



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

2023 05 03--Version 4.3

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.

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The following sections of the Concise Business Plan have been Transferred to the P44—Governance and Operations Improvement Plan Project Document and will be updated in that document going forward: Draft 2021 to 2030 Goals and Actions Notes; Appendix F—Topics List; Appendix G—Facilities Upgrades List; Appendix I—Draft Official Community Plan Information; Appendix J—Draft Wildfire Risk Map; Appendix O—Requests; Appendix P—Draft Task Analysis—Governance and Operations	See Project 44 Document



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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: Projects list updated.**

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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District of Wells—Strategic Priorities Projects Tracking Grid

Version 2.0—2023 05 04

Overview

In June of 2022, the Municipal Affairs--Province of BC provided a Municipal Advisor, Gary Nason, to support the District of Wells with support to review Operations and Governance of the District of Wells. Out of that process, this Project Tracking Grid has been created and will be maintained and reported on at Regular Council meetings going forward.

Project 044—Operations & Governance Improvement Plan will track & prioritize Council and Staff improvements for Operations & Governance. Council has identified several priority improvements for 2023, primarily in communications, human resources practices, by-law priorities, green spaces planning, emergency preparedness, and other.

Categories

Categories 1 to 5 were created to help place priority levels on projects and make clear what projects are ongoing and closed/completed. The following information clarifies each category:

Category 1: “Best efforts made to complete the project in 2023.”, or continue active work on the project if the project is multi-year and will carry-over to 2024 or beyond. (i.e. Major infrastructure or building upgrades largely dependent on external grant funding.)

Category 2: Subject to sufficient budgetary/grant funds and staffing capacity, commence project in 2023, with no commitment to complete the project in 2023.

Category 3: Reconsider dependent upon potential external grant availability and/or sufficient internal staff and budgetary capacity. Defer the project to at least 2024 or later in the remainder of the Council mandate—2024 to 2026)

Category 4: Primary Operating Budget projects (sometime supplemented with grant funds or reserves) to be part of Annual Operations/Ongoing Core Activities.

Category 5: Project has been completed, or has been abandoned due to insufficient matching funds or lack of internal capacity to undertake.

The following pages show the “Grid” of Projects for the District of Wells is organized in the Categories outlined above. Each Project has its own electronic and paper-based folder/file that holds all the details on all the Project.



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C=Category (1 to 5) **SD**=start date yy-mm **CA**=Contract(s) Awarded **ED**=end date yy-mm
ID=idea identified **PL**=planning **IP**=implementation phases **C/E**=complete/evaluation (1 to 10)
IPr=in-progress **TBD**=to be determined **Ref**=a number to quickly reference Projects in the Grid

Category 1=2023 or early 2024 Completion; **Category 2**=2023 Depending on Budgets & Staffing;

Category 3=Reconsider but defer to 2024 or later; **Category 4**=Ongoing;

Category 5=Complete/No Submission Made/No Matching Funding Capacity

Ref	Project #	Project Title and Actions	\$ and In-Kind	C	CA	SD	ED	ID	PL	IP 1	IP 2	IP 3	C/E
1	P001	PROV BC Outdoor Ice Rink (\$441,600)	1,054,175	1	x	20-04	23-08	x	x	x	x		
2	P002	PROV BC, DOW & Partners Sewer System Assessment and Upgrade (CWWF)	\$290,000 + In-kind Complete \$200,000 IP Planning and Emergency Upgrades 5,500,000 Construction	1	x x TBD	20-04	26-03	x	x	x			
3	P003	DOW & Partners--New OCP	100,000	1	x	20-04	23-10	x	x	x	x	x	
4	P004	DOW & Partners--Community Cultural & Recreation Centre	See also P29	1/ 2		20-04	24-12	x	x				
5	P010	BC Hydro Community Energy Project	15,000+ Mayor & Counsellor Funk	1	x	22-04	23-03	x	x	x	x	x	23-03 9/10
6	P011	NDIT Highway 26 Power Line Project	20,000	1	x	22-06	23-03	x	x	x	x	x	



