

Annual Report 2020



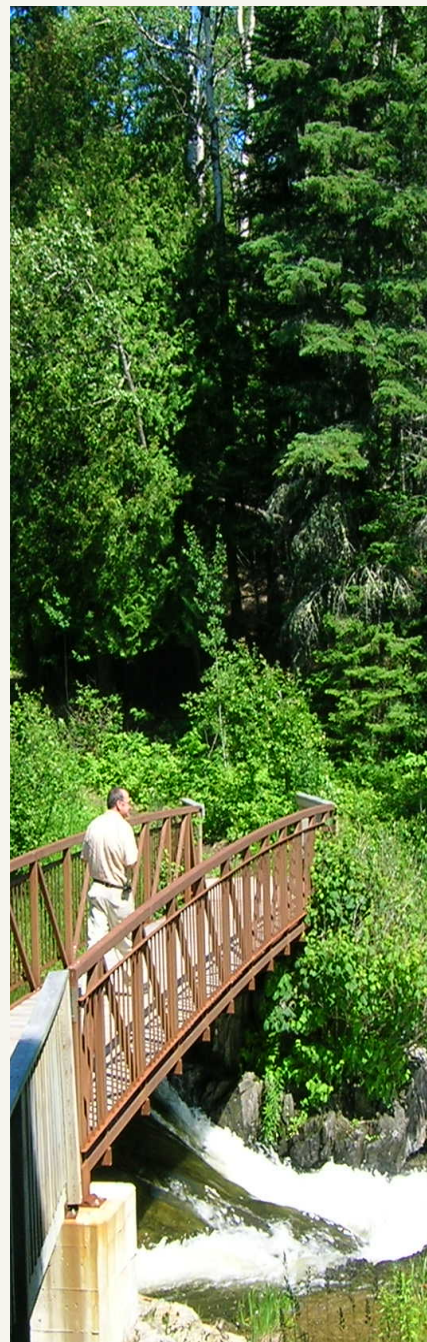
DRYDEN



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.



Vision

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

Mission

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



Message from the Mayor

It has been an honour to serve my home community of Dryden as Mayor for the past six years.

This term of Council can be divided into two distinct parts, the pre-Coronavirus years followed by monumental and unprecedented challenges of 2020/21. This world-wide virus has affected our own local health and wealth and even added new phrases to our vocabulary such as 'social distancing' and 'self isolation'.

Since the beginning of this pandemic, I have been very grateful and proud of the ways in which our municipal team has continued to support residents, local businesses and community groups in the face of the uncertain impacts of COVID-19. As a Council we have been fortunate to work alongside forward-thinking managers, municipal staff and other community leaders, striving continually to move the community forward through collaborative strategic planning and execution efforts.

As Mayor, I am also appreciative of the way citizens reacted to the challenges of the COVID-19 virus itself since early 2020, as well as to the senior level government and health agency policy responses which have impacted every area of our lives. The spirit and resiliency of our community has remained strong as we continue to work towards recovery. As a Council, we have adjusted our priorities in preparation for the future. It has been more difficult for some than others on a personal/family level to redefine what the new "normal" looks like.

Local government decision-making required a number of adjustments to service and program delivery which meant several facilities were closed and events cancelled to keep the City compliant with Provincial restrictions. We continued to deliver essential services and embraced the online platform to ensure the community stayed connected and supported. Your Municipal team did its best to protect everyone's health while achieving annual targets and objectives under the responsible constraints of a sound financial plan.

Adapting to change can bring about exciting and new opportunities. I thank our residents, my fellow elected members, municipal staff, and businesses for the way in which we have been able to come together through this difficult time and I look forward with optimism to our shared future.

Council of the Corporation of the City of Dryden

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



Message from the CAO

Having been part of the City's municipal team for the past 13 years, I can confidently say that we have ended the decade as a leaner, more focused and more effective organization. Together, we have achieved several major strategic initiatives with many more still underway and planned, all of which will undoubtedly bring about generational transformation for the City.

In December 2019, Council adopted a 5-Year Community Strategic Plan for the City of Dryden. This Plan provides the long-term guidance and visionary leadership that empowers the City to advance priorities, strengthen municipal operations, identify key performance outcomes, and allocate the resources required to pursue implementation.

