



NEW IDEAS BUSINESS REPORT

GREENSTONE, ON
2016



Idea

NEW IDEAS

BUSINESS REPORT

GREENSTONE, ON

CONTENTS

1.0	INTRODUCTION	5
2.0	BACKGROUND	7
3.0	ABOUT GREENSTONE & ITS COMMUNITIES	9
4.0	ABOUT THE GREENSTONE ECONOMIC DEVELOPMENT CORPORATION (GEDC)	12
5.0	SOCIO-ECONOMIC TRENDS OVERVIEW	14
6.0	SUMMARY OF KEY COMMUNITY ASSETS	17
7.0	NEW IDEAS	18
8.0	METHODS	26
9.0	NEW IDEAS SUMMARY ANALYSIS	28
10.0	CONCLUSION	29

LIBÉREZ VOTRE
POTENTIEL

UNLOCK
YOUR
POTENTIAL



1.0 INTRODUCTION

Firedog Communications was hired to provide Greenstone Economic Development Corporation (GEDC) with new ideas to inspire local business start-up and growth. This report offers new economic development concepts for Greenstone and provides examples of how these concepts could evolve into new business ideas.

The report aims to inspire new ideas, creativity and innovation for this northern, rural community. It is intended to be an overarching document that places Greenstone in the wider context and sets the framework for more detailed studies, business and marketing plans to be prepared for the ideas presented. The goal is that the ideas offered will encourage local dialogue and allow community stakeholders to consider new sources of economic and social growth potential for the future.

The report takes account of the key community assets and characteristics that have been identified in Greenstone; other available business studies and reports such as the Business Retention & Expansion Report¹; the ways these assets are currently being directed; and how emerging trends and changes might affect them. It takes into consideration the influences of social and demographic trends, climate change, developments in Information and Communications Technologies (ICT), globalization and shifts in the regional economy, as well as how all levels of government make and deliver programs.

As one of the largest municipalities in Northwestern Ontario², Greenstone has the potential to innovate and grow; becoming more prosperous and contributing further more to the economy of Northern Ontario Generally, it is proposed that this will be achieved by:

- Defining and expanding a community brand and unique selling proposition that resonates and is driven internally and externally by local stakeholders;
- Leveraging current assets, competencies and market needs to fill talent and business gaps;
- Encouraging entrepreneurship and investment to support and grow current and emerging natural resource and manufacturing industries;
- Innovating and encouraging new sectors, technologies and business ventures that break down geographic boundaries;
- Encouraging inward investment into Greenstone through residential, business and visitor attraction and retention.

With these strategies at the fore, this report:

- places Greenstone in the regional and provincial business and marketing context;
- identifies linkages between business and other local/regional priorities and needs;
- highlights issues of regional and local significance;
- identifies opportunities for future growth and success; and,
- provides recommendations for future development priorities.

Looking ahead, a collaborative approach is the only path to developing sustainable rural communities in Greenstone. The Municipality must assume a more international perspective for measuring success and enhancing its value proposition. It will involve the collective effort of all the business and stakeholder community to make sure that the Municipality is a place where people of all backgrounds feel inspired to live, work, invest and do business.

1 Source: Greenstone Economic Development Corporation Business Retention and Expansion Report 2013/14- www.gedc.ca

2 Source: Northwestern Ontario Immigration Portal - www.immigrationnorthwesternontario.ca



2.0 BACKGROUND

Communities of all sizes pursue new ideas in diverse sectors to enhance their local economies and improve the quality of life and well-being of local residents. There are small towns with big ideas all over the world who have successfully realized their community economic development niche by embracing change and talking risks.

Greenstone is a Municipality located in rural Northern Ontario; a region where social and economic changes have and will continue to transform the landscape. The downturn of traditional industries like forestry, plus the unexpected delays in developing regional mining projects, have resulted in economic struggles for local government, businesses and families. High unemployment and the subsequent out-migration of young people in search of work has clearly had a negative impact on Greenstone's socio-economic fabric over the past decade.

With that said, Greenstone today is standing at a crossroads with respect to the future development of its socio-economy. Significant opportunities present themselves in diverse sectors, from mining and forestry to service industries and tourism. More significantly yet, the desire to succeed and an entrepreneurial mindset is alive in Greenstone. This is the essential ingredient to developing self-sustaining ideas and business initiatives in the future.

Evidence shows us that small towns with the most dramatic community development outcomes tend to be proactive and future-oriented; their leaders, businesses and stakeholders embrace change and assume risk. These general characteristics are likely due to the fact that small towns more often "hit bottom" and their stories evolve from circumstances in which local businesses

and stakeholders are willing to try new things and take new risks. Small towns like Greenstone are also better at thinking outside of the box to maximize their assets as triggers for innovation. In Dillsboro, North Carolina for example, the small United States town turned an environmental challenge into a clean energy economy by converting methane gas from its community landfill into energy; creating jobs and producing power for local businesses.

Clearly, change can be for the better or for the worse. What is most important however is how change is managed to maximize the opportunities that it can bring. The future model for economic prosperity in Northwestern Ontario will be founded on the ability of communities, businesses and local stakeholders to shift their traditional focus and adapt to emerging and forecasted change. The new ideas proposed are built upon the concepts of creativity, innovation and collaboration.

Vibrant communities rely on local businesses and stakeholders using assets in new ways, working cooperatively, improving networks, mobilizing existing skills, and putting innovative ideas into action. The outcomes are not only jobs, income and infrastructure but also strong functioning communities, better able to manage change. While communities can't live on enthusiasm alone, the commitment and motivation of local people, small visible successes, inventiveness and cooperation are crucial to local development.

