

# NODN 2010 Spring Meeting

*"Success in Investment Readiness & Attraction:  
From Zero to 100 in less than 3 Years"*

A Case Study of Dryden



## A Case Study: Investment Readiness and Attraction

- Then: 4-7 years ago
- Now: 2010
- And the steps in between
- A glimpse of the future?

## Then... 2003-2007

- A town solely focused on its mill
- Continuous downsizing, layoffs at the mill
- Recognition of the need to diversify...  
by few

## Then... 2003-2007

- Mill manager provides warning in 2002: forest commodity industry will crash with global competition
- Dryden was living in a bubble
- No strategy, no tools, no consensus
- And then stud mill closed, & paper machines shut down

## Now in 2010: Life at the DDC

- Investment inquiries: cross-sector weekly
- We are on the map, we are getting the calls
- Approx. 25 prospects so far in 2010
- Screening process for prospects in effect
- Investments committed: DigNorth, Aspenware, Lambion, + 3 others

## Now in 2010: Life at the DDC

- More activity than we ever thought possible: we cannot respond appropriately to every inquiry
- Board has gained patience, & now understand merits of building a strong foundation
- Council maintained confidence and increased DDC budgets throughout, despite a \$2M tax loss
- Community awareness: [OpportunityDryden.ca](http://OpportunityDryden.ca)

## Re-Tracing Dryden's Steps

- Attended the EDCO-LETI briefing in Thunder Bay in the summer of 2007
- Called McSweeney to explore possibility of a specific investment readiness assessment
- Secured NCIR funding to do assessment in Nov. 2007

