

CITY OF DAWSON CREEK

**STRONG ASSETS.
SMART INVESTMENTS.
STRONGER COMMUNITY.**

STRATEGIC PRIORITIES

2022-2026

REPORT CARD



STRATEGIC PRIORITIES 2022-2026

The five priorities identified, as well as three sub-categories, are listed in this document. This report card has been prepared using the "Here's What, So What, Now What" framework:

Here's What – What was accomplished, or what work was undertaken.

So What – Why the work mattered and the impact it had on the organization or community.

Now What – The remaining work or future direction for each initiative.





HERE'S WHAT



SO WHAT?



NOW WHAT?



Completed the City's comprehensive Asset Management Plan and Strategy, including condition assessments, asset inventory, and valuation of approximately \$1.1 billion in municipal assets.

For the first time, the City has a complete picture of its infrastructure, allowing Council and Administration to make data-driven investment decisions and better understand long-term infrastructure needs.

Continue updating condition assessments, integrate asset management into departmental planning, and use the information to prioritize capital investments.



Completed multiple master plans, condition assessments, and technical studies to identify infrastructure priorities across City services.

These plans provide a clear roadmap for future investment, ensuring resources are directed toward projects with the greatest community benefit while supporting long-term financial planning.

Review plans annually, develop implementation strategies, integrate recommendations into the Asset Management System, and continue completing master plans where gaps exist.



Developed the Asset Management Plan (AMP) to address the City's infrastructure funding gap and adopted a formal Council policy to support the required funding.

This connects the plan directly to long-term financial planning and provides greater certainty that infrastructure needs will be addressed. It represents a proactive approach to managing our infrastructure obligations and reducing the funding gap over time.

Continue monitoring asset data and funding requirements to confirm whether current funding levels are sufficient to close the infrastructure gap. Adjust the funding strategy as asset conditions, costs, and priorities change.



Increased taxes to support long-term infrastructure and asset management needs. The City also corrected its Peace River Agreement (PRA) funding allocation, reaching the 70% capital / 30% operating target ahead of the 2030 goal.

Saving and planning now helps protect our long-term financial stability and ability to maintain and replace infrastructure. Reallocating PRA funding toward capital also reduced the City's reliance on PRA to support ongoing operations, recognizing that this funding source may not be permanent.

Continue building sustainable capital reserves and infrastructure funding while maintaining a cautious approach to PRA and other non-permanent revenue sources.



1.0 INFRASTRUCTURE & ASSET MANAGEMENT

Building and maintaining sustainable infrastructure through strategic planning, responsible financial management, and ongoing investment to support our growing community and quality of life for all.



RESPONSIBLE
STEWARDSHIP



STRATEGIC
INVESTMENT



COMMUNITY
FOCUSED



LONG-TERM
SUSTAINABILITY



TRANSPARENCY &
ACCOUNTABILITY

2022
2026

 Initiated an education and communications approach to explain the Asset Management Plan, why it matters, and how the City is funding it - through a 1% annual tax increase.	Key community groups gained a better understanding of the City's infrastructure needs and the rationale behind long-term infrastructure investment. The process also established a communications approach that can be used for future asset management and infrastructure initiatives.	Continue using and expanding the communications approach and materials to increase community understanding of asset management, infrastructure investment, and the City's long-term financial strategy.
 Procured and activated an Asset Management System.	The system provides a centralized source of asset information and creates opportunities for departments to work from consistent data. It supports better communication, improves organizational processes, and provides the technological foundation for a more integrated approach to asset management.	Continue developing the system, improving data and processes, and expanding its use across departments and asset classes. The long-term goal is to fully integrate asset management information into departmental planning, budgeting, and decision-making.
 Dedicated reserve funds for individual asset classes were not established during the Council term. The City did, however, actively pursue grant opportunities and partnerships, with significant success.	While targeted reserves for individual asset classes remain an opportunity, successful external funding applications and partnerships have allowed the City to leverage municipal resources and complete additional infrastructure projects.	Continue maintaining and contributing to existing reserves while evaluating opportunities to establish targeted reserves for specific asset classes. Continue actively pursuing grants, partnerships, and other external funding opportunities to supplement municipal funding.



1.0 INFRASTRUCTURE & ASSET MANAGEMENT

Building and maintaining sustainable infrastructure through strategic planning, responsible financial management, and ongoing investment to support our growing community and quality of life for all.





RESPONSIBLE STEWARDSHIP



STRATEGIC INVESTMENT



COMMUNITY FOCUSED



LONG-TERM SUSTAINABILITY



TRANSPARENCY & ACCOUNTABILITY



1.1 AIRPORT

Strengthening our regional airport to enhance connectivity, support economic growth, and improve service for our community.



AIR SERVICE & CONNECTIVITY



FINANCIAL SUSTAINABILITY



PARTNERSHIPS & COLLABORATION



INFRASTRUCTURE IMPROVEMENTS



USER EXPERIENCE & SERVICE



PRIVATE HANGAR DEVELOPMENT



HERE'S WHAT



Participated in meetings with the South Peace sub-regional committee and provided information regarding the airport's role and operations.



Work to establish consistent data collection and analysis of airport traffic and usage was initiated but not completed.



Regional airport governance models and opportunities for collaborative airport marketing were explored, but no progress was made toward a formal model.



Explored opportunities to improve airport revenue generation; however, no significant improvement in revenue was achieved during the Council term.



SO WHAT?

Discussions were paused pending the outcome of the sub-regional review. Regional partners now have a greater understanding of the City's intentions for the airport and its importance to the region, including the volume of medevac flights that utilize the facility.

Without consistent and reliable traffic and usage data, the City has been limited in its ability to effectively market the airport, demonstrate its regional value, and make informed decisions about future operations and investments.

A regional approach could provide opportunities to share responsibility, strengthen the airport's regional role, and improve marketing. Progress is dependent on regional partners reaching agreement on the value, structure, and responsibilities of a shared approach.

The airport's operating subsidy is expected to remain relatively stable in the short term. Changes to landing fees or other charges could have unintended consequences, including discouraging airport activity, and therefore need to be considered carefully.



NOW WHAT?

Revisit and reinstate discussions with South Peace Mayors and Directors once the regional review provides direction. Continued leadership and follow-up will be required to maintain momentum.