This report has been written with all of these elements in mind. Most of all, it has been written to be realistic and community-focused by building on existing strengths and community assets while anticipating market trends.



3.0 ABOUT GREENSTONE & ITS COMMUNITIES

Greenstone is the amalgamation for the former municipalities of the Town of Geraldton, the Town of Longlac, the Township of Nakina and the Township of Beardmore, and an extensive area of unincorporated territory including numerous settlement areas such as; Caramat, Jellicoe, MacDiarmid and Orient Bay. The amalgamation, which took place in 2001, made Greenstone one of the largest municipalities by land area in Canada. First Nation communities within Greenstone municipal boundaries are Long Lake 58, Lake Nipigon Ojibway, Rocky Bay and Sand Point, while Aroland and Ginoogaming First Nations are situated just outside the Municipality, adjacent to the wards of Nakina and Longlac, respectively.³

Greenstone was made up primarily of forestry sector operations, and has a strong history in tourism and support through other northern communities through food, fuel and transportation. Greenstone is home to eight former gold mines, and holds much potential for growth in the mining sector as Greenstone's mineral exploration continues.

Demographics

In 2011, the population of the Municipality of Greenstone was 4,680. Over 75 percent of Greenstone's population is under 55 years of age, which indicates that the majority is readily available to enter the labour force. This decreased 3.3 % from 4,886 in 2006. There were 1,992 private dwellings within the community in 2011, which is up from 1,985 in 2006.

Figure 1: Greenstone Population by Age Group, 2011⁴

	Total	%	Male	%	Female	%
Total Population	4725	100%	2425	100%	2300	100%
0 - 4 years	270	5.7%	140	6%	130	6%
5 - 9 years	300	6.3%	175	7%	120	5%
10 - 14 years	290	6.1%	165	7%	120	5%
15 - 19 years	330	7.0%	165	7%	170	7%
15 years	70	1.5%	30	1%	40	2%
16 years	80	1.7%	40	2%	35	2%
17 years	65	1.4%	30	1%	40	2%
18 years	70	1.5%	25	1%	40	2%
19 years	50	1.1%	30	1%	20	1%
20 - 24 years	205	4.3%	105	4%	100	4%
25 - 29 years	225	4.8%	110	5%	120	5%
30 - 34 years	235	5.0%	115	5%	115	5%
35 - 39 years	305	6.5%	135	6%	170	7%
40 - 44 years	335	7.1%	165	7%	170	7%
45 - 49 years	350	7.4%	175	7%	170	7%
50 - 54 years	460	9.7%	240	10%	220	10%
55 - 59 years	415	8.8%	215	9%	205	9%
60 - 64 years	345	7.3%	180	7%	170	7%
65 - 69 years	215	4.6%	115	5%	100	4%
70 - 74 years	170	3.6%	90	4%	80	3%
75 - 79 years	135	2.9%	60	2%	70	3%
80 - 84 years	85	1.8%	40	2%	45	2%
85 years and over	50	1.1%	25	1%	30	1%

Figure 2: Population by Age Group and Population Change⁵

	2000	2005	2010	% Change 2000-2005	% Change 2005-2010
Total	5,665	4,905	4,725	-13%	-4%
Children (0-14)	1,100	935	860	-15%	-8%
Youth (15-24)	800	615	540	-23%	-12%
Working Age Population (25-64)	3,150	2,770	2,670	-12%	-4%
Seniors (65+)	612	605	655	-1%	8%

3 Source: Greenstone Community Profiles - www.investinggreenstone.ca <http://www.investinggreenstone.ca/community-profiles-c116.php>

4 Source: Statistics Canada - National Household Survey Census Data 2

5 Source: Statistics Canada - National Household Survey Census Data 2001, 2006 & 2011

3.0 ABOUT GREENSTONE & ITS COMMUNITIES

Ethno-cultural

Within the Municipality of Greenstone in 2011, English was reported as the primary language for 66.5% of residents, 26.5% reported French as their first language, and Ojibway (1.2%) was the most common non-official language. This differs from the rest of Ontario as the province reported their rankings as: English 69.8%, French 4%, and Italian 2.0%. In the 2011 census, 23.6% of Greenstone residents reported Aboriginal identity, which is over 6 times greater than the provincial level (3.5%).

Economy

Greenstone's economy has always depended heavily on natural resources. Until recently, the economy relied extensively on the forestry industry, but has now expanded to other areas. Most recently, Greenstone, and areas to the north, have been explored for precious metals by the mining industry.

The major industries in Greenstone include: trades, transport and equipment operators and related operations; occupations unique to primary industry; operations unique to processing, manufacturing and utilities; and agriculture and manufacturing.

Employment

The labour force within Greenstone has a 64.2% participation rate (64.9% of men and 63.4% of women), which is comparable to the rest of Ontario at 65.5%. The top three industries are public administration, health care and social assistance, educational services and retail trade.

Income

In 2010, the average income before tax in Greenstone for men was \$42,146, and for women \$33,203. The average family income of \$82,653, which is slightly lower than the provincial average of \$100,152. The community's median individual income of \$31,840 is quite comparable to Thunder Bay (\$31,856) and Ontario (\$30,526).⁶

Education

Greenstone offers many post-secondary and training opportunities to residents in an effort to help them meet the needs of the industries in the community. This includes a Confederation College satellite campus in Geraldton, which offers programs such as Business Accounting, Human Resources, Pre-Health Sciences, Surface Diamond Driller Helper and Welding. Contact North also provides Distance Education and access to its Training Network in Geraldton. In 2010, 10% of the population 15 years and over in Greenstone reported having a university certificate, diploma or degree as their highest certificate, diploma, or degree.

