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2022 Business Plan South Cariboo Economic Development (1017)

Darron Campbell, Manager of Community Services

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The South Cariboo Economic Development service was originally established through Bylaw No. 3573 in 2000. In 2004, Bylaw No. 3878 limited the service to Electoral Areas G and L. In 2007, Bylaw No. 4312 added Electoral Area H back into the function.

The service was created to support and promote economic development in the South Cariboo. This service is provided through individual project support with various partner groups and service delivery-based agreements with the District of 100 Mile House and the 100 Mile Development Corporation.

Currently, there is a contribution agreement in place with the Development Corporation to support operation of the Visitor Information Centre (2020-2022) and the South Cariboo Tourism Marketing Strategy (2022-2024), Lone Butte Historical Society to support operation of the roadside tourism and heritage site on Highway 24 (2021-2023), as well as the 100 Mile and District Historical Society to support operation of 108 Mile Heritage Site on Highway 97 (2021 – 2023).

Agreements are also in place to make contributions to the 100 Mile House sani-dump (2022-2024) to support tourism infrastructure, and an advertising agreement with the Rotary Club of 100 Mile House (2019-2023) for its mobile stage.

Electoral Areas G, H, and L participate in the service and taxation is based on the assessed value of land and improvements. There is no requisition limit for this service.

The Directors for Electoral Areas G, H, and L are responsible for the governance of this service.

Business Plan Goals, Rationale & Strategies

2022 Goals

- 1. Goal:** Review the contribution agreement in place with the 100 Mile Development Corporation to support the South Cariboo Visitors Information Centre.

Rationale: The current three-year agreement will expire December 31, 2022.

Strategy: The current agreement will be reviewed by staff and renewed if there are no material changes to the terms and conditions.
- 2. Goal:** Continue to encourage partnerships for economic development projects and activities.

Rationale: Maintaining existing and creating new partnerships is an efficient and cost-effective way to deliver economic development services.

Strategy: As projects and strategies are brought forward, appropriate partners, such as senior governments, municipalities, non-profit groups, and First Nations, will be identified.
- 3. Goal:** Sponsor conferences and events in the South Cariboo.

Rationale: Conferences and events draw visitors to the South Cariboo and encourage economic development in the area.

Strategy: The resources necessary to provide limited sponsorship to conferences and events are included in the function financial plan.
- 4. Goal:** Coordinate the roundtable session of the Economic Development Officers within the region.

Rationale: The Regional Economic Development practitioner's roundtable builds and maintains efficient relationships and provides a platform for EDO's throughout the region to share resources, projects initiatives, strategies, challenges, and best practices. This goal is included in the corporate tactical plan developed in 2019.

Strategy: Workshop will be led, and report made by the Regional Community Economic Development Officer, with support from the Manager of Community Services.
- 5. Goal:** Monitor and market new economic development landing pages 'Make the Move.'

Rationale: The 2020 Cariboo Labour Market Study (LMS) identified nine objectives with one pertaining directly to the CRD, *Objective 9: Build Assets and promote the Region*. This is a priority agreed by the LMS Steering Committee. The pages were completed in 2021 and need to be promoted to build national awareness.

- Strategy:** Work with the LMS Steering Committee, the Manager of Community Services, and the Manager of Communications to execute a marketing campaign to promote the website.
6. **Goal:** Support the Explore Cariboo marketing tactics.
Rationale: Now entering its third year, the Explore Cariboo marketing campaign is building momentum showcasing the entire Cariboo Region through a website, social media posts, media influencers, published content, and advertising.
Strategy: Provide both financial and strategic support to the project ensuring communities, attractions, and businesses from throughout the region are included resulting in enhanced increased tourism.
7. **Goal:** Review the Species at Risk Act for potential impacts to the regional economy.
Rationale: The ongoing periodic review will enable preemptive preparation for potential negative economic impacts prior to legislative actions taken by the provincial or federal governments, as was the case with the mountain caribou recovery plan and restrictions on high elevation timber supply. This goal is included in the corporate tactical plan developed in 2019.
Strategy: The review of all species at risk will be made by the Regional Economic & Community Development Officer each quarter of the year with special attention to the Chilcotin Steelhead population. A thorough risk assessment of Chilcotin and Thompson steelhead trout has confirmed the results of a previous survey declaring the fish at risk of extinction. The latest findings mean the fish will again be considered for listing under the Species at Risk Act (SARA).

Overall Financial Impact

The 2022 requisition remains unchanged from the 2021 requisition at \$63,750 and this level is maintained through the five-year financial plan.

Significant Issues & Trends

Covid-19 has significantly impacted events and tournaments throughout the region and has contributed towards an increase in labour shortages across all sectors. The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter and has committed to continuing to work towards carbon neutrality in respect of corporate operations.

Measuring Previous Years Performance

Goal: Review the contribution agreement in place with the 100 Development Corporation to support the South Cariboo Tourism Marketing Strategy.

- Completed. The three-year agreement has been renewed at the same terms expiring at the end of 2024.

Goal: Review contribution agreement with 100 Mile Sani Dump.

- Completed. The three-year agreement is renewed at the same terms and will expire on December 31, 2024.

Goal: Continue to encourage partnerships for economic development projects and activities.

- Completed. Hosted Regional Education Round Tables. Supported Hun City Mountain Bike Club's winter fat tire tourism campaign.

Goal: Sponsor conferences and events in the South Cariboo.

- Not completed. No events were brought forward due to covid.

Goal: Coordinate the roundtable session of the Economic Development Officers within the region.

- Completed. Held meetings quarterly via Teams.

Goal: Coordinate and create new economic development landing pages to highlight the region and act as an attraction and retention tool.

- Completed. Following the Labour Market Strategy recommendations and working with regional economic development practitioners and the CRD Communications department, we created a series of webpages and a marketing campaign focused on investment, employment, and quality of life in the Cariboo.

