



# DRYDEN



Source: Hydro One

## City of Dryden Community Capacity Study (Final Report)

June 2022



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## 1. Purpose

The City of Dryden is committed to promoting the capacity of its community to develop, implement and sustain its own solutions to problems in a way that helps them shape and exercise influence over their physical, social, economic and cultural environments. A comprehensive Community Capacity Study will provide the City with a long-term guide for the procurement of resources and investments required for municipal infrastructure, all of which are aligned with the Strategic Plan and services and facilities necessary to accommodate forecasted growth in the community and region. Throughout the Community Capacity Study, multiple stakeholders have been engaged to best understand community needs for expansion of services and facilities.

Through the formulation of this Community Capacity Study, the City of Dryden will gain a better understanding in the following areas:

1. The City's intended "level of service" provision as the community grows in the future.
2. The capacity of existing vacant lands in Dryden and the level of servicing needed to accommodate future growth and development of different land uses.
3. City owned lands, the development potential and suitability to accommodate future development and facilities identified to meet growth demands.
4. Dryden's trade area region and inventory and analysis of existing commercial and retail supply and demand in Dryden and establishing target business types for Dryden to pursue as investment opportunities.
5. Capacity and condition of key municipal infrastructure and facilities, including upgrades necessary to maintain appropriate service levels as per future growth projections.
6. Existing "social" and "soft" services and assets and providers in the community and their facility and infrastructure needs related to meeting future demand.
  - a. Including youth and senior specific assets and services as they pertain to each demographic.
  - b. Forecasting demographic and cultural changes as they pertain to the delivery of social and soft services available in Dryden.
7. Opportunities to meet the service needs of external communities, including potential partnerships and cost-sharing opportunities.
8. Specific projects required to meet current and future community needs, including their relative costs, funding opportunities available and key partnerships.

## 2. Methodology

This Community Capacity Study was structured in two (2) phases:

### Phase 1: Situational Analysis

Phase 1 began with a review all pertinent planning information, inclusive of City Plans, Policies and By-laws, and other available sources in order to optimize the start-up meeting and subsequent workshop which ensured that the project plan, timeline and deliverables were aligned and in sync while also providing situational context to the external project team.

Following the project launch activities, a detailed understanding of the current context of Dryden in relation to existing work completed by the city was completed. This included a review of the City's physical and social assets (and their overall relative condition), position as a trade centre, inventory of local businesses, City owned vacant lands, among others. The results of this phase provided the city with a comprehensive understanding of where its community is at in its current state. The results were designed to also contribute, towards Phase 2: Planning for Growth, in the identification of deficiencies (e.g. the gaps to be filled), necessary to meet current and future community needs.

A review of the environmental landscape led to the development of an updated socio-economic profile of the region. From this, a detailed asset inventory was completed which took stock of such assets as housing, municipal facilities, vacant lands (residential, commercial and industrial), transportation, infrastructure, health and safety, education and training and overall community competitiveness. A benchmarking exercise examined the City of Dryden against three (3) other municipalities throughout Northwestern Ontario, not only as a commercial hub, but also for its ability to meet its responsibility in providing key municipal services and ensuring adequate infrastructure is in place.

A comprehensive public engagement and stakeholder consultation process ensued which provided a multitude of opportunities for the community to participate. The process commenced with a series of focus group discussions with City staff, Council and the local business community and organizations (social clubs, sports associations, first nation groups and others). Additionally, a number of targeted one-on-one interviews were conducted, which included dialogue with businesses that are in the process of assessing development opportunities in and around the city. An online survey provided local area residents with the ability to ensure that their collective voice was also heard and taken into consideration. The consultation process was structured in a manner which examined eight (8) key priority areas throughout the city, including: residential development; commercial development; industrial development; municipal facilities; infrastructure; education and employment; safety, security, health and wellness; and community competitiveness.

### Phase 2: Planning for Growth

Phase 2 focused on using the results from Phase 1 to establish baseline service levels to maintain in the present and future, conduct preliminary infrastructure planning and cost estimates for developing City lands and understanding their relative market values. It also led to a list of capital and service projects

required for implementation to meet current and future demands in the city. This phase provides the city with a detailed guide on the projects, services, and actions it needs to take to ensure a high-quality of life in the community with relative costs and the partnerships required to implement them.

The results of public engagement and stakeholder consultation process, along with information received from various public and private sources contributed to the preparation of the 20-year population forecast model. This exercise took into consideration organic growth with and without the influence of a major industry investment and their direct, indirect and induced impacts.

Stemming from the population forecast modelling, a city-wide infrastructure, facilities and services assessment and analysis evaluated where short- and long-term capacity constraints and issues may present themselves. From this, a series of gaps were identified under the eight (8) key priority areas. Each of these gaps included supporting rationale for their claim and a series of recommendations to increase capacity, support or to resolve a critical issue. These recommendations also identified sector leads and support groups to play a role in moving these recommendations forward. These sector leads and support groups were organized by themes (industries) which are comprised of organizations with similar goals, objectives or fall within a common industry (such as education, health services, social services, housing services, etc. ).

The Community Capacity Study also provides a series of recommendations to support the potential for planned development, albeit residential, commercial and/or industrial, in strategic areas throughout the City as a way to assist the City and prepositive investors concentrate their develop interests in more strategic locations. Throughout this process, consideration was made to maintain a dynamic and attractive downtown, stimulating mixed-use waterfront development opportunities, a structure Highway 17 corridor, future industrial land development, and the Provincial Policy Statement (2020), which requires municipalities to maintain sufficient lands to accommodate residential intensification, redevelopment and expansion.

### 3. Review of City Plans, Policies and By-laws

The City of Dryden is governed and guided by various levels of policies and plans. In this section, our team conducted a thorough review of city plans, policies and by-laws relevant to the preparation of City of Dryden Community Capacity Study & Business Gap Analysis. A detailed summary can be found in Appendix 1. The following documents have been reviewed as part of this study:

- 2009 Dryden Tourism Strategy
- 2010 Dryden Sustainable Waterfront Development Plan
- 2015 Dryden Economic Development Strategic Plan
- 2016 – 2019 Dryden Public Library Strategic Plan
- 2017 Dryden Community Profile
- 2018 KDSB Housing and Homelessness Report
- 2019 Dryden Community Improvement Plan
- 2020 Dryden Annual Report
- 2020 – 2023 Dryden & District Museum Strategic Plan
- 2020 – 2025 Dryden Community Strategic Plan
- 2021 Dryden Regional Airport Strategic Plan
- Dryden Brand Implementation Playbook
- Dryden Zoning By-Law
- KDSB 10-Year Housing and Homelessness Plan
- City of Dryden Stimulating Youth Civic Engagement Report
- City of Dryden Service-Learning Best Practice Guide
- 2022 KDSB Report to the Ministry of Municipal Affairs and Housing: Housing Needs in Rural and Northern Municipalities
- 2022 Presentation to the Hon. Rod Phillips, Minister of Long-Term Care: Funding Model Equity Amendment: Apportionment of TWOMO Taxation to Homes for the Aged and Capital Investment Funding

## 4. Situational and Capacity Analysis

This section of the report includes a synthesis and analysis of the current status of Dryden's social, economical, and physical attributes and assets. The situational and capacity analysis starts with a detailed review of Dryden's socio-economic profile which includes demographic data of Dryden residents. An asset inventory assessment was carried out to understand Dryden's current assets in housing, municipal facilities, culture and tourism, industrial and commercial development, transportation and infrastructure, health and safety, education, training and human resources, and community competitiveness. A 20-year population forecast was conducted to reflect Dryden's potential growth over the next two (2) decades. To accommodate the future growth of residential, commercial and industrial developments, a vacant land assessment evaluated Dryden's current inventory of lands against future demands.

### 4.1 Socio-Economic Profile (with benchmarking data)

The Socio-Economic Profile provides the Regional Demographic Profile and Statistical Overview<sup>1</sup>. The objective is to assess the current state of the economic environment, its surrounding communities and those who are benefiting from living, working or visiting the City of Dryden. This socio-economic portrait measures regional differences between the City of Dryden and other communities that have similarities in terms of geographical size, population, growth pattern or economic status. In consultation with municipal staff and key regional stakeholders, our team retained Kirkland Lake, Kapuskasing, and Temiskaming Shores as the three (3) benchmark communities. Data for the Kenora District and Ontario is also included in many analyses in order to compare Dryden's full economic and socio-demographic spectrum with the greater region. This exercise helps to identify potential market differentiators, strengths or gaps that could eventually support or facilitate the development of Dryden's community capacity and competitiveness. This section uses data from the Statistics Canada 2016 Census Profile<sup>2</sup> (and newly accessible portion of the 2021 Census profile) and multiple municipal resources.

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<sup>1</sup> Not all of the 2021 Census data was available at the time of completing the socio-economic portrait. There will be seven major 'themed' release dates for the dissemination of data from the 2021 Census of Population. Each major release of data by theme will be highlighted in The Daily, Statistics Canada's official release bulletin, and each major release will offer data, analytical, and reference products for users to access and consume. <https://www12.statcan.gc.ca/census-recensement/2021/ref/prodserf/release-diffusion-eng.cfm>

<sup>2</sup> <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E>

## 4.1.1 Income

After-tax income was among the key economic indicators analyzed. Individual and household after-tax income is one of the most common metrics used when analyzing the purchasing power of a population.

Chart 1 - Average Individual & Household After-tax Income (2016)

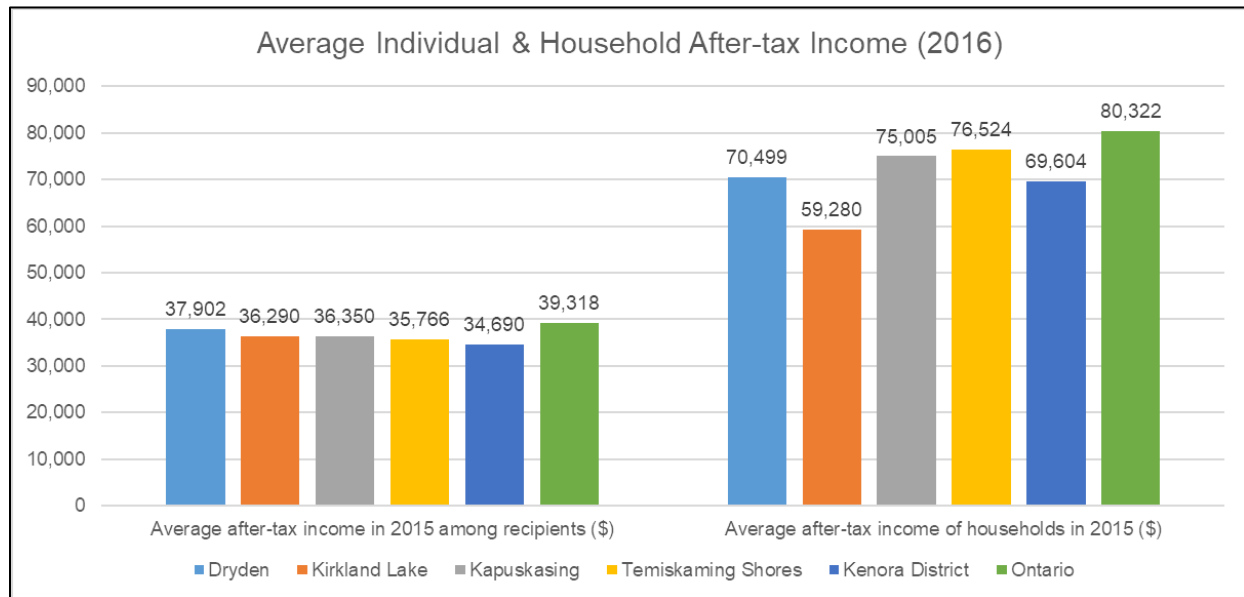


Chart 1 shows that at the individual level, the average individual after-tax income is fairly uniform between the four (4) communities with a spread of \$2,136. Dryden has the highest average individual after-tax income of \$37,902, while Temiskaming Shores has the lowest figure (\$35,766). When compared to the regional average, Dryden surpasses the Kenora District by \$3,212 (9.3%), and when compared to the provincial average, Dryden falls short by \$1,416 (3.6%).

When looking at the average after-tax household income, Dryden only ranks third among the four (4) communities. Dryden falls short by \$4,506 (6.0%) when compared to Kapuskasing and falls short by \$6,025 (7.8%) when compared to Temiskaming Shores. However, Dryden's average household after-tax income is \$11,219 (18.9%), greater than Kirkland Lake's. When looking at the Kenora District, Dryden has a similar level of after-tax household income as the regional average. When compared to the provincial average, Dryden falls short by \$9,823 (12.2%).

## 4.1.2 Labour Force

### 4.1.2.1 Labour Force Statistics

The four (4) municipalities, the Kenora District and the Province of Ontario, all boast an employment participation rate that ranges between 55.8% and 64.7%. Among the four (4) municipalities, the City of Dryden has the highest participation rate (61.8%), which surpasses that of Kenora District (60.7%). At the municipal level, Dryden also has the highest employment rate (57.0%) and the lowest unemployment rate (7.7%) among the four (4) municipalities.

Chart 2 - Labour Force Statistics per Region (2016)

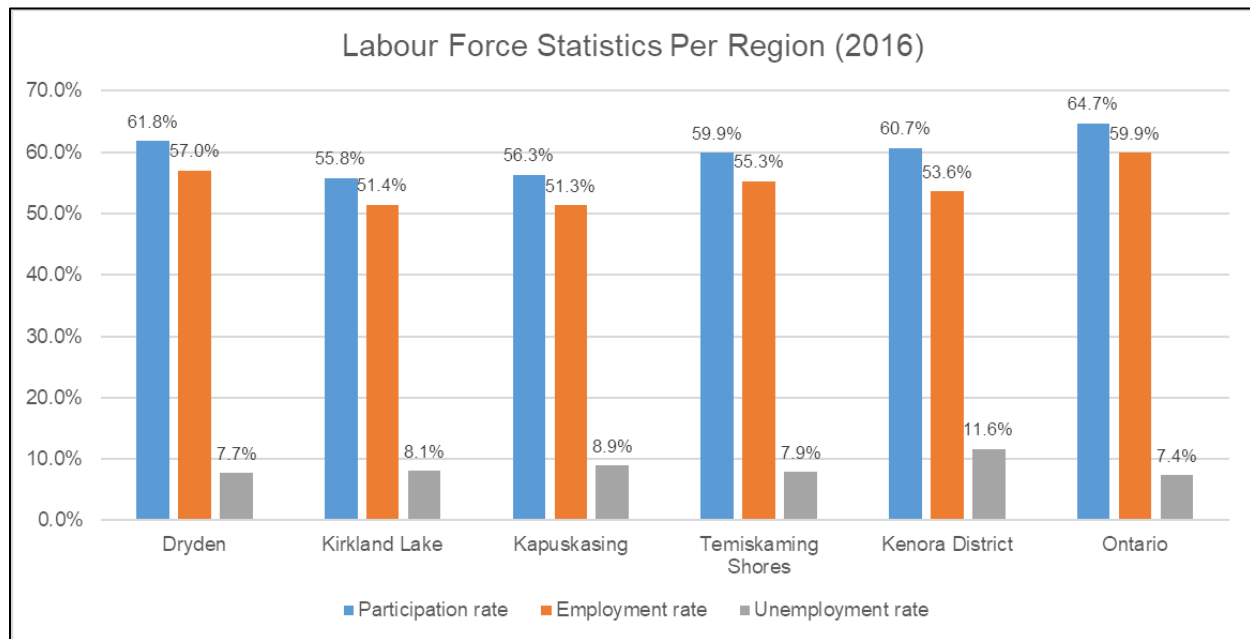
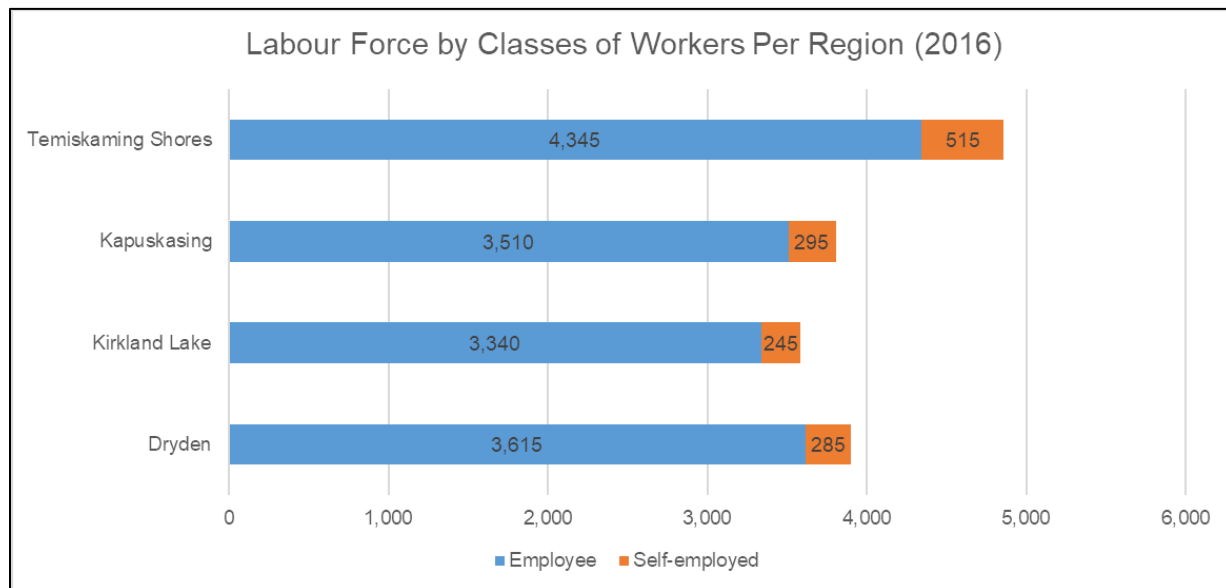


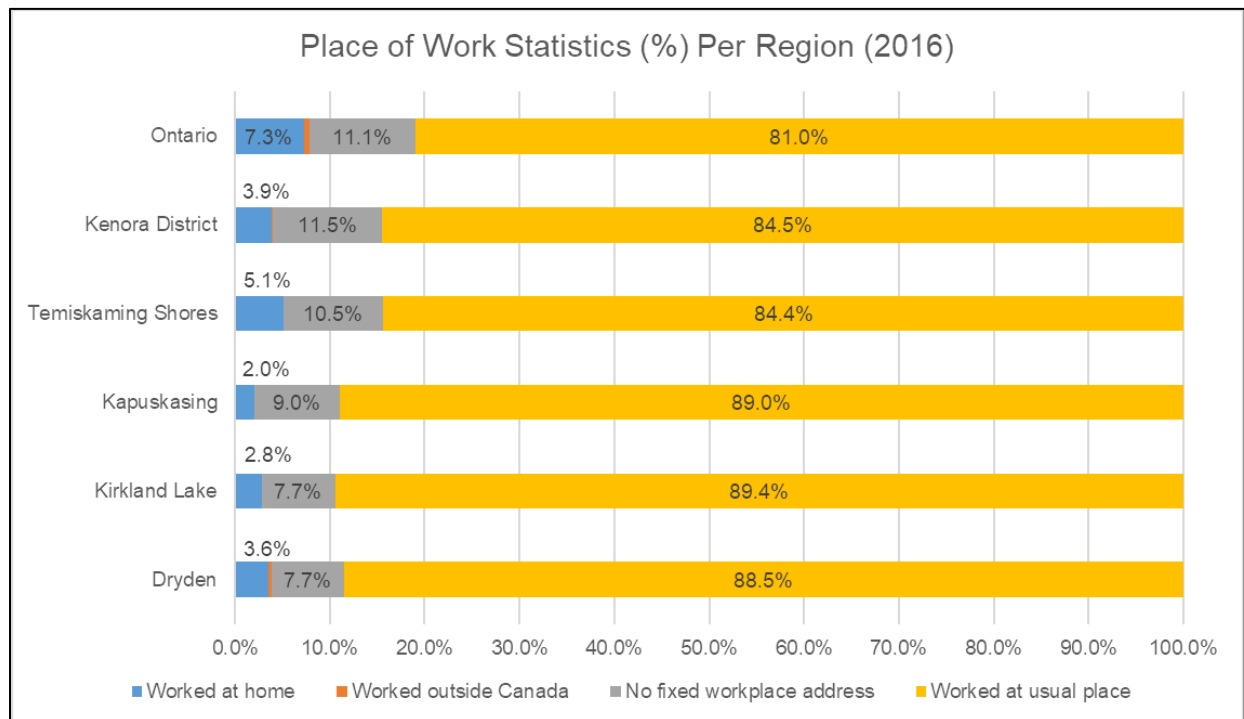
Chart 3 illustrates the population of labour force that is self-employed or work as a business employee in each comparable municipality. As of 2016, Dryden has 3,615 people (92.7%) work as a business employee and 285 people (7.3%) work in the form of self-employment. When comparing to other municipalities, the population of both classes of workers exceeds that in Kapuskasing and Kirkland Lake. As compared to Temiskaming Shores, Dryden has an overall smaller population which is reflected by a lesser number of employees and self-employed workers.

Chart 3 - Labour Force by Classes of Workers per Region (2016)



As technology allows, an increasing number of people have the choice to work from home. Chart 4 presents the distribution of labour force by their places of work for the four (4) municipalities, the Kenora District and the Province of Ontario. On average, 7.3% of the total labour force in Ontario work from home while 11% of them have no fixed workplace address (i.e., contractors), and 81% of them worked at usual places (i.e., an office or a factory). At the municipal level, Dryden has a greater percentage of workers (3.6%) who work from home compared to Kirkland Lake (2.8%) and Kapuskasing (2.0%). Temiskaming Shores has more people working from home, and fewer people work at a usual place when compared to the other three communities. When looking at the regional level, Dryden has more people working at usual places (88.5%) compared to the Kenora District average (84.5%).

Chart 4 - Place of Work Statistics per Region (2016)



For workers who have no fixed workplace addresses or worked at the usual place, the commute times were assessed. As of 2016, 2,590 workers (73.6%) in Dryden spend less than 15 minutes for their commute to work. Five hundred sixty (560) people (15.9%) commute 15 to 29 minute, one hundred fifteen (115) people (3.3%) commute 30 to 44 minutes, while 25 people (0.7%) commute 45 to 59 minutes to arrive at their workplace. Of particular note is the 230 workers (6.5%) who live in the City of Dryden but have to commute more than one (1) hour to reach their work location. When compared to Kirkland Lake and Kapuskasing, Dryden has more workers who need to spend more than an hour on the journey to work.

Chart 5 - Labour Force Population by Commuting Duration per Region (2016)

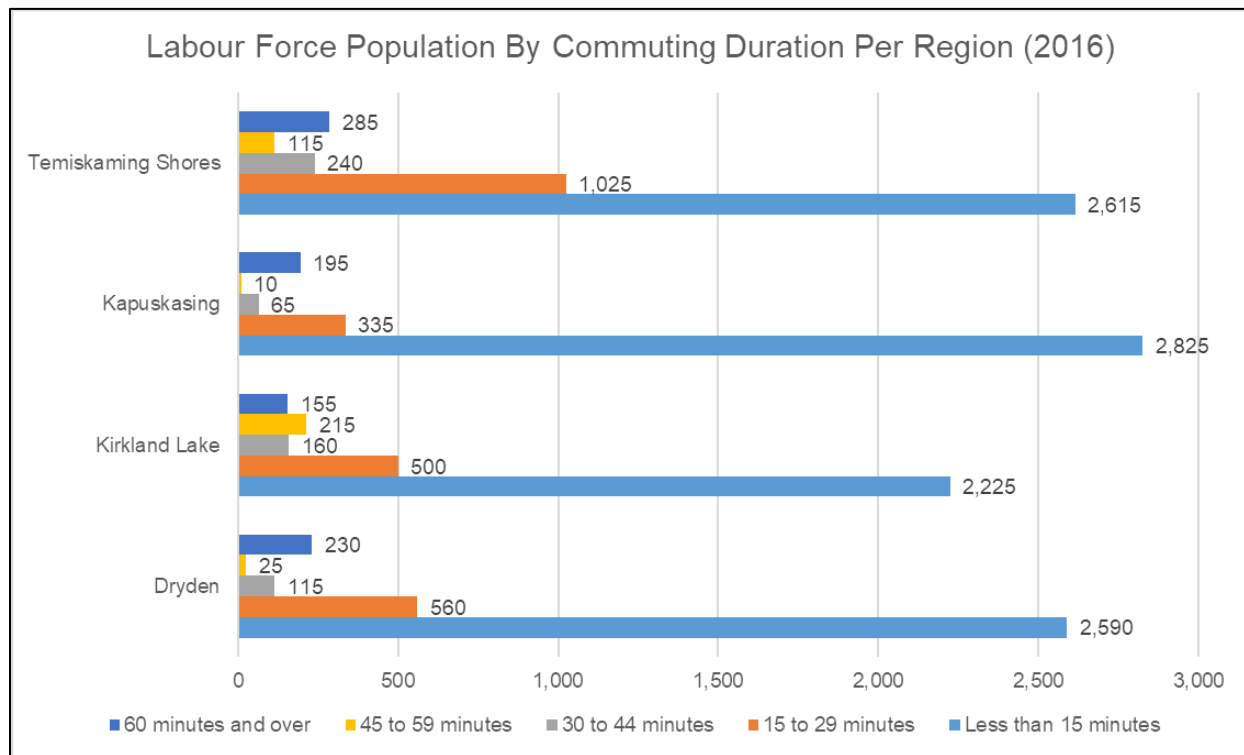
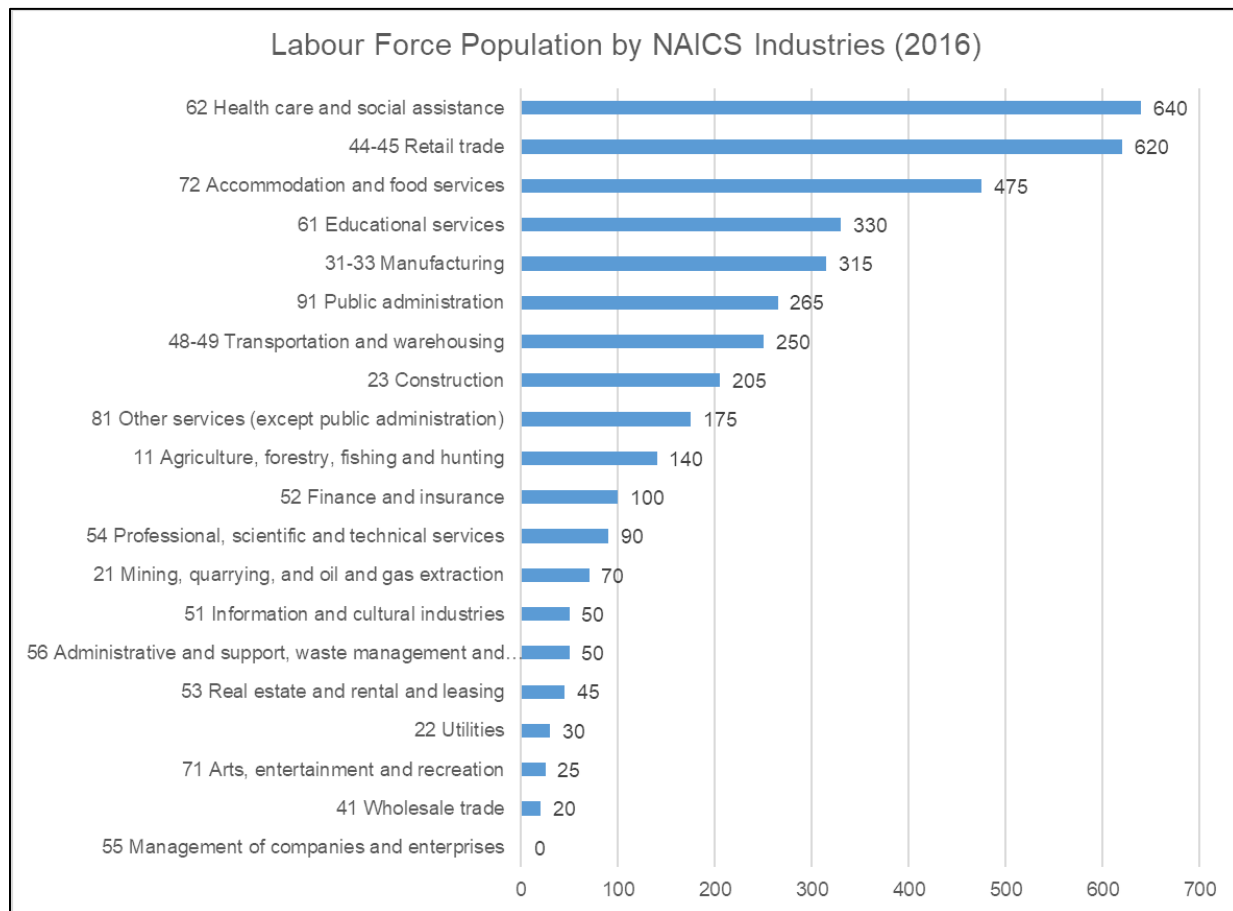


Chart 6 illustrates the labour force population in the City of Dryden by 2-digit NAICS industries. As of 2016, the health care and social assistance industry employs the greatest number of workers (640) in Dryden. The retail trade industry employs slightly less but still has 620 workers. Accommodation and food services are the third-largest industry in Dryden when measuring the number of workers, followed by educational services and manufacturing sector.

Chart 6 - Labour Force Population by NAICS Industries (2016)



#### 4.13 Education Level

Chart 7 identifies the distribution of the highest level of education achieved for the labour force in the four (4) municipalities, the Kenora District and the Province of Ontario. A prevailing share (50.51%) of Dryden's residents report having only a secondary (high) school diploma or equivalency certificate, or no certificate, diploma or degree. This is in comparison to the Province of Ontario, which reports 44.94% of its population with the same reported level of education.

At the municipal level, Dryden has 13.31% of its residents who have a university certificate, diploma or degree at bachelor level or above. This is greater than the reported level in Kirkland Lake (9.56%) and Kapuskasing (9.59%) and is only slightly lower than the reported level in Temiskaming Shores (13.34%) for the same level of education. When compared to Ontario (26.02%), Dryden has a lower percentage of people (13.31%) who have a university certificate, diploma or degree at bachelor level or above.

Chart 7 - Highest Certificate, Diploma or Degree by Region (%)

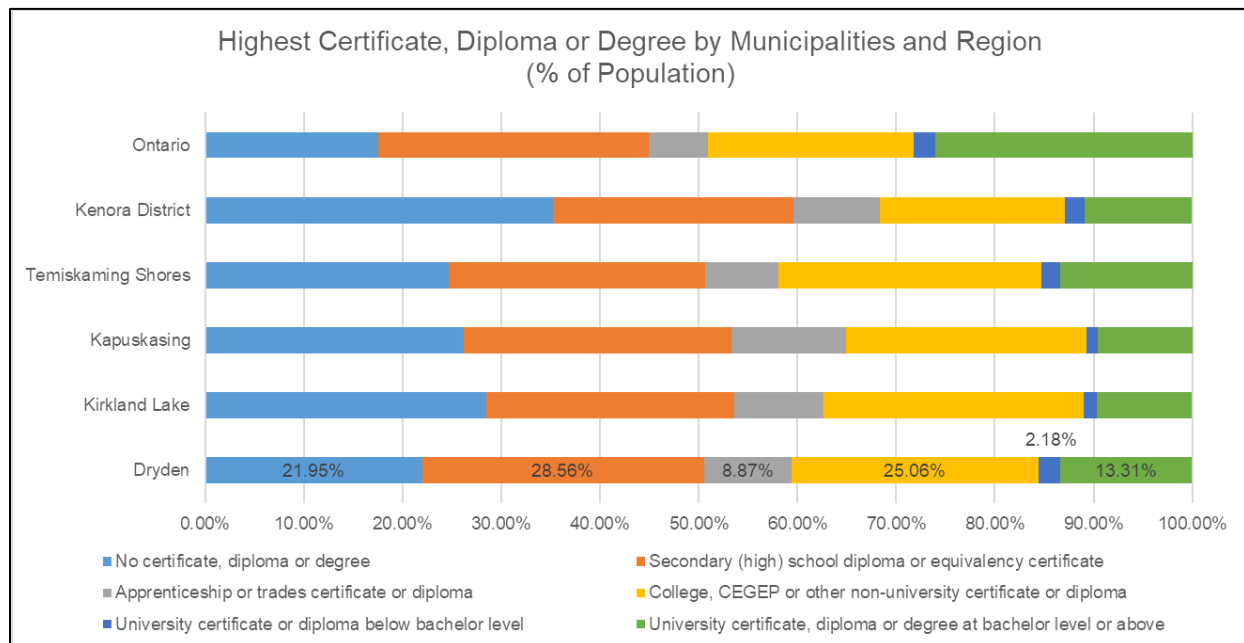
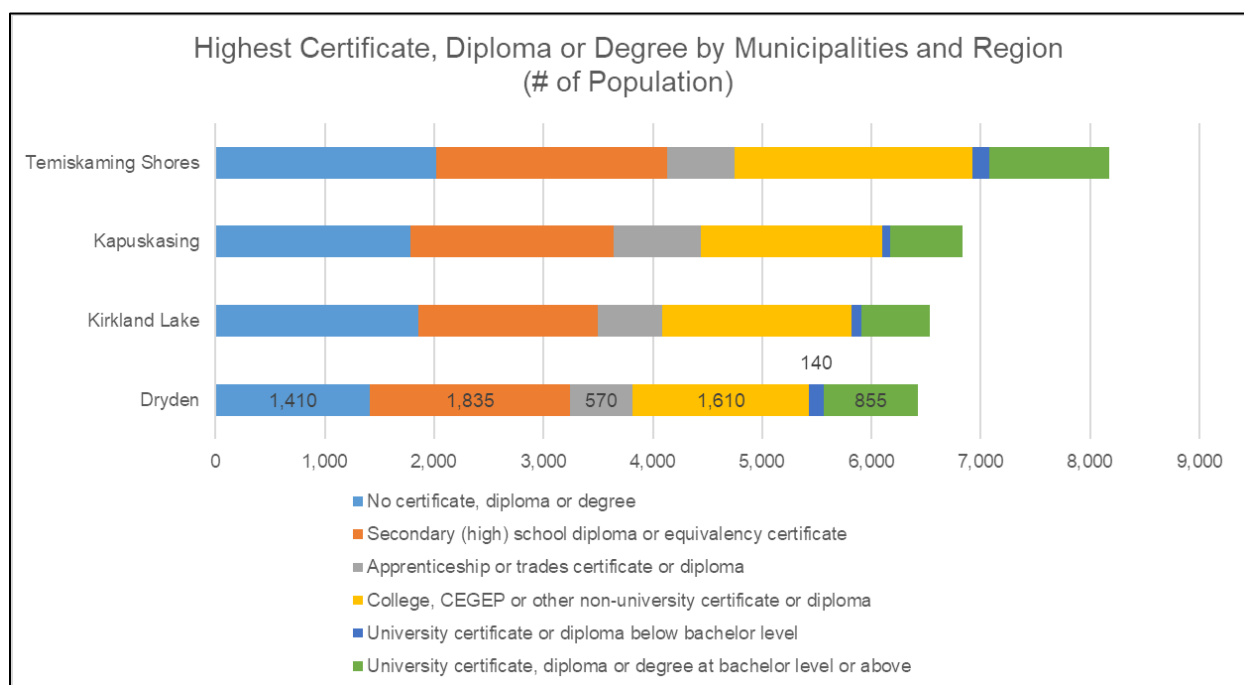


Chart 8 presents the population count at each education level by the municipality. Despite having a smaller population size compared to Kirkland Lake and Kapuskasing, Dryden has more people who have a university certificate, diploma or degree at bachelor level or above. Also, Dryden has the least amount of people (1,410) who have no certificate, diploma or degree.

Chart 8 - Highest Certificate, Diploma or Degree by Region (#)



4.2 Asset Inventory and Growth / Land Needs Projections

This section showcases physical and social assets in the City of Dryden. Information presented below is obtained, summarised and analyzed from the City of Dryden past projects, plans and policies, economic development listings, Chamber of Commerce resources and a series of engagements with key regional leaders.

4.2.1 Housing

The housing landscape in Northern Ontario communities has changed over the past decade, starting from the recession in 2008 and then followed by growth in the housing market and demand has new projects came online. Having a home affect almost every aspect of life. As such, an assessment of housing inventories is an important tool to inform a number of municipal policies and economic development strategies. This section provides an overview of various housing statistics assembled from multiple data sources for the City of Dryden.

4.2.1.1 Housing Inventory

The assessment of housing assets in the City of Dryden starts with understanding the number of properties in the community by type, year of construction and market value. Data presented in this sub-section is derived from Statistics Canada 2016 Census, 2019 Canadian Housing Statistics Programs (CHSP), 2017 – 2020 Municipal Property Assessment Corporation (MPAC) property value assessment reports, and 2021 data derived from the municipal Geographic Information System (GIS). The data used in this section specifically focuses on the City of Dryden Census Subdivision as the geographical boundary.

Chart 9 - Inventory of Residential Buildings by Type, 2021

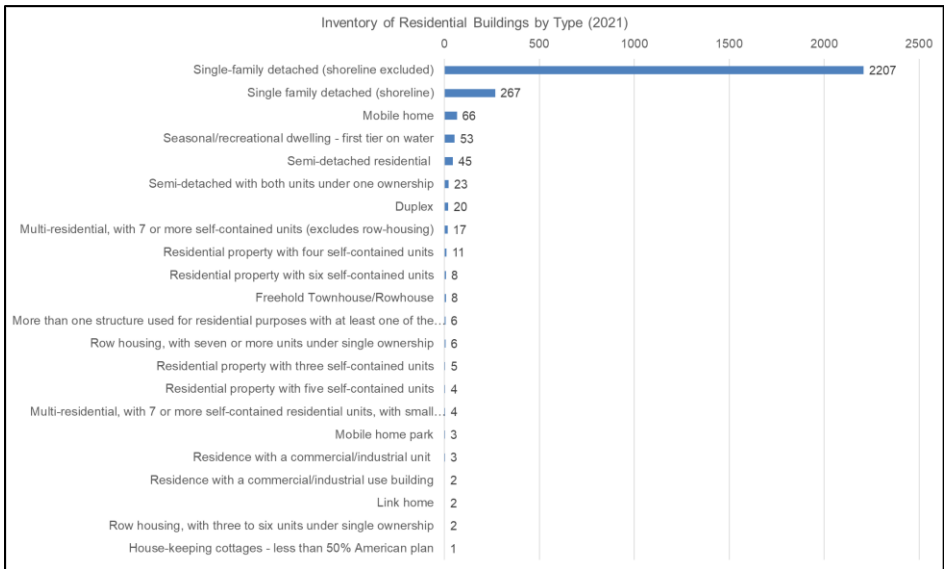


Chart 9 categorises the 2,763 residential dwellings by type in Dryden as of 2021 according to the municipal GIS system.<sup>3</sup> Of particular note is that “Single-family detached)” dwellings represent 80% of all residential buildings. Furthermore, the 267 “Single family detached (shoreline)” dwellings represent 10.8% of all

single family detached homes in Dryden. Of the nine (9) categories which represented multi-residential

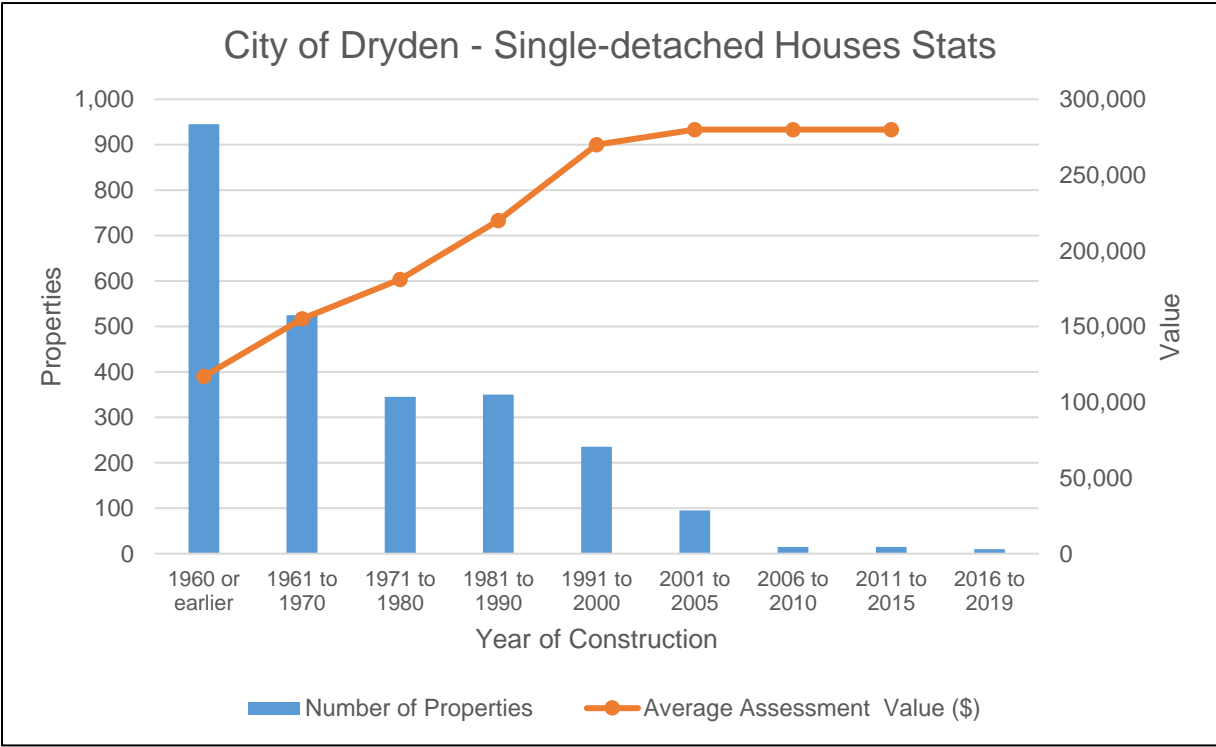
<sup>3</sup> The City’s Official Plan is in the process of being updated and some of the designations may be subject to change.

dwellings with three (3) or more units (either self-contained or under single ownership), there are 57 instances which equates to 326 private dwellings.

Single-detached Houses

In the City of Dryden, as of 2019, there were a total of 2,535 single-detached houses (See Table 1). Among all single-detached houses, 37% (945 out of 2,535) of them were constructed prior to the 1960s. More than half (58%, 1,470 out of 2,535) of the single-detached houses were constructed earlier than 1970.

Chart 10 - Single-detached Houses in Dryden, 2019



The average assessed value of single-detached houses ranges from \$117,000 to \$280,000. Houses constructed prior to 1960 have the lowest average and medium assessment value, which is \$117,000 and \$110,000, respectively. New houses built in the past five years have an average value of \$280,000.

Apart from the 2019 CHSP data, the 2017 – 2020 property value assessment conducted by the Municipal Property Assessment Corporation (MPAC) indicates an average value of \$157,071 for single family detached houses in Dryden and \$296,619 for single family detached houses on water.

Table 1 - Single-detached Houses in Dryden, 2019

Single-detached House					
Period of Construction	Number of Properties	Average Assessment Value (\$)	Median Assessment Value (\$)	Average Assessment Value per Sq. Ft	Median Assessment Value per Sq. Ft
1960 or earlier	945	117,000	110,000	88	85
1961 to 1970	525	155,000	148,000	97	91
1971 to 1980	345	181,000	166,000	101	94
1981 to 1990	350	220,000	193,000	113	107
1991 to 2000	235	270,000	247,000	125	118
2001 to 2005	95	280,000	259,000	135	125
2006 to 2010	15	280,000		159	
2011 to 2015	15	280,000		158	
2016 to 2019	10				
<b>Total</b>	<b>2,535</b>				

#### Semi-detached Houses

In 2019, there were forty-five (45) semi-detached houses in Dryden. Forty (40) of them were constructed in the 1960s and 1970s, with five (5) built in the 1990s. The average market value of semi-detached houses in Dryden was around \$95,000 in 2019.

The 2017 - 2020 MPAC assessment reports an average property value of \$94,511 for semi-detached houses in Dryden, which aligns with the 2019 CHSP value.

Table 2 - Semi-detached Houses in Dryden, 2019

Semi-detached House					
Period of Construction	Number of Properties	Average Assessment Value (\$)	Median Assessment Value (\$)	Average Assessment Value per Sq. Ft	Median Assessment Value per Sq. Ft
1960 or earlier	0				
1961 to 1970	10	92,000		71	
1971 to 1980	30	95,000	90,500	75	68
1981 to 1990	0				
1991 to 2000	5				
2001 to 2005	0				
2006 to 2010	0				
2011 to 2015	0				
2016 to 2019	0				
<b>Total</b>	<b>45</b>				

### Row Houses

Row houses refer to one of three or more dwellings joined side by side (or occasionally side to back), such as a townhouse or garden home. There are a total of ten (10) row houses identified in Dryden as part of the 2019 Canadian Housing Statistics Programs (CHSP) study. Five of the row houses were constructed in the 1990s, and the remaining five were built in the 2010s.

The 2020 MPAC data indicates that row houses with less than 7 units have an average assessment value of \$358,500. Row houses in Dryden with more than 7 units have an average assessment value of \$425,167 as of 2020.

### Mobile Homes

As of 2019, there were 65 mobile homes (including houseboats and mini homes) in Dryden. The majority of them were constructed in the 1980s and 1990s. The average assessed value of those mobile homes varies from \$89,000 to \$113,000.

In 2020, MPAC reports that mobile homes in Dryden have an average value of \$100,795, which closely align with data derived from the 2019 CHSP study as shown below.

Table 3 - Mobile Homes in Dryden, 2019

Mobile Homes					
Period of Construction	Number of Properties	Average Assessment Value (\$)	Median Assessment Value (\$)	Average Assessment Value per Sq. Ft	Median Assessment Value per Sq. Ft
1960 or earlier	0				
1961 to 1970	0				
1971 to 1980	5				
1981 to 1990	20	89,000		83	
1991 to 2000	35	113,000	115,000	98	98
2001 to 2005	5				
2006 to 2010	0				
2011 to 2015	0				
2016 to 2019	0				
<b>Total</b>	<b>65</b>				

### Properties with Multiple Residential Units

Properties with multiple residential units refer to a property containing more than one set of living quarters, as is the case for an apartment building or a duplex or a property with two (2) houses on the same lot. As of 2019, there were 140 such properties in Dryden and all of which were constructed before 2005. As of 2022, two (2) further multi-residential properties have been constructed, totaling 48 additional units.

For multiple-residential-units property constructed before 1960, their average assessed value is \$230,000, but the median assessed value is only \$142,000, meaning that there were a few high-value properties in Dryden that skewed the average value upwards.

Table 4 - Properties with Multiple Residential Units in Dryden, 2019

Property with Multiple Residential Units					
Period of Construction	Number of Properties	Average Assessment Value (\$)	Median Assessment Value (\$)	Average Assessment Value per Sq. Ft	Median Assessment Value per Sq. Ft
1960 or earlier	50	230,000	142,000		
1961 to 1970	35	250,000	213,000		
1971 to 1980	15	230,000			
1981 to 1990	25	220,000	198,000		
1991 to 2000	10	280,000			
2001 to 2005	5				
2006 to 2010	0				
2011 to 2015	0				
2016 to 2019	0				
<b>Total</b>	<b>140</b>				

The 2020 MPAC data reveals a similar range of property values for multi-residential buildings in Dryden but with a further breakdown by the number of units. The data reports that multi-residential buildings with three (3), four (4), five (5) and six (6) units have an average assessment value of \$149,200, \$255,000, \$236,333, and \$270,500, respectively.

### Vacant Land

"Vacant land" refers to a property on which there are currently no residential structures but where regulations permit that one (1) or more residential structures can be built. Data derived from MPAC's Municipal Connect <sup>4</sup> revealed that, as of 2019, there were 352 vacant (housing/residential) lands within

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<sup>4</sup> Data was obtained from MPAC's Municipal Connect which acts as the primary source of assessment-related information for Ontario municipal staff.

the city limits. Of this figure, 141 (40%) were municipally owned and remaining 211 lots (60%) were privately owned. Due to the size difference of each vacant land lot, average value data is not available.

#### 4.2.1.2 Housing in Downtown Core

Currently, the majority of areas in the Downtown Core fall under Zoning CD (Downtown Commercial Zone), with some lots east of Van Horne Ave categorized as Zoning R2 (Residential Type 2 Zone).

According to City of Dryden Zoning By-law Update 2012, Zoning CD allows a building to be used for residential purposes. However, when used for residential purposes, not less than 20% of the street front portion of the first floor of the building shall be used as a common area within the building and not as exclusive residential use.

Zoning R2 allows the following use of land: bed and breakfast; boarding house; crisis centre; duplex dwelling; group home; home occupation; semi-detached dwelling; single detached dwelling; and townhouse dwelling.

Figure 1 - Zoning Map of Dryden Downtown Core



Source: Map derived from City of Dryden Zoning Schedule A-1

#### 4.2.1.3 Rental Housing

The availability of rental houses and their prices affect the attraction and retention of visitors, youth, young professionals and newcomers who are looking for a temporary place to live. In 2019, the Kenora District Services Board (KDSB) conducted an Average Market Rent Study.

Table 5 - Average Market Rents in Dryden and Other Communities

Average Market Rents					
Community	Bachelor	1 BR	2 BR	3 BR	4 BR+
City of Dryden	\$537.05	\$706.07	\$941.04	\$1,106.60	\$1,192.26
City of Kenora	\$741.24	\$1,107.40	\$1,542.43	\$1,902.20	\$1,977.22
Municipality of Sioux Lookout	\$736.03	\$981.37	\$1,044.21	\$1,234.42	\$1,301.33
Municipality of Red Lake	\$732.00	\$976.00	\$1,201.77	\$1,416.37	\$1,670.00
Rural (Kenora DSSAB)	\$519.00	\$696.00	\$857.00	\$943.00	\$1,016.00

(Source: KDSB Average Market Rent Study, September 2019) (BR: Abbreviation for Bedroom)

As presented in Table 5, Dryden has the lowest average market rents for all types of residence among the four (4) urban centers in the Kenora District.

#### 4.2.1.4 Social Assistance & Affordable Housing Services

##### Affordable Housing Services & Programs

Kenora District Services Board (KDSB) is the Service Manager for the Kenora District. In the City of Dryden, the organization administers rent-geared-to-income housing assistant. Currently, KDSB administers four (4) apartment buildings in Dryden. Throughout the greater region, KDSB owns 528 units and administers 1,130 units.

Ontario Aboriginal Housing Services (OAHS) also provides affordable housing options for Indigenous People living or looking for a place to live in the City of Dryden. As a non-profit organization, OAHS has been serving Indigenous People across Ontario since 1994.

##### Homelessness Statistics

In 2018 and 2020, KDSB published Progress Update Report as part of its 10-Year Housing & Homelessness Plan, in which data of housing services and homelessness<sup>5</sup> in the Kenora District was reported.

The Kenora District Services Board (KDSB) conducted its first Homelessness Enumeration in May and June 2018 with support from the Ministry of Housing. The 2018 study identified 67 individuals in Dryden to be homeless. Most homeless individuals were sleeping in an Emergency Shelter, at someone else's place or at a Hospital, Jail, Prison or Remand Centre the night the survey was conducted. Out of the 393 individuals surveyed in the Kenora District, 90% of them self-identified as Indigenous.

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<sup>5</sup> According to the Canadian Observatory on Homelessness, homelessness describes the situation of an individual, family or community without stable, safe, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it.

4.2.2 Municipal Facilities

The following tables summarize Dryden’s city-owned buildings and facilities with a supporting description. The preliminary condition assessment on these buildings and facilities is located in section 4.5.2.

Table 6 – Description of Municipal Facilities

Building	Municipal Facility	Facility Description
A1	<b>City Hall / Municipal Office</b> 30 Van Horne Avenue	Integrated building complex comprised of an original 2 storey brick building (1956) with basement (Old Dryden Town Hall) connected to a 1 story brick building addition with basement (Formerly Business Office). The complex of buildings here has a leased space with Bell Networks as the tenant (portion of the B1 Asset). The library is interconnected with this building complex, but is a separate asset (B2). This building has staff from Administration, Finance, Economic Development, Building and Planning, Bylaw Enforcement, POA, HR, IT and Facilities Cleaning staff. Complex has Bitumen flat roof and EPDM Flat roof sections
A2	<b>Dryden Public Library</b> 36 Van Horne Avenue	Connected to the complex of buildings at 30 Van Horne the library is a 1 storey brick faced building with basement. There are conveyances between city hall/business office and library through the basement. EPDM flat roof.
A3	<b>Dryden &amp; District Museum</b> 15 Van Horne Avenue	“Turn of the Century” (last century) brick house which has been converted and upgraded (including service elevator) to showcase and store City’s historical items.
A4	<b>Dryden Visitor Information Centre</b> 284 Government Street	Concrete foundation single storey building with basement. Currently rented out to Naked North Art Gallery on main floor, no tenant in basement. Asphalt roof low slope roof wood siding. Building under the purview of Economic Development/Tourism manager.

Table 7 - Description of Former Telephone Utilities Buildings

Building	Former Telephone Utilities Buildings	City Asset Ref.	Facility Description
A5	<b>Telephone Garage #1</b> 234 Wilde Steet	B36	Electrified, serviced with water and sewer, heated, 3x overhead doors, Slab on grade concrete foundation wood framed building. Has 3 lanes/bays for multiple vehicle storage, plus attached unused office space. Office space is currently being used for Museum Storage. Garage space is being used for Public Works Equipment Storage, leased to Wilsons as delivery truck storage, leased to Northwest EMS as ambulance garage.
	<b>Telephone Garage #2</b> 234 Wilde Steet	B37	Concrete slab on grade quonset hut building cold storage electrified building with overhead door. Currently used for winter plow truck storage, cold storage of PW equipment, Facilities equipment, Fire equipment.
	<b>Telephone Garage #3</b> 234 Wilde Steet	B38	Concrete slab on grade steel framed electrified garage w overhead doors, heated building. Used for winter storage of Street Sweeper, Hydrovac, Water meters, line painting equipment and paint, unfreezeable inventory from PW stores, emergency management group supplies and sundries.
	<b>Telephone Garage Office Space</b> 234 Wilde Steet		Attached office space to B36

Table 8 - Description of Dryden Regional Airport

Building	Dryden Regional Airport	City Asset Ref.	Facility Description
A6	<b>Terminal Building</b> 1012 Highway #601	B40	Main terminal building at Dryden Airport, 1984 original construction slab on grade, steel column and timber frame, brick faced construction. Typical staffing by airport department.
	<b>Airport Ready Room</b> 1012 Highway #601	B40A	
	<b>Airport Regulator Building</b> 1012 Highway #601	B41	
	<b>Airport Mtce/Storage #1</b> 1012 Highway #601	B42	Separate airport mechanical building concrete slab on grade garage, steel-framed insulated building with standing seam metal roofing. Contains Airport maintenance equipment, supplies and sundries, attached crew room and office.
	<b>Airport Mtce/Storage #2</b> 1012 Highway #601	B43	

	<b>Airport Pumphouse #1</b> 1012 Highway #601	B45	Steel Frame, Insulated Metal Siding and Poured Concrete, 384 sq. ft.
	<b>Airport Pumphouse #2</b> 1012 Highway #601	B46	Wood Frame, Metal Siding on Studs, 225 sq. ft.

Table 9 - Description of Recreational Buildings (Indoor Functions)

Building	Recreational Buildings (Indoor Functions)	City Asset Ref.	Facility Description
A6	<b>Dryden Memorial Arena and Pronger Rink</b> 84 Whyte Ave	B25	Full-service arena was built in 1979 to replace the previous arena that was lost in a fire. Site was reused for the new arena. Arena facility was expanded 1988 to add a second sheet of ice. Steel frame building with steel roof decking/Original roof was built up roof material but later replaced with an EPDM membrane; concrete foundation slab on grade and concrete footings under red iron framing.
	<b>Dryden Recreation Complex</b> 84 Whyte Ave	B26	Full-service Pool and Fitness centre. Concrete foundation, sub grade concrete foundation and pool, Steel framing construction, Concrete roof decking, EPDM roof. The facility houses a 25-metre lap pool, a therapy pool, cardio studio, weight rooms, squash court, full service change facilities, kitchen and two meeting spaces. Recreation and Community Services staff operate out of the Dryden Recreation Complex, offices include space for recreation, community service and My-Lift Transportation.
	<b>Go-Getters Activity Centre</b> 84 St. Charles Street	B5	Building is single storey brick faced building with basement. Poured concrete foundation, includes elevator. Building is leased to community group Dryden Go Getters for nominal amount. Major maintenance performed by COD, minor maintenance and repair undertaken by the community group. 3,000 sq. ft. expansion in 2022.

