



2021 Strategic Plan



Community Health and Safety

	STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023 GOALS
1.1	Housing Initiative			
1.1.1	Finalize the Secondary Suite Policy	Continue the promotion of legalization and new construction. Amend zoning to match provincial Building code changes.	Continue to market the conversion and creation of secondary suites.	Continue to market the conversion and creation of secondary suites.
1.1.2	Develop maintenance bylaws	Continue to utilize maintenance bylaw as a tool to improve the quality of rental accommodations.	Continue to utilize maintenance bylaw as a tool to improve the quality of rental accommodations.	Continue to utilize maintenance bylaw as a tool to improve the quality of rental accommodations.
1.1.3	Identify housing opportunities: work with developers, the non-profit sector and funding agencies (BC Housing). Partner with local First Nations bands and Southern Dakeith National Alliance	Action the Housing Needs Plan, promote multi-unit housing.	Action the Housing Needs Plan, promote multi-unit housing.	Action the Housing Needs Plan, promote multi-unit housing.
1.1.4	Consider the development opportunities for City-owned lands	Work with developers to create multi-unit housing plans for identified parcels, utilizing RFPs and partnerships.	Work with developers to create multi-unit housing plans for identified parcels, utilizing RFPs and partnerships.	Work with developers to create multi-unit housing plans for identified parcels, utilizing RFPs and partnerships.
1.2	Develop a policy-based approach to guide further development in the West Quesnel land slippage study area	Work with development community to understand process and identify serviced parcels suitable for mobile development.	Work with development community to understand process and identify serviced parcels suitable for mobile development.	Work with development community to understand process and identify serviced parcels suitable for mobile development.
1.3	Continue to work with the Ministry of Transportation and Infrastructure to move the Interconnector project forward	If the interconnector receives the necessary funding, detailed design will commence.	Details Design.	Construction phase, if funding is approved. The City will work with MOTI to ensure trail network connectivity.
1.4	Emergency Services			
1.4.1	Maintain quality and quantity of Volunteer Fire Fighters			
1.4.2	Increased RCMP / Bylaw enforcement		Review the effectiveness of Bylaw and RCMP deployment numbers.	
1.4.3	Evacuation Planning	done, operational not strategic.		
1.4.4	Safer Quesnel Initiative	Work with community stakeholders to implement Situation Table. Work with MRS and nuisance bylaws to reduce neighbourhood disturbances. Work with social agencies to alleviate impacts of opioid crisis and the rise in the homeless population.		

Community Development

STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023 GOALS	
2.1	Age-Friendly Initiative – develop an Age-Friendly Plan for Quesnel	Council provided COVID Restart funds to the NCSC to assist the group during start-up. The Age Friendly designation was awarded to the City.		
2.2	Child Care Planning	The project moves into a construction and operational phase if grant funding received.		
2.3	Gymnastics Facility	Seek funding sources, build facility.	Seek funding sources, build facility.	Seek funding sources, build facility.
2.4	Community trails development	Develop a process to ensure that ongoing maintenance is provided to all developed trails, with extraordinary maintenance at spring startup.		
2.5	Develop and Implement a new process for recognizing and energizing volunteers	Implementation of new volunteer recognition. Depending upon the duration of the COVID-19 virus, a community celebration event is being considered for the fall of 2021.		
2.6	Quesnel Regional Airport	Staff is considering options to reinstate Scheduled flights. A major runway paving project has been approved. Business attraction to airport is a key issue.	Business attraction to the airport.	Business attraction to the airport.



Environmental Leadership

	STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023 GOALS
4.1	Complete a strategic review of landfilling and recycling practices	Finalize landfill filling plan and berm project.		
4.2	Develop a climate change strategy	Implement Climate Action Plan.		

Governance

STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023 GOALS
5.1.1 First Nations recognition and partnerships			
5.1.2 Work with Local FN bands to consider reconciliation and recognition measures.	Working with FN partners, the City will consider the adoption of UNDRIP, the TRC recommendations, and develop an anti-racism policy. The RCMP has started their own processes to work closer with local FN bands.		
5.1.3 Working with ?Esdilagh and Lhtako Dené First Nations develop a concept for a commemorative site for the War Chiefs.	Work with Northern Health to have the site donated to the City. Develop the plan with FN architect and input from FN's.	Source funding for the proposed works. Construct works.	
5.2 Enhance community engagement, despite COVID-19 issues.	The City is hiring a communication consultant to help deepen our brand (Vision) public engagement. Our diverse initiatives are connected by our overall vision. This needs to be outlined to the public.	Continuing with the high level community engagement.	

Infrastructure Reinvestment

	STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023 GOALS
6.1	Water system sustainability initiatives	Continue water treatment planning and seek grant funding for water treatment infrastructure.	Seek funding for water treatment infrastructure, build when successful.	Seek funding for water treatment infrastructure, build when successful.
6.2	Downtown Firehall Rebuild	The grant outcome will determine the next steps of this project. This rebuild project is well positioned for a public assent process to access funding if the grant is not forthcoming.		
6.3	Johnston Bridge Rebuild	Finish details and logistics of rebuilding plan, seek funding.	Rebuild bridge once funding is available.	

