

2020 Annual Report

FOR THE YEAR ENDED DECEMBER 31, 2020

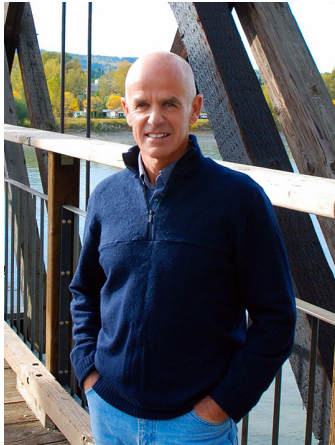
Prepared and produced by *Corporate Services of the City of Quesnel* | Quesnel, British Columbia, Canada



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Message from the Mayor



Another year, another major challenge to our community's economic and social stability; this time in the form of a global pandemic. On the heels of back-to-back wildfire seasons followed by a year of mill closures, the COVID-19 pandemic could have been the “final straw” for a number of Quesnel businesses (and households). Instead, as a result of proactive and entrepreneurial management, a coordinated and collaborative business support program, and a strong shop local ethic among North Cariboo residents, Quesnel businesses, with few exceptions, maintained their resiliency throughout 2020 despite the public health constraints imposed on their operations.

Our forest economy also stabilized and improved during 2020, and Council worked hard with the Provincial

Government and other partners to ensure that Quesnel maintained its leadership role in creating a new vision for this vital sector from the land base to the market. The City's Forestry Initiatives Program continued to undertake vital fuel management treatments to protect our community from future wildfires, advanced our aspirations for a community forest in partnership with local First Nations governments, and continued to research alternate ways of managing our forests and manufacturing a more diverse array of forest products.

The City's economic development team also continued to advance our economic transition strategy and apply for grants to stretch our local tax dollars, enabling us to make more strategic investments in our community. Work began on the creation of an innovative Food Hub, the revitalization of Spirit Square, and the renovation of the Visitor Centre, and grant applications were submitted for the Lhtako Dené Cultural Centre, a municipal campground on the Quesnel River, and a significant refresh of the Fraser River portion of the Riverfront Trail.

The rebranding of the City and our community marketing strategy also paid dividends in 2020, as people discovered Quesnel as a place to escape the unaffordability of major urban centres and as a refuge from the pandemic. Quesnel now has a housing crunch, as our housing stock is both in short supply and misaligned with the needs and desires of our resident population, particularly seniors, and newcomers to the community. This created an even stronger impetus for Council to advance its housing strategy in 2020 and we hope to see the fruits of that labour in 2021 with more new housing starts, particularly new multi-unit developments.

Council also continued its focus on improving public safety with new bylaws aimed at problem properties and by providing leadership toward the establishment of a “Situation Table” – a proactive, multi-agency collaborative approach to assisting individuals and families in need. The strategic use of our additional RCMP and Bylaw Officers to curb property crime in the City and address unsafe behaviours in our downtown core was another focus for 2020.

As you'll see in this annual report, despite being in the midst of a global pandemic, there's a lot going on in our community and much for residents to take pride in and comfort from as we weather this latest crisis together.

- Mayor Bob Simpson

City Council | 2018 – 2022

QUESNEL CITY COUNCIL



*Top, L-R: Councillor Scott Elliott, Councillor Martin Runge, Councillor Ron Paull, Councillor Tony Goulet
Bottom, L-R: Councillor Laurey-Anne Roodenburg, Mayor Bob Simpson, Councillor Mitch Vik*

COMMITTEES OF CITY COUNCIL

MAYOR BOB SIMPSON

- Financial Sustainability & Audit Standing Committee
- Policy and Bylaw Standing Committee
- Executive Standing Committee (Alt. Chair)
- Public Safety and Policing Standing Committee (Chair)
- Airport Advisory Committee
- NDIT Regional Advisory Committee
- Air Quality Round-table (interim)
- Chamber of Commerce
- Housing Committee
- Heritage and Museum Stakeholder Meeting

COUNCILLOR SCOTT ELLIOTT

- Financial Sustainability & Audit Standing Committee (Chair)
- Housing Committee (Chair)
- NDIT Regional Advisory Committee (alternate)

COUNCILLOR TONY GOULET

- Financial Sustainability & Audit Standing Committee

COUNCILLOR LAUREY-ANNE ROODENBURG

- Executive Standing Committee
- Policy and Bylaw Standing Committee
- Public Safety and Policing Standing Committee
- Volunteer Recognition
- Community Connections
- Quesnel Healthier Communities Committee
- MIABC

