



CITY OF QUESNEL INTEGRATED COMMUNITY SUSTAINABILITY PLAN



Strategy Areas



Arts Culture, Recreation and Leisure

17



Building and Sites

18



Communications and Connectivity Infrastructure

19



Economy, Work, Education and Skills Training

20



Ecosystems, Natural Areas and Parks

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Strategy Areas

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Energy, Water, Resources and Waste



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Food



26

Housing and Land Use



28

Social and Community Well-Being



29

Transportation and Mobility



Project Partners



CITY OF
QUESNEL



Thanks to the Real Estate Foundation of BC for their generous support to the development of ourQuesnel.



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Thank You to the Whistler Centre for Sustainability for their expertise in completing integrated community sustainability planning.

For more information, contact:

City of Quesnel ourquesnel@quesnel.ca and on the web at www.quesnel.ca/ourquesnel.html

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Overview of ICSP

What is an Integrated Community Sustainability Plan (ICSP)?

An ICSP is as much a process as it is a plan; it is an on-going process of engaging the community in co-creating and updating a community vision and linking that to realistic planning and collaborative action today. ICSPs emphasize long-term thinking, collaboration between community residents and stakeholders, creating partnerships, and ongoing monitoring and evaluation to ensure success. Quesnel's ICSP is called ourQuesnel.

The following Integrated Community Sustainability Plan (ICSP) is the document that was written to help guide the process of moving the community toward a desirable and sustainable future. The ICSP identifies strategies and actions for implementation, monitors progress, and is reviewed and updated every year. An ICSP is the community's highest level policy document which is intended to give direction to all future initiatives, provide a comprehensive framework for community decision-making and ultimately integrate all existing plans and policies.

Figure 1
Relationship of ICSP to Community Plans and City Operations



Background & Process

The City of Quesnel has long recognized the need for integrated planning and has been undertaking sustainability planning initiatives for the past 20 years. Some of the past work included the Quesnel Green Initiative (2006), Quesnel Sustainability Indicators (2002), and Quesnel Prosperity Plan (2008). In 2010, the ourQuesnel Sustainability Task Force (STF) was created to help guide and develop how integrated community sustainability planning would begin in our community. During the course of a year, the STF met monthly to start identifying the key issues that needed to be addressed with a community sustainability plan, and to start developing a process. In January 2012, the City had the opportunity to work with the Whistler Centre for Sustainability on a QuickStart ICSP process that was grant-supported by the Real Estate Foundation of BC.

ourQuesnel - Outcomes

The ourQuesnel ICSP is a culmination of several years of sustainability-focused initiatives, and articulates the community's long-term vision for success and sustainability. It will provide the framework for the update of the Official Community Plan (OCP), so that the goals, objectives and policy directions will be aligned with the Community Priorities and Desired Outcome Statements described in ourQuesnel. Furthermore, ourQuesnel created an ongoing process for annual action planning, so that each year, proactive actions can be identified and implemented that will continue to move the community towards its vision. Finally, decision-making tools will assist with ensuring that every-day planning and decision-making processes align with the community's vision and desired outcomes.

ourQuesnel is comprised of:

1. Community priorities for success that provide strategic directions.
2. Desired Outcomes for each community strategy area.
3. Sustainability principles.
4. A description of the current situation with respect to each strategy area.

A set of indicators based on the five priority areas.

The plan is supported by the following implementation tools:

1. ourQuesnel Decision Tool
2. A 'Next Steps' section that will provide a guide for continuing to develop and implement ourQuesnel in the years to come.
3. An effective indicator monitoring/reporting tool.
4. An action implementation tracking tool.

Can we afford to think about sustainability issues? Should we not concentrate our efforts on more pressing economic challenges?

Sustainability planning and actions is not about choosing between economic, environmental and social issues. Rather, it is about making smart decisions today in order to be able to achieve all three in the future. Sustainability includes short and long-term economic success, which is essential to achieve our social and environmental objectives.

We cannot afford to lose sight of environmental or social issues. Our futures are intricately tied to the ability of natural systems to function.

Background & Process

ourQuesnel followed this process to create the ICSP:



- Community strategy areas were identified and confirmed by City of Quesnel staff and the STF.
- The STF worked closely with the consultant on developing the process and content for the ICSP.
- A community survey provided input into key issues and focus areas; five community priorities were identified and drafted.
- The STF members participated in a training workshop to learn about the ICSP and to develop a common understanding of sustainability.
- A shared vision for the community's desired future was developed and articulated as Desired Outcome Statements in each of the 10 strategy areas through web surveys and a public event on April 27/28, 2012 that was attended by more than 80 people.
- Current Realities (where the community is currently at with regards to each Desired Outcome) were written to provide a snapshot of the community, to highlight main assets, and identify key opportunities for action.
- An online survey polled ideas from approximately 61 Quesnel citizens and these ideas, as well as previously proposed actions from existing plans and documents, generated numerous action ideas for consideration. The STF members, along with representatives from other key organizations in the community, discussed and a set of actions to recommend for

implementation.

- A set of indicators based on the five priorities were developed. These indicators were recommended based on ease of collection and availability of relevant data.
- The City of Quesnel accepted a number of priority actions for immediate implementation and will work with community partners to consider additional recommended actions for implementation.
- Implementation tools, including a sustainability decision-making tool based on the goals of the ICSP, were developed.

The Sustainability Task Force

The ourQuesnel ICSP relied on the expertise and dedication of the Sustainability Task Force to work closely with the Whistler Centre team and the City on its development. The STF provided input on public engagement opportunities, assisted in the development of the community's vision (including desired outcome statements), provided input on current reality and indicators, and prioritized a set of actions. Individual organizations represented on the STF are essential partners and will work with the municipality to lead on implementing actions that will move the community towards its vision of success and sustainability.



Background & Process

The ourQuesnel STF members were:

- *Ed Coleman CHAIR – City of Quesnel Councillor*
- *Mary Sjostrom – City of Quesnel Mayor*
- *John Massier – Cariboo Regional District Director*
- *Ron Dunn – C&C Wood Products*
- *April Goffic – Quesnel Community and Economic Development Corporation*
- *Bernice Heinzelman – Quesnel Arts Council*
- *Dora McMillan – Quesnel Air Quality Roundtable*
- *Margaret Sadlon – Northern Health*
- *Kelly Pomeroy – Ministry of Children & Family Development*
- *Anna Rankin – Community Sustainability/Environmental Specialist*
- *Teri Stoneman – School District 28*
- *Tanya Turner – City of Quesnel staff/Project Lead*
- *Tom Weckworth – West Fraser Timber Co Ltd*
- *Matt Wood – City of Quesnel staff*
- *Kari Bolton – City of Quesnel staff*

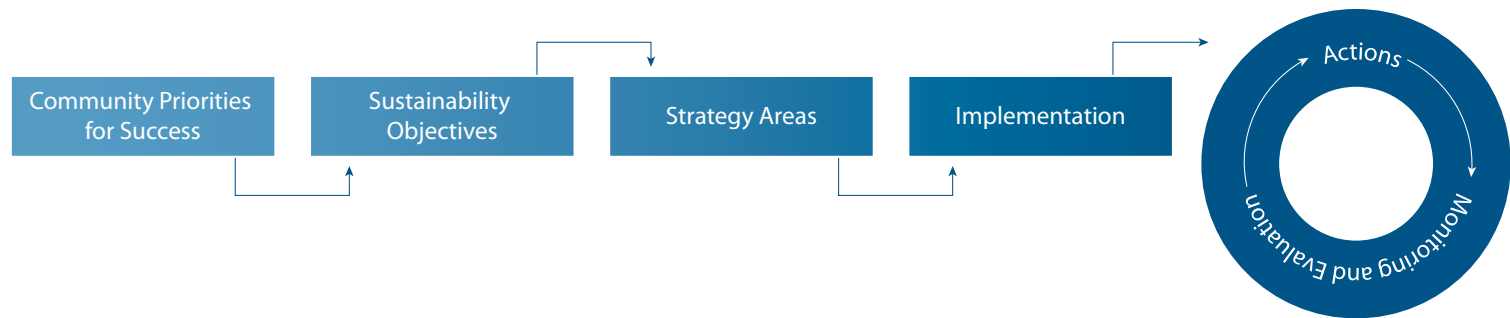


The Vision

A Vision For A Successful And Sustainable Future

The ourQuesnel process is about envisioning a desirable and sustainable future for our community and creating it together. To reach a successful future that we all want, the vision and the activities to get there need to be desirable and compelling in order to inspire the commitment to implementation. We also need to envision a desirable future that can continue for generations, so it makes sense that this desirable future and the priorities for its success are also sustainable.

The remainder of the document lays out the results of the visioning process that was undertaken and sets out a plan for implementation.

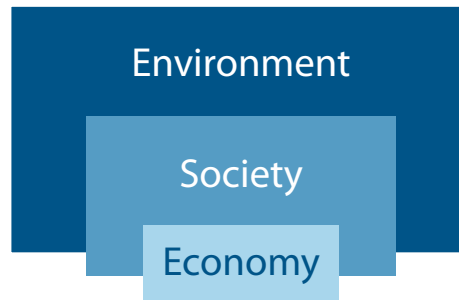


Principles of Sustainability

There are a multitude of manners in which to define sustainability or sustainable development. The Brundtland Commission, in the 1987 report *Our Common Future*, defines sustainable development as:

"... activities that meet the needs of the present without compromising the ability of future generations to meet their own needs."

Sustainability as described above is compelling but requires additional clarity and precision for effective strategic planning and action toward the desired outcomes. Understanding that meeting needs is totally dependent on our economic systems, human society, and a healthy functioning environment and that these three systems are interrelated, is a first step to help to narrow our focus for action.



With this relationship in mind, a sustainable community is one with a robust resilient economy within and serving a strong, equitable society, supported by and living within a highly functioning natural environment.

The Natural Step principles of sustainability provide an overarching guide towards sustainability. These principles are based

around a scientific consensus on sustainability and outline the four basic criteria for any organization, community, activity to operate successfully in alignment with the environment and society. These four principles provide a base direction for sustainability in our community; and are intended to guide planning in a world of ambiguity.

The four Natural Step sustainability principles, each of equal importance, are:

Sustainability Principle:

To reduce and eventually eliminate contribution to conditions that undermine people's ability to meet their basic needs

(e.g. unsafe working conditions, not enough income/ profit to live on, hoarding resources).

To reduce and eventually eliminate contribution to the ongoing physical degradation of nature

(e.g. over harvesting resources and paving over critical habitat).

To reduce and eventually eliminate contribution to the progressive build-up in of synthetic materials produced by society

(e.g., dioxins, PCBs, DDT, BPA).

To reduce and eventually eliminate contribution to the progressive build-up of materials that are extracted from the Earth's Crust (e.g. fossil fuels-carbon, heavy metals).

Approaches:

Work toward efficient socio-cultural (governance, social, culture, infrastructure, built, etc.) structures, systems and activities and efficient economic structures, systems and activities that allow all people to meet their needs.

To use resources from well-managed eco-systems, pursuing the most productive and efficient use of those resources and land, and exercising caution in all kinds of modifications of nature, such as over-harvesting, and the introduction of invasive species.

Substitute persistent unnatural materials with materials that are naturally abundant or that breaks down

Substitute extracted 'nature altering' or scarce resources by using extracted resources that are more abundant and attuned to nature and us.

Use all extracted resources efficiently through reducing demand for it, reusing it or recycling it quickly.

Use all unnatural materials efficiently through reducing demand for it, reusing it or recycling it.

Community Priorities

ourQuesnel's Community Priorities for Success

Quesnel has identified five Priorities that provide a high level description of what is important for a successful future. These Priorities represent the most critical overarching directions for the community and what is required to create the most desirable future. Each Priority is equally important and supportive of the other, and they provide the high level strategic directions for all

planning considerations. Equally, the Priorities need to reflect consideration of the direction provided by the sustainability objectives (pg 10), to ensure that the future is sustainable, as well as desirable. ourQuesnel's Priorities were created through community input from surveys and the public events.

Related Strategy Areas

- Arts, Culture, Recreation & Leisure
- Buildings & Sites
- Communications & Connectivity Infrastructure
- Economy, Work, Education & Skills Training
- Energy, Water, Resources & Waste
- Food
- Social & Community Well-being
- Transportation & Mobility

Key Indicators

- Economic dependence
- Number of business licenses
- Real median income
- Economic diversity

Building A Strong Diverse Economy

Quesnel will build a strong, diverse economy by developing and nurturing new business opportunities to support resource sector operations, providing excellent and widespread communications infrastructure, and offering abundant local food. Its natural resources are maintained and managed as a sustainable community industry, while a vibrant local economy attracts entrepreneurs, residents and visitors. Quality, accessible educational programs and activities help create an active, engaged community and skilled workforce.

Related Strategy Areas

- Arts, Culture, Recreation & Leisure
- Buildings & Sites
- Communications & Connectivity Infrastructure
- Economy, Work, Education & Skills Training
- Energy, Water, Resources & Waste
- Food
- Social & Community Well-being
- Transportation & Mobility

Key Indicators

- Arts and culture programming
- Heritage buildings
- Trail length
- Trail Investments

Enhancing The Quesnel Experience

Quesnel will offer a unique community experience for residents and visitors alike. It is safe and attractive, and is easy to get around by efficient and safe multi-modal transportation options. The community is comprised of a number of compact, mixed-use neighbourhoods, and abundant trails, parks and natural spaces. Arts, culture and heritage are vibrant and contribute to a thriving tourism economy. Citizens are healthy, active, passionate and engaged in the community.

Community Priorities

Related Strategy Areas

- Buildings & Sites
- Economy, Work, Education & Skills Training
- Ecosystems, Natural Areas & Parks
- Energy, Water, Resources & Waste
- Food
- Social & Community Well-being

Transportation & Mobility

Key Indicators

- Drinking water quality
- Local air quality
- Greenhouse gas emissions
- Commuting mode
- Waste diversion
- Water use
- Total material consumption/flow

Ensuring A Clean And Healthy Living Environment

Quesnel will increasingly create a cleaner and healthier living environment in which the air is clean, drinking water is high quality, and all herbicides, pesticides and fertilizers are toxin and chemical free. Industries are clean, and all facilities and services are transitioning to renewable energy sources and supplies. Waste is minimized, all materials are used in closed loop approaches, and what waste is produced is used as a resource. Transportation systems use continually more sustainable technologies.