Finalize the airport reporting format, with assistance from WASCO, and establish a consistent process for collecting, analyzing, and reporting airport activity.

Continue discussions with South Peace Mayors and Directors to determine whether there is interest in pursuing a regional governance or marketing model.

Revisit revenue generation opportunities as airport activity changes, balancing financial sustainability with the need to remain competitive and support airport growth.

**2022
2026**



1.1 AIRPORT

Strengthening our regional airport to enhance connectivity, support economic growth, and improve service for our community.



AIR SERVICE & CONNECTIVITY



FINANCIAL SUSTAINABILITY



PARTNERSHIPS & COLLABORATION



INFRASTRUCTURE IMPROVEMENTS



USER EXPERIENCE & SERVICE



PRIVATE HANGAR DEVELOPMENT



HERE'S WHAT



SO WHAT?



NOW WHAT?



Continued discussions with potential partners regarding the return of scheduled passenger flight service.

Re-establishing scheduled service would improve regional connectivity and create additional opportunities for economic development and potential grant funding for airport improvements.

Continue discussions with air carriers and other potential partners to identify opportunities to restore scheduled passenger service.



Secured grants for key airport capital improvements, including airfield lighting, a de-icing truck, and a self-serve fuel station.

These investments strengthened the airport's operational capacity and reliability. The de-icing truck provides consistent access to essential equipment while allowing a single operator to complete the work more efficiently. Airfield lighting supports regulatory requirements, and the self-serve fuel station provides additional convenience and service for pilots.

Continue pursuing grant opportunities to support airport infrastructure improvements and address future capital requirements.



Continued discussions with air carriers regarding connections to major urban centres.

Access to a major urban centre remains important to the community and region. While a direct connection to a major centre would provide the greatest benefit, any future service needs to be evaluated based on viability, demand, and the needs of the travelling public.

Continue discussions with air carriers and identify viable service opportunities that provide meaningful regional connectivity.



Engaged with airport user groups to better understand their needs and explore opportunities for private investment.

Engagement provided an opportunity to better understand user needs; however, no tangible private investment opportunities resulted from this work during the Council term.

No specific action is proposed at this time. Continue to respond to airport user needs and revisit private investment opportunities as market conditions change.

**2022
2026**

 Completed an on-demand transit service delivery study.	The study allowed the City to investigate an alternative transit delivery model and better understand whether on-demand service could meet community needs.	Completed. Findings can be considered as part of future transit service planning.
 Worked with BC Transit to improve rider data collection and analytics.	Improved ridership information provides a stronger understanding of who is using transit, how the system is being used, and where opportunities may exist to improve service.	Continue reviewing ridership results and maintain consistent data collection and reporting practices to support future service decisions.
 Engaged with community and transit service providers to discuss transit needs and capacity.	Discussions improved the City's understanding of existing transit capacity, community needs, and the services available through local providers.	Completed for the current review. The item has been diarized for April 2027 to determine whether further discussion or action is required.
 Explored opportunities to partner with neighbouring local governments to improve transit service.	Regional partnerships could potentially improve service while sharing costs and resources across communities.	No immediate action is proposed. Continue to monitor opportunities for regional collaboration as transit needs and service models evolve.



1.2 TRANSIT

Building a connected community through accessible, reliable, and innovative transit services.



MORE SERVICE OPTIONS
& GREATER ACCESSIBILITY



IMPROVED RIDER
INFORMATION & DATA



ROUTE OPTIMIZATION &
IMPROVED EFFICIENCY



STRONGER PARTNERSHIPS
& COMMUNITY COLLABORATION



SUSTAINABLE FUNDING
& SERVICE INNOVATION

 Identified an opportunity to partner with Northern Lights College to increase transit ridership; the initiative was not advanced during the Council term.	A partnership could increase student ridership and revenue while providing a more accessible transportation option for students. Advancing this initiative should be considered in the future.	Revisit the opportunity following the April 2027 transit service review and in consultation with Northern Lights College.
 Identified an opportunity to advocate for changes to the BC Transit funding model through UBCM; a resolution was not submitted during the Council term.	Without advocacy for changes to the funding model, the existing funding structure remains in place and the City continues to operate within the current financial framework.	Prepare a letter or UBCM resolution for consideration in advance of the 2027 submission deadline.
 Explored alternative transportation models and provided funding support to Step Up N' Ride.	Municipal funding helped stabilize Step Up N' Ride and supported the continuation of an important transportation option for residents who require accessible transportation.	The item has been diarized until April 2027 to assess the ongoing role of alternative transportation services and determine next steps.
 Researched alternative transportation options and models.	The research provided information that supported Council's decision-making and informed recommendations presented through staff reports.	Completed. Continue monitoring emerging transportation models and opportunities as appropriate.



1.2 TRANSIT

Building a connected community through accessible, reliable, and innovative transit services.





MORE SERVICE OPTIONS
& GREATER ACCESSIBILITY



IMPROVED RIDER
INFORMATION & DATA



ROUTE OPTIMIZATION &
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STRONGER PARTNERSHIPS
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SUSTAINABLE FUNDING
& SERVICE INNOVATION

 Developed opportunities for transit route optimization; implementation was deferred until April 2027.	Deferring route changes maintains the existing service while allowing future decisions to be informed by updated ridership data and the next BC Transit service review.	Revisit route optimization during the April 2027 service planning process.
 Completed the Transportation Master Plan, which identified improved transit and pedestrian linkages.	The plan supports better pedestrian access to transit and provides a framework for integrating transit connectivity into future transportation and infrastructure investments.	Continue incorporating the Transportation Master Plan recommendations into capital planning and future infrastructure projects.
 Expanded transit communications through the City website and other platforms, including promotion of BC Transit's UMO program. Connected a local accessibility advocate with BC Transit regarding website improvements and connected new vendors to BC Transit payment services.	Increased public awareness of available transit services, improved access to fare and payment options, reduced staff time spent responding to transit-related inquiries, and supported greater accessibility for residents who rely on transit.	Review communications, accessibility, and service improvements as part of the April 2027 transit review and identify opportunities for further improvements.



1.2 TRANSIT

Building a connected community through accessible, reliable, and innovative transit services.