Goal: Support the Explore Cariboo marketing tactics.

- Completed. Supported the annual campaign both financially and with strategic planning.

Goal: Review the Species at Risk Act for potential impacts to the regional economy.

- Completed. Reviewed the Species at Risk Act (SARA) and will continue to monitor the Chilcotin Steelhead and Salmon populations.

Goal: Create a three-year contribution agreement to support the 108 Mile Heritage Site

- Completed. Executed a three-year contribution agreement which will expire on December 31, 2023



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2022 Business Plan Central Cariboo and Chilcotin Economic Development (1025)

Darron Campbell, Manager of Community Services

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Central Cariboo and Chilcotin Economic Development function was established through Bylaw No. 5244 in 2019. The purpose of the service is to provide funding support through contributions for economic development activities in the service area, including Electoral Areas D, E, F, J and K.

Prior to the establishment of the Central Cariboo and Chilcotin Economic Development service, there were five separate functions in the Central Cariboo. Each of these functions was created through Electoral Areas bylaws as follows, Area D (No. 3855, 2003), Area E (No. 5235, 2019), Area F (No. 3706, 2002), Area J (No. 5016, 2016) and Area K (No. 5017, 2016). The budgets and business plan goals for these functions have been merged into this plan to encourage cooperation and efficiency.

The new service was created to support and promote economic development in the Central Cariboo and Chilcotin and work in important sectors such as tourism, agriculture, natural resources development and the retention and attraction of businesses and residents. This service is provided through contracts for various economic development initiatives, which currently include Visitor Information Services support agreements with the Williams Lake and District Chamber of Commerce, the Horsefly Board of Trade, the Likely Chamber of Commerce and the 150 Mile Greenbelt, Trail and Heritage Society (2021-2023) and the Community Services and Development Society of Alexis Creek (2021-2023).

Currently, there is a contribution to the McLeese Lake Farmers Market Association (2022-2024) to support the promotion and operation of the McLeese Lake Farmers Market.

Electoral Areas D, E, F, J and K participate in the service and taxation is based on the assessed value of land and improvements. There is no requisition limit for this service.

The Directors of Electoral Areas D, E, F, J and K are responsible for the governance of this service.

Business Plan Goals, Rationale & Strategies

2022 Goals

- 1. Goal:** Support the development of Frisbee Golf courses in the Central Cariboo.
Rationale: Frisbee Golf is a fast-developing sport. Supporting the local society to build and upgrade courses in the region will encourage tourism and create another outdoor lifestyle amenity to attract and retain residents.
Strategy: Funding is allocated to match and support grant opportunities.
- 2. Goal:** Support site improvements to Big Lake Heritage Site.
Rationale: The Big Lake Heritage Site acts as a stop of interest along the Cariboo Gold Rush Trail and a Community Hub for local residents. Structures have become unsafe and the site run down. Revitalizing these assets will draw and retain both tourists and residents.
Strategy: Funding is allocated to match and support grant opportunities.
- 3. Goal:** Support obtaining grant funding for restoration of the Bullion Pit penstocks.
Rationale: The penstocks, which were a key part of the water management system that fed the massive monitors used in mining operations, are an interesting historical asset and are deteriorating rapidly in the wet climate. A new low mobility trail was constructed in 2020 to provide easy access to the site and rebuilding the penstocks will add value to the location.
Strategy: The Bullion Pit site is operated by the Likely Xat'sull Community Forest, which will submit grant applications with support from the Regional District.
- 4. Goal:** Work with rural communities to develop, maintain and improve trails and sites for tourism activity.
Rationale: Rural communities continue to implement tourism strategies, including the development of infrastructure to continue a long-range plan to promote tourism and local economic development. Trails are proving to be a very important natural asset to rural areas that can be developed and promoted. Locations under consideration in 2021 include upgrades to the boardwalk at the Spawning Channel in Horsefly; the Bullion Pit, near Likely and the Big Lake Heritage Site.
Strategy: Trail projects will be led by various partner groups including but not limited to the Horsefly Board of Trade, Likely Chamber of Commerce and Big Lake Community Association, with updates to and advice from Regional District staff.

5. **Goal:** Continue to encourage partnerships for economic development projects and activities.

Rationale: Maintaining existing and creating new partnerships is an efficient and cost-effective way to deliver economic development services.

Strategy: As projects and strategies are brought forward, appropriate partners, such as senior governments, municipalities, non-profit groups, and First Nations, will be identified.
6. **Goal:** Support development of promotional materials for tourism activities in the Central Cariboo.

Rationale: Promotional materials such as brochures, website, maps, and videos are important tools to reach potential visitors and promote tourism opportunities in the area.

Strategy: Promotional projects will be led by various partner groups including but not limited to the Horsefly Board of Trade and the Likely Chamber of Commerce, with updates to and advice from Regional District staff.
7. **Goal:** Support the All Nations Pow Wow event held in Williams Lake.

Rationale: The Pow Wow would be a major tourism event held during the Williams Lake Stampede and bring in additional visitors and performers to the area. In addition to the direct tourism activity generated by the event, the positive cooperation by First Nations, local government, non-profit groups, and business sponsors to host the event will result in long term economic benefits.

Strategy: A committee of event partners is organizing the event under the banner of several local First Nations. Funding support for the event is included in the Central Cariboo Economic Development financial plan.
8. **Goal:** Support site improvement initiatives for event-hosting space for the Horsefly Community.

Rationale: Building on ongoing projects to improve event hosting space the community has the potential to contribute positively to the regional economy by encouraging events in the community.

Strategy: Funding is allocated to match and support grant opportunities to support upgrades at the outdoor rink. This will be led by the Horsefly Board of Trade with updates to and advice from Regional District Staff.
9. **Goal:** Contribute to site improvements, marketing, and promotions for the Xat'sull Heritage Village.

