



INTEGRATED COMMUNITY SUSTAINABILITY PLAN: Interim Report

DISTRICT OF WELLS

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The District of Wells respectfully acknowledges the community of Wells and the surrounding area is located on the traditional, ancestral, and unceded territory of the Southern Dakelh Nations: Lhtako Dene Nation and Northern Shuswap: Xatśūll First Nation.

GLOSSARY OF TERMS

Action Planning: A key part of developing an Integrated Community Sustainability Plan (ICSP) that should be done annually to set short-term priorities for moving the community toward the vision and goals. Action planning can be done by committees or task forces working together or by the district. The action planning process involves reviewing past and newly recommended actions, evaluating the most current indicator data, assessing opportunities, reviewing the vision and goals, identifying potential actions, and prioritizing them.

Climate Change Mitigation: Actions to limit the magnitude or rate of long-term climate change, such as switching to renewable energy or improving energy efficiency.

Desired Outcomes: Statements describing what a community should be like in a more sustainable and successful future without explaining how to achieve the outcomes. This allows for creativity, innovation, and flexibility when identifying steps for achieving those outcomes.

Goals: High-level statements describing what a community must work on to achieve long-term success and sustainability. All goals are equally important and interdependent.

Indicators: Specific metrics used to track a community's progress toward its sustainability goals.

Integrated Community Sustainability Plan (ICSP): A long-term plan for a community that is developed in consultation with community members and addresses sustainability considerations across a wide range of topics, including economic prosperity, cultural vibrancy, social health, and protected ecosystems. An ICSP is not a regulatory document but may inform future policy. ICSPs are:

- broad in scope
- collaborative
- future-oriented
- integrated

Key Initiatives: Ideas for how to move a community toward its vision and goals. These ideas will be considered for implementation through planning and budgeting processes.

Official Community Plan (OCP): A comprehensive plan that guides land use, development, and infrastructure in a community.

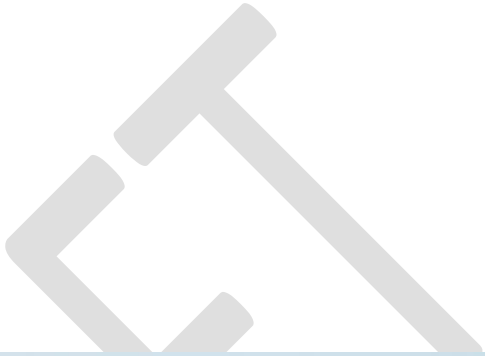
Sustainability: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Another definition is improving the quality of life while living within the carrying capacity of supporting ecosystems.

Targets: Measurable goals that help communities track progress toward their vision and goals.

Vision: A high-level picture of the desired future for a community. The vision should inspire action and be something most people can agree on.

EXECUTIVE SUMMARY

To be completed on final delivery.



1.0 INTRODUCTION

1.1 COMMUNITY CONTEXT

The District of Wells, incorporated in 1998, is located at the end of Highway 26, about 78 kilometres east of Quesnel (**Figure 1**). With a small but dedicated population of approximately 220 residents, Wells is renowned for its charming historical buildings and murals that create a unique, creative atmosphere. Nestled amid wild spaces and forested slopes, Wells was initially developed in the 1930s as a planned mining town to support the Cariboo Gold Quartz Mine, which operated until 1967.

Today, Wells faces the challenges of being a small, end-of-the-road community, yet it thrives with resilience and adaptability. Although population growth has remained modest, the local economy has shifted towards tourism and the arts. Wells is a gateway to popular tourist destinations like Barkerville Historic Town & Park and Bowron Lakes Provincial Park. The town also boasts a vibrant arts scene, home to organizations, festivals, and year-round performance spaces such as Island Mountain Arts (established in 1977), the Sunset Theatre, and SARRAS (Stage and Recording, Retreat and Sanctuary). Remarkably, 14% of Wells' residents are employed in arts, culture, or recreation, compared to just 4% province-wide.

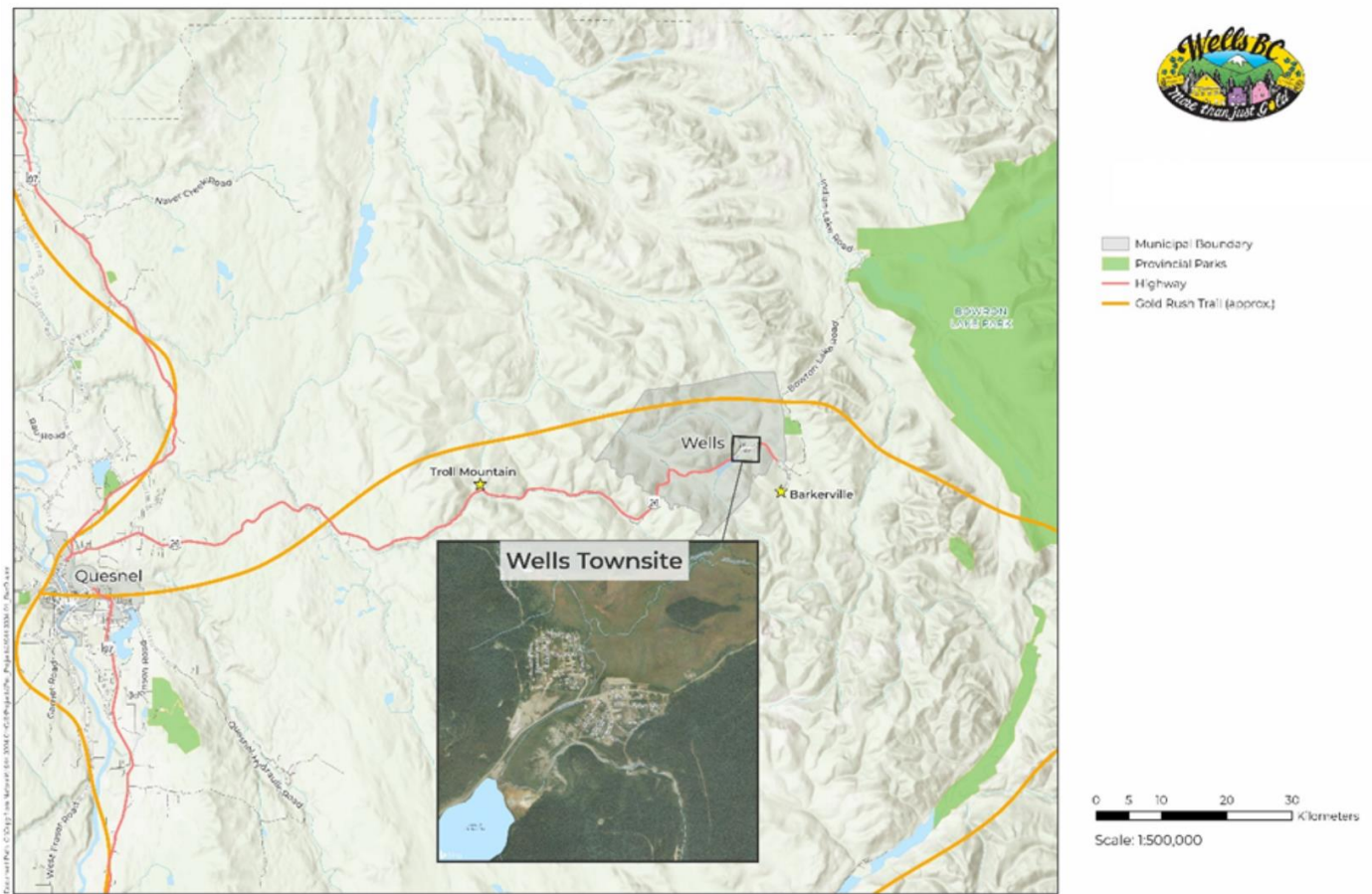


Figure 1 Regional map

Gold mining has continued to be a part of the District of Wells, with placer miners consistently living and working in the District of Wells. In 2015, exploration began for the new gold mine, which has the potential to start a new chapter in the community’s mining history. The project presents both opportunities and challenges for the local and regional community and, after a three-year Environmental Assessment Process, obtained an Environmental Certificate from the provincial government in October 2023. The Government of British Columbia is responsible for the mine project’s environmental certificate and related permits.



Figure 2 Key features of Wells

1.2 WHAT IS SUSTAINABILITY?

The classic definition of sustainability comes from the United Nations' Brundtland Commission report, "Our Common Future." It defines sustainable development as "***development which meets the needs of current generations without compromising the ability of future generations to meet their own needs.***"

The idea of sustainable development suggests achieving economic growth without damaging environmental or social systems is possible. In that sense, sustainability has three pillars (**Figure 3**):

1. Social sustainability
2. Environment sustainability, and
3. Economic sustainability

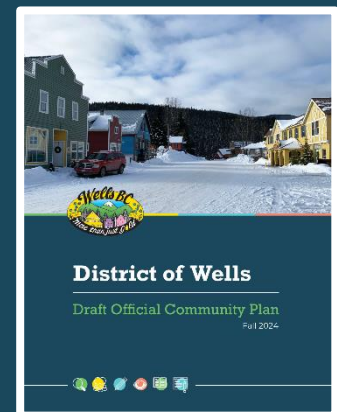
In addition, resiliency has also gained traction and importance in the community in the face of climate change. The District was heavily impacted by wildfire in 2017, highlighting the need to rethink how the community prepares and plans for a future with increasing risk from extreme weather events.



Figure 3 The 3 Pillars of Sustainability

Wells' Official Community Plan: Developed with a Sustainability Lens

In 2024, Wells completed an update to its Official Community Plan. In the process of developing the OCP, residents of Wells expressed their passion for environmental stewardship and sustainability. People in the community dedicate their time and effort to a host of volunteer causes, often wearing multiple hats as they try to make the District the best place it can be. The words sustainable, self-sufficient, and sustaining were frequently used by respondents in the OCP survey. As a result, sustainability and resiliency became lenses through which the OCP was written. The Plan's guiding principles enhance the sustainability of Wells' environment, economy, and social cohesion.



1.3 WHAT IS AN ICSP?

An Integrated Community Sustainability Plan (ICSP) is a long-term plan created with input from the community to help achieve sustainability goals across environmental, cultural, social, and economic dimensions. While they are not regulatory documents (e.g., zoning bylaws), an ICSP is a strategic document that builds on existing planning tools and is intended to be read alongside the Official Community Plan (OCP). It provides a framework for communities to plan how to meet the needs of current and future generations.



Monitoring Tool: The ICSP serves as a tool to monitor sustainability efforts within the District's policies, regulations and internal programs.



Informing Decisions: While the ICSP isn't a policy or regulatory document, it can help guide important decisions such as Official Community Plan policies, land use decisions and more.



Facilitating Collaboration: The ICSP is about bringing community member together it fosters dialogue and collaboration as the community undertakes more detailed planning and decision-making.

Figure 4 Community functions served by an ICSP

1.3.1 WHY CREATE AN ICSP?

Wells faces numerous challenges, including economic, environmental, and social issues, which are all interconnected. While these challenges are not necessarily unique to Wells, they need to be given special attention so that they can be addressed in context. Given the community's limited capacity, it is crucial to prioritize holistic decision-making to navigate these complexities effectively. The District cannot afford to make "either-or" choices, as all aspects are vital for its sustainable future.

An Integrated Community Sustainability Plan (ICSP) is essential for Wells because it provides a comprehensive framework that aligns various planning documents and suggested actions. By integrating economic, environmental, and social dimensions, the ICSP helps Wells make informed decisions that support long-term objectives. This approach ensures the community can address immediate concerns while planning for a sustainable and resilient future.

The ICSP is a strategic guide that complements existing tools and plans such as the Official Community Plan (OCP). It offers a north star for decision-making, helping Wells achieve its vision of sustainability and resilience despite its challenges.

1.3.2 OBJECTIVES OF WELLS' ICSP

The Integrated Community Sustainability Plan (ICSP) for Wells aims to provide a comprehensive and strategic framework to guide the community – a north star for decision-making in support of Wells' long-term success, helping the community navigate its complexities effectively and build a sustainable and resilient future for current and future generations. The primary objectives of Wells' ICSP include:

- **Enhancing Economic Resilience:** By aligning various planning documents and actions, Wells can make informed economic decisions that support long-term objectives and ensure financial stability and economic growth.
- **Promoting Environmental Stewardship:** The ICSP emphasizes the importance of protecting and enhancing natural resources, reducing environmental impact, and preparing for the increasing risks of climate change.
- **Strengthening Social Cohesion:** The plan seeks to foster a strong, inclusive, and connected community by addressing social issues and promoting cultural heritage and community well-being.
- **Integrating Planning Processes:** As a strategic guide, the ICSP complements existing tools and plans, such as the Official Community Plan (OCP), providing a cohesive direction for decision-making and ensuring consistency across various planning initiatives (**Figure 5**).

By prioritizing holistic decision-making and considering the interconnectedness of economic, environmental, and social dimensions, Wells' ICSP aims to navigate the community's complexities effectively and build a sustainable and resilient future for current and future generations.

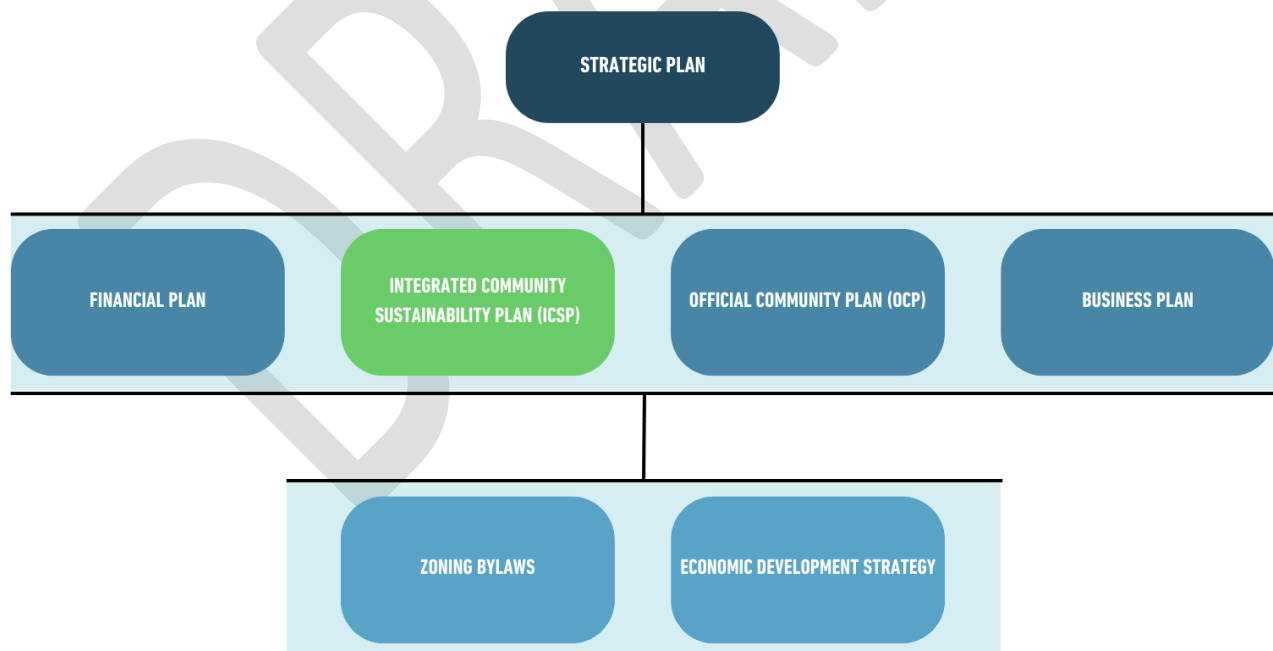


Figure 5 Relationship between Wells' ICSP and its other planning documents

1.4 DEVELOPING WELLS' ICSP

The ICSP was developed over a 5 phase process that included community engagement, detailed analysis of existing policy infrastructure, best practice reviews and workshops with staff, and the planning advisory committee (Figure 6).

