The background of the page is a topographic map with a dark teal color scheme. A prominent, winding river is highlighted in a lighter teal color, flowing from the top left towards the bottom right. The map features various contour lines and geographical features, creating a textured, outdoor aesthetic.

TRAILBLAZING WORKFORCE

**Quesnel Workforce
Development Strategy**

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ACKNOWLEDGEMENTS

We acknowledge that the work discussed in this Strategy is proposed to be done on the traditional lands of the Dakel Keyoh, the Tâilhqot'in Nen, and the Dënédeh people. This document has been developed in consideration of the ninety-four calls to action as outlined by the Truth and Reconciliation Commission of Canada.

EXECUTIVE SUMMARY

The City of Quesnel is a forestry powerhouse in the heart of BC, surrounded by natural beauty and opportunity.

Over the past 5 years, the community's resilience has been put to the test as it has faced unprecedented fires, closures and the covid pandemic. Today, employers struggle to attract and retain workers in an ever more competitive labour market. They face foundational barriers including limited housing options, access to daycare and transportation availability.

Meanwhile, the mining sector is on track for a gold boom, and local public sector HR teams are investing in solutions including housing, collaborative lead generation and community promotion.

Looking ahead, the City's economic development team will foster communication between employers and job seekers, employees and training providers to improve workforce attraction, retention and training. The results will be a resilient, diverse and inclusive workforce at the heart of a strong community.

To accomplish this, the City will lead in 3 key ways. The Economic Development team will;

1. Utilize in-house expertise and capacity to lead communication in Quesnel's workforce ecosystem by organizing community meetings and building collaborative partnerships between the private, public and non-profit sectors.

2. Work with potential funders to leverage grants to lead priority projects that address foundational barriers to workforce development including childcare, housing and transportation.

3. Support community leaders in developing local workforce solutions through community engagement, promotion and marketing.

The City's leadership will result in a mix of short, medium and long term actions that improve communication between employers and key stakeholders that each contribute to the health and vitality of Quesnel's workforce. As the strategy is implemented, success will be seen in the number of businesses accessing government resources, youth participation in the local workforce, sector growth and diversification, demographic diversity in the workforce, higher employee retention rates, and ultimately, improved quality of life for residents.

Bringing this strategy to life starts and ends with communication between employers, job seekers, employees and training service providers that creates a strong sense of community.

INTRODUCTION

People are at the root of vibrant communities and strong businesses. In today's challenging times, we all need to come together to help each other. The City of Quesnel has developed a workforce strategy to help local employers find, keep and training the workers they need to succeed.



BACKGROUND

In 2017, the City of Quesnel launched the "It's in our nature" brand. One of the drivers of this project was to create a better online presence in response to feedback from healthcare recruitment efforts.

An updated City of Quesnel website and refreshed Tourism Quesnel website followed. A series of resident recruitment and workforce attraction videos launched between 2019 and 2022, showing individuals enjoying the community and showing individuals both at work and at play. The City has also created a Relocation

Guide, and website landing pages that have been incorporated within the City website, making it easy for prospective new comers to find the information they need to choose Quesnel as their new home.

Since 2017, the City has had to deal with a range of critical social, economic and environmental challenges as a result of 2 record breaking wild fires, uncertainty and closures in the forestry sector and a worldwide pandemic, all amidst a national labour shortage due to demographic shifts a generation in the making.

In 2022, the City economic development team set out to develop a local workforce strategy to rally local leadership around a shared vision that would strengthen the capacity and prosperity of the community. Key objectives of the strategic planning process included engaging employers, mobilizing partnerships and promoting use of the City's existing workforce attraction tools. The overarching purpose and intended outcome of the strategy is to develop local workforce solutions.

Q: IN YOUR OPINION, WHAT IS THE MOST IMPORTANT THING THAT THE CITY OF QUESNEL CAN DO TO SUPPORT LOCAL WORKFORCE DEVELOPMENT?

A: SUPPORT AFFORDABLE HOUSING. - Employer Survey, 2023

67%+

OF EMPLOYERS IN QUESNEL STATE
THAT EMPLOYEE ATTRACTION IS
THEIR #1 WORKFORCE CHALLENGE.

