

City of Dawson Creek Visioning Process Final Report

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How to use the document

A key in any report is being able to effectively use the information on an ongoing basis. A major concern of the community was the implementation and follow through from this planning exercise. By consistently referring to the document, it will become

- a consistent reference point for the community as a whole
- an indication that the City is very serious about implementation and follow-up
- a communication tool that the community has helped create.

The following are some suggestions of ways this report can be used:

1. When topics are brought up for discussion at a meeting

- Relate the topic back to the Visioning Report
- Ask groups reporting to tie their report into the City Visioning
- Ask how the topic or report builds on the work that has been done

2. When reporting to the community

- Link reports on any activity to the Visioning process.
- Indicate how what is being done is related to the Vision, Obstacles, Strategic Directions or Action Plans.

3. When new ideas are brought to Council or any community group

Refer to the document using the following steps:

1. Find the topic in the Vision or Strategic Directions charts (in the Executive Summary)
2. Find the cluster(s) that is related to the topic. (See Action Plans – page __.) How does the idea relate to what the community is working on?
3. Review the raw data in the Community data and ask yourself:
 - a. What has the community said about this?
 - b. How does this inform the topic?
 - i. How does it support my/our thoughts?
 - ii. What new perspective does it provide?
 - c. What questions does the information raise?
 - d. What direction is this information recommending on this topic?

This focuses the topic in terms of what the Community has said it wants to see happen.

If the new idea fits, proceed to explore the new idea. If it relates to work already going on, you may want to go further by asking:

4. What groups in the City are working on this topic? What are they doing?
5. What other reports have been prepared on this topic?
6. Who is affected by any decision on this topic?

7. What would be required to bring these groups together to decide and work on this topic?
8. Who could facilitate the bringing of the groups together? What outcome do we want from a meeting of these groups?

If the idea does not fit, you may want to refer the idea to the committee who is coordinating the ongoing Vision process and ask them to explore with the community whether this is an idea that matches what the Community wants at this time.

All of these suggestions keep the Community focused on the Visioning process. This will strengthen any communication and provide an easy source of explanation for any actions.

City of Dawson Creek Visioning Process Executive Summary

DAWSON CREEK VISIONING PROCESS OVERVIEW
OCTOBER 2003

CONTEXT

In early 2003, the Council of the City of Dawson Creek decided to engage the community in a public process to develop a common vision for the City that will provide strategic direction for the City and enable the Mayor and Council in their decision-making.

The objectives of the public consultation were to:

- Involve more than three percent of the population in the process
- Provide multiple ways for the citizens to participate in the process
- Develop a Vision for next 5 years that includes
- Involve citizens in developing implementation plans that they are committed to following through on

The Outcomes expected were:

- A common understanding of the vision for the City, the obstacles it is facing, the strategic directions that will move the City towards its vision and Action Plans for projects the Citizens or Community groups wish to implement.
- Engagement of citizens and community groups, formally and informally, in implementing the directions from the consultation;
- Clear understanding of the role of the City in enabling the development of the City in relationship to the plan.

THE PROCESS

In March and April, Community focus group meetings were held to engage different sectors of the community. A total of 18 meetings were held. They were facilitated by Charlie and Mary Parslow. Each meeting had the same format. They answered three main questions:

1. What do we want the City of Dawson Creek to look like in 5 years? This created the Vision.
2. What is preventing us from reaching this vision? This identified the Obstacles to the Vision.
3. What actions can we take to address those blocks and move towards the vision? These actions provided the strategies.

Simultaneously, the same questions were being answered on line by those who could not come to meetings. 44 citizens in providing their ideas.

The results of the meetings and the on-line data were synthesized into common statements of shared vision, depth challenges and proposed strategic directions. The exact wording of the participants was maintained at all times.

In July, a survey was sent to 3500 households to get their feedback on the work from the meetings. There were over 900 responses to the survey.

On September 13th, an Action Planning Day was held at the Kiwanis Centre for the Arts to involve Citizens who want to act on the results of the Consultation Process. The people divided into groups to work on strategies that were of interest to them. Each group identified the projects that could be done in the next two years. They then focused on what could be accomplished in the next 6,12,18 and 24 months for each project. These were practical projects that could be implemented by community residents and organizations. Some of the projects laid out plans for the first six month period.

KEYS TO USING THIS INFORMATION

This plan provides a **direction for the community** for the next 3-5 years. It provides a backdrop for formally or informally reviewing any and all suggestions, plans or projects that come before the City. It can be used as a check point for the projects. Do they fit the direction that the community said it wants to move in. If it does, then you know there will likely be support from the community. If not, then there will likely not be support from the community. The question goes beyond whether a particular project is mentioned in the plan. A key question is “does it fit with the vision of the community and deal with the obstacles the community is facing”. In this way, the plan can be a direction finder or compass for any project and for all community groups and organizations and the municipality.

The plan provides a **specific starting point** for all the projects looked at during the Action Planning Day. These will require organizations or individuals to implement them. They provide direction and insight but do not in any way limit the creativity that anyone brings to carrying out a project. Keeping the overall direction in mind, groups may in fact find more effective ways to implement a project.

Important components of **successful implementation of plans** is regular checking on progress; problem solving to keep projects moving; involving as broad participation as possible; semi-annual reviews and refinements of the activity; and regular reporting to the community on progress.

