

# 2016 QUARTERLY REPORT

CITY OF  
**Quesnel**

## Fourth Quarter

OCTOBER 1 - DECEMBER 31

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## COUNCIL STANDING COMMITTEES

### Executive Committee

**Members:** Councillor Elliott (Chair), Councillor Paull, Mayor Simpson, and City Manager.

The Executive Committee provided strategic input to staff on the following issues in the quarter four:

- Reviewed current business plans to integrate into the City's 2017 Operating Plan. This includes recommendations from the Airport Business Plan, the Master Parks Plan and the Active Transportation Plan.
- The Shiraoui Twinning relationship of the City and upkeep of Shiraoui House.
- Ongoing Economic Development initiatives such as Cariboo Strong, the hotel tax initiative and Love Quesnel.
- The terms of reference being developed for the North Cariboo Joint Planning Committee.

### Policy and Bylaws Committee

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

The Policy and Bylaw Committee worked on reviewing best practices and possibilities for a dog park. It also reviewed best practices for bylaw enforcement and began the work of a policy on bylaw enforcement. This committee also has been discussing various policy issues that are part of the Official Community Plan process underway.

### Financial Sustainability and Audit Committee

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

The Financial Sustainability and Audit Committee finalized their recommendations on the Master Fee Bylaw. The Committee also worked on both the Capital and Operating Plans for 2017. The Committee focused first on the Capital Budget this year to enable the City to take advantage of efficiencies gained by putting work out to bid earlier and to ensure that the limited construction season is used to its fullest.

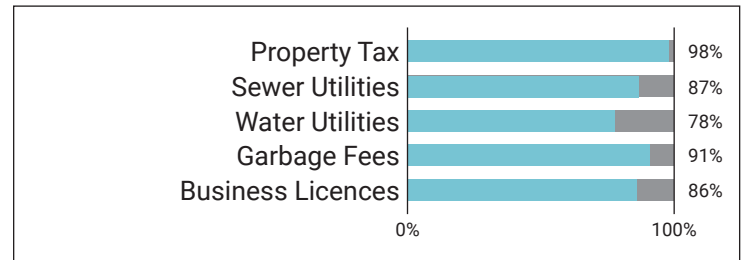
## FINANCE

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 fourth quarter is a quieter time for the Finance Department as the preparations for year-end begin. This year the department had to review and update the business license listings to prepare for the new business license fees effective January 1, 2017. Staff also prepared the draft operating and capital budgets for review by the Financial Sustainability and Audit Committee.

**Chart 1. Major Revenues | As of Dec 2017**



**Chart 2. Operating Expenditures**

Operating expenditures are finalized in April and will be included in the 2017 First Quarter Report.

## 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 - October 1 - December 31 - 13,691  
www.quesnel.ca

### City Facebook Page Analytics

Users - as of December 31 - 1,811

### City Twitter Analytics

Followers - as of December 31 - 408

### Quesnel Cariboo Observer Ads

Circulation: 2,200  
24 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 fourth quarter, the crews removed snow from the roads and sidewalks, and laid sand. Flower beds were prepped for winter, trees were pruned and Christmas lights were hung.

## CAPITAL WORKS

The 2016 Capital Works projects include:

### Utility Upgrades (water, sewer and drainage)

- West Quesnel Land Stability stormwater camera work. In progress.

### Roadworks

- Britton Ave from Coach Rd to Enemark Rd repaving project. Complete.
- Johnston Ave and Sargent St retaining wall project. Complete.
- Roadwork and sidewalks related to the West Quesnel Land Stability Project Phase II (See details in the next section).

