

A dark teal background with white, wavy, topographic-style lines on the right side, suggesting a map or terrain.

# 2016 Annual Report



FOR THE YEAR ENDED DECEMBER 31, 2016

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

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# MESSAGE FROM THE MAYOR



The second year of this Council's electoral mandate was a breakthrough year for the City of Quesnel on so many fronts. From rebranding, to the substantial completion of the second phase of the West Quesnel Land Stability project, to near record investments in core infrastructure and amenities, to adopting a three-year tax framework that will see the City achieve significant tax shifting and long term fiscal sustainability, Council has continued to demonstrate foresight and courage in its decision-making and leadership.

The rebranding project Council initiated (and found external funding for) resulted in a new brand for Quesnel that was enthusiastically endorsed by our business community and major tourism operators, and it was widely accepted by residents of all ages. Our new brand will now enable us to more clearly communicate the wide array of reasons why people should consider Quesnel as an affordable, accessible, fun, and vibrant place to visit, live in, and invest in. The full transition to the City's new brand colours, logo, and slogan will occur over the coming year, but, by all indications, we have hit the mark with our new brand, as people are already making positive decisions about coming to our community based on our new brand's messaging and communications strategy.

We also saw significant investment in the community on multiple fronts in 2016. The West Quesnel Land Stability phase 2 and associated projects (incremental sewer, water, and road upgrades) saw almost \$10 million invested in West Quesnel last summer. While these projects caused some short term pain for commuters, the long term benefits, including a significant safety improvement to the Lewis Drive and Anderson Drive intersection, made that pain worthwhile. We have now entered the monitoring phase on the land stability project and the City's capital priorities can now shift to other major needs in the City.

We also heavily invested in roads, sidewalks, sewer and water projects throughout the City last year, and, as a result of Council's fiscal prudence and its restructuring of the City's operating and capital budgets, we began investing in our existing amenities (e.g. a new playground at West Fraser Timber Park) and started adding new ones (e.g. a new public, accessible washroom and community promotions space in the downtown core). By reducing the City's operating costs, taxing only for infrastructure, and attracting significant investment from the province, the federal government, and various granting agencies, Council has been able to make significant investments in our community during this critical transition period, clearly signalling that Quesnel will remain a vibrant and sustainable community for generations yet to come.

On behalf of Quesnel City Council, I invite you to read this annual report fully and see for yourself all the great things going on in our community. As always, if anything you read triggers a question or an idea, please get in touch with me or any member of Council – this is your community and your voice matters to us.

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 Elliott (Chair) and Paull
- Mayor Simpson

### Financial Sustainability and Audit Committee (FSAC):

- Mayor Simpson (Chair)
- Councillors Brisco and Coleman

### Policy and Bylaws (PABCOM):

- Councillors Roodenburg (Chair) and Thapar
- 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

### CCBAC<sup>1</sup>

- Mayor Simpson (Alternate: Councillor Roodenburg)

### NDIT's<sup>2</sup> 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

<sup>1</sup> Cariboo Chilcotin Beetle Action Coalition

<sup>2</sup> 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

# 2017 VISION AND MISSION

## Community Vision

"A naturally vibrant, accessible, and innovative community"

## Corporate 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
- 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



2016 was another very busy year for the staff and Council of the City. The City has been working hard on addressing the fundamental questions that are asked frequently, such as: how do we make Quesnel a better place, how do we attract people into Quesnel and how do we engage the residents of the community more effectively.

Making any location a “better” place is a tough challenge. One of the ways we achieve this is by delivering on long term commitments. The majority of the West Quesnel Land Stability (WQLS) Phase II project was completed in 2016. The last portion of the project will be completed in 2017. Phase II of the WQLS project completed the City’s commitment of a major road repair program in the WQLS area. Another long-standing commitment was the creation of the fully accessible washrooms in the downtown core. In 2016 the concept was developed and designs were completed. Construction began in the first half of 2017. An important part of becoming a better community is developing modern amenities such as: the start of construction of the West Fraser Centre, the completion of the new West Fraser Timber Park playground which is part of the City’s five year playground replacement plan and the development of the accessible playground at the Arts and Recreation Centre.

