



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0

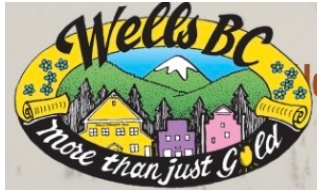
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Executive Summary

The District of Wells (DOW) is a community in the Province of BC; its mandate is to serve the citizens of Wells, BC, CANADA. DOW was incorporated 1998 June 29. DOW is part of the North Cariboo Region of British Columbia. The District of Wells is located in the shared ancestral territories of the Lhatko Dene Nation, a shared territory also with Dakelh (Carrier) and Secwépemc (Shuswap) Peoples. Several nations have history and territory in the area, including Lhatko, Nazko, Lhoosk'uz, Ulkatcho, ?Esdilagh, Xat'süll, Simpcw, and Lheidli. Evidence of early indigenous settlement in the region dates back over 10,000 years.

Content	Page
Executive Summary	1
Context and Contact Information	2
Vision, Mission, and Values	2
Priority Actions Areas	3
Organization Chart and Respect Statement	4
District of Wells Quick Facts	5
Council, Staff, Emergency Services & Other	6
Committees	10
Bylaws, Policies, and Practices	11
Provincial Links	11
Important Publications and Council Meeting Dates	12
Projects	13
Maps	14
Indigenous Nations	17
History	18
Operating Cycle and Partner MOUs	19
Wells Barkerville Community Forest	20
Draft General Operating Practices	21
Consolidated Financial Statements and Budgets; Mil Rates, Tax Exceptions & Five-Year Financial Plan	22
Branding and Marketing Highlights	29
Draft 2021 to 2030 Goals and Actions Notes	30
Draft 2022 to 2032 Additional Goals and Actions	40
Appendix A--Partners	41
Appendix B--District of Wells Respect Policy	42
Appendix C--Draft Memorandum of Understanding Template	43
Appendix D--Past Councils and Administration	44
Appendix E--2021 Government of Canada Census Information	44
Appendix F--Topics List	45
Appendix G--Facilities Upgrades List	50
Appendix H--By-Laws List	58
Appendix I--Draft Official Community Plan Information	64
Appendix J--Draft Wildfire Risk Map	67
Appendix K--Major Topics and Information Table	68
Appendix L--District of Wells Risk Management Chart (Version 4.0)	70
Appendix M--2022 Strategic Objectives/Goals/Special Projects Priority Setting Sessions	71
Appendix N--Projects Tracking Grid	75
Appendix O--Requests	76



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, VOK 2R0

Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Context and Contact Information

This Business Plan is updated weekly, then quarterly; it documents planning, priorities and practices. Our Mayor and Chief Administrative Officer (CAO) are our main contacts for our organization. Changes since last revision: addition of **Appendix M--2022 Strategic Objectives/Goals/Special Projects Priority Setting Sessions Updated, Appendix O—Requests, and general updates.**

Council consists of Mayor and 4 Councillors. For more information about this plan, contact our CAO at 250-994-3330 or admin1@wells.ca or Ed Coleman, Mayor at 250-991-9034 or edcoleman@wells.ca

Vision, Mission, and Values

Vision

(Where you want to be in 10 years.)

Wells is a self-sustaining cohesive community. (revised draft)

Mission

(How business is done.)

Wells works with its citizens and partners cooperatively to sustain and improve the community for all. (revised draft)

Values

- | | | |
|-----------------------|-----------------------|-------------------|
| • Responsible | • Leadership | • Artistic |
| • Ethical | • Equity and Equality | • Respect |
| • Sustainable Growth | • Fairness | • Inclusiveness |
| • Integrity | • Consensus | • Volunteerism |
| • Giving | • Creative | • Community |
| • Diversity | • Openness | • Dignity |
| • Collaboration | • Sustainable | • Environmentally |
| • Thriving | • Affordability | Responsible |
| • Health and Wellness | • Peacefulness | |



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2022 11-18--Version 3.3

Priority Action Areas

(see also Appendix F, K, L, M, and N)

In May of 2022 the Province of BC appointed a Municipal Advisor, Gary Nason, to support Staff and Council of the District of Wells in reviewing Operations and Governance, and to help with priority setting for Goals, Objectives, and Special Projects. Gary Nason will be providing support over the next months.

Appendix M--2022 Strategic Objectives/Goals/Special Projects Priority Setting Sessions provides extensive details on Priority Setting. Priorities are divided into the following categories:

Category 1: “Complete Prior to the End of the Current Council’s Mandate”

Category 2: “Commence, or Continue to Expend Resources and Staff Time to Further Advance the Project Prior to the End of the Current Council’s Mandate, but Not Necessarily Complete by End of Mandate or by Year End 2022”

Category 3: “No Further Work or Progress Proposed During the Current Council’s Mandate, Unless Other Competing Higher Priorities and Available Resources Permit – Refer Item to New Council”

The “Strategic Priorities Implementation Sub-Committee” of Council (comprising Mayor Coleman, Councillor Lewis, the CAO and the Municipal Advisor) was created to monitor progress on the priority setting.

The table below some additional priorities for 2022 May to 2022 September identified by Council and Staff. Council is now deferring to Appendix M and N for the refined priorities outlined in Categories 1 to 3 as outlined above.

Ref	Item
1	Staffing Recruitment
2	Build Higher Community Trust Levels
3	Establish Enhanced Community Communications



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PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0

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2022 11-18--Version 3.3

Organization Chart

We work in a leadership environment of equality, respect, continuous improvement, and working effectively with: citizens; community organizations; indigenous nations; businesses; industries—arts, forestry, mining, tourism, & other; partners; local, regional, provincial, and federal governments; and other.

- ***Citizens***
 - Access to Mayor, Councillors, and CAO
 - Access to Staff for Information and Services
- ***Mayor & Councillors***
 - Responsible to Citizens
 - CAO takes direction from Mayor and Council
- ***Chief Administrative Officer & Staff***
 - CAO Reports to Mayor & Council
 - CAO Communicates with Citizens and Partners
 - Under direction of CAO, Staff Communicates with, Mayor and Council, Citizens, and Partners
- ***Partners and Partnerships***
 - Communicates with Mayor and Council
 - Communicates with CAO
 - Participates on Committees and Public Engagement

Respect Statement

(See also Appendix B—Respect Policy)

Respect is required at the District of Wells. Respect practices applies to all who work for, or are accessing the District of Wells services. High respect levels are critical to creating and sustaining a safe services and employment experiences.

Respect can be measured by levels of: patience, communication, tolerance, active listening, kindness, trust building, on-going improvement, openness, absence of ego, outreach, use of language, honesty, voice volume and tone, and non-verbal or body language.



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2022 11-18--Version 3.3

District of Wells Quick Facts

- Wells Established in the 1933.
- District of Wells Established 1998 June 29
- Serves a population of 218 (2021 Census).
- Land Area: 158.09 square kilometres.
- Annual Budget of over \$1 million.
- 5-person Council.
- 4 Staff.
- Fiscal Year: January to December.
- Gateway to Barkerville Historic Town & Park and Bowron Lakes Provincial Park
- Infrastructure: Water, Sewer, Roads, Power, Communications, Facilities

	<h2 style="text-align: center;">District of Wells</h2> <h3 style="text-align: center;">2022 to 2032 Concise Business Plan</h3> <p style="text-align: center;">PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0 Phone--250-994-3330 Fax--250-994-3331 www.wells.ca 2022 11-18--Version 3.3</p>
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Council

Council consists of Mayor and 4 Councillors; they, are selected by the Citizens of the District of Wells, by Election. Mayor and Councillors serve, 4-year terms; 3 members form a quorum.

Name	Original Term Start	Current Term End	Position & Communications	Background
Council				
Coleman, Ed	2022 Nov 8	2026 Oct	Mayor edcoleman@wells.ca 250-991-9034	Business, Industry, Not-for Profits, and Education
Funk, Dorothea	2022 Nov 8	2026 Oct	Councillor dfunk@wells.ca	Media, Arts, Library Science, & Community
Lewis, Jenn	2022 Nov 8	2026 Oct	Councillor jlewis@wells.ca	Entertainment Industry, Arts, Business & Community
Trotter-Wanner, Josh	2022 Nov 8	2026 Oct	Councillor josh@wells.ca	Industry and Engineering
Van Stralen, Dirk	2022 Nov 8	2026 Oct	Councillor vanstralen@wells.ca	Business and Arts
Previous Term (after February 2022 By-Election)				
Coleman, Ed	2022 Feb	2022 Oct/Nov	Mayor edcoleman@wells.ca 250-991-9034	Business, Industry, Not-for Profits, and Education
Funk, Dorothea	2022 Feb	2022 Oct/Nov	Councillor dfunk@wells.ca	Media, Arts, Library Science, & Community
Kilsby, Mandy	2018 Nov	2022 Oct/Nov	Councillor kilsby@wells.ca	Museum & Heritage
Lewis, Jenn	2022 Feb	2022 Oct/Nov	Councillor jlewis@wells.ca	Entertainment Industry, Arts, Business & Community
McDonagh, Shannon	2022 Feb	2022 Oct/Nov	Councillor smcdonagh@wells.ca	Business and Retail
Previous Term				
Cooley, Chris	2018 Nov	2021 Nov	Councillor	Tourism & Heritage
Dorwart, Kysenya	2018 Nov	2021 Nov	Councillor	Arts, Tourism & Heritage
Fourchalk, Gabe	2018 Nov	2021 Nov	Mayor	Industry
Rohatynski, Jordan	2018 Nov	2021 Nov	Councillor	Business & Tourism

Acting Mayor Schedule—Year 2022-2023: 2022 November & December and 2023 January—Councillor Funk; 2023 February, March & April—Councillor Lewis; 2023 May, June, & July—Councillor Trotter-Wanner; 2023—August, September, & October—Councillor Van Stralen; 2023 November & December—Councillor Funk



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Staff

Name	Title	Communication
Bailey, Brendan	Fire Chief	brendanbailey@wells.ca
Bailey, Emily	Fire Chief	emilybailey@wells.ca
Chard, Carrie	Fire Chief (to November 14 th)	Carrie.Chard@barkerville.ca
Doerksen, Niel	Public Works Superintendent	pbworks@wells.ca
TBD	Chief Administrative Officer	Admin1@wells.ca
Johnston, Chris	Public Works Assistant	
TBD	Community Marketing and Economic Development Officer	marketing@wells.ca
Ward, Angela	District Clerk & Chief Election Officer	clerk@wells.ca
Seasonal Staff	Seasonal Staff are hired for Public Works and Visitors' Centre	
Doug Chapman	Interim Chief Financial Officer	cfo@wells.ca

Wells Barkerville Community Forest Board (WBCFB)

Ref	Name	Position	Communication
	Beck, Cam	Coordinator/Manager	
	Bensted, Tony	Director	
	Graham, Rod	Director	
	MacDonald, Ian	President	
	Lewis, Jenn	Council Representative	

Other Services

Ref	Name	Position	Communication
	McKay, Deb	Librarian (CRD) at Community Hall	
		Seniors Room at Community Hall	



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Emergency Services

Structural Fire

Ref	Name	Title	Communication
	Bailey, Brendan	Fire Chief	brendanbailey@wells.ca
	Bailey, Emily	Fire Chief	emilybailey@wells.ca
	Chard, Carrie	Fire Chief (to November 14 th)	Carrie.Chard@barkerville.ca

Police

Ref	Name	Position	Communication
	McCleary, Mike	Constable--Wells Detachment	250-994-3314
	Nelson, Mike	Constable--Wells Detachment	250-994-3314
	Pelletier, Steven	Corporal--Rural Policing--Quesnel	250-992-9211
	Weseen, Richard	Sargent--Operations NCO--Quesnel	250-992-9211

Ambulance and Health

Ref	Name	Position	Communication
	Hunter, Jody	Head EMT	
	Nielsen, Barb	Nurse Practitioner	250-992-8321



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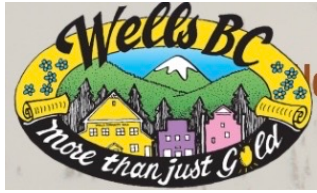
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Wildfire (see also Appendix J--Draft Wildfire Risk Map)

Ref	Name	Position	Communication
	Bailey, Brendan	Fire Warden	
	Lees, Matt	Cariboo Fire Centre Williams Lake	
	Salewski, John	Manager, Blackwater Wildfire Division, Quesnel (Wildfire Response)	
	Taylor, Bob	Land & Resource Coordinator (Fuel Mitigation)	

Utilities--Communications and Power

Ref	Name	Position	Communication
	Dillabough, Julia	Telus Manager, Community Service and Excellence	
	Mosure, Dave	BC Hydro Coordinator--Northern Community Relations	



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2022 11-18--Version 3.3

Committees

- Committee of the Whole—Council for Executive, Finance, Public Meetings, Other
- Wells Community Vision and Planning Committee—Select Committee (including New Official Community Plan)
 - **Co-Chair Councillor Jenn Lewis (pending November 22nd Council Meeting)**
 - **Co-Chair Mayor Ed Coleman**
 - Councillor Jenn Lewis
 - Natalie Cook (Barkerville Gold Mines)
 - Elyssia Sasaki (Island Mountain Arts)
 - Cindy Davies (The Wells Hotel)
 - Judy Campbell
 - Julia Mackey
 - Ian Douglas
 - Josh Trotter-Wanner
 - Cam Beck (recommendation by Councillor Funk, pending Nov. 22nd Council Meeting)
- Wells Community Facility Building Committee—Select Committee (building also known as Wells Barkerville Cultural and Recreation Centre)
 - **Co-Chair—Councillor Dorothea Funk**
 - **Co-Chair—Councillor Josh Trotter-Wanner (pending November 22nd Council Meeting)**
 - Mayor Ed Coleman
 - Judy Campbell
 - Alison Galbraith
 - Dawn Leroy
 - Julia Mackey
 - Josh Trotter-Wanner
 - Hayley Archer
- Emergency Preparedness Committee—Fire Chief, RCMP, Ambulance, Staff, Businesses, Wildfire Branch, Osisko, Barkerville, Other
- Housing and Heritage—TBD
- Other



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2022 11-18--Version 3.3

Bylaws, Policies, and Practice *(See also Appendix H--Bylaws List)*

- Council Procedures Bylaws
- Emergency Services Bylaws
- General Regulations Bylaws
- OCP & Planning Bylaws
- Taxation and Fees Bylaws
- Operating Policies and Practices
- Governance Policies and Practices

Permits

- Building Permits
- Development Permits
- Demolition Permits

Provincial Links

The District of Wells runs under the laws of the Community Charter and Local Government Act.

