



Implementation



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This companion report to the City of Dryden Economic Development and Tourism Strategy is designed to provide a clear roadmap towards realizing the proposed goals and enhancing the city’s economic and tourism potential.

The following tables delve into the specific desired outcomes that the City can aim to achieve in Year 1 of action initiation and Year 5 of the planning cycle, offering a timeline that ensures both immediate wins and sustained growth. In addition to detailing potential performance metrics that will serve as the benchmarks of success, we also identify any additional needs to ensure a seamless execution of the strategy.



Resources available in the Economic Development Department to initiate this action.



More resources are needed for this action.



Initiation of the action requires collaboration from internal and external stakeholders.



Implementing Strategic Direction #1 – Double Down on Delivery

Actions	Desired Outcomes (From year 1 of action initiation)	Desired Outcomes (By the end of the 5-year planning cycle)	Potential Performance Metrics	Timeline & Resources Available
<p>Focus the City's capacity to deliver economic development and tourism programs</p>	<p>Review of economic development program delivery has been completed, and additional resources obtained, as required.</p> <p>Discussions with other organizations and communities about collaboration have begun.</p> <p>Discussions with potential partners to share resources for initiatives of mutual benefit have begun</p>	<p>Economic development program reviewed using five years of metrics and accomplishments, and sufficient resources in place and operating effectively.</p> <p>Tangible partnerships and collaborations with other organizations and communities are achieving positive results.</p> <p>After five years, there are several examples of how Dryden and other partners have shared resources for initiatives.</p>	<p>Leads received, response rates, investments realized.</p> <p>Sufficiency of economic development resources</p> <p>Increase in discussions and partnership projects with other organizations and communities.</p> <p>Increase in funds leveraged among partners for projects and initiatives</p>	<p>Short Term</p> 
<p>Clarify expectations of and incentives for developers and property owners</p>	<p>The process has begun to update the Community Improvement Plan (CIP)</p> <p>A Vacant Property Registry and protocol has been approved by Council.</p> <p>The amended Zoning By-law is supportive of entrepreneurial activities</p>	<p>New and innovative incentive models are part of Dryden's CIP, and a consistent CIP budget is in place.</p> <p>Existing and new small businesses have used the CIP incentives.</p> <p>New businesses are opening in downtown properties.</p> <p>There is more interest among residents and visitors to visit the downtown</p>	<p>Increased in budget and applications for CIP.</p> <p>Decreased vacant lots and increased number of businesses located in the downtown.</p>	<p>Mid Term</p> 

Actions	Desired Outcomes (From year 1 of action initiation)	Desired Outcomes (By the end of the 5-year planning cycle)	Potential Performance Metrics	Timeline & Resources Available
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Create a focal point to improve the welcome experience for visitors to Dryden</p>	<p>Businesses are engaged with the City of Dryden and have provided testimonials for the City.</p> <p>A volunteer ambassador program has been developed to support the existing visiting centre and sports tourism</p>	<p>New visitor centre is open and has become the hub for tourism information for Dryden.</p> <p>Tourism packages are available for purchase at the visitor centre</p>	<p>Number of travellers/residents who stop at the visitor centre.</p> <p>Number of testimonials provided.</p>	<p>On-going</p> 