Related Strategy Areas

- Arts, Culture, Recreation & Leisure
- Buildings & Sites
- Communications & Connectivity Infrastructure
- Economy, Work, Education & Skills Training
- Ecosystems, Natural Areas & Parks
- Energy, Water, Resources & Waste
- Food
- Housing & Land Use
- Transportation & Mobility

Key Indicators

- Renewable energy facilities
- Community parks
- Energy use
- Sensitive habitat
- Available timber harvest

Maintaining And Managing Our Natural Resources

Quesnel's natural resources are maintained and managed to ensure a long-lasting, thriving economy and healthy, functioning ecosystems. Homes and buildings use sustainably harvested, local building materials, are durable and energy and water efficient, and use renewable energy sources. Neighbourhoods are designed and built using land and infrastructure efficiently, reducing energy needs as well as encroachment on natural areas.

Community Priorities

Related Strategy Areas

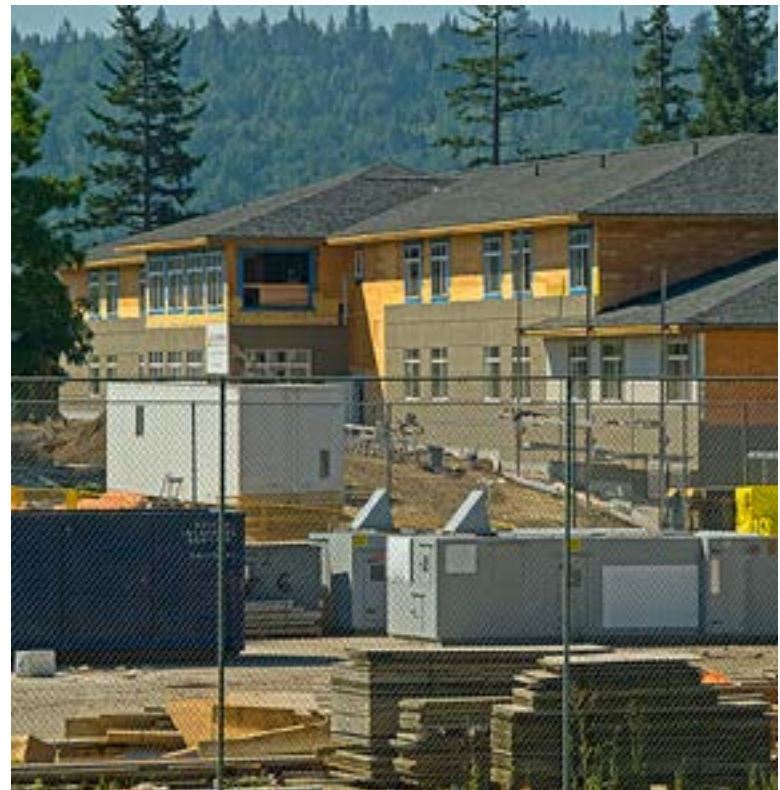
- Arts, Culture, Recreation & Leisure
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- Social & Community Well-being
- Transportation & Mobility

Key Indicators

- Housing diversity
- • Low income prevalence
- • MSP use rate
- • Education attainment
- • Transit availability
- • Cost of living
- • ourQuesnel action participation
- • Housing affordability
- • Farmers' markets
- • Crime rate
- • High school completion

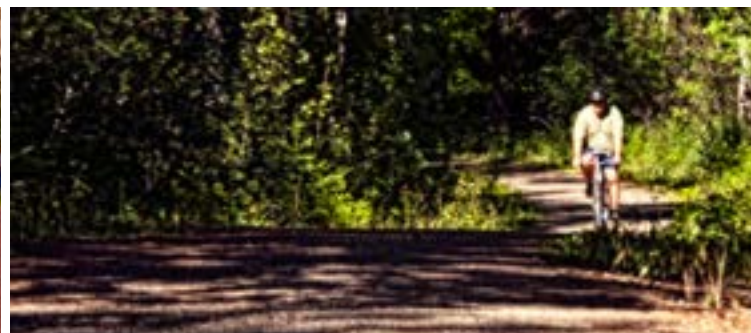
Strengthening Community Support Systems

Quesnel is a healthy community, mentally and physically, supported by access to modern health facilities and services, healthy, affordable locally grown food choices as well as to a variety of recreational and cultural opportunities. All citizens have equitable education and employment opportunities and sufficient income, and all families have access to childcare opportunities. Buildings, sites and transportation services throughout the community are accessible, safe, and there is a diversity of affordable housing options. There is community-wide access to communications infrastructure, which is integrated into all aspects of life, contributing to quality of life and economic diversity.



A Current Reality

A current reality, providing a brief description of the situation in Quesnel, was developed for each strategy area based on the Desired Outcome Statements. While not a comprehensive study of the community, it provides a snapshot of where the community is at with respect to the desired future. A current reality summary, with key opportunities for actions, is included in each strategy section following, and current reality descriptions are attached as Appendix A.



Strategy Areas

ourQuesnel's Strategy Areas

There are a number of ways to understand and conceptualize community and community issues, and how to organize our thinking and planning around these issues. While it is important for an ICSP to address relevant community sustainability issues such as climate change, intergenerational demands, affordability, or economic challenges, the ICSP doesn't need to be structured by every issue to do that. In fact, a plan structured by issues would likely be unruly and resource intensive to manage due to the sheer number and variety of issues.

The manner in which ourQuesnel is organized seeks to address the opportunities or challenges from all the important issues across a handful of relatively stable quality of life service and community systems. While we don't always think of a community as made up of an energy system, leisure system, health system, etc., we can all intuitively understand that they exist and will exist. For example, a community's energy system is the way that various organizations, infrastructure, and people combine to meet the community's energy needs. The way in which a system functions well – or not – is often the root cause of multiple issues, so addressing the system as a whole will bring us one step closer to solutions. Further to the energy system example, our current energy systems have impacts on air quality, climate change, water ecology etc. Working

comprehensively on energy system solutions help in all three areas. For Quesnel, 10 strategy areas were identified that broadly address all the community systems and the broad range of issues within them. These are the 10 strategy areas in ourQuesnel:

1. Arts, Culture, Recreation and Leisure
2. Buildings and Sites
3. Communications and Connectivity Infrastructure
4. Economy, Work, Education and Skills Training
5. Ecosystems, Natural Areas and Parks
6. Energy, Water, Resources and Waste
7. Food
8. Housing and Land Use
9. Social and Community Well-being
10. Transportation and Mobility

As ourQuesnel continues to be developed over the next number of years, these strategy areas may be combined, separated, or revised – that is all part of an ongoing community sustainability planning process.



Desired Outcome Statements

Desired Outcome Statements are mini-visions describing the future of the community within each strategy area. They are statements that:

1. *describe what success will look like in a sustainable future in each strategy area guided by the sustainability objectives;*
2. *are statements of the highest aspirations and purpose for each strategy area;*
3. *guide action planning and decision-making so that all actions and initiatives aim to move the community from where it is today to where it wants to be in a sustainable and successful future;*
4. *collectively paint a picture of a compelling future for our community.*



Strategy Areas

Arts, Culture, Recreation & Leisure

The Arts, Culture, Recreation and Leisure strategy addresses arts, culture, recreation, and leisure-related participation or observation activities and the supporting built and natural infrastructure, resources, and delivery agents. It also addresses conditions required to make these pursuits accessible and inclusive with a low environmental impact.

Summary Of Current Reality

Our community has long benefited from the dedication of volunteers who continually advance Arts, Culture, Recreation and Heritage.

The Arts has had a strong and established presence in the community for 40 years. Incorporating in 1973 the Arts Council continues to take a leadership role in planning arts and culture. Together with the Arts Coordinator of the Arts and Recreation Centre, it operates an Art Gallery, gift shop and an Artrium that has 58 pieces of art work from local, provincial national and international artists. In addition they promote, educate, communicate and advocate for the arts, heritage and culture in our community. The Arts Council hopes to advance the development of arts policy within the City's Official Community Plan.

Embracing the rich history of our community the Quesnel & District Museum and Archives provides plenty for residents and tourists to discover. A Heritage and Museum Commission was also developed. A Heritage Strategic Plan, Heritage Register, and ongoing recognition of heritage features in the community continue to be championed by this group.

Recreation opportunities (in and out of doors) are plentiful year round in the community. The community is challenged with the maintenance and upgrades of facilities and services but are blessed with numerous opportunities including swimming, gymnastics, skating, soccer, tennis, baseball, rodeo, fishing, skiing, hiking, mountain biking, etc. Some of the infrastructure for this is co-funded by the City and Cariboo Regional District but the organization of these activities is advanced by numerous volunteers.

Our community has an excellent core trail system that is widely used by residents and visitors for recreation and leisure.

Key Opportunities

The strong culture of partnerships in the community is supporting the development of the Multi-Centre, a proposed multi-use building that would house a state-of-the-art theatre, performing arts centre and arena. The Multi-Centre would provide a venue for recreation and arts for the community, create new economic opportunities, and attract visitors.

There is also an opportunity to expand the existing trail network and connect and market it to heritage initiatives in the community such as the Quesnel Museum, thus promoting cultural tourism opportunities.

Arts, Culture, Recreation & Leisure Desired Outcomes

1. *Quesnel citizens are actively engaged in community activities, and collaborate to achieve goals for a successful community.*
2. *All citizens can access a diverse variety of affordable recreation, leisure and arts and culture activities, facilities and programming, and all facilities are modern and safe.*
3. *Heritage, including First Nations heritage and culture, is protected and celebrated, and there is a diverse cultural scene.*
4. *Arts, culture, recreation and leisure activities create a healthy, thriving and attractive community for residents and visitors, and contribute to a strong, diverse economy, and to physical and mental health.*
5. *Facilities and services are efficiently and optimally used through creation of partnerships.*
6. *Facilities and services are built with sustainability harvested materials, are landscaped using sustainable practices, primarily use renewable energy, are energy efficient, and conserve fresh water.*
7. *Parks and green spaces are safe and attractive, encouraging use by all residents and visitors.*

Recreational activities are mainly low environmental impact and self-propelled, and higher impact activities are sustained in appropriate specific areas.



Buildings & Sites

The Buildings and Sites strategy addresses how the physical characteristics of buildings and sites keep the community inclusive, affordable, livable and sustainable. It includes residential dwellings, commercial, institutional and industrial buildings as well as their surrounding natural landscape, manicured landscape and paved areas. It deals with infrastructure, materials and practices related directly to the building or site, but generally excludes community infrastructure such as roads, energy systems, water and sewer lines.

Summary Of Current Reality

Residential buildings are aging with approximately three quarters of them more than 20 years old. While newer residential buildings are continually being built to higher efficiency standards as prescribed by the greening of the BC Building Code, the majority of buildings are not energy or water efficient, nor landscaped with more sustainable practices (e.g. non-invasive species, non-toxic pesticides).

The City passed a Wood First Bylaw that requires all City-funded buildings to use wood as a primary building material, supporting the local resource economy.

The need to increase the overall accessibility of the community has been acknowledged and numerous projects have been undertaken to improve accessibility in public spaces. There is a need to continually implement accessibility design in all planning and revitalization of the City's built environment. There is also a need to create incentives to increase the accessibility of the City's housing stock.

Development Permit Areas focus on design, quality and character, there is little on sustainability features within those development permits. However a separate Water Corridor Development Permit Area addresses environmental impacts of development to riparian habitats. The movement towards more sustainable buildings has been occurring and has been championed by the LEED GOLD North Cariboo Community Campus.

Buildings & Sites Desired Outcomes

1. *Quesnel is comprised of buildings that enhance Quesnel's natural and built environment.*
2. *Buildings use sustainably produced local materials, reused and recycled materials, and chemical-free and non-toxic products, are re-purposed as much as possible, and are built to last multiple generations.*
3. *Buildings are highly energy efficient, conserve water, and mostly use renewable energy systems.*
4. *Buildings and sites are accessible and safe.*
5. *All building sites are landscaped with non-invasive native plants, and reduce water usage.*
6. *The building industry exports knowledge, contributing to the local economy.*

Key Opportunities

There is potential to increase the sustainability of buildings and sites for new buildings and retrofitting of existing buildings.

More sustainable procurement policies can reduce or eliminate the use of toxins.

Vacant sites in the city, in particular around the downtown area, can be assessed for redevelopment, creating additional housing as well as commercial opportunities

Communications & Connectivity Desired Outcomes

1. *All Quesnel residents and employees are effectively, affordably and dependably connected through widespread communications infrastructure and technology, and there is widespread education and understanding of how to use technology.*
2. *Communications and connectivity infrastructure enables all residents a higher quality of life, and supports the community's goals towards success and sustainability.*
3. *Quesnel is recognized for its excellent communications technology and infrastructure, enabling it to attract new jobs and residents.*
4. *Communications and connectivity infrastructure use non-toxic, sustainable materials and renewable energy sources, are energy efficient, create minimal disturbance of natural areas during development, and do not harm health.*



Communications & Connectivity Infrastructure

The Communications and Connectivity Infrastructure strategy is concerned with the infrastructure for wired and wireless communications that enable more effective communication within the community and outside. This strategy area addresses the physical infrastructure and the accompanying instruments and devices as well as the accessibility of the infrastructure throughout the community in neighbourhoods, homes, commercial and institutional buildings. It includes the energy and materials used.

Summary Of Current Reality Quesnel has identified widespread connectivity through communications infrastructure as key to economic success and to a higher quality of life for all residents. While the downtown core of the community is currently well-connected, outside of the core, reliable and efficient connectivity is limited or non-existent.

Key Opportunities

Creating a wifi hotspot downtown and/or in some key areas for free access to internet would increase ease of communications for residents and visitors.

Improving communications infrastructure in key locations/ buildings (e.g. College of New Caledonia) and for small businesses for daily operations is also a significant opportunity to improve communications and increase economic competitiveness.



Strategy Areas



Strategy Areas

Economy, Work, Education & Skills Training

The Economy, Work, Education and Skills Training strategy focuses on bringing in sufficient dollars into the community, and optimizing the impact of dollars within, in order to help support local services and attractive livelihoods. It also addresses opportunities for meaningful work, sustainable businesses and creating a positive climate for local businesses, as well as the opportunities and services for providing education and skills training within the community.