Table 10 - Description of Sewage Treatment Plant

Building	Sewage Treatment Plant	City Asset Ref.	Facility Description
A7	<b>Former Wastewater Treatment Building</b> 127 Marguerite Street	B80B	Wood frame, insulated metal siding, 3,251 sq. ft. Former Wastewater Treatment building, wood frame insulated building metal clad, metal roof, houses waste water treatment plant equipment and is typically unoccupied
	<b>Former Wet Well Building</b> 127 Marguerite Street	B80A	Wood frame, insulated metal siding, 372 sq. ft. Former Wood Frame insulated building metal siding, specifically purpose built for Wastewater Treatment operations, typically unoccupied

	<b>Barminutor Building</b> 127 Marguerite Street	B80C	Wood frame, insulated metal siding, 233 sq. ft. Wastewater Treatment building, wood frame insulated building metal clad, metal roof, typically unoccupied
	<b>New Wastewater Treatment Building</b> 129 Marguerite Street	B88	Insulated metal siding 14,542 sq ft (main floor) New LEED certified wastewater treatment plant building purpose built for wastewater treatment
	<b>Wabigoon Lift Station</b> Wabigoon & Van Horne	B86	Masonry/concrete block, 1,682 sq. ft. Slab on grade specifically purpose-built waterworks building
	<b>Ross Street Sanitary Lift Station</b> 46 Dingwall Parkway	B99	Waterworks specific purpose-built building; typically unoccupied
	<b>New - Wet Well Building</b> 129 Marguerite Street	B87	Wastewater Treatment wet well building, wood frame insulated building metal clad, metal roof, in service but typically unoccupied

Table 11 - Description of Water Treatment Plant

Building	Water Treatment Plant	City Asset Ref.	Facility Description
A8	<b>Water Treatment Building</b> 250 Wilde Street	B75	Steel Frame, Brick-on-Block, 13,600 sq. ft. Purpose built concrete specialty building for water treatment includes office space for water treatment staff, equipment for treatment of water. Steel frame, steel roof decking, brick on block construction, currently EPDM reroof circa 2010 up for replacement with Asphalt Bitumen roof in 2021
	<b>Water Plant Generator Building</b> 250 Wilde Street	B76	Wood Frame, Insulated Sandwich Panels, 200 sq. ft. Water Plant generator building, wood frame insulated sandwich panels (sea can), typically
	<b>Low Lift Pump House</b> 99 Dickson Road	B77	Wood Frame, Brick-on-Block, 640 sq. ft. Houses pumping equipment for Waterworks team. Typically unoccupied

Table 12 - Description of Public Works Buildings

Building	Public Works Buildings	City Asset Ref.	Facility Description
A9	<b>Public Works Garage</b> 159 King Street	B50	Main Public Works building includes offices and working spaces for Engineering, Operations (roads), Drainage, Waste Management, Water, Wastewater, Parks and Facilities Management. Includes significant paper file repository and plan repositories. specific purpose-built building. is concrete slab on grade construction with steel framing and insulated metal cladding. Various roofing materials throughout the building including BUR and Asphalt sheet roll. Building is attached to garages and Stores facility. Stores building is separate attached standalone concrete slab on grade wooden framed building housing storekeeper and all inventory for Operations and Maintenance. Garage is contiguous with offices, is large facility with 8 overhead doors and capacity to store wheel loaders, graders, excavators and specialized road maintenance equipment as well as mechanics bays, wash bays and service pit.
	<b>Public Works - Bulk Materials Warehouse</b> 159 King Street	B51	Concrete slab on grade, concrete pony wall, timber frame construction asphalt shingle three bay open building used to store Salt, Cold Mix Asphalt and equipment
	<b>Public Works - Dog Pound Building</b> 159 King Street	B52	Concrete slab on grade split face block construction purpose-built building with kennels. Wooden roof framing and shingles. Building is electrified and serviced with water.
	<b>Public Works - Pole Barn No. 1</b> 159 King Street	B53	Open pole barn, gravel floor, wooden post, wooden rafter metal roof metal clad. Stores outside (cold) equipment including temporary condition signage, streetlight parts, traffic signal inventory, water and sewer inventory
	<b>Public Works - Pole Barn No. 2</b> 159 King Street	B54	Open pole barn, gravel floor, wooden post, wooden rafter metal roof metal clad. Stores outside (cold) equipment, typically tandem trucks, mowing equipment plowing equipment
	<b>Bulk Water Station</b> 127 Marguerite Street	B28	New automated bulk water delivery station constructed in 2019 allows campers and bulk water customers to fill up with non potable water on card system, small free-floating shack on compacted gravel and slab on grade.
	<b>Walmart Tower Repeater Site</b> 660 Government Street	BSW1	Simple shed 10x 20, slab on grade, sea can style shed single rolling door metal clad metal roof, houses generator for back up power for radio repeater, not typically occupied
	<b>Pedestrian Over-Pass Bridge /Elevators</b> 300 Government Street	B1110	Function-driven structure pedestrian crossing HWY 17 and the railway to link downtown with north side of community; subject to periodic review for structural safety. Has had elevator(s) replaced and other repairs, etc.

Table 13 - Description of Former Police Station Buildings

Building	Former Police Station Buildings	City Asset Ref.	Facility Description
A11	<b>Former Police Station</b> 64 King Street	B20	Specialty purpose police services building; timber framed brick faced building, slab on grade construction significant renovations/overhaul in 2004. Building housed Dryden Police Services staff and includes fitness facilities, locker rooms, cells, interrogation rooms, board rooms offices. Specialized equipment removed. Includes 4 bays for vehicles. EPDM Flat roof.

Table 14 - Description of Parks and Outdoor Recreation Facilities

Building	Parks and Outdoor Recreation Facilities	City Asset Ref.	Facility Description
	<b>Rotary Park</b> Wice Road	B13	Expansive property that includes three (3) soccer fields and a Skate Park. Addition of splash park and dog park to be completed in 2022 and 2023 respectively. Building located on the property include 5,000 sq. ft. field house complete with kitchen, 4 dressing rooms, referee room, lobby/viewing area, men's, women's, and a fully accessible washroom. On the property and adjacent to the skatepark is a small outbuilding containing men's, women's washroom as well as a mechanical room that feeds the soccer field irrigation system.
	<b>East Entrance - Washroom Building</b> HWY 17	BSW11	split face block, metal roof single stall outdoor non flushable washroom at east Hwy 17 entrance pullout area, unpowered, unserviced
	<b>West Entrance - Washroom Building</b> 330 Grand Trunk Avenue	BSW10	split face block, metal roof single stall outdoor non flushable washroom at west Hwy 17 entrance pullout area, unpowered, unserviced
	<b>Johnston Park Mosaic - Washroom Building</b> 170 Government Street	BSW12	Powered, serviced 2 stall washroom building with mechanical chase and duct room. Includes mens and womens side toilet and sink. Serviced by Parks, on automatic timer for door locks
	<b>Earls Court- Washroom Building</b> 20 Earl Avenue	BSW15	slab on grade, split face block, powered serviced building, with Mens/Womens full-service washrooms and large mechanical chase and duct room, services fountains and irrigation of extensive downtown plantings at this site. Decorative roof and building finishes.

Building	Parks and Outdoor Recreation Facilities	City Asset Ref.	Facility Description
	<b>Cooper Park - Washroom Building</b> 104 Earl Avenue	BSW6	Slab on grade split face block full-service washroom in cooper park. Includes mens/womens, chase and duct room. Lockable on timers. Serviced by Parks staff
	<b>Milestone Park -Milestone Rink Bldg.</b> 168 Morison Avenue	B101	Wood Frame, Slab on Grade, brick faced, Electrified, lit Change room with two (2) water closets for outdoor hockey rink, serves the Skating Oval (summer 2022) and is maintained by Recreation Department.
	<b>Plumridge Park Washroom Bldg.</b> 285 Taylor Street	BSW7	Slab on grade split face block full-service washroom in Plumridge park. Includes mens/womens, chase and duct room. Lockable on timers. Services the Spray Park toys at Plumridge Park. Serviced by Parks staff.
	<b>Pronger Park Log Bldg.</b> 46 Dingwall Parkway	B99	Decorative parks building used for storage by community group.
	<b>Pronger Park Washroom Bldg.</b> 46 Dingwall Parkway	BSW4	Split face block slab on grade serviced washroom building. Mens and womens washrooms with mechanical chase and duct room. Lockable on timers. Serviced by Parks
	<b>Kinsmen Park - Washroom Building</b> 84 St. Charles Street	BSW5	Wood frame slab on grade 2 stalls of washrooms with mechanical chase and duct room. Washrooms on timers. These stalls form a part of the Dryden Go Getters building envelope and house the plumbing works to service the splash pad at kinsmen park.
	<b>Sandy Beach Rec. Area -Ball Diamond Pavilion</b> 350 Sandy Beach Road	B203	Seasonal electrified building at the ball diamonds on Sandy Beach Road. 2-storey building has concession stands and washrooms, enclosed viewing area with 360 degree wrap around deck and bleacher system to watch baseball. Grounds also has batting cage and Playground.
	<b>Ball Dugouts (8)</b> 350 Sandy Beach Road	B96	Basic sport enclosure
	<b>Soccer Building &amp; Shed</b> 350 Sandy Beach Road	BSW13	Small roll door storage shed at sandy beach park used for third party community group storage (was teddy bear picnic). Serviced by Parks
	<b>Flat Rock - Washroom Bldg.</b> 350 Sandy Beach Road	BSW9	Split face block, metal roof single stall outdoor non flushable washroom at van Horne landing/govt dock area, unpowered, unserviced. Cleaned by parks staff
	<b>Change Room</b> 410 Sandy Beach Road	BSW14	Former washroom site converted to change rooms at sandy beach park

Building	Parks and Outdoor Recreation Facilities	City Asset Ref.	Facility Description
	<b>Sandy Beach Picnic Shelter</b> 410 Sandy Beach Road	B92	Slab on grade decorative pavilion with chimneyed outdoor cooking grills, decorative column finish and decorative cedar shake roof
	<b>Sandy Beach Washroom Bldg.</b> 410 Sandy Beach Road	BSW2	Solar powered slab on grade lockable parks washroom at sandy beach park. Metal roof. Lockable doors on timers. Serviced annually septic tank serviced by Parks
	<b>Van Horne Landing- Washroom Building</b> Van Horne Avenue	BSW8	Split face block, metal roof single stall outdoor non flushable washroom at flat rock fishing area, unpowered, unserviced. Cleaned by parks staff
	<b>Van Horne Landing - Marina Dock Facility</b> Van Horne Avenue		Existing Dock Facility

Table 15 - Description of Cemetery Facilities

Building	Cemetery Facilities	City Asset Ref.	Facility Description
A13	<b>Cemetery Shed</b> 329 Grand Trunk Avenue	BSW3	Equipment shed behind columbariums at Dryden cemetery. Simple metal clad shed with metal roof. Storage of equipment and supplies for cemetery caretaker.
	<b>Cemetery Garage</b> 329 Grand Trunk Avenue	B56	Concrete slab on grade, metal clad, metal roof garage at Cemetery site, houses mowing and maintenance equipment for Cemetery caretaker

Table 16 - Description of Landfill Facilities

Building	Landfill Facilities	Facility Description
A14	<b>Landfill Site Building</b> 510 Hwy 502	Small office and garage, with bathroom for landfill employees. 2 oversize door garage bay
	<b>Landfill Tractor Storage Building</b> 510 Hwy 502	Tarp quonset hut on ballast blocks to store compactor unit
	<b>Waste Recycle Plant</b> 510 Hwy 502	Not in service, former MRF for recycling activity when Dryden was a MRF operator
	<b>Waste Recycle Pole Barn</b> 510 Hwy 502	Open pole barn with wooden pole, steel roof metal cladding used to store white goods
	<b>Outdoor Furnace</b> 510 Hwy 502	Not in Use

## 4.23 Culture & Tourism

Being the second-largest city in the Kenora District of Northwestern Ontario, the City of Dryden is an attractive tourism destination due to its location in the Boreal Forest surrounded by The Wabigoon Chain of Lakes, Thunder Lake and Eagle Lake. The community and climate offer something for everyone. Dryden is where the outdoor beauty of Northwestern Ontario meets the bright lights of city life. With a long history, Dryden is home to people of many different cultures and backgrounds.

### 4.23.1 Accommodation

Dryden has a variety of accommodation options, from hotels to waterfront lodges for tourists and visitors to choose from. Homestay, Airbnb and other short-term vacation rentals are also available online.

#### Hotels:

- Best Western Hotel & Conference Centre
- Comfort Inn Dryden
- Holiday Inn Express
- Kowality Motor Inn
- The Riverview Lodge

#### Motels:

- Chalet Inn
- Dryden Motel
- Evening Star Motel
- Hide Away Inn
- Patricia Inn <sup>6</sup>
- Timberland Motel
- Town & Country Motel

#### Camp & RV Park:

- Aaron Provincial Park
- Davis' Bonny Bay Camp & RV Park
- Nature's Inn Tent & RV Park
- Northwestern Tent & RV Park

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<sup>6</sup> The Patricia Inn is not offering overnight accommodations with no expected date to resume such service.

#### 4.2.3.2 Recreation

The City of Dryden and numerous organizations in the community offer programs, events and clubs to Dryden and area residents and visitors to enjoy.<sup>7</sup>

Archery	Baseball	Basketball
Broomball	Curling	Cycling and Mountain Biking
Dancing	Darts	Fitness, Cardio and Weightlifting Classes
Football	Golf	Hiking and Walking
Hockey	Horseback Riding	Karate, Judo, Aikido or Tai Chi
Sailing, Kayaking, Canoeing or Stand-Up Paddle Boarding (SUPing)	Skateboarding	Squash
Snowmobiling	Soccer	Yoga
Swimming	Tennis	Pickleball
Snowshoeing	Various Aquatic Programs	Fishing
Figure Skating	Skiing (X-Country & Downhill)	Snowboarding

In Dryden, there are also several clubs and organizations which offer recreational activities in the community for youth and adults to enjoy. Detailed contact information of the clubs listed below can be found on the municipal website.

#### Dryden Service Clubs and Organizations

- 1st Dryden Scouts, Scouts Canada
- Alzheimer Society of Kenora/Rainy River Districts
- Amateur Radio Society
- Brownies
- Cadets - 2072 Royal Canadian Dryden Army Cadets
- Catholic Women's League
- Canadian Red Cross
- Cloverbelt County Farmers Market
- Dryden and Area Naturalists
- Dryden and District Agricultural Society
- Dryden Toastmasters
- Dryden Trillium Lions Club
- Girl Guides
- Grace Haven Adult Day Program
- Khartum Shriners - Dryden Shriners Club
- Kindermusik with Liza
- Kinette Club of Dryden
- Les Dames Éclaires
- Masonic Lodge Golden Star 484
- Newfoundland and Labrador Heritage Club of Dryden
- Northwest Ontario Crime Stoppers

<sup>7</sup> This list may not be an exhaustive list of all recreation and clubs in the city.

### Dryden Service Clubs and Organizations

- Dryden and District Horticultural Society
- The Dryden Artists Association (TDAA)
- Dryden Best Start Hub
- Dryden Community Gardens
- Dryden Duplicate Bridge Club
- Dryden Flying Club
- Dryden Food Bank
- Dryden Genealogical Society
- Dryden Kinsmen
- Dryden Native Friendship Centre
- Dryden Nursery School Co-op
- Dryden Rotary Club
- Dryden Rifle and Pistol Club
- Our Saviour Lutheran Church Ladies Group
- Oxdrift and Dryden Area Federated Women's Institute
- Pathfinders
- Patricia Region Tourist Council
- Retired Teachers of Ontario (RTO) District 35
- Royal Canadian Legion
- Royal Canadian Legion Ladies Auxiliary
- Second Chance Pet Network (Pet Shelter)
- Sparks
- Sunset Quilters Guild
- TOPS (Take Off Pounds Seriously)
- YPN (Young Professionals Network)

### Sports and Recreation

- Akido Martial Art
- Dryden District Curling Club
- Dryden Dolphins Swim Club
- Dryden Eagles - High School Sports
- Dryden Ghost Riders Mountain Bike Club
- Dryden Go-getters Activity Centre
- Dryden Isshin-ryu Karate Club
- Dryden Ladies Fastball League
- Dryden Minor Soccer
- Dryden Adult Soccer
- Dryden Mixed Broomball Association
- Dryden Mixed Slow Pitch League
- Dryden Minor Softball
- Dryden Power Toboggan Club
- Dryden Saddle Club
- Dryden Ski Club
- Dryden Trappers Council
- Dryden Volleyball Club
- Dryden Youth Soccer
- Kayak and Canoe Club
- Men's Slo-pitch
- Northern Lights Quarter House Association
- North Western Ontario Snowmobile Trails Association
- Dryden School of Judo
- Special Olympics - Dryden branch
- Sunset Gymnastics Club
- Tennis Dryden
- Tima Karate
- Dryden District Conservation Archery Club

### Hockey and Skating

- Dryden Figure Skating
- Dryden Girls Hockey Association
- Dryden Ice Dogs
- Dryden Ladies Hockey
- Dryden Minor Hockey Association
- Dryden Skating Club
- Commercial Hockey
- Oldtimers Hockey

#### 4.2.3.3 Trails & Parks

Trails and parks in Dryden provide residents and visitors with opportunities to enjoy the beautiful natural environment in the community. There are seven (7) major trails in the community and the surrounding rural areas, as listed below.

##### Hiking and Trails

- Laura Howe Marsh Trail
  - Two (2) kilometres, featuring forest and aquatic wildlife
- Aaron Provincial Park Trails
  - Two trails (1.9 kilometres and 0.5 kilometres), featuring Boreal Forest trees
- Ghost Lake Trails
  - Made up of bush roads and forest trails, great for skilled bicyclists and hikers
- Trans Canada Trails
  - Travels through Dryden through the Path of the Paddle water route
- Dryden Urban Trails
  - Five routes run through the city
- Dryden Signature Trail
  - Two routes with interpretive signage located throughout
- Nature in the City Trail
  - Necklace shaped and links the natural areas around the city

Twelve (12) parks are identified in the community as listed below.

##### Parks

- Aaron Provincial Park
  - Accessible from the Trans-Canada Highway, this park offers two (2) sandy beaches and the clear, shallow waters of Thunder Lake make Aaron ideal for water-based activities, such as swimming, boating and fishing.
- Cooper Park
  - Walkable from downtown Dryden; Popular waterfront spot
- Dryden Rotary Park
  - 3 Soccer Fields including Raposo Field
  - Skate Park
  - Splash Park (present development)
  - Dog Park (present development)
- Eagle Park (Eagles Landing Golf Course)
  - A small, forested park nestled on a hilltop in a residential area.
- Johnston Park
  - Features a suspension bridge (Roy Wilson Suspension Bridge) and trails
- Kinsmen Park
  - Close to downtown with playgrounds and a large splash pad
- Lions Park

- Developed by the Lions Club of Dryden
- Milestone Park
  - Features outdoor skating rink (winter) and Tennis & Pickleball courts (summer)
- Plumridge Park
  - Features a splash pad and play structure
- Pronger Park
  - Pet-friendly park with lots of room to play with dog
- Flat Rock Park
  - Provides ample opportunity for sightseeing, bird watching and picnicking
- Earls Court
  - A meeting area in downtown with waterfall features
- Sandy Beach Park
  - Amenities include washrooms, two playground areas and the Pavilion provides shaded picnic tables accompanied by a wood BBQ/Grill area.
- Sandy Beach Recreational Area
  - Baseball Complex (4 Fields) with a centralized pavilion including a full-service canteen with grandstands for viewing.
    - All four (4) Baseball fields are serviced by permanent lighting
  - Single pitch soccer field
  - Playground area with protective netting surrounding the equipment

Located on the waterfront of Wabigoon Lake and surrounded by Thunder Lake, Ghost Lake, and Rice Lake, the City of Dryden is also known for its beach access.

### Beaches

- Sandy Beach Recreational Area
  - Located east of the city on the waterfront of Wabigoon Lake
- Aaron Park
  - Two (2) beaches contained within the provincial park
- Johnson's Public Beach
  - Located on Thunder Lake and maintained by MNRF
- Ghost Lake Public Beach
  - Located on Ghost Lake outside of city limits

The City of Dryden features docks and boat launches that allow easy boat launching onto Wabigoon Lake. The docks and boat launches listed below are enjoyed by residents and visitors for a variety of special events, including fishing tournaments and Canada Day celebrations.

### Docks and Boat Launches

- Van Horne Landing
  - Within walking distance of downtown; A popular location for fishing from dock
- Aaron Park
  - The only publicly maintained boat access to Thunder Lake
- Skene's Landing
  - A public boat launch used by the Dryden Kayak, Stand-up paddleboard, and canoe club
- Duke Street Dock
  - Offers a fantastic view of the river and Dryden's Pulp Mill

#### 4.23.4 Events & Festivals

Year-round events and festivals always attract visitors to the City of Dryden. A list of special events and festivals is provided below, with information derived from the City and Ontario's Sunset Country Travel Association.<sup>8</sup>

Events & Festivals	Time
• Dryden Winter Festival	• February/March
• Home & Trade Show	• May
• Tbaytel Walleye Masters Tournament	• June
• Canada's National Indigenous Peoples Day	• June
• Indigenous People's Day	• June
• Canada Day	• July
• Dryden Dragon Boat Festival	• July
• Northern Lights Classic Quarter Horse Show	• July
• Teddy Bear Picnic	• July
• Max the Moose Birthday	• July
• Dryden Days of Summer	• July/August
• Annual Gun and Collectible Show	• August
• Dryden Fall Fair	• August
• Dryden Fall Fest	• October
• Santa Claus Parade	• November

The City of Dryden also has a variety of artworks, galleries and exhibits, as listed below. The Dryden Regional Arts Council and Dryden Artists Association provides cultural resources for community members.

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<sup>8</sup> The provided list represents traditional events held throughout Dryden, but the COVID pandemic may have impacted their operation and/or availability.

### Artworks, Galleries and Exhibits

- Pieces of Dryden Mosaic Sculpture
  - A mosaic artwork commissioned by the City of Dryden for the community's centennial celebration in 2010; Located in Johnston Park
- Dryden & District Museum
  - A museum dedicated to preserving, promoting, and sharing history, arts, and culture.
- Naked North Gallery and Gifts
  - An art gallery hosted by the local artist group.
- Holiday Handcrafters Market
  - Dryden's handcraft show and sale organized by volunteers from the Dryden Regional Arts Council
- Anne Siciliano Original Artwork
- The Clever Corvid NWO Farmhouse Studio
- Studio Girdwood
  - A Métis artist who specializes in depicting wildlife and nature.

#### 4.23.5 Culture & Tourism Services and Programs

The Dryden Regional Training and Cultural Centre hosts cultural and social events, including the Dryden Entertainment Series, Children's Delight Series and Theatre 17 Performance Series. Also, the Centre offers assistance, advice and/or management of events.

The Dryden & District Museum offers visitors with a perspective into the history of the community and its surrounding natural resources. The facility houses a range of permanent exhibits from its location at 15 Van Horne Avenue and offers virtual exhibits through its online outreach.

The City of Dryden operates (seasonally May-September) a visitor information centre at 284 Government Street, the official home of Max the Moose! The facility provides visitors with information and recommendations on tourism activities, sights and sounds, events, and attractions in and around the Dryden area.

### 4.24 Dryden's Industrial Assets & Development

In this section, our team summarized the industrial assets in the City of Dryden through the analysis of industrial parks, innovation assets, industrial land inventories and business counts.

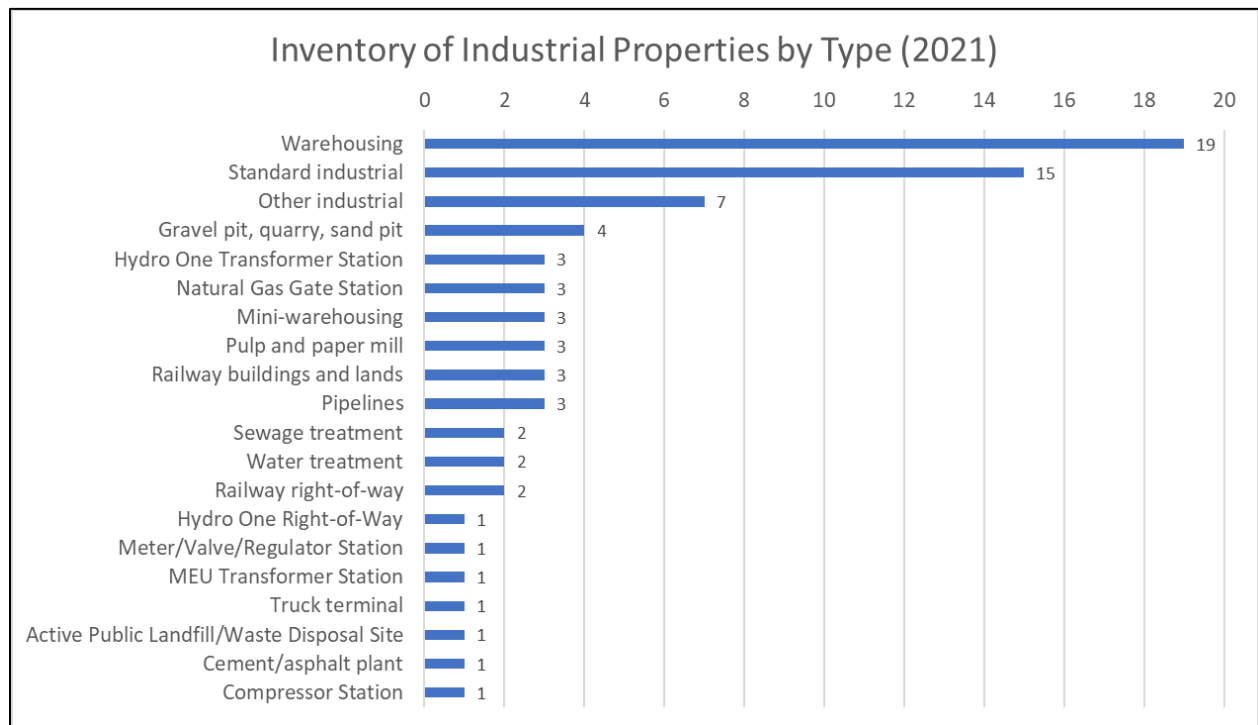
#### 4.24.1 Industrial Properties

Chart 11 categorizes the 76 industrial Properties in Dryden into 20 categories.<sup>9</sup> Of particular note is the high number of properties identified as warehousing (19) and standard industrial (15).

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<sup>9</sup> Data was obtained from MPAC's Municipal Connect which acts as the primary source of assessment-related information for Ontario municipal staff.

Chart 11 - Inventory of Industrial Properties by Type (2021)



(Source: MPAC Municipal Connect)

#### 4.2.4.2 Industrial Business Parks

The 2017 Dryden Community Profile provides a list of industrial/commercial parks in the city, as shown in Table 17.

Table 17 - Industrial/Commercial Parks in Dryden

Industrial Park	Acreage Available	Rail Access	Road Access	Servicing
Norwill Industrial Park (Scott Street)	~7 acres (North Heather Dr.)	No	Yes	Partial water, sewer, electricity, natural gas, and high-speed Internet
	---			
	~9.8 acres (northeast Heather Dr)			
	---			
	~3 acres (south Heather Dr)			
	---			
	~6 acres (east Heather Dr)			

	~5.5 acres (northeast Durance Ave) --- ~3 acres (north Durance Ave) --- ~2.5 (east Durance) --- ~1.5 acres (south Scott) --- ~3.5 acres (west Durance Ave)			
Centennial Business Park	~27.6 (total)  ~23 (developable)	No	Yes	Partial servicing with water, sewer, electricity, natural gas, and high-speed Internet
Airport Business Park East	50+	No	Yes	Partial servicing with water, pump station, chlorination and holding tanks for sewage. Future study may be required to determine if water well could maintain additional demand that the business park may require. The holding tank servicing the terminal can be pumped out regularly. The Ministry will determine if holding tanks could be allowed for such use. Not all 50+ acres have water services.

#### 4.2.4.3 Zoning

There are five (5) industrial zoning classifications within the City of Dryden. These include M1-Light Industrial, M2-Heavy Industrial, MX-Extractive Industrial, MM-Mill Industrial and MD-Waste Disposal Industrial. The properties which are city-owned fall within M1 and M2 zoning.

#### 4.2.4.4 Industrial Development Services and Programs

The City of Dryden Community Improvement Plan <sup>10</sup> establishes a set of financial incentive programs that are intended to encourage private sector development and investment in Dryden. Table 18 summarizes programs that are related to industrial development in the city.

<sup>10</sup> [www.dryden.ca/cip](http://www.dryden.ca/cip)

Table 18 – Financial Incentives to Support Industrial Development within the City

Financial Incentive Program	Program Highlights
Brownfield Property Tax Assistance Grant	Cancellation, deferment, or freezing of municipal and provincial portions of property taxes for properties undergoing environmental remediation.
Energy Efficiency Grant	A grant for up to half (50%) of eligible project costs, to a maximum of \$15,000.
Environmental Site Assessment Grant	A grant equivalent up to half (50%) of the cost of undertaking an eligible study, to a maximum of \$3,000 per study, and a maximum of two (2) studies per property / project.
Landscaping and Parking Area Improvement Grant	A grant for up to half (50%) of the construction costs, to a maximum of \$15,000.
Planning, Building, Demolition, and Landfill Fee Grant	A grant for up to 100% of the City's fees to cover the cost of minor variance applications, zoning by-law amendment applications, site plan applications, building permit fees, demolition permit fees, and landfill tipping fees.
Tax Increment Equivalent Grant	Up to 100% rebate of the municipal portion of a property tax increment resulting from redevelopment or building improvements, paid in increments over a maximum duration, as established on a case-by-case basis.

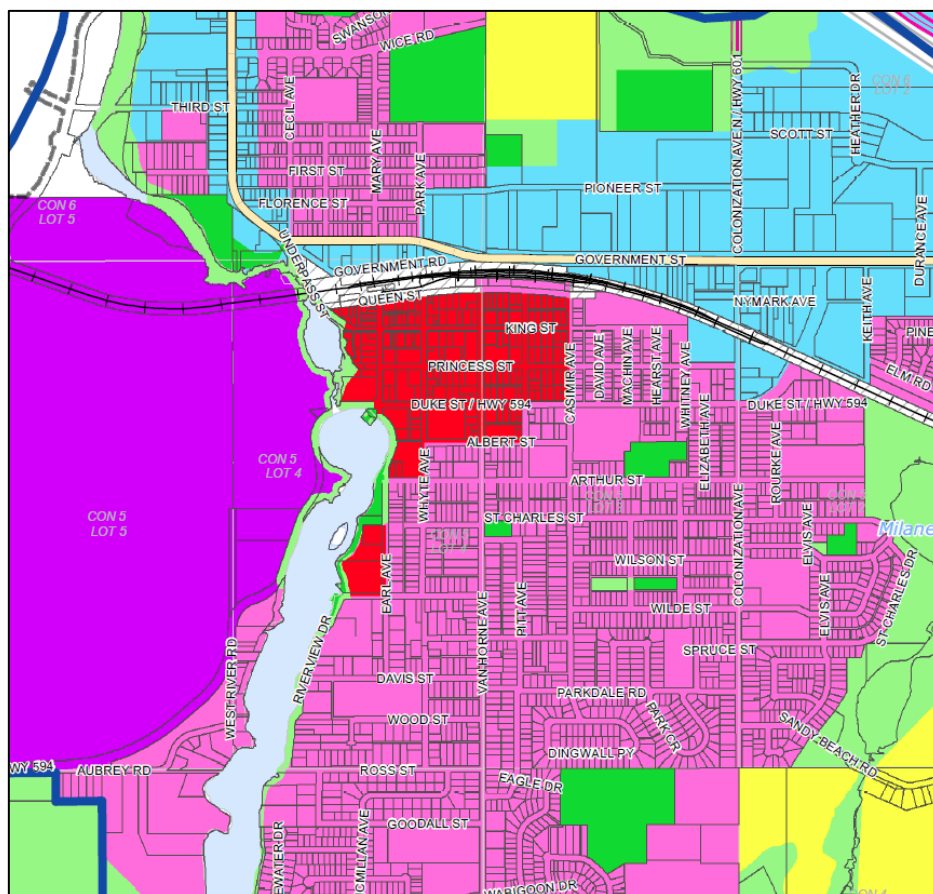
#### 4.2.5 Dryden's Commercial Assets & Development

Commercial activities reflect the economic healthiness and potential of a community. In this section, the assessment of commercial assets in the City of Dryden is accomplished through the analysis of vacant commercial lands, commercial business counts and commercial development services available in the City.

##### 4.2.5.1 Commercial Activities in Downtown Core

The Downtown Core of Dryden is the historic downtown of the city and remains as a focal point serving business and services. As stated in the 2012 City of Dryden Official Plan, the downtown core area focuses on retail, community activity, institutional and educational facilities. The city encourages the development of new specialty commercial, restaurant, entertainment, and personal service in the downtown core (highlighted in red on figure 2).

Figure 2 - Map of Dryden Downtown Core



#### 4.2.5.2 Commercial Properties

Information derived from MPAC's Municipal Connect <sup>11</sup> indicates that Dryden is home to 212 commercial properties which are categorized by 38 different property types. The various types noted ranged from hotels/motels to small office, large office, retail, small medical, fast-food chain, specialty automotive, among others.

Through a deeper assessment of this quantitative dataset and to minimize the risk of any inconsistencies in the classification of commercial properties (by type) and type of businesses operating throughout the City, Dryden's Business Gap Analysis, completed in 2022, provided a more thorough examination of the business activity currently operating in Dryden, organized by North American Industry Classification System (NAICS) Code - an approach similar to data derived from MPAC's Municipal Connect, but much more high level than the 6-digit NAICS Code classification system.

<sup>11</sup> Data was obtained from MPAC's Municipal Connect which acts as the primary source of assessment-related information for Ontario municipal staff.

#### *4.2.5.3 Zoning*

There are six (6) commercial zoning classifications within the City of Dryden. These include CD-Downtown Commercial, CG-General Commercial, CH-Highway Commercial, CL-Local Commercial, CT-Tourist Commercial, and WMV-Waterfront Mixed Use.

### **4.2.6 Transportation**

Situated on the Trans-Canada Highway, the City of Dryden is a transportation hub that links the region in all direction and with the neighbouring province of Manitoba. Transportation infrastructure and service is a critical asset for the community.

#### *4.2.6.1 Railway*

As outlined in the 2017 Dryden Community Profile, railway service for the City of Dryden is provided by the Canadian Pacific Railway. The nearest intermodal facility is located in Winnipeg and is operated by Canadian National Railway. Currently, there is no passenger railway service located in Dryden. The closest passenger railway service pickup is located at the Richan train station, operated by VIA Rail around 25 kilometers north of the City.

#### *4.2.6.2 Road Network*

The Trans-Canada Highway 17 runs through Dryden and links it to Thunder Bay to the east and Winnipeg to the west. Highway 502 runs north/south and links Dryden to Trans-Canada Highway 11 and the United States border at Fort Frances/International Falls. The omnidirectional highway system makes Dryden a regional hub for suppliers wishing to service the Kenora District, including Far North communities. The future highway by-pass running north of Dryden may lead the City to having certain obligations or requirements from MTO to reserve lands for this infrastructure project.

Figure 3 - Transportation Map



(Source: City of Dryden Community Profile, 2017)

#### 4.2.6.3 Airport

The Dryden Regional Airport is located approximately 10 km northeast of the City of Dryden and offers domestic flights through Bearskin Airlines. Bearskin Airlines offers non-stop flights to Sioux Lookout, Kenora, and Red Lake, as well as direct flights to Thunder Bay, and Winnipeg. The Loomex Group is the service provider managing the Dryden Regional Airport.

As mentioned in the 2021 Dryden Regional Airport Strategic Plan, the Airport handles approximately 10,000 to 12,000 aircraft movements annually and supports various activities, including: aerial firefighting, general aviation, corporate charters, scheduled passenger service, search and rescue operations, aerial work and medevac flights. The Airport's economic impact is estimated to be \$22.9 million per year, with 347 full-time equivalents (FTE's) where 228 of the FTE's are directly attributable to airport tenants.

#### 4.2.6.4 Marine Transportation

The Port of Thunder Bay is the largest outbound port on the St. Lawrence Seaway System and the sixth-largest port in Canada and is located approximately 350km east of Dryden. International shipments that leverage seaways usually travel through the Port of Thunder Bay.

#### 4.2.6.5 Other Transportation Services

There are several organizations and private companies providing transportation services in the City of Dryden and the surrounding areas, as shown in the list below.

##### Taxi Services

- Cabbie's Taxi
- George's Taxi

##### Scheduled Bus Services

- Ontario Northland

##### Accessible Transportation Services

- MyLift Van Services
  - Accessible bus services for anyone who is physically unable to use regular city transportation, as well as seniors, youth and low-income persons
- Patricia Region Senior Services
  - Provides transportation to people who are not able to take public transit due to mobility issues or cognitive impairment
- Canadian Red Cross, Dryden Office
  - Offers transportation to people who live in long-term care facilities and are unable to drive or use public transit
- Dryden Native Friendship Centre
  - Provides transportation for aboriginal people who are ill, disabled or have mobility issues
- Dryden Community Living
  - Offers transportation to people with intellectual and/or developmental disabilities

##### Chartered Bus Services

- Iron Range Bus Lines
- Hutchison Bus Lines

## 4.2.7 Infrastructure

### 4.2.7.1 Infrastructure Condition Classifications

The infrastructure condition categories for sanitary sewers, storm sewers and watermain were based on the City's inspection rating classification. When inspected, each sewer was given a rating of 'Very Poor Condition', 'Poor Condition', 'Moderate Condition', 'Good Condition', or 'Very Good Condition'. Where a sewer had not been inspected, a condition was estimated based on the installation date of the sewer. Since watermain are not visually inspected, the conditions for them were entirely estimated based on the date of installation. The condition for sewers and watermain was estimated based on the table below.

Table 19 - Condition Categories Based on Date of Installation

Installation Date	Estimated Condition
Less than 20 years ago	Very Good
20 to 40 years ago	Good
40 to 60 years ago	Moderate
60 to 80 years age	Poor
More than 80 years age	Very Poor

The conditions of roads were based on the City's Pavement Condition Index (PCI) data. The PCI ranges from 0 to 100 and categorized into standard condition categories that differ from the inspection ratings used for sewers and watermain. The table below shows the condition of the roads based on the PCI.

**Table 20 - Condition Categories Based on Pavement Condition Index**

Pavement Condition Index (PCI)	Condition
0-10	Failed
11-25	Serious
26-40	Very Poor
41-55	Poor
56-70	Fair
71-85	Satisfactory
86-100	Good

#### 4.2.7.2 Condition of Sanitary Sewers

The length of sanitary sewers were summed based on the condition and diameter of the sewer. Table 21 contains the total length of sewers for each diameter and condition. The table additionally shows the total length of sewers for each diameter and the total length of sewers for each condition.

Table 21 further summarizes the percent of the total length of sewer of each diameter for each condition. For example, the row for the 100mm diameter sewers shows that 51.8% of all 100mm diameter sewers are not rated and 48.2% of all 100mm diameter sewers are in moderate condition. The following tables shows that the majority of the sewers have a condition of moderate or worse. Larger size sewers, which are more likely to service larger areas and have higher replacement costs, are mostly in poor or very poor condition. The location and condition of sanitary sewers are presented Figure 4 - Map of Sanitary System Assessment.

**Table 21 - Sanitary Sewer Condition - Total Lengths (m)**

Diameter (mm)	Not Rated	Very Poor Condition	Poor Condition	Moderate Condition	Good Condition	Very Good Condition	Total Length by Diameter
Unknown	27.16	0	0	0	0	0	27.16
75	0	0	0	40	0	0	40
100	146.7	0	0	136.4	0	0	283.1
150	493.54	279.64	311.7	297.6	484.87	0	1,867.35
200	100.5	4937.2	3,592.71	8113.75	4,292.76	1,598.93	22,635.85
225	0	19.58	0	58.93	0	0	78.51
230	0	1,897.34	193.9	6.8	0	0	2,098.04
250	40.5	3,683.21	3,492.99	1,742.04	1,277.2	581.68	10,817.62
300	10.7	2,589.53	1,041.74	1,223.38	2,448.52	53.73	7,367.6
350	0	134	200.6	294.2	157.7	863.9	1,650.4
375	0	0	0	0	2.1	131.46	133.56
380	0	814.6	443.4	683.2	124	0	2,065.2

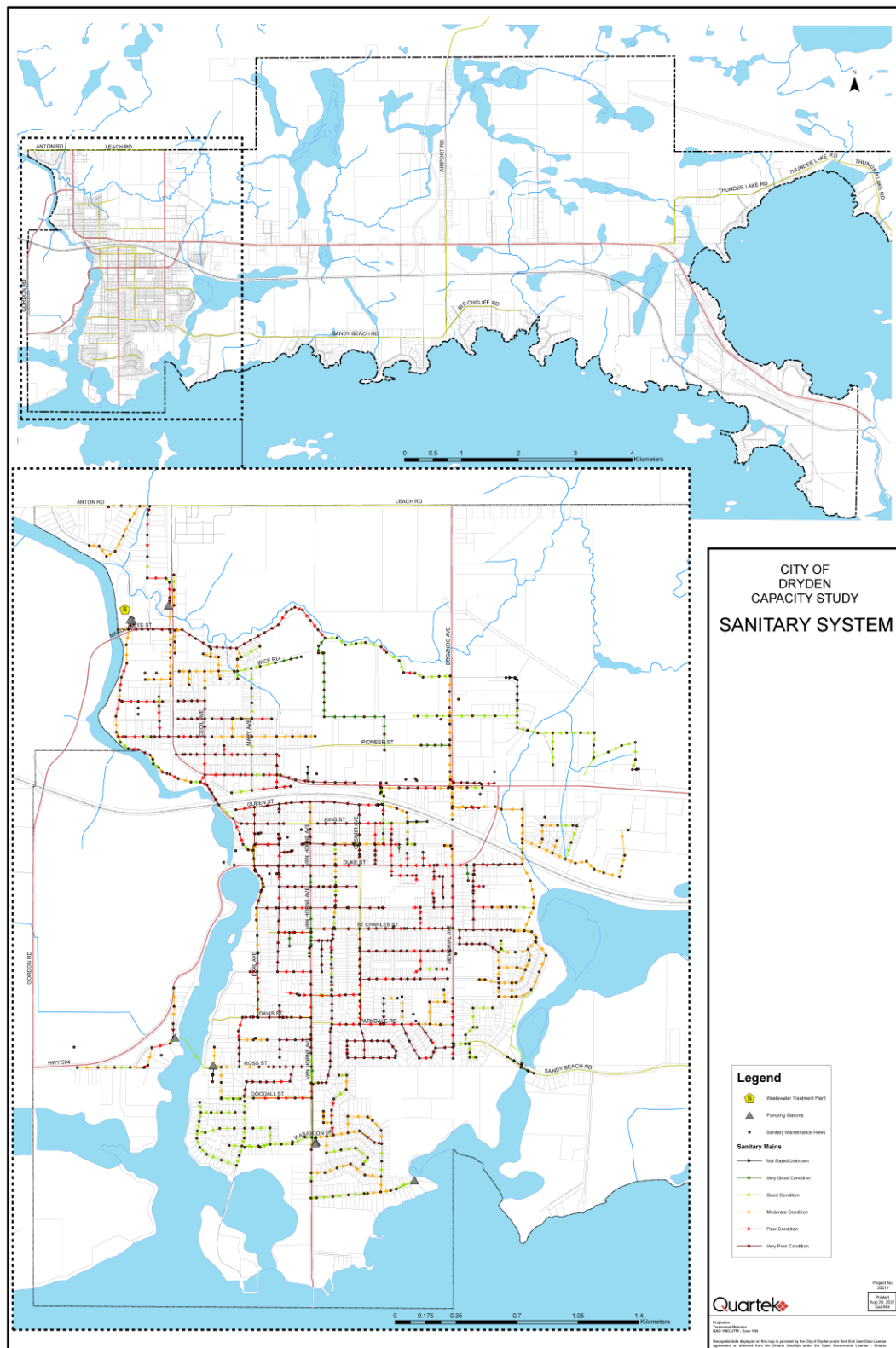
Diameter (mm)	Not Rated	Very Poor Condition	Poor Condition	Moderate Condition	Good Condition	Very Good Condition	Total Length by Diameter
400	0	121.6	204.7	258	210.6	0	794.9
450	0	942.4	716.21	1,111.76	1,082.8	27.3	3,880.47
500	0	57.6	112.2	426.9	551.1	0	1,147.8
525	0	0	122.5	0	0	0	122.5
530	0	89.1	0	0	0	0	89.1
600	0	50.7	376.27	97.82	0	3.84	528.63
685	0	0	0	4.45	0	0	4.45
750	0	977.5	203.9	0	0	0	1,181.4
<b>Total Length by Condition</b>	<b>819.1</b>	<b>16,594</b>	<b>11,012.82</b>	<b>14,495.23</b>	<b>10,631.65</b>	<b>3,260.84</b>	
<b>Percent by Condition</b>	<b>1.4%</b>	<b>29.2%</b>	<b>19.4%</b>	<b>25.5%</b>	<b>18.7%</b>	<b>5.7%</b>	

Table 22 - Sanitary Sewer Condition - Percentage (%)

Diameter (mm)	Not Rated	Very Poor Condition	Poor Condition	Moderate Condition	Good Condition	Very Good Condition	Total
Unknown	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
75	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
100	51.8%	0.0%	0.0%	48.2%	0.0%	0.0%	100.0%
150	26.4%	15.0%	16.7%	15.9%	26.0%	0.0%	100.0%
200	0.4%	21.8%	15.9%	35.8%	19.0%	7.1%	100.0%
225	0.0%	24.9%	0.0%	75.1%	0.0%	0.0%	100.0%
230	0.0%	90.4%	9.2%	0.3%	0.0%	0.0%	100.0%
250	0.4%	34.0%	32.3%	16.1%	11.8%	5.4%	100.0%
300	0.1%	35.1%	14.1%	16.6%	33.2%	0.7%	100.0%
350	0.0%	8.1%	12.2%	17.8%	9.6%	52.3%	100.0%
375	0.0%	0.0%	0.0%	0.0%	1.6%	98.4%	100.0%
380	0.0%	39.4%	21.5%	33.1%	6.0%	0.0%	100.0%
400	0.0%	15.3%	25.8%	32.5%	26.5%	0.0%	100.0%
450	0.0%	24.3%	18.5%	28.7%	27.9%	0.7%	100.0%
500	0.0%	5.0%	9.8%	37.2%	48.0%	0.0%	100.0%
525	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
530	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
600	0.0%	9.6%	71.2%	18.5%	0.0%	0.7%	100.0%
685	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
750	0.0%	82.7%	17.3%	0.0%	0.0%	0.0%	100.0%

Percentages are of the total length of each diameter of sewer.

Figure 4 - Map of Sanitary System Assessment



#### 4.2.7.3 Condition of Storm Sewers

The length of storm sewers were summed based on the condition and diameter of the sewer. Table 23 contains the total length of sewers for each diameter and condition. The table additionally shows the total length of sewers for each diameter and the total length of sewers for each condition. Table 24 further summarizes the percent of the total length of sewer of each diameter for each condition. For example, the row for the 1,200mm diameter storm sewers shows that 69.3% of all 1,200mm diameter sewers are in very poor condition and 21.7% of all 1200mm diameter sewers are in very good condition. The following tables show that the majority of the sewers are in moderate condition or better. The location and condition of storm sewers are presented in Figure 5 - Map of Storm System Assessment.

Table 23 - Storm Sewer Condition - Total Lengths (m)

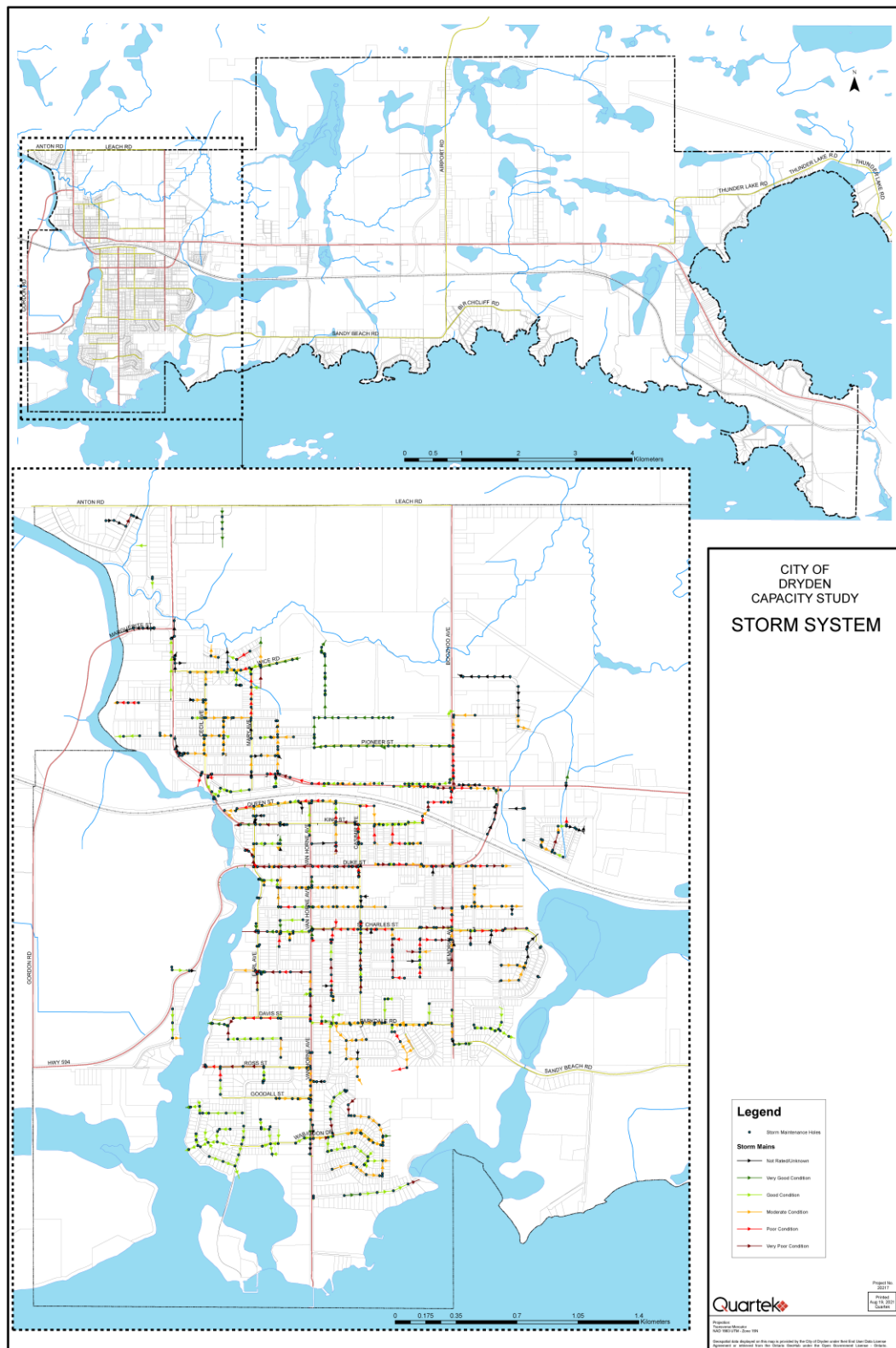
Diameter (mm)	Not Rated	Very Poor Condition	Poor Condition	Moderate Condition	Good Condition	Very Good Condition	Total Length by Diameter
Unknown	2,345.58	257.57	183.23	1476.61	839.14	162.44	5,264.57
100	29.79	0	0	0	0	0	29.79
150	8.6	0	73.06	0	0	12.52	94.18
200	59.75	140.18	80.4	659.61	301.79	44.15	1,285.88
250	745.28	490.87	623.88	2,001.01	1,699.56	154.38	5,714.98
300	632.33	654.04	879.74	1,259.36	3,912.49	541.19	7,879.15
350	28.17	383.91	0	1,055.63	179.34	0	1,647.05
375	120.83	324.21	185.63	1,008.74	638.89	315.84	2,594.14
400	0	196.23	220.79	221.72	225.79	0	864.53
450	337.9	649.45	180.74	1,536.55	989.57	1037.4	4731.61
500	0	60.41	164.19	197.01	179.9	0	601.51
525	235.76	199.21	53.68	214.74	215.84	403.59	1,322.82
600	538.34	581.41	671.55	1177.8	410.66	517.34	3897.1
675	0	109.09	130.03	26.63	0	0	265.75
725	0	0	51.42	17.98	0	0	69.4
750	226.92	382.67	523.07	1237.81	285.17	359.35	3,014.99
800	0	0	243.63	88.39	0	0	332.02
900	12.19	342.65	521.54	496.85	524.81	357.01	2,255.05
1,050	0	0	0	0	0	19.86	19.86
1,200	0	145.21	0	18.73	0	45.47	209.41
Total Length by Condition	53,21.44	4,917.11	4,786.58	12,695.17	10,402.95	3,970.54	
Percent by Condition	12.6%	11.7%	11.4%	30.2%	24.7%	9.4%	

Table 24 - Storm Sewer Condition - Percentage (%)

Diameter (mm)	Not Rated	Very Poor Condition	Poor Condition	Moderate Condition	Good Condition	Very Good Condition	Total
Unknown	44.6%	4.9%	3.5%	28.0%	15.9%	3.1%	100.0%
100	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
150	9.1%	0.0%	77.6%	0.0%	0.0%	13.3%	100.0%
200	4.6%	10.9%	6.3%	51.3%	23.5%	3.4%	100.0%
250	13.0%	8.6%	10.9%	35.0%	29.7%	2.7%	100.0%
300	8.0%	8.3%	11.2%	16.0%	49.7%	6.9%	100.0%
350	1.7%	23.3%	0.0%	64.1%	10.9%	0.0%	100.0%
375	4.7%	12.5%	7.2%	38.9%	24.6%	12.2%	100.0%
400	0.0%	22.7%	25.5%	25.6%	26.1%	0.0%	100.0%
450	7.1%	13.7%	3.8%	32.5%	20.9%	21.9%	100.0%
500	0.0%	10.0%	27.3%	32.8%	29.9%	0.0%	100.0%
525	17.8%	15.1%	4.1%	16.2%	16.3%	30.5%	100.0%
600	13.8%	14.9%	17.2%	30.2%	10.5%	13.3%	100.0%
675	0.0%	41.0%	48.9%	10.0%	0.0%	0.0%	100.0%
725	0.0%	0.0%	74.1%	25.9%	0.0%	0.0%	100.0%
750	7.5%	12.7%	17.3%	41.1%	9.5%	11.9%	100.0%
800	0.0%	0.0%	73.4%	26.6%	0.0%	0.0%	100.0%
900	0.5%	15.2%	23.1%	22.0%	23.3%	15.8%	100.0%
1,050	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
1,200	0.0%	69.3%	0.0%	8.9%	0.0%	21.7%	100.0%

Percentages are of the total length of each diameter of sewer.

Figure 5 - Map of Storm System Assessment



#### 4.2.7.4 Condition of Watermains

The length of watermains were summed based on the condition and diameter of the main. Table 25 contains the total length of watermain for each diameter and condition. The table additionally shows the total length of watermain for each diameter and the total length of watermains for each condition. Table 26 further summarizes the percent of the total length of watermain of each diameter for each condition. For example, the column for the 25mm diameter watermains shows that 18.2% of all 25mm diameter watermains are in very poor condition and 15.1% of all 25mm diameter watermains are in poor condition. It can be seen in the tables that the majority of the watermains are in moderate condition or worse. The location and condition of watermains are presented in Figure 6 - Map of Water System Assessment.

