



building communities together

2018 Business Plan South Cariboo Recreation (1546)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The South Cariboo Recreation function was established through Bylaw No. 4617 in 2010 through the merger of three existing recreation services: Arena (Bylaw No. 3703 - 2001), Curling Rink (Bylaw No. 4616 - 2010, LP No. 29 - 1976) and Programming (Bylaw No. 3952 - 2004). The merger was undertaken to create a common taxation boundary and for administrative efficiency of the three existing services. The establishment bylaw was amended following a referendum in 2013 and adoption of Bylaw No. 4837, which broadened the description of services provided to include arts and culture and increased the maximum requisition by \$300,000.

The Stan Halcro Arena function was originally established in 1972 following a successful referendum of residents within the taxation area. The taxation boundary for the service was expanded in 2001, which also provided for an increased maximum requisition and the borrowing of \$3 million to construct a new 600-seat facility. The debt is scheduled to be fully repaid in 2023. The new South Cariboo Recreation Centre (SCRC), which includes a geothermal ice plant and heating system for the arena, curling rink and meeting rooms, was completed in 2003. Major capital improvements to facilitate event hosting have been completed including installation of comfortable seats, projection screens, wireless connectivity, bleacher heating and a digital advertising sign as well as the purchase of tables and chairs and a dry floor to cover the arena ice. A modular stage and storage capacity was added in 2011-2012.

The arena and adjacent curling rink are operated by Canlan Ice Sports under a management contract with the Cariboo Regional District, which was renewed for a five-year term in August 2013 and will expire March 31, 2019.

The curling rink function was established following a successful referendum in 1976. The service was created to support the operation and maintenance of a curling rink for residents in 100 Mile House and surrounding areas.

The curling rink facility is currently managed by the 100 Mile and District Curling Club during the ice season and by Canlan Ice Sports during the off-season through agreements with the Cariboo Regional District.

Under these agreements, each party is responsible for the operation and maintenance of the facility during its respective term. The Curling Club operating agreement is for five years expiring in March 2019.

The programming function was originally established in 1973 to provide recreation and leisure activities for residents of the South Cariboo and to support the efforts of community groups in their related pursuits.

Also included in the recreation function is a maintenance agreement with the District of 100 Mile House for Lumberman's Park and Robinson Park, which are multi-use ball fields adjacent to the recreation centre. The agreement with the District includes maintenance of the fields, outdoor washrooms and wooded picnic area. Scheduling use of the ball fields is included in the Recreation Management Agreement with Canlan Ice Sports. The infields were completely rebuilt in 2016 and lights installed on one field to extend the playing time available.

A five-year use agreement with the Wranglers junior hockey team was signed in 2013 to provide the club with ice allocations, advertising rights and a dressing room.

Funding contribution agreements are also in place with the District of 100 Mile House for operation of the 100 Mile Soccer Park (2017-19) and Martin Exeter Hall theatre and Lodge complex (2017-19).

The 108 Beach program is also part of this function and is provided through an agreement (2016-2018) with the 108 Mile Ranch Community Association.

Portions of Electoral Areas G, H, and L and the District of 100 Mile House participate in this service, which is funded by means of a tax applied to the assessed value of land and improvements within the local service area utilizing hospital district assessment. The maximum requisition is the greater of \$900,000 or \$0.8721/\$1,000.

The Directors for Electoral Areas G, H and L and the District of 100 Mile House are responsible for the governance of this service. This group meets as the South Cariboo Joint Committee in open public meetings each month.

Business Plan Goals, Rationale & Strategies

2018 Goals

- 1. Goal:** Undertake a public consultation process and referendum for the South Cariboo Recreation Centre Expansion to include a turf field, hard court gymnasium and walking track.

Rationale: The concept design for the proposed expansion was completed in October 2017 by HCMA Architecture and guided by a working group of community volunteers. It is well-recognized that development of recreation facilities improves the quality of life and health for residents and is a key factor in attracting and retaining professionals and businesses. These major investments demonstrate a community stability and vitality that acts as a catalyst for other opportunities, such as event and tournament hosting. The turf field, court and walking track are multi-purpose assets with low operating costs that can be utilized by a wide range of residents – from youth sports to seniors to adult recreation leagues.

Strategy: The public consultation process will be coordinated by Regional District staff and guided by the project working group. A referendum to enable borrowing for the project will proceed if appropriate following the conclusion of consultation.

- 2. Goal:** Continue to expand opportunities for community programs, including offering activities in rural schools as possible.

Rationale: Delivery of additional community events and programs was included in an expanded scope within the Recreation Management Agreement with Canlan, which was extended for an additional term in 2013.

Strategy: Canlan has retained a staff programs coordinator to focus on development and promotion of additional activities, particularly volleyball and pickleball, to be offered in rural schools.

- 3. Goal:** Upgrade the arena lighting to LED.

Rationale: Advances in technology have made a conversion to LED lighting worthwhile both from an energy savings, maintenance and performance perspective.

Strategy: Project will be managed by the facility operator in consultation with Regional District staff, and Community Works Funds will be allocated for the upgrade to improve energy efficiency.

- 4. Goal:** Replace the roof at the recreation centre curling rink.

Rationale: The current roof is nearing the end of its effective life cycle and leak repairs are becoming common. The roof will be upgraded from tar and gravel to a torch on product and improved insulation will be installed.

Strategy: Project will be managed by the facility operator in consultation with Regional District staff, and Community Works Funds will be allocated for the upgrade in insulation to improve energy efficiency. This goal will be subject to the SCRC Expansion and may be included in the scope for that major project rather than completed separately.

- 5. Goal:** Host a provincial tournament and summer camp for aboriginal youth hockey.

Rationale: The central location of the recreation centre has put it in demand for hosting events where there is attendance from across province-wide. These large

events with many out-of-town participants are excellent exposure for the facility and the community.

Strategy: Project will be managed by the facility operator in consultation with Regional District staff.

6. **Goal:** Review the Recreation Services Management Agreement with Canlan Ice Sports.
Rationale: The current five-year agreement for management and operations of the South Cariboo Recreation Centre expires in March 2019.
Strategy: A review of the current agreement including levels of service and other factors will be undertaken by Regional District staff followed by an appropriate procurement process.
7. **Goal:** Review the use and occupancy agreement with the Wranglers Junior B Hockey Club.
Rationale: The current five-year agreement with the team expires at the end of the season in March 2018. The agreement allows the club exclusive occupancy of a dressing room and other space as well as a set ice time allocation and advertising rights.
Strategy: A review of the agreement and discussions with the club will be undertaken by Regional District staff with support from the facility operator.
8. **Goal:** Review the contribution agreement with the 108 Mile Ranch Community Association for 108 lakes beach maintenance.
Rationale: The current three-year contribution agreement expires at the end of the December 2018. A contribution is made to the group to support maintenance of the beach areas as they are located within the sub-regional recreation area and are utilized by residents throughout the service area.
Strategy: Review and renewal of the agreement as appropriate will be managed by Regional District staff. Funding is allocated within the financial plan to support renewal of the agreement.

2019 Goals

1. **Goal:** Replace curling rink lobby carpet and paint.
Rationale: The current carpet and paint are nearing the end of their effective life cycle and becoming unsightly and repairs more common.
Strategy: Project will be managed by the facility operator in consultation with Regional District staff. This work will be deferred and included in the proposed indoor turf facility project should it proceed.
2. **Goal:** Replace ice plant components including compressors and pumps.
Rationale: The current equipment is nearing the end of its effective life cycle and repairs more common. A full replacement will help avoid a major failure of the system.

Strategy: Project will be managed by the facility operator in consultation with Regional District staff.

2020 Goal

Goal: Relocate, rewire and add additional parking lot lights.

Rationale: The current parking lot light configuration negatively effects proper parking lot spacing and additional lights would improve safety and provide better use of fringe areas of the lot.

Strategy: Project will be managed by the facility operator in consultation with Regional District staff. This work will be deferred and included in the proposed indoor turf facility project should it proceed.

Overall Financial Impact

The 2018 tax requisition is increased by 2% from the 2017 requisition amounting to \$14,354 for a total requisition of \$732,052. The requisition is increased by 2% annually from 2019-2022 to account for operating cost increases and to maintain appropriate capital reserves.

The 2017 requisition was the same as the 2016 requisition.

A large requisition increase occurred in 2014 of 20%, amounting to \$116,741 from the 2013 requisition. These changes in the financial plan amounted to a residential tax rate increase in 2014 of about \$10 per \$100,000 of assessed value, which is within the range presented to the public as part of the referendum process, to amend the establishment bylaw.

The increase was required to accommodate an increased scope of services for community programs within the Recreation Services Management Agreement with Canlan Ice Sports as well as contributions of up to \$121,000 to the District of 100 Mile House for operation of the soccer fields and the Martin Exeter Hall complex.

Deficit targets for the operational costs for the recreation centre, including activity program delivery, are set within the five-year contract with Canlan Ice Sports and equate to \$212,000 in 2014 increasing to \$221,000 in 2018. Through the new contract, Canlan receives a fixed management fee of \$55,000 per year with a bonus payment based on meeting operational cost targets. Canlan also retains the revenues from use of the facility based on fees and charges reviewed and set annually by the Regional District.

The Regional District renewed five-year Operation and Occupancy agreements (2014-2019) with the 100 Mile and District Curling Club in April 2014. As part of these agreements, the Regional District will cover the building's utility costs for the ice season and allow the Club time to rebuild its membership and stabilize its revenues. The

previous debt, amounting at one point to about \$21,000, owed by the club was paid in full in 2014.

Other annual agreements within the service include \$7,000 for the 108 Ranch Community Association (2016-2018) to maintain the beaches on 108 and Sepa Lakes and \$15,000 for maintenance of the Lumberman's and Robinson Ball Parks (2016-2018) with the District of 100 Mile House.

Annual funding contribution agreements are also in place with the District of 100 Mile House for operation the 100 Mile Soccer Park at \$61,000 (2017-19) and Martin Exeter Hall theatre and Lodge complex at \$55,000 (2017-19).

The five-year capital plan for the service maintains a consistent annual expenditure, between \$80,000 and \$100,000, depending on necessary purchases. Large purchases are planned, several years in advance, by making contributions to capital reserves.

The service had an outstanding debt of \$1,278,887 as of December 31, 2016, from borrowing on the arena reconstruction. The debt will be repaid by 2023.

The service has capital reserve funds of \$408,420 at the end of 2016 with a plan to make a net transfer out of reserves of \$70,000 in 2017 for the design plans at MEH and \$110,000 in 2018 for the installation of a lift station for the water park in Centennial Park. The increased contributions thereafter to capital reserves is planned to facilitate major renovations to the Martin Exeter Hall complex and projects at the SCRC.

Significant Issues & Trends

The South Cariboo Recreation establishment bylaw was amended in 2013 to include additional recreation and arts and culture facilities, which was accomplished through the adoption of Bylaw 4837. The motivation behind this change is that residents throughout the sub-regional recreation area benefit from a wide variety of services and facilities and as such should contribute towards them. This trend of broad-scope, sub-regional recreation and arts and culture allows elected officials to react to changing requests for service from the public. Creating an equitable and flexible service delivery framework through the South Cariboo Recreation bylaw is an important first step to achieving this objective.

There is an interest in the development of additional recreation facilities in the South Cariboo as a means to improve the quality of life for current residents and help attract new ones, including skilled professionals that seek out communities with these assets. A key business plan goal in 2018 is to conduct public consultation on a proposed expansion of the South Cariboo Recreation Centre to include a turf field, hardcourt gymnasium and walking track. A concept design for the expansion was completed in 2017 that would complement the existing recreation centre and offer a wide variety of activities. The project would require a referendum to secure borrowing funding for construction and an amendment of the current South Cariboo Recreation operating budget for ongoing costs.

A benefit of an indoor turf facility is the relatively low operating cost for the versatility of use when compared to other large public recreation assets such as ice arenas and swimming pools.

The South Cariboo Swimming Pool study, completed in January 2009, recommended the recreation centre property as the preferred location for an aquatic facility. In order for pool construction and operation to be achieved it would be necessary to hold a referendum to obtain public assent to borrow the funding necessary for the approximately \$15 million project. In order to gauge public support for the proposal, a statistically valid telephone survey took place in September 2014 with the results demonstrating that residents were divided in their opinions: 46% supported the project, 40% did not and 14% were unsure.

At the South Cariboo Recreation Centre, significant capital investments were completed over the past several years and continue to improve public use and satisfaction with the facility. Now that the building is well equipped, it is expected that more effort and emphasis will be placed on activity programming and community events to encourage use. This was a key piece of the Recreation Services Management Agreement renewal with Canlan Ice Sports in 2014.

Regular contract ice rentals, such as minor hockey, figure skating and adult hockey are starting later in the season due to lack of interest during the late summer, which may affect facility revenues if the schedule cannot be filled with opportunity rentals.