Labour Force

Greenstone is home to a multi-skilled labour force. Workers in Greenstone have experience in the mining and forestry industry sectors, acquiring skills that are assets to small manufacturing businesses. Compared to the provincial average (10 percent), Greenstone has a high number of workers with training in specific trade (14 percent). Greenstone also has a much larger proportion of bilingual workers than the province. It is significant to note that the labour force in Greenstone has considerable transferable skills and are cross-trained to be able to serve diverse sectors and industries.

⁶ Source: National Household Survey, Census Data 2006 & 2011



4.0 ABOUT THE GREENSTONE ECONOMIC DEVELOPMENT CORPORATION (GEDC)

2016-2019 Strategic Road Map

Vision:

Developing the Future

Alternate Vision: “Unlocking your potential” targeted to Business Community in Marketing.



Mission:

“Foster and encourage the start-up and operation of successful enterprise in all economic sectors within the Green-stone Service Area”

Core Mandate:

- Strategic community planning and socio-economic development
- Support for community based projects
- Business information and planning services
- Access to capital for small and medium sized businesses and social enterprise

Core Values:

- Confidentiality
- Quality
- Adaptability (Bendability)
- Open Door Policy

Goals:

1. Business Development Strengthen the business community and potential entrepreneurs through resources, knowledge and support.
2. Regional Projects Pursue projects and activities based on community needs and priorities.
3. Partnerships Develop and maintain partnerships to support regional growth.
4. Growth Sectors Monitor and assess the region for viable sector-specific opportunities and collaborate with Stakeholders.

Business Development

GEDC encourages and strengthens the growth of new and existing businesses in the Greenstone region through resources, knowledge and support.

No-cost services include:

- Access to Capital
- Business Workshops, Seminars and Training
- Advisory/Counselling Services
- Business Plan Guidance
- Assess Viability of Business Ideas

3-Tier Lending Program

GEDC's *3-Tier Lending Program* was developed to assist new and existing small to medium enterprises (SME) to finance start-up, expansion, purchase of assets or working capital.

- Micro-Loans
- General Loans
- Pool Loans

The primary objective of GEDC financing is to invest in sound businesses that create and maintain sustainable employment in all economic sectors.

Community Development

GEDC pursues projects and activities based on community needs and priorities. We develop and maintain partnerships to support growth and sustainability of the region.

Support services include:

- On-line Business Directory
- 3-Tier Lending Program
- Commercial/Industrial Property Listings
- Partnership Collaboration
- Community Outreach

Board of Directors

Our volunteer Board of Directors assists with policy making and are active in our communities as ambassadors of our programs and priorities. The Board of Directors represent mining, forestry, banking, insurance, IT/e-commerce, and entrepreneurship in our catchment area and have experience and interest in either business or community development.

Name	Position
Frank Hildebrandt	President
Kathy Durocher	Vice-President
Moe Lavigne	Secretary
Mary-Jane Dunn	Treasurer
Lori Belzile	Director
Nelson Turcotte	Director
Evan Armstrong	Director

GEDC Staff

Name	Position
Sylvie Goulet	Executive Director
Shelly Stanert	Administrative Officer
Brian Adams	Business Outreach Officer

GEDC Service Area

Aroland First Nation
Animbiigoo Zaagi'igan Anishinaabek
Beardmore
Bingwi Neyaashi Anishinaabek
Biinjitiwaabik Zaaging Anishinaabek
Caramat
Geraldton
Ginoogaming First Nation
Jellicoe
Longlac
Long Lake #58 First Nation
MacDiarmid
Nakina
Orient Bay

5.0 SOCIO-ECONOMIC TRENDS OVERVIEW

Socio-economic trends must be strategically considered when identifying new market opportunities and business ideas. Changes in society or the economy have the potential to impact the progress of any new business initiative or investment, whether positively or negatively. This report acknowledges that the main sources of socio-economic change that could impact Greenstone are as follows.

International

- High volatility of commodity prices due to traditional supply and demand factors, low interest rates and loose monetary policy.⁷
- Increase of transformative technologies in the global economy mean future growth will not take place where the lowest cost of labour is found, rather where workers have the greatest skills.⁸
- Political changes in United States and Europe (Brexit) have the potential to impede Canadian trade and willingness of investors to come to Canada. It could also impact the Canadian recreational property market and tourism from the US.

Canada

- Low level of oil prices will continue to dampen growth in Canada and other energy-producing countries.⁹
- National employment has held up despite job losses in resource-intensive regions, and household spending continues to underpin domestic demand.²
- The weaker Canadian dollar and low oil prices has increased domestic travel by 2.8% in 2015 and is expected to grow by an additional 2.4% in 2016.¹⁰
- In 2016, Canada will see more overnight visits from international travelers; specifically overnight travel from the U.S is estimated to increase 7%.⁴

Northern Ontario

- Northern Ontario receives only a small share of international migration and are experiencing net out-migration, mostly among youth.¹¹
- The projected population of Northern Ontario is project to be relatively stable.⁵
- Increased collaboration between stakeholders and northern municipalities to promote growth in Northern Ontario.¹²
- Formal education attainment levels in Northern Ontario are lower than the provincial average.¹³
- English and French Catholic secondary schools in Northern Ontario are in line and often exceed the provincial average graduation attainment levels.⁷
- Individual median income in Northern Ontario in 2010 ranged from \$23,662 in the Manitoulin district to \$32,938 in Greater Sudbury.¹⁴
- The share of market income is lower in Northern Ontario than in Ontario or Canada as a whole.⁸
- The gender income gap is apparent in Northern Ontario, but at a rate not generally greater than for Ontario or Canada as a whole.⁸
- Development of mining projects has been challenged by labour shortages and inadequate infrastructure.¹⁵
- Regional towns and cities working together more collaboratively;
- Further development in information and technology (ICT);
- Increasing domestic travel and staycationing.