Table 25 - Watermain Condition - Total Lengths (m)

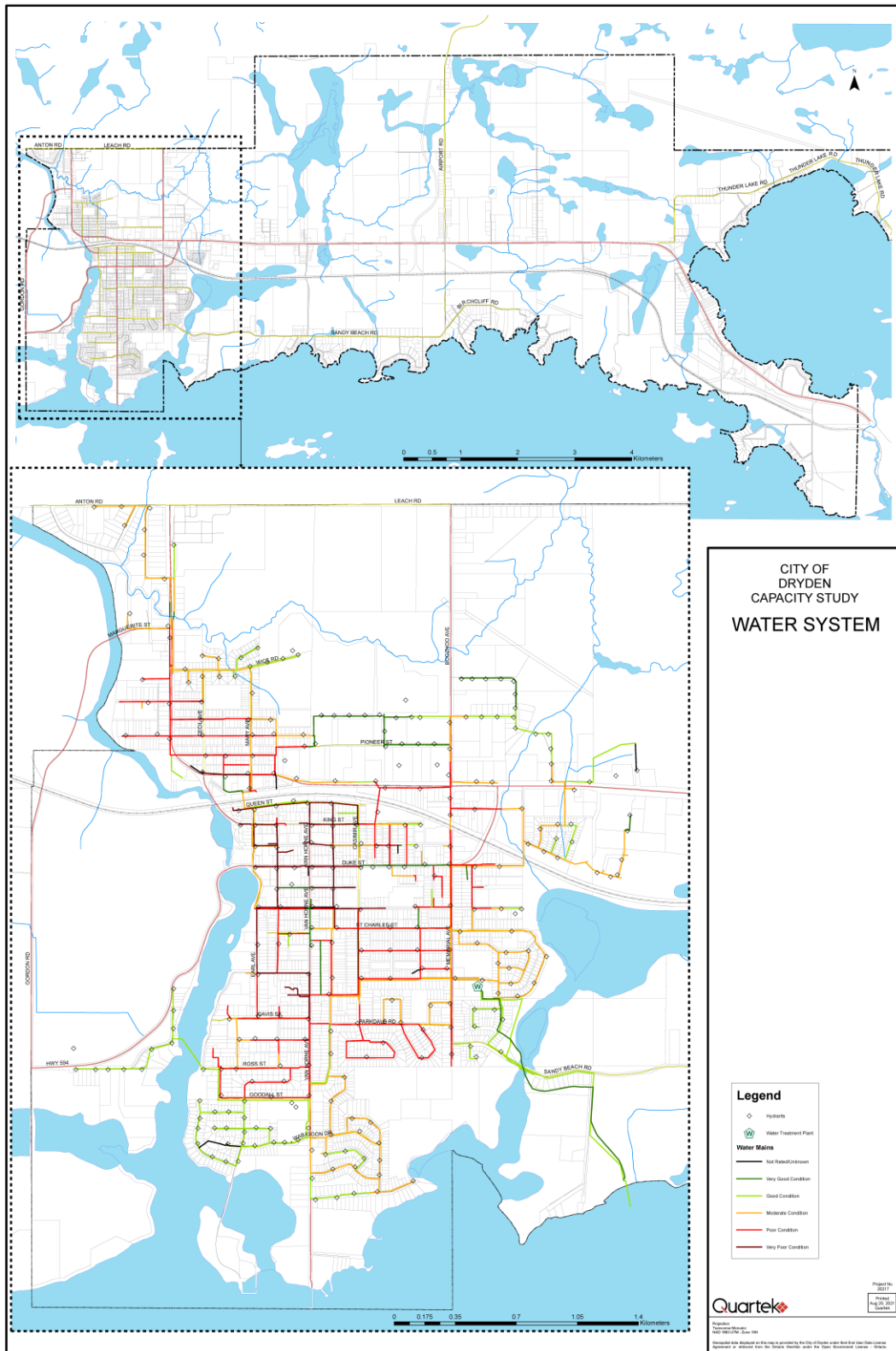
Diameter (mm)	Not Rated	Very Poor Condition	Poor Condition	Moderate Condition	Good Condition	Very Good Condition	Total Length by Diameter
Unknown	2.93	0	0	0	0	0	2.93
25	225.42	61.35	50.81	0	0	0	337.58
32	0	329	524.19	190.89	0	19.69	1,063.77
38	228.75	124.74	204.03	175.21	99.4	77.65	909.78
50	0	0	158.95	59.78	0	49.23	267.96
100	0	1,542.27	608.8	237.08	292.07	0	2,680.22
150	661.77	4,035.53	16,358.43	14,720.83	5,347.22	1,804.7	42,928.48
200	0	859.77	138.16	422.42	0	717.58	2,137.93
300	8.11	0	455.48	5,958.18	5002.15	1,505.76	12,929.68
400	0	0	0	188.84	2049.42	1,190.96	3,429.22
500	0	0	0	0	0	497.84	497.84
Total Length by Condition	1126.98	6,952.66	184,98.85	219,53.23	127,90.26	5,863.41	
Percent by Condition	2%	10%	28%	33%	19%	9%	

Table 26 - Watermain Condition - Percentage (%)

Diameter (mm)	Not Rated	Very Poor Condition	Poor Condition	Moderate Condition	Good Condition	Very Good Condition	Total
Unknown	100%	0.0%	0.0%	0.0%	0.0%	0.0%	100%
25	66.8%	18.2%	15.1%	0.0%	0.0%	0.0%	100%
32	0.0%	30.9%	49.3%	17.9%	0.0%	1.9%	100%
38	25.1%	13.7%	22.4%	19.3%	10.9%	8.5%	100%
50	0.0%	0.0%	59.3%	22.3%	0.0%	18.4%	100%
100	0.0%	57.5%	22.7%	8.8%	10.9%	0.0%	100%
150	1.5%	9.4%	38.1%	34.3%	12.5%	4.2%	100%
200	0.0%	40.2%	6.5%	19.8%	0.0%	33.6%	100%
300	0.1%	0.0%	3.5%	46.1%	38.7%	11.6%	100%
400	0.0%	0.0%	0.0%	5.5%	59.8%	34.7%	100%
500	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100%

Percentages are of the total length of each diameter of watermain.

Figure 6 - Map of Water System Assessment



#### 4.2.7.5 Condition of Roads

The length of roads were summed based on the condition and the functional classification of the road. The functional classifications of the roads are categorized as 'Urban Local', 'Urban Collector', 'Urban Arterial', 'Rural Local', 'Rural Collector' and 'Rural Arterial'. Table 27 contains the total lengths of road for each functional classification and condition. Table 28 further summarizes the percent of the total length of road of each functional classification for each condition. For example, the column for urban arterial roads shows that 11.6% of all urban arterial roads are not rated and 1.3% of all urban arterial roads are in serious condition. Tables 9 and 10 show large lengths of roads are not rated, however most of the unrated roads are privately owned or owned by the Ontario Ministry of Transportation. The city is not responsible for maintaining most of the unrated roads. The location and condition of roads are presented in Figure 7 - Map of Road Network Assessment.

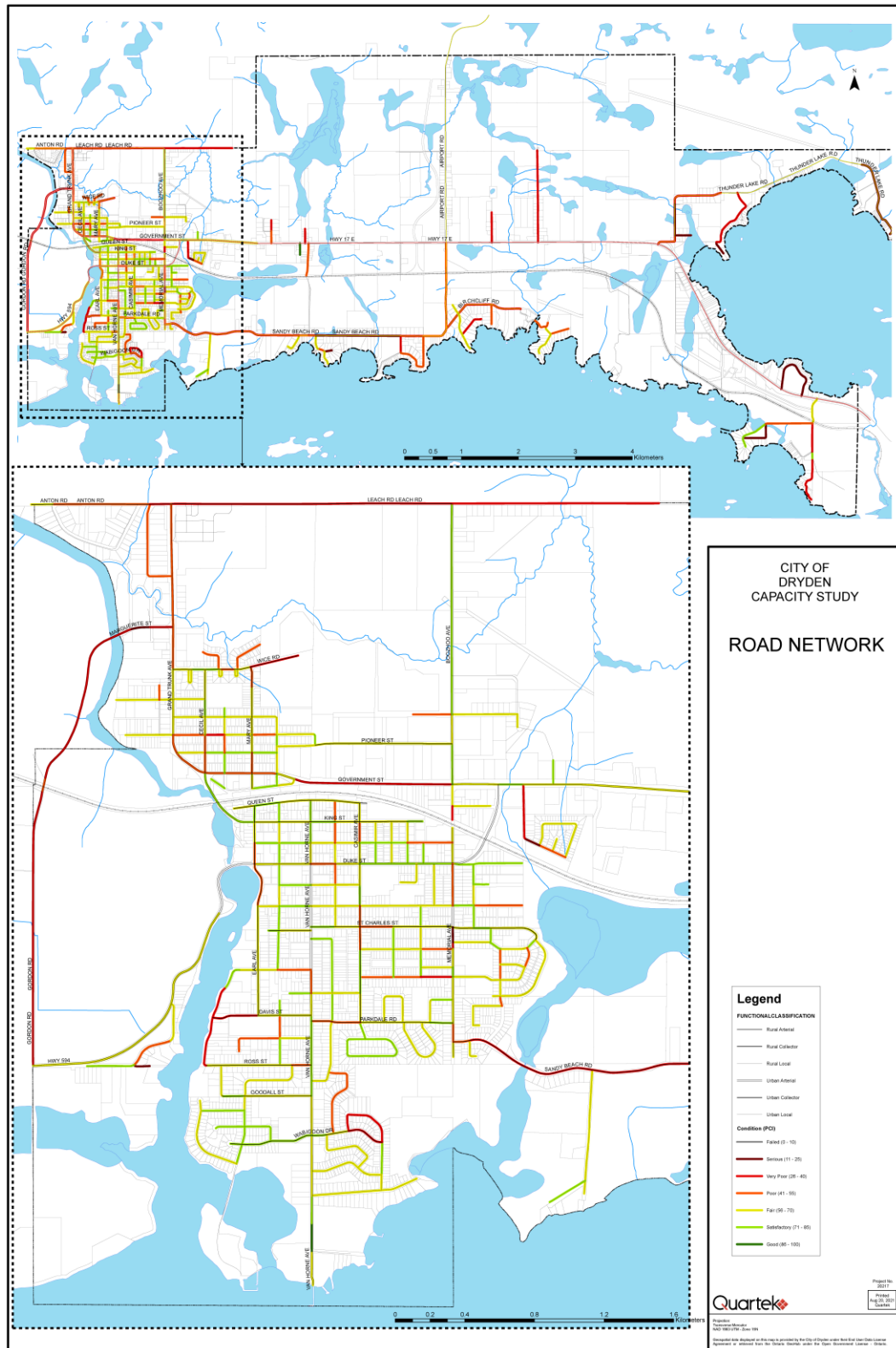
Table 27 - Road Condition - Total Lengths (m)

Condition	Urban Local	Urban Collector	Urban Arterial	Rural Local	Rural Collector	Rural Arterial	Total Length by Condition
Not Rated	5,292.92	82.02	1,770.64	18,442.57	3,289.54	1,1922	40,799.69
Failed	0	0	0	0	0	0	0
Serious	133.21	0	195	2,515	3,482	0	6,325.21
Very Poor	1,563.53	754.66	1,833	7,072.72	7,770	1,874	20,867.91
Poor	5,015.96	1,855	2,310	4,178	2,522	82	15,962.96
Fair	15,394.67	7,589.64	5,297.58	3,443.83	117	0	3,1842.72
Satisfactory	8,225.6	2,181.33	3,653.47	1,042.98	0	0	15,103.38
Good	0	0	162	196.01	0	0	358.01
<b>Total Length by Classification</b>	<b>35,625.89</b>	<b>12,462.65</b>	<b>15,221.69</b>	<b>36,891.11</b>	<b>17,180.54</b>	<b>13,878.00</b>	

Table 28 - Road Condition - Percentage (%)

Condition	Urban Local	Urban Collector	Urban Arterial	Rural Local	Rural Collector	Rural Arterial
Not Rated	14.9%	0.7%	11.6%	50.0%	19.1%	85.9%
Failed	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Serious	0.4%	0.0%	1.3%	6.8%	20.3%	0.0%
Very Poor	4.4%	6.1%	12.0%	19.2%	45.2%	13.5%
Poor	14.1%	14.9%	15.2%	11.3%	14.7%	0.6%
Fair	43.2%	60.9%	34.8%	9.3%	0.7%	0.0%
Satisfactory	23.1%	17.5%	24.0%	2.8%	0.0%	0.0%
Good	0.0%	0.0%	1.1%	0.5%	0.0%	0.0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Figure 7 - Map of Road Network Assessment



## 4.2.8 Health & Safety

Health and safety are the foundation of a vibrant community and the following health and safety services are provided within Dryden.

### 4.2.8.1 Policing

As of February 24, 2022, the City of Dryden transitioned policing services from the Dryden Police Service (DPS) to the Ontario Provincial Police (OPP).

### 4.2.8.2 Fire Fighting

The Dryden Fire Service (DFS) protects the lives of citizens from fire and public hazards through fire prevention, education, planning and emergency response services. The Dryden Fire Service was established in 1908 and is a volunteer fire department operating out of two (2) fire halls. The department services a fire response area of 65.84 square kilometres, as well as a vehicle rescue/extrication response area of up to 100 kilometres away. DFS has mutual aid agreements with unincorporated Fire Departments and an agreement with MNRF for mutual support.

### 4.2.8.3 Hospitals & Health Services

The Dryden Regional Health Centre (DRHC) offers emergency, acute and chronic care and has a full range of inpatient services. CT scans, X-rays, ultrasounds, and laboratory services can also be done at the DHRC.

The Dryden Area Family Health Team (DAFHT) is made up of family doctors, nurses, dietitians, mental health therapists, an Anishinaabe Community Liaison, and other specialists. Doctors with the Dingwall Medical Clinic are part of the Dryden Area Family Health Team as well.

### 4.2.8.4 Health & Safety Programs

The City of Dryden recently completed the Dryden, Machin and Area Community Safety & Wellbeing Plan in July 2021. To support the development of the Plan, a survey consisting of 28 questions focused on community living, wellbeing, health, safety, and municipal services was distributed throughout the region for local input. The Joint Committee and overall CSWB Plan were supported by the following four (4) pillars: Supporting Our Youth, Prevention / Education, Treatment and Social Development.

## 4.2.9 Education, Training & Human Resource

### 4.2.9.1 K-12 Education

Multiple organizations and schools provide childcare services in the City of Dryden that are listed below.

#### Child Care Programs & Services:

- Dryden Children's Resource Centre (Best Start Hub/EarlyON Child and Family Centre)
- Open Roads Best Start Programs (Open Roads Public School)
- K.P. Best Start Programs (New Prospect Public School)
- St. Joseph's Best Start Program (St. Joseph's Catholic School)
- Vermillion Bay Area Nursery School Co-op
- Dryden Nursery School Co-Op

The City of Dryden has three (3) public schools and two Catholic schools. The list of schools in Dryden is provided below:

#### **Public Schools**

- New Prospect Public School
  - Kindergarten to Grade 8; Offers French immersion and Hockey Canada Skills Academy program
- Open Roads Public School
  - Kindergarten to Grade 8; Offers fine art and Hockey Canada Skills Academy program
- Dryden High School
  - Grade 9 to 12; Offers programs in technology, computer studies, humanities, physical education, outdoor education, French immersion, business, arts, native studies, native language, cooperative education and alternative education programs
    - Attracts 100-120 Grade 9 students from the four main feeder schools per year.
    - 100 of these students enrol into Grade 9 Tech (auto, manufacturing, robotics, construction - all project-based learning). Many of the prevailing students enrol into the school's cosmetology program.
    - Only school in the KPDSB with a computer science program.
    - Dedicated science labs with chemicals and equipment.
    - First high school in KPDSB with a First Nations Graduate Coach.

#### **Catholic Schools**

- St. Joseph's Catholic School
  - Kindergarten to Grade 8; Offers French immersion program
- École Catholique de l'Enfant-Jésus
  - Kindergarten to Grade 8; All programs in French

#### **Private Schools**

- True North Christian Academy

Of particular note is the Four Directions First Nations, Métis and Inuit Graduation Coach Approach ("Four Directions Approach") program at Dryden High School that provides intensive support to Indigenous students and their families with the goal of seeing each student through to graduation and transition into their desired post-secondary programs. Since the implementation of the Four Directions program, the Dryden High School has made substantial educational achievements including:

- An increase in credit attainment from 60% of Grade 9 students to 90% after program implementation.

- A decrease in dropout rate from 16% of students leaving school after the first semester of Grade 9 before program implementation at Dryden High School to 2% following implementation.
- In the Grade 10 student cohort, approximately 70 % of the 48 self-identified Indigenous students have attained the critical marker of 16 credits which is a strong indicator of high school graduation.
- Development of strong and intentional transition programming that begins in Grade 8 and extends to post-secondary.
- As of 2019, the Four Directions program has doubled the success rate at which Indigenous students graduate from Dryden High School.

#### 4.2.9.2 *Post-Secondary Education*

Confederation College of Applied Arts and Technology has a campus in Dryden that offers full, part-time, and evening courses. A list of programs available at the Dryden campus is shown below:

##### **Business**

- Accounting
- Human Resources
- Marketing

##### **Education**

- Early Childhood Education
- Educational Support

##### **Health**

- Child and Youth Care
- Health Informatics
- Native Child and Family Services
- Personal Support Worker
- Practical Nursing
- Pre-Health Sciences

##### **Technology**

- Computer Programming

Contact North is Ontario's community-based bilingual distance education and training network. Every year, the organization generates more than 600 registrations for courses sourced from Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers, and 50 skills development training providers. In Dryden, Contact North Contact Nord offers an Online Learning Centre that provides computers and high-speed internet for students to meet their remote e-learning needs. The Centre is located within Dryden Regional Training and Cultural Centre.

#### 4.2.9.3 *Education, Training & Human Resources Services and Programs*

##### **FIREFLY**

FIREFLY is a non-profit organization providing a wide range of services for children, youth and families across northwestern Ontario. A list of its services and programs available in Dryden is provided below:

**FIREFLY Programs & Services:**

- Autism Program (in partnership with Ontario Autism Program)
- Child Development Program
- Child & Family Intervention Service
- Speech-Language Pathology Service
- Stop Now and Plan (S.N.A.P.) Program
- Tele-Mental Health Consultation
- Treatment Foster Care
- Youth Justice Services
- Youth Mental Health Court Worker Program
- Making Connections for Children and Youth (MCCY) Community Outreach Program

**Kenora-Rainy River Districts Child and Family Services**

Kenora-Rainy River Districts Child and Family Services (KRRDCFS) is a non-profit organization funded by the provincial government to protect children and youth from abuse and neglect through the Child and Family Services Act. Kenora-Rainy River Districts Child and Family Services offers a wide range of programs and services for children, youth and families in Dryden as summarized below:

**KRRDCFS Programs & Services:**

- YouthCAN Program (Communication, Advocacy and Networking)
- Aftercare Benefits Initiative (Offers free health coverage, including dental, vision, prescription drugs, extended health care, and counselling supports to eligible youth between 21 and 25 years of age)
- Foster Care
- Parenting Resources for Information, Development and Education (PRIDE) Training
- Adoption Services

**Dryden Public Library**

The Dryden Public Library has been serving the community of Dryden since 1901. The library is free of access for City of Dryden residents and taxpayers. The library is also open to non-residents but at a fee of \$68 per person or \$95 per year for a family of five.

The latest goals of the Dryden Public Library, derived from the 2016 – 2019 Dryden Public Library Strategic Plan, include:

- Expand recreational and educational programming initiatives for seniors, adults and teens;
- Engage community partners to extend outreach opportunities with local schools, community organizations, government organizations and businesses;
- Increase access and engagement of First Nation peoples through partnerships and programs;

- Develop programming that makes use of Maker Space technologies;
- Examine the opportunity of contracting to provide library service with outlying communities; and
- Enhance the atmosphere of the library by developing partnerships to display work by local artists.

#### Northwest Training & Adjustment Board

The Northwest Training and Adjustment Board, located in Dryden, is a community-directed, non-profit corporation leading the Kenora and Rainy River Districts in their approach to workforce development and labour market planning. It is one of 25 local planning boards funded by the Ministry of Labour, Training and Skills Development to conduct and distribute local labour market research and engage community stakeholders. Every three (3) years, the Northwest Training and Adjustment Board publishes a three-year plan to assess local labour market demand and supply and to address priorities in talent development, attraction and retention.

#### Northwest Employment Works

The Northwest Employment Works is an Employment Ontario Assessment Centre offering a variety of programs & services geared to helping job seekers & employers achieve their job search, recruitment & training goals. The Northwest Employment Works has three (3) offices located in Thunder Bay, Dryden, and Marathon. The Centre offers individual skill training, resources and support for individual career needs, and HR planning services for local employers.

### 4.2.10 Community Competitiveness

Community competitiveness is an important intangible asset when retaining and attracting residents and businesses. In this section, our team summarizes the taxation rate, available financial incentives, and resident's sense of community from municipal plans, projects and policies.

#### 4.2.10.1 Taxation

Table 29 provides a summary of municipal tax ratios/rates in the City of Dryden as of 2021. The 2021 City of Dryden Consolidated Tax Rate decreased for all land types (compared to 2020) except for Vacant Unit/Excess Land zoned Commercial, Broad Industrial and Large Industrial.

Table 29 - City of Dryden 2021 Municipal Tax Ratios/Rates

City of Dryden 2021 Tax Ratios/Rates				
	Municipal Tax Ratios	Municipal Tax Rates %	Education Tax Rates %	2021 Consolidated Tax Rate %
Residential	1.000000	1.545940	0.153000	1.698940
Multi-Residential	1.965885	3.039140	0.153000	3.192140
New Multi-Residential	1.100000	1.700534	0.153000	1.853534
Commercial	1.858680	2.873408	0.880000	3.753408
Commercial - Vacant Unit/Excess Land	1.858680	2.873408	0.880000	3.753408
Broad Industrial	1.484883	2.295540	0.880000	3.175540
Broad Industrial - Vacant Unit/Excess Land	1.484883	2.295540	0.880000	3.175540
Large Industrial	7.884337	12.188712	0.880000	13.068712
Large Industrial - Vacant Unit/Excess Land	7.884337	12.188712	0.880000	13.068712
Pipeline	1.375409	2.126300	0.880000	3.006300
Farmland	0.250000	0.386485	0.038250	0.424735
Managed Forest	0.250000	0.386485	0.038250	0.424735
Landfill	1.000000	1.545940	0.980000	2.525940

#### 4.2.10.2 Incentives

The 2019 City of Dryden Community Improvement Plan created multiple financial incentive programs<sup>12</sup> to encourage private sector redevelopment in Dryden. A summary of those financial incentive programs is provided in Table 30. Details of each grant can be found in Section 6 of the City of Dryden Community Improvement Plan.

Table 30 - CIP Financial Incentive Programs

Financial Incentive Program	Program Highlights
Accessibility Grant	A grant for up to half (50%) of the construction costs, to a maximum of \$15,000.
Affordable Housing and Seniors Housing Grant	A grant for up to half (50%) of eligible project costs, to a maximum of \$5,000.
Brownfield Property Tax Assistance Grant	Cancellation, deferment, or freezing of municipal and provincial portions of property taxes for properties undergoing environmental remediation.
Commercial and Rental Housing Conversion and Expansion Grant	A grant to a maximum of \$5,000 per project and/or property.

<sup>12</sup> Not all programs are offered at the same time. All programs are subject to funding allocated by City Council on an annual basis. It is up to Council's discretion which programs receive funding in any given year.

Financial Incentive Program	Program Highlights
Energy Efficiency Grant	A grant for up to half (50%) of eligible project costs, to a maximum of \$15,000.
Environmental Site Assessment Grant	A grant equivalent up to half (50%) of the cost of undertaking an eligible study, to a maximum of \$3,000 per study, and a maximum of two (2) studies per property / project.
Façade Improvement Grant	A grant for up to half (50%) of the construction costs, to a maximum of \$15,000.
Landscaping and Parking Area Improvement Grant	A grant for up to half (50%) of the construction costs, to a maximum of \$15,000.
Planning, Building, Demolition, and Landfill Fee Grant	A grant for up to 100% of the City's fees to cover the cost of minor variance applications, zoning by-law amendment applications, site plan applications, building permit fees, demolition permit fees, and landfill tipping fees.
Public Art Grant	A grant for up to half (50%) of eligible project costs, to a maximum of \$5,000 per property.
Signage Improvement Grant	A grant for up to half (50%) of the construction costs, to a maximum of \$4,000.
Tax Increment Equivalent Grant	Up to 100% rebate of the municipal portion of a property tax increment resulting from redevelopment or building improvements, paid in increments over a maximum duration, as established on a case-by-case basis.
Urban Agriculture Grant	A grant for up to half (50%) of eligible project costs, to a maximum of \$2,500 per property.

(Source: Dryden Community Improvement Plan, 2019)

#### 4.2.10.3 Resident Sense of Community

The public sense of community is an important intangible community asset for any visioning, planning and development efforts. According to the result of the Community Survey as part of the 2019 City of Dryden Community Strategic Plan, participants answered the question "My Dryden will be..." with the following answers:

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

When asked about "What is unique about Dryden?", the top answers from participants were:

- Natural beauty and resources
- Recreational facilities
- Sense of community
- Hub for the northern and surrounding communities
- Central location
- Affordability
- Lakes/waterfront potential
- Strong history

## 4.3 20-Year Population Forecast

The historical population growth in the City of Dryden over the past year was analyzed using multiple data sources. A series of assumptions were presented stemming from multiple forecasting methods to project the Dryden population over the next 20 years.

### 4.3.1 Current Population

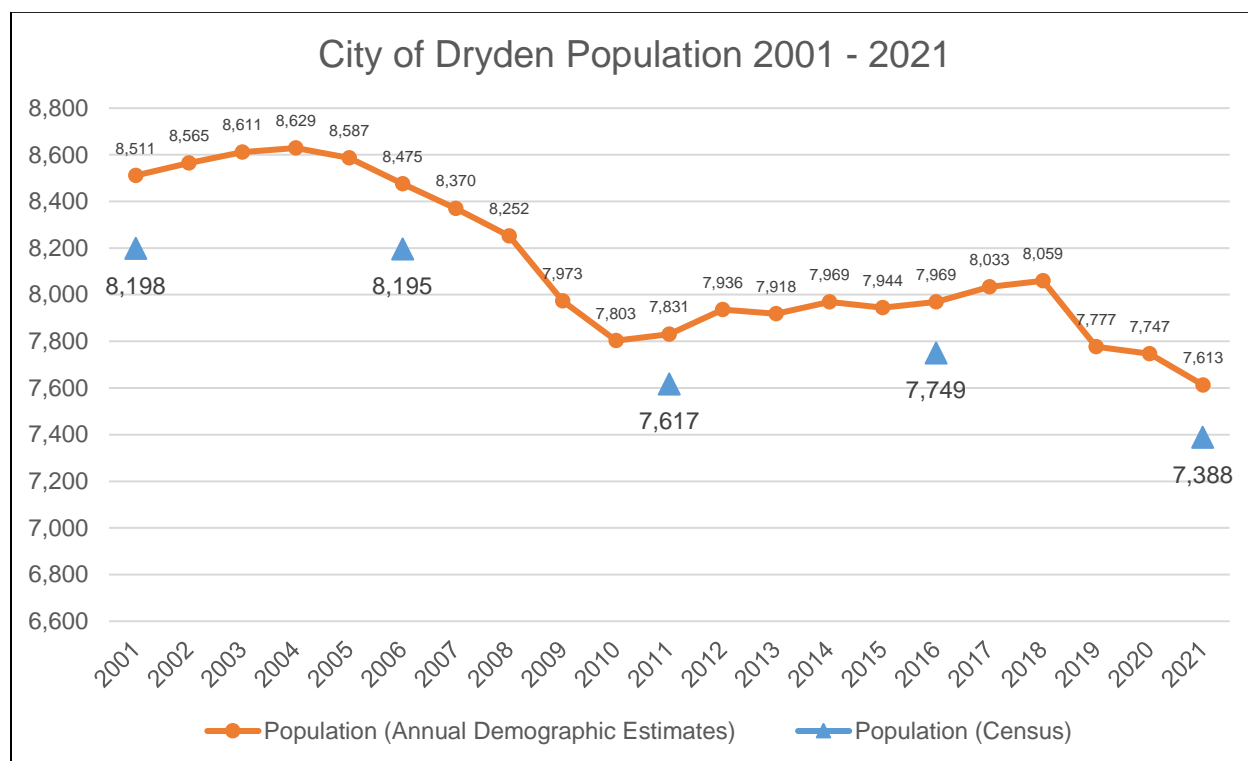
Population data was aggregated over the past 20 years to identify changes, fluctuations and trends. Data was sourced from the 2001, 2006, 2011, 2016, and 2021 Census and Statistics Canada Annual Demographics Estimates Program<sup>13</sup>. Over the past 20 years, as shown in Chart 12, the population of Dryden experienced an overall population decrease from 8,198 in 2001 to 7,388 in 2021. The overall decrease is equivalent to a compound annual growth rate (CAGR) of negative (-) 0.519%, meaning that, on average, the population in Dryden is decreasing at an annual rate of 0.519%.

Examining the annual demographics estimates data over the past 20 years, from 2000 to 2005, the population in Dryden showed positive population growth, hitting its highest point of 8,629 in 2004. A decrease in population followed from 2007 to 2011. In this time period, Dryden's population declined by 753, coinciding with the economic downturn of industry in the region. In the last ten (10) years, the population in Dryden fluctuated at approximately 7,800. A small decrease was experienced in the most recent five (5) years from 7,749 in 2016 to 7,388 in 2021.

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<sup>13</sup> It is worth noting that those two data sources have different measuring methodologies thus might result in misalignment in population measurement. The Annual Demographic Estimates might result in an over measurement of population.

Chart 12 - City of Dryden Population Changes, 2001 - 2020



(Orange data points represent data derived from the Statistics Canada Annual Demographic Estimates Program; Blue data points represent data derived from the past four Census)

## 4.3.2 Population Projection

Based on the analysis of historic population changes over the past 20 years in Dryden, five (5) growth models were prepared and three (3) were selected for the population projection modelling.

### 4.3.2.1 Growth Models

Changes in population can have multiple driven factors and is dynamic. After a thorough review of various data sources, five (5) growth models were prepared based upon historic population records of Dryden and Ontario, with additional data extrapolated from the Ontario Ministry of Finance, past City of Dryden plans, and various municipal documents at other communities in the surrounding area.

#### Growth Model 1: Historic City of Dryden Population Growth

This model assumes that the population growth in Dryden will follow the same trend as the historical record in the past twenty (20) years. As analyzed in the previous section, on average, Dryden's population decreased at an annual rate of negative (-) 0.519%. This growth model assumes a continuous decline in population at the same average rate for the next two (2) decades.

### Growth Model 2: Historic Province of Ontario Population Growth

When looking at the entire province as a benchmark, the population growth rate in Ontario surpassed Dryden's historical record at an annual rate of 1.160% from 1998 to 2018. This model assumes that Dryden follows the province's past population growth rates over the next 20 years.

### Growth Model 3: Ontario Ministry of Finance Estimates

In 2019, the Ontario Ministry of Finance published its 2019 – 2046 Ontario Population Projections for each Census Division in the province. The City of Dryden is located in the Kenora District - representing the largest size Census Division in Ontario. The Projection estimates that the population in Kenora District will grow from 70,667 in 2020 to 72,338 in 2040, which is equivalent to a compound annual growth rate of 0.117%. This model assumes the population in Dryden mimics the Ontario Ministry of Finance's estimates for the greater district, increasing at an annual growth rate of 0.117%.

### Growth Model 4: City of Dryden Official Plan Target

The City of Dryden Official Plan (2011) set a population target of 9,000 by 2031. Considering the 2020 population of 7,749, an annual growth rate of 1.369% is needed to achieve that target. Therefore, this model assumes a population growth rate of 1.369%.

### Growth Model 5: Regional Growth Trend

This model aggregates the population projection in the greater area in Northern Ontario, including urban centres such as the City of Thunder Bay, City of Kenora, City of Dryden, Municipality of Sioux Lookout and Municipality of Red Lake. The aggregated population projection from various sources translates to an annual growth rate of 0.432%. This model assumes the population growth in Dryden follows a regional trend at an annual rate of 0.432%.

### Growth Model Selection

Presented in Table 31, five (5) growth models are proposed for the following population projection. The proposed growth models leverage different data sources and projection methods. Growth Model 1 has the lowest annual population growth rate at negative (-) 0.519%, while Model 4 has the highest growth rate estimate, which is 1.369%.

**Table 31 - City of Dryden Population Projection Growth Models**

	Dryden Population Growth Models				
	Growth Model	Growth Model	Growth Model	Growth Model	Growth Model
	1 (Dryden Past 20 Yrs)	2 (Ontario Past 20 Yrs)	3 (Ministry of Finance)	4 (Official Plan Target)	5 (Regional Growth)
Annual Population Growth Rate	-0.519%	1.160%	0.117%	1.369%	0.432%

Growth Model 1 is the only model with a negative population growth rate. Despite the decrease in population in the past 20 years, the City of Dryden is developing towards a major trade, culture, tourism and service hub for the greater region and communities further north. It is estimated that the population in Dryden should reveal an increasing trend in the future. Growth Model 2 covers the entire Province of Ontario and represents the averaged growth rate in the province. Growth Model 4 is calculated based on the City of Dryden's 2011 Official Plan, however, it may not accurately reflect the future growth since the data source was ten (10) years old. Our recommendation is to disregard Growth Model 1, 2 and 4 in the Organic Population Growth scenario as presented below.

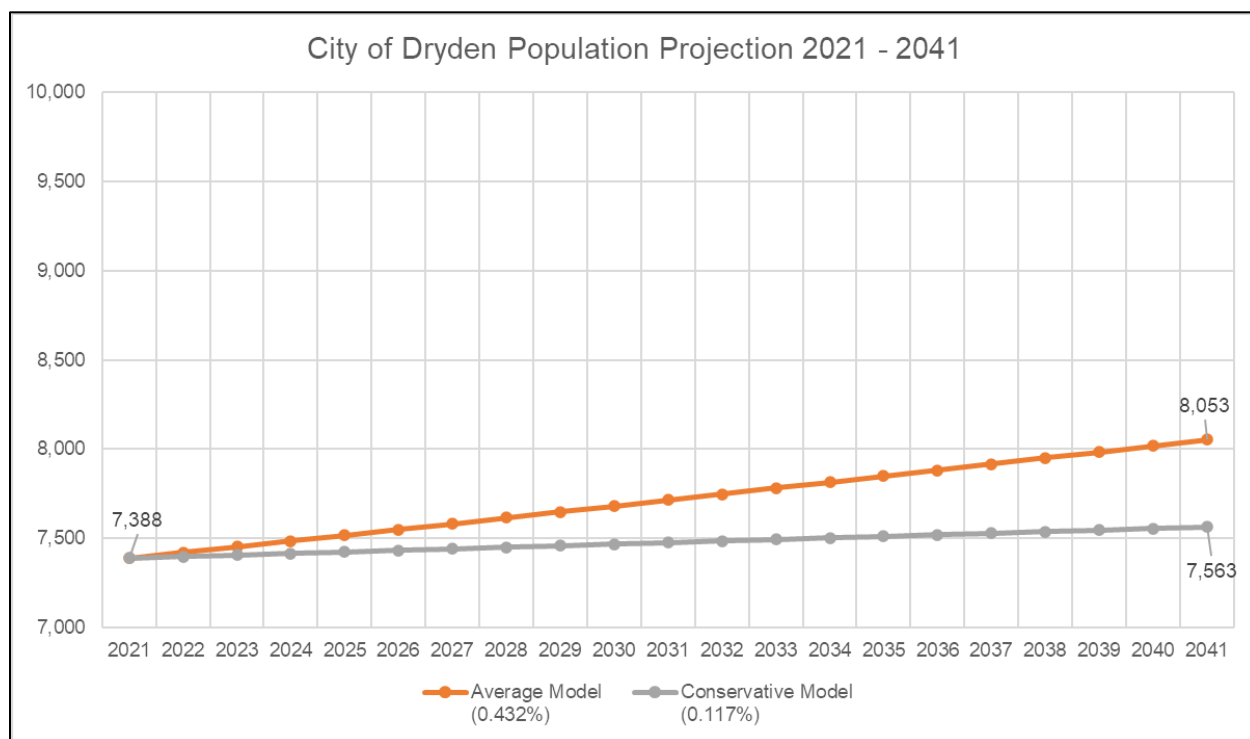
The following forecast presents the estimated results from Growth Models 3 and 5, using the 2021 Census population data as the baseline. Growth Model 3 represents a conservative projection, while Growth Model 5 represents an average projection.

#### 4.3.2.2 Population Forecast

##### Scenario 1: Organic Population Growth

As presented in Chart 13 (below), the Conservative and Average Models forecast that the population in Dryden will reach 7,563 and 8,053 respectively, by 2041. The two (2) forecasted populations by 2041 represent an overall growth of 2.36% and 9.01%.

Chart 13 - Dryden Population Projection, Scenario 1 (2021 - 2041)



The Average Model projects a moderate growth in population, reaching 8,000 in 2040. The Conservative Model reveals a stable population base that remains under 7,600 people before 2041.

Table 32 - City of Dryden Population Projection, Scenario 1 (2021 – 2041)

City of Dryden Population Projection 2021 - 2040											
	2021 (Historic record)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
		(Forecast)									
<b>Average Model</b> (0.432%)	7,388	7,420	7,452	7,484	7,516	7,549	7,582	7,614	7,647	7,680	7,713
<b>Conservative Model</b> (0.117%)	7,388	7,397	7,405	7,414	7,423	7,431	7,440	7,449	7,457	7,466	7,475
		2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
		(Forecast)									
<b>Average Model</b> (0.432%)		7,747	7,780	7,814	7,848	7,881	7,916	7,950	7,984	8,019	8,053
<b>Conservative Model</b> (0.117%)		7,484	7,492	7,501	7,510	7,519	7,528	7,536	7,545	7,554	7,563

#### Scenario 2: High Growth with Major Development Opportunities

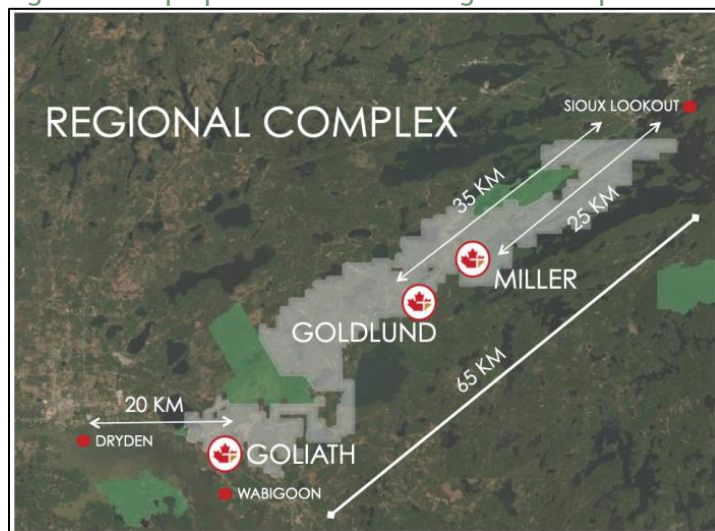
Besides the organic growth projection as presented above, which is based on various statistical measures, the changes in population in Dryden could also be impacted by major economic events happening in the community. In this section, three (3) economic events were analyzed, and which could potentially skew the organic growth of Dryden's population.

##### 4.3.2.2.1.1 The Goliath Gold Regional Complex Project

The mining industry presents great opportunities in Northern Ontario. Several significant investment projects are anticipated to attract new residents and employees into the Kenora District. As per the 2022 KDSB Report to the Ministry of Municipal Affairs and Housing, it is estimated that 3,050 new employees will be required to support the growing mining industry in the Kenora District.

The Goliath Gold Project is a prospective project that consists of the construction, operation, decommissioning, and remediation of an open-pit and underground gold mine and associated mining infrastructure, including a tailings storage facility located 20 kilometres east of Dryden. In 2019, the Project received Federal Environmental Assessment Approval. Currently, Treasury Metals Inc. is in the process of receiving additional permits and approvals to construct and operate the Project.

Figure 8 - Map of the Goliath Gold Regional Complex



The overall Goliath Gold Complex serves two (2) other mining projects – The Goldlund Mine Project (Gold Mine) and The Miller Mine Project (Gold Mine); both are located on the corridor between Dryden and Sioux Lookout. Figure 8 illustrates the location of all three (3) projects.

Upon completion and operation in the second half of the 2020s, the Goliath Gold Regional Complex is expected to create significant new employment and traffic in the City of Dryden. The Company

estimates that the construction, exploration, mining and processing will create 450 jobs. The mine is expected to have a life of 13.5 years.

To estimate the impact of the mining project on Dryden's population, the following assumptions were prepared:

- For every direct job created as a result of the commissioning of the Goliath Gold Project, a multiplier of 0.32 for indirect jobs and 0.20 for induced jobs was calculated.
- Considering Dryden's current population base and labour pool, it was assumed that one-third (1/3 or 33%) of the new jobs created would be newcomers who relocate to the City of Dryden (equivalent to 150 jobs), furthermore:
  - 50% of those newcomers to the city are likely to be single (family of one)
    - Equivalent to a population increase of 114 (including indirect and induced impact)
  - 25% of those newcomers to the city are likely to come with a spouse (family of two)
    - Equivalent to a population increase of 114 (including indirect and induced impact)
  - 25% of those newcomers to the city are likely come with a spouse and children (family of four)
    - Equivalent to a population increase of 228 (including indirect and induced impact)
- This model assumes that the balance of the 300 jobs needing to be fulfilled would be absorbed by existing residents within and surrounding Dryden and newcomers to neighbouring municipalities.

Table 33 - Breakdown of Population Increase from the Treasury Metals Project

Household Types	Direct Jobs Created	Population Increase (including spouse and children)			
		Direct Impact	Indirect Impact	Induced Impact	Total
Single	75	75	24	15	114
Family of Two	38	75	24	15	114
Family of Four	38	150	48	30	228
<b>Total</b>	<b>150</b>	<b>300</b>	<b>96</b>	<b>60</b>	<b>456</b>

(Numbers are rounded to the nearest whole number)

- If the construction phase moves forward and is completed, it is estimated that the bulk of those individuals are likely to remain in the city and pursue other employment opportunities.
- If the mine reaches its end life in 13.5 years, it is assumed that 25% of the workers who relocated to Dryden would move out of the city.
- It is assumed that any job creation could take two years to achieve the planned target, with each year realizing half of the total new hires.

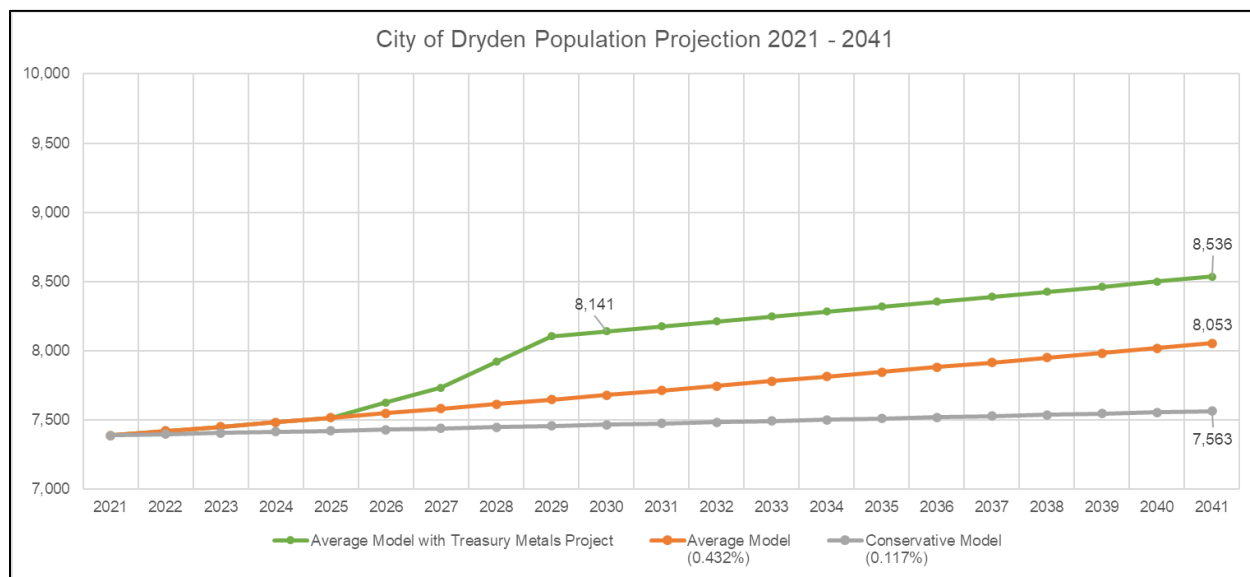
Furthermore, it is estimated that the construction would commence in late 2025 and commercial operation would begin in 2028. Prior to 2025, early-stage preparation and exploration work may also increase Dryden's population, however, on a smaller scale. Table 34 presents the estimated population change per year as influenced by the Goliath Gold Project.

Table 34 - Estimated Population Change due to Goliath Gold Project

Estimated City of Dryden Population Change due to Goliath Gold Project											
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
						(Construction)		(Operation)			
Changes in Population	-	-	-	-	-	+76	+76	+152	+152	-	-
	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	
	(Operation)										
Changes in Population	-	-	-	-	-	-	-	-	-	-	-

With this employment and business opportunity, it is assumed that the population growth in Dryden is likely to accelerate. The Average Model is used as the baseline for measuring additional population brought by the Goliath Gold Project. It is estimated that the City of Dryden may have 8,536 residents by 2041 if the Goliath Gold project is commissioned. Population growth is expected to accelerate in 2026 and stabilize past 2029.

Figure 9 - Dryden Population Projection, Scenario 2 with Goliath Gold Project (2021 – 2041)



#### 4.3.2.2.1.2 NWMO Deep Geological Repository

The Nuclear Waste Management Organization (NWMO) is in the site selection process of an underground deep geological repository in the Wabigoon / Ignace area. This project began in 2010 and is a multi-year process to identify a site where Canadian spent nuclear fuel can be contained and isolated in a deep geological repository. Currently, the Wabigoon/Ignace area is one of the two (2) shortlisted areas.

The Township of Ignace sits 110km east of Dryden, with a population of approximately 1,200 residents. The NWMO's repository project site is approximately 53kms east of Dryden situated in unorganized territory. If the Wabigoon/Ignace/Dryden area is selected, NWMO expects the pre-construction work to start in 2033, with construction taking place between 2033 and 2043, and test operations commencing in 2043. A site selection decision will be made in 2023.

The NWMO estimated that the pre-construction will generate a total of 200 direct jobs (20 on-site and 180 off-site). The construction phase will generate a total of 640 direct jobs (470 on-site and 170 off-site). The operation will generate a total of 700 direct jobs (580 on-site and 120 off-site). The off-site workers will work at the Centre of Expertise in Ignace.

In the event the project moves forward and to estimate the impact of this project on Dryden's population, the following assumptions were prepared:

- The following assumptions consider the population impact brought by the pre-construction and construction phase. The operation phase is beyond the timeline of the 20-year projection thus not included in the following part.

- One-fourth (1/4) of the new jobs created would be newcomers who relocate to the City of Dryden<sup>14</sup> (equivalent to 160 jobs in the pre-construction phase and 343 jobs in the construction phase), furthermore:
  - A indirect impact multiplier of 1.54 and induced impact multiplier of 0.65 is used (obtained from the 2015 NWMO Employment Projection for Ignace Area). Numbers are rounded to the nearest whole number for population calculation.
  - 50% of those newcomers to the city are likely to be single (family of one)
    - Equivalent to a population increase of 80 (including indirect and induced impact) in the pre-construction phase
    - Equivalent to a population increase of 171 (including indirect and induced impact) in the construction phase
  - 25% of those newcomers to the city are likely to come with a spouse (family of two)
    - Equivalent to a population increase of 80 (including indirect and induced impact) in the pre-construction phase
    - Equivalent to a population increase of 171 (including indirect and induced impact) in the construction phase
  - 25% of those newcomers to the city are likely come with spouse and children (family of four)
    - Equivalent to a population increase of 160 (including indirect and induced impact) in the pre-construction phase
    - Equivalent to a population increase of 343 (including indirect and induced impact) in the construction phase
- This model assumes that the balance of the 874 jobs in the construction phase and 1,005 jobs in the operation phase needing to be fulfilled would be absorbed by existing residents within and surrounding Dryden and newcomers to neighbouring municipalities.

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<sup>14</sup> The employment opportunity and housing demand created by the NWMO Deep Geological Repository project might also be absorbed by other communities in the region.

### Table 35 - Breakdown of Population Increase from the NWMO Project

Pre-Construction Phase		
Household Types	Jobs Created (including indirect and induced impacts)	Population Increase (including indirect and induced impacts)
Single	80	80
Family of Two	40	80
Family of Four	40	160
Total	160	320
Construction Phase		
Household Types	Jobs Created (including indirect and induced impacts)	Population Increase (including indirect and induced impacts)
Single	172	171
Family of Two	86	171
Family of Four	86	343
Total	344	685

- Any job creation would take three (3) years to achieve the planned target, following a 40%-40%-20% distribution in three (3) years. 40% of total new hires would happen in the first year, followed by another 40% in the second year and the remaining 20% in the third year).
- When the pre-construction phase is completed, it is estimated that the bulk of those individuals would remain in the city and pursue employment opportunities in the construction phase.

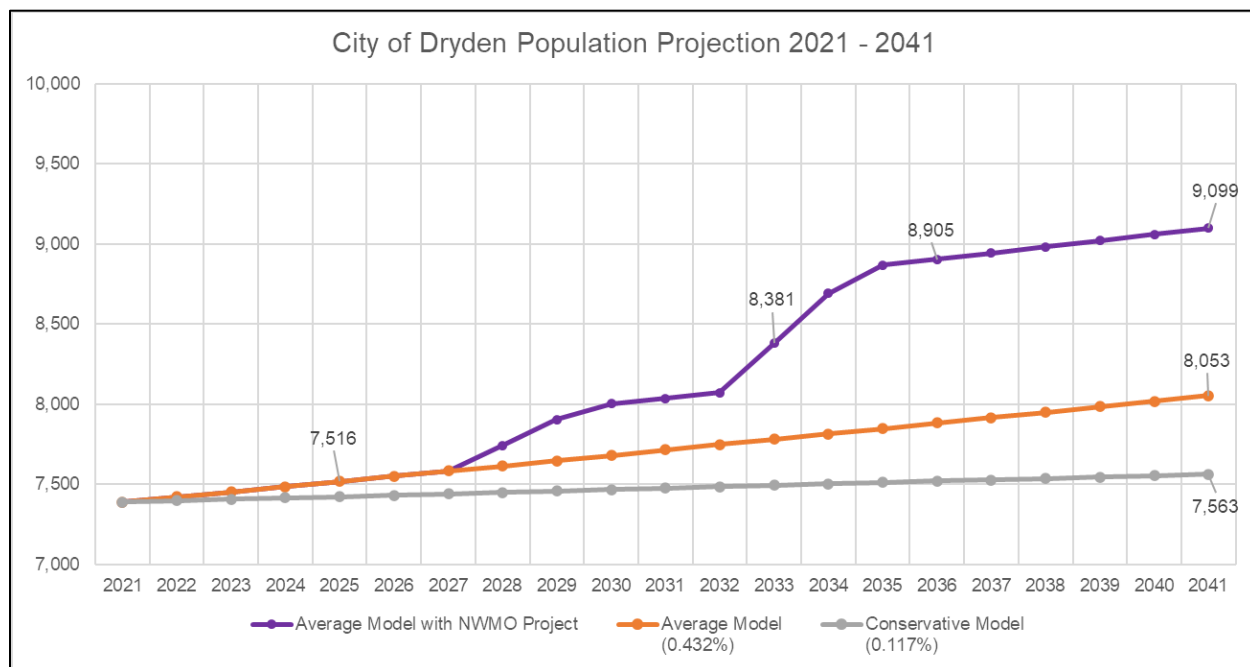
Based on the project timeline and the assumptions above, Table 36 summarized the estimated population change in Dryden as a result of the construction and operation of the deep geological repository.

### Table 36 - Estimated Population Change due to Deep Geological Repository Project

Estimated City of Dryden Population Change due to NWMO Project											
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	(Pre-Construction)										
Changes in Population	-	-	-	-	-	-	-	+128	+128	+64	-
		2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
	(Construction begins)										
Changes in Population		-	+275	+275	+137	-	-	-	-	-	-

Figure 10 presents the growth projection if the NWMO project is commissioned in the Ignace area. It is estimated that the commission of the project has the potential to create high population growth for Dryden, resulting in increased housing demand. By 2041, the model estimates that 9,099 people may live in Dryden.

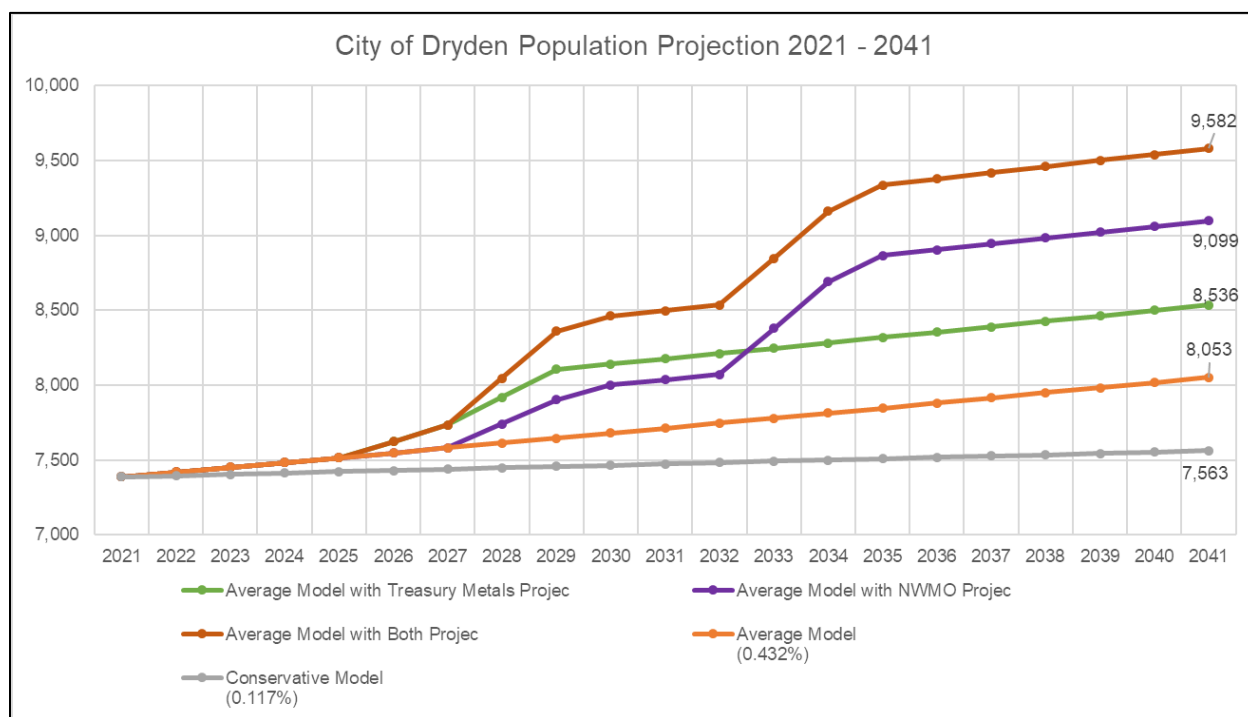
Figure 10 - Dryden Population Projection, Scenario 2 with NWMO Project (2021 - 2041)



#### 4.3.2.2.1.3 Combined Results

If both projects were to commence in the region, a significant increase in Dryden's population is forecasted due to the direct, indirect, and induced jobs created in the surrounding area and also the strengthening of Dryden's brand awareness and community competitiveness. Therefore, a new projection line to the chart has been added, which incorporates the new population created by the two (2) projects above with the previous Average Models as the basis.

Figure 11 - Dryden Population Projection, Scenario 2 with both projects (2021 - 2041)



As shown in Figure 11, the population in Dryden is expected to increase at a moderate rate if both projects begin their construction in the late 2020s. The population is estimated to surpass 8,000 in 2028 and reach 9,000 in 2034 as the deep geological repository begins its construction operation. By 2041, Dryden's population could rise to 9,582. A detailed breakdown of population projections per year is presented in Table 37.

