

Quesnel Economic Development Strategy

2025 - 2029



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Land Acknowledgement

The City is in the traditional, unceded territories of the Lhtako Dene Nation.

Engagement Acknowledgement

The City of Quesnel would like to express its gratitude to the more than 200 residents, businesses, youth and community stakeholders for their time and valued insights into this initiative. Special thanks go to the Reference Group for contributing their knowledge, feedback and insights to the planning process and guiding the development of the Economic Development Strategy.



AN ECONOMIC ROADMAP FOR QUESNEL

The community and business landscape in the region has shifted significantly since the last Economic Development Strategy was formulated in 2018. Over the past six years, Economic Development staff have worked with other departments and community partners to complete many of the recommended projects and initiatives.

The COVID-19 pandemic and escalating concerns around reconciliation, climate change, labour markets, and housing affordability have radically transformed the economic landscape. We are today facing unprecedented uncertainty because of tariff threats from our major trading partner that could significantly and adversely impact our major industries.

A refreshed Strategy will drive the workplan for Economic Development staff over the next five years. It has been informed by consultation with the business community and residents and builds on the foundation set by the previous 2018 Strategy. A renewed emphasis on business retention and expansion will give staff a tool that can be used in future to measure success of projects and programs and changing needs or sentiment in the business community. Other actions focus on the region's economic resilience through new, meaningful partnerships and a spirit of cooperation, innovation and adaptation to the challenges ahead.

During the consultation phase, a number of community issues were raised, not all within the purview of economic development. For example, the issue of crime and public safety was raised in both community surveys and focus groups. While the Economic Development Strategy does not address these concerns directly, they have not been ignored and are noted in the City's Strategic Plan.

This Strategy directly supports the community vision set out in Quesnel's Official Community Plan and comprises three themes that reflect the challenges and opportunities for moving the regional economy forward to a prosperous future. Ten strategic objectives and 20 initiatives, all informed by the insights of residents, businesses and other stakeholders who took the time to participate in the engagement process, provide direction for moving forward through a targeted set of services and programs.



THE VALUES GUIDING THE STRATEGY

The Economic Development Strategy is guided by the values and strategic direction expressed in the City's Official Community Plan and the City of Quesnel Strategic Plan 2025-2026.

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** – We will responsibly steward taxpayer dollars for the near and long-term benefit of the residents of Quesnel
- **Proactive** – We will be forward thinking, mitigating risks for the community as we become aware of them and planning for services, infrastructure and development with the future in mind
- **Accountable** – We will focus on transparency wherever possible, and 'making it right' when errors have occurred
- **Responsive** – We will get back to people, be approachable and present in the community
- **Partnerships** – We will develop relationships that lead to meaningful collaborations that benefit the residents of Quesnel
- **Respectful** – We will champion the diversity of our community, ensure inclusiveness and treat one another as we would like to be treated

THREE FOCUS AREAS

BUSINESS DEVELOPMENT:

- A competitive and growing base of local businesses
- An effective local labour market with a healthy participation rate
- A dynamic business climate that enhances investment attraction and business development
- New investment in growing economic sectors

SECTOR INNOVATION:

- Research, investment and commercialization of innovative forest products and practices.
- A more prominent role in the regional mining sector's supply and value chain
- New small-scale, agri-food capacity that meets local demand while developing export markets

DESTINATION DEVELOPMENT:

- Targeted tourism-related infrastructure and services that encourage investment by the private sector
- A greater diversity of products and experiences that will drive the visitor economy
- A hosting community



BUILDING ON A FOUNDATION

Over the last six years, progress has been made under each pillar of the 2018 Economic Development Strategy. Economic Development and Tourism has worked with other City departments and community partners on the following.

DESTINATION DEVELOPMENT:

- Implemented actions identified in the Waterfront Plan including development of an RV Park in the former Public Works yard.
- Became a participant in the Cariboo Chilcotin Coast Tourism Association MRDT initiative and leveraged these funds for tourism marketing initiatives.
- Successfully accessed grant funding to develop and market trails identified in the 2017 North Cariboo Trails Master Plan.
- Developed hosting infrastructure and support for event hosting, including a successful bid for the 2024 BC Winter Games.
- Worked with Lhtako Dene to design and begin implementation of Lhtako Dene Park.
- Implemented community gateway, major and minor park, vehicular, pedestrian and trail wayfinding signage throughout the community.
- Developed a Hotel Revitalization Tax Exemption Bylaw to encourage new hotel development and improvements to existing properties.