COUNCILLOR MARTIN RUNGE

- Policy and Bylaw Standing Committee (Chair)
- Business Improvement Associations
- Accessibility and Inclusion Stakeholder Meeting

COUNCILLOR MITCH VIK

- Executive Standing Committee (Chair)
- Public Safety and Policing Standing Committee
- North Cariboo Seniors' Council

Our Vision and Mission

COMMUNITY VISION

"A naturally vibrant, accessible, and innovative community"

CORPORATE MISSION

The City of Quesnel delivers responsive, dynamic, and cost effective public services and programs which serve as the foundation for a resilient and accessible community that retains and attracts residents, visitors, and investment.

PRINCIPLES

- Sustainability in all areas of governance
- Proactive and innovative responses to transition challenges
- Open and responsive government
- Quality municipal services and infrastructure
- Cultural diversity and heritage
- Active and livable neighbourhoods
- Economic vitality
- Environmental protection and preservation
- Community based solutions
- Public safety and security
- An accessible and inclusive community

VALUES

- Fiscal prudence
- Proactive planning
- Accountability
- Openness and transparency
- Responsiveness
- Partnerships
- Creativity and innovation
- Integrity and respect
- Fairness and inclusivity

Message from the City Manager

Well, 2020 was certainly a year of unprecedented changes! The COVID-19 pandemic has demanded an emergency response unlike any other in recent City history. We have endured wildfires, flooding and other major weather events by a combination of determination and coordinated teamwork. These same attributes are serving our community well as we are hopefully nearing the end of this pandemic.

Prior to the onset of COVID-19 pandemic, Council had planned that 2020 was going to be a year of deeper engagement with our residents, with enhanced public meetings and town halls to help people understand how all of the ongoing initiatives tie into the Council vision for the community. That did not work out as planned. Instead, a major focus in 2020 was to try and maintain any opportunities available for public engagement. The positive outcome from this challenge is that Council meetings are now video recorded and available to the public for viewing. This is a new thing for Quesnel which will continue post-COVID-19.

The travel restrictions that have been in place for much of 2020 have also had a big impact on Quesnel. In addition to our local businesses which have suffered without the travelling public, our airport operations have been severely curtailed, and our other visitor focused venues and events have been downsized or eliminated. The positive outcome to these hardships is that we have all learned how to be more digitally effective, which has and will continue to save the City money on both employee time and travel expenses. I suspect, moving forward, that conferences, training, and other required meetings will forever have a digital attendance option.

