

Prosperity & Sustainability

Taking action now for Quesnel's future

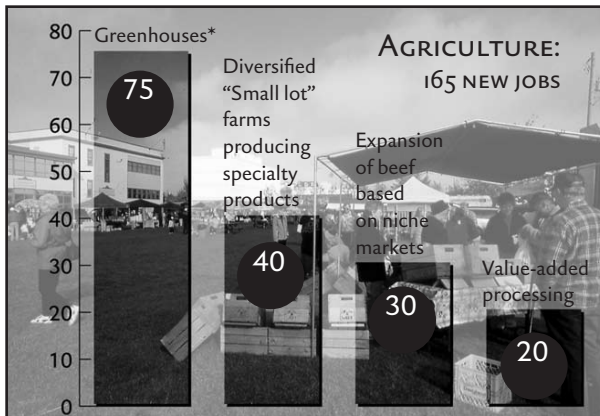
A plan for public discussion

Presented by the Quesnel Community and
Economic Development Corporation

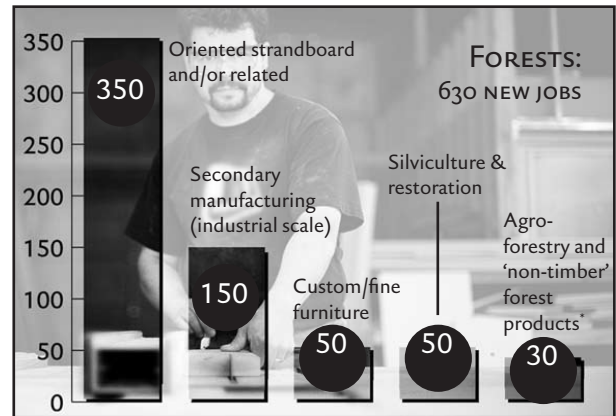
A subsidiary of the City of Quesnel

3,000 NEW JOBS FOR QUESNEL

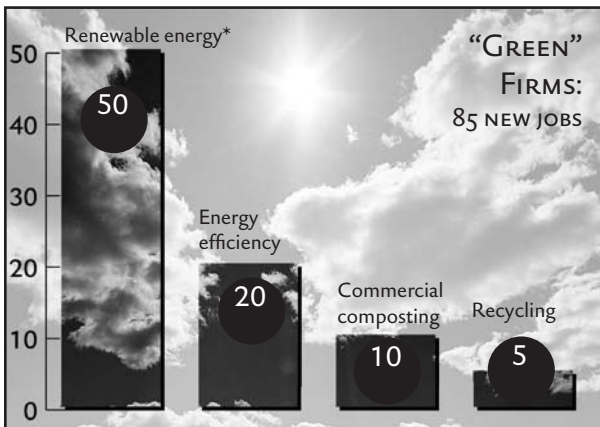
Job creation potential by 2020 based on currently proposed projects, existing firms with expansion potential, new firms based on global trends, and quality of life improvements. Some jobs depend on the decisions of large firms; most jobs depend on small businesses and community action. There are no 'silver bullets:' action is needed in all sectors.



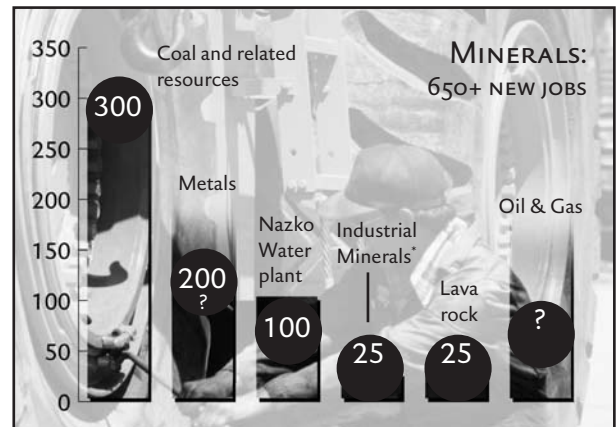
* e.g., one 20 hectare complex using waste heat from industry.



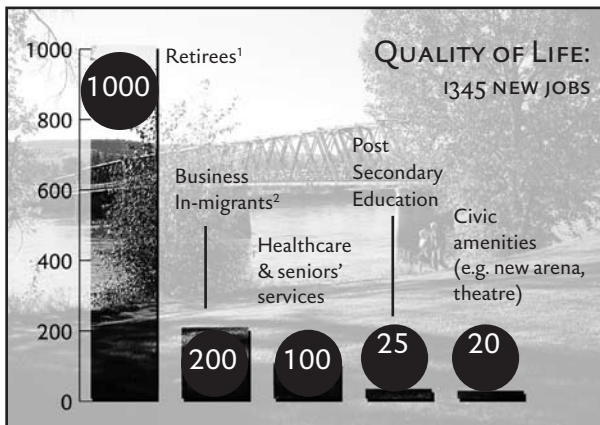
* e.g., birch syrup, wild medicinals, florals.



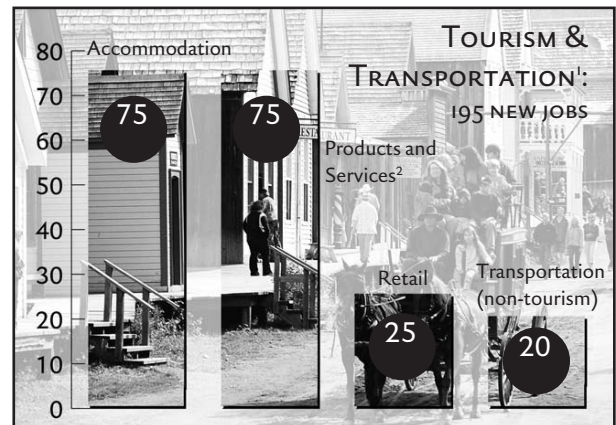
* e.g., pellets, small hydro, liquid fuels, large wood-fired plants.



* e.g., diatomaceous earth and lava rock.



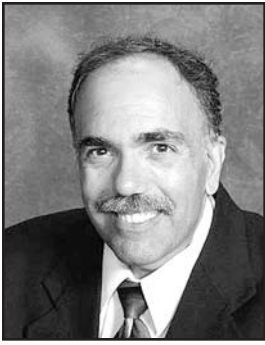
1. Refers to retained or new retirees; they have 'job-like' effects on the economy and tax base. 2. Refers to people who can operate their firms anywhere (e.g., in technology), plus jobs they create.



1. Projections are largely based on success of the Rocky Mountaineer tourist train and spin-offs, plus tourism and non-tourism impacts of Prince Rupert Port and Prince George Airport expansions. 2. e.g., adventure, cultural and eco-tourism firms.

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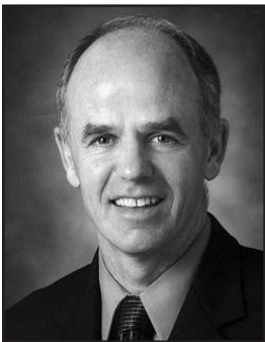
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Courage, Abundance and Prosperity. Never before in the history of Quesnel and district has our city's motto meant so much. We must have the courage to look at the abundance all around us, despite the shortage of timber in the upcoming years,

and plan for prosperity. I commend Geoff Garland, the chair of the Quesnel Community and Economic Development Corporation, his board, and his staff for being so far-sighted in putting forth a booklet for all of us to review and give our input. I ask the citizens to take this on as a real responsibility. Review this document, reflect on its contents and comment on it to the board and staff. Also, please let your elected officials know of your thoughts. This is an important piece of work in our community's history. We are asking nothing else than our citizens to become involved in shaping our prosperity. Be part of Quesnel's bright future!

Nate Bello, Mayor of Quesnel



The Mountain Pine Beetle epidemic presents us with both challenges to overcome and opportunities we must take advantage of. Careful planning and economic diversification is paramount if we are to maintain the vitality of our communities and the quality

of our lives once the annual allowable cut is reduced.

To secure a prosperous and sustainable future, however, we must now begin to discuss the options that are available to us and what paths we must take. This document provides us with one tool to foster such conversations in our workplaces, coffee shops, and around our dinner tables.

I hope you will read it, think about it, and share your thoughts about it with others. Let's create a prosperous future together.

Bob Simpson, MLA Cariboo North



Quesnel is a vibrant, hardworking, family-oriented city with a huge amount of community spirit. The Mountain Pine Beetle is creating great challenges to our forest landscape, but those challenges are providing us with unprecedented

opportunities. By planning ahead as you are, you have a great chance to foster social and economic development, and turn challenges into opportunities.

A discussion paper like this one is important: it provides a roadmap for the future. I respectfully ask you to review this plan and provide your own input about the future and the opportunities we have before us. I commend the City of Quesnel and QCEDC for this leadership work, and I'm proud to be your Member of Parliament during this exciting period of change.

Dick Harris, MP Cariboo-Prince George



We live in a time of an ever changing world. However, change can also bring growth and prosperity to our community. The Mountain Pine Beetle Epidemic is our catalyst for change to improve the future of our economy and our way of life.

Collectively, we need to look for opportunities to diversify our economy and develop our social planning strategies to ensure economic sustainability and continually maintain and improve our quality of life in the Cariboo. We are fortunate that opportunities do exist; however, it is our responsibility to seek them out and embrace them. This Plan for Public Discussion can help guide us in the directions and actions we must take to be successful.

