



<p><b>A.</b></p>	<p><b><u>CALL TO ORDER</u></b></p> <p>Mayor to call the regular meeting to order at 7:00 PM</p> <p>Acknowledgement that this meeting is being held on the Traditional Territory of the Secwepemc People.</p> <p>As per Ministerial Order from the Minister of Public Safety and Solicitor General</p> <p>That members of the public are not permitted to physically attend the June 8th, 2021 meeting of the District of 100 Mile House due to the COVID-19 pandemic. As per Ministerial Order from the Minister of Public Safety and Solicitor General the District cannot, at this time, ensure the safety of staff, Council members, and members of the public in such circumstances. Despite this, for the purposes of Division 3 of Part 4 of the Community Charter, the meeting is not to be considered closed to the public.</p> <p>Openness, transparency, accessibility, and accountability, in respect of this meeting, will be achieved by the open publishing of the minutes.</p>
<p><b>B.</b></p>	<p><b><u>APPROVAL OF AGENDA:</u></b></p>
	<p><b>B1</b></p> <p><b>BE IT RESOLVED THAT</b> the June 8<sup>th</sup>, 2021 Regular Council agenda <u>be approved.</u></p>
<p><b>Annual Report</b></p>	<p>Council to report on activities for the year ended December 31, 2020 and invite input from the general public pertaining to the content of the 2020 Annual Report.</p> <hr/> <p>BE IT RESOLVED THAT the 2020 Annual Report be approved.</p>

C.	<b><u>INTRODUCTION OF LATE ITEMS AND FROM COMMITTEE OF THE WHOLE:</u></b>
D.	<b><u>DELEGATIONS:</u></b>
E.	<b><u>MINUTES:</u></b>
<b>Court of Revision – May 11<sup>th</sup>, 2021</b>	<b>E1</b> <b>BE IT RESOLVED THAT</b> the minutes of the Court of Revision meeting of May 11 <sup>th</sup> , 2021 <u>be adopted</u> .
<b>Regular Council – May 11<sup>th</sup>, 2021</b>	<b>E2</b> <b>BE IT RESOLVED THAT</b> the minutes of the Regular Council meeting of May 11 <sup>th</sup> , 2021 <u>be adopted</u> .
F.	<b><u>UNFINISHED BUSINESS:</u></b>
G.	<b><u>MAYOR’S REPORT:</u></b>
H.	<b><u>CORRESPONDENCE:</u></b>
<b>Commissionaires Report – May 2021</b>	<b>H1</b> <b>BE IT RESOLVED THAT</b> the By-Law Officer report for the period of May 1 <sup>st</sup> to 31 <sup>st</sup> 2021 <u>be received</u> .
<b>PSO Graduation Parade Route</b>	<b>H2</b> <b>BE IT RESOLVED THAT</b> the Council of the District of 100 Mile House approve the PSO graduation promenade route through Centennial Park and the downtown core of 100 Mile House on Saturday, June 19 <sup>th</sup> , 2021 between 11:00am and 4:00 pm, and further;  <b>BE IT RESOLVED THAT</b> the PSO Grad Committee be directed to work closely with District of 100 Mile House Community Services Dept to coordinate the event.

I.	<b><u>STAFF REPORTS:</u></b>
<b>Economic Development Strategy 2021 and Beyond</b>	<p><b>I1</b></p> <p><b>BE IT RESOLVED THAT</b> Council of the District of 100 Mile House receive the Economic Development Strategy 2021 and Beyond; and further</p> <p><b>BE IT RESOLVED THAT</b> Council of the District of 100 Mile House endorse the Economic Development Strategy 2021 and Beyond.</p>
<b>Board of Variance Appointments</b>	<p><b>I2</b></p> <p><b>BE IT RESOLVED THAT</b> Ron Graves, Mel Torgerson and Josh Dickerson be appointed to the Board of Variance for a three year term expiring July 21st, 2024.</p>
<b>Hun City Mountain Bike Club – Trail Improvements</b>	<p><b>I3</b></p> <p><b>BE IT RESOLVED THAT</b> memo from Administration regarding a funding request from the Hun City Mountain Bike Club be received; and further,</p> <p><b>BE IT RESOLVED THAT</b> Council of the District of 100 Mile House approve a contribution in the amount of \$5,000 from the community Woodlot Reserve Fund.</p>
J.	<b><u>BYLAWS:</u></b>
<b>Animal Control and Pound Operation Amendment Bylaw #1376-2021</b>	<p><b>J1</b></p> <p>BE IT RESOLVED THAT District of 100 Mile House <b><u>" Animal Control and Pound Operation Amendment Bylaw #1376-2021"</u></b> be adopted this 8<sup>th</sup> day of June 2021</p>
<b>Establishment of Covid-19 Safe Restart Reserve Bylaw No. 1381-2021</b>	<p><b>J2</b></p> <p>BE IT RESOLVED THAT the District of 100 Mile House Establishment of <b><u>"Covid-19 Safe Restart Reserve Bylaw No. 1381-2021"</u></b> be adopted this 8<sup>th</sup> day of June 2021.</p>

K.	<b><u>VOUCHERS</u></b>
<b>Paid Vouchers (May) #25954 to #26088 &amp; EFTs</b>	<b>K1</b> <b>BE IT RESOLVED THAT</b> the paid manual vouchers #25954 to #26088 and EFT's totaling \$ <b>523,343.32</b> <u>be received</u> .
L.	<b><u>OTHER BUSINESS:</u></b>
M.	<b><u>QUESTION PERIOD:</u></b>
N.	<b><u>ADJOURNMENT</u></b> <b>BE IT RESOLVED THAT</b> this June 8 <sup>th</sup> , 2021 meeting of Council be adjourned:            Time:



District Of  
**100 MILE HOUSE**



**2020 Annual Report**  
For Period Ending December 31, 2020

**Incorporated**

July 1965

**District Area**

5308 hectares

**Average Elevation**

929.64 metres

**Population**

1892 (2018)

**Municipal Employees**

16 FTE's

**Surfaced & Gravel Roads**

57 km

**Kilometers of Utilities**

Watermains – 25

Sanitary &amp; Storm - 38

**Utility Connections**

Water – 840

Sanitary – 785

**Water Hydrants**

96

**Value of Building Permits**

\$2,573,166 (2020)

**Business Licenses Issued**

422 (2020)

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**District of 100 Mile House**

385 Birch Ave P.O. Box 340

100 Mile House BC V0K 2E0

250.395.2434

[www.100milehouse.com](http://www.100milehouse.com)

Like

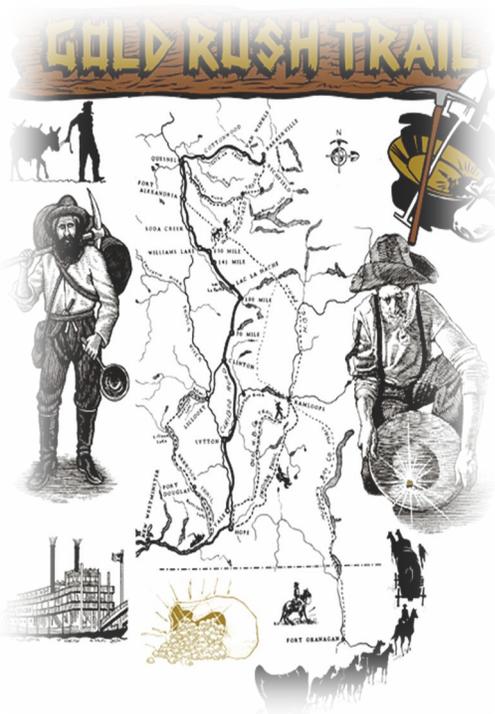
# History of 100 Mile House

The South Cariboo historic roots go to the fur trading days before the gold strike. By 1860, thousands of gold seekers thronged to the Cariboo to seek the precious metal. Between 1862 and 1870, over 100,000 people travelled the Cariboo Wagon road from Lillooet, aiming their way into Cariboo country.

Throughout this gold fever, certain roadhouses, because of their favorable locations along the Cariboo Wagon Road from Lillooet to Soda Creek, grew to be supply points for the gold seekers and the surrounding district, 100 Mile House, South Cariboo's dominant community, was originally one of these stopping points along the gold rush trail. 100 Mile House was so named because it was located 100 Miles from Lillooet (Mile 0) of the Cariboo Wagon Road. As the gold rush subsided, ranchers began to settle in surrounding areas.

The District of 100 Mile House is worldly recognized as the *"Handcrafted Log Home Capital of North America"* and has a population of approximately 1900. 100 Mile House is the commercial hub of the South Cariboo and the main service centre for many outlying communities. The service area has a population roughly ten times the size of the District. It includes the communities of Lac La Hache, Forest Grove, Lone Butte, Horse Lake, Bridge Lake, 70 Mile House,

Canim Lake and 108 Mile Ranch, and is the largest residential centre between Kamloops and Williams Lake.



100 Mile House is a thriving community with an economy based in forestry, ranching, log home building and tourism. Tourism experiences significant growth each year as travelers from around the world come to 100 Mile House as it is well known for its outdoor recreational activities and friendly atmosphere.



## MISSION STATEMENT

To provide accountable government that ensures fairness, transparency, equality, equal representation, inclusiveness, and collaboration among partners.

To Utilize the Community Charter to provide fair and flexible taxation and service options.



Photo Credit: Tammy Boulanger

## Message from the Mayor



On behalf of Council, I am pleased to present the 2020 Annual Report of the District of 100 Mile House.

With the onset of Covid-19, all of us across this country had to re-think our priorities, be it individuals, businesses, or governments. Our focus almost all of 2020 has been on the safety and well-being of our residents and economic survival as a community.

Although there have been frustrations along the way; I believe we have met our challenges head on. We did not waver in our commitment to our citizens; continuing to deliver the services they expect from us. This is a credit to our staff and our Council for supporting them through a difficult year.

But our District operation is not the true hero here – those accolades belong to our health care workers, first responders, grocery store workers, truck drivers and all others that continue to go to work and make sure we all had food to eat, clothes to wear, gas in our cars, heat in our homes and every other creature comfort we tend to take for granted.

With the help and guidance of our senior governments, the District was able to refocus its financial priorities and minimize expenses wherever possible enabling us to meet the increased costs of COVID-19 related expenses. We also had to recognize significant revenue losses across the board in our operations. One example that jumped out at us early on with the onset of COVID-19 was the swift drop in our return on investments – which still has not recovered. We project a return-on-investment loss of \$150,000 +/- for 2020. This is just one instance of a number of revenue shortfalls being experienced by the District.

On a positive note, we were very fortunate to see the senior governments step up to assist local municipal governments across the province and I believe across Canada with the Safe COVID-19

Restart Grants – we view this as a financial life saver. It will turn a negative financial outlook into a more positive outcome at year end. We are extremely grateful for this infusion of cash to the District.

Going forward we anticipate 2021 will be an equally challenging year for all of us. However, with the roll out of vaccines and continued due diligence by all our citizens the outlook for the fall of 2021 is encouraging.

Now is the time to pull together and collectively, we'll get through this.

Our commitment to you, our residents and businesses is unwavering – we will continue to strive to exceed your expectations and build a great future for 100 Mile House – a community we all can be proud of.

## 2020 Achievements

- Completed various paving projects within the District (\$365,000)
- Utility system upgrades various locations (\$250,000)
- New Water Plant & service improvements project completed (\$6,700,000)
- Fleet/Equipment Upgrades – Sweeper & Rescue Unit (\$740,000)

Along with our elected Council in October of 2018; we have established four pillars to guide us going forward for the term of office to which we have been elected.

### **Maintain Strong Financial Stewardship**

- ✓ Balanced Budgets
- ✓ Retire long-term debt (accomplished in July 2019)
- ✓ Continue to build reserve funds – support our “pay as we go” philosophy
- ✓ Maintain competitive tax rates

### **Infrastructure Upgrades and Development**

- ✓ Continue replacement of water/sewer systems
- ✓ Horse Lake Road Bridge Replacement
- ✓ Continue upgrade/replacement of municipal equipment
- ✓ Replace aging Emergency Services Equipment
- ✓ Support the development of new and improved recreation facilities

### **Staff Development & Succession Planning**

- ✓ Continue to develop staff throughout organization
- ✓ Plan for retirement of senior staff members in 2020/21
- ✓ Identify long term staffing needs and recruit to fill long term needs

## Planning & Economic Development

- ✓ Support affordable Housing initiatives – connect developers & investors
- ✓ Support transportation initiatives both locally and regionally
- ✓ Review Trade School concept
- ✓ Emphasis on business and resident attraction
- ✓ Continue upgrades to Valley Room & Marten Exeter Hall
- ✓ Strong effort towards relationship building & strategic partnerships



Photo Credit: Colleen Bond

## Mayor and Council

Council is a legislative body that represents the citizens of 100 Mile House, elected to provide leadership and establish policies and priorities for the District of 100 Mile House municipal government. Council reviews and establishes budget levels for civic operations and capital expenditures.

The Mayor and Council of the District of 100 Mile House were each elected for a four-year term in October 2018. The next municipal election will take place in 2022. Each member of Council represents the District at large and is appointed to both District and Regional committees.

Council meetings are held on the second Tuesday of each month. Council and Committee meetings are open to the public. Agendas are available at the Municipal Office or on the District's website [www.100milehouse.com](http://www.100milehouse.com). In-Camera meetings are held as per section 90 of the *Community Charter* where necessary.



*Left to right: Councilor Ralph Fossum, Councilor Chris Pettman, Mayor Mitch Campsall, Councilor Maureen Pinkney, Councilor Dave Mingo.*

## Council Biographies



### Mayor Mitch Campsall

Mayor Campsall was elected to Council from 1996 -2005. He was then elected as Mayor in 2009 – 2017, then again in 2018.

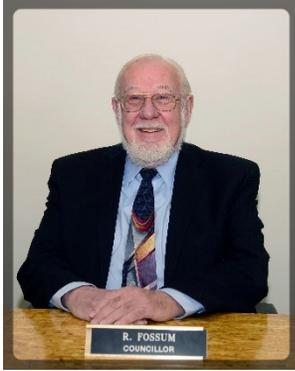
Mitch is involved and supports many aspects of our community. He had spent many years on the Board of the 100 Mile House Lions Club and has participated and supported many other charities and organizations in our community.

Mitch has been a resident and business owner in 100 Mile House for over 35 years and spends as much time as possible with his family, wife Heather, 3 daughters and 3 grandchildren.

Mitch believes in putting the interests of the citizens of 100 Mile House first and he will continue to work hard on economic stability and development. Mitch’s door is always open to the public and community and looks forward to hearing all ideas and exploring community ideas.

### Appointments

- NDI Regional Advisory Committee
- Union BC Municipalities - Small Town Representative
- Cariboo Regional District
- Administration Liaison
- Budget Committee
- Economic Development Committee
- Emergency Executive Committee
- Forest Advisory Committee
- Hospital Liaison
- RCMP Liaison
- Treaty Advisory Committee
- And other community boards as invited.



## **Councilor Ralph Fossum**

Ralph Fossum was elected to Council in 1988 – 1995, 2012 – 2017 and then again in 2018. Councilor Fossum has lived in the 100 Mile House area for over 44 years and since retiring from his career as a notary public and property manager, has been active with tutoring and community events. Ralph loves duplicate bridge and the great outdoors!

### **Appointments**

- Acting Mayor Nov 6/2018 to Nov 30/2019
- South Cariboo Health Foundation Director
- South Cariboo Community Concerts
- Age Friendly Society of the South Cariboo
- Budget Committee
- Chamber of Commerce Representative
- Community Forest Management Committee
- Woodlot Committee



## **Councilor Dave Mingo**

Dave Mingo was elected to Council in 2006 - 2017 and then again in 2018. Dave is passionate about our community and feels this is a wonderful place to call home. Born and raised in Mission BC, Dave arrived in the 100 Mile House area in 1994 with wife Kerri. An avid outdoorsman, Dave enjoys fishing, hunting and motorcycling. He is currently President of the 100 Mile Fly Fishers and an active member/director of the Lone Butte Fish and Wildlife Association and Director at large for the 100 Mile Wranglers.

Dave is a Realtor with RE/MAX.

### **Appointments**

- Acting Mayor Dec 2021 to Nov 30/2022
- Administration Liaison
- Budget Committee
- Community Forest Management Committee
- NDI Regional Advisory Committee
- 100 Mile & District Safety Committee
- Woodlot Committee



## **Councillor Chris Pettman**

Newly elected to Council in 2018, Chris has shown leadership in the community through his volunteerism and various board work. Chris was elected as a Trustee to the School District #27 Board in 2012, has served as Vice President of the South Cariboo Chamber of Commerce and also as a board member of Stemetewuwi Gathering Place Friendship Centre.

Chris earned an MBA with a specialization in Social Enterprise which has become very useful in his career as he is the Executive Director of the Cariboo Family Enrichment Centre; a non-profit social services organization, Chris is a social justice advocate and believes that representation matters. As a member of Cowessess First Nations, Chris is proud to be the first First Nation on the 100 Mile House District Council.

Chris has lived in the Cariboo since 1982, is married and has two wonderful children. In the summer he can be found in his garden tending to the hollyhocks; in the winter inside cheering on the Maple Leafs.

## **Appointments**

- Acting Mayor Dec 2019 to Nov 30/2020
- Budget Committee
- Cariboo Chilcotin Beetle Action Coalition
- Collective Bargaining
- Treaty Advisory Committee



## **Councilor Maureen Pinkney**

Also newly elected to Council in 2018, Maureen brings with her some political experience from her time serving as the Cariboo Regional District Area L Director from 2002-2008, and the CSRD from 2008-2010. Maureen also served as a board member of the Property Assessment Panel from 2008-2010.

As an active volunteer, she serves as Secretary of the 100 Mile House Wranglers, has past experiences with 100 Mile House Rotary Club, RCACC Cadets, 100 Mile House Snowmobile Club, Alternate Justice Program, 100 Mile Legion Bingos, 100 Mile House Chamber of Commerce, 100 Mile Merchants Assoc., Women's Business Assoc. and many more.

Maureen was born and raised in 100 Mile House and is currently living at the 108 Mile Ranch with partner Bill. She enjoys being active, golfing and helping out whenever she can.

## **Appointments**

- Acting Mayor Dec 2020 to Nov 30/2021
- Age Friendly Initiative
- Budget Committee
- Cariboo Regional District
- Hospital Liaison
- Economic Development Liaison



Photo Credit: Darlene Halata

# Organizational Chart

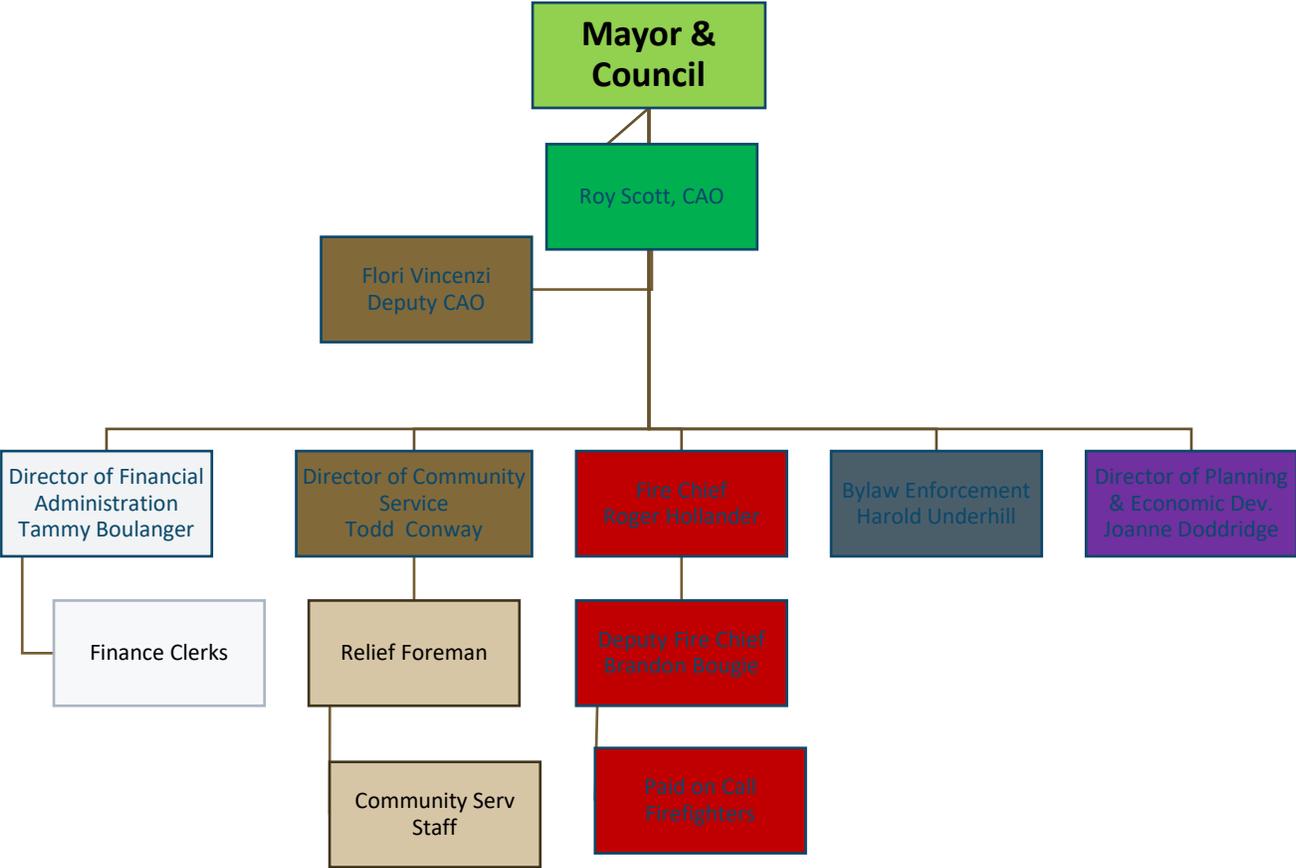




Photo Credit: Solo Productions

## DEPARTMENTAL SERVICES

## Corporate Services



The Chief Administrative Officer (CAO) is statutorily appointed under the *Community Charter* and is responsible for the overall management of District operations and programs providing guidance and direction to Senior Managers.

The CAO assists Council in establishing and implementing policies through municipal staff and ensures that all departments are working towards the same goals and objectives as Council.

This department is responsible for:

- Bylaws, Policies and Procedures
- Council Meeting Agendas & Minutes
- Human Resource Management
- Records & Information Management
- Legal and Administrative Services
- Public Relations

## 2020 Achievements

Corporate Services has been working with staff to encourage and support staff training by developing individual professional development plans to build more capacity within Administrative staff. There is ongoing progress in this area and staff uptake to training has been excellent.

This past year we have successfully transitioned our Director of Finance position – we are very proud of our practice of training and promoting from within the organization. We feel we have become an employer of choice – employees know when they are hired that if they take advantage of training opportunities and are committed, opportunities will open up for them over time.

## Financial Services



**Finance** staff provide accurate and full disclosure on the financial affairs of the District as set out in the *Community Charter* and the *Local Government Act*. This information includes annual municipal reporting forms, operational and capital budgets, setting of annual property tax, water and sewer rates, annual financial statements, long term financial plans, investments, statement of financial information report, etc.

The department develops and implements financial controls which safeguard city assets and prevent fraud and error; coordinates day to day contract administration for unionized workforce; provides information services including both hardware and software; administers insurance and risk management services and payroll. The department is staffed with 2 full time Finance Clerks and the Chief Financial Officer.

With direction and support of Council, the Finance Department strives to build fiscal capacity that supports future equipment and capital projects with a focus on debt avoidance, thus reducing or eliminating any negative impact to rate payers. First and foremost, our priority is to continue contributions to reserves, with a view of reducing our infrastructure deficit.

With the additional challenge of COVID-19 it was essential to keep our staff and residents safe while continuing to provide accessibility to financial services and ensuring essential municipal operations continued seamlessly. Service to our client base remains our number one priority.



## 2020 Achievements

The District of 100 Mile House is proud to report the District is essentially debt free; with one exception being Blackstock Sewer Specified Area debt. This was accomplished with prudent management of operating surpluses over a period of several years. The Department will continue to focus on fiscally responsible decision making, always with an eye on community vision and goals.

## 2021 Future Goals

- ✚ Long term capital budget planning and asset management
- ✚ Continue contributions to reserves
- ✚ Continue with staff development/training
- ✚ Improve Information Technology to support virtual communications

## Key Financial Facts & Statistics

### **Property Taxes**

*Taxed Properties = 1,169  
Municipal Taxes Collected = \$2.7M  
Other Taxes Collected = \$2.1M*

### **Municipal Debt**

*Debt Outstanding Dec.31.2020 =  
\$49,656  
All remaining debt Completed - 2024*

### **Community Investments**

*Invested in New Assets = \$7.8M*

*Customer service is our #1 priority!  
In 2020 the District office  
answered over 6,000 phone calls!*

### Consolidated Revenue by Source

	2020	2019	2018	2017	2016
Property Tax & GIL	\$3,142,830	\$ 3,072,768	\$3,031,606	\$3,026,418	\$2,919,918
Government Transfers	2,079,918	2,583,600	2,983,076	949,376	972,768
Sale of Services	1,404,708	1,474,865	1,718,144	1,462,662	939,362
Other Revenue	267,311	1,668,899	596,030	359,356	379,856
Investment Income	148,669	288,672	241,373	133,990	87,889
Earnings of 100 Mile Dev. Corp.	1,612,428	735,827	26,109	230,578	1,632,434
DCC's	-	-	-	-	-
Gain on Disposal	3,474	1,055	44,453	4,325	7,500
	<b>8,659,338</b>	<b>9,825,686</b>	<b>8,640,791</b>	<b>6,166,705</b>	<b>6,939,727</b>

### Where do your tax dollars go?

*42 % Fund Other Services / 58% Municipal*

*The municipal portion of your taxes fund items like parks & recreation, fire protection, roads, sidewalks, water, sewer, capital projects and much more. The remainder is collected on behalf of the Provincial School & Police Tax, BCAA, MFA, CRD & Hospital District*



### Consolidated Expenses by Category

	2020	2019	2018	2017	2016
General Government	\$ 860,428	\$ 806,355	\$ 886,895	\$ 784,090	\$ 756,838
Protective Services	768,345	774,648	785,443	1,082,179	654,768
Solid Waste Management	108,774	127,164	124,241	120,498	114,222
Public Health	25,592	29,142	37,508	24,565	26,224
Planning & Development	588,555	418,669	473,932	194,649	221,263
Transportation	1,832,776	1,872,890	1,948,396	1,811,839	1,872,960
Parks, Recreation & Culture	166,597	194,629	198,840	184,055	187,808
Water Services	670,647	528,817	500,792	505,527	527,311
Sewer Services	497,664	512,575	393,970	410,325	450,619
Debt Financing*	12,637	1,275,179	81,552	85,514	85,514
Loss from Sale/Write down of TC	19,501	0	57,400	1,337	1,319
	<u>5,551,516</u>	<u>6,540,068</u>	<u>5,488,969</u>	<u>5,204,578</u>	<u>4,898,846</u>

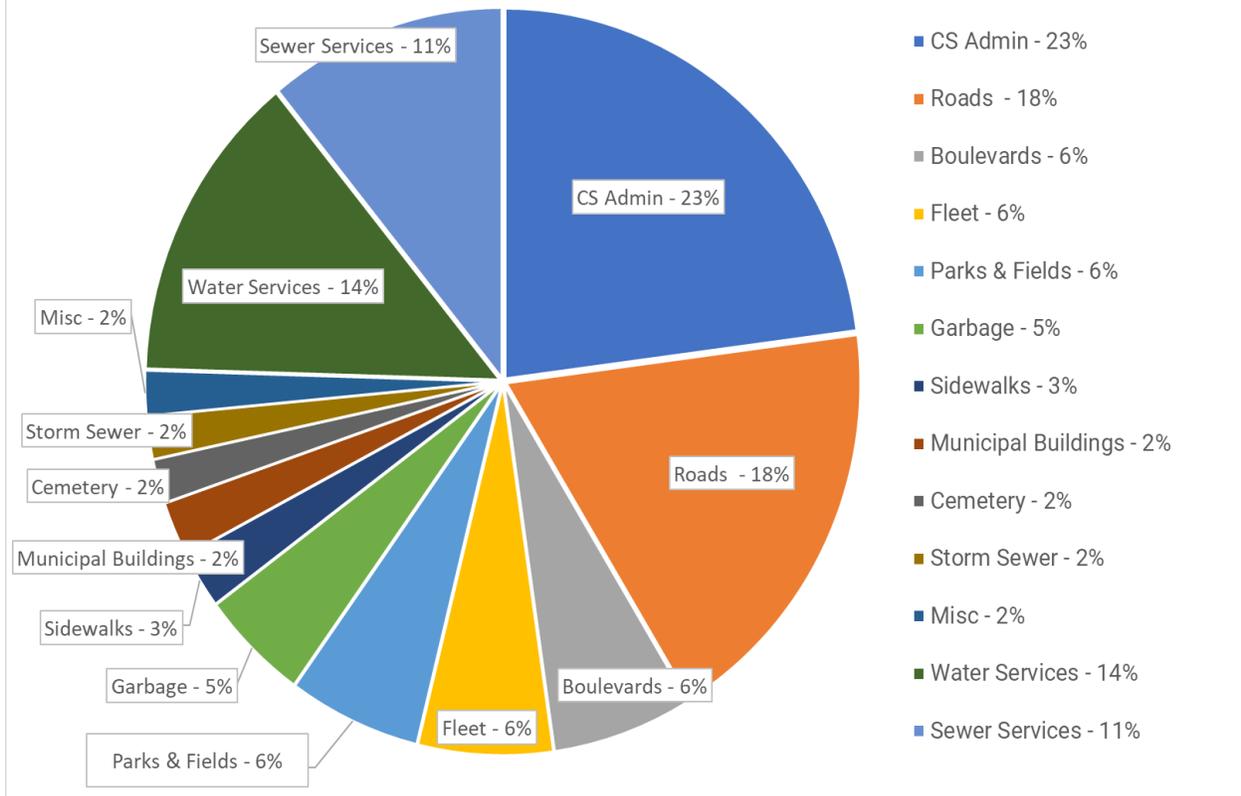
\*2019 - Payout of general municipal debt.



### Cost of Salaries, Wages & Benefits

	2020	2019	2018	2017	2016
Mayor & Council	\$ 54,653	\$ 54,145	\$ 45,160	\$ 46,827	\$ 46,364
Admin, Finance & Planning	658,917	600,126	695,430	570,081	558,578
Community Services	614,728	593,409	620,147	538,604	573,136
Fire-Rescue Admin & Volunteers	341,592	386,451	360,165	351,022	305,713
Sewer Services	88,588	75,106	64,580	84,398	92,057
Water Services	111,108	105,051	106,560	119,801	138,653
	<b>1,869,586</b>	<b>1,814,288</b>	<b>1,892,042</b>	<b>1,710,732</b>	<b>1,714,501</b>

### Community Services & Utilities Wage & Benefit Distribution - 2020



# Planning and Development Services



This department is responsible for the administration of the District’s Official Community Plan, review and approvals of development and subdivision applications, land use planning and economic development .

**Long range planning and sustainability** – Coordination of updates and amendment to the Official Community Plan. Development and implementation of strategies and policies related to climate change adaptation and mitigations, recreation, transportation and trails network planning.

**Land use planning and development applications** – Review of development proposals and processing of applications for development permit, development variance permit, sign permit applications and amendments to the Zoning bylaws.

**Subdivision applications** – As Approving Officer, management of subdivision review process involving fee-simple, bare land strata or strata conversion applications and the administration of subdivision related agreements such as statutory right-of-way, covenants and servicing agreements.

**Economic Development** – The 100 Mile Development Corporation (a subsidiary of the District) serves to promote economic development activity throughout the region. Functions include the operations of the Visitor Information Centre, South Cariboo Marketing Program and the operation of the Lodge/Martin Exeter Hall complex.



Photo Credit: Tammy Boulanger

COVID -19 has sparked for many people, the desire to live and work in a safe environment, where they have a little extra space and some privacy not readily available in the city. This has resulted in more city residents moving to the area, and therefore has increased housing sales and development inquiries. It has also increased housing pressures. The mill closures in 2019 combined with COVID-19 in 2020 have yielded additional funding opportunities, many of which the Planning and Economic Development Department applied for and was successful in securing. This meant that 2020 was a very busy year in terms of project management.

## 2020 Achievements

- ✚ Funding has been confirmed for the updating of investment materials. Project deferred to 2021.
- ✚ Funding has been confirmed for the development of an investment attraction portfolio. Project deferred to 2021.
- ✚ CED Rapid Needs Assessment has been completed – consultant engaged, interviews completed, report drafted and finalized, report presented to Council Nov. 23, 2020 shared with Economic Development Plan consultants for review.
- ✚ The Economic Development Plan is ongoing – project tendered, consultant selected, First Impressions visit and presentation of findings to Council, Public Engagement survey live online.
- ✚ Updating of the District and Visitor Information Centre websites is ongoing – projects tendered, consultants engaged, corporate identity established, design phase complete, development phase and content writing underway.



- ✚ Funding has been confirmed for the Housing Needs Study. Project deferred to 2021.
- ✚ Completed Regional/Sub Regional Labour Market Study in Spring 2020. Provided to Council and CRD Board, Economic Development Practitioners researching and planning for Imagine Cariboo webpage for labour recruitment.
- ✚ Administering interest in BC PNP Entrepreneur Immigration Regional Pilot Project is ongoing – has been paused due to COVID-19 travel restrictions – inquiries compiled, further communication continues with entrepreneurs already referred to the PNP program.
- ✚ Compile research and present Secondary Suite Policy options to Council with full policy development concluding in 2021.

## 2021 Future Goals

- ✚ Update investment materials – engage consultant, investment materials updated.
- ✚ Develop investment attraction portfolio – engage consultant and complete portfolio.
- ✚ Incorporate CED Rapid Needs Assessment recommendations into Economic Development Plan Update, prioritize recommendations, begin implementation of selected priorities.
- ✚ Complete Economic Development Plan-compile survey results, host Economic Development workshop, interview key leaders and sectors, draft EC Dev Plan update, prioritize and commence implementation actions.
- ✚ Complete District and Visitor Centre Website upgrades – content confirmed, website development completed, staff training, beta phase, websites launched.
- ✚ Complete Housing Needs Study-engage consultant, establish Steering Committee, undertake research, interview key housing stakeholders, complete Housing Needs Assessment.
- ✚ Confirm Imagine Cariboo webpage direction, partners, funding, complete content development and photos, market the page to targeted audiences, track webpage metrics.
- ✚ Respond to backlog of inquiries regarding the BC PNP Entrepreneur Immigration Regional Pilot Project. Further progress is pending resumption of international travel and ability to host exploratory visits post COVID-19.
- ✚ Compile research and present Secondary Suite Policy options to Council with full policy development concluding in 2021.

