2029 Goals

1. **Goal:** Enhance the Library's visibility and strengthen its profile as a vital community service provider and an essential collaborative partner.
   Rationale: The 2025-2029 Strategic Plan identified public awareness of library services as a critical priority for organizational growth and community impact. Consultations with both staff and community members have revealed that a significant portion of residents remain unaware of the diverse programs and services offered by the CRDL. This knowledge gap represents a missed opportunity to connect residents with valuable resources and demonstrates the need for more proactive outreach and engagement efforts to ensure the community fully benefits from available library services.
   Strategy: Reallocate necessary resources to enable increased library staff participation in community events, festivals, and gatherings throughout the region. This initiative will require investment in essential outreach equipment such as portable tents, display tables, promotional banners, and other presentation materials. Additionally, budget allocations must accommodate promotional items for distribution, as well as increased staff labour hours and travel expenses associated with attending off-site community events. This enhanced presence will position the Library as an accessible, engaged community partner while raising awareness of programs and services across all areas served by the CRDL.

2. **Goal:** Optimize branch physical spaces through comprehensive assessments of staff workflow and patron traffic flow patterns.
   Rationale: The spatial layouts of many library branches were established at their inception, often determined primarily by the furniture and fixtures available at the time of opening rather than by strategic planning for optimal functionality. As service models, collection sizes, and patron needs have evolved over the years, these original configurations have, in some instances, resulted in cluttered environments and inefficient use of available space. Outdated layouts may also present accessibility challenges and fail to support contemporary library operations and patron behaviours, necessitating a systematic re-evaluation of how branch spaces are organized and utilized.
   Strategy: Establish ad hoc committees tasked with conducting thorough reviews of floor plans across all existing branches, evaluating current space utilization against functional requirements for both staff operations and patron experience. These assessments will identify opportunities to improve efficiency, effectiveness, and accessibility in each location. Where existing furniture and fixtures contribute to suboptimal layouts or hinder operations, the Library will dispose of or replace these items with furnishings better suited to the space constraints and operational needs of each branch, ensuring that physical environments support rather than impede service delivery.

3. **Goal:** Engage with community members to develop and expand public programming that serves a broader range of age groups.

Rationale: While CRD libraries have successfully established robust and consistent programming for young children and has made significant strides in bringing adult programming to the community, engagement with older patrons has continued to be a challenge. To be sure, the Library is cognizant of a strong community interest in library programming tailored to more diverse age demographics, with particular emphasis on adult-focused offerings. Addressing this service gap was identified as a strategic priority within the 2025-2029 Strategic Plan, recognizing the importance of serving all community members across their lifespans.

Strategy: Utilize multiple engagement methods including the new Library website's Forms function, in-person interviews with patrons and community members, and surveys to ensure comprehensive input. Analyze collected feedback to identify programming themes and formats that resonate with different age groups, then develop and deliver diverse programmes facilitated by trained library staff that reflect community interests and expand the Library's reach across all demographic segments.

2030 Goals

1. **Goal:** Standardize library procedures across all branches to ensure fair, equitable, and consistent service delivery to residents throughout the Cariboo Regional District.

Rationale: Patrons who regularly visit multiple library locations have reported experiencing inconsistent application of library policies from branch to branch, leading to confusion and, in some cases, frustration. These discrepancies undermine the patron experience and create perceptions of inequitable treatment. The Cariboo Regional District Library is committed to providing uniform, high-quality service across the entire region, ensuring that all community members receive the same level of service regardless of which branch they visit.

Strategy: Conduct a review to identify library procedures that are currently being applied inconsistently across different branches, with particular attention to practices that have generated patron confusion or complaints. Convene regular meetings with Area Librarians to develop and document standardized procedures that will be adopted system-wide. This initiative represents a substantial undertaking that will require significant time investment as well as staff training component to ensure successful implementation and adherence to new standardized protocols across all library locations.

2. **Goal:** Develop a new five-year Strategic Plan to guide library services and operations from 2030 through 2034.

Rationale: The Strategic Plan functions as the Library's foundational guiding document, incorporating feedback from community members and stakeholders regarding library services and priorities. This collaborative planning process ensures that library management directs resources and effects initiatives that authentically reflect community needs and expectations. A well-constructed Strategic Plan provides clear direction for decision-making, resource allocation, and service development while maintaining accountability to the communities served by the CRDL.

Strategy: Conduct an evaluation of the outgoing 2025-2029 Strategic Plan to assess both its successes and challenges, identifying lessons learned that will inform future planning. Apply relevant stakeholder engagement methods to gather input from patrons, community partners, and other interested parties, creating a list of priorities and aspirations for library services. Organize a professionally-facilitated workshop to synthesize this feedback and distill priorities into four or five focused strategic goals that will shape the Library's direction over the next five years. Finally, draft and publish a clear, accessible public-facing document that will be made available on the Library's website, ensuring transparency and community awareness of the CRDL's strategic direction.

Overall Financial Impact

The following major projects are expected to draw down a significant portion of the Library’s budget:

Williams Lake Library Branch Renovation Project

The major redesign and renovation of the Williams Lake Branch, encompassing a complete reimagining of the interior space, will be entirely funded by the provincial one-time Library Enhancement Grant. The total grant exceeded $1.2 million, with an estimated $750,000 specifically allocated for this project. Design consultations commenced in September 2024 with the signing of the design contract. As of October 2025, all furnishings and interior design elements have been finalized. The Library is now prepared to process payment and coordinate delivery schedules to align with the upcoming physical space renovations.

Staff Training and Professional Development

Expenditures associated with staff recruitment and training in 2026 will be accommodated within standard projected operating expenses. However, the implementation of regular training days scheduled for 2027, along with the allocation of additional compensated time for part-time staff to engage in self-directed professional development planned for 2028, will have budgetary implications for the Salaries and Benefits lines designated for part-time staff. These financial impacts must be identified, quantified, and incorporated into budget planning processes during 2027 to ensure adequate funding is available for these professional development initiatives.

Elimination of Late Fees for Juvenile and Teen Patrons

> Eliminating overdue fines for all patrons with Teen and Juvenile accounts, as well as for all library materials catalogued under the juvenile collections modifier, will be implemented in 2026. This policy change will result in reduced fine revenue for the Library. Staff will proactively adjust expenditures in 2026 and subsequent years to accommodate this change in revenue generation, ensuring that the overall financial impact remains as close to budget-neutral as possible.

Library services are projected to have $830,727 in capital reserves at the beginning of 2026.

Significant Issues & Trends

<u>Challenges Caused by Housing and Opioid Crises</u>

Public libraries throughout the province are experiencing a significant shift in patron demographics, with a marked increase in individuals experiencing homelessness and those displaying symptoms of mental health challenges and substance use disorders. This evolving landscape creates complex challenges that extend beyond the traditional scope and capacity of library services, leaving staff without adequate resources or training to effectively respond to these shifting community needs. Of paramount concern is the safety and well-being of library staff, who now routinely encounter confrontational and potentially threatening situations as part of their workday. The necessity of employing security personnel has become standard practice in many library locations, adding considerable financial pressure to already constrained public library budgets while highlighting the broader societal issues that libraries are increasingly expected to manage without corresponding support or resources.

<u>Book Challenges and the Strain on the Library Processes</u>

School and Public Libraries throughout North America have witnessed an exponential rise in the number of book challenges since the pandemic. The vast majority of challenges are based on materials that cover the themes and topics of sexual orientation and gender identities. To a lesser extent, the objections also revolve around characterizations and depictions of sex and their incompatibility with the Christian religious teachings. Despite the library workers' formal vetting processes, to ensure that the materials are age-appropriate, challenged books present a strain on the libraries' financial and human resources. Each challenge requires hours of labour by professional librarians: to review the challenges, research the subject, consult with trade publications, draft responses, and inform the colleagues from the Centre of Free Expression. In extreme cases, the staff is being targeted and harassed (in-person and online), as well as threatened with vexatious litigations.

Evolving Library Collections

Library collections are expanding beyond traditional books, audiobooks, and multimedia materials to include a diverse array of physical objects available for patron borrowing. These non-traditional items encompass musical instruments, technology devices such as computer tablets, educational science kits, and recreational equipment, reflecting libraries' evolving role as community resource hubs. The CRDL Area Libraries have embraced this trend through the introduction of the "Library of Things" initiative, offering patrons access to specialized items ranging from exercise kits designed for individuals living with dementia and radon testing kits for home safety assessments, to recreational equipment such as pickleball, snowshoes, and disc golf sets that promote active lifestyles and community engagement.

Staffing Challenges and Workplace Safety

Maintaining a workforce trained to deliver optimal library service presents ongoing challenges even under ideal circumstances; these difficulties have intensified considerably during and following the pandemic years. Staff must continuously update their knowledge and skills to remain current with emerging trends and evolving best practices within the librarianship field.

Additionally, the 2025 CUPE Library Health and Safety Survey Report has brought additional critical concerns to the forefront, underscoring the complexity of contemporary staffing challenges facing public libraries. Key issues identified in the survey include:

1. Chronic understaffing, which leaves insufficient personnel on-site to ensure staff safety when managing challenging patron interactions

2. The absence of effective post-trauma counseling services for library workers who experience distressing incidents

3. Lack of equipment provision and training for the safe disposal of biohazardous materials that staff increasingly encounter

4. The prohibitively high cost of security personnel often prevents libraries from maintaining adequate protective presence, leaving staff vulnerable during high-risk situations

5. Deficiencies in clear incident reporting protocols and consistent follow-up procedures

6. Perceptions of inadequate management attention to frontline staff concerns and safety issues

Acknowledging the severity and interrelated nature of these challenges, the CRDL Strategic Plan and corresponding five-year Business Plan establish detailed approaches to address workplace safety protocols, professional development opportunities, and employee well-being as essential foundations for sustainable library operations. The CRDL is currently grappling with chronic understaffing driven by persistent difficulties in recruiting and retaining auxiliary and part-time personnel. This ongoing staffing crisis threatens the Library's ability to maintain current service levels and may ultimately necessitate reductions in public services or operating hours if recruitment and retention challenges remain unresolved.

Measuring Previous Years' Performance

The Library is primarily a public-facing, operational-based service, as opposed to a project-based service. As such, although special projects are identified each year in the business plan, significant progress can only be made on those projects if the operational side of Library services is stable.

At this time, we are primed to resume work on established goals in 2026, as we are ready to continue to tackle the goals of the 2025-2029 Strategic Plan.

Several major projects that commenced in 2024 have achieved significant milestones or completion. The Nazko Accessibility Project has been successfully completed, with the final report drafted and submitted to the funder, resulting in the receipt of the full grant amount. For the Williams Lake Branch Renovation Project, furniture has been purchased and the plan for construction work is being finalized, positioning the project for completion in 2026.

Following the direction of the 2025-2029 Strategic Plan to improve staff work experience, the Library has prioritized professional development opportunities. Since January 2025, over 11 workshops and presentations have been delivered, with participation from more than 16 registrants across the system. Additionally, CRDL has committed to becoming one of the few library systems in the province to offer the Palace Project App, which is set to launch in early 2026, providing patrons with expanded access to digital collections.

Furthermore, CRDL has collaborated with the Central Cariboo Community Food Hub to bring Library Food Cupboards to Community Libraries in four different communities: Anahim Lake, Forest Grove, McLeese Lake, and Likely. This partnership demonstrates the Library's commitment to addressing community needs beyond traditional library services.

2026 Business Plans
Fire Departments
(1300)

Roger Hollander, Regional Fire Chief

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.

Overview

The Fire Departments of the CRD continue to serve our residents at the highest possible standard while working through recruitment and retention challenges. Positive change has occurred throughout 2025 and will continue to improve through 2026 however, long term solutions are going to be required.

The Protective Services Department tragically lost one of our Regional Training Officers and is now looking to re-staff that position. In addition, the department is looking to hire a second FireSmart Coordinator which is to be funded under the same Grant as our current FireSmart position.

Our service continues to evolve and adapt to the changing needs of our residents as we move towards a modern fire service that reflects dedication, perseverance, and professionalism.

Challenges

- Replacement of 2nd FT Regional Training Officer position;
- VFD Recruitment and retention;
- Capital asset management;
- Records management;
- Equipment standardization.

