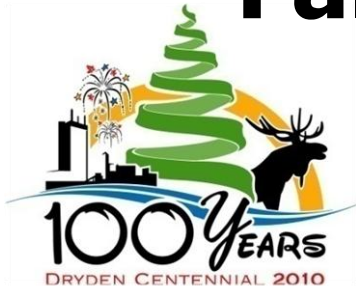


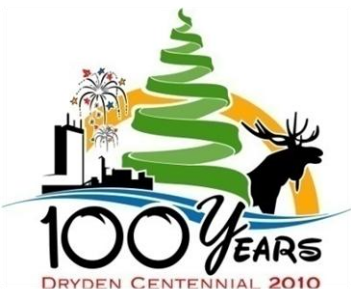


# City of Dryden Community Strategic Plan 2007 – 2010

## Fall 2010 – Final Status Report



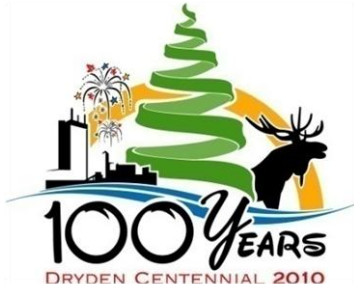
- Dryden's **Community Strategic Plan** was approved in September of 2007 and covers the 2007 – 2010 period
- Identified and Prioritized Key Objectives
- Links Quality of Life and Economic Prosperity
- Based on Broad Community Consultation
- Laid out our **Vision**, our **Mission**, and our **Values**



# Five Priority Areas Identified

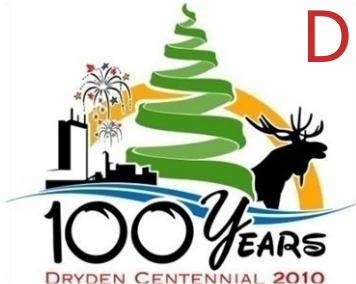
- Economy
- Environment
- Social Character
- Land-use Planning
- Affordability & Accountability

With a total of 24 Specific Objectives



# Economy – 4 Objectives

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

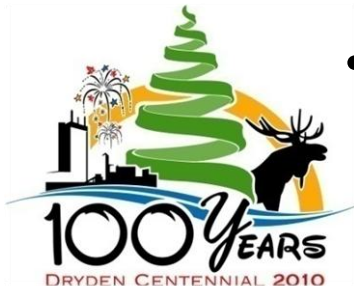


## **A. Regional Manufacturing Centre**

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

### **STATUS**

- Continued to support our primary industry, Domtar through info sharing and lobbying (e.g. black liquor subsidy, forest tenure reform, species at risk, etc)
- DDC has in place a strategic partnership with Laurentian Goldfields to pursue mining opportunities in the immediate area of Van Horne Township. Active exploration is underway
  - Continue to work with a value added forest industry (Aspenware) to create jobs in Dryden
  - Successfully accessed \$1.47 million in Community Adjustment Fund federal support to build the Norwill Subdivision Industrial Park

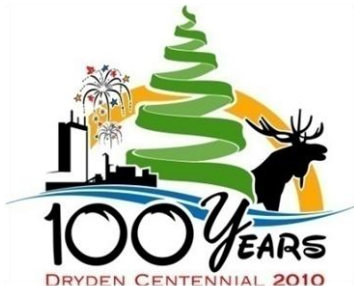


## **B. Regional Hub**

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

### **STATUS**

- City successfully lobbied for funding for connecting link improvements to Duke Street overpass
- Implementation of the Dryden Regional Airport Industrial/Commercial Development Strategy taking into account MNR needs has started
- DDC has successfully established a full service small business enterprise centre in Dryden
- DMTS has implemented their GSM network build out after acquiring a spectrum licence & partnership with Rogers
- CT scan opened at the Dryden Regional Hospital

