

2015 ANNUAL REPORT



FOR THE YEAR ENDED DECEMBER 31, 2015

PREPARED BY THE CITY OF QUESNEL
QUESNEL, BRITISH COLUMBIA, CANADA

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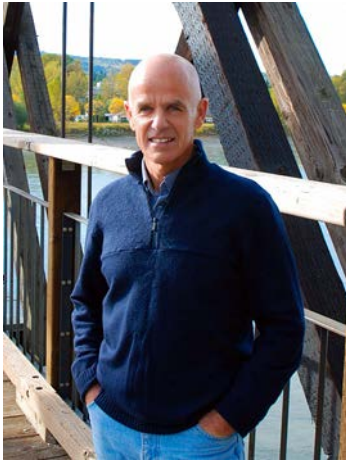
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MESSAGE FROM THE MAYOR



Quesnel City Council continues to work to realize its vision of Quesnel as a vibrant and resilient community. Council continued its fiscal discipline in 2016 and realized additional operational savings in the City's budget; between its 2015 and 2016 budgets, Council reduced the operating costs of the City by approximately \$1.2 million, or about a 10% reduction in operating costs. This enabled us to once again increase taxes only to address the City's infrastructure needs. As a result, the City is now well positioned to maintain core infrastructure into the future and to participate in any infrastructure programs made available by the Federal and Provincial governments. The \$7.6 million investment

in the second phase of the West Quesnel Land Stability Project is one of these three-way infrastructure partnerships that was applied for in 2015 and will be completed in 2016.

Council also developed and is acting on a proactive Strategic Plan for the City. This plan will see us attract investments from the federal and provincial governments, the Cariboo-Chilcotin Beetle Action Coalition, Northern Development Trust, and the Rural Dividend Fund for a broad range of strategic initiatives. These funds will enable us to: rebrand the City and develop a new, more sophisticated website; develop a downtown accessible washroom and community promotions space; offer an expanded façade improvement program to businesses; develop a proposal for an agriculture initiative; improve our active transportation trail and sidewalk network; and, work on significant accessibility improvements throughout our downtown core. Council will also be undertaking a significant initiative to see more affordable and accessible housing built in our community, particularly for seniors.

As you will see in our 2015 Annual Report, we accomplished much last year, thanks to the dedication and energy of our City employees and the engagement and support of our City's volunteers and active community members. I trust you will find this report informative and that it will entice you to join us in the many public consultation and engagement initiatives we are undertaking this year in order to ensure that Quesnel continues to thrive during this challenging transition period.

Mayor Bob Simpson

CITY COUNCIL AND OFFICERS



Mayor
Bob Simpson



Councillor
John Brisco



Councillor
Ed Coleman



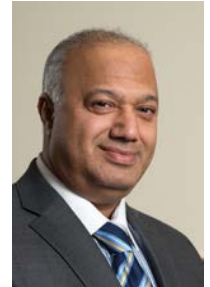
Councillor
Scott Elliott



Councillor
Ron Paull



Councillor
Laurey-Anne
Roodenburg



Councillor
Sushil Thapar

STANDING COMMITTEES

Executive Committee (ECom):

- Councillors Roodenburg (Co-Chair) and Coleman (Co-Chair)
- Mayor Simpson

Financial Sustainability and Audit Committee (FSAC):

- Mayor Simpson (Chair)
- Councillors Elliott and Thapar

Policy and Bylaws (PABCOM):

- Councillors Paull (Chair) and Brisco
- Mayor Simpson

REFERENCE/ADVISORY GROUPS

Accessibility and Inclusion:

- Councillor Brisco

SELECT COMMITTEES

First Nations Reconciliation, Recognition and Partnerships:

- Mayor Simpson

Tourism and Marketing:

- Councillor Elliott

West Quesnel Land Stability:

- Councillor Thapar

Volunteer Citizen of the Year and Heritage and Museum:

- Councillor Paull

LIAISON COMMITTEES

Business Improvement Areas

- Councillor Elliott

Chamber of Commerce, Neighborhood Associations, and Shiraoi Twinning:

- Mayor Simpson

EXTERNAL COMMITTEES

CCBAC¹

- Mayor Simpson (Alternate: Councillor Roodenburg)

NDIT's² Regional Advisory Committee

- Mayor Simpson (Alternate: Councillor Coleman)

Post-Secondary Education & Training Council

- Mayor Simpson

Air Quality Roundtable

- Councillor Brisco

Healthy Communities and Community Connections

- Councillor Roodenburg

¹ Cariboo Chilcotin Beetle Action Coalition

² Northern Development Initiative Trust

LIST OF OFFICERS

City Manager - Byron Johnson

Director of Corporate and Financial Services - Kari Bolton

Deputy Corporate Administrator - Gina Albers

RCMP Staff Sergeant - Andrew Burton

Economic Development Officer - Amy Reid

Director of Capital and Infrastructure - Ken Coombs

Director of Public Works Operations - Matt Thomas

Director of Emergency Services - Sylvain Gauthier

Director of Community Services - Jeff Norburn

Director of Development Services - Tanya Turner

MESSAGE FROM THE CITY MANAGER

The 2015 calendar year was a very busy one as the new Mayor and Council started driving transformative changes at the City.

