



# City of Dauphin Strategic Plan 2021 - 2024

## MESSAGE FROM CITY COUNCIL

The City of Dauphin is significant to Manitoba, situated in the heart of the Parkland region. We feel it is important to take time and evaluate what kind of community Dauphin is, what we would like to see Dauphin become, and how to make that happen.

A Strategic Plan is one of the most important tools to define a common long-term vision for a municipality and it used as a roadmap to accomplish the Goals and Priorities set out in the Plan. These Goals and Priorities we outline in our Strategic Plan will guide ourselves and City Staff when making important decisions. It is our intention that our Strategic Plan remains as a “living document” throughout 2024, until it is reviewed and updated by future City Councils as Dauphin moves forward.

## WHO ARE WE?

Dauphin is the largest city and service center in the Parkland region which spans from the Manitoba-Saskatchewan border to Lake Manitoba. Dauphin is located in southwest Manitoba at the junction of Highways #5, #10, and #20. The city is 311 km northwest of Winnipeg, 169 km north of Brandon, and 275 km north of the US border. With access to rail, an airport, and a well-maintained highway connection, transporting goods is not difficult. These transportation routes, affordable hydro cost, available land, and hi-speed internet make Dauphin a great place to invest.

With state-of-the-art recreation facilities like the Parkland Recreation Complex and numerous clubs and programs offering everything from pottery to soccer, there is always something for residents to enjoy. Experience all the charms of a rural prairie community with the wealth of programs and resources of a bustling city! Affordable housing, excellent healthcare facilities, and abundant recreation experiences are just a few reasons to consider making Dauphin your home.

Dauphin is a bustling community, home to long-running festivals, rich in cultural history, and a hub for outdoor adventure. Surrounded by picturesque farmland and gorgeous parks, Dauphin offers many scenic landscapes and trails to explore. Hiking, hunting, fishing, and golfing are just a few ways Dauphin residents enjoy the great outdoors.

## WHAT ARE WE?

### MISSION STATEMENT:

The City of Dauphin, through strong leadership and partnerships, is dedicated to providing public safety, economic opportunity, and excellent public services to our citizens. We do so using sustainable practices while providing urban amenities and maintaining our rural quality of life.

## WHERE ARE WE GOING?

### VISION STATEMENT:

The City of Dauphin will engage all citizens of our community making this area a great place to live, work, visit, and invest. We will embrace economic opportunities and grow urban amenities, without compromising the environment and will maintain a safe rural quality of life.



## **PLANNING TO PLAN**

After completing the process of developing a new Mission and Vision Statement, a SWOT (strengths, weaknesses, opportunities, and threats) analysis was conducted. This enabled us to determine where the City excelled and where the City clearly needed work.

### **OUR STRENGTHS:**

- Strong infrastructure
- Experienced and highly skilled staff
- Core progressive people in community, with strong Council
- Strong partnerships throughout the city with a strong volunteer base
- Location-natural beauty and outdoor recreational opportunities
- Diverse business sector including international companies
- Modes of transportation – air, road, and rail
- Rich history, cultural diversity – many events organized around these themes

### **OUR CHALLENGES:**

- Distance from major city
- Public negativity
- Many lower paying jobs
- Gaps in service quality
- New housing and construction costs leading to little residential development
- Crime (although improved over the years)
- Lower rate of economic/population growth
- Issues with passenger transportation – airport, bus, train (unreliable, isolated in some ways)
- Poverty rate
- Engagement of aboriginal partnerships

## **MOVING FORWARD**

The process of developing a new Mission and a new Vision, coupled with SWOT analysis, will help in formulating goals, objectives, and targets for any organization. During open discussion between staff and Council, many topics surfaced. From these discussions five major goals for the City were developed:

1. Sustainable Community
2. Community Growth
3. Public Engagement and Awareness
4. Tourism Opportunities
5. Healthy and Safe Community

Each of these goals was discussed thoroughly, creating objectives and targets for each goal.



## Goal #1 – Sustainable Community

A sustainable community is financially stable and environmentally sound. It offers its citizens affordable services and planning that will increase their quality of life without compromising future generations' ability to enjoy that same, or even better, quality of life.

### Municipal Infrastructure

- ◆ Water Security
  - ◇ Work with Riding Mountain National Park (RMNP) to secure access to Edwards Creek
  - ◇ Work with Manitoba Infrastructure (MI) regarding capacity of Vermillion Reservoir
  - ◇ Increase capacity of raw water holding cells at Water Treatment Plant
  - ◇ Work towards reducing water loss to 15%
- ◆ Wastewater Treatment Expansion
  - ◇ Investing in Canada Infrastructure Program (ICIP)
- ◆ Asset Management Program
  - ◇ Educate staff
  - ◇ Educate Council
  - ◇ Implement Software

### Third-Party Utility Infrastructure (power, gas, internet, etc.)

- ◆ Advocate for more opportunities
- ◆ Create policies for new infrastructure placement

### Environment

- ◆ Develop Climate Action Plan
  - ◇ Monitor, measure, and report community energy and emissions
  - ◇ Create Climate Action Policy
  - ◇ Explore Prairie Climate Centre support

### Financial Stewardship

- ◆ Develop and maintain a minimum of five-year capital plans
  - ◇ Work with asset managers to ensure sufficient funds to maintain capital plan
  - ◇ Develop and maintain operations budgets yearly
    - Set realistic goals to complete projects at or under budget
  - ◇ Explore succession planning
    - Review departments' staffing complement



## Goal #2 – Community Growth

If a community does not experience growth it can become potentially complacent. Strategies to increase population and economic growth are important to maintain vitality of the community.

