

ANNUAL REPORT 2021

DRYDEN



LAND ACKNOWLEDGEMENT STATEMENT

We would like to acknowledge we are located in the traditional territory of the Anishinaabe and Métis people of Treaty Three. The Anishinaabe are the original caretakers of this land and called this place Paawidigong, meaning place of the rapids which is now known as Dryden.

This land is important to the people of Migisi Sahgaigan (Eagle Lake First Nation), Waabigonii Zaaga'igan (Wabigoon Lake Ojibway Nation), as well as the Métis people of the area and the residents of Dryden.

OUR VISION

Dryden is recognized as a vibrant, safe, healthy and inclusive community with a diverse economy, providing an exceptional quality of life.

OUR MISSION

To deliver sustainable municipal services and infrastructure with courtesy, integrity, transparency, and fiscal responsibility.





A Message From The Mayor

On behalf of Council, it is my honour and pleasure to present the 2021 Annual Municipal Report for the City of Dryden. In this report you will find important information about City operations, accomplishments from the past year, and upcoming initiatives through the lens of our Strategic Plan and Guiding Principles.

The past year hasn't come without its challenges; many relating to the COVID-19 pandemic. As we begin to emerge from these difficult times, I feel optimistic and hopeful. The future is bright for our community.

A little over two years ago Dryden rolled out its most recent Community Strategic Plan. This 5 year plan sets out an overall vision for our future and acts as our internal compass when making key decisions. I'm proud of the strides made by Council and City staff towards reaching the goals set out in the plan and for continuing to stay the course.

Looking back at 2021, some important milestones included the renaming of Colonization Avenue with the support of The Working Circle, a reduction to Dryden's debt, numerous infrastructure upgrades around the City, and more. These make up just a small portion of the achievements made by staying true to our guiding principles.

None of the achievements we've made in 2021 would have been possible without the hard work and dedication of Council, committee members, volunteers, City staff, local organizations, and you, the citizens of Dryden. You play an important role in making our community a better place to live, work and play.

Pandemic or not, there will always be challenges and obstacles to overcome. The City is working from a much more solid financial foundation compared to when I first came into office in 2015 and has continued on in the same direction this past year. Credit for this achievement rests with our Finance Committee, chaired by Councillor Bush, our Treasurer, Steven Lansdell-Roll and his administrative team, as well as our CAO, Roger Nesbitt. Consistent teamwork at City Hall as we seek to faithfully serve those who elect us and pay the salaries of our staff will ensure continued long-term sustainability for the community

A handwritten signature in dark ink, reading "Greg Wilson".

Council of the Corporation of the City of Dryden

Mayor Greg Wilson	2nd term
Councillor Norm Bush	2nd term
Councillor John Carlucci	2nd term
Councillor Shayne MacKinnon	2nd term
Councillor Martin MacKinnon	3rd term
Councillor Dave McKay	1st term
Councillor Michelle Price	1st term



A Message From The CAO

On behalf of the City of Dryden staff, we are pleased to present the 2021 Annual Municipal Report. Through 2021 the pandemic continued to bring numerous challenges for all of us, and yet this document represents a celebration of our achievements as a team supporting the community, and each other, through these unprecedented times. In presenting this report we need to acknowledge and commend our staff for their contributions to our organization and our community.

As the pandemic continued to impact each of our daily lives, our focus remained on continually responding and adapting to the ever-changing landscape as we worked to ensure the continuation of critical services, all the while protecting the safety, health, and wellbeing of our employees and community. We faced operational realities that created the need to temporarily close our recreational and cultural facilities to meet Provincial COVID-19 requirements. In response to the challenges we faced, we developed new and improved practices and policies, and innovative solutions to ensure the safety and wellbeing of employees and the public. One such example was the creation of our COVID-19 Vaccination Verification Policy that was widely supported by our staff.

Our 5-year Community Strategic Plan continues to guide staff in our day-to-day activities as well as playing an important role in setting our longer-term organizational goals. Through 2021, staff have reached many important milestones that have supported the achievement of our strategic goals.

We continued to use the strategic plan to ensure the focus remains on improving community diversity and inclusion, the safety and wellbeing of the community, investing in our infrastructure, creating fiscal sustainability, maintaining economic diversity, improving communications, and supporting our municipal employees.