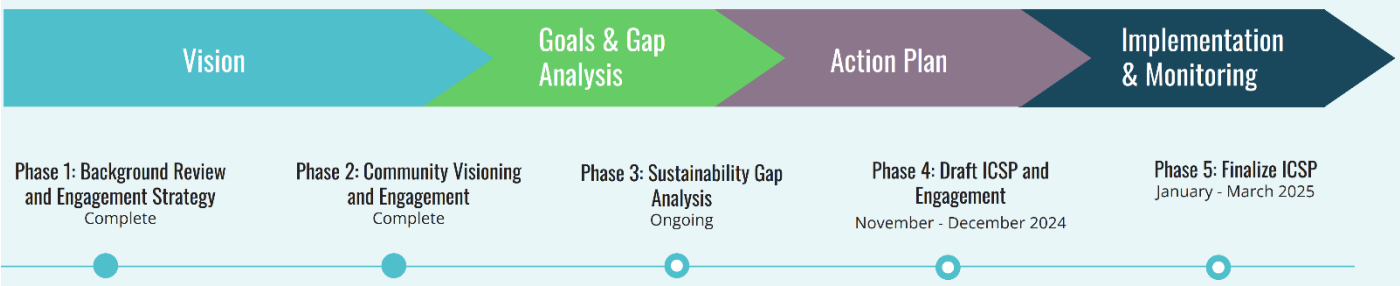


Figure 6 Overview of the approach taken to develop Wells' ICSP

PHASE 1: PROJECT START-UP, BACKGROUND REVIEW, AND ENGAGEMENT STRATEGY

We conducted a background review of relevant documents and data provided by the District, which informed the vision statement and focus areas. Additionally, we developed a Communications and Engagement Strategy to guide how the District would inform, consult, involve, and collaborate with First Nations, audiences, and stakeholders throughout the planning process. Lastly, we completed a background review involving a scan of other ICSPs and documentation of best practices and key themes.

PHASE 2: COMMUNITY VISIONING AND ENGAGEMENT

In this phase, we developed engagement materials and established a web and social media presence to raise awareness about the ICSP process. We facilitated workshops with District staff and the Advisory Committee to develop a vision statement and identify focus areas. An online community survey was conducted to gather public input on the vision and focus areas. The vision statement and focus areas were finalized based on the feedback received.

Engagement Activity	Audience	Date(s)	Attendees/ Responses
Workshop1: Vision Statement and Focus Areas	Advisory Committee Staff	February 8, 2024 (staff) February 16, 2024 (advisory committee)	24 • 16 Advisory Committee • 8 Staff
Community Survey	Community	January 30 - October 9, 2024	18
Workshop2: Sustainability Gaps and Goals	Advisory Committee Staff	November 26, 2024 (staff and advisory committee sessions)	18 • 13 Advisory Committee • 5 Staff
Community Open House	Community	November 26, 2024	2
Workshop3: Action Development	Advisory Committee Staff	To be Scheduled	TBD
Council Presentations	Community	November 26, 2024 Future Sessions TBD	TBD

Figure 7 Summary of engagement activities



Figure 8 ICSP workshop with Advisory Committee

PHASE 3: SUSTAINABILITY GAP ANALYSIS AND ENGAGEMENT

We conducted a sustainability gap analysis to identify gaps between the community's current reality and a sustainable future. To do this, we reviewed documents in Wells' planning and decision-making framework through the lens of the six focus areas and their associated goals, asking, "Where is Wells now?"

We hosted meetings with Staff and the Advisory Committee and a community open house to engage stakeholders and gather feedback on the gap analysis findings and additional community perspectives on the survey questions asked in Phase 2. A "What We Learned" report was prepared to summarize the engagement activities and key feedback received (**Appendix A**).

PHASE 4: ICSP INTERIM REPORT AND ENGAGEMENT

A comprehensive draft of the ICSP was created using the information gathered from previous phases. This draft was reviewed with District staff, Council, and the Advisory Committee to ensure it met the community's needs and expectations.

PHASE 5: FINALIZING ICSP AND PREPARING IMPLEMENTATION AND MONITORING

In the project's final phase, we will finalize the performance indicators based on the workshops with District staff and the Advisory Committee. We will facilitate a workshop with District staff to develop actions and strategies to bridge the sustainability gaps for each focus area, brainstorm partnerships and investments, and prioritize actions in the short, medium, and long term. A similar workshop will be conducted with the Advisory Committee and Council.

We will consider all feedback from the public open house and previous workshops to develop a set of tangible actions that will help the District meet its vision and goals for sustainability. Based on the priorities identified throughout the planning process, we will refine and confirm the implementation plan, identifying short-, medium-, and long-term projects. This plan will also identify key partners and proposed roles for key tasks, ensuring collaboration with several stakeholder groups and government agencies, including local First Nations.

Lastly, we will prepare the final draft of the ICSP, undertake any necessary updates to the final graphic structure and format, and ensure that the final plan is user-friendly and graphically appealing. An operations checklist will be developed to guide everyday decision-making in line with the ICSP's goals. Finally, we will complete any final outstanding revisions to the ICSP and submit the document to District staff. We will also prepare and deliver a presentation on the final project deliverable to the Council, signalling the completion of the project.

Additional details on the activities involved in Phase 5 are outlined in Section 5.0.

2.0 BACKGROUND REVIEW

Other communities in British Columbia have developed ICSPs. A best practice review of several ICSPs was completed to understand common themes and consider their relevance and meaning to Wells.

Best Practice Reviews

A "best practice review" is a step used to evaluate and identify effective methods for undertaking a project or initiative, with the aim of adopting them in one's own project or initiative. The term "best practice" can be misleading because it suggests there is no room for improvement and that one solution can work for all communities. Each community has unique needs and goals, making a single approach potentially ineffective. Additionally, best practice reviews done through desktop analysis might not accurately capture what is most effective since effectiveness is subjective and should consider the experiences of those involved in or affected by a project or initiative.

Therefore, in this review, "best practices" refers more to "common practices" and acknowledges that what works for other communities may not work for Wells.

The review considered ICSPs in Tofino, Powell River, Sechelt, and Strathcona. **Table 1** summarizes the commonalities identified in the review. The Best Practice Review memo can be found in **Appendix B**.

Table 1 Summary of best practice review

Component	Commonality
Vision statement	<p>Each vision statement included the following components:</p> <ul style="list-style-type: none"> • Location and environment • Community Characteristics • Values <p>The following themes emerged from the vision statements:</p> <ul style="list-style-type: none"> • Sustainability • Community Engagement and Collaboration • Environmental Stewardship • Quality of Life • Cultural and Social Values • Innovation and Creativity • Responsibility and Inclusivity • Resilience
Focus Areas	Communities identified similar focus areas, including housing and development, environment, community, economy, and transportation.
Monitoring and Evaluation	Communities use monitoring and evaluation processes to provide transparency, inform decision-making, and enable continuous improvement. Common practices include:

3.0 ICSP VISION

The vision statement is key to driving and consolidating future actions developed under this plan. The vision statement was developed by carefully reviewing existing information from community engagement and considering key best practices for sustainability. The Wells' ICSP Vision is,

Building a resilient, vibrant, and sustainable future for all.

The following guides Wells in working toward its ICSP vision:

Our community: The District of Wells is a charming, quiet, and creative community, maintaining its reputation while leading the way in environmental stewardship. We prioritize a peaceful living environment and strive for a harmonious balance between our historic roots and modern innovations. Every decision, from governance to infrastructure, is filtered through a lens of artistry and creativity. Our small-town charm remains friendly and inviting while we work towards self-sustainability and safety for all residents, personally and in the face of potential disasters.

Our places: We are committed to providing reliable infrastructure and ensuring convenient access for all residents while minimizing environmental impacts. With well-maintained roads and pathways, we prioritize connectivity and accessibility. Holistic planning for a growing population includes sustainable transportation solutions, addressing the needs of both residents and visitors alike. Additionally, we strive to enhance transportation options to support our seniors and ensure they can easily access essential services.

Our homes: We recognize the importance of affordable housing options for all residents, including seniors. We aim to address the challenges of untenable costs of living by implementing innovative solutions that promote housing affordability without compromising quality. Through partnerships with local stakeholders and leveraging available resources, we are dedicated to creating diverse housing choices that meet the needs of our growing population while ensuring that seniors can age in place comfortably.

Our visitors: As a year-round destination, we offer a range of activities for residents and visitors alike while collaborating closely with Indigenous Nations and promoting sustainable growth. Our community is characterized by a healthy environment where wildlife thrives alongside residents. We aspire to be recognized as the best small community in Canada on every level, offering a getaway destination with easy access to nature and significant new activities year-round. Wells preserves its historical heritage while embracing innovation and sustainable practices, supporting solid local businesses and unique attractions.

4.0 FOCUS AREAS & GOALS

Six focus areas were determined through engagement with staff, the Advisory Committee, and the community (**Figure 10**). These focus areas are designed to anchor the plan's actions and implementation measures in service of the overall ICSP vision.

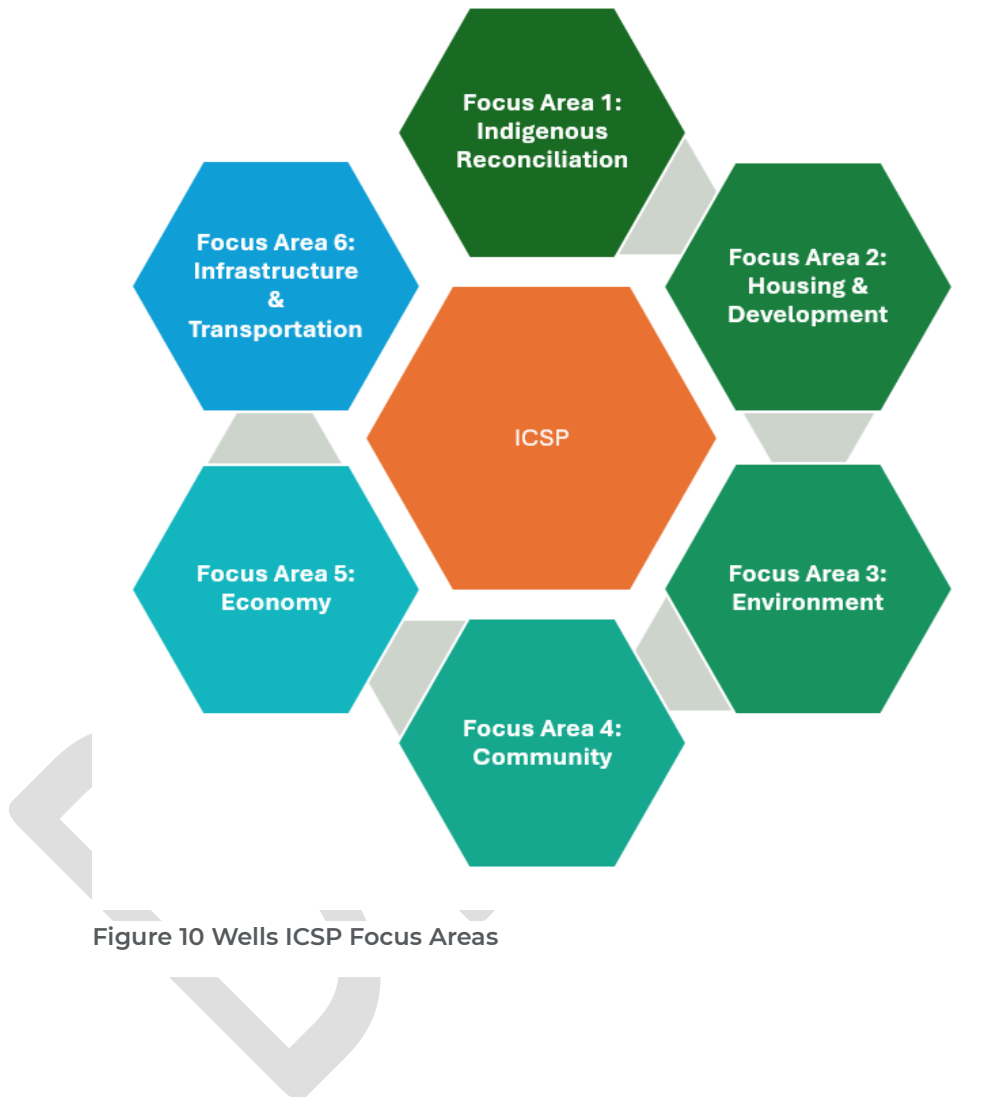


Figure 10 Wells ICSP Focus Areas



FOCUS AREA 1: INDIGENOUS RECONCILIATION


Indigenous Reconciliation is a key priority for the District of Wells. It is an overarching focus area integrated into all other ICSP and District policies, plans, and strategies. There are a lot of opportunities to build relationships with neighbouring Indigenous Nations on mutually beneficial projects and initiatives.

Advancing reconciliation is an essential piece of the District's long-term sustainability. From a social lens, there is value in building and strengthening relationships with the District's Indigenous neighbours. In addition, there may be opportunities to collaborate on projects or initiatives that can advance environmental sustainability or enhance the local economy and create benefits from a financial sustainability lens.

GOALS

1. Indigenous Reconciliation and Partnerships: Partner with Indigenous communities and prioritize reconciliation efforts.
2. Work to understand and formally acknowledge Wells' role in implementing B.C.'s Declaration on the Rights of Indigenous Peoples Act (DRIPA).
3. Consider opportunities for government-to-government agreements and joint initiatives.
4. Strive to establish a Memorandum of Understanding, or similar agreement, with Indigenous Nations on mutually beneficial economic development initiatives.
5. Work with Indigenous Nations for reciprocal involvement in community, cultural and celebratory events.

FOCUS AREA 2: HOUSING AND DEVELOPMENT




Housing and development are key areas of concern for the community. The need for more consolidated housing work was identified through the recent official community plan update and interim housing needs report processes. In addition, the development of the Cariboo Gold mining project has created some uncertainty over what growth might look like in the community. As Wells already struggles to supply a sufficient amount of housing, there is a need to make it a focus to enhance future community sustainability. The limited availability of housing in the community also impacts the ability of the community to attract new residents. Enabling new housing may be one lever to help promote longer-term social and economic sustainability. In addition, this focus area includes a practical look at the District's current development processes and related bylaws.

To advance sustainability initiatives and ensure that Wells can thrive in the years to come, there will be work to be done to make progress towards more sustainable housing delivery and development processes. These link directly to social sustainability in that they can include different housing types for people with varying needs. Improvements to development processes can also impact the District's financial sustainability through staff time, reducing timelines and adding clarity to prospective developers.

GOALS

1. Balance Historic and Modern Character: Ensuring development respects the area's history while embracing modern needs.
2. Sustainable Growth: Encouraging development that meets present needs without compromising future generations.
3. Affordability: Making housing options accessible to all income levels, including utilizing policy tools like vacant property taxes to encourage rental availability.
4. Diverse Development and Housing Options: Creating a variety of housing types to accommodate different demographics and needs.
5. Support for Vulnerable Populations: Providing housing and services for low-income, senior, and seasonal workers

FOCUS AREA 3: ENVIRONMENT AND CLIMATE




Community members in Wells hold the natural environment in high regard. Residents prize their access to the outdoors and the opportunities for recreation and contemplation that they provide. In addition, community members have a keen understanding of the importance of well-functioning environmental networks and how they contribute to overall ecosystem health. In recent years, the impacts of climate change have highlighted how unbalanced natural systems can impact the community. Wildfires and flooding have become seasonal threats to infrastructure and well-being in the community.

