

The City of Dryden



Economic Development Strategy and Implementation Plan

October 7, 2008

By:

McSweeney & Associates
MANAGEMENT CONSULTANTS

Economic Development Strategy

For the

City of Dryden

Prepared by



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October 7, 2008

Dear Vicki:

On behalf of McSweeney & Associates, I am pleased to submit the final Economic Development Strategy and Implementation Plan for the City of Dryden.

This report provides a summary of the economic analysis and stakeholder consultations, as well as a brief description of the current situation, the desired future state, and action plans for each of the strategic themes based upon input received from interviews, the stakeholder summit, and survey comments. It also includes an implementation plan that identifies the estimated resources, progress measures and proposed schedule for the execution of action plans.

It has been a pleasure working with you and the members of the Dryden Development Corporation Board during this project. Thank you for this opportunity. I would be pleased to discuss any aspect of this report with you at your convenience.

Yours truly,

Eric McSweeney
President

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1. Executive Summary

To fully realize its economic potential in the years ahead, the City of Dryden must chart its economic course. To chart this course, it needs to be fully aware of the economic climate and situation it finds itself in, and Dryden also needs to know its options for growth and economic sustainability. To achieve a prosperous and healthy economic future, actions must be carefully planned and executed. This economic development strategy charts the course to economic prosperity for Dryden, identifying the growth strategies and action plans to be implemented, as well as who should deliver them. Its companion document, the City of Dryden Situation Analysis Report, provides a comprehensive statistical analysis of the economic situation in Dryden using the most up to date data available, as well as the latest economic forecasts for the area's key industry sectors.

Building on a solid understanding of the local economy, more than 50 stakeholders from business (including Domtar), manufacturing, agriculture, tourism, local government, education, First Nations, accommodation and real estate, as well as the DDC Board, have given shape to this economic development strategy. After conducting many interviews, it had become clear that effort was needed in two major areas: building the conditions necessary for economic growth and diversifying the local economy.

As part of the consultation process, the emerging strategy themes were discussed and agreed upon at a stakeholder summit held on May 15, 2008. These themes were in keeping with the economic priorities of the City of Dryden Community Strategic Plan 2007-2010. The strategy themes are as follows:

- I. Strengthening our Capacity for Economic Growth and Development
 1. Business Environment/ Infrastructure Development
 2. Entrepreneurship & Small Business Support
 3. Community Preparedness: Community Awareness, Education and Labour Force Development

- II. Developing and Diversifying the Local Economy
 4. Exploration and Mining
 5. Renewable Energy
 6. Agriculture and Agri-foods
 7. Manufacturing

1.1 The City of Dryden Economic Development Strategy at a Glance

What is it?

An economic development strategy will guide the economic sustainability and growth of the City of Dryden over the next several years.

Why was it prepared?

Dryden needs a strategy to optimize its future economic growth through the coordination of limited resources.

How will it help?

The strategy will provide a commonly accepted direction, focus, and framework for decision-making by key stakeholders, the Dryden Development Corporation, and the City of Dryden.

Who prepared it?

The firm of McSweeney & Associates provided a participatory framework to enable over 45 community stakeholders and the Dryden Development Corporation to shape the development of this economic development strategy.

When was it completed?

It was completed in summer of 2008.

Who will implement it?

The Dryden Development Corporation and other key business and community stakeholders will work collaboratively to implement the strategy.

Who will benefit?

Everyone who lives or works in the Dryden area.

1.2 Methodology

The methodology followed to develop the draft strategy so far has included:

- A review of previously completed studies and all relevant documents;
- Data and statistical analysis, including economic base analysis;
- Labour force analysis;
- A review of economic reports and forecasts, including export forecasts and industry sector outlooks;
- Stakeholder engagement including interviews and a stakeholder summit session to discern and develop action plans for the draft economic development strategy.

2. Current Economic Situation

2.1 A Quick Look at our Local Economy

Demographics

The population of Dryden has remained relatively unchanged compared to 2001. In 2006, the census population was established at 8,195. The percentage of the population aged between 0 and 14 years and between 40 and 84 years was greater than the Ontario average. The percentage of the population aged 15 to 39 was less in Dryden than that of the Ontario average for 2006.

The 2006 mobility rates (the frequency with which people move) indicate that Dryden has a lower percentage of movers (35.9%) in the last five years than the Ontario average (41.3%). The percentage of migrants coming from within the province, at 7.1%, is significantly less than the Ontario average of 12.3%. Migrants originating from another province represent 4.4% compared to 1.6% for Ontario. The percentage of migrants, in the last five years, who originated from another country, represents only 1.2% of the total number of migrants compared to 5.0% for the Ontario average.

The 2005 median income level for residents of Dryden was higher than the Ontario average for the same year (\$30,305 vs \$27,258). The median Dryden household income (\$64,237) was also higher than the Ontario average (\$60,455). When examining the composition of the income, a lesser percentage came from employment income compared to the Ontario average (75.5% vs 77.4%).

Jobs in Dryden

In terms of total number of jobs¹ in Dryden, the manufacturing and retail trade sectors are of greatest importance with 1,475 (25%) and 845 jobs respectively (15%). The health care and accommodation and food services sectors also employ a considerable percentage of the working population with 650 (13%) and 565 (10%) jobs respectively.

When compared to the Ontario and Canadian economies, agriculture, retail trade, accommodation and food services in Dryden are more specialized (or concentrated²) than in those two broader economies. On the other hand, information and cultural industries, professional services, finance and insurance, wholesale trade, real estate/rental/leasing and administration and support would be considered to be “underdeveloped” in Dryden.

Labour Force

For 2001 and 2006, Dryden's employment rate was less than the Ontario average at 62.9% vs 63.2% in 2001, and 60.9% vs 62.8% in 2006. The Dryden unemployment rate was higher than Ontario's in 2001 (6.8% vs 6.1%) but not in 2006 (5.9% vs 6.4%). The same is

¹ StatsCan 2001 census data

² The percentage of jobs in a particular Dryden industry (of all jobs in Dryden); as compared to the same percentage in Ontario or Canada.

the case with respect to the participation rate³, in 2001 Dryden's participation rate was 67.5% compared to the Ontario average of 67.3% yet but in 2006 it dropped to 64.7% for Dryden, compared to 67.1% average for Ontario.

With respect to the highest level of schooling in 2006, Dryden, relative to Ontario, had a higher percentage of the population with a high school graduation certificate (29.4%) compared to the Ontario average (27.2%). Dryden also has a higher percentage of the population that had achieved a trades certificate or diploma (13.4%) compared to Ontario (10.4%). The percentage of Dryden residents with a College certificate or diploma was 19.9% in 2006 compared to 18.8% for the Ontario average. With respect to a university education, Dryden had a smaller percentage of the population that had attained a university certificate, diploma or degree (15.8%) compared to the Ontario average of 23.7%.

In comparison to Ontario, the resident labour force in 2006 had a larger percentage of its workers employed in the following industries: agriculture, retail trade, health care and social services, and other services (regardless of where the job is located).

With respect to commuting patterns, in 2006, 1,700 non-resident workers commuted to Dryden for work, representing 33.7% of the total workforce working in Dryden (both resident and non-resident). The total resident labour force declaring a place of work outside of Dryden (175) represented only 5.0% of the total resident workforce.

³ The participation rate is the percentage of the total number of people of labour-force age (15 years and over) that is in the labour force (either working or looking for work).