- ✚ Marsh Walk and Beautification Project- trail experience enhancement and outdoor rest area improvements, funding approval in place, select contractors, initiate project activities.
- ✚ Hire Community Transition Assistant-funding identified, prepare and advertise job description, hold interviews, select assistant.
- ✚ Other projects to be initiated pending external funding approvals – Community Kitchen Upgrades and Outdoor Washroom Facility.



Photo Credit: Solo Productions

## Community Services

The role of the department is to ensure that pro-active planning, renewal and maintenance of the District's timely capital works programs that maximize benefits to the community. The department seeks to foster good communications with the community, with a view to working together to achieve the best balance between cost and benefit.

The department is responsible for: Roads, Transportation, Recreation, Cemetery, Airport, Water & Sewer facilities, Vehicle and Equipment fleet and Municipal buildings.

Community Services also oversees road and utility construction and design, transportation planning (including traffic, pedestrian and cycling planning, parking and road construction), utility planning, and environmental programs. The department plays an integral role in the long-term planning of infrastructure design and costing, and managing the District's infrastructure to promote sustainability.

The department is staffed with 7 full time, 2 part time and the Director of Community Services.

## 2020 Achievements

Various paving projects were completed in 2020 as follows:

- ✚ Seventh Avenue – Alpine to end of District Road
- ✚ 1<sup>st</sup> Street – Birch to Cedar
- ✚ 1<sup>st</sup> Street – Cedar to Dogwood
- ✚ Spruce Avenue
- ✚ Eighth Avenue
- ✚ 2<sup>nd</sup> Street
- ✚ 4<sup>th</sup> Street
- ✚ Seventh Avenue



Sani-dump upgrades were completed in 2020



The Spruce watermain was cost shared with the developer as well as the water loop from Heron Ridge to Wrangler way.

A Tree Canada grant was received which allowed for a few new trees to be planted around town.



The Elgin Crosswind Sweeper was replaced in 2020

## 2021 Future Goals

### Cariboo Trail Sidewalk

To create a safe pedestrian link between the large residential neighborhood and the facilities & amenities of the District's downtown core.

### Asphalt Re-Surfacing in various areas within the District

Alley from Burghley to Jens  
Fourth from Birch to Cedar

### Building addition to store equipment

To reduce wear on equipment due to exposure to the elements and to add another level of security.

### Replace John Deere Grader

Unit #326 a 1992 John Deere Grader is nearing the end of its thirty (30) year life cycle. This unit is our snow removal "work horse" and used in summers to grade any remaining gravel areas.

### Wastewater Treatment Facilities Upgrade

In order to increase current efficiency, reliability and useful life of the Wastewater Treatment Facilities, the following upgrades are required:

- Upgrades to the Main Lift Station
- Blower Building upgrades
- Aerated Lagoon Upgrades, sludge removal and disposal
- Replacement of Aerator membranes
- SCADA communication improvements

### Sewer Main Lift Station

The Main Sewer Lift Station located on North Birch by the soccer fields requires pump replacements with the older units being re-built for spares.

### Historian Data Collection Program

A time-series database designed to collect, store, and process data from the SCADA system. The stored data can then be used to display trends on charts, create reports, and perform data analysis.

### ✚ Centennial Park Picnic Shelters (2)

Council committed in having two (2) units built each year over a 3-4year time frame. These are the last 2 units to be built and will be located in the upper play area, close to the spray park to provide shelter to families while they water their children play.

### ✚ Valley Room & Kitchen Upgrades (Depending on Grant Funding Approval)

An update of this facility and the commercial kitchen would provide a modern and functional location for multiple user groups and organizations to host events and provide community service. New flooring & paint throughout, upgrades & replacement of accessible washroom facilities, upgrades & replacement of all commercial kitchen appliances and general code compliance issues to be addressed.



Photo Credit: Bob Wieduwilt



## Fire Services

The Fire Services department has been providing service to 100 Mile House and area since 1956 and is made up of 28 Paid-On-Call members and a career Fire Chief and Deputy Chief.

The department provides the community with fire suppression, rescue services, medical aid and public education. Fire Services also operates the Emergency Services Training Centre providing training opportunities to the entire region. Over the last 5 years the department has responded to an average of 300+ incidents per year ranging from wildland fires, motor vehicle incidents, medical aid, structure fires, gas leaks and fire alarms.

The department actively participates in numerous community organizations such as Safe Ride Home, P.A.R.T.Y Program (Preventing Alcohol and Risk Related Trauma in Youth), Grad Ceremonies, Muscular Dystrophy Boot Drive, School Tours, etc.



## 2020 Achievements

- ✦ Responded to the COVID-19 pandemic. This included participating in the EOC, sourcing out PPE and equipment for the department, and responding to emergency calls for service.
- ✦ Large challenges presented themselves relating to the pandemic in 2020 where new department procedures and duties were established. Some of these challenges included increased disinfecting of the hall and equipment, new PPE equipment, and the continuation of training while remaining safe.
- ✦ Seven (7) additional Firefighters obtained their National Fire Protection Association (NFPA) 1001 certifications in 2020.
- ✦ Two additional members obtained NFPA Fire Officer 1 & 3 certifications respectively,
- ✦ New rescue apparatus was delivered and is in service.
- ✦ Emergency calls for service for the year were 364 (109 fires, 114 MVI's, 105 Medicals and 36 Admin)



## 2021 Future Goals

- ✚ Training is ongoing for 2021 in order to maintain the department's "full service" fire designation as well as other services such as medical, auto extrication, embankment rescue, and public safety programs.
- ✚ Recruitment is also ongoing and will continue in 2021 with the department looking to recruit five new members in spring.
- ✚ Replace small equipment and turn out gear
- ✚ Expand department communications capabilities via placement of repeater station at Begbie Summit.



Photo Credits: Roger Hollander



Photo Credit: James Watrich

## Community Forest

## Community Forest

2020 operations were focused on fuel management activities along the Horse Lake Road ridge corridor. Activities included:

- Development and harvesting of Fuel Break Cutting Permit CP15: north side of Horse Lake Rd. North from the end of Horse Lake Rd to start of the Earl Lake FSR and the area around Horse Lake School – Garrett Road, Katchmar Road and Hwy 24 north of Irish Lake.
- Layout for Manual Fuel Break treatments were completed along Horse Lake Road (CP 10 – Blocks 1,3,4 & 5
- Piling of surface fuels on CP 12 completed
- Burning small piles and debris that wasn't suitable for grinding of parts of CP10 completed.
- CP12 burning small piles along with harvest debris piles and piles tht cannot be accessed for grinding.

## Pile/Debris Burning

- CP15 piling approximately 50% complete in Block 8; completion expected this year. Block 6 will be piled in 2021.
- CP 15 burning will occur in fall of 2021.

## Cost Recovery

The community had strong support from FESBC for the Fuel Management and Fire Mitigation projects completed in 2020 including – prescriptions/layout; incremental harvest costs; debris piling; pulp recovery; debris removal and manual fuel treatments. 100% cost recovery was approved.

**Community Forest  
2020 Revenue/Expense Summary**

<b>Revenues</b>		<b>Expenditures</b>	
<b>Harvesting</b>	<b>\$ 1,785,435</b>	<b>Operating Costs</b>	<b>\$ 623,565</b>
<b>FESBC</b>	<b>491,615</b>	<b>Dividends Paid</b>	<b>1,000,000</b>
	<b>\$ 2,277,050</b>		<b>\$ 1,623,565</b>

1. Periodically, dividends are declared & paid to the District of 100 Mile House Community Forest Reserve Fund. Funds are used to support critical community infrastructure projects.
2. Net revenues/expenditures are held by the 100 Mile Development Corporation as retained earnings for Community Forest operations.
3. Approved FESBC funding is allocated over a three-(3) year horizon and may not reflect actual costs in any given reporting period. This will equalize over the term of the project.



Photo Credit: Tammy Boulanger

# Statistical Data

### 2020 Permissive Tax Exemption

A permissive tax exemption (PTE) is an exemption from the payment of municipal tax which is granted by Council to help support organizations that provide services that are deemed to contribute to the well being of the community. In accordance to the *Community Charter*, the following is a listing of organizations granted a permissive tax exemption in 2019, along with the amount of **municipal taxes** that would have been imposed on the property if it were not considered exempt.

Organization	Property Value	Tax Class	Tax* Exemption
100 Mile House United Church	\$ 151,200	8	\$ 493
Evangelical Free Church of America	255,600	8	833
Christ the King Lutheran Church	116,400	8	379
Bethal Chapel Society	1,982,300	8	6,459
Bethal Chapel Society	37,000	6	297
Fraser Basin Property Society	169,400	8	552
100 Mile House Sikh Society	161,100	8	525
Emissaries Of Divine Light - Lessee	8,631	6	69
Cedar Crest Society for Community Living	254,500	8	829
Nature Trust of BC	193,000	6	1,551
Cedar Crest Society for Community Living	796,700	1	3,027
Cedar Crest Society for Community Living	39,200	6	315
Canadian Red Cross	33,400	6	268
100 Mile House Community Club	67,600	6	543
100 Mile House Community Club	289,000	6	2,322
100 Mile House Nordic Ski Society	152,000	8	495
Cariboo Elders Building & Rec Society	407,500	6	3,274
100 Mile House Snowmobile Club	145,000	8	472
100 Mile House Snowmobile Club	130,400	6	1,048
<b>TOTAL</b>	<b>\$ 5,356,531</b>		<b>\$ 23,483</b>

\*\*This includes statutory component, if applicable\*\*

## Development Cost Charges

New development typically triggers need for expansion of services like roads, sewer, drainage and water systems. The level of investment needed to support new development is significant and one of the mechanisms available to municipalities to help finance this investment is Development Cost Charges (DCCs).

DCCs are monies collected from developers to help offset the costs of the infrastructure investments needed to service new development. They are imposed by bylaw, pursuant to the *Local Government Act*, and provide the Municipality with a way to finance capital investment related specifically to roads, sewers, drainage, water and parks.

In 2020, there were several new lots coming online in one subdivision. Building permit values, while strong, consisted mostly of commercial renovations and new single family home construction, neither of which were subject to DCCs. In the case of single family residential construction, DCCs are paid at the time of subdivision not at the time of building.

In 2020, DCCs were collected for one 31 lot subdivision, 29 of which were subject to DCCs. This resulted in a significant increase in DCCs collected over the previous year, but is applicable to only a single subdivision.

2021 is likely to see single family residential construction of these and other serviced residential lots in the District. As such, this type of construction activity will not yield DCCs. Commercial, industrial and multi-family residential development is expected to be modest; and therefore modest DCCs are anticipated.

The following provides some information about DCC collections and expenditures from 2020 for each of the infrastructure types:

	<u>Sewer</u>	<u>Water</u>	<u>Drainage</u>	<u>Roads</u>	<u>Total</u>
<b>Opening Balances</b>	\$ 130,136	\$ 198,354	\$ 14,183	\$ 46,882	\$ 389,555
<b>Collections</b>	0	5,715	0	29,600	35,315
<b>Interest</b>	1,943	3,003	236	707	5,889
<b>Expenditure</b>	-	-	-	-	-
	<b>\$ 132,079</b>	<b>\$ 207,072</b>	<b>\$ 14,419</b>	<b>\$ 77,189</b>	<b>\$ 430,759</b>
<b>Waivers &amp; Reductions</b>	\$ -	\$ -	\$ -	\$ -	\$ -

**Note:**

Collections are reported net of Waivers & Reductions.

In some instances, a developer will undertake work that would otherwise be done by the Municipality and funded by DCC's. When this occurs, the amount of DCC's related to those works may be forgiven. The amounts forgiven are reported as Waivers & Reductions.

Tammy Boulanger  
Director of Finance



Photo Credit: Flori Vincenzi

# FINANCIAL STATEMENTS

**DISTRICT OF 100 MILE HOUSE**  
**Consolidated Financial Statements**  
**Year Ended December 31, 2020**

**DISTRICT OF 100 MILE HOUSE**  
**Index to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

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## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

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The accompanying consolidated financial statements of the District of 100 Mile House (the "District") are the responsibility of management and have been approved by the Mayor and Council of the District.

The consolidated financial statements have been prepared by management in compliance with legislation, and in accordance with Canadian public sector accounting standards. The significant accounting policies are described in Note 1 to the consolidated financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The District maintains systems of internal accounting and administrative controls, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the District's assets are appropriately accounted for and adequately safeguarded.

The District is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements.

The District of 100 Mile House's Mayor and Council reviews and approves the financial statements. The District's Mayor and Council meets periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities. The Mayor and Council also appoint the engagement of the external auditors.

PMT Chartered Professional Accountants LLP, the auditors appointed by the Council, have reviewed the systems of internal control and examined the financial statements in accordance with Canadian generally accepted auditing standards to enable them to express an independent opinion on the financial statements. Their report accompanies these statements.



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Tammy Boulanger  
Director of Financial Administration



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Mitch Campsall  
Mayor



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## **INDEPENDENT AUDITOR'S REPORT**

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### **To the Mayor and Council of the District of 100 Mile House**

#### *Report on the Consolidated Financial Statements*

##### *Opinion*

We have audited the consolidated financial statements of District of 100 Mile House (the "District"), which comprise the consolidated statement of financial position as at December 31, 2020, and the consolidated statements of financial activities, changes in net financial assets and consolidated statement of cash flow for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the District as at December 31, 2020, and the consolidated results of its operations and consolidated cash flow for the year then ended in accordance with Canadian public sector accounting standards (PSAS).

##### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the District in accordance with ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

##### *Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the District's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the District or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the District's financial reporting process.

*(continues)*



Independent Auditor's Report to the councillors of District of 100 Mile House (continued)

*Auditor's Responsibilities for the Audit of the Consolidated Financial Statements*

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the District to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

100 Mile House, BC  
May 11, 2021

PMT CHARTERED PROFESSIONAL  
ACCOUNTANTS LLP

**DISTRICT OF 100 MILE HOUSE**  
**Consolidated Statement of Financial Position**  
**Year Ended December 31, 2020**

	2020	2019
<b>Financial Assets</b>		
Cash and short term investments <i>(Note 3)</i>	\$ 14,941,418	\$ 13,607,758
Accounts receivable <i>(Note 4)</i>	2,462,236	1,147,163
Investment in 100 Mile Development Corporation <i>(Note 5)</i>	1,156,905	544,477
MFA deposits <i>(Note 7)</i>	8,190	20,941
Other assets	-	8,116
	<u>18,568,749</u>	<u>15,328,455</u>
<b>Financial Liabilities</b>		
Accounts payable and accrued liabilities <i>(Note 8)</i>	597,209	696,700
Deferred revenue <i>(Note 9)</i>	1,939,446	1,435,802
Development cost charges <i>(Note 9)</i>	430,758	389,555
MFA debt reserve <i>(Note 7)</i>	8,190	20,941
Long term debt <i>(Note 10)</i>	49,656	77,230
Other liabilities	752	-
	<u>3,026,011</u>	<u>2,620,228</u>
<b>Net Financial Assets</b>	<u>15,542,738</u>	<u>12,708,227</u>
<b>Non-Financial Assets</b>		
Tangible capital assets <i>(Note 11)</i>	36,033,594	35,763,668
Supply inventory	74,554	75,128
Prepays	47,100	43,141
	<u>36,155,248</u>	<u>35,881,937</u>
	<u>51,697,986</u>	<u>48,590,164</u>
<b>Represented by</b>		
Operating fund <i>(Note 15)</i>	3,658,985	7,179,440
Statutory reserves <i>(Note 15)</i>	12,083,660	11,914,045
Equity in tangible capital assets <i>(Note 16)</i>	35,955,341	29,496,679
<b>Accumulated surplus</b>	<u>\$ 51,697,986</u>	<u>\$ 48,590,164</u>

Contingent liabilities and commitments (Note 18)

**DISTRICT OF 100 MILE HOUSE**  
**Consolidated Statement of Financial Activities**  
**Year Ended December 31, 2020**

	Budget (Unaudited) (Note 21) 2020	2020	2019
<b>Revenue</b>			
Property taxation & grants in lieu (Note 12)	\$ 3,135,200	\$ 3,142,830	\$ 3,072,768
Government transfers (Note 13)	8,142,375	2,079,918	2,583,600
Sale of services (Note 14)	1,087,225	1,404,708	1,474,865
Other revenue	206,955	267,311	1,668,899
Investment income	80,000	148,669	288,672
Earnings of 100 Mile Development Corporation (Note 5)	-	1,612,428	735,827
Development cost charges	4,090	-	-
Gain on disposal of assets	-	3,474	1,055
	<u>12,655,845</u>	<u>8,659,338</u>	<u>9,825,686</u>
<b>Direct costs</b>			
General government	984,215	860,428	806,355
Protective services	859,855	768,345	774,648
Solid waste management and recycling	88,585	108,774	129,164
Public health	31,220	25,592	29,142
Planning and development	563,980	588,555	418,669
Transportation	2,017,315	1,832,776	1,872,890
Parks, recreation and culture	295,670	166,597	194,629
Water services	635,620	670,647	528,817
Sewer services	546,780	497,664	512,575
Debt financing	12,640	12,637	1,275,179
Loss from sale/write down of tangible capital assets	-	19,501	-
	<u>6,035,880</u>	<u>5,551,516</u>	<u>6,542,068</u>
<b>Annual surplus</b>	6,619,965	3,107,822	3,283,618
Accumulated surplus, beginning of year	48,590,164	48,590,164	45,306,546
<b>Accumulated surplus, end of year</b>	<u>\$ 55,210,129</u>	<u>\$ 51,697,986</u>	<u>\$ 48,590,164</u>

The accompanying notes are an integral part of this statement

**DISTRICT OF 100 MILE HOUSE**  
**Consolidated Statement of Changes in Net Financial Assets**  
**Year Ended December 31, 2020**

	Budget (Unaudited) 2020	2020	2019
<b>Annual surplus</b>	\$ -	\$ 3,107,822	\$ 3,283,618
Acquisition of tangible capital assets	-	(7,926,064)	(3,371,108)
Amortization	1,203,415	1,461,608	1,231,439
Loss on disposal of tangible capital assets	-	19,501	-
Gain on disposal of tangible capital assets	-	(3,474)	(1,055)
Proceeds on disposal of tangible capital assets	-	36,842	58,016
	1,203,415	(6,411,587)	(2,082,708)
	1,203,415	(3,303,765)	1,200,910
Acquisition of supply inventory	-	(74,554)	(75,128)
Acquisition of prepaid expenses	-	(47,100)	(43,141)
Consumption of inventories of supplies	-	75,128	73,783
Use of prepaid expenses	-	43,141	41,927
Net change in work-in-progress	-	6,141,661	1,172,165
	-	6,138,276	1,169,606
	1,203,415	2,834,511	2,370,516
Net financial assets, beginning of year	12,708,227	12,708,227	10,337,711
<b>Net financial assets, end of year</b>	\$ 13,911,642	\$ 15,542,738	\$ 12,708,227

The accompanying notes are an integral part of this statement

**DISTRICT OF 100 MILE HOUSE**  
**Consolidated Statement of Cash Flow**  
**Year Ended December 31, 2020**

	2020	2019
<b>Operating activities</b>		
Annual surplus	\$ 3,107,822	\$ 3,283,618
Items not affecting cash:		
Amortization	1,461,608	1,231,439
Gain on disposal of assets	(3,474)	(1,055)
Loss from sale/write down of tangible capital assets	19,501	-
Earnings of 100 Mile Development Corporation	(1,612,428)	(735,827)
	<u>2,973,029</u>	<u>3,778,175</u>
Changes in non-cash working capital:		
Accounts receivable	(1,315,073)	(405,065)
Supply inventory	574	(1,345)
Accounts payable and accrued liabilities	(99,492)	(64,099)
Deferred revenue	544,847	403,891
Prepays	(3,959)	(1,214)
Other liabilities	8,868	(10,040)
	<u>(864,235)</u>	<u>(77,872)</u>
Cash flow from operating activities	<u>2,108,794</u>	<u>3,700,303</u>
<b>Investing and capital activity</b>		
Acquisition of tangible capital assets and work in progress	(1,784,402)	(2,198,941)
Proceeds on disposal of tangible capital assets	36,842	58,016
Dividend paid from 100 Mile Development Corporation	1,000,000	500,000
	<u>(747,560)</u>	<u>(1,640,925)</u>
Cash flow used by investing and capital activity	<u>(747,560)</u>	<u>(1,640,925)</u>
<b>Financing activity</b>		
Debt repayment	(27,574)	(1,319,522)
<b>Increase in cash flow</b>	<u>1,333,660</u>	<u>739,856</u>
Cash - beginning of year	<u>13,607,758</u>	<u>12,867,902</u>
<b>Cash - end of year</b>	<u>\$ 14,941,418</u>	<u>\$ 13,607,758</u>

The accompanying notes are an integral part of this statement

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

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The District of 100 Mile House was incorporated in 1965 and operates under the provision of the *Local Government Act* and the *Community Charter of British Columbia*. The District provides municipal services including administrative, protective, transportation, environmental, recreational, water, sewer, and fiscal management.

**1. Significant Accounting Policies**

The consolidated financial statements of the District have been prepared in accordance with Canadian generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board (PSAB) of Chartered Professional Accountants of Canada. Significant aspects of the accompanying policies adopted by the District are as follows:

a) Reporting Entity

The consolidated financial statements reflect a combination of the assets, liabilities, revenues, expenditures, and changes in fund balances and in financial position of the District's General, Water, Sewer and Reserve Funds. The reporting entity is comprised of all organizations, committees and local boards accountable for the administration of their financial affairs and resources to the District and which are owned or controlled by the District except for the District's government business enterprise, 100 Mile Development Corporation which is accounted for on the modified equity basis of accounting.

The Perpetual Care Fund is excluded from the consolidated financial statements.

b) Basis of Accounting

The District follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

Funds within the consolidated financial statements consist of General, Water, Sewer and Reserve Funds. Transfers between funds are recorded as adjustments to the appropriate fund balance.

The resources and operations of the District have been separated for accounting and financial reporting purposes into eight Funds. Each Fund is treated as a separate centre of operations responsible for the resources or activities allocated to it.

- i. Capital Funds:  
The purpose of the Capital Funds is to reflect capital assets and the related financing and equity therein.
- ii. Operating Funds:  
The purpose of the Operating Funds is to reflect the operating activities, administration, and debt servicing functions of the District.
- iii. Trust and Reserve Funds:  
The purpose of these funds is to hold assets of a trust nature and funds provided to finance future capital expenditures.

The Capital Funds and Operating Funds have been segregated into the functions of sewer, water, and general operations.

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

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**1. Significant Accounting Policies continued**

c) Cash and Short Term Investments

Cash and short term investments consist of cash on hand less outstanding cheques and deposits with a maturity of less than three months at the time of purchase, term deposits with a maturity of less than one year, and investments in the Municipal Finance Authority of British Columbia pooled investments that can be liquidated on demand. When outstanding cheques are in excess of cash on hand, the excess is reported in bank indebtedness.

d) Investment in Government Business Enterprise

The investment in 100 Mile Development Corporation (the "Corporation"), a government business enterprise, is accounted for on a modified equity basis, consistent with Canadian generally accepted accounting principles as recommended by PSAB for investments in Government Business Enterprises. Under the modified equity basis, the Corporation's accounting policies are not adjusted to conform with those of the municipality and inter-organizational transactions and balances are not eliminated. The District recognizes its equity interest in the annual income or loss of the Corporation in its consolidated statement of operations with a corresponding increase or decrease in its investment asset account. Any dividends that the District may receive from the Corporation will be reflected as reductions in the investment asset account.

e) Deferred Revenue

Deferred revenue includes grants, contributions and other amounts received from third parties pursuant to legislation, regulation and agreement which may only be used in certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed, or the tangible capital assets are acquired.

f) Long-Term Debt

Debt charges, including principal, interest, and foreign exchange losses, are charged against current revenue in the periods in which they are paid.

g) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

l. Tangible Capital Assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development, or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight-line basis over their estimated useful lives as set out in the Capital Asset Policy. Estimated useful lives are as follows:

<u>Asset Category</u>	<u>Useful Life Range</u>
Buildings	40 to 75 years
Building Improvements	10 to 40 years
Furniture, Equipment & IT Technology	4 to 20 years
Machinery, Equipment & Vehicles	5 to 20 years
Roads	10 to 100 years
Underground & Other Engineered Structures	10 to 100 years

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

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**1. Significant Accounting Policies continued**

II. Contributions of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and recorded as revenue.

III. Leased Assets

Leased assets which transfer substantially all the benefits and risk incidental to ownership of property, are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are included in expenses as incurred.

IV. Inventories

Inventories are valued at the lower of cost and net realizable value. Cost is determined using average costing.

h) Government Transfers

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made. Transfers received for which expenses are not yet incurred are included in deferred revenue.

i) Investment Income

The District follows the practice of investing individually significant unspent funds within individual funds. Interest earned is allocated on the basis of actual earnings from the specific instruments. Excess funds or temporary borrowings of all functions and capital projects are pooled and interest income or expense is allocated to the individual function on a monthly basis.

j) Management Uncertainty

The preparation of consolidated financial statements in conformity with PSAB requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure on contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenditures during the reporting period. Significant areas requiring use of management estimates relate to valuation of inventory and the collectability of accounts receivable and amortization of capital assets. Actual results could differ from those estimates.

k) Budget Reporting

Unaudited budget figures shown represent the Financial Plan Bylaw adopted by Council on April 21, 2020. These figures do not reflect subsequent amendments made by the Board of Directors to reflect changes in the budget throughout the year.

l) Employee Future Benefits

The cost of multi-employer defined contribution pension plan benefits, such as the Municipal Pension Plan pensions, are the employer's contributions due to the plan in the period.

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

**2. Financial Instruments**

The District is exposed to various risks through the financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the District's risk exposure and concentration as of December 31, 2020.

a) Fair Value

Assets and liabilities designated as available-for-sale include cash, short term deposits and investments are measured in the statement of financial position at fair value where it is practical to determine the fair value. The fair value for accounts receivable, accounts payable and accrued liabilities approximate their carrying value due to the relatively short-term to maturity of these instruments. The carrying value of long-term debt approximates the fair value as the interest at rates consistent with the current rates offered to the District for debt with similar terms.

b) Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the District manages exposure through its normal operating and financing activities. The District is exposed to interest rate risk primarily through its term deposits and long-term debt where the interest rates are based on market rates.

c) Credit Risk

It is management's opinion that the District is not subject to significant credit risk associated with its financial instruments.

**3. Cash and Short-Term Investments**

	<b>2020</b>		<b>2019</b>
Bank	\$ 14,482,683	\$	13,156,930
Short Term Investments	458,735		450,828
	<b>\$ 14,941,418</b>	<b>\$</b>	<b>13,607,758</b>

Short Term Investments consist of investments with the Municipal Finance Authority of BC in a Money Market Fund and Bond Fund.

**4. Accounts Receivable**

	<b>2020</b>		<b>2019</b>
Property Taxes and Utilities	\$ 322,021	\$	307,672
Other Governments	110,906		59,665
100 Mile Development Corporation	1,014,060		3,003
Trade and Other	1,015,249		776,823
Less Allowance for Doubtful Accounts	-		-
<b>Total Accounts Receivable</b>	<b>\$ 2,462,236</b>	<b>\$</b>	<b>1,147,163</b>

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

**5. Investment in 100 Mile Development Corporation**

The Corporation is owned and controlled by the District and is considered a Government Business Enterprise. As such, the Corporation is accounted for on the modified equity basis in these consolidated financial statements. The Corporation is charged with responsibility for economic development activities, operation of the Visitor Information Centre and management of the Community Forest.

	<u>2020</u>		<u>2019</u>	
100 Mile Development Corporation 100 Class A Shares (100%)	\$	100	\$	100
Opening retained earnings		544,477		308,551
Net income for the year		1,612,428		735,827
Dividend		1,000,000		500,000
Closing Retained Earnings	\$	1,156,805	\$	<u>544,377</u>
<b>Investment in the Corporation</b>	<b>\$</b>	<b>1,156,905</b>	<b>\$</b>	<b><u>544,477</u></b>

The following provides condensed supplementary financial information for the Corporation for the year ended December 31:

<u>Financial Position</u>	<u>2020</u>		<u>2019</u>	
<b>Assets:</b>				
Current		2,217,566		605,152
Tangible Capital Assets		981		1,287
<b>Total Assets</b>	<b>\$</b>	<b>2,218,547</b>	<b>\$</b>	<b><u>606,439</u></b>
<b>Liabilities:</b>				
Accounts payable		47,582		58,959
District of 100 Mile House		1,014,060		3,003
<b>Total Liabilities</b>	<b>\$</b>	<b>1,061,642</b>	<b>\$</b>	<b><u>61,962</u></b>
<b>Equity:</b>				
Share Capital		100		100
Retained Earnings		1,156,805		544,377
<b>Total Equity</b>	<b>\$</b>	<b>1,156,905</b>	<b>\$</b>	<b><u>544,477</u></b>
<b>Total Liabilities and Equity</b>	<b>\$</b>	<b>2,218,547</b>	<b>\$</b>	<b><u>606,439</u></b>
<b>Operations:</b>				
Revenue		2,566,566		1,376,009
Expenses		954,138		640,182
Net Income	<b>\$</b>	<b>1,612,428</b>	<b>\$</b>	<b><u>735,827</u></b>
Dividend		1,000,000		500,000
<b>Change In Equity</b>	<b>\$</b>	<b>612,428</b>	<b>\$</b>	<b><u>235,827</u></b>

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

**6. Related party transactions**

During the year, the District provided operational funding of \$75,000 (2019 - \$75,000) and Covid funding of \$35,512 (2019 - \$0) to the 100 Mile Development Corporation, a wholly owned subsidiary. The District also charged rent of \$17,985 (2019 - \$17,985) to the 100 Mile Development Corporation for the Visitor Information Center and \$10,000 (2019 - \$0) for the website.

The District and the Cariboo Regional District signed a 3-year agreement commencing January 1, 2020 to support the operation of the Martin Exeter Hall Complex through the District up to a maximum of \$60,000 annually. This complex is owned by the District but operated by the 100 Mile Development Corporation. This contribution is recognized in the subsidiary's revenue.

The 100 Mile Development Corporation declared a dividend payable of \$1,000,000 (2019 - \$500,000) to the District on December 15, 2020, which was paid on January 11, 2021.

Included in accounts receivable on December 31, 2020 is \$1,014,060 (2019 - \$3,003) due from the 100 Mile Development Corporation. Included in accounts payable on December 31, 2020 is \$35,912 (2019 - \$2,094) due to the 100 Mile Development Corporation.

These transactions are in the normal course of business and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

**7. Deposit and Reserve Municipal Finance Authority**

The Municipal Finance Authority of British Columbia (MFA) provides capital financing for regional districts and their member municipalities. MFA is required to establish a Debt Reserve Fund. Each regional district, through its member municipalities who share in the proceeds of a debt issue, is required to pay into the Debt Reserve Fund certain amounts set out in the debt agreements. MFA pays into the Debt Reserve Fund these monies from which interest earned thereon less administration expenses becomes an obligation to the regional districts. It must then use this Fund, if at any time there are insufficient funds, to meet payments on its obligations. If this occurs, the regional districts may be called upon to restore the Fund.

Upon the maturity of a debt issue, the unused portion of the Debt Reserve Fund established for that issue will be discharged to the District. The District has estimated that there is only a remote possibility that these funds will not be paid to it and therefore these funds have been included in other assets. As of December 31, the total of the Debt reserve fund was comprised of:

	<b>2020</b>	<b>2019</b>
Cash Deposits	\$ 2,933	\$ 7,464
Demand Notes	5,257	13,477
	<b>\$ 8,190</b>	<b>\$ 20,941</b>

**8. Accounts Payable & Accrued Liabilities**

	<b>2020</b>	<b>2019</b>
Other Government	\$ 38	\$ 356
Accrued Wages & Benefits	76,327	85,969
Trade & Other	520,844	610,375
	<b>\$ 597,209</b>	<b>\$ 696,700</b>

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

**9. Deferred Revenue**

	<b>2020</b>		<b>2019</b>
Federal Gas Tax Funds	\$ 1,379,286	\$	1,232,651
Prepaid taxes	131,299		125,779
Miscellaneous	428,861		77,372
Total Deferred Revenue	1,939,446		1,435,802
Development Cost Charges	430,758		389,555
Total Deferred Revenue & Development Cost Charges	<b>\$ 2,370,204</b>	<b>\$</b>	<b>1,825,357</b>

**Balance, beginning of year:**

	<b>2020</b>		<b>2019</b>
Development Cost Charges – sewer utility fund	\$ 130,136	\$	127,042
Development Cost Charges – water utility fund	198,354		192,028
Development Cost Charges – drainage utility fund	14,183		13,829
Development Cost Charges – roads utility fund	46,882		34,562
Federal Gas Tax Funds	1,232,651		944,354
Prepaid taxes	125,779		107,273
Capital projects	-		-
Miscellaneous	77,372		2,376
	1,825,357		1,421,464
Add:			
Gas Tax Agreement funds received	138,507		276,929
Interest income restricted for projects	14,017		20,212
Development Cost Charges	35,315		13,251
Capital projects	87,500		-
Other amounts received	552,199		202,379
Total contributions	827,538		512,770
Less: Amount spent on projects and recorded as revenue	282,691		108,878
<b>Closing balance of unspent funds</b>	<b>\$ 2,370,204</b>	<b>\$</b>	<b>1,825,357</b>

**Federal Gas Tax Funds**

Gas Tax Agreement funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the local government and the Union of British Columbia Municipalities. Gas Tax Agreement funding may be used towards designated public transit, community energy, water, wastewater, solid waste, and capacity building projects as specified in the funding agreements.

**Development Cost Charges**

Development Cost Charges are restricted revenue liabilities representing funds received from developers and deposited into a separate reserve fund for capital expenses. In accordance with generally accepted accounting principles, the District records these funds as restricted revenue which is then recognized as revenue when the related costs are incurred.

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

**10. Long Term Debt**

Regular payments are made in accordance with the loan terms. Final payment amounts are based on actuarial calculations. Interest paid on long-term debt is included in the General Revenue Fund and the Sewer Revenue Fund is \$16,855 (2019 - \$59,557).