METHODOLOGY

The following activities were undertaken as part of the strategy process between November 2022 and April 2023:

- » Project Kick off Nov.2022
- » Interviews Nov. 2022
- » Employer Surveys Dec. 2022-Feb.2023
- » Environmental Scan + Document Review Jan. 2023
- » Strategy Concept Mar. 2023
- » Implementation Plan Mar. 2023
- » Performance Framework Mar. 2023
- » Industry Roundtables Mar. 2023
- » Budget Mar. 2023
- » Internal Review Mar. 2023
- » Revisions May-June 2023

KEY INSIGHTS

The following are some of the most impactful findings from the research phase, specifically from the Employer survey.

75%

of survey respondents say that access to a qualified workforce is their top workforce barrier.

When asked, "What are your top workforce challenges?" The following were identified:

- #1 Attracting employees
- #2 Retaining employees
- #3 Training employees

Top Occupations



Sales + Service

Trades

Law + Education

Business + Finance



Affordable Housing

16% of respondents in the bus survey indicated that the lack of affordable housing was a barrier to attracting and retaining workers.



Impacts of COVID-19

For the past 3 years nearly 40% of businesses experienced shrinking workforce.



Businesses Growth

73% of businesses plan to grow their workforce over the next 1-3 years.

19% of respondents said that they are or are in the process of investing in **rental housing**, and 11% said that they would possibly.



Trailblazing Communication Analysis Model - Quesnel Workforce Ecosystem

The Trailblazing Communication Analysis Model was developed to evaluate how best to use communication as a tool to support workforce development. As the central stakeholder in workforce development, local employers were placed at the center of a workforce development ecosystem, with the primary focus of improving communication between employers and diverse stakeholders. In doing so, a wide variety of communication initiatives were identified that could assist in workforce development. The results were then grouped by the strategic goals - attraction, retention and training, and refined into a tactical plan.



THE STRATEGY

VISION

The City of Quesnel is resilient, healthy and prosperous as a result of workforce development.

MISSION

Leverage in-house expertise, available funding and community partnerships to improve workforce attraction, retention and training.

STRATEGY

Trailblaze communication between employers, job seekers, employees and service providers.