5.0 SOCIO-ECONOMIC TRENDS OVERVIEW

Implications for The Future

No-one can say with certainty what the cumulative impact of these changes will be for Greenstone. Some of these trends pull in different directions and may cancel each other out. Successful communities will however:

- Establish and maintain a unique brand position and maintain their public profile using a variety of stakeholder engagement tools;
- Continue to invest in community infrastructure and resources to meet the needs of emerging opportunities;
- Make it easy for local stakeholders to start and grow businesses through support programs and advisory services;
- Create unique and appealing investment opportunities that stand out and make business sense;
- Capitalize on environmental, social and ethical concerns without undermining credibility.
- Provide diversified economic foundations to avoid over exposure to risk and volatility.
- Establish a balance between the needs of industry and those of local residents to avoid conflict and retain community heritage.



7 UN General Assembly 2013 - http://unctad.org/meetings/en/SessionalDocuments/a68d204_en.pdf

8 The Globe and Mail – 2014

<http://www.theglobeandmail.com/report-on-business/careers/leadership-lab/canada-must-develop-our-knowledge-economy/article18229988/>

9 Trading Economics – Canada Interest Rate - <http://www.tradingeconomics.com/canada/interest-rate>

10 The Conference Board of Canada -

http://www.conferenceboard.ca/press/newsrelease/15-12-15/canadian_staycations_to_continue_to_trend_in_2016_but_prices_are_set_to_increase.aspx

11 Ontario Ministry of Finance - <http://www.fin.gov.on.ca/en/economy/demographics/projections/>

12 Ministry of Municipal Affairs and Housing - https://www.placestogrow.ca/index.php?option=com_content&task=view&id=368&itemid=65&lang=eng#2.2

13 Northern Policy Institute - 2015 - <http://www.northernpolicy.ca/upload/documents/publications/commentaries/commentary-making-the-grade-education-tr.pdf>

14 Northern Policy Institute - 2016 - <http://www.northernpolicy.ca/upload/documents/publications/commentaries/leary-income-trends.pdf>

15 Northern Policy Institute - 2016 - <http://www.northernpolicy.ca/upload/documents/publications/research-reports/paper-the-mining-industry-in-northwest.pdf>



6.0 SUMMARY OF KEY COMMUNITY ASSETS

A Community Asset Inventory has been completed for the Municipality of Greenstone and is available at: www.investingreenstone.ca.¹⁶ Community assets are the resources that improve the quality of life in Greenstone and provide an advantageous environment for both residents and businesses to flourish. Assets include physical structures and organizations, as well as people and services. Physical structures and organizations may include parks, green space, schools, libraries, community centres, businesses and social clubs. People and services may take into account entrepreneurs, ethnically diverse populations, employment & training services and seniors care facilities as examples.

In analyzing its Community Asset Inventory, Greenstone clearly has a variety of positive community assets'; more than the average rural municipality in Northern Ontario. For the purposes of this report, it is valuable to summarize which of these community assets are the most significant and can be leveraged to create new opportunities for business ideas.

Key Assets

- Geographic location
(access point to remote North)
- Clean, green and natural environment
- Transportation/market access
(Highway, air, rail, marine)
- Natural resources; forests, minerals, lakes and river systems
- Skilled and mobile labour force
- Low cost residential, commercial and industrial real estate
- Green energy sources
- Developing mining sites
(Greenstone Gold mine site and Ring of Fire)
- High Aboriginal youth population
- Training & employment services
- Business and support services for attraction, retention and expansion.
- Diverse outdoor recreation opportunities
- Regional partnerships and collaborations.

¹⁶ 2015 Greenstone Community Profiles - www.investingreenstone.ca

7.0 NEW IDEAS

Based on an analysis of the Community Asset Inventory, current socio-economic trends and the key selling features of Greenstone, the consultants have identified three sectors that offer new business potential for the Municipality as well as a market opportunity.

The development of multiple businesses in these sectors could be a key generator of local community economic wealth. A cluster develops when businesses in interrelated industries choose to locate in close proximity to take advantage of an area's key assets. These businesses then become interdependent on each other, enhance their operating environments, and ultimately become more competitive on the global landscape. When this happens, these businesses become the experts in their field. They become more profitable, grow faster and pay higher wages.

The three sectors that Greenstone specifically can devote resources and time to become an increasingly competitive and desirable location are as follows:

1. A Green "Natural" Community
2. Industrial Manufacturing Supply Services
3. Skilled Trades Education & Training

This report briefly profiles each idea and outlines Greenstone's key strengths and competitive advantage for each idea.

7.1 "Greenstone": Canada's Green Community

Greenstone has the opportunity to leverage its current brand promise, key community assets and become renowned in Canada and around the world as a model 'green' community, and not just by name alone.