2.0 BUILDING & STRENGTHENING RELATIONSHIPS

Fostering strong relationships, open communication, and collaboration to build a connected, inclusive, and engaged community.



STRONG
RELATIONSHIPS



OPEN
COMMUNICATION



COLLABORATION &
PARTNERSHIP



EMPLOYEE
ENGAGEMENT



COMMUNITY
PRIDE



SAFETY &
INCLUSIVITY



HERE'S WHAT



SO WHAT?



NOW WHAT?



Expanded quarterly reporting of departmental activities.

Increased transparency and provided Council and the community with a clearer picture of organizational progress and the work being undertaken across the City.

Look for ways to simplify the reporting process and explore new avenues for sharing organizational progress.



Promoted local events and programs through social media and other City channels.

Increased residents' awareness of and access to local events and programs, strengthened relationships with local organizations, and created opportunities to drive visitors to community events.

Continue promoting local events and programs. Expand outreach to more organizations and consider opportunities to incorporate printed materials to reach residents who may not engage with digital channels.



Implemented regional, provincial, and national marketing efforts to promote Dawson Creek through the "Start Something" initiative.

Campaign data demonstrates significant reach across Canada, including verified visits to Dawson Creek. The campaign has also responded to growing interest among people in larger centres who are considering smaller, more affordable communities.

Continue building the campaign, identify additional community amenities and opportunities to highlight, and continue expanding the supporting website and digital content.



Strengthened relationships with Dawson Creek's Alberta neighbours and regional partners through regular meetings and regional opportunities. This included attending Growing the North for two consecutive years and maintaining connections with PREDA.

These relationships strengthened Dawson Creek's regional presence and created opportunities to collaborate on shared issues and economic opportunities.

Continue building regional and Alberta relationships, particularly as economic development work expands. The new economic development consultant position provides an opportunity to strengthen and coordinate these partnerships.

2022
2026



2.0 BUILDING & STRENGTHENING RELATIONSHIPS

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EMPLOYEE
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COMMUNITY
PRIDE



SAFETY &
INCLUSIVITY



HERE'S WHAT



Reinforced the City's employee values through ongoing internal communications and an annual All Staff meeting.



Supported and participated in Indigenous Peoples Day activities in partnership with Northern Lights College, South Peace Arts Council, and Nawican Friendship Centre in 2024.



Initiated updates to the City's Flag Policy, including Council approval of the official City flag.



Strengthened relationships with our Alberta neighbours and regional partners through regular meetings and regional opportunities. This included attending Growing the North for two consecutive years and maintaining connections with PREDA.



SO WHAT?

Reinforced the City's values and celebrated employee contributions. All-staff meetings provided opportunities for employees to ask questions, hear directly from leadership, and to recognize that they are not alone in the challenges they face.

Created ongoing community partnerships and provided an opportunity to learn how to collaborate across the broader community rather than only within individual organizations.

Established a foundation for future discussions about representation through flags and demonstrated the importance residents place on City symbols and civic identity.

These relationships strengthened Dawson Creek's regional presence and created opportunities to collaborate on shared issues and economic opportunities.



NOW WHAT?

Continue the approach while allowing internal communications and staff engagement opportunities to evolve based on organizational needs and employee feedback.

Continue looking for opportunities to support and participate in Indigenous cultural activities and initiatives throughout the community.

Continue discussions regarding the display of additional flags on City property and develop a comprehensive approach to flag displays, including consideration of the Cenotaph project.

Continue building regional and Alberta relationships, particularly as economic development work expands. The new economic development consultant position provides an opportunity to strengthen and coordinate these partnerships.

2022
2026



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HERE'S WHAT



SO WHAT?



NOW WHAT?



Shared RCMP information and community safety updates through City communication channels.

Regularly sharing information from the RCMP increased public awareness of policing initiatives and community safety activities and helped build confidence in local policing efforts.

Identify additional opportunities and communication methods for sharing RCMP updates, initiatives, and community safety information.



Hosted a 2026 Budget luncheon in partnership with the Dawson Creek & District Chamber of Commerce.

The event was well attended and generated meaningful questions and feedback, creating an opportunity for direct dialogue between the City, business community, and other community partners.

Repeat the event and explore additional opportunities for direct engagement around municipal priorities, budgets, and initiatives.



Provided annual updates on Strategic Priority Action Plan progress through the City's Annual Report.

Increased public awareness of the work being undertaken to advance Council's Strategic Priorities and provided an established mechanism for reporting progress to the community.

Continue reporting Strategic Priority progress through the Annual Report and identify additional opportunities to share information and receive feedback on the City's annual reporting.



Hosted contractor and developer roundtables to better understand customer experiences and service needs. The Mayor also hosted Seniors and Youth Organization Roundtables to share information and receive feedback.

These conversations improved the City's understanding of customer experiences and current issues, allowed staff to adjust processes to better serve the development and contractor community, and created avenues to engage sectors of the community that may not otherwise have regular interaction with the City.

Continue the practice of targeted roundtables and use feedback received to inform service improvements and future engagement opportunities.

2022
2026



2.0 BUILDING & STRENGTHENING RELATIONSHIPS

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INCLUSIVITY



HERE'S WHAT



Simplified permits, waivers, and other processes and made them available online.



Used collaborative procurement methods to deliver selected projects.



Steam-cleaned downtown sidewalks.



Included employee values in staff onboarding and performance evaluations.



Hired an additional Bylaw Officer.



SO WHAT?

Created more transparent, predictable, and accessible processes for residents and businesses while reducing administrative requirements and improving the customer experience.

Collaborative procurement provided opportunities to achieve better value through cost savings, additional project features, or improved timelines while also supporting more positive relationships with contractors.

Demonstrated the City's investment in downtown cleanliness and contributed to community pride by showing that the City cares about the appearance of the downtown.

Integrated the City's employee values into ongoing internal conversations, reinforcing the desired organizational culture and supporting consistent customer service expectations across departments.

Increased the City's capacity to respond to increasingly complex community needs and strengthened the resources available to support community standards and enforcement.



NOW WHAT?

Continue reviewing City processes to identify opportunities to further simplify services, improve accessibility, and move additional processes online where appropriate.

Continue identifying projects where collaborative procurement can provide improved value and outcomes.

Revisit the initiative and determine opportunities to continue or expand downtown beautification and maintenance efforts.

