



2023 Strategic Plan

Housing Initiatives

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
1.1	Facilitate the development of new housing		
1.1.1	Review municipal best practices	Identify opportunities to market the development potentials in the City.	"Review the Multi-unit Incentives Program to determine its effectiveness; Identify new programs to renovate buildings in the downtown for additional housing. Review density bonusing policies to encourage higher density developments."
1.1.2	Work with local stakeholders to understand the projected job growth & housing demand growth.	Encourage major employers who are identifying housing as a need to link with developers or provide information on their need to market to developers ; recognize that housing development is expensive in Quesnel with less return - continue to offer incentives.	Continue to encourage community employers communicate housing needs that can be shared with prospective developers.
1.1.3	Encourage the development of vacant parcels of land within City boundaries	Initiate the development of a Master Infrastructure Plan that will provide greater certainty to developers on infrastructure costs associated with development.	Coordinate the recommendations of the Master Infrastructure Plan with Capital Planning and land use goals and targets.
1.1.4	Consider the development opportunities for City-owned lands.	Facilitate start of construction for an apartment and identification of a new partnership for an additional multi-unit development.	Look for opportunities on other city parcels. Work with Province on lands inventory.
1.1.5	Consider how to encourage infill development in established neighbourhoods.	Continue to encourage the development of accessory dwelling units.	Following Infrastructure master plan identify additional opportunities to encourage densification of underutilized properties on services (i.e. subdivision of large lots)
1.2	Facilitate connected, walkable, low carbon footprint neighbourhoods.		
1.2.1	Assist with the roll out and adoption of the BC Building Code step code	Actively participate in the Step Code roll out and engage local building industry on Step Code training.	Actively participate in the Step Code roll out and engage local building industry on Step Code training.
1.3	Encourage the development of innovative housing technologies	Identify projects that can be completed for the use of 3D printing and Mass Timber structural and/or decorative purposes.	Continue to monitor the progression of housing technologies and their applicability in our area.
1.4	Work with the Province to maximize housing opportunities in Quesnel.	Monitor and understand all Provincial housing initiatives and new legislation to ensure we are in compliance, and leveraging all opportunities for more housing.	

Community Development

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
2.1	Continue to research and develop new recreation amenities, working with the Regional District, to attract and retain residents	Currently researching/seeking funding for Disc Golf, a Field House (indoor courts) and Gymnastics facility.	Continue seeking funding sources, then build
2.2	Community trails development.	Continue with the development of trail networks. Create trail maintenance policy & a sustainable maintenance plan. Investigate connecting link between WFTP and Rec Centre.	Implement projects identified in Trails Report and Strategy. Continue collaborating with Gold Rush Cycling Club on projects and events.
2.3	Continue with Bike Park development	Implement Phase 3 of development project. Host and grow community involvement for the annual Quesnel Bike Festival.	Determine next development and expansion plan for Bike Park.
2.4	Develop and Implement a new process for recognizing and energizing volunteers.	A big push for volunteers will be necessary to the success of the Lhtako Quesnel BC Winter Games 2024. Any learnings on how to motivate volunteers will be of value moving forward.	

Community Health and Safety

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
3.1	Emergency Services		
3.1.1	Emergency Management	The Emergency Management team at the City has benefited from significant recent training and education. Our goal is to maintain the higher level of expertise moving forward through education, exercises, and followup on every significant emergency incident.	Continue with training, exercises
3.1.2	Increased RCMP / Bylaw enforcement	Determine RCMP deployment numbers, considering a potential RCMP Mobile Crisis Intervention Team (MCIT) expansion. Enforcement of new Parks Bylaw by Bylaw Enforcement is a strategic priority.	
3.1.3	Safer Quesnel Initiative	Continue with this important initiative.	
3.2	Manage Homelessness / Services to Vulnerable Populations		
3.2.1	Manage and Participate in RFP re: Servicing and Housing Options for Vulnerable Population	RFP to complete in 2023, then help to shape strategic direction regarding vulnerable population.	Implement strategy for vulnerable populations for Housing and Services
3.2.2	Determine long term sustainability for Clean Team	Determine a sustainable funding approach, and how the Clean Team should be managed (role of BIA's and other stakeholders)	

Environmental Leadership

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
4.1	Complete a strategic review of landfilling and recycling practices.	Continue with landfill berm construction to extend life of landfill	Continue with landfill berm construction to extend life of landfill
4.1.1	Working with the CRD, start planning the development of an Waste Diversion Centre facility in Quesnel.	Working with the CRD, start planning the development of an Waste Diversion Centre facility in Quesnel.	Working with the CRD, start planning the development of an Waste Diversion Centre facility in Quesnel.
4.2	Local climate change strategy	Implement Climate Action Plan	Complete a Climate Risk & Vulnerability Assessment
4.3	Active Transportation Planning	Update and expand active transportation plan, improving community connects and key corridors.	Source funding and implement priority projects from revised plan. Increase use of active transportation networks through marketing and/or programming.
4.4	Actively participate in the District Heating System study	Determine the Stage 2 feasibility for Quesnel which determines the customer base, the preliminary business case, and options for heat generation.	If this project is feasible, determine funding, ownership, construction timelines, etc. Lobby funding partners.