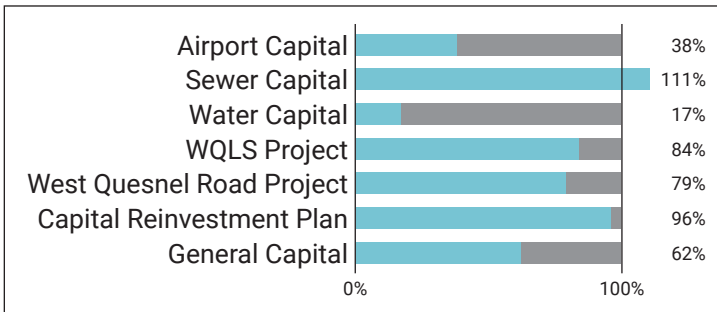
### Miscellaneous

- 86 LED street light replacements in various high pedestrian locations in the City (mostly in West Quesnel) - Complete.
- Downtown public washroom - Staff have secured a location and are in the planning stage.
- Protected left turn from Lewis Dr onto Anderson Dr project is complete.

### Parks

- Rebuild back stop at the West Fraser Timber Park Babe Ruth Diamond - Complete.

Chart 3. Capital Expenditures | As of Dec 31



## 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 fourth quarter Acres Enterprises completed the new Lewis Dr protected left hand turn lane and focused on preparing upper Abbott Drive for paving and sidewalk installation (spring 2017).

## 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.

### 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

Development applications slowed during the fourth quarter as is normally the case. Development Services staff have been actively working on assisting applicants in the required planning processes for the proposed multi-unit housing developments. Several new applications are anticipated in the 2017.

Table 1. Development Applications | Oct 1 - Dec 31

	2016	2015
Rezoning	\$850	\$2,050
Subdivision	293	0
Permits (DP, DVP, BOV, other)	840	540
<b>Total</b>	<b>\$1,983</b>	<b>\$2,590</b>

## Building

The fourth quarter of 2016 was the slowest quarter with permits slowing during the winter months. Total permit values were low in comparison with past years for the quarter; however, the yearly totals were strong – over double those of last years after excluding the arena project. The fourth quarter saw one new house start – ending the strongest year in at least the last five for new homes with a total of 18 new residential units. Commercial and institution permits issued included hospital renovations, the continued development of the commercial buildings on Larch Avenue, and upgrades at the Billy Barker Casino.

**Table 2. Building Permits | Oct 1 - Dec 31**

	2016	2015
Building Permit Fees	\$13,724	\$7,260
Building Permits Issued	20	24

**Table 3. Building Construction Values | Oct 1 - Dec 31**

	2016	2015
Residential	\$441,920	\$307,118
Commercial	632,000	357,000
Other	780,393	62,500
<b>Total</b>	<b>\$1,854,313</b>	<b>\$726,618</b>

## Bylaw Enforcement Updates

During the fourth quarter, bylaw enforcement staff spent additional concentration into wrapping up any nuisance files that were outstanding. Additionally, staff continued increased efforts to enforcement actions on signs in non-compliance.

Sidewalk inspections were initiated with our first snowfalls of the season in December. Seventeen days required inspections and follow up enforcement actions.

Significant effort was put into rectifying outstanding business licenses with great success. Staff reported the lowest amount of business licenses outstanding in several years.

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 & Occurrences | Oct 1 - Dec 31**

	2016	2015
Dogs	42	42
Noise	13	15
Nuisance	7	11
Sign	20	4
Municipal tickets issued	3	1
Parking complaints	7	22
Parking tickets issued	87	62
<b>TOTAL</b>	<b>179</b>	<b>157</b>

## Business Licenses

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

**Table 5. Business Licences Issued | Oct 1 - Dec 31**

	2016	2015
New Licences Issued	24	23
Total Current Licences ( <i>paid</i> )	924	928

## 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 | Oct 1 - Dec 31**

	2016	2015
Aircraft Movement	1,573	1,440

**Table 7. Passenger Airlines | Oct 1 - Dec 31**

	2016	2015
Total Passengers	4,522	4,460
Scheduled Flights	229	230
Actual Flights	200	213

### Transit

#### Transit Service Review

BC Transit presented their Transit Service Review Update to Council and with recommendations to improve service levels and operational efficiency of the system. Council approved the implementation of a number of these recommendations effective September 1, including adding service to some routes in the evenings. A pilot program of the extended hours will be provided for a limited period of time in the spring to assess demand for the weekday evening hours.

