



**OUR WILDERNESS  
CITY...DRYDEN**  
*Community Strategic Plan  
2007 - 2010*

# OUR WILDERNESS CITY....DRYDEN *Community Strategic Plan* **2007 - 2010**

The City would like to acknowledge the contribution of the community groups and organizations and the citizens of Dryden to the City's Community Strategic Plan.

**SEPTEMBER 2007**

The Corporation of The City of Dryden  
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[www.dryden.ca](http://www.dryden.ca)



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## *Message from the Mayor*

The City of Dryden Council has the responsibility of creating a Strategic Plan that has a positive vision for the sustainability and growth of our Community.

Council realizes that in order to move the City forward we must work as a team. It must be a team effort that includes Citizens, Council, and Staff in order to have the direction and the time in which to achieve the identified goals.

Together we shared input, ideas, and the importance of having a strategic plan for our City. Together we chose the priorities that each of us felt was necessary and essential to this City.

Information was gathered from various age groups, and multiple sectors with all input welcomed. We also listened, when you said that Council needed to identify the direction, the achievable goals, and the established platform from which to build the budgets of 2008 to 2010.

Council took their position seriously and the Plan we present is one in which we strongly believe, and agree will move this City forward in a progressive and productive manner.

Please keep in mind that this is not an operational plan. It is not about the essential day-to-day business. This Strategic Plan is about your vision and ours. It is about buy in by all. Council is asking you to identify where you will take ownership, to decide where your strengths and your knowledge can best fit, and to be a part of the team effort to develop the growth plan that has an overall focus on sustaining who we are, what we have, and where we want to be. It is your ability, your energy and our collective knowledge that will move this City to a future that is built with the social, cultural, economic, and environmental character that will ensure our quality of life.

You helped put it together and together we can make a difference.

Mayor Anne Krassilowsky





# INTRODUCTION

This is a Strategic Plan, not an Operational Plan. This document identifies and prioritizes the key objectives for the growth and development of the City of Dryden during the period 2007 – 2010. This Plan assumes continued attention to operational excellence and represents an additional challenge for everyone to grow our community together. The City of Dryden sponsored the development of this Community Strategic Plan for a number of reasons:

- ***Linking Quality of Life and Economic Prosperity***

Traditionally, physical proximity to resources and markets were primary determinants for economic success. In today's fast-paced global economy, however, quality of life is also seen as an essential ingredient for economic growth, competitiveness and prosperity.

Municipalities depend on economic development and growth to accomplish their priorities. And while municipal priorities such as job creation, retaining and attracting businesses, ensuring an adequate range of housing options and building a strong tax base are not new, how they are best achieved is changing. In today's fluid marketplace, municipalities face challenges that include diversifying their economies, making infrastructural investments and linking labour skills and knowledge with business needs.

In addition to market influences, there can be less tangible but equally important factors that help municipalities create their own competitive niche and become appealing places to live and work. These factors involve a sense of place, local character and diversity of amenities. Many consider these factors to be part of a community's quality of life and will take them into account when making decisions on where to live and carry on business.<sup>1</sup>

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<sup>1</sup> "Municipal Quality of Life for Economic Prosperity", Ontario Municipal Affairs and Housing web site, <http://www.mah.gov.on.ca/Asset1522.aspx>



- ***Building Quality of Life with Community Assets***

Business leaders around the world recognize that quality of life is a key component for economic prosperity. The City of Dryden will capitalize on this knowledge by establishing a clear community vision and specific community priorities that build local quality of life.

**What is quality of life and how does it affect economic prosperity?**

Quality of life can best be described as the degree to which people have a sense of well-being in relation to the space in which they live, work and play. Generally, communities that are safe, attractive, environmentally sound, diverse and culturally rich are not only desirable places to live, but tend to thrive economically.

**Who defines quality of life?**

Each community defines quality of life according to its own unique character, community strengths and needs. This Strategic Planning Process has identified specific local issues and opportunities and uses them to promote the financial, environmental, social and physical aspects of Dryden's quality of life.