Environmental sustainability is a key pillar of sustainability in general. Its importance cannot be understated. In addition, environmental sustainability is interlinked with social and financial sustainability. Examples can include the benefits described above and the negative effects that can arise during emergency events such as the 2024 wildfire evacuation. These events are highly disruptive for the community. They can also be costly for the District if infrastructure is impacted or destroyed. To date, several goals related to environmental sustainability have been identified below.

GOALS

1. Environmental conservation: Protect natural resources and biodiversity, including water sources and green spaces.
2. Climate change mitigation: Identify opportunities to reduce corporate and community greenhouse gas emissions
3. Climate change adaptation: Implement strategies to adapt to the effects of climate change, including preparing for wildfires, flooding, and other extreme events.
4. Water quality management: Maintain high water quality standards through effective management practices.
5. Peaceful and quiet environment: Promote tranquillity and reduce noise and light pollution, including ensuring minimal light pollution for clear night skies.

FOCUS AREA 4: COMMUNITY




Wells is a vibrant community that celebrates in numerous ways. For a community of its size, Wells punches far above its weight regarding arts and culture venues, programming, events, education, and markets. There is a high degree of volunteerism, and community members commonly wear multiple hats. This is all to say that the community is tight-knit, and supporting each other and the place they live are key priorities. It is also important to recognize that Wells is an aging community. This influences the proportion of residents who are active participants in the economy, which has other effects on the provision or availability of services. In the long term, it will be necessary for Wells to attract new residents to live in the community.

Including community as a key focus area reflects the need to ensure that Wells is a socially sustainable place in the future. Several goals for ensuring future social sustainability are below.

GOALS

1. **Well-being and Engagement:** Prioritize community engagement and participation in decision-making processes. Foster respect for diverse interests and promote inclusive activities.
2. **Health and Well-being:** Ensure easy access to physical and mental health services, including virtual options. Increase mental health support and promote overall well-being.
3. **Sustainable Food Production:** Promote and increase sustainable food production within the community.
4. **Arts and Culture:** Support the development of arts and cultural initiatives to enrich the community and attract visitors.
5. **Educational Support:** Support the delivery of quality primary and secondary educational opportunities
6. **Safety and Security:** Prioritize community safety and security to create accessible and emotionally supportive environments—foster cooperation across various interests for the overall benefit of the community.

FOCUS AREA 5: ECONOMY AND FINANCIAL SUSTAINABILITY



Core to the District’s ability to function and provide services is that it can operate in a way that is financially sustainable. More broadly, the future of the community is predicated on its local economy and ability to attract new residents. Economic and financial sustainability are linked. This links to other focus areas like community and housing and development, which describe how the community can address housing issues and attract new residents. Increasing or maintaining the current proportion of working people is vital to sustaining the community in its current state. It is also about recognizing and exploring how the community can support or build on seasonal industries to enhance and grow the local economy.

The District’s Economic development plan provides a great number of ideas and actions that can potentially benefit the local economy. However, the District’s services and functions must also be financially sustainable. Not just in terms of its internal operations but also in its public-facing processes to enable development and decision-making. Careful attention to policy and procedure can have important long-term effects on the economy, the local market’s ability to build projects, and the district’s efficiency and ability to enable them.

GOALS

1. **Economic Diversity:** Promote various types of employment opportunities for locals, including entrepreneurship and remote work, to reduce reliance on a single industry and ensure long-term viability.
2. **Workforce Development:** Enhance educational opportunities and training programs to support the workforce.
3. **Robust Destination Activities:** Develop destination activities for citizens and tourists to enhance community engagement and tourism.
4. **Promote Small Business Growth:** Offering incentives for the growth of small businesses.
5. **Utilization of Natural Environment:** Encourage activities that utilize the natural environment and foster creativity within the community.
6. **Ensure that the District’s operations are financially sustainable**
7. **Ensure that all District fees, charges and tax rates are routinely reviewed to ensure appropriate value is captured for services while ensuring that the impact on residents and businesses is balanced.**
8. **Improve District processes for clarity, efficiency and function to best use staff time, expedite service delivery and facilitate new growth.**



FOCUS AREA 6: INFRASTRUCTURE AND TRANSPORTATION

For Wells to be a sustainable community over the long term, its infrastructure and transportation systems must be functional and maintained to support residents. The District's current water, storm and sanitary infrastructure has been scaled well for the community. Still, its small population can make it challenging to capture sufficient revenue from taxes and fees to operate and maintain it. There is some hope that future economic endeavours like the pending mine project will help alleviate some of these concerns in the short term, but the longer-term question remains. Prioritizing investments and advocacy in community infrastructure can help enable a variety of economic growth, which can, in turn, help facilitate housing development and attract new residents.

Key goals for infrastructure and transportation improvements or actions are provided below.

GOALS

1. Access to Essential Services: Focus on easier access to grocery stores and other essential amenities to enhance the quality of life for residents.
2. Infrastructure Investment: Invest in infrastructure to support economic growth and enhance quality of life.
3. Regional Transportation: Improved public transportation options to nearby communities.
4. Trail Network Enhancement: Improve connectivity of trails for pedestrians and cyclists to encourage active transportation and recreation.
5. Electric Vehicle Integration: Promote alternative fuel operations, particularly electric vehicles, to align with changing trends in transportation and reduce environmental impact.
6. Sustainable Energy Self-Sufficiency: Work towards increasing the community's energy self-sufficiency through sustainable means.
7. Emergency Route Development: Improve emergency routes for enhanced disaster preparedness and response.

5.0 GAP ANALYSIS

A gap analysis identifies differences between the current state and the desired future state of an organization or process, highlighting areas that need improvement and opportunities to close the gaps. There are three overarching questions in the gap analysis (**Figure 11**):

1. *Current state: Where is Wells now?*
2. *Future state: Where does Wells want to be?*
3. *How does Wells get there?*

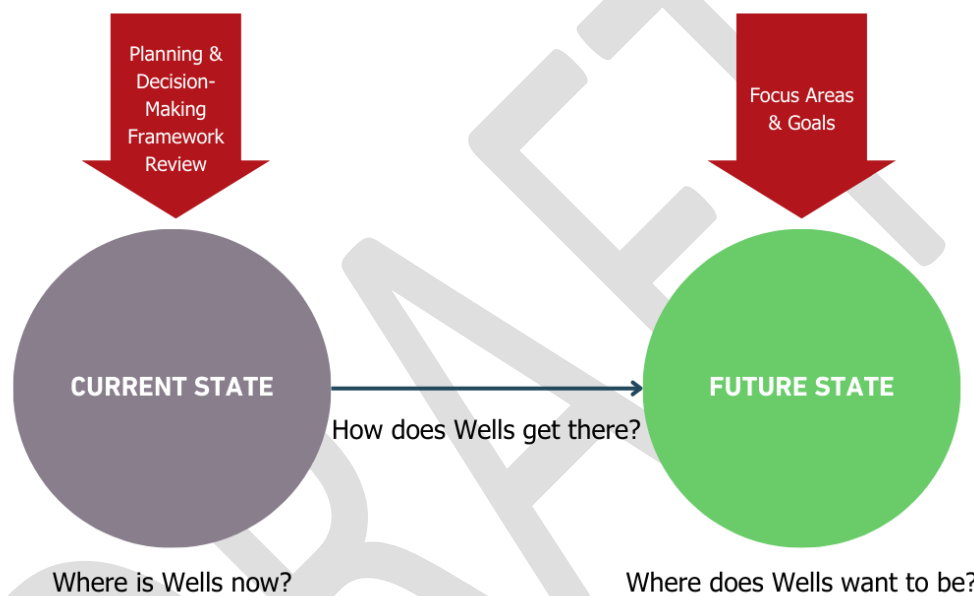


Figure 11 Overview of Gap Analysis

The second question regarding Wells’ “future state” – “*Where does Wells want to be?*” – is defined by the vision (Section 3.0) and focus areas and associated goals (Section 4.0). This gap analysis focused on the first question – “*Where is Wells now?*”

The “current state” of Wells was understood through a process of reviewing documents that are core to Wells’ planning and decision-making framework – those that guide its planning and decision-making procedures and policies (**Table 2**).¹ This included documents created by the District of Wells and those not created by the District but which contribute to, influence, or advocate for different District decisions and processes.

¹ The review did not include documents currently in draft form, for example, Wells’ Economic Development Strategy.

District of Wells – Integrated Community Sustainability Plan Interim Report

Table 2 Documents that guide Wells' planning and decision-making procedures and policies.

Document	Year	Indigenous Reconciliation	Housing and Development	Environment and Climate	Community	Economy and Financial Sustainability	Infrastructure and Transportation
District of Wells Documents							
Business Plan	2024						
Official Community Plan	2024						
Bylaw No. 16, Heritage Properties	1999						
Bylaw No. 26, Zoning	2000						
Community Wildfire Structure Protection Plan	2022						
Emergency Management Plan	2024						
Community Energy and Emissions Plan	2015						
Other Documents							
Wells Community Forest 100-Year Vision	2023						
Wells-Barkerville Culture and Recreation Centre Business Plan	2020						
BC Hydro Powerline Upgrade Review Report	2023						

What we noticed in this process is summarized in **Figure 12**. Details about the gap analysis process and findings are outlined in **Appendix C**. The outcomes of this and the “What We Noticed” identify high-level actions and opportunities that will inform the next steps and implementation stages of the ICSP. The project’s next steps, outlined in detail in the following section, focus on answering the third question, “How does Wells get there?”

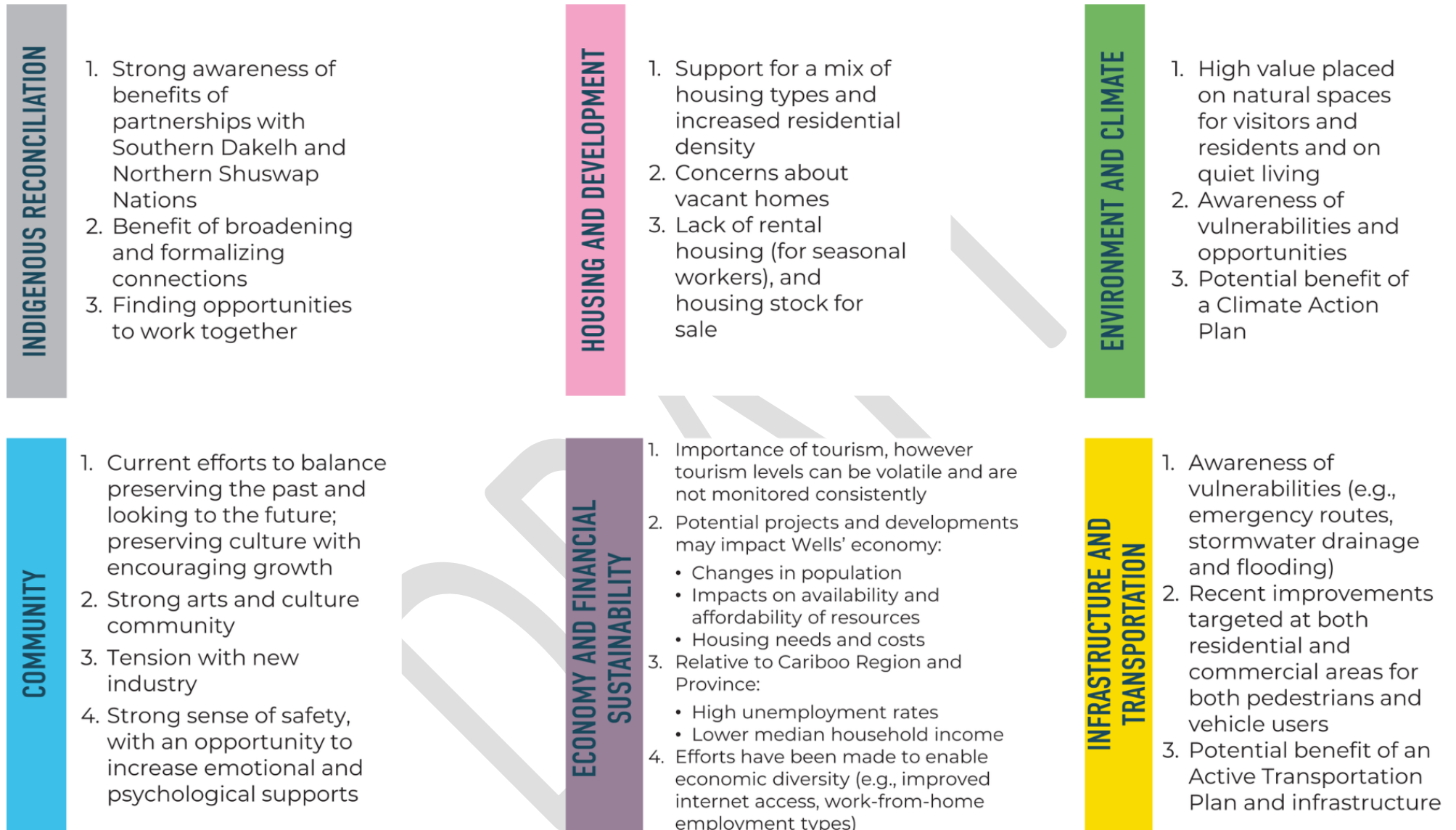


Figure 12 Gap Analysis - Summary of What We Noticed

6.0 NEXT STEPS: ACTIONS AND IMPLEMENTATION

The next step is to create an action plan to progress toward the final version of the ICSP (**Figure 13**).

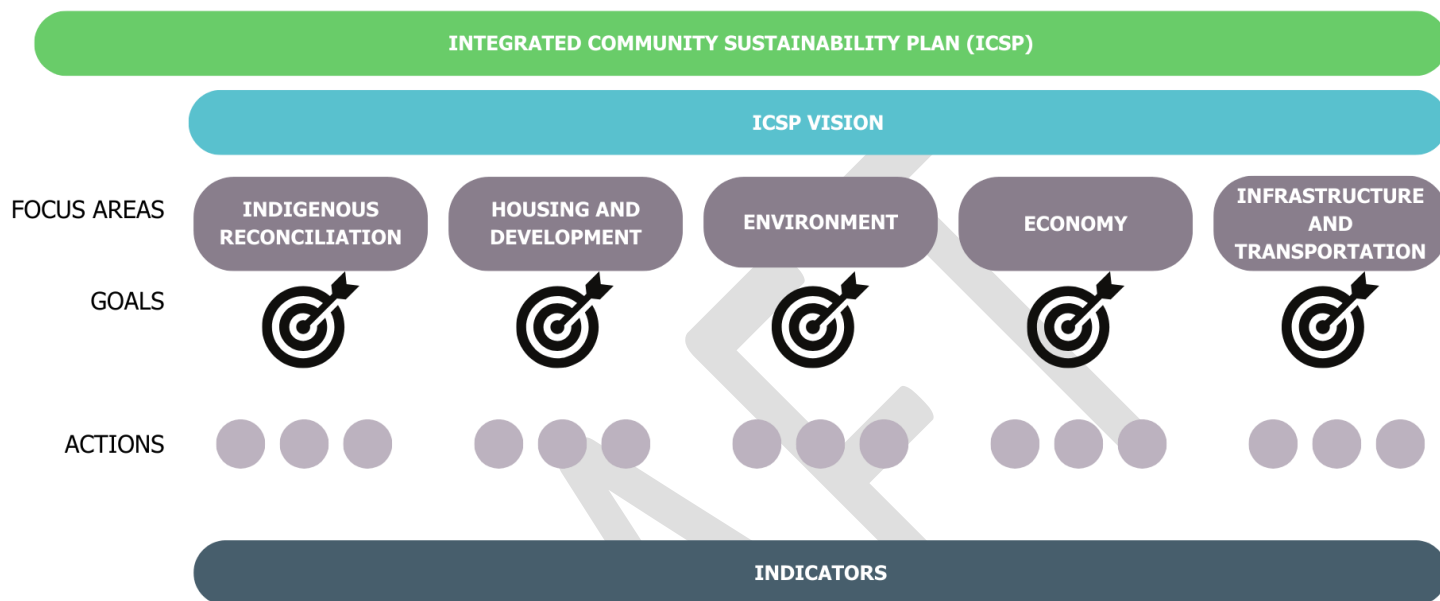


Figure 13 ICSP Structure Overview

In collaboration with staff, we will work to:

1. Develop actions/strategies to bridge the sustainability gap for each of the focus areas,
2. Brainstorm resource requirements (human and financial) for each of the actions. and
3. Prioritize the actions in the short, medium, and long term, including identifying low-barrier actions (“quick wins”) that can be implemented immediately.