**Table 8. Transit Ridership | Oct 1 - Dec 31**

	2016	2015
Conventional Ridership	19,535	20,708
HandyDART Ridership	1,982	1,945
Total Ridership	21,517	22,653

## UPass

A UPass program will be implemented at the Quesnel Community Campus in September 2017. Under the UPass program, students at CNC and UNBC will be provided with free use of the Quesnel transit system in addition to access to the Arts and Recreation Centre pool and gym.

## Museum and Heritage

During the fourth quarter the Quesnel Museum was open by appointment only but, provided education programs for six groups and participated in several outreach programs. The Museum was also open for its annual Christmas Sale on December 2 and 3, 2016.

**Table 9. Admissions | Oct 1 - Dec 31**

	2016	2015
Total Admissions	416	808

## Cornish Waterwheel Restoration Project

The Cornish Waterwheel project was completed in the fourth quarter with the installation of interpretive signs, hosting an unveiling event and the submission of final reports to all funders including the Canadian Heritage through the Building Communities through Arts and Heritage Program, Heritage BC through the Heritage Legacy Fund, Quesnel Community Foundation, the Friends of the Quesnel Museum and the Integris Community Foundation.

## Canada 150

The Museum received funding through the Young Canada Builds Careers in Heritage – Canada 150 program to hire an intern who will work for 4 ½ months. The intern will be interviewing representatives of community organizations in Quesnel to document their history, adding to the archives oral history collection, and will help organize the Quesnel Pioneer Festival to take place in Lebourdais Park August 11-12, 2017.

## North Cariboo Recreation and Parks

### Arena Replacement Project

The North Cariboo Arena Replacement Project is a joint initiative of the Cariboo Regional District (CRD) and City of Quesnel under the CRD's North Cariboo Recreation and Parks function. Construction of the West Fraser Centre continues to be on schedule for completion by September 2017 and on budget for \$20.6 million. Close to \$3 million was spent on local contractors and suppliers in 2016 on the project.

## Arts and Recreation Centre

VDA Architecture completed a facility condition assessment and is in the process of developing schematic design concepts for a potential renovation to the Arts and Recreation Centre. It is anticipated that the City and CRD will apply for up to 100% grant funding for any proposed renovations to the Centre. In the fourth quarter they presented 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 | Oct 1 - Dec 31**

	2016	2015
Number of Facility Bookings	402	525
Facility Hours booked	1,870	2,045

**Table 11. Admissions | Oct 1 - Dec 31**

	2016	2015
Single Admissions	9,103	8,349
Membership Admissions	25,489	20,604

## Twin Arenas

**Table 12. Facility Bookings | Oct 1 - Dec 31**

	2016	2015
Number of Facility Bookings	890	887
Facility Hours booked	2,732	2,460

**Table 13. Admissions | Oct 1 - Dec 31**

	2016	2015
Single Admissions	3,052	3,827

# 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 | Oct 1 - Dec 31**

	2016	2015
Quesnel and Area	386	454
British Columbia	89	112
Alberta	5	7
Canada	5	3
USA	9	18
Europe	17	13
Asia/Australia	2	5
Other	0	0

**Table 15. Number of Visitors | As of December 31**

	2016	2015
Number of Visitors	12,699	13,545



## 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 | Oct 1 - Dec 31**

	2016
Break and Enter - Residence	29
Break and Enter - Commercial	19
Theft FROM Vehicle	87
Theft OF Vehicle	58
Fatal Collisions	5
Injury Collisions	31
Collisions	155
Alcohol/Drug Related Collisions	11
Impaired Drivers	46
Drug Offences	118
Robbery	14
Domestic Violence Offences	70
All Assaults	108
Crimes Against Persons	237
Shoplifting	42
All Property Offences	477