	<b>Balance Beginning of Year</b>	<b>Additions</b>	<b>Principal Amount</b>	<b>Actuarial Adjustment</b>	<b>Balance End of Year</b>
<b>General Fund</b>					
MFA Issue 73	16,602	-	7,359	9,243	-
<b>Sewer Fund</b>					
MFA Issue 85	60,628	-	5,278	5,694	49,656
<b>Total</b>	<b>\$ 77,230</b>	<b>\$ -</b>	<b>\$ 12,637</b>	<b>\$ 14,937</b>	<b>\$ 49,656</b>

**MFA 85** Maturity Date 2024 Interest Rate 4.575%

The following principal amounts are payable over the next five years:

	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
General Fund	-	-	-	-	-
Water Fund	-	-	-	-	-
Sewer Fund	5,278	5,278	5,278	5,278	-
	<b>\$ 5,278</b>	<b>\$ 5,278</b>	<b>\$ 5,278</b>	<b>\$ 5,278</b>	<b>\$ -</b>

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

**11. Tangible Capital Assets**

2020	Land	Buildings	Vehicles, Furniture & Equipment	Transportation	Recreation Facilities	Water	Sewer	Assets Under		Total
								Construction	Construction	
<b>Cost</b>										
Balance, beginning of year	\$ 1,916,301	\$ 3,399,886	\$ 4,582,766	\$ 23,521,135	\$ 2,120,823	\$ 9,794,198	\$ 8,004,607	\$ 6,398,706	\$ 59,738,423	
Add: Acquisitions	-	-	814,873	559,084	-	6,518,009	34,097	497,376	8,423,440	
Less: Disposals/ WIP allocation	-	-	351,135	-	-	-	-	6,639,037	6,990,172	
Less: Writedowns	-	-	-	-	-	-	-	-	-	
Balance, end of year	\$ 1,916,301	\$ 3,399,886	\$ 5,046,504	\$ 24,080,220	\$ 2,120,823	\$ 16,312,207	\$ 8,038,704	\$ 257,045	\$ 61,171,691	
<b>Accumulated amortization</b>										
Balance, beginning of year	\$ -	\$ 2,330,259	\$ 2,748,773	\$ 9,979,328	\$ 848,550	\$ 4,256,001	\$ 3,811,844	\$ -	\$ 23,974,755	
Add: Amortization	-	77,723	243,833	551,945	79,942	339,762	168,403	-	1,461,608	
Less: Disposals	-	-	298,266	-	-	-	-	-	298,266	
Balance, end of year	\$ -	\$ 2,407,982	\$ 2,694,340	\$ 10,531,273	\$ 928,492	\$ 4,595,763	\$ 3,980,247	\$ -	\$ 25,138,097	
Net book value, end of year	\$ 1,916,301	\$ 991,904	\$ 2,352,164	\$ 13,548,947	\$ 1,192,331	\$ 11,716,444	\$ 4,058,457	\$ 257,045	\$ 36,033,594	
<b>2019</b>										
<b>Cost</b>										
Balance, beginning of year	\$ 1,578,160	\$ 3,364,462	\$ 4,564,679	\$ 21,862,265	\$ 2,106,926	\$ 8,550,245	\$ 8,004,607	\$ 7,570,871	\$ 57,602,215	
Add: Acquisitions	338,141	35,424	80,823	1,658,870	13,897	1,243,953	-	1,799,405	5,170,513	
Less: Disposals/ WIP allocation	-	-	62,736	-	-	-	-	2,971,569	3,034,305	
Less: Writedowns	-	-	-	-	-	-	-	-	-	
Balance, end of year	\$ 1,916,301	\$ 3,399,886	\$ 4,582,766	\$ 23,521,135	\$ 2,120,823	\$ 9,794,198	\$ 8,004,607	\$ 6,398,706	\$ 59,738,423	
<b>Accumulated amortization</b>										
Balance, beginning of year	\$ -	\$ 2,251,546	\$ 2,552,522	\$ 9,431,209	\$ 768,608	\$ 4,104,346	\$ 3,640,859	\$ -	\$ 22,749,090	
Add: Amortization	-	78,713	202,025	548,119	79,942	151,655	170,985	-	1,231,439	
Less: Disposals	-	-	5,774	-	-	-	-	-	5,774	
Balance, end of year	\$ -	\$ 2,330,259	\$ 2,748,773	\$ 9,979,328	\$ 848,550	\$ 4,256,001	\$ 3,811,844	\$ -	\$ 23,974,755	
Net book value, end of year	\$ 1,916,301	\$ 1,069,627	\$ 1,833,993	\$ 13,541,807	\$ 1,272,273	\$ 5,538,197	\$ 4,192,763	\$ 6,398,706	\$ 35,763,668	

- a) Contributed tangible capital asset  
The value of contributed tangible capital assets during the year was nil (2019 - nil)
- b) Write-down of tangible capital assets  
The write-down of tangible capital assets during the year was \$500 (2019 - nil)
- c) Capital leases  
In the current year there are no capital leases included in tangible capital assets.

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

**12. Property Taxation and Grants in Lieu**

<b>Taxes Collected</b>	<b>2020</b>	<b>2019</b>
Property taxes	\$ 4,878,047	\$ 5,055,424
Special assessments	183,880	171,814
1% Utility tax	91,537	90,751
Grants In Lieu of taxes	92,928	81,529
Penalties and interest on taxes	17,132	15,370
	<b>\$ 5,263,524</b>	<b>\$ 5,414,888</b>
<b>Less transfers to other governments</b>		
School District	858,084	1,119,357
Regional District	712,258	687,130
Regional Hospital District	356,671	352,732
Joint Boards & Commissions	33,088	31,801
Other	160,593	151,100
	<b>\$ 2,120,694</b>	<b>\$ 2,342,120</b>
<b>Net Taxes available for municipal purposes</b>	<b>\$ 3,142,830</b>	<b>\$ 3,072,768</b>

**13. Government Transfers**

<u>Provincial grants</u>	<b>2020</b>	<b>2019</b>
Union of BC Municipalities Well Upgrade	\$ 164,159	\$ 713,341
Clean Water and Wastewater Fund Upgrade	-	925,456
Covid-19 Safe Restart ( <i>schedule 1</i> )	752,000	-
Community Transition Capacity project	10,300	-
Community Support Grant	36,682	-
Ministry of Forests – Forestry Employment Program	32,576	-
Labour Market Partnership	38,587	-
Other	121,598	118,481
Small Community Protection	386,266	379,566
<u>Federal grants</u>		
Canada Summer Jobs	16,347	-
<u>Regional &amp; other grants</u>		
Cariboo Regional District	398,528	441,756
NDI Trust	58,679	5,000
UBCM	38,607	-
Forest Enhancement Society	25,589	-
	<b>\$ 2,079,918</b>	<b>\$ 2,583,600</b>

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

**14. Sales of Services**

	<b>2020</b>	<b>2019</b>
Water user rates	\$ 505,348	\$ 486,091
Sewer user rates	416,455	401,676
Garbage/Recycling	24,976	24,929
Timber sales	310,994	410,312
Other	146,935	151,857
	<b>\$ 1,404,708</b>	<b>\$ 1,474,865</b>

**15. Accumulated Surplus**

Accumulated surplus consists of individual fund surplus and reserves and reserve funds as follows:

<b>Surplus</b>	<b>2020</b>	<b>2019</b>
General operating fund	\$ 2,755,326	\$ 5,783,851
Sewer operating fund	424,603	372,105
Water operating fund	479,056	1,023,484
<b>Operating fund surplus</b>	<b>\$ 3,658,985</b>	<b>\$ 7,179,440</b>

<b>Reserves</b>	<b>2020</b>	<b>2019</b>
Municipal infrastructure	\$ 3,473,854	\$ 3,740,633
Utility infrastructure	2,302,532	2,998,053
Parkland	6,069	6,010
Machinery & Equipment	1,766,334	2,392,314
Covid-19 ( <i>schedule 1</i> )	531,863	-
Woodlot	360,663	134,690
Community Forest	3,642,345	2,642,345
<b>Total reserves</b>	<b>\$12,083,660</b>	<b>\$11,914,045</b>

- a) Included in the General Operating Fund are internally restricted funds of \$100,000 (2019 - \$100,000) for the purposes of planning.
- b) Included in the General Operating Fund are internally restricted funds of \$56,289 (2019 - \$41,596) to be used to fund Interior Health Transit expense.

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

**16. Equity in Tangible Capital Assets**

Equity in tangible capital assets (TCA) represents the net book value (NBV) of total capital assets less long term obligations assumed to acquire those assets. The change in consolidated equity in tangible capital assets is as follows:

	<b>2020</b>		<b>2019</b>
Equity in TCA, beginning of year	\$ 29,496,679	\$	26,094,450
Add: Capital acquisitions	7,926,064		3,371,108
Debt principal repayment	12,637		1,275,179
Actuarial adjustment	14,937		44,343
Less: Proceeds from the issue of debt	-		-
Disposition at NBV less loss on disposal	33,368		56,962
Amortization	1,461,608		1,231,439
Equity in TCA, end of year	<b>\$ 35,955,341</b>	<b>\$</b>	<b>29,496,679</b>

**17. Expenses by Object**

	<b>2020</b>		<b>2019</b>
Goods and services	\$ 2,118,426	\$	2,046,583
Salary, wages and benefits	1,921,186		1,925,308
Amortization	1,461,608		1,231,439
Interest and finance charges	18,158		63,559
Debenture debt payments	12,637		1,275,179
Loss from sale/write down of tangible capital assets	19,501		-
	<b>\$ 5,551,516</b>	<b>\$</b>	<b>6,542,068</b>

**18. Contingent Liabilities and Commitments**

**a) Municipal Pension Plan**

The District of 100 Mile House and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The Board of Trustees, representing plan members and employers, is responsible for administering the plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2019, the Plan has about 213,000 active members and approximately 106,000 retired members. Active members include approximately 41,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

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**18. Contingent Liabilities and Commitments continued**

The most recent actuarial valuation for the Municipal Pension Plan as of December 31, 2018 indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

The next valuation will be as at December 31, 2021 with results available in 2022.

Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the Plan.

The District of 100 Mile House paid \$100,028 (2019 - \$91,045) for employer contributions while employees contributed \$85,874 (2019 - \$78,026) to the Plan in fiscal 2020.

**b) Joint and Several Liability**

The District of 100 Mile House, as a member of the Cariboo Regional District, is jointly and severally liable under the provisions of Sections 815 and 816 of the Local Government Act for any default on monies borrowed by the Cariboo Regional District.

**c) Potential Litigation**

From time to time the District is brought forth as defendant in various lawsuits. The District reviews its exposure to any potential litigation for which it would not be covered by insurance and assesses whether a successful claim against would materially affect the financial statements. The District is currently not aware of any claims brought against it that if not defended successfully would result in a material change to the financial statements of the District.

**d) Municipal Insurance Association**

The District is a participant in the Municipal Insurance Association of British Columbia. Should the Association pay out claims in excess of premiums received, it is possible the District, along with the other participants, would be required to contribute towards the deficit.

**e) B.C. Active Transportation Infrastructure Grant – Cariboo Trail Sidewalk**

The District entered a conditional grant agreement with the Ministry of Transportation and Infrastructure on August 20, 2020 for this project. Work in progress as of December 31, 2020 is \$69,656 (2019 - \$7,217) and is 5% complete; deadline to complete is March 31, 2022. The total cost for the project is estimated to be \$1,330,000. The project costs are financed to a maximum of \$500,000 by contribution from the Province of B.C. and \$830,000 from capital reserves.

**19. Trust**

The District operates the 100 Mile Cemetery and maintains a Cemetery Perpetual Care Fund in trust, in accordance with the Cremation, Internment and Funeral Services Act of British Columbia. The funds held in trust amount to \$188,453 (2019 - \$180,713) and have not been included in the consolidated statement of financial position nor have their operations been included in the consolidated statement of operations.

**DISTRICT OF 100 MILE HOUSE**  
**Notes to Consolidated Financial Statements**  
**Year Ended December 31, 2020**

---

**20. Pandemic**

Potential impacts of the COVID-19 pandemic and the resulting state of emergency on the future operations of the District at this time is unknown and therefore an estimate of the financial effect on the District is not practicable at this time.

**21. Budget data**

The budget data presented in these consolidated financial statements is based upon the 2020 operating and capital budgets approved as the 2020 to 2024 Financial Plan by Council on April 21, 2020. The legislative requirements for the Financial Plan are that the cash inflows for the period must equal planned cash outflows.

Cash inflows and outflows budgeted for include such items as transfers to and from reserves, transfers to and from operating surpluses and proceeds on sale of assets. These items are not recognized as revenues and expenses in the Statement of Operations as they do not meet the definition of such under public sector accounting standards. PSAB requires that budget figures be presented on the same basis of accounting as actual figures.

The chart below reconciles the budget figures reported in these consolidated financial statements.

Budget surplus per Statement of Financial Activities	<u>Budget Amount</u> \$ 6,035,880
Adjust for budgeted items not included in Statement of Financial Activities:	
Transfers from reserve funds	1,986,620
Transfer from operating surplus	584,085
Acquisition of tangible capital assets	(9,810,000)
Non-cash items - amortization	1,203,415
Financial Plan (Budget) Bylaw surplus for the year	<u>\$ -</u>

**DISTRICT OF 100 MILE HOUSE**

**Consolidated Schedule - Covid-19 Safe Restart Grant for Local Government (Schedule 1)**

**Year Ended December 31, 2020**

*(Unaudited)*

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<b>Revenue</b>	
BC Safe Restart Grant <i>(Note 13)</i>	<u>\$ 752,000</u>
<b>Eligible costs incurred</b>	
Computer & IT Costs - Virtual Communications	39,281
Facility Reopening and Operating Costs	42,287
Emergency Planning & Response Cost	4,334
Revenue Shortfalls	<u>134,235</u>
Total eligible costs incurred	<u>220,137</u>
<b>Balance, in reserves <i>(Note 15)</i></b>	<u>\$ 531,863</u>

The accompanying notes are an integral part of this statement

DISTRICT OF 100 MILE HOUSE

E1

**MINUTES OF THE COURT OF REVISION OF THE DISTRICT OF 100 MILE HOUSE  
HELD IN THE MUNICIPAL COUNCIL CHAMBERS  
TUESDAY MAY 11<sup>th</sup>, 2021**

PRESENT: Mayor Mitch Campsall  
Councilor Ralph Fossum  
Councilor Dave Mingo  
Councilor Chris Pettman (via Teams)  
Councilor Maureen Pinkney

STAFF: CAO Roy Scott  
Dir. of Finance Tammy Boulanger (via Teams)  
Dir. Of Ec. Dev/Planning Joanne Doddridge (via Teams)  
D/Corporate Officer Sheena Elias

Media: (1) (via Teams)

---

**CALL TO ORDER:** Mayor Mitch Campsall called the Court of Revision to order at 6:45 p.m.

Mayor Campsall acknowledged that this meeting is being held on the Traditional Territory of the Secwepemc People.

**Approval of the Agenda**

**Res: 01/21**

Moved by: Councilor Pinkney  
Seconded by: Councilor Fossum

That the Court of Revision agenda for May 11<sup>th</sup>,2021 be approved.

CARRIED.

**Assessment Roll**

Mayor Campsall noted that the purpose of the Court of Revision is to hear any objections to the Sewer & Water Frontage Tax Rolls, and Blackstock Specified Area Sewer Parcel Tax Roll.

The Dir of Finance provided a brief overview of roll changes and noted that there were no written submissions received from those properties directly affected by any changes to the roll. One in person inquiry was made at the office, the Court of revision was explained, and the resident was satisfied.

**Res: 02/21**

Moved By: Councilor Mingo  
Seconded By: Councilor Fossum

BE IT RESOLVED THAT the frontage tax rolls for Water, Sewer, and Blackstock Specified Area Sewer Parcel Tax be confirmed.

CARRIED.

**ADJOURNMENT**

**Res: 03/21**

Moved By: Councilor Mingo  
Seconded By: Councilor Fossum

There being no further business the meeting adjourned at 6:50 p.m.

CARRIED.

I hereby certify these minutes to be correct:

\_\_\_\_\_  
Mayor:

\_\_\_\_\_  
Corporate Administrator:



E2

**DISTRICT OF 100 MILE HOUSE**

**MEETING HELD IN DISTRICT COUNCIL CHAMBERS**

**TUESDAY, May 11<sup>th</sup>, 2021 AT 7:00 PM**

PRESENT:	Mayor	Mitch Campsall
	Councillor	Ralph Fossum
	Councillor	Dave Mingo
	Councillor	Chris Pettman (via Teams)
	Councillor	Maureen Pinkney
STAFF:	CAO	Roy Scott
	Director of Finance	Tammy Boulanger (via Teams)
	Dir of Ec-Dev/Planning	Joanne Doddridge (via Teams)
	D/Corp Officer	Sheena Elias
	Kenneth Greenhalgh - PMT	
	Media (1) (via Teams)	

<b>A</b>	<p><b><u>CALL TO ORDER</u></b></p> <p>Mayor Campsall called the meeting to order at 7:00 PM</p> <p>Mayor Campsall acknowledged that this meeting is being held on the Traditional Territory of the Secwepemc People.</p> <p>As per Ministerial Order from the Minister of Public Safety and Solicitor General</p> <p>That members of the public are not permitted to physically attend the May 11<sup>th</sup>, 2021 meeting of the District of 100 Mile House due to the COVID-19 pandemic. As per Ministerial Order from the Minister of Public Safety and Solicitor General the District cannot, at this time, ensure the safety of staff, Council members, and members of the public in such circumstances. Despite this, for the purposes of Division 3 of Part 4 of the Community Charter, the meeting is not to be considered closed to the public.</p>
----------	--

	Openness, transparency, accessibility, and accountability, in respect of this meeting, will be achieved by the open publishing of the minutes
<b>B</b>	<b><u>APPROVAL OF AGENDA</u></b>
	<p><b>B1</b></p> <p><b>Res: 47/21</b>                  Moved By: Councillor Fossum                  Seconded By: Councillor Mingo</p> <p>BE IT RESOLVED THAT the May 11<sup>th</sup>, 2021 Regular Council agenda be approved.</p> <p style="text-align: center;">CARRIED.</p> <p>At the approval of Council Item J4 was withdrawn from the agenda by staff.</p>
<b>C</b>	<b><u>INTRODUCTION OF LATE ITEMS AND FROM THE COMMITTEE OF THE WHOLE</u></b>
	No late items.
<b>D</b>	<b><u>DELEGATIONS</u></b>
	<p><b>D1</b></p> <p>District auditors PMT Accounting; represented by Keith Greenhalgh presented a brief overview of the District of 100 Mile House 2020 Audited Financial Statements. Mr. Greenhalgh outlined responsibilities of both the Auditors and the District as it pertained to the reporting process.</p> <hr/> <p><b>Res: 48/21</b>                  Moved By: Councillor Mingo                  Seconded By: Councillor Pinkney</p> <p>BE IT RESOLVED THAT the District of 100 Mile 2020 Audited Financial Statements be approved as presented.</p> <p style="text-align: center;">CARRIED.</p>
<b>PMT – 2020 Audit Presentation</b>	



<b>E</b>	<b><u>MINUTES</u></b>
<b>Committee of the Whole – April 13<sup>th</sup>, 2021</b>	<p><b>E1</b></p> <p><b>Res: 49/21</b>                  Moved By: Councillor Pinkney                  Seconded By: Councillor Mingo</p> <p>BE IT RESOLVED THAT the minutes of the Committee of the Whole meeting of April 13<sup>th</sup>, 2021 <u>be adopted</u>.</p> <p>CARRIED.</p>
<b>Regular Council – April 13<sup>th</sup>, 2021</b>	<p><b>E2</b></p> <p><b>Res: 50/21</b>                  Moved By: Councillor Fossum                  Seconded By: Councillor Mingo</p> <p>BE IT RESOLVED THAT the minutes of the Regular Council meeting of April 13<sup>th</sup>, 2021 <u>be adopted</u>.</p> <p>CARRIED.</p>
	<p><b><u>UNFINISHED BUSINESS</u></b></p> <p>No unfinished business.</p>
<b>G</b>	<p><b><u>MAYOR'S REPORT</u></b></p> <p>Mayor Campsall commented on a town tour he attended with CNIB. While wearing glasses that simulated a visual impairment and using a cane to guide, Mayor Campsall experienced some of the obstacles walking the sidewalks downtown. The Director of Community Services was also on the walk, making note of items that can be fixed to improve the downtown core for the visually impaired.</p> <p>Mayor Campsall expressed concerns regarding deteriorating road conditions in the South Cariboo. Council would like a letter sent to emphasize the poor and dangerous condition of Horse Lake Rd, Canim Lake Rd, and the Horse Lake Bridge. While acknowledging that there are other surrounding areas with poor road conditions (103 Mile, 108 Mile).</p>



	<p>The current road conditions are causing safety and economic concerns.</p> <p><b>Res: 51/21</b>                  Moved by: Councillor Fossum                  Seconded by: Councillor Mingo</p> <p>BE IT RESOLVED that the Council of the District of 100 Mile House address local road concerns to the Ministry of Transportation and staff prepare correspondence to the Ministry identifying observed priorities in the South Cariboo and the effect those deteriorating roads are having on public safety and the local economy.</p> <p style="text-align: right;">CARRIED.</p>
<b>H</b>	<b><u>CORRESPONDENCE</u></b>
<b>Commissionaires Report – April 2021</b>	<p><b>H1</b></p> <p><b>Res: 52/21</b>                  Moved By: Councillor Mingo                  Seconded By: Councillor Pinkney</p> <p>BE IT RESOLVED THAT the By-Law Officer report for the period of April 1<sup>st</sup> to 30<sup>th</sup> 2021 be received.</p> <p style="text-align: right;">CARRIED.</p>
<b>I.</b>	<b><u>STAFF REPORTS</u></b>
<b>South Cariboo Housing Needs Assessment RFP</b>	<p><b>I1</b></p> <p><b>Res: 53/21</b>                  Moved By: Councillor Pettman                  Seconded By: Councillor Pinkney</p> <p>BE IT RESOLVED THAT the report from Administration dated April 28th, 2021 regarding the South Cariboo Housing Needs Assessment RFP be received; and further</p> <p>BE IT RESOLVED THAT the proposal to prepare the South Cariboo Housing Needs Assessment be awarded to Calibrate Assessments Ltd. for the stated price of \$ 76,550 plus applicable taxes.</p> <p style="text-align: right;">CARRIED.</p>



<p><b>South Cariboo Housing Needs Assessment Steering Committee Appointments</b></p>	<p><b>I2</b></p> <p><b>Res: 54/21</b> Moved By: Councillor Mingo Seconded By: Councillor Pinkney</p> <p>BE IT RESOLVED THAT the report from Administration dated April 29th, 2021 regarding the South Cariboo Housing Needs Assessment Steering Committee Appointments be approved; and further,</p> <p>BE IT RESOLVED THAT District of 100 Mile House Council appointments are as follows:</p> <p>Council: Ralph Fossum (Chairperson) Staff: Joanne Doddridge, Dir. Ec Dev/Planning</p> <p>CARRIED.</p>
<p><b>BC Transit Operating Agreement</b></p>	<p><b>I3</b></p> <p><b>Res: 55/21</b> Moved By: Councillor Mingo Seconded By: Councillor Fossum</p> <p>BE IT RESOLVED THAT the Council of the District of 100 Mile House hereby authorizes Administration to execute the Annual Operating Agreement between the District and BC Transit.</p> <p>CARRIED.</p>
<p><b>2020 Annual Report</b></p>	<p><b>I4</b></p> <p><b>Res: 56/21</b> Moved By: Councillor Pinkney Seconded By: Councillor Mingo</p> <p>BE IT RESOLVED THAT the 2020 Annual Report be received and made available for public inspection.</p> <p>CARRIED.</p>



<b>Statement of Financial Information</b>	<b>I5</b>  <b>Res: 57/21</b> Moved By: Councillor Fossum Seconded By: Councillor Pettman  BE IT RESOLVED THAT the statement of Financial Information for the fiscal year ending December 31, 2020 be approved and authorized for signature.  CARRIED.
<b>J</b>	<b><u>BYLAWS</u></b>
<b>2021 Tax Rates Bylaw #1378-2021</b>	<b>J1</b>  <b>Res: 58/21</b> Moved By: Councillor Mingo Seconded By: Councillor Pinkney  BE IT RESOLVED THAT District of 100 Mile House "Tax Rates Bylaw No. 1378-2021" be read a first, second and third time this 11th day of May 2021.  CARRIED.
<b>2021 Tax Rates Bylaw #1378-2021</b>	<b>J2</b>  <b>Res: 59/21</b> Moved By: Councillor Pinkney Seconded By: Councillor Fossum  BE IT RESOLVED THAT District of 100 Mile House "Tax Rates Bylaw No. 1378-2021" be adopted this 11th day of May 2021.  CARRIED.



<p><b>Animal Control and Pound Operation Amendment Bylaw #1376-2021</b></p>	<p><b>J3</b></p> <p><b>Res: 60/21</b> Moved By: Councillor Mingo Seconded By: Councillor Fossum</p> <p>BE IT RESOLVED THAT District of 100 Mile House " Animal Control and Pound Operation Amendment Bylaw #1376-2021" be read a first, second and third time this 11th day of May 2021</p> <p>CARRIED.</p>
<p><b>Solid Waste and Recyclables Regulation Bylaw Amendment # 1380-2021</b></p>	<p><b>J4</b></p> <p>Item J4 was withdrawn from the Agenda at the request of Administration.</p>
<p><b>Establishment of Covid-19 Safe Restart Reserve Bylaw No. 1381-2021</b></p>	<p><b>J5</b></p> <p><b>Res: 61/21</b> Moved By: Councillor Mingo Seconded By: Councillor Pinkney</p> <p>BE IT RESOLVED THAT the District of 100 Mile House Establishment of "Covid-19 Safe Restart Reserve Bylaw No. 1381-2021" be read a first, second and third time this 11th day of May 2021.</p> <p>CARRIED.</p>



<b>K</b>	<b><u>GENERAL VOUCHERS</u></b>
<p><b>Paid Vouchers (April) #25842 to #25953 &amp; EFTs</b></p>	<p><b>K1</b></p> <p><b>Res: 62/21</b>                  Moved By: Councillor Pettman                  Seconded By: Councillor Pinkney</p> <p>BE IT RESOLVED THAT the paid manual vouchers #25842 to #25953 and EFT's totaling \$ 226,413.73 <u>be received</u>.</p> <p style="text-align: center;">CARRIED.</p>
<b>L</b>	<p><b><u>OTHER BUSINESS:</u></b></p> <p>No other Business.</p>
<b>M</b>	<p><b><u>QUESTION PERIOD:</u></b></p>
<b>N</b>	<p><b><u>ADJOURNMENT</u></b></p> <p><b>Res: 63/21</b>                  Moved By: Councillor Pinkney                  Seconded By: Councillor Mingo</p> <p>BE IT RESOLVED THAT this May 11<sup>th</sup>, 2021 meeting of Council be adjourned: Time: 7:20 PM.</p> <p style="text-align: center;">CARRIED.</p>
	<p>I hereby certify these minutes to be correct.</p> <p>_____</p> <p>Mayor</p> <p style="text-align: right;">_____</p> <p style="text-align: right;">Corporate Officer</p>





# COMMISSIONAIRES

TRUSTED · EVERYDAY · EVERYWHERE

H1

## Monthly Progress Report

District of 100 Mile House – Bylaw Enforcement Site 545  
May 1<sup>st</sup> to May 31<sup>th</sup>, 2021

In May there were 8 Requests for Service:

- Dog feces on neighbouring property. Offensive smell. Spoke with manager of unit. Will address the problem
- Lights. Neighbours flood lights on house. Spoke to neighbour with light. They will turn them away from house.
- Barking dog. Spoke with owner. She will bring the dog in if it starts to bark at the neighbours
- Owner of Motel wants workers to stop working in the evening. Told him the crew can work till 10.00 in the evening according to our bylaws.
- Vacant lot in town used by commercial trucks to park in the evening and weekends. Contacted owner signs will be put up.
- Complaint of Sandwich boards being used. Spoke with manager. Will not put them on the highway right of way.
- Report of possible injured dog. Located dog and owner. Dog is not injured but is old and had arthritis.
- Report of possible injured or abandoned dog. Unable to locate dog. Spoke with businesses around the area no one aware or any dogs in the area. Request that they phone if they notice a problem.

Other issues dealt with in April:

- Dogs off leash in town – 3- Talked to the owners, dogs were put on leash.
- Inquiry by owner of a commercial building about employees smoking near the back door. Told him that he will have to speak to the business owner who is one of his renters
- Commercial truck parked over the weekend in a two hour parking area. Left warning on truck. Next morning a mechanic was working on the truck and truck was gone later in the day.

Marianne Lawrence  
Employee No.92080  
Commissionaires B.C.



H2

## DISTRICT OF 100 MILE HOUSE

### M E M O

---

**Date:** June 2, 2021  
**To:** Mayor & Council  
**From:** Administration  
**Subject:** PSO Graduation Parade Route

---

The PSO Grad Committee has requested permission from the District for the graduation promenade route through Centennial Park.

This event would be a reverse parade, where the grads are stationary, and the parade are the viewers. The requested route will be a one-way direction, starting from the park entrance off Dogwood Ave. and First Street, travelling through the park and up to the main entrance off of Cedar Ave, where traffic will be directed to go south on Cedar Ave to avoid downtown congestion. To accommodate the line up of vehicles waiting to view the grads, street barricades have been requested. The line up will be north along Dogwood Ave to Aspen Street to Birch Ave and either out along Birch Ave (preferred) or to the highway.

---

#### Recommendation:

**BE IT RESOLVED THAT the Council of the District of 100 Mile House approve the PSO graduation promenade route through Centennial Park and the downtown core of 100 Mile House on Saturday, June 19<sup>th</sup>, 2021 between 11:00am and 4:00 pm, and further;**

**BE IT RESOLVED THAT the PSO Grad Committee be directed to work closely with District of 100 Mile House Community Services Dept to coordinate the event.**

  
\_\_\_\_\_  
S. Elias D/Corporate Officer

  
\_\_\_\_\_  
R. Scott, CAO

**June 3<sup>rd</sup>, 2021**

**CLASSIFICATION: Non-sensitive**

S/Sgt. Svend Nielsen  
Detachment Commander  
100 Mile House RCMP Detachment  
PO Box 37, 841 Adler Ave.,  
100 Mile House, BC V0K 2E0

100 Mile House District

To Mayor and Council:



**RE: 2021 Graduation Class Parade**

As per tradition, the 2021 Graduation Class of Peter Skene Ogden and their organizing committee for graduation events has asked the 100 Mile House RCMP to assist with development of their Graduation Parade. As like last year, this is literally the only event that the grad class has to participate together, with their being no official prom or larger graduation event being held due to Covid restrictions.

As with last year, the 2021 parade event will be a reverse parade, where the grads and guest are stationary and the parade is actually the viewers. We ask that Centennial Park be made available for the route (already approved by Mayor Campsall and CAO Roy Scott) for the reverse parade on June 19<sup>th</sup> 2021 from approximately 11:00 AM to 4:00 PM. The following plan has support from Interior Health through the engagement of myself. Chief Roger Hollander will also be there with support from 100 Mile Fire Rescue. Dawson Road Maintenance is, once again, fully supportive of the event and will help with traffic control. I have confirmed that South Cariboo Search and Rescue also wants to be engaged to support the graduation class on a volunteer basis and support the community.

I have also spoken with the Principal of 100 Mile House Elementary to ensure that their ongoing events from June 17/18 will allow for continued success of both events.

With the event being planned for June 19<sup>th</sup>, the plan is thus:

The parent committee is setting up a large tent (rented) and will also be using the stage for music from Rob and Bev Fry and CaribooRadio.com. There will likely be food and beverages available for Grad class members and their guest under the tent. Chairs are being donated by Aracada Rentals for the grads to use along the parade route and under the tent for consistency.

The Grad class will be given from 11:00 AM to 1:00 PM to enter the park and set up their "area" or "space". There are approximately 80 Grads involved and it is anticipated that approximately 100-110 people with the Grads will be involved in the parade portion. Those areas will only be along the paved roadway. The Grads have asked to be able to park a vehicle – traditionally, the grads use a special vehicle during the parade – along the paved road area. These, if approved by council, will be parked along the edge of the roadway on both sides only. This will be controlled by RCMP and volunteers on site.

## 100 Mile House RCMP-GRC

The parade route is a one-way direction, starting from the park entrance off of Dogwood Avenue and First Street, travelling through the park and up to the main entrance off of Cedar Ave, where traffic will be directed to go south on Cedar Ave to avoid downtown congestion. The parking area of the park will be controlled by 100 Mile Fire Rescue trucks and other volunteers - and will be limited to parent committee members and other helpers (5-12 people expected).

I ask that First Street have barriers in place from 100 Mile District from Birch Ave to Cedar Ave to Dogwood Ave in order to not allow traffic to congregate along that street. Dawson Maintenance is going to place signage along the route and it will be well advertised prior to the event as to where people should line up prior to the opening at 2:00 PM.

The holding/loading area for the route will be north along Dogwood Ave to Aspen Street to Birch Ave and either out along Birch Ave (preferred) or to the highway. Using last year as a reference, prior to the parade start, there was approximately the entire length of Airport Road from the parking area at the arena and this went along the Frontage Road by Kal-Tire and out on the highway, so it felt that this space needs to be set up with Dawson Maintenance supporting the control of the route with one member in order to ensure the start of the parade is a success.

The Grad committee chair, Marsha REID, has been involved in this process and from my standpoint has completed the normal application process and insurance coverage for this type of event. Please let me know if you have any other questions.

Sincerely,

S/Sgt. Svend Nielsen  
Detachment Commander  
100 Mile House RCMP Detachment  
(250) 395-2456

## Prom 2021 Itinerary and COVID Action Plan June 19<sup>th</sup>, 2021 at Centennial Park

At 8am I have 6 parents that are going to help decorate and should take approx. 2 hours.

During this time Al Roberts will be there setting up the large hexagon tent between the bridge and the stage area. At noon myself, Svend and a few volunteers will arrive to make sure everything is in place and prepare for the grads to start arriving at 1:30pm. When they arrive we will place the grads who do not have a vehicle closer to the water park side and if it is approved we will arrange the grads bringing vehicles on the opposite end. There will be the 6 foot distancing in place and we have chairs donated by Al Roberts for the grads to sit on if they chose. Once the grads are in place, at 2pm we will open the gate at the top of the park closest to the water park side and allow people to drive by the grads and take pictures. We will try to keep the traffic flowing at a decent rate

and are not allowing people to get out of their vehicles for photos. They will exit at the opposite end through the gate. This will be done with the assistance of 100 Mile VFD and the RCMP with the village setting up road closures for us. We will be closing the gates at no later than 4pm to allow for us to have snacks, cake and refreshments for the grads. At this time they will receive their grad gift and prizes. There will be music provided by Rob Fry. We will have a list of no more than 12 parent volunteers who are allowed in the "Grad" area, as we would like to keep our numbers in check. We have asked that if the grads want to do professional pictures outside of this that they do so before noon and after 6pm. Mandy Mcclelland will be the photographer hired for the event and will be moving about the day taking pictures for us.

-Food will be snack platters, cupcakes, fruit and vege platters, chips. There will be a parent

volunteer there with food safe and taking care of safely handing it out to the grads.