Table 37 - City of Dryden Population Projection, Scenario 2 (2021 - 2041)

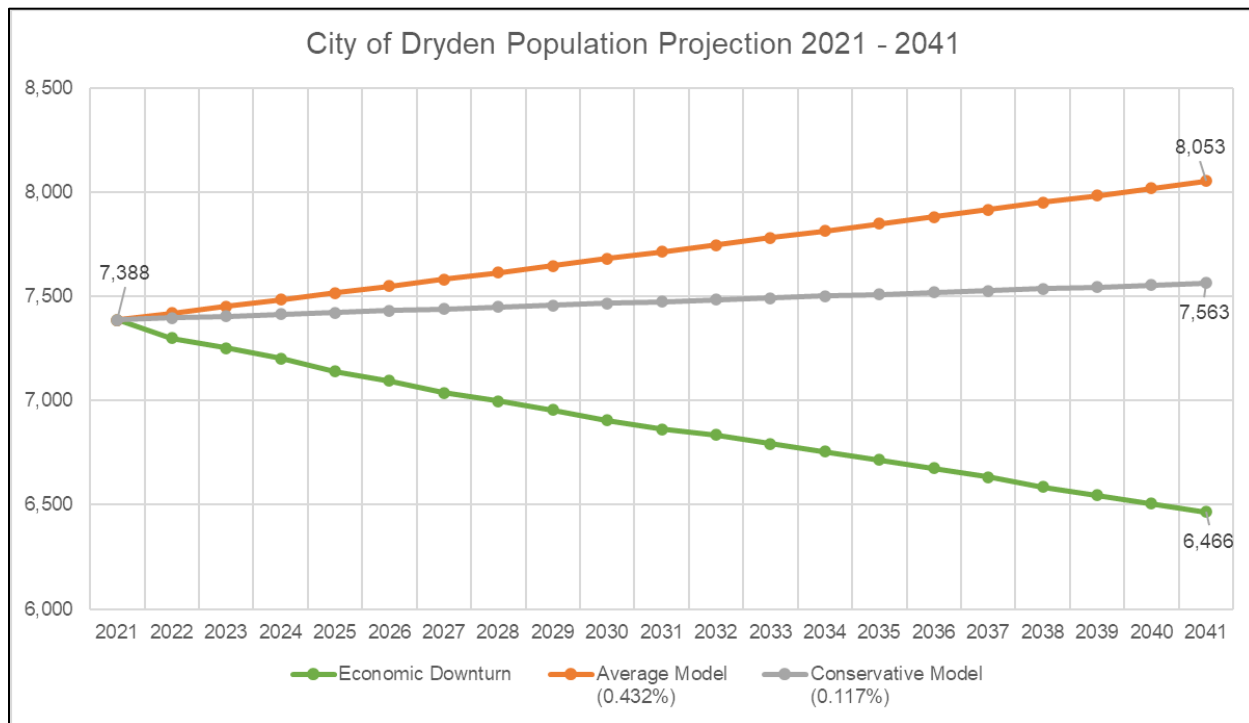
City of Dryden Population Projection 2021 - 2040											
	2021 (Historic record)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	(Forecast)										
Average Model with Major Developments	7,388	7,420	7,452	7,484	7,516	7,625	7,734	8,047	8,362	8,462	8,499
	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	
	(Forecast)										
Average Model with Major Developments	8,535	8,847	9,161	9,337	9,377	9,418	9,459	9,500	9,541	9,582	

### Scenario 3: Population Decline due to Economic Downturn

The third scenario measures the population changes if the City of Dryden continues to experience a decline in population following the growth rate of Growth Model 1. An economic downturn is also simulated in this scenario to reflect a hypothetical slow down, delay or cancellation of economic

development opportunities in the city. This scenario also factored in the aging of Dryden's workforce which might lead to a further decline in the local labour pool.

Figure 12 - City of Dryden Population Projection, Scenario 2 (2021 - 2041)

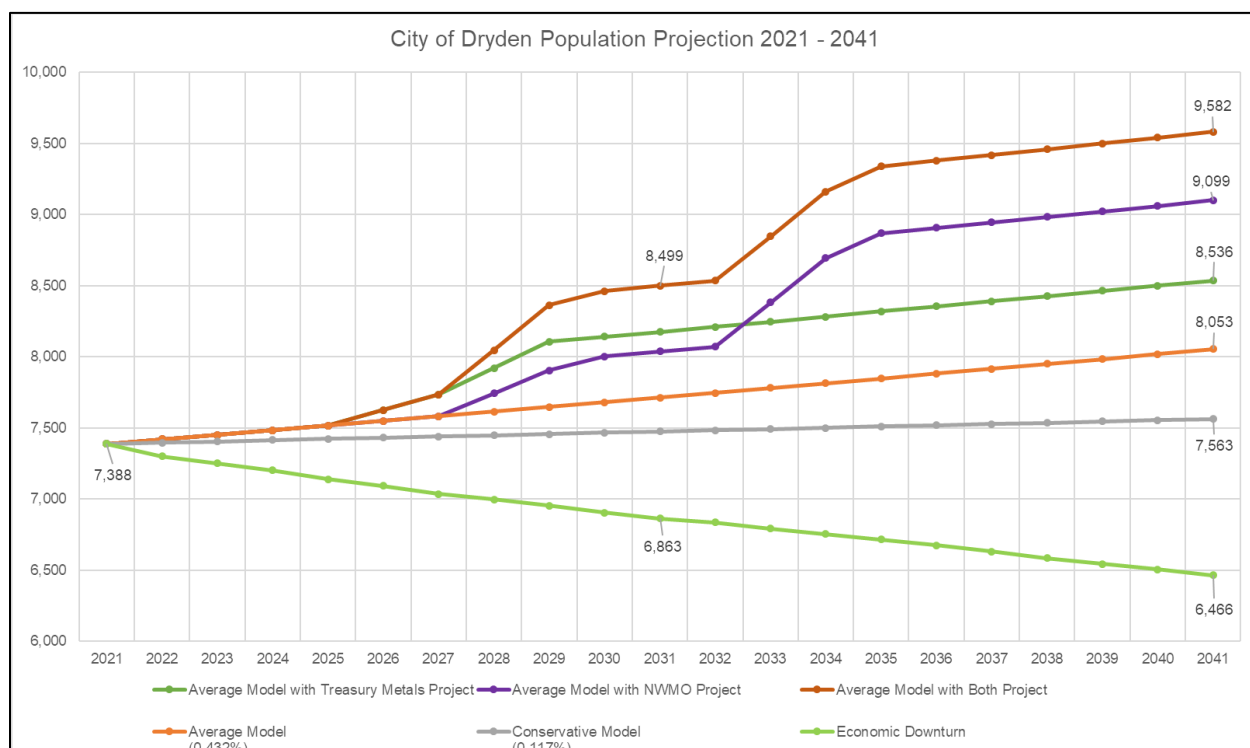


As shown in Figure 12, the economic downturn would quickly reduce Dryden's population from 7,388 in 2021 to less than 7,000 in 2028. By 2041, the population would further reduce to 6,466, which is 922 less than Dryden's 2021 population.

### Summary

In summary, three (3) growth scenarios with seven population projection lines were prepared and which incorporate natural growth, high growth with major development happening in Dryden, and a declining population base due to a hypothetical economic downturn. Figure 13 presents all six (6) projection lines on a single graph.

Figure 13 - Dryden Population Projection, All Scenarios (2021 - 2041)



## 4.4 Vacant Lands Assessment

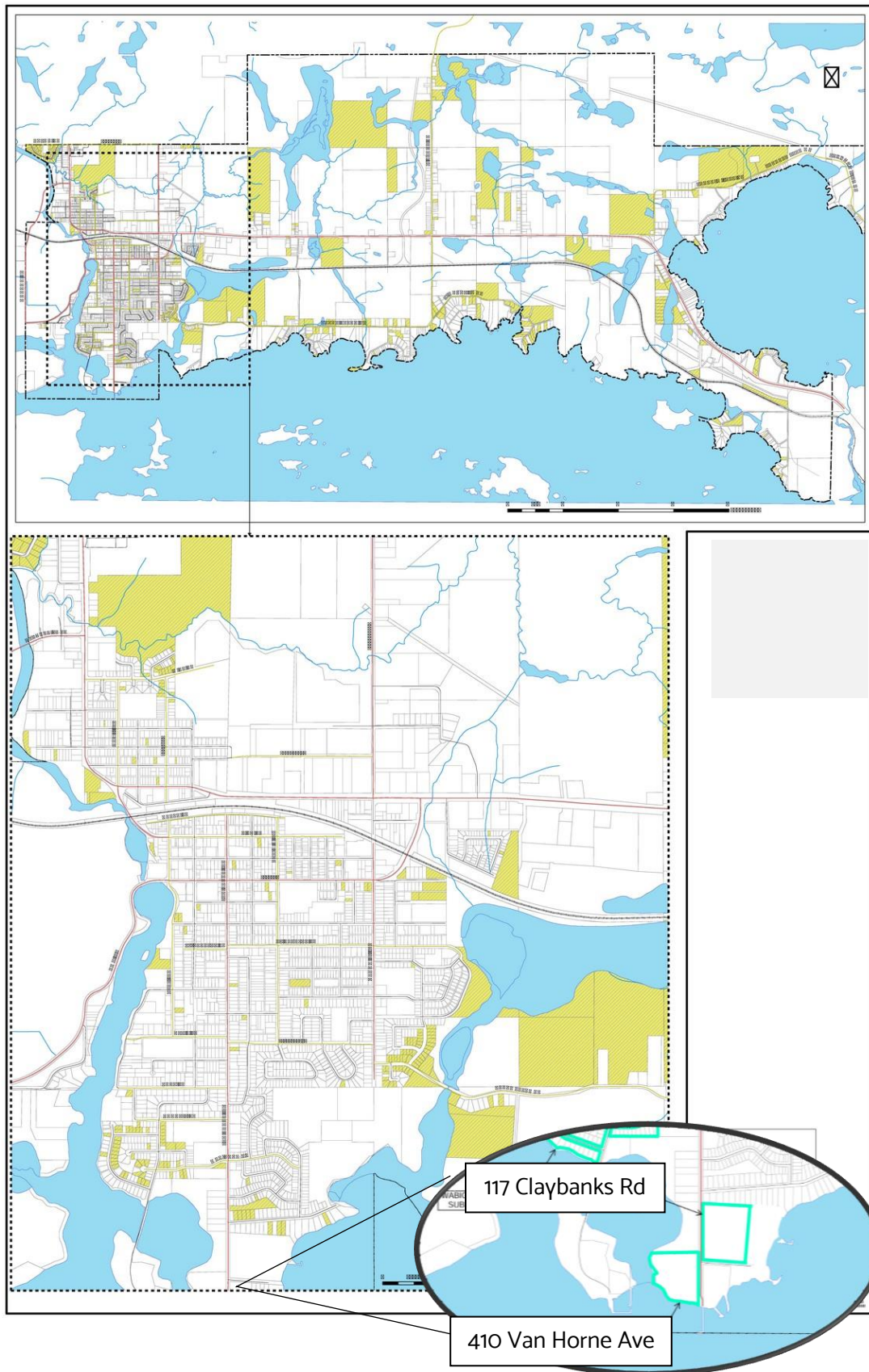
### 4.4.1 Inventory of City and Privately-Owned Vacant Lands

#### 4.4.1.1 Vacant Residential Lands

There are 334 vacant residential land parcels in Dryden. Appendix 2 - Vacant Residential Land lists the 141 city-owned and 193 privately-owned properties. Figure 14 presents the location of Dryden's City and privately-owned vacant residential lands.<sup>15</sup> While not zoned residential, it is important to note 410 Van Horne Ave and 117 Claybanks Rd located at the southern end of Van Horne Ave. Both properties are zoned Waterfront Mixed-Use and have the potential to supplement future residential development once commercial development is complete.

<sup>15</sup> There may be discrepancies in data obtained from the various data sources, data sets and/or parties for who provided information to support the vacant land assessment.

Figure 14 - Location of Dryden's City and Privately-Owned Vacant Residential Lands



Through a deeper assessment of the listed vacant residential properties above, Table 38 presents the 76 vacant parcels of residential land which are deemed to be ‘generally developable’, meaning they are not ‘development challenged’, ‘not developable’, or ‘pending development’. All residential land parcels listed below are privately owned.

**Table 38 - Vacant Residential Land Deemed ‘Generally Developable’**

Vacant Residential Land Deemed ‘Generally Developable’		
• 65 Airport Rd (RR)	• 32 Highland Rd (RS)	• 16 Ross St (R1)
• 51 Beaver Ave (RR)	• 37 Highland Rd (RS)	• 200 Rowat Rd (RR)
• 60 Birchcliff Rd (RR)	• 55 Highland Rd (RS)	• 255 Rowat Rd (RS)
• 71 Birchcliff Rd (RR)	• 64 Highland Rd (RS)	• 25 Saindon Rd (RS)
• 152 Birchcliff Rd (RR)	• 78 Highland Rd (RS)	• 6 Sandy Beach Mews (R1)
• 167 Birchcliff Rd (RR)	• 22 Ingall Dr (R1)	• 270 Sandy Beach Rd (R1-H)
• 350 Birchcliff Rd (RR)	• 23 Inverness Dr (RS)	• 324 Sandy Beach Rd (R1)
• 306 Bonny Bay Rd (RS)	• 43 Inverness Dr (RS)	• 332 Sandy Beach Rd (R1)
• 181 Cecil Ave (R1)	• 16 Kerney Hill Crt (R1)	• 511 Sandy Beach Rd (RR)
• 190 Duke St (R2)	• 27 Kerney Hill Crt (R1)	• 653 Sandy Beach Rd (RR)
• 220 Duke St (R2)	• 83 Lakeside Dr (R1)	• 809 Sandy Beach Rd (RR)
• 132 Earl Ave (R1)	• 91 Lakeside Dr (R1)	• 861 Sandy Beach Rd (RR)
• 62 Edgewater Dr (R1)	• 95 Lakeside Dr (R1)	• 897 Sandy Beach Rd (RR)
• 69 Edgewater Dr (R1)	• 120 Lakeside Dr (R1)	• 1 Swanson St (R1)
• 71 Edgewater Dr (R1)	• 124 Lakeside Dr (R1)	• 67 Tara Dr (RS)
• 72 Edgewater Dr (R1)	• 160 Lakeside Dr (R1)	• 70 Tara Dr (RS)
• 73 Edgewater Dr (R1)	• 101 Lakeview Rd (RR)	• 165 Van Horne Ave (R1)
• 75 Edgewater Dr (R1)	• 131 Lakeview Rd (RR)	• 229 Van Horne Ave (R1)
• 109 Edgewater Dr (R1)	• 141 Lakeview Rd (RR)	• 5 Wabigoon Crt (R1)
• 15 Gamble Dr (R1)	• 151 Lakeview Rd (RR)	• 9 Wabigoon Crt (R1)
• 17 Gamble Dr (R1)	• 161 Lakeview Rd (RR)	• 31 Wabigoon Dr W (R1)
• 19 Gamble Dr (R1)	• 67 Mcmillan Ave (R1)	• 35 Wabigoon Dr W (R1)
• 21 Gamble Dr (R1)	• 94 Meadows Rd (RR)	• 36 Wabigoon Dr W (R1)
• 61 Harris Cres (RR)	• 61 Misty Lane (RR)	• 44 Wabigoon Dr W (R1)
• 169 Harris Cres (RS)	• 94 Orvis St (R1)	
• 177 Harris Cres (RS)	• 40 Rodgers Rd (RR)	

#### 4.4.1.2 Vacant Commercial Lands

There are 46 vacant commercial land parcels in Dryden. Table 39 lists the six (46) city-owned and 40 privately-owned properties.<sup>16</sup>

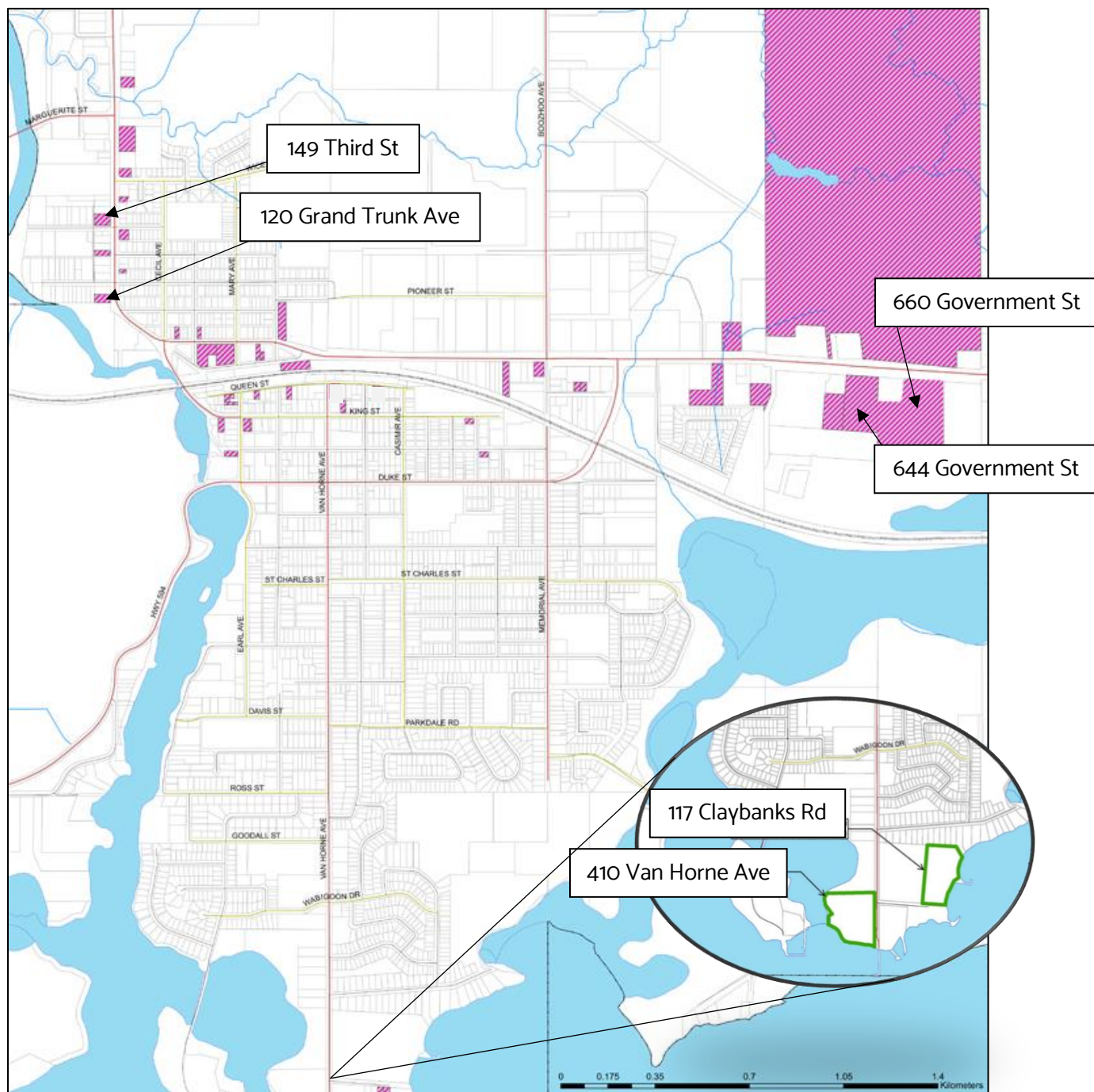
Table 39 - Inventory of City and Privately-Owned Vacant Commercial Lands

City-Owned Vacant Commercial Land Parcels	
<ul style="list-style-type: none"> <li>• 660 Government St</li> <li>• 644 Government St (25,622 sqm / 6.33 acres)</li> </ul>	<ul style="list-style-type: none"> <li>• 120 Grand Trunk Ave</li> <li>• 149 Third St</li> </ul>
Privately-Owned Vacant Commercial Land Parcels	
<ul style="list-style-type: none"> <li>• 108 Claybanks Rd (1,508 sqm)</li> <li>• 104 Claybanks Rd (1,589 sqm)</li> <li>• 62 Colonization Ave (1,646 sqm)</li> <li>• 14 Earl Ave (556 sqm)</li> <li>• 44 Earl Ave (997 sqm)</li> <li>• 290 Government Rd (3,284 sqm)</li> <li>• 267 Government Rd (466 sqm)</li> <li>• 649 Government St (1,247,555 sqm)</li> <li>• 452 Government St (1,278 sqm)</li> <li>• 584 Government St (11,231 sqm)</li> <li>• 478 Government St (2,062 sqm)</li> <li>• 281 Government St (4,040 sqm)</li> <li>• 224 Government St (4,522 sqm)</li> <li>• 238 Government St (5,053 sqm)</li> <li>• 612 Government St (5,909 sqm)</li> <li>• 221 Government St (660 sqm)</li> <li>• 587 Government St (7,472 sqm)</li> <li>• 205 Government St (717 sqm)</li> <li>• 642 Government St (9,838 sqm)</li> <li>• 264 Government St (952 sqm)</li> </ul>	<ul style="list-style-type: none"> <li>• 154 Grand Trunk Ave (1,198 sqm)</li> <li>• 169 Grand Trunk Ave (1,381 sqm)</li> <li>• 275 Grand Trunk Ave (1,945 sqm)</li> <li>• 139 Grand Trunk Ave (344 sqm)</li> <li>• 233 Grand Trunk Ave (5,641 sqm)</li> <li>• 41 Hearst Ave (652 sqm)</li> <li>• 8 King St (1,118 sqm)</li> <li>• 24 King St (319 sqm)</li> <li>• 178 King St (671 sqm)</li> <li>• 509 Nymark Rd (773 sqm)</li> <li>• 505 Nymark Rd (787 sqm)</li> <li>• 16 Queen St (268 sqm)</li> <li>• 10 Queen St (551 sqm)</li> <li>• 82 Queen St (642 sqm)</li> <li>• 30 Queen St (656 sqm)</li> <li>• 80 Queen St (764 sqm)</li> <li>• 110 Queen St (873 sqm)</li> <li>• 108 Queen St (942 sqm)</li> <li>• 48 Queen St (968 sqm)</li> <li>• 76 Queen St S (680 sqm)</li> </ul>

Figure 15 indicates the location and address of the six (6) city-owned vacant commercial land parcels. While not zoned commercial, it is also important to note 410 Van Horne Ave and 117 Claybanks Rd located at the southern end of Van Horne Ave (within Figure 15). Both properties are zoned Waterfront Mixed-Use and will play a key role in the recommendations tied to commercial development (section 5.1.2).

<sup>16</sup> There may be discrepancies in data obtained from the various data sources, data sets and/or parties for who provided information to support the vacant land assessment.

Figure 15 - Location of Dryden's Vacant Commercial Lands



Through a deeper assessment of the commercial properties listed above, the Table 40 presents the 17 vacant parcels of commercial land which are deemed to be 'generally developable', meaning they are not 'development challenged', 'not developable', or 'pending development'. The three (3) land parcels denoted with an asterisk (\*) are City-owned.

Table 40 - Vacant Commercial Land Deemed 'Generally Developable'

Vacant Commercial Land Deemed 'Generally Developable'		
• 205 Government St (CH)	• 139 Grand Trunk Ave (CH)	• 30 Queen St (CD)
• 224 Government St (CH)	• 169 Grand Trunk Ave (CH)	• 48 Queen St (CD)
• 452 Government St (CH)	• 106 King St (CD)	• 80 Queen St (CD)
• 644 Government St (CH) *	• 178 King St (CG)	• 82 Queen St S (CD)
• 649 Government St (CH/M1-H)	• 509 Nymark Rd (CH)	• 110 Queen St (CD)
• 120 Grand Trunk Ave (CH) *		• 149 Third St (CH) *

Additionally, Table 41 presents three (3) vacant commercial brownfield development sites.

Table 41 - Vacant Commercial Brownfield Sites

Vacant Commercial Brownfield Sites		
• 80 Queen St (CD)	• 108 Queen St (CD)	• 106 King St (CD)

#### 4.4.13 Vacant Industrial Lands

There are nine (8) vacant industrial land parcels in Dryden. Table 42 lists the two (2) city-owned and six (6) privately-owned properties.<sup>17</sup>

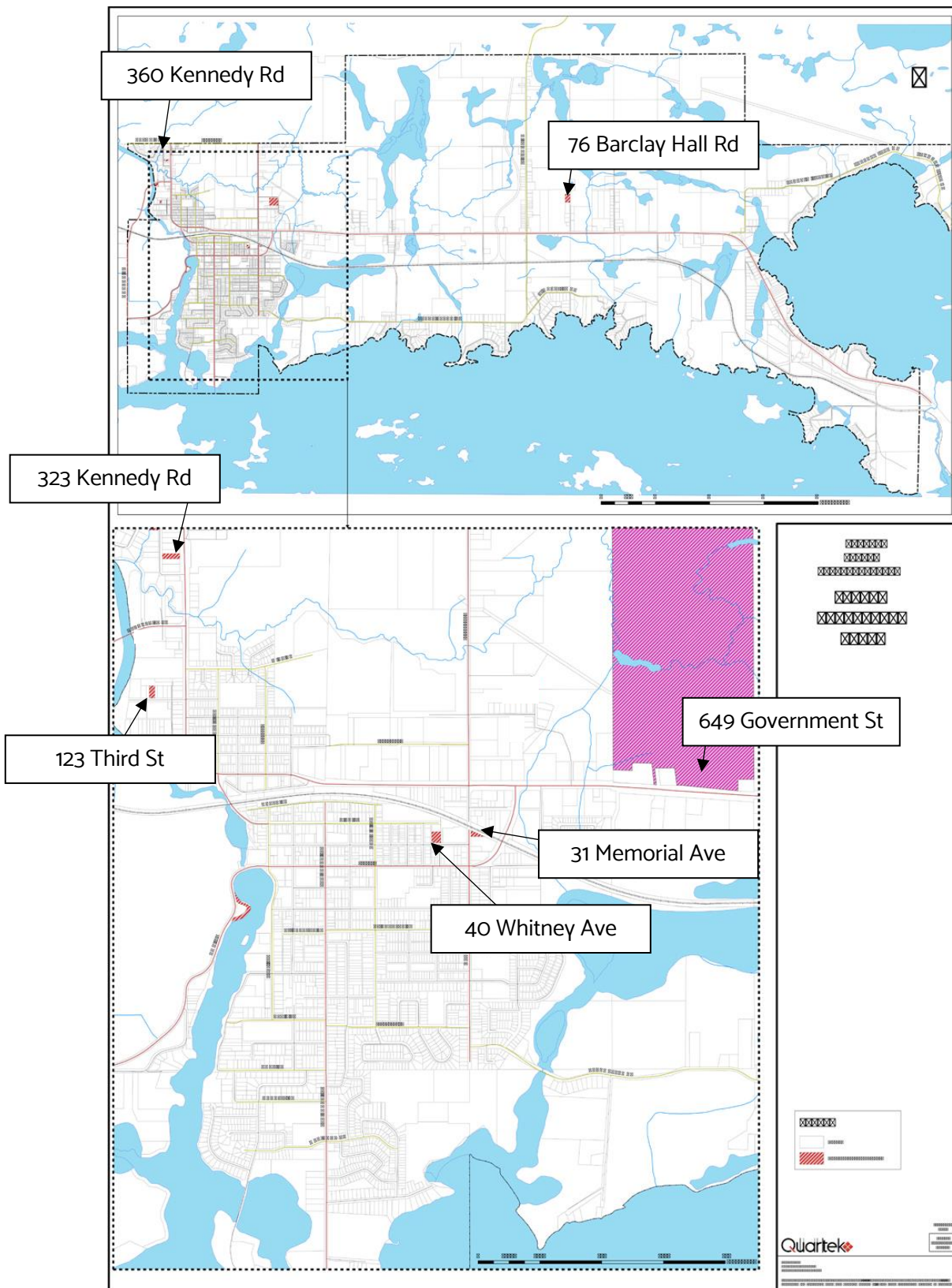
Table 42 - Inventory of City and Privately-Owned Vacant Industrial Lands

City-Owned Vacant Industrial Land Parcels	Privately-Owned Vacant Industrial Land Parcels
<ul style="list-style-type: none"> <li>• 76 Barclay Hall Rd (13,936 sqm / 3.44 acres)</li> <li>• 140 Marguerite St (2,713 sqm / 0.67 acres)</li> </ul>	<ul style="list-style-type: none"> <li>• 360 Kennedy Rd (3,908 sqm / 0.97 acres)</li> <li>• 31 Memorial Ave (1,370 sqm / 0.34 acres)</li> <li>• 323 Kennedy Rd (3,046 sqm / 0.75 acres)</li> <li>• 123 Third St (2,207 sqm / 0.55 acres)</li> <li>• 40 Whitney Ave (3,328 sqm / 0.82 acres)</li> <li>• 649 Government St</li> </ul>

Figure 16 indicates the location and address of each of the seven (7) city-owned vacant industrial land parcels.

<sup>17</sup> There may be discrepancies in data obtained from the various data sources, data sets and/or parties for who provided information to support the vacant land assessment.

Figure 16 - Location of Dryden's Vacant Industrial Lands



Through a deeper assessment of the industrial lands listed above, the Table 43 presents the three (3) vacant parcels of industrial land which are deemed to be ‘generally developable’, meaning they are not ‘development challenged’, ‘not developable’, or ‘pending development’. The four (4) land parcels listed are privately-owned.

Table 43 - Vacant Industrial Land Deemed ‘Generally Developable’

Vacant Industrial Land Deemed ‘Generally Developable’	
• 649 Government St (CH/M1-H)	• 323 Kennedy Rd (M1)
	• 31 Memorial Ave (M2)

4.4.2 Vacant Land Profile Listings

Table 44 provides the City with the necessary information to complete a property listing upload submission for any of its vacant city-owned (commercial and/or industrial lands) it deems as surplus lands.

Table 44 - Vacant Land Profile Listings

Property Type	Transaction Type	Property Code	Code	Zoning	Street Number	Street Name	City	Latitude	Longitude	Current/Previous Use Description
Commercial	For Sale	100 series - Vacant Land	105	CH	644	Government Street	Dryden	49.78592	-92.81056	Vacant
Commercial	For Sale	100 series - Vacant Land	105	RMD	0	Elm Road	Dryden	49.78299	-92.81811	Vacant
Commercial	For Sale	100 series - Vacant Land	105	CH	660	Government Street	Dryden	49.7858	-92.80795	Vacant
Industrial	For Sale	100 series - Vacant Land	106	M2	31	Memorial Drive	Dryden	49.78478	-92.82503	Vacant
Industrial	For Sale	100 series - Vacant Land	106	OS-1	76	Barclay Hall Road	Dryden	49.7915	-92.7452	Part of the former Barclay Landfill location.

#### 4.4.3 Dryden's Land Development Readiness Program

To help Dryden convey and promote development opportunities within the city, albeit residential, commercial or industrial related, it is important to ensure that there is a common understanding of what it means to discuss land parcels as being investment-ready, development-ready or shovel-ready is maintained.

Merriam-Webster dictionary describes shovel-ready as “a construction project or site that is ready for the start of work.”<sup>18</sup>

Often, a shovel-ready site refers to a site that has environmental clearances, infrastructure in place, and through which various barriers such as title work, soil analysis, and more are already complete. It often implies that the project work can begin and that the initial planning stages are already complete.<sup>19</sup>

The Province of Ontario makes use of the term, investment-ready<sup>20</sup> which implies that a site (through its certified site program) is pre-qualified for investors and site consultants. The term may have different meanings in different provinces (jurisdictions) due to specific certification programs in place.

While municipalities do their best to plan and prepare strategic land parcels (with appropriate infrastructure and servicing) for future development, it may be difficult, in some instances, to anticipate the exact type of development opportunity which may be attracted to a particular site. For example, some food manufacturers require significantly higher volumes of water to support their processing requirements than what other types of permitted industrial uses may be allowed on the same site and additional investments may be required to increase capacity to support those industrial operations.

If the notion of investment-ready, development-ready or shovel-ready are utilized in the context of commercial or industrial-zoned parcels of land, prospective developers may be more inclined to narrow their search to include land parcels which have services brought to the lot lines (including water, sanitary, hydro, gas, and broadband), are zoned for the proposed uses, have road access and are environmentally ready (if applicable). As developers proceed with their due-diligence on their preferred parcels of land, they can proactively commence the site plan approval and building permit application, but cannot submit it until the developer has settled upon the desired parcel of land. Site Plan Control Approval in Dryden typically takes five (5) to six (6) weeks once a completed application has been submitted and an additional two (2) to three (3) weeks to obtain Building Permit Issuance. In other jurisdictions, the process could take upwards of six (6) and two (2) months respectively.

To help expedite the process, some municipalities offer Site Plan Approvals in Principle, which is an agreement to proceed with the site plan, but subject to a list of required conditions to be satisfied prior

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<sup>18</sup> <https://www.merriam-webster.com/dictionary/shovel-ready>

<sup>19</sup> <https://www.mcminnvillebusiness.com/what-does-it-mean-to-be-shovel-ready>

<sup>20</sup> <https://www.investontario.ca/CertifiedSite>

to obtaining full Site Plan Approval. Within Dryden, the timeline for Site Plan Approval is relatively short, so while it is important to acknowledge, there may be instances where it may not be applicable, depending on the size, nature and/or scope of the project.

The City of Dryden has concluded that any parcel of commercial or industrial land intended for future development be considered and conveyed in one (1) of three (3) stages of land development readiness (see Table 45). A planned (or designated) parcel of land which has been identified for future development, is included within the City's inventory of available lands for development, is zoned appropriately, has detailed site information available and includes appropriate maps on hand should be referred to as a Planned Development Site. Planned Development Sites that have servicing brought up to the lot lines, should be considered Development Ready. It is at this stage that an interested developer can prepare and submit a Site Plan application including drawings and supporting studies. While the Site Plan application is considered a Building Permit Application, it can also be submitted for preliminary review. Once Site Plan Control approval is provided pertaining to a Development Ready site, it now becomes Shovel Ready. A building permit can then be issued if approved.

Table 45 - Land Development Readiness Checklist

Site Characteristic		Planned Development Site	Development Ready	Shovel Ready
Timeline to Development:		> 12 Months	12 to 3 Months	< 3 Months
Servicing to Lot Line	Municipal Water / Well Water		X	X
	Municipal Wastewater / Septic		X	X
	Stormwater		X	X
	Electricity / Renewable		X	X
	Gas / Propane / Renewable		X	X
	Telecommunications		X	X
	Road Access		X	X
Enhanced Due-diligence	Archaeological Assessment (if applicable)			
	Environmental Assessment (if applicable)			
	Other Studies (as determined by Planning)		X	X
	Development Constraints Identified	X		
	Development Constraints are Mitigated		X	X
Detailed Site Information	Ownership and Title Details	X	X	X
	Legal Description	X	X	X
	Property Survey		X	X
	Detailed Zoning and Permitted Uses information	X	X	X
Maps	Utilities and Servicing	X	X	X
	Topography	X	X	X
	Developable Area	X	X	X
	Surrounding Uses	X	X	X
Site Plan Control	Preliminary Site Plan Including Drawings		X	
	Site Plan Control Approval		X <sup>21</sup>	
	Building Permit Application		X <sup>22</sup>	
	Building Permit Issuance			X

Within Table 45, an "X" indicates that the asset, service, study or information is present, not that it is required.

<sup>21</sup> Within Dryden, Site Plan Control typically happens in the 'Development Ready' stage. As part of Site Plan Control, it is identified what size placement and connections are required to infrastructure and costs associated to the responsible party i.e.. owner/developer or City are identified and managed.

<sup>22</sup> A Building Permit Application is also generally submitted during the 'Development Ready' stage and can only move to issuance and the 'Shovel Ready' stage once all the 'Shovel Ready' steps have either been identified (infrastructure required) or completed (studies provided).

4.4.4 Northwestern Ontario Market Analysis of Vacant Serviced Lands

To better position the current vacant commercial and industrial land in the City of Dryden in terms of its investment readiness and attractiveness, a market analysis and benchmarking was undertaken to research and size, targeted industry, zoning, and competitive advantages of vacant commercial and industrial land across Northwestern Ontario. The following communities are researched as part of this exercise: Thunder Bay, Kenora, Fort Frances, Sioux Lookout, Greenstone, Red Lake, Marathon, and Atikokan.

4.4.4.1 Vacant Commercial Land in Northwestern Ontario

The size and price of vacant commercial lands across Northwestern Ontario depend on their location, building condition and servicing. The research reveals that municipal water and sewer, broadband access, and highway traffic will result in a higher market price for vacant commercial land.

Table 46 - Vacant Commercial Parcel in Northwestern Ontario

Jurisdiction	Vacant Commercial Parcel Address	Size	Target Industry / Zoning	Key Competitive Advantages
City of Thunder Bay	218 Empire Avenue West	1.86 Acres with a frontage of 160 M	Mixed Use Zone Two – Residential dwelling + additional commercial use such as food store, financial office, media store, medical office, restaurant, professional service establishment...	Close to a public library and a community centre; Serviced; Close to St. Martins School  Appraisal required (no pricing available)
City of Thunder Bay	Hudson Avenue & Shuniah Street	2.97 Acres with a frontage of 105 M	Mixed Use Zone Two – Residential dwelling + additional commercial use such as food store, financial office, media store, medical office, restaurant, professional service establishment.	Close to Expressway and across from existing multi-residential complex  Asking price: \$569,000
City of Thunder Bay	1040 Huron Avenue	3.73 Acres with a frontage of 96 M	Neighbourhood Centre Three Zone – Duplex dwelling, educational institution, religious institution, single detached/semi-detached dwelling, apartment dwelling,	Serviced; Close to Expressway; Suitable for commercial, multi-residential

Jurisdiction	Vacant Commercial Parcel Address	Size	Target Industry / Zoning	Key Competitive Advantages
			day care facility, long-term care facility, food store, media store, medical office, personal services establishment...	and institutional development  Asking price: \$649,900
City of Thunder Bay	213 – 215 Simpson Street	604 sq. M with a frontage of 96 M	Central Business District Zone – Commercial development	In downtown Thunder Bay  Asking price: \$40,000
City of Kenora	117 Main Street South (City owned)	400-500 sq. M	General Commercial	In the heart of Harbourn town Centre
Municipality of Sioux Lookout	Bigwood Lake and Hwy 516 (Municipal-owned)	26.93 Acres	Commercial or light industrial  Mixed Use Exception One (Holding) – bar, conference centre, hotel, financial establishment, gas bar, restaurant, retail store, service shop, taxi stand, workshop, light industrial, commercial, highway commercial	Adjacent to the Municipal Airport Frontage
Municipality of Sioux Lookout	Hwy 516 (Municipal-owned)	36.3 Acres	Commercial or light industrial  Airport Industrial Exception Holding – airport use + mixed use as shown above	Adjacent to the Municipal Airport Frontage
Municipality of Greenstone	Geraldton	N/A  A total of 16 vacant lots in Geraldton identified as municipal surplus commercial properties. Eight (8) of them are serviced (water and sewer)	Commercial Zoning C1  <a href="https://www.greenstone.ca/Commercial-Listing-Updated-April-2021.pdf">https://www.greenstone.ca/Commercial-Listing-Updated-April-2021.pdf</a>	N/A

Jurisdiction	Vacant Commercial Parcel Address	Size	Target Industry / Zoning	Key Competitive Advantages
Municipality of Greenstone	Nakina	N/A A total of 19 vacant lots in Nakina identified as municipal surplus commercial properties. Seventeen (17) of them are serviced (water and sewer)	Commercial Zoning C1 & C2 <a href="https://www.greenstone.ca/Commercial-Listing-Updated-April-2021.pdf">https://www.greenstone.ca/Commercial-Listing-Updated-April-2021.pdf</a>	N/A
Municipality of Greenstone	Beardmore	N/A A total of 5 vacant lots in Beardmore identified as municipal surplus commercial properties. All of them are serviced (water and sewer)	Commercial Zoning C1 & Open Space <a href="https://www.greenstone.ca/Commercial-Listing-Updated-April-2021.pdf">https://www.greenstone.ca/Commercial-Listing-Updated-April-2021.pdf</a>	N/A
Municipality of Red Lake	11 Fifth Street, Balmertown	568 sq. M with 18 M of frontage	C1-P Zoning; Townsite commercial (parking not required)	Serviced with municipal water and sewer Located within the business section of Balmertown
Municipality of Red Lake	31 & 33 Lassie Rd, Balmertown	1,100 sq. M with 30 M frontage	C1-P Zoning; Townsite commercial	Serviced with municipal water and sewer Located within the business section of Balmertown

Municipality of Red Lake	Hughes Crescent	4.38 Acres	Highway Commercial Zoned C3	Serviced with municipal water and sewer  High vehicle traffic and high visibility from Hwy 105  A corner lot is beside Tim Horton's  Price: \$55,700 per Acre
Town of Marathon	85, 86, 87 and 91 Evergreen Drive	Ranges from 200 to 800 sq. M	Zoned Enterprise (E) – Commercial (auto sales, business office, financial institution, gas bar, hotel, motel, restaurant, retail store, service store, etc.) and industrial (warehouse and bulk storage)	Close to a railway but no spur; Close to a commercial plaza and major hospital
Town of Atikokan	104-108 Main Street West	105 x 132 ft	Zoning C1 (General Commercial)	Located on the Main Street  Assessed Value: \$14,100
Town of Atikokan	704 Mackenzie St East	N/A	Zoning C2 (Highway Commercial)	Assessed Value: \$132,000
Town of Atikokan	110 Main Street West	35 ft frontage	Zoning C1 (General Commercial)	
Town of Atikokan	211 O'Brien Street	280 ft frontage	Zoning C1 (General Commercial)	

#### 4.4.4.2 Vacant Industrial Land in Northwestern Ontario

Multiple municipalities in Northwestern Ontario have designated areas for industrial development and those are usually branded as a business/industrial park for investment attraction and marketing. The lot size in those industrial parks usually ranges from less than one acre to more than 30 acres. Most of the identified vacant industrial land in Northwestern Ontario focuses on light industrial and service-based industrial usage.

Table 47 - Vacant Industrial Parcel in Northwestern Ontario

Jurisdiction	Vacant Industrial Parcel Address	Size	Target Industry / Zoning	Key Competitive Advantages
City of Thunder Bay	Innova Business Park (Hwy 11/17 at Harbour Expressway)	Lot ranges from 0.79 to 5.4 Acres  A total of 47 lots as of 2021  Total area ~ 100 Acres  Lots are vacant as identified from 2021 satellite image	Light Industrial (Service-based and manufacturing businesses)	Located at the intersection of Highway 17 and 61 (Harbour Expressway)  Price starting at \$70,000  Six buildings already onsite including Stantec and WSP offices
City of Kenora	Stevenson Industrial Park  (Jones Road Industrial Park)	5 lot planned as according to 2017 City of Kenora Manufacturing Sector Profile  Total size of 245 Acres  Lots are vacant as identified from 2021 satellite image	Industrial	Municipal services (sewer and water), natural gas, internet and good road condition  Close to the airport  Located 1 KM from the Trans-Canada Hwy  Spur access to CP Railway mainline
Town of Fort Frances	Fort Frances Industrial Park	8 lots available  One lot of 0.5 Acres fully serviceable, excavated and backfilled.  Five lots (total ~12 Acres) fully serviceable but not excavated  Two lots (total 1.1 Acres) has limited serviceability	Industrial	The park has rail access (a rail spur)  Price: \$3,500 per Acre <sup>23</sup>

<sup>23</sup> <https://fortfrances.ca/business/commercial-properties/fort-frances-industrial-park>

Jurisdiction	Vacant Industrial Parcel Address	Size	Target Industry / Zoning	Key Competitive Advantages
Municipality of Sioux Lookout	Bigwood Lake and Hwy 516 (Municipal-owned)	26.93 Acres	Commercial or light industrial  Mixed Use Exception One (Holding) – bar, conference centre, hotel, financial establishment, gas bar, restaurant, retail store, service shop, taxi stand, workshop, light industrial, commercial, highway commercial	Adjacent to the Municipal Airport Frontage
Municipality of Sioux Lookout	Hwy 516 (Municipal-owned)	36.3 Acres	Commercial or light industrial  Airport Industrial Exception Holding – airport use + mixed use as shown above	Adjacent to the Municipal Airport Frontage
Municipality of Greenstone	Greenstone Regional Airport Commercial/Industrial Park	100 by 200 ft public lot available	Commercial or light industrial	Price:  Airside - \$0.38 per sq. ft.  Non airside - \$0.10 per sq. ft.
Municipality of Greenstone	R. Elmer Ruddick Nakina Airport Commercial/Industrial Park	Size and availability are under review	Commercial or light industrial	Price:  Airside - \$0.38 per sq. ft.  Non airside - \$0.10 per sq. ft.
Town of Marathon	85, 86, 87 and 91 Evergreen Drive	Ranges from 200 to 800 sq. M	Zoned Enterprise (E) – Commercial (auto sales, business office, financial institution, gas bar, hotel, motel, restaurant, retail store, service store, etc.) and industrial (warehouse and bulk storage)	Close to a railway but no spur; Close to a commercial plaza and major hospital

## 4.5 Dryden Infrastructure, Facility and Services Assessment

### 4.5.1 Municipal Infrastructure Capacity Assessment

A capacity analysis was undertaken to determine the impact of the proposed development of vacant lands within the City of Dryden on the existing infrastructure systems. The analysis was undertaken at a high level, due to the lack of specific details on the proposed developments. Due to the site-specific nature of traffic impacts and stormwater management and servicing, it was not possible to determine specific impacts on roads and stormwater infrastructure as part of the analysis. It is recommended that the impacts be analyzed and mitigated at the time of development. The impacts on sanitary and water infrastructure were analyzed at a high level and are discussed further.

#### 4.5.1.1 Water System Capacity Assessment

##### Future Expansion

Thirteen (13) possible development areas are identified for future development including six (6) residential areas, four (4) commercial and institutional areas, two (2) light industrial areas, and one (1) heavy industrial area. These areas are added to the City's hydraulic WaterCAD model provided by the City. The design criteria are as follows:

- Low density residential: 20 people per hectare.
- Medium density residential: 30 people per hectare.
- High density residential: 50 people per hectare.
- Commercial: 28 cubic meters/hectare/day (based on recommended minimum in MECP Design Guidelines for Drink Water Systems)
- Light Industrial: 35 cubic meters/hectare/day (based on estimated water usage in MECP Design Guidelines for Drinking Water Systems)
- Heavy Industrial: 55 cubic meters/hectare/day (based on estimated water usage in MECP Design Guidelines for Drinking Water Systems)

##### Average Water Consumptive Rates:

- Average Day Demand (ADD) – 633 Lpcd - as per Land Use Implementation and Servicing Plan Study by Earth Tech)

##### Peak Demand Multipliers for all Water Users:

- Maximum Day Demand (MDD) –  $1.5 \times \text{ADD}$ .
- Peak Hour Demand (PHD) –  $1.4 \times \text{MDD}$ .

The model analysis includes a review of the impact of the future developments on the existing City system. Four (4) different scenarios were developed to assess the model's hydraulic performance:

1. Average Day Demand (ADD).
2. Maximum Day Demand (MDD).
3. Maximum Day Demand plus Fire Flow (MDD+FF).
4. Peak Hour Demand (PHD).

In a scenario of gradual, evenly distributed utilization of land use, the City's systems can sustain water flow for the projected population growth with only minor improvements to maintain adequate pressure nodes. This would assume that future development sites are not likely to develop simultaneously or to present water supply demands that exceed an average use pattern, particularly for those lands zoned as future industrial. Intensive, combined development especially within slated industrial zones, could create an imbalance of capacity under certain worst-case scenarios and may result in localized underservicing before reaching the project population growth target whereby the current distribution system may not deliver the required water pressure to a given node. The City would therefore need to monitor such development activity to proactively invest in water infrastructure. For all the proposed development to occur under MDD and PHD scenarios, and where higher than average demand from industrial land development was observed, the performed analysis suggests that Dryden would ultimately exceed its capacity to achieve uniform supply pressure system-wide. Similarly, none of the nodes would satisfy fire flow requirements under a full development scenario. At that juncture or through planned interim stages, the distribution system will require upgrades to accommodate the full future development. Investment in an expansion of water supply will be part of the solution to overall water management. The City appears to have space on the property adjacent to its water treatment facility on Wilde Street to increase City supply as one approach the predicted expansion needs.

The Land Use Implementation and Servicing Plan Study dated in March 2005 identifies upgrades needed for fire flow requirement in 2005 and projected 2020 population including looping, pipe renewal and pump station upgrades, additional storage, a new pressure zone, etc. There is no upgrades information since 2005 that have been provided for this study.

### Capacity Analysis

Based on the Land Use Implementation and Servicing Plan Study, the City's water treatment plant has a capacity of 13.6ML/D. With all thirteen (13) future developments, the maximum day demand will be at 17.1 ML/D. To accommodate all the future developments, the water treatment plant will need upgrades. However, some small-scale developments may be feasible under current capacity.

### Recommendations

The Land Use Implementation and Servicing Plan Study by Earth Tech have recommendations for the proposed developments respectively. Without future detailed analysis, we cannot verify if the recommendations still apply to the current conditions. It would be necessary to carry out a study to assess the current condition of the water supply and distribution system and then evaluate the impact that each future development have on the existing systems. In-depth study will be needed to assess serviceability for different scenarios of development staging.

#### 4.5.1.2 Sanitary System Capacity Assessment

In a scenario of gradual, evenly distributed utilization of land use, the City's systems can support waste treatment for the projected population growth with only minor improvements to the distribution network connecting treatment facilities as noted herein. A high-level analysis of a full build-out of the development areas on the sanitary system was undertaken using basic sanitary flow and pipe capacity calculations. The additional sanitary flows from the developed areas were estimated based on the anticipated land use of the area. The assumed land uses and sanitary flow rates are as follows:<sup>24</sup>

- Low density residential: 20 people per hectare, average design flow of 320 litres/person/day
- Medium density residential: 30 people per hectare, average design flow of 320 litres/person/day
- High density residential: 50 people per hectare, average design flow of 320 litres/person/day
- Commercial: 28 cubic metres/hectare/day (based on recommended minimum in MECP Design Guidelines for Sewage Works)
- Light Industrial: 35 cubic metres/hectare/day (based on estimated water usage in MECP Design Guidelines for Drinking Water Systems)
- Heavy Industrial: 55 cubic metres/hectare/day (based on estimated water usage in MECP Design Guidelines for Drinking Water Systems)

It was found that there are sections of the sanitary interceptor sewer currently near capacity and with insufficient capacity for the full build-out scenario. The critical sections of the sewer are from the intersection of Boozhoo and Scott, north along Boozhoo, west along the watercourse north of the Agricultural Society lands to just west of Swanson Street. This section of sewer is approximately 1.6 km long and 450 mm diameter. Due to the shallow slope of the sewer, the capacity is approximately 125 L/s. The estimated sanitary flows in a full build-out scenario would be 165 L/s. It is estimated that it would have to be replaced with a 525 mm diameter sewer to provide sufficient capacity for further development. Replacement of the sewer may be required before any major development occurs at the waterfront at the south end of Van Horne Avenue or industrial development east of Elm Road and Pine Crescent.

The section of sanitary sewer from the rear of the Walmart lands to the intersection of Elm Road and Keith Avenue will also need to be replaced to accommodate the industrial development to the east.

The analysis undertaken was only done at a high level and the results should not be taken as recommendations for immediate replacement. There may be significant variation in water usage and sanitary flows, especially in industrial developments. It is recommended that as development is proposed, the impacts on the sanitary system is modelled using more precise expected sanitary flows.

The sanitary flows through the critical sections of the sanitary interceptor sewer identified above should be closely monitored to determine current peak flows and remaining capacity. If the estimated peak flows in this analysis are accurate, this critical section of sewer will limit the development in the south and east parts of Dryden until the sewer can be replaced to provide more capacity.

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<sup>24</sup> The City's Official Plan is in the process of being updated and some of the density rates may be subject to change.

#### 4.5.1.3 Storm Water Capacity Assessment

Stormwater capacity was not assessed as stormwater drainage designs are site specific and will often outlet to a nearby ditch or watercourse. Stormwater impacts should be mitigated through the development review process.

#### 4.5.1.4 Road Infrastructure Capacity Assessment

Similar to the stormwater capacity assessment, which are often site specific, road capacity depends on the number of generated trips from each development site. Traffic impact studies are a typical requirement through the development process and will assess the impacts on level of service for roads and intersections to determine road widening and intersection control upgrades.

### 4.5.2 Municipal Building and Facilities Preliminary Condition Assessment

The following tables provide a preliminary condition assessment of municipal buildings and facilities.

Table 48 - Preliminary Condition Assessment of Municipal Facilities

Municipal Facility	Condition Summary
<b>City Hall / Municipal Office</b> 30 Van Horne Avenue	<b>Good:</b> Undergoing a renovation in 2022 that assumes some systems upgrades. Theoretical life in excess of 20 years; Leases connected portion to Bell (future expansion).
<b>Dryden Public Library</b> 36 Van Horne Avenue	<b>Good:</b> Theoretical life in excess of 20 years.
<b>Dryden &amp; District Museum</b> 15 Van Horne Avenue	<b>Average:</b> Some actionable repair events. Theoretical life in excess of 10 years. Notable lack of on-site storage for several artifact collections ;that are instead stored in Telephone Garage #1 on Wilde Street.
<b>Dryden Visitor Information Centre</b> 284 Government Street	<b>Average / Below Average:</b> Dated Residential building construction: Some actionable repair events Theoretical life in excess of 7 years:

Table 49 - Preliminary Condition Assessment of Former Telephone Utilities Buildings

Former Telephone Utilities Buildings	Condition Summary
<b>Telephone Garage #1</b> 234 Wilde Steet	<b>Average:</b> Based on Storage use and observable outward condition. No interior review conducted. Theoretical life in excess of 10 years. No humidity control for temporary storage of Museum items.
<b>Telephone Garage #2</b> 234 Wilde Steet	<b>Average:</b> Based on storage use and observable outward condition. No interior review conducted. Theoretical life in excess of 10 years
<b>Telephone Garage #3</b> 234 Wilde Steet	<b>Average:</b> Based on Storage use and observable outward condition. No interior review conducted. Theoretical life in excess of 10 years

Telephone Garage Office Space 234 Wilde Steet	See B36 (Garage #1)
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Table 50 - Preliminary Condition Assessment of the Dryden Regional Airport

Dryden Regional Airport	Condition Summary
<b>Terminal Building</b> 1012 Highway #601	<b>Average:</b> Good for a Late 1970's Emergency Measures Building: Several actionable repair/ replacement events. Envelope upgrades recommended for energy. Theoretical life of shell in excess of 20 years. The boiler was replaced in 2022. Electrical Switchgear beyond T/L. Lighting requires retrofit. Finishes very dated; <b>Appropriately Sized</b> and expansion space for upper floor
<b>Airport Ready Room</b> 1012 Highway #601	<b>Average:</b> Remarks Similar to Terminal Building
<b>Airport Regulator Building</b> 1012 Highway #601	<b>Average:</b> Good for a Late 1970's Emergency Measures Building; generator dated but maintained.
<b>Airport Mtce/Storage #1</b> 1012 Highway #601	<b>Average / Below Average:</b> 1970s maintenance with several actionable events. Roof scheduled for screw replacement of material seamed system in 2021 as indicator of age.
<b>Airport Mtce/Storage #2</b> (sand shed) 1012 Highway #601	<b>Average / Below Average:</b> 1970s sand storage being used as over flow vehicle storage. A new sand storage building is currently under construction.
<b>Airport Pumphouse #1</b> 1012 Highway #601	<b>Good:</b> Theoretical life in excess of 20 years
<b>Airport Pumphouse #2</b> 1012 Highway #601	<b>Good:</b> Theoretical life in excess of 20 years

Table 51 - Preliminary Condition Assessment of Recreational Buildings (Indoor Functions)

Recreational Buildings (Indoor Functions)	Condition Summary
<b>Dryden Memorial Arena and Pronger Rink</b> <sup>25</sup> 84 Whyte Ave	<b>Average to Good:</b> Theoretical life in excess of 15 years: Comprehensive replacement and maintenance program. Recent updates include flooring throughout facility, refrigeration condenser and compressors. Expansion scheduled for 2023 to include community space and additional dressing rooms and complete lighting retrofit.
<b>Dryden Recreation Complex</b> 84 Whyte Ave	<b>Average to Good:</b> Theoretical life in excess of 15 years: Comprehensive replacement and maintenance program for current systems: retrofit of boiler and Heating System, Air handlers, Pool Dehumidifier, EPDM roofing membrane, HVAC units recently replaced. Flooring updates for weight room and cardio studio. Recent addition of an inclusive change room and complete lighting retrofit.
<b>Go-Getters Activity Centre</b> 84 St. Charles Street	<b>Average to Good:</b> Theoretical life in excess of 15 years: Closed at time of review . Exterior finishes appears good.

Table 52 - Preliminary Condition Assessment of the Sewage Treatment Plant

Sewage Treatment Plant	Condition Summary
<b>Former Wastewater Treatment Building</b> 127 Marguerite Street	<b>Poor:</b> Purpose Built. All former wastewater treatment facilities are targeted for demolition and the City is awaiting the required budget.
<b>Former Wet Well Building</b> 127 Marguerite Street	<b>Poor:</b> Purpose Built
<b>Barminutor Building</b> 127 Marguerite Street	<b>Poor:</b> Purpose Built
<b>New Wastewater Treatment Building</b> 129 Marguerite Street	<b>Good to Excellent:</b> Shell - Theoretical life in excess of 50 years. Process / treatment equipment may require periodic replacement.
<b>New - Wet Well Building, insulated metal siding</b> 129 Marguerite Street	<b>Good to Excellent:</b> Shell - Theoretical life in excess of 50 years

<sup>25</sup> The main rink (Memorial Arena) was in built in 1978. It replaced the original building that burnt down. In 1981, the pool was added on to the facility and then in 1986, expansion started again for the Pronger rink which eventually opened in 1988.