Community Charter

https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/03026_00

Local Government Act

https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/r15001_06#section227

CivicInfoBC

<https://www.civicinfo.bc.ca/>

Standing Services and Contractors *(under development, see also Appendix F--Topics)*

Ref	Name	Position
	TD Canada Trust (Quesnel)	Bank
	Integris Quesnel	Bank
	FBB Chartered Professional Accountants (Quesnel)	Auditor
	Other	TBD



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2022 11-18--Version 3.3

Important Publications and Information

Ref	Title	Last Revised Date
1	Draft New Official Community Plan	2022 September
2	Annual Audited Statements of Financial Information (SOFI)	Expected 2022 November
3	Draft Wells Barkerville Cultural and Recreation Centre Plan (being updated in Fall 2022)	2020 September 30
5	CivicInfoBC Online Information-- https://www.civicinfo.bc.ca/	
6	Wells Barkerville Community Forest Business Plan	
7	Wells Community Foundation Business Plan	
8	Structural Fire Protection Plan	November 2022
9	Wildfire Protection Plan	November 2022
10	Sewer System Assessment	October 2022

Regular Council Meeting Dates 2022

January 2022 Cancelled	February 8, 2022 Cancelled Due to By-Election	February 22, 2022	March 15, 2022 Strategic Planning
March 22, 2022	April 5, 2022	April 19, 2022	May 3, 2022
May 17, 2022	June 7, 2022	June 21, 2022	July 12, 2022
August 16, 2022	September 6, 2022	September 27, 2022	October 11, 2022
October 25, 2022	November 8, 2022	November 22, 2022	December 6, 2022

Proposed Regular Council Meeting Dates 2023

January 3, 2023	January 17, 2023	February 7, 2023	February 21, 2023
March 7, 2023	March 21, 2023	April 4, 2023	April 18, 2023
May 2, 2023	May 16, 2023	June 6, 2023	June 20, 2023
July 18, 2023	August 15, 2023	September 5, 2023	September 26, 2023
October 3, 2023	October 17, 2023	November 7, 2023	November 21, 2023
December 5, 2023			



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2022 11-18--Version 3.3

Projects

(See also Appendix N—Projects Tracking Grid)

P=priority (1 to 3) G=Goals Alignment Number ID=idea identified PL=planning
IP=implementation phases CP=planned completion CA=actual completion E=evaluation (1 to 10)

Project #	Ref	Project Title and Actions	P	G	ID	PL	IP1	IP2	IP3	CP	CA	E
P001	1	Outdoor Ice Rink	1		x	x	x	x				
P002	2	Sewer System Assessment	1		x	x						
P003	3	New OCP	2		x	x	x	x				
P004	4	Community Cultural & Recreation Centre	1		x	x						
P005	5	Playground	2		x	x						
P006	6	Indigenous Partnerships	1		x	x						
P007	7	Municipal Hall Upgrades	1		x	x	x					
P008	8	Firehall Upgrades	1		x	x	x					
P009	9	Road Maintenance and Snow Removal Contract	1		x	x	x	x				
P010	10	BC Hydro Community Energy Project	1		x	x	x	x				
P011	11	NDIT Highway 26 Power Line Project	1		x	x	x					
P012	12	Telus Pole at Firehall	1		x	x	x	x				
P013	13	Community Transition Response Table	2		x	x	x					
P014	14	Community Wildfire Structure Protection Plan	2		x	x	x	x				
P015	15	Community Structural Fire Protection Plan	2		x	x	x	x				
P016	16	Housing & BC Housing	2		x	x						
P017	17	Osisko MOU and Community Agreement	2		x	x	x					
P018	18	Water System Assessment	2		x	x	x					
P019	19	Cemetery	3		x	x						
P020	20	Wells Community Forest Phase 2	2		x	x	x	x				
P021	21	Green Infrastructure Project	2		x	x						
P022	22	Emergency Response Plan	2		x	x	x	x	x			
P023	23	UBCM—Fire Equipment & Training Grant	2		x	x						
P024	24	Change Sand in Water System	1		x	x	x					
P025	25	2023 Economic Development Officer Funding NDIT	1		x	x	x					



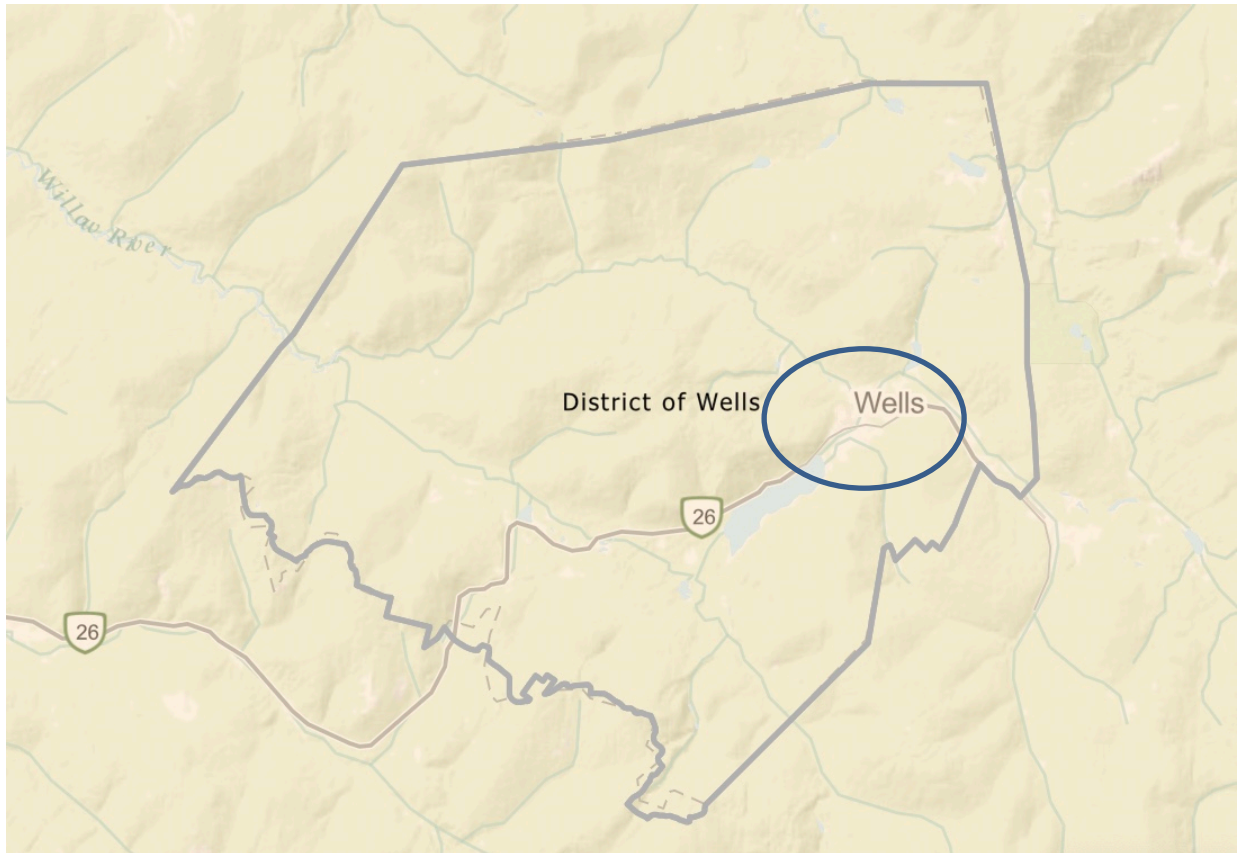
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2022 11-18--Version 3.3

District of Wells Map and Boundaries—Sample Only (Land Area: 158.09 square kilometres.)





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Wells Basic Map—Sample Only





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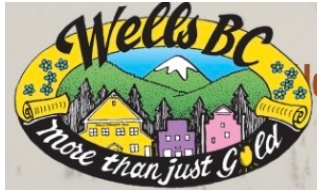
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Cariboo Regional District Map and Boundaries—Sample Only

Cariboo Regional District Attributes: Extensive Indigenous history; cultural diversity; strong sense of community; high proportion of pioneer/multi-generational families; generous communities, conscious of risk populations, consistent economy; fluctuating employment with forestry, wood processing, mining, ranching, farming, tourism, and other.





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2022 11-18--Version 3.3

Indigenous Nations

Indigenous Nations have been established for millennia in the Cariboo and District of Wells areas. Unfortunately, one Indigenous Nation located at Bear/Bowron Lake & Area, was completely lost due to disease in the mid-1800s. Below is a list of identified Indigenous Nations in the Cariboo by the British Columbia Assembly of First Nations (BCAFN), *sourced from www.bcafn.ca* There were several additional Nations involved in the 1800s and early 1900s in the Trading and Mining Economies. The United Nations declaration on the Rights of Indigenous People (UNDRIP) helps guide relationship development with Indigenous Governments, Nations, and Peoples.

"Cariboo" Indigenous Languages

- Tsilhqot'in
- Secwepemctsin
- Dakelh
- Tse'khene

"Cariboo" Indigenous Nations

- [?Esdilagh First Nation](#)
- [Canim Lake](#)
- [Esk'etemc](#)
- [Lheidli T'enneh First Nation](#)
- [Lhoosk'uz Dene Nation Formerly known as Kluskus](#)
- [Lhtako Dene Nation](#)
- [McLeod Lake Indian Band](#)
- [Nazko First Nation](#)
- [Stswecem'c Xgat'tem First Nation](#)
- [Tl'esqox Formerly Known as Toosey Band](#) (*preferred: Tl'esqox*)
- [Tl'etinqox Government](#)
- [Tsideldel Formerly Known as Alexis Creek](#) (*preferred: Tsideldel*)
- [Ulkatcho Indian Band](#) (*preferred: Ulkatcho*)
- [Williams Lake Indian Band](#) (*preferred: Williams Lake First Nation*)
- [Xat'sull formerly known as Soda Creek Indian Band](#) (*preferred: Xat'sull*)
- [Xeni Gwet'in First Nations Government](#)
- [Yunesit'in Government](#)



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Wells, BC and District of Wells Short History Timeline

Year	Item
Millennia Before Present	Indigenous Nations Established
1858	Cariboo Gold Rush
1933	Wells Established, including the Wells Townsite Company
1967	Wells Improvement District Established, and later some services with Cariboo Regional District
1998	District of Wells Incorporated

Wells, BC Short History Overview (1920s to 1930s)

(Excerpts from Teachers' Resource Guide, Wells Historical Society.)

Wells is named after Fred Marshall Wells. When Fred Marshall Wells came to the Barkerville area in the early 1920s, there was nothing at the future site of his town except a sawmill and a roadhouse that had been there since the 1890s. Wells, a prospector with experience all over Canada, formed the Cariboo Gold Quartz Mining Company in 1926 with W.R. Burnett to investigate a series of claims on Cow Mountain.

The Wells Townsite Company was incorporated in 1933. Burnett, Solibakke and Wells were directors; the balance of shares was held by Cariboo Gold Quartz. The objectives were to provide the necessary services for the town by clearing, laying out, and selling lots, providing water and electrical services, erecting houses for sale or lease, erecting a hospital, school, and community hall, and encouraging construction of churches, recreational facilities, hotels, stores, and other commercial establishments. It was clear from the beginning that the Townsite Company would encourage private enterprise to develop the commercial district.



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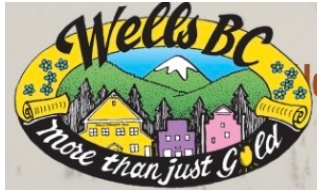
District of Wells Annual Operating Cycle

- Budget Development Range—November to March, including Public Meeting
- Budget Approval Range—February to April
- Annual External Previous Year Audit Range—March to July
- Provincial Government Reporting Requirements—Year-round
- Snow Removal—October to April (and sometimes including other months)
- Flood Watch—April to July (and sometimes including other months)
- Wildfire Watch—May to September (and sometimes including other months)
- Extreme Weather Events—Year-round
- Facilities Maintenance—Year-round
- Strategic Plans Implementations—Year-round
- External Grant Applications and Implementation—Year-round
- Elections—every four years on Provincial Cycle, by-elections at-times for resignations

Partners and MOUs

MOUs are being considered for various partners, see Appendix C—Draft Memorandum of Understanding Template. Council will review priority and suitability of MOU opportunities over-time—see Appendix A for Partners List:

- Wells Barkerville Community Forest
- Trails MOUs—WATS and Province of BC
- Barkerville Historic Town & Park
- Osisko Developments—BGM (Barkerville Gold Mines)—MOU Established
- Indigenous Nations
- School District 28
- Fraser Head Waters—MOU Established



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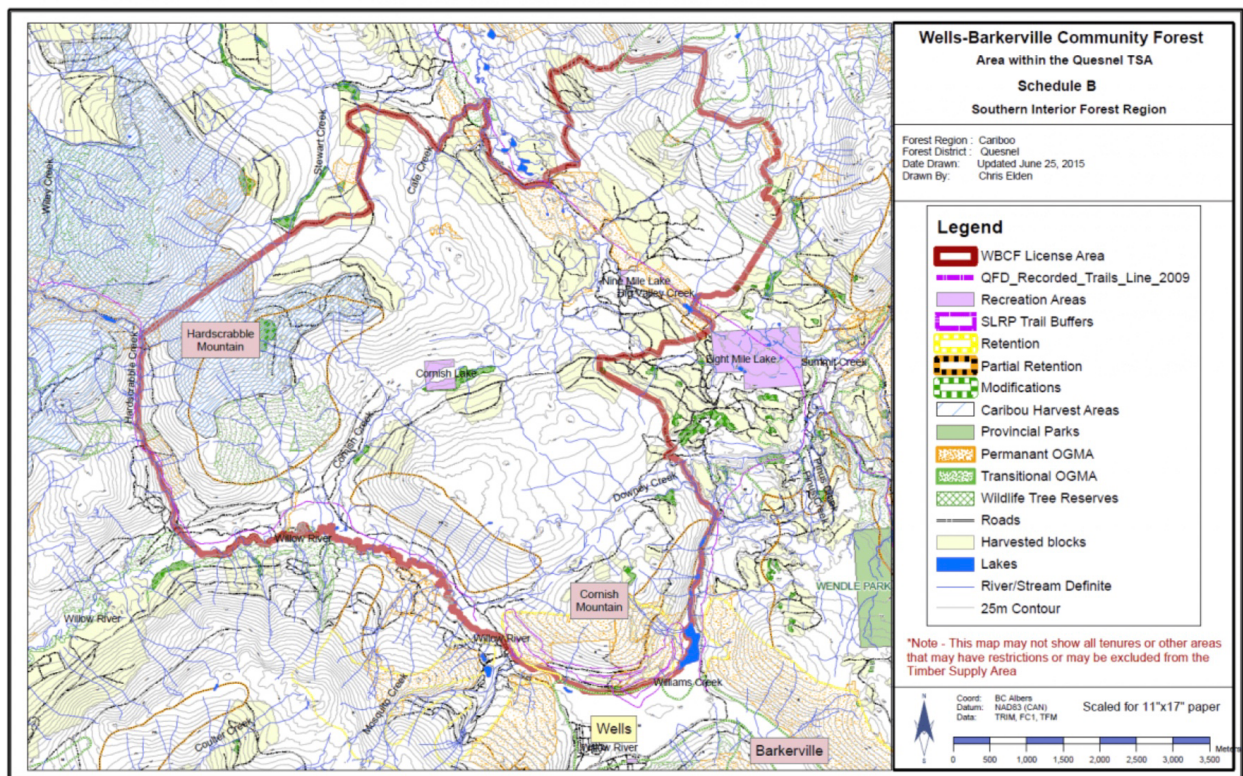
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Wells Barkerville Community Forest

The Wells Barkerville Community Forest was approved and granted to the Wells Barkerville Community Forest Corporation in 2014 by the Province of BC. The forest covers approximately 4300 hectares to the north of the town of Wells.

The Wells-Barkerville Community Forest Ltd (WBCF) is governed by a Board comprised of seven Directors. It is a Corporation that has a single shareholder, which is the District of Wells. The WBCF is committed to managing the forest in a sustainable way while also benefiting the local community.

Being right on the edge of town, the WBCF contains some of the area's recreation trails, forms part of the town's viewscape, is a popular non-timber forest product harvesting area, and contains one local home. The WBCFC is committed to being open, providing information to the community, and listening to public input.