**Table 17. Calls for Service | Oct 1 - Dec 31**

	2016
Number of Foot Bridge/River Walk Calls	23
Number of Panhandling Calls	4

**Table 18. RCMP Visits | Oct 1 - Dec 31**

	2016
Number of Street Checks	14
Number of School Visits	0

## FIRE & RESCUE SERVICES

The fourth quarter saw the Quesnel Fire Department (QFD) respond to 100 calls, mainly consisting of commercial fire alarms, medical emergencies and motor vehicle incidents. During this quarter the QFD responded to one major structure fire and three vehicle fires. QFD members volunteered over 1,100 hrs during this quarter. Also, during this Quarter, five members completed their Hazardous Material technician level training and five members completed a Peer Support Training program to help our member in time of need with mental health.

**Table 19. Property Values | Oct 1 - Dec 31**

	2016	2015
Property at Risk	\$220,000	\$1,165,000
Loss of Property Due to Fire	\$23,000	\$364,000
Property Saved from Damage	\$197,000	\$801,000

**Table 20. Fire Inspections | Oct 1 - Dec 31**

	2016	2015
October	84	92
November	66	97
December	33	46

## 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 City of Quesnel hosted the 3rd annual Quesnel Business Walks in October 2016. With participation from Community Futures North Cariboo, Quesnel and District Chamber of Commerce, Quesnel Downtown Association, Ministry of Jobs, Tourism and Skills Training, and City of Quesnel Council members and staff, teams visited 80 businesses in West Quesnel, South Quesnel, Downtown and Two Mile Flat business areas. The conversations during these visits provide us with insight into the current pulse of business in the community. Results have been shared with all participating groups and follow up is underway as needed.

### Resident, Visitor, and Business Attraction

The Repositioning our Community Identity project wrapped up in the fourth quarter. The City received final Brand Guidelines, Visual Identity files, Tone of Voice, Messaging Matrix and the Communications Plan for the project. These will be shared with the community in early January, with implementation underway in the first quarter of 2017.

The City of Quesnel is participating in two collaborative projects to increase tourism to the region. Planning for the #SkiNorthBC campaign will increase marketing assets and improve the online profile of winter tourism in the region. Partners on this project include Barkerville, District of Wells, Cariboo Regional District, Troll Mountain Resort, Powder King Mountain Resort, Tourism Smithers, Smithers Airport, Bulkley Valley Economic Development Association, Hudson Bay Mountain Resort, Kermodei Tourism, Northwest Regional Airport, Kitimat-Stikine Regional District, Shames Mountain Resort and Northern BC Tourism.

An application to Destination BC's Co-Op Marketing Program with the City of Williams Lake, Williams Lake Indian Band, District of 100 Mile House, Barkerville Historic Town, and Xatsull was made in order to draw more visitors to the Cariboo during the festival season.

The City also submitted applications for funding for a Trails Inventory and Master Plan project. Initial planning meetings resulted in letters of support from numerous trail user groups and neighbouring communities.

### Marketing Initiatives

Print advertising in the Cariboo Chilcotin Coast Tourism Association Travel Guide and Regional Map has been booked for 2017.

Digital advertising with Angler's Atlas has been booked for 2017.

### Workforce Development

An application was submitted to the BC Rural Dividend Fund to expand the Healthcare Recruitment Coordinator role to cover the recruitment of other professionals and skilled trades workers to fill key positions in the community. This project also includes the development of promotional video, and social media marketing to better showcase Quesnel and its amenities to better attract new residents.

