the re-consideration of grant application to Federation of Canadian Municipalities (FCM) for implementing Asset Management and Geographic Information System (GIS) software for the District of Wells.

## 6.0 NEW BUSINESS

- 6.1 Staff Report – Union of BC Municipalities (UBCM) 2020 Ministerial Meeting updates

**Recommendation/s: THAT** Council receives the staff report regarding the Union of BC Municipalities (UBCM) 2020 Ministerial meetings.

- 6.2 Staff Report – Consideration of the disposition of the modular office

**Recommendation/s: THAT** Council:

1. Receives the staff report regarding the proposed consideration of the disposition of the modular office building located at 4286 Mildred Avenue, Wells BC; and
2. Directs staff to place public notice in consideration of the proposed disposition of a Municipal asset per Division 3, Section 26 and 94 of the BC Community Charter; and
3. Directs staff to write a formal request letter to the School District 28 to seek potential interest in them buying the modular office.

- 6.3 Staff Report – Proposed Grant application to the Union of BC Municipalities (UBCM) for a Wells Community Fire Smart Program

**Recommendation/s: THAT** Council:

1. Receives the staff report regarding the proposed application for funding from the Union of BC Municipalities (UBCM) to their Community Resiliency Investment program for a Wells Community Fire Smart Program; and
2. Approves the application to the Union of BC Municipalities (UBCM) for up to \$150,000.00 with the Community Resiliency Investment program to implement a Wells Community Fire Smart program.

## 7.0 INFORMATION AND ANNOUNCEMENTS

- 7.1 Council

- 7.2 Staff

- 7.3 Public Gallery

## 8.0 ADJOURNMENT

- 8.1 Adjournment of the Regular Council meeting of October 6, 2020

**Recommendation/s: THAT** Council at \_\_\_\_\_ PM adjourns the Regular Council meeting of Tuesday October 6, 2020.

DISTRICT OF WELLS REGULAR COUNCIL MEETING  
TUESDAY, SEPTEMBER 15, 2020 AT 7:00PM  
ONLINE (VIA ZOOM) – COVID-19

MINUTES

ATTENDANCE:

COUNCIL: Mayor Gabe Fourchalk, Councillors Jordan Rohatynski, Chris Cooley, Ksenya Dorwart and Mandy Kilsby

STAFF: Donna Forseille, Chief Administrative Officer and Tyler Burnson, District Clerk

PUBLIC GALLERY: 7

1.0 **CALL TO ORDER AT 7:01PM**

1.1 Agenda for the Regular Council meeting of Tuesday September 15, 2020

Mayor Fourchalk requested to add item 5.4 letter from Wells and Area Trail Society (WATS)

**20-108** **MOVED** Jordan Rohatynski, seconded Ksenya Dorwart THAT Council approves the agenda for the Regular Council meeting of Tuesday, September 15, 2020 as amended to add item 5.4 letter from Wells and Area Trail Society (WATS), requested by Mayor Fourchalk.

**Carried Unanimously**

2.0 **MINUTES**

2.1 Minutes from the Regular Council meeting of Tuesday September 1, 2020

Councillor Dorwart asked if Councillor Kilsby was the seconder for section 5.2.3, as it was not noted in the minutes.

Councillor Kilsby confirmed that she did second the motion, but it was not noted.

CAO said the minutes will be amended to reflect as such.

**20-109** **MOVED** Ksenya Dorwart, seconded Mandy Kilsby THAT Council approves the minutes for the Regular Council meeting of Tuesday September 1, 2020, as amended to clarify Kelsey Dodd's comments in efforts to explain the role of the Technical Advisory Committee for the Cariboo Gold project and

To fix section 5.2.3 to add seconder, Mandy Kilsby, to Councillor Rohatynski's motion.

**Carried Unanimously**

### 3.0 PRESENTATIONS AND DELEGATIONS

#### 3.1 Wells Community Facility Building Committee Minutes

**20-110** **MOVED** Jordan Rohatynski, seconded Ksenya Dorwart THAT Council receives the minutes from the Community Facility Building Select Committee meeting on September 2, 2020.

**Carried Unanimously**

#### 3.2

Wells Community Facility Building Committee report to Council

Judy Campbell and Dawn Leroy spoke to the Committee's report and request for grant applications to upgrade the Wells Community Facility Building.

The Committee has contracted, Clear Course Consulting to conduct the business plan, with the District's support. \$6500.00 was raised by all the local non-profits in the Community to secure said contract.

The committee is seeking Council resolution to support applications to two different funding streams for up to \$2,000,000.00 (Two Million Dollars), committing District staff to write the grant applications and to have approval for the District of Wells to have the matching funds as needed. (For the first funding stream this is up to 27% of the Two Million Dollars sought, however the second funding stream may be funded at 100%)

The Committee has a designated \$28,000 for any matching funds needed from residual funds left in the gas fund from the old Wells service station. The partners of said fund have agreed to donate the funds to the Committee in efforts of repairing and upgrading the building. The working name for grant application only is going to be the "Wells-Barkerville Cultural and Recreation Facility".

Councillor Rohatynski thanked the Committee for doing a great job and inquired as to whether the grants were conditional or non-Conditional. Dawn Leroy responded that both streams are conditional, funds must be spent first and later collected.

Councillor Rohatynski asked what would happen, worst case scenario, should the District not be able to have the matching funds. Judy Campbell stated that the District can pull out of the process then.

**20-111** **MOVED** Ksenya Dorwart, seconded Mandy Kilsby THAT Council receives the report from the Wells Community Facility Building Select Committee.

**Carried Unanimously**

**20-112** **MOVED** Jordan Rohatynski, seconded Mandy Kilsby THAT Council supports the application for grant funding of up to Two million Dollars (\$2,000,000.00) for the Wells-Barkerville Cultural and Recreational Centre upgrades and directs staff to complete said application.

**Carried Unanimously**

#### 4.0 **CORRESPONDENCE**

4.1 Letter to Mayor and Council from Honourable MLA Coralee Oakes regarding the schedule of meetings with the Union of BC Municipalities (UBCM)

**20-113** **MOVED** Jordan Rohatynski, seconded Ksenya Dorwart THAT Council receives the letter from Honourable MLA Coralee Oakes regarding the schedule of meetings with the Union of BC Municipalities (UBCM).

**Carried Unanimously**

#### 5.0 **NEW BUSINESS**

5.1 Letter to Mayor and Council from Councillor Rohatynski regarding the Community Outreach Plan

Mayor Fourchalk invited Councillor Rohatynski to speak.

Councillor Rohatynski stated that he made the motion for an Impact Assessment Committee at the August 22, 2020 meeting, not understanding what that would entail. With further knowledge with the Technical Advisory Committee (TAC) and Councils roll in that, he does not find it necessary to fully establish the Impact Assessment Committee, when there can be community outreach done.

**20-114** **MOVED** Ksenya Dorwart, seconded Jordan Rohatynski THAT Council receives the proposed Community Outreach Plan from Councillor Rohatynski.

**Carried Unanimously**

5.2 Staff report regarding subdivision application

Council receives the verbal report from the Approving Officer regarding Dawn Leroy's subdivision application.

CAO, Donna Forseille stated that Dawn Leroy has received everything she needs from the District of Wells, besides the survey that will need to be signed. Dawn Leroy has requested to move forward with the foundation of her new home. Building inspectors will not do an inspection until after the subdivision is finalized. Given the time of year, Dawn Leroy is asking for Council to support the Cariboo Regional District (CRD) as the District of Wells sub-contracted building inspector, to move forward with building inspections even though the subdivision is not officially registered on title. It is a formality since the District of Wells is waiting for paperwork. Dawn Leroy is aware of the risk. The Cariboo Regional District (CRD) would like to see Councils support before they move forward with conducting inspections.

Councillor Dorwart stated that Dawn Leroy has been waiting a very long time and she is in full support.

**20-115** **MOVED** Ksenya Dorwart, seconded Chris Cooley THAT Council receives a verbal report from the Approving Officer regarding Dawn Leroy's subdivision application.

**Carried Unanimously**

**20-116** **MOVED** Jordan Rohatynski, seconded Ksenya Dorwart THAT Council approves giving support to the Cariboo Regional District (CRD) in carrying out inspections on the build prior to the formalities of subdivision being registered on title.

**Carried Unanimously**

5.3 Wells-Barkerville Community Forest Board (WBCFB) year end and board member appointments

Councillor Rohatynski asked Ian MacDonald if the \$8500.00 committed to the Learning Forest and the \$5600.00 committed to the contracts had any overlap.

Ian MacDonald stated that the question would be better answered by the Treasurer, as he is not sure.

Councillor Rohatynski asked if any new information was had regarding the request for expansion of the existing Community Forest.

Ian MacDonald confirmed that the Wells-Barkerville Community Forest is waiting for an official letter to apply. The Ministry have indicated that they will be awarding the Wells-Barkerville Community Forest with an additional 7150 meters, which is over double the size of what they currently have. The board is still waiting for the official letter.

Councillor Rohatynski asked if there was anyone on last years Wells Barkerville Community Forest Board (WCFB) that has requested to be nominated.

Councillor Dorwart stated they didn't have any new names put forward, she believes the existing board members are willing to remain on the board.

Councillor Dorwart asked if the resolution was already passed to waive the requirement of an annual general meeting (AGM) and asked for additional clarity on what is being passed.

The CAO stated that every year a corporation must have an annual general meeting (AGM). Council waived last years meeting and the WBCFB are asking to waive this years annual general meeting.

**20-117** **MOVED** Ksenya Dorwart, seconded Jordan Rohatynski THAT Council receives the Wells-Barkerville Community Forest (WBCF) Financial Statements for 2019, the 2019 Annual Report to the Shareholder by the WBCF Directors and a draft of ordinary shareholder's resolutions proposed for the appointment of WBCF Directors by Council.

**Carried Unanimously**

**20-118** **MOVED** Mandy Kilsby, seconded Ksenya Dorwart THAT Council approves and adopts the annual report for the directors of the company for the year ending December 31, 2019.

**Carried Unanimously**

**20-119** **MOVED** Jordan Rohatynski, seconded Mandy Kilsby THAT Council appoints the following Directors to the Wells-Barkerville Community Forest (WBCF) for the ensuing year:

Councillor Ksenya Dorwart

Brendan Bailey

Ian MacDonald

Paul Gaulizzo

Rod Graham

Tony Bensted

**Carried Unanimously**

**20-120** **MOVED** Jordan Rohatynski, seconded Mandy Kilsby THAT Council waives the appointment of an auditor pursuant to Section 203 of the Business Corporation Act.

**Carried Unanimously**

**20-121** **MOVED** Mandy Kilsby, seconded Ksenya Dorwart THAT Council waives the requirement for an annual general meeting (AGM) by resolution of the District of Wells, sole shareholder of the Company.

**Carried Unanimously**

5.4 Wells-Barkerville Community Forest Board (WBCFB) and Wells and Area Trail Society (WATS) joint letter to Mayor and Council

Discussions were had regarding the designation of the trail head and whether the WBCFB has received a response from the Community members who had some concerns as per letter to Council at the September 1, 2020 Regular Council meeting.

Ian MacDonald responded that no response had been had yet.

**20-122** **MOVED** Ksenya Dorwart, seconded Jordan Rohatynski THAT Council receives the letter from Judy Campbell, Secretary of the Wells and Area Trail Society (WATS).

**Carried Unanimously**

**20-124** **MOVED** Ksenya Dorwart, seconded Mandy Kilsby THAT Council approves the formality letter of permission for the use of Jones Avenue for the trailhead of the Learning Forest Trail.

**Carried Unanimously**

## 6.0 INFORMATION AND ANNOUNCEMENTS

### 6.1 Council

Councillor Rohatynski thanked everyone for coming to the meeting. He thanked the Wells-Barkerville Community Forest Board (WBCFB) for their incredible leadership of the community forest for the town, and thanked the Wells Community Facility Building Committee, stating they are doing an amazing job. **LATE MINUTE MOTION** - Councillor Rohatynski requested a late added Motion be added to the table. He would like to make a motion to send the survey for his recommended Community Outreach Plan to the community (as per Item 5.1).

Council Dorwart asked Councillor Rohatynski to walk everyone through the survey.

Councillor Rohatynski stated that the survey would be sent out to Community residents and business's via email and regular mail. There are four columns on the survey, each with five areas of response, dictating community priorities, infrastructure, social events, and future investments. It would be a starting point to access the community's ideas on what they want to narrow down for the vision of the community. He thinks it would be good to get the survey out. He stated that Council, Staff or himself can hand out the survey. He feels that the email list and having the survey at business's around Wells would be more than ideal.

Councillor Kilsby asked Councillor Rohatynski if he wants to send a call out for general input from the community.

Councillor Rohatynski confirmed that was correct. He feels a survey is good starting point in engaging with the public.

Councillor Dorwart stated there are some great survey tools free online. She suggested it would be a good tool to use to create a branded District of Wells survey.

**20-125 MOVED** Jordan Rohatynski, seconded Mandy Kilsby THAT Council approves 1.1 of Councillor Rohatynski action plan from item 5.1 of the agenda regarding a community branded survey being sent out via email, paper copy and the various businesses in the District of Wells.

**Carried Unanimously**

Councillor Kilsby stated that Council is in the middle of Union of BC Municipalities (UBCM) meetings. She commented that doing the meetings remotely have been interesting. Several more days of meetings are coming up and she hopes they all go well.

Councillor Dorwart thanked everyone for joining the meeting. She thanked all the Community groups for volunteering their time to put the information together, it is very impressive. She stated that Council is deep in Ministerial meetings. She feels a positive outcome will come from the meetings. She stated its interesting doing the meetings over the phone and not in person. She is happy they have found ways to meet. She hopes everyone is staying safe and healthy and reminded everyone to listen to Dr. Bonnie Henry.

Councillor Cooley thanked everyone for coming to the meeting. He reminded everyone to stay safe and to wear a mask.

Mayor Fourchalk echoed what was said by Councillor Kilsby and Councillor Dorwart in regard to the Union of BC Municipalities (UBCM) Ministerial meetings. He stated he is very proud of the team and what they have accomplished so far. He commented that it's interesting meeting with the Ministers over the phone because you can't read body language or expressions. He can't say enough about how proud he is of everyone. The UBCM Convention commences next week. He thanked everyone for coming to the meeting and reminded everyone to stay safe.

## 6.2 Staff

CAO, Donna Forseille stated that Council did great in the first three Ministerial meetings they have had. She agreed that it is a challenge doing the meetings over the phone but stated that Council still did a great job representing our Community.

District Clerk, Tyler Burnson thanked everyone for attending.

## 6.3 Public Gallery

Dawn Leroy asked Council to clarify the motion that was passed for her subdivision.

The CAO stated that the motion was to direct staff and Council to give the Cariboo Regional District (CRD) approval to more forward with the inspections

of the foundation on the build, prior to the formalities of the subdivision being registered on title.

Dawn Leroy clarified that it's not just the foundation. She needs Councils support to move forward on the building of the structure. The first inspection starts with the foundation, there will be more inspections required as they proceed. The timeline given to her by the Lawyers and Surveys is a month away from being finalized.

*(Council agreed to allow for an amendment to the resolution to remove the word "foundation")*

Dorothea Funk asked the Wells-Barkerville Community Forest Board (WBCFB) if there would be a timber harvesting done by West Fraser Timber this year.

Ian MacDonald stated that West Fraser Timber will be doing a harvest this year. They will be harvesting approximately 3500 meters this fall. They will be taking some blow down on Cornish Mountain and some pine beetle salvage near 9 Mile with the added select logging for fire mitigation along the north side, adjacent to the meadow.

Dorothea Funk asked if the timber harvesting could help out the District of Wells financial situation.

Ian MacDonald confirmed that was correct.

Dorothea Funk asked Ian MacDonald how much the timber harvesting could bring in.

Ian MacDonald stated 3500 meters at approximately \$25.00 a meter and asked someone else to do the math.

Councillor Rohatynski confirmed the total is \$87,500 given a 3500-meter cut at \$25.00 a meter.

Dorothea Funk asked if the dividends can be turned over to the District of Wells.

Ian MacDonald confirmed that the dividends would be turned over to the District of Wells.

CAO clarified that the Wells-Barkerville Community Forest (WBCF) contract is approximately \$55.00 per meter and what Ian MacDonald is trying to clarify is 50% of that, which is the current agreement of dividends the District would receive from the Community Forest.

Judy Campbell stated that she likes Councillor Rohatynski's idea about a community survey. She confirmed there are some great survey tools online. She would like to emphasize how important it is to have a community committee that is broader than Council out doing engagement work. She thinks the survey will be a great tool for the committee to use to collect information but is not a replacement of the committee.

## 7.0 **ADJOURNMENT**

7.1 Adjournment of the Regular Council meeting of September 15, 2020

**20-126** **MOVED** Ksenya Dorwart, seconded Jordan Rohatynski THAT at 8:08PM Council adjourns the Regular Council meeting of Tuesday September 15, 2020.

**Carried Unanimously**

---

Donna Forseille, CAO

---

Gabe Fourchalk, Mayor

## WELLS COMMUNITY FACILITY BUILDING COMMITTEE MEETING NOTES

**Monday, September 14, 2020, 10:00 am, Zoom Meeting**

**Attending:** Councillor Ksenya Dorwart, Donna Forseille (CAO), Dawn Leroy, Josh Trotter-Wanner, Judy Campbell, Anne Laing **Regrets:** Mayor Gabe Fourchalk, Hayley Archer

**Judy:** The Community Forest group has contributed \$1,500 towards creating the business plan. All together there is about \$7,000 available.

**Dawn:** The company Clear Course has begun work on the business plan. Anne suggested adding a brief history about Wells highlighting why it is unique.

### **Grant Applications:**

- Walk throughs with contractors have been done. We're now waiting for quotes.
- Main areas of focus for the grant app are energy, accessibility for all, and recreation. (See project plan document.)
- The potential phases and costs were reviewed.
- Include possibilities for the schoolyard as part of a village green concept.
- Judy will send committee members the grant questions for feedback.
- Which District staff person will complete the on-line application? Or could a committee member do it?
- Council motions will have to be passed that agree to proceeding with application process and outlining how matching funds will be produced.
- Dawn asked Justin, our program officer, if applying for the first grant would lessen our chances of getting the second one (which we also plan to apply for). He explained that there is more money reserved for the first grant option so we should apply for both.
- Dawn unofficially contacted BGM about the possibility of them providing some/all of the matching funds and/or a loan to enable proper cash flow while we wait to receive contractor reimbursements from the granting agency. She will put an informal request into writing. For the application, we would require a letter from BGM saying they will provide the matching funds of approximately \$500,000 if the application is approved and subject to us not being able to find the money anywhere else.
- Donna said it can take a long time to be reimbursed by funders for completed work so it would be good to plan for a large cash flow fund. Grants don't typically cover loan interest so an interest free loan would be ideal.
- The District's financial position might be a hurdle in the application process. Is this project at the top of the District's wish list? This question is rather premature but the app deadline is the end of the month. The worst-case scenario is we are approved for the first program but don't have the matching funds and have to turn down the opportunity.

- Dawn and Judy will make presentation at tomorrow's Council meeting. It will include a project update, a request for a motion of support from Council, a request for District staff to enter the online grant application with our support, and a discussion about cash flow and matching funds.
- Do we need a project manager to take some of the workload off Donna and her staff? We should add project management and administration as 2 line items to the project phasing table.

**Next Meeting: ??**

(Thank you to IMA for allowing this committee to use their Zoom account for these meetings!)

September 30, 2020

Dear Mayor and Council,

Attached is a final(ish) copy of the Business Plan for the 'Wells-Barkerville Culture and Recreation Centre' aka the Wells-Barkerville School building. We say 'ish' because this will be a living document to be updated regularly, and also it may change with input from major stakeholders.

This business plan was 100% paid for by fund contributed by local community groups – The Wells Barkerville Parent Advisory Committee, Island Mountain Arts, The Wells and Area Community Association, The Wells Historical Society, Wells and Area Trails Society, and the Wells Barkerville Community Forest.

To date this document has been reviewed by the Wells Facility Select Committee which includes the CAO, the Mayor and Councillor Dorwart. We are hoping that this evening Council will receive the document and approve it for public circulation and review.

This is a high-level plan, not an operational plan, so many areas are only broadly defined. With more specific input from stakeholders some of these ideas can be refined. The financial section of the plan has been based on a careful review of the financial records since 2002, and on careful consideration of what cost-savings may be realized by completing the proposed works. However, it should be cautioned that these figures are not intended to be exact. They are intended to show in a general way that it is possible for the building to be sustainable and what would be required to make it so.

As you are aware, we have just completed an application to the Investing in Canada Infrastructure Community Culture and Recreation Program for a total project cost of \$2,016,300. For this we were able to raise the 27% matching funds (\$537,747) within the community; the grant portion will be \$1,478,553. We are also hoping to make a similar application to the Rural and Northern Communities envelope of the ICIP later this month.

We will not find out until this time next year whether or not our applications were successful. In the meantime, with Business Plan in hand, there are additional funding opportunities we can pursue.

We have one last 't' to cross on our current ICIP and that is a motion from Council in regard to the matching funds. We ask that this motion be verbatim as below to ensure that it supplies the correct information to the application.

In summary we are requesting that Council pass a motion acknowledging receipt of the plan and giving permission for the Committee to circulate it publicly, and to pass the motion below:

*THAT staff submit an application for grant funding application for Project ICO349 The Wells Barkerville Culture and Recreation Centre through the Investing in Canada Infrastructure Program – Community, Culture and Recreation; and*

*THAT Council/Board supports the project and commits to its share \$537,747 of the project.*

Thank you for your support,  
The Wells Facility Select Committee



**WELLS FACILITY SELECT COMMITTEE  
REPORT TO COUNCIL  
Tuesday, September 15, 2020**

- Committee has been working steadily and providing regular updates to Council and to the public via our Committee notes included in Council agenda packages.
- Our current focus is completion of the Business Plan, and the submission of two grant applications to the Investing in Canada Infrastructure Program – one to the Community, Culture and Recreation envelope (due October 1) and one to the Rural and Northern Communities envelope (due October 22). We will only be awarded one of these, and the ICIP will decide which is the best fit.
- We have spoken to the program officers of these programs and received a favourable response (this does not mean acceptance)
- We wish to apply for approximately \$2,000,000 which the program officers indicated would be appropriate.
- We have been gathering data for the business plan, but given the short time frame to have the plan ready to support the grant application, we have engaged a planning consultant firm, Clear Course Consulting, to assist us. We were able to raise money from community groups to cover the cost of completing the plan.
- Because no final decision has been made about the name of the building, we have chosen a “working title” for the purposes of the grant application, that fits the objectives of the grant – the Wells-Barkerville Culture and Recreation Centre.
- We have identified \$28,000 in matching funds, which is the residual of the original ‘Gas in Wells’ fund. Our matching fund requirement will vary depending in which application is successful. The CCR program requires 27% and the RNC program requires 100 to 10%. We have some ideas of where to get matching funds, but have not yet confirmed them.
- The application form is completed on line by a District of Wells staff person, but the writing for the application will be completed by the committee and the application process should just be “cut and paste”.

As part of the application Council will need to pass a resolution to a) support the project and b) commit the matching funds. At this time, we are only asking Council to pass a resolution to support the application and to direct staff to complete the application form. We will have until November 1<sup>st</sup> to submit the resolution involving the matching funds.

Here is the sample resolution based on the suggestion by the ICIP.

*THAT staff Council support the project and submit an application for grant funding for the Wells-Barkerville Culture and Recreation Centre through the Investing in Canada Infrastructure Program – the Community, Culture and Recreation envelope and/or Rural and Northern Communities envelope.*

Once we have the budget finalized and the sources of matching funds secured, we will bring forward another suggested motion.

Thank you to Council for the support of the project thus far.

WELLS-BARKERVILLE  
CULTURE AND RECREATION CENTRE

# BUSINESS PLAN

September 30, 2020



## About This Document

Wells-Barkerville Culture and Recreation Centre is located at 4386 Mildred Ave., Wells, BC, V0K 2R0, Canada.

For all enquiries, please contact District of Wells, 4243 Sanders Ave., PO Box 219, Wells, BC, V0K 2R0, Canada; phone: 1-250-994-3330, [clerk@wells.ca](mailto:clerk@wells.ca).

Select photos provided by Island Mountain Arts Society ([www.support-imarts.com](http://www.support-imarts.com)), Wells Historical Society ([www.wellshistoricalsociety.ca](http://www.wellshistoricalsociety.ca)), Mary Matheson ([www.marymathesonphotography.com](http://www.marymathesonphotography.com)), and Barkerville Historic Town and Park ([www.barkerville.ca](http://www.barkerville.ca)).

# Contents

- 1. Introduction ..... 4
- 2. Vision ..... 5
- 3. Background ..... 6
- 4. Economic Impact ..... 10
- 5. Facility Upgrades and Renovations ..... 13
- 6. Future Opportunities ..... 15
- 7. Strategic Approach ..... 19
- 8. Sales and Marketing ..... 21
- 9. Financial Analysis ..... 22
- 10. References ..... 26
- 11. Appendices ..... 28

# 1 Introduction

The Wells-Barkerville Culture & Recreation Centre (WBCRC) is located on a beautiful greenspace in the heart of the small town of Wells, British Columbia. Over the years, this location has supported a wide range of uses including learning, arts, recreation, professional services, and public works. The facility is considered a valuable community amenity that should be maintained for future generations.

In an effort to address health, safety and energy deficiencies in the facility and move towards a self-sustaining operational model, the District of Wells aims to:

1. secure funding (e.g., grants, partnerships) to upgrade and renovate the facility to ensure it meets health and safety regulations and is energy efficient;
2. identify new economic development opportunities to maximize the use of the facility and generate additional revenues to cover operating costs; and
3. improve the facility, over time, so that it meets the growing needs of the users and the communities it serves.

This Business Plan outlines the current uses of the WBCRC, the required upgrades and renovations needed to meet its year-round demand, and suggests opportunities for new revenue streams. This plan is an evolving document and should, if funding is secured, be amended to capture user and stakeholder input, identify gaps in how the WBCRC is serving users, and include a financial analysis of any new revenue-generating opportunities.

Wells-Barkerville Culture &  
Recreation Centre and grounds



## 2 Vision

When the WBCRC property was first developed in the 1940s, the vision was for it to be a community facility. However, throughout the proceeding decades, it was primarily used as a school. This vision was revisited by the District of Wells in 2003 when they purchased the building. They wanted to move away from it being primarily regarded as a school and towards being recognized as a multi-purpose cultural, recreation, and learning centre. Although the facility had long been used for non-school purposes prior to 2003 (e.g., events), exploring new opportunities to rent and lease spaces to community groups became more of a focus.

The current vision for the WBCRC is:

"The Wells-Barkerville Culture & Recreation Centre is a vibrant cultural community facility that supports life-long learning, arts, tourism, inclusivity, and recreational activities by preserving our built environment for future generations and supporting economic recovery and well-being."

In light of COVID-19 and its impact on small rural communities, such as Wells, it is critical to retain existing infrastructure, focus on attracting and retaining residents and businesses, and to grow tourism and other industries as the town recovers from the pandemic. It is also important to find ways to support the wellbeing of residents and improve accessibility to the facility for all.

Through partnerships, new funding, program expansion and innovative projects, the District of Wells also hopes to find new ways to cover the operating costs of the facility and contribute towards future upgrades.

This vision considers the residents of Wells and area, local businesses, and the following partners, organizations, and stakeholders (in alphabetical order):

- Barkerville Gold Mines Ltd.
- Barkerville Historic Town and Park
- District of Wells
- Funding Partners (public, private and non-profit)
- Indigenous Communities including Lhtako Dené Nation
- Island Mountain Arts Society
- School District 28 (Quesnel)
- Sunset Theatre Society
- Wells-Barkerville Community Forest
- Wells and Area Community Association
- Wells and Area Trails Society
- Wells and District Chamber of Commerce
- Wells Barkerville Parent Advisory Committee
- Wells Historical Society
- Wells Snowmobile Club

# 3 Background

## About Wells

Situated at 1,200 metres elevation, Wells is a charming mountain town with a rich history of mining, arts, and adventure. It is the gateway community to Barkerville Historic Town and Park (located 10 minutes southeast of Wells) and Bowron Lake Provincial Park (25 minutes northeast). Wells has a year-round population of approximately 220 residents which generally doubles in summer with artisans, second-home owners, and seasonal employees. Within a 40 km radius of the town centre, the population is approximately 300. The closest major urban centres are Quesnel (one-hour drive west) and Prince George (2.5-hour drive northwest).

Following the closure of the Cariboo Gold Quartz Mine in 1967, the community of Wells successfully transitioned to a tourism-driven, peak-summer economy. Known as a place of arts, culture and natural splendour, this picturesque town is a world-class recreation area and a retreat for artists. Wells has an abundance of character and it continues to embody the gold-fever vitality that once invigorated the area.



## Tourism

Between May and September, Wells sees more than 60,000 tourists pass through on their way to Barkerville Historic Town and Park. Many visitors and school groups stay or camp overnight in Wells, exploring its arts and recreation offerings. During the summer, visitors enjoy galleries and live performances as part of their visit to the area. In winter, visitors to Wells enjoy its world-class cross-country ski trails, snowmobiling, alpine skiing at nearby Troll Mountain Ski Resort, and artistic and study retreats.

Tourism is seen as a major growth industry for Wells and the community supports focusing resources towards developing links between front country and backcountry tourism, resource stewardship, marketing, and integration of natural and cultural tourism products (District of Wells, 2010). Growth in this sector also supports the attraction and retention of new Wells businesses and residents.

## Mining

Originally a company town, Wells was managed by Cariboo Gold Quartz Mine. Fred M. Wells, for whom the town was named, discovered the first notable hard rock deposits in the area. The townsite was designed by Ed Richardson, who later went on to plan such notable places as the British Properties and Park Royal in West Vancouver. The WBCRC sits on a large piece of land that was (and remains) zoned for institutional use (e.g., community use, parks, recreation) and is surrounded by residential areas. It was envisioned that this space would support a variety of community services and recreational spaces.

At its peak in the 1930s, the town of Wells supported 4,500 people. However, in the early 1960s, as mineral deposits were depleted, employment opportunities at the Cariboo Gold Quartz Mining Company started to dwindle. When the mine closed in 1967, many businesses closed or moved. With limited employment options, the population of Wells declined rapidly.