HOW TO READ THE CHARTS

The following charts represent the results of the focus groups held in the community and the data that was gathered from the on-line questions. In each case all the results were consolidated into a single chart that draws together all the ideas.

The **vision chart** indicates the major areas that the community felt were important to its future development. The six titles in bold indicate the key areas. The items in each column indicate the major clusters of specific responses at the community

meetings. The number of items in each cluster is in the bottom right corner of the box. All the data from the community is included in the lists in the full report.

In the Vision work:

- 16.7% of the data is related to Beautiful, Clean Magnet Community
- 24.1% of the data is related to having a Diverse Strong Economic Base
- 20.8% of the data is related to having a Healthy Progressive Infrastructure
- 17.1% is related to Active Sports and Cultural Community

Tourism is seen as the biggest opportunity for improving the economy. This is clearly tied in people's mind to the cleanliness and beautification of the community and to having a wide range of activities for people to enjoy. Many of the recreational activities were seen as both for local people as well as attractors for tourists.

People want to be involved in all aspects of their community. This comes through even more strongly in the strategic directions. There is a sense that building pride in the community and having the ability to accomplish this vision is tied as strongly to getting everyone involved as it is to finding the funding. Some people have even directly said that getting people involved will help release funding.

The **obstacle statements** indicate the factors that the residents identified as obstacles to the realization of the vision for the future. These ten statements were developed by clustering all the community responses. They are organized in order based on number of items clustered in each statement.

The **strategies chart** indicates the direction suggested for practical future action. The 17 strategies were developed by consolidating all the community responses. The number of items behind each strategy is indicated in the bottom right corner of the box. The strategies are grouped into four major strategic directions. All the data from the community meetings is included in the lists in the full report.

In the Strategic Directions work:

- 15.9% focused on Exploring Funding & Financing Alternatives
- 13.7% focused on Increasing proactive Community Involvement
- 12.2% focused on Fostering Community Pride
- 12.7% focused on Youth Activities
- Others were all below 10% of the data

There is a strong stream of appreciation for this process and wanting it to be continued. This concern is mirrored in the attention to Following through with the plan, Sharing Information and Proactive Community Involvement – as mentioned above.

Financial stability is an important direction (31.5% of data) although most of the suggestions lie in the Vision data. Funding alternatives went beyond Government funding to include sponsorships and fund raising events. It seems that a key to this was having a Forward Looking Involved Community (39.1% of the data). People want Dawson Creek to be a place that they are proud to live in and has enough activity and pride for them to stay all their life (36.1%).

The **participants developed the Project plans** at the Action Planning day. The participants selected the projects and scheduled them for implementation over a two year period. The chart in this section provides an overview of the projects and the directions for each of them. Details of the project plans that were developed can be found in the full report.

Acknowledgements

I wish to acknowledge the work of Charlie and Mary Parslow in their facilitating so ably each of the Community Focus Groups and their work in synthesizing all the information to ensure that the voice of the community was reflected in the results.

I also want to thank Elaine Peterson at the City for her work in coordinating the process and ensuring the information flowed to all the parties. Thanks also to each of the facilitators who volunteered at the Action Planning Day.

The Consultants

ICA Associates Inc.

ICA Associate Inc. is a unique facilitation and training company. We provide group facilitation services to any organization with a commitment to authentic participation. We deliver consistent, high quality consulting programs to hundreds of communities and organizations every year. We provided training to almost a thousand people last year. Our courses are specialized but broadly useful: no where else in Canada can you obtain the scope and depth of support for the emerging role of a “facilitator.” Our participatory approach to consulting ensures that the client remains the “expert” of their situation; empowering the client rather than creating a dependency on the consultant.

For 40 years ICA has been on the leading edge of team building, creating learning organizations, designing participatory decision making processes, and building civil societies in general. In 32 countries around the world autonomous, local ICAs share a similar mission and the Technology of Participation™. ToP™ methods, are a set of practical understandings of how individuals and organizations think, act, and change. As a result, our approach is humane, realistic, practical and flexible. At ICA, we turn diversity and change into assets to be embraced, not merely “managed”.

Duncan Holmes is President of ICA Associates Inc. As a consultant, he focuses on strategic planning and leadership development within communities and organizations. He has trained group leaders in facilitation skills, strategic planning and team leadership in five nations. He has placed an emphasis on technologies of participation and motivation. He has administered non-profit organizations in Canada and India.

DAWSON CREEK VISION					
Dawson Creek – A Great Place to Be		Strong Foundations		Active Regional Centre	
Informed Engaged Community	Beautiful, Safe, Proud Community	Diverse Sustainable Economic Base	Healthy Progressive Infrastructures	Active Sports and Cultural Community	Strong Regional Centre
Leadership that Risks & that Engages the Community 13	City We are proud to Live In 18	Fiscally Sound Growth Oriented City 27	Maintained Improved Infrastructure that Enhances the City 75	Well Maintained up-to-date Sports & Recreation Facilities 63	Strong Proactive Regional Teamwork 6
		Regional Hub for Tourism 52			
Well-Informed Involved Citizenry 14	Beautiful Clean Safe Magnet Community 141	Customer Focused Diverse, Quality Retail 75	Creative Transportation Systems focused on Community Needs 14	Accessible Youth Gathering Place 35	Multi-Purpose Sports Centre 28
		Attractive, Livable Heritage Downtown 20	Safe Diverse Housing 13		
Every Citizen is Valued 6	Well Cared for Public Parks & Trails 33	Expanded Value-Added Local Service Industry 32	Expanded Seamless Education & Training Opportunities 20	Expanded Community Cultural Activities 28	Agri-Plex Convention Centre 10
		Improved Employment Opportunities 17			
		Strong Sustainable Environmental Approach 28	Locally Accessible Comprehensive Health System 53	Broad Range of Family Activities & Entertainment 25	
		Technology Hub 3			