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Ref	Project #	Project Title and Actions	\$ and In-Kind	C	CA	SD	ED	ID	PL	IP 1	IP 2	IP 3	C/E
7	P014	UBCM--Community Wildfire Protection Plan	40,000	1	x	21-04	23-03	x	x	x	x	x	
8	P015	PROV BC--Community Structural Fire Protection Plan	30,000	1	x	22-04	23-03	x	x	x	x	x	
9	P018	PROV BC, DOW & Partners--Water System Treatment Upgrade (SCF-MAH)	426,572 213,286 (includes In-kind) See also P31	1	IPr	19-04	24-03	x	x	x			
10	P023	UBCM--Fire Equipment & Training Grant	30,000	1	IPr	22-11	24-03	x	x	x	x		
11	P027	UBCM ICSP and OCP Alignment Project	77,000 (Integrated OCP)	1	x OCP TB D ICSP	18-04	24-03	x	x	x			
12	P029	PROV BC--REDIP WBCCRC Project	1,100,000 See also P04	1		22-11	25-03	x	x				
13	P031	DOW & Partners--Water System Replacement Test Drilling Program & New Water Plant	500,000 (In-kind Osisko Developments) 6,000,000 See also P18	1	x TB D	22-12	26-06	x	x	x			



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14	P032	DOW Public Works Garage and Shop Assessment, then Purchase Existing or New Construction		1		22-11	23-12	x	x				
15	P035	UBCM Economic Development Plan	55,000	1		18-04	24-03	x	x	x			
16	P039	PROV BC-- Engine 12 Fire Truck Replacement	185,000 Temporary Unit 850,000 New Unit	1		22-12	25-03	x	x	x			
17	P050	Lhtako Dene Nation Partnerships	Mayor & Councillor Lewis	1		22-11	OG	x	x				
18	P013	PROV BC-- Community Transition Response Table	Mayor & Acting Mayor (Training Project to Integrate with REDIP Project)	2		22-11	23-03	x	x	x	x		
19	P017	Osisko MOU and Community Agreement	Mayor and Counsellor Funk	2		22-06	OG	x	x	x			



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20	P030	PROV BC Jack of Clubs Lake & Area Reclamation Project	Phase 1 Signage-59,313 Fish Study-108,953 Investigation, Assessment, Water Standards 588,023 5,000,000	2	x	22-08	26-03	x	x	x			
21	P062	DOW, Barkerville, Wells Chamber of Commerce Fuel Tanks Partnership	26,269 (In-Trust)	2		05-01	23-09	x	x	x	x		
22	P063	PROV BC Growing Communities Fund	588,000	2		23-03	TBD	x	x				
23	P005	DOW & Partners--Playground	230,000	3		20-04	24-10	x	x				
24	P016	PROV BC--Housing & BC Housing	See also P36 & P19	3		19-04	OG	x	x				
25	P020	DOW Wells Community Forest and Community Forest Expansion	Counsellor Lewis	3		18-04	OG	x	x	x	x		
26	P028	UBCM Wildfire Recovery Fund		3		22-11	TBD	x	x	x			
28	P36	DOW & PROV BC--Crownlands	See also P36 & P19	3		22-06	24-06	x	x				



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29	P040	UBCM--Public Notification & Evacuation Routes Planning		3		23-01	TBD	x					
30	P041	UBCM--FireSmart Community Funding & Supports	45,000	3		23-01	TBD	x					
31	P042	UBCM--Emergency Operations Centres & Training	See also P22	3		23-01	TBD	x					
32	P043	UBCM--Poverty Reduction Planning & Action		3		23-01	TBD	x					
33	P047	PROV BC--Destination Development		3		23-01	OG	x	x				
34	P048	DOW & Partners--EV Charging Stations		3		23-01	OG	x					
35	P006	Indigenous Partnerships		4		22-04	OG	x	x				
36	P007	DOW Municipal Hall Upgrades	2022--80,000	4		22-04	24-12	x	x	x			
37	P008	DOW Firehall Upgrades	2022--90,000	4		22-04	23-12	x	x	x			