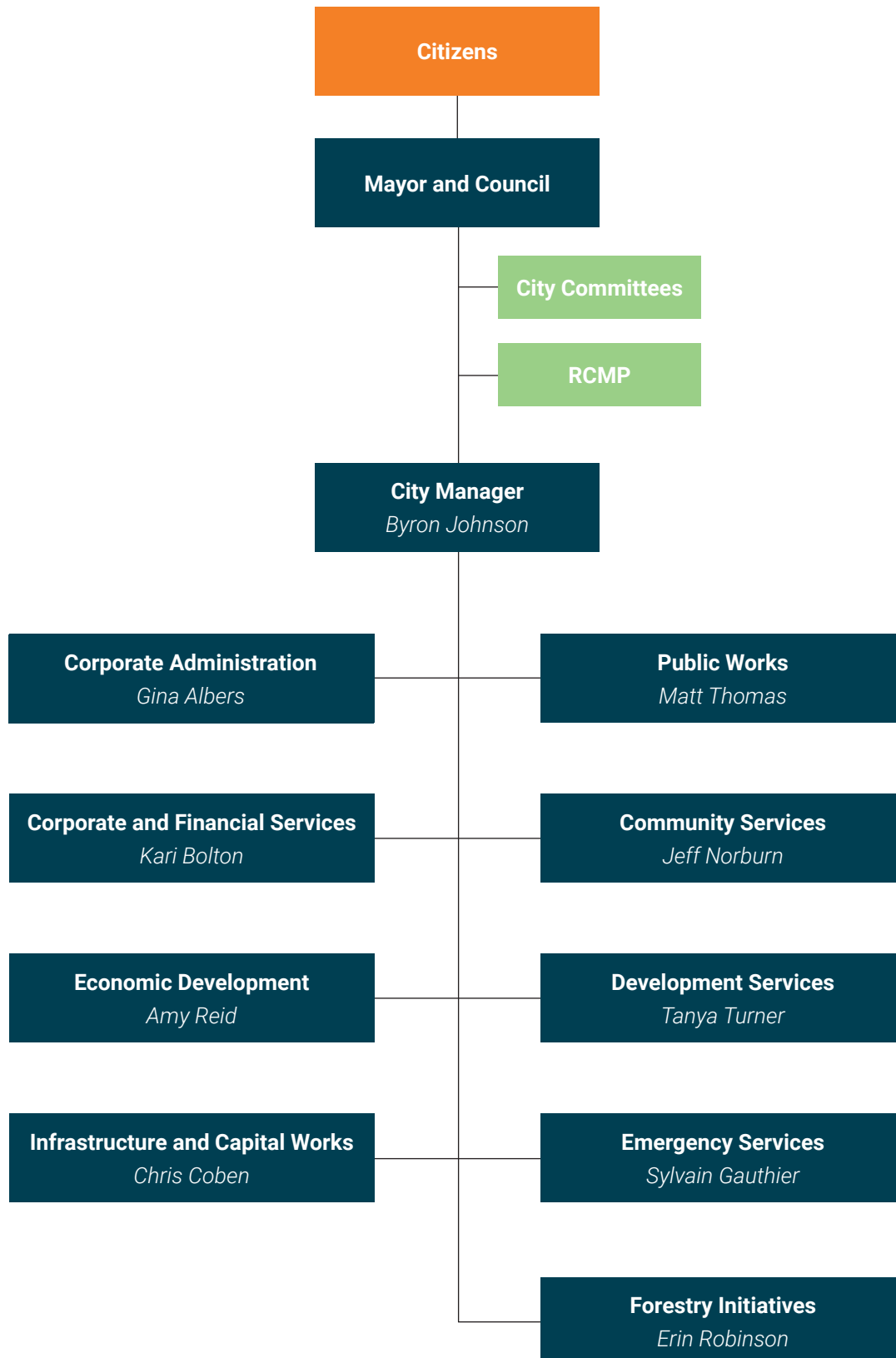
Finally, I believe that the pandemic has made us all more aware of the needs of our fellow residents. In my opinion, the residents of Quesnel have been very willing to follow the health protocols as determined by Public Health. The number of complaints received by the City about non-compliance has been much less than expected. If we can maintain this concern for the more vulnerable, it will make us a stronger community moving beyond the pandemic.

I would like to take this opportunity to thank all of the emergency responders and essential support workers who have sustained the City throughout this event. Thanks to every business or other organization that has made the extra effort to provide safe operations during COVID-19. As we emerge from the pandemic in the coming months, let's remember to honour this effort by shopping local and supporting them in any way that we can.

As always, on behalf of all City employees, it has been an honour to serve this community in 2020.