District of Wells 2022 to 2032 Concise Business Plan

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2022 11-18--Version 3.3

Draft General Operating Practices

- Respect and understanding are key operating principles.
- Communication occurs through the “Chair” at any meeting, with an efficient speakers list to manage a good flow on discussions.
- Mayor and the CAO are the main contacts for the District Municipality.
- Committees and Select Committees are assigned as required.
- Councillors have specific responsibilities and community assignments.
- Mayor and CAO are the main liaisons for auditors.
- Committee Chairs report at Council meetings as required.
- The CAO and Staff are evaluated annually.
- Goals and Actions are reviewed annually.
- Annual Report completion occurs after annual audit.
- Communications to the Community and Partners are effective and accountable.
- Finances:
 - Records are updated and maintained.
 - Financial reporting takes place monthly.
 - Timely banking and government reporting occurs.
 - An annual Budget is created, approved by the Council, and monitored.
 - An annual Audit occurs as per Provincial Government regulations with a Chartered Professional Accountants Firm
 - The T3010 Charities Report to Revenue Canada is completed with 180 days of the end of Fiscal.
 - Annual Financial Statements are presented and are publicly available.



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0

Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Consolidated Statement of Financial Position

(Audited by FBB Chartered Accountants LLP of Quesnel, see full SOFI Report for details.)

	Audited 2021 (Coming November 2022)	Audited 2020	Audited 2019
<i>(for the year ending December 31st)</i>			
Financial Assets			
Cash and Investments		\$ 623,873	\$ 273,243
Taxes and Accounts Receivable		322,000	185,700
Investment in Wholly Owned Subsidiary		242,407	170,107
Total Financial Assets		1,188,280	629,050
Financial Liabilities			
Accounts Payable and Accrued Liabilities		\$ 58,405	\$ 91,743
Liability for Contaminated Site		-	42,375
Deferred Revenue		85,475	94,925
Total Financial Liabilities		143,880	229,043
Total Net Financial Assets		1,044,400	229,043
Non-Financial Assets			
Property Acquired for Taxes		10,163	10,163
Prepaid Expenses		2,803	2,672
Tangible Capital Assets		6,295,956	6,418,033
Total Non-Financial Assets		6,295,922	6,430,868
Total Accumulated Surplus		7,340,322	6,830,875



District of Wells

2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0

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2022 11-18--Version 3.3

Consolidated Statement of Operations

(Audited by FBB Chartered Accountants LLP of Quesnel, see full SOFI Report for details.)

<i>(for the year ending December 31st)</i>	Audited Actual 2021 (Coming November 2022)	Audited Actual 2020	Audited Actual 2019
Revenue			
Government Grants		\$ 801,053	\$ 565,962
Taxation		208,192	205,851
Other Revenue		67,091	68,650
Utility User Fees		100,944	108,401
Other Grants		170,219	101,481
Sale of Services		14,899	14,130
Equity (loss) Income from Subsidiary		168,962	(36,915)
Deferred Revenue from Previous Year		85,475	335,787
Deferred Revenue from Following Year		(85,475)	(85,475)
Total Revenue		1,531,360	1,277,772
Expenses			
Amortization		153,919	199,372
Government Services		716,685	1,038,397
Protective Services		26,055	18,164
Water Utility Operations		68,522	84,520
Sewer Utility Operations		56,732	80,340
Total Expenses		1,021,913	1,420,793
Annual (deficit) Surplus		509,447	(143,021)



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2022 11-18--Version 3.3

Budgets (updated to 2022 August 02)

Item	2021 Provisional	2021 Actual	2022 Provisional	2022 Actual (to August 2)
Revenue				
Municipal Tax Levied	-90281	-92723	-95036	-92108
Frontage Taxes	-87464	-87844	-90475	-86896
1% Taxes (Hydro and Telus)	-5503	-25825	-25900	-13177
Grants in Lieu of Taxes	-8032	-16010	-14865	0
Services Supplied to other Governments	-6524	-4000	-6074	0
Garbage Collection Services	-13499	-13419	-13821	-13339
Licences and Permits	-4812	-10414	-13000	-2752
Rentals	-11200	-20915	-24485	-3769
Investment Income	-500	-1427	-1400	0
Penalties & Interest on Taxes	-5500	-619	-8800	0
Other Income (Waste Water and OCP)	-205612	-230887	-234050	-420
Wells Barkerville Comm Forest dividends	-96662	-96662	-228859	-228859
Unconditional Grants	-461606	-435000	-435000	-425000
Conditional Grants	-149968	-169075	-144231	-50000
Collections for Other Governments	-127073	-77383	-126911	-117406
Transfers from old Integris Fund		112576		
Gen. Cap Fund--Government	-30000	-471181	-433236	-117000
DONATIONS FOR PLAYGROUND (WAACA)	-28150	-28150	-28150	
Water Fund--Sales and Other	-102305	56570	-110063	-52619
Sewer Fund--Sales and Other	-43690	-50891	-93700	-46958
Totals	-\$ 1,478,381	-\$ 1,663,279	-\$ 2,128,056	-\$ 1,250,303
Expenses				
Legislative Costs	53135	35315	35854	20098
Administration (HR)	407000	366692	489000	240165
Administration (General)	82795	99430	99891	59831
Elections & Referenda			10000	5209
Utility Administration	55000	0	0	0
OCP Re-Write (In-kind donation)	100000	69450	30550	27300
Community Hall	32750	107245	82000	36846
Municipal Hall	17500	7459	140000	62724



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2022 11-18--Version 3.3

Wells School	66200	42543	105000	46334
Visitor Info Centre	6500	9676	4000	6595
Fire Brigade-General	45975	30039	28400	5450
Fire Brigade-Communications	2500	818	2020	846
Fire Brigade-Fire Hall	14100	21883	84000	12616
Fire Brigade-Vehicles	2950	2233	3170	1765
Building Inspections	10000	5214	14000	4888
Public Works-General	113500	125741	125500	66768
Public Works-Street Lights	8000	8149	8500	4935
Public Works-Garbage Collection	15000	14897	15212	10711
Public Works-Spring Clean-up	1000	0	1000	0
Economic Development	17700	9015	17200	5967
Community Planning	90912	13250	-168019	1695
Community Development	39500	36604	43600	13462
CERIP--Ice Rink Revitalization			428851	325000
Debt Services (Bank Fees)	1215	528	1200	142
Collections for Other Governments	122435	110226	126911	26777
General Capital Fund-Equipment	5000	4860	6000	1850
Emergency Program Projects	30500	8291	12000	1830
PLAYGROUND DEVELOPMENT (WAACA)	28150	0	28150	0
Water Capital Fund	-85216	0	0	0
Water Fund Administration	20000	28667	21690	4599
Water Fund Distribution	28400	56427	21000	2823
Water System Facilities	35700	10937	43050	4435
Water System-Emergency Water	0	9781	0	0
Water System-Hydrants Maintenance	3000	0	3000	0
Sewer-Admin	7500	3826	16290	7100
Sewer-Collection System	15900	32826	215164	8498
Sewer-Facilities	11650	1460	11350	1217
Sewer-Lagoon Facility	19500	11962	22500	9846
Totals	\$ 1,425,751	\$ 1,285,444	\$ 2,128,034	\$ 1,028,322



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2022 11-18--Version 3.3

Finances—Mil Rates (approved 2022 May 10th)

DISTRICT OF WELLS BYLAW No. 205, 2022 SCHEDULE "A" SCHEDULE OF TAX RATES FOR THE YEAR 2022

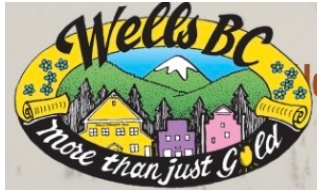
TAX RATES IN DOLLARS PER \$1000 OF ASSESSMENT

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
PROPERTY CLASSIFICATION	GENERAL MUNICIPAL	CRD ADMIN	CRD REFUSE	REGIONAL HOSPITAL
1 Residential	2.45456	0.52827	0.39023	0.68775
2 Utility	24.23881	1.84896	3.85353	2.40712
4 Major Industry	11.14371	1.79613	1.77165	2.33835
5 Light Industry	11.14371	1.79613	1.77165	2.33835
6 Business/other	9.69552	1.29427	1.54141	1.68498
7 Managed Forest	2.45456	1.58482	0.39023	2.06325
8 Rec/non-profit	2.45456	0.52827	0.39023	0.68775
9 Farm	2.45456	0.52827	0.39023	0.68775

Tax Exemptions for 2020

(\$14,447 total exemptions)

- Wells Historical Society (2 folios)
- Island Mountain Arts Society (3 folios)
- Wells Recreation Society (1 folio)
- Royal Canadian Legion Branch 128 (1 folio)



District of Wells 2022 to 2032 Concise Business Plan

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2022 11-18--Version 3.3

Five-year Financial Plan (approved 2022 May 10th)

DISTRICT OF WELLS

District of Wells Five Year Financial

Bylaw No. 204, 2022

Schedule "A"

DISTRICT OF WELLS: 2022-2026 Financial Plan

REVENUES	2022	2023	2024	2025	2026
Property Taxation	\$ 208,056	\$ 214,297	\$ 220,726	\$ 227,348	\$ 234,168
Grants-in-Lieu of Taxes	\$ 14,865	\$ 15,162	\$ 15,465	\$ 15,775	\$ 16,090
Services for Other Governments	\$ 6,074	\$ 6,195	\$ 6,320	\$ 6,446	\$ 6,575
Other Revenues	\$ 117,656	\$ 120,009	\$ 122,409	\$ 124,858	\$ 127,355
Wells Community Forest Revenues	\$ 228,859	\$ 104,740	\$ 104,740	\$ 104,740	\$ 104,740
Government Grants	\$ 1,006,851	\$ 5,443,460	\$ 435,000	\$ 3,435,000	\$ 435,000
Other Grants	\$ 265,705	\$ 108,200	\$ 108,200	\$ 108,200	\$ 108,200
Transfers From Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Utility Users fees	\$ 203,763	\$ 207,838	\$ 211,995	\$ 216,235	\$ 220,560
GAS TAX Funds (restricted reserve)	\$ 64,263	\$ 64,263	\$ 64,263	\$ 64,263	\$ 64,263
Donations	\$ 230,550	\$ 2,404,540	\$ -	\$ -	\$ -
Transfer From General Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Previous Year Surplus	\$ -	\$ 0	\$ (0)	\$ 0	\$ 0
TOTAL	\$ 2,346,632	\$ 8,688,701	\$ 1,339,118	\$ 4,302,865	\$ 1,316,951
EXPENDITURES	2022	2023	2024	2025	2026
General Government Services	\$ 587,335	\$ 599,081	\$ 580,937	\$ 592,556	\$ 604,407
Protective Services (WVFB & Hall)	\$ 199,590	\$ 109,590	\$ 111,782	\$ 114,017	\$ 116,298
Public Works	\$ 150,212	\$ 153,216	\$ 156,280	\$ 159,406	\$ 162,594
Development Services & Planning	\$ 365,262	\$ 64,994	\$ 66,294	\$ 67,620	\$ 68,972
Water Utility Operations	\$ 88,740	\$ 90,515	\$ 92,325	\$ 94,172	\$ 96,055
Sewer Utility Operations	\$ 265,304	\$ 55,641	\$ 56,753	\$ 57,888	\$ 59,047
Municipal Property Operations	\$ 254,000	\$ 66,610	\$ 67,943	\$ 69,301	\$ 70,687
Debt Principal	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Capital	\$ 428,851	\$ 7,413,000	\$ -	\$ 3,000,000	\$ -
Fiscal Charges	\$ 1,250	\$ 1,288	\$ 1,326	\$ 1,366	\$ 1,405
TOTAL	\$ 2,340,544	\$ 8,553,935	\$ 1,133,640	\$ 4,156,326	\$ 1,179,465
Balance	\$ 6,088	\$ 134,766	\$ 205,478	\$ 146,539	\$ 137,486
To Cemetery Restricted Reserve	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
To Fed Fuel Tax Restricted Reserve	\$ 0	\$ -	\$ -	\$ -	\$ -

District of Wells Bylaw No. 204,2022



District of Wells 2022 to 2032 Concise Business Plan

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Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Five-year Financial Plan (approved 2022 May 10th)

DISTRICT OF WELLS

Accumulated Surplus (Gen Reserve)	\$ -	\$ -	\$ -	\$ -	\$ -
Surplus tranferred to Future Year	\$ 6,088	\$ 134,766	\$ 205,478	\$ 146,539	\$ 137,486
General Reserve at year end	\$232,494	\$233,775	\$235,057	\$236,342	\$237,632
Fed Fuel Tax Reserve at year end	\$0	\$0	\$0	\$0	\$0
Cemetery Reserve at year end	\$1209	\$1,309	\$1,409	\$1,509	\$1,609
Jan 1, 2022 General Reserve:	\$232,493.87				
Jan 1, 2022 Restricted Reserve: Fuel Tax	-\$64,263				
Jan 1, 2022 Restricted Reserve: Cemetery	\$1109.32				

Capital projects are all externally funded. (see Government Grants in table)

Rewriting of the Official Community Plan commenced January 2021, ETA for completion is June 2022.

Small expansion of tax base

3% Rate Increase on annual Property Taxes (GEN MIL RATE ONLY)

2% inflation average annually (revenues and expenses)

Sewer Treatment Facility Feasibility Assessment to commence May 2022.

2023 Sewer Treatment Facility Replacement commencement (subject to funding) \$6,200,000.00

2022 Ice rink Revitalization Project commenced (Grant for \$461,000 awarded in 2021)

2022 Emergency Repairs to the Fire Hall, Municipal Hall and Wells Community Hall (Health and Safety)

Proposed Cariboo Gold Project and potential growth of Tax Base by 2025/26

Assumes no major financial costs that cannot be covered by restricted reserves.

District of Wells Bylaw No. 204,2022



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2022 11-18--Version 3.3

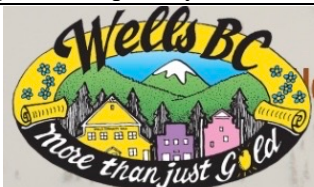
Wells Branding--2023 to 2030 (in-progress)

Branding Steps:

- *Audience Needs;*
- *Attributes of the Organization;*
- *Brand: Purpose, Promise, Essence, Checklist;*
- *Visual Identity: Logo, Colours, Iconography, Photography & Video, Tone, Notional Applications, Typography.*
 - *Brand Promise*
 - *Logo Set*

Logo

Original Logo developed by Marie Nagel in 1998.



