

# 2016 QUARTERLY REPORT



## Third Quarter

JULY 1 - SEPTEMBER 30

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# COUNCIL STANDING COMMITTEES

## Executive Committee

**Members:** Councillor Roodenburg (Co-Chair), Councillor Coleman (Co-Chair), Mayor Simpson, and City Manager.

The Executive Committee was on break for the summer in quarter three.

## Policy and Bylaw Committee

**Members:** Councillor Paull (Chair), Councillor Brisco, Mayor Simpson, Deputy City Manager/Director of Corporate and Financial Services, and Deputy Corporate Administrator

The Policy and Bylaw Committee continued its work on reviewing signage, including temporary signage, City enabled signage and future signs. The Committee also reviewed and made recommendations to Council regarding updates to the City’s Business Regulation Bylaw. The Committee updated the City’s Banner Policy and made recommendations to Council to have Quesnel included in the list Solar Hot Ready local governments.

## Finance and Audit Committee

**Members:** Mayor Simpson (Chair), Councillor Elliott, Councillor Thapar, City Manager, and Deputy City Manager/Director of Corporate and Financial Services

The Financial Sustainability and Audit Committee reviewed the City’s current fee structure and made recommendations to Council on updates to the City’s Comprehensive Fees and Charges Bylaw. The Committee also began to work on Budget 2017 and reviewed Permissive Tax Exemption Applications.

# FINANCE

The Finance Department manages municipal funds and investments, produces annual financial statements, leads the process of preparing the financial plan and performs all financial services within the City. The department is responsible for accounts payable, accounts receivable, maintaining records of tickets and fines, utility billing and tax collection, maintaining cemetery records and for securing all goods and services required by the City.

The Finance Department plans and provides timely and accurate financial information to facilitate the decision-making needs of Council, senior management, and external stakeholders.

The third quarter is the end of tax collection season for the Finance Department. At the end of July 3 (tax due date), 96% of the current year’s taxes had been collected. The third quarter is spent reconciling all the payments and following up with any outstanding issues. On September 26, the Finance Department held the City’s tax sale, where any properties that had delinquent taxes (three years owing) were sold by auction. The Finance Department also spent time ensuring that the City’s archives were organized and up to date.

Chart 2. Operating Expenditures | As of Sept 30

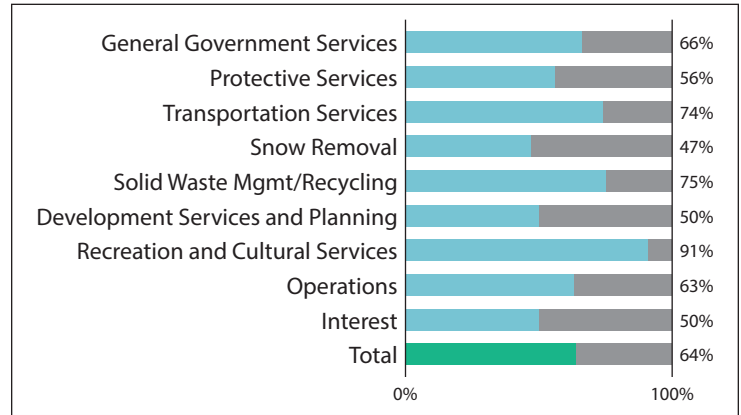
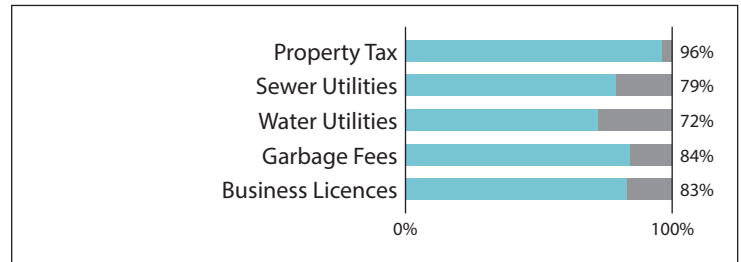


Chart 1. Major Revenues | As of Sept 30



# COMMUNICATIONS

Communications monitors and posts on the City’s social media pages and website. This position also creates and designs documents and advertising for various City departments.

