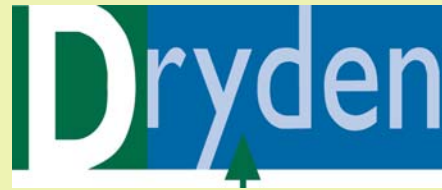


***City of Dryden***  
***Community Strategic Plan***  
***2007 – 2010***



***Fall 2009 – Year Two***

- *Dryden's **Community Strategic Plan** was approved in September of 2007 and covers the*
- *2007 – 2010 period*
- *Identified and Prioritized Key Objectives*
- *Links Quality of Life and Economic Prosperity*
- *Based on Broad Community Consultation*
- *Laid out our **Vision**, our **Mission**, and our **Values***

# ***Our Five Priorities***

- ***Economy***
- ***Environment***
- ***Social Character***
- ***Land-use Planning***
- ***Affordability & Accountability***

## ***Economy – 4 Objectives***

- A. Enhance position as a Regional Manufacturing Centre***
- B. Enhance position as a Regional Hub***
- C. Encourage and engage in Partnerships for Progress***
- D. Create & Support the Dryden Development Corporation***

# **Regional Manufacturing Centre**

- *Focus on support and encouragement for primary and value added forest industry, light industrial expansion and mineral exploration*

## **STATUS**

- ***Continue to support our primary industry, Domtar through info sharing and lobbying (e.g. black liquor subsidy, forest tenure reform)***
- ***DDC has in place a strategic partnership with Laurentian Goldfields to pursue mining opportunities in the immediate area of Van Horne Township***
- ***Successfully participated in a competitive process to attract a value added forest industry (Aspenware)***
- ***Successfully accessed \$1.47 million in Community Adjustment Fund federal support to expand the Norwill Subdivision Industrial Park***

# **Regional Hub**

- *Key areas include: Retail and Professional, Healthcare, Continuing Education, Provincial Government, MNR Fire Suppression, Air/Rail & Road Transportation and Telecommunications.*

## **STATUS**

- ***City continues to lobby for funding for connecting link improvements of Hwy 17 and the implementation of the Dryden Regional Airport Industrial/Commercial Development Strategy taking into account MNR needs***
- ***DDC working to establish a full service small business enterprise centre in Dryden***
- ***DMTS in implementation phase of their GSM network build out after acquiring a spectrum license & partnership with Rogers***
- ***CT scan opened at the Dryden Regional Hospital***

# ***Partnerships for Progress***

- *With First Nations, Private Investors, Government and Regional Community Development Programs and Municipal Associations*

## **STATUS**

- ***Mayor acclaimed as Chair of Northwestern Ontario Municipal Association. City Manager on NOMA Board and NOSM Board***
- ***DDC continues to foster partnerships with PACE, Chamber of Commerce, Dryden Marketing Association and First Nations***
- ***“Community Matters” Adjustment Advisory Program formed and working to lessen the impact of the downturn in the forest sector regionally***
- ***Developed a partnership with the school board to operate a very successful Youth Centre out of Dryden High School***

# ***Dryden Development Corporation***

- *DDC formed and in place as of January '08*
- *Working as the City's delivery agent for business retention & expansion, and tourism in order to meet economic development and diversification objectives*

## **STATUS**

- ***DDC up and running in January 2008 and volunteer board to be increased in size from 7 to 9 as of January 2010***
- ***DDC mandate strongly supported by Council with significant budget increases in 2008 and 2009***
- ***DDC working on various strategic themes including:  
Business Environment/Infrastructure Development, Entrepreneurship and Small Business Support, Community Preparedness: Community Awareness, Education and Labour Force Development, Centre for Exploration and Mining Services, Renewable energy, Agriculture and Agri-foods, Manufacturing, Tourism***

# ***Environment: 5 Objectives***

***A. Growth and Infrastructure***

***B. Green Space***

***C. Waste Diversion***

***D. Brownfield/Contaminated Lands***

***E. Energy Conservation***

# ***Growth and Infrastructure***

- *Planned, compact development and implementing the North Dryden Development Plan*

## **STATUS**

- ***North Dryden Development Plan in place and being followed***
- ***Grants of \$2.6 million successfully obtained to cover 2/3 of cost for road, water and sewer service extension into North Dryden (Centennial Business Park)***

# **Green Space**

- *Prioritize trail development using Dryden Trail Development Plan*
- *Complete Rotary Park*
- *Maintain natural state of existing parks and rec spaces*
- *Protect ecologically sensitive areas*