Successes

- Increased VFD involvement with standardized training for all departments;
- Utilization of the 100 Mile House Emergency Services Training Center;
- Transitioned to standardized "PFAS free" turn out gear for all departments;

- Improved communications between the CRD and Volunteer Fire Departments;
- Replacement of fire apparatus that is compliant with FUS recommendations;
- Increased operational support for all VFDs.

Impacts to Budget

While most Departments are in average to good financial positions, some are still rebuilding surplus to meet the directive of the Board to have fifty percent of operating costs in reserve. Additionally, the larger impacts for 2026 are being driven by apparatus replacement as directed by the Board to meet the Fire Underwriters Survey (FUS) requirements for insurance reduction. In order to assist in the rebuilding of reserves and affording operationally required equipment, several apparatuses have been pushed back to lessen the impact on the ratepayers and provide a better financial cushion. However, increased funding would help those departments that are struggling. Further, significant fire hall replacement/renovations are being required for some of our departments.

Goals

1. **Goal:** Records Information Management System (RIMS).
Rationale: Staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.
Strategy: Staff to sync FDM with Laserfiche for all records to be submitted to the RIMS at the main CRD office, and to ensure proper records are being updated and maintained. This project is large and is continuing with progress.

2. **Goal:** Ensure training plans are in accordance with core service(s).
Rationale: Training must reflect the primary functions listed within the Fire Services Bylaw and Provincial required minimum training standards. Exterior operations certification will be the sole focus for membership and is making progress to date.
Strategy: Use operational funds and internal resources to achieve success. Replacing second Regional Training Officer position will increase the speed and efficiency of this goal as one Training Officer is not sufficient for a variety of reasons.

3. **Goal:** Implement standardization of identified equipment and utilize bulk purchasing where possible.
Rationale: The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Bulk purchasing will allow for cost savings to the VFDs and taxpayers in some circumstances.
Strategy: A “turn out gear committee” was established in 2025 with success and resulted in standardized firefighter gear for all the fire departments. 2026 plans are to establish another committee in hopes of standardizing breathing apparatus.

4. **Goal:** Review status of the firehalls in conjunction with the asset management plan.
Rationale: The current state and estimated lifespan of the firehalls is not currently identified. Identifying the status of the buildings and working it into the asset management plan will allow for long term forecasting of repairs and replacements.
Strategy: Utilize operational budgets to hire qualified professionals to evaluate the buildings in addition to working with CRD asset management staff. This has occurred for some halls in 2025 however, further assessments and long-term solutions are required to deal with upcoming hall repairs and replacement.

5. **Goal:** Increase firefighter recruitment.
Rationale: Recruitment of additional firefighters will allow for additional attendance at emergency scenes and further succession planning.
Strategy: Annual operational funds allocated to advertising each year have occurred with additional support provided from Protective Services and the Communications Department. Increased public engagement by VFD's with Protective Services staff in attendance is being encouraged and supported along with public recruitment mailouts specific to struggling halls.

6. **Goal:** To further develop the FireSmart program throughout the CRD and ensure that the CRD has access to future funding through the UBCM Community Resiliency Investment (CRI) program FireSmart Community Funding and Supports grant.
Rationale: Wildfires continue to pose a significant risk in the Cariboo region as we once again witnessed in 2025. Advancing FireSmart principles is key to reducing this threat. Last year, our FireSmart Coordinator made positive impacts with multiple programs in place and public education sessions. 2026 goal will advance the FireSmart program in the CRD by securing two FireSmart positions (via the CRI grant). The second position will focus on the continued work of CRI grant writing in addition to the new responsibility of community wildfire resilience plans (CWRP).
Strategy: Continue the multiple programs and home assessments with the current FireSmart Coordinator in addition to requesting a second FireSmart position from the UBCM Community Resilience Investment (CRI) FireSmart grant.

1323 - Bouchie Lake Fire Protection (2026)
1324 - Lac La Hache Fire Protection (2026)
1325 - Red Bluff Two Mile Fire Protection (2026)
1326 - Deka Lake Fire Protection (2026)
1327 - 150 Mile Fire Protection (2026)
1328 - Wells Fire Protection (2026)
1329 - Lone Butte Fire Protection (2026)
1330 - Barlow Creek Fire Protection (2026)
1331 - West Fraser Fire Protection (2026)
1332 - Miocene Fire Protection (2026)
1333 - Ten Mile Fire Protection (2026)
1364 - Kersley Fire Protection (2026)
1365 - Wildwood Fire Protection (2026)
1367 - Interlakes Fire Protection (2026)
1369 - Williams Lake Contract Fire Protection (2026)
1380 - 911 Telephone System (2026)
1335 - FireSmart

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2026 Business Plan
Forest Grove Fire Protection
(1319)

Cody Braaten, Manager of Fire Administration

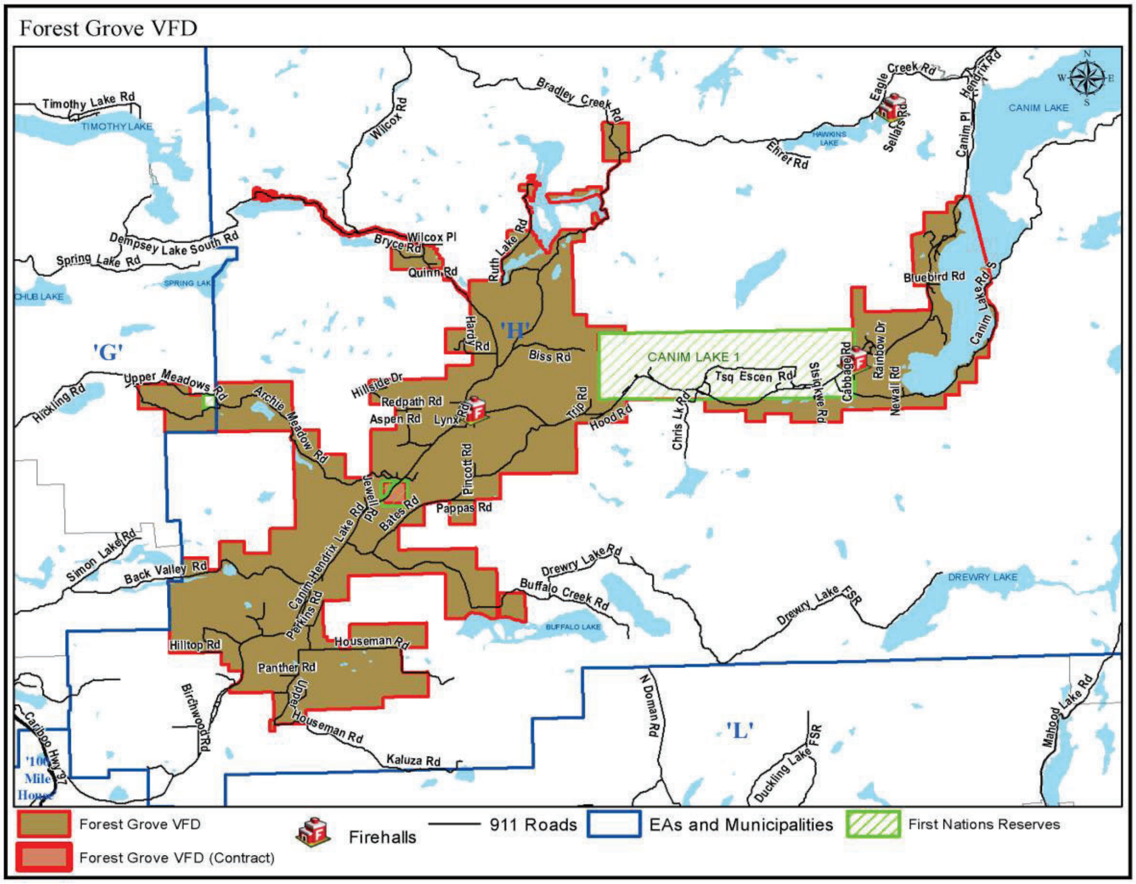
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Forest Grove Fire Protection service was established as a function of the Cariboo Regional District, by Bylaw No. 2438, in 1990. This service underwent a significant expansion in 2008, authorized by Bylaws No. 4397 and Bylaw No. 4459. It is funded by a combination of a taxation rate applied against the assessed value of improvements only, and a flat parcel tax fee of $30 applied against every legal piece of property within the local service area. The maximum taxation rate that can be collected is the greater of $317,843 or $1.4146/$1,000 of assessed value of land and improvements.

The expansion amalgamated the Forest Grove and previously independent Canim Lake Fire Protection Society into one large fire protection area with two fire halls – a main and satellite hall. The Forest Grove Volunteer Fire Department provides fire protection and first responder services within their specified area.

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



Business Plan Goals, Rationale & Strategies

2026 Goals

1. **Goal:** Purchase turnout gear and SCBA packs.
   Rationale: To ensure that the VFD has an adequate amount of compliant PPE for the members. Current gear is no longer compliant or operationally obsolete.
   Strategy: Use operational funds.

2. **Goal:** Install bathrooms with showers, construct new offices, and relocate the compressor.
   Rationale: Bathrooms are required for firefighters to be able to properly decontaminate after an incident.
   Strategy: Use capital funds.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

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2026 Business Plan
100 Mile Fringe Fire Protection
(1320)

Roger Hollander, Regional Fire Chief

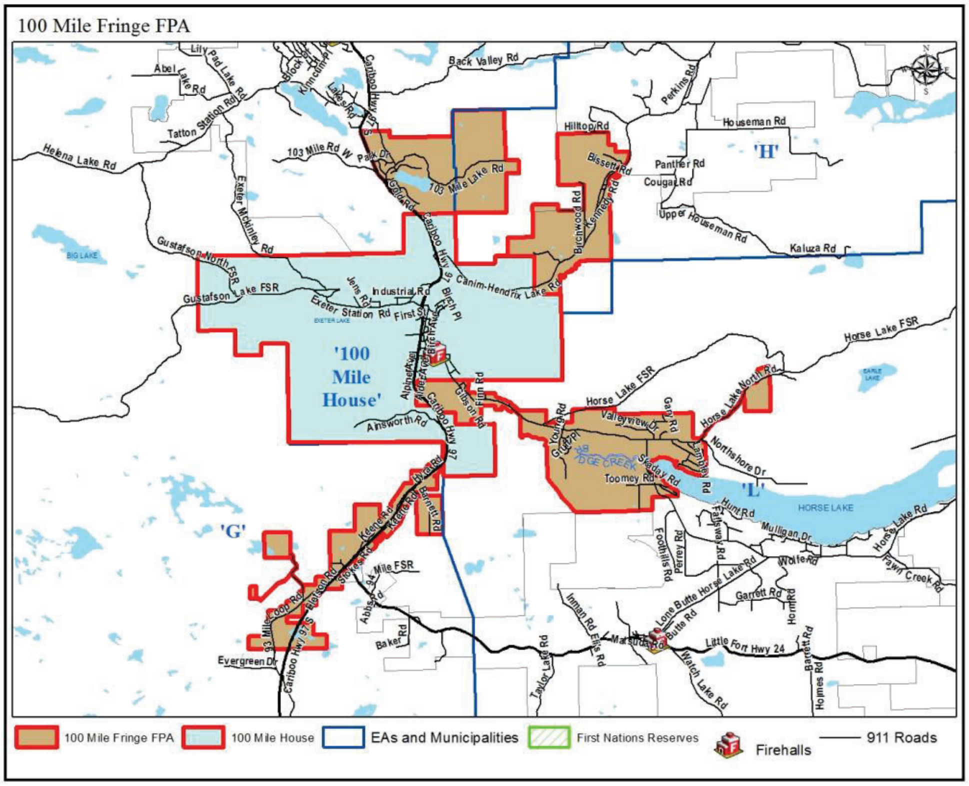
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

Supplementary Letters Patent originally established the 100 Mile Fire Protection function. In 1990, the function was amended by Bylaw No. 2439 and again by Bylaw No. 3551 in 1999, such that the District of 100 Mile House directly collects taxation for the service within its municipal boundaries and the CRD collects only from those properties in the fringe area that receive fire protection service from the District of 100 Mile House. Taxation for this function is collected on the basis of assessed value of land and improvements. The maximum taxation rate that can be applied against the assessment is the greater of $50,000 or $1.20/$1,000 of assessed value.

