



City of Dryden

Technical and Input Summary Report

Strategic Plan Appendix

November 2019



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1. Introduction





1. Introduction

This technical and input summary report has been prepared as a summary document to present primary and secondary research findings and analysis of all consultations that formed part of the Strategic Plan methodology. It, therefore, will serve as a supplement to the *City of Dryden 5-Year Strategic Plan* scheduled for completion in fall 2019.

Included in this report is:

- A background review of relevant documents and strategies from the City of Dryden and community partners
- The development of a community profile of relevant socio-economic indicators for the city, utilizing Statistics Canada data and Canadian Business Counts
- Input Summary of
 - conversations with City Management and Councillors
 - a facilitated working session with Frontline staff
 - results emerging through an on-survey made available for all City of Dryden staff
 - results emerging through an on-line Community Survey that was jointly prepared to inform on three key concurrent initiatives of the City of Dryden, namely the Branding strategy, Community Improvement Plan, and the Strategic Plan
 - Key Informant Input collected through one-on-one interviews with community partners and leaders
- SOARR Analysis that reflects the strengths, opportunities, aspirations, risks, results that were drawn from all input garnered through the secondary and primary research initiatives

This report presents all findings and key learnings that have emerged through the planning process and it best positions Council in the development of the strategic pillars and priorities that will form the final 2020-2025 Strategic Plan. Examining both internal and external input received through the broad engagement activities that took place between May and July, ensures that the emerging strategy is grounded in local insight, perspectives, and input. This is an important step in the creation of the strategy that will drive Council decisions and Municipal actions over the life of the strategy. The findings of this input summary will further assist management and staff in the development of departmental business plans and appropriate performance measures. The final strategy will identify key resources and competencies that will be required to achieve the strategic objectives.

As Council continues in the identification of strategic pillars and priorities, it is necessary to consider them in the context of the vision for Dryden's future, and the values that citizens, staff and Council hold important. Equally important is the ability for all staff to recognize the influence and impact of their performance as contributing factors to achieving successful strategy implementation and results.



2. Strategic Plan Methodology



2. Strategic Plan Methodology

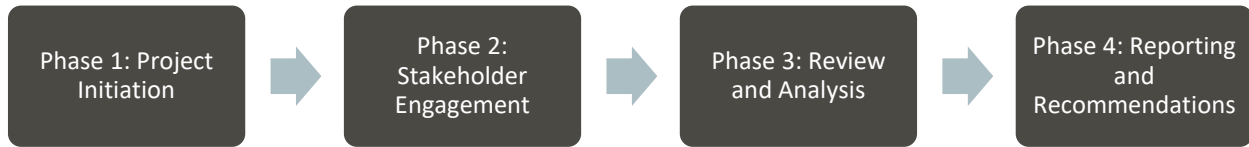
2.1 Our Planning Process

The diagram in Figure 1 reflects the planning process used to construct the City of Dryden Community Strategic Plan 2020-2025. Extensive secondary research was collected and reviewed, followed by a comprehensive engagement plan that involved Council, municipal management and staff, and broad community representation of businesses, citizens, and local serving organizations. This information gathering was undertaken to provide an evidence-based method to inform the strategic planning framework. Key components include:

- Background key document review – reviewed relevant details about existing or recently undertaken studies, reports, policies, or plans for the city
- Community Profile – presents the socio-demographic landscape and its economic, workforce, and quality of life components
- Community Engagement
 - Community on-line survey: this survey was designed to inform three concurrent and related projects, including the City of Dryden Branding Strategy, the Community Improvement Plan, and the Strategic Plan. A total of 196 completed surveys collected over the period June 20 to July 26th. It was also distributed in paper copy to local senior citizens as an alternative to on-line completion.
 - One-on-One Interviews: fifteen local leaders and community representatives were contacted through individual telephone discussions, offering the opportunity for a deeper dive into challenges and opportunities facing the city.
 - Invitation to Indigenous Leaders: Chiefs of Eagle Lake First Nation and Wabigoon Lake Ojibway Nation were presented with a letter of invitation to participate in a meeting to discuss the shared vision and strategic priorities. To date, these meetings have not taken place.
- Council and Staff Engagement
 - Council, Management and Staff Engagement: a facilitated strategic planning workshop that provided Council and Management the opportunity to explore the community's strengths, challenges, opportunities, and priorities and inform on the vision, mission and guiding principles was held on June 27th, and facilitated by MDB Insight utilizing the Queens Executive Decision Centre technology platform.
 - A one-hour Staff Engagement session was facilitated on June 27th to provide Managers and Front-line staff the opportunity to offer their insight and perspectives.
 - An on-line survey was shared with all staff of the Municipality, resulting in input from 30 participants.



Figure 1: Project Approach



Following the analysis of all data and input received, additional sessions with Council and Management will be held to offer further direction and decision related to the stated Vision, Mission, Guiding Principles, and Strategic Pillars and Priorities. This report will be updated upon completion of those sessions.

Management will also come together to examine the pillars and priorities and discuss and plan for implementation initiatives that will advance the Council's approved strategy. Pending input.

The final Strategic Plan will be presented in a concise and clear manner and will be supported through the information presented in this Technical and Input Summary Report.



3. Background Documents Common Threads Analysis



3. Background Documents Common Threads Analysis

The following documents were reviewed at the beginning of this strategic planning process. These documents provided background context to understand previous strategic planning efforts, community priorities, and any prevalent community actions. A review of these official documents revealed a series of through lines that, when distilled to common themes, brought some initial community priorities to the fore.

- City of Dryden 2017 Community Profile; 2017 Dryden Quick Facts
- Community Strategic Plan, 2007-2010
- Community Safety and Wellbeing Plan
- Tourism Development Strategy & Implementation Plan, 2009
- 2014/2015 Regional Business Retention & Expansion Project Summary Report & Action Plan
- Energy Conservation and Demand Management Plan, 2014-2019
- Dryden Development Corporation Economic Development Strategic Plan, 2015
- Official Plan for the City of Dryden
- City of Dryden Sustainable Waterfront Development Plan, 2010
- Mineral Exploration & Mining Sector Strategic Plan
- Places to Grow: Best Practices for Community-based Regional Economic Development in Ontario's North, Northern Policy Institute
- Northern Projections: Kenora District, Northern Policy Institute

Community Wellbeing & Safety – This theme really highlighted a focus on children & youth, seniors, health, and education.

Sustainability – Though often associated with environmental sustainability, this theme was all-encompassing, with focus on fiscal sustainability of activities and initiatives.

Collaboration & Partnerships – Cross-sectoral collaboration, and partnerships with neighboring Indigenous communities, were key in the literature.

Economic Development & Diversification – Key sectors of focus included forestry, mining, tourism, and workforce development.

Infrastructure & Transportation – Themes largely pointed to Dryden's road infrastructure assets on the trans-Canada highway.

Culture & Cultural Diversity – Recognizing that Dryden has a growing urban Indigenous population, fostering cultural acceptance, and embracing cultural diversity was a key area of interest in background documents.

Natural Environment – Dryden's access to natural environment amenities is a marked strength for the



city. This theme highlights the city's quality of life, and its natural resource-based economy.

Housing & Residential Development – Housing development was recognized as a priority in the City and the surrounding region.



Figure 2 Background Review Common Threads Analysis

Common Themes	TOTAL NUMBER OF OCCURRENCES	Community Safety & Wellbeing Planning Framework	2017 Community Profile	Dryden Quick Facts 2017	2014/2015 Regional BR&E Summary	Energy Conservation & Demand Management Plan	Dryden & Area Community Wellbeing &	DDC EcDev Strategic Plan 2015	Dryden Tourism Development Strategy &	Sustainable Waterfront Development Plan	Community Strategic Plan 2007-2010	Mining Strategic Plan	NPI Places to Grow Report	Socio-Economic Profile for Patricia-Area Community	Northern Projections – Kenora District	Dryden Official Plan 2011
Community Wellbeing & Safety	9	✓	✓		✓		✓	✓		✓	✓				✓	✓
Sustainability	6		✓			✓			✓	✓	✓					✓
Collaboration & Partnerships	10	✓	✓		✓		✓	✓			✓		✓	✓	✓	✓
Economic Development & Diversification	12		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓
Infrastructure & Transportation	8		✓	✓				✓			✓	✓	✓		✓	✓
Culture & Cultural Diversity	5	✓	✓							✓	✓					✓
Natural Environment	6	✓		✓					✓	✓	✓					✓
Housing & Residential Development	3									✓	✓					✓



4. SOARR Assessment



4. SOARR Assessment

A SOARR Assessment is a model for reflecting on a baseline for strategic planning by studying identified Strengths, Opportunities, Aspirations, Risks, and Results (SOARR). It is a forward-looking model that takes background information and insights gained through stakeholder consultations to inform what is desired for the future and how to know when aspirations have been met (performance measures). The key concepts underpinning the SOARR model are outlined in the figure below. Each section of the SOARR is outlined in the coming pages.

Figure 3: Key Considerations for a SOARR Analysis



Source: MDB Insight, 2019.



STRENGTHS

What can we build on?

- What are we doing well?
- What key achievements are we most proud of?
- What positive aspects have individuals and enterprises commented on?

- **Urban/Rural & Work-Life Balance:** Dryden offers a fantastic quality of life, with its affordability and access to nature, residents can have the best of urban and rural lifestyles.
- **Strong Sense of Community:** Residents of Dryden are proud and engaged. Volunteerism is notable.
- **Natural Resource Assets:** The region is abundant in natural resources, which encompasses industry activity in mining, forestry.
- **Location on Trans Canada:** Dryden has ample transportation assets as it is centrally located in Northwest Ontario.
- **Strong Collaboration on Wellness Initiatives:** Background documents revealed that many community partners work together effectively toward community wellness goals.



OPPORTUNITIES

What are our best possible future opportunities?

- What changes in demand do we expect to see in the future?
- What external forces or trends may positively affect development?
- What are the key areas of untapped potential?
- What weaknesses or threats can be converted into SMART improvements?

- **Tourism Development:** Dryden can explore initiatives to make itself an outdoor enthusiast tourism destination. Its central location on trans Canada means it can easily attract regional tourists.
- **Dryden as a “Regional Hub:”** Dryden’s central location make it an ideal service centre for Northern and remote communities.
- **Partnerships & Collaboration:** Build community partnerships for strategic initiatives and engage with First Nations communities on healthcare and service delivery.
- **Waterfront Development:** The waterfront is recognized as an underdeveloped tourism and community asset.
- **Diversification:** Growing the economy through tourism development, health care, social services, entrepreneurship, and other sectors beyond forestry and manufacturing diversifies the local economy.
- **A First Nations Liaison on City Staff:** Consideration by the City to hire an individual to spearhead First Nations engagement and navigation to proactively work with the growing urban Indigenous community is recognized as important.
- **Cultural Awareness Initiatives:** These initiatives would support the growing cultural diversity in Dryden.



- **Increased & Improved Internal & External Communications:** Utilizing technology and other preferred methods of communication will foster enhanced internal morale and build a team environment. Enhance communications with the broader community to keep them informed and engaged in City initiatives.



ASPIRATIONS

What do we care deeply about achieving?

- What are we deeply passionate about?
- As a region, what difference do we hope to make (e.g. to residents, for institutions, to businesses)?
- What does our preferred future look like?

- **Community Wellness:** Residents across all participating age groups indicated a strong sense of safety and access to health care and social services in the City of Dryden.
- **Waterfront Tourist Destination:** The waterfront is developed and is a place that residents are proud of and tourists are excited to visit.
- **Cultural Acceptance & Diversity:** The community is inclusive and culturally vibrant.
- **An attractive and beautified community:** The downtown and other built form in the community are noticeably updated and cared for, showing pride in the community.
- **Housing Supply** – Existing lots are filled with housing that meets the needs of the community based on a healthy mix of housing; development of programs that promote the revitalization of under-developed residential properties.
- **Labour and Resident Attraction** – The region will have a sustainable population that consists of appropriate talent that will become a part of the community.
- **A Diversified and Growing Economy** – Ensuring there is growth in all sectors and a strong sense of entrepreneurship in the community.



RISKS

How will we recognize and mitigate or eliminate potential risks?

- What challenges do we need to be aware of?
- What policy shifts could impact our aspirations?
- What contingencies should we have in place to address threats or unexpected consequences?

- **Ageing Population & Youth Outmigration:** The current trajectory illustrates that the population is aging, and that youth tend to leave the community to pursue opportunities elsewhere.
- **Outmigration of Seniors:** Potential strain on health care, social services, and transportation infrastructure systems could impact the growing community of senior's citizens that may be unable to remain in Dryden due to lack of service access.



- **Inequality and Division between Indigenous and Non-Indigenous Communities:** The face of Dryden is changing, and it is important to ensure that all in the community are welcome, valued, and have equal access to opportunities.
- **Housing:** The current housing mismatch in the region creates difficulties in attracting residents. Housing must also meet the needs of the growing seniors and Indigenous population segments.