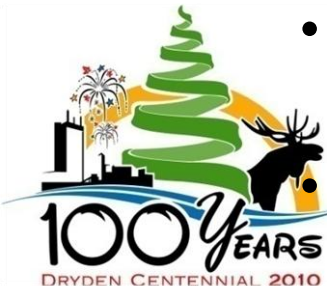


## **C. Partnerships for Progress**

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

### **STATUS**

- Mayor continues to serve as Chair of Northwestern Ontario Municipal Association. City Manager on NOMA Board and NOSM Board.
- Senior Staff active in various municipal associations
- “Community Matters” Adjustment Advisory Program serving Dryden and Machin wrapped up with various initiatives still underway (e.g. outdoor working group)
- Developed a partnership with the school board to operate a very successful Youth Centre out of Dryden High School Building Inspection services and support provided to Machin, Ignace, Ear Falls, Sioux Lookout and Red Lake.

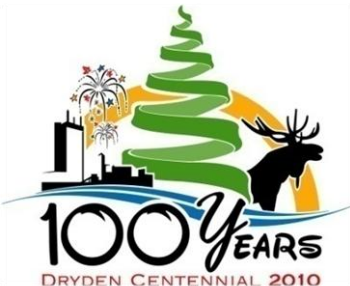


## **D. Dryden Development Corporation**

- 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**

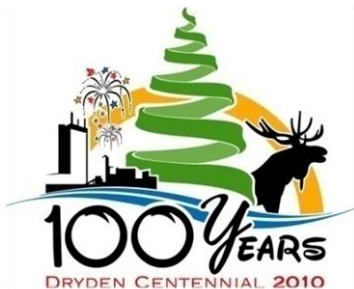
- DDC mandate strongly supported by Council with significant budget increases over the 3 year term
- DDC working on various strategic themes including: Business Environment/Infrastructure Development, Entrepreneurship and Small Business Support, Community Preparedness: Community Awareness, Education and Labour Force Development, Centre for Exploration and Mining Services, Renewable Energy, Agriculture and Agri-foods, Manufacturing, Tourism
- DDC relocated to 33 Colonization Ave. to accommodate departmental growth





# Environment: 5 Objectives

- A. Growth and Infrastructure
- B. Green Space
- C. Waste Diversion
- D. Brownfield/Contaminated Lands
- E. Energy Conservation

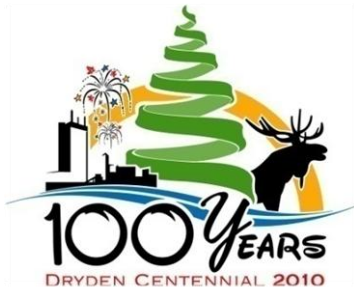


## **A. Growth and Infrastructure**

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

### **STATUS**

- North Dryden Development Plan in place and being followed
- Grant of \$2.6 million successfully obtained to cover 2/3 of cost for road, water and sewer service extension to create the Centennial Business Park . Road work complete. Street lighting, sidewalk and street naming outstanding.

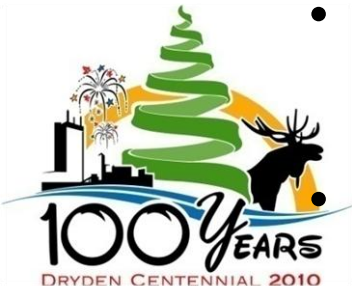


## **B. Green Space**

- 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 & youth soccer fields, parking lot, washrooms, trails and skateboard park. Play equipment and pavilion proposed.
  - Long term lease for Laura Howe Marsh acquired & DDC obtained grant funding to upgrade trails
  - Trail development continues with trail markers, waste receptacles and improvements
  - Washroom work and other work planned and completed at various parks (Flat Rock, Sandy Beach, Cooper Park)
- Considerable upgrades made to Sandy Beach to accommodate Windsurfing Competition

