

A photograph of a mountain biker in a grey shirt and black helmet riding a trail through a dense forest. The biker is seen from behind, moving away from the viewer.

2022 Annual Report

FOR THE YEAR ENDED DECEMBER 31, 2022

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


The City of Quesnel is located on the traditional territory of the Lhtako Dene.





Table of Contents

MESSAGE FROM THE MAYOR	3
CITY COUNCIL	4
OUR VISION AND MISSION	5
MESSAGE FROM THE CITY MANAGER	6
ORGANIZATION	7
CITY SERVICES	8
CITY STATS	9
2022 HIGHLIGHTS	10
2022 STRATEGIC PLAN AND MEASURES	21
2023 STRATEGIC PLAN	27
2022 CONSOLIDATED FINANCIAL STATEMENTS	36



Message from the Mayor



Now that Quesnel and the rest of the world move through post-pandemic mode, I feel a cautious sense of optimism. It is evident that our City and surrounding area is seeing positive change, especially in our mining and value-added manufacturing sectors. Forest companies continue to seek sustainable fiber supply and transition from volume-based to value-based products. We are moving ahead with acquiring our Community Forest license in partnership with our four neighbouring First Nations communities. See page 15 for more on the forestry file.

We are happy to welcome to our community many new residents and their families. Those new residents, as well as seniors wishing to continue to call Quesnel home through their retirement, are spurring new residential development demand at all levels. Although we have much work ahead, our strategic housing initiatives are paying off, with many new housing units completed, as others are underway or being approved. Our accessory dwelling unit (ADU) strategy, including laneway and coach houses is taking hold... to the point that other local governments are taking notice and asking how they can do the same. I wish to say a big thank you and "well done" to our staff for their good and expedient work on that file! As Mayor, I am often reminded of the need for new gated community capacity, particularly for our seniors who wish to downsize and live out their retirement right here at home. We are also working hard to ensure adequate supply of assisted and supportive living accommodation for now and well into the future. See page 13 for more on the housing file.

Council is actively moving forward in meaningful reconciliation with our First Nations neighbours. Look for major new developments soon at Lhtako Dene Park at the confluence of our two great rivers. I wish to thank Councillor Roodenburg for agreeing to be our first ever mayor-appointed Indigenous Relations Liaison. Another first in reconciliation is that as we prepare to host the Lhtako Quesnel 2024 BC Winter Games next February, we are the first of any BC Games ever to have our games officially co-named with the First Nation on whose territory we share residency. Very well done, everyone!

In the limited space allotted, I would be remiss if I didn't say a word or two about our changing climate. What with the increasing frequency of atmospheric rivers, heat domes, wildfires, floods and associated land movement and broken roads, we must continue to respond to the wrath of Mother Nature, with our ongoing climate action plan.

I could go on... about how our airport must remain viable, about how we must improve public safety, about how our Destination Development Strategy needs to be regionally inclusive, about how good we are at attracting grant funding (\$15 million in 2022!), about extending the life of our landfill, about our much needed Highway 97 Interconnector and new bridges, and so much more! Please stay connected and informed at www.quesnel.ca

Yours for a bright Quesnel future!

- Mayor Ron Paull

City Council | 2022 - 2026

QUESNEL CITY COUNCIL



*Back L-R: Councillor Scott Elliott, Councillor Tony Goulet, Councillor Martin Runge, Councillor Mitch Vik
Front L-R: Councillor Debra McKelvie, Mayor Ron Paull, Councillor Laurey-Anne Roodenburg*

Mayor and Council were elected in the 2022 Local Government Election for a 4-year term to provide leadership and establish priorities for the community.

In 2022, past and present Council represented our community at the following

- Regular Council Meetings
- Executive Standing Committee
- Financial Sustainability & Audit Standing Committee
- Policy and Bylaws Standing Committee
- Public Safety and Policing Standing Committee
- Cariboo Regional District Board
- Airport Advisory Committee
- NDIT Regional Advisory Committee
- Chamber of Commerce
- Housing Committee
- Business Improvement Associations
- North Cariboo Joint Advisory Committee
- Indigenous Partnerships

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
- Indigenous Reconciliation and Relations
- 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

2022 was a very busy year for the City of Quesnel. In addition to construction projects and regular city operations, 2022 was also a local election year. Once the votes were all tallied for the election, our long-serving Councillor Ron Paull was elected Mayor. The City also welcomed Debra McKelvie onto City Council as a first-time Councillor. The other Council members were all returned to office. Thank you to the former Mayor Bob Simpson for his service to this community.

Every candidate who put their name forward for election deserves our gratitude. Being a local elected official is a much larger commitment of time and energy than many people would expect.

Finally, a big thank you must go out to all staff and volunteers who were involved in the election process. This is a very important service to the public that must be done accurately and hopefully with good humour.