## **STATUS**

- ***Rotary Park now includes adult soccer fields, parking lot, washrooms, trails and skateboard park. Youth soccer pitches under construction.***
- ***Long term lease for Laura Howe Marsh acquired***
- ***Trail development continues with trail markers and further work on the urban trail and signature trail***
- ***Washroom work and other work planned and completed at various parks (Flat Rock, Sandy Beach)***

# ***Waste Diversion***

- *Create and implement a Waste Diversion Plan*
- *Collect and divert hazardous waste*

## **STATUS**

- ***Waste Diversion rates remain high, but new formal plan still outstanding***
- ***Hazardous Waste Day held in September and highly successful with 400 vehicles and record volumes collected. Looking at moving to an annual event vs. every 2 years***

# ***Brownfield/Contaminated Lands***

- *Develop and implement a Brownfield Rehabilitation Strategy*
- *Secure Provincial/Federal funding to rehabilitate sites*

## **STATUS**

- ***Brownfield Strategy Report completed and presented to Council***
- ***Funding tied to individual sites and requires owners participation***

# ***Energy Conservation***

- *Develop an Energy Conservation Plan*

## **STATUS**

- *City continues to apply high energy conservation standards to planned rehabilitation (e.g. Arena Retrofit)*
- *Energy Conservation Officer designated and working towards formal energy conservation plan*
- *Council approved a major facilities study which will review future space usage, functionality and energy efficiency*
- *Council and DDC exploring options around the development of a 100 acre solar farm in North Dryden to sell green energy to the grid*

# ***Social Character: 8 Objectives***

***A. Volunteerism***

***E. Community Health***

***B. Community Access***

***F. Community  
Participation/Inclusivity***

***C. Community Identity***

***G. Cultural Diversity***

***D. Centennial 2010***

***H. Recreation***

# ***Volunteerism***

- *Support community based volunteer networks, organizations and individuals*

## **STATUS**

- ***Continue to Support Leadership Dryden with training dollars and educators***
- ***Held volunteer appreciation breakfast to recognize City volunteers and “Good Neighbours Program” nominees***
- ***Under DDC mandate certified numerous Super Host volunteers***

# **Community Access**

*- Work with accessibility advisory working committee for safe attractive accessible public spaces*

## **STATUS**

- Four City staff designated as leads on accessibility compliance*
- Training for all Staff being scheduled*

# **Community Identity**

- *Enhance and highlight geographic landmarks, community spaces, heritage sites, structures and buildings to foster civic pride*
- *Continue to support Accessibility Advisory Working, Communities in Bloom, and Revitalization Committees*

## **STATUS**

- *City and DDC promoting branding of “Our Wilderness City”*
- *Communities in Bloom Committee competed at the national level for the first time and received 5 blooms*
- *Best blooming City in the Wilderness awarded 5 blooms provincially last year*
- *Beauty of Wabigoon River rapids highlighted with the recent opening of the Roy Wilson Suspension Bridge*

# ***Centennial 2010***

*- Lead community centennial celebrations*

## **STATUS**

- ***Committee in place and leading plans for 2010***
- ***Pictorial history book being prepared***
- ***Logo approved and being utilized on promotional items***
- ***Arrangements in place for 2010 support Staff and Council has provided seed funding in 2007, 2008 and 2009***
- ***Community selected as a celebrant community for the Olympic Torch Relay January 4, 2010 and staff and volunteers are working to make this a regional event.***

# ***Community Health***

- ***Support DRHC in their role as a regional health care service provider***
- ***Support the Dryden Regional Health Services Foundation***
- ***Support community health and safety initiatives***
- ***Maintain quality and diversity of recreation facilities, green spaces and trail networks***

## **STATUS**

- ***DRHC regional CT scan in place and operating. Significant community fundraising and \$75,000 grant from City***
- ***Resolution passed to support changes to Underserviced Area Program grants for doctor recruitment***
- ***Working with hospital and health unit on pandemic emergency planning***
- ***Various recreation areas upgraded with new washrooms and play equipment***

# ***Community Participation/Inclusiveness***

- *Work to ensure diverse interests are reflected when making decisions about growth and development*

## **STATUS**

- *Public input sought on key municipal issues e.g. annual budget, waterfront sustainability, tourism*

# ***Cultural Diversity***

- *Create and implement a cultural policy*

## **STATUS**

- *Cultural Strategy finalized and approved by Council*
- *In process of creating cultural roundtable to support cultural initiatives*
- *Grant application made for a cultural planner*

