



Dauphin

City of Dauphin Bright Ideas Community
Consultation Report

*“What could our community look like in the
future?”*

December 10, 2014

Lion's Den, PRC



Executive Summary

A public community consultation took place in Dauphin at the Parkland Rec Complex in early December, 2014. The City of Dauphin council, management and some key staff were present for the process and assisted in recording information collected during the evening. Also present was a consultation facilitator.

The concept of a public community forum was brought forth during the fall 2014 municipal election process and coordinated through Dauphin Economic Development & Tourism, a department of the City of Dauphin. The basic concept of the forum was to invite the residents of Dauphin as well as key stakeholder groups, to have open discussions regarding the direction the community could potentially move in, considering the commencement of a new term of office for the new city council.

A steering committee came together to design the consultation process including key city management and facilitator, Dave Bosiak, an expert in collaborative strategic planning.

The consultation process involved approximately 60 individuals from the community in focus group sessions as well as online submitted content that has been incorporated into this summary. The process provided valuable insight into community needs, vision and some areas of potential opportunity.

Over the coming months, City Council and management will be reviewing and referencing the results of the consultation process. The objective is to comparatively assess council planning priorities with community need while assuring that plans are sustainable in terms of fiscal responsibility and human resources.

The City of Dauphin recognizes the importance of ongoing community engagement and aims to use the consultation process as a way to elicit feedback.

Background

The City of Dauphin's staff is led by the Chief Administrative Officer. The departments work together to administer the policies and programs put forth by the City of Dauphin's Council. To assist with these directions, there are several departments, each acting on specific tasks toward their goals, but always acting in concert with other departments. Public Works and Operations deals with the physical infrastructure owned by the City – roads, sidewalks, grounds. Our Utility provides water and sewer service to our residents for a fee. Our Building Inspector guides residents, construction companies, contractors, and developers through the building and renovation process. Finance is responsible for gathering property taxes, accounts payable and accounts receivable, payroll, and financial reporting. Bylaw Enforcement oversees the requirements of the Parking Bylaw and the Property Standards Bylaw.



And Administration deals with the requirements of The Municipal Act, including council and committee meeting agendas and minutes, routing correspondence, and filing all documents.

The Rural Municipality of Dauphin surrounds the City of Dauphin, and is truly our neighbour in all sense of the word. The Councils of both municipalities work closely together on projects that affect both entities, especially near our mutual border. Furthermore, the administration of both municipalities work together on projects, freely share information that is applicable to those projects, and help each other achieve our municipal goals.

Consultation Process

The Bright Ideas for Dauphin community consultation session was designed with the principle of public engagement as a top priority. City of Dauphin Council determined that a facilitated open public forum would provide the public the opportunity to share their ideas regarding Dauphin's future.

The session was planned using a focussed conversation approach, which can best be described as a “method of leading people through certain phases of reflection and then enabling them to process their experience as a group.” The session format was organized to discuss three major themes:

Theme A – Where we live - Looking Forward

Defining question: “What could our community be like in the future?”

Follow-up or clarifying questions:

- Describe what you see in Dauphin in 5 (or 10 – or 20) years
- What (activities, businesses, facilities, programs) do you see in Dauphin in the next few years?
- What actions need to occur to reach your desired view of Dauphin in the future?

Theme B – What we do - Economic Development

Defining question: “What activities and initiatives could be pursued to enhance our local economy?”

Follow-up or clarifying questions:

- What business or industry do you see being viable in Dauphin?
- What activities could the Dauphin Economic Development Department be focussing on?
- How do you define Economic Development?

Theme C – How we live - Arts, Culture and Recreation

Defining question: “What can be done to support quality of life components in our community?”

Follow-up or clarifying questions:

- Describe the arts and culture scene as you see it in X years in Dauphin?

- What can we do to ensure our recreation facilities are maximized to their full potential?
- What kind of activities would you like to see available in our community in the future?