The District of 100 Mile House, through a contractual agreement, provides fire protection services to CRD properties on the fringe of the 100 Mile Fire Department fire protection area.

This service is provided to portions of Electoral Areas G, H, and L and the Directors of the same Electoral Areas are responsible for the governance of this service.



Business Plan Goals, Rationale & Strategies

Previous Year's Goals

The Cariboo Regional District and the District of 100 Mile House were able to enter into an agreement for the South Cariboo VFDs to utilize the training center located in 100 Mile House.

2026 Goals

There are no specific goals for this service in 2026.

Significant Issues & Trends

The Cariboo Regional District is working towards standardization of equipment and operations to make mutual aid response more efficient.

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2026 Business Plan
108 Mile Fire Protection
(1321)

Cody Braaten, Manager of Fire Administration

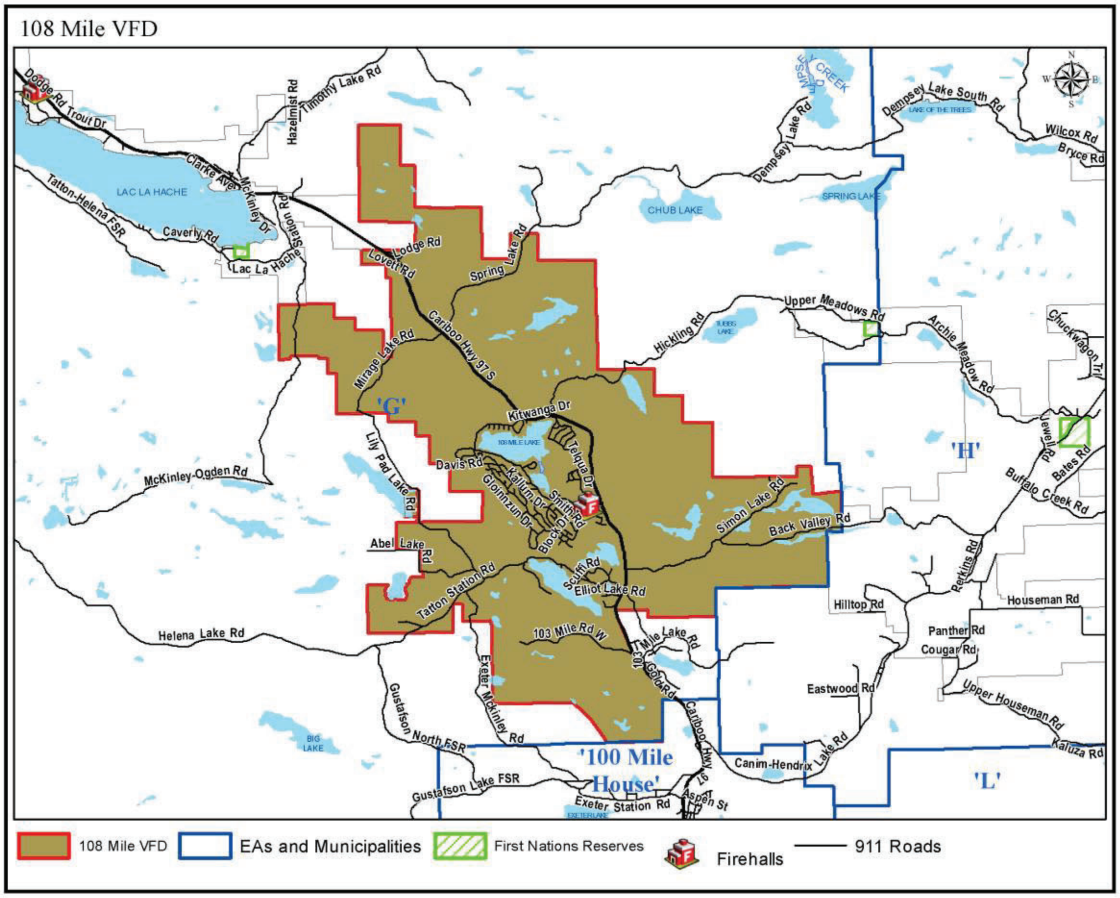
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The 108 Mile Ranch Fire Protection, authorized by Bylaw No. 3259 (1997), was established as a function of the Cariboo Regional District in 1974 by means of a referendum assented to by the property owners within the local service area. The most recent amendment to 108 Mile Ranch Fire Protection was in 2007 by Bylaw No. 4270. 108 Mile Fire Protection is funded by a taxation rate applied against the assessed value of land and improvements within the local service area. The maximum taxation rate that can be collected is the greater of $200,000 or $1.34/$1,000 of assessed value.

The 108 Mile Ranch Volunteer Fire Department provides fire protection, first responder and ice rescue services within their specified area.

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

2026 Goals

1. **Goal:** Install new garage door openers.
   Rationale: Current ones are old and repairs are becoming consistent and costly as well as time consuming.
   Strategy: Use capital funds.

2. **Goal:** Fix deck landing at firehall.
   Rationale: Deck landing has deteriorated over the years and must be repaired to ensure safety.
   Strategy: Use capital funds.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

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2026 Business Plan
Bouchie Lake Fire Protection
(1323)

Cody Braaten, Manager of Fire Administration

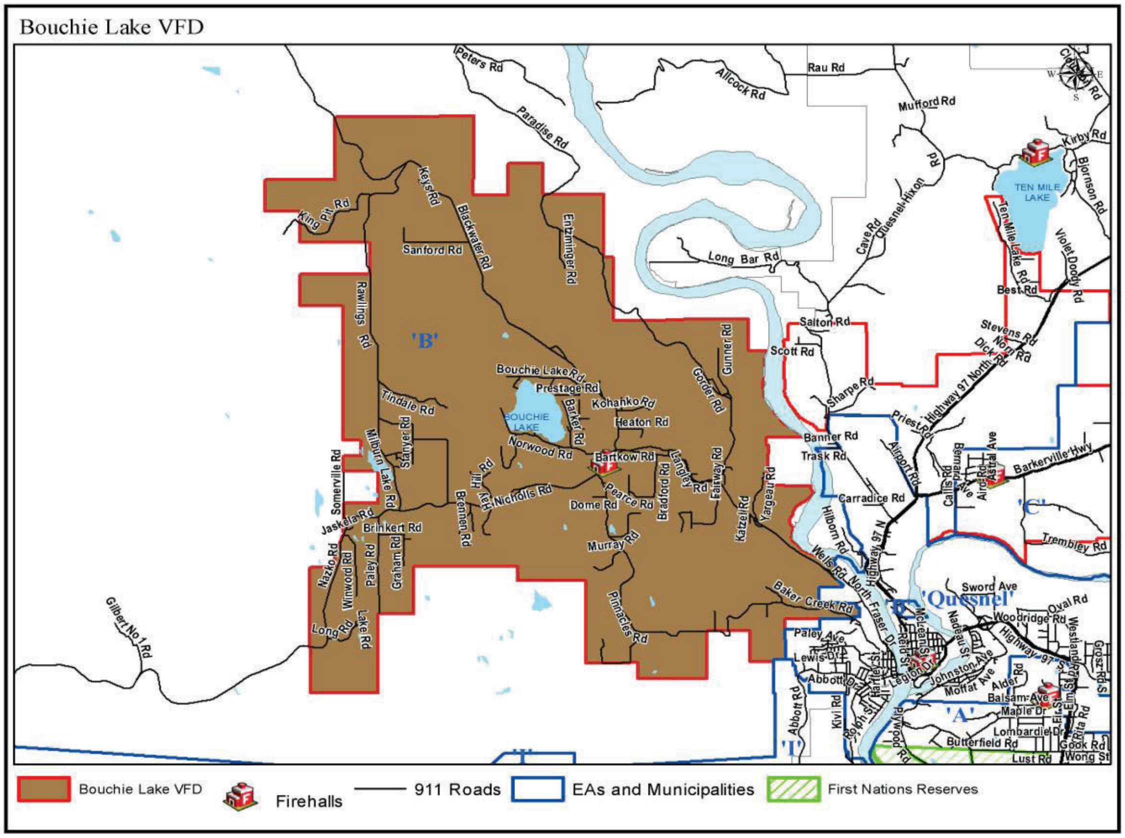
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Bouchie Lake Volunteer Fire Department, authorized by Bylaw No. 2539 (1991), was established as a function of the Cariboo Regional District in 1976 by means of a referendum assented to by the property owners within the local service area. Bouchie Lake Fire Protection is funded by a taxation rate applied against the assessed value of land and improvements within the local service area. The maximum taxation rate that can be collected is the greater of $99,500 or $2.75/$1,000 of assessed value.

The Bouchie Lake Volunteer Fire Department provides fire protection, first responder and ice rescue services within their specified area. They also have a blanket mutual aid agreement with all other CRD and municipal fire departments in the North Cariboo.

As Electoral Area B 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

2026 Goals

1. **Goal:** Purchase turnout gear and PPE.
   Rationale: Ensure all members have NFPA compliant Personal Protective Equipment, keeping within the 10-year lifespan.
   Strategy: Use operational funds.

2. **Goal:** Install SCBA compressor.
   Rationale: Current compressor does not have the capacity to fill the proper sized cylinders.
   Strategy: Use operational funds.

3. **Goal:** Install dry hydrant.
   Rationale: Additional water source to be utilized for fire incident responses.
   Strategy: Use surplus funds.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

building communities together

2026 Business Plan
Lac La Hache Fire Protection
(1324)

Cody Braaten, Manager of Fire Administration

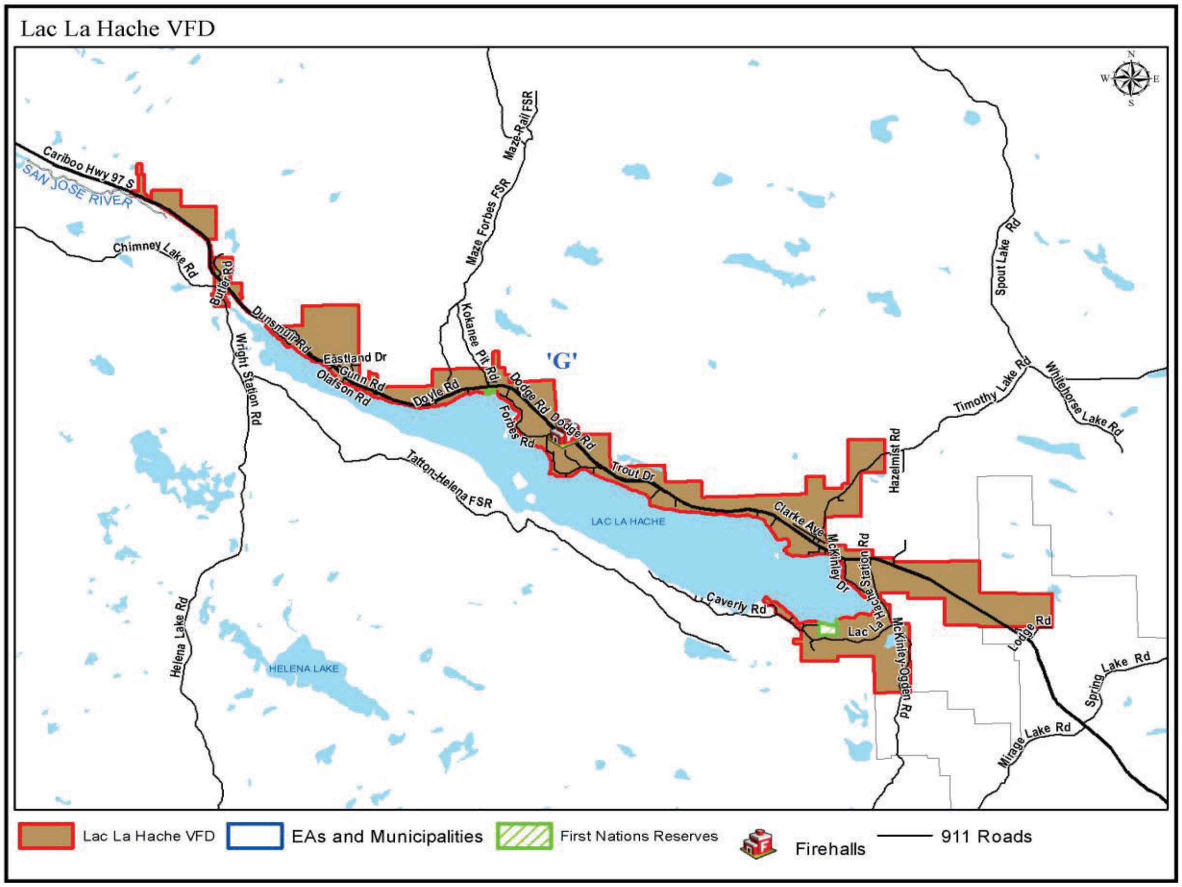
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

Lac La Hache Fire Protection, authorized by Bylaw No. 2694 (1992), was established as a function of the Cariboo Regional District in 1976 by means of a referendum assented to by the property owners within the local service area. Lac La Hache Fire Protection was amended in 2008 by Bylaw No. 4460. Lac La Hache Fire Protection is funded by a taxation rate applied against the assessed value of land and improvements within the local service area. The maximum taxation rate that can be collected is the greater of $60,000 or $2.64/$1,000 of assessed value.