- ***Building Our Community - Investing in Place***

Our community is our home. We protect and care for our home by building on a sense of place and enhancing quality of life. This can be done in many ways. Building a community can include revitalization and rehabilitation of commercial or residential areas, returning former industrial lands to productive uses, historic building conservation or taking a leadership role in the arts and culture sectors. By investing in the preservation and enhancement of natural, social, cultural and physical features, municipalities can distinguish themselves and add to their uniqueness.<sup>2</sup>

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<sup>2</sup> ibid



## **Community Consultations**

In April, 2007, Dryden City Council publicly launched this community strategic planning process to develop a vision, priorities and objectives to guide the work of the City and its community partners over the next three years. The process was guided by a Steering Committee consisting of members of Council and the City's Senior Management Team. Strategic advice was provided at a two day Public Planning Session, one Youth Session with Dryden High School Grades 10 – 12, one Young Adult Session for ages 19 – 30 and finally, a targeted survey for remaining stakeholder groups which included Seniors, First Nations, Health Care, Education, Local Businesses and Industrial Sector.

The diversity of these stakeholder groups has ensured that the needs and perspectives of the community have been considered in the development of this Plan. It is interesting and important to note that this very diverse group consistently identified similar core strengths, opportunities, priorities and visions for our City. Clearly we are working towards the same objectives which are identified in and which will be delivered by this Strategic Plan.

## **Growth, Learning and New Opportunities**

Healthy organizations are learning organizations. This Strategic Plan has been developed from the community's input with the information we have available in 2007. While this Plan clearly identifies the community's top priorities today:

- **We reserve the right to take advantage of new opportunities as they arise.**
- **We reserve the right to get smarter, more efficient and to make improvements to this Plan as we move forward.**



## OUR VISION

The City of Dryden is a welcoming, prosperous, regional centre for business, health and professional services. Our natural resources support our healthy, vibrant lifestyle which is the foundation of our modern community.

## OUR MISSION

We will succeed and prosper by:

Fostering partnerships with other orders of government, neighbouring municipalities, First Nations organizations, businesses and community groups.

Supporting economic and social development initiatives which demonstrate innovation, leadership, and strengthen our community.

Providing efficient and accountable municipal government and services.

## OUR VALUES

We exist to serve our residents, ratepayers and visitors - we will strive for service excellence, and cost efficiency in our delivery of all municipal services.

We recognize that volunteers and our strong community network are vital to our quality of life and will ensure a bright future for our community.

We are proud of our safe, clean, attractive community.

We expect integrity and professionalism at all levels of our organization.

Open, effective communication throughout the organization and with our customers and partners is paramount.

We celebrate diversity and recognize the importance of arts and culture to our quality of life.

We encourage and support professional and personal development (at all levels of the organization).

We respect and protect our natural environment.

We are flexible to respond to the needs of our changing demographics.





## OUR PRIORITIES

The City of Dryden will ensure that quality-of-life decisions being made strengthen our municipality's economic competitiveness and prosperity. These decisions will ensure that plans and action for growth respect and reflect community priorities and vision. The following key areas have been identified as essential components of a healthy, vibrant, and growing community. This Strategic Plan will ensure that each of these priorities are and will continue to be met as we grow our community.

- ***Economy*** - The City of Dryden will create the conditions necessary for a diverse and vibrant local economy.
- ***Environment*** - The City of Dryden will protect and enhance its natural environment with thoughtful planning, conservation, waste reduction and diversion strategies, and attention to green spaces within the community.
- ***Social Character*** - The City of Dryden will build the capacity and diversity of our community by promoting volunteerism, community participation, arts, and cultural diversity.
- ***Land – Use Planning*** - The City of Dryden will make land-use planning and policy decisions that promote economic, environmental and social needs of our community in order to improve the municipal quality of life.
- ***Affordability and Accountability*** - The City of Dryden will maintain existing municipal infrastructure in a timely and efficient manner while ensuring services are affordable to its citizens. The City of Dryden will ensure services are delivered to the highest level of efficiency possible. The City of Dryden will ensure transparency and accountability to its citizens at all times.



## ***OUR ECONOMY***



***Rationale:*** The City of Dryden recognizes the benefits of and the need for a diverse economy. Whether the focus is on attracting investment, building and supporting the growth of new industries and businesses or retaining existing businesses, the City of Dryden understands the importance of economic development. Fostering creativity and generating new development opportunities will improve local economic performance and contribute to the overall quality of life in our community and region. The City will play an active role in promoting this diversity by supporting and advocating on behalf of our core and developing economic activities.