RESULTS

How will we know we are succeeding?

- What are the key goals we would like to accomplish in order to achieve these results?
- What meaningful measures will indicate that we are on track toward achieving our goals?
- What resources are needed to implement our most vital projects and initiatives?

- An increase in rental housing units; housing projects are underway.
- A notable increase in the population, including more working-age families and young people.
- Skill gaps have been identified, and solutions are provided.
- Tourism development is evident.
- Downtown building façade improvements are underway.
- Residents and business owners are very satisfied with living in Dryden and/or operating a business.



5. Community Profile



5. Community Profile

This community profile presents an overview of the socio-economic, labour force, and industry composition in Dryden. Results are derived from the following sources:

- Statistics Canada, Census Profile, 2016
- Statistics Canada, Census Profile, 2011
- Statistics Canada, National Household Survey, 2018
- Statistics Canada, Canadian Business Counts, December 2018

Dryden is presented in comparison to the broader Kenora District, and the Province of Ontario.

In summary, this community profile presents Dryden as a modestly growing community, with a significantly growing proportion of First Nations residents. It grew by 2% between 2011 and 2016, and its Aboriginal Identity population increase by 3%. The population is also aging, with a median age of 46.2.

In terms of income, Dryden has a good representation of high earners making over \$100k/year, especially for such an affordable community, where the median value of dwellings was \$159,821 in 2016 – compared with over \$400k as the provincial median value of dwellings.

Education levels suggest that Dryden is largely college or trades educated. Its labour force trends suggest that health care and the service sector (retail trade, accommodation, and food services) are growing in Dryden, while manufacturing is a mainstay that remains relatively strong.

5.1.1 Demographic Portrait

- The City of Dryden's growth rate between 2011 and 2016 was 2% lower than the provincial growth rate of 5%, but its modest growth during that period was good news after decreasing 7.5% between 2006 and 2011. Kenora District grew significantly by 14% during the 2011-2016 period.

Figure 4 Total Population Change in Dryden & Kenora District, 2006-2016.

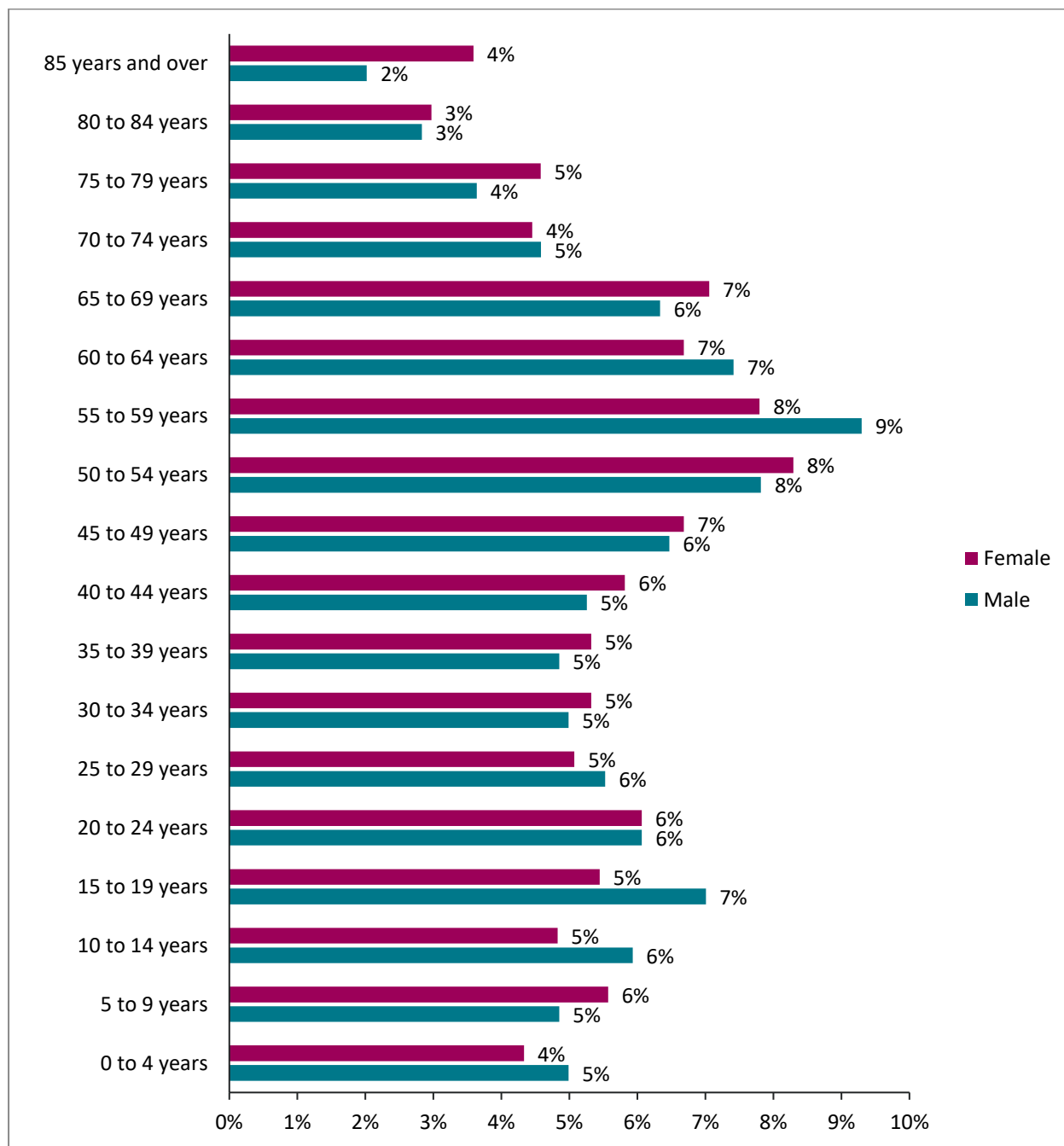
	Total Population Characteristic		
Year	Dryden	Kenora District	Ontario
2006	8195	64419	12160282
2011	7617	57607	12851821
2016	7749	65533	13448494
Most Recent Pop Growth rate	2%	14%	5%

Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

- The median age in Dryden was 46.2 in 2016. As the graph below shows, the largest age groups by a proportion of the population are between 50 and 59 years. This suggests that Dryden is an older, and aging city with a workforce nearing retirement age.



Figure 5 Age Characteristics, Percentage of Overall Population – Detailed Categories



Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population



Figure 6 Median Age of the Population, Dryden, Kenora District, and Ontario 2011 & 2016

	Dryden	Kenora District	Ontario
Median Age of the Population 2011	45	38.6	40.4
Median Age of the Population 2016	46.2	36.5	41.3

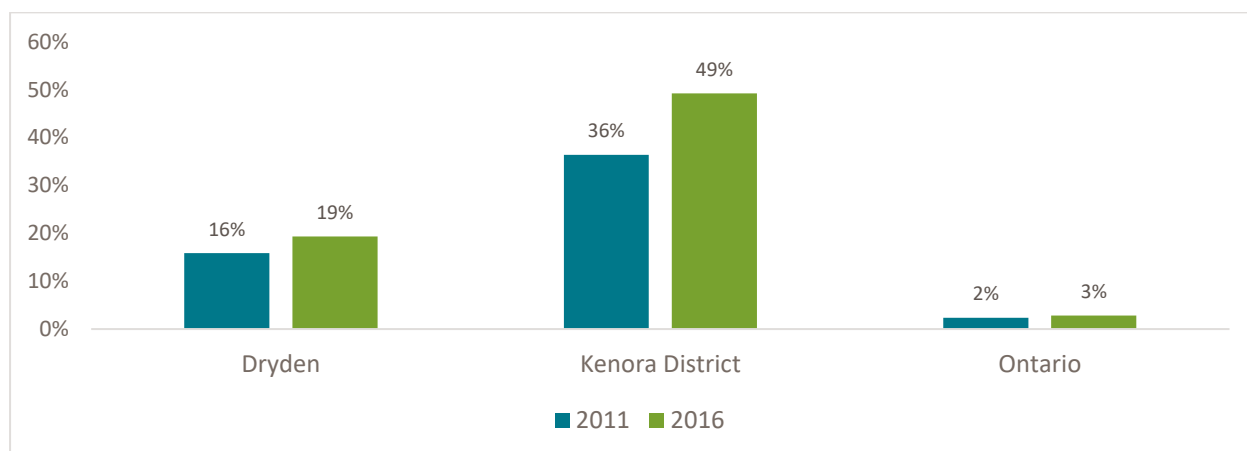
Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

5.1.2 Aboriginal Identity

The below figure shows the growth of the Aboriginal Identity population in Dryden 2011-2016. The Aboriginal Identity population grew by 3% between those census years. It increased significantly by 13% in the broader Kenora District.

- In general, the Aboriginal population is younger than the non-Aboriginal population. The average age of the Aboriginal population in Dryden was 31.4 years, compared with 46.2 years for the non-Aboriginal population.
- The majority of the Aboriginal population reported a single Aboriginal identity – either First Nations, or Métis. Of the Aboriginal population in Dryden, 55.1% (810) were First Nations people, and 43.5% (640) were Métis.
- Within the First Nations population, 88.9% (720) had Registered or Treaty Indian status, as defined under the *Indian Act*. The other 11.7% (95) of the First Nations population did not have Registered or Treaty Indian status. This is important nuance as many Indigenous-identifying peoples move off reserves into urban areas, like Dryden. ¹

Figure 7 Aboriginal Identity, 2011-2016



Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

¹Statistics Canada, Aboriginal Population Profile. City of Dryden, 2016



5.1.3 Dwelling Characteristics

- In terms of dwelling types, most of the housing in the City of Dryden is single-detached housing.
- There is a significant representation of apartments in a building that has fewer than five stories (14.58%), especially compared with Kenora District (6.83%) and Ontario (10.11%).
- Both Dryden and Kenora District have a good representation of moveable dwellings (3.42% and 3.72%) compared with Ontario's proportion of that housing type (0.29%).

Figure 8 Dryden Occupied Dwellings by Type, Percentage of Overall Population

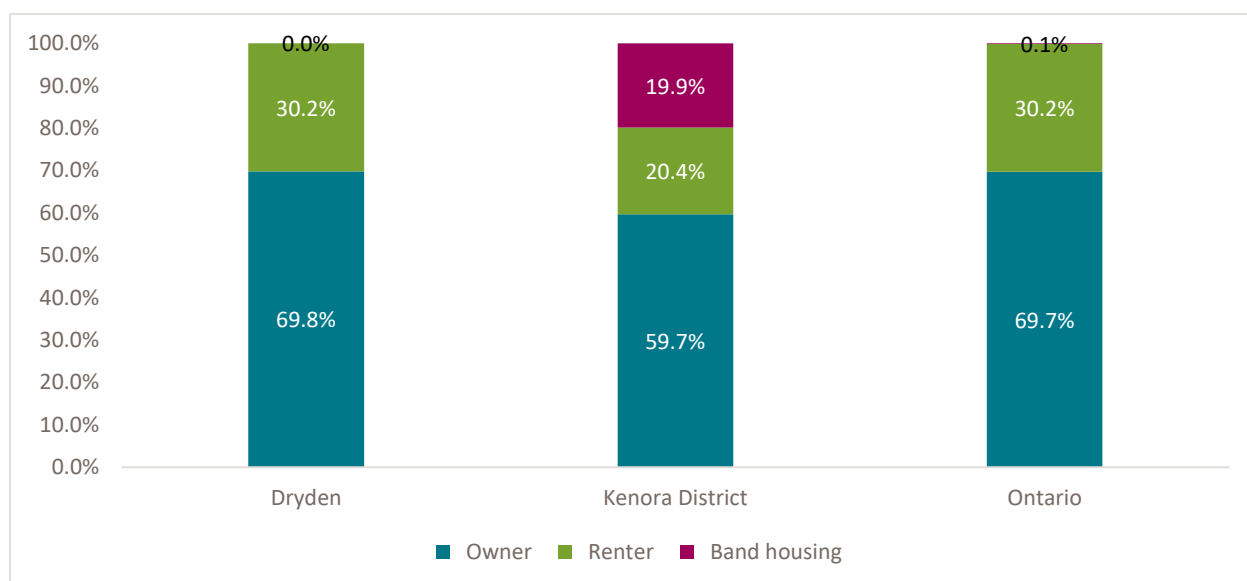
Type of Dwelling	Dryden	Kenora District	Ontario
Single-detached house	73.66%	81.32%	54.31%
Apartment in a building that has five or more stories	0.00%	0.71%	17.15%
Semi-detached house	4.02%	2.47%	5.61%
Row house	2.23%	2.38%	8.91%
Apartment or flat in a duplex	1.49%	2.34%	3.41%
Apartment in a building that has fewer than five stories	14.58%	6.83%	10.11%
Another single-attached house	0.60%	0.23%	0.21%
Movable dwelling	3.42%	3.72%	0.29%
Total	100.00 %	100.00%	100.00%

Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

- In a city like Dryden, looking at housing tenure can suggest financial stability, wealth, and population stability. Dryden's home ownership rate is in-line with the province at 69.8, which suggests some stability. Compared with Kenora District, though, it is revealing that Kenora District's band housing proportion is 19.9. What this reveals is that Dryden has a significant representation of First Nation neighbours in the Kenora District who dwell on reserve in-band housing.