Marketing Opportunities

<ul style="list-style-type: none"> • Partnerships • Regional & Provincial Networking • Social Media, Website, and Internet • Business Cards; Key Message Cards • Donor Envelope Packages 	<ul style="list-style-type: none"> • Newspaper • Radio • Billboard • Exhibits • TV • Annual Report • Newsletter (and use of others' newsletters) 	<ul style="list-style-type: none"> • Specialty Magazine • Target Market Events • Specialty Promotions • Brochures and Guides • Prospective Major Donor Briefing Packages (good management, prior support, benefits, support levels, professional presentation)
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2022 11-18--Version 3.3

2021 to 2024 Goals, Objectives, and Actions

The following **2021 to 2024 Goals, Objectives, and Actions** were developed by the 2018 October to 2021 November Staff and Council. This work to-date has been reviewed by the current 2022 February to 2022 October Council. (See *North Vancouver Best Practice for Goals classification: Provide, Partner, Facilitate, and Advocate*)

Ref	2021 to 2024 Goals and Actions Notes	Priority 1 to 3 1=high	Projected Completion YY-MM
1	Enrich Community. <i>How to measure:</i>		
1.1	Increase Housing <i>Options: new construction, and land available for potential development.</i> <i>Considerations: work with partners for proactive solutions, facilitation by DOW, Crown Lands release, BC Housing applications, fast track of zoning and permits, municipal properties for affordable and seniors housings</i>		
1.2	Decrease Absentee Landlords <i>Options: examine how to increase in-town ownership</i> <i>Considerations: examine other municipalities or jurisdiction's actions</i>		
1.3	Increase Transit and Transportation <i>Options: twice a week to Quesnel and back, versus just once, and consider bus stops between Wells and Quesnel.</i> <i>Considerations: Stops to consider--Bowron, Barkerville, Stanley, Troll, and Cottonwood.</i>		



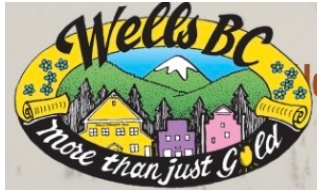
District of Wells 2022 to 2032 Concise Business Plan

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Phone—250-994-3330 Fax—250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Ref	2021 to 2024 Goals and Actions Notes	Priority 1 to 3 1=high	Projected Completion YY-MM
1.4	<p>Increase Healthcare Access</p> <p>Options: doctor or nurse practitioner on scheduled basis, telehealth, and relocate office and expand to 2nd office.</p> <p>Considerations: talk to Northern Health about expansion past once a month, implement telehealth, and fitness centre and health offices in same location.</p>		
1.5	<p>Improve Wells Outdoor Parks & Facilities</p> <p>Options: revitalize green space at Mildred, Jones, Baker, and Dawson, complete ice rink project, maintain pavilion, upgrade playground, and implement sports at Pooley Street ball diamond.</p> <p>Considerations: outdoor rink (roof, boards, surface, lighting, seating, mini-Zamboni (2021 Feb grant approved for \$441,600), new safe playground, implement (snow ball, OLT tournaments, soft ball, disc golf), bmx track or skate park, market winter carnival & outdoor concerts & movies, and farmers' markets</p>		
1.6	<p>Revitalize Wells Community Hall</p> <p>Options: repairs and upgrades</p> <p>Considerations: outside paint, new windows, new roofing, new banquet room fridge and freezer, move fitness centre out of banquet room, indoor pickleball, indoor walking club, seniors indoor floor curling & chair yoga, youth arts, dance & yoga, pool table from WHS in a room beside banquet room, ping pong, and other games for all ages.</p>		



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Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Ref	2021 to 2024 Goals and Actions Notes	Priority 1 to 3 1=high	Projected Completion YY-MM
1.7	<p>Overall Plan for Community Facility (School Building)</p> <p>Options: revitalize, sell or transfer ownership to not-for-profit, health and safety concerns, risk management, school needs, IMA needs, board & conference rooms.</p> <p>Considerations: school—revitalize in current and/or build new, current high costs to operate, funding partners—Osisko, Ministry of Education, Bowron, CRD, and including EDUCO potential programming linked for forest trail system.</p>		
1.8	<p>Revitalize Fire Hall</p> <p>Options: investigate solutions and funding</p> <p>Considerations: potential partnerships with Osisko and Barkerville.</p>		
1.9	<p>Volunteer Recruitment and Retention</p> <p>Options: recognition night with dinner and awards, and more resident participation.</p> <p>Considerations: organize dinners & awards, and fund raising for Community Hall and Wells Volunteer Fire Department</p>		
1.10	<p>Safe Community</p> <p>Options: increase dialogue & communications with RCMP, street lighting, neighbourhood watch, and green & red “check” program</p> <p>Considerations: RCMP attendance at Council, and BC Hydro to install LED lighting.</p>		



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2022 11-18--Version 3.3

Ref	2021 to 2024 Goals and Actions Notes	Priority 1 to 3 1=high	Projected Completion YY-MM
1.11	<p>Green Community</p> <p><i>Options: community garden energy reduction, outdoor recreation green spaces.</i></p> <p><i>Considerations: build year-round greenhouses, include energy in public buildings review, and new playground.</i></p>		
1.12	<p>Heritage Values</p> <p><i>Options: ensure the heritage values of the community are protected.</i></p> <p><i>Considerations: examine the need to update the bylaw for protecting heritage buildings, and recommend and encourage new developments be historical looking with energy efficient buildings.</i></p>		
2	<p>Promote the Local Economy</p> <p><i>How to measure: track joint initiatives and projects.</i></p>		
2.1	<p>Promote New Business Investment in Wells</p> <p><i>Options: target early retirees, artists, crafts people, investment & business owners with location flexibility, and promote Wells as an opportunity for new ventures in a unique environment.</i></p> <p><i>Considerations: marketing focus.</i></p>		
2.2	<p>Re-development of Casino Property</p> <p><i>Options: encourage entrepreneurs to invest in re-starting up a casino in the area.</i></p> <p><i>Considerations: be flexible with Zoning for CWC area.</i></p>		



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2022 11-18--Version 3.3

Ref	2021 to 2024 Goals and Actions Notes	Priority 1 to 3 1=high	Projected Completion YY-MM
2.3	<p>Accommodations Tax</p> <p>Options: re-apply for the hotel tax (MRDT).</p> <p>Considerations: re-apply for MRDT.</p>		
2.4	<p>Attract a large 4-star Hotel to the Community</p> <p>Options: attract a large 4-star Hotel to the community.</p> <p>Considerations: be flexible with zoning requirements, promote land availability, and attract investors with the potential of the Cariboo Gold Project</p>		
2.5	<p>Promote Four Season Trail Use</p> <p>Options: create new outdoor recreation maps for winter and summer trails with historical information, and make trail network more accessible.</p> <p>Considerations: produce new maps with grants from outside organizations.</p>		
2.6	<p>Promote Four Season Recreation Activities in the Area</p> <p>Options: develop consistent quality trails funded by grants and fees, develop and promote tourism packages, trail passes, and meal packages.</p> <p>Considerations: District and local groups (WATS and Snowmobile Club) to apply for applicable grants, Chamber to develop packages, place packages on applicable portion of www.wellsbc.com website and create dedicated marketing and literature.</p>		



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Phone—250-994-3330 Fax—250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Ref	2021 to 2024 Goals and Actions Notes	Priority 1 to 3 1=high	Projected Completion YY-MM
2.7	<p>Encourage Property Owners to Paint/Clean-up Residences and Businesses</p> <p>Options: repeat property improvement contest to provide incentive to clean-up untidy premises, and enforce unsightly premises bylaw.</p> <p>Considerations: hold an annual spring clean-up campaign and façade improvement project, and enact unsightly premises bylaw.</p>		
2.8	<p>Develop Festival Site Band Shell at Ball Diamond</p> <p>Options: secure additional funding, and determine type of stage.</p> <p>Considerations: research possible funding grants.</p>		
2.9	<p>Increase Tourism</p> <p>Options: encourage all outdoor spaces, recreational trails, events, activities, new watercraft rentals, new pavilion, and new musical playgrounds, and promote the new Community Forest trail system and Educational Forest.</p> <p>Considerations: VIC—continue swag bags, add over the water deck with seating for picnics, and look at adding another pavilion close to the beach.</p>		
2.10	<p>Open Crown Land for Sales</p> <p>Options: work with Integrated Land Management to coordinate sales and marketing of Crown property.</p> <p>Considerations: request help from local MLA to help speed-up the process.</p>		



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2022 11-18--Version 3.3

Ref	2021 to 2024 Goals and Actions Notes	Priority 1 to 3 1=high	Projected Completion YY-MM
2.11	<p>Increase Conference Potential</p> <p>Options: upgrading of facilities, increased marketing, and WBCF Board Meetings.</p> <p>Considerations: complete work on Wells Community Hall, and create conference specific marketing.</p>		
2.12	<p>Market Community</p> <p>Options: execute a broad-based marketing plan with budget for Wells and area, and coordinate consistent opening hours for tourism related businesses in Wells.</p> <p>Considerations: fund and implement plan, and letter from council to encourage Chamber of Commerce to work closely with local businesses to coordinate hours.</p>		
2.13	<p>Creation of Circular Route to Wells</p> <p>Options: continue to lobby for year-round circular route (Bowron River Road to Highway 16), and secure a funding contribution from CCBAC towards route construction.</p> <p>Considerations: work with local MLA, work with Ministers at UBCM, emphasize security/secondary route aspect, lobby CCBAC board/CCCTA.</p>		
2.14	<p>Community Poster Board</p> <p>Options: install new community poster board to publicize local events.</p> <p>Considerations: staff have a new enclosed free standing board and need to install it in the spring.</p>		



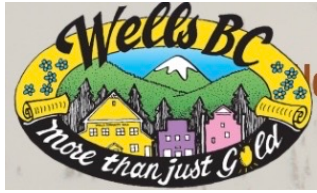
District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0

Phone—250-994-3330 Fax—250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Ref	2021 to 2024 Goals and Actions Notes	Priority 1 to 3 1=high	Projected Completion YY-MM
2.15	<p>Prepare for Post COVID</p> <p>Options: ensure access to grants.</p> <p>Considerations: maintain EDO position, and continue community retention and resiliency programs in efforts of economic recovery.</p>		
2.16	<p>Ensure Adequate Staffing for Municipality</p> <p>Options: keep options open for staffing in future.</p> <p>Considerations: ensure competitive salaries and benefits, emphasize small town lifestyle and low cost of living, and housing?</p>		
3	<p>Improve Utility Infrastructure</p> <p>How to measure: evidence of plans and implementation.</p>		
3.1	<p>Water Quality & Capacity</p> <p>Options: new purification, new distribution, upgrades, back-up well, and expansion.</p> <p>Considerations: operating costs, plant design, location, chlorine treatment requirement, funding partners, and u-fill station—reverse osmosis, incorporate into 5 year financial plan, and continue to work with Osisko..</p>		
3.2	<p>Sewer Treatment Facility</p> <p>Options: Upgrade current system, and additional system capacity for growth.</p> <p>Considerations: Consultant assessment of current and future, and funding, incorporate into 5-year financial plan, and continue to work with Osisko.</p>		



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0

Phone—250-994-3330 Fax—250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Ref	2021 to 2024 Goals and Actions Notes	Priority 1 to 3 1=high	Projected Completion YY-MM
3.3	Three-Phase Power <i>Considerations: incorporate into 5-year financial plan, and continue to work with Osisko.</i>		
3.4	Pave Streets <i>Considerations: incorporate into 5-year financial plan, and continue to work with Osisko..</i>		
4	Enhance Finances <i>How to measure: social media metrics and other.</i>		
4.1	Reduce Debentures		
4.2	Re-build Financial Reserves <i>Options: minimize the use of reserve funds.</i> <i>Considerations: increase financial reserves, and risk management of current aging assets—i.e., old school building and community hall.</i>		
5	Prepare for Climate Change <i>How to measure: monitor improvements and efficiency with feedback from Directors and Coordinator.</i>		
5.1	Energy Use <i>Options: consolidation of public building functions, and alternative energy possibilities.</i> <i>Considerations: public buildings review, and geothermal heating review.</i>		
5.2	Emergency Back-up <i>Options: new generators.</i>		



District of Wells 2022 to 2032 Concise Business Plan

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Phone—250-994-3330 Fax—250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Ref	2021 to 2024 Goals and Actions Notes	Priority 1 to 3 1=high	Projected Completion YY-MM
5.3	Forest Fires Options: Wildfire Protection Plan and funding. Considerations: 2021—received \$125,000 grant for Community Fire Smarting inclusive of a new Fire plan.		
5.4	Snow Storage Options: review of snow storage locations. Considerations: snow storage plans.		



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0

Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

2022 to 2030 Additional Goals and Actions Notes

In addition to previous planning work, this section begins to suggest additional goals and a new format for Goals and Actions. Goals will be SMART Goals—(Specific, Measurable, Achievable, Realistic, and Anchored in a Timeline). The Goals cycle has the following components:

P=priority (1 to 3) **G**=Goals Alignment Number **ID**=idea identified **PL**=planning
IP=implementation phases **CP**=planned completion **CA**=actual completion **E**=evaluation (1 to 10)

Ref	Action	P	G	ID	PL	IP1	IP2	IP3	CP	CA	E
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Ref	Draft 2022 to 2032 Additional Goals and Actions Notes	Priority 1 to 3 1=high	Projected Completion YY-MM
1A	Develop and Implement Indigenous Projects and Partnerships <i>How to measure:</i>		
2A	Develop and Approve Memorandums of Understanding (MOUs) with Major Partner Businesses and Organizations <i>How to measure:</i>		
3A	Development an Improvements List, Plan, and Implementation <i>How to measure:</i>		
4A	Flood and Water Shed Assessment and Plan <i>How to measure:</i>		
5A	Extreme Weather Assessment and Plan <i>How to measure:</i>		



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0

Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Appendix A--Partners

Ref	Partners	Degrees Of Engagement
1	Indigenous Organizations & First Nations/Indigenous Bands	
2	Barkerville Historic Town & Park and Cottonwood House Historic Site	
3	Bowron Lakes Provincial Park and Businesses	
4	Business and Industry	
5	Cariboo Regional District	
6	Citizens and Residents	
7	College of New Caledonia	
8	City of Quesnel	
9	Community Foundations of Canada	
10	District of Wells	
11	Government of Canada	
12	Island Mountain Arts Society	
13	Museums & Archives	
14	Northern Development	
15	Northern Health Authority	
16	Museums & Archives	
17	Not-for-Profits	
18	Osisko Developments	
20	Quesnel & District Chamber of Commerce	
21	Quesnel Community Foundation	
22	Province of BC	
23	Rotary Club--Quesnel	
24	School Districts 28	
25	Rotary Club--Quesnel	
26	Royal Canadian Legion Branch 128	
27	University of Northern British Columbia	
28	Troll Ski Resort	
29	Vancouver Foundation	
30	Wells and Area Community Association	
31	Wells Chamber of Commerce	
32	West Fraser Timber	
33	Wells Historical Society	
34	Wells and Area Trails Society	



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, VOK 2R0

Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Appendix B—District of Wells Respect Policy

Respect is required at the District of Wells.

This policy applies to all who work for or contract to the District of Wells or access its services. High respect levels are critical to creating and sustaining a safe and positive working and/or service experience.

Respect can be measured by levels of: patience, communication, tolerance, active listening, kindness, trust building, on-going improvement, openness, absence of ego, outreach, use of language, honesty, voice volume and tone, and non-verbal or body language.

Ref	Guidelines
1	Respect is to be <i>practiced</i> at all times. A respect breach is determined by the receiver of a communication or action.
2	Professional communication (verbal, non-verbal or action) is to be practiced at all times.
3	Follow respectful communication protocol: First: Individual to Individual. Then, if necessary: Second: CAO or Mayor or “Approved Representative” to problem solve. Then if necessary: Third: Mayor and Council In-Camera Meeting. Then if necessary: Fourth: Legal Councils or Provincial Ombudsperson.
4	Practice high standards of work ethic. Work ethic can be understood through performance standards of tasks and time worked, equals time claimed.
5	No Bullying or Harassment. Follow WorksafeBC Standards and Guidelines
6	Follow the Employment Standards Act.
7	Follow the Employment Agreements.
8	Follow Professional Standards of Internet Use. Seek clarification when unsure.
9	Follow Professional Conflict of Interest Standards. Seek clarification when unsure.
10	Follow Professional Confidentiality Standards. Seek clarification when unsure.
11	Practice High Standards of Safety and Security to WorksafeBC and Public Health standards. Seek clarification and training when unsure.
12	Gain approval for use of the District of Wells buildings, lands, equipment and resources.
13	The Citizen’s and Partner’s suggestions and concerns are of “high-value”. Seek support from the CEO or Mayor, when problem solving is needed for “difference of opinion”.
14	Follow all Laws. Seek clarification when unsure.
15	Provide improvement suggestions; this will help toward common Vision.
16	Substance free in the workplaces, facilities, and lands will be followed.