If you were to ask ten people how to attract people into a particular community, you would get ten different answers. Quesnel is working on a number of fronts to attract residents, businesses and investment. Our rebranding initiative has modernized the City’s marketing tools and created a new tagline that relates to Quesnel residents and speaks to visitors and investors. Housing initiatives created by Council were adopted in 2016 and will help to stimulate new housing construction that better meets the needs of residents. The Doctor attraction and retention focus in 2016 ensures that residents will be able to have access to required medical services. In 2016, Quesnel became the second municipality in Canada to receive the Living Wage certification, providing another example of being a progressive community.

How do we engage all of our community more fully in their local government? In 2016, staff developed a much more modern and user friendly website which went live in May 2017. Community engagement while planning individual projects has also significantly increased including: engagement on our five year playground plan, the Parks, Green Spaces and Outdoor Recreation Master Plan, the Active Transportation Plan, the trails network development, and our Official Community Plan update. A portion of our engagement is working with various community groups, developing grant ready projects that have a stronger chance of achieving grant funding. Community discussion with our First Nations neighbours has been a high priority for this last year, and will continue as a long-term priority for the City.

Finally, on behalf of City staff, it has been a pleasure and honour to serve the community.

City Manager Byron Johnson

# COMMUNITY OVERVIEW

## SERVICES PROVIDED TO THE RESIDENTS

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- 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
- Playgrounds
- 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 North Cariboo Parks and Recreation

## OUR CITY IN 2016

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### 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

473

### Km of Pipes

Storm Sewer - 43 km

Sanitary Sewer - 63 km

Water - 113 km

### Website - Quesnel.ca (January 2016 - December 2016)

Number of users: 56,073

Number of page views: 191,260

### Facebook - /cityofquesnel

New Likes: 595

Total Likes: 1,312

Most reached post: Bylaw of the Month - Smoking Regulations  
10,764 reached

94 shares

2 comments of support

315 likes

### Twitter - @cityofquesnel

New followers: 40

Total followers: 408

Most clicked post: Airport flight survey - 452 clicks

# 2016 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.

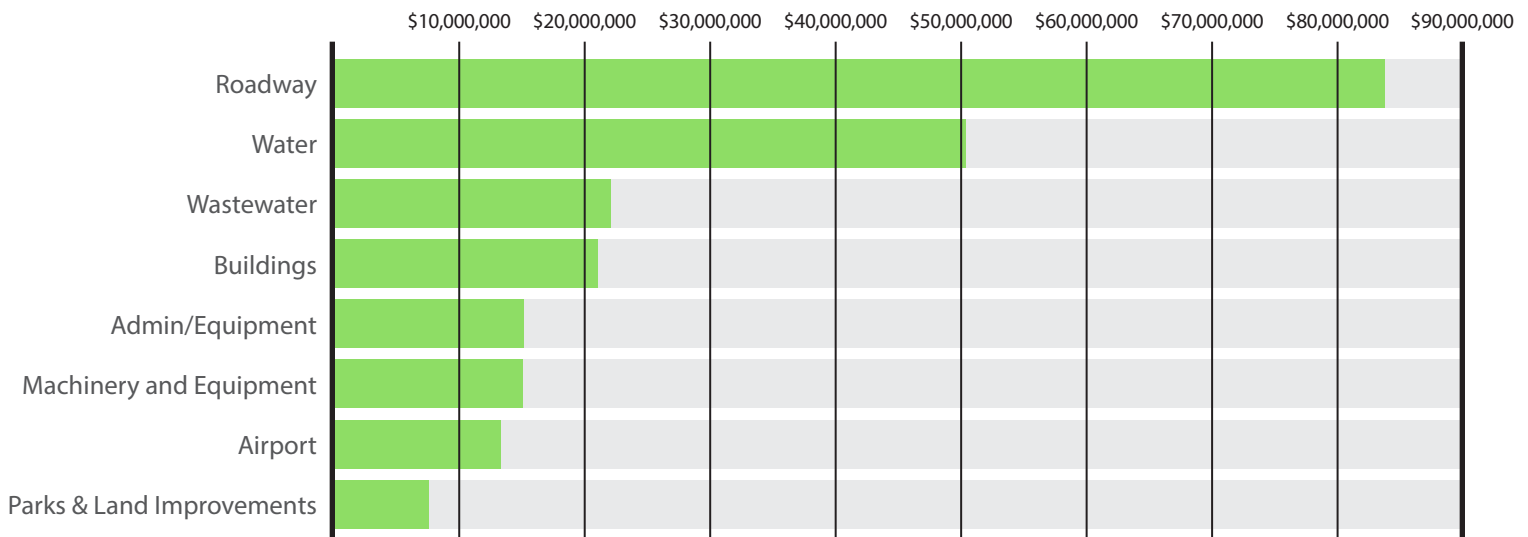
In 2016 the following actions were taken as part of the City's Asset Management Program:

- Budget 2016 included an increase in taxation for the Capital Reinvestment Reserve of \$125,000.
- Water and sewer utility rates were raised 5% to ensure sustainability. In 2017, the sewer fund reached sustainability.
- Council approved creating a five year capital plan for playground replacements starting in 2017 with funds coming from Gas Tax.
- The City continued to look for ways to leverage third party funding towards capital projects.

## 2016 INFRASTRUCTURE FUNDING

	Average Annual Investment	Current Investment	Yearly Deficit
Water	817,000	778,362	(38,638)
Wastewater	361,000	463,462	102,462
Roadway (includes storm water)	2,231,000	2,145,000	(86,000)
Buildings	478,000	50,000	(428,000)
Airport	425,000	45,000	(380,000)
Parks & Land Improvements	225,000		(225,000)
General		285,500	285,500
Admin (tech, video etc.)	100,000	75,000	(25,000)
Public Works Equipment	350,000	312,120	(37,880)
Fire Equipment	270,905	85,000	(185,905)
<b>TOTAL</b>	<b>\$5,257,905</b>	<b>\$4,239,444</b>	<b>\$(1,018,461)</b>

## ESTIMATED REPLACEMENT VALUE OF ASSETS - \$228 MILLION





# 2016 Highlights



# 2016 HIGHLIGHTS

## CITY OF QUESNEL REBRAND

In 2016, the City of Quesnel completed a rebranding project to reposition the community. The need for this project was identified by the community and involved significant community input. Feedback gathered through community workshops led to the development of the Brand Strategy. This strategy became the base for building the Visual Identity,

Tone of Voice, Messaging Matrix, and Communications Plan for the brand.

The “It’s in our nature” brand speaks to what’s important to the community in Quesnel, and provides the City with a platform for marketing the community for new residents, visitors and investment.





# 2016 HIGHLIGHTS

## GRANT APPLICATIONS WERE SUCCESSFUL!

The City had a very successful year with over 30 approved grant applications. Successful grants included the airport security gate and aerodrome instrument upgrade, Arts and Recreation Centre swimming pool upgrade plans, downtown accessible washrooms, LeBourdais Park/Museum/

Visitor Centre improvements, Cornish Water Wheel restoration, and the West Quesnel Land Stability Phase II program.

Over 5.8 million in grant funding was received by the City in 2016.





# 2016 HIGHLIGHTS

## WEST QUESNEL LAND STABILITY PHASE II

In 2015, the City received joint funding from the governments of Canada and British Columbia through the Small Communities Fund for Phase II of the West Quesnel Land Stability Project.

In 2016, the phase II project was expanded with surplus as a result of a highly competitive bid process for the Phase II work.

The expanded project included extending the storm water upgrade on Abbott Drive from Flamingo Avenue to Dawson Avenue and on Anderson Drive from Abbott Drive to Avison Avenue.

The project commenced in 2016 and consisted of the following work:

- Installation of the dewatering program
  - Pumping wells
  - Horizontal drains
  - Vibrating wire piezometers
  - Long term monitoring
- Leek detection and camera work on City utility infrastructure
- Upgrade storm water systems
- Installation of an outfall area

This project will be completed in 2017.