Figure 9 Private Households by Tenure, 2016



Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

- Dryden is an affordable place to live. Its median value of dwellings is less than half that of the median value of a house in Ontario at \$159,821. Monthly shelter costs are similarly inexpensive compared with the province (\$783 in 2016). Both of those indicators grew modestly between 2011 and 2016.
- Kenora District's housing cost indicators were more expensive than Dryden. This is likely because its median values include the costs of living in the City of Kenora, which is less affordable than Dryden and the surrounding area.

Figure 10 Housing Costs, 2011 & 2016

	Dryden	Kenora District	Ontario
Median value of dwellings (\$) - 2011	\$149,942	\$165,196	\$300,862
Median value of dwellings (\$) - 2016	\$159,821	\$200,132	\$400,496
Median monthly shelter costs for rented dwellings (\$) -2011	\$752	\$764	\$892
Median monthly shelter costs for rented dwellings (\$) -2016	\$783	\$859	\$1,045

Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

5.1.4 Income

- The median total individual income in Dryden was higher than Kenora District and Ontario in 2010 and 2015.
- In terms of change between those years, Dryden's individual income growth surpassed the provincial individual income growth rate by 2% at 11%, where Ontario's grew by 9%. It surpassed Kenora District by 7%.



Figure 11 Median Individual Income, 2011 & 2016

Characteristics	Dryden	Kenora District	Ontario
Median total income in 2010 among recipients (\$)	\$33,359.00	\$30,032.00	\$30,526.00
Median total income in 2015 among recipients (\$)	\$37,312	\$31,431	\$33,539
% Change	11%	4%	9%

Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

- Looking at household income, Dryden's households are not far behind the province at \$70,493 in 2015, compared with Ontario's \$74,287.
- Dryden's households have higher incomes than Kenora District but by a small margin.

Figure 12 Median Household Income, 2011 & 2016

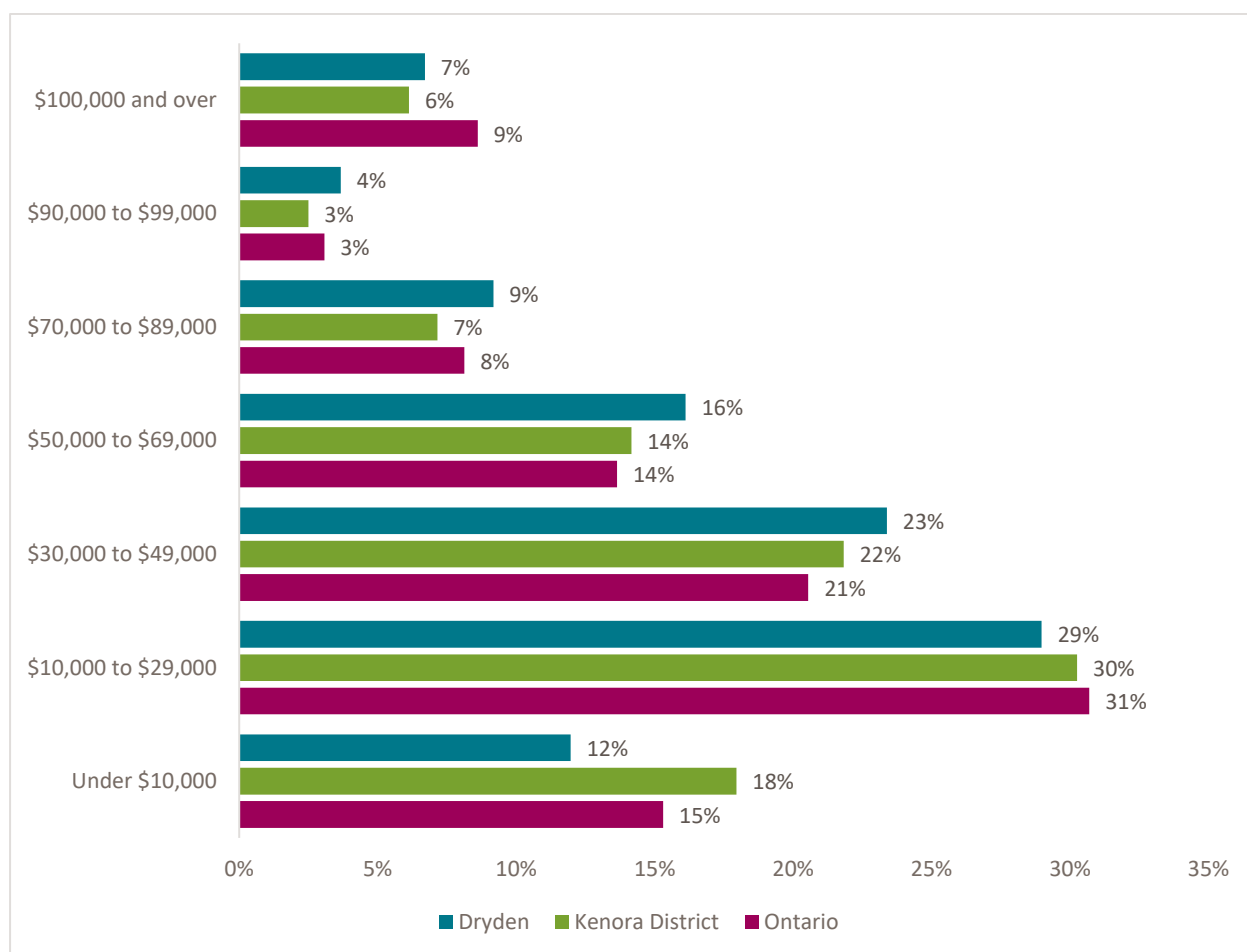
Characteristics	Dryden	Kenora District	Ontario
Median total income of households in 2010 (\$)	\$60,058.00	\$59,576.00	\$66,358.00
Median total income of households in 2015 (\$)	\$70,493.00	\$66,198.00	\$74,287.00
% Change	15%	10%	11%

Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

- Looking at the distribution of income groups provides a more nuanced picture of wealth distribution. The graph below shows the proportion of the overall population in different income brackets.
- All three geographies – Dryden, Kenora District, and Ontario - have a strong representation of those making \$10,000 to \$29,000 within a 2% difference. Dryden's proportion of that income bracket is 29%.
- Dryden surpasses Ontario and Kenora District in the income brackets \$30,000-\$49,000 (23%), \$50,000-\$69,000 (16%), \$70,000-\$89,000 (9%), and \$90,000-\$99,000 (4%).
- Significantly, it has a much lower proportion of those in the lowest income bracket under \$10,000 at 12%. Kenora District has 18% of those in that income bracket, and Ontario has 15%.



Figure 13 Individual Income Distribution, Percent of Overall Population, 2016



Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

5.1.5 Education

Education attainment can be looked at as an important descriptor of labour force capacity. The figure below summarizes skilled labour proportions for comparator areas, which is composed of those people that have completed an apprenticeship, trade certificate, or college or university degree, diploma or certificate.

Figure 14 Proportion of Population (ages 15 and over) with Post-Secondary or Apprenticeship Education (Skilled Labour)

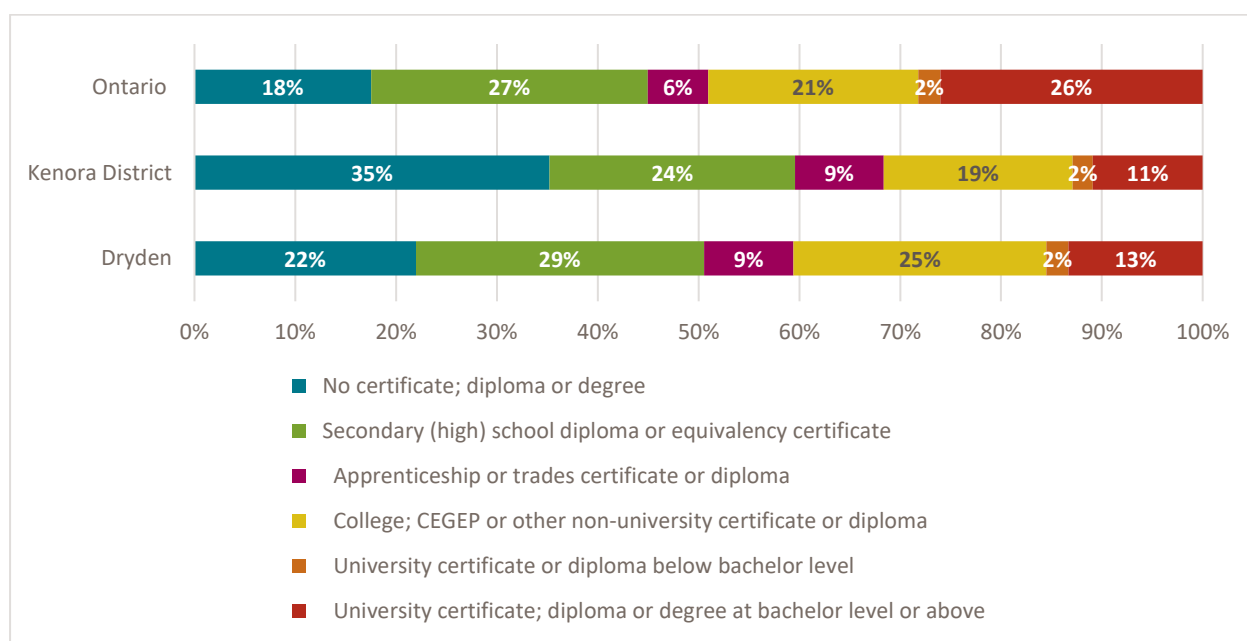
Year	Dryden	Kenora District	Ontario
Skilled Labour 2011	77%	69%	81%
Skilled Labour 2016	78%	65%	82%

Source: Statistics Canada; 2016 Census Profile.



- Looking at the highest level of educational attainment for those aged 15 and over, Dryden's largest group by education category are those who have a secondary (high) school diploma or equivalency certificate.
- Kenora District's proportion of those with no certificate; diploma or degree is particularly high at 35%. Dryden's is closer to the provincial proportion at 22%.
- In terms of those with the highest educational attainment – those with a university certificate, diploma or degree at bachelor level or above – Dryden's proportion (13%) is half of the provincial proportion (26%).

Figure 15 Highest Level of Education Attainment, (Ages 15 and over), % of the Population – Detailed Categories 2016



Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

- Turning to the field of study, the most common field of study for those aged 15 years and over in Dryden is architecture; engineering, and related technologies (10%). This matches Ontario's proportion of that field of study.
- Other common fields of study in Dryden are health and related fields (10%), and business; management and public administration (8%).

Figure 16 - Classification of Instructional Programs (CIP) 2016 for the population aged 15 years and over in private households

Major field of study	Dryden	Kenora District	Ontario
No postsecondary certificate; diploma or degree	51%	60%	45%
Education	5%	4%	3%
Visual and performing arts; and communications technologies	1%	1%	2%



Major field of study	Dryden	Kenora District	Ontario
Humanities	2%	1%	3%
Social and behavioural sciences and law	4%	4%	7%
Business; management and public administration	8%	7%	12%
Physical and life sciences and technologies	2%	1%	2%
Mathematics; computer and information sciences	1%	1%	3%
Architecture; engineering; and related technologies	11%	9%	11%
Agriculture; natural resources and conservation	2%	2%	1%
Health and related fields	10%	7%	8%
Personal; protective and transportation services	4%	4%	3%
Other	0%	0%	0%

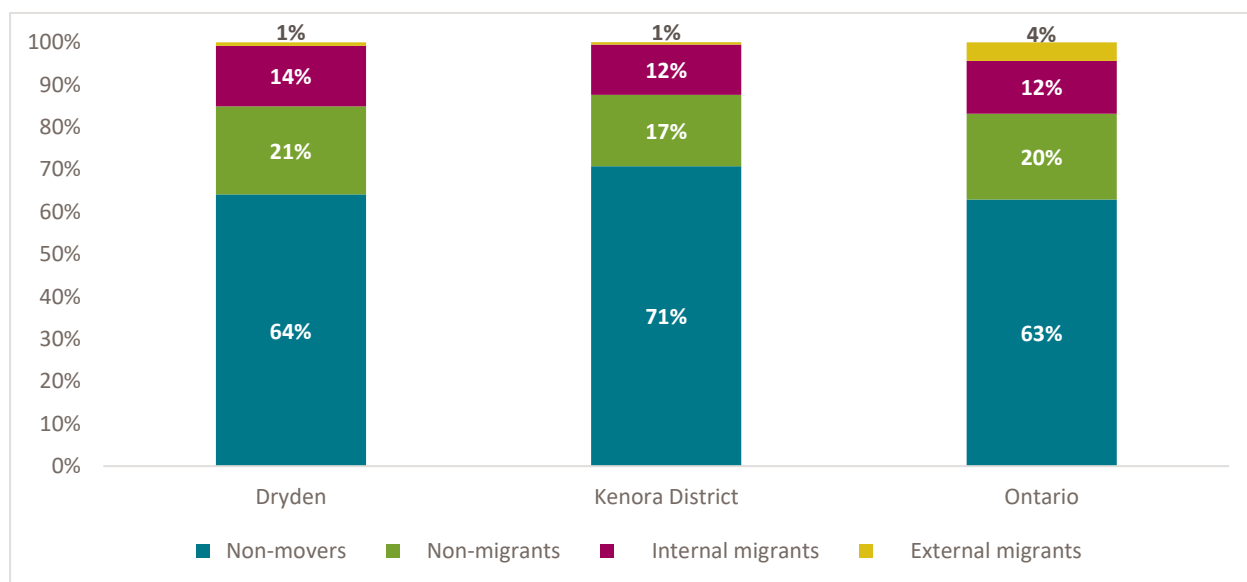
Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

5.1.6 Mobility

The movement of people within a community or to the community from somewhere else constitutes mobility. Statistics Canada tracks this in two ways, by asking if a household has moved within the past year and asking if a household has moved within the past five years.