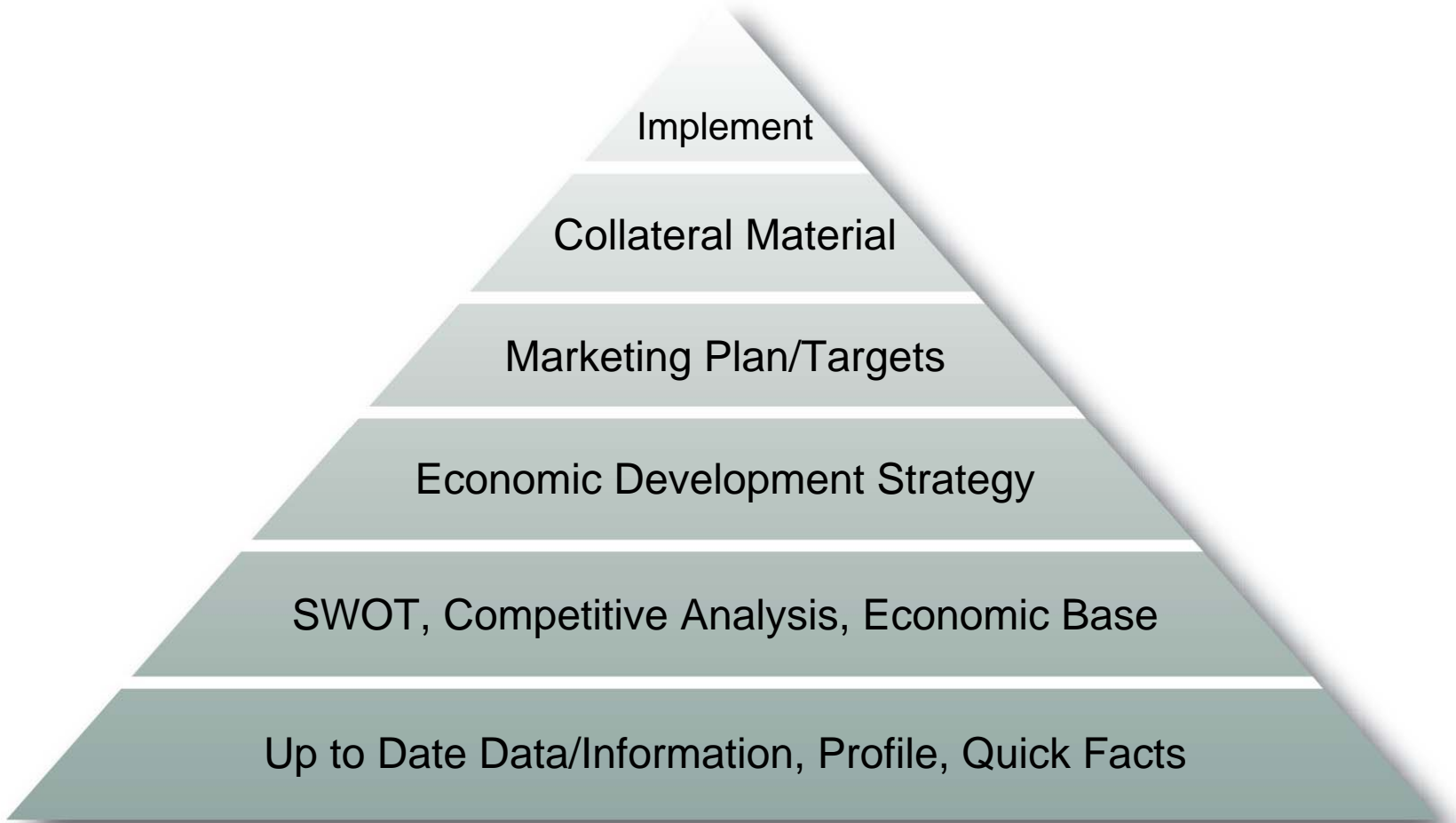
# Investment Readiness Assessment

- A series of reports related to investment readiness prepared
- Several critical weaknesses
- Included assessing response to RFP, and conducting of site visit
- De-briefing to full Council, televised!

## Next Newspaper Headline

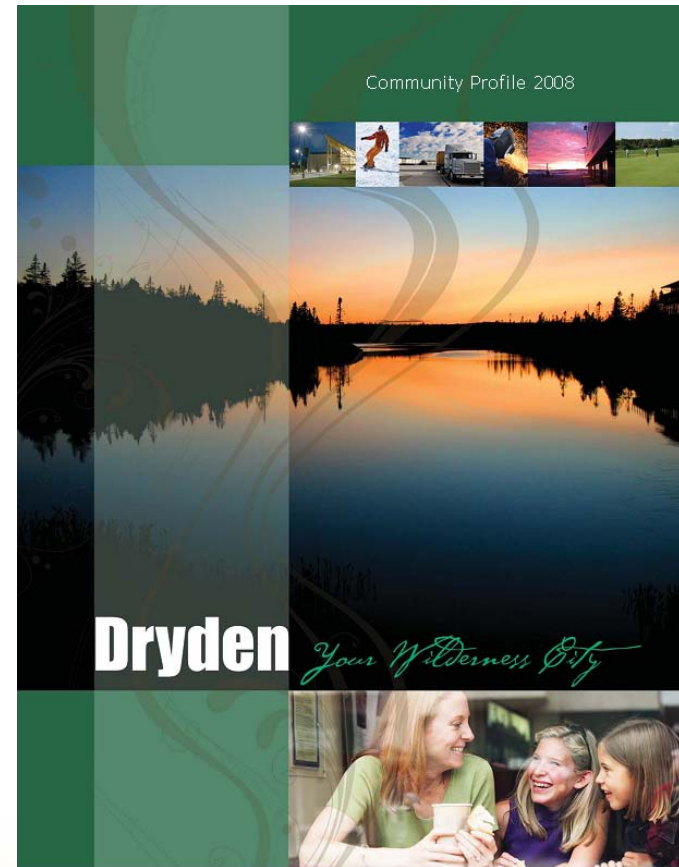
- *“Consultant slams City’s Economic Development Plan”*
- Getting out of Dryden...
- Concluding report was an Investment Readiness Action Plan