### Population Growth

- ◆ Suitable Housing
  - ◇ Review Housing Study and determine action items
  - ◇ Review housing incentives
  - ◇ Explore affordable housing
- ◆ Planned and responsible population growth
  - ◇ Identify risks and rewards associated with population growth and determine action items to mitigate any risks
  - ◇ Liaise with Dauphin Regional Connections (Immigration)
  - ◇ Population retention strategies-employment opportunities; identify training needed for employment in the region

### Economic Growth

- ◆ Increase economic opportunities to increase job opportunity
  - ◇ Implement economic development incentive policies
  - ◇ Apply a business retention and expansion strategy
  - ◇ Conduct a gap analysis
- ◆ Marketing Plan
  - ◇ Research global markets
  - ◇ Determine global work force and education needed
- ◆ Foster an entrepreneurial culture
  - ◇ Continue to sponsor the annual Take the Leap Entrepreneurial conference
  - ◇ Support Manitoba Entrepreneurial Hubs (The Hub)
- ◆ Connect business to capital investment money
  - ◇ Refer businesses and investors to Community Futures Parkland
- ◆ Agricultural Opportunities
  - ◇ Explore agricultural opportunities
- ◆ Private Infrastructure
  - ◇ Promote Dauphin to attract commercial ventures
  - ◇ Promote Dauphin Business Park for industrial ventures



## **Goal #3 – Public Engagement and Awareness**

Embracing our cultural diversity is very important for growth in the community. Working together to achieve our common goals is essential when resources are limited. Offering people opportunity and ownership in a project helps increase the quality of the work and instills pride in those involved.

### **Paint Dauphin in a Positive Light**

- ◆ Run a positive media campaign and share Dauphin's successes regularly

### **Strong Community Partnerships**

- ◆ Education
  - ◇ Communicate with DRCSS, ACC, and private industry to encourage courses or programs that produce students trained in areas of need
  - ◇ Continue to encourage school-aged tours of City facilities
- ◆ Connecting investors to opportunities
  - ◇ Compile a list of lending resources

### **Engage the Public**

- ◆ More public consultation
- ◆ Continue communicating to the public using social media, e-mail, website, etc.

### **Recognize Cultural Diversity: Make Dauphin a Truly Inclusive Community**

- ◆ Annual recognition of cultural diversity
- ◆ Support community events that champion inclusivity of all members of the community

### **Welcome all to our Community**

- ◆ Continue with our New Resident Welcome Program
- ◆ Ensure front-line staff are trained on how to interact positively with new residents

### **Community Organization Collaboration**

- ◆ Host semi-annual meetings with City-funded organizations

### **Indigenous Partnerships and Relationships**

- ◆ Work with First Nations on Addition to Reserve process
- ◆ Explore education opportunities
- ◆ Build relationships with Indigenous groups



## **Goal #4 – Tourism Opportunities**

We live in a place with endless opportunity for outdoor tourism. We need to work together to make this place a destination. We need to get out there to make sure the world knows where we are, what we have, and what we are about.

### **Place Branding**

- ◆ Work with Travel Manitoba and the Rural Municipality of Dauphin to develop a brand to attract tourists to Dauphin

### **Marketing**

- ◆ Create a marketing strategy and develop material that reflects our brand
- ◆ Explore opportunities to market Dauphin as a destination

### **Gap Analysis**

- ◆ Conduct a gap analysis for Dauphin



## Goal #5 – Healthy and Safe Community

An active and safe community is a healthy community. The City must work together with organizations and citizens to make the experience of living, working, or visiting Dauphin a great one.

### Public Safety

- ◆ Participate in Canadian Municipal Network on Crime Prevention (CMNCP) and determine best practices
- ◆ Explore other ways to support the RCMP
- ◆ Revisit safe truck route
- ◆ Review/update Municipal Emergency Plan
- ◆ Public safety and well-being initiatives

### Active Living

- ◆ Develop Active Transportation Strategy
- ◆ Ensure sufficient funds to maintain existing recreation
- ◆ Partner with MVSD to ensure best use of funds for recreation opportunities



## HOW CAN YOU PARTICIPATE?

Members of Council and City Staff will be available live between 1:00 PM – 3:00 PM on March 31, 2021 to answer any questions by phone or email.

We encourage all citizens of the City of Dauphin to share their feedback on this Strategic Plan by:

- Email: [ced@dauphin.ca](mailto:ced@dauphin.ca)
- Phone: 204-622-3229
- Mail: 100 Main Street South, Dauphin, MB, R7N 1K3