OBSTACLES

1. Limited sources of funding in a time of reduced Government Funding, tight Government Regulations and a restricted Tax Base blocks Our Capacity to Control Our Destiny
2. Complacent, Status Quo & Negative Attitude limits Forward-Looking Thinking and Motivation
3. Limited Accountability for following through on plans frustrates people's desire to be empowered and engaged in the community.
4. Reactive Leadership focused on the status quo limits future quality of life and futuric-looking change
5. No Shared Vision and Plan for the Community Limits Growth, Involvement and Focus
6. Limited Cooperation within and without fractures the community
7. Physical Location and Size makes it harder to become a growing vibrant community
8. Black Hole of Poor Communication creates an image of Influenced Decision making
9. Limited vision, Incentives and Community Support for local business block Business Development
10. Unwillingness to deal with the marginalized results in inadequate provision of basic services.
11. Skills of people not matching skills needed limits employment opportunities
12. Limited availability of land restricts future development

DAWSON CREEK STRATEGIC DIRECTIONS					
A Operating from a Shared Vision of the Community 22	B Following Through With Implementation & Accountability 39	C Open Information Sharing to Inform Community Decisions 25	D Increasing Proactive Community Involvement 56	E Developing & Encouraging Innovative Leadership 18	Towards a Forward Looking Involved Community
F Effective Proactive Lobbying For the Community 14	G Exploring Funding & Financing Alternatives 66	H Strategic Investing In Community Foundations 14	I Promoting Regional-Municipal Cooperation 9	J Promote Economic Development Openness 36	Towards Financial Stability
K Expanded Formal & Informal Education Opportunities 5	L Increasing Environmental Sustainability 5	M Residential Development 6	N Improved Services For Everyone 16		Towards an Improved Quality of Life
O Fostering Community Pride Within and Outside The Community 50	P Expanded Youth Activities 19	Q Improving Recreational Opportunities and Facilities 10			Towards a Life-long Place To Live.

Survey summary

There were 987 surveys completed – combining what was sent in and the answers on-line. This is better than a 25% response rate on those mailed out. About 13% of the surveys were completed on-line. Usual response rates for a survey when no incentive is offered for completing the survey is 2-3%.

The top priorities **economically** were:

- Provide more employment opportunities
- Expanded quality retail stores
- Expanded service industry – was a very close third.

The two top priorities **in “A better place to Live”** were

- Clean beautiful city
- Improved Educational and training opportunities

In sports and recreation opportunities the top two priorities were:

- the Agri-plex Multi-purpose sporting center
- Expand sports and recreation facilities.

In Obstacles the two highest were:

- Limited sources of funding
- Complacent, status quo & negative attitudes

These were the top two during first section of this visioning process.

The surprised came with a few that moved higher in priority:

- Limited community support for local businesses (3rd)
- Limited cooperation within the community and with the region (4th)
- Not operating from a shared vision and plan (5th)

In terms of strategic directions, the highest responses were for

- Exploring funding alternatives
- Being accountable for follow-through
- More economic development
- Effective lobbying of government

- Improved level of health & social services

City taxes are the chief source of revenue. As a resident of Dawson Creek, would you favour ...

- Make no change to the property taxes

What is your highest priority for increased service?

- Roads and sidewalks
- Tie between Parks and recreation and police

What is your highest priority for decreased service?

- Don't know
- Transit

The person who took this survey most likely lives in Dawson Creek. They own their own home and are between the ages of 40 and 60. They have graduated Community/Technical college and their household income is \$50,000.00 + per year. They work full time.

PROJECT SUMMARY

PROJECT

FOCUS

COMMUNITY INVOLVEMENT

Community Communications Initiative

Leadership Mentorship Series

Acknowledging the Community's Accomplishments and Efforts

Publish Visioning Results

- Work with City Council to develop a Communications Initiative
- Citizens will feel they are well informed, engaged, involved, appreciated and understood.
- Work with the "Enterprise Centre" to develop more leaders in the community
- People are engaged, heard & understood.
- Citizens understand the processes involved in decision making.
- Work with Service groups in the City to identify people deserving of recognition
- Recognize individual's contribution to the City
- Every 6 months report to the community on what has been done as a result of the Visioning Process and other related activities.