-We will have a sanitization station at the start and end of the parade as well as by the snack area.

- we will be discouraging the public from entering from the bridge(closest to the stage) to the area where the event is taking place. In hopes of keeping everyone safe and within the parameters of safe distancing.



## DISTRICT OF 100 MILE HOUSE

### M E M O

---

**Date:** May 19, 2021  
**To:** Mayor & Council  
**From:** Administration  
**Subject:** Economic Development Strategy

---

The DRAFT Economic Development Strategy was circulated to Council on May 3<sup>rd</sup>, 2021. Any comments received were forwarded to EDCD Consulting and incorporated into the document, along with staff comments and final edits.

Attached is the FINAL Economic Development Strategy, a culmination of about 8 months' work. The consultants, Dale Wheeldon and Colleen Bond, will provide a brief presentation summarizing the strategy and approaches for moving forward with implementation of the strategy recommendations.

If Council is in favour, the following resolution is in order:

BE IT RESOLVED THAT Council of the District of 100 Mile House receive the Economic Development Strategy 2021 and Beyond; and further

BE IT RESOLVED THAT Council of the District of 100 Mile House endorse the Economic Development Strategy 2021 and Beyond.

  
\_\_\_\_\_  
J. Doddridge, Director Ec Dev & Planning

  
\_\_\_\_\_  
R. Scott, CAO

# 100 Mile House Economic Development Strategy 2021 and Beyond



100 Mile House is a vibrant, resilient community set within a healthy natural environment, where people can thrive personally and economically.

Simply put – it is Miles Ahead!



This program is funded by the Government of Canada and the Province of British Columbia.



DISTRICT OF  
**100 Mile House**



# 100 Mile House

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# Executive Summary

## What is the purpose of the Economic Development Strategy?

The Strategy recognizes that all things being equal, 100 Mile House faces the risk of losing business and people to other towns or larger urban areas. Ultimately, the Strategy has been developed to increase opportunities, attract new investment and enhance the quality of life for 100 Mile House residents. The project researched the community's current economic situation, reviewed existing plans and strategies, engaged the community online and virtually. Then – based on 100 Mile House's strengths and challenges – six Strategic Pillars were identified for the community to focus on over the coming years.

## What are the Strategy's Pillars?

There are six overarching Strategic Pillars:

1. An Inclusive and Effective Economic Development Program
2. A Modern and Comprehensive Economic Development Toolbox
3. The Cariboo Leader in Business Development and Support
4. A Desirable Community for Working and Living
5. Supporting Economic Diversity and Opportunities
6. Be Prepared for Disasters

## Initial Strategies

Within each Strategic Pillar, specific strategies have been identified. While there are 42

strategies, ten are identified as short-term priorities and should be completed within 0 – 18 months. These are:

1. Economic Development Advisory Panel
2. Review and Enhance Community Transition Assistant Position
3. Create Regular Communications
4. Complete a BC Rural Dividend Fund Application
5. Create a Community Profile
6. Establish a "100 Mile House BusinessCounts" Program
7. Utilize Revitalization Tax Exemption to Encourage Development
8. Connectivity Partnership
9. Incorporate Inclusion and Respect for Cultural Diversity
10. Prepare an Economic Disaster Recovery and Resiliency Plan

## What happens next?

A part of the Economic Development Strategic Plan, an implementation matrix has been developed providing the specific action steps required to complete the Short-Term Priority Strategies. The matrix is provided as a separate working document. It provides the roadmap necessary to ensure the Economic Development Strategy stays on track, is accountable and is monitored to ensure objectives are being met or adjusted depending on existing or evolving conditions at the local level and beyond. The matrix provides the action steps and identifies potential partners, budget requirements and timelines.



# Introduction

A vibrant community of approximately 2,000 residents, the District of 100 Mile House offers a balance that focuses on community, resiliency, and development. Providing effective, high-quality services to the community and surrounding area of about 15,000 residents in the South Cariboo is a priority (a population that swells to 25,000 or more in the summer months). Together, Council and staff work to ensure residents, business owners and visitors enjoy a lifestyle that encourages the best of rural and urban living.

Over the past four years, the District has been challenged with several economic disruptions. In 2017, wildfires caused widespread evacuations; in 2018, extreme smoky conditions due to regional wildfires lead to sharply reduced tourism activity. In 2019, mill closures and curtailments directly impacted over 400 employees in the region. Then came 2020 and the COVID-19 pandemic. Through it all, the businesses and residents have remained resilient and determined to grow back stronger.

The District recognizes the need for a plan that will provide the community's direction to transition the economy to become even more resilient, grow the economic diversification base, and transition into a community that will prepare for future economic disruptions.

This Strategy aims to make the District of 100 Mile a better place to live with a stronger economy. The Strategy will guide the District to improve and diversify the local economy. The District does not want a plan that sits on the shelf, but one that can be actively implemented because it is based on input and ideas from the community and because it identifies actions that can be led through collaboration and partnerships. By implementing this Strategy, the District will be better positioned to develop

a strong, sustainable, and vibrant economy. A plan where people want to live, visit and do business.

## Process

The process for the development of this Strategy included the following phases:

- i. Project Initiation
- ii. Review and Analysis
- iii. Stakeholder Engagement
- iv. Analysis and Strength, Weaknesses, Opportunities, Threats (SWOT)
- v. Recommendations and Reports

## Building on past reports and plans

In developing the Strategy, a number of existing reports and plans were reviewed, including:

- **100 Mile House, BC CED Assessment:** A rapid need assessment for community recovery and revitalization. A study completed by SFU Community Economic Development's Mill Closure Response Team (October 2020): An assessment was completed to assist 100 Mile House in their economic strategy plan. The plan provided findings and recommendations as a starting point for further discussion on the community's economic future.
- **100 Mile House Business Walk Report (2019):** A report summarizing survey findings from the third Business Walk completed. One hundred eighteen businesses were surveyed, and the report identified challenges, current labour statistics and what assistance is required.
- **100 Mile House Visitor Guide (2019):** Tourism-focused guide providing

information on the region, including events, accommodations and history.

- **Labour Market Study (2019):** Key actions include an annual survey of employer job demand, training and retraining initiatives, marketing and recruitment campaign, and support for important supporting factors (housing, broadband, etc.).
- **Economic Development Plan (2018):** The plan priorities three strategic areas and nine goals. There were an additional two strategic areas identified but not ranked as priorities.
- **100 Mile House Business Walk Report (2017):** A report summarizing survey findings from 73 local businesses compared to the 2016 report.
- **2017 Wildfire Recovery Plan – South Cariboo (April 2018):** This report was produced to assess the impact and identify recovery recommendations after the 2017 wildfires in the South Cariboo.
- **100 Mile House Business Walk Report (2016):** A report summarizing the survey findings from local businesses, including the current state of business, labour force and challenges.
- **Economic Development Building Blocks (March 2016):** A summary report of economic development priorities and strategies identified after a day-long workshop.
- **District of 100 Mile Official Community Plan (March 2016):** The OCP provides the community vision and a set of objectives and policies to guide the orderly growth and development of the community. The plan identifies the

vision as: *“100 Mile House is a vibrant, resilient community set within a healthy natural environment, where people can thrive personally and economically. Simply put – it is Miles Ahead!”*

- **District of 100 Mile House Official Community Plan (March 2006)**

### The role of the Economic Development Strategy

This Economic Development Strategy plans to provide the direction for 100 Mile House to transition the economy to become more resilient, grow the economic diversification base and transition into a community prepared for future economic disruptions.

#### The Strategy:

- Identifies the challenges and opportunities the community is facing
- Identifies 100 Mile House’s economic value proposition and the likely drivers of growth
- Proposes several objectives and actions that will positively affect economic drivers

#### An example of how the Economic Development Strategy relates to other strategies

The Strategy was developed in coordination with previous plans and studies undertaken by 100 Mile House. The CED Assessment study completed by SFU Community Economic Development’s Mill Closure Response Team in October 2020 identified 49 specific action items. These items were reviewed and evaluated and, together with 100 Mile House Council, were prioritized. There are several action items from that study reflected in the completion of this Strategy. This alignment recognizes that economic development efforts must be coordinated to positively affect the quality of life and economy of 100 Mile House.

## Partnership

Key economic partners and stakeholders within 100 Mile House and the surrounding region have been involved in completing this Strategy. Specific partners have been identified to assist in implementing the Strategy. In contrast, other partners will be instrumental in providing additional support or financial resources. Throughout this Strategy, we have identified areas where economic development can work with industries, investors, individual businesses, and residents to increase the community's economic potential.

### *100 Mile House Council*

The 100 Mile House Council can help encourage local economic prosperity through:

- Helping create a community that is attractive to visit and live in
- Investing in new and existing infrastructure
- Balancing the need for regulation with a business-friendly attitude
- Supporting business development
- Helping to promote the community to current and potential investors, skilled workforce and others with access to resources
- Working to ensure the community's economy is resilient to future economic disruptions, events/change

### *Cariboo Regional District*

The Cariboo Regional District (CRD) supports economic growth and stability throughout the Cariboo Chilcotin by:

- Working to facilitate connections between regional stakeholders (member municipalities, community groups, First Nations, small business, and industry

- Providing capacity support to community-led initiatives focused on ensuring the Cariboo Region remains a desirable place to live, work and invest.

The CRD's community economic development services are delivered through the Economic/Community Development Officer.

### *Cariboo Chilcotin Community Futures*

The Community Futures Cariboo Chilcotin provides loans, training, coaching and information services to entrepreneurs. It will use its local, provincial and national reputation as an organization with proven results to support entrepreneurship, promote opportunities and various projects identified in this Strategy.

### *South Cariboo Chamber of Commerce*

The Chamber acts as a forum through which businesses can speak, providing opportunities to network and allowing members to share ideas and solutions to business challenges. The Chamber has been going through some staffing changes, however, continues to run different programs to support local businesses. Chambers of Commerce can play a role in Business Retention programs, Shop Local initiatives, and more.

### *Cariboo Chilcotin Coast Tourism Association (CCCTA)*

The CCCTA is a non-profit, stakeholder-based Regional Destination Management Organization that leads tourism in development and marketing in conjunction with provincial ministries and industry partners in the Cariboo Chilcotin Coast Region to help foster responsible growth of tourism and empowering a resilient visitor economy.

### *Northern Development Initiative Trust (NDIT)*

NDIT is a regionally operated economic development funding corporation for central and northern BC. NDIT operates independently from government and provides the funding and ability to identify and pursue new opportunities for stimulating economic growth and job creation within the region.

#### *The business community*

It is businesses that innovate, export, grow, create jobs and generate higher incomes for residents. All of the Strategy's objectives and actions aim to make 100 Mile House a better place to do business. Businesses play a key role in ensuring that this Strategy is successful by

supporting the specific actions identified to increase opportunities and expand and enhance businesses.

#### *Provincial government*

It is important to have various provincial ministries as Strategy partners. The Ministry of Jobs, Economic Recovery and Innovation, Ministry of Forests, Land, Natural Resource Operations and Rural Development (FLNRORD), and Ministry of Municipal Affairs, will add value to the individual objectives and actions by providing additional support and may have the financial programs to further implementation.

# Demographic Snapshot

The following provides a quick demographic snapshot of 100 Mile House. It is one of the first steps to understand the assets, opportunities and challenges in the community. It begins to provide insights into the residents and local economy. A more detailed demographic review is attached as Appendix A.

## POPULATION

100 Mile House population has increased 5.0% during the last census periods (2011 - 2016). The population is ageing and is older than the regional and provincial averages. The median age is 51.2, and the average age is 47.4



## EDUCATION

Close to one-third of the population does not have any certificate, diploma, or degree. Another third has a minimum of a high school diploma or degree, and the remaining third has post-secondary education.



## LABOUR AND EMPLOYMENT

The top three sectors by employment are Retail (22.3%), Manufacturing (16.0%) and Accommodation and Food Services (13.2%).



## INCOME

Median total income in 100 Mile House for 2015 was \$25,941. Median income in the CRD was 18% higher and 27% higher in BC than 100 Mile House.



## BUSINESS

Of the total of 1,074 businesses, 85% have less than 20 employees.



## HOUSING

Housing values are increasing but are significantly more affordable than larger communities. Average value of dwellings (2016) was \$204,231 - a 20% increase from 2011.



Source: Census Canada 2011 and 2016

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# Community Engagement

This summary represents a glimpse into the thinking of 100 Mile House and area business and community members surrounding the concept of economic development and their opinions about what should be done to further economic development in the region.

The development of the Economic Development Strategy included a stakeholder engagement process involving interviews, zoom meetings with Council, focus groups and a comprehensive online survey. The goal was to develop an economic development strategy supported by both the business sector and the broader community. The engagement process was somewhat limited due to COVID19 restrictions, which were beyond the control of the District or the Consultant. The engagement was intended to create the foundation of support for a targeted economic development strategy and direction to guide economic development actions over the coming years. Despite the restrictions, the Consultant believes that the information collected as part of the First

Impressions Assessment Report, the online survey, the Zoom focus groups and discussions, along with the review of various studies and reports, have provided ample information to develop a strategy that stakeholders can support and implement.

The following summary provides a compilation of findings, analysis, and conclusions used to support this economic development strategy development. From the beginning of this process, it was evident that there is broad support for economic development within the project's geographic areas. It is clear, though, that it must be well managed, focused, new partnerships developed, and that increased engagement with the business community is necessary.

Based on the information collected, the items below are identified as high priority issues that need to be addressed to encourage and support economic development moving forward:

- Increase partnerships throughout the region, including those with Indigenous communities, CRD and other economic development agencies
- In terms of opportunities, the region recognized that forestry, while still needing to be supported, is not the economic generator that it once was, and new opportunities need to be pursued
- There is a need to attract new residents to the region, including remote workers
- Broadband infrastructure needs to be expanded to support the local economy
- Perceived lack of services and amenities affects the communities (including healthcare)
- Seasonal residents are seen as a challenge for sustainable, year-round business in some sectors
- Agriculture is an important sector to engage and work with
- Seniors are a large percentage of the population base and require enhanced available support services
- Increasing awareness of what economic development does
- Tourism is seen as the most important industry sector for the area



# Online Survey Results

## 100 Mile House and Area

An online survey was developed for this project that asked questions of both residents and businesses. In addition to quantitative analysis, the survey included open-ended questions. The qualitative responses were analyzed, enabling exploration of stakeholders' perspectives at a deeper level on key issues and topics and are included in the key findings. The survey collected 414 responses, of which 89 were business owners.



**38%**

of respondents are aged 50 - 64



**43%**

have lived in the community for more than 15 years



**66%**

have a positive image of the community



**51%**

think existing companies staying and expanding in the area should be the number one goal for economic development



**39%**

think better lifestyle amenities in the area should be the number two goal for economic development



**36%**

think retaining and attracting young professionals to the area should be the number three goal for economic development



**21%**

own a business in 100 Mile House



**41%**

of businesses are home-based



**34%**

have thought about starting a business but lack start-up funds

*Two separate documents (Survey – 100 Mile House and Area Responses and Survey – 100 Mile House Responses) has been provided to the District. These documents present the responses to the resident and business survey questions.*

## SWOT Analysis

An important phase of the strategic planning process is looking at the 100 Mile House economic strengths, weaknesses, opportunities and threats (SWOT). The information is gained through various methods, including stakeholder and community engagement. A SWOT analysis provides an inventory of a community's strengths and weaknesses combined with their opportunities and threats to assess the degree to which each economic factor supports future growth.

The overall goal of the SWOT is to have a clear understanding of strengths and areas of potential that can be built upon and better marketed. The findings of this analysis, combined with other research, are used to develop recommendations for inclusion in the overall strategic economic development plan.

The SWOT was developed through stakeholder discussions, survey information, and consultant observations. We do not intend for this analysis of issues to be all-inclusive. Rather, we focus on those areas that will directly impact specific components of future economic development efforts in the community and region. We define the four aspects of "SWOT" in terms of:

- **Strengths:** Issues or characteristics that can be built upon to advance current and future economic growth opportunities
- **Weaknesses:** Issues or characteristics that, if not addressed effectively, could limit current or future growth opportunities
- **Opportunities:** Assets, events, or trends that offer the potential for economic growth and attraction of new industry and retention and expansion of what you already have
- **Threats:** Obstacles, events or trends that could threaten the economic potential and its ability to attract, expand and start up new employers. These are typically items that are beyond the ability of the community to control

Observations in this report are based on consultation collected from local citizens, businesses, council and staff through focus groups, interviews and online survey methods. Analyzing the perception that residents and businesses in 100 Mile House and area have is an important step in how well the community conveys its strengths or tells its economic development story. The District of 100 Mile House can examine their strengths and challenges within two key factors, which are important economic development topics:

- Community and surrounding area
- Business and economic development climate

Those looking to locate or expand will analyze these factors to determine how well a community ranks compared to other communities. 100 Mile House needs to be aware of its strengths and opportunities to expand upon them. At the same time, the community needs to be aware of its threats and weaknesses. It is only through understanding the SWOT of a community or region that programs can be developed to adjust and proactively work towards a resolution that will increase opportunities.

Overall, it has been determined that 100 Mile House has some significant strengths. However, it is important to address identified weaknesses to capitalize on the strengths. Failure to recognize and work

towards improvement will make it difficult to achieve the community's goal towards a sustainable and prosperous economy.

The following overview is not a list of priorities but rather a combination of comments received and observations from the consultants. Appendix B provides additional details on each of the factors identified in the graphic below.





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# The Roadmap

The goals, strategies and actions in this plan were developed during various stages in the project, including engagement with community members and stakeholders. As previously mentioned, the engagement process was somewhat limited due to COVID19 restrictions, which were beyond the control of the District or the Consultant.

The overall plan identifies six key themes, including some foundational items that will set the District up for long-term economic development success.

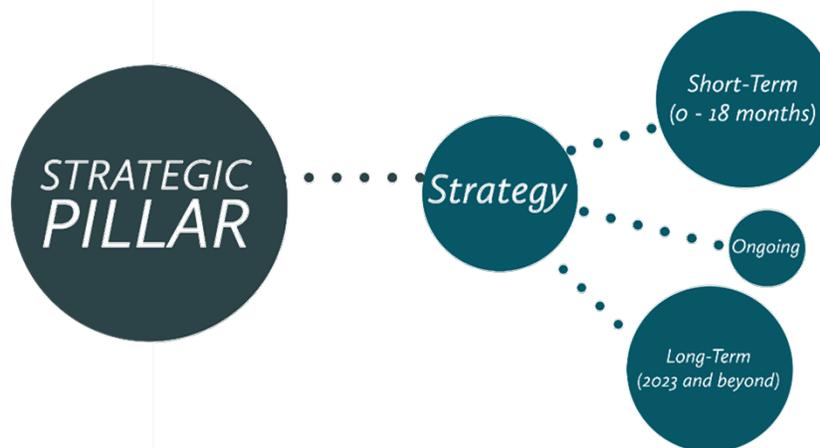
- An Inclusive and Effective Economic Development Program
- A Modern and Comprehensive Economic Development Toolbox
- The Cariboo Leader in Business Development and Support
- A Desirable Community for Working and Living
- Supporting Economic Diversity and Opportunities
- Be Prepared for Disasters

There are 42 strategies identified for implementation within the six key themes over the next three to five years. The successful

execution of the strategies identified on the following pages will need the support of all organizations, companies, entities, and individuals interested in the development of 100 Mile House's economy and prosperity.

Of the 42 strategies, ten are identified as Short-Term Priorities (0 – 18 months). These strategies represent the priorities and the foundational actions that need to be implemented before other actions can be executed. Though there are a number of strategies to be implemented with the first 18 months of the plan, we have taken into consideration the current economic development capacity – one half-time manager and one full-time assistant. We have also taken into account the annual budget, and many of the strategies identified require only staff time or limited financial resources. We have also identified other potential funding streams when possible. For example, one strategy is to apply for funding through the Rural Dividend Fund, which will provide additional funding support for implementation.

For the implementation of this plan, the specific strategies are presented in the following manner:





## An Inclusive and Effective Economic Development Program

Some believe that all a community needs to do is focus on being a great place to live (quality of life) and the economic part will take care of itself. In economic development, the concept of “quality of life” includes a complex balance of indicators from jobs and education to healthcare and housing. It includes arts and culture and infrastructure too. For 100 Mile House to strengthen and diversify the economy and build a community with a great quality of life, all those pieces need to be in place. They need to be working in harmony with each other, and they need to grow together. But first, there needs to be a strong economic development program that has the capacity and is supported by the local Council, the business community and residents. It needs to have an overall framework to develop and pursue appropriate investments, opportunities and projects strategically.

### 1. Economic Development Advisory Panel (EDAP)



An economic development advisory panel is different than a committee and a more informal process. It does not require “official” appointments. The members are there to exchange current information within their organization and hear from the District what is occurring from an economic development perspective. A panel like this is easier to manage and leaves no expectations that participants are expected to carry out specific tasks. It is a good way to exchange information with a broad range of industry and business stakeholders. Typically, these meetings are held quarterly and chaired by the Economic Development Manager or Officer. Senior District staff can attend and can include other District representatives as well as industry stakeholders. We would recommend the panel include representatives from the following:

- Council
- Cariboo Regional District
- Community Futures
- Tourism/Visitors Information Centre
- Large business/Industry representation
- Small business/downtown representation
- Real estate/land development
- Other business/industry/agency

The panel could help in several areas of implementing this plan and help identify future strategies or projects. Engaging key industry stakeholders is a critical component of any economic development program, including investment attraction and business retention efforts.

### 2. Economic Development Advisory Panel Training



With the creation of the Economic Development Advisory Panel, it is important to make sure that every new member is informed of economic development's role in supporting and expanding the local economy. Committee members need to understand their role right from the start and know the expectations and responsibilities. A priority of the new EDAP should be to host an Economic Development for Local Leaders workshop. The workshop is supported by an Economic Development Primer and Manual to help guide new and future members.

### 3. Review and Enhance Community Transition Assistant Position



100 Mile House recently received funding for a Community Transition Assistant. The position is temporary and was funded for two years. For the community to successfully implement the plan and move forward in its long-term economic development efforts, it is recommended that the position be extended beyond two years. The position's duties and responsibilities can be reviewed to ensure they are aligned with the plan's implementation, and an application for additional funding can be made. The Community Transition Assistant job description should include the following capabilities:

- Identify, plan and implement strategic initiatives that will effectively position the District of 100 Mile House as a key and desired location for business and new investment
- Establish and maintain an up-to-date, comprehensive inventory of all real estate options, vacant lands, buildings and related opportunities
- Provide current information to new prospective businesses and residents seeking materials and data about 100 Mile House while confidentially and expeditiously responding to site selection requests in a thorough and complete manner
- Manage and maintain an up-to-date information database, including confidential, demographic and market research materials, in both electronic and hardcopy format
- Assist with implementing economic development marketing programs in alignment with overall marketing and branding direction
- Assist with managing the District's economic development promotional materials, including multimedia tools, print and electronic advertising campaigns, publications, promotional items, information packages, and other resources materials designed to meet the District marketing initiatives
- Develop, maintain and support content and creative development for social media channels

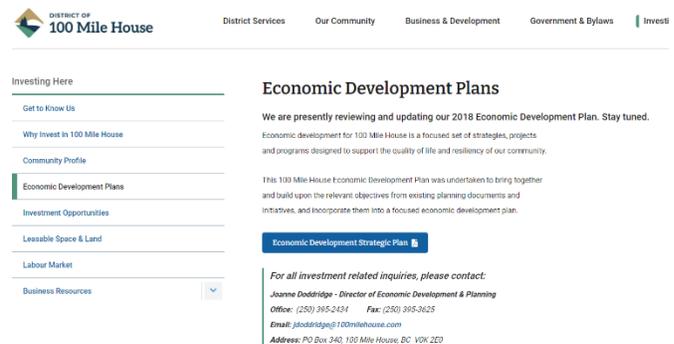
### 4. Create Regular Communications



The implementation of this plan and the key changes that will take place for economic development in 100 Mile House must be communicated to the business community, residents, and stakeholders to ensure everyone is aware of what is happening, the successes and the accomplishments. Small wins are an important aspect of economic development. Communicating your economic development successes (small or large) helps build support and understanding of what you are trying to accomplish. Communication has various audiences – internal (i.e. local businesses) and external (i.e. potential investors or residents). There is a need for 100 Mile House to address both audiences. Below are some suggestions for implementation to improve internal and external communications. Keeping in mind existing resources (i.e. staff), it is understood that not all suggestions can be completed within the short-term. Discussions should take place between the economic development manager and the assistant to determine which should take priority. It is recommended that communication with Council be a priority while the other suggestions become long-term enhancements when staff and financial resources allow.

## Internal Communication:

- *Quarterly written report to Council* – providing high-level information on what has happened within the department, including the number and broad description of inquiries, activities implemented from plan including successes and any risks associated, number and broad description of meetings, etc. The report is only a short overview and should not include details or confidential information of any kind.
- *Annual presentation to Council* – the presentation should include a high-level overview of the previous year’s work focusing on completions and successes. The presentation should include a summary of a proposed work plan for the coming year.
- *Newsletter* – the online survey indicates residents and businesses do not have a clear understanding of what economic development is or what goals, projects and successes are in the community. 100 Mile House has demonstrated excellence in communicating the Economic Development Strategy steps, including releasing online survey results, project updates, etc. There is an opportunity for the District to increase the promotion of economic development, including Strategy implementation and current projects and successes. Many communities have smaller newsletters, such as Coffee Talk, that get distributed throughout the community. Alternatively, the economic development department can develop an electronic newsletter. The newsletter can report on council meeting outcomes and next meetings, business opportunities, public notices, etc. The newsletter could also include a specific section highlighting individual businesses, new residents, or returning youth.



- *Social Media* – with the recent redesign and economic development-focused website, there is an opportunity to incorporate and increase social media platforms to communicate with residents and local businesses. The newly approved Community Transition Assistant position can incorporate a skill set to create a strong social media campaign. A well-structured campaign would include ongoing content and ways to grow the District’s social media presence, including local businesses, new investment, and the attraction of workers and new residents.

## External Communication

- *Investment database* – economic development needs to focus on building its investment database, including potential investors, levels of government, supply chain, developers, real estate, new residents etc. This database will be utilized to distribute specific

investment news, successes and opportunities. Coordination with the Visitors Information Centre could help to collect contact information for the database.

- *Newsletter* - an investment-focused newsletter that can be distributed electronically to those in the investment database. The newsletter should be short and designed in keeping with the 100 Mile House brand but needs to be eye-catching. The newsletter should be quarterly and include opportunities and successes. It should be focused on “selling” the community to new residents, entrepreneurs, investors, businesses, etc. A typical newsletter could feature a specific property, provide a business success/testimonial, specific investment programs (local or provincial), highlight an advantage and include a “fun fact” on 100 Mile House or surrounding area. There could be a newsletter sign-up page on the economic development website.
- *Provincial Partnerships* – having relationships with Provincial agencies involved in attracting and supporting business in BC is critical. It is important that the community build relationships with key staff and educate them on the opportunities available in 100 Mile House. Whether it is the Ministry of Jobs, Economic Recovery and Innovation, Ministry of Forests, Land, Natural Resource Operations and Rural Development, Ministry of Municipal Affairs (Provincial Nominee Program) or any other Ministry working with businesses.

## 5. Leverage Resources and Capacity through Partnerships

One of the most effective ways to encourage economic growth is to establish cooperative partnerships. Successful communities will be the first to admit they don’t do it alone. Economic development needs to maintain existing partnerships and work to align new, broad-based partnerships that increase the community’s identity, build on strengths, and address barriers to growth and the mobilization of resources.

- *Meeting(s) with First Nations (Canim Lake)* – Municipalities and First Nations want to, and need to, collaborate as neighbours. It is recommended that 100 Mile House initiate regular bi-annual meetings with the Canim Lake Band to address regional issues, identify mutually beneficial projects and work together to build a more sustainable economy. Discussions with Canim Lake Band should include hosting a Community to Community (C2C) Forum. Since 1999, the Ministry of Municipal Affairs and Indigenous Services Canada have provided funding for the C2C program. The C2C program can contribute a maximum of 100% of the costs of eligible activities – to a maximum of \$5,000.00. C2C Forums must include direct dialogue between elected officials and/or senior staff of neighbouring First Nations and local government and work toward one or more of the following objectives:
  - Strengthening relationships and fostering future co-operative action by building stronger links between First Nation and local government elected officials and senior staff

- Advancing First Nations and local governments to more formal relationships through protocols, Memorandum of Understanding (MOU), service agreements and/or collaboration on plans or projects
- Supporting local reconciliation efforts, United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and shared capacity building
- Developing or improving coordinated approaches to emergency preparation, mitigation, response and recovery, including recovery from the impacts of the COVID-19 pandemic

Funding and guidelines for hosting a C2C program can be found through Union of BC Municipalities (UBCM). Applications will be accepted between March 1, 2021 and September 30, 2022.

- *Cariboo Regional District* – the CRD has expressed an interest in engaging in working together more on economic development issues and projects. There are various strategies recommended in this plan that are regional in focus, including Tourism Inventory, Agriculture Growth Strategy and Economic Disaster Recovery and Resiliency Planning. It is also recommended that a representative from the CRD (i.e. economic development) be asked to sit on the Economic Development Advisory Panel. CRD participation on the panel, will help identify specific initiatives that could be a partnership between the CRD and 100 Mile House. This type of cooperation will strengthen the economic development working relationship between CRD and 100 Mile House.
- *Provincial* – 100 Mile House has good relationships with the provincial government, particularly at the regional level. Several meetings and roundtables with the provincial government focused on assisting with the mill closure labour market assessment. This relationship needs to continue and maintain strong ties. An offer could be made to the Regional Manager to sit at the Economic Development Advisory Panel.

## 6. Raise 100 Mile House's Profile

The primary purpose of traditional economic development marketing is to generate interest from companies with expansion or relocation plans. However, given the current environment in which many skilled professionals are selecting place first and job second, the marketing campaign should also attract individuals to the region. Several strategies identified in this economic development strategy are designed to attract new residents, businesses and workers to the community. To achieve success in each of these efforts, the District must identify ways to differentiate the 100 Mile House Area from its competitors and focus on the community's efforts.

The area's well-known lakes, trails, and other aspects of the tourism industry is an exceptional asset for talent-attraction marketing. Not only is the area a popular destination among domestic tourists, but it is also a popular getaway for families to vacation and/or buy second homes.

To the extent that the area already boasts a positive reputation, the community has an exceptional platform for engaging visitors, whether in town for business or pleasure. Engagement should occur to have a conversation about the benefits of doing business in the area. Every opportunity must be taken to engage or educate talented professionals in a conversation about how they can pursue their careers, start a company, or relocate an existing business, to the area. Once issues like infrastructure (broadband), housing developments, and others are well underway, work should be done to establish a complimentary theme for tourism, business recruitment and talent attraction. These efforts can be combined with new Facebook and other Social media sites and using accommodation providers as a “starting point” to guests exploring investment and living opportunities. Well placed information sources and call-to-action cards in rooms and other strategic locations throughout the region can encourage visitors to take the time to discover all the benefits of the area.

## 7. Complete a BC Rural Dividend Application



The Rural Dividend Program has \$25 million a year to assist rural communities with a population of 25,000 or less to reinvigorate and diversify their local economy. The program has been suspended for this year but not cancelled. Staff are working with colleagues across other ministries to identify options for alternative funding, emphasizing community economic development diversification. It is recommended 100 Mile House keep in close contact with FLNRORD Ministry representatives (Regional Manager) to be kept aware of when the program will be reactivated. There are several strategies in this plan that could be applicable for a program application, including:

- Strategy 2: Economic Development Advisory Panel Training
- Strategy 9: Create a Community Profile
- Strategy 10: Land and Building Inventory
- Strategy 11: New Resident and Relocation Package
- Strategy 12: Business and Resource Directory
- Strategy 21: Resident and Remote Worker Attraction
- Strategy 29: Wayfinding
- Strategy 31: Tourism Inventory
- Strategy 32: Agriculture Sector Growth Strategy
- Strategy 42: Prepare an Economic Disaster Recovery and Resiliency Plan

## A Modern and Comprehensive Economic Development Toolbox

Effective and comprehensive information is an essential economic development tool. Primary economic development practice is collecting, creating, and disseminating demographic, economic, sector, and other socio-community information to help improve planning and decision-making activities. It is critical to successful economic development to inform partnerships, stakeholders, investors, businesses and residents. The information collected is used to attract new businesses or residents, marketing the community to an external market, and targeting specific sectors. While materials exist these need to be updated to reflect the current information available and increased methods used to distribute the information to a wider audience.

### 8. Create a Community Profile



A community profile is usually the first piece of information that an investor, business or resident will look at when considering a community's potential suitability or other decision-making. The existing profile does provide some good information that should be incorporated into a more comprehensive profile that tells the story of the community. The new profile needs to have a high degree of visual content that supports the story and is missing from the existing profile. The following information (at minimum) should be included in the community profile:

- Regional overview – includes a map and community-specific information
- Demographics
- Labour
- Major employers
- Cost of doing business – taxation, utilities, etc.
- Transportation
- Quality of life factors – education, recreation, healthcare, housing

The profile should be developed in a user-friendly format and allow for future updates as information changes, including results from the 2021 Census. The profile should be made available electronically and only printed on demand. The CRD could partner on this project by providing data and other support. However, it is suggested the development of the profile should be contracted out to a firm with experience in design and economic development profile content.

### 9. Investment Attraction and Economic Development Activities

The redesign of the economic development-focused website is a good start in building a comprehensive toolbox, and the new community profile will be a great addition. By expanding and enhancing some of the tools already in place, 100 Mile House can develop a stronger marketing focus. The toolbox will need to have clear and concise materials focused on doing business in the community, the competitive advantages and on select targeted sectors (i.e. agriculture, virtual workers/entrepreneurs, retail, etc.). The development of these materials will address the short timelines investors typically have when searching out specific information on potential locations. Key information on labour, transportation, zoning, municipal fees, and utilities must be readily available and scaled to a specific opportunity in a format through easily available tools. Any printing of materials should be done in-house and printed at the time an

investor may be visiting. All of the tools should be available online. Some of the materials that could be developed include:

- Quick facts – one sheet that quickly outlines the “top 10” information investors are looking for
- Property sheets – one sheet “flyer” that promotes a specific property (land or building), including the specifics (zoning, size, services, price, etc.)
- Community profile
- Sector profiles – one-page profile on targeted economic sectors. The profiles could include agriculture, virtual workers/entrepreneurs, retail and other opportunities
- Business support or what economic development will do – this is a one-sheet on the services and “hand-holding” that economic development offers

## 10. Land and Building Inventory

One of the most critical pieces of information required to respond to inquiries (both internal and external) is the inventory of available land and buildings. While a community may meet the criteria regarding labour and other key decision-making issues, the required land needs to be available to attract new investment or satisfy local expansion needs. The development of a land inventory can benefit the District in several ways. It demonstrates the ability of the community to accommodate a company’s needs. At the same time, the information can be used to provide local government with a rationale for new zoning or OCP changes.