# Investment Readiness Hierarchy



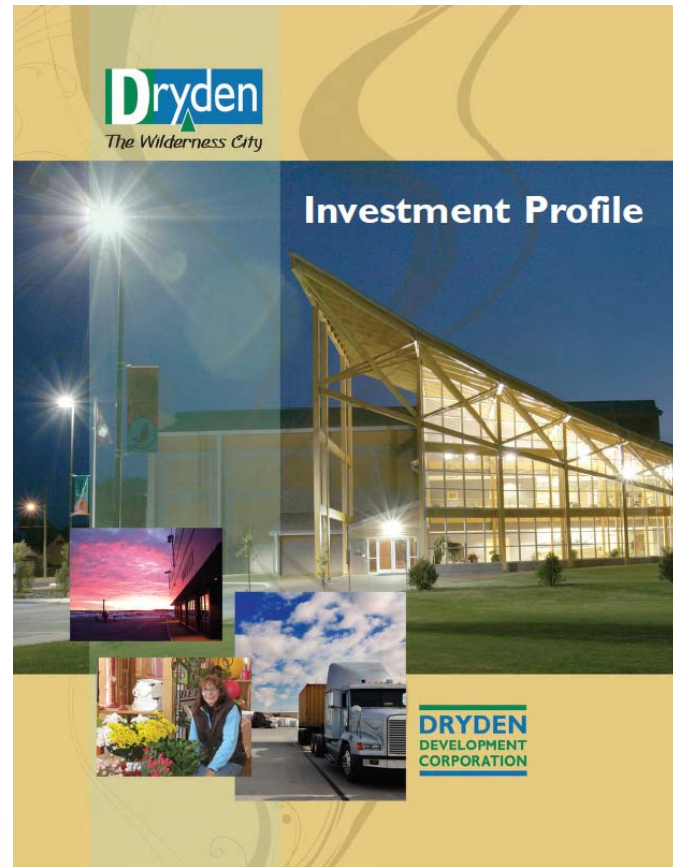
# First steps...

- Comprehensive Community Profile completed in early 2008



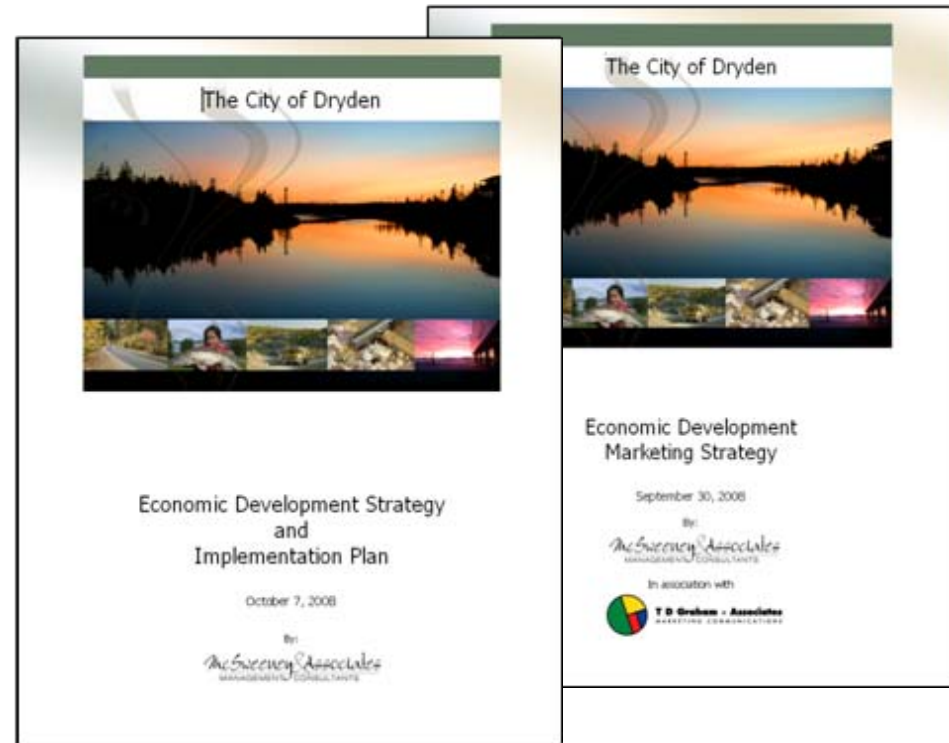
# First steps...