A plan to create, collaborate and mobilize local entrepreneurs and stakeholders around a 'green' and 'natural' community would bring tremendous business and marketing potential. It would set Greenstone apart with a living brand and selling proposition, as well as inspire new entrepreneurial possibilities.

This idea requires a collaborative effort from all stakeholders in the area to be successful including residents, business and local government.

The Municipality of Greenstone is currently undergoing a branding strategy which aims to enhance its brand and visual identity around its nature-based brand promise. This Municipal re-brand presents enormous new opportunity for local entrepreneurs to mobilize around the municipal branding strategy and invest in the green vision.

Greenstone, its businesses and stakeholders can take advantage of global trends and increasing support for green living; saving energy, local food and overall environmental sustainability. These concerns create an opportunity for Greenstone to offer a green and natural community to live, work and do business that takes these concerns to heart and is creating positive change. Entrepreneurs can take advantage of this opportunity by starting businesses and initiatives that support the local green economy and promote community overall health. Long-term, the Municipality, businesses and local stakeholders would be best positioned by working together to launch campaigns that encourage participation in green efforts i.e. walk-bicycle friendly streets, car sharing programs, energy saving at home etc.

Potential Green Business Ideas

Cooperative Community Garden:

A business that offers many benefits including food production and access, physical activity, mental health programming, sharing of cultural traditions, recycle of organic material, education and training in horticulture, business management, leadership and marketing, food sales and more.

Gardening and Farming Training:

Teach basic gardening and farming skills to youth and adults so they can grow their own healthy food.

Farmer's Market:

Organize a (weekly) farmer's market selling locally grown food, homemade products and services. A vibrant farmer's market will draw visitors from across the region for day trips.

Coffee Cart:

Selling organic, fair-trade coffee and tea from a food cart that tours communities in Greenstone and visits key business locations.

Green Catering Service:

Local foods and eco-friendly supplies for local industry and service sectors.

Organic Clothes:

Design and produce organic clothes for babies and adults using sustainable materials like organic cotton and natural dyes. Remaking consumer goods (also called upcycling) is also becoming hip as entrepreneurs find ways to make fashion statements with recycled clothing and salvaged furniture.

Energy Audits:

Offer energy audits that help homeowners and businesses improve energy efficiency and save money on their utility bills.

Duct Cleaning and Repair:

Improve indoor air quality and seal up leaks, which increases energy efficiency and particularly in communities like Greenstone with cold winters.

Green Retrofits:

Perform energy-efficiency and green building retrofits (e.g., weatherization, solar panel installation and solar thermal installation) to help building owners reduce their energy consumption and greenhouse gas emissions while increasing the value of their property.

Salvage:

Become a salvage expert, removing, selling, and installing used building materials for a profit.

Furniture:

Making green furniture from recycled products is a growing trend and offers particular value to rural communities where shipping costs are a barrier to purchasing from high street retailers.

Green Manufacturing:

There is a growing market for biodegradable plates, cups, utensils etc. made from renewable resources.

Composting:

Recycling of organic waste into compost.

Green Microfinancing:

Start a green microfinancing institution to fund new entrepreneurs who aim to enhance environmental quality and social equity. This could be achieved in collaboration with PARO Centre for Women's Enterprise, Entrepreneur Centre, Innovation Centres, Northern Ontario Angels and other such partners.

Green Business Incubator:

Create a collaborative public-private space with a focus on recycling, energy efficiency, renewable energy, green buildings, sustainable food and other qualified green businesses. The focus would be new business incubation, education and networking.

A Green Resort:

A year-round eco-resort located on a scenic lake in Greenstone featuring geothermal heating & cooling, solar hot water and electricity, recycled interiors and outdoor activities.

No Trace Camping Grounds: Offer no-trace campsites to a maximum of 10 small groups per night within a property.

Green Events:

Unique community events and conferences with a green theme can be held throughout the year for local people and visitors.

7.0 NEW IDEAS

7.2. Industrial Manufacturing Supply & Services

Industrial manufacturing businesses require an input of labour to complete their processes and deliver to the customer but they also require various types of high-quality suppliers for industrial products and services. For Greenstone, there is an opportunity for industrial supply and services specifically developed to meet the needs of the mining and manufacturing assembly industries, their contractors and employees.

7.2.1 Mining Supply & Services

Mining exploration and development is an important economic focus for Greenstone. It generates significant direct employment opportunities but also indirect employment and business potential in mining-related supporting activities (e.g. exploration, contract drilling, and transportation). There are also significant business opportunities in supplying goods and services to mining companies as has been demonstrated in other areas of Canada where the mining industry is more mature.

The Mining Association of Canada reports that 3,223 Canadian companies supply goods and services to mining companies such as accounting, environmental consulting, legal and technical advice, and finance.¹⁷ A 2011 analysis of the economic impacts of mining in British Columbia found that 21,112 people were employed directly in mining (2% of BC's labor force), with an additional 16,590 jobs indirectly created.¹⁸ For Greenstone, two projects offer the greatest potential for indirect employment and new business spin-off opportunities through the supply of industrial products and services.

Premier Gold Mines

Premier Gold Mines has a long history for its narrow vein high-grade gold mines. Within the Municipality, there are several mineral exploration and mining opportunities taking shape. The newest proposed mining site is located in the northernmost Ward of the Municipality of Greenstone.

In 2015, Centerra Gold Inc. and Premier Gold Mines Limited formed Greenstone Gold Mines, a 50/50 partnership for the joint ownership and development of the Trans-Canada Property including the Hardrock Gold Project in the Geraldton-Beardmore Greenstone Belt. Specifically, the project consists of a 50km stretch, an area which has seen more than 4 million ounces of historic production.