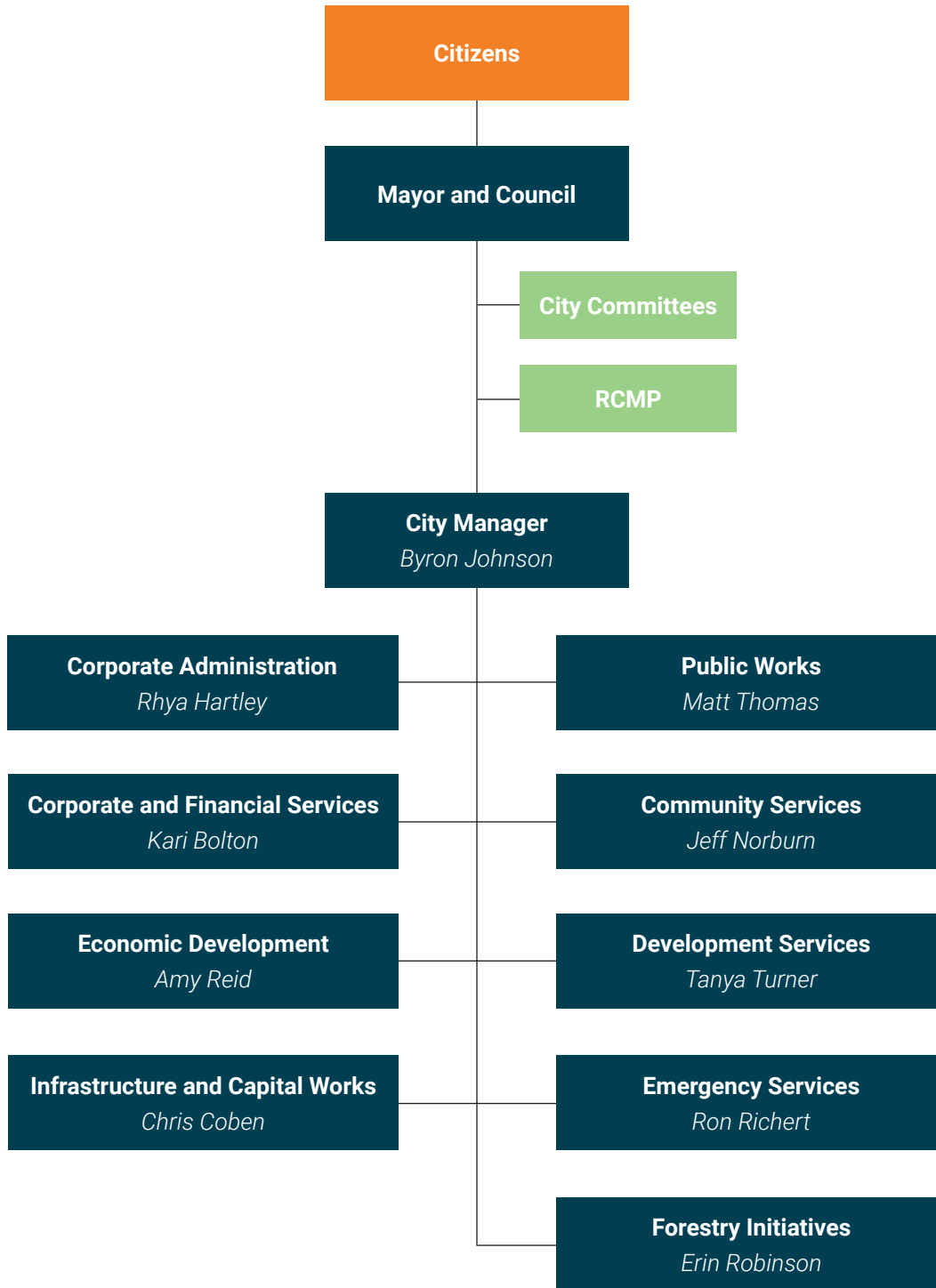
In 2022 some of the key City projects were as follows:

- Engineering and submitting a grant for the Johnston Bridge rebuild,
- Starting the rebuild of the Downtown Firehall #1,
- Development of the Bike Park at the Quesnel Arts and Recreation Centre,
- Development of the Municipal Campground and RV Site on the location of the old utilities yard,
- Construction started on the new Childcare Centre in West Quesnel,
- Re-paving of the airport runway
- Development of a cultural recognition plan for Lhtako Dene Park, which was renamed to honour the memory of the former village and fishing site of the Lhtako Dene Nation.
- Planning and being awarded the 2024 Lhtako Quesnel BC Winter Games in partnership with the Lhtako Dene Nation and working with the Cariboo Regional District and the School District.

As always, on behalf of City staff, it has been an honour to serve the community of Quesnel.

- Byron Johnson

Organization



City Services



Arts and Recreation*



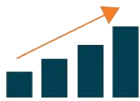
Airport



Bylaw Enforcement



Cemetery



Economic Development



Emergency Management



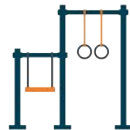
Fire/Rescue



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

2022 City Stats

2021 VS 2022



WATER CONSUMPTION
2.4 BILLION LITRES VS
2.4 BILLION LITRES



BUILDING CONSTRUCTION VALUES
\$18,737,040 VS \$18,392,735



BUILDING PERMIT FEES
\$110,256 VS \$114,070



71,714
FACEBOOK PAGE REACH IN 2022



642 FIRE CALLS



14%

TRANSIT RIDERS INCREASE



7,825 PEOPLE ACCESSED THE VISITOR CENTRE VS 4,327 IN 2021.