Rationale: The Xat'sull Heritage Village is an award-winning tourism attraction which provides educational and recreational opportunities for visitors, centered around the culture and heritage of the Xat'sull First Nation. This tourism attraction contributes positively to the local economy by encouraging travelers to visit our region and by providing employment to area First Nations.

Strategy: Projects and initiatives will be led by the Xat'sull First Nation with updates to and advice from Regional District staff.

- 10. Goal:** Invest in capital improvements or marketing and promotional activities at the Bull Mountain Cross Country Ski Area.

Rationale: Ongoing projects to improve trail signage and promote events at Bull Mountain are reasonable opportunities to generate local economic activity. The goal is to bring out-of-town recreational skiers to the facility. Bull Mountain is a premiere cross-country skiing destination in the Central Cariboo; however, it remains a local “secret” due to limited promotion and signage on the highway. Bull Mountain is managed by volunteers through a non-profit society.

Strategy: Projects will be led by the Williams Lake Cross Country Ski Society with updates to and advice from Regional District staff.
- 11. Goal:** Sponsor conferences and events in the Central Cariboo.

Rationale: Conferences and events draw visitors to the Central Cariboo and encourage economic development in the electoral areas.

Strategy: The resources necessary to provide limited sponsorship to conferences and events is included in the function financial plan.
- 12. Goal:** Coordinate the roundtable session of the Economic Development Officers within the region.

Rationale: The Regional Economic Development practitioner’s roundtable builds, maintains efficient relationship and provides a platform for EDO’s throughout the region to share resources, projects initiatives, strategies, challenges and best practices. This goal is included in the corporate tactical plan developed in 2019.

Strategy: Regional meetings will be led by the Cariboo Regional Community Economic Development Officer, with support from the Manager of Community Services.
- 13. Goal:** Monitor and market new economic development landing pages ‘Make the Move.’

Rationale: The 2020 Cariboo Labour Market Study (LMS) identified nine objectives with one pertaining directly to the CRD, *Objective 9: Build Assets and promote the Region*. This is a priority agreed by the LMS Steering Committee. The pages were completed in 2021 and need to promoted to build national awareness.

Strategy: Work with the LMS Steering Committee, the Manager of Community Services, and the Manager of Communications to execute a marketing campaign to promote the website.
- 14. Goal:** Support the Explore Cariboo marketing tactics.

Rationale: Now entering its fourth year, the Explore Cariboo marketing campaign is building momentum showcasing the entire Cariboo Region through a website, social media posts, media influencers, published content, and advertising.

Strategy: Provide both financial and strategic support to the project ensuring communities, attractions, and businesses from throughout the region are included resulting in enhanced increased tourism.

- 15. Goal:** Support the Regional Wood Innovation Training Hub initiative.
Rationale: With changes in the forest industry, a provincial appetite for sustainable harvest and value-added wood products, and international recognition for log and timber frame home building, a diverse group of stakeholders has come together to form an initiative focused on sustainable wood-based education and training. This initiative will support regional small and medium sized businesses by building a skilled employment base, and drawing regional, national and international participants to the region.
Strategy: Work with the advisors group to help direct efforts and identify funding.
- 16. Goal:** Review the Species at Risk Act for potential impacts to the regional economy.
Rationale: The ongoing periodic review will enable preemptive preparation for potential negative economic impacts prior to legislative actions taken by the provincial or federal governments, as was the case with the mountain caribou recovery plan and restrictions on high elevation timber supply. This goal is included in the corporate tactical plan developed in 2019.
Strategy: The review of all species at risk will be made by the Regional Economic & Community Development Officer each quarter of the year with special attention to the Chilcotin Steelhead population. A thorough risk assessment of Chilcotin and Thompson steelhead trout has confirmed the results of a previous survey declaring the fish at risk of extinction. The latest findings mean the fish will again be considered for listing under the Species at Risk Act (SARA).

Overall Financial Impact

The 2022 requisition remains unchanged from the 2021 requisition of \$100,000 and this level is maintained in the five-year financial plan.

The 2021 requisition is increased by \$30,000 from 2020 for a total requisition of \$100,000. This increase is necessary to meet renewed contribution agreement commitments included in the business plan. No further increase is included in the five-year financial plan.

Significant Issues & Trends

COVID-19 has significantly impacted the ability to host events and tournaments throughout the region. It has also contributed towards an increase in labour shortages across all sectors.

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter and has committed to continuing to work towards carbon neutrality in respect of corporate operations.

Measuring Previous Years Performance

The following goals were included in each of the separate economic development functions in 2021 and most are continued into the 2022 Central Cariboo and Chilcotin Business Plan.

Goal: Review McLeese Lake Farmer's Market Agreement.

- Completed. The agreement has been renewed, expiring in 2024.

Goal: Work with rural communities to develop, maintain and improve trails and sites for tourism activity.

- Completed. Supported trail work at the Bullion Pit Mine and Cariboo Falls near Likely, and the Story walk and kiosk at the spawning channel in Horsefly.

Goal: Continue to encourage partnerships for economic development projects and activities.

- Completed. Financial contribution towards Nimpo Lake's fence project at a tourism site and towards repairing the VIC roof in Horsefly, created and hosted an Education Roundtable, participated in the Agricultural Development Advisory Committee, coordinated monthly meetings with Municipal EDOs, and in response to COVID-19 met monthly with the Williams Lake Business Development Partners Working Group.

Goal: Support development of promotional materials for tourism activities in the Central Cariboo.

- Completed. Contribution towards improvements to Likely's website and social media campaign, Horsefly's website upgrade and interactive new host.

Goal: Support the All Nations Pow Wow event held in Williams Lake.

- Not completed. Cancelled due to COVID-19.

Goal: Support site improvement initiatives for event-hosting space for the Horsefly Community.

- Completed. Contributed to site improvements at the outdoor rink including new lighting, replacing the gate, and surface improvements.