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0

Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Appendix C—Draft Memorandum of Understanding Template

Between: “Entity”

And: District of Wells

This Memorandum of Understanding (“MOU”) is dated for Reference the XX Day of Month, 2022

Whereas:

1. “Entity” and District of Wells have a common interest in cooperative relations (*add intergovernmental for certain MOUs*).
2. “Entity” and District of Wells have engaged in meaningful dialogue with a view toward seeking partnership opportunities based on mutual respect (*add recognition and reconciliation for certain MOUs*).
3. “Entity and the District of Wells recognize that working together pursuant to a cooperative relationship will facilitate the sharing of information, improve communications, and establish substantial and worthwhile projects and procedures to promote cooperative relationship building.

Principles:

1. Mutual respect for each Party’s respective areas of jurisdictions;
2. Mutual respect for each Party’s mandates and policies and that this Memorandum does not fetter the individual mandates and policies of the Parties;
3. Cooperation in the exchange, development, and distribution of information that is relevant to the establishment and consolidation of the relationship between Parties;
4. Collaborative actions in development and implementation of meaningful projects of mutual interest; and
5. Acknowledgement that good relations between neighbours are required for all citizens to benefit.

General Objectives:

The “Entity” and the District of Wells have the following mutual objectives:

1. Promote understanding of functions, responsibilities, and interests of both Parties, both locally and in a province wide context, including in each other’s events where possible;
2. Provide opportunities for relationship building between Parties, such as regular scheduled meetings, which allow dialogue between leaders in areas of common interest. This may include economic development, natural resource management, efficient and affordable service delivery, and cooperative land use planning where possible, and
3. Encourage and promote effective methods of dispute resolution between parties.

Term and Termination:

The Parties acknowledge and agree that this MOU will take effect upon the adoption of authorizing resolutions by the “entity” and the by the Council of the District of Wells, and will remain in effect unless terminated by either Party on at least thirty (30) days prior written notice to the other Party.

Now Therefore,

The Parties have entered into this Memorandum of Understanding dated “Month” DD, YYYY, to attest to their mutual commitment to promote cooperative relationship building.

Signatures

District of Wells

Signatures

“Entity”

Template courteously shared with DOW, by the City of Quesnel



District of Wells 2022 to 2032 Concise Business Plan

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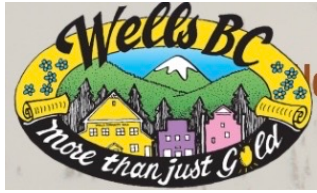
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Appendix D—Past Councils

Past Councillors	Past Mayor	Years
Virginia Wilkins, Dave Hendrixson, Robin Sharpe, Barbara Cirotto, Carol McGregor, Judy Campbell	Joseph Jourdain	1998-1999
Virginia Wilkins, Jason Griffin, Robin Sharpe, Kathy Landry, Carol McGregor, Judy Campbell	Dave Hendrixson	1999-2003
Virginia Wilkins, Robin Sharpe, Judy Campbell, Carol McGregor	Dave Hendrixson	2002-2005
Neil Ferrier, Richard Wright, Virginia Wilkins, Judy Campbell	Jay Vermette	2005-2008
Aleta Wallace, Richard Wright, Virginia Wilkins, Judy Campbell	Jay Vermette	2008-2011
Mike Wallace, Richard Wright, Virginia Wilkins, Judy Campbell	Robin Sharpe	2011-2014
Virginia Wilkins, Lorraine Kozar, Mandy Kilsby, Richard Wright	Robin Sharpe	2014-2017
Mandy Kilsby, Birch Kuch, Lorraine Kozar, Lindsay Kay	Robin Sharpe	2017
Birch Kuch, Lindsay Kay, Mandy Kilsby, Dianne Andreesen	Jay Vermette	2017-2018

Appendix E—2021 Government of Canada Census

► Add a geography	
	Wells, District municipality (DM) ⓘ British Columbia [Census subdivision]
	Counts
Characteristic	Total
Population and dwellings	
Population, 2021 ⓘ	218
Population, 2016 ⓘ	217
Population percentage change, 2016 to 2021	0.5
Total private dwellings ⓘ	156
Private dwellings occupied by usual residents ⓘ	113
Population density per square kilometre	1.4
Land area in square kilometres	158.09



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, VOK 2R0

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2022 11-18--Version 3.3

Appendix F--Topics List

Ref	Topic	Timeline
1	Select Committees and Appointments <ul style="list-style-type: none"> • Status of Committees • Needed Committees • Re-instatement of Committees • CRD • NDIT • Wells Barkerville Community Forest Board 	March
2	Fitness Centre <ul style="list-style-type: none"> • Operation • Location <ul style="list-style-type: none"> ○ Ventilation ○ Proprietary or Shared Space 	March
3	Facilities Assessment <ul style="list-style-type: none"> • Condition Assessment <ul style="list-style-type: none"> ○ Detailed Review of Critical Items (Class C Estimates) • Functional Life Cycle • Suitability in Relation to Needs • Accessibility Feasibility • Repair or Replace 	March
4	Services <ul style="list-style-type: none"> • Water (New Water Source Desired) • Sewer (Critical) • Permits • Drainage • Snow Removal • Garbage • Recycling 	



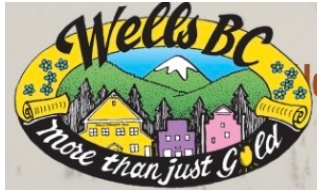
District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, VOK 2R0

Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

	<ul style="list-style-type: none"> • Highway 26 Safety • RCMP • Ambulance • Structural Fire • Wildfire • Power 	
5	<p>Events</p> <ul style="list-style-type: none"> • Dog Sled Mail Run--2022 Feb. 25 to 27 • IMA Events • Other Not-for-Profit Events • Sponsored Business Events 	
6	<p>Ice Rink</p> <ul style="list-style-type: none"> • Osisko Structural Foundation Support • West Fraser Logs and Wood Support • Budget 	
7	<p>Hiring Practices</p> <ul style="list-style-type: none"> • Local Casual Staff for Labour and Minor Maintenances • Community Outreach for Postings 	
8	CAO Annual Evaluation	
9	<p>Osisko</p> <ul style="list-style-type: none"> • MOU In-Progress • Taxation Planning and Use of Funds • "Community Agreement" (CA) • Gas Tank Permit • Zoning Amendment for New Homes and Subdivision • List of Contributions To-Date • Understanding of Camp Safety Policies and Practices for preventing harassment, violence, assaults... • Tours of Existing and Potential Future Sites 	



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0

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2022 11-18--Version 3.3

	Environmental Assessment Office (EAO) <ul style="list-style-type: none"> 2022 June Report to the Community from EAO—Katherine St. James, Project Assessment Director, and subsequent public input as well as Technical Advisory Committee (TAC), Community Advisory Committee (CAC), and Impacts Benefits Agreement with Indigenous Nations—Lhatko Dene Nation, Xat'sull First Nation, Williams Lake First Nation 	
10	Standing Contractors <ul style="list-style-type: none"> Banking Services Audit Services Carpentry and Construction HVAC and Plumbing Electrical Snow Removal Garbage Removal Recycling Wildfire Fuel Treatment Vehicle and Equipment Servicing 	
11	Cemeteries	
12	Cell Tower Status <ul style="list-style-type: none"> Fiber Optic Line Installation 	
13	Office of the Fire Commissioner <ul style="list-style-type: none"> Assessment of Volunteer Fire Department Fire Department Status and Structural Assessment Support New Fire Truck Used Fire Truck Additional Fire Truck Garage Space 	
14	Donations Capacity	



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, VOK 2R0

Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

	<ul style="list-style-type: none"> • Tax Receipting 	
15	Security Cameras <ul style="list-style-type: none"> • Required Locations • Community Privacy 	
16	Snow Removal, Storage, and “Run-off” of Snow Melt	
17	External Communications Methods <ul style="list-style-type: none"> • Website • Facebook • Main Phone Number of 250-994-3330 • Email Directory • Communication Turn-around • Hours DOW Office Operation • Council Agenda—File Sizes, Posting Mediums, and other 	
18	Procurement Standards and Methods	
19	Recycling <ul style="list-style-type: none"> • WAACA • CRD 	
20	Operations Review <ul style="list-style-type: none"> • Staffing Levels • Public Access Times • Communications • Staff Resource Needs • Council Expectations • Staff Expectations • Accounting Systems 	
21	Barkerville and Cottonwood Topics <ul style="list-style-type: none"> • Affordable Housing • Structural Fire Protection 	



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, VOK 2R0

Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

	<ul style="list-style-type: none"> • Structural Fire Protection Assessments with Office of the Fire Commissioner • Trail Systems • Infrastructure—Three-Phase Power • Tube Run Status • Financial Sustainability 	
20	School <ul style="list-style-type: none"> • Ongoing Meetings with PAC • Sustain K to 7 • Review 8 and 9 Opportunities with SD28 and PAC • School Facility and Spaces Upgrades • Shared Use Policy and Practices • Tours for Council of the School Facility • School District Invitation to meet with Mayor 	
21	Well and Area Community Association Trust Account Confirmed	
22	Grants Management <ul style="list-style-type: none"> • Rural Dividend • Infrastructure—Water and Sewer • Northern Development Trust 	
23	West Fraser Mills Potential Skating Rink Contribution	
24	City of Quesnel and CRD <ul style="list-style-type: none"> • Best Practice Sharing • MOUs • Highway 26 Power Line Discussions 	
25	Election By-Law: mail-in ballots	
26	Laundry Mat	
27	Head Frame Project	
28	Zip Line Project	
29	Beavers impact on Trails Systems	
30	Additional Ballet Studio Mirrors	



District of Wells 2022 to 2032 Concise Business Plan

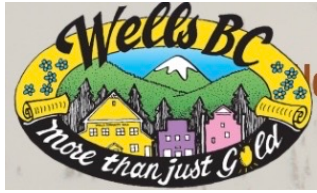
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2022 11-18--Version 3.3

Appendix G--Facilities Upgrades List

Ref	Items District of Wells Office	Status (good, fair, poor)	Mitigation Estimate
1	Roof	Fair	
2	Foundation	Fair	
3	Outside Membrane and Siding	Fair	
4	Interior Membrane and Coverings	Fair	
5	Structural—Framing, Concrete, Rafters, Trusses and other	Fair	
6	Exterior Paint	Fair	
7	Interior Paint	Fair	
8	Floor Coverings	Good	
9	Heat, Air, and Cooling Systems	Fair	
10	Hot Water System	Fair	
11	Plumbing	Fair	
12	Electrical	Fair	
13	Sewer	Fair	
14	Water	Poor to Fair	
15	Drainage: Buildings and Property	Fair	
16	Bathroom(s)	Fair	
17	Bedroom(s)	N/A	
18	Kitchen	Good	
19	Living Space(s)	N/A	
20	Cabinets & Shelving	Fair	
21	Doors (interior and exterior)	Fair	
22	Windows	Fair	
23	Parking	Good	
24	Garage and/or Carport	N/A	
25	Workshop	Poor	
26	Storage	Poor/Fair	
27	Asbestos	Good	
28	Mold or Moisture Damage	Good	
29	Age and Overall Condition	Fair	
30	Appliances and Fixtures	Fair	
31	Clutter and Disposal Items	Fair	
22	Other:		



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0

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2022 11-18--Version 3.3

Appendix G--Facilities Upgrades List

Ref	Building	Item	Cost	Status
		District of Wells Office		
	DOW Off	De-clutter and Clean-up		IP
	DOW Off	Basement Use, Furnace Room Fire Rated, and Completion of Construction		
	DOW Off	Duct Cleaning and Furnace & Electrical Cleaning		IP
	DOW Off	Interior Building Ventilation Review and Improvement		IP
		Electrical <ul style="list-style-type: none"> • Inspection Report Work • Baseboard Heaters Updating & Safety 		IP
	DOW Off	Exterior Paint		
	DOW Off	Broken Glass Panes Replacement		IP
	DOW Off	Propane Furnace Exhaust Review		C
	DOW Off	Entrances Snow Protection		
	DOW Off	Flooring <ul style="list-style-type: none"> • Remove Old Carpets • Wood Flooring Refinishing • Industrial Laminant 		C
	DOW Off	Interior Painting		
	DOW Off	Maintenance Shop Replacement		PL
	DOW Off	Concrete Lime Emulsion Treatment on Concrete		IP
	DOW Off	Bob Cat and Attachments Rental?		PL
	DOW Off	Snowmobile Rental?		
	DOW Off	Quad Snow Plow?		
	DOW Off	Generators Upgrades--Buildings, Sewer, Water		
	DOW Off	Radio Antenna Mast Repair		C



District of Wells 2022 to 2032 Concise Business Plan

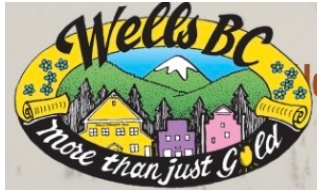
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Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Appendix G--Facilities Upgrades List

Ref	Items Firehall	Status (good, fair, poor)	Mitigation Estimate
1	Roof	Good	
2	Foundation	Fair to Good	
3	Outside Membrane and Siding	Poor to Good	
4	Interior Membrane and Coverings	Poor to Good	
5	Structural—Framing, Concrete, Rafters, Trusses and other	Poor to Good	
6	Exterior Paint	Fair	
7	Interior Paint	Poor to Good	
8	Floor Coverings	Good	
9	Heat, Air, and Cooling Systems	Fair	
10	Hot Water System	Fair	
11	Plumbing	Fair	
12	Electrical	Fair to Good	
13	Sewer	Fair	
14	Water	Poor to Fair	
15	Drainage: Buildings and Property	Poor to Good	
16	Bathroom(s)	Poor to Fair	
17	Bedroom(s)	N/A	
18	Kitchen	Poor	
19	Living Space(s)	N/A	
20	Cabinets & Shelving	Poor to Fair	
21	Doors (interior and exterior)	Fair to Good	
22	Windows	Fair to Good	
23	Parking	Poor	
24	Garage and/or Carport	N/A	
25	Workshop	Poor	
26	Storage	Poor	
27	Asbestos	Fair— Treatment Required	
28	Mold or Moisture Damage	Fair	
29	Age and Overall Condition	Fair to Good	
30	Appliances and Fixtures	Poor	
31	Clutter and Disposal Items	Fair	
22	Other:		



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0

Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Appendix G--Facilities Upgrades List

Ref	Building	Items	Cost	Solution
		Fire Hall		
	Firehall	Relocation of Telus Pole in-front of Bay 2		IP
	Firehall	Concrete Lime Emulsion Treatment on Concrete		IP
	Firehall	Electrical <ul style="list-style-type: none"> • Inspection Report Work • Lighting in Crawl Space 		
	Firehall	De-clutter and Clean-up		IP
	Firehall	Duct Cleaning and Furnace & Electrical Cleaning		IP
	Firehall	Old Section Bay Doors Replacement		
	Firehall	Old Section Main Door Replacement		C
	Firehall	Old Section Roof Replacement		C
	Firehall	Old Section Vermiculite Containment or Removal		
	Firehall	Old Section Hose Room Subfloor		
	Firehall	Old Section Loft Carpet Removal		C
	Firehall	Old Section Loft Flooring Refinishing or Replacement		C
	Firehall	Old Section Loft Gyprock Repairs		
	Firehall	Old Section Structural Review of Subfloor		
	Firehall	Complete New Washroom		
	Firehall	Install New Washroom and Showers		
	Firehall	Additional Truck Garage Space		