The Project components include a main open pit and a satellite pit, ore processing facilities including crushing plants and ore milling and processing plant, waste rock storages, tailings management facility, natural gas-fuelled power plan and associated infrastructure, just to name a few.

Mining was the reason for the founding of the communities in the Geraldton-Beardmore Camp, and mining will be a reason for their resurgence in the years ahead.

Ring of Fire

The Ring of Fire; an area well endowed with mineral deposits such as gold, chromite, diamonds and others, is located in remote Northern Ontario and is accessible only by air. Exploration activities in recent years have given international mining companies cause to believe that there are enough chromite deposits in the Ring of Fire to support production for 150 to 200 years.

In 2010, the Province of Ontario identified the Ring of Fire as an area that can revive the Northwestern Ontario economy with then Premier Dalton McGuinty stating that developing the natural resources in the Ring of Fire is a key government priority.

The minerals found in the Ring of Fire are of great demand from Canadian and world markets. This is an exciting sector whose opportunities are giving many northwest municipalities belief that they will benefit from new jobs, investment and the new ancillary infrastructures, such as processing smelters, transmission corridors and railways, that may be required to support the mining development and extraction processes. The region has been proactively positioning itself to act as a service centre for the Ring of Fire for years. Most recently, engineers from China confirmed their interest in building a rail line to access the Ring of Fire that will likely span about 328 km and cost anywhere between \$1-\$2 billion.

Greenstone is the closest municipality to the Ring of Fire and has the opportunity to be the major service and supply hub for mining developments in the remote north.

17 Source: <http://www.miningfacts.org/Economy/How-many-jobs-depend-on-the-mining-industry/>
18 Source: <http://www.miningfacts.org/Economy/How-many-jobs-depend-on-the-mining-industry/>

7.0 NEW IDEAS

7.2.2 Manufacturing Supply & Services

Manufacturing is stabilizing in Northwestern Ontario with several projects moving ahead as a benefit of the increasing demand from the U.S. and the weaker Canadian dollar. Notable projects include the \$250-million conversion of the Terrace Bay Pulp Mill and the audition of a second co-generation turbine; the biomass conversion of the Atikokan coal plant for wood pellet manufacturing; and the new *BiLevel* and Light Rail Vehicle contracts for the TTC with Bombardier Transportation in Thunder Bay.

Collectively, these projects provide hundreds of direct employment opportunities in the region but also possibilities for industrial services and product supply. Bombardier Transportation in particular has vocalized the need to increase its regional supplier base to improve the viability and long-term sustainability of its manufacturing operations in Northwestern Ontario.

Bombardier Transportation

Bombardier Transportation is a global leader in rail technology and offers the broadest portfolio in the rail industry and delivers innovative products and services. Globally, the company employs 75,000 people and reports revenues of 18.2B USD.

In 2015, Bombardier Transportation in North America presented its strategic plan with a key pillar to grow local roots in key markets. In the Americas region, Ontario is a key market with major manufacturing for Ontario produced in Thunder Bay; just 2 hours from Greenstone. The Thunder Bay plant is a Centre of Manufacturing Expertise for *BiLevel* commuter rail cars and most recently, the new Light Rail Vehicle streetcars. Go Transit continues investing in *BiLevel* cars and improvements to the *BiLevel* line at the Thunder Bay facility. A \$3.6 M USD investment was included in the Blue Book for the latest order of 125 cars. The Thunder Bay plant needs to achieve a 2 days build rate to deliver on its customer commitments with Go Transit and continues to invest millions of dollars to upgrade the current production line to meet current and potential *BiLevel* business opportunities.

In 2015, Bombardier Transportation spent \$45 million dollars with suppliers in Northern Ontario - only a small percentage of the \$600 million total spend. The Thunder Bay manufacturing plant urgently needs to grow its regional supplier base to remain sustainable in its current location.¹⁹ The company is currently seeking regional industrial suppliers for its manufacturing operations. There is very limited availability of industrial suppliers in Thunder Bay, causing the company to look west to Winnipeg and south of the border to Duluth to procure industrial services. Greenstone is a community that is much closer to Thunder Bay and accessible by major highway, rail and air transportation. With the right supplier base, entrepreneurs in Greenstone could offer key supply services to the Thunder Bay operations and within closer proximity than current vendors.

Potential Industrial Supply and Services Business Ideas

Personal Protective Equipment (PPE):

Protective CSA approved industrial clothing, helmets, eyewear, gloves and footwear.

Mechanical Equipment Maintenance & Repair:

Maintain and repair services on location to industrial mining and mechanical manufacturing equipment.

Security Services:

On-site security personnel, private investigation services, and industrial security equipment such as camera installations and alarms etc.

Primary Parts and Sub-Assemblies Production:

Machined parts such as laser, press-brakes, lathes, saws, shear and punch-presses. Fabricated parts such as ducting and piping.

Industrial Paint Shop:

Paint spraying of small manufacturing parts.

Tool Design & Fabrication:

Custom design and production of industrial tools for mining and manufacturing environments.

Environmental Consulting:

Specialized environmental inspections, audits, assessments, advisory and remedial services for industrial environments.

Hospitality Services:

Accommodation in Geraldton designed for business travellers such as a hotel or Bed & Breakfast.

Food & Catering Services:

Breakfast, lunch and dinner catering services including travelling food trucks to mining sites to cater to shift workers.

Online Grocery Store & To The Door Delivery Service:

Offer online ordering and courier delivery of personal grocery orders to the customer where they live. This service is essential to shift workers.