ALTERNATIVE FINANCING SYSTEMS

Dawson Creek Inclusive Charitable Foundation

Fair Share Grassroots Lobbying Committee

Dawson Creek Utilities Corporation

- Form a Dawson Creek charitable foundation for Dawson Creek
- Increase activity at the local level to support lobbying efforts for continuation of Fair Share
- To explore the feasibility of a City owned Utility

TOURISM

Heritage Conservation To Be Included In Multi-Plex

Safe Downtown Initiative

Tourist Friendly Downtown

- To find a home for the Local heritage efforts
- To identify the safety issues and create a safer community
- A downtown with more community and tourist interaction

PROJECT

FOCUS

BUSINESS EXPANSION STRATEGY

**South Peace Economic Steering Committee
Promote Business Service Initiative**

- To establish an Economic Commission that would foster industry for the whole South Peace
- To work towards 100% local shopping
- To establish a Quality assurance system in our businesses that ensures customer satisfaction

YOUTH STRATEGY

Establish Downtown Youth Centre

- To establish a Steering Committee who would research an appropriate location for a downtown Youth Centre that would be easily accessible to Youth

Retain Youth in Community

- To promote Education & Employment Awareness among Youth so they see the real opportunity of staying in Dawson Creek.

ENVIRONMENT

**City Initiated (implemented) composting
Elimination/Reduction of Waste
Alternative/ Renewal Energies
Reduction of Fuel (other) Emissions**

- To establish a City wide composting system so no organics are in the land fill site
- To reduce by 50% (per capita) the amount of material going to the landfill
- To increase in volume consumed of renewable energy
- To research and initiate projects that will reduce the amount of fuel emissions

COMMUNITY PRIDE

City Entrances Beautified

- To enhance and maintain all the intersections on Alaska and 8th Street
- To expand the number of people involved in the Beautification Committee

Adopt a clean block program

- To involve the community in keeping the whole City attractive

PROJECT

**IMPROVED ARTS
OPPORTUNITIES**

Cultural Plan

FOCUS

-
- To establish a comprehensive long term cultural plan that is supported by dedicated city department
- To establish a Working committee to gain City commitment to culture in its vision
- Effective communication strategy/identified/fulfilled (includes a portfolio)- put on website
- Access to funding for art groups/facilities (from traditional & alternative resources)

**SPORTS & RECREATION
FACILITIES**

**Improve & Upgrade Facilities and
Programming**

- To establish a lead agency to coordinate the sports and recreation community in its planning
- To build a plan for improving and upgrading all facilities and identify new facilities needed
- To establish bi-annual co-ordination meetings for seasonal groups so all programs are coordinated to meet the whole needs of the community

ACTION PLANS

What is in this section

This section consists of all the Action Plans created on the Action Planning Day. All the work from the Vision and Strategic Directions were organized into 13 clusters as listed below. On the Action Planning Day a number of the clusters were worked on by the same group. In the groups, some clusters were not dealt with.

The information in the following pages comes from the groups. The first page indicates which clusters the group worked on. The following pages are the results of the groups work including their analysis of the current situation and ending with their proposed Action Plan for the next two years.

These action plans become the basis for ongoing work.

CLUSTER	VISION ELEMENTS	DIRECTIONS ELEMENTS
1. Effective Follow Up Systems	Well-Informed Involved Citizenry (2)	Operating from a Shared Vision (A) Follow thru with Implementation/ Accountability (B) Open Information Sharing to Inform Community Decisions (C)
2. Community Engagement Systems	Leadership that Risks & Engages the Community (1) Well-Informed Involved Citizenry (2) Every Citizen is Valued (3)	Increasing Proactive Community Involvement (D) Open Information Sharing to Inform Community Decisions (C) Developing & Encouraging Innovative Leadership (E)
3. Positioning the Community	Strong Proactive Regional Teamwork (24) Creative Transportation Systems focused on Community Needs (16)	Effective Proactive Lobbying for the Community (F) Promoting Regional Municipal Cooperation (I)
4. New Alternative Financing Systems	Fiscally Sound Growth Oriented City (7)	Exploring Funding & Financing Alternatives (G) Strategic Investment in Community Foundations (H)
5. Tourism	Regional Hub for Tourism (8) Attractive Livable Heritage Downtown (10)	Promote Economic Development Openness (J)

CLUSTER	VISION ELEMENTS	DIRECTIONS ELEMENTS
6. Business Expansion	Customer Focused, Diverse, Quality Retail (9) Expanded Value Added Local Service industry (11) Technology Hub (14) Improved Employment Opportunities (12)	Promote Economic Development Openness (J)
7. Education	Expanded Seamless Education & Training Opportunities (18)	Expanded Education Opportunities (K)
8. Environment	Strong Sustainable Environmental Approach (13)	Increasing Environmental Sustainability (L)
9. Support Services	Safe Diverse Housing (17) Locally Accessible Comprehensive Health System (19)	Encouraging Residential Development (M) Improved Services for Everyone (N)
10. Community Pride	City We Are Proud to Live In (4) Beautiful Safe Magnet Community (5)	Fostering Community Pride within and Outside the Community (O)
11. Engaging Youth	Accessible Youth Gathering Place (21)	Expanded Youth Activities to keep Youth in DC (P)
12. Improved Recreation Opportunities	Well Cared for Public Parks & Trails (6) Expanded Community Cultural Activities (22) Broad Range of Family Activities & Entertainment (23)	Improving Recreational Opportunities and Facilities (Q)
13. Sports & Recreation Facilities	Well Maintained up-to-date Sports & Recreation Facilities (20)	Improving Recreational Opportunities and Facilities (Q)
14. Infrastructure	Maintained Improved Infrastructure that Enhances the City	
15. Community Facilities	Multi-Purpose Sports Centre Agri-Plex Convention Centre	