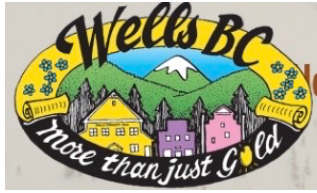
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38	P009	DOW Road Maintenance and Snow Removal Contract	2022--185,000	4		22-06	23-10	x	x	x	x		
39	P012	Telus Pole at Firehall		4	IPr	22-04	TBD	x	x	x	x		
40	P019	PROV BC & DOW--Cemetery	See also P36	4		22-06	OG	x	x				
41	P022	DOW & Partners--Emergency Response Plan	See also P42	4		22-06	OG	x	x	x	x	x	
42	P024	DOW--Change Sand in Water System	2022/23--20,000	4		22-11	23-06	x	x	x			
43	P025	NDIT--2023 Economic Development Officer Funding	2022/2023--50,000	4		22-11	24-03	x	x	x			
44	P026	DOW Electrical Upgrade at Sewer Lift Station	2023--20,000	4		22-03	23-03	x	x	x			
45	P037	UBCM--Community Works Funds (was Gas Tax Fund)	65,000	4		18-04	OG	x	x				
46	P038	DOW--Fitness Centre Upgrades and Location Decision	2023--25,000	4		22-11	23-04	x	x				



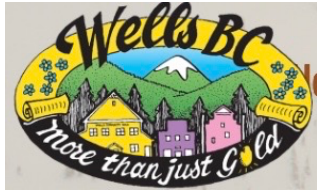
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47	P044	DOW— Operations & Governance Improvement Plan		4		23-01	OG	x	x	x			
48	P045	NDIT— Grant Writer Program	10,500	4		22-11	24-03	x	x				
49	P046	DOW & Partners— Barkerville Topics		4		23-01	OG	x	x				
50	P056	PROV BC-- District of Wells Boundary Expansion Evaluation	85,000 (this project is under discussion with the PROV BC)	4		18-05	OG	x	x				
51	P058	MULTI-PARTNER— Highway 26 Wildfire Fuel Mitigation Project		4		22-11		x	x				
52	P059	DOW— Sewer Lagoon Aeration Motors	20,000	4	x	21-11	x	x					
53	P060	DOW— Lagoon Maintenance Berms and Sludge		4		23-01							
54	P021	PROV BC-- Green Infrastructure Project	No Submission Made	5		21-11	22-03	x	x				



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55	P34	SERVICE CANADA--Youth CSTP 018263319	3,000 Complete	5		22-04	22-12	x	x	x	x	x	8
56	P49	PROV BC & CANADA--Community Energy System (GT-SPF)	439,000 Expired No Matching Funding Capacity	5		17-04	21-03	x	x				
57	P51	PROV BC--CRP--Wells Curling Rink	49,084 Complete	5	x	12-04	13-03	x	x	x	x	x	8
58	P52	PROV BC--South Wells Infrastructure Condition Assessment	10,000 Complete	5	x	17-04	18-03	x	x	x	x	x	8
59	P53	PROV BC--Asset Management Plan	10,000 Complete	5	x	15-04	16-04	x	x	x	x	x	8
60	P54	PROV BC--COVID Safe Start	241,000 Complete	5		20-11	21-12	x	x	x	x	x	8



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61	P57	UBCM--Housing Strategy Revision	30,000 No Submission Made	5		21-01	21-03	x					
62	P61	BC HYRDO--LED Steet Lighting	35,000	5		20-10	22-11	x	x	x	x	x	7
27	P033	FCM--Green Municipal Fund--Community Facilities Buildings Monitoring Fund	25,000 (20% DOW contribution required) Oversubscribed No Submission Made	5		TB D	TB D	x	x				