A detailed land and building inventory would include those owned by the District and the private sector (if listed with a realtor). Ideally, the inventory would include the following details on each parcel of land and building:

- Community infrastructure (water, sewer, etc.)
- Utilities
- Property Survey
- Zoning and OCP designations (city and regional district)
- Size (dimensions/acreage) of land
- Size of the building (if applicable)
- Access (road, rail)
- Assessments completed or necessary (i.e., Environmental, Archaeological, Environmental)
- Map
- Ownership status

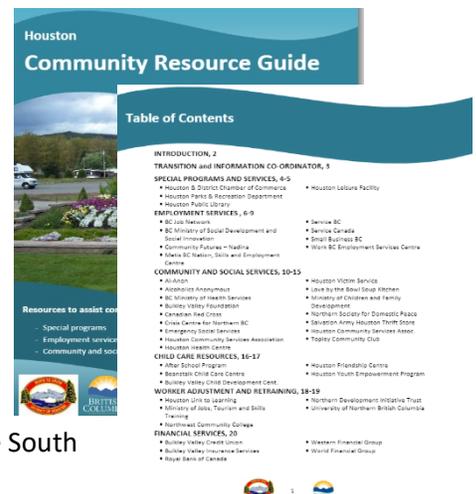
Once the inventory is finalized, a detailed analysis should be completed to see if the zoning and OCP designations support the potential best use of the property. Those properties identified for potential zoning and OCP amendments should not be included in any marketing until changes have been made. The final inventory should be published and used to attract investment and promote opportunities.

## 11. New Resident and Relocation Package

The Visitors Information Centre (VIC) provides a package of information. The package includes the existing community profile, 100 Mile House and South Cariboo Visitor Guide, real estate information, maps, childcare, things to do, etc. The information is useful to visitors or new residents; however, some of the information is dated and repetitive. The package would benefit from a redesign and update. A thorough review needs to be completed to ensure the package is the best it can be. 100 Mile House, along with the VIC, should meet to review the package and determine what materials should be included. We recommend less printed information and instead information directing individuals to the economic development website for additional information. For example, instead of the full community profile, the Quick Facts (above strategy) sheet be provided with a clear link to the economic development website for more detailed community information.

## 12. Business and Resource Directory

There was significant interest in having a business and resource directory for the District during the public consultation. The directory would include a list of businesses and the various services and other resources that existing residents and potential residents are looking for. The District of Houston Community Resource Guide is one example for 100 Mile House to use. Houston's guide only provides service resources and does not list businesses, but it does provide a good starting point to design the directory that will fit the needs of 100 Mile House. There may be potential to partner with the CRD and expand the directory to include listings for the South Cariboo.



## The Cariboo Leader in Business Development and Support

Over the past several years, the District of 100 Mile House and the adjacent areas, like so many other communities, has been impacted by industry consolidation or closure of sawmilling facilities. While we can all hope to attract “the next big one,” the reality is that business attraction can, and often is, a zero-sum game. We can choose to put all our efforts into attracting a new industry or work towards building an environment where existing businesses thrive, entrepreneurs launch new businesses, and where every sector, regardless of size, sees the community as a viable place to invest. This approach can define the future of 100 Mile House – the “Cariboo” leader in Business Development and Support.

Through the implementation of various initiatives, the District of 100 Mile House can be seen as the leader in supporting existing businesses and new entrepreneurs. By taking this step, the community will start to be seen as a progressive community where business is supported and not hindered and where new investments and inward business relocations can occur.

The following measures will help secure a long-term future for the community where business feels supported and encouraged.

### 13. Establish a “100 Mile House BusinessCounts” Program

Although new business recruitment is often a priority of economic development strategies, Business Retention and Expansion (BRE) should be the most important economic development policy to discover the health of existing businesses in a community – and do something to support them. The residents and businesses of the 100 Mile area identified that working to ensure local businesses stay and expand in the community should be a number one priority.



Over time, BRE programs build stronger ties with businesses and goodwill among the public and private sectors in the community. Successful BRE programs can encourage businesses to continue to invest in the community they are in and resist those opportunities that come along for them to relocate. These programs also can inspire local businesses to promote the community to their business networks, vendors, and others as an ideal location in which to invest. A business walk is not a complete business retention and expansion program and should not be the only tool used to engage your businesses. While it is great to do a business walk, it does not delve into those issues that need to be discussed to identify challenges clearly and capitalize on potential opportunities. An annual business walk could, and should, be part of the overall 100 Mile House BusinessCounts Program. The walk can help you establish your targets for the following year's broader engagement efforts.

A 100 Mile House Business Counts program should be developed to regularly engage with existing businesses through a mix of one-on-one interviews (set a realistic target of number of visits based on staff resources) and business focus groups to work on specific mutual issues and challenges. Through the business interviews, the community will identify the current state of the existing businesses, including any challenges or opportunities. Due to this item's high priority, we have included additional details in Appendix C on the steps to take to establish this program.

It is recommended the BRE program begin with a “Kickstart”. This is where a consultant is brought into the community to conduct a series of one-on-one interviews with local businesses to get a baseline of information to build upon. A well-structured kickstart program will provide basic training on CRM, interview, enter data, complete referrals, and identify trends.

#### 14. Supportive Local Government Policies

Local governments play an important role in developing the regulations and policies needed to support the success of economic development initiatives. Providing a regulatory environment that eases the burden on businesses can have just as much impact as providing financial incentives to companies. Time is money, and businesses appreciate locating or expanding in communities with minimal government delays and bureaucracy. The survey of the area demonstrated a strong desire to establish business-friendly regulations (54%), yet only 23.4% indicated that local government was a “challenge” for the local economic growth. However, there is a perception that local government policies may be a challenge. While every indication is that the local government is business-friendly and policies are not restrictive, perceptions can hurt a community's ability to succeed. A Bylaw and Policy Task Force could be established to review existing bylaws, policies and approval processes and then make recommendations on where they can be improved. This review will help address the perceptions and demonstrate to the business community that the local government is committed to helping businesses be successful.

#### 15. 100 Mile BusinessCounts Workshop Series

A well-rounded business retention program should include developing different programs and services to demonstrate that the community is a leader in supporting existing businesses. One potential initiative identified in the survey is hosting a series of workshops on topics designed to help them overcome different challenges. These workshops could also help expand the partnerships with Community Futures, the South Cariboo Chamber of Commerce, and the newly created Downtown Business Alliance. During the workshops, it will be a good opportunity for both Community Futures and the local government to discuss what they are doing to support business and encourage more economic development. The following are some of the most referred to workshops that businesses expressed interest in attending.

- Funding or grant programs
- Marketing your business
- Social media for business
- Business planning (including management and leadership training)
- Accounting and finance

In addition to the above workshops, the community could partner with other community and regional organizations to fund a speaker series as part of workshops or social events where various service providers can share information about their services and programs with the business community.

#### 16. Create a Vibrant and Lively Downtown by Creating a Downtown Business Alliance

Downtowns in many communities have experienced neglect, abuse and abandonment. Fortunately, over the last number of years, this trend has slowly begun to shift. Today,

communities recognize the value of downtowns and have implemented plans to revitalize, re-grow and reinvent.

Downtowns have an important and unique role in economic development and investment attraction. Generally, downtowns create a critical mass of activities where commercial, cultural, and civic activities are concentrated. This concentration facilitates business, investment, and cultural exchange. Creating a Downtown Business Alliance would create a partnership of stakeholders committed to improving the downtown in the District of 100 Mile House through initiatives and events.

Building a sense of place and a vibrancy to any community cannot be done overnight. But, small things can be initiated to help move a downtown towards creating a livelier and more vibrant place where the community wants to gather. Some of these initiatives are part of this economic development strategy, and others will be created as the Alliance begins working together on developing additional ones. Some ideas that the Alliance may want to consider as part of creating a culturally diverse downtown, are:

**Music:** One simple idea is to pipe music throughout the downtown during the summer. Port Alberni implemented this initiative in their downtown and instantly experienced an improved sense of place. People have remarked how much more enjoyable walking downtown is with the music playing, how coffee shops set up outdoor seating to enjoy the music, and the feeling of safety it provided after hours. This is a quick and easy win for communities to implement.

**Art in Empty Buildings:** Nothing portrays decline and defeat like empty storefronts. Even one empty building and make downtown look empty and feels in decline. What entrepreneur is going to be able to visualize themselves creating a successful business there? What visitor is going to stop long enough for even a bite to eat? What future resident is going to decide that this is the place we want to be? Changing perceptions is one of the first steps to turning around a small town.

While it is important to let people know that space is available, it does not mean that you have to show the space to everyone walking by. Using art is an excellent way to “dress up” a building in a cost-effective way and at the same time highlight the work of local artists.

**Wi-Fi in the Downtown:** With a potential partnership with Starlink, the community could meet the expectation of visitors of available and free wi-fi in the downtown core. The availability of Wi-Fi downtown offers people a reason to congregate to the area and stay a little longer. It demonstrates to visitors that the community is technologically connected – encouraging a creative and innovative community.

## 16. Create an Environment that Encourages Entrepreneurship

Moving beyond business retention (see “Establish a “100 Mile House BusinessCounts” Program”), the District should encourage the development and growth of local start-ups. Successful entrepreneurial development involves a strategic, organized and regionwide support system that provides the physical and social infrastructure entrepreneurs need. Such programs also connect entrepreneurs to capital, training, and technical assistance needed to start and grow their businesses. Ensuring that entrepreneurs feel valued – by helping them establish

relationships and recognizing their successes, for example – contributes to a community’s entrepreneurial climate. While economic development is often seen as difficult and resource-intensive, the benefits a community reaps from a successful entrepreneurship program can be immense. Fostering an entrepreneurial ecosystem can help a community retain local innovation and talent, build and keep wealth in the area, and contribute to the community’s character. The District of 100 Mile House is fortunate to be served by one of the top-rated Community Futures in Western Canada. Community Futures Cariboo Chilcotin provides loans, training, coaching and information services to entrepreneurs.

Several initiatives in this strategy will encourage and support an entrepreneurial ecosystem; however, specific District-led initiatives will help it be known that the community supports and encourage start-ups. For example:

- Promote the services of Community Futures Cariboo Chilcotin
- Develop a guide on programs and services for entrepreneurs on the different assistance programs and agencies available to the business community and how they can help
- Work with Community Futures to increase its presence in the District of 100 Mile House by providing complimentary office space
- Make formal announcements and press releases at Council meetings on new entrepreneurs
- Waive business license fees for the first year of operations
- Develop a “pop-up” shop policy that encourages entrepreneurs to set up downtown during the summer in a designated area

### 17. Utilize Revitalization Tax Exemption to Encourage Development

Through Section 226 of the Community Charter, the Province of British Columbia provides local governments with authority to exempt property from municipal property value taxes (municipal tax portion). To use this authority, a Council must establish a revitalization program (with defined reasons for and objectives of the program), enter into agreements with property owners, and then exempt their property from taxation once all specified conditions of the program and the agreement have been met. Exemptions may apply to the value of land or improvements or both. Councils are free to specify, within their revitalization programs, the amounts and extent of tax exemptions available.



The District of 100 Mile House could consider making the entire community a Revitalization Tax Exemption Zone, allowing residential, commercial, and industrial developments to apply. These projects do not require new buildings but could be redevelopment or major modifications of existing buildings. Alternatively, the District could create several different zones, including:

- Birch Avenue (from 1<sup>st</sup> Street to 4<sup>th</sup> Street.)
- Red Coach Inn
- All of Exeter Station Road
- Hwy 97 Frontage Roads (Alder, Alpine, Taylor)

### 18. Further Enhancement of the Façade Improvement Program

A pleasant community appearance increases the first impression of a community as seen by a visitor or potential new resident. It increases home values, encourages new business

investment, and demonstrates vibrancy. To encourage businesses to enhance facades, the District of 100 Mile House participates in the Northern Development Initiative Trust Business Facade Improvement program. This program helps cover business costs associated with the Facade Improvement, and several 100 Mile House Businesses have taken advantage of the program. It is strongly encouraged that this program is continued and, if possible expanded. It can be combined with the Revitalization Tax Exemption incentive, and new partners sought to increase the number of facades that could be completed every year. New partners may include local construction companies, hardware stores (discounts on paint, lumber, etc.), or even a partnership with the School District to utilize students to paint and do minor repairs as part of work experience programs.

#### 19. Continue to Support Immigrant Business Attraction

The District of 100 Mile House took the pro-active step to become a pilot community as part of the BC PNP Entrepreneur Immigration (EI) Program. The EI Regional Pilot was introduced in March 2019 to support economic growth in smaller regional centres of B.C. On March 23, 2021, the Province of BC announced that this program is being extended for three years. With COVID19, it has been hard to implement this program due to travel limitations. With this recent extension, the District should remain as part of this program and develop the tools and resources to enable them to respond adequately and host and attract new immigrant investors to the community.

## A Desirable Community for Working and Living

Where to live when you can work from anywhere is what many people are trying to answer now that remote working is a viable option. Remote working has been at the forefront since early 2020 as the pandemic dramatically shifted how many people work and where they work from. Many people have realized that life in the big city isn't what it was all cracked up to be – expensive rent, excessive traffic, no parking, crowded, etc. With video meetings over Zoom becoming an accepted practice, smaller communities are now able to attract new residents and workforce than ever before. While attracting new residents is an important component for successful communities, retaining your existing residents is an important factor, too. Many community aspects that attract new residents are the same ones that retain residents. These include good housing options, local services and amenities, and now more important than ever before, strong, reliable connectivity.

### 20. Connectivity Partnership



To attract workers who can work anywhere, 100 Mile House needs to ensure connectivity is strong, reliable and fast. The high cost of providing infrastructure for residents in and around rural and remote communities in B.C. has been identified by municipal governments, First Nations, regional districts, regional internet service providers, and community advocates as one of the key barriers to expanding internet services. NDIT administers the "Connecting British Columbia" program. This program helps to pay for the infrastructure required to deliver high-speed Internet connectivity to rural and remote areas of the province. Most recently, both the provincial and federal governments have committed financial resources to ensure all communities across Canada have the same connectivity regardless of location or size.

In 100 Mile House, several residents have opted to take advantage of the opportunity to pilot Starlink. The service appears to be providing a stable and reliable way to connect and work remotely. Starlink has recently partnered with a rural community in Northern Ontario (Pikangikum First Nation) to bring the internet to the entire community. In addition, other service providers like Telus and ABC Communications (ABC) are making significant investments in improving services through new funds made available from senior levels of government as they focus on making connectivity a priority for rural communities. A partnership between the CRD, the Canim Lake Indian Band, and the District of 100 Mile House should be explored to develop a pilot project between the area and SpaceX/Starlink, Telus, ABC or others, to provide additional connectivity. The expansion of the internet to the entire area can attract remote workers and supply current residents with reliable high-speed broadband internet.

### 21. Resident and Remote Worker Attraction

With new forms of communications (Zoom, Microsoft Teams, etc.) and the dramatic shift to remote working, we live in a different environment today than we did pre-COVID. The pandemic has accelerated the realization for many industries that there is no need to be in bricks and mortar of a corporate head office. More and more individuals are working from home (virtual workers), and there is a large percentage of individuals who want to continue to work from home even after they can return to their company office. A recent poll by global staffing firm Robert Half shows that about one in three professionals (33 percent) currently working from home due to the pandemic would look for a new job if required to be in the office full time.

Remote workers come from a diverse sector base and can range from lawyers, graphic designers, HR support, and financial advisors to virtual assistants, researchers, marketers and sales roles. The diversity in this sector alone can change the economic make-up of any community. In short, remote work is expanding, increasingly popular, and it is a realistic opportunity for resident and business attraction. With affordable real estate, combined with a good selection of services and amenities, recreational activities and proximity to larger markets, virtual workers are a realistic target for 100 Mile House to pursue.

Typically attracting these types of people to the community would form part of a resident attraction program. Best practices that 100 Mile House can incorporate in a resident and remote worker attraction program include:

- Local government becoming the remote working leader by implementing flexible work policies internally
- Branding the community as supportive of remote work or being a “zoom” community
- Development of a focused “remote worker” promotional material(s) including comparative cost information with other cities/communities
- Development of “Living and Working in 100 Mile House” testimonial videos (30-60 seconds)
- A dedicated website and remote worker focused social media campaigns
- Partnering with local businesses and organizations to distribute marketing materials, including:
  - Visitors Information Centre
  - Local real estate agencies
  - Accommodations
- Use of testimonials to help attract new residents and remote workers

## 22. Remote Worker BusinessCounts Co-Working Space

The current global pandemic has had devastating negative economic impacts worldwide. But it is also introducing new opportunities to explore for communities and businesses. Many companies recognize that having large office spaces where workers will gather to carry out daily tasks may be unnecessary and allow remote working. Workers, however, will still want to, at times, get out to a location where they can meet with others or make use of equipment they do not have at home. Co-working spaces can take various forms and in no way do they need to be fancy and expensive to set up. Building on other strategies such as the extension of broadband and the attraction of remote workers, the community would benefit from establishing a co-working space. The BusinessCounts co-working space would offer temporary desks and act as a shared office space where members, such as freelancers or those who work from home, can rent desk space for various periods. This co-working space should be located near the downtown core within walking distance to coffee shops and other services. It would work in the Martin Exeter Hall facilities.

### 23. Housing and Residential Development

Like many other communities, the availability of housing at an affordable price is a key desire. 100 Mile House does have affordable housing, particularly when compared to larger, more urban centres. The community is experiencing higher relocation inquiries as remote working becomes more accessible; however, housing supply may not meet the demand. Housing and residential development need to address the primary target groups:

- Urban dwellers seeking the best in a rural lifestyle but proximity to all amenities offered by nearby cities, including Kamloops, Kelowna and Vancouver
- Youth who have roots in the community and may consider returning to raise a family in 100 Mile House once they have completed their education
- Seniors who have a high-priced property to sell in larger, urban cities and wish to free up capital by purchasing a more moderately priced home in 100 Mile House
- Families looking for an affordable and safe community to raise their children

In addition, to facilitate new rental housing and homeownership opportunities for middle-income families, a partnership could be considered between a local non-profit, the District of 100 Mile House, Canim Lake Band, and HousingHub. The HousingHub is facilitating new opportunities and partnerships with traditional and non-traditional partners to create new affordable homes. BC Budget 2021 provides \$2 billion in development financing through HousingHub to support these types of community-based projects.

There will need to be a promotion of 100 Mile House as a great place to live. The promotion would be targeted to the above groups. It will be important to identify where the best locations for additional residential development are. These locations must fit within the Official Community Plan, and zoning by-laws must also be reviewed, confirmed or determined.

### 24. Residential and Commercial Developer Attraction

With the expected increase in demand for new locations to live in, the community has the opportunity to attract new developers for both resident and commercial development. To be effective in this, several strategies must be completed before successful marketing can be carried out. For example, it will be important to have an up-to-date community profile completed (Strategy 8) and a land inventory (Strategy 10). Once this information has been completed, the community should consider hosting a familiarization tour. Familiarization tours are effective in showcasing location and resources but are invaluable to establish personal relationships with potential clients. Properly designed, these tours are a uniquely effective form of marketing to raise a community's profile. One method for tours is with existing developers, real estate agencies and others that can play a crucial role in marketing the community for future projects. Inviting developers from the lower mainland and realtors that are part of the BC Northern Commercial Council to be part of a tour highlighting sites for development, empty buildings, and talking about plans will help increase the awareness of the opportunities in the community. These tours would last a half-day, concluding with a luncheon and a presentation from the Mayor and Economic Development Officer.

## 25. Support Senior Housing Needs

Seniors represent a large portion of the District's population (30%). A 2018 study showed that over half of seniors aged 75 or older indicated they want to stay close to friends and family in their community. The importance of staying within the community cannot be overlooked as research indicates this contributes to emotional well-being and happiness. During the online consultation, seniors housing was something of concern. There appears to be a need for housing (seniors and otherwise), particularly as the District's population continues to age.

The recent 2021 provincial budget announced their commitment to continue to provide funding to support the construction of 114,000 units, including funding 10,000 new housing units over the fiscal plan through grant funding to non-profit housing providers and \$1.6 billion in capital investments. The new units will help BC residents, such as middle-income families, seniors, Indigenous peoples, and women and children. 100 Mile House should provide assistance in the way of supporting funding applications, finding suitable land, and facilitating the permitting process.

## 26. Enhancing and Communicating Public Amenities

Quality of life amenities are an important part of the community's economic strength and why many choose to live in 100 Mile House. Centennial Park, municipal campground, a diverse mix of snowmobile and hiking trails all provide significant amenities enjoyed by residents and visitors. Successful communities recognize the importance of recreation, parks, and access to nature in their ability to make themselves more attractive to talented workers and new businesses. The landscaped downtown, combined with banners, flowers, and more, are part of the amenities residents appreciate. Many residents expressed a desire to see a new pool developed. While a pool is nice to have, it can also be an expensive and money-losing venture. The community, in partnership with the Cariboo Regional District, continues to do research on the feasibility of a pool and at this time no decision has been made. A mixture of the District maintaining and enhancing community parks and recreational facilities, supporting local groups to maintain trails and build new ones, and working with the private sector to promote visually appealing facades or frontage should be pursued.

## 27. Expand Festivals and Events

The online survey found that residents want to have more activities and amenities offered. 100 Mile House does have several events throughout the year, including Hot July Nights and the Santa Claus Parade, but there may be room for more. Increasingly, municipalities temporarily close streets to motor vehicles (generally on weekends) and open up streets to non-motorized traffic and temporary businesses. The benefit is more people frequenting an area, spending money on products and services and creating a more vibrant downtown. An example of an event that could be held downtown is one focused on art, allowing artists and other vendors to set up pop-up galleries, exhibits, and displays.

## 28. Incorporate Inclusion and Respect for Cultural Diversity

Inclusion is not just the smart thing to do; it is also the right thing to do. It is what is not only desired but expected by all levels of government and business. To create a culturally inclusive community, there needs to be business leaders who are committed to

**Short  
Term**

making the community equitable and inclusive, a place to live, work, and play and where all people have the opportunity to thrive, belong, and contribute regardless of age, gender or ethnicity.

Through creating an “Inclusivity Task Force,” a comprehensive program could be established to create a culturally inclusive community and become a leader in British Columbia on creating a community that is open for all. A variety of projects could be considered, such as:

- Implement Community to Community Forum with Canin Lake Band (Strategy 5)
- Hanging of the Canin Lake Indian Band or the Shuswap Nation Flag at the District office
- A blend of Indigenous and Non-Indigenous banner art along Main Street and Highway 97
- Development of a Culturally Inclusive Business Recognition Program
  - Self-assessment of a specified criteria
  - Window certificates recognizing the participating businesses.
- Development of specific age and culturally friendly events
- Designation as a Dementia Friendly Community
- Hosting of workshops on equity and inclusion

The Inclusivity Task Force would include Canin Lake Band, businesses, community groups representing seniors and youth, Council and others.

## Supporting Economic Diversity and Opportunities - Tourism

The majority of economic development organizations are not responsible for tourism. However, some organizations, particularly smaller communities, combine both economic development and tourism activities. While the District funds tourism, there is no direct management of the tourism activities by the economic development department. It should be noted that tourism-related activities often cross over into economic development and visa versa. There are several strategies within this plan where tourism and economic development are equally affected.

### 29. Wayfinding

Wayfinding refers to systems that help people find their way from one place to another. Many elements contribute to wayfinding, from landmarks to maps to handheld GPS systems to ask for directions from a friendly stranger. Good wayfinding is a blend of art and science. When executed well, wayfinding can give visitors key information on what is around to experience. It can lead to additional time being spent in the community and surrounding area. It can increase awareness to future residents on what is available to see and do if they lived in the area. Wayfinding is typically done by signage or by creating an app for use on smartphones. Both have pros and cons.

Individuals/visitors can use Wayfinding signage to:

- Identify various points of interest throughout the community and surrounding area – usually multiple sites on one sign
- Celebrate heritage sites to visitors and residents
- Encourage visitors to turn off the main road through the community and stop at a local place of business
- Take advantage of the major transportation corridors and centres in the community

Some communities have opted to create or purchase an app that can be downloaded onto cell phones or tablets and connected to Wi-Fi or cellular networks. These apps can be used to promote various points of interest and promote local businesses. An app recently released by BC Economic Development Association (BCEDA) is called 468 Insider and could be considered in partnership with CCCTA or the CRD. 100 Mile House needs to create a wayfinding strategy to determine the best mix of tools to increase awareness of the region.

### 30. Cohesive and Coordinated Tourism Partnerships

100 Mile House has a well-managed Visitor Information Centre, and tourism marketing for the region is managed through the Cariboo Chilcotin Coast Tourism Association (CCCTA). While we do not recommend that the District's economic development department take over tourism responsibilities, we recommend that a clear understanding of roles and ongoing projects are defined. Regular meetings between economic development and the CCCTA will help clarify what is being done and enable the District to talk about what is being done to support tourism. The most logical schedule would be quarterly based on the four tourism seasons. During each meeting, discussions regarding how the hotel marketing tax is being applied, upcoming events, need for additional resources, etc. can be explored. These meetings will allow economic development and tourism to work together seamlessly and build a strong relationship built on trust and understanding.

### 31. Tourism Inventory

Tourism was ranked as a top sector for future regional growth potential in the community online survey. To better understand the tourism potential, it is important to identify what assets or inventory the community and surrounding area have. Complimenting this would be an inventory of existing tourism-related businesses, their current status, capacity and business opportunities. An inventory of tourism-related assets will help define what 100 Mile House offers concerning its infrastructure, culture, activities and events that visitors can experience. The inventory of these assets can clarify where the greatest opportunities currently exist and identify gaps and potential for tourism development and promotion.

## Supporting Economic Diversity and Opportunities - Agriculture

Agriculture has been ongoing in the South Cariboo area since the Cariboo Gold Rush in the late 1800s. At one point, the Cariboo was filled with roadhouses along the gold rush trail, which served as stopovers for miners. The roadhouse supplied many of the needs of the travellers, including dairy, poultry, livestock and more. An “Agricultural Land Use Inventory,” completed in 2015 by the CRD and the BC Ministry of Agriculture, showed that the area still reflects its agriculture history. While dairy is gone, cattle production has been a mainstay of the region, combined with small scale mixed agriculture.

The loss of abattoirs over the years negatively impacts those requiring slaughtering capacity, resulting in a decline in cattle ranching.

While the SFU study identified a significant number of strategies that could be implemented to support the sector, the recommendations are not, for the most part, feasible for local government to implement. Several strategies included in this plan, such as a Business Retention and Expansion Program, Business Workshops and more, are all areas where they should also support the agriculture sector. The following strategies are recommended to provide a realistic chance to build the foundation for a strong and vibrant agricultural sector.

### 32. Agriculture Sector Growth Strategy

Building on the 2015 Agricultural Land Inventory and the recommendations included in the SFU report, the community, working with the CRD, should develop a broad-based and realistic strategy to sustain and grow the agriculture sector. A dedicated working group consisting of the different agriculture support agencies like the 4-H Club and the South Cariboo Farmers Market, along with producers, Canin Lake Indian Band, and both the CRD and the District of 100 Mile House should develop the strategy. While this should be a partnership, the CRD should take the lead as most agriculture production occurs outside of the District of 100 Mile House.

### 33. Explore Opportunities for Year-Round Local Grown Products

While fruit and vegetable pricing is always a challenge in rural communities the current trend is individuals wanting to live in areas where locally grown products are available. Many of these individuals are willing to pay more for locally sourced produce. Adopting new technology allowing affordable options to grow local produce is opening the doors to new opportunities. There can be community solutions such as working with existing producers in establishing or expanding a locally grown food cooperative, or the private sector can be partnered with or encouraged to take the initiative.



Several options exist that could be considered for the region. New technology such as container growing by companies like The Growcer could be a possibility. The Growcer empowers communities, retailers, and organizations to grow local produce effortlessly anytime and anywhere, from the arctic to the desert, with their hydroponic container farms. New operations are under development in BC in communities like Squamish, Gitmaxmak'ay Nisga'a (Prince Rupert). The project is typically run by a local organization or through establishing a social enterprise or a cooperative. A local entrepreneur could also start it with facilitated support from the local governments to help them access different programs and other levels of assistance.

### 34. Agriculture Public Awareness

One of the biggest challenges facing the agriculture industry today is the lack of awareness of what it takes to bring food to the table. The cost of land, equipment, growing, processing and distribution make agriculture an expensive venture. The challenge also exists in educating the public on the different aspects of farming and why some things are done the way they are. These pressures will undoubtedly increase as residents move from more urban locations to rural communities in search of a lifestyle offering more space to do things.

To fight this challenge, we need to develop programs and initiatives to educate new and existing residents and our youth on the value of agriculture. The District of 100 Mile House, working with the CRD, the South Cariboo Chamber of Commerce, 4-H and others, could develop a new multi-phased education program. Several initiatives to increase the awareness of the value of agriculture could be developed, including:

- Inviting the BC Agriculture in the Classroom Foundation to work with local schools to distribute information to students
- Host a Value of Agriculture Farm Tours once per year
- Hold an annual Farm Tour, inviting regional decision-makers, realtors, and lenders to discover the different types of agriculture production available in the region
- Development of Fact Sheets – talking about the South Cariboo Agriculture Sector

### 35. Explore the Feasibility of a Local Abattoir Cooperative

Ranching has been negatively impacted in recent years due to the loss of local butchering facilities to kill, cut and wrap meat. In many cases, animals need to be shipped as far as Manitoba for processing, taking away any opportunities to purchase or market locally grown meat. The situation arose following a decision by the B.C. government in 2004 to put in policies around slaughterhouses that require a meat inspection system in provincially licensed Class A and B abattoirs. Abattoirs must have a trained government meat inspector to inspect each animal beforehand and each carcass after slaughter. This increases cost and reduces feasibility. Efforts should continue to encourage the government to change these requirements. Still, in the meantime, an application should be made for funding to explore the feasibility of establishing an Abattoir Cooperative. It should be noted that this opportunity was also identified in the SFU Report.

## Supporting Economic Diversity and Opportunities – Forestry

At one point, forestry was the largest employer in the region, including primary harvesting and manufacturing. While forestry may no longer provide the jobs that it once did, the sector remains an important part of the local economy. Keeping the current state of the forest industry in mind, a limited number of strategies directly related to the sector are included. This is for several reasons, including:

- There is a strong need to diversify and strengthen other sectors
- The need to ensure timber supply remains in the community for processing is a political issue and typically out of the control of economic development
- Many strategies previously identified will support the forest sector and other sectors, including those in “The Cariboo Leader in Business Development and Support,” along with many foundational strategies. It will be critical for the District to maintain regular communications with West Fraser and others involved in this industry through the implementation of the Business Retention and Expansion Program
- Stakeholders ranked forestry as the fifth sector in order of those holding the most potential for economic growth

### 36. Leverage the Community Forest to Support Sector Sustainability

The 100 Mile Development Corporation manages the Community Forest on a multi-use basis with the primary focus on good environmental stewardship, guaranteed recreational and public use opportunities and the continued enhancement of the forest resource. No plan is readily available to demonstrate the long-term forecast for the Community Forest on how the resources extracted will be targeted towards community value. In reviewing the financial information for the Development Corporation, it looks like both are well run and are creating a return on investment. A partnership between the Forest Enhancement Society of BC (FESBC) and 100 Mile House Development Corporation has focused on reducing the risk of wildfires in the area. This project with FESBC is critical work as part of a mitigation phase to reduce the risk for another economic disaster due to wildfires. There are several ways in which the Community Forest could develop programs to encourage new investment in the industry and benefit from previous resource attraction. This could include projects such as:

- Complete a “Strategic Plan” that outlines future activities of the Community Forest. This plan should be a public document
- Forestry Dragons Den: Many residents are using wood to develop new value-added products. A partnership between the 100 Mile Development Corporation, Community Futures, and West Fraser could be developed to host an annual “Dragons Den.” This annual event would bring together local/regional residents to submit business plans, project concepts, etc. on projects that utilize wood products and have the potential to create new jobs. The winner(s) of the “Dragons Den” would receive a small grant to help the project become a reality
- Continue to support the development of new recreational assets, including bike trails, snowmobile trails, skiing, and more. This shows the value of the work done through resource extraction and builds assets used to support and retain existing residents and attract new ones and visitors

### 37. Work with the Sector to Retain Facilities and Increase Competitiveness

While the 100 Mile House BusinessCounts initiatives will see an increase in business engagement, a special focus needs to be established to meet those in the Forest sector regularly. Through a mix of one-on-one meetings and focus groups, the District and the CRD need to be in constant communication to understand the industry's challenges and opportunities better. By hearing firsthand, the challenges, the community will be better prepared to deal with the impacts of closures or downsizing. This engagement should include the primary facilities like West Fraser or Log Home Building Companies - and those involved in resource extraction and support industries.

## Supporting Economic Diversity and Opportunities – Retail

The economic landscape is changing, and the marketplace of the 21<sup>st</sup> century is global. To compete and thrive, communities need to have economic development strategies and flexible, innovative, and sustainable actions. Initiatives need to take advantage of every opportunity to support locally-owned businesses. Downtown 100 Mile House is highly valued by residents and businesses and is considered a strength of the community. Downtown’s main street provides residents with a broad mixture of land uses, including a theatre, financial institutions, pharmacy, insurers, restaurants, the municipal office and several varieties of retail shopping. Other businesses provide a wide range of shopping, professional services, and other services to the larger region off the downtown main street. While 100 Mile House

Cities/Villages with 1,000-2,500 Pop. - Average of 143 Downtowns			Cities/Villages with 5,000-10,000 Pop. - Average of 45 Downtowns		
NAICS Description	Number	Sales (000's)	NAICS Description	Number	Sales (000's)
Full-service restaurants	3.19	1,520	Full-service restaurants	7.93	5,378
Drinking places (alcoholic beverages)	2.17	528	Beauty salons	6.69	1,451
Beauty salons	2.15	284	Drinking places (alcoholic beverages)	3.91	1,224
Gasoline stations	1.08	4,085	Automotive mechanical & electrical repair	2.18	854
Automotive mechanical & electrical repair	1.08	409	Gift, novelty, & souvenir stores	2.04	729
Grocery stores	1.01	5,077	Other amusement (bowling, golf, fitness)	1.93	791
Other amusement (bowling, golf, fitness)	0.98	511	Used merchandise stores	1.82	810
Gift, novelty, & souvenir stores	0.92	332	Gasoline stations	1.71	5,527
Used merchandise stores	0.64	201	Appliance, television, & other electronics stores	1.69	3,322
Automotive parts, accessories, & tire stores	0.54	429	Grocery stores	1.56	13,973
Automotive body, paint, interior, & glass	0.54	176	Barber shops	1.33	148
Florists	0.53	126	Specialized building material dealers	1.27	2,240
Specialty food stores	0.52	706	Jewelry stores	1.13	830
Barber shops	0.5	43	Florists	1.11	413
Hardware stores	0.47	788	Automotive parts, accessories, & tire stores	1.09	1,550

has good retail variety options, residents believe that some products or services are not locally available, and therefore they must shop outside the community. What are the opportunities, and how can 100 Mile House attract new retail options? One way to begin to answer the question is to understand the typical number and type of businesses located in smaller communities:

Based on the above tables, 100 Mile House seems to be well serviced. However, there may indeed be gaps in products and services supplied within the community. By comparing this table with the responses collected as part of the survey of residents, we can start to understand better where gaps may exist. Alternatively, it may be a case of better-educating residents on what is available already within the community.