The Lac La Hache Volunteer Fire Department provides fire protection and fire suppression services only, within their specified area.

As the Director for Electoral Area G 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

2026 Goals

1. **Goal:** Purchase turnout gear and PPE.
   Rationale: Ensure all members have NFPA compliant Personal Protective Equipment, keeping within the 10-year lifespan. CRD staff to inventory turnout gear and ensure ongoing compliance.
   Strategy: Use operational funds.

2. **Goal:** Complete driveway repairs.
   Rationale: Repair areas of the driveway and parking lot that are deteriorating and will potentially cause damage to apparatus or vehicles.
   Strategy: Use capital funds.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

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2026 Business Plan
Red Bluff Two Mile Fire Protection (1325)

Roger Hollander, Regional Fire Chief

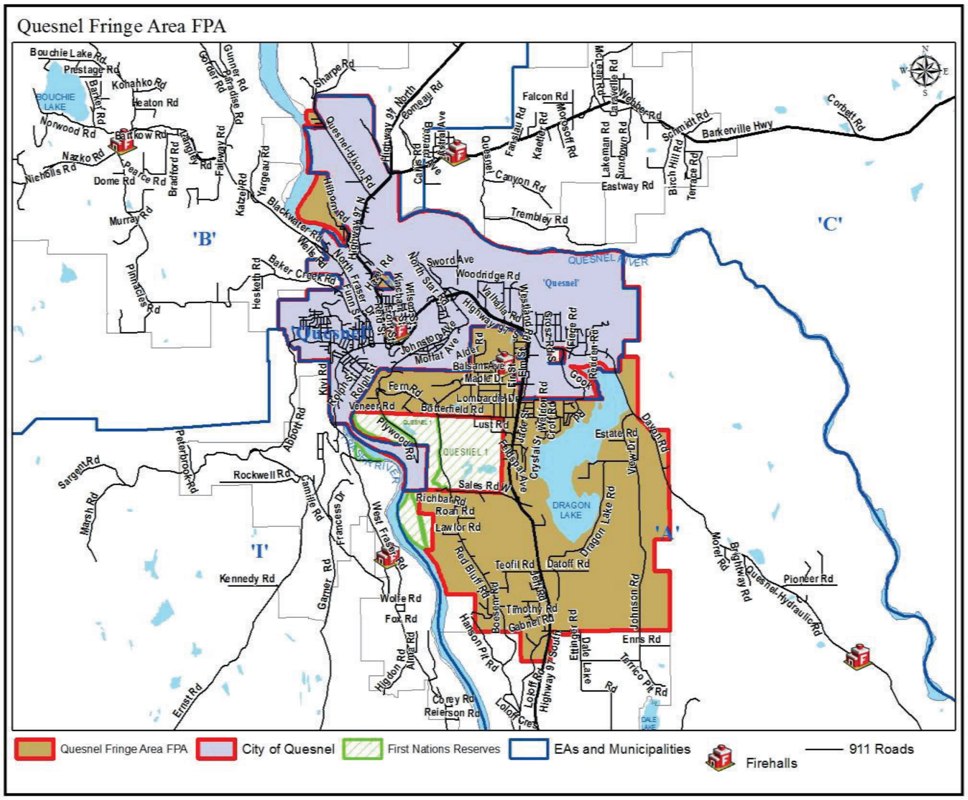
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

In 2015, the former fire protection services of Red Bluff and Two Mile Flats, contracted by the CRD from the City of Quesnel, were combined under one contract within the new 2015 Memorandum of Understanding. As such, the two services are combined as per Bylaw No. 4979. This new service area is funded by a taxation rate applied against the assessed value of land and improvements within the local service area. The maximum taxation rate that can be collected is the greater of $306,600 or $0.79/$1,000 of assessed value.

The City of Quesnel, through a contractual agreement, provides fire protection services to Cariboo Regional District properties in the Red Bluff and Two Mile Flat fire protection area.

Electoral Areas A and B Directors are responsible for the governance of this service.



Business Plan Goals, Rationale & Strategies

Goal: Replacement of the Red Bluff Fire Hall.
Rationale: Replace existing building to meet current and future demands.
Strategy: CRD and City of Quesnel staff to work with contractors to see the construction through completion.

Significant Issues & Trends

The Cariboo Regional District is working towards standardization of equipment and operations to make mutual aid response more efficient.

building communities together

2026 Business Plan
Deka Lake Fire Protection
(1326)

Cody Braaten, Manager of Fire Administration

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.

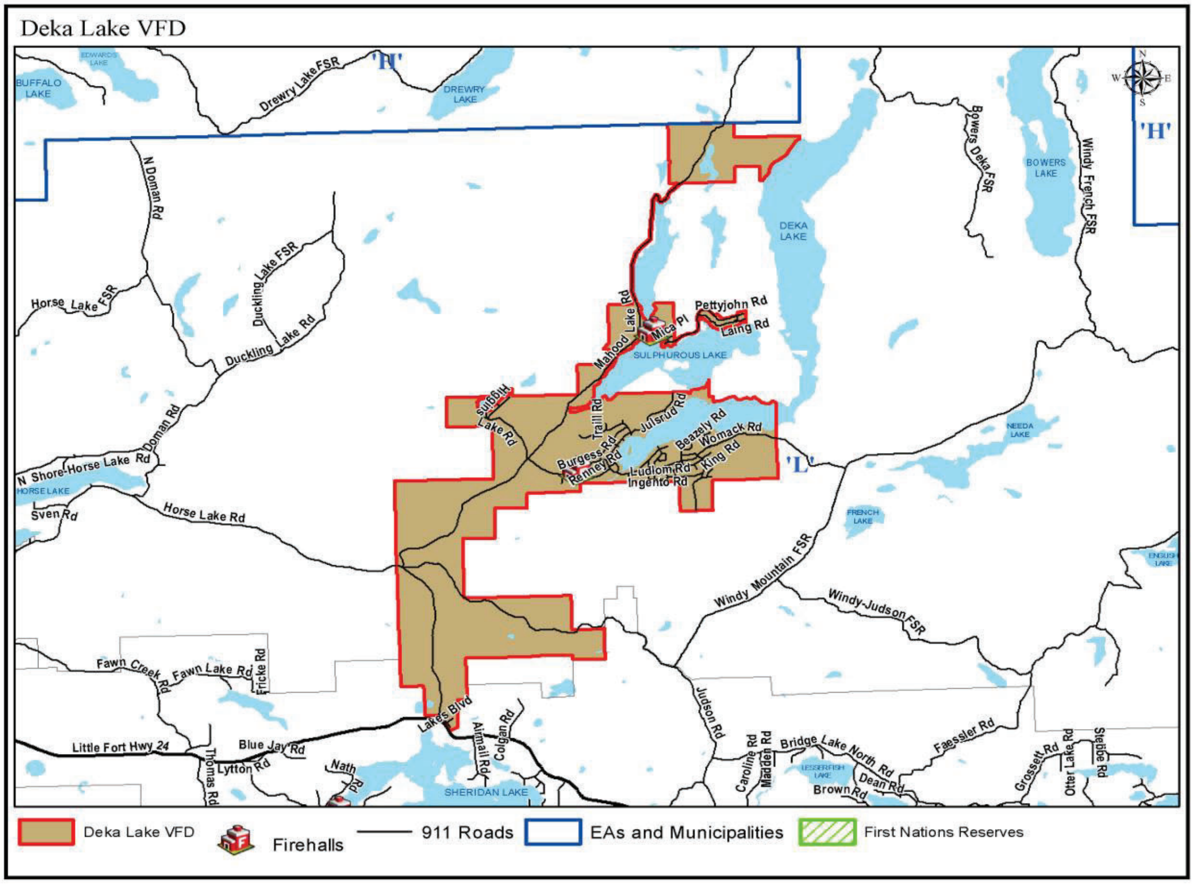
Department/Function Services

The Deka Lake Fire Protection Service was established by Bylaw No. 3377 (1998) and 3450 (1998), as a function of the Cariboo Regional District in 1982 by means of a referendum assented to by the property owners within the local service area. Deka Lake Fire Protection was amended in 2006 by Bylaw No. 4198.

A referendum was held in August 2015 to include the Sulphurous Lake fire protection area. That referendum was successful and the Deka Lake fire protection boundary was expanded as per Bylaw No. 4962. Funding is provided for by a taxation rate applied against the assessed value of land and improvements. The maximum taxation rate that can be applied is the greater of $70,000 or $1.61/$1,000 of assessed value.

The Deka Lake Volunteer Fire Department provides fire protection and suppression services only, within their specified area.

As the Director for Electoral Area L is the only stakeholder, and because 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

2026 Goals

1. **Goal:** Install dry hydrant.
   Rationale: To ensure adequate amount of water when actioning fires within the area and ensure member safety by not having to cut through ice on the lake in the winter.
   Strategy: Use capital funds.

2. **Goal:** Demolish small structure behind the firehall and research options of closing in existing pole barn.
   Rationale: Current small structure is dangerous and not being utilized. Closing in existing pole barn would allow for storage of all fire response equipment at one central location.
   Strategy: Use operational funds.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

building communities together

2026 Business Plan
150 Mile Fire Protection
(1327)

Cody Braaten, Manager of Fire Administration

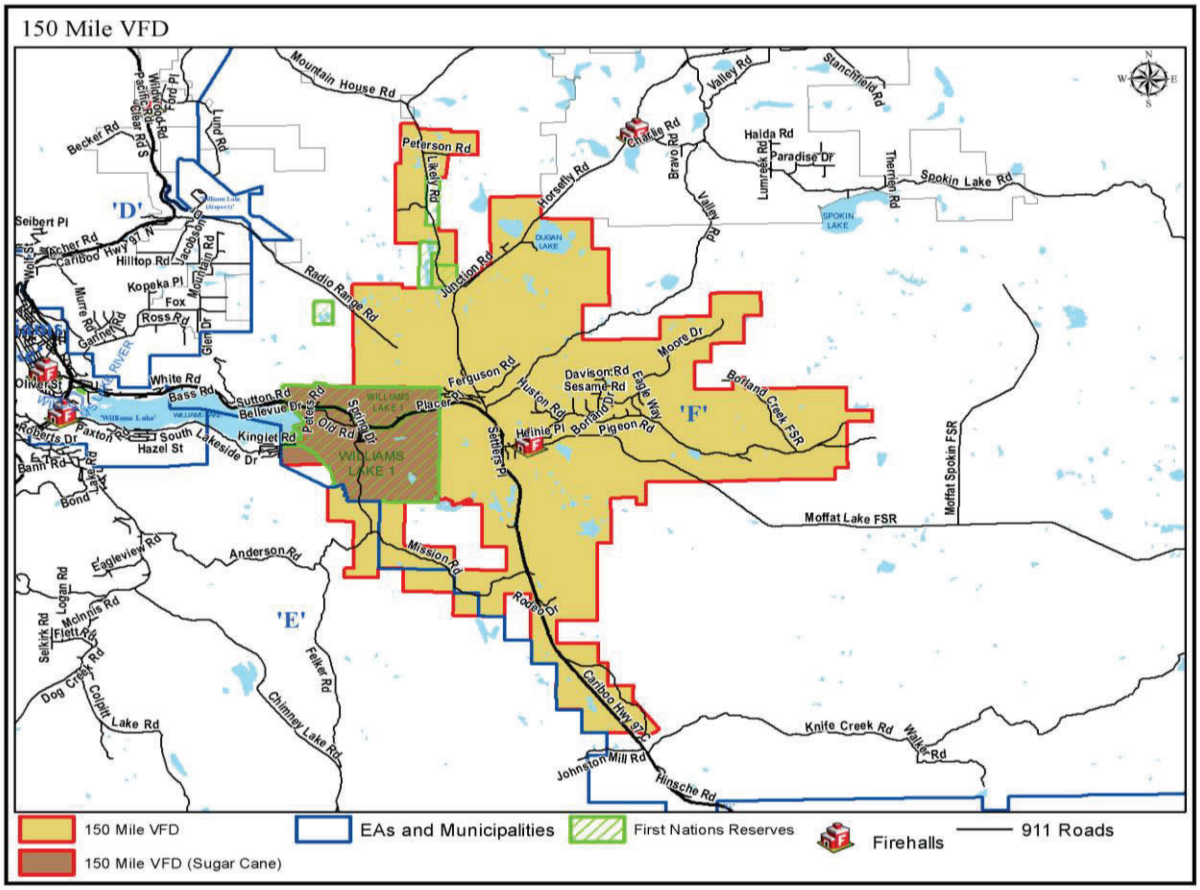
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The 150 Mile Volunteer Fire Department, authorized by Bylaw No. 3897 (2004), 3940 (2004), and 4088 (2005), was established as a function of the Cariboo Regional District in 1982. 150 Mile Fire Protection is funded by a taxation rate applied against the assessed value of land and improvements within the local service area. The maximum taxation rate that can be applied is the greater of $125,000 or $1.28/$1,000 of assessed value.