INNOVATIVE RESOURCE INDUSTRIES:

- Hosted two follow-up sessions to the 2018 Forestry Think Tank process resulting in multiple actions including an MOU with Finland, development of a training program curriculum, and work to identify Quesnel's risk rating as a Bioeconomy Development Opportunity Zone; advanced the Community Forest to the application stage.
- Completed a business case and received over \$1 million in funding to build a Food Hub in Quesnel, under an operating agreement with Sprout Kitchen Society since opening in 2021.
- Hosted Minerals North in Quesnel in 2023 resulting in an \$80,000 legacy fund which will support new mining training programs in Quesnel.
- Continued participation in the Blackwater Mine Community Liaison Committee and relationship building with Osisko Development.

RESIDENT AND INVESTMENT RETENTION & ATTRACTION:

- Re-developed a relocation guide, City brochure, visitor guide, trail map, other print materials and a new Tourism Quesnel website to support visitor and resident attraction.
- Facilitated a Business Support Team through the first year of the pandemic to ensure local businesses were accessing any support that was available to them.
- Completed a Workforce Strategy in response to business needs identified coming out of the pandemic. Implementation is currently underway with recently accessed grant funding.
- Developed numerous marketing campaigns to draw attention to Quesnel as a place to live, work, and visit.
- Expanded the Healthcare Recruitment and Retention program, by managing a short-stay apartment for new healthcare professionals entering the community and providing new financial support to locums providing coverage in Quesnel.
- Developed a land opportunity tool on the City website.
- Participated in the Regional Labour Market work completed by the Cariboo Regional District and resulting marketing tactics to draw workforce to the region.



ALIGNMENT WITH QUESNEL'S PLANNING FRAMEWORK

The Economic Development Strategy aligns with the OCP, the corporate strategy and other Quesnel planning initiatives. The Strategy reflects the goals and priorities outlined in these plans and strives to accentuate and leverage the efforts of Council, other City departments and key partners to support the local economy and community prosperity.

In the past decade, the City has been leading and participating in sector development initiatives in forestry, mining, agriculture and tourism, labour market studies, waterfront development, housing and childcare. It has worked with the Province on the Highway 97 interconnector project which would have major implications for Quesnel's downtown.

The Economic Development Strategy complements Quesnel's economic goals, policies and initiatives by identifying initiatives and actions that will be taken by the municipality over the next five years, and to track progress made over the same period.



ECONOMIC CHALLENGES

Quesnel has a rich and diverse economic history dating before European arrival. From the extensive trading practices of the Uda ukelh (Southern Carrier) peoples on whose traditional territory the city is located to a resource extraction economy built around forestry and mining, economic activities have influenced the identity of Quesnel and the Cariboo.

The population of the Quesnel area is approximately 23,000, which has varied only slightly over the last 20 years. The lack of population growth in combination with an above-average age of residents has implications for labour supply. Since 2011, employment has declined, which is precipitated by a slowing participation rate. People attraction, especially younger working families, would help turn things around, but for that to happen the jobs, housing and services like health care and childcare have to be available.

The forest sector is an immediate concern because of its critical role in Quesnel's economic base. It is facing severe headwinds on multiple fronts, including a declining timber supply and simmering trade and tariff issues.

Agriculture is not a major contributor to the economic base, but it is an important lifestyle sector and could be playing a more prominent role in addressing food sovereignty and local production. However, the high average age of farm owners is creating succession issues which may eventually affect farm viability and production capacity.

Regional tourism is only now recovering from the COVID-19 pandemic and while the traditional hunting and angling markets still exist, the best potential for growth is in nature-based outdoor recreation and cultural tourism that require new infrastructure and experience development.

Quesnel's mining sector has been growing with new mine projects and exploration activities boosting employment over the last decade. There are other promising prospects that could attract new investment and development in the years ahead.

The decades-long trend toward globalized free trade that has powered the Canadian and BC economies may be ending. For Quesnel this poses serious risks and it will be crucial to monitor developments closely. But even in this environment there will be diversification opportunities in areas less susceptible to international trade fluctuations. Core resource industries still have a key role to play in achieving community prosperity but navigating a transition to a knowledge-led economy where green, innovative, tech-savvy activities are developed will be needed as well.

LOCAL VIEWPOINTS ON ECONOMIC DEVELOPMENT

The engagement process gathered feedback and insights from more than 200 participants, representing residents, businesses, service providers, economic partners, First Nations and youth to gain insight into the challenges and opportunities that the region's economy is currently facing. Outreach consisted of two surveys, six focus groups, key informant interviews and a planning workshop. This local perspective was a critical part of the development of this strategy.

- **Community Survey:** A broad-based survey was distributed to residents to gauge their views on Quesnel's economic outlook, key challenges, and opportunities for growth. A total of 75 responses were collected.
- **Business Retention and Expansion (BRE) Survey:** This survey targeted business owners and operators to assess business conditions, barriers to growth, and support needs. A total of 80 responses were collected.
- **Focus Groups:** A total of eight sector-specific focus groups were conducted, each engaging key stakeholders from a distinct industry, including mining, agriculture, forestry, tourism, as well as small business, and business support team, youth and Council. These discussions provided detailed insights into the unique challenges and opportunities facing each sector.
- **Interviews:** Individual and small group interviews were conducted with 21 stakeholders, including representatives from business, government, and industry associations.

