



# BR+E

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## RECOMMENDATION & STRATEGY REPORT

DECEMBER 2017

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## Introduction

The Business Retention and Expansion project (BR+E) is about keeping and growing businesses in your community. It helps to develop community support for local business by identifying and addressing individual business concerns. A BR+E program will not succeed without the leadership and support of a host of individuals in the community. It relies on people – their hard work, their ability to work together, and their ingenuity in addressing business concerns together. Undertaking a BR+E helps communities understand local business needs and respond so that businesses will maintain, expand, and become more competitive in the community. The BR+E program helps communities to identify their priorities.

The Greenstone BR+E project was initiated in 2013 by the Greenstone Economic Development Corporation (GEDC). It was the second project of its kind conducted in Greenstone, the first having been completed in 2003. For this BR+E project, GEDC hired a certified, arm's-length coordinator to meet with area businesses to conduct confidential interviews, base-retention and sector specific surveys with participating businesses. Data analysis and action planning was then undertaken to address issues and opportunities.

## BR+E Objectives

The objectives for the GEDC BR+E included:

### *Short-Term Objectives*

- Improve communication between the GEDC, stakeholders and local businesses
- Identify barriers and opportunities within our business community
- Identify and address immediate individual business closures
- Show support for our local businesses

### *Long-Term Objectives*

- Establish and implement a strategic action plan for local business development
- Assist existing businesses with retaining and creating jobs
- Increase competitiveness amongst local business
- Remove barriers and highlight opportunities within our community
- Highlight regional and local stakeholders that can affect change
- Provide research business based recommendations to stakeholders for implementation

## Purpose of Report

The purpose of this report is to update Greenstone stakeholders and the business community on the tracking and results of projects and activities that relate to the 2014 recommendations and objectives. Tracking of projects and initiatives provides evidence that GEDC and other stakeholders committed to continual development of local businesses and the economy of Greenstone.

## Project Details

The stakeholders received the internal Stakeholder Recommendations Report (April 2014), which identified recommendations that fit their mandates. The recommendations were developed to identify business concerns, and assist stakeholders with recognizing potential prospects for business diversification and entrepreneurial opportunity.

## Stakeholder Profile

A stakeholder is defined as a community, regional or business leader that can positively affect and assist change through business retention and expansion in Greenstone.

GEDC organized and hosted several presentations and sessions to engage stakeholders in the BR+E. The coordinator recruited a total of 17 stakeholder members to form a committee during the initial stage and throughout the project to address business needs.

Stakeholders engaged in the Greenstone BR+E included the following sectors:

- Economic Development
- Business Development
- Tourism
- Labour / Employment
- Federal Government
- Private Business
- Chambers of Commerce
- Municipal Government
- Seniors
- Education
- First Nations
- Greenstone Small-Medium Enterprises (SME's)
- Youth
- Bank for Entrepreneurs
- Innovation

## Business Profile

Prior to a business completing the surveys, the participants were informed about the initial 2003 BR+E project and that the business climate has greatly changed over the past 10 years. BR+E is a development tool that was adapted with Greenstone business sectors in mind and that the role of the regional stakeholders is to implement change through action based, on the BR+E recommendations befitting their mandate. Businesses had the option to skip any questions they were not comfortable in answering without pressure from the coordinator. Confidentiality

agreements were signed between the coordinator and businesses and the surveys were inputted in to the OMAFRA E-pulse system that was password protected.

## **Business Participation**

Businesses that participated in the BR+E project completed a base-retention survey and a sector-specific survey. There were 49 participants that owned 75 businesses in the tourism, retail / service, manufacturing and mining sectors.

## **BR+E Notable Events**

GEDC organized a series of events focusing on the BR+E to encourage stakeholder participation and keep the community informed.

### BR+E Stakeholder Committee Creation (2013)

The BR+E coordinator invited actionable stakeholders to join a support committee to assist with the project and identify recommendations for future action.

### BR+E Project Report / Public Forums (2014)

The 2014 BR+E report was distributed and presented at public forums held in Nakina, Geraldton, Beardmore, Longlac and Thunder Bay at the Municipality of Greenstone Grow Greenstone Expo. The report contained an overview of the local business climate, future plans of business owners, business challenges and opportunities, information on business markets, workforce development, and community business development.

### GEDC Strategic Planning Report (2014)

GEDC held a strategic planning session in 2014 to identify and prioritize key BR+E recommendations based on their relevance to the GEDC mandate. The top prioritized recommendations were:

- Basic Needs
- Computer Training
- Succession Planning
- Partnership Creation
- Workshops
- Programs / services requested by businesses
- Business Planning
- Opportunity
- Business Incentives / Funding
- Youth
- Retail Gap Analysis

- Access to Capital and Advertising
- Innovation

#### Community Leaders Luncheon (2014)

GEDC hosted the BR+E Community Leaders Luncheon on December 5, 2014. The participants were led through a presentation that provided a review of the 2013-2014 GEDC BR+E project, including the BR+E Stakeholder Report and engagement survey. Those in attendance showed an interest in continuing partnership opportunities related to the BR+E, and felt the need for brainstorming sessions / breakout sessions to further narrow down partnership projects, leads, etc.

#### BR+E Stakeholder Brainstorming (2015)

GEDC held a BR+E Community Leaders Brainstorming Session March 31, 2015 in order to assess and put into action some of the recommendations that were derived from the 2014 BR+E report. The facilitator provided a review of the research and information collected throughout the BR+E project. It was explained that a customized survey was created to address the business sectors most relating to Greenstone. Businesses in all wards were surveyed and asked for input.

The stakeholder group was asked to conduct an exercise to assist with identifying and prioritizing recommendations that fit their specific mandates. The stakeholders used the following method to complete the exercise:

1. Define Mandate
2. Match BR+E recommendations to mandate
3. Prioritization
4. Prioritization based on basic needs, safety, liability, cultural significance
5. Secondly, prioritize based on available human and financial resources
6. Priority is given to the recommendations by consensus
7. Partnerships with other stakeholders create working groups to create action plan (avoidance of duplication)
8. Action plan can be written for each non-duplicated recommendation that will define process, partners, funders, employee assignment and timeline.

#### BR+E Stakeholder Engagement Meetings (2013-2017)

GEDC arranged meetings with various regional stakeholders over the term of the project to discuss the BR+E and review updates on any projects or initiatives that fit the recommendations.

#### BR+E Update and Strategic Session (2017)

GEDC organized a presentation and strategic session in November of 2017. A presentation with the history, key projects, and results of the BR+E was delivered to the group to update them on

the status of the project. The presentation also included a strategic planning component designed to encourage stakeholder feedback and generate ideas for future projects and partnerships.

### **Support for BR+E Related Projects**

GEDC's BR+E project was kept transparent with updates and information being shared on the GEDC website, and quarterly newsletter. GEDC works with many of the original stakeholder committee members and have developed numerous new partnerships and relationships since. In addition, GEDC also provides local and regional support to other projects and funding applications for the region.



## BR+E Partnerships

GEDC would like to recognize all of the partner groups and organizations that had a part in BR+E related projects and activities. Partners include but are not limited to:

Association des francophones du Nord-Ouest de l'Ontario (AFNOO)	Ministry of Advanced Education and Skills Development (MAESD)
AV Terrace Bay	Ministry of Northern Development and Mines (MNDM)
Biinjitiwaabik Zaaging Anishinaabek (Rocky Bay First Nation)	MTW Employment Services
Business Development Bank of Canada (BDC)	Municipality of Greenstone
Centre de formation pour adultes de Greenstone (CFAG)	Nishnawbe-Aski Development Fund (NADF)
CFDC Network	Nokiiwin Tribal Council
Confederation College	North Claybelt CFDC
Contact North	North Superior Workforce Planning Board (NSWPB)
CPA Canada	Northern Ontario Innovation Centre (NOIC)
FedNor	Northern Policy Institute
Geraldton Chamber of Commerce	Office of Small and Medium Enterprise
Geraldton Composite High School	Ontario Centre for Workforce Innovation (OCWI)
Ginoogaming First Nation	Ontario Co-op
Greenstone Area SME's	Ontario Geological Survey
Greenstone Gold Mines	Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA)
Greenstone Municipal Economic Development / Tourism	PARO Centre for Women's Enterprise
Greenstone Regional Skills Centre	Public Services Health and Safety Association (PSHSA)
Greenstone Victim Services	Royal Bank of Canada (RBC)
Head Start in Business	SuccessionMatching.com
Innovation, Science and Economic Development Canada	Superior North CFDC
Local Employment Planning Council (LEPC)	Thunder Bay CEDC / Entrepreneur Centre
Longlac Chamber of Commerce	Thunder Bay District Social Services Administration Board (TBDSSAB)
Longlac Lumber Inc.	Thunderbird Friendship Centre
Marjorie Mills Public School	
Métis Nation of Ontario	

## Recommendations and Projects

For the purpose of the report, each documented project / activity is attached to one of the 59 recommendations it is most directly aligned with. Recommendations that are also addressed by the project are listed in the 'Recommendations Included' column. The number of projects / activities that are partially associated with each recommendation are listed at the bottom of each recommendation project chart. This will demonstrate the total number of projects that were directly or indirectly associated with each recommendation.

Some activities listed in the tables are not necessarily driven from BR+E recommendations, but are included because they are still relevant to the project. They have been included in the report to show that a community need(s) from the BR+E has been addressed.

Projects not led by GEDC have the proponent labelled as part of the title or in brackets after the title. A list of acronyms is included in the appendix.

*\* Projects / activities from organizations other than GEDC were tracked based on discussions between GEDC and the stakeholders over the course of the BR+E project. Any omissions or errors of tracked stakeholder projects were not intentional.*

### Recommendation #1 - Computer Training

Basic computer and internet training is required by business owners including: computer basics, Simply / Sage, Microsoft suite of services, web design and registry, benefits and advantages of internet usage training, internet and website training.