Summary Of Current Reality

Quesnel is facing a period of transition from a single sector economy to a diversified economy. Diversification has been a goal of the community for many years but the Mountain Pine Beetle epidemic has made it essential. The community is taking steps to move forward with percentage employment growths in all sectors and recruiting new opportunities for the community to make a progressive shift. A shift in employment is needed with increases to come from agriculture, mining, tourism, and education. This economic shift is essential to the future of the community and will ensure that Quesnel can successfully retain and attract new families and entrepreneurs. This is a defining time in our community's history as we make steps in a significantly more sustainable direction.

Quesnel has exceptional site selection qualities that make it a highly attractive community to operate a business and raise a family. While Quesnel is taking steps to create employment in current and new sectors, planning is underway for employment and training partnerships to source employment from our community to others to ensure that there are limited pauses in the local economy.

We continue to strive for the best for Quesnel and all its residents, business and industry and ensure that we are facilitating the economic, social and environmental wealth for all.



Key Opportunities

1. Economic diversification is key to the future success of Quesnel. Immediate opportunities towards greater diversification include:
2. Development of a strategy for the recruitment and retention of skilled and required professionals to fulfill key service gaps.
3. Supporting local and small businesses through training and technology will help strengthen the local economy. There is potential for diversifying and expanding the agricultural and tourism industries, including marketing 'north of the south, south of the north.'
4. More environmentally-based initiatives, such as a renewable energy industry, reducing waste through greater recycling and composting, and strategies and services to improve air quality are opportunities for economic development.
5. Improved transportation (air and road) would also increase the economic competitiveness of Quesnel.



Economy, Work, Education & Skills Training Desired Outcomes

1. Quesnel's diverse and resilient economy is based on the strength of the area's natural resources and is supportive of emerging economic sectors.
2. There are strong local economic sectors, a culture of collaboration, partnerships and entrepreneurship, and a sense of pride in all work.
3. Education and training opportunities are accessible, diverse and affordable, providing appropriate skills training as well as lifelong education.
4. Quesnel's energy efficiency and renewable energy systems contribute to the local economy and demonstrate Quesnel's leadership.
5. Quesnel's industries strive to have no impact on air quality, conserve energy and water, use energy efficiently, are toxic-free environments, employ a recycling program, and are based on and incorporate long-term sustainability objectives.
6. All citizens and families have access to employment opportunities and sufficient income, with access to childcare opportunities.
7. All workplace buildings, workplace environments and locations are accessible and safe, using infrastructure and land efficiently.
8. Effective and widespread infrastructure, including communications technology, enables broad economic and educational opportunities for residents in Quesnel.
9. All new employment and educational buildings use sustainably harvested materials, use resources efficiently, and contribute to an attractive community.
10. A fair and equitable municipal taxation system that, combined with other municipal revenue sources, provides sustainable long term funding for the City's services and infrastructure.



Strategy Areas



Strategy Areas

Ecosystems, Natural Areas & Parks

The Ecosystems, Natural Areas and Parks strategy seeks to manage development in a way that protects ecosystems and natural areas, and supports the creation and maintenance of park space. It also addresses how the community will protect, and attempt to restore, ecosystem integrity and biodiversity throughout the area and region.

Summary Of Current Reality

The Quesnel area has four distinct seasons that allow for a variety of experiences and opportunities. The City of Quesnel has many parks and recreational opportunities within its boundaries and within close proximity that provide passive and active park user options: Twin Arenas, Rodeo Grounds, indoor and outdoor soccer facilities, Arts & Recreation Centre and natural park areas. The community has made it clear that natural areas within the City boundaries must be identified and preserved for the environmental, aesthetic and economic values.

The Riverfront Trail system is widely used and is a source of community pride. The two major river corridors with their floodplains, steep slopes ravines and habitat are prime examples of preserved natural areas that can be used for popular activities such as walking, biking and enjoyment of nature. Cultural and heritage educational opportunities in the river corridors enhance the experience of people using those trail systems.

Accessibility and affordability are important and ongoing issues that need to be considered to ensure enjoyable parks and recreation opportunities in Quesnel.

Key Opportunities

Developing better linkages between the parks and promoting conservation of natural areas and systems through a parks plan and expanded trail network are key opportunities for residents as well as visitors to enjoy Quesnel's natural areas even more, while protecting its ecosystems.

Ecosystems, Natural Areas & Parks Desired Outcomes

1. *There are numerous affordable recreational opportunities throughout the community, including in natural areas, interconnected trail systems and parks.*
2. *Natural areas and parks are easily accessed by all members of the public, and parks are accessible to all.*
3. *Education and compact development patterns allow for the responsible management of ecosystems, natural areas, parks, and natural resources.*
4. *Facilities in parks use sustainably harvested materials and renewable energy, conserve energy and water, and use sustainable transportation. Buildings are chemical and toxic-free.*
5. *Citizens are educated about, and stewards of, ecosystems and natural resources.*
6. *There are natural and built spaces in parks for all to enjoy.*
7. *The abundance of natural areas, green-spaces and parks contribute to the clean air valued by all.*
8. *Parks are free from harmful toxics and chemicals, and use natural fertilizers and pesticides.*

Energy, Water, Resources & Waste

The Energy, Water, Resources and Waste strategy is concerned with community energy needs in an affordable, reliable and sustainable way. It focuses on provincial, regional and small district energy generation and delivery systems and management practices related to the community as a whole. (The energy demand from transportation, buildings and land use patterns is primarily covered by those respective strategies.) This strategy area also addresses the supply of high quality water and materials for appropriate uses while minimizing environmental impacts. It focuses on the entire water and material system, including appropriate sourcing, delivery, use and end-of-life systems, and addresses both physical infrastructure and management practices. The scope of this strategy also extends to flood control.

Summary Of Current Reality

Quesnel is rich in natural resources with an economy based on forestry, mining and agriculture.

The area has abundant, fresh, high quality water; however, per capita consumption is twice the national rate. The City has developed a water conservation strategy to improve water consumption within the City.

The City maintains a storm drainage system comprised piped underground and ditched systems with policy directed at encouraging on site retention of storm water.

The Air Quality Roundtable is a model of collaboration known across the province and since the 1990s members have worked tirelessly to develop an Air Quality Management Plan and implement actions to improve air quality. The plan was updated in 2012.

The City has implemented policies to encourage waste reduction, re-use and recycling and operates a waste exchange program and a yard composting program. Waste is landfilled, and there is a recycling program, but no food composting or waste to resource initiatives are yet in place.

The City adopted Green House Gas Targets in 2011 and is actively working towards energy reduction through retrofits, behavior change and district energy research as well as broader community initiatives to encourage and support energy efficiency.

Key Opportunities

Quesnel has an opportunity to be a leader in water and energy conservation and efficiency through educational initiatives and partnerships (e.g. with BC Hydro).

A community energy and emissions reduction plan would help identify key opportunities for energy reduction as well as alternative/renewable energy sources. The work of the Air Quality Roundtable and progressive industries in the region can continue to improve air quality. Significant opportunities exist for waste reduction through increased education, business leadership and expansion of composting infrastructure.



Strategy Areas





Strategy Areas

Energy, Water, Resources & Waste Desired Outcomes

1. *Quesnel is a healthy community with clean air, safe and equitable access to high quality drinking water and efficient waste disposal, and is safe from hazards.*
2. *Quesnel's natural resources and sustainable industry practices contribute to its strong diverse economy.*
3. *Quesnel's aquifers are healthy and functioning.*
4. *The community has an understanding of energy issues and challenges, has significantly reduced energy consumption through conservation practices, and is continually identifying ways to significantly reduce GHG emissions and other energy related environmental impacts.*
5. *Quesnel's energy needs are mainly provided through energy efficiency, local energy supplies, renewable and sustainable energy sources, and are met reliably and equitably.*
6. *Closed loop approaches to all materials (e.g. products, buildings and automobiles), including using waste as a resource, have enabled Quesnel to be on its way to its zero-waste goal.*
7. *Energy efficient land-use patterns and design significantly reduce energy use from transportation and buildings.*
8. *Quesnel is a leader and model in energy efficiency and water conservation practices.*
9. *Infrastructure in Quesnel is well-planned and efficiently used, supporting long-term sustainability goals.*



Food

The Food strategy addresses how the community supports an affordable and reliable food system that nourishes residents' appetites, celebrations and culture. The strategy maintains the integrity of the land and people providing the food while moving toward a more sustainable system. It deals with food systems from farm to fork to disposal.

Summary of current reality

The City of Quesnel has a variety of agriculture areas within city limits and in close proximity that offer significant opportunity for the production of food crops on a viable basis. Some of this land is in the Provincial Agriculture Land Reserve.

Considering its northern latitude, the area is blessed with an enviable climate and more than adequate water resources. Relatively low elevations along the Fraser River and Quesnel River corridors allow for zone 4 micro-climate conditions capable of growing select fruits, melons, berries, and most vegetables. The community has a thriving Farmer's Market, embraces the Community Garden and shows a great deal of pride with Communities in Bloom as a two time national winner. Residents have indicated a strong desire to see local food production opportunities enhanced. In response, our community must identify areas and develop a plan to promote local agriculture.

Key Opportunities

There are over 590 hectares of land in the City boundary that is within the Agricultural Land Reserve (ALR). While not all land in the ALR is prime farmland, there is a tremendous opportunity to expand food production in the community, within the ALR and outside. A community food policy and strategy that includes analysis of available farmland as well as marketing and distribution of local food would assist in growing the local food economy.

Food Desired Outcomes

1. *All Quesnel residents are able to access healthy, nutritious and diverse food choices affordably.*
2. *Quesnel's local food system is a significant part of its diverse economy.*
3. *There is greater awareness and demand for local food and it is widely produced and available, enhancing Quesnel's food self-sufficiency.*
4. *Food and crops are grown in a sustainable manner, without reliance on unnatural fertilizers, herbicides and pesticides.*
5. *Farmland is effectively utilized, protected and expanded where possible, and government support for 'farm to fork' practices enhances the local food and agriculture industry.*
6. *Food production and processing practices are safe and contribute to providing healthy food to Quesnel residents and visitors.*
7. *A strong and sustainable food and agricultural sector, built on partnerships and collaborative approaches, takes advantage of local branding and cultural opportunities through education, skill development and community engagement.*
8. *Food production and processing practices conserve energy and water; use renewable energy sources where possible; use recycled and reused materials; and are moving towards zero waste.*
9. *There are numerous opportunities to grow and access food around the community.*



Strategy Areas

Housing & Land Use

The Housing and Land Use strategy seeks to manage development in a way that maintains livability, natural areas, and economic development. The strategy addresses the locations, patterns and types of all physical development as well as the amount and timing of these developments. This strategy addresses how the physical layout and composition of uses and densities keeps the community inclusive, affordable, livable and sustainable.

Summary Of Current Reality

The City's Official Community Plan has detailed guidelines for different ranges of residential, commercial, and industrial development with an increasing trend over the years to allow for more mixed uses.

Four commercial areas and seven distinct neighbourhoods that have unique characteristics are identified. Overall, the plan provides a mix of densities and dwelling types throughout the community and encourages mixed use development and greater densities in locations close to business centres with specific policies intended to preserve the downtown commercial centre.

The housing stock in Quesnel is aging with approximately a third of the buildings in the community built more than 30 years ago. Residential units are currently primarily single-family detached with limited multi-family market rental and non-market housing options. The people of Quesnel continue to benefit from our City's overall affordability and the many opportunities to engage in healthy life-styles activities. However, there are citizens who continue to struggle to find safe, affordable and accessible housing. The City has taken the initiative to meet with impacted members of our community to discuss affordable housing and identify opportunities to increase affordable housing options.

The West Quesnel Land Stability Study Area has stagnated growth and development in an area covering almost 1/4 of the City's population. Significant investment into rectifying the land movement in this area has been undertaken. Until the results of these actions are confirmed this area will remain without any significant development.



Key Opportunities

School District properties that will become available in future years will provide land in the heart of the community for future development. There is also potential for intensifying the downtown area with appropriate mixed-use development that will also support local businesses. Strong OCP policies and general support for more compact development and minimizing development on natural areas will help to focus future growth and use infrastructure more efficiently. The affordable housing strategy will be able to identify and support new forms of housing, including smaller and multi-family units as well as home-based businesses and live-work situations.



Housing & Land Use Desired Outcomes

1. *Most neighbourhoods are compact, mixed-use and allow for a range of dwelling unit types increasing access to services and amenities.*
2. *Neighbourhoods are designed to be multi-modal and have greater access to transit, reducing the need for motorized vehicles.*
3. *All buildings, infrastructure and facilities are accessible to support the needs of all residents.*
4. *There is a diversity of housing options, including a range of types, tenures and prices; housing options create equitable and inclusive neighbourhoods for all ages and abilities.*
5. *Homes are energy efficient and durable, conserve water, constructed with locally produced, reused, recycled and toxic-free building materials.*
6. *Land use planning and practices support a diverse economy and vibrant industries, protecting the identity of Quesnel and ensuring a clean, attractive and safe community for residents and visitors.*
7. *Neighbourhoods are designed to be energy efficient and to use infrastructure efficiently, with renewable energy systems providing energy to many buildings.*
8. *Land use planning recognizes and rewards sustainable developments through a collaborative process that engages the public and community partners.*
9. *Development is done in a way to ensure ecologically functioning natural areas remain intact and future generations enjoy the splendor of the biodiversity and greenspace for which Quesnel is known.*
10. *Neighbourhoods are vibrant, livable, are built on existing sites, and preserve the natural systems around them.*



Strategy Areas



Strategy Areas

Social & Community Well-Being

The Social and Community Well-being strategy is concerned with meeting residents' physical, mental, emotional, spiritual health through services, infrastructure, interactions, relationships and a strong community fabric. It also includes community safety. From an individual perspective it addresses access to local and regional care services and health promotion, and to lesser extent, health enablers, such as recreation.

Summary Of Current Reality

There is a strong collaborative culture among social service providers through the support of the Quesnel, Child and Youth Family Network. However the Network currently has no secure ongoing financial support. The co-ordination, planning and collaboration functions of the Network need to be resourced. Funding for social service programs continues to be short-term and reactive, which makes sustainability planning in this area difficult. The demand for addictions/mental health services is on the rise.