- 14% of people in Dryden were internal migrants in the five years preceding 2016. That means that those people had moved from somewhere else in the province. That proportion is 2% more than the internal migrant's proportion for Kenora District and Ontario.
- Only 1% were external migrants – migrants from outside Canada – in Dryden and Kenora District in 2016. That is 3% less than the external migrant rate for Canada.

Figure 17 Mobility Characteristics, 5 Years Ago, 2016



Source: Statistics Canada, 2016 Census of Population



5.1.7 Labour Force

- Between 2011 and 2016, Dryden's labour force grew by 40 people. That net growth is modest compared to Kenora District, which had a net growth of 2,560 people.

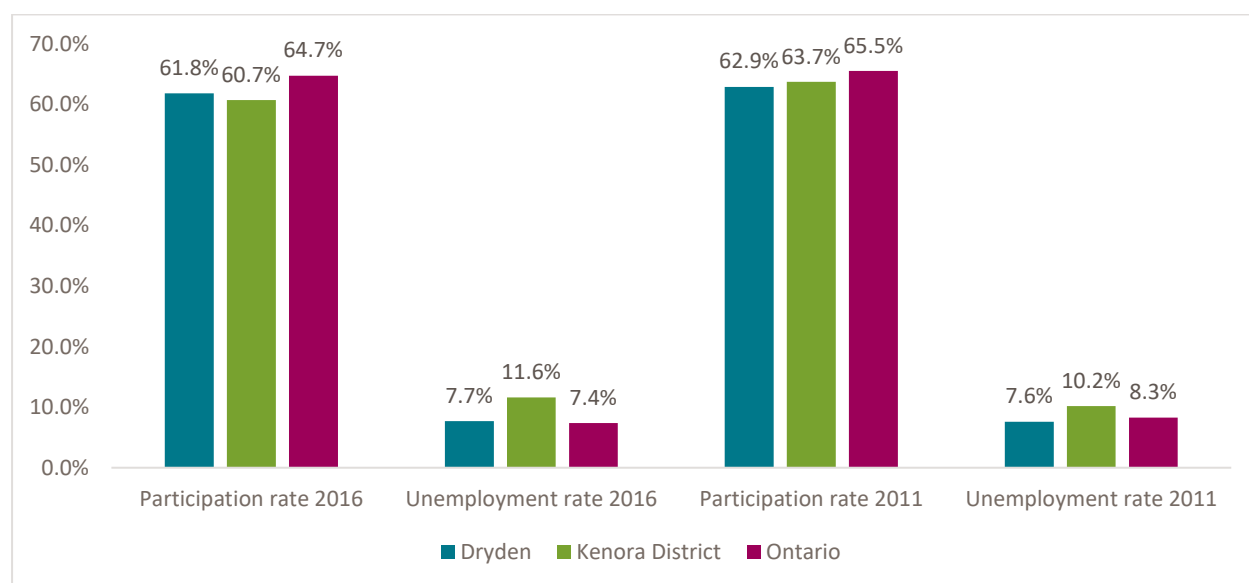
Figure 18 Labour Force Size

Labour Force Size	Dryden	Kenora District	Ontario
In the labour force 2011	3930	27920	6864990
In the labour force 2016	3970	30480	7141675
Net (+/-)	40	2560	276685

Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

- The graph below shows the participation rate and unemployment rates for 2011 and 2016. Dryden's unemployment rate increased only slightly from 7.6% in 2011 to 7.7% in 2016. By comparison, the unemployment rate fell in Ontario by roughly 1% during that period.
- The participation rate describes the proportion of those aged 15 and over who are qualified to enter the workforce that is employed or actively looking for work. Dryden's slight participation rate declined from 2011 to 2016 could be due to people retiring.
- Dryden's participation rate decline is similar to Ontario's participation rate decline, of about 1%.

Figure 19 Labour Force Status, Percentage of Population



Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

- Class of worker is an indicator that reveals whether members of the labour force are employees of a company or organization, or self-employed. 91% of the labour force aged 15 and over are employees in Dryden. Only 7% are self-employed.



- In Ontario, the self-employed account for 12% of the labour force. Dryden's low self-employed rate suggests that members of Dryden's labour force may be less entrepreneurial than the labour force in the rest of Ontario, preferring stable jobs.

Figure 20 Class of Worker Ratio, Labour Force Aged 15 Years and over, 2016

Labour force status	Dryden	Kenora	Ontario
Total	100%	100%	100%
Class of worker - not applicable	2%	4%	2%
All classes of workers	98%	96%	98%
Employee	91%	89%	86%
Self-employed	7%	7%	12%

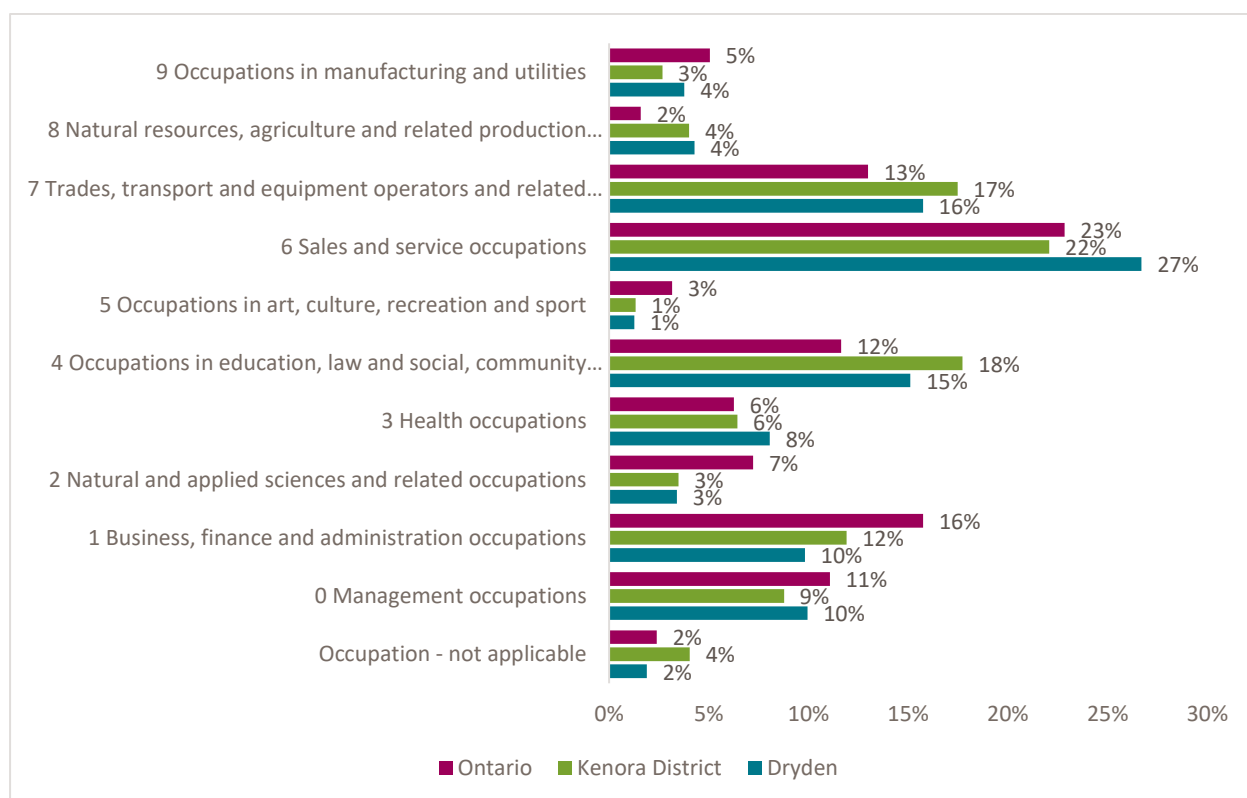
Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

5.1.8 Employment by Occupation

- The majority of occupations in Dryden are sales and service occupations (27%). That percentage surpasses Kenora District's (22%) and Ontario's (23%) representation of that occupation group by a relatively wide margin.
- Trades, transport and equipment operators and related occupations make up 16% of occupations in Dryden, which is surpassed by Kenora District in that occupation category, and occupations in education, law and social, community and government services account for 15% of all occupations in Dryden.



Figure 21 Employment by Occupation Distribution, Percent of the Overall Population, 2016



Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

- The table below shows the net change in occupations between 2011 and 2016 for Dryden and comparator communities.
- Dryden saw a significant increase in health-related occupations (+130), and management occupations (+125). Increases of significant proportions occurred in both comparator geographies as well.
- Dryden saw significant decreases in business, finance, and administration occupations (-135). The province also saw major losses in those occupations.
- Dryden saw significant decreases in occupations in education, law and social, community and government services (-145), an occupation category that Kenora District and the province saw net increases.

Figure 22 Occupation Total Net Change, 2011-2016

Occupations (NOC)	Dryden 2011	Dryden 2016	(+/-)	Kenora District 2011	Kenora District 2016	(+/-)	Ontario 2011	Ontario 2016	(+/-)
Total	3930	3970	40	27920	30485	2565	6864985	7141675	276690
Occupation - not applicable	45	75	30	750	1235	485	184735	171045	-13690
0 Management occupations	270	395	125	2260	2675	415	770580	790880	20300
1 Business, finance and administration occupations	525	390	-135	3345	3630	285	1138330	1124770	-13560



Occupations (NOC)	Dryden 2011	Dryden 2016	(+/-)	Kenora District 2011	Kenora District 2016	(+/-)	Ontario 2011	Ontario 2016	(+/-)
2 Natural and applied sciences and related occupations	140	135	-5	1330	1060	-270	494500	516110	21610
3 Health occupations	190	320	130	1575	1960	385	392695	447045	54350
4 Occupations in education, law and social, community and government services	745	600	-145	5175	5405	230	801465	831340	29875
5 Occupations in art, culture, recreation and sport	45	50	5	440	405	-35	206420	225720	19300
6 Sales and service occupations	1020	1060	40	6195	6730	535	1550260	1632085	81825
7 Trades, transport and equipment operators and related occupations	645	625	-20	4980	5330	350	868515	927820	59305
8 Natural resources, agriculture and related production occupations	140	170	30	1180	1225	45	106810	113405	6595
9 Occupations in manufacturing and utilities	155	150	-5	690	815	125	350685	361455	10770

Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

5.1.9 Employment by Industry

- Employment by industry reveals industry activity in a region by sector. The figure below shows the number of people working in each North American Industry Classification System (NAICS) sector for 2011 and 2016 and net change.
- Major employment gains in Dryden occurred in accommodation and food services (+135 jobs) and retail trade (+100 jobs).
- Notable declines occurred in public administration (-205 jobs), and educational services (-85 jobs).