REFERENCE GROUP

To guide the new Strategy, the City enlisted the advice of a Reference Group made up of representatives from sectors (forestry, mining, tourism, technology, education, real estate, and agriculture), partner organizations including Community Futures North Cariboo and Quesnel & District Chamber of Commerce), and governments (Lhtako Dene Nation and City Council). The Group provided feedback and guidance during the course of the work program.

STRATEGIC FOCUS AREAS

The 2018 Economic Development Strategy and What We Heard report provided direction on three focus areas for economic development in Quesnel. These themes underline the importance of business, sector and partnership development that will attract investment into a regional economy that is robust, competitive and prepared for the future.

BUSINESS DEVELOPMENT

Attract, retain, expand and support investment and human capital that will drive community prosperity.



SECTOR INNOVATION

Encourage and support innovation in key sectors that will help Quesnel adapt, transition and diversify its economic base.



DESTINATION DEVELOPMENT

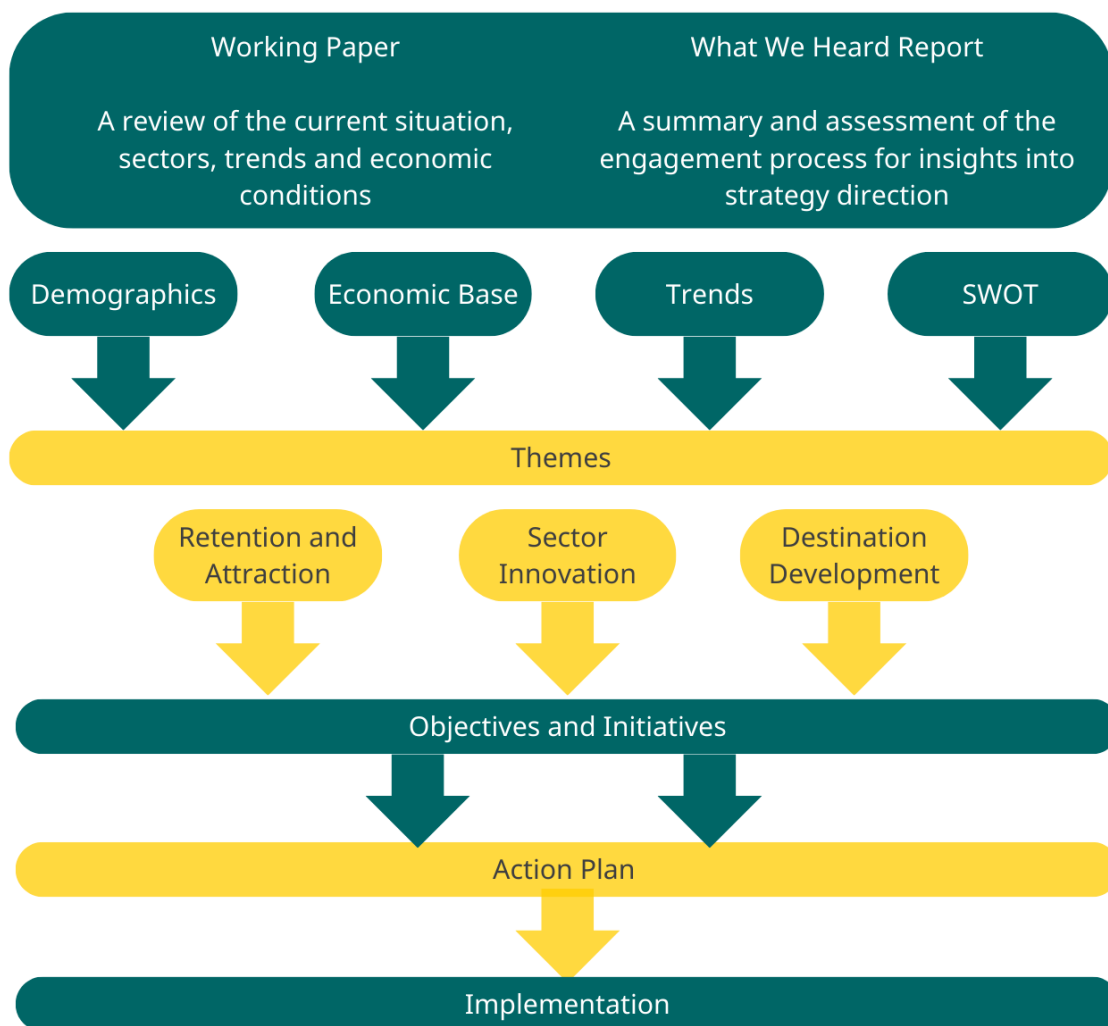
Promote experiences, infrastructure and services that will enhance Quesnel's destination appeal, attract more travellers and spend and boost the visitor economy.