Continue incorporating employee values into employee-centred programs, development initiatives, and organizational practices.

Continue supporting the Situation Table and assess future community safety and bylaw capacity as community needs evolve.

2022
2026



2.0 BUILDING & STRENGTHENING RELATIONSHIPS

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INCLUSIVITY



HERE'S WHAT



SO WHAT?



NOW WHAT?



Implemented a customer service training program.

Employees received training based on research-informed customer service practices, providing staff with common tools and approaches for delivering consistent and effective service.

Continue providing customer service training to new employees and reinforce the skills and practices established through the program with existing staff.



Reinstated long-service awards and added Employee Value Awards as part of the Annual All Staff Meeting.

Recognized employee contributions, reinforced the City's values, and created opportunities to celebrate the positive work and long-term commitment of employees.

Continue both recognition programs and identify additional opportunities to recognize employee contributions throughout the year.



Launched an employee intranet and introduced new internal communication methods.

Improved access to information, strengthened connections between teams, reduced organizational silos, and created additional opportunities for staff communication and recognition.

Continue streamlining internal communications, encourage broader use of the intranet and other tools, and continue evaluating how information is shared across the organization.



Established formal Memorandums of Understanding (MOUs) with regional First Nations.

Strengthened relationships with Indigenous neighbours and established a formal foundation for ongoing collaboration and communication.

Work toward Municipal Services Agreements or MOUs where appropriate to support development, while continuing regular to build relationships based on trust and mutual understanding.



Met regularly with regional neighbours to share information and discuss projects, initiatives, and common interests.

Strengthened regional relationships and created opportunities for Saddle Hills, Tumbler Ridge, Chetwynd, First Nations, and the City to work together on major events and shared initiatives.

Continue maintaining and building regional relationships and identify additional opportunities for regular meetings, collaboration, and shared initiatives.

2022
2026



2.0 BUILDING & STRENGTHENING RELATIONSHIPS

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HERE'S WHAT



Built stronger relationships with healthcare practitioners and organizations through regular participation in healthcare recruitment and retention efforts. This included relationships with Northern Health and the Division of Family Practice, as well as direct connections with physicians moving here.



Established a dedicated Communications Department, first through a Communications Manager and later by restructuring internal resources to create a full organization-wide function to support the organization as a whole.



Advocated at the provincial level regarding community crime and supported community crime prevention organizations.



Established monthly RCMP updates at Council meetings and weekly RCMP/Staff/Mayor check-ins.



SO WHAT?

These relationships allowed the City to help welcome incoming physicians, connect them with the community and better understand local healthcare challenges. They also positioned the City as a supportive partner in recruitment and retention.

The department significantly increased the City's ability to provide timely, frequent and transparent information. It also created dedicated capacity to respond to emerging issues and communicate more consistently across the organization.

Advocacy contributed to the establishment of a regional RCMP property crime hub and supported the allocation of additional RCMP resources as required, strengthening regional capacity to respond.

Regular information sharing about current trends and community safety issues supports informed decision-making and builds public confidence in community safety efforts.



NOW WHAT?

Continue supporting healthcare recruitment and retention, and maintaining relationships with healthcare partners. Look for opportunities to help incoming professionals connect with the community and build lasting connections.

Continue building communications capacity and strengthening the organization-wide function.

Maintain ongoing advocacy for appropriate policing resources and continue supporting community-based crime prevention initiatives.

Continue regular meetings.

2022
2026

HERE'S WHAT

SO WHAT?

NOW WHAT?

Completed the background and educational component for a Municipal Regional Destination Tax (MRDT) program.	Created a foundational resource to explain the MRDT program, how it works, and the potential benefits to Dawson Creek and the local tourism economy. This provides the information needed to support informed discussions about whether to pursue the program.	Continue education and engagement with local hoteliers and Council. Moving forward with an MRDT would require support from local accommodation providers and continued political advocacy and direction.
Completed the Community Tourism Plan and began implementing its recommendations.	The City now has a current and relevant tourism plan that provides a shared roadmap for tourism development and was developed collaboratively with tourism partners and stakeholders.	Translate the plan into a detailed action plan, monitor progress, and report regularly to Council and tourism partners on accomplishments and outcomes.
Identified the need for an inventory and assessment of facilities capable of hosting sporting and other major events; a formal assessment was not completed.	The City does not currently have a comprehensive inventory of its event and sport facilities. This limits the City's ability to clearly identify its capacity and market Dawson Creek as an event destination.	Complete an inventory and assessment of available facilities, including their capacity, amenities, limitations, and suitability for different types of events. Use the information to support future event attraction and marketing.
Refreshed the iconic Alaska Highway Cairn, rebuilding the signature sign and stone cairn while replacing the old brick with smooth, accessible concrete. Updated signage was also added to help visitors have a better Mile 0 experience.	The project preserved and enhanced one of Dawson Creek's most recognizable landmarks while making the site more accessible, welcoming and visitor-friendly.	Continue enhancing the area around the Cairn to strengthen the Mile 0 experience and support its role as a key tourism and community landmark.



3.0

TOURISM

Positioning Dawson Creek as a welcoming, vibrant destination for visitors, events and sporting opportunities while supporting sustainable tourism growth.



STRONG DESTINATION MARKETING

MEMORABLE EVENTS & EXPERIENCES

COLLABORATION & PARTNERSHIPS

AUTHENTIC, UNIQUE EXPERIENCES

SUSTAINABLE TOURISM GROWTH



HERE'S WHAT



SO WHAT?



NOW WHAT?



Although on the action plan, a standalone Regional Tourism Plan was not developed. The City instead participated in and collaborated on broader regional and macro-level tourism planning.

A standalone regional plan was not within the City's direct scope. Participation in larger regional and provincial planning processes provides opportunities to align Dawson Creek's tourism priorities with broader destination development initiatives.

Continue participating in and contributing to regional and provincial tourism planning initiatives and identify opportunities to align local priorities with broader strategies.



Developed a pricing plan intended to encourage tournaments and sporting events to select Dawson Creek as a host community.

The pricing strategy did not result in a measurable impact during the review period. However, maintaining competitive pricing remains one tool available to support event attraction.