Upon completion, this section will serve as a roadmap for implementing the ICSP, detailing specific actions, responsible parties, and timelines.

6.1 ACTIONS

Using the insights from engagement sessions, we will draft actions to build the District’s capacity to achieve sustainability objectives, such as training programs, resource allocation, and partnerships with local organizations.

6.2 IMPLEMENTATION, MONITORING AND EVALUATION

Based on the priorities identified throughout the planning process, we will refine and confirm the implementation plan and identify short-, medium-- and long-term projects. This process will also consider how the projects in each time frame fit into the District's capital works budget.

6.2.1 APPROACH

This section will describe the overarching framework for implementing the ICSP. It will include resources, references, and tools to support implementation, ensuring all stakeholders have the necessary information and guidance.

6.2.2 PERFORMANCE INDICATORS

In collaboration with District Staff and the Advisory Committee, we will define metrics to measure progress toward sustainability goals. These indicators will help track the effectiveness of the actions and strategies outlined in the ICSP.

6.2.3 REVIEW PROCESS

This part will outline a regular review and update process to ensure the ICSP remains relevant and practical. It will include timelines for reviews, criteria for updates, and mechanisms for incorporating stakeholder feedback.

6.3 DEVELOP AN OPERATIONS CHECKLIST

We will develop an operations checklist that acts as an everyday guide for making decisions that work to help meet the district's overall sustainability goals. The operations checklist will serve as an everyday reminder of the vision, goals and actions of the ICSP and provide a critical list that can be used in operations.

APPENDIX A: WHAT WE LEARNED REPORT

DRAFT

DISTRICT OF WELLS

INTEGRATED COMMUNITY SUSTAINABILITY PLAN



WHAT WE HEARD SO FAR

2024-12-04



TABLE OF CONTENTS

1. Introduction
2. Workshop 1: Vision Statement and Focus Areas
3. Community Survey
4. Workshop 2: Sustainability Gaps and Goals
5. Community Open House
6. Conclusion

APPENDIX A: WORKSHOP 1: VISION STATEMENT AND FOCUS AREAS VERBATIM COMMENTS



INTRODUCTION

The District of Wells' Integrated Community Sustainability Plan (ICSP) will provide direction on the District's long-term economic, social, and environmental sustainability objectives. The Plan will be a strategic document that provides a supporting framework for the integration of sustainability initiatives into the District's existing and future policies, plans, strategies, and decision-making processes.

The development of the ICSP included meaningful engagement with the community to understand their priorities, challenges, and opportunities related to sustainability in Wells. Throughout the project process, Urban Systems met with District staff and leadership to gather key insights and perspectives on the project.

The engagement process included multiple opportunities for community and stakeholder input. This report includes findings from the following key activities in the first round of engagement:

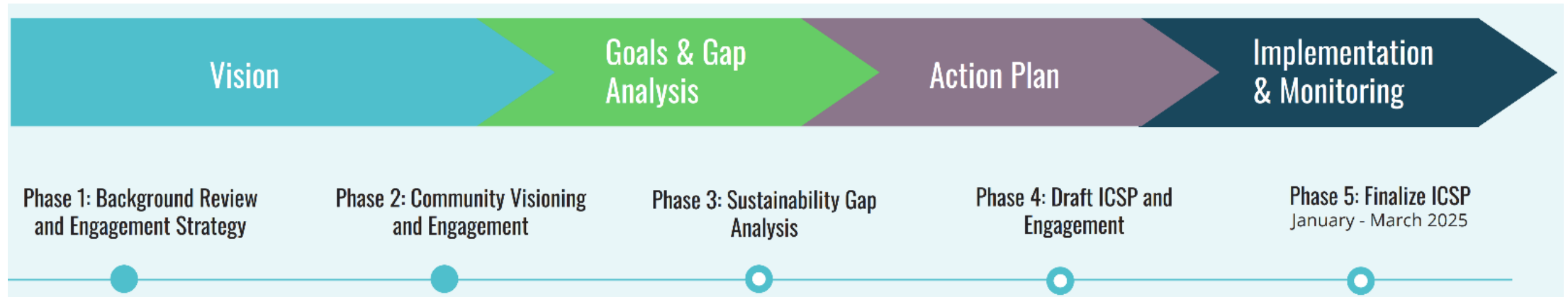
- Visioning Workshops with staff, and the land use advisory committee
- Community Survey
- Community Open House
- Council Presentation

The results from the engagement activities are summarized in this report.



INTRODUCTION

COMMUNITY ENGAGEMENT TIMELINE AND ACTIVITIES



INTRODUCTION

COMMUNITY ENGAGEMENT TIMELINE AND ACTIVITIES

Engagement Activity	Audience	Date(s)	Attendees/ Responses
Workshop 1: Vision Statement and Focus Areas	Advisory Committee Staff	February 8, 2024 (staff) February 16, 2024 (advisory committee)	24 <ul style="list-style-type: none"> • 16 Advisory Committee • 8 Staff
Community Survey	Community	January 30 - October 9, 2024	18
Workshop 2: Sustainability Gaps and Goals	Advisory Committee Staff	November 26, 2024 (staff and advisory committee sessions)	18 <ul style="list-style-type: none"> • 13 Advisory Committee • 5 Staff
Community Open House	Community	November 26, 2024	2
Workshop 3: Action Development	Advisory Committee Staff	To be Scheduled	TBD
Council Presentations	Community	November 26, 2024 Future Sessions TBD	TBD



INTRODUCTION

GETTING THE WORD OUT

Staff, council and the advisory committee were all instrumental in connecting with community members to get the word out about the plan and engagement opportunities.

In addition to those channels, the District informed the community of the open house and survey via Facebook and posters that were distributed to key community locations.



District of Wells | Integrated Community Sustainability Plan

Come learn more about the District of Wells' Integrated Community Sustainability Plan and share your ideas on how our community can become more sustainable.



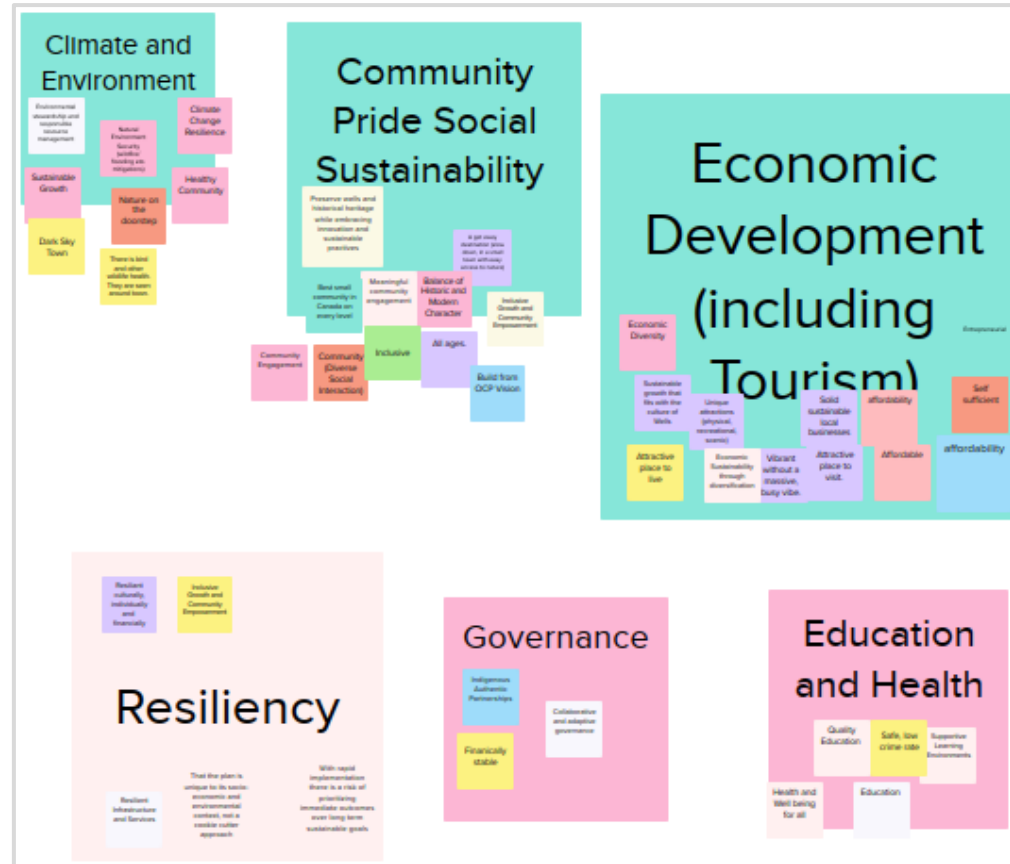
WORKSHOP 1 – VISION STATEMENT AND FOCUS AREAS



Two workshop sessions were held, one with staff and one with the advisory committee. These sessions were designed to introduce the ICSP, and to develop the vision and focus areas for the plan.

WORKSHOP 1 – VISION STATEMENT AND FOCUS AREAS

SUMMARY - VISION



Visioning Exercise using the online platform, Mural.



WORKSHOP 1 – VISION STATEMENT AND FOCUS AREAS

SUMMARY - VISION

Based on the results of the workshop, five key themes for the vision statement were determined.

Key Theme	Description
Environmental Stewardship and Climate Resilience	Commitment to responsible resource management, climate change resilience, and mitigating natural environment risks like wildfires and flooding.
Community Pride and Social Sustainability	Embracing historical heritage while fostering innovation, meaningful community engagement, inclusive growth, and preserving a balance between historic charm and modern amenities.
Economic Development and Tourism	Promoting economic diversity, entrepreneurship, and sustainable growth while maintaining affordability and creating unique attractions for both residents and visitors.
Education, Health, and Housing	Ensuring quality education, safe communities, supportive learning environments, and accessible, affordable housing options for all residents, including seniors.
Governance and Infrastructure	Establishing collaborative and adaptive governance, Indigenous partnerships, resilient infrastructure, and financially stable local government, while prioritizing long-term sustainability goals.



WORKSHOP 1 – VISION STATEMENT AND FOCUS AREAS

SUMMARY – FOCUS AREAS

Focus area goals are summarized in the following table.

Participants agreed that Indigenous Reconciliation should be an overarching focus area that is integrated into all other aspects of the ICSP.

Focus Area	Goals
Indigenous Reconciliation*	<ul style="list-style-type: none">- Indigenous Reconciliation and Partnerships: Foster partnerships with Indigenous communities and prioritize reconciliation efforts.
Housing and Development	<ul style="list-style-type: none">- Balance Historic and Modern Character: Ensuring development respects the area's history while embracing modern needs.- Sustainable Growth: Encouraging development that meets present needs without compromising future generations.- Affordability: Making housing options accessible to all income levels, including utilizing policy tools like vacant property taxes to encourage rental availability.- Diverse Development and Housing Options: Creating a variety of housing types to accommodate different demographics and needs.- Support for Vulnerable Populations: Providing housing and services for low-income, senior, and seasonal workers.



WORKSHOP 1 – VISION STATEMENT AND FOCUS AREAS

SUMMARY – FOCUS AREAS

Focus Area	Goals
Environment	<ul style="list-style-type: none"> - Environmental conservation: Protect natural resources and biodiversity, including water sources and green spaces. - Climate change mitigation: Identify opportunities to reduce corporate and community greenhouse gas emissions - Climate change adaptation: Implement strategies to adapt to the effects of climate change, including preparing for wildfires, flooding, and other extreme events. - Water quality management: Maintain high standards of water quality through effective management practices. - Peaceful and quiet environment: Promote tranquility and reduce noise and light pollution, including ensuring minimal light pollution for clear night skies.
Economy	<ul style="list-style-type: none"> - Economic Diversity: Promote various types of employment opportunities for locals, including entrepreneurship and remote work, to reduce reliance on a single industry and ensure long-term viability. - Workforce Development: Enhance educational opportunities and training programs to support the workforce. - Robust Destination Activities: Develop destination activities for both citizens and tourists to enhance community engagement and tourism. - Promote Small Business Growth: Offering incentives for the growth of small businesses. - Utilization of Natural Environment: Encourage activities that utilize the natural environment and foster creativity within the community.



WORKSHOP 1 – VISION STATEMENT AND FOCUS AREAS

SUMMARY – FOCUS AREAS

Focus Area	Goals
Community	<ul style="list-style-type: none">- Well-being and Engagement: Prioritize community engagement and participation in decision-making processes. Foster respect for diverse interests and promote inclusive activities.- Health and Well-being: Ensure easy access to both physical and mental health services, including virtual options. Increase mental health support and promote overall well-being.- Sustainable Food Production: Promote and increase sustainable food production within the community.- Arts and Culture: Support the development of arts and cultural initiatives to enrich the community and attract visitors.- Educational Support: Support the delivery of quality primary and secondary educational opportunities- Safety and Security: Prioritize community safety and security to create accessible and emotionally supportive environments. Foster cooperation across various interests for the overall benefit of the community.



WORKSHOP 1 – VISION STATEMENT AND FOCUS AREAS

SUMMARY – FOCUS AREAS

Focus Area	Goals
Transportation and Infrastructure	<ul style="list-style-type: none">- Access to Essential Services: Focus on easier access to grocery stores and other essential amenities to enhance quality of life for residents.- Infrastructure Investment: Invest in infrastructure to support economic growth and enhance quality of life.- Regional Transportation: Improved public transportation options to nearby communities.- Trail Network Enhancement: Improve connectivity of trails for pedestrians and cyclists to encourage active transportation and recreation.- Electric Vehicle Integration: Promote alternative fuel operations, particularly electric vehicles, to align with changing trends in transportation and reduce environmental impact.- Sustainable Energy Self-Sufficiency: Work towards increasing the community's energy self-sufficiency through sustainable means.- Emergency Route Development: Improve emergency routes for enhanced disaster preparedness and response.



COMMUNITY SURVEY



An online survey was made available to ask the community's thoughts on sustainability and the district's current practices. The survey was left open longer to accommodate a pause in the project and the wildfire emergency that occurred during the summer.

Survey details:

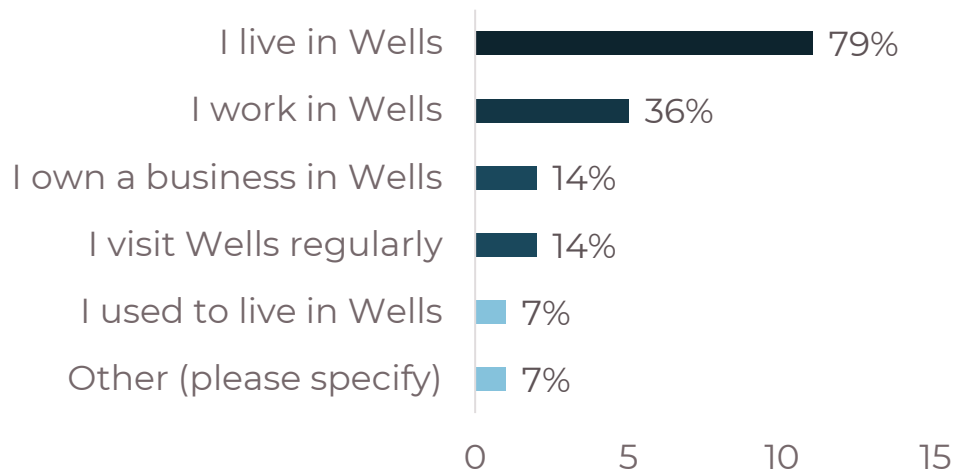
- 18 respondents
- Open from January 30 - October 9, 2024

The survey results are summarized on the following pages.