- Quick Facts (a four page overview of key facts related to investment in Dryden) at the same time



# First steps...

- Then Economic Development Strategy and Marketing Plan in Fall of 2008



# Next steps... Marketing Collateral

- Business Park sell sheets



## Centennial Business Park

[www.ExploreDryden.ca](http://www.ExploreDryden.ca)

**Bring Your Business to the Centennial Business Park for ...**

- Competitively priced water, sewer, electricity, natural gas, high-speed Internet and mobile telephone services
- 19-acre development with lots from 1.0 acre to 10.0 acres
- Prices starting at \$30,000 per fully-serviced acre
- No development charges
- Affordable taxes and registration fees
- A trading area of 35,000 people
- Community and provincial incentive programs



**Taxes and Utilities**

Property Class	Tax Rates (%)
Commercial (occupied)	3.767004
Industrial (occupied)	3.740788

Source: City of Dryden, 2008

The City of Dryden offers competitive water and sewer rates, natural gas and three-phase power, and high-speed Internet and mobile telephone services.



Petro Canada's Petro Pass Site  
Centennial Business Park

Available right now, commercial lots in Dryden's Centennial Business Park are ready to help you profitably serve your local and long-distance markets. The Park's greenfield site is zoned for commercial development. Water, sewer, electricity, natural gas, high-speed Internet and mobile telephone will all be in place by the summer of 2009.

A city block north of the Trans-Canada Highway, the Park has ready access to Highway 502 just 188 km/117 mi to the U.S. border – and it is 10 km from full-service Dryden Regional Airport.

In Dryden, the gateway to Western Canada, the Centennial Business Park is open for your business. Call us today!

**Market Access**

The Trans-Canada Highway links Dryden with markets in Thunder Bay and Winnipeg, and Highway 502 links Dryden to Highway 11 as well as to the United States border at Fort Frances.

Dryden is home to several trucking companies that include Stephen Blair Contracting, Skene Transfer & Supply, Gardewine North, Courtesy Freight Systems Ltd., Wayne Peters Trucking, Dave Toews Contracting, Manitoulin Transport Inc. and Kinderlane Enterprises Ltd. Local couriers include Bri-Mar Courier Plus, Northern Parcel, B&M Delivery and Greyhound.

Dryden Regional Airport offers daily scheduled and charter domestic flights. It offers a full service facility with Seasonal Customs and Immigration, aviation fuels, ILS and a 6,000 x 150 feet paved runway. The CANPASS Remote Area Border Crossing program allows people to cross the border at remote areas in Ontario from Pigeon River to Lake of the Woods and the Canadian Shore of Lake Superior.

Dryden's location offers competitive shipping costs to/from anywhere, although great opportunities and pricing exist for backhauls:

- east to Dryden from Winnipeg
- east from Dryden to Toronto, and
- north to Dryden from Chicago

**Dryden Ontario**

*"Dryden is the hub of Ontario's Northwest, and the Best Western is pleased to be at the centre."*

– Sandra Boyko, General Manager, Best Western Motor Inn

# Next steps... Marketing Collateral

- Feature sheets



# Next steps... Marketing Collateral

- ExploreDryden.ca
- Launched Dec. '08
- Continuously updated
- EDTools:
  - [Online property inventory](#) + property marketing email blasts
  - Next: Online Data Report [Generator](#), 2010 data update

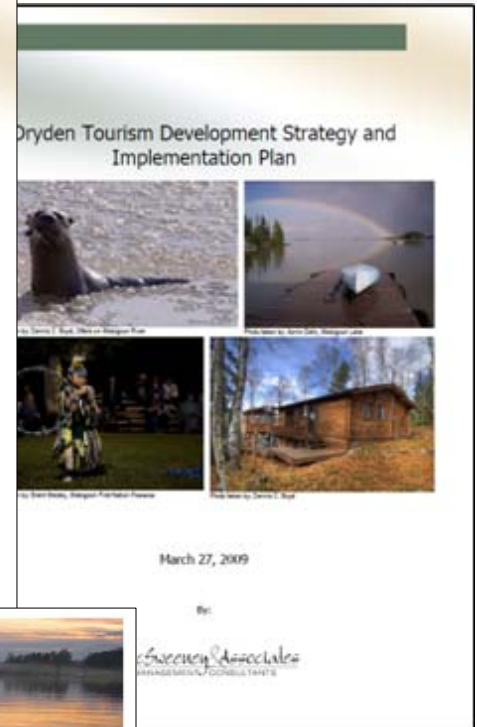
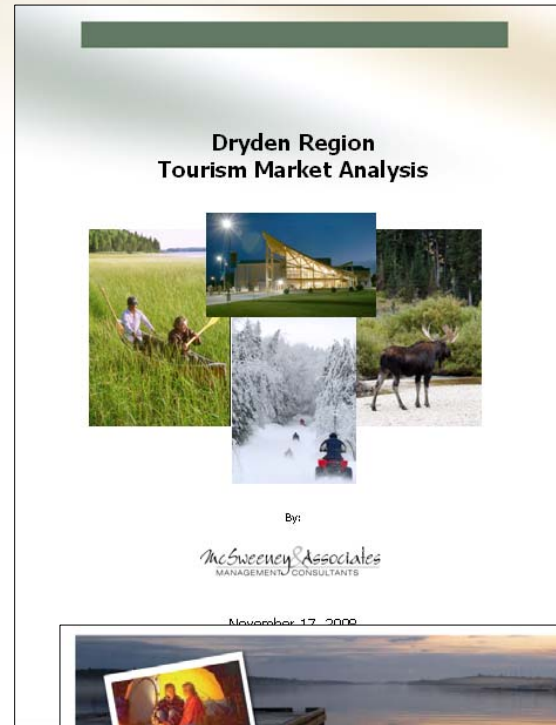