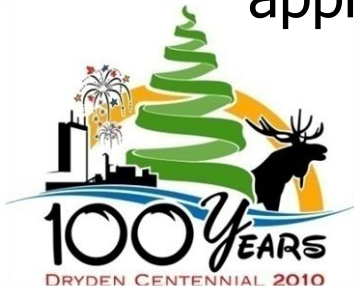


## **C. Waste Diversion**

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

### **STATUS**

- Hazardous Waste Day held in 2009 and highly successful with 400 vehicles and record volumes collected. Event cancelled in 2010 due to unexpected excessive cost.
- Municipal Blue Box Waste Recycling Strategy Plan is currently being developed in conjunction with the City of Kenora with 90% funding from Waste Diversion Ontario (project cost \$36,500)
- A Partnership with Red Lake on recycling has been approved

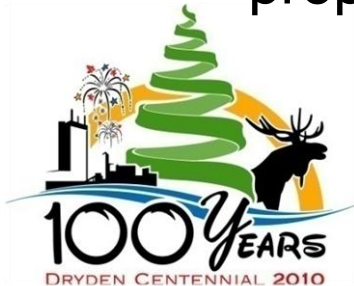


## **D. Brownfield/Contaminated Lands**

- 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
- Determined that this is not a significant issue for local property owners at this time.

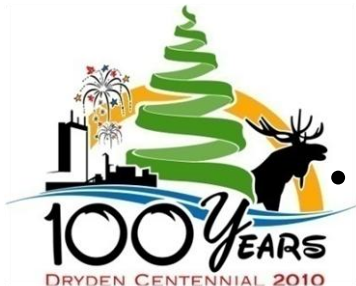


## **E. Energy Conservation**

- Develop an Energy Conservation Plan

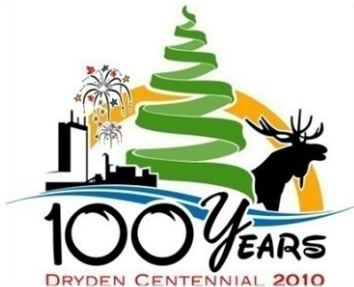
### **STATUS**

- City continues to apply high energy conservation standards to planned rehabilitation (e.g. Arena Retrofit)
  - Facilities Manager designated as the City's Energy Conservation Officer
  - Formal Energy Conservation Plan not yet undertaken
  - Council did approve and receive a facilities master plan which reviewed future space usage, functionality and energy efficiency
    - Council and DDC exploring options around the development of a 5mw solar farm in North Dryden to sell green energy to the grid. This involves a partnership with Johnson Controls and the creation of the Dryden Renewable Energy Corporation (DREC)
- Solar panels at Dryden Pool and Fitness Centre replaced in 2010 and feasibility for other buildings under study.



# Social Character: 8 Objectives

- A. Volunteerism
- B. Community Access
- C. Community Identity
- D. Centennial 2010
- E. Community Health
- F. Community Participation/Inclusivity
- G. Cultural Diversity
- H. Recreation

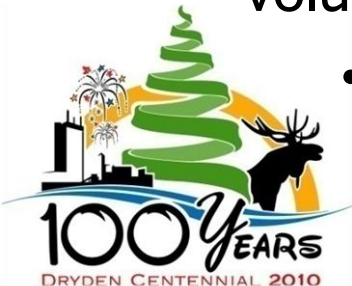


## **A. Volunteerism**

- Support community based volunteer networks, organizations and individuals

### **STATUS**

- Continue to Support Leadership Dryden with training dollars and educators
- Have held various volunteer appreciation events to recognize City volunteers, "Good Neighbours Program", 2010 volunteers, breakfasts, teas.
- Under DDC mandate certified numerous Super Host volunteers
- A group of citizens organized by Community Matters is pursuing the establishment of a regional Community Foundation