COMMUNITY SURVEY

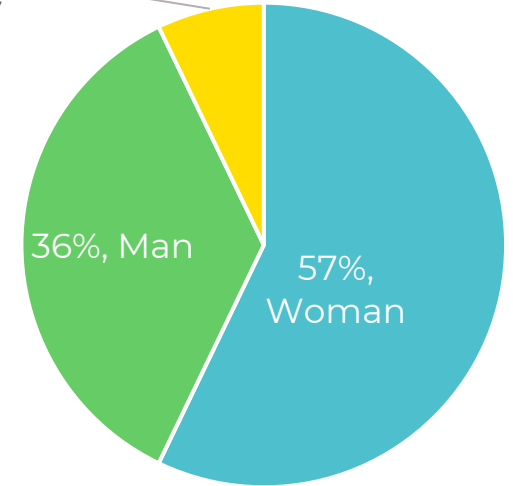
WHO WE HEARD FROM

What is **your relationship with the District of Wells**? Select all that apply.
(14 responses)

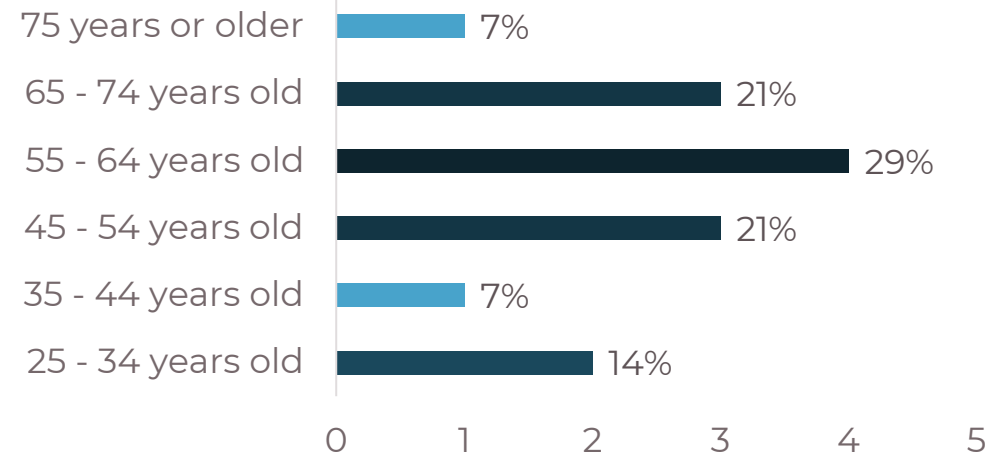


What **gender** do you identify with?
(14 responses)

7%, Prefer not to say



How old are you?
(14 responses)