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 concept design and consultation process for the construction of an indoor turf facility.

- Completed. The concept design for an expansion of the recreation centre to include a turf field, hardcourt gymnasium and walking track was endorsed by the joint committee October 4th.

Goal: Continue to expand opportunities for community programs, including offering activities in rural schools as possible.

- Completed. Very successful programs this year included teen girls' fitness and yoga, youth indoor soccer and pickle ball for seniors; however, access to school gymnasiums continues to limit opportunities, particularly in rural areas.

Goal: Upgrade the current ice resurfacing machine with a new energy efficient model.

- Completed. A new Zamboni was procured in early 2017 and the purchase was coordinated by Canlan Ice Sports for all three CRD recreation centres, each getting a new unit at a savings of about \$20,000.

Goal: Upgrade the big screen projector in the arena.

- Completed. New projectors were installed in the arena and Lion's Den meeting room.

Goal: Host a provincial tournament for aboriginal youth hockey.

- Completed. The tournament was so successful that the event organizers have booked the facility again in 2018 with the potential for an additional summer camp.

Goal: Review the contribution agreement with the Forest Grove Lions Club for operation of the Forest Grove Curling Rink.

- Completed. Agreement was renewed for another three-year term at the same cost.

Other Accomplishments

The South Cariboo Recreation Centre served as the Emergency Social Services reception centre and group lodging during the wildfire evacuations in the area in July 2017. The Red Cross also operated out of the facility for several months providing recovery services to effected residents. Supporting the emergency response was an enormous effort by facility staff and local volunteers.

The recreation centre was recognized for its excellence corporately by Canlan Ice Sports by taking home the 2016 Performance Cup given to the facility that had the best year-over-year net income and quality of operation.

The facility was also awarded the quarterly Performance Cup for Q2 in 2017.



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2018 Business Plan 108 Greenbelt (1548)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The 108 Greenbelt Service was established through Bylaw No. 3120 (1996) and received boundary amendments by way of Bylaw No. 3960 (2007) and Bylaw No. 4450 (2009). The service was created to provide for the management of the 108 Greenbelt lands, which cover approximately 575 hectares throughout the 108 Mile Ranch community and provide opportunities for public recreation. Bylaw No. 4569 (2010) regulates appropriate community use of the recreation lands, restricting activities such as motorized vehicle use, parking, camping, open fires and discharging firearms.

The 108 Greenbelt provides much the same function as a public green space in other communities. These lands, originally established by Block Bros. Realty at the conception of the 108 Mile Ranch development, generally encompass lakeshore, grasslands and forested lands located within and immediately adjacent to the community. The Greenbelt was established to provide property owners a joint interest in these lands for recreational use. Now held under title by the Cariboo Regional District, the lands continue to be utilized for the enjoyment of area residents with the intent to minimize interference with the lands' "natural" or existing states.

The requisition limit for this function is the greater of \$14,160 or \$0.13/\$1,000 of assessment. Collection is by parcel tax, which is applied equally to all lots within the local service area.

Under the direction and authority of the Cariboo Regional District Board, the property is managed by the 108 Greenbelt Commission whose members are appointed by the Board on recommendation of the Electoral Area G Director. The Commission meets regularly to conduct business and engages contractors as required for the maintenance and operation of the greenbelt.

As the Electoral Area G Director is the only stakeholder in this function, 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

2018 Goals

- 1. Goal:** Assess the fire-impacted areas of the Greenbelt to determine if rehabilitation activities or further fire prevention measures are necessary.

Rationale: In July 2017, the Gustafson Road wildfire spread across Tatton Road and into the south end of the Walker Valley, damaging about 250 hectares of treed Greenbelt lands and destroying several homes. An assessment of the damaged Greenbelt area should be completed to determine if the fire created high-risk danger trees or other impacts that need to be addressed for the lands to recover. Mitigation activities to prevent or limit future wildfire incursions into the Greenbelt will also be identified and acted on as appropriate.

Strategy: Consulting services will be retained as required to complete the assessments under the guidance of the Greenbelt commission with support from CRD staff. External funding sources and grants targeted for recovery activities may be available to recover costs.
- 2. Goal:** Maintain the extensive trail system around the lakes, including the low mobility trails established in recent years.

Rationale: A 10-km multi-use trail system extends around 108 and Sepa Lake, most of which is now wheelchair accessible, including the availability of handicap outhouses at Main Beach and Sepa Lake.

Strategy: Much work has gone into bringing these trails to their current standard and they are well used and appreciated by residents of the community and tourists alike. These trails must be properly maintained so they can be enjoyed for years to come. Further improvements will continue to be made if funding becomes available from grants or other sources. Trail maintenance also includes the emergency exit that has been established through the Greenbelt to Tatton Road, a multi-use trail in Walker Valley, numerous Greenbelt access trails, etc.
- 3. Goal:** Preserve the Greenbelt from invasive plants.

Rationale: The Greenbelt is continually attacked by a number of invasive plants, such as knapweed, burdock, thistle, orange hawkweed, meadow hawkweed, baby's breath, hoary alyssum, bladder campion, scentless chamomile, leafy spurge and sea buckthorn, which impact recreational and agricultural use of the lands.

Strategy: Commission members will work with the Invasive Plant Program of the Cariboo Regional District at reducing, controlling or eliminating wherever possible, invasive plants in an environmentally sound manner while respecting financial limitations. This is an ongoing project and will remain so for the foreseeable future.
- 4. Goal:** Continue to upgrade pasture fences.

Rational: Repairs and fencing upgrades are an ongoing responsibility to keep horses and cattle in the various Greenbelt pastures and to keep ATVs and dirt bikes out of sensitive Greenbelt grasslands.

Strategy: Evaluate existing fences. Repair and upgrade as needed. This is an ongoing responsibility. A program began to systematically replace the aging rails in the Block Drive Horse pasture and will continue until all of the old rails have been replaced.

5. **Goal:** Access forest health treatments relative to fir bark beetle and other infestations.

Rationale: Fir bark beetle attacks continue to impact Greenbelt forested areas and will be an increased risk due to the stress on trees as a result of the forest fire damage. These infested trees increase the risk of future fires as well as encourage the beetle spread to nearby healthy trees.

Strategy: Locate and aggressively treat beetle infestation. The treatments may include felling, bucking and burning of trees, and installation of pheromone bait traps. Removal and sale of logs will vary depending on the conditions at each site. The Commission will also identify and address opportunities to educate the residents of the 108 and encourage them to tackle this issue if it exists on their properties.

6. **Goal:** Remove dead and dying trees in areas where they present a high-risk danger to residents and visitors along the main trail system and other infrastructure.

Rationale: A risk analysis was completed in 2017 that separated the Greenbelt into high, medium and low risk zones for danger tree management, which identified the beach areas and main trail system as the highest risk zones due to the large number of users and infrastructure in these areas. The recommendations of the assessment report will be reviewed and acted on as appropriate to reduce potential hazards.

Strategy: Contract services will be retained to remove danger trees as required under the direction of the Commission.

Overall Financial Impact

The 2018 requisition is the same as the 2017 requisition.

The parcel tax is augmented by revenue generated from pasture rental fees, which is retained by the Greenbelt Commission for day-to-day maintenance expenses, and from grants that become available from time to time. The Commission has been diligent in developing a practical approach to meeting its goals and objectives over the past few years while staying within budget limitations. Opportunities to obtain grants to further the Commission's work are aggressively pursued.

However, grants are becoming increasingly hard to find. As a result it may become impossible to maintain existing programs and undertake important new initiatives within the constraint of the existing parcel tax once the Commission's current reserve has been drawn down. As a result, the Commission at some point will need to discuss with the community increasing the amount of the parcel tax.

Measuring Previous Year Performance

Goal: Maintain the extensive trail system around the lakes, including the low mobility trails established in recent years.

- Completed and ongoing. The trails continue to be maintained to a high standard.

Goal: Preserve the Greenbelt from invasive plants, such as knapweed, burdock and thistle.

- Completed and ongoing by the Greenbelt Commission. 2017 was a particularly challenging year with much less accomplished than normal due to wildfires and other priorities.

Goal: Continue to repair and upgrade pasture fences.

- Completed and ongoing. Several fences damaged by the wildfires were rebuilt. Other areas were not repaired due to delays from the wildfires, including fencing under which Blue Goose Cattle Company performs repairs as part of the grazing agreement.

Goal: Access forest health treatments relative to fir bark beetle infestations.

- Completed and ongoing. It is expected that there will be an increase in forest health issues due to the stress on trees from the major wildfire event.

Goal: Remove dead and dying trees in areas where they present a danger to residents and visitors.

- Completed. As part of a regional initiative, a danger tree assessment was completed in 2017 to do a high-level assessment for risk areas in the Greenbelt as well as identify immediate danger trees. Removal of identified danger trees will be an ongoing process.

Goal: Work with the Ministry of Environment to rehabilitate Main Beach.

- Partially completed. Discussions are ongoing but an acceptable solution to the removal of underwater plants to improve the swimming area has not yet been achieved.

Other Accomplishments

The major project by Ducks Unlimited to upgrade the water control structures in the Walker Valley wetlands was also completed.

The Greenbelt's lake trail has been the location for the Cariboo Challenge Dog Sled races. The Commission facilitates and supports this annual activity as weather allows.

The Commission also supports and facilitates, on an annual basis, a community ice skating party on Sepa Lake, a 10 km charity fun run around the lakes and other charity events.

A hidden counter was installed on the Greenbelt trail system and recorded the number of trail users at several locations. The counter recorded more than 2300 hits per month demonstrating the extremely high level of trail use.

In 2017, the Commission negotiated formal Rights-of-Way agreements with BC Hydro for the several power corridors that exist on Greenbelt lands, for as long as they are required for current purposes. This will ensure they are properly maintained to ensure the safety of the community by controlling the growth of vegetation under the lines. It also ensures BC Hydro can not extend or expand the use of these Greenbelt lines to serve other purposes and will remove them if they are no longer required. BC Hydro has agreed to provide one-time compensation in conjunction with the completion of these agreements.



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2018 Business Plan Kersley Recreation (1550)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The Kersley Arena and Recreation Service was established through Bylaw No. 109 in 1972 and amended in 1987 through Bylaw No. 2132 following a successful referendum of residents within the local service area. The function was created to support the operations of the arena, community hall and recreation grounds in Kersley.

Kersley Recreation is overseen by the Kersley Community Association/Recreation Commission, which makes recommendations to the Regional District Board for capital improvements and operational requirements. Daily operations of the Kersley arena, community hall and recreation grounds are delivered under contract by a Recreation Director who is responsible for the maintenance and operation of the facilities.

The natural ice arena has an average of 1,400 users per season, which generally runs from mid-December to early March depending on the weather. The use equates to approximately 16 users per day throughout the 67 day season.

The community hall was expanded in 2008 with a large addition to the stage and storage areas, a new HVAC system and new outdoor washrooms. Both the arena and the hall also had complete lighting system replacements in 2009 to improve energy efficiency and lighting quality. A new roof of 29,000 square feet was installed over the arena in 2012 to successfully deal with water leaks in the old structure. The arena surface was treated with a dust control product in 2013 to encourage non-ice off-season use of the facility.

Requisition is by way of a tax applied to the assessed value of improvements only on properties within the specified area. The maximum requisition level is \$2.60/\$1,000 of improvements only.

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

2018 Goals

- 1. Goal:** Upgrade the landscaping and sidewalks at the front of the arena and along the side of the hall.
Rationale: Much of the shrubbery and flowers are becoming a maintenance concern and not effective use of the space. A combination of paving stones and planter boxes will be installed instead.
Strategy: Project will be managed by the Kersley Recreation Director with support from Regional District staff.
- 2. Goal:** Create internet connectivity for the complex to enable better communication and facility advertising.
Rationale: The facility manager will use an internet connection for online research, such as for products and grants. A wi-fi link may also be considered as a desirable feature for renters of the hall.
Strategy: Project will be managed by the Kersley Recreation Director with support from Regional District staff.
- 3. Goal:** Purchase a portable sound system for the arena.
Rationale: It is enjoyable to have music for events and public skating and make the equipment available for renters as well.
Strategy: Project will be managed by the Kersley Recreation Director with support from Regional District staff.
- 4. Goal:** Review the facility manager contract for the facility.
Rationale: The current contract for facility management services does not have a specific expiration date and the intent is to now enter into a five-year contract.
Strategy: Review of the agreement will be undertaken by Regional District staff with local guidance from the recreation commission.
- 5. Goal:** Purchase new hockey nets for the arena.
Rationale: A regular pick-up hockey league has been established at the arena and the existing nets are old and in disrepair.
Strategy: Project will be managed by the Kersley Recreation Director with support from Regional District staff.
- 6. Goal:** Investigate options for repair or replacement of the arena sand point well.
Rationale: The well is not working and may require a minor equipment repair or potentially a full sand point piping replacement. If the situation is for replacement

then a cost benefit decision will be made if it is worth keeping or decommissioning.