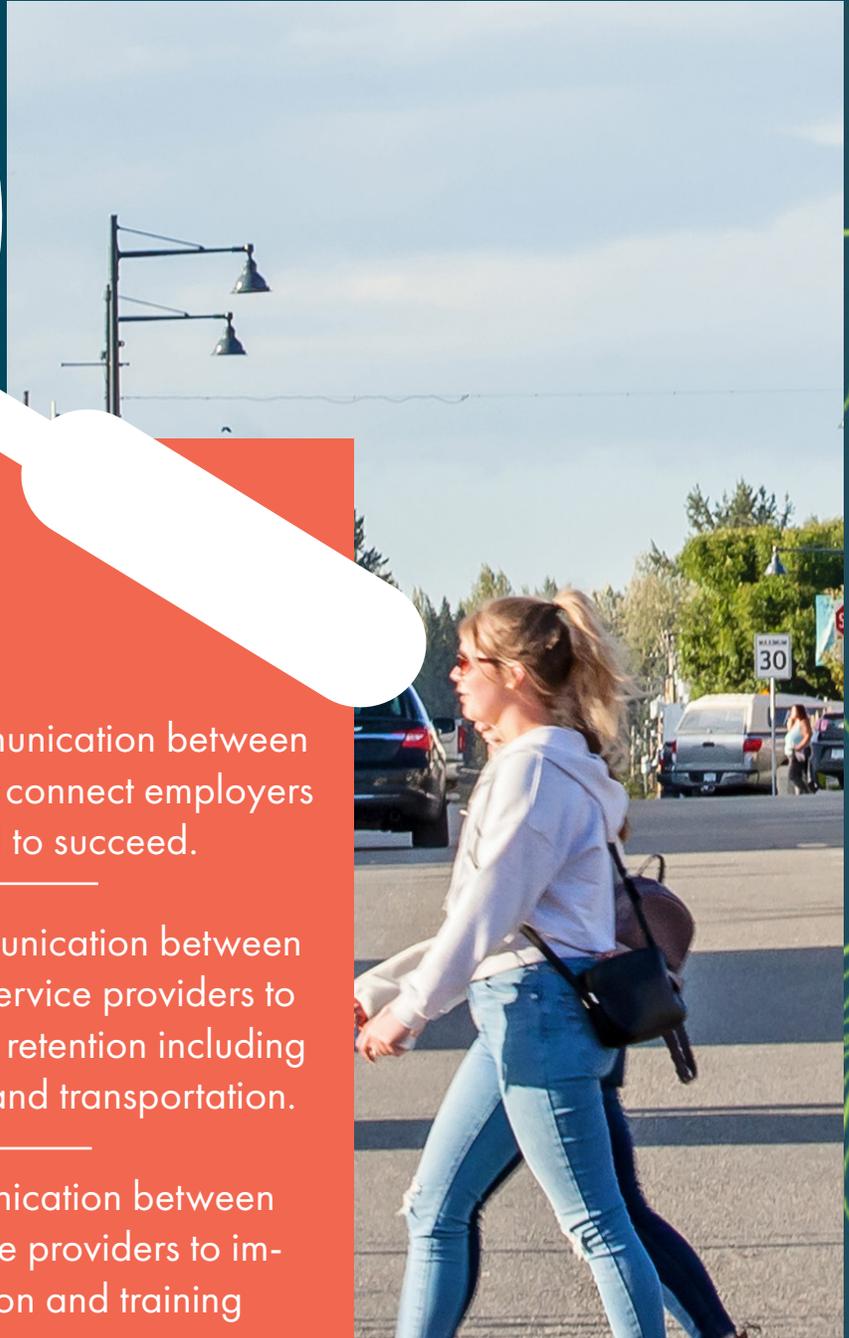


STRATEGIC LENS - How can communication improve workforce attraction, retention and training?

Attraction - Trailblaze communication between employers and job seekers to connect employers with the workforces they need to succeed.

Retention - Trailblaze communication between employers, employees, and service providers to address barriers to workforce retention including access to childcare, housing and transportation.

Training - Trailblaze communication between employers and training service providers to improve local access to education and training resources.



TACTICAL PLAN

The objective of the tactical plan is to develop specific programs, projects and initiatives that will achieve the goals, using the strategy.

	Goal		Tactics	Description
1	Attraction	A	Family Relocation Project	Design an easy to use process for sharing information on family members of prospective employees and support the integration of families into the community
		B	Project Comeback 2.0	Repatriate Quesnel residents by promoting the community as a great place to raise their families and continue their career growth and development by fostering professional networks.
		C	Community Marketing Materials	Enhance the existing workforce attraction program by marketing tools to employers, improved online user experience, joint marketing initiatives
		D	Familiarization Tour	Develop a community familiarization tour in collaboration with local employers to assist in employee and resident attraction
2	Retention	A	Employer Policy Dialogues	Support the Chamber of Commerce is hosting 12 at 12 policy dialogues on issues affecting local labour retention.
		B	Update Childcare Plan	Conduct a review and update of the City's Childcare Plan, including engagement with local residents on childcare needs
		C	Residential Development	Continue to offer and market residential development incentives to improve housing stock, including working with local employers to communicate their demand for units.
		D	Transit Advocacy	Develop a transit advocacy strategy to improve provincial support for transit by communicating the shortcomings of the existing model and promoting potential solutions
		E	HR Best Practices Roundtable	Organize and host a community HR Roundtable to present the Workforce Strategy, featuring presentations from local employers on best practices in workforce retention.
3	Training	A	Local Careers Program	Actively support the highschool local careers program by promoting it to local employers and fostering collaboration with economic development resources and agencies.
		B	Government Resource Utilization	Promote workforce programs offered by government agencies to employers to improve local uptake and utilization of available resources.
		C	Labour Market Study	Conduct a labour market study to identify skill gaps, training needs, workforce trends and investment attraction opportunities.

MANAGEMENT PLAN

The development of local workforce strategies will be led by the City's Economic Development staff with the support of community leaders and consultants. In all cases, the Manager of Economic Development is responsible for fostering communication that catalyzes action. This includes strengthening the local workforce ecosystem by supporting employers to build relationships that lead to collaboration and partnerships.



The following management plan identifies the key leaders that will make each project possible. "EcD" refers to the City's economic development team under the leadership of the Manager of Economic Development, who will oversee the initiatives within the scope that is outlined in the plan. In many cases, the objective will be to foster community partners to lead subsequent phases. "Contractor" refers to additional tactical skills, energy and time needed to execute projects, while "consultant" refers to subject matter expertise needed to study, design and/or manage projects with the Economic Development Manager's oversight. Finally, "Partners" refers to community stakeholders who will play central roles in the projects success.

