

DÉVELOPPER LE FUTUR

SDE G EDC

Société du développement
économique de Greenstone

Greenstone Economic
Development Corporation

DEVELOPING THE FUTURE

**Greenstone Business
Retention and Expansion
Project BR+E**

March 2014

Prepared by: Dan Brenzavich

www.gedc.ca



BUSINESS RETENTION AND EXPANSION



MAINTIEN ET EXPANSION DES ENTREPRISES



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Legend

R=Recommendation

'Skip it' Rule=participants have the option to skip questions, therefore totals may not equal number of participants

NA/NR=if there is not a proper total of participating businesses in a survey question it is because the participant feels the question is not applicable NA or there is no response NR

SME's=Small to Medium Sized Enterprises

Duplicate=Indicates that the same recommendation exists in more than one section

Note: Due to program rounding there might be a percentage difference in some responses.

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Introduction:

Greenstone Economic Development Corporation (GEDC) is a community-based, non-profit organization, representative of the communities within the Greenstone area (Aroland First Nation, Beardmore, Caramat, Geraldton, Ginoogaming First Nation, Jellicoe, Lake Nipigon Ojibway First Nation, Longlac, Long Lake #58 First Nation, Macdiarmid, Nakina, Rocky Bay First Nation and Orient Bay) GEDC was established on September 20th, 1988.

The GEDC is implementing a community development project, according to Sylvie Goulet, Business Development Officer/Acting Manager of the GEDC. “The Greenstone Business Retention and Expansion (BR+E) Survey Project, is designed to stimulate development and growth by assisting existing businesses. Helping our existing businesses is the primary objective of the project. “

The GEDC have retained the services of Dan Brenzavich as BR+E Coordinator for the Greenstone Business Retention and Expansion Survey Project. Mr. Brenzavich is BR+E certified and adds his over thirteen years of experience in economic development as lead to the Greenstone project. “I am excited to coordinate and unify businesses, stakeholders and the communities of Greenstone as we undertake business surveys, address needs of local business and identify areas of potential growth.” With a background in economic development and regional project management, Dan brings a unique Northwestern Ontario perspective to Greenstone and is a certified business retention and expansion coordinator.

Stakeholder Committee 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. The BR+E Coordinator recruited stakeholder committee members during the initial project stage and throughout the project to address business needs. Each stakeholder signed a confidentiality agreement.

Stakeholder	Sector
Shelly Stanert and Sylvie Goulet	Business Development- Greenstone Economic Development Corporation CFDC
Judy Sander	Innovation- Northwestern Ontario Innovation Centre
Madge Richardson	Labour- North Superior Workforce Planning Board
Wayne Kaboni and Eric Pietsch	Chambers of Commerce Business- Longlac and Geraldton
Tiffany Carlin	Federal- FedNor
Guylene Levesque	Provincial- Ministry of Northern Development and Mines
Bill Assad	Municipal- Municipality of Greenstone
John O’Nabigon	First Nations- Long Lake #58
Dina Quenneville	Private Business- Premier Gold Mines Limited
Darryl Skworchinski	Education- Confederation College
Paul Pepe	Tourism- Regional Tourism Organization
Kathy Durocher	Seniors Representative
Jessica Saindon and Madison Schell	Youth- Northern Ontario Youth Entrepreneurship Initiative
Erin Laine	Business Development Bank BDC

GEDC Staff Support:

Sylvie Goulet - Acting Manager/Business Development Officer
Shelly Stanert - Administrative Officer

GEDC Board of Directors:

Deanna Thibault	President
Mary-Jane Dunn	Vice-President
Ross Houghton	Secretary
Frank Hildebrandt	Treasurer
Moe Lavigne	Director
Nelson Turcotte	Director

Municipality of Greenstone Support:

Mary Moylan - Councillor, Police Board Representative
Vicki Blanchard - Economic Development Officer
Jamie Armstrong - Financial/Administrative Assistant
Sadie Gross - Tourism Coordinator

Funding Support:

Thank you to the funders of the project; the Greenstone Economic Development Corporation, Ministry of Training Colleges and Universities, and FedNor

Special Thanks:

To the Ontario Ministry of Agriculture and Food and Ministry of Rural Affairs Staff Stephen Morris and E-Pulse technical support Laith Wardi

Executive Summary:

The Greenstone BR+E program is an important business development tool to support the local business community by listening and responding to local challenges and opportunities. The Greenstone BR+E project was initiated in 2013 by the Greenstone Economic Development Corporation (GEDC).

The Greenstone BR+E project was led by GEDC in partnership with the Ontario Ministry of Agriculture and Food and the Ministry of Rural Affairs with funding support provided by FedNor, the GEDC and the Ministry of Training Colleges and Universities.

A total of 17 volunteer Actionable Stakeholders comprised a support committee able to assist the BR+E Coordinator and identify recommendations for future action.

The aggregate results have been compiled in this document and are reported following the section headings of the BR+E survey; an overview of the local business climate, future plans of business owners, business development challenges and opportunities, information on business development markets, workforce development including hiring and training, community business development and questions designed by the BR+E Coordinator through stakeholder consultations.

Sector specific surveys provide further details on the retail/service and tourism sectors.

The surveys identified numerous strengths and weaknesses of Greenstone as a place to do business and highlighted new opportunities and areas for further improvement. An overview and recommendations from the agricultural, manufacturing, forestry and mining sectors were derived from private business consultations. However, no survey information is included because the sample size was too small.

The Greenstone BR+E project demonstrates the regions commitment to strengthening the local business community and the survey results have reinforced that Greenstone is committed to creating a desirable place to do business.

Project stakeholders are responding to the Greenstone BR+E survey results in two ways. Firstly, requests for information or immediate business concerns (red flags) that were identified during the confidential business interviews have been, or are in the process of being, responded to. Secondly, the recommendations presented in this document, is a first step to addressing the opportunities identified through the business interviews. It is presented as an invitation for the business community, at large, to work together with the stakeholders to implement recommendations and build a vibrant local economy.

Getting to the Root of Development-BR+E Defined:

Business retention and expansion is a development tool used to assist current business owners (overlap with residential and industry sectors). Business retention and expansion is more than just satisfying business expansion + retention needs and potential business closures (Red Flags). The surveys and interviews conducted with participants provide key research information on which to base project development (recommendation, action items) for the region and its actionable stakeholders.

BR+E is an initial development tool that is used to assist a community to become diversified and sustainable all the while identifying champions or stakeholders able to initiate projects. A Municipality's growth can be measured by residential, business and industrial tax base. Priority should be given to projects that meet the mandate of stakeholders and increase one of the three growth measures.

Immediate concerns that deal with health and safety, accessibility, basic human safety or limiting a Municipality's liability should be priority projects for the community and are identified within the BR+E report.

Another basic development requirement, contributing to a region's business growth, is improvement to overall aesthetics of the community and region. Greenstone is located along transportation routes and a common Northwestern Ontario natural resource based economy. These two areas are duplicated across the NWO landscape, therefore leading to the importance of distinction, beautification and a community providing proper identification, and a positive 'first impression' to visitors. Greenstone and its business community are historically rich and a priority project should reflect this history. *(See Priority Action Areas page 63)*

The Greenstone BR+E project 2013-2014:

BR+E Objectives

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 project implementation

Greenstone BR+E Business Profile:

Prior to a business completing the surveys, the participants are told that the GEDC performed a similar study in 2003 and that the business climate has greatly changed over the past 10 years. BR+E is a development tool that has been designed 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. Red Flags are businesses considering closure due to economic hardship, and only if that business wishes to receive assistance from a stakeholder, all assistance will be filtered through the Coordinator in order to maintain confidentiality.

Confidentiality agreements are signed between the Coordinator and businesses and the surveys are inputted in to the OMAFRA E-pulse system that is password protected. Completed surveys are filed in a locked filing cabinet to be stored at the GEDC office. Businesses can also skip any questions they are not comfortable in answering without pressure from Coordinator. Participants are thanked and reminded that reports will be translated in to French and posted on the GEDC website and public forums will be held in March 2014.

A sector breakdown of the 182 businesses in the GEDC directory is as follows;

- 40-Tourism outfitters/accommodations
- 132-Retail/Service
- 1-Agriculture
- 6-Mining
- 3-Forestry

The Greenstone BR+E project was well received in the local business community with 49 businesses participating in the survey. These 49 businesses represented, through ownership, 26 more businesses within the region for a total of 75 businesses in the BR+E study. The surveys represent approximately 41% of the original businesses in the GEDC businesses directory, used by the BR+E Coordinator.

The sampling size of 49 participants that own 75 businesses within the business population gives us a margin of error (confidence Interval- the range of certainty that the businesses will answer a certain way) between 5%-10%.

All 49 participants completed a base retention survey and Greenstone specific questions. In addition, the Ontario BR+E program includes a series of sector specific surveys to address topics unique to different business sectors; retail/service, tourism, manufacturing and mining. The number of business sectors visited includes;

- 36-Retail/Service
- 1-Manufacturing
- 11-Tourism
- 1-Mining

If there is not a proper total of participating businesses in a survey question it is because the participant chose to skip because they felt it was not applicable or that they had no response.

Base Retention Survey Overview:

All participating businesses complete the base survey developed by the BR+E Coordinator in consultations with the stakeholder committee. The base survey is broken down into 5 different sections including overall business climate, future plans, business development, business markets and workforce development.

The majority of participants, 84% are locally owned and operated, with only 4% of businesses being franchises (Figure 01). The majority of respondents are small businesses with less than 5 employees (Figure 03) with 20% employing between 5-9 and only 4% of businesses employing between 30-49 full or part time employees. Greenstone businesses are well established, operating in Greenstone for considerable periods of time with 26 or 54% of business being operated over 35 years (Figure 02). 92% of business owners reside in Greenstone. 46% of Greenstone participants surveyed had business plans but few were followed unless corporations or franchise businesses.

Business Climate

Business climate refers to the conditions in a community that have an effect on local business operations. Greenstone is overwhelmingly not perceived as a good place to do business with 76% of participants rating the local business climate as poor or fair. Only 6% rate the local business climate as excellent (Figure 04). Over the past three years, 19 of the participants have felt no change to the business climate, 13 are more positive and 15 have a more negative attitude of the overall business climate in Greenstone.

Future Plans

The Future Plans survey questions provide an insight into the short term future plans of local businesses and the implications on workforce and development. Overall, Greenstone has a stable business community. Less than 50% of participants expect to remain the same during the next three years (Figure 07). 33% of participants expect to expand. 13% expect to sell and the number of participants looking to relocate outside of Greenstone, downsize or close is minimal.