Table 53 - Preliminary Condition Assessment of the Water Treatment Plant

Water Treatment Plant	Condition Summary
<b>Water Treatment Building</b> 250 Wilde Street	<b>Average to Good:</b> Purpose-built and Process-built 30-year or greater well maintained with recent shell improvements noted; Process / treatment equipment may require periodic replacement. Age of the building envelop does have an impact on the remaining expected life which is less than the life expectancy of the New Wastewater Treatment Building.
<b>Water Plant Generator Building</b> 250 Wilde Street	<b>Average to Good:</b> Purpose-built and Process-built 30-year or greater well maintained
<b>Low Lift Pump House</b> 99 Dickson Road	<b>Average to Good:</b> Purpose-built and Process-built 30-year or greater well maintained

Table 54 – Preliminary Condition Assessment of Public Works Buildings

Public Works Buildings	Condition Summary
<b>Public Works Garage</b> 159 King Street	<b>Below Average:</b> A series of additions onto 1970s or earlier building. Generally undersized for the scale of City operations, <b>Inappropriately Sized</b> containing offices and cross-over maintenance staff spaces in conjunction with garage areas, washer bays, etc. Various H/VAC systems, <b>Accessibility</b> to be reviewed for compliance.
<b>Public Works – Bulk Materials Warehouse</b> 159 King Street	<b>Below Average:</b> Building Theoretical life in 5-7 range without significant actionable renovation. Unprotected materials storage. Low clearance heights. <b>Inappropriately Sized</b> for comparable bulk material storage
<b>Public Works – Dog Pound Building</b> 159 King Street	<b>Average:</b> Interior Not Seen (photographed) during visit. Exterior is average. Assumes masonry kennel enclosures; assumes 35-40 years old & very basic.
<b>Public Works – Pole Barn No. 1</b> 159 King Street	<b>Below Average:</b> Building Theoretical life in 5-7 range without significant actionable renovation. Unprotected materials storage. Low clearance heights. <b>Inappropriately Sized</b> for comparable bulk material storage
<b>Public Works – Pole Barn No. 2</b> 159 King Street	<b>Below Average:</b> Building Theoretical life in 5-7 range without significant actionable renovation. Unheated material/equipment storage. Medium clearance heights. <b>Inappropriately Sized</b> for comparable bulk material storage and Equipment storage.
<b>Bulk Water Station</b> 127 Marguerite Street	<b>Good:</b> Technology Driven requirements Outside fencing area.

Public Works Buildings	Condition Summary
<b>Wabigoon Lift Station</b> Wabigoon & Van Horne	<b>Good:</b> Purpose Built – generally operational with good maintenance.
<b>Walmart Tower Repeater Site</b> HWY 17E	<b>Good:</b> Technology Driven requirements Outside fencing area.
<b>Ross Street Sanitary Lift Station</b> 46 Dingwall Parkway	<b>Good:</b> Purpose Built – generally operational with good maintenance.
<b>Pedestrian Over-Pass Bridge /Elevators</b> 300 Government Street	<b>Average:</b> Good for a Late 1990's Building/structure; Condition: dated but maintained. Inspection 2020 report cites 80K replacement work plus noted previous elevator replacement.

Table 55 – Preliminary Condition Assessment of Former Police Station Buildings

Former Police Station Buildings	Condition Summary
<b>Former Police Station</b> 64 King Street	<b>Average to Good:</b> Theoretical life in excess of 15 years: Changing its use will mean investment due to purpose-built areas (holding cells).

Table 56 – Preliminary Condition Assessment of Parks Facilities

Parks Facilities	Condition Summary
<b>Soccer Complex /Skate Park</b> Wice Road	<b>Good to Excellent:</b> New Recreation facility with accessible washrooms, change rooms and activity space is only 2 years old and not used since COVID. Theoretical life in excess of 30 years
<b>East Entrance – Washroom Building</b> HWY 17	<b>Average to Good:</b> Building is a composting toilet without washing facilities. <b>Accessibility</b> may be a factor is considering an improved facility at City entrance rest area.
<b>West Entrance – Washroom Building</b> 330 Grand Trunk Avenue	<b>Average to Below Average:</b> Building is a composting toilet without washing facilities. <b>Accessibility</b> may be a factor is considering an improved facility at City entrance rest area.
<b>Johnston Park – Washroom Building</b> 170 Government Street	<b>Average:</b> Dated building but upgraded restroom facilities with plumbing (holding tank or septic system). Theoretical life in excess of 10 years.
<b>Earls Court- Washroom Building</b> 20 Earl Avenue	<b>Good:</b> Newer building, Well-maintained featuring upgraded restroom facilities with plumbing and booth area. Facility is accessible and serviced by an elevator. Theoretical life in excess of 20 years

Parks Facilities	Condition Summary
<b>Cooper Park – Washroom Building</b> 104 Earl Avenue	<b>Average to Good:</b> Dated building but upgraded restroom facilities with plumbing (holding tank or septic system) Theoretical life in excess of 15 years.
<b>Milestone Park -Milestone Rink Bldg.</b> 168 Morison Avenue	<b>Below Average:</b> Building Theoretical life in 5-7 range without significant actionable renovation. Unheated storage. <b>Inappropriately Sized</b> and no barrier-free accommodation.
<b>Plumridge Park Washroom Bldg.</b> 285 Taylor Street	<b>Average to Good:</b> Dated building but upgraded restroom facilities with plumbing (holding tank or septic system). Theoretical life in excess of 15 years
<b>Pronger Park Log Bldg.</b> 46 Dingwall Parkway	<b>Average:</b> Dated building but some maintenance issues. Theoretical life in excess of 10 years.
<b>Pronger Park Washroom Bldg.</b> 46 Dingwall Parkway	<b>Average to Good:</b> Dated building but upgraded restroom facilities with plumbing (holding tank or septic system). Theoretical life in excess of 15 years.
<b>Kinsmen Park – Washroom Building</b> 84 St. Charles Street	<b>Good:</b> Newer building, Well-maintained featuring upgraded restroom facilities with plumbing and booth area. Appears accessible. Theoretical life in excess of 20 years.
<b>Sandy Beach Rec. Area - Ball Diamond Pavilion</b> 350 Sandy Beach Road	<b>Good:</b> Newer building, well-maintained and includes restroom facilities with plumbing and booth area. Upper observation area with bar. Appears accessible (elevator). Theoretical life in excess of 20 years. Dug outs, good condition, all rebuilt since original construction.
<b>Soccer Building &amp; Shed</b> 350 Sandy Beach Road	<b>Poor:</b> framed building is in poor condition and has renovation actionable events with a theoretical life of 5-7 years.
<b>Flat Rock – Washroom Bldg.</b> 350 Sandy Beach Road	<b>Average:</b> Dated building with standard restroom facilities with plumbing (holding tank or septic system). Theoretical life in excess of 10 years.
<b>Change Room</b> 410 Sandy Beach Road	<b>Average:</b> Dated building and solid. Theoretical life in excess of 10 years.
<b>Sandy Beach Picnic Shelter</b> 410 Sandy Beach Road	<b>Average:</b> Dated building with open-air picnic bench shelter and a non-functioning BBQ chimney. Theoretical life in excess of 10 years.
<b>Sandy Beach Washroom Bldg.</b> 410 Sandy Beach Road	<b>Average to Good:</b> Dated building but upgraded restroom facilities with plumbing (holding tank or septic system). Theoretical life in excess of 15 years.
<b>Wabigoon Lake – Washroom Building</b> Van Horne Avenue	<b>Average:</b> Dated building with standard restroom facilities with plumbing (holding tank or septic system) Theoretical life in excess of 10 years.

Parks Facilities	Condition Summary
<b>Wabigoon Lake – Marina Dock Facility</b> Van Horne Avenue	<b>Average to Good:</b> Dated structure but well-maintained. Theoretical life in excess of 15 years.

Table 57 – Preliminary Condition Assessment of Cemetery Facilities

Cemetery Facilities	Condition Summary
<b>Cemetery Shed</b> 329 Grand Trunk Avenue	<b>Average to Good:</b> Dated structure but well-maintained. Theoretical life in excess of 15 years.
<b>Cemetery Garage</b> 329 Grand Trunk Avenue	<b>Average to Good:</b> Dated structure but well-maintained. Theoretical life in excess of 15 years.

Table 58 – Preliminary Condition Assessment of Landfill Facilities

Landfill Facilities	Condition Summary
<b>Landfill Site Building</b> 510 Hwy 502	<b>Average to Below Average:</b> Building has a composting toilet without washing facilities. 7-year theoretical life unless renovated.
<b>Landfill Tractor Storage Building</b> 510 Hwy 502	<b>Average:</b> Dated building with dedicated equipment storage function. Theoretical life in excess of 10 years
<b>Waste Recycle Plant</b> 510 Hwy 502	<b>Average:</b> Dated building with process enclosure function. Theoretical life in excess of 10 years
<b>Waste Recycle Pole Barn</b> 510 Hwy 502	<b>Average to Below Average:</b> Dated building with dedicated material storage function. Theoretical life in excess of 7-year unless renovated.
<b>Outdoor Furnace</b> 510 Hwy 502	<b>Average to Below Average:</b> Building is not being operated. Decommission.

#### 4.5.3 Municipal Services Baseline and Capacity Assessment

The Municipal Services Baseline and Capacity Assessment is designed to inform the City of its municipal responsibilities, the level of service and/or capacity that needs to be provided and to offer best practices that will help the City realize those objectives (both now and into the future).

To begin, each order of government is responsible for providing certain services and has the ability to raise money through specific types of taxation. For example, the federal government has the power “to make laws for the peace, order and good government of Canada” except for subjects where the provinces are given exclusive powers. This includes citizenship, criminal law, foreign policy, money and banking, national defence, regulation of trade and commerce, post office and the Census.<sup>26</sup>

<sup>26</sup> <https://www.amo.on.ca/about-us/municipal-101>

The Provincial governments are responsible for issues that are explicitly given to them in Canada's written constitution- the Constitution Act, 1867. Through the provincial legislature, the provincial government has the power to enact or amend laws and programs related to: administration and justice, education, hospitals, national resources and environment, property and civil rights in Ontario, and social services. The province directly funds or transfers money to institutions to ensure the delivery of these important responsibilities, as well as provincial highways, culture and tourism, prisons, post-secondary education, and other services to Ontarians. The provincial legislature also has power over all municipal institutions in the province.

The powers of municipal governments are determined by the provincial government and are responsible for providing many of the services within their local boundaries that their citizens rely on a daily basis. The following list of municipal services is provided by the Association of Municipalities Ontario (AMO) as a baseline for which to support the evaluation:

- Airports
- Ambulance
- Animal Control and By-law Enforcement
- Arts and Culture
- Child Care
- Economic Development
- Fire Services
- Garbage Collection and Recycling
- Electric Utilities
- Library Services
- Long Term Care and Senior Housing
- Maintenance of Local Road Network
- Parks and Recreation
- Health Services
- Planning New Community Developments and Enhancing Existing Neighbourhoods
- Police Services
- Property Assessment
- Provincial Offences Administration
- Public Health
- Side Walks
- Snow Removal
- Social Services
- Social Housing
- Storm Sewers
- Tax Collection
- Water and Sewage

An assessment of these services is designed to further support the gap analysis and tie-ins to the municipal service delivery review. The gap analysis will focus on identifying where infrastructure, facilities and services in Dryden are insufficient to accommodate the needs of its anticipated growth and to compare existing infrastructure, facilities and services to the assumed level of service and future needs associated with the City's growth.

Table 59 provides a summary of the municipal services, an explanation of each service, which are the responsibility of the city and insights into the current capacity of each service.

Table 59 – Summary of Municipal Services, Responsibility and Capacity

Service	City Responsibility	Explanation	Issues and Observations
Airport	✓	The management of the Dryden Regional Airport is outsourced to The Loomex Group.	<p><b>Issues:</b></p> <ul style="list-style-type: none"><li>• Additional Provincial funding and support would be required to better respond to future evacuation orders in Northern Ontario mainly a potential ramp expansion and completion of Taxiway Charlie plus temporary housing at the airport.</li><li>• There were moments during the 2021 Northern Ontario evacuations where there was overcrowding (there is no easy solution to this infrequent occurrence).</li><li>• Internet capacity is inconsistent (less than 5mbps) – causing delays with access municipal servers and obtaining some weather information.</li><li>• Dryden Museum Exhibits in the terminal main lounge reduce available space during evacuations – otherwise space is not an issue at this stage</li></ul> <p><b>Observations:</b></p> <ul style="list-style-type: none"><li>• While infrequent, terminal washrooms have limited capacity to accommodate overcrowding within the airport terminal, such as during Northern Ontario evacuations.</li><li>• Two (2) terminal rooms occupied by Clark’s Service could be used for office or storage. These rooms were not designed and the terminal not configured to host commercial storage activities. All items brought in/out must be moved by hand.</li><li>• Ample capacity in terminal parking lot.</li><li>• Baggage handling services have plenty of capacity to accommodate increased commercial activity.</li><li>• Service level should be revised in the future regarding how snow and ice are cleared (if commercial aircraft activity significantly increases).</li></ul>

Service	City Responsibility	Explanation	Issues and Observations
			<ul style="list-style-type: none"> <li>Runway is in good condition – Airport manages an average of 11,500 movement annually.</li> </ul>
Ambulance	Northwest Emergency Medical Services	<p>Services provided by North West EMS. Their 3-bay ambulance station provides:</p> <ul style="list-style-type: none"> <li>3 ambulances (2 situated in Dryden)</li> <li>1 Multi-Casualty Support Vehicle</li> <li>1 Emergency Response Vehicle (Support/Command)</li> <li>Staffed 24/7 with 11 Paramedics (8 Full-Time, 1 Part-Time, 2 Casual) and 1 Superintendent of Operations</li> </ul>	<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>When an ambulance head's out on a long-distance trip (example: to Thunder Bay), it leaves a single ambulance to service Dryden's emergency service needs.</li> <li>There are growing EMS response requirements and there are currently not enough EMS professionals, nor ambulances to cover the size of their assigned district.</li> <li>The size of their district leads to increased travel time to an emergency.</li> </ul> <p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>In 2020, Ignace EMS crew responded to 100+ calls to Dryden (code red).</li> <li>Call volume increased 48% since 2016. <sup>27</sup></li> <li>New ambulance facility under construction (Memorial Avenue – close to pedestrian overpass).</li> <li>In 2022, KDSB will be adding another paramedic crew and working with the Municipality of Machin to build a new EMS station in the community. <sup>28</sup></li> <li>KDSB will begin planning, development and implementation of a Community Paramedicine Program District-wide in 2022.</li> </ul>
Animal Control and By-law Enforcement	✓	The City is responsible for Animal Control and By-law Enforcement which includes overseeing animal licenses, handling dog complaints, discouraging feral cats, handling lost and found pets and responding to dead or injured animals.	<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>This department is operating at near/full capacity and may experience operational delays from responding to and enforcing increased numbers of animal control and by-law infractions as a result of the forecasted population growth.</li> </ul>

<sup>27</sup> Henry Wall presentation to Dryden Council.

<sup>28</sup> <https://www.ckdr.net/2022/02/14/ems-services-expanding-in-dryden/>

Service	City Responsibility	Explanation	Issues and Observations
			<b>Observations:</b> <ul style="list-style-type: none"> <li>Local residents continue to feed wild deer which is not safe to have these animals wandering the local streets and neighbourhoods.</li> <li>MNRF deals with bear sightings in the streets. Police may be involved if there are dangerous/injured animals.</li> <li>The City has absorbed by-law enforcement and animal control which was once handled by Dryden Police Service.</li> <li>This department's operations are lean considering service level expectations.</li> <li>If there is significant population growth within the city, this department's staffing needs may require review in order to meet the City's service level expectations.</li> </ul>
Arts and Culture	City of Dryden: Dryden & District Museum and Dryden Public Library	<p>The arts and culture scene in the City of Dryden provides residents and visitors with a number of things to do in the community, including:</p> <ul style="list-style-type: none"> <li>The Dryden Library</li> <li>The Dryden &amp; District Museum has many artifacts in its collection and travelling exhibits. Permanent displays include Indigenous artifacts, a pioneer kitchen, the Pitt general store, and more.</li> <li>Children's Delight Series provides cultural, educational and entertaining presentations for children and families through performing arts.</li> <li>The Dryden Entertainment Series provide nine (9) performing arts shows and concerts a year focused on drama, dance, and variety of musical performers that include folk, country, blues, classical and pop music.</li> <li>Theatre 17 is an amateur, community theatre group.</li> <li>Stage Door Productions</li> </ul>	<b>Issues:</b> <ul style="list-style-type: none"> <li>Stakeholders mentioned Arts and culture programs/activities are not keeping up with modern demand for young professionals (such as trendy/interesting places).</li> <li>If there is significant population growth within the city, this department's staffing needs may require review in order to meet the City's service level expectations.</li> <li>Dryden &amp; District Museum <ul style="list-style-type: none"> <li>Vestibule is in need of repair to become wheelchair accessible – currently, cannot turn 360° inside vestibule. <ul style="list-style-type: none"> <li>Bathroom sinks have cupboards below which prevent wheelchairs from being able to be tucked under to support handwashing.</li> </ul> </li> </ul> </li> </ul> <b>Observations:</b> <ul style="list-style-type: none"> <li>Dryden &amp; District Museum <ul style="list-style-type: none"> <li>No proposal for modified hours of operation, nor modified work schedule to better meet local demand. <ul style="list-style-type: none"> <li>Not open on weekends or after 5:00pm on weekdays.</li> </ul> </li> </ul> </li> </ul>

Service	City Responsibility	Explanation	Issues and Observations
		<ul style="list-style-type: none"> <li>Neighbouring Indigenous communities host annual powwows, which are colourful and lively celebrations that reflect local aboriginal culture.</li> <li>The Dryden High School holds events (and multicultural days) like Hoop dancing and other traditional dances.</li> </ul> <p>The City of Dryden has a variety of art galleries and exhibits, including:</p> <ul style="list-style-type: none"> <li>Dryden &amp; District Museum.</li> <li>Naked North Gallery and Gifts</li> <li>Holiday Handcrafters Market</li> <li>Pieces of Dryden – Mosaic Sculpture</li> </ul> <p>The Community offers a number of community cultural resources, including:</p> <ul style="list-style-type: none"> <li>Dryden Regional Arts Council</li> <li>Dryden Artists Association</li> </ul>	<ul style="list-style-type: none"> <li>New museum programming is predominately supported through government grants.</li> <li>The existing building was converted from a former residence.</li> <li>Some of the ‘Museum Exhibit is stored at the Airport</li> </ul>
Child Care	Kenora District Services Board	<p>The Kenora District Services Board (KDSB) oversees before/after school programing for the City of Dryden. Their district includes Kenora District.</p> <p>Services provides by the KDSB include:</p> <ul style="list-style-type: none"> <li>Dryden Children’s Resource Center/Best Start Hub (ages: Infant, Toddler, Preschool and School Age);</li> <li>Open Roads Best Start Program (ages: JK/SK...Sept to June);</li> </ul>	<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>KDSB operates at full capacity at all of their locations in Dryden and has a minimal wait list.</li> <li>KDSB currently needs to double its workforce. If however, Ontario enacts universal childcare (planned for 2025) at \$10/day, KDSB will have to triple/quadruple its workforce to accommodate the demand.</li> <li>Despite offering competitive compensation, KDSB experiences difficulty in attracting early childhood educators without housing options.</li> </ul>

Service	City Responsibility	Explanation	Issues and Observations
		<ul style="list-style-type: none"> <li>• K.P. Best Start Program (ages: Preschool, JK/SK, School Age...year-round);</li> <li>• St. Joseph's Best Start Program (ages: Preschool, JK/SK, School Age...year-round); and</li> <li>• Dryden Nursery School Co-Op (ages: Preschool...Sept to May).</li> </ul>	<p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>• Healthcare professionals and those working in industries that require 24-7-365 operations indicated a need for KDSB to provide services to meet these unique needs.</li> <li>• There is a staffing shortage of early childhood educators (across Ontario).</li> <li>• 4 sites in Dryden <ul style="list-style-type: none"> <li>○ 48 preschool (30+ months) spots (full)</li> <li>○ 10 toddler (18-30 months) spots (full)</li> <li>○ 84 afterschool spots (full)</li> <li>○ 10 infant (0-18 months) spots (currently 6 due to 2 educators, but could accommodate total of 10)</li> <li>○ Have spots for 45 youth in the morning, but not currently operating that service</li> </ul> </li> <li>• Home-based childcare providers ceased operations during the COVID pandemic due to illness and never reopened. Three (3) homes which each cared for five (5) children.</li> </ul>
Economic Development	✓	The Manager of Economic Development is responsible for informing, supporting, planning, participating and achieving the city's local economic development objectives	<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>• Similar to many other communities, economic development related projects requesting financial support exceed budget availabilities.</li> <li>• If some of the major investment projects in the region materialize, this department's staffing needs may require review in order to meet the City's service level expectations.</li> </ul> <p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>• There is no request at this time to expand the department's staffing needs necessary to meet the City's service level expectations tied to its economic development / tourism priorities, projects and objectives.</li> <li>• This department's operations seem lean considering service level expectations.</li> </ul>

Service	City Responsibility	Explanation	Issues and Observations
			<ul style="list-style-type: none"> <li>The department must leverage 100% of its budget whenever possible in an effort to meet its development and tourism priorities.</li> <li>Within the city, there are varying degrees of development ready lands available to support business investment attraction and development opportunities.</li> </ul>
Fire Services	✓	The Dryden Fire Service is a volunteer fire department operating out of 2 fire halls. The department services a fire response area of 65.84 square kilometres, as well as a vehicle rescue/extrication response area of up to 100 kilometres away.	<b>Issues:</b> <ul style="list-style-type: none"> <li>The number of medical calls DFS responded to in 2021 had doubled to those in 2020.</li> <li>While DFS can provide non-fire shore-based rescue (upwards of 200 metres from shore with the use of ropes and Commander Suits that have built-in floatation), DFS does not have the ability to respond to water-based incidences beyond 200 metres.</li> <li>DFS has limited capacity to: <ul style="list-style-type: none"> <li>Support the proper level of community prevention and education needed.<sup>29</sup></li> <li>Provide fire protection training to local companies which utilize chemicals in their production processes.<sup>30</sup></li> <li>Inventory and categorize all businesses and buildings based on risk.<sup>31</sup></li> </ul> </li> </ul>

<sup>29</sup> The Fire Protection and Prevention Act indicates that Fire Services shall establish a program which must include public education and certain components of prevention. DFS currently has a full time Fire Prevention Officer who does public education/inspections and enforcement. This is currently working well for DFS, but they are training other roles to also assist with inspections. If the City grows, DFS would need to add Fire Prevention Officers to manage the increase in inspections and public education.

<sup>30</sup> Industrial protection and training is the responsibility of the individual company. If they are on municipal property, DFS is responsible for response and have authority over them, however, they are overall responsible for training and managing based on industry. DFS is trained on Hazardous materials response, however, they do not have all of the necessary equipment. There are instances within the city where some company's do have the necessary equipment and DFS will work together with that business, but often with hazardous materials, DFS we use provincial teams on any significant event. DFS have no responsibility on training any local business, rather, these businesses are responsible to provide DFS with their emergency plans which DFS can and does inspect for fire code compliance. DFS is also responsible for public education and prevention but based on smoke alarm campaigns, fire prevention week, reporting origin and cause of fires and conducting public education to prevent fires.

<sup>31</sup> This activity is in progress with the City and DFS is building this out to identify highest risks. Dryden's municipal Hazard Identification and Risk Assessment (HIRA) identifies the risks but DFS is drilling into higher risk multi-unit dwellings, etc. to identify and build DFS's inspections schedule.

Service	City Responsibility	Explanation	Issues and Observations
			<ul style="list-style-type: none"> <li>If DFS continues to experience an increase in emergency calls, it will put additional pressure on their department and may require them to reevaluate their operating model.</li> </ul> <p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>Daytime response sees less paid per call fire fighters available to respond as these individuals are typically employed elsewhere during the day, but DFS is still meeting their responsibilities.</li> <li>Dryden Fire Services (DFS) has approximately 38 paid-per-call fire fighters to draw upon to ensure the minimum number of personnel are onsite when required.</li> <li>Through an agreement with KDSB, DFS responds to medical calls in the absence of EMS vehicles and staff.</li> <li>DFS has mutual aid agreements with unincorporated Fire Departments and an agreement with MNRF for mutual support.</li> <li>Of the 292 calls DFS responded to in 2021, 81 were medical calls, 47 false calls, 42 rescues, 27 confirmed fires, ~20 public hazards, 17 carbon monoxide and 16 controlled burns.</li> <li>DFS personnel requirements are not tied to population, but rather based on three (3) criteria: <ul style="list-style-type: none"> <li>Risk assessment (where multi-residential dwellings, for example, are a higher risk);</li> <li>Response time<sup>32</sup>; and</li> <li>Minimum number of fire fighters designated to be onsite at an incident.</li> </ul> </li> </ul>

<sup>32</sup> In 2019, the average time for the first fire truck to arrive at an incident within the City of Dryden from the time it was dispatched (response time) for all calls was 8 minutes and 31 seconds (8:31), <https://www.dryden.ca/en/city-services/resources/Documents/Dryden-Fire-Service-2019-Annual-Report.pdf>

Service	City Responsibility	Explanation	Issues and Observations
Garbage Collection and Recycling	✓	<p>The City contracts out garbage collection and recycling to B&amp;M Delivery Service which is a local residential garbage and recycle pick up service. Recycled products are sent to Winnipeg.</p> <p>The Highway 502 Landfill Site is supported by City of Dryden staff.</p> <p>The City provides curbside yard waste collection services every spring and fall.</p> <p>Each year, the City of Dryden has a Household Hazardous Waste Collection Day. During the collection day, residents can drop off their household hazardous waste at the Public Works Yard, located at 159 King Street.</p>	<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>• There are concerns over protecting the capacity and life of the landfill from continuing to service the larger unincorporated areas surrounding the city.</li> <li>• There is no financial contribution from the unincorporated townships towards the operation of the City's landfill site.</li> <li>• Landfill fee structure is based on the cost to operate, not the total cost of ownership. There will be additional expenses the City must absorb once this site is at full capacity and is decommissioned.</li> <li>• If a major employer were to establish operations in proximity to the city, which led to an influx of new residents to the city, this will put increased demand, utilization and stress on the City's landfill site for which it will operate at near/full capacity resulting from this increased population.</li> <li>• While there is no incentive for commercial and industrial businesses to separate recyclable products from waste products, these items are also sent to the City's landfill site, further reducing its lifespan and capacity.</li> </ul> <p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>• The City does not pick up commercial/industrial recycled products.</li> </ul>
Electric and Gas Utilities	<p>Hydro One (electricity)</p> <p>Enbridge (natural gas)</p>	<p>Hydro One provides electricity and Enbridge provides natural gas to homeowners in Dryden.</p>	<p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>• North of Dryden Sub-Region <ul style="list-style-type: none"> <li>○ A radial single-circuit 115 kV transmission line ("E4D") supplies electricity to the customers in the North of Dryden sub-region from Dryden TS. A new 230 kV transmission line between Dinorwic (~40 km southeast of Dryden) to Pickle Lake, along with associated station facilities, are currently under construction. The major supply station for this sub-region is Dryden TS, where the voltage is stepped down from the 230 kV to 115 kV, to serve local and industrial customers. Electricity demand in the North of Dryden sub-region is also supplied by local hydroelectric generation.</li> </ul> </li> </ul>

Service	City Responsibility	Explanation	Issues and Observations
			<ul style="list-style-type: none"> <li>West of Thunder Bay Sub-Region. <ul style="list-style-type: none"> <li>Supply to this Sub-Region is provided from a 230 kV transmission system consisting of the Kenora TS, Fort Frances TS, Dryden TS, and Mackenzie TS.</li> <li>Dryden TS steps down 230 kV to 115 kV and supplies customers in the City of Dryden and surrounding areas. It also connects West of Thunder Bay to North of Dryden Sub-Region.</li> <li>Additional Capacity Anticipated on the Dryden 115kV Sub-System by mid-2020s – The updated 2029 forecast for Dryden 115kV Sub-System is 80MW. Under this growth assumption, the Load Meeting Capability (“LMC”) is sufficient to meet the demand of this sub-system.</li> <li>Identified Need: 230/115kV Transformation Capacity – Additional Capacity Anticipated on the Dryden 115kV SubSystem by mid-2020s. The updated 2029 forecast for the Dryden 115kV Sub-System and the North of Dryden Sub-Region are forecasted at 80MW and 97MW respectively<sup>4</sup>. Under these growth assumptions, the LMC is sufficient to meet the demand of this sub-system.</li> <li>The Dryden 115kV Sub-System can provide up to 240MW of continuous supply to Dryden 155kV Sub-System and North of Dryden Sub-Region. The updated forecasted demand for these two systems is 177MW, and this is a significant decline from the IRRP forecast of 310MW.</li> </ul> </li> <li>Dryden TS <sup>33</sup> <ul style="list-style-type: none"> <li>No capacity and voltage concerns when both 230/115kV auto-transformers T22 and T23 are in-service.</li> <li>Upon observing N-1 auto-transformer contingency, the loading on the remaining autotransformer is within its 10-Day Limited Time Ratings</li> </ul> </li> </ul>

<sup>33</sup> <https://www.hydroone.com/abouthydroone/CorporateInformation/regionalplans/northwestontario/Documents/Needs-Assessment-Report-Northwest-Ontario.pdf>

Service	City Responsibility	Explanation	Issues and Observations
			<p>(LTRs). Loadings on all 230kV, 115kV and remaining auto-transformers in the Northwest Ontario Region are kept within their respective 10-Day LTRs. Bus voltages also are kept within change limits criteria as per Section 4.3 – Voltage Change Limits from ORTAC.</p> <ul style="list-style-type: none"> <li>○ Upon observing N-1-1 auto-transformer contingency<sup>5</sup>, loadings on all 230kV, 115kV and remaining auto-transformers in the Northwest Ontario Region are kept within their respective 10-Day LTRs. Bus voltages also are kept within change limits criteria as per Section 4.3 – Voltage Change Limits from ORTAC.</li> <li>• EOL Asset Replacements and Refurbishments (Projects Under Execution)<sup>34</sup> <ul style="list-style-type: none"> <li>○ Dryden TS – New 115/44kV Step-Down Transformers &amp; HV Breaker Replacement</li> </ul> </li> <li>• Additional Capacity Anticipated on the Dryden 115kV Sub-System by mid-2020s – Further regional coordination will be required in order to study different growth scenarios and the resulting impact they may have on the Dryden 115kV Sub-System.</li> </ul>
Library Services	✓	The Dryden Public Library is like a cozy, coffeehouse where users can use their free Wi-Fi and enjoy their book, magazine, newspaper, and DVD collections.	<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>• Based on communities with populations 5,001 – 15,000, the Dryden Public Library is: <ul style="list-style-type: none"> <li>○ Under average for square footage per resident</li> <li>○ Under average for internet workstations. Six (6) on hand, two (2) in use (due to physical distancing protocols), in process of trying to purchase five (5) new systems. Having to limit the amount of time per use with current systems.</li> <li>○ Over average for weekly service hours.</li> </ul> </li> </ul>

<sup>34</sup> <https://www.hydroone.com/abouthydroone/CorporateInformation/regionalplans/northwestontario/Documents/Needs-Assessment-Report-Northwest-Ontario.pdf>

Service	City Responsibility	Explanation	Issues and Observations
			<ul style="list-style-type: none"> <li>○ For every increase in 2,500 residents, DPL would require:<sup>35</sup> <ul style="list-style-type: none"> <li>▪ 5,750-10,000 new print volumes</li> <li>▪ 2,050-2,500 square feet</li> <li>▪ 3-4 new public access internet stations</li> <li>▪ 0-10 hours of operation per week</li> <li>▪ 0.31 – 1.3 FTE staff</li> </ul> </li> <li>• Provincial funding for library services equals \$16,824 annually. Funding is tied to Dryden’s 1997 population and has not changed since 1997. No matter what happens to Dryden’s population or inflation, the province will not adjust funding.</li> </ul> <p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>• Projections based on MHSTCI<sup>36</sup> key ratios for libraries serving populations 5,001-15,000 <ul style="list-style-type: none"> <li>○ Square feet per resident (0.81), Dryden (0.77)</li> <li>○ Number of Public Internet Access Workstations per Capita (0.0011), Dryden (0.0006)</li> <li>○ Weekly Service Hours per 10,000 Population (62.79), Dryden (67.11)</li> <li>○ Service Points per 10,000 Population (2.19), Dryden (1.29)</li> <li>○ Volumes per Capita in print (3.30), Dryden (2.51)</li> <li>○ FTE Staff (4.67), Dryden (4.26)</li> </ul> </li> <li>• If there is significant population growth within the city, DPL’s staffing needs may require review in order to meet the City’s service level expectations.</li> <li>• Very small usage of large print materials relative to number of people who would require them.</li> </ul>

<sup>35</sup> Facts and figures provided by Caroline Goulding, DPL staff and were created combining benchmarks from MHSTCI public library statistics and guidelines for other library systems. They are not hard and fast but give a good sense regarding what would be needed.

<sup>36</sup> Ministry of Heritage, Sport, Tourism and Culture Industries

Service	City Responsibility	Explanation	Issues and Observations
			<ul style="list-style-type: none"> <li>Library may wish to explore the value in offering more “general interest” and less “super niche” products.</li> </ul>
Long Term Care and Senior Housing	KDSB	<ul style="list-style-type: none"> <li>Princess Court Long Term Care Facility operates a 97-bed long term care facility offering a variety of programs, services and amenities.</li> <li>Timberland Estates – second phase of senior residential development is under construction (24 units). Will double capacity. Third phase planned, but not yet started.</li> <li>KDSB is in process of building a 41 Unit Seniors development</li> </ul>	<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>Difficulty in attracting/retaining staff to these facilities.</li> <li>Lack of subsidized housing inventory geared to income.</li> <li>DRHC is using some beds for long-term care (LTC) patients and adding new LTC beds would make hospital beds more available. Supportive housing can also help free up misused beds for people who require long term care.</li> <li>Wait Times for Long-Term Care Homes in Dryden (400 days from the community and 416 days from the hospital as of 2019/2020). Provincial average is 159 days from the community and 90 days from the hospital). <sup>37</sup></li> </ul> <p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>Within Ontario, a chronic bed costs \$1,200-\$1,500 per day. Long term care is \$80,000 per year. Supporting housing is \$12,000 per year.</li> <li>Princess Court unable to acquire adjacent land to support expansion.</li> <li>In 2022, 41 senior units will be developed that will accommodate 20 senior units (geared to low income) with the balance converted to supportive and transitional housing.</li> <li>Long-term care is funded through a levy to the municipality.</li> </ul>
Maintenance of Local Road Network	✓	The City’s Public Works Department is responsible for the maintenance, plans, designs and construction of	<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>Funding constraints are holding back major road rehabilitation and replacement with new asphalt, curbs and sidewalks as these capital projects are contracted out.</li> </ul>

<sup>37</sup> <https://www.hqontario.ca/system-performance/long-term-care-home-performance>

The median number of days people waited to move into a long-term care home in Dryden almost doubled from 2018/19 to 2019/20. In 2018/19, the record was 273.5 days (from community) and 181 days (from hospital). In 2019/20, the record was 400 days (from community) and 416 days (from hospital).

Service	City Responsibility	Explanation	Issues and Observations
		streets, sanitary sewers, water mains, storm sewers and sidewalks. <sup>38</sup>	<ul style="list-style-type: none"> <li>The department has a young workforce with early-stage experience.</li> <li>There are no protocols in place to support the transfer of skill and knowledge from tenured to junior staff.</li> </ul> <p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>If there is significant population growth within the city, this department's staffing needs may require review in order to meet the City's service level expectations.</li> <li>Click here for "<a href="#">Condition of Roads</a>" and "<a href="#">Road Infrastructure Capacity Assessment</a>"</li> </ul>
Parks and Recreation	✓	<p>The City of Dryden maintains a number of parks and green spaces including a mix of children's playgrounds to quiet, outdoor spaces, including:<sup>39</sup></p> <ul style="list-style-type: none"> <li>Cooper Park is a waterfront spot for picnicking and birdwatching, and the Cooper Park pathway forms part of the Dryden Signature Trail along the Wabigoon River which allows users to walk, jog and bike on a brick pathway.</li> <li>The North Dryden Rotary Park is home to Dryden's soccer complex, also called Raposo Fields with its three (3) available fields and skatepark for bikers, skaters and scooters. The park also maintains a dog park and splashpad.</li> </ul>	<p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>While the City supports and provides opportunity for skills development, there may be a reluctance to embrace change and undertake tasks by following a different approach/model and to introduce new technology/software which can inadvertently lead to undue stress on staff.</li> </ul>

<sup>38</sup> <https://www.northwesthealthline.ca/displayservice.aspx?id=149670>

<sup>39</sup> <https://www.dryden.ca/en/explore/parks-and-beaches.aspx>

Service	City Responsibility	Explanation	Issues and Observations
		<ul style="list-style-type: none"> <li>• Johnston Park allows users to stop for a rest, eat lunch, view the park's Mosaic structure or explore the path to the suspension bridge.</li> <li>• Kinsmen Park is full of mature trees, playgrounds and is located close to downtown where users can find water fountains, play structures, picnic tables, private play areas and washroom facilities.</li> <li>• Lions Park was developed by the Lions Club of Dryden and backs onto the Dryden High School.</li> <li>• Milestone Park offers tennis and pickleball during the summer, and skating and hockey at their outdoor skating rink from mid-December to March. A skating oval provides leisure skating in the winter and roller or inline skating in summer. Users can change into appropriate clothing at their heated changing area.</li> <li>• Plumridge Park is used as an outdoor public green space where users can enjoy a splash pad and play structure during the summer.</li> <li>• Pronger Park is a private location where users can spend the day in the shade of the many trees and is an ideal setting for a family gathering or use of the playground, biking, hiking, ski and snowshoe trails. The park is also pet-friendly and is accompanied by washrooms and waste bins.</li> <li>• Sandy Beach Recreational Area offers pavilion picnic tables, barbecue pits, playground equipment, and washrooms. Close by, users can experience nature trails, flatrock fishing area, a nine-hole golf course, baseball diamonds and soccer pitches. The park is</li> </ul>	

Service	City Responsibility	Explanation	Issues and Observations
		also available for birthday parties and other event bookings.	
Public Transit	Various stakeholders	<p>There are a number of transportation services available in the City. Community transportation in the area includes services for seniors, youth, low-income earners and people who have disabilities or accessibility issues.</p> <ul style="list-style-type: none"> <li>• The MyLift accessible transportation service is available to individuals who have physical or mental impairments as well as seniors, youth and low-income persons/families.</li> <li>• The two (2) private school bus lines that provide service across the city are Iron Range Bus Lines and Hutchison Bus Lines.</li> <li>• Ontario Northland offers intercommunity transportation service with runs to Winnipeg.</li> <li>• Kasper Transportation Services offers service from Sioux Lookout through Dryden to Winnipeg.</li> <li>• The Kenora District Services Board can provide people in the Ontario Works program with assistance in obtaining transportation.</li> <li>• Taxi subsidies are available to members of the Dryden Go Getters Activity Centre.</li> <li>• Patricia Region Senior Services provides transportation to people who are not able to take public transit due to mobility issues or cognitive impairment.</li> <li>• The Dryden office of the Canadian Red Cross offers transportation to people who live in long-term care facilities and are unable to drive or use public transit.</li> </ul>	<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>• MyLift <ul style="list-style-type: none"> <li>○ There is a growing need to expand hours of operation for the Mylift service and this demand will only increase with the city's forecasted population growth.</li> <li>○ MyLift transportation services can only be offered within city limits and cannot be extended municipal boundaries due to liability reasons.</li> <li>○ It is difficult to operate as a break-even service.</li> <li>○ Passengers can be bumped for individuals who require transportation services for medical reasons.</li> </ul> </li> </ul> <p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>• Missing of unified strategy to optimize service and efficiency.</li> <li>• Lack of funding to subsidize privatized transportation services.</li> <li>• Dryden population is too small a population to have a sustainable public transit system.</li> <li>• Some riders experience difficulty in travelling to out of town appointments and travel grants do not cover a significant portion of the costs and there are lengthy delays in receiving the funding riders must pay up-front. It is difficult for the aging population or those with health issues or disabilities.</li> <li>• MyLift <ul style="list-style-type: none"> <li>○ Growing demand for a loop around town service at 8am, 10am, 12pm and 2pm.</li> <li>○ The City is in the process of introducing an online booking system.</li> </ul> </li> </ul>

Service	City Responsibility	Explanation	Issues and Observations
		<ul style="list-style-type: none"> <li>The Northwestern Ontario Student Services Consortium (NWOSSC) provides school bus services within the Kenora Catholic, Keewatin-Patricia, Northwest Catholic and Conseil Scolaire de District Catholique Aurores Borealis school boards.</li> <li>The Kenora Rainy River Districts Child and Family Services provides families within the system with access to transportation services.</li> <li>Aboriginal people who are ill, disabled or have mobility issues can use transportation provided by the Dryden Native Friendship Center.</li> <li>The Dryden Community Living group helps people with intellectual and/or developmental disabilities.</li> </ul>	
Planning for Community Developments and Enhancing Existing Neighbourhoods	✓	The City's Building and Planning services help users and oversee proposals and applications for land development, necessary to meet the rules and regulations of the Ontario Building Code, the Planning Act, the City of Dryden's By-law Module, Official Plan, Site Plan Control and Zoning By-laws made under that Act.	<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>If NWMO and Treasury Metals projects proceed, the department will experience a significant increase in workload associated with building, planning and by-law (with the migration of more people to the area).</li> </ul> <p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>No request has been submitted which plans for increased staffing needs to meet the department's current and future anticipated needs while adhering to the City's service level expectations.</li> <li>This department's operations are lean considering they anticipated service level expectations.</li> </ul>
Police Services	Ontario Provincial Police	The City transitioned its municipal police services to the Ontario Provincial Police which came into effect in February 2022.	<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>The number one issue/constraint for police services in Dryden and surrounding region is high policing costs, independent of the agency providing the police services.</li> </ul>

Service	City Responsibility	Explanation	Issues and Observations
			<ul style="list-style-type: none"> <li>In some cases, police have been responding to medical calls where the responding officers are not trained to provide an EMS-level of service despite incurring a higher level of cost for that service.</li> </ul> <p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>In 2019, Dryden Police Service responded to approximately 8,300 calls for service. Data from 2020 is not available, over concerns of COVID-19 skewing figures.</li> <li>Dryden pays a higher amount for policing on a per-property basis than Kenora and Fort Frances.</li> <li>Between 2015-2019 and benchmarked against Kenora, Sioux Lookout and Fort Frances, as well as comparator Ontario municipalities policed by both the OPP and municipal police services, Dryden has the: <ul style="list-style-type: none"> <li>Highest average Crime Severity Index (CSI);</li> <li>2<sup>nd</sup> highest CSI growth rate over the same period (17% annually);</li> <li>Both violent and non-violent CSI increasing with non-violent CSI growing at a faster rate;</li> <li>2<sup>nd</sup> highest rate of criminal incidents per 100,000 population ;</li> <li>Highest (tied) average annual growth rate (15% annually) in criminal incidents;</li> <li>Largest decline in crimes that were cleared (-4%);</li> <li>Highest average policing cost per capita <sup>40</sup> of \$488; and</li> <li>Highest average per property cost of OPP benchmarked municipalities at approximately \$1,040 per property (44% higher than Kenora).</li> </ul> </li> <li>The transition from DPS to OPP took place February 24, 2022.</li> </ul>

<sup>40</sup> Average per capita cost of policing in Dryden is \$488, Kenora (\$378), Sioux Lookout (\$332), Fort Frances (\$287) and Ontario (\$276).

Service	City Responsibility	Explanation	Issues and Observations
Property Assessment	Municipal Property Assessments Corporation	While the Municipal Property Assessments Corporation (MPAC) completes a re-assessment of property every four (4) years and sends a Notice of Assessment to every property owner, <sup>41</sup> Dryden's Planning and Building Department provides MPAC with quarterly updates of building developments that have been completed, land surveys and other information.	<b>Observations:</b> <ul style="list-style-type: none"> <li>MPAC reporting is a comprehensive process.</li> <li>No proposal has been submitted which plans for increased staffing needs to meet the department's current and future anticipated needs while adhering to the City's service level expectations.</li> </ul>
Provincial Offences Administration	✓	<p>The City's Provincial Offences Office is responsible for:</p> <ul style="list-style-type: none"> <li>Processing fine payments,</li> <li>Scheduling of provincial offences trials,</li> <li>Filing of provincial offence act re-openings</li> </ul> <p>General inquiries about provincial offences matters.</p>	<b>Issues:</b> <ul style="list-style-type: none"> <li>There is a large value (in excess of \$12 million) associated with unpaid fines for which the City could utilize and invest in key projects and new/updated infrastructure.</li> <li>There is a lack of tools given to POA to ensure payment of these fines are received.</li> </ul> <b>Observations:</b> <ul style="list-style-type: none"> <li>This department's operations are lean considering service level expectations.</li> </ul>
Health Services	Various stakeholders	<p>Health services are provided by a number of public and private sector organizations throughout the City.</p> <p>The Joint Committee identified within the CWSB aims to align the efforts of existing service providers, as well as municipal and provincial levels of government. The focus is to inform service agencies to assess local community health needs in specific areas and to advance high-quality local health services.</p>	<b>Issues:</b> <ul style="list-style-type: none"> <li>Residents continue to experience issues with making appointments at the medical clinic.</li> <li>No Healing Lodge and limited trauma care / support.</li> <li>No treatment/detox centre(s) (residential addiction treatment centre).</li> <li>Very limited psychiatric services – no Assertive Community Treatment team in Dryden to provide intensive support services for individuals with serious mental illness who have very complex needs, and who find it difficult to engage with other mental health services.</li> </ul>

<sup>41</sup> <https://www.dryden.ca/en/community/taxes.aspx>

Service	City Responsibility	Explanation	Issues and Observations
			<ul style="list-style-type: none"> <li>Limited child welfare and child mental health services (no child psychiatry services)</li> <li>Significant distances to travel in order to obtain certain services. Limited financial support for medical travel.</li> <li>Clinics are doing the best they can with their limited resources.</li> <li>Limited hours of operation in the evenings and on weekends for all services, which places significant pressures on the DRHC ER, police, fire and EMS services.</li> <li>Difficult to find the right partnerships (that have the right services) to move forward with identified projects/opportunities.</li> <li>Limited in-home support for seniors and individuals with disabilities.</li> <li>Lack of culturally appropriate and translation services (Indigenous and New Canadians).</li> <li>Northwest Health Unit is funded through a levy to the municipality.</li> </ul>
Side Walks	✓	The City's Public Works Department is responsible for the maintenance, plans, designs and construction of streets, sanitary sewers, water mains, storm sewers and sidewalks. <sup>42</sup>	<b>Observations:</b> <ul style="list-style-type: none"> <li>Sixty (60) percent of sidewalks are deemed to be in good shape (or better) with the worse areas not having been fully addressed.</li> <li>The City has also undergone maintenance to reduce tripping hazards which increases rating.</li> <li>City allocates approximately \$200,000 per year to maintain sidewalks.</li> </ul>
Snow Removal	✓	The City of Dryden's Winter Maintenance Policy keeps the community safe by ensuring main emergency routes are drivable for ordinary vehicles at all times. This applies to the Highways, Sandy Beach Road and routes from the Highways to the hospital. Main urban routes (including school bus routes) are also kept drivable to reasonably	<b>Issues:</b> <ul style="list-style-type: none"> <li>Service delivery issues with snow windrows left across driveway ends (from a snow removal grader) is the City's number one citizen complaint.</li> <li>Snow plow routes may need to be reassessed should new residential areas be developed resulting from forecasted population growth.</li> </ul>

<sup>42</sup> <https://www.northwesthealthline.ca/displayservice.aspx?id=149670>

Service	City Responsibility	Explanation	Issues and Observations
		skilled drivers at all times. <sup>43</sup> The City offers a Senior Snow Plow program for seniors who are receiving Ontario's GAINS income and have no able-bodied person living in their house.	<b>Observations:</b> <ul style="list-style-type: none"> <li>No current capacity-related issues at Snow Dumps as Snow Storage is not an issue.</li> <li>City utilizes rented trucks to manage large snow pick ups in the downtown area.</li> <li>No issues accessing road salt.</li> </ul>
Social Services	Kenora District Services Board	The Kenora District Services Board (KDSB) delivers needed social services to all citizens in the District of Kenora. We have approximately 160 dedicated employees providing exceptional assistance in Ontario Works (OW), Social Housing, Emergency Medical Services (EMS-Land Ambulance) and Early Learning and Child Care services.	<b>Issues:</b> <ul style="list-style-type: none"> <li>Limited to no capacity to offer some services (such as a 24/7 warming centre or homeless shelter).</li> <li>Difficult to find the right partnerships (that have the right services) to move forward with identified projects/opportunities (such as homeless shelter, warming shelter, etc.)</li> <li>Insufficient Provincial and Federal funding for the Kenora District and KDSB priorities.</li> </ul> <b>Observations:</b> <ul style="list-style-type: none"> <li>A temporary shelter was put in place during the 2021-2022 winter to address extreme weather conditions</li> <li>KDSB is funded through a levy to the municipality.</li> </ul>
Social Housing	Kenora District Services Board	Overseen by the Kenora District Services Board (KDSB), Housing Services administers rent-geared-to-income assistance to eligible households in the Kenora District.	<b>Issues:</b> <ul style="list-style-type: none"> <li>Insufficient Provincial and Federal funding for the Kenora District is resulting in a short fall of housing (shelters, supportive housing, subsidized housing, etc.)</li> </ul> <b>Observations:</b> <ul style="list-style-type: none"> <li>There are 1,130 units in the district of which 528 are owned by the KDSB, 560 are owned by Non-Profit Providers and 42 rent supplement units. KDSB and</li> </ul>

<sup>43</sup> <https://www.dryden.ca/en/city-services/winter-maintenance.aspx>

Service	City Responsibility	Explanation	Issues and Observations
			Rent Supplement units are rent-geared-to-income only. Non-Profit Providers offer both market rent and rent-geared-to-income.
Storm Sewers	✓	The City's Public Works Department is responsible for the maintenance, plans, designs and construction of streets, sanitary sewers, water mains, storm sewers and sidewalks. <sup>44</sup>	<b>Issues:</b> <ul style="list-style-type: none"> <li>Increased residential, commercial and industrial development, resulting for the forecasted population growth, will lead to increased pressure on the existing storm sewer system.</li> </ul> <b>Observations:</b> <ul style="list-style-type: none"> <li>All systems are operational and functional,<sup>45</sup> but some areas will require updates.</li> <li>Some pipe systems could use a pipe size upgrade to increase capacity (no concerns of major flooding). Condition of asset is rated somewhat low.</li> <li>Click here for "<a href="#">Condition of Storm Sewers</a>" and "<a href="#">Storm Water Capacity Assessment</a>"</li> </ul>
Tax Collection	✓	The City offers a variety of options for which residents can pay their taxes, including: <sup>46</sup> <ul style="list-style-type: none"> <li>Cash, cheque, or debit in person at the Finance Department cashier's counter at City Hall</li> <li>Internet or telephone banking using your roll number as indicated on your bill</li> <li>Online payment with credit card via Paymentus</li> <li>Dropping your payment off at the night deposit box located in front of City Hall</li> <li>Mail to City of Dryden, 30 Van Horne Avenue, Dryden, ON P8N 2A7</li> </ul>	<b>Observations:</b> <ul style="list-style-type: none"> <li>Tax Arrears are not currently an issue with KPIs improving over the past few years.               <ul style="list-style-type: none"> <li>Current Year's Tax Arrears as a Percent of Current Year Levy: 2017 (3.02%), 2018 (3.73%), 2019 (2.98%), 2020 (2.29%) and 2021 (2.29%).</li> <li>Percent of Prior Year's Tax Arrears Not Collected in the Current Year as a Percent of the Current Year Levy: 2017 (1.89%), 2018 (1.42%), 2019 (1.10%), 2020 (1.44%) and 2021 (0.65%).</li> </ul> </li> </ul>

<sup>44</sup> <https://www.northwesthealthline.ca/displayservice.aspx?id=149670>

<sup>45</sup> The reference to "failing" implies that the storm sewer is not draining or functioning for its primary intent, if catch basins and other parts of it are in decline.

<sup>46</sup> <https://www.dryden.ca/en/community/taxes.aspx>

Service	City Responsibility	Explanation	Issues and Observations
		<ul style="list-style-type: none"> <li>Setting up pre-authorized payments.</li> </ul>	
Water and Sewage	✓	<p>The City's Public Works Department is responsible for the maintenance, plans, designs and construction of streets, sanitary sewers, water mains, storm sewers and sidewalks.<sup>47</sup></p>	<p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>Aside from reserve funds from City taxes, there are limited outside provincial or federal funding sources <sup>48</sup> to invest in significant water and sewer projects unless the work is deemed to be an environmental or safety concern.</li> <li>The water treatment plant is likely to require expansion and/or other capital investment to achieve higher safe-water supply capacity to keep up with full future development growth targets.</li> <li>There were a number of dead-end water lines installed (some on speculation) for property and/or subdivision development that did not come to fruition. This leads to chlorine residuals, discolouration of the water and can lead to boil water advisory due to limited to no water flow/circulation.</li> <li>The outdoor yard at the Public Works site provides little to no outdoor coverage for water pipes, valves and infrastructure, resulting in these items being exposed to all the elements.</li> <li>Some of the supply mains warrant replacement due to age or size.</li> </ul> <p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>Water treatment plan is running at 30% capacity, but is 46 years old. Reliability could be an issue in the future.</li> <li>If there is significant population growth within the city, this department's staffing needs may require review in order to meet the City's service level expectations.</li> <li>Click here for "<a href="#">Condition of Watermains</a>", "<a href="#">Condition of Sanitary Sewers</a>", "<a href="#">Water System Capacity Assessment</a>" and "<a href="#">Sanitary System Capacity Assessment</a>"</li> </ul>

<sup>47</sup> <https://www.northwesthealthline.ca/displayservice.aspx?id=149670>

<sup>48</sup> The Connecting Links program is an example of one such program - <http://www.mto.gov.on.ca/english/highway-bridges/connecting-links.shtml>

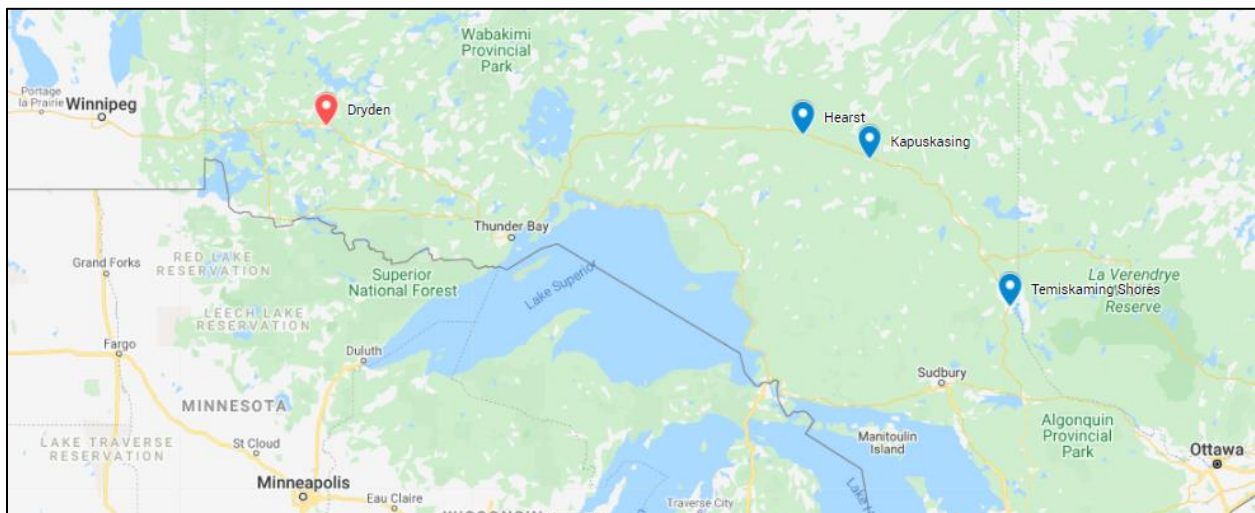
#### 4.5.3.1 *Municipal Service Delivery Review (Benchmark)*

To assist Dryden in better understanding its role from a community capacity perspective, the City was benchmarked against three (3) other Northern Ontario locations which were not only similar in size, but also in geography from the standpoint of being relatively isolated, yet still being recognized as a centralized location (municipality) for which to support the needs of its outlying areas.