Goal: Support joint marketing initiatives for the Cariboo East including Big Lake Ranch, Horsefly, and Likely.

- Completed. Financial Contribution towards new brochures created to connect and promote the three communities.

Goal: Contribute to site improvements, marketing, and promotions for the Xat'sull Heritage Village.

- Not completed. No projects were brought forward.

Goal: Invest in capital improvements or marketing and promotional activities at the Bull Mountain Cross Country Ski Area.

- Completed. Contribution made towards new signage and kiosks.

- Goal:** Support the Likely Visitor Information Centre storage building project.
- Completed. Building has been purchased and constructed on Museum site.
- Goal:** Sponsor conferences and events in the Central Cariboo.
- Not completed. No events came forward due to COVID-19.
- Goal:** Coordinate the roundtable session of the Economic Development Officers within the region.
- Completed. Met quarterly throughout 2021.
- Goal:** Coordinate and create new economic development landing pages to highlight the region and act as an attraction and retention tool.
- Completed. Worked with regional EDOs, the Manager of Community Services and the Communications Department to create a suite of pages hosted on the CRD website.
- Goal:** Support the Explore Cariboo marketing tactics.
- Completed. Supported the annual campaign both with strategic planning and a financial contribution.
- Goal:** Review the Species at Risk Act for potential impacts to the regional economy.
- Completed. Reviewed the 2021/2022 Species at Risk Report. Will continue to monitor Chilcotin Steelhead and Salmon populations.



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2022 Business Plan North Cariboo Economic Development (1026)

Darron Campbell, Manager of Community Services

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The North Cariboo Economic Development function was established through Bylaw No. 2586 in 1992. The purpose of the service is to provide funding support through contributions for economic development activities in the service area, including Electoral Areas A, B, C and I.

Tourism infrastructure, including public outhouses at Bouchie Lake and Milburn Lake west of Quesnel. The service also supports a tourism and project-based agreement with the City of Quesnel for the Quesnel Visitor Information Centre (2021-2023) and with the North Cariboo Agricultural Development Advisory Committee.

Electoral Areas A, B, C and I participate in the service and taxation is based on the assessed value of land and improvements. The maximum requisition is the greater of \$10,000 or \$0.0257/\$1,000 of assessment.

The Directors of Electoral Areas A, B, C and I are responsible for the governance of this service.

Business Plan Goals, Rationale & Strategies

2022 Goals

- 1. Goal:** Continue to encourage partnerships for economic development projects and activities.
Rationale: Maintaining existing and creating new partnerships is an efficient and cost-effective way to deliver economic development services.

- Strategy:** As projects and strategies are brought forward, appropriate partners, such as senior governments, municipalities, non-profit groups, and First Nations, will be identified.
- 2. Goal:** Sponsor conferences and events in the service area.
Rationale: Conferences and events draw visitors to the North Cariboo and encourage economic development in the area.
Strategy: The resources necessary to provide limited sponsorship to conferences and events is included in the function financial plan.
 - 3. Goal:** Coordinate the roundtable session of the Economic Development Officers within the region.
Rationale: The Regional Economic Development practitioner's roundtable builds, maintains efficient relationship and provides a platform for EDO's throughout the region to share resources, projects initiatives, strategies, challenges and best practices. This goal is included in the corporate tactical plan developed in 2019.
Strategy: Workshop will be led and report made by the Regional Community Economic Development Officer, with support from the Manager of Community Services.
 - 4. Goal:** Monitor and market new economic development landing pages 'Make the Move.'
Rationale: The 2020 Cariboo Labour Market Study (LMS) identified nine objectives with one pertaining directly to the CRD, *Objective 9: Build Assets and promote the Region*. This is a priority agreed by the LMS Steering Committee. The pages were completed in 2021 and need to promoted to build national awareness.
Strategy: Work with the LMS Steering Committee, the Manager of Community Services, and the Manager of Communications to execute a marketing campaign to promote the website.
 - 5. Goal:** Support the Explore Cariboo marketing tactics.
Rationale: Now entering its third year, the Explore Cariboo marketing campaign is building momentum showcasing the entire Cariboo Region through a website, social media posts, media influencers, published content, and advertising.
Strategy: Provide both financial and strategic support to the project ensuring communities, attractions, and businesses from throughout the region are included resulting in enhanced increased tourism.
 - 6. Goal:** Review the Species at Risk Act for potential impacts to the regional economy.
Rationale: The ongoing periodic review will enable preemptive preparation for potential negative economic impacts prior to legislative actions taken by the provincial or federal governments, as was the case with the mountain caribou recovery plan and restrictions on high elevation timber supply. This goal is included in the corporate tactical plan developed in 2019.
Strategy: The review of all species at risk will be made by the Regional Economic & Community Development Officer each quarter of the year with special attention to the

Chilcotin Steelhead population. A thorough risk assessment of Chilcotin and Thompson steelhead trout has confirmed the results of a previous survey declaring the fish at risk of extinction. The latest findings mean the fish will again be considered for listing under the Species at Risk Act (SARA).

Overall Financial Impact

The 2022 requisition remain unchanged from the 2021 requisition of \$40,000.

The 2021 requisition was increased by \$8,000 from 2020 for a total requisition of \$40,000.

Significant Issues & Trends

COVID-19 has significantly impacted the ability to host events and tournaments throughout the region. It has also contributed towards an increase in labour shortages across all sectors.

Prior to 2016, core economic development service through this function was provided by means of a contribution to the City of Quesnel to support the Quesnel Community and Economic Development Corporation. In 2016, the City of Quesnel brought this function in-house, and this contribution is no longer being paid to the City. These funds remain available in the function budget to support economic development activities and projects in the North Cariboo.

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter and has committed to continuing work towards carbon neutrality in respect of corporate operations.

Measuring Previous Years Performance

Goal: Continue to encourage partnerships for economic development projects and activities.