Our local college and university campus continues to grow in number of students and expand in size. The campus offers a variety of courses, certificates and degrees. In 2011 the College of New Caledonia completed a trades building offering several programs including welding, pipefitting/plumbing, carpentry, millwrighting, electrical, and 4th class power engineering. With the current programs being so successful, and with enrollment increasing, there is already a need for expansion.

Quesnel has a group of dedicated citizens that plans for, and addresses the needs of, our elderly population. However, there is a shortage of residential beds, leaving elderly people in acute care beds for long periods of time at greater cost. With the rapidly aging population, and with the prevalence of dementia amongst elderly people on the rise, having the ability to provide care that promotes dignity is more important than ever. Long term, we also need to look at expanding the number of palliative care beds we have in the community.

The City of Quesnel continues to make accessibility a priority in renovations to facilities such as the recreation facilities and encouraging improvements to public spaces and increasing the number of accessible parking spaces.

The Community Policing Access Centre provides information to residents on a number of RCMP crime reduction programs.

Key Opportunities

There is a need to increase the sense of safety in the community potentially through greater support for general social services, and by providing greater resources to those who have barriers to achieving individual well-being, including access to education and skills training.

Utilize the strong collaborative culture in the community among social service providers to seek funding to offer programs that meet a variety of needs.

Social & Community Well-Being Desired Outcomes

1. *All residents have access to modern medical facilities and health services, making use of the most technologically advanced systems, and there is a multi-disciplinary approach to health that also facilitates proactive self-care.*
2. *The community is inclusive and supportive of all ages and cultures, from childhood to seniors, and is accessible, affordable and safe.*
3. *Quesnel residents are strong and passionate, take pride in their community, and take initiative to keep Quesnel as BC's most beautiful small city.*
4. *Quality educational opportunities, programs and activities help create an active community, engaged youth, and a skilled workforce.*
5. *Collaborative social services nurture a safe community with reduced crime and poverty.*
6. *Quesnel is a healthy community, mentally and physically, supported by locally grown food and access to a variety of recreational and cultural opportunities.*
7. *Facilities and service delivery use renewable energy supplies, recycled and sustainably harvested materials, no unnatural fertilizers, herbicides and pesticides, and protect environmental values.*



Strategy Areas

Transportation & Mobility

The Transportation and Mobility strategy is concerned with the movement of residents and materials to, from and within a community in a more efficient and sustainable manner that is consistent with the community's nature. It includes all modes of local and regional transportation and focuses on vehicles, roads, trails, lighting, mass transit and supportive technologies.

Summary Of Current Reality

Quesnel has a wide variety of transportation infrastructure including walking trails, bicycle paths, roads, highways, rail lines and an airport. Local transportation services include daily commercial flights, daily long distance buses north and south, regional weekly buses east and west to Wells/Barkerville and Nazko, local fixed route transit, local and sub-regional handiDart and taxi service. The well-used core routes are lighted, mostly accessible, and include an upgraded historic centerpiece, the "Fraser River Footbridge," which provides a pedestrian link and backup emergency vehicle route to the west side of the community.

Citizen use of, and satisfaction with, both trails and local public transit is growing steadily. The confined nature of Quesnel's location in a narrow valley at the junction of two major rivers continues to limit options for rail and highway locations. All highway traffic including dangerous goods must traverse the downtown core with tight corners and many traffic light controlled intersections, at times causing conflicts with other road users.

Currently, the City has one low floor bus with a ramp that allows for individuals with mobility issues to more easily ride public transportation. In 2013, five new low floor buses will be added to the fleet. These buses will increase accessibility to affordable transportation and hopefully increase ridership.

Key Opportunities

While Quesnel citizens are generally satisfied with the transportation system, there are opportunities for improvement to public transit, increasing overall ridership and accessibility for seniors in the evenings.

A comprehensive transportation plan that includes all modes

of transportation in and around the community as well as interconnections (such as bike transportation on trails and roads) would improve mobility and connectivity. A transportation plan could enhance bicycle commuter usage, reducing traffic and demand for roads.

A truck route of downtown would reduce conflicts, and improve safety and air quality.

Transportation & Mobility Desired Outcomes

1. *Quesnel's transportation system is accessible by all users.*
2. *The transportation system is convenient, cost-effective and affordable, and allows for efficient and safe movement of people, vehicles and goods.*
3. *It is easy to get around Quesnel year-round using a variety of transportation options, including non-motorized modes.*
4. *Excellent access to regional and international travel supports a robust and diverse economy.*
5. *The transportation system uses increasingly sustainable technologies.*
6. *Existing roads and transportation infrastructure are used efficiently, reducing the need for new roads encroaching on natural areas.*

Implementing ourQuesnel

ourQuesnel is as much a process as it is a plan. As such, the process requires implementation of the plan, which involves two components:

- (i) action planning; and
- (ii) aligning decision-making.

Indicators that measure progress towards the vision inform ongoing action planning and decision-making, and need to be monitored on an annual basis.

Action Planning

Once the community developed its vision, i.e., the Community Priorities and the Desired Outcome Statements, and its current reality within each strategy area, actions were then determined that would help the community move from its current situation to where it wants to be in order to be more successful and sustainable. A complete set of actions identified in a workshop held in July can be found in Appendix F.

As the City already had a significant number of plans and strategies in place, the purpose of action planning was mainly to identify existing action ideas and prioritize those for immediate implementation according to a set of criteria:

1. Includes a mix of action types:
 - Policy (regulation, incentives/disincentives)
 - Education/Communication (e.g. educational campaign or program)
 - Plan/Strategy/Research (provide guidance through more knowledge and direction)
 - Infrastructure
 - Human Resources
2. Moves towards one or more Desired Outcome (more is better).
3. Moves towards multiple Strategy Areas and Priorities.
4. Moves towards the four Sustainability Objectives (more is better).
5. Has at least one highly visible action.
6. Has a good return on investment.

For the first year of ourQuesnel implementation, it was decided by the STF to focus on actions to be undertaken by the City. This would demonstrate leadership and get the plan moving forward immediately. The STF would then work with community partner organizations to ensure support and participation in the implementation process and the consideration of actions.

Appendix B is the list of shortlisted actions for consideration. This list of actions will be updated through an annual action planning process.

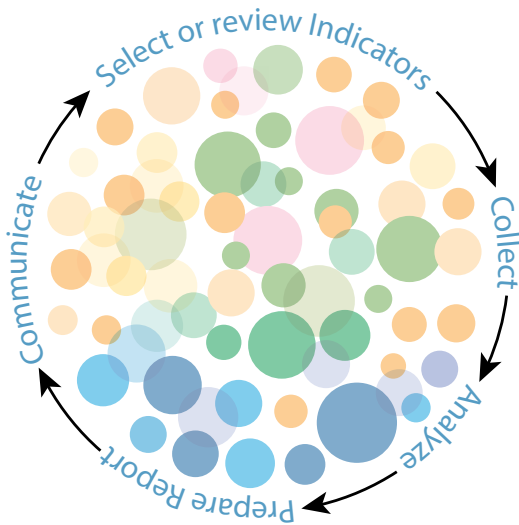
Sustainability Decision-Making Tools

The ultimate goal for ourQuesnel implementation is that decisions are aligned with ourQuesnel, which includes the formal decisions made by the Council on policies, plans and procedures, as well as the day-to-day decisions made by staff and community partners on projects, practices and purchasing.

There are two factors critical for successful alignment: training and tools. Decision-makers should understand the ourQuesnel framework and how to apply it to their decision-making processes. Further, they will likely benefit from decision-informing tools, such as the ones included in Appendix C, to assist them through the process.

ourQuesnel Indicators

Indicators are essential for measuring performance toward a goal and toward the vision as articulated by the priorities, sustainability objectives, descriptions of success, as well as for communicating progress. Indicators should show trends over time and provide information as to where progress is being made, and if not being made, which areas actions should be directed. Monitoring and reporting should be done annually, and comprise the following steps:



For ourQuesnel, a set of indicators measuring the vision described by each of the five community priorities were developed. These indicators were selected based on availability and accessibility of existing data, and on some of the indicators selected previously. The indicators are identified in Appendix D: List of Recommended Indicators along with a description and data sources.

Targets

ourQuesnel strives towards continuous measurable improvement in all of its performance indicators. No specific numeric targets were developed in this process. Instead, targets will be considered after a few years of ourQuesnel implementation in order to first establish baseline measurements, and then determine the appropriate targets to be set.



Next Steps

The creation of ourQuesnel is just the first step of many in our community's journey toward sustainability. Ensuring continued progress towards the shared vision requires annual monitoring of performance, ongoing action planning and implementation, and building increased awareness, participation and community partnerships. Appendix E is a description of Next Steps that outlines the main areas for building on ourQuesnel and creating an ongoing process for institutionalizing sustainability in the community.



Other Communities

The City is not alone in undertaking Integrated Sustainability Planning. Many communities in the province and across the country undertaken ICSP processes over the last decade.

Some example communities include:

- Sunshine Coast Regional District
- Invermere
- Williams Lake
- Prince George
- Grand Forks
- Vancouver
- Fernie
- Dawson Creek
- Harrison
- Bowen Island
- Powell River
- Kamloops
- Terrace

Examples of these plans and others can be found on the Fraser Basin's Smart Planning for Communities website: <http://smartplanningbc.ca/Planning.html>

The following communities undertook the ICSP process at the same time as the City of Quesnel as part of a QuickStart cohort led by the Whistler Centre for Sustainability:

- Village of Burns Lake
- Town of Creston
- City of Duncan
- Village of Valemount



Glossary of Terms

Accessible: Accessible is a general term used to describe the degree to which a product, device, service, or environment is available to as many people as possible. It is also used to focus on people with disabilities or special needs and their right of access to entities, often through use of assistive technology or design.

Backcasting: A basic planning approach where one begins with a vision of success in the future (in this case, a sustainable society) and then uses the question “what do we need to do to move from where we are today toward our vision?” to identify strategic actions.

Biodiversity: The diversity of plants, animals, and other living organisms in all their forms and levels of organization, including genes, species, ecosystems, and the evolutionary and functional processes that link them.

Clean energy: Clean energy, also referred to as green energy, is defined here as non-polluting energy from renewable sources.

Climate change: Warming of the Earth’s climate resulting from the buildup of greenhouse gases (e.g., carbon dioxide, methane) in our atmosphere due to human activities (primarily the combustion of fossil fuels).

Community Member: Either a resident (full time) or part-time resident who lives in the community of the North Cariboo.

Connectivity Infrastructure: The infrastructure, services, and programs that enable all residents and visitors to be able to communicate electronically within and outside the community.

District energy: A locally-based energy system from renewable sources that supplies a group of buildings located in close proximity to share infrastructure.

Economic diversification: The characteristic of business variety in the economy both across and within individual business sectors.

Ecosystem: A functional unit of any size consisting of all the living organisms (i.e., plants, animals, and microbes) in a given area, and all the non-living physical and chemical factors of their environment, linked together through nutrient cycling and energy flow.

Ecosystem management: A holistic approach to managing our environment and making land-use decisions. It meshes human purposes with natural systems, always asserting the protection of ecological integrity as its foremost environmental priority.

Environmentally Sensitive Areas: These areas incorporate unique and sensitive habitats such as streams, lakes, wetlands, old growth forests, alluvial forests, riparian areas, and the corridors connecting them. These areas are the focus for protection from development due to their fragile and rare nature.

Food security: A community enjoys food security when all people, at all times, have access to nutritious, safe, personally acceptable and culturally appropriate foods, produced in ways that are environmentally sound and socially just.

Food system: The food system represents all the entities, individuals and resources used to grow, harvest, produce, deliver, consume and dispose of food.

Lifelong learning: All learning activity undertaken throughout life, with the aim of improving knowledge, skills and competences within a personal, civic, social and/or employment-related perspective.

Locally-generated energy sources: Energy generated within the community, generally from renewable sources, for example, geothermal, wind or solar.

Low- impact: Technologies, supplies, fuels, etc, that produce little pollution (air, water, waste) or environmental impact (e.g. climate change).

Mixed-use: Developments that combine residential and commercial space in the same building or development. Residences above shops and live-work residences are examples of mixed-use developments. Mixed-use developments enable people to live close to work and amenities.

Official Community Plan (OCP): A bylaw adopted by Council that “a statement of objectives and policies to guide decisions on planning and land use management, within the area covered by the plan, respecting the purposes of local government.” (Local Government Act)

Resident: Generally someone who takes up their primary residence in the Quesnel and lives there for most of the year.

Renewable energy: Energy from sources that produce electricity or thermal energy without depleting resources. Renewable energy includes solar, wind, water, earth and biomass power, and energy from waste.

Self-propelled: Transportation modes or recreation activities driven by human energy such as walking, running, cycling, skateboarding, cross country skiing, paddling etc...

Stakeholder: All individuals, groups, and interests that are affected by and/or affect Quesnel and its activities. This includes the natural environment and future generations.

Sustainability objectives: Quesnel has adopted the four sustainability objectives based on the Natural Step.

The Natural Step framework: A definition of sustainability and a long-term planning approach. See www.thenaturalstep.org/canada

Transportation alternatives: Commonly referred to as modes of transportation other than single-occupant gas or diesel powered vehicles.

Visitor: Generally someone who's primary residence is outside of Quesnel and who visits Quesnel for less than 28 consecutive days.

Wildlife corridors: Linear habitat embedded in unsuitable habitat, which connects two or more larger blocks of suitable habitat. It is generally proposed for conservation in order to enhance or maintain the viability of wildlife populations in the habitat blocks.



APPENDICES





Appendix A



CURRENT REALITY DESCRIPTIONS BY STRATEGY AREA



Arts, Culture, Recreation, Leisure

The Arts has had a strong and established presence in Quesnel for 40 years. Incorporated in 1973, the Arts Council continues to take a leadership role in planning arts and culture. Together with the Arts Coordinator of the Arts and Recreation Centre, it operates an Art Gallery, gift shop and an Artrium that has 58 pieces of art work from local, provincial national and international artists. In addition they promote, educate, communicate and advocate for the arts, heritage and culture in our community. The Arts Council hopes to advance the development of arts policy within the City's Official Community Plan.