Governance

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
5.1	First Nations partnerships	The Lhtako Cultural Centre project is waiting for funding to proceed.	The Lhtako Cultural Centre project is waiting for funding to proceed.
5.1.1	Work with Lhtako Dene Nation to find funding for Lhtako Dene Trails Master Plan.	Find funding for the Master Plan	Implement projects from Master Plan.
5.1.2	Working with ?Esdilagh and Lhtako Dene First Nations develop a concept for a commemorative site for the War Chiefs.	Final design of project, and land acquisition are the next steps.	Seek funding then final design and construction.
5.1.3	Working collaboratively with FN bands, develop a permanent memorial to commemorate Residential schools.	Deep engagement with local FN bands and Metis Association to determine final design of project.	Seeks funding for project build, potentially on a phased basis.
5.1.4	Work collaboratively with LDFN to develop Lhtako Dene Park into a park that showcases FN culture.	Site prep to clear settler artifacts. Territorial welcome signage and first sculpture to be installed. Native plantings.	Continue development as planned build out.
5.2	Continue with the First Nation Leadership Roundtable meetings. Identify with this group how reconciliation can be meaningfully implemented at a local level.	Continue to develop closer working relationships with local band chiefs and managers.	Continue to develop closer working relationships with local band chiefs and managers.
5.3	Succession Planning for the Corporation	Public Works is making a management transition with a new Superintendent and two new Supervisors.	Hiring of skilled employees and mid-level to senior managers continues to be very challenging.

Infrastructure Reinvestment

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
6.1	Water system sustainability initiatives.	Public Information campaign for Water Treatment initiative. Construction of new reservoir in 2023.	Seek funding, construct when financially feasible.
6.3	Johnston Bridge Rebuild	Work with Telus and other utilities to determine replacement plan. Finalize budgets, finalize design for bridge. Tender the upgrades.	Construction of upgrades to the bridge.
6.4	Continue to work with the Ministry of Transportation and Infrastructure to move the Interconnector project forward.	Continue to lobby the Province to get the Interconnector project moved to the next phase, which is detailed design.	
6.5	Upgrading of RCMP building	Work with RCMP to conduct space needs analysis for the building and design concepts.	Determine funding for upgrades needed, plan and implement the upgrading.
6.6	Develop long range plan for Moffat Bridge	Work with the Province regarding the Moffat Bridge including, funding strategy for replacement and/or major upgrades, development to Province, etc.	Work with the Province regarding the Moffat Bridge including, funding strategy for replacement and/or major upgrades, development to Province, etc.
6.7	Secondary Sewage treatment long range planning	Update initial study on alternatives to the current method of secondary sewage treatment.	
6.8	Review funding for capital replacements with consideration for the addition of buildings upgrades from reserves, and the additional new infrastructure that has been added.	Engage engineering to review funding needs and prioritization of capital works.	
6.9	Review the fleet replacement plan.	The City is at halfway point in 10 year plan, reviews its effectiveness.	

Economic Development & Transition Planning

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
7.1	Destination Development		
7.1.1	Ensure the regional MRDT is working effectively for Quesnel and area.	Continue cooperative marketing program. Leverage CCCTMA MRDT funding when available.	
7.1.2	Trail Marketing	Update trail map; promote bike park and rentals as well as ongoing marketing of Quesnel as a trail destination.	
7.1.3	Focus on Economic Development through hosting events and tournaments	Host Minerals North in 2023. Support BC Winter Games. Develop bid packages for upcoming events such as NCLGA 2025, Com Forest Assoc. 2026. Target one major event per year.	Host Lhtako Quesnel BC Winter Games.
7.1.4	Plan waterfront development including First Nations Cultural Centre	Promote the RV Park which came from the Waterfront Plan	Revisit Waterfront Plan with Council to determine next priorities.
7.1.5	Wayfinding	Install interpretive signs.	Consider adding vehicular wayfinding signs in South Quesnel.
7.2	Innovative Resource Industries		
7.2.1	Agriculture sector development	Complete business case for HAACP-ready facility.	Continue to support Food Hub.
7.2.2	Mining Sector	Continue to build relationship with Artemis and Osisko Development Corporation.	
7.3	Resident & Investment Retention and Attraction		
7.3.1	City brand development	Continue to keep brand assets up to date. Consider Visitor Guide content changes for 2024. Update Community Profile.	
7.3.2	Business Retention, Expansion, and Attraction	Complete Workforce Strategy and begin implementation steps. Determine next steps for Love Quesnel/Shop Local programming.	Revisit Business Walks or other BRE initiative. Continue implementation of Workforce Strategy.
7.3.3	Health Care Recruitment	Work with CCRHD to renew funding agreement . Gather feedback about current program, and opportunities for improvements.	
7.4	Update the Economic Development strategy		Update Economic Development Strategy in 2024.

Forestry Initiatives

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
8.1	Community Forest	Submit the Community Forest Agreement application to the Province.	Work with the Ltd. Company on the getting an operational community forest by creating a Forest Stewardship Plan or Forest Landscape plan.
8.2	Community Wildfire Protection Plan and FireSmart	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	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	Continue collaborating on "made to order" programming to maximize opportunity for future workforce in Quesnel. Collaborate with school district and youth organizations on attracting students to forestry. Host a third Forestry Think Tank.	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	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.