



2025

Annual Report

FOR THE YEAR ENDED DECEMBER 31, 2025

Prepared and produced by *Corporate Services of the City of Quesnel*
Quesnel, British Columbia, Canada

Quesnel is located in the central interior of British Columbia, where we recognize and honour the long-standing and ongoing connection of the Southern Dakelh and Tsilhqot'in Peoples to this region; the territory of the Lhtako Dene, Nazko, Lhoosk'uz Dené, and ?Esdilagh Nations.



Table of Contents

Message from the Mayor	3
City Council	4
Our Vision and Mission	5
Message from the City Manager	6
Organization	7
City Services	8
2025 Highlights	9
2025 - 2026 Strategic Plan	21
2025 Consolidated Financial Statements	26
Appendix A - Operational Plan	28

Message from the Mayor



Quesnel City Council, bolstered by our hard working and professional staff, continues to live up to our corporate vision to ensure this City is a naturally vibrant, accessible, and innovative community.

Reflecting on year three of Council's four year term, this 2025 Annual Report is filled with positives! At the start of 2025, we welcomed Joel McKay as our new City Manager. As former CEO of Northern Development Initiative Trust, Joel is well versed with the workings of local and senior governments, and well connected with institutions, industry and business.

We're proud of our continued progress on planning and preparation for the long-awaited major upgrade of the Johnston Bridge, with contracted work to commence by summer of 2026. Improvements and new developments continue at Lhtako Dene Park at the confluence of our two great rivers. We keep communications open with our neighbouring Indigenous communities to engage in regular council-to-council consultations. Our Three Rivers Community Forest continues to grow with the appointment of new general manager Nick Pickles. Our community forest is a unique partnership between the City and neighbouring communities of Lhtako Dene, ?Esdilagh, and Nazko First Nations. Quesnel area forest companies continue, through ongoing climate change challenges, to seek sustainable fiber supply as they transition from volume-based to value-based models. Our periodic Forestry Think Tank sessions seriously seek and act upon innovative solutions to these transitional changes.

Improvements were also made to West Fraser Timber Park, RV Park & Campground electrical, and several street paving and road widening projects were also completed in 2025. The rose garden at LeBourdais Park received much needed improvements as we ready for our City's 100th 2028 Centennial.

On the housing front, 2025 saw a total of 157 new housing units permitted and/or constructed, including a new 57-unit apartment complex on the north side of City Hall. A sparkling new Marriot branded hotel in South Quesnel is in development stages. Stay tuned for upcoming housing development news, including my advocacy for a much needed gated community for seniors.

Speaking of advocacy, Council continues to push our provincial government to finally announce that their proposed Highway 97 North-South Interconnector Project will be declared a funded "project" rather than an unfunded "proposal". We continue to advance replacement of the Food Hub and Sprout Kitchen building, which was lost to fire in early 2025. We expect replacement construction to commence in 2027. Efforts continue to assure wildfire fuel treatment on Dragon Mountain to protect our very critical emergency telecommunications hub. We're also advocating for a third ambulance for Quesnel and area, as well as seeking certainty for much needed housing development on the former Quesnel Secondary School grounds.

I could go on... about how we continue to grow viability of our airport, how good we are at attracting non-taxation funding, extending the life of our landfill, recruiting and retaining and rewarding our healthcare workers and so much more... including this reminder that our City of Quesnel Centennial year of 2028 is coming up very soon!

Ron Paul

Mayor, City of Quesnel

City Council | 2022 - 2026



*Back L-R: Councillor Scott Elliott, Councillor Tony Goulet, Councillor Martin Runge, Councillor Mitch Vik
Front L-R: Councillor Debra McKelvie, Mayor Ron Paull, Councillor Laurey-Anne Roodenburg*

Mayor and Council were elected in the 2022 Local Government Election for a 4-year term to provide leadership and establish priorities for the community.

In 2025, past and present Council represented our community at the following tables:

- Regular Council Meetings
- Accessibility Committee
- Financial Sustainability & Audit Standing Committee
- Policy and Bylaws Standing Committee
- Public Safety and Policing Standing Committee
- Cariboo Regional District Board
- Airport Advisory Committee
- NDIT Regional Advisory Committee
- Chamber of Commerce
- Housing Committee
- Business Improvement Associations
- North Cariboo Joint Advisory Committee
- Indigenous Partnerships

Our Vision

“A naturally vibrant, accessible, and innovative community”

Our Mission

The City of Quesnel delivers responsive, dynamic, and cost effective public services and programs which serve as the foundation for a resilient and accessible community that retains and attracts residents, visitors, and investment.

Values

- Fiscal prudence
- Proactive planning
- Accountability
- Openness and transparency
- Responsiveness
- Partnerships
- Creativity and innovation
- Integrity and respect
- Fairness and inclusivity

Principles

- Sustainability in all areas of governance
- Proactive and innovative responses to transition challenges
- Open and responsive government
- Quality municipal services and infrastructure
- Indigenous Reconciliation and Relations
- Cultural diversity and heritage
- Active and livable neighbourhoods
- Economic vitality
- Environmental protection and preservation
- Community based solutions
- Public safety and security
- An accessible and inclusive community





Message from the City Manager

Hard to believe another year has passed, but when you consider all that's happened it becomes clear that Quesnel slows down for no one. From administration's point of view, 2025 marked a flurry of activity that saw improvements across the City, including:

- A refreshed entrance sign and ball field at West Fraser Park
- The installation of benches, monuments and electrical for event hosting at Lhtako Dene Park, concluding multi-year planned improvements in collaboration with the Lhtako Dene Nation
- Electrical upgrades at our busy downtown RV Park & Campground
- New kiosk signage to promote the safe use of the Quesnel Bike Park

We also continued our annual repaving projects, which included:

- Hutchcroft Street and Higdon Avenue
- Barlow Avenue and the McLean Street parking lot
- Ritson Avenue
- Pentland Crescent from Perry to Patchett streets
- Graham Avenue
- Significant infrastructure updates and paving to Walkem Street and Bowron Avenue

As you can see, the City, at Council's direction, continues to be focused on maintaining assets for our residents and making small, affordable and tactical improvements around the City to ensure we're well positioned to host events, visitors and snag new residents. Part of that strategy last year included hosting the Snotty Nose Rez Kids for a concert at our beautiful West Fraser Centre. The concert was a hit with crowds and represented ongoing partnership development with area First Nations.

Council renewed its teamwork and partnership on important advocacy issues, including the completion of an economic analysis on the need and benefit to all of British Columbia for the Highway 97 Interconnector at Quesnel. The study was made public, published online, and used to champion to the Province to advance the project to the next stage, which is functional design and planning. Mayor and Council remain eager to see the Minister commit to that next step in time for our centennial in 2028.

Other advocacy initiatives included improved fuel treatment on Dragon Mountain to protect the North Cariboo telecommunications hub, development of the former Quesnel Junior School Lands for future housing, public safety research that resulted in renewed investments in the RCMP, and advocacy for a third ambulance unit in the City, which was deployed in early 2026.

We also saw the construction and substantial completion of a 57-unit apartment complex next to city hall, which is changing the shape of Quesnel's skyline and offering new residency options, and operationalized the Three Rivers Community Forest to further diversify our key economic sector during a time of great industrial challenge and global market shifts.