# **Recreation**

- *Create a 5 year strategic plan for recreation and leisure*

## **STATUS**

- *Strategic Plan for Recreation & Leisure created and being regularly reviewed*
- *Arena upgrade identified as #1 priority and grant application made for \$8 Million dollar Retrofit*

# ***Land Use Planning – 4 Objectives***

*A. Community Design*

*B. Development Focus*

*C. Housing Choice*

*D. Reducing Barriers to  
Redevelopment*

# **Community Design**

- *Ensure a community design that emphasizes local identity, ensures physical safety, attracts visitors, facilitate community interaction and integrates land uses through land use planning guidelines and community input in the development stages of those plan*

## **STATUS**

- *Through the Community Improvement Plan (CIP) 13 properties improved with matching municipal grants of almost \$40,000*
- *For 2010 budget looking at updating the Official Plan and zoning bylaws*

## ***Development Focus***

- *Reduce number of access points to Hwy 17*
- *Construct alternate service road access and develop light industrial commercial lots*
- *Address the sewage treatment capacity issue by 2010*
- *Complete a sustainable waterfront development plan for Van Horne landing*

## **STATUS**

- ***Work on reducing access points completed in 2007***
- ***Alternate service road under construction (\$3.9 Million) with 2/3 funding via grants. This will create the Centennial Business Park***
- ***Obtained 2/3 funding for Waste Water Treatment Plant (\$30 Million) (BCF) with design work underway***
- ***Obtained 2/3 funding for water metering (\$1.8 Million) under the Infrastructure Stimulus Fund with implementation set for 2010***
- ***DDC championing a sustainable waterfront plan for the end of Van Horne Avenue***

# ***Housing Choice***

- *Encourage a range of housing options*

## **STATUS**

- ***In 2008 Council supported the Life Lease initiative through the sale of a property, a project security guarantee and services in lieu to the value of \$300,000. Project in presale stage.***

# ***Reducing Barriers to Redevelopment***

- *Guidance and assistance to those seeking to improve commercial spaces*
- *Minimize red tape and reduce approval timelines for CIP*
- *Improve access to funding for community improvement and rehabilitation projects*

## **STATUS**

- ***Building and planning staff readily available for advice on improvement projects***
- ***CIP successfully implemented with increased budget allocation for year two***
- ***City involved in over 45 current grant applications ranging from staffing to infrastructure to recreational facilities***
- ***Community Matters pursuing recruitment of a Regional Community Grant Facilitator to help build community capacity for writing grant programs***

# ***Affordability and Accountability***

## ***– 3 Objectives***

***A. Operations***

***B. Annual Operating Budgets***

***C. Annual Capital Budgets***

# ***Operations***

- *Provide web site service for access to essential information*
- *Conduct an organizational review of the management structure*

## **STATUS**

- ***City's web site completely redesigned with numerous staff trained to keep it current***
- ***Council set aside the organizational review objective in 2008***
- ***Management structure streamlined with Recreation and Parks Departments merged***

# ***Annual Operating Budgets***

- *Approved no later than December 15<sup>th</sup>*
- *Include service delivery definitions and H.R. requirements for all departments*

## **STATUS**

- ***2009 Budget substantially completed in December 2008 with formal approval on February 2, 2009***
- ***Similar schedule adopted for 2010 budget***
- ***SMT piloting key service level definitions and costs along with plans to measuring community satisfaction***

# ***Annual Capital Budgets***

- *Approved no later than December 15th*
- *Include a long term 5 year capital expenditure plan*
- *Include life cycle planning*

## **STATUS**

- ***Timelines and outcomes same as for Operations Budget***
- ***Life cycle planning to be facilitated by new PSAB requirements***
- ***5 year capital plan in progress***
- ***Capital Budget for 2009 and 2010 dominated by significant infrastructure stimulus funding***

# Concluding Remarks

*This 2<sup>nd</sup> annual update of the Multi year Strategic Plan suggests several key outcomes:*

- 1) We need to take pride in and celebrate the significant progress made to date.*
- 2) We need to focus on the Strategic Plan and the objectives yet to be accomplished prior to the end of Council's term (2010).*
- 3) We need to continue to be flexible and take advantage of opportunities as they arise. e.g. stimulus funding.*
- 4) We need to consider and agree upon a process for creating a 2011 – 2014 Community Strategic plan.*

***Thank You to Council and Staff for  
leadership and support on the 24 Objectives  
in our Community Strategic Plan.***

***Arie Hoogenboom***

***City Manager***

***October 15, 2009***

***Email: [ahoogenboom@dryden.ca](mailto:ahoogenboom@dryden.ca)***