Date	Project / Activity	Recommendations Included
<b>2014</b>		
	Digital Resources and Outreach workshop	4, 6, 7, 16, 21, 41, 45, 55, 59
	Diversification of Income / Brand Image workshop (AFNOO)	6
<b>2015</b>		
	Excel-erate Yourself workshop	6
	Quickbooks / Sage workshop	6
<b>2016</b>		
	Excel-erate Part II workshop	6
	Intro to Microsoft Word workshop	6
<b>2017</b>		
	Social Media Strategies workshop	6, 7, 8, 10, 41, 59
<b>Number of Additional Associated Projects / Activities: 5</b>		

### **Recommendation #2 – Face to Face**

Greenstone owners are experienced and have longstanding and historically rich businesses. These one owner operators are unable to leave their business to seek assistance or training. Not all owners are computer literate therefore training/resource/development programs have to be brought to the businesses.

Date	Project / Activity	Recommendations Included
2015		
	Business Outreach Initiative (GEDC, MOG)	4, 16, 21, 25, 28, 41, 45, 52, 55
2016		
	Business Outreach Initiative (GEDC, MOG)	4, 16, 21, 25, 28, 41, 45, 52, 55
Number of Additional Associated Projects / Activities: 2		

### **Recommendation #3 – Succession Planning**

Due to aging business owners and the number of businesses looking to sell, planning your businesses transition is important; whether you're passing the company on to family members or internal staff, selling to outside interests or looking for a buyer, succession/retirement/immigration planning is required. Participants looking to sell were thinking of doing it in the next 3-5 years.

Additional recommendations:

**R-**Provide mentorship opportunities and local familiarization ‘fam’ tours for entrepreneurs and ‘experienced’ owners.

**R-** Succession or retirement planning- use of immigration portal; identify and provide business opportunities for immigrants, family members or how and where to list your business for sale.

Date	Project / Activity	Recommendations Included
2014		
	Succession Planning workshop (GEDC, BDC)	10
2015		
	Succession Planning for Small Business Owners workshop (TB CEDC)	10
2016		
	The End Game – Planning the Transition of Your Business workshop (TB CEDC)	7, 10

<b>2017</b>		
	Succession Matching Community Project Workshop Series (SuccessionMatching.com, CFDC Network)	6, 7, 10
<b>Number of Additional Associated Projects / Activities: 2</b>		

#### **Recommendation #4 – Partnership Creation**

Create programs for joint sector product purchasing, training, marketing and networking/information sharing.

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2014</b>		
	BR+E Community Leaders Luncheon	45
	GEDC Mining Showcase (GEDC, LCC)	7, 8, 41, 45, 48
	Geraldton Chamber of Commerce Breakfast Information session	8
	Investment Readiness Update Report	5, 7, 16, 25, 26, 27, 35, 41, 42, 45, 48, 54, 55
	NOYIP Program Promotion	21
	Small Business Week workshops / seminars	1, 6, 8, 10, 55
	Starter Program for Youth / Info Session (GEDC , TB CEDC)	21
	Succession Planning workshop (GEDC, BDC)	6
	Thunder Bay Entrepreneur Centre Starter Program	21
<b>2015</b>		
	3 Pillar Committee (GEDC, MOG)	39, 41, 45
	BR+E Stakeholder Brainstorming session	45
	Business Compliance Initiative – Part I	6, 7, 16, 41, 45, 47, 53, 55
	Business Outreach Initiative (GEDC, MOG)	2, 16, 21, 25, 41, 45, 52, 55
	Employment / Career Fair (MTW)	5, 53
	Employment Supper networking session (MTW)	5, 53
	Enhanced Greenstone Business Directory	15, 25, 41, 54, 59
	Geraldton Chamber of Commerce Trade Show	8, 19
	Greenstone Inter-Agency Advisory Committee (MTW)	41
	Greenstone Mineral Exploration Forum (GEDC, MOG, OGS)	6, 7, 8, 41, 45, 48
	Hardrock Mining Project (GGM)	38, 42, 48
	New Ideas Business Report	11, 16, 22, 24, 41, 54, 59

	Small Business Trade Show	7, 8, 45
	Small Business Week workshops / seminars	1, 6, 8, 10, 55
	Smarterpreneurship Workshop Series (TB CEDC)	1, 3, 5, 10, 59
	Youth Entrepreneurship Awareness Event	21, 41, 55
<b>2016</b>		
	Bonjour Campaign	7
	Business Compliance Initiative – Part II	6, 53
	Business Outreach Initiative (GEDC, MOG)	2, 16, 21, 25, 41, 45, 52, 55
	Economic Development Study	16, 41
	Employment/Career Fair (MTW)	5, 8, 53
	Enhanced Greenstone Business Directory	15, 25, 41, 54, 59
	Entrepreneurship workshop – Ginoogaming First Nation AWDMP Program	4, 6, 21, 41, 45, 45, 55
	Free Workshops for Entrepreneurs (TB CEDC)	6, 59
	GEDC Clustering Initiative	16, 41, 45
	GEDC Services Presentation – Biinjitiwaabik Zaaging Anishinaabek / Nokiiwin Tribal Council	41, 44, 45, 55
	Geraldton Chamber of Commerce Trade Show	8, 19
	Greenstone Inter-Agency Advisory Committee (MTW)	41
	Greenstone Tourism Lodge / Outfitter Guide promotion - Facebook (MOG)	31, 48
	Hardrock Mining Project (GGM)	38, 42, 48
	LEPC Committee Partnership (NSWPB)	7
	Longlac Chamber of Commerce Trade Show	8, 19
	Mining Update – Where are we now? Public Information Session (GEDC, OGS, MOG)	6, 7, 8, 41, 45, 48
	New Ideas Business Report	11, 16, 22, 24, 41, 54, 59
	Small Business Week workshops / seminars	1, 6, 8, 10, 55
	Workforce Development Issues in Greenstone Survey Results Report	5, 39
	Workforce Preparedness Committee (GEDC, MOG)	5, 39, 53
<b>2017</b>		
	Baakaakonaanan Ishkwaandemonan Opening Door For You - Info Session (LEPC, NSWPB, NPI)	6, 7
	Be Active: Your Community Needs You! workshop (PARO)	6, 7, 8, 16, 41, 45, 55
	Bonjour / Welcome Campaign (AFNOO)	2, 56
	BR+E Strategic Session / Presentation	45
	Canada 150 Sidewalk Sale (Greenstone SME's, GEDC)	7, 8, 19
	Doing Business with the Government of Canada workshop (GEDC / OSME / Public Services and Procurement Canada)	6, 7, 8, 16, 39, 41, 55

	GEDC Projects Update Presentation - North Shore Network (SN CFDC)	7, 41, 45, 55
	Geraldton Chamber of Commerce Trade Show	8, 19
	Greenstone Inter-Agency Advisory Committee (MTW)	5, 41
	Hardrock Information Session (GEDC / GGM)	6, 38, 41, 44, 45, 48
	Head Start in Business Advisory Committee (North Claybelt CFDC)	21
	LEPC Committee Partnership (NSWPB)	7
	M-CROSH Occupational Health and Safety Tour and Promotion	38, 41, 53
	Métis Nation of Ontario Presentation	5, 6, 8, 21, 53
	Municipality of Greenstone Corporate Strategic Plan (Committees)	7, 8, 9, 12, 13, 14, 17, 18, 19, 22, 23, 26, 27, 28, 29, 31, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 44, 45, 46, 47, 48, 49, 50
	Ontario Centre for Workforce Innovation workshop	6, 7
	PARO Information Session	6, 7, 8, 41, 55
	Réseau M – Mentoring for Entrepreneurs Initiative (RDÉE)	3, 5, 6, 7, 10, 16, 21, 41, 45
	Small Business Week workshops / seminars	6, 8, 10, 55
	Workforce Preparedness Committee (GEDC, MOG)	7, 39, 41

#### **Recommendation #5 - Employment**

Provide local and low cost training programs specific to Greenstone business needs; 43% of Greenstone businesses use external training programs.

Additional Recommendations:

**R-Initiate** programming to improve hiring practices for business

**R-Employee** training programs required

**R-Make** businesses aware of Federal and Provincial co-op, intern or apprenticeship programs

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2015</b>		
	Employer Supper networking session (MTW)	4, 8, 53
	Employment / Career Fair (MTW)	53
	Employment / Training Fair (MTW)	53
	Employment Blitz (MTW)	53
<b>2016</b>		
	Employment / Career Fair (MTW)	8, 21, 53

	Greenstone Inter-Agency Advisory Committee (MTW)	4, 41
	Workforce Preparedness Committee (GEDC, MOG)	4, 39, 53
	Workforce Development Issues in Greenstone Survey Results Report	4, 39
	Youth Program Promotions	8, 53
<b>2017</b>		
	Employer Meet and Greet Networking Luncheon (MTW)	8
	Employment / Career Fair (MTW)	8, 21, 53
	GIAAC Greenstone Service Agencies Directory (MTW)	7
	Greenstone Inter-Agency Advisory Committee (MTW)	41
	Youth Program Promotions	8, 21, 53
<b>Number of Additional Associated Projects / Activities: 5</b>		

#### **Recommendation #6 - Workshops**

Workshops that businesses would attend in order to become more competitive.