The three (3) municipalities (see Figure 17) being compared against the City of Dryden include the City of Temiskaming Shores, the Town Kapuskasing and the Town of Hearst. The benchmarking focused on the following comparables:

- Development and Expansion Projects
- Large-Scale Industrial Plant/Business Closures
- Municipal Facilities and Assets
- Typical Resident Destinations for Leisure/Recreational Activities and Day Trips
- “Essential” Business Services/Products that are Missing Locally
- “Non-Essential” Business Services/Products that are Missing Locally
- Business Products/Services Sourced Externally
- Outlying Areas that Depend on the Centralized Municipality for Commercial Products and Services
- Unique Infrastructure in the Municipality
- Best Practices in Community and Economic Development

Figure 17 – Benchmarked Municipalities



The Town of Kapuskasing is home to a resident population of 8,292 <sup>49</sup> and is situated 101 kilometres southeast of the Town of Hearst and 166 kilometres north of the City of Timmins. The Town of Hearst has a population base of 5,070 <sup>50</sup> and it situated 210 kilometres east of Longlac. Lastly, the City of Temiskaming Shores, with its population of 9,920 <sup>51</sup> is located 153 kilometres north of North Bay and 89 kilometres south of Kirkland Lake.

#### 4.5.3.2 *Development and Expansion Projects*

As municipalities throughout Northern Ontario compete for business investment and large-scale projects, the reality is that many remote communities are often at the mercy of the ebbs and flows of natural migration in and out of their communities. For those that are able to attract the likes of a major developer or be in proximity to such a project (with a large workforce requirement), these communities can benefit significantly as a result of the often-lasting economic impact that is associated with such projects. Table 60 summarizes the list of notable development and expansion projects that have taken place locally over the past decade.

Earlier this year, Domtar, situated in Dryden was acquired, yet it is still undetermined any significant changes to their workforce and/or their existing facility. Also in 2021, yet in Kapuskasing and Hearst, Rayonier Advanced Materials sold six (6) of its lumber mills including those situated in Hearst as well as the lumber and paper mill in Kapuskasing. During the same year, Validus Power Corporation acquired the Kapuskasing co-generation power plant (which had been left idle the previous five (5) years) with intention to convert it into a power and data facility. The project includes the construction and operation of a new 32,000 square foot High Performance Compute hosting facility and revitalization of the Kapuskasing combined cycle power plant. As a part of an overall \$100 million investment in Northern Ontario. Validus anticipates the creation of approximately 25 highly skilled jobs to the local economy including engineers, millwrights, and data centre technicians.<sup>52</sup> In 2018, Cannassist Medical Marijuana Plant established a 250,000 sqft facility in Kapuskasing which led to the creation of approximately 60 jobs.

Given that Dryden still has a relatively undeveloped waterfront, Temiskaming Shores, in 1990, benefited from the development of a waterfront hotel which resulted in a restaurant and fitness centre being established beside it. More recently, in 2020, a \$10 million federal and provincial government interest free loan into First Cobalt Refinery led to the creation of 100+ jobs. In 2021, two (2) 68-unit senior residents

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<sup>49</sup> <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3556066&Geo2=CD&Code2=3556&SearchText=Kapuskasing&SearchType=Begin&SearchPR=01&B1=All&TABID=1&type=0>

<sup>50</sup> <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3556076&Geo2=CD&Code2=3556&SearchText=hearst&SearchType=Begin&SearchPR=01&B1=All&TABID=1&type=0>

<sup>51</sup> <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3554020&Geo2=CD&Code2=3554&SearchText=Temiskaming%20Shores&SearchType=Begin&SearchPR=01&B1=All&TABID=1&type=0>

<sup>52</sup> <https://www.prnewswire.com/news-releases/validus-power-announces-data-centre-expansion-in-kapuskasing-ontario-301417095.html>

were constructed and a nursing home is under construction (at the time of writing this report) that will double the Town's capacity once complete.

Stemming from these major development and expansion projects, the new apartment building in Temiskaming Shores contributed to an influx of new residents (which coincided with the COVID pandemic) and the City now struggles with no housing stock and/or apartment rental capacity.

Not directly a result of the recent development and expansion projects, Kapuskasing, over the past couple of years reported seeing an influx of people relocate to the area (from Southern Ontario) as a result of a growing trend of a work-from-home setting. With very little available real estate to absorb that housing demand, home prices increased dramatically and many home sales ended in bidding wars.

As a result of this sudden spike in activity, Kapuskasing began to see developers converting commercial buildings into apartment dwellings to meet demand, however, the focus then turned to not sacrificing commercial space for residential as the need for commercial units still remained strong. Kapuskasing has often been seen as a bedroom community for a number of employees who work further north in the mines and was able to see a larger economic impact and benefit from those higher revenue individual and household incomes. Despite continued migration from the Greater Toronto Area (GTA), Kapuskasing was (and continues) to lose its youth to other regions to complete their post-secondary studies despite having local campuses associated with of Boreal College, John Hopkins University and the University of Hearst. The City did find however, that 20-30% of its youth were returning once having completed those studies.

Table 60 summarizes the list of major developments and expansion projects of the comparable municipalities.

Table 60 – Development and Expansion Projects

Dryden	Kapuskasing	Temiskaming Shores	Hearst
<ul style="list-style-type: none"><li>2021: Domtar sold to Paper Excellence. Business to remain as usual.</li></ul>	<ul style="list-style-type: none"><li>2021: Rayonier Advanced Materials sold six (6) of its lumber mills including those situated in Cochrane, and Hearst as well as the lumber and paper mill in Kapuskasing.</li><li>2021: Validus Power Corporation acquired the Kapuskasing co-generation power plant to be converted into a power and data facility.<sup>53</sup> \$100 million investment into Northern Ontario, a 32,000 sqft facility and 25 jobs expected.</li><li>2018: Cannassist Medical Marijuana Plant. 250,000 sqft facility with 60+ jobs.</li></ul>	<ul style="list-style-type: none"><li>1990: Hotel built on the waterfront with a restaurant and fitness centre beside it.</li><li>2021: Two (2) 68-unit senior resident constructed</li><li>2021: A nursing home is under construction that will double the Town’s capacity once complete.<ul style="list-style-type: none"><li>46 new and 82 upgraded long-term care spaces <sup>54</sup></li></ul></li><li>Investing in cycling infrastructure (21km paved path)</li><li>2020: \$10 million federal and provincial government interest free loan into First Cobalt Refinery <sup>55</sup><ul style="list-style-type: none"><li>100+ jobs to be created</li></ul></li><li>The new apartment building assisted with the influx of new residents to the community during COVID as the city is completely out of housing stock and apartments.</li></ul>	<ul style="list-style-type: none"><li>2021: Rayonier Advanced Materials sold six (6) of its lumber mills including those situated in Cochrane, and Hearst as well as the lumber and paper mill in Kapuskasing.</li></ul>

<sup>53</sup> <https://www.mykapuskasingnow.com/43060/new-owner-for-co-generation-power-plant-in-kapuskasing/>

<sup>54</sup> <https://news.ontario.ca/en/release/1000476/ontario-building-new-and-upgraded-long-term-care-in-temiskaming-shores>

<sup>55</sup> <https://northernontario.ctvnews.ca/first-cobalt-refinery-in-temiskaming-shores-gets-10m-boost-1.5234725>

#### 4.5.3.3 Large-Scale Industrial Plant/Business Closures

The remote communities are often dependent on major developments and/or expansion projects to stimulate their respective economies. They are equally as vulnerable should one of these significant employers undergo a plant closure. In 2005, Uniboard, situated in Temiskaming Shores, closed their site affecting 75 jobs, however, within two (2) weeks of that plant closure, all employees had found other employment within the community. Today, the building still sits empty as there are environmental issues on the land that still need to be addressed.

Table 61 summarizes the list of large-scale plant and business closures of the comparable municipalities.

Table 61 – Large-Scale Industrial Plant/Business Closures

Dryden	Kapuskasing	Temiskaming Shores	Hearst
<ul style="list-style-type: none"><li>Domtar went through a downsizing in 2008</li></ul>	<ul style="list-style-type: none"><li>Rayonier Advanced Materials</li></ul>	<ul style="list-style-type: none"><li>2005: Uniboard closed their site affecting 75 jobs. Within 2 weeks, all employees had found other employment within the community. Building still sits empty as it has environmental issues on the land.</li></ul>	<ul style="list-style-type: none"><li>Rayonier Advanced Materials</li></ul>

#### 4.5.3.4 *Municipal Facilities and Assets*

The following section presents an inventory of the municipal facilities and key assets which contribute to the health and wellness, and leisure and recreation needs of local area residents. These assets are identified as:

- Hospital and Medical Clinics
- Library
- Pool
- Arenas
- Sport pitch and play fields
- Beach
- Boat Launch
- Community Halls
- Curling
- Golf Courses
- Museum
- Trails
- Recreation Centre
- Other Sports / Recreational / Leisure Facilities

From a health and wellness perspective, each municipality has its own hospital with at least one (1) medical clinic, falls within its own individual health unit and have access to more than one (1) health team consisting of family physicians, nurse practitioners, other medically trained professional and support staff.

In comparing the number and types of other municipal facilities and assets which exist locally in the comparable jurisdictions, it is important to note that through the amalgamation of the town of New Liskeard, the town of Haileybury and the township of Dymond, which formed the City of Temiskaming Shores in 2004, the city benefits with having two (2) or more of many of the assets listed above, including with its libraries, arenas, curling clubs, golf courses, boat launches, community halls, museums and other sports and recreational facilities.

The City of Dryden had a curling club, located at Eagles Landing Golf Course, with multiple sheets of ice, but it ceased operations in 2015 as it struggled to attract new members as many of their seasoned players retired from the game and too few youth expressed an interest in taking up the sport.

Currently, none of the four (4) jurisdictions cite having capacity issues with any of the forementioned municipally owned facilities. From a best practices standpoint, Kapuskasing has a track record of investing into its recreational facilities, sports tourism and river front beautification. As a testament to the successful alignment of Kapuskasing's investments, it continues to see regular participation from residents of its outlying areas.

While Temiskaming Shores benefits from having two (2) of many municipal facilities and assets, it can be expensive to maintain if both are not operating at full capacity.

In the Town of Hearst, Council created in 2017 a municipal corporation under the name of Hearst Connect – an ultra-local telecom service provider, to ensure that reliable Internet access was provided to its residents and local area businesses. The Hearst Power Distribution is a municipally owned asset and one of the top local distribution companies which offers some of the lowest rates in Ontario.

Table 62 summarizes the list of municipal facilities and assets of the comparable municipalities.

Table 62 – Municipal Facilities and Assets

	Dryden	Kapuskasing	Temiskaming Shores	Hearst
<b>Hospital and Medical Clinics</b>	<ul style="list-style-type: none"> <li>• Dryden Regional Health Centre</li> <li>• Dingwall Medical Clinic</li> <li>• Northwestern Health Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Sensenbrenner Hospital</li> </ul>	<ul style="list-style-type: none"> <li>• Temiskaming Hospital</li> <li>• Haileybury Medical Centre &amp; Family Health Team</li> <li>• Great Northern Family Health Team</li> <li>• Centre de Santé Timiskaming</li> <li>• Timiskaming Health Unit</li> <li>• Mino M'shki ki Indigenous Health Team</li> </ul>	<ul style="list-style-type: none"> <li>• Notre-Dame Hospital</li> <li>• Hearst Community Locum Clinic</li> <li>• Nord-Aski Family Health Team</li> <li>• Hearst Community Living</li> <li>• North Eastern Ontario Family and Children's Services</li> <li>• Aging at Home</li> </ul>
<b>Library</b>	<ul style="list-style-type: none"> <li>• Dryden Public Library</li> </ul>	<ul style="list-style-type: none"> <li>• Kapuskasing Public Library</li> </ul>	<ul style="list-style-type: none"> <li>• Temiskaming Shores Public Library</li> <li>• Northern College Library</li> </ul>	<ul style="list-style-type: none"> <li>• Hearst Public Library</li> </ul>
<b>Pool &amp; Fitness</b>	<ul style="list-style-type: none"> <li>• Dryden Pool &amp; Fitness Centre (part of the Dryden Recreation Centre)</li> </ul>	<ul style="list-style-type: none"> <li>• Donat Brousseau Swimming Pool</li> </ul>	<ul style="list-style-type: none"> <li>• Waterfront Pool &amp; Fitness Centre (indoor)</li> </ul>	<ul style="list-style-type: none"> <li>• Stéphane Lecours Swimming Pool</li> </ul>
<b>Arenas</b>	<ul style="list-style-type: none"> <li>• Dryden Memorial Arena (2 ice sheets) (part of the Dryden Recreation Centre)</li> </ul>	<ul style="list-style-type: none"> <li>• Sports Palace or the Kapuskasing Regional Conference Complex</li> </ul>	<ul style="list-style-type: none"> <li>• Don Shepherdson Memorial Arena</li> <li>• Shelley Herbert-Shea Memorial Arena</li> </ul>	<ul style="list-style-type: none"> <li>• Claude Larose Arena</li> </ul>
<b>Beach</b>	<ul style="list-style-type: none"> <li>• Sandy Beach</li> <li>• Aaron Park (2)</li> </ul>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>	<ul style="list-style-type: none"> <li>• Haileybury Beach (enclosed with 150ft waterslide)</li> <li>• New Liskeard Beach</li> <li>• Bucke Centennial Park</li> </ul>	<ul style="list-style-type: none"> <li>• Johnson's Lake</li> </ul>
<b>Boat Launch</b>	<ul style="list-style-type: none"> <li>• Aaron Park</li> <li>• Skene Landing</li> <li>• Van Horne Landing</li> </ul>	<ul style="list-style-type: none"> <li>• Kapuskasing River Boat Launch</li> </ul>	<ul style="list-style-type: none"> <li>• New Liskeard Waterfront Marina</li> <li>• Haileybury Marina</li> <li>• Bucke Centennial Park</li> <li>• Murray St. New Liskeard</li> </ul>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>

	Dryden	Kapuskasing	Temiskaming Shores	Hearst
Community Halls	<ul style="list-style-type: none"> <li>• Masonic Hall</li> <li>• Royal Canadian Legion Hall</li> <li>• The Centre</li> <li>• Eagles Landing Convention Centre</li> <li>• Agricultural Centre</li> <li>• Dryden Recreation Complex (multi-purpose room)</li> </ul>	<ul style="list-style-type: none"> <li>• Civic Centre</li> <li>• Sports Palace</li> <li>• Riverside Park &amp; Circle</li> </ul>	<ul style="list-style-type: none"> <li>• Dymond Community Hall</li> <li>• New Liskeard Community Hall</li> <li>• Riverside Place</li> <li>• Haileybury arena hall</li> </ul>	<ul style="list-style-type: none"> <li>• </li> </ul>
Curling	<ul style="list-style-type: none"> <li>• Rink #2 at the arena on Sunday-Monday during the season</li> </ul>		<ul style="list-style-type: none"> <li>• Horne Granite Curling Club</li> <li>• Haileybury Curling Club</li> </ul>	<ul style="list-style-type: none"> <li>• Hearst Community Curling Club</li> </ul>
Golf Courses	<ul style="list-style-type: none"> <li>• Anderson's Homestead Golf Course</li> <li>• Eagles Landing Golf Course</li> </ul>	<ul style="list-style-type: none"> <li>• Kapuskasing Golf Club</li> </ul>	<ul style="list-style-type: none"> <li>• Haileybury Golf Club</li> <li>• New Liskeard Golf Club</li> </ul>	<ul style="list-style-type: none"> <li>• Hearst Golf Club</li> </ul>
Museum	<ul style="list-style-type: none"> <li>• Dryden &amp; District Museum</li> </ul>	<ul style="list-style-type: none"> <li>• Ron Morel Memorial Museum</li> </ul>	<ul style="list-style-type: none"> <li>• Cobalt Mining Museum</li> <li>• Little Claybelt Homesteaders Museum</li> <li>• Haileybury Heritage Museum</li> <li>• Redstone Miniature Car Gallery</li> <li>• Temiskaming Art Gallery</li> <li>• Open Studio Libre</li> </ul>	<ul style="list-style-type: none"> <li>• Hearst Eco museum</li> </ul>

	Dryden	Kapuskasing	Temiskaming Shores	Hearst
Trails	<ul style="list-style-type: none"> <li>• Dryden Urban Trail (12km)</li> <li>• Aaron Park Trail System</li> <li>• Nature in the City Trail</li> <li>• Dryden Signature Trail</li> </ul>	<ul style="list-style-type: none"> <li>• The Loop</li> <li>• Riverside Park</li> <li>• Lovers' Lane</li> <li>• Sturgeon Falls Trail</li> </ul>	<ul style="list-style-type: none"> <li>• Devil's Rock Hiking Trail</li> <li>• Waterfront Boardwalk Trail</li> <li>• Cobalt Heritage Silver Trail</li> <li>• Pete's Dam Trail</li> <li>• South Temiskaming Active Travel Organization (STATO) paved cycling trail.</li> </ul>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
Recreation Centre(s)	<ul style="list-style-type: none"> <li>• Dryden Recreation Centre (includes pool, arena, fitness as previously identified)</li> <li>• Ball Diamond Event Centre</li> </ul>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>	<ul style="list-style-type: none"> <li>• Claude Larose Recreation Centre</li> </ul>

	Dryden	Kapuskasing	Temiskaming Shores	Hearst
Other Sports / Recreational / Leisure Facilities	<ul style="list-style-type: none"> <li>• Dryden Skatepark</li> <li>• Soccer fields (7)</li> <li>• Baseball diamonds (4) with Event Centre</li> <li>• Milestone Outdoor Rink</li> <li>• Tennis and Pickleball (2022)</li> <li>• Squash Courts</li> <li>• Fall Fair Grounds</li> <li>• Beach Volleyball Courts</li> <li>• Splashpads (2)</li> <li>• Rotary Park Community Splash Park</li> <li>• Dryden Ski and Snowboard Complex</li> <li>• Cross-county ski and snowshoe</li> </ul>	<ul style="list-style-type: none"> <li>• Baseball Diamonds</li> <li>• Outdoor Ice Rink &amp; Sliding Hill</li> <li>• Soccer Fields</li> <li>• Tennis Courts</li> </ul>	<ul style="list-style-type: none"> <li>• Baseball Diamonds (7)</li> <li>• Beach Volleyball Courts (1)</li> <li>• Fall Fair Grounds</li> <li>• Harbourfront Pavilion (farmers markets, etc.)</li> <li>• Soccer Fields (5)</li> <li>• Tennis Courts (2)</li> <li>• Tri Town Ski and Snowboard Village</li> <li>• Squash Courts (2)</li> <li>• Outdoor rinks (3)</li> <li>• Skatepark</li> <li>• Rotary Splashpad</li> <li>• Temiskaming Nordic Ski Club</li> </ul>	<ul style="list-style-type: none"> <li>• Hospital field: Softball field with bleachers</li> <li>• Marcel Léger Park: Softball field with bleachers and lights</li> <li>• JD Levesque Park: One baseball field and one softball field with bleachers</li> <li>• Skateboard Park</li> </ul>

#### 4.5.3.5 Unique Infrastructure in the Municipality

The notion of “unique infrastructure”, as it is presented below, can be positioned as a way which provides each municipality with a competitive advantage for attracting and retaining business investment and talent while also being a significant asset for local area residents. Some of these assets may be municipal owned, where others may have been established by higher levels of government, could be deemed a natural phenomenon or were established and continue to be owner operated by the private sector.

Each of the four (4) jurisdictions have a segment of the Trans-Canada Highway intersecting their municipality. The City of Dryden and the Town of Kapuskasing each have a regional airport, however, Dryden’s airport offers passenger service with Bearskin Airlines, and North Star Air utilized the Kapuskasing Airport for its cargo operations only. All communities have broadband and their own wastewater treatment facilities, but Dryden’s is LEED certified.

Table 63, summarizes the list of unique infrastructure within each of the comparable municipalities.

Table 63 – Unique Infrastructure in the Municipality

Dryden	Kapuskasing	Temiskaming Shores	Hearst
<ul style="list-style-type: none"><li>• Highway 17 (Trans-Canada Highway) intersects the City</li><li>• Dryden Regional Airport *</li><li>• Broadband</li><li>• Wastewater Treatment Plant (LEED Certified)*<sup>56</sup></li></ul>	<ul style="list-style-type: none"><li>• Highway 11 (Trans-Canada Highway) intersects the City</li><li>• Kapuskasing Airport</li></ul>	<ul style="list-style-type: none"><li>• Highway 11 intersection with Highway 65 from Quebec</li><li>• Fibre optic Broadband</li><li>• Lake Temiskaming</li><li>• Hourly service public transit system</li></ul>	<ul style="list-style-type: none"><li>• Highway 11 (Trans-Canada Highway) intersects the City</li></ul>

\*Municipal-owned

4.5.3.6 Resident Destinations for Business Products/Services and Leisure/Recreational Activities

While the focus of this benchmarking exercise is to understand each respective municipality’s ability to meet the needs of its local and outlying areas residents, Table 64 provides insight into the areas which residents from these centralized jurisdictions travel to for specific business products/services and/or their leisure/recreational activities. The City of Dryden, being situated equal distance between Winnipeg and Thunder Bay do have local residents travelling to those locations, but due to the distance, these trips are more likely to involve an overnight stay and mix the purchase of business products/services with leisure and recreational activities. Dryden residents who are leaving the city, are often traveling to other locations for a greater variety of food and beverage (dining) options, accessing building and trade materials, clothing, apparel, shoes and accessors, gift stores, some health-specific services (such as physicians and/or health laboratories), overnight accommodation and water centric facilities.

The City of Kenora is the most likely travelled location as it is slightly over an hour’s drive to the west. Residents of Kapuskasing are more likely to travel to Timmins, being 166 kilometres away, however, it is unclear where those who have second homes (cottages) travel to and often difficult to determine how often and for how long they are out of town throughout the year. The City of Temiskaming Shore, being slightly over an hour’s drive to Rouyn-Noranda in Quebec is a convenient location for local residents, followed by North Bay, Timmins and Sudbury.

<sup>56</sup> [https://www.tpomag.com/editorial/2017/09/entire\\_clean-water\\_plant\\_earns\\_leed\\_recognition](https://www.tpomag.com/editorial/2017/09/entire_clean-water_plant_earns_leed_recognition)

Table 64 – Typical Resident Destinations for Business Products/Services and Leisure/Recreational Activities

Dryden	Kapuskasing	Temiskaming Shores	Hearst
<ul style="list-style-type: none"><li>• Kenora (138 kms)</li><li>• Fort Frances – US Border (189 kms)</li><li>• Winnipeg (351 kms)</li><li>• Thunder Bay (352 kms)</li></ul>	<ul style="list-style-type: none"><li>• Timmins (166 kms)</li><li>• People are leaving the city for their family cottages but it is unclear where those cottages are situated</li></ul>	<ul style="list-style-type: none"><li>• Rouyn-Noranda, QC (124 kms)</li><li>• North Bay (154 kms)</li><li>• Timmins (208 kms)</li><li>• Sudbury (219 kms)</li></ul>	<ul style="list-style-type: none"><li>• Kapuskasing (101 kms)</li><li>• Timmins (266 kms)</li></ul>
Identified Products/Services and/or Leisure/Recreational Activities			
<ul style="list-style-type: none"><li>• Food and Beverage (Dining)</li><li>• Building and trades</li><li>• Clothing, apparel, shoes and accessories</li><li>• Gift stores</li><li>• Healthcare (i.e.: physicians and health labs)</li><li>• Lodging and accommodations</li><li>• Water centric-based facilities similar to Kenora</li></ul>	<ul style="list-style-type: none"><li>• n/a</li></ul>	<ul style="list-style-type: none"><li>• n/a</li></ul>	<ul style="list-style-type: none"><li>• n/a</li></ul>

4.5.3.7 “Essential” Business Services/Products that are Missing Locally

Currently, there are no essential businesses which have been identified as not being made available locally.

4.5.3.8 “Non-Essential” Business Services/Products that are Missing Locally

There are instances non-essential business products and services that are missing locally in each of the comparable municipalities. Most common is limited retail options associated with clothing, shoes and apparel. Through the various Dryden engagement process, additional non-essential products and services include: movie theatre; year-round farmers’ market; water park; pickleball courts; restaurants and/or pubs which offer live music; access to a dance floor and private party rooms for booking; increased variety of different cuisine options; additional overnight lodging/accommodations; kayak and paddle board rental; and reinstating the curling facility.

Table 65 – “Non-Essential” Business Services/Products that are Missing Locally

Dryden	Kapuskasing	Temiskaming Shores	Hearst
<ul style="list-style-type: none"> <li>• Clothing, shoes, apparel and accessories</li> <li>• Movie theatre</li> <li>• Expanded seasonality of the existing farmers’ market</li> <li>• Water Park</li> <li>• Pickleball courts</li> <li>• Restaurant with patio by Van Horne Landing</li> <li>• Pub/restaurants which offer live gigs, a dance floor and a private party room</li> <li>• Variety of cuisine (i.e.: Mexican, Italian, east coast)</li> <li>• Lodging / accommodations</li> <li>• Kayaking, paddle boarding</li> <li>• Dedicated Curling</li> </ul>	<ul style="list-style-type: none"> <li>• Variety of shopping options</li> <li>• Children’s clothing</li> </ul>	<ul style="list-style-type: none"> <li>• Limited supply of clothing options</li> <li>• Cannabis growing facilities</li> </ul>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>

#### 4.5.3.9 Outlying Areas that Depend on the Centralized Municipality for Commercial Products and Services

There continues to remain a number of commercial products and/or services which residents of the outlying areas of these centralized municipalities depend upon. Most commonly cited are purchases that are deemed to be regular household consumables such as with groceries and fuel, but having big box stores locally, such as with Walmart in Dryden, Kapuskasing, and Temiskaming Shores are deemed to be anchor businesses which may remain as a prevailing reason for coming into town, but which may be paired with such additional visits to other shopping locations, accessing professional services, healthcare/medical services, dining, festival/events, home renovation materials, and the purchase of vehicles.

Table 66 – Outlying Areas that Depend on the Centralized Municipality for Commercial Products and Services

Dryden	Kapuskasing	Temiskaming Shores	Hearst
<ul style="list-style-type: none"> <li>• Walmart</li> <li>• Grocery</li> <li>• Fuel</li> <li>• Restaurants</li> <li>• Building materials</li> <li>• Skilled trades</li> </ul>	<ul style="list-style-type: none"> <li>• Walmart</li> <li>• Grocery</li> <li>• Fuel</li> <li>• Restaurants</li> <li>• Skilled trades</li> <li>• Hotels and accommodations</li> </ul>	<ul style="list-style-type: none"> <li>• Walmart and other big box retailers</li> <li>• Grocery</li> <li>• Optometrists, doctors, dentists</li> <li>• Professional services, accountants</li> <li>• Festivals and events</li> <li>• Arenas and other sports venues</li> <li>• Restaurants</li> </ul>	<ul style="list-style-type: none"> <li>• Grocery</li> <li>• Fuel</li> <li>• Restaurants</li> <li>• Skilled trades</li> <li>• Hotels and accommodations</li> <li>• Canadian Tire</li> </ul>

Dryden	Kapuskasing	Temiskaming Shores	Hearst
<ul style="list-style-type: none"> <li>• Big box stores (Walmart, Canadian Tire, Mark's, Rona, Home Hardware)</li> <li>• Car dealerships</li> <li>• Arenas</li> <li>• Festivals and Events</li> <li>• Health and wellness service providers</li> <li>• Professional services (dentist, optometrist, chiropractic, etc.)</li> <li>• Hotels and accommodations</li> </ul>		<ul style="list-style-type: none"> <li>• Retail</li> <li>• Education services</li> <li>• Skilled trades</li> <li>• Hotels and accommodations</li> </ul>	

#### 4.5.3.10 Municipal Accommodation Tax Programs to Support Tourism Promotion and Product Development

On November 23, 2017, the Ontario government passed Regulation 435/17 providing municipalities the authority to levy a transient accommodation tax (hotel tax). The purpose of this legislation was to recognize the importance of promoting Ontario as a destination for tourism and to ensure the vitality of Ontario's tourism sector while maintaining a balance between tourism and municipal sectors. The transient accommodation tax is applicable to all accommodations under 30 days at hotels, motels and individual hosts.

The Municipal Accommodation Tax (MAT) is only applicable to the room portion of the costs associated with overnight accommodations. All other revenues generated from the accommodation services; whether sold individually or included in a room package; are excluded from the MAT, including but not limited to, meeting room rental, food and beverage, room service, laundry service, internet access, parking, etc. The accommodation provider is responsible for collecting and remitting the HST on the room charge and on the Municipal Accommodation Tax. The HST is remitted directly to the Canada Revenue Agency. Table 67 compares the different MATs from between Dryden and the three (3) comparable municipalities.

Table 67 - Municipal Accommodation Tax Programs to Support Tourism Promotion and Product Development

Municipality	Year of Commencement	Revenue Collected	Percent Allocated to Tourism Fund	Net Funds for Investment	Value of All Annual Investments Made	Carry Forward Value on January 1, 2022	Examples of Financed Projects (regardless of year)	Application Intake Model	Organization Responsible for Management of the MAT Program	Outsourced Services	Comments
City of Dryden	January 1, 2021	• 2020: \$323,373	50%	• 2020: \$161,686 • 2021:	• 2020: n/a • 2021: n/a	n/a	• Trailblazer tourism app (2021) • Tag fish	• Internal discussions to better plan for fall applications with	Dryden Trailblazer Tourism Association	n/a	• Year 1: 4% • 2022 will be the first year of accepting

Municipality	Year of Commencement	Revenue Collected	Percent Allocated to Tourism Fund	Net Funds for Investment	Value of All Annual Investments Made	Carry Forward Value on January 1, 2022	Examples of Financed Projects (regardless of year)	Application Intake Model	Organization Responsible for Management of the MAT Program	Outsourced Services	Comments
		• 2021: \$345,809		\$172,904			tournament (2021) • Dryden District Conservation Club (sport clay shooting course) 2022 • Fall event (2022)	their rolling intake process			funding requests/applications
Town of Kapuskasing	July 1, 2019	• 2019: \$41,678 • 2020: \$110,210 • 2021: \$164,490	100%	• 2019: \$41,678 • 2020: \$110,210 • 2021: \$164,490	• 2019: \$0 • 2020: \$0 • 2021: \$0	\$316,381	n/a	Will finance recommendations contained within the Tourism Plan as opposed to following an application intake process	• A sub-committee of Kapuskasing EDC which is a non-profit.	n/a	• Year 1: 2% • Year 2: 3% • Year 3: 4% • Experienced issues with getting the committee together due to the COVID pandemic. • Want to use funds to finance a Tourism Plan and also offset the costs to create a Tourism Coordinator position who will execute all the recommendations contained within the Tourism Plan.

Municipality	Year of Commencement	Revenue Collected	Percent Allocated to Tourism Fund	Net Funds for Investment	Value of All Annual Investments Made	Carry Forward Value on January 1, 2022	Examples of Financed Projects (regardless of year)	Application Intake Model	Organization Responsible for Management of the MAT Program	Outsourced Services	Comments
											<ul style="list-style-type: none"> <li>• Committee to be comprised of 5 individuals (2 x KEDC, 2 x Hotel, 1 x chamber of commerce)</li> <li>• The KEDC representatives will be the EDO and the Tourism Coordinator</li> </ul>
City of Temiskaming Shores	No Municipal Accommodation Tax program in place	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	A report was prepared and presented to Council in 2019 for implementation in 2020, but it was not accepted.

#### 4.5.3.11 *Best Practices in Community and Economic Development*

Stemming from the consultation process with each of these municipalities and through our own internal review and assessment, a number of best practices in community and economic development have been identified. Additional observations have also been summarized below.

- Remote municipalities, which have a regional airport, can benefit from passenger air service. The Town of Kapuskasing, if not already should be developing a business case, in partnership with North Star Air to assess the opportunity of offering passenger service to its air cargo operations. The City of Dryden, while benefiting from its passenger service offered by Bearskin Airlines, may continue to operate at less than full capacity due to Bearskin high operational costs which is reflected in its airfares and as a result, travelers may continue to fly into either Winnipeg or Thunder Bay (with its low-cost carriers and increased number of daily flights) and complete the final leg of their travels by car.
- Despite trying to be all things to all people and try and ensure that a sufficient mix of commercial products and service are assessable locally, individuals will continue to be lured to larger municipalities for the even greater selection of products, services and experiences. While the City of Dryden may benefit as being a centralized hub, which many might argue is attributed to the number of big box retailers (such as Walmart, Canadian Tire, Rona, Home Hardware, Mark's, etc.), this can pose challenges for many of the small to medium-sized retailers who are trying to compete with these low-cost conglomerates.
- Municipalities should maintain a current list of its key assets and frequent dialogue with its major employers that operate key infrastructure and/or assets locally, such as in the case with Atlantic Power in Kapuskasing which had cut several jobs, leaving its plant in an idle state for five (5) years before being acquired by Validus Power Corporation.
- From a tourism perspective, the often-best kept secrets are the ones that are most commonly known by local residents, but from the perspective of optimizing the economic potential and impact that can be felt throughout the entire municipality, Temiskaming Shores, for example, has significant rock feature known as Devil's Rock where the cliffs rise 300 feet above Lake Temiskaming and extend nearly as far underwater as they do above, giving Devil's Rock a cliff face roughly 600 feet tall. With very little to no marketing, this site already welcomes 2,000 – 3,000 people per month and could be a significant source of enhancing tourism within increased investment in proper marketing and promotion.
- Language barriers for bilingual communities can create varying degrees of challenges with the level of fluency with its existing residents, but for new immigrants to Canada who are deciding where to establish their roots, not being able to speak either English or French poses an even bigger problem. The City of Temiskaming Shores is developing an immigration program to assist newcomers in overcoming the language barrier.
- Notwithstanding the rising cost associated with acquiring a home or rental accommodations, having access to an inventory of available housing options is a challenge that is being felt far beyond the four comparable municipalities. The City of Temiskaming Shores has made a commitment to prioritize residential development and has seen recent investments in seniors

housing and a nursing home, which is helping to open up additional residential capacity, however, the city is experiencing a population decrease of approximately 1% per year. The growth of these remote communities is often heavily influenced by the number of large development projects and/or employers which are either establishing or closing up operations. Without these projects, these municipalities are at the mercy of natural migration into/out of the based on other factors such as returning youth (from having completed their studies or returning home to start a family), seeing an increase in middle-aged individuals wanting to be close to an aging parent or wanting to be closer to the family nest, or seeing individuals and/or families from the city (and in the case of these four comparable municipalities), from the GTA or other parts of Southwestern Ontario who are selling the current homes at a premium (given the current market conditions) and seeking a location which offers a more relaxed atmosphere and blend of personal and professional opportunities.

- To help move forward the 68-unit seniors complex in Temiskaming Shores, the city donated the land and took out a second mortgage for it to help finance the project. The city had originally discussed the potential to support the development through a series of incentives and by offering no taxes for a predetermined number of years (from a phased-in perspective), but this is a good example of an innovative approach which demonstrates to investors that city's ability to be agile, business friendly and committed to addressing a significant obstacle which affects many of its local businesses' ability to attract new talent to the area.

## 4.6 Summary of Engagements

A comprehensive engagement program, composed of two (2) separate rounds and spread over a four (4) month period was held. The engagement program took the form of virtual focus group discussions, virtual one-on-one meetings/interviews, in-person focus group discussions and private meetings, and a supporting online survey.

Overall, seven (7) focus group discussions were held, which were each proceeded by an online follow-up survey for focus group attendants in addition to a general public online survey. In total, 57 people attended one or multiple focus group sessions, and 609 survey responses were received. Out of the 609 survey respondents, 302 were completed in their entirety, a further 298 consisted of a mix of completed questions and seven (9) were initiated but did not contain any feedback.

Engagement questionnaires were developed in collaboration with the City of Dryden Administration, and the comments received from the questionnaires were compiled, summarized and presented in the Appendix 4. Stakeholder comments supported the completion of the community asset assessment, the identification of community capacity gaps, and the overall development of the recommendations. Additional rounds of engagement sessions and their supporting comments allowed for the further refinement and phasing of the Community Capacity Study. All comments, discussions, and suggestions from the engagement process was compiled and consolidated into the Gap Analysis.

## 5. Gaps and Recommendations

### 5.1 Gap Analysis

The Gap Analysis of the City of Dryden Community Capacity Study takes a comprehensive look into the aggregate findings stemming from the research and analysis in the previous sections and the public engagements and consultations. The objective is to identify the major community capacity gaps and overcoming these hurdles as they constrain future growth of the community or limit the City's capacity to accommodate growth opportunities.

#### 5.1.1 Residential Development

The following list presents the four (4) identified gaps in relation to residential development in Dryden. Bullets under each gap reflect part of the situation.

##### *5.1.1.1 Gap 1: How to generate construction without an industry boost*

- Demand for new residential construction (compared to resale) is mild.
- Supply chain issues are contributing to drive up the cost of construction.<sup>57</sup>
- Residential development must supplement commercial development at the waterfront (Van Horne Landing). The lack of servicing is a hurdle holding back development.

##### *5.1.1.2 Gap 2: Supporting infrastructure*

- There is no infrastructure at the waterfront, however municipal water and wastewater services are approximately 600 metres away. Furthermore, an investigation regarding the size of line must be determined to identify what may be required to extend servicing to the area.
- Infrastructure (i.e., road, water and sewer) is available in some areas of the city but under utilized and is needed in other areas to unlock future subdivision development.

##### *5.1.1.3 Gap 3: Construction cost*

- Local suppliers offer a limited variety of building materials which limits development and drives prices upward.<sup>58</sup> A construction boom would likely see suppliers providing more variety and volume of product.
- Some development projects specify certain engineered products (during the construction phase) which are not available locally. This results in long fulfillment timelines from the manufacturer and/or higher shipping costs from other parts of the province (or out of province).

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<sup>57</sup> The high construction cost is not only unique to Dryden but common for the entire district. As per the 2022 KDSB report to the Ministry of Municipal Affairs and Housing, the Kenora District faces some of the highest construction costs in Ontario.

<sup>58</sup> Some development projects specify certain engineered products (during the construction phase) which may not be available locally. This results in long fulfillment timelines from the manufacturer and/or higher shipping costs from other parts of the province (or out of province). Some of these shipped products may be required to be moved through one (1) or more distribution centres before reaching Dryden. Due to the rising fuel costs, many suppliers have increased their fuel surcharge by upwards of 50%. Lumber prices have also soared to levels not seen in seven months as the lingering effects of flooding in Western Canada disrupts supplies and shipments.

Due to the rising fuel costs, many suppliers have increased their fuel surcharge by upwards of 50%. Lumber prices have also soared to levels not seen in years as weather and production shortfalls disrupts supplies and shipments.

- There is a lack of local workforce needed to support residential construction. General and sub-contractors have to pay high wages to qualified tradespeople in order to retain staff, which contributes to high construction costs.<sup>59</sup>
- High construction cost may defer development of vacant land parcels.

#### *5.1.1.4 Gap 4 Availability of land and housing mix*

- Current serviced vacant residential lots are not being developed.
- The city has a limited supply of multi-residential land to meet the rising demand for it.
- There are limited rental options available on the market, resulting in difficulties for newcomers.
- The number of senior housing and long-term care facilities does not meet demand pushing senior to regular dwellings, which may limit housing availability for first-time home buyers and newcomers.
  - Initial data revealed limited supply, but throughout the study, developers are promoting approximately 150 new units. No data exists to validate if these units will be sufficient to fill the gap.
- There is a lack of variety in accommodation options for temporary workers and visitors during certain periods throughout the year (i.e.: hotels / motels).

### **5.1.2 Commercial Development**

The following list presents the four (4) identified gaps in relation to commercial development in Dryden. Bullets under each gap reflect part of the situation.

#### *5.1.2.1 Gap 1: Rules and regulations*

- A need to review the zoning by-law, more specifically CD-Downtown Commercial was identified. It pertains mainly to multi-use buildings in the downtown area to ensure retail activity remains on the ground floor.

#### *5.1.2.2 Gap 2: Missing multi-use building/complex in downtown*

- There is limited space to add retail and residential units in the downtown.
- Supporting this gap suggest a need to attract more (numbers and variety of stores) and residents to the downtown.
- The commercial building mix and density in the downtown should also be reviewed.

#### *5.1.2.3 Gap 3: Commercial Mix*

- Engagements suggest limited retail and food and beverage options (number and variety of cuisine).

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<sup>59</sup> The 2022 KDSB report to the Ministry of Municipal Affairs and Housing identified the high construction costs in the Kenora District due to remoteness from contractors and suppliers. The study found that Northern and Rural Ontario's construction cost is disproportionate to the cost of living and is increasing at a rate that outpaces inflation by a factor of 2 during periods of disruption such as the COVID-19 Pandemic.

- A similar situation is identified for healthcare services, including clinics, medical / wellness offices, laboratories.
- Lodging and accommodations (number and type of operators) is often at full capacity.
- There is limited water and/or land-based recreational activity rental options.
- The local entertainment and culture scene provide limited options (such as a multi-use entertainment facility which includes a movie theatre, amusement arcades activities and onsite dining).
- During peak building season, availability of specialized subcontractors (including, finished carpentry, drywall, masonry, foundation work, roofing, siding, decking, tiling, etc.) may be limited.

#### **5.12.4**     *Gap 4: Future commercial lands*

- There is a need for more specific strategies/plans for each of the main commercial areas (downtown, along Highway 17, and the waterfront).
- Waterfront commercial development has the potential to threaten downtown growth and well-being.
- Some of the available commercial lots are contaminated.
- An update Infrastructure Capital Plan is necessary to meet future commercial needs.

### **5.13**     **Industrial Development**

#### **5.13.1**     *Gap 1: To have existing land development ready*

- Infrastructure (i.e., paved roads) is needed to support infilling of some existing and new lands.
- Prioritize infilling before new development (i.e., Heather Drive and Pioneer Street) based on investor requirements.
- Without development charges, the city needs to explore funding opportunities and policy tools to support infrastructure developments.

#### **5.13.2**     *Gap 2: Future industrial land development*

- The city has a limited number of dedicated industrial areas to concentrate industrial activities. Availability could quickly become an issue upon an industrial resurgence.
- At this time, demand for industrial development remains small but constant
- The Rail network is currently underutilized.
- Overall rise of development costs may be a limiting factor of industrial development.

#### **5.13.3**     *Gap 3: Investment Attraction, Diversification, and Marketing*

- The City is lacking a structured investment attraction campaign with emphasis on value-added supply chain and economic diversification.
- There could be a benefit to work in partnership with site selection specialist(s) and/or real estate firms to promote available lands.
- The Industrial parks and investment attraction efforts could create added-value if they were properly branded.

## 5.1.4 Municipal Facilities

### 5.1.4.1 Gap 1: Site, Plan and Design of Buildings/Facilities

- The city is lacking outdoor space and a seasonal sports complex, with such amenities as (also see footnotes):
  - Dog parks <sup>60</sup>
  - Tennis courts <sup>61</sup>
  - Pickle ball courts <sup>61</sup>
  - Dedicated curling rink <sup>62</sup>
  - Dedicated BMX bike park <sup>63</sup>
  - Indoor sports complex (soccer, tennis, etc.)
  - A plan to improve the existing trail footprint to make them more accessible to a broader range of users.
- The Tourism Information Centre is an aging facility that requires rehabilitation in the near future.
- Dryden & District Museum is an aging building with accessibility issues and not purpose built for its current use.
- There is a lack of waterfront recreational amenities to support increased use.
- Some parks and recreational facilities are not wheelchair accessible.
- The Public Works buildings and facilities are aging
- 2021 evacuation revealed limited capacity to accommodate a large influx of evacuees.
- The city is lacking an Indigenous City space (Spirit Garden, Honouring Circle with Sacred Fire, Celebration Circle, etc.).

### 5.1.4.2 Gap 2: Funding, Operation and Management

- The City is only able to dedicate limited funding to the maintenance / improvement / rehabilitation / development of municipal facilities.
- Outlying residents only contribute a non-resident activity fee to utilize certain municipal facilities. They do not contribute to any tax mechanism.

## 5.1.5 Infrastructure

### 5.1.5.1 Gap 1: Funding

- Funding for infrastructure upgrades and expanding municipal serviced areas is limited due to municipal revenues being solely dependent on taxation and delivery of traditional municipal services.
- City relies on supplemental government funding to support infrastructure-related projects.

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<sup>60</sup> A Dog park is currently proposed with fundraising occurring.

<sup>61</sup> Milestone Rink, Dryden's outdoor skating rink will be converted to provide both outdoor tennis and pickleball commencing in summer 2022.

<sup>62</sup> Curling is currently offered on Sunday and Mondays on rink #2 at the arena where the ice is prepared to proper ice conditions and then converted back for hockey usage. This is done each week during the season.

<sup>63</sup> Rotary Skate Park is used jointly for BMX bikers and skateboarders alike.

- The City does not charge a development tax in order to remain competitive regionally from a development perspective.

#### *5.1.5.2 Gap 2: Infrastructure Condition*

- Infrastructure is aging in the city, as shown by the high percentages of water, sanitary and road infrastructure reported to be in poor condition.
- The majority of sanitary sewers are in 'moderate' condition or worse (53%).
- A majority of watermains are in 'moderate' condition or worse (71%).
- The majority of streets are in 'fair' condition or worse (83%).
- The percentage of infrastructure in 'poor' condition and the cost to replace the infrastructure will continue to grow if the City is unable to replace the infrastructure as the condition deteriorates.

#### *5.1.5.3 Gap 3: Infrastructure Capacity and Availability for Future Development*

- The lack of infrastructure to the Van Horne Landing could impede waterfront development.
- Recent sale of serviced lands has resulted in a reduction of infrastructure-serviced remaining vacant lands suitable for commercial and industrial development.
- As available land is sold, the City will need to plan for new (or upgraded) infrastructure needs.
- Infrastructure gaps were identified in the vacant parts of existing subdivisions (i.e.: Mario Milanese Place, Toronto Drive).
- Under full industrial development (pending the type of business activity), there may be insufficient capacity in sections of sanitary interceptor sewers and there may be insufficient capacity in the water treatment plant and distribution system.
  - **Observation:** Under proposed residential and commercial development, there is little concern about water and sewer over capacity-related issues.

### **5.1.6 Education and Employment**

#### *5.1.6.1 Gap 1: K-12 Services*

- The City and region are faced with limited placements for children in the before and after-school program.
- There is a lack of career counsellors who service K-12 students.
- A similar situation impacts child and youth workers to address children and youth who experience social, emotional or behavioural issues.
- Transportation options and frequency within the city impedes student access to a variety of coop placement opportunities.

#### *5.1.6.2 Gap 2: Talent retention and attraction*

- Post-secondary student placements throughout the city is either limited or not-well promoted.
- The Region offers a limited number of jobs within the creative class to retain young professionals trained in these fields.
- Transportation options and frequency within the city may impede access to a variety of training programs and retraining opportunities for adults.
- Industry and workforce organizations organize a limited number of job/career fairs.

- No structured ongoing return-to-home program to attract former Dryden residents.

#### *5.1.6.3 Gap 3: Indigenous and Immigration Engagement and Belonging*

- There is a limited number of Indigenous outreach specialists.
- Similarly, there are very few Indigenous cultural events in Town.
- The number of engagement and belonging opportunities for Indigenous residents is very few.
- The same situation impacts new immigrants.

### **5.1.7 Safety, Security, Health and Wellness**

#### *5.1.7.1 Gap 1: Limited mental health and homelessness services*

- No overarching mental health plan in place which could address root causes.
- The absence of a mental health plan has direct impact on other community services (such as EMS, policing, social workers, etc.)
- There is a limited number of mental health and homelessness supportive services.
- The continued substance abuse issues will remain (and potentially increase) without adequate in-community treatment services and facilities.

#### *5.1.7.2 Gap 2: Community Safety and Security*

- Some of the public spaces would require more lighting on enhance safety.
- There is a need to improve residents' perception of safety and security.
- Some city neighborhoods face continued theft, trespassing, and vandalism (trailer park, downtown, trails and parks, and the pedestrian overpass).

#### *5.1.7.3 Gap 3: Limited Health Services*

- There is a limited regional pool of healthcare professionals to work with.
- The size of the community does not allow for the development of a full range of health services.
- There is a need to expand EMS capacity.

### **5.1.8 Community Competitiveness**

#### *5.1.8.1 Gap 1: Diversifying the economy*

- The City and region still relies heavily on natural resources. This lack of a diversified economic base may have some youth and young professionals considering economic and lifestyle opportunities outside of Dryden.
- The limited number of recreational activities, the job mix, and housing options impede attractiveness of the city and overall talent attraction.
- Current programs delivered through the National Housing Strategy (NHS), such as the National Housing Co-investment Fund (NHCF) and Rapid Housing Initiative (RHI) do not recognize the

needs and realities of the North. Due to unique factors of the northern communities, scoring cannot be maximized for application-based programs.<sup>64</sup>

#### 5.1.8.2 *Gap 2: Attraction and retention of tourists*

- There is very limited marketing and promotion efforts of Dryden's tourism assets.
- There is a need to improve the tourism, waterfront and downtown signage (visibility) throughout the city and at the Dryden Tourism Information Centre.
- The city and region are missing tourism packages and experiences packages.
- This also plays into increasing sport tourism activities and opportunities.
- As previously stated, accommodation and overnight room availability are often at capacity.

## 5.2 Recommendations, Service and Capital Plan

The following recommendations are designed to address the gaps identified in the previous section (section 5.1). Where applicable, recommendations are supported by a capital and service plan estimates including required municipal services with associated capital costs.

Each of the recommendations are expanded to include a series of corresponding tasks and where appropriate, are supported by a Sector Lead and Support Group. Sector Leads and Support Groups represent a number of the local organizations currently providing health services, housing services, education, Indigenous support, etc. – see Table 68. The intent is not to obligate each organization (within an identified theme) to participate as a Sector Lead or a Support Group (tied to a support recommendation), but rather to stimulate continued dialogue, cooperation and collaboration, and promote transparency when and where appropriate.

Some organizations are mandated to provide programs and services across multiple sectors and may appear in more than one of the themes presented below. It is important to note that this table is a non-exhaustive list of local service providers and not all of the organizations identified were available to participate in the engagement process. The objective of the recommendations is to promote diversity and inclusiveness, and to recognize and acknowledge the critical role that Dryden organizations, agencies and groups have on impacting and influencing the community's current and future economic prosperity and well being.

A timeline is assigned to each of the recommendations in the form of: On-going, Immediate (0-12 months), Short-Term (1-5 years), Mid-Term (6-10 years) and Long-Term (beyond 10 years). The recommended timeline represents the potential starting timeframe of a task.

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<sup>64</sup> The 2022 KDSB report to the Ministry of Municipal Affairs and Housing recognized that current programs (such as NHCF and RHI) have an inherent bias to Southern Ontario and urban centres. Criteria such as "proximity to amenities" such as shopping, schools, childcare, and public transportation immediately puts northern and rural applications at a disadvantage.