### 38. Establish a Robust Shop Local Program

“Buy local” (local first, shop local, etc.) programs and local branding educate consumers about the economic and social advantages that independent and local businesses bring to a community. The ultimate goal of these campaigns is to create a thriving local economy by maximizing the potential of local businesses and increasing their market share relative to non-locally owned businesses.

With the proximity of Williams Lake, Kamloops, and the increase in online shopping, many residents are drawn to the larger retail offerings there than local retailers. While buy local campaigns are not new to 100 Mile House, an event or a strong program that promotes local purchasing to residents, local procurement to businesses, and positions 100 Mile House as a valid retail option is seen as having value. The program would be an addition or expansion to the existing shop local programs including the Love 100 Mile House, the Chamber of Commerce and the Free Press programs. There is value to having all the “players” (i.e. Chamber and First Press) be partners in the new shop local program. An expanded program would better define 100 Mile House’s identity and brand to residents, visitors and businesses. The shop-local program could also help businesses identify a better or more intriguing value proposition and articulate their competitive advantage to attract residents to their offerings instead of the retailers outside the community.

### 39. Establish a First Impression Retail Assessment Program

100 Mile House can choose to take control of its economic destiny. As part of the community online consultation, residents were questioned about their shopping habits. Slightly more than 60 percent (61.6%) of residents shop outside 100 Mile House at least once a month. A similar percentage (61.1%) spend over \$150.00 per month outside the community. Most residents (84.6%) who shop outside of 100 Mile House say the service or product is not available. There is an opportunity for 100 Mile House to bring together the retail sector to determine how they can lessen the threat of consumer leakage from the community. The benefits of a thriving independent business sector are not limited to the economy. Small businesses help define a community’s self-image and can be a point of pride for its residents. Small businesses downtown can demonstrate the vitality of a community and help attract visitors and new residents. Using the BRE program, retail businesses can be asked their level of interest in attending a workshop focused on educating and enhancing their business and customers’ experience. The workshop could include information on current shopping patterns, trends, social influences, technology, management effectiveness, product mix, niche retail, branding

and marketing. As a value-add, workshop participants could sign up for additional one-on-one consultation to assess their retail operation. The assessment would include first impressions, access/signage, displays, available product, etc. This workshop and assessment could be a partnership with the Retail Council of BC, who will have the expertise and network of consultants to deliver the workshop and assessments.

#### 40. Build Retail Capacity

The SFU Assessment report completed in the fall of 2020 provided a section on the retail industry. This section identified several strategies that we believe should be reviewed to determine if worthwhile of implementation. The specific strategies we recommend reviewing are:

- *Support capacity building for current and new business owners (recommendation 30 in the SFU report)* – this could be completed through the Business Retention and Expansion program (Strategy 13)
- *Perform a retail price points comparison (recommendation 31 in the SFU report)* – discuss with the South Cariboo Chamber of Commerce as an activity they could take on
- *Leverage locals' current interest in and demand for local products during COVID-19 to normalize the habit of buying local in 100 Mile (recommendation 32 in the SFU report)* – this could be completed through the Establish a Robust Shop Local Program (Strategy 38)

#### 41. Expand Retail Sector

The International Council of Shopping Centres (ICSC) hosts an annual conference in Whistler. The event provides a great opportunity to network learn more about the ideas and institutions shaping the retail industry. Many retailers attending the show are looking at location opportunities. Smaller communities within the province have attended past shows with excellent results. 100 Mile House should explore the potential of attending the 2023 ICSC show. The attendance could be in partnership with surrounding communities to make it more affordable and showcase the wider region to retail operators. Before attending the event, 100 Mile House can identify the specific targets they are looking for and develop the appropriate marketing materials to take along to the show.

## Be Prepared for Disasters

Every area of the province is vulnerable to disasters, such as floods and fires. In 2020, unexpected events like COVID19 clearly illustrated how disasters could affect every community. Communities can face dramatic social and humanitarian consequences in the wake of a disaster, as well as sudden economic losses and dislocation. Not only have disasters become more frequent in recent years, but also their impacts have become more costly. Preparing Economic Disaster Recovery Programs is an important part of economic development activities and helps to ensure the local economy is resilient and can recover faster.

### 42. Prepare an Economic Disaster Recovery and Resiliency Plan

100 Mile House is vulnerable to many types of disasters, particularly wildfires. It should develop a plan and associated programs to ensure the community is prepared for the economic consequences post-disaster. Typical programs as part of a resiliency plan include:



- hosting key business data in the cloud
- establishing a tiered approach for business re-entry
- educate the businesses on the importance of preparedness
- establishing a disaster communications plan
- ensuring staff responsible for economic development is included in the emergency operations centre.

## Conclusion

An economic development strategy is a “guiding” document to help the community be more prosperous. While it may seem there are a lot of recommendations in this plan every effort has been made to ensure the strategies are to be implemented over a period of years. Some strategies will become ongoing activities, while others will have a clear and defined start and finish.

Successful economic development does not just happen because of local government actions. It takes the partnerships and the participation of a much broader community. By working together, implementing the recommendations, and ensuring the community is inclusive, the District of 100 Mile House will be a more prosperous community for all.

To follow are 13 key things that every community should incorporate into economic development to create optimism and show the community that you support a stronger and more resilient economy for the future.

1. **It’s both Community Development and Economic Development.** The old way of thinking that community development and economic development are two separate things no longer holds true. In today’s economic development world, you cannot do successful economic development without community development.
2. **Understand what your economic development staff does.** Local elected officials will be more effective in leading economic development activities when they have a clear understanding of what economic development staff do on a daily basis.
3. **Have an economic development strategy plan in place and up-to-date.** A strategic plan serves a number of purposes for the community and its elected officials. It provides a roadmap that will guide the community to the desired future.
4. **Understand your local and regional assets.** By understanding your community’s economic assets, the vision and strategies you create will be based on the true reality of your community and will significantly increase the likelihood of implementation and success. Your assets are not defined by municipal boundaries. Think regional.
5. **Measure your success.** Performance measure should flow from the community’s strategic plan with specific metrics selected to measure the progress towards the plan’s objectives. If you can’t measure it, you can’t manage it.
6. **Develop strong partnerships.** Economic development cannot be done in a silo. Strong and mutually beneficial partnerships need to be developed and nurtured. The role of the local official is increasingly important to economic development partnerships. Partnerships with the Province of BC, Community Futures, Regional District, Tourism Associations and others are all critical to the success of your efforts.

7. **Have your foundational pieces in place.** Think of economic development using an analogy of the structure of a house. There are important pieces of information required (the foundation) to ensure future economic development goals can be successful.
8. **Engage your business community.** Local officials can help create an environment that supports the growth and expansion of local businesses, primarily by opening lines of communication. Meet with businesses, listen to businesses, help businesses deal with challenges that they may have, and help to facilitate business growth.
9. **Foster an Entrepreneurial Environment.** Entrepreneurs create jobs. Local officials can play an important role in promoting entrepreneurship in their communities. Doing this in partnership with Community Futures will help to ensure many of the pieces are in place to help entrepreneurs grow and create new jobs and bring new money in the community.
10. **Be realistic about your readiness.** Economic development is seemingly always under pressure to deliver more and deliver faster. This tendency can cause short-sighted decisions that lead to long-term problems. Local elected officials need to take the time to truly understand their community's level of readiness for economic development activities.
11. **Celebrate the small wins.** There is a tendency to only celebrate "big" successes – the relocation of a large company, for example. Most communities may never have this opportunity and it is important for elected officials to understand a small win – an existing company adding three jobs – is a success and should be celebrated.
12. **Use your tourism assets.** Local leaders can better support economic development efforts and realize greater benefits from knowing how tourism assets can effect change in a community. These assets may be beyond your municipal boundaries. Find ways to encourage people to use the regional assets but still stay, visit and potentially move and invest in your community.
13. **Be disaster ready.** Successful communities need to take the steps to prepare for the unexpected disaster that may occur. It could be the loss of another major employer, a wildfire (like experienced in 2017), flooding, or a pandemic. Ensuring that you have a plan in place to manage the "*economic*" impacts of future disasters will help your community to be resilient to unexpected change. Components of the previous "12 Things" can be used in your economic disaster planning process.



Visitor Centre



# Appendix A

## Current Status Economic Overview

The ultimate resource in economic development is people. It is people, not capital or raw materials that develop an economy.

- Peter Drucker -



## Appendix A: Current Status – Economic Overview

This section assesses the advantages 100 Mile House offers its residents and businesses. The assessment is based on categories such as population change, education attainment, changes in labour force, employment change, housing and income. The data is based on Statistics Canada 2016 census data (last census available) and data may include neighbouring communities for comparison purposes.

### Location and Proximity

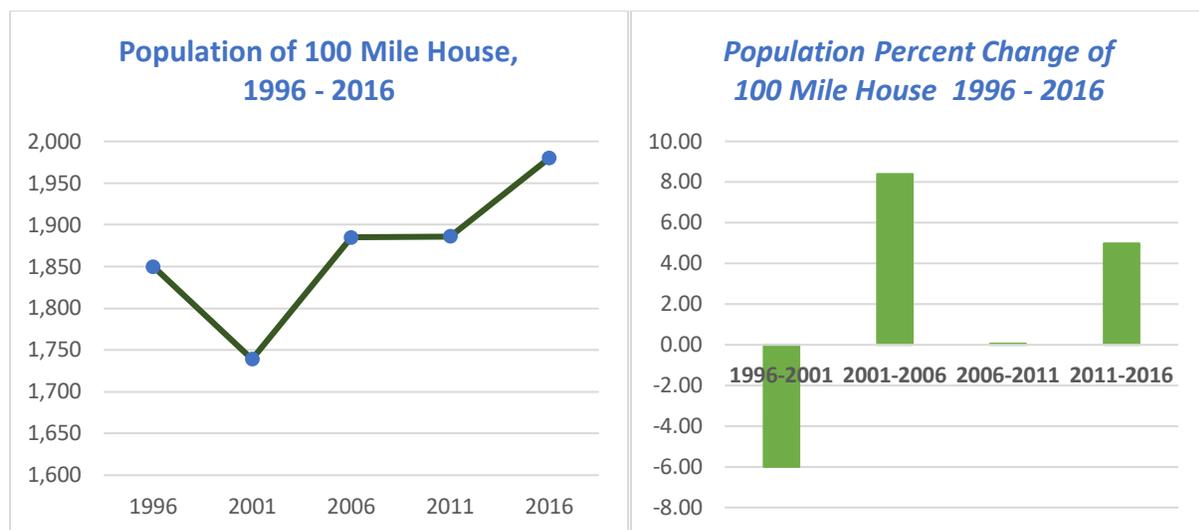
100 Mile House is centrally located in the heart of British Columbia’s interior region and is located along Highway 97. 100 Mile House has the advantage of being the commercial hub and main service centre for over 15,000 residents in the South Cariboo, a population that swells to 25,000 or more in the summer months.

#### Distance from 100 Mile House

Destination	Kilometres (miles)	Travel Time
Kamloops, BC	196 (122)	2 hours, 15 minutes
Vancouver, BC	456 (284)	5 hours, 15 minutes
Prince George, BC	326 (202)	3 hours, 40 minutes
Seattle, Washington	568 (353)	6 hours, 30 minutes
Calgary, Alberta	813 (505)	9 hours

### Population

Over the last 20 years 100 Mile House has experienced population growth of 7.0%. Population in 1996 was 1,850 and the last census period of 2016 reflects a population of 1,980. During the last census period (2011 – 2016) population growth was 5.0% - 1,886 (2011 census) to 1,980 (2016 census). 100 Mile House’s increasing population trend contrasts with regional population trend. Both the South Cariboo Region and the Cariboo Regional District lost population over the same 20-year census period of 1996 – 2016, decreasing 4.43% and 6.75%, respectively.



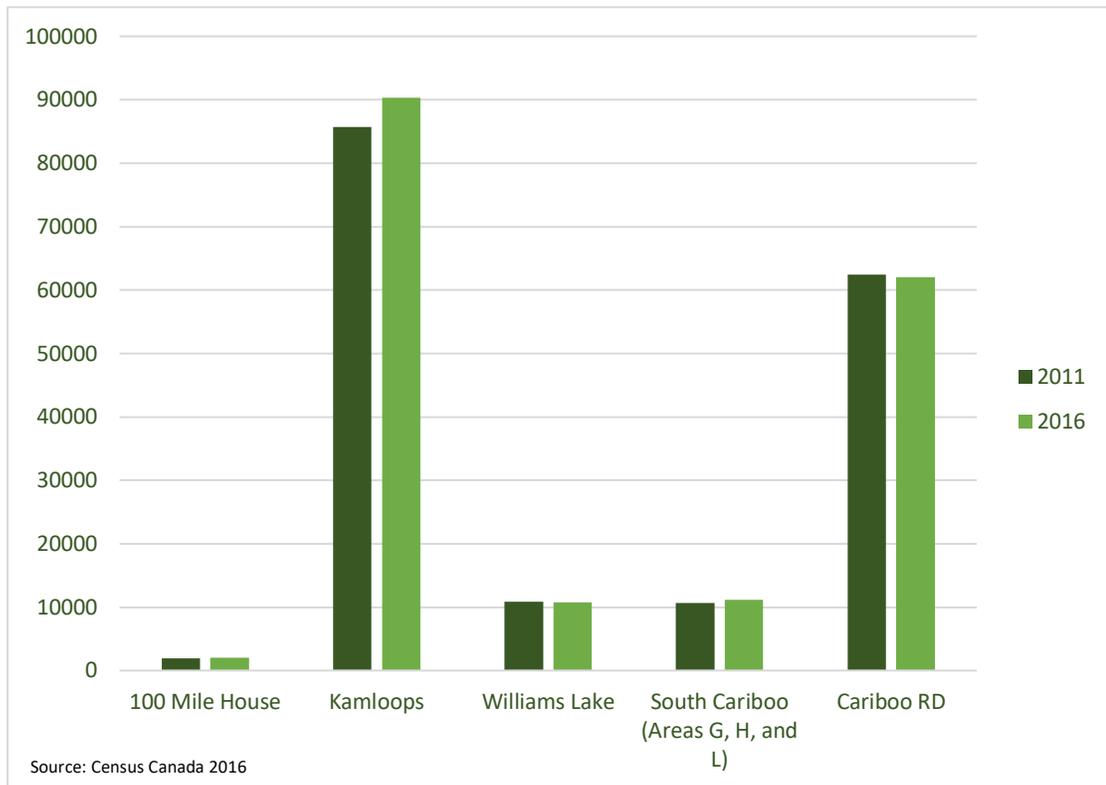
Source: Census Canada 2016

Source: Census Canada 2016

**Total Population, Number and Percentage Change in Population,  
1996, 2006 and 2016**

	1996	2006	2016	Pop. Change	% Change
<b>100 Mile House</b>	1,850	1,885	1,980	130	7.03%
<b>Williams Lake</b>	11,235	10,744	10,753	-482	-4.29%
<b>Kamloops</b>	76,394	80,376	90,280	13,886	18.18%
<b>South Cariboo (Areas G, H, and L)</b>	11,660	11,034	11,144	-516	-4.43%
<b>Cariboo RD</b>	66,475	62,190	61,988	-4,487	-6.75%
<b>Total</b>	<b>144,719</b>	<b>144,451</b>	<b>154,248</b>	<b>9,529</b>	<b>6.58%</b>
<b>British Columbia</b>	3,724,500	3,907,738	4,648,055	923,555	24.80%

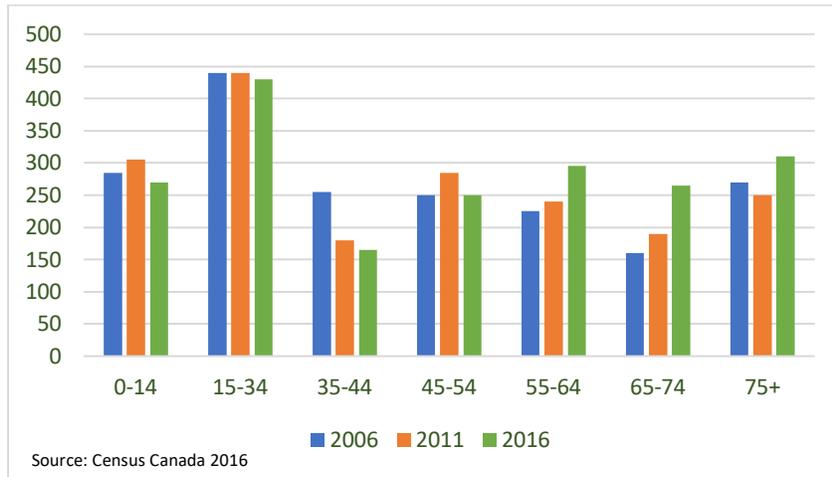
Source: Census Canada 2016



**Age and gender profile**

The population remains older than the regional and provincial averages – the median age is 51.2 compared to 47.4 in the Cariboo Regional District and 43.0 in the province. Median age is defined as the exact age where half the population is older, and half is younger. The median age in 100 Mile House has seen an increase since 2011, when it was at 46 years. The population is aging with close to one-third of 100 Mile House over the age of 65 (29.04% in 2016), compared to less than one-quarter (22.88%) in 2011. 100 Mile House has a significantly higher percentage of seniors when compared to both the Cariboo Regional District and the province, 17.46% and 18.20% respectively.

### One Hundred Mile House, Age Groups, 2016



	British Columbia		Cariboo Regional District	One Hundred Mile House		
	2016	2016	2016	2006	2011	2016
<b>Total Population</b>	4,648,055	61,988	1,885	1,880	1,980	
<b>0-14</b>						
#	691,390	9,530	285	305	270	
%	14.9%	15.37%	15.12%	16.22%	13.64%	
<b>15-34</b>						
#	1,163,290	12,805	440	440	430	
%	25.0%	20.66%	23.34%	23.40%	21.72%	
<b>35-44</b>						
#	588,635	6,635	255	180	165	
%	12.7%	10.70%	13.53%	9.57%	8.33%	
<b>45-54</b>						
#	676,740	9,090	290	285	250	
%	14.6%	14.66%	15.38%	15.16%	12.63%	
<b>55-64</b>						
#	679,020	11,005	225	240	295	
%	14.6%	17.75%	11.94%	12.77%	14.90%	
<b>65-74</b>						
#	489,305	8,235	160	190	265	
%	10.5%	13.28%	8.49%	10.11%	13.38%	
<b>75+</b>						
#	359,670	2,590	270	240	310	
%	7.7%	4.18%	14.32%	12.77%	15.66%	
<b>Median Age</b>	43.0	47.4	51.2			
<b>Average Age</b>	42.3	44.1	47.4			

Source: Census Canada 2016

## Education

Education is linked to many aspects of a community's well-being, including employment, community capacity, income, and health. Therefore, education data provides insight not only into the level of education present in the community but also informs about possible root causes of challenges in other areas of community well-being.

Education attainment for 2016 shows that close one-third (33.2%) of the 100 Mile House population do not have any certificate, diploma or degree, another third of the population have a minimum of a high school diploma or equivalent and the remaining third have post-secondary education. For those individuals with post-secondary education, the majority (12.3%) have a university certificate or diploma, either below, at or above bachelor level. Comparisons for the Cariboo Regional District and province are included in the table below.

### *Educational Attainment (percentage) – population aged 15 years and over*

	100 Mile House	Cariboo RD	BC
<b>No certificate, diploma or degree</b>	33.2%	25.8%	15.5%
<b>Secondary (high) school diploma or equivalency certificate</b>	33.6%	32.4%	29.4%
<b>Postsecondary certificate, diploma or degree</b>	33.2%	41.8%	55.0%
• <b>Apprenticeship or trades certificate or diploma</b>	9.3%	13.0%	8.8%
○ <b>Trades certificate or diploma other than Certificate of Apprenticeship or Certificate of Qualification</b>	3.3%	5.2%	3.7%
○ <b>Certificate of Apprenticeship or Certificate of Qualification</b>	6.0%	7.8%	5.1%
• <b>College, CEGEP or other non-university certificate or diploma</b>	12.0%	16.3%	18.1%
• <b>University certificate or diploma below bachelor level</b>	4.7%	3.1%	3.6%
• <b>University certificate, diploma or degree at bachelor level or above</b>	7.6%	9.4%	24.6%
○ <b>Bachelor's degree</b>	4.7%	6.4%	16.1%
○ <b>University certificate or diploma above bachelor level</b>	1.3%	0.7%	1.8%

Source: Census Canada 2016

## Labour Force and Employment

The employment status in a community can be expressed through various indicators including participation in labour force (percentage of people who are either employed or are actively looking for work), sector and occupation employment. 100 Mile House has 750 as total labour force. The majority

of workers are employed in the retail sector (22.3%), followed by manufacturing (16.0%) and accommodation and food services (13.2%).

When looking at attracting investment it is important to include the labour force that is available in the surrounding communities. As the second table below shows, the total labour force is 5,880. It is generally accepted that population/labour force within a 45 to 60-minute commute can be used as a community's own asset.

Self-employment in 100 Mile House is lower when compared to the Regional District and the province. About seven percent (7.7%) of the labour force is self-employed compared to 14.6 percent in the Cariboo Regional District and 16.5 percent in the province.

	100 Mile House	Cariboo Regional District	BC
<b>Participation Rate</b>	49.3	60.1	63.9
<b>Employment Rate</b>	43.8	53.7	59.6
<b>Unemployment Rate</b>	10.4	9.3*	7.2*
<b>Class of Worker – Employee</b>	92.3%	85.4%	83.4%
<b>Class of Worker – Self-employed</b>	7.7%	14.6%	16.6%

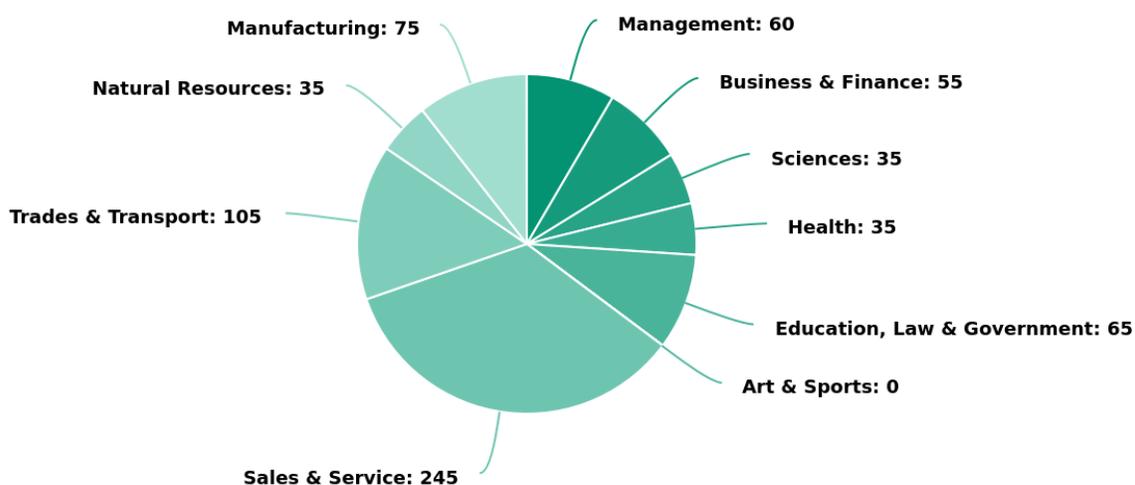
Source: Census Canada 2016

### *Labour Force by Industry – 2016*

Sector	100 Mile House		South Cariboo G H L	
	#	%	#	%
<b>Total Labour Force population aged 15 years and over</b>	750		5,130	
<b>Industry - NAICS2012</b>	30		70	
<b>All industry categories</b>	720		5,065	
<b>Agriculture, forestry, fishing and hunting</b>	45	6.3%	530	10.5%
<b>Mining, quarrying, and oil and gas extraction</b>	0	0.0%	65	1.3%
<b>Utilities</b>	0	0.0%	35	0.7%
<b>Construction</b>	50	6.9%	550	10.8%
<b>Manufacturing</b>	115	16.0%	580	11.5%
<b>Wholesale trade</b>	10	1.3%	120	2.3%
<b>Retail trade</b>	160	22.2%	680	13.4%
<b>Transportation and warehousing</b>	10	1.3%	270	5.3%
<b>Information and cultural industries</b>	10	1.3%	60	1.2%

Sector	100 Mile House		South Cariboo G H L	
	#	%	#	%
Finance and insurance	15	2.1%	90	1.7%
Real estate and rental and leasing	15	2.1%	95	1.8%
Professional, scientific and technical services	40	5.6%	250	4.9%
Administrative and support, waste management and remediation services	35	4.9%	200	7.9%
Educational services	10	1.3%	225	4.4%
Health care and social assistance	65	9.2%	470	9.2%
Arts, entertainment and recreation	0	0.0%	90	1.7%
Accommodation and food services	95	13.2%	360	7.1%
Other services (except public administration)	15	2.1%	220	4.3%
Public administration	20	2.8%	175	3.5%

### Labour Force by Occupation



### Labour Force by Occupation

Sector	100 Mile House	South Cariboo	Cariboo RD	BC
Management	60	605	3,035	275,000
Business, finance and administration occupations	55	595	3,275	368,940
Natural and applied sciences	35	240	1,425	161,520
Health	35	285	1,595	162,865

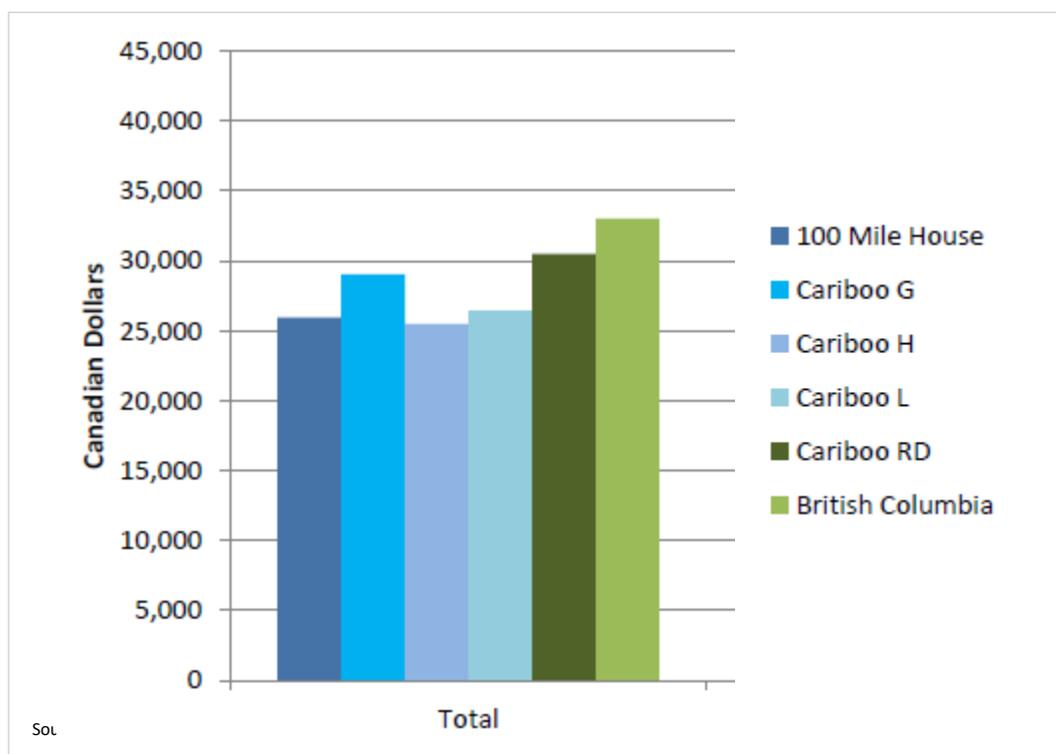
Occupations in education, law and social, community and government services	65	375	2,770	269,255
Art, culture, recreation and sport	0	115	500	93,100
Sales and service	245	1135	6,710	595,225
Trades, transport and equipment operators	105	1140	6,650	360,970
Natural resources, agriculture and related production occupations	35	310	2,215	64,235
Occupations in manufacturing and utilities	75	260	2,155	76,745

Source: Census Canada 2016

## Income

Income data provides information on a community about the availability of high paying jobs and possibly spending habits. Exactly half of the report incomes are below and the other half above the median income. This measure is less likely than average income to be skewed by extremes.

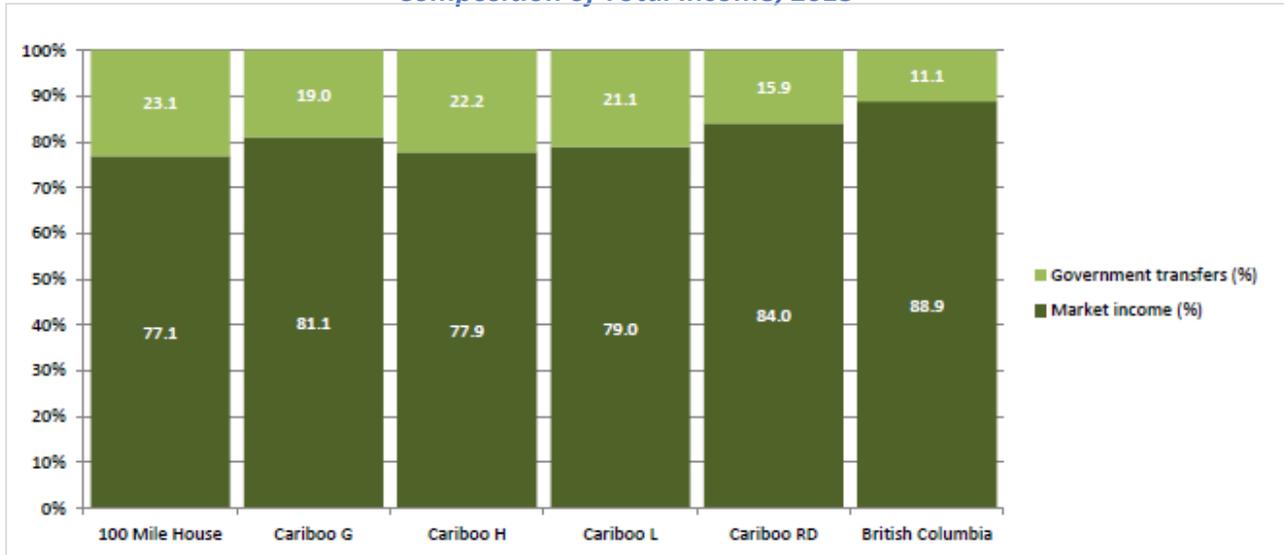
### *One Hundred Mile House, Median Total Income, 2015*



Median total income in 100 Mile House in 2015, as shown above, was \$25,941. Female median income was less than 60% of male median income. The South Cariboo (areas G, H and L) show slightly higher median income. Compared to the Cariboo Regional District and the province, income in 100 Mile House was lower. The median income in the Cariboo Regional District is around 18% higher and, in the province, it is over 27% higher than 100 Mile House.

The table below illustrates total income composition. 100 Mile House has a higher dependency (23.1%) on government transfers when compared to the Cariboo Regional District (15.9%) and the province (11.1%). One reason for the higher percentage is that the community has a higher percentage of seniors, many of whom will be receiving pensions.

*Composition of Total Income, 2015*



## Housing

The housing values and assessments are increasing but are significantly more affordable than larger, urban communities. For comparison purposes, the table below provides BC Assessment information on a few communities followed by the average value of owned dwellings from the 2016 census. The affordability of 100 Mile House can be a distinct advantage in attracting residents and businesses that are able to work from any location. This has become a focused endeavour for many communities with the remote working opportunities that have emerged due to COVID.

*Average Assessed Values, 2018 - 2019*

Community	Assessed Value		
	2020	2021	% Change
100 Mile House	\$236,000	\$242,000	+2%
Williams Lake	\$249,000	\$266,000	+7%
Clinton	\$150,000	\$153,000	+2%

*Average Value of Dwellings, 2016*

	100 Mile House	Cariboo Regional District	British Columbia
2006 Average value of dwellings (\$)	170,117	171,421	418,703
2016 Average value of dwellings (\$)	204,231	257,402	720,689
Percent Change 2006 - 2016	20.1%	50.1%	72.1%

\*100 Mile House data from the 2011 National Household Survey was suppressed

Source: Census Canada 2016

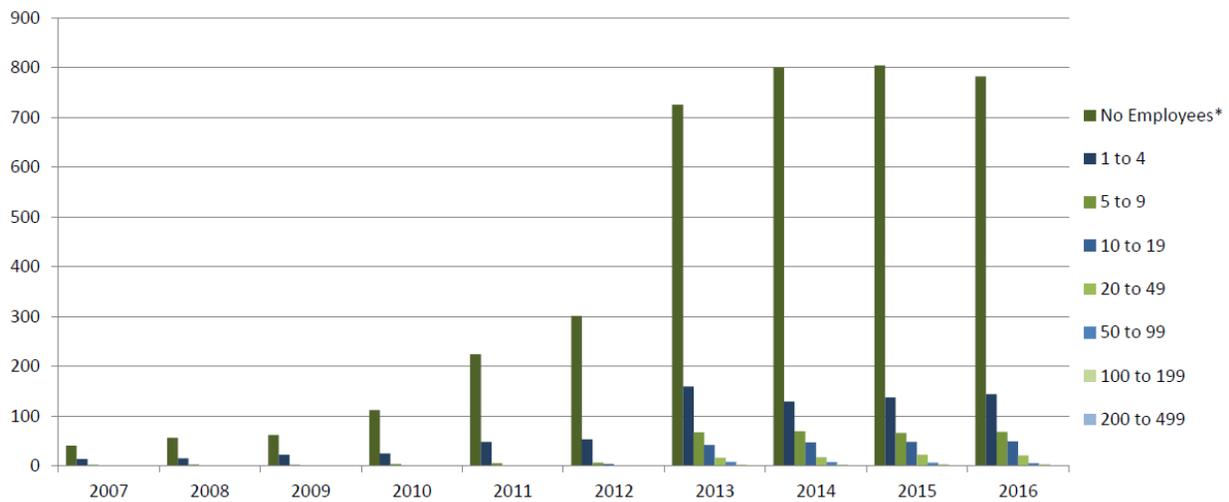
## Business and Industry

The number of businesses registered in 100 Mile House has been steadily growing since 2010 with the largest increase in 2013. In 2016, a total of 1,074 businesses were registered in 100 Mile House.