In the first budget of this term the City did a significant cost cutting initiative which included: taking a sharp pencil to all Council spending including remuneration, restructuring City Hall and reviewing all “nice-to-do” programs. Council used the savings generated, plus all funding from a tax increase, to ramp up the annual contribution to the Capital Reinvestment Program. Taking action on the long term sustainability of our infrastructure is critical to our community well-being.

Council and staff were also very engaged in renewing the way that the City does its business and communicates with the community. Council procedures were updated, the committee structure was modernized and three new standing committees of Council were added. These standing committees allow Council to investigate issues much more in-depth than in regular Council meetings; they are also open to the public to attend. As part of updating the community a large number of bylaws were updated or rescinded along with other policy updates.

Public Works had a busy year as well. Our road paving overlay program was doubled over previous years, a major road rebuild was done on English Avenue and our crews did the site preparation work for the new Arena. Public Works managed 39 capital projects in the year. In 2015 the last phase of the West Quesnel Land Stability program was engineered and a successful funding application submitted to Build Canada. Designs were developed for the Public Works Facility, this necessary project is back to the design development stage due to an unsuccessful Alternate Approval Process.

Our planning department completed the Master Parks Plan which contained many recommendations to provide direction towards keeping our parks sustainable. After this was completed staff led the development of the Active Transportation Plan designed to get more people out of their vehicles.

City Manager Byron Johnson

COMMUNITY OVERVIEW

SERVICES PROVIDED TO THE RESIDENTS

- Airport operations
- Bylaw enforcement
- Cemetery operations
- Drainage system maintenance
- Economic development
- Emergency preparedness, planning and co-ordination
- Engineering services
- Fire/Rescue services
- Garbage collection
- Landfill operations
- Parks maintenance and operations
- Planning and development services
- Policing
- Public transit, including HandiDart operation
- Recreation programs *
- Arts and Recreation Centre operations*
- Twin Arenas operations*
- Sanitary sewer collection systems (operations, maintenance, and construction)
- Street lighting
- Street and lane maintenance, construction and reconstruction
- Sidewalk maintenance, construction and reconstruction
- Tourism
- Traffic signal operation
- Water system operation
- Snow removal - roads and sidewalks
- Sanding - roads and sidewalks
- Property tax collection
- Utility bill collection
- Website and social media management

* Funded through the North Cariboo Parks and Recreation

OUR CITY IN 2015

City Parks

- West Fraser Timber Park
- Lebourdais Park
- Quesnel Youth Soccer Fields
- Baker Creek Park/Skateboard Park
- Chuck Beath Memorial Park
- Albert Johnston Memorial Park
- Alex Fraser Park*
- Sugarloaf Park
- Bike Park*
- Ceal Tingley Park
- Cariboo Field
- Weldwood Park
- Wilma Hansen Memorial Park
- Johnston Park
- Lewis Dr Rink
- Civic Plaza
- Ritchie Ave Park
- Wilkinson/Webster Ave Park
- Pinchbeck St Park
- Patchett St Park
- Tim's Park
- Funn St Park

* Sub-Regional Recreation Property

Kilometres of Road (municipal)

Paved - 99 km

Unpaved - 32 km

Number of Fire Hydrants

407

Km of Pipes

Storm Sewer - 35 km

Sanitary Sewer - 64 km

Water - 113 km

Website - Quesnel.ca (June - December)

Number of users: 35,454

Number of page views: 78,014

Facebook - /cityofquesnel

New Likes: 595

Total Likes: 1,312

Most reached post: Living With Cancer - Drop in Class
9,709 reached

51 shares

39 comments of support

206 likes

Twitter - @cityofquesnel

New followers: 0

Total followers: 368

Most clicked post: Everbridge System Live - 53 clicks

2015 ASSET MANAGEMENT

The City of Quesnel continues to recognize the need to undertake asset management across the organization in a systematic and coordinated way to ensure that the City's assets are maintained at a level that supports the delivery of sustainable community services, reflecting the long term strategic goals of the organization including infrastructure re-investment and financial stability.