- Completed. Hosted North Cariboo Education Roundtable, financially contributed towards planning development at Quesnel Canyon, and contributed towards the Quesnel & District Antique Machinery Park.

Goal: Sponsor conferences and events in the service area.

- Completed. Supported the High School Rodeo senior finals in Quesnel.

Goal: Coordinate the roundtable session of the Economic Development Officers within the region.

- Completed. Meetings held via teams quarterly.

Goal: Coordinate and create new economic development landing pages to highlight the region and act as an attraction and retention tool.

- Completed. Following the Labour Market Strategy recommendations and working with regional economic development practitioners and the CRD Communications department, we created a series of webpages and a marketing campaign focused on investment, employment, and quality of life in the Cariboo.

Goal: Support the Explore Cariboo marketing tactics.

- Completed. Supported the annual campaign both financially and with strategic planning.

Goal: Review the Species at Risk Act for potential impacts to the regional economy.

- Completed. Reviewed the Species at Risk Act (SARA) and will continue to monitor the Chilcotin Steelhead and Salmon populations.



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2022 Business Plan South Cariboo Transit Service (1028)

Darron Campbell, Manager of Community Services

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The South Cariboo Transit Service function was established through Bylaw No. 3282 in 1997.

This service is provided by means of a contract with the District of 100 Mile House. The contract is based on ridership from a local service area, which is a portion of Electoral Area G in the 108 Mile Ranch and Lac La Hache areas. Under the terms of the contract, the Regional District pays 50 percent of the net municipal cost of the service. The current contract has a three-year term from 2020-2023.

Requisition is by way of a parcel tax. The maximum requisition is \$25,000 or \$0.14/\$1,000 of assessment.

As the Electoral Area G Director is the only stakeholder, and the *Local Government Act* requires more than one vote, the entire Board is responsible for the governance of this service.

Business Plan Goals, Rationale & Strategies

No new goals identified for 2022.

Overall Financial Impact

In 2022, the requisition is raised by 4.5%, amounting to an increase of \$2,520 for a total requisition of \$58,526.

The 2023–2026 requisitions are projected to increase by 4.5% per year in order to accommodate financial projections received from BC Transit, which include significant cost increases for lease fees on replacement vehicles.

Significant Issues & Trends

In the challenging times of the global COVID-19 pandemic, the transit service developed safety plans in order to continue to be available. It is unknown at this time if this will continue and to what extent into 2022.

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter and has committed to continuing work towards carbon neutrality in respect of corporate operations.

Measuring Previous Years Performance

Goal: Request that the District of 100 Mile House and BC Transit consider expanding transit service to Electoral Area L of the south Cariboo.

- Completed. The District advised that it does not have the capacity to expand the transit service.

Other Accomplishments

A transit feasibility study by BC Transit, for service to Lone Butte and Forest Grove, was initiated in 2014 and completed in March 2015. It was determined that the service is not cost effective and will not be pursued.



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2022 Business Plan North Cariboo Transit Service (1029)

Darron Campbell, Manager of Community Services

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The North Cariboo Transit contribution function was established through Bylaw No. 4293 in 2007. This service is delivered by means of a contract, under the Memorandum of Understanding with the City of Quesnel, which provides public transit to the Red Bluff area of Electoral Area A. Participants in the service are taxed based on the assessed value of land and improvements. The maximum requisition is the greater of \$5,560 or \$0.0534/\$1,000 of assessment.

As the Electoral Area A Director is the only stakeholder, and the *Local Government Act* requires more than one vote, the entire Board is responsible for the governance of this service.

Business Plan Goals, Rationale & Strategies

No new goals identified for 2022.

Overall Financial Impact

The 2022 requisition is increased by 2% from the 2021 requisition, for a total requisition of \$6,843. An increase of 2% is included in each year of the five-year financial plan.

Under the Memorandum of Understanding with the City of Quesnel, the contract value to deliver services for this function will increase by the Consumer Price Index (CPI) as of September 30 each year. This increase will be limited by the maximum requisition possible for the function as defined by the service establishment bylaw.

Significant Issues & Trends

In the challenging times of the global COVID-19 pandemic, the transit service developed safety plans in order to continue to be available. It is unknown at this time if this will continue and to what extent into 2022.

North Cariboo Transit ridership was steady throughout the year, but highly dependent on repeated use by individuals. In 2021, rides to the end of August totaled 38,285, an approximately 11% decrease from the same period in 2020 but still demonstrating continued regular use of the service.

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter and has committed to continuing work towards carbon neutrality in respect of corporate operations.

Measuring Previous Years Performance

- Goal:** Undertake a feasibility study to potentially expand the transit service area.
- Complete. A brief review by BC Transit of the existing service cost for the area and potentially including additional areas confirmed additional service is not financially feasible.



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2022 Business Plan North Cariboo Cemetery Service (1031)

Darron Campbell, Manager of Community Services

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The North Cariboo Cemetery Service function was established through Bylaw No. 3484 in 1998. This service is provided by means of a contract under the Memorandum of Understanding with the City of Quesnel. Electoral Areas A, B, C and I participate in the service and are taxed based on the assessed value of land and improvements. In 2009, following a successful referendum, the Board adopted Bylaw No. 4422 which amended the function by increasing the maximum requisition to the greater of \$76,000 or \$0.0731/\$1,000 of assessment.

The Directors for Electoral Areas A, B, C and I are responsible for the governance of this service.

Business Plan Goals, Rationale & Strategies

No new goals identified for 2020 - 2024 by the City of Quesnel in the five-year capital plan.

Overall Financial Impact

The 2022 requisition remains the same as the 2021 requisition at \$70,000.

The 2019 requisition was increased by 16.5% from 2018 requisition amounting to an increase of \$10,000 for a total requisition of \$70,000. The increase is necessary to make

the contribution to capital works at the cemetery as defined in the Memorandum of Understanding (MOU) with the City of Quesnel.