We developed and launched municipal dashboard reporting tools in September 2020. These dashboards set a new standard for the organization. They are an important part of our work to build greater trust with the community and will serve to demonstrate that we are committed to transparency and accountability. Our residents deserve to know how their tax dollars are being spent, and now we have a better way to show them. It is also an important way to communicate how we are keeping our promises through the Strategic Plan.

The City enters this next decade on a solid foundation, with plans for continuing our Strategic Plan implementation and striving to reach our shared goals. The start of 2020 will forever be known for the outbreak of the COVID-19 pandemic. Along with the rest of the world, our community has experienced unprecedented lockdowns, with the forced closure of retail, hospitality and commercial activity. Together, we have had to adapt and promptly respond to circumstances which changed daily. Our municipal operators, along with other community stakeholders, have quickly implemented measures to support the community through this difficult period.

This pandemic has placed many under extreme financial hardships and our municipal operations have not been spared of this. However, through our decisive actions, our sound financial management and Provincial pandemic relief funding, the municipality was able to adequately deal with these pressures without additional impact to our rate payers.

Without question, COVID-19 has tested municipalities and organizations the world over. From this pressure though, has evolved much innovation and improvement. The City's digital transformation continues to change the way we operate and how people do business with us. This Annual Report provides a comprehensive summary of the City's achievements and performance for the 2020 operating year against the objectives of the 2020-2025 Strategic Plan and the 2020 Budget.

I am extremely proud of our municipal staff and their accomplishments through 2020. I extend my gratitude to the Mayor and Councillors, the municipal staff team, our partners and residents for their excellent efforts, commitment and dedication in meeting the many challenges of the past year and making a vital contribution to our community.

Roger Nesbitt

Community Strategic Plan 2020-2025

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

Community Pride

Civic engagement informs policy and planning through interactions with municipal leadership

Quality of Life

Champion environmental stewardship, protecting our natural beauty and our access to nature



Safety

Actions and planning place people and community safety at the centre of all decisions

Regional Leadership

Build and maintain effective local and regional partnerships



Strategic Goals and Priorities



Community Diversity and Inclusion

Welcome and familiarize new and existing citizens to the City of Dryden

Foster positive relationships with Indigenous Peoples and neighbouring First Nation communities



Community Safety and 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 to 2021

Sustain existing funding sources and efforts



Economic and Investment Diversity

Waterfront and tourism development

Waterfront and tourism development

Implement re-branding initiatives and Community Improvement Plan

Partner with Indigenous organizations, communities and other organizations to foster local and regional growth



Communications and Our People

Develop and implement formal communication plans

Support Management, Mentoring and Leadership Training

Develop a corporate wide customer service training strategy

Enhance organizational culture and communications to promote employer of choice qualities and commitment to the Municipal mission



Guiding Principles at Work

INCLUSION

Council appoints the **City's Working Circle** in July 2020

Municipal Services Delivery and Organizational Review completed in September 2020

Cultural sensitivity training -
Municipal Employees
2019: 17%
2020: 58%

Website traffic
2019: 85,000
2020: 96,000

Twitter page posts
2019: 3
2020: 300

Twitter page followers
2019: 192
2020: 271

Facebook page posts
2019: 439
2020: 546

Facebook page Likes
2019: 1,186
2020: 1,417

SAFETY & WELLBEING

Creating a sense of place, character, learning, recreation, and diversity of amenities across the City of Dryden will sustain the highest standards of quality, health, and safety.

Professional partnerships and networks in Dryden, Machin and the surrounding areas have made significant investments towards the development of a Community Safety and Well-Being Plan.

MyLift passenger trips
Rides: 3,783
Operating hours: 1,726

Library
New cardholders: 156
Curbside pickup orders filled: 400+
Take Home kits distributed: 592
Social media interactions: 4,356
Digital circulation:
2019: 12,683 2020: 14,661

Dryden Fire Service
Firefighters recruited: 12
Firefighter training hours: 5,189
Fire inspections: 28
Birthday parades (public education and prevention): 112
Fire Safety video series created - 12 Days of Christmas

COMMUNITY PRIDE

Beautification

Aaron Park: Restoration and widening of 3 older camp sites and outhouse rebuild.