## City Website Analytics

Users - July 1 - Sept 30 - 16,033  
www.quesnel.ca

## City Facebook Page Analytics

Users - as of Sept 30 - 1,616

## City Twitter Analytics

Followers - as of Sept 30 - 391

## Quesnel Cariboo Observer Ads

Circulation: 2,200  
16 paid ad runs

# PUBLIC WORKS

Public Works is the City’s largest department and is divided into the following sections: Water and Sewer (utilities); Mechanical Maintenance; Garbage; Recycling and Landfill (solid waste); Park Maintenance; Road and Street Maintenance; and Transportation Operations (airport and transit services).

During the third quarter, the crews continued street sweeping, and applied dust suppressant throughout the City’s roadways. The gardeners maintained the flowers and plants throughout the City and the parks staff maintained the parks for residents to enjoy. The roads crew continued painting lines and patching pot holes. Crews prepped the parks and downtown area for a successful Billy Barker Days.

# CAPITAL WORKS

The 2016 Capital Works projects are continuously being planned and scheduled by City staff. Projects included in this year's program:

## Utility Upgrades (water, sewer and drainage)

- Jones/Wilson St stormwater outfall was connected to the Quesnel River main stormwater outfall. Complete.
- Baker Dr and English Ave storm water replacement. In quarter two, crews removed asphalt and sidewalks and replaced the stormwater collection system. Complete.
- West Quesnel Land Stability stormwater camera work. In progress.

## Roadworks

- Britton Ave from Coach Rd to Enemark Rd repaving project. Base work was completed in quarter three.
- Johnston Ave and Sargent St retaining wall project. Retaining wall was poured in quarter three.
- Roadwork and sidewalks related to the West Quesnel Land Stability Project Phase II (See details in the next section).

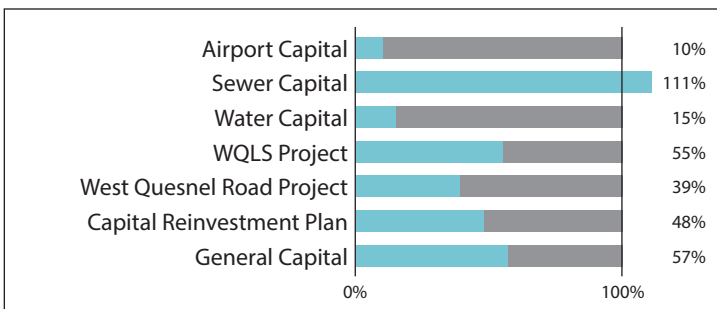
## Miscellaneous

- Two traffic calming devices on Baker Dr and Racing Rd. Baker Dr traffic calming device is complete. Racing Rd traffic calming device is not proceeding at this time.
- 86 LED street light replacements in various high pedestrian locations in the City (mostly in West Quesnel) - 48 LED street lights have been installed.
- City Hall accessibility improvements to the west entrance from Kinchant St - Crews started the installation of the accessible ramp and railing in June. Complete.
- Downtown public washroom - Staff continue to review various location options.
- Protected left turn from Lewis Dr onto Anderson Dr project will begin in quarter four.
- Replacement of street-side blue garbage bins with concrete decorative garbage containers. Complete.

## Parks

- Plan and install a new West Fraser Timber Park Playground - Complete.
- Rebuild back stop at the West Fraser Timber Park Babe Ruth Diamond - this project will begin in quarter four.

Chart 3. Capital Expenditures | As of Sept 30



# WEST QUESNEL LAND STABILITY PHASE II PROJECT

The City of Quesnel secured \$7,275,155 in funding for this project through the New Building Canada – Small Communities Fund. The City has also budgeted \$1,200,000 for additional road works, sidewalks, and curbing to allow for complete rebuilding of streets and sidewalks impacted by this storm water project.

In the third quarter Acres Enterprises focused on replacing the stormwater mainlines on Abbott Dr. Crews prepped Anderson Dr for the new Lewis Dr protected left hand turn lane which will be installed in quarter four.