Impacted by COVID-19 travel restrictions



106%

AIRLINE PASSENGERS INCREASE

Increase due to CMA passenger flights being cancelled from April 2020 to June 2021

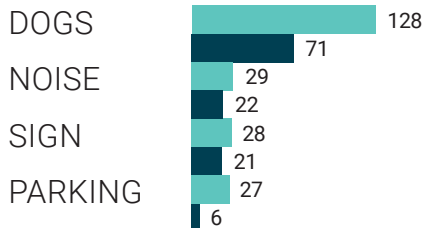


\$15 MILLION GRANT FUNDING

BYLAW

2021 2022

COMPLAINTS



TICKETS





2022 Highlights

Destination Development

quesnel.ca/transition

Destination Development is one of three pillars in the City's Economic Development Transition Strategy.

Trail wayfinding signage was updated with new maps in the kiosks at entry points to the Riverfront Trail.

Work begun on updating all of the interpretive signs around the Riverfront Trail, to be installed in 2023.

Construction of the Quesnel Downtown RV Park & Campground neared completion in the fall of 2022. The serviced sites will be

available for booking in Spring 2023.

Planning for the Lhtako Quesnel 2024 BC Winter Games is underway, with a full board of directors appointed to the local society responsible for organizing the Games. The Games will take place February 22 – 25, 2024 with preparations continuing through 2023.

In order to encourage more events in the community, tourismquesnel.com now features an event planning tool to help your organization find venues, catering, and entertainment for your event.



Campground and RV Park

Major Capital Projects

quesnel.ca/capital-projects

The City of Quesnel crews were busy in 2022 with multiple projects throughout Quesnel. Some major projects included:

- Paving
 - Baker Dr
 - Perry St
 - Kinchant St
 - Hartley St
 - Shepherd Ave
 - Reid St
- Sidewalk replacements on Carson Ave and Hartley St
- Avison St storm mainline replacement
- Carson Ave - Sidewalk replacement
- Hartley St - Sidewalk replacement
- Dragon Hill Reservoir replacement *(complete in 2023)*
- Bike Park Phase II *(complete in 2023)*
- Quesnel Airport Runway Rehabilitation *(complete in 2023)*
- Downtown Fire Hall renovation *(complete in 2023)*
- City RV Park and Campground *(complete in 2023)*



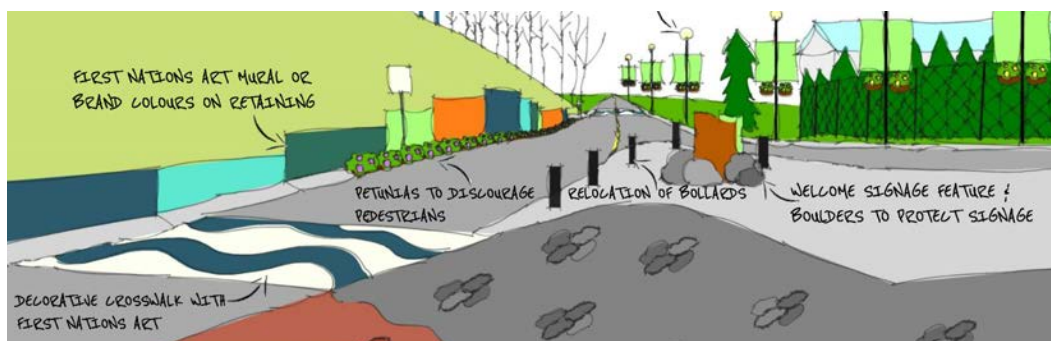
Bike Park Phase II

Housing Initiatives

quesnel.ca/housing-initiatives

The City of Quesnel moved forward with housing initiatives throughout 2022, to meet the strategies of the Housing Needs Assessment, Gap Analysis and Action Plan:

- In January 2022, the City completed Revitalization Plans for the Davie Street area and the North Fraser Drive Landing area.
 - The intent of the Davie St Revitalization Plan was to direct growth, attract investment, and help to continue to create a resilient and vibrant downtown. The Plan would also identify transportation improvements and work to improve the safety and pedestrian experience of Carson Avenue.
 - The intent of the North Fraser Drive Landing Revitalization Plan was to serve as a long-range blueprint for encouraging investment, promoting economic development, and improving the quality of life for the North Fraser Drive Landing Neighbourhood.
 - The plans are now complete and can be viewed here: quesnel.ca/reports
- In spring 2022, the City engaged a designer and the community to develop pre-reviewed energy-efficient design plans for two carriage homes and three secondary dwelling units that reduce costs for homeowners and expedite the building permit process. Two carriage house and three secondary dwelling unit designs are now available at no cost for residents of Quesnel and the Cariboo Regional District Fringe Area. They can be previewed on the City website at quesnel.ca/adus.
- In 2022 Development Permits were issued for multi-unit development projects which will total 80 new units in the City with an additional 34 unit apartment project receiving zoning review and currently waiting for final design submission.
- Two permits were issued for the completion or legalization of secondary suites with \$457.50 permit fees waived as incentives for completing this work.
- The City responded to 10 new complaints under the Minimum Rental Standards Bylaw.



North Fraser Drive Landing Revitalization Plan

Safer Quesnel

quesnel.ca/bylaw-enforcement

Through new grant funding, the City continued utilizing the services of a Community Social Coordinator to manage a clean team program are two initiatives that consist of peer workers providing clean-up services to the community. There was a continued strengthening of relationships between local businesses and peers - empowering and healthy connections. There was continued recognition of this programs contribution to cleaner streets and sidewalks.

In September 2022, the City produced four videos highlighting the benefits of the Clean Team and Day Labour Program.

On the City's Facebook account, the posts had a total reach of 3,011 and 131 positive reactions. On the City's YouTube account, the videos were viewed 344 times in the community.