3. Stakeholder Engagement

The preparation of the draft City of Dryden Economic Development Strategy was rooted in broad stakeholder involvement, while utilizing a strong base of economic analysis. There were a number of methods by which stakeholders were engaged and their inputs gathered:

1. Over 45 stakeholders of various backgrounds were interviewed throughout the region which provided input on:
 - a) Strengths (and locational advantages), weaknesses (and locational disadvantages), opportunities, and threats;
 - b) An assessment of economic foundation elements (human resources, financial, technology, infrastructure and regulatory environment, and leadership);
 - c) Confirmation of Dryden's competitive advantages and disadvantages;
 - d) Confirmation of its positioning against its key Ontario competitors;
 - e) Intelligence on potential competitive strengths.

2. A "stakeholder strategy summit", further details of which are provided in section 3.2.

A list of the stakeholders engaged to date is provided in Appendix B. The following SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is a summary of the input received from stakeholders.

3.1 Key Strengths, Weaknesses, Opportunities and Threats

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Availability of low skill labour ▪ Wilderness (lakes, wildlife) ▪ Several education facilities ▪ Abundance of energy ▪ Central location – half way between major cities; central to many communities ▪ Located on Trans Canada Highway and 502 to U.S. border ▪ Quality of life: safe community, friendly residents, great outdoors, lots of events ▪ Full service community – airport, hospital, cultural centre ▪ Hub for First Nation communities ▪ Natural resources – wood, precious stones and mineral deposits, water ▪ Strong organizational support for economic development ▪ Lots of agricultural land ▪ Good water supply ▪ Isolation is good for agriculture ▪ Nice beaches ▪ Several nice golf courses ▪ DMTS (Dryden Municipal Telephone System) is competitive and municipally-owned ▪ Not traffic congestion – 5 min drive to anywhere in the City 	<ul style="list-style-type: none"> ▪ Lack of support for local artists and businesses ▪ Seasonal and unorganized population not captured in stats - missed benefits ▪ Remote - far from major cities ▪ Airlines do not connect with Bearskin Airlines and no direct flights to south or Toronto ▪ Lack of awareness of available services ▪ Telecommunication limitations (no GSM network) ▪ Natural resources underdeveloped ▪ Lack of tourism attractions – particularly difficult to draw tourists in winter ▪ Shortage of skilled labour force ▪ No intermodal service ▪ Difficult to attract professionals/skilled labour ▪ Flight costs - need to drive 4 hrs for affordable flights ▪ Odour from mill ▪ Need to import grain to feed livestock or send out for finishing ▪ Cost of leasing downtown stores ▪ Few good paying jobs ▪ Lack of a consistent entrepreneurship program ▪ U.S. link not good (road, rail, air) ▪ Lack of waterfront development (i.e. restaurants) ▪ “not in my backyard” attitude towards investment/ development projects ▪ Lack of housing options ▪ Lack of signage

Opportunities	Threats
<ul style="list-style-type: none"> ▪ Mining centre of excellence (i.e. offices, supplies, services, ready labour force) ▪ Manufacturing (forest products, food) ▪ Lure travelers into downtown Dryden ▪ Fix up storefronts ▪ Tourism development and marketing ▪ Accessible listing of all tourism events and attractions (i.e. on-going free listing in section of Dryden newspaper) ▪ Green energy: solar farms, bioenergy ▪ Become a greater hub (conferences, government services, education, health svcs) ▪ Encourage greater entrepreneurial spirit ▪ Increase business support and training (i.e. how to tap into internet market) ▪ Waterfront development ▪ Explore economic opportunities with First Nations ▪ Target First Nations retail market: identify and meet consumer needs and show appreciation ▪ Improve airport services ▪ Local training for exploration workers, aviation techs, health practitioners, etc. ▪ Make city more attractive to investors and newcomers ▪ Continue to support Domtar and forestry industry to remain competitive ▪ Bioproducts opportunities developed from waste of logging, pulp & paper, and wood products (i.e. oil, chemicals) ▪ Business retention and expansion ▪ Grow a greater variety of crops to meet local needs ▪ Export specialty crops (i.e. certified seeds) ▪ Develop more added-value food products ▪ Customer quality service program ▪ More diversity in restaurants and shops ▪ Help sustain the Mill (i.e. tax incentive, lobbying, assist with renewable energy projects) ▪ Revise programs offered at Confederation College to suit needs of community and support the college in marketing to ensure success (i.e. trades) ▪ Buy local (businesses, agriculture) ▪ Restrict deer hunting to force hunters to hire a guide (creates more jobs) ▪ Educate tourist camp owners on current tourist profiles in order to adapt (i.e. upgrade camps, provide good food, activities for families, people skills) ▪ Target private pilots to come to Dryden (i.e. float plane festival) 	<ul style="list-style-type: none"> ▪ Overly dependent on mill ▪ Increase in energy costs ▪ Greater shortage of doctors/health practitioners as well as other professionals ▪ Potential negative impact of highway bypass ▪ Youth outmigration ▪ Additional businesses closing ▪ Tourist camps unable to attract or adapt ▪ Volunteer burnout ▪ “Mill mentality” and “not in my backyard” attitude ▪ Increasing competitive challenges for Domtar Mill ▪ Finding replacements for Domtar employees approaching retirement ▪ Inconsistent and weak customer service in the retail and hospitality sectors

3.2 Stakeholder Summit Meeting

Stakeholders were invited to attend a full day summit to hear the results of the situational analysis, a summary of the input received so far from stakeholders and, more importantly, to participate in the development of vision, goals, and actions for several key theme areas. The summit was held May 15, 2008 at the Riverview Lodge, and was attended by a variety of stakeholders who represent a broad cross-section of interests.

The first part of the summit was devoted to presenting the results of the situational analysis and a summary of the inputs received from stakeholder interviews, followed by a review of the strategy themes that were evolving. These themes could be grouped into two categories. They were as follows:

- I. Strengthening our Capacity for Economic Growth and Development
 1. Business Environment/ Infrastructure Development
 2. Entrepreneurship & Small Business Support
 3. Community Preparedness: Community Awareness, Education and Labour Force Development

- II. Developing and Diversifying the Local Economy
 4. Exploration and Mining
 5. Renewable Energy
 6. Agriculture and Agri-foods
 7. Manufacturing
 8. Tourism*

In the second part of the summit, participants moved into smaller groups, one for each strategic theme. The groups were then asked to focus discussion on developing a 10 year vision specific to their strategic theme area, and then to list the most important action plans that should be undertaken in the next 2-3 years to achieve that vision. Each group then reported back to the summit at large on the results of their brainstorming exercise for the added input of all participants.

**** Please note that the 8th theme: Tourism - an equally important sector in diversifying the regional economy - will not be included in this strategy as it will be developed later in the year in a strategy of its own.***

4. Building on our Competitive Strengths

This strategy has been developed through broad stakeholder consultation and thorough economic analysis, and will be used to guide economic development efforts by the City of Dryden in the years ahead.

The report focuses on outlining vision and actions for the seven key theme areas to which Dryden will direct its economic development efforts over the next few years. These theme areas were determined through the consultation process.

The following sections of the strategy build on the competitive strengths of Dryden, and generally outline the current situation of each theme area, as well as a desired future state, and include recommendations and actions to achieve the desired future state.