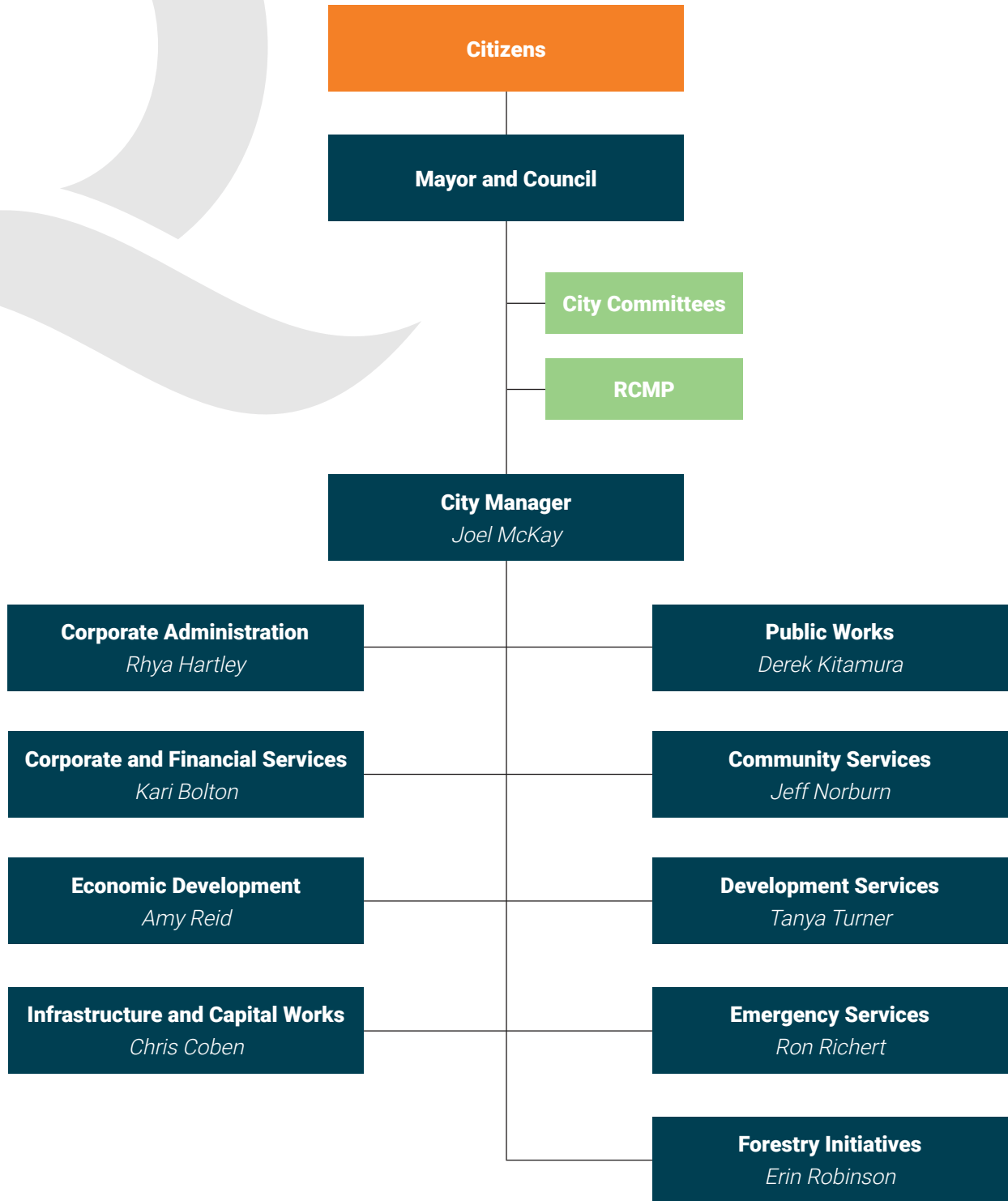
Wow. What a year, and a year in which it was a privilege to serve Mayor and Council, our employees and residents as your City Manager.

Let's see what we can achieve next.

Joel McKay

City Manager, City of Quesnel

Organization



City Services



Arts and Recreation*



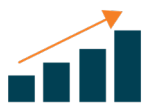
Airport



Bylaw Enforcement



Cemetery



Economic Development



Emergency Management



Fire/Rescue



Garbage and Recycling Collection



Landfill



Museum and Heritage



Parks and Playgrounds



Planning and Development



Policing



Public Transit



Snow Removal



Streets and Sidewalks



Storm water, Sewer and Water

** Funded through North Cariboo Parks and Recreation*

2025 Highlights





Construction of the Cosmos, a 57-unit apartment complex next to City Hall.



\$153 K
Building permit fees



\$26.8 m
Building construction values

Development Services

Modernizing permitting with Cloudpermit

In 2025, the Development Services Department began transitioning to Cloudpermit, a modern online platform that streamlines building permit and inspection processes. This digital system allows applicants to complete the entire permitting process from any device, including a phone, tablet, or computer, making it more convenient and accessible. Through Cloudpermit, users can apply for permits at any time, track application and inspection status with automatic email updates, schedule or cancel inspections, communicate directly with staff through time-stamped messages, and submit revisions to existing permits. The introduction of Cloudpermit has improved efficiency, enhanced customer service, and increased transparency throughout the development process.

Looking ahead, the building inspection department will begin online permitting in January 2026 and full development services are anticipated to begin in September 2026.

Official Community Plan and Master Zoning Bylaw updates

The City of Quesnel made significant progress in 2025 with the completion of updates to its Official Community Plan and the revision of its Master Zoning Bylaw. These changes are designed to better address current and future housing needs, to align with evolving provincial requirements.

In addition, updates to the Development Application Procedures Bylaw began in 2025 to streamline development approval processes, alongside enhancements to application and guidance materials to better support applicants and improve clarity for the public.

Bylaw stats

	2024	2025
COMPLAINTS		
Dogs	88	132
Noise	28	23
Sign	6	14
NUISANCE RESPONSES		
Unsightly properties	69	127
Nuisance behaviour	565	573
TICKETS		
Municipal	10	5
Parking	320	187

Fire Department

The Quesnel Fire Department remained highly active in 2025, responding to 856 emergency calls and contributing a total of 4,456 firefighter hours in service to the community. In addition to local operations, the department also supported provincial wildfire efforts through BC Wildfire deployments to Fort Nelson and the Chilcotin, sending a water tender and two firefighters to assist in emergency response.

Building local capacity continued to be a key focus, with 11 new firefighters recruited and trained throughout the year. Ongoing professional development remained a priority, with more than 300 hours dedicated to firefighter training to ensure crews are well prepared for a wide range of emergency situations.

Fire prevention and public education efforts were also a major component of the department's work. Firefighters conducted over 700 annual fire inspections and delivered important safety messaging to 320 local students through the Fire Safety House and Home Alone programs, as well as annual school fire drills.

Beyond emergency response and prevention, the department maintained a strong presence in the community by participating in events such as Touch a Truck, McHappy Day, Boot & Toques, Rodeo Grandstand clean-up, and the Santa Parade, helping build connections and promote safety awareness throughout Quesnel.



The Quesnel Fire Department welcomes new equipment

In 2025, the department enhanced its emergency response capabilities with the addition of a new fire truck and a Structural Sprinkler Protection Unit trailer.



300+
Training hours



4,456
Firefighter hours



856
Fire calls



700+
Annual fire inspections






320
Students educated



2
Wildfire deployments



Pile burning at Wonderland Trail Network, 2025.

 <p>47 FireSmart Home Assessments</p>
 <p>\$22 K In FireSmart rebates distributed</p>
 <p>23 Senior residents FireSmarted their property</p>

Forestry Initiatives

Fuel Management

In 2025, the City continued its proactive fuel management efforts within the Wonderland trail system, completing 48 hectares of hand treatments, with an additional 21 hectares planned for completion in 2026. These treatments included pruning and spacing trees, removing forest floor debris, and piling and burning material to reduce fuel loads during dry summer months, helping to slow fire spread and protect mature trees. The City extends its appreciation to the Province of BC and the Forest Enhancement Society for their ongoing support of wildfire risk reduction initiatives in and around Quesnel.