Business by number of employees breakdown as follows:

- 72.8% of businesses did not have any employees
- 13.4% of businesses have 1 – 4 employees
- 6.3% of businesses have 10 – 19 employees
- 2.9% of businesses have more than 20 employees

### Business Counts in 100 Mile House – 2007-2016



Source: BC Stats, 2016



# Appendix B

Strengths  
Weaknesses  
Opportunities  
Threats

To create an extraordinary quality of life, you must create a vision that's not only obtainable, but that is sustainable.

- Tony Robbins -



## Appendix B: Strengths, Weaknesses, Opportunities and Threats (SWOT)



### Strengths

What do you do well? What unique resources can you draw on? What do others see as your strengths?

#### **A Diverse, High Quality of Life**

One of the great strengths of 100 Mile House and neighbouring communities is the resident's and visitors' high quality of life. Centennial Park, winter and summer activities, recreation facilities, health care, schools, and affordable housing (compared to other BC areas) add to the high quality of life. These are all important factors in the community's efforts to attract investment and new residents.

#### **Transportation Access**

Even before the gold rush in the 1860s, 100 Mile House has always been a strategic stopping point for travellers heading to or returning from the North. Being located directly on Highway 97 and several roads intersecting from the East and the West, the community is easy to access from any direction. While the community does have an airport, the closest commercial airport is located in Williams Lake (92 km) and Kamloops (195 km), but close enough to promote commercial flights.

#### **Affordable Housing**

BC is experiencing significant real estate transactions due to a desire to relocate from the higher populated lower mainland and the new trend into allowing remote working. 100 Mile House, while also experiencing increased real estate activity, is still seen as a location where real estate is affordable compared to larger populated markets.

#### **Strong Community Pride**

An overarching impression in all of the research and engagement recognized that community members have a great deal of pride in their city. Staff also identified this clearly as residents themselves. This sense of civic pride and desire to make one's environment the best was evident in the survey, the First Impressions Assessment, and in all of the interviews.

#### **Proximity to Larger Centres**

100 Mile House's proximity to larger centres in Williams Lake and Kamloops, along with its locations to significant recreational opportunities, makes the area an attractive location to attract visitors and new residents seeking a balanced lifestyle but can still access services available in larger centres.

#### **Tourism Assets combined with a Strong Supply of Accommodations**

A combination of pubs and restaurants, specialty stores, a wetland, ski trails, endless lakes, and ample accommodations gives the community an advantage over many seeking a location to spend a relaxing vacation. As a vacationer, the area has a significant number of diverse assets and services one may require but small enough to offer a friendly welcome and relaxed atmosphere. 73.5% of all survey respondents consider tourism to be a key economic driver for the community.



## Weaknesses

What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?

### **Lack of Reliable Broadband**

Reliable and fast broadband service is no longer a luxury but instead considered a utility that is as important as water or electricity. Technology and broadband can improve and enhance the way we work and live and help to support and expand a local economy. Access to affordable and abundant broadband is quickly becoming the most critical economic development infrastructure, just like electricity, transportation, and roadways were early last century. The introduction of low latency broadband internet systems like Starlink to meet consumers' needs can help improve communities like 100 Mile House.

### **Perceived Bureaucracy and Lack of Communication**

Perception can be just as bad as reality. The survey of businesses and residents showed a perception that the District is not supportive of business or economic development. This is not the case; however, increased results-based communication can alleviate some of these concerns.

### **Underdeveloped Collaboration Opportunities**

Stronger collaboration with partner communities/rural areas, Indigenous governments, support agencies, and community groups could support 100 Mile House in retaining and expanding business, encouraging expanded infrastructure and attracting new residents and business.

### **Lack of Economic Diversity**

Curtailement in forest sector has clearly shown that that the community must work towards creating a diverse economy. A diverse economy may not necessarily mean the attraction of anyone new sector but instead supporting a cluster of new investments in various sectors, including the encouragement of entrepreneurship and remote working.

### **Insufficient Support for Business Sector**

Through the survey and in different levels of consultation, concerns were expressed about the communities' attentiveness to local businesses and that more could be done to support smaller businesses' needs. The sentiments suggest that smaller businesses have had greater difficulty accessing succession planning, mentorship, expansion, human resources, customer base access, encouraging shop local and more. There was confusion or lack of awareness on what, if anything, the local government is doing to help businesses succeed. The result is a misunderstanding of what services and supports are available and their importance in supporting its local small businesses. This suggests the need for more effective communications on the local government's existing services, including the impressive work by its economic development program and the desire to ensure that projects can happen quickly.

### **Keeping Young Skilled Workers**

Residents expressed a real concern about the ability of the community to retain young skilled workers. Efforts need to be taken to encourage young workers to return to the community after reaching the education level needed for the career they wish to pursue. The changing work environment towards working at home may help in this regard but will need to be combined with an inventory of what opportunities exist for families.

### **Availability of retail/restaurant/entertainment options**

Only 24% of all survey respondents indicated the need to attract better retail amenities. They indicated that they are making monthly trips (42.7%) to purchase supplies and services outside of the community. Availability of diverse housing options with the primary reason (84.6%) indicating it is because the service or product they are looking for is not available, secondary reason the service or product is too expensive (55.68%). This may be a perception, and in fact, the services they are looking for may be available, but residents are unaware. New efforts should be pursued to develop a detailed directory of products and services available.



## Opportunities

What opportunities are open to you? What trends could you take advantage of?  
How can you turn your strengths into opportunities?

### **Small Business and Entrepreneurial Growth**

Suppose small business and entrepreneurial development are consistently encouraged. In that case, all businesses are motivated to improve and adapt in good and bad economic times like wildfires, COVID19, or major employers leaving the community. It is the flexibility of these ventures that often create new technologies, develop new products or process innovations, open up new markets and expand the ability to shop local. There is a opportunity to develop a strong network of public and private sector partners to implement programs to foster entrepreneurship, start-ups, and small businesses. Through active business retention programs and a potential review of business regulations can help to demonstrate a desire to support existing versus the most common perception of all that matter is attract a new company or business, sometimes in direct competition to what the community already has.

### **Resident and Talent Attraction and Retention**

Today, people are looking for locations offering more open places, close to nature and outdoor recreation, walkable communities and access to a basic quality of life factors. They are looking to relocate from the higher density communities to smaller communities where they can still work but have easy access to other pursuits. Remote workers are an ideal target for 100 Mile House. The attraction of remote workers will open up new opportunities for existing residents and businesses. Working with youth will help create a community that welcomes those who leave the community to seek higher education or new career opportunities. Several people live in the community but work elsewhere, leaving the spouse and children at home. New opportunities to support these families should be considered.

### **Regional Collaboration on Tourism Attraction and Development**

The 100 Mile House area has significant natural tourism assets that can be used to attract new visitors to the area. Collectively within the region, new partnerships can be created to encourage visitation and new tourism products.

### **Encourage Private Sector Investment in Housing**

New developments must be pursued and encouraged to attract new residents and allow existing residents to remain in the community as they age.

### **Encourage Emerging Agriculture**

Small-scale mixed agriculture has been an economic driver in the region. Like forestry, changes to this sector have resulted in the decline of cattle ranches and new diverse crops and opportunities. A desire to encourage locally grown products exists.

### **Enhanced Lifestyle Amenities**

Many survey respondents indicated a desire to see a new pool built in the community. However, in many communities, pools are often not feasible and can be a drain on taxation. 100 Mile House has significant natural lifestyle amenities that can be better packaged and promoted to even those living in the community. A community with a vibrant downtown core, where events are a regular activity, brings people together and supports new and expanded retail amenities. These are the types of communities that see growth and vibrancy.

### **Collaboration with Indigenous Communities and the Cariboo Regional District**

Increased collaboration with neighbouring communities, including Indigenous and Rural Areas of the CRD, will be paramount to the success of 100 Mile House in retaining existing business and the attraction of new economic activity. Stronger collaboration with partner communities and governments could increase the potential for attracting potential prospects, new residential growth, and expansion of the tourism and agriculture industry.



## Threats

What threats can harm you? What threats cannot be controlled? How do we reduce the impacts of the unavoidable?

### **Fluctuating Canadian Dollar**

Like any global economy, a fluctuating dollar can impact the economy in different ways. For communities in Canada, a stronger dollar can hurt communities as people travel to other markets to shop or for vacations. It can also drive down our competitiveness in our natural resource sector. A weaker dollar also has its risks in driving up the costs of imports, including food products, increasing the need to grow local.

### **Disasters**

Over the past ten years, BC has experienced more natural and human disasters than any time in recent memory. The wildfires of 2017 and 2018, combined with COVID19, have all created significant economic disruption to individual communities and their businesses. These disasters have resulted in job losses, significant debt creation, and the need to make sure that we, as communities, must be better prepared to respond to disasters.

### **Senior Government**

Local communities for years have been subject to downsizing by senior levels of governments. Government downsizing can result in the loss of jobs and services that the government sector provides. We have seen forestry offices closed to become more centralized, hospitals downsized and made into medical centres instead of offering full medical services, and more.

### **Sector Dependence**

When single industry communities, or those so heavily weighted to one economic sector, lose their anchor industry or experience significant downsizing, there is a mixture of reactions from other businesses, residents, and government officials. Once the decision, finger-pointing, anger, and other immediate responses subside, a laundry list of programs, projects, and ideas is inevitably developed. The most common step is to throw money at planning and not implement identified programs to help transform and create a more diverse and sustainable economy. This will result in a community that is always “living in the past” rather than working towards a strong future.

### **Perception of rural/small-town living**

Individuals who have lived in a major urban centre for most of their lives may have the perception that rural and small-town living is undesirable. Small towns are often perceived as having limited services, lower quality of life, no connection to arts and culture, limited ability to work remotely and areas that do not value the land. With natural disasters and increased density in the larger urban centres, this perception is changing. Still, it will take more time and education to drive many people to consider returning to rural living or trying it for the first time. A collective effort of rural communities to provide this education is needed.



# Appendix C

## Business Retention and Expansion Program



Your customer doesn't care how  
much you know until they know  
how much you care.

- Damon Richards -

## Appendix C: Business Retention & Expansion Program

The following provides additional details how the steps required to implement a Business Retention and Expansion Program.

- **Establish Your Team of Resource Providers:** Your BRE team or resource and service providers can work with you to identify issues and barriers to your BRE plan. After you collect information from business owners in the community, they can help develop and implement a BRE action plan and assist in specific and immediate needs identified from individual businesses. This team, led by the District of 100 Mile House Economic Development, should at a minimum include representatives from Community Futures, the Chamber of Commerce, WorkBC, Canim Lake Indian Band, and the CRD Economic Development.
- **Establish the Structure:** A successful BRE program does not rely on one individual or organization but an entire team comprised of skilled, knowledgeable, and experienced individuals and agencies. These are the key stakeholders and partners you identified as your resource providers. There is a natural fit for economic development organizations to take the lead and house the program.

When determining the structure of your BRE program, there are a variety of other items that need to be defined, including who will manage the program, how many businesses will be interviewed, and how will you manage the data? It is recommended that a Customer Relationship Manager, like the BC BusinessCounts Program, be considered to manage data and reporting.

- **Establish Your Goals:** An effective BRE program is community-centred, and working with the team, you should establish specific goals to focus on what directions and outcomes are expected. It is important to design your BRE program to suit the needs of your local business community and economy. By following your BRE goals, you can learn about the current business climate, understand challenges and opportunities, and create an action plan to support business success. In addition to setting a realistic goal on the number of businesses to meet with in a given year based on staff resources, broader BRE goals are unique to every community. However, most communities agree their goals will include:
  - Support the expansion of small businesses and entrepreneurs
  - Enable growth and assist businesses in leveraging new opportunities
  - Identify businesses at risk of leaving or downsizing
  - Identify business and community challenges
  - Better align the workforce with the needs of employers
  - Provide assistance (immediate and ongoing)
  - Build relationships
  - Reduce barriers to the planning and development process

- **Marketing and Communication:** Once the structure and goals are determined, there should be an official launch of the BRE program explaining the importance of the effort and why it matters. By communicating out your BRE program's purpose and goals, you can inform local businesses of the key role they play in the program. It will also make it easier for you to contact your local businesses to schedule meetings and to make the community aware of the importance and economic impact businesses have at the local level.

Communication is a critical part of a successful BRE program. How and when you communicate the data and information you collected through your BRE program can help to build ongoing community support, develop new programs and policies, and demonstrate accountability and transparency in the program. When all the data from the business surveys have been entered into your chosen system, a report highlighting the results of each survey question should be generated. Analysis and identification of trends should be completed. The summary report should be reviewed with your BRE team before releasing the information to the community.

- **Monitoring and Evaluation:** Monitoring your BRE program on an ongoing basis tracks the performance of outcomes of projects and programs. The evaluation of your plan compares outcomes to desired results by measuring performance against predetermined objectives (your goals). Through monitoring and evaluating your plan, you can maintain accountability, ensure progress, identify problems, assess performance, track results, and justify funding.



## DISTRICT OF 100 MILE HOUSE

### M E M O

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**Date:** June 3, 2021  
**To:** Mayor & Council  
**From:** Administration  
**Subject:** Board of Variance Appointments

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Council is advised that the Board of Variance members' term expires on July 21<sup>st</sup>, 2021.

Division 15 of the *Local Government Act* requires the municipality to have a Board of Variance consisting of 3 persons appointed by Council.

Attached for Council's reference are:

- Division 15 – Board of Variance of the *Local Government Act*
- Board of Variance Policy - District of 100 Mile House
- Board of Variance Information Sheet - Ministry of Municipal Affairs and Housing
- Board of Variance Bylaw No. 593, 1993 – District of 100 Mile House

Currently, the Board of Variance members are Mr. Ronald Graves, Mr. Mel Torgerson and Mr. Josh Dickerson. Staff has contacted them, and both are all willing to let their names stand for another 3 year term.

Staff is seeking Council's direction:

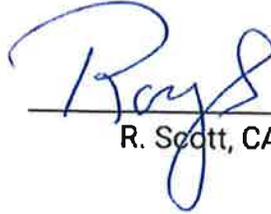
- a) Does Council wish to appoint Mr. Graves, Mr. Torgerson and Mr. Dickerson for a 3 year term?
- b) Does Council have other names to bring forward for consideration?
- c) Does Council wish to advertise for interested individuals to apply?

Should Council elect to appoint the Board members noted above, the following resolution would be in order:

BE IT RESOLVED THAT Ron Graves, Mel Torgerson and Josh Dickerson be appointed to the Board of Variance for a three year term expiring July 21<sup>st</sup>, 2024.



S. Elias, Deputy Corporate Officer



R. Scott, CAO

(e) section 532 [restrictions on repair or reconstruction].

(5) For the purposes of subsection (4), a reference in a provision referred to in that subsection to the adoption of a bylaw is to be read as a reference to the applicable end of contract authority.

RS2015-1-533 (B.C. Reg. 257/2015).

**Change in ownership, tenants or occupants in relation to use**

**534.** For the purposes of this Division, a change of owners, tenants or occupants of any land, or of a building or other structure, does not, by reason only of the change, affect the use of the land or building or other structure.

RS2015-1-534 (B.C. Reg. 257/2015).

**Non-conforming use and subdivision in relation to expropriation of land**

**535.** (1) If the use of land or the siting of existing buildings and other structures on the land ceases, as a result of expropriation of land, to conform to a land use regulation bylaw, the remainder of the property is deemed to conform.

(2) Subsection (1) does not apply if compensation was paid to the owner or occupant of the land in an amount that is directly attributable to the loss, if any, suffered by the owner or occupant as a result of the non-conformity.

(3) If, as a result of an expropriation,

- (a) a parcel of land could have been subdivided into 2 or more parcels under the applicable zoning bylaw in effect when the land expropriated was vested in the expropriating authority, and
- (b) the parcel, as a result of the expropriation, can no longer be subdivided into the same number of parcels,

the parcel is, to the extent authorized under subsection (4), deemed to conform to the applicable zoning bylaw for the purposes of the subdivision as though the expropriation had not occurred.

(4) The deemed conformance under subsection (3) applies only to the extent that none of the parcels that would be created by the subdivision would be less than 90% of the area that would otherwise be permitted by the applicable zoning bylaw.

(5) Subsection (3) does not apply if the owner of the parcel being subdivided has received compensation that is directly attributable to the reduction in the market value of the land that results from the inability to subdivide the parcel in the manner that would have been permitted under the applicable zoning bylaw.

RS2015-1-535 (B.C. Reg. 257/2015).

**Division 15 – Board of Variance**

**Requirement for board of variance**

**536.** (1) A local government that has adopted a zoning bylaw must, by bylaw, establish a board of variance.

(2) A person is not eligible to be appointed to a board of variance if the person is

- (a) a member of the local government or the advisory planning commission, or
- (b) an officer or employee of the local government.

(3) Subject to subsections (4) and (5) and to the rules established under section 538 (2) (b) (i) [rules for joint board of variance], an appointment to a board of variance is for a 3 year period.

(4) If no successor has been appointed at the end of the 3 year period referred to in subsection (3), the appointment continues until the time that a successor is appointed.

(5) A local government may rescind an appointment to a board of variance at any time.

(6) If a member of a board of variance ceases to hold office, the person's successor is to be appointed in the same manner as the member who ceased to hold office, and, until the appointment of the successor, the remaining members constitute the board of variance.

(7) Members of a board of variance must not receive compensation for their services as members, but must be paid reasonable and necessary expenses that arise directly out of the performance of their duties.

(8) A local government must provide in its annual budget for the necessary funds to pay for the costs of the board of variance.

RS2015-1-536 (B.C. Reg. 257/2015).

**Board of variance for municipality  
or regional district**

**537.** (1) If the population of a municipality is 25 000 or less, the municipal board of variance is to consist of 3 persons appointed by the council.

(2) If the population of a municipality is more than 25 000, the municipal board of variance is to consist of 5 persons appointed by the council.

(3) A regional district board of variance is to consist of 3 persons appointed by the board.

(4) The board of a regional district may establish one or more boards of variance for the regional district, but, if more than one board of variance is established, the bylaw establishing them must specify the area of the regional district over which each board of variance has jurisdiction and those areas must not overlap.

RS2015-1-537 (B.C. Reg. 257/2015).

**Joint board of variance**

**538.** (1) Two or more local governments may satisfy the obligation under section 536 (1) [*requirement for board of variance*] by jointly establishing a board of variance by bylaw adopted by all participating local governments.

(2) A bylaw under subsection (1) must

(a) specify the area of jurisdiction for the board of variance, which may be all or part of the participating local governments, but must not overlap with the area of jurisdiction of any other board of variance, and

(b) establish rules for the following that apply in place of those established by sections 536 [*requirement for board of variance*] and 539 [*chair and procedures*]:

(i) appointment and removal of members of the board of variance;

(ii) appointment and removal of a chair of the board of variance.

(3) As exceptions to section 537 [*local board of variance*], the following apply to a board of variance established under this section:

(a) if a municipality is one of the participating local governments, the board of variance is to consist of

(i) 3 persons, if the population of the area of the jurisdiction of the board of variance is 25 000 or less, and

(ii) 5 persons, if the population of the area of the jurisdiction of the board of variance is more than 25 000;

(b) if a municipality is not one of the participating local governments, the board of variance is to consist of 3 persons.

RS2015-1-538 (B.C. Reg. 257/2015).

**Chair and procedures for  
board of variance**

**539.** (1) The members of a board of variance must elect one of their number as chair.

(2) The chair may appoint a member of the board of variance as acting chair to preside in the absence of the chair.

(3) A bylaw establishing a board of variance must set out the procedures to be followed by the board of variance, including the manner in which appeals are to be brought and notices under section 541

[notice of application for variance] or 543 (2) [notice of application in relation to early termination of land use contract] are to be given.

(4) A board of variance must maintain a record of all its decisions and must ensure that the record is available for public inspection during regular office hours.

RS2015-1-539 (B.C. Reg. 257/2015).

#### **Application for variance or exemption to relieve hardship**

**540.** A person may apply to a board of variance for an order under section 542 [board powers on application] if the person alleges that compliance with any of the following would cause the person hardship:

- (a) a bylaw respecting
  - (i) the siting, size or dimensions of a building or other structure, or
  - (ii) the siting of a manufactured home in a manufactured home park;
- (b) a subdivision servicing requirement under section 506 (1) (c) [provision of water, sewer and other systems] in an area zoned for agricultural or industrial use;
- (c) the prohibition of a structural alteration or addition under section 531 (1) [restrictions on alteration or addition while non-conforming use continued];
- (d) a bylaw under section 8 (3) (c) [fundamental powers – trees] of the *Community Charter*, other than a bylaw that has an effect referred to in section 50 (2) [restrictions on authority – preventing all uses] of that Act if the council has taken action under subsection (3) of that section to compensate or mitigate the hardship that is caused to the person.

RS2015-1-540 (B.C. Reg. 257/2015).

#### **Notice of application for variance**

**541.** (1) If a person makes an application under section 540, the board of variance must notify all owners and tenants in occupation of

- (a) the land that is the subject of the application, and
- (b) the land that is adjacent to land that is the subject of the application.

(2) A notice under subsection (1) must state the subject matter of the application and the time and place where the application will be heard.

(3) The obligation to give notice under subsection (1) is satisfied if the board of variance made a reasonable effort to mail or otherwise deliver the notice.

RS2015-1-541 (B.C. Reg. 257/2015).

#### **Board powers on application**

**542.** (1) On an application under section 540, the board of variance may order that a minor variance be permitted from the requirements of the applicable bylaw, or that the applicant be exempted from section 531 (1) [alteration or addition while non-conforming use continued], if the board of variance

- (a) has heard the applicant and any person notified under section 541,
- (b) finds that undue hardship would be caused to the applicant if the bylaw or section 531 (1) is complied with, and
- (c) is of the opinion that the variance or exemption does not do any of the following:
  - (i) result in inappropriate development of the site;
  - (ii) adversely affect the natural environment;
  - (iii) substantially affect the use and enjoyment of adjacent land;
  - (iv) vary permitted uses and densities under the applicable bylaw;
  - (v) defeat the intent of the bylaw.

(2) The board of variance must not make an order under subsection (1) that would do any of the following:

- (a) be in conflict with a covenant registered under section 219 of the *Land Title Act* or section 24A of the *Land Registry Act*, R.S.B.C. 1960, c. 208;

- (b) deal with a matter that is covered in a land use permit or covered in a land use contract;
- (c) deal with a matter that is covered by a phased development agreement under Division 12 [*Phased Development Agreements*];
- (d) deal with a flood plain specification under section 524 (3);
- (e) apply to a property
  - (i) for which an authorization for alterations is required under Part 15 [*Heritage Conservation*],
  - (ii) for which a heritage revitalization agreement under section 610 is in effect, or
  - (iii) that is scheduled under section 614 (3) (b) [*protected heritage property*] or contains a feature or characteristic identified under section 614 (3) (c) [*heritage value or character*].
- (3) In relation to an order under subsection (1),
  - (a) if the order sets a time within which the construction of the building, structure or manufactured home park must be completed and the construction is not completed within that time, or
  - (b) if that construction is not substantially started within 2 years after the order was made, or within a longer or shorter time period established by the order,
 the permission or exemption terminates and the bylaw or section 531 (1), as the case may be, applies.
- (4) A decision of the board of variance under subsection (1) is final.

RS2015-1-542 (B.C. Reg. 257/2015).

**Exemption to relieve hardship from early termination of land use contract**

- 543.** (1) The owner of land subject to a land use contract that will be terminated by a bylaw adopted under section 548 [*early termination of land use contracts*] may apply to a board of variance for an order under subsection (5) of this section if
- (a) the owner alleges that the timing of the termination of the land use contract by the bylaw would cause the owner hardship, and
  - (b) the application is received by the board of variance within 6 months after the adoption of the bylaw.
- (2) If an application is made under subsection (1), the board of variance must notify all owners and tenants in occupation of
- (a) the land that is the subject of the application, and
  - (b) the land that is adjacent to land that is the subject of the application.
- (3) A notice under subsection (2) must state the subject matter of the application and the time and place where the application will be heard.
- (4) The obligation to give notice under subsection (2) must be considered satisfied if the board of variance made a reasonable effort to mail or otherwise deliver the notice.
- (5) On an application under subsection (1), the board of variance may order that, despite the termination of the land use contract and despite any zoning bylaw, the provisions of that land use contract continue to apply in relation to the applicant for a specified period of time ending no later than June 30, 2024, if the board of variance
- (a) has heard the applicant, and
  - (b) finds that the timing of the termination of the land use contract by the bylaw would cause undue hardship to the applicant.
- (6) An order under subsection (5) does not run with the land.
- (7) The board of variance must make a decision on an application under subsection (1) within 6 months after the application is received by the board of variance.
- (8) A decision of the board of variance under subsection (5) is final.

RS2015-1-543 (B.C. Reg. 257/2015).

**Extent of damage to non-conforming use property**

544. (1) A person may apply to a board of variance for an order under subsection (2) if the person alleges that the determination by a building inspector of the amount of damage under section 532 (1) [*end of non-conforming use protection if building of other structure is seriously damaged*] is in error.
- (2) On an application under subsection (1), the board of variance may set aside the determination of the building inspector and make the determination under section 532 (1) in its place.
- (3) The applicant or the local government may appeal a decision of the board of variance under subsection (2) to the Supreme Court.

RS2015-1-544 (B.C. Reg. 257/2015).

**Division 16 – Discharge and Termination of Land Use Contracts**

**Application to land use contracts under previous legislation**

545. This Division applies to land use contracts within the meaning of section 702A of the *Municipal Act*, R.S.B.C. 1960, c. 255, before that section was repealed under section 13 of the *Municipal Amendment Act*, 1977.

RS2015-1-545 (B.C. Reg. 257/2015).

**Amendment and discharge of land use contract**

546. (1) In this section, "**amend**" means modify, vary or discharge.
- (2) Subject to subsection (4), a land use contract that is registered in a land title office may be amended as follows:
- (a) by bylaw, with the agreement of
    - (i) the local government, and
    - (ii) the owner of any parcel that is described in the bylaw as being covered by the amendment;
  - (b) subject to subsection (3), by a development permit or a development variance permit, if the amendment does not affect the permitted use or density of use of any parcel against which the contract is registered;
  - (c) in the manner specified in the land use contract.
- (3) A land use contract must not be discharged in the manner provided for in subsection (2) (b).
- (4) Unless exempted by regulation under section 505 (4) [*controlled access highways*], if a parcel affected by an amendment under this section is subject to section 52 (3) [*approval required for development near controlled access highway*] of the *Transportation Act*,
- (a) a bylaw under subsection (2) (a) must not be adopted, or
  - (b) a development permit or development variance permit under subsection (2) (b) must not be issued
- until it has been approved by the minister responsible for the administration of the *Transportation Act*.
- (5) If a local government proposes to amend a land use contract under subsection (2) (a) respecting any matter in it relating to density or use of an area covered by the contract, Division 3 [*Public Hearings on Planning and Land Use Bylaws*] applies.
- (6) If a land use contract is amended by bylaw, a development permit or a development variance permit, the local government must register the amendment in the land title office in accordance with the *Land Title Act*.
- (7) On registration under subsection (6), the registrar of land titles may require
- (a) that a certified copy of the bylaw under this section be registered together with the amendment to the land use contract, and



## DISTRICT OF 100 MILE HOUSE Policy & Procedures Manual

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### 7. LAND AND DEVELOPMENT

#### 7.1 BOARD OF VARIANCE

##### PURPOSE

To establish a policy for the District of 100 Mile House, setting out criteria for considering under what circumstances an individual will be referred to the Board of Variance.

##### POLICY

In considering whether a person may apply for a Board of Variance Order, the District will take into account the following:

- A person may apply for a Board of Variance Order if:
  - a. there is **undue hardship\*** caused by a Bylaw regulation as to the siting, size or dimension of a building, the prohibition against structural additions or alterations to a legal non-conforming use or subdivision servicing requirements in an area zoned for agricultural or industrial use;
  - b. the development and the variance are **minor\*\*** in nature;
  - c. an individual feels there has been an error in judgment by the Building Inspector as to the extent of damage to a non-conforming structure.
  
- A person may **not** apply for a Board of Variance Order if the variance will:
  - a. vary permitted uses or densities under the applicable bylaw
  - b. defeat the intent of the bylaw;
  - c. result in inappropriate development of the site;
  - d. substantially affect the use and enjoyment of adjacent lands; or
  - e. adversely affect the natural environment.
  
- The fee charged is equivalent to the Development Variance Permit application fee.

The District considers that:

**\*Hardship is related to aspects of the site (ie: a large rock or steep topography) as opposed to general hardships in the area, or hardships generated by the owner. Expense is not a hardship.\***

**\*\* A minor variance is approximately 10%.**



## Board of Variance

A local government that has adopted a zoning bylaw must establish one or more boards of variance to allow people to request relief from provisions of that bylaw.

As an alternative to applying for a development variance permit from a local government, a person may apply to the board of variance if they feel compliance with the bylaw would cause them hardship. For example, if an outcrop in a person's yard prevented them from siting the house in conformity with the normal setbacks, a person could apply for a variance.

## Board Membership

Each member of a board of variance is appointed to a three-year term by the municipal council or regional board. Members of an advisory planning commission or officers or employees of the local government are prohibited from being appointed to a board of variance. An appointment may be rescinded at any time.

In a municipality, a board of variance consists of three or five people, depending upon the population of the municipality.

A regional district board may establish one or more boards of variance, each consisting of three people. If it establishes more than one board, the board jurisdictions must not overlap.

## Board of Variance Proceedings

Board of variance meetings must be open to the public.

The board may grant a variance if they find that compliance with the bylaw would cause undue hardship and have considered the following factors and are of the opinion that the variance does not:

- Result in inappropriate development of the site
- Adversely affect the natural environment
- Substantially affect the use and enjoyment of adjacent land
- Vary permitted uses and densities
- Defeat the intent of the bylaw

## Board of Variance Focus

The board of variance focuses primarily on hardship relating to matters such as siting, dimensions and size of buildings. A board of variance order cannot be used to vary the terms of a zoning bylaw, a development permit, a land use contract, a floodplain bylaw or a land use contract.

A board of variance may also consider applying for a variance to vary the terms of a zoning bylaw and order the continuation of the land use contract to no later than June 30, 2024.

Hello, I am your **COVID-19** Digital Assistant!  
Click or tap to ask a general question about COVID-19.



in land use

se c.

## Board of Variance Appeals

A decision of the board of variance is final. However, there may be an appeal to the Supreme Court in the specific case where a person alleges that there has been an error by the building inspector in the determination of the amount of damage to a non-conforming building above its foundation. Non-conforming buildings that have been damaged or destroyed by 75% or more of their value may only be reconstructed to conform with zoning.

As a board of variance operates as a tribunal, its decisions may be assessed by the courts under the *Judicial Review Procedure Act* if it is alleged that proper procedure was not followed.

- [Judicial Review Procedure Act](#)

## Sustainability & Resilience

Local governments are encouraged to strive for the following characteristics in shaping their communities as sustainable, resilient places:

- [Learn more about planning for sustainability and resilience](#)

## Climate Change

Climate change mitigation and adaptation are closely connected to land use planning processes and are key to supporting community sustainability and resilience.

- [Climate Change Mitigation](#)
- [Climate Change Adaptation](#)
- [BC Climate Action Toolkit](#)
- [CleanBC](#)

## Related Links

- [Local Government Act, Part 14, Division 15 - Board of Variance](#)
- [Judicial Review Procedure Act](#)
- [Advisory Planning Commissions](#)
- [Local Government Land Use Regulation](#)
- [Zoning Bylaws](#)
- [Board of Variance Manual](#)

## Contact Information

[Contact us](#) if you have questions about board of variance.

**Victoria Office:**  
[250 387-3394](#)

**Toll Free:**

Hello, I am your **COVID-19** Digital Assistant!  
Click or tap to ask a general question about  
COVID-19.



## **DISTRICT OF 100 MILE HOUSE**

### **100 MILE HOUSE BOARD OF VARIANCE BYLAW**

#### **District of 100 Mile House Bylaw No. 593, 1993**

A bylaw to establish the board of variance for the District of 100 Mile House and to establish its procedures.

The Council of the District of 100 Mile House, in open meeting assembled, enacts as follows:

#### **Short Name**

1. This Bylaw may be cited as the 100 Mile House Board of Variance Bylaw.

#### **Interpretation**

2. In this Bylaw

“board” means the board of variance established by section 3,

“chair” means the chair of the board,

“District” means the District of 100 Mile House,

“member” means a member of the board, and

“secretary” means the secretary of the board.

#### **Creation of Board**

3. This section establishes the board of variance for the District.

#### **Members of Board**

4. The board has three members. One member must be appointed by resolution of the District Council, one member must be appointed by the Minister of Municipal Affairs, Recreation and Housing and the third member must be appointed by the other two members. A member may not also be a councillor, a member of the District advisory planning commission or a District officer or employee.

### **Length of Term**

5. The term of office of each member is 3 years. If a member ceases to hold office before the end of the member's term, a successor must be appointed in the same manner as the member who ceased to hold office. Until the appointment of a successor member, the remaining members constitute the board. If a successor has not been appointed at the end of the term of a member, the term of that member is extended until the successor has been appointed.

### **Appointment of Chair**

6. A simple majority of the members must elect one of them as the chair of the board at the board's first meeting after adoption of this bylaw. The term of office of the chair is one year beginning on January 1 of each calendar year, but the term of office for the first chair elected after adoption of this bylaw expires on December 31 following that chair's election. The board must elect a new chair before expiry of the current chair's term. The chair in writing may appoint a member as acting chair to preside in the chair's temporary absence.

### **Appointment of Secretary**

7. The District Council by resolution must appoint a secretary to the board. Subject to this bylaw and the Municipal act, the secretary must:
  - a) Record the decisions of the board,
  - b) Receive applications to the board and present them to the board,
  - c) Cause notice to be given of applications to the board and of meetings of the board,
  - d) Prepare and keep minutes of board meetings and prepare and keep all other board records,
  - e) Notify each applicant of the decision of the board, and
  - f) Perform all other duties, and exercise all other rights, as are set out in this bylaw and as are customarily incidental to those duties and rights or to the office of secretary.

### **Applications**

8. An application to the board must be made to the secretary in the form set out in schedule A to this bylaw. The secretary may require an applicant to provide such further information in writing as the secretary reasonably considers necessary for the board to understand the nature of or grounds for the application.

### **Time Limit for Certain Applications**

9. Where the subject of an application to the board is a decision, requirement or determination made by a District employee, the application to the board must be made within 30 days after the decision, requirement or determination was communicated to the applicant. The board may extend the time for making an application at any time.