In 2022 Council committed \$100,000 and initiated a review of services and housing options for vulnerable populations in Quesnel. This is being completed in partnership with Lhtako Dene Nation, Nazko First Nation, ?Esdilagh First Nation, and Lhoosk'uz Dené Nation. The review is scheduled to be completed by the summer of 2023.



Bylaw vehicle

Forestry Initiatives

quesnel.ca/forestry

The Forestry Initiatives team continued to address the forestry challenges facing our community throughout 2022. To date, the Forestry Initiatives Program has brought in over \$3.7 million worth of funding.

First Nations and local governments continued to work together through the Community Forest Agreement (CFA) process in the Quesnel Timber Supply Area. Representatives from the governments of Lhtako Dene Nation, Nazko First Nation, ?Esdilagh First Nation, Lhoosk'uz Dené Nation, 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 260 hectares of fuel management projects have been completed under the Quesnel and Surrounding Area Community Wildfire Protection Plan (CWPP). As well, the

Forestry program has assisted 70 homes and businesses to reduce their wildfire risk and become FireSmart.

After years of hard work, late in 2022, a group of dedicated homeowners in the South Hills Neighbourhood of Quesnel received recognition from FireSmart Canada through their Neighbourhood Recognition Program. To achieve this designation, homeowners performed activities around their homes to reduce the risk of wildfire. Through their efforts, they not only made their own property more defensible, but their street, neighbourhood, and ultimately the City, more resilient as a whole.

In 2022, the District Heating Feasibility Study got underway. This project examines if it's possible for waste heat from West Fraser's Cariboo Pulp and Paper mill to displace natural gas heating in the City of Quesnel (City). Phase 1 of this project was completed in 2022.



The City of Quesnel collaborated with BC Parks and BC Wildfire Service in 2022 to fuel manage 40 hectares within Pinnacles Provincial Park

Climate Change

quesnel.ca/climate-action-plan

The City continued to follow the Climate Action Plan:

- Public Works continued to use trenchless technology where possible estimating 70-90% reduction in emissions from traditional methods.
- Telematics were installed on the City vehicle fleet. Using telematics allows the City to identify inefficient vehicles and could result in substantial fuel savings.
- The Development Services department provided links and references to the City's building and contractor community on the Step Code training sessions.
- The pre-reviewed FREE building plans for accessory dwelling units all meet Step 3 energy code and one extremely innovate plan 'The Kingfisher' is Step 5 ready! quesnel.ca/adus
- Development Services continued to support and encourage projects that increase density in serviced areas close to amenities contributing climate action objectives in the Official Community Plan.
- The City continued replacing old vehicles with new, energy efficient, vehicles through its Fleet Placement Program.
- The Community Wildfire Protection Plan enables the reduction of carbon emissions from catastrophic wildfires.
- The City participated in an FPInnovations pilot project called "Greening pavements for the future: Demonstration of a lignin-modified asphalt pavement" to reduce GHG emissions in paving projects. This project will be monitored over the coming years.



Lignin-modified asphalt pavement in South Quesnel

Grants for the City

quesnel.ca/grants

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

In 2022, the City received \$15 million in grant funding. This funding included regular yearly grants such as Canada Community-Building Fund, the small community grant, traffic fine sharing, economy capacity grant, grant writer grant, façade improvement grant and the victim services grant.

Grants supported capital projects including the new child care facility, airport runway rehabilitation, West Fraser Timber Park trails, active transportation and downtown Fire Hall.

The Forestry Initiatives Program received grants for community FireSmart initiatives, community outreach and education for disaster reduction, and fuel management on Crown lands through the Community Wildfire Protection Plan.



Downtown Fire Hall concept design



2022 Strategic Plan and Measures

Housing

STRATEGIC ACTION		PROGRESS
1.1	Facilitate the development of new housing	
1.1.1	Review municipal best practices	This was completed in 2022, the consultants made a number of recommendations that will be utilized.
1.1.2	Work with local stakeholders to understand the projected job growth & housing demand growth.	
1.1.3	Encourage the development of vacant parcels of land within City boundaries	A Infrastructure Master Planning work will be done in 2023. Staff successfully applied for a \$500,000 grant from the Province to undertake this important work.
1.1.4	Consider the development opportunities for City-owned lands.	This is an ongoing initiative. The development plans for the City-owned lot on Kinchant (next to City Hall) was completed.
1.1.5	Consider how to encourage infill development in established neighbourhoods.	The ADU strategy is implemented, with 5 home designs completed. Next phase is encouraging construction of units.
1.2	Facilitate connected, walkable, low carbon footprint neighbourhoods.	
1.2.1	Assist with the rollout and adoption of the BC Building Code step code	The timeline for the update to the Step Code was delayed until April 2023. The BI is developing an information seminar to Quesnel builder.
1.2.2	Improve walkability and cycling options for existing neighbourhoods, and any new development areas.	Provincial and Federal funding requests to update the Active Transportation plan were successful. Updating of the master plan will occur in 2023.
1.2.3	Work with the proponents of the District Heating System proposal to determine the feasibility of the project. Consider the integration of the DHS with housing projects.	Phase 1 of this project, the pre-feasibility study, was completed successfully, the City and other partners have agreed to move to more detailed second phase.
1.3	Encourage the development of innovative housing technologies	Th City is still trying to encourage these innovations, although nothing transpired to 2022.