Figure 23 Industry Employment Net Change, 2011-2016

Industry (NAICS)	Dryden 2011	Dryden 2016	Net (+/-)
Total	3935	3975	40
Industry not applicable	50	70	20
11 Agriculture, forestry, fishing, and hunting	115	140	25
21 Mining, quarrying, and oil and gas extraction	40	70	30
22 Utilities	35	30	-5
23 Construction	250	205	-45
31-33 Manufacturing	295	315	20
41 Wholesale trade	45	20	-25
44-45 Retail trade	520	620	100
48-49 Transportation and warehousing	230	250	20
51 Information and cultural industries	30	50	20
52 Finance and insurance	105	100	-5
53 Real estate and rental and leasing	30	45	15
54 Professional, scientific and technical services	100	90	-10
55 Management of companies and enterprises	0	0	0
56 Administrative and support, waste management and remediation services	45	50	5



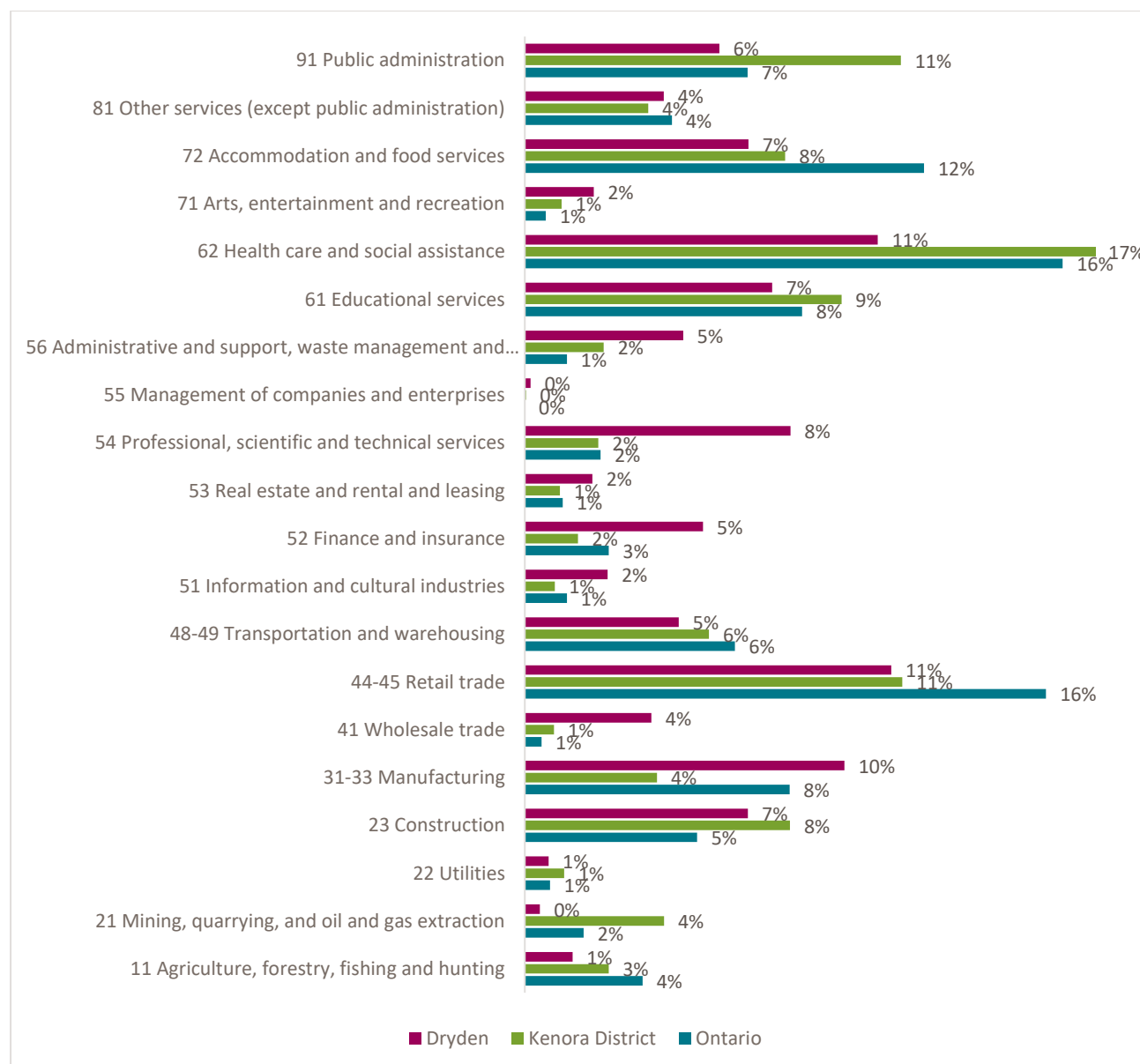
Industry (NAICS)	Dryden 2011	Dryden 2016	Net (+/-)
61 Educational services	415	330	-85
62 Health care and social assistance	630	640	10
71 Arts, entertainment and recreation	25	25	0
72 Accommodation and food services	340	475	135
81 Other services (except public administration)	165	175	10
91 Public administration	470	265	-205

Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

- In terms of industry distribution, the sectors that employed the most people in Dryden in 2016 were health care and social assistance (11%), and retail trade (11%).
- Dryden has a relatively significant proportion of its labour force employed in the manufacturing sector (10%) when compared with Kenora District (4%), and Ontario (8%).
- Another notable sector is professional, scientific, and technical services, which makes up 8% of Dryden's labour force. Kenora District and Ontario only employ 2% of their labour forces in that sector.



Figure 24 Labour Force population aged 15 years and over by Industry - North American Industry Classification System (NAICS) 2012 - Distribution



Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

- Below is a location quotient (LQ) analysis for Dryden. An LQ analysis shows the proportion of industry activity in a place within the context of its broader geography. In this case, the LQ reveals Dryden's concentration of industry activity compared with the rest of the province.
- A score of 1.25 or greater represents a sector of relative strength, a score between 0.75 and 1.25 represents a sector that is on par with the province (1.0 represents perfect parity), and a score below 0.75 represents a sector of comparative weakness. Also pertinent are the trends over time and their direction, which indicate that potential opportunities or threats need to be addressed.



Based on the above considerations, the following observations emerge from the data in the figure below:

- Dryden has significant strength in mining, quarrying, and oil and gas extraction at 3.89. It is also positive that that sector grew in competitiveness between 2011 and 2016.
- Agriculture, forestry, fishing, and hunting was also very competitive in 2016 with an LQ of 2.46, and its competitiveness increased from 2011 to 2016.
- Public administration and educational services saw the greatest declines in competitiveness over that period, and both went from a high competitiveness LQ rating to a moderate one in 2016.

Figure 25 Employment Location Quotient (LQ) Analysis – Concentration of Employed Labour Force by Industry

Industry (NAICS)	LQ 2011	Strength	LQ 2016	Strength	Change	Trend
11 Agriculture, forestry, fishing, and hunting	1.98	High	2.46	High	0.48	Growing
21 Mining, quarrying, and oil and gas extraction	2.33	High	3.89	High	1.56	Growing
22 Utilities	1.07	Moderate	1.06	Moderate	-0.01	Declining
23 Construction	1.04	Moderate	0.77	Moderate	-0.27	Declining
31-33 Manufacturing	0.74	Low	0.83	Moderate	0.09	Growing
41 Wholesale trade	0.26	Low	0.13	Low	-0.12	Declining
44-45 Retail trade	1.21	Moderate	1.42	High	0.21	Growing
48-49 Transportation and warehousing	1.31	High	1.36	High	0.06	Growing
51 Information and cultural industries	0.29	Low	0.51	Low	0.22	Growing
52 Finance and insurance	0.50	Low	0.47	Low	-0.03	Declining
53 Real estate and rental and leasing	0.39	Low	0.56	Low	0.17	Growing
54 Professional, scientific and technical services	0.34	Low	0.28	Low	-0.06	Declining
55 Management of companies and enterprises	0.00	Low	0.00	Low	0.00	N/A
56 Administrative and support, waste management and remediation services	0.25	Low	0.27	Low	0.01	Growing
61 Educational services	1.45	High	1.12	Moderate	-0.33	Declining
62 Health care and social assistance	1.59	High	1.52	High	-0.06	Declining
71 Arts, entertainment and recreation	0.30	Low	0.30	Low	0.00	N/A
72 Accommodation and food services	1.42	High	1.79	High	0.36	Growing
81 Other services (except public administration)	0.97	Moderate	1.06	Moderate	0.09	Growing
91 Public administration	1.79	High	1.15	Moderate	-0.64	Declining

Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

5.1.10 Business Counts

Statistics Canada's Canadian Business Counts provides a record of business establishments by industry sector and size. This data is collected from the Canadian Revenue Agency (CRA). The Canadian Business Counts data records business counts as either "Without Employees" or "With Employees." The establishments in the "Without Employees" category include the self-employed (i.e., those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners). It should be noted that the Canadian Business Counts data use the



Canada Revenue Agency as a primary resource in establishment counts; therefore, businesses without a business number or indicating annual sales less than \$30,000 are not included.

Those businesses with employees are further divided into group sizes. The largest group is 200 employees or more. Typically, Canadian Business Counts have a 200 to 499 group and 500 employees or more group, but these have been combined into 200+ to save on space as there were no businesses in the Dryden in the 500 employees or more group.

Focussing primarily at the “Sub-Total, classified” numbers and industry breakdowns, the analysis has found that:

- The three businesses with 200-499 employees, the largest employee count for Dryden, were one in manufacturing, and two in health care and social assistance.
- Other major employers were in retail trade, transportation and warehousing, and public administration.

Figure 26 City of Dryden Business Counts, December 2018

NAICS Code	Industry	Total	Without employees	Total, with employees	1-4	5-9	10-19	20-49	50-99	100-199	200-499
N/A	Total	844	483	361	155	89	68	34	7	5	3
N/A	Unclassified	48	39	9	5	1	2	1	0	0	0
N/A	Sub-total, classified	796	444	352	150	88	66	33	7	5	3
11	Agriculture, forestry, fishing and hunting	36	21	15	7	4	1	3	0	0	0
21	Mining and oil and gas extraction	2	2	0	0	0	0	0	0	0	0
22	Utilities	6	5	1	0	1	0	0	0	0	0
23	Construction	77	29	48	25	15	4	4	0	0	0
31-33	Manufacturing	4	1	3	0	1	1	0	0	0	1
41	Wholesale trade	19	6	13	7	2	4	0	0	0	0
44-45	Retail trade	95	30	65	19	21	13	9	1	2	0
48-49	Transportation and warehousing	44	24	20	6	3	7	3	0	1	0
51	Information and cultural industries	9	3	6	2	1	3	0	0	0	0
52	Finance and insurance	47	33	14	7	3	4	0	0	0	0
53	Real estate and rental and leasing	130	119	11	8	1	2	0	0	0	0
54	Professional, scientific and technical services	53	32	21	12	5	3	1	0	0	0
55	Management of companies and enterprises	5	5	0	0	0	0	0	0	0	0
56	Administrative and support, waste management and remediation services	19	10	9	2	3	3	0	1	0	0
61	Educational services	7	2	5	1	2	1	0	1	0	0
62	Health care and social assistance	71	41	30	16	7	3	1	1	0	2



NAICS Code	Industry	Total	Without employees	Total, with employees	1-4	5-9	10-19	20-49	50-99	100-199	200-499
71	Arts, entertainment and recreation	13	7	6	2	2	2	0	0	0	0
72	Accommodation and food services	64	26	38	9	8	11	7	3	0	0
81	Other services (except public administration)	91	48	43	26	9	4	4	0	0	0
91	Public administration	4	0	4	1	0	0	1	0	2	0

Canadian Business Counts, December 2018



6. Consultation Input Summary



6. Consultation Input Summary

6.1 Front Line Staff Workshop & Front-Line Survey Summary

As the first point of contact between the City and its residents and businesses, the front-line staff is privy to information shared through general conversation and face to face interaction with colleagues and residents. To gather this unique and valuable perspective, we consulted the City of Dryden Managers and Front-line staff via a facilitated workshop and a circulated on-line survey for those who could not attend. Staff shared input on the City's strengths and challenges and were invited to provide input into Dryden's vision, mission, and guiding principles.