Based on the survey results, the most requested workshop topics included:

- Retaining existing or attracting new customers
- Assessing new technologies
- Marketing
- Evaluating market opportunities
- Staff training and development
- Dealing with the competition
- Customer service training
- Financial management
- Visual merchandising

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2014</b>		
	Small Business Week workshops / seminars	1, 4, 8, 10
<b>2015</b>		
	Greenstone Mineral Exploration Forum (GEDC, MOG, OGS)	4, 7, 8, 41, 45, 48
	Health and Safety for Small Business workshop	4, 7, 16, 41, 45, 47, 53, 55
	Small Business Week workshops / seminars	1, 4, 8, 10

	Smarterpreneurship Workshop Series (TB CEDC)	1, 3, 4, 5, 10, 59
<b>2016</b>		
	Entrepreneurship workshop – Ginoogaming First Nation AWDMP Program	4, 21, 41, 44, 45, 55
	Free Workshops for Entrepreneurs workshop series (TB CEDC)	4, 59
	GEDC Services Presentation – Biinjitiwaabik Zaaging Anishinaabek / Nokiiwin Tribal Council	41, 44, 45, 55
	Mining Update – Where are we now? Public Information Session (GEDC, OGS, MOG)	4, 7, 8, 41, 45, 48
	Small Business Week workshops / seminars	1, 4, 8, 10
<b>2017</b>		
	Baakaakonaanan Ishkwaandemonan Opening Door For You - Info Session (LEPC, NSWPB, NPI)	2, 4, 7
	Métis Nation of Ontario Presentation	4, 5, 8, 21, 53
	Ontario Centre for Workforce Innovation workshop	4, 7
	PARO Information Session	4, 7, 8, 41, 55
	Small Business Week workshops / seminars	4, 8, 10
	Social Enterprise Round Table (PARO)	7, 8, 16, 41, 45
<b>Number of Additional Associated Projects / Activities: 18</b>		

#### **Recommendation #7 – Programs / Services**

Programs / services requested by businesses in order of importance.

Based on the survey results, the most requested programs / services included:

- Business directories, brochures, maps
- Physical improvements in public areas, benches, lighting, etc.
- Customer service training
- Mentorship programs - business to business counseling
- Networking events
- Retail and special event coordination
- Cooperative advertising/joint marketing
- Sign improvement loan/grant programs
- Analysis and reporting on the downtown market/economy
- Marketing on the web
- Building improvement loan/grant programs
- Improved telecommunications infrastructure (internet access, debit machines, etc.)
- Training in financial management & product pricing



- Succession planning
- Store design and layout assistance

Date	Project / Activity	Recommendations Included
<b>2014</b>		
	GEDC Quarterly Newsletter	41, 45, 55
<b>2015</b>		
	GEDC Quarterly Newsletter	41, 45, 55
	Small Business Trade Show	4, 5, 8, 41, 45, 55
<b>2016</b>		
	Bonjour Campaign	4, 55
	GEDC Quarterly Newsletter	41, 45, 55
	LEPC Committee Partnership (NSWPB)	4
<b>2017</b>		
	Canada 150 Sidewalk Sale (Greenstone SME's, GEDC)	4, 8, 19
	Clustering Forum / Blog	41
	Entrepreneur's Responsibilities and Obligations of Running a Business – Instruction Booklet	55
	Exporting Information Package	16, 41
	GEDC Business and Stakeholder Information Sessions – Clustering	4, 8, 16, 41, 45
	GEDC Projects Update Presentation – North Shore Network (SN CFDC)	4, 41, 45, 55
	GEDC Quarterly Newsletter	41, 45, 55
	Hardrock Project Information Session (GEDC / GGM)	4, 38, 41, 44, 45, 48
	LEPC Committee Partnership (NSWPB)	4
	Workforce Preparedness Committee (GEDC, MOG)	4, 39, 41
<b>Number of Additional Associated Projects / Activities: 22</b>		

#### **Recommendation #8 – Assistance or Opportunities**

Assistance or opportunities that would be most beneficial to businesses.

Based on the survey results, the most requested opportunities were:

- Business networking sessions
- Tradeshows

- Joint advertising and marketing
- E-marketing, social media and on-line content workshops
- Marketing
- Access to capital
- Productivity improvement

Date	Project / Activity	Recommendations Included
<b>2014</b>		
	Geraldton Chamber of Commerce breakfast information session	4
<b>2015</b>		
	Geraldton Chamber of Commerce Trade Show	19
<b>2016</b>		
	Geraldton Chamber of Commerce Trade Show	19
	Longlac Chamber of Commerce Trade Show	19
<b>2017</b>		
	Geraldton Chamber of Commerce Trade Show	19
<b>Number of Additional Associated Projects / Activities: 27</b>		

#### **Recommendation #9 – Streetscape Improvements**

Phase in streetscape improvements in all wards in order of priority identified by businesses surveyed.

Date	Project / Activity	Recommendations Included
	The Municipality of Greenstone offers pre-budget consultation surveys to the public. Public facilities and beautification initiatives are among the items listed in the public polls.	
<b>Number of Additional Associated Projects / Activities: 2</b>		

#### **Recommendation #10 – Business Planning**

What makes a successful Greenstone business? Proven successful businesses follow a business plan.

Additional recommendations:

**R**-Training in usage of relevant computer and financial record keeping, revamped bookkeeping and financial planning and record keeping

**R**-Financial recording and management training

Date	Project / Activity	Recommendations Included
<b>2016</b>		
	Tax Tips and Time Savers workshop (TB CEDC)	1, 6
<b>2017</b>		
	Maximizing Your Business workshop – Concepts of cash flow management, working capital and operational efficiency (GEDC / CPA Canada / BDC)	6, 7
	Réseau M – Mentoring for Entrepreneurs Initiative (RDÉE)	3, 4, 5, 6, 7, 16, 21, 41, 45
	Understanding Financial Statements workshop (GEDC / CPA Canada / BDC)	6, 7
<b>Number of Additional Associated Projects / Activities: 10</b>		

#### **Recommendation #11 – Opportunity**

Need for restaurant in Nakina.

Public transit opportunity for service to Nakina.

Date	Project / Activity	Recommendations Included
<b>2014</b>		
	Restaurant Open	-
<b>Number of Additional Associated Projects / Activities: 1</b>		

#### **Recommendation #12 – Directional Signage**

Create in-region directional signage identifying services, prominent business sectors, distances and community identification / distances; graffiti and vandal-proof products.

Date	Project / Activity	Recommendations Included
<b>2015</b>		
	Geraldton Interpretive Centre	40

<b>2016</b>		
	Geraldton Interpretive Centre	40
<b>2017</b>		
	Geraldton Interpretive Centre	40
	Tourism Initiative – RED program application (MOG)	7, 13, 14, 23, 31, 36, 37, 40
<b>Number of Additional Associated Projects / Activities: 2</b>		

#### **Recommendation #13 – Brand**

Create a regional brand with slogan, logos, colour, regional signage; graffiti and vandal-proof products.

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2015</b>		
	Municipality of Greenstone Tourism Strategy / Marketing Plan	12, 14, 17, 18, 20, 23, 28, 30, 31, 36, 37, 40, 50, 52
<b>2016</b>		
	Municipality of Greenstone Tourism Strategy / Marketing Plan	12, 14, 17, 18, 20, 23, 28, 30, 31, 36, 37, 40, 50, 52
<b>2017</b>		
	Municipality of Greenstone Corporate Strategic Plan (Committees)	4, 7, 8, 9, 12, 14, 17, 18, 19, 20, 22, 23, 26, 27, 28, 29, 31, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 44, 45, 46, 47, 48, 49, 50
<b>Number of Additional Associated Projects / Activities: 3</b>		

#### **Recommendation #14 – Marketing**

Create and implement marketing plan for Greenstone region and brand.

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2015</b>		
	Greenstone Community Profile (MOG)	24, 25, 45
<b>2017</b>		
	“Nature’s Hometown” Slogan (MOG)	13
<b>Number of Additional Associated Projects / Activities: 4</b>		

**Recommendation #15 – Uniform Store Hours**

Implement uniform store hours. Varying hours of opening and closing business times is not conducive to stabilizing a regional economy. Although it has not been identified as one of the top 3 suggestions for improving the retail business sector, this is still an identified opportunity to unify businesses and better service customers.

Date	Project / Activity	Recommendations Included
<b>2015</b>		
	Enhanced Greenstone Business Directory	4, 25, 41, 53, 59
<b>2016</b>		
	Enhanced Greenstone Business Directory	4, 25, 41, 53, 59
<b>Number of Additional Associated Projects / Activities: -</b>		

**Recommendation #16 – Business Incentives / Funding**

What programs/incentives have been instituted to retain or expand current businesses? Funder forums specific to small and medium enterprises (SME's) business assistance.

Date	Project / Activity	Recommendations Included
<b>2016</b>		
	Business Resource Guide	5, 7, 8, 21, 25, 56
	Economic Development Study	4, 41
	GEDC Corporate Strategic Plan 2016-2019	8, 10, 13, 14, 41, 45, 54, 55, 56, 59
<b>2017</b>		
	Be Active: Your Community Needs You! workshop (PARO)	4, 6, 7, 8, 41, 45, 55
	Business Resource Guide	5, 7, 8, 21, 25, 56
	GEDC AGM – Forestry Update and Opportunities	41, 45
<b>Number of Additional Associated Projects / Activities: 15</b>		

**Recommendation #17 – Waterfront**

Increase and improve the number of waterfront access points. Identify (through signage) and improve public boat launches.

Date	Project / Activity	Recommendations Included
	The Geraldton Area Natural Resources Advisory Committee (GANRAC) has information on access points and the 'Adopt an access point' program. More information is available at <a href="http://www.ganrac.com/projects">www.ganrac.com/projects</a> .	
<b>Number of Additional Associated Projects / Activities: 2</b>		

**Recommendation #18 – Trails**

Identified as an attraction to be improved and developed, trail development can also serve to beautify and instill pride in a community, attract visitors and provide health benefits to the region. Develop and improve all trails: walking, bicycle, ATV, UTV, water, snowmobile, historic pathways, horse, etc.

