



2020 Strategic Plan and Measures

Community Health and Safety

STRATEGIC ACTION		PROGRESS
1.1	Housing Initiatives:	
1.1.1	Finalize the Secondary Suite Policy	Promote and communicate the new secondary suite zoning policy to encourage legalization. 8 suites legalized.
1.1.2	Develop maintenance bylaws	9 new complaints of MRS bylaw infractions.
1.1.3	Identify housing opportunities: work with developers, the non-profit sector and funding agencies (BC Housing). Partner with local First Nations bands and Southern Dakeelh National Alliance	Continue the actions identified in the Housing Needs Plan. In 2020 identified 4 new sites of additional supportive housing in the community.
1.1.4	Consider the development opportunities for City-owned lands	Land inventory report to Council with focus on City owned lands. Reviewed undeveloped park lots. Identified lands for multi-unit housing opportunities.
1.2	Develop a policy-based approach to guide further development in the West Quesnel land slippage study area.	Consider how to encourage reinvestment in WQ. Staff to further investigate homeowner's insurance difficulties in the slippage area, and potential for funding from Province to impacted homeowners.
1.3	Continue to work with the Ministry of Transportation and Infrastructure to move the Interconnector project forward	MOTI concept design is completed, re-engagement with the public on the Interconnector delayed until 2021.
1.4	Emergency Services:	
1.4.1 (new)	Maintain quality and quantity of Volunteer Fire Fighters.	The junior firefighter program was temporarily cancelled due to COVID concerns, planning to reinstate this program in the future.
1.4.2 (new)	Increased RCMP / Bylaw enforcement	The City is working to achieve the maximum community benefit from the resources which were added this year. BYLAW AND RCMP TO ASSIST WITH PUBLIC HEALTH ENFORCEMENT RE: COVID19.
1.4.3	Evacuation Planning	The full scale evacuation plan has been developed, COVID 19 prevented larger emergency practices.
1.4.4	Safer Quesnel Initiative	Took actions to rectify property disturbance issues at 4 properties. Obtained funding and structured a local Situation Table to address individuals in crisis.

Community Development

	STRATEGIC ACTION	PROGRESS
2.1	Age-Friendly Initiative – develop an Age-Friendly Plan for Quesnel	The City will continue to support the NCSC with grant administration and application support. The Coordinator role will continue to mid-year, the AF committee will end in 2020. CITY TO WORK WITH AF COMMITTEE TO ENSURE SENIORS ARE GETTING THE SERVICES THEY NEED.
2.2	Child Care Planning	Child Care Inventory and Needs Analysis completed. Plans for new Child Care Centre were completed and funding application submitted to BC New Spaces Fund.
2.3 (new)	Gymnastics Facility	Working with Joint Planning. develop a fully costed, conceptual plan for a Gymnastics facility located adjacent to the Arts and Rec Centre. Seek funding for same.
2.4 (new)	Community trails development	Continuation of trails planning and development both inside Quesnel boundaries and within the sub-region.
2.5	Develop and Implement a new process for recognizing and energizing volunteers	A new volunteer recognition process has been developed.
2.6	Quesnel Regional Airport	All Scheduled flights are down due to COVID-19. Airport is on a minimum manning/ maintenance schedule.

Environmental Leadership

	STRATEGIC ACTION	PROGRESS
4.1	Complete a strategic review of landfilling and recycling practices	A landfill development plan was developed by Sperling Hansen. A landfill manager was hired.
4.2	Develop a climate change strategy	Council approved the Climate Change strategy.

Governance

	STRATEGIC ACTION	PROGRESS
5.1.1	First Nations recognition and partnerships	Staff submitted Phase 1 of the Cultural Centre project for Federal infrastructure funding.
5.1.2	Work with Local FN bands to consider reconciliation and recognition measures	This action deferred until 2021.
5.1.3	Working with ?Esdilagh and Lhtako Dené First Nations develop a concept for a commemorative site for the War Chiefs	This action deferred until 2021.
5.2	Enhance community engagement, despite COVID issues	2020 was to be a year of more intense public engagement, but the pandemic prevented this for occurring.

Infrastructure Reinvestment

	STRATEGIC ACTION	PROGRESS
6.1	Water system sustainability initiatives	Complete Infrastructure review and management policy. Water treatment planning and water conservation update.
6.2	Downtown Firehall Rebuild	Staff submitted a Federal Infrastructure grant application for the rebuild of the DT firehall at its current location.
6.3	Johnston Bridge Rebuild	Continued development of rebuild plan for the bridge with McCall Engineering. Developed preventative maintenance plan for existing city bridges with McCall Engineering.