The 150 Mile Volunteer Fire Department provides fire protection and first responder services within their specified area.

The Directors for Electoral Areas E and F are responsible for the governance of this function.



Business Plan Goals, Rationale & Strategies

2026 Goals

1. **Goal:** Expand existing training grounds.
   Rationale: A more robust facility will allow for better trained firefighters and safer emergency responses.
   Strategy: Use capital funds.

2. **Goal:** Construction of new firehall.
   Rationale: Firefighters need a safe and functional space to respond to emergencies from.
   Strategy: Use debt financing.

3. **Goal:** Increase member remuneration.
   Rationale: To help facilitate recruitment/retention, member attendance and appreciation to members within the service.
   Strategy: Use operating funds.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

building communities together

2026 Business Plan
Wells Fire Protection
(1328)

Roger Hollander, Regional Fire Chief

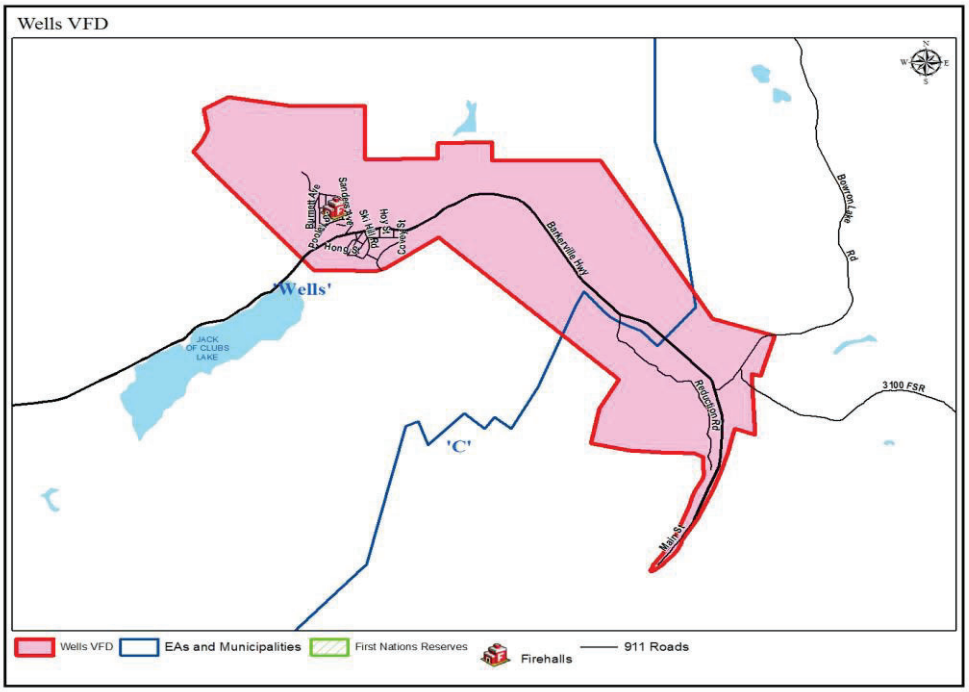
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Wells Fire Protection function was established in 1982 by Bylaw No. 3473 (1998). In 2007, Bylaw No. 4275 provided for an amended taxation limit defined as the greater of $1,650 or $2.3619/$1,000 of assessed value of land and improvements.

The Municipality of Wells, under contract, provides fire protection services to a small number of properties surrounding Wells that were not included in the original fire protection boundary when Wells incorporated.

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



Business Plan Goals, Rationale & Strategies

There are no measurable goals for this service in 2026.

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.

building communities together

2026 Business Plan
Lone Butte Fire Protection
(1329)

Cody Braaten, Manager of Fire Administration

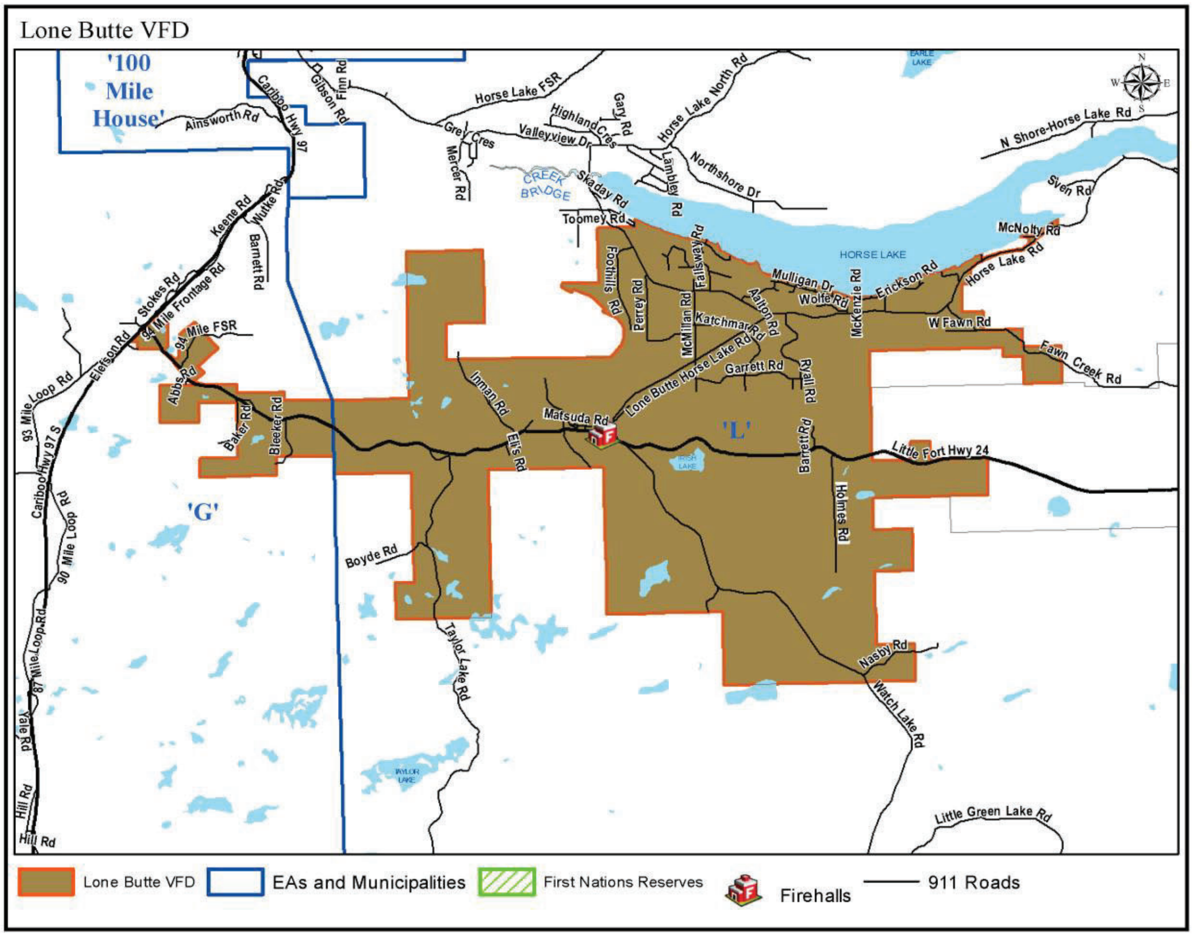
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Lone Butte Volunteer Fire Department, authorized by Bylaw No. 1583 (1983) and 2955 (1994), was established as a function of the Cariboo Regional District in 1983 by means of a referendum assented to by the property owners within the local service area. Lone Butte Fire Protection was amended in 2008 by Bylaw No. 4414. Lone Butte Fire Protection is funded by a taxation rate applied against the assessed value of land and improvements within the local service area. The maximum taxation rate that can be collected is the greater of $100,000 or $1.92/$1,000 of assessed value.

The Lone Butte Volunteer Fire Department provides fire protection and suppression, first responder and auto extrication services within their specified area.

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



Business Plan Goals, Rationale & Strategies

2026 Goals

1. **Goal:** Install and repair asphalt in parking lot.
   Rationale: Old parking lot area needs repairs due to wear and tear and gravel parking area needs upgrading to asphalt.
   Strategy: Use capital funds.

2. **Goal:** Purchase wildland trailer.
   Rationale: To transport a wildland slide-in unit and hold additional equipment for response to wildland fire events.
   Strategy: Use capital funds.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

2026 Business Plan
Barlow Creek Fire Protection
(1330)

Cody Braaten, Manager of Fire Administration

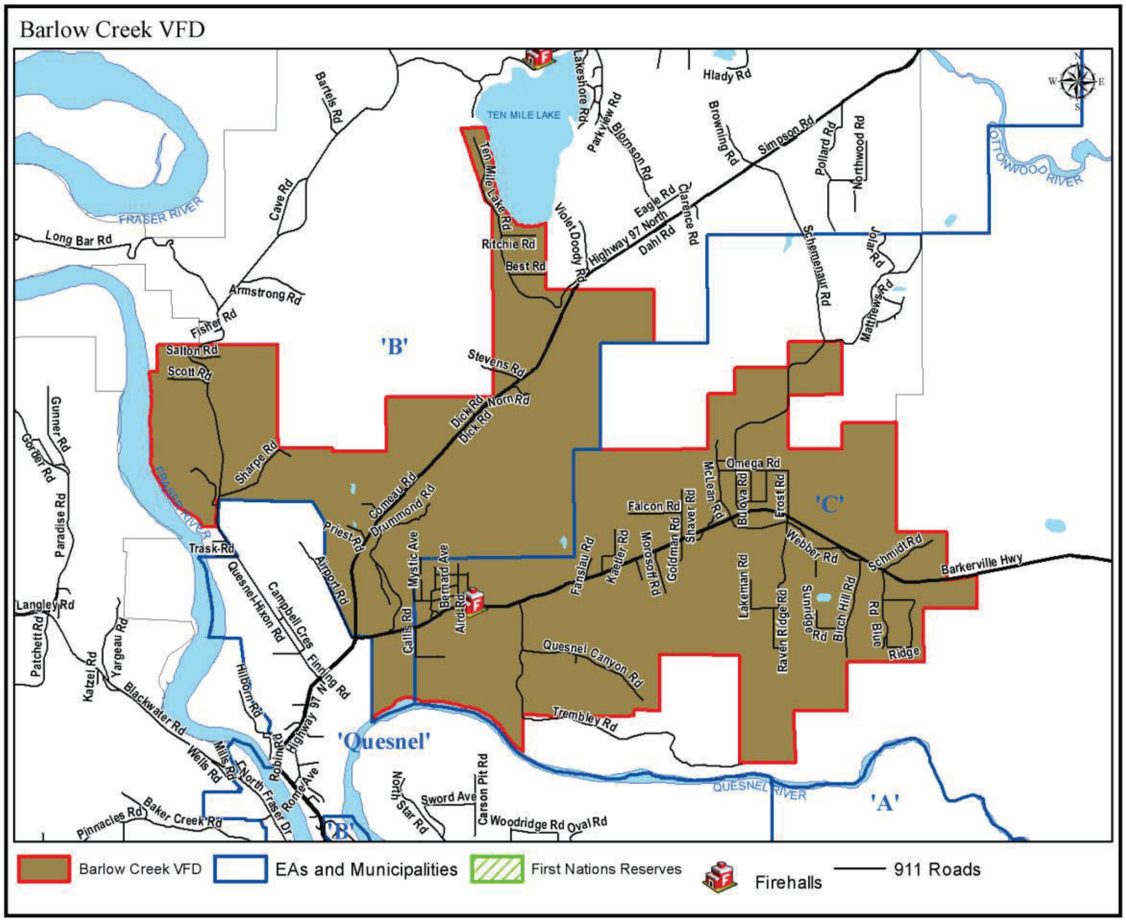
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Barlow Creek Volunteer Fire Department, authorized by Bylaw No. 2339 (1989), was established as a function of the Cariboo Regional District in 1987 by means of a referendum assented to by the property owners within the local service area. Barlow Creek Fire Protection was amended in 1998 by Bylaw No. 3375. Barlow Creek Fire Protection is funded by means of a tax rate applied against the assessed value of improvements only and a parcel tax rate of $25. The maximum requisition for this function is the greater of $78,000 or a tax rate of $2.55/$1,000 of assessed value.