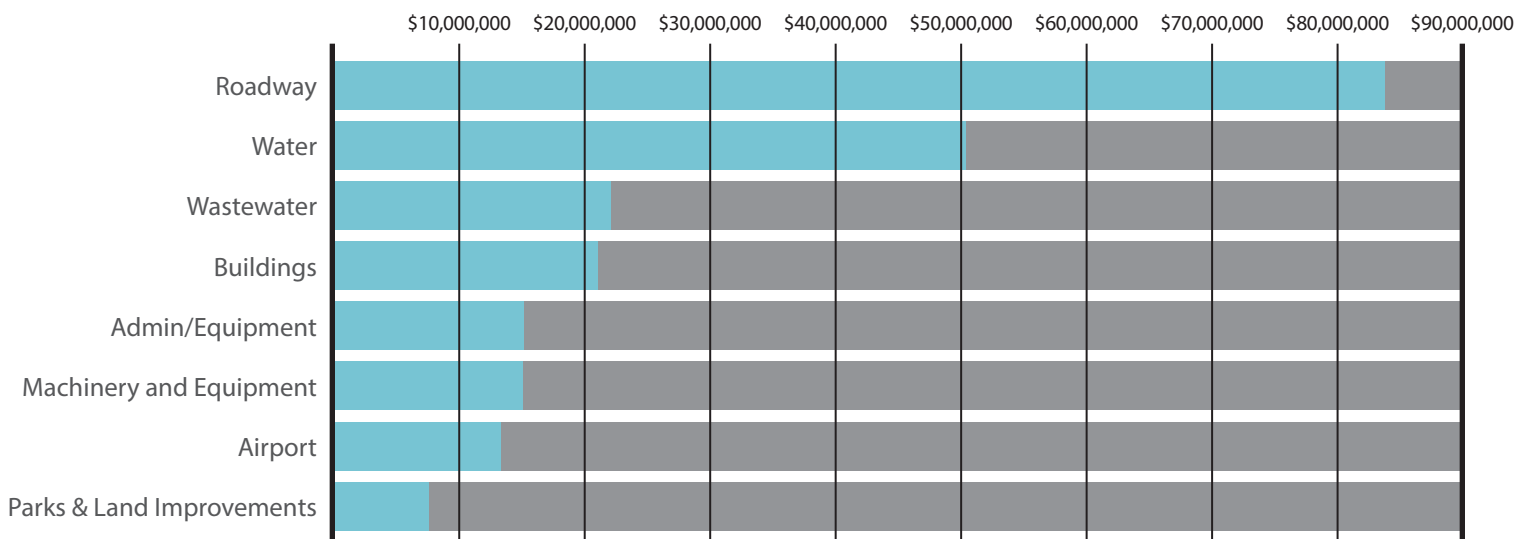
In 2015 the following actions were taken as part of the City's Asset Management Program:

- Council received an update on Quesnel Works: Capital Reinvestment Program which included a 20 Year Capital Plan for the City's major assets.
- Budget 2015 included an increase in taxation for the Capital Reinvestment Reserve of \$675,000.
- Council passed an Asset Management Policy setting out the guidelines and principles of the City's asset management policy.

2015 INFRASTRUCTURE FUNDING

	Average Annual Investment	Current Investment	Yearly Deficit
Water	817,000	721,350	(95,650)
Wastewater	361,000	483,000	122,000
Roadway (includes storm water)	2,231,000	1,762,500	(468,500)
Buildings	478,000	50,000	(428,000)
Airport	425,000	32,000	(393,000)
Parks & Land Improvements	225,000		(225,000)
General		350,000	350,000
Admin (tech, video etc.)	100,000	80,000	(20,000)
Public Works Equipment	350,000	306,000	(44,000)
Fire Equipment	270,905	85,000	(185,905)
TOTAL	\$5,257,905	\$3,869,850	\$(1,388,055)

ESTIMATED REPLACEMENT VALUE OF ASSETS - \$228 MILLION



2015 HIGHLIGHTS





PARKS, GREEN SPACES & OUTDOOR RECREATION MASTER PLAN —

Quesnel has a wealth of parkland. The City's parks are a source of community pride – they are diverse, plentiful, and well maintained, showcasing the best that Quesnel has to offer. In 2015, the City completed a Master Parks Plan for Quesnel. The Parks, Green Spaces and Outdoor Recreation Master Plan is intended to provide strategic direction to the City for the next ten years. Developed collaboratively by consulting with City Staff, Council, stakeholders and the public, the plan sets clear directives to guide policy development and decision making towards a sustainable City-wide vision for parks and outdoor recreation

services. While the City has the foundation of a robust parks and outdoor recreation system, optimizing the existing parks system, creating better trail linkages and promoting conservation of green spaces are key opportunities for the Parks, Green Spaces and Outdoor Recreation Master Plan. In the plan, 45 recommendations are made regarding the park system, ranging from over-arching policy recommendations to detailed recommendations regarding site amenities. View the plan along with the recommendations on the City website: www.quesnel.ca/ourquesnel.html

2015 HIGHLIGHTS

ARENA REPLACEMENT PROJECT

The North Cariboo Joint Planning Committee unanimously endorsed a resolution to proceed with the Arena Replacement Project.