Economic Development & Transition Planning

	STRATEGIC ACTION	PROGRESS
7.1	Destination Development	
7.1.1	Institute a Municipal Regional District Tax to fund tourism marketing initiatives	Followed up with hoteliers and have 40% support of rooms and properties.
7.1.2	Trail Marketing	Launched trail marketing video, map, and social campaign when travel was permitted.
7.1.3	Focus on Economic Development through hosting events and tournaments	ALL HOSTING STOOD DOWN DUE TO COVID EVENT, AND THE RE-DIRECTION OF ECONOMIC DEVELOPMENT TO BUSINESS SUPPORT ACTIVITIES.
7.1.4	Plan waterfront development including First Nations Cultural Centre	Funding application submitted for Lhtako Dené Cultural Centre; RV Park planning completed; plans developed and funding received for footbridge improvements, trail lighting.
7.1.5	Wayfinding	Vehicular wayfinding, parks signage completed; trail wayfinding planning complete.
7.2	Innovative Resource Industries	
7.2.1	Agriculture sector development	Location confirmed and contractor hired to build Food Hub.
7.2.2	Mining Sector	Minerals North cancelled due to COVID-19; continue participation in Blackwater CLC meetings.
7.3	Resident & Investment Retention and Attraction	
7.3.1	City brand development	Completed improvements to Spirit Square stage; Explore Quesnel tourism campaign launched during safe travel period; relaunched relocation campaign in new markets.
7.3.2	Business Retention, Expansion, and Attraction	Business Support Team launched three rounds of calls to business connecting them to available COVID-19 supports; Love Quesnel #InQuesnel campaign launched to encourage local shopping during pandemic, in partnership with BIAs, Community Futures North Cariboo, Chamber.

Forestry

	STRATEGIC ACTION	PROGRESS
8.1	Community Forest	Established a Partner Group and a Technical Working Group. Assisted Lhtako Dené to secure a non-replaceable forest license to pay for the Application phase. Drafted a Project Charter and Participation Agreement.
8.2	Community Wildfire Protection Plan and FireSmart	Advanced CWPP treatments and enabling best practices with academic, government, and industry partners. Reached at least 6,000 residents for the private land wildfire risk reduction campaign (FireSmart).
8.3	Landscape Management and Ecosystem Restoration	Supported FLNRO with Quesnel Land Management Strategy and the Forest Landscape Planning Pilot. Attracted research groups to utilize the Forestry Innovation Centre.
8.4	Labour Force re-development	Worked with training partners, industry and professional associations to produce a selective harvesting training school pilot proposal. Conducted interviews with industry to identify local training gaps.
8.5	Manufacturing analysis and business case development	Produced two technical reports on wood products (solid wood & bioproducts) manufacturing. Partnered with Nazko and Lhtako Dené First Nations to conduct a biomass utilization scoping study. Built a network with provincial and federal wood product organizations.