Embracing the regions rich history the Quesnel & District Museum and Archives provides plenty for residents and tourists to discover. There is also a Museum Commission, whose mandate was broadened to include heritage, and the Museum curator's title changed to Museum and Heritage Manager. Plaques are being added to the more significant buildings in the community. The garden at City Hall has been named the Jules Quesnel Square and a Chinese Memorial cairn has been created in the cemetery. Museum initiatives using oral/video history projects recognize Quesnel's diverse heritage with First Nations, Chinese and Indo Canadian communities. Material collected and preserved created exhibits in which members of each community will find aspects of their culture represented in the museum.

Quesnel has celebrated Billy Barker Days



for 40 years. Now known as B.C.'s largest free family festival, Billy Barker Days is a conglomeration of numerous events across the community themed around Billy Barker and the gold mining genre of the mid 1800s.

A Heritage Strategic Plan, Heritage Register, and ongoing recognition of heritage features in the community continue to be championed by this group. The Heritage Strategic Plan (2005) outlines goals and actions for identifying, commemorating and communicating Quesnel's heritage values, and heritage is increasingly being recognized as tool for economic development. Most of the high priority items identified in the Implementation Action Plan were accomplished. There has been no further progress with many of the medium priority recommendations.

Barkerville and Cottonwood Houses are strong tourism attraction/destinations, the

Quesnel Museum is noted for artifacts, displays and knowledgeable staff, and the Riverfront Trail and Antique Machinery Park recognize the heritage of the region. There are currently plans for a new museum facility that include sustainability in its design.

There is now Aboriginal content in the school curriculum, providing education on the rich cultures of First Nations neighbours.

Quesnel was awarded for another outstanding Communities in Bloom competition in 2010, receiving five out of five blooms in the International Challenge – Small Category. The community also received special mention for the restoration of the Fraser River Footbridge Restoration, which includes signage and a web page on its history, supporting heritage, culture and environment.

Recreation opportunities (in and out of doors) are plentiful year round in the community. While the community is challenged with the maintenance and upgrades of facilities and services, it is blessed with numerous recreational and leisure opportunities including swimming, gymnastics, skating, soccer, tennis, baseball, rodeo, fishing, skiing, hiking, mountain biking, bike parks, etc. Quesnel has B.C.'s largest freespan indoor turf building. Boasting two 80' X 180' playing surfaces and 48' feet from floor to ceiling, it provides an ideal training centre year round for a multitude of uses.

The infrastructure for many of these facilities is co funded by the City and Cariboo Regional District but the

Appendix A

Appendix A

organization of these activities is advanced by numerous volunteers. There are many events and activities in the community with very high participation rates Billy Barker Days, Family Day, Canada Day and the Winter Carnival.

The community has an excellent core trail system that is widely used by residents and visitors for recreation and leisure. Citizens have indicated a high level of satisfaction with recreation and leisure services (City parks 85%, City playgrounds 78%, museum 74%, arenas 50%, Riverfront Trail 93%, City sports fields 79%, overall satisfaction 80%), and these satisfaction numbers have increased significantly since 2003. However, the existing Bicycle Network Plan is felt to be insufficient for future expansion of trail network, lacks funding, and requires updating. Some conflict currently exists between recreational vehicle users and property owners due to lack of designated areas for recreational vehicles.



Buildings and Sites

Residential buildings in Quesnel are aging with approximately a third of them over 30 years old, and the majority of buildings are not energy or water efficient, nor landscaped with more sustainable practices (e.g. non invasive species, non toxic pesticides). However, some newer residential buildings are being built to higher efficiency standards as prescribed by the greening of the BC Building Code, and the movement towards more sustainable buildings has been occurring and has been championed by the LEED GOLD North Cariboo Community Campus. Solar water heat upgrades have also been



made to the Recreation Centre and Arena. A community energy system is being extensively researched.

Development Permit Areas focus on design, quality and character, but there is little on sustainability features within those development permits. However a separate Water Corridor Development Permit Area addresses environmental impacts of development to riparian habitats.

The need to increase the overall accessibility of the community has been acknowledged and numerous projects have been undertaken to improve accessibility in public spaces. There is a need to continually implement accessibility

design in all planning and revitalization of the City's built environment. There is also a need to create incentives to increase the accessibility of the City's housing stock, in particular for an aging demographic.

The City was the first community in B.C. to pass a Wood First Bylaw that requires all City funded buildings to use wood as a primary building material, supporting the local resource economy.

A heritage registry has been developed to identify and preserve local heritage buildings.

There is a West Quesnel Land Stability Program underway to reduce land movement to a manageable level, and



then to relax or remove the building restrictions that are currently in place. This is a multiple year project that will provide current residents greater stability and assurance in their home, while making the neighbourhood more attractive.



Communications and Connectivity Infrastructure

Quesnel has identified widespread connectivity through communications infrastructure as key to economic success and to a higher quality of life for all residents. While the downtown core of the community and the North Cariboo Community Campus are currently well-connected, outside of the core, reliable and efficient connectivity is limited or non-existent. Regional areas do not have high speed internet.

There are several communications providers and a lot of potential to develop partnerships with these providers to in order to enhance connectivity.

\$ Economy, Work, Education and Skills Training

Quesnel has exceptional qualities that make it a highly attractive community to operate a business and raise a family. However, Quesnel is one of the most single industry dependent communities in BC, and is highly vulnerable to change in the forest industry such as the Mountain Pine Beetle epidemic. Quesnel Mid term Timber Supply report, the pre beetle Allowable Annual Cut (AAC) was 2.34 million cubic metres. The current AAC is 4.0 million cubic metres and the mid term timber

| LF by industry | | Population North American Ind | |
|--|--------|-------------------------------|--------|
| | | Both sexes | BC |
| Total labour force 15 years and over | 12,100 | 100.0% | 100.0% |
| Industry - Not applicable | 205 | 1.7% | 1.5% |
| All industries | 11,890 | 98.3% | 98.5% |
| Agriculture, forestry, fishing, hunting | 1,555 | 12.9% | 3.4% |
| Mining and oil & gas extraction | 155 | 1.3% | 0.9% |
| Utilities | - | 0.0% | 0.5% |
| Construction | 635 | 5.2% | 7.5% |
| Manufacturing | 2,380 | 19.7% | 8.5% |
| Wholesale trade | 235 | 1.9% | 4.1% |
| Retail trade | 1,345 | 11.1% | 11.2% |
| Transportation & warehousing | 560 | 4.6% | 5.2% |
| Information & cultural industries | 135 | 1.1% | 2.6% |
| Finance & insurance | 165 | 1.4% | 3.8% |
| Real estate & rental & leasing | 130 | 1.1% | 2.3% |
| Professional, scientific & tech. services | 385 | 3.2% | 7.3% |
| Management of companies & enterprises | 25 | 0.2% | 0.1% |
| Admin. & support, waste mgmt & remediation | 290 | 2.4% | 4.4% |
| Educational services | 765 | 6.3% | 6.9% |
| Health care & social assistance | 1,010 | 8.3% | 9.6% |
| Arts, entertainment & recreation | 235 | 1.9% | 2.3% |
| Accommodation & food services | 925 | 7.6% | 8.1% |
| Other services (exc. public admin.) | 520 | 4.3% | 4.9% |
| Public administration | 420 | 3.5% | 5.0% |

supply projection without any distance constraint is 1.15 million cubic metres per year. It is possible to increase mid term timber supply by 400,000 cubic metres per year by harvesting some Old Growth

Appendix A

Management Areas (OGMAs), removing the requirements for stand level biodiversity and conservation legacy areas, eliminating some Visual Quality Objectives (VQOs) and modifying others, and harvesting less productive sites. This increase in mid term timber supply will maintain 377 more direct, indirect and induced person years of employment (potentially limit the decline from 3,321 pre epidemic total jobs to 2,092 total jobs instead of 1,715).

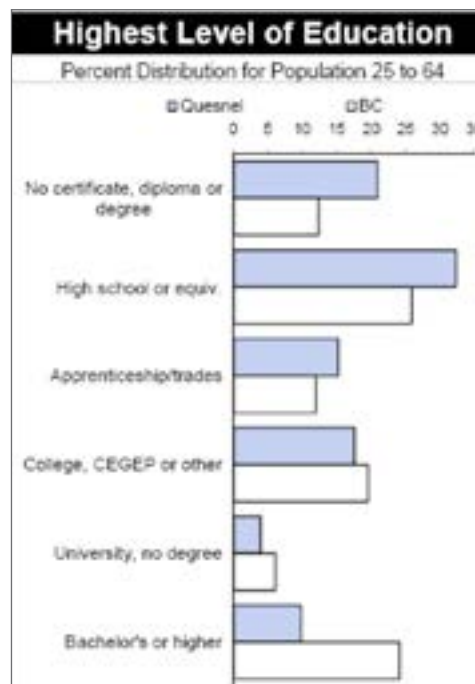
Major industry contributes 62% of the municipal tax base but is likely to decrease in the near future. Residential taxation is below the provincial average. Grant funding from other levels of government is variable and unknown from year to year.

In order to diversify the economy, Quesnel is taking steps to move forward with percentage employment growths in current and new sectors and recruiting new opportunities for the community to make a progressive shift. Potential opportunities include the agricultural, mining, tourism, and education industries. This economic shift is essential to the future of the community and will ensure that Quesnel can successfully retain and attract new families and entrepreneurs. Assets such as Barkerville and the Rocky Mountaineer will support growing a tourism sector. A Quesnel Green Initiative (2006) highlights greening priorities; however, there are currently few green economy initiatives in place, and the community energy system still has not come to fruition.

There is an existing OCP policy to expand the institutional base and more efficient utilization of existing institutional lands,

and a Quesnel and Area Industrial Land Capability Analysis Report has identified 40 ha of land for light industrial and 162 ha for heavy industrial.

The Quesnel and Community Economic Development Corporation and other economic partners (e.g. Community Futures, Business Improvement Associations, Chamber of Commerce) are assets in the community working on economic development initiatives, and the Cariboo Chilcotin Beetle Action Strategies can be used a resource, recently supporting a regional Social Development Advisory Committee that has been working to identify the social impacts of the economic downturn and to develop mitigation strategies. It also developed a Conservation Sector Strategy that includes an inventory and recommendations.



There is a lot of pride in the local economy, and a publication (Small Town Love) was developed showcasing local businesses and encouraging local buying.

The North Cariboo Community Campus offers trades, academic upgrading, diplomas and certificates; however, the community lacks and requires a number of broadly supported and resourced strategies to diversify the economy including recruitment and retention of skilled and required professionals to fulfill key service gaps. There are a number of other educational programs such as Literacy Quesnel and the Public Sector Education Training Council.

Ecosystems, Natural Areas and Parks

The Quesnel area has four distinct seasons that allow for a variety of experiences and opportunities. The City of Quesnel has many parks and recreational opportunities within its boundaries and within close proximity that provide passive and active park user options: Twin arenas, Rodeo Grounds, Indoor and outdoor soccer facilities, Recreation Centre and natural park areas. The community has made it clear that natural areas within the City boundaries must be identified and preserved for the environmental, aesthetic and economic values.

The OCP recognizes the importance of identifying additional appropriate locations for park and recreational opportunities, including ensuring accessibility. The plan encourages Natural areas within City limits to be identified and preserved for their

environmental, aesthetic and economic values.

While there currently is a lack of integrated management of the environment, the Community Assessment (2011) identified the importance of ecosystem based integrated management, and the need for additional green space and heritage trees as environmental priorities. The City's practices have moved to limited use of pesticides. The 2011 Quesnel Citizen Satisfaction survey identified that



environmental issues are important to 88% of citizens.

The Riverfront Trail Park system is widely used and is a source of community pride. The two major river corridors with their floodplains, steep slopes, ravines and habitat are prime examples of preserved natural areas that can be used for popular activities such as walking, biking and enjoyment of nature. Cultural and heritage educational opportunities in the river corridors enhance the experience of people using those trail systems.

Energy, Water Resources and Waste

Quesnel is rich in natural resources with an economy based on forestry, mining and agriculture.

The area has abundant, fresh, high quality water; however, per capita consumption is twice the national rate. The City has developed a water conservation strategy to improve water consumption within the City.

The City maintains a storm drainage system comprising piped underground and ditched systems with policy directed at encouraging on site retention of stormwater.

Air quality, often poor due to particulate matter, is the most important environmental concern to Quesnel citizens. The OCP has identified the enhancement of air quality as an important objective. The Air Quality Roundtable, a model of collaboration known across the province, has worked tirelessly since the 1990s to

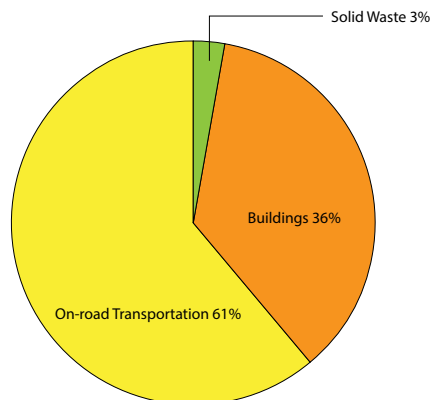
develop an Air Quality Management Plan and implement actions to improve air quality. The plan was updated in 2012.

Waste Management is led by the Cariboo Regional District through the Solid Waste Management Plan. A recent update of this plan has shown that the direction is to reduce waste by 50% by 2012. The City of Quesnel has implemented policies to encourage waste reduction, re use and recycling, and operates a waste exchange program and a yard composting program. There are direct user fees for refuse



Appendix A

**2010 Greenhouse Gas Emissions Source:
(total for this community)**



collection. Waste is currently landfilled, and there is a recycling program, including an institutional, commercial and industrial waste exchange program, and there is a ReUse building for used goods. However, no food composting or waste to resource initiatives are yet in place. City procurement practices include standards for durability, reusability, recyclability and recycled material content.

The City adopted Greenhouse Gas (GHG) Targets in 2011 and is actively working towards energy reduction through retrofits, behavior change and district energy research as well as broader community initiatives to encourage and support energy efficiency. The majority of GHG emissions come from on road transportation.

Quesnel City Council approved OCP amendments designed to meet the requirements of Bill 27, including adding greenhouse gas reduction targets, policies and actions to its OCP by May 31, 2010. Council, in consultation with

its Sustainable Community Task Force, reviewed many options before adopting targets that align with those of the provincial government: 33% below 2007 levels by 2020 and 80% by 2050.

There are a number of initiatives to raise awareness of energy reduction such as BC Solar Days and Earth Hour, and the City of Quesnel is a Solar BC Community. Initiatives with BC Hydro focus on increasing energy efficiency and a green team at the City was created to promote a conservation ethic.