Table 68 - Organizations Categorized by Sector

<b>Health Services</b> <ul style="list-style-type: none"> <li>• Dingwall Medial Clinic</li> <li>• Dryden Area Family Health Team</li> <li>• Dryden Mental Health and Addition Services</li> <li>• Dryden Regional Health Centre</li> <li>• Keewaytinook Okimakanak</li> <li>• Metis Nation of Ontario</li> <li>• Northwest Local Health Integration Network (Ontario Health North)</li> <li>• Northwestern Health Unit</li> </ul>	<b>Housing Services</b> (affordable, senior, long-term, social, crisis/emergency) <ul style="list-style-type: none"> <li>• District of Kenora Homes</li> <li>• Hoshizaki House Dryden District Crisis Shelter</li> <li>• Kenora District Services Board</li> <li>• Metis Nation of Ontario</li> <li>• Ontario Aboriginal Housing Services</li> <li>• Patricia Region Senior Services</li> </ul>
<b>Social Services</b> <ul style="list-style-type: none"> <li>• Firefly</li> <li>• Kenora District Services Board</li> <li>• Kenora-Rainy River Districts Child &amp; Family Services</li> <li>• Tikinagan</li> </ul>	<b>Indigenous Support</b> <ul style="list-style-type: none"> <li>• Anishinaabe Abinoojii Family Services</li> <li>• Dryden and Area Anti-Racism Network</li> <li>• Dryden Native Friendship Centre</li> <li>• Dryden Working Circle Committee</li> <li>• Firefly</li> <li>• Metis Nation of Ontario</li> <li>• Tikinagan Child &amp; Family Services</li> </ul>
<b>Workforce Planning and Development</b> <ul style="list-style-type: none"> <li>• Apatisiwin, Dryden Native Friendship Centre</li> <li>• Employment Ontario Apprenticeship</li> <li>• Keewatin Patricia District School Board</li> <li>• Ontario Youth Apprenticeship Coordinator (KPDSB)</li> <li>• Community Living Dryden-Sioux Lookout</li> <li>• Local Employment Agencies</li> <li>• Metis Nation of Ontario</li> <li>• Northwest Employment Works</li> <li>• Northwest Training and Adjustment Board</li> </ul>	<b>Education</b> <ul style="list-style-type: none"> <li>• Anishinaabe Abinoojii Family Services</li> <li>• Bridges Dryden and Area Adult Learning Centre</li> <li>• Confederation College - Dryden Campus</li> <li>• Early Learning and Child Care (KDSB)</li> <li>• École Catholique De l'Enfant-Jésus</li> <li>• Keewatin Patricia District School Board <ul style="list-style-type: none"> <li>○ Dryden High School</li> <li>○ Dryden High School - Four Directions Program</li> </ul> </li> <li>• Northwest Catholic District School Board</li> <li>• Ontario Youth Apprenticeship Coordinator (KPDSB)</li> <li>• Keewaytinook Okimakanak</li> <li>• Urban Indigenous Homeward Bound Program, Dryden Native Friendship Centre</li> <li>• Metis Nation of Ontario</li> </ul>
<b>Safety and Security</b> <ul style="list-style-type: none"> <li>• Dryden Fire Service</li> <li>• Northwest EMS (KDSB)</li> </ul>	<b>Business Association</b> <ul style="list-style-type: none"> <li>• Dryden District Chamber of Commerce</li> <li>• Dryden Area Young Professionals Network</li> </ul>

<ul style="list-style-type: none"> <li>• Ontario Provincial Police</li> <li>• Treaty Three Police Service</li> </ul>	
<b>Tourism</b> <ul style="list-style-type: none"> <li>• Dryden District Chamber of Commerce <ul style="list-style-type: none"> <li>○ Dryden Trailblazer Tourism Association</li> </ul> </li> <li>• Regional Tourism Organization (RTO) 13C</li> </ul>	<b>Private Sector</b> <ul style="list-style-type: none"> <li>• Building owners</li> <li>• Landowners</li> <li>• Land developers</li> <li>• Local businesses</li> </ul>
<b>General Public</b> <ul style="list-style-type: none"> <li>• Local Community - Residents</li> </ul>	<b>City of Dryden</b>

### 5.2.1 Residential Development

Some of the recommendations associated with the Residential Development pillar correspond with the proposed sites in Figure 18 which are necessary to accommodate future residential development within the city. The proposed residential sites are broken down as follows:

### Figure 18 - Proposed Sites for Future Residential Development

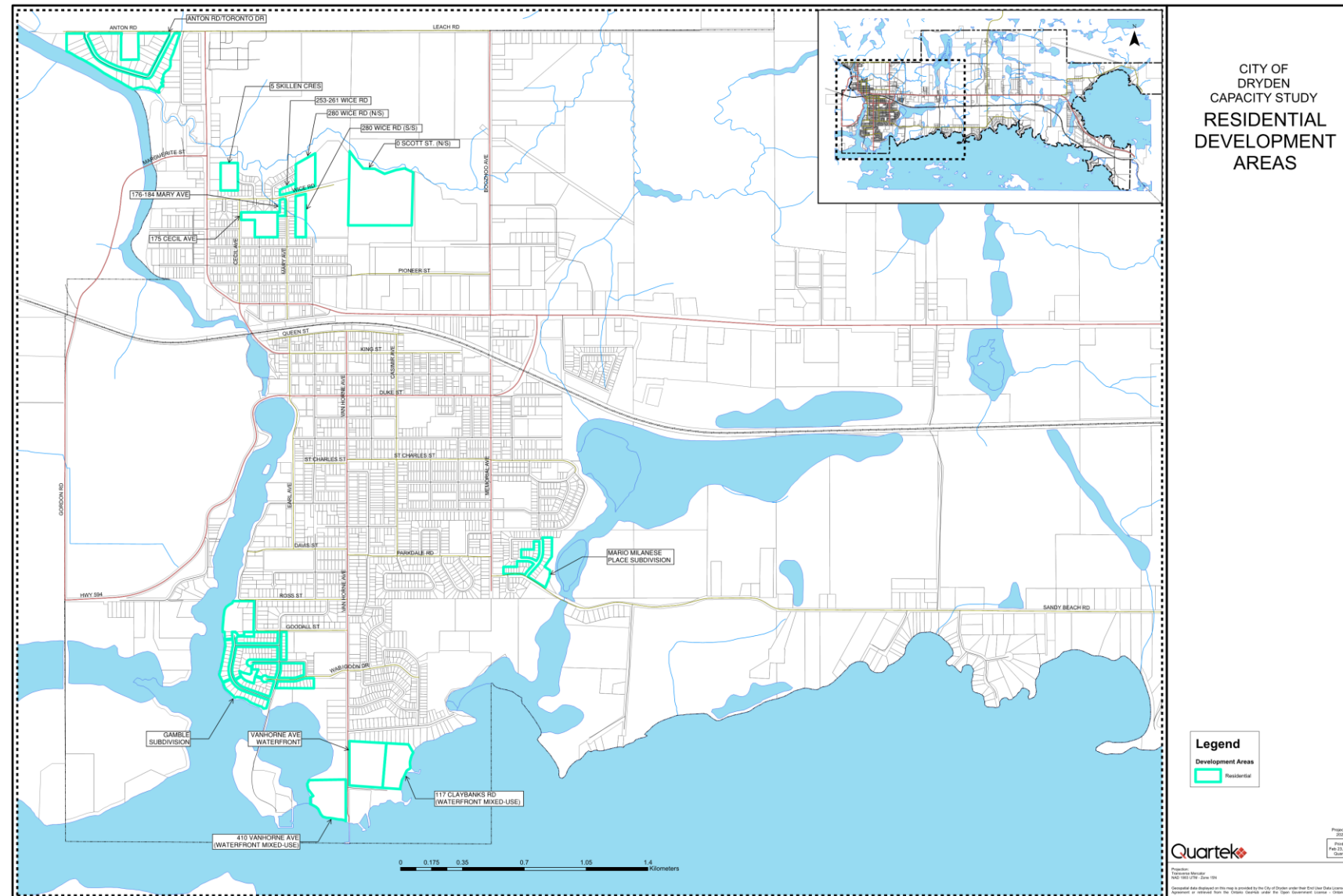


Table 69 - Proposed Sites for Future Residential Development

Site Location	Size (sqm)	Existing Infrastructure	Missing Infrastructure	Ownership	Additional Comments
Anton Rd. / Toronto Dr. Subdivision	114,381	<ul style="list-style-type: none"> <li>• Sanitary: 250mm, 0.4% slope (partial)</li> <li>• Storm: 250mm (partial)</li> <li>• Water: 150mm (partial)</li> <li>• Road Accessible: Partial</li> <li>• Hydro: Anton Rd only</li> <li>• Gas: Anton Rd only</li> </ul>	<ul style="list-style-type: none"> <li>• Hydro: Toronto Dr</li> <li>• Gas: Toronto Dr</li> </ul>	City of Dryden	• Current Zoning: M1
5 Skillen Cres.	15,180	<ul style="list-style-type: none"> <li>• Sanitary: 200mm, 0.4% slope</li> <li>• Water: 150mm</li> <li>• Road Accessible: Yes</li> <li>• Hydro</li> <li>• Gas</li> </ul>	• Storm	Private	• Current Zoning: RM & HZ
253 Wice Rd.	486	<ul style="list-style-type: none"> <li>• Sanitary: 250mm, 2.1% slope</li> <li>• Storm: 300mm, 1.2% slope</li> <li>• Water: 300mm</li> <li>• Road Accessible: Yes</li> <li>• Hydro: Partial</li> <li>• Gas</li> </ul>		City of Dryden	• Current Zoning: R1
255 Wice Rd.	611			City of Dryden	
257 Wice Rd.	680			City of Dryden	
259 Wice Rd.	698			City of Dryden	
261 Wice Rd.	1,011			City of Dryden	
280 Wice Rd. (N/S)	18,717	<ul style="list-style-type: none"> <li>• Sanitary: 250mm, 0.9% slope</li> <li>• Storm: 600mm, 1.4% slope</li> <li>• Water: 300mm</li> <li>• Road Accessible: Yes</li> <li>• Gas</li> </ul>	• Hydro	City of Dryden	• Current Zoning: R2 & RU
280 Wice Rd. (S/S)	13,706	<ul style="list-style-type: none"> <li>• Sanitary: 250mm, 0.9% slope</li> <li>• Storm: 600mm, 1.4% slope</li> <li>• Water: 300mm</li> <li>• Road Accessible: Yes</li> <li>• Gas</li> </ul>	• Hydro	City of Dryden	• Current Zoning: R1 & OS
O Scott St. (N/S)	121,573	<ul style="list-style-type: none"> <li>• Sanitary: 200mm</li> <li>• Storm: 900mm, 0.9% slope</li> </ul>	<ul style="list-style-type: none"> <li>• Water</li> <li>• Hydro</li> <li>• Gas</li> </ul>	City of Dryden	• Current Zoning: R1

Site Location	Size (sqm)	Existing Infrastructure	Missing Infrastructure	Ownership	Additional Comments
Mario Milanese Place Subdivision	35,625	<ul style="list-style-type: none"> <li>• Sanitary: 200mm, 0.4% slope (partial)</li> <li>• Storm: 300mm, 0.9% slope</li> <li>• Storm: 450mm, 0.4% slope</li> <li>• Water: 150mm (partial)</li> <li>• Road Accessible: Partial</li> </ul>	<ul style="list-style-type: none"> <li>• Sanitary (partial)</li> <li>• Water (partial)</li> <li>• Hydro</li> <li>• Gas</li> </ul>	City of Dryden	• Current Zoning: R1
Van Horne Avenue Waterfront	50,237	<ul style="list-style-type: none"> <li>• Road Accessible: Yes</li> <li>• Hydro</li> <li>• Gas</li> </ul>	<ul style="list-style-type: none"> <li>• Nearest Sanitary (500m north): 200mm, 1.0% slope</li> <li>• Nearest Watermain (500m north): 250mm</li> </ul>	City of Dryden	<ul style="list-style-type: none"> <li>• Current Zoning: CT, CT-H, HZ</li> <li>• Waterfront Mixed Use, Open Space and Natural Areas</li> </ul>
Gamble Subdivision	39,500	Fully serviced subdivision		Private	• Current Zoning: R1

5.2.1.1 Gap 1: How to generate residential construction without an industry boost

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Promote waterfront area development.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>• Refresh the Waterfront Development Plan.</li> <li>• Find development partner/investor.</li> <li>• Support land transfer or acquisition from MNRF.</li> <li>• Work in partnership with investors and/or developers on the waterfront development concepts (mix-use commercial and residential).</li> <li>• Complete infrastructure requirements.</li> <li>• Apply to change waterfront zoning to remove the holding provision (WMU-H).</li> </ul>	<b>Van Horne Avenue Servicing Extension</b> <sup>65</sup> <ul style="list-style-type: none"> <li>• Total: \$4,250,000 <sup>66</sup></li> </ul>	<b>Sector Lead:</b> City of Dryden	<b>Short-Term</b>
Pursue multi-residential development west of New Prospect School.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>• Complete the Official Plan Update.</li> <li>• Refresh the Subdivision Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• No additional servicing requirements are needed as servicing is available off either Wice Road or Swanson Street.</li> </ul>	<b>Sector Lead:</b> City of Dryden	<b>Mid-Term:</b> <ul style="list-style-type: none"> <li>• Subject to the progress of the residential development agreement currently in place.</li> </ul>

<sup>65</sup> The remaining development areas are all within close proximity of a sanitary sewer, either on a road or through the development area. It is assumed that any sanitary sewer extensions for each development will be designed and constructed by the developer through the site plan or subdivision approval process.

<sup>66</sup> The estimated \$4,250,000 will provide servicing for both residential and commercial areas of the waterfront development at the south end of Van Horne Avenue.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<ul style="list-style-type: none"> <li>Review and determine density requirements which may result in zoning change from R2 to RM.</li> <li>Attract an investor/developer</li> <li>Work in partnership with the investor/developer on the subdivision development concept(s).</li> </ul>			

#### 5.2.1.2 Gap 2: Supporting residential infrastructure

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Bring infrastructure to the desired residential development sites and/or subdivisions.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Complete infrastructure requirements.</li> </ul>	<b>Infrastructure Requirements:</b> <ul style="list-style-type: none"> <li>Road and servicing need to be extended to support newly created city-owned residential lots in the Mario Milanese Place subdivision.</li> <li>Road and servicing will have to be extended on Mario Milanese Place and Elvis Avenue to service the vacant lots.</li> <li>Road and servicing on Toronto Drive will have to be extended to the vacant lots.</li> </ul> <b>Mario Milanese Place &amp; Elvis Avenue Road and Servicing Extension</b> <ul style="list-style-type: none"> <li>Total: \$230,000</li> </ul> <b>Toronto Drive Road and Servicing Extension</b> <ul style="list-style-type: none"> <li>Total: \$1,100,000</li> </ul>	<b>Sector Lead:</b> City of Dryden	<b>Mid-Term:</b> <ul style="list-style-type: none"> <li>Mario Milanese Place subdivision is partially developed. Commence the remaining planning tasks once the already serviced lots are filled.</li> </ul>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Secure government funding to support infrastructure development	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Prepare application to: <ul style="list-style-type: none"> <li>New Building Canada Fund: Provincial-Territorial Infrastructure Component National and Regional Projects. <sup>67</sup></li> <li>New Building Canada Fund: Provincial-Territorial Infrastructure Component Small Communities Fund. <sup>68</sup></li> <li>Canada Community-Building Fund. <sup>69</sup></li> </ul> </li> </ul>		<b>Sector Lead:</b> City of Dryden	<b>On-going:</b> <ul style="list-style-type: none"> <li>Subject to the planned timeline and phasing of residential developments and grant programs</li> </ul>

#### 5.2.13 Gap 3: Construction cost

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Explore solutions to reduce the overall cost of construction.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Inform Support Group of challenges which lead to higher overall cost of construction.</li> <li>Participate in Support Group roundtable discussions.</li> </ul>		<b>Sector Lead:</b> Private Sector (developers, contractors, material suppliers)  <b>Support Group:</b> Housing Services, Workforce Planning and Development	<ul style="list-style-type: none"> <li><b>Short-Term:</b> Execute the proposed tasks prior to any major residential development projects requirements.</li> </ul>

<sup>67</sup> New Building Canada Fund: Provincial-Territorial Infrastructure Component National and Regional Projects focuses on roads, connectivity and broadband, wastewater, drinking water, among other infrastructure-related projects.

<sup>68</sup> New Building Canada Fund: Provincial-Territorial Infrastructure Component Small Communities Fund focuses on roads, connectivity and broadband, wastewater, drinking water, among other infrastructure-related projects.

<sup>69</sup> Canada Community-Building Fund focuses on which focuses on roads, connectivity and broadband, wastewater, drinking water, solid waste management, among other infrastructure-related projects.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<ul style="list-style-type: none"> <li>Action the agreed upon outcomes (from the roundtable discussions).</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Develop a list of target developers and industry associations.</li> <li>Organize and host a roundtable discussion and/or one-on-one meetings to identify and recommend strategies and actions that could contribute to reducing the high cost of construction.</li> </ul>			
Develop a talent attraction strategy focused on the construction-related skilled trades.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Develop a talent attraction and recent graduate <sup>70</sup> retention strategy.</li> <li>Develop and execute a marketing and outreach campaign.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Inform Sector Lead of the missing skillsets in the local labour pool.</li> </ul>		<b>Sector Lead:</b> Workforce Planning and Development  <b>Support Group:</b> Education, Private Sector, Business Association, Indigenous Support	<b>Short-Term::</b> <ul style="list-style-type: none"> <li>Execute the proposed tasks prior to any major residential development projects.</li> </ul>

<sup>70</sup> Focus on Dryden High School graduates who studied all aspect of construction including, foundation, plumbing, electrical, framing, roofing, siding, fencing, decking, tiling, drywalling, mudding, etc.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<ul style="list-style-type: none"> <li>Education partners to provide insights on why graduates leave the city following graduation.</li> </ul>			

**5.2.14 Gap 4: Availability of land and housing mix**

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Review and quantify the demand for various types of residential units.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>Consult with Support Group partners on the results of the housing strategy (currently in development).</li> <li>Support community partners in the creation of a baseline <sup>71</sup> for which to gauge future demand against current housing supply (such as number of inquiries, length of time listed, number of bids, average over asking price, rental vacancy rate, average rent rate, etc.)</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		<p><b>Sector Lead:</b> Housing Services</p> <p><b>Support Group:</b> Private Sector (real estate)</p>	<p><b>Short-Term:</b></p> <ul style="list-style-type: none"> <li>following the completion of the regional housing strategy.</li> </ul>

<sup>71</sup> It is recommended to refer to the Monitoring and Evaluation Program contained within Dryden’s 2019 Community Improvement Plan to minimize duplication of information already recorded through this economic development tool.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Increase residential density. <sup>72</sup>	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>• Meet with building owners of vacant second-floor commercial properties to discuss the benefits<sup>73</sup> of converting to residential to meet current demand for downtown housing.</li> <li>• In support of densification encouraging downtown residents and business owners to participate in tree planting, street beautification programs and improvements to private buildings and properties.</li> <li>• Designate large residential land parcels to higher densities</li> <li>• Become development-ready and promote the development of: <ul style="list-style-type: none"> <li>○ Multiplex housing development on Mary Ave and Wice Road.</li> <li>○ Multiplex housing on the Wice Road extension to the</li> </ul> </li> </ul>		<b>Sector Lead:</b> City of Dryden  <b>Support Group:</b> Private Sector (building owners)	<b>Short-Term:</b> <ul style="list-style-type: none"> <li>• Become development-ready based on demand and/or triggered by large projects.</li> </ul>

<sup>72</sup> The Dryden 2019 Community Improvement Plan (CIP), section 8.7.2 stipulates that CIP projects shall provide for improvements and residential intensification in the Downtown Core area. It is important to recognize that the Municipal Act does not specifically address the provision of financial assistance to residential properties. Typically, CIPs are intended to focus on commercial properties, but there are examples of CIPs that provide limited funding opportunities for particular types of residential properties (e.g. to help maintain historic residential properties or create new affordable residential units and multi-residential developments).

<sup>73</sup> One of the benefits that building owners can access is the Commercial and Rental Housing Conversion and Expansion Grant within Dryden’s Community Improvement Plan which supports the conversion of existing upper storey(s) into new affordable residential rental units.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<p>Agricultural Society Fair Grounds.</p> <ul style="list-style-type: none"> <li>○ Work with church leaders to assess their willingness to add private dwellings on their lands.</li> <li>● Promote the in-fillings of vacant properties already serviced;</li> <li>● Revalidate the extension of Elm Road (east of Pine Crescent) to support residential development.</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>● Provide input and support to Sector Lead as required.</li> </ul>			
Continue to review and study the demand for senior housing and long-term care facilities.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>● Consult with Support Group partners on the results of the housing strategy (currently in development) and advocate to have any capacity issues addressed.</li> <li>● Continue to consult with existing long-term care facilities to assess their growth and expansion potential.<sup>74</sup></li> </ul> <p><b>Support Group Tasks:</b></p>		<p><b>Sector Lead:</b> Housing Services</p> <p><b>Support Group:</b> City of Dryden, Social Services, Indigenous Support, Private Sector (retirement homes)</p>	<ul style="list-style-type: none"> <li>● <b>Immediate:</b> Following the completion of the regional housing strategy.</li> </ul>

<sup>74</sup> Discuss the value of leveraging the Affordable Housing and Seniors Housing Grant contained within Dryden's 2019 Community Improvement Plan.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>			
Assess the by-laws to support the infilling of residential land parcels in a timely manner.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Develop a municipal by-law targeting specific zones that prohibits open storage (unless for immediate use), parking or temporary garage shelters on vacant land.</li> <li>Develop a municipal by-law to tax vacant land at an increased rate after a certain period of vacancy. Suggestion would be 18 to 24 months.</li> </ul>		<b>Sector Lead:</b> City of Dryden	<b>Immediate:</b> <ul style="list-style-type: none"> <li>As part of the Official Plan update.</li> </ul>
Continue to explore temporary housing needs and requirements.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Consult businesses and prospective investors targeting Dryden and surrounding areas for their workforce housing needs (and types of preferred/required dwellings).</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Facilitate introductions between prospective investors and accommodation businesses and residential developers.</li> <li>Provide input and support to Sector Lead as required.</li> </ul>		<b>Sector Lead:</b> Private Sector (large employers, accommodations, residential developers)  <b>Support Group:</b> City of Dryden	<b>On-going:</b> <ul style="list-style-type: none"> <li>Subject to the planned timeline of major economic development opportunities.</li> </ul>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Secure government funding to support affordable housing development.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Prepare application to: <ul style="list-style-type: none"> <li>Capital Project: New construction of sustainable affordable housing.<sup>75</sup></li> <li>Capital project: Retrofit of sustainable affordable housing.<sup>76</sup></li> </ul> </li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Provide input and support to Sector Leads as required.</li> </ul>		<b>Sector Lead:</b> Social/Housing Services  <b>Support Group:</b> Private Sector (residential developers)	<b>Short-Term:</b> <ul style="list-style-type: none"> <li>Determined by the supply gap as identified in the regional housing strategy.</li> </ul>

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<sup>75</sup> Capital Project: New construction of sustainable affordable housing focuses on the construction of a new affordable housing projects to a higher environmental performance standard.

<sup>76</sup> Capital project: Retrofit of sustainable affordable housing focuses on providing measures to install or update physical infrastructure to improve existing buildings’ energy performance and maintain housing for the long-term.

5.2.2 Commercial Development

Some of the recommendations associated with the Commercial Development pillar correspond with the proposed sites in Figure 19, which are necessary to accommodate future commercial development within the city. The proposed commercial sites are broken down as follows:

Table 70 – Proposed Sites for Future Commercial Development

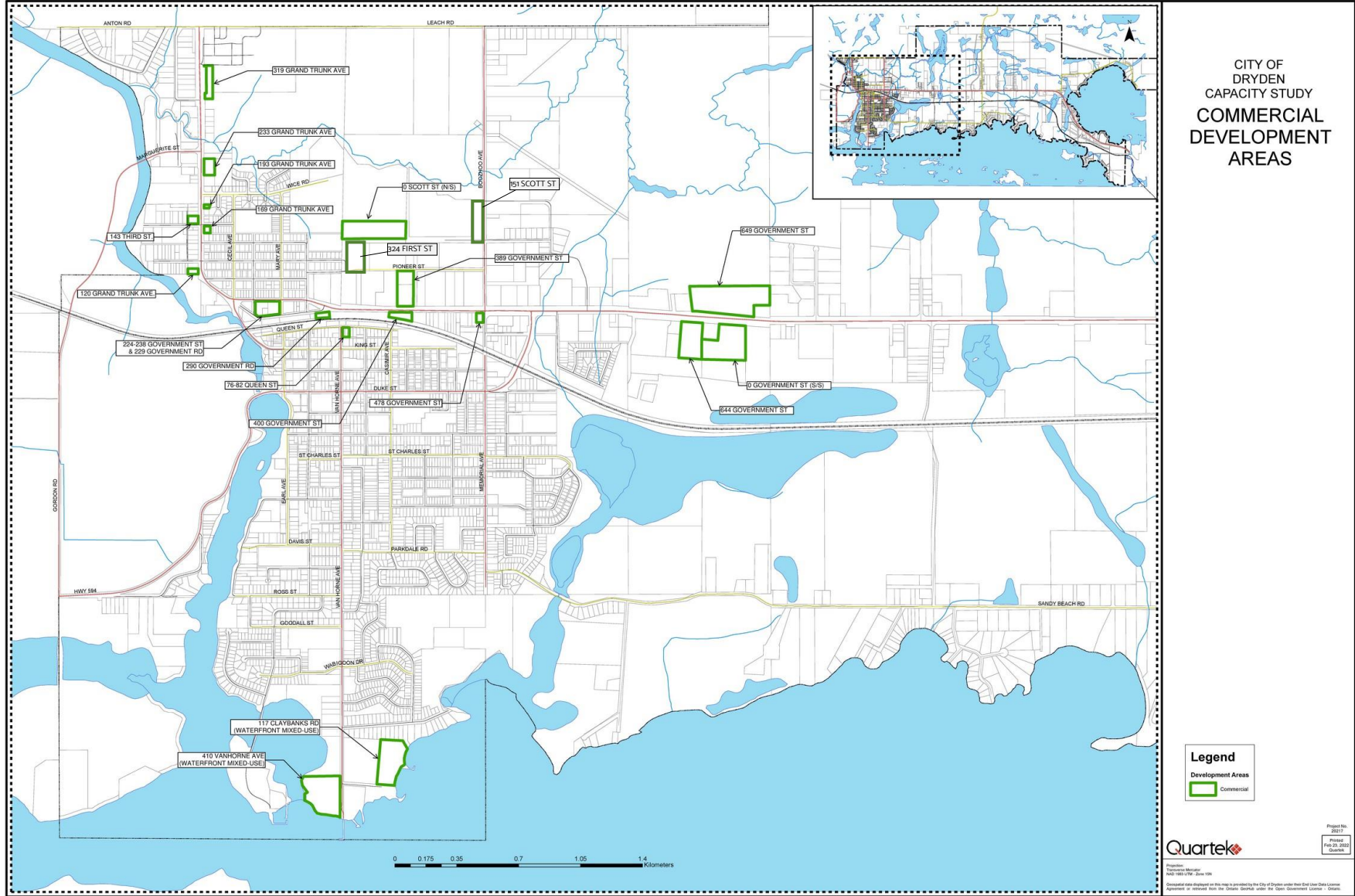
Site Location	Size (sqm)	Existing Infrastructure	Missing Infrastructure	Ownership	Additional Comments
324 First St.	~16,000				• Current Zoning: OS
32 Earl Ave.	1,060				• Current Zoning: CD
120 Grand Trunk Ave.	1,837	<ul style="list-style-type: none"><li>• Sanitary: 250mm, 0.5% slope</li><li>• Storm: size unknown</li><li>• Water: 150mm</li><li>• Road Accessible: Yes</li><li>• Hydro</li><li>• Gas</li></ul>		Private	• Current Zoning: CH
169 Grand Trunk Ave.	1,381	<ul style="list-style-type: none"><li>• Sanitary: 200mm, 1.5% slope</li><li>• Water: 150mm</li><li>• Road Accessible: Yes</li><li>• Hydro</li><li>• Gas</li></ul>	<ul style="list-style-type: none"><li>• Stormwater</li></ul>	Private	• Current Zoning: CH
186 Grand Trunk Ave	1,565	<ul style="list-style-type: none"><li>• Sanitary: 200mm, 1.5% slope</li><li>• Water: 150mm</li><li>• Road Accessible: Yes</li><li>• Hydro</li><li>• Gas</li></ul>		City of Dryden	• Current Zoning: CH
193 Grand Trunk Ave.	637	<ul style="list-style-type: none"><li>• Sanitary: 200mm, 3.9% slope</li><li>• Storm: 300mm, 4.8% slope</li><li>• Water: 150mm</li><li>• Road Accessible: Yes</li><li>• Hydro</li><li>• Gas</li></ul>		Private	• Current Zoning: CH

Site Location	Size (sqm)	Existing Infrastructure	Missing Infrastructure	Ownership	Additional Comments
233 Grand Trunk Ave.	5,641	<ul style="list-style-type: none"> <li>• Sanitary: 200mm, 1.2% slope</li> <li>• Storm: 300mm, 0.9% slope</li> <li>• Water: 150mm</li> <li>• Road Accessible: Yes</li> <li>• Hydro</li> <li>• Gas</li> </ul>		Private	• Current Zoning: CH
319 Grand Trunk Ave	7,100	<ul style="list-style-type: none"> <li>• Sanitary: 200mm</li> <li>• Water: 150mm</li> <li>• Hydro</li> <li>• Gas</li> </ul>	• Stormwater	Private	• Current Zoning: CH/RU
224 Government St.	4,522	<ul style="list-style-type: none"> <li>• Sanitary: 250mm, 1.4% slope</li> <li>• Water: 150mm</li> <li>• Road Accessible: Yes</li> </ul>	• Stormwater	Private	<ul style="list-style-type: none"> <li>• Current Zoning: CH</li> <li>• Current Land Use Designation: Regional Business Centre</li> </ul>
238 Government St.	5,053				
290 Government Rd.	3,284	<ul style="list-style-type: none"> <li>• Sanitary: 200mm, 0.4% slope</li> <li>• Storm: 675mm, 0.55% slope</li> <li>• Water: 150mm</li> <li>• Road Accessible: Yes</li> <li>• Hydro</li> <li>• Gas</li> </ul>		Private	<ul style="list-style-type: none"> <li>• Current Zoning: M2</li> <li>• Current Land Use Designation: Rural</li> </ul>
76 Queen St.	680	<ul style="list-style-type: none"> <li>• Sanitary: 380mm, 0.2% slope</li> <li>• Storm: 750mm, 0.4% slope</li> <li>• Water: 150mm</li> <li>• Road Accessible: Yes</li> <li>• Hydro</li> <li>• Gas</li> </ul>		Private	• Current Zoning: CD
80 Queen St.	764				
82 Queen St.	642				
o Scott St. (N/S)	35,600	<ul style="list-style-type: none"> <li>• Sanitary: 200mm</li> <li>• Storm: 900mm, 0.9% slope</li> </ul>	<ul style="list-style-type: none"> <li>• Water</li> <li>• Hydro</li> <li>• Gas</li> </ul>	City of Dryden	• Current Zoning: CH-H
143 Third St.	2,597	<ul style="list-style-type: none"> <li>• Sanitary: 200mm, 0.4% slope</li> <li>• Storm: 300mm, 4.8% slope</li> </ul>		Private	• Current Zoning: CH

Site Location	Size (sqm)	Existing Infrastructure	Missing Infrastructure	Ownership	Additional Comments
		<ul style="list-style-type: none"> <li>• Water: 150mm</li> <li>• Road Accessible: Yes</li> <li>• Hydro</li> <li>• Gas</li> </ul>			
149 Third Street.	2,597	<ul style="list-style-type: none"> <li>• Sanitary: 200mm, 0.4% slope</li> <li>• Storm: 300mm, 4.8% slope</li> <li>• Water: 150mm</li> <li>• Road Accessible: Yes</li> <li>• Hydro</li> <li>• Gas</li> </ul>		City of Dryden	• Current Zoning: CH
389 Government St.	18,800	<ul style="list-style-type: none"> <li>• Sanitary: 200mm</li> <li>• Storm: 450mm</li> <li>• Water: 150mm</li> <li>• Road Accessible: Yes</li> <li>• Hydro</li> <li>• Gas</li> </ul>		City of Dryden	<ul style="list-style-type: none"> <li>• Current Zoning: CH-H</li> <li>• Current Land Use Designation: Rural</li> </ul>
400 Government St.	5,082	<ul style="list-style-type: none"> <li>• Sanitary: 250mm, 10.5% slope</li> <li>• Storm: 375mm, 0.5% slope</li> <li>• Water: 150mm</li> <li>• Road Accessible: Yes</li> <li>• Hydro</li> <li>• Gas</li> </ul>		Private	• Current Zoning: CH
478 Government St.	2,062	<ul style="list-style-type: none"> <li>• Sanitary: 200mm, 0.6% slope</li> <li>• Storm: 300mm, 1.3% slope</li> <li>• Water: 150mm</li> <li>• Road Accessible: Yes</li> <li>• Hydro</li> <li>• Gas</li> </ul>		Private	• Current Zoning: CH
644 Government St,	25,622	<ul style="list-style-type: none"> <li>• Road Accessible: Yes</li> <li>• Hydro</li> </ul>	<ul style="list-style-type: none"> <li>• Sanitary, Storm, Water</li> <li>• Gas</li> </ul>	City of Dryden	• Current Zoning: CH

Site Location	Size (sqm)	Existing Infrastructure	Missing Infrastructure	Ownership	Additional Comments
O Government St. (S/S) (east of 644 Government St.)	40,976	<ul style="list-style-type: none"> <li>• Road Accessible: Yes</li> <li>• Hydro</li> </ul>	<ul style="list-style-type: none"> <li>• Sanitary, Storm, Water</li> <li>• Gas</li> </ul>	City of Dryden	• Current Zoning: CH
649 Government St.	65,882	<ul style="list-style-type: none"> <li>• Sanitary: 200mm, 1.0% slope</li> <li>• Water: 150mm</li> <li>• Road Accessible: Yes</li> <li>• Hydro</li> <li>• Gas</li> </ul>	<ul style="list-style-type: none"> <li>• Storm</li> </ul>	Private	• Current Zoning: CH/CH-H
410 Van Horne Ave. (Van Horne Waterfront)	25,000	<ul style="list-style-type: none"> <li>• Road Accessible: Yes</li> <li>• Hydro</li> </ul>	<ul style="list-style-type: none"> <li>• Nearest Sanitary (500m north): 200mm, 1.0% slope</li> <li>• Nearest Watermain (500m north): 250mm</li> <li>• Stormwater</li> <li>• Gas</li> </ul>	City of Dryden	<ul style="list-style-type: none"> <li>• Current Zoning: WMU-H</li> <li>• Waterfront Mixed Use, Open Space and Natural Areas</li> </ul>
117 Claybanks Rd. (Van Horne Waterfront)	33,084	<ul style="list-style-type: none"> <li>• Hydro</li> <li>• Gas</li> </ul>	<ul style="list-style-type: none"> <li>• Nearest Sanitary (500m north): 200mm, 1.0% slope</li> <li>• Nearest Watermain (500m north): 250mm</li> <li>• Storm</li> </ul>	City of Dryden	• Current Zoning: WMU-H
151 Scott St.		<ul style="list-style-type: none"> <li>• Sanitary</li> <li>• Water</li> <li>• Hydro</li> <li>• Gas</li> <li>• Road Accessible: Yes</li> </ul>		City of Dryden	• Current Zoning: CH

Figure 19 – Proposed Sites for Future Commercial Development



### 5.2.2.1 Gap 1: Rules and regulations

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Maximize the utilization of multi-use commercial buildings in the downtown area to ensure retail space is on the ground floor and residential space remains on the upper floors.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Ensure that current/future vacant ground floor space is utilized for retail and that vacant upper floors are reserved for professional and/or residential use.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Reassess/review existing by-law(s).</li> <li>Reach out and encourage owners of second-floor vacant downtown commercial properties to target service and/or office tenants, otherwise convert to residential.<sup>77</sup></li> </ul>		<b>Sector Lead:</b> City of Dryden  <b>Support Group:</b> Private Sector (building owners)	<ul style="list-style-type: none"> <li><b>Immediate:</b> Review and reassessment of by-laws as part of the Official Plan Update.</li> </ul> <b>On-going:</b> <ul style="list-style-type: none"> <li>To promote retail utilization of the ground floor space in the downtown core.</li> </ul>
Increase commercial density.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Establish regulation to allow construction of mixed-use developments.</li> </ul>		<b>Sector Lead:</b> City of Dryden	<ul style="list-style-type: none"> <li><b>Immediate:</b> Review and reassess regulation as part of the Official Plan Update.</li> </ul>
Infilling of vacant lands.	<b>Sector Lead Tasks:</b>		<b>Sector Lead:</b> Private Sector (landowners, residential developers)  <b>Support Group:</b> City of Dryden	<b>On-going:</b> <ul style="list-style-type: none"> <li>Subject to market demand.</li> </ul> <b>On-going</b>

<sup>77</sup> One of the benefits that building owners can access is the Commercial and Rental Housing Conversion and Expansion Grant within Dryden's Community Improvement Plan which supports the conversion of existing ground floor commercial to facilitate new commercial uses or the conversion of non-commercial or vacant / under-utilized building space into new commercial, affordable rental housing, or any mix of the two (for clarification, conversion of ground floor commercial space into housing is not permitted).

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<ul style="list-style-type: none"> <li>Pursue commercial land development projects and opportunities.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Establish regulation to increase the commercial land parcel at 389 Government Street to include the former OPP office and lands fronting onto Highway 17.</li> <li>Preserve 224 and 238 Government Street for commercial development.</li> <li>Preserve 229 and 290 Government Road for commercial development.</li> <li>Preserve the 76, 80 and 82 Queen Street for commercial development.</li> <li>Rezone the agricultural lands adjacent to the Agricultural Society Fair Grounds to residential but maintain a commercial buffer fronting the future extension of Scott Street.</li> </ul>			<ul style="list-style-type: none"> <li>Review and reassess regulation as part of the Official Plan Update.</li> </ul>
Remove the Holding provision of the WMU-H zoning to allow for future	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Submit amendment for zoning change to Council for approval.</li> </ul>		<b>Sector Lead:</b> City of Dryden	<b>On-going:</b> <ul style="list-style-type: none"> <li>Complete once a developer has been identified.</li> </ul>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
commercial development.				

5.2.2.2 Gap 2: Missing multi-use building/complex in downtown (Types of building and density)

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Convert some of the existing privately-owned commercial buildings in the downtown core to multi-use.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>Pursue conversion of downtown commercial buildings to multi-use.</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>Develop list of target commercial buildings and owner information.</li> <li>Meet individually with each building owner to gauge interest and to demonstrate added value to strengthening the downtown.</li> <li>Identify potential funding programs (inclusive of CIP) to assist in the conversion.</li> <li>Streamline the regulatory process to allow the conversion.</li> </ul>		<p><b>Sector Lead:</b> Private Sector (landowners)</p> <p><b>Support Group:</b> City of Dryden</p>	Short-Term

5.2.23 Gap 3: Commercial Mix

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Attract more commercial businesses to the city.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"><li>Establish a targeted investment attraction strategy and action plan.</li><li>Develop marketing material and collateral to profile the three (3) targeted commercial districts (downtown, Highway 17 corridor and waterfront).</li><li>Identify list of target businesses.</li><li>Launch marketing and outreach campaign.</li></ul>		<b>Sector Lead:</b> City of Dryden	<b>Short-Term:</b> <ul style="list-style-type: none"><li>Prepare an investment attraction strategy and action plan.</li></ul>
Identify expanding businesses and assist in their growth plans.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"><li>Carry out an annual business visitation campaign.</li><li>Meet with each business and provide assistance to those with qualified expansion plans.</li><li>Continue to provide on-going business retention and expansion assistance to all businesses.</li></ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"><li>Relay business intelligence to Sector Lead for appropriate follow up.</li></ul>		<b>Sector Lead:</b> City of Dryden <b>Support Group:</b> Business Association	<b>On-going:</b> <ul style="list-style-type: none"><li>On-going as part of the annual business visitation.</li></ul>

5.2.2.4 Gap 4: Future commercial lands

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Prepare a commercial development plan with emphasis on the downtown area, along Highway 17 and the waterfront.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"><li>• Prepare a commercial development plan that addresses priorities, triggering thresholds, development concepts, etc.</li><li>• Stemming from the Community Capacity Analysis, confirm a list of lands suitable for future commercial developments.</li><li>• Identify active funding programs capable of offsetting some of the infrastructure development costs. The application funding approach must focus on and prioritize commercial over residential development.</li><li>• Meet with private landowners and developers to commercial development opportunities that can lease to increasing commercial density.</li><li>• Bring necessary infrastructure onsite and ensure that infrastructure has enough capacity to support future development.</li></ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"><li>• Provide input and support to Sector Lead as required.</li></ul>	<p><b>Infrastructure Requirements:</b></p> <ul style="list-style-type: none"><li>• Watermain extension from Lakeside Drive to the end of Van Horne Avenue to support waterfront development.<ul style="list-style-type: none"><li>○ The expansion will require a pumping station and forcemain to either the existing pumping station at Wabigoon Drive or the outlet location at Van Horne Avenue &amp; Orvis Street.</li></ul></li><li>• No infrastructure extension required regarding 649 Government Street. Water is available along full frontage of the property. Sanitary connection is possible at south end of property.</li></ul> <p><b>Van Horne Avenue Servicing Extension:</b></p> <ul style="list-style-type: none"><li>• Total: \$4,250,000 <sup>78</sup></li></ul>	<p><b>Sector Lead:</b> City of Dryden</p> <p><b>Support Group:</b> Private Sector (landowners), Business Association</p>	<p><b>Short-Term:</b></p> <ul style="list-style-type: none"><li>• Commence the commercial development plan. The time of actual development may vary, subject to input and decision from the Support Group.</li></ul>

<sup>78</sup> The estimated \$4,250,000 will provide servicing for both residential and commercial areas of the waterfront development at the south end of Van Horne Avenue.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Support brownfield development and/or de-contamination.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>• Prepare application to open funding/tax assistant programs as needed.</li> <li>• Pursue brownfield development and/or decontamination projects.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>• Continue to make the Brownfield Property Tax Assistance Grant (as part of the CIP) available to support brownfield / contaminated site redevelopment.</li> <li>• Network with upper levels of government to identify additional funding supports.</li> </ul>		<b>Sector Lead:</b> Private Sector (landowners, developers)  <b>Support Group:</b> City of Dryden	<b>On-going:</b> <ul style="list-style-type: none"> <li>• Subject to development projects.</li> </ul>
Market and promote (private and city-owned) vacant commercial lands.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>• Identify potential funding programs to assist in becoming site ready/certified (if applicable).</li> <li>• Develop marketing material and promote sale of lands or partner with commercial real estate firm to handle all land sale requirements. Applies to both private and city-owned landowners.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>• Maintain a list of targeted private and city-owned vacant commercial lands.</li> <li>• As part of the annual business visitation program, meet individually with private landowners to gauge development interest,</li> </ul>		<b>Sector Lead:</b> Private Sector (landowners)  <b>Support Group:</b> City of Dryden	On-going

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	intentions and readiness to sell/develop individual sites. <ul style="list-style-type: none"> <li>Assist in marketing and promotion of both private and city-owned vacant commercial lands which are development ready.</li> </ul>			

### 5.2.3 Industrial Development

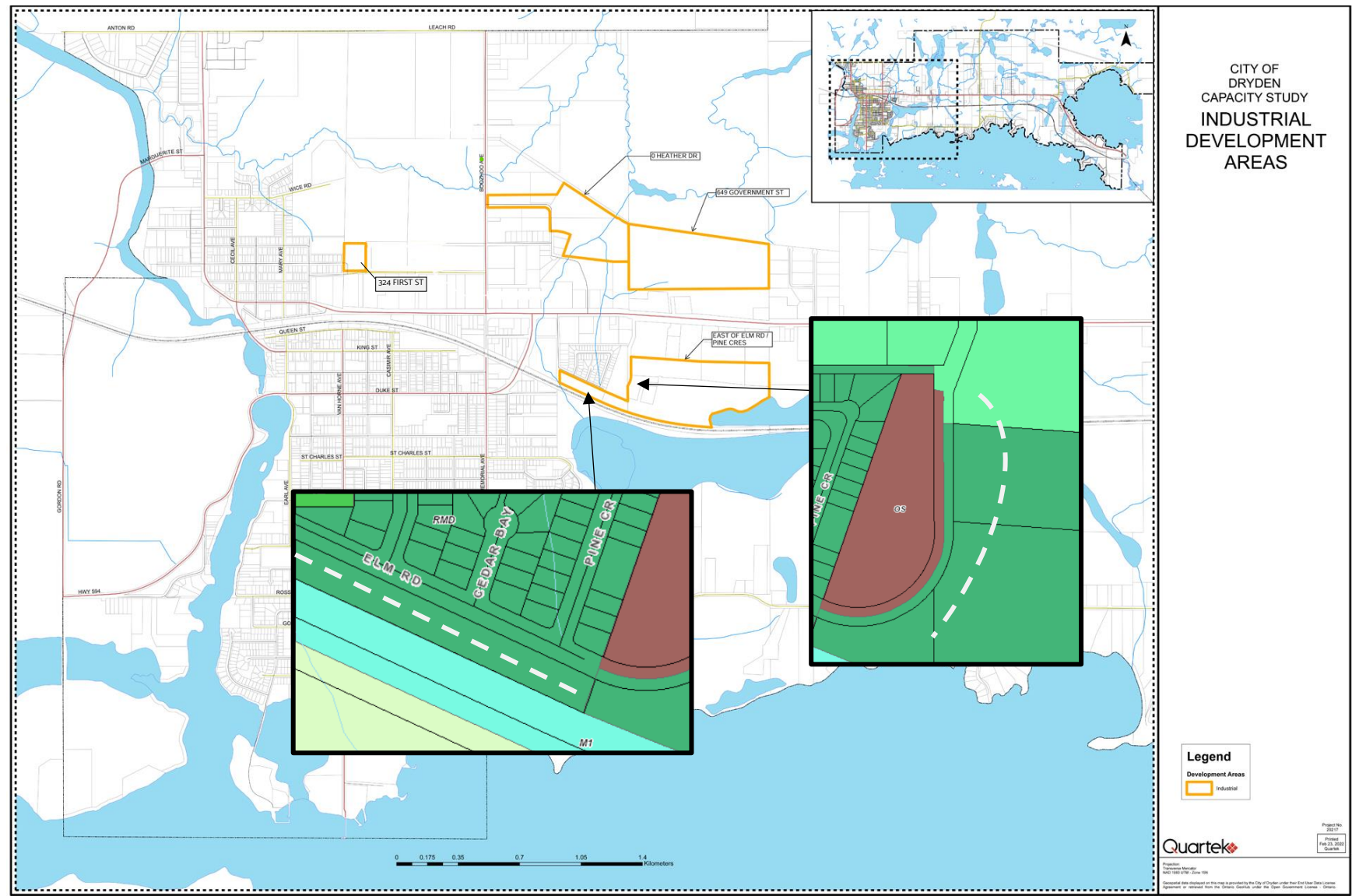
Some of the recommendations associated with the Industrial Development pillar correspond with the proposed sites in Figure 20 where some, or all of the lands listed sites below can be utilized to accommodate future industrial development within the city. The proposed industrial sites are broken down as follows:

**Table 71 - Proposed Sites for Future Industrial Development**

Site Location	Size (sqm)	Existing Infrastructure	Missing Infrastructure	Ownership	Additional Comments
O Heather Rd.	157,875	<ul style="list-style-type: none"> <li>Sanitary: 250mm</li> <li>Storm: 525mm</li> <li>Water: 300mm</li> <li>Road Accessible: Yes</li> <li>Hydro</li> <li>Gas</li> </ul>		City of Dryden / Private	<ul style="list-style-type: none"> <li>Current Zoning: M1/M1-H1/OS</li> <li>Current Land Use Designation: Regional Business Centre</li> </ul>
O Elm Rd.					<ul style="list-style-type: none"> <li>The north half of this property (closest to Elm Rd – see white dash line) should be zoned Light Industrial (M1) or General Commercial (CG). Examples include self-storage, warehousing, lower impact / smaller scale business-related activities.</li> </ul>
East of Elm Rd. / Pine Cres.	278,951	<ul style="list-style-type: none"> <li>Sanitary: 300mm, 0.3% slope</li> <li>Water: 300mm</li> <li>Road Accessible: Partial - Elm Road extension required</li> <li>Hydro: Partial – extension from Elm Road required</li> </ul>	<ul style="list-style-type: none"> <li>Storm</li> </ul>	City of Dryden / Private	<ul style="list-style-type: none"> <li>Current Zoning: RU, M1 and RMD</li> <li>The east Pine Cres. (see white dash line) should be zoned Light Industrial (M1) or General Commercial (CG). Examples include self-storage, warehousing, lower impact / smaller scale business-related activities.</li> </ul>

		<ul style="list-style-type: none"><li>• Gas: Partial – extension from Elm Road required</li></ul>			
649 Government St.	249,650	<ul style="list-style-type: none"><li>• Sanitary: 300mm, 0.1% slope</li><li>• Water: 300mm</li><li>• Road Accessible: Yes – unopened road allowance to Government St</li><li>• Gas</li></ul>	<ul style="list-style-type: none"><li>• Storm</li><li>• Hydro</li></ul>	Private	<ul style="list-style-type: none"><li>• Current Zoning: Highway Commercial-Holding (CH-H) at the frontage, Light Industrial-Holding (M1-H1) at the back</li></ul>

Figure 20 - Proposed Sites for Future Industrial Development



5.2.3.1 Gap 1: To have existing land development-ready

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Continue to utilize the Tax Increment Equivalent Grant as an infrastructure development tool.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"><li>Review and assess the relevance and competitiveness of the current Tax Increment Equivalent Grant and make necessary updates.</li></ul>		<b>Sector Lead:</b> City of Dryden	<b>Short-Term:</b> <ul style="list-style-type: none"><li>Following the completion of the Community Capacity Study and Official Plan Update.</li></ul>
Secure government funding to ensure site readiness of industrial lands.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"><li>Prepare application in support of eligible industrial lands (city to pursue application funding for city-owned lands if deemed necessary):<ul style="list-style-type: none"><li>Investment Ready: Certified Site designation.<sup>79</sup></li><li>Site Readiness Program.<sup>80</sup></li></ul></li></ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"><li>Prepare application in support of city-owned lands to:<ul style="list-style-type: none"><li>Canada Community-Building Fund.<sup>81</sup></li></ul></li></ul>		<b>Sector Lead:</b> Private Sector (landowners)  <b>Support Group:</b> City of Dryden	<b>On-going:</b> <ul style="list-style-type: none"><li>Subject to the planned timeline and phasing of industrial developments.</li></ul>

<sup>79</sup> Investment Ready: Certified Site designation focuses on offsetting costs associated with meeting a set of program requirements to demonstrate that the property is primed for development and ready for investment.

<sup>80</sup> Site Readiness Program allows industrial landowners to complete a range of due diligence studies so site information is readily available for interested investors looking to invest or expand in Ontario.

<sup>81</sup> Canada Community-Building Fund focuses on highway and roads, connectivity and broadband, wastewater, drinking water, solid waste management, among other infrastructure-related projects.

5.2.3.2 Gap 2: Future industrial land development

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Prepare land for industrial development.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"><li>Review any necessary servicing and/or infrastructure requirements and associated costs.</li><li>Identify potential funding programs to assist in becoming site ready/certified.</li><li>Become development-ready, market and promote land for sale / development.</li></ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"><li>Establish regulation to:<ul style="list-style-type: none"><li>Allow for the city-owned parcel of land (south end of Heather Drive and west of Durance Avenue) for industrial development.</li><li>Reduce the size of land parcels between 647 to 697 Government Street to not encroach on the future Highway 17 bypass.</li></ul></li></ul>	<p><b>Infrastructure Requirements:</b> <sup>82</sup></p> <ul style="list-style-type: none"><li>A sanitary sewer and watermain currently runs from the rear of the Walmart lands to the east end of Elm Road. Any development in the area of this sewer may be serviced off it, but additional industrial development to the east will require a sanitary sewer and watermain extension.</li><li>Elm Road can be extended through the unopened portion of the road allowance to Highway 17, between 620 Government St (Walmart) and 608 Government St (adjacent vacant property), to provide road access to the property.</li></ul> <p><b>Servicing Development East of Elm Road:</b></p> <ul style="list-style-type: none"><li>Total: \$4,440,000</li></ul>	<p><b>Sector Lead:</b> Private Sector (landowners)</p> <p><b>Support Group:</b> City of Dryden</p>	<p><b>Short-Term:</b></p> <ul style="list-style-type: none"><li>Review the proposed development sites in the Community Capacity Study and provide input to Official Plan Update.</li></ul>

<sup>82</sup> The remaining development areas are all within close proximity of a sanitary sewer, either on a road or through the development area. It is assumed that any sanitary sewer extensions for each development will be designed and constructed by the developer through the site plan or subdivision approval process.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<ul style="list-style-type: none"> <li>Rezone O Elm Rd from Residential Modular Dwelling (RMD) to Light Industrial (M1).</li> </ul>			
Determine the development readiness of privately-owned vacant industrial lands.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>Maintain a list of privately-owned vacant industrial land parcels.</li> <li>As part of the annual business visitation program, meet individually with private landowners to gauge development interest, intentions and readiness to sell/develop individual sites.</li> <li>Assist in marketing and promotion of privately-owned vacant industrial lands which are development ready.</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>Provide input and support to Sector Leads as required.</li> </ul>		<p><b>Sector Lead:</b> City of Dryden</p> <p><b>Support Group:</b> Private Sector (landowners)</p>	<p><b>On-going:</b></p> <ul style="list-style-type: none"> <li>As part of the annual business visitation and as needed base.</li> </ul>

### 5.2.3.3 Gap 3: Diversification, Marketing and Branding

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Develop an investment attraction campaign supported by a marketing, promotion and engagement strategy.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>• Prepare land profile of each target site (jointly with any private landowners).</li> <li>• Prepare marketing material and supporting collateral (jointly with any private landowners).</li> <li>• Identify and attend industry conferences/tradeshows and coordinate meetings with targeted businesses.</li> <li>• Develop a series of targeted outreach campaigns.</li> <li>• Organize and host investment familiarization tours with interested investors, developers and/or economic leaders.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>• Collaborate with Sector Lead on joint marketing and promotion of privately-owned lands.</li> <li>• Provide input and support to Sector Lead as required.</li> </ul>		<b>Sector Lead:</b> City of Dryden  <b>Support Group:</b> Private Sector (landowners)	<b>Immediate:</b> <ul style="list-style-type: none"> <li>• Commence preparation of the land profile(s) after the completion of the Community Capacity Study and Business Gap Analysis.</li> <li>• Prepare the outreach campaign.</li> </ul>
Identify a list of site selectors and real estate firms to establish an information network to maximize land exposure and leads.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>• Establish a list of site selectors who represent the targeted businesses and/or industries being sought after.</li> <li>• Develop and share informational pamphlets and a community profile with all target site selectors.</li> </ul>		<b>Sector Lead:</b> City of Dryden  <b>Support Group:</b> Private Sector (local real estate firms)	<b>Short-Term:</b> <ul style="list-style-type: none"> <li>• Develop the list of site selectors and an information sharing channel following the completion of the investment attraction strategy.</li> </ul>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<ul style="list-style-type: none"> <li>Invite to participate in any planned familiarization tours.</li> <li>Maintain constant dialogue with site selectors.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Collaborate with Sector Lead on joint marketing and promotion of privately/city-owned lands.</li> <li>Provide input and support to Sector Lead as required.</li> </ul>			
Develop a strategic brand that positions Dryden as a Northwestern Ontario industrial hub which is supported by a robust marketing campaign.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Inventory the local industrial assets, including businesses, available labour pool and workforce skillsets, nearby academic and training institutions, transportation networks and local success stories.</li> <li>Develop brand and tagline which distinguishes Dryden from other Northwestern Ontario locations.</li> <li>Develop marketing material and launch outreach campaign.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		<b>Sector Lead:</b> City of Dryden  <b>Support Group:</b> Workforce Planning and Development, Education, Indigenous Support, Private Sector (local businesses)	<b>Short-Term:</b> <ul style="list-style-type: none"> <li>Develop a strategic brand as part of the investment attraction strategy.</li> </ul>
Maintain focus on the natural resource industry while expanding industry search to include	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Inventory the local assets, including businesses, available labour pool and workforce skillsets, nearby academic and training institutions, and local success stories</li> </ul>		<b>Sector Lead:</b> City of Dryden  <b>Support Group:</b> Workforce Planning and Development, Education,	<b>On-going:</b> <ul style="list-style-type: none"> <li>As part of the annual business visitation.</li> </ul>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
environmental, technology and agriculture sectors in business attraction efforts.	<p>associated with the environmental, technology and agricultural sectors.</p> <ul style="list-style-type: none"> <li>Develop brand and tagline which distinguishes Dryden in those sectors from other Northwestern Ontario locations.</li> <li>Develop marketing material and launch outreach campaign.</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		Indigenous Support, Private Sector (local businesses)	

## 5.2.4 Municipal Facilities

### 5.2.4.1 Gap 1: Site, Plan and Design of Buildings/Facilities

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Review the accessibility needs of parks and recreational facilities which are not already wheelchair accessible.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>Undertake a review of all city-owned recreational facilities and identify gaps in wheelchair accessibility.</li> <li>Develop a plan to make all city-owned facilities wheelchair accessible.</li> </ul>		<b>Sector Lead:</b> City of Dryden	<b>Short-Term</b>
Identify short- and long-term housing and services needs to meet evacuation requirements.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>Undertake a review of municipal facilities and services that were utilized in past evacuation tasks.</li> <li>Identify capacity gaps in housing and services needed to meet evacuation requirements.</li> </ul>		<b>Sector Lead:</b> City of Dryden	<b>Short-Term</b>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Work with Support Group to evaluate and determine appropriate Indigenous city space(s).	<ul style="list-style-type: none"> <li>Review current indigenous spaces in the city.</li> <li>Identify the needs of additional and appropriate indigenous city space(s).</li> </ul>		<b>Sector Lead:</b> Indigenous Support  <b>Support Group:</b> City of Dryden	<b>Short-Term</b>
Consolidate the Tourism Information Centre, the Dryden & District Museum and Culture into a single newly constructed facility.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Undertake a feasibility study and cost benefit analysis to determine savings potential associated with staffing and operational requirements, increased user experience, and suitable location within the city to maximize exposure and usage.</li> </ul>		<b>Sector Lead:</b> City of Dryden  <b>Support Group:</b> Tourism	<b>Mid-Term</b>

#### 5.2.4.2 Gap 2: Funding, Operation and Management

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Secure government funding to support the retrofit, repair and upgrade of existing municipal facilities and the construction of new structures (see section 4.5.2 - Municipal Building	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Identify open funding programs which support the retrofit, repair and upgrade of existing municipal facilities.</li> <li>Prepare application to: Green and Inclusive Community Buildings.<sup>83</sup></li> </ul>		<b>Sector Lead:</b> City of Dryden	<b>On-going</b>

<sup>83</sup> Green and Inclusive Community Buildings focuses on green and accessible retrofits, repairs or upgrades of existing public community buildings and the construction of new publicly accessible community buildings that serve high-needs, underserved communities across Canada.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
and Facilities Preliminary Condition Assessment)				
Continue to advocate for and call upon the Provincial Government to consider reforms to the taxation of unincorporated townships (PLT) and the apportionment of these taxes to incorporated municipalities which bear the expenditure responsibilities for those living on the fringe of their boundaries.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Continue to advocate for the Ministry of Long-Term Care to amend its present funding formulas for District Homes to adequately reflect TWOMO funding.</li> </ul>		<b>Sector Lead:</b> City of Dryden	<b>On-going</b>

#### 5.2.4.3 Gap 3: Service Level Expectations

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Define the service level for each municipal department.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Determine / define service level expectations from each department.</li> <li>Review procedures and reassess service level expectations to</li> </ul>		<b>Sector Lead:</b> City of Dryden	<b>Short-Term:</b> Short-term and as required per changes in the department environment

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<p>determine possible service level improvements.</p> <ul style="list-style-type: none"> <li>Undertake a workload analysis, followed by a staffing recommendation if supported by the projected workload.</li> </ul>			

## 5.2.5 Infrastructure

### 5.2.5.1 Gap 1: Funding

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Establish development-ready plans/designs and projects to be ready for construction when funding opportunities arise.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Prioritize projects based on Asset Management Plan recommendations and OSIMS reports.</li> </ul>		<b>Sector Lead:</b> City of Dryden	<b>On-going:</b> <ul style="list-style-type: none"> <li>Based on Asset Management Planning Regulation phase-in schedule and OSIM reporting frequency.</li> </ul>
Establish a Secondary Plan to allow the City to implement a vision for development and to create appropriate budgeting. Similar to development-ready, this can expedite funding when various programs are launched.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Prepare secondary plan.</li> <li>Obtain public engagement and approval.</li> <li>Incorporate into Official Plan and By-laws.</li> </ul>		<b>Sector Lead:</b> City of Dryden	<b>Immediate:</b> <ul style="list-style-type: none"> <li>Commence following the approval of the Official Plan update.</li> <li>Commensurate to annual budgeting.</li> </ul>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Apply for funding programs from provincial/federal governments.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Review open funding programs from provincial/federal levels of government for eligibility and alignment.</li> </ul>		<b>Sector Lead:</b> City of Dryden	On-going
Continue to advocate for and call upon the Provincial Government to consider reforms to the taxation of unincorporated townships (PLT) and the apportionment of these taxes to incorporated municipalities which bear the expenditure responsibilities for those living on the fringe of their boundaries.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Provide letters of support to the Provincial Government.</li> </ul>		<b>Sector Lead:</b> City of Dryden	On-going

#### 5.2.5.2 Gap 2: Infrastructure Capacity and Availability for Future Development

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Evaluate the impact that each future development will have on the existing water supply and distribution system.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>An in-depth study may be required to assess serviceability for different scenarios of development staging.</li> </ul>		<b>Sector Lead:</b> City of Dryden	<b>Immediate:</b> <ul style="list-style-type: none"> <li>To be considered during the Official Plan update and aligned with the update timeline.</li> </ul>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<ul style="list-style-type: none"> <li>Review servicing requirements for the proposed waterfront development that will requiring a tie-in to the Wabigoon Drive Lift Station. Services will also need to be extended along Claybanks Rd.</li> </ul>			

## 5.2.6 Education and Employment

### 5.2.6.1 Gap 1: K-12 Services

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Develop a talent attraction strategy to fill the gap of early childhood educators, child and youth workers, and counsellors.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>Review and determine the minimum number of positions needing to be fulfilled.</li> <li>Develop talent attraction strategy.</li> <li>Develop marketing material and launch outreach strategy.</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>Identify and address potential talent attraction obstacles which may exist locally.</li> <li>Provide input and support to Sector Lead as required.</li> </ul>		<p><b>Sector Lead:</b> Education</p> <p><b>Support Group:</b> Social Services, Workforce Planning and Development, Indigenous Support, City of Dryden</p>	<p><b>On-going:</b></p> <ul style="list-style-type: none"> <li>On-going monitoring is needed to determine the demand for early childhood educators, child and youth workers, and counsellors.</li> <li>Develop a talent attraction strategy in conjunction with the development of a similar strategy for healthcare professionals.</li> </ul>
Establish a platform to initiate dialogue for	<b>Sector Lead Tasks:</b>		<b>Sector Lead:</b> Education	<b>Immediate:</b>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
the potential development of a Program Advisory Committee (PAC). <sup>84</sup>	<ul style="list-style-type: none"> <li>Identify a list of target stakeholders to participate on the Program Advisory Committee (PAC).</li> <li>Organize and hold an information session and/or initiate a platform to recruit members.</li> <li>Establish a list of the pertinent information for which to track and monitor.</li> <li>Identify and evaluate PAC best practices from Kenora and Confederation College to be applied in a Dryden context.</li> <li>Meet with local businesses to understand their local and future workforce needs and to identify businesses interested in offering student co-op placements.</li> <li>Ensure Education partners are informing the community of their academic programming, resources and achievements.</li> </ul> <p><b>Support Group Tasks:</b></p>		<b>Support Group:</b> Social Services, Workforce Planning and Development, Private Sector, Indigenous Support, City of Dryden	<ul style="list-style-type: none"> <li>Discuss the establishment of the PAC.</li> </ul> <p><b>Short-Term:</b></p> <ul style="list-style-type: none"> <li>Establish the PAC.</li> </ul>

<sup>84</sup> The purpose of the PAC would be to provide Education partners with insight and future workforce trends/requirements to ensure local curriculum matches industry needs and that students are made aware of (and exposed to) the various career paths that await them.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>			
Increase the number of local co-op opportunities for post-secondary students studying Child and Youth Care at Confederation College (Dryden Campus) to gain work experience, while helping to address the shortage of Early Childhood Educators in order to expand before and after school programming.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Organize and host a roundtable discussion to determine the goals, objectives, outcomes and requirements to create such placements.</li> <li>If demand for students exceeds what Confederation College is able to provide (in the current or subsequent year), engage dialogue with other post-secondary institutions.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		<b>Sector Lead:</b> Education  <b>Support Group:</b> Social Services, Workforce Planning and Development, Indigenous Support, Private Sector	<b>Immediate:</b>

#### 5.2.6.2 Gap 2: Talent retention and attraction

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Develop a talent attraction strategy focused on the required skillsets that	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Prepare application to the Skills Development Fund Round.<sup>85</sup></li> </ul>		<b>Sector Lead:</b> Workforce Planning and Development	<b>Short-Term:</b> <ul style="list-style-type: none"> <li>Develop a talent attraction strategy in conjunction with the development of a similar strategy</li> </ul>

<sup>85</sup> Skills Development Fund Round 2 will allow Dryden to enable market-driven solutions and unlock the economic potential of skilled trades and broader workforce development initiatives.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
are most sought after by local employers.	<ul style="list-style-type: none"> <li>Identify and address potential talent attraction obstacles which may exist locally.</li> <li>Establish a marketing campaign and develop promotional material.</li> <li>Develop a spousal support program to assist with finding employment opportunities.</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>As part of the annual business visitation program (or through surveys), determine the number and types of positions needing to be fulfilled and relay that information to the Sector Lead.</li> </ul>		<b>Support Group:</b> Private Sector (local businesses), Business Association, Indigenous Support, City of Dryden	for education and healthcare professionals.
Identify the prevailing talent retention issues/challenges and provide assistance and/or direction to these local businesses.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>Consult with talent recruitment agencies to understand the prevailing reasons why individuals leave their positions.</li> <li>Work with Support Group to develop a series of strategies as a result of recommendations and best practices obtained in consultation with local employers and provide these back to local employers.</li> </ul>		<p><b>Sector Lead:</b> Workforce Planning and Development</p> <p><b>Support Group:</b> City of Dryden, Business Association, Private Sector (local businesses), Education, Indigenous Support</p>	<p><b>On-going:</b></p> <ul style="list-style-type: none"> <li>On-going and as part of the annual business visitation.</li> </ul>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<ul style="list-style-type: none"> <li>Review the 2022 Local Labour Market Plan and incorporate best practices and/or recommendations to support local talent retention needs.</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>As part of the annual business visitation program, determine and track the prevailing talent retention issues/challenges that employers face.</li> </ul>			
Establish an annual career fair / familiarization tour / available job promotion.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>Organize and host a roundtable discussion with Support Group partners to establish a steering committee that will oversee, organize and deliver an annual (or semi-annual) career fair.</li> <li>Evaluate the feasibility of establishing an annual / bi-annual familiarization tour and a return-to-home program.</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		<p><b>Sector Lead:</b> Workforce Planning and Development</p> <p><b>Support Group:</b> Private Sector, Education, Indigenous Support, City of Dryden</p>	<p><b>Immediate:</b></p> <ul style="list-style-type: none"> <li>Establish a steering committee.</li> <li>Evaluate the feasibility of a career fair as a component of the talent attraction strategy scheduled for development in the short-term.</li> <li>Evaluate the feasibility of a return-to-home program as a component of the talent attraction strategy scheduled for development in the short-term.</li> </ul>

5.2.6.3 Gap 3: Indigenous and Immigration Engagement and Belonging

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Explore government funding which encourages engagement and belonging with local Indigenous youth.	<b>Sector Lead Tasks:</b> Prepare application to: <ul style="list-style-type: none"> <li>Indigenous Youth Work Exchange Program.<sup>86</sup></li> <li>Green and Inclusive Community Buildings.<sup>87</sup></li> </ul>		<b>Sector Lead:</b> Indigenous Support, Social Services  <b>Support Group:</b> City of Dryden	<b>On-going:</b> <ul style="list-style-type: none"> <li>Subject to funding application window.</li> </ul>
Develop new cultural events and programming.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Organize and host a roundtable discussion to establish an Engagement and Belonging Steering Committee that will oversee, organize and deliver a series of cultural events and related programming throughout the year.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		<b>Sector Leads:</b> Indigenous Support, Social Services  <b>Support Group:</b> Education, City of Dryden	<b>Immediate:</b> <ul style="list-style-type: none"> <li>Commence discussion on the formation of an Engagement and Belonging Steering Committee.</li> </ul>
Create an ambassador program with individuals from different ethnicities to assist, answer	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Lead, with assistance from the Support Group and the Engagement and Belonging Steering Committee in the</li> </ul>		<b>Sector Lead:</b> Social Services  <b>Support Group:</b> Indigenous Support, City of Dryden	<b>Short-Term:</b> <ul style="list-style-type: none"> <li>Following the development of a talent attraction strategy.</li> </ul>

<sup>86</sup> Indigenous Youth Work Exchange Program provides Indigenous youth with advanced training, job skills, experience, and networks to support future career opportunities.