# DEVELOPMENT SERVICES

Development Services provides advice and services related to the regulation of development activity designed to shape future development by ensuring orderly and safe growth within the City.

Development application processing, building inspection, business licensing, and bylaw enforcement are basic services provided by Development Services.

The following is a list of projects completed by the Development Services Department in the third quarter of 2016:

## Active Transportation

Recommendations for improving the City's Bike Network were developed with the hope of identifying improvements to the cycling network for limited capital expense. The review was completed in the context of the City's long term plan for cycling network improvements. The results of this review will be discussed with cycling stakeholder groups in the community. Street lighting was improved along several corridors in the community to improve visibility which was identified by stakeholders as an improvement that would help encourage more walking and cycling within the City.

## Housing Incentives Program

Over the summer city staff worked with a number of clients on development proposals and inquiries that the City hopes will proceed in part due to the City's Housing Incentive Program. In addition staff assisted with the expansion of a mobile home park in South Quesnel which is anticipated to expand further next year. Promotion of an opportunity to obtain assistance in assessing buildings in the downtown for conversion to residential occupancies was also reviewed.

## Official Community Plan and Zoning Bylaw Revisions

Work was initiated to set the foundation for the review process. An engagement plan was established, discussion papers were drafted on three topic areas, and communication materials were developed for engagement with the community on how they would like to see the community develop over the next 20-30 years. Staff scheduled engagement events for the first week in November.

## Development Applications

The summer period slowed for standard application submissions however staff were engaged on assisting several clients through various complex development proposals. This slower period also provided an opportunity for staff to work on file management and on revising development process information handouts.

**Table 1. Development Applications | July 1 - Sept 30**

	2016	2015
Rezoning	\$0	\$850
Subdivision	560	1,070
Permits (DP, DVP, BOV, other)	250	2,070
<b>Total</b>	<b>\$810</b>	<b>\$3,990</b>

## Building

The third quarter slowed down after a strong first and second quarter for permits issued and construction values. The strong first two quarters led to a busy inspection season throughout this quarter.

**Table 2. Building Permits | July 1 - Sept 30**

	2016	2015
Building Permit Fees	\$14,458	\$27,244
Building Permits Issued	25	31

**Table 3. Building Construction Values | July 1 - Sept 30**

	2016	2015
Residential	\$1,701,366	\$847,934
Commercial	34,000	4,259,000
Other	169,000	42,000
<b>Total</b>	<b>\$1,904,366</b>	<b>\$5,148,934</b>

## Bylaw Enforcement Updates

The statistics below are meant to reflect a sample of the complaints received and enforcement actions taken, they do not include all bylaw activities.

**Table 4. Bylaw Complaints and Occurrences | July 1 - Sept 30**

	2016	2015
Dogs	107	46
Noise	22	24
Nuisance	79	50
Sign	21	6
Municipal tickets issued	7	1
Parking complaints	16	25
Parking tickets issued	105	18
<b>TOTAL</b>	<b>357</b>	<b>170</b>

Summer was very busy for the Bylaw Department with a significant increase in files over 2015. Bylaw Enforcement Staff are noticing an increase in complaints regarding bylaw infractions from the public and relate this to the team working hard to become more mobile, increasing their visibility as well as the work the City is doing on educating the public on bylaws through the Bylaw of the Month initiative. With Council's support the department has been more proactive on many bylaw infraction issues and as a result the public is more informed and

knowledgeable on bylaw matters and processes which in turn increases bylaw complaint files. The change in parking tickets however was primarily due to tickets being issued sparingly in 2015 to hold off on purchasing new tickets until the Streets and Traffic bylaw was finalized.

## Business Licences

A list of paid business licences is available at [www.quesnel.ca](http://www.quesnel.ca).

**Table 5. Business Licences Issued | July 1 - Sept 30**

	2016	2015
New Licences Issued	10	9
Total Current Licences ( <i>paid</i> )	822	814

# COMMUNITY SERVICES

The Community Services Department includes the management and delivery of a wide range of community based services including: North Cariboo Recreation and Parks Service, Quesnel Regional Airport, Quesnel Transit, and Quesnel and District Museum and Archives. The Department also provides civic building maintenance for numerous City-owned facilities. The North Cariboo Recreation and Parks Service is a regional recreation service provided to residents in partnership with the Cariboo Regional District (CRD) and managed by the City that includes: Arts and Recreation Centre, Twin Arenas, Alex Fraser Park, Indoor Soccer Complex and various parks and community halls in the region.