The Barlow Creek Volunteer Fire Department provides fire protection and suppression services only, within their specified area.

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



Business Plan Goals, Rationale & Strategies

2026 Goals

1. **Goal:** Purchase turnout gear and PPE.
   Rationale: Ensure all members have NFPA compliant Personal Protective Equipment, keeping within the 10-year lifespan.
   Strategy: Use operational funds.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

building communities together

2026 Business Plan
West Fraser Fire Protection
(1331)

Cody Braaten, Manager of Fire Administration

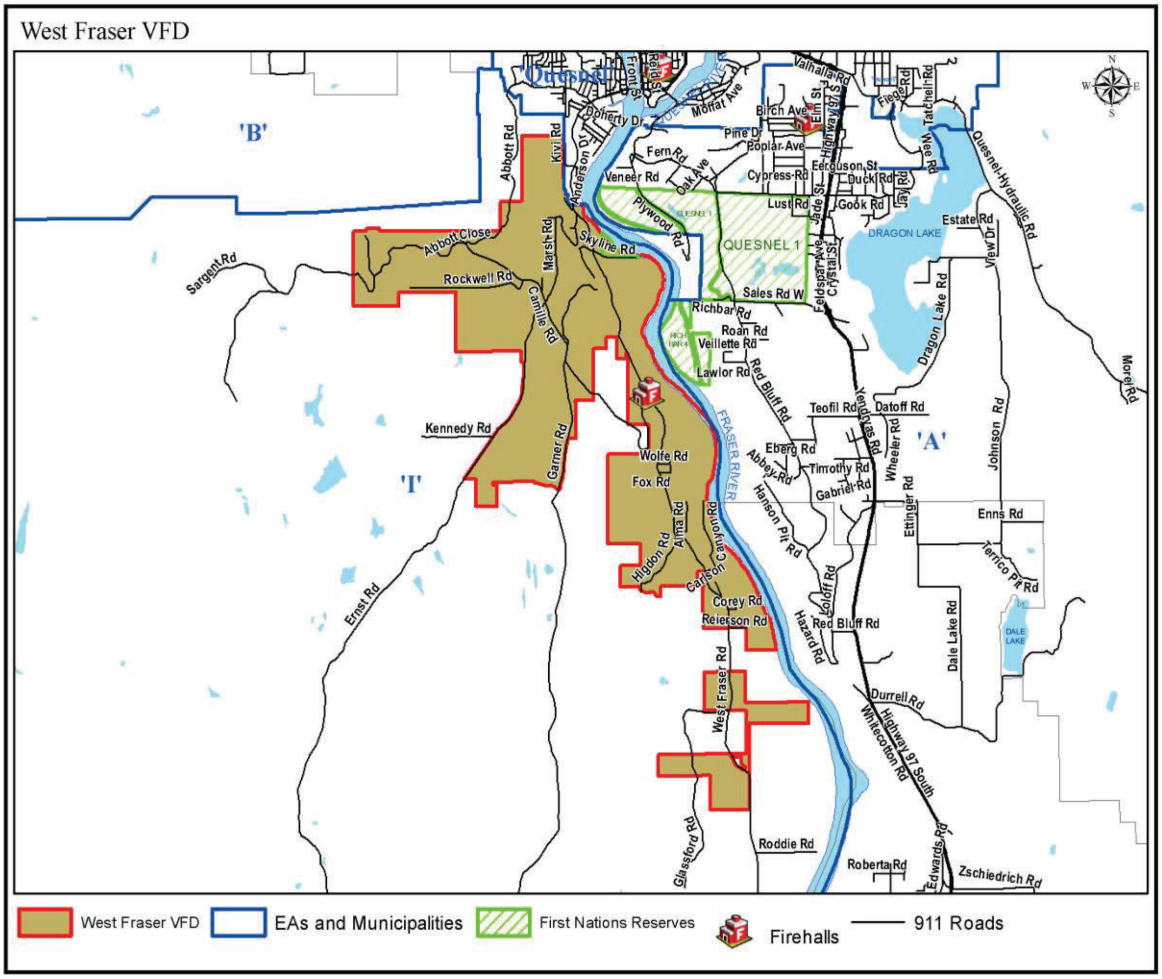
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The West Fraser Volunteer Fire Department, authorized by Bylaw No. 2500 (1991), was established as a function of the Cariboo Regional District in 1990 by means of a referendum assented to by the property owners within the local service area. West Fraser Fire Protection was amended in 2008 by Bylaw No. 4458. West Fraser Fire Protection is funded by a taxation rate applied against the assessed value of land and improvements within the local service area. The maximum taxation rate that can be collected is the greater of $38,500 or $2.84/$1,000 of assessed value.

The West Fraser Volunteer Fire Department provides fire protection and suppression services only, within their specified area. They also have a blanket mutual aid agreement with all of the other CRD and municipal fire departments in the North Cariboo.

As the Director for Electoral Area I 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

2026 Goals

1. **Goal:** Purchase turnout gear and PPE.
   Rationale: Ensure all members have NFPA compliant Personal Protective Equipment, keeping within the 10-year lifespan.
   Strategy: Use operational funds.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

building communities together

2026 Business Plan
Miocene Fire Protection
(1332)

Cody Braaten, Manager of Fire Administration

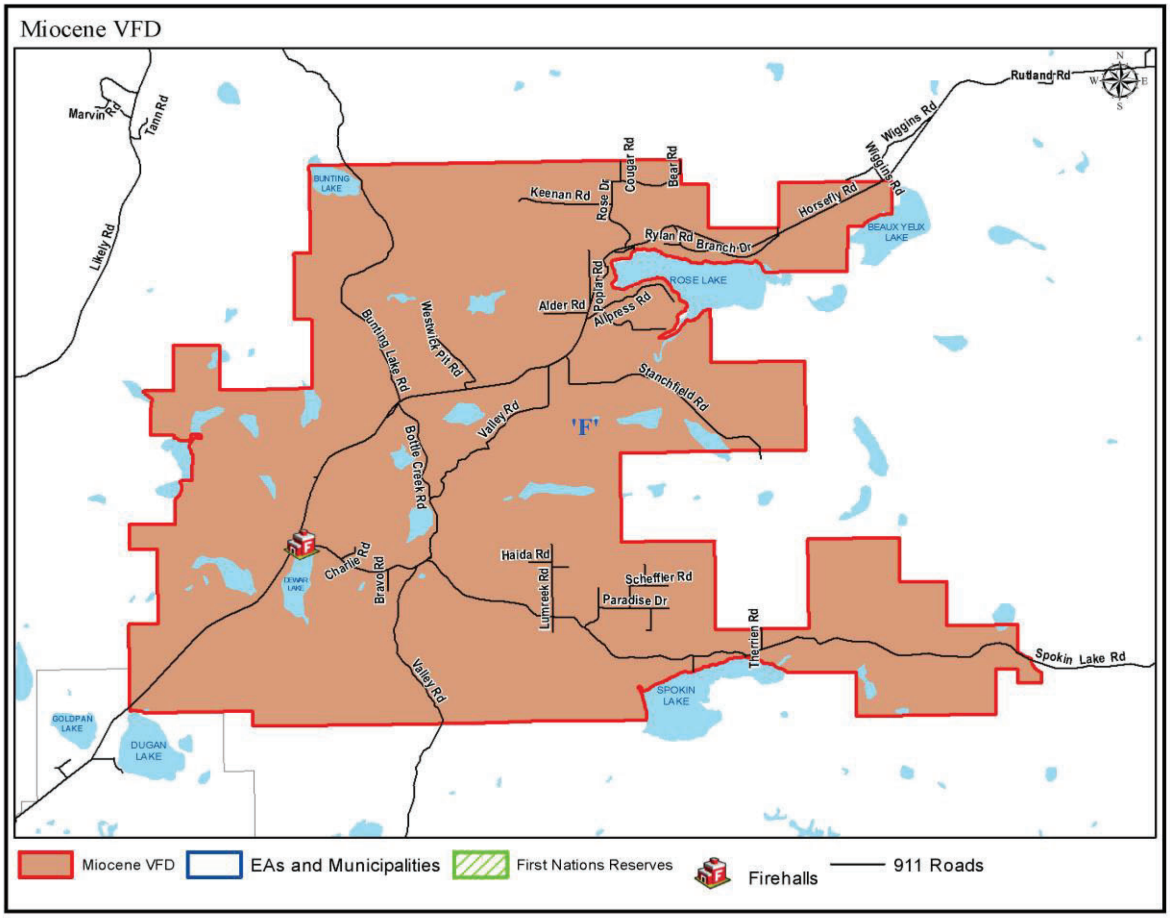
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Miocene Volunteer Fire Department, authorized by Bylaw No. 2809, was established as a function of the Cariboo Regional District in 1994 by means of a referendum assented to by the property owners within the local service area. Miocene Fire Protection was amended in 2007 by Bylaw No. 4300. Miocene Fire Protection is funded by a taxation rate applied against the assessed value of land and improvements within the local service area. The maximum taxation rate that can be collected is the greater of $50,000 or $2.71/$1,000 of assessed value.

The Miocene Volunteer Fire Department provides fire protection and suppression, and first responder services within their specified area.

As the Electoral Area F 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

2026 Goals

1. **Goal:** Repair SCBA compressor.
   Rationale: Current SCBA is not operating properly and creating challenges for refilling cylinders.
   Strategy: Use operating funds.