There are many 2021 milestones to recognize and celebrate. We saw the completion of our financial recovery plan which brought our debt servicing load back to manageable levels all the while keeping property tax rates affordable. We successfully obtained over \$11.5MM from external funding sources. We made significant improvements to facilities such as the Water Treatment Plant, Recreation Centre, Airport, and Fire Hall to name a few. We supported forest fire evacuations of our neighboring First Nation communities and we completed and adopted the Dryden, Machin and Area Community Safety and Wellbeing plan. While the abovementioned milestones represent some significant achievements, the 2021 Annual Municipal Report delves deeper into these and many more so please enjoy the report and celebrate with us.

None of our achievements would be possible without the strong commitment and support from our City Council and the hard work and dedication of the entire municipal staff. I would like to sincerely thank both Council and staff and further pledge to our citizens that we will continue to represent the community's best interests in all matters while striving to reach our stated community goals.

Roger Nesbitt

Our Guiding Principles



Inclusion

- Community leadership honours, welcomes, and accepts all people, hearing their diverse voices and working to strengthen cultural relationships and building community inclusiveness
- Encompasses efforts to ensure that programs and services are accessible to all
- Engagement and communication efforts reflect diverse community needs

Community Pride

- Well-maintained properties, assets and infrastructure are appealing to residents and visitors
- Civic engagement informs policy and planning through interactions with municipal leadership
- Volunteerism and community leadership is present

Safety

- Actions and planning place people and community safety at the centre of all decisions
- Safe, shared use of community spaces is promoted as an element of quality of life

Quality of Life

- Champion environmental stewardship, protecting our natural beauty and our access to nature
- Maintain alignment with community values and priorities
- Ensure that all decisions consider how quality of life will be impacted or enhanced

Regional Leadership

- Reflects Dryden's focus on being the regional hub
- Commitment to innovation and knowledge-sharing
- Build and maintain effective local and regional partnerships

STRATEGIC GOALS & PRIORITIES



Community Diversity & Inclusion

- Welcome and familiarize new and existing citizens to the City of Dryden
- Foster positive relationships with Indigenous People and neighbouring First Nation Communities



Community Safety & Wellbeing

- Adopt and implement Community Safety and Wellbeing Plan
- Form Federal and Provincial partnerships to support community safety and wellbeing strategies



Infrastructure

- Invest in Asset Management Planning
- Infrastructure, facilities and fleet lifecycle management and capital investment activities
- Actively pursue and be well-positioned for successful grant funding and resource leveraging opportunities



Fiscal Sustainability

- Seek creative, new revenue sources
- Increase City reserve funds and continue the City's debt repayment plan
- Sustain existing funding sources and efforts



Economic & Investment Diversity

- Waterfront and tourism development
- Business retention and attraction
- Implement re-branding initiatives and Community Improvement Plan
- Partner with Indigenous organizations, communities and other organizations to foster local and regional growth



Communications & Our People

- Develop and implement formal communication plans
- Support Management, Mentoring and Leadership Training
- Develop corporate wide customer service training strategy
- Enhance organizational culture and communications to promote employer of choice qualities