# 2016 HIGHLIGHTS

## MORE PLAYGROUNDS FOR QUESNEL

In 2016 two playgrounds were replaced. The West Fraser Timber Park playground was completed in July and the Accessible Playground at the Arts and Recreation Centre was completed in August. The Accessible Playground was a community project that took over three years of fundraising and received partial funding from the North Cariboo Recreation and Parks function.

In June 2016, Council approved the use of \$30,000 of Gas Tax funds for the planning and design work to upgrade the City playgrounds. City staff have created a priority

playground list to help establish which playgrounds need to be replaced when the opportunity arises. This list is reviewed on an annual basis and may be revised. Council approved South Quesnel and LeBourdais Parks as the top priority.

In November, the City asked the public and students, through public meetings and surveys, to help plan the LeBourdais Park and South Quesnel Park playgrounds. These playgrounds will be completed in 2017.





# 2016 HIGHLIGHTS

## WEST FRASER CENTRE CONSTRUCTION

Construction began on the new West Fraser Centre in the second quarter of 2016. The construction contract was awarded to Vic Van Isle Construction who mobilized on site in April and began site preparation and excavation soon afterward. The contractor utilized a number of local

contractors for this project. Work in 2016 resulted in the completion of significant civil works, the building foundation and the roof.

The project is currently on schedule, with completion anticipated by September 2017, and on budget for \$20.6 million.





# 2016 HIGHLIGHTS

## LIVING WAGE DESIGNATION

The City of Quesnel was designated as a Living Wage Employer under the Living Wage for Families Campaign ("LWFC") in 2016.

As part of the City of Quesnel's Strategic Plan, City Council approved submitting a proposed implementation plan to become designated as a living wage employer under the Living Wage for Families Campaign ("LWFC"). The implementation plan was approved during the summer and the City completed the steps outlined in the plan, including the approval of the City of Quesnel Living Wage Policy. The City

of Quesnel is the second municipality in Canada to receive this designation.

A living wage is the hourly wage a family is deemed to need to cover basic expenses which include: food; clothing; rental housing; child care; transportation; and small savings to cover illness or emergencies. This hourly rate is calculated annually by the LWFC, based on the living expenses of a two-parent family with two children with each parent working full-time. In 2016, the living wage rate for Quesnel was \$16.52/hour, including benefits.



# 2016 HIGHLIGHTS

## HEALTHCARE RECRUITMENT AWARD

The City of Quesnel was honoured with the Community Project Award (Population <20,000) by the British Columbia Economic Development Association for the Healthcare Recruitment Red Carpet Welcome Program.

The award recognizes a community or regional partnership that works together in on-going economic development work and activities. Judging Criteria includes: the extent of the economic impact on its community; achievement of its stated objective with measurable results; development of strong relationships with relevant players and widespread support in the community; innovation, originality and cost effectiveness; and relevance and transferability of elements to other communities.

The Healthcare Recruitment Coordinator connects with new potential physicians and healthcare professionals prior to their arrival for a visit in Quesnel, plans a community tour that matches their interests, arranges for a personalized welcome package to greet them at the airport, and then continues to connect with them to answer community questions afterward. Once they have committed to Quesnel, she works with them to find appropriate housing, picks them up at the airport on their arrival, and helps them to settle in the community.

In 2016, the recruitment team placed 14 new doctors in the community. The program has been made possible by funding from the Cariboo Chilcotin Hospital Regional District.





# 2016 HIGHLIGHTS

# OFFICIAL COMMUNITY PLAN UPDATE

In 2016, the City began the process of updating the Official Community Plan (OCP). The City's Official Community Plan (last updated in 2007) provides goals, objectives and policies to help guide decisions on land use, growth management, housing, employment, the environment, parks and recreation, arts and culture, community well-being, and infrastructure.

The City held multiple community consultation events in November, hosted a photo contest and released a survey. Many community members participated and provided the City with ideas and comments. The draft OCP will be presented to the public in 2017 for feedback. The final OCP will be presented in fall 2017.