In the fall of 2015, the City of Quesnel's Public Works Department relocated a number of underground utilities in preparation for the start of spring construction. Water, sewer, and storm water lines were moved to accommodate the building footprint and to service the building.

A Request for Qualifications was issued in the spring of 2015 for the project and five firms were short-listed. These firms were invited to bid on the Request for Proposals (RFP) to be

the General Contractor for the project. The RFP was issued at the end of October and awarded in 2016 to Vic Van Isle Construction.

The arena will boast a regulation sized ice surface, two multi-purpose rooms, five full sized dressing rooms, three additional flex and referee dressing rooms, a concourse that can be used as a walking track and will provide seating for 1,300 people with a spectator capacity, including standing room, of 1,483.

Ground will be broken for construction of the West Fraser Centre in the spring of 2016 with an estimated completion date of the fall of 2017.



2015 HIGHLIGHTS

PROPOSED PUBLIC WORKS FACILITY

In 2015 engineered plans for the new Public Works Facility were developed by Architecture 49 and presented to staff and Council. The business case for the facility along with the full cost estimates were put in front of the public in an Alternate Approval Process, which ultimately did not receive the approval to proceed. While this critical piece of our City infrastructure has gone back to the drawing board for revisions, it will definitely come forward to the public again with modifications based on the public feedback that was received.



2015 HIGHLIGHTS

WEST QUESNEL LAND STABILITY PHASE 2

In 2015, the City received joint funding from the governments of Canada and British Columbia through the Small Communities Fund for Phase 2 of the West Quesnel Land Stability Project. Quesnel will use the funding to stabilize about 240 hectares of the uplands area in West Quesnel through the installation of subsurface dewatering and drainage

infrastructure. Ground movements are causing physical damage to homes, buildings, and buried infrastructure, resulting in expensive repairs and safety concerns. When completed, the community and local property owners will be less vulnerable to the risks and impacts of the unstable land in the area. The Phase 2 project will commence in 2016.



2015 HIGHLIGHTS

EVERBRIDGE NOTIFICATION SYSTEM

On May 5, 2015, the Everbridge Emergency Notification System was available to residents throughout the Cariboo Chilcotin. Headed up by the Cariboo Regional District and in partnership with the District of 100 Mile House, the City of Quesnel, the District of Wells and the City of Williams Lake, the system is available to all residents free of charge and provides mass emergency notifications throughout the region.

Residents who register for the program will receive notifications about emergency and time-sensitive events happening near their home, work, school, or other locations that they have pre-selected during the registration process. Residents can register to receive these updates using up to six different ways to be contacted including: Home phone(s), Office phone(s) with extension(s), Cell phone(s), Text message(s), Mobile App (iPhone & Android) and Email(s). Residents can sign up here: www.quesnel.ca/Emergency-Notification-System.html



2015 HIGHLIGHTS

FINANCIAL STABILITY OF THE CORPORATION

In an effort to help address a 2015 revenue shortfall and to avoid raising taxes Council made a number of decisions in 2015:

- Rescinded previous Council's remuneration increase
- Wage freeze for senior management
- Dissolution of Economic Development Corporation
- Cut the Council travel budget by 34%
- Cut Council discretionary spending
- Removed the Council Projects account from the budget
- FSAC now reviews all spending requests and makes recommendations to Council before any financial decisions are made.

- Restructured City Hall in order to more effectively serve the public and to achieve operational savings of approximately \$250,000 per year starting in 2016.
- Changed the hours of operation at the Quesnel & District Museum to seasonal (May to September) rather than year-round;
- Renegotiated the contract for the Quesnel & District Visitors Center; and,
- Made changes to residential garbage pick-up and landfill operating hours.

These decisions allowed Council to use the tax room created by operational savings to increase funding for Capital Infrastructure.