OUR GUIDING PRINCIPLES AT WORK

INCLUSION	SAFETY & WELLBEING	COMMUNITY PRIDE	QUALITY OF LIFE
<p>Colonization Ave renamed to Memorial Ave and Boozhoo Ave June 2021</p> <p>Supported National Indigenous Peoples Day celebrations in June</p> <p>Helped support National Truth and Reconciliation Day</p> <p>Held public engagement sessions to gather feedback for multiple studies</p> <p>Continued work on Age Friendly and Youth Friendly designation</p> <p>Website Traffic 2020: 96,000 2021: 118,278</p> <p>Facebook Posts 2020: 546 2021: 569</p> <p>Facebook Page Likes 2020: 1,417 2021: 1,712</p>	<p>100% of our water samples met the Ontario Drinking Water Standards</p> <p>MyLift Passenger Trips Rides: 3,499 People Moved: 2,096</p> <p>Recreation Pool & Fitness Centre visits: 22,225 Arena rented hours: 906</p> <p>Fire Fire inspections: 60 Training hours: 5046 Certified 16 members to Firefighter II Trained and implemented Critical Incident Stress Management peer support team</p> <p>Library New members: 169 Curbside requests filled: 865 Physical items checked out: 25,118 Programs & events: 85 Program attendees: 1,966 39% of collection is less than 5 years old</p>	<p>Beautification Maintenance and upgrade work to the area surrounding Max the Moose</p> <p>Continued branding implementation with upgraded signage and new banners around the City</p> <p>300+ new LED lighting fixtures installed at the Recreation Centre</p> <p>Boat launch upgrades at Aaron Park</p> <p>Increase in inspections for noise, property standards, yard maintenance and zoning by-law complaints</p> <p>Enhancements to the terminal building at the Dryden Regional Airport</p> <p>Tourism Supported the formation of the Dryden Trailblazer Tourism Association (DTTA).</p>	<p>Outdoors 27.04 hectares of maintained and natural parkland per 1,000 population</p> <p>Supported the launch of the Dryden Trailblazer app and tagged fish fishing contest through Municipal Accommodation Tax (MAT)</p> <p>Began work on a Trail Feasibility Study focused on the enhancement of trail system along the waterfront</p> <p>Round concrete picnic tables purchased for local parks</p> <p>Waste 15% of curbside collected waste was diverted from the landfill</p> <p>A decrease in the amount of solid waste disposed per household from 0.8 tonnes in 2020 to 0.74 tonnes in 2021</p>



COMMUNITY DIVERSITY & INCLUSION

The City of Dryden will celebrate its diversity and inclusiveness, while ensuring our doors are open and all who enter are welcome.

At the City of Dryden, we're proud of who we are as a community and are committed to ensuring all residents and visitors feel welcome. Our Multi-Year Accessibility Plan acts as our compass, allowing us to measure our success in providing services and resources to everyone. It also serves as our guide to ensuring we continue to foster a culture of inclusiveness and celebrate our diversity.

2021 ACCOMPLISHMENTS SUPPORTING COMMUNITY DIVERSITY & INCLUSION

- Built a new accessible and inclusive change-room at the Dryden Pool and Fitness Centre thanks to funding from Hydro One's Energizing Life campaign in the amount of \$25,000.
- Renaming of Colonization Avenue to Memorial Avenue and Boozhoo Avenue in honour of Dryden's Indigenous community, their ancestors and those who built our community. This initiative was spearheaded by the Working Circle formed in 2020.
- Continued efforts to pursue community designations as Age Friendly and Youth Friendly. The goal is to make Dryden a more livable and inclusive place to be.
- Fully implemented the use of Standard Land Acknowledgement Statements for normal City business and Formal Land Acknowledgement Statements for large City events and special ceremonies.
- Held numerous public engagement sessions to gather key feedback from stakeholders for our Business Gap Analysis, Community Capacity Study, and Age Friendly Action Plan.



DRYDEN



COMMUNITY SAFETY & WELLBEING

The City of Dryden places safety and wellbeing at the core of our existence and all we do.

The safety and wellbeing of all of our residents is extremely important. It's our goal at the City to continue to build a community where everyone feels safe and secure, has a sense of belonging, and has the opportunity to participate. A place where individuals and families can thrive.

We understand that a healthy community is a strong community and have made it our mission to bring people together, build upon our resilience and strengthen our community connections for a safer, healthier Dryden.

2021 ACCOMPLISHMENTS SUPPORTING COMMUNITY SAFETY & WELLBEING

- The City played a large roll in supporting the evacuation of several Indigenous communities brought on by forest fires. Approximately 1/3rd of all evacuees that were transported by air were supported through Dryden Regional Airport by the City and our partners.
- The Community Safety and Well-Being Plan (CSWBP) for Dryden, Machin and Area was finalized. It lets us better understand local needs and develop plans to address them. The CSWBP was developed with the support and input of the following community partners:

Keewatin Patricia District School Board
Northwest Catholic District School Board
Dryden Police Services
Ontario Provincial Police
Dryden Regional Health Centre
Northwestern Health Unit
Patricia Region Seniors Services
Kenora-Rainy River Districts Child & Family Services
Kenora District Services Board

Anishinaabe Abinoojii Family Services (Dryden)
Community Living Dryden-Sioux Lookout
Dryden Native Friendship Centre
FIREFLY
Hoshizaki House
Probation and Parole
Tikinagan Child & Family Services
Waabogpmoow Saaga'iganooow
Anishinaabeg
Wabigoon Lake Ojibway Nation

- Launched corporate-wide safety audit to identify improvements to the City's current Occupational Health and Safety program to better ensure a safe work environment for all City employees. (To be completed in 2022)
- There was a 20% increase in number of calls for fire in 2021, totaling 291. The Fire-Rescue average response time was 7.56 minutes (Under our target of 8 minutes).