Arena, pool and fitness room: Painting, flooring, lighting retrofits, widening of door frames and new doors for six dressing rooms, cardio equipment upgrades, and resurfacing and staining of squash floor.

Ball diamonds and parks: Aggressive turf and concrete surfaces maintenance, crowing of fields, and energy efficiencies explored.

Branding implementation

Signage and banners with new logo installed at the Recreation Centre, Sandy Beach ball diamonds, Rotary Park and Skate Park.

DREAM fundraising & donations to date

\$540,000 for Recreation Centre upgrades

Façade & signage improvements:
\$8,000 CIP Grant, \$45,950 project value
\$1,333 CIP Grant, \$2,666 project value

QUALITY OF LIFE

Preserving eco-systems

Building and conserving natural capital can improve landscape resilience and reduce the impacts of climate change. Preservation of Dryden's beautiful natural environment is essential for maintaining the community's sustainability.

66.9 km of hiking trails
25.92 hectares of maintained and natural parkland (versus 25.78 in 2019)

The **Trans Canada Trail** launched in 2017 and is still under development. Once completed, it will stretch 22,500 km to connect the Atlantic, Arctic and Pacific Oceans. The trail will also link 1,000 communities in Canada.

Waste diversion

Percentage of curbside collection that is diverted from the landfill annually:
2018: 12.70%
2019: 9.04%
2020: 19.00%





Community Diversity and Inclusion

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

**We are working together respectfully.
We seek to recognize each other's talents, skills, experience and knowledge.**



The City of Dryden is committed to ensure persons with disabilities have easy access to our resources and services, and that we follow principles of dignity, independence, integration, and equal opportunity. We achieve and measure our success through the City's Multi-Year Accessibility Plan 2018-2022.

ACHIEVEMENTS

- In July 2020, Council endorsed forming the Working Circle to strengthen the Indigenous voice in Dryden and to act as an advisory body to Council. The Circle is a formal body of Indigenous and non-Indigenous people working together to effect meaningful and lasting change. Creating this group helps us achieve the goals of Community Diversity and Inclusion, and Economic and Investment Diversity.

The Working Circle recognizes and enhances the relationship between the City of Dryden and Dryden's Indigenous and Métis residents. Their mandate is to:

- Identify issues important to Dryden's Indigenous population that impact their experience living in the community, whether positive or negative.
 - Identify actions the community could take to improve the experience of Indigenous people in Dryden.
 - Identify actions or activities the community could take to bring the Indigenous and non-Indigenous community members closer together.
 - Identify opportunities for fostering positive relationships between Indigenous peoples and other community members and make recommendations to City Council to capture these opportunities.
- Early achievements of the Working Circle include recommendation of the City's Land Acknowledgement Statements and the Renaming of Colonization Avenue.
 - In August 2020, the City, in partnership with the Kenora District Services Board (KDSB), opened the Recreation Complex to host Red Lake forest fire evacuees for one week.
 - In fall 2020, the City initiated actions to pursue community designations as Age Friendly and Youth Friendly. Community consultation and best practices will further inform these important objectives.



Community Safety and Wellbeing

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

We recognize we are stronger and can make a greater positive impact when we work together. The City is collaborating with our partners to leverage their knowledge and expertise to help address root causes of complex social challenges.



The safety and well-being of our residents is our greatest asset. A healthy community means physical and mental wellness, feeling safe and secure, being connected to culture and community, and the ability to participate.

ACHIEVEMENTS

- Community Safety and Well-Being planning for Dryden, Machin and Area continued in 2020. This crucial undertaking has evolved into an area-wide effort to understand local needs, mobilize resources, and develop strategic response plans.

The multi-sector collaboration has included participation from more than 60 representatives representing the health, education, community/social and protective services sectors. Together, we are working to identify system gaps, reduce risks and further protect and enhance our community.