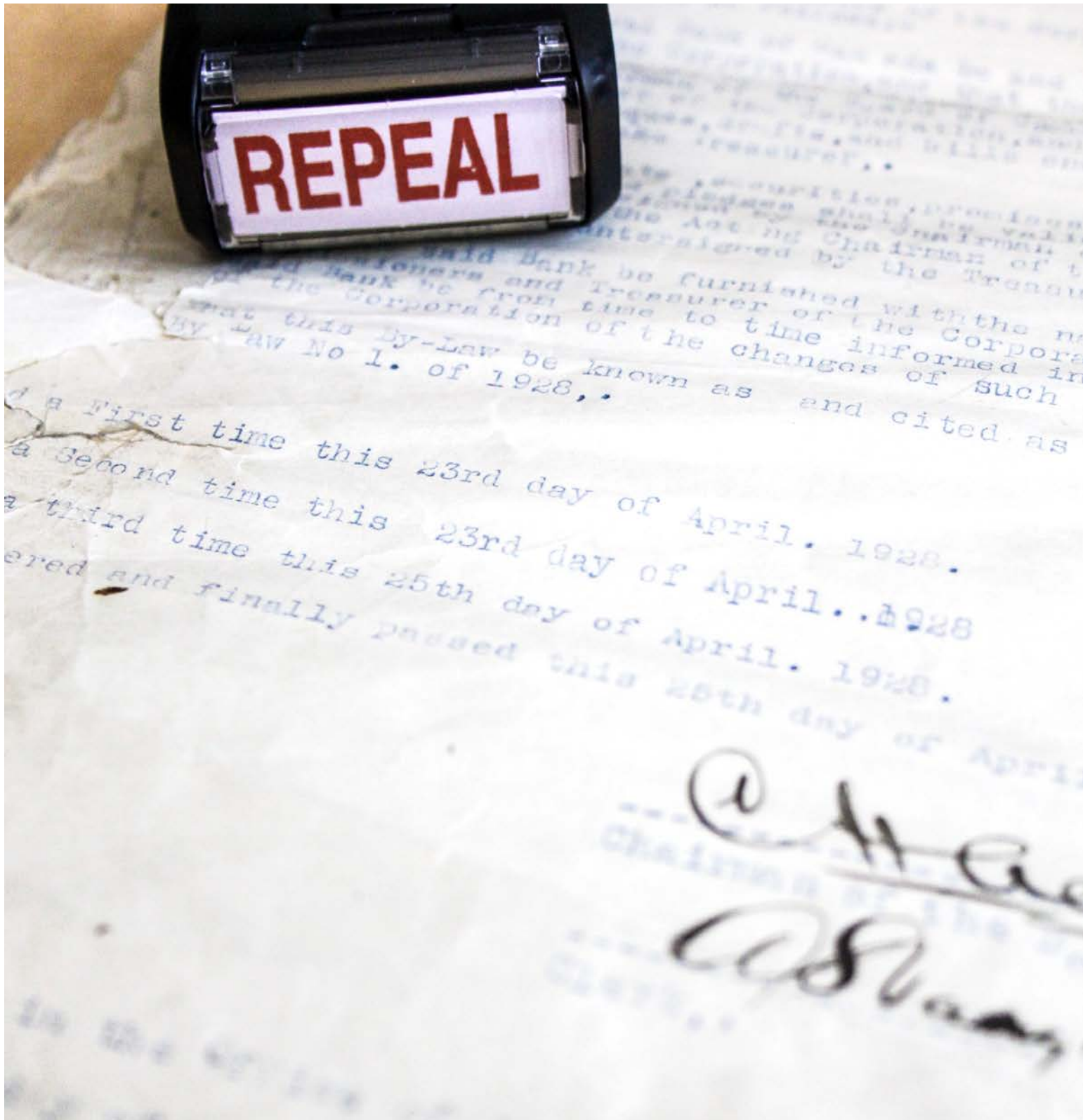
2015 HIGHLIGHTS

ECONOMIC DEVELOPMENT

2015 was a year of transition for economic development in Quesnel. The Quesnel Community and Economic Development Corporation was dissolved and an interim board was formed with three members of Council, a representative from the Cariboo Regional District, and two City staff members. The City saw this as a more cost effective option than having Economic Development as its own corporation. This change allows Economic Development to have a closer connection to the strategic plans of Council. Our Economic Development Officer now reports directly to the City Manager. The Economic Development Office was moved into City of Quesnel office space at City Hall.



2015 HIGHLIGHTS



POLICY & BYLAW REVIEW COMMITTEE

Quesnel Council repealed 34 outdated bylaws and a number of policies as an initial step in its comprehensive review of all of the City's bylaws and policies. Along with repealing outdated bylaws, PABCOM is reviewing all of the City's remaining bylaws and policies to ensure they are up-to-date, consistent with Council's strategic plan and budget, and they reflect best practices.