Strategy: Project will be managed by the Kersley Recreation Director with support from Regional District staff.

Overall Financial Impact

The 2018 requisition is increased by 1% from the 2017 requisition amounting to \$1,184 to accommodate inflationary increases in operating costs, such as utilities and insurance. Total requisition for the function is \$119,646 in 2018. An increase of 1% is also included from 2019 through 2022.

The 2017 requisition was decreased by \$10,000, which is about 8% from the 2016 requisition. This is possible due to the reduced current capital requirements for the facility and the adequate balance in capital reserves.

As of December 31, 2016, the function had capital reserves of about \$117,000 with a planned contribution of \$5,000 in 2017. This reserve balance is adequate to deliver the mid-term capital plans for the facility and further contributions are not included in the financial plan; however they may occur only as annual surpluses allow.

Rental fees for the hall and arena are retained by the Kersley Community Association to cover much of the day-to-day expenses to maintain the facilities.

Significant Issues & Trends

Wildfire events and road closures effected facility operations through the summer of 2017, much like the rest of the Cariboo Chilcotin. At least six hall bookings were cancelled, resulting in lost revenues; however, this temporary situation should not have a long term overall effect on the budget for the function.

Major capital projects have been completed under the Kersley Recreation function in the past few years and the focus is now on maintaining the facilities and encouraging community activities.

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: Install parking barriers to create a walkway to the greenspace.

- Complete.

Goal: Re-contour the road frontage along the property to allow proper grass mowing.
- Complete.

Goal: Upgrade the hall entrance including rebuilding the wheelchair ramp and residing the vestibule.
- Complete.

Goal: Review the janitorial contract for the facility.
- Renewal of the contract will be advertised in October and awarded before the end of the year.

Goal: Purchase a new commercial dishwasher for the hall.
- Complete.

Other Accomplishments

The recreation complex continued to have increased activity in the fall with the Monday night drop-in ball group, which included both adults and youth, and was led by the Volunteer Fire Department.

A ball hockey group also regularly used the community hall in the fall.

These off-season activities are important aspects of community recreation particularly when the warmer winters continue to make it more difficult to keep the natural ice in the arena.



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2018 Business Plan McLeese Lake Recreation Facilities Service (1552)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The McLeese Lake Recreation Facilities function was established through Bylaw No. 371 in 1975 to assist with the maintenance and operation of the community recreation facilities at the south end of McLeese Lake by means of a contribution contract (January 1, 2016 - December 31, 2020) with the McLeese Lake Recreation Commission Society. A subsequent referendum in 1983 rescinded the original bylaw and replaced it with Bylaw No. 1529, which established a new maximum requisition level.

Support from this service is directed to the McLeese Lake Recreation Commission Society for costs associated with owning and operating the facility. The funds are to be expended on insurance, utilities, and capital improvements. This contribution is in recognition of the important role local halls play in the stability and healthy activity within communities.

The McLeese Lake Community Recreation Facilities property is owned by the McLeese Lake Recreation Society. Property ownership was transferred from the Cariboo Regional District to the Society in 1989.

The community hall and ball fields are located on the portion of the property north of Forglen Road, while the equestrian grounds sit on the portion south of Forglen Road. A public boat launch is situated on a Ministry of Transportation and Infrastructure right of way on the property's east side. The land bordering the property's west side is leased from the Crown by the Society and features an ice rink.

Taxation for this function ceased at the request of the community in 1989. The Cariboo Regional District and Gibraltar Mines Ltd. entered into an agreement which generated sufficient funds to retire the MFA debts for this function in 1998 and 1999. That

agreement also provided that the Regional District would not implement taxation for the function during the period 1989 to 1999.

In 2005, the McLeese Lake Recreation Commission Society requested that the function be reinstated in order to once again support maintenance and operations of the recreation facilities.

Requisition is by means of a tax applied to the assessed value of land and improvements within the local service area. The maximum taxation rate for this service is \$1.00/\$1,000.

As the Electoral Area D 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

2018 Goal

Goal: Create a deck and stairway on the west side of the community hall.

Rationale: There is currently no formal structure in place to access the upper and lower hall from the outside. As a result, a very steep pathway has developed over time, creating a hazard for users. This improvement will address safety concerns and is consistent with the purpose of the community hall support function.

Strategy: The project will be managed by the McLeese Lake Recreation Commission Society with updates to and advice from Regional District staff.

Overall Financial Impact

The 2018 requisition remains the same as the 2017 requisition at \$15,000.

Significant Issues & Trends

Rising costs for insurance, utilities, renovation materials and labour may cause capital goals for future years to be revisited. However, it is also expected that the improvements to the hall and recreation areas will increase community pride in the property and lead to better usage and more fundraising opportunities.

The recreation society also has a 'revitalization committee' that works in cooperation with the Regional District's Area D Economic Development function to complete other improvements in the McLeese Lake area.

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 2017.



building communities together

2018 Business Plan Central Cariboo Recreation and Leisure Services (1553)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The Central Cariboo Recreation and Leisure Services function was established in 2007 by Bylaw No. 4226, which merged the functions for Central Cariboo Recreation (Bylaw No. 3894 – 2004) and Central Cariboo Leisure Services (Bylaw No. 3951 – 2004).

The new Recreation and Leisure Services function has a mandate derived directly from the predecessor bylaws, which is to provide the following services:

- (i) swimming pool complex;
- (ii) twin ice arena facility;
- (iii) recreation and cultural programming;
- (iv) trail development and maintenance;
- (v) sports fields, facility development and maintenance.

The facility management and recreation programming components of the service are provided under contract by the City of Williams Lake. A five-year Facility Management Agreement (2013-2018) was entered into in September 2013.

Services are generally provided from the Cariboo Memorial Recreation Complex in Williams Lake which includes the twin arenas, West Fraser Aquatic Centre and the Gibraltar Room multi-purpose space. Following extensive public consultation, concept planning and a referendum in 2014, the aquatic centre underwent a \$14 million upgrade to expand the pool and fitness areas and add in leisure water features such as a water slide and lazy river. A \$4 million infrastructure grant was successfully obtained to reduce the cost to local taxpayers for the major project.

The sub-regional function also includes the Esler Sports Complex, which has slo-pitch (2017-2021), soccer (2017-2021) and minor fastball (2018-2022) fields under use and occupancy agreements with local associations. These groups also receive field

maintenance funding (2016-2018) on an annual basis to complement the work of volunteers and their own financial resources. Various other community projects, such as neighborhood outdoor rinks, trails or bike parks are also supported on a project-by-project basis.

Annual contribution agreements are also in place with the Scout Island Nature Centre (2017-2019), Williams Lake Cycling Club (2016-2018) and 150 Mile Greenbelt, Heritage and Trails Society (2016-2018) to support operation of extensive trail networks maintained by each group.

Participants in the service include portions of 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 \$3,500,000 or a rate of \$1.98 / \$1,000 of assessed value.

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/City of Williams Lake Joint Committee. The Central Cariboo Joint Committee (CCJC) holds an open, public meeting once per month.

Business Plan Goals, Rationale & Strategies

2018 Goals

- 1. Goal:** Review the Facility Management Agreement for recreation services with the City of Williams Lake.

Rationale: The current five-year agreement between the Regional District and the City of Williams Lake to manage and operate the Cariboo Memorial Recreation Complex expires at the end of December 2018.

Strategy: Under the agreement, the City must provide notification one year in advance of expiry of its intent to continue with the arrangement for an additional term. The current terms and service levels will be reviewed by Regional District and City staff and brought forward for discussion.
- 2. Goal:** Plan and implement public awareness and marketing for maximum utilization of the new aquatic centre.

Rationale: With the opening of the new West Fraser Aquatic Centre in November 2017, implementation of a communications and marketing plan to inform the community of the new opportunities available will be essential. It is expected that new programming for the pools, with effective marketing, will generate a significant increase in revenue for the facility.

Strategy: The promotion of new schedules for the pools as well as marketing new programs and activities will be undertaken and delivered by Recreation Complex staff.

- 3. Goal:** Design and construct a new entrance sign and sitting gazebo for the Recreation Complex.

Rationale: A new exterior sign for the facility is appropriate following completion of the West Fraser Aquatic Centre upgrade in 2016-17. It is intended that the form and character of the new sign will match the timber frame style of the sunshade on the west side of the building and also create a useable sitting space near the front of the building.

Strategy: Preliminary designs for the sign and gazebo were completed during construction of the new aquatic centre in 2017 and the project is identified in the capital plan for 2018. There is an opportunity for in-kind contributions of materials to the project, particularly for wood from West Fraser Timber.
- 4. Goal:** Upgrade HVAC systems for the lobby and offices at the Recreation Complex to improve energy efficiency.

Rationale: Capital projects at the complex continue to focus on items that offer improvements in energy efficiency to reduce operating costs.

Strategy: The capital cost is allocated in the financial plan for this project, with support through Regional District Community Works Funding.
- 5. Goal:** Replace the roofs over the arena lobby and main lobby areas as well as a remaining section of the pool.

Rationale: The current roofs have exceeded their effective lifespan and have significant potential to become a maintenance concern. Some leaking has already occurred in the old pool roof where it was joined with the new roof completed as part of the SKP Upgrade project.

Strategy: Capital funding is allocated in the financial plan for this project, which will be led by the facility operator. If the project results in an improvement in insulation for the building envelope and reduced energy use, then Regional District Community Works Funding may also be accessed for support.
- 6. Goal:** Expand the opportunities to support recreational sports leagues that utilize school district gyms.

Rationale: Some local leagues have been affected by changes to the school district use policies and require facility booking, registration and coordination support to continue to provide these important recreation activities to the community.

Strategy: Recreation Complex staff will work with recreation leagues as possible to support their activities when assistance is requested.
- 7. Goal:** Continue to improve the accessibility of the Recreation Complex for persons with low mobility.

Rationale: Because of its age, the facility has an interior design that may challenge persons in a wheelchair or with other mobility issues. As a critical public amenity, it is important that the complex meet the needs of as many residents as possible, especially those that may have limited options for recreation.

- Strategy:** Individual projects for improvements will be identified by patrons and staff and implemented by the facility operator. Funding is included in the capital plan to support these works.
8. **Goal:** Review the field maintenance support agreements with groups at the Esler Sports Complex and the trails contribution agreement with the 150 Mile Greenbelt, Heritage and Trails Society.
Rationale: The current three-year contribution agreements between the Regional District and the groups to manage and operate the Esler Sports Complex and the 150 Mile trail network expires at the end of December 2018.
Strategy: Review of the current terms will be completed by Regional District staff, the Esler Recreation Advisory Commission, and the 150 Mile Greenbelt, Heritage and Trails Society and renewed if there are no material changes to the agreements.
 9. **Goal:** Design a new access road into the Esler Sports Complex.
Rationale: Use of the sports complex continues to grow and additional improvements and capital investment will further increase traffic to and from the site in the coming years; however, the current access is a winding, narrow residential route along upper Hodgson Road and is not adequate. Creating a safer, shorter access route directly off Highway 20 was a key component of a development plan completed in 2007.
Strategy: The cost for an engineered design is included in the financial plan; however, construction of the project is subject to securing grant funding. The completion of a shovel-ready design and costing will support grant applications as opportunities arise. The significant cost of this work may also require a transfer from capital reserves for matching funds.
 10. **Goal:** Support trail development at the 150 Mile House Greenbelt, mountain bike network and other locations within the sub-regional recreation area.
Rationale: The 150 Mile Greenbelt, Heritage and Trails Society has a management agreement in place with the province for a large area in the community and plans to improve trail connections throughout. The Williams Lake Cycling Club has a management agreement in place with the province for its network across the Williams Lake valley. Trails in other areas continue to be a high priority with recreation groups and the general public.
Strategy: Implementation of the improvements would be funded through the Community Projects budget of the CCRLS function and managed directly by the community groups in consultation with Regional District and City staff.

2019 Goals

1. **Goal:** Construct a new access road into the Esler Sports Complex.
Rationale: Use of the sports complex continues to grow and additional improvements and capital investment will further increase traffic to and from the site in the coming years; however, the current access is a winding, narrow residential route along upper Hodgson Road and is not adequate. Creating a safer,

shorter access route directly off Highway 20 was a key component of a development plan completed in 2007.

Strategy: An engineered design is planned for completion in 2017 and construction of the project is subject to securing grant funding. The significant cost of this work may also require a transfer from capital reserves for matching funds.

2. Goal: Replace the roof over the Gibraltar Room.

Rationale: The current roof has exceeded its effective lifespan and has significant potential to become a maintenance concern. This is the last section of roof at the Complex that has not been converted to torch-on membrane.