In this context, there was a need to distill and prioritize the variety of actions identified for each of the key themes into a set of “doable” items that will guide the economic development activities of Dryden. Stakeholders involved with the stakeholder summit helped establish priority recommendations for each key theme.

An important factor in implementing the recommended actions to achieve the desired future state lies in effective communication and cooperation with economic development partners. The DDC cannot do it alone. The support and participation of Dryden economic stakeholders as well as those from surrounding communities is needed, particularly First Nations communities. Stakeholder interviews have revealed a need to develop guidelines for communication and collaboration with First Nation and other communities. It is therefore recommended that a representative from each community meet to develop an economic development communication and collaboration guideline/protocol, and that this guideline be utilized to ensure the greatest success and mutual benefit is derived from projects of common interest.

4.1 Business Environment/ Infrastructure Development

There is a clear deficiency in some basic infrastructure requirements needed to support economic growth and attract investment. Effort is required in this area.

Desirable Future State

The infrastructure requirements of outside investors will easily be met in Dryden, thereby enabling the attraction of a diversity of businesses to the community. The City of Dryden will offer a good variety of serviced land sites and residential accommodation.

Action Plans

- 1) That the DDC and the City (Council and related department) work proactively to achieve the following goals by lobbying provincial and/or federal government agencies for:
 - a) Improvements to hwy 502, a critical north-south transportation link, in partnership with other regional stakeholders.
 - b) Existing hwy 17 Connecting Links funding for the 3 lane corridor, overpass, etc., prior to the bypass construction.
 - c) Bypass access at hwy 601 (Colonization Ave N) and surrounding land use development that will generate the greatest economic potential.
 - d) Funding to construct a new Waste Water Treatment Plant and other infrastructure needs (i.e. water meters, flow studies, engineering).
 - e) Free up waterfront crown land enabling the Ontario Realty Corporation to surplus the property (air base & Laura Howe Marsh).
- 2) That the DDC in collaboration with the City determine the best locations for serviced industrial land supply from the market demand and financial feasibility point of view. Other actions include:
 - a) Available commercial and industrial real estate and properties should be accessible on an online searchable database. The link to the listing should be provided in key communication material.
 - b) DDC Asset Transfer Committee to identify commercial and industrial properties for investment attraction to be transferred from the City of Dryden.
- 3) That the DDC markets the recommendations for the Industrial Commercial Development Strategy that supports the development of the Dryden Regional Airport.
- 4) That the City identify and support the development of specific residential accommodation (i.e. waterfront serviced properties, upscale condominiums, cottage lots) to assist in attracting diverse population segments (i.e. professionals, American cottagers, 55+).
- 5) That the DDC with the collaboration of key partners continue their efforts to create a city that is attractive and has good public amenities. The following are recommended:
 - a) Efforts should be made to animate empty storefronts to help portray a downtown that is thriving economically.
 - b) That existing yellow gateway signs be replaced with new attractive signs (including on highway 502). Electronic messaging, if incorporated, should post messages that support the local economy (i.e. advertise events, welcome First Nation shoppers).
- 6) That the City recognize the vital role health care plays in economic development and its significant importance to all investment decisions by supporting the Dryden Regional Health Center (DRHC) and other health care service providers in their ongoing efforts to raise funds and attract and retain health care professionals. Planning and support will also be needed with respect to particular health care requirements of emerging sectors such as mining.

- 7) That the City, with the support of the DDC, examine the socio-economic costs, benefits and feasibility of expanding municipal boundaries to include some of the unorganized area. The larger a City's population, the more attractive it is to outside investors who are looking to establish a business in a large enough market. In addition, an expanded territory would offer a larger inventory of industrial properties from which to choose.

4.2 Entrepreneurship and Small Business Support

Feedback received from stakeholder interviews revealed some weaknesses in the area of small business development, such as a lack of awareness of where to go for help in starting a business as well as a lack of training and support for existing businesses. There is a need to invest energy and resources to create better support for both entrepreneurs and existing small businesses.

Desirable Future State

Dryden will have a healthy spirit of entrepreneurship that will result in the development of a diverse mix of businesses serving all sectors. People of all ages who are contemplating a business venture will be well supported and encouraged. At the small business enterprise centre, entrepreneurs will be given the tools and training needed to make sound business decisions throughout the life of their enterprise.

Action Plans

1. That the DDC partner with key organizations to establish a full service small business enterprise centre to collectively meet the needs of new entrepreneurs and existing small businesses, and to ensure there is no duplication of services. Additional recommendations:
 - a. That the centre provide the following support for Dryden and First Nation area residents who are either thinking of becoming an entrepreneur, starting a business, or expanding an existing business:
 - i. A website with business resources (perhaps linked to existing resources);
 - ii. Operating hours that are accessible to visitors as well as working residents;
 - iii. Equipped working space and meeting space (computer, printer, internet, etc.);
 - iv. On-going small business training and workshops (i.e. unified store hours, online business, business plans, market research, etc.) as well as conferences such as Fuelling Innovation: Re-igniting Entrepreneurship;
 - v. Youth entrepreneurship programs which may decrease youth outmigration as well as create new businesses (seek partnership with school board and Seven Generations Education Institute);
 - vi. Mentoring program between successful business owners and new entrepreneurs;
 - vii. Support club for new or aspirant entrepreneurs (i.e. breakfast club).

- b. That should additional space be available in the centre, that it be leased out to organizations, agencies and professional services that support business start-ups or business development such as Employment Ontario offices.
 - c. That the DDC and other key stakeholder groups help to minimize retail leakage through the following actions:
 - i. Provide the survey tools and training needed to help businesses regularly assess what products or services will meet the ever changing expectations of their customers.
 - ii. To conduct a Business Vitality Index exercise to measure the business friendliness of the community and establish what actions need to be done to further support businesses.
 2. That the DDC and key partners ensure that customer service training (such as the SuperHost[®] program) be offered regularly to front-line employees and managers of local public and private organizations (City of Dryden, DMTS, Chamber of Commerce, hospitality industry, etc.).
 3. That the DDC work in cooperation with the Chamber of Commerce to help them achieve their strategic plan goals.
 4. That the DDC help to reduce the burden of high business start-up costs by:
 - a. Exploring mutually beneficial creative leasing alternatives with downtown building proprietors;
 - b. Revising current incentives, catchment areas and procedures of the Community Improvement Plan;
 - c. Exploring incentives related to taxes and utilities for new or expanding businesses;
 - d. Continue their efforts in working with Northern Ontario Enterprise Gateway (NOEG) to establish an Angel Investment Network in Dryden.
 5. That the DDC and key partners regularly provide Fueling Innovation: Re-Igniting Entrepreneurship (FI:RE) conferences. The 2 day conference on innovation and entrepreneurship provides attendees an opportunity to network with resource people who have the expertise to assist individuals and small businesses to realize economic opportunities. The conference also provides information to grants/funding/credits/services available for both new and existing businesses.

4.3 Community Preparedness: Community Awareness, Education and Labour Force Development

Economic growth can be greatly impacted by a shortage of labour with the proper skill sets. Currently this is the case with some employers in Dryden. In addition, the challenge in diversifying a community's economy is in its ability to provide the emerging sectors with a ready workforce.

There is also indication in Dryden that not all residents realize the benefits of diversifying the economy and what that entails. There is a need to build awareness of the importance for the community to collaborate in setting the foundation for creating, attracting, and welcoming new business opportunities.