The feedback gathered at the workshop highlighted the following:

- **Strengths:** Recreation, access to the outdoors, landfill, water quality, emergency services, library, airport, a position as a regional service centre, volunteer base, good level of satisfaction with core services
- **Challenges:** Vandalism and crime, communication (internal and external, staff email), resistance to change, aging infrastructure, lack of resources, community wellbeing (affordable housing, social issues, safety), senior and youth services, aging population, attracting and retaining workforce, racial & social divisions, extensive drug use problems, lack of staff recognition, transparency in decision-making
- **Key Opportunities:** Waterfront development, Airport, Diversify Revenue (tax increase, service fees), Lobbying, Online services, implementation of technology, waterfront development, having a voice (opportunity for input), progressive innovation
- **Priorities:** Waterfront development, downtown revitalization, safety, responsible taxation, corporate culture/communication, recognition, leadership, revenue generation

Front Line Staff Survey Summary

Question	Answers Summary
1. What are people saying about how things are going in our community?	▪ Concerns with vandalism and crime ▪ Challenging, a perception that businesses are closing ▪ "People say there is nothing to do in Dryden, and its appearance is not appealing." ▪ Drug problems ▪ Optimism that the City's finances are getting themselves in order
2. "My Dryden is _____."	▪ "A great place for outdoor activities." ▪ "Home." ▪ Declining



3. "My Dryden will be _____."	▪ "Progressive and innovative – leader of the North" ▪ "Innovative, inclusive and thriving," and "the best little city" ▪ "A community that embraces tourism and is willing to invest in developing its natural assets such as the waterfront"
4. If you had the opportunity to put your list of requirements and opportunities before Council, what would be the top three (3) priorities that you would include?	▪ Waterfront & government dock development ▪ Responsible taxation ▪ Communications ▪ Addressing failing infrastructure ▪ Downtown development ▪ Community services ▪ Community safety
5. What are the programs and services that we deliver best?	▪ Water ▪ Emergency services (police were mentioned twice) ▪ Library ▪ Museum ▪ Recreation services ▪ Public works (grass cutting, landscaping, cemetery services) ▪ Childcare
6. Are there areas that we should be paying more attention to?	▪ Infrastructure – taking a more proactive approach to upgrades ▪ Business incentives ▪ Housing ▪ Snow removal ▪ Department management "Not one person managing five different departments. Spreading [people] out too thin." ▪ Staff appreciation ▪ Communications – internally between senior and front-line staff, and externally (community branding and marketing) ▪ Building a sense of community
7. Are there ways we can improve our service delivery? If so, please offer suggestions.	▪ Be more open to investing in development "despite initial costs." Take advantage of government grants ▪ Communications ▪ Innovation ▪ Utilizing technology



	Expansion of senior's transportation services
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6.2 Conversations with Councillors Summary

At the early stage in the project, councillors and management were consulted on broad topics including trends, pressures, goals and actions, service level requirements and desires, resource constraints that impact operations, human resources, business climate, quality of life, and gaps and opportunities. These initial discussions produced the following feedback, summarized in the tables below.

Question	Answers Summary
1. Reflect on what you consider to be Dryden's strengths.	- Location and role as a regional centre for health education and transportation "Most importantly service centre for our first nation population in the area" - Rec facilities and quality of life amenities "Strong sense of community, people help each other, identify themselves with the community, when there is an event, they support it...people do things that advance Dryden"
2. What critical issues are top of mind for you when you think about the City of Dryden?	- The main concern most commonly mentioned was an overall resistance to change in the community, in juxtaposition to the strength of the city is its people's resilience - Lack of local job opportunities "People having to work out of town" "Become a little bit insular and tied to the past, changes, people like the status quo, maintain standards, resistance to change" "Attitudes, resistance to accepting diverse populations, breaking paradigms about thinking about the community in an isolationist way"
3. What are the key services or activities needed to respond to these issues?	- An investment environment. Dryden needs to be an affordable place to live and grow a business - Downtown revitalization - Expand economic development, capture opportunities; council needs to invest "Not just talk about partnerships with neighbouring communities, we need to make them happen, it depends on economic development people be willing to explore those partnerships and make them happen"
4. What services are needed to respond to the future growth of Dryden?	- Increase the availability of education - Service new areas of housing growth, industrial and mid-size commercial, have that infrastructure available "More positive things, if we did downtown development, repairing sidewalks need to take small positive steps"



Question	Answers Summary
	- Recreational facility - Re-developing the downtown or highway core
5. Thinking ahead ten years, what three words would you use to describe what Dryden looks like to you?	- Sustainable community, more diversity of industry, people - Revitalize the downtown - More inclusive of first nations, more visiting and the fabric of the town - Maintain and enhance the quality of life elements - Diverse - Progressive - Opportunistic “Progressive, Accepting, Huge opportunity with the indigenous community, moving off the northern reserves, would like to be in a hub with access to services. Reserves will open up, want to move south. Dryden is close, and there is an opportunity.”
6. What quality of life considerations must be considered during the strategic planning process?	- More activities, parks, promote them, they like to do things - Safety, well-being, health - Ability to grow, education, opportunities - Need to listen to the businesses, they tell us all the time; we need to be open to listening if we could help businesses look better in the downtown
7. Considering the three levels of government, what initiatives do you feel influence priority identification for the City of Dryden?	"Dryden can't rely on the Province or Feds... whatever we do we have to do ourselves; we can't rely on them...We have to watch out for initiatives that could end up costing the city money and taking over responsibilities. Resist downloading of services" "Addiction, housing, poverty, education, it runs the gamut of social issues"
a. Regionally: What is having the most impact? What should have the most impact?	- Need to improve interactions with neighbours: First Nations, Kenora, Red Lake, Sioux Lookout, etc. - Lack of affordable housing
b. Provincially: What is having the most impact? What should have the most impact?	Electricity costs are up
c. Federally: What is having the most impact? What should have the most impact?	The conflict between the Federal government and Province on infrastructure funding
8. What are the City's most significant opportunities?	- Possible new Mine opportunity "A lot of the opportunity lies in community entrepreneurship"



Question	Answers Summary
	▪ Highspeed fibre optics ▪ Partnerships with indigenous communities for education, healthcare service delivery ▪ Investment readiness ▪ Tourism and sports tourism ▪ Enhancing the community's status as a regional hub
9. What were the common messages you heard during the election campaign?	▪ "A lot of energy and money into infrastructure were all asked to put together lists of projects, got them ready, pre-engineering" ▪ Discussion about cost reductions from the Provincial government ▪ "Opening up mining to the north, electrical power grids"
10. As a member of the Council, how do you want to inform and guide the strategic plan?	▪ Making sure we have the right terms of reference, vision, and plan ▪ Two-way communication, soliciting input, and communicating ▪ "It is a living document...holding the CAO accountable for the action plan and putting it together" ▪ "I would like to be the voice at the table that brings those opportunities out that are maybe creative or different " ▪ "I'm hoping the process is transparent and allows those to speak their mind, articulate their ideas, and not a cookie-cutter approach" ▪ Council driven, with Senior Management involvement, with public input

6.3 Conversations with Management

Questions	Answers Summary
1. Reflect on what you consider to be Dryden's strengths. Please record three words to describe these strengths.	▪ Location ▪ Diversity ▪ Community ▪ Nature ▪ Quality of life ▪ Facilities ▪ The service centre for the north
2. What critical issues are top of mind for you when you think about the City of	▪ Aging infrastructure ▪ Aging demographic



Questions	Answers Summary
Dryden?	▪ Financial constraints ▪ City division on issues ▪ Racial & social discrimination ▪ Building trust in the community ▪ Forward planning ▪ Municipal finances/property tax affordability/municipal service levels ▪ Business attraction and retention ▪ Community Safety ▪ Lack of things to do (Especially evenings and weekends) ▪ Accessible transportation ▪ Development of indigenous relationships and partnerships
3. What are the key services or activities needed to respond to these issues?	▪ Greater communication between the Management, Council, Community, and higher levels of government ▪ Facility repairs ▪ Long-term care beds in Dryden – shortage creates spill over to the regional hospital, causes delays ▪ “Need to embrace diversity, which we don’t do very well right now, but need to do better” ▪ “People need a reason to stop in Dryden other than the gas stop at the highway” ▪ Being mindful of different industries within the community, and the roles they play
4. What services are needed to respond to the future growth of Dryden?	▪ Affordable housing ▪ Servicing the aging population (housing, programming, mobility, health, etc.) ▪ Forward-thinking asset management strategies and prudent capital investment strategies ▪ “We have to attract youth and keep the youth here” ▪ Develop positive places and things to do for our youth ▪ “We have some drug and homelessness problems appearing, need to make our communities face and deal with these issues” ▪ Additional funding for transportation ▪ Incentives need to be provided to attract and keep businesses, to promote the construction and land/property development and improvement (CIP). ▪ Fiscal recovery and responsibility ▪ Community Safety



Questions	Answers Summary
	- Targeted efforts to attract and or train workers for entry-level, service and retail positions - The City needs to ensure wages, benefits, and development opportunities are provided to current and future employees for the propose of attraction and retention - Government lobbying to reduce environmental barriers for forestry and mining development and barriers to all industries - Having a trades school would be instrumental - The direct path from high school to skilled labour so more skilled labour already here - First Nations' services
5. Thinking ahead ten years, what three words would you use to describe what Dryden looks like to you?	- Community - Diversity/Culture - Opportunity - Unchanged (concern for stubbornness) - Regional hub for the northern communities - Robust, engaged, and active - Progressive with retaining youth - Area, soccer field, baseball field, park development - Growing/developing - Innovative - Safe/Inclusive - Mining and nuclear employment and wealth - Strategic partnerships – emphasis on First Nations - Aging population
6. What quality of life considerations must be considered during the strategic planning process?	- Affordable housing - Social and Recreation opportunities/facilities – museum, library, parks, beaches, pool, sports facilities - Health care - Acceptance of the diversity of the population – particularly First Nations - Attracting youth and retaining them from a quality of life perspective - Investment in economic & community development - Accessible community transportation – mobility for seniors



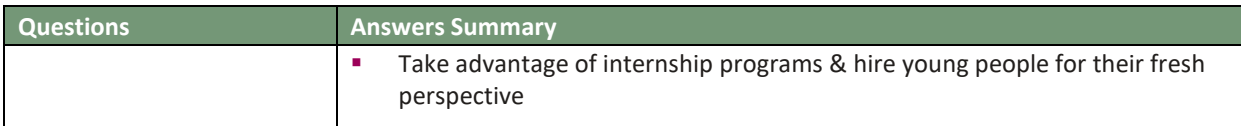
Questions	Answers Summary
	▪ “Need to support our healthcare centre to maintain enough medical/paramedical services” ▪ “As a municipality, we need to be better prepared for growth” ▪ Housing stock, ready and available multi-use lots, light-use industrial ▪ Community safety and wellbeing plan ▪ Environmental sustainability – recycling, water & food quality ▪ Work-life balance, having the time to enjoy facilities and parks, etc.
7. What considerations are necessary to ensure a positive business climate for Dryden looking to the future?	▪ Transparency ▪ Land availability ▪ “Reducing business costs, be it start-ups, expansions or market level taxes” ▪ Downtown development and improvements ▪ Safe community ▪ Diverse and able workforce, youth attraction & retention ▪ Community Improvement Plan ▪ City and chamber of commerce need to be robust and involved ▪ More involved in lobbying for the right policies, not just building permits, etc. ▪ Need a better relationship with the Indigenous community moving forward ▪ Affordable property taxes
8. Considering the three levels of government, what initiatives do you feel influence priority identification for the City of Dryden? a) Regionally: What is having the most impact? What should have the most impact?	▪ Outdoor Recreation/tourism ▪ Service industry for the surrounding areas ▪ Collaboration with regional partners on government lobbying: “I think it’s more about speaking as one voice at the higher levels on issues which are regional. We need to work together with other communities to make sure we are counted at higher levels of government” ▪ NOMA, Northern Ontario municipal association ▪ KDMA Kenora District Municipal Association, Thunder Bay ▪ Association of Municipalities of Ontario ▪ Job and age diversity in the city staff and councillors ▪ The attraction of large infrastructure projects ▪ Goliath Gold Project ▪ Nuclear Waste Management Organization ▪ Waasigan Transmission Line - Hydro infrastructure ▪ Migration of northern residents to Dryden



Questions	Answers Summary
b) Provincially: What is having the most impact? What should have the most impact?	▪ Past & anticipated social service downloading and funding reductions ▪ Regional employment initiatives or economic growth sharing ▪ Not enough funding opportunities ▪ TransCanada going through it makes a provincial hub ▪ “Taxes from northern communities should come to Dryden since they do use our services but are taxed very low” ▪ Integration of LHINs; threats of services relocating to Thunder Bay ▪ Lack of affordable housing funding ▪ Migration of northern residents to Dryden and a lack of funding to deal with increased social issues and additional pressures on current services ▪ Current government trying to promote economic development – natural resource development priorities are beneficial ▪ Policies made for southern Ontario often do not make sense up north, i.e., lack of appropriate public transit funding for a community Dryden’s size
c) Federally: What is having the most impact? What should have the most impact?	▪ Downloads ▪ Land development ▪ Not enough funding opportunities ▪ Natural resource investment & development – Dryden needs to ensure it benefits from these priorities ▪ Lack of involvement in Federal Collaborations of Municipalities, lack of political clout due to a smaller population ▪ Migration of northern residents to Dryden and a lack of funding to deal with increased social issues and additional pressures on current services ▪ Lack of affordable housing funding ▪ Some concern the current federal government is not doing much for job growth in northern areas
9. What are the City’s most significant opportunities?	▪ Being in the centre of Canada ▪ Selling Dryden as a work, live, play community ▪ Develop and attract a workforce ▪ Potential mining operation ▪ Forestry ▪ Community Safety and Wellbeing, Improvement Plan development ▪ Lobbying efforts with Provincial and Federal governments. Leveraging more funding ▪ Indigenous relationships



Questions	Answers Summary
	▪ Potential Nuclear repository
10. As a City Manager, how would you like to see your department involved in developing the City's strategic plan?	▪ Continue to develop services & facilities for our residents and visitors ▪ Invest in the health of residents ▪ Provide meaningful recreation opportunities ▪ Public works and Parks should create a strategic plan which follows the City's plan and bring forward projects that match identified priorities ▪ With clarity ▪ Strategic Plan should be written with values and messaging consistent with the organization, so it should flow naturally into implementation ▪ Ensure priorities and action items are achievable ▪ Promote the plan internally and externally ▪ Measure progress against the plan and ensure action items are completed and correct outcomes are realized
11. What, if any, resource constraints do you feel need to be reviewed/considered to support strategic plan implementation and corporate capacity?	▪ "The development of a strategic plan is one thing, what we do with it is another" ▪ Funding ▪ "There have to be more [government] lobbying efforts on everything from infrastructure to an aging population, policing;" need to collaborate on those efforts regionally ▪ Need other sources of revenue, and have money put away for water and waste infrastructure ▪ Time ▪ Investments ▪ Human resources ▪ Indigenous communities' support ▪ Council should be looking at the big picture policies - don't think they recognize the role they could play in the development of the city ▪ "Internally we have a morale issue" ▪ Need to make sure the leadership truly support this plan and will put the resources there to be successful at this, "more important than probably anything we do in the next 4 -5 years" ▪ "We need to march forward and march forward boldly, but we also have to be ready to put the resources forward to make it happen" ▪ Need to grow leadership within the organization and give credit where it is due



The following is a summary of the results of a community survey that was circulated to Dryden residents between June and July 2019. It was targeted to residents and business owners through various media channels. The survey asked respondents about their perceptions of Dryden, their vision for their community, satisfaction levels, opportunities, and challenges. Qualitative results from the survey's open-ended questions are presented in word clouds, highlighting common words, followed by key themes.