Strategy: Capital funding is allocated in the financial plan for this project, which will be led by the facility operator. If the project results in an improvement in insulation for the building envelope and reduced energy use, then Regional District Community Works Funding may also be accessed for support.

3. Goal: Replace the doors between the arena and main lobby areas at the Complex.

Rationale: The current doors are becoming a maintenance concern and limit full accessibility to the arena lobby.

Strategy: Capital funding is allocated in the financial plan for this project, which will be led by the facility operator.

2020 Goal

Goal: Repave the back parking lot.

Rationale: The current pavement is deteriorating in general and quite badly in some areas as a result of the heavy traffic from pool upgrade construction.

Strategy: Capital funding is allocated in the financial plan for this project, which will be led by the facility operator.

2021 Goal

Goal: Install Low-E ceilings in both arenas.

Rationale: The low-emissivity reflective ceiling minimizes the transfer of radiant heat to the ice surface thus saving energy use by reducing the load on the ice plant. The ceiling can also increase the brightness of the ice surface and reduce the amount of lighting required, saving additional energy.

Strategy: Capital funding is allocated in the financial plan for this project, which will be led by the facility operator.

Overall Financial Impact

The 2018 requisition is the same as the 2017 requisition at \$3.1 million and this level is maintained throughout the five-year financial plan. This is possible due in large part to the major grant funding obtained for the Sam Ketcham Pool Upgrade and Renovation

Project and the West Fraser Aquatic Centre, which reduced borrowing requirements and reduced the planned withdraws from capital reserves.

There was no taxation increase in 2017 as well; however, the 2015 requisition was increased by 44% from the 2014 requisition amounting to \$943,553. The increase was required to undertake the pool upgrade project.

The majority of operational costs to the function were fixed in 2013 for a five-year term with the execution of the Facility Management Agreement with the City of Williams Lake. The compensation paid to the City for operational costs increases at 1.75 percent per year over the term; starting at \$1,462,134 in 2014 to \$1,567,202 in 2018. All revenue generated at the Recreation Complex is retained by the City under the terms of the management agreement.

It is expected that there will be a significant increase in revenue in 2018 and forward due to the upgraded aquatic centre. However, net revenue projections in the financial plan are modest at this time, using 2015 as a benchmark, until the full extent of operational cost increases are also understood.

The five-year capital plan for the function has varied annual investments amounting to \$2.8 million over the five-year plan. This includes capital spending at the Cariboo Memorial Recreation Complex and the Esler Sports Complex. This relatively high figure reflects the aging mechanical equipment and structural components at the Memorial Complex.

The service had capital reserve funds of \$626,022 at the end of 2016 with a plan to draw up to \$350,000 for the pool upgrade project in 2017. There are planned total contributions of \$200,000 per year for a total of \$1,000,000 to capital reserves over the five-year plan.

All outstanding debt for the recreation function was paid off in 2016 and new borrowing for the pool upgrade project was undertaken in 2017. The total amount borrowed for the pool upgrade is \$6.5 million and is scheduled to be paid off in 2037.

Significant Issues & Trends

The City of Williams Lake and surrounding area was evacuated on July 15, 2017 as a result of wildfires burning nearby. The evacuation lasted 13 days; however the disruption caused by the wildfires and excessive smoke in the area lasted most of the summer. This event had a major impact on program revenues at the Complex as well as limiting activities at other recreation sites such as the Esler Sports Complex and the mountain bike trail network. The ongoing impacts of the fires can still be felt through the loss of Recreation Complex staff, which did not return after the evacuation, and the direct damage to several trails in the area. With the pool upgrade project complete and other community recovery actions underway, 2018 will prove to be a much different year than 2017.

Counters were installed on the three entrances to the Cariboo Memorial Recreation Complex in 2013 and recorded 270,000 visitors in the year from September 2016 to September 2017. This was a major decrease of 150,000 visitors from the previous year due to the extended closures for the pool upgrade project and the wildfire evacuations in July 2017.

A leak in July 2011 and other ongoing large capital projects at the Sam Ketcham Pool raised the issue of facility lifespan and the value of continuing to complete expensive repairs. A feasibility study completed in 2012 by Professional Environmental Recreation Consultants (PERC), under guidance of a Pool Task Force appointed by the CCJC, identified a range of improvement options for the existing pool and recommended a preferred option, which included construction of additional leisure swim area, water slide, more fitness centre space on a second floor and rebuilding the existing main tank.

In addition to the Sam Ketcham Pool upgrade construction process, other parts of the Recreation Complex continue to receive renovations and improvements; however, the aging structure, utility services and equipment in the facility continue to be a challenge. Increased operating and maintenance costs are to be expected and significant capital investment will be necessary to maintain the Complex in future years.

The continued delivery of an effective and coordinated sub-regional recreation and leisure service is expected to remain a high priority for the public and elected officials. The benefits of developing a recreation service that takes advantage of the Cariboo Memorial Recreation Complex as an information hub and a centre for activity programming is evident. Integrating public recreation properties, both from the greater Williams Lake area and those within the city itself, makes sense to improve the management, public investment and overall enjoyment of these community assets.

To this end, additional resources have been discussed to potentially be included in the recreation services management agreement with the City of Williams Lake, and tasked with providing the increased support and be the liaison for volunteer groups managing these public recreation assets.

Another strategic priority for the CCRLS function is to continue to provide support for mountain bike trail infrastructure that is appropriate for this popular recreational activity. Mountain biking in the Cariboo provides a considerable benefit to many communities. For local residents, studies consistently indicate that trails provide a venue to participate in an active and healthy lifestyle and increase the desirability of living in the area. In recent surveys conducted in the Cariboo region, mountain bike infrastructure was a prominent priority amongst respondents, who ranked mountain bike trails in the top five activities they participate in. Ongoing investments in the Central Cariboo trail networks will support continued recreational opportunities as well as ongoing efforts to diversify the regional economy into this fast-growing sector.

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: Complete the construction process for a major upgrade and renovation of the West Fraser Aquatic Centre.

- Completed. Construction of the \$14 million upgrade project took 20 months to complete following completion of the design in 2015 and a referendum for the project in 2014.

Goal: Complete the new fitness centre with additional equipment that focuses on use by seniors, special needs patrons and the general public.

- Completed. The new fitness centre opened with phase one of the SKP Upgrade project and continues to increase in use, especially by target groups like seniors.

Goal: Plan and implement public education and marketing for the new pools.

- Completed. Due to the delayed opening of the new aquatic centre, the goal will also be carried forward to 2018 to encourage reaching the full potential of the new facility. Some aspects of the plan were limited in 2017 due to a shortage of staff following the wildfire events.

Goal: Purchase a new ice resurfacing machine.

- Completed. The purchase was made from Zamboni and coordinated procurement with Regional District recreation centres in 100 Mile House and Quesnel resulted in a savings of approximately \$6,000.

Goal: Continue to explore opportunities to support recreational sports leagues that utilize school district gyms.

- Completed. The complex handled booking and registration for numerous recreation leagues including volleyball, basketball, pickleball, badminton and the climbing club.

Goal: Continue to improve the accessibility of the Recreation Complex for persons with low mobility.

- Completed. Additional handrails were installed in the arena bleachers.

Goal: Support trail development at the 150 Mile House greenbelt, mountain bike network and other locations within the sub-regional recreation area.

- Completed. The community group managing the 150 Mile Greenbelt installed a culvert and gates and the mountain bike club completed a trail to the Tourism Discovery Centre.

Other Accomplishments

Planning for the major event hosting of Rogers Home Town Hockey, scheduled for January 2018, began in late 2017.



building communities together

2018 Business Plan North Cariboo Recreation and Parks (1554)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The Quesnel and District Leisure Services Department's mandate is to provide a variety of recreational services to the residents of the City of Quesnel (City) and Cariboo Regional District (CRD) Electoral Areas A, B, C and I within a defined recreation boundary for the North Cariboo Recreation and Parks (NCRP) function. These services are primarily offered through the Quesnel and District Arts & Recreation Centre, the West Fraser Centre and Arena 2. School and outdoor facilities are also utilized.

The Alex Fraser Park Society, Quesnel Youth Soccer Association, and the Quesnel River Archers provide services with funding support obtained through NCRP. NCRP provides operating and capital support to the Alex Fraser Park Society to manage the Alex Fraser Park and to the Quesnel Youth Soccer Association to manage the indoor and outdoor soccer complex. NCRP provides capital support to the Quesnel River Archers to manage Pioneer Park on Dragon Lake. The Service also provides funding for community use of school facilities.

The governance and management of the North Cariboo rural recreation properties in Bouchie Lake, Barlow Creek, and Parkland areas have been under review with changes in the management of these properties occurring in 2017. The Leisure Services Department has assumed an increasingly larger role in the management of these properties, in particular with regard to asset and capital project management. Further changes are under consideration with possible implementation in late 2017 or 2018. The expanding role of the Leisure Services Department with regard to these properties will need to be reflected in the Management Agreement between the City and CRD and may have financial implications.

The Service includes the construction of the West Fraser Centre which opened in September 2017. A successful referendum was held in June 2014 to borrow \$7.5 million towards the \$20.6 million project cost.

NCRP is a function of the CRD that was originally established by supplementary letters patent in 1982 and most recently updated through Bylaw 3900 (2004) and subsequent amendments. The City of Quesnel manages the function on behalf of the CRD. The five-year management agreement between the City and CRD expired at the end of 2016 and is being re-negotiated.

The NCRP function is funded through taxation and user fees. The tax component of funding is allocated among the participating jurisdictions on the basis of hospital assessment. The taxation limitation is the greater of \$4.9 million or an amount of \$3.2095/\$1,000 of total assessed value of land and improvements.

Policy decisions related to existing NCRP services are made by the North Cariboo Joint Planning Committee (NCJPC). The NCJPC consists of the CRD Directors from Electoral Areas A, B, C and I and the Quesnel City Council. The NCJPC does not have delegated authority and all of its recommendations must be ratified by the CRD Board. The NCJPC is currently developing terms of reference for the Committee.

Business Plan Goals, Rationale and Strategies

2018 Goals

- 1. Goal:** Renovate the Arts and Recreation Centre on confirmation of grant funding.
Rationale: The Department hired an architectural firm in 2016/2017 to complete initial design work and submitted an application to the Strategic Priorities Fund in anticipation of undertaking a renovation of the Arts and Recreation Centre in 2018/2019.
Strategy: Proceed with final design, cost estimate, and begin construction in 2017 with completion in 2018, pending confirmation of grant funding.
- 2. Goal:** Begin construction of a new gymnastics centre including renovation of portions of the soccer complex.
Rationale: The Department hired an architectural firm in 2016/2017 to complete construction drawings and submitted an application to the Strategic Priorities Fund in anticipation of constructing a new gymnastics centre in 2018/2019.
Strategy: Begin construction in 2017 with completion in 2018, pending confirmation of grant funding.
- 3. Goal:** Increase the amount, size and diversity of events hosted in North Cariboo recreation facilities.
Rationale: The opening of the new West Fraser Centre creates an excellent opportunity to host larger events such as concerts, trade shows, tournaments and

other activities that will draw visitors to the North Cariboo as well as provide entertainment for local residents. Providing additional resources for hosting events will also help maximize use of other recreation facilities such as the Arts and Rec Centre, soccer complex and Alex Fraser Park.

Strategy: Funding for additional resources to coordinate events is included in the 2018 financial plan and may include contracted consulting support and partnerships with non-profit groups.

- 4. Goal:** Support the establishment and improvement of trail systems in the sub-regional recreation area.

Rationale: Trails and walking paths consistently rank as one of the most used and desired public recreation assets. Well-known signature trails can be a tourism product marketed to draw visitors to the area.

Strategy: Funding for additional resources to focus on trails is included in the 2018 financial plan and may include contracted consulting support and partnerships with non-profit groups.

- 5. Goal:** Implement a new software data management program for the Department.

Rationale: The current software is no longer supported by the company and end users are required to either upgrade at significant expense or switch to an alternate program.

Strategy: Staff have been engaged in a multi-year process as part of a partnership with other Local Governments to determine the best option for implementation. The preliminary implementation steps began in 2017 with full implementation planned for 2018. Funding has been included in the 2018 budget to implement the new cloud based software program.

- 6. Goal:** Make facility improvements to Arena 2.

Rationale: Arena 2 is nearly 30 years old and with the new West Fraser Centre complete it is important to invest in Arena 2 to ensure it continues to meet the needs of users. The boards require upgrading, interior painting should be completed to match the new West Fraser Centre, and a display board installed to promote events.

Strategy: Funding has been included in the 2018 budget to upgrade the dasher boards, to finish painting the interior of the building, and to purchase an electronic display board to promote events and activities in the arenas. An application will be submitted for grant funding through the Northern Development Initiative Trust to offset a portion of the cost.