# 2016 HIGHLIGHTS

## BUILDING COMMUNITY AWARENESS

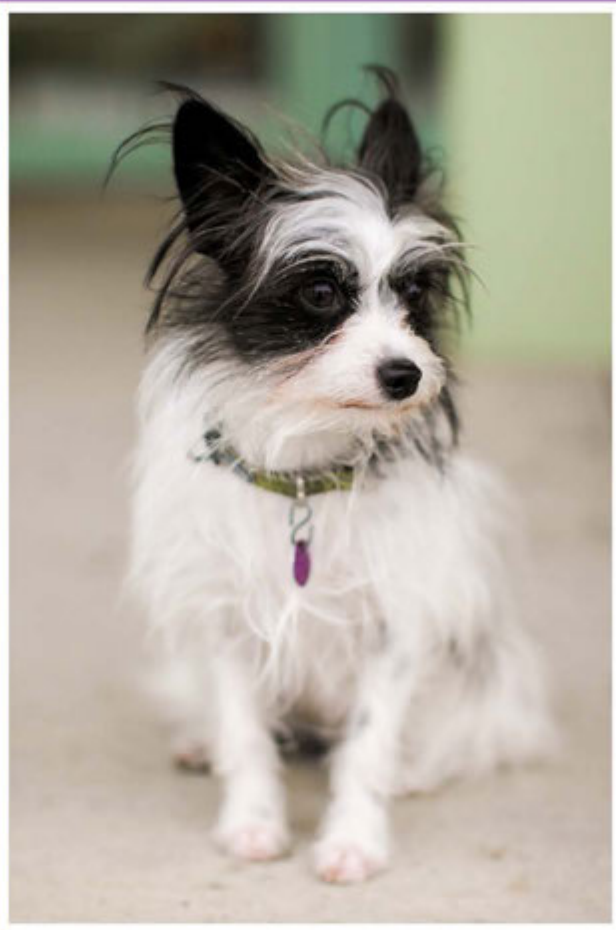
In 2016 the City focused on building community awareness. Bylaw of the Month was introduced highlighting relevant by-laws each month, including, dog licensing, sprinkling regulations, accessibility awareness and more.

The City also started redesigning the new City website. The

new website will incorporate the new City brand while having a more user friendly navigation. More information will be added to the new website and the community will be able to find what they are looking for easily with the new mega menu, upgraded search function and the *I want to* menu. The website will be launched May 31, 2017.

## BYLAW OF THE MONTH DOG AWARENESS

Animal, Bird and Insect Control and Licensing Bylaw No. 1700 ([view on quesnel.ca](http://www.quesnel.ca))



**Thank you for licencing your dog annually!**

# 2016 Strategic Plan and Measures



# 2016 STRATEGIC PLAN

## COMMUNITY HEALTH AND SAFETY

Strategic Action		Measure
1.1	Housing Initiatives	
1.1.1	Update the housing needs assessment numbers.	Completed. The data was sent to the Community Development Institute to be incorporated into their Northern Housing Study which will be presented to Council in January 2017.
1.1.2	Develop a comprehensive housing strategy to encourage investment across the housing spectrum, with a key focus on housing gaps identified in the needs assessment.	Housing initiatives continue to be a key priority for the City (see 1.1.3 to 1.1.5 below). The Official Community Plan (OCP) will help to provide the long term framework for housing.
1.1.3	Develop and update bylaws to support our housing strategy (business licensing updates, building maintenance bylaw, and a secondary suites bylaw).	The Business Licensing Bylaw update was completed. The issue of secondary suites will be addressed in the OCP update. The building maintenance bylaw is being developed by the Policy and Bylaw Committee to bring to Council in the first quarter of 2017.
1.1.4	Consider Development Cost Charges exemptions/226 Tax Exemptions to help encourage developers to invest in Quesnel.	Completed. The Multi-Family Housing Incentive Bylaw No. 1805 has been adopted by Council.
1.1.5	Consider City land for allocation to housing initiatives to help encourage housing investment.	A policy has been developed to assist Council with allocating City owned lands for housing.
1.2	West Quesnel Land Stability Project (WQLS)	
1.2.1	Minimize the environmental impact of the extra storm water drainage due to the enhanced collection system.	The stormceptors have been installed and will filter the grit/sand and oil from the storm water before entering the infiltration area. The infiltration area will be finished in 2017.
1.2.2	Complete the large infrastructure Phase II project, and the associated paving required.	Phase II of this project was completed on time and below budget. The extra works allowed due to the cost savings will be completed in 2017.
1.2.3	Work with the WQLS Committee to engage residents in next steps for reducing their impacts on ground water.	Preliminary discussions have been held to date with the West Quesnel Land Stability Committee.
1.3	Work with BC Transit and stakeholders, as they conduct a service review of transit operations.	The service review was completed; Council approved changes to improve the effectiveness of the regular transit system, by adjusting routes and hours of operation, without a significant cost impact.
1.4	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.	The City is working with the Ministry of Transportation and Infrastructure to get this project back on track.
1.5	Continue to work towards improving accessibility outcomes for all residents by continuing the capital program and develop an accessible downtown washroom facility.	The site for this facility has been selected (the old KMAX building on Spirit Square). Staff are working to get this to the construction stage.