The City faces an infrastructure deficit of \$60 to \$80 million and will face challenges to maintain and replace current infrastructure. Grant funding from other levels of government is variable and unknown from year to year. While currently major industry contributes 62% of the municipal tax base, it is likely to decrease in the near future. Residential taxation is

below the provincial average.

Food



The City of Quesnel has a variety of agriculture areas within city limits and in close proximity that offer significant opportunity for the production of food crops on a viable basis. Some of this land is in the provincial Agriculture Land Reserve (22% of land area in Quesnel). The OCP has policies to preserve viable farmland, maintain its integrity and support its economic use.

Considering its northern latitude, the area is blessed with an enviable climate and more than adequate water resources. Relatively low elevations along the Fraser River and Quesnel

River corridors allow for zone 4 microclimate conditions capable of growing select fruits, melons, berries, and



most vegetables. The community has a thriving Farmer's Market, embraces the Community Garden and shows a great deal of pride with Communities in Bloom. Residents have indicated a strong desire to see local food production opportunities enhanced.

In 2006 The North Cariboo Agricultural Marketing Association (FARMED) was established to work towards the creation of a North Cariboo Farm Tour Brochure. The group has numerous accomplishments in promoting local agriculture including the following in 2012: branding, establishing signage and an information kiosk, and a Farm Fresh map of local produce locations. See <http://farmed.ca>

However, the community currently lacks and requires a number of broadly supported and resourced strategies to address food security to ensure access to healthy nutritious food and food production. The community also needs to identify areas and develop a plan to promote local agriculture.

Housing and Land Use

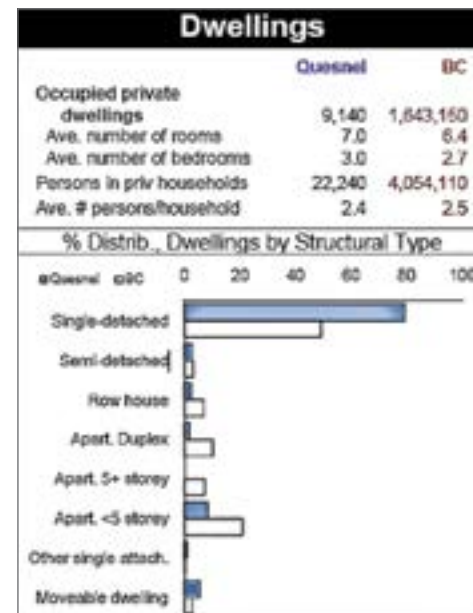


Residential development in Quesnel traditionally focused around the area where the Quesnel River and the Fraser River meet. Growth has filled in the area between the rivers, along the side of the rivers, and continues to spread up the hillsides above the rivers. There are several well established neighbourhoods of single detached homes (69% of housing, compared with BC's average of 49%). There is limited multi family market rental and non market housing options. Residential

density is 5.6 people per hectare (BC's average is 7.4).

The City is striving for more mixed use development and the OCP has detailed guidelines for different ranges of residential, commercial, and industrial development with an increasing trend over the years to allow for more mixed uses. Four commercial areas and seven distinct neighbourhoods that have unique characteristics are identified. Overall, the plan provides a mix of densities and dwelling types throughout the community and encourages mixed use development and greater densities in locations close to business centres with specific policies intended to preserve and strengthen the downtown commercial centre. Policies permit home based businesses and bed & breakfasts, with guidelines to preserve existing neighbourhood character.

Quesnel is one of the most affordable



cities in Canada; the average house price is half that of metropolitan cities (although price of average house increased by 73% from 2004 to 2007). However, increasing the availability of affordable housing remains an important issue to 78% of citizens (2011). There are citizens who continue to struggle to find safe, affordable and accessible housing and over 1100 households that reside in subsidized housing or are in need of an affordable housing option. The City has taken the initiative to meet with impacted members of the community to discuss affordable housing options and identify opportunities to increase affordable housing options. There are a few housing providers such as the United Aboriginal Housing Society.

The housing stock in Quesnel is aging with approximately three quarters of the buildings in the community built over 20 years ago. This means in the future many houses will need repair or redevelopment.

The West Quesnel Land Stability Study Area has stagnated growth and development in an area covering almost 1/4 of the City's population. Significant investment into rectifying the land movement in this area has been undertaken. Until the results of these actions are confirmed this area will remain without any significant development.

The OCP has policies for energy efficiency for buildings, settlement patterns and forms of development; reduction of wildlife risks from development; water corridor development permit areas; and for discouraging development near floodplains and areas of geotechnical areas

Appendix A

and hazards. There are also strong OCP policies to keep residential development within existing serviced areas. Industrial development is encouraged in appropriate places and to infill existing serviced industrial areas. In 2013, five new low floor buses will be added to the fleet. It is hoped these buses will increase accessibility to affordable transportation and increase ridership.

The confined nature of Quesnel's location in a narrow valley at the junction of two major rivers continues to limit options for rail and highway locations. All highway traffic including dangerous goods must traverse the downtown core with tight corners and many traffic light controlled intersections, at times causing conflicts with other road users.

As air travel to and from Quesnel continues to grow, demand for nearby land to support airport-related activities may also grow. The City is currently in the process of developing detailed land use plans for the airport lands.

Social and Community Well-Being



The Quesnel Child and Youth Family Network is a strong and effective model of collaborative planning and implementation among social service providers. However the Network currently has no secure ongoing financial support. Funding for social service programs continues to be short term and reactive, which makes sustainability planning in this area difficult. There is, overall, a high percentage of the population without the resources, or with significant barriers

to, achieving individual well being. These include low education and skills levels, substance abuse issues, and racism. The demand for addictions/mental health services is on the rise. The community lacks and requires a number of broadly supported and resourced strategies to address poverty, including its root causes (i.e. mental health and education/literacy).

Recently the Cariboo Chilcotin Beetle Action Coalition has supported a regional Social Development Advisory Committee that has been working to identify the social impacts of the economic downturn and to develop mitigation strategies, and the Quesnel Air Quality Roundtable is an excellent example of a collaborative effort to improve the well being of the community.

The local college and university campus, the College of New Caledonia, continues to grow in number of students and expand in size. The campus offers a variety of courses, certificates and degrees. In 2011 the college completed a trades building offering several programmes including welding, pipefitting/plumbing, carpentry, millwrighting, electrical, and fourth class power engineering. With the current programs being so successful, and with enrollment increasing, there is already a need for expansion.

Quesnel has a group of dedicated citizens that plans for, and addresses the needs of, our elderly population. However, there is a shortage of residential beds, leaving elderly people in acute care beds for long periods of time at greater cost. With the rapidly aging population, and with the prevalence

of dementia amongst elderly people on the rise, having the ability to provide care that promotes dignity is more important than ever. In the long term, the community also needs to look at expanding the number of palliative care beds.

Quesnel has a Measuring Up Strategic Plan and Committee to oversee the implementation of the plan, whose focus and purpose are to provide a starting off point for improving accessibility and inclusivity in Quesnel. The vision of the Measuring Up Quesnel Committee is to work towards Quesnel being known as "The most disability friendly and senior friendly community in the north." The City received and recognized the Measuring Up Strategic Plan in the OCP, noting it to be utilized as a tool to improve and promote accessibility and inclusion.

Crime rate and citizen safety is an important issue to 91% of citizens in Quesnel. In 2011, 67% of citizens felt that Quesnel was less safe and 55% felt that it was the same compared to five years ago. 81% of citizens were satisfied with overall protective services. The Community Policing Access Centre provides information to residents on a number of RCMP crime reduction programs.

The community has numerous healthy life style opportunities, including sports and recreation facilities and arts/cultural venues and organizations.

Transportation and Mobility

Appendix A



 Quesnel has a wide range of transportation infrastructure including walking trails, bicycle paths, roads, highways, rail lines and an airport. Local transportation services include daily commercial flights, daily long distance busses north and south, regional weekly busses east and west to Wells/Barkerville and Nazko, local public transit (three routes Monday to Saturday), local and sub regional handiDart and taxi service. There is a well used core trail system with over include an upgraded historic centerpiece, the “Fraser River Footbridge”, which provides a pedestrian link and backup emergency vehicle route to the west side of the community. Citizen use



of, and satisfaction with, both trails and local public transit is growing steadily. However, 81% of residents drive alone to work, although 79% commute less than five km. OCP policies continue to provide for and encourage bicycle and pedestrian movement, including expanding sidewalks.

The City of Quesnel continues to make accessibility a priority. Currently, the City has one low floor bus with a ramp that allows for individuals with mobility issues to more easily ride public transportation. In 2013, five new low floor buses will be added to the fleet. It is hoped these buses will increase accessibility to affordable transportation and increase ridership.

The confined nature of Quesnel’s location in a narrow valley at the junction of two major rivers continues to limit options for rail and highway locations. All highway traffic including dangerous goods must traverse the downtown core with tight corners and many traffic light controlled intersections, at times causing conflicts with other road users.



As air travel to and from Quesnel continues to grow, demand for nearby land to support airport related activities may also grow. The City is currently in the process of developing detailed land use plans for the airport lands.

Appendix B



| | ourQuesnel 2013 | actions unless otherwise noted are being led by the City of Quesnel |
|---|--|---|
|  Arts, Culture, Recreation and Leisure | <ol style="list-style-type: none"> Multi-Centre <ul style="list-style-type: none"> Secure final funding required through fundraising and grant programs for the project to proceed. Update the RFP and RFQ documents as necessary. Issue the RFQ, short list the proponents to participate in the RFP and issue the RFP Apply for funding for a Cultural Mapping and Plan | - Arts Council |
|  Building and Sites | <ol style="list-style-type: none"> Develop a partnership with property owners to investigate Brownfield Strategy funding options. Develop a strategy for vacant building in the downtown core, including commercial and institutional Monitor the results of the West Quesnel de-watering program Conduct a public information campaign in spring providing update on the 2012 West Quesnel Land Stabilization work, results and next steps. Develop a plan for lobbying for the next phase of the West Quesnel work program. Identify short-term capital needs regarding Fire Hall {1-5yrs} Acquire lands and develop plans for a new public works facility. | - QCEDC |





Appendix B

| | ourQuesnel 2013 | actions unless otherwise noted are being led by the City of Quesnel |
|---|--|---|
|  <p>Economy, Work, Education and Skills Training</p> | <ol style="list-style-type: none"> 1. Investigate the provincial government's economic transition investment plan. 2. Create a plan that discusses service prioritization and options for when assessment losses occur. 3. Review the taxes and fees of other municipalities as part of the budget process. 4. Continue to review the actual costs of services provided by the City to ensure fees collected are sufficient to cover costs and create a reserve for future capital reinvestment. 5. Lobby for expansion/upgrades for North Cariboo Campus 6. Lobby for upgrades within SD28 7. Develop partnerships between education service providers and local/national corporations on training that meets the needs of the current and emerging industries 8. Continue to work with the Ministry of Highways on improving Highway 97 movement through town. 9. Ensure mutual alignment of City of Quesnel and Quesnel Community and Economic Development Corporation Strategic Planning processes. 10. Work with QCEDC to ensure that an appropriate amount of time be spent searching for grants and writing applications that benefit the City's corporate directive. | <p>- QCEDC - QCEDC - QCEDC</p> |
|  <p>Ecosystems, Natural Areas and Parks</p> | <ol style="list-style-type: none"> 1. Complete a parks plan scoping exercise with staff. 2. Complete a sensitive areas inventory for Quesnel. 3. Ensure City of Quesnel OCP update includes policies for the protection of green spaces and ecosystems. 4. Review OCP to ensure next update includes policies for the protection of green spaces and ecosystems. | |

Appendix B

| | ourQuesnel 2013 | actions unless otherwise noted are being led by the City of Quesnel |
|--|--|---|
|  Energy, Water, Resources and Waste | <ol style="list-style-type: none"> 1. Direct Digital Control System Expansion at City Hall to improve energy efficiency. 2. Replace hot watertank at City Hall with more energy efficient model. 3. Upgrade lighting at the Museum to be more energy efficient. 4. Develop a plan to green the fleet. 5. Continue feasibility work on the Quesnel Community Energy System, including the impact on and interaction with City facilities. 6. Continue to Market Environmental Good News stories!!! 7. Update the Quesnel Works: Capital Reinvestment Program model work to a 20-year asset plan. 8. Begin to identify priority infrastructure and determine the levels at which certain infrastructure will be maintained. 9. Develop a phased, risk-based approach for North Quesnel storm water system upgrades. 10. Educate and promote water conservation . 11. Meet with various re-use groups to understand reuse cycle and identify gaps. 12. Conduct a capital works program that includes a paving program and upgrades to water, sewer and storm watersystems. 13. Develop and launch a comprehensive public information campaign dealing with the Quesnel Works: Capital Reinvestment Program . 14. Develop lobbying plan to secure grant funding for North Quesnel storm water system upgrades. | Environmental Action Committee |
|  Housing and Land Use | <ol style="list-style-type: none"> 1. Complete secondary suites consultation. 2. Prepare consultation summary report and recommendations for policy amendment. 3. Create a mixed land use design/plan for QJS and Cariboo Field. | |
| Transportation and Mobility | <ol style="list-style-type: none"> 1. Complete an economic impact study for the airport in 2014. 2. Update the Airport Business Plan in 2014. 3. Establish meeting with HWYs and West Fraser Mills to discuss 2 Mile Flat Trail to connect residential and commercial areas. 4. Undertake review of trail system to determine connectivity and safety 5. Develop options regarding the Moffat Bridge re-decking. | |

Appendix B

| | ourQuesnel 2013 | actions unless otherwise noted are being led by the City of Quesnel |
|---|--|---|
|  Food | 1. Establish Community Garden in West Quesnel. | Climate Action Committee |
|  Social & Community Well-being | <ol style="list-style-type: none"> 1. Ask RCMP to consider the issue of drug-related dwellings and report to Council with options and if there are specific actions the City can take to support the RCMP. 2. Develop a strategy to increase volunteers at the Quesnel Volunteer Fire Department. 3. Develop a strategy to address the volunteer needs of other community groups providing services on behalf of the City. 4. Investigate the development of a Community Volunteer Database, designed to identify volunteer gaps, research deficits and surpluses, and attract volunteers. 5. Host community-to-community forum with First Nations, with a focus on economic relationships. 6. Continue partnership with First Nations regarding the Friendship Centre project. 7. Continued support for the St. Joseph's commemoration project. 8. Continue to develop staff-to-staff working relationships. 9. Continue to revise Council's "Top 20" list of projects that require funding from external sources. | |

Appendix C

ourQuesnel Planning and Assessment Tool

Our shared community vision for success and sustainability is implemented through decision-making - from daily purchasing decisions to high-level strategic planning decisions. This tool outlines four strategic questions to help you evaluate any type of decision or action (including plans, policies, projects, purchases, practices, etc.).