Each cluster of information includes:

1. The Action plans that were created at the Action Planning Day. Some clusters do not have Action Plans related to them.
2. The Vision information
3. The Strategic Directions Information

The first group looked at three areas

1. Effective Follow Up Systems

The following information is in your packet:

Vision Items

- 2 - Well-Informed Involved Citizenry

Strategy Items

- A - **Operating** from a **Shared Vision**
- B - Follow thru with **Implementation/ Accountability**
- C - **Open Information Sharing** to Inform Community Decisions

2. Community Engagement Systems

The following information is in your packet:

Vision Items

- 1 - Leadership that Risks & Engages the Community
- 2 - Well-Informed Involved Citizenry
- 3 - Every Citizen is Valued

Strategy Items

- D - Increasing **Proactive Community Involvement**
- C - **Open Information Sharing** to Inform Community Decisions
- E - Developing & Encouraging **Innovative Leadership**

3. Positioning the Community

The following information is in your packet:

Vision Items

- 24 - Strong Proactive Regional Teamwork
- 16 - Creative Transportation Systems focused on Community Needs

Strategy Items

- F - Effective **Proactive Lobbying** for the Community
- I - Promoting **Regional Municipal Cooperation**

Action Plan Report

We looked at these sections of the vision and strategic directions:

- Communication
- Follow up on vision & action planning
- Leadership
- Coordination of communication with best possible media

Work is already being done on these projects or area by:

- Mayare Council
- Enterprise Centre
- School District

By the end of March we plan to have accomplished the following:

- Acknowledging accomplishments & efforts in the community
- Work with Council & community on communication initiative
- Host a series of leadership/mentorship workshops
- Publish results of all associated activities to do with this city visioning every 6 months

The team who will be working on these objectives is:

- Gary Moore
- Frances Armstrong
- Beth Wilson
- John Klassen
- Judy Madden
- Mary Parslow

We will need help to do:

- Planning with Maya Council
- Communication dissemination
- Perhaps paid person At City Hall

Our Slogan is:

- “Communication City”
- “Sweat Relationships – it’s all relationships”
- “People come first”

**Two Year Plan for
Effective Follow up Systems
Community Engagement systems
Positioning the Community**

Projects Identified	MAJOR ACTIVITIES FOR EACH 6 MONTH PERIOD			TWO YEAR OBJECTIVE
	September 2003 - March 2004	April 2004 - September 2004	October 2004 - March 2005	April 2005 - September 2005
Acknowledging the Accomplishments & Efforts in the Community	Get invitations out to all service groups etc. to submit names of people deserving recognition	Events like “Star of the Week”, “Smile of the Week” Engage media to help out with this & local businesses		People feel they are engaged, involved and appreciated
Work with Council & Community on a communications initiative	Describe what that might look like. Try it – adjust it October – Define Communications			People feel they are well informed, engaged, involved, appreciated, heard & understood. People understand where others are “coming from”.
Host a series of Leadership mentorship workshop	Get in touch with “Enterprise Centre” to coordinate			People engaged heard & understood. Understand processes involved e.g. decision making. Have more leaders in community
Publish the results of all associated activities at least every 6 months	Collect the initiatives form the other groups. Plan, publish & report out			Well informed public. Progress on the plan is being reported. Evaluation & assessment is ongoing & occurring

4. New Alternative Financing Systems

The following information is in your packet:

Vision Items

7 - Fiscally Sound Growth Oriented City

Strategy Items

G - Exploring Funding & Financing Alternatives

H - Strategic Investment in Community Foundations

Action Planning results

New Alternative Financing Systems
The two year accomplishments and projects we identified are: <ul style="list-style-type: none">• Dawson Creek inclusive charitable foundation• Fair share grassroots lobbying committee• Dawson Creek utilities corporation
By the end of March we plan to have the following: <ul style="list-style-type: none">• Approval of City Council• An implementation committee identified
The team who will be working on these objective is: <ul style="list-style-type: none">• Paul Gevatkoff & others• Brent Neumann & others• Barbara Knowles• Carol Hogg
Our slogan is “Build Dawson’s Future”

**Two Year Plan for
New Alternative Financing Systems Strategy**

Projects Identified	MAJOR ACTIVITIES FOR EACH 6 MONTH PERIOD			TWO YEAR OBJECTIVE
	September 2003 - March 2004	April 2004 - September 2004	October 2004 - March 2005	April 2005 - September 2005
Dawson Creek Inclusive Charitable Foundation	Form Steering committee → Feasibility → Direction	Board of Directors • Establish a charitable donations organization → Constitution → Mandates	Establish fundraising initiatives & implement	Formed a Dawson Creek charitable foundation for Dawson Creek.
Fair Share Grassroots Lobbying Committee	Steering committee or individual that supports local government – identify actions	Implementation of local action plan		Increased activity at the local level to support lobbying efforts for continuation of fare share
Dawson Creek Utilities Corporation	Feasibility study			A clear idea if it can be done

5. Tourism

The following information is in your packet:

Vision Items

- 8** - Regional Hub for Tourism
- 10** - Attractive Livable heritage Downtown

Strategy Items

- J** - Promote **Economic Development Openness**

Two Year Plan for Tourism Strategy				
Projects Identified	MAJOR ACTIVITIES FOR EACH 6 MONTH PERIOD			TWO YEAR OBJECTIVE
	September 2003 - March 2004	April 2004 - September 2004	October 2004 - March 2005	April 2005 - September 2005
Heritage Conservation To Be Included In Multi-Plex	Lobby the planning committee for multi-plex to include a space	<ul style="list-style-type: none"> • Form committee of existing players involved in the historical heritage of Dawson Creek • Identify theme 	Implement & design theme	Home for local heritage inclusive
Safe Downtown Initiative	Identify safety issues & stakeholders establish steering committee	Develop a plan of how to deal with issues	Implement plan	Safer community
Tourist Friendly Downtown	From project committee	Develop plan to make tourists welcome in the downtown core	Develop plan to make tourists welcome in the downtown core Sell the plan	A downtown with more community and tourist interaction

6. Business Expansion

The following information is in your packet:

Vision Items

- 9 - Customer Focused, Diverse, Quality Retail
- 11 - Expanded Value Added Local Service industry
- 14 - Technology Hub
- 12 - Improved Employment Opportunities

Strategy Items

- J - Promote Economic Development Openness**

**Two Year Plan for
Business Expansion Strategy**

Projects Identified	MAJOR ACTIVITIES FOR EACH 6 MONTH PERIOD			TWO YEAR OBJECTIVE
	September 2003 - March 2004	April 2004 - September 2004	October 2004 - March 2005	April 2005 - September 2005
South Peace Economic Steering Committee	<ul style="list-style-type: none"> • Lobby all local government in South Peace • Mandate development • Regional District 	Develop Strategic Plan	Implementation	Economic Commission that would foster industry for the whole South Peace
Promote Business Service Initiative	Form committee Identify funding source	Identify committee to promote business services	Set up criteria	100% local shopping Quality assurance system

8. Environment

The following information is in your packet:

Vision Items

13 - Strong Sustainable Environmental Approach

Strategy Items

L - Increasing Environmental Sustainability

Two Year Plan for Environment Strategy				
Projects Identified	MAJOR ACTIVITIES FOR EACH 6 MONTH PERIOD			TWO YEAR OBJECTIVE
	September 2003 - March 2004	April 2004 - September 2004	October 2004 - March 2005	April 2005 - September 2005
City Initiated (implemented) composting	Request for proposals from non-profit groups or entrepreneurs. Developing, studying, defining parameters	Implement one or two pilot projects	Test functionality of project	No organics to land fill site
Elimination/ Reduction of Waste	Design & planning for sustainability	Integration of facilities (multi-use structures)	Promote initiative for extended producer responsibility	Reduce by 50% (per capita) the amount of material going to the landfill.
Alternative/ Renewal Energies	Publicity in-depth-hands on Education investment	Municipal/regional support & leadership		Increase in volume consumed of renewable energy
Reduction of Fuel (other) Emissions	Research of requirements	Creation of project	Public transportation alternatives	Car sharing projects increase pedestrian accessibility

10. Community Pride

The following information is in your packet:

Vision Items

- 4 - City We Are Proud to Live In
- 5 - Beautiful Safe Magnet Community

Strategy Items

- O - Fostering Community Pride** within and Outside the Community

Action Planning results

Community Pride
<p>Victory</p> <ul style="list-style-type: none"> • Main entrances and thoroughfares through the city • Beautified and welcoming • All intersections on Alaska & 8th St. will be enhanced and maintained
<p>Strengths</p> <ul style="list-style-type: none"> • Plantings on Alaska & 8th started • Certain areas already completed i.e. 8th boulevard, A.R. park & traffic circle
<p>Benefits</p> <ul style="list-style-type: none"> • More attractive city • Boost in pride for citizens • Draw more people (businesses) into improving their area
<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of water • Lack of funds • Lack of finishing (clean up) after project completed
<p>Dangers</p> <ul style="list-style-type: none"> • Fear of damaging areas already planted by new initiatives
<p>Launch Activity Publicity program – letter to businesses asking them to participate in keeping up their intersections & frontages</p>
<p>Ongoing Activities Continue lobbying for completion of these projects which have already been begun – City Council</p>
<p>Team Roles & coordinator The beautification committee will continue to provide suggestions, encouragement and support (also experience) – in cooperation with the City.</p>
<p>We will need help to do:</p> <ul style="list-style-type: none"> • Expand the volunteers - businesses & individuals • Get automatic watering system installed
<p>Our slogan is :</p> <ul style="list-style-type: none"> • Every corner welcomes you
<p>Team working on this Action Plan: Brenda K, Edna Mc., Melba B., Olga A.</p>

**Two Year Plan for
Community Pride Strategy**

Projects Identified	MAJOR ACTIVITIES FOR EACH 6 MONTH PERIOD			TWO YEAR OBJECTIVE
	September 2003 - March 2004	April 2004 - September 2004	October 2004 - March 2005	April 2005 - September 2005
City Entrances Beautified	<ul style="list-style-type: none"> • Identify people knowledgeable in landscaping, etc. • Develop a 3 step plan • Explore possibilities for automatic watering • Digging beds on Alaska Ave. by Nov. 2003 	Planting along Alaska highway	<ul style="list-style-type: none"> • Revising – (adding, deleting) plan • Funding sources identifies • Approach business 	Continue planting Placement of welcome signs
Adopt a clean block program	<ul style="list-style-type: none"> • Outline plan • Publicity program developed 	<ul style="list-style-type: none"> • Public Education program → Schools & beyond • Incentive program 	<ul style="list-style-type: none"> • Public Education program → Schools & beyond • Incentive program 	<ul style="list-style-type: none"> • Public Education program → Schools & beyond • Incentive program
Celebrate!!				