In 2018, Barkerville Gold Mines Ltd. (BGM) announced that they were going to develop a new underground ramp-access mine—the Cariboo Gold Project—near Wells. BGM is currently completing its environmental assessment. If the mine is approved and built, the estimated number of new employees working at the mine will be between 260 and 460. It is anticipated that some workers will move to Wells (e.g., management positions) and the remaining workers will fly-in/fly-out for shift work. This could increase the population of Wells substantially and the need for services and amenities such as those provided by the WBCRC (e.g., fitness and recreation, meeting spaces, high speed internet). Construction is anticipated to start in 2022 with mining commencing in 2024 and continuing for 16 years.

Barkerville Historic Town and Park





## Arts & Culture

Established in 1977, the Island Mountain Arts Society (IMA) is a local arts organization that provides access to arts education, artisan spaces, and experiences. IMA is a leader in the north and has created numerous arts and culture programs and events throughout the area. For 43 years, IMA has encouraged the growth and development of a strong artist community in a place previously only known for mining and logging.

IMA owns and operates two spaces in Wells – IMA Public Gallery and The Nest (artist residence). For several decades, IMA has also used the WBCRC to host workshops, artists in residency, festivals, and events. As the organization continues to expand its programming and support local and regional arts and cultural initiatives, its reliance on the facility grows.

## Community Forest

Established in 2014, the Wells-Barkerville Community Forest is a 4,534-hectare forest located adjacent to the community of Wells and next to the WBCRC. The vision of the Wells Community Forest Board is to harvest the forest within the parameters of enhancing recreational infrastructure and tourism. 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 (Morgan and Wright, 2020).

Approximately 40 hectares of the Forest has been designated as a Learning Forest for students, locals, and visitors to learn and connect with nature. The community plans to build an interpretative trail (partially constructed as a boardwalk) between the WBCRC and the Learning Forest to support forest education and research programs and to increase the tourism potential between Wells and other visitor attractions, including the Cornish Mountain recreational trail system. In March 2020, the Wells and Area Trails Society received a grant for \$79,190 from the BC Government Community Development Grant Program to support phase one of this three-phase project.

Since the Learning Forest is protected from commercial harvesting and is located at a high elevation compared to most of the other 50 Provincial Community Forests, it has already proven to be an ideal location for academic sampling, research, and mapping studies. Students from the University of British Columbia have a growing interest in using the Forest for future research projects.



## Education

The Wells-Barkerville area has been providing education for children since 1871 when the first school was established between Barkerville and Richfield (south of Barkerville). The first school in Wells opened in the late 1930s on the grounds of the current facility. In 1942, Barkerville's school closed and those students were bused to Wells. The existing Wells-Barkerville School building opened around this time.

This new building was a large, modern, light-filled facility that featured a science lab, home economics room, wood-working shop, library, and six classrooms. In 1964, a gymnasium, foyer, and supplemental washrooms were added to the south end of the building. By 1980, all students from kindergarten to grade 10 attended school in Wells, with the older students boarding in Quesnel.

In 2002, School District 28 Quesnel (SD28) announced that they were going to close the Wells-Barkerville School citing low enrollment. Their plan was to bus all students to Quesnel. The people of Wells, recognizing how vital the school was to the health and wellbeing of the community, fought to keep the school in the community. Eventually, an agreement was reached whereby the District of Wells would own and maintain the building as a multi-use cultural facility and SD28 would lease a portion of the building and provide teachers. The school began operating under this new model in April 2003 and operates today on the main floor, leasing three spaces (a classroom, library and an office) for a student body of fifteen students.

### **School Grounds**

---

The grounds surrounding the facility are comprised of approximately three acres of flat green space that includes a pavilion, field, children's playground, outdoor ice-skating rink, and school greenhouse and garden. The space is currently used for hosting events, such as the ArtsWells Festival, and could be further developed into an urban park with access to the Learning Forest.

# 4 Economic Impact

The WBCRC was an invaluable community amenity long before the building was purchased by the District of Wells in 2003. Over the decades, the economic and social benefits of the facility, and the services it provides, have been significant.

Since 2003, the operating costs for the building have more than doubled, but revenue has increased at a much slower pace. In recent years, the amount of revenue generated by the users of the facility (leases and fee-for-use) has not covered the annual operating costs of the building. However, there are several opportunities to expand the building's long-term use and explore new and extended leases that could fund the facility's operational costs. Several of the current users have expressed interest in long-term rental guarantees and retrofitting some of the spaces to meet the specific needs of users, e.g., permanent artist studios.

## Current Tenants

The following tenants are currently leasing spaces in the WBCRC:

- Island Mountain Arts Society
- Schools and youth groups attending Barkerville's spring and summer programs
- School District 28 (Quesnel)
- Wildflowers Daycare
- Independent artists

The District of Wells also uses the basement workshop space for public works maintenance projects and equipment storage.

Even though 2020 has been an especially challenging year for small rural communities as a result of the COVID-19 pandemic, the WBCRC continues to be a critical amenity for several organizations and an important part of their ongoing operations. In fact, several organizations are working on plans to expand their year-round programming which will likely increase their dependency on the facility.

Refer to *Appendix C – Facility Spaces* for more information about current tenants and uses.

## Economic Impact

### **Barkerville Historic Town School Program**

---

Barkerville Historic Town's spring school program (running May through June) is one of the tourist attraction's largest economic generators. They host large groups of youth and school children who visit from communities around BC and stay overnight in the gymnasium of the WBCRC. As the size of these school groups continues to grow, year after year, the demand for this space has increased. Without the facility, Barkerville would not be able to continue their spring program.

The WBCRC also provides indirect benefits to Barkerville. Several staff who work seasonally at the historic town are also employed in the off-season by organizations that depend on the WBCRC (e.g., IMA, SD28). The loss of the use of the WBCRC, and the subsequent impact on the Barkerville School Program, would result in a loss of a seasonal income causing employees to leave the community in search of alternative employment. Additionally, downsizing or cancelling the spring program would impact employee attraction and retention, e.g. university students who are seeking employment from May to August. Without a spring program and delayed recruitment until July, students may look elsewhere for employment. This would have a significant impact not only on the operations of Barkerville Historic Town, but also on many local businesses.

Compounding Barkerville's dependence on the use of the facility is the fact that many of Barkerville's skilled staff send their children to the Wells-Barkerville School. Without access to the school, these employees would likely leave Wells and relocate to another community where they can access schooling for their children and professional employment.

In 2019, through the spring program, the WBCRC provided affordable accommodation for 58 school groups (2,300 participants) which resulted in the following economic impact:

- \$20,000 in direct revenue to Barkerville Historic Town (800 hours of employment); and
- \$60,000 in direct revenue to Barkerville and Wells businesses that provide food, accommodation, and entertainment services for school groups.

Barkerville also employs artists who provide arts and culture experiences for their guests. These artists reside in Wells and continue working on their craft in either home-based or rented studio spaces such as those offered at the WBCRC.

### **Island Mountain Arts Society**

---

The Island Mountain Arts Society (IMA) has been running art workshops and growing the arts community in Wells for 43 years and supports and attracts artists from near and far. According to the 2016 Canadian Census, 22% of Wells residents were employed in arts and culture. In 2019, IMA spent \$17,000 marketing and communicating its events and programs around BC. This is an invaluable marketing opportunity for Wells and both directly and indirectly impacts return visitation and resident attraction.

Photos courtesy of Mary Matheson





IMA programs and events that depend on the WBCRC include:

- *ArtsWells Festival* – This festival is the largest celebration of music and art in the Cariboo region and has been hosted in Wells and Barkerville for 17 years. In 2010, it was voted one of the top 10 music festivals in Canada by CBC. In 2019, 2,200 attendees spent more than \$850,000 in the community, with 60% of attendees spending at least three nights in the area. The WBCRC is integral to the success of the festival, serving as a venue for artists and festival programming, and the food hall for attendees. The festival also employs several local residents, contributing \$160,000 in wages in 2019 into the local economy.
- *Toni Onley Artist Project* – Participating artists from across Canada spend nine days in Wells working in IMA studios under the mentorship of senior artists. Each year, IMA leases spaces in the WBCRC.
- *Harp Cello School* – IMA's Harp Cello School has been running programs in Wells for 34 years. Each year, participants from across Canada and the US are invited to stay and study in Wells, attending several classes and events in the WBCRC.
- *Artist Residencies* – In 2019, IMA hosted 17 year-round arts, music and cultural programs, and hosted 15 artist residencies, many of whom had their studios in the WBCRC.

## Small Businesses

Several small businesses rent and lease space in the WBCRC seasonally and year-round. With few spaces large enough in Wells for a commercial business (e.g. a daycare), the facility offers an incredible opportunity for small businesses and entrepreneurs. Additionally, with access to high speed internet, free parking and meeting spaces, the WBCRC is well-positioned to support local professionals who work remotely. This is incredibly important in a community, like Wells, where there is no available cellular service.

# 5 Facility Upgrades and Renovations

## About the Property

The second floor and basement of the building are mostly flex space areas used for activities and programs such as adult learning, workshops, fitness, recreation, artist studios, meetings, office spaces, and childcare. On the main floor, two rooms and an office have been primarily used by the Wells-Barkerville School. The commercial kitchen and an additional classroom are available as rental spaces, with the gymnasium and stage often used for large events, performances, and visiting school groups. The grounds surrounding the building include open green spaces, sports fields, playground equipment, an ice rink, a cross country ski track, a pavilion, a greenhouse, and ground-level parking for approximately 10 vehicles. Refer to *Appendix A* and *Appendix B* for floor plans and a site plan.

As operating costs for the building steadily rose, the District of Wells (following its acquisition of the building in 2003) invested in a series of upgrades to enable the building to operate more efficiently. They installed a new geothermal heat pump and added insulation to the walls and attic to off-set heating costs. They also replaced the boilers with a new state-of-the-art system that is powered by propane rather than oil.

In June 2019, the District of Wells retained Pinchin Ltd. to complete a facility condition assessment of the WBCRC to identify required upgrades. Their assessment included structural, mechanical, electrical, and hazardous building material reviews. The Pinchin Report provides an excellent road map for the District of Wells in ensuring that the building meets current health and safety codes. Included in the recommendations were: replace the roof membrane, upgrade ventilation to meet ASHRAE 62.1 standards<sup>1</sup>, and upgrade the fire alarm system.

As the WBCRC continues to age, it is less able to meet the growing needs of the community or current energy, health and safety standards. With the proposed upgrades and renovations, the community of Wells hopes to retain this valuable piece of infrastructure and maximize revenue generating opportunities for the ongoing operation and maintenance of the facility. The upgrades to the building also align with the District of Well's Official Community Plan that aims 'to minimize Green House Gas Emissions and prepare the community of Wells for Climate Change' (District of Wells, 2010).

## Upgrades & Renovations

Upgrades and renovations have been categorized into four areas of focus. The required work within each of these areas of focus has been further prioritized into three phases. These phases can be completed as one large project or a series of smaller projects as resources allow. Refer to *Appendix D – Upgrades and Renovations* for details.

---

<sup>1</sup> [https://www.techstreet.com/ashrae/standards/ashrae-62-1-2019?product\\_id=2088533](https://www.techstreet.com/ashrae/standards/ashrae-62-1-2019?product_id=2088533)

The timeline between each phase is yet to be confirmed, but will likely range from 1-5 years depending on the cost and regulatory standards associated with each project.

### **Energy Efficiency Upgrades**

---

As the facility was constructed in the 1940s—with additions in 1960s—many materials and techniques used are now out-dated and have been replaced by more energy-efficient alternatives. By updating several of the building’s materials and systems, the facility will significantly reduce its heating costs and start to meet the District’s OCP policy of minimizing greenhouse gas emissions (District of Wells, 2010). For example, by sealing the building envelope (i.e., installing a new roof membrane, exterior insulation, and cladding) this will reduce heat loss resulting in reductions in fossil fuel consumption.

Three objectives have been identified for energy efficiency upgrades:

1. increase the integrity of the building envelop to reduce heat loss;
2. decrease electrical consumption; and
3. replace some electrical/propane systems with alternative renewable energy sources.

### **Accessibility Upgrades**

---

The objective of these upgrades is to increase accessibility to and around the building for people with disabilities (e.g., wheelchairs), including retrofitting a washroom.

### **Health and Safety Upgrades**

---

The objective of these upgrades is to update building materials and systems to address the health and safety issues.

### **Recreation and Green Space Upgrades**

---

The objective of these upgrades is to improve the quality and safety of outdoor recreation infrastructure and the design and function of green spaces for residents to enjoy and to attract new visitors to Wells.

# 6 Future Opportunities

In line with the vision to create a community-based cultural facility that supports life-long learning, arts, tourism, inclusivity, and recreational activities, the District of Wells has the potential to maximize the use of the facility to better serve the community, consolidate programs and services under one roof (energy efficiencies), and generate incremental revenues. New opportunities are summarized in this section – they should be explored as funding becomes available and in conjunction with current uses.

Where appropriate, applicable provincial, regional, municipal and Indigenous community plans have been identified to demonstrate their alignment with these opportunities.

## Grow Recreation, Health & Wellness

The facility is well suited to support a fitness centre, organized indoor and outdoor recreation, large sporting events, and health and wellness services. It is also large enough to accommodate an urban park (or “village green”) concept that is central to the community, promotes wellbeing, and is an attraction for visitors.

- Move the Fitness Centre (temporarily located in the Community Hall) back to the renovated space in the WBCRC.
- Offer programming for year-round indoor youth and family recreation activities.
- Update outdoor playground equipment.
- Update the current outdoor skating rink to include a roof, board replacement, resurfacing and support flexible use in the summer (e.g., pickleball court).
- Explore, plan and develop an urban park for locals and visitors to enjoy. The park may include a forested area, sports grounds, pathways, picnic facilities, sharing circles, viewpoint seating, expanded community garden and greenhouses, mining history equipment/installation, playground equipment, event infrastructure (e.g., stage with power), interpretative signage, art installations, trails into town and to the Learning Forest, washrooms, and parking.
- Expand the existing cross-country ski track to include a snowshoe track.

### STRATEGIC ALIGNMENT:

BC Ministry for Health –  
BC Guiding Framework  
for Public Health

District of Wells, Official  
Community Plan, Parks &  
Recreation Policies

Concept images only



## Expand Arts & Culture

Continue to expand the use of the WBCRC for arts and culture and grow Wells as a highly respected and in-demand artist destination. Design spaces within the facility that are purpose-built to meet the specific needs of different artists and programs, e.g. ventilation, lighting, sound insulation, cleaning facilities, and art displays.

- Offer year-round purpose-built artist studios (short and long-term rentals); grow year-round adult learning opportunities taught by visiting artists.
- Create flexible spaces for visiting artists, workshops, and Indigenous and cultural exploration.
- Support outdoor art, culture and music festivals and events, and art installations.

### STRATEGIC ALIGNMENT:

BC Ministry of Tourism, Arts and Culture 2020/21 - 2022/23 Service Plan

BC Arts Council, Strategic Plan 2018-2022

District of Wells, Official Community Plan, Arts & Culture Policies

## Develop a Learning Forest

Explore learning and economic development opportunities associated with the new Learning Forest with partners such as the Wells Community Forest, SD28, and the University of Northern British Columbia (UNBC).

- Build the new interpretative Learning Forest Trail. In March 2020, the Wells and Area Trails Society received a grant for \$79,190 from the BC Government Community Development Grant Program to support phase one of this three-phase project.
- Partner with UNBC to develop credit-courses and a residency program in the WBCRC for students and staff studying the Learning Forest.
- Explore developing a Neighbourwood<sup>2</sup>, i.e., a community-based tree inventory, monitoring, and stewardship planning program.
- Promote the Learning Forest to visitors of Wells and Barkerville. With sufficient parking and the potential for additional outdoor and indoor amenities, this could become a popular attraction in Wells (i.e. an urban park with additional access to wilderness experiences).
- Consider hosting a Bioblitz<sup>3</sup> event to attract scientists for ecological survey and an introduction to the area.

### STRATEGIC ALIGNMENT:

BC Ministry of Forests, Lands, Natural Resource Operations and Rural Development 2020/21 - 2022/23 Service Plan

BC Community Forest Association - Community Forest Program Goals

<sup>2</sup> <http://neighbourwoods.org/index.html>

<sup>3</sup> <https://cwf-fcf.org/en/explore/bioblitz/>

Concept images only



## Diversify Learning

The potential benefits gained from leveraging the Learning Forest, a new urban park, and the expansion of arts and culture activities in the WBCRC could be significant and help to diversify learning opportunities for all ages.

- Support the growth of Barkerville Historic Town's spring season school programming and host youth and school groups (e.g., accommodation, programming).
- Open a destination high school that attracts students (and families) from throughout the region, with an emphasis on outdoor learning (e.g., Learning Forest) and adventure learning.
- Build an outdoor education center with nature-based and place-based learning.
- Continue to grow IMA adult arts and culture workshops and residencies.
- Expand pre-school programming, e.g., StrongStart<sup>4</sup>, parenting play groups, and pregnancy outreach.
- Develop Indigenous after-school and summer programming (e.g., traditional crafts) for youth and adults (residents and visitors).

### STRATEGIC ALIGNMENT:

District of Wells, Official Community Plan, Arts & Culture Policies

BC Ministry of Education - BC's Redesigned Curriculum (ecology and the environment, place-based learning)

<sup>4</sup> <https://www2.gov.bc.ca/gov/content/education-training/early-learning/support/programs/strongstart-bc>

Concept images only



## Offer Professional Services

With an increase in people working remotely, exacerbated by COVID-19, there is an opportunity for Wells to attract professionals in stable, high-paying, knowledge-based jobs without having to build a new economy. These jobs not only benefit the worker's family and lifestyle, but also, in turn, the local economy.

- Offer quiet co-working office spaces with high speed internet
- Provide rentable office and/or meeting spaces

## Leverage Partnerships

Strategic partnerships are fundamental to achieving common goals. In a small community, like Wells, partnerships also enable the community to realize initiatives that otherwise would not be feasible.

- Partner with Barkerville Historic Town and Park to support their expanded spring and winter programs.
- Partner with Island Mountain Arts Society, and other local groups, to grow WBCRC as a destination art and culture space. Partner on grant applications for arts and culture, e.g. BC Arts Council Arts Infrastructure Program. Explore long-term leases with the IMA to ensure access to purpose-built spaces.
- In partnership with the Wells Community Forest, develop a 'Learning Forest' outdoor experience that includes building a trail from the school to the forest.
- Partner with UNBC to offer credit courses and student/staff office spaces supported by the Learning Forest.
- Design outdoor-based programs in partnership with the Wells Snowmobile Club, Wells and Area Trails Society, and the Wells Community Forest.
- Explore economic development partnerships with organizations including Community Futures, Cariboo Regional District Economic Development division, and Cariboo Chilcotin Coast Tourism.
- Explore local business and industry partnerships and sponsorship agreements, e.g., Barkerville Gold Mine Ltd., West Fraser Forest Products, to support ongoing operational and capital costs of the WBCRC.
- Partner with the Aboriginal Education Centre to support reconciliation and trust building.
- Partner with local makers, artisans and businesses to utilize the commercial kitchen for speciality uses (especially where access to a commercial kitchen is required, e.g. commercially sold consumables).

### STRATEGIC ALIGNMENT:

Province of BC. Welcoming Visitors – Benefiting Locals – Working Together: A strategic framework for Tourism in British Columbia 2019-2021

Destination British Columbia Corporate Strategy 2020-2023

District of Wells, Official Community Plan, Arts & Culture Policies

# 7 Strategic Approach

The strategic approach to this business plan focuses on completing the upgrades and renovations to the facility, renaming the centre, and exploring new revenue-generating opportunities. This plan should be updated periodically to reflect approved funding, adjusted timelines, and any additional insights about community needs and economic development opportunities.

## Goals

1. Create a vibrant, safe, and energy-efficient community asset that is valued and used by local and regional groups for arts, culture, learning, recreation, and other community uses.
2. Support the economic recovery and growth of Wells.
3. Support the health and wellbeing of the residents of Wells and its surrounding communities.
4. Create a space for local businesses to start and grow.
5. Build trusted and lasting relationships between government, industry, non-profits, Indigenous communities, citizens, and local businesses.

## Objectives

1. Apply for grants to help fund upgrades and renovations to the WBCRC to meet health, safety, and other regulatory requirements.
2. If funding is approved, start the proposed upgrades and renovations to the WBCRC by October 2021.
3. Continue to engage user groups to identify gaps, barriers, and opportunities for increasing revenue-generating opportunities for the WBCRC.
4. Implement a management model for the ongoing operation and administration of the WBCRC by December 2023.
5. Near the completion of the proposed upgrades and renovations, promote the use of the WBCRC locally and regionally to attract new user groups and revenue-generating opportunities.
6. Aim to increase operational revenues (e.g., fee-for-use and short- and long-term leases) by at least 25% by December 2024.
7. Update this Business Plan annually to reflect new and supplemental information, public input, and realized funding.
8. Complete all upgrades and renovations by December 2024.

## Timeline

| MILESTONE   | DATE           |
|---|----------------|
| Submit ICIP grant applications                        | October 2020   |
| Revisit Business Plan                                 | Summer 2021    |
| ICIP grant recipients announced                       | September 2021 |
| <i>The following dates are contingent on funding:</i> |                |
| Start upgrades and renovations                        | October 2021   |
| Implement new management model                        | December 2023  |
| Complete upgrades and renovations                     | December 2024  |

## Other Considerations

### Facility Maintenance

---

The District of Wells currently uses the basement workshop space for public works maintenance projects and equipment storage. It is anticipated that the District will continue to use this space and provide maintenance oversight for the building. As needed, maintenance would either be performed by the District or contracted to a third party.

### Facility Bookings

---

The District of Wells currently administers bookings for spaces in the building. It is anticipated that the District will continue in this role, or sub-contract this service to a third-party. Balancing the needs of different user groups and maximizing revenue potential are a priority.

### Capital Improvements

---

The District of Wells will continue to oversee capital improvements. Funding for these improvements would most likely be provided through partnerships, grants, and donations.

## A New Beginning

The WBCRC has been colloquially referred to as “the school” despite the fact that it provides a greater community function, as described. Coinciding with the growth of the WBCRC as a recognized community-wide amenity, it is proposed that the property be officially renamed. The District of Wells will engage with the community over the winter of 2020/2021 to develop a name that is relevant, meaningful, and inclusive.

### Interim Name:

---

Wells-Barkerville Culture & Recreation Centre

### Brand Elements

---

Along with adopting a new name, the District may also develop a brand for the facility that helps to promote the WBCRC locally and regionally. A brand may include a logo, tagline, colour palette, and key messaging and be shared through mediums such as a website, signage, and booking materials.

It is envisioned that a new brand will be:

- inclusive and welcoming;
- current and relevant, yet stand the test of time;
- vibrant and energetic;
- recognizable; and
- easy to use across all marketing and communications mediums.

## Developing a Plan

There may be an opportunity for the District of Wells to partner with local organizations, as well as Barkerville Historic Town and Park and Cariboo Chilcotin Coast Tourism, to develop a sales and marketing plan designed to attract new business and visitors from around the province.

Justifying the need and scope of this plan will depend on securing funding to upgrade and renovate the facility so that it can meet the needs of a growing user base.

# 9 Financial Analysis

## Funding Opportunities

There are many funding opportunities for the District of Wells and its partners to pursue in support of infrastructure upgrades, operational costs, and specific projects. The funding opportunities listed below represent a sample of grants and opportunities that are applicable to the WBCRC and its partners.

### Partnerships & Sponsorships

---

The District of Wells will continue to explore new partnership opportunities with local industries and business that create mutually beneficial outcomes and benefit the community of Wells.

### Arts & Culture

---

- [BC Arts Council – Arts Infrastructure Program](#). Enables organizations to develop and enhance spaces that support BC’s arts and cultural practitioners, including access to arts and cultural spaces for underserved communities and underrepresented arts and cultural practices; and building capacity to develop, operate and sustain arts and cultural spaces.
- [Canada Council for the Arts – various grant programs](#). Funding for programs that grow the arts and culture, and support Indigenous individuals, groups, Indigenous-led arts organizations, and arts/cultural sector development organizations.
- [Community Gaming Grants – Arts and Culture](#). Supports access and participation in arts and culture activities through policy and program development and funding support.
- [Government of Canada – Canada Cultural Spaces Fund \(CCSF\)](#). Supports the improvement of physical conditions for arts, heritage, culture, and creative innovation. The Fund supports renovation and construction projects, the acquisition of specialized equipment and feasibility studies related to cultural spaces.
- [Government of BC – Community Resilience Through Arts and Culture Program](#). A pilot program to support arts and cultural events, initiatives and engagement by and for local communities. The focus is on communities experiencing hardship, historic oppression or other challenges that would benefit from the power of arts and culture to promote healing, resilience, and connection.

### Education Grants

---

- [ArtStarts in Schools](#). Provides innovative arts programs for young people, practical resources for teachers and artists, and leadership in advocacy for arts in education.
- [Community Gaming Grants – Parent Advisory Council Grants](#). Supports the enhancement of extracurricular opportunities for K-12 students in British Columbia.

- [Farm to School BC](#). Provides healthy, local and sustainable food for schools and provides students with hands-on learning opportunities that develop food literacy, and strengthens the local food system and enhances school and community connectedness.
- [HCTF Education – GO Grants](#). GO Grants provide field trip grants for British Columbia K-12 classes and schools to help get students outdoors to learn about B.C.'s fish, wildlife, habitats, and biodiversity. GO Grants cover transportation, project materials and/or program fees to support student learning and connecting in nature.

## Green Spaces & Recreation

---

- [Canada Communities in Bloom – Scotts Canada Gro Grants](#). Helps communities to develop sustainable gardens and greenspaces.
- [Community Gaming Grants – Sport](#). Provides opportunities for all people to participate in organized, competitive physical activities. (e.g., soccer, swimming, hockey).
- [TD Bank – Friends of the Environment Foundation Grant](#). Supports a wide range of environmental initiatives, with a primary focus on environmental education and green space programs. Eligible projects include schoolyard greening, park revitalization, community gardens, park programming, and citizen science initiatives.
- [Tree Canada – Community Tree Grants](#). This program offers grants and technical and logistical support encouraging the spread of “green infrastructure” in communities. This includes supporting local greening projects as well as developing and rolling out urban forest best management practices and innovative urban design solutions.

## Project & Infrastructure Grants

---

- [Community Gaming Grants - Capital Project Grants](#). Supports the completion of inclusive, accessible capital projects that meet community-identified needs and priorities.
- [Four Rivers Coop – Community Support Fund](#). Provides larger one-time donations to registered charities, non-profit organizations, and community groups that rely on fundraising in order to operate their programs, complete projects or improve facilities, programs and/or services.
- [Government of BC – Community Economic Recovery Infrastructure Program](#). Supports economic resilience, tourism, heritage, and urban and rural economic development projects in communities impacted by COVID-19.
- [Government of Canada – Investing in Canada Infrastructure Program](#). There are two streams (Community, Culture and Recreation, and Rural and Northern Communities) for infrastructure projects that create economic growth, sustain well-paying jobs, build inclusive communities, and support a low-carbon, green economy.
- [Northern Development Initiative Trust \(NDIT\) – funding streams include: Community Places, Cultural Infrastructure, and Economic Infrastructure](#). NDIT offers a range of funding programs suited to a diverse set of economic development priorities in central and northern British Columbia.

## **Fundraising**

---

Fundraising for specific projects can be a valuable means of raising funds, however, securing funding for the annual operation of the building should be pursued from other sources, e.g. grants, taxes, Community Forest revenues, fee for use, etc.

## **Fee for Use**

---

Fee for use includes one-time use (e.g. booking a meeting room, using a field for a sporting event) and short-term and long-term leases (e.g. leasing a space for a week, a month, a season or a year). Although the WBCRC is one of several large spaces that can be used for one-off bookings (e.g., events and festivals), the goal is to maximize recurring revenues through short and long-term leases to cover all operational costs.

To support the health and wellbeing of Well's residents, the District of Wells will continue to offer a local's discount for some services and spaces in the facility.