The process involved four separate small group discussions. Small group discussions were facilitated by City Managers with all comments recorded on flip charts. Summary statements from each of the discussions were re-stated to the large group and flip chart responses were posted on a wall for review as each discussion was completed. This process was repeated three times in order that the small groups could discuss in detail each listed theme topic. A final summary report reflecting group comments will be distributed by City Council following the session.





The Bright Ideas Consultation Summary

All written and online survey responses were transferred word-for-word into electronic format and organized into appropriate themes. (SEE: Appendix, Document C: Online & Written Responses) Additionally, ideas presented early in each theme as presented, were most noted during the consultation process.

The Bright Ideas Consultation Themes

Three themes were chosen for the consultation, with opportunity to break down into further detail. Ideas and information may be somewhat repetitive but are shown as a true representation of the discussions. Underlined statements indicate an overall theme, solid black bullet points indicate a general idea, clear bullet points indicate more detail provided regarding an idea.

Theme A: What could our community be like in the future?

Green / Sustainable Community

- Replace older trees, plant more trees in new development
- Active Transportation: Accessible/ walkable community
- Communities in Bloom - continuing projects
- Community Gardens
- Enhanced/ creative recycling service



Making Dauphin a Regional Hub

- **Educational HUB:** Dauphin institutions to provide specialized training in relevant skill sets for current Dauphin job market. For example, corrections officer training for potential upcoming jail expansion, hospitality training, trades training, some higher level education.
- **Healthcare HUB:** specialized mental / physical health supports for First Nations, accessibility, expanding regional health centre for example specialized services, medical tourism.
- **Retail HUB:** larger retail and expansion of current retailers, more small retail business. Make Dauphin the regional retail destination.
- **Recreation HUB:** Activities and programs that are attractive to youth, emphasis on physical activity such as active transport, senior rec programming, winter programming, outdoor concerts and events, capitalize on Vermillion Park, accessible within-city limits venues, fishing tourism, promotions of skatepark.
- **Entrepreneurship HUB:** entrepreneur development centre, business service centre, small business incubator.
- **Government HUB:** expand on current services and facilities.
- **First Nations HUB:** partnerships to increase business and support of business and service.

Vibrant Community

- Downtown Revitalization: address derelict buildings, franchise business, patios, cooperation of local retail, public gathering spaces, bike racks.
- Keep small town charm
- Create community buy-in
- Population retention
- Recreation opportunities
- Increased services for current population
- Leverage skills and knowledge of new immigrant population
- More restaurants
- Employment: employment for all levels, entry level employment, career opportunities in both private and public sector jobs
- Mentorship programs between youth & elders

Housing

- Affordable, Assisted Living, Condos, Apartments, Upscale residences
- All types for all needs



Transportation

- Bus service
- Active transportation

Safety & Family Friendly

- Supports for young mothers
- Family programming
- Monitoring public spaces
- Newcomer supports
- Address childcare/daycare shortage

Partnerships

- First Nations
- Retailers
- RM/City (Amalgamation)
- Surrounding communities
- MVSD

Emphasis on arts & culture

- Creative partnerships
- support
- fundraising

Technology

- Increased broadband (cel service everywhere)
- Consider technology based industries (call centers, web design etc.)



Theme B: What activities and initiatives could be pursued to enhance our local economy?

- Specific Economic Development Hubs (Also see Theme A, Regional Hub)
 - Tech Hub: call centers, tech parks, digital services

Perceived opportunities for developers & entrepreneurs

- Greenhouses, hothouses
- Factories/Industry
- Tourism Operators
- Green Industry, recycling/composting,
- Value added agriculture - greenhouses, meat processing
- Convention Center
- Meat processing
- Music Center
- European Bakery
- Additional Restaurants
- Farmer's Market/ Global Market
- Housing

Ideas for fostering economic growth

- **Lobbying & Advocacy**
 - lobbying levels of government
 - lobbying for post-secondary improvements, expansion
 - lobbying for investment
 - lobby assessment for fair assessment
 - lobbying for increased preventative healthcare services