- 7. Goal:** Replace the bleachers at the Bouchie Lake equestrian grounds and replace the roof at the Barlow Creek Hall.

Rationale: In 2016, an asset management assessment was completed for the Bouchie Lake and Barlow Creek recreation properties that staff have reviewed and incorporated high priority projects into the five year financial plan.

Strategy: Funds have been allocated in 2018 to fund projects referenced in the report as being a high priority at both properties. Northern Development Initiative Trust funds will be applied for additional funding.

8. **Goal:** Upgrade electrical systems and undertake building repairs at the Alex Fraser Park grounds.

Rationale: In 2017, an asset management assessment was completed for the Alex Fraser Park that staff have reviewed and incorporated high priority projects into the five year financial plan.

Strategy: Funds have been allocated in 2018 to fund projects referenced in the report as being a high priority. Northern Development Initiative Trust funds will be applied for additional funding.

9. **Goal:** Install energy saving heaters at the Arts and Recreation Centre.

Rationale: A facility review by the consultants hired to design a future renovation to the Arts and Recreation Centre identified opportunities for energy savings including the replacement of a domestic hot water tank and the installation of a new pre-heat shell and tube heat exchanger.

Strategy: Funding has been included in the financial plan for these projects from CRD Community Works Funds.

Overall Financial Impact

The total tax requisition for the North Cariboo Recreation and Parks service in 2018 is \$3,850,915, which represents a 3.5% increase over 2017 amounting to \$130,224. This increase is required to enable business plan goals for event hosting coordination, working towards establishment of a trail network, and a feasibility study for a potential performing arts theatre. A 1% increase each year is also included from 2019 – 2022.

The budget for the North Cariboo Recreation and Parks service includes the management of the West Fraser Centre, the Arts and Recreation Centre, Arena 2, Alex Fraser Park, indoor and outdoor facilities at Bouchie Lake, Barlow Creek, and Parkland, as well as incorporation of the soccer facility and costs associated with the school use agreement with School District 28.

Noted below are items that will impact the 2018 budget:

- a) The West Fraser Centre project was completed in 2017 and the borrowing for the project will impact the budget. Operating costs are expected to be similar to the costs to operate Arena 1 however, until the facility has had a full year of operation the actual costs remain uncertain.
- b) Wages for staff in the union contract will increase by 2%.

- c) Utility costs are unpredictable and have been subject to significant swings in the past. Natural gas costs have been relatively stable but are expected to increase in 2018 by 2%. Electricity is anticipated to rise by 3.5% in 2017.
- d) The local economy continues to be tenuous as our community continues to experience a period of transition that has resulted in job losses and reduced tax revenues to support local government services. These impacts may be exacerbated by the effects of the wildfires of 2017. This may result in a decrease in consumer discretionary spending that may result in decreased revenues and participation in recreation programs and services.
- e) The declining youth population continues to impact youth recreation and sport organizations resulting in decreased rentals in some areas as well as decreases in some Department run arts and recreation programs.
- f) The inclusion of new services into the NCRP Service has an impact on the budget. Changes in governance and management of the rural recreation properties have not been finalized and may have an impact on costs that could impact the budget.

The NCRP service had capital reserve funds of approximately \$2,695,079 as of the end of 2016 with a planned withdrawal from reserves of \$1,992,000 in 2017 for the West Fraser Centre project. Borrowing for the new arena project commenced in 2017 with a debenture of \$7.5 million with annual payments on principal and interest of \$515,368 per year.

Significant Issues and Trends

1. **The Economy:** External economic forces will play a significant role in determining our future needs for recreation and our ability to pay for it. The pine beetle infestation and other factors may result in permanent mill closures and job losses in the future. This may reduce facility demand and decrease the tax base needed to maintain services.
2. **Aging Infrastructure:** Maintaining our aging infrastructure is a significant issue facing the Department. The cost to maintain our aging buildings is expected to increase annually. If we defer maintenance costs and fail to update or upgrade facilities, equipment, and amenities it will likely result in health and safety concerns, complaints from the community, and decreased use of facilities.
3. **Accessibility:** There has been an increased awareness regarding the needs of people with disabilities. While considerable improvements have been made in recent years, continued effort is required to ensure that our facilities are as accessible and inclusionary as possible.

4. **Sustainability Initiatives:** Increasing fuel costs, combined with initiatives and legislation to encourage environmental sustainability are expected to continue to significantly influence local government decision-making, particularly related to the energy efficiency of our buildings. The Department will continue to find ways to improve energy efficiency in all of its buildings, wherever possible. The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter, and has committed to being carbon neutral in respect of operations. Initiatives will be developed to maintain or decrease the level of greenhouse gas emissions.
5. **Declining Volunteerism:** A number of our facilities and most of our community programs are established through partnerships with non-profit organizations. Nationally, volunteerism is on the decline. It is expected that the role of the Department in supporting these organizations is likely to expand and increase in the future and that additional financial resources may need to be allocated to support these organizations in order for services to continue.
6. **Aging Population:** The aging population is expected to result in an increased interest in low impact fitness programs such as walking, and in arts, heritage, and culture, as well as resulting in a decreased demand for youth activities.

Measuring Previous Years Performance

1. **Goal:** Complete construction of the West Fraser Centre.
Status: Complete.
Notes: The facility opened as scheduled in September 2017.
2. **Goal:** Secure grant funding to renovate the Arts and Recreation Centre.
Status: In Progress.
Notes: An application was submitted to the Strategic Priorities Fund. It is anticipated that announcements regarding this grant program will be announced in early 2018.
3. **Goal:** Purchase a new ice re-surfacer.
Status: Complete.
Notes: The Zamboni purchase was coordinated with Regional District recreation centres in Williams Lake and 100 Mile House resulting in a savings of about \$20,000 for the three machines.
4. **Goal:** Implement a new software data management program for the Department.
Status: In Progress. Contract was awarded in 2017 and the complex process of implementing the new software has begun with full implementation expected in early 2018.

5. **Goal:** Implement high priority recommendations from the Facility Condition Assessments completed for the Bouchie Lake and Barlow Creek recreation properties.
Status: Complete.

6. **Goal:** Complete Phase Two of the Ranger Park Ball Field Renovation Project.
Status: Complete.



building communities together

2018 Business Plan Area H Community Hall and Recreation Facility Support Service (1558)

*Darron Campbell,
Manager of Community Services*

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The Electoral Area H Community Hall and Recreation Facility Support Service was established through Bylaw No. 3959 in 2004 and amended in 2009 through Bylaw No. 4478.

The purpose of the service is to provide funding to the Forest Grove and District Recreation Society by means of a contribution contract (January 1, 2014 – December 31, 2018) for costs associated with owning and operating the Forest Grove Community Hall and recreation facilities. The funds are to be expended on insurance, utilities, and capital improvements. This is in recognition of the important role local halls play in the stability and healthy activity within communities.

The service area includes all of Electoral Area H and requisition is by way of parcel tax. The requisition limit may not exceed the greater of \$20,000 or \$0.1352/\$1,000 of assessed value of land and improvements.

As the Electoral Area H 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

2018 Goals

- 1. Goal:** Renew the Community Hall Support Agreement with the Forest Grove and District Recreation Society.
Rationale: The current five-year agreement expires on December 31, 2018.

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

2. **Goal:** Contribute to the completion of the roof replacement on the hall.
Rationale: Most of the roof was replaced in 2017 and the remaining work will take place in 2018. The roof was approaching the end of its effective lifespan and needed to be replaced or repaired to protect the facility. The project is consistent with the purpose of the community hall support function.
Strategy: The Society will manage the replacement with updates to and advice from Regional District staff.

Overall Financial Impact

The 2018 requisition remains the same as the 2017 requisition at \$30,750.

The requisition was raised from about \$10/parcel to \$15/parcel in 2015, amounting to an increase of \$10,772, to deal with increasing maintenance and operating costs of the hall.

Significant Issues & Trends

Rising costs for insurance, utilities, renovation materials and labour, may cause the goals for future years to be revisited. However, it is also expected that the improvements to the hall and recreation areas will increase community pride in the property and lead to better usage and more fundraising opportunities. The society is conscientious of increasing costs and is strategizing to meet these costs.

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:** Contribute to the replacement of the roof on the hall.
- Partially completed. Most of the roof has been replaced with plans for the Society to finish the replacement in 2018.



building communities together

2018 Business Plan Electoral Area L Community Halls & Recreation Facility Support Service (1559)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The Electoral Area L Community Halls and Recreation Facility Support Service was established through Bylaw No. 4073 in 2006.

The purpose of the service is to provide funds, by means of contribution contracts (January 1, 2017 – December 31, 2021), to support three community halls in Electoral Area L of the South Cariboo. The halls are the Lone Butte Community Hall, the Interlakes Community Complex at Roe Lake, and the Watch Lake Community Hall. Support from this service is directed to the community associations which manage the properties for costs associated with owning and operating the facilities. The funds are to be expended on insurance, utilities and capital improvements. This contribution is in recognition of the important role local halls play in healthy activity and stability within communities.

The service area includes all of Electoral Area L. Requisition is by way of a parcel tax which is applied to a maximum of three parcels per unique owner identifier. The requisition limit may not exceed the greater of \$53,000 or \$0.0995/\$1,000 of assessed value of land and improvements.

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

2018 Goals

- 1. Goal:** Construct a kitchen addition at the Lone Butte Community Hall.
Rationale: The kitchen requires more square footage to effectively accommodate community events. The project is consistent with the purpose of the community hall support function.
Strategy: The Lone Butte / Horse Lake Community Association will manage the project with updates to and advice from Regional District staff. The contribution will be used to leverage applicable grant program funding.
- 2. Goal:** Upgrade the floor and sound system at the Watch Lake Community Hall.
Rationale: The floor and sound system are nearing the end of their effective lifespans and need to be replaced. The project is consistent with the purpose of the community hall support function.
Strategy: The Watch Lake and District Women's Institute and the Watch Lake Green Lake Community Association will manage the project with updates to and advice from Regional District staff.
- 3. Goal:** Finish the kitchen upgrade and start construction of an addition at the Interlakes Community Hall.
Rationale: The kitchen upgrade needs to be completed and the hall requires more square footage in order to effectively accommodate community events. The project is consistent with the purpose of the community hall support function.
Strategy: The Roe Lake and District Recreation Commission will manage the project with updates to and advice from Regional District staff.

Overall Financial Impact

The 2018 requisition remains the same as the 2017 requisition at \$81,580.

In 2017, the requisition was raised from \$10/parcel to \$15/parcel, amounting to an increase of approximately \$27,000, to deal with increasing maintenance and operating costs of the halls.

Significant Issues & Trends

Rising costs for insurance, utilities, renovation materials and labour, may cause the goals for future years to be revisited. However, it is also expected that the improvements to the hall and recreation areas will increase community pride in the property and lead to better usage and more fundraising opportunities.

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: Raise the requisition rate from \$10/parcel to \$15/parcel to deal with rising maintenance and operating costs of the halls.

- Complete.

Goal: Develop a capital plan with the three community hall groups.

- Complete



building communities together

2018 Business Plan Alexis Creek Community Hall (1560)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The Alexis Creek Community Hall Support Service was established through Bylaw No. 4189 in 2006.

The purpose of the service is to provide funds, by means of a contribution contract (January 1, 2017 – December 31, 2021), to support the community hall in Alexis Creek in Electoral Area K of the East Chilcotin. Funding is directed to the Alexis Creek Community Club for costs associated with owning and operating the facilities. The funds are to be expended on insurance, utility costs and capital improvements. This contribution is in recognition of the important role local halls play in the stability and healthy activity within communities.

The service area is a specified boundary surrounding the community hall in Electoral Area K. Requisition is by way of a parcel tax which is applied to a maximum of two parcels per owner. The requisition limit may not exceed the greater of \$5,150 or an amount raised by applying a tax rate of \$0.3464/\$1,000 to the net taxable value of land and improvements.

As the Electoral Area K 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 2018.

Overall Financial Impact

The 2018 requisition remains the same as the 2017 requisition.

Significant Issues & Trends

Rising costs for insurance, utilities, renovation materials and labour may cause the goals for future years to be revisited. However, it is also expected that the improvements to the hall and recreation areas will increase community pride in the property and lead to better usage and more fundraising opportunities.

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 2017.



building communities together

2018 Business Plan Electoral Area F Community Halls Support Service (1561)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The Electoral Area F Community Halls Support Service was established through Bylaw No. 4259 in 2007.

The purpose of the service is to provide funds, by means of contribution contracts (January 1, 2018 - December 31, 2022), to support five community halls in Electoral Area F of the Central Cariboo. The halls are the Miocene Community Hall, 150 Mile House Community Hall, Big Lake Community Hall, Likely Community Hall and Horsefly Community Hall. Support from this service is directed to the community associations which manage the properties for costs associated with owning and operating the facilities. The funds are to be expended on insurance, utilities and capital improvements. This contribution is in recognition of the important role the local halls play in the stability and healthy activity within communities.