MANAGEMENT PLAN CONT.

Goal	Project	Ec D	Contractor	Consultant	Partner		
1	Attraction	A	Family Relocation Project	X		X	Northern Health, School District
		B	Project Comeback 2.0	X	X		
		C	Community Marketing Materials	X	X		
		D	Familiarization Tour	X	X		Gold Mines
2	Retention	A	Employer Policy Dialogues	X			Chamber
		B	Update Childcare Plan	X		X	
		C	Residential Development	X	X	X	
		D	Transit Advocacy	X		X	
		E	HR Best Practice Roundtable	X			Work BC
3	Training	A	Local Careers Program	X			High School
		B	Gov. Resource Utilization	X			Work BC
		C	Labour Market Study	X		X	

Budget

The budget is broken down by project with estimates of project costs based on a few key categories including professional services, printing, advertising and hosting.

Goal	Project	Duration	Budget	Cost		
1	Attraction	A	Family Relocation Project	3 years	\$100,000	Prof services, print, ads
		B	Project Comeback 2.0	3 months	\$100	Hosting
		C	Community Marketing	3 Years	\$80,000	Prof Services, ads, printing
		D	Familiarization Tour	3 Years	\$15,000	Prof Services, ads, printing
2	Retention	A	Employer Policy Dialogues	3 Years	\$900	Hosting
		B	Update Childcare Plan	18 Months	\$80,000	Professional Services, Hosting
		C	Residential Development	3 Years	\$100,000	Prof Services, ads, printing
		D	Transit Advocacy	12 Months	\$10,000	Professional Services
		E	HR Best Practice Roundtable	9 Months	\$875	Hosting
3	Training	A	Local Careers Program	3 Years	N/A	N/A
		B	Gov. Resource Utilization	3 Years	N/A	N/A
		C	Labour Market Study	18 Months	\$40,000	Professional Services, Hosting

PERFORMANCE FRAMEWORK

Goal	Project	Outcome	Measure	Target		
1	Attraction	A	Family Relocation Project	Families relocate to Quesnel	# of families assisted reside in the community for 12+ months	15 Families/Year
		B	Project Comeback 2.0	Young Professionals return with education and training	# of young professionals engaged in network	30/Year
		C	Community Marketing Materials	Marketing Materials draw the attention of target audiences	# of website hits # social media engagements	50% increase in traffic to landing page during campaigns.
		D	Familiarization Tour	Prospective employees make the community their new home	# of participants that reside in the community for 12+ months	30 new residents/year
2	Retention	A	Employer Policy Dialogues	Local employers contribute to policy options	# of employers that participate in work-force related policy dialogues	36/year
		B	Update Childcare Plan	Local employees have access to childcare	# of spaces made available	Adequate # to meet ongoing demand
		C	Residential Development	Local employees have access to housing options	# of new units made available	Adequate # to meet ongoing demand
		D	Transit Advocacy	City has resources to provide transit	\$ increase in provincial funding	Adequate \$ to meet ongoing demand
		E	HR Best Practices Roundtable	Local employers gather to share best practices and learn from experts	# of employers who attend # of HR best practices shared	35 Employers/Year; 3 Best Practices/Year:
3	Training	A	Local Careers Program	The highschool has support from employers and economic development agencies to enhance, innovate and/or expand career programs	# of businesses actively engaged in local careers program;	Increase year over year
		B	Government Resource Utilization	Local businesses take advantage of government funding and resources	# of local employers accessing grants	Increase year over year
		C	Labour Market Study	Workforce development stakeholders make evidence-based decisions	# of policies, programs and projects that are informed by study	5/study

DETAILED TACTICAL PLAN

#1 Attraction

Trailblaze communication between employers and job seekers to connect employers with the workforce they need to succeed.

1A Family Relocation Project

DESIGN an easy to use process for sharing information on family members of prospective employees and support the integration of families into the community

Host a meeting with major employers to discuss the purpose and scope of the project, including the identification of key roles and responsibilities, as well as access to resources

Develop a program marketing plan and campaign that begins by explaining the purpose and key components of the program to employers and family settlement service providers

Develop a Client Relationship Management (CRM) system to manage and share information on the family settlement needs of new employees including spousal job search, childcare, recreation, networking, training, housing and transportation.