Other ourQuesnel Tools will help you with planning and assessment decisions and should be used for the projects and purchases listed below...

DOS TOOL: An Excel tool that will enable you to plan and assess projects based on the Desired Outcome Statements {DOS} from the ourQuesnel strategy areas.

Use the DOS tool for:

- OCP amendments/rezoning
- Development proposals
- Other community-wide planning and infrastructure decisions
- Actions requiring an investment of resources greater than \$XX,000 {or equivalent staff time}

Sustainable Purchasing Guide

Use this tool for purchases that are:

- Large volume
- Over \$XX,000
- Potentially toxic

Use the tools for planning: The ourQuesnel tools should be used at the start of projects to guide the planning/design and/or consideration of options.

Use the tools for assessments: It can also be used to flag potential negative impacts of whatever is being proposed and help you identify ways to avoid or minimize them.

CONCEPT /PROPOSAL/PROJECT/ACTION NAME:

BRIEF DESCRIPTION:

1. TOWARD SUCCESS?

| Does it support or conflict with our Community Priorities? | Strongly support | Partially Support | Neutral? | Conflicts? | If it CONFLICTS, how can you avoid or minimize this? If it SUPPORTS, how can you maximize the benefits? |
|--|------------------|-------------------|----------|------------|---|
| Building a Strong Diverse Economy This means... Quesnel will build a strong, diverse economy by providing excellent and widespread communications infrastructure, growing a renewable and energy efficient energy sector, and offering abundant local food. Its natural resources are maintained and managed as a sustainable community industry, while a vibrant local economy attracts residents and visitors alike. Quality, accessible educational programs and activities help create an active, engaged community and skilled workforce. | | | | | |
| Enhancing the Quesnel Experience This means... Quesnel will offer a unique community experience for residents and visitors alike. It is safe and attractive, and is easy to get around by efficient and safe multi-modal transportation options. It comprises a number of compact, mixed-use neighbourhoods, and abundant trails, parks and natural spaces. Arts, culture and heritage are vibrant and contribute to a thriving tourism economy. Citizens are healthy, active, passionate and engaged in the community. | | | | | |
| Ensuring a Clean and Healthy Living Environment This means... Quesnel will increasingly create a cleaner and healthier living environment in which the air is clean, drinking water is high quality, and all herbicides, pesticides and fertilizers are toxin and chemical free. Industries are clean, and all facilities and services are transitioning to renewable energy source and supplies. Waste is minimized, all materials are used in closed loop approaches, and what waste is produced is used as a resource. Transportation systems use continually more sustainable technologies. | | | | | |
| Maintaining and Managing our Natural Resources This means... Quesnel's natural resources are maintained and managed to ensure a long-lasting, thriving economy and healthy, functioning ecosystems. Homes and buildings use sustainably harvested, local building materials, are durable and energy and water efficient, and use renewable energy sources. Neighbourhoods are designed and built using land and infrastructure efficiently, reducing energy needs as well as encroachment on natural areas. | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Strengthening Community Support Systems This means... | | | | | |
| Quesnel is a healthy community, mentally and physically, supported by access to modern health facilities and services, healthy, affordable locally grown food choices as well as to a variety of recreational and cultural opportunities. All citizens have equitable education and employment opportunities and sufficient income, and all families have access to childcare opportunities. Buildings, sites and transportation services throughout the community are accessible, safe, and there is a diversity of affordable housing options. There is community-wide access to communications infrastructure, which is integrated into all aspects of life, contributing to quality of life and economic diversity. | | | | | |

2. TOWARD SUSTAINABILITY?

Making a purchasing decision? Refer to the Sustainable Purchasing Guide for more detailed information and guidance on how to apply the Sustainability Principles to product

| Does it move us toward Sustainability Principles? | Toward Quickly? | Toward Slowly? | Neutral? | Slowly Away? | Quickly Away? | If AWAY, how can you avoid or minimize this? If TOWARD, how can you maximize the benefits? |
|---|-----------------|----------------|----------|--------------|---------------|---|
| 1. To reduce and eventually eliminate our contribution to the continuous build-up of materials that are extracted from the Earth's crust (e.g. heavy metals, fossil fuels). | | | | | | |
| 2. To reduce and eventually eliminate the continuous build-up of synthetic materials produced by society (e.g. dioxins, toxins). | | | | | | |
| 3. To reduce and eventually eliminate the ongoing physical degradation of nature (e.g. overharvesting fish stocks, paving over natural areas). | | | | | | |
| 4. To reduce and eventually eliminate socio-cultural/economic conditions that undermine people's ability to meet their basic needs (e.g. unsafe working conditions, not enough income). | | | | | | |

3. FLEXIBLE PLATFORM?

In general, choosing approaches and technologies that are as flexible as possible will help us avoid getting locked into a direction that may be a dead end situation on the way toward the vision of the future. Flexible solutions will help ensure we are not faced with unacceptable costs, do not limit our ability to adapt, and enable the next steps that will further achieve success and reduce our impacts on natural and social systems.

FAVOUR

- ☐ Efficiency measures (e.g. reduced consumption, energy efficiency)
- ☐ Solutions that are adaptable, modular, scalable
- ☐ Actions that build stronger community support for your initiatives
- ☐ Pilot investments where you can test results and unintended consequences before scaling up

Explain how the action is a flexible platform...

AVOID

- ☐ Things that tie you into using current technologies for a long time
- ☐ Partial solutions that cannot be further improved upon (i.e. dead-ends)
- ☐ Significant investments that lock you into a single way of doing things

Explain how the action might have some of these characteristics and what can be done to avoid them...

4. GOOD RETURN ON YOUR INVESTMENT?

Ensuring that you spend the community's money most wisely and effectively will always be an important part of decision-making. However, saving money in the short term is not always the best solution, nor is making a large investment with too long of a payback period. Another thing to consider is the non-financial returns on your investment, for example, learning opportunities, protection of crucial habitat, etc.

FAVOUR

- ☐ Actions that will save resources (time, money, energy, materials, other) immediately or over time
- ☐ Actions that will generate new revenue streams from customers or constituents
- ☐ Capital investments that will build social capital (e.g., attract talented new staff, boost productivity, reduce turnover)

Explain the nature and significance of the ROI for the action...

AVOID

- ☐ Actions that tie up too much capital in partial solutions
- ☐ Actions where the benefit does not outweigh the cost
- ☐ Actions that create high levels of risk (ecological, social or economic)
- ☐ Actions that do not align with new ecological/economic/social standards
- ☐ Actions that may be lower cost upfront, but have less opportunity to save costs over time

Explain how the action might have some of these characteristics and what can be done to avoid them...

| Capital Cost: \$ | Year 1 | Year 3 | Year 5 | Year 10 | Year 20 |
|---|--------|--------|--------|---------|---------|
| Operating costs per year: | | | | | |
| Estimated annual savings from reduced operating or maintenance costs (\$ or %): | | | | | |
| Estimate of increases in annual user fees/tax revenue streams: | | | | | |

SUMMARY

Strengths: What benefits/value does the project deliver that makes it worthy of the investment?

Weaknesses: What must be addressed moving forward to ensure the project's negative impacts or tradeoffs are avoided or minimized?

Conclusion/Recommendation:

Building A Strong Diverse Economy

| Indicator Number | Short Name | Long Name |
|------------------|---------------------|-----------------------------------|
| 1 | Economic Dependence | Number of people on EI |
| 2 | Economic Diversity* | Herfindahl Index of Concentration |
| 3 | Business Licenses | Total business licenses |
| 4 | Median Income | Real median income |

Enhancing The Quesnel Experience

| Indicator Number | Short Name | Long Name |
|------------------|------------------------------|--|
| 5 | Arts and Culture Programming | Number of arts and culture programs and events |
| 6 | Heritage Buildings | Number of historic buildings |
| 7 | Trail Length | Total length of trails |

Ensuring A Clean And Healthy Living Environment

| Indicator Number | Short Name | Long Name |
|------------------|---------------------------------|--|
| 8 | Drinking Water Quality | Drinking Water Quality |
| 9 | Local Air Quality | Number of days that the particulate matter 2.5 (PM2.5) is over the 24 hour >15 ug/m3 health reference level. |
| 10 | Greenhouse Gas Emissions | Total greenhouse gas (GHG) emissions |
| 11 | Commuting Mode | Proportion of residents traveling to work via carpool, public transit, walking or biking |
| 12 | Waste Diversion | Estimated proportion of materials diverted from the landfill |
| 13 | Water Use | Total potable and non-potable water flows |
| 14 | Total Material Consumption/Flow | Total amount of waste produced (disposed, recycled or composted) |

Maintaining And Managing Our Natural Resources

| Indicator Number | Short Name | Long Name |
|------------------|---|--|
| 15 | Renewable City of Quesnel Energy Facilities | Number of distributed installations (solar thermal and electricity, efficient biomass, other, ground-source heat pump) |
| 16 | Community Parks | Proportion of residents satisfied with the proximity and availability of park space |
| 17 | Energy Use | Total primary energy used including transportation |
| 18 | Sensitive Habitat | Total hectares of sensitive habitat (or restored) |
| 19 | Available Timber Harvest | Hectares of timber harvesting land base available |

Strengthening Community Support Systems

| Indicator Number | Short Name | Long Name |
|------------------|---------------------------------|--|
| 20 | Housing Diversity | Proportion of single-family dwellings compared to multi-family, secondary suites |
| 21 | Low Income Prevalence | Proportion of economic families below the low income cutoffs |
| 22 | MSP Use Rate | Number of services per MSP holder |
| 23 | Education Attainment | Proportion of residents with post secondary levels of education |
| 24 | Transit Ridership | Total number of people utilizing transit |
| 25 | Cost of Living | Average household income required for an two parent two child family to afford a specified basket of goods |
| 26 | ourQuesnel Action Participation | Number of organizations taking on actions from the ICSP |
| 27 | Housing Affordability | Proportion of residents paying more than 30% of their gross income on housing |
| 28 | Farmers Markets | Number of farmers/stalls on Farmers' Markets days |
| 29 | Crime Rate | Crime rates (per 1000) |
| 30 | High School Completion | High school completion rate by gender |

Next Steps: Continuing to move towards ourQuesnel's vision

Creation of ourQuesnel is just one step of many in Quesnel's journey toward its vision for success and sustainability. OurQuesnel articulates a shared vision for the future success and sustainability of the community, and outlines a process for continuing along the journey towards that vision. It will require ongoing commitment towards implementation: alignment of decision-making and proactive action planning. It also requires periodic monitoring and reporting on progress, and continued development and implementation of actions and initiatives. The following outlines the main areas for building on ourQuesnel and creating an ongoing process for embedding sustainability in the community.

Align Decision-Making

The ultimate goal for ourQuesnel implementation is that decisions are aligned with ourQuesnel, which includes the formal decisions made by the Council on policies, plans and procedures, as well as the day to day decisions made by staff and community partners on projects, practices and purchasing.

There are two factors critical for successful alignment: training and tools. Decision-makers should understand the ourQuesnel framework and how to apply it to their decision-making processes. Further, they will likely benefit from decision-informing tools, such as the ones included in the ourQuesnel ICSP, to assist them through the process.

Partner with Community Stakeholders on Implementation

ourQuesnel is a long-term plan for the whole community requiring stakeholder participation. Community partners can participate in annual action planning, accept actions for implementation, participate in communicating sustainability and outcomes of the plan, and get other community partners on board. A partnership agreement signed between the municipality and the community partner is a useful tool. A sample Community Partnership Agreement is attached.

Community partners are welcome to begin participating any time.

Sustainability Task Force - Moving Forward

The ourQuesnel Sustainability Task Force (STF) played an instrumental role leading up to and including the development of ourQuesnel ICSP. STF will continue to contribute to ourQuesnel through annual action planning as well as the implementation of actions in their respective organizations.

The STF members will continue to meet (March, April, October, November - 2013) to guide the ourQuesnel process in the first year to assist in promoting the plan to organizations and groups within the community adopt the plan and begin working towards Desired Outcome Statements. A bi-annual public meeting in the fall season will be held to gain input into action planning and celebrate successes.

Ultimately ourQuesnel will continually reach out to and include more community organizations and stakeholders so that actions can be determined and accepted for implementation by a broad range of organizations.

Action Planning

Periodic action planning to ensure that the ourQuesnel ICSP continues to be a living process and, most importantly, that it creates on-the-ground action and results is a key to success. A bi-annual action planning process is recommended.

The ourQuesnel process will review the results of past recommended actions (from previous ourQuesnel action planning as well as from other plans and documents), evaluate the most current indicator data, strategically assesses local and regional opportunities, and then present a recommended set of actions for the following year.

The action planning process should continue in a manner similar to what occurred during the first action planning process in the development of ourQuesnel and the initial set of actions. Here is a high-level outline of the process:

1. Before the ourQuesnel action planning meeting:
Compile current reality information into strategy-specific documents for review by the community before coming to the meeting. Current reality information should include: indicator performance data; status update on past actions; and updates on information critically relevant to the strategy

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area(s).

2. During the facilitated action planning meeting:
 - c. Review the Desired Outcome Statements (DOS) for the relevant strategy areas to ensure common understanding;
 - d. Review the current reality information and identify critical information gaps;
 - e. Brainstorm action ideas to move the community from the current reality toward the DOS;
 - f. Review and discuss the action ideas generated to ensure common understanding among the participants and to ensure that the actions will indeed move the community in the desired direction and won't have any unintended negative impact on other strategy area DOS;
 - g. Prioritize the actions to maximize the return (economic, sociocultural and/or environmental) on the investment based on four strategic questions:
 - i. Does this action move us toward our Desired Outcomes?
 - ii. Does this action move us toward our Sustainability Objectives?
 - iii. Is this action a flexible platform for future improvement toward sustainability and success?
 - iv. Is this action a good financial investment?
3. Review and discuss the prioritized list to identify any potential gaps in the final set.