2. **Goal:** Research water source options in close proximity to the firehall.
   Rationale: To provide adequate water source for firefighting.
   Strategy: No funds required for research phase.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

building communities together

2026 Business Plan
Ten Mile Fire Protection
(1333)

Cody Braaten, Manager of Fire Administration

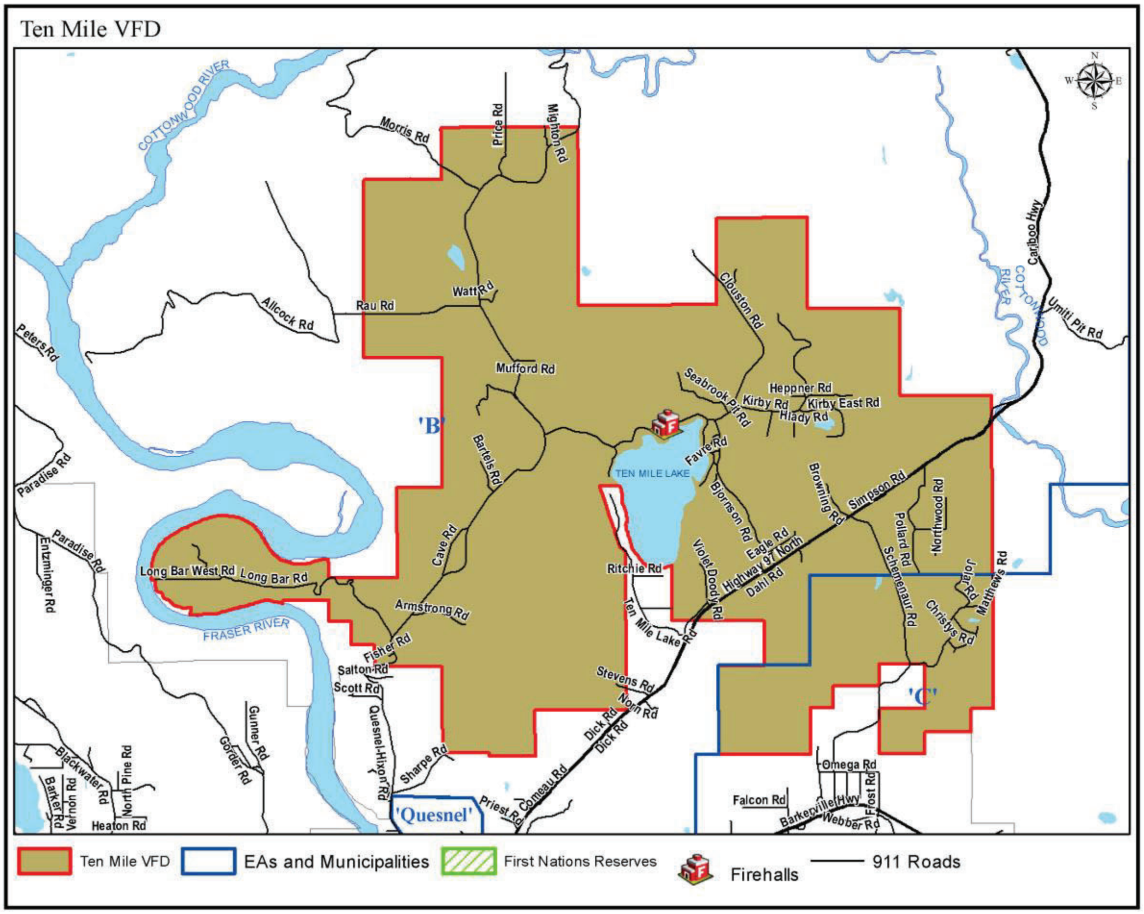
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Ten Mile Volunteer Fire Department, authorized by Bylaw No. 3045, was established as a function of the Cariboo Regional District in 1995 by means of a referendum assented to by the property owners within the local service area. The Ten Mile Fire Protection was amended in 1996 by Bylaw No. 3220. Ten Mile Fire Protection is funded by a combination of a taxation rate applied against the assessed value of improvements only and a flat parcel tax applied against every legal piece of property within the local service area. The maximum taxation rate that can be collected is the greater of $100,000 or $4.14/$1,000 of assessed value.

The Ten Mile Volunteer Fire Department provides fire protection and fire suppression activities only, within their specified area. They also have a blanket mutual aid agreement with all the other CRD and municipal fire departments in the North Cariboo.

Directors for Electoral Areas B and C are responsible for the governance of this service.



Business Plan Goals, Rationale & Strategies

2026 Goals

1. **Goal:** Purchase SCBA cylinders.
   Rationale: SCBA cylinders are required to be replaced every 15 years to remain compliant. Scheduled replacement of SCBA cylinders will ensure the VFD has the proper inventory of compliant cylinders.
   Strategy: Use operating funds.

2. **Goal:** Purchase turnout gear and PPE.
   Rationale: Ensure all members have NFPA compliant Personal Protective Equipment, keeping within the 10-year lifespan.
   Strategy: Use operational funds.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

2026 Business Plan
Kersley Fire Protection
(1364)

Cody Braaten, Manager of Fire Administration

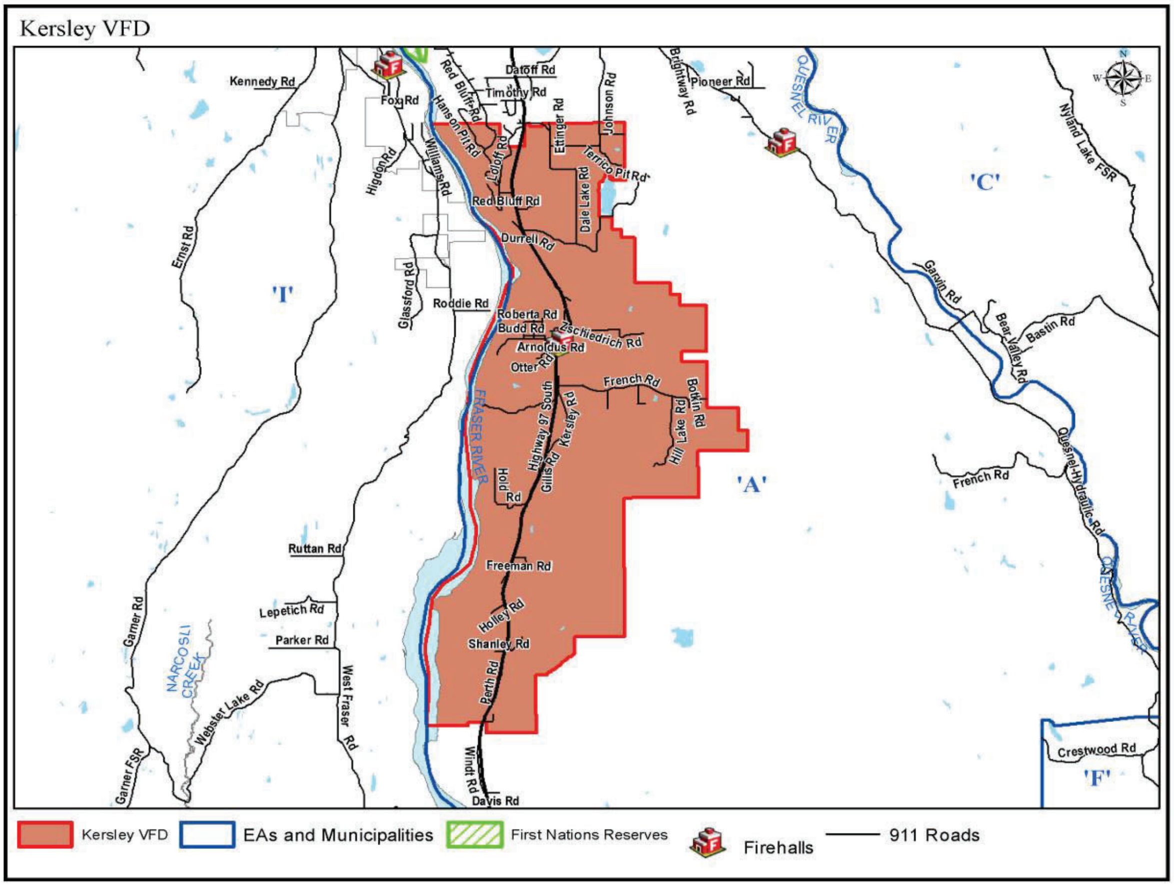
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Kersley Volunteer Fire Department, authorized by Bylaw No. 2435 (1990), was established as a function of the Cariboo Regional District in 1986 by means of a referendum assented to by the property owners within the local service area. Kersley Fire Protection is funded by a taxation rate applied against the assessed value of land and improvements within the local service area. The maximum taxation rate that can be collected is the greater of $48,000 or $1.34/$1,000 of assessed value.

The Kersley Volunteer Fire Department provides fire protection and fire suppression services only, within their specified area. They also have a blanket mutual aid agreement with all the other CRD and municipal fire departments in the North Cariboo.

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

2026 Goals

1. **Goal:** Purchase new tires for apparatus.
   Rationale: Current tires are very old or not effective enough on bad winter roads.
   Strategy: Use operating funds.

2. **Goal:** Purchase turnout gear and PPE.
   Rationale: Ensure all members have NFPA compliant Personal Protective Equipment, keeping within the 10-year lifespan.
   Strategy: Use operational funds.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

building communities together

2026 Business Plan
Wildwood Fire Protection
(1365)

Cody Braaten, Manager of Fire Administration

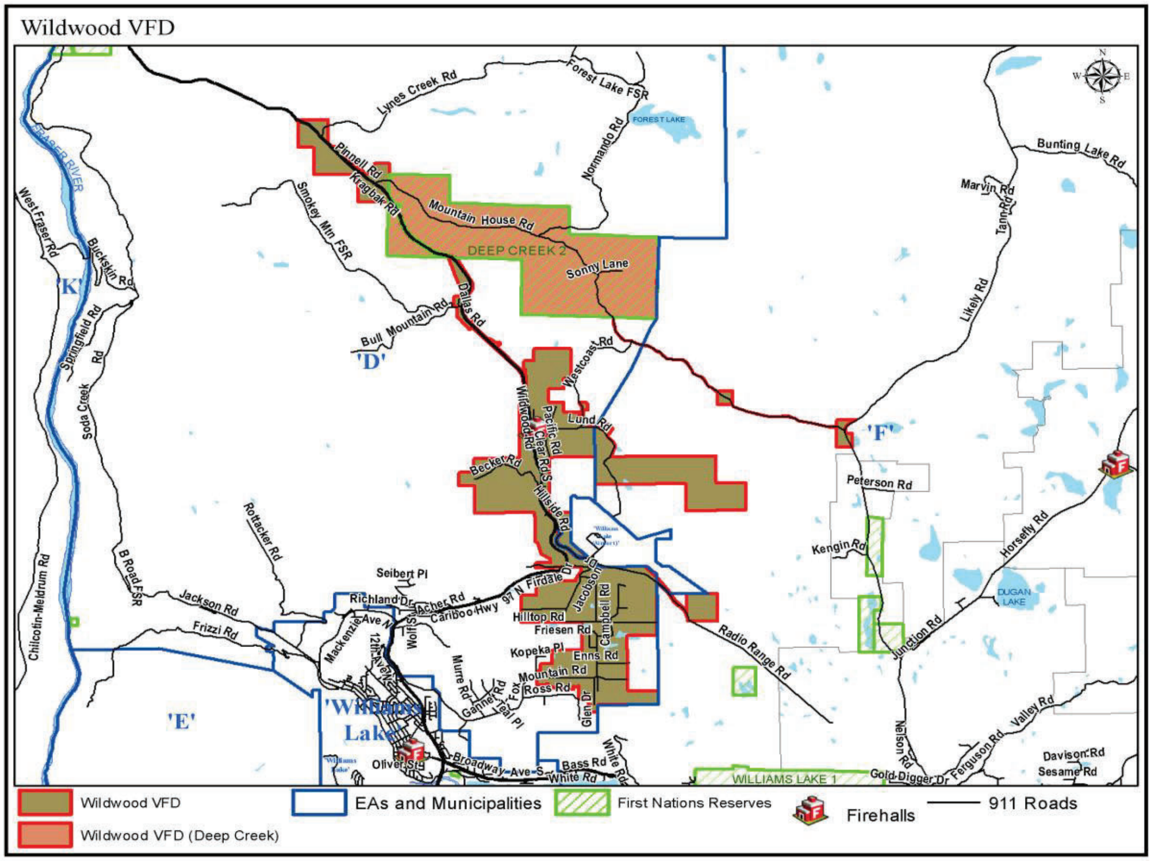
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Wildwood Volunteer Fire Department, authorized by Bylaw No. 1913 (1986) and Bylaw No. 2319 (1989), was established as a function of the Cariboo Regional District by means of a referendum assented to by the property owners within the local service area. Wildwood Fire Protection was amended in 2008 by Bylaw No. 4435. Wildwood Fire Protection is funded by a taxation rate applied against the assessed value of land and improvements within the local service area. The maximum taxation rate that can be collected is the greater of $34,325 or $3.71/$1,000 of assessed value.

The Wildwood Volunteer Fire Department provides fire protection and first responder services within their specified area.

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



Business Plan Goals, Rationale & Strategies

2026 Goals

1. **Goal:** Research options to purchase a future wildland truck.
   Rationale: Interface fires and access continue to be a challenge for rural VFDs within the CRD. A wildland apparatus would help alleviate some of these response issues.
   Strategy: No funds required for research phase.