Develop and maintain an inventory of local service providers and recruit them to participate actively in the program by responding to clients through the CRM.

Develop a survey to gather voluntary information from new employees on family settlement needs and upload information to the CRM

Develop a marketing strategy to embed the family relocation program within community marketing programs and HR recruitment efforts throughout the City.

Track the performance of the program based on client engagement, service response level and overall family settlement patterns.

1B PROJECT COME BACK 2.0

REPATRIATE Quesnel residents by promoting the community as a great place to raise their families and continue their career growth and development by fostering professional networks.

Organize a meeting with key partners responsible for the Come Back program that operated in the community prior to COVID-19 and review the program's successes

Identify potential funding opportunities and develop an operating model to build on the projects successes in alignment with funding priorities

Integrate the Come Back program with the Family Relocation Program where possible

1C WORKFORCE MARKETING

ENHANCE the existing workforce attraction program by marketing tools to employers, improved online user experience, joint marketing initiatives and employer engagement

Develop a Workforce attraction page on the city website featuring the workforce development strategy and key programs and projects as they are approved by Council.

Develop and launch social media campaigns to promote workforce development strategy and programs and projects

Develop automated mail campaigns for conducting regular employer surveys to track strategy performance and distribute information on programs, projects and government resources

Conduct dedicated outreach to all local employers on an annual basis through social media to improve social media reach

Conduct an audit of all marketing channels and materials to assess need for revitalization, improvement and expansion

1D COMMUNITY FAMILIARIZATION TOUR

DEVELOP a community familiarization tour in collaboration with local employers to assist in employee and resident attraction

Develop an inventory of key community assets that enhance the livability of the community including recreation, family services, government offices, transportation routes, cultural sites,

Build full and half day travel itineraries that include a mixture of experiences, including sights, walks, activities, meals and introductions.

Draft a marketing package for distribution and review by businesses and prospective hosts and invite sponsorship in the form of discount offers, swag and tour support.

Develop a community orientation guide for new residents
Partner with tour sponsors to finalize itineraries, maps and tour marketing material, and then distribute to local employers for their use when onboarding new employees.

Evaluate the success of familiarization tours by surveying tour sponsors and employers
Integrate community tours into Family Relocation Program CRM where possible

#2 Retention

Trailblaze communication between employers, employees, and service providers to address barriers to workforce retention including access to childcare, housing and transportation.

2A EMPLOYER POLICY DIALOGUES

SUPPORT the Chamber of Commerce is hosting “12 at 12” policy dialogues on issues affecting local labour retention.

Organize a meeting with the Chamber of Commerce to discuss logistics of hosting policy dialogues to address foundational barriers to workforce retention in the community including childcare, housing and transportation.

Build a schedule of topics that aligns with the implementation of other workforce projects so that news, updates and announcements can be integrated into policy considerations

Provide background information to City colleagues and gather insights and information on key policy considerations for communication to chamber and local businesses to ensure policy dialogues are well informed.

Identify recommendations coming out of policy dialogues that have implications for the city, and develop briefing notes for sharing with colleagues and senior management for further consideration.

Communicate back to the Chamber of Commerce on any impacts that the dialogue has had on City operations, including policy changes, initiatives or advocacy to higher levels of government.

2B UPDATE CHILDCARE PLAN

CONDUCT a review and update of the City's Childcare Plan, including engagement with local residents on childcare needs

Evaluate the execution of the plan based on the number of activities undertaken by classifying each as either complete, in progress, pending or incomplete.

Review the overall performance of the Childcare plan based on its performance framework and determine whether the success and/or failures of the plan are rooted in the quality of the plan, or the quality of its execution.

Assess the applicability of the overall plan to the current challenges. Are the central concepts still relevant? Is it a work in progress, or is it complete?

Determine the scope of the project - is it an update of the existing plan or a new plan.

Develop a project plan that includes research, community engagement, strategic planning and finalization include an employer survey to gather intel on workforce needs and explore opportunities for employers to contribute to the plans execution.

2C RESIDENTIAL DEVELOPMENT

CONTINUE to offer and market residential development incentives to improve housing stock, including working with local employers to communicate their demand for units.

Conduct a scan of recent housing developments in Northern BC over the past 5 years to determine their scope, type, ownership

Reach out to municipal colleagues that have seen recent success to gather information on best practices and use their experiences as case studies.