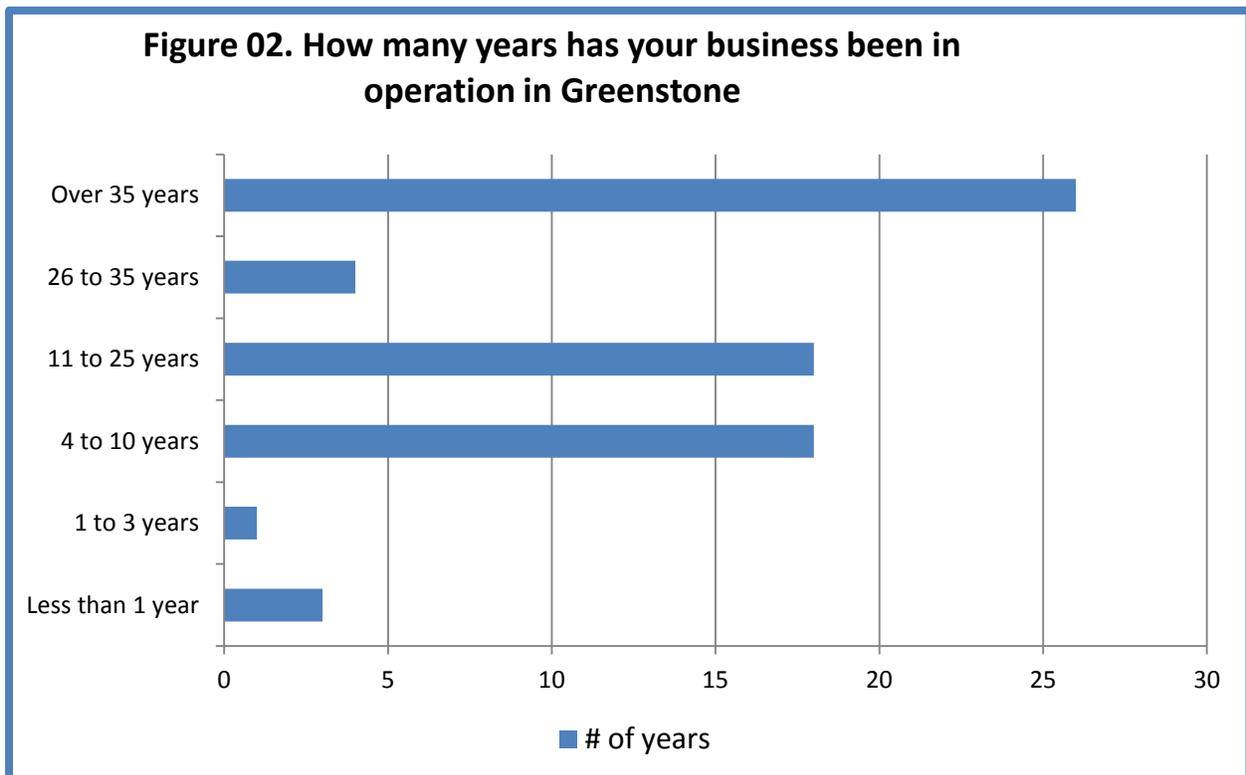
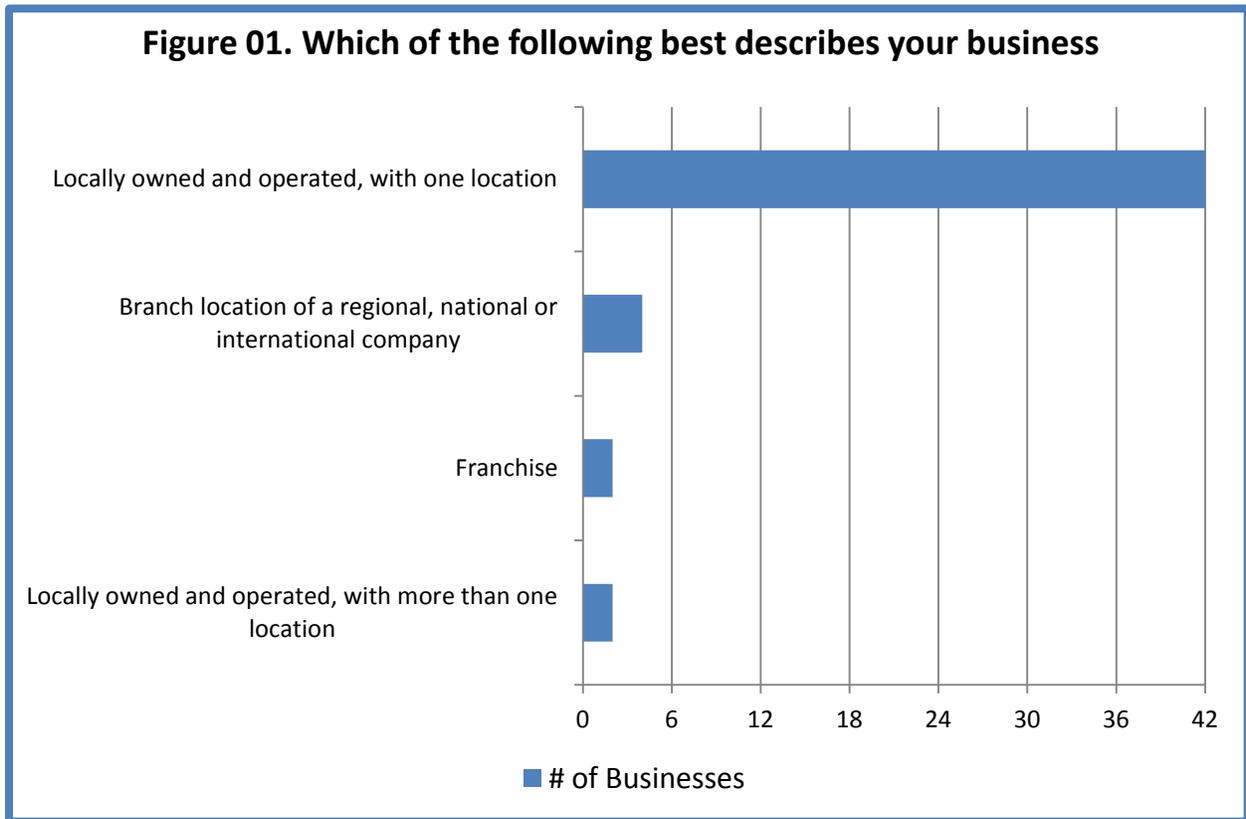
Business Development/Business Development Markets

Understanding what happens within a business helps identify opportunities to enhance business success. Participants are well equipped in information technology and internet access. There is room for infrastructure improvement as over 30 percent of participants identified internet connection speed and cost as a barrier to business (Figure 10) and several comments were made regarding lack of trouble shooting services as a serious issue. Business Development Markets questions probe the current and future sales expectations of local businesses. Participants have a varying range of sales income with the majority expecting modest increases in sales in the next year. This growth is attributed, in most part, to an improving economy, business diversification and local support and knowledge. Stable or declining sales within the next year are attributed to the inability to predict future industrial growth.

Workforce Development

A workforce able to meet the needs of business is necessary for a strong local economy. The Workforce Development survey questions looked at current and future workforce needs, hiring and training. Despite the poor attitude for the business climate, 36% of participants have increased their workforce in the past three years attributing to approximately 15 new jobs, 20 businesses remaining the same and only 7 job losses.

Base Retention Survey:



Is at least one of the owners a resident of the community?

Responses	Total	Total (%)
Yes	24	92%
No	2	8%
Total	26	100%

Does your business have a business plan?

Responses	Total	Total (%)
Yes	12	46%
No	14	54%
Total	26	100%

In the past 3 years has your attitude about doing business in this community changed?

Responses	Total
Yes, more positive	13
Yes, more negative	15
No change	19
Total	47

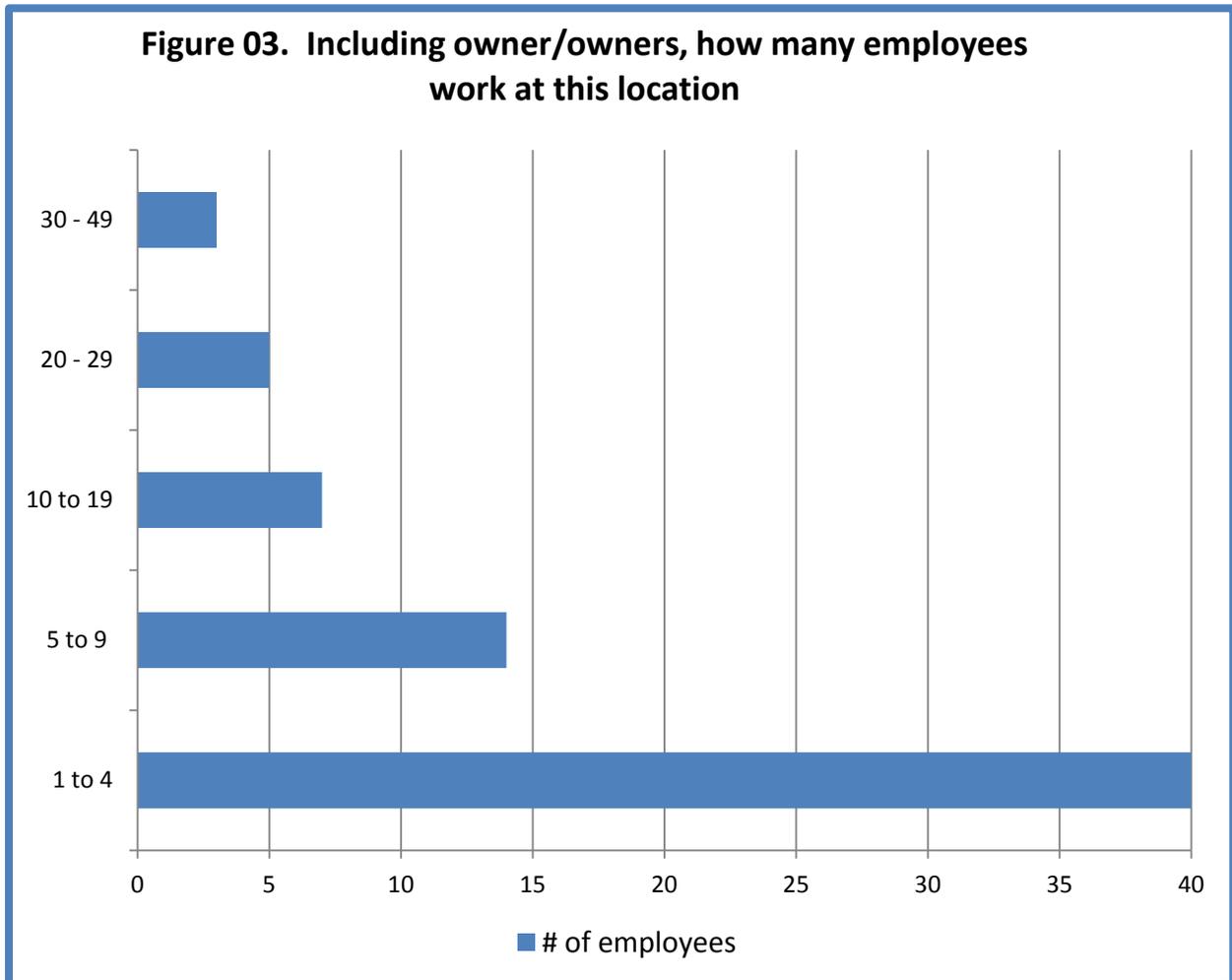


Figure 04. What is your general impression of Greenstone as a place to do business