Despite the COVID-19 pandemic, Dryden and Area partners have come together to better understand the priorities of the most vulnerable in our communities. Their efforts have resulted in unique, innovative insights at the Community Safety and Well-Being planning tables, and continue to help us increase resilience in our area.
- A significant focus on promoting the protection of persons and property in Dryden resulted in 58 properties being addressed through Property Standards and Maintenance Enforcement.
- Noise, property standards, yard maintenance and zoning by-law complaints were reduced from 10.45 per 1,000 population in 2019, to 7.48 in 2020.
- The City applied for and received \$8,000 in funding to support the community's distribution of youth wellness kits as part of our COVID-19 response efforts.
- The City applied to the Inclusive Community Grant Program to support our Age Friendly Assessment and Action Plan. Nine community partners submitted letters of partnership and support.



Infrastructure

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

We are taking a proactive and planned approach to protect and maintain our assets and infrastructure and save taxpayer dollars.



Effective asset management planning helps us understand the current state of our infrastructure and predict Capital investment needs and priorities. It helps us maintain what we have and plan for what is next.

ACHIEVEMENTS

- The City created an Asset Management and Facilities Manager position to ensure we comply with requirements and deadlines established under Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure.
- We are now working on the 2022 Asset Management Plan Update. To facilitate the planning of infrastructure investments, the City has implemented the cutting edge Cartegraph Operations Management Software (OMS) to inspect, plan and prepare for replacement, repair or rehabilitation.
- The City performed more than 3000 inspections on infrastructure. Everything from detailed engineering inspections of bridges and buildings, simple sign and sidewalk surveys, automated road pavement condition inspections, and CCTV inspections of underground pipes and structures.
- The Fire Department procured a new Pumper Apparatus, and replaced fire hoses, nozzles, appliances, lifting airbags, Self-Contained Breathing Apparatus (SCBA) and bunker gear.
- The City invested in replacing two pickup trucks, two one-ton trucks, and a gas-powered lawn mower. We also procured a line painter, and capital leases for a mechanical street sweeper and wheel loader.
- The Dryden Police Service replaced a transport truck and SUV.



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.

Through the City's Community Strategic Plan 2020-2025, we are improving our ability to maintain a strong financial foundation for years to come.



ACHIEVEMENTS

- The City received \$1,856,059 in funding to complete 40 capital projects. We invested \$1M in these projects.

Capital

- \$19,104 for the Museum Collection Storage Project from Canada Cultural Spaces Fund Program.
- \$1,195,619 for the Van Horne Ave. Road Project from Investing in Canada's Infrastructure Program, Rural and Northern Stream.
- \$400,854 for the Duke Street Overpass Project from Connecting Links.

Operating

- \$82,151 for the Economic Development Officer from the FedNor Community Investment Initiative for Northern Ontario.
- \$82,500 for the Service Delivery Review and Organizational Review from the Municipal Modernization program.
- \$46,966 for Youth Centre support from the Civil Remedies program.
- \$28,865 for Intern support from the Northern Ontario Heritage Fund Corporation.

- We submitted a successful funding application to the Investing in Canada's Infrastructure Program for the Dryden Recreation Centre Expansion & Mechanical Retrofit Project.

- We successfully received the following grants:

- \$3,750 for student positions at Aaron Park and \$5,000 in staffing subsidies from New Employment Works.
- \$54,000 for the Museum through COVID Relief Fund applications.
- \$5,000 for MyLift service expansion for meal deliveries, evening transit services and isolation reduction rides.

- We requested the OPP Costing Proposal.