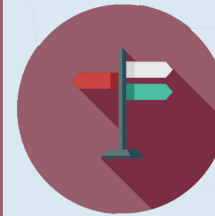
Continue monitoring the effectiveness of the pricing strategy and adjust as market conditions and event opportunities change.



A dedicated Communication and Engagement Plan for the MRDT was not developed.

Without a coordinated communication and engagement strategy, there is not yet a clear pathway for building awareness and support among accommodation providers, Council, and the broader community.

Engage Council and local accommodation providers in discussions about whether to proceed with an MRDT and, if there is direction to advance the initiative, develop an appropriate communication and engagement plan.



3.0 TOURISM

Positioning Dawson Creek as a welcoming, vibrant destination for visitors, events and sporting opportunities while supporting sustainable tourism growth.



**STRONG DESTINATION
MARKETING**



**MEMORABLE EVENTS
& EXPERIENCES**



**COLLABORATION
& PARTNERSHIPS**



**AUTHENTIC, UNIQUE
EXPERIENCES**



**SUSTAINABLE TOURISM
GROWTH**



**2022
2026**



HERE'S WHAT



Supported community organizations in hosting events by reviewing and simplifying Community Event Permits and improving internal and external communication processes.



Reviewed the City's community bulletin boards and developed a marketing plan to improve their use.



Diversified the City's portfolio of major sporting events, including hosting the Para Cup, Provincial Volleyball, Provincial Minor Hockey, Totem Figure Skating, and the Coy Cup.



SO WHAT?

The City's improvements have made the event permitting process clearer and easier for community organizations to navigate. However, provincial requirements such as insurance, safety, and other regulatory requirements continue to create challenges for organizations seeking to host events.

The review provided staff with a better understanding of how the bulletin boards can be used as a community communication tool. It also improved public access to information about events and activities and provided organizations with an additional avenue to share information.

Hosting a broader range of sporting events demonstrated Dawson Creek's capacity and infrastructure to host provincial, national, and international-level events. The Para Cup provided national and international recognition, while the range of events generated economic and social benefits for the community and strengthened Dawson Creek's reputation as a sport hosting destination.

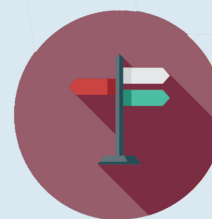


NOW WHAT?

Continue supporting community organizations through the permitting process, identify opportunities to further simplify City requirements, and explore ways to help organizations better understand requirements that fall outside the City's jurisdiction.

Continue monitoring use and effectiveness, review the approach periodically, and amplify bulletin board information through complementary digital and other communication channels.

Continue building the relationship with Hockey Canada, participate in Sport Tourism Canada initiatives and the Sport Hosting BC Conference and related networking opportunities, and continue actively marketing Dawson Creek as a destination for sporting events.



3.0 TOURISM

Positioning Dawson Creek as a welcoming, vibrant destination for visitors, events and sporting opportunities while supporting sustainable tourism growth.



**STRONG DESTINATION
MARKETING**



**MEMORABLE EVENTS
& EXPERIENCES**



**COLLABORATION
& PARTNERSHIPS**



**AUTHENTIC, UNIQUE
EXPERIENCES**



**SUSTAINABLE TOURISM
GROWTH**





4.0 PARKS, TRAILS & RECREATION FACILITIES

Healthy, active and
connected community
through exceptional parks,
trails and recreation spaces.



CONNECTED
TRAILS



BEAUTIFUL
SPACES



PLACES FOR
EVERYONE

✓ HERE'S WHAT	💡 SO WHAT?	🔍 NOW WHAT?
 Completed the Active Transportation and Trails Master Plan. Engaged the NEBC Accessibility Committee to discuss trail accessibility.	We now have a long-term plan for the community's trail network, including future connections, maintenance and clearing priorities, and considerations for accessibility.	Continue expanding the trail network throughout and around the community, while incorporating accessibility into future planning and design.
 Installed lighting for improved safety of majority of current trail network.	Extending the use of trails beyond daylight hours improves safety and enhances the experience for residents and trail users.	As the trail network expands, identify and prioritize appropriate trails for lighting.
 Identified needs for trail accessories, garbage bins, dog bags, bike racks and benches.	A clear inventory helps us understand what is needed across the trail network and where amenities need to be installed or replaced.	Continue planning for and implementing trail amenities based on identified needs and priorities.
 Completed a city-wide playground assessment to identify areas needing new or improved infrastructure. Added new playgrounds and replaced unsafe equipment and added accessible swings at several locations. Installed basketball hoops at two locations, completed the Creekside Courts in Kin Park, and added benches, garbage cans and bike racks to parks. Purchased land for the future Fynn Park playground.	The City improved access to safe, inclusive and varied outdoor recreation, while beginning to address gaps identified through the playground assessment. There are brand new playgrounds now located at 16 Street and 104 Ave, Elwood Drive Park and Hillcrest Park, with another new playground on the way ensuring our underserved neighbourhoods have space to play.	Continue implementing priorities identified through the Parks, Recreation and Culture Master Plan, including the planned playground at Fynn Park and further improvements to parks and outdoor recreation spaces.



4.0 PARKS, TRAILS & RECREATION FACILITIES

Healthy, active and
connected community
through exceptional parks,
trails and recreation spaces.



✓ HERE'S WHAT	💡 SO WHAT?	🔍 NOW WHAT?
 Enhanced our natural trails: Leoppky Park and Chamberlain Nature Park.	Renewed signage, amenities and physical infrastructure at Leoppky Park and Chamberlain Nature Park improve the visitor experience, support family-friendly recreation, extend the life of assets and enhance the appearance of these natural spaces.	Continue enhancing Leoppky Park and Chamberlain Nature Park through targeted improvements to amenities, signage and infrastructure.
 In exploring present and future partnerships, we informed the DC Rotary Clubs of the plans for parks and trails. We revisited the Community Partners program for commemorative benches and trees.	Stronger relationships with residents and community organizations create opportunities for greater community involvement, beautification and investment in parks and trails.	Continue to strengthen community partnerships and foster community pride through opportunities to support and enhance parks and trails.
 Completed signage guidelines. Started implementation of the guidelines across the community.	Consistent, modern signage improves wayfinding, strengthens community branding and provides clearer information for residents and visitors.	Continue implementing the signage guidelines throughout the community as signage is replaced, upgraded or added.
 Returned the Kenn Borek Aquatic Centre to seven-day operations by rebuilding the lifeguard team and strengthening staffing and operational capacity. Prior to COVID-19, the Centre had been unable to sustain seven-day operations due to staffing shortages.	Seven-day operation restored consistent access to a major community recreation facility and was a significant win for residents.	Maintain sustainable seven-day operations while continuing to monitor staffing, programming and facility needs.