## 3-Year Financial Plan

Due to COVID-19 and the anticipated long-term recovery from the pandemic, financials for 2020 and 2021 have not been included in this three-year financial plan. The District of Wells hopes to return to revenues generated in 2019 and increase those revenues over three years, i.e., 2022-2024.

| <b>EXPENSES</b>     | <b>2019</b>    | <b>2022</b>    | <b>2023</b>    | <b>2024</b>    |                    |
|---------------------|----------------|----------------|----------------|----------------|--------------------|
|                     | (estimated \$) | (projected \$) | (projected \$) | (projected \$) |                    |
| Propane             | 9,902          | 10,000         | 10,300         | 10,609         | 3% annual increase |
| Electricity         | 14,436         | 12,000         | 10,000         | 10,300         | 3% annual increase |
| Fitness Centre      | -              | 250            | 250            | 250            |                    |
| Safety/Security     | 2,584          | 2,000          | 2,000          | 2,000          |                    |
| Custodian/Caretaker | -              | 6,240          | 8,320          | 8,320          |                    |
| General Repairs     | 4,819          | 7,000          | 7,000          | 7,000          |                    |
| Snow Removal (roof) | -              | 3,000          | 3,250          | 3,300          |                    |
| <b>Total</b>        | <b>31,741</b>  | <b>40,490</b>  | <b>41,120</b>  | <b>41,779</b>  |                    |

| <b>REVENUES</b>         | <b>2019</b>    | <b>2022</b>    | <b>2023</b>    | <b>2024</b>    |  |
|-------------------------|----------------|----------------|----------------|----------------|--|
|                         | (estimated \$) | (projected \$) | (projected \$) | (projected \$) |  |
| Leases                  | 17,100         | 18,810         | 20,691         | 21,726         |  |
| Visiting Schools/Groups | 4,010          | 4,500          | 4,950          | 5,445          |  |
| Short Term Rentals      | -              | 1,500          | 2,000          | 2,500          |  |
| New Revenue Sources     | -              | 10,000         | 20,000         | 20,000         |  |
| Fitness Centre          | -              | 1,600          | 2,500          | 3,200          |  |
| Miscellaneous           | 300            | 500            | 500            | 500            |  |
| <b>Total</b>            | <b>21,410</b>  | <b>36,910</b>  | <b>50,641</b>  | <b>53,371</b>  |  |

|  |                |               |       |        |  |
|--|----------------|---------------|-------|--------|--|
|  | <b>-10,331</b> | <b>-3,580</b> | 9,521 | 11,592 |  |
|--|----------------|---------------|-------|--------|--|

# 10 References

- BC Community Forest Association. Community Forest Program Goals. Retrieved from:  
<https://www2.gov.bc.ca/gov/content/industry/forestry/forest-tenures/timber-harvesting-rights/community-forest-agreements>
- BC Ministry of Education. 2015. BC's Redesigned Curriculum. Retrieved from:  
[https://curriculum.gov.bc.ca/sites/curriculum.gov.bc.ca/files/pdf/curriculum\\_brochure.pdf](https://curriculum.gov.bc.ca/sites/curriculum.gov.bc.ca/files/pdf/curriculum_brochure.pdf)
- BC Ministry of Forests, Lands, Natural Resource Operations and Rural Development. 2020. 2020/21 - 2022/23 Service Plan. Retrieved from:  
[https://www2.gov.bc.ca/assets/gov/government/ministries-organizations/ministries/forests-lands-natural-resource-operations-rural-development/flnr\\_sp\\_2020.pdf](https://www2.gov.bc.ca/assets/gov/government/ministries-organizations/ministries/forests-lands-natural-resource-operations-rural-development/flnr_sp_2020.pdf)
- BC Ministry for Health. 2017 (Update). BC Guiding Framework for Public Health - Promote, Protect, Prevent: Our Health Begins Here. Retrieved from:  
<https://www.health.gov.bc.ca/library/publications/year/2017/BC-guiding-framework-for-public-health-2017-update.pdf>
- BC Ministry of Tourism, Arts and Culture. 2020. 2020/21 - 2022/23 Service Plan. Retrieved from:  
<https://www.bcbudget.gov.bc.ca/2020/sp/pdf/ministry/tac.pdf>
- Han, B., Cohen, D. and McKenzie T.L. 2013. Quantifying the Contribution of Neighborhood Parks to Physical Activity, Preventive Medicine. Retrieved from:  
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3800218/>
- British Columbia Arts Council. 2018. Strategic Plan 2018-2022. Retrieved from:  
[https://www.bcartscouncil.ca/app/uploads/sites/508/2019/06/2018\\_22\\_StratPlan.pdf](https://www.bcartscouncil.ca/app/uploads/sites/508/2019/06/2018_22_StratPlan.pdf)
- Destination British Columbia. 2020. Corporate Strategy 2020-2023. Retrieved from:  
[https://www.destinationbc.ca/content/uploads/2020/03/Destination-BC\\_Corporate-Strategy-2020-2023\\_FINAL.pdf](https://www.destinationbc.ca/content/uploads/2020/03/Destination-BC_Corporate-Strategy-2020-2023_FINAL.pdf)
- District of Wells. 2010. Official Community Plan. Retrieved from:  
[https://www.wells.ca/application/files/4715/9373/3637/Bylaw\\_No.\\_106\\_2010\\_Schedule\\_A\\_OCP\\_Text\\_0.pdf](https://www.wells.ca/application/files/4715/9373/3637/Bylaw_No._106_2010_Schedule_A_OCP_Text_0.pdf)
- Federation of Canadian Municipalities (FCM). 2018. Rural challenges, national opportunity Shaping the future of rural Canada. Retrieved from:  
<https://fcm.ca/sites/default/files/documents/resources/report/rural-challenges-national-opportunities.pdf>
- Morgan, C. and Wright, P. 2020. Wells-Barkerville Community Forest Mapping Project. Natural Resources and Environmental Studies Institute. Technical Report Series No. 3, University of Northern British Columbia, Prince George, B.C., Canada. Retrieved from:  
<https://www.unbc.ca/sites/default/files/sections/nres-institute/morganandwright.pdf>

Morneau, R., McKay, D., and Kay, L. 2017. Wells Integrated Learning Destination (W.I.L.D.) High School. Prepared for the Wells and Area Community Association.

Pinchin Ltd. 2019. Hazardous Building Materials Assessment. Prepared for the District of Wells.

Province of British Columbia. 2019. Welcoming Visitors – Benefiting Locals – Working Together: A Strategic Framework for Tourism in British Columbia 2019-2021. Retrieved from: [https://www2.gov.bc.ca/assets/gov/tourism-and-immigration/tourism-industry-resources/our-tourism-strategy/welcoming\\_visitors\\_benefiting\\_locals\\_working\\_together\\_-\\_final.pdf](https://www2.gov.bc.ca/assets/gov/tourism-and-immigration/tourism-industry-resources/our-tourism-strategy/welcoming_visitors_benefiting_locals_working_together_-_final.pdf)

Statistics Canada. 2016. Census Profile, Wells District Municipality, BC.

## Websites

Aboriginal Education Centre. <https://abed.sd28.bc.ca>

Barkerville Gold Mine Ltd. – Cariboo Gold Project. <https://osiskogr.com/en/asset-portfolio/exploration/barkerville-gold-mines/>

Barkerville Historic Town and Park. <https://www.barkerville.ca>

Canadian Wildlife Federation – Bioblitz. <https://cwf-fcf.org/en/explore/bioblitz/>

District of Wells. <https://www.wells.ca>

Island Mountain Arts Society. <https://support-imarts.com>

Neighbourwoods©. <http://neighbourwoods.org/index.html>

School District 28 (Quesnel). <http://www.sd28.bc.ca>

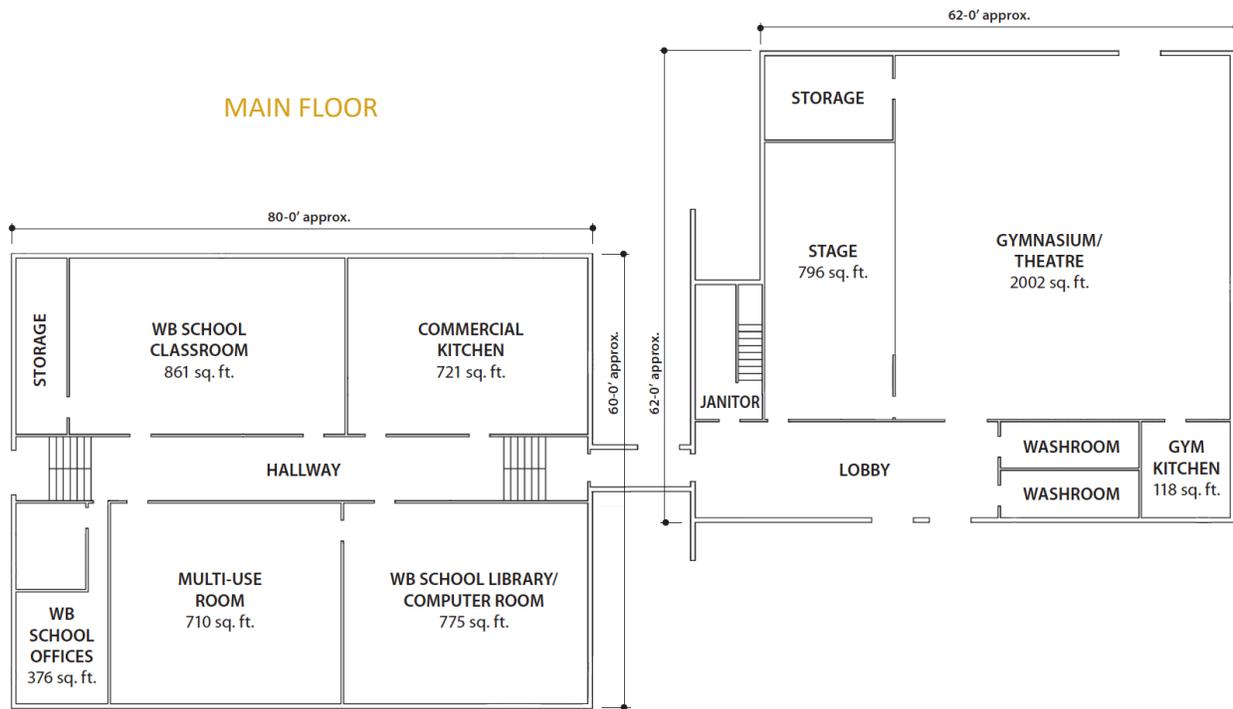
StrongStart BC. <https://www2.gov.bc.ca/gov/content/education-training/early-learning/support/programs/strongstart-bc>

Wells Community Forest. <https://wbcf.ca>

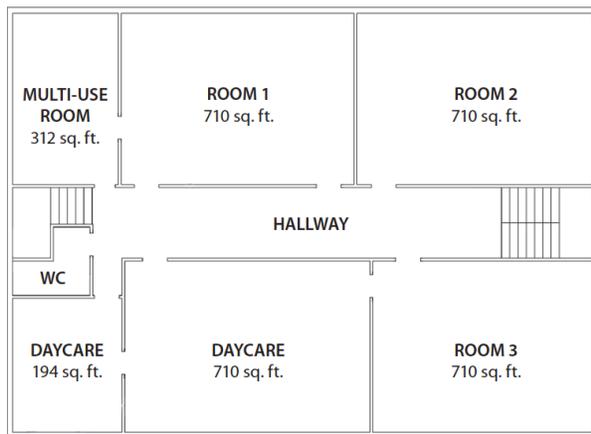
University of Northern British Columbia (UNBC). <https://www.unbc.ca>

# 11 Appendices

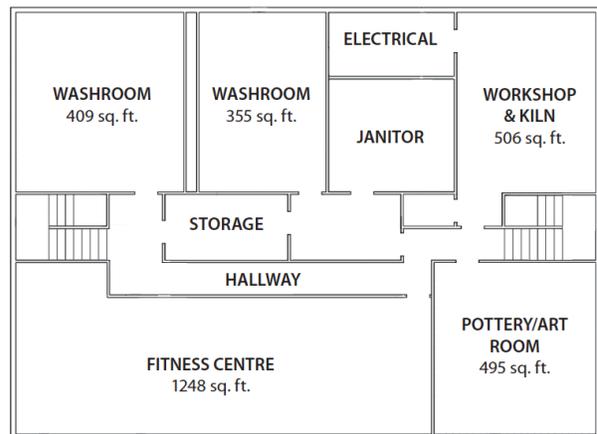
## Appendix A: WBCRC Floor Plans



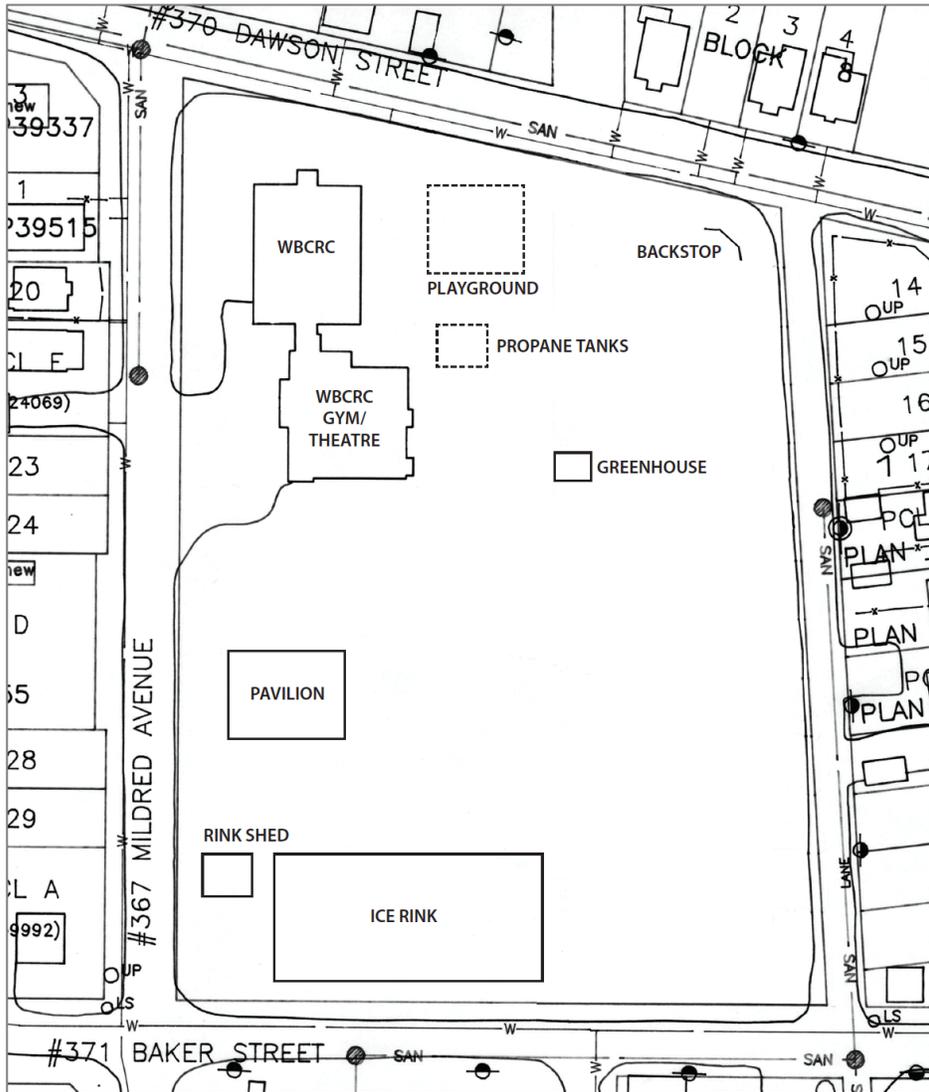
### SECOND FLOOR



### BASEMENT



# Appendix B: WBCRC Site Plan



## Appendix C – Facility Spaces

Table 1 – Facility Spaces: Type of Use and Tenants

|           | SPACE                                  | SQ. FT.* | TYPE OF USE  | CURRENT AND PAST TENANTS  | FUTURE REVENUE OPPORTUNITIES   |
|-----------|--|----------|--|---|--|
| MAIN      | Gymnasium + Stage + Kitchen + Storage  | 3142     | School group accommodations, indoor organization sports, concerts, theatre performances; speaker series, festival activities | <ul style="list-style-type: none"> <li>Island Mountain Arts Society</li> <li>Barkerville Historic Town and Park</li> <li>WB School</li> <li>Community groups and individuals</li> </ul> | <ul style="list-style-type: none"> <li>Expand arts and culture programming</li> <li>Explore fee for use for SD28</li> <li>Expand recreational programming</li> </ul> |
|           | Multi-Use Room (main floor)            | 710      | Youth education programming, community arts events and classes   | <ul style="list-style-type: none"> <li>Island Mountain Arts Society</li> <li>WB School</li> </ul>   | Expand use to include health and wellness classes (e.g., yoga), toddler and youth programming, adult learning; senior activities                                     |
|           | WB School Classroom                    | 861      | Classroom (Elementary)   |   |  |
|           | WB School Library / Computer Room      | 775      | Library with reading area and computers  | School District 28 (lease)  | Expand lease to include additional spaces  |
|           | WB School Office                       | 376      | Secure staff office  |   |  |
|           | Commercial Kitchen                     | 721      | Private events, community events   | <ul style="list-style-type: none"> <li>Island Mountain Arts Society</li> <li>WB School</li> <li>Private use (e.g., makers)</li> </ul>   | <ul style="list-style-type: none"> <li>Rent out for cooking classes and catering events</li> <li>Rent out to festivals and events</li> </ul>                         |
| 2ND FLOOR | Daycare (2 rooms + washrooms)          | 904      | Private daycare and washrooms  | Wildflowers Daycare (lease)   | Long-term lease; ensure the location of the daycare is symbiotic with how the other spaces are used  |
|           | Rooms 1-3                              | 710 each | Two rooms are currently used by resident Barkerville artists. Spaces often used for adult art programs and resident artists. | <ul style="list-style-type: none"> <li>Private (short-term rentals)</li> <li>Island Mountain Arts Society</li> </ul>  | <ul style="list-style-type: none"> <li>Coworking office space with access to high speed Internet</li> <li>Multi-use flex spaces</li> </ul>                           |
|           | Multi-Use Room (2 <sup>nd</sup> floor) | 312      | Formerly used as an office by a regional outreach worker.  | <ul style="list-style-type: none"> <li>Regional organization</li> </ul>   | <ul style="list-style-type: none"> <li>Multi-use flex space</li> <li>Meeting rentals (invest in boardroom furniture)</li> </ul>                                      |
| BASEMENT  | Fitness Centre                         | 350      | Formerly used as a municipal-funded community fitness centre.  | District of Wells   | Fitness Centre to be relocated from the Community Centre back to this purpose-build space  |
|           | Workshop & Kiln                        | 506      | Building maintenance workspace and artisan equipment storage (pottery kiln)  | <ul style="list-style-type: none"> <li>District of Wells</li> <li>Island Mountain Arts Society</li> </ul>   | Ensure fee for use for non-District groups   |
|           | Pottery / Art Room                     | 495      | Formerly used for pottery and art classes.   | Island Mountain Arts Society  | Refurbish and continued to be used for pottery and art classes   |

\*Square footage of each space is approximate.

## Appendix D – Upgrades and Renovations

Table 2 – WBCRC Upgrades and Renovations

| AREA OF FOCUS   | PHASE 1 PROJECTS   | ESTIMATE \$      | PHASE 2 PROJECTS   | ESTIMATE \$      | PHASE 3 PROJECTS   | ESTIMATE \$      |
|---|--|------------------|--|------------------|--|------------------|
| <b>Energy Efficiency Upgrades</b><br>Objectives:<br>a) increase the integrity of the building envelop to reduce heat loss<br>b) decrease electrical consumption<br>c) replace some electrical/propane systems with alternative renewable energy sources | • Roof   | 170,000          | • Energy efficient lighting  | 75,000           | • Thermal blinds   | 35,000           |
|   | • Exterior insulation, cladding and window repairs   | 450,000          |  |                  |  |                  |
|   |  |                  |  |                  |  |                  |
| <b>Accessibility Upgrades</b><br>Objective: To increase accessibility to and around the building for people with disabilities.  | • Minor upgrades to the west (gym) entrance exterior including ramp  | 2,000            | • Design work for a lift that accesses the gym level, the main floor and the upper floor | 25,000           | • Remodel upstairs bathroom to make 90% handicapped accessible.                  | 15,000           |
|   | • Remodel current Boys Washroom to by Unisex Handicapped Washroom  | 10,000           | • Remodel current Girls washroom as a Unisex public washroom                             | 10,000           | • Install a lift that accesses the gym level, the main floor and the upper floor | 75,000           |
|   |  |                  |  |                  | • Rebuild steps at north entrance way  | 6,000            |
| <b>Health and Safety Upgrades</b><br>Objective: To update building materials and systems to address the health and safety concerns identified in the hazardous assessment.  | • Ventilation upgrades to second floor, gym and other areas to meet ASHRAE 62.1 standards, and minor plumbing upgrades | 200,000          | • Fire system replacement  | 75,000           | • Repainting interior of school to abate original lead paint – Part 2            | 150,000          |
|   | • Electrical Service upgrades  | 30,000           | • Repainting interior of school to abate original lead paint – Part 1                    | 100,000          | • Remodel basement washrooms and underground infrastructure                      | 75,000           |
|   | • Minor cement patching at north entrance  | 1,000            | • Plumbing and heating upgrades  | 75,000           |  |                  |
| <b>Recreation and Green Space Upgrades</b><br>Objective: To improve the quality and safety of outdoor recreation infrastructure and the design and function of green spaces for residents to enjoy and to attract new visitors to Wells.                | • Upgrade playground equipment   | 85,000           | • Boards on ice skating rink   | 3,000            | • Roof over skating rink   | 250,000          |
|   |  |                  | • Resurfacing skating rink   | 50,000           | • Greenspace enhancement, drainage, greenery, trees                              | 50,000           |
|   |  |                  | • Basement renovations to reopen fitness centre (larger and improved egress)             | 50,000           |  |                  |
|   | <b>TOTAL PHASE 1:</b>  | <b>\$948,000</b> | <b>TOTAL PHASE 2:</b>  | <b>\$463,000</b> | <b>TOTAL PHASE 3:</b>  | <b>\$656,000</b> |
|   |  |                  |  |                  | <b>TOTAL ALL PHASES:</b>   | <b>2,067,000</b> |



| Cost estimate class  | Features & Uses  |                        |  | Suggested Contingency for Associated Class   |   |
|--|--|------------------------|--|--|---|
| <b>Class A</b>   | <ul style="list-style-type: none"> <li>- Detailed estimate based on final drawings and specifications</li> <li>- Used to evaluate tenders</li> </ul>   |                        |  | ±10-15%                                      |   |
| <b>Class B</b>   | <ul style="list-style-type: none"> <li>- Prepared after completing site investigations and studies, and after defining major systems</li> <li>- Based on a project brief and preliminary design</li> <li>- Used for project approvals and budgetary control</li> </ul>         |                        |  | ±15-25%                                      |   |
| <b>Class C</b>   | <ul style="list-style-type: none"> <li>- Prepared with limited site information and based on probable conditions</li> <li>- Captures major cost elements</li> <li>- Used to refine project definition and for preliminary approvals</li> </ul>                                 |                        |  | ±25-40%                                      |   |
| <b>Class D</b>   | <ul style="list-style-type: none"> <li>- Preliminary estimate based on little or no site information</li> <li>- Represents the approximate magnitude of cost, based on broad requirements</li> <li>- Used for preliminary discussion and long-term capital planning</li> </ul> |                        |  | ±50%   |   |
|  | <b>Phase I</b>   | <b>Cost</b>            | <b>Phase 2</b>   | <b>Cost</b>                                  | <b>Phase3</b>   |
| <b>Energy Efficiency Upgrades Objectives:</b><br>a) increase the integrity of the building envelop to reduce heat loss<br>b) decrease electrical consumption<br>c) replace some electrical/propane consumption with alternative renewable energy sources | Projects: <ul style="list-style-type: none"> <li>• Roof</li> <li>• Exterior insulation, cladding and window repairs</li> </ul>   | \$170,000<br>\$450,000 | Projects <ul style="list-style-type: none"> <li>• Thermal blinds</li> <li>• Energy efficient lighting</li> </ul> | \$35,000<br>\$100,000 (Less BC Hydro Rebate) | Projects: <ul style="list-style-type: none"> <li>• Solar heating project</li> <li>• Windmill (?)</li> </ul> |

|  | Phase I  | Cost   | Phase 2   | Cost  | Phase3 |
|--|--|--|---|---|--------|
| <b>Handicap Accessibility Upgrades:</b><br>Objective – to increase disabled accessibility to the building and to various location within the building, add one handicapped accessible washroom, and increase accessibility to others | <b>Projects:</b> <ul style="list-style-type: none"> <li>• Design work for a lift that accesses the gym level, the main floor and the upper floor</li> <li>• Installation of lift (? Possibly Phase 2)</li> <li>• Minor upgrades to the west (gym) entrance exterior including ramp</li> <li>• Remodel current Boys Washroom to by Unisex Handicapped Washroom</li> <li>• Remodel current Girls washroom as a Unisex public washroom</li> </ul> | \$65,000<br><br>TBD<br>\$2,000<br><br>\$10,000<br><br>\$10,000 | <b>Projects:</b> <ul style="list-style-type: none"> <li>• Remodel upstairs bathroom to make 90% handicapped accessible.</li> <li>• Basement renovations to reopen fitness centre (larger and including better egress</li> <li>• Basement renovations for better use of space, create storage areas for user groups and Public Works</li> <li>• Rebuild steps at north entrance way</li> </ul> | TBD<br><br>\$15,000<br><br>TBD<br><br>\$6,000 |        |

|  | Phase I   | Cost   | Phase 2  | Cost   | Phase3 |
|--|---|--|--|--|--------|
| <p><b>Public Accessibility Upgrades</b><br/>Objective: to make more areas of the building accessibility for cultural and recreational activities by upgrading areas of the building currently not open to public because of health and safety requirements</p> | <ul style="list-style-type: none"> <li>Repainting interior of school to abate original lead paint</li> <li>Ventilation upgrades to upstairs, gym and other areas to meet ASHRAE 62.1 standards</li> <li>Electrical Service upgrades</li> <li>Scope sewer lines from basement washrooms; repair if necessary</li> <li>Minor cement patching at north entrance</li> </ul> | <p>\$250,000</p> <p>\$500,000</p> <p>\$20,000</p> <p>\$2,000</p> | <ul style="list-style-type: none"> <li>Basement renovations to reopen fitness centre (larger and including better egress)</li> <li>Basement renovations for better use of space, create storage areas for user groups and Public Works</li> <li>Fire system replacement</li> </ul> | <p>See above</p> <p>TBD</p> <p>\$100,000</p> |        |
| <p><b>Recreational Upgrades</b><br/>Objective: Accessible recreational opportunities to support resident attraction, retention and quality of life</p>   | <ul style="list-style-type: none"> <li>Replacement of playground equipment</li> </ul>   | <p>\$100,000</p>   | <ul style="list-style-type: none"> <li>Roof over skating rink</li> </ul>   | <p>\$250,000</p>                             |        |

Gary & Barbara Cirotto  
PO Box 16,  
Wells, B.C.

Mayor and Council  
District of Wells

September 29, 2020

We respectfully request that you direct your community Forest board to allow for a little more time to address our questions and seek input from all residents on Dawson St. as to the location of the proposed "Learning Trail".

Please understand that we live here not for the malls or the medical services or the public transit. We live here because we love the wilderness. We walk the trails, drive the backroads, and sit on our back deck smiling because that is what brings us joy. The idea of a new trail is wonderful and in no way do we oppose the idea.

We do believe that there are better routes for this trail that would be less of an impact on residents and wildlife. Unfortunately there has been very little if any public consultation. As was noted in our last letter to you.

It has become quite clear to us that there were no other options seriously considered by the Community Forest Board or put forward for public discussion. As the board did not provide any evidence of other trail locations. This location was chosen we were told because it was too far for the children to walk to the present trail head on Blair St. from the school a distance of a few hundred yards.

We would like to point out that the Wells Community Forest has not followed the mandate as set out by the BC Provincial Government for a Community Forest Agreement;

"A community forest agreement (CFA) is an area-based forest licence managed by a local government, community group, First Nation, or combination of local governments, First Nations and community groups, for the benefit of the entire community.

Community forests support opportunities in areas such as recreation, wildlife and watershed management for communities and contribute to a more diversified forest economy.

The Goals of the Community Forest Program are to:

- provide long-term opportunities for achieving a range of community objectives, values and priorities
- diversify the use of and benefits derived from the community forest agreement area
- provide social and economic benefits to British Columbia
- **undertake community forestry consistent with sound principles of environmental stewardship that reflect a broad spectrum of values**
- **promote community involvement and participation**
- promote communication and strengthen relationships between Aboriginal and non-Aboriginal communities and persons
- foster innovation
- advocate forest worker safety”

[www2.gov.bc.ca/gov/content/industry/forestry/forest-tenures/timber-harvesting-rights/community-forest-agreements](http://www2.gov.bc.ca/gov/content/industry/forestry/forest-tenures/timber-harvesting-rights/community-forest-agreements)

The following is from the Community Forest Guide Book II, which highlights the goals and objectives of BC’s Community Forest Agreement Program.

Mulkey, S. and J.K. Day (editors). 2012. The community forestry guidebook II: Effective governance and forest management. FORREX Forum for Research and Extension in Natural Resources, Kamloops, B.C. and British Columbia Community Forest Association, Kaslo, B.C. FORREX Series Report No. 30. <http://www.forrex.org/publications/forrex-serie>

## **OBJECTIVES OF BRITISH COLUMBIA'S COMMUNITY FOREST AGREEMENT PROGRAM**

*British Columbia's Community Forest Agreement Program has the following objectives.*

- *Provide long-term opportunities for achieving a range of community objectives, values, and priorities.*
- *Diversify the use of and benefits derived from the community forest agreement area.*
- *Provide social and economic benefits to British Columbia.*
- *Undertake community forestry consistent with sound principles of environmental stewardship that reflect a broad spectrum of values.*
- *Promote community involvement and participation.*
- *Promote communication and strengthen relationships between Aboriginal and non-Aboriginal communities and persons.*
- *Foster innovation.*
- *Advocate for forest worker safety.*

*For more information on the government's Community Forest Agreement Program, see: <http://www.for.gov.bc.ca/hth/timber-tenures/community/index.htm>*

To have your community forest board request a letter from council in support of a new trail head to the Ministry of Forests back in June of 2019 is surprising. There are no trail plans in the minutes from June 25, 2019 so it is unclear what you were giving support to. Was it just the idea or did you all see the plans?

minutes for the Regular Council meeting of June 25, 2019.

5.3 Wells-Barkerville Community Forest request for letter of support for the new trail head off Dawson Street.

19-110 MOVED Mandy Kilsby, seconded Ksenya Dorwart THAT Council directs staff to write a letter of support in application by the Wells-Barkerville Community Forest Board to the Ministry of Forests

for a new trail head located off Dawson Street (located between Parcel A and Lot 1 – Jones Avenue, DL 289 Plan 18500.

Carried Unanimously

If you did see the plans then I must point out that as the DOW council you have not followed the Community Charter. As the plans show the placement of bollards on Dawson St. and Jones Ave.

## Highway Closure Bylaw

Municipalities may permanently close a highway and remove its highway dedication by **bylaw**. The highway closure and dedication removal may be done in a joint bylaw or separately.

Prior to adopting a highway closure bylaw, a municipality must:

- **Provide public notice in accordance with the *Community Charter*.**
- **Provide an opportunity for persons who are affected by the bylaw to make representations to council.**
- Deliver notice of its intention to close a highway to operators of utilities who council considers will be affected by the closure. The operator of a utility affected by a closure may require the municipality to provide reasonable accommodation of the utility's works. If the municipality and utility are unable to reach an agreement, the matter must be settled by arbitration under the [\*Arbitration Act\*](#).
- **Ensure that a proposed highway closure does not completely deprive an owner of access to their property, unless the municipality receives consent from the property owner or compensates the owner and provides alternative access**

- Refer any highway closure bylaws to the Minister of Transportation and Infrastructure for approval where the proposed highway closure is within 800m of an arterial highway. Specified Ministry of Transportation and Infrastructure regional and district staff may grant such approval on behalf of the Minister of Transportation and Infrastructure.

Perhaps at that time way back in June 2019 if the community charter were more familiar to you or the plans viewed and reviewed someone may have notified us. It appears very curious that the Wells Community Forest Board would request this letter in June well before their open house in October. Which they say is when they first presented the trail plan publicly.