11. Engaging Youth

The following information is in your packet:

Vision Items

21 - Accessible Youth Gathering Place

Strategy Items

P - Expanded Youth Activities to keep Youth in DC

Action Planning results

<u>Engaging Youth</u>	
Common Themes for Youth <ol style="list-style-type: none"> 1. Youth centre downtown <ol style="list-style-type: none"> a) Activities b) Access to services – health, social services 2. Safe, ‘clean’ centre for youth 3. Youth management & involvement 4. Retain youth in community after high school 5. Need for increased & long term employment and activities 6. More communication from college about education in local area 7. Chamber of commerce needs to make businesses more aware of youth employment 	
Downtown Youth Centre	Retaining Youth in Community
Victory Downtown Youth Services & Recreation centre	Victory Retaining youth in community through Educational & employment opportunities
Strengths <ul style="list-style-type: none"> • Launching began before today • City support • Possible building sites 	Strengths <ul style="list-style-type: none"> • Less financial strain • Increased demand for local college courses • Skilled labour force • College w/existing courses • Supporting new businesses
Benefits <ul style="list-style-type: none"> • Safety • Reduction of addictive behaviours • Increase quality of life • Family unity • Develop leadership skills in youth 	Benefits <ul style="list-style-type: none"> • Educated youth • Increased population growth • Encourages family to settle in Dawson Creek • Ensure youth representation in all things
Weaknesses <ul style="list-style-type: none"> • Lack of participation • Lack of funding • Lack of parent involvement • Lack of consistency & persistence • Generational unhealthy parenting skills 	Weaknesses <ul style="list-style-type: none"> • Poor communication re: academics & training programs
Dangers <ul style="list-style-type: none"> • Possible violence at centre • Inconsistent follow ups 	

Downtown Youth Centre	Retaining Youth in Community
<p>By the end of March we plan to have accomplished the following:</p> <ul style="list-style-type: none"> • Have researched previous work & developed a business plan • Re-establish youth advisory committee • Youth leadership, group/elder advisory group • Research availability of buildings 	<p>By the end of March we plan to have accomplished the following:</p> <ul style="list-style-type: none"> • Develop promotion to give to students • Inventory local education & training & resources • Bring together resources – SDS9, NLC, MIN • Organize steering committee • Involve student council – college & Sr. High
<p>Team</p> <ul style="list-style-type: none"> • Social services • City hall • Aboriginal representation • Nawican Friendship Centre 	<p>Team</p> <ul style="list-style-type: none"> • NLC • SDS9 - Job Search • Chamber – student councils • Obaw Society
<p>Help needed</p> <ul style="list-style-type: none"> • Financial expertise • Construction • Writing fund proposal 	<p>Help needed</p> <ul style="list-style-type: none"> • Business involvement/NLC involvement • Help from South Peace School for extra activities • Rotary – business opportunities • Help to put together & distribute survey to know what kids want. (online, through school)
<p>Team working on this Action Plan: Rose-Marie McLeod, Luke Neumann, Larry Spore, (Elaine Peterson, Fran I.)</p>	

Two Year Plan for Youth Strategy				
Projects Identified	MAJOR ACTIVITIES FOR EACH 6 MONTH PERIOD			TWO YEAR OBJECTIVE
	September 2003 - March 2004	April 2004 - September 2004	October 2004 - March 2005	April 2005 - September 2005
Establish Downtown Youth Centre	<ul style="list-style-type: none"> • Organize a Steering Committee - Determine terms of reference, work plan, services & activities • Re-establish Youth Advisory committee – determine interest & role • Youth leadership group: with elder advisor (Aboriginal)& form committee • Research previous work & develop Business plan - contact Celine Trofund - check Funding programs • Research availability of Post Office options i.e. building budget/capital costs & upgrades - (existing) downtown location or new Rec Centre; new building, old pool - Liaison with existing social service resources 	<ul style="list-style-type: none"> • Funding proposals based on criteria 	<ul style="list-style-type: none"> • Building plans & start of construction/ renovations 	
Retain Youth in Community Education & Employment Awareness	<ul style="list-style-type: none"> • Organize Steering Committee • Involve Student Councils - College & Sr. High • Inventory local education & training resources . • Bring together SDS 9, NLC, Min. (apprenticeship) K.E.C., youth C/C to make list and communicate. • Develop E-card to distribute to students 	<ul style="list-style-type: none"> • Determine interest or support from youth for activities • Another “online” survey (relating to youth interests & groups) • Communicate with S.D.S. 9 re: after school clubs for other interest group • Re-structure or add to S.D. budget for extra-curricular activities (other than sports) 		

12. Improved Recreation Opportunities

The following information is in your packet:

Vision Items

- 6** - Well Cared for Public Parks & Trails
- 22** - Expanded Community Cultural Activities
- 23** - Broad Range of Family Activities & Entertainment

Strategy Items

- Q** - Improving Recreational Opportunities and Facilities

During the Action Planning Day, this group focused on the “Cultural Activities” aspect of this Cluster.