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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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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



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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 Van Stralen; 2023—August, September, & October—Councillor Trotter-Wanner; 2023 November & December—Councillor Funk



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Staff

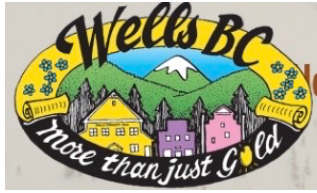
Name	Title	Communication
Bailey, Brendan	Fire Chief	brendanbailey@wells.ca
Bailey, Emily	Fire Chief	emilybailey@wells.ca
Doerksen, Niel	Public Works Superintendent	pbworks@wells.ca
Douglas, Ian	Public Works Assistant	
TBD	Chief Administrative and Projects Officer	Admin1@wells.ca
TBD	Public Works Trades Person	
TBD	Economic Development and Projects Officer	marketing@wells.ca
Ward, Angela	District Clerk, Corporate Officer, Visitors' Centre Manager & 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	
	Dombowsky, Thomas	Director	
	Koekemoer, Daryl	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

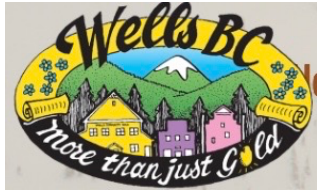
Ref	Name	Title	Communication
	Bailey, Brendan	Fire Chief	brendanbailey@wells.ca
	Bailey, Emily	Fire Chief	emilybailey@wells.ca

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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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)	
	Lui, Vincent Green, Tyrone	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	

Standing Services and Contractors

Ref	Name	Position
	TD Canada Trust (Quesnel)	Bank
	Integris Quesnel	Bank
	FBB Chartered Professional Accountants (Quesnel)	Auditor
	James & Sons Electric	Electrical
	Service Electric	Electrical
	Canadian Western Mechanical	HVAC and Plumbing
	Algonquin Contracting	Carpentry and Construction
	EA Works	Snow Removal
	Two Boys Contracting	Backhoe Services
	Cariboo Propane	Propane



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Committees

- Committee of the Whole—Council for Executive, Finance, Public Meetings, Other
- Wells Community Vision and Planning Committee—Select Committee
 - **Co-Chair Councillor Jenn Lewis**
 - **Co-Chair Councillor Dirk Van**
 - Haley Archer (Osisko Development)
 - Elyssia Sasaki (Island Mountain Arts)
 - Judy Campbell
 - Julia Mackey
 - Cheryl McCarthy
 - Stu Cawood, Alternate Rocky Nenka (Barkerville Historic Town & Park)
 - Ziggy Danes
 - Ian Douglas
 - Cam Beck
 - Thomas Dombowsky
 - Public can attend, other Council Members can attend non-voting members.
- Wells Community Buildings and Lands Committee—Select Committee
 - **Co-Chair—Councillor Dorothea Funk**
 - **Co-Chair—Councillor Josh Trotter-Wanner**
 - Judy Campbell
 - Elyssia Sasaki (Island Mount Arts)
 - TBD (Barkerville Historic Town & Park)
 - Alison Galbraith
 - Dawn Leroy
 - Julia Mackey
 - Hayley Archer
 - Public can attend, other Council Members can attend as non-voting members.
- Emergency Preparedness Committee—Fire Chiefs, RCMP, Ambulance, Staff, Businesses, Wildfire Branch, Osisko, West Fraser Mills, Barkerville, Other
 - **Co-Chair—Mayor Ed Coleman**
 - **Co-Chair—Councillor Josh Trotter-Wanner**
- Housing and Heritage—TBD



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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/>



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Important Publications and Information