Implementing Strategic Direction #2 – Differentiate Dryden

Actions	Desired Outcomes (From year 1 of action initiation)	Desired Outcomes (By the end of the 5-year planning cycle)	Potential Performance Metrics	Timeline & Resource Available
Leverage unique features	<p>Initial discussions have occurred among Indigenous businesses, organizations, First Nations, and the City</p> <p>Council has approved the development of a sport tourism strategy.</p> <p>A waterfront strategy/action plan is being developed with new business opportunities and connectivity to the water in mind</p>	<p>New Indigenous-led tourism experiences are available in Dryden or in nearby First Nations</p> <p>A clear pathway exists for Indigenous entrepreneurs to follow to access support for developing tourism experiences.</p> <p>Dryden is an active player in the sport tourism industry of Northern Ontario</p> <p>Dryden's waterfront is well connected to downtown, trails, and experiences, and visitors to Dryden are enticed to venture into the downtown or along the waterfront</p>	<p>Increased tourism funding being directed to Indigenous-led tourism operators.</p> <p>Increase in sport tourism events in Dryden.</p> <p>Increase in visitor spending.</p> <p>Increased number of tourism experiences being offered on Wabigoon Lake</p> <p>Increase in visitors in the downtown.</p> <p>Citizen satisfaction survey results are welcoming to visitors.</p> <p>Better visitor perception ratings</p>	<p>Short Term</p> 
Develop the business mix	<p>Work has started on a theoretical capacity assessment and investment attraction plan to prioritize targets.</p> <p>Workshop(s) organized to raise awareness of visitor perception, including social media platforms tourism businesses should be monitoring and engaging.</p> <p>Discussions are underway between the City and tourism organizations to schedule tourism product development workshops for businesses</p>	<p>Several new businesses have located in Dryden.</p> <p>Various target sub-sectors are under review for prioritization, based on success to date.</p> <p>Tourism businesses have adapted to create new revenue streams and/or target markets.</p> <p>Aaron Provincial Park is a location utilized by tourism operators to manage their business</p>	<p>Decreased business gaps</p> <p>Increased room availability</p> <p>Increased visitation in Aaron Provincial Parks</p> <p>Increase in number of Dryden tourism attractions listed on social media platforms and the number of reviews for each business.</p> <p>Increased tourism experiences available in Dryden</p> <p>Increased accommodations capacity</p>	<p>On-going</p> 

Actions	Desired Outcomes (From year 1 of action initiation)	Desired Outcomes (By the end of the 5-year planning cycle)	Potential Performance Metrics	Timeline & Resource Available
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Identify target markets and personas</p>	<p>Visitor spending data analysis completed.</p> <p>High-priority visitor personas identified.</p> <p>Marketing plan under development</p> <p>Commitment from Council to increase marketing funds.</p> <p>Invest in further developing of the Tourism website, including content creation, video and still imagery, articles (blogs) etc. and linking the site and its content to the "Discover Dryden" social media channels.</p>	<p>Targeted marketing is credited for increased tourism spending.</p> <p>Engagement with target markets has refined understanding of motivations and behaviour, so tourism businesses and the City can better plan future marketing</p>	<p>Dryden has an increased following on social media platforms overall and specific to target markets.</p>	<p>Mid Term</p> 



Implementing Strategic Direction #3 – Revive Resilience

Actions	Desired Outcomes (From year 1 of action initiation)	Desired Outcomes (By the end of the 5-year planning cycle)	Potential Performance Metrics	Timeline & Resource Available
<p>Improve the effectiveness and integrity of the Municipal</p>	<p>Revised guiding principles for utilization of Municipal Accommodation Tax revenues approved by Council.</p> <p>City and DTTA align MAT funds to guiding principles.</p>	<p>MAT funding helped improve downtown, waterfront, trails, sport tourism, and other key initiatives through a series of tangible projects.</p>	<p>Increase in the size, scale and impact of tourism projects being supported through the MAT Funding.</p>	<p>Short Term</p> 
<p>Encourage waterfront development and trail infrastructure</p>	<p>Waterfront development plan is being prepared.</p> <p>Infrastructure requirements have been identified for waterfront development.</p>	<p>Appropriate infrastructure has been provided for waterfront development.</p> <p>An outdoor event centre has been established that can host events at the downtown waterfront.</p> <p>Several waterfront development projects have been actioned and the Dryden waterfront is vibrant and welcoming.</p> <p>Community events are planned and are taking place at the waterfront</p>	<p>Increased citizen satisfaction rates related to waterfront areas.</p> <p>Increased MAT funding being directed towards waterfront infrastructure.</p>	<p>Long Term</p> 
<p>Revitalize downtown core</p>	<p>Council has approved a plan to install gateway and wayfinding signage for downtown.</p> <p>Downtown core revitalization plan being prepared.</p>	<p>Fairs and markets have established the downtown as the location of choice.</p> <p>Dryden's downtown core is full of energy and vitality.</p> <p>Visitors can easily find their way to downtown</p>	<p>Increased citizen satisfaction rates related to the downtown core.</p> <p>Increased MAT funding being directed towards downtown infrastructure.</p>	<p>Mid Term</p> 