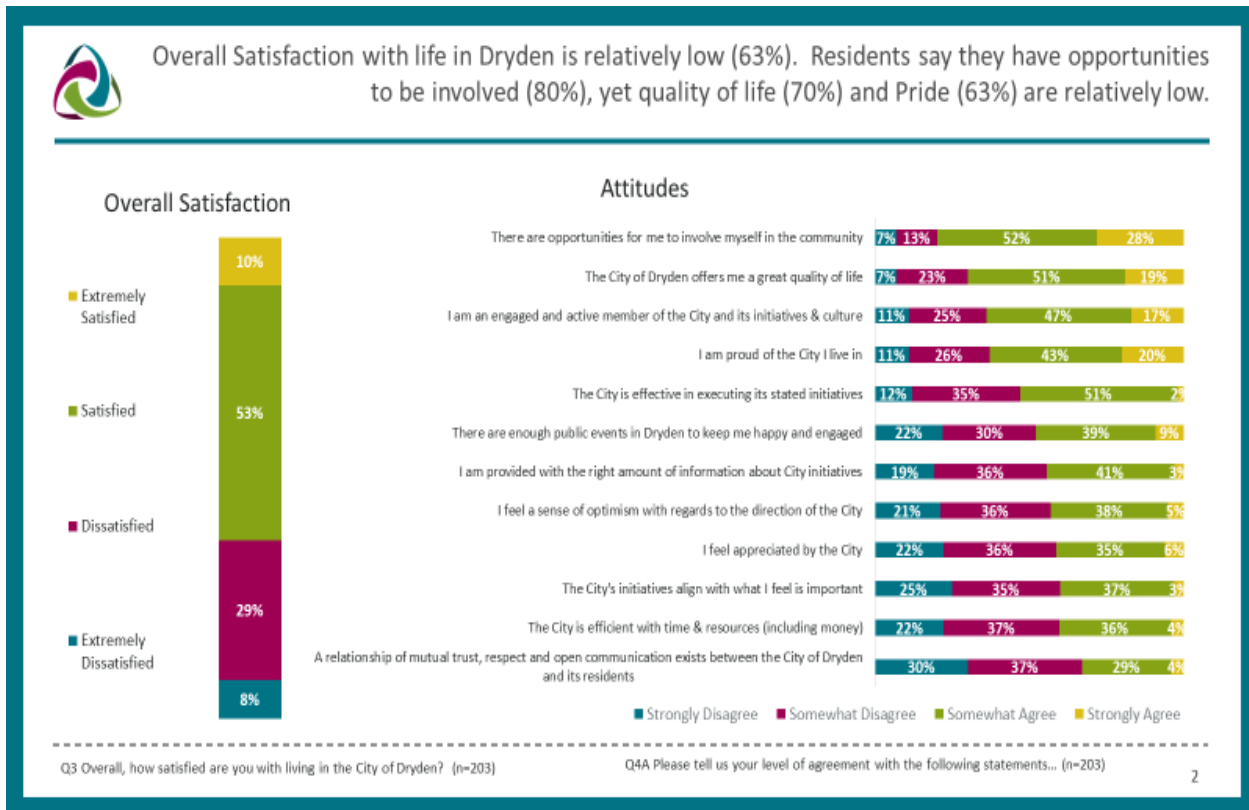
“My Dryden will be...”

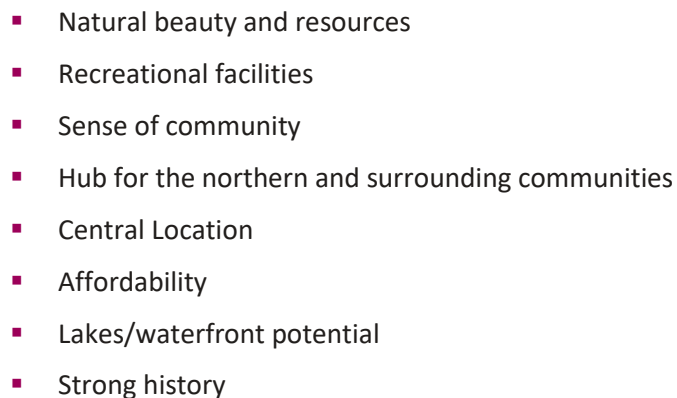
- New development, workforce, and businesses
- Decreased crime, increased safety
- Youth and general activity
- Inclusivity
- Increased tourism
- Better wilderness access
- New infrastructure

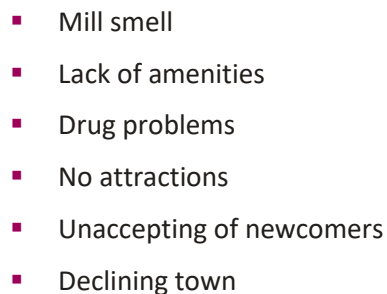




Overall, how satisfied are you with living in Dryden?

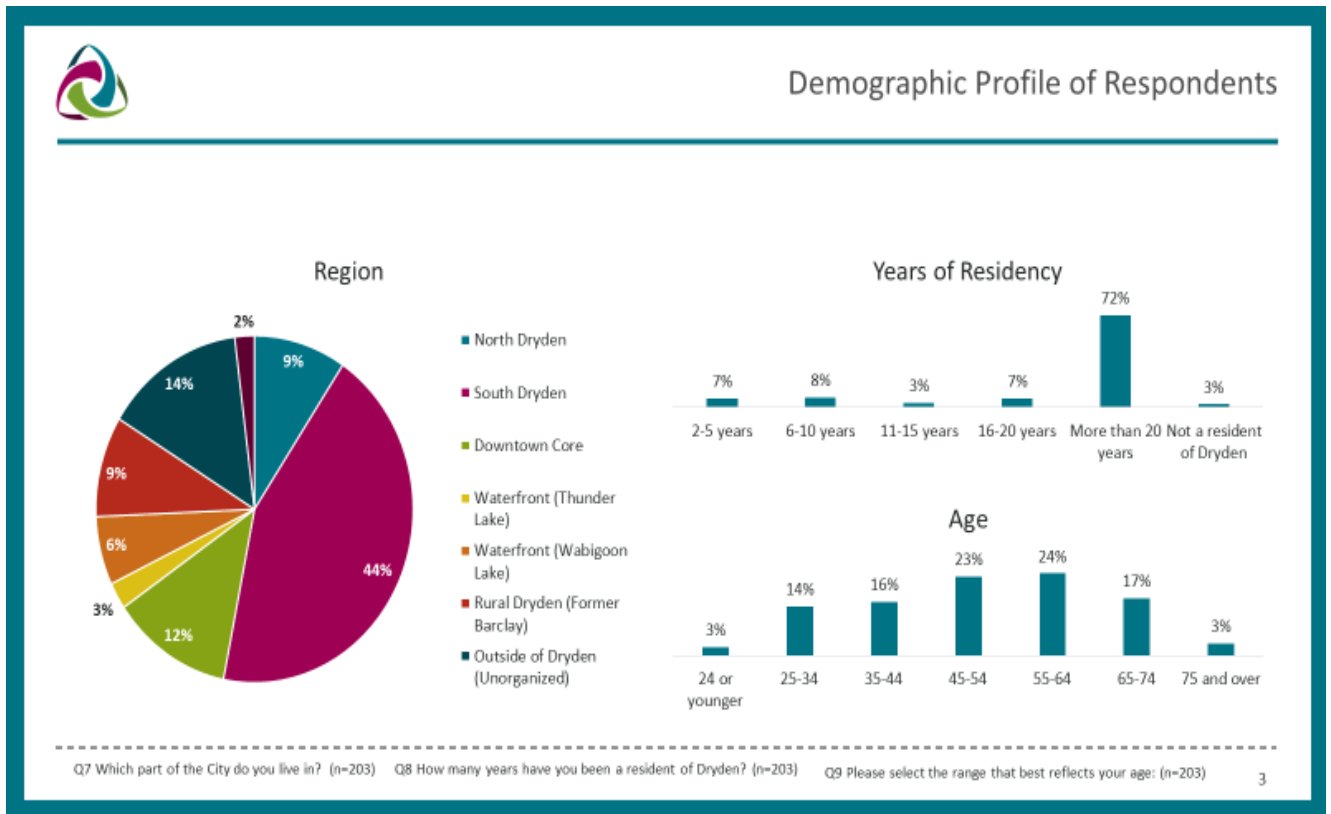








Demographic profile of respondents





Demographic Profile of Respondents

Education	
No certificate, diploma or degree	1%
Secondary (High) School diploma or equivalency certificate	14%
Apprenticeship or trades certificate or diploma	10%
College, CEGEP or other non-university certificate or diploma	31%
University certificate or diploma below bachelor level	4%
University certificate, diploma or degree at bachelor level	27%
University certificate, diploma or degree at master level or above	12%

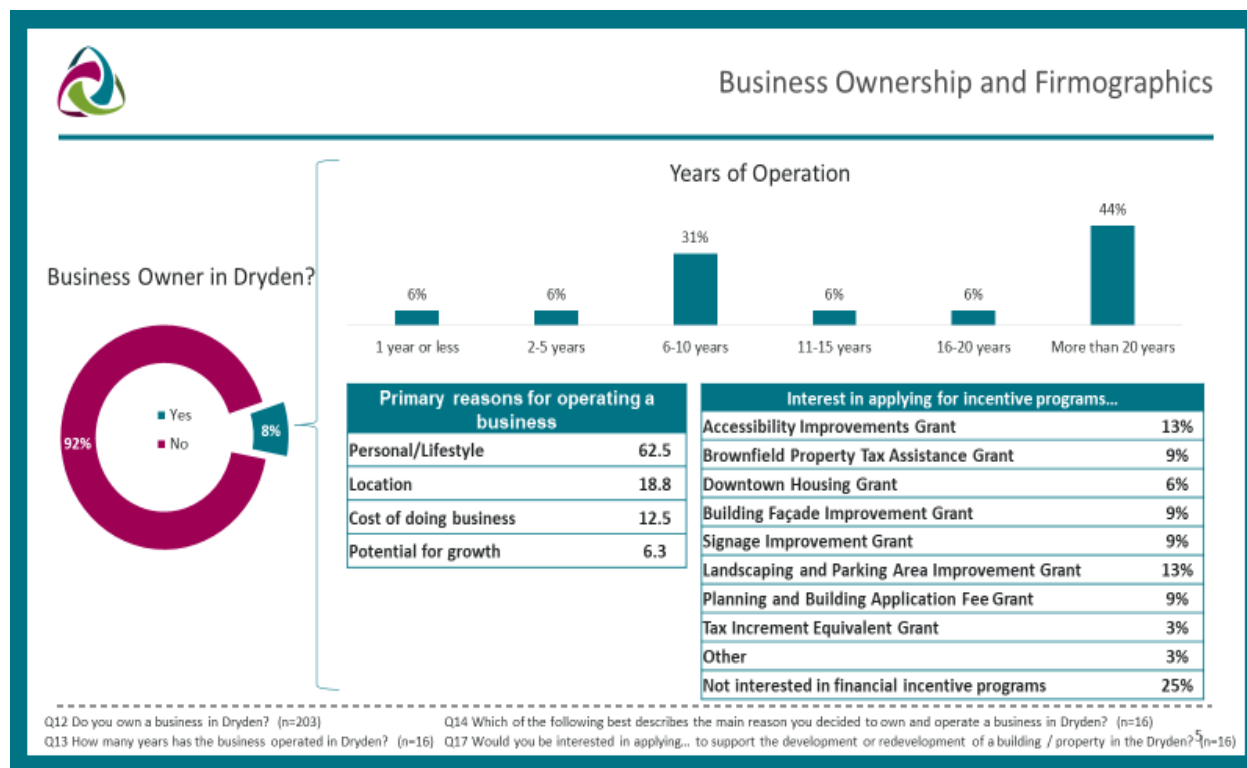
Q10 Which of the following best describes your highest level of education? (n=203)

Occupation	
Management	9%
Business, Finance and administration	6%
Natural and applied sciences and related occupations	2%
Health occupations	10%
Education, Law, Social, Community or Government services	24%
Sales and Service	5%
Trades, Transport and Equipment Operators and related	7%
Student	1%
Retired	26%
Art, Culture, Recreation & Sport	2%
Not currently employed for pay - Searching for work	1%
Not currently employed - Stay at home parent	0%
Other	6%

Q11 Which of the following best describes your current occupation category? (n=203)₄



Business Ownership & Firmographics



Challenges for Business Owners...