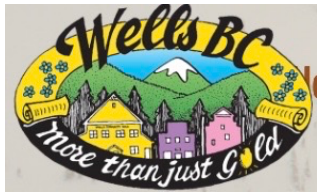
Ref	Title	Last Revised Date
1	Draft New Official Community Plan	2022 September
2	Annual Audited Statements of Financial Information (SOFI)	2023 February 21
3	Wells Barkerville Community Cultural and Recreation Centre Plan	2022 Fall Revised
5	CivicInfoBC Online Information-- https://www.civicinfo.bc.ca/	
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

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			



District of Wells 2022 to 2032 Concise Business Plan

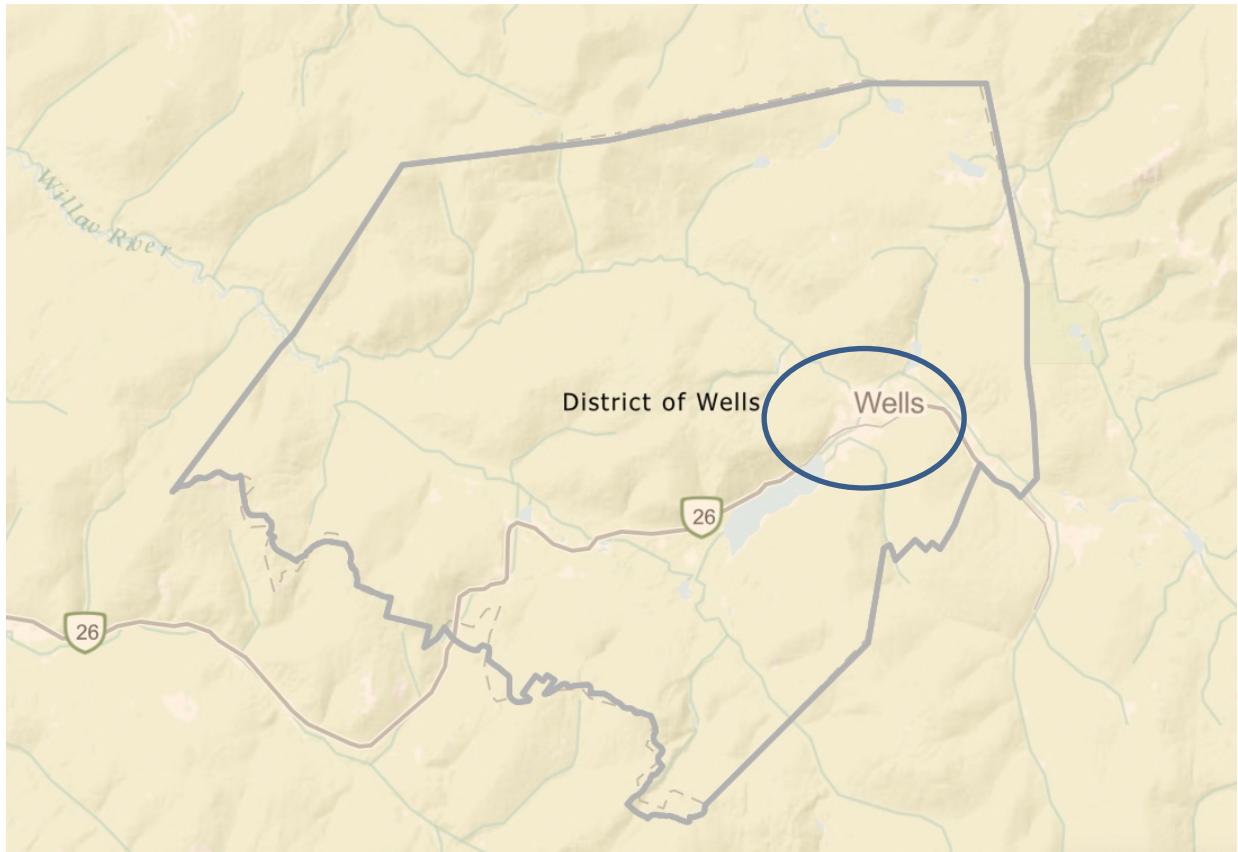
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District of Wells Map and Boundaries—Sample Only

(Land Area: 158.09 square kilometres.)