- lobbying gov for subsidized housing
- lobbying for local hire preference

- **Incentives**
 - lower taxes
 - provide infrastructure
 - New biz/start up incentives
 - tax / assessment based incentives
 - formal economic development incentive programs

- **Analyze job needs in the market**
 - Providing access to market & demographic information

- **Administration**
 - building / development policy clarity
 - drainage details for development
 - business startup checklist ie: licensing, zoning
 - infrastructure information : availability /accessibility
 - central point of contact that is knowledgeable
 - research best practices of successful models in comparable communities

Entrepreneurial Supports

- Small business incubator – provide risk-free space for new business
- Resources that can assist with - franchise development, business plan assistance, inventory management
- More frequent entrepreneur events
- Dauphin's Dragons Den and other creative programs for entrepreneurs
- Identify and engage potential entrepreneurs
- Be shovel-ready - if you build it, they will come
- Infrastructure in place
- Labour force – provide appropriate training and attract the required labour force such as tradespeople

- **Workforce Readiness**
 - education & training based on market need
 - identify market need
 - preparing youth

- **Industry Attraction**
 - marketing & promotions : contagious brand, cottage country
 - Partnerships



- partner education with business

Tourism

- **Maximizing Tourism in Dauphin**
 - Product Development - Experiential Tourism Products
 - Tour Opportunities – fishing, hunting, historic venues
 - Partnerships
 - RMNP - north escarpment development
 - Promote location of Dauphin – proximity to Ducks & RMNP
 - Tour Operators – attract them and assist with development
 - International twinning (with another community)
 - Event & organization support
 - Capitalize & expand on current events
 - New events: camps
 - Assistance with community event promotions
 - Added support for small/new events
 - Position Dauphin as destination for access to RMNP
 - Winter destination: winterlife, events, winter specific

Theme C: What could be done to support the quality of life in our community?

Arts & Culture

Events

- **Ongoing support “to be sure we don’t lose what we have”**
 - *City assistance with administration, volunteer coordination, marketing*
 - *Volunteer recognition (awards)*
- **Maximize use of Selo site**
- **Take it or leave it – a program for used goods**
- **Historical preservation events – film festivals**
- **Performing arts festival**
- **Multicultural events**
- **Winter specific events**
- **Community treasure hunts**
- **Free swims**
- **Fort Dauphin Museum**
 - *More financial support and promote use as a venue*
- **Promotion of Ukrainian dance groups and events**
- **Teenagers & Youth**



- *Develop specific events for teens & youth*
- *Create youth partnerships*

Marketing & Promotions

- **Communicate the “awesomeness” we already have**
- **Tourism Dauphin – create social media, central place for events like a website**
- **Roundtable discussion events for organizations**
- **Create a volunteer database**
- **Public relations coordinator**
- **Event aps that locals could subscribe to**
- **Community spirit initiative**
- **Promote & Assist with fundraising and programming**
 - *Watson Art Centre, Dauphin Friendship Centre*
- **Architectural Walking Tour – revise /republish book**
- **Promote VIA Rail as a means to travel to and from Dauphin**

Public Art

- **Install art everywhere**
 - *Mural development*
 - *Beautification projects*
 - *Statues*
 - *Unusual art installations*

Funding

- **Funding assistance & subsidies**
 - *More funding for library, venues, museums, and renewal projects*
 - *No user fees*
- **Enhancements to facilities through general taxation**
- **Collaboration between organizations**
 - *Form partnerships to share funding & resources*



Recreation

- **Community Gardens & Parks**
 - *Public Parks – upkeep and additional*
 - *Create community gardens*

- **Walkability throughout the community**
 - *Promote and develop active living / active transport and establish routes in places like the downtown core.*
 - *Safe access to south end of Dauphin (access to area through pedestrian/bike lanes/sidewalks)*
 - *4 mile square trail development*
 - *Community-wide trail PLAN*
- **Keep taxes as they are in order to support rec programming**
- **River system tube float promotions**
- **Outdoor climbing wall**
- **Outdoor movies**
- *Lighting in public spaces*
- *Pedestrian friendly downtown core*

Vermillion Park

- **Outdoor pool**
- **Bridge to Sportsplex**
- **Utilize Dead River for ice skating**
- **Outdoor climbing wall**
- **Bandstand (clam shell venue for performances)**
- **Flood proofing**
- **Vermillion-specific events for locals**



Response from City

Over the coming months, City Council and management will be reviewing and referencing the results of the consultation process. The objective is to use the results of the consultation as a point of reference when planning projects and discussing priorities, while assuring that plans are sustainable in terms of fiscal responsibility and human resources.