FireSmart-ing continues

Quesnel continues to make meaningful progress in reducing wildfire risk through its FireSmart program, with strong community participation and targeted support for those who need it most. This year’s efforts focused on empowering residents with practical knowledge and resources to take action on their properties, while also prioritizing assistance for seniors to improve safety and resilience. The City remains committed to fostering a culture of wildfire preparedness through education, incentives, and hands-on guidance. We gratefully acknowledge the ongoing support of the Province of British Columbia and the Union of BC Municipalities’ Community Resilience Investment Program, whose partnership is essential to advancing this initiative.

Three Rivers Community Forest

The Three Rivers Community Forest advanced its collaborative, sustainable forestry vision by hiring a General Manager to support its five partner communities and guide future operations.

Planning for a more resilient future

In 2025, the City marked an important milestone by completing the 2017 Quesnel and Area Community Wildfire Protection Plan and introducing the new 2025 Quesnel Community Wildfire Resilience Plan. This updated plan will guide wildfire risk reduction strategies and FireSmart initiatives over the next five years.



Corporate & Financial Services

In 2025, the City of Quesnel's Corporate and Financial Services team continued to work towards assisting to provide cost effective services, while managing limited resources. Bringing together finance, purchasing, information technology, human resources, communications, and RCMP municipal support, the department played a central role in strengthening the City's operational effectiveness.

Throughout the year, the finance team maintained its strong commitment to fiscal responsibility and transparency, ensuring that public resources were managed carefully. The team advanced several strategic initiatives including a new payroll entry system, extending the financial plan to 20 years, and conducting contingency planning for potential future tax shifts while continuing the day-to-day

work of collecting revenues, accounting, payroll and preparing financial statements.

The IT team worked on enhancing cybersecurity, streamlining systems, including implementing an improved threat detection and rapid response software. IT provided consistent and responsive support, maintaining the technology infrastructure needed to meet both operational and community service demands.

Human Resources continued to foster a positive, and inclusive workplace culture. Through thoughtful recruitment and employee development, the team supported staff across the organization. The City has approximately 200 employees, including full time, part time and casuals.

Communications played a vital role in connecting residents

with their local government.

By prioritizing clear, timely, and transparent messaging, the team strengthened public engagement and trust. Whether through digital platforms, media relations, or community outreach, they ensured that residents stayed informed and connected to City initiatives and decisions.

Support for RCMP municipal employees remained a key priority, reflecting the City's commitment to community safety. In 2025, a RCMP Officer Manager was introduced to the detachment to provide more support to the department and enable the RCMP officers to focus more on RCMP priorities.

Corporate and Financial Services continues to support the City's day-to-day operations while keeping a focus on fiscal sustainability and good governance.

City's general operating costs by %

City of Quesnel Operations	Percentage
RCMP	24%
General Government	11%
Transfer to Capital Reserves	10%
PW - Operations	10%
PW - Streets and Bridges	9%
PW - Snow	6%
Debt/Bank Charges	6%
PW - Parks	5%
Fire Protection	4%
Buildings	3%
Other Protection (Building/Bylaw)	3%
Development Services	3%
Landfill	2%
Economic Development	2%
Community Services	2%

Maximizing grant funding to support our community

Grant funding plays an essential role in helping municipalities deliver services and advance priorities without placing the full financial burden on local taxpayers. By securing external funding, the City can move forward with important projects, enhance infrastructure, and invest in community well-being in ways that may not otherwise be possible.


Pursuing grants is a comprehensive process that involves identifying opportunities, coordinating

across departments, preparing detailed applications, and ensuring all reporting and compliance requirements are met once funding is received. This collaborative effort strengthens internal planning and helps align projects with strategic priorities.

In 2025, the City received \$3.5 million in grant funding for initiatives such as: refreshing the airport terminal, adding a SPU trailer to the fire department, reducing wildfire risk in our community.




\$3.5 m
Grant funding received



4,785
Property folios



1,173
Business Licences acquired



3,716
Utility accounts managed



\$5.36 m
Investment in city infrastructure



\$1,398
Average residential municipal taxes



Public Works staff installing benches under the arbour in the Rose Garden.

Public Works & Capital Projects

In 2025, the City focused on enhancing community infrastructure, and visitor and resident experience, including the redesign of the Rose Garden at the Visitor Centre and Museum, introducing accessible pathways and creating an inviting space for community gatherings and photography. At the Quesnel Downtown RV Park and Campground, eight sites were upgraded with 30-amp electrical service to better meet user needs and improve comfort for campers. In addition, work supported by the ICBC Road Improvement Grant advanced pedestrian safety through planned crosswalk upgrades near 654 North Fraser Drive, featuring improved visibility, lighting, and markings.



Phillips Road widening

The Phillips Rd South widening project (from Neighbour Rd to Quesnel-Hydraulic Rd) was completed in the summer. By expanding the roadway, the project enhanced active transportation and provided a safer route for all traffic.



Over-height warning system

An over-height warning system was installed in the southbound lane on North Fraser Dr on the approach to the Moffat Bridge to alert drivers of clearance limits and reduce collisions with over-height vehicles. This system uses lighting and signage to provide timely warnings to drivers of over-height vehicles.

Walkem & Bowron

Walkem St and Bowron Ave underwent significant upgrades as part of a comprehensive infrastructure improvement project, including a new storm sewer system, sidewalk, curb, and gutter, and repaving of Walkem St and Bowron Ave.



Johnston Bridge Rehabilitation Project

In 2025, progress on the Johnston Bridge Rehabilitation Project focused on preparing for the next phase of major upgrades. Telecommunications infrastructure was successfully removed by Telus, clearing the way for upcoming construction activities. The City also established a revised timeline for Phase II, which will involve rehabilitation of the bridge structure in 2026.



Paving our city

The following road paving projects were completed as part of the City's annual capital program to maintain and improve roadway infrastructure:


- Hutchcroft St and Higdon Ave
- Barlow Ave and McLean St parking lot
- Ritson Ave
- Pentland Cres (from Perry St to Patchett St)
- Graham Ave




2.52 km
Road paving




323 m
Trail paving



5
Water main repairs



19.3 km
Sewer mains flushed



2,736
Loads of snow hauled



418
Fire hydrants flushed



Family viewing the historic photo mural at the Quesnel & District Museum and Archives

Community Services, Spaces & Events



West Fraser Timber Park ball field update

The ball field at West Fraser Timber Park was resized to better align with minor league standards, ensuring it meets the needs of young athletes, and the existing backstop was replaced to improve functionality. Fully funded by the Canada Community-Building Fund, this project reflects a strong commitment to upgrading local spaces and supporting quality recreational opportunities.

Balance Park

RIDE SMART

Remember that you are on a public street. You are responsible for your own safety and the safety of others.

- PRE-RIDE** - Check your bike before you ride.
- ON-RIDE** - Ride in a single file, no more than two abreast.
- POST-RIDE** - Park your bike in a designated area.

IN CASE OF AN EMERGENCY

CALL 911

Your location is 911 Ready. Use Road.

BIKE RENTALS

The Quesnel & District Centre has the best selection of bikes for rent. We have everything you need to get started. Call us at 250-333-1111 for more information.

TRAIL TYPES

All trails are part of the Quesnel Bike Park and are designed for different skill levels. Trails are marked with icons and color coding. Trails are marked with icons and color coding. Trails are marked with icons and color coding.