Date	Project / Activity	Recommendations Included
	Region trails are regularly maintained by Geraldton Community Forest and other recreational clubs in the region.	
<b>Number of Additional Associated Projects / Activities: 2</b>		

**Recommendation #19 – Events**

Regularly scheduled Farmer's/Craft market varying in all wards, identify ward specific areas/green-spaces and scheduled time to host markets. By identifying when and where, the events can add to community participation and increase the number of attractions and potential tourists in the region.

Date	Project / Activity	Recommendations Included
2014		
	Christmas Craft Sale (MOG)	-

	Greenstone To Do! Facebook Group	8
	Legion Markets (Greenstone Crafters)	-
<b>2015</b>		
	Christmas Craft Sale (MOG)	-
	Greenstone Community Calendar (MOG)	-
	Greenstone To Do! Facebook Group	8
	Legion Markets (Greenstone Crafters)	-
<b>2016</b>		
	Christmas Craft Sale (MOG)	-
	Greenstone Community Calendar (MOG)	-
	Greenstone To Do! Facebook Group	8
	Legion Markets (Greenstone Crafters)	-
<b>2017</b>		
	Christmas Craft Sale (MOG)	-
	Greenstone Community Calendar (MOG)	-
	Greenstone To Do! Facebook Group	8
	Legion Markets (Greenstone Crafters)	-
<b>Number of Additional Associated Projects / Activities: 6</b>		

#### **Recommendation #20 – Accessibility**

Increase and improve the number of waterfront access points. Identify (through signage) and improve public boat launches.

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
	The Geraldton Area Natural Resources Advisory Committee (GANRAC) has information on access points and the 'Adopt an access point' program. More information is available at <a href="http://www.ganrac.com/projects">www.ganrac.com/projects</a> .	
<b>Number of Additional Associated Projects / Activities: 2</b>		

### **Recommendation #21 – Youth**

No participants of the BR+E were under the age of 30 and few were under the age of 40. Businesses reported supporting youth programming. Develop a youth strategy to engage youth and make them aware of advantages and opportunities of entrepreneurship.

Additional recommendations:

**R**-Develop awareness of youth to available funding programs (government funding support)

**R**-Promote co-operative, internship and mentorship opportunities to businesses

**R**-Create succession by young entrepreneurs or family members training and awareness

**R**-Use that business funding support to create youth entrepreneurship programs and other productive after school programs

**R**-Install youth curfew

**R**-Increase police presence

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2014</b>		
	NOYIP Program promotion	4
	Starter Program for Youth / Info Session (GEDC , TB CEDC)	4
<b>2015</b>		
	Head Start in Business - Enterprise Olympics Event (North Claybelt CFDC)	4
	Head Start in Business Advisory Committee (North Claybelt CFDC)	
	Youth Entrepreneurship Awareness Event	4, 41, 55
<b>2016</b>		
	Entrepreneurship workshop – Ginoogaming First Nation / AWAMP	4, 6, 41, 44, 45, 55
	Head Start in Business - Enterprise Olympics Event (North Claybelt CFDC)	4
	Head Start in Business – Kids Invent Toys! (North Claybelt CFDC)	4
	Head Start in Business Advisory Committee (North Claybelt CFDC)	
<b>2017</b>		
	Head Start in Business – Enterprise Olympics Event (North Claybelt CFDC)	4
	Head Start in Business – Youth Enterprise Camp (North Claybelt CFDC)	4
	Head Start in Business Advisory Committee (North Claybelt CFDC)	4, 57



	Youth Entrepreneurship Awareness Strategy	-
<b>Number of Additional Associated Projects / Activities: 5</b>		

#### **Recommendation #22 – Optimization**

Optimize underutilized existing buildings, sign posts and land of entrepreneurship.

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2014</b>		
	GEDC Available Property database – <a href="http://www.gedc.ca">www.gedc.ca</a>	44
	Municipality of Greenstone surplus property page – <a href="http://www.greenstone.ca">www.greenstone.ca</a>	44
<b>2015</b>		
	GEDC Available Property database – <a href="http://www.gedc.ca">www.gedc.ca</a>	44
	Municipality of Greenstone surplus property page – <a href="http://www.greenstone.ca">www.greenstone.ca</a>	44
<b>2016</b>		
	GEDC Available Property database – <a href="http://www.gedc.ca">www.gedc.ca</a>	44
	Municipality of Greenstone surplus property page – <a href="http://www.greenstone.ca">www.greenstone.ca</a>	44
<b>2017</b>		
	GEDC Available Property database – <a href="http://www.gedc.ca">www.gedc.ca</a>	44
	Municipality of Greenstone surplus property page – <a href="http://www.greenstone.ca">www.greenstone.ca</a>	44
<b>Number of Additional Associated Projects / Activities: 3</b>		

#### **Recommendation #23 – Attractions**

Improve current destination attractions (palisades, tourism outfitters, tourist information/interpretive centre, pow wow, golf course) by diversifying and optimizing building and property usage (Municipal buildings, boat launches, public washrooms, dog park, green circles and trails).

Date	Project / Activity	Recommendations Included
	Destination attraction developments are addressed by several region stakeholders (as referenced in recommendations 17 and 18), as well as in regional tourism strategies.	
<b>Number of Additional Associated Projects / Activities: 3</b>		

#### **Recommendation #24 – Retail Gap Analysis**

Retail gap analysis strategy (if there is not a proper retail mix of businesses, then a retail gap analysis strategy is required and a potential project identifying what businesses and types would be supported by the current population).

Date	Project / Activity	Recommendations Included
<b>2014</b>		
	Investment Readiness Update Report	4, 5, 7, 16, 25, 26, 27, 35, 41, 42, 45, 48, 54, 55
<b>2015</b>		
	Greenstone Community Profile (MOG)	14, 25, 45
<b>2017</b>		
	Business Capacity Inventory / Report	16, 22, 26, 41, 45, 55
<b>Number of Additional Associated Projects / Activities: 1</b>		

#### **Recommendation #25 – Directory**

Business directory / product and services directory.

Date	Project / Activity	Recommendations Included
<b>2015</b>		
	Enhanced Greenstone Business Directory	4, 15, 41, 53, 59
	Greenstone Community Profile (MOG)	14, 24, 45
<b>2016</b>		
	Enhanced Greenstone Business Directory	4, 15, 41, 53, 59
<b>Number of Additional Associated Projects / Activities: 6</b>		

**Recommendation #26 – Building Scan**

Implement residential and business scan for ‘condition of building stock’ and create a strategy on how best to deal with aging buildings.

Date	Project / Activity	Recommendations Included
	GEDC can assist building owners with information on building assessments, and options for renovation or business expansion.	
<b>Number of Additional Associated Projects / Activities: 3</b>		

**Recommendation #27 – Zoning**

Update zoning plan and better forecast multiple zone usage; commercial, residential and industrial.

Date	Project / Activity	Recommendations Included
<b>2016</b>		
	Municipality of Greenstone Draft Official Plan	-
<b>2017</b>		
	Municipality of Greenstone Draft Official Plan	-
	Municipality of Greenstone Draft Official Plan – Notice of public meetings	-
<b>Number of Additional Associated Projects / Activities: 2</b>		

**Recommendation #28 – Listen & Learn**

Listen to historically rich and experienced tourism outfitters: what are their needs and opportunities to be explored; what existing markets and gaps require filling. Base a tourism strategy on experienced business owners’ knowledge.

Date	Project / Activity	Recommendations Included
<b>2015</b>		
	Outreach Letter – GEDC Services for Outfitters	55
<b>2016</b>		
	Municipality of Greenstone Strategic Plan - Survey	9, 29

<b>2017</b>		
	Municipality of Greenstone Strategic Plan - Survey	9, 29
<b>Number of Additional Associated Projects / Activities: 5</b>		

**Recommendation #29 – Taxes & Insurance**

Lower taxes to tourism outfitters that are located in outlying non-urban areas or provide services representative of outfitters unable to afford marketing, facility upgrades and policy development.

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
	Municipal tax rates and policy development information is available at <a href="http://www.greenstone.ca">www.greenstone.ca</a> .	
<b>Number of Additional Associated Projects / Activities: 1</b>		

**Recommendation #30 – Network Creation**

If tourism outfitters had a one-stop-shop place for information gathering and sharing, then relevant information could be shared by all regional tourism businesses.

Additional recommendations:

**R**-Create a regional tourism outfitters and accommodations website (base information)

**R**-Brochure of all outfitters basic information

**R**-Four seasons brochure – 101 things to do in Greenstone

**R**-Online and phone booking service, virtual office or professional answering service

**R**-Super-host Training for tourism related businesses – training on how to properly answer a business phone and overall training for owners and their employees

**R**-Tourism supply and service partnerships – bulk toiletries, cleaning supplies, linens, pumps, fencing etc. in order to reduce shipping costs-current supplier offers free shipping

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2014</b>		
	Greenstone Tourism Facebook Page (MOG)	7
<b>Number of Additional Associated Projects / Activities: 1</b>		

### **Recommendation #31 – Marketing**

Assist tourism outfitters in joint marketing to reach the greatest amount of overlapped U.S. states (WI, MI, OH and IL) to increase mid-summer visitor traffic.

Additional recommendations:

**R-Celebrate accomplishments-advertise and market past successful Familiarization of ‘Fam’ Tours;** for example, the national fishing show, Fish’n Canada, visits area twice in 2013 with hosts Pete Bowman and Angelo Viola

**R-Fill in the gaps-traditional spring fishing and fall hunting seasons fill outfitters to capacity,** look to projects that improve mid-summer bookings

**R-Packaging with regional destination attractions-** golf course, interpretive centre, trails, concert series, fishing derbies capitalization on non-traditional target markets- ie. training facilities, construction workers, hydro one employees

Date	Project / Activity	Recommendations Included
<b>2014</b>		
	Tourism Directory – <a href="http://www.greenstone.ca">www.greenstone.ca</a> (MOG)	25
<b>2016</b>		
	Greenstone Tourism Lodge / Outfitter Guide promotion - Facebook (MOG)	4, 48
	Tourism trade show representation (MOG)	-
<b>2017</b>		
	Tourism trade show representation (MOG)	-
<b>Number of Additional Associated Projects / Activities: 3</b>		

### **Recommendation #32 – Best Practices**

Based on the annual sales range from tourism participants, what works best or what is most profitable in sales is a combination of services with a campground emphasis.