- Byron Johnson

Organization



City Services



Arts and
Recreation*



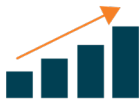
Airport



Bylaw
Enforcement



Cemetery



Economic
Development



Emergency
Management



Fire/Rescue



Garbage
Collection



Landfill



Parks and
Playgrounds



Planning and
Development



Policing



Public Transit



Snow Removal



Streets and
Sidewalks



Storm water,
Sewer and
Water

** Funded through North Cariboo Parks and Recreation*

2020 City Stats

2019 VS 2020



WATER CONSUMPTION
2.4 BILLION LITRES VS
2.4 BILLION LITRES



**BUILDING
CONSTRUCTION
VALUES**
\$13,254,800 VS
\$41,265,950



**BUILDING
PERMIT FEES**
\$88,890 VS
\$158,559



12%
**AVERAGE
INCREASE OF
SOCIAL MEDIA
FOLLOWERS**



443
FIRE CALLS



25%

**TRANSIT RIDERS
DECREASE**

Decreased numbers due to
COVID-19 travel restrictions



**OVER 3,083 PEOPLE
ACCESSED THE
VISITOR CENTRE VS
12,022 IN 2019 - A
DECREASE OF 74.4%**

Decreased numbers due to
COVID-19 travel restrictions



80.7%

**AIRLINE PASSENGERS
DECREASE**

Decline due to CMA passenger flights
being cancelled as of April 2020



\$6.1

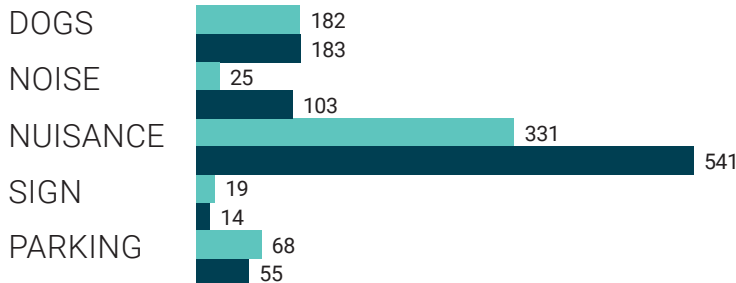
**MILLION GRANT
FUNDING**

BYLAW

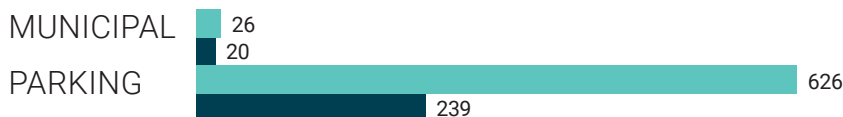
2019

2020

COMPLAINTS



TICKETS





2020 Highlights

Destination Development

www.quesnel.ca/transition

Destination Development is one of three pillars in the City's Economic Development Transition Strategy. Numerous initiatives moved forward under this theme in 2020.

Vehicular Wayfinding signage was installed throughout the City, which complemented the Pedestrian Wayfinding signage that was installed in 2019.

The City also completed design and business case development for an RV Park to go on the site of the old Public Works yard. This work was grant funded and made the project eligible for grants covering the cost of construction.

Work began on improvements to the Spirit Square stage, making the area ready to host live music events, post COVID-19.



Vehicular Wayfinding Signage



Spirit Centre

COVID-19

2020 was a challenging year due to the COVID-19 Pandemic. The City of Quesnel and all City facilities followed the restrictions as directed by the Provincial Health Officer throughout 2020. The City worked to develop new processes to support the community during this year, which included more online and electronic methods of support and communication.

The City of Quesnel partnered with Community Futures North Cariboo to create a business support hotline at the onset of COVID-19. With support from the Quesnel & District Chamber of Commerce, District of Wells, West Quesnel Business Association and Quesnel Downtown Association, all businesses in Quesnel received at least one phone call to assist in navigating the various provincial and federal funding programs to support business during this time. Follow up calls to assisted businesses verified that the team had helped businesses to access over \$4 million. An additional round of calls over the fall and winter connected with nearly 300 businesses and resulted in over 200 referrals to additional supports and resources for business.

The City of Quesnel won a British Columbia Economic Development Association (BCEDA) Economic Recovery Award for its Business Support Team efforts. The initiative has been recognized as a best practice by the Province of British Columbia, Union of BC Municipalities, Business Improvement Areas of British Columbia, and BCEDA.

In addition to the hotline, the City of Quesnel encouraged the community to shop local this year through the Love Quesnel channel. A series of contests, videos, and giveaways have had awesome engagement and great feedback from the business community.

These initiatives were funded by Northern Development Initiative Trust, Community Futures North Cariboo, Quesnel & District Chamber of Commerce, Cariboo Regional District, Quesnel Downtown Association, South Quesnel Business Association, West Quesnel Business Association and the City of Quesnel.



Johnston Park

Major Capital Projects

www.quesnel.ca/capital-projects

The City of Quesnel crews were busy in 2020 with multiple projects throughout Quesnel. Some major projects crews completed include:

- Paving:
 - o St. Laurent Ave. – Kinchant St. to Vaughan St.
 - o Kinchant St. – Barlow Ave. to Carson Ave.
 - o Moffat Bridge Approach – Kinchant St. to McLean St.
 - o McLean St. – Moffat Bridge Approach to Carson Ave.
- 500 block of McLean St. and 300 block McNaughton rebuild
- 300 block of Reid St. and McLean St. trenchless sanitary sewer main replacement
- North Fraser Drive LED lighting upgrades
- Flag pole replacement and accessible picnic table installation at LeBourdais Park

Crews also started some large scale infrastructure projects including:

- The Quesnel & District Museum and Archives, and the Quesnel Visitor Centre renovation – to be completed Spring 2021
- New Public Works Facility – concluded January 2021