The following is an overview of significant programs, projects, and initiatives of the department in the third quarter of 2016:

## Airport

**Table 6. Aircraft Movement | July 1 - Sept 30**

	2016	2015
Aircraft Movement	1,573	1,440

**Table 7. Passenger Airlines | July 1 - Sept 30**

	2016	2015
Total Passengers	4,702	3,861
Scheduled Flights	219	225
Actual Flights	224	218

## Air Access Grant

The City received a grant from the BC Air Access Program of \$88,425 to upgrade the airport gates to improve perimeter security and to implement an improved landing approach system that will make it easier for aircraft to land in low cloud conditions. Both projects were completed in the third quarter. The landing approach system has the potential to significantly reduce the number of cancelled or delayed flights due to weather conditions at the airport.

## Transit

**Table 8. Transit Ridership | July 1 - Sept 30**

	2016	2015
Conventional Ridership	20,150	18,751
HandyDART Ridership	1,911	1,844
Total Ridership	22,061	20,595

## Service Review

BC Transit completed a Transit Service Review Update in the third quarter. The Service Review Update will be presented to Council in the fourth quarter and will provide recommendations to improve service levels and operational efficiency of the system.

## Museum and Heritage

**Table 9. Admissions | July 1 - Sept 30**

	2016	2015
Total Admissions	2,478	2,402

### Cornish Waterwheel Restoration Project

The Cornish Waterwheel Restoration Project was completed in the third quarter with the official unveiling event planned for the fourth quarter. The project was funded by the City, Canadian Heritage through the Building Communities through Arts and Heritage Program, Heritage BC through the Heritage Legacy Fund, Quesnel Community Foundation grant, and contributions from the Quesnel Friends of the Museum and the Integris Community Foundation.

### Museum Renovation Design

The City has retained the services of Urban Arts Architecture to provide schematic design options for a renovation to the museum's reception area and gift shop, offices, and archive area. The design will also provide recommendations to better showcase the exterior display areas facing Lebourdais Park and to provide a year round fully accessible washroom for the Visitor Centre and Museum.

## North Cariboo Recreation and Parks

### Arena Replacement Project

Construction continued through the third quarter on the new West Fraser Centre. Work in the third quarter has included the completion of much of the concrete structure including the suspended slab for the second floor concourse. Concrete for bleachers, stairways, and slab on grade floors have been poured and is ongoing into the fourth quarter. Masonry block construction is underway and erection of steel began for the roof over the front lobby portion of the building. The project is currently on schedule with completion anticipated by September 2017 and on budget for \$20.6 million.

### Accessible Playground

The Quesnel Parent Child Resource Team's project for the past four years came to fruition with the official opening of the Accessible Playground at the Quesnel and District Arts and Recreation Centre on September 15, 2016. The playground was designed by the team in conjunction with the playground supply vendor Habitat Systems. It is the only playground in Quesnel with wheelchair accessible access both on and off the playground. Its challenging design provides great play value for children of all abilities. The playground installation came from a successful fund raising committee chaired by Sandy Meidlinger of the Child Development Centre, community donations including those from Darryl Tolhurst, with Canadian Western Mechanical, who coordinated the base preparation and Rob Zappone and Jason Schweitzer, with Fresno Construction who coordinated the concrete work. Installation was completed by community volunteers under the guidance of Habitat Systems. The City of Quesnel and the CRD, through the North Cariboo Recreation and Parks Function provided the short fall in funding and staff coordination to make this project a reality.

### Barlow Creek Ball Fields

The CRD was successful in obtaining grants from the Northern Development Initiative Trust of \$60,000 to upgrade the ball fields at Ranger Park in Barlow Creek. Work began in the third quarter to

make improvements to the infields of two of the ball fields including new dugouts and new backstops. This will complete the first phase to upgrade the fields so that they will become a new venue for slo pitch.