STRATEGY STRUCTURE AND INPUTS

The Strategy is structured around three focus areas that emerged from a review of the local economy and the engagement process. Demographic conditions, economic base, sector development and macro economic trends were all evaluated. For each focus area, a set of objectives and associated initiatives were identified, and an action plan prepared. In all, the Strategy comprises nine objectives and 21 initiatives with each initiative linked to an action plan to guide implementation.

An economic baseline report (Working Paper) and a report on the engagement program (What We Heard Report) were prepared to direct strategy formulation. The *Strategy* is available on the City's website.



FOCUS AREA 1 BUSINESS DEVELOPMENT

Objective		Initiative	
1.1	A competitive and growing base of local businesses	1.1.1	Utilize the business retention and expansion program that can guide delivery of business services.
		1.1.2	Help local companies connect with government small business and entrepreneur resources.
1.2	An effective local labour market with a healthy participation rate	1.2.1	Identify and address gaps in healthcare recruitment and retention in collaboration with Northern Health and other partners.
		1.2.2	Work with business and sector representatives on targeted incentive, training, and promotional policies.
		1.2.3	Continue to advocate for and support new childcare services that increase the participation of working families in the labour market.
1.3	A dynamic business climate that enhances investment attraction and business development	1.3.1	Refine policies and incentives that will help attract business, development and housing.
		1.3.2	Explore opportunities to incentivize and attract housing identified in the City's Housing Needs Assessment strategy and renewed OCP.
		1.3.3	Advocate for transportation infrastructure that offers efficiencies and lowers costs.
1.4	New investment in growing economic sectors	1.4.1	Strengthen the City's investment readiness.
		1.4.2	Direct investment attraction efforts to support sector and business potential.

FOCUS AREA 2 SECTOR INNOVATION

Objective		Initiative	
2.1	Research, investment and commercialization of innovative forest products and practices	2.1.1	Advocate for greater value-added wood products production locally.
		2.1.2	Support investigations of innovative forest products usage.
2.2	A more prominent role in the regional mining sector's supply and value chain	2.2.1	Strengthen Quesnel's profile as a source of mine workers and suppliers.
2.3	New small-scale, agri-food capacity that meets local demand while developing export markets	2.3.1	Work closely with sector representatives to address food sovereignty and promote sustainable practices.
		2.3.2	Help build connections between local producers and local demand for food.

FOCUS AREA 3 DESTINATION DEVELOPMENT

Objective		Initiative	
3.1	Targeted tourism-related infrastructure and services that encourage investment by the private sector	3.1.1	Advocate for additional scheduled commercial services to the airport.
		3.1.2	Continue to maintain and market local and regional trail networks.
3.2	A greater diversity of products and experiences that will drive the visitor economy	3.2.1	Leverage the MRDT to enhance visitor attraction efforts
		3.2.2	Promote product and package development to boost length of stay and spending.
3.3	A longer and more diverse events and festivals season	3.3.1	Support development of shoulder season events and festivals.

ACTION PLAN

The planning horizon is five years, although some programs and services will extend beyond that time. After five years, the EDS should be reviewed, updated and renewed in accordance with the research, trends and engagement feedback at the time.

The following Action Plan extends for three years at which time Economic Development and Tourism staff would carry over, adapt or adopt new initiatives in alignment with the Focus Areas and Objectives as required in accordance with annual work planning.

The Action Plan comprises the following elements:

- **Focus Area:** the high-level service target
- **Objective:** an outcome that meets the service target
- **Performance indicators:** metrics for assessing achievement of the Objective
- **Initiative:** programs, projects and activities that support the Objective
- **Partners:** organization targeted for participation in the Initiative
- **Resources:** estimated time and cost of implementing the Initiative
 - Frequency—the number of times an initiative is implemented
 - One-time
 - Periodic
 - Ongoing
 - Time—time required by staff to implement the Initiative
 - Minor, less than one week, full-time, FTE
 - Moderate, two weeks or less, full-time, one FTE
 - Major, multiple weeks, full-time, one FTE
 - Cost—cash costs for purchasing goods and services
 - n/a not applicable
 - \$ <\$5,000
 - \$\$ \$5,000-\$25,000
 - \$\$\$ > \$25,000
- **Timing:** commencement by year, completion may extend beyond that year
- **Priority:** the significance of the Initiative in advancing the Objective
 - High, very important, critical for meeting the Objective
 - Medium, important, contributes to meeting the Objective

- Flex, somewhat important, supports the Objective, can be deferred/delayed aligning with resource and partnership constraints

Most Objectives and Initiatives will be led and implemented by Economic Development and Tourism, with scheduling and resourcing based on internal capacity and the availability of other departments to participate. Ongoing outreach to external stakeholders will be required and will focus on informing, consulting and involving them so initiatives and actions proceed.