**Table 21. City Grant Applications | as of Dec 31**

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	A	8,200
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
<b>Total:</b>		<b>7,272,002</b>		<b>5,838,704</b>

P	Pending	CCBAC	Cariboo-Chilcotin Beetle Action Coalition
A	Approved	NDIT	Northern Development Initiative Trust
D	Denied	UBCM	Union of British Columbia Municipalities
PA	Partially approved		
BCAAP	British Columbia Air Access Program		



# 2016 Strategic Plan – Fourth Quarter

1 COMMUNITY HEALTH AND SAFETY		
	Strategic Action	Progress
1.1	Housing Initiatives	
1.1.1	Update the housing needs assessment numbers.	Completed. The data was sent to the Community Development Institute to be incorporated into their Northern Housing Study which will be presented to Council in January 2017.
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 continue to be a key priority for the City (see 1.1.3 to 1.1.5 below). The Official Community Plan (OCP) will help to provide the long term framework for housing.
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 update was completed. The issue of secondary suites will be addressed in the OCP update. The building maintenance bylaw is being developed by the Policy and Bylaw Committee to bring to Council in the first quarter of 2017.
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 (WQLS)	
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. The infiltration area will be finished in 2017.
1.2.2	Complete the large infrastructure Phase II project, and the associated paving required.	Phase II of this project was completed on time and below budget. The extra works allowed due to the cost savings will be completed in 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.

## 2016 Strategic Plan – Fourth Quarter

1.3	Work with BC Transit and stakeholders, as they conduct a service review of transit operations.	The service review was completed; Council approved changes to improve the effectiveness of the regular transit system, by adjusting routes and hours of operation, without a significant cost impact.
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 is working with the Ministry of Transportation and Infrastructure to get this project back on track.
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 site for this facility has been selected (the old KMAX building on Spirit Square). Staff are working to get this to the construction stage.

2 FINANCIAL STABILITY OF THE CORPORATION		
	Strategic Action	Progress
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.	The 2017 budget process was near completion at the end of 2016. Early budget approval is expected in the first quarter of 2017.

3 ECONOMIC STABILITY AND DIVERSIFICATION		
	Strategic Action	Progress
3.1	Reposition the community image through a marketing and re-branding initiative.	The brand development phase has been completed, implementation will begin in 2017.
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 \$801,000 to the end of December. The Arena Replacement Project has resulted in \$2,896,000 of local spending.

## 2016 Strategic Plan – Fourth Quarter

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's 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.

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.	This project has been deferred until 2017.
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.

# 2016 Strategic Plan – Fourth Quarter

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.	Discussions are ongoing with the Lhtako First Nation regarding recognition in City facilities, and development of a memorandum of understanding between our local governments and economic development projects.
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 was awarded in the fourth quarter.
5.4	Continue to work with the North Cariboo Directors of the CRD to improve equitable service delivery.	The current focus is on the development of a Terms of Reference for the Joint Planning Committee to help bring more structure to the committee.
5.5	Engage the community, specifically meeting with Neighbourhood Associations, Business Associations and other stakeholders to further update the City's Official Community Plan.	<p>A significant level of initial community engagement occurred in the fourth quarter related to the OCP including:</p> <ul style="list-style-type: none"> <li>• Staff engaged youth at five schools.</li> <li>• 260 surveys were received from the public.</li> <li>• Two post-it boards were displayed.</li> <li>• Four neighbourhood open houses were held.</li> <li>• Engagement open house with selected speakers with a Q&amp;A session.</li> </ul> <p>The consultants are preparing policy direction papers to bring to Council in the first quarter of 2017 to help with the development of the bylaws. A second round of consultation will gain feedback on the proposed bylaws in late March 2017.</p>

## 2016 Strategic Plan – Fourth Quarter

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.	Staff is implementing the Parks, Green Spaces and Outdoor Recreation Master Plan. Work is ongoing at the Barlow Creek ball diamonds, as part of rationalizing the number of ball parks in the community. A ball user meeting is planned for early 2017 to gather input.  The City is planning for early work on the cycling network in 2017.
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.