## Arts and Recreation Centre

VDA Architecture was hired to provide a facility condition assessment and develop schematic design concepts for a potential renovation to the Arts and Recreation Centre. VDA Architecture have extensive experience designing aquatic facilities. In the third quarter, the architect and engineers conducted a site visit to assess the condition of the structural, mechanical, and electrical systems at the facility. In the fourth quarter they will present a variety of options to renovate the facility. It is anticipated that the City and CRD will apply for up to 100% grant funding for any proposed renovations to the Centre.

**Table 10. Facility Bookings | July 1 - Sept 30**

	2016	2015
Number of Facility Bookings	182	192
Facility Hours booked	1,796	3,010

**Table 11. Admissions | July 1 - Sept 30**

	2016	2015
Single Admissions	7,566	7,652
Membership Admissions	13,634	14,248

## Twin Arenas

**Table 12. Facility Bookings | July 1 - Sept 30**

	2016	2015
Number of Facility Bookings	290	275
Facility Hours booked	837	760

**Table 13. Admissions | July 1 - Sept 30**

	2016	2015
Single Admissions*	0	0

\*From April to September there is no public skating or drop-in programs.

# VISITORS' CENTRE

The Visitors' Centre is managed by the Quesnel and District Chamber of Commerce under contract with the City of Quesnel.

**Table 14. Visitors Origin | July 1 - Sept 30**

	2016	2015
Quesnel and Area	943	939
British Columbia	1,718	1,571
Alberta	137	143
Canada	90	108
USA	296	432
Europe	444	493
Asia/Australia	47	21
Other	9	6

**Table 15. Number of Visitors | As of Sept 30**

	2016	2015
Number of Visitors	7,340	7,379

## RCMP SERVICES

The statistical information summary below is based on reported incidents of offence and are subject to change as investigations develop.

**Table 16. Crime Type Statistics | July 1 - Sept 30**

	2016
Break and Enter - Residence	55
Break and Enter - Commercial	9
Theft FROM Vehicle	63
Theft OF Vehicle	58
Fatal Collisions	0
Injury Collisions	30
Collisions	109
Alcohol/Drug Related Collisions	8
Impaired Drivers	45
Drug Offences	116
Robbery	4
Domestic Violence Offences	66
All Assaults	162
Crimes Against Persons	259
Shoplifting	47
All Property Offences	615

**Table 17. Calls for Service | July 1 - Sept 30**

	2016
Number of Foot Bridge/River Walk Calls	50
Number of Panhandling Calls	5

**Table 18. RCMP Visits | July 1 - Sept 30**

	2016
Number of Street Checks	31
Number of School Visits	0

## FIRE & RESCUE SERVICES

The third quarter saw the Quesnel Fire Department (QFD) respond to 97 calls, mainly consisting of commercial fire alarms, medicals and motor vehicle incidents. During this quarter the QFD responded to one major structure fire and two vehicle fires. The QFD members volunteered over 1,200 hr during quarter three

**Table 19. Property Values | July 1 - Sept 30**

	2016	2015
Property at Risk	\$910,000	\$58,000
Loss of Property Due to Fire	\$300,000	\$16,000
Property Saved from Damage	\$610,000	\$42,000

**Table 20. Fire Inspections | July 1 - Sept 30**

	2016	2015
July	110	78
August	126	115
September	108	113

## ECONOMIC DEVELOPMENT

Economic Development focuses on activities that support business retention and expansion, resident, visitor, and business attraction, workforce development and attraction, and occasional sector specific projects.

### Business Retention and Expansion

The Love Quesnel program which started as a private enterprise by a local entrepreneur, has grown into North America's biggest shop local program as it has expanded throughout Northern BC with support from Northern Development Initiative Trust. The City of Quesnel is playing a care-taking role for the program while the City looks for a long term "community champion" to carry the program forward. This quarter, the Economic Development Intern has been performing an audit of all of the businesses currently registered in the program, updating their information, and alerting them to the change in program structure and support. There are currently 101 local, independent businesses registered in the program.