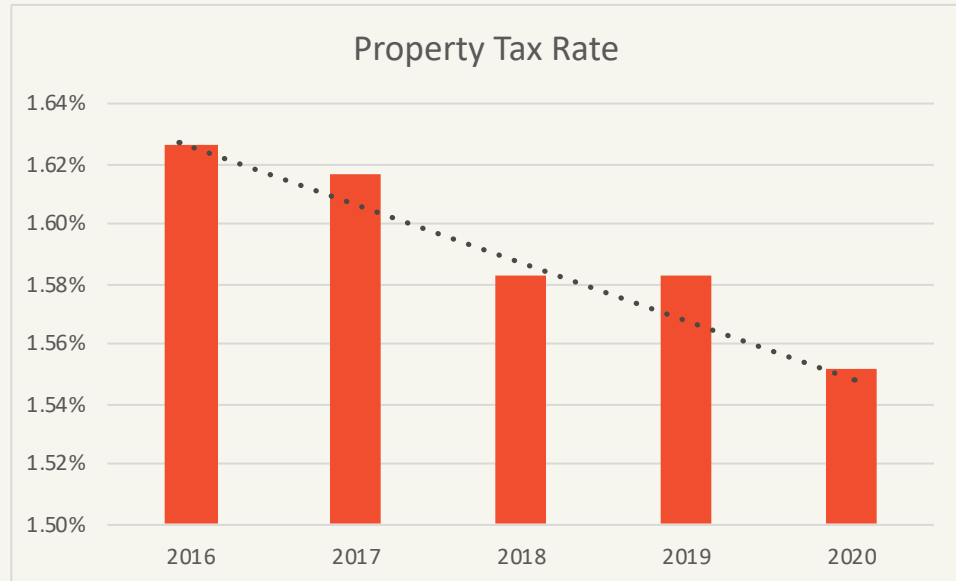
- We achieved the following:

- \$296K positive variance in the Operating Revenue budget.
- \$904K operating surplus.
- \$3.4M (12%) of City revenue was used to service debt in 2020.
- \$1.39M added to the Reserves and Reserve Funds.

- The City entered into an airport management contract with The Loomex Group, a leading aerospace operation firm that now manages the Dryden Regional Airport.

- Animal and Parking Control were transitioned from Dryden Police Services to the City.

City of Dryden 5-year Tax Rate Summary



As part of the City's commitment to fiscal responsibility and sustainability, we are proud that we have been able to achieve lower property tax rates for our community over the past five-year period, while maintaining or improving service level standards.

COVID-19 Impacts and Relief Information

The COVID-19 pandemic, which was declared in March 2020, resulted in significant impacts to every municipality across the province, country and globe. To adhere to public health guidelines, the City adapted service delivery, closed offices and centres and temporarily reduced staffing levels. These shifts resulted in financial pressures from reduced revenue and unanticipated expenses.

Despite the pandemic, the City was still able to contribute to Reserve Funds in 2020 and continue to strengthen our financial foundation.

COVID-19 Relief Activities

- Interest and penalties waived from April 1, 2020 through to June 30, 2020
- \$25,000 in COVID-relief funding from a 3rd party

Financial Impacts

- Unplanned PPE, facility (counter guards/physical barriers) and other pandemic-related expenditures
- Unplanned enhanced cleaning costs
- Significant recreation centre and outdoor facilities revenue losses due to closures and provincial orders
- Significant investments revenue losses due to substantial interest rate reductions
- Significant interest and penalty revenue losses due to waiving those charges for three months
- Significant municipal accommodation tax revenue losses due to travel restrictions and corresponding occupancy reductions
- Significant airport revenue losses due to travel restrictions and the suspension of commercial flight operations
- Significant fine revenue reductions due to the suspension of Provincial Offences Act Court
- Reduction in lottery license revenue
- Temporary staff layoffs
- Reduced student employment
- Reduced staff travel and training





Economic and 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.

We have an economic growth plan that is flexible and adaptable to changing needs.



By working together as a community and leveraging our strengths, we can identify and capitalize on opportunities to stimulate the economy and increase employment. This includes strengthening the community’s infrastructure and capacity to achieve full economic potential and seeking opportunities to leverage the unique potential in Dryden for the manufacturing of bio-based products.

ACHIEVEMENTS

- The Dryden Regional Airport’s annual economic impact is estimated to be \$22.9 million.
For the past few years, City and Airport tenants have invested over \$32M in the Dryden Regional Airport for construction and buying needed equipment.
These investments were supported by projects conducted by the Ministry of Natural Resources (multi-year expansion project), Northern Youth Programs (new hangar build), and the City. We estimate they had a direct or indirect economic impact of over \$48M.

- The City is committed to the success and growth of local businesses. Through the Community Improvement Plan (CIP) we supported businesses with façade upgrades, improvements in energy efficiency, installation of new and improved signage, business expansion plans, building, planning, demolition and landfill fee grants, tax increment equivalent grants, and improved parking areas.