Date	Project / Activity	Recommendations Included
	For confidentiality reasons, the tourism statistics could not be shared publically. There are numerous resources and seminars available at GEDC to assist businesses with strategic planning.	
<b>Number of Additional Associated Projects / Activities: -</b>		

### **Recommendation #33 – Communications**

Cellular and internet consistency required. Land lease opportunities for Municipality to connect patchy cellular service in region. Business opportunity- free tower when signing up with provider on exclusive package, internet, cellular and television, solution to low lying areas without cellular or internet service.

Date	Project / Activity	Recommendations Included
2015		
	Greenstone Broadband Project (MOG)	7
2016		
	Greenstone Broadband Project (MOG)	7
2017		
	Greenstone Broadband Project (MOG)	7
Number of Additional Associated Projects / Activities: 1		

### **Recommendation #34 – Municipal Competition**

Municipally-run campgrounds in Geraldton, Beardmore and Longlac with services and employees being subsidized. If you abide by the ‘current business first’ mentality of the BR+E, then considerations to support primary existing businesses and increase services provided to current outfitters becomes a priority.

Additional recommendation:

**R**-Lease park services annually or close them. i.e. Chippewa Park in Thunder Bay.

Date	Project / Activity	Recommendations Included
	There are 4 municipally-run campgrounds, 2 of which are leased out seasonally.	
Number of Additional Associated Projects / Activities: 1		

**Recommendation #35 – Upgrades**

Upgrades required – Electricity capacity: from 30 to 50 amp service. Television issues: 5-6 receivers only; solar programs for resorts, disability access for lodges. As a stakeholder, where do you fit in and how can you assist.

Date	Project / Activity	Recommendations Included
<b>2014</b>		
	AODA workshop (TBFC)	6, 7
<b>2016</b>		
	Geraldton Chamber of Commerce AGM – Hydro Presentation	-
<b>2017</b>		
	Ministry of Energy Visit (GEDC / MOG)	-
<b>Number of Additional Associated Projects / Activities: 2</b>		

**Recommendation #36 – Directional Signage (Duplicate)**

Directional signage. How far and what's there when you arrive (all wards, services, business sectors represented).

Date	Project / Activity	Recommendations Included
	Refer to recommendation #12 for project information.	
<b>Number of Additional Associated Projects / Activities: 3</b>		

**Recommendation #37 – Brand (Duplicate)**

Regional brand identification for Greenstone related to tourism. Natural resources and retail / services sector are the region's strengths.

Date	Project / Activity	Recommendations Included
	Refer to recommendation #13 for project information.	
<b>Number of Additional Associated Projects / Activities: 3</b>		

**Recommendation #38 – Health and Safety**

No safe turning lanes on highway corners where businesses are located (*duplicate*).  
No identification signage, hours of operation, highway turning lane for regional tourist Interpretive/information centre.

Date	Project / Activity	Recommendations Included
2015		
	Hardrock Mining Project (GGM)	42, 44, 48
2016		
	Hardrock Mining Project (GGM)	42, 44, 48
2017		
	Hardrock Mining Project (GGM)	42, 44, 48
Number of Additional Associated Projects / Activities: 3		

**Recommendation #39 – Transparency**

Request for proposal (RFP) process for Government contracts and employment – Transparency required; policy on procurement and law must be followed and made clear to businesses interested in submitting proposals or to individuals seeking employment; improve overall awareness.

Date	Project / Activity	Recommendations Included
2015		
	3-Pillar Committee (GEDC, MOG)	4, 41, 45
2017		
	Doing Business with the Government of Canada workshop (GEDC / OSME / Public Services and Procurement Canada)	4, 6, 7, 8, 16, 41, 55, 59
Number of Additional Associated Projects / Activities: 5		



**Recommendation #40 – Destination Attraction Development**

Potential in tourism development and improvement: Eco-tourism, trail development, outfitter facilities, canoe routes, identification of outdoor trails and destinations; prepare spin-off attractions and identify and improve current ones.

Date	Project / Activity	Recommendations Included
	Tourism and attraction development needs are addressed by numerous organizations as part of other recommendations in this report.	12, 13, 14, 17, 18, 20, 23, 30, 31, 34
<b>Number of Additional Associated Projects / Activities: 3</b>		

**Recommendation #41 – Opportunity**

Invite entrepreneurs, local matching business owners and displaced workers to attend procurement workshops with local entrepreneurs and suppliers to stimulate local sourcing of materials and services.

Additional recommendations:

**R**-Provide local, existing businesses with potential manufacturers list and supporting spin-off business opportunities.

**R**-Potential 18 month construction period starting in 2016 – Labour, business, services and products requirements.

**R**-Extend the runway at the Nakina Airport to 5,000 feet and add to the fuel storage capacity available on site.

**R**-Develop actionable strategies to assist Greenstones current businesses to either diversify, create or attract new business in order to fulfill the long-term mine requirements. The same preparation should be created for workforce development.

Date	Project / Activity	Recommendations Included
<b>2014</b>		
	GEDC Mining Showcase (GEDC, LCC)	4, 7, 8, 45, 48
	GEDC Quarterly Newsletter	7, 45, 55
	Greenstone Municipal Service Review and Municipal Infrastructure Growth Plan (MOG)	39, 42, 44, 45, 46, 47, 54
	Investment Readiness Update Report	4, 5, 7, 16, 25, 26, 27, 35, 42, 45, 48, 54, 55

	Small Business Week workshops / seminars	1, 4, 6, 8, 10, 55
<b>2015</b>		
	3 Pillar Committee (GEDC, MOG)	4, 39, 45
	Business Compliance Initiative – Part I	4, 7, 16, 45, 47, 53, 55
	Business Outreach Initiative (GEDC / MOG)	2, 4, 16, 21, 25, 45, 52, 55
	Employer Supper networking session (MTW)	4, 5
	Employment / Career Fair (MTW)	4, 5, 53
	Enhanced Greenstone Business Directory	4, 15, 25, 53, 59
	GEDC Quarterly Newsletter	7, 45, 55
	Geraldton Chamber of Commerce Trade Show	4, 19
	Greenstone Inter-Agency Advisory Committee (MTW)	4
	Greenstone Mineral Exploration Forum (GEDC, MOG, OGS)	4, 6, 7, 8, 45, 48
	Hardrock Mining Project (GGM)	38, 42, 48
	New Ideas Business Report	4, 11, 22, 24, 54, 59
	Small Business Week workshops / seminars	1, 4, 6, 8, 10, 55
	Small Business Trade Show	4, 7, 8, 55
	Starting a Not-For-Profit Organization booklet	55
	Youth Entrepreneurship Awareness Event	4, 21, 55
<b>2016</b>		
	Business Compliance Initiative – Part II	4, 6, 45, 53
	Business Outreach Initiative (GEDC / MOG)	2, 4, 16, 21, 25, 45, 52, 55
	Business Resource Guide	5, 8, 16, 21, 25, 53, 55, 56
	Economic Development Study	4, 16
	Employment / Career Fair (MTW)	5, 8, 53
	Enhanced Greenstone Business Directory	4, 15, 25, 53, 59
	Entrepreneurship workshop – Ginoogaming First Nation AWDMP Program	4, 6, 21, 44, 45, 55
	Free Workshops for Entrepreneurs (TB CEDC)	4, 6, 59
	GEDC Clustering Initiative	4, 16, 45
	GEDC Corporate Strategic Plan 2016-2019	8, 10, 13, 14, 16, 45, 54, 55, 56, 59
	GEDC Quarterly Newsletter	7, 45, 55
	Geraldton Chamber of Commerce Trade Show	4, 8, 19, 45
	Greenstone Inter-Agency Advisory Committee (MTW)	4
	Hardrock Mining Project (GGM)	38, 42, 48
	Longlac Chamber of Commerce Trade Show	4, 19
	Mining Update – Where are we now? Public Information Session (GEDC, OGS, MOG)	4, 6, 7, 8, 45, 48

	New Ideas Business Report	4, 11, 16, 22, 24, 54, 59
	Small Business Week workshops / seminars	1, 4, 6, 8, 10, 55
	Starting a Not-For-Profit Organization booklet	55
	Workforce Preparedness Committee (GEDC, MOG)	4, 5, 39, 53
<b>2017</b>		
	Be Active – Your Community Needs You! workshop (PARO)	4, 6, 7, 8, 16, 45, 55
	Business Capacity Inventory / Report	16, 22, 24, 26, 41, 45, 55
	Clustering Forum / Blog	7
	Doing Business with the Government of Canada workshop (GEDC / OSME / Public Services and Procurement Canada)	4, 6, 7, 8, 16, 39, 55
	Exporting Information Package	16
	GEDC Projects Update - North Shore Network (SN CFDC)	4, 45, 55
	GEDC Quarterly Newsletter	7, 45, 55
	Geraldton Chamber of Commerce Trade Show	4, 8, 19, 45
	Greenstone Inter-Agency Advisory Committee (MTW)	4
	Hardrock Information Session (GEDC, GGM)	4, 6, 38, 44, 45, 48
	M-CROSH Occupational Health and Safety Tour and Promotion	4, 38, 53
	Municipality of Greenstone Strategic Plan (Committees)	4, 7, 8, 9, 12, 14, 17, 18, 19, 22, 23, 26, 27, 28, 29, 31, 33, 34, 35, 36, 37, 38, 39, 40, 42, 44, 45, 46, 47, 48, 49, 50
	PARO Information Session	4, 7, 8, 55
	Réseau M – Mentoring for Entrepreneurs (RDÉE)	3, 4, 5, 6, 7, 10, 16, 21, 45
	Small Business Week workshops / seminars	4, 6, 8, 10, 55
	Social Enterprise Round Table (PARO)	7, 8, 16, 45
	Social Media Strategies workshop	1, 6, 7, 8, 10, 59
	Workforce Preparedness Committee (GEDC, MOG)	4, 7, 39

#### **Recommendation #42 – Capacity**

Upgrade sewage treatment capacity in the communities of Longlac and Geraldton or risk losing potential development opportunities arising from the possible development of gold mines by Premier Gold Mines Limited/Goldstone and other players now working in the community (duplicate).