INFRASTRUCTURE

The City of Dryden is progressive in its efforts to maintain and strengthen our infrastructure to maximize our opportunity for growth

The City of Dryden recognizes the importance of protecting and maintaining our infrastructure and assets. Through careful planning we're able to clearly understand the current state of our infrastructure and make focused capital investments to maximize the useful life of what we have, ultimately saving taxpayer dollars.

2021 ACCOMPLISHMENTS SUPPORTING INFRASTRUCTURE

- Dryden Regional Airport maintenance and upgrades including:
 - LED lighting in the terminal, parking lot and maintenance buildings
 - New high-efficient, self-regulating boilers
 - New sweeper and sand shed funded by the Airports Capital Assistance Program (ACAP)
- Dryden Recreation Centre maintenance and upgrades including:
 - Replacement of Air Handler (#2 and #3)
 - Automatic sliding door at the Arena
 - New accessible changeroom
 - Arena brine header replacement
 - New fitness equipment
- City Hall renovations planned and awarded. The work to give City Hall a much-needed facelift and provide better functionality will be completed in 2022.
- Security upgrades and major server infrastructure replacements completed by the City IT Department.
- Replacement of the Victoria Street dock with addition of bird deterrents.
- Replacement of the boat launch at Aaron Park thanks to a donation from Treasury Metals in the amount of \$10,000.
- Significant work was done at the Dryden Water Treatment Plant based on our building condition assessment and investment plan including: window replacement, roof replacement, entrance upgrades and more
- Significant Highway 17 and other roadway patching



FISCAL SUSTAINABILITY

The City of Dryden operates in a fiscally responsible manner through established practices that ensure a sustainable future for our community and our municipality.

The City of Dryden, through our Community Strategic Plan 2020-2025, has committed to improving and strengthening our financial position. By continuing to seek creative, new sources of revenue and bolstering our existing funding sources and efforts, the City is continuing to build a strong foundation to ensure the long-term sustainability of our community.

2021 ACCOMPLISHMENTS SUPPORTING FISCAL SUSTAINABILITY

- The City achieved the following:
 - Increase in Operating Revenue to \$29,175,014 in 2021
 - Operating Surplus of just under \$2M
 - Debt reduction of \$1M
- Completed Police Costing with decision to transition from Dryden Police Service to Ontario Provincial Police (OPP) in February of 2022
- The City successfully received a number of grants for community development and wellbeing including:
 - Inclusive Community Grant of \$60,000 for the development of our Age Friendly Action Plan (Provincial)
 - \$30,325 from the Municipal Modernization Program for the implementation of new On-Demand Booking software for MyLift and the optimization of the online booking software at the Recreation Centre (Provincial)
 - \$25,000 from the New Horizons for Seniors Program to fund the Dryden Wellness & Active Living for Seniors Program (Federal)
 - \$17,200 for our Imagination Library and Space for Teens initiatives
 - \$162,000 from FedNor to complete our Community Capacity Study and Business Gap Analysis (Federal)
 - Community Museum Operating Grant (Provincial) of \$20,701 and \$9,577 from the Department of Canadian Heritage for the ongoing operation and activities at the Dryden Museum
- Airport Operating Revenue:
 - 2020: \$594,848
 - 2021: \$1,633,329

City of Dryden 5-Year Tax Rate Summary



We're proud at what we've been able to achieve over the past 5 years without an increase in property taxes. The City remains committed to fiscal responsibility as laid out in our 5-Year Strategic Plan.

Fiscal Responsibility in 2021

The City received **\$11,556,171** in funding for over 40 projects and we contributed just over **\$1.5M**.