Under the MOU (2015-2019) with the City of Quesnel, the Regional District is required to pay for 50% of the net operating and capital costs for the cemetery. This increase will be limited by the maximum requisition possible for the function as defined by the service establishment bylaw.

Significant Issues & Trends

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter, and has committed to continuing work towards carbon neutrality in respect of corporate operations.

Measuring Previous Years Performance

There were no new goals in 2021.

Other Accomplishments

A major capital project to re-pave the parking areas of the cemetery was completed in 2018.



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2022 Business Plan South Cariboo Cemeteries (1035)

Darron Campbell, Manager of Community Services

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The South Cariboo Cemeteries Contribution Service was established in 2017 through Bylaw No. 5071 to provide a contribution of funds to the operators of registered cemeteries in the south Cariboo including the District of 100 Mile House.

The service will be provided by means of a contract (January 1, 2022 – December 31, 2024) with the District of 100 Mile House and will contribute to the 100 Mile House Cemetery. An agreement (January 1, 2022 - December 31, 2024) has also been entered into with the Forest Grove Recreation Commission Society to support the Forest Grove Cemetery.

Electoral Areas G, H and L participate in the service and are taxed based on the assessed value of land and improvements to the greater of \$15,000 or \$0.007/\$1,000 of assessment.

Business Plan Goals, Rationale & Strategies

No new goals were identified for 2022.

Overall Financial Impact

The 2022 requisition remains unchanged from the 2021 requisition at \$8,500.

Significant Issues & Trends

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter and has committed to continuing work towards carbon neutrality in respect of corporate operations.

Measuring Previous Years Performance

Goal: Review the contribution agreement with the District of 100 Mile House to support the 100 Mile House Cemetery.

- Planned for December following a review of the year-end actuals.

Goal: Review the contract with the Forest Grove Recreation Commission Society to support the Forest Grove Cemetery.

- Completed.



building communities together

2022 Business Plan Central Cariboo Cemetery (1036)

Darron Campbell, Manager of Community Services

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Central Cariboo Cemetery Services function was established in 2002 through Bylaw No. 3644 and amended in 2004 with Bylaw No. 3859 to allow for contributions to existing cemetery operations within Electoral Areas D, E and F and the City of Williams Lake. The service is provided by means of a contract under the Memorandum of Understanding with the City of Williams Lake (January 1, 2020 – December 31, 2022) and agreements (January 1, 2022– December 31, 2024) with community cemetery societies; the service contributes to the Williams Lake Cemetery and cemeteries in the Area F communities of Likely, Horsefly, Miocene and Big Lake. Electoral Areas D, E and F participate in the service and are taxed based on the assessed value of land and improvements. The maximum requisition is \$20,000.

Directors for Electoral Areas D, E and F are responsible for the governance of this service.

Business Plan Goals, Rationale & Strategies

2022 Goal

Goal: Review the Cemetery Contribution Agreement under the Memorandum of Understanding with the City of Williams Lake.

Rationale: The current three-year agreement expires on December 31, 2022.

Strategy: Agreement terms and cost will be renewed if there are no material changes.

Overall Financial Impact

The 2022 requisition remains the same as the 2021 requisition at \$19,000.

Significant Issues & Trends

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter and has committed to continuing work towards carbon neutrality in respect of corporate operations.

Measuring Previous Years Performance

Goal: Review the contribution agreements with the cemeteries in Likely, Horsefly, Miocene and Big Lake.

- Completed. Renewed with no changes.



building communities together

2022 Business Plan Central Cariboo Victim Services (1037)

Darron Campbell, Manager of Community Services

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Central Cariboo Victim Services function was established in 2002 through Bylaw No. 3781 and amended in 2008 through Bylaw No. 4421. The service is provided by means of a contract under the Memorandum of Understanding with the City of Williams Lake (January 1, 2020 – December 31, 2022) to operate a Victim Services Unit in the Williams Lake RCMP Detachment. A three-year agreement was also entered into with the Punky Lake Wilderness Society and the Alexis Creek Victim Services Program (January 1, 2020 - December 31, 2022) to support administrative coordination for the victim services program based out of the Alexis Creek RCMP detachment.

Electoral Areas D, E, F, J and K participate in the service and are taxed based on the assessed value of land and improvements. The maximum requisition was increased in 2008 to the greater of \$22,000 or \$0.0162/\$1,000.

The Directors for Electoral Areas D, E, F, J and K are responsible for the governance of this service.

Business Plan Goals, Rationale & Strategies

2022 Goals

- 1. Goal:** Review the contract under the Memorandum of Understanding with the City of Williams Lake to operate a Victim Services Unit in the Williams Lake RCMP Detachment.

Rationale: The current three-year agreement expires on December 31, 2022.

Strategy: The agreement will be renewed if there are no material changes.

2. **Goal:** Review the contribution agreement with the Punky Lake Wilderness Society and the Alexis Creek Victim Services Program.

Rationale: The current three-year agreement expires on December 31, 2022.

Strategy: The agreement will be renewed if there are no material changes.

Overall Financial Impact

The 2022 requisition remains the same as the 2021 requisition at \$29,000.

The 2020 requisition was increased from the 2019 requisition by \$3,000 to plan for future agreements if funding from the Red Cross is unavailable.

Significant Issues & Trends

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter and has committed to continuing work towards carbon neutrality in respect of corporate operations.

Measuring Previous Years Performance

There were no new goals in 2021.



building communities together

2022 Business Plan North Cariboo HandyDart (1038)

Darron Campbell, Manager of Community Services

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The North Cariboo HandyDart Transit contribution function was established through Bylaw No. 4292 in 2007. This service is delivered by means of a contract, under the Memorandum of Understanding with the City of Quesnel, which provides HandyDart Transit to portions of Electoral Areas A, B, C and I in the greater Quesnel area.