- BEGINNER**
- INTERMEDIATE**
- ADVANCED**
- EXPERT**

RIDING SKINNIES

Riding in a "skinny" is a skill that requires practice and control. It is not recommended for beginners. It is not recommended for beginners. It is not recommended for beginners.

- Keep your feet on the pedals.
- Look ahead where you want to go.
- Lean slightly when you want to go.
- Keep your balance with small movements.
- Practice, practice, practice!

MOUNTAIN BIKERS RESPONSIBILITY CODE

Remember that you are on a public street. You are responsible for your own safety and the safety of others.

STAY IN CONTROL

Stay in control at all times. Do not drink and ride. Do not drink and ride. Do not drink and ride.

RESPECT YOUR EQUIPMENT

Inspect your equipment before you ride. Inspect your equipment before you ride. Inspect your equipment before you ride.

BE FRIENDLY

Be friendly to other riders. Be friendly to other riders. Be friendly to other riders.

TRAIL TYPES

All trails are part of the Quesnel Bike Park and are designed for different skill levels. Trails are marked with icons and color coding. Trails are marked with icons and color coding. Trails are marked with icons and color coding.

- BEGINNER**
- INTERMEDIATE**
- ADVANCED**
- EXPERT**

TRAIL TYPES

All trails are part of the Quesnel Bike Park and are designed for different skill levels. Trails are marked with icons and color coding. Trails are marked with icons and color coding. Trails are marked with icons and color coding.

- BEGINNER**
- INTERMEDIATE**
- ADVANCED**
- EXPERT**

New safety and skills signage installed at Quesnel Bike Park

Mini kiosk signage was installed at the Quesnel Bike Park, providing clear guidance for riders using the Balance Park, Strider Zone, Pump Track, and Progressive Jumps areas. Each sign helps beginners learn key skills like balance, body positioning, and speed control, while offering tips for riders looking to improve. Together, the signage creates an easy learning experience that supports riders as they build confidence and develop their skills.



Snotty Nose Rez Kids rock the stage

In partnership with Lhtako Dene Nation and the Cariboo Regional District, the City of Quesnel welcomed an unforgettable live performance from Snotty Nose Rez Kids at the West Fraser Centre. This Indigenous duo's dynamic performance created an exciting atmosphere and was a highlight for the community's arts and entertainment scene.



Quesnel and District Arts and Recreation Centre façade improvements

The Arts and Recreation Centre underwent a significant exterior upgrade with the completion of a façade improvement project. The aging cedar siding was replaced with modern materials, giving the facility a fresh new look and supporting the long-term sustainability of this valued community space.



2,383
Public skating admissions



2,561
Rec punch passes sold



4,715
Museum visitors



9,634
Info Centre visitors
(8,679 in 2025)



8%
Increase in airline passengers



1.2%
Increase in transit riders



Economic Development & Tourism

In 2025, the City launched a new online community profile, offering accessible demographic, economic, and livability data to support investment attraction and informed planning. A new Economic Development Strategy was also completed, establishing clear priorities and direction to guide continued growth and opportunity in Quesnel.

The year also brought challenges, as the Sprout Kitchen Food Hub was lost to a structural fire at the 101 Marsh Drive location. The City worked closely with the insurance provider throughout 2025 to support recovery efforts and advance plans to rebuild

a facility to continue supporting local and regional businesses.

An updated Childcare Inventory was also completed, highlighting current capacity and future needs across Quesnel and the North Cariboo region. The report identified ongoing gaps in infant and toddler care, geographic disparities in service availability, and an increasing demand for after-school spaces, while also recognizing new and upcoming childcare developments.

quesnel.ca/economic-development-strategy
quesnel.ca/community-profile



Before



After

West Fraser Timber Park entrance refresh

A new entrance sign and arbour were completed at West Fraser Timber Park, replacing the original 1990s structure that had deteriorated over time. The updated design replicates the park's existing aesthetic and was built using wood donated and milled by West Fraser Timber, celebrating Quesnel's forestry heritage while providing a refreshed and durable welcome feature.



Lhtako Dene Park upgrades

The Lhtako Dene Park renovation project was completed in 2025, transforming the space into a welcoming and culturally significant gathering place. Enhancements included the installation of a large territory welcome sign, striking sculptures, updated perennial flower beds, cultural monuments, semicircular seating, and electrical upgrades to support community events. The park design, developed by Urban Systems, was guided by meaningful input from Lhtako Dene Council, Elders, and community members. This project was made possible through funding from the Destination Development Fund and the COVID Safe Restart Grant.

Quesnel North-South Interconnector

In 2025, the City completed a comprehensive economic analysis of the proposed Quesnel North South Interconnector, examining its long-term socio-economic impacts at the local, regional, and provincial levels, and publicly released the findings. The analysis highlighted the project's potential to improve safety, reduce congestion, and support economic growth by rerouting commercial and through traffic away from the downtown core. To further advance awareness and advocacy, the City also distributed hundreds of information materials and advocacy cards at the Union of BC Municipalities convention in the fall, reinforcing the importance of the project and seeking broader support for future funding.

Love Quesnel

In 2025, the Love Quesnel initiative transitioned to the Tourism Quesnel website, improving efficiency for program management while enhancing visibility and aligning it with broader tourism and economic development goals. This shift ensures the program continues to effectively support local businesses while remaining accessible to both residents and visitors.

tourismquesnel.com/lovequesnel



Semicircular seating at Lhtako Dene Park

200+
Economic Development Strategy engagement contributions

425
New Love Quesnel Facebook followers

20.1%
Increase in new Tourism Quesnel website users

1.4 mil
Explore Quesnel Facebook views

1
Approved BC PNP Program applicant



Strategic Plan

2025 - 2026



A COMMUNITY DRIVEN STRATEGIC PLAN

The Mayor and Council of the City of Quesnel participated in strategic planning to identify priorities for the community. With the many challenges the community faces, Council recognizes its role in providing strong leadership and direction.

Strategic planning is an essential step for Council to establish its Vision, Mission, and Values, which will guide the organization. To focus on the most important work and ensure its completion, not everything can be started and finished at once. With limited resources, capacity, and funding, it is vital that we manage these effectively.

The Strategic Plan does not detail the day-to-day operations of the organization; instead, it identifies key priorities that go beyond the regular operating work of the municipality. At a broad level, these priorities will guide the expenditure of funds and decision-making moving forward.

The development of annual work plans for each department will operationalize Council's key priority actions. Some actions will require new resources, and Council can expect to receive reports outlining the work and additional resources needed (e.g., staffing, funding, etc.).

THE KEY ELEMENTS OF THE STRATEGIC PLAN INCLUDE:

Council's Vision

Where do we see ourselves in the future?

Council's Mission

This describes the fundamental purpose of the municipality as regulated by the British Columbia Community Charter.

Council's Values

These are the ethics and standards that Council and staff are guided by in conducting their work and in providing services to Quesnel residents.

Strategic Priorities

These identify the key areas of focus for Council.

Strategic Actions

These identify specific actions Council desires to take in order to make progress towards accomplishing strategic goals.

Strategic Goals

These are the measures that tell us if we are successful.

OUR STRATEGIC PRIORITIES



SERVICES & INFRASTRUCTURE



HEALTH & SAFETY



DEVELOPMENT & RESILIENCY



GOVERNANCE & STRATEGY



FISCAL SUSTAINABILITY



SERVICES & INFRASTRUCTURE TO 2026



Goal: We will maintain and improve services and infrastructure.

Actions:

- Review the Airport Business Plan with a focus on sustainability and future development.
- Finalize plans for and rehabilitate the Johnston Bridge.
- Determine and commit to the cost and time for the upcoming capital projects at the landfill, including the expansion, methane gas capture, new residential drop off and anticipated first phase closure.
- Determine a course of action for long-term water treatment in Quesnel to meet Northern Health regulations.
- Work with the RCMP to finalize plans for and commit to an expanded detachment building to better house and secure policing resources.