Partnerships are critical, especially where Economic Development and Tourism requires those parties to substantively contribute to if not lead an initiative. In situations where key partners cannot work with Economic Development and Tourism on an initiative it may be deferred, redesigned or withdrawn until such time as a viable partnership can be re-established.



FOCUS AREA 1 BUSINESS DEVELOPMENT

Objective 1.1 A competitive and growing base of local businesses	How Will This Be Measured: # outreach initiatives # business contacted/assisted	
Initiative 1.1.1: Utilize the business retention and expansion program that can guide delivery of business services. - Review the question set in the existing BRE survey and refine as necessary to gather intelligence that will improve decision making on business services. - If necessary, create sector-specific surveys for future use. - Create a BRE repository in HubSpot for tracking and reporting out on survey data. - Establish an annual BRE meeting schedule focussing on a different sector each year, targeting 12-15 employers. - Work with the Business Support Team to host a semi-annual Business Walks aiming for 75 -100 business contacts. - Foster West Quesnel commercial revitalization to take advantage of the new long-term care facility.	Partners:	Chamber, BIAs, Community Futures, JEDI, businesses
	Resources:	Frequency: Periodic Time: Moderate-High Cost: \$\$
	Timing:	2026 - onward
	Priority:	High
Initiative 1.1.2: Help local companies connect with government small business and entrepreneur resources. - Regularly update the business resource guide and market to the business community. - Expand the business resource guide to include information on programs that assist businesses respond to tariffs, including access to relief for retaliatory tariffs. - Promote resources for succession planning, specifically tools such as Venture Connect for helping business owners transition to new ownership. - Continue to host and support Love Quesnel.	Partners:	BDC, EDC, CFDC, NDIT
	Resources:	Frequency: Periodic Time: Minor Cost: \$
	Timing:	2025 - onward
	Priority:	Flex

Objective 1.2 An effective local labour market with a healthy participation rate	How Will This Be Measured: # projects/partnerships # participants (employers/employees)	
Initiative 1.2.1: Identify and address gaps in healthcare recruitment and retention in collaboration with Northern Health and other partners. • Work with CCRHD to renew funding agreement. • Gather feedback about current program, and opportunities for improvements. • Continue strong local business support and explore new community partnerships. • Collaborate with Northern Health to ensure appropriate supports are coordinated and resourced to ensure healthcare recruitment is effective and successful. • Ensure program covers allied health professionals and nurses.	Partners:	CCRHD, NH, NIRD
	Resources:	Frequency: On-going Time: Moderate Cost: \$
	Timing:	2025 - onward
	Priority:	High
Initiative 1.2.2: Work with business and sector representatives on targeted incentives, training, and promotional initiatives. • Identify the specific sectors to focus on. • Work to connect Quesnel employers with educators in the roundtable processes. • Investigate how small business can participate in matching to students. • Explore collaboration in establishing a portal, or other connecting process to match employers with apprentices. • Link process to attracting non-locals to match with in-demand apprentice opportunities in the Quesnel area as a tool to bring new workers to area. • Collaborate with key employers/sectors on cooperative marketing initiatives to attract workforce. • Support employee retention with development of a Welcome Guide to help new Quesnel residents connect to the community.	Partners:	Chamber, CRD, Industry, UNBC, CNC, Skilled Trades BC, other training providers
	Resources:	Frequency: Periodic Time: Moderate Cost: \$
	Timing:	2025 - onward
	Priority:	Medium

Objective 1.2 An effective local labour market with a healthy participation rate	How Will This Be Measured: # projects/partnerships # participants (employers/employees)	
Initiative 1.2.3: Continue to advocate for and support new childcare services that increase the participation of working families in the labour market. - Assess demand and type for childcare services, updating the 2019 inventory. - Ensure that existing and potential child care providers are aware of the Child Care Operating Funding, and that they can also consider the Child Care Fee Reduction Initiative and the Early Childhood Educator Wage Enhancement programs. - Explore undertaking another ChildCareBC New Spaces project to grow the physical daycare space.	Partners:	SD 28, Quesnel CCRR, major employers
	Resources:	Frequency: Periodic Time: Moderate Cost: n/a
	Timing:	2025
	Priority:	High
Objective 1.3 A dynamic business climate that enhances investment attraction and business development	How Will This Be Measured: New revenue sources Incentive program uptake Investment attracted	
Initiative 1.3.1: Refine policies and incentives that will help attract business, development and housing. - Engage businesses to obtain input on updates to the Revitalization Tax Exemption program. - Review and optimize the Revitalization Tax Exemption program, DCCs, and other tools to incentivize investment in business areas and support attraction of new housing to support goals in the City's Housing Needs Assessment. - Monitor the residential/business property tax ratio for opportunities to reduce triple-net business rents. - Continue to review business tax competitiveness. - Consider preparing business-residential property tax shift scenarios and assess the implications on business costs and equity-efficiency trade offs.	Partners:	Chamber, Builders
	Resources:	Frequency: Periodic Time: Moderate Cost: n/a
	Timing:	2025 - ongoing
	Priority:	High