Participants in the service are taxed based on the assessed value of improvements only. A referendum in 2014 increased the maximum requisition to the greater of \$70,000, or \$0.08971/\$1,000 of assessment, to provide a contribution more consistent with the actual local government costs for the service.

The Directors for Electoral Areas A, B, C and I are responsible for the governance of this service.

Business Plan Goals, Rationale & Strategies

2022 Goal

Goal: Provide an annual breakdown of statistics showing met trips and unmet trips for the HandyDart service.

Rationale: Tracking met trips and unmet trips will determine if the service is adequately meeting the needs of clients and users.

Strategy: The statistics will be obtained from the operators, the City of Quesnel and BC Transit and provided to Regional District staff.

Overall Financial Impact

The 2022 requisition is increased by \$1,028 from the 2021 requisition to \$68,512. An increase of 1.5% per year is included through the rest of the five-year plan to account for inflation in the contribution agreement with the city.

The 2020 requisition was increased by \$9,500 from the 2019 requisition to cost share the taxi-saver service with the City of Quesnel and BC Transit.

Under the Memorandum of Understanding with the City of Quesnel, the contract value to deliver services for this function will increase by the Consumer Price Index (CPI) as of September 30th each year. This increase will be limited by the maximum requisition possible for the function as defined by the service establishment bylaw.

Significant Issues & Trends

In the challenging times of the global COVID-19 pandemic, the HandyDart service adjusted operating procedures and developed safety plans to continue to be open and available. It is unknown at this time if this will continue and to what extent into 2022.

HandyDart ridership was steady throughout the year, but highly dependent on repeated use by individuals requiring service. In 2021, rides to the end of August totaled 3,260, an increase of approximately 30% from the same period in 2020, demonstrating continued regular use of the service. There were no unmet trips between January and August 2021. The service experiences an annual average of 7,000 rides.

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter and has committed to continuing work towards carbon neutrality in respect of corporate operations.

Measuring Previous Years Performance

Goal: Provide an annual breakdown of statistics showing met trips and unmet trips for the HandyDart service.

- Completed.



building communities together

2022 Business Plan Central Cariboo HandyDart (1039)

Darron Campbell, Manager of Community Services

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Central Cariboo HandyDart contribution function was established following a successful referendum in 2010 through adoption of Bylaw No. 4625. This service is delivered by means of a Community Transit Partnership Agreement (January 1, 2020 – December 31, 2022) with the City of Williams Lake which extends its HandyDart service to portions of Electoral Areas D, E and F in the greater Williams Lake area. Cost of the service is shared with BC Transit through an Annual Operating Agreement with the City.

Participants in the service are taxed based on the assessed value of improvements only. The maximum requisition is the greater of \$20,027 or an amount raised by applying a tax rate of \$0.0316/\$1,000 to the net taxable assessed value of land and improvements.

The Directors for Electoral Areas D, E and F are responsible for the governance of this service.

Business Plan Goals, Rationale & Strategies

2022 Goals

- 1. Goal:** Review the Community Transit Partnership with the City of Williams Lake.
Rationale: The current three-year agreement expires on December 31, 2022.
Strategy: Agreement terms and cost will be renewed if there are no material changes.

2. **Goal:** Provide an annual breakdown of statistics showing met trips and unmet trips for the HandyDart service.
- Rationale:** Tracking met trips and unmet trips will determine if the service is adequately meeting the needs of clients and users.
- Strategy:** The statistics will be obtained from the operators, the City of Williams Lake and BC Transit and provided to Regional District staff.

Overall Financial Impact

The 2022 requisition remains the same as the 2021 requisition at \$11,500.

The 2020 requisition was increased by \$1,500 from the 2019 requisition to a total of \$11,500.

Significant Issues & Trends

In the challenging times of the global COVID-19 situation, the HandyDart service developed safety plans in order to continue to be available and continued to experience high user volumes despite the pandemic. It is unknown at this time if this will continue and to what extent into 2022.

HandyDart ridership was steady throughout the year, but highly dependent on repeated use by individuals requiring service. In 2021, rides to the end of August totaled 260, 26 more trips than the same period in 2020, demonstrating continued regular use of the service. The total rides for 2020 were 392.

In 2021, HandyDart had four clients with subscription trips from Monday through Friday. There are also three clients that want to prebook for morning trip subscriptions but HandyDart is not able to accommodate due to only one driver scheduled at that needed time.

The Williams Lake transit service review was completed in 2016. The review examined HandyDart service and determined that unmet trips have been steadily decreasing over the years indicating that there are no major capacity issues that need immediate attention.

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter and has committed to continuing work towards carbon neutrality in respect of corporate operations.

Measuring Previous Years Performance

Goal: Provide an annual breakdown of statistics showing met trips and unmet trips for the HandyDart service.

- Completed



building communities together

2022 Business Plan Central Cariboo Arts and Culture (1665)

Darron Campbell, Manager of Community Services

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Central Cariboo Arts and Culture (CCAC) function was established in 2009 by Bylaw No. 4420. The arts and culture service is designed to support the following activities across the Central Cariboo area:

- (i) arts and cultural services, which may include but will not be limited to fine arts, performing arts, historical and festival events, promotion of local crafts, music and market goods; and/or
- (ii) arts and culture facility development, improvement and maintenance.

The service is delivered through a five-year contract (2021-2025) with the Central Cariboo Arts and Culture Society (CCACS), which also operates the Central Cariboo Arts Centre in Williams Lake. The renovated arts centre provides a focal point for arts organizations and offers rental use to various groups. The Society employs an executive director and facility coordinator to manage the centre and supply support to arts and cultural groups throughout the Central Cariboo. Key responsibilities of the Society are the delivery of fee-for-service operational funding agreements and an annual grant program, which provide support for arts and cultural projects and events throughout the service area.