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, V0K 2R0

Phone--250-994-3330 Fax--250-994-3331 www.wells.ca

2022 11-18--Version 3.3

Appendix G--Facilities Upgrades List

Ref	Item Community Hall	Status (good, fair, poor)	Mitigation Estimate
1	Roof	Good	
2	Foundation	Fair to Good	
3	Outside Membrane and Siding	Fair	
4	Interior Membrane and Coverings	Fair	
5	Structural—Framing, Concrete, Rafters, Trusses and other	Fair	
6	Exterior Paint	Poor to Fair	
7	Interior Paint	Fair	
8	Floor Coverings	Fair to Good	
9	Heat, Air, and Cooling Systems	Good	
10	Hot Water System	Fair to Good	
11	Plumbing	Fair	
12	Electrical	Fair	
13	Sewer	Fair	
14	Water	Poor to Fair	
15	Drainage: Buildings and Property	Fair	
16	Bathroom(s)	Fair	
17	Bedroom(s)	N/A	
18	Kitchen	Fair	
19	Living Space(s)	N/A	
20	Cabinets	Fair	
21	Doors (interior and exterior)	Fair	
22	Windows	Fair	
23	Parking	Fair	
24	Garage and/or Carport	N/A	
25	Workshop	N/A	
26	Storage	Fair to Good	
27	Asbestos	Good	
28	Mold or Moisture Damage	Good	
29	Age and Overall Condition	Fair	
30	Appliances and Fixtures	Poor to Fair	
31	Clutter and Disposal Items	Fair	
22	Other:		



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Appendix G--Facilities Upgrades List

Ref	Building	Item	Cost	Solution
	C Hall	Electrical--Inspection Report Work		IP
	C Hall	De-clutter and Clean-up		IP
	C Hall	Rear Roof Snow Brakes		
	C Hall	Bathroom Fans Inspection, Replacement, Cleaning and Venting Piping Pathway to Outside		
	C Hall	Refinish Gym Floor and Lines Repainting		
	C Hall	Interior Wall Covering Repairs and Painting		
	C Hall	Projection Screen		
	C Hall	Rear Right Back Exit Reconstruction/Repair		
	C Hall	Dance Hall Right Exit Blockage		C
	C Hall	Health Office Heat and Sound Proofing		C & IP
	C Hall	Kitchen Stoves Replacement		
	C Hall	Kitchen Stoves Venting to Code		
	C Hall	Kitchen Cooler Status		
	C Hall	Furnace Room to Fire Code		PL
	C Hall	ABC Communications Access Door Replacement		
	C Hall	Access Doors Snow Protection		
	C Hall	Windows Maintenance		
	C Hall	Hot Water Room Ceiling Repair to Fire Code		IP
	C Hall	Rear Entrance Metal Railing Repair		
	C Hall	Wheelchair Washroom To-Code		
	C Hall	Status of Hydro Masts with Snow Load		
	C Hall	Chimney Removal or Repair		
	C Hall	Rear Entrance Retaining Walls Review and Repair		
	C Hall	Additional Mirrors for Dance Studio		



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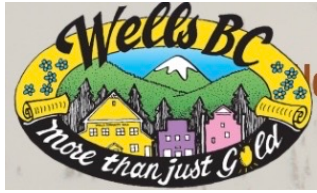
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Appendix G--Facilities Upgrades List

Ref	Item Community Cultural & Recreation Centre	Status (good, fair, poor)	Mitigation Estimate
1	Roof	Poor	
2	Foundation	Fair	
3	Outside Membrane and Siding	Fair	
4	Interior Membrane and Coverings	Fair	
5	Structural—Framing, Concrete, Rafters, Trusses and other	Fair	
6	Exterior Paint	Poor to Fair	
7	Interior Paint	Poor to Good	
8	Floor Coverings	Fair	
9	Heat, Air, and Cooling Systems	Fair to Good	
10	Hot Water System	Good	
11	Plumbing	Fair	
12	Electrical (including Fire Alarm System)	TBD to Fair	
13	Sewer	Fair	
14	Water	Poor to Fair	
15	Drainage: Buildings and Property	Poor to Fair	
16	Bathroom(s)	Fair	
17	Bedroom(s)	N/A	
18	Kitchen	Fair	
19	Living Space(s)	N/A	
20	Cabinets	Fair	
21	Doors (interior and exterior)	Fair	
22	Windows	Poor to Fair	
23	Parking	Fair	
24	Garage and/or Carport	N/A	
25	Workshop	N/A	
26	Storage	Fair	
27	Asbestos	Fair--Treated	
28	Mold or Moisture Damage	Fair--TBD	
29	Age and Overall Condition	Fair	
30	Appliances and Fixtures	Fair	
31	Clutter and Disposal Items	Fair	
22	Other:		



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Appendix G--Facilities Upgrades List

Ref	Building	Item	Cost	Solution
	C & R Centre	Renovation Reports Implementation		
	C & R Centre	De-clutter and Clean-up		
	C & R Centre	Roofs Drainage		
	C & R Centre	Teacherage/Teaching Staff Housing Discussion		
	C & R Centre	Concrete Lime Emulsion Treatment		
	C & R Centre	Worksafe Ongoing Maintenance Records and Minor Items Requirements		
	C & R Centre	Gym Crawl Space Moisture Remediation		IP
	C & R Centre	Electrical--Inspection Report Work		IP



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Appendix H--By-Laws List

Bylaw #	Short Name	Final Reading Date
2015-146	Tax Exempting 2016	15.10.20
2016-147	Tax Rates 2016	16.05.12
2016-148	Five Year Financial Plan 2016-2020	16.05.12
2016-149	Tax Exempting 2017	16.10.20
2017-150	Tax Rates 2017	17.05.11
2017-151	Five Year Financial Plan 2017-2021	17.05.11
2017-152	Zoning and Tree Protection Bylaw. Amendment	17.07.11
2017-153	Off-Highway Recreational Vehicle Reg.	17.08.08
2017-154	Temporary Use Permit Policy	18.02.06
2017-155	Tax Exempting 2018	17.10.26
2017-156	Comprehensice Fees and Charges	
2017-157	Garbage Collection Regulation	17.12.14
2018-158	Zoning and Tree Protection Amendment	18.04.25
2018-159	Wells Sewer Sepcified Area User Rates	18.05.22
2018-160	Wells Water Specified Area User Rates	18.05.22
2018-161	Comprehensice Fees and Charges	18.05.22
2018-162	Snow Removal & Ice Control	
2018-163	Five Year Financial Plan 2018-2022	18.04.27
2018-164	Wells Election Procedures	18.07.04
2018-165	Tax Rates 2018	18.04.27
2018-166	Council Renumeration and Expenses	18.06.26
2018-167	Amend DOW OCP Designation Bylaw 106, 2010	18.10.23
2018-168	Amend the DOW Zoning and Tree Protection No. 26, 2000	18.10.23
2018-169	Amend the DOW OCP Desingation Bylaw No. 106, 2010	18.10.23
2018-170	Vehicle from Streets	18.10.23
2018-171	2018 Permissive Tax Rate	18.10.30



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2022 11-18--Version 3.3

Appendix H--By-Laws List

(this by-law will be updated and re-sorted in a future version of this Concise Business Plan)

Bylaw #	Short Name	Final Reading Date
2018-172	Council Renumeration and Expenses	
2018-173	Officer Positions	
2019-174	Establish Financial Plan for 2019 to 2023	19.05.14
2020-177	Establish Financial Plan for 2020 to 2024	20.05.26
2020-178	Levying of Tax Rates for Municipal, Regional Hospital, and Regional District purposes for 2020	20.05.26
2020-179	2020-2025 Permissive Tax Exempting	20.02.25
2020-180	Council Prodedure	20.11.03
2020-181	Fire Service	20.12.08
2021-199	Comprehensice Fees and Charges	21.04.13
2021-200	Tax Rate 2021	
2021-201	Financial Plan for 2021 to 2025	21.05.11
2021-202	Noise & Nuisance	21.07.20
2021-203	Determination of Various Procedures for Conduct of Local Goverment Elections and Other Voting	21.11.23
2009-101	Council Indemnities	09.04.07
2009-102	Five Year Financial Plan 2009-2013	09.05.05
2009-103	Tax Rates 2009	09.05.14
2009-104	Fees and Charges Amendment	09.09.08
2009-105	Tax Exempting 2010	09.10.06
2010-106	Wells Official Community Plan	10.05.04
2010-107	Five Year Financial Plan 2010-2014	10.05.04
2010-108	Tax Rates 2010	10.05.11
2010-109	Tax Exempting 2011	10.10.05
2011-110	Garbage Collection	11.05.09
2011-111	Five Year Financial Plan 2011-2015	11.05.09
2011-112	Tax Rates 2011	11.05.09
2011-113	Election Procedures	11.06.21
2011-114	Tax Exempting 2012	11.10.04



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2022 11-18--Version 3.3

Bylaw #	Short Name	Final Reading Date
2011-115	Council Indemnities	11.11.01
2012-116	Tax Rates 2012	12.05.14
2012-117	Five Year Financial Plan 2012-2016	12.05.14
2012-118	Tax Exempting 2013	12.10.02
2013-119	Fees and Charges 2013	13.04.09
2013-120	Freedom of Information 2013	13.04.09
2013-121	Five Year Financial Plan 2013-2017	13.05.07
2013-122	Tax Rates 2013	13.05.07
2013-123	Zoning Amendment	13.06.18
2013-124	Zoning Amendment	Abandoned
2013-125	Zoning Amendment	13.06.18
2013-126	Zoning Amendment	13.06.18
2013-127	District of Wells Fireworks	13.06.18
2013-128	Tax Exempting 2014	13.10.01
2013-129	Wells Sewer Specified Area Amendment	13.11.19
2013-130	Wells Sewer Specified Area Amendment	13.11.19
2014-131	Accommodation Tax (Hotel Room Tax)	14.02.18
2014-132	Five Year Financial Plan 2014-2018	14.05.13
2014-133	Tax Rate 2014	14.05.13
2014-134	Election Procedures	14.07.16
2014-135	Untidy and Unsightly Premises	14.09.16
2014-136	Council Indemnities	14.09.16
2014-137	Tax Exempting 2015	14.10.07
2015-138	Garbage Collection	15.04.21
2015-139	Tax Rate 2015	15.05.05
2015-140	2015 Five Year Financial Plan	15.05.05
2015-141	Wells Volunteer Fire Department Establishing	15.06.16
2015-142	Fire Service Bylaw	15.11.17
2015-143	Bylaw Notice Enforcement (Adjudication Process)	15.10.20
2015-144	Comprehensice Fees and Charges	15.10.06
2015-145	Municipal Ticket Information	15.10.20



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Bylaw #	Short Name	Final Reading Date
1998-01	Procedural Bylaw	98.07.14
1998-02	Appointment of Officers	98.07.14
1998-03	Payment of Indemnities	98.07.30
1998-04	Annual Budget 1999	98.07.30
1998-05	Five year Capital Plan	98.07.30
1998-06	Commercial Zoning Uses	98.09.08
1998-07	Tax Exemptions	98.10.27
1998-08	Amendment Bylaw	98.12.15
1998-09	Provisional Budget 1999	99.01.15
1999-10	Emergency Measures	99.05.18
1999-11	Application Fees and Forms	99.04.20
1999-12	Tax Rates for 1999	99.04.06
1999-13	Annual Budget 2000	99.04.06
1999-14	Five year Capital Plan	99.04.06
1999-15	Building Permit & Inspection Fees	99.06.15
1999-16	Heritage Property	99.07.20
1999-17	Rezoning	see Bylaw 26
1999-18	Election Procedures	99.09.21
1999-19	Referendum/Council Size	99.10.04
1999-20	Freedom of Information	99.10.19
1999-21	Tax Exemptions 2000	00.10.19
1999-22	Provisional Budget 2000	99.12.06
2000-23	Annual Budget	00.05.99
2000-24	Tax Rates for 2000	00.05.02
2000-25	Official Community Plan	00.06.20
2000-26	Zoning	01.10.11
2000-27	Noise	03.04.15
2000-28	Volunteer Fire Department	01.09.19
2000-29	Animal Control	NIL
2000-30	Mutual Aid Firefighting	NIL
2000-31	Community Plan Amendment	NIL
2000-32	Council Indemnities	00.10.03
2000-33	Procedural Bylaw	00.10.03



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2022 11-18--Version 3.3

Bylaw #	Short Name	Final Reading Date
2000-34	2001 Tax Exempting	00.10.30
2001-35	Temporary Borrowing	01.02.04
2001-36	OCP Amendment	01.10.11
2001-37	Five year Financial Plan 2001-2005	01.04.23
2001-38	Tax Rates for 2001	01.05.10
2001-39	Heritage Designation Amendment	ABORTED
2001-40	Water Issuing	01.08.13
2001-41	Financial Plan Amendment	01.08.20
2001-42	Tax Exempting 2002	01.10.25
2001-43	no bylaw - misnumbered	NIL
2001-44	Animal Control	01.12.18
2001-45	Temporary Borrowing	02.01.15
2002-46	Financial Plan 2002-2006	02.04.16
2002-47	Tax Rates for 2002	02.05.09
2002-48	Election Procedures 2002	02.05.09
2002-49	Unightly Premises	NIL
2002-50	Tax Exemption 2003	02.10.17
2002-51	Size of Council	02.09.17
2002-52	Procedural Bylaw Amendment	02.11.19
2002-53	Municipal Ticking Information	03.08.29
2003-54	Financial Plan 2003-2007	03.04.01
2003-55	Barkerville Referendum	tabled indefinitely
2003-56	Tax Rates for 2003	03.05.06
2003-57	Utility Service	03.08.05
2003-58	Traffic and Streets	03.09.02
2003-59	Tax Exempting 2004	03.10.29
2003-60	Additional Hotel Tax Levy	03.11.04
2004-61	Council Procedure	04.02.03
2004-62	Fees and Charges	04.11.16
2004-63	Financial Plan for 2004-2008	04.04.20
2004-64	Tax Rates for 2004	04.05.04
2004-65	Garbage Collection Regulations	04.05.28
2004-66	Tax Exempting 2005	04.10.19
2004-67	No Shooting	04.10.05