Theme A

In recent years, the City of Dauphin has taken strides to move in a green and sustainable direction. The City works directly with Communities in Bloom and Dauphin Recreation Services on green initiatives, services, and projects including seasonal tree replacement, composting projects, a recirculating water system in Vermillion Park Splashpad, household hazardous waste removal service, e-waste service at the recycling facility and a permanent compost at the landfill site. Recently, the City has provided land in Dauphin's west end to the Dauphin Neighbourhood Renewal Corporation for community gardens, a project which is slated to begin Spring 2015.

In the fall of 2011, City Council created a committee of council entitled the Property Standards Task Force Committee. This Committee is chaired by the Assistant CAO, and is comprised of two Councillors, the Fire Chief, the Building Inspector, the Bylaw Enforcement Officer, and a member of the RCMP if required. The purpose of the Committee is to identify properties that do not meet minimum standards as outlined in our Property Standards Bylaw 07/2004, and work with the owner to remedy the situation. Since the Committee's inception, they have reviewed over 50 properties and have been the driving force to demolish 10 derelict buildings and significantly improve the state of many more yards.

Spring of 2013 saw the creation of the Active Transport Committee, whose primary goal is to create convenient travel routes for pedestrians and cyclists between key areas and facilities within the city of Dauphin. In June 2014, the City began Phase 1 of this project by creating marked pathways and "sharrows" (share the lane symbols) throughout the community. The City will continue to consult on options for active transport opportunities in the future including potential pathways, gathering areas, signage and safety issues.

The City of Dauphin continues to advocate for development in order to make Dauphin a regional hub. The expansion of the MRI, an interest in a proposed stand-alone endoscopy unit and the development of a Pediatric Rare Disease Centre of Excellence are all indications that Dauphin is moving towards being a hub for professional services. The Economic Development office continues to engage in discussions with potential new business, franchise opportunities and regularly consults with the community on possible collaborations which help to position Dauphin as a regional hub.

Lobbying continues for expansion of post-secondary programming at Assiniboine Community College in Dauphin. Last year the Post-Secondary Committee was able to secure consecutive years for the Licensed Practical Nursing program, assisted in securing the Cohort Bachelor of Social Work program



and continues to lobby for increased first year programming as well as programming which meets the demand of the local market.

Dauphin City Council as well as the Economic Development office have created a Downtown Development committee which aims to address vacant spaces, social gathering and seating areas, potential theming projects and business development. This committee is comprised of local business operators and is run through Dauphin's Economic Development board.

Housing continues to be a priority for city council and the housing incentive program which offers \$1,000 per door rebates for new builds has seen success. Between 2012-2014 the City has worked with developers to establish over 200 new units in the community. Affordable housing for young professionals, families and seniors continues to be a priority when working with potential developers.

In 2012, The City established a New Resident Welcome Program for newcomers to the community including a welcome package for individuals and families and support from the Tourism office and city reception for new resident's to get their footing in the community. New residents may be directed to City Hall to fill out a simple postcard with address and contact information to be involved in the program.

Theme B – What we do - Economic Development

Defining question: "What activities and initiatives could be pursued to enhance our local economy?"

The Dauphin Economic Development Manager works with many organizations to assist entrepreneurs and developers. The key role of this city department is to facilitate, promote, and ensure community economic development as well as to foster opportunities, secure funding, assist local organizations and establish plans and projects. The Economic Development Manager works directly with other service providers and acts as a "pathfinder" to resources like as Community Futures and Manitoba Food, Agriculture and Rural Development, who assist directly with funding, training, and business planning.