2021 Strategic Plan

Community Health and Safety

	STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023 GOALS
1.1	Housing Initiative			
1.1.1	Finalize the Secondary Suite Policy	Continue the promotion of legalization and new construction. Amend zoning to match provincial Building code changes.	Continue to market the conversion and creation of secondary suites.	Continue to market the conversion and creation of secondary suites.
1.1.2	Develop maintenance bylaws	Continue to utilize maintenance bylaw as a tool to improve the quality of rental accommodations.	Continue to utilize maintenance bylaw as a tool to improve the quality of rental accommodations.	Continue to utilize maintenance bylaw as a tool to improve the quality of rental accommodations.
1.1.3	Identify housing opportunities: work with developers, the non-profit sector and funding agencies (BC Housing). Partner with local First Nations bands and Southern Dakeelh National Alliance	Action the Housing Needs Plan, promote multi-unit housing.	Action the Housing Needs Plan, promote multi-unit housing.	Action the Housing Needs Plan, promote multi-unit housing.
1.1.4	Consider the development opportunities for City-owned lands	Work with developers to create multi-unit housing plans for identified parcels, utilizing RFPs and partnerships.	Work with developers to create multi-unit housing plans for identified parcels, utilizing RFPs and partnerships.	Work with developers to create multi-unit housing plans for identified parcels, utilizing RFPs and partnerships.
1.2	Develop a policy-based approach to guide further development in the West Quesnel land slippage study area	Work with development community to understand process and identify serviced parcels suitable for mobile development.	Work with development community to understand process and identify serviced parcels suitable for mobile development.	Work with development community to understand process and identify serviced parcels suitable for mobile development.
1.3	Continue to work with the Ministry of Transportation and Infrastructure to move the Interconnector project forward	If the interconnector receives the necessary funding, detailed design will commence.	Details Design.	Construction phase, if funding is approved. The City will work with MOTI to ensure trail network connectivity.
1.4	Emergency Services			
1.4.1	Maintain quality and quantity of Volunteer Fire Fighters			
1.4.2	Increased RCMP / Bylaw enforcement		Review the effectiveness of Bylaw and RCMP deployment numbers.	
1.4.3	Evacuation Planning	done, operational not strategic.		
1.4.4	Safer Quesnel Initiative	Work with community stakeholders to implement Situation Table. Work with MRS and nuisance bylaws to reduce neighbourhood disturbances. Work with social agencies to alleviate impacts of opioid crisis and the rise in the homeless population.		

Community Development

	STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023 GOALS
2.1	Age-Friendly Initiative – develop an Age-Friendly Plan for Quesnel	Council provided COVID Restart funds to the NCSC to assist the group during start-up. The Age Friendly designation was awarded to the City.		
2.2	Child Care Planning	The project moves into a construction and operational phase if grant funding received.		
2.3	Gymnastics Facility	Seek funding sources, build facility.	Seek funding sources, build facility.	Seek funding sources, build facility.
2.4	Community trails development	Develop a process to ensure that ongoing maintenance is provided to all developed trails, with extraordinary maintenance at spring startup.		
2.5	Develop and Implement a new process for recognizing and energizing volunteers	Implementation of new volunteer recognition. Depending upon the duration of the COVID-19 virus, a community celebration event is being considered for the fall of 2021.		
2.6	Quesnel Regional Airport	Staff is considering options to reinstate Scheduled flights. A major runway paving project has been approved. Business attraction to airport is a key issue.	Business attraction to the airport.	Business attraction to the airport.

Environmental Leadership

	STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023 GOALS
4.1	Complete a strategic review of landfilling and recycling practices	Finalize landfill filling plan and berm project.		
4.2	Develop a climate change strategy	Implement Climate Action Plan.		

Governance

	STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023 GOALS
5.1.1	First Nations recognition and partnerships			
5.1.2	Work with Local FN bands to consider reconciliation and recognition measures.	Working with FN partners, the City will consider the adoption of UNDRIP, the TRC recommendations, and develop an anti-racism policy. The RCMP has started their own processes to work closer with local FN bands.		
5.1.3	Working with ?Esdilagh and Lhtako Dené First Nations develop a concept for a commemorative site for the War Chiefs.	Work with Northern Health to have the site donated to the City. Develop the plan with FN architect and input from FN's.	Source funding for the proposed works. Construct works.	
5.2	Enhance community engagement, despite COVID-19 issues.	The City is hiring a communication consultant to help deepen our brand (Vision) public engagement. Our diverse initiatives are connected by our overall vision. This needs to be outlined to the public.	Continuing with the high level community engagement.	

Infrastructure Reinvestment

	STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023 GOALS
6.1	Water system sustainability initiatives	Continue water treatment planning and seek grant funding for water treatment infrastructure.	Seek funding for water treatment infrastructure, build when successful.	Seek funding for water treatment infrastructure, build when successful.
6.2	Downtown Firehall Rebuild	The grant outcome will determine the next steps of this project. This rebuild project is well positioned for a public assent process to access funding if the grant is not forthcoming.		
6.3	Johnston Bridge Rebuild	Finish details and logistics of rebuilding plan, seek funding.	Rebuild bridge once funding is available.	