Objective 1.3 A dynamic business climate that enhances investment attraction and business development	How Will This Be Measured: New revenue sources Incentive program uptake Investment attracted	
Initiative 1.3.2: Explore opportunities to incentivize and attract housing identified in the City’s Housing Needs Assessment strategy and renewed OCP. - As directed in the Council’s Strategic Plan (2025), work with partners to develop new housing in Quesnel by utilizing key properties, incentivizing housing development that addresses housing needs, and works to partner housing needs with social agencies. - Continue to encourage community employers to communicate housing needs that can be shared with prospective developers. - Continue to market the housing potential of Quesnel to the development and real estate sectors. - Advocate for development of flexible live/workspaces that will appeal to kitchen-table startups, freelancers and gig workers. - Leverage funding opportunities that may emerge from the Federal and Provincial governments as well as NDIT to implement initiatives that were identified for the unsuccessful Housing Accelerator Fund application.	Partners:	Housing Solutions Table, NDIT, home builders. CMHC
	Resources:	Frequency: Periodic Time: Moderate Cost: \$
	Timing:	2025 - onward
	Priority:	High
Initiative 1.3.3: Advocate for transportation services that offer efficiencies and lower business costs. - Support Council in lobbying the Province to get the Interconnector project moved to the next phase, which is detailed design. - Provide research and mitigation planning to ensure highway and road projects, including the Interconnector, Highway 97 rail overpass and the Johnston Bridge replacement, are coordinated with minimum disruption to the business community. Advocate for enhanced transit services that contributes to greater workforce mobility, optimizing connections between residential neighbourhoods and work areas.	Partners:	MOTT, QDA, BC Transit, Employers
	Resources:	Frequency: Periodic Time: Minor Cost: \$
	Timing:	2025-2026
	Priority:	High

Objective 1.4 New investment in growing economic sectors	How Will This Be Measured: website metrics # investment enquiries # projects assisted	
Initiative 1.4.1: Strengthen the City's investment readiness. • Conduct an investment readiness audit, using the provincial Investment Readiness Assessment Checklist. • Identify corrective actions for addressing gaps in business climate, knowledge, data and engagement. • Develop a value proposition with a compelling narrative that strengthens the connection between Quesnel's quality of life and business investment.	Partners:	JEDI
	Resources:	Frequency: Periodic Time: Minor Cost: \$
	Timing:	2027
	Priority:	Flex
Initiative 1.4.2: Undertake investment attraction efforts to support sector and business potential. • Update and expand investment attraction assets on the website. • Continue to work with provincial and regional agencies on programming that generate investment enquiries. • In alignment with the BRE program, continue to connect with established, export-ready companies looking to raise outside investment by facilitating access to provincial and federal trade development services. • Pursue airport land investment and update the airport business plan. • Work with the Ministry of Forests on a potential "Diversification Table" pilot project in Quesnel to identify new opportunities in forestry as well as other sectors.	Partners:	JEDI, Chambers, BIAs, TCS, Airport
	Resources:	Frequency: Ongoing Time: Moderate Cost: \$\$
	Timing:	2026 - onward
	Priority:	Medium

FOCUS AREA 2 SECTOR INNOVATION

Objective 2.1 Research, investment and commercialization of innovative forest products and practices	How Will This Be Measured: # projects engaged # businesses served # jobs retained/created	
Initiative 2.1.1: Advocate for greater value-added wood products production locally. • Connect to the BC Value Added Accelerator (VAA) efforts and the linkages to the BC Timber Sale's value added manufacturing program. • Work with local First Nations and industry partners to advance manufacturing opportunities towards capital investment. Share research broadly to attract partnerships. • Enquire with the Forestry Innovation Investment (FII) to support opportunities appropriate for Quesnel. • Continue to identify knowledge gaps and attract research and partnerships to answer them, to support the continual improvement of Quesnel's wood manufacturing sector. • Strive to have partial harvesting machine operator training and other equipment courses offered in Quesnel. • Explore economic development opportunities that may arise from the new Forest Landscape Planning in Quesnel Timber Supply Area for both traditional and value-added forest products, as well as non-forestry land uses (recreation, tourism).	Partners:	Province, Industry, FN, FII, VAA
	Resources:	Frequency: On-going Time: Moderate Cost: \$\$
	Timing:	2026 - onward
	Priority:	Flex
Initiative 2.1.2: Support investigations of non-timber wood products usage. • Support research and partnerships on commercial biomass opportunities, focusing on waste wood and wildfire mitigation. • Investigate options for leveraging Quesnel's Bioeconomy Development Opportunity (BDO) Zone designation. • Identify actions for mitigating economic risk factors for potential biomass project development, namely feedstock security, supply chain development and transportation services.	Partners:	Ecostrat Foresight Canada
	Resources:	Frequency: Ongoing Time: Moderate Cost: \$
	Timing:	2026
	Priority:	Medium