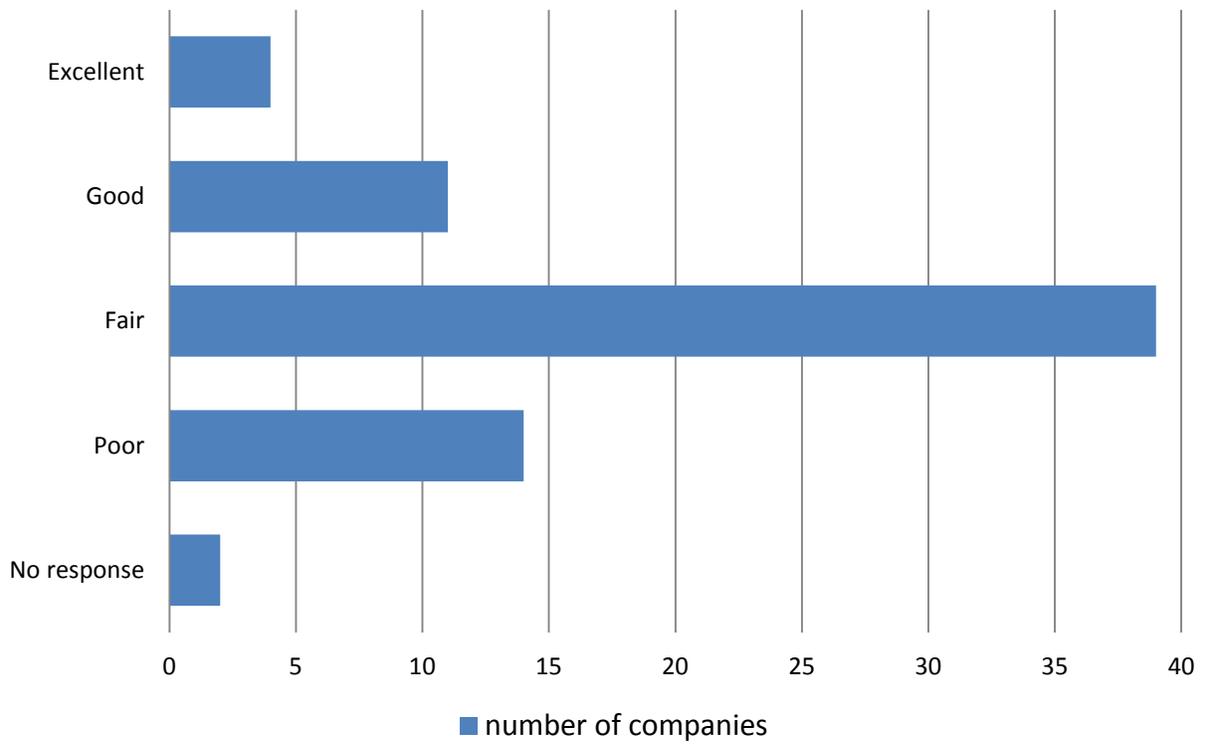


Figure 05. How would you rate the following factors of doing business in this community

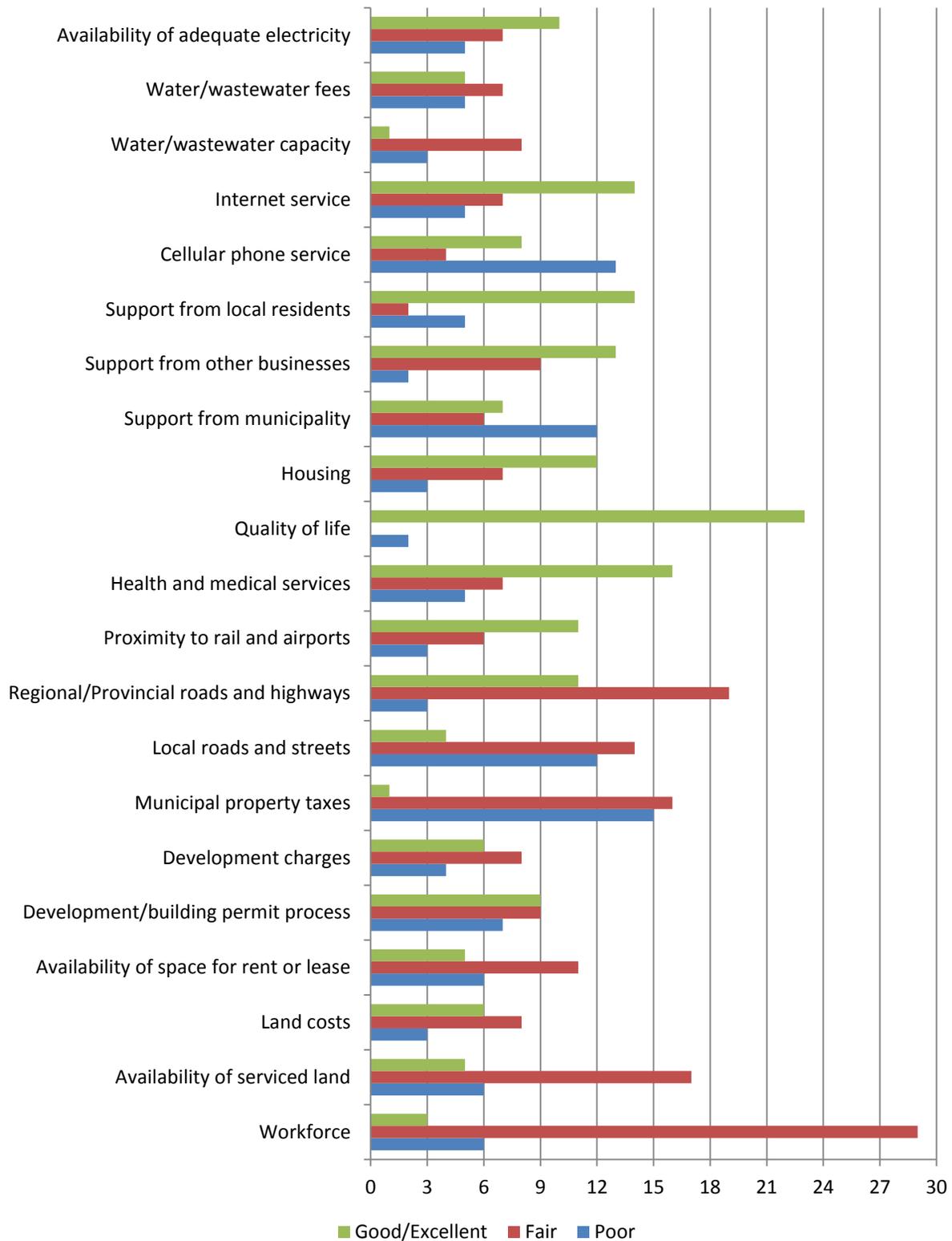
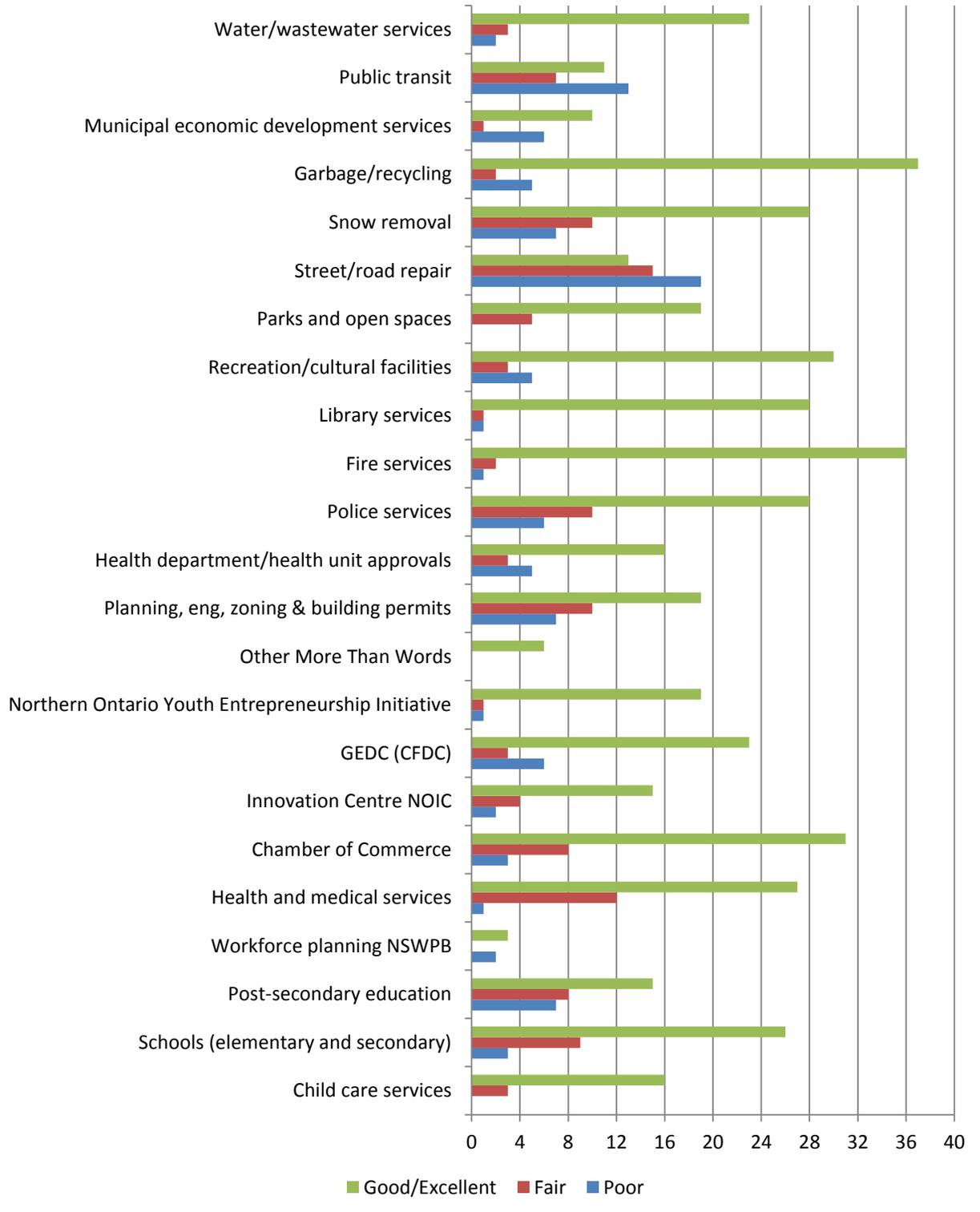
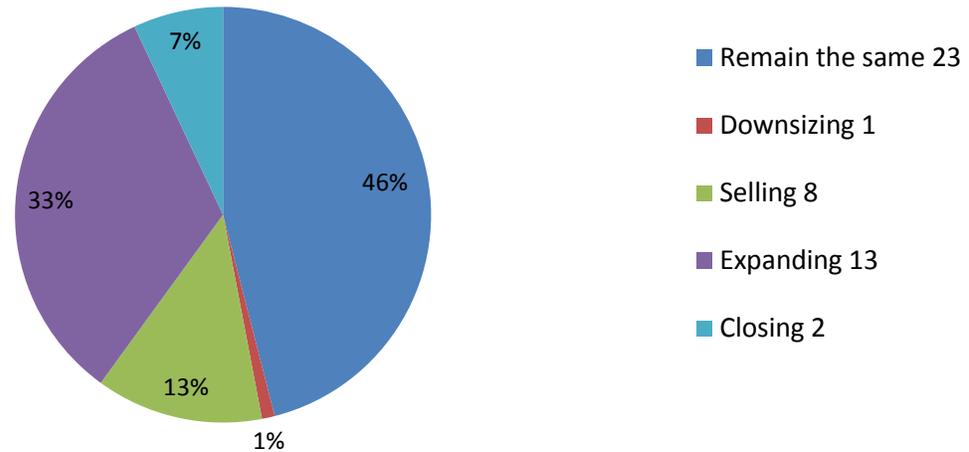