# 2016 STRATEGIC PLAN

## FINANCIAL STABILITY OF THE CORPORATION

	Strategic Action	Measure
2.1	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.	The 2017 budget process was near completion at the end of 2016. Early budget approval is expected in the first quarter of 2017.

## ECONOMIC STABILITY AND DIVERSIFICATION

	Strategic Action	Measure
3.1	Reposition the community image through a marketing and re-branding initiative.	The brand development phase has been completed, implementation will begin in 2017.
3.2	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.	For the WQLS project, the local spending totaled \$801,000 to the end of December. The Arena Replacement Project has resulted in \$2,896,000 of local spending.
3.3	Address the equity issues related to the 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.	The Industrial tax class levy has been held at the 2015 dollar level for 2016-2018. This will result in gradual shifting of taxes to the residential and business classes.
3.4	Engage the hospitality providers with the goal of the municipality administering a Municipal Regional District Tax (Hotel Tax) for Quesnel.	This process is underway. Council has determined that it's in favour of a locally administered hotel tax rather than a regionally managed tax. Consultation with local hotel operators is ongoing.
3.5	Investigate a living wage policy for the City of Quesnel.	The City of Quesnel has been accepted as a Living Wage employer.

# 2016 STRATEGIC PLAN

## ENVIRONMENTAL STEWARDSHIP

Strategic Action		Measure
4.1	Review landfill and recycling practices to work towards zero waste.	A project team is engaged on this. Recycling education is being delivered to residents by Baker Creek Enhancement Society for the City. Recently, the City worked with the Cariboo Regional District (CRD) offering discounted composters to the community.
4.2	Continue to engage the Province on the development of a Community Forest for Quesnel.	The City is waiting for the results of the Timber Supply Allocation from the Province following the Allowable Annual Cut determination.
4.3	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.	This project has been deferred until 2017.
4.4	Utilize sensitive areas inventory information in our land use planning (upcoming Official Community Plan refresh).	This will be considered in the OCP update.

# 2016 STRATEGIC PLAN

## GOVERNANCE

	Strategic Action	Measure
5.1	Engage local First Nations at a more meaningful level, this effort could include community to community forums, creation of a joint First Nations Relations Committee, seeking out of recognition opportunities and the development of communications protocols.	Discussions are ongoing with the Lhtako First Nation regarding recognition in City facilities, and development of a memorandum of understanding between our local governments and economic development projects.
5.2	Complete the refresh of the City committee structure.	Completed.
5.3	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.	The Bylaw of the Month reports and enforcement are ongoing. The quarterly reporting from the City was updated. The contract for the development of a new City website was awarded in the fourth quarter.
5.4	Continue to work with the North Cariboo Directors of the CRD to improve equitable service delivery.	The current focus is on the development of a Terms of Reference for the Joint Planning Committee to help bring more structure to the committee.
5.5	Engage the community, specifically meeting with Neighbourhood Associations, Business Associations and other stakeholders to further update the City's Official Community Plan.	<p>A significant level of initial community engagement occurred in the fourth quarter related to the OCP including:</p> <ul style="list-style-type: none"> <li>• Staff engaged youth at five schools.</li> <li>• 260 surveys were received from the public.</li> <li>• Two post-it boards were displayed.</li> <li>• Four neighbourhood open houses were held.</li> <li>• Engagement open house with selected speakers with a Q&amp;A session.</li> </ul> <p>The consultants are preparing policy direction papers to bring to Council in the first quarter of 2017 to help with the development of the bylaws. A second round of consultation will gain feedback on the proposed bylaws in late March 2017.</p>