HEALTH & SAFETY TO 2026



Goal: We will prioritize community safety and the well-being of our residents.

Actions:

- Determine the extent of Quesnel and the surrounding area's vulnerable populations and benchmark against other similarly sized communities.
- Identify and address gaps in healthcare recruitment and retention in collaboration with Northern Health and other partners.
- Continue working with local First Nations and the regional district to update emergency plans to include risk assessments.
- Inventory and address unsightly properties to maintain and improve property values and support community safety.



DEVELOPMENT & RESILIENCY TO 2026



Goal: We will maintain, grow, and diversify the community.

Actions:

- Review and optimize business retention and expansion to support small and medium-sized enterprise development.
- Strengthen relationships with key economic sectors such as forestry, mining, agriculture, tourism, and transportation, and seek opportunities to support their development.
- Continue supporting the development and growth of the Three Rivers Community Forest.
- Review and optimize the Revitalization Tax Exemption program to incentivize investment in business areas.
- Explore every opportunity to incentivize and attract housing that aligns with the City's Housing Needs Assessment strategy and renewed Official Community Plan.
- Determine the best approach to work with landowners to manage unsightly properties throughout the city, maximizing development opportunities, and maintaining or improving property values.
- Work with Providence Living, Northern Health, post-secondary partners, and the community to support the effective development of the long-term care facility, and spur commercial revitalization efforts in West Quesnel.

ADVOCACY IN ACTION

City Council focused on advocacy in these key areas:

- Fuel treatment on Dragon Mountain to protect the telecommunications hub, resulting in improved timelines and expanded treatment scope.
- Advancement of the Quesnel Junior School lands, including submission of a multi-phase, multi-family housing concept to the Ministry of Water, Land and Resource Stewardship for consideration.
- Public safety research that informed advocacy for secured care, bail reform, expansion of the REVOL program to include property-related offences, and increased RCMP investment for 2026.
- Advocacy for a third ambulance to serve Quesnel, now implemented by the Ministry of Health and BCEHS on a one-year trial basis.



GOVERNANCE & STRATEGY TO 2026

Goal: We will provide good governance to build a cohesive community.

Actions:

- Council will develop an approach to improved governance and advocacy on behalf of the City, including the implementation of a Governance and Strategy Committee.
- Complete an economic impact study for the proposed Highway 97 Interconnector, and work with the Province of B.C. to move the project to the functional design stage.
- Work alongside other B.C. local governments to effectively advocate for resources, legislation, and changes to the justice system to target repeat offenders and support community safety.
- Develop meaningful partnerships that address housing, homelessness, development, and other issues affecting our community.
- Strengthen relationships with First Nations and seek opportunities for collaboration that benefit the community.
- Work with partners and the Province of B.C. to advance the effective development of key properties in the city for needed housing (i.e. Cariboo Field, Quesnel Junior School properties).



FISCAL SUSTAINABILITY TO 2026

Goal: We will continue to provide cost effective services, manage limited resources, and invest in future governance capacity.

Actions:

- Invest in systems and procedures that support record-keeping and information management, and create cost efficiencies.
- Recommend to Council, on an ongoing basis, cost saving initiatives that balance high-value services with value for taxpayer money.
- Formalize a policy to support the continuous review of agreements with third parties, ensuring a balance between community benefit and financial outlay.
- Develop a 20-year financial and capital plan to support predictive reinvestment and financial management.

** See Appendix A for progress reports*

Consolidated Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2025

Prepared by the City of Quesnel Finance Department
Quesnel, British Columbia, Canada

Find the full report at quesnel.ca/financial-statements



2025 PERMISSIVE TAX EXEMPTIONS

Charitable, philanthropic or other not-for-profit corporations

Roll #	Organization	Exemption Amount
87.000	Quesnel Masonic Temple Society	\$1,589
135.000	City of Quesnel (Spirit Centre - Bylaw/Non Profits)	\$2,803
218.000	Quesnel & District Child Dev Centre	\$20,637
247.000	Quesnel Womens Resource Centre	\$4,420
248.000	Quesnel Womens Resource Centre	\$2,548
267.000	Amata Transition House Society	\$5,045
332.000	Royal Canadian Legion Branch 94	\$13,326
418.010	Quesnel & District Seniors Society	\$24,318
419.000	Quesnel Curling Club	\$15,866
1550.080	Quesnel & District SPCA	\$7,622
2147.001	Echen Healing Society	\$2,127
2148.000	Echen Healing Society	\$67
2189.000	Quesnel Tillicum Society	\$11,340
2193.000	Quesnel Tillicum Society	\$306
2194.000	Quesnel Tillicum Society	\$290
2195.000	Quesnel Tillicum Society	\$215
2197.000	Quesnel Tillicum Society	\$2,236
2205.000	Quesnel Tillicum Society	\$4,223
3944.000	Sprout Kitchen	-
4013.083	Royal Canadian Legion Branch 94	\$4,379
4210.000	Quesnel Elks Club	\$1,482
5862.500	Quesnel Auto Racing Association	\$3,607
4045408.094	Crown Provincial/Royal Canadian Legion Branch 94	\$702

Church, land and land surrounding statutory exemptions

Roll #	Organization	Exemption Amount
<i>Church Owned Lands - 224 (2)(f)</i>		
220.000	Fraser Basin Property Society	\$2,972
328.001	Trustees of the Congregation of St Andrew's United Church	\$776
961.000	Roman Catholic Bishop of Kamloops	\$2,139
1200.890	Northstar Fellowship Baptist Church	\$1,044
2025.000	Trinity Lutheran Church	\$1,127
2602.000	Cariboo Gur Sikh Temple Society (1979)	\$89
2703.000	Guru Dabar Society Inc	\$237
3600.000	Trustees of Congregation of Quesnel Jehovah's Witnesses	\$288
4211.000	Two Rivers Church	\$148
4659.000	Lifepoint Pentecostal Church of Quesnel	\$303
5047.309	Bethel Pentecostal Tabernacle of Quesnel	\$3,907

Revitalization Tax Exemptions

Roll #	Organization	Exemption Amount
214.000	Dakelh & Quesnel Community Housing	\$8,354
257.550	Quesnel Lions Housing Society	\$7,662
850.500	Dakelh & Quesnel Community Housing	\$4,327






Appendix A

City of Quesnel

OPERATIONAL PLAN 2026

The following projects have been planned by staff and are directly linked to achieving Quesnel's Strategic Plan.

Strategic Priorities have been identified as:

City of Quesnel Strategic Priorities	
	Services & Infrastructure We will maintain and improve services and infrastructure
	Health & Safety We will prioritize community safety and the well-being of our residents
	Development & Resiliency We will maintain, grow and diversify the community
	Governance & Strategy We will provide good governance to build a cohesive community
	Fiscal Sustainability We will continue to provide cost effective services, manage limited resources and invest in future governance capacity

This document outlines the strategic priorities, goals and associated actions administration will carry out in 2026. The document will be updated and provided to Council quarterly.

Status updates will be colour-coded to indicate whether actions are on track

(i.e. **green** means 'on track', **blue** means 'delayed or impacted' and **orange** means 'off track or not likely to be achieved in 2026'.)