Conduct outreach to local employers to solidify the market for housing units and gather expressions of interest for inclusion in business case development and marketing

Develop business cases for residential development in each of Quesnel's target areas using trends and themes from the development scan

Build a lead generation database of all housing and residential developers active in BC

Develop a marketing package that includes the business cases, incentive program and community marketing materials

Establish a Client Relationship Management system to track leads and investment prospects

Conduct an investment attraction marketing campaign using social media and email outreach, including community familiarization tours where possible.

Inquire openly about key challenges to investing in Quesnel, and actively address barriers in collaboration with local businesses, organizations and government

Celebrate success and foster a community narrative around growth and vitality.

2D TRANSIT ADVOCACY

DEVELOP a transit advocacy strategy to improve provincial support for transit by communicating the shortcomings of the existing model and promoting potential solutions

Develop a briefing note that explains the current model and how it's stagnation is negatively impacting the community

Gather testimonials from employers and community services on the negative impacts on the local workforce

Conduct a scan for best practices in comparable sized cities across BC.

Send a letter to the Minister requesting a meeting to discuss the current issues and explore options, and cc your local MLA.

2E HR ROUNDTABLES

ORGANIZE and host a community HR Roundtable to present the Workforce Strategy, featuring presentations from local employers on best practices in workforce retention.

Organize a preliminary meeting with key workforce stakeholders including the Chamber, Work BC, Northern Health and the School District to outline an agenda, including hosting, welcoming remarks, key topics and speaker.

Confirm event logistics and develop an event one pager for distribution and review by key partners to secure event sponsorship

Develop and implement a marketing campaign to engage local employers
Host the HR Roundtable and at the close of the event, seek a volunteer who agrees to host the next one

Follow up with new volunteer host to provide them with a basic workplan and discuss any support needed

Distribute presentation materials and information on available resources to employers, along with information on next HR Roundtable

#3 Training

Trailblaze communication between employers and training service providers to improve local access to education and training resources.

3A LOCAL CAREERS PROGRAM

SUPPORT the highschool local careers program by promoting it to local employers and fostering collaboration with economic development resources and agencies.

Reach out to the Highschool to gather up-to-date information on the career program for sharing with the business and economic development community

Provide contact information for local businesses and employers to assist the school in its outreach efforts

Identify prospective funding opportunities to expand local career opportunities in concert with regional, provincial and federal funding agencies

Organize project planning meetings to explore opportunities to leverage funding opportunities to improve or expand current programming.

3B GOVERNMENT RESOURCE UTILIZATION

PROMOTE workforce programs offered by government agencies to employers to improve local uptake and utilization of available resources.

Meet with local representatives of government programs to gather information on available funding and resources

Establish historical baseline for employer uptake of funding programs in 2022 to use as a comparison

Integrate government program promotion into all employer-facing marketing initiatives and provide warm referrals directly to local representatives where possible

Leverage government funding and resources to initiate workforce development projects

3C LABOUR MARKET STUDY

CONDUCT a labour market study to identify skill gaps, training needs, workforce trends and investment attraction opportunities.

Recruit a project steering committee that includes partners from the public, private and non-profit sectors

Develop a project plan that reflects the priorities of the steering committee members, and aligns with potential funding opportunities, including the labour market partnership program

Negotiate partner contributions including funding and in-kind support

Contract a workforce development consultant to work with the steering committee to conduct the Labour Market Study including research, analysis, consultation, recommendations and stylized communications

Present the findings of the labour market study to local workforce development stake holders including Council, employers, education and training providers and business organizations to improve evidence-based decision making.