HIGHLIGHTS:

- \$3,604,281 for Dryden Recreation Centre Expansion and Mechanical/Envelope Retrofit Project from Investing in Canada Infrastructure Plan (Split into 3 phases beginning in 2021) (*Federal & Provincial*)
- \$1,170,000 for Traffic Signal System Replacement from Connecting Links (work to be completed in 2022) (*Provincial*)
- \$885,020 from the Regional Air Transportation Initiative to assist in the operation of the Dryden Regional Airport to ensure regional air connectivity and services are maintained and that regional routes are reconnected across the country (*Federal*)
- \$750,000 from the Airports Capital Assistance Program for new sweeper, material spreader and sand shed at Dryden Regional Airport (*Federal*)
- \$407,989 from the Northern Ontario Heritage Fund Corporation and the Canada Community-Building Fund for terminal building refurbishment at Dryden Regional Airport (*Federal & Provincial*)
- \$250,000 for asphalt rehabilitation on Highway 17 from the Northern Ontario Resource Development Support Fund and the Canada Community-Building Fund (*Federal & Provincial*)
- \$666,969 from the Ontario Community Infrastructure Fund for capital expenditures on core infrastructure projects (such as roads, bridges, water and wastewater, and more) that were identified as part of our asset management plan (*Provincial*)
- \$638,640 from the Canada Community-Building Fund for several projects including sidewalk & curb replacement, replacement of Victoria St dock, Swanson Creek guiderail replacement, numerous upgrades to the Recreation Centre, and more (*Federal & Provincial*)



ECONOMIC & INVESTMENT DIVERSITY

The City of Dryden recognizes and responds to opportunities that diversify our economy and positions us to achieve a positive return on investments.

At the City of Dryden, we've developed an economic growth plan that is dynamic, allowing us to adapt quickly to changing needs. By working closely with residents, businesses and community partners, we can capitalize on opportunities to stimulate and diversify our economy.

2021 ACCOMPLISHMENTS SUPPORTING ECONOMIC & INVESTMENT DIVERSITY

Community Improvement Plan (CIP)

The growth and sustainability of local business is important to the City. Through the Community Improvement Plan (CIP) we were able to support numerous projects with a total value of over \$19 million. This included supporting facade improvements, sales of surplus property, building permits, and more.

Applications Supported: 5

Total City Investments: \$196,990

Total CIP Project Values:

2020: \$8,038,823

2021: \$19,056,650

- Launched Community Capacity Study & Business Gap Analysis (estimated completion Q2 2022). The Community Capacity Study will give us a long-term guide for the procurement of resources and investments required to accommodate forecasted growth in the community and region. The Business Gap Analysis will allow us to better understand the extent, nature, and retail-commercial potential of the Dryden retail market over time and identify retail and related business gaps.
- Construction value of all building permits:
2020: \$13,651,700
2021: \$33,765,291
- New residential units per 1,000 population:
2020: 0.52
2021: 6.88
- Property tax revenue from new construction:
2020: \$14,604
2021: \$117,737



COMMUNICATIONS & OUR PEOPLE

The City of Dryden respects our employees and our citizens and is committed to responsive and transparent communication.

At the City of Dryden, we're focused on strengthening our internal and external communication. Our goal is to ensure residents, City staff, Council, local businesses, community partners, and all other stakeholders are informed and engaged in what's happening around Dryden. We understand that the ways in which we communicate as a society are changing and we must continue to adapt our communications strategy.

2021 ACCOMPLISHMENTS SUPPORTING COMMUNICATIONS & OUR PEOPLE

- The City carried on with the development of a Corporate Communications Strategy. We're focused on consulting with all key stakeholders (internal and external) to identify gaps and build a strategy that'll foster effective communication between the City and the community. We also set the stage for the development of a Diversity, Equity, and Inclusion strategy. (Both to be launched at the beginning of 2022)
- We continued to work with the Nuclear Waster Management Organization (NWMO) in planning and hosting learning & engagement sessions to keep the community informed about a potential deep geological repository in the area. (Sessions will continue in 2022)
- We developed and implemented a New Employee Onboarding program to streamline the hiring and onboarding process for new City of Dryden staff.
- Several key positions were filled including our Fire Chief, Manager of Human Resources and City Clerk.
- Completed Leadership Training for all management staff at the City of Dryden.
- City of Dryden sick time utilized:

Employees across Ontario:	10%
Employees at the City of Dryden:	7.73%

2021 Infrastructure Improvements and Service Enhancements

ADMINISTRATION

- Cemetery road and parking lot maintenance

COMMUNITY SERVICES - ARENA

- Sliding door installed at main entrance
- Optimized online booking software
- Replaced air handler
- Replaced brine header