Through the City's Economic Development office there are some incentives for new development including a \$1,000 per door rebate program for new housing builds within city limits. Additionally, varying incentives may be given to new business in the City/RM Joint Industrial Park. The City Council may consider other major incentives for new business which would create significant permanent employment, increase assessment or provide essential services.

Each year, DED&T is proud to sponsor and assist in the coordination of Take the Leap Rural Entrepreneur Conference, which focuses directly on connecting local entrepreneurs to the resources they need to thrive. Additionally, Community Futures Parkland offers various training workshops for entrepreneurs throughout the year.



Currently, the Dauphin Economic Development Board has begun the process of a feasibility study for a small business start-up incubator. Recognizing a need for low-risk, affordable storefront and office space, a feasibility study will provide insight as to the potential success of this model in Dauphin.

Each municipality has a zoning bylaw that outlines that outlines what type of development can be done on a property, along with the physical characteristics of that development and how it relates to adjoining property and the municipal infrastructure. The first point of contact regarding the City's Zoning Bylaw is our Building Inspector, but the Economic Development Manager is also familiar with this Bylaw so that they can inform a developer or prospective client regarding options for various properties.

In order to provide opportunities for south-end commercial development in Dauphin, KGS Group, Consulting Engineers were retained to perform an initial wastewater system review. Based on the results of the preliminary study, the City entered a partnership with the Manitoba Water Services Board to conduct a complete wastewater system study. The results of this comprehensive study are expected in the fall of 2015. However, the City has already agreed to fund a lift station to service the land on the east and west side of Main St South, to ensure future development is possible in this important commercial node in Dauphin.

In 2014, two retail studies were attained which are actively used as a part of investment attraction initiatives. Both studies are available for entrepreneurs, investors and any party interested in learning about the Dauphin market and what potential business opportunities exist.

The City of Dauphin is extremely unique to have a joint Economic Development & Tourism department and sees this as a great advantage to marketing and promoting the community. Also unique is the budget provided to the Tourism office which allows for a variety of projects including marketing and promotions campaigns, product development for local venues and business owners and additional support and resources for all local organizations. The Tourism office works to promote within the city, regionally, and provincially to promote the many events and offerings Dauphin has. Social media has provided a broad forum for marketing and has allowed for expanded successful promotions in recent years. The Tourism Dauphin brand is respected at a provincial level and along with the City of Dauphin website has been used in national examples as progressive, responsive and user-friendly. In the past few years, this office has been involved in several discussions for potential partnerships with Riding Mountain National Parks and is currently in discussions regarding opportunities for partnerships in marketing and north escarpment development opportunities. In all Tourism communications, the proximity to nature, national and provincial parks, and Lake Dauphin are promoted.

The Tourism coordinator assists in the coordination of new and ongoing events by acting as a conduit of information and a marketing coordinator. Local events are marketed through 3 main channels – social media (Tourism Dauphin, Facebook, Twitter, Instagram), City of Dauphin Events Calendar (dauphin.ca) and the Rotary Club electronic signboard outside of City Hall.



The Winterlife committee comes together annually and is an initiative that is primarily funded by the City along with Dauphin Neighbourhood Renewal. Tourism Dauphin works to market any new or ongoing events by providing marketing tools and actively promoting events during the winter months. Tourism Dauphin works with Riding Mountain National Park, the local cross country ski group, Dauphin Snowmobile Club, and Seasons of Riding Mountain to actively promote the region as a winter destination. A strategy for more collaboration and promotions is planned for the future.

Theme C – How we live - Arts, Culture and Recreation

Defining question: “What can be done to support quality of life components in our community?”