Our concerns regarding the placement of this trail are as follows;

- Calf moose, younger than three months are unable to jump over 2 ft. (the plans call for a 2 ft. boardwalk)
- We don't see anything addressing the impact on wildlife.
- We will lose all privacy that we have enjoyed for 30 years
- Property value could fall
- Possible increase in trespassing
- Possible increase in theft
- Loss of pristine wilderness view (the trail is proposed to travel at a 90 degree angle from our house to Coronado Rd.)
- Impede resident parking on Dawson St.
- Extra traffic on Dawson St. (the road itself is not up to today's standards and the extra traffic will continue to put pressure on the road which puts pressure on our house foundation).
- As well extra traffic beside the playground
- Our ability to access our back property by vehicle without impediment.

We have been told that there was one application for the Project manager and that it was Ian Macdonald. Since Ian Macdonald is on the Community Forest Board and his wife Alison Galbraith is the teacher at the school. These two have been at the forefront of this trail idea it makes one question the propriety of this situation. There appears to be some conflicts here. Or perhaps you will say the grant comes via the Wells Trail Association so this would not apply. Either way something is not right.

This project as lovely as the idea is, it unfortunately is riddled with flaws. As happens when only a very few individuals have input. It is unfortunate that the Wells Community Forest Board has moved this far forward to be close to the construction stage. The errors that your board has made should not cause harm to any community members. To continue to allow your Community Forest Board to move forward on this project without a pause to engage the residents of Dawson St. would cause harm for years to come.

We hope that you will consider our thoughts and questions and weigh them against the costs of this project and we do believe that human consideration should always outweigh the costs of a small delay. We look forward to working cooperatively with all Dawson St. residents and the Wells Community Forest.

Gary & Barb Cirotto  
2305 Dawson St.

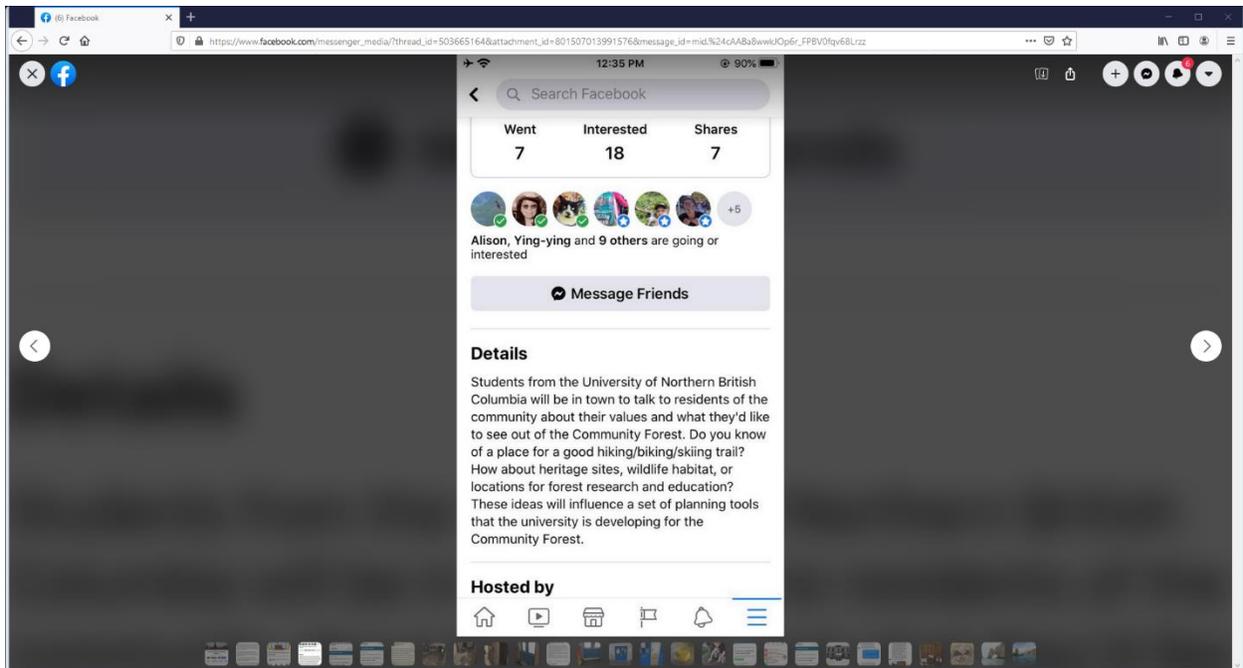
Barb & Gary Cirotto  
PO Box 16,  
Wells, BC

Wells Barkerville Community Forest  
PO Box 69,  
Wells, BC

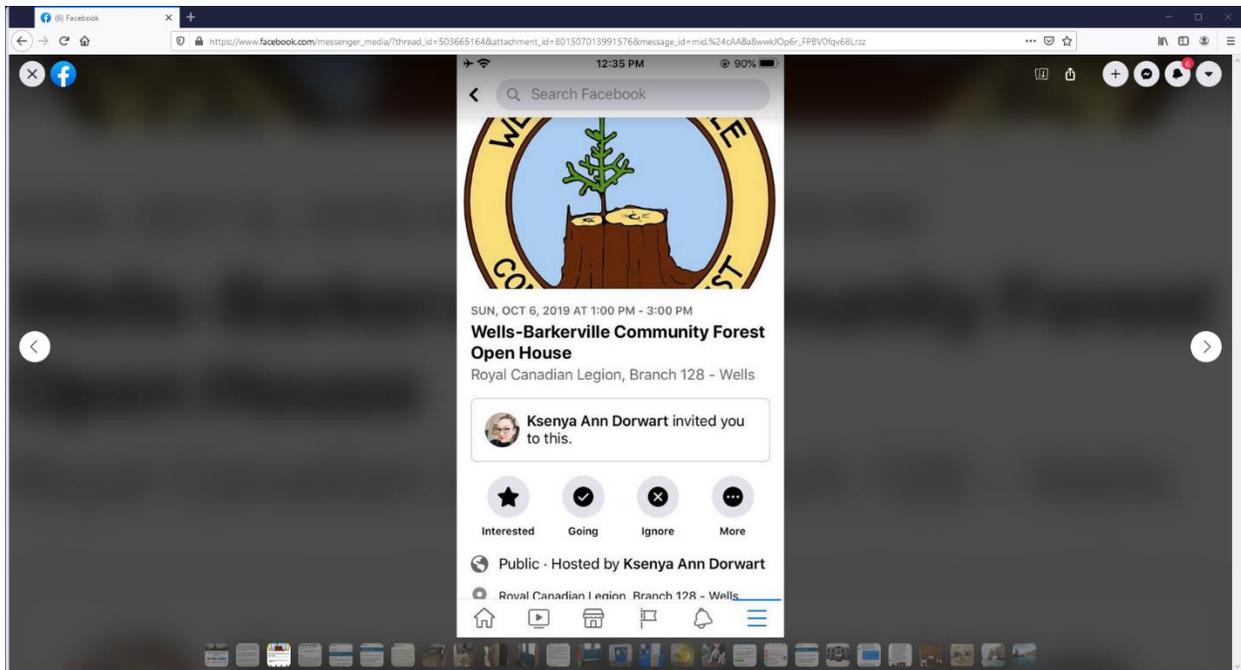
Community Forest Board Members,

We have received your response to our letter of concern, regarding the proposed “Learning Forest Trail”.

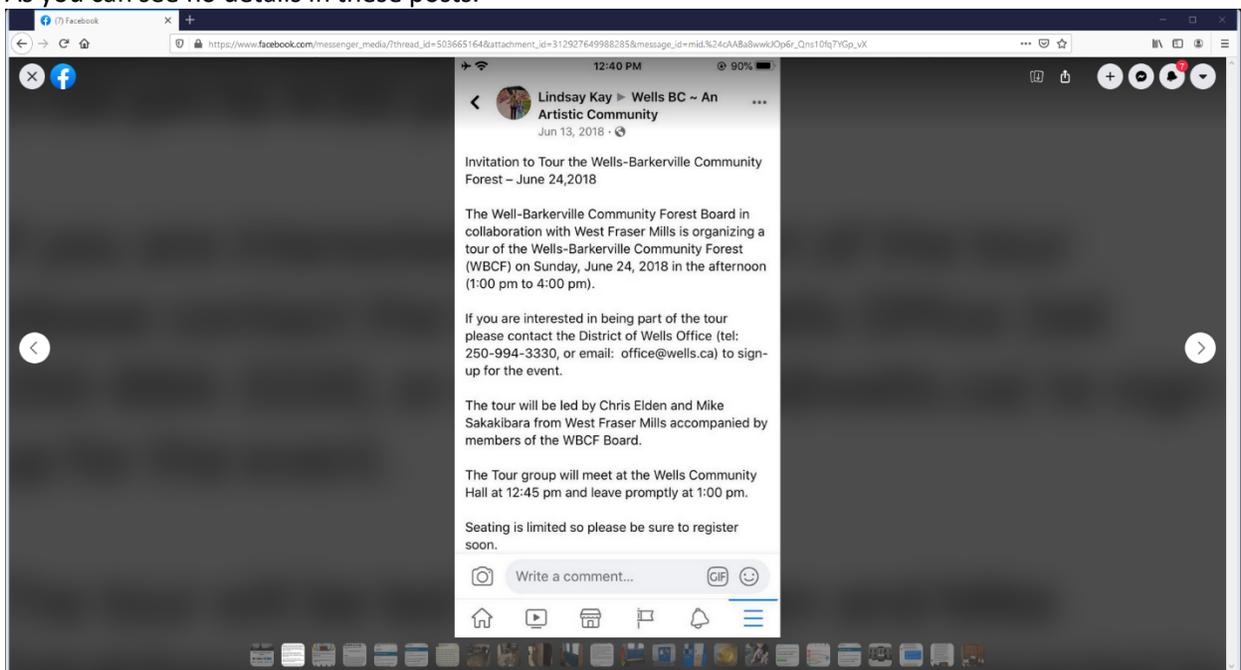
In your letter you stated that you had an open house in October at the Legion and went on to say *“The open house was advertised and well attended and everyone there was very positive about the idea and the drawings”*. You seem to imply that the onus is on us to know what the community forest is doing. I have attached the postings from the community forest board that I could find on Facebook. From these you can see that there is no mention of this “Learning Trail” in your advertisement of the open house in October that you are referring to. We are disappointed that you would attempt to turn this around on us.



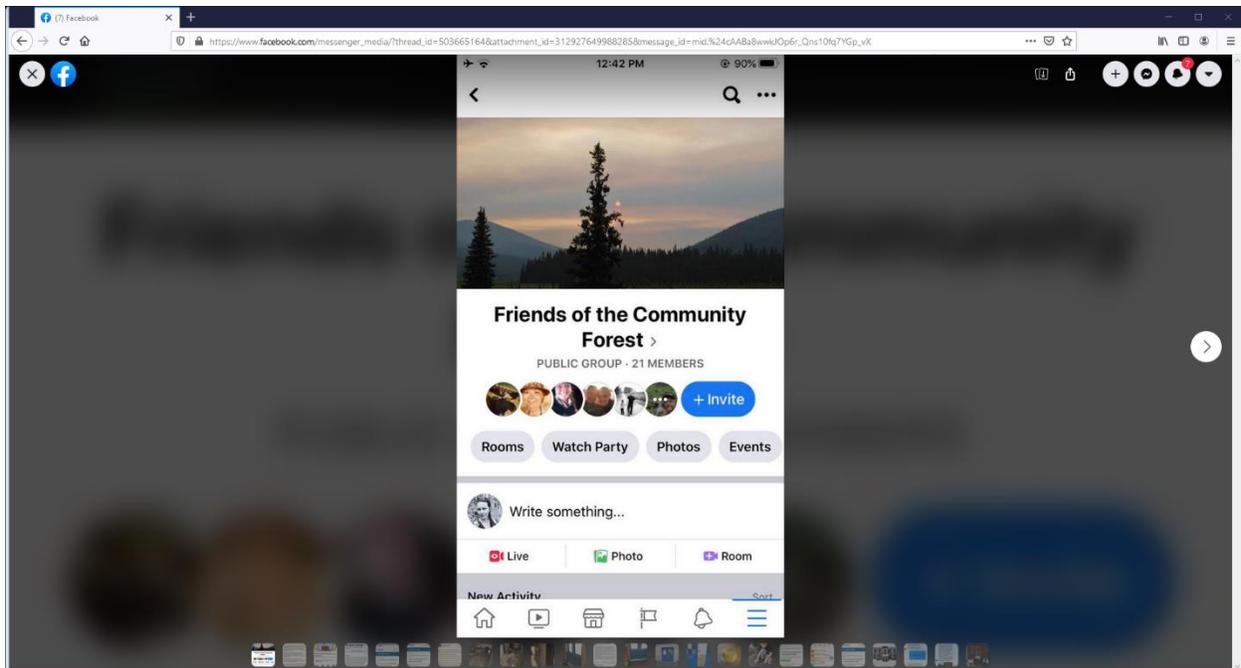
This speaks of planning tools.



As you can see no details in these posts.



Still nothing mentioned here about the proposed trail.



Nothing posted in this group about the proposed trail.

You have not fully answered my question:

**Seeing the great amount of energy spent on these plans there must have also been a significant amount of discussion of other possible locations for this Learning Trail. If so can you explain what other areas were discussed and give your reasoning for this particular location? There are other possible areas that do not negatively impact residents. Since there are established trails in the meadow why are you not able to branch off one of these trails that lead to Coronado Rd? Or areas just off Hardscrabble Rd.?**

You did not say what other areas were considered. As a board I would assume there were minutes in your meetings discussing other options clearly stating the pros and cons of each area? If you don't have this information then it would appear that this is an arbitrary decision. One of your board members said "it would be too far to walk a half a block down the road" (to the established trail head). This comment is ridiculous. One would assume if you are going on a trail you are walking, running, biking, skipping, rolling etc.

Why would you impact property owners when there are more suitable places? I don't believe that you have fully looked at other locations for this trail. If you walk up Hardscrabble road at the first bend in the road you will see the creek. Just down the creek is an old road that could be a possible trail head.

I don't think you realize the negative impact this will have on our life style. We are avid snowmobilers and use the meadow all winter to ride. You say "There will be a snowmobile

crossing intersecting the boardwalk with a ramp clearly marked". You do not understand that we ride all through the meadow. You are setting up a situation of conflict.

We do think that it is your responsibility to inform **all** of the residents of Dawson St. and request their input, as this trail could affect them.

You have not alleviated our concerns but rather increased our anxiety.

We are concerned:

- about our privacy
- the security of our property
- our view
- parking
- our winter recreation
- about arbitrary decisions made without proper community consultation

We are very unhappy with your failure to include the residents that are most impacted by your idea. We are disheartened by your lack of concern.

We are adamantly opposed to having the "Learning Forest Trail" begin on Jones Ave. & Dawson St. We look forward to meeting in person to further our discussion.

We have also attached a copy of "Fairness by Design" An administrative Fairness Self-Assessment Guide". It is a general guide for public bodies. Since the District of Wells is ultimately in charge of your board both the Mayor, Council and DOW staff as well as your board could benefit from this information.

Sincerely,

Gary and Barb Cirotto

2305 Dawson St.

Wells, BC

Cc District of Wells Mayor and Council

Cc Wells and Area Trail Association

**From:** [Wells Hotel](#)

**Sent:** September 22, 2020 11:23 AM

**To:** [Chief Administrative Officer](#)

**Subject:** Fw: Policy Directive 20-26 and Policy Directive 20-27 – Extensions of Temporary Expanded Service Area (TESA) authorizations and LP FP off-site sales authorizations

Hello Donna,

Hello Donna,

Please see the highlighted area below relative to the Temporary Expanded Service Area (TESA) extension and advise me of any actions that may be required of the Wells Hotel to encourage Council to confirm continued support of the TESA.

Regards,  
Cindy Davies  
Wells Hotel

**From:** LCRB Liquor Policy LCRB:EX

**Sent:** Friday, September 18, 2020 11:52 AM

**To:** Undisclosed recipients:

**Subject:** Policy Directive 20-26 and Policy Directive 20-27 – Extensions of Temporary Expanded Service Area (TESA) authorizations and LP FP off-site sales authorizations

Hello,

I'm writing to announce Policy Directive 20-26 and Policy Directive 20-27.

To continue to support the hospitality industry in maintaining their operations while complying with the orders of the Provincial Health Officer related to the COVID-19 pandemic, the Province has made amendments to the Liquor Control and Licensing Regulation to allow for the extension of existing Temporary Expanded Service Area (TESA) authorizations.

Originally, all existing TESA authorizations were set to expire on October 31, 2020. However, through [Policy Directive 20-26](#), the Liquor and Cannabis Regulation Branch (LCRB) is announcing the intention to extend TESA authorizations until **October 31, 2021**.

The LCRB will be reaching out to local governments to confirm their support for the extension of approved TESA authorizations in their jurisdiction prior to extensions being granted.

All licensees with current TESA authorizations, whose local governments support extension, will be reissued authorization letters automatically extending the expiry date of their authorizations before October 31, 2020. There will be no application or fee required for this extension.

Unless a new authorization letter has been issued, existing TESAs will expire on October 31, 2020.

Licenses who have not yet submitted a TESA authorization application can do so by visiting the [online licensing application portal](#) up to October 31, 2021.

Local governments will continue to have two options for approval of TESA authorizations for liquor primary and manufacturer licenses:

- Pre-approval to cover all liquor primary and manufacturer establishments within their jurisdiction who may apply for an expanded service area; or
- Review/approval of all individual applications of all liquor primary and manufacturer expansions prior to licenses submitting their completed application package to the LCRB.

**Note:** Since food primary establishments are not generally required to obtain local government approval to expand their service areas, the LCRB will continue to process food primary requests for expanded service areas without requiring prior local government approval.

All approved TESA authorizations must remain in compliance with local bylaws and requirements.

The LCRB also continues with its end-to-end review of the existing permanent structural approval process, with the goal of streamlining and modernizing the process making future applications more straightforward and aligned with today's business needs. Licenses with existing TESA authorizations may wish to consider applying for a permanent extension of their service area to assist with longer-term business planning.

In addition to the above, [Policy Directive 20-27](#) replaces Policy Directive 20-19 and extends the temporary authorization for food primary and liquor primary licenses to sell and deliver packaged liquor to patrons with the purchase of a meal for off-site consumption until **March 31, 2021**.

This will continue to provide increased opportunities to generate revenue for the hospitality industry while helping vulnerable British Columbians continue to observe physical distancing guidelines.

Please ensure that you review the terms and conditions related to both of these changes in the updated Terms and Conditions Handbook that apply to your licence type here:

<https://www2.gov.bc.ca/gov/content/employment-business/business/liquor-regulation-licensing/publications-resources/liquor-licensee-terms-and-conditions-handbooks>

As always, the LCRB is committed to continuing to support licenses through this challenging time. If you have any questions about these policies, please email [LCRBLiquorPolicy@gov.bc.ca](mailto:LCRBLiquorPolicy@gov.bc.ca).

These authorizations will be reviewed as the provincial health context changes.

Sincerely,

Mary Sue Maloughney  
Assistant Deputy Minister and General Manager  
Liquor and Cannabis Regulation Branch



**Wells Mayor and Council  
District of Wells  
PO Box 219  
Wells, BC V0K 2R0**

**September 6, 2020**

**Re: Huckleberry Daycare Closure**

After six years of offering safe and affordable childcare to the community of Wells, the Wells and Area Community Association (WAACA) would like to announce the permanent closure of the Huckleberry Daycare Centre. We are so grateful to the community for all their support and patronage over the past six years and especially to all our volunteers, donors, funders, and staff for all their hard work and dedication.

The Huckleberry Daycare centre opened its doors in 2014 at the temporary location of the Curling Rink, thanks to an arrangement with the Wells Recreation Society and financial support from the District of Wells, the Vancouver Foundation, and West Fraser Mills. During that first year, a core group of volunteers worked tirelessly to obtain grants and funding to secure the financial resources required to renovate a space in the upstairs of the Wells School Building. Thanks to a \$20,000 grant from the Ministry of Children and Family Development, renovations were completed in the summer of 2015. These renovations included opening up the wall between two adjacent rooms, installing new flooring, painting, and installing child-friendly sinks and toilets. The result is a beautiful, state of the art child care facility that we hope will be a benefit to the community for years to come. WAACA is very proud to have been able to create such a community resource.

Although Huckleberry will cease to operate, its legacy will continue with the new Wildflowers Child Care centre. Wildflowers is a private business run by one of our previous staff members, Leigh Robinson. We wish Leigh success in her new venture.

None of this would have been possible without over 3,000 hours of combined volunteer labour and administration (with a cash equivalent of over \$36,000). WAACA would like to take this opportunity to give a special thanks to Lindsay Kay for her dedication and countless volunteer hours that brought this vision to fruition. Additionally WAACA would like to thank *all* our volunteers over the years, including (in no particular order): Dawn Leroy, Margaret Inoue, Yael Wand, Elsie Wiebe, Leah Martin, Danielle Cloutier, Alison Galbraith, Brendan Bailey, Dianne Andreesen, Harold Andreesen, Dave Jorgenson, Phil Leroy, Anne Laing, Candice Connor, Joe Connor, JP Winslow, Lynette Candy, Robin Sharpe, and Danette Boucher. We would also like to thank our partners, donors and funders: West Fraser Mills, the Vancouver Foundation, Barkerville Gold Mines, the Province of

British Columbia, the Government of Canada, the District of Wells, Barkerville Historic Town, the Quesnel Child Development Centre, Quesnel Child Care Resource and Referral, Island Mountain Arts, Duane Able, Ed Coleman, Nu Floor, the Canadian Literacy Society, HMC, the Wells Snowmobile Club, Danette Boucher & James Douglas, Harold & Dianne Andreesen, Robin Sharpe, Dawn & Phil Leroy and Dave Jorgenson & Cheryl McCarthy. We would also like to thank all our previous staff members: Kristen Blois, Elsie Weibe, Nina Spitzer, Deb McKay, Sue Seabrooke, Lindsay Kay, and Leigh Robinson. Lastly, thank you to all our patrons, all our board members past and present, and the community as a whole for your support over the years.

Sincerely,

The Board of Director of the Wells and Area Community Association

*Alison Galbraith, President*

*Brendan Bailey, Vice-President*

*Dave Jorgenson, Treasurer*

*Candice Helgerson Keokemoer, Secretary*

*Danielle Cloutier, Director*

*Jenn Lewis, Director*

*Geran Koornhof, Director*



# District of Wells

|                     |  |
|---------------------|--|
| <b>Meeting Date</b> | October 6, 2020  |
| <b>Report Date:</b> | October 1, 2020  |
| <b>Memo to:</b>     | Mayor and Council                                      |
| <b>From:</b>        | Donna Forseille, Chief Administrative Officer          |
| <b>Subject:</b>     | Proposed Community Vision and Input Committee interest |

## Purpose/Issue:

The purpose of this report is to advise Council on the interest from the Community in joining the proposed Community Vision and Input Committee.

At the August 11, 2020 Regular Council meeting Council resolved the following:

**20-85**      **MOVED** Jordan Rohatynski, Seconded Ksenya Dorwart THAT Council directs staff to investigate how the framework would work for the proposed Impact Assessment Committee and to place a call out to the community to see if there are volunteers interested on being on the proposed committee.

**Carried Unanimously**

After meeting with Barkerville Gold Mines and Council receiving clarity regarding the Technical Advisory Committee, Council decided to direct staff to conduct call outs to seek potential interest of Community members for a committee that was to be more of a vision and input committee versus an Impact Assessment Committee.

This Committee would solicit Community input and provide advice to Council about the Community's Vision, Values and Aspirations for both the short and long term.

District staff placed call outs for interested Community members in late August 2020 for the *Community Vision and Input Committee* and has received eleven (11) interested community members to join such a committee thus far.

These Eleven (11) interested individuals are:

1. *Judy Campbell*
2. *Elyssia Sasaki*
3. *Dorothea Funk*
4. *Cindy Davies*
5. *Julia Mackey*
6. *Sharon Brown*
7. *Jenn Lewis*

- 8. *Linda Rummel*
- 9. *Carrie Johnston*
- 10. *Michelle Lieffertz*
- 11. *Paul Crawford*

A Select Committee for the District usually consists of 8-12 people, inclusive of a staff member and a Council member. *[the Community Charter provides that at least one (1) member of each Select or Standing Committee must be a Councillor].*

These 8-12 people represent their community from different backgrounds and interests.

**Budget, Policy, Staffing:**

**Legal Considerations:**

**Options / Recommendations:**

- 1. Receives the staff report regarding the proposed implementation of a Community Vision and Input Select Committee to seek public comments and input regarding the proposed Barkerville Gold Mines Cariboo Gold Project; and
- 2. Directs staff to extend the deadline for committee call outs **OR**
- 3. Appoints the following members to the Community Vision and Input Committee:

\_\_\_\_\_ ; \_\_\_\_\_ ; \_\_\_\_\_ ;  
 \_\_\_\_\_ ; \_\_\_\_\_ ; \_\_\_\_\_ ;  
 \_\_\_\_\_ ; \_\_\_\_\_ ; \_\_\_\_\_ .

**And**

- 4. Appoints Councillor \_\_\_\_\_ as Chair to the Community Vision and Input Committee, and staff member \_\_\_\_\_ to the committee; and
- 5. Directs staff to commence the Terms of Reference for the Wells Community Vision and Input Committee.

Respectfully submitted by

Donna Forseille

<judycampbell@goldcity.net  
2020-09-15 7:56PM

Mayor and Council

I would like to put my name forward for the Community Vision and Input Committee.

- I have lived in the community for 47 years
- Was part of the group that worked to have Wells incorporated
- Sat on Council for 16 years
- Have a Masters Degree in Environmental Design (Planning)
- Involved in many different community groups.

Thanks for you consideration.

Judy

Judy Campbell

Box 181, Wells, BC

V0K 2R0

[judycampbell@goldcity.net](mailto:judycampbell@goldcity.net)

(250) 994-3349 (hm)

(518) 428-9196 (mb - no coverage in Wells)

[elyssia.sasaki@gmail.com](mailto:elyssia.sasaki@gmail.com)

2020-09-22 8:01am

Hi!

I'm going to be joining the Wells community in early October as the new Executive/Artistic Director of Island Mountain Arts. I would love to be involved in near any capacity in these conversations about community, values, and aspirations for the near and far future.

In addition to this being an opportunity to meet community members, I'd be happy to offer my services as a notetaker, writer or witness.

Please let me know how/if I can be of help!

Sincerely,

Elyssia Sasaki | she/her

[elyssia.sasaki@gmail.com](mailto:elyssia.sasaki@gmail.com)

**1 (647) 332 1652**

**From:** Dorothea Funk <[dfunk@goldcity.net](mailto:dfunk@goldcity.net)>  
**Sent:** Friday, September 25, 2020 12:43:33 PM  
**To:** Chief Administrative Officer <[Admin1@wells.ca](mailto:Admin1@wells.ca)>  
**Subject:** Community and Vision Input Committee

Dear Mayor and Council, District of Wells, BC:

I am submitting my name as a volunteer to serve on the Wells Community and Vision Input Committee that will provide input on the proposed Cariboo Gold Project by Barkerville Gold Mines (BGM),

I have owned a home in Wells since 1993. After almost 10 years working elsewhere, I moved back in 2016 when I retired because Wells is where I want to be. I am a keen supporter of the community and interested in its future. I attend BGM updates whenever possible and also submitted a comment to the Environmental Assessment Office during the Phase 1 Comments period.

I appreciate that the District is setting up this committee to consider the legacy of the gold mine for Wells.

Thank-you.

Dorothea Funk  
4347 Blair Avenue  
Box 248  
Wells, BC V0K 2R0

Community Vision & Input Committee

Wells Hotel

09-25-2020

9:29pm

Please submit my name for consideration as a member of this committee:

Cindy Davies – business owner – Wells Hotel

I bring years of experience as a facilitator and participant in the processes of community building, community engagement and cross-sector collaboration to bring about community change. As a recent resident in Wells, I also bring an outside perspective.

Regards,

Cindy Davies

250-994-3427

Community Vision and Input Committee • Cariboo Gold Project  
2020-09-30 8:23am

Dear Donna and Tyler,

I would very much like to be a volunteer on the Community Vision and Input Committee for the Cariboo Gold Project.

I have been coming to this area annually since 2004, and I became a full time resident of Wells in January 2012. I have had discussions with quite a few other community members about the Cariboo Gold Project, and I have also had an information meeting with BGM staff and have taken an underground mining tour.

I feel it is very important for the wishes of Wells Residents to be heard as the CGP moves forward, and I would very much like to be part of the volunteer committee to reach out to community members for their input, and to be part of the team of people who can lay out a blue sky list based on that community input.

Covid 19 has had a big impact on my usual out of town performing arts work, and so I will be in Wells full time for the foreseeable future, and have the time to participate in the committee.

Thanks very much for your consideration.

Julia Mackey

*My Two Hats:*

**sunset theatre**

*Julia Mackey | Director of Presentations  
2357 Pooley Street | Wells, BC | Lhtako Dené Territory  
[sunset-theatre.com](http://sunset-theatre.com) | Home Office 250-994-3403*

=====

*Julia Mackey • Playwright & Performer  
Dirk Van Stralen • Director & Stage Manager  
Rachel Mackey • Normandy Tours Translator/French Stage Manager  
Jake's Gift/Le Cadeau de Jake  
Juno Productions  
[www.jakesgift.com](http://www.jakesgift.com)*

Community Vision & Input Committee  
2020-09-30 2:47pm

Good Day,

I would like to volunteer on the Visionary Committee because I am passionate about the quality of life I, and all my neighbours enjoy in Wells. I have been a property owner in Wells for 42 years and most of my life is conducted, uplifted and made possible by the little town of Wells. The affordability, incredible community spirit (when allowed to thrive), access to the outdoors, clean air and a collection of interesting, eclectic individuals, has made me love it here. I am sure the same is for most Wellsians.

I would really like to help out ensuring that everyone in town is made aware of what BGM is proposing, and is able to have a say in the whole process.

I know that Wells started out as a gold mining town and is rich with that history. In the 1960's a new demographic of folks arrived in Wells that changed the face of the town for the next 5 decades. We now have an incredible legacy because of Island Mountain Arts, all it's supporters and local artists. The two pursuits, the Arts and gold mining, have had a fairly cosy relationship since the 1970s, and I think that that relationship could stay mutually beneficial to both.

Wells is first and foremost, a community of people, and I would like the opportunity to help find out what the Community of Wells' vision, values and aspirations is.