### ***Objectives***

#### **A. Dryden will enhance its position as a Regional Manufacturing Centre by:**

- Supporting Primary and Value Added Forest Industry
- Encouraging Light Industrial expansion
- Encouraging Regional Mineral Exploration



**B. Dryden will enhance its position as a Regional Hub in these key areas:**

- Retail and Professional Services
- Health Care Services
- Continuing Education
- Provincial Government Services
- Ministry of Natural Resources Fire Suppression Activities
- Air, Rail and Road Transportation
- Telecommunications

**C. Dryden will encourage and engage in Partnerships for Progress with:**

- First Nations
- Private Investment Partners
- Government and Regional Community Development Programs
- The Participation in and Leadership of Municipal Associations

**D. Dryden Development Corporation – Project Delivery:**

The Dryden Development Corporation (DDC) will be formed in 2007. This Corporation will simplify and streamline the processes to help establish new businesses within the City of Dryden and surrounding area. The DDC will act as the City of Dryden's project delivery agent to meet economic development and diversification objectives relating to business retention, expansion and tourism.



## ***OUR ENVIRONMENT***



***Rationale:*** The way in which local resources are managed and what actions are taken to ensure a healthy environment has never been more important. Protecting and enhancing our natural environment requires co-operation from all levels of government, local businesses and the public. The City of Dryden will play a strong role in setting priorities and coordinating strategies to meet local challenges.

### ***Objectives***

#### **A. Growth and Infrastructure**

The City of Dryden will ensure cost effective and compact growth which considers transportation, telecommunication, land-use objectives, green spaces, housing, sewage, sewage treatment capacity, water supply and waste management.

- The City of Dryden will ensure planned, compact development by adhering to and implementing the ***North Dryden Development Plan***.





## B. Green Space

The City of Dryden will continually invest in the maintenance and quality of our open spaces and green spaces:

- *The City of Dryden Trail Development Plan* will be used to prioritize trail development within and around the City.
- The City of Dryden remains committed to the completion of Rotary Park.
- The City of Dryden will maintain the natural state of existing parks and recreational spaces.
- The City of Dryden will protect ecologically sensitive areas, habitats and landscapes.

## C. Waste Diversion

- The City of Dryden will create and implement a *Waste Diversion Plan* which identifies and minimizes solid waste into the landfills by December 31, 2008.
- The City of Dryden will continue to collect and divert residential hazardous waste from municipal landfill sites.





#### **D. Brownfield and Contaminated Lands**

Brownfield Properties are lands which have been contaminated in the course of past use and may pose potential health and safety risks depending on the nature and severity of that contamination from past use.

- The City of Dryden will develop and implement a ***Brownfield Rehabilitation Strategy*** in 2008. This Plan will seek to identify and prioritize Brownfield rehabilitation efforts.
- The City of Dryden will aggressively seek and secure required Provincial and Federal funding to rehabilitate sites to the greatest extent possible.

#### **E. Energy Conservation**

The City of Dryden will develop an ***Energy Conservation Plan*** for the delivery of municipal services in 2008. This Plan will give consideration to energy conservation and will be implemented by 2009.





## ***OUR SOCIAL CHARACTER***



***Rationale:*** All municipalities, regardless of size, can benefit from marketing their unique identity and social character. While often interpreted as the potential to attract tourism, investing in social character has other benefits as well. Municipalities can also promote creative problem-solving and build on the strength of community assets with a comprehensive decision-making process rooted in community participation and collaboration.

### ***Objectives***

The City of Dryden will support its social character as a building block for quality of life by encouraging:

#### **A. Volunteerism**

Dryden will actively support community based volunteer networks, organizations and individuals who enhance our community's quality of life.



## **B. Community Access**

Dryden will continue to foster safe, attractive, accessible public spaces in consultation with the City of Dryden Accessibility Advisory Working Committee.

## **C. Community Identity**

Dryden will continue to enhance and highlight geographic landmarks, community spaces, heritage sites, structures and buildings to foster civic pride and a shared community identity. These efforts will involve the continued support of:

- The City of Dryden Accessibility Advisory Working Committee
- The Dryden Communities in Bloom Committee
- The Dryden Community Revitalization Committee

## **D. Centennial Celebrations 2010**

The City of Dryden will lead the community in Centennial Celebrations in the year 2010.