4.0 PARKS, TRAILS & RECREATION FACILITIES

Healthy, active and
connected community
through exceptional parks,
trails and recreation spaces.



✓ HERE'S WHAT	💡 SO WHAT?	🔍 NOW WHAT?
 Invested in significant infrastructure and facility upgrades to restore and extend the life of the Dawson Creek & District Memorial Arena, including improvements to the ice pad, heating and cooling systems, paint, washrooms, lighting and score clock.	These investments improved the arena's reliability, appearance and functionality while protecting a key community recreation facility for the future.	Continue completing the arena's revitalization and addressing remaining infrastructure and facility needs.
 Transformed the Kin Arena by repurposing a portable sports floor within an existing facility, creating a new indoor recreation space. This expanded opportunities for a variety of sports and provided valuable activity space during the winter months.	The project increased recreation opportunities without requiring a new facility and created more indoor space for sports and community activity.	Continue growing use of the sports floor and upgrading interior infrastructure to better support a wider range of sports groups.
 Planted 210 trees in 2025 and 2026 to replace trees lost to age and disease and began revitalizing green spaces throughout the community.	Tree planting has helped restore tree cover while improving the appearance, shade and overall quality of Dawson Creek's parks and green spaces.	Continue replacing lost trees and investing in the long-term health and beautification of parks and green spaces.

✓ HERE'S WHAT

💡 SO WHAT?

🔍 NOW WHAT?



Improved City programming and community use of the South Peace Multiplex and established a multi-sport centre.

Increased facility use, reduced the number of dark days, and created more opportunities for large community gatherings. The multi-sport centre has expanded access to community facilities, improved overall facility utilization, and diversified the demographics and groups using the facility.

Continue to market the facility, diversify programming, and identify opportunities to expand community use. Increased utilization will require continued capital planning and investment to ensure the facility can accommodate changing community needs.



Renegotiated the Ovintiv Events Centre management contract with OVG.

Established a stable and experienced facility management arrangement, supporting consistent operations and service delivery at the facility.

Completed. Continue monitoring the contract and facility performance through the established management relationship.



Advanced the design of currently undeveloped space within the Multiplex.

The work will provide a shelf-ready concept and cost estimate that can be used to support future decisions about the development and use of the space.

Finalize the designs and cost estimates and bring the project forward to Council for consideration through the budget and capital planning process.



Explored alternative partnerships for the operation of the Lakota Agriplex.

Alternative operating partnerships were explored; however, no interested partners came forward and there was no change to the current operating model.

Completed. No further action is proposed at this time. Opportunities can be revisited if community or market interest changes.



4.1 SOUTH PEACE COMMUNITY MULTIPLEX

Investing in multi-sport, multi-purpose facilities and partnerships that enhance quality of life, support healthy communities, and strengthen regional collaboration.



FACILITY
UPGRADES



USER
EXPERIENCE



STRONG
PARTNERSHIPS



PROGRAMS & EVENTS



REGIONAL DESTINATION

2022
2026



Continued efforts to improve regional funding support for recreational facilities.

The cost of maintaining and operating major recreational facilities continues to place significant pressure on municipal resources. Increased regional participation could help distribute the cost of facilities that serve residents throughout the Peace region.

Continue advocating with the Peace River Regional District for increased regional participation in the funding of recreational facilities.



A plan for a multicultural lobby within the Multiplex was not developed.

While a dedicated multicultural lobby was not advanced, the City completed an overarching Public Art Policy that provides a framework for considering how art and cultural representation can be incorporated into public spaces.

Engage the Public Art Advisory Committee to explore opportunities for multicultural and culturally representative art within the Multiplex and consider how these opportunities can be incorporated into future facility improvements.



Established a fully staffed Aquatic Centre operating seven days per week.

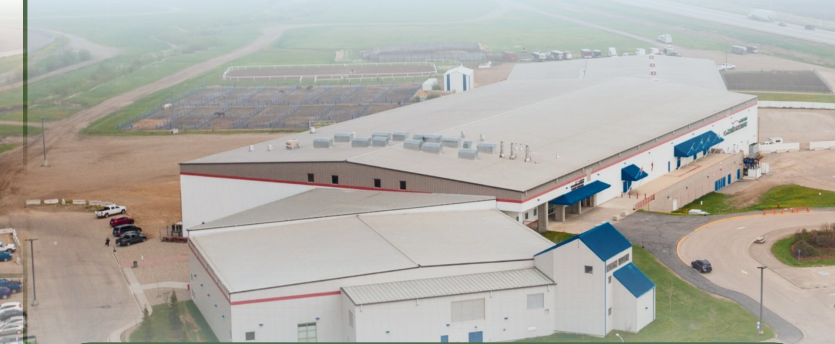
Improved access and increased opportunities for community use of the Aquatic Centre, supporting recreation, health, and wellness opportunities for residents.

Continue monitoring usage and programming, promote the facility to the community, and maximize opportunities to increase participation and utilization.



4.1 SOUTH PEACE COMMUNITY MULTIPLEX

Investing in multi-sport, multi-purpose facilities and partnerships that enhance quality of life, support healthy communities, and strengthen regional collaboration.



FACILITY
UPGRADES



USER
EXPERIENCE



STRONG
PARTNERSHIPS



PROGRAMS & EVENTS



REGIONAL DESTINATION



5.0 VIBRANT DOWNTOWN

Building a thriving downtown core that is attractive, accessible, and full of opportunity – where people want to live, work, visit, and invest.



DOWNTOWN
DEVELOPMENT



STREETScape
IMPROVEMENTS



PLACEMAKING &
MURALS



BUSINESS ENGAGEMENT



EVENTS & ACTIVATION



HERE'S WHAT



SO WHAT?



NOW WHAT?



Reviewed existing downtown development studies, engaged with Council, and developed a Downtown Revitalization Plan.