TRAILBLAZING WORKFORCE
WORKFORCE DEVELOPMENT STRATEGY

GOAL	PROJECT	TACTIC	2023	2024	2025	2026
		Trailblaze communication between employers and job seekers to connect employers with the workforces they need to succeed.				
		DESIGN an easy to use process for sharing information on family members of prospective employees and support the integration of families into the community				
#1 At- traction	1A	Host a meeting with major employers to discuss the purpose and scope of the project, including the identification of key roles and responsibilities, as well as access to resources				
		Develop a program marketing plan and campaign that begins by explaining the purpose and key components of the program to employers and family settlement service providers				
		Develop a Client Relationship Management (CRM) system to manage and share information on the family settlement needs of new employees including spousal job search, childcare, recreation, networking, training, housing and transportation.				
		Develop and maintain an inventory of local service providers and recruit them to participate actively in the program by responding to clients through the CRM.				
		Develop a survey to gather voluntary information from new employees on family settlement needs and upload information to the CRM				
		Develop a marketing strategy to embed the family relocation program within community marketing programs and HR recruitment efforts throughout the City				
		Track the performance of the program based on client engagement, service response level and overall family settlement patterns.				
		REPATRIATE Quesnel residents by promoting the community as a great place to raise their families and continue their career growth and development by fostering professional networks.				
		Organize a meeting with key partners responsible for the Come Back program that operated in the community prior to COVID-19 and review the program’s successes				

GOAL	PROJECT	TACTIC	2024	2025	2026
		Identify potential funding opportunities and develop an operating model to build on the projects successes in alignment with funding priorities			
		Integrate the Come Back program with the Family Relocation Program where possible			
ENHANCE the existing workforce attraction program by marketing tools to employers, improved online user experience, joint marketing initiatives and employer engagement					
		Develop a Workforce attraction page on the city website featuring the workforce development strategy and key programs and projects as they are approved by Council.			
		Develop and launch social media campaigns to promote workforce development strategy and programs and projects			
		Develop automated mail campaigns for conducting regular employer surveys to track strategy performance and distribute information on programs, projects and government resources			
		Conduct dedicated outreach to all local employers on an annual basis through social media to improve social media reach			
		Conduct an audit of all marketing channels and materials to assess need for revitalization, improvement and expansion			
DEVELOP a community familiarization tour in collaboration with local employers to assist in employee and resident attraction, including the development of community orientation guide for new residents					
		Develop an inventory of key community assets that enhance the livability of the community including recreation, family services, government offices, transportation routes, cultural sites			
		Build full and half day travel itineraries that include a mixture of experiences, including sights, walks, activities, meals and introductions.			
		Draft a marketing package for distribution and review by businesses and prospective hosts and invite sponsorship in the form of discount offers, swag and tour support.			
		Develop a community orientation guide for new residents			

TRAILBLAZING WORKFORCE
WORKFORCE DEVELOPMENT STRATEGY

GOAL	PROJECT	TACTIC	2024	2025	2026
		Partner with tour sponsors to finalize itineraries, maps and tour marketing material, and then distribute to local employers for their use when onboarding new employees.			
		Evaluate the success of familiarization tours by surveying tour sponsors and employers			
		Integrate community tours into Family Relocation Program CRM where possible			
Trailblaze communication between employers, employees, and service providers to address barriers to workforce retention including access to childcare, housing and transportation.					
SUPPORT the Chamber of Commerce is hosting '12 at 12' policy dialogues on issues affecting local labour retention.					
		Organize a meeting with the Chamber of Commerce to discuss logistics of hosting policy dialogues to address foundational barriers to workforce retention in the community including childcare, housing and transportation.			
		Build a schedule of topics that aligns with the implementation of other workforce projects so that news, updates and announcements can be integrated into policy considerations			
		Provide background information to City colleagues and gather insights and information on key policy considerations for communication to chamber and local businesses to ensure policy dialogues are well informed.			
		Identify recommendations coming out of policy dialogues that have implications for the city, and develop briefing notes for sharing with colleagues and senior management for further consideration.			
		Communicate back to the Chamber of Commerce on any impacts that the dialogue has had on City operations, including policy changes, initiatives or advocacy to higher levels of government.			
CONDUCT a review and update of the City's Childcare Plan, including engagement with local residents on childcare needs					
		Evaluate the execution of the plan based on the number of activities undertaken by classifying each as either complete, in progress, pending or incomplete.			

GOAL	PROJECT	TACTIC	2024	2025	2026
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		Review the overall performance of the Childcare plan based on it's performance framework and determine whether the success and/or failures of the plan are rooted in the quality of the plan, or the quality of its execution.			
		Assess the applicability of the overall plan to the current challenges. Are the central concepts still relevant? Is it a work in progress, or is it complete?			
		Determine the scope of the project - is it an update of the existing plan or a new plan.			
		Develop a project plan that includes research, community engagement, strategic planning and finalization			
		Include an employer survey to gather intel on workforce needs and explore opportunities for employers to contribute to the plans execution.			