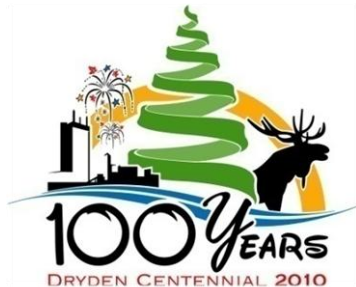


## **B. Community Access**

- 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 completed and municipality seen as a regional pro-active leader in this area

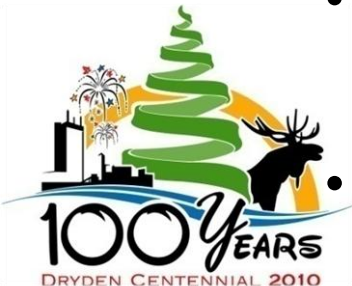


## **C. Community Identity**

- 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**

- Ongoing promotion of our brand: “Our Wilderness City”
- Communities in Bloom Committee competing at the national level for the first time received 5 blooms in 2009. City looking at going to the next level in 2011.
- Beauty of Wabigoon River rapids highlighted with the opening of the Roy Wilson Suspension Bridge
  - City continues to receive accolades on its revitalization artistic benches with 36 now placed around the community
  - Historical plaque added at Cooper Park to recognize it as the First Nation Meeting Place (Paawidigong)

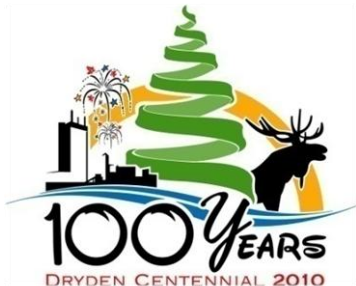


## **D. Centennial 2010**

- Lead community centennial celebrations

### **STATUS**

- Hardworking volunteer committee in place and leading plans for 2010 events
- Community selected as a celebrant community for the Olympic Torch Relay January 4, 2010.
- Pictorial history book prepared & successfully marketed with 1,678 copies sold to date
- Centennial headquarters established at arena with significant staff support for 2010 events.
- 2010 grants accessed along with seed funding from the City over 4 years.
- Numerous successful events held and projects supported. (Air show, mosaic, Homecoming, Civic Pride Day, North American Windsurfing Championship, Oktoberfest, etc, etc

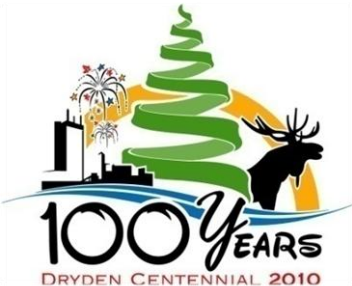


## **E. Community Health**

- 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
- Worked with hospital and health unit on pandemic emergency planning
- Various recreation areas upgraded with new washrooms and playground equipment
- Alternate transportation week commuter challenge organized and attracted over 480 participants in October. Overall program funded through a grant and includes 15 community partners

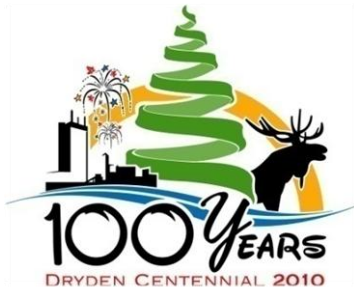


## **F. Community Participation/Inclusiveness**

- 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, strategic planning
- Community Matters public forum attracted over 100 participants with numerous big and little ideas discussed

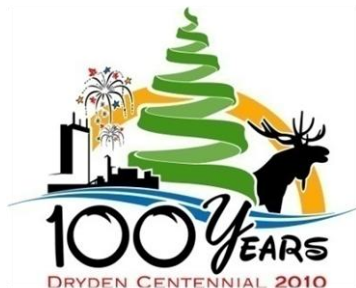


## **G. Cultural Diversity**

- Create and implement a cultural policy

### **STATUS**

- Cultural Strategy finalized and approved by Council in 2009
- Grant application successfully made for a cultural planner with staff and Cultural Round Table (CRT) now in place
- CRT working towards approved municipal cultural plan by March 2011