Cleaning Services:

Professional industrial cleaning services for industrial site facilities.

Laundry and Clothing Repair Services:

Heavy duty laundry and repair services for work gear for mining site employees.

Daycare Services:

Flexible daycare services (late and extended hours) for shift workers in mining industry.

Gym:

Offer 24 hour gym services for shift workers.

Translation and Interpretation Services:

Language services for French, Ojibway and Oji-Cree written translation and oral interpretation.

7.0 NEW IDEAS

7.3 Skilled Trades Education & Training

A skilled workforce will be imperative in the new type of community economic model that is emerging locally in Greenstone and regionally. In the old model, the production of goods was based upon proximity to raw materials and limited distribution channels. There was always abundant labour chasing growing businesses and capital superseded labour to increase productivity and, in turn, profits and wages.

Today and in the future, successful businesses face a very different reality. They chase a scarcity of skilled trades workers in Northwestern Ontario's communities. According to reports, 66% of businesses who responded to a 2014 survey are having difficulty hiring employees in Greenstone with 40% of respondents claiming that their challenges were industry specific.²⁰

In fact, businesses are actively recruiting skilled workers from other parts of Canada and from around the world to meet minimum manpower needs. Educated, experienced and in-migrant workers will be more attracted to those communities that offer a high quality of life and lower cost of living. Greenstone's entrepreneurs and stakeholders must embrace this type of socio-economic development theory in order to identify and maximize upon emerging business opportunities to support local industries.

There is currently a major business services gap to deliver skilled trades education and workforce training resources, facilities and programs across Northwestern Ontario in key industrial areas. 86% of respondents to the 2014 Greenstone Economic Development Corporation Business Retention and Expansion Report stated that training would be beneficial to their businesses.²¹ Availability of training locally delivered in Greenstone was also provided as the biggest barrier to employees receiving the necessary training.

Greenstone has a unique opportunity to build new businesses and forge new partnerships with industry, education institutions and government to offer products and services that develop essential technical abilities, critical employability skills and experience opportunities to excel as skilled workers in the region.

Potential Skilled Trades Education & Training Ideas:

Training Incubator Spaces

Cultural Awareness
Training Courses

Technical Classroom and Lab
Furniture & Storage Systems

Customer Service
Training Courses

Shop Space Rentals

I.T/Computer Training
Courses

Technical Skills Audits and
Assessments

Leadership and
Management Training
Courses

Theoretical and Practical Skills
Testing

Train the Trainer Courses

Training Curriculum Development
& Instructional Design

E-Coaching Software

Training Systems; Technical
Demonstrators, Simulators &
Devices

Industrial Certification
Tracking Software.

Skilled Trades Training Courses and Coaching Services:

- Health & Safety (WHMIS)
- Risk Assessments
- Dangerous Goods Handling
- Electrical
- Mechanical
- Welding
- Painting
- Crane & Forklift Operations

8.0 METHODS

Turning new ideas into successful businesses requires that unprofitable projects be weeded out. To screen an untried idea, each of its components must be assessed. These components may include but are not limited to: technical feasibility, the extent of the potential market or specific features of customer demand, its compliance with regulations, the ability to secure the necessary licensing, and the identification of contacts to access logistic or talent resources. If it is not possible to access these components among others, the viability of the idea may be at risk.

The key components of any new business can be summarized broadly as follows:



This means that businesses and entrepreneurs with new concepts need to identify the critical requirements to turn the idea into a successful business venture, and then secure the collaboration of relevant experts and resources for support and further development. The GEDC will be the essential source of advice and support to help entrepreneurs and local stakeholders to assess these key components for new ideas in Greenstone.

Partnerships

The support and development of building new business concepts should not be completed in isolation. Partnerships and collaborations should be a vital part of the process particularly for businesses and entrepreneurs in the North. Significant advisory and support resources do exist in Northwestern Ontario as identified in the key community assets of this document.

The GEDC is a vital support service for any new business idea but there are also additional municipal, provincial and federal business support services available, as well as sector specific organizations like PARO Centre for Women's Enterprise (PARO), Northern Ontario Angels (NOA) and Northwestern Ontario Innovation Centre (NOIC). Any and all of these organizations can provide essential data, resources and networks to related aspects of a business idea as well as specialist advice. Many of these organizations also provide access to start-up business funding programs and capital.

Other partnership strategies to support the development of new ideas and clusters that can be facilitated by the GEDC are:

- Host a community information session to present the new opportunities in these three sectors.
- Develop industry or sector specific advisory committees or councils with representation from all stakeholders; Green Business, Industrial Supply, Skilled Trades Training.
- Partner with Municipality of Greenstone and local First Nation Councils to promote available services for small businesses and entrepreneurs to develop new opportunities in these three sectors.
- Partner with local Francophone economic development agencies (Riseau du Nord) and L'Association des francophones du Nord-Ouest de l'Ontario (AFNOO), to promote business opportunities in these three sectors.

- Partner with local industries (mining and manufacturing companies) to promote business opportunities to employees and local businesses and entrepreneurs.
- Partner with Northwestern Ontario Innovation Centre (NOIC) and Business Development Bank (BDC) to host a workshop for innovators in these three sectors.
- Work with existing businesses to capture the opportunities that result from local innovation in these three sectors.

Stakeholder Engagement

Engaging stakeholders whether they are local business owners, entrepreneurs, consumers or entire communities is vital for any new business or business strategy. It must involve diverse stakeholders and include a number of sectors in the decision-making, planning and management processes. Community stakeholders include local residents, but also neighbouring communities, First Nations, provinces, governments, industry, institutions and media.