Date	Project / Activity	Recommendations Included
<b>2014</b>		
	Greenstone Municipal Service Review and Municipal Infrastructure Growth Plan	39, 41, 44, 45, 46, 47, 54
	Investment Readiness Update Report	4, 5, 7, 16, 25, 26, 27, 35, 41, 45, 48, 54, 55
<b>2015</b>		
	Announcement of wastewater improvement funding – Geraldton (MOG)	-
<b>2016</b>		
	Announcement of wastewater infrastructure funding – Longlac (MOG)	-
<b>Number of Additional Associated Projects / Activities: 5</b>		

#### **Recommendation #43 – Agriculture**

Agricultural strategy – regional advantage with access to large land and water bodies within municipal boundaries; where else can you find a similar climate and what production or harvesting opportunities exist for of current flora and fauna?

Date	Project / Activity	Recommendations Included
<b>2017</b>		
	Agriculture Market Study (TBAFS)	-
<b>Number of Additional Associated Projects / Activities: -</b>		

#### **Recommendation #44 – Accommodation**

Accommodation strategy – Upgrade for professionals or develop awareness of current businesses with available housing or land for trailers/construction grade. If capacities are not achieved in current accommodations, then satisfy occupancy rates or assist in adjustment/upgrade/expansion to current businesses.

Additional recommendations:

**R**-Residential assessment of 60+ current property owners adjacent to mine-how many homes are for sale or how many serviced lots are available in Greenstone and its specific Wards

**R**-Accommodation requirements during construction period (*duplicate*)

Date	Project / Activity	Recommendations Included
<b>2015</b>		
	Hardrock Mining Project (GGM)	38, 42, 48
<b>2016</b>		
	Hardrock Mining Project (GGM)	38, 42, 48
<b>2017</b>		
	Hardrock Mining Project (GGM)	38, 42, 48
<b>Number of Additional Associated Projects / Activities: 8</b>		

#### **Recommendation #45 – Basic Needs**

Embrace Greenstone – Instill a positive business attitude to current businesses and potential owners through partnership creation, sharing and transparency amongst all wards, business, industry and people.

Additional recommendations:

**R**-Upgrade sewage treatment capacity in the communities of Longlac and Geraldton or risk losing potential development opportunities arising from the possible development of gold mines by Premier Gold Mines Limited/Goldstone and other players now working in the community (duplicate)

**R**-Overall services capacity assessment (water, electricity, roads, snow removal, garbage removal, industrial need, business buildings, residential housing stock, recreation, etc.)

**R**-Water, wastewater and electrical capacities analysis and action

**R**-Directional signage for all wards and Greenstone- how far and what businesses, services, and programs are there when you arrive

**R**-Internet, cellular and television accessibility for entire Greenstone region

Date	Project / Activity	Recommendations Included
<b>2014</b>		
	BR+E Community Leaders Luncheon	4
	GEDC Mining Showcase (GEDC, LCC)	4, 7, 8, 41, 48
	GEDC Quarterly Newsletter	7, 41, 55
	Greenstone Municipal Service Review and Municipal Infrastructure Growth Plan (MOG)	39, 41, 42, 44, 46, 47, 54
	Investment Readiness Update Report	4, 5, 7, 16, 25, 26, 27, 35, 41, 42, 48, 54, 55

<b>2015</b>		
	3 Pillar Committee (GEDC, MOG)	4, 39, 41
	Business Compliance Initiative – Part I	4, 6, 7, 16, 41, 53, 55
	Business Outreach Initiative (GEDC, MOG)	2, 4, 16, 21, 25, 41, 52, 55
	Employer Supper networking session (MTW)	4, 5, 55
	Employment / Career Fair (MTW)	4, 5, 53
	GEDC Quarterly Newsletter	7, 41, 55
	GEDC Rebrand Initiative	55
	Geraldton Chamber of Commerce Trade Show	4, 8, 19, 41
	Greenstone Broadband Project (MOG)	7, 33
	Greenstone Community Profile (MOG)	14, 25
	Greenstone Mineral Exploration Forum (GEDC, MOG, OGS)	4, 7, 8, 41, 48
	Hardrock Mining Project (GGM)	38, 42, 48
	Municipality of Greenstone Tourism Strategy / Marketing Plan	12, 14, 17, 18, 20, 23, 28, 30, 31, 36, 37, 40, 50, 52
	Small Business Trade Show	4, 7, 8
	Youth Entrepreneurship Awareness Event	4, 21, 41
<b>2016</b>		
	Business Compliance Initiative – Part II	4, 6, 41, 53
	Business Outreach Initiative (GEDC, MOG)	2, 4, 16, 21, 25, 41, 52, 55
	Entrepreneurship workshop – Ginoogaming First Nation AWDMP Program	4, 6, 21, 41, 55
	GEDC Clustering Initiative	4, 16, 41
	GEDC Corporate Strategic Plan 2016-2019	8, 10, 13, 14, 16, 41, 54, 55, 56, 59
	GEDC Quarterly Newsletter	7, 41, 55
	GEDC Rebrand Initiative	55
	Geraldton Chamber of Commerce Trade Show	4, 8, 19, 41
	Greenstone Broadband Project (MOG)	7, 33
	Hardrock Mining Project (GGM)	38, 42, 48
	Longlac Chamber of Commerce Trade Show	4, 8, 19, 53
	Mining Update – Where are we now? Public Information Session (GEDC, OGS, MOG)	6, 7, 8, 41, 48
	Municipality of Greenstone Announcement of Infrastructure Assistance	42, 45, 46, 47
	Municipality of Greenstone Corporate Strategic Plan (2016-2020) – Building Infrastructure and Pride Go Hand in Hand	42, 46, 47
	Municipality of Greenstone Tourism Strategy / Marketing Plan	12, 14, 17, 18, 20, 23, 28, 30, 31, 36, 37, 40, 50, 52

<b>2017</b>		
	Be Active – Your Community Needs You! Workshop (PARO)	4, 6, 7, 8, 16, 41, 55
	BR+E Strategic Session / Presentation	4
	Business Capacity Inventory / Report	16, 22, 24, 26, 41, 55
	GEDC Projects Update Presentation – North Shore Network (SN CFDC)	4, 7, 41, 55
	GEDC Quarterly Newsletter	7, 41, 55
	Geraldton Chamber of Commerce Trade Show	4, 8, 19, 41
	Hardrock Information Session (GEDC / GGM)	4, 6, 38, 41, 44, 48
	Municipality of Greenstone Strategic Plan (Committees)	4, 7, 8, 9, 12, 14, 17, 18, 19, 22, 23, 26, 27, 28, 29, 31, 33, 34, 35, 36, 37, 38, 40, 41, 42, 44, 46, 47, 48, 49, 50
	Social Enterprise Round Table (PARO)	7, 8, 16, 41
	Tourism Initiative – Red Program Application (MOG)	7, 12, 13, 14, 23, 31, 36, 37, 40

#### **Recommendation #46 – Safety**

Electricity and safe water protection. Improve streetscape – lighting, sidewalks and parking.

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
	The Municipality of Greenstone has a Public Service and a Protective and Planning Services department in place to respond to these needs in Greenstone. Contact information is available at <a href="http://www.greenstone.ca">www.greenstone.ca</a> .	
<b>Number of Additional Associated Projects / Activities: 4</b>		

#### **Recommendation #47 – Liability**

All businesses comply with accessibility for disabilities.  
 Assess and rectify business safe turning lanes and attraction safety/parking/signage, i.e.  
 Use at your own risk.  
 Upgrade capacity for wastewater disposal and parking.

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2014</b>		
	AODA Training (TBFC)	-

<b>2016</b>		
	Municipality of Greenstone Announcement of Infrastructure Assistance	42, 45, 46
<b>Number of Additional Associated Projects / Activities: 5</b>		

**Recommendation #48 – Heritage / Culture**

Embrace the cultural and historical hunting and fishing heritage with tourist outfitters and First Nations as well as the rich mining history of the region.

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
	There are works published by local authors available in the Greenstone Public Library that embrace the culture and heritage of the Greenstone region.	
<b>Number of Additional Associated Projects / Activities: 7</b>		

**Recommendation #49 – Aesthetics / Beautification / Pride**

Embrace the Regional Brand-same colour/slogan/logo/marketing for Greenstone. Enforce by-laws (weed removal, machine and vehicle removal, greening brownfields, old housing and business stock, roads, pathways or trails, graffiti and vandal proof products).

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2016</b>		
	Municipality of Greenstone Corporate Strategic Plan (2016-2020) – Building Infrastructure and Pride Go Hand in Hand.	42, 45, 46, 47
<b>Number of Additional Associated Projects / Activities: 1</b>		

**Recommendation #50 – Strategic Alignment**

Planning – OTMPC, MNDM, RTO 13 / TNO, Sunset Country and Algoma.