Economic Development & Transition Planning

	STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023 GOALS
7.1	Destination Development			
7.1.1	Institute a Municipal Regional District Tax to fund tourism marketing initiatives	Continue to seek support; if MRDT is approved, implement; if MRDT is not approved, host tourism stakeholder meeting to discuss cooperative marketing opportunities and cost structure.		
7.1.2	Trail Marketing	Relaunch trail marketing campaign when travel is allowed.	Create new trail marketing video content to promote new and improved trails in area.	
7.1.3	Focus on Economic Development through hosting events and tournaments	Re-development of tourism website, including event attraction, event planning, and event listing features; submit bid package for BC Winter Games.	Submit bid package for Mountain Bike Symposium.	
7.1.4	Plan waterfront development including First Nations Cultural Centre	Implement RV Park Plan at former Public Works Yard; develop Indigenous Interpretive plan for Riverfront Trail; complete feasibility study of standing wave feature in Quesnel River.	Complete improvements to Fraser Village landing and trail connection to Riverfront Trail; seek funding opportunities to implement Indigenous Interpretive Plan.	
7.1.5	Wayfinding	Complete Riverfront Trail wayfinding; plan interpretive signage; develop new signs for non-park destinations (museum, pioneer cemetery, sani-loop); install gateway signage.	Complete interpretive sign replacement on Riverfront Trail.	
7.2	Innovative Resource Industries			
7.2.1	Agriculture sector development	Launch Food Hub, continue support.	Continue to support Food Hub; abattoir business case development?	
7.2.2	Mining Sector	Minerals North conference planning; build relationship with BGM. Continue participation in Blackwater Community Liaison Committee.	Host Minerals North Conference.	
7.3	Resident & Investment Retention and Attraction			
7.3.1	City brand development	Update tourism website; promote City brand as City vision in the community; workforce attraction campaign.	Update Community Profile (2021 Census Data).	
7.3.2	Business Retention, Expansion, and Attraction	Continue to support business by connecting to support programs; attract new members to Love Quesnel and continue shop local promotion; continue PNP program.	Continue Love Quesnel program; continue PNP program; conduct leakage analysis; support new business attraction to airport land.	

Forestry Initiatives

	STRATEGIC ACTION	2021 GOALS	2022 GOALS	2023+ GOALS
8.1	Community Forest	Develop Ltd. Partnership Company, determine area of operation, and foster public support. Advance the Community Forest Agreement (CFA) application.	Begin steps to operationalize the community forest agreement.	Work with partners of the Ltd. Company and Partner Group (elected officials) on the operational community forest.
8.2	FireSmart and the Community Wildfire Protection Plan (CWPP)	Continue CWPP implementation with extensive private land (FireSmart) strategy. Enable best practices by bringing together industry, academic expertise and government and non-government networks. Continue developing centre of excellence for fuel management.	Continue to implement the existing CWPP while targeting new fuel treatment areas in conjunction with Community Forest operations. Expand existing fuel management areas for cohesive fuel reduction.	Renew existing CWPP in 2025-2027 as nested within the Community Forest operational plans, the Quesnel Land Management Strategy and the Forest Landscape Planning Pilot.
8.3	Landscape Management and Ecosystem Restoration	Support FLNRORD with Quesnel Land Management Strategy and the Forest Landscape Planning Pilot at the Planning Table and Community Advisory Committee levels. Work with academic partners on landscape level research (Silv@21). Utilize Forestry Innovation Centre as a hub for research activities. Identify public education opportunities including fostering understanding of land management.	Continue support for Land Management Strategy and the Forest Landscape Planning Pilot. Continue to work with academic partners on landscape level research (Silv@21 to run from 2021-2026). Continue to utilize Forestry Innovation Centre as a hub for academic and applied research.	Continue with support of Land Management Strategy and the Forest Landscape Planning Pilot (implementation phase scheduled for Jan 2024). Continue to work with academic partners on landscape level research. Continue to utilize Forestry Innovation Centre as a hub for research.
8.4	Labour Force re-development	Work with training partners, industry and professional associations on developing a training school pilot in Quesnel for innovative forest harvesting.	Continue collaborating on "made to order" programming to maximize opportunity for future workforce in Quesnel. Collaborate with school district and youth organisations on attracting students to forestry.	Continue working with training partners, industry and professional associations on curriculum and programming and on youth attraction strategies.
8.5	Manufacturing analysis and business case development	Conduct research to identify knowledge gaps and wood manufacturing "best bets" for Quesnel in new markets or to improve existing markets. Work with First Nations and industry partners to advance opportunities towards capital investment.	Work with First Nations and industry partners to advance manufacturing opportunities towards capital investment. Share research broadly to attract partnerships.	Continue to identify knowledge gaps and attract research and partnerships to answer them, to support the continual improvement of Quesnel's wood manufacturing sector.