Action Planning results

Culture

We looked at these sections of the Vision and Strategic Directions:

- Cultural plan
- Communication strategies
- Funding strategy

The Two -year accomplishments and projects we identified are:

- Long term cultural plan (comprehensive that is supported by dedicated city department)
- Effective communication strategy/identified/fulfilled (includes a portfolio)- put on website
- Access to funding for art groups/facilities (from traditional & alternative resources)

Work is already being done on these projects or area by:

- Fragmented

By the end of March we plan to have accomplished the following:

- Coordinator to carry forth umbrella group mandate
- Identify a communications person
- Letter to City Council form working committee re: advising for budget to support culture (& request to formalize position at City Hall)

The team will be working on these objectives is:

- Shelagh Glibbery, Gerry Chare, Calvin Keuk, Marilyn Belak (working committee who will establish umbrella committee from community

We will need help to do:

- Pay for a coordinator (to work with umbrella group)

Two Year Plan for				
Improved Arts Opportunities Strategy				
Projects Identified	MAJOR ACTIVITIES FOR EACH 6 MONTH PERIOD			TWO YEAR OBJECTIVE
	September 2003 - March 2004	April 2004 - September 2004	October 2004 - March 2005	April 2005 - September 2005
Cultural Plan	<ul style="list-style-type: none"> Establish working committee (this group) Working committee establishes umbrella group Working committee recruits a coordinator Working committee dissolved	^a Umbrella group identifies resources: Human Facilities Goals and obstacles <ul style="list-style-type: none"> Coordinator develops with umbrella group the cultural plan 	Umbrella group provides report (progress) to feeder groups, member groups, city hall	A comprehensive long term cultural plan that is supported by dedicated city department
Communication Strategies Commitment to culture is included in city vision	<ul style="list-style-type: none"> working/umbrella committee identify/appoint communications person (part of umbrella group) to communicate with established target groups 	Umbrella group assesses communication effectiveness		Effective 2 way communication strategies identified/fulfilled
Funding strategies	Letter to City Council from working committee re advocacy for budget to support (2003-2004) cultural plan	A resource person in place (grants/fundraising) who applies to funding sources to support activities identified by umbrella committee		Access to funding for artists/facilities form traditional & alternative sources

13. Sports & Recreation Facilities

The following information is in your packet:

Vision Items

20 - Well Maintained up-to-date Sports & Recreation Facilities

Strategy Items

Q - Improving Recreational Opportunities and Facilities

Action Planning results

Leadership	Improve & Upgrade New Facilities	Programming & Promotion
Victory To coordinate the planning and funding for recreational opportunities and facilities in our community	Victory Effective maintenance, renovation, capital programs in place	Victory Effective coordination of programs & promotion
Strengths <ul style="list-style-type: none"> • Diverse • Independence • Cost effective for city 	Strengths <ul style="list-style-type: none"> • Low cost • Easy to accomplish • Isolated success 	Strengths <ul style="list-style-type: none"> • Flexible • Isolated successes • Innovations
Benefits <ul style="list-style-type: none"> • Flexible • Allows focus 	Benefits <ul style="list-style-type: none"> • Flexibility • High profile facilities are well maintained 	Benefits <ul style="list-style-type: none"> • No coordination needed • Independence • Limited resources needed
Weaknesses <ul style="list-style-type: none"> • Loss of communication • Conflicts • Lack of knowledge • Slow progress 	Weaknesses <ul style="list-style-type: none"> • Risk issues • Overall sense of deterioration in marginal facilities • Timing • Scheduling 	Weaknesses <ul style="list-style-type: none"> • Conflicts • Limited communication
Dangers <ul style="list-style-type: none"> • Have and have nots duplication 	Dangers <ul style="list-style-type: none"> • Risk issues • Marginal facility ignored • Loss of facilities 	Dangers <ul style="list-style-type: none"> • Poor attendance • Programs cancelled • Needs overlooked
Committed to: Structure in place for planning and funding	Committed to: Effective maintenance, renovation, capital programs in place	Committed to: Implement effective coordination of programs & promotion
Slogan – “There is something for everyone.”		
Team: Dawson Creek Athletics Association, Parks & Rec advisory Committee (City), Charlie Parslow (Winter games), City Staff		
Cost - \$25,000 in 1 st 6 months (already funded)		Cost - Marginal
Team who worked on this plan: Doug Dowling, Jeff McGinn, Chante Elden, Tom Benoit, Alvie Shearer		

Two Year Plan for				
Sports and Recreational Facilities Strategy				
Projects Identified	MAJOR ACTIVITIES FOR EACH 6 MONTH PERIOD			TWO YEAR OBJECTIVE
	September 2003 - March 2004	April 2004 - September 2004	October 2004 - March 2005	April 2005 - September 2005
Leadership	Establish lead Agency Master Plan complete	Roles defined for structure	Terms of reference for working process complete Structure in place for planning & funding	Evaluate
Improve & Upgrade New Facilities	Inventory & Master plan complete	Identification & prioritization of existing needs & activities (re: improvements, upgrades & plans)	Implement programs identified	Evaluate
Programming & Promotion	Initiate bi-annual co-ordination meetings for seasonal groups – City Staff	Implement process Structure in place	Evaluate	