The service area includes all of Electoral Area F. Requisition is by way of a parcel tax which is applied to a maximum of two parcels per unique owner identifier. The requisition limit may not exceed the greater of \$50,000 or \$0.1131/\$1,000 of assessed value of land and improvements.

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

2018 Goal

Goal: Improve drainage near the front entrance of the Big Lake Community Hall. (*Goal is carried forward from 2017.*)

Rationale: The driveway slopes in such a way that spring runoff and ice collects near the front of the building. The project is consistent with the purpose of the community hall support function.

Strategy: The project will be managed by the Big Lake Community Association with updates to and advice from Regional District staff.

Overall Financial Impact

The 2018 requisition remains the same as the 2017 requisition at \$50,133.

Significant Issues & Trends

Rising costs for insurance, utilities, renovation materials and labour may cause the goals for future years to be revisited. However, it is also expected that the improvements to the hall and recreation areas will increase community pride in the property and lead to better usage and more fundraising opportunities.

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: Renew the Community Halls Support Agreement with the community groups.
- In progress.

Goal: Improve drainage near the front entrance of the Big Lake Community Hall.
- Due to the 2017 wildfires, the project was not completed and is carried forward to 2018.



building communities together

2018 Business Plan 108 Mile Community Hall Support (1562)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The 108 Mile Community Hall Support Service was established through Bylaw No. 4299 in 2007.

The purpose of the service is to provide funds, by means of a contribution contract, (January 1, 2018 - December 31, 2022), to support the community hall at 108 Mile Ranch in the South Cariboo. Support from this service is directed to the 108 Mile Ranch Community Association, who manages the property, for costs associated with owning and operating the facility. The funds are to be expended on insurance, utilities, and capital improvements. This contribution is in recognition of the important role local halls play in the stability and healthy activity within communities.

The service area includes a portion of Electoral Area G. Requisition is by way of a parcel tax. The requisition limit may not exceed the greater of \$22,600 or \$0.0908/\$1,000 of assessed value of land and improvements.

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

2018 Goals

- 1. Goal:** Renovate the washroom with new sinks and counter tops.
Rationale: The washroom is starting to show wear and tear and requires renovating for comfortable use. The improvement is consistent with the purpose of the community hall support function.

Strategy: The 108 Mile Ranch Community Association will manage the project with updates to and advice from Regional District staff.

2. **Goal:** Sealcoat the hall parking lot.

Rationale: Sealcoating is needed in order to protect the asphalt and prolong the life of the parking lot. The improvement is consistent with the purpose of the community hall support function.

Strategy: The 108 Mile Ranch Community Association will manage the project with updates to and advice from Regional District staff.

Overall Financial Impact

The 2018 requisition remains the same as the 2017 requisition at \$22,594.

Significant Issues & Trends

Rising costs for insurance, utilities, renovation materials and labour, may cause the goals for future years to be revisited. However, it is also expected that the improvements to the hall and recreation areas will increase community pride in the property and lead to better usage and more fundraising opportunities.

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: Renew the Community Hall Support Agreement with the 108 Mile Ranch Community Association.
- Complete.

Goal: Repair the retaining wall on the hall property.
- In progress. Project is expected to be completed by year-end.



building communities together

2018 Business Plan Library (1660)

Wanda Davis, Manager of Library Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The Cariboo Regional District Library (CRDL) was established in 1994, after the agreement between the Thompson Nicola Regional District and the Cariboo Regional District for the provision of public library service to the residents of both regions came to an end.

As defined by the Library Act, the Cariboo Regional District Library is an integrated public library system that provides library services, via its fifteen branches, to residents of the Cariboo Regional District. With their library card, residents may, in addition to borrowing materials from any Cariboo branch, visit and borrow materials from any public library in BC through the BC OneCard agreement.

CRDL's primary public services include: region-wide lending of print, audio, and video materials; online lending of e-books and e-audiobooks; free access to a variety of digital resources available via our website; resource sharing with other libraries; provision of free internet access via public internet stations and wireless local area networks; provision of free meeting space for nonprofit groups; provision of free story time programs for children and special interest programs for adults, some of which involve collaborating with other organizations to develop and organize programs. Primary centralized technical services for our library branches include ordering, cataloguing, processing and distributing materials, and interlibrary loan support.

The Library was established by the Cariboo Regional District Library – Local Service Establishment Bylaw No. 2466. Bylaw No. 2466 stipulates that the requisition for the service cannot exceed the greater of \$1,574,604 or a tax rate of \$0.81508/\$1,000 of assessment. Property owners in rural areas pay on the basis of improvement assessment only whereas those in municipalities pay on land and improvements.

All directors on the Cariboo Regional District Board are responsible for the governance of the library function. Library services are provided throughout the district, in all electoral areas.

Significant capital projects:

- 2009 completion of the Quesnel Library building
- 2010 completion of the new 100 Mile House Library building
- 2017 replacement of McLeese Lake Library building
- 2017 re-location of Bridge Lake Library from rented space to a new building

Business Plan Goals, Rationale & Strategies

2018 Goals

- 1. Goal:** Complete the evaluation of library programs in the Area Branches and set up ongoing evaluations with a focus on outcomes vs. outputs.

Rationale: The CRDL needs a way to evaluate its public programming to ensure that programs meet expected outcomes so that programming remains dynamic and meaningful to the public and worth the resources spent on it.

Strategy: Continue progress made in 2017 by introducing staff in the remaining Area Branches to Outcome-Based Evaluation. Continue to refine the programming evaluation tool developed in 2017 with the help of Area Branch staff so it can be applied regularly to all public programming offered in the Area Branches.
- 2. Goal:** Improve library staff access to training in multiple formats.

Rationale: Providing ongoing training for rural library staff in an efficient manner has always been a challenge. It has become increasingly common for library training to be offered using a variety of technologies, including YouTube, webinars, teleconferencing, and online courses.

Strategy: Produce a training plan for library staff so they are better prepared for the major changes occurring in public library service. Actively encourage all staff to access a select list of pre-recorded library training sessions available through YouTube (such as those produced by SITKA on how to use the Library's Evergreen software), to listen to webinars that are related to the services they offer or may offer in future, and to attend in-person training when available, as the budget permits.
- 3. Goal:** Review the hours of service requirements for Community Branches.

Rational: To determine whether current hours of operation are still meeting community requirements and whether increased activity at these branches, as reported by staff, justifies additional hours.

Strategy: Review existing usage statistics and survey information in addition to information gathered during the community consultation phase of strategic planning. Produce a written report on this subject with recommendations.

- 4. Goal:** Complete the establishment of the Sub-Regional Community Library Committees.

Rationale: Although bringing all Community Branch staff together in one spot is preferable, it is usually an exercise in frustration. A significant amount of productive time is lost to travel and not everyone can attend. Training then needs to be repeated for each staff member who missed the meeting. The CRDL is experimenting with smaller group meetings that will allow Community Branch staff to meet with others in their geographic area to exchange ideas, discuss common issues and concerns, and meet with the Area Librarian and/or the Manager of Library Services. The Chilcotin Community Library Committee was created in 2013. The South Cariboo Committee and Central Cariboo Committee were established in 2016. Work on these committees was suspended in 2017 due to travel restrictions caused by wildfires in the region.

Strategy: Work with Area and Community Librarians in the North Cariboo to establish the final committee. Ensure that all of the committees meet before the end of October 2018.
- 5. Goal:** Continue to cultivate partnerships with community and library groups both within and outside the Cariboo.

Rationale: One of the major trends in libraries is collaborating on projects with community and library partners in an effort to accomplish similar goals while sharing resources. The CRDL benefits from these partnerships both from a perspective of shared resources and shared ideas.

Strategy: The Manager of Library Services will represent the CRDL at all meetings of the ABCPLD (Association of BC Public Library Directors) and the NCLF (North Central Library Federation) so the CRDL is positioned to take advantage of any cost savings associated with projects funded by those groups. Branch Managers will attend all teleconference meetings of the SITKA Business Function Group to ensure that CRDL staff are aware of developments to the SITKA Evergreen software used by the CRDL. Branch managers and staff will cultivate partnerships with local community groups to realize any cost savings associated with working collaboratively with those groups in the area of library programming.
- 6. Goal:** Establish a Strategic Plan for the Cariboo Regional District Library.

Rationale: To develop a plan which will help the Library to respond to the changing needs of the region and the communities it serves, and to meet the directives from the Province's Libraries Branch.

Strategy: Establish a CRDL Strategic Planning Committee to focus on this issue. Have committee members complete the coursework prepared by a consultant hired by the North Central Library Federation specifically for use by members of the NCLF who are actively working on strategic plans. Following the direction in the coursework, begin to gather the data that will inform the strategic plan.

7. **Goal:** Provide facility/equipment improvements to Area and Community Branches.
Rationale: To maintain library buildings and ensure essential equipment is replaced/updated as needed; to ensure facilities continue to meet the needs of the communities they serve; and to support new services.
Strategy: Prioritize viable projects that focus on access, safety, comfort, energy conservation, building aesthetics and which meet service delivery requirements. Expected projects in 2018 include:
- Establishing contracts for annual furnace and other appropriate HVAC maintenance for all Community Library buildings owned by the CRD
 - Completing the landscaping work at the new library sites in McLeese Lake and Bridge Lake.
 - Continuing to assess existing furniture and equipment in library Branches and upgrade as required.
 - Completing an ergonomic assessment of staff at the 100 Mile House Branch, as per the Occupational Health and Safety Committee schedule, and replacing equipment as required by the assessment.

2019 Goals

1. **Goal:** Complete the Strategic Plan for the Cariboo Regional District Library.
Rationale: To develop a plan to help the library to respond to the changing needs of the region and the communities it serves; and to meet directives from the Province's Libraries and Literacy Branch.
Strategy: Continue with progress made in 2018 toward this goal. Hire a strategic planning consultant to lead and engage library staffs in determining CRDL's direction over the next five years and to work with them on the final development of the Strategic Plan.
2. **Goal:** Provide facility/equipment improvements to Area and Community Library Branches.
Rationale: To maintain library buildings and ensure essential equipment is replaced/updated as needed; to ensure facilities continue to meet the needs of the communities they serve; and to support new services.
Strategy: Prioritize viable projects that focus on access, safety, comfort, energy conservation, building aesthetics and which meet service delivery requirements. Specific projects will be identified at the end of 2018 so that project funding will be in place in the 2019 budget.
3. **Goal:** Provide Cariboo-Chilcotin residents with improved access to digital content, including e-books, e-audiobooks, e-magazines, and video.
Rationale: Increasing popularity of digital content requires that the library ensures the continuing development of its digital resources and provides easy access to these collections.

Strategy: Hire a web designer to create a more engaging and interactive website for the CRDL that will better inform visitors about available services and give better access to the library's digital resources. Proceed as staff resources and budget permits.

2020 Goals

- Goal:** Assess the potential for additional public space in the mezzanine area of the 100 Mile House Branch.

Rationale: It is anticipated that there will be an increased demand for more public space, whether that space be used for quiet reading or as a space for special projects, such as a Maker Space.

Strategy: Undertake a cost/benefit analysis respecting potential impact on the main floor, improved access to the mezzanine and required structural enhancements/improvements to the existing mezzanine area.
- Goal:** Provide facility/equipment improvements to Area and Community Library Branches.

Rationale: To maintain library buildings and ensure essential equipment is replaced/updated as needed; to ensure facilities continue to meet the needs of the communities they serve; and to support new services.

Strategy: Prioritize viable projects that focus on access, safety, comfort, energy conservation, building aesthetics and which meet service delivery requirements.

2021 Goals

- Goal:** Undertake improvements to the 100 Mile House Branch mezzanine on the basis of a completed assessment, available staff resources and available funding.

Rationale: To provide additional public space in the 100 Mile House Branch.

Strategy: Identify required consultants; budget and allocate library reserves for this project.
- Goal:** Provide facility/equipment improvements to Area and Community Library Branches.

Rationale: To maintain library buildings and ensure essential equipment is replaced/updated as needed; to ensure facilities continue to meet the needs of the communities they serve; and to support new services.

Strategy: Prioritize viable projects that focus on access, safety, comfort, energy conservation, building aesthetics, and which meet service delivery requirements.

2022 Goals

- Goal:** Continue with long-term goals set in previous years. Continue to move library services in the CRDL forward in step with advancements in technology and user services in the larger library community, as resources permit.

Rationale: New technology will continue to change the way library services are delivered and what those services will be.

Strategy: Encourage library managers to remain abreast of changes and new developments in library services so CRDL services remain up-to-date and continue to offer residents high quality public library services. Continue to work with regional, provincial, and federal library partners to make these advances available and affordable.
- Goal:** Continue to upgrade library facilities to provide a comfortable, welcoming environment for public library users.