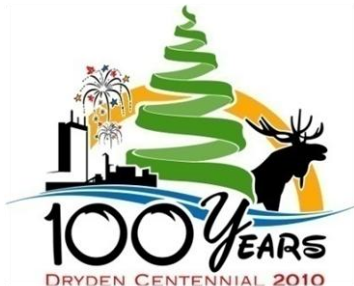


## **H. Recreation**

- Create a 5 year strategic plan for recreation and leisure

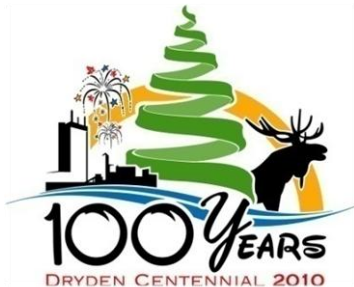
### **STATUS**

- Strategic Plan for Recreation & Leisure created and being regularly reviewed by staff
- Arena upgrade identified as Council's #1 capital priority
- Arena retrofit construction drawings for Phase 1 & 2 being prepared for year end in order to set stage for future grant applications and fundraising
- Ball diamond lighting and pavilion under construction



# Land Use Planning – 4 Objectives

- A. Community Design
- B. Development Focus
- C. Housing Choice
- D. Reducing Barriers to Redevelopment



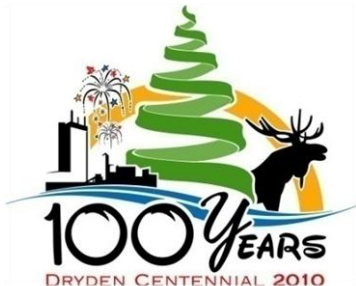


## **A. Community Design**

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

### **STATUS**

- In third year of implementing the Community Improvement Plan (CIP) 20 properties improved with matching municipal grants of almost \$62,000
- This fall, the City is requesting proposals from planning consultants to update the Official Plan and Zoning bylaws

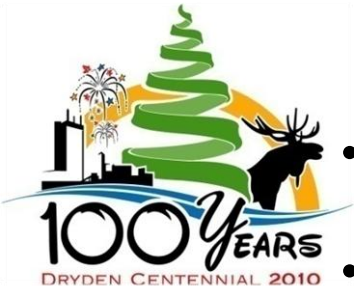


## **B. Development Focus**

- 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 constructed (\$3.9 Million) with 2/3 funding via grants. This area now known as the Centennial Business Park
- Obtained 2/3 funding for Waste Water Treatment Plant (\$30 Million) (BCF) with Contract 1 completed on time and on budget and Contract 2 awarded. Projected completion December 2011.
  - Obtained 2/3 funding for water metering (\$1.8 Million) under the Infrastructure Stimulus Fund with implementation of Neptune Meters set for late 2010/early 2011.
  - DDC completed a sustainable waterfront plan for the end of Van Horne Avenue
  - MNR lands expected to be declared surplus soon

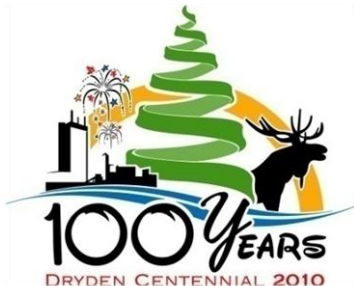


## **C. Housing Choice**

- 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 not yet under construction.
- Through Community Matters and now with the DDC, a regional Housing Gap Analysis is being undertaken with a provincial grant.

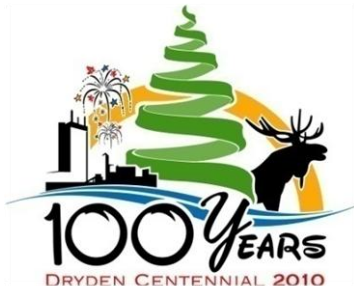


## **D. Reducing Barriers to Redevelopment**

- 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

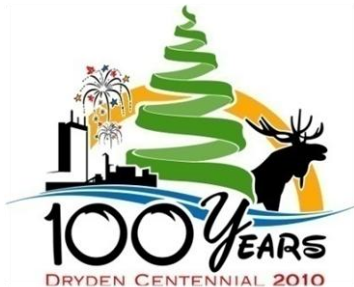
### **STATUS**

- Building and planning staff readily available for advice on improvement projects
- CIP successfully implemented with increased budget allocation for each year
- City involved in over 55 current grant applications ranging from staffing to infrastructure to recreational facilities



# Affordability and Accountability – 3 Objectives

- A. Operations
- B. Annual Operating Budgets
- C. Annual Capital Budgets

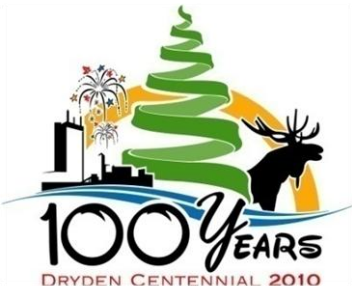


## **A. Operations**

- 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 formal organizational review objective in 2008
- Management structure streamlined with Recreation and Parks Departments merged in 2009
- Senior Management Team shrunk to 4 members (City Manager and 3 Directors)
- City considering the establishment of a telephone services board in 2011.

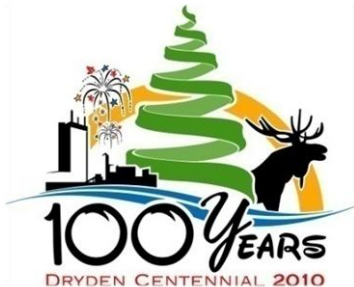


## **B. Annual Operating Budgets**

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

### **STATUS**

- 2009 & 2010 Budgets substantially completed in December with formal approval early in the new year.
- Schedule for 2011 modified to account for newly elected Council
- SMT piloting key service level definitions and costs along with plans to measure community satisfaction with municipal services

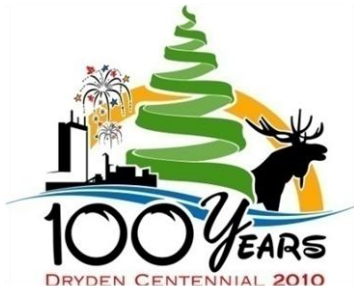


## **C. Annual Capital Budgets**

- 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 with tangible capital assets policy being finalized this fall
- 10 year capital plan updated
  - Capital Budget for 2009 and 2010 dominated by significant infrastructure stimulus funding

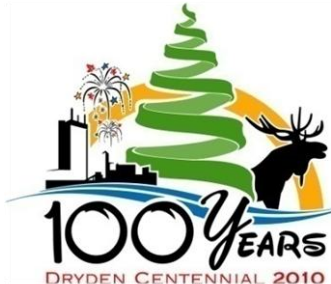




# Concluding Remarks

This 3<sup>rd</sup> annual and final update of the Multi – year Strategic Plan suggests several key outcomes:

- 1) We need to take pride in and celebrate the significant progress made.
- 2) When you have a strategic plan with clear objectives, Council and staff will focus on those objectives.
- 3) We were not hand-cuffed by the plan and showed flexibility to take advantage of challenges and opportunities as they arose. e.g. stimulus funding, 2010 celebrations, forestry downsizing
- 4) We need to consider and agree upon a process for creating a 2011 – 2014 Community Strategic plan.
- 5) Any new plan should build on the success of the former plans and include leadership from Council, input from staff and broad community consultation.



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

**For Questions and Comments contact:**

**Arie Hoogenboom**

**City Manager**

**November 4, 2010**

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

**(807) 223-1194 (w) (807) 221-8123 (c)**

**Questions & Comments**