Additional Recommendations:

**R-Food Services** offered with outfitter packaging

**R-Attraction Development-** Palisades, Golf Course, Interpretive Centre, historically rich tourism outfitters

**R-Trail Development**

**R-Product Development**

**R-Fishing and Hunting, Trade Shows, Marketing Alignment**

**R-Meridian Booking systems**

Date	Project / Activity	Recommendations Included
	Strategic alignment in tourism is one of the mandates of the Municipality of Greenstone Tourism Coordinator. Contact information is available at <a href="http://www.greenstone.ca">www.greenstone.ca</a> .	
<b>Number of Additional Associated Projects / Activities: 1</b>		

**Recommendation #51 – One Chamber of Commerce**

Creation of a Greenstone Chamber of Commerce – Unify voices and represent businesses in the entire region.

Date	Project / Activity	Recommendations Included
<b>2016</b>		
	Business Gala Awards (Geraldton and Longlac Chambers of Commerce)	8
<b>Number of Additional Associated Projects / Activities: -</b>		

**Recommendation #52 – Policy**

Regional Tourism Policy issues. MNR hunting and fishing regulations, policy development (pike size limits, spring bear hunt, access to bush roads, wolf licensing, border crossing for US clients, selling of bait, dog usage). Loss of high end hunters due to increase MNR regulations.

Date	Project / Activity	Recommendations Included
<b>2016</b>		
	Sport Fishing Regulations – MNRF Geraldton Area (GANRAC / MOG)	-

<b>2017</b>		
	Sport Fishing Regulations – MNRF Geraldton Area (GANRAC / MOG)	-
<b>Number of Additional Associated Projects / Activities: 2</b>		

**Recommendation #53 – Training / Development / Resource Needs**  
Greenstone training / development / resources needs.

Based on the survey results, the most requested training / development / resource needs included:

- Safe Food Handling
- WHMIS
- Forklift operator
- Propane safe handling
- Dangerous goods handling
- Smart serve
- Management training
- First Aid/CPR
- Need for bankruptcy and receivership training

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2014</b>		
	Greenstone Employment, Training & Assistance Directory (GIAAC, MTW)	7
<b>2016</b>		
	Business Resource Guide	5, 8, 16, 21, 25, 55, 56
<b>Number of Additional Associated Projects / Activities: 14</b>		

**Recommendation #54 – Greenstone Business / Service / Product Needs**  
Greenstone business / service / product needs.

Based on the survey results, the most requested business / service / product needs included:

- Office equipment, software, computers
- Pet supplies

- Fencing
- Cold storage/cooler service for goods that can spoil, i.e. meat
- Taxidermist
- Bulk cleaning supplies, soaps, bedding
- Water testing facility within the region
- Water filters, pumps
- Heavy machine parts
- Bulk toiletries
- Restaurant supplies, cups, plates, tablecloths
- Fresh dairy and vegetables, produce homegrown
- Propane stoves and water tanks
- No overnight shipping
- No drop off centre in Geraldton for mechanical parts, Longlac is 60 km away
- Native crafts
- Night crawlers
- Shipping supplies, packing tape, boxes

Date	Project / Activity	Recommendations Included
<b>2015</b>		
	Enhanced Greenstone Business Directory	4, 15, 25, 41, 54, 59
	New Ideas Business Report	4, 11, 16, 22, 24, 41, 59
<b>2016</b>		
	Enhanced Greenstone Business Directory	4, 15, 25, 41, 54, 59
	New Ideas Business Report	4, 11, 16, 22, 24, 41, 59
<b>Number of Additional Associated Projects / Activities: 3</b>		

#### **Recommendation #55 – Access to Capital and Advertising**

Access to capital and advertising.

Recommendations included:

- Free advertising for French businesses/services in AFNOO Directory
- Funding support
- Incentive programs listing on Municipal Website
- Innovative Business support from NOIC

- Young entrepreneurial business start-up under 30
- Regional Immigration Portal for seeking immigrant business owners
- Post businesses that are for sale in multiple free listings, AFNOO, GEDC and Municipal Website

Date	Project / Activity	Recommendations Included
<b>2014</b>		
	GEDC Advertising	56
	GEDC Quarterly Newsletter	7, 41, 45
	Investment Readiness Update Report	4, 5, 7, 16, 25, 26, 27, 35, 41, 42, 45, 48, 54
	Small Business Week workshops / seminars	1, 4, 6, 8, 10
	Website – <a href="http://www.gedc.ca">www.gedc.ca</a>	56
<b>2015</b>		
	Business Compliance Initiative – Part I	4, 6, 7, 16, 41, 45, 53
	Business Outreach Initiative (GEDC, MOG)	4, 16, 21, 25, 41, 45, 52
	Enhanced Greenstone Business Directory	4, 25, 59
	GEDC Advertising	56
	GEDC Quarterly Newsletter	7, 41, 45
	GEDC Rebrand Initiative	45
	Outreach Letter – GEDC services for Outfitters	28
	Small Business Trade Show	4, 7, 8, 41
	Small Business Week workshops / seminars	1, 4, 6, 8, 10
	Starting a Not-For-Profit Organization booklet	41
	Website – <a href="http://www.gedc.ca">www.gedc.ca</a>	56
	Youth Entrepreneurship Awareness Event	4, 21, 41
<b>2016</b>		
	Bonjour Campaign	4, 7
	Business Compliance Initiative – Part II	4, 6, 53
	Business Outreach Initiative (GEDC, MOG)	2, 4, 16, 21, 25, 45, 52
	Business Resource Guide	5, 8, 16, 21, 25, 53, 56
	Enhanced Greenstone Business Directory	4, 25, 59
	Entrepreneurship workshop – Ginoogaming First Nation AWDMP Program	4, 6, 21, 41
	GEDC Advertising	56
	GEDC Corporate Strategic Plan 2016-2019	8, 10, 13, 14, 16, 41, 45, 54, 56, 59

	GEDC Quarterly Newsletter	7, 41, 45
	GEDC Rebrand Initiative	45
	Small Business Week workshops / seminars	1, 4, 6, 8, 10
	Starting a Not-For-Profit Organization booklet	41
	Website – <a href="http://www.gedc.ca">www.gedc.ca</a>	56
<b>2017</b>		
	Be Active – Your Community Needs You! workshop (PARO)	4, 6, 7, 8, 16, 41, 45
	Business Capacity Inventory / Report	16, 22, 24, 26, 41, 45
	Doing Business with the Government of Canada workshop (GEDC / OSME / Public Services and Procurement Canada)	4, 6, 7, 8, 16, 39, 41
	Entrepreneur's Responsibilities and Obligations of Running a Business – Instruction Booklet	7
	GEDC Advertising	56
	GEDC mobile-friendly website	25, 59
	GEDC Projects Update Presentation - North Shore Network	4, 45
	GEDC Quarterly Newsletter	7, 41, 45
	Municipality of Greenstone – Strategic Plan (Committees)	4, 7, 8, 9, 12, 14, 17, 18, 19, 22, 23, 26, 27, 28, 29, 31, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 44, 46, 47, 48, 49, 50
	PARO Information Session	4, 7, 8, 41
	Small Business Week workshops / seminars	1, 4, 6, 8, 10
	Website – <a href="http://www.gedc.ca">www.gedc.ca</a>	56

#### **Recommendation #56 – AFNOO Francophone Services for Business**

We regularly post any subsidies or grants that are made available to you. We recommend that you check often to see if there is anything that may apply to your association or organization. You can also subscribe to our website's RSS feeds, which include the subsidies/grants as well as job offerings, news, newspaper clippings, press releases and our newsletter "Le Relais". Please note that this information is available in French only.

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2014</b>		
	Répertoire des services en français du Nord-Ouest de l'Ontario (AFNOO)	25
<b>2016</b>		
	GEDC Advertising	55

<b>2017</b>		
	Bonjour / Welcome Campaign (AFNOO)	2, 4
	GEDC Advertising	55
<b>Number of Additional Associated Projects / Activities: 2</b>		

**Recommendation #57 – Programs**  
EDCO and YPN (Youth Professionals Network).

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
	SHIFT Thunder Bay is the nearest Youth Professionals Network to the Greenstone region. <a href="http://www.shiftnetwork.ca">www.shiftnetwork.ca</a> .	
<b>Number of Additional Associated Projects / Activities: 1</b>		

**Recommendation #58 – Aging Business Owner Strategy**  
Long-term care facilities required; physiotherapy.

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2017</b>		
	Greenstone Seniors Supportive Housing Project – Community Update (MOG)	-
<b>Number of Additional Associated Projects / Activities: -</b>		

**Recommendation #59 – Innovation**  
Virtual services / business incubation / website optimization training.

<b>Date</b>	<b>Project / Activity</b>	<b>Recommendations Included</b>
<b>2014</b>		
	Greenstone Regional Skills Centre Open	44

<b>2015</b>		
	Smarterpreneurship Workshop Series – 5 Top SEO Tips for Entrepreneurs (TB CEDC)	1, 6
	Smarterpreneurship Workshop Series – Google Analytics (TB CEDC)	1, 6
<b>2017</b>		
	GEDC mobile-friendly website	25, 55
<b>Number of Additional Associated Projects / Activities: 4</b>		

GEDC reports, news and upcoming events are available at the GEDC office, and on our website ([www.gedc.ca](http://www.gedc.ca)) in both official languages. Any questions or comments regarding the projects listed in this report, please contact GEDC at 807-854-2273 or by email at [info@gedc.ca](mailto:info@gedc.ca).

## Strategic Planning Session

GEDC invited local stakeholders and partners to a BR+E session on November 1<sup>st</sup>, 2017. Since the tracking of the project was completed, a presentation was designed to review the history, key projects and results of the BR+E. The session also included a strategic planning component designed to encourage stakeholder feedback and generate ideas for future projects and partnerships.

The process began with a review of the short-term and long-term goals outlined in the project plan as they applied to the most recent BR+E. There was consensus among the attendees that the project met / exceeded the goals.