Newly completed Public Works Facility

Housing Initiatives

www.quesnel.ca/building-development/housing-initiatives

The City of Quesnel moved forward with large scale housing initiatives throughout 2020, as identified in the Housing Needs Assessment, Gap Analysis and Action Plan (OCP):

- Promotion of the new zoning policy permitting Accessory Dwelling Units (ADU's) in the City to help create a variety of housing options including secondary suites, carriage houses, and secondary dwellings. Nine (9) secondary suites were created or legalized in 2020.
- Expanded and promoted the Multi-Unit Housing Incentives program to encourage development of market and non-market housing in the community.
- Identified four parcels of city-owned lands for consideration of new multi-unit housing initiatives.
- Supported the North Cariboo Seniors' Council to develop a better understanding of the current and emerging housing needs as well as housing availability for seniors at various stages of life in the City and North Cariboo Region.
- Worked with over 16 properties on increasing residential units in the community by adding residential units to existing commercial buildings, working with non-profits and BC Housing on additional non-profit housing development proposals, engaging developers to promote the development of multi-unit market housing, and addition of mobile homes in existing park and undeveloped areas of north Quesnel.



Safer Quesnel

www.quesnel.ca/city-hall/major-initiatives/safer-quesnel-program

In late 2018, the City completed a Safer Community Plan providing recommendations to address crime and disorder.

Due to the plan the Safer Working Group was formed. It is a team from multiple city departments that reviews concerns put forth by the Public Safety and Policing committee with the goal of addressing issues of nuisances and community disturbances. This team advises on various tools available to address issues and areas where policies or tools may need to be improved. This team also obtains connections to various partners and stakeholders in the community whose resources may assist in solutions such as health agencies, business associations, housing agencies, etc.

Throughout 2020 the team has begun identifying areas of concern and opportunities to address identified problems:

- Responded to nine new complaints under the Minimum Rental Standards Bylaw.
- Took actions to resolve excessive nuisance complaints at 4 properties including the demolition of buildings on two long standing problematic properties.
- Obtained funding and assisted initiation of a local Situation Table aimed at addressing individuals in crisis with the goal of minimizing harm to individual and community.



Community Bylaw Enforcement Vehicle

Forestry Initiatives

www.quesnel.ca/city-hall/major-initiatives/forestry-initiatives-program

The Forestry Initiatives team continued to address the forestry challenges facing our community throughout 2020. To date, the Forestry Initiatives Program has brought in over \$2.8 million worth of funding.

In 2020 First Nations and local governments came together to sign a participation agreement that will enable the Community Forest Agreement (CFA) process in the Quesnel Timber Supply Area. Representatives from the governments of Lhtako Dené, Nazko, Lhoosk'uz, ?Esdilagh, and the City of Quesnel along with staff from the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) and the BC Community Forest Association (BCCA) collaborated on the CFA initiative.

To date, over 112 hectares of fuel management projects have been completed under the Quesnel and Surrounding Area Community Wildfire Protection Plan (CWPP), enabling over 10,000 hours of community employment. As well, the Forestry program has assisted 70 homes and businesses to reduce their wildfire risk and become FireSmart.

Under the innovative manufacturing analysis, two technical reports were completed by industry experts on opportunities for Quesnel in the bioproducts and solid wood fields. Working with Lhtako Dené, Nazko First Nation and a consultant, a biomass utilization scoping study was initiated to identify business opportunities in 2021.



Representatives from six local governments meet to kick-off the Community Forest Agreement process



Crews remove build-up wildfire fuels from around Sugarloaf Dog park, reducing the risk to the community



Forestry Initiatives Manager Erin Robinson presents to UBC Masters students at the Forestry Innovation Center

Climate Change

www.quesnel.ca/sites/default/files/uploads/reports/climate_action_plan_quesnel_2020_0.pdf

Throughout 2020 the City of Quesnel worked to create a Climate Change Action Plan. The Climate Change Action Plan is an ambitious, yet practical, plan to decrease the City's carbon footprint and prepare the community for the effects of a changing climate.

The City's Climate Change Action Plan was funded in part by the Federation of Canadian Municipalities (FCM) under their Municipalities for Climate Innovation Program. This program guides municipalities through several milestones that include: developing a greenhouse gas

(GHG) inventory, establishing emission reduction targets approved by City Council, writing a Climate Action Plan with participation from community members, and implementing that plan in ways that enable the City to track the success of each climate initiative.