Desirable Future State

Dryden has a diverse labour force with access to training programs that effectively meet the needs of regional employers. The community works together at ensuring new businesses are supported and investors welcome.

Action Plans

1. That the DDC and the City develop and implement an awareness campaign aimed at educating local residents of the benefits of economic diversification, the elements that support economic growth, as well as the factors that investors consider when deciding to locate in Dryden (i.e. level of community support for the investment opportunity).
2. That the Workforce Development Committee and the Labour Market Working Group be blended into one committee and that they consider inviting Seven Generations Education Institute to the group. Their role should include attracting and ensuring the continual availability of a labour force that matches the current needs of Dryden area employers, as well as the requirements of growing and emerging sectors as indicated in this strategy.
 - a. Regularly consult with major Dryden employers, businesses of various sectors and the DDC to stay abreast of current and future labour force needs and skills.
 - b. Develop a living plan outlining opportunities, solutions, and actions that will address gaps and constraints with respect to labour force attraction and retention. Provide a mechanism that allows the plan to adjust quickly to the changing needs of each sector brought on by unforeseen economic events.
 - c. Partner with key stakeholder groups such as Confederation College, PACE, Domtar Trades Training Centre, etc., to deliver the necessary training programs and initiatives identified in the above plan that will meet the labour force requirements of new and emerging markets.

4.4 Centre for Exploration and Mining Services

Advancements in mining techniques have attracted many junior exploration companies to the region hoping to further exploit former shallow-depth mining sites. As well, sophistications in the science of exploration have identified many new potential deposits of precious metals and minerals, some of which are located in Dryden. Although most of these sites have not been developed, the exploration industry is in full force and desperately requires labour and services to support it. Dryden, being a full service community with existing mining supply and services companies, is well positioned to develop into a mining centre of excellence.

Desirable Future State

Dryden will be known as a centre for mining and exploration of precious metals. Mining and junior exploration companies will choose to locate their head offices in Dryden in close proximity to the many businesses and services that support the industry. The City will also be home to most of Northwest Ontario's mining and exploration workforce.

Action Plans

1. That the DDC continue to develop and maintain the Mining Resource Guide with current information such as the inventory of the goods and services available in the region.
2. That the City lobby the province for improved updated base mapping to assist mining companies who are looking at the Dryden area.
3. That the DDC in cooperation with the Regional EDO Forum, and through key partnerships and programs, ensure formal or informal training for various exploration jobs (i.e. prospectors, mining claim stakers, diamond drilling, line cutters) is offered in proximity to Dryden to meet the current and future labour requirements of the sector.
4. That the DDC communicate identified gaps in goods and services to existing regional businesses and organizations to encourage them to fill in the gaps. And to market the business opportunities for gaps that cannot be filled regionally.
5. That the DDC in cooperation with the Regional EDO Forum participate in local and regional mining symposiums to market the area for future exploration.

4.5 Renewable Energy

With the cost of energy consistently rising and its threat to the competitiveness of Domtar and other Dryden businesses, Dryden is well placed to develop and attract investments for green energy projects due to the availability of various renewable resources suitable to generate power and to the ability of connecting that power to the grid.

Desirable Future State

In the future, the City of Dryden will be reputed as being a green city with a zero carbon footprint. This reputation will not only succeed in attracting new residents to the community, but also a cluster of renewable energy industries, suppliers and service providers. Other industries will also be drawn to Dryden as a result of the low cost of energy made possible by the City's large biomass plant.

Action Plans

1. That the City support the DDC Energy Committee in their efforts to attract and advance renewable energy investment opportunities by:
 - a. Amending the Official Plan to support sustainable development;
 - b. Lobbying the Ministry of Energy to remove certain constraints to the development of alternative energy such as the blanket restrictions in the Renewable Energy Standard Offer Program (RESOP); the "reserve access" under

the Northern Hydro Incentive program; and the limitations of the transmission system;

- c. Exploring the possibility of owning a renewable energy production facility (i.e. photovoltaic solar) in order to divert the surplus revenue generated by the sale of power to the grid towards subsidizing energy costs as an incentive to attract new businesses and to support the growth of existing businesses.
2. That the DDC consider becoming a member of key alternative energy associations and organizations (such as the Ontario Sustainable Energy Association, the Ontario Centre of Excellence for Energy, etc.) in order to join forces with a larger organization petitioning for a better business environment; to gain knowledge of new technologies and programs; and to open the doors to partnership opportunities in research or other.
3. That the agriculture co-op/corporation and the DDC Energy Committee explore and identify viable opportunities for renewable energy suitable for agricultural producers such as anaerobic digesters.
4. That the DDC identify and market the competitive advantages of renewable energy generation in Dryden to continue to attract investment.
5. That the agriculture co-op/corporation and the DDC Energy Committee with the support of the City of Dryden, and other key stakeholders, collaborate to plan and develop greenhouses (perhaps next to the Barclay pumping station and the Trans-Canada pipeline using its exhaust to heat the greenhouses). It is recommended that a section of one greenhouse be developed into a public tropical garden sanctuary that would serve as a tourism attraction open to visitors year round. It is recommended that the remaining greenhouse spaces be used for economic opportunities such as supplying the regional need for fresh produce in winter months. How to lease the space will require careful consideration (i.e. lease out rows to members of the agriculture corporation, including First Nation members).

4.6 Agriculture and Agri-foods

The Dryden area is well placed to develop its agriculture sector for the following reasons: it has a good supply of agricultural land that supports the growth of a large variety of crops; its isolation from the threat of contaminants from industrial farms; access to a large regional market limited to consuming imported food; and the high price of food stemming from a growing global population. It is clear that the Dryden area has much to gain from supporting the growth of the agriculture sector.

Desirable Future State

Agriculture will be an important segment of Dryden's economy as a result of its competitive advantages. Dryden area producers will be seen as export driven and forward-thinking - easily adapting to change and keeping abreast of new developments in bioproducts, renewable energy, foods products, and food processing technology. They will be involved in agri-tourism, community supported agriculture, regional farmers' market, and will feed crowds at regional events and festivals. Many of Dryden's agricultural products will find their place on kitchen tables throughout Northern Ontario as well as in distant markets.

Action Plans

1. That the agriculture co-op/corporation, the Clover Belt Farmers' Market, the Dryden Community Garden committee, the Regional Food Security committee, and the Northwestern Health Unit, with the support of the City, collaborate to develop one weekly indoor (or sheltered outdoor) regional farmers' market inviting farmers and artisan food producers from other districts to sell their products in Dryden, thereby ensuring a larger supply of available products at the market and attracting more shoppers to Dryden.
2. That the DDC market the competitive advantages of agriculture and agri-food development in the Dryden area to attract a new generation of producers, agri-food investments and the possibility of a university research station. As a first step, it is recommended to consult various universities that are involved in agricultural/bioscience research to explore the possibility of a satellite campus in the Dryden area.
3. That the DDC, the agriculture co-op/corporation, and the DDC Energy Committee collaborate on projects leading to the commercialization and production of industrial bioproducts⁴ stemming from biomass feedstock.
4. That the DDC support the formation of a Dryden area agriculture co-op/corporation with members that are producers from the Dryden and Kenora unorganized area (including First Nation producers such as Wabigoon Lake Ojibway Nation), strategic stakeholders, and supporters of agriculture and agri-food development, to:
 - a. Identify and establish needed facilities, processes and services (such as insurance, distribution, cold storage and marketing) to be available to all members at a reasonable cost;
 - b. Share/exchange knowledge and explore new opportunities (i.e. anaerobic digestion);
 - c. Host conferences and invite expert speakers to inform members and guests on the latest agricultural/agri-food innovations, products, and emerging markets;
 - d. Liaise with other regional agriculture/agri-food producers and organizations to explore opportunities;
 - e. Plan and host educational farm tours and other agri-tourism events with the collaboration of the City, educational organizations, and other stakeholders;
 - f. Explore agri-food opportunities with First Nations in order to substitute the importation of high priced foods to Northern communities with locally produced foods;

⁴ **Examples of bioproducts:**

Product	Feedstock
Electric Power	Wood and plant fibres
Diesel Fuel	Vegetable oil and animal fats
Automotive fuel	Ethanol from starch or cellulose
Gas heating	Methane from animal or municipal waste
Plastics	Polyactic acid from starch
Hydraulic oil	Plant oils
Fiber-reinforced materials	Hemp fibre and other plant fibres
Insulation	Straw, protein glue

Source: Goodfellow Agricola Consultants Inc.