CONTINUE to offer and market residential development incentives to improve housing stock, including working with local employers to communicate their demand for units.

		Conduct a scan of recent housing developments in Northern BC over the past 5 years to determine their scope, type, ownership			
		Reach out to municipal colleagues that have seen recent success to gather information on best practices and use their experiences as case studies.			
		Conduct outreach to local employers to solidify the market for housing units and gather expressions of interest for inclusion in business case development and marketing			
		Develop business cases for residential development in each of Quesnel's target areas using trends and themes from the development scan			
		Build a lead generation database of all housing and residential developers active in BC			
		Develop a marketing package that includes the business cases, incentive program and community marketing materials			
		Establish a Client Relationship Management system to track leads and investment prospects			
		Conduct an investment attraction marketing campaign using social media and email outreach, including community familiarization tours where possible.			

TRAILBLAZING WORKFORCE
WORKFORCE DEVELOPMENT STRATEGY

GOAL	PROJECT	TACTIC	2024	2025	2026
		Inquire openly about key challenges to investing in Quesnel, and actively address barriers in collaboration with local businesses, organizations and government			
		Celebrate success and foster a community narrative around growth and vitality.			
DEVELOP a transit advocacy strategy to improve provincial support for transit by communicating the shortcomings of the existing model and promoting potential solutions					
		Develop a briefing note that explains the current model and how it's stagnation is negatively impacting the community			
		Gather testimonials from employers and community services on the negative impacts on the local workforce			
		Conduct a scan for best practices in comparable sized cities across BC.			
		Send a letter to the Minister requesting a meeting to discuss the current issues and explore options, and cc your local MLA.			
ORGANIZE and host a community HR Roundtable to present the Workforce Strategy, featuring presentations from local employers on best practices in workforce retention.					
		Organize a preliminary meeting with key workforce stakeholders including the Chamber, Work BC, Northern Health and the School District to outline an agenda, including hosting, welcoming remarks, key topics and speaker.			
		Confirm event logistics and develop an event one pager for distribution and review by key partners to secure event sponsorship			
		Develop and implement a marketing campaign to engage local employers			
		Host the HR Roundtable and at the close of the event, seek a volunteer who agrees to host the next one			
		Follow up with new volunteer host to provide them with a basic workplan and discuss any support needed			
		Distribute presentation materials and information on available resources to employers, along with information on next HR Roundtable			

GOAL	PROJECT	TACTIC	2024	2025	2026
		Trailblaze communication between employers and training service providers to improve local access to education and training resources			
SUPPORT the highschool local careers program by promoting it to local employers and fostering collaboration with economic development resources and agencies.					
		Reach out to the Highschool to gather up-to-date information on the career program for sharing with the business and economic development community			
		Provide contact information for local businesses and employers to assist the school in its outreach efforts			
		Identify prospective funding opportunities to expand local career opportunities in concert with regional, provincial and federal funding agencies			
		Organize project planning meetings to explore opportunities to leverage funding opportunities to improve or expand current programming.			
PROMOTE workforce programs offered by government agencies to employers to improve local uptake and utilization of available resources.					
		Meet with local representatives of government programs to gather information on available funding and resources			
		Establish historical baseline for employer uptake of funding programs in 2022 to use as a comparison			
		Integrate government program promotion into all employer-facing marketing initiatives and provide warm referrals directly to local representatives where possible			
		Leverage government funding and resources to initiate workforce development projects			
CONDUCT a labour market study to identify skill gaps, training needs, workforce trends and investment attraction opportunities.					
		Recruit a project steering committee that includes partners from the public, private and non-profit sectors			
		Develop a project plan that reflects the priorities of the steering committee members, and aligns with potential funding opportunities, including the labour market partnership program			
		Negotiate partner contributions including funding and in-kind support			

TRAILBLAZING WORKFORCE
WORKFORCE DEVELOPMENT STRATEGY

GOAL	PROJECT	TACTIC		2024	2025	2026
		Contract a workforce development consultant to work with the steering committee to conduct the Labour Market Study including research, analysis, consultation, recommendations and stylized communications				
		Present the findings of the labour market study to local workforce development stakeholders including Council, employers, education and training providers and business organizations to improve evidence-based decision making.				



The background of the image is a dark teal color with light green contour lines, resembling a topographic map. The lines are irregular and wavy, suggesting a natural landscape.

CITY OF
Quesnel