District of Wells 2022 to 2032 Concise Business Plan

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Wells Basic Map—Sample Only





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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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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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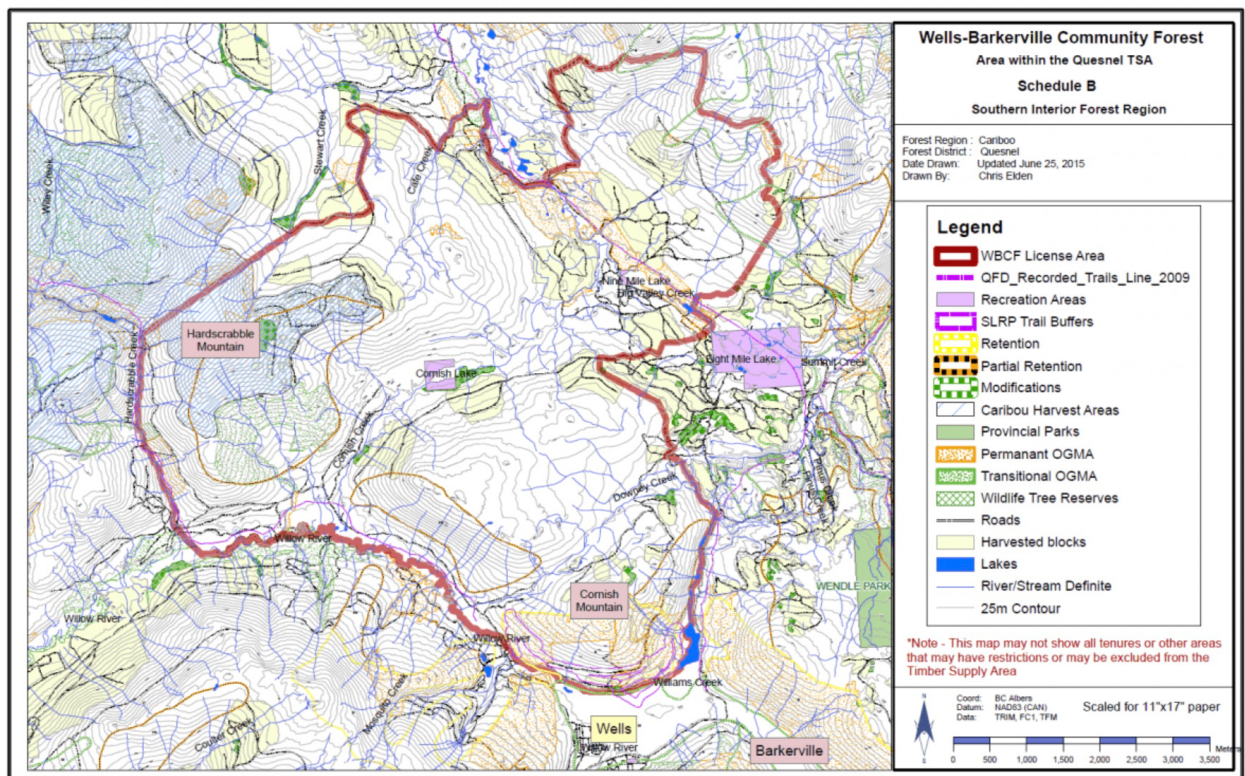
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Wells Barkerville Community Forest

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.