Updated 02/25/2026

1



Strategic Priority – Services and Infrastructure

Strategic Goal - We will maintain and improve services and infrastructure

Key Actions in 2025 and 2026	Who's Taking the Lead and Who's Supporting	2025 Sub-Actions and Deliverables	2026 Goals
Review Airport Business Plan with a focus on sustainability and future development	<p>Lead: Community Services</p> <p>Support: Development Services, Economic Development</p>	<ul style="list-style-type: none"> Review current business plan and related documents with the Airport Advisory Committee and obtain their input to help refine key strategic actions. Seek grant funding to retain a consultant to provide an updated business plan. If grant funding is successful, hire a consultant to complete an updated airport business plan. If no funding is available, update the business plan with resources and information available 	<ul style="list-style-type: none"> Review updated Business Plan Recommendations with the Airport Advisory Committee. Q1 Submit a BCAAP grant application to secure funding to hire a consultant to provide an updated business plan. Q1 If grant funding is successful, hire a consultant to complete an updated airport business plan. Q4
Finalize plans for and rehabilitate the Johnston Bridge	<p>Lead: Capital & Infrastructure</p> <p>Support: PW Operations</p>	<ul style="list-style-type: none"> Confirm active Telus infrastructure is clear of bridge Complete detailed inspection Finalize engineered design for rehabilitation Update cost estimate for 2026 budget Tender rehabilitation package for 2026 construction 	<ul style="list-style-type: none"> Tender project and select contractor in Q1 2026. Start construction in Q2 and work through to substantial completion in Q4.

Updated 02/25/2026



Strategic Priority – Services and Infrastructure

Strategic Goal - We will maintain and improve services and infrastructure

<p>Determine and commit to the cost and time for the upcoming capital projects at the landfill, including the expansion, methane gas capture, new residential drop off and anticipated first phase closure</p>	<p>Lead: PW Operations Support: Capital & Infrastructure and Finance</p>	<ul style="list-style-type: none"> • Landfill consultant to create more detailed plan for the capital work that needs to be done at the landfill. • This plan will include methane extraction/destruction and high-level plans for a new residential drop off area/scale traffic plan. • From there we will determine what kind of time and resources are required and if we can self manage the projects or required support from other departments • Report on results and plan to Council 	<ul style="list-style-type: none"> • Ensure that the methane project is ready to go if the City receives the Strategic Priorities Fund Grant prior to construction season (Q2/3). • In the event a grant is not received, revisit and recommend to Council options to complete project. Q3 • Report on long-term plan for expansion, drop off, first phase closure to Council. Q3.
<p>Determine a course of action for long-term water treatment in Quesnel to meet Northern Health regulations</p>	<p>Lead: Capital & Infrastructure Support: Grant writing team</p>	<ul style="list-style-type: none"> • Annual Water Report presented to Council • Finalize project and ready it to see eventual capital funding • Seek funding sources with a Council resolution affirmed 	<ul style="list-style-type: none"> • Continue to seek funding sources for water treatment. Q1-Q4 • Engage with Northern Health on updated status requirements if any and operating permit requirements/conditions. Q2



Strategic Priority – Services and Infrastructure

Strategic Goal - We will maintain and improve services and infrastructure

<p>Work with the RCMP to finalize plans for and commit to an expanded detachment building to better house and secure policing resources</p>	<p>Lead: Community Services</p> <p>Support: Finance</p>	<ul style="list-style-type: none"> • Confirm RCMP commitment to fund their pro rata share of the project • Hire a design team to develop schematic design drawings • Hire a Quantity Surveyor to provide a cost estimate based on schematic design drawings • RCMP detachment expansion schematic design drawings and cost estimate completed 	<ul style="list-style-type: none"> • Work with the consultants and the RCMP to complete schematic design drawings and a cost estimate for the project. Q1 • Provide options for Council’s consideration, including a potential referendum for the project. Q2
<p>(New to 2026) Research and present options to Council on repair, new build or abandoning the City’s Gold Pan</p>	<p>Lead: City Manager</p> <p>Support: Public Works Finance</p>	<ul style="list-style-type: none"> • Staff Report on options to be delivered to Council for consideration 	<ul style="list-style-type: none"> • Research and present options to Council for decision. Q2.



Strategic Priority – Health and Safety

Strategic Goal - We will prioritize community safety and the well-being of our residents

Key Actions in 2025 and 2026	Who's Taking the Lead and Who's Supporting	2025 Sub-Actions and Deliverables	2026 Goals
Determine the extent of Quesnel and the surrounding area's vulnerable populations and benchmark against other similar sized communities	Lead: City Manager and Development Services	<ul style="list-style-type: none"> • Develop a relationship with UNBC social research teams to analyze existing vulnerable population research with the goal of understanding the root cause of our high numbers shown in (housing needs reports, vulnerable population report, school district vulnerability reports) • Develop a warming centre policy to be adopted at Council • Work with BC Housing to identify location for the provision sufficient shelter(s) for community 	<ul style="list-style-type: none"> • Cold Weather Plan to be completed in Q1 and presented to Council. • Work with BC Housing, the Province and other agencies to develop a long-term plan for adequate shelter space in the community to support vulnerable populations and contribute overall public safety (timing is Q2 2026 on the planning component); • Confirm whether Clean Team funding will continue to be supported through Northern Health past March 31, 2026, and, if not, seek other sources of funding to continue this programming. Q1-2
Identify and address gaps in healthcare recruitment and retention in collaboration with Northern Health and other partners	Lead: Economic Development Support: Development Services	<ul style="list-style-type: none"> • Develop an analysis report of gaps and how these are being addressed • Meet with NHA CEO and VP to discuss recruitment partnerships • Review existing under-utilized budget for locum support and develop a proposal to reallocate funds to better support recruitment 	<ul style="list-style-type: none"> • Subject to approval, implement partnered project with NHA. Q1-3 • Meet with Minister of Health to advocate for third ambulance unit. Q1 • Continue advocacy for third ambulance unit. Q1-4.

Updated 02/25/2026



Strategic Priority – Health and Safety

Strategic Goal - We will prioritize community safety and the well-being of our residents

		<ul style="list-style-type: none"> • Explore options for additional partnerships to support incentives • Draft UBCM resolution that addresses changes needed at the provincial level to support rural healthcare recruitment 	
Continue working with local First Nations and the regional district to update emergency plans to include risk assessments	<p>Lead: Forestry Initiatives</p> <p>Support: Finance, Fire, City Manager</p>	<ul style="list-style-type: none"> • Achieve grant approval for funding support • Conduct risk assessments • Update plan • Training: Ensure readiness through regular exercises between governments • Mutual aid agreements: Establish clear communication with surrounding communities to provide or request assistance pre-emptively • Communications plan: Ensure systems between governments, agencies and public are reliable and effective prior to event 	<ul style="list-style-type: none"> • Advance Wildfire Risk Reduction and Emergency Management Coordination in 2026 with UBCM funding • Complete HRVA in the summer of 2026. Q3. • Seek funding to update the 2015 Emergency Plan. Q4 • Staff will continue to work on coordinated service agreements and protocols with all local governments (First Nation and CRD) • Staff will continue to work on coordinated communications plans and protocols with all local governments (First Nation and CRD).
Inventory and address unsightly properties to maintain and improve property values	<p>Lead: Development Services</p>	<ul style="list-style-type: none"> • Increased enforcement action on unsightly properties—develop a practice document for bylaw staff • Commission a contractor to complete unsightly work for the season rather than doing a request for bids for each property 	<ul style="list-style-type: none"> • Continue to address unsightly properties and proceed with enforcement and remediation activities as necessary.