# 2016 STRATEGIC PLAN

## INFRASTRUCTURE RE-INVESTMENT

Strategic Action		Measure
6.1	Replace the existing public works yards. In 2016, develop plans and communicate to the community before moving to a referendum.	Council has determined to hold a referendum on this important project at the same time the local general election is held in October 2018.
6.2	Implement the Parks, Green Spaces and Outdoor Recreation Master 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.	Staff is implementing the Parks, Green Spaces and Outdoor Recreation Master Plan. Work is ongoing at the Barlow Creek ball diamonds, as part of rationalizing the number of ball parks in the community. A ball user meeting is planned for early 2017 to gather input. The City is planning for early work on the cycling network in 2017.
6.3	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.	This grant funded project has been completed.

## 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.

# 2017 Strategic Plan



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

# 2017 STRATEGIC PLAN

## COMMUNITY HEALTH AND SAFETY

Strategic Action	
1.1	Develop a Policing Committee of Council with mechanisms to allow public involvement; this may also include community input into all emergency services lead by the City.
1.2	Housing Initiative - Develop and consult on secondary suite and maintenance bylaws.
1.3	West Quesnel Land Stability Project
1.3.1	Develop a plan to lower the ongoing monitoring costs.
1.3.2	Start a neighbourhood initiative in the study area re: what improvements residents can make.
1.3.3	Investigate options for financial assistance for impacted homeowners.
1.3.4	Development permit for hazardous area.
1.4	Continue to work with the Ministry of Transportation and Infrastructure as the Highway Safety project moves into an action phase
1.5	Implement recommendations from the Fire Department review.
1.6	Continue the work with BC Transit to improve the performance of our Transit services while maintaining its cost effectiveness.
1.7	Marijuana Legalization - manage the local impacts of the pending Federal regulation changes.

## FINANCIAL STABILITY OF THE CORPORATION

Strategic Action	
2.1	Continue with tax framework, budget analysis and review on a business unit/cost centre basis.
2.2	Succession planning review considering the medium term (three to five year window) needs of the City for both Exempt staff and key CUPE staff.
2.3	Continue work on City's procurement policy, including the possibility of incorporating specific Social Procurement policies.
2.4	Conduct a review of the Airport business model including: consideration of an Airport Improvement Fee, development of a marketing initiative for Airport lands, and rebranding of the Airport.



# 2017 STRATEGIC PLAN

## ECONOMIC STABILITY AND DIVERSIFICATION

Strategic Action	
3.1	Implement new Quesnel brand, including website redevelopment.
3.2	Plan and implement an outstanding Canada 150 celebration.
3.3	Hotel Tax Initiative - complete local signup and submit required documentation to the Province.
3.4	Implement professional recruitment strategy working with key community stakeholders (Rural Dividend funds dependent).
3.5	Trails Initiative – inventory of existing area trails.
3.6	Continue to maximize access to Northern Development Initiative Trust, Cariboo Chilcotin Beetle Action Coalition and Rural Dividend grant funds.

## ENVIRONMENTAL STEWARDSHIP

Strategic Action	
4.1	Continue engagement with the Province re: establishing a Quesnel Community Forest.
4.2	Conduct an in-depth analysis of the City mobile fleet.
4.2.1	Consider strategies to reduce the environmental footprint.
4.2.2	Lower the overall cost of ownership.
4.2.3	Review the replacement and financing strategy for mobile fleet.
4.3	Landfill Initiatives
4.3.1	Continue with zero waste initiative.
4.3.2	Incorporate Albert Johnston Park into new landfill cell, with consideration of traffic and recycling flows to improve efficiencies.
4.4	Master Parks Plan – continue to look at reducing the costs and environmental footprint of managing and maintaining the City's parks, greenspaces, flower beds and baskets.