A support agreement (2020-2021) is in place with the society for the delivery of the Performances in the Park events, which are popular summer concerts held in Boitanio Park in Williams Lake each year.

Contribution agreements were established for a three-year term with ten arts and culture groups in 2020 including:

Museum of the Cariboo Chilcotin
Station House Gallery
Community Arts Council of WL
Cariboo Festival Society
Women's Contact Society Festival

Horsefly Pioneer Museum
Likely Cedar City Museum
150 Mile Schoolhouse
Arts on the Fly (Horsefly)
Scout Island Arts in Nature Program

Participants in the service include Electoral Areas D, E, and F and the City of Williams Lake. Requisition is by way of a tax rate applied to the assessed value of land and improvements utilizing hospital district assessment. The requisition limit is the greater of \$200,000 or a rate of \$.0940/\$1,000.

The Directors for Electoral Areas D, E, and F and the City of Williams Lake are responsible for the governance of this service, which is provided through the Central Cariboo Joint Committee with advisory support from volunteers within the arts and culture sector. The Central Cariboo Joint Committee holds an open public meeting once per month.

Business Plan Goals, Rationale & Strategies

2022 Goals

- 1. Goal:** Develop a new strategic plan for the Society and the function.
Rationale: A strategic plan is important to further guide the organization and the arts and culture function into the future.
Strategy: The Society will develop a strategic plan to 2026 through a facilitated board session.
- 2. Goal:** Review the Fee for Service Agreements with various non-profit groups.
Rationale: There are operating support agreements with 10 non-profit groups through the arts and culture function and they expire at the end of 2022. The agreements are intended to stabilize core funding available to the groups such that they can leverage other sources and undertake efficient advance planning.
Strategy: A review committee will be coordinated by the CCACS to gather information from the groups and then propose renewal agreements and/or new agreements to the Central Cariboo Joint Committee.
- 3. Goal:** Increase usage of the Arts Centre.
Rationale: The COVID-19 pandemic has forced the Arts Centre to lose or reduce usage and bookings.
Strategy: Working under all current COVID guidelines, support and promote the space to encourage the community to again utilize the facilities.
- 4. Goal:** Review the Arts Centre and Grant program.

Rationale: The Society's policies require regular review of programs and facilities.
Strategy: The Society will produce surveys to gauge the effectiveness of the Grants program and usage of the Arts Centre.

2023 Goal

Goal: Complete a feasibility study for improvements and expansion of the Arts Centre facilities.

Rationale: A feasibility study will assess opportunities for community needs, efficiency, improvements, and long-term feasibility in order to maximize use and income of the facilities.

Strategy: The Society will work with City/CRD to identify external funding opportunities for the study and the procurement of consulting services as necessary.

Overall Financial Impact

The 2022 requisition is increased by 2% from 2020 amounting to \$4,340 for a total current requisition of \$221,322. A 2% increase is included each year thereafter to account for maintenance of the service agreement commitments contained within the business plan.

The 2021 requisition was increased by 5% from the 2020 requisition. This increase is required to account for renewal of the service delivery and arts centre management agreements with the Central Cariboo Arts and Culture Society.

The three-year Fee for Service contribution agreements with ten arts and culture groups were executed in 2020 with a total of \$84,500 provided through the CCAC function.

The annual project grant program delivered by the CCAC Society has been stabilized at \$20,000 for the term of the financial plan. This funding level has been adequate to support most of the qualifying applications received; however, the objective is to increase awareness and utilization of the program, which in time may result in limitations on funding support provided.

Significant Issues & Trends

The COVID-19 pandemic resulted in significant challenges for operation of the arts centre and other facilities supported through Fee-for-Service agreements. These challenges resulted in higher operational costs, numerous event cancellations and lower rental revenue, which in turn had to be balanced with appropriately reducing expenses. It is unknown at this time if this will continue and to what extent into 2022.

The CCAC function has evolved with a stable, full-service delivery structure; however, the budget available for new programs is limited. The main objective of creating a sustainable support mechanism for continuing to develop arts and culture in the area has been achieved.

The Central Cariboo Arts Centre continues to be a busy hub for arts and culture activities. In 2019 the arts centre had 258 rental bookings and the annual total in 2018 was 304. Due to COVID-19, this number is down significantly in 2020 and 2021.

Arts and culture, as a community sector, continues to grow along with the changing demographic trends towards an older population. Research consistently shows the social and economic benefits of investment in the arts. Traditionally, sector activities have been provided by volunteers of numerous distinct organizations with minimal integrated planning and cooperation. Moving forward, the most effective and efficient way to meet the growing demand for more sophisticated arts and cultural activities is by encouraging development of the sector under the leadership of the CCAC Society and its efforts to foster inter-group cooperation and access to new sources of funding support. This cooperative strategy is supported by arts and culture studies commissioned by the Cariboo Chilcotin Beetle Action Coalition and the Central Interior Regional Arts Council and by the Service Delivery Plan developed by the Regional District.

Measuring Previous Years Performance

Goal: Make major energy efficiency upgrades to the Central Cariboo Arts Centre building.

- In progress with completion expected by December. The upgrade focused on lighting, windows, doors and mechanical systems.

Goal: Develop a new strategic plan for the Society and the function.

- Not completed. Goal is carried forward to 2022 in anticipation of participation of the new executive director for the CCACS.

Goal: Review the Performances in the Park agreement.

- Completed. Agreement was renewed for one year at the current terms.

Other Accomplishments:

The CCACS hired a new Executive Director to replace the previous long-serving staff member and attracted several new Directors to the Board.

The group continued to pivot Performances in the Park to a 'Listen Live' online program in partnership with Arts on the Fly and operated the Arts Centre through the pandemic

to the restrictions/guidelines of the day, and through the extended leave of the Arts Centre Administrator.

The CCACS worked with the City and other arts/community groups to develop a public mural policy for the City.