CIP applications supported:	Total City investments:	Total CIP project values:
2019: 4	2019: \$12,356	2019: \$25,867
2020: 7	2020: \$654,341	2020: \$8,038,823

➤ Construction value of all building permits: 2019: \$5,339,526 2020: \$13,651,700	➤ 2020 land sales revenue: \$732,380
➤ Property tax revenue from new construction: 2019: \$1,313 2020: \$14,604	➤ 2020 highway LED sign revenue: \$18,500



Communications and Our People

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

We are working to strengthen our communication and engagement between Council, municipal staff and our key audiences, and ensure the community has opportunities to have a voice.

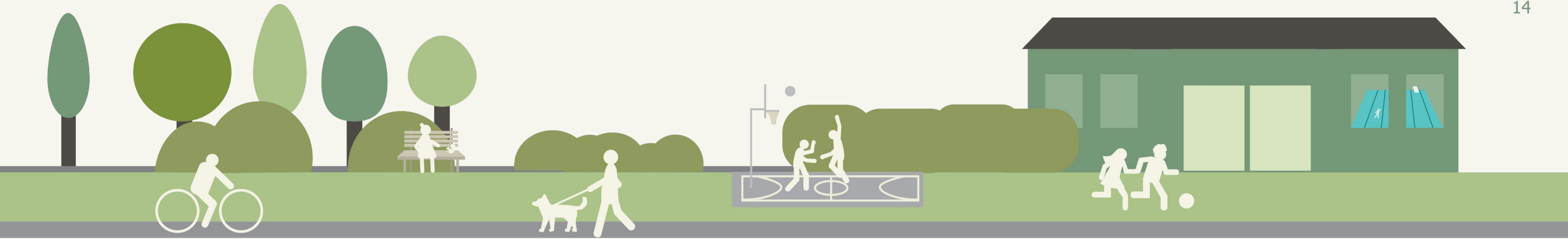


We want residents, staff, elected officials, local businesses, partner organizations, and every other stakeholder to be regularly informed, updated and engaged using a wide range of channels.

ACHIEVEMENTS

- The City completed a Service Delivery and Organizational Review in September 2020. Along with the Community Strategic Plan 2020-2025, we have also identified organizational practices critical to the delivery of quality, relevant and financially responsible and sustainable municipal services.
- In winter 2020, the City initiated work to develop a Corporate Communications Strategy. The strategy will give us a focused approach to developing and implementing internal, public, youth and Indigenous engagement and communications. Stakeholder consultation and best practices will inform these important strategic planning initiatives when funding is secured.
- We reviewed and updated 57 human resource policies 2020.
- Total days lost per worker 2020:

Employees across Canada:	11.6
Employees across Ontario:	10.3
Employees for the City of Dryden:	7.1
- In winter 2020, the City started to initiate a Human Resource Strategic Management Plan that supports and guides a positive and supportive workplace and attracts and retains strong talent.
The plan will also be forward thinking as we consider the workforce we need for the future. Consultation with staff and Council, and best practices shall further inform this important strategic achievement when funding is secured.
- From March to December 2020, we responded to the COVID-19 pandemic in our community to ensure our staff, Council and the public had the information they needed and could continue to plan and deliver safe and effective services.
- We created or revised 11 COVID-19 and 41 Health & Safety policies and procedures.
- The City installed new strategic management software to improve the efficiency of City planning and oversight.



2020 Infrastructure Improvements and Service Enhancements

ADMINISTRATION

- 3rd cemetery columbarium installed

AIRPORT

- Taxiway intersection airfield lighting installed

BUILDING AND PLANNING

- HVAC building management system replacement
Dryden Fire Hall

COMMUNITY SERVICES - ARENA

- Nearly 100,000 square feet of flooring installed
- Penalty box rebuild (new access gates and flooring)
– materials provided / donated by DREAM
- Completion of the dressing room 10 rebuild
(benches, and shower partition installation)
- Software upgrades to increase online presence and booking capabilities

COMMUNITY SERVICES - POOL AND FITNESS

- 860 square feet of carpet removed and replaced with high impact rubber flooring
- 1,400 square feet of carpet replacement in Cardio Room
- HVAC unit installed (activity / meeting room)
- Cardio equipment purchases / upgrades
- Software upgrades to increase online presence and booking capabilities