Community Development

	STRATEGIC ACTION	PROGRESS
2.1	Construct the new funded Childcare Facility in West Quesnel.	After successfully seeking more funding from the Province, construction for this project is underway.
2.2	Gymnastics Facility. Seek funding sources, build facility.	The CRD submitted a grant for this project in 2022.
2.3	Complete the Rec Centre Bike park (Phase 2) including bike rentals. Redo nature trail, improving accessibility of the West Fraser Timber Park trails. Review the maintenance plan for all trail systems.	Everything planned for 2022 for the Bike Park was completed, after a successful grant from the Province, this project is moving to its next phase, which includes new easier trails, a family picnic area, lighting, etc.
2.4	Develop and Implement a new process for recognizing and energizing volunteers.	In 2022 the City did not determine a preferred recognition model for volunteers, although the importance of volunteers to many City initiatives and functions is self-evident.
2.5	Completely rebuild the runway, taxiway and apron using Federal grant funding.	The runway rebuild project was almost completed in 2022, with some runway lighting changes carried over to 2023

Community Health and Safety

	STRATEGIC ACTION	PROGRESS
3.1	Emergency Services	
3.1.1	Do an Emergency Management refresher for all staff, including seminars and practice exercises. This ensures that any staff that are new to their roles will be more prepared.	The Emergency Management refresher and practices exercise was completed by key staff.
3.1.2	Review the effectiveness of Bylaw and RCMP deployment numbers.	
3.1.3	Continue this important public safety initiative	This initiative continued in 2022.

Environmental Leadership

	STRATEGIC ACTION	PROGRESS
4.1	Start construction of the landfill berm, continue planning process for handling methane emissions.	The first phase of the landfill berm was completed, extending the life of the landfill by 5 years.
4.1.1	Working with the CRD, start planning the development of an Waste Diversion Centre in Quesnel.	Currently we are trying to determine and acquire an appropriate location for this function.
4.2	Implement Climate Action Plan	

Governance

STRATEGIC ACTION		PROGRESS
5.1	The Lhtako Cultural Centre project is waiting for a funding announcement to proceed.	This project is still on hold subject to funding availability.
5.1.1	Source and deliver City staff training to improve cultural awareness and sensitivity.	This training was completed for City staff and Council members.
5.1.2	The final design for this project is being completed through an engagement process between the architect and local First Nations. Work with Northern Health on the land transfer for this memorial.	Still working on the final design, land acquisition will not occur until the hospital expansion is completed.
5.1.3	The amphitheatre park adjacent to City Hall is being redesigned as a commemorative park. Design work completed in 2022.	Preliminary design is completed, FN engagement is near completion, still awaiting funding.
5.2	Continuing with the high level community engagement utilizing Lets Connect.	This has become a very effective tool for the City to engage with local residents of both the CRD and City.

Infrastructure Reinvestment

STRATEGIC ACTION		PROGRESS
6.1	Conceptual work is completed, next steps are to inform the public about plans for water treatment. Next step is more design work to refine the budget to the point of grant readiness.	Public engagement about water treatment will be done in 2023.
6.2	Using the Federal Infrastructure grant and own funding, rebuild the downtown firehall to correct structural problems, achieve post disaster recovery status for the building, and improve the facility for female firefighters.	Reconstruction of this landmark building is underway at a fraction of the cost to taxpayers of building a greenfield fire hall.
6.3	The project engineering has been completed, the funding sources and timing of the project still need to be determined. Staff to seek the appropriate funding source.	The engineering plan for the rebuild is being completed. Infrastructure funding will be applied for.
6.4	Work with the Province to try and achieve funding for the detailed design phase of the project.	The project is waiting for the Province to fund the detailed design of the project.

Economic Development & Transition Planning

	STRATEGIC ACTION	PROGRESS
7.1	Destination Development	
7.1.1	Support the Cariboo Chilcotin Coast Tourism Marketing Association Municipal Regional District Tax to include Quesnel upon renewal in 2023. Trial co-operative marketing program.	The City of Quesnel supported the CCCTMA MRDT application which was submitted for approval. Quesnel will fall under the CCCTMA marketing in 2023.
7.1.2	No new trail marketing initiatives in 2022; participate in CCCTA Trails Strategy.	The CCCTA Trails Strategy was completed with City participation.
7.1.3	Consider submitting a bid package to BC 55+ Senior Games for 2026; Begin planning Minerals North 2023, and develop BC Games Society.	Quesnel and Prince George submitted a joint bid for the BC 55+ games, it was not successful. The Lhtako Dene 2024 BC Winter Games Board of Directors was established and planning of the Games has begun.
7.1.4	Complete and seek funding opportunities to implement Indigenous Interpretive Plan.	Ceal Tingley Park was renamed Lhtako Dene Park. Funding has been approved to implement part of the Indigenous Interpretive Plan. This work will be completed in 2023.
7.1.5	Complete interpretive sign replacement on Riverfront Trail.	Design and fabrication of 31 new interpretive signs was completed in 2022. Installation will occur in 2023.
7.2	Innovative Resource Industries	
7.2.1	Continue to support Food Hub. Develop business case to move forward with HAACP Certification.	Funding was made available from the Province for the purchase of a refrigerated distribution vehicle. The HAACP Certification Business Case was moved to 2023.
7.2.2	Explore ways to maximize the benefit of regional mining projects to the City of Quesnel. Continue to build relationship with mining companies in the region.	This is ongoing work. Planning for Minerals North took place in 2022, with registration opening in the fall.
7.3	Resident & Investment Retention and Attraction	
7.3.1	Update Community Profile (2021 Census Data).	
7.3.2	Continue Love Quesnel program. Survey businesses to better understand workforce challenges and concerns.	Work began on a new Workforce Strategy for Quesnel in 2022.
7.4	Update the Economic Development strategy	This was deferred