## And then on to Advanced & Best of Class Levels...

- The ED Strategy identified several target sectors
- Upon completion of the strategy, more detailed work on these sectors began...
- Tourism, mining & exploration, agri-foods, value added wood manufacturing...

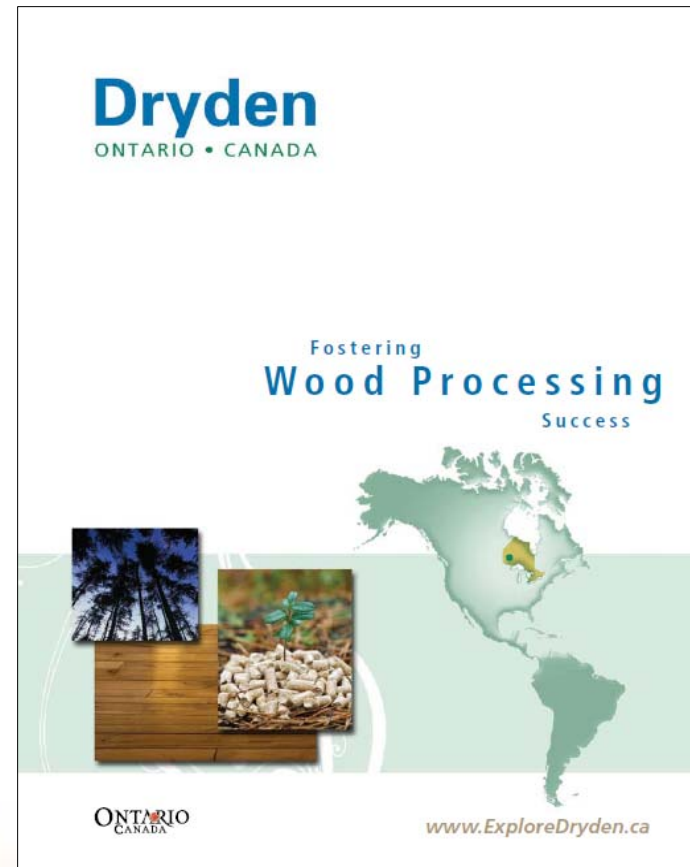
# For example...

- Dryden Tourism Strategy, Market Analysis & Marketing Plan, started mid 2008, completed Spring 2009
- *2009 EDAC National Award Winner!*