### **Time for Hearing**

10. The board must hear an application at the next meeting after the date on which the application was made. If an application is made within 10 days before a meeting, the application must be heard at the next meeting after that meeting.

### **Meetings**

11. At its first meeting after adoption of this bylaw the board must fix the day of the week on which its meetings are held, at which applications to the board must be heard. The board may not meet on a Saturday or Sunday. The board must meet in the calendar month following any calendar month during which an application has been made to the board. Board meetings may be adjourned from time to time and no further notice of an adjourned meeting is necessary if the time and place for the resumption of the meeting is stated to those present at the time the meeting is adjourned.

### **Procedures at Meetings**

12. At a meeting the board may hear the applicant and any other person whose evidence or submissions the board considers may assist it in reaching its decision. Board meetings must be open to the public at all times, but the board may adjourn to deliberate its decisions. Proceedings before the board are informal. The board may admit any evidence it considers to be of assistance to it, on oath or otherwise and written or oral, and may inspect the land which is the subject of the application.

### **Board's Procedures**

13. Subject to the Municipal Act, the board may by majority vote establish its procedures for the conduct of its meetings and other business. The secretary must keep an updated copy of those procedures and must make it available for inspection by applicants and the others on request during normal District business hours.

**Board Decisions**

14. The decision in writing of all, or of a majority, of the members of the board is the decision of the board. Each decision of the board must be filed with the secretary, who must communicate it in writing to the applicant promptly after its filing with the secretary.

READ A FIRST TIME this 23<sup>rd</sup> day of February, 1993.

READ A SECOND TIME this 23<sup>rd</sup> day of February, 1993.

READ A THIRD TIME this 23<sup>rd</sup> day of February, 1993.

RECONSIDERED AND FINALLY PASSED AND ADOPTED 9<sup>TH</sup> day  
of March, 1993.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk

DISTRICT OF 100 MILE HOUSE  
100 MILE HOUSE BOARD OF VARIANCE BYLAW  
(District of 100 Mile House Bylaw No. 593, 1993)

Schedule A

Board of Variance Application Form

The form set out below in this schedule is the prescribed form which must be used in each application to the board.

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DISTRICT OF 100 MILE HOUSE

APPLICATION TO THE DISTRICT'S BOARD OF VARIANCE

All information required below must be given. Please type or print. The secretary to the board may require further information from you, which may be given on a separate sheet.

Applicant's Full Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: Bus.: \_\_\_\_\_ Res.: \_\_\_\_\_

Address of property in question: \_\_\_\_\_

Legal description of property: \_\_\_\_\_

Registered owner of property: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: Bus.: \_\_\_\_\_ Res.: \_\_\_\_\_





13

## DISTRICT OF 100 MILE HOUSE

### MEMO

---

**Date:** June 3, 2021

**To:** Mayor & Council

**From:** Administration

**Subject:** Hun City Mountain Bike Club – Trail Improvements

---

Attached is a funding request from Hun City Mountain Bike Club to assist with trail enhancements.

This request further builds on the trail improvements the District contributed to in 2019 (memo attached).

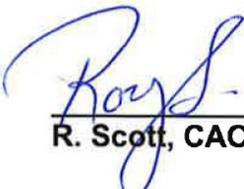
Again, the club has accessed third party funding and along with their sweat equity seek to add to this trail system that appears to be gaining popularity across the biking community in the province.

Based on our past practice of assisting community groups that “come to the table” with their own funds; Council may wish to consider this funding request of \$5,000 which represents 50% of the project costs.

#### **RECOMMENDATION:**

**BE IT RESOLVED THAT** memo from Administration regarding a funding request from the Hun City Mountain Bike Club be received; and further,

**BE IT RESOLVED THAT** Council of the District of 100 Mile House approve a contribution in the amount of \$5,000 from the community Woodlot Reserve Fund.

  
\_\_\_\_\_  
R. Scott, CAO

Steve Law

Hun City Mountain Bike Club  
Box 166, 100 Mile House, BC V0K 2E0  
Phone: 250 706-9251  
Email: adventuresports@shaw.ca

May 19, 2021

Attention: Roy Scott, CAO

Mayor & Council  
PO Box 340  
#1-385 Birch Avenue,  
100 Mile House, BC V0K 2E0

**Re: Request for Mountain Bike Trail Funding - \$10,000.00**

Dear Mayor & Council:

On behalf of the Hun City Mountain Bike Club, I would like to put forth the following funding request for consideration:

Hustle & Flow, the signature trail at 99 Mile needs a capital improvement. We are adding a section which will provide a better exit for shuttle traffic and accommodate the exits and entrances of other trails in the vicinity. The total cost of the upgrade is \$10,000.00. We have already secured \$5,000.00 in funding from Rec Sites and Trails BC. However, the majority of this will mostly be used in the completion of other trails at 99 Mile. Rec Sites and Trails has contributed over \$140,000.00 to mountain bike trails at 99 Mile to-date.

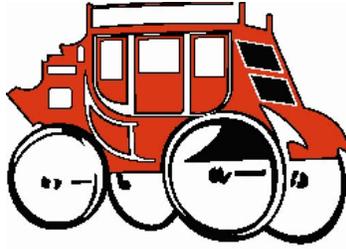
Trail counter information from 2020 indicated over 3500 riders on the trail in the wettest summer in many years. Our expectation for this year is to exceed these numbers as riders are coming to 100 Mile House to specifically ride this extremely popular trail.

Could you please bring this forward to your next Council meeting for consideration.

We look forward to your response. If you require and additional information or clarification, please do not hesitate to contact me.

Yours truly,

Steve Law, President  
Hun City Mountain Bike Club



## 100 MILE DEVELOPMENT CORPORATION

### MEMO

---

**Date:** August 7, 2019  
**To:** Board of Directors  
**From:** Administration  
**Subject:** Hun City Mountain Bike Club – Request for Funding

---

Attached is correspondence from the Hun City Mountain Bike Club, requesting financial support for mountain bike trail development in the 99 Mile trails area. Both proposed trails fall within the District woodlot 577.

The author is correct in that additional trails development were identified in the 99 Mile Trails Master Plan. This project is a perfect adjunct to existing trail networks and further promotes and maximizes year-round use of the trails in that area.

In addition there is increasing demand for mountain biking trails experiences along the highway 97 corridor and this project would provide significant opportunities to those travelling to other locales for this purpose.

The trails will be maintained by the Hun City Mountain Bike Club. The trails will also be registered trails, insured through the Province of British Columbia.

Precedent has been set for contribution requests of this nature. When an organization comes to the District with a funding request; where that organization has raised a significant portion of the project budget the District and/or the Development Corporation has looked favourably upon such requests.

Case in point the Soccer Association a few years ago and more recently the Water Park Society – both projects received financial contributions. Both of which were allocated from Community Forest proceeds.

**Recommendation:**

**BE IT RESOLVED THAT the memo from Administration dated August 7, 2019 regarding a request for funding from the Hun City Mountain Bike Club be received; and further**

**BE IT RESOLVED THAT the 100 Mile Development Corporation contribute \$30,000 towards the Mountain Bike Trail project to be located within District Woodlot 577 and further**

**BE IT RESOLVED THAT funding be allocated from Community Forest proceeds and that the 2019 Development Corporation annual budget be amended to accommodate the contribution.**

---

**R. Scott, CAO**

**DISTRICT OF 100 MILE HOUSE**

**Bylaw No. 1376**

---

Being a Bylaw to amend the District of 100 Mile House Animal Control and Pound Operation  
Bylaw No. 1131-2008

---

This bylaw may be cited for all purposes as **“District of 100 Mile House Animal Control and Pound Operation Amendment Bylaw No.1376-2021**

The Council of the District of 100 Mile House in open meeting assembled enacts as follows:

- 1) That Part 1 – Interpretation, “Animal” be amended to read:

**“animal”** means species as listed on “Schedule B – Permitted Animals”

- 2) That “Schedule B – Permitted Animals” be added to form part of this bylaw

- 3) a) That Part 2 – Licensing of Dogs, Section 2.2 be amended to read:

2.2 Every license and corresponding license tag issued under this bylaw shall be valid for the lifetime of the dog.

- b) That section 2.4, Fees, be amended to read:

2.4 The owner of every dog shall pay a license fee for that dog assessed as follows:

- c) That Section 2.4 (d) be amended to read:

d. notwithstanding the provisions of sub paragraphs (a), (b), (c), above:

(i) an application for a license received on or before February 28<sup>th</sup> in a licensing year will be issued at no cost to the applicant.

- c) That Part 5 –General Prohibitions, be amended to add:

5.8 Only those species listed on Schedule B, attached and forming part of this bylaw, shall be allowed within the District of 100 Mile House.

READ A FIRST, SECOND AND THIRD TIME this 11th day of May, 2021.

ADOPTED this 8th day of June, 2021.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Corporate Administrator

# **Animal Control and Pound Operations Bylaw No. 1376, 2021**

## **Schedule B**

### **Permitted Animals**

Only the following animals be permitted in the District, subject to the restrictions set out below:

- Agricultural Livestock
  - Horse, sheep, goat, ass, swine, poultry, llama, cow, or other animals of the bovine species, when permitted by zoning.
- Amphibians
  - Only amphibians of the non-poisonous type are permitted
- Arachnids
  - Only arachnids of the non-venomous type and not from the Theraphosidae (tarantula) family of spiders are permitted
- Birds
- Cats
- Chinchilla
- Dogs
- Domestic Mice
- Domestic Rabbit
- Domestic Rat
- Ferret
- Fish
- Gerbil
- Guinea pig
- Hamster
- Hedge hog
- Reptiles
  - Only reptiles of the non-poisonous and non-venomous type that do not exceed 60 centimeters or 24 inches in length at maturity are permitted
- Snakes
  - Only snakes of the non-poisonous and non-venomous type that do not exceed 90 centimeters or 36 inches in length at maturity are permitted

# DISTRICT OF 100 MILE HOUSE

## Bylaw No. 1381

---

Being a bylaw to establish reserve funds for the COVID-19 Safe Restart funding received by the Provincial Government.

---

That the Council of the District of 100 Mile House, in open meeting assembled, enacts as follows:

(1) This bylaw may be cited as ***“Establishment of COVID-19 Safe Restart Reserve Funds Bylaw No. 1381, 2021”***

- 1.1 This reserve shall be called the “Covid-19 Safe Restart Reserve”.
- 1.2 The monies set aside shall be deposited in the General operating account in a chartered bank (as designated as the District Bankers by Council) and shall be accounted for as separate and apart from the other reserve funds being deposited into this bank account, and until required to be expended, may be invested in the manner approved by the Community Charter.
- 1.3 Monies from this reserve shall only be disbursed in accordance by the terms of the Provincial funding stream. Eligible costs will include addressing revenue shortfalls, facility reopening and operating costs, emergency planning and response costs, bylaw enforcement and protective services, computer and other electronic technology costs (to improve interconnectivity and virtual communication), services for vulnerable persons and other related costs. All expenses must be duly approved by Council, and the use of funds must be reported annually in part of the audited financial statements.

READ A FIRST, SECOND AND THIRD TIME this 11<sup>th</sup> day of May, 2021.

ADOPTED this 8<sup>th</sup> day of June, 2021.

---

Mayor

---

Corporate Officer



Supplier : 079850 To ZZ9950  
 Pay Date : 01-May-2021 To 31-May-2021  
 Bank : 0099 - CASH CLEARING/SUSPENSE "BANK" To 6 - 100

Seq : Cheque No. Status : All  
 Medium : M=Manual C=Computer

**K1**

Cheque #	Cheque Date	Supplier	Supplier Name	Status	Batch	Medium	Amount
25119	11-Aug-2020	MCLM50	MCLAUHLIN, MITCHELL	Cancelled	158	C	-50.00
25257	18-Sep-2020	MILA50	MILLS, AMBER	Cancelled	160	C	-32.00
25954	06-May-2021	VADI50	CENTRAL SQUARE CANADA SOFTWARE INC	Cleared	154	C	14,094.61
25955	06-May-2021	ACEC50	ACE COURIER SERVICES	Cleared	155	C	84.61
25956	06-May-2021	ASAP50	ALL SIDES ACCURATE PAINTING	Cleared	155	C	1,999.80
25957	06-May-2021	BYWY50	BYSTEDT, WYLIE	Issued	155	C	1,125.00
25958	06-May-2021	CARE50	CARIBOO REGIONAL DISTRICT	Cleared	155	C	1,963.29
25959	06-May-2021	CARN50	CARO ANALYTICAL SERVICES	Cleared	155	C	232.05
25960	06-May-2021	CENC50	CENTRIX CONTROL SOLUTIONS LP	Cleared	155	C	935.34
25961	06-May-2021	CENT50	CENTRAL CARIBOO DISPOSAL SERVICES LT	Cleared	155	C	7,088.21
25962	06-May-2021	CHUB50	CHUBB LIFE INSURANCE COMPANY OF CAN,	Cleared	155	C	73.60
25963	06-May-2021	COMI50	COMMISSIONAIRES BRITISH COLUMBIA	Cleared	155	C	1,116.78
25964	06-May-2021	CONC50	CONCEPT CONTROLS INC	Cleared	155	C	50.40
25965	06-May-2021	CUST50	CUSTOM HOSE AND FITTINGS LTD	Cleared	155	C	592.70
25966	06-May-2021	DWBF50	DWB CONSULTING SERVICES LTD	Cleared	155	C	375.38
25967	06-May-2021	EXCO50	PACIFIC BENDING INC	Issued	155	C	1,275.09
25968	06-May-2021	FIND50	FINDLAY MEATS LTD	Cleared	155	C	2,500.00
25969	06-May-2021	FULT50	FULTON & COMPANY	Cleared	155	C	5,276.53
25970	06-May-2021	GART50	GARTH'S ELECTRIC CO LTD - INC NO. 248102	Cleared	155	C	1,266.71
25971	06-May-2021	GUIL50	GUILLEVIN INTERNATIONAL CO	Cleared	155	C	1,197.00
25972	06-May-2021	HUBI50	HUB INTERNATIONAL BARTON LTD	Cleared	155	C	94,640.00
25973	06-May-2021	INTU50	INTERNATIONAL UNION OF OPERATING ENG	Cleared	155	C	447.99
25974	06-May-2021	JNAC50	J N ALVIT CANADA LIMITED	Cleared	155	C	766.50
25975	06-May-2021	JUIC50	JUICE BOBCAT & EXCAVATING SERVICES	Cleared	155	C	462.00
25976	06-May-2021	NORI50	NORTHERN LIGHTS KENNELS	Cleared	155	C	200.00
25977	06-May-2021	NORL50	NORTH LANDS WATER & SEWER SUPPLIES I	Cleared	155	C	30,468.48
25978	06-May-2021	NORM50	NORTHERN COMPUTER	Cleared	155	C	1,294.13
25979	06-May-2021	NURN50	NURNDY-FORFIRE EMERGENCY GRAPHICS I	Cleared	155	C	153.45
25980	06-May-2021	PARA50	LASZLO RETI	Cleared	155	C	270.00
25981	06-May-2021	PATE50	PATERSON SEPTIC SERVICE	Cleared	155	C	735.00
25982	06-May-2021	PERS50	PERFECT SOLUTIONS LTD	Cleared	155	C	560.34
25983	06-May-2021	PITN50	PITNEY BOWES GLOBAL CREDIT SERVICES	Cleared	155	C	437.64
25984	06-May-2021	PROV50	PROVINCE-WIDE COMMUNICATIONS	Cleared	155	C	4,146.24
25985	06-May-2021	PSOD50	PSO GRAD COMMITTEE	Issued	155	C	250.00
25986	06-May-2021	REGO50	REGIONAL DISTRICT OF BULKLEY-NECHAKO	Cleared	155	C	300.00
25987	06-May-2021	RIDG50	RIGID TRUCK & TRAILER LTD	Cleared	155	C	928.44
25988	06-May-2021	SANE50	SANDERSON CONCRETE INC	Cleared	155	C	7,676.48
25989	06-May-2021	SOSO50	SOUND SOLUTIONS	Cleared	155	C	7,935.20
25990	06-May-2021	TODC50	TODCO ENTERPRISES LTD	Cleared	155	C	500.00
25991	06-May-2021	TRUE50	TRUE CONSULTING GROUP	Cleared	155	C	17,098.21
25992	06-May-2021	VANH50	VAN HOUTTE COFFEE SERVICES INC	Issued	155	C	119.09
25993	06-May-2021	WCCEL50	W.C. ELECTRIC LTD	Cleared	155	C	18,804.45
25994	06-May-2021	WESE50	WEST FRASER MILLS LTD	Cleared	155	C	14,706.70
25995	06-May-2021	WHOL50	WHOLESALE FIRE & RESCUE LTD	Cleared	155	C	554.30
25996	06-May-2021	B&BT50	B & B TREE TOPPING	Cleared	157	C	2,625.00
25997	06-May-2021	CAMP50	CAMPALL, PATRICK MICHEL	Cleared	157	C	65.00
25998	06-May-2021	CARN50	CARO ANALYTICAL SERVICES	Cleared	157	C	64.05
25999	06-May-2021	LABD50	LABOSSIÈRE, DAVID MICHAEL	Cleared	157	C	50.00
26000	06-May-2021	MCLM50	MCLAUHLIN, MITCHELL	Cleared	157	C	50.00
26001	06-May-2021	NORM50	NORTHERN COMPUTER	Cleared	157	C	1,674.92
26002	06-May-2021	TODB50	TODD, BARRY	Cleared	157	C	50.00
26003	14-May-2021	1MFE50	100 MILE FEED & RANCH SUPPLY LTD	Cleared	162	C	643.33
26004	14-May-2021	ACEC50	ACE COURIER SERVICES	Cleared	162	C	57.12
26005	14-May-2021	BURG50	BURGESS PLUMBING HEATING & ELECTRIC/	Cleared	162	C	101.45
26006	14-May-2021	CARN50	CARO ANALYTICAL SERVICES	Cleared	162	C	147.00

Paid



K1

Supplier : 079850 To ZZ9950

Pay Date : 01-May-2021 To 31-May-2021

Bank : 0099 - CASH CLEARING/SUSPENSE "BANK" To 6 - 10C

Seq : Cheque No. Status : All

Medium : M=Manual C=Computer

Cheque #	Cheque Date	Supplier	Supplier Name	Status	Batch	Medium	Amount
<b>Bank : 4</b>	<b>ROYAL BANK - CURRENT ACCOUNT</b>						
26007	14-May-2021	CENH50	GUSTAFSON'S CENTRAL CHEVROLET GMC E	Cleared	162	C	1,398.94
26008	14-May-2021	CINT50	CINTAS THE UNIFORM PEOPLE	Cleared	162	C	271.13
26009	14-May-2021	COMI50	COMMISSIONAIRES BRITISH COLUMBIA	Cleared	162	C	1,116.78
26010	14-May-2021	CONC50	CONCEPT CONTROLS INC	Cleared	162	C	935.20
26011	14-May-2021	FIVE50	FIVE STAR UNIFORMS	Issued	162	C	1,071.00
26012	14-May-2021	GART50	GARTH'S ELECTRIC CO LTD - INC NO. 248102	Cleared	162	C	330.75
26013	14-May-2021	GRAY50	TELUS CUSTOM SECURITY SYSTEMS	Cleared	162	C	193.99
26014	14-May-2021	HUBF50	HUB FIRE ENGINES & EQUIPMENT LTD	Cleared	162	C	101.79
26015	14-May-2021	INNO50	INNOV8 DIGITAL SOLUTIONS	Cleared	162	C	366.35
26016	14-May-2021	INTU50	INTERNATIONAL UNION OF OPERATING ENG	Cleared	162	C	436.76
26017	14-May-2021	JUIC50	JUICE BOBCAT & EXCAVATING SERVICES	Cleared	162	C	1,701.00
26018	14-May-2021	PARA50	LASZLO RETI	Cleared	162	C	480.00
26019	14-May-2021	PMTA50	PMT CHARTERED PROFESSIONAL ACCOUNT	Cleared	162	C	22,911.00
26020	14-May-2021	PURO50	PUROLATOR INC	Cleared	162	C	77.56
26021	14-May-2021	RECE50	RECEIVER GENERAL OF CANADA	Issued	162	C	959.18
26022	14-May-2021	ROCY50	ROCKY MOUNTAIN PHOENIX	Cleared	162	C	4,866.75
26023	14-May-2021	RRRC50	RRR+CONTRACTING	Cleared	162	C	4,010.17
26024	14-May-2021	STEE50	STEEVES, JANEY	Cleared	162	C	500.00
26025	14-May-2021	TODB50	TODD, BARRY	Cleared	162	C	110.24
26026	14-May-2021	UNIT50	UNITED CONCRETE & GRAVEL LTD	Issued	162	C	60.48
26027	14-May-2021	VANH50	VAN HOUTTE COFFEE SERVICES INC	Issued	162	C	167.83
26028	14-May-2021	WCLE50	W.C. ELECTRIC LTD	Cleared	162	C	1,045.49
26029	18-May-2021	1MBI50	INTEGRA TIRE AND AUTO CENTER	Cleared	163	C	1,671.16
26030	18-May-2021	1MFE50	100 MILE FEED & RANCH SUPPLY LTD	Cleared	163	C	180.39
26031	18-May-2021	ACEC50	ACE COURIER SERVICES	Cleared	163	C	271.95
26032	18-May-2021	BCTR50	BC TRANSIT	Cleared	163	C	17,842.65
26033	18-May-2021	BLAK50	BLACK PRESS GROUP LTD	Cleared	163	C	869.58
26034	18-May-2021	CAGE50	CARIBOO GEOGRAPHIC SYSTEMS	Cleared	163	C	614.78
26035	18-May-2021	CAME50	CAMEO PLUMBING LTD	Issued	163	C	20.15
26036	18-May-2021	CAN250	CANADIAN 2 FOR 1 PIZZA	Issued	163	C	115.48
26037	18-May-2021	DHLE50	LOOMIS EXPRESS	Cleared	163	C	200.94
26038	18-May-2021	EXCO50	PACIFIC BENDING INC	Issued	163	C	396.39
26039	18-May-2021	EXEV50	EXETER VALLEY TRUCK & CAR WASH	Cleared	163	C	7.88
26040	18-May-2021	FALC50	FALCON EQUIPMENT LTD	Cleared	163	C	551.61
26041	18-May-2021	GART50	GARTH'S ELECTRIC CO LTD - INC NO. 248102	Cleared	163	C	554.40
26042	18-May-2021	HUBF50	HUB FIRE ENGINES & EQUIPMENT LTD	Cleared	163	C	1,357.98
26043	18-May-2021	KALT50	KAL TIRE	Cleared	163	C	2,920.94
26044	18-May-2021	LONE50	LONE BUTTE SUPPLY LTD	Issued	163	C	532.48
26045	18-May-2021	LORD50	LORDCO AUTO PARTS LTD	Cleared	163	C	607.57
26046	18-May-2021	MINI50	MINISTER OF FINANCE	Cleared	163	C	171.26
26047	18-May-2021	PRAR50	PRAIRIECOAST EQUIPMENT	Issued	163	C	527.33
26048	18-May-2021	PREI50	PREMIUM TRUCK & TRAILER INC	Cleared	163	C	1,019.99
26049	18-May-2021	PROV50	PROVINCE-WIDE COMMUNICATIONS	Cleared	163	C	1,485.38
26050	18-May-2021	S&DW50	S & D WELDING & FABRICATING	Cleared	163	C	288.75
26051	18-May-2021	SAVE50	SAVE ON FOODS	Issued	163	C	20.63
26052	18-May-2021	SCMO50	SOUTH CARIBOO MOTOR SPORTS LTD	Cleared	163	C	499.72
26053	18-May-2021	TASC50	TASCO SUPPLIES LTD	Cleared	163	C	2,115.21
26054	18-May-2021	TERR50	TERRALINK HORTICULTURE INC	Cleared	163	C	4,526.46
26055	18-May-2021	UNIT50	UNITED CONCRETE & GRAVEL LTD	Issued	163	C	616.00
26056	27-May-2021	A&KB50	A & K BURFOOT EXCAVATING AND PLUMBING	Issued	186	C	334.59
26057	27-May-2021	ACEC50	ACE COURIER SERVICES	Issued	186	C	1,325.04
26058	27-May-2021	AWCP50	AWC PROCESS SOLUTIONS LTD	Cancelled	187	C	0.00
26059	27-May-2021	BURG50	BURGESS PLUMBING HEATING & ELECTRIC	Issued	186	C	159.39
26060	27-May-2021	BYWY50	BYSTEDT, WYLIE	Issued	186	C	937.50

Cheque Register-Summary-Bank

*Bid*



**K1**

Supplier : 079850 To ZZ9950  
 Pay Date : 01-May-2021 To 31-May-2021  
 Bank : 0099 - CASH CLEARING/SUSPENSE "BANK" To 6 - 100

Seq : Cheque No. Status : All  
 Medium : M=Manual C=Computer

Cheque #	Cheque Date	Supplier	Supplier Name	Status	Batch	Medium	Amount
<b>Bank : 4 ROYAL BANK - CURRENT ACCOUNT</b>							
26061	27-May-2021	CARN50	CARO ANALYTICAL SERVICES	Cleared	186	C	399.00
26062	27-May-2021	CHUB50	CHUBB LIFE INSURANCE COMPANY OF CAN/	Issued	186	C	352.71
26063	27-May-2021	CINT50	CINTAS THE UNIFORM PEOPLE	Issued	186	C	1,387.05
26064	27-May-2021	CLEA50	CLEARTECH INDUSTRIES INC	Issued	186	C	1,005.06
26065	27-May-2021	CORI50	ICONIX WATERWORKS	Cleared	186	C	2,025.30
26066	27-May-2021	DONP50	DONNELLY, PAUL	Issued	186	C	595.56
26067	27-May-2021	EXCO50	PACIFIC BENDING INC	Issued	186	C	287.70
26068	27-May-2021	EXEE50	EXCEED ELECTRICAL ENGINEERING	Issued	186	C	299.25
26069	27-May-2021	GART50	GARTH'S ELECTRIC CO LTD - INC NO. 248102	Issued	186	C	374.79
26070	27-May-2021	GOLR50	GOLD RUSH TECHNOLOGIES	Issued	186	C	161.73
26071	27-May-2021	GOPH50	0880872 BC LTD	Issued	186	C	380.80
26072	27-May-2021	INTU50	INTERNATIONAL UNION OF OPERATING ENG	Issued	186	C	440.40
26073	27-May-2021	MTSM50	MTS MAINTENANCE TRAINING SYSTEMS INC	Issued	186	C	590.10
26074	27-May-2021	NORM50	NORTHERN COMPUTER	Issued	186	C	3,736.98
26075	27-May-2021	PROV50	PROVINCE-WIDE COMMUNICATIONS	Cleared	186	C	117.60
26076	27-May-2021	PURO50	PUROLATOR INC	Issued	186	C	145.77
26077	27-May-2021	RECE50	RECEIVER GENERAL OF CANADA	Issued	186	C	323.53
26078	27-May-2021	RRRC50	RRR+CONTRACTING	Issued	186	C	4,166.40
26079	27-May-2021	SENS50	SENSUS COMMUNICATIONS SOLUTIONS INC	Issued	186	C	20,958.85
26080	27-May-2021	SMIT50	SMITTY'S JANITORIAL SERVICES (1993)	Cleared	186	C	2,320.50
26081	27-May-2021	TITA50	TITAN MARKETING & SALES INC.	Issued	186	C	1,001.56
26082	27-May-2021	TODB50	TODD, BARRY	Cleared	186	C	89.60
26083	27-May-2021	TRUE50	TRUE CONSULTING GROUP	Issued	186	C	12,599.09
26084	27-May-2021	VWRI50	VWR INTERNATIONAL CO	Issued	186	C	514.83
26085	27-May-2021	WCEL50	W.C. ELECTRIC LTD	Issued	186	C	4,752.23
26086	27-May-2021	WESW50	WESTERN WATER ASSOCIATES LTD	Issued	186	C	1,575.00
26087	27-May-2021	WILL50	WILLIAMS LAKE WATER FACTORY	Issued	186	C	65.00
26088	27-May-2021	WILO50	WILLIAM LOVE	Cleared	186	C	787.50

<b>Total Computer Paid :</b>	<b>397,457.47</b>	<b>Total EFT PAP :</b>	<b>0.00</b>	<b>Total Paid :</b>	<b>397,457.47</b>
<b>Total Manually Paid :</b>	<b>0.00</b>	<b>Total EFT File :</b>	<b>0.00</b>	<b>EFT</b>	<b>105885.85</b>

137 Total No. Of Cheque(s) ...

*Capital \$60165.78*

523343.32

Cheque Register-Summary-Bank

EFT



K1

Supplier : 079850 To ZZ9950  
 Pay Date : 20-Apr-2021 To 31-May-2021  
 Bank : 0099 - CASH CLEARING/SUSPENSE "BANK" To 6 - 100

Seq : Cheque No. Status : All  
 Medium : E=EFT-PAP T=EFT-File

Cheque #	Cheque Date	Supplier	Supplier Name	Status	Batch	Medium	Amount
<del>03647-0001</del>	<del>22-Apr-2021</del>	<del>BCHY60</del>	<del>BC HYDRO &amp; POWER AUTHORITY</del>	<del>Cleared</del>	<del>128</del>	<del>E</del>	<del>21,366.65</del>
<del>03648-0001</del>	<del>23-Apr-2021</del>	<del>FORT50</del>	<del>FORTIS BC - NATURAL GAS</del>	<del>Cleared</del>	<del>129</del>	<del>E</del>	<del>1,392.68</del>
<del>03649-0001</del>	<del>23-Apr-2021</del>	<del>FORT50</del>	<del>FORTIS BC - NATURAL GAS</del>	<del>Cleared</del>	<del>130</del>	<del>E</del>	<del>64.48</del>
<del>03650-0001</del>	<del>23-Apr-2021</del>	<del>FRCO50</del>	<del>FOUR RIVERS CO-OPERATIVE</del>	<del>Cleared</del>	<del>131</del>	<del>E</del>	<del>6,771.67</del>
<del>03654-0001</del>	<del>26-Apr-2021</del>	<del>RECE50</del>	<del>RECEIVER GENERAL OF CANADA</del>	<del>Cleared</del>	<del>135</del>	<del>E</del>	<del>15,561.69</del>
<del>03655-0001</del>	<del>26-Apr-2021</del>	<del>RECE50</del>	<del>RECEIVER GENERAL OF CANADA</del>	<del>Cleared</del>	<del>136</del>	<del>E</del>	<del>1,145.14</del>
<del>03664-0001</del>	<del>23-Apr-2021</del>	<del>SHAW50</del>	<del>SHAW CABLE</del>	<del>Cleared</del>	<del>145</del>	<del>E</del>	<del>94.69</del>
<del>03665-0001</del>	<del>23-Apr-2021</del>	<del>SHAW50</del>	<del>SHAW CABLE</del>	<del>Cleared</del>	<del>146</del>	<del>E</del>	<del>48.67</del>
<del>03670-0001</del>	<del>23-Apr-2021</del>	<del>TELU50</del>	<del>TELUS COMMUNICATIONS COMPANY</del>	<del>Cleared</del>	<del>151</del>	<del>E</del>	<del>17.64</del>
03673-0001	30-Apr-2021	PENS50	PENSION CORPORATION	Cleared	164	E	7,232.11
03674-0001	28-Apr-2021	MINI50	MINISTER OF FINANCE	Cleared	165	E	84.42
03675-0001	20-Apr-2021	WORK50	WORKERS' COMPENSATION BOARD	Cleared	166	E	10,440.38
03676-0001	25-May-2021	BCHY50	BC HYDRO & POWER AUTHORITY	Cleared	168	E	68.86
03677-0001	21-May-2021	BCHY50	BC HYDRO & POWER AUTHORITY	Cleared	169	E	17,544.49
03678-0001	21-May-2021	FORT50	FORTIS BC - NATURAL GAS	Cleared	170	E	39.48
03679-0001	21-May-2021	FORT50	FORTIS BC - NATURAL GAS	Cleared	171	E	511.75
03680-0001	13-May-2021	PENS50	PENSION CORPORATION	Cleared	172	E	7,227.51
03681-0001	25-May-2021	RECE50	RECEIVER GENERAL OF CANADA	Cleared	173	E	14,071.78
03682-0001	25-May-2021	RECE50	RECEIVER GENERAL OF CANADA	Cleared	174	E	2,235.13
03683-0001	10-May-2021	RECE50	RECEIVER GENERAL OF CANADA	Cleared	175	E	14,967.87
03684-0001	10-May-2021	RECE50	RECEIVER GENERAL OF CANADA	Cleared	176	E	1,602.62
03685-0001	13-May-2021	ROYL50	ROYAL BANK VISA	Cleared	177	E	157.50
03686-0001	13-May-2021	ROYL50	ROYAL BANK VISA	Cleared	178	E	253.50
03687-0001	13-May-2021	ROYL50	ROYAL BANK VISA	Cleared	179	E	872.88
03688-0001	13-May-2021	ROYL50	ROYAL BANK VISA	Cleared	180	E	1,114.10
03689-0001	03-May-2021	TELU50	TELUS COMMUNICATIONS COMPANY	Cleared	181	E	72.80
03690-0001	17-May-2021	TELU50	TELUS COMMUNICATIONS COMPANY	Cleared	182	E	256.46
03691-0001	04-May-2021	TELU50	TELUS COMMUNICATIONS COMPANY	Cleared	183	E	775.62
03692-0001	01-May-2021	GRWL50	THE GREAT-WEST LIFE ASSURANCE COMPA	Cleared	184	E	9,182.61
03693-0001	25-May-2021	FRCO50	FOUR RIVERS CO-OPERATIVE	Cleared	188	E	7,031.60
03694-0001	28-May-2021	PENS50	PENSION CORPORATION	Cleared	189	E	7,221.89
03695-0001	25-May-2021	POST50	POSTAGE BY PHONE	Cleared	190	E	820.00
03696-0001	10-May-2021	RECE50	RECEIVER GENERAL OF CANADA	Cleared	191	E	14,221.66
03697-0001	10-May-2021	RECE50	RECEIVER GENERAL OF CANADA	Cleared	192	E	6,752.80
03698-0001	25-May-2021	SHAW50	SHAW CABLE	Cleared	193	E	94.03
03699-0001	25-May-2021	SHAW50	SHAW CABLE	Cleared	194	E	45.87
03700-0001	20-May-2021	SHAW50	SHAW CABLE	Cleared	195	E	411.44
03701-0001	03-May-2021	TELM50	TELUS MOBILITY CELLULAR INC	Cleared	196	E	574.69

Total Computer Paid : 0.00      Total EFT PAP : 172,946.43      Total Paid : 172,946.43  
 Total Manually Paid : 0.00      Total EFT File : 0.00

(47060.52)  
 125885.85

38 Total No. Of Cheque(s) ...