Forestry

STRATEGIC ACTION	PROGRESS
8.1 Submit the Community Forest Agreement application to the Province.	This submission continues to be a work in progress for 2022. The concurrent items needed for the application are almost complete, including: area selection; public engagement; stakeholder and First Nation consultation; management plan development; setting up corporate and governance structures; and seeking approval from Inspector of BC Municipalities.
8.2 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.	<p>Fuel Management - City received an additional ~\$500,000 from FESBC for the continuation of our CWPP work. Fuel Managed Pinnacles Park and worked on prescriptions for Dragon Bluffs and Dragon Approach.</p> <p>FireSmart – Staff and a consultant continue to deliver: education and outreach; home/ neighbourhood assessments; and the rebate program.</p>
8.3 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.	<p>Forest Landscape Plan (FLP) Provincial Pilot to coordinate land use at the landscape scale. City sits at the Planning table and is the co-Chair of the Advisory Group.</p> <p>Research Collaborations – Ongoing collaborations with: Silva21; Luke/Natural Resources Institute of Finland; FPInnovations; Carleton/UofA/UofT; UBC Faculty of Forestry; Pacific Institute for Climate Solutions/UNBC; Faculty of Applied Sciences UBC; and Bio products Institute.</p>
8.4 Continue collaborating on "made to order" programming to maximize opportunity for future workforce in Quesnel. Collaborate with school district and youth organizations on attracting students to forestry. Host a third Forestry Think Tank.	Continued to lobby for the alternate forest harvesting training program through the
8.5 Work with First Nations and industry partners to advance manufacturing opportunities towards capital investment. Share research broadly to attract partnerships.	<p>Bio-economy Cluster - In collaboration with Foresight Canada, the City is working to foster a bio economy cluster in Quesnel. This cluster will support the vision of a forest bioeconomy. This cluster has diverse partners across large industry, Small and Medium Forest Enterprises, academia, First Nations, and Provincial government.</p> <p>Lignin in asphalt trial - Paving took place in August 2022; in the years to come project partners will analyze the lignin-based test site on performance, techno-economic feasibility, and on environmental benefits through a life cycle assessment.</p> <p>3D printed building prototype – Using wood composite filament, a small structure will be printed in Quesnel to pilot the technology.</p> <p>Finland Delegation –To expand Finnish research partners and companies' knowledge of the forestry sector and bioeconomy opportunities in Quesnel and expand Quesnel's (BC's) knowledge of best practices in forestry and bioeconomy in Scandinavia.</p>



2023 Strategic Plan

Housing Initiatives

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
1.1	Facilitate the development of new housing		
1.1.1	Review municipal best practices	Identify opportunities to market the development potentials in the City.	"Review the Multi-unit Incentives Program to determine its effectiveness; Identify new programs to renovate buildings in the downtown for additional housing. Review density bonusing policies to encourage higher density developments."
1.1.2	Work with local stakeholders to understand the projected job growth & housing demand growth.	Encourage major employers who are identifying housing as a need to link with developers or provide information on their need to market to developers ; recognize that housing development is expensive in Quesnel with less return - continue to offer incentives.	Continue to encourage community employers communicate housing needs that can be shared with prospective developers.
1.1.3	Encourage the development of vacant parcels of land within City boundaries	Initiate the development of a Master Infrastructure Plan that will provide greater certainty to developers on infrastructure costs associated with development.	Coordinate the recommendations of the Master Infrastructure Plan with Capital Planning and land use goals and targets.
1.1.4	Consider the development opportunities for City-owned lands.	Facilitate start of construction for an apartment and identification of a new partnership for an additional multi-unit development.	Look for opportunities on other city parcels. Work with Province on lands inventory.
1.1.5	Consider how to encourage infill development in established neighbourhoods.	Continue to encourage the development of accessory dwelling units.	Following Infrastructure master plan identify additional opportunities to encourage densification of underutilized properties on services (i.e. subdivision of large lots)
1.2	Facilitate connected, walkable, low carbon footprint neighbourhoods.		
1.2.1	Assist with the roll out and adoption of the BC Building Code step code	Actively participate in the Step Code roll out and engage local building industry on Step Code training.	Actively participate in the Step Code roll out and engage local building industry on Step Code training.
1.3	Encourage the development of innovative housing technologies	Identify projects that can be completed for the use of 3D printing and Mass Timber structural and/or decorative purposes.	Continue to monitor the progression of housing technologies and their applicability in our area.
1.4	Work with the Province to maximize housing opportunities in Quesnel.	Monitor and understand all Provincial housing initiatives and new legislation to ensure we are in compliance, and leveraging all opportunities for more housing.	