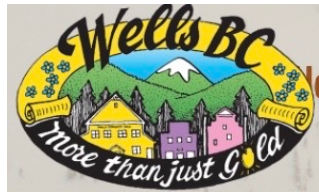
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Bylaw #	Short Name	Final Reading Date
2004-68	Traffic and Streets	04.12.07
2004-69	Sewer Local Services Area Amendment	04.12.07
2005-70	Council Indemnities	05.02.15
2005-71	Election Procedures 2005	05.05.30
2005-72	Tax Rates 2005	05.05.11
2005-73	Five Year Financial Plan 2005-2009	05.05.11
2005-74	Tax Exempting 2006	05.10.04
2006-75	Tax Rates 2006	06.05.09
2006-76	Wells Water User Rates	06.05.09
2006-77	Wells Sewer User Rates	06.05.09
2006-78	Financial Plan 2006-2010	06.05.09
2006-79	Council Indemnities	06.05.09
2006-80	Tax Exempting 2007	06.10.03
2006-81	Temporary Borrowing	06.12.05
2006-82	Fees and Charges	07.01.16
2007-83	Council Indemnities	07.02.20
2007-84	Tax Rates 2007	07.05.14
2007-85	Five Year Financial Plan 2007-2011	07.05.01
2007-86	Board of Variance	07.07.17
2007-87	Permissive Tax Exempting	07.10.02
2007-88	Untidy and Unsightly Premises	08.02.05
2007-89	Temporary Borrowing	07.12.04
2008-90	Wells Volunteer Fire Department Amendment	08.03.04
2008-91	Financial Plan	08.05.06
2008-92	Tax Rate 2008	08.05.06
2008-93	Noise Control	08.06.17
2008-94	Municipal Ticking	08.06.17
2008-95	Elections Procedures	08.07.17
2008-96	Tax Exempting 2009	08.10.21
2008-97	Temporary Borrowing	08.10.21
2008-98	Additional Hotel Tax Levy	09.01.20
2009-99	Delegation	09.03.17
2009-100	Council Procedure Amendment	09.04.07



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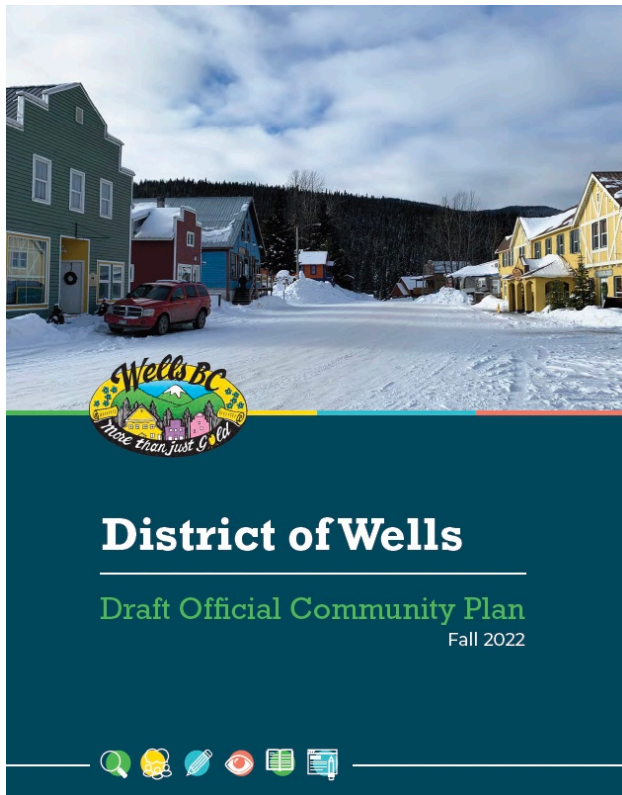
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Appendix I--Draft New Official Community Plan

The goal is to finalize the OCP and any new By-Laws potentially by December 2022.



Draft New Official Community Plan (OCP) Contents

- 1.0 Introduction
- 2.0 Background and Planning Context
- 3.0 The Planning Process
- 4.0 Land Use Designations
- 5.0 Objectives and Policies for Future Development
- 6.0 Development Permit Areas & Temporary Use Permits
- 7.0 Implementation

Figures

Schedules



District of Wells 2022 to 2032 Concise Business Plan

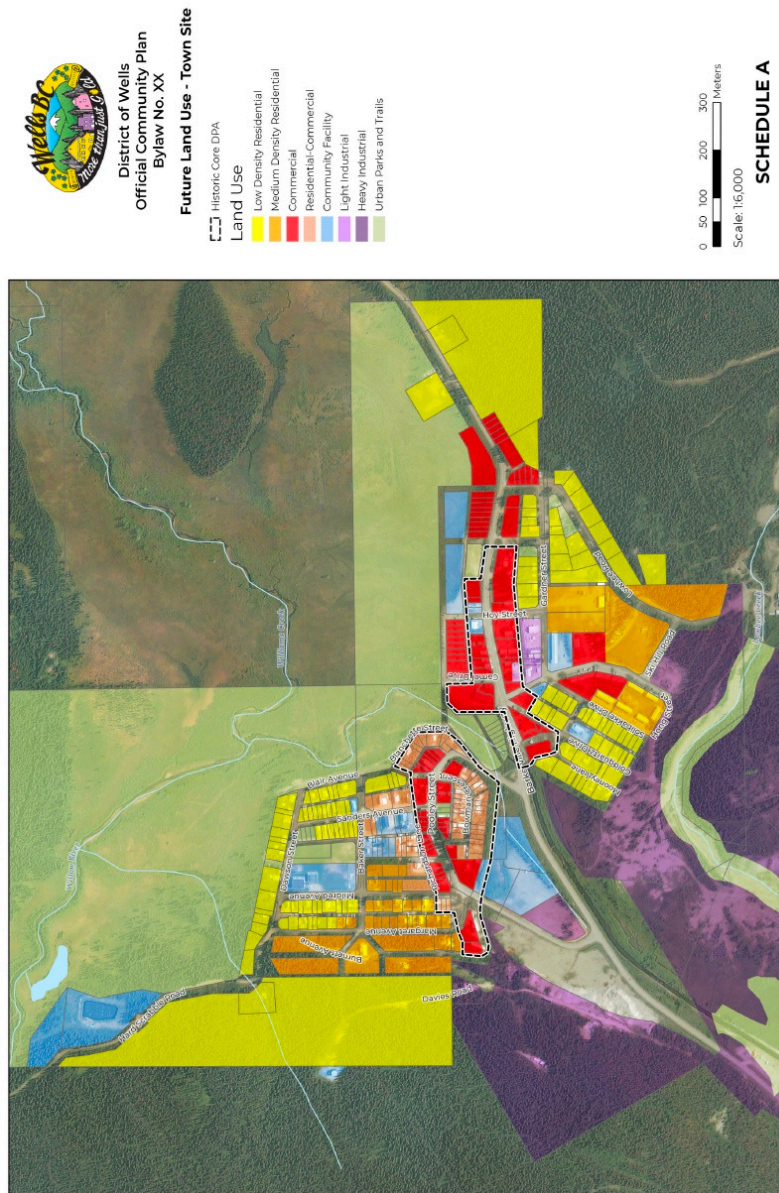
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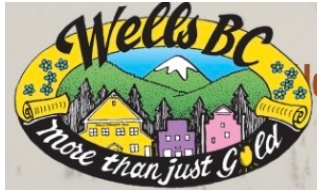
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Appendix I—Draft New Official Community Plan

2021 September Draft Zoning Map—For Discussion





District of Wells 2022 to 2032 Concise Business Plan

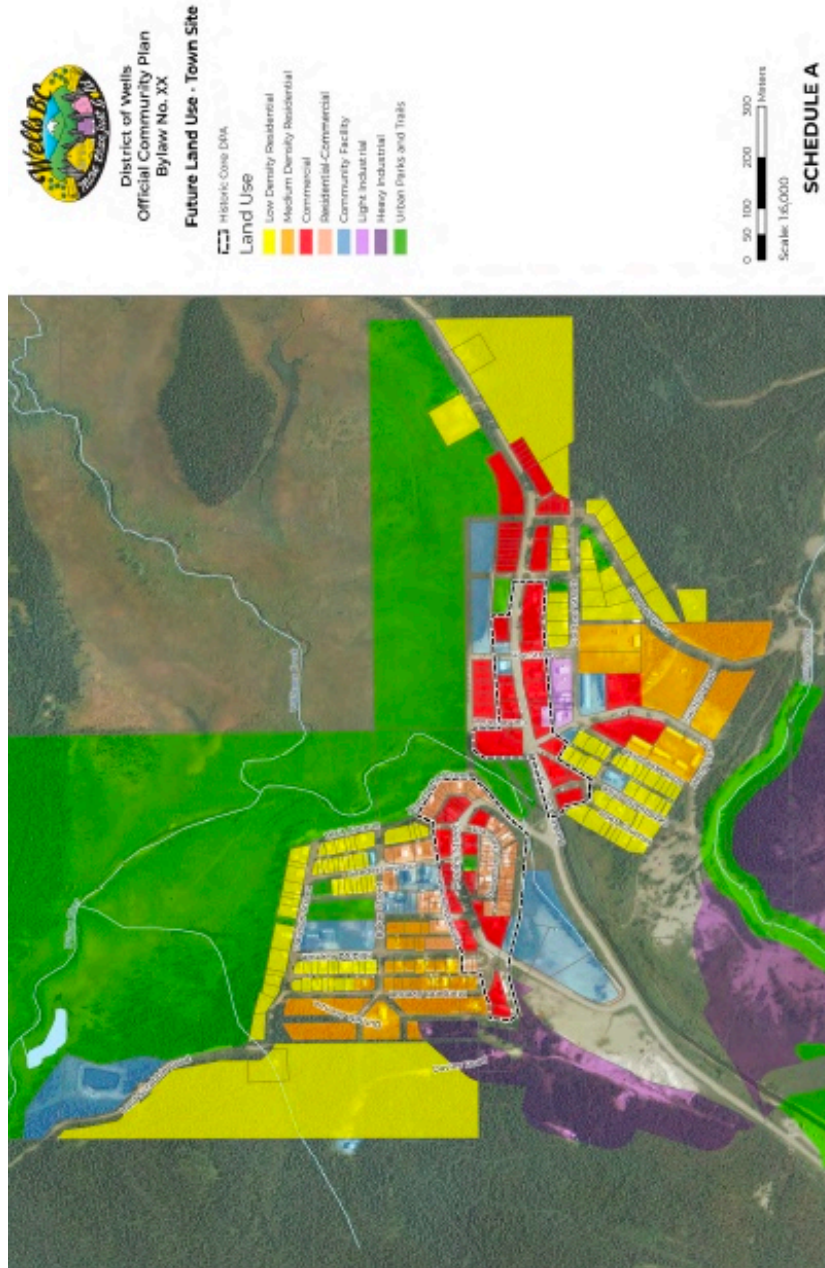
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Appendix I—Draft New Official Community Plan

2022 September Draft Zoning Map—For Discussion





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Appendix J—Draft Wildfire Risk Map



District of Wells
Official Community Plan
Bylaw No. XX
Hazards

Municipal Boundary

Slope

20-30%

>30%

Fire Threat

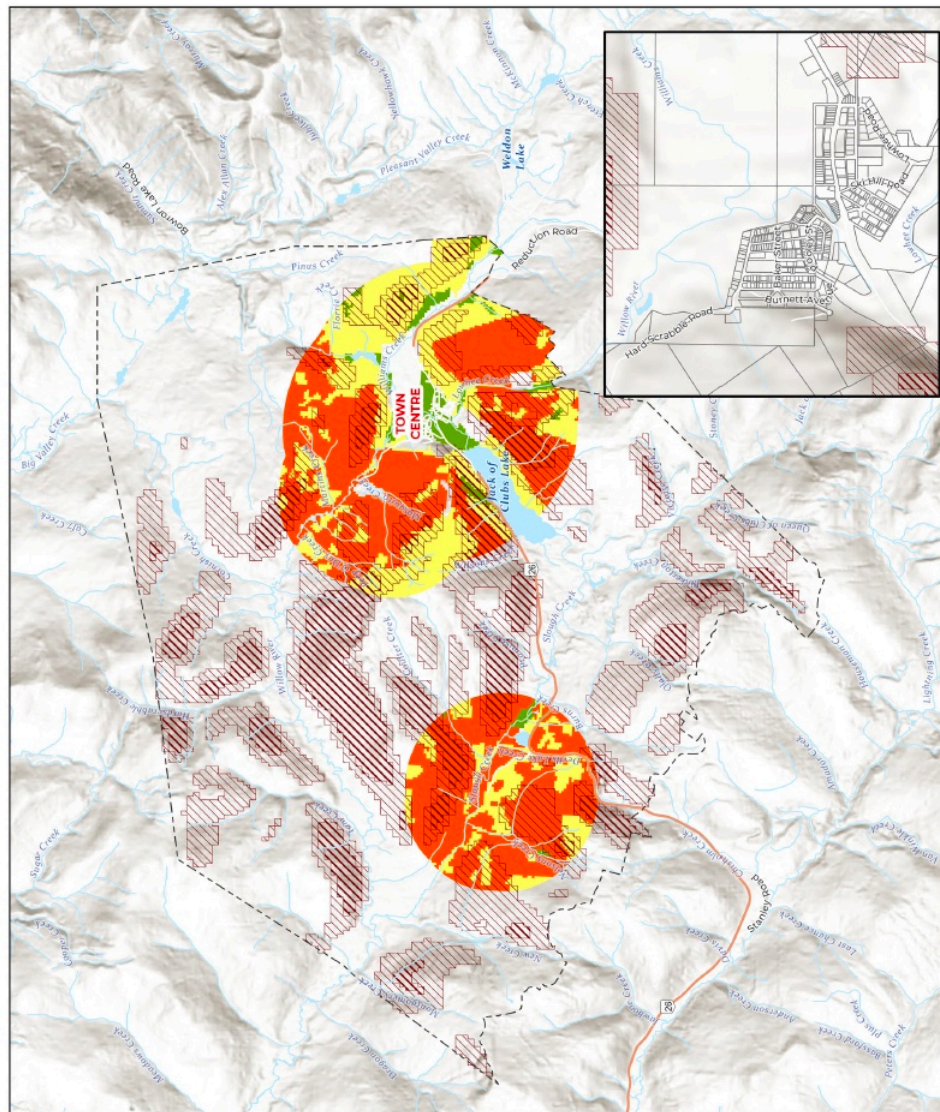
Low

Moderate

High

The entire Wells area is classified as Risk Class 1
(highest risk) in the Government of BC's Wildfire
Urban interface classification system

0 1 2 4 6 Kilometers
Scale: 1:20,000





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Appendix K—Major Topics and Information Table

Priority: 1--Urgent—12 months; 2--Important & Urgent—1 to 3 years; 3—Important—1 to 5 years

Ref	Item	Priority	Status
1.1	Equipment & Rolling Stock--DOW	2,3	
1.2	Equipment & Rolling Stock Contractor	2,3	
1.3	Equipment—New Fire Truck & Newer Used Fire Truck	2,3	
1.4	Equipment—Wildfire Response Equipment and Trailer	2,3	
2.1	Housing—Affordable	2	
2.2	Housing—BGM Development	2	
2.3	Housing—OTHER Development	1,2	
2.4	Housing—BGM Worker Facilities	2	
2.5	Housing—Teacherage	3	
2.6	Housing—DOW Staff	3	
3.1	Land Use—Planning & OCP	1	
3.2	Land Use—Zoning Refinement	1	
4.1	Facilities—District Office & Maintenance Shop	1,2	
4.2	Facilities—Community Hall	1,2	
4.3	Facilities—Firehall (structural and wildfire)	1,2	
4.4	Facilities—Community & Cultural Centre (includes School) and Property	1,2	
4.5	Facilities—Outdoor Covered Skating Rink (see also 3.4)	In-progress	
4.6	Facilities—Wheelchair Washroom & Shower Building	2	
5.1	Power Distribution	1	
5.2	Power Capacity	1,2	
5.3	Power Reliability	1,2	
6.1	Sector Development—Accommodation	2,3	
6.2	Sector Development--Arts	2	
6.3	Sector Development—Business	2,3	
6.4	Sector Development—Education—Daycare and Pre-school	1,2	
6.5	Sector Development—Education--K to 7	1,2,3	
6.6	Sector Development—Education—8 & 9; 10 to 12	1,2,3	