COMMUNITY SERVICES - MUSEUM

- Collections storage installed
- Engineering and design for entrance renovation

INFORMATION TECHNOLOGY

- Cartegraph OMS expansion to additional departments
- Desktop / laptop / printer replacement
- Police desktop / laptop replacement
- Police mobile data terminals
- OPS-COM parking payment and enforcement system

LIBRARY

- Additional shelving and books



2020 Infrastructure Improvements and Service Enhancements

ROADS & SIDEWALKS

- Van Horne Avenue rehabilitation (Provincial funding)
- Duke Street overpass paving (Provincial funding - Connecting Links)
- Street safety (St. Joseph School Safety Zone)
- Hot mix paving - 0.991 kilometers
- Road crack sealing - 30 kilometers
- Road center line painting - 25.59 kilometers
- Pedestrian signal repair and maintenance - 4
- Traffic signal repair and maintenance - 2
- Sidewalk repairs - 1166 meters replaced
- Curb repairs - 1727 meters
- Storm sewers - 0.30 kilometers replaced

WASTE MANAGEMENT

- Barclay Landfill closure
- Landfill scale grounding mat

WASTEWATER

- Van Horne Avenue rehabilitation
- Sanitary manhole lining
- Second Street sewer main replacement
- Wastewater flushing water pump
- Sanitary sewers - 0.447 kilometers replaced

WATER

- Van Horne Avenue rehabilitation
- Myrtle Avenue resurfacing (completion of CWWF project)
- WTP & STP Windows 10 Upgrade / SCADA system
- Watermain - 0.723 kilometers replaced



Your Tax Dollars at Work

The average household in Dryden contributed **\$2,436** in property taxes to municipal services in 2020.

Those taxes go a long way to provide the services our community needs. Here's how it breaks down:




\$21 Council



\$360 Corporate Services

Administration \$90
Human Resources \$54
Finance \$106
IT \$113
Provincial Offences Administration **-\$3**



\$248 Fire & Emergency Management

Fire Services \$155
Emergency Management \$1
Health & Safety \$1
Land Ambulance \$91



\$519 Infrastructure & Engineering

Public Works \$119
Fleet Management **-\$26**
Roads \$274
Storm Sewer \$63
Waste Management **-\$71**
Recycling \$49
Parks \$51
Facilities Management \$60



\$620 Police & Enforcement Services

Police - uniformed \$522
Police - civilian \$91
Court Security **-\$2**
School Safety Guards \$3
Pet Control **\$0**
Parking Control \$6



\$8 Community Development

Building Inspection \$17
Planning & Development \$1
Community Development \$7
Special Projects **-\$17**

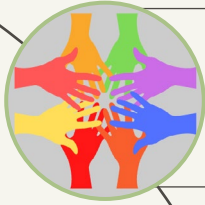


\$660 Community Services

My Lift Transit \$5
Airport \$53
Child Care \$15
Public Health \$59
Social Assistance \$18
Social Housing \$84
Home for the Aged \$116
Recreation Centre \$233
Outdoor Facilities \$7
Museum \$11
Library \$53
Cemetery \$6

* Municipal Water and Wastewater operations are self-supporting and do not require funding from the tax levy.

Looking Forward 2021



- Age Friendly Action Plan development, funded by the Inclusive Community Grant Program
- Youth Leadership and Service-Learning Program and Youth Friendly Dryden Plan development



- Colonization Avenue renaming
- Community Safety and Well-Being Plan, adopted by the Councils of Dryden and Machin
- Official Plan update



- Recreation Centre expansion & mechanical retrofit, funded by the Community, Culture and Recreation Infrastructure Stream
- Traffic signal replacement, funded by Connecting Links
- City Hall renovations
- Community Capacity Study



- Ontario Provincial Police costing analysis
- Continued purposeful approach to identifying grant funding opportunities and submitting relevant, sound applications



- Business Gap Analysis
- Airport Strategic Plan implementation
- Economic Development and Tourism Strategic Plan update



- Continued implementation of the 5 Year Municipal Strategic Plan
- Continued implementation of the Service Delivery and Organization Review September 2020



DRYDEN

BLAZE YOUR TRAIL | MII-KIN-AA-KAN

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