LIBRARY

- Purchased new library books

AIRPORT

- Purchased new sweeper
- Purchased wet/dry material spreader
- New sand shed
- Roof replaced on maintenance shop
- Upgraded to natural gas heat at maintenance shop
- Airport truck replacement
- Terminal building refurbished

COMMUNITY SERVICES - POOL & FITNESS

- Built accessible changeroom
- Fitness equipment purchases/upgrades

INFORMATION TECHNOLOGY

- Server virtualization equipment replaced
- Desktop, laptop and printer replacement
- Firewall replacement

COMMUNITY SERVICES - OTHER

- Boat launch replacement at Aaron Park
- Victoria Street dock replaced and bird deterrents installed
- Online booking software for MyLift

2021 Infrastructure Improvements and Service Enhancements

ROADS & SIDEWALKS

- Hot mix paving - 0.8 kilometers
- Road crack sealing - 20 kilometers
- Road center line painting - 25.59 kilometers
- Traffic signal repair and maintenance - 29
- Sidewalk repairs - 1068 meters
- Curb repairs - 114 meters

WATER

- Water system valve replacements
- Water Treatment Plant (WTP) windows replaced
- WTP roof replaced
- WTP entrance vestibule upgraded
- Other WTP upgrades (plumbing vent piping & sludge breakdown valves)



FIRE

- New bunker gear (helmets, boots, gloves, etc.)
- Garage doors replaced at Fire Hall #2
- Communication equipment replaced
- SCBA replacement

WASTEWATER & WASTE MANAGEMENT

- Sanitary manhole replacements
- Barclay landfill closure





YOUR TAX DOLLARS AT WORK

The average household in Dryden contributed \$2,427 in property taxes to municipal services in 2021

Those taxes go a long way in providing the services our community needs. Below is how it breaks down.



\$458 Corporate Services

Administration \$88
Human Resources \$60
Finance \$185
IT \$131
Provincial Offences (-\$6)



\$579 Infrastructure & Engineering

Public Works \$124
Fleet Management (-\$5)
Roads \$287
Storm Sewer \$53
Waste Management (-\$62)
Recycling \$52
Parks \$63
Facilities Management \$67



\$667 Police & Enforcement Services

Police - Uniformed \$542
Police - Civilian \$102
Court Security \$8
School Safety Guards \$4
Pet Control \$1
Parking Control \$10



\$475 Community Services

My Lift Transit \$6
Airport (-\$108)
Child Care \$17
Public Health \$56
Social Assistance \$20
Social Housing \$77
Home for the Aged \$117
Recreation Centre \$212
Outdoor Facilities \$3
Museum \$14
Library \$58
Cemetery \$3



\$253 Fire & Emergency Management

Fire Services \$161
Emergency Management \$0
Health & Safety \$1
Land Ambulance \$91



\$19 City Council



(-\$24) Community Development

Building Inspection (-\$1)
Planning & Development \$3
Community Development \$16
Special Projects (-\$42)

LOOKING FORWARD 2022



- Continuation and completion of Age Friendly Action Plan
- Diversity, Equity, and Inclusion initiative
- Cultural competency training for municipal staff



- Upgrades to Dryden Regional Airport that will provide a safer environment for staff, tenants, emergency personnel and the public, funded by NOHFC
- Complete Corporate-wide Safety Audit
- Launch Community Emergency Notification System



- Complete traffic signal replacement project, funded by Connecting Links
- City Hall renovations
- Upgrades to Dryden Fire Hall #2, funded by NOHFC
- Community Splash Park (Donated by Beyak Automotive Group)



- Complete transition from Dryden Police to OPP
- Continue to identify grant funding opportunities and submit relevant, sound applications
- Inject more capital into the paving of portions of Highway 17



- Complete Business Gap Analysis
- Complete Community Capacity Study
- Complete Trails Feasibility Study



- Develop Corporate Communications Strategy
- Continue NWMO learning and engagement sessions
- IBEW collective agreement negotiations

BLAZE YOUR

TRAIL

30 Van Horne Avenue
Dryden, ON P8N 2A7
Phone: (807) 223-2225



DRYDEN



www.dryden.ca