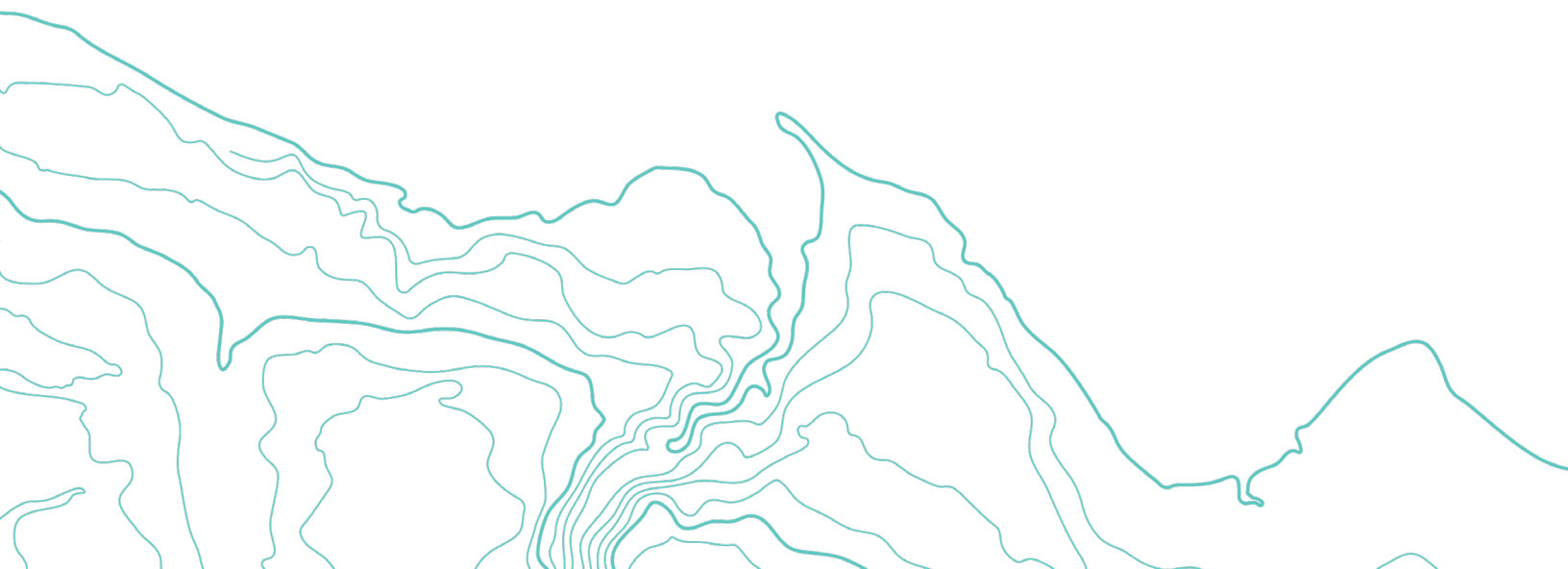




City of Quesnel

# Strategic Plan

2025 - 2026





# Message from Mayor & Council

The City of Quesnel's 2025-2026 Strategic Plan represents a collective effort by Council to drive forward-thinking transformation in our city. The plan comes at an interesting time for Quesnel. We find ourselves at the crossroads of great opportunity—one that will allow us to attract new families and investment to our community, helping us grow and continue to enjoy the services and amenities to which we've become accustomed. At the same time, we face economic pressures in essential industries such as forestry, ongoing recruitment challenges in our healthcare sector, a rising cost of living, and growing public safety concerns.

Our job as Council isn't just to ensure the municipality continues to function and deliver critical services; it's also to provide the necessary leadership to tackle broader issues—some of which we have control over and some we don't. That's what this plan is about.

This document is intentionally succinct: it outlines Council's five key areas of focus for the remainder of our term. While the City's vision and mission remain unchanged from past plans, our values have been re-focused, and our strategic priorities are now limited to five key areas. This reflects our recognition that our efforts must be focused and that we have limited time to achieve our objectives. This is also why the day-to-day operations of the City are not included here. The delivery of those services and projects is ongoing, and this plan focuses on the bigger-ticket items that go beyond the regular workload required to maintain the city.

This document not only outlines our focus for the next two years, but also serves as a commitment to residents and the broader public that we will track and report our progress, refining our actions as needed.

These are uncertain times, but what is certain is how fortunate we are to call Quesnel home, how passionate we—and you—are about making this community one of the best places to live in British Columbia, and that we are not afraid of a little hard work to make that a reality.



## Mayor & Council

*Back L-R:  
Councillor Scott Elliott  
Councillor Tony Goulet  
Councillor Martin Runge  
Councillor Mitch Vik*

*Front L-R:  
Councillor Debra McKelvie  
Mayor Ron Paull  
Councillor Laurey-Anne Roodenburg*

# A Community Driven Strategic Plan

The Mayor and Council of the City of Quesnel participated in strategic planning to identify priorities for the community. With the many challenges the community faces, Council recognizes its role in providing strong leadership and direction.