2015 STRATEGIC PLAN AND MEASURES



2015 STRATEGIC PLAN

SUSTAINABILITY IN ALL PLANNING OPERATIONS

Strategic Action	Measure
Develop a strategy for the BC Rail lands and City-owned lands which will be vacated with the relocation of the proposed Public Works facility	A plan for both City-owned and BCR lands will be developed prior to Public Works vacating their existing site.
Complete a Master Parks Plan for Quesnel. Estimated completion is September 2015	This is completed. Implementation is underway with the focus on the Active Transportation Plan, the rationalization of ball parks and the review of City owned lands.
Complete an Official Community Plan update for Quesnel. This will be a multi-year project starting in 2015 involving significant community consultation on a wide variety of planning topics.	Council and staff are continuing the work on many individual components of the OCP. A Request for Proposals will be issued in the first quarter of 2016 for the actual OCP public engagement process and eventual bylaw update.
Work with the Cariboo Regional District to develop a more comprehensive vision of shared services, including completion of a Recreation Master Plan.	City Council and the CRD Northern Directors have agreed to include the soccer complex and School District Joint Use Agreement into the North Cariboo Recreation and Parks Service (NCRP). Further discussions are planned to discuss other shared services and changes to the administration and management of rural recreation properties. The City and CRD have been engaged in a Strategic Planning Session and this is expected to continue in 2016.

ECONOMIC STABILITY AND DIVERSIFICATION

Strategic Action	Measure
Transition the Economic Development functions into an internal City department. The goal is to still maintain a North Cariboo focus, with the City and North Cariboo Electoral Areas partnering to provide strategic direction and funding for the function.	This transition work is currently underway.
Work with local First Nations with the goals of improving relationships and working closer on areas of mutual concerns. A key focus will be on economic development projects.	This will be a key focus of the City in 2016.
Additional Strategic Initiative	A consultant has been engaged to assist with development of a Community Forest Proposal. To date the focus has been on consulting with key stakeholders from Industry and local First Nations. The consultant is also considering various geographic layouts to ensure that community values such as wildfire protection and recreational values are maximized.

2015 STRATEGIC PLAN

INFRASTRUCTURE RE-INVESTMENT

Strategic Action	Measure
Work with the Cariboo Regional District to finalize the Arena Replacement Project scope and complete the necessary steps to facilitate the start of construction in the spring of 2016	This work is ongoing. Site preparation work was undertaken in the fall of 2015. The contract for the general contractor is expected to be awarded in March 2016, with construction commencing in the spring of 2016.
Develop plans for a new Public Works facility. This will include development of concept drawings and budget estimates and considerable consultation with the public, culminating in elector assent of the borrowing for the project.	This has been completed. Electoral assent failed through an Alternate Approval Process.
Additional Strategic Initiative:	The 2015 Paving program was doubled due to increased infrastructure funding available from the Capital Reinvestment tax levy, with a total budget of \$784,000. This work has been completed.

FINANCIAL STABILITY OF THE CORPORATION

Strategic Action	Measure
Create a plan that considers prioritization of capital spending, proactive planning and enhanced funding to close the infrastructure deficit and position Quesnel better for property assessment losses.	The 2015 budget includes a significant funding increase to infrastructure replacement; another funding lift is planned for 2016. A pre-budget community meeting was held on November 17 at the Quesnel & District Seniors Centre to allow for budget consultation prior to budget preparation and to discuss changes to the tax model for the City. The goal is to continue to close the infrastructure gap in subsequent budgets.
Continue with in-depth cost review of all City operations lead by Financial Sustainability & Audit Committee ("FSAC") with the goal of achieving continuous efficiency improvements.	The finance committee is actively working on the 2016 budget, in which it will be looking for more operational savings. Changes to the garbage pickup schedule, a closure of the landfill on Mondays, and seasonal closures at the Museum were effective as of November 15.
Work with the Regional Economic Collaborative and other community stakeholders to achieve Economic and Community Development goals.	As a follow-up to the Agriculture Forum held earlier in 2015, a grant has been approved by the Cariboo Chilcotin Beetle Action Committee (CCBAC) which will fund a study to analyse the potential for an Agriculture Centre to assist local producers of agricultural products to get their product to markets. This is an ongoing project with completion in 2016.
Stimulate further development at the Quesnel Airport as a key link in positioning Quesnel as a service hub for the north.	The final report and presentation of the Quesnel Airport Business Plan was made to Council. Staff are working with the plan and are following up on strategic actions wherever possible. The Executive Committee will be monitoring progress on the plan.