Rationale: Maintaining library buildings and ensuring essential equipment is replaced/updated as needed will ensure facilities continue to meet the needs of the communities they serve.

Strategy: Prioritize viable projects that focus on access, safety, comfort, energy conservation, building aesthetics and which meet service delivery requirements. A specific project scheduled for 2022 is the cleaning and re-finishing of the logs at 100 Mile House Branch, according to the schedule set in 2017.

Overall Financial Impact

The requisition level for 2018 remains the same as the 2017 requisition.

Funds for initial landscaping at two Community Branch sites, and regular HVAC maintenance at three Community Branch sites, will be accounted for in the 2018 budget. These projects will become regular maintenance items going forward.

As the library proceeds with plans to develop a strategic plan in 2018/19, the assistance of a Strategic Planning Consultant is recommended to assist with the final stages of the project. The NCLF (North Central Library Federation) retained the services of a consultant in 2015 to provide training to its member libraries in the preparation of their own individual strategic plans. Because of this help, the CRDL should be able to avoid the expense of hiring a consultant for the planning and information gathering portion of the exercise. However, a consultant is recommended to advise staff on how to properly analyze the data and how to translate that data into a meaningful planning document. The budget includes an estimate for consulting fees for this project in 2019.

The 100 Mile House Branch, completed in 2010, is a log structure and as such requires specific, regular maintenance including the re-staining of the logs. This will be a major expense of approximately \$40,000 which will be included in the budget on a 5-year rotation beginning in 2017.

No major capital projects are planned for 2018 as the Library completes the fine details of the McLeese Lake and Bridge Lake building projects and gets back on track with projects delayed by the 2017 wildfire season. While the Nazko Library relocation was discontinued as a specific goal for 2015, it could be reinstated for a future year if further consultation shows the community supports a particular location.

Improvements to the 100 Mile House Branch mezzanine, if undertaken, will require a significant amount of funding, including costs for architectural drawings, and consultants in addition to construction. Before this project goes forward, an assessment will be made to ensure that the existing HVAC system can handle the additional strain of making a non-public space into a public space. Funds will be drawn from Capital Reserves for this project.

McLeese Lake Branch and Bridge Lake Branch were not originally scheduled to be replaced in the same year. However, circumstance and opportunity dictated that it happened. Therefore, as invoices are received for the work at those locations, it is possible that some funds that were not included in the budget for 2017 may need to be transferred from Capital Reserves before the end of 2017.

Debt obligations relating to the library's Area Library building projects ended in 2017.

Library Services had \$993,506 in capital reserves at the beginning of 2017.

Significant Issues & Trends

Carbon Neutral Commitment

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.

The Cariboo Regional District Library's contribution to the Carbon Neutral Commitment will be to review proposed projects, activities and services to identify and pursue, to a reasonable extent, approaches that enable the Library to minimize greenhouse gas emissions.

Access to Services

Remote access to the Library's public catalogue, online circulation services, and digital resources is growing in popularity as society shows increased interest in self-service from wherever they happen to be. People want to place holds, renew checked out material, pay fines, download digital content, update their contact information, etc. without needing to visit the library. The library needs to recognize and accommodate this trend with a website that is up to date, interactive, and easy to use from a variety of devices with screens of varying sizes.

At the same time as interest in digital content and remote access is growing, many people continue to choose to visit library branches in person. The library needs to maintain staff with a high level of knowledge and experience in order to provide relevant and excellent service to both groups. Ongoing training in new services, and new ways of offering existing services, is crucial as changes are frequent and constant.

Technology

Access to reliable, high-speed internet remains a challenge for rural areas across Canada while demand for it continues to grow. In some areas of the region, internet access in resident's homes is a challenge or, in some areas, an impossibility. This, and the fact that access to many necessary government services are increasingly available only online, makes centralized internet access in remote communities a necessity. The non-commercial nature of the public library makes it the perfect location in a community for this service, which includes access to internet stations and printers within our branches, and wireless connectivity for those with laptops, tablets, and smart phones.

Public libraries are increasingly challenged to be at the forefront of emerging information technologies, which either support the delivery of desired services and products (e.g. a top-notch website, social media, and electronic bulletin boards) or which are the desired service/product (e.g. internet wireless services, access to internet stations, advances in internet communications and search capabilities, e-books & e-audiobooks).

While recognizing the need for the library to keep abreast of evolving information and communication technologies that have application for current and potential services, the library also recognizes that training opportunities are needed for those who are less familiar with the technologies it employs or will introduce. It is imperative for many that they learn to use and adapt to the applications of such technology in their day-to-day lives. The library, with its free services and training opportunities, can serve to help people cross the digital divide in which they find themselves. In order to do this, library staff must keep their own knowledge of digital technology up-to-date.

In addition, public libraries are places for people of all ages to experience new technologies through programming offered at the library. Children in 100 Mile House, Williams Lake, and Quesnel were able to experience this type of programming in 2016 during a visit to the branches by the MakerMobile, a travelling Maker Space, as part of this year's Summer Reading Club. Maker Spaces offer experience with computer coding, circuits, 3D printing and other technology that inspires the mind and promote creativity and fun.

Partnerships and Collaboration

Working in collaboration with other libraries and with local community groups and agencies has been an ongoing trend for some years now. Practice has shown that cost savings can be significant when libraries that consume similar products and offer similar services band together to negotiate better prices. This has been proven time and again as the library works with other public libraries at the national, provincial and regional level

to negotiate prices for such things as Canada Post shipping, digital content, and author visits. Similarly, it is more efficient and benefits the community when local agencies offering similar programs and services to the public work together. It is for this reason that library staff attend planning meetings of local community agencies and literacy groups and offer the library as a venue for community-based programs.

Evolving Library Collections

The Library is experiencing a gradual decline in or leveling off of use of its physical collections. This can be attributed to the increasing popularity of digital media across all demographic sectors. School students who once flocked to the public library to consult print resources to complete assignments now consult online resources. Funds spent on these print resources now need to be re-directed to online resources.

DVD collections continue to be highly used. This is due, primarily, to the current trend of publishing full seasons of popular television shows. This goes hand in hand with the public's abandonment of cable/satellite services due to the escalating cost of monthly subscriptions and the ability to stream television programs and movies through the internet. Although the CRDL has yet to subscribe to a digital video streaming service, many other public libraries have gone this route and have seen a steady decline in the use of their DVD collections.

The library's local / regional history collections, including information on First Nations culture and history, continue to be very popular. Supporting the continued growth and quality of these collections, in all formats, is a priority.

While the library's print newspaper and magazine collections are still well-used, e-journals and e-magazines are an appealing option for active users of smart phones and tablets. The library currently subscribes to an online database which provides full-text articles from over 190 Canadian newspapers and to a database that specializes in e-magazines.

Resource Sharing (Interlibrary Loan vs. Interlibrary Connect)

There have been significant changes to resource sharing on a province-wide basis. As predicted, the Interlibrary Connect service that was launched in 2015 has become the resource sharing service of choice for most people due to its simplicity of use and the quick turnaround of requested material. People can now place holds on books held in any of the 45 libraries currently offering Interlibrary Connect without going through the more cumbersome provincial interlibrary loan system. It was predicted that as this kind of resource sharing grew in popularity throughout the province, use of the traditional interlibrary loan system would wane. This has indeed come to pass. Traditional interlibrary loans now represent only a small fraction of the total number of items shared between BC libraries. The way the new service works has significantly impacted how staff tasks related to this service are distributed. Work that was once centralized at the Network Office is now being done in each branch. Funds have been redirected to branches to accommodate the increased workload. This bears watching over the next few

years as the popularity and use of Interlibrary Connect continues to grow beyond any historic levels of traditional Interlibrary Loan use.

Services to Specific Groups

Pre-school literacy programs remain very popular. Area Branches have a number of computers available, exclusively to children, which are loaded with educational games that are extremely popular. As these computers age, staff are researching replacements that may use more up to date technology.

There is a gap in programming aimed at middle school aged children and at teens that is common among public libraries. This is a challenging area that CRDL staff needs to work on going into the future.

Seniors continue to be active users of the library, but not all are able to visit their local branch. While Area Branch Outreach Services deliver materials to seniors living in care facilities/hospices and retirement facilities, they do not presently offer services to seniors and others on their own, who cannot otherwise make it to their local library. As the number of seniors grows and the number of residential units for seniors remains the same, it is anticipated that more people will remain in their homes as they age. Expanding Outreach Services by including these groups is a potential goal of the library.

New residents and visitors to the Cariboo bring their experience of public library service with them, with the expectation that library service in our communities will be similar to what they are used to. For this, and many other reasons, the CRDL needs to continually adjust and update its services so they remain up-to-date and relevant.

New services have been developed on both the federal and provincial library levels as the CNIB (Canadian Institute for the Blind) proceeds with its plan to stop accepting new customers and to refer them to their local public library instead. In 2015, the CRDL began to offer services through NNELS (National Network for Equitable Library Service), a provincially funded alternative to CNIB services, to local residents with visual, physical and cognitive impairment.

Library Facilities

Over time, the library's branches will transition to meet the changing needs of the communities they serve. Public libraries will likely require less space for storage of physical collections and more "people" space for community meetings, for independent/small group meetings between friends and peers, for programs presented by the library or in partnership with other groups and institutions, or for training sessions held by the library or other agencies. In addition, curated spaces that encourage the exercise of creativity and imagination (Maker Spaces) are a growing trend in public libraries.

The library's Area Branches are experiencing more incidents of vandalism. Damage to the buildings has included graffiti, broken windows, damaged drywall, blocked toilets and flooding. Over the next five years, vandalism costs to the library, as well as natural

wear and tear of facilities and collections, needs to be accounted for when budgeting for their upkeep and/maintenance.

Marketing

There is much room for a stronger marketing presence from the CRDL and the library needs to develop and implement a marketing and communications plan specific to the CRDL and what it has to offer. Such a plan could be included within the library's proposed Strategic Plan.

Strategic Plan/Community Engagement

Public libraries are undergoing a transformation in an effort to meet the needs of a rapidly changing society. The challenge the CRDL faces, along with all public libraries, is to ensure that its facilities and services accommodate the past while anticipating the future. A good strategic plan would provide guidance and focused direction in the planning of future library services, and would inform and work in conjunction with the business plan.

In this regard, community engagement remains an important trend in public libraries. The perfect opportunity for the community to engage with library staff in order to express their views and contribute to the direction Library Services will take in the future is during the strategic planning process. It is important that public consultation not be neglected during this process.

Measuring Previous Years Performance

Goal: Complete the evaluation of library programs in the Area Branches and set up ongoing evaluations in all branches with a focus on outcomes vs. outputs.

- Significant progress was made on this goal in 2017.
- Outcome-based assessment tools were studied and adapted for use by the Cariboo Regional District Library.
- The assessment tool was tested in a pilot project by 100 Mile House Branch staff, who made suggestions for refinement.
- The introduction of Outcome-Based Evaluation (OBE) was scheduled to be introduced to Williams Lake Branch in July, followed soon after by Quesnel Branch. However other events, not the least of which were evacuation alerts and orders, disrupted the schedule.
- As library projects are being re-prioritized in the wake of the summer's wildfire activity, this project is scheduled to resume before the end of 2017, possibly by late November, with completion expected in 2018.

Goal: Provide Cariboo/Chilcotin residents with improved access to digital content, including e-books, e-audiobooks, e-magazines, and video.

- An RFP in 2016 for a web design company to help to revamp the library's website indicated that the cost for this service would be higher than anticipated.
- This project requires significant work at the front end of the project by library staff at all levels. 2017 was not the year that staff could concentrate on or dedicate the necessary time to make this project successful.
- This project remains important. Being realistic, staff may not be able to devote time to this project until late 2018 or early 2019. The existing website, while not ideal, is still functional and will remain functional until it can be updated.

Goal: Improve library staff access to training in multiple formats.

- Work has begun on a staff-training plan with initial focus on Community Library staff. Work on the plan will continue into 2018.
- Staff continue to take advantage of available training opportunities. The new Branch Manager and the new Branch Assistant at Williams Lake Branch completed a 4-week web-based course of supervisory training. Other staff participated in various webinars and in-person workshops offered by various agencies.

Goal: Review the hours of service requirements for Community Libraries.

- Report delayed. This goal is connected to the community consultation piece of the Strategic Plan.
- Goal transferred to 2018.

Goal: Complete the establishment of Sub-Regional Community Library Committees.

- Three of the four committees have been established and have met at least once.
- These meetings usually take place in summer and early fall in communities throughout the Cariboo to take advantage of good travelling weather. Evacuations and travel bans made this impossible to schedule in 2017.

Goal: Continue to cultivate partnerships with community and library groups both within and outside the Cariboo.