Objective 2.2 A more prominent role in the regional mining sector's supply and value chain	How Will This Be Measured: # projects engaged # businesses served # jobs retained or created	
Initiative 2.2.1: Strengthen Quesnel's profile as a source of mine workers and suppliers. • Develop a minerals and mining sector profile on the Economic Development website page that identifies what Quesnel has to offer (infrastructure, workforce, community support, business incentives) and a strong value proposition (including the community's historical role as a mining hub). • Engage with mining companies through direct outreach and by participating in major trade shows to promote Quesnel's infrastructure, workforce and supplier industries. • Monitor exploration trends, the environmental assessment process and industry association annual reports for intelligence on potential development projects in the North Cariboo. • Engage with Geoscience BC on research projects that could lead to exploration investment in the region. • Support SMEs in connecting to opportunities.	Partners:	First Nations, AMEBC, mining companies
	Resources:	Frequency: Ongoing Time: Minor Cost: \$\$
	Timing:	2027
	Priority:	Medium

Objective 2.3 New small-scale, agri-food capacity that meets local demand while developing export markets	How Will This Be Measured: # projects engaged # businesses served # jobs retained or created	
Initiative 2.3.1: Work closely with sector representatives to address food sovereignty and promote sustainable practices. • Support Cariboo Regional District in securing funding to undertake promotional campaign to highlight farmland affordability, diverse growing zones, and variety of agriculture opportunities targeting the southern BC's farm community, focusing on attracting new farmers to the Quesnel area. • Encourage North Cariboo Agricultural Marketing Association (FARMED), CRD, CFDC North Cariboo and KFI to lead and collaborate on promotional initiatives supporting agriculture. • Identify supply chain gaps in the local farmer service market and develop a program focused on attracting new farm support businesses (i.e., irrigation company, abattoir, etc.) that will reduce farming costs for inputs and services. • Support efforts to communicate regulatory and policy issues to the provincial government.	Partners:	CRD, ADAC, KFI, CFDC FARMED, Province, farmers, businesses
Initiative 2.3.2: Help build connections between local producers, processors, and local demand for food. • Continue to support Food Innovation Hub (Sprout Kitchen). • Actively promote and attract entrepreneurs to maximize the use Sprout Kitchen and innovate in the value-added food sector and catering. • Support FARMED in promoting agriculture activities in the Quesnel area.	Resources:	Frequency: On-going Time: Moderate Cost: \$
	Timing:	2026
	Priority:	Flex
	Partners:	Sprout Kitchen, FARMED, KFI, Province
	Resources:	Frequency: On-going Time: Minimal Cost: \$\$
	Timing:	2025
	Priority:	High

FOCUS AREA 3 DESTINATION DEVELOPMENT

Objective 3.1 Targeted tourism-related infrastructure and services that encourage investment by the private sector	How Will This Be Measured: Airport flight and passenger volumes Trail use	
Initiative 3.1.1: Advocate for additional scheduled commercial services to the airport. • Pursue an additional airline to Quesnel airport to expand regular flight service. • Pursue charter air services that would support local industrial sectors such as mining and forestry. • Explore attracting services to the airport to support the traveling public (i.e., rental cars). • Market opportunities for ancillary businesses focused on aviation services.	Partners:	Airport Advisory Committee, Airport & Transit Supervisor
	Resources:	Frequency: Ongoing Time: Minor Cost: \$
	Timing:	2025 - onward
	Priority:	Flex
Initiative 3.1.2: Continue to maintain and market local and regional trail networks. • Continue implementation of the trails Master Plan with a focus on trail connection, densification and maintenance of existing network. • Direct marketing funds to raise awareness and promote use of the North Cariboo trails and attract visitors. • Promote business opportunities for guided experiences, rentals and other services that could be delivered to users and visitors.	Partners:	CCCTMA, Gold Rush Cycling Club, VIC
	Resources:	Frequency: Ongoing Time: Minor Cost: \$
	Timing:	2025 - onward
	Priority:	Flex