By continually striving to achieve our mandate of Building Communities Together, the residents and communities can flourish in the face of the Mountain Pine Beetle epidemic. The time is now for all of us to decide our future together.

Ronda Wilkins, Vice Chair Cariboo Regional District

QUESNEL PROSPERITY ACTION PLAN

Many citizens of Quesnel are concerned about what will happen after the pine beetle problem leaves less pine available for wood and paper products.¹

This report lays out a course of action that Quesnel could take to diversify and strengthen its economy, and asks for citizen's feedback. Key challenges and opportunities are summarized.

Since this report is meant to stimulate feedback on the direction of economic planning, it is not a detailed strategy. That will follow once these or other plans are confirmed.

Here's some perspective on our current challenges. The site of Quesnel has been populated for more than 6,000 years. If Simon Fraser's arrival in 1808 marks a "modern" start, Quesnel is one of the oldest settlements in British Columbia: almost 200 years.

Quesnel's economy has been dominated by the fur trade, then gold mining, then agriculture, and for the last fifty years or so, wood

products. We are now one of the least economically diverse communities in BC, making us highly vulnerable to change in the forest industry.² The pine beetle will force change, but that comes with a gift: a ten year head start on making a shift, and great motivation to act.

Many communities have faced major economic changes, and there are many success stories to learn from. In the global context, Quesnel is overwhelmingly blessed with resources. Our economy will continue to evolve, as it has for almost 200 years, and we can guide and stimulate that evolution.

We're looking for your ideas about improving this plan. Are the assumptions correct? What's missing? What should be strengthened? Public discussion meetings and an online forum at www.quesnel.com/cep will be offered this year to help gather ideas and information on things that may be missing from plans. Call QCEDC at 250-992-3522 or go to www.quesnelcorp.com for more information.

INTRODUCTION

The strategy offered here is intended to help Quesnel come through the transition stronger than ever. This strategy will mesh with and reinforce local City and Cariboo Regional District plans, the plans of organizations such as Community Futures, regional economic strategies being prepared by the Cariboo-Chilcotin Beetle Action Coalition (CCBAC; see sidebar in this section), and with provincial-scale plans under development.

For brief introductions to other economic development, business and social resource groups, including CCBAC, see p.21 in this report.

1. See the BC Chief Forester's AAC determination at www.for.gov.bc.ca/hts/tsa/tsa26/tsr3/rationale.pdf

2. 43% dependent on the forest sector in 2003, according to BC Statistics.

SUMMARY

Our community is facing unprecedented economic change.

However, the Quesnel area has abundant human and natural resources, especially from a global point of view. While there are many challenges and constraints to diversification, there are also many practical opportunities.

A future “vision” for Quesnel is described in this document. That vision is based on various public consultation processes since 1998. The most recent update on that vision took place through the Quesnel 2020 Project: our community, by 2020, will be “connected, green and active.” That vision imagines a more diverse economy by 2020, with a stronger emphasis on quality of life, livability and sustainability.

Following from that vision, *the strategy projects that more than 3,000 new jobs can be created* in the Quesnel area (see p.2) in the next ten to fifteen years in agriculture, energy, “green” businesses, minerals and related resources, non-timber forest products, wood products, tourism, and by retaining and attracting retirees and people that can operate their businesses anywhere.

The strategy strongly emphasizes plans that the community has some control over. For example, while large mineral or petroleum projects

may create many jobs in future, the community has little control over such developments. Without discounting large resource projects, we need to focus on things that we can largely control, such as the quality of life.

Small businesses are crucial to this vision: they create most jobs and can be supported by plans like this.

Regardless of how successful the economic diversification strategy is, many workers will face changes in their jobs. Therefore it is essential that the full range of worker assistance services are in place, including measures like pension bridging. Based on review of the successes and failures of many communities that have faced big economic changes, Quesnel must undertake a “whole community” approach that integrates economic and social development planning and action.

The economic diversification and social development strategy proposed in this document will require unprecedented co-operation and political will. Creative, “out of the box” thinking and action is crucial. Considerable public and private financing is required. This strategy assumes that federal and provincial governments are serious in their commitments to provide substantial funds to assist communities like Quesnel in the face of the mountain pine beetle challenge. ☛

THE CARIBOO-CHILCOTIN BEETLE ACTION COALITION (CCBAC)

The City of Quesnel and the Cariboo Regional District (CRD) are founding board members of CCBAC, and QCEDC is a key CCBAC partner. CCBAC, in close cooperation with Quesnel and other communities, is working on regional “sector” strategies (e.g., for agriculture, tourism, and so on). Please note that the plans in this Quesnel document are intended to coordinate closely with CCBAC’s sector plans.

Planning starts with vision: what kind of community do we want? If we know what we want, we can figure out how to get there, and act on the things that are within the community's control. Here's a possible vision for 2020, based on community consultations to date.

Quesnel in 2020 is “connected, green and active.” Its prosperous economy is diverse. Environmental and social well-being is paramount; for example, excellent air quality is achieved. It is a multicultural, learning community with a high quality of life and good incomes.

- Investments in recreation, culture, technology infrastructure, environmental and social quality, and basic infrastructure make Quesnel the most beautiful and livable city in BC, retaining retirees and attracting people from around the world who could live and do business anywhere.
- Wood product firms are diverse and competitive.
- Many new farms grow and process diverse products.
- First Nations have a greatly expanded role in economic and community development.
- Tourism is vibrant, based on the Rocky Mountaineer train and powerful regional tourism assets like Barkerville.
- Quesnel has an energy industry, including “renewables” and, if they can be cleanly extracted, oil, gas, and coal.
- Mineral operations thrive.
- Education “magnet” programs, and innovative health care and housing for seniors, increase employment and quality of life.
- The retail sector is diverse and vibrant due to all of the above.

2020 VISION FOR QUESNEL



Ideas from two processes involving hundreds of people guide this vision: consultations to guide QCEDC's start-up in 2000, and the "Quesnel 2020" process begun in 2003.



KEY OPPORTUNITIES FOR QUESNEL

This summarizes some key emerging opportunities that appear to be practical. Many other opportunities are not discussed here, nor are numerous constraints to the opportunities discussed. Some of these opportunities are mapped and charted on pages 12–13 and the Job Projection page (p.2).

AGRICULTURE

The 12,000 North Cariboo households consume tens of millions of dollars of food per year. Much of that consumption cannot be replaced locally, but a huge market for food still exists in the BC interior and beyond.

Farmers' markets, organic agriculture and consumption of locally grown products have been growing strongly in North America, and Quesnel is also showing that trend. Since the food system is subsidized by cheap fossil fuels (e.g., food shipping), locally grown food will become more competitive as energy prices rise. Adding value to agricultural products (e.g., condiments) is also a good opportunity.

Growth in ranching could follow international agreements to cut farm subsidies by 2013 and the availability of more grasslands via global warming and the beetle-kill.³ Many other “agro-forestry” opportunities exist.

Major new greenhouse operations could start here because of local advantages in land costs, water, and cheap energy from industrial waste heat and wood (e.g., Silva Gro Nursery obtains most of its heating from “waste” heat in Quesnel River Pulp’s effluent).

FOREST LAND BASE

Quesnel now obtains about one job per 1,000 cubic metres (m³) of timber processed.⁴ Secondary manufacturing creates many more jobs per m³. For example, millwork averages 2.75 jobs, furniture 6.19 jobs, and cabinets 23.29 jobs per 1,000 m³.⁵

Increasing secondary manufacturing has been discussed for decades, and some segments have grown rapidly, but there are many barriers to market entry. Helping firms overcome barriers must become a major development objective. Quesnel and nearby communities will still have a cluster of solid wood operations after the pine beetle, providing a base for secondary products like “engineered wood.” We also need to consider opportunities for paper production.

Markets for “non-timber forest products” like nutraceuticals (e.g., botanical medicines), mushrooms, florals and many other products are virtually untapped here, but are multi-million dollar businesses elsewhere. Smart strategies and good entrepreneurial support will help Quesnel firms obtain a foothold in those markets. Finally, given the extensive harvesting of pine stands and serious forest health issues, the regional silviculture industry is likely to grow substantially.

“GREEN” BUSINESSES

As households and businesses become more conscious of factors like global warming, and as energy prices rise and conventional fossil fuels are depleted, thousands of jobs are being created across Canada in recycling,

3. “Pine tree kill-off: may boost ranching.” Metro-Vancouver Edition, 21 December 2005, p.4

4. QCEDC estimate based on primary research.

5. Wilson, Dr. Bill et al. 2005 *Growth of secondary wood manufacturing in British Columbia, Canada*. Forest Products Journal.

renewable energy, energy efficiency, and related industries. Increasing pressure on BC to grow its electricity supply (by efficiency improvements and new supply) reinforces parts of this opportunity. Existing green businesses in Quesnel can grow (e.g., pellet operations), and new ones will likely start.

MINING, MINERALS, OIL AND GAS, AND WATER

Mineral and other resource prices are being strongly driven by economic growth in Asia and India. This is already affecting BC and Quesnel.

Mining firms have staked huge acreages nearby in recent years, and if resource prices remain high, mines for various metals will likely be proposed. On a smaller scale, “industrial minerals” like diatomaceous earth and lava rock could grow, especially if value-added operations can be established. The Quesnel area has big deposits of both minerals.

Large deposits of oil and gas probably exist in the nearby Nechako Basin but the resources are difficult to access. Given the rising cost of fossil fuels, the Basin will likely be developed, and Quesnel could benefit through oilfield services and other new businesses.

Plans were recently announced regarding an \$800 million coal mine and “coal gas to liquid fuels” plant near Quesnel that would employ about 250 people, not including value-added opportunities. The project’s economic and environmental feasibility needs to be established. Regardless of

that project, there are substantial coal deposits in the area that may eventually be developed, given global energy trends.

A Nazko water bottling project is under consideration by developers. The project could employ hundreds of people (mostly truckers).

Regardless of other developments, Quesnel can become home to some of the many thousands of new workers required in remote mines and Alberta tar sands projects.

QUALITY OF LIFE DRIVING IN-MIGRATION AND POPULATION RETENTION

Retaining and attracting retirees, skilled workers, and people who can operate their business anywhere is largely in the control of the community. This is the focus of the Quesnel 2020 project, and global demographic changes help drive it.

About 40% of the regional workforce of 12,000 will be of retirement age by 2015: about 5,000 people.⁶ That coincides with expected job reductions due to the pine beetle. In parallel, technological and social factors increasingly allow businesses or professions independent of local resources to successfully operate in rural areas. The market is global. In-migration by people who work remotely (e.g., in mining camps) is already contributing to Quesnel.

Retention and attraction of people is based mainly on quality of life (including educational facilities and housing costs). There are many examples of how communities have

6. Extrapolated from BC Stats provincial demographic data.

fostered in-migration and retiree retention, and Quesnel is already doing it.

There are constraints to development of those markets, including health care services, housing supplies and capital for infrastructure improvements. However, overcoming those limitations will also create jobs and businesses

TOURISM & HOSPITALITY

The North Cariboo has some of the strongest tourism assets in rural western Canada, and the community can strongly influence tourism growth. Assets include Barkerville, the largest historic site in western North America; internationally renowned fishing; and Bowron Lakes Park, one of the top ten canoeing destinations in the world.

Tourism captures out-of-region dollars and has grown strongly in Quesnel. We have a new opportunity in the form of Rocky Mountaineer Vacations' (RMVs') recent decision to overnight a passenger train in Quesnel.

If RMV is successful, new hotel capacity will need to be built in Quesnel soon. RMV also presents an opportunity for local adventure,

eco-tourism, and cultural tourism firms to “ramp up” and obtain guests from RMV and other tour trade firms. Local retail, restaurant and artisan businesses will benefit; there are also good opportunities for train servicing contracts (e.g., cleaning and food services).

TRANSPORTATION “WILD CARDS”

Major changes to transportation infrastructure (underway and planned) could influence Quesnel dramatically. These include the Prince Rupert Port container facility, expansion of the Prince George Airport, and the four-laning of Hwy 97 from Prince George to Cache Creek (and especially to Quesnel). Enormous economic opportunities are projected from those projects if they proceed as planned.

CONCLUSION

Quesnel has many realistic opportunities to improve its economy and community. Some of those are noted above. Other communities have faced serious economic challenges and emerged stronger than ever using approaches like those described here. However, unprecedented planning, investment and teamwork are required.



1 Get organized: create strong partnerships among businesses, governments and non-profits, develop plans and proposals, and obtain financing for action.

- a. Communicate with decision makers to build motivation for strong and coordinated action, and aggressively lobby for resources.
- b. Continue to strengthen regional cooperation through the Cariboo-Chilcotin Beetle Action Coalition, and with Hwy 16 communities and Prince George.
- c. Building on the Quesnel 2020 project (Q2020) and other work, create a plan for retiree, skilled worker and independent (footloose) business retention and attraction.
- d. Obtain active support and joint ownership of this or an amended plan by the City of Quesnel, the Cariboo Regional District, Community Futures Development Corporation of the North Cariboo, the Quesnel and District Chamber of Commerce and other business groups, the Child Youth and Family Network, the Quesnel and District Labour Council, and others.

2. Invest and reinvest in infrastructure making Quesnel more attractive for businesses and residents, creating a national model for livability and economic and environmental sustainability. Examples:

- a. Aggressively pursue full and timely implementation of the Quesnel Airshed Management Plan and other air quality measures, including

implementation of a Hwy 97 bypass of downtown Quesnel

- b. Continue the Q2020 Project: refine plans and obtain project financing for key projects identified in 2004 and 2005 (Q2020, through community input, established a 15 year vision regarding quality of life improvements and identified activities that can help realize the vision. The next phase of work will examine the feasibility of proposed projects and seek City and CRD support, as required, for project implementation).
 - c. Work with the Wood Enterprise Centre to find ways to offer advanced technical extension services for existing and new wood product firms and develop other programs to support growth of the secondary wood products sector.
 - d. Integrate City, Cariboo Regional District (CRD), Business Improvement Area (BIA), Q2020 and other plans into a comprehensive and achievable ten year plan, and implement it.
3. Assist entrepreneurs (e.g., technical aid for specific sectors, education and training programs, local government tools). Examples:
- a. Support Community Futures, and others as appropriate, to identify and develop technical and training programs and services for business (for example, peer mentoring, one on one counseling, succession planning, and specialized services for key sectors like agriculture).
 - b. Support the expanded Wood Enterprise Centre, as noted above.

ACTION STRATEGY OUTLINE

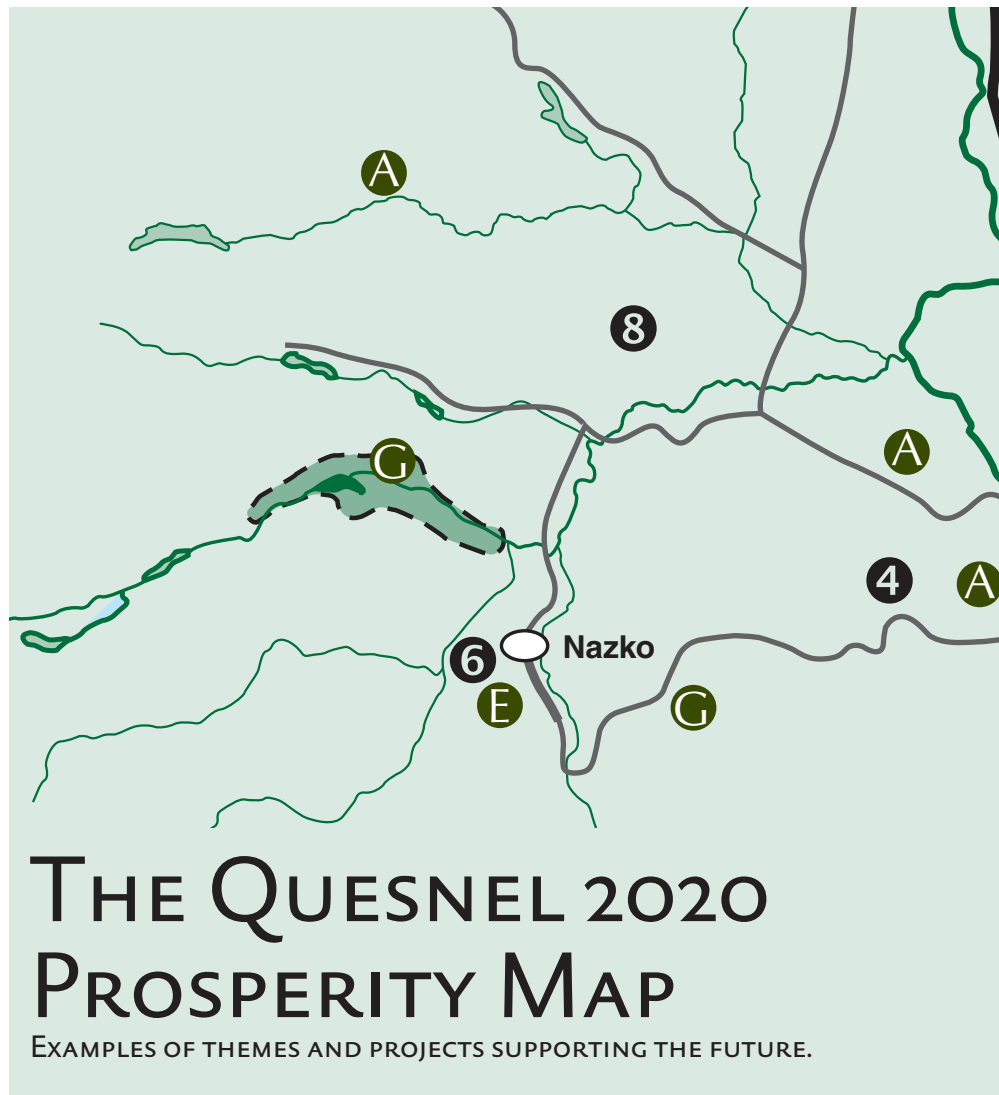
This section lists actions already underway or that are proposed. Some projects already have detailed plans and budgets; others are just ideas. This strategy needs to be refined through discussions with the public and local elected officials.

continued page 14

A *Regional agriculture* grows via products for niche markets, organic agriculture, the farmers' market and other direct sale methods, greenhouses heated by industrial waste, "agro-forestry" (e.g., birch syrup), and value-added processing. Harvesting of "non-timber" forest products, like florals, is related. Increasing energy prices make the local industry increasingly competitive against expensive imports, increasing access to the \$250 million regional market.

B *Green City/Beautiful City:* Quesnel becomes one of the most desirable places in BC to live, helping maintain the real estate market and the civic property tax base. Business districts working together are a major driver. Target markets include hundreds of thousands of people due to retire by 2020 in BC alone, and people from around the world who can choose to operate their business anywhere, and desire a rural Canadian location that prizes social, economic and environmental sustainability.

C *Canada's woodsmart city:* Secondary wood product firms (from artisans to factories) make niche products from wood. A wood products applied research and technical extension initiative is created, building on the Wood



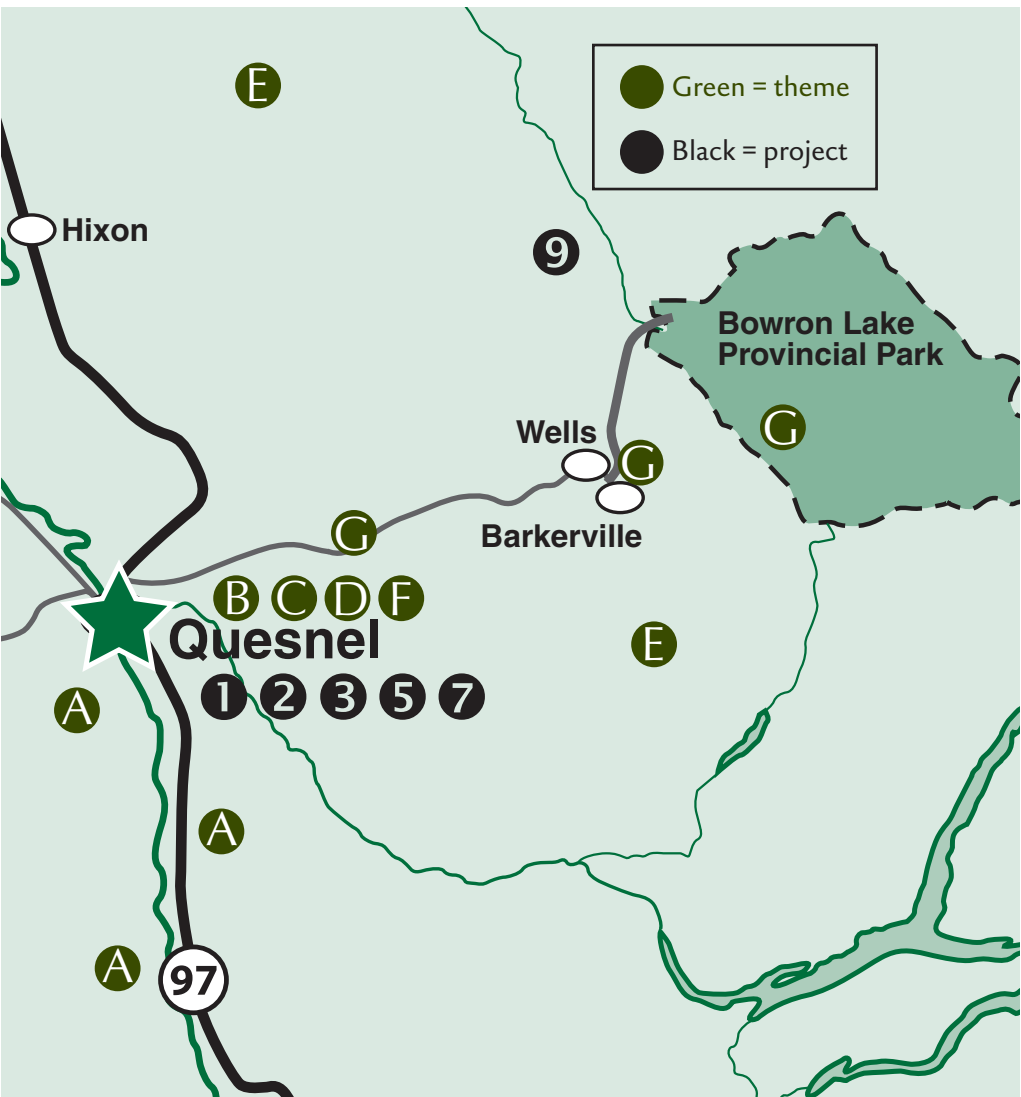
Enterprise Centre, to support value-added entrepreneurial development.

D *"Biomass" (plant-based) energy* is generated from forestry and agricultural wastes, such as pellet mills, ethanol production and electricity generation, making Quesnel a national leader in those technologies.

E *Metals and industrial minerals* (e.g. lava rock and diatomaceous earth) reserves continue to be discovered and mined; value-added uses are actively developed (such as lightweight building materials from diatomaceous earth).

F *"Green businesses"* such as commercial composting, energy efficiency, and renewable energy create new jobs and contribute to Quesnel's livability and reputation.

G *Tourism:* the North Cariboo has one of the densest concentrations of rural tourism assets in western Canada (e.g. Grease Trail, Barkerville, Bowron Lakes Park, extensive trails). Those assets, combined with transportation improvements and the 2010 Olympics lead to new investments.



1 *New civic facilities* (e.g. ice arena, theatre/cultural centre, library, agricultural arena, museum), drive downtown redevelopment including new hotel rooms, a spectacular lighting display on the Old Fraser Bridge (longest wooden truss walking bridge in the world), green space for the farmers' market and other events, seniors' housing, commuter trails, and other efforts relating to the Quesnel 2020 Project.

2 *Goldpan City:* The Rocky Mountaineer train generates thousands of visits per year from May

to October, stimulating the hospitality industry.

3 *Comprehensive worker adjustment programs* (e.g., retraining and pension bridging) are created, easing the transition for people affected by the pine beetle.

4 *A community forest* is created in partnership with First Nations and others, providing opportunities for recreation, research, secondary wood products, and education.

5 *Post-secondary education* continues to expand in secondary wood products, sustainable agriculture, and tourism, supporting growing local economic sectors.

6 *A water bottling plant* employing over 100 people is developed in Nazko, creating a new industry.

7 *Large new wood products operations*, such as OSB, employ hundreds of people, pending environmental reviews. BC's (Canada's?) first system of special economic development zones accelerates this, as well as smaller scale developments.

8 *Large fossil fuel reserves* (petroleum, coal) are developed as energy prices escalate, subject to First Nations settlements and environmental reviews.

9 *The Bowron River Road* linking Hwy 16 and Hwy 26 is upgraded, creating a road link to Wells-Barkerville and Quesnel from Alberta, greatly benefiting Tourism.

What ideas are missing?

ACTION STRATEGY

(continued from page 11)

- c. Continue to support BIAs, the North Cariboo Marketing Team and other mechanisms for business cooperation; draw businesses more fully into development planning.
 - d. Assist the business community to fully engage with 2010 Olympics “regional” strategies by alerting local firms to procurement opportunities.
 - e. Expand QCEDC’s partnership with Export North and the Innovation Resource Centre (both based in Prince George), as well as other business service organizations, and prepare plans for export development services and science and technology infrastructure improvements.
 - f. Continue to work with the City on changes to tax policy that will support investment.
4. Research and promote opportunities, market Quesnel, and facilitate investment. Examples:
- a. Recruit investment in wood products manufacturing
 - *Continue and expand communication with CEOs of existing firms regarding investment plans*
 - *Foster small scale wood products firms, especially by supporting the Wood Enterprise Centre and expanded services there.*
 - *Complete second phase of industrial land inventory project*
 - *Market City industrial park and private lands*
 - *Continue woodsmart recruiting campaign*
 - b. Recruit investment in large and small scale renewable energy projects, such as “biomass” (e.g., woodwaste), to create new businesses and jobs.
 - c. Update and expand tourism development plans in partnership with partners, and work to obtain funding for key development projects through new federal and BC funding. (QCEDC has completed a detailed tourism development plan under separate cover. It has many facets, including the Rocky Mountaineer opportunity, and proposes, among many other things, that Quesnel establish a dedicated tourism development and marketing office.)
 - d. Create a community forest proposal, for City and stakeholder review, to create new jobs, strengthen First Nations relations and build value for shareholders.
 - e. Promote investment in value-added use of industrial minerals (e.g. diatomaceous earth and lava rock).
 - f. Support agricultural development: Build on the success of the Quesnel Farmers’ Market by investing in site enhancements; support efforts by CNC to develop local agriculture programs; lobby for the return of farm technical extension programs; conduct research on emerging “niche market” opportunities, such as herbs, birch syrup and organic meats.
 - g. Support the development of
 - *Work with investment prospects such as the Ainsworth OSB plant*

artists and artisans, tying into the tourism strategy (e.g., products for purchase by RMV guests).

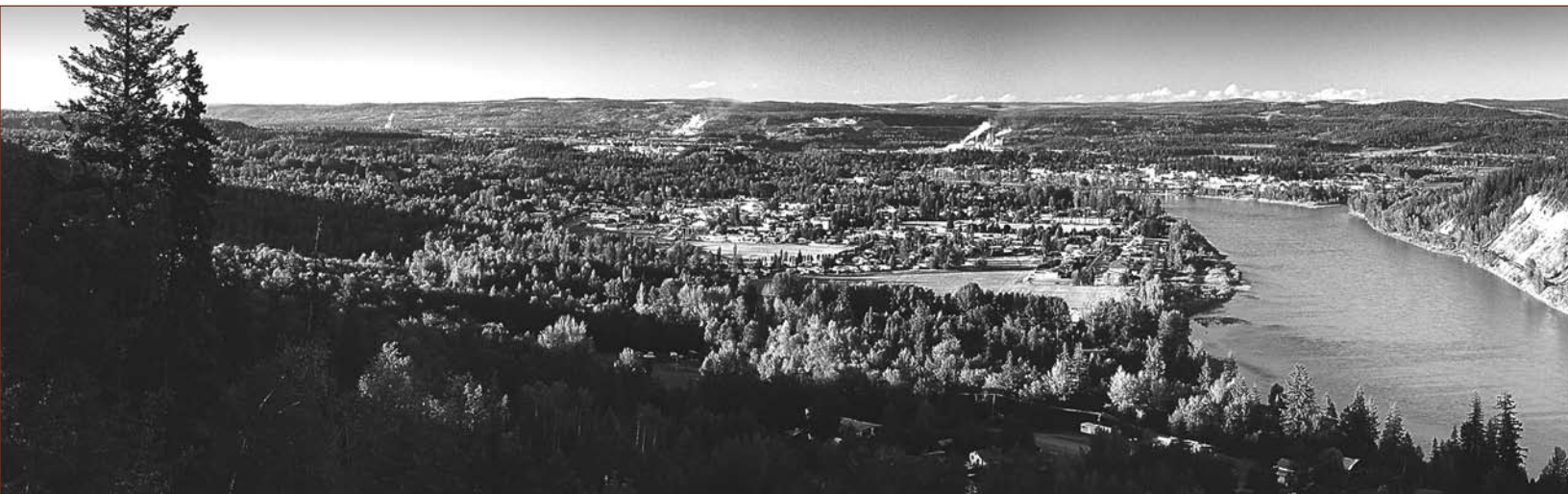
- h. Obtain major new resources for general community marketing, and for marketing of specific opportunities (synergy with community tourism marketing).
- i. Continue developing and promoting “Canada’s woodsmart city” brand
- j. Respond to investment and relocation inquiries as required.
- k. Maintain and update community economic information (e.g., Quesnel’s extensive community economic profile, investment brochures, websites (www.quesnelinfo.com; www.northcariboo.com)).

5. Support workers in transition and foster positive social development, reinforcing livability. (A wave of impending retirements may occur at about the same time as job losses due to the pine beetle. This presents opportunities to soften pine beetle impacts.) Examples:

- a. Establish and maintain the full range of labour force adjustment

services and programs.

- b. Clearly define the existing workforce, economy and social resources (the “baseline”) and establish strategic goals regarding the desired future of our community, integrated with economic development and environmental planning. This process should provide opportunities for significant community involvement and develop a strong network of local stakeholders and service providers to ensure a cohesive and coordinated approach. An action-oriented plan will lead to secure funding, infrastructure development and programs to achieve the vision.
- c. Examples of high priority projects: Development of new phases of the North Cariboo Community Campus, such as trades and agriculture, to provide technical training for existing and new industries; enhanced literacy training; aboriginal youth employment; seniors’ services and housing (especially high density housing in downtown Quesnel).



6. Undertake actions to improve the ecological sustainability of community activity, and in the process, make Quesnel a national model and reinforce community marketing. (The following are a few examples of practical projects.)

MEASUREMENT OF SUCCESS

Community economic development work in rural areas like Quesnel is usually slow and difficult to measure, except against objectives defined in advance. Therefore, this work will be evaluated by its success in meeting specific measurables such as job creation, business formation, wage levels, and so on.

- a. See #2a, above, regarding the Quesnel Airshed Management Plan.
- b. Continue and expand efforts by the City's energy management office to cut residential, commercial and industrial energy costs, to free up more cash to circulate in the local economy, and contribute to greenhouse gas reduction. Expand the program to include the Cariboo Regional District.
- c. Create a municipal energy corporation that will assertively pursue green energy opportunities in partnership with the private

sector and the federal Green Municipal Investment Fund, in order to create a new community cash flow, create jobs and reduce leakage of cash via energy payments.

- d. Design and implement a comprehensive "greening" plan, building on Quesnel's strengths in this area (e.g. Communities in Bloom), creating non-motorized commuter corridors, visual improvements in key transport corridors, coordinated with commercial area revitalization efforts.
- e. Build on Quesnel's successes with recycling by expanding into composting programs and exploring ways to create small businesses from waste (e.g., glass products from recycled glass).

This strategy is summarized in a "Framework for action" on page 20.



DEVELOPING OUR COMMUNITY'S HUMAN RESOURCES⁷

The dilemma Quesnel faces is not unique. Numerous other communities and regions in both Canada and the United States have faced challenges like mine closures, plant shutdowns, and natural resource changes (e.g. fish stock depletion). QCEDC has researched approximately 20 such communities.

One of the most dramatic examples of forestry community change is from Northwestern USA, where major economic changes occurred in the 1980s because of new environmental regulations and other factors. Ten years later, “despite a loss of 14,500 jobs in the timber industry and the dire times for some rural mill towns, the economy more than made up for that sector’s job losses with new jobs elsewhere. In recent years, the high tech industry has blossomed, and the woods-products industry has developed more efficient manufacturing techniques and product lines.”⁸

Experiences elsewhere teach us that Quesnel must provide the traditional range of adjustment tools, obtain significant community involvement in defining and implementing solutions to its challenges, and develop strong linkages between workforce and economic development initiatives.

PROVIDING WORKER ADJUSTMENT TOOLS

There are many “adjustment” tools to assist workers and numerous communities have effectively applied these tools. A good example can be found in the following adaptation

of an account of the experiences of Lewistown, Idaho.

In 1990 the Potlatch Corporation began a series of layoffs with the intention of permanently eliminating the third shift at their sawmill, and with it approximately 143 full-time positions. As Lewistown is a relatively small city, and since the Potlatch sawmill is the single largest employer in the area, the layoff was expected to have serious local effects. As well, Lewistown had experienced a 40 per cent decline since 1981 in the total number of workers employed in the forestry sector.

In response, the Idaho Department of Employment, the International Woodworkers’ of America, and the Potlatch Corporation formed an adjustment committee. Other local agencies and service groups were brought into the process and, on the basis of an initial needs survey, the following actions were undertaken:

- a training centre was organized and an education subcommittee was put in place to promote and provide retraining services,
- within the training centre classes were offered in areas in local demand compatible with the interests and skills of the employees; workers close to retirement age were provided with early retirement incentives; those remaining were enrolled in retraining programs; and
- many other services were provided, such as consumer credit counseling, information on retraining opportunities, and a computer-assisted career-information system.

WORKFORCE ACTION: INDIVIDUALS AND THE WHOLE COMMUNITY

Examples of traditional “worker adjustment” tools

- *literacy programs*
- *grade 12 and GED upgrading*
- *employment counseling*
- *aptitude testing*
- *resume writing services*
- *job training and retraining services*
- *wage subsidies and education allowances*
- *relocation assistance*
- *family and daycare support*
- *pension bridging*
- *entrepreneurial development*

7. This section is a greatly condensed version of a report by Breakthrough Strategies Inc. for QCEDC funded by Service Canada. It, and a related report by Meta Consulting Inc., may be obtained at www.quesnelcorp.com or by contacting QCEDC.

8. Daniel Glick. 1995. “Having Owls and Jobs Too”. National Wildlife, August-Sept, 1995.

The effort was judged to be highly successful in that

- the action-oriented strategy prevented the sense of despair that often arises in the context of a mass layoff,
- many of the laid-off workers found alternate local employment or other means to enable them to remain within the community (e.g., early retirement),
- those who undertook retraining were directed to skills for which there was a perceived demand and that were compatible with their own interests, and
- the process was designed to upgrade the level of technology, education, and diversification of the labor skills within the community.

An integrated response embracing a wide range of community, corporate, and trade union elements tends to be the most successful. ^{adapted from 9}

A COMPREHENSIVE APPROACH TO COMMUNITY HUMAN RESOURCE PLANNING

The changes that Quesnel's forest sector is facing will affect the whole community. We've learned from the successes of other communities that a comprehensive approach to "human resources planning," in addition to worker adjustment programs, is very important to ensuring the health of the community as a whole. Several British Columbia communities provide more examples relevant to

Quesnel's situation.

People interviewed from Prince Rupert (Skeena Cellulose closure) believed that significant amounts of traditional training and upgrading were conducted with little or no lasting legacies.¹⁰ Many of those trained or upgraded were either unable to utilize their new skills due to lack of opportunity or moved away from the community to seek and secure employment elsewhere due to lack of local opportunities.

These problems are largely attributed to the fact that the community tried to operate on the "old business plan" model rather than attempting to renew the economy through new business models consistent with market needs and global trends.

Bringing the community together, building capacity through economic diversity and ensuring that adequate social infrastructure was in place were presented as key elements of working towards a successful rebirth of the community. Prince Rupert now appears to be turning around through modernized business cases (e.g, the port development).

Chemainus (forest sector closures) provides another example where great value was placed on public meetings and surveys and the formulation of plans, programs and services based on the needs and preferences of an informed community. This is credited with turning the community around.

9. BC government publication. Undated. "A Place To Start – Surviving a Changing Business Climate"

10. Personal communication by Breakthrough Strategies Inc. with community officials.

CONCLUSION

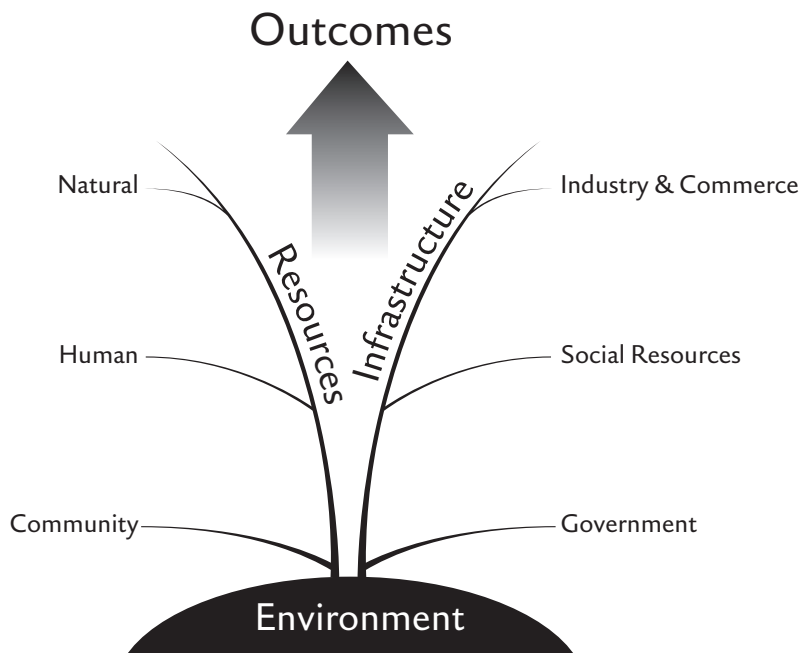
Ensuring provision of community and social services to support defined and anticipated needs is critically important to all communities faced with major labour market changes. These services extend far beyond the traditional labour market adjustment services noted above and include family counseling, mental health assistance, enhanced drug and alcohol abuse services, financial planning, and small business development initiatives for potential entrepreneurs. The key concept: considering total community needs, including retention and attraction of young families and youth.

A comprehensive approach specifically considers

- worker adjustment tools and programs,
- opportunities for employment and economic development in many sectors
- issues relating to the incoming or developing workforce, and
- planning and putting in place the necessary community and social resources infrastructure.

In other words, the entire network of community resources must be harnessed and strengthened. The illustration below shows some of these relationships. ☺

COMMUNITY-FOCUSED HUMAN RESOURCES MODEL



*This model presents the idea that the total pool of **resources** (Natural, Human and Community) must be considered along with **infrastructure** and other supporting mechanisms and social networks provided by industry, commerce, social resource providers and governments to deliver the desired **outcomes**.*

*All of these factors must also be considered in light of the current local and global **environment** in which they exist and operate. Failure to consider any one or more of these elements, while attempting to develop a strategy for another, will likely result in flawed analysis and unintended outcomes. These factors are highly interdependent.*

FRAMEWORK FOR ACTION ON QUESNEL'S PROSPERITY AND SUSTAINABILITY

Goal: A prosperous, livable and sustainable community—economically, socially and ecologically—with at least the same number of residents and community income level in 2020 as in 2005. To achieve that goal, three levels of action are proposed below. Many organizations must be involved, each taking the lead where needed.

All of the following is already underway.

*Collaboration, planning
and financing*



1. Get organized: create strong partnerships among businesses, governments and non-profits, develop excellent plans and proposals, and obtain financing for action.

Key large supporting actions



2. Invest in infrastructure making Quesnel more attractive for businesses and residents and creating a national model for livability and sustainability.

*Many actions across
the community*



3. Assist entrepreneurs (e.g., technical aid for specific sectors, education and training programs, local government tools).

All action must be undertaken in the context of improving the ecological sustainability of community activity (reducing our “ecological footprint”). The goal is achievable with local, regional, provincial and federal collaboration.



4. Research and promote opportunities, market Quesnel, and facilitate investment (development services).



5. Support workers in transition and foster positive social development (reinforcing livability).

The following are some of the organizations that are helping Quesnel move ahead, along with more than 1,000 individual businesses and scores of non-profit community and recreational organizations that are not listed here.

CARIBOO-CHILCOTIN BEETLE ACTION COALITION (CCBAC)

CCBAC is bringing together natural resource managers and economic development expertise to minimize the economic impacts of the beetle epidemic and maximize the ensuing opportunities. CCBAC's aim is the establishment of a Pine Beetle Trust (PBT) Fund.

CCBAC was formed by drawing on proven community cooperation and spirit to work with government in addressing the significant threat posed by the pine beetle. CCBAC is focused on understanding how communities are challenged by the MPB epidemic and ensuring that these communities not only survive but also prosper during and after the epidemic.

CCBAC is working on regional "sector strategies" (e.g., agriculture) with which this Quesnel strategy will strongly coordinate.

See www.c-cbac.com/index.php for more information, or call (250) 392-7177.

COMMUNITY FUTURES DEVELOPMENT CORPORATION OF THE NORTH CARIBOO (CFDC)

Community Futures is a non-profit organization committed to the development of a sustainable and diversified economy in the North Cariboo region through business development services and economic development projects. All of its

services are directed at strengthening the local business community via Business Counseling, Entrepreneurial Development, Business Loans, a Resource & Information Library, and Workshops and Seminars.

The counseling service provides one-on-one assistance to entrepreneurs on a wide range of topics including business planning, market research techniques, cash-flow forecasting, arranging financing, and/or business location and expansion. Community Futures' business loans program provides financing with reasonable payment schedules and interest rates to help with your cash-flow. Our workshops and seminars are opportunities for interested entrepreneurs to meet and gain valuable knowledge on business related topics and issues. For more information call (250) 747-1212 or visit www.cfquesnel.com.

NEW FOCUS SOCIETY (NFS)

NFS, a non-profit society incorporated in 1987, is an umbrella organization providing pre-employment services to any unemployed person in Quesnel, and sponsors a childcare resource and referral program. When provincial funding was withdrawn for training of unemployed people, NFS embarked on community research projects through Labour Market Partnership funding from the federal government. The two most recent studies by NFS, "Profile of the Unemployed in Quesnel" and "Profile of the homeless or at-risk of being homeless in the Cariboo-Chilcotin," were completed in 2005.

POST SECONDARY EDUCATION COUNCIL (PSEC)

PSEC is a partnership of local post-

COMMUNITY DEVELOPMENT PARTNERS

secondary and continuing education service providers, elected and appointed officials and representatives from industry, commerce, labour and economic development. PSEC's mandate is to coordinate the provision of programs for the community in a manner that is responsive to local needs and most effective in the utilization of available resources.

QUESNEL AND DISTRICT CHAMBER OF COMMERCE

The Quesnel and District Chamber of Commerce has been the voice of the local business community since 1910. It is a non-profit organization that markets our community and business - unceasingly promoting Quesnel products and services. At the same time it is a watchdog protecting our interests, particularly in the political arena. The united voice of the Chamber proves effective to businesses and residents where a single voice can go unheard.

The Chamber manages the Quesnel Visitor Info Centre on behalf of the City of Quesnel, is coordinating the Leadership BC Quesnel program, and delivers many services and benefits to members. The benefit of belonging to the Chamber is full time representation and year-round results. Join your voice with the Chamber's strong voice in business. Being a member of the Quesnel & District Chamber of Commerce can be good for you, your business and your community. See www.quesnelchamber.com, or call 747-0125.

QUESNEL CHILD, YOUTH AND FAMILY NETWORK (THE NETWORK)

The Network is a community organization of stakeholders

established in 1992; it became a non-profit society in 2004. Its membership is open to any individual or community service with an interest in the Network's mandate. The Network's mission is "to support and encourage the well-being of children, youth and families." Network social and community development activities are guided by the organizations two goals: 1) work collaboratively to develop and implement effective services to meet the needs of children, youth and families, and 2) support and initiate planning services and activities that fulfill the Network's mission.

QUESNEL EMPLOYMENT ACTION COMMITTEE (QEAC)

QEAC is an informal network of organizations and individuals concerned with reducing unemployment, improving services to unemployed people, stimulating economic development, and improving access to social resources. The New Focus Society (see above) initiated QEAC and provides coordination services.

QUESNEL DOWNTOWN ASSOCIATION (QDA)

The QDA is a strong organization whose members are from within the downtown business district. Downtown merchants and business owners support service clubs, schools, sport groups and the arts and culture. They provide free convenient parking and kiosks for posting community events. The QDA co-ordinates several events and promotions including the Gold Dust Mall during Billy Barker Days, Moonlight Madness and the annual Santa Parade.

The QDA has also been involved in a number of community revitalization

projects including the development of new gateway and parking signage for the downtown core and a walking tour guide of the “Little People” fire hydrants. The fire hydrants received provincial recognition in 2005: Best in the West for Public Space. The QDA and City of Quesnel are currently working on the redevelopment of the downtown core; phase one of the project will be launched in the spring of 2006. See www.downtownquesnel.com or call 991-0527.

SOUTH QUESNEL BUSINESS ASSOCIATION (SQBA)

SQBA believes that, with the commitment and efforts of businesses and property owners, the association can increase sales and profits for participating businesses, improve property values, provide a safe and pleasant environment for customers, businesses, residents and visitors, and help merchants to be more competitive with both in and out of town competitors.

WEST QUESNEL BUSINESS ASSOCIATION (WQBA)

WQBA works to enhance, beautify and improve West Quesnel, thereby encouraging the establishment and growth of business and increasing the quality of life for residents. Some of WQBA's projects include lighting (Bright Up West Quesnel), banner programs, Baker Creek park enhancements, North Fraser Drive redevelopment and revitalization in partnership with the Friendship Centre and the growth of new business. See www.wqba.ca or call 991-2152.

WOOD ENTERPRISE CENTRE

The Wood Enterprise Centre (WEC) is owned by Community Futures. It stimulates value-added wood products manufacturing in Quesnel. The centre adds production and technical capacity to wood product manufacturers, and has hardwood and softwood manufacturing services ranging from kiln drying raw lumber to product finishing.

WEC capabilities include the following:

- Kiln-drying to furniture grade (recognized as a key requirement to value-added development in the North).
- Secondary break-down (re-saw, ripping, chopping, planing and moulding).
- Tertiary value-added (CNC routing, drilling, gluing, assembly and finishing).
- Technical support and market access - research, knowledge and networks shared with clients through consultations, value-added library and the WEC web-site.

The WEC has relocated to a new industrial site with over double the manufacturing room, increasing secondary manufacturing opportunities in Quesnel. The new facility also has expanded moulding capacity, the ability to increased operating hours, and additional floor space to accommodate increased production capacity. To find out more visit www.woodent.com. ☛

APPENDIX I: DEVELOPMENT ASSUMPTIONS GUIDING THIS STRATEGY

This outlines the approach that QCEDC and others are taking to economic development so that readers are better positioned to offer feedback.

1. *Quesnel must work to diversify the economy so that the community is more resilient.* We cannot “muddle through.” We must take extraordinary, “out of the box” measures, and act with exceptional coordination and cooperation.
2. *Many trends are shaping our future economy, positively and negatively, aside from the pine beetle.* Global factors include higher energy prices, climate change and Asian economic growth. Factors closer to home include labour and skills shortages and major transportation improvements (e.g., Prince Rupert port and the Prince George airport expansion). All of these will have significant effects on Quesnel.
3. *Our fundamental resources are land (what’s in it and on it) and people.* Competitive advantages include a) existing forest, mineral or petroleum resources, b) adding value to the outputs of the on-going wood industry, c) other natural assets, like certain agricultural lands, d) existing tourism assets like Hwy 97 thru-traffic and Barkerville, e) the existing population base for various products and services, and especially, substituting locally produced goods and services for imports (“plugging the leaks”), and f) a rural quality of life attractive to some independent investors (“I could do my business anywhere, but I’ll do it in Quesnel because I like it here and/or have family ties here”). Notice that most or all of the advantages noted above are

native to our area.

4. *Diversification is critically reliant on attracting private and public investment, and on supporting businesses to thrive.* “Businesses” include non-profits as well (e.g., Quesnel Youth Soccer, the Cariboo Ski Touring Club).
5. *Quesnel must focus most development work on things that the community can directly influence, such as the attitudes of local investors, in order to foster investment “from within.”*

Facilitating large scale private investment is very important, but is much more influenced by global markets than by a community. Virtually all of the innovative major new business investment in Quesnel occurring outside of primary forestry since 1990 came from people who already lived in Quesnel, such as Cerasa (C&C Wood Products), Sangha (Best Western Tower Inn) and the Swaans (Pinnacle Pellet).

Furthermore, in the large scale primary forestry sector, about 50 percent of the current investment (about \$550 million of about \$1.2 billion) and 65 percent of all of Quesnel’s primary forestry jobs originated in local family investments like those of Ketcham (West Fraser Timber Co.), Ernst (now Tolko’s Quesnel operations), Wieiers (now Canfor’s Quesnel operations), Novak (Dunkley Lumber), and the many families involved in harvesting and hauling, like Gamache, Mack and Inwood.

Therefore, a large majority of the jobs in Quesnel were sparked by local families (including public sector and service/commercial sector jobs, which

are dependent on primary jobs).

The past does not necessarily predict the future, but evidence to date strongly suggests that attracting investment from people who already live here, or could be attracted to live here, must be a fundamental development objective. That objective also applies to external firms who already have significant investments in Quesnel, and who can be convinced to expand or diversify.

6. *Quesnel can influence “independent investors” from outside the community to invest here by investing in “quality of life.”* Independent investors come from anywhere in the world, and therefore Quesnel needs to think of itself as operating in a global context, not just a BC context. This includes business people, but also travelers and retirees. Also, due to increasing shortages of skilled labour, major corporate investors will choose to locate in places that are attractive to employees, all things being equal.

Quesnel has already massively influenced its own quality of life, as

virtually everything that is appealing about this area, aside from the wonderful wilderness at our doorstep, has been created by citizens working together as groups of community or business volunteers, or local government.

This is also powerful evidence that aiding volunteer groups to be successful with their development projects should be a fundamental objective for Quesnel.

7. *Many forest workers will be affected by a decline in harvesting and hauling, regardless of how effective diversification programs are.* Strong social resources are necessary to support “workers in transition.” Coordinated planning among civic, development and social resource agencies is required.

8. *Quesnel, along with other pine beetle-affected communities, will have access to millions of dollars for development projects because of the pine beetle problem.* The challenge is putting together a sensible plan, and good proposals. ☺



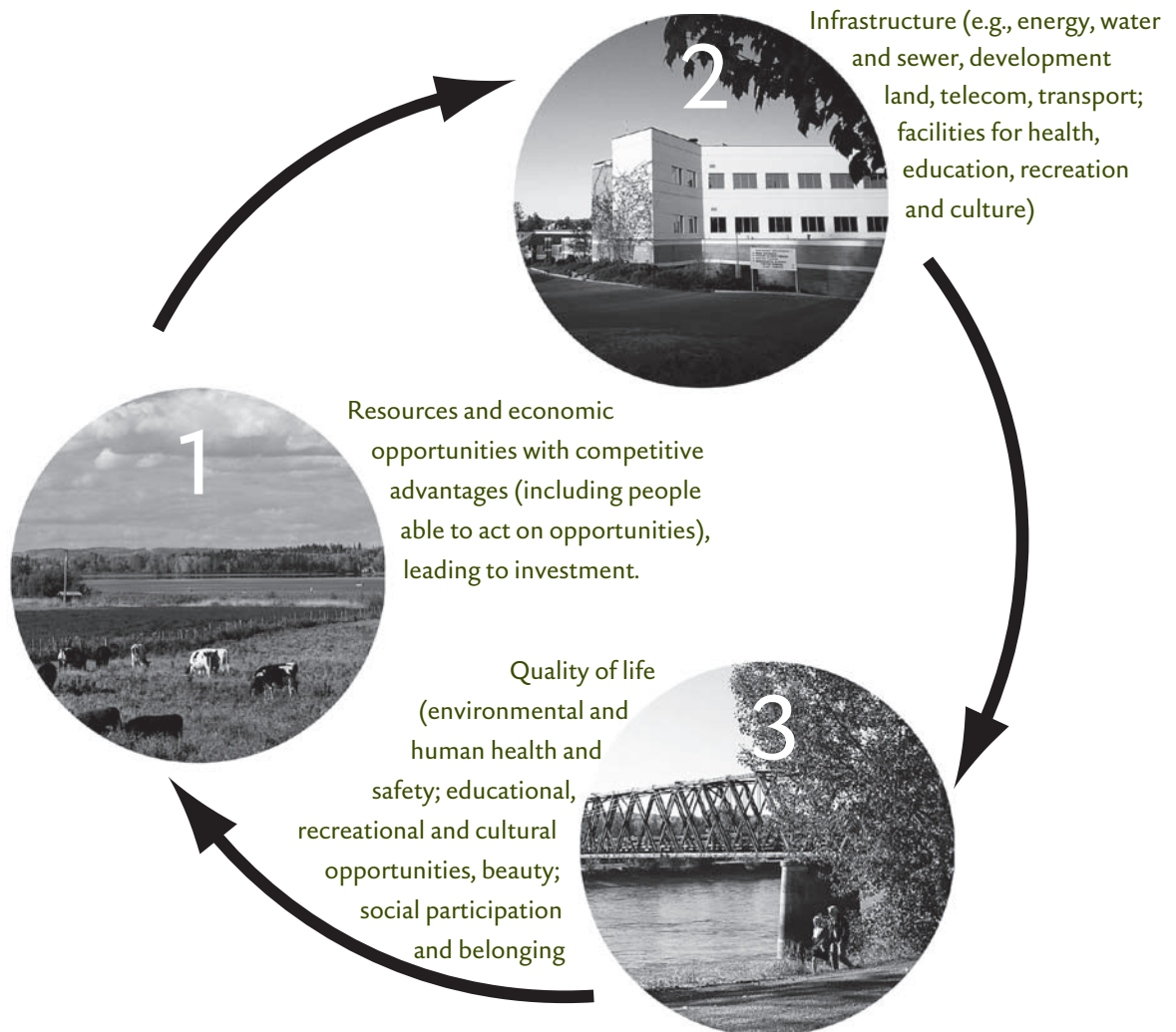
DEVELOPMENT “MODEL”

The following further refines assumptions behind the action plan in this document. To have a sustainable and well-diversified local economy, Quesnel must have the following three strongly developed and overlapping “chunks” of activity:

The “Resources and opportunities” element (#1) is primary, and stimulates development in the other spheres. As the other elements (#2 and #3) develop, #1 is strengthened and new opportunities are realized through

attraction of people and investment, and on it goes.¹¹

The weaker that any of the above pieces is, the more difficult real diversification is. The stronger that all chunks are, the better the chances of diversification. This model is meant to illustrate that economic development is not just about looking for “industry.” Action in all three spheres is appropriate and necessary for diversification.¹²



11. It is acknowledged that, without ecosystem health, there is no economic health. The pine beetle issue is an illustration of the economic problems that can occur with ecosystem changes.

12. Note that “infrastructure” is defined broadly and goes well beyond roads and sewers. That is because so-called “soft” infrastructure (e.g. recreational and cultural facilities) is increasingly important for attracting people and investment.

The Quesnel Community and Economic Development Corporation (QCEDC), a subsidiary of the City of Quesnel, works aggressively towards economic stability and diversification. The following identifies highlights of QCEDC's work to Dec. 2005.

1. Established an economic development office, comprehensive community economic profile, marketing websites and other marketing tools, and development strategies where none existed before.
2. Investment recruitment currently underway for more than \$1.1 billion in industrial projects: oriented strandboard (\$200 million), energy from woodwaste (\$70 million), coal gas to liquid fuel facility (\$800 million), and secondary wood products manufacturing (\$40 million).
 - a. Instrumental in recruiting a \$105 million investment from West Fraser Timber Co. in a new sawmill—instead of a \$60 million renovated mill—by analyzing and promoting use of a property tax incentive (the first use of that tool in BC for an industrial application, establishing a leadership position for Quesnel in BC).
 - b. Influenced Ainsworth to consider Quesnel as the leading candidate for location of its first new OSB mill in BC, by leading Ainsworth to a high quality site, conducting infrastructure research, and persistent lobbying.
 - c. Caused a major off-shore investor to investigate BC, and Quesnel specifically, as the location of a \$250 million high density fibreboard mill and a \$20 million resin facility. QCEDC drew the BC government's investment recruitment agency into the project, but ultimately, insufficient raw materials were available.
 - d. Responsible for the interest of several large investors in energy from woodwaste projects due to QCEDC research on various woodwaste sources (ethanol and co-generation projects worth over \$70 million).
 - e. Currently conducting research and liaison in relation to Westhawk Development's interest in a coal gas to liquid fuel facility (\$800 million investment).
3. Directly raised or levered over \$4 million in economic development funding and financing: \$450,000 over five years for business associations; \$1,000,000 over five years in provincial and government funding for economic development projects; \$2.6 million for the Regional Development Consortium; and with other groups, \$2.5 million for CCBAC.
4. Researched and identified competitive economic opportunities for Quesnel (e.g., energy from woodwaste, secondary wood products, lava rock and ceramics, tourism products); established investment recruitment programs and projects (e.g., woodsmart city branding, lava rock and diatomaceous earth secondary manufacturing, and wood products technology services).
5. Established a leadership role locally and regionally in economic analysis and planning in regard to the impacts of the mountain pine beetle. QCEDC is a key team member in current

APPENDIX 2: HIGHLIGHTS OF QCEDC'S WORK (2000 THROUGH 2005)

drive for regional mountain pine beetle funding through the Cariboo-Chilcotin Beetle Action Coalition).

6. Directly facilitated the creation of two self-funding business improvement areas (West Quesnel Business Association and South Quesnel Business Association) and provided extensive support to the Quesnel Downtown Association. Due to QCEDC's work with local firms, Quesnel's BIA coverage is among the highest in Canada.

7. Conducted innovative research on industrial and commercial land availability (considered a model for interagency co-operation by the BC government's crown land agency), researched local business factor costs and other key information for investors, and established, in co-operation with the City, a 20 acre industrial park.

8. In 2000, after being given management of the Quesnel Visitor Info Centre (VIC) by the City, QCEDC doubled the VIC to its current size, and repositioned it as the Quesnel Visitor Information and Conference Bureau (the VIC is now managed by the Quesnel and District Chamber of Commerce).

9. In a joint project with the Quesnel Chamber, conducted a feasibility assessment of Quesnel as a location for meetings and events; demonstrated through an engineering/architectural study that the Quesnel Seniors' Centre could be cost-effectively expanded into a small full service conference centre; prepared an inventory of meeting facilities; and developed print and web marketing materials.

10. Greatly strengthened tourism

co-op marketing by transforming a small pre-existing group into the North Cariboo Marketing Team (NCMT), increasing private business membership from 0 to over 60 and increasing private sector co-op marketing investment from \$0 to \$20,000 (to date). QCEDC coordinates the NCMT marketing program (up to \$100,000 per year to date).

11. Coordinating and aiding efforts to maximize the economic impacts of Rocky Mountain Vacation's (RMV) program, including investment recruitment in new hotel capacity.

12. Following extensive research and consultation, created Quesnel's first comprehensive tourism development strategy (currently circulating in draft), which proposes millions of dollars in local investment over the next five years, and builds on the RMV project.

13. Invented a relay race from Quesnel to Barkerville to generate tourism activity in May (a tourism "shoulder" season): the Barkerville Rush Relay, now run by the Quesnel Triathlon Club. The race has the potential to grow into a significant event; 2006 will be its 3rd year.

14. Invented the "Woodfest" trade show event to generate tourism activity in the Spring and showcase secondary wood products opportunities (the event ran for two years, and is currently on hold pending creation of a local events marketing and development office).

15. Through original research, discovered that the Old Fraser River bridge is the longest wooden truss walking bridge in the world, and conceived of a project to light the

bridge for decorative purposes (the latter faced technical difficulties and needs to be re-done).

16. Through direct and indirect means, provided assistance to more than 400 businesses, helping facilitate over \$1.5 million in financing.

17. Distributed over 1,000 relocation and investment packages in 2005 alone.

18. Provided direct assistance to many non-profit organizations to advance economic development, including the Quesnel Farmers' Market (strategic planning and other support), Quesnel Youth Soccer Association (raised funding for business plan revisions), Multi-centre Society (raised funding for pre-feasibility research), and Quesnel School Board (raised funds for international student program development and marketing).

19. Initiated and implemented the Quesnel 2020 (Q2020) project: through extensive community consultation (directly and indirectly involving over 1,500 people), developed a vision for quality of life enhancement, generated ideas for over 140 enhancement projects, prioritized project ideas, and conducted detailed business feasibility work (see below). See www.quesnel2020.com.

20. As part of the Q2020 project, led or assisted research, consultation, planning, proposal development and lobbying for more than \$40 million in community economic development projects (funded or proposed), including North Cariboo Campus, Indoor Sports (Soccer) Facility, Multi-centre, Performing Arts Theatre, Agricultural Arena, and community "greening" and revitalization projects.

21. Managed a \$50,000 business plan

development project for the North Cariboo Community Campus, which formed a key part of the successful proposal to government, initiated and co-ordinated an economic impact study of the campus by KPMG Consulting, and successfully proposed to the BC government that the Campus be eligible for private investment under the provincial venture capital program: the first time that a public project was eligible for such investment in BC.

22. Conducted feasibility work on an innovative system to utilize waste heat from Cariboo Pulp to heat civic and private buildings, and obtained a commitment for several million dollars in financing from Johnson Controls (JC), a major international firm. Although the project did not proceed, JC determined that energy efficiency savings of approximately \$50,000 per year were obtainable through a major energy efficiency program for civic buildings. QCEDC then obtained approval for \$200,000 in low interest loans through the federal Green Municipal Investment Fund for civic energy efficiency improvements.

23. Conducted extensive research, consultation and lobbying on a 50,000 acre community forest opportunity for Quesnel that will create new jobs, strengthen First Nations relations and build value for shareholders. The project is on hold pending government policy change review and City review of a business plan.

24. Initiated and coordinate the Business Resource Team (BRT), which brings together local agencies and organizations to share information and conduct joint economic planning.

25.

HEADING IN THE RIGHT DIRECTION



QUESNEL'S 'AIR QUALITY ROUNDTABLE'

· Quesnel's 'Air Quality Roundtable' is a national model for community action on cleaner air. This work is crucial for Quesnel's efforts to retain and attract residents, and good progress has been made already.

· The Quesnel Farmers' Market is one of the best in rural BC. It is growing rapidly, and has great potential to contribute to the vitality of farming, artisans and the community.

· The Rocky Mountaineer Vacations (RMV) train will overnight in Quesnel starting in 2006. This is generating business opportunities and jobs to service both passengers and the train. Accommodation demand due to RMV is expected to spark construction of new hotel rooms. "Activity" firms, like wilderness fishing, plan to grow from the spin-offs.

· Nearby Nazko is home to North America's largest deposit of lava rock industrial minerals. The material has many uses, from industrial ceramics to "green roofs." A bagging plant and value-added processing for building materials are proposed.



LAVA ROCK INDUSTRIAL MINERALS



WEST FRASER'S NEW SAWMILL: OPENING SOON

· West Fraser Timber Co. Ltd. is building a state of the art, \$105 million sawmill. 'Residuals' from this mill will support the Westpine fibreboard plant and Quesnel River Pulp. West Fraser believes that the new sawmill will position it to thrive well into the future. A few blocks away, Community Futures' Wood Enterprise Centre has doubled in size in a new location to provide services for secondary manufacturing.

· Quesnel is an energy leader: the City is a leader among smaller BC municipalities in promotion and training for energy efficiency. Pinnacle Pellet is a national leader in development of technology and markets for wood pellets. Silva Gro Nursery is heated with waste energy from Quesnel River Pulp.



PINNACLE PELLET



ROCKY MOUNTAINEER VACATIONS TRAIN



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