<sup>87</sup> Green and Inclusive Community Buildings focuses on green and accessible retrofits, repairs or upgrades of existing public community buildings and the construction of new publicly accessible community buildings that serve high-needs, underserved communities across Canada. A minimum of \$150 million is allocated on a distinctions-basis to Indigenous projects being led by and for Indigenous populations and communities

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
questions and provide guidance to new immigrants relocating to the city.	<p>creation of an Ambassador Program.</p> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>			

## 5.2.7 Safety, Security, Health and Wellness

### 5.2.7.1 Gap 1: Limited mental health and homelessness services

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Develop an overarching, community-wide plan to manage mental health, homelessness, drug, alcohol and substance abuse issues. <sup>88</sup>	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>Obtain commitment from all supporting organizations locally that an overarching plan is necessary to reduce costs, while increasing efficiencies and effectiveness of services offered.</li> <li>Identify ways to eliminate duplication and/or variations of similar services offered locally.</li> <li>Ensure alignment with the targeted outcomes contained within the Dryden, Machin and area Community Safety and Well-Being Plan which focus on such themes as inclusion and community engagement, supporting youth, prevention and education, treatment, and social development.</li> <li>Develop the overarching, community-wide plan.</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		<p><b>Sector Lead:</b> Health Services and Social Services</p> <p><b>Support Group:</b> Education, Safety and Security, Indigenous Support, City of Dryden</p>	<p><b>Immediate:</b></p> <ul style="list-style-type: none"> <li>Commence conversation and obtain commitment from supporting organizations.</li> <li>Develop the overarching community-wide plan.</li> </ul>
Seek government funding to assist with mental	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>Prepare application to:</li> </ul>		<b>Sector Lead:</b> Health Services	<b>On-going:</b>

<sup>88</sup> An overarching, community-wide plan that addresses the root causes behind mental health, homelessness, drug, alcohol and substance abuse will lead to a reduction of instances that require police intervention so that OPP can focus on other aspects of safety and security within the city.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
health related issues.	<ul style="list-style-type: none"> <li>Child and Youth Mental Health (CYMH) program.</li> <li>Mental Health Promotion Innovation Fund.</li> <li>Government of Ontario funding through the Canadian Mental Health Association (Ontario Division), and the Ontario Psychological Association to offer mental health and addictions supports.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		<b>Support Group:</b> Social Services, Indigenous Support, City of Dryden	<ul style="list-style-type: none"> <li>Subject to the proposed action items contained within the community-wide plan to manage mental health, homelessness, drug, alcohol and substance abuse.</li> </ul>
Support the mental health and homelessness plan by reviewing and continuing to assess the demand, funding mechanism, operation and management of a local shelter.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Assess demand, operation and management of a local shelter.</li> <li>Review available funding programs for eligibility and apply for development and/or operational financial support.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		<b>Sector Lead:</b> Social Services  <b>Support Group:</b> Health Services, Safety and Security, Indigenous Support, City of Dryden	<b>Immediate:</b> <ul style="list-style-type: none"> <li>Assess demand, operation and management of a local shelter.</li> <li>Review available funding programs.</li> </ul>

#### 5.2.7.2 Gap 2: Safety and security (lighting in public space)

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Secure government funding to support the installation of adequate lighting in high pedestrian areas including paths, trails and side streets.	<b>Sector Lead Tasks:</b> Prepare application to: <ul style="list-style-type: none"> <li>Canada Healthy Communities Initiative (which focus on creating safe and vibrant public spaces).</li> </ul>		<b>Sector Lead:</b> City of Dryden	<b>On-going:</b> <ul style="list-style-type: none"> <li>Subject to funding application window.</li> </ul>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Continue dialogue and information exchange to assist Safety and Security partners in the implementation of the Community Safety and Wellbeing Plan.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Organize semi-annual meetings with Support Group partners to facilitate information exchange and to prioritize and action the recommendations contained within the CSWB Plan</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Participate in dialogue and information exchange with Sector Lead.</li> </ul>		<b>Sector Lead:</b> Safety and Security  <b>Support Group:</b> City of Dryden	On-going
Review and reassess the safety and overall usage of the covered pedestrian overpass to increase safety, cleanliness and pedestrian usage while reducing damage and inappropriate usage.	<b>Sector Lead Tasks:</b> Evaluate the feasibility of converting the pedestrian overpass to an open-air structure.		<b>Sector Lead:</b> City of Dryden  <b>Support Group:</b> Social Services, Health Services, Indigenous Support	<b>Immediate:</b> Commence review and reassessment of the pedestrian overpass.
Review and reassess the need for a permanent / seasonal community shelter.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Review the outcomes of the three-month pilot program of Dryden's overnight shelter and continue to assess demand, operation and management for a permanent local shelter.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		<b>Sector Lead:</b> Social Services  <b>Support Group:</b> Health Services, Indigenous Support, City of Dryden	<b>Immediate:</b> <ul style="list-style-type: none"> <li>Commence review and reassessment of the three-month pilot program of Dryden's overnight shelter.</li> </ul>

### 5.2.7.3 Gap 3: Limited Health Services

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Develop a business attraction campaign to attract medical laboratory related services to the city.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Develop a business attraction campaign to attract the identified missing medical service(s) that are in high demand.</li> <li>Develop marketing material and launch outreach campaign.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Convey the needs and demands for various types of medical laboratory services to the Sector Lead.</li> <li>Provide input and support to Sector Leads as required.</li> </ul>		<b>Sector Lead:</b> City of Dryden and Health Services  <b>Support Group:</b> Health Services, Public Health, Social Services	<b>Short-Term:</b> <ul style="list-style-type: none"> <li>Prepare a business attraction campaign following the completion of the City's commercial development strategy and action plan.</li> </ul>
Develop a talent attraction campaign to fill the physician and healthcare professional gap in the city.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Inventory the number of healthcare professionals and services in Dryden.</li> <li>Identify needs, demands and specific healthcare skillsets for additional healthcare professionals.</li> <li>Continue succession planning surveys to gauge / forecast future healthcare professional needs.</li> <li>Support the Hospital Foundation in the continued development of</li> </ul>		<b>Sector Lead:</b> Health Services  <b>Support Group:</b> Workforce Planning and Development, Indigenous Support, City of Dryden	<b>Short-Term:</b> <ul style="list-style-type: none"> <li>In conjunction with the development of the business attraction campaign.</li> </ul>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<p>bursary programs and physician recruitment incentives.</p> <ul style="list-style-type: none"> <li>• Develop a talent attraction strategy to attract targeted healthcare professionals to Dryden.</li> <li>• Develop updated marketing material and launch outreach campaign.</li> <li>• Continue to work with temporary employment agencies to fill under filled staffing lines (as required).</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>• Provide input and support to Sector Lead as required.</li> </ul>			
Evaluate procedures to avoid EMS vehicles and crews traveling long distances.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>• Work with the Municipality of Machin to support the development of the new EMS station.</li> <li>• Continue to evaluate ongoing capacity of EMS services and the need for additional EMS vehicle and crew.</li> <li>• Evaluate staff and vehicle requirements tied to the population forecast.</li> </ul>		<p><b>Sector Lead:</b> Health Services</p> <p><b>Support Group:</b> City of Dryden</p>	On-going

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<ul style="list-style-type: none"> <li>Review the current procedure(s) to avoid capacity constraints when one of the EMS vehicles / crew are traveling long distances.</li> <li>Assess other solutions that may ease the capacity constraints (i.e., long-distance air transportation of patients).</li> <li>Develop and implement a Community Paramedicine Program District-wide.</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>			

### 5.2.8 Community Competitiveness

#### 5.2.8.1 Gap 1: Diversifying the economy

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Develop a sector-specific marketing, promotion and engagement strategy for targeted additional industries (not previously	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>Determine targeted industries / sectors for future commercial and industrial development in Dryden.<sup>89</sup></li> </ul>		<b>Sector Lead:</b> City of Dryden	<p><b>Short-Term:</b></p> <ul style="list-style-type: none"> <li>Develop sector-specific marketing materials.</li> <li>Identify and attend strategic industry conferences. Continue into 2024 and beyond.</li> </ul>

<sup>89</sup> Commercial waterfront development opportunities for investment attraction (at the south end of Van Horne Avenue) should focus on restaurants, hotels, bistros, entertainment, and water/boating related services.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
identified – i.e.: medical laboratory related services) and promote Dryden as a strategic location for business growth, expansion and investment.	<ul style="list-style-type: none"> <li>Develop sector-specific marketing, promotion and an engagement strategy.</li> <li>Attend industry/sector conferences and organize meetings with targeted businesses.</li> </ul>			
Develop an innovation strategy which focus on expanding the innovation potential of Dryden-based businesses through technology development.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>During annual business visitation, record technology development requirements expressed by business owners, inventory the R&amp;D activities of these businesses, and identify a list of businesses interested in expanding R&amp;D activities.</li> <li>Work in partnership with the Support Group to foster technology development, prototyping, business incubation, etc.</li> <li>Identify, formalize and implement strategic incentives.</li> <li>Incorporate incentives into city-wide marketing and inform residential real estate firms.</li> </ul>		<p><b>Sector Lead:</b> City of Dryden</p> <p><b>Support Group:</b> Private Sector (local businesses), Education</p>	<p><b>Immediate:</b></p> <ul style="list-style-type: none"> <li>Identify business technology needs through the annual business visitation.</li> </ul> <p><b>Short-Term:</b></p> <ul style="list-style-type: none"> <li>Develop incentives (subjective to Council approval) to foster the innovation potential of local businesses.</li> <li>Launch a pilot program of the proposed innovation and technology development incentives.</li> </ul>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
	<b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>			
Secure government funding to enhance local community competitiveness. <sup>90</sup>	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Prepare application to: <ul style="list-style-type: none"> <li>Tourism Economic Development and Recovery Fund.<sup>91</sup></li> <li>Canada Community-Building Fund.<sup>92</sup></li> <li>Canada Healthy Communities Initiative.<sup>93</sup></li> </ul> </li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Provide input and support to Sector Leads as required.</li> </ul>		<b>Sector Lead:</b> City of Dryden  <b>Support Group:</b> Tourism	<b>Immediate:</b> <ul style="list-style-type: none"> <li>Prepare documentation and submit application for the Tourism Economic Development and Recovery Fund. Applications are accepted on an ongoing basis.</li> <li>Dialogue with the Association of Municipalities Ontario (AMO) for updated requirements and/or reporting (associated with the Canada Community-Building Fund) as AMO is responsible for the flow of funds to local governments for identified priorities and projects undertaken.</li> <li>Revisit the Canada Healthy Communities Initiative to determine the timing of the Round 3 intake process and to prepare and submit application during the intake window.</li> </ul>

<sup>90</sup> Community competitiveness refers to being a sought-out destination location for tourism, resident and business investment attraction.

<sup>91</sup> Tourism Economic Development and Recovery Fund focuses on the development of innovative new tourism products, supporting tourism investment, and helps to build capacity of Ontario's tourism industry.

<sup>92</sup> Canada Community-Building Fund focuses on tourism, sport and recreation.

<sup>93</sup> Canada Healthy Communities Initiative focuses on creating safe and vibrant public spaces and improving mobility options.

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline
Assess the tourism potential at the waterfront in conjunction with residential and/or commercial opportunities.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Review and refresh the waterfront development plan to emphasize tourism related activities and opportunities.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		<b>Sector Lead:</b> City of Dryden  <b>Support Group:</b> Tourism, Business Association	<b>Immediate:</b> <ul style="list-style-type: none"> <li>Refresh the waterfront development plan to ensure it emphasizes tourism related activities and opportunities.</li> </ul>
Reassess and review by-laws and update the Official Plan.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Complete the Official Plan Update as per recommendations contained within the Community Capacity Study (subject to Council approval and adoption).</li> <li>Reassess the potential to update regulation of converting industrial lands (south of the rail line to residential multiplex and senior housing) once existing industrial activities cease operations or relocate.</li> <li>Once all conditions are met at target residential development sites, remove any applicable Holding provision stipulated for future residential development.</li> <li>Designate large residential land parcels to higher densities.</li> </ul>		<b>Sector Lead:</b> City of Dryden	<b>Immediate:</b> <ul style="list-style-type: none"> <li>Complete the Official Plan Update.</li> </ul>

### 5.2.8.2 Gap 2: Attraction and retention of tourist

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline / Phasing
Review and prioritize the allocation and distribution of funds derived from the Municipal Accommodation Tax to ensure that the funds are utilized and leveraged for maximum community benefit.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Review how funds are currently being utilized and prioritized (such as committee-led or business focused).</li> <li>Reevaluate the potential and benefit of increasing the 50% allotment of MAT revenues collected for tourism promotion and product development.</li> <li>Incorporate best practices from other communities which have a Municipal Advisory Tax.</li> </ul> <b>Support Group Tasks:</b> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		<b>Sector Lead:</b> Tourism  <b>Support Group:</b> Business Association, City of Dryden	<b>Immediate:</b> <ul style="list-style-type: none"> <li>Review how funds are currently being utilized, prioritized and whether projects (in the future) should be committee driven, application based or a mix of both.</li> <li>Incorporate best practices from other communities which have a Municipal Advisory Tax.</li> <li>Reevaluate the potential and benefit of increasing the 50% allotment of MAT revenues collected for tourism promotion and product development.</li> </ul>
Identify new potential tourism products that can be funded by the Municipal Accommodation Tax.	<b>Sector Lead Tasks:</b> <ul style="list-style-type: none"> <li>Assess new potential tourism products (i.e., wayfinding, digital content creation, downtown beautification, media purchasing, etc.)</li> <li>Explore re-investments of MAT revenues into Sports Tourism strategy, sporting events and sporting initiatives.</li> </ul> <b>Support Group Tasks:</b>		<b>Sector Lead:</b> Tourism  <b>Support Group:</b> Business Association, City of Dryden	<b>Immediate:</b> <ul style="list-style-type: none"> <li>Assess and evaluate new potential tourism products.</li> </ul>

Recommendation	Service Plan	Capital Plan (If Applicable)	Roles	Timeline / Phasing
	<ul style="list-style-type: none"> <li>Provide input and support to Sector Leads as required.</li> </ul>			
Design and install city-wide tourism signage.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>Complete the design and installation of tourism signage (inclusive of the Tourism Information Centre, downtown, waterfront and other major attractions).</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		<p><b>Sector Lead:</b> City of Dryden</p> <p><b>Support Group:</b> Tourism</p>	<p><b>Immediate:</b></p> <ul style="list-style-type: none"> <li>Determine the locations of city-wide signage requirements and take inventory and condition assessment of all existing city-wide tourism signage.</li> <li>Complete design of new signage for the agreed upon locations.</li> <li>Complete the signage installation.</li> </ul>
Continue to review and update the 2009 Dryden Tourism Development Strategy and Implementation Plan.	<p><b>Sector Lead Tasks:</b></p> <ul style="list-style-type: none"> <li>Review and update the 2009 Dryden Tourism Development Strategy and Implementation Plan.</li> <li>Determine if/when a new comprehensive Dryden Tourism Development Strategy and Implementation Plan should be prepared.</li> </ul> <p><b>Support Group Tasks:</b></p> <ul style="list-style-type: none"> <li>Provide input and support to Sector Lead as required.</li> </ul>		<p><b>Sector Lead:</b> Tourism</p> <p><b>Support Group:</b> Business Association, City of Dryden</p>	<p><b>Short-Term:</b></p> <ul style="list-style-type: none"> <li>Review strategy and plan annually for alignment until the Dryden Tourism Development Strategy and Implementation Plan is fully updated.</li> </ul>

5.2.9 Sources of Funding

5.2.9.1 Sources and Types of Funding

It is recommended that the City of Dryden leverage financial support from multiple sources to support many of the recommendations listed above (section 5.2). Funding programs, grants and incentives have the potential to become beneficial catalysts for executing and actioning the recommendations found within Capital and Service Plan. A detailed listing of the funding opportunities that the City of Dryden and its public and private sector stakeholders may be eligible to target is provided in section 7 (Appendix 3 – Sources of Funding). The executive listing below is presented and organized based on federal, provincial and other funding sources. The following online resources can also be utilized to monitor and evaluate new funding opportunities:

- Grants and funding from the Government of Canada – <https://www.canada.ca/en/government/grants-funding.html>
- Government of Canada: Current Funding Opportunities - <https://www.nrcan.gc.ca/science-and-data/funding-partnerships/funding-opportunities/current-funding-opportunities/12398>
- Available funding opportunities from the Ontario Government - <https://www.ontario.ca/page/available-funding-opportunities-ontario-government>

Table 72 - Sources of Federal Funding

Funding Agency	Funding Program Name	Description
Infrastructure Canada	Green and Inclusive Community Buildings	Supports green and accessible retrofits, repairs or upgrades of existing public community buildings and the construction of new publicly accessible community buildings that serve high-needs, underserved communities across Canada. Funding is also allocated on a distinctions-basis to Indigenous projects being led by and for Indigenous populations and communities
	Canada Healthy Communities Initiative	Help communities adapt public spaces and local services in a way that meets people’s needs both during and following the COVID-19 pandemic
FedNor	Jobs and Growth Fund	Helps job creators and the organizations that support them to future-proof their businesses, build resiliency and prepare for growth by transitioning to a green economy, fostering an inclusive recovery, enhancing competitiveness, and creating jobs.

Table 73 - Sources of Provincial Funding

Funding Agency	Funding Program Name	Description
Ministry of Infrastructure	New Building Canada Fund: Provincial-Territorial Infrastructure Component National and Regional Projects	Supports the construction, renewal, rehabilitation or material enhancement of infrastructure for public use or benefit and which leads to the creation of safe and vibrant public spaces, improved mobility options and offers digital solutions.
Ministry of Economic Development, Employment and Infrastructure	New Building Canada Fund: Provincial-Territorial Infrastructure Component Small Communities Fund	With a focus on municipalities with fewer than 100,000 residents which focuses on projects that foster economic growth, contribute to creating a clean environment and lead to stronger communities.
	Investment Ready: Certified Site designation	Provides a Certified Site designation to properties that have successfully completed a set of program requirements to demonstrate that the property is primed for development and ready for investment.
	Site Readiness Program	Supports industrial landowners to complete a range of due diligence studies so site information is readily available for interested investors looking to invest or expand in Ontario.
Ministry of Health	Child and Youth Mental Health program	Works with discrete service providers to deliver mental health support to children, youth and their families.
Ministry of Heritage, Sport, Tourism and Culture Industries	Tourism Economic Development and Recovery Fund	Provides non-capital funding to projects that either encourage the development of innovative new tourism products, support tourism investment or further build the capacity of Ontario's tourism industry.

Funding Agency	Funding Program Name	Description
Ministry of Labour, Training and Skills Development	Skills Development Fund Round 2	Enables market-driven solutions and to unlock the economic potential of skilled trades and broader workforce development initiatives to facilitate economic recovery.
Ministry of Long-Term Care	Community Paramedicine for Long-Term Care Program	A model of community-based health care where paramedics use their education and expertise in community based, non-emergency care roles, outside their emergency response and ambulance transport roles to reduce the number of costly 911 calls and avoidable emergency room hospital visits, and to provide additional supports and connections for high risk or vulnerable individuals.
Ministry of Northern Development, Mines, Natural Resources and Forestry	Indigenous Youth Work Exchange Program	Provides Indigenous youth with advanced training, job skills, experience and networks to support future career opportunities
	Northern Ontario Resource Development Support Fund	Supports municipalities in Northern Ontario to share in the benefits from resource development and to help offset some of the impacts of resource development on municipal infrastructure.
Ministry of Transportation	Connecting Links Program	Supports the design, construction, renewal, rehabilitation and replacement of connecting link infrastructure (such as roads, bridges, water or wastewater).
Government of Ontario	Canada Community-Building Fund	A permanent source of funding (provided up front), twice-a-year, to provinces and territories, who in turn flow this funding to their municipalities to support local infrastructure priorities where municipalities can pool, bank and borrow against this funding, providing significant financial flexibility.

Funding Agency	Funding Program Name	Description
	Second Career	For individuals who were laid off in one of the sectors most impacted by COVID-19 since March 1, 2020, the Government of Ontario will provide skills-training and financial support (upwards of \$28,000) to those who qualify for Second Career.

Table 74 - Other Agency Funding Sources

Funding Agency	Funding Program Name	Description
Federation of Canadian Municipalities	Green Municipal Fund: Capital project: New construction of sustainable affordable housing	Supports the construction of a new affordable housing project to a higher environmental performance standard
	Green Municipal Fund: Capital project: Retrofit of sustainable affordable housing	Supports retrofit capital projects that integrate leading-edge deep energy efficiency measures and onsite renewable energy generation for existing affordable housing units.
	Green Municipal Fund: Capital project: Transportation networks and commuting options	Supports capital projects that reduce pollution in Canadian communities by improving transportation systems and networks or encouraging people to switch to less polluting transportation options.

## 6. Appendix 1 – Summary of City Plans, Policies and By-laws

### 6.1 Community Assets

#### 6.1.1 Community Branding

The 2019 City of Dryden Community Strategic Plan highlighted the City's vision, mission and guiding principles.

##### 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.

##### Guiding Principles

- Inclusion;
- Safety;
- Community Pride;
- Regional Leadership; and
- Quality of Life.

A series of strategic goals that align with the purpose of this exercise are also derived from the 2019 City of Dryden Community Strategic Plan.

##### Strategic Goals

- **Community Diversity and Inclusion:** The City of Dryden will celebrate its diversity and inclusiveness, while ensuring its doors are open and all who enter are welcomed.
- **Community Safety and Wellbeing:** The City of Dryden places safety and wellbeing at the core of their existence and all they do.
- **Infrastructure:** The City of Dryden is progressive in its efforts to maintain and strengthen their infrastructure to maximize their opportunity for growth.
- **Fiscal Sustainability:** The City of Dryden operates in a fiscally responsible manner through established practices that ensure a sustainable future for their community and municipality.
- **Economic and Investment Diversity:** The City of Dryden recognizes and responds to opportunities that diversify their economy and positions them to achieve positive return on investments.
- **Communications and Our People:** The City of Dryden respects their employees and citizens and is committed to responsive and transparent communication.

A thriving community and economic developments start with a unique and attractive community branding. The City of Dryden Brand Implementation Playbook – Marketing Recommendations describes the City of Dryden as “a community in motion.” The branding story of the City of Dryden is summarized below:

- Dryden is a community in motion. A diverse environment alive with activity, commerce, recreation.
- They are surrounded by nature; connected to the outdoors – lakes, parks, trails.
- Their people work hard, for each other. They are proud. They care. They hope. Leading the way to a bright future.
- All paths lead to Dryden – a hub for business, sport, government; the focal point for travelers, visitors, guests.
- Raise a family, grow a business, build a life. Take one step; take many – blaze your trail in Dryden.

The City of Dryden Brand Implementation Playbook proposed a series of marketing recommendations that were scheduled to take place throughout 2020 – 2022. Any new marketing efforts approved by the City Council and conducted by the City will be updated to this section as the project unfolds.

### 6.1.2 Sense of Community

The public sense of community is an important intangible community asset for any visioning, planning and development efforts. According to the result of the Community Survey as part of the 2019 City of Dryden Community Strategic Plan, participants answered the question “My Dryden will be...” with the following answers:

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• New development, workforce, and businesses;</li><li>• Decreased crime, increased safety;</li><li>• Youth and general activity;</li></ul> | <ul style="list-style-type: none"><li>• Inclusivity;</li><li>• Increased tourism;</li><li>• Better wilderness access; and</li><li>• New infrastructure.</li></ul> |
|--|---|

When asked about “What is unique about Dryden?”, the top answers from participants are:

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Natural beauty and resources;</li><li>• Recreational facilities;</li><li>• Sense of community;</li><li>• Hub for the northern and surrounding communities;</li></ul> | <ul style="list-style-type: none"><li>• Central location;</li><li>• Affordability;</li><li>• Lakes/waterfront potential; and</li><li>• Strong history.</li></ul> |
|--|--|

Overall, the survey results revealed that 53% of participants expressed satisfaction about living in Dryden, 10% of participants were extremely satisfied, 29% answered dissatisfied, and 8% answered extremely dissatisfied.

### 6.13 Community Services & Facilities

The City of Dryden consists of various community facilities and provides many community services for its residents and visitors. In this section, our team highlighted important community services and facilities in Dryden from past projects, plans and policies.

In the 2016-2019 Dryden Public Library Strategic Plan, the library recognized itself as an important community-building asset. The goals of the Dryden Public Library include:

- Expand recreational and educational programming initiatives for seniors, adults and teens;
- Engage community partners to extend outreach opportunities with local schools, community organizations, government organizations and businesses;
- Increase access and engagement of Indigenous peoples through partnerships and programs;
- Develop programming that makes use of Maker Space technologies;
- Examine the opportunity of contracting to provide library service with outlying communities; and
- Enhance the atmosphere of the library by developing partnerships to display work by local artists.

The 2020 – 2023 Dryden & District Museum Strategic Plan identified four main goals for community development:

#### **Goal: To Engage the Community, Visitors, and Local Organizations**

- Create a greater presence in the community
- Explore other social media platforms
- Explore installation of wayfinding signs
- Engage with visitors and members
- Remain engaged with the Sunset Country Museum Network

#### **Goal: To discover our stories**

- Develop a 3-year exhibit plan for the Leah Gardner Gallery
- Increase educational programs for school groups
- Enhance exhibit experience
- Increase accessibility of collection to researchers
- Identify audio/visual technologies to add to exhibits
- Complete accurate and objective research

#### **Goal: To sustain local facilities and collections for long-term enjoyment**

- Meet conservation requirements to preserve collection
- Complete outstanding projects in the archives
- Begin a collections inventory

- Complete a re-organization project for collections storage at the museum
- Accession backlog of donations
- Address challenges associated with the digital age
- Address aging building structure
- Explore efficient use of work spaces

**Goal: To ensure a sustainable organization**

- Ensure the museum follows a Vision Statement and objectives outlined in the Mission Statement
- Maintain a vibrant Museum Advisory Board and volunteer base
- Seek additional funding from available grants
- Explore a “Friends of the Museum” concept to increase local interest and support
- Develop Risk Management Plans
- Continue to follow City of Dryden policies

## 6.1.4 Transportation

The 2017 Dryden Community Profile summarizes the transportation networks that connect the City of Dryden. Figure 3 presents the highway networks, rail lines and airports that connect the City of Dryden to the rest of Canada and neighbouring states in the U.S.

Figure 21 - Transportation Map



(Source: City of Dryden Community Profile, 2017)

The Trans-Canada Highway 17 runs through Dryden and links it east to Thunder Bay and west to Winnipeg. Highway 502 runs north-south and links Dryden to Trans-Canada Highway 11 as well as to the United States border at Fort Frances/International Falls. The omnidirectional highway system makes Dryden a regional hub for suppliers being delivered to Northern communities during the winter months.

As outlined in the 2017 Dryden Community Profile, railway service for the City of Dryden is provided by the Canadian Pacific Railway. The nearest intermodal facility is located in Winnipeg and is operated by Canadian National Railway. Currently, there is no passenger railway service located in Dryden. The closest passenger railway service is located at the Richan train station, operated by VIA Rail with service to Edmonton, Vancouver, Sudbury and Toronto.

The Dryden Regional Airport is located approximately 10 km from north of the City of Dryden and offers domestic flights through Bearskin Airlines. Bearskin Airlines offers non-stop flights to Sioux Lookout, Kenora, and Red Lake as well as direct flights to Thunder Bay, and Winnipeg. The Loomex Group is the service provider managing the Dryden Regional Airport.

As mentioned in the 2021 Dryden Regional Airport Strategic Plan, The Airport handles approximately 10,000 to 12,000 aircraft movements annually and supports various activities, including: aerial firefighting, general aviation, corporate charters, scheduled passenger service, search and rescue operations, and medevac flights. The Airport's economic impact is estimated to be \$22.9 million per year, with 347 full-time equivalents (FTE's) where 228 of the FTE's are directly attributable to airport tenants. The Plan also outlines ten (10) strategic priorities to further assess and strengthen the Airport's competitiveness in the greater region:

1. Financially Sustainable Airport System
2. Engaging with Scheduled Service Providers
3. Partnership(s) with Northern Communities
4. Non-Aeronautical Land Development
5. Hangar and Facility Development and Activity Growth
6. Airport Branding and Marketing
7. Transportation/Evacuation Hubs
8. Securing Potential Government Grants and Subsidies
9. Reviewing Fee Structure for Provincial Airport Use
10. Review Airport Operations including Staffing and Hours of Operation

International outbound and inbound shipping to and from Dryden typically utilize Winnipeg James Armstrong Richardson International Airport, the Thunder Bay International Airport, and the Port of Thunder Bay. The Port of Thunder Bay is the largest outbound port on the St. Lawrence Seaway System and the sixth largest port in Canada, located some 350km from Dryden and is serviced by Canadian Pacific and Canadian National Railways.

### 6.1.5 Tourism

The City of Dryden and its surrounding area provides a mix of urban and rural environment to attract tourists and visitors. In this section, our team identified a list of tourism assets and opportunities from past studies.

The 2009 Dryden Tourism Development Strategy and Implementation Plan assessed the City's position in the tourism market and summarized a list of opportunities as shown below:

#### **Tourism Development Opportunities (as of 2009)**

- Network between tourism businesses
- Co-op marketing
- More B&Bs
- Clearer messaging and signage
- Get everyone excited about tourism
- Educate stakeholders on the reality of tourism
- Take advantage of Provincial Parks in winter
- Market to event planners
- Have a conference centre on waterfront
- Develop packages so people stay here 3 days or more
- There are lots of things to see and do but we need to package them
- Target Manitoba and Saskatchewan fishing enthusiasts
- Facilities need to match expectations
- Assemble other N.W. Ontario communities to do a Premier Ranked Tourist Destinations framework
- Attract First Nation services in Dryden to develop more culture
- Need more marketing dollars
- Tap into Minneapolis, Winnipeg and Alberta markets
- Create packages with other communities (i.e. regional, Niagara Falls)
- Tourist operators need to look outside the box
- Partner or package with First Nation tourism products
- Develop more aboriginal tourism i.e. F.N. rice harvesting tours
- We need a major attraction – like a waterpark
- Activities that appeal to women and to children, particularly in summer
- Operators need to accommodate shorter vacation stays
- Provide tourism operators with the tools and knowledge they need
- Have bus tours to bring people to local events
- Take a regional approach to tourism marketing
- Market the abundance of our cultural assets (i.e. Christmas market, entertainment series, cultural fair, studio tour)
- Tourism product on forest fire management

- That the city support the formation of a Culture Development Office and cultural interpretation centre
- Have the Tourism Advisory Committee take on more responsibility
- Need to market camps to U.S. and other markets
- Divorce the Chamber of Commerce and the Visitor Centre
- Relieve the Chamber from the responsibilities of managing events.
- Establish common retail hours of operation
- Groups/organizations need to work together
- Use testimonials, messaging to lift people (locals) up
- Market to women
- Develop canoe routes
- Develop nicer lodges. Need to be competitive with other destinations
- Promote that although we are in the wilderness we have amenities such as internet
- Need to target niche markets around the world, not just in one location
- Need to promote the "Canadian" culture
- Develop and promote bird watching trails
- Help young people who are interested in starting a tourism business
- Build docking area on Wabigoon Lake with access to new walking trails and tenting areas
- Better prices for families with licenses
- Support natural environment and protect natural resources
- Release crown land for development
- First Nation representation on City council
- Increase activities for teens

## 6.2 Development Opportunities

### 6.2.1 Past Competitiveness Assessment

The 2015 City of Dryden Economic Development Strategic Plan summarized the City's competitive advantages and disadvantages as presented below.

Table 75 - Dryden Community Competitive Assessment (as of 2015)

Community Advantages	Community Disadvantages
Active forestry harvesting contractors, maintaining capacity and expertise in the forestry industry	Deterioration of municipal relationships with economic development partners
Operating forestry manufacturer, Domtar	Legacy municipal financial constraints
Relatively central location in western area of northwestern Ontario	Population aging and lack of replacement workers; concentration in 50-54 years and gap from 20-40 years

Community Advantages	Community Disadvantages
Strength of retail supply and service sector, including accommodations and restaurants	Relatively low presence of arts, entertainment and recreation businesses; professional, scientific and technical services; and transportation and warehousing
Airport infrastructure and operations; partially serviced and fully serviced industrial lands	Some economic opportunities exist outside municipal boundaries, limiting benefits in terms of tax assessment
Number and potential scale of mining exploration projects in the region surrounding Dryden	Increased 2014 tax rate for large industrial businesses is well above the rate charged by neighbouring communities
Cloverbelt Food Co-operative's impressive work in developing agriculture distribution system	

(Source: City of Dryden Economic Strategic Plan, 2015)

## 6.3 Economic Development Tools

### 6.3.1 Business Support Programs and Services

The 2017 Dryden Community Profile listed business support organizations in the City. The following list summarizes the name of those organizations by support type.

#### Local Business Development Programs

- Community Development - City of Dryden
- Northwest Training and Adjustment Board
- Northwest Business Centre
- Paro Centre for Women's Enterprise
- Patricia Area Community Endeavours (Community Futures Development Corporation)

#### Chamber of Commerce and Business Associations

- Dryden District Chamber of Commerce
- Northwestern Ontario Associated Chambers of Commerce (Thunder Bay)

#### Education, Employment and Training Services

- Confederation College – Dryden Campus
- Domtar – Apprenticable Trades Facility
- Dryden Service Canada Centre
- Northwest Employment Works
- Contact North
- Shooniyaa Wa-Biitong Training & Employment Centre
- Ontario Works – Dryden Local Office

### 6.3.2 Financial Incentive Programs

The 2019 City of Dryden Community Improvement Plan created multiple financial incentive programs<sup>94</sup> to encourage private sector redevelopment in Dryden. A summary of those financial incentive programs is provided in Table 30 - CIP Financial Incentive Programs

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<sup>94</sup> Not all programs are offered at the same time. All programs are subject to funding allocated by City Council on an annual basis. It is up to Council's discretion which programs receive funding in any given year.

## 7. Appendix 2 - Vacant Residential Land

City-Owned Vacant Residential Land Parcels		
<ul style="list-style-type: none"> <li>• 269 Anderson St</li> <li>• 271 Anderson St</li> <li>• 90 Anton Rd</li> <li>• 94 Anton Rd</li> <li>• 106 Anton Rd</li> <li>• 110 Anton Rd</li> <li>• 25 Arthur St</li> <li>• 27 Arthur St</li> <li>• 67 Birchcliff Rd</li> <li>• 72 Birchcliff Rd</li> <li>• 22 Clearwater Cres</li> <li>• 255 Duke St</li> <li>• 97 Elm Rd</li> <li>• 69 Elvis Ave</li> <li>• 70 Elvis Ave</li> <li>• 71 Elvis Ave</li> <li>• 72 Elvis Ave</li> <li>• 73 Elvis Ave</li> <li>• 74 Elvis Ave</li> <li>• 75 Elvis Ave</li> <li>• 76 Elvis Ave</li> <li>• 77 Elvis Ave</li> <li>• 79 Elvis Ave</li> <li>• 80 Elvis Ave</li> <li>• 81 Elvis Ave</li> <li>• 82 Elvis Ave</li> <li>• 83 Elvis Ave</li> <li>• 85 Elvis Ave</li> <li>• 87 Elvis Ave</li> <li>• 89 Elvis Ave</li> <li>• 91 Elvis Ave</li> <li>• 93 Elvis Ave</li> <li>• 257 Florence St</li> <li>• 190 Government St</li> <li>• 271 Grand Trunk Ave</li> <li>• 295 Grand Trunk Ave</li> <li>• 330 Grand Trunk Ave</li> </ul>	<ul style="list-style-type: none"> <li>• 49 Mario Milanese Pl</li> <li>• 50 Mario Milanese Pl</li> <li>• 51 Mario Milanese Pl</li> <li>• 52 Mario Milanese Pl</li> <li>• 53 Mario Milanese Pl</li> <li>• 173 Mary Ave</li> <li>• 177 Mary Ave</li> <li>• 178 Mary Ave</li> <li>• 180 Mary Ave</li> <li>• 182 Mary Ave</li> <li>• 184 Mary Ave</li> <li>• 19 McMillan Ave</li> <li>• 47 Palker Rd</li> <li>• 28 Park Cres</li> <li>• 35 Pine Cres</li> <li>• 45 Pine Cres (unable to be developed)</li> <li>• 59 Pine Cres</li> <li>• 80 Princess St</li> <li>• 205 Rowat Rd</li> <li>• 8 Sandy Beach Mews</li> <li>• 10 Sandy Beach Mews</li> <li>• 12 Sandy Beach Mews</li> <li>• 233 Sandy Beach Rd</li> <li>• 235 Sandy Beach Rd</li> <li>• 237 Sandy Beach Rd</li> <li>• 238 Sandy Beach Rd</li> <li>• 239 Sandy Beach Rd</li> <li>• 240 Sandy Beach Rd</li> <li>• 241 Sandy Beach Rd</li> <li>• 242 Sandy Beach Rd</li> <li>• 243 Sandy Beach Rd</li> <li>• 245 Sandy Beach Rd</li> <li>• 246 Sandy Beach Rd</li> <li>• 247 Sandy Beach Rd</li> <li>• 248 Sandy Beach Rd</li> <li>• 250 Sandy Beach Rd</li> </ul>	<ul style="list-style-type: none"> <li>• 33 Swanson St</li> <li>• 544 Thiel Rd</li> <li>• 554 Thiel Rd</li> <li>• 2 Toronto Dr</li> <li>• 4 Toronto Dr</li> <li>• 5 Toronto Dr</li> <li>• 6 Toronto Dr</li> <li>• 7 Toronto Dr</li> <li>• 8 Toronto Dr</li> <li>• 9 Toronto Dr</li> <li>• 10 Toronto Dr</li> <li>• 11 Toronto Dr</li> <li>• 12 Toronto Dr</li> <li>• 13 Toronto Dr</li> <li>• 15 Toronto Dr</li> <li>• 17 Toronto Dr</li> <li>• 21 Toronto Dr</li> <li>• 22 Toronto Dr</li> <li>• 23 Toronto Dr</li> <li>• 24 Toronto Dr</li> <li>• 25 Toronto Dr</li> <li>• 26 Toronto Dr</li> <li>• 27 Toronto Dr</li> <li>• 28 Toronto Dr</li> <li>• 30 Toronto Dr</li> <li>• 32 Toronto Dr</li> <li>• 34 Toronto Dr</li> <li>• 35 Toronto Dr</li> <li>• 36 Toronto Dr</li> <li>• 37 Toronto Dr</li> <li>• 38 Toronto Dr</li> <li>• 39 Toronto Dr</li> <li>• 40 Toronto Dr</li> <li>• 41 Toronto Dr</li> <li>• 42 Toronto Dr</li> <li>• 43 Toronto Dr</li> <li>• 44 Toronto Dr</li> </ul>

<ul style="list-style-type: none"> <li>• 85 Harris Cres</li> <li>• 170 Humphreys Ave</li> <li>• 2 King St</li> <li>• 87 Lakeside Dr</li> <li>• 99 Lakeside Dr</li> <li>• 118 Maple Rd</li> <li>• 45 Mario Milanese Pl</li> <li>• 46 Mario Milanese Pl</li> <li>• 47 Mario Milanese Pl</li> <li>• 48 Mario Milanese Pl</li> </ul>	<ul style="list-style-type: none"> <li>• 258 Sandy Beach Rd</li> <li>• 259 Sandy Beach Rd</li> <li>• 269 Sandy Beach Rd</li> <li>• 284 Sandy Beach Rd</li> <li>• 363 Sandy Beach Rd</li> <li>• 407 Sandy Beach Rd</li> <li>• 320 St Charles St</li> <li>• 4 Swanson St</li> <li>• 26 Swanson St</li> <li>• 28 Swanson St</li> <li>• 31 Swanson St</li> </ul>	<ul style="list-style-type: none"> <li>• 45 Toronto Dr</li> <li>• 46 Toronto Dr</li> <li>• 320 Van Horne Ave</li> <li>• 375 Van Horne Ave</li> <li>• 199 Wice Rd</li> <li>• 253 Wice Rd</li> <li>• 255 Wice Rd</li> <li>• 257 Wice Rd</li> <li>• 259 Wice Rd</li> <li>• 261 Wice Rd</li> </ul>
<b>Privately-Owned Vacant Residential Land Parcels</b>		
<ul style="list-style-type: none"> <li>• 10 Airport Rd</li> <li>• 65 Airport Rd</li> <li>• 461 Airport Rd</li> <li>• 480 Airport Rd</li> <li>• 521 Airport Rd</li> <li>• 46 Albert St</li> <li>• 34 Arthur St</li> <li>• 76 Aubrey Rd</li> <li>• 86 Aubrey Rd</li> <li>• 99 Barclay Hall Rd</li> <li>• 51 Beaver Ave</li> <li>• 53 Bedworth Rd</li> <li>• 60 Birchcliff Rd</li> <li>• 71 Birchcliff Rd</li> <li>• 152 Birchcliff Rd</li> <li>• 167 Birchcliff Rd</li> <li>• 170 Birchcliff Rd</li> <li>• 176 Birchcliff Rd</li> <li>• 221 Birchcliff Rd</li> <li>• 350 Birchcliff Rd</li> <li>• 90 Bonavista Rd</li> <li>• 20 Bonny Bay Rd</li> <li>• 306 Bonny Bay Rd</li> <li>• 320 Bonny Bay Rd</li> <li>• 181 Cecil Ave</li> <li>• 54 David Ave</li> <li>• 42 Deer Trail Dr</li> <li>• 64 Deer Trail Dr</li> </ul>	<ul style="list-style-type: none"> <li>• 101 First St</li> <li>• 130 First St</li> <li>• 227 First St</li> <li>• 215 Florence St</li> <li>• 235 Florence St</li> <li>• 15 Gamble Dr</li> <li>• 17 Gamble Dr</li> <li>• 19 Gamble Dr</li> <li>• 21 Gamble Dr</li> <li>• 23 Gamble Dr</li> <li>• 27 Gamble Dr</li> <li>• 20 Goodall St</li> <li>• 176 Government St</li> <li>• 239 Government St</li> <li>• 61 Harris Cres</li> <li>• 169 Harris Cres</li> <li>• 177 Harris Cres</li> <li>• 32 Highland Rd</li> <li>• 37 Highland Rd</li> <li>• 55 Highland Rd</li> <li>• 64 Highland Rd</li> <li>• 78 Highland Rd</li> <li>• 85 Highland Rd</li> <li>• 109 Highland Rd</li> <li>• 22 Ingall Dr</li> <li>• 23 Inverness Dr</li> <li>• 37 Inverness Dr</li> <li>• 43 Inverness Dr</li> </ul>	<ul style="list-style-type: none"> <li>• 61 Misty Lane</li> <li>• 30 Northern Rd</li> <li>• 94 Orvis St</li> <li>• 16 Parr Ave</li> <li>• 42 Parr Ave</li> <li>• 40 Rodgers Rd</li> <li>• 60 Rodgers Rd</li> <li>• 16 Ross St</li> <li>• 200 Rowat Rd</li> <li>• 255 Rowat Rd</li> <li>• 150 Ryczko Rd</li> <li>• 175 Ryczko Rd</li> <li>• 25 Saindon Rd</li> <li>• 2 Sandy Beach Mews</li> <li>• 6 Sandy Beach Mews</li> <li>• 228 Sandy Beach Rd</li> <li>• 230 Sandy Beach Rd</li> <li>• 270 Sandy Beach Rd</li> <li>• 324 Sandy Beach Rd</li> <li>• 332 Sandy Beach Rd</li> <li>• 349 Sandy Beach Rd</li> <li>• 383 Sandy Beach Rd</li> <li>• 475 Sandy Beach Rd</li> <li>• 511 Sandy Beach Rd</li> <li>• 515 Sandy Beach Rd</li> <li>• 576 Sandy Beach Rd</li> <li>• 578 Sandy Beach Rd</li> <li>• 653 Sandy Beach Rd</li> </ul>

<ul style="list-style-type: none"> <li>• 68 Deer Trail Dr</li> <li>• 16 Dickson Rd</li> <li>• 24 Doudiet Rd</li> <li>• 114 Duke St</li> <li>• 190 Duke St</li> <li>• 218 Duke St</li> <li>• 220 Duke St</li> <li>• 276 Duke St</li> <li>• 281 Duke St</li> <li>• 132 Earl Ave</li> <li>• 185 Earl Ave</li> <li>• 57 Edgewater Dr</li> <li>• 59 Edgewater Dr</li> <li>• 62 Edgewater Dr</li> <li>• 63 Edgewater Dr</li> <li>• 65 Edgewater Dr</li> <li>• 67 Edgewater Dr</li> <li>• 69 Edgewater Dr</li> <li>• 71 Edgewater Dr</li> <li>• 72 Edgewater Dr</li> <li>• 73 Edgewater Dr</li> <li>• 75 Edgewater Dr</li> <li>• 79 Edgewater Dr</li> <li>• 83 Edgewater Dr</li> <li>• 95 Edgewater Dr</li> <li>• 97 Edgewater Dr</li> <li>• 105 Edgewater Dr</li> <li>• 107 Edgewater Dr</li> <li>• 109 Edgewater Dr</li> <li>• 78 Elizabeth Ave</li> <li>• 49 Elm Bay Rd</li> <li>• 128 Elm Bay Rd</li> <li>• 73 Elsie Dr</li> <li>• 81 Elsie Dr</li> <li>• 20 Evans Pl</li> <li>• 39 Kerney Hill Crt</li> </ul>	<ul style="list-style-type: none"> <li>• 59 Islandvue Rd</li> <li>• 16 Kerney Hill Crt</li> <li>• 27 Kerney Hill Crt</li> <li>• 51 Kerney Hill Crt</li> <li>• 106 King St</li> <li>• 4 Krahn Ave</li> <li>• 40 Krahn Ave</li> <li>• 83 Lakeside Dr</li> <li>• 91 Lakeside Dr</li> <li>• 95 Lakeside Dr</li> <li>• 112 Lakeside Dr</li> <li>• 120 Lakeside Dr</li> <li>• 124 Lakeside Dr</li> <li>• 160 Lakeside Dr</li> <li>• 101 Lakeview Rd</li> <li>• 131 Lakeview Rd</li> <li>• 141 Lakeview Rd</li> <li>• 151 Lakeview Rd</li> <li>• 161 Lakeview Rd</li> <li>• 171 Lakeview Rd</li> <li>• 181 Lakeview Rd</li> <li>• 191 Lakeview Rd</li> <li>• 199 Lakeview Rd</li> <li>• 55 Mcmillan Ave</li> <li>• 57 Mcmillan Ave</li> <li>• 59 Mcmillan Ave</li> <li>• 61 Mcmillan Ave</li> <li>• 63 Mcmillan Ave</li> <li>• 65 Mcmillan Ave</li> <li>• 67 Mcmillan Ave</li> <li>• 71 Mcmillan Cres</li> <li>• 94 Meadows Rd</li> <li>• 156 Meadows Rd</li> <li>• 235 Meadows Rd</li> <li>• 861 Sandy Beach Rd</li> <li>• 897 Sandy Beach Rd</li> </ul>	<ul style="list-style-type: none"> <li>• 658 Sandy Beach Rd</li> <li>• 755 Sandy Beach Rd</li> <li>• 767 Sandy Beach Rd</li> <li>• 809 Sandy Beach Rd</li> <li>• 1000 Sandy Beach Rd</li> <li>• 5 Shelley Lane</li> <li>• 99 Shelley Lane</li> <li>• 1 Swanson St</li> <li>• 8 Swanson St</li> <li>• 67 Tara Dr</li> <li>• 70 Tara Dr</li> <li>• 260 Taylor St</li> <li>• 566 Thiel Rd</li> <li>• 576 Thiel Rd</li> <li>• 53 Thunder Lake Rd</li> <li>• 274 Thunder Lake Rd</li> <li>• 390 Thunder Lake Rd</li> <li>• 397 Thunder Lake Rd</li> <li>• 522 Thunder Lake Rd</li> <li>• 651 Thunder Lake Rd</li> <li>• 165 Van Horne Ave</li> <li>• 229 Van Horne Ave</li> <li>• 1 Wabigoon Crt</li> <li>• 3 Wabigoon Crt</li> <li>• 5 Wabigoon Crt</li> <li>• 9 Wabigoon Crt</li> <li>• 11 Wabigoon Crt</li> <li>• 31 Wabigoon Dr W</li> <li>• 33 Wabigoon Dr W</li> <li>• 35 Wabigoon Dr W</li> <li>• 36 Wabigoon Dr W</li> <li>• 41 Wabigoon Dr W</li> <li>• 44 Wabigoon Dr W</li> </ul>
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## 8. Appendix 3 – Sources of Funding

A detailed listing of the summarized federal, provincial and other sources of funding presented in Table 72, Table 73 and Table 74) is provided in as a standalone document. To obtain a copy, please contact City Hall.

## 9. Appendix 4 – Engagement Summaries

A summary of all comments, discussions and suggestions from the engagement sessions is provided in as a standalone document. To obtain a copy of the summary of engagements, please contact City Hall.