Figure 06. From the perspective of your business, rate your level of satisfaction with each of the following community services



Future Plans

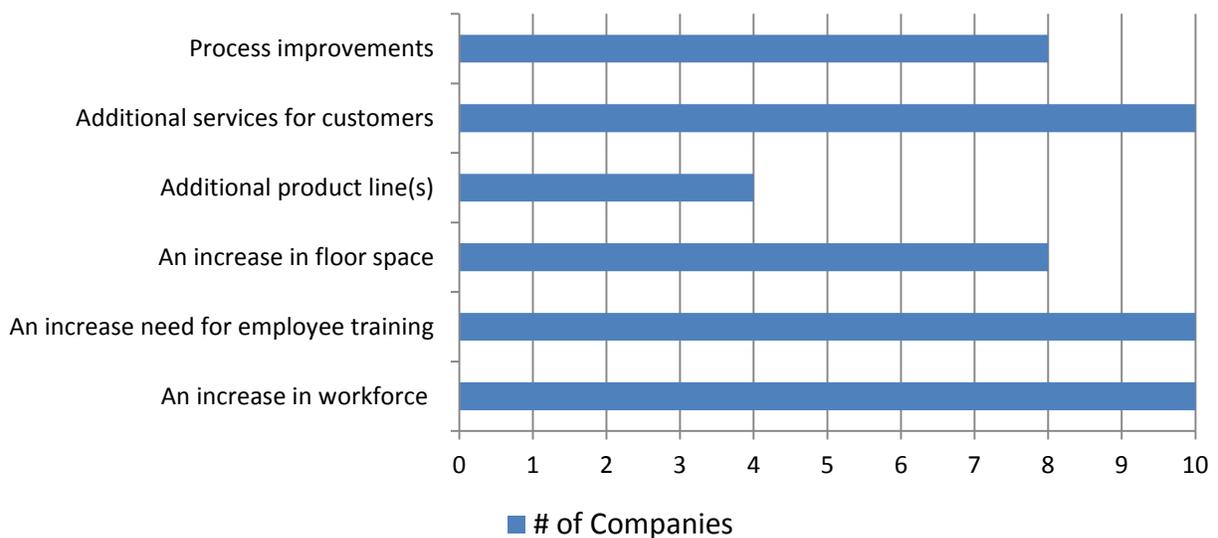
Figure 07. Within the next 18 months which of the following do plan to undertake at this location?



Why are you selling your business?

Responses	Total	Total (%)
Retirement	4	50%
Workload	1	17%
Personal	3	33%
Total	8	100%

Figure 08. Will your expansion plans require or lead to...



Is your business currently experiencing difficulties with your expansion plans?

Responses	Total	Total (%)
Yes	4	44%
No	5	56%
Total	9	100%

Business Development/Business Development Markets

What is the outlook for your industry?

Responses	Total	Total (%)
Growing	8	32%
Declining	3	12%
Stable	11	44%
Not sure	3	12%
Total	25	100%

Please give an approximate annual sales range for your business

Responses	Total	Total (%)
Prefer not to answer	7	17%
\$0 - \$49,999	4	10%
\$50,000 - \$99,999	7	17%
\$100,000 - \$249,999	6	15%
\$250,000 - \$499,999	4	10%
\$500,000 - \$999,999	3	7%
\$1,000,000 - \$4,999,999	7	17%
+5,000,000	3	7%
Total	41	100%

Are your projected sales in the next year expected to increase, decrease or remain the same?

Responses	Total	Total (%)
Increase	20	43%
Decrease	5	11%
Remain the same	14	30%
Not sure	7	15%
Total	46	100%

Figure 09. Please provide us with some insight into the use and importance of the internet in your business

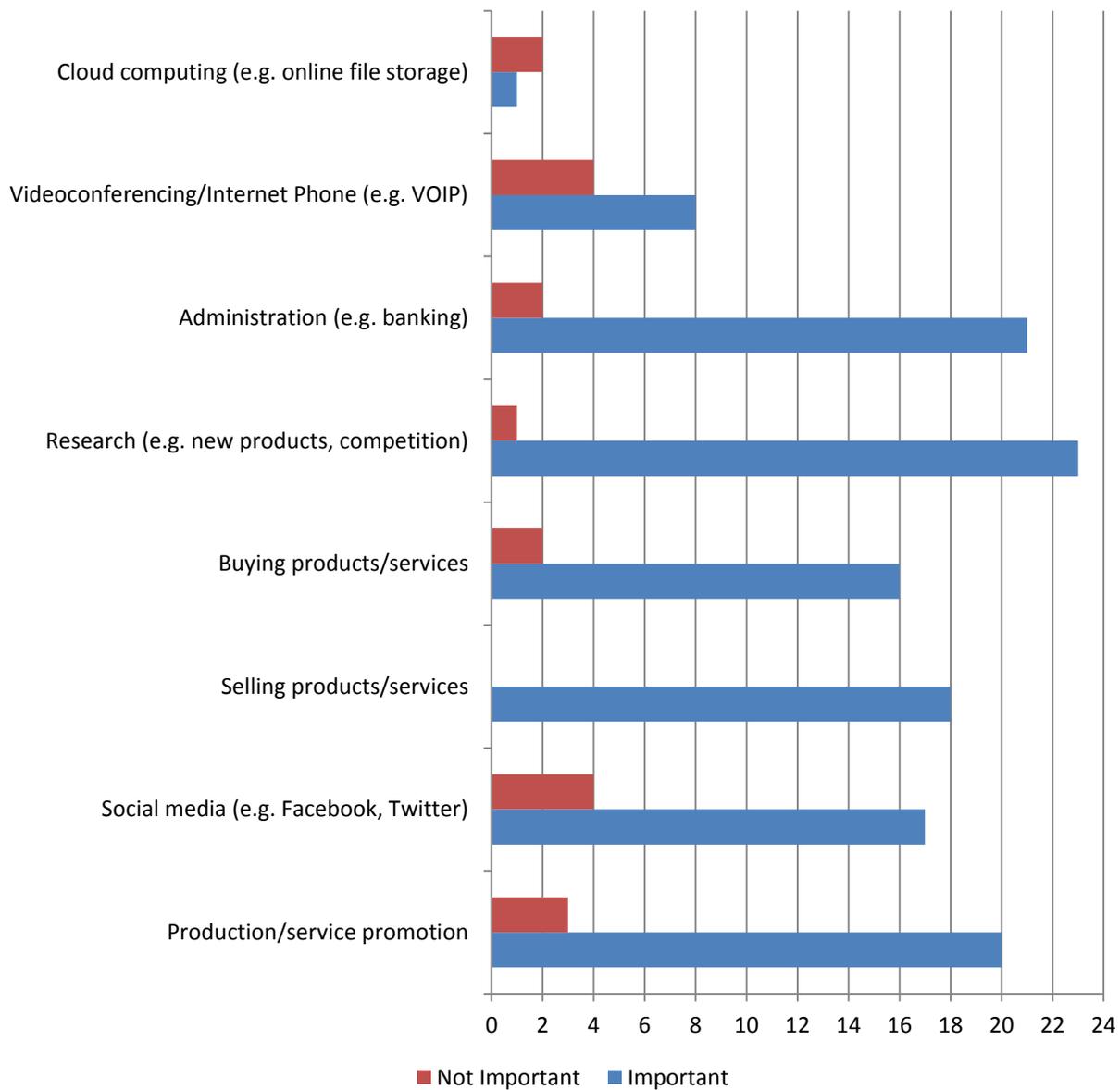


Figure 10. Are any of the following factors barriers, to your businesses information technology/internet requirements

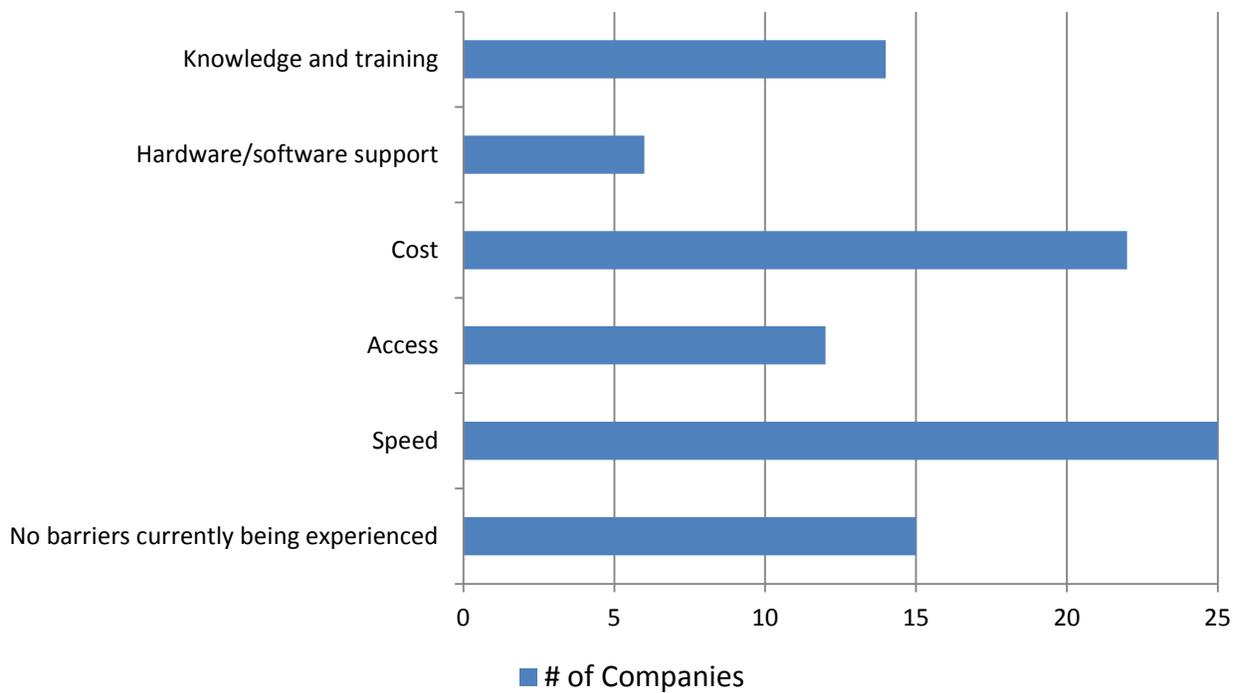


Figure 11. Are you interested in working co-operatively with other businesses in the community to pursue any of the following

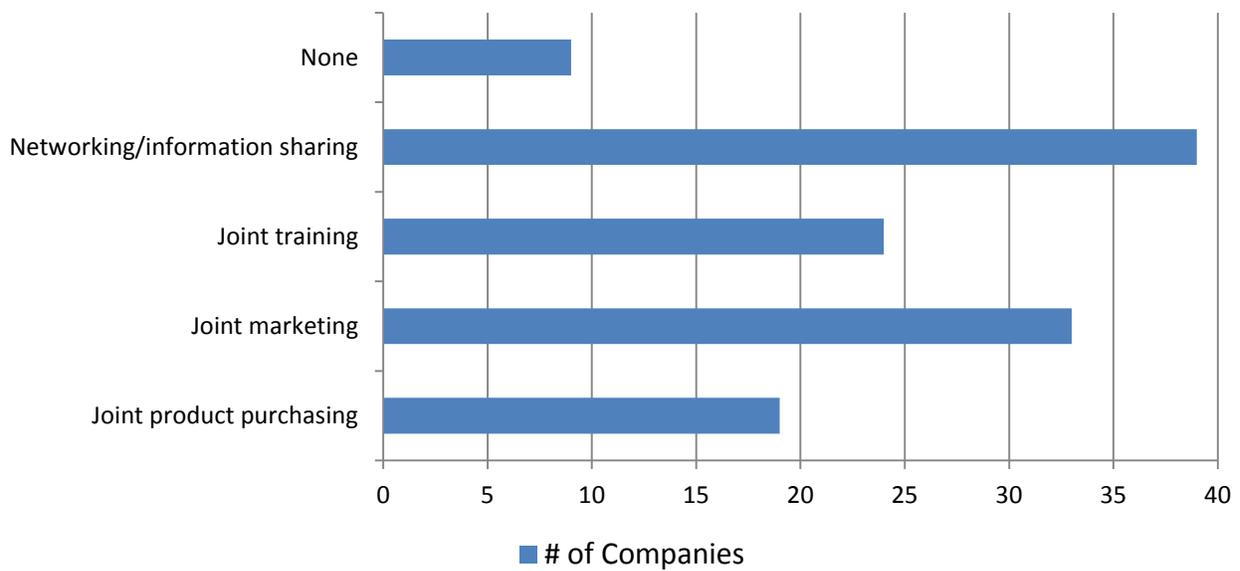
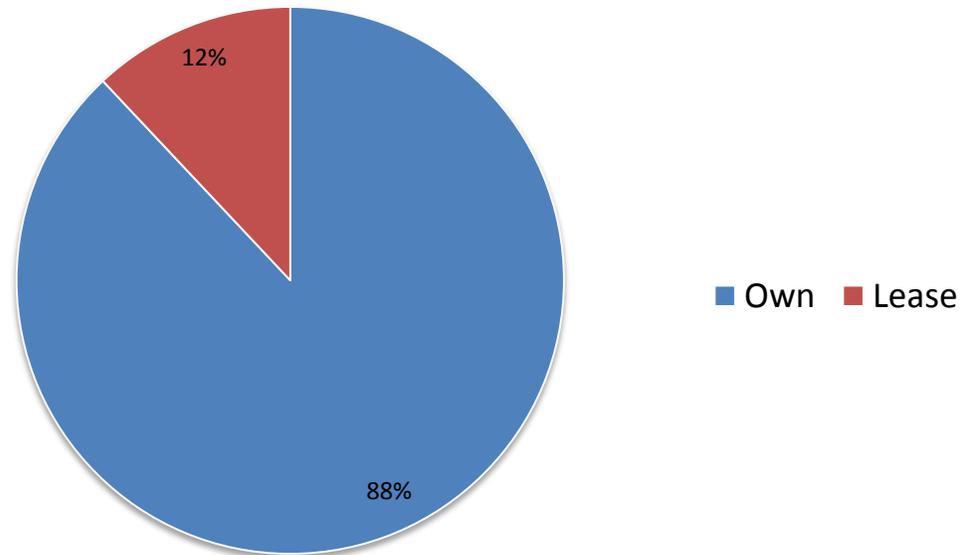


Figure 12. Does your business own or lease its facility/facilities



Does your business own or lease its facility/facilities

Responses	Total	Total (%)
Own	22	88%
Lease	3	12%
Total	25	100%

Workforce Development

During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Total	Total (%)
Increased # employed	15	36%
Decreased # employed	7	17%
Remain the same	20	48%
Total	42	100%

How would you rate the following factors in this community for your business needs? (Availability of qualified workers)

Responses	Total	Total (%)
Poor	8	44%
Fair	4	22%
Good	4	22%
Excellent	2	12%
Total	18	100%

How would you rate the following factors in this community for your business needs? (Stability of the workforce)

Responses	Total	Total (%)
Poor	7	39%
Fair	4	22%
Good	5	28%
Excellent	2	11%
Total	18	100%

How would you rate the following factors in this community for your business needs? (Ability to attract and retain new employees)

Responses	Total	Total (%)
Poor	4	25%
Fair	6	38%
Good	6	38%
Total	16	100%

Does your business currently have difficulty hiring?

Responses	Total	Total (%)
Yes	35	66%
No	18	34%
Total	53	100%

How would you describe your company's hiring challenges?

Responses	Total	Total (%)
Too few applicants	6	26%
Lack of appropriate skills or training	6	26%
Lack of relevant experience	5	22%
Other	6	26%
Total	23	100%

Are the hiring challenges specifically related to the community or industry?

Community	6	60%
Industry	4	40%
Total	10	100%

How do you currently recruit new employees?

Responses	Total	Total (%)
Through your personal network	11	42%
Employment centres and websites (job boards)	6	23%
"Hiring" sign on your premises	2	8%
Local media advertising	2	8%
Referrals from friends or current employees	1	4%
Unsolicited resumes	2	8%
Other	2	8%
Total	26	100%

Does your business have difficulty retaining employees?

Responses	Total	Total (%)
Yes	5	38%
No	8	62%
Total	13	100%

What are the reasons for these difficulties in retaining employees?

Responses	Total	Total (%)
Wages	2	25%
Competition	2	25%
Seasonal	3	38%
Work environment	1	12%
Total	8	100%

Does your business participate in any of the following educational initiatives? (Co-op student-Unpaid)

Responses	Total	Total (%)
Currently participates	3	14%
Interested in information	18	86%
Total	21	100%

Does your business participate in any of the following educational initiatives? (Co-op student-Paid)

Responses	Total	Total (%)
Currently participates	2	13%
Interested in information	13	87%
Total	15	100%

Does your business participate in any of the following educational initiatives? (Internship programs)

Responses	Total	Total (%)
Currently participates	1	6%
Interested in information	16	94%
Total	17	100%

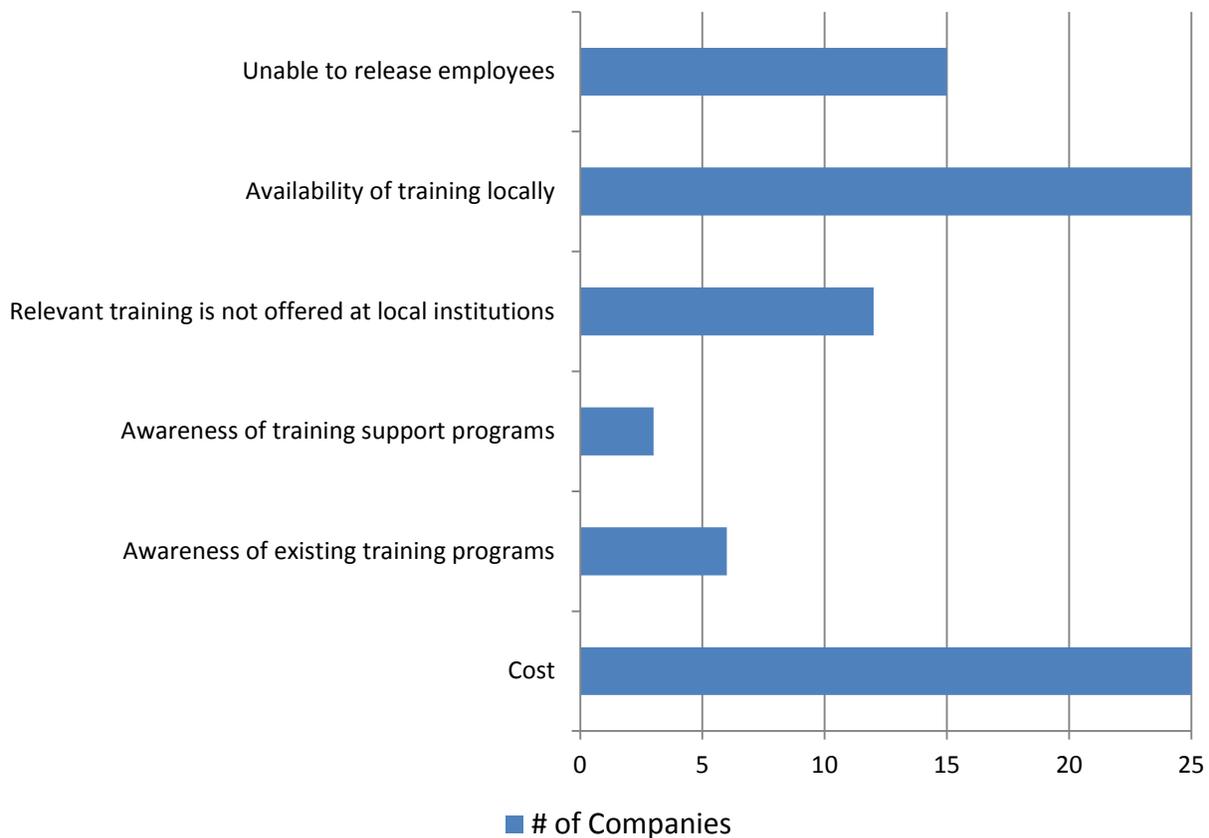
Does your business currently use any external training?

Responses	Total	Total (%)
Yes	13	43%
No	17	57%
Total	30	100%

Are there any training programs/topics that would be beneficial to you and your employees?

Yes	12	86%
No	2	14%
Total	14	100%

Figure 13. Are there currently any barriers to you and or your employees receiving the necessary training



Business List:

Business lists are unedited direct responses from participants answering each individual business; labour needs, business/service and product needs, business/services and products wish list, suggested community projects and training/development/resource needs.

Training/Development/Resource Needs

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

Figure 14. Would your business benefit from any of the following programs or services?

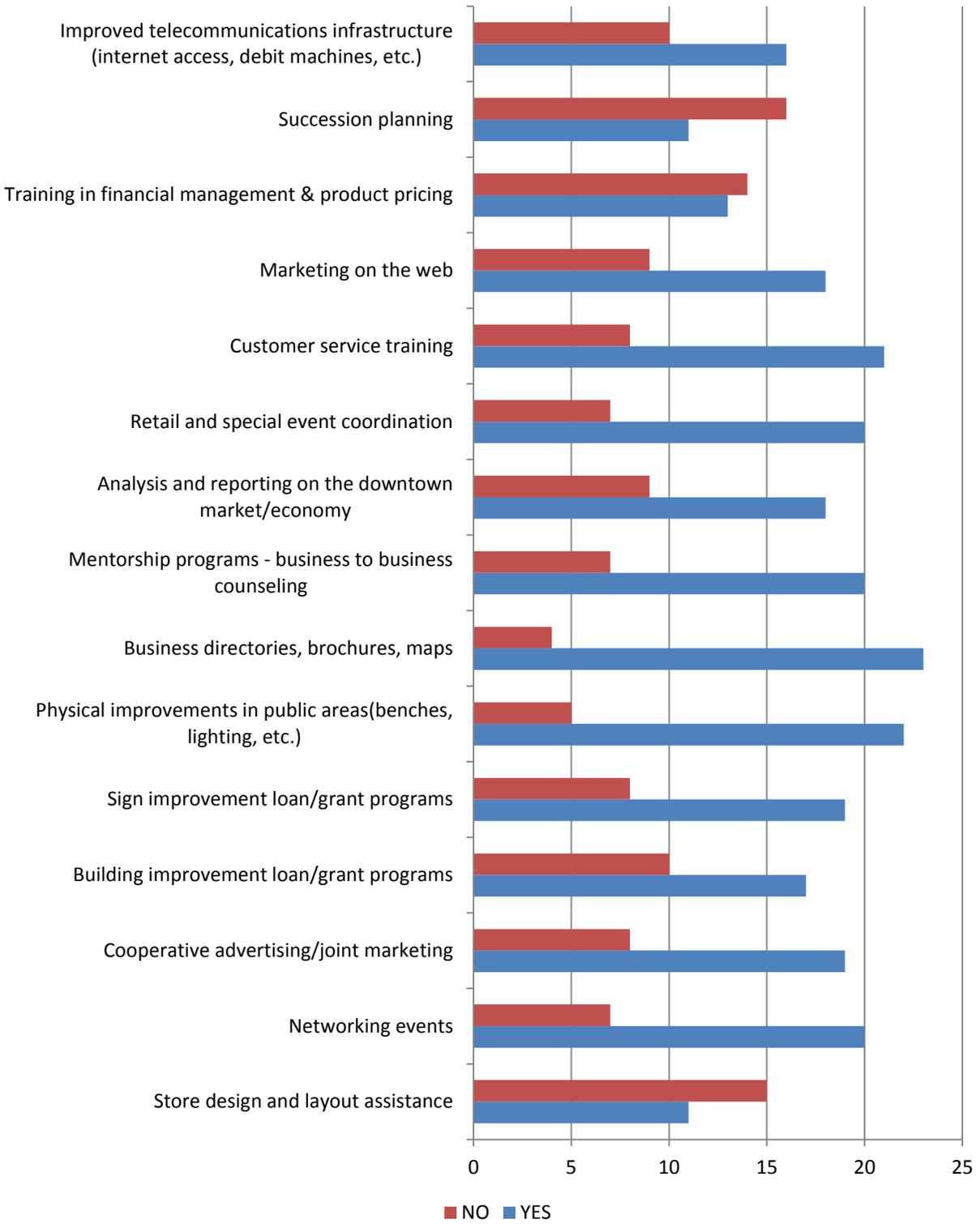


Figure 15. Would you participate in workshops that address any of the following issues?

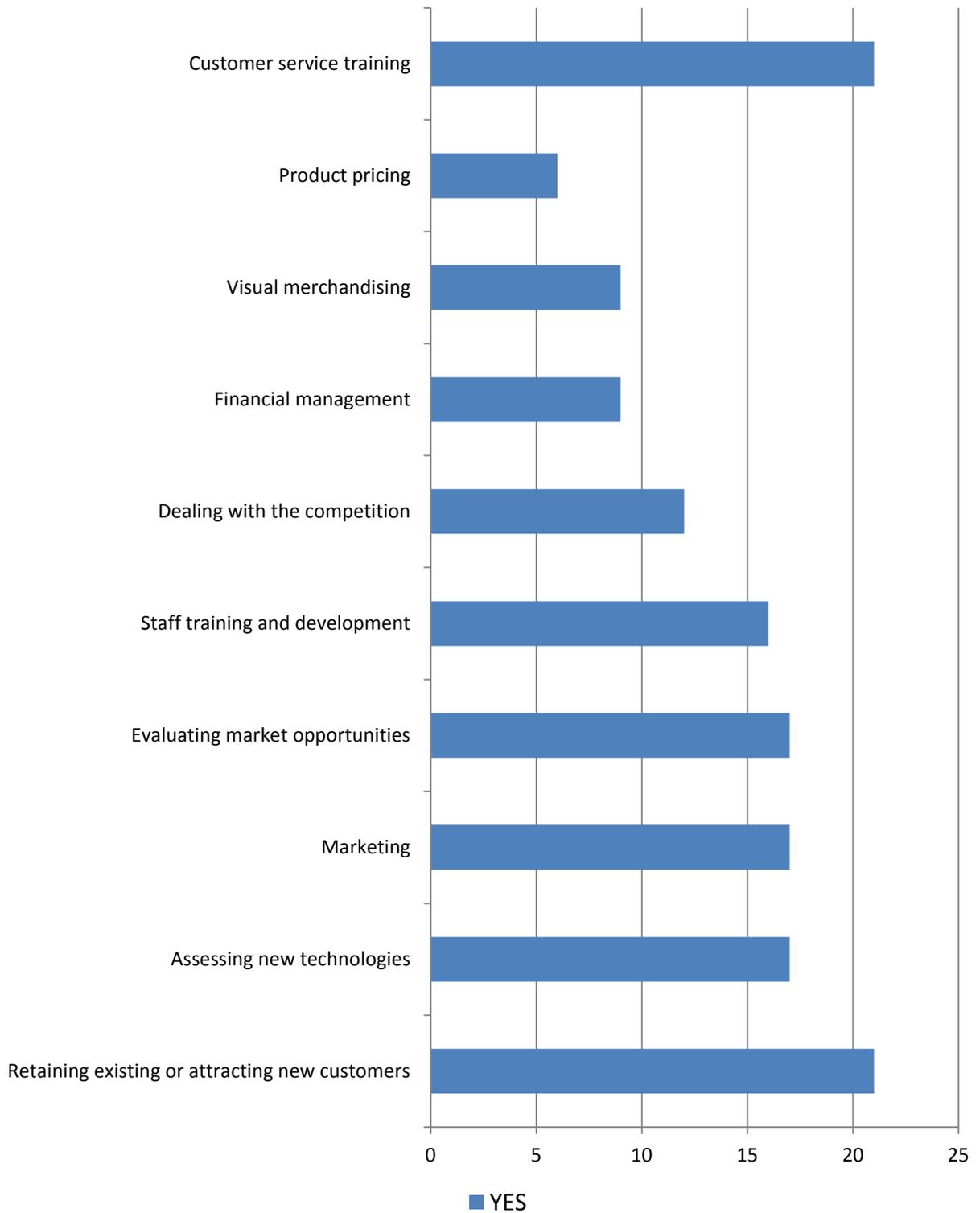
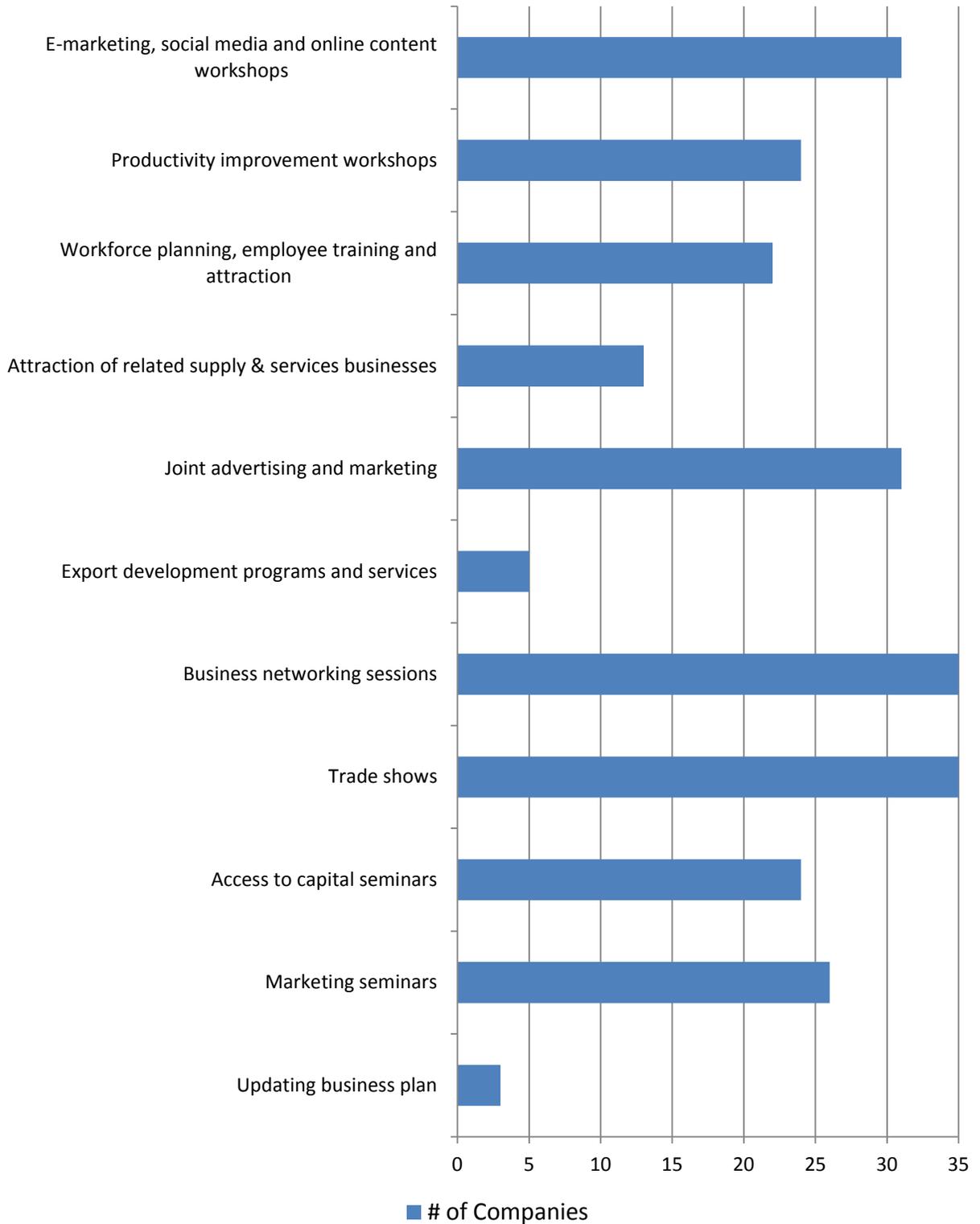


Figure 16. What assistance or opportunities would be beneficial to support your business



Base Retention Conclusion:

Greenstone businesses are aging long-standing owners that reside in the community of their businesses. The majority of businesses have less than 4 employees and are often sole-proprietorships with little time to access improvement training or programming assistance from regional organizations. Business plans have been created but are not being followed. Greenstone businesses do not have knowledge of regional groups like the North Superior Workforce Planning Board (NSWPB), Northwestern Ontario Innovation Centre (NOIC) or Northern Ontario Youth Entrepreneurship Initiative (NOYEI) but are satisfied and knowledgeable about the Greenstone Economic Development Corporation. Hindering factors of doing business in Greenstone are water/wastewater capacity, cellular service, support from Municipality for businesses, local roads and streets, high Municipal property taxes, and lack of a well-trained and available workforce.

Positive business factors include access to the internet, support from local residents and other businesses, housing, quality of life, and health and medical services. Eight of the participating businesses listed using the employment recruiting services of More Than Words and being very satisfied. The level of satisfaction is high with services such as; policing, fire services, libraries, medical services, chambers of commerce, recreation, garbage and snow removal, but are dissatisfied with the planning and engineering department, street repair, public transit services and Municipal economic development services.

Through participant consultations and surveys, three closures were recorded and two are attributed to retirement and one for personal reasons. There were no traditional 'redflag' closures, due to economic factors.

Thirteen of the participants revealed expansion plans. The main reason listed for expansion is the development of major industrial markets, Ring of Fire and Premier Gold Mines Limited.

An overall positive outlook for the businesses has been expressed, but this answer is in direct conflict with participant general impression of the community as a place to do business, which is overwhelmingly fair or poor. Accordingly, the attitude about doing business in the past 3 years, 15 of 47 businesses participants is negative, 13 more positive, and 19 have perceived no change. An overall increase in sales is projected in 20 or 43 % of the participants.

Use of internet is important to all businesses. Voice Over Internet Protocol (VOIP) and Cloud Computing is not prevalent for usage by business owners. Both speed and cost can be a barrier to business and a lack of general knowledge of best practices for the internet in business promotion/marketing is an issue.

In the past 3 years, the overall number of employees has increased by 41, compared to a decrease of 14. However, businesses find it extremely difficult to hire new employees and acknowledge a lack of trained employees existing in the region. Once a business has an employee they tend to hang on to them for long periods of time. In general businesses do not participate in any Federal or Provincial workforce programs, internships or co-op programs.

43% of businesses use or require external training – see *Business List training/development/resources page 24*

Many businesses are sole proprietorships or less than 4 employees and the cost of external training is too high or owners are unable to attend training or there is no training locally, which can add to cost. 88% of businesses are owned and not leased.

Base Retention Recommendations:

Computer Training

R-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.

Face to Face

R-Greenstone owners are experienced business owners with 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 has to be brought to the businesses.

Succession Planning

R-Due to aging business owners and number of businesses looking to sell their business, planning your businesses transition, 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 in the future between 3-5 years.

Partnership Creation

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

Employment

R-Provide local and low cost training programs specific to Greenstone business needs, 43% of Greenstone businesses use external training programs -see *list of training/resources/development page 24*

R-Initiate programming to improve hiring practices for business

R-Employee training programs required

R-Business awareness of Federal and Provincial co-op, intern or apprenticeship programming

Workshops that businesses would attend in order to become more competitive

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

Programs/Services requested by businesses in order of importance

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

Assistance or opportunities that would be most beneficial to businesses

- 35-Business networking sessions
- 35-Tradeshows
- 31-Joint advertising and marketing
- 31-E-marketing, social media and on-line content workshops
- 26-Marketing
- 26-Access to capital
- 24-Productivity improvement

Retail/Service Survey Overview:

The retail survey was completed by 29 business owners. The majority of retail business owners identified the need for the return of industry as the main reason for optimism for the region. The return of the pulp and paper industry, the Ring of Fire and potential start-up of Premier Gold Mines Limited were all identified as priority for recovery of the retail districts. In the meantime, businesses have had to diversify services in order to remain competitive. Duplication of businesses is seen as healthy competition in the region but there is a variety of services, business and programs that have little or no competition.

Retail participants identified strengths and opportunities of the commercial areas for improvement. Businesses also rated the condition of retail factors (Figure 20). Participants also provided suggestions for improving the retail environment (Figure 18) and community assets they would most like to see developed (Figure 19).

Retail/Service Survey:

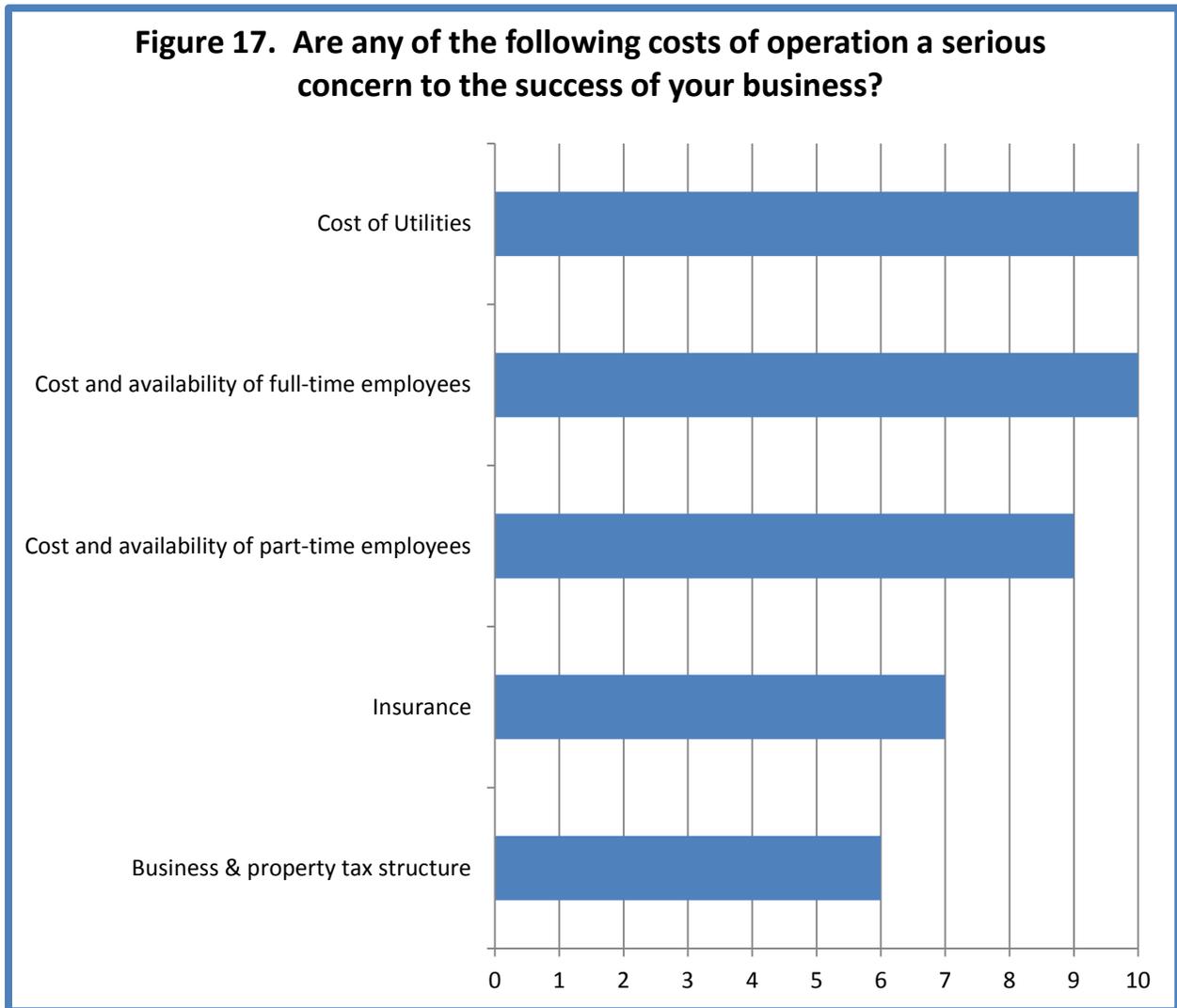


Figure 18. What are your top 3 suggestions for improving the retail business environment?

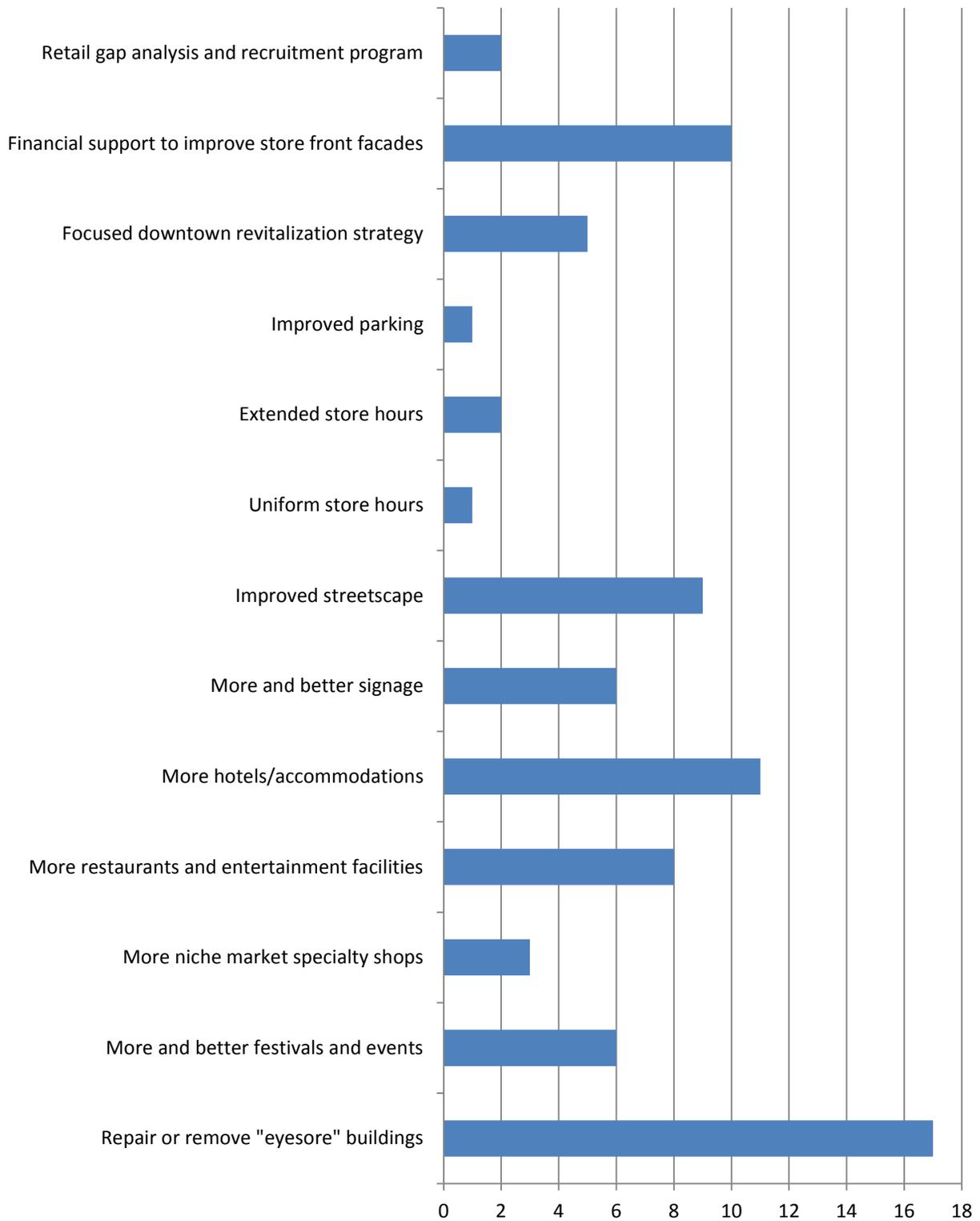
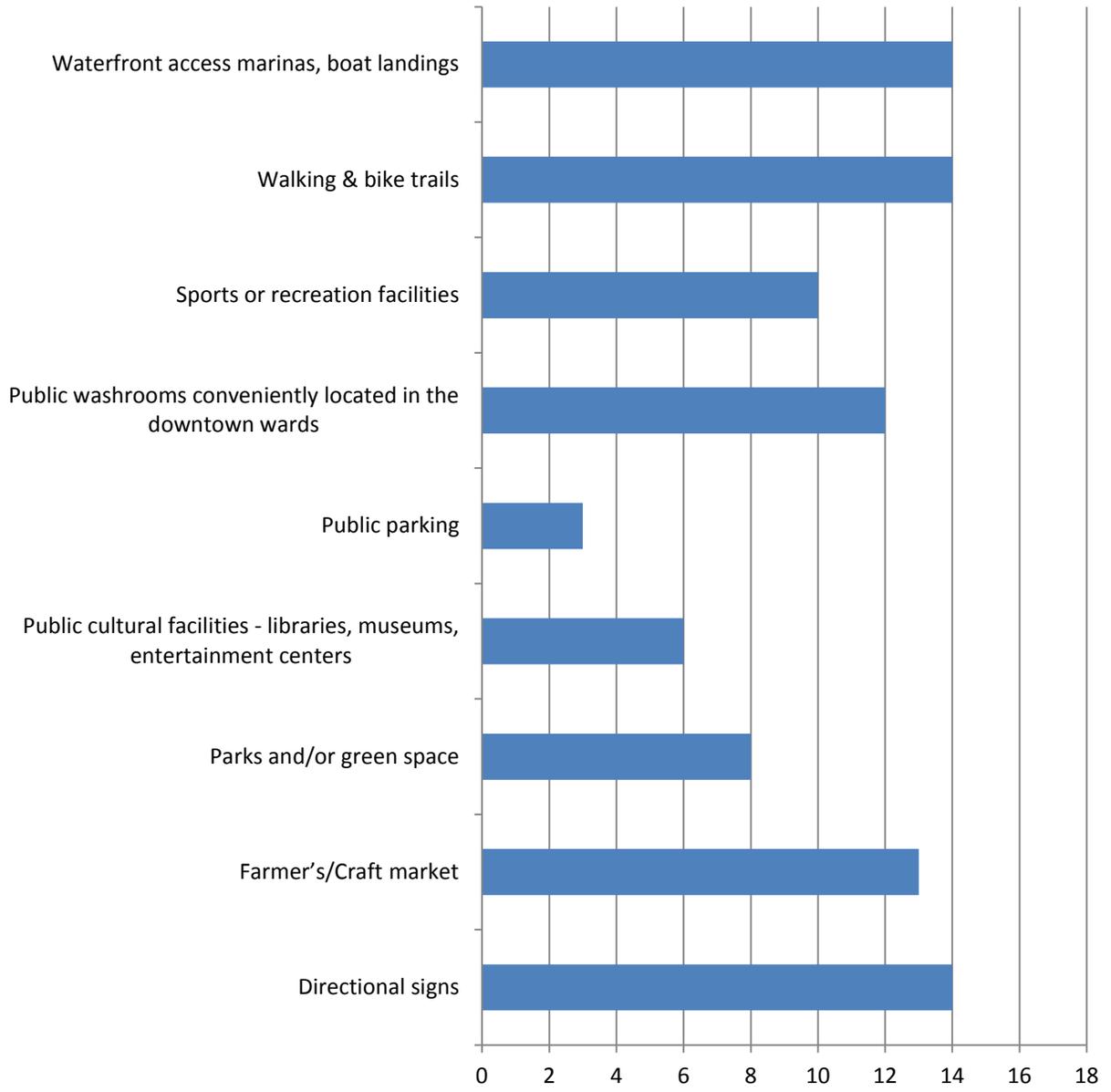


Figure 19. What 4 community assets would most like to see improved or developed in your community?



How long have you been the owner of this business?

Responses	Total	Total (%)
Under 1 year	1	4%
1-5 years	7	26%
6-10 years	4	15%
11-20 years	7	26%
Over 20 Years	8	30%
Total	27	100%

Figure 20. Using the scale provided, please rate the condition of each factor

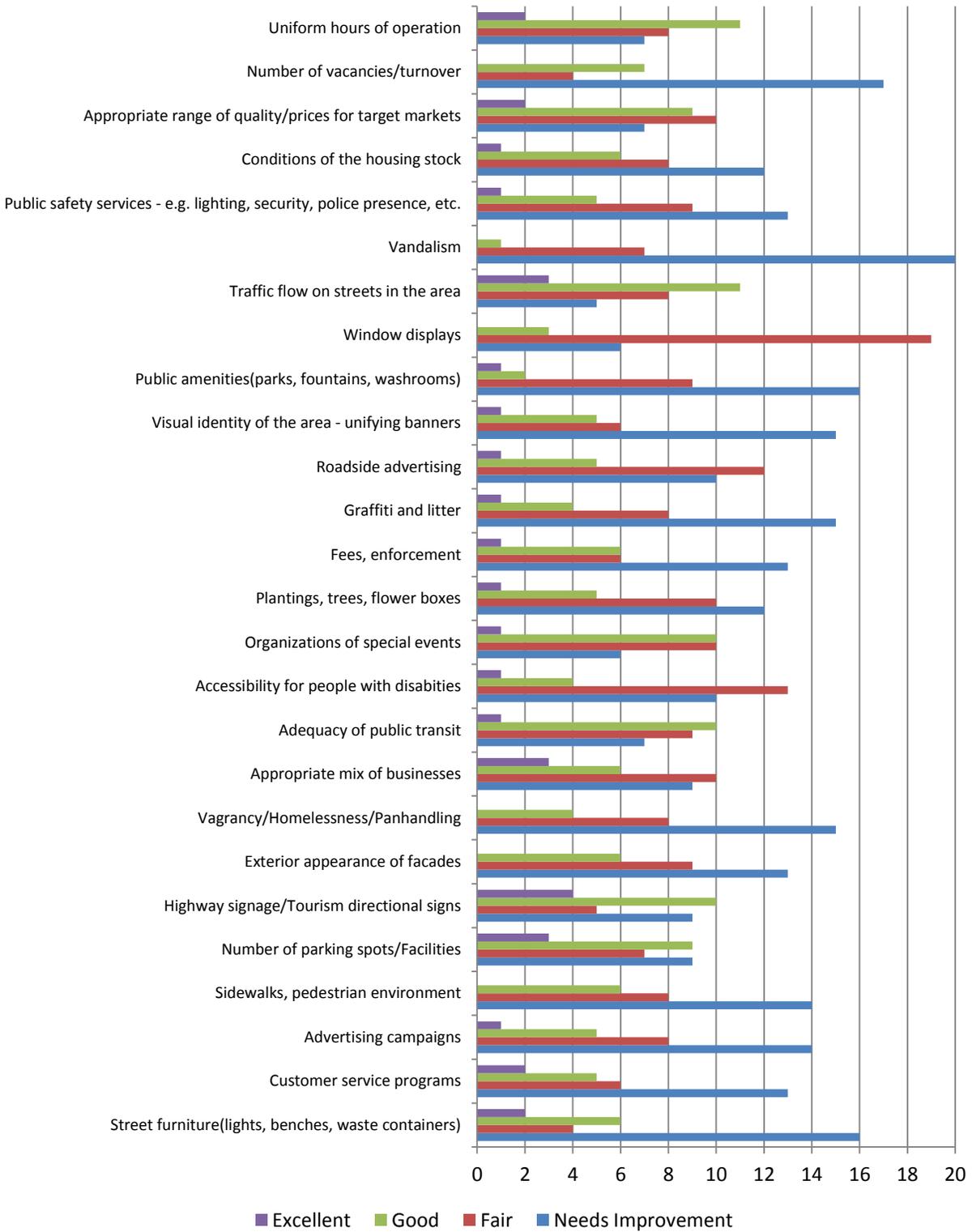


Figure 21. Monday Start Time

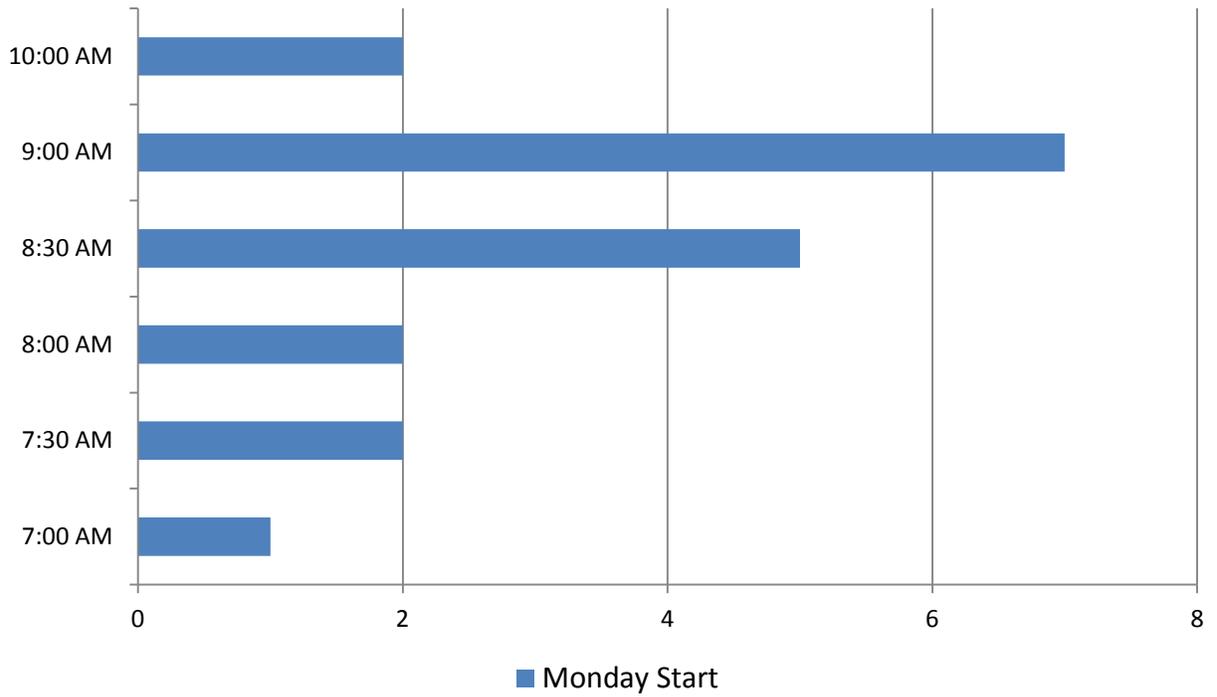