### Resident, Visitor, and Business Attraction

The Repositioning our Community Identity project continued in the third quarter. The City of Quesnel received moodboards which followed the earlier Brand Strategy that was developed with community input. Once a mood board was selected, the logo development began. Community members from the Brand Definition Workshop held earlier in the year were invited back to review logo options and provide input on the tagline. The full brand guidelines and key message statements will be finalized by the end of the year.

Initial meetings with hotel owners have continued in relation to the implementation of a Municipal Regional District Tax (MRDT or Hotel Tax) in Quesnel. These meetings will be completed in the final quarter or early 2017. Currently implemented in more than 50 communities in British Columbia, the MRDT is added to overnight stays at hotels and motels within City limits. The funds are collected with the objective to get "more heads in beds" and may only be used for activities related to tourism promotion and development.

Meetings have been held with trail user groups to discuss a potential trails project. As a result, the City of Quesnel will submit applications for funding for a regional Trails Inventory and Master Plan. This will help our community to map our existing trails, develop a classification system, and determine an action plan for trail maintenance, improvement and promotion to potential visitors and residents. A well-defined trail network will help to motivate and lengthen the stay of visitors to the region.

Marketing Initiatives:

- Print advertisement and editorial content in Northern Routes, the in-flight magazine for Central Mountain Air and Hawk Air flights.

## Workforce Development

A project is being developed to duplicate the award-winning Healthcare Recruitment Red Carpet Program for other professionals being recruited to Quesnel. The Rural Dividend Fund has been identified as a possible funder for this pilot project.

**Table 21. City Grant Applications | as of September 30**

PROJECT	GRANT	APPLICATION AMOUNT	STATUS	AMOUNT AWARDED
Airport Aerodrome Instrument Upgrade	BCAAP	33,750	A	33,750
Airport Security Gate	BCAAP	84,000	A	84,000
Arena Washroom Doors	Employment and Social Development Canada	8,200	P	
Arts & Recreation Centre Swimming Pool Upgrade	NDIT - Community Halls and Recreation	30,000	A	30,000
	NDIT - Pine Beetle	21,300	A	21,300
Brand Implementation	NDIT - Marketing Initiatives	20,000	PA	2,846
	NDIT - Pine Beetle	20,000	A	20,000
Carbon Tax	UBCM - Climate Action Revenue Incentive Program	36,000	A	36,000
Downtown Residential Opportunities	NDIT - Capital Investment Analysis	10,000	A	10,000
	NDIT - Pine Beetle	10,000	A	10,000
Downtown Washroom and Accessibility	NDIT - Community Halls and Recreation	30,000	A	30,000
	NDIT - Pine Beetle	30,000	A	30,000
	NDIT - Capital Investment Analysis	5,000	A	5,000
	Rural Dividend	249,900	A	249,900
Economic Development Capacity Building	NDIT - Economic Development Capacity Building	50,000	A	50,000
Façade Improvement	NDIT - Façade Improvement	20,000	A	20,000
	NDIT - Pine Beetle	20,000	A	20,000
Grant Writing Support	NDIT - Grant Writing	8,000	A	8,000
Heritage Corner	Heritage Legacy Fund	6,000	A	6,000
	Canada Heritage	34,000	A	34,000
Intern Program	NDIT - Local Government Management Intern	35,000	A	35,000
	NDIT - Pine Beetle	35,000	A	35,000
Johnson Bridge Bike Path	Bike BC	149,000	D	
LeBourdais Park/Museum/Visitor Centre Improvements	Canada 150	250,000	P	
our Quesnel	UBCM - Innovations Grant	100,000	A	100,000
Repositioning and Implementation	CCBAC	35,000	A	35,000
Repositioning Community Identity	NDIT - Marketing Initiatives	20,000	PA	2,856
	NDIT - Pine Beetle	20,000	A	20,000
Soccer Facility Heating Improvements	NDIT - Community Halls and Recreation	30,000	A	30,000
	NDIT - Pine Beetle	19,000	A	19,000
South Quesnel RV and Truck Stop	NDIT - Capital Investment Analysis	2,750	A	2,750
Well Project	Building Canada	1,000,000	P	
West Quesnel Land Stability	Build Canada Fund	4,850,102	A	4,850,102
	Total:	7,272,002		5,830,504