The Action Plan was launched on December 1, 2020, and an engagement survey was provided to the community to collect feedback. These results will be reflected in the final document that will guide the Climate Action Plan implementation in 2021.



Grants for the City

www.quesnel.ca/city-hall/finance/grants

Every year, the City applies for grants to help fund projects that would otherwise be impossible for the City to fund itself.

In 2020, the City received \$6.1 million in grant funding. This included \$2.5 million in COVID Safe Restart grant funding from the Province of British Columbia. This funding also included regular yearly grants such as gas tax, the small community grant, traffic fine sharing, the victim services grant, and the carbon tax rebate. Although funds for the first quarter of 2020 were received, the City of Quesnel saw a 75% decline in Casino Funds in 2020 due to the COVID-19 pandemic.

The City also received grants to support capital projects including Museum and Visitor Centre upgrades, Riverfront Trail

improvements, Sprout Kitchen Food Hub development, and additions to the Forestry Innovation Centre. Further grants support planning and programs: RV Park plan, indigenous interpretation planning, tourism website improvements, event hosting improvements, Love Quesnel program, Explore Cariboo marketing, Community Learning Centre pilot project, fuel management and FireSmart initiatives. Grants have also been received to support temporary and permanent staff positions, including a Housing Planner, Carbon Review Coordinator, Grant Writer, Manager of Economic Development and Tourism, Forestry Initiatives Manager, and Forestry Initiatives Coordinator.



Artist Rendering



Artist Rendering



Baker Creek Riverfront Trail

Sprout Kitchen Food Hub

www.sproutkitchen.ca

Sprout Kitchen will work with new and existing food entrepreneurs and processors from across the region to grow their business, expand product lines, and reach new markets. Opening in spring 2021, the hub includes bookable stations, cooler and freezer storage, cooking and baking equipment, and will soon offer a co-packing service to members. Sprout Kitchen will also bring more opportunities for farmers, ranchers and wild harvesters to increase revenue by adding value to their products.

To maximize the impact of Sprout Kitchen, the City of Quesnel selected the previously

vacant 101 Marsh Drive in West Quesnel as the location for the Food Hub. Renovations began and equipment was ordered in late 2020.

The Food Hub has been made possible by generous funding from the Province of British Columbia, Northern Development Initiative Trust, and the City of Quesnel and will be operated by the newly formed Sprout Kitchen Society.

This project falls under the Innovative Resource Industries pillar of the City's Economic Development Transition Strategy.



Sprout Kitchen Food Hub



2020 Strategic Plan and Measures

Community Health and Safety

	STRATEGIC ACTION	PROGRESS
1.1	Housing Initiatives:	
1.1.1	Finalize the Secondary Suite Policy	Promote and communicate the new secondary suite zoning policy to encourage legalization. 8 suites legalized.
1.1.2	Develop maintenance bylaws	9 new complaints of MRS bylaw infractions.
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 Dakeelh National Alliance	Continue the actions identified in the Housing Needs Plan. In 2020 identified 4 new sites of additional supportive housing in the community.
1.1.4	Consider the development opportunities for City-owned lands	Land inventory report to Council with focus on City owned lands. Reviewed undeveloped park lots. Identified lands for multi-unit housing opportunities.
1.2	Develop a policy-based approach to guide further development in the West Quesnel land slippage study area.	Consider how to encourage reinvestment in WQ. Staff to further investigate homeowner's insurance difficulties in the slippage area, and potential for funding from Province to impacted homeowners.
1.3	Continue to work with the Ministry of Transportation and Infrastructure to move the Interconnector project forward	MOTI concept design is completed, re-engagement with the public on the Interconnector delayed until 2021.
1.4	Emergency Services:	
1.4.1 (new)	Maintain quality and quantity of Volunteer Fire Fighters.	The junior firefighter program was temporarily cancelled due to COVID concerns, planning to reinstate this program in the future.
1.4.2 (new)	Increased RCMP / Bylaw enforcement	The City is working to achieve the maximum community benefit from the resources which were added this year. BYLAW AND RCMP TO ASSIST WITH PUBLIC HEALTH ENFORCEMENT RE: COVID19.
1.4.3	Evacuation Planning	The full scale evacuation plan has been developed, COVID 19 prevented larger emergency practices.
1.4.4	Safer Quesnel Initiative	Took actions to rectify property disturbance issues at 4 properties. Obtained funding and structured a local Situation Table to address individuals in crisis.