Updated 02/25/2026



Strategic Priority – Development and Resiliency

Strategic Goal – We will maintain, grow and diversify the community

Key Actions in 2025 and 2026	Who's Taking the Lead and Who's Supporting	2025 Sub-Actions and Deliverables	2026 Goals
Review and optimize business retention and expansion to support small and medium sized enterprise development	Lead: Economic Development	<ul style="list-style-type: none"> • Implement HubSpot as a communication tool with business. Run a campaign to encourage businesses to subscribe to email updates • Implement fee structure for Love Quesnel members; connect with membership to determine priorities for supporting small business; implement marketing program that meets member needs and encourages local spending in wake of tariffs; transition lovequesnel.com to tourismquesnel.com • Review results of BRE survey completed in December/January and ensure feedback is incorporated into ec dev strategy; respond to specific concerns as appropriate • Develop Welcome Guide to support workforce retention (outcome of workforce strategy) 	<ul style="list-style-type: none"> • Continue implementation. Q1-2. • Work with Business Support Team to check in with business community through Business Walks in Q4. • Promote Welcome Guide to employers/new residents. Q1–2.
Strengthen relationships with key economic sectors such as forestry, mining, agriculture, tourism and	Lead: City Manager,	<ul style="list-style-type: none"> • Attend Minerals North; work with Osisko to maximize local benefit 	<ul style="list-style-type: none"> • Continue to work to maximize the local benefit of mine projects/expansions. (ongoing)

Updated 02/25/2026



Strategic Priority – Development and Resiliency

Strategic Goal – We will maintain, grow and diversify the community

<p>transportation and seek opportunities to support their development</p>	<p>Economic Development, Forestry Initiatives</p> <p>Support: Communications</p>	<p>of Cariboo Gold mine</p> <ul style="list-style-type: none"> Continue to support Sprout Kitchen to reach operational sustainability; complete renovation at 101 Marsh Drive to expand storage capacity and occupancy limit Host tourism forum, support package development with operators, and complete a tourism audit and gap analysis for the North Cariboo; complete Art Tour project Develop a bid package for NCLGA 2027 and identify additional bid opportunities through to 2030 Convene Future of Forestry Think Take Continue FireSmart for preparedness and business continuity 	<ul style="list-style-type: none"> Support the rebuild and expansion of Sprout Kitchen as well as their long-term sustainability plan. Q1-Q4. Host tourism forum in Feb 2026; complete "Tourism Enhancement Project" by end of year. Q1-Q4. Develop bid package for NCLGA 2028. Q2. Request further transparency and results of CCC MRDT in collaboration with local governments in the region. Ongoing. Transition Visitor Centre to management by museum staff. Q3. Complete an Industrial Land Inventory (funding dependent). Apply for funding in Q1, complete in Q3-4. Collaborate with regional partners on an updated Labour Market Plan. Work to begin in Q3, complete in 2027.
<p>Continue supporting the development and growth of the Three Rivers Community Forest</p>	<p>Lead: Forestry Initiatives</p> <p>Support: City Manager, Economic</p>	<ul style="list-style-type: none"> Continue wildfire risk reduction in interface areas Foster more Small and Medium Enterprises (SME) to support a range of economic opportunities that allow for meaningful local employment 	<ul style="list-style-type: none"> Continue Wonderland Trails fuel management 2026 Host two Quesnel and area Community Wildfire Roundtables Initiate Community Wildfire Resiliency Plan Advance next phase Biocluster project by developing contact list and workplan Advocate for "Training Innovative Forest Machine Operators Framework" ongoing

Updated 02/25/2026



Strategic Priority – Development and Resiliency

Strategic Goal – We will maintain, grow and diversify the community

	Development	<ul style="list-style-type: none"> • Support value-added and innovative forest products that bolster core manufacturing hub • Enable training for sustainable forest management • Protect community values: recreation, tourism, cultural heritage, and non-timber resources 	<ul style="list-style-type: none"> • Continue to support TRCF on Dragon Mountain fuel management and egress road • Continue to collaborate with MoF on expedited Wildfire Risk Reduction in interface.
Review and optimize the Revitalization Tax Exemption program to incentivize investment in business areas	<p>Lead: Development Services</p> <p>Support: Communications, Economic Development</p>	<ul style="list-style-type: none"> • Visit hoteliers to discuss the revitalization tax exemption; utilize this opportunity to also discuss MRDT • Report to PABCOM regarding options for a Downtown Revitalization Program • Consideration of program in West Quesnel to spur commercial revitalization in line with Cariboo Field project • Review with PABCOM/FSAC any proposed programs to ensure they meet policy desires and review financial implications 	<ul style="list-style-type: none"> • Q2 Provide PABCOM with report on options for commercial revitalization programs including SWOT review of programs, including financial implications.
Explore every opportunity to incentivize and attract housing that meets the parameters of the City's Housing Needs Assessment strategy and renewed Official Community Plan	<p>Lead: Development Services</p>	<ul style="list-style-type: none"> • Revised Official Community Plan • Revised Zoning Bylaw • Updated Application Procedures Bylaw • Development Process Manual for 	<ul style="list-style-type: none"> • Q2 Complete Development Procedures bylaw including updated guidance documents for applicants – integrated with our new cloud permitting system.

Updated 02/25/2026



Strategic Priority – Development and Resiliency

Strategic Goal – We will maintain, grow and diversify the community

		<p>Staff</p> <ul style="list-style-type: none"> Updated Applications and Guidance documents for the public 	
<p>Work with Providence Living, Northern Health, post-secondary partners and the community to support the effective development of the long-term care facility, and spur commercial revitalization efforts on the West Side</p>	<p>Lead: City Manager</p> <p>Support: Development Services, Economic Development</p>	<ul style="list-style-type: none"> Review Providence’s on-site planning and enter into Servicing Agreement Meet with NHA and Providence to discuss housing needs. Develop campaign to promote housing opportunities in the West Quesnel area – ADUs, secondary suites, infill development. Report to PABCOM to discuss options to promote commercial revitalization in West Quesnel. 	<ul style="list-style-type: none"> Q-1 Providence reports they anticipate meeting with City to initiate development discussions in Q-1. Request contacts to partner with on housing needs discussions – both construction and post construction needs. Using information from Providence and NH initiate discussions on promoting infill developments. Work with Providence, NHA and CNC to ensure there is a hiring and training plan for the eventual operation of the long-term care facility.



Strategic Priority – Governance and Strategy

Strategic Goal – We will provide good governance to build a cohesive community

Key Actions in 2025 and 2026	Who's Taking the Lead and Who's Supporting	2025 Sub-Actions and Deliverables	2026 Goals
Council to develop an approach to improved governance and advocacy on behalf of the City, including the implementation of a Governance and Strategy Committee	Lead: City Manager	<ul style="list-style-type: none"> Develop terms of reference and establish committee and meeting dates Support Council to focus on key initiatives to advocate for politically Carry out 2025 advocacy efforts Identify areas for governance improvement and education for future councils 	<ul style="list-style-type: none"> Continue to refine role of G&S Committee Gain Council support for advocacy focus in 2026. Q1 Gain Council support for candidate information session timing and new Council orientation sessions. Q1 Carry out candidate information session. Q3 Carry out Council orientation sessions. Q4 Prep and carry out 2026 Election. Q1-3 Refine Council Code of Conduct through to adoption. Q2 Update Council Procedure Bylaw and Public Notice Bylaw. Q1
Complete an economic impact study for the proposed Highway 97 Interconnector, and work with the Province of B.C. to have the project proceed to the functional design stage	Lead: City Manager and Economic Development Support: Communications	<ul style="list-style-type: none"> Review existing interconnector literature and project status Assign budget and hire consultants to carry out study Disseminate study, and develop communications materials to support advocacy with government Advocate to advance project status 	<ul style="list-style-type: none"> Work with area local governments to collate Cariboo Connector information (sections completed/sections to come) and develop advocacy plan with them. Q2 Meet with Minister Farnworth to advance Interconnector project status. Q1 Participate in NDIT Rail Study to advocate for continued operation of line between Squamish and 100 Mile House, and highlight implications for Hwy 97 should it shut. Q1-2
Work alongside other B.C. local governments to effectively advocate for resources, legislation and changes to the justice system to target repeat offenders and support community safety	Lead: City Manager Support: Development Services	<ul style="list-style-type: none"> Advocate for the development of secure care in the North Review SCAN and enabling Provincial legislation and programs to target 	<ul style="list-style-type: none"> Work with RCMP and Union to implement watch clerk system at detachment. Q1-4 Renew the bylaw department's focus on property offenses to address unsightly properties throughout the City. Q1-4 Review new best practices in bylaw deployment and training and the use of private security in commercial areas to ensure the City is aware of and keeping pace with effective strategies deployed in communities with similar public disorder challenges. Q4 Work with the RCMP and Province of B.C. on recruitment/retention