P- pending

A- approved

D- Denied

PA - partially approved

BCAAP - British Columbia Air Access Program

CCBAC - Cariboo-Chilcotin Beetle Action Coalition

NDIT - Northern Development Initiative Trust

UBCM - Union of British Columbia Municipalities



# 2016 Strategic Plan – Third Quarter

1 COMMUNITY HEALTH AND SAFETY		
	Strategic Action	Progress
1.1	Housing Initiatives	
1.1.1	Update the housing needs assessment numbers.	This data has been updated and will be brought to a Council meeting in the 4 <sup>th</sup> quarter.
1.1.2	Develop a comprehensive housing strategy to encourage investment across the housing spectrum, with a key focus on housing gaps identified in the needs assessment.	Housing initiatives are a high priority for the City, with many actions completed or underway. This is also a stated priority of both the Provincial and Federal Governments.
1.1.3	Develop and update bylaws to support our housing strategy (business licensing updates, building maintenance bylaw, and a secondary suites bylaw).	The business licensing bylaw will be completed in the 4 <sup>th</sup> quarter. The issue of secondary suites will be addressed in the Official Community Plan (OCP) update which is currently underway.
1.1.4	Consider Development Cost Charges exemptions/226 Tax Exemptions to help encourage developers to invest in Quesnel.	This work has been completed, and the Multi-Family Housing Incentive Bylaw No. 1805 has been adopted by Council.
1.1.5	Consider City land for allocation to housing initiatives to help encourage housing investment.	A policy has been developed to assist Council with allocating City owned lands for housing.
1.2	West Quesnel Land Stability Project	
1.2.1	Minimize the environmental impact of the extra storm water drainage due to the enhanced collection system.	The stormceptors have been installed and will filter the grit/sand and oil from the storm water before entering the infiltration area.
1.2.2	Complete the large infrastructure Phase II project, and the associated paving required.	Due to significant project savings, the scope for this phase was expanded on Abbott Drive from Flamingo St to Dawson St. This extra work still falls within the scope of our original budget, completion of portions of the extra work may be delayed into 2017.
1.2.3	Work with the WQLS Committee to engage residents in next steps for reducing their impacts on ground water.	Preliminary discussions have been held to date with the West Quesnel Land Stability Committee.
1.3	Work with BC Transit and stakeholders, as they conduct a service review of transit operations.	BC Transit completed their service review of Transit operations for presentation to Council in the 4 <sup>th</sup> quarter.
1.4	Work with the Ministry of Transportation and Infrastructure to focus on safety and throughput improvements along the highway corridor for motor vehicles and cycling traffic.	The City has been engaged in this project from the start. The traffic study component has been completed by MOTI. The next steps/actions appear to be stalled at the Ministry level.

# 2016 Strategic Plan – Third Quarter

1.5	Continue to work towards improving accessibility outcomes for all residents by continuing the capital program and develop an accessible downtown washroom facility.	The Rural Dividend grant application to improve accessibility in the downtown and to create accessible washrooms downtown was successful. Staff is securing the site for the washrooms.
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<b>2 FINANCIAL STABILITY OF THE CORPORATION</b>		
	<b>Strategic Action</b>	<b>Progress</b>
2.1	Continue cost cutting initiatives to free up funding for capital infrastructure replacement. The Financial Sustainability and Audit Committee will bring a continued emphasis on increasing efficiencies and cost effectiveness of operations.	FSAC has started with preliminary discussions on the tax framework agreed to by Council in 2016. Capital discussions have been moved ahead of operating budgets to facilitate a speedier approval process, resulting in cost savings.