- Results from successful partnerships in 2017 included:
 - o Savings of 100% of the cost of having CirqueWorks, a travelling juggling act that also offers juggling workshops to children, visit Cariboo libraries as part of a northern BC tour of public libraries. Local libraries were only responsible for the minimal cost of supplies for the workshop. The tour was organized and sponsored by the North Central Library Federation.
 - o Savings of 100% of the cost for a staff member to attend a workshop in Prince George on the Harwood Institute's 'Turning Outwards'

approach to community consultation. (organized and sponsored by the North Central Library Federation)

- A grant of \$1000 from the North Central Library Federation to offset expenses from the attendance of library staff at any library conferences in 2017.
- Significant price reductions in the cost of library cards negotiated on behalf of libraries by the NCLF and other BC library federations.
- Significant price reductions in the cost of processing supplies negotiated on behalf of libraries by the BC Libraries Cooperative.
- Significant price reductions in the cost of digital resources (e-books, etc.) and other online resources negotiated on behalf of libraries by the BC Libraries Cooperative.

Goal: Establish a Strategic Plan for the CRDL.

- Once again, progress on this goal was affected by events beyond the Library's control. This goal has been moved forward to 2018.

Goal: Provide facility/equipment improvements to Area and Community Branches.

- All three projects identified for 2017 are well underway and will be substantially complete by the end of 2017.

1. McLeese Lake Branch

- A pre-fabricated building has been purchased and installed on the same piece of leased property as the old structure. New furniture has been purchased and is ready for installation. Existing shelving will be retained, but may need to be painted in a future year.
- Because the scheduled installation was delayed for two months due to evacuations and road closures, landscaping will be scheduled for 2018.

2. Log maintenance at the 100 Mile House Branch

- This project is currently underway and should be completed by the end of September 2017.

3. Bridge Lake Branch

- After considering several options, staff recommended and the Board approved the purchase of land in the Interlakes area as the site for the same type of building as is being installed in McLeese Lake, for the Bridge Lake Branch.
- Construction and installation of the building has been contracted and off-site construction has begun. Delivery is expected in mid-October, 2017. As soon as installation is complete, the Branch will move out of the already closed elementary school in Bridge Lake and into its new home in Interlakes.



building communities together

2018 Business Plan Central Cariboo Arts and Culture (1665)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

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 (2016-2020) 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.

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/City of Williams Lake 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

2018 Goals

- 1. Goal:** Prepare a three-year Society strategic plan for 2019-2021.
Rationale: A dedicated meeting will be held in 2018 to review the Society and its programming, and to identify short and long-term goals in the next three years.
Strategy: The CCACS Board and staff will work together to focus on the development of the strategic plan.
- 2. Goal:** Deliver the CCACS Support Grants pilot program and assess feasibility of continuing the program in 2019.
Rationale: The Support Grants pilot program endeavors to fill gaps between the CCACS Project Grants program and the Arts and Culture Function Fee-for-Service Agreements.
Strategy: The program launched in 2017 with the first round of awards delivered in December, and will again accept submissions in June of 2018. Grants to organizations or groups are to assist with capital acquisitions which facilitate and support the artistic activities of the organization or group; general program support such as workshops, professional development, or any other activity designed to enhance an existing program; and, community-based artistic activity. Professional development grants to individual artists are to assist with course fees, related necessary materials and travel on the understanding that applicants will be required to show how the professional development activity will benefit not only their own practice, but also the general community and local artists. The program will be evaluated on the number and nature of applications received, as well as feedback from program participants and evaluation of successfully completed initiatives. Grants will be financed from CCACS resources.
- 3. Goal:** Consult with First Nations communities within the Central Cariboo for the development and delivery of arts programming in 2019.
Rationale: To build stronger relationships with First Nations communities.
Strategy: The Society has hired a consultant to engage with each community and to develop and propose concepts and funding opportunities to the CCACS Board, with the intention of launching specific community programming in 2019. The consultant will also develop the monitoring and evaluation framework including impact assessment of the implementation plan.
- 4. Goal:** Continue to track and report on the diversity and frequency of use of the Central Cariboo Arts Centre.
Rationale: The use data will demonstrate the value of the Arts Centre to a wide range of clients and assist in understanding trends and opportunities for improvement in the development in the region's arts and cultural activities.
Strategy: The tracking data base will continue to be further developed and refined with information collected and reported quarterly to the joint committee by the CCACS.

5. **Goal:** Maintain Imagine Canada Standards Accreditation status.
Rationale: The Society must continually evaluate policies and procedures to maintain accreditation status and in order to effectively report compliance to Imagine Canada on an annual basis.
Strategy: The Society undertakes an annual policy review at each May meeting of Directors to ensure policies remain relevant and in compliance with Imagine Canada's Standards Accreditation program. The Society was awarded accreditation in September of 2016 following demonstration of excellence in five key areas: Board Governance; Financial Accountability and Transparency; Fundraising; Staff Management; and Volunteer Involvement. Imagine Canada requires annual compliance reporting.

Overall Financial Impact

The 2018 requisition is increased by 1% from 2017 amounting to \$2,006 for a total current requisition of \$202,577. A 1% increase is included each year thereafter to account for maintenance of the service agreement commitments contained within the business plan.

The 2017 requisition was increased by 1% from the 2016 requisition.

The annual project grant program delivered by the CCAC Society has been stabilized at \$25,000 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 2017 wildfires had a major negative effect on many arts and culture groups in the Central Cariboo and the events and activities they deliver. The CCACS is assessing the needs of the arts and culture community and will endeavour to meet whatever needs may arise. Fee for Service agreement payments were maintained in 2017 since many groups continued to have the expected operating costs, but in some cases were also unable to generate revenue to support service delivery. Program grants were maintained in cases where groups were able to deliver the planned projects or incurred the up-front costs related thereto.

As the CCAC function grows into a stable, full service delivery structure, the budget available for new programs is limited. However, the main objective of creating a sustainable support mechanism for continuing to develop arts and culture in the area has been achieved.

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: Implement key recommendations from the 2016 Evaluation of Management and Operations of the Central Cariboo Arts Centre.

- Completed. Lease rates were equalized among tenant organizations to an average amount per square foot.

Goal: Track and report on the diversity and frequency of use of the Central Cariboo Arts Centre.

- Completed/ongoing. Records of Central Cariboo Arts Centre usage will continue to be expanded and collected. This year's rentals are up by 10% from last year.

Goal: Announce new grants pilot program.

- Completed. The new grant program (CCACS Support Grants) was announced in October with the first round of awards being distributed in December. The program is fully funded directly from the CCACS.

Goal: Investigate the re-application of charitable status for the CCACS.

- Completed. The Society is not eligible for charitable status.

Other Accomplishments:

Following the wildfires,

- Three CCACS Directors attended Board Training at Thompson Rivers University to help with continuous improvement of executive guidance of the Society.

- Performances in the Park continues to have very strong community support via performer applications, sponsorships, and attendance, and by local elected officials.

- The Arts Centre has four regular tenants frequently using their allocated spaces. The Graham Kelsey Room and Open Studio have been receiving steady bookings and new visitors using the Arts Centre using the Arts Centre as a result.
- The Arts Centre also saw some exterior improvements this year with fresh paint on the front “garage doors” and all trim.
- To share some success and best practices, the Society provided input and advice to the Town of Smithers regarding their development of an arts centre.



building communities together

2018 Business Plan Heritage Conservation (1670)

Havan Surat, Manager of Development Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Service

The Heritage Conservation service was established in 2005 by Bylaw No. 4070 to operate heritage conservation as a service in the Cariboo Regional District. The participating areas for this service include all of the electoral areas. There is no requisition limit for this service.

All Electoral Area Directors are responsible for the governance of this service.

Business Plan Goals, Rationale & Strategies

2018 Goals

- 1. Goal:** Increase number of properties on the CRD Heritage Register.
Rationale: In early 2007, the CRD Heritage Register was implemented, with one property being established on the Register. The following year, the Board approved the membership of the Heritage Steering Committee. In 2009, a training program was offered by the Heritage Ministry and a number of community members took part in the training program held in Williams Lake. Since this time, additional members have been trained to continue this work. As such, local persons are able to write Statements of Significance.
Strategy: A goal continues to be listed in the Heritage Terms of Reference “to increase public awareness of heritage resources”, the Steering Committee looks to expanded recognition into the Chilcotin and other areas of the Cariboo, including the North Cariboo and First Nations sites. In addition, the committee will investigate how to register Heritage Cemeteries within the CRD.
- 2. Goal:** Increase heritage awareness throughout the Cariboo Chilcotin.

Rationale: Heritage awareness can bring a sense of community pride and identity, as well as attract tourism.

Strategy: Finalize and implement the communications plan developed in 2017 and continue to use local community events to highlight heritage in the Cariboo Chilcotin.

3. **Goal:** Continue to facilitate the inclusion of First Nations heritage sites on the CRD Heritage Register.

Rationale: The first citizens of the Cariboo Chilcotin were First Nations peoples. As such, the area is rich with First Nations settlements and cultural sites.

Strategy: Continue to work with First Nations Bands, initially through First Nations members on the Heritage Steering Committee, to develop strong relationships related to cultural heritage and to share information, as well as continue to solicit First Nations membership on the Committee.

4. **Goal:** Continue the distribution of the Cariboo driving brochure.

Rationale: A benefit to the local economies of the Cariboo is tourism. One of the means of enhancing tourism is by developing an inventory of historic places.

Strategy: The driving tour brochure was completed and launched in 2013. 2017 was the fifth year of printing and distribution. It is expected that the demand will continue into 2018 and has been allocated in the budget. Distribution will continue to be recorded. Updates to the brochure will continue and a new print order will be completed before the start of the spring tourism season. The committee will also ensure the changes are reflected in the “virtual” digital GIS tour.

5. **Goal:** Explore funding sources that are available for heritage conservation.

Rationale: Acquiring funding for heritage conservation projects is an important milestone for strengthening heritage awareness in the region.

Strategy: Many provincial and federal grants are available for heritage preservation projects. Work on investigating available funding resources in the Province of British Columbia and in Canada. Preparation of application requirements to submit completed grant applications for applicable heritage projects in the Cariboo region.

Overall Financial Impact

Requisition will remain as per 2015, being \$5,000.

In the five-year financial plan, the requisition is projected to remain at \$5,000 per year. We have allocated \$2,000 for travel costs for 2018 as some members have a long distance to travel to attend meetings. \$3,000 has been allocated for 2018 in support of the communications plan including reprinting of the Heritage Driving brochure at \$2,500 for 2018.

The committee will participate and contribute to Heritage week and continue to pursue partnerships to highlight heritage awareness.

Significant Issues & Trends

In 2017, no new properties were added to the CRD Community Heritage Register. However, there are two (2) properties need to be created for Statements of Significance. The CRD confirmed that the Telegraph Trail, registered in 2015, has been added to the Provincial and Federal Heritage Register.

The committee toured the Bullion Mine Pit site and other sites in June 2017. The committee brought issues of concern to the CRD Board, including submitting two separate lists of Heritage sites to the Cariboo Chilcotin Coast Tourism Association to be featured in their Gold Rush Trail marketing projects.

The CRD can place properties on its Heritage Register without formal Statements of Significance; however, they cannot be advanced for provincial and federal registration without a Statement of Significance. The Heritage Steering Committee has developed an application form to enable an assessment of the heritage merit of sites proposed for inclusion on the heritage register. The web page for the Heritage Steering Committee is updated on a regular basis to show the Heritage Register with Statements of Significance, background information on heritage sites, all meeting minutes and upcoming meetings. In addition, the reference materials for the CRD Heritage Register can be found at the CRD Williams Lake Public Library.

Measuring Previous Years Performance

1. **Goal:** Increase number of properties on the CRD Heritage Register.
 - No new properties were added to the register in 2017; however, there are two statements of significance under development. Additional background information on current Heritage Register sites was compiled and posted on the Heritage web page. – *Completed and ongoing.*
2. **Goal:** Increase heritage awareness throughout the Cariboo Chilcotin.
 - In consultation with the Manager of Communications a communications plan was drafted for the Heritage Committee. The committee plans to host a table at upcoming local events and festivals in fall 2017. – *Completed and carried forward.*
3. **Goal:** Continue to facilitate the inclusion of First Nations heritage sites on the CRD Heritage Register.
 - No new First Nations sites were added to the register in 2017. The Chair has met with Chief William who agreed to solicit a First Nations member but none have come forward at this time. – *Not completed and carried forward.*

4. **Goal:** Continue the distribution of the Cariboo Driving brochure.
 - The driving brochure still proves to be popular with over 1,000 distributed in 2017. Updates to the brochure were completed and a new insert was added to include GPS coordinates. A virtual driving tour was completed and is live on the Heritage web page. – *Completed and carried forward.*