Best Regards,  
Sharon L. Brown

Community Vision and Input Committee membership  
2020-09-30 8:57 pm

Greetings,

I am eager to participate in the CVIC. I, like many Wellsians, I live here for many reasons. I see where Wells shines, and believe that it can move forward into even brighter days, if it's vision is clear and stated. There is work to do and I'm ready to roll up my sleeves.

Thanks kindly.

..jenn lewis

Community Vision and Input Committee  
2020-09-30 9:28pm

Dear District of Wells,

Please accept my application to join and be a part of; The Blue Sky, Wells Community Vision and Input Committee. I would be very pleased to take part in team discussions, the sharing of ideas and proposals that ensure the well being of daily life for members of our mountain community.

I am a retired French Immersion teacher living in Wells. I volunteered on my school district Union for 3 years as Health and Safety Chair followed by 3 years as Wellness Chair. I would be a resourceful, unbiased volunteer on the Wells, Blue Sky team.

Sincerely,  
Linda Rummel  
MEd

Community Vision and Input Committee.  
2020-09-30 9:45pm

Hello

My name is Carrie Johnston, I sometimes go by Cj.

I moved to Wells in 1984, and began learning about placer mining up on Cunningham Creek - I am still a placer miner, with my own claim within 12k of Wells. And I am a Canadian National Gold panning champion.

I raised four of my children here, and some of my grandchildren have attended the same Wells Barkerville School that their parents did, I held the position of either Vice or President of the PAC, longer than anyone on record. We worked as a Community to have the school reopened and continuing to run, the only one in BC to ever do so. I sat on the committee which developed the business plan for the school and learned the word - consensus.

For many years, I worked as the Tourism and Economic Development Coordinator, in fact, it was me in some advertising with Hollywood North, that coined the phrase "The Golden Triangle" (Wells, Barkerville, and Bowron Lake) I've both sat on the board and worked contracts for North Cariboo Community Futures, and the Tourism associations for Quesnel and the Cariboo Coast Chilcotin.

I spent over 25 years as a firefighter with the Wells Volunteer Fire Brigade and worked for BC Ambulance as Unit Chief and Paramedic in Wells and Anahim Lake for nearly 15 years. I am one of the longest-standing members of the Royal Canadian Legion Branch #128 Wells, and of the Auxially which serves it and the community. I volunteer as Peace Patrol for ArtsWells each year.

I began working in Barkerville in 1987? I have worked at or with every business there, except I never worked for the Bakery. I currently work for Barkerville Heritage Trust, and just completed my 22nd. season as a Cashier/Office Assistant/First Aid. I am a BCGEU Shop Steward and CoChair for Joint Occupational Health and Safety.

I have a keen interest in history, in particular - Gold and in the Community in general. I have seen many things, people, and ideas come and go; I have been here since the very first meeting that had to do with the rekindling of interest in the hard rock. I sat with the old miners who just wanted a swimming pool out of the deal, so they didn't have to drive to Quesnel for their health and wellbeing in the winter - I am still rather fond of this idea myself.

I would like to be involved, I have a good cross-section of friends and acquaintances, I believe strongly in being a part of solutions, of moving forward, of sorting out opportunities for the best for the most.

Thank you for your consideration.

Carrie (Cj) Johnston

Visionary Committee  
2020-10-01 10:22am

Hello!

After attending the BGM meeting at the Sunset last night and talking to both Chris-es, I would like to be included on the Visionary committee; I would like to learn and know more about the Cariboo Gold Project and it's potential impacts on our town (both bad and good), and as our family continues to spend more time here I feel that it's important to contribute to the discussion and also to the community.

Thank you for your consideration,  
Michelle Liefertz  
Wells Haven (4380 Sanders Ave)  
"The one with the Red Door"

"Religion is as cruel as it is boring; now faith - faith is worth something" (David Forsyth)

Community vision and input committee  
2020-10-01 11:48am

To whom it may concern:

I just saw this post and would like to put my name forth to be part of this committee. I am sending this ahead of the noon deadline and will send my credentials and qualifications in a separate email as I am currently away from my computer but wanted to meet your deadline for submissions of interest.

Thank you for your consideration, I look forward to hearing from you.

Yours  
Paul Crawford  
--

Paul F. Crawford

Director/Curator

Penticton Art Gallery

199 Marina Way

Penticton, B.C.

V2A 1H5 Canada

Phone: (250) 493-2928

Web: [www.pentictonartgallery.com](http://www.pentictonartgallery.com)

On the unceded territory of the Syilx (Okanagan) Peoples.



# District of Wells

|                     |  |
|---------------------|--|
| <b>Meeting Date</b> | October 6, 2020  |
| <b>Report Date:</b> | September 30, 2020   |
| <b>Memo to:</b>     | Mayor and Council  |
| <b>From:</b>        | Donna Forseille, Chief Administrative Officer                          |
| <b>Subject:</b>     | Application to FCM for Asset Management and GIS System software update |

## **Purpose/Issue:**

The purpose of this report is for Council to re-consider the proposed application to FCM for the Asset Management Funding stream.

At the August 11, 2020 Council meeting Council resolved to approve District Staff working with PDS to submit the grant application to FCM for asset management and GIS system software.

Staff decided to also reach out for other bids to have comparable in software system costs. Staff received a proposal with quote from both PDS (CityWide) and Munisight. It was not initially explained to staff that there was also an annual fee involved. Staff were also not told that the grant of \$50,000 from FCM would not cover the costs of the software and training.

Given recent financial challenges for the District and this new information, staff now recommend holding off in purchasing and implementing this software and staff training. The annual costs range from \$5000 to \$8500 per year on top of the \$58,000 to \$64,000 purchase costs. The next funding stream intake with FCM is January 2021.

## **Budget, Policy, Staffing:**

|  |
|--|
|  |
|--|

## **Legal Considerations:**

|  |
|--|
|  |
|--|

## **Options / Recommendations:**

1. Receives the staff report regarding the re-consideration of grant application to FCM for implementing Asset Management and GIS system software for the District of Wells.

Respectfully submitted by

Donna Forseille  
Chief Administrative Officer



## District Municipality of Wells

CityWide Asset Manager  
CityWide Enterprise GIS  
Asset Management Plan  
Project Proposal

September 11, 2020

Submitted By:  
PSD Research Consulting Software Inc.  
535 Yates Street  
Suite 405  
Victoria, BC, V8W 2Z6



## CONTACT LIST

### DISTRICT MUNICIPALITY OF WELLS (“CLIENT”)

| NAME            | TITLE | TELEPHONE    | E-MAIL   |
|-----------------|-------|--------------|--|
| Donna Forseille | CAO   | 250-994-3330 | <a href="mailto:admin1@wells.ca">admin1@wells.ca</a> |

### PUBLIC SECTOR DIGEST (“PSD”)

| NAME                 | TITLE                                    | TELEPHONE              | E-MAIL   |
|----------------------|--|------------------------|--|
| Linda Wilson         | Sales Associate                          | 519-690-2565 Ext. 2715 | <a href="mailto:lwilson@psdrccs.com">lwilson@psdrccs.com</a> |
| Jeff Muir            | Account Manager                          | 519-690-2565 Ext. 2502 | <a href="mailto:jmuir@psdrccs.com">jmuir@psdrccs.com</a>     |
| Matthew Van Dommelen | GM Business Development & Implementation | 519-690-2565 Ext. 2410 | <a href="mailto:mvd@psdrccs.com">mvd@psdrccs.com</a>         |
| Dana Ossman          | Client Support Representative            | 519-690-2565 Ext. 2768 | <a href="mailto:dossman@psdrccs.com">dossman@psdrccs.com</a> |

## STATEMENT OF CONFIDENTIALITY

This document has been prepared specifically for the Client.

PSD shall treat as confidential all information obtained by PSD for and from the Client as well as all information compiled by PSD under this Agreement for the Client, including without limitation: business and marketing information, technical data, programs, source codes and other software, plans and projections.

This proposal and all of its associated pricing shall remain valid until **December 11, 2020**

## PROJECT DESCRIPTION

The purpose of this project is to implement CityWide Asset Manager to provide the District Municipality of Wells with a complete asset registry for all asset types. This project will also support the District Municipality in their TCA financial reporting. CityWide EGIS allows users to visualize and directly access all the asset information stored within Citywide Asset Manager via a versatile mapping solution, which enhances infrastructure planning capabilities and enables superior communication around asset management.

## PROJECT DELIVERABLES

PSD will deliver the following items as part of the implementation of the CityWide Software Suite for the District Municipality of Wells. The work will include the following project(s):

### 1. CityWide Asset Manager

Asset Manager (AM) is the core module in CityWide's Enterprise Asset Management (EAM) System. It serves as one central asset database for all asset classes, providing users with a single corporate-wide source for asset information. More than just an asset register, Asset Manager powers accurate and efficient financial reporting, along with sophisticated asset management functions, including lifecycle planning, risk management, levels of service, and decision optimization. This module is fully integrated with all CityWide modules, allowing real-time data updates to flow between applications. Asset Manager allows for advanced analysis and easy reporting, in which users can create asset profiles for similar asset types, then easily generate detailed lifecycle strategies, risk matrices, and condition reports within the application. Users can also run accurate and automated TCA reports from one system. For a summary of CityWide AM functionality and screenshots, please see Appendix A. Some of the core functions of Asset Manager are listed below:

#### **Asset Register**

- Complete asset register that supports all asset classes and hierarchies
- Condition Assessments, Lifecycle Management, Risk Modelling, Decision Trees, Levels of Service, Accounting

#### **Reporting**

- Full suite of standard reports
- Rich graphing engine for presentations
- Create and save ad-hoc reports and share across the organization

#### **Mapping**

- Seamless integration with GIS to visualize assets, condition, and risk
- Easily communicate your strategies

#### **Lifecycle Modelling**

- Create profiles for each asset class to determine optimal lifecycle strategies
- Financial Planning for Sustainability
- Capital Plans, Operating Plans, Growth

#### **Risk Management**

- Industry leading risk modelling built through a dynamic user-controlled interface
- Unlimited risk classes, metrics, and weightings

#### **Decision Optimization**

- Based on your asset profiles project optimal funding requirements
- Project Levels of Service including condition and risk
- Project Planning

## Attributes

- ☑ Unlimited development of asset attributes Develop multiple scenarios for real-time comparison
- ☑ All attributes can be used as part of your risk analysis and optimization

## 2. CityWide EGIS

CityWide Enterprise GIS is an integrated desktop, web, mobile and fully managed GIS server for small and medium sized organizations that includes custom built applications alongside mature open source GIS solutions.

PSD's approach ensures that clients have consistent support and training, in addition to assistance with migration to all of the included open source tools. The use of open source tools within the broader CityWide system gives users the following:

- ☑ Access to the larger international development community
- ☑ Ensures that costs stay low and the system is free from licensing restrictions
- ☑ Active development ensuring quick response to system issues
- ☑ Overall performance improvements over many proprietary alternatives

### Training:

PSD follows the "Train the Trainer" model such that Client Admin users are trained to be comfortable with the system functionality to the level where they can conduct in-house end user training with additional users. End User Training is a value-added service as outlined above. Training can occur on-site or remotely (via web or phone). On-site training is subject to standard travel and accommodation expenses as outlined in the Project Budget section below. Training hours must be used before the completion of the project.

### Support:

Annual support/maintenance of CityWide Asset Manager and EGIS includes the following:

- Version Protection such that the Client will have access to added software enhancements without additional cost
- Web Hosting such that PSD will provide redundant internet connections, daily backup both on and off-site of client data, 24 Hour video, on-site security, and fire suppression
- Access to the CityWide Support Center in order to report software issues and access the online user guide

Additional requests for guidance, consulting or advice on use of the software will be billed in 15-minute increments at the hourly rate of \$200.00/hour which will be invoiced at the end of the month. The Client will be made aware of billing prior to providing assistance.

## 3. Asset Management Plan

PSD consultants and implementation staff will work alongside municipal staff and department heads in finance, public works, and other members of the senior management team to develop a tailored and manageable Asset Management Plan (AMP). The Municipality's plan will align with past AMPs and accompanying plans, documents, and broader asset management strategies and objectives to its strategic plan and establish asset management roles and responsibilities to be endorsed by council. This process will provide a framework for decision making, reduce uncertainties and enable corporate goals and objectives to be met now and into the future.

The Municipality's AMP will ensure that the community continues to meet legislated requirements and provides a guide to establishing future asset management protocols and making infrastructure investment decisions. The AMP will further serve as a strategic planning document that outlines key asset data and

information about the Municipality’s infrastructure portfolio, asset inventory and replacement costs, and identifies the resources and funding required to meet the organization’s objectives. The AMP will also include a detailed analysis of this data to determine optimized asset management strategies, the current state of infrastructure, the Municipality’s capital investment framework, and financial strategies to achieve fiscal sustainability while reducing (and eventually eliminating) funding gaps. Appendix B includes information on the AMP deliverable.

### SUMMARY OF PROJECT COSTS

| Professional Services      |  | Amount                   |
|----------------------------|--|--------------------------|
| CityWide Asset Manager     | License                                | \$8,500.00               |
|                            | Implementation <sup>1</sup>            | \$9,200.00               |
|                            | Annual Support and Maintenance         | \$2,500.00 <sup>2</sup>  |
|                            | <b>CityWide Asset Manager Subtotal</b> | <b>\$20,200.00</b>       |
| CityWide Enterprise GIS    | Implementation                         | \$ 10,000.00             |
|                            | Annual Support and Maintenance         | \$ 5,000.00 <sup>2</sup> |
|                            | <b>CityWide EGIS Subtotal</b>          | <b>\$15,000.00</b>       |
| Asset Management Plan      |  | \$28,800.00              |
| FCM Application – Guidance |  | \$0.00                   |
| <b>Total Project Costs</b> |  | <b>\$64,000.00</b>       |

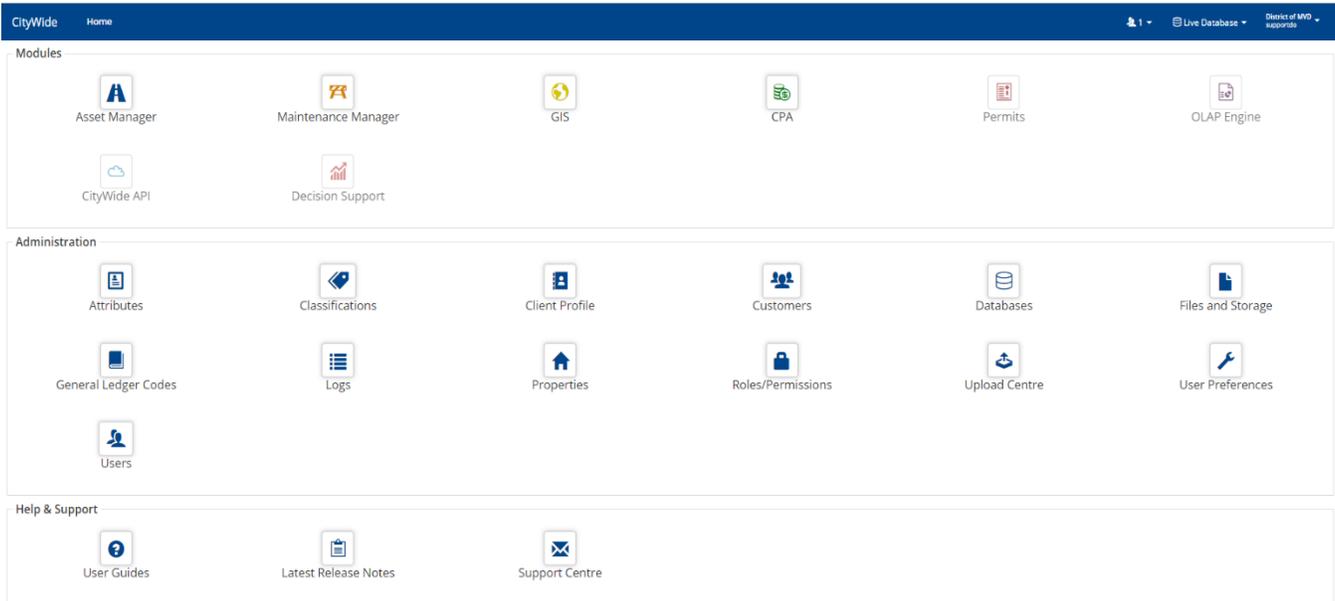
<sup>1</sup> CityWide Asset Manager Implementation includes Project Management, loading of Asset Registry, Balancing of TCA data, user training.

<sup>2</sup> Based on timeline, installation and implementation of CityWide, and initiation of Annual Support and Maintenance to begin 2021.

# APPENDIX A – CITYWIDE ASSET MANAGER SCREENSHOTS AND FUNCTIONALITY

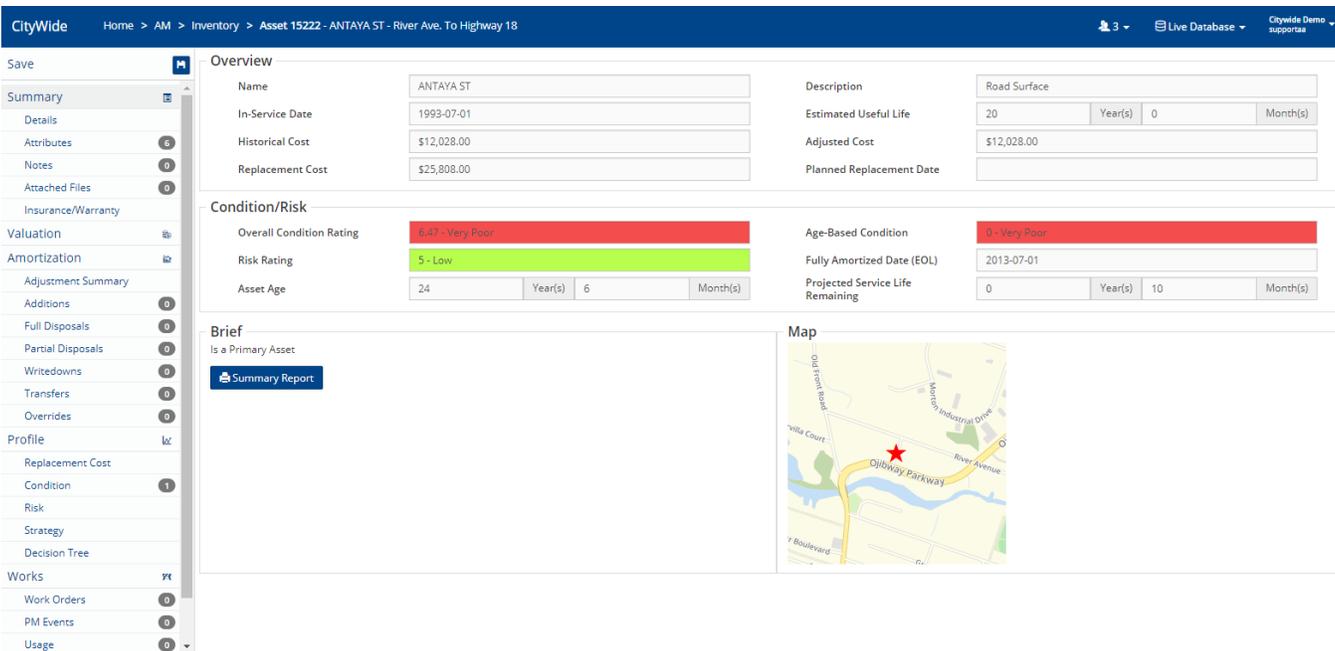
## CityWide Asset Manager

Users have access to each module available through this page. New classifications can be created as well as, upload databases, global files, create roles and manage permissions. Access to system support, release notes on updates and user guides is also available from this screen.



## Asset Information Page

Each individual asset record has a summary page highlighting items such as historical cost, in-service date, useful life and replacement cost. Other information on condition, risk, lifecycle events, work orders, or any attached documents is also available from this page. A geolocation of the asset is also provided within this page.



## Customized Search and Filters

The key word search searches all fields in the entire database. Users can filter their search by specific fields such as category, segment, department, functional class, key words, etc.

CityWide Home > AM > Inventory (2020) - Active Inventory and WIP

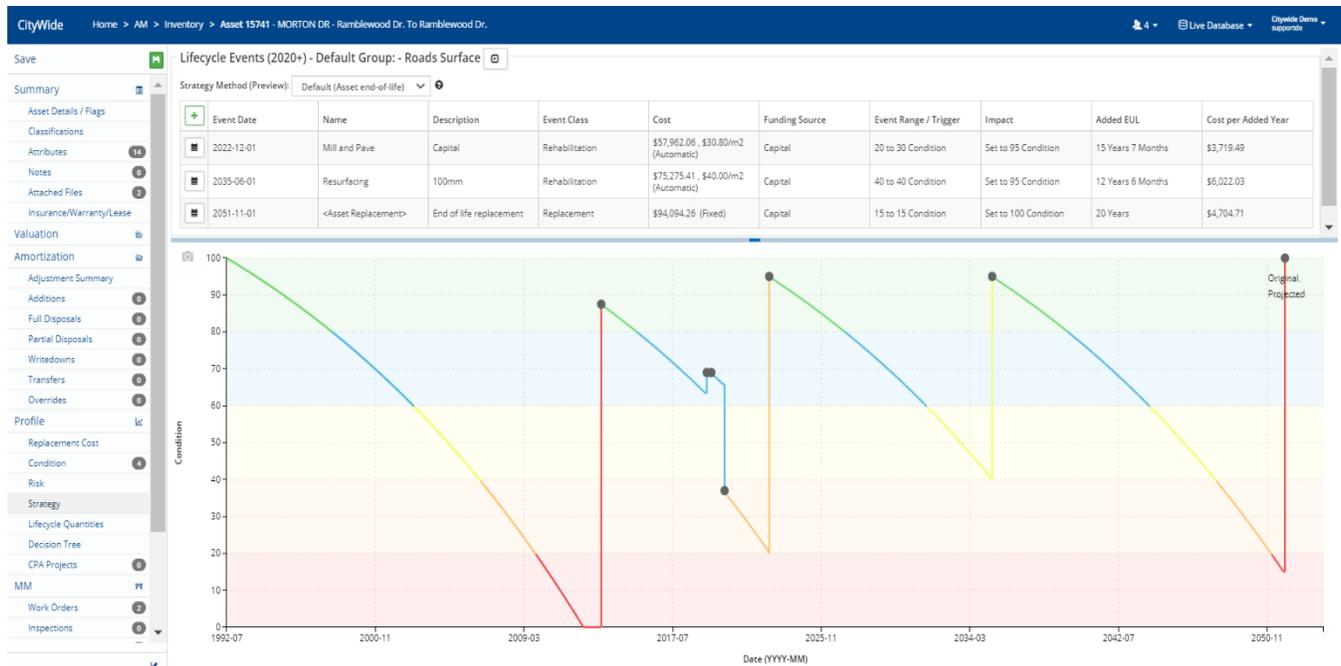
Category: All Categories Segment: All Segments

Showing 26,469 records (26,482 total)

| Asset ID | Category                  | Segment    | Level 1 - Major Group El... | Level 2 - Group Elements    | Class          | Locked | Profile         | Profile Group | Name      |     |
|----------|---------------------------|------------|-----------------------------|-----------------------------|----------------|--------|-----------------|---------------|-----------|-----|
| 1        | Bridges                   | No Segment | No Level 1 - Major Group... | No Level 2 - Group Eleme... | No Class       | No     | Bridges         | Bridges       | Pathway 2 | 200 |
| 2        | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 199 |
| 3        | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 200 |
| 4        | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 198 |
| 5        | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 200 |
| 6        | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 200 |
| 7        | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway-1 | 199 |
| 8        | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 200 |
| 9        | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 198 |
| 10       | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway 3 | 198 |
| 11       | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 198 |
| 12       | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 199 |
| 13       | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 199 |
| 14       | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 198 |
| 15       | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 199 |
| 16       | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 199 |
| 17       | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 199 |
| 18       | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 198 |
| 19       | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 198 |
| 20       | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 198 |
| 21       | Sidewalks/Pathways/Trails | Pathways   | No Level 1 - Major Group... | No Level 2 - Group Eleme... | Infrastructure | No     | Default Profile | Default Group | Pathway   | 198 |

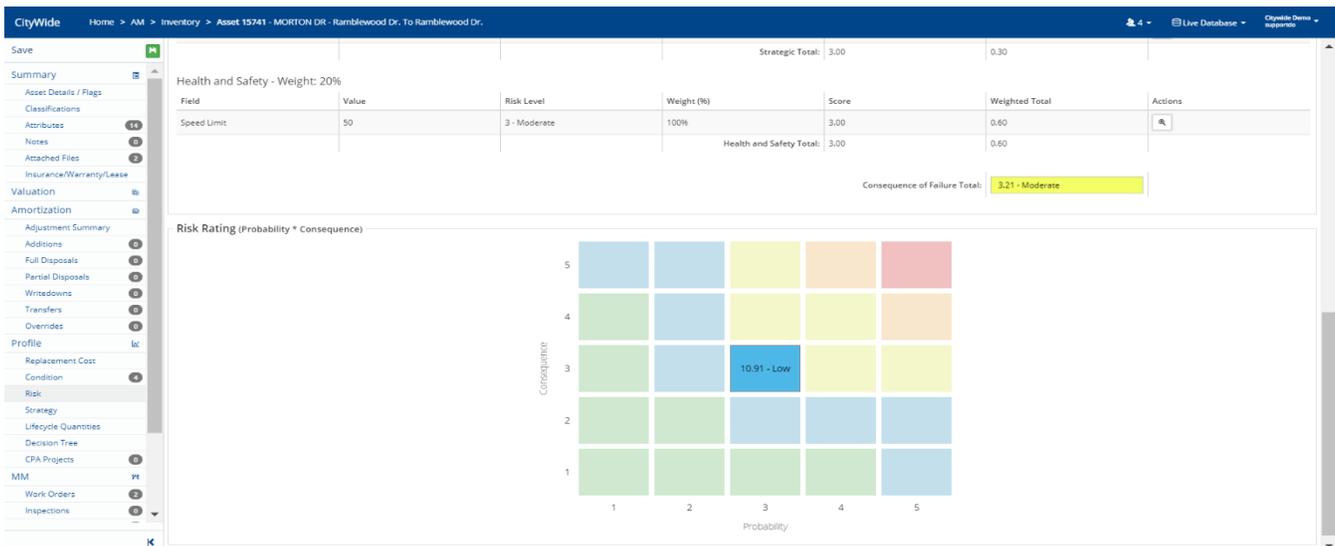
## Lifecycle Events

Deterioration curves are available for each individual asset. When a lifecycle event has been added to an asset, CityWide will automatically calculate a new curve based on the activity completed. This allows users to build strategies to extend the useful life of assets.



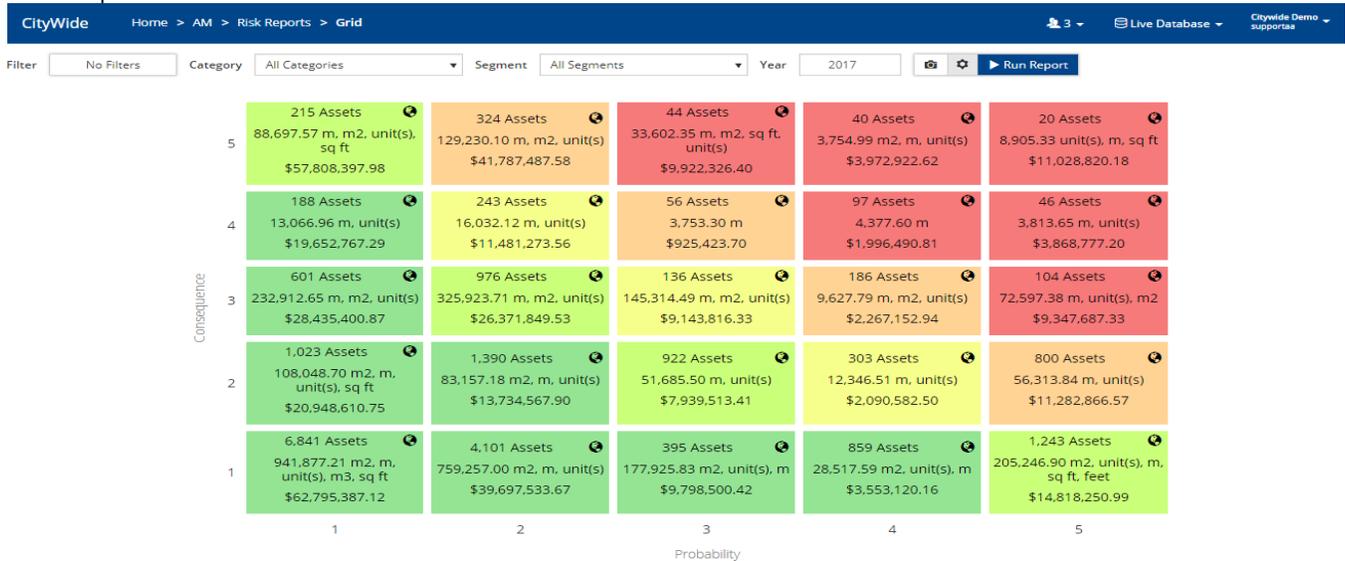
## Risk Assessment

Risk within the infrastructure industry is often defined as the probability (likelihood) of failure multiplied by the consequence of that failure. The likelihood of failure relates to the current condition state of each asset, whether they are in very good, good, fair, poor or very poor condition, as this is a good indicator regarding their future risk of failure. This condition can be generated based on age and where the asset is at its estimated useful life or can use an assessed condition rating provided by the condition inspection. The consequence of failure relates to the magnitude, or overall effect, that an asset's failure will cause. For instance, a small diameter water main break in a subdivision may cause a few customers to have no water service for a few hours, whereby a large trunk water main break outside a hospital could have disastrous effects and would be a front-page news item. By default, the system will use these two factors to assign each asset a Risk Rating, but you may also override these values using the dropdowns beneath each section. Additional metrics can be incorporated at the Asset Profile level as municipalities refine their data.



## Risk Matrix Report

Users can generate risk matrices to identify assets that have a higher risk of failure. These reports show the overall risk score for each of the assets. Each grid square is enabled with a link that will direct the user to the assets that fall within that risk category. In addition, users can also view assets within each grid square in the GIS map.



## Risk Setup

Users can set asset profiles that have specific risk metrics. This enables users to setup, create, or edit current risk rating systems.