2015 STRATEGIC PLAN

COMMUNITY HEALTH AND SAFETY

Strategic Action	Measure
Complete the West Quesnel dewatering project; this is the first year of Phase 2, a new multi-year program. The work program will include significant storm drainage work, more wells and horizontal drains, and a full leak detection program for the sewer and storm piping along with repairs to any problems which are detected. The full scope of this project will not proceed until significant grant funding is confirmed	A public meeting was held on November 19 at the Voyageur School to discuss the work plan for 2016. A Request for Qualifications will be issued in the first quarter of 2016 to help determine a short list of qualified vendors. The full workplan for 2016 is currently being developed.
Work with the RCMP to develop a strategy to deal with known drug houses in town. An understanding of the current developing legal framework around this issue is needed.	No further follow-up has been taken on this issue.
Continue work to improve accessibility for all residents including consideration of downtown public washroom space.	Staff will engage with the Downtown Business Improvement Association in the first quarter of 2016 to further scope the Downtown Washroom and Festival Space Project. Funding from the Northern Development Initiative Trust has been applied for to help offset the capital cost of this project.
Continue to work with the Ministry of Transportation and Infrastructure as a key partner with regards to development, and long-range transportation infrastructure planning. Concerns include safety improvements to our highways and arterial roads in addition to regional impacts of the 10 Year Provincial Transportation Plan.	This project is being implemented by the MoTI. Extensive traffic counts have been conducted. This is an active project being led by the MoTI which will continue in 2016 with engagement by the City, the CRD and other key stakeholders.
Develop and implement a strategy regarding the use of social media for City communications, with an emphasis on community notification in emergencies. This will include a website rebuild and a search for innovative best communications practices of other municipalities.	<p>The Everbridge emergency notification system was tested in conjunction with an emergency exercise at the airport. While the test pointed out numerous areas for improvements, clearly this system has the ability to get the attention of residents! A user meeting is being planned for the first quarter of 2016 to develop broader policies for usage of the system.</p> <p>The City website and other social media applications will be reviewed as part of a larger focus on community marketing and branding that will occur in 2016.</p>
Continue to participate with and advocate for Affordable Housing in Quesnel. This will include holding an Affordable Housing Forum, development of planning approaches and policies which encourage investment in this sector, and working with community and provincial agencies.	The Lion's Club housing project is proving to be a catalyst to the City to develop planning approaches which will positively impact affordable housing. At this point zoning changes, parking requirements, development cost charges and tax relief are all areas of discussion and potential changes. These policy based issues have broader implications for Affordable Housing into the future, which will be part of a more Comprehensive Housing Strategy. A housing forum will be held in the first quarter of 2016, with engagement of key stakeholders and representatives of the Prince George planning department.
Additional Strategic Initiative:	The "Brown Cabins" at 371 Lewis were demolished due to significant condition issues which created public safety concerns.

2015 STRATEGIC PLAN

ENVIRONMENTAL STEWARDSHIP

Strategic Action	Measure
Improve the environmental impact of City-owned buildings, and in particular for 2015, by incorporating energy efficient technology and/or equipment at the Museum (replace three furnaces) and the Soccer Complex (upgrade lighting)	These projects are completed.

GOVERNANCE

Strategic Action	Measure
Review all Council committees over 2015/16, ensuring Terms of Reference are updated. Establish standing committees as required for governance of City policies and functions	Three standing committees established: Executive; Policy and Bylaw; and, Financial Sustainability and Audit. See below for key items being working on by these committees.

2016 STRATEGIC PLAN



The City of Quesnel has reaffirmed the key strategic goal areas for the corporation. These are the guiding directions for the Corporation.

2016 STRATEGIC PLAN

COMMUNITY HEALTH AND SAFETY

Strategic Action

Housing Initiatives

Update the housing needs assessment numbers.

Development of a comprehensive housing strategy to encourage housing investment across the spectrum, with a key focus on housing gaps identified in the needs assessment.

Develop bylaws to support our housing strategy: business licensing updates, building maintenance bylaw, secondary suites.

Consider DCC exemptions/226 Tax Exemptions to help encourage developers to invest in Quesnel.

City land allocation to housing initiatives to help encourage housing investment.

West Quesnel Land Stability Project

Minimize the environmental impact of the extra storm water drainage due to the enhanced collection system.

Completion of this large infrastructure project, and the associated paving required.

Work with the WQLS Committee to engage residents in next steps for reducing their impacts.

Work with BC Transit and stakeholders, as they conduct a service review of transit operations.

Work with the Ministry of Transportation and Infrastructure to focus on safety and throughput improvements along the highway corridor for motor vehicles and cycling traffic.

Continue to work towards improving accessibility outcomes for all residents, this will include a continued capital program and development of the Accessible Downtown washroom facility.

Review the City relationship with the RCMP to ensure the Municipality is making full usage of its contractual authority under the Municipal Policing Unit Agreement. Take advantage of best practices resulting from the recent work of the Auditor General for Local Government.

FINANCIAL STABILITY OF THE CORPORATION

Strategic Action

Continue cost cutting initiatives to free up funding for capital infrastructure replacement. The Financial Sustainability and Audit Committee will bring a continued emphasis on increasing efficiencies and cost effectiveness of operations.

2016 STRATEGIC PLAN

GOVERNANCE

Strategic Action

Engage local First Nations at a more meaningful level, this effort could include community to community forums, creations of a joint First Nations Relations Committee, seeking out of recognition opportunities and the development of communications protocols.