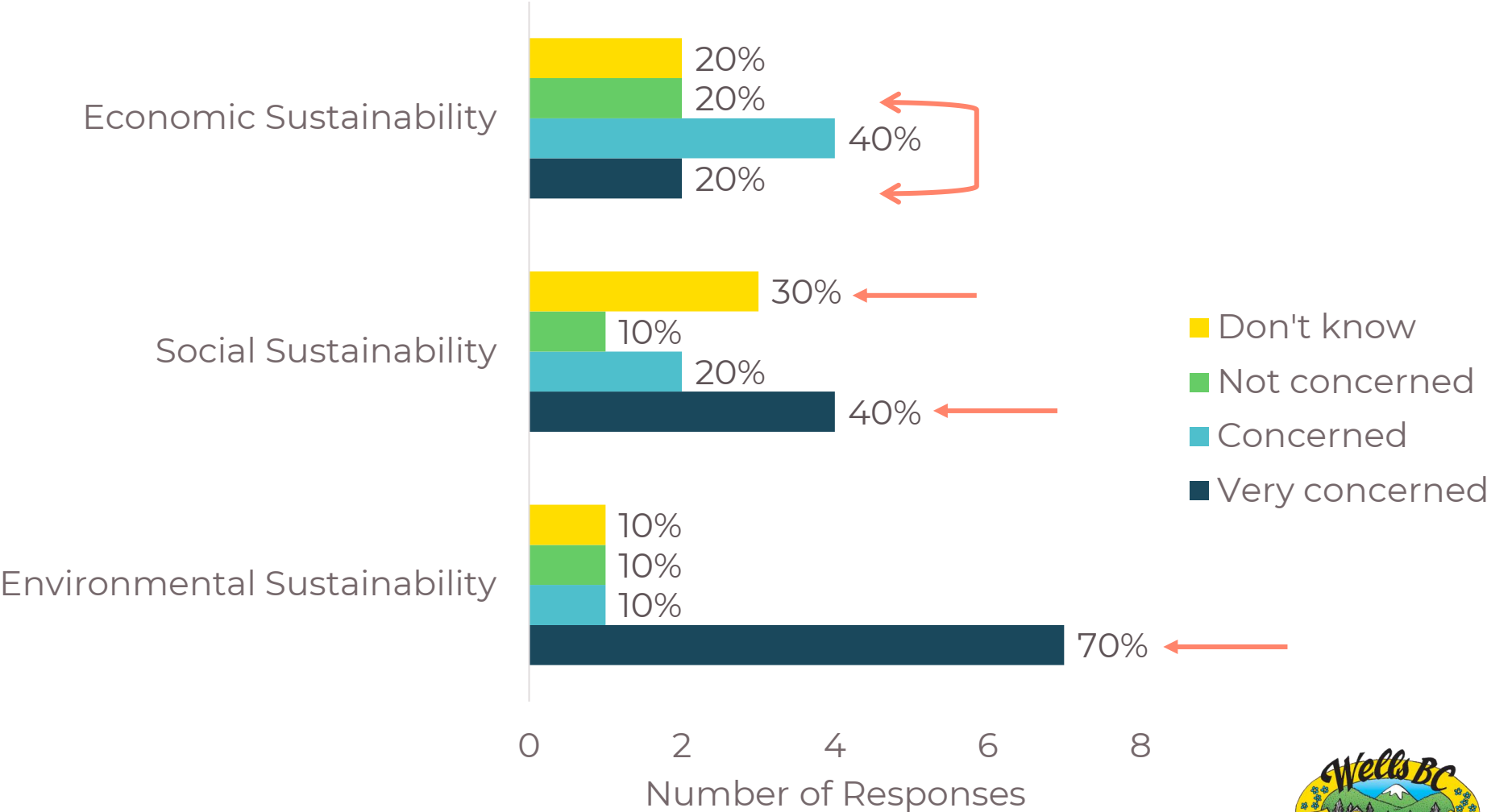
COMMUNITY SURVEY

VALUES



COMMUNITY SURVEY

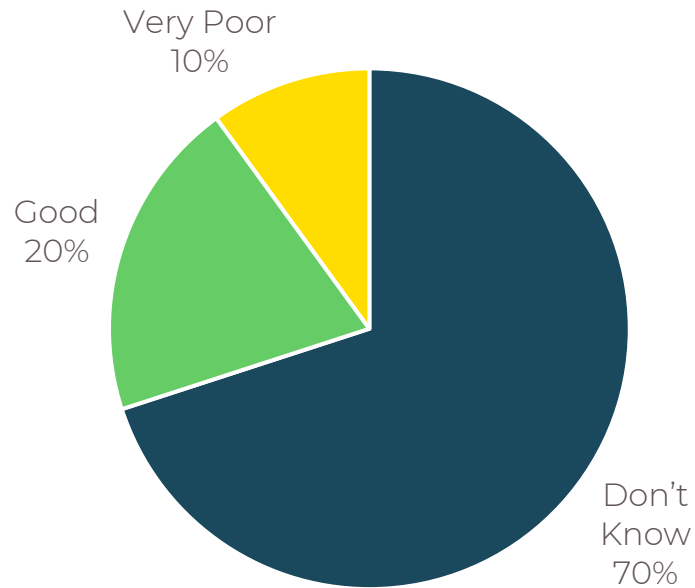
SUSTAINABILITY CONCERNS



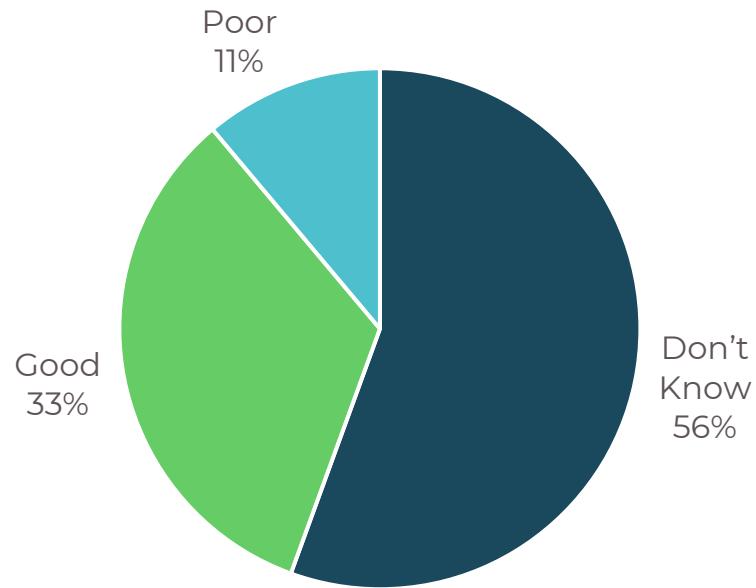
COMMUNITY SURVEY

CURRENT SUSTAINABILITY PRACTICES

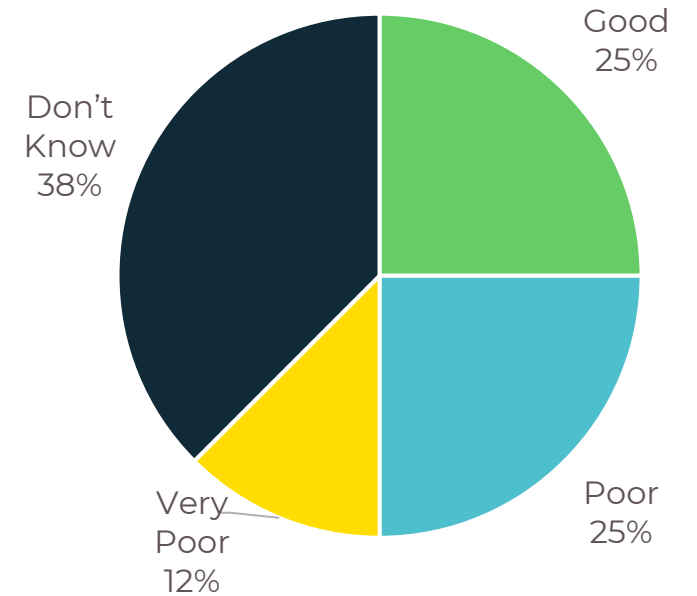
Environmental Sustainability



Social Sustainability

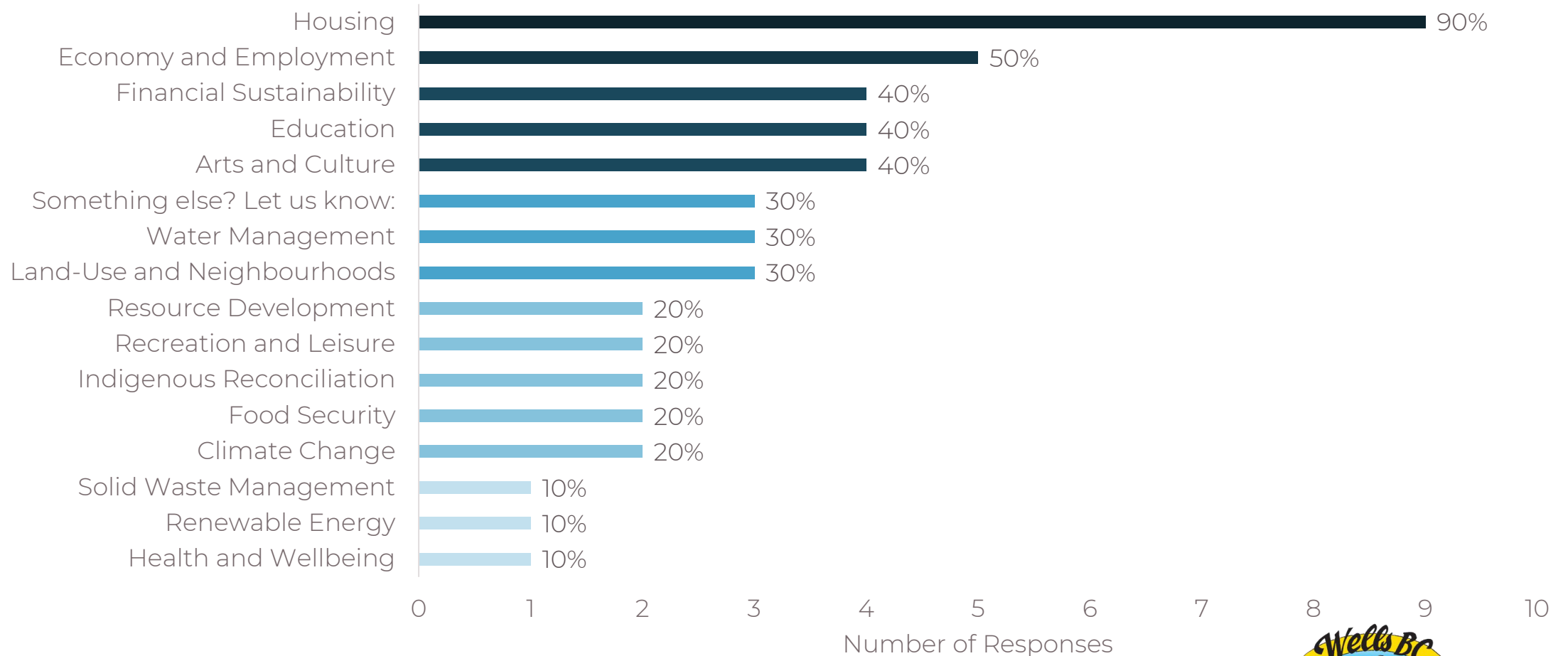


Economic Sustainability



COMMUNITY SURVEY

FOCUS AREAS



COMMUNITY SURVEY

OTHER RESPONSES

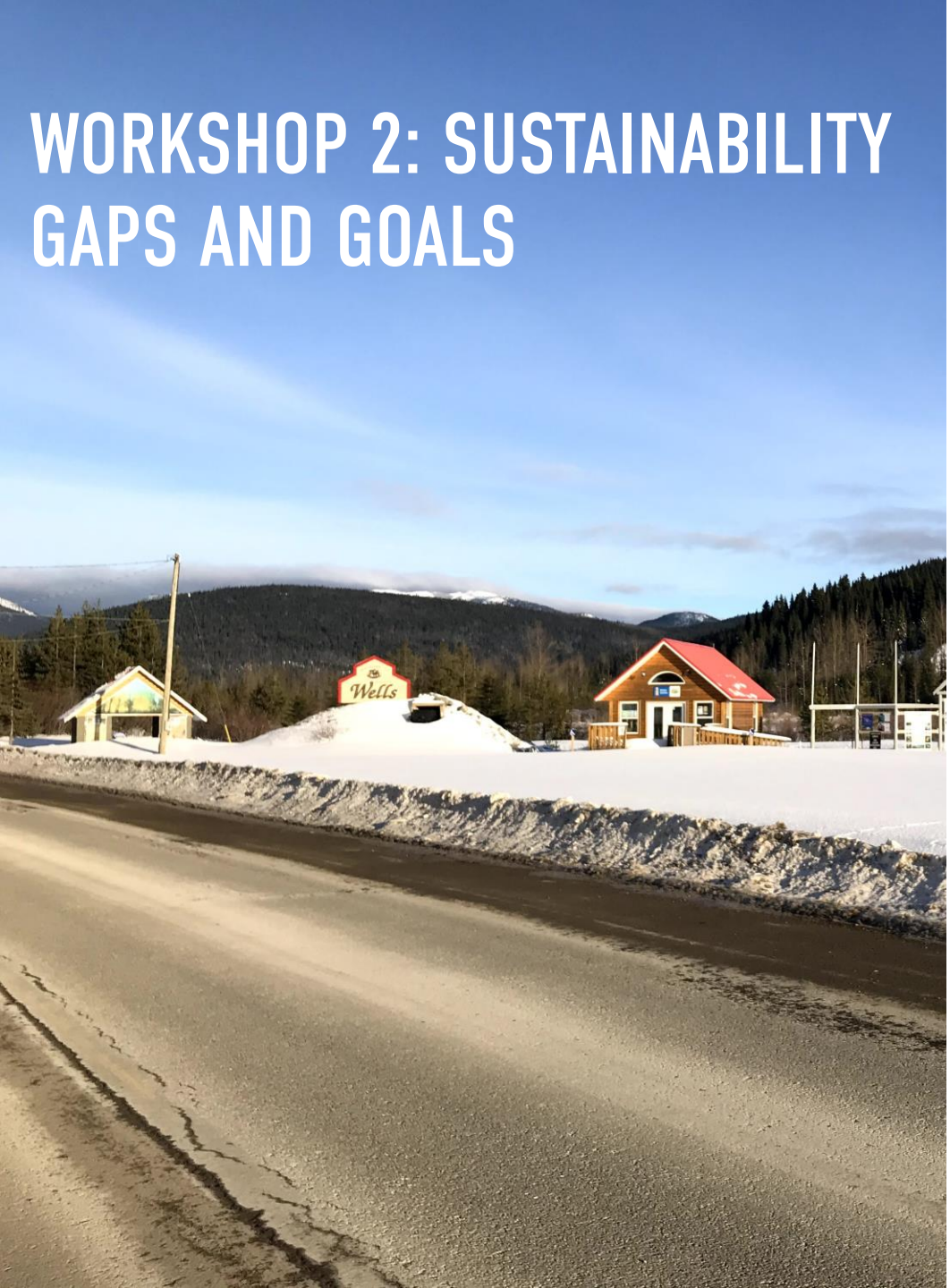
Is there **anything else** you want to share about sustainability in wells? (5 responses)

- Would like to see **more housing**, specifically **for seniors** and **mine-workers**
- Would like to see more **supports for homeowners and business owners to respond to climate catastrophes**
- Would like to see more **mining jobs**
- Focus on developing **local industries and more tourism** opportunities
- Would like to see the District of Wells explore initiatives to **become more self-sufficient** (i.e., greenhouses for growing food year-round)



WORKSHOP 2: SUSTAINABILITY GAPS AND GOALS

Two workshop sessions were held, one with staff and one with the advisory committee. These sessions were held in person and designed to highlight key findings from the gap analysis and confirm draft sustainability goals for the ICSP.



INTEGRATED COMMUNITY SUSTAINABILITY PLAN

Values

WHAT WE HAVE HEARD FROM THE COMMUNITY SO FAR

Residents most appreciate Wells' nature, sense of community, quiet living, history and safety.

Handwritten notes: rare living, sense of community, nature, safe, history, low crime, recreation, arts and culture, vibrant, quiet living.

Do these values resonate with you? Are there any you think should be added? Share your thoughts on a sticky note.

Sticky notes: Family connections - that's why I'm here, I'm creative in all sectors, all about the loss of our community values - learn to connect, all about the loss of our community values - learn to connect, all about the loss of our community values - learn to connect.

Sustainability Concerns

WHAT WE HAVE HEARD FROM THE COMMUNITY SO FAR

Residents are most concerned about environmental sustainability.

Handwritten notes: More affordable + Visually Pleasing Housing like the Alpine style, Next Round Tourism - more like us than in the summer.

When thinking about sustainability in Wells, what are your key concerns? Share your thoughts on a sticky note.

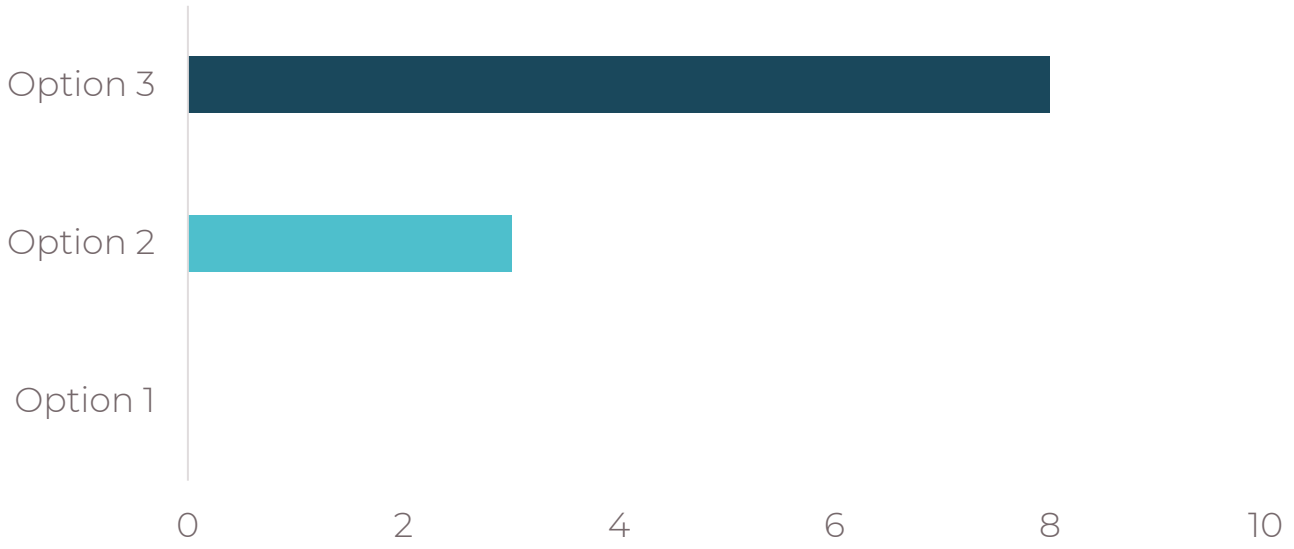
Sticky notes: Financial sustainability - can we continue to fund our community, Financial sustainability - can we continue to fund our community, Financial sustainability - can we continue to fund our community, Financial sustainability - can we continue to fund our community, Financial sustainability - can we continue to fund our community.

Advisory Committee Workshop

WORKSHOP 2: SUSTAINABILITY GAPS AND GOALS

DRAFT VISION

What is your preferred draft vision option? (11 responses)



- Would like to see the inclusion of **access to health services**
- Propose including **Arts & Culture** as a **key theme**, or included under **Economic Development & Tourism**



WORKSHOP 2: SUSTAINABILITY GAPS AND GOALS

VALUES

Do these values resonate with you? Are there any that should be added? (4 responses)



- Inclusivity
- Creativity
- Rural living
- Sense of community



*Family connections;
that's why I'm here!*



WORKSHOP 2: SUSTAINABILITY GAPS AND GOALS

FOCUS AREAS

Do you believe these focus areas and goals align with the needs and priorities of our community? (20 responses)

- Preserving **community identity and liveability**
- Need for housing and **support for aging population**
- Access to **essential services**
- **Population sustainability** through employment opportunities
- Environmental **preservation and enhancement**
- **Dark sky preservation** and economic opportunities



WORKSHOP 2: SUSTAINABILITY GAPS AND GOALS

SUSTAINABILITY

When thinking about sustainability in Wells, what are your key concerns? (11 responses)

- **Lack of control** to **achieve sustainable outcomes** and retain community through addition of big industry
- Population sustainability and targeting missing demographics
- Ensuring inclusive engagement and access to services for all
- Environmental sustainability
- Initiatives to promote **year-round tourism**

“

Can we continue to fund our community lifestyle?



WORKSHOP 2: SUSTAINABILITY GAPS AND GOALS

CURRENT SUSTAINABILITY PRACTICES

Do you have any comments about the District's current environmental, social or economic sustainability practices?
(10 responses)

- Enhance **communication strategies**, to increase understanding and support from **community members**
- **Increase District of Wells resourcing** for more on-the-ground presence
- The community is **ready to move forward** on **various improvements**



WORKSHOP 2: SUSTAINABILITY GAPS AND GOALS

OTHER COMMENTS

Is there anything else you want to share about sustainability in wells? (6 responses)

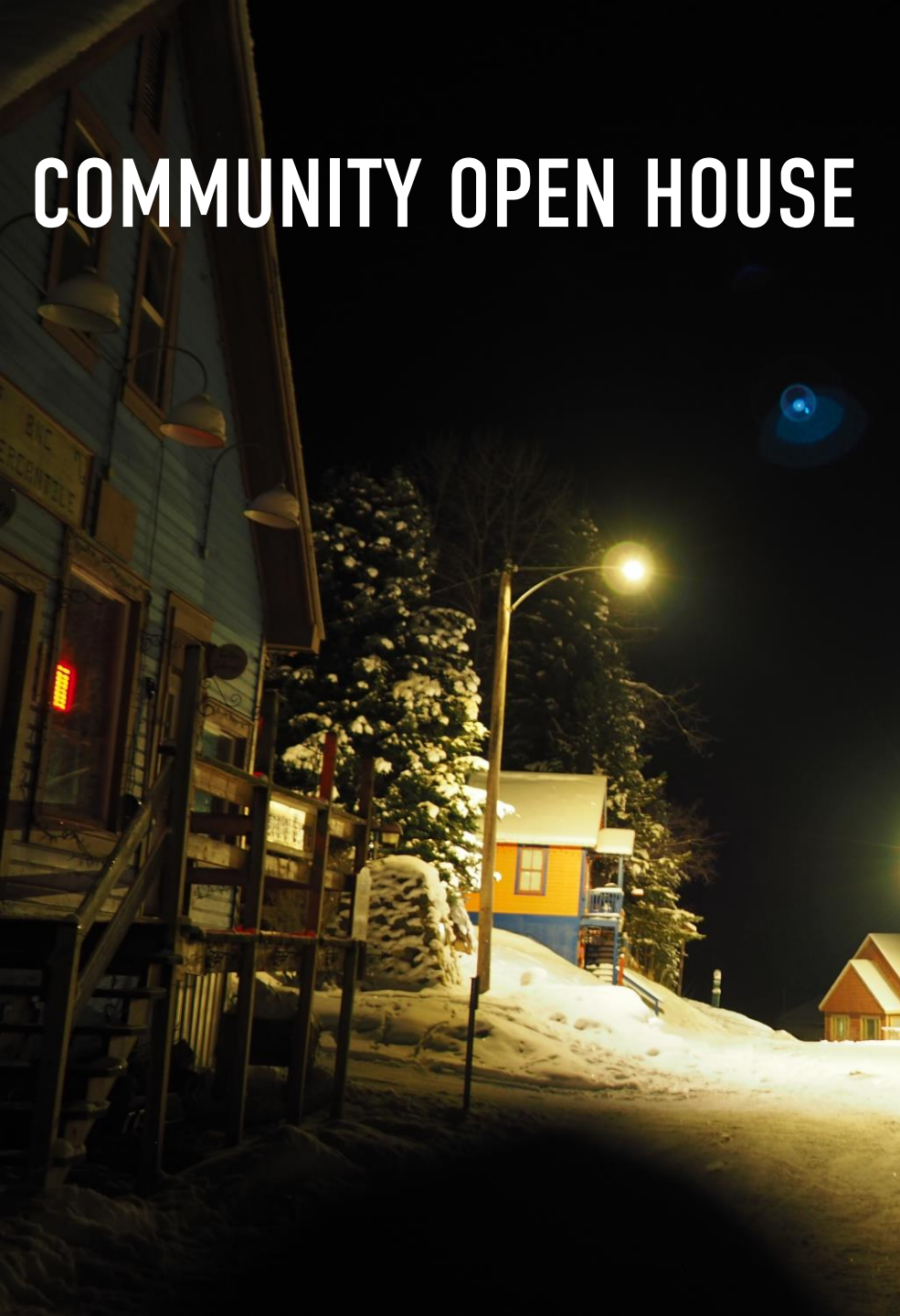
- **Leverage Wells cultural identity** to create unique sustainability solutions, reflecting its character and values
- Unlock diverse **back-country resort area** for future use
- Partner with **existing local businesses** for future projects
- Increase transparency by making bylaws and District documents **publicly accessible**

“

We are on the right path. We have great people.



COMMUNITY OPEN HOUSE



A community open house was held on November 26, 2024, to provide an opportunity for input to the ICSP.

2 participants attended and provided feedback.



URBAN
SYSTEMS

COMMUNITY OPEN HOUSE

DRAFT VISION

What is your preferred draft vision option? (2 responses)



- **Removal** of the **competitive sentence** that aims to be recognized as Canada's Best Small Community.



COMMUNITY OPEN HOUSE

VALUES

Do these values resonate with you? Are there any that should be added? (1 response)



- Low population pressure on natural resources



COMMUNITY OPEN HOUSE

FOCUS AREAS

Do you believe these focus areas and goals align with the needs and priorities of our community? (1 responses)

- Access to **essential services**



COMMUNITY OPEN HOUSE

SUSTAINABILITY AND CURRENT SUSTAINABILITY PRACTICES

When thinking about sustainability in Wells, what are your key concerns? (1 response)

- **Lack of control** to **achieve sustainable outcomes** and retain community through addition of big industry

Do you have any comments about the District's current environmental, social or economic sustainability practices? (3 responses)

- Access to essential services, like **healthcare** and **transportation**
- Increasing **sustainable energy self-sufficiency**



COMMUNITY OPEN HOUSE

OTHER COMMENTS

Is there anything else you want to share about sustainability in wells? (2 responses)

- Better **feedback mechanisms** to engage community



CONCLUSION

This what we heard report communicates the findings from all engagement activities completed for the Wells ICSP to date. This report has been consolidated for grant reporting purposes to summarize activities completed to the end of 2024. However, future engagement is planned for 2025 to complete the project and to finalize the actions and implementation portions of the plan. Future engagement activities include:

1. Council presentations
2. Workshop 3: Action Development (Staff and Advisory Committee sessions)



APPENDIX A: WORKSHOP 1: VISION STATEMENT AND FOCUS AREAS VERBATIM COMMENTS

VISION

	Committee Meeting	Council and Staff Meeting
	February 9, 2024	February 12, 2024
Climate and Environment	<ul style="list-style-type: none"> - Environmental stewardship and responsible resource management - Climate Change Resilience - Natural Environment Security (wildfire/flooding etc. mitigations) - Sustainable Growth - Healthy Community - Nature on the doorstep - Dark Sky Town - There is bird and other wildlife health. They are seen around town. 	<ul style="list-style-type: none"> - de-contaminations + protection of water resources - Natural Environment and Climate Change Resilience - Leading edge of taking care of the environment - Environmental stewardship practiced
Community Pride & Social Sustainability	<ul style="list-style-type: none"> - Preserve wells and historical heritage while embracing innovation and sustainable practices - A get away destination (slow down, in a small town with easy access to nature) - Meaningful community engagement - Balance of Historic and Modern Character - Best small community in Canada on every level - Inclusive Growth and Community Empowerment - Inclusive - All ages. - Community Engagement - Community (Diverse Social Interaction) - Build from OCP Vision 	<ul style="list-style-type: none"> - Natural beauty is maintained (and enhanced) - Balance of Historic and Modern - Quality of living values including peaceful environment. - Quality of living values including peaceful environment. - Continue to filter all District & governance decisions through a lens that includes art and creativity. - Maintain our reputation as charming, quiet and creative. - All walk of life and living included in the planning. - Community (Social interaction) - Community Involvement - A community for all ages and seasons. - Friendly small town appeal is maintained
Economic Development (including Tourism)	<ul style="list-style-type: none"> - Economic Diversity - Entrepreneurial - Sustainable growth that fits with the culture of Wells - Self sufficient - Solid sustainable local businesses 	<ul style="list-style-type: none"> - Develop more recreational assets and integrate all recreational assets in a cohesive package. - control our natural resources through expanding the community forest. This will expand employment, protect community values in the ICSP.