## **E. Community Health**

The City of Dryden will invest in the social infrastructure necessary to service the community and support overall community health. We will do this by:

- Supporting the Dryden Regional Health Centre in their Strategic Plan to enhance their position as a Regional Health Care Service Provider.
- Supporting the Dryden Regional Health Services Foundation and their mandate.
- Supporting Community Health and Safety initiatives.
- Maintaining the quality and diversity of recreational facilities, green spaces and trail networks required for an active, healthy lifestyle.

## **F. Community Participation & Inclusiveness**

Dryden will actively work with groups and individuals within the municipality to ensure a diverse range of interests are reflected when making decisions about growth/development in our community.



## **G. Cultural Diversity**

The City of Dryden will create and implement a *Cultural Policy* before December 31, 2008. This Policy will guide the City in the development, support and promotion of community cultural facilities, programs, arts, performances, local events festivals and community events. Emphasis will be placed on the promotion of community space, events and interaction. This Policy will draw upon and reflect the cultural diversity of Dryden and surrounding communities.

## **H. Recreation**

Recreational opportunities and facilities are an essential component of our vibrant and healthy community. To this end, the City of Dryden will create and deliver a 5 year *Strategic Plan for Recreation and Leisure* activities in public places and facilities. This Plan will address indoor and outdoor recreational activities, facilities and future trends and opportunities. The Plan will identify long term plans for facility upgrades and replacement as required.



## ***OUR LAND-USE PLANNING***



***Rationale:*** Land-use planning enables municipalities to shape the physical form and function of their communities. Planning decisions influence where homes and businesses are to be built, where parks and schools should be located, and where roads, sewers and other essential services should be provided.

### ***Objectives***

The City of Dryden will make land-use planning and policy decisions that contribute to the quality of life in the community. Development will be guided and directed by the City of Dryden Official Plan, and the North Dryden Development Plan.

#### **A. Community Design**

Dryden will ensure a community design that emphasizes local identity, ensures physical safety, attracts visitors, facilitates community interaction and promotes the integration of land uses through land-use planning guidelines and community input in the development stages of those plans. The City of Dryden Community Improvement Plan and Community Revitalization Committee and others will serve as valuable resources in this regard.



## **B. Development Focus**

Dryden will focus on the following major initiatives in the time frame of this Strategic Plan.

- Dryden will improve traffic flow, increase public safety and satisfy directions of the Ontario Ministry of Transportation by reducing the number of access points to Highway 17 within city limits by December 31, 2007.
- Dryden will construct alternate service road access and the development of light industrial commercial lots identified in the *North Dryden Development Plan* by the end of 2008.
- Dryden will address its sewage treatment capacity deficit by December 31, 2010.
- Dryden will ensure the completion of a *Sustainable Waterfront Development Plan* for the Van Horne Landing area before March 31, 2008.

## **C. Housing Choice**

Dryden will continue to encourage a range of housing options to meet the market needs for a variety of different social and economic groups.

## **D. Reducing Barriers to Redevelopment**

The City of Dryden will support planned improvement and revitalization of commercial spaces by creating and implementing a Community Improvement Plan in 2008. This Plan will:

- Provide guidance and assistance to those seeking to improve commercial spaces.
- Minimize red tape and reduce approval timelines for Community Improvement projects initiated by commercial and retail property owners.
- Improve access to funding for community improvement and rehabilitation projects.

The City of Dryden will assist property owners in the development or re-development of their properties by providing comprehensive directions on the building permit approval process.





## ***AFFORDABILITY AND ACCOUNTABILITY***



***Rationale:*** The City of Dryden is committed to the proper care and maintenance of municipal infrastructure.

To this end, the City will use life cycle planning techniques necessary to ensure that the City is well served with above ground and below ground infrastructure required to support a vibrant and growing community.

Infrastructure replacement, upgrades and expansion plans will be executed in concert with Land-Use Planning objectives.

This Strategic Plan assumes that the City of Dryden will continue to provide and improve the effectiveness and efficiency of municipal administration and service delivery. A strong and efficient municipal government will:

- Meet the existing needs of the community,
- Deliver municipal services as effectively as possible, and
- Provide the necessary base for future growth and prosperity.