- g. Explore and educate members on new market opportunities such as emerging ethnic food markets and distant markets (i.e. Asia and Latin-America);
- h. Explore with the support of the DDC and the City, and with the collaboration of the Northwestern Health Unit⁵, the following economic opportunities:
 - i. Agricultural cottage industries (also referred to as artisan foods such as cheese, jams, breads);
 - ii. Farm-gate sales (also known to be a tourism attraction);
 - iii. "Pick your own" produce (i.e. strawberries, blueberries);
 - iv. Community Shared/Supported Agriculture programs⁶ (CSA) and good food baskets;
 - v. Buy local campaign: consumption of locally-grown produce, artisan foods and added-value food products⁷;
 - vi. Have Dryden restaurants regularly feature or highlight dishes on their menus that are made from local food products (a culinary tourism practice profitable to restaurateurs as visitors will gladly pay a premium for the tasting experience);
 - vii. The sale of local produce, artisan foods, and food vendors using local products at festivals, sports events and farmers' markets;
 - viii. The availability of local produce and food products in Dryden stores;
 - ix. Encourage publicly-funded institutions to purchase locally-grown foods (this should also be extended to include the purchase of local non-food products such as cleaning supplies).

4.7 Manufacturing

The City of Dryden has the natural resources, labour force, infrastructure and services to support the manufacturing of added-value products, particularly products made of wood, precious metals, minerals, and food. Currently many products are leaving Dryden in their raw form only to be processed elsewhere and imported back at a higher cost. There are opportunities to manufacture these products for local consumption as well as export globally. Efforts are needed to build awareness and encourage the development of the manufacturing sector in Dryden.

Desired Future State

The City of Dryden will be successful in developing a manufacturing sector of added-value products stemming from the abundance of natural resources and cultivated agricultural

⁵ A Special Occasions Food Permit which is managed by the Northwestern Health Unit is required for many of the activities listed. In Ontario, the Special Occasion Food Service Permit forms vary from district to district. The Inspector's Recommendations section on the NWHU's form has unique recommendations that should be reviewed in order to encourage greater presence of food service activities at events.

⁶ CSA program is a viable option for small family farms and for would-be producers who would like to operate a small farm. A CSA farm is an arrangement between a farm and a household or restaurant to provide produce (typically organic produce and added-value products) weekly for a set price. Typically a CSA farm will have hundreds of members and may operate year round. Information on CSA can be retrieved at <http://www.ontla.on.ca/library/repository/mon/3000/10297904.pdf>

⁷ Benefits include: supports local economy; reduces environmental impact by reducing transport distance; food safety; fresher and higher nutrient produce.

lands that surround the area. The Dryden manufacturing sector will be diverse, economically viable, and environmentally sustainable.

Action Plans

1. That the DDC, in partnership with key organizations such as Ontario Centres of Excellence (OCE), MEDT, MNM and Advanced Manufacturing Investment Strategy (AMIS) host a series of expert speakers on various topics related to manufacturing to incite new or existing entrepreneurs to explore manufacturing opportunities. These events should be open to the general public beyond the Dryden area⁸.
2. That the DDC communicate through their website or directly to local businesses any known manufacturing opportunities (i.e. parts or equipment for new local projects/industries).
3. That the City support the DDC in their efforts to have sustainable forestry licensed areas reallocated in order to create opportunities for the harvesting and manufacturing of value-added forestry products.
4. That the DDC support and encourage local manufacturers to mutually support each other and share their best practices; and to associate with industry networks and research and development institutions. This communication will allow manufacturers to stay abreast of new developments and adopt innovative manufacturing processes to help them remain competitive in a fiercely competitive global market.
5. That the DDC encourage the development of value-added food processing by providing website links to available resources on the subject.

⁸ Manufacturer in one community can require inputs from another. For example a wood product manufacturer would likely require the timber cutting services of another community.

5. Strategy Implementation Plan

The Economic Development Strategy Implementation Plan contains information related to the timing of implementation, expected leadership and support for implementation, and progress measures which can be utilized to monitor progress in implementation of the Economic Development Strategy Plan.

The timing and urgency with which to begin implementation of most action plans has been indicated as being “immediate”, “short-term”, “mid-term”, or “long-term”, with the following general timeframes:

- Immediate: by the end of 2008
- Short-term: by the end of 2009
- Mid-term: by the end of 2011
- Long-term: after 2011.

The lead role for implementation is also indicated, along with any major supporting roles required for successful implementation. Finally, the progress measures provide assistance to answer the question “how will we measure progress towards achieving the outcome?”

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
1- Business Environment/ Infrastructure Development	1] That the DDC and the City (Council and related department) work proactively to achieve the following goals by lobbying provincial and/or federal government agencies for: <ul style="list-style-type: none"> a) Improvements to hwy 502, a critical north-south transportation link, in partnership with other regional stakeholders b) Existing hwy 17 Connecting Links funding for the 3 lane corridor, overpass, etc., prior to the bypass construction c) Bypass access at hwy 601 (Colonization Ave N) and surrounding land use development that will generate the greatest economic potential d) Funding to construct a new Waste Water Treatment Plant and other infrastructure needs (ie: water meters, flow studies, engineering) e) Free up waterfront crown land enabling the Ontario Realty Corporation to surplus the property (air base & Laura Howe Marsh) 	Council/ DDC, CPPG, Meridian Planners	10-15 person days	<ul style="list-style-type: none"> • review of Official Plan (2009) completed and approved by MMAH • Funding applications submitted for commercial/industrial parks • North Dryden Plan revised and adopted by Council • AMO/OGRA delegations requesting improvements • NCIR application submitted to update 10 yr capital infrastructure plan • purchase of waterfront properties 	Immediate to Mid-term