Community Development

	STRATEGIC ACTION	PROGRESS
2.1	Age-Friendly Initiative – develop an Age-Friendly Plan for Quesnel	The City will continue to support the NCSC with grant administration and application support. The Coordinator role will continue to mid-year, the AF committee will end in 2020. CITY TO WORK WITH AF COMMITTEE TO ENSURE SENIORS ARE GETTING THE SERVICES THEY NEED.
2.2	Child Care Planning	Child Care Inventory and Needs Analysis completed. Plans for new Child Care Centre were completed and funding application submitted to BC New Spaces Fund.
2.3 (new)	Gymnastics Facility	Working with Joint Planning. develop a fully costed, conceptual plan for a Gymnastics facility located adjacent to the Arts and Rec Centre. Seek funding for same.
2.4 (new)	Community trails development	Continuation of trails planning and development both inside Quesnel boundaries and within the sub-region.
2.5	Develop and Implement a new process for recognizing and energizing volunteers	A new volunteer recognition process has been developed.
2.6	Quesnel Regional Airport	All Scheduled flights are down due to COVID-19. Airport is on a minimum manning/ maintenance schedule.

Environmental Leadership

	STRATEGIC ACTION	PROGRESS
4.1	Complete a strategic review of landfilling and recycling practices	A landfill development plan was developed by Sperling Hansen. A landfill manager was hired.
4.2	Develop a climate change strategy	Council approved the Climate Change strategy.

Governance

	STRATEGIC ACTION	PROGRESS
5.1.1	First Nations recognition and partnerships	Staff submitted Phase 1 of the Cultural Centre project for Federal infrastructure funding.
5.1.2	Work with Local FN bands to consider reconciliation and recognition measures	This action deferred until 2021.
5.1.3	Working with ?Esdilagh and Lhtako Dené First Nations develop a concept for a commemorative site for the War Chiefs	This action deferred until 2021.
5.2	Enhance community engagement, despite COVID issues	2020 was to be a year of more intense public engagement, but the pandemic prevented this for occurring.

Infrastructure Reinvestment

	STRATEGIC ACTION	PROGRESS
6.1	Water system sustainability initiatives	Complete Infrastructure review and management policy. Water treatment planning and water conservation update.
6.2	Downtown Firehall Rebuild	Staff submitted a Federal Infrastructure grant application for the rebuild of the DT firehall at its current location.
6.3	Johnston Bridge Rebuild	Continued development of rebuild plan for the bridge with McCall Engineering. Developed preventative maintenance plan for existing city bridges with McCall Engineering.

Economic Development & Transition Planning

	STRATEGIC ACTION	PROGRESS
7.1	Destination Development	
7.1.1	Institute a Municipal Regional District Tax to fund tourism marketing initiatives	Followed up with hoteliers and have 40% support of rooms and properties.
7.1.2	Trail Marketing	Launched trail marketing video, map, and social campaign when travel was permitted.
7.1.3	Focus on Economic Development through hosting events and tournaments	ALL HOSTING STOOD DOWN DUE TO COVID EVENT, AND THE RE-DIRECTION OF ECONOMIC DEVELOPMENT TO BUSINESS SUPPORT ACTIVITIES.
7.1.4	Plan waterfront development including First Nations Cultural Centre	Funding application submitted for Lhtako Dené Cultural Centre; RV Park planning completed; plans developed and funding received for footbridge improvements, trail lighting.
7.1.5	Wayfinding	Vehicular wayfinding, parks signage completed; trail wayfinding planning complete.
7.2	Innovative Resource Industries	
7.2.1	Agriculture sector development	Location confirmed and contractor hired to build Food Hub.
7.2.2	Mining Sector	Minerals North cancelled due to COVID-19; continue participation in Blackwater CLC meetings.
7.3	Resident & Investment Retention and Attraction	
7.3.1	City brand development	Completed improvements to Spirit Square stage; Explore Quesnel tourism campaign launched during safe travel period; relaunched relocation campaign in new markets.
7.3.2	Business Retention, Expansion, and Attraction	Business Support Team launched three rounds of calls to business connecting them to available COVID-19 supports; Love Quesnel #InQuesnel campaign launched to encourage local shopping during pandemic, in partnership with BIAs, Community Futures North Cariboo, Chamber.