CityWide Home > AM > Asset Profiles > Asphalt Roads

Save

Risk

Probability of Failure Metrics [+ New Metric](#)

Economic - Weight: 100%

| Field     | Metric | Weight (%) | Actions |
|-----------|--------|------------|---------|
| Condition |        | 100        |         |
| Total     |        | 100%       |         |

Consequence of Failure Metrics [+ New Metric](#)

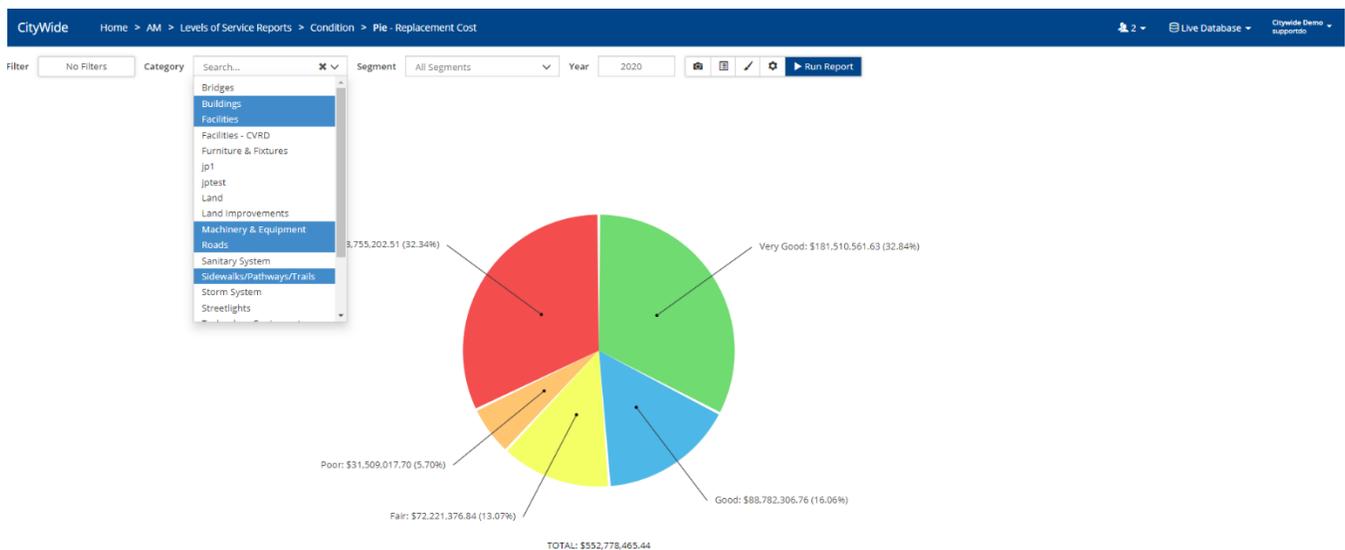
Economic - Weight: 40%

| Field            | Metric   | Weight (%) | Actions |
|------------------|--|------------|---------|
| Replacement Cost | 75,000 - 150,000 - 250,000 - 500,000 - 750,000 | 100        |         |
| Total            |  | 100%       |         |

Operational - Weight: 60%

| Field                 | Metric   | Weight (%) | Actions |
|-----------------------|--|------------|---------|
| Ride Condition Rating | 8-10 Excellent - Very Smooth -> 1 - Insignificant, 6-8 Good Smooth with a few bumps or depressions -> 2 - Minor, 4-6 Fair - Comfortable with intermittent bumps or depressions -> 3 - Moderate, 2-4 Poor - Uncomfortable with frequent bumps or depressions -> 4 - Major, 1 - Very Poor - Uncomfortable with constant bumps or depressions -> 5 - Severe | 50         |         |
| Surface Type          | Gravel -> 1 - Insignificant, Woodchip -> 1 - Insignificant, Brick -> 2 - Major, Concrete -> 3 - Moderate, Asphalt -> 4 - Major, Paved -> 4 - Major   | 50         |         |
| Total                 |  | 100%       |         |

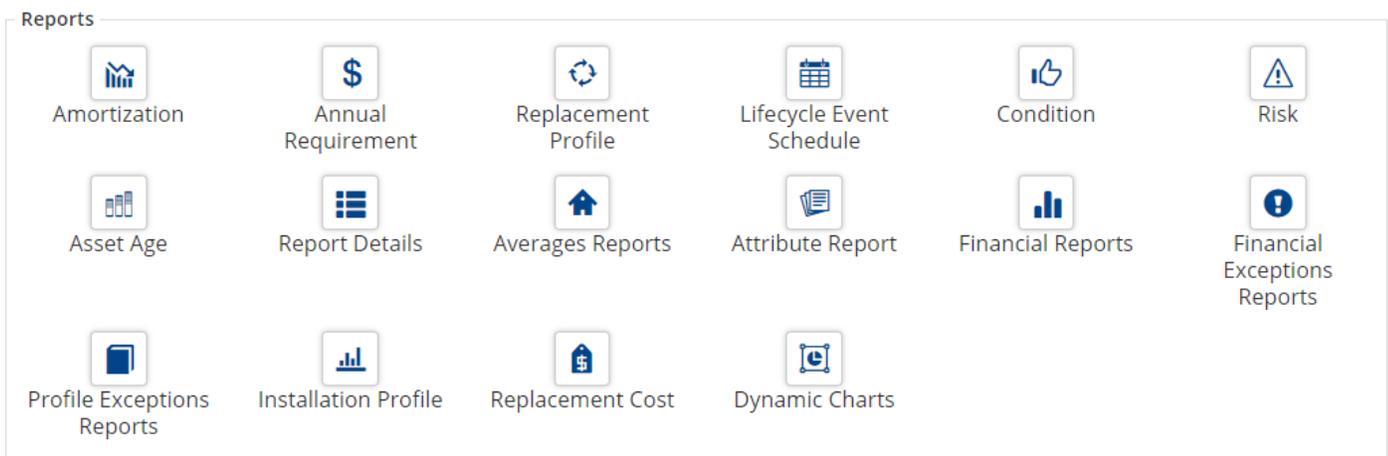
## Condition Report



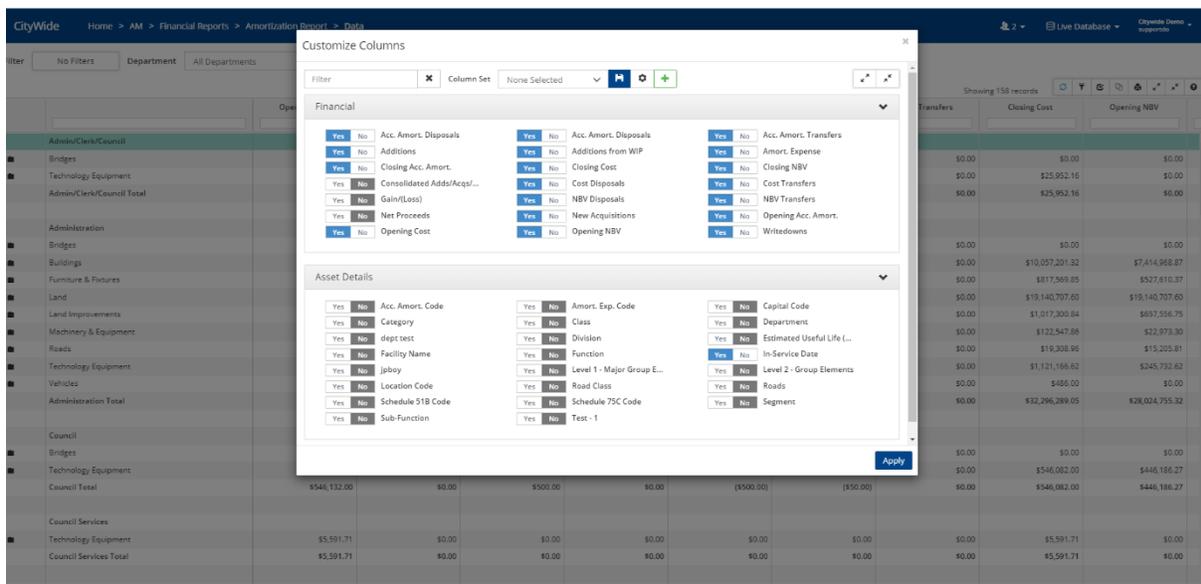
## Asset Management and Financial Reporting

Users can create customizable reports and can save the customized options. Some of the default reports include:

- Financial Information Reporting (FIR)
- Financial reports including Schedule 51A, Schedule 51B and Schedule 51C Reports
- TCA Reporting inclusive of betterments, disposals, etc.
- Base Capital Expenditure Report (Asset Backlog)
- Ability to report assets by class, category, department, function, and fund
- State of Recommended Practices Reporting (SORP)
- Asset Condition Reporting
- Asset Replacement Needs
- Risk Assessment Matrix
- Customizable lifecycle reporting to show annual requirement(s) and upcoming capital expenditures required in single or multi-year blocks
- Work in Progress (WIP) reports
- Ability to generate cumulative and continuity reports
- Customized reports can be created and saved by the end user without needing additional support



Users with the appropriate permissions can run several options in the Reports section. All reports customizable and can be saved for future use by each user and can also be accessed by other users.



## Saved Views and Reports

If there are any custom options or filters that the user has selected, they can be saved so that the options do not have to be selected every time the reports needs to be ran.

CityWide Home > AM > Financial Reports > Amortization

Generate Amortization Report

Data View Bar Chart Pie Chart

Primary Classification: Department  
 Secondary Classification: Category  
 WIP Preference: Exclude WIP  
 Asset Flag: None  
 Extra Totals: Class

Save Report Run Report

**Saved Reports**

| Name         | Primary Classification | Secondary Classification | WIP Preference | Asset Flag | Extra Totals | Actions   |
|--------------|------------------------|--------------------------|----------------|------------|--------------|---|
| Capital Code | Capital Code           | Segment                  | Include WIP    | None       | Class        |   |
| Category     | Category               | Segment                  | Include WIP    | None       | Class        |   |
| Department   | Department             | Category                 | Exclude WIP    | None       | Class        |   |
| Function     | Function               | Sub-Function             | Include WIP    | None       | Class        |   |

## Report by Asset Cost

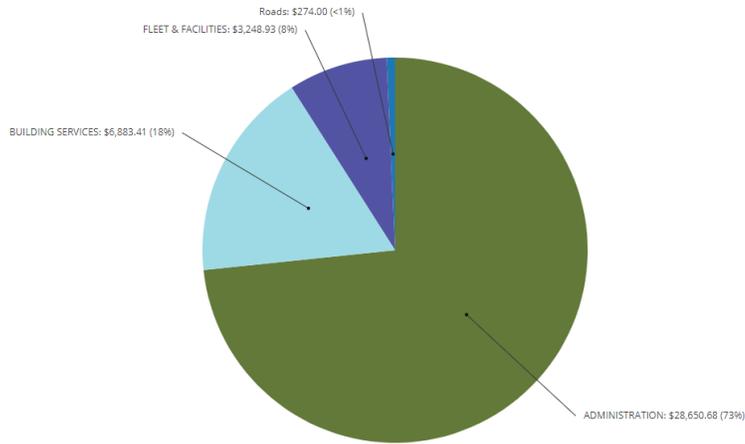
The report by asset cost can provide the total count of work orders, total labour, equipment, parts/materials cost, along with overall total costs across all three areas. Also, in the asset inventory database, users are provided with a history of work orders that have been issued against the specific asset.

CityWide Home > MM > Reports > Work Order Reports > Data

Showing 845 records

| Name                                 | Work Orders Count | Labour Cost | Labour Hours     | Equipment Cost | Equipment Units | Parts/Materials Cost | Parts/Materials Units | Vendor/Contractor Cost | Vendor/Contractor Units | Other Cost |
|--------------------------------------|-------------------|-------------|------------------|----------------|-----------------|----------------------|-----------------------|------------------------|-------------------------|------------|
| 35446 - Ryan's Light                 | 5                 | \$7,770.00  | 191              | \$0.00         | 0               | \$0.00               | 0                     | \$0.00                 | 0                       |            |
| 15227 - BAGLEY AV                    | 1032              | \$3,350.00  | 228.5            | \$960.00       | 605             | \$30.00              | 3                     | \$0.00                 | 0                       |            |
| 35339 - Test                         | 40                | \$3,171.77  | 141.926666666667 | \$250.00       | 1               | \$0.00               | 0                     | \$0.00                 | 0                       |            |
| 35445 - Ryan's Desk                  | 48                | \$1,791.50  | 90.016666666667  | \$46.00        | 2               | \$0.00               | 0                     | \$0.00                 | 0                       |            |
| 20974 - Catch Basin                  | 7                 | \$1,360.00  | 71.016666666667  | \$46.00        | 2               | \$0.00               | 0                     | \$0.00                 | 0                       |            |
| 34530 - Sidewalk                     | 48                | \$370.00    | 71.5             | \$251,055.00   | 5               | \$0.00               | 0                     | \$0.00                 | 0                       |            |
| 35076 - Car                          | 9                 | \$310.00    | 30               | \$21.00        | 21              | \$1,740.05           | 47                    | \$0.00                 | 0                       |            |
| 35101 - Truck                        | 1                 | \$298.65    | 9                | \$0.00         | 0               | \$106.00             | 4                     | \$0.00                 | 0                       |            |
| 35033 - Town Hall - HVAC             | 4                 | \$253.25    | 13               | \$0.00         | 0               | \$0.00               | 0                     | \$0.00                 | 0                       |            |
| 35077 - Car                          | 8                 | \$210.00    | 21               | \$21.00        | 21              | \$1,740.05           | 47                    | \$0.00                 | 0                       |            |
| 35078 - Car                          | 6                 | \$210.00    | 21               | \$21.00        | 21              | \$1,740.05           | 47                    | \$0.00                 | 0                       |            |
| 35079 - Car                          | 6                 | \$210.00    | 21               | \$21.00        | 21              | \$1,740.05           | 47                    | \$0.00                 | 0                       |            |
| 35080 - Car                          | 7                 | \$210.00    | 21               | \$21.00        | 21              | \$1,740.05           | 47                    | \$0.00                 | 0                       |            |
| 35081 - Car                          | 6                 | \$210.00    | 21               | \$21.00        | 21              | \$1,740.05           | 47                    | \$0.00                 | 0                       |            |
| 35082 - Car                          | 6                 | \$210.00    | 21               | \$21.00        | 21              | \$1,740.05           | 47                    | \$0.00                 | 0                       |            |
| 35083 - Car                          | 7                 | \$210.00    | 21               | \$21.00        | 21              | \$1,740.05           | 47                    | \$0.00                 | 0                       |            |
| 14749 - Vermeer 1250BC Chipper       | 5                 | \$163.05    | 10.8             | \$0.00         | 0               | \$0.00               | 0                     | \$0.00                 | 0                       |            |
| 33921 - Watermains                   | 1                 | \$160.00    | 4                | \$0.00         | 0               | \$0.00               | 0                     | \$0.00                 | 0                       |            |
| 21 - Pathway                         | 2                 | \$150.00    | 3                | \$33.50        | 1               | \$30.00              | 2                     | \$400.00               | 2                       |            |
| 15095 - Baseball Diamond             | 6                 | \$133.32    | 4                | \$44.44        | 4               | \$300.00             | 4                     | \$200.00               | 4                       |            |
| 35461 - test_zalba_19                | 5                 | \$130.00    | 14               | \$147,550.00   | 26              | \$0.00               | 0                     | \$0.00                 | 0                       |            |
| 35032 - Town Hall - Roofing          | 1                 | \$120.00    | 3                | \$0.00         | 0               | \$0.00               | 0                     | \$0.00                 | 0                       |            |
| 35351 - Tow Truck                    | 1                 | \$100.00    | 5                | \$150.00       | 5               | \$10.85              | 7                     | \$0.00                 | 0                       |            |
| 25594 - Right of Way                 | 7                 | \$84.00     | 8                | \$0.00         | 5               | \$0.00               | 0                     | \$0.00                 | 0                       |            |
| 15218 - ALFRED AV                    | 1                 | \$75.39     | 2.5              | \$100.00       | 1               | \$100.00             | 1                     | \$0.00                 | 0                       |            |
| 4 - Pathway                          | 31                | \$70.00     | 7                | \$625.00       | 25              | \$0.00               | 0                     | \$0.00                 | 0                       |            |
| 14753 - International 5 Ton Dump 205 | 10                | \$60.00     | 2                | \$0.00         | 0               | \$0.00               | 0                     | \$0.00                 | 0                       |            |

# Report by Department



## Replacement Costs

Users can choose between several different methods to calculate their replacement costs. CityWide has the option to use inflation indices, such as CPI or NRBCPI tables, which are updated quarterly. If the client chooses to use a cost per unit, the system will use the quantity information against the asset to calculate the overall replacement cost based on the number of units associated. For the CPI tables, the adjusted cost of the asset is used for the calculation, which is based on the most up to date inflation index.

CityWide Home > AM > Inventory > Asset 9 - Pathway - GIL MAURE PARK 2 Live Database Citywide Demo support

Save +

- Attributes +
- Notes +
- Attached Files +
- Insurance/Warranty/Lease +
- Valuation +
- Amortization +
- Adjustment Summary +
- Additions +
- Full Disposals +
- Partial Disposals +
- Writedowns +
- Transfers +
- Overrides +
- Profile +
- Replacement Cost** +
- Condition +
- Risk +
- Strategy +
- Lifecycle Quantities +
- Decision Tree +
- CPA Projects +
- MM +
- Work Orders +
- Inspections +
- Events +
- Out Of Service / Downtime +
- Usage +
- Fuel Costs +
- Management +
- Asset Log +

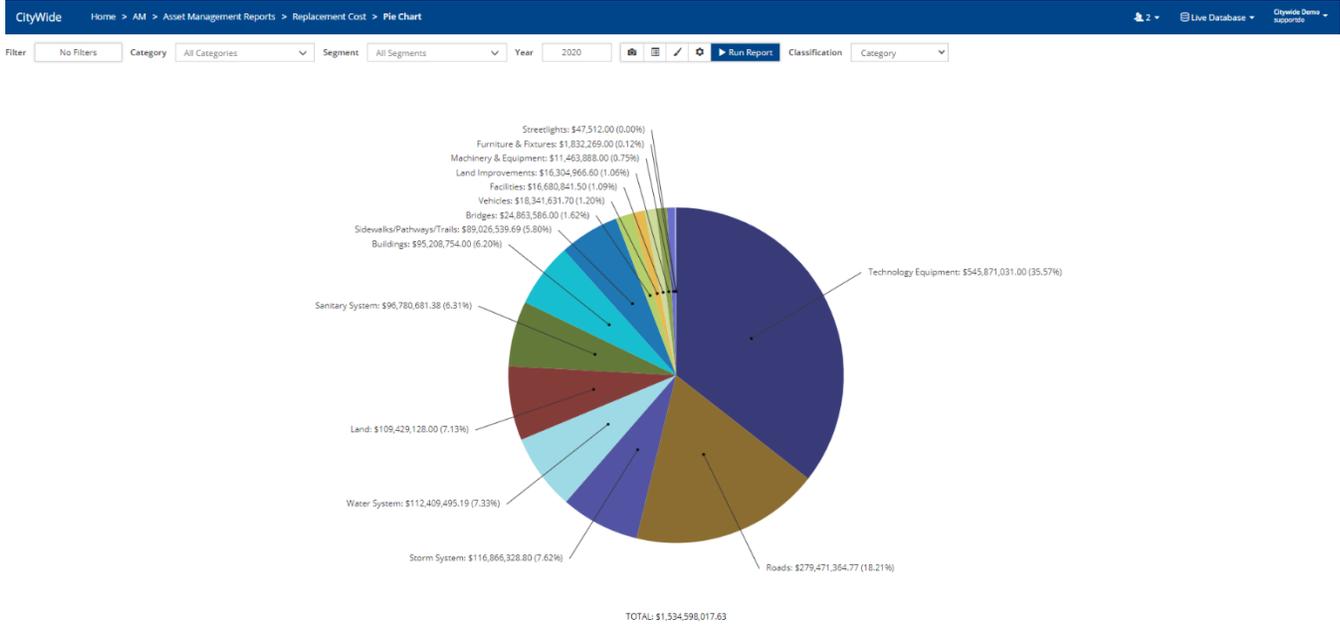
### Replacement Cost

|                         |                                     |
|-------------------------|-------------------------------------|
| Replacement Cost Method | CPI Tables                          |
| Replacement Cost        | \$634.00 as of 2011-12-01           |
| Most Recent Indexes     | CPI: 2020-02-28, NRBCPI: 2019-12-30 |
| Valuation Basis         | Historical Cost                     |
| In-Service Date         | 1988-07-01                          |
| Historical Cost         | \$634.00                            |
| Inflation Source        | User-Defined                        |
| Inflation Source Used   |                                     |
| Inflation Measure       | 1                                   |

Archived Replacement Costs Archive Cost

No Archived changes

# Replacement Cost Report



# Amortization Report by Asset Type

CityWide Home > AM > Financial Reports > Amortization Report > Data

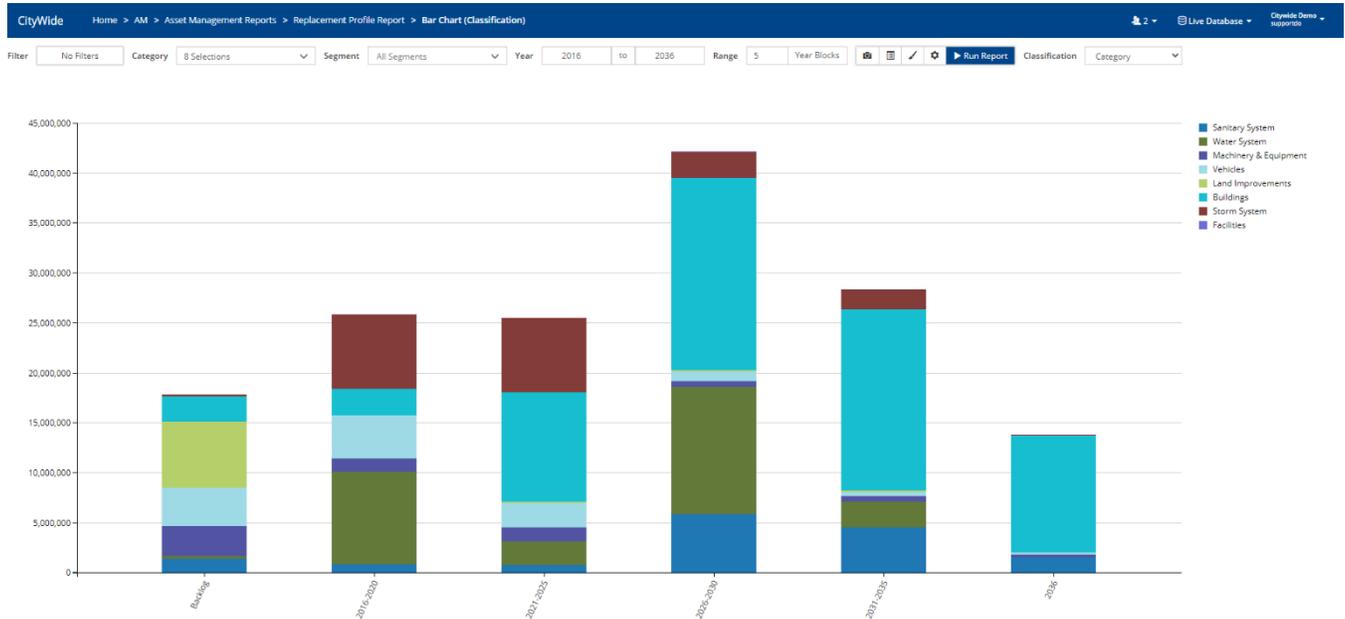
Filter: No Filters Category: All Categories Segment: All Segments Year: 2020 Run Report

Showing 167 records

|                                 | Opening Cost           | New Acquisitions | Additions     | Additions from WIP | Cost Disposals   | Writedowns          | Cost Transfers | Closing Cost           | Opening NBV            | NBV Transfers | Openin |
|---------------------------------|------------------------|------------------|---------------|--------------------|------------------|---------------------|----------------|------------------------|------------------------|---------------|--------|
| <b>Bridges</b>                  |                        |                  |               |                    |                  |                     |                |                        |                        |               |        |
| ■ Bridges                       | \$8,978,911.43         | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$8,978,911.43         | \$2,901,796.03         | \$0.00        |        |
| ■ jbruh                         | \$50,211.00            | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$50,211.00            | \$0.00                 | \$0.00        |        |
| ■ No Segment                    | \$647.00               | \$0.00           | \$0.00        | \$0.00             | (\$50.00)        | (\$2,000.00)        | \$0.00         | (\$1,403.00)           | \$550.67               | \$0.00        |        |
| <b>Bridges Total</b>            | <b>\$9,029,769.43</b>  | <b>\$0.00</b>    | <b>\$0.00</b> | <b>\$0.00</b>      | <b>(\$50.00)</b> | <b>(\$2,000.00)</b> | <b>\$0.00</b>  | <b>\$9,027,719.43</b>  | <b>\$2,902,346.70</b>  | <b>\$0.00</b> |        |
| <b>Buildings</b>                |                        |                  |               |                    |                  |                     |                |                        |                        |               |        |
| ■ Administration                | \$12,333.33            | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$12,333.33            | \$10,380.55            | \$0.00        |        |
| ■ EMS                           | \$466,040.00           | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$466,040.00           | \$328,346.80           | \$0.00        |        |
| ■ Fire Station                  | \$4,859,592.02         | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$4,859,592.02         | \$2,422,417.94         | \$0.00        |        |
| ■ LEGACY- Main Segment          | \$1,115,121.92         | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$1,115,121.92         | \$943,064.33           | \$0.00        |        |
| ■ Library                       | \$3,134,606.00         | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$3,134,606.00         | \$2,304,640.56         | \$0.00        |        |
| ■ Municipal Office              | \$10,044,867.99        | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$10,044,867.99        | \$7,404,588.31         | \$0.00        |        |
| ■ Parks                         | \$251,515.82           | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$251,515.82           | \$114,582.13           | \$0.00        |        |
| ■ Police Station                | \$5,257,514.00         | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$5,257,514.00         | \$3,681,598.10         | \$0.00        |        |
| ■ Public Works                  | \$7,606,691.14         | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$7,606,691.14         | \$6,028,179.26         | \$0.00        |        |
| ■ Volmer Complex                | \$23,242,248.86        | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$23,242,248.86        | \$14,227,168.66        | \$0.00        |        |
| <b>Buildings Total</b>          | <b>\$55,990,531.08</b> | <b>\$0.00</b>    | <b>\$0.00</b> | <b>\$0.00</b>      | <b>\$0.00</b>    | <b>\$0.00</b>       | <b>\$0.00</b>  | <b>\$55,990,531.08</b> | <b>\$37,462,966.65</b> | <b>\$0.00</b> |        |
| <b>Facilities</b>               |                        |                  |               |                    |                  |                     |                |                        |                        |               |        |
| ■ Central Park Washroom         | \$484,000.00           | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$484,000.00           | \$431,509.38           | \$0.00        |        |
| ■ Compound Maintenance Building | \$338,200.00           | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$338,200.00           | \$144,861.88           | \$0.00        |        |
| ■ Fire Hall                     | \$1,320,475.00         | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$1,320,475.00         | \$758,801.04           | \$0.00        |        |
| ■ Fleet Transit Building        | \$1,318,930.16         | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$1,318,930.16         | \$1,025,341.69         | \$0.00        |        |
| ■ Operations Office             | \$581,375.00           | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$581,375.00           | \$318,905.03           | \$0.00        |        |
| ■ Town Hall Building            | \$1,626,175.00         | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$1,626,175.00         | \$870,494.63           | \$0.00        |        |
| <b>Facilities Total</b>         | <b>\$5,669,155.16</b>  | <b>\$0.00</b>    | <b>\$0.00</b> | <b>\$0.00</b>      | <b>\$0.00</b>    | <b>\$0.00</b>       | <b>\$0.00</b>  | <b>\$5,669,155.16</b>  | <b>\$3,549,914.44</b>  | <b>\$0.00</b> |        |
| <b>Furniture &amp; Fixtures</b> |                        |                  |               |                    |                  |                     |                |                        |                        |               |        |
| ■ fuc                           | \$79,976.00            | \$0.00           | \$0.00        | \$0.00             | \$0.00           | \$0.00              | \$0.00         | \$79,976.00            | \$17,986.60            | \$0.00        |        |

# Replacement Profile Report

Shown is the replacement profile for the categories listed. This has been done in a 5-year block from the year 2016 to 2036. This data can also be displayed in pie chart or data format.