2. **Goal:** Replace overhead airlines.
   Rationale: Current airlines are not compliant and a tripping hazard.
   Strategy: Use operational funds.

3. **Goal:** Acquire pickup for first responder and wildfire response.
   Rationale: Acquiring a used pickup truck with 4x4 will allow for better response to first responder and wildfire incidents.
   Strategy: Use capital funds.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

building communities together

2026 Business Plan
Interlakes Fire Protection
(1367)

Cody Braaten, Manager of Fire Administration

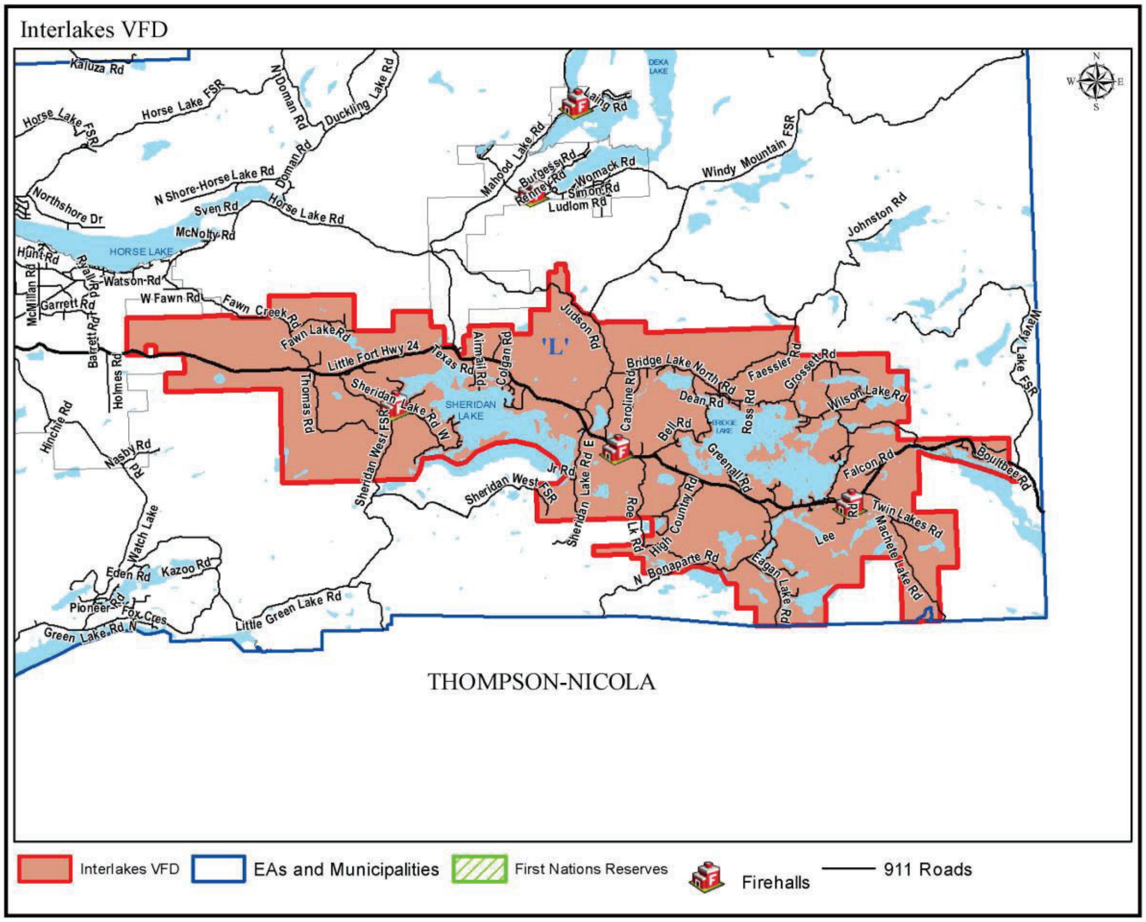
Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

Department/Function Services

The Interlakes Fire Protection Services, authorized by Establishment Bylaw No. 4405 and Loan Authorization Bylaw No. 4406, is a function of the Cariboo Regional District established in 2008 by means of a referendum assented to by the property owners within the local service area. This service is funded by a combination of a taxation rate applied against the assessed value of improvements only and a flat parcel tax fee of $50 applied against every legal piece of property within the local service area. The maximum requisition that can be collected is the greater of $358,706 or an amount raised by applying a tax rate of $.6977/$1,000 to the net taxable value of land and improvements in the service area.

The Interlakes Volunteer Fire Department provides fire protection and first responder services within their specified area.

As the Electoral Area L 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

2026 Goals

1. **Goal:** Purchase turnout gear and PPE.
   Rationale: Ensure all members have NFPA compliant Personal Protective Equipment, keeping within the 10-year lifespan.
   Strategy: Use operational funds.

2. **Goal:** Increase firefighter and officer remuneration.
   Rationale: To increase recruitment of new members joining the department, retention of current members, and increase attendance at incidents the VFD is increasing the remuneration amount for incident attendance.
   Strategy: Use operational funds.

Significant Issues & Trends

Issues: Recruitment and Retention; Capital Asset Management; Records Management; and Equipment Standardization.

The sustainability of small volunteer departments is being challenged not only by rapidly increasing legislative requirements and related costs but all the increasing administrative demands which accompany these requirements.

- **Recruitment:** Protective Services will continue to work in conjunction with Communications to enhance advertising programs ensuring maximum exposure on multiple platforms in regard to recruiting.

- **Capital Asset Management:** The Cariboo Regional District is researching options for an asset management program. Protective Services will work with other departments to utilize this to identify possible shortcomings of the firehalls and hire qualified professionals to evaluate the buildings.

- **Records Management:** Protective Services staff will work with VFD personnel to implement and maintain records management for all fire department documents as per mandated requirements.

- **Equipment Standardization:** The standardization of equipment will allow for better operational functionality during emergency response with mutual aid partners. Protective Services will establish a committee to choose standardized equipment and work with Procurement to purchase as budgets allow.

building communities together

2026 Business Plan
CRD Williams Lake Contract Fire Protection Service (1369)

Roger Hollander, Regional Fire Chief

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 Cariboo Regional District Williams Lake Contract Fire Protection Service Establishment Bylaw No. 4776, 2012 received the assent of the electorate on November 20, 2012. Therefore, Bylaw No. 4776 was presented and adopted by the CRD Board of Directors on December 14, 2012, during a regularly scheduled Board meeting.

The maximum amount of money that may be requisitioned in any one year, for the service provided under this bylaw, shall not exceed the greater of $619,167 or an amount raised by applying a tax rate of $1.55/$1,000 to the net taxable value of land and improvements in the service area.

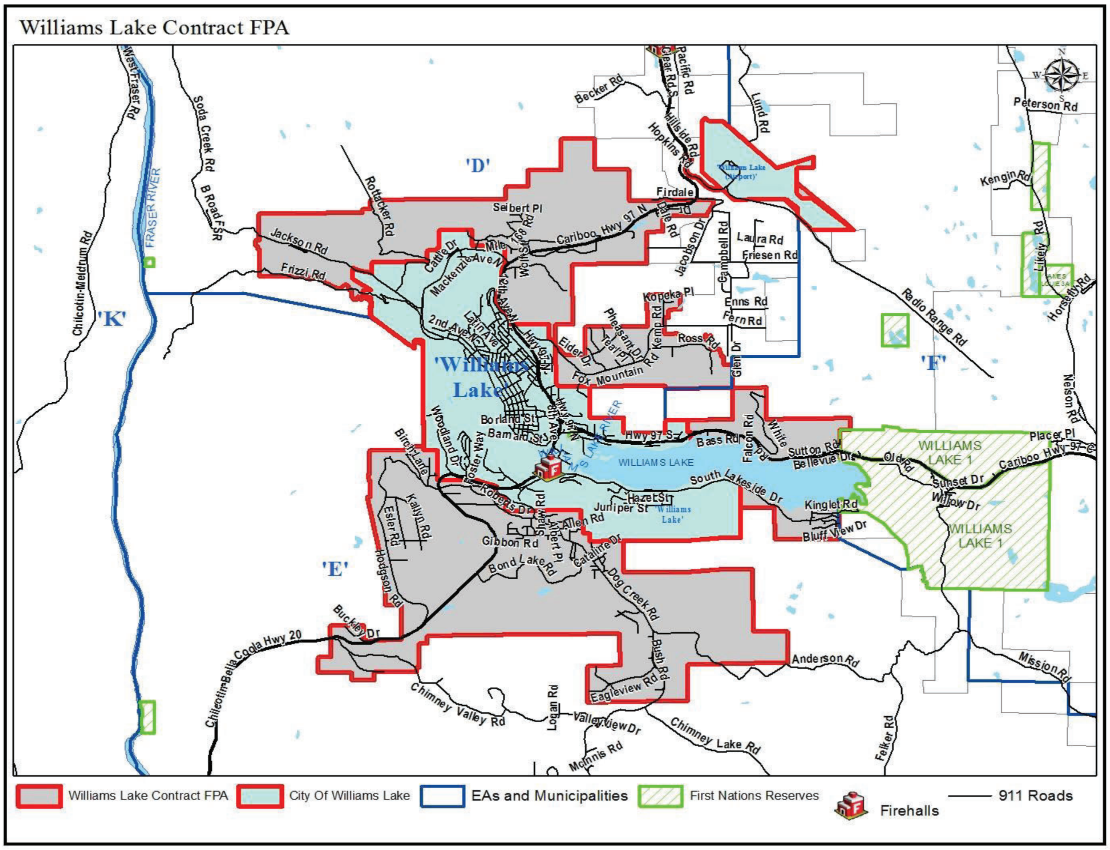
The City of Williams Lake and the Cariboo Regional District are negotiating an extension agreement that will see fire protection services provided by the Williams Lake Fire Department to some CRD rural residents.

This service is provided to portions of Electoral Areas D, E, and F and the Directors of the same Electoral Areas are responsible for the governance of this service.

Business Plan Goals, Rationale & Strategies

2026 Goal

There are no specific goals for this service in 2026.



Significant Issues & Trends

The City of Williams Lake and the CRD continue to explore joint training opportunities to ensure standardization of service for all residents.

building communities together

2026 Business Plan
911 Telephone/All Electoral Areas (1380)

Roger Hollander, Regional Fire Chief

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

In 2006, Bylaw No. 3515 established the 911 Emergency Telephone System function to provide services to the South Central Cariboo/Chilcotin and member municipalities, Williams Lake and 100 Mile House, through a contractual agreement with the Regional District of Fraser-Fort George. In 2008, Bylaw No. 4426 passed to dissolve the extraterritorial agreement with Fraser-Fort George and the entire Cariboo Region, including member municipalities. It is now provided through a contract agreement with Fraser-Fort George. Bylaw No. 4469 (2009) is the most recent amendment. The dissolution of the extraterritorial agreement also saw the Cariboo Regional District take ownership of the capital equipment required to provide the 911 service in the North Cariboo and, as such, the need to build capital reserve funds for future replacement of this same equipment.

All CRD Directors and representatives of the District of 100 Mile House, City of Williams Lake, City of Quesnel, and District of Wells are responsible for the governance of this service.

Business Plan Goals, Rational & Strategies

2026 Goals

1. **Goal:** Continue work on plans to ensure that 911 system upgrades remain compatible with dispatch system upgrades and changes.

Rationale: It is imperative that this critical infrastructure remain in good repair and remains functional and compatible with upgrades to the broader 911 dispatch system.
Strategy: Use proper procurement processes to determine which options are the most suitable, comparing both costs and timelines for improvements.

2. **Goal:** Continue to work in conjunction with RDFFG for upgrade to NG911.
Rationale: It has been mandated by the Federal Government that all 911 services transition from enhanced 911 to the next generation 911 system.
Strategy: Protective Services and IT will remain engaged with RDFFG to determine future fiscal impacts to the CRD and review the potential changes in infrastructure as it pertains to the requirements set by the Federal Government.

Significant Issues & Trends

911 Dispatch services will be moving from ECOMM to Prince George FOCC by end of 2026. This change will make no noticeable difference to clients but continues to provide long term savings as reported to the Board during recent discussions with the RDFFG.

Technological changes and enhancements are being made at the 911 dispatch center, the Cariboo Regional District system is old and requires constant upgrades to continue to function as part of the broader system.