Updated 02/25/2026

11



Strategic Priority – Governance and Strategy

Strategic Goal – We will provide good governance to build a cohesive community

		<ul style="list-style-type: none"> repeat offenders and report to Council Inventory tools available to the City to effectively support community safety on an ongoing basis and report to Council Work with Council to determine an advocacy strategy with the Province 	<ul style="list-style-type: none"> efforts to increase the standing member strength of the Quesnel detachment to 22 by 2027 and 24 by 2028 (and budget accordingly) (ongoing) Work with the RCMP to explore options to optimize the deployment of members to transition to a 6-person watch rotation by 2029/2030 (ongoing)
Develop meaningful partnerships that address housing, homelessness, development and other issues affecting our community	<p>Lead: City Manager</p> <p>Support: Development Services</p>	<ul style="list-style-type: none"> Meet with BC Housing, Lhtako, Nazko, ?Esdilagh and Lhoosk'uz and housing support non-profits to discuss housing and homelessness needs in the community (tied to research on vulnerable populations and community safety efforts) 	<ul style="list-style-type: none"> Work with BC Housing, area not-for-profits, Indigenous nations and the Province of B.C. to develop a plan for a permanent shelter site and facility in Quesnel. Q1-4.
Strengthen relationships with First Nations and seek opportunities for collaboration that benefits the community	<p>Lead: City Manager</p> <p>Support: All Directors/Departments</p>	<ul style="list-style-type: none"> Reestablish regular communication channels between the City and area nations, both at staff level and elected Advance the refreshment or development of MOUs between the City and each nation Learn each nation's primary focus areas that require interface with the City or City support Substantively understand First Nations values, achieve implementation of UNDRIP/DRIPA as it relates to City jurisdiction, support First Nations rights and values across operations Continue participation in Forest 	<ul style="list-style-type: none"> Host Council to Council meetings (Nazko, Lhtako Dene, ?Esdilagh and Lhoosk'uz) in 2026. Ongoing. Advance the refreshment or development of MOUs between the City and each nation. Q1-4. Replace relevant signage with updated territory acknowledgement. Q2 Continue to learn each nation's primary focus areas that require interface with the City or City support. Q2. Substantively understand First Nations values, achieve implementation of UNDRIP/DRIPA as it relates to City jurisdiction, support First Nations rights and values across operations. Ongoing. Continue participation in Forest Landscape Planning to help balance competing objectives on the land base (target completion 2026).



Strategic Priority – Governance and Strategy

Strategic Goal – We will provide good governance to build a cohesive community

		<p>Landscape Planning to help balance competing objectives on the land base</p> <ul style="list-style-type: none"> • Coordinate multi-government approach to areas of alignment to understand opportunities and avoid potential disruptions 	
<p>Work with partners and the Province of B.C. to advance the effective development of key properties in the City for needed housing (i.e. Cariboo Field, Quesnel Junior School properties)</p>	<p>Lead: City Manager and Development Services</p> <p>Support: Capital & Infrastructure</p>	<ul style="list-style-type: none"> • Follow up with School District on the status of their release of the old QJS lands • Meet with Ministry of Water, Land and Resource Stewardship to request land transfer to City • Upon transfer, begin to prepare proposal to Ministry for City to work with key partners on the development of infill • Work with BC Housing on effective advancement of Grace Inn development, and consider options for future Davie Street neighborhood plan and redevelopment 	<ul style="list-style-type: none"> • Meet with WLRS to determine pathway to begin QJS land transfer. Q1. • Submit initiative overview to WLRS to gain clarity on land transfer process. Q1. • Once clarity on process is provided, work with nations to develop a proposal to WLRS to assume ownership of the land for development. Q3. • Continue working with BC Housing to advance development of Grace Inn. Ongoing.
<p>(New) Work with CRD staff to establish a formalized framework for collaboration on shared service priorities, agreement renewal and development, and negotiations processes</p>	<p>Lead: City Manager</p> <p>Support: Finance Community Services</p>		<ul style="list-style-type: none"> • Engage with CRD in Q1 and determine the best approach • Establish working group to draft process documents (Q2/3) • Bring to Council for adoption (Q3/4)



Strategic Priority – Fiscal Sustainability

Strategic Goal – We will continue to provide cost effective services, manage limited resources and invest in future governance capacity

Key Actions in 2025 and 2026	Who's Going to Lead and Who's Going to Support	2025 Sub-Actions and Deliverables	2026 Goals
Invest in systems and procedures that support record keeping and information management and create cost efficiencies	<p>Lead: Finance</p> <p>Support: Development Services</p>	<ul style="list-style-type: none"> • Complete Implementation of HRISMy Way payroll • Implement improved Threat Detection and Rapid Response Software • Work on implementing HRISMy Way for HR – Certificate tracking • Review options for cloud backups and implement • Review and provide recommendations to finance on the use of Cloud Permit 	<ul style="list-style-type: none"> • Hire consultant to review records management process and recommend next steps for updating systems. Q3 • Complete move to IT managed services. Q1 • Cloud permit Building Reporter to be activated in Q1 with Planning permitting to be activated in Q2.
Recommend to Council, on an ongoing basis, cost saving initiatives that balance high-value services with value for taxpayer money	<p>Lead: City Manager</p> <p>Support: All Directors/Departments</p>	<ul style="list-style-type: none"> • Continual review for input toward budget 2026 • Develop financial contingency plan and light of economic outlook and discuss at FSAC 	<ul style="list-style-type: none"> • Continual review for input toward budget 2027
Formalize a policy to support the continuous review of agreements with third parties to balance community benefit with financial outlay	<p>Lead: Finance</p>	<ul style="list-style-type: none"> • Prepare a report for the Policy and Bylaw Committee (PABCOM) providing an analysis of rates and fees for all current license of occupation and lease agreements for City owned property with recommendation(s) for a policy framework • Prepare a policy for PABCOM and Council approval that standardizes rates / fees charged to third parties with license of occupation and lease 	<ul style="list-style-type: none"> • No new actions items for 2026



Strategic Priority – Fiscal Sustainability

Strategic Goal – We will continue to provide cost effective services, manage limited resources and invest in future governance capacity

		<p>agreements for City owned property that balances community benefit and financial outlay based on this framework</p> <ul style="list-style-type: none"> • City of Quesnel Lease Agreement Policy approved and implemented 	
Develop a 20-Year financial and capital plan to support predictive reinvestment and financial management	<p>Lead: Finance Support: Capital & Infrastructure/Community Services/Fire</p>	<ul style="list-style-type: none"> • Review capital needs for the next 20 years for all asset classes • Review available funding • Prioritize unfunded projects for grant funding • Summarize to show required investments 	<ul style="list-style-type: none"> • Completed in 2025. No new action items for 2026.