# Financial Reports

Users can use the system to create reports for Schedule 51A, 51B and 51C directly from housed data.

| Report                                   | Opening Net Book Value | Opening Cost Balance | Additions and Betterments | Disposals  | Writedowns | Closing Cost Balance | Opening Amortization Balance | Annual Amortization | Amortization Disposal | Closing Amortization Balance | Closing |
|--|------------------------|----------------------|---------------------------|------------|------------|----------------------|------------------------------|---------------------|-----------------------|------------------------------|---------|
| General Government                       | \$9,791,342.60         | \$13,763,734.28      | \$500.00                  | \$500.00   | \$50.00    | \$13,763,684.28      | \$3,972,391.68               | \$656,456.16        | \$93.14               | \$4,628,754.70               |         |
| No Sub-Function                          | \$10,380.55            | \$12,333.33          | \$0.00                    | \$0.00     | \$0.00     | \$12,333.33          | \$1,952.78                   | \$246.67            | \$0.00                | \$2,199.44                   |         |
| Protection services                      |                        |                      |                           |            |            |                      |                              |                     |                       |                              |         |
| 0410 - Fire                              | \$3,112,146.50         | \$14,364,024.49      | \$0.00                    | \$0.00     | \$0.00     | \$14,364,024.49      | \$11,252,677.99              | \$496,313.88        | \$0.00                | \$11,748,991.87              |         |
| 0420 - POLICE                            | \$0.00                 | \$0.00               | \$0.00                    | \$0.00     | \$0.00     | \$0.00               | \$0.00                       | \$0.00              | \$0.00                | \$0.00                       |         |
| 0450 - Emergency measures                | \$0.00                 | \$47,426.28          | \$0.00                    | \$0.00     | \$0.00     | \$47,426.28          | \$47,426.28                  | \$0.00              | \$0.00                | \$47,426.28                  |         |
| Protection services Total                | \$3,112,146.50         | \$14,412,250.77      | \$0.00                    | \$0.00     | \$0.00     | \$14,412,250.77      | \$11,300,104.27              | \$496,313.88        | \$0.00                | \$11,796,418.15              |         |
| Transportation Services                  |                        |                      |                           |            |            |                      |                              |                     |                       |                              |         |
| 0611 - Roads - Paved                     | \$8,571,361.70         | \$30,127,455.16      | \$25,000.00               | \$0.00     | \$0.00     | \$30,152,455.16      | \$21,556,093.48              | \$852,598.33        | \$0.00                | \$22,408,691.81              |         |
| No Sub-Function                          | \$45,264,604.16        | \$70,290,077.89      | \$0.00                    | \$0.00     | \$0.00     | \$70,290,077.89      | \$25,025,473.73              | \$1,056,092.61      | \$0.00                | \$26,081,566.34              |         |
| Roads - Bridges and Culverts             | \$2,906,171.03         | \$9,054,122.43       | \$0.00                    | \$0.00     | \$0.00     | \$9,054,122.43       | \$6,127,951.40               | \$128,087.82        | \$0.00                | \$6,256,039.22               |         |
| Roadside                                 | \$30,250.00            | \$44,000.00          | \$0.00                    | \$0.00     | \$0.00     | \$44,000.00          | \$13,750.00                  | \$5,500.00          | \$0.00                | \$19,250.00                  |         |
| Roadways - Traffic Operations & Roadside | \$5,058,095.06         | \$8,957,290.16       | \$123,432.00              | \$1,207.00 | \$0.00     | \$9,078,515.16       | \$3,898,195.10               | \$326,841.73        | \$279.62              | \$4,225,757.21               |         |
| Street Lighting                          | \$1,972,545.84         | \$4,710,021.71       | \$0.00                    | \$0.00     | \$0.00     | \$4,710,021.71       | \$2,737,475.87               | \$112,177.76        | \$0.00                | \$2,849,653.63               |         |
| Transportation Services Total            | \$43,803,027.78        | \$123,162,967.36     | \$148,432.00              | \$1,207.00 | \$0.00     | \$123,310,192.36     | \$59,359,939.58              | \$2,481,298.25      | \$279.62              | \$61,840,958.21              |         |
| Environmental Services                   |                        |                      |                           |            |            |                      |                              |                     |                       |                              |         |
| No Sub-Function                          | \$3,812,773.95         | \$9,850,225.53       | \$0.00                    | \$0.00     | \$0.00     | \$9,850,225.53       | \$40,037,451.58              | \$2,161,946.40      | \$0.00                | \$42,199,397.98              |         |
| Water Distribution/Transmission          | \$18,227,720.18        | \$31,165,940.80      | \$0.00                    | \$0.00     | \$0.00     | \$31,165,940.80      | \$12,938,220.62              | \$619,038.88        | \$0.00                | \$13,557,259.50              |         |
| Environmental Services Total             | \$22,040,494.13        | \$41,016,166.33      | \$0.00                    | \$0.00     | \$0.00     | \$41,016,166.33      | \$52,975,672.20              | \$2,780,985.28      | \$0.00                | \$55,756,657.48              |         |
| Recreation and Cultural Services         |                        |                      |                           |            |            |                      |                              |                     |                       |                              |         |
| Libraries                                | \$2,639,138.55         | \$3,722,817.31       | \$0.00                    | \$0.00     | \$0.00     | \$3,722,817.31       | \$1,083,678.76               | \$196,785.70        | \$0.00                | \$1,280,464.46               |         |
| No Sub-Function                          | \$3,144,712.95         | \$7,885,703.64       | \$0.00                    | \$0.00     | \$0.00     | \$7,885,703.64       | \$4,740,990.69               | \$476,182.24        | \$0.00                | \$5,217,172.93               |         |
| Parks                                    | \$114,582.13           | \$251,515.82         | \$0.00                    | \$0.00     | \$0.00     | \$251,515.82         | \$136,933.69                 | \$4,595.76          | \$0.00                | \$141,529.45                 |         |
| Rec. Fac. - All Other                    | \$15,170,232.99        | \$24,357,370.78      | \$0.00                    | \$0.00     | \$0.00     | \$24,357,370.78      | \$9,187,137.79               | \$702,730.74        | \$0.00                | \$9,889,868.53               |         |
| Unimproved Recreation Centers            | \$15,405.94            | \$70,811.87          | \$0.00                    | \$0.00     | \$0.00     | \$70,811.87          | \$36,408.94                  | \$4,770.79          | \$0.00                | \$40,136.79                  |         |

## APPENDIX A –ASSET MANAGEMENT PLAN DEVELOPMENT

PSD consultants and implementation staff will work alongside District of Wells staff and department heads in finance, public works, and other members of the senior management team to develop a tailored and manageable Asset Management Plan. The Asset Management Plan (AMP) will be composed with the following components at a minimum:

- ☑ Executive Summary
- ☑ Introduction
- ☑ State of Local Infrastructure
- ☑ Levels of Service
- ☑ Asset Management Strategy
  - ✓ Risk framework
- ☑ Financial Strategy
  - ✓ Sustainable sources of funding for tax funded and rate funded assets
  - ✓ Analysis on debt use

PSD consultants and implementation staff will work alongside municipal staff and department heads in finance, public works, and other members of the senior management team to develop a tailored and manageable AMP. The District of Wells’s plan will align the current AMP and accompanying plans, documents, and broader asset management strategies and objectives to its strategic plan and establish asset management roles and responsibilities to be endorsed by council. This process will provide a framework for decision making, reduce uncertainties and enable corporate goals and objectives to be met now and into the future. The AMP will ensure that the community continues to meet legislated requirements and provides a guide to establishing future asset management protocols and making infrastructure investment decisions. The AMP will further serve as a strategic planning document that outlines key asset data and information about the District of Wells’s infrastructure portfolio, asset inventory and replacement costs, and identifies the resources and funding required to meet the organization’s objectives. The AMP will also include a detailed analysis of this data to determine optimized asset management strategies, the current state of infrastructure, the District of Wells’s capital investment framework, and financial strategies to achieve fiscal sustainability while reducing (and eventually eliminating) funding gaps.

High quality data is the foundation of an effective asset management program and the cornerstone of intelligent capital investment decisions, both of which have direct financial implications on the community. Ultimately, data determines deficits, and a practical Final Report, or AMP begins with robust, credible datasets that instill high confidence among the team. From our experience in advising hundreds of municipalities, there are generally two primary causes of poor decisions: inaccurate or incomplete data, and the misinterpretation of data. Each individual capital asset can have anywhere from several to dozens of attributes—from material type and replacement costs, to useful life and condition information. With tens of thousands of assets across the portfolio, there are many opportunities for errors to be introduced.

The process of data collection and analysis used by PSD is designed to ensure maximum confidence in the raw data itself, and the final project components that rely on this data. As data has such widespread implications across the asset management program, PSD will work with the District of Wells to determine gaps and obtain all relevant infrastructure and general capital inventory data at the highest level of detail available, thereby eliminating those gaps. PSD will collaborate with staff to gather the relevant static (e.g., material type) and dynamic datasets (e.g., condition) for each asset class via templates tailored specifically for the District of Wells.

We will then calculate, identify, and/or forecast other information necessary to complete the AMP. Examples include estimated replacement dates, estimated replacement costs, and condition (age-based if no assessed condition is known). Sources may include existing data from the District of Wells’s accounting fixed asset

registers, insurance asset registers, PSAB asset registry, GIS information, Access or Excel files, schematics, engineering drawings, and plans. A summary of the assets in each category will be developed. Any new data pertaining to replacement costs, average age, and condition will be updated within the District of Wells's database.

All information will be loaded and calculated using CityWide Asset Manager, the software PSD will use to analyze the District of Wells's data. Following this, an export of information from the software will be provided back to the District of Wells in Excel format. PSD's data analysts will carry out an initial assessment through a systematic and exhaustive gap analysis to determine where the District of Wells should focus its efforts to develop a strong asset management program. The results of this analysis will allow our team to identify any missing data on assets and ensure that all attributes required for asset management are appended to each asset.

## **PHASE 1: STATE OF LOCAL INFRASTRUCTURE**

### ***Kickoff Meeting and Establishment of Roles and Responsibilities***

To be able to ensure the proper tailoring of asset management practices throughout the AMP development process, PSD will review the District of Wells's asset management plan and infrastructure documents. PSD will then host a kickoff meeting to establish an asset management working group made up of designated municipal staff with assigned roles and responsibilities, and then work with staff to fully understand the project goals and history of the District of Wells. We then collaborate further to develop strategies, workshops and training groups to ensure that our recommendations are tailored to the unique needs of the District of Wells. Our approach and methodologies implemented in developing the AMP will enable strategic asset management decision-making, and we will ensure that all training material and the content of the workshops are specifically designed for the District of Wells.

### ***State of the Infrastructure (SOTI) Report***

In order to address and complete the objectives set by the District of Wells, PSD will further review documentation that details infrastructure assets and conduct an infrastructure lifecycle analysis, status of the asset inventory and an assessment of the District of Wells's current data collection activities. PSD will use this information to complete a State of the Infrastructure (SOTI) report and data maturity assessment summarizing the usability, availability, and robustness of the District of Wells's current asset data. The SOTI will provide the District of Wells with a summary of the collected assets in each category, the replacement cost of the assets, the average age of the assets, and current condition assessment data.

The SOTI will also provide the District of Wells with the needed information to ensure that the useful life within the PSAB 3150 policy is comparable with industry standards as the data collection process will highlight the gaps that exist within the current asset inventory. As the District of Wells is also considering using CityWide Asset Manager software to manage its activities, conducting the comparison between the current practices of the District of Wells and the industry best practices and requirements set by the Public Sector Accounting Board will be much easier as gaps within the data can be determined more efficiently and with better levels of confidence. The report will be based on the seven key questions of asset management as outlined within the National Guide for Sustainable Municipal Infrastructure:

- What do you own and where is it? (Inventory)
- What is it worth? (valuation / replacement cost)
- What is its condition / remaining service life? (function & performance)
- What needs to be done? (maintenance, rehab, replace / capital & operating Plans)
- When do you need to do it? (risk analysis / capital and operating Plans)
- How much will it cost? (short/long-term financial plan)
- How do you ensure sustainability? (short- and long-term financial plan)

As a result of the information gathered in the SOTI, PSD will provide municipal staff training on how to further develop processes for maintaining consistent and detailed data for future asset management planning. In addition to The National Guide for Sustainable Municipal Infrastructure (Canada), the SOTI is based on principles within such key industry best practices as; The International Infrastructure Management Manual (Australia / New Zealand); and American Society of Civil Engineering Manuals (U.S.A). The SOTI will cover what data needs to be collected for different asset types and how to incorporate that data into systems management. In order to gain a sense of the current state of the District of Wells’s infrastructure, service levels and data completeness per asset category, as well as determine proposed lifecycle recommendations based on current funding levels and management practices and fully utilize the inventory databases, PSD will review the data currently available in the CityWide Asset Manager database alongside any other available sources to ensure completeness of data for each asset category. This step is to ensure the right information is being collected, and to manage the data collection processes. Along with these templates, a summary of the assets in each category will be developed and data pertaining to replacement costs, average age, and condition will be updated with the District of Wells.

### *Inventory Data*

Infrastructure and general capital inventory data sources will be obtained from the District of Wells to the highest level of detail available. Sources could include existing data from the District of Wells’s CityWide Asset Manager module, PSAB asset registry, GIS, access or excel files, schematics, engineering drawings and plans. A summary of the assets in each category will be developed. Any new data pertaining to replacement costs, average age, and condition will be updated within the District of Wells’s CityWide database.

### *Data Maturity Rating*

Once data has been compiled by the District of Wells, PSD will perform a gap analysis on the state of the asset data inventory. This data analysis provides a detailed look at the available data and allows PSD to make recommendations concerning the data that should be collected to enable advanced analysis and stronger asset management decision making. The compilation of data and subsequent analysis results in a data maturity rating that is based on the average of three major factors in the data collection process.

1. Assessed Condition – the percentage of assets with assessed condition data available within the infrastructure database.
2. Attributes – the percentage of recommended asset attribute data available within the database
3. Replacement Cost – The weighted average percentage score of the replacement cost source.

The final Data Maturity Rating is then available for use within the Asset Management Plan to illustrate the overall Data Maturity of the District of Wells. Below is a sample table of the Data Maturity Rating:

| Asset Category         | Assessed Condition | Attributes | Replacement Cost | Overall Rating |
|------------------------|--------------------|------------|------------------|----------------|
| Road Network           | 83%                | 97%        | 100%             | 93%            |
| Bridges & Culverts     | 99%                | -          | 100%             | 100%           |
| Water Network          | 50%                | 95%        | 95%              | 80%            |
| Sanitary Sewer Network | 50%                | 100%       | 91%              | 80%            |
| Storm Sewer Network    | 50%                | 99%        | 99%              | 83%            |
| Buildings              | 50%                | -          | 96%              | 73%            |
| Machinery & Equipment  | 59%                | -          | 51%              | 55%            |
| Land Improvements      | 58%                | -          | 50%              | 54%            |
| Fleet                  | 50%                | -          | 50%              | 50%            |

|  |  |     |
|--|--|-----|
|  | <b>Overall Data Maturity Rating</b>                    | 74% |
|  | <b>Overall Data Maturity Rating – Core Assets Only</b> | 87% |

**Assessed Condition**

As a factor of the Data Maturity Rating, assessed condition provides an overview of the source of condition data for major components within each Asset Category. The Data Maturity percentage:

- Segments with only age-based condition receive a baseline rating of 50%
- Segments with a mixture of age-based and assessed condition are calculated using a formula to assign additional weight to data sourced from condition assessments.

The resulting table provides an example of how data maturity is established from assessed condition:

| Asset Category         | Segment | Source of Condition Data | Data Maturity Percentage |
|------------------------|---------|--------------------------|--------------------------|
| Road Network           | Paved   | 65% Assessed             | 83%                      |
| Bridges & Culverts     | Bridges | 97% Assessed             | 99%                      |
| Water Network          | All     | Age-based                | 50%                      |
| Sanitary Sewer Network | All     | Age-based                | 50%                      |
| Storm Sewer Network    | All     | Age-based                | 50%                      |
| Buildings              | All     | Age-based                | 50%                      |
| Machinery & Equipment  | All     | 18% Assessed             | 59%                      |
| Land Improvements      | All     | 16% Assessed             | 58%                      |
| Fleet                  | All     | Age-based                | 50%                      |

**Asset Attributes**

While asset condition data is perhaps the most important piece of data to collect, asset attribute data is also helpful to collect in order to support asset management strategy development and decision-making. Asset attribute data provides greater context and clarity to the state of an asset and allows for the development of robust risk and lifecycle management strategies to prioritize projects and ultimately extend the life of assets. Asset attribute data is then collected, and gaps are recognized in this stage of the data maturity rating analysis. Data maturity established from Asset Attribute data is exemplified:

| Asset Category              | Asset Attribute    | Percentage Completion in Asset Inventory |
|-----------------------------|--------------------|--|
| Road Network (Paved Roads)  | Surface Width (m)  | 100%                                     |
|                             | Length (m)         | 100%                                     |
|                             | Road Class         | 84%                                      |
|                             | Surface Material   | 100%                                     |
|                             | Design Class       | 100%                                     |
| Water Network (Water Mains) | Length (m)         | 100%                                     |
|                             | Pipe Diameter (mm) | 87%                                      |
|                             | Material           | 99%                                      |

|  |                      |      |
|--|----------------------|------|
| <b>Sanitary Sewer Network<br/>(Sanitary Mains)</b> | Length (m)           | 100% |
|  | Material             | 100% |
|  | Pipe Diameter (mm)   | 100% |
| <b>Storm Sewer Network<br/>(Storm Mains)</b>       | Length (m)           | 100% |
|  | Pipe Diameter (mm)   | 97%  |
|  | Material             | 100% |
|  | Data Maturity Rating | 93%  |

### *Replacement Cost*

A factor of the Data Maturity rating is based on a ranking of each replacement cost source based on accuracy and reliability. Where there are multiple replacement cost sources for an Asset Category, the resulting Data Maturity Percentage is a weighted average based on the following data sources.

1. Cost/Unit
2. User-Defined Cost
3. CPI/NRBCPI
4. Flat Rate Inflation

| <b>Asset Category</b>            | <b>Asset Segment</b> | <b>Replacement Cost Source</b>   | <b>Data Maturity Percentage</b> |
|----------------------------------|----------------------|----------------------------------|---------------------------------|
| <b>Road Network</b>              | Tar/Chip & Hot Mix   | 100% Cost/Unit                   | 100%                            |
| <b>Bridges &amp; Culverts</b>    | Bridges              | 100% User-Defined Cost           | 100%                            |
|                                  | Culverts             | 90% User-Defined Cost<br>10% CPI | 95%                             |
| <b>Water Network</b>             | Watermains           | 81% Cost/Unit<br>19% CPI         | 91%                             |
| <b>Sanitary Sewer Network</b>    | Sanitary Sewer Mains | 98% Cost/Unit<br>2% CPI          | 99%                             |
| <b>Storm Sewer Network</b>       | Storm Sewer Mains    | 91% Cost/Unit<br>9% CPI          | 96%                             |
| <b>Buildings</b>                 | All                  | 98% CPI<br>2% User-Defined Cost  | 51%                             |
| <b>Machinery &amp; Equipment</b> | All                  | 100% CPI                         | 50%                             |
| <b>Land Improvements</b>         | All                  | 100% CPI                         | 50%                             |

|                                  |     |          |     |
|----------------------------------|-----|----------|-----|
| Fleet                            | All | 100% CPI | 50% |
| Overall Data Maturity Percentage |     |          | 78% |

**Infrastructure Report Card (Establish Current Performance)**

Once physical condition information is known for assets within the District of Wells, PSD will incorporate this data once it has been identified to which asset each belongs. Key information will include asset condition data and indexes, growth projections, transportation master plans, water/wastewater master plans, and staff surveys and interviews.

Each asset category will be rated using three primary categories:

- Condition and Performance:** This category is used to determine the condition of an asset as it exists today and how well it performs its function.
- Capacity versus Need:** This category’s function is to determine how the designed capacity of an asset compares to the needed capacity of an asset in order to meet current demand.
- Funding versus Need:** This category determines the actual investment requirements needed to properly maintain, rehabilitate and replace assets at the right time versus current spending levels for each asset group.

Once the State of the Infrastructure Report has been completed and provided to the District of Wells, PSD will look to use the determined results from the SOTI to guide the implementation of proposed service levels and a financial strategy for the AMP. All outputs for all municipal assets will be consolidated to produce one overall Infrastructure Report Card showing current condition and future projections for all municipal infrastructure and assign a grade to each asset category on an A – F scale in asset health (condition) and financial capacity. The next page depicts a suggested guideline for the Infrastructure Report Card, although this can be tailored to suit individual needs as required. By the end of this phase the District of Wells will have a more robust asset registry within their existing CityWide Asset Manager software system, further taking into consideration replacement costs, average age of assets, and condition information. Ultimately, the District of Wells will have established current performance for each category, determined lifecycle activities and maintenance costs, as well as determined the impact of future growth on current levels of service.

## Sample Infrastructure Report Card

| Overall Grade         |                          | Infrastructure Report Card |               |   |  |
|-----------------------|--------------------------|----------------------------|---------------|---|--|
| C                     |                          | The Town                   |               |   |  |
| Asset Class           | Asset Health (Condition) | Financial Capacity         | Overall Grade | Comments  |  |
| Road Network          | C                        | C                          | C             | While more than 48% of the municipality's road network is in good to very good condition, 21% are in poor to very poor condition. The average annual revenue required to sustain the Town's road network - including lifecycle activities - totals approximately <b>\$657,000</b> . Based on the Town's current annual funding of <b>\$440,000</b> , there is an annual <b>deficit of \$217,000</b> . |  |
| Water System          | C                        | A                          | B             | With nearly 64% of the municipality's water system is in good to very good condition The Town received an Asset Health grade of 'C'. The average annual revenue required to sustain the Town's water system - replacement only - totals approximately <b>\$559,000</b> . Based on the Town's current annual funding of <b>\$524,000</b> , there is an annual <b>deficit of \$35,000</b> .             |  |
| Sanitary System       | C                        | A                          | B             | Nearly 44% of the municipality's sanitary system is in good to very good condition. The average annual revenue required to sustain the Town's sanitary system - including lifecycle activities - totals approximately <b>\$509,000</b> . Based on the Town's current annual funding of <b>\$565,000</b> , there is an annual <b>surplus of \$56,000</b> .   |  |
| Storm System          | B                        | F                          | D             | With 87% of all storm system assets in very good condition the municipality received an asset health rating of 'B'. The average annual revenue required to sustain the Town's storm system totals approximately <b>\$264,000</b> . Based on the Town's current annual funding of <b>\$0</b> , there is an annual <b>deficit of \$264,000</b> .  |  |
| Buildings             | C                        | F                          | F             | With 76% of all buildings assets in good to very good condition the municipality received an asset health rating of 'C'. The average annual revenue required to sustain the Town's buildings totals approximately <b>\$851,000</b> . Based on the Town's current annual funding of <b>\$204,000</b> , there is an annual <b>deficit of \$647,000</b> .  |  |
| Machinery & Equipment | D                        | A                          | C             | While 42% of all machinery and equipment is in good to very good condition, 41% is in poor to very poor condition. The average annual revenue required to sustain the Town's machinery and equipment totals approximately <b>\$387,000</b> . Based on the Town's current annual funding of <b>\$358,000</b> , there is an annual <b>deficit of \$29,000</b> .   |  |

## PHASE 2: ASSET MANAGEMENT STRATEGY

The asset management strategy is a developed process of planned actions that will enable the District of Wells's assets to provide the desired level of service in a sustainable way, while managing risk and benefit, at the lowest lifecycle cost. At a tactical level, it will develop an implementation plan to be applied to the needs identification and prioritization of renewal, rehabilitation and maintenance activities, including growth projections, to produce a 10-year plan to ensure the best overall health and performance of the District of Wells's infrastructure and general capital.

Current levels of service, as they are determined throughout the AMP and broader asset management programming, provide the basis for the lifecycle management strategies and tactical implementation processes identified within the Asset Management Plan. They support the District of Wells's strategic goals and are based on customer expectations, statutory requirements, standards and the financial capacity of the District of Wells to deliver those levels of service. PSD will consult with municipal staff, council, and other stakeholders in determining current levels of service. This tactical process will influence and direct the short term, 1-to-3-year, infrastructure and general capital program and budget of the District of Wells. The Asset Management Strategy will allow the District of Wells to develop a long-term view of its program, and it will develop the strategies of how asset management objectives will be achieved to be fully compliant with the provincial requirements. The details within asset management strategies are tied to sustainable lifecycle projections from the State of the Infrastructure and established service levels from the Desired Levels of Service sections of this plan.

### Priorities for the Asset Management Strategy:

- ☑ Ensure sustainability of existing assets
- ☑ Focus on options for each asset class to obtain the total lowest cost
- ☑ Focus on growth and demand projections
- ☑ Prioritize projects based on risk and benefit analysis

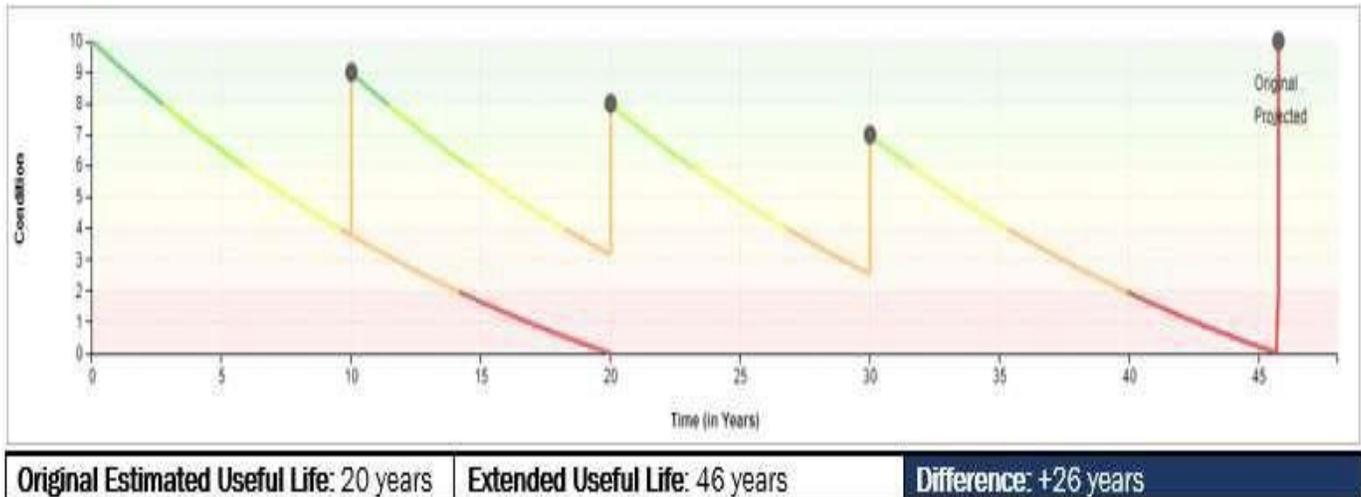
PSD will develop a long-term strategic plan for managing the District of Wells's assets. The strategic plan will bring together all the needs and expectations of the stakeholders. The objectives of this Asset Management Plan and how these can be delivered in a sustainable manner will be delineated by the activities needed to maintain assets. An Asset Management Strategy is a key component of a District of Wells's planning process linking multiple other corporate plans and documents. For example:

- ☑ **The Strategic Plan:** The AM strategy/plan should link to key objectives outlined within the strategic plan.
- ☑ **The Official Plan:** The AM strategy/plan should utilize and influence the land use policy directions for long-term growth and development as provided through the Official Plan.
- ☑ **Long-Term Financial Plan:** The AM strategy/plan should utilize the financial forecasts within the long-term financial plan
- ☑ **Capital Budget:** The decision framework and works identified in the asset management plan form the basis on which future capital budgets are prepared
- ☑ **Infrastructure Master Plans:** The AM strategy/plan will utilize goals and projections from infrastructure master plans and in turn will influence future master plan recommendations
- ☑ **By-Laws, standards and Policies:** The AM strategy/plan will influence and utilize policies and bylaws related to infrastructure management practices and standards
- ☑ **Regulations:** The AM strategy/plan must recognize and abide by industry regulations
- ☑ **Business Plans:** The service levels, policies, processes, and budgets defined in asset management plans are incorporated into business plans as activity budgets, management strategies, and performance measures

### *Lifecycle Analysis*

For PSD to establish an approach for maintaining and reporting on asset replacement processes, the consulting team will conduct a lifecycle assessment with municipal staff where a best practice industry review will be undertaken for each asset category to determine the optimal lifecycle activities, costs and options available to maintain current levels of service. The assessments will also go over lifecycle planning, condition assessment, risk analysis, levels of service, and project prioritization moving forward. This step will ensure the long-term viability of the District of Wells's infrastructure and general capital while achieving the lowest total cost.

Once the asset inventory data has been compiled and verified, the detailed information gathered will allow for lifecycle planning and modelling by asset type, and asset deterioration curves (pictured below) to be developed for each asset category. PSD will compile these results in a Lifecycle Analysis and Activity Report to help the District of Wells understand the cost of lifecycle activities, and analyze which activities best contribute to the sustainability of their asset management program.



**Lifecycle Management Strategy**

For each asset category a best practice industry review will be undertaken to determine the optimal lifecycle activities and options available, to ensure the long-term viability of the District of Wells ‘s infrastructure and general capital while achieving the lowest total cost.

To further solidify an asset management strategy, the following will be reviewed:

- Ongoing Maintenance activities and costs
- Renewal/Replacement activities, service thresholds and costs
- Rehabilitation activities, service thresholds and costs
- Disposal activities and costs.

**Lifecycle Activity Types**

| Activity Type            | Description   | Example                        | Cost   |
|--------------------------|---|--------------------------------|--------|
| Preventative Maintenance | Any activities that prevent defects or deteriorations from occurring  | (Roads) Crack Seal             | \$     |
| Rehabilitation           | Any activities that rectify defects or deficiencies that are already present and may be affecting asset performance | (Roads) Mill & Resurface       | \$\$   |
| Reconstruction           | Asset end-of-life activities that often involve the complete replacement of assets                                  | (Roads) Surface Reconstruction | \$\$\$ |

For each asset category of the AMP, the lifecycle events will be developed in CityWide Asset Manager, which will produce a listing of what assets will require work in which timeframe, the type of activity that should be

undertaken, and the cost for the work. This analysis will also have the options to discount costs and/or add inflation and will provide an overall asset need projection for each category.

### Risk Analysis

Assignment of risk scores is essential to the development of the AMP, as it identifies a ranking system for vulnerable infrastructure assets. The accuracy of the risk ranking will rely on the assessment of the probability of failure and the consequence of failure of each asset in order to establish baseline risk. The reliability of both Probability of Failure and Consequence of Failure will depend on the level of assessment, data, or expert knowledge applied to support the analysis.

The Probability of Failure (PoF) relates to the likelihood that an asset will fail at a given time. Possible parameters include current physical condition, service life remaining, known operational issues, asset attributes, and other parameters contributing to asset deterioration (e.g. traffic counts, soil types). The Consequence of Failure (CoF) describes the overall effect that an asset's failure will have on an organization's asset management goals. Consequences of failure can range from noneventful to impactful: a small diameter water main break in a subdivision may cause several rate payers to be without water service for a short time. In this report, the CoF parameters will aim to align with the triple bottom line (economic, social, environmental) approach to risk management as well as other fields including operational, health and safety, and strategic.