The GEDC should take a lead role in engaging stakeholders in these new ideas. Multi-sector collaboration in developing a new business sector or idea will foster the required networks and new relationships to secure the long-term sustainability of the idea. In order to build support, an audience engagement framework will be required that includes:

- **Consultations** – meeting and gathering feedback with all stakeholders;
- **Information** – communicating and educating the stakeholders;
- **Involvement** – formalized target stakeholder participation;
- **Collaboration** - support and promote community-driven initiatives that support new business growth;
- **Empowerment** – encourage stakeholder action that enhances and builds business growth.

The benefits of engaging stakeholders are numerous and include:

- Gaining an assessment and understanding of community needs and wants;
- Making informed decisions about new business ideas;
- Improving the services and products developed based on stakeholder feedback;
- Targeting ideas and resources where they are most effective and valued;
- Fostering collaboration and partnership opportunities;
- Bringing diverse knowledge to the table on planning that would not otherwise be understood.

This kind of engagement process ensures that all stakeholders are aware and engaged, whether mentally, emotionally or physically, in the long-term success of the business idea. It creates a sense of and pride in the final business outcomes and consequently, the continued support required to keep a new business idea successful.

9.0 NEW IDEAS SUMMARY ANALYSIS

The high-level summary evaluation framework for the three sectors presented examines five key factors below:

1. Is there anticipated sector growth in the short-term for this idea? In other words, is this an idea or sector with short-term market potential and limited sustainability for the long-term? Would an entrepreneur, business or local stakeholder be willing to take a financial risk based on the growth outlook for this sector?
2. Is the idea supported by other regional development efforts? This asks; are there other local or regional synergies and collaborations that can be achieved in this sector to maximize potential and market reach? How can these regional efforts be leveraged to support the success of the business idea?
3. Does the idea complement the current local community economic development base? Does Greenstone's history, culture, community assets, business interests and infrastructure help the pursuit of new ideas in this sector? What are the major complementary assets and where are the gaps?
4. Will this idea have long-term return on investment? Is this an idea that can support local businesses and entrepreneurs for the long-term and provide a sustainable business for the future?

Those ideas that score well across all five factors should be considered the top priorities in the short-term for pursuit by business and local stakeholders. Those that score lower may have growth potential, but on balance are considered a lower priority for immediate business investment or entrepreneurial start-up.

All three of these sectors - Green Community, Industrial Supply and Skilled Trades Training - are extensions of Greenstone's existing community and economic strengths. Further discussion of how the GEDC, local businesses and stakeholders can best make use of these ideas is the next step.

Based on the research and data reviewed in preparing this report, the following summary of opportunities is provided.

	Green Community	Industrial Supply	Skilled Trades Training
Anticipated near-term sector growth	Average	Very Strong	Very Strong
Supported by regional development efforts	Ontario, Canada and International	Ontario and Canada	Regional and Provincial
Complements existing local economic base	Moderate	Very Strong	Very Strong
Have a sustaining impact on local economy	Very Strong	Strong	Very Strong
Municipal investment required to attract new business	High	Moderate	Minimal

This exercise does not provide a comprehensive opportunity or feasibility analysis, but a useful sorting of the potential new ideas.

10.0 CONCLUSION

Clearly any work on future business ideas is subject to change. Predicting the future is very difficult and it is quite possible that ideas not considered in this report will emerge as key growth areas in the future, so community economic development initiatives in Greenstone should be flexible enough to accommodate and provide support for these new ideas as they emerge.

It is nevertheless hoped that sectors and business ideas identified here inform debate among decision-makers, innovators and risk takers into possible new areas of entrepreneurship for Greenstone and how the most sustainable scenarios for future business development might be achieved with support from the GEDC.

Some key ideas require a refocus on the "basics" of business and community development such as skills and workforce development, industrial supply to new and existing industries, and filling service sector gaps.

Additional basic approaches involve multi-community collaboration, renewed community engagement, and partnerships to promote the continuity of existing industries. Other proposed ideas involve greater innovation and experimentation, as well as a greater community effort. Taking advantage of both basic and more innovative opportunities will depend on the extent to which entrepreneurs, communities, government and business in Greenstone are willing to take calculated risks and work together.

The positive opportunities for social and economic development as a result of nurturing new business ideas in Greenstone should not be underestimated. Communities across Northwestern Ontario are diversifying their economies rapidly and becoming drivers of change to bring new investment and people to their communities to support and grow new business ideas. Larger centres like Thunder Bay and Sudbury are aggressively pushing their own economic agendas, economic strategic plans and marketing their emerging industries to the world. It is through this type of coordinated innovation, action, participation and networking that entrepreneurs are inspired, businesses grow and a community becomes more vibrant.

The next steps for the GEDC are to engage local and external stakeholders in these business sectors and potential ideas to start the discussion and inspire entrepreneurial thinking.

NEW IDEAS BUSINESS REPORT

GREENSTONE, ON
2016



Greenstone Economic Development Corporation
P.O. Box 1018, 1409 Main Street, Geraldton, ON P0T 1M0
T: 807-854-2273 F: 807-854-2474 E: info@gedc.ca

Société du développement économique de Greenstone
C.P. 1018, 1409 rue Main, Geraldton, ON P0T 1M0
T: 807-854-2273 F: 807-854-2474 C: info@gedc.ca

www.GEDC.ca



Canada 