Community Development

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
2.1	Continue to research and develop new recreation amenities, working with the Regional District, to attract and retain residents	Currently researching/seeking funding for Disc Golf, a Field House (indoor courts) and Gymnastics facility.	Continue seeking funding sources, then build
2.2	Community trails development.	Continue with the development of trail networks. Create trail maintenance policy & a sustainable maintenance plan. Investigate connecting link between WFTP and Rec Centre.	Implement projects identified in Trails Report and Strategy. Continue collaborating with Gold Rush Cycling Club on projects and events.
2.3	Continue with Bike Park development	Implement Phase 3 of development project. Host and grow community involvement for the annual Quesnel Bike Festival.	Determine next development and expansion plan for Bike Park.
2.4	Develop and Implement a new process for recognizing and energizing volunteers.	A big push for volunteers will be necessary to the success of the Lhtako Quesnel BC Winter Games 2024. Any learnings on how to motivate volunteers will be of value moving forward.	

Community Health and Safety

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
3.1	Emergency Services		
3.1.1	Emergency Management	The Emergency Management team at the City has benefited from significant recent training and education. Our goal is to maintain the higher level of expertise moving forward through education, exercises, and followup on every significant emergency incident.	Continue with training, exercises
3.1.2	Increased RCMP / Bylaw enforcement	Determine RCMP deployment numbers, considering a potential RCMP Mobile Crisis Intervention Team (MCIT) expansion. Enforcement of new Parks Bylaw by Bylaw Enforcement is a strategic priority.	
3.1.3	Safer Quesnel Initiative	Continue with this important initiative.	
3.2	Manage Homelessness / Services to Vulnerable Populations		
3.2.1	Manage and Participate in RFP re: Servicing and Housing Options for Vulnerable Population	RFP to complete in 2023, then help to shape strategic direction regarding vulnerable population.	Implement strategy for vulnerable populations for Housing and Services
3.2.2	Determine long term sustainability for Clean Team	Determine a sustainable funding approach, and how the Clean Team should be managed (role of BIA's and other stakeholders)	

Environmental Leadership

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
4.1	Complete a strategic review of landfilling and recycling practices.	Continue with landfill berm construction to extend life of landfill	Continue with landfill berm construction to extend life of landfill
4.1.1	Working with the CRD, start planning the development of an Waste Diversion Centre facility in Quesnel.	Working with the CRD, start planning the development of an Waste Diversion Centre facility in Quesnel.	Working with the CRD, start planning the development of an Waste Diversion Centre facility in Quesnel.
4.2	Local climate change strategy	Implement Climate Action Plan	Complete a Climate Risk & Vulnerability Assessment
4.3	Active Transportation Planning	Update and expand active transportation plan, improving community connects and key corridors.	Source funding and implement priority projects from revised plan. Increase use of active transportation networks through marketing and/or programming.
4.4	Actively participate in the District Heating System study	Determine the Stage 2 feasibility for Quesnel which determines the customer base, the preliminary business case, and options for heat generation.	If this project is feasible, determine funding, ownership, construction timelines, etc. Lobby funding partners.

Governance

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
5.1	First Nations partnerships	The Lhtako Cultural Centre project is waiting for funding to proceed.	The Lhtako Cultural Centre project is waiting for funding to proceed.
5.1.1	Work with Lhtako Dene Nation to find funding for Lhtako Dene Trails Master Plan.	Find funding for the Master Plan	Implement projects from Master Plan.
5.1.2	Working with ?Esdilagh and Lhtako Dene First Nations develop a concept for a commemorative site for the War Chiefs.	Final design of project, and land acquisition are the next steps.	Seek funding then final design and construction.
5.1.3	Working collaboratively with FN bands, develop a permanent memorial to commemorate Residential schools.	Deep engagement with local FN bands and Metis Association to determine final design of project.	Seeks funding for project build, potentially on a phased basis.
5.1.4	Work collaboratively with LDFN to develop Lhtako Dene Park into a park that showcases FN culture.	Site prep to clear settler artifacts. Territorial welcome signage and first sculpture to be installed. Native plantings.	Continue development as planned build out.
5.2	Continue with the First Nation Leadership Roundtable meetings. Identify with this group how reconciliation can be meaningfully implemented at a local level.	Continue to develop closer working relationships with local band chiefs and managers.	Continue to develop closer working relationships with local band chiefs and managers.
5.3	Succession Planning for the Corporation	Public Works is making a management transition with a new Superintendent and two new Supervisors.	Hiring of skilled employees and mid-level to senior managers continues to be very challenging.

Infrastructure Reinvestment

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
6.1	Water system sustainability initiatives.	Public Information campaign for Water Treatment initiative. Construction of new reservoir in 2023.	Seek funding, construct when financially feasible.
6.3	Johnston Bridge Rebuild	Work with Telus and other utilities to determine replacement plan. Finalize budgets, finalize design for bridge. Tender the upgrades.	Construction of upgrades to the bridge.
6.4	Continue to work with the Ministry of Transportation and Infrastructure to move the Interconnector project forward.	Continue to lobby the Province to get the Interconnector project moved to the next phase, which is detailed design.	
6.5	Upgrading of RCMP building	Work with RCMP to conduct space needs analysis for the building and design concepts.	Determine funding for upgrades needed, plan and implement the upgrading.
6.6	Develop long range plan for Moffat Bridge	Work with the Province regarding the Moffat Bridge including, funding strategy for replacement and/or major upgrades, development to Province, etc.	Work with the Province regarding the Moffat Bridge including, funding strategy for replacement and/or major upgrades, development to Province, etc.
6.7	Secondary Sewage treatment long range planning	Update initial study on alternatives to the current method of secondary sewage treatment.	
6.8	Review funding for capital replacements with consideration for the addition of buildings upgrades from reserves, and the additional new infrastructure that has been added.	Engage engineering to review funding needs and prioritization of capital works.	
6.9	Review the fleet replacement plan.	The City is at halfway point in 10 year plan, reviews its effectiveness.	

Economic Development & Transition Planning

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
7.1	Destination Development		
7.1.1	Ensure the regional MRDT is working effectively for Quesnel and area.	Continue cooperative marketing program. Leverage CCCTMA MRDT funding when available.	
7.1.2	Trail Marketing	Update trail map; promote bike park and rentals as well as ongoing marketing of Quesnel as a trail destination.	
7.1.3	Focus on Economic Development through hosting events and tournaments	Host Minerals North in 2023. Support BC Winter Games. Develop bid packages for upcoming events such as NCLGA 2025, Com Forest Assoc. 2026. Target one major event per year.	Host Lhtako Quesnel BC Winter Games.
7.1.4	Plan waterfront development including First Nations Cultural Centre	Promote the RV Park which came from the Waterfront Plan	Revisit Waterfront Plan with Council to determine next priorities.
7.1.5	Wayfinding	Install interpretive signs.	Consider adding vehicular wayfinding signs in South Quesnel.
7.2	Innovative Resource Industries		
7.2.1	Agriculture sector development	Complete business case for HAACP-ready facility.	Continue to support Food Hub.
7.2.2	Mining Sector	Continue to build relationship with Artemis and Osisko Development Corporation.	
7.3	Resident & Investment Retention and Attraction		
7.3.1	City brand development	Continue to keep brand assets up to date. Consider Visitor Guide content changes for 2024. Update Community Profile.	
7.3.2	Business Retention, Expansion, and Attraction	Complete Workforce Strategy and begin implementation steps. Determine next steps for Love Quesnel/Shop Local programming.	Revisit Business Walks or other BRE initiative. Continue implementation of Workforce Strategy.
7.3.3	Health Care Recruitment	Work with CCRHD to renew funding agreement . Gather feedback about current program, and opportunities for improvements.	
7.4	Update the Economic Development strategy		Update Economic Development Strategy in 2024.

Forestry Initiatives

	STRATEGIC ACTION	2023 GOALS	FUTURE GOALS
8.1	Community Forest	Submit the Community Forest Agreement application to the Province.	Work with the Ltd. Company on the getting an operational community forest by creating a Forest Stewardship Plan or Forest Landscape plan.
8.2	Community Wildfire Protection Plan and FireSmart	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	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	Continue collaborating on "made to order" programming to maximize opportunity for future workforce in Quesnel. Collaborate with school district and youth organizations on attracting students to forestry. Host a third Forestry Think Tank.	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	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 2022

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



FOR THE YEAR ENDED DECEMBER 31, 2022

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

2022 PERMISSIVE TAX EXEMPTIONS

Charitable, philanthropic or other not-for-profit corporations

ROLL #	ORGANIZATION	EXEMPTION AMOUNT
87.000	Quesnel Masonic Temple Society	1,516
135.000	City of Quesnel (Sprit Square - Bylaw/Non Profits)	855
206.000	Salvation Army (non public worship area)	3,384
218.000	Quesnel & District Child Dev Centre	19,532
247.000	Quesnel Womens Resource Centre	2,670
248.000	Quesnel Womens Resource Centre	2,219
267.000	Amata Transition House Society	4,821
332.000	Royal Canadian Legion Branch 94	11,969
418.010	Quesnel & District Seniors Society	21,761
419.000	Quesnel Curling Club	12,738
1550.080	Quesnel & District SPCA	6,250
2147.001	North Cariboo Aboriginal Program Society	1,902
2148.000	North Cariboo Aboriginal Program Society	53
2189.000	Quesnel Tillicum Society	9,546
2193.000	Quesnel Tillicum Society	265
2194.000	Quesnel Tillicum Society	252
2195.000	Quesnel Tillicum Society	120
2197.000	Quesnel Tillicum Society	1,899
3944.000	Sprout Kitchen	5,289
4013.083	Royal Canadian Legion Branch 94	10,994
4210.000	Quesnel Elks Club	1,334
5862.500	Quesnel Auto Racing Association	4,048

Church, land and land surrounding statutory exemptions

ROLL #	ORGANIZATION	EXEMPTION AMOUNT
<i>Church Owned Lands - 224 (2)(f)</i>		
220.000	Fraser Basin	\$2,711
328.000	United Church of Canada	\$414
329.000	United Church of Canada	\$1,744
961.000	Roman Catholic Bishop	\$1,860
1200.890	Northstar Fellowship Baptist Church	\$1,019
2025.000	Trinity Luthern Church	\$1,117
2602.000	Cariboo Gur Sikh Temple Society	\$83
2703.000	Guru Dabar Society	\$211
3600.000	Congregation of Quesnel Jehovah's Witnesses	\$265
4211.000	Victory Way Baptist Church	\$146
4659.000	Lighthouse Pentecostal Church of Quesnel	\$2,534
5047.309	Bethel Pentecostal Tabernacle of Quesnel	\$1,058

Revitalization Tax Exemptions

ROLL #	ORGANIZATION	EXEMPTION AMOUNT
214.000	Dakelh & Quesnel Community Housing	\$2,514
257.550	Quesnel Lions Housing Society	\$2,447