Actions	Desired Outcomes (From year 1 of action initiation)	Desired Outcomes (By the end of the 5-year planning cycle)	Potential Performance Metrics	Timeline & Resource Available
Advocate for expanded housing and workforce	<p>Work has begun on a residential development strategy, with input from Economic Development, but not led by Economic Development</p> <p>Discussions have begun to expand childcare capacity.</p> <p>Council has requested a review of other recommendations such as the 2023 Kenora District Housing Strategy</p>	<p>New housing starts per capita are increasing to address community needs and growth potential.</p> <p>Dryden’s livability and connectivity to larger centres has improved.</p> <p>Dryden is known as a city where working families can easily find childcare</p>	<p>Increased housing capacity that includes multi-unit housing</p> <p>Increased childcare capacity.</p> <p>Increased citizen satisfaction associated with housing, childcare and other amenities.</p>	<p>Mid Term</p> 
Diversify the local economy	<p>Discussions have begun to prepare a risk assessment heat map for vulnerable industry sectors, businesses, and places in Dryden.</p> <p>Outreach has begun to gather and share information about economic diversification programs.</p> <p>Economic development staff have the time and tools to learn from professional associations and regional peer support groups.</p> <p>Economic development staff have the capacity to stay informed about regional and provincial government programs, and to share opportunities with local businesses and community groups</p>	<p>Risk assessment heat map has helped respond to several situations that have developed over the last five years.</p> <p>Monitoring plans are in place for low-risk concerns, and response plans for high-risk concerns.</p> <p>The risk assessment heat map is updated annually.</p> <p>Information shared about economic diversification programs has assisted several businesses to adapt to change and remain competitive</p>	<p>Increase in the number and size of businesses in Dryden.</p> <p>Increase in employment.</p> <p>Increase in average household income.</p> <p>Decreased gaps as identified in the Business Gap Analysis</p> <p>Increased communications to businesses regarding diversification opportunities</p> <p>Increase satisfaction rates in business survey</p>	<p>On-going</p> 

Actions	Desired Outcomes (From year 1 of action initiation)	Desired Outcomes (By the end of the 5-year planning cycle)	Potential Performance Metrics	Timeline & Resource Available
<p>Prepare for tomorrows growth</p>	<p>Outreach has begun to consolidate the timelines, economic impact forecasts, workforce requirements, and supply chain planning of existing and potential new significant economic development projects in the area.</p> <p>Dryden leadership begin regular communications with potential new significant economic development projects to support and understand their progress.</p> <p>A high-level estimate of the potential impacts of working on advocacy issues with the Northwestern Ontario Municipal Association (NOMA) and to support the Northern Policy Institute's (NPI) Regional Districts initiative.</p>	<p>The community and economic impacts of potential new significant economic development projects in the region have been estimated in various municipal plans.</p> <p>Communications with other government agencies started regarding innovative sources of revenue to support the City's tax base and capacity building.</p> <p>City Council is playing an advocacy role in building awareness and action through NOMA and continuing to support research conducted by NPI regarding challenges stemming from unincorporated areas (fringe population) surrounding Dryden.</p>	<p>Enhanced relationship building with stakeholders.</p> <p>Community capacity (e.g., infrastructure, municipal, provincial, and community-based services) is suitable to support current needs and planning is in place to respond to economic expansion if needed.</p> <p>New sources of revenue.</p> <p>Tracking of resolution of issues related to unorganized areas.</p>	<p>On-going</p> 



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