After the meeting:

- a. Compile the actions;
- b. Review to eliminate any overlapping and conflicting actions; and
- c. Refine and finalize actions to ensure clarity (e.g. outcomes, lead organizations).

An action monitoring spreadsheet will be utilized to keep track of actions and their progress/status.

Ongoing Monitoring and Reporting

Ongoing, consistent and reliable monitoring provides the community with a number of essential functions and benefits, including:

1. Informing decision-making throughout the community;
2. Informing task force action planning;
3. Ensuring transparency and accountability to community stakeholders;
4. Engaging businesses, residents and visitors in the journey toward the vision by providing meaningful and timely information in an interactive way.

Communicating indicator results will build excitement and support for increased engagement and innovative action planning, and therefore data collection, analysis and reporting should line up with a community engagement cycle.

The most efficient method of reporting back to the community on a continuous basis is through a website. Publically-accessible, easy to understand, and easily updated, a web-based platform is fast, efficient, and effective for communicating results. Reporting in the same format and using the same metrics year after year will allow for identifying trends and systematic updating. This will be backed up by paper summaries for review by those who do not utilize the internet.

ourQuesnel Partnership Agreement (sample)

Quesnel is a unique northern community blessed with easy access to nature, an abundance of trails, strong arts, culture and heritage, a strong, local economy, and a friendly community. Residents are proud of our community assets and culture, which is proud, entrepreneurial, and collaborative. Together we can continue to build Quesnel's success through sustainability.

As Partners, we share the ourQuesnel vision, desired outcomes and sustainability objectives.

As Partners, we commit to participating in Quesnel's ongoing sustainability journey by:

1. Participating in annual action planning processes;
2. Implementing actions assigned to us that are within our means;
3. Adopting our community's shared vision and desired outcomes as a guide in the areas that we impact through our work; and
4. Incorporating sustainability planning and implementation strategies in the way we do business.

As Partners, we are guided by our Partnership Principles:

COLLABORATION

INCLUSIVE ENGAGEMENT

INNOVATION

INTEGRITY

TRANSPARENCY

OPEN COMMUNICATION

Appendix E



ourQuesnel July 2012 Workshop Actions

| Strategy Area | Proposed action | Type of action | Lead Org | Partner Org | Related Strategy Area |
|--|---|------------------------|-----------------|------------------------------------|--|
| Arts, Culture, Recreation and Leisure | | | | | |
| Strategy Area | Proposed action | Type of action | Lead Org | Partner Org | Related Strategy Area |
| Buildings + Sites | City's policies encourage densification and retrofits. Develop neighbourhood plan (mixed land use commercial/residential zoning). | Policy | City of Quesnel | | Social and Community Well-being |
| Buildings + Sites | Create a 226 exemption pilot project for renovation/expansion of commercial spaces. | Policy | City of Quesnel | | Economy, work, education & Skills training. |
| Buildings + Sites | Write resolution to UBCM to address derelict commercial vacant buildings. | Policy | City of Quesnel | Chamber | Economy, work, education & Skills training. |
| Buildings + Sites | Create infrastructure funding plan/20 year asset management plan to show funding gaps. | Plan/Strategy/Research | City of Quesnel | | Economy, work, education & Skills training. |
| Buildings + Sites | Develop strategy around commercial/institutional vacant buildings. | Plan/Strategy/Research | QCEDC | City of Quesnel BIAs Chamber | Economy, work, education & Skills training. |
| Strategy Area | Proposed action | Type of action | Lead Org | Partner Org | Related Strategy Area |
| Communications + Connectivity Infrastructure | Lobby for expanded cellular and wireless broadband. | Infrastructure | CRD | City of Quesnel MLA Chamber | Economy, work, education & Skills training; Social + Community Well-being |
| Communications + Connectivity Infrastructure | Lobby for increased capacity/reliability of grid. | Infrastructure | City of Quesnel | CRD, QCEDC | Economy, work, education & Skills training; Social + Community Well-being |

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| Communications + Connectivity Infrastructure | Develop greater options to provide basic computer training. | Education/Communications | College | School District | Economy, work, education & Skills training; Social + Community Well-being |
|--|--|--------------------------|--------------------------------|---------------------------------|---|
| Strategy Area | Proposed action | Type of action | Lead Org | Partner Org | Related Strategy Area |
| Economy, Work, Education + Skills Training | Create process to develop comprehensive financial planning looking at Tax Rates, Capital Reinvestment and Services. | Plan/Strategy/Research | City of Quesnel | CRD | Social + Community Well-being |
| Economy, Work, Education + Skills Training | Set up Innovation Council around Research and Development to continue promoting Quesnel as a skills trade centre of excellence including infrastructure to support it. | HR | College | QCEDC, Chamber, City of Quesnel | Social + Community Well-being |
| Economy, Work, Education + Skills Training | Continue to lobby for three phase power and improved transportation infrastructure for industry (lobby for east/west connector) to improve air quality. | Infrastructure | City of Quesnel | CRD QCEDC Chamber First | Energy, Water, Resource + Waste |
| Economy, Work, Education + Skills Training | Educate and train small businesses for succession planning and create an environment to encourage entrepreneurship. | Education/Communications | Chamber Business Resource Team | QCEDC Community Futures | Social + Community Well-being |
| Economy, Work, Education + Skills Training | Lobby senior levels of government to provide adequate funding, particularly for downloaded services, e.g. investigate retroactive Fair Share Program with industry. | Other | City of Quesnel | CRD | Social + Community Well-being |
| Economy, Work, Education + Skills Training | Set up Innovation Council around Research and Development to continue promoting Quesnel as a skills trade centre of excellence including infrastructure to support it. | HR | College | QCEDC, Chamber, City of Quesnel | Social + Community Well-being |
| Economy, Work, Education + Skills Training | Continue to lobby for three phase power and improved transportation infrastructure for industry (lobby for east/west connector) to improve air quality. | Infrastructure | City of Quesnel | CRD QCEDC Chamber First | Energy, Water, Resource + Waste |
| Economy, Work, Education + Skills Training | Educate and train small businesses for succession planning and create an environment to encourage entrepreneurship. | Education/Communications | Chamber Business Resource Team | QCEDC Community Futures | Social + Community Well-being |

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| Economy, Work, Education + Skills Training | Lobby senior levels of government to provide adequate funding, particularly for downloaded services, e.g. investigate retroactive Fair Share Program with industry. | Other | City of Quesnel | CRD | Social + Community Well-being |
|--|---|-------------------------|--------------------------------|--|--|
| Strategy Area | Proposed action | Type of action | Lead Org | Partner Org | Related Strategy Area |
| Ecosystems, Natural Areas + Parks | Complete inventory of sensitive habitat, parks/ greenspace and analyze for sustainable ??, nature services; optimize cooperation school district, CRD, neighbourhood assns, accessibility, interconnection. | Plan/Strategy/ Research | City of Quesnel | CRD First Nations | Social + Community Well-being; Arts, Culture, Recreation + Leisure |
| Ecosystems, Natural Areas + Parks | Continue to review and enforce policy development that promotes the protection of green spaces/ ecosystems. | Policy | City of Quesnel | CRD First Nations | Energy, Water, Resource + Waste |
| Ecosystems, Natural Areas + Parks | Continue to provide funding, staff time, infrastructure, letters of support, equipment to support environmental education and stewardship throughout the Quesnel area. Continue to raise profile of our local issues and what we can do about them. | Other | Quesnel Air Quality Roundtable | Chamber School District #28 BCES City of Quesnel Climate | Energy, Water, Resource + Waste |
| Ecosystems, Natural Areas + Parks | Restore Dragon Creek as functional salmon habitat/ high water refuge. | Infrastructure | Baker Creek Neighbourhood Assn | City of Quesnel CRD Chatko Dene?? | Energy, Water, Resource + Waste |
| Ecosystems, Natural Areas + Parks | Continue to lobby for funding to get an alternative truck route to decrease the particulate matter PM 2.5 in our bowl for health, ecosystems and visual aesthetics. | Infrastructure | City of Quesnel | CRD Province Federal Govt | Economy, work, education & Skills training. |
| Strategy Area | Proposed action | Type of action | Lead Org | Partner Org | Related Strategy Area |
| Energy, Water, Resource + Waste | Introduce bylaw to eliminate all plastic (non-biodegradable) bags by 2013. | Policy | QCEDC business group | City of Quesnel | Social & Community Well-being. |

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| Energy, Water, Resource + Waste | Research and develop a strategy to produce incentives for industrial partners and tax shift onto residential based on positive technological enhancements that reduce particulate matter/ positively impacts air quality. | Plan/Strategy/ Research | City of Quesnel | Industry | Economy, work, education & Skills training. |
|---------------------------------|---|---------------------------|-------------------------|---|--|
| | Implement water conservation program | Plan/Strategy/ Research | City of Quesnel | CRD | Buildings + Sites |
| Energy, Water, Resource + Waste | Discussion with builders in Quesnel to assess potential energy efficiencies for future buildings and renovations. Develop incentive programs based on builders' suggestions. | Policy | City of Quesnel | CRD Construction / building association | Buildings + Sites; Economy, work, education & Skills training. |
| Strategy Area | Proposed action | Type of action | Lead Org | Partner Org | Related Strategy Area |
| Food | Continue to provide locally grown foods to school programs. | Other | School District 28 | Farms Marketplace bc.ca QCEDC | Social + Community Well-being |
| Food | Complete research and plans on competitive and comparative food production opportunities. | Plan/Strategy/ Research | QCEDC | | Economy, work, education & Skills training. |
| Food | Provide funding to FARMED (North Cariboo Agriculture Association) effort to share products produced and manufactured in the North Cariboo, including support for expansion of the junior farmer program. | Other | City of Quesnel | CRD FARMED | Economy, work, education & Skills training. |
| Food | Develop website to educate and promote to community and producers about marketplacebc.ca. | Education/Co mmunications | QCEDC | | Economy, work, education & Skills training. |
| Food | Develop one community garden in each neighbourhood association. | Infrastructure | Communi-ty garden group | BIAs Neighbour- hood Assoc- iations | Social + Community Well-being |
| Strategy Area | Proposed action | Type of action | Lead Org | Partner Org | Related Strategy Area |
| Housing + Land Use | Develop a 'more livable downtown core' strategy. | Plan/Strategy/ Research | QDA | QCEDC City of Quesnel | Buildings&Sites |

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| Housing + Land Use | Create mixed land use template for Quesnel Junior Sec and/or Cariboo field to shape future use. | Plan/Strategy/Research | City of Quesnel | School District 48 QCEDC | Buildings&Sites |
|-------------------------------|---|--------------------------|----------------------------------|--|--|
| Housing + Land Use | Create/maintain inventory of all residential and commercial vacancies. | Plan/Strategy/Research | QCEDC | | Social + Community Well-being |
| Housing + Land Use | Organize and host a discussion with builders on accessible housing and what would help them build in more accessible features. Create incentives to encourage accessible buildings for seniors and all people requiring accessible features based on discussions with builders. | Plan/Strategy/Research | City of Quesnel | CRD | Buildings&Sites |
| Housing + Land Use | Expand and promote regular transit service. | Infrastructure | City of Quesnel | BC Transit CRD | Transportation& Mobility |
| Strategy Area | Proposed action | Type of action | Lead Org | Partner Org | Related Strategy Area |
| Social + Community Well-being | Establish an affordable housing project and plan that is safe, accessible and green that supports all including seniors, youth and families. Consider the special needs of each group in design. | Plan/Strategy/Research | Affordable Housing Access | | Energy, Water, Resource + Waste |
| Social + Community Well-being | Determine process to develop an inventory and age assessment and potential future uses of all buildings and their sites that support all aspects of strong community, including health, education, arts, culture, community groups, recreation and others. | Plan/Strategy/Research | City of Quesnel | CRD School District | Economy, Work, Education + Skills Training; Arts, Culture, Recreation + Leisure; Buildings + Sites |
| Social + Community Well-being | Establish an ongoing strategy to attract specialty occupations that are core to supporting community, focus on key shortages as they occur (current issue is doctors). | Plan/Strategy/Research | Post-Secondary Education Council | City of Quesnel CRD QCEDC Northern Health | Economy, Work, Education + Skills Training |
| Social + Community Well-being | Establish an assessment guide and maintain programs that help individuals, groups, families, organizations ensure that all buildings, homes, areas in Quesnel are safe, welcoming, inclusive and free of crime. | Education/Communications | ? | | Buildings + Sites |

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| Social + Community Well-being | Maintain, improve, optimize and expand (where appropriate) health care: services, technologies, programs and facilities. | Plan/Strategy/Research | Northern Health Authority | | Economy, Work, Education + Skills Training; |
|-------------------------------|--|------------------------|---------------------------|----------------|---|
| Strategy Area | Proposed action | Type of action | Lead Org | Partner Org | Related Strategy Area |
| Transportation + Mobility | Review subdivision servicing bylaw to require sidewalks. | Policy | City of Quesnel | | Buildings&Sites |
| Transportation + Mobility | Increase width and improve approaches on sidewalks, extending sidewalks to high volume service areas (schools, recreation centres, and commercial areas). | Infrastructure | City of Quesnel | | Social + Community Well-being |
| Transportation + Mobility | Provide for and encourage bicycle and pedestrian movement by developing and maintaining an integrated system of safe and convenient sidewalks, pathways and trails. Pay particular attention to those areas connecting residential and commercial areas, e.g. 2 Mile Flat. | Infrastructure | City of Quesnel | | Social + Community Well-being |
| Transportation + Mobility | Continue to lobby for airport? (Retain and build upon adequate and reliable scheduled passenger and freight air service for the traveling public, corporate, medical and private users. | Infrastructure | ? | | Economy, Work, Education + Skills Training |
| Transportation + Mobility | Improve and increase transit and handidart services by extending hours of service and routes and giving consideration to the needs of youth, senior citizens and the physically impaired. | Infrastructure | City of Quesnel | CRD BC Transit | Social + Community Well-being |
| Transportation + Mobility | Continue to lobby the Ministry of Transportation to develop and build an alternate truck route to bypass the city of Quesnel. | Infrastructure | City of Quesnel | CRD | Economy, Work, Education + Skills Training |