Economic Development & Transition Planning

	STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023 GOALS
7.1	Destination Development			
7.1.1	Institute a Municipal Regional District Tax to fund tourism marketing initiatives	Continue to seek support; if MRDT is approved, implement; if MRDT is not approved, host tourism stakeholder meeting to discuss cooperative marketing opportunities and cost structure.		
7.1.2	Trail Marketing	Relaunch trail marketing campaign when travel is allowed.	Create new trail marketing video content to promote new and improved trails in area.	
7.1.3	Focus on Economic Development through hosting events and tournaments	Re-development of tourism website, including event attraction, event planning, and event listing features; submit bid package for BC Winter Games.	Submit bid package for Mountain Bike Symposium.	
7.1.4	Plan waterfront development including First Nations Cultural Centre	Implement RV Park Plan at former Public Works Yard; develop Indigenous Interpretive plan for Riverfront Trail; complete feasibility study of standing wave feature in Quesnel River.	Complete improvements to Fraser Village landing and trail connection to Riverfront Trail; seek funding opportunities to implement Indigenous Interpretive Plan.	
7.1.5	Wayfinding	Complete Riverfront Trail wayfinding; plan interpretive signage; develop new signs for non-park destinations (museum, pioneer cemetery, sani-loop); install gateway signage.	Complete interpretive sign replacement on Riverfront Trail.	
7.2	Innovative Resource Industries			
7.2.1	Agriculture sector development	Launch Food Hub, continue support.	Continue to support Food Hub; abattoir business case development?	
7.2.2	Mining Sector	Minerals North conference planning; build relationship with BGM. Continue participation in Blackwater Community Liaison Committee.	Host Minerals North Conference.	
7.3	Resident & Investment Retention and Attraction			
7.3.1	City brand development	Update tourism website; promote City brand as City vision in the community; workforce attraction campaign.	Update Community Profile (2021 Census Data).	
7.3.2	Business Retention, Expansion, and Attraction	Continue to support business by connecting to support programs; attract new members to Love Quesnel and continue shop local promotion; continue PNP program.	Continue Love Quesnel program; continue PNP program; conduct leakage analysis; support new business attraction to airport land.	

Forestry Initiatives

	STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023+ GOALS
8.1	Community Forest	Develop Ltd. Partnership Company, determine area of operation, and foster public support. Advance the Community Forest Agreement (CFA) application.	Begin steps to operationalize the community forest agreement.	Work with partners of the Ltd. Company and Partner Group (elected officials) on the operational community forest.
8.2	FireSmart and the Community Wildfire Protection Plan (CWPP)	Continue CWPP implementation with extensive private land (FireSmart) strategy. Enable best practices by bringing together industry, academic expertise and government and non-government networks. Continue developing centre of excellence for fuel management.	Continue to implement the existing CWPP while targeting new fuel treatment areas in conjunction with Community Forest operations. Expand existing fuel management areas for cohesive fuel reduction.	Renew existing CWPP in 2025-2027 as nested within the Community Forest operational plans, the Quesnel Land Management Strategy and the Forest Landscape Planning Pilot.
8.3	Landscape Management and Ecosystem Restoration	Support FLNRORD with Quesnel Land Management Strategy and the Forest Landscape Planning Pilot at the Planning Table and Community Advisory Committee levels. Work with academic partners on landscape level research (Silv@21). Utilize Forestry Innovation Centre as a hub for research activities. Identify public education opportunities including fostering understanding of land management.	Continue support for Land Management Strategy and the Forest Landscape Planning Pilot. Continue to work with academic partners on landscape level research (Silv@21 to run from 2021-2026). Continue to utilize Forestry Innovation Centre as a hub for academic and applied research.	Continue with support of Land Management Strategy and the Forest Landscape Planning Pilot (implementation phase scheduled for Jan 2024). Continue to work with academic partners on landscape level research. Continue to utilize Forestry Innovation Centre as a hub for research.
8.4	Labour Force re-development	Work with training partners, industry and professional associations on developing a training school pilot in Quesnel for innovative forest harvesting.	Continue collaborating on "made to order" programming to maximize opportunity for future workforce in Quesnel. Collaborate with school district and youth organisations on attracting students to forestry.	Continue working with training partners, industry and professional associations on curriculum and programming and on youth attraction strategies.
8.5	Manufacturing analysis and business case development	Conduct research to identify knowledge gaps and wood manufacturing "best bets" for Quesnel in new markets or to improve existing markets. Work with First Nations and industry partners to advance opportunities towards capital investment.	Work with First Nations and industry partners to advance manufacturing opportunities towards capital investment. Share research broadly to attract partnerships.	Continue to identify knowledge gaps and attract research and partnerships to answer them, to support the continual improvement of Quesnel's wood manufacturing sector.