City of Dryden: Economic Development Strategy and Implementation Plan

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
	2] That the DDC in collaboration with the City determine the best locations for serviced industrial land supply from the market demand and financial feasibility point of view. Other actions include:	DDC/ Building and Planning	5 person days	Locations have been identified and plans to service the land are established.	Short-term
	a) Available commercial and industrial real estate and properties should be accessible on an online searchable database. The link to the listing should be provided in key communication material.	DDC/ Realtors and private sector	8 person days	Electronic database is accessible on the DDC website.	Short-term
	b) DDC Asset Transfer Committee to identify commercial and industrial properties for investment attraction to be transferred from the City of Dryden.	DDC/ Building & Planning, Council	3 person days	Properties identified and transferred.	On-going
	3] That the DDC markets the recommendations of the Industrial Commercial Development Strategy that supports the development of the Dryden Regional Airport.	DRA/DDC	2 person days	Joint marketing initiatives online.	Immediate
	4] That the City identify and support the development of specific residential accommodation (i.e. waterfront serviced properties, upscale condominiums, cottage lots) to assist in attracting diverse population segments (i.e. professionals, American cottagers, 55+).	Council	15-20 person days or consultant fee	<ul style="list-style-type: none"> • Gaps have been identified • Actions to encourage residential development have been taken 	Mid-term
	5] That the DDC with the collaboration of key partners continue their efforts to create a city that is attractive and has good public amenities. The following are recommended: a) Efforts should be made to animate empty storefronts to help portray a downtown that is thriving economically. b) That existing yellow gateway signs be replaced with new attractive signs (including on highway 502). Electronic messaging, if incorporated, should post messages that support the local economy (i.e. advertise events, welcome First Nation shoppers).	Community Revitalization Committee, DDC/ Chamber, Cultural Committee	3-6 person days	<ul style="list-style-type: none"> • Vacant downtown stores have animated storefronts. • Improvements to downtown Can be seen and measured. 	Short-term to Mid-term
	6] That the City recognize the vital role health care plays in economic development and its significant importance to all investment decisions by supporting the Dryden Regional Health Center (DRHC) and other health care service providers in their ongoing efforts to raise funds and attract and retain health care professionals. Planning and support will also be needed with respect to particular health care requirements of emerging sectors such as mining.	Council	Within existing resources	<ul style="list-style-type: none"> • Support towards health care professional recruitment has been increased • The number of successful recruits has increased • Healthcare needs of emerging sectors are known and planned 	On-going

City of Dryden: Economic Development Strategy and Implementation Plan

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
	7] That the City, with the support of the DDC, examine the socio-economic costs, benefits and feasibility of expanding municipal boundaries to include some of the unorganized area. The larger a City's population, the more attractive it is to outside investors who are looking to establish a business in a large enough market. In addition, an expanded territory would offer a larger inventory of industrial properties from which to choose.	Council/ DDC	Consultant fee	Feasibility study completed and decision made.	Mid-term to Long-term
2- Entrepreneurship and Small Business Support	<p>1] That the DDC partner with key organizations to establish a full service small business enterprise centre to collectively meet the needs of new entrepreneurs and existing small businesses, and to ensure there is no duplication of services. Additional recommendations:</p> <ol style="list-style-type: none"> a) That the centre provide the following support for Dryden and First Nation area residents who are either thinking of becoming an entrepreneur, starting a business, or expanding an existing business: <ol style="list-style-type: none"> i. A website with business resources (perhaps linked to existing resources); ii. Operating hours that are accessible to visitors as well as working residents; iii. Equipped working space and meeting space (computer, printer, internet, etc.); iv. On-going small business training and workshops (i.e. unified store hours, online business, business plans, market research, etc.) as well as conferences such as Fuelling Innovation: Re-igniting Entrepreneurship; v. Youth entrepreneurship programs which may decrease youth outmigration as well as create new businesses (seek partnership with school board and Seven Generations Education Institute); vi. Mentoring program between successful business owners and new entrepreneurs; vii. Support club for new or aspirant entrepreneurs (i.e. breakfast club). b) That should additional space be available in the centre, that it be leased out to organizations, agencies and professional services that support business start-ups or business development such as Employment Ontario offices. 	DDC/ PACE, NWBiz, PARO, Chamber, First Nations, other key organizations	20 person days initially to establish centre	<ul style="list-style-type: none"> • A full service small business enterprise centre has been established • Additional space is used for relevant organizations and businesses 	Short-term to Mid-term

City of Dryden: Economic Development Strategy and Implementation Plan

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
	c) That the help to minimize retail leakage through the following actions: i. Provide the survey tools and training needed to help businesses regularly assess what products or services will meet the ever changing expectations of their customers. ii. To conduct a Business Vitality Index exercise to measure the business friendliness of the community and establish what actions need to be done to further support businesses.	DDC/ other key organizations	10 person days/yr plus cost of tools	Tools and training are accessible and widely used. Retail sales have increased.	Immediate to Short-term
		DDC/ Chamber	20 person days plus trainer costs	BVI exercise completed.	Mid-term
	2) That the DDC and key partners ensure that customer service training (such as the SuperHost® program) be offered regularly to front-line employees and managers of local public and private organizations (City of Dryden, DMTS, Chamber of Commerce, hospitality industry, etc.).	DDC/ Chamber and Council	15 person days/yr plus event cost	Training is offered regularly and well attended.	On-going
	3) That the DDC work in cooperation with the Chamber of Commerce to help them achieve their strategic plan goals.	Chamber/DDC	Within existing resources	Goals are being achieved.	On-going
	4) That the DDC help to reduce the burden of high business start-up costs by: a) Exploring mutually beneficial creative leasing alternatives with downtown building proprietors;	DDC/ proprietors	4 person days	Various leasing alternatives have been discussed and agreed upon by some or all proprietors and are being offered as an alternative.	Short-term to Mid-term
	b) Revising current incentives, catchment areas and procedures of the Community Improvement Plan;	Building and Planning/ DDC	4 person days	Improvements to the Plan have been made.	Mid-term
	c) Exploring incentives related to taxes and utilities for new or expanding businesses;	DDC/ Council	6-10 person days	Incentives for businesses have been researched and proposed to DDC.	Mid-term
	d) Continue their efforts in working with Northern Ontario Enterprise Gateway (NOEG) to establish an Angel Investment Network in Dryden.	DDC	10-15 person days	Dryden Angel Investment Network has been established.	On-going
	5) That the DDC and key partners regularly provide Fueling Innovation: Re-igniting Entrepreneurship (FI:RE) conferences. The 2 day conference on innovation and entrepreneurship provides attendees an opportunity to network with resource people who have the expertise to assist individuals and small businesses to realize economic opportunities. The conference also provides information to grants/funding/credits/services available for both new and existing businesses.	DDC/ key partners	10 person days plus \$10,000	FI:RE conferences are held annually.	On-going