Forestry

	STRATEGIC ACTION	PROGRESS
8.1	Community Forest	Established a Partner Group and a Technical Working Group. Assisted Lhtako Dené to secure a non-replaceable forest license to pay for the Application phase. Drafted a Project Charter and Participation Agreement.
8.2	Community Wildfire Protection Plan and FireSmart	Advanced CWPP treatments and enabling best practices with academic, government, and industry partners. Reached at least 6,000 residents for the private land wildfire risk reduction campaign (FireSmart).
8.3	Landscape Management and Ecosystem Restoration	Supported FLNRO with Quesnel Land Management Strategy and the Forest Landscape Planning Pilot. Attracted research groups to utilize the Forestry Innovation Centre.
8.4	Labour Force re-development	Worked with training partners, industry and professional associations to produce a selective harvesting training school pilot proposal. Conducted interviews with industry to identify local training gaps.
8.5	Manufacturing analysis and business case development	Produced two technical reports on wood products (solid wood & bioproducts) manufacturing. Partnered with Nazko and Lhtako Dené First Nations to conduct a biomass utilization scoping study. Built a network with provincial and federal wood product organizations.



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 Dakeelh 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.

Consolidated Financial Statements 2020

Find the full report at www.quesnel.ca/financial-statements



FOR THE YEAR ENDED DECEMBER 31, 2020

**PREPARED BY THE CITY OF QUESNEL FINANCE DEPARTMENT
QUESNEL, BRITISH COLUMBIA, CANADA**

2020 PERMISSIVE TAX EXEMPTIONS

Charitable, philanthropic or other not-for-profit corporations

ROLL #	ORGANIZATION	EXEMPTION AMOUNT
87.000	Quesnel Masonic Temple Society	\$2,955
135.000	City of Quesnel (Spirit Square - Bylaw/Non Profits)	\$507
206.000	Salvation Army	\$2,199
218.000	Quesnel & District Child Dev Centre	\$16,357
247.000	Quesnel Womens Resource Centre	\$2,356
248.000	Quesnel Womens Resource Centre	\$1,475
267.000	Amata Transition House Society	\$4,081
314.000	Fraser Village Homes Society	\$4,005
332.000	Royal Canadian Legion Branch 94	\$8,459
418.010	Quesnel & District Seniors Society	\$22,573
419.000	Quesnel Curling Club	\$14,511
1550.080	Quesnel & District SPCA	\$5,372
2147.001	North Cariboo Aboriginal Program Society	\$1,636
2148.000	North Cariboo Aboriginal Program Society	\$40
2189.000	Quesnel Tillicum Society	\$7,980
2193.000	Quesnel Tillicum Society	\$224
2194.000	Quesnel Tillicum Society	\$192
2195.000	Quesnel Tillicum Society	\$86
2197.000	Quesnel Tillicum Society	\$1,374
4013.083	Royal Canadian Legion Branch 94	\$7,019
4210.000	Quesnel Elks Club	\$2,607
5862.500	Quesnel Auto Racing Association	\$8,858

Church, land and land surrounding statutory exemptions

ROLL #	ORGANIZATION	EXEMPTION AMOUNT
<i>Church Owned Lands - 224 (2)(f)</i>		
206.000	Salvation Army	\$437
220.000	Fraser Basin	\$3,668
328.000	United Church of Canada	\$794
329.000	United Church of Canada	\$1,234
961.000	Roman Catholic Bishop	\$1,149
1200.890	Northstar Fellowship Baptist Church	\$1,947
2025.000	Trinity Luthern Church	\$435
2602.000	Cariboo Gur Sikh Temple Society	\$139
2703.000	Guru Dabar Society	\$109
3600.000	Congregation of Quesnel Jehovah's Witnesses	\$429
4211.000	Victory Way Baptist Church	\$279
4659.000	Lighthouse Pentecostal Church of Quesnel	\$109
5047.309	Bethel Pentecostal Tabernacle of Quesnel	\$2,127
<i>Lands surrounding statutory exemptions - 224 (2)(h)</i>		
314.000	Fraser Village Homes Society	\$5,266

2020 PERMISSIVE TAX EXEMPTIONS

Revitalization Tax Exemptions

ROLL #	ORGANIZATION	EXEMPTION AMOUNT
214.000	Dakelh & Quesnel Community Housing	\$6,523
257.550	Quesnel Lions Housing Society	\$6,349