Strategic planning is an essential step for Council to establish its Vision, Mission, and Values, which will guide the organization. To focus on the most important work and ensure its completion, not everything can be started and finished at once. With limited resources, capacity, and funding, it is vital that we manage these effectively.

The Strategic Plan does not detail the day-to-day operations of the organization; instead, it identifies key priorities that go beyond the regular operating work of the municipality. At a broad level, these priorities will guide the expenditure of funds and decision-making moving forward.

The development of annual work plans for each department will operationalize Council's key priority actions. Some actions will require new resources, and Council can expect to receive reports outlining the work and additional resources needed (e.g., staffing, funding, etc.).

The key elements of the Strategic Plan include:

- **Council's Vision** – Where do we see ourselves in the future?
- **Council's Mission** – This describes the fundamental purpose of the municipality as regulated by the British Columbia Community Charter.
- **Council's Values** – These are the ethics and standards that Council and staff are guided by in conducting their work and in providing services to Quesnel residents.
- **Strategic Priorities** – These identify the key areas of focus for Council.
- **Strategic Actions** – These identify specific actions Council desires to take in order to make progress towards accomplishing strategic goals.
- **Strategic Goals** – These are the measures that tell us if we are successful.

# Vision

"A naturally vibrant, accessible and innovative community"



# Mission

The City of Quesnel delivers responsive, dynamic and cost-effective public services and programs, which service 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 occur.
- **Responsive** – We will get back to people, be approachable, and remain 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.





# Our Strategic Priorities



## SERVICES & INFRASTRUCTURE

We will maintain and improve services and infrastructure.



## HEALTH & SAFETY

We will prioritize community safety and the well-being of our residents.



## DEVELOPMENT & RESILIENCY

We will maintain, grow, and diversify the community.



## GOVERNANCE & STRATEGY

We will provide good governance to build a cohesive community.



## FISCAL SUSTAINABILITY

We will continue to provide cost effective services, manage limited resources, and invest in future governance capacity.





# Services & Infrastructure to 2026

## Goal

We will maintain and improve services and infrastructure.

## Action

- Review the Airport Business Plan with a focus on sustainability and future development.
- Finalize plans for and rehabilitate the Johnston Bridge.
- Determine and commit to the cost and time for the upcoming capital projects at the landfill, including the expansion, methane gas capture, new residential drop off and anticipated first phase closure.
- Determine a course of action for long-term water treatment in Quesnel to meet Northern Health regulations.
- Work with the RCMP to finalize plans for and commit to an expanded detachment building to better house and secure policing resources.





# Health & Safety to 2026

## Goal

We will prioritize community safety and the well-being of our residents.

## Actions

- Determine the extent of Quesnel and the surrounding area's vulnerable populations and benchmark against other similarly sized communities.
- Identify and address gaps in healthcare recruitment and retention in collaboration with Northern Health and other partners.
- Continue working with local First Nations and the regional district to update emergency plans to include risk assessments.
- Inventory and address unsightly properties to maintain and improve property values and support community safety.





# Development & Resiliency to 2026

## Goal

We will maintain, grow, and diversify the community.

## Actions

- Review and optimize business retention and expansion to support small and medium-sized enterprise development.
- Strengthen relationships with key economic sectors such as forestry, mining, agriculture, tourism, and transportation, and seek opportunities to support their development.
- Continue supporting the development and growth of the Three Rivers Community Forest.
- Review and optimize the Revitalization Tax Exemption program to incentivize investment in business areas.
- Explore every opportunity to incentivize and attract housing that aligns with the City's Housing Needs Assessment strategy and renewed Official Community Plan.
- Determine the best approach to work with landowners to manage unsightly properties throughout the city, maximizing development opportunities, and maintaining or improving property values.
- Work with Providence Living, Northern Health, post-secondary partners, and the community to support the effective development of the long-term care facility, and spur commercial revitalization efforts in West Quesnel.







# Governance & Strategy to 2026

## Goal

We will provide good governance to build a cohesive community.

## Actions

- Council will develop an approach to improved governance and advocacy on behalf of the City, including the implementation of a Governance and Strategy Committee.
- Complete an economic impact study for the proposed Highway 97 Interconnector, and work with the Province of B.C. to move the project to the functional design stage.
- Work alongside other B.C. local governments to effectively advocate for resources, legislation, and changes to the justice system to target repeat offenders and support community safety.
- Develop meaningful partnerships that address housing, homelessness, development, and other issues affecting our community.
- Strengthen relationships with First Nations and seek opportunities for collaboration that benefit the community.
- Work with partners and the Province of B.C. to advance the effective development of key properties in the city for needed housing (i.e. Cariboo Field, Quesnel Junior School properties).





# Fiscal Sustainability to 2026

## Goal

We will continue to provide cost effective services, manage limited resources, and invest in future governance capacity.

## Actions

- Invest in systems and procedures that support record-keeping and information management, and create cost efficiencies.
- Recommend to Council, on an ongoing basis, cost saving initiatives that balance high-value services with value for taxpayer money.
- Formalize a policy to support the continuous review of agreements with third parties, ensuring a balance between community benefit and financial outlay.
- Develop a 20-year financial and capital plan to support predictive reinvestment and financial management.





## Contact us

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