City of Dryden: Economic Development Strategy and Implementation Plan

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
3- Community Preparedness: Community Awareness, Education and Labour Force Development	1] That the DDC and the City develop and implement an awareness campaign aimed at educating local residents of the benefits of economic diversification, the elements that support economic growth, as well as the factors that investors consider when deciding to locate in Dryden (i.e. level of community support for the investment opportunity).	DDC/ Council, Chamber	10-12 person days plus cost of advertisement and facilitators or speakers if needed	Awareness campaign is on-going and community support has improved.	Short-term to Mid-term
	2] That the Workforce Development Committee and the Labour Market Working Group be blended into one committee and that they consider inviting Seven Generations Education Institute to the group. Their role should include attracting and ensuring the continual availability of a labour force that matches the current needs of Dryden area employers, as well as the requirements of growing and emerging sectors as indicated in this strategy.	DDC Labour Market Working Group/ Workforce Development Committee	Within existing resources	Workforce Development Committee has grown and their role expanded.	Immediate to Short-term
	a) Regularly consult with major Dryden employers, businesses of various sectors and the DDC to stay abreast of current and future labour force needs and skills.	Chamber/ Workforce Development Committee, DDC	10 person days/yr	Needs of major area employers known and updated regularly. Increased Chamber membership.	Short-term
	b) Develop a living plan outlining opportunities, solutions, and actions that will address gaps and constraints with respect to labour force attraction and retention. Provide a mechanism that allows the plan to adjust quickly to the changing needs of each sector brought on by unforeseen economic events.	Workforce Development Committee/ DDC	5 person days	Plan prepared by DDC. Timeframe and Plan has been approved.	Short-term to Mid-term
	c) Partner with key stakeholder groups such as Confederation College, PACE, Domtar Trades Training Centre, etc., to deliver the necessary training programs and initiatives identified in the above plan that will meet the labour force requirements of new and emerging markets.	Workforce Development Committee/ DDC and other stakeholder groups	10 person days/yr	Applications submitted to run training programs. Needed training is provided.	Mid-term
4- Centre for Exploration and Mining Services	1] That the DDC continue to develop and maintain the Mining Resource Guide with current information such as the inventory of the goods and services available in the region.	DDC	15 person days/yr Initially more	The Mining Resource Guide is current and widely used by mining sector companies in the area.	On-going
	2] That the City lobby the province for improved updated base mapping to assist mining companies who are looking at the Dryden area.	Council/ DDC	\$100,000	Effective lobbying activities undertaken.	Short-term to Mid-term

City of Dryden: Economic Development Strategy and Implementation Plan

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
	3] That the DDC in cooperation with the Regional EDO Forum, and through key partnerships and programs, ensure formal or informal training for various exploration jobs (i.e. prospectors, mining claim stakers, diamond drilling, line cutters) is offered in proximity to Dryden to meet the current and future labour requirements of the sector.	DDC/ Regional EDO Forum	10 person days	Training for various exploration jobs are provided regionally.	Short-term
	4] That the DDC communicate identified gaps in goods and services to existing regional businesses and organizations to encourage them to fill in the gaps. And to market the business opportunities for gaps that cannot be filled regionally.	DDC/ Chamber, Workforce Development Committee	10 person days/yr	Communication and marketing activities are on-going. Gaps in goods and services are decreasing.	Short-term to Mid-term
	5] That the DDC in cooperation with the Regional EDO Forum participate in local and regional mining symposiums to market the area for future exploration.	DDC/Regional EDO Forum	4 person days/yr	New companies attracted to the region.	Mid-term
5- Renewable Energy	1] That the City support the DDC Energy Committee in their efforts to attract and advance renewable energy investment opportunities by: a) Amending the Official Plan to support sustainable development;	Council/ DDC Energy Committee	Within existing resources	OP has been amended.	Short term
	b) Lobbying the Ministry of Energy to remove certain constraints to the development of alternative energy such as the blanket restrictions in the Renewable Energy Standard Offer Program (RESOP); the "reserve access" under the Northern Hydro Incentive program; and the limitations of the transmission system;		Within existing resources	Lobbying activities are exhausted or changes have been made.	Immediate
	c) Exploring the possibility of owning a renewable energy production facility (i.e. photovoltaic solar) in order to divert the surplus revenue generated by the sale of energy towards subsidizing energy costs as an incentive to attract new businesses and to support the growth of existing businesses.		To be determined	Steps towards the City owning a renewable energy plant is in progress.	Mid-term
	2] That the DDC consider becoming a member of key alternative energy associations and organizations (such as the Ontario Sustainable Energy Association, the Ontario Centre of Excellence for Energy, etc.) in order to join forces with a larger organization petitioning for a better business environment; to gain knowledge of new technologies and programs; and to open the doors to partnership opportunities in research.	DDC/Energy Committee members	Cost of membership and travel time to attend conference and meetings.	Increased DDC engagement with industry organizations.	Short-term to Mid-term

City of Dryden: Economic Development Strategy and Implementation Plan

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
	3] That the agriculture co-op/corporation and the DDC Energy Committee explore and identify viable opportunities for renewable energy suitable for agricultural producers such as anaerobic digesters.	Agriculture co-op or corporation/ DDC Energy Committee	To be determined	Opportunities identified and encouraged.	Long-term
	4] That the DDC identify and market the competitive advantages of renewable energy generation in Dryden to continue to attract investment.	DDC	5 person days	Competitive advantages are marketed.	Mid-term to Long-term
	5] That the agriculture co-op/corporation and the DDC Energy Committee with the support of the City of Dryden, and other key stakeholders, collaborate to plan and develop greenhouses (perhaps next to the Barclay pumping station and the Trans-Canada pipeline using its exhaust to heat the greenhouses). It is recommended that a section of one greenhouse be developed into a public tropical garden sanctuary that would serve as a tourism attraction open to visitors year round. It is recommended that the remaining greenhouse spaces be used for economic opportunities such as supplying the regional need for fresh produce in winter months. How to lease the space will require careful consideration (ie. lease out rows to members of the agriculture corporation, including First Nation members).	Agriculture co-op or corporation and DDC Energy Committee/ Council	20-30 person days. Cost of building could be obtained through fundraising, leasing, and funding.	Greenhouses are built and in use year round.	Long-term
6- Agriculture and Agri-foods	1] That the agriculture co-op/corporation, the Clover Belt Farmers' Market, the Dryden Community Garden committee, the Regional Food Security committee, and the Northwestern Health Unit, with the support of the City, collaborate to develop one weekly indoor (or sheltered outdoor) regional farmers' market inviting farmers and artisan food producers from other districts to sell their products in Dryden, thereby ensuring a larger supply of available products at the market and attracting more shoppers to Dryden.	Clover Belt Farmers' Market/ DDC, Council and other key stakeholder groups	15 person days initially. Volunteers or committee members afterwards.	A Regional Farmer's Market is established and attracts visitors.	On-going
	2] That the DDC market the competitive advantages of agriculture and agri-food development in the Dryden area to attract a new generation of producers, agri-food investments and the possibility of a university research station. As a first step, it is recommended to consult various universities that are involved in agricultural/bioscience research to explore the possibility of a satellite campus in the Dryden area.	DDC/ Agriculture co-op or corporation	5-10 person days	Competitive advantages are marketed.	Mid-term
	3] That the DDC, the agriculture co-op/corporation, and the DDC Energy Committee collaborate on projects leading to the commercialization and production of industrial bioproducts stemming from biomass feedstock.	DDC Energy Committee and ag co-op or corporation	20-30 person days in research or consulting fees \$20,000-\$30,000	Viable bioproducts opportunities have been identified and explored.	Long-term