Through the Economic Development office and City Council, the City of Dauphin makes efforts to assist with various community initiatives by participating on boards and committees and providing ongoing guidance, advisory, and marketing support. Venues like Selo, Fort Dauphin, the Watson Art Centre, the Parkland Rec Complex and community halls are all considered and promoted in event attraction tools communications. Discussions are ongoing between the Tourism office and community organizations regarding new events in the community, most recently with the Watson Art Centre and the potential resurrection of the Performing Arts Festival. In addition the City assists with event host bids and won the bid for the Manitoba Mega geocaching event, another brand new event for the region. Tourism Dauphin works directly with the Watson Art Centre on event promotions and coordination of their local concert series and has joined as a premier sponsor as of 2014.

The City of Dauphin is currently working with key stakeholder groups to create and install bronze statues which would memorialize some of the great historical figureheads that helped to establish the community. Private groups and organizations will take on fundraising for each special interest statue installation and the City will assist by providing administrative help, including tax receipts for donations. In 2014, Mayor and Council were proud to gift Canada's National Ukrainian Festival with a unique bronze statue commemorating Ukrainian pioneers in the region as well as a statue of a bear reaching for honey in Vermillion Park, recognizing the pristine and wild nature of the Dauphin region. Discussions are ongoing regarding appropriate and feasible public art installations and opportunities are directed to local community groups.

Funding and subsidies are provided by the City to various venues in the community. The Watson Art Centre receives a \$25,000 annual appropriation, has insurance and rent covered, last year received \$4,500 plus assistance with capital projects and recently was gifted a \$50,000 grant for the Big ASK fundraising campaign. Fort Dauphin Museum receives a \$33,000 annual appropriation and has been assisted with projects when requested in the past. Dauphin Public Library receives a \$48,405.00 annual appropriation, fully subsidized rent and has received city grants for capital upgrades as well. The Parkland Regional Library which acts as the parent organization to the Dauphin Public Library, also receives \$63,532.72 annually. The Dauphin Rail Museum receives fully subsidized rent which is the equivalent value of \$14,400 annually.



Dauphin Recreation Services sees continually investment, funded jointly by the City and RM of Dauphin. This includes operating expenses of which the City's contribution is nearly 1.5 million, annually. Capital project funding is provided in addition to operating costs by the City and RM jointly, as approved by council.

In 2014, the City gifted land to Dauphin Neighbourhood Renewal Corporation to establish community gardens in Dauphin's west end. Through city-funded Communities in Bloom programs, various annual initiatives address city beautification, gardens, greening and upkeep. A partnership between Dauphin Recreation Services and Communities in Bloom works to share resources during the summer months to address a higher maintenance workload.

The City of Dauphin continues to consider active transport routes, bicycle racks and safety lighting throughout the community. Along with new pedestrian and bike lanes, lighting was also installed in the new off-leash dog park as well as at the D-Town Skatepark.

Vermillion Park continues to remain a focus for city council as well as is a focus when marketing the community as a destination. Recent upgrades include a brand new playground and splashpark, shower buildings, covered gathering spaces, renewed walking trails, and new electrical and full service sites for RV camping. Research into ways to combat flooding in Vermillion Park is ongoing and a main consideration when planning continued investment.

Moving Forward: City Council Focus

Council believes in setting goals at the beginning of their term, and reviewing and revamping those goals regularly throughout the term. After this Council was elected in October 2014, they started to identify items to work on and goals to work toward during their term in office. Upon review of the ideas presented at the Community Consultation, they realized that much of their focus was in line with that of the community!

Below are some of the over-arching goals for this current council to work toward for the term 2014-2018.

1. Administration

- a. review recycling program
- b. review water treatment plant disinfection system
- c. review energy consumption and explore strategies to reduce or substitute



2. **Quality of Life**

- a. explore Farmers Market options
- b. continue with statue project
- c. review archives of historic material
- d. review child care situation and explore options
- e. ensure arts and culture are supported

3. **Economic Development**

- a. Downtown development/revitalization
- b. Increase post-secondary education opportunities
- c. partner with neighbouring national and provincial parks and municipalities to attract tourism
- d. partner with neighbouring municipalities and First Nations to foster relationships and attract economic development