Next, a SOAR Strategy activity was completed by the group. A SOAR strategy chart (Strengths, Opportunities, Aspirations, and Results) was discussed and the entire group participated with populating the chart with ideas based on the BR+E concept. It was a way to gain feedback as well as provide some opportunities for improvement moving forward. The attendees were given the opportunity to reflect on their organizational goals / values and share their views with the group. This method honours the views of the stakeholders and outlines a commitment to action for future projects and initiatives moving forward.

### Strengths

The stakeholders were asked to brainstorm strengths from the perspective of their organization, and consider the following questions:

- What are our greatest strengths and assets as an organization?
- Are these strengths seen by our community?
- What does the community see as our strengths?
- Does what others think matter?

In the discussion, new branding images were revealed to be a source of strength within the community. GEDC created a new brand image and logo in 2015-16. The new name, GEDC Business Centre was utilized to brand GEDC as *the* place to go for all your business needs in Greenstone. The new brand image for the Municipality of Greenstone is also a source of strength as it helps promote community involvement and is an asset for tourism and investment attraction to the region. The new brand slogan “Nature’s Hometown” and new municipal logo are a promising opportunity for encouraging community involvement and unity.

Some additional comments that were brought forward about the stakeholder / community strengths were:

- Open to everybody
- Unified but unique (wards and communities)



- There is synergy
- Wide range of services
- Committed
- Open-door policy
- Relationships

The second portion of the Strengths exercise was to evaluate the stakeholders / community as members of the public would, as if you had stepped into their shoes. It was believed the perception of Greenstone was that we have a very large area with an abundance of outdoor activities, and a variety of services.

When asked the question, *‘does it matter what others think?’* the answer was a resounding “YES”. Although this may be an obvious answer to the question, it is important to point out that this is, (and should continue to be) a shared ideal.

## **Opportunities**

This part of the strategy allowed the stakeholders to bring forward current and potential opportunities from the perspective of their organizations. The presentation pointed out that some projects executed as a result of the BR+E became building blocks for other ideas, projects and initiatives. This had the compounding effect of creating more opportunities for the business community, while also addressing additional BR+E recommendations.

Opportunities raised in the discussion included:

- Local, regional, and provincial partnerships
- Attraction of new visitors
- More clients out, more to see what’s going on; see all the services that are out there
- Public relations opportunities
- New business ventures
- New brand

The discussion brought forward the new Greenstone brand and focused on public relations and advertising opportunities that stakeholders should consider. There are many projects and activities happening throughout the region and perhaps the public needs to be better informed. New business ventures such as developments in the forestry and mining sectors can bring new business and employment opportunities. The group acknowledged there are always opportunities to create / leverage new partnerships, as it was shown that partnerships are one of the most valuable tools in community development projects such as the BR+E. The new brand image for Greenstone could be utilized by the stakeholders to help create community buy-in and interest in community events.

## Aspirations

The segment focusing on stakeholder aspirations (hopes) allowed the discussion to open up to include some ‘wishful thinking’ by removing the barriers of budget and resource limitations. Bringing forward aspirations will also help to develop thoughts to consider with new projects moving forward in the community.

To brainstorm some ideas, the following questions were posed to the group:

- What do we hope others see as our ‘reputation’?
- What might be the criteria to be the best organization of your kind?
- What would it take to create a unified geographic / demographic region?

Aspirations combined with strengths / opportunities give a well-rounded perspective as to what goals can be set and reached by the stakeholders. It is also a good way to assess what outcomes can be considered when planning or developing a community-based initiative.

Aspirations raised in the discussion were:

- To be the first point of contact for any business needs
- To be known to have the ‘best of the best’ fishing opportunities in Northern Ontario
- A good (customer) experience
- The best customer service
- Training / experience
- “Because they care”
- Younger families – attract / keep the youth
- More funding and government assistance programs
- More volunteers

Public interest was a focus of some discussion as it was agreed that having a variety of activities and opportunities available was key to attracting and retaining a youthful population in the region. Despite the fact that there are organizations responsible for various services and recreation, there is a constant need for volunteers to assist with community needs. Customer experiences were also a focus as local businesses and organizations act as champions for the community and customer experiences can reflect positively or negatively on the community.

## Results

Stakeholders were asked to brainstorm what type of results would be important to them and the business community as a whole. They were given the following questions to consider:

- Which results are the most important for us? For the community?
- What are we measuring?

- What should we measure that we aren't measuring currently?
- What trends might impact the results?

Items raised in the discussion for what is most important in stakeholder tracking were:

- Return clients / satisfied clients
- Successful businesses
- Implement recommendations from strategic plans
- Follow through
- Community input / involvement
- Public knowledge of new brand

Thoughts on what should be tracked or what clients would like to see as results:

- What brings in new visitors to Greenstone?
- Promotion of Greenstone locally and regionally
- Customer satisfaction
- Return on investment for stakeholders and community members
- Evolution of local businesses / technological advancement

## Summary

Project planning and development is assisted by the SOAR strategy because it gives a perspective that an organization can consider its strengths, opportunities, aspirations, and desired results to design and implement local and regional projects that will be beneficial to the community as a whole. As a follow-up to a BR+E project, this activity helped to review the accomplishments of the BR+E, while also bringing fourth potential opportunities and desired outcomes for the future.

Greenstone is an open, friendly community with a range of services. There are currently many productive stakeholder partnerships, and as the BR+E results are evidence to, there are always opportunities for new partnerships and collaborations. It was agreed that creating public interest is key to expanding community participation, and the stakeholders acknowledged that increased community involvement is very important to Greenstone's growth and development.

## Key Recommendations from Strategic Session

The following general recommendations were extrapolated from the group discussion:

- 1) Maintain commitment to cultivate working relationships and partnership opportunities with local and regional stakeholders.
- 2) Increase public interest in community development through promotion, public relations and project success stories.

- 3) Embrace the new community brand image to unify regional community members and stakeholders.
- 4) Strive to offer an excellent customer experience at all businesses and organizations to make Greenstone a more attractive community to visit, and live in.
- 5) Pursue opportunities to grow local business through innovation, training, and community support.

The strategic session was designed to generate a discussion about the success of the BR+E and what can be done to help grow the community moving forward. The BR+E results demonstrate that collaboration and partnership development are among the most important drivers of business retention and expansion initiatives. The SOAR activity and follow-up discussion brought forward ideas and feedback that can serve as recommendations for continual improvement moving forward.

## Conclusion

A BR+E project is an important business development tool that supports the local business community by listening and responding to local challenges and opportunities. As demonstrated, it is a community-based project that utilizes thorough, confidential surveys to determine business needs. From the Greenstone business surveys, 59 recommendations were developed to help the actionable stakeholders understand the needs of the local businesses. GEDC hosted a number of sessions and events to facilitate stakeholder awareness, create strategic alliances, and encourage participation in the project.

Partnerships and collaborations were a key factor in the success of this project. Since the release of the BR+E report in March 2014, there have been over 100 tracked projects that fit at least one recommendation. Overall, 92% of the original 59 recommendations were addressed in the community. Although some documented projects were not necessarily BR+E driven, tracking them is a way to show that many projects and activities undertaken throughout the region can be beneficial to business retention and expansion. Of the 100+ documented projects / activities, 57 of those created or utilized a partnership. GEDC continues to work with a majority of the stakeholders that were involved from the onset of the project.

Although the BR+E tracking is complete, GEDC continues to work on BR+E related projects and initiatives, such as:

- Business Blog
- Exporting Information Package
- Booklet Series
- Business Capacity Inventory / Report

GEDC works continually to foster and encourage successful enterprise in the Greenstone region by undertaking projects and initiatives including the BR+E. GEDC news, media releases, events, project updates and reports are available in both official languages at the GEDC office and on our website ([www.gedc.ca](http://www.gedc.ca)).

## Appendix

Acronym Legend	
AFNOO	Association des francophones du Nord-Ouest de l'Ontario
AODA	Accessibility for Ontarians with Disabilities Act
AWDMP	Aboriginal Workforce Development and Maintenance Program
BDC	Business Development Bank of Canada
BR+E	Business Retention and Expansion
BZA	Biinjitiwaabik Zaaging Anishinaabek (Rocky Bay First Nation)
CFAG	Centre de formation pour adultes de Greenstone
CFDC	Community Futures Development Corporation
CPA Canada	Chartered Professional Accountants Canada
EDCO	Economic Developers Council of Ontario
FedNor	Federal Economic Development Initiative for Northern Ontario
GANRAC	Geraldton Area Natural Resources Advisory Committee
GEDC	Greenstone Economic Development Corporation
GGM	Greenstone Gold Mines
GIAAC	Greenstone Inter-Agency Advisory Committee
GRSC	Greenstone Regional Skills Centre
LCC	Longlac Chamber of Commerce
LEPC	Local Employment Planning Council
MNDM	Ministry of Northern Development and Mines
MNRF	Ministry of Natural Resources and Forestry
MOG	Municipality of Greenstone
MTW	MTW Employment Services
NOIC	Northern Ontario Innovation Centre
NOYIP	Northern Ontario Youth Internship Program
NPI	Northern Policy Institute
NSWPB	North Superior Workforce Planning Board
OGS	Ontario Geological Survey
OMAFRA	Ontario Ministry of Agriculture, Food, and Rural Affairs
OSME	Office of Small and Medium Enterprise
OTMPC	Ontario Tourism Marketing Partnership Corporation
RDÉE	Réseau de développement économique et d'employabilité
RED Program	Rural Economic Development Program
RTO	Regional Tourism Organization
SEO	Search Engine Optimization
SME	Small-Medium Enterprise
SN CFDC	Superior North Community Futures Development Corporation
TB CEDC	Thunder Bay Community Economic Development Commission
TBAFS	Thunder Bay and Area Food Strategy
TBFC	Thunderbird Friendship Centre
TNO	Tourism Northern Ontario
WPC	Workforce Preparedness Committee