City of Dryden: Economic Development Strategy and Implementation Plan

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
	<p>4] That the DDC support the formation of a Dryden area agriculture co-op/corporation with members that are producers from the Dryden and Kenora unorganized area (including First Nation producers such as Wabigoon First Nation), strategic stakeholders, and supporters of agriculture and agri-food development, to:</p> <ul style="list-style-type: none"> a. Identify and establish needed facilities, processes and services (such as insurance, distribution, cold storage and marketing) to be available to all members at a reasonable cost; b. Share/exchange knowledge and explore new opportunities (i.e. anaerobic digestion); c. Host conferences and invite expert speakers to inform members and guests on the latest agricultural/agri-food innovations, products, and emerging markets; d. Liaise with other regional agriculture/agri-food producers and organizations to explore opportunities; e. Plan and host educational farm tours and other agri-tourism events with the collaboration of the City, educational organizations, and other stakeholders; 	Regional farm community/ ag co-op or corporation, DDC	10-15 person days initially. Regular meeting attendance afterwards	The corporation or co-op has been formed.	Mid-term
	<ul style="list-style-type: none"> f. Explore agri-food opportunities with First Nations in order to substitute the importation of high priced foods to Northern communities with locally produced foods; 	Ag co-op or corporation/ DDC and First Nations	10 person days	Certain food needs of First Nation communities are provided from Dryden area producers and processors.	Long-term
	<ul style="list-style-type: none"> g. Explore and educate members on new market opportunities such as emerging ethnic food markets and distant markets (i.e. Asia and Latin-America); 	Ag co-op or corporation/ DDC	Approx 3-4 person days to research and present opportunities	Identification and increased awareness of ethnic and distant market opportunities.	Long-term
	<ul style="list-style-type: none"> h. Explore with the support of the DDC and the City, and with the collaboration of the Northwestern Health Unit, the list of economic opportunities identified in the ED strategy. 	Ag co-op or corporation/ DDC, City and Health Unit	To be determined depending on activity/project.	An overall increase in presence and availability of local agricultural products and culinary activities in stores, at events, and at "farm gate".	Mid-term to Long-term

City of Dryden: Economic Development Strategy and Implementation Plan

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
7- Manufacturing	1] That the DDC, in partnership with key organizations such as Ontario Centres of Excellence (OCE), MEDT, MNDM and Advanced Manufacturing Investment Strategy (AMIS) host a series of expert speakers on various topics related to manufacturing to incite new or existing entrepreneurs to explore manufacturing opportunities. These events (i.e. FI:RE) should be open to the general public beyond the Dryden area.	DDC/ Chamber, Workforce Development Committee	3-5 person days plus cost of speakers	Speaking events are on-going.	Short-term
	2] That the DDC communicate through their website or directly to local businesses any known manufacturing opportunities (i.e. parts or equipment for new local projects/industries).	DDC	1 person day/yr	Manufacturing opportunities are listed on the website.	Mid-term
	3] That the City support the DDC in their efforts to have sustainable forestry licensed areas reallocated in order to create opportunities for the harvesting and manufacturing of value-added forestry products.	Council/ DDC	As required	Business environment improvements have been made to the Dryden forestry products industry.	Short-term to Mid-term
	4] That the DDC support and encourage local manufacturers to mutually support each other and share their best practices; and to associate with industry networks and research and development institutions. This communication will allow manufacturers to stay abreast of new developments and adopt innovative manufacturing processes to help them remain competitive in a fiercely competitive global market.	DDC/ key stakeholders	5-8 person days plus meeting space requirements if needed	Local manufacturers have established a close internal and external network consequently maintaining competitiveness and leading edge.	Mid-term
	5] That the DDC encourage the development of value-added food processing by providing website links to available resources on the subject.	DDC/ agriculture corporation	<1 person day	Resources on the subject are provided on the DDC website.	Mid-term

Appendix A: Dryden Development Corporation

Members of the Dryden Development Corporation (DDC) Board

Stefanie Armstrong
Nick Beyak
Mike Furlong
Danalyn MacKinnon
Wade Petranik
Janet Piloizow
Mike Wood

DDC Staff

Vicki Kurz
Economic Development Manager
Dryden Development Corporation

Vicki Blanchard
Market Development Officer
Dryden Development Corporation

Appendix B: Name of Stakeholders Consulted

Name	Organization
Bill Riley	Superior Helicopters
Shannon Brennan	Dryden Recreation
Bonny Skene	Domtar
Jack Harrison	Dryden Forest Management Company
Mel Fisher	Farmers' Market and City Councillor
Bob Wall	Livestock producer
Peter Egli	Egli's Sheep Farm
Robert Egli	Egli's Sheep Farm
Perry Neel	Resource Equipment Sales (RES)
Tammy Oliphant	Job Connect
Dave Durance	This Works
Jim Mulyk	Dryden artist
Mr. & Mrs. Eric Parker	Retired agricultural producers
Bill Bousfield	Union local 1323
Peter Gillis	DMTS
Brian Miles	Patricia Area Community Endeavours
Mike Bilsbarrow	Patricia Regional Tourist Council
Rick Lindmeier	Holiday Inn Express
Steve Hartle	Big Hook Wilderness Camps
Rob Brodhagen	North Caribou camps and Bearcreek outfitters
Mrs. Bilsbarrow	Patricia Region Tourist Council
Wade Petranik	DDC board member, Dryden Regional Health Centre
Robert van Oort	Dryden Regional Health Centre
Darlene Furlong	Dryden Regional Health Centre
Angela Bujold	Dryden Regional Health Centre
Barry Lynch	Sunset Country Realty
Liz Norman	Northwest Training and Adjustment Board
Vicki Kurz	Dryden Development Corporation
Terry Popowich	MNR Fire Management Centre
James Kroeker	Two Feathers project
Bob Bruyere	Sioux Lookout Area Aboriginal Management Board (SLAAMB)
Bob Gardner	Eagle Lake First Nation Chief (former)
Pam Pitchenese	Eagle Lake First Nation Councillor (currently Chief)
Mark Hill	Hicks and Lawrence
Bill Ginek	Raleigh Falls Ltd.
Jamie Gould	Chamber of Commerce
Melina Jansen	Chamber of Commerce
Sandra Boyko	Best Western Motor Inn
Anne Krassilowsky	Mayor of Dryden
Harvey Friesen	Bearskin Airlines
Dal Phillips	Boffo Home and Cottage
Wendy Phillips	Boffo Home and Cottage
Stefanie Armstrong	DDC Board of Directors
Nick Beyak	DDC Board of Directors
Mike Furlong	DDC Board of Directors
Danalyn MacKinnon	DDC Board of Directors
Janet Pilozow	DDC Board of Directors
Mike Wood	DDC Board of Directors and City Councillor
Gary Case	City Councillor
Gwen Kurz	City Councillor
Blake Pool	City of Dryden
Christine Hampton	Dryden Area Family Health Team Counsellor
Terry Favelle	Wabigoon Lake Ojibway Nation
Maryann Legros	City of Dryden
Evan Favelle	Wabigoon Lake Ojibway Nation

Appendix C: Name of Stakeholder Summit Participants

Shannon Brennan	Dryden Recreation Complex
Gary Case	City of Dryden - Council
Nick Chasowy	CEP Local 105
David Durance	This Works Employment Centre
Terry Favelle	Wabigoon Lake Ojibway Nation
Evan Favelle	Wabigoon Lake Ojibway Nation
Mel Fisher	City of Dryden - Council
Peter Gillis	Dryden Municipal Telephone
Timo Hiiback	TBayTel
Vicki Kurz	DDC - Economic Development Manager
Barry Lynch	Sunset Country Realty
Brian Miles	PACE
Roger Nesbitt	Dryden Municipal Telephone
Liz Norman	Northwest Training & Adjustment Board
Tammy Oliphant	Job Connect
Eric Parker	Agricultural
Janet Pilozow	DDC Board of Directors
Mardi-Lee Plomp	Dryden Revitalization Committee
Bonny Skene	Domtar
Andy Sky	Eagle Lake First Nation
Vicki Blanchard	DDC - Market Development Officer
Mike Wood	City of Dryden – Council
Robert Wall	Kenora District Federation of Agriculture