Risk Labels can be generated to further qualify the PoF and the CoF, pictured on the next page.

| Level | Probability of Failure | Consequence of Failure |
|-------|------------------------|------------------------|
| 1     | Rare                   | Insignificant          |
| 2     | Unlikely               | Minor                  |
| 3     | Possible               | Moderate               |
| 4     | Likely                 | Major                  |
| 5     | Almost Certain         | Severe                 |

Triple Bottom Line impacts are summarized below:

| Risk Impact | Description  | Common Parameters   |
|-------------|--|---|
| Economic    | The impact of the asset's failure on financial resources | <ul style="list-style-type: none"> <li>• Cost of rehabilitation or replacement</li> <li>• Asset type (e.g. road or pipe material)</li> <li>• Asset size (e.g. number of road lanes or pipe diameter)</li> <li>• Overall replacement cost</li> </ul> |

|               |   |  |
|---------------|---|--|
| Social        | The impact of the asset's failure on the general population and society | <ul style="list-style-type: none"> <li>• Number of people or critical services affected</li> <li>• Land Use (e.g. industrial, commercial, residential)</li> <li>• Bus / truck / emergency route</li> <li>• Asset carrying capacity (e.g. traffic counts, pipe diameter)</li> </ul> |
| Environmental | The impact of the asset's failure on the environment                    | <ul style="list-style-type: none"> <li>• Overall area affected</li> <li>• Proximity to water bodies</li> <li>• Proximity to environmentally sensitive areas</li> <li>• Asset carrying capacity (e.g. traffic counts, pipe diameter)</li> </ul>                                     |

### Risk Scoring

PSD will take the existing asset inventory and use a risk matrix (pictured below) to group the assets in their respective risk groups. The overall risk shown through the risk ranking speaks to the priority of a particular asset over others, allowing infrastructure maintenance to be accurately prioritized. All risk scoring will be entered into CityWide.



**Future Trends**

For any single asset category there may be specific items that negatively or positively affect the future asset grade projection within the State of the Infrastructure report card. Such items could be lack of maintenance resources, extent of back log, effects of climate change, significant funding from grants no longer available, etc. These items must also be accounted for and brought forward as recommended adjustments to the short and long-term budget. One such example of a future trend is climate change. The International Institute for Sustainable Development identified the following impacts of climate change on municipal infrastructure in Canada:

|  |  |
|--|--|
|   | Greater frequency of freeze-thaw cycles leading to thermal cracking, rutting, frost heave and thaw weakening |
|  | Soil instability, ground movement and slope instability  |
|  | Triggered instability of embankments and pavement structures   |
|  | Shortened life expectancy of highways, roads and rail  |
|  | Drier conditions affecting the lifecycle of bridges and culverts   |
|   | Reduced structural integrity of building components through mechanical, chemical and biological degradation  |
|  | Increased corrosion and mold growth  |
|  | Damaged or flooded structures  |
|  | Reduced service life and functionality of components and systems   |
|  | Increased repair, maintenance, reserve fund contingencies and energy costs                                   |
|  | Increased water demand and pressure on infrastructure  |
|  | Loss of potable water  |
|  | Increased risk of flooding; stormwater infrastructure more frequently exceeded                               |
|  | Rupture of drinking water lines, sewage lines and sewage storage tanks                                       |
|  | Saltwater intrusion in groundwater aquifers  |

**Project Prioritization**

The above techniques and processes will supply a significant listing of potential projects. Typically, infrastructure needs exceed available resources and therefore project prioritization parameters must be developed to ensure the right projects come forward into the budget through a combination of risk and benefit analysis.

**Benefit Factors**

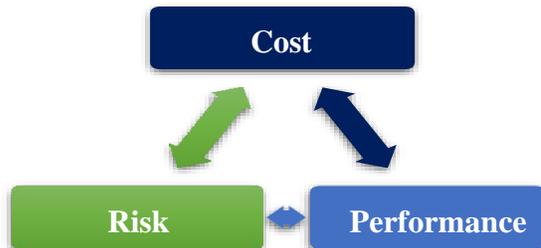
Another important factor in project prioritization is the project’s overall benefit to the District of Wells. Typically, within the strategic plan, a District of Wells will allocate resources, ensuring alignment to strategic priorities and objectives. For instance, downtown revitalization, waterfront development, or addressing storm flooding issues may be strategic priorities. These projects should therefore be prioritized within the asset management strategy and plan. Other types of project benefits may be simple. For instance, with all else being equal, the road with a higher traffic volume will be reconstructed before the road with a lower traffic volume.

**Levels of Service Analysis**

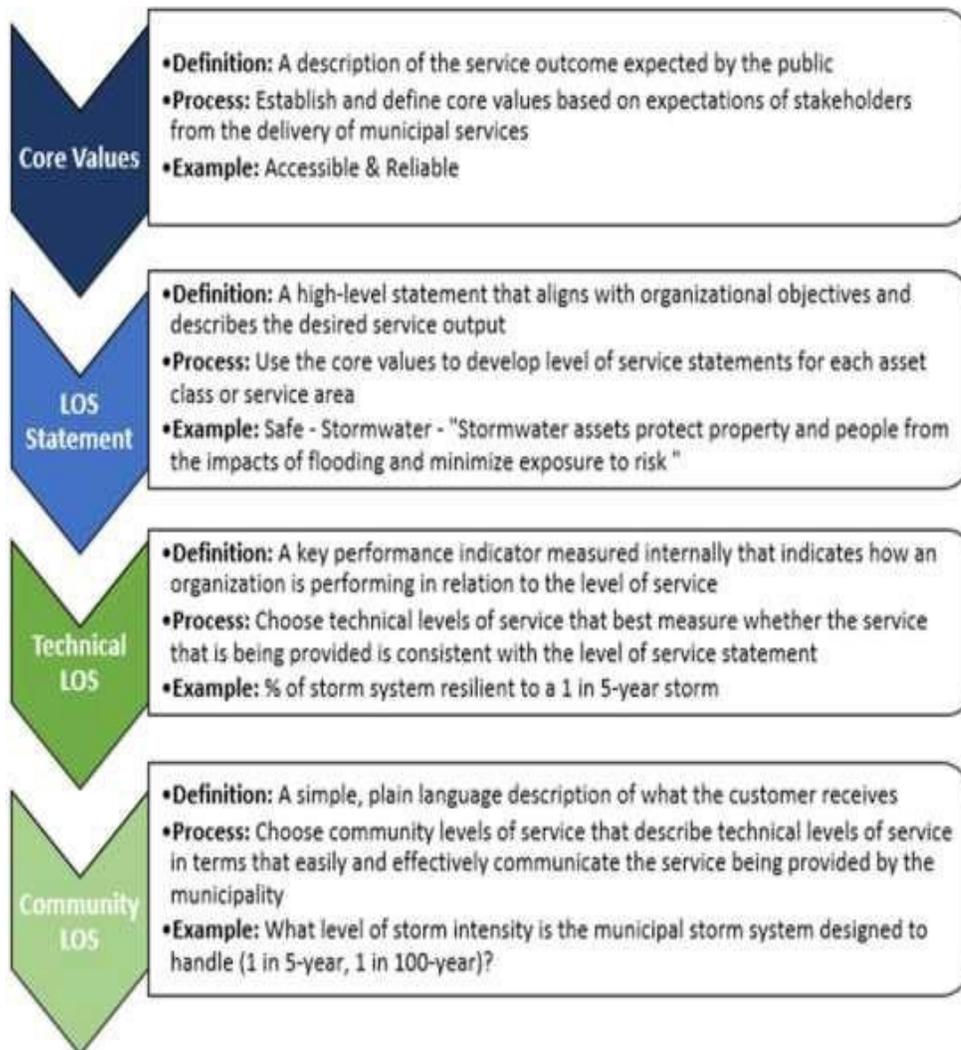
Current levels of service can be defined as a description of the service output for an activity or service area against which performance may be measured. To put it simply, a level of service is a measure of what a District of Wells is providing to its community. PSD will work with municipal staff to establish current levels of service being provided for each asset class. This will be conducted through workshops and/or teleconferencing. Depending on the District of Wells’s needs, service levels can be based on community expectations, strategic and corporate goals, legislative requirements, design standards and codes of

practice. PSD will also incorporate the impact of future growth within the District of Wells on the current level of service.

A defined level of service is tracked through performance measures which supply targets and timeframes to establish progress. PSD will assist the District of Wells in establishing current levels of service through the incorporation of three key factors: cost, performance and risk. Any decision to increase or decrease the provided levels of service will have an impact on each factor.



The process of establishing the current level of service is:



Levels of Service are used:

- ☑ To inform customers of the proposed type and level of service to be offered
- ☑ To identify the costs and benefits of the services offered
- ☑ To assess suitability, affordability and equity of the services offered
- ☑ As a measure of the effectiveness of the asset management plan
- ☑ As a focus for the AM strategies developed to deliver the required level of service

*Sample Road Network Levels of Service Framework*

| Road Network          |   |  |   |
|-----------------------|---|--|---|
| Core Value            | Level of Service Statement  | Community Level of Service   | Technical Level of Service  |
| Accessible & Reliable | The road network is convenient and accessible to the whole community with minimal service disruptions; service requests are responded to promptly | Description, which may include maps, of the road network in the municipality and its level of connectivity | Lane-km of arterial roads (MMS classes 1 and 2) per land area in the municipality (km/km <sup>2</sup> )                                 |
|                       |   |  | Lane-km of collector roads (MMS classes 3 and 4) per land area in the municipality (km/km <sup>2</sup> )                                |
|                       |   |  | Lane-km of local roads (MMS classes 5 and 6) per land area in the municipality (km/km <sup>2</sup> )                                    |
| Safe & Regulatory     | The network feels safe to use; traffic signs and markings are easy to see and understand  | Description of minimum maintenance standards for road network (road surface and sidewalks).                | % of sidewalks inspected annually   |
|                       |   |  | # of reported incidents related to the road and sidewalk network  |
|                       |   |  | # of winter events that required snow clearing as per MMS   |
|                       |   |  | # of winter events that response time was met or exceeded   |
| Affordable            | The road network is managed at the lowest possible cost for the expected level of service   | What is the O&M cost to maintain the road network per household?   | O&M costs for roads / lane-km (excluding winter control)  |
| Sustainable           | There are long-term plans in place for the sustainability of the road network   | When was the last time the Road Network AMP was reviewed?  | Road Network AMP reviewed annually  |
|                       |   | Description or images that illustrate the different levels of road class pavement condition                | Average pavement condition index for paved roads in the municipality<br>Average surface condition for unpaved roads in the municipality |

*Key Performance Indicators*

Depending on the District of Wells’s needs, service levels can be based on community expectations, strategic and corporate goals, legislative requirements, design standards and codes of practice. A suggested method in establishing an effective level of service framework, is the incorporation and usage of well- defined key performance indicators (KPIs).

The KPIs incorporate specific, measurable, achievable, relevant, and time-bound (SMART) criteria. The District of Wells will be equipped with the necessary tools to collect data on their performance using the KPIs listed and establish targets that reflect its current fiscal capacity, corporate and strategic goals, and feasible changes in demographics that may place additional demand on their various asset categories.

Recommendations will be given to the District of Wells so that infrastructure classes follow respective KPIs. Guidelines will also be given to the District of Wells so that staff can track their progress on an annual basis.

The level of service objectives are typically supported by many performance indicators that help quantify the services to be delivered such as how much, how frequently, and of what nature. Below are some examples of KPIs that PSD has developed for municipalities in the past.

| Performance Measures           | Description   |
|--------------------------------|---|
| <b>Strategic Indicators</b>    | <ul style="list-style-type: none"> <li>▪ Percentage of reinvestment vs. value of asset category</li> <li>▪ Completion of strategic plan objectives (related to infrastructure)</li> </ul>   |
| <b>Financial Indicators</b>    | <ul style="list-style-type: none"> <li>▪ Annual revenues vs. annual expenditures</li> <li>▪ Total cost of borrowing vs. Total cost of service</li> <li>▪ Annualized depreciation (replacement value) vs. annualized expenditures</li> <li>▪ Lost revenue from system outages</li> </ul>   |
| <b>Asset Health Indicators</b> | <ul style="list-style-type: none"> <li>▪ Percent of network rehabbed/reconstructed annually</li> <li>▪ Annual overall condition index vs. desired condition index</li> <li>▪ Annual adjustment in condition index (up or down)</li> <li>▪ Annual number of large system outages</li> <li>▪ Percent of asset value spent on ops and maintenance annually</li> </ul>  |
| <b>Operational Indicators</b>  | <ul style="list-style-type: none"> <li>▪ Number of water main breaks per Km of pipe network</li> <li>▪ Percent of network inspected</li> <li>▪ Percent of pipes flushed and cleaned annually</li> <li>▪ Percent of hydrants flow tested annually</li> <li>▪ Cost of material for pothole patching annually</li> <li>▪ Water main breaks will be repaired within x hours</li> <li>▪ Legislated requirements will be met</li> </ul> |

### PHASE 3: FINANCIAL STRATEGY AND REPORTING

The last element of the proposed strategy section of the AMP 'Financial Strategies'. For the community, effective financial planning ensures that the infrastructure investments and programs of today do not place a disproportionate burden on future generations. This means that in order for asset management planning to be effective and meaningful, integration with financial planning and long-term budgeting is required.

The development of a comprehensive financial plan will allow the District of Wells to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service and projected growth requirements. PSD will develop a financial strategy that fully integrates to the AMP, and which includes expenditures and revenue forecasts for the delivery of the minimum 25-year infrastructure and general capital budget.

To develop and optimize a long-term budget, PSD will analyze recommended lifecycle activities, asset management strategies, and level of service considerations; this can be accomplished in incremental phases, to reflect a maturing state of knowledge. Information will include current spending on capital and maintenance for each asset program, capital and operations budgets, and the cost of high-level field activities and works (maintenance, rehabilitation, replacement). Additionally, as the District of Wells develops capital and operating budgets through a collaborative process between staff and the senior management team, they will be able to utilize a greater understanding of short-term capital and operating/maintenance infrastructure requirements, premised on an understanding of overall asset condition outlined in this strategy, to make well-informed decisions.

This work will occur as part of a later stage of the asset management programming project undertaken by the District of Wells, of which this AMP is the first step. Collection of accurate, up-to-date condition assessment and other needs data will help optimize capital investment decisions such that they are based on detailed and strategic analysis of present and future needs instead of simply staff knowledge.

Yearly expenditures forecasts will be broken down as per the asset management strategy:

- Non-infrastructure projects
- Maintenance activities
- Renewal/Rehabilitation projects
- Replacement projects
- Disposal projects
- Growth related projects

The financial strategy and plan will include:

- A breakdown of yearly revenues by confirmed source
- Key assumptions and alternate scenarios where appropriate
- Identifies any funding shortfall (infrastructure deficit) relative to financial requirements (long term replacement needs) that cannot be eliminated by revising service levels, asset management and/or financial strategies.
- Discusses the impact of shortfalls and how the impact will be managed

### ***Financial Data***

To develop a robust financial strategy for the District of Wells, existing financial information will be obtained from the District of Wells. Key information will include current spending on capital and maintenance for each asset program, capital and operations budgets, and the cost of high-level field activities and works (maintenance, rehabilitation, replacement). All information will be analyzed, and a gap analysis will be produced showing actual investment requirements versus current spending levels for each asset group.



## MuniSight Proposal – District of Wells

---





# Who We Are

MuniSight is a customer-oriented municipal trusted advisor solely dedicated to serving small urban and rural Canadian municipalities. With over 120 municipal clients in Canada, we are confident we have the expertise and track record to deliver Asset Management Services to District of Wells on cost, on schedule, and at a high degree of quality.



MuniSight offers a unique set of solutions that are tailored to small urban and rural municipalities, highlighted by the following considerations:

-  **Experience in Canada** – Since 2002, we have been solely dedicated to helping Canadian communities.
-  **Focus on Rural Municipal Governments** – We specialize in small urban and rural based municipalities.
-  **Trusted Advisors** – MuniSight is dedicated to connecting and simplifying municipal information to help municipalities do more with their data.



# How We Do It

MuniSight offers a unique set of services and capabilities that has helped identify us as trusted leaders when it comes to connecting and simplifying your municipal information.



**OPTIMIZED DATA**  
Our systems and services enable data driven decision making.



**MUNICIPAL EXPERTISE**  
MuniSight staff stay up to date with industry standard training and information sharing.



**DIRECT SUPPORT**  
A dedicated support team will guide you through your Asset Management journey.

As a **Corporate Partner** of the Federation of Canadian Municipalities (FCM), MuniSight has a proven track record of supporting and empowering municipalities in their journey along the Asset Management Readiness Scale.





# Proposal

MuniSight has been a trusted advisor for over 50 FCM projects similar to the one being proposed. MuniSight will:

1. Write the grant application for the District
2. Deliver the outcomes the District is looking to achieve through asset management
3. Assistance in developing post-project reporting, as required by FCM

The only deliverables required for the District to provide is:

1. Letter of support from local government
  - a. Council resolution
2. Signed MuniSight contingent order form
  - a. If the grant application is successful, the project moves forward
  - b. If the grant application is unsuccessful, the project does not move forward

## Deliverables

| MuniSight Asset Management Program |  | Year 1           | Year 2-5         |
|------------------------------------|--|------------------|------------------|
| Tools                              | <ul style="list-style-type: none"> <li>○ WebMap               <ul style="list-style-type: none"> <li>● Centralized database for assets</li> <li>● Visualize assets on a digital map</li> <li>● Integration with other municipal systems</li> </ul> </li> </ul> | ✓                | ✓                |
| Services                           | <ul style="list-style-type: none"> <li>○ AMRs (Annual Asset Management Reviews)</li> <li>○ 20 General Service Hours (per year)</li> <li>○ Trusted Advisor: Measure &amp; Monitor</li> <li>○ Asset Management Workshops</li> </ul>                              | ✓<br>✓<br>✓<br>✓ | ✓<br>✓<br>✓<br>✓ |
| Reporting                          | <ul style="list-style-type: none"> <li>○ AM Policy</li> <li>○ AM Strategy</li> <li>○ AM Plan</li> <li>○ AM Roadmap</li> </ul>  | ✓<br>✓<br>✓<br>✓ |                  |
| Data                               | <ul style="list-style-type: none"> <li>○ Asset Data Support</li> </ul>   | ✓                | ✓                |



# Outcomes

Based on our understanding of District of Wells, MuniSight’s proposal would build a solid foundation for your Asset Management Program in the following ways:

- ✓ Formalized Asset Management Policy & Strategy to connect objectives with service delivery
- ✓ Customized Asset Management Plan to include critical asset classes
- ✓ Asset Management Roadmap to identify current and future actionable steps
- ✓ Centralized database for all municipal information (tax, operations, planning, etc.)
- ✓ WebMap to visualize all asset data (location, condition, type, TCA information, etc.)
- ✓ Defined training objectives and asset management workshops for staff
- ✓ Yearly Asset Management Reviews with one of MuniSight’s Asset Management Specialists
- ✓ Forward movement along the FCM asset management readiness scale

# Budget

|                                    |               |                 |
|------------------------------------|---------------|-----------------|
|                                    | <u>Year 1</u> | <u>Year 2-5</u> |
| MuniSight Asset Management Program | \$ 58,000     | \$ 7,500        |

The FCM MAMP covers 90% of project costs, up to \$50,000. Therefore, the District would be responsible to contribute the following:

|                    |                       |
|--------------------|-----------------------|
| <b>2020 Budget</b> | <b>Ongoing Budget</b> |
| \$8,000            | \$7,500               |



## District of Wells

|                     |   |
|---------------------|---|
| <b>Meeting Date</b> | October 6, 2020                               |
| <b>Report Date:</b> | September 17, 2020                            |
| <b>Memo to:</b>     | Mayor and Council                             |
| <b>From:</b>        | Donna Forseille, Chief Administrative Officer |
| <b>Subject:</b>     | 2020 UBCM Ministerial Meeting outcomes        |

### **Purpose/Issue:**

The purpose of this report is to give an update on the outcomes of the District of Wells Ministerial Meetings held between **September 15 -17, 2020** during the 2020 UBCM Convention.

Staff requested six (6) ministerial meetings this year and were successful at getting each meeting requested.

The Ministerial meeting requests were as follows:

- 1- MINISTRY OF EDUCATION- Education preservation for the Wells area.
- 2- MINISTRY OF ENERGY & MINES – 3 phase power and the Cariboo Gold Project
- 3- BC HYDRO- 3 phase power, overhead street lighting and maintenance of the power lines to Wells to prevent the blow down and power outages.
- 4- MINISTRY OF AFFAIRS AND HOUSING – Support for Crown Lot releasing, Affordable Housing and COVID-19 relief funding.
- 5- BC HOUSING- Affordable, Accessible and Efficient Community Housing
- 6- MINISTRY OF FORESTS (FLNRO)- Wildfire Mitigation

Mayor Fourchalk, Councillor Dorwart, Councillor Kilsby, MLA Coralee Oakes and CAO, Donna Forseille attended each meeting via teleconference. Each meeting was afforded a 30 minute time to discuss requests.

On **September 15<sup>th</sup>, 2020** the following meetings were attended:

- 1- **Ministry of Education**- The District requested that the Ministry of Education consider their current mandate in that they can only support a school building in which is owned by a provincial school district to allow for potential financial allowances from the province to the school district to support renting and costs related as such to classrooms situated in privately owned buildings. Exploring

potential possibilities in every effort possible to ensure our Community retains its education system.

While the Ministry of Education is sympathetic, they stated that the only funding option would possibly be through the School District Board as the Ministry can only legally give assisted funding to buildings in which are owned by the School Districts. This is policy of the Ministry. There are currently no legal mechanisms to fund schools not under the school district umbrella. Any consideration of even a designated school building for the community with placement back under the School District mandate would be far down the list of funding possibilities with such little enrollment in the area currently. They recommended that the District reach out to the Ministry of Affairs and Housing for potential grant sources.

**2- Ministry of Affairs and Housing-** Potential COVID 19 relief.

The District requested financial relief due to the worldwide pandemic and related loss of revenues with economic downfalls. With the long-lasting residual effect from the pandemic, the loss of tourism and downfall onto our local businesses the consideration of future COVID-19 financial relief and Future Economic Recovery programs for municipalities be considered.

The Ministry stated they were aware of the impact of COVID-19. The current pandemic legislation has tried to alleviate financial losses to municipalities via the ability to borrow from their own reserves and the school tax breaks given. They stated that local governments would be notified as programs roll out in efforts of economic recovery.

**3- Ministry of Energy, Mines and Petroleum Resources joint with BCHYDRO-**

The District sought support in discussions related to the recent proposed Cariboo Gold Project with Barkerville Gold Mines and the potential 3 phase transmission line. The District also requested maintenance of overhead streetlights and hydro lines. With current blow downs and lack of maintenance from BC Hydro the District suffers more power outages. Overhead streetlights have been burnt out in areas for years despite staffs' constant requests. "Sustain, Facilitate and Reduce; The District has safety concerns".

BC Hydro responded that they were working with Barkerville Gold Mines (BGM) for over a year. While BGM had a target of 3 phase power by 2023, BC Hydro

could not meet the timeline hoped for. Costs were also significantly higher than BGM planning, managing, and building a transmission line on their own.

Discussions were had on whether the District could still potentially connect to the distribution. BC Hydro responded that there is a potential to share costs with the Community to build and/or extend the line. The Ministry asked where this potential transmission line leaves everyone if BGM is designing hydro for their needs only.

The Ministry understands the need and interest of the Wells and area community. Further pointing out that there are lots of great checks to all work together and the community is currently hindered by the lack of power to grow the community. They would like to see a commitment to investigate this further and continue to brief the Ministry on progress. It is an interesting opportunity to work together to help bring 3 phase to the residents and businesses in the Wells area.

On **September 16<sup>th</sup>, 2020** the following meeting was attended:

**1- Ministry of Affairs and Housing joint with BC Housing-**

The District requested assistance in the releasing of crown lots and funding for the development of affordable, accessible, energy efficient housing. Wells has had a shortage of housing for years and with the recent announcement of the Cariboo Gold Project it would be appreciated to be considered in any programs that may afford the District the ability to release crown lots for development and build affordable housing to help offset the current housing crisis.

The District needs long term housing providing more permanent solutions.

BC Housing and the Ministry were very understanding with the District's serious housing problem. They wish to start conversations with District staff and have given staff a good starting point to work with them. The next call for funding closes January 15, 2021. The Municipality is not able to apply for funding, however, a viable non-profit/society would be able to partner with the project development, funding, and planning. District of Wells staff are currently working with the Ministry of Forests (FLNRO) to get an updated inventory of available crown lots in the Wells boundaries as well as putting together an inventory of Municipally owned lands that may be a good fit for such a housing development. Both a housing development and the releasing of crown lots request was supported. Crown lots take time to obtain however, so if the District has land it currently owns, which is suitable for a housing development, the timeline of such project could potentially be greatly reduced and less hassle. Obtaining crown lots would still be a great idea for further potential development in the future. The next steps are to start the dialogue and give them a high-level inventory list of lands available. Consideration to the Creation of a job opportunity via the operations of the housing development (tenant screening, collecting of rents and managing of the building in general) would be of benefit to the application process.

On **September 17, 2020** the following meeting was attended:

**1- Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRO)-**

The District requested support in Wildfire Mitigation of the Wells and area. Between the areas of Stanley, BC and Barkerville the highway and nearby mountains are riddled with dead trees. This year Wells suffered three small forest fires caused by lightning in a single night. While the first responders and BC Forest Services were quick in responding and able to control and contain the fires there is a real threat of future uncontrollable forest fires. Wells relies on limited resources and egress routes in the event of an emergency. Beetle kill wood and fuels on the ground pose a real threat to our community and neighbors.

The Ministry responded very positively stating that it is great to do prevention programs. The current fuel treatment at Barkerville gives Wells an anchor point as well.

Wells has been identified as a high priority community for prevention risk funding. There are two streams they would like District Staff to apply for with the assistance of their representatives. The first one is an application to the Community Resilience Fund (CRI) which has a deadline of October 8, 2020. The second is the risk reduction program funding for surrounding areas (crown lands, etc). It was also recognised that the Wells area has been provided with two wildfire wardens. *(Thank you to Brendan Bailey and Phil Leroy, your services a long side of the Volunteer Fire fighters are an invaluable appreciated service to our community members).*

The CAO was given a phone number of a direct contact to get an application into the CRI program ASAP with the deadline vastly approaching. Once this application is complete the District is encouraged to apply for the secondary funding in risk reduction in efforts to help further wildfire prevention in the outside boundaries of the Community.

The CAO has reached out to the direct contact representative in efforts to commence application for the CRI funding immediately.

**In Summary-**

Overall, the meetings were positive. The team effort of District of Wells attendees in representing the Community did an amazing job. The District of Wells has some exciting opportunities in its near future. Staff will be following up to ensure that all invitations for applications of funding are explored and requested as encouraged.

**Budget, Policy, Staffing:**

|  |
|--|
|  |
|--|

**Legal Considerations:**

|      |
|------|
| None |
|------|

**Options / Recommendations:**

|  |
|--|
| 1. Receives the 2020 UBCM Ministerial Meeting outcomes staff report from the Chief Administrative Officer. |
|--|

Respectfully submitted by

Donna Forseille  
Chief Administrative Officer



## District of Wells

|                     |  |
|---------------------|--|
| <b>Meeting Date</b> | October 6, 2020  |
| <b>Report Date:</b> | September 28, 2020   |
| <b>Memo to:</b>     | Mayor and Council  |
| <b>From:</b>        | Donna Forseille, Chief Administrative Officer                          |
| <b>Subject:</b>     | Proposed consideration for the disposition of the 22x60 Modular Office |

### Purpose/Issue:

The purpose of this report is for Council to consider the disposition of the 2010 22x60 Modular Office.

Taking into the considerations that the District of Wells 2019 Year-End Audit came back showing a deficit for the District, as well as, the fact that the Modular Office has continued to not be utilized, staff are once again recommending the disposition of the unit.

Staff have made some calls and looked online to find used similar modular office units selling for anywhere between \$70,000 and \$150,000.00. The District has reached out to Britco (who sold the unit to the District) and Britco has offered to buy the unit back for \$60,000 and would carry the expense of unsetting the unit transporting it back to Prince George at an estimated cost to Britco of \$12,500.00.

Staff also recommend that Council considers approaching School District 28, to see if they may be interested in purchasing the unit prior to accepting Britco's offer or attempting to privately sell the unit.

Division 3, Section 26 of the BC Community Charter states a Municipality must give notice to the public of a proposed property disposition in accordance with section 94 [public notice].

**Budget, Policy, Staffing:**

2019 Year End Financial Audit showing a deficit

**Legal Considerations:**

**Division 3, Section 26 of the Community Charter and Section 94 of the Community Charter**

**Options / Recommendations:**

1. Receives the staff report regarding the proposed consideration of the disposition of the modular office building located at 4286 Mildred Avenue, Wells BC; and
2. Directs staff to place public notice in consideration of the proposed disposition of a municipal asset as per Division 3, Section 26 and 94 of the BC Community Charter; and
3. Directs staff to write a formal request letter to School District 28 to seek potential interest in them buying the modular office.

Respectfully submitted by

Donna Forseille  
Chief Administrative Officer



# District of Wells

|                     |  |
|---------------------|--|
| <b>Meeting Date</b> | October 6, 2020  |
| <b>Report Date:</b> | September 30, 2020   |
| <b>Memo to:</b>     | Mayor and Council  |
| <b>From:</b>        | Donna Forseille, Chief Administrative Officer              |
| <b>Subject:</b>     | Application to the Community Resiliency Investment Program |

## **Purpose/Issue:**

The purpose of this report is for Council to consider the proposed application to the Community Resiliency Investment Program for fire smarting the wells community.

At the recent ministerial meeting during UBCM with The Ministry of Forests (FLNRO), the District requested support for wildfire prevention and mitigation.

The Ministry was very positive stating that Wells was a high priority in the Cariboo Fire Region. While the Ministry has already prioritized Wells and surrounding area for Crown land Wildfire prevention and mitigation, it has suggested that the District consider application to UBCM for the Community Resiliency Investment Program (CRI) for 100% funding in Fire Smarting the Community.

Staff are therefore seeking Council support and resolution to apply for up to \$150,000 (program maximum per annual intake) to implement a Wells Community Fire Smart Program. The program would not only use a consultant to help residents and municipal properties fire smart their properties but would educate Community members on Fire smarting safety.

The next CRI intake is due October 10, 2020.

## **Budget, Policy, Staffing:**

|  |
|--|
|  |
|--|

## **Legal Considerations:**

|  |
|--|
|  |
|--|

## **Options / Recommendations:**

1. Receives the staff report regarding the proposed application for funding from UBCM to their Community Resiliency Investment program for a Wells Community Fire Smart Program;

2. Approves the application to UBCM for up to \$150,000.00 with the Community Resiliency Investment program to implement a Wells Community Fire Smart program.

Respectfully submitted by

Donna Forseille  
Chief Administrative Officer