District of Wells 2022 to 2032 Concise Business Plan

PO Box 219, 4243 Sanders Avenue, Wells, BC, VOK 2R0

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Appendix K--Topics and Information Table

Priority: 1--Urgent—12 months; 2--Important & Urgent—1 to 3 years; 3—Important—1 to 5 years

Ref	Item	Priority	Status
6.7	Sector Development—Education—Post Secondary Trades	1,2,3	
6.8	Sector Development—Education—Post Secondary All Other	2,3	
6.9	Sector Development—Forestry	3	
6.10	Sector Development--Health	1,2	
6.11	Sector Development—Indigenous Partnerships	1,2,3	
6.12	Sector Development—Mining	1,2,3	
6.13	Sector Development—Not-for-Profits	1,2	
6.14	Sector Development—Social & Employment Supports	1,2	
6.14	Sector Development—Tourism	3	
7.1	Sewer Collection Lines	1,2	
7.2	Sewer Treatment Facility	1,2	
8.1	Snow Melt, Ice Build-up, & Sanding	1	
8.2	Snow Removal	1	
8.3	Snow Storage	1	
9.1	Telecommunications-- Phone, Internet, Cellular, Radio Systems	3	
10.1	Trails Systems	2,3	
11.1	Transportation—Emergency Exit Roads—Purden, 2400 Road, 3100 Road	1,2,3	
11.2	Transportation—Highway 26	1,2,3	
11.3	Transportation--Pedestrian	2,3	
11.4	Transportation—Town Road System	2	
11.5	Transportation--Transit	2,3	
12.1	Water Distribution Lines	1,2,3	
12.2	Water Sources	1,2	
12.3	Water Redundancy & Capacity	1,2,3	
12.4	Water Treatment	1,2	



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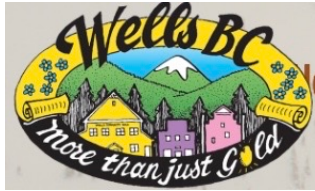
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Appendix L--District of Wells Risk Management Chart (Version 4.0)

Risk Assessment Levels									
Low		Moderate			High		Extreme		
Ref	Item				Immediate Cost	Planned & Deferred Cost	Risk(s)		
1	Sewer				500,000	7,000,000	Collection and Treatment		
2	Water				500,000	6,000,000	Treatment, Collection, Distribution		
3	Facilities				1,000,000	5,000,000	Hazards, Maintenance, Extend Lifecycle, Potential New Facilities		
4	Structural Fire Protection				350,000	4,000,000	Equipment, New Fire Truck, Buildings Maintenance, Buildings Expansion for Trucks		
5	Wildfire Protection				200,000	4,000,000	Equipment Building to Store Equipment Fuel Treatment		
6	Affordable Housing					5,000,000	Various Formats		
7	Power				TBD	TBD	Reliable Power Three Phase Power		
8	Snow Removal				100,000	250,000	Improved Plan, Equipment		
9	Emergency Evacuation Routes				200,000	6,000,000	Forest Service Roads Purden Connector		
10	Highway 26				TBD	TBD	Long-term Plan		
11	Flooding				120,000	1,000,000	Community Flooding Assessment Flood Mitigation		
12	Roads				250,000	6,000,000	Drainage, Ditching, Culverts Grading, Top Dressing, Pavement, Curbing		
13	Cemetery				TBD	TBD	TBD		



District of Wells 2022 to 2032 Concise Business Plan

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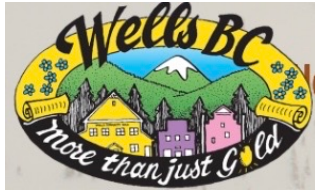
Appendix M

District of Wells

2022 Strategic Objectives/Priorities/Goals/Special Projects (Updated to November 16th/22 – Changes Highlighted in Yellow)

2022 Strategic Priority/Project/Special Work Items (Considered Outside of "Core Services" [Refer to "Core Services" Note 1 at end of Spreadsheet])	Proposed Next Steps	Principal District Contact/Project Manager/Lead
CATEGORY 1: "Complete Prior to the End of the Current Council's Mandate" <ul style="list-style-type: none"> Resolve Outstanding Gas Tax Applicability Issue (Ice Rink vs. Community Cultural and Rec (School) Building Roof vs. Playground) First Nations Elders Event Ice Skating Rink Project Various Facilities Repair/Renovations Projects <ul style="list-style-type: none"> Municipal Hall Fire Hall Community Cultural and Rec Centre (School) Building – Roof/Paint Abatement 	<ul style="list-style-type: none"> Meeting with Gas Tax staff representative held on August 6th. Based on information and confirmations forthcoming from that meeting, Council has prioritized the ranking of projects to which the gas tax funding will be applied (Council Motion: Sept 27th/22 Council meeting) Continue discussions with FN on scheduling and arrangements for event, and brief Council Given that Council has now confirmed project prioritization for the gas tax funding, and subject to satisfactorily addressing current funding shortfall, proceed with project. Note: Ministry of Municipal Affairs has approved a requested extension to August 2023 for completion of construction of this project. Posts are now in place – recommence construction in 2023 for completion by specified deadline Continue with renovations projects subject to ongoing confirmation of available budgetary funds as projects proceed. Some work was undertaken by previous EDO on grant funding applications to potentially assist with Community Hall upgrades Given that Council has now confirmed project prioritization for the gas tax funding, and subject to satisfactorily addressing current funding shortfall, proceed with project 	<ul style="list-style-type: none"> Executive Committee (EC) of Council to monitor apportionment of funding and report to Council as required Mayor and Councillor Lewis, and CAO/EDO Supt of Public Works (SWP) as principal liaison/oversight of contractors; Mayor as liaison with Council and external private sector funding partners. EC to monitor and report as req'd As per Ice Skating Rink Project above As per Ice Skating Rink Project above

CATEGORY 1 (cont'd) <ul style="list-style-type: none"> Road Maintenance and Snow Removal Contract BC Hydro – Energy Conservation Program for Wells NDIT Power-line Options– HW 26 Corridor Telus Pole at Fire Hall Site 	<ul style="list-style-type: none"> At the Nov 4th/22 Special Council Meeting Council approved contract award and insurance provision option, with Interim CFO to review, confirm and finalize financial details Project successfully completed. Consultant contract has been awarded for this project, and project now underway Communications have been undertaken with Telus, with removal of pole imminent 	<ul style="list-style-type: none"> Supt. of Public Works as principal liaison/oversight of contractor. Interim CFO - oversight of financial details. Councillor Funk as principal Council Liaison EC to monitor project and report to Council as required. Mayor to be Council liaison with other external project partners as required. Supt. of Public Works
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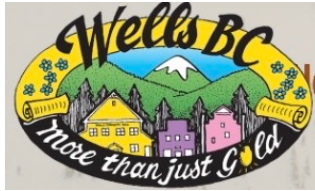
2022 11-18--Version 3.3

Appendix M

District of Wells

2022 Strategic Objectives/Priorities/Goals/Special Projects (Updated to November 16th/22 – Changes Highlighted in Yellow)

2022 Strategic Priority/Project/Special Work Items (Considered Outside of "Core Services")	Proposed Next Steps	Principal District Contact/Project Lead
<p>CATEGORY 2: "Commence, or Continue to Expend Resources and Staff Time to Further Advance the Project Prior to the End of the Current Council's Mandate, but Not Necessarily Complete by End of Mandate or by Year End 2022"</p> <ul style="list-style-type: none"> Community Transition Response/Table Wildfire <u>Structure</u> Protection Plan Official Community Plan Update 	<ul style="list-style-type: none"> Project ongoing, and meetings proceeding involving multiple partners Project is in process in conjunction with Provincial Fire Commissioners Office. Council motion (Sept 27th/22) to <u>not</u> proceed with readings of OCP Bylaw pending election of new Council; draft OCP document received for information only and matter referred to incoming new Council for determination of next steps. Proposed update to be given at November 22nd/22 Regular Council Meeting. 	<ul style="list-style-type: none"> Mayor and Council Liaison (to be determined). EC to monitor progress and report to Council as req'd EC/Fire Chief; Council liaison for project to be designated after draft consultant's report is reviewed by EC and presented to Council EC and designated representative(s) from Select Committee



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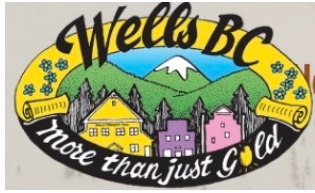
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<p>CATEGORY 2 (cont'd)</p> <ul style="list-style-type: none"> • Various Related Housing Initiatives – i.e. Release of Crown Land/Application to BC Housing/Housing Needs Assessment Report (subject to grant funding) • Wells/Osisko Development – Memorandum of Understanding/Community Agreement • Highest Priority Issues Related to Sewer Treatment Facility/Senior Government Compliance • Playground Project • Community Wildfire Resiliency Plan 	<ul style="list-style-type: none"> • Mayor to update Council in detail on current status of these various initiatives and proposed next steps, and obtain Council direction as required • Mayor to keep Council briefed on current status, and once proposed terms of draft Community Agreement are received from Osisko, obtain Council direction as required on next steps. Proposed for initial presentation at Dec 6th/22 in Camera Meeting • Consultants currently undertaking a feasibility study for the required upgrades to the wastewater facility, and ongoing external technical support has been confirmed. Communications have been initiated with Ministry of Environment and will be ongoing. Anticipated for further update at November 22nd/22 Regular Council Meeting • Given that Council has now confirmed project prioritization for the gas tax funding, and subject to satisfactorily addressing current funding shortfall, proceed with project. • Draft report (July 20/22) has been received by District. EC to connect with consultant after internal review and determine next steps with project (i.e. presentation of report to Council). 	<ul style="list-style-type: none"> • Mayor, in consultation with EC • Mayor and Councillor Funk as principal Councillor liaisons, and EC • EC/Supt of Public Works in consultation with and direction from Council as required • Supt of Public Works (SWP) as principal liaison/oversight of contractors; Mayor as liaison with Council and external private sector funding partners. EC to monitor and report as req'd • EC/Fire Chief; Council liaison for project to be designated after draft consultant's report reviewed by staff
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Appendix M

District of Wells

2022 Strategic Objectives/Priorities/Goals/Special Projects (Updated to November 16th/22 – Changes Highlighted in Yellow)

2022 Strategic Priority/Project/Special Work Item (Outside of "Core Services")	Proposed Next Steps	Principal District Contact/Project Lead
CATEGORY 3: "No Further Work or Progress Proposed During the Current Council's Mandate, Unless Other Competing Higher Priorities and Available Resources Permit – Refer Item to New Council" <ul style="list-style-type: none"> Issues Related to Water Treatment Plant Matters Related to Unsightly Premises Bylaw New Community Poster Board/Bulletin Boards for District Office Installation of New LED Lights in Conjunction with BC Hydro Review of District Bylaws re. Financial Sustainability Issues Related to Cemetery Joint Partnership Project with Local First Nation Community Round Table Bear Aware Signs 	<ul style="list-style-type: none"> Project completed 	

Note 1: The Principal "Core Services" Activities and Projects Which Will Require the Active and Direct Attention of the Transition Team (Executive Committee (EC), Interim CFO and Municipal Advisor) Prior to the End of the Current Council's Mandate Are:

- Day to day operational (administrative and financial) oversight of District services
- Corporate Officer function (i.e. Preparation of Council Agendas, Minutes, Correspondence)
- Staffing/human resource matters (i.e. recruitment and selection of new staff; training of staff)
- Statutory follow-up and filings flowing out of the 2022 general local election
- Interim Chief Financial Officer - Reconciliation and update of current status of 2022 Budget and Five Year Financial Plan
- Interim Chief Financial Officer - 2022 statutory municipal filing requirements (in particular the 2021 Annual Report; 2021 Audited Financial Statements (proposed for presentation at November 22nd/22 Regular Council Meeting); 2021 SOFI Report; 2021 LGDE Financial Form; Other miscellaneous required periodic filings with various senior government ministries and agencies (i.e. for skating rink improvements, water treatment plant).
- Interim Chief Financial Officer - Progress towards preparation of the 2023 (Provisional) Budget
- Completion and submission, if possible, of any grant applications which were commenced and in-progress by previous CAO and EDO



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Appendix N—Projects Tracking Grid

(See also Appendix N—Projects Tracking Grid)

P=priority (1 to 3) G=Goals Alignment Number ID=idea identified PL=planning
IP=implementation phases CP=planned completion CA=actual completion E=evaluation (1 to 10)

Project #	Ref	Project Title and Actions	P	G	ID	PL	IP1	IP2	IP3	CP	CA	E
P001	1	Outdoor Ice Rink	1		x	x	x	x				
P002	2	Sewer System Assessment	1		x	x						
P003	3	New OCP	2		x	x	x	x				
P004	4	Community Cultural & Recreation Centre	1		x	x						
P005	5	Playground	2		x	x						
P006	6	Indigenous Partnerships	1		x	x						
P007	7	Municipal Hall Upgrades	1		x	x	x					
P008	8	Firehall Upgrades	1		x	x	x					
P009	9	Road Maintenance and Snow Removal Contract	1		x	x	x	x				
P010	10	BC Hydro Community Energy Project	1		x	x	x	x				
P011	11	NDIT Highway 26 Power Line Project	1		x	x	x					
P012	12	Telus Pole at Firehall	1		x	x	x	x				
P013	13	Community Transition Response Table	2		x	x	x					
P014	14	Community Wildfire Structure Protection Plan	2		x	x	x	x				
P015	15	Community Structural Fire Protection Plan	2		x	x	x	x				
P016	16	Housing & BC Housing	2		x	x						
P017	17	Osisko MOU and Community Agreement	2		x	x	x					
P018	18	Water System Assessment	2		x	x	x					
P019	19	Cemetery	3		x	x						
P020	20	Wells Community Forest Phase 2	2		x	x	x	x				
P021	21	Green Infrastructure Project	2		x	x						
P022	22	Emergency Response Plan	2		x	x	x	x	x			
P023	23	UBCM—Fire Equipment & Training Grant	2		x	x						
P024	24	Change Sand in Water System	1		x	x	x					
P025	25	2023 Economic Development Officer Funding NDIT	1		x	x	x					



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Appendix O—Requests

Request #	Request	Request Date	Requested By	Priority	Approved	Resource	Completion Date
R001	Coating of pine panels in kitchen	22-11-17	Ed Coleman	Important	Yes	P Works	
R002	Community Hall Lock Repair or Replacement	22-11-17	Chris Johnston	Urgent	Yes	P Works	
R003	Transfer of some furniture from District Office to Fire Hall	22-11-17	Ed Coleman	As Time Permits	Yes	Fire Chiefs	
R004	P008—Fire Hall Upgrades—taping, mudding, painting of upstairs training room.	22-11-18	Niel Doerksen	As Time Permits	Yes	P Works	
R005	Warranty on new Board Room chairs	22-11-17	Ed Coleman	Important	Yes	Mayor & Willis Harper	
R006	Four file cabinets for District Clerk office	22-11-01	Ed Coleman	Important	Yes	Mayor & Big Country Printers	22-11-11
R007	Disconnection of Old Air Tanks System at Fire Hall	22-11-01	Fire Chiefs	Important	Yes	P Works & Service Electric	
R008	Pump-out Sewer Life Station	22-11-17	Niel Doerksen	Important	Yes	P Works & All Haul	
R009	Establish Project P24—Change Sand in Water System	22-11-07	Niel Doerksen	Urgent	Yes	P Works	