Committee Meeting	Council and Staff Meeting
<ul style="list-style-type: none"> - affordability - Unique attractions (physical, recreational, scenic) - affordability - Attractive place to live - Attractive place to visit. - Affordable - Economic Sustainability through diversification - Vibrant without a massive, busy vibe. 	<ul style="list-style-type: none"> - have a greater impact on resource extraction, road development and other industrial and recreational developments directly inside our municipal boundaries - Localised Forestry Development - Economic Diversity - Over 20 Significant new Destination Activities for Citizens and Tourists Year-round - Year round destination - Support continued use of older trails and lake use around the Jack of Clubs Lake and it's slopes. - year-round programming - Access to uses of areas outside of the boundaries of Wells. - Range of activities for residents and visitors alike - improve food security by encouraging and facilitating development of agricultural alternatives. (building based agriculture for example.) - sports teams - Maintain our reputation as charming, quiet and creative. - increased year-round food sovereignty - Self sustaining - Safe community both personal safety and safety from disasters etc.
<p>Education, Health and Housing</p> <ul style="list-style-type: none"> - Quality Education - Safe, low crime rate - Supportive Learning Environments - Health and Well being for all - Education 	<ul style="list-style-type: none"> - Affordable housing options, including seniors - Health options available - affordable housing for starters - Affordable housing options, including for seniors - K-12 school - A community where Seniors are valued and there are adequate facilities and care - Holistic planning for a growing population, including planning for unhoused population, untenable costs of living - Do an initial assessment of the areas where Wells falters environmentally

Committee Meeting	Council and Staff Meeting
	<p>and build/offer programs to move everyone to an improved place.</p> <ul style="list-style-type: none"> - Destination high school (under development)
<p>Governance & Infrastructure</p> <ul style="list-style-type: none"> - Indigenous Authentic Partnerships - Collaborative and adaptive governance - Financially stable - Resilient culturally, individually and financially - Inclusive Growth and Community Empowerment - With rapid implementation there is a risk of prioritizing immediate outcomes over long term sustainable goals - That the plan is unique to its socio-economic and environmental context, not a cookie cutter approach - Resilient Infrastructure and Services 	<ul style="list-style-type: none"> - Increased public transit to Quesnel - Reliable and Expandable Transportation and Infrastructure - a mobility accessible community - Low taxes - Economic stability - Financially stable local government - - Affordable community - Indigenous Authentic Partners - Working with First Nations and Forestry and Mining, or tourism attractions. - a community operating in collaboration with Indigenous Nations - increased communication internally in Wells between district, non-profit and tourism operators - Collaborations with Regional and as close as Barkerville Historic Town and Park and Bowron Lake and Troll. - Work hand in hand with First Nations and resources.

FOCUS AREAS

	Committee Meeting February 9, 2024	Council and Staff Meeting February 12, 2024
Housing and Development	<ul style="list-style-type: none"> - Balance of Historic and Modern Character - Sustainable Growth - affordability - Diverse Development - Seasonal Housing - Worker housing - Diverse housing options - Successful Destination School - Support for vulnerable population - Balance of preservation with development 	<ul style="list-style-type: none"> - Diverse Development Opportunities - Vacant property tax to incentivize more rentals - Transfer of Crown Lots to District of Wells - Develop low cost / senior / summer housing. - incentive for small business growth - Rental & Owning options - low income housing - Develop low cost / senior / summer housing.
Environment	<ul style="list-style-type: none"> - Natural Environment Security (wildfire/flooding etc. mitigations) - Climate Change Resilience - Dark sky views at night - Peaceful, quiet. - Environmental Conservation - Water quality management - Preservation of green spaces - Protection of water sources - sustainable forest ecosystem diversity throughout the area 	<ul style="list-style-type: none"> - Climate Change Resiliency - green spaces - Work with Ministry on cleaning up contamination
Community	<ul style="list-style-type: none"> - Easy access to health (in person and remote) - Community Engagement and Participation - Community Engagement - The Arts are healthy and are a part of Wells destination reputation - (continued) Respect for each other and their interests - Education - Arts and culture. - Environmental protection and stewardship - Recreation opportunities - social sustainability and community well-being. - Cooperation across interests. - Mental health support - Community Safety and Security - Community Forest: Social and educational - Recreational use of the Community Forest 	<ul style="list-style-type: none"> - More access to health services - increased mental health supports - Develop and support the destination high school, keeping a focus on the elementary as well. - Inclusive activities - Gathering places

	Committee Meeting	Council and Staff Meeting
	<ul style="list-style-type: none"> - Accessible physically and emotionally - Cross pollination between 'groups' 	
Economy	<ul style="list-style-type: none"> - There is work fro locals across many diferernt types of work - Economic Diversity - Educational oportunities and workforce development - Accessible Entrepreneurship - Economic Sustainability and Diversification, focus on diversifying the local economy to reduce dependancy on single industry - Arts and culture. - Extensive Destination Development - (like having 10 different activities) - Local economic Development - Remote workers - Investment In Infrastructure - Business use of the Community Forest 	<ul style="list-style-type: none"> - Diversified Economy - Developpe and support the destination high school, keeping a focus on the elementary as well. - Year round jobs - Preserve present quiet "end-of-the-road" nature of Wells as springboard to arts and recreational growth / experiences as a desirable and unique experience.
Transportation and Infrastructure	<ul style="list-style-type: none"> - Walkable - Bike friendly - Trails Network Connectivity - Access to Quesnel - Expanded and Improved Infrastructure - emphasize sustainable road transportation links 	<ul style="list-style-type: none"> - Year Round Evacuation Routes - alternative fuel opertions (electrics) reflecting changes in driving population - Easier access to grocery stores - nfrastructure and Transportation could be combined in one Focus Area - we now have a Manager of Facilities, Lands and Infrastructure, so perhaps that could be the heading.
Other	<ul style="list-style-type: none"> - Long term vision and short term goals - Ensure that there are tangible short term wins for maintaining community support and momentum - Indigenous Reconciliation and Partnerhips - Resiliency - Increasing & sustainable food production - Increasing & sustainable energy self-sufficiency - More developed emergency routes 	<ul style="list-style-type: none"> - Indigenous Partnerships & Reconciliation - Reliable and Expandable Infrastructure - Transfer of Crown Lots to District of Wells, Lhtako Dene Nation and Other Partners - activities...that take advantage of our natural environment and creative organizations/citizenry (to that effect). - Robust Destination Activites for Citizens and Tourists - disaster planning

APPENDIX B: BEST PRACTICE REVIEW MEMO

DRAFT

FOCUS AREAS

Indigenous
Reconciliation

Housing and
Development

Environment
and Climate

Community

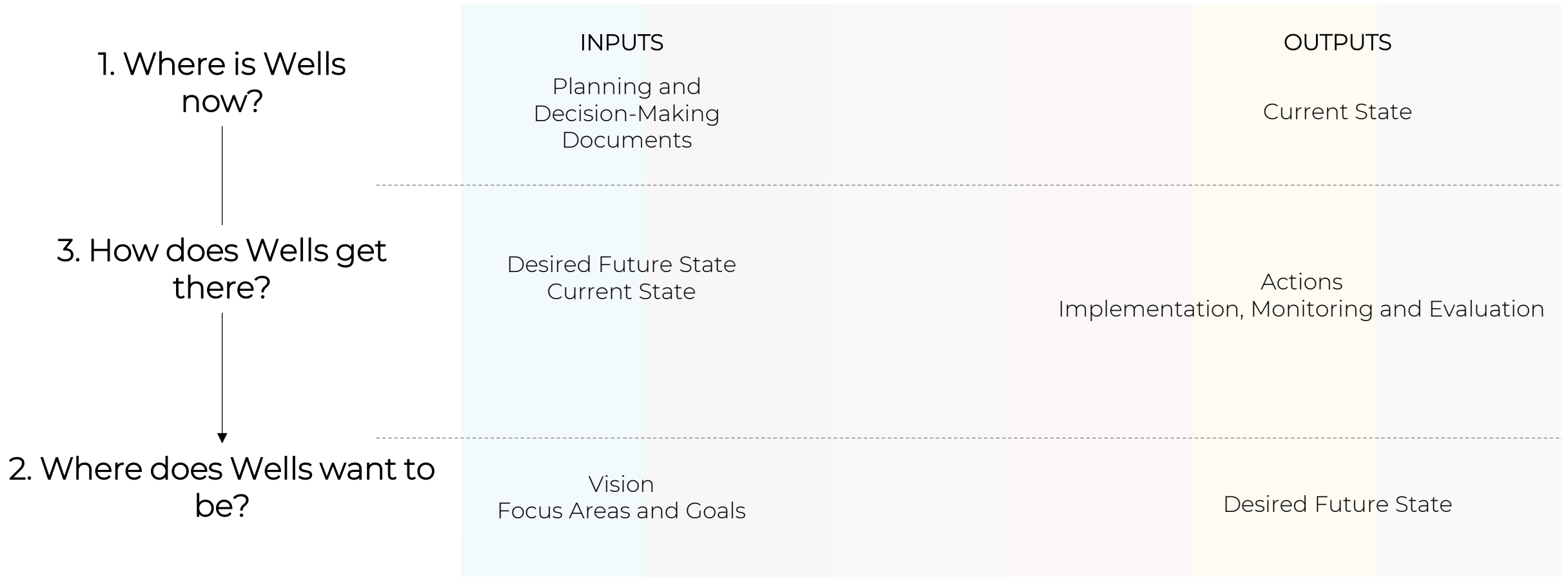
Economy and
Financial
Sustainability

Infrastructure
and
Transportation



URBAN
SYSTEMS

GAP ANALYSIS



GAP ANALYSIS APPROACH

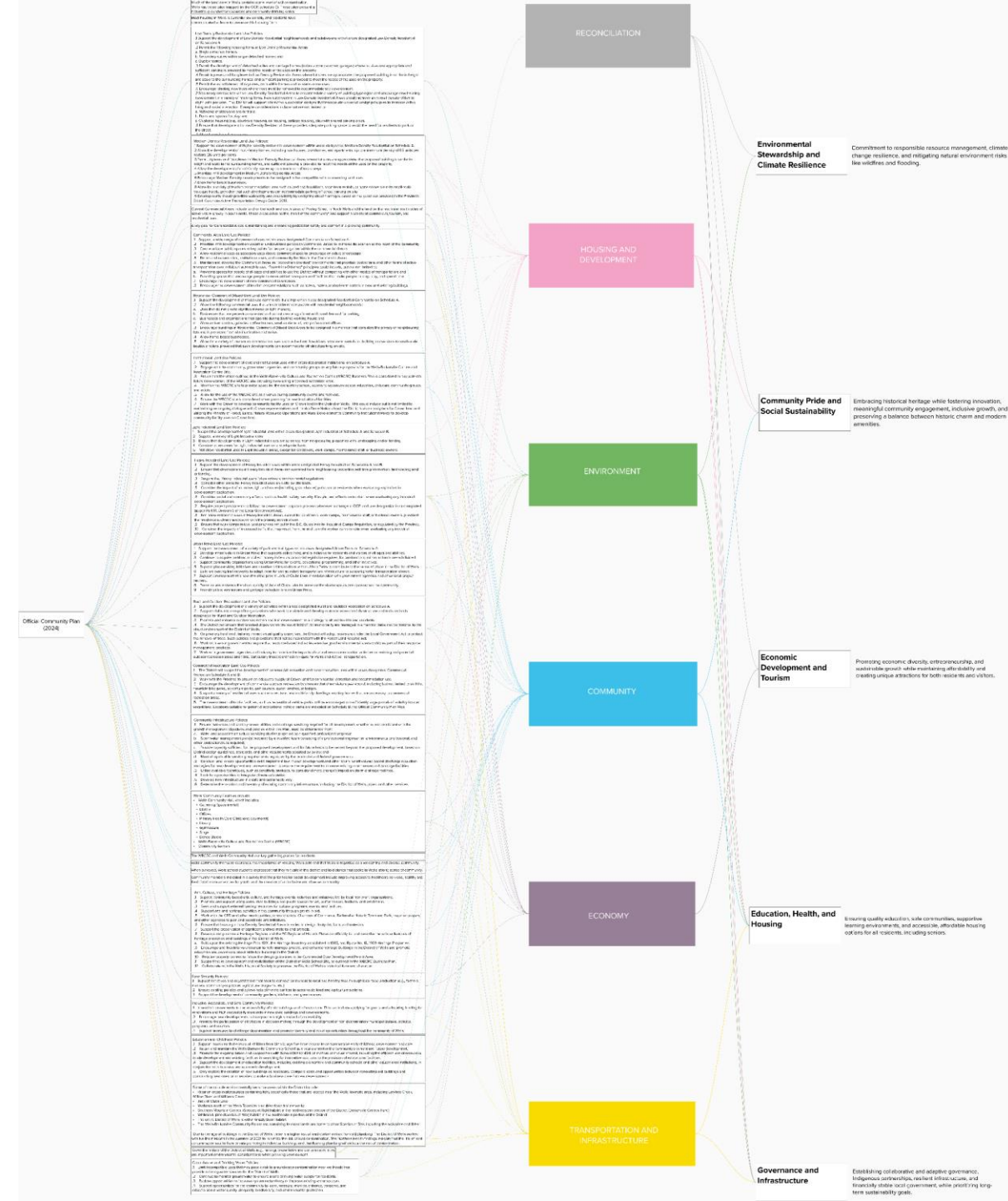
4 Vision components

6 Focus areas

11 Planning and decision-making documents

~150 Connected elements

Portion of Gap Analysis process



WHAT WE NOTICED

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2. Benefit of broadening and formalizing connections
3. Finding opportunities to work together

WHAT WE NOTICED

1. Support for a mix of housing types and increased residential density
2. Concerns about vacant homes, lack of rental housing (for seasonal workers), and housing stock for sale

WHAT WE NOTICED

1. High value placed on natural spaces for visitors and residents and on quiet living
2. Awareness of vulnerabilities and opportunities
3. Potential benefit of a Climate Action Plan

WHAT WE NOTICED

1. Current efforts to balance preserving the past and looking to the future; preserving culture with encouraging growth
2. Strong arts and culture community
3. Tension with new industry
4. Strong sense of safety, with an opportunity to increase emotional and psychological supports

WHAT WE NOTICED

1. Importance of tourism, however tourism levels can be volatile and are not monitored consistently
2. Potential projects and developments may impact Wells' economy:
 - Changes in population
 - Impacts on availability and affordability of resources
 - Housing needs and costs
3. Relative to Cariboo Region and Province:
 - High unemployment rates
 - Lower median household income
4. Efforts have been made to enable economic diversity (e.g., improved internet access, work-from-home employment types)

WHAT WE NOTICED

1. Awareness of vulnerabilities (e.g., emergency routes, stormwater drainage and flooding)
2. Recent improvements targeted at both residential and commercial areas for both pedestrians and vehicle users
3. Potential benefit of an Active Transportation Plan and infrastructure



Gap Analysis Summary

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through the lens of the six focus areas and their associated goals:

1. Indigenous Reconciliation
2. Housing and Development
3. Environment and Climate
4. Community
5. Economy and Financial Sustainability
6. Transportation and Infrastructure

The following is a summary of what we noticed about Wells’ current state in relation to the goals across six ICSP focus areas.