- Infrastructure
- Talent attraction/retention
- Demographic Change (Population Aging/Urbanization)
- Taxes/Services
- Competition/Business Cooperation
- Crime

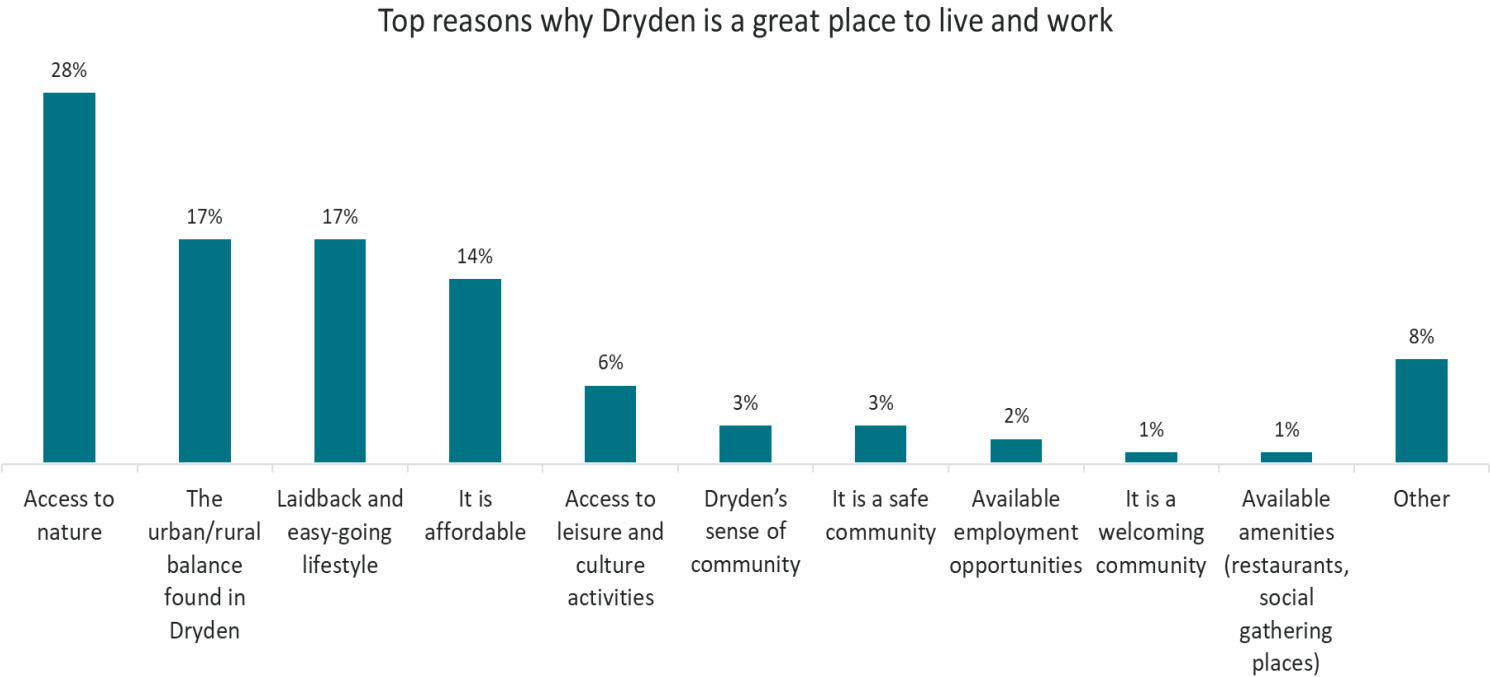
Opportunities for Business Owners...

- New Talent/Newcomers
- Greater efficiency in economic development/municipal offices
- Quality of Life/Public Space
- Greater Accessibility



What makes Dryden a great place to live & work?

Nature, urban/rural balance, and laidback lifestyle are the top reasons as to why Dryden is a great place to live and work.



2

² S1A What makes Dryden a great place to live or work? - Top reason. S1B What makes Dryden a great place to live or work? - Second top reason
Chart depicts total Top / Second reason. (n=203)



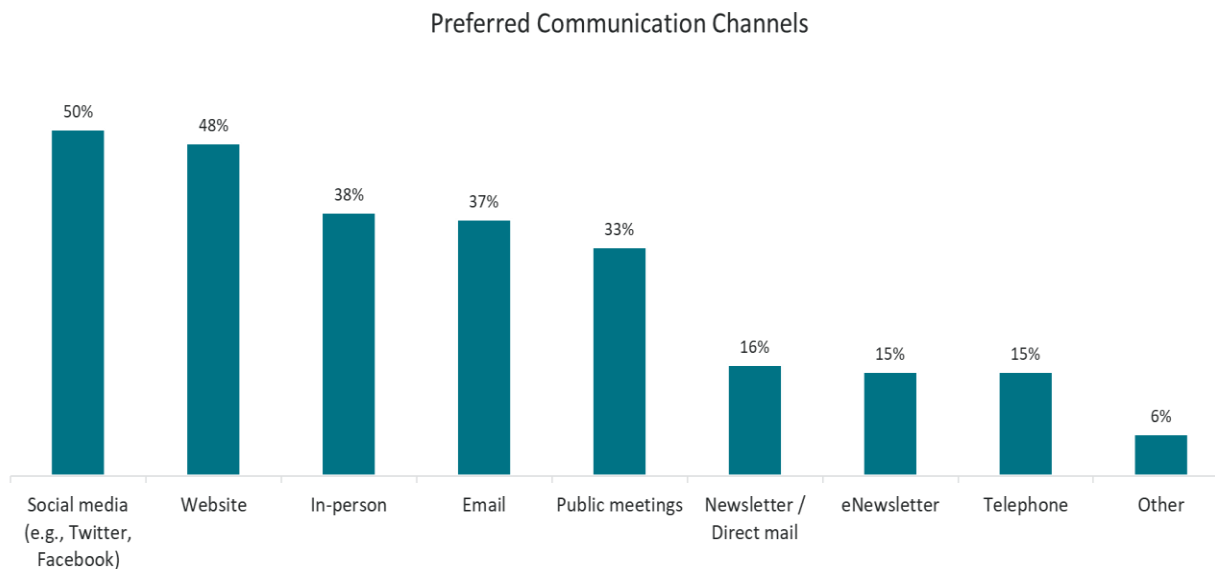
Agreement with Statements...

Statement	% Strongly / Somewhat agree
Community safety and wellbeing - taking a proactive approach to ensuring all areas within the community are safe and that all who live or visit our community feel safe	93%
Maintain and plan for new and existing assets. This would involve the financial and operational planning required for the maintenance of existing assets and the delivery of new ones.	89%
Create a more balanced community by enhancing the Commercial /industrial tax base. This would involve opening up more opportunities for investment and job creation within the City.	85%
Fiscal Situation (Sustainability) - this would involve the long-range financial planning required to meet the City's financial commitments while maintaining financial performance ratios and a reasonable tax rate.	85%
Customer Experience and interaction between the public and the municipality. This would involve efforts to improve all facets of customer service.	75%
Environmental Stewardship - this would involve consideration of the environment as a key priority in all decisions	71% ³

³ Q2 Statements. (n=203) Scale: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree.



Preferred Communication Channels⁴



⁴ S4 What is your preferred method(s) of communicating and engaging with the City? (n=203) (multiple choice)



6.5 Key Informant Interview Results Summary

Twelve community key informants were interviewed one-on-one for this process, probing for their sense of Dryden's strengths, challenges, and their vision for the future. Key informants included community leaders such as major employers, representatives from Dryden's social services sector, and government representatives. These individuals provided an external perspective on the community's strategic directions.

Stakeholders' priorities included fiscal responsibility and transparency from the City and Council, investment attraction, and tourism development. Key informants noted high levels of community engagement, transportation assets like the trans Canada highway, and surrounding natural resource assets as key areas of strength for Dryden.

A persistent theme was the need for building and property revitalization. It was noted that Dryden did not have a downtown Business Improvement Area, and stakeholders reflected that the visual aesthetic of the city had become worse over time and was a visual representation of a lack of pride of place. Many pointed to the development of the waterfront as a key opportunity area and felt that that would be an ideal starting point for tourism growth.

In terms of challenges moving forward, the City's aging population and the growing urban Indigenous community are creating an increased need for health care and social assistance services and programs. Key informants spoke to some of the social and economic risks associated with not servicing those two growing segments of the population adequately.

In terms of population attraction, it was felt across the board that youth outmigration was a key area of concern that must be addressed through better local workforce alignment and quality of place initiatives like arts and culture programs.

Question	Answers Summary
1. As a leader in our community, what do you see as the community's top three strengths?	▪ Strong sense of community & a high level of volunteerism ▪ Location on the Trans Canada – central, accessible ▪ Access to the outdoors & wilderness ▪ Affordability
b) and top three greatest challenges?	▪ The City's debt load, and staying on track with the City's financial stewardship goals ▪ Funding for social services and programs ▪ Business attraction is a challenge due to the remote location, and the City's relatively high level of taxation ▪ Youth outmigration. One respondent said, "there isn't much to do here for young people, not enough restaurants or entertainment... so they leave."



Question	Answers Summary
2. What are the greatest opportunities for Dryden in the next five years?	▪ Dryden's aging population and keeping up with health care and social services needs associated with that growing population segment ▪ Business retention ▪ Housing shortages. Senior's housing will be particularly needed in the coming years ▪ Dryden's growing urban Indigenous population; ensuring we are keeping up with the needs of those community members and ensuring appropriate social services are available
3. Are there unrecognized or emerging opportunities that we could be leveraging either together, or that you feel the City should be leveraging?	▪ Tourism and waterfront development were stated enthusiastically across the board
4. What is unique with having your business/organization located in the City of Dryden?	▪ "Highway access, and the city's potential for growth. We are in a good position to grow, and we have well-established core-services" ▪ High level of taxation
5. What do you value most in your relationship with the City as an organization? Are there ways you wish to further develop that relationship?	▪ Respondents said that City staff and Council were approachable, transparent, and had an "openness and willingness to talk [things] through"
6. What do you think will be the most dramatic economic changes or transformations that we will experience in the next decade or so, and why?	▪ Dryden's aging population was noted here numerous times. Respondents were concerned that strain would be placed on health care and social services. In the worst-case scenario, Dryden's seniors would leave the city due to lack of access to core services ▪ Indigenous in-migration also signaled a need for increased social supports
7. How should the City be planning to address these?	▪ Communication. Internally across City departments, and externally with the community and stakeholders ▪ Proactive approaches to core social services, "as opposed to crisis management" ▪ "I don't know" was another common answer
8. What types of physical or soft (social capacity, services...) infrastructure do you see as being essential to future prosperity in the City of Dryden? Why?	▪ Transportation services. Dryden's inaccessibility for those with mobility issues was stressed as a challenge that needed to be addressed ▪ Many noted here that Dryden's downtown, buildings, and streetscapes looked run down and were evidence of a lack of pride of place. A suggestion was the implementation of a Business



Question	Answers Summary
	Improvement Area, and a Community Improvement Plan as first steps to beautify the downtown and contribute to tourism development ▪ An interesting idea that came to the fore was creating an internal position for an Indigenous liaison for the City. This individual would navigate how best to service Dryden's Indigenous residents and would seek out partnerships with neighbouring Indigenous communities
9. Looking forward, when you think about Dryden 10 years from now, what does it look like? How has it changed for the better?	▪ The City is a tourism destination with a diversified economy. "Diverse in all cultures, people who live in Dryden love it. The rest of the world knows how awesome Dryden is"



DRYDEN

BLAZE YOUR TRAIL | MII-KIN-AA-KAN



MDB

INSIGHT