# 2017 STRATEGIC PLAN

## GOVERNANCE

Strategic Action	
5.1	Continue with First Nations recognition / engagement initiative.
5.2	Continue with the Official Community Plan update.
5.3	Develop more of a partnership relationship with key agencies such as School District #28 and the Northern Health Authority regarding facilities renewal and replacement planning.
5.4	Review and formalize governance model for the North Cariboo Joint Planning Committee

## INFRASTRUCTURE RE-INVESTMENT

Strategic Action	
6.1	Develop a plan for Downtown redevelopment focused on the 200/300/400 blocks of Reid Street in correlation with Ministry of Transportation planning for throughput improvements.
6.2	Rationalize the community ball parks, as per the recommendations from the Master Parks Plan, including a plan which considers community ball parks, the old soccer field, Sugarloaf Park, the Rotary ball diamond and Cariboo Field.
6.3	Water System Sustainability Initiatives.
6.3.1	Continue building redundancy into water system.
6.3.2	Take advantage of significant grant opportunities.
6.3.3	Feasibility study for water treatment.
6.4	Continue with “grant ready” planning for major facility upgrades.
6.5	Planning work for major upgrades to the Skateboard Park, Riverfront Trail, and Lewis Drive Rink.

# 2016 Consolidated Financial Statements



FOR THE YEAR ENDED DECEMBER 31, 2016

AVAILABLE ON THE CITY WEBSITE AT  
[WWW.QUESNEL.CA](http://WWW.QUESNEL.CA)



# 2016 PERMISSIVE TAX EXEMPTIONS

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

Roll #	Organization	Total Exemption Amount
87.000	Quesnel Masonic Temple Society	2,640
206.000	Salvation Army	6,503
218.000	Quesnel & District Child Dev Centre	14,689
247.000	Quesnel Womens Resource Centre	1,803
248.000	Quesnel Womens Resource Centre	567
257.500	Quesnel Lions Society	1,619
267.000	Amata Transition House Society	3,135
314.000	Fraser Village Homes Society	2,830
332.000	Royal Canadian Legion Branch 94	11,061
418.010	Quesnel & District Seniors Society	26,765
419.000	Quesnel Curling Club	13,928
1550.080	Quesnel & District SPCA	3,417
2147.001	North Cariboo Aboriginal Program Society	1,303
2148.000	North Cariboo Aboriginal Program Society	32
2189.000	Quesnel Tillicum Society	8,156
2193.000	Quesnel Tillicum Society	221
2197.000	Quesnel Tillicum Society	951
4013.083	Royal Canadian Legion Branch 94	6,870
4209.000	Quesnel Elks Club	941
4210.000	Quesnel Elks Club	1,841
5862.500	Quesnel Auto Racing Association	8,243
<b>Total</b>		<b>\$117,515</b>

## CHURCH LAND AND LAND SURROUNDING STATUTORY EXEMPTIONS

### *Church Owned Lands - 224 (2)(F)*

220.000	Fraser Basin	3,956
329.000	United Church of Canada	1,345
328.000	United Church of Canada	786
961.000	Roman Catholic Bishop	624
1200.890	Northstar Fellowship Baptist Church	1,674
2025.000	Trinity Luthern Church	318
2602.000	Cariboo Gur Sikh Temple Society	123
2703.000	Guru Dabar Society	89
3600.000	Congregation of Quesnel Jehovah's Witnesses	385
4211.000	Victory Way Baptist Church	283
4659.000	Lighthouse Pentecostal Church of Quesnel	89
5047.309	Bethel Pentecostal Tabernacle of Quesnel	2,003

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

314.000	Fraser Village Homes Society	12,019
961.000	Roman Catholic Bishop	124
<b>Total</b>		<b>23,816</b>

## REVITALIZATION TAX EXEMPTIONS - 226

West Fraser Mills Ltd.	600,000
<b>Total</b>	<b>600,000</b>