Provided Council with a consolidated understanding of previous downtown work and established a guiding document with strategies to support future revitalization and investment.

Review the Downtown Revitalization Plan and provide the incoming Council with an opportunity to consider and prioritize the recommended strategies.



Finalized and implemented the Revitalization Tax Exemption Bylaw.

Established a financial incentive for residential and commercial development within the city. The program has attracted applicants who are now receiving tax exemptions and continues to provide an incentive for new development.

Continue marketing the program to property owners and developers and monitor participation and outcomes.



Established a definition of "downtown" and incorporated it into the Official Community Plan.

Created clarity about the geographic area considered downtown, providing a consistent foundation for future planning, policy, investment, and revitalization initiatives.

Use the established definition to guide future downtown planning, policies, and initiatives.



Reinstated the Downtown Mural Program through the Dawson Creek Art Gallery.

Provided the Art Gallery with funding to create new murals and replace existing murals, supporting downtown beautification, local art, and community identity.

Continue collaborating with the Dawson Creek Art Gallery to maintain and expand the mural program.

2022
2026



5.0 VIBRANT DOWNTOWN

Building a thriving downtown core that is attractive, accessible, and full of opportunity – where people want to live, work, visit, and invest.



DOWNTOWN
DEVELOPMENT



STREETScape
IMPROVEMENTS



PLACEMAKING &
MURALS



BUSINESS ENGAGEMENT



EVENTS & ACTIVATION



HERE'S WHAT



SO WHAT?



NOW WHAT?



Held a roundtable with local business owners to discuss downtown issues and opportunities.

The discussion identified the need for more focused engagement specifically with businesses located within the downtown area.

Organize a dedicated Downtown Business Roundtable to identify priorities, hear concerns, and explore opportunities for collaboration.



Collected information on City-owned downtown lots and developed a marketing brief to encourage development.

The City now has a consolidated resource that can be shared with developers and a clearer understanding of the potential best use of individual City-owned properties.

Increase marketing of available properties and work with local real estate agents and other development partners to promote opportunities.



Met with the NEBC Accessibility Committee to identify accessibility challenges and opportunities in the downtown.

The engagement identified capital improvements needed to improve accessibility and also informed operational changes that could make the downtown more accessible.

Continue working with the Committee and implement identified accessibility improvements through capital and operational planning.



Installed sharps containers in designated areas and increased the number of garbage bins throughout the downtown.

The improvements received positive community feedback, reduced litter, and reduced staff time required to respond to waste and sharps-related issues.

Continue monitoring downtown needs and identify opportunities for additional amenities that improve cleanliness, safety, and public use.

2022
2026



5.0 VIBRANT DOWNTOWN

Building a thriving downtown core that is attractive, accessible, and full of opportunity – where people want to live, work, visit, and invest.



✓ HERE'S WHAT	💡 SO WHAT?	🔍 NOW WHAT?
 Replaced existing downtown lighting standards with ornamental poles.	Improved the appearance and character of the downtown and contributed to a more welcoming public environment.	Completed. Continue maintaining the infrastructure as part of regular downtown operations.
 Revamped downtown history displays through the Historic Walking Tour project.	Created an interactive activity that encourages residents and visitors to explore downtown while learning about Dawson Creek's history.	Completed. Continue to monitor the displays and consider opportunities to refresh or expand the experience in the future.
 Installed trees in vacant City-owned downtown lots and completed landscaping improvements.	Created more attractive, welcoming, and usable downtown spaces while contributing to the overall appearance and character of the area.	Continue proactively replacing street trees and maintaining landscaping throughout the downtown.
 Installed picnic tables on the City Hall lawn.	Created an informal gathering space in the downtown and provided an additional opportunity for residents and visitors to use public space.	No specific action required at this time. Continue maintaining the space and monitor its use.

2022-2026 CAPITAL PROJECTS

**STRONG ASSETS.
SMART INVESTMENTS.
STRONGER COMMUNITY.**

Between 2022 and 2026, the City team delivered a significant program of capital projects designed to strengthen our infrastructure, improve service delivery, and support the long-term needs of our organization and community.

CAPITAL BUDGET

Unlike an operating budget, which funds the day-to-day costs of running the business such as salaries, utilities, maintenance, and routine services, a capital budget is invested in assets that provide value over many years.

INVESTING FOR THE FUTURE

These projects represent strategic investments in our future, delivering lasting improvements that enhance efficiency, resilience, safety, and the overall experience of those who rely on our services.

This recap highlights the key capital investments that were made over the past four years or are currently underway in 2026.

2022-2026 CAPITAL PROJECTS



AIRPORT

- Airfield BCAAP (Line Painting/Fencing)
- Airfield Lighting
- Airport Security Fencing - BCAAP
- Airport Shallow Utility Servicing
- Airport Terminal East Wall Overhang Remediation
- Airport Tower & Terminal Mechanical Upgrades
- Airport Tower DCC
- FAC Building - Fire Prevention/Fighting Equipment
- Runway & Apron Repairs (ACAP)
- Runway Concrete Repairs
- Self-Serve Fueling Terminal/Stabilization of Fuel Tanks



DRAINAGE, PAVING, SEWER AND WATER

- 100B Urbanization (8th Street to Wilson Road) - Paving
- 109th Ave from 15th Street to 17th Street - Paving
- 110th Ave from 15th St to 17th St – Drainage, Paving, Sewer, Water
- 112th Avenue from 7th Street to 8th Street – Drainage, Paving, Sewer, Water
- 17 St CN Crossing
- 1st St from 116th Ave to Hwy 2 – Paving
- 8 St & Alaska Corridor Manhole Rehabilitation
- 8th Street Drainage Crossing Between 100B and Traffic Circle
- 94 Ave - 8 St to 11 St – Drainage, Paving, Water, Sewer
- 94th Ave: 13th - 17th – Paving
- 95th Ave from 8th St to 13th St – Drainage, Roads, Light, Sewer
- 96th Ave from 8th Street to 13th Street - Paving