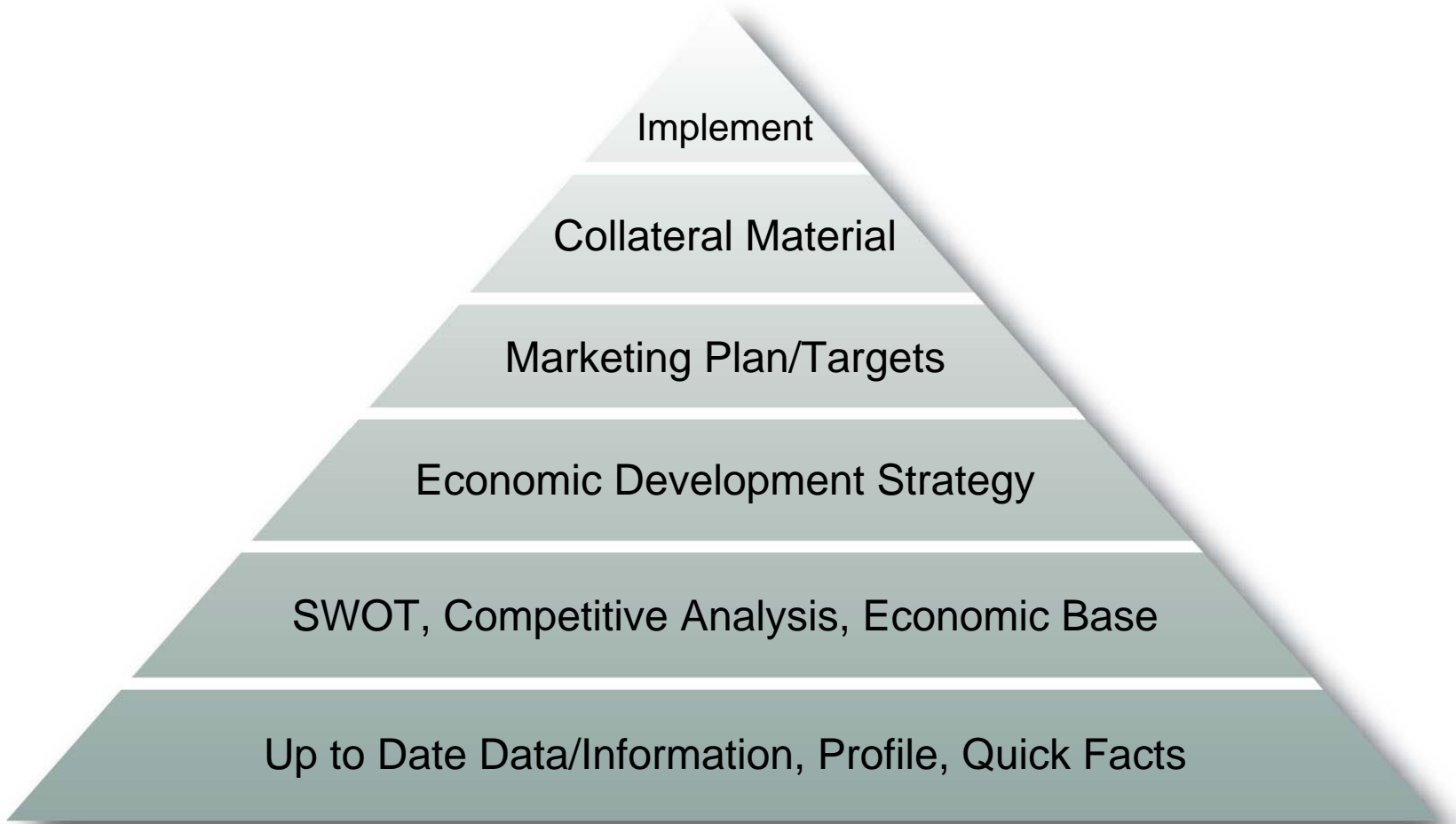


# Attracting FDI: Value-Added Wood

- Wood fibre inventory, site options & opportunity identification
- Target company identification
- “Investment Prospectus”
- Selective prospecting is generating results



## Let's Re-Visit this...



done...

## What's Next?

- No wonder Vicki needed a month in Hawaii...
- 2010 data, publications, website updates
- Further development and investment attraction in target sectors

## Other Diversification Projects...

- Waterfront project
- Windsurfing championship
- Solar park
- Mineral exploration services
- New industrial/commercial business parks under construction
- Enterprise Centre
- Tourism...

# Northwestern Ontario Clients

- Wawa
- Manitouwadge
- Terrace Bay
- Schreiber
- Nipigon/Red Rock
- Thunder Bay
- Atikokan/Atikokan EDC
- Dryden/DDC
- Red Lake
- Chukuni CDC
- Shibogama  
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