Contents

Indigenous Reconciliation	2
Housing and Development	2
Environment and Climate	3
Community.....	4
Economy and Financial Sustainability.....	5
Infrastructure and Transportation	6

Indigenous Reconciliation

Category	Details	What We Noticed
Indigenous Reconciliation and Partnerships	Foster partnerships with Indigenous communities and prioritize reconciliation efforts.	<ul style="list-style-type: none"> • Strong awareness of benefits of partnerships with Southern Dakeh and Northern Shuswap Nations • Benefit of broadening and formalizing connections • Finding opportunities to work together

Housing and Development

Category	Details	What We Noticed
Balance Historic and Modern Character	Ensuring development respects the area's history while embracing modern needs.	<ul style="list-style-type: none"> • Several policies and planning objectives support this goal
Sustainable Growth	Encouraging development that meets present needs without compromising future generations.	<ul style="list-style-type: none"> • Growth management policies encourage and support growth through incentives, investment, and partnerships • Awareness of risks (e.g., contaminated sites, hazards, climate change)
Affordability	Making housing options accessible to all income levels, including utilizing policy tools like vacant property taxes to encourage rental availability.	<ul style="list-style-type: none"> • There is support for a mix of housing types housing (e.g., non-market, affordable, and/or rental housing) and increased residential density



		<ul style="list-style-type: none"> • There are concerns about lack of rental housing, housing for seasonal workers, and housing stock for sale.
Diverse Development and Housing Options	Creating a variety of housing types to accommodate different demographics and needs.	<ul style="list-style-type: none"> • There is support for a mix of housing types housing (e.g., non-market, affordable, and/or rental housing) and increased residential density
Support for Vulnerable Populations	Providing housing and services for low-income, senior, and seasonal workers.	<ul style="list-style-type: none"> • There are concerns about homes being vacant for large portions of the year, lack of housing for seniors and people with disabilities, and the impact of work camps on the community.

Environment and Climate

Category	Details	What We Noticed
Environmental conservation	Protect natural resources and biodiversity, including water sources and green spaces.	<ul style="list-style-type: none"> • High value placed on natural spaces for visitors and residents • Policies aimed at protecting natural environment and biodiversity • Remediation policies • Acknowledgement of the importance of partnering on environmental conservation and development community awareness of and engagement with the topic
Climate change mitigation	Identify opportunities to reduce corporate and community greenhouse gas emissions.	<ul style="list-style-type: none"> • Potential benefit of a Climate Action Plan
Climate change adaptation	Implement strategies to adapt to the effects of climate change, including preparing for wildfires, flooding, and other extreme events.	<ul style="list-style-type: none"> • Awareness of vulnerabilities and opportunities



		<ul style="list-style-type: none"> • Potential benefit of a Climate Action Plan
Water quality management	Maintain high standards of water quality through effective management practices.	<ul style="list-style-type: none"> • Awareness of vulnerabilities and opportunities
Peaceful and quiet environment	Promote tranquility and reduce noise and light pollution, including ensuring minimal light pollution for clear night skies.	<ul style="list-style-type: none"> • Noise and nuisance abatement policies support this goal

Community

Category	Details	What We Noticed
Well-being and Engagement	Prioritize community engagement and participation in decision-making processes. Foster respect for diverse interests and promote inclusive activities.	<ul style="list-style-type: none"> • Supported by policy • Efforts to challenge discrimination and promote diversity and equal opportunities
Health and Well-being	Ensure easy access to both physical and mental health services, including virtual options. Increase mental health support and promote overall well-being.	<ul style="list-style-type: none"> • Value of time outside • Primary Health Care Clinic operates one day per month from the Wells Community hall • Initiative to build community awareness and engagement regarding hazards • Opportunity to increase mental health support services
Sustainable Food Production	Promote and increase sustainable food production within the community.	<ul style="list-style-type: none"> • Opportunity to implement food sustainability initiatives
Culture and Arts	Support the development of arts and cultural initiatives to enrich the community and attract visitors.	<ul style="list-style-type: none"> • Current efforts to balance preserving the past and looking to the future; preserving culture with encouraging growth • Strong arts and culture community
Community Feel	Maintain the sense of community as the community grows and changes.	<ul style="list-style-type: none"> • Tension with new industry • Potential projects and developments may impact Wells' community (e.g., population growth, changing demographics)



Educational Support	Support the delivery of quality primary and secondary educational opportunities.	<ul style="list-style-type: none"> • Provision of educational support is tied to the Wells-Barkerville Culture and Recreation Center • “Quality” means things such as: in Wells, integrated with arts initiatives, safety for students, working with School District #28 • Educational facilities to be developed in conjunction with business and economic development
Safety and Security	Prioritize community safety and security to create accessible and emotionally supportive environments. Foster cooperation across various interests for the overall benefit of the community.	<ul style="list-style-type: none"> • Wells feels like a safe place for community members • Promoting of community awareness of and engagement in risk management (e.g., FireSmart) • Challenging discrimination and promoting diversity and equal opportunities • Opportunity to increase emotional/psychological supports

Economy and Financial Sustainability

Category	Details	What We Noticed
Economic Diversity	Promote various types of employment opportunities for locals, including entrepreneurship and remote work, to reduce reliance on a single industry and ensure long-term viability.	<ul style="list-style-type: none"> • Effort made to enable economic diversity (e.g., improved internet access, work-from-home employment types) • Collaborative approach (working with other levels of government, Indigenous governments, etc.) • Promoting range of tourist opportunities
Workforce Development	Enhance educational opportunities and training programs to support the workforce.	<ul style="list-style-type: none"> •



Robust Destination Activities	Develop destination activities for both citizens and tourists to enhance community engagement and tourism.	<ul style="list-style-type: none"> Importance of tourism, however tourism levels can be volatile and are not monitored consistently
Promote Small Business Growth	Offering incentives for the growth of small businesses.	<ul style="list-style-type: none"> Opportunity to develop incentives targeted specifically at small businesses
Utilization of Natural Environment	Encourage activities that utilize the natural environment and foster creativity within the community.	<ul style="list-style-type: none"> Emphasis on outdoor recreation and trails Wells Community Forest initiatives are an important part of this Strong environmental protection policies
Affordability	Maintain affordability of life in Wells.	<ul style="list-style-type: none"> Potential projects and developments may impact Wells' economy through housing needs and costs and availability and affordability of resources Relative to Cariboo Region and Province, Wells has high unemployment rates and lower median household income

Infrastructure and Transportation

Category	Details	What We Noticed
Access to Essential Services	Easier access to grocery stores and other essential amenities to enhance quality of life for residents.	<ul style="list-style-type: none"> Recent improvements targeted at both residential and commercial areas
Infrastructure Investment	Invest in infrastructure to support economic growth and enhance safety and quality of life.	<ul style="list-style-type: none"> Awareness of concerns (e.g., stormwater drainage and flooding)
Regional Transportation	Improved public transportation options to nearby communities.	<ul style="list-style-type: none"> Opportunity to expand transportation policies beyond the District to neighbouring communities



Trail Network Enhancement	Improve connectivity of trails for pedestrians and cyclists to encourage active transportation and recreation.	<ul style="list-style-type: none"> Trail network improvements aimed at facilitating safe pedestrian routes and ease for tourists exploring the community. Volunteers and organizations help maintain trail networks.
Electric Vehicle Integration	Promote alternative fuel operations, particularly electric vehicles, to align with changing trends in transportation and reduce environmental impact.	<ul style="list-style-type: none"> Opportunity to strengthen transportation-specific climate mitigation efforts (related to EV adoption)
Sustainable Energy Self-Sufficiency	Work towards increasing the community's energy self-sufficiency through sustainable means.	<ul style="list-style-type: none"> General support for energy efficiency initiatives Opportunity to define community energy goals and implement actions
Emergency Route Development	Improve emergency routes for enhanced disaster preparedness and response.	<ul style="list-style-type: none"> Awareness of concerns (e.g., limited emergency routes)
Transportation Options		<ul style="list-style-type: none"> Potential benefit of an Active Transportation Plan and infrastructure

APPENDIX C: GAP ANALYSIS MEMO

DRAFT

FOCUS AREAS

Indigenous
Reconciliation

Housing and
Development

Environment
and Climate

Community

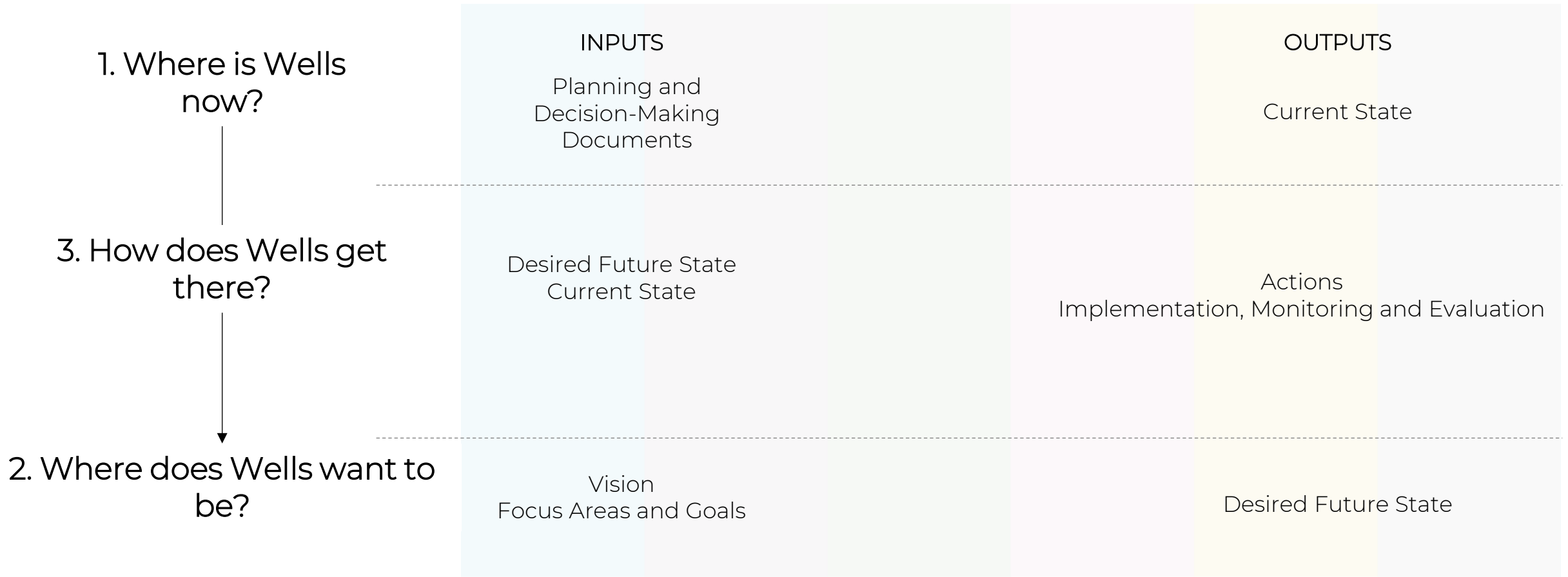
Economy and
Financial
Sustainability

Infrastructure
and
Transportation



URBAN
SYSTEMS

GAP ANALYSIS



GAP ANALYSIS APPROACH

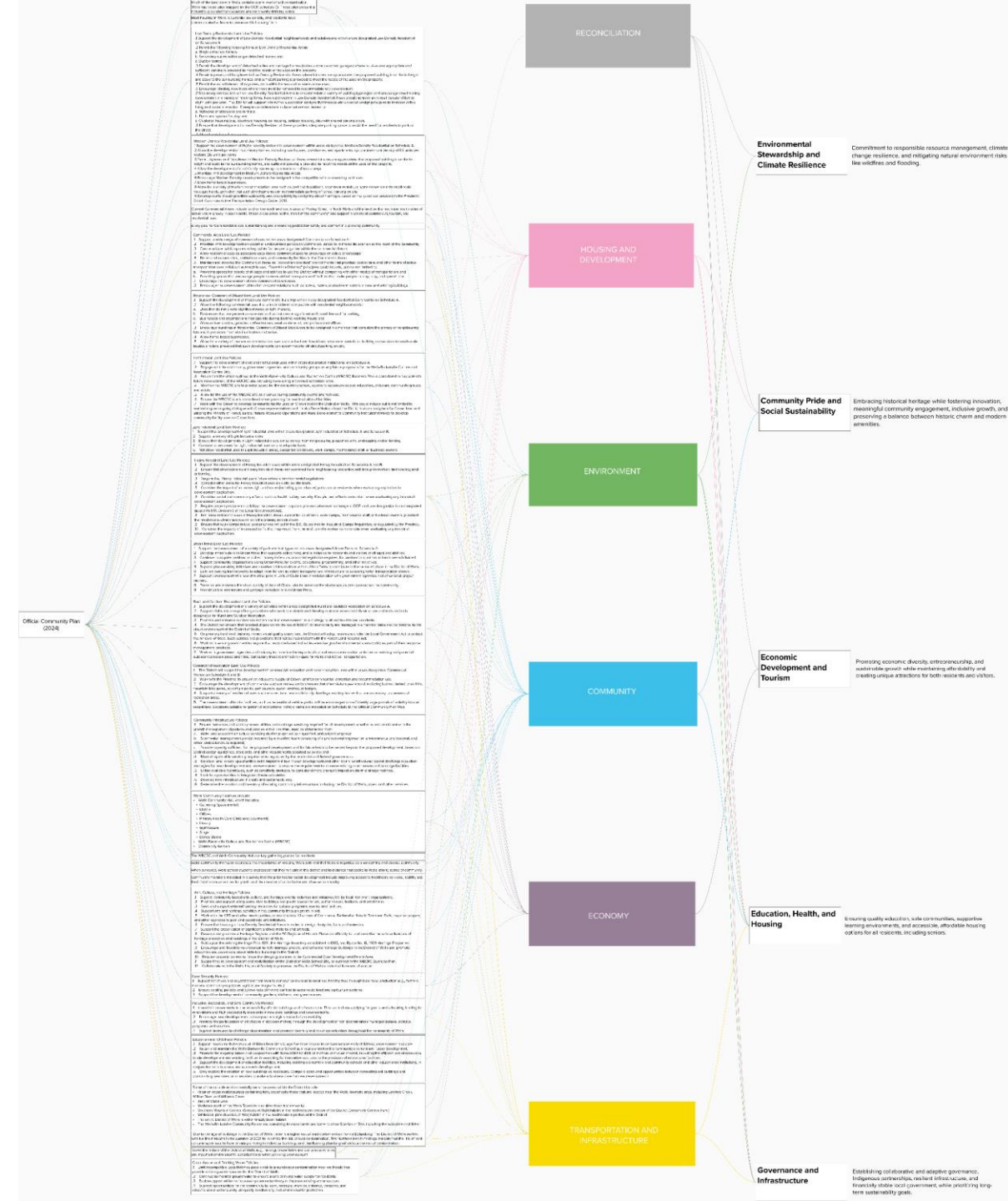
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