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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

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Consolidated Statement of Financial Position

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

<i>(for the year ending December 31st)</i>	2022 In-Progress	Audited 2021	Audited 2020 Amended	Audited 2019
Financial Assets				
Cash and Investments		\$ 1,093,897	\$ 623,873	\$ 273,243
Taxes and Accounts Receivable		196,518	322,000	185,700
Investment in Wholly Owned Subsidiary		242,407	242,407	170,107
Total Financial Assets		1,937,713	1,188,280	629,050
Financial Liabilities				
Accounts Payable and Accrued Liabilities		\$ 54,724	\$ 58,405	\$ 91,743
Liability for Contaminated Site		6,195,000	-	42,375
Deferred Revenue		121,951	113,625	94,925
Total Financial Liabilities		6,371,675	172,030	229,043
Total Net Financial Assets		(4,433,962)	1,016,250	229,043
Non-Financial Assets				
Property Acquired for Taxes		10,163	10,163	10,163
Prepaid Expenses		6,753	2,803	2,672
Tangible Capital Assets		6,171,599	6,282,956	6,418,033
Total Non-Financial Assets		6,188,515	6,295,922	6,430,868
Total Accumulated Surplus		1,754,553	7,312,172	6,830,875



District of Wells 2022 to 2032 Concise Business Plan

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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>	2022 In-Progress	Audited 2021	Audited 2020	Audited 2019
Revenue				
Government Grants		\$ 577,956	\$ 801,053	\$ 565,962
Taxation		206,392	208,192	205,851
Other Revenue		137,245	67,091	68,650
Utility User Fees		107,460	100,944	108,401
Other Grants		516,533	170,219	101,481
Sale of Services		18,069	14,899	14,130
Equity (loss) Income from Subsidiary		404,891	168,962	(36,915)
Deferred Revenue from Previous Year		113,625	113,625	335,787
Deferred Revenue from Following Year		(113,625)	(113,625)	(85,475)
Total Revenue		1,968,546	1,531,360	1,277,772
Expenses				
Amortization		157,043	153,919	199,372
Government Services		996,091	716,685	1,038,397
Protective Services		27,099	26,055	18,164
Contaminated Sites Remediation		6,195,000		
Water Utility Operations		98,527	68,522	84,520
Sewer Utility Operations		52,405	56,732	80,340
Total Expenses		7,526,165	1,021,913	1,420,793
Annual (deficit) Surplus		(5,557,619)	509,447	(143,021)
Accumulated surplus, beginning of year		7,340,322	6,830,875	
Prior period adjustment		(28,150)	(28,150)	
Accumulated surplus, beginning year, as restated		7,312,172	6,802,725	
Accumulated surplus, end of year		1,754,533	7,312,172	



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Budgets (updated to 2022 August 02, will be updated after the 2022 Audit to be complete May 2023)

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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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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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)



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

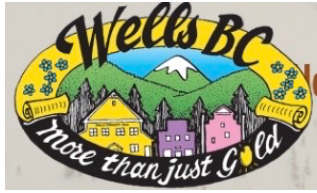
Branding Steps:

- *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 to 2030 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
-----	--------	---	---	----	----	-----	-----	-----	----	----	---

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>		



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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	Not-for-Profits	
17	Osisko Developments	
18	Quesnel & District Chamber of Commerce	
19	Quesnel Community Foundation	
20	Province of BC	
21	Rotary Club--Quesnel	
22	School Districts 28	
23	Royal Canadian Legion Branch 128	
24	University of Northern British Columbia	
25	Troll Ski Resort	
26	Vancouver Foundation	
27	Wells and Area Community Association	
28	Wells Chamber of Commerce	
29	West Fraser Timber	
30	Wells Historical Society	
31	Wells and Area Trails Society	



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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 CAO 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.



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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



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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 Andreessen	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



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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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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	Levyng 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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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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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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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	



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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	



District of Wells 2022 to 2032 Concise Business Plan

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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					1,400,000	5,000,000	Hazards, Maintenance, Extend Lifecycle, Potential New Facilities
4	Structural Fire Protection					1,000,000	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					3,000,000	20,000,000	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					2,000,000	20,000,000	Short and 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					100,000	500,000	Land and Facilities
14	Contaminated Sites					250,000	5,000,000	Research and Remediation
15	Totals					9,620,000	89,750,000	