Objective 3.2 A greater diversity of products and experiences that will drive the visitor economy	How Will This Be Measured: MRDT/DMF funds secured for Quesnel Website metrics Operator participation in itineraries	
Initiative 3.2.1: Leverage the MRDT to enhance visitor attraction efforts. - Request that CCCTMA: - Provide a report to the City on the current MRDT programs, costs and results, as well as a breakdown of program resources benefiting Quesnel and the North Cariboo - In the next One-Year Plan to Destination BC, allocate a portion of the MRDT budget to Quesnel-specific activities, which would be identified cooperatively between the City and CCCTMA - In return for the continued support of the City, request that the next application for renewal of the MRDT include a budget allocation specifically to the City in the 5-Year Plan and One-Year Plan. - Investigate the feasibility of withdrawing from the existing Cariboo-wide MRDT and establishing a Quesnel MRDT entity. The current five-year planning cycle ends in 2028; in 2027, CCCMTA must begin a renewal application as a designated entity, which the City is under no obligation to support. An alternative to an MRDT is a voluntary destination management fund that would not require provincial involvement.	Partners:	CCCTMA, hoteliers
	Resources:	Frequency: Ongoing Time: Moderate Cost: \$
	Timing:	2025-2028
	Priority:	High

Objective 3.2 A greater diversity of products and experiences that will drive the visitor economy	How Will This Be Measured: MRDT/DMF funds secured for Quesnel Website metrics Operator participation in itineraries	
Initiative 3.2.2: Promote product and package development to boost length of stay and spending. - Request that CCCTMA produce a Quesnel (or North Cariboo) visitor profile based on Destination Canada’s new traveller segmentation program. Review the program for the destination and activity preferences of Quesnel’s target segments. - Revise the existing “Suggested Itineraries” page on www.tourismquesnel.com to “Suggested Activities.” - Consider creating a new “Themed Itineraries” page on www.tourismquesnel.com by identifying and recruiting participating operators who are both market and export ready. - Promote Destination BC market and export ready criteria to operators expressing interest in itinerary participation. - Encourage more products and experiences in the shoulder and winter seasons to diversify seasonality.	Partners:	CCCTMA, DBC
	Resources:	Frequency: Ongoing Time: Moderate Cost: \$5
	Timing:	2026
	Priority:	Medium/Flex

Objective 3.3 A longer and more diverse events and festivals season	How Will This Be Measured: Number of events hosted Event attendance	
Initiative 3.3.1: Support development of shoulder season events and festivals and attract tournaments and conferences. - Continue to provide planning and execution support to event and festivals organizers to enhance the visitor experience and diversify the tourism offering. - Explore opportunities to collaborate with First Nations and neighbouring communities on event hosting. - Expand the visitor economy by creating travel incentives (e.g., discounted packages, early-bird ticket discounts, group or family discounts) to encourage more visitor attendance and participation. - Collaborate with local businesses to build packages for specific events. - Maximize benefit by running Return to Quesnel or Stay Another Day campaigns during events. - Encourage efforts to develop a volunteer portal for Quesnel/North Cariboo.	Partners:	Event Coordinator, Event organizers, tourism operators, CRD (co-own facilities)
	Resources:	Frequency: Periodic Time: Moderate Cost: \$
	Timing:	2025 - onward
	Priority:	Flex

MEASURING PERFORMANCE

There are four components to a performance management framework:

- Inputs – The financial and human resources that are assigned to Strategy implementation.
- Activities – The actions taken to enact change.
- Outputs – Immediate measures of execution—“what we did.”
- Outcomes – Long-term measures of achievement—“how we did.”

Key indicators are noted below for each Objective. As most actions are to take place over the next three to five years, performance measurement is focused on outputs.

Focus Area/Objective	Indicator
Business Development	
A competitive and growing base of local businesses	# outreach initiatives # business contacted/assisted
An effective local labour market with a healthy participation rate	# projects/partnerships # participants (employers/employees)
A dynamic business climate that enhances investment attraction and business development	New revenue sources Incentive program uptake Net change in business licences
New investment in growing economic sectors	website metrics # investment enquiries # projects assisted
Sector Innovation	
Research, investment and commercialization of innovative forest products and practices	# projects engaged # businesses served
A more prominent role in the regional mining sector's supply and value chain	
New small-scale, agri-food capacity that meets local demand while developing export markets	
Destination Development	
Targeted tourism-related infrastructure and services that encourage investment by the private sector	Airport flight and passenger volumes
A greater diversity of products and experiences that will drive the visitor economy	MRDT/DMF funds secured for Quesnel Website metrics Operator participation in itineraries
A longer and more diverse events and festivals season	# events hosted Event attendance

Data sources, frequency and collection procedures can be prepared as the framework is operationalized. Economic Development and Tourism would internally generate most indicators.

Data can then be used to help with engagement activities. Internally, reporting can inform City staff, elected officials and partners on strategy progress, major projects and changes in local conditions. Progress on key indicators and measures can be released to stakeholders and the public through dashboard reporting on the webpage and social media channels.