To this end, the City of Dryden will implement the following improvements in the early stages of this Plan:

**A. Operations**

- The City of Dryden will provide web site service for electronic access to essential community information for visitors, residents, businesses and municipal services.
- The City of Dryden will conduct an Organizational Review of the Management Structure in 2008 and implement those recommendations no later than January 1, 2009.

**B. Annual Operating Budgets**

- Will be approved no later than December 15<sup>th</sup> of each year.
- Will include service delivery definitions and Human Resource requirements for all departments.

**C. Annual Capital Budgets**

- Will be approved no later than December 15<sup>th</sup> of each year.
- Will include a Long Term - 5 Year Capital Expenditure Plan.
- Will include Life Cycle Planning for the 2009 Budget.



# PRIORITIES AND TIMELINES

Community Priorities		2007				2008				2009				2010			
Economy	Establish Dryden Development Corporation	Create				Operate											
	Support Primary & Value Added Forestry	Council & DDC															
	Develop Regional Healthcare Centre	Council & DDC															
	Develop Transportation Hub	Council & DDC															
	Promote Mineral Exploration	Council & DDC															
	Promote Continuing Education	Council & DDC															
	Existing Business Retention & Expansion	Council & DDC															
Environment	Sustainable Waterfront Development Plan	Create Plan				Implement											
	Waste Diversion Plan					Create Plan				Implement							
	Brownfield Rehabilitation Plan					Create Plan				Implement							
	Energy Conservation Plan					Create Plan				Implement							
Social / Cultural	Cultural Plan					Create				Implement							
	5 Year Recreation and Leisure Plan					Create				Implement							
	Community Access Improvement	Implement															
	Cultural Policy					Create				Implement							
	Dryden Centennial Celebrations	Plan												Enjoy			
Land Use Planning	Highway 17 Access Plan	Complete															
	Construction of North Dryden Service Road					Plan				Complete							
	Address Sewage Treatment Deficit	Design												Complete			
	Sustainable Waterfront Development Plan	Create				Implement											
	Community Improvement Plan	Create				Implement											
Operations	Web Site Access for Essential City Information	Complete				Implement											
	Organizational Review					Complete				Implement							
	Operating Budgets																
	Operating Service Level Definition																
	Capital Budgets																
	5 Year Asset Life Cycle Planning																



# IMPLEMENTATION AND MONITORING

## *How will the Plan be Implemented?*

The Plan will assist the City in its efforts to support the community's vision. The Plan will come to life through a number of initiatives.

### **Preparation of Detailed Action Plans:**

City Staff will take this document and translate it into action by preparing more detailed action plans for each objective. The action plans will identify the specific tasks that the City, individual departments and community partners will undertake within the framework of the objectives, strategies and timelines, as well as community performance measures that will be used.

### **Corporate/Departmental Planning and Budgeting:**

The implementation planning process will be integrated with the City capital and operational budgeting process.

### **Communications:**

This document will become a primary communications tool for the City. The document will be shared with citizens and staff as well as existing and potential partners including the federal and provincial governments, neighbouring area municipalities, businesses and community organizations.

**Partnership Development:** If the community vision is to be realized, the City will need to prepare specific strategies to actively develop and support a variety of partnerships.

## *How will the Plan be Monitored?*

### **Annual Review:**

The Community Strategic Plan provides the framework for an annual "Report Card" to the community. On an annual basis, the City will review and report on the progress of implementing the Community Strategic Plan. During the process, the need to update strategies and/or add new ones will be discussed. The Report Card will also highlight new challenges and issues which the City and community partners need to address. This is an essential step in ensuring that the Plan remains a relevant "living" document.



## *Message from the City Manager*

Congratulations to City Council and the community for completing this, the City's second Strategic Plan. It is a significant accomplishment well worth celebrating.

Dryden's elected officials, staff and citizens have come together to lay out priorities and objectives with the next step being developing strategies and action plans for the implementation of priorities.

City Staff is committed to the successful implementation of this Plan. Managers will be tasked with developing detailed action plans which will include broad consultation and communication with staff and active community engagement. Citizens and community partners are encouraged to use the Plan in their efforts to support this community vision.

Dryden can only benefit from a clear vision for growth and development that supports our awesome quality of life. Let us all work together to turn this Plan into reality.

Arie Hoogenboom  
City Manager