Complete the refresh of the City committee structure.

Improve community awareness and engagement through more strategic communications, including Bylaw of the Month, a new quarterly reporting structure and development of a new website.

Continue to work the North Cariboo directors of the CRD to improve equitable service delivery.

Engage the community, specifically meeting with Neighbourhood Associations, Business Associations and other stakeholders to further the update to City Official Community Plan.

INFRASTRUCTURE RE-INVESTMENT

Strategic Action

Replacement of the existing public works yards (dependent upon outcome of AAP).

Implementation of the parks plan. This will include implementation of the Active Transportation Plan, further work on rationalizing ball parks in the community, a review of the parks amenities and playgrounds offered at City parks and a review of City land holdings.

Implement a Wide Area Augmentation System (WAAS) for the Quesnel Regional Airport to increase the number of scheduled flights landing at the airport and to provide greater reliability for air ambulance transports.

2016 STRATEGIC PLAN

ECONOMIC STABILITY AND DIVERSIFICATION

Strategic Action

Reposition the community image through a Marketing and Re-branding initiative.

Focus on local purchasing initiatives to enhance the local economy, including the use of job fairs for large projects and development of a local procurement policy.

Address the equity issues related to taxation model used by the City of Quesnel. Of particular concern is the tax disincentive which has developed in the heavy and light industrial tax class.

Engage the hospitality providers with the goal of instituting a hotel tax for Quesnel.

Investigate a Living Wage policy for the City of Quesnel.

ENVIRONMENTAL STEWARDSHIP

Strategic Action

Review landfill and recycling practices to work towards zero waste.

Continue to engage the Province on the development of a Community Forest for Quesnel.

Conduct an analysis on the City mobile fleet with the goals being to reduce the carbon footprint, improving the life cycle costs of equipment ownership and a review of how the equipment is funded.

Sensitive areas inventory information to be utilized in our land use planning (upcoming Official Community Plan refresh).

2015 CONSOLIDATED FINANCIAL STATEMENTS



FOR THE YEAR ENDED DECEMBER 31, 2015

**AVAILABLE ON THE CITY WEBSITE AT
WWW.QUESNEL.CA/FINANCE.HTML**

2015 PERMISSIVE TAX EXEMPTIONS

CHARITABLE, PHILANTHROPIC OR OTHER NOT-FOR-PROFIT CORPORATIONS —

Roll #	Organization	Total Exemption Amount
87.000	Quesnel Masonic Temple Society	2,450
206.000	Salvation Army	5,597
218.000	Quesnel & District Child Dev Centre	14,172
247.000	Quesnel Womens Resource Centre	1,970
248.000	Quesnel Womens Resource Centre	462
257.500	Quesnel Lions Society	1,578
267.000	Amata Transition House Society	2,832
314.000	Fraser Village Homes Society	2,964
332.000	Royal Canadian Legion Branch 94	9,546
418.010	Quesnel & District Seniors Society	26,778
419.000	Quesnel Curling Club	13,585
1550.080	Quesnel & District SPCA	3,167
2147.001	North Cariboo Aboriginal Program Society	1,259
2148.000	North Cariboo Aboriginal Program Society	36
2189.000	Quesnel Tillicum Society	3,417
2193.000	Quesnel Tillicum Society	213
2197.000	Quesnel Tillicum Society	911
4013.083	Royal Canadian Legion Branch 94	6,473
4208.000	Quesnel Elks Club	1,267
4209.000	Quesnel Elks Club	908
4210.000	Quesnel Elks Club	1,706
5862.500	Quesnel Auto Racing Association	7,768
Total		109,060

CHURCH LAND AND LAND SURROUNDING STATUTORY EXEMPTIONS —

220.000	Fraser Basin	3,122
329.000	United Church of Canada	1,297
328.000	United Church of Canada	740
961.000	Roman Catholic Bishop	572
1200.890	Northstar Fellowship Baptist Church	1,577
2025.000	Trinity Luthern Church	316
2602.000	Cariboo Gur Sikh Temple Society	129
2703.000	Guru Dabar Society	80
3600.000	Congregation of Quesnel Jehovah's Witnesses	387
4211.000	Victory Way Baptist Church	252
4659.000	Lighthouse Pentecostal Church of Quesnel	87
5047.309	Bethel Pentecostal Tabernacle of Quesnel	1,691

Lands Surrounding Statutory Exemptions - 224 (2)(h)

314.000	Fraser Village Homes Society	1,907
961.000	Roman Catholic Bishop	120
Total		12,277

REVITALIZATION TAX EXEMPTIONS - 226 —

West Fraser Mills Ltd.	600,000
Total	600,000