<b>3 ECONOMIC STABILITY AND DIVERSIFICATION</b>		
	<b>Strategic Action</b>	<b>Progress</b>
3.1	Reposition the community image through a marketing and re-branding initiative.	The marketing and re-branding consultants are actively engaged and there has been significant community input through this process.
3.2	Focus on local purchasing initiatives to enhance the local economy, including the use of job fairs for large projects and development of a local procurement policy.	For the WQLS project, the local spending totaled \$557,999 to the end of August. The Arena Replacement Project has resulted in \$1,827,000 of local spending to the end of September.
3.3	Address the equity issues related to the taxation model used by the City of Quesnel. Of particular concern is the tax disincentive which has developed in the heavy and light industrial tax class.	The Industrial tax class levy has been held at the 2015 dollar level for 2016-2018. This will result in gradual shifting of taxes to the residential and business classes.
3.4	Engage the hospitality providers with the goal of the municipality administering a Municipal Regional District Tax (Hotel Tax) for Quesnel.	This process is underway. Council has determined that it is in favour of a locally administered hotel tax rather than a regionally managed tax. Consultation with local hotel operators is ongoing.
3.5	Investigate a living wage policy for the City of Quesnel.	The City of Quesnel has been accepted as a Living Wage employer.

# 2016 Strategic Plan – Third Quarter

4 ENVIRONMENTAL STEWARDSHIP		
	Strategic Action	Progress
4.1	Review landfill and recycling practices to work towards zero waste.	A project team is engaged on this. Recycling education is being delivered to residents by Baker Creek Enhancement Society for the City. Recently, the City worked with the Cariboo Regional District (CRD) offering discounted composters to the community.
4.2	Continue to engage the Province on the development of a Community Forest for Quesnel.	The City is waiting for the results of the Timber Supply Allocation from the Province following the Allowable Annual Cut determination.
4.3	Conduct an analysis on the City mobile fleet with the goals being to reduce the carbon footprint, improving the life cycle costs of equipment ownership and a review of how the equipment is funded.	Not started yet.
4.4	Utilize sensitive areas inventory information in our land use planning (upcoming Official Community Plan refresh).	This will be considered in the OCP update.

5 GOVERNANCE		
	Strategic Action	Progress
5.1	Engage local First Nations at a more meaningful level, this effort could include community to community forums, creation of a joint First Nations Relations Committee, seeking out of recognition opportunities and the development of communications protocols.	This is ongoing; the local First Nations bands have been contacted with the goal of greater engagement.
5.2	Complete the refresh of the City committee structure.	Completed.
5.3	Improve community awareness and engagement through more strategic communications, including Bylaw of the Month, a new quarterly reporting structure and development of a new website.	The Bylaw of the Month reports and enforcement are ongoing. The quarterly reporting from the City was updated. The contract for the development of a new City website will occur in the 4 <sup>th</sup> qtr.
5.4	Continue to work with the North Cariboo Directors of the CRD to improve equitable service delivery.	Significant progress has been made. The CRD has agreed to help fund the Visitor Info Centre on an ongoing basis, and is participating and providing some funding to the Community Branding process.

# 2016 Strategic Plan – Third Quarter

5.5	Engage the community, specifically meeting with Neighbourhood Associations, Business Associations and other stakeholders to further update the City's Official Community Plan.	Community engagement for the OCP will start in the fourth quarter.
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6 INFRASTRUCTURE RE-INVESTMENT		
	Strategic Action	Progress
6.1	Replace the existing public works yards. In 2016, develop plans and communicate to the community before moving to a referendum.	Council has determined to hold a referendum on this important project at the same time the local general election is held in October 2018.
6.2	Implement the Parks, Green Spaces and Outdoor Recreation Master Plan. This will include implementation of the Active Transportation Plan, further work on rationalizing ball parks in the community, a review of the parks amenities and playgrounds offered at City parks and a review of City land holdings.	<p>Staff is implementing the Parks, Green Spaces and Outdoor Recreation Master Plan. The Bike BC grant for developing a bike route across the Johnston Bridge was unsuccessful. Work is ongoing at the Barlow Creek ball parks, as part of rationalizing the number of ball parks in the community.</p> <p>An implementation plan to improve the cycling network is currently being developed and will be presented to Council when completed.</p>
6.3	Implement a Wide Area Augmentation System (WAAS) for the Quesnel Regional Airport to increase the number of scheduled flights landing at the airport and to provide greater reliability for air ambulance transports.	This grant funded project has been completed.