2022-2026 CAPITAL PROJECTS



DRAINAGE, PAVING, SEWER AND WATER

- 96th Ave: 13th - 17th – Paving
- Arenas Parking Lot Drainage - Phase 1
- Arenas Parking Lot Reconstruction
- Barbaree Park Drainage
- BC Hydro Lift Station Replacement Design
- Canalta Subdivision Phase 1 – Drainage, Paving , Sewer
- Camarlo Subdivision – Drainage, Paving, Water, Sewer
- Condition Assessment Bridges (11 total)
- Downtown Traffic Lights
- Fixed Network Water Meter Reading Infrastructure
- Granular Activated Carbon (GAC) PLC Kiosk Replacement
- Heritage Lift Station Design
- Kin Park Trail Network Connections
- Lagoon Blowers
- Lagoons Aeration Lines Replacement
- Lagoons Vegetation Removal
- Land Purchase 10400, 10408 & 10416 17 St
- Lungul Reservoir Dam Safety Upgrades
- Main Lift Station Pump
- Memorial Arena Rear Access Rebuild
- MOPS Splash Pad Water Service
- Pavement Condition Assessment
- Sewer Trunk Main Replacement Phase 1
- South Dawson Land Management
- Sudeten Hall Back Area - Paving
- Trail Network and Active Transportation Master Plan
- Trail Reservoir Erosion Control

2022-2026 CAPITAL PROJECTS



DRAINAGE, PAVING, SEWER AND WATER

- Willowbrook Sewer Lining
- WTP - Underdrains & Media Filter Replacement
- WTP Scada System Replacement



FACILITIES, MEDIA & TECHNOLOGY

- 1000 Alaska Ave - Building Purchase
- 4H Building & Horse Barn Engineering/Fees
- Alaska Highway Cairn Refresh
- Arenas Sound System Replacement
- Art Gallery Entrance Upgrade – Rebuild, Landscaping, Sidewalk, Pathway
- Asset Management Software
- Ball Diamond Remediation
- Brookside Cemetery Tree Removal & Soil Containment
- Calvin Kruk Centre Replacement Heating & Cooling Units
- City App & Websites – dawsoncreek.ca, tourismdawsoncreek.com and dawsoncreekeventscentre.com

2022-2026 CAPITAL PROJECTS



FACILITIES, MEDIA & TECHNOLOGY

- City Gateway Signage - Planning
- City Hall Accessible Bathroom - 3rd Floor
- City Hall Capacity and Security Renovations - 2nd Floor
- City Hall Cenotaph - Planning & Design
- Columbarium - City & Brookside Cemetery
- Communications Strategy & Crisis Plans
- Comprehensive Event & Tourism Strategy - Rebrand
- Curling Rink Canopy & Facility Upgrades
- Curling Rink Crawl Space & Upgrades
- DC Exhibition Association - Cow Barn Engineering/Fees
- DC Exhibition Association - Horse Barns
- Eljen Medical Clinic - Building Purchase
- Facility & Parks Signage - Memorial Arena
- Fall Protection - City Hall
- Fire Hall Flooring & Building Upgrades
- Harry Morrow Playground
- Internet and Network Upgrades (VoIP Telphony)
- IT - Next Generation 911 Software
- IT Master Plan
- KBAC - Decorative Rock Replacement
- KBAC Facility & Pool Upgrades
- KBAC Regrout Main Pool, Pool Pilots & Lights
- Kin Arena Sports Floor - Front Entrance, Fire Panel, Electrical & IT upgrades
- Kin Park Creekside Courts
- Kin Park Playground Equipment
- LED Light Retrofit & Electrical - City Facilities

2022-2026 CAPITAL PROJECTS



FACILITIES, MEDIA & TECHNOLOGY

- Library AC Units
- Lighting of City Signs
- Memorial Arena Building Upgrades (BAS, HVAC, DDC)
- Memorial Arena Lobby Flooring & Pillars, Bathrooms
- Memorial Arena Pad Replacement & Upgrades
- Mile 0 Park - Landscaping & Improvements
- Mile 0 Park - Redevelopment and Accessible Playground
- Mile 0 Park - Paint Buildings, Sudeten Hall Decking, Playground Fall Protection
- Museum Ramp and Concrete Path Replacement
- Neighborhood Concept Plan - 1100 95th Ave
- Ovintiv Events Centre - Accessibility Ramping & Decking
- Ovintiv Events Centre - Walking Track Level Carpet Replacement
- Parks Tree Renewal
- Playground - 16 St and 104 Ave
- Playground - Elwood Dr/Purple Park
- Playground - Hillcrest
- Playground Removal & Upgrades
- Public Works Yard Office Site
- Public Works Yard Building & Airport Hangar - Planning & Design
- RCMP Detachment Security & Building Upgrades
- Solar Phase 1 - City Facilities

2022-2026 CAPITAL PROJECTS



FACILITIES, MEDIA & TECHNOLOGY

- South Peace Community Multiplex - Mechanical & Equipment Upgrades (DDC Upgrades, Facility Lighting, Gas Detection & Monitoring Replacement)
- South Peace Community Multiplex - Ice Plant & Heat Recovery - Phase 1
- South Peace Community Multiplex - Storm Water Management
- Splash Park - Growing Communities Fund - Design
- Sports Equipment for Indoor & Outdoor Facilities
- Start Something Campaign
- Sudeten Hall Drainage and Curb Replacement



SIDEWALKS & ACTIVE TRANSPORTATION

- Chamberlain Park Trails
- Dawson Trail 17 St Connector – Paving and Lighting from 17 St to 101 Ave Trailhead
- Kin Park Lighting - 8 St to 17 St
- Street Lighting - Upgrade Program
- Vibrant Downtown - Street Lighting & Beautification Program

FROM PRIORITIES TO PROGRESS

**STRONG ASSETS.
SMART INVESTMENTS.
STRONGER COMMUNITY.**



PLANNED FOR THE FUTURE

Worked towards sustaining our infrastructure, tracking assets and making responsible investments.



BUILT STRONG CONNECTIONS

Built strong relationships, explored communication avenues and collaborated in the community and across the region.



CREATED A DESTINATION

Built a strong Community Tourism plan, leaned into local and regional events and fostered community pride.



INVESTED IN QUALITY OF LIFE

Invested in our parks and trails, bolstered indoor recreation and explored new uses for the South Peace Community Multiplex.



STRENGTHENED OUR DOWNTOWN CORE

Worked towards a vibrant, welcoming and active downtown.

**2022
2026**