

2022 > 2026

CITY OF DAWSON CREEK

# STRATEGIC PLAN









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## INTRODUCTION

The purpose of this strategic plan is to establish a collective vision and direction of Council for the term of office so that the efforts of staff and use of our resources are aligned with, and contribute to, our vision and goals. The goals and objectives identified in this plan are strategic and focused, and are intended to address the most important opportunities and challenges facing our community. This plan was developed with an appreciation for the day-to-day work of our team in providing core services to the community and the current capacity of our organization. Therefore, implementation and advancement of the plan's objectives will be subject to the appropriate allocation of resources.

## OUR COMMUNITY

Dawson Creek is a friendly and welcoming community that is anchored by its values and the caring, supportive nature of the people who live here. Our strong ties to agriculture contribute to a spirit of self-reliance and frontier sensibilities where we look within to solve problems and confront challenges. Dawson Creek attracts and embraces an increased diversity of cultures which creates opportunities for new residents and strengthens the social fabric of the community. With an abundance of public amenities and a range of facilities and services that provide support to seniors, youth and vulnerable populations, the City offers a high quality of life for its citizens.





## OUR FUTURE

As we look to the future, we envision an inclusive community that supports and celebrates all of the different cultures in our area. Increased connectivity expands virtual work opportunities, creating a well-rounded economy and socio-economic balance. Increased residential development and density in the downtown area supports a robust business environment and a vibrant atmosphere for residents and visitors. The community embraces a collective vision with strong regional connections among our neighboring communities. We capitalize on our strengths and our assets and the financial position of the City is secure and sustainable. .

## OUR ROLE

As a Council, we are stewards of the public's assets and resources and it is our role to balance our existing responsibilities and obligations with the pursuit of a long-term vision for the community. In addition to ensuring the delivery of core services of the municipality and investing in our assets and our organization, we demonstrate leadership by supporting and empowering our citizens and organizations in their vital contributions to the community. We will 'stay in our lane' and focus our efforts on delivering our core services as well as advocate strongly on behalf of our community on important issues and challenges that are the responsibility of others.

## OUR COMMITMENTS

As we fulfill our roles and responsibilities as a municipal Council, we will strive to:

- Be transparent in our decision-making
- Create an environment for respectful and honest communication
- Honour and respect the distinct roles of governance and administration
- Take ownership and accountability for our decisions and actions







# MESSAGE FROM THE MAYOR

The City of Dawson Creek Mayor, Council and Senior Staff got together with experienced local government facilitator Brian Carruthers in March 2023 for two days of intensive brainstorming and pinning down our most animated yet realistic visions for our beloved City. The goal was to produce a collaborative guiding document that will help us make the most of our shared time in office.

Let's start with the personal values that we bring to the table. These are most easily summed up as:

- **Youth** – the future of our people, families and community;
- **Seniors** – the lives that form the pillars and bedrock we stand on;
- **Sense of community** – that awareness and feeling of connectedness that makes us feel supported and in turn willing to reach out for the best interests of others; and
- **Transparency** – every citizen has rights and responsibilities, and as City Council we are committed to upholding ours with accountability and integrity. Transparency and mutual respect is a pre-requisite for healthy relationships and a thriving community. We feel open and honest dialogue between citizens and elected officials is an essential part of good governance.

The 2022-2026 Council is committed to building a community that's strong in every way. That includes demographics, economy, infrastructure, and a sense of togetherness. We feel that the strategic plan you're about to read gives a realistic snapshot of our collective personalities, talents, strengths and weaknesses — as a group of people but also as representatives of the City — that we'll be working with in our immediate future.





Here is a summary of the coming pages:

- Strong infrastructure and asset management to sustain our current and rising generations;
- Strong relationships with our neighbouring municipalities, First Nations and industry partners that share in the health and prosperity of our region, in addition to strong relationships amongst local organizations and residents. This will be done with an attitude of transparency and open communication;
- Tourism initiatives that bring an influx of both social and economic stimulus;
- Parks, Trails and Recreation Facilities that promote healthy activity and that are accessible to all; and
- A more vibrant downtown that warms and supports the community.

Please join us in rising, believing in, and working for our joint future.

If you have questions on the information contained in this document, please reach out to [admin@dawsoncreek.ca](mailto:admin@dawsoncreek.ca) and we will see that your inquiry gets pointed in the right direction.

Thank you,

**Darcy Dober**

Mayor



**MAYOR AND COUNCILLORS (left to right):** Kyle MacDonald, Amy Kaempf, Mike Sudnik, Darcy Dober, Jerimy Earl, Gregg Apolonio, Charlie Parslow





# STRATEGIC FOCUS AREAS





**1**  
**INFRASTRUCTURE  
AND ASSET  
MANAGEMENT**



**2**  
**BUILDING AND  
STRENGTHENING  
RELATIONSHIPS**



**3**  
**TOURISM**



**4**  
**PARKS, TRAILS  
AND RECREATION  
FACILITIES**



**5**  
**VIBRANT  
DOWNTOWN**





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# INFRASTRUCTURE AND ASSET MANAGEMENT



## GOAL

To effectively manage and invest in our assets to ensure they are financially sustainable, adaptable to effects of climate change and able to meet current and future service requirements.

## WHY

We have a significant investment in buildings, structures and infrastructure that provide essential services and support a high quality of life for our citizens. We must manage our assets in a structured and predictable manner so that they anticipate future needs, avoid unnecessary costs and help build understanding and support on the part of citizens.

## OBJECTIVES

- 1.1** Consolidate and analyze existing asset management data and info (plans, assessments, etc.)
- 1.2** Investigate and acquire an appropriate asset management software program
- 1.3** Develop and approve asset management financial policies and strategies
- 1.4** Continue to reduce our reliance on Peace River Agreement funding for operations of the City
- 1.5** Review service delivery models for the Dawson Creek Airport and Transit Service







## BUILDING AND STRENGTHENING RELATIONSHIPS



### GOAL

To be stronger as a community by developing and strengthening our relationships and partnerships with First Nations communities, other local governments and community groups and agencies.

### WHY

To be stronger as a community by developing and strengthening our relationships and partnerships with First Nations communities, other local governments and community groups and agencies.

### OBJECTIVES

**2.1**

Formalize opportunities to advance the objectives and commitments of Truth and Reconciliation Commission and the BC Declaration of Rights of Indigenous Peoples Act

**2.2**

Advance opportunities to support and partner with First Nations, Peace River Regional District, government agencies, health authority, post secondary, school district, and community groups and agencies







# TOURISM



## GOAL

To diversify our economy and optimize the use of our facilities and amenities by encouraging and promoting events and attracting travellers to stay and explore the community.

## WHY?

We have an opportunity to capitalize on our high quality facilities, amenities and regional attractions to attract event participants and visitors into our community, support local businesses and enhance the utilization of our facilities.

## OBJECTIVES

**3.1** Advance the establishment of a Municipal and Regional District Tax for the accommodation sector

**3.2** Prioritize and support organized tournaments and events as a primary tourism product

**3.3** Develop a comprehensive tourism marketing strategy







## PARKS, TRAILS AND RECREATION FACILITIES



### GOAL

To invest in our parks, trails and recreation facilities in order to meet the current and future needs of our citizens, support our tourism objectives and optimize the use of our assets.

### WHY

We have made significant investments in our parks, trails and recreation facilities which are a source of civic pride and contribute to our quality of life. It is important that we optimize the use of our assets and appropriately plan and invest to ensure that our assets are looked after and meet the evolving needs of the community.

### OBJECTIVES

- 4.1** Develop a long-term vision with supporting strategies to optimize the use of space at the Ovintiv Event Centre
- 4.2** Advance implementation of the City's trail network as guided by Official Community Plan, Transportation Master Plan and relevant planning documents

## VIBRANT DOWNTOWN



### GOAL

To create a vibrant downtown that will support and attract business, encourage new residential opportunities and offer a unique visitor experience.

### WHY

The downtown core is an integral and vital component of the community and we see an opportunity to foster a more vibrant atmosphere that will increase visitation, encourage new business and residential development and support our tourism objectives.

### OBJECTIVES

- 5.1** Develop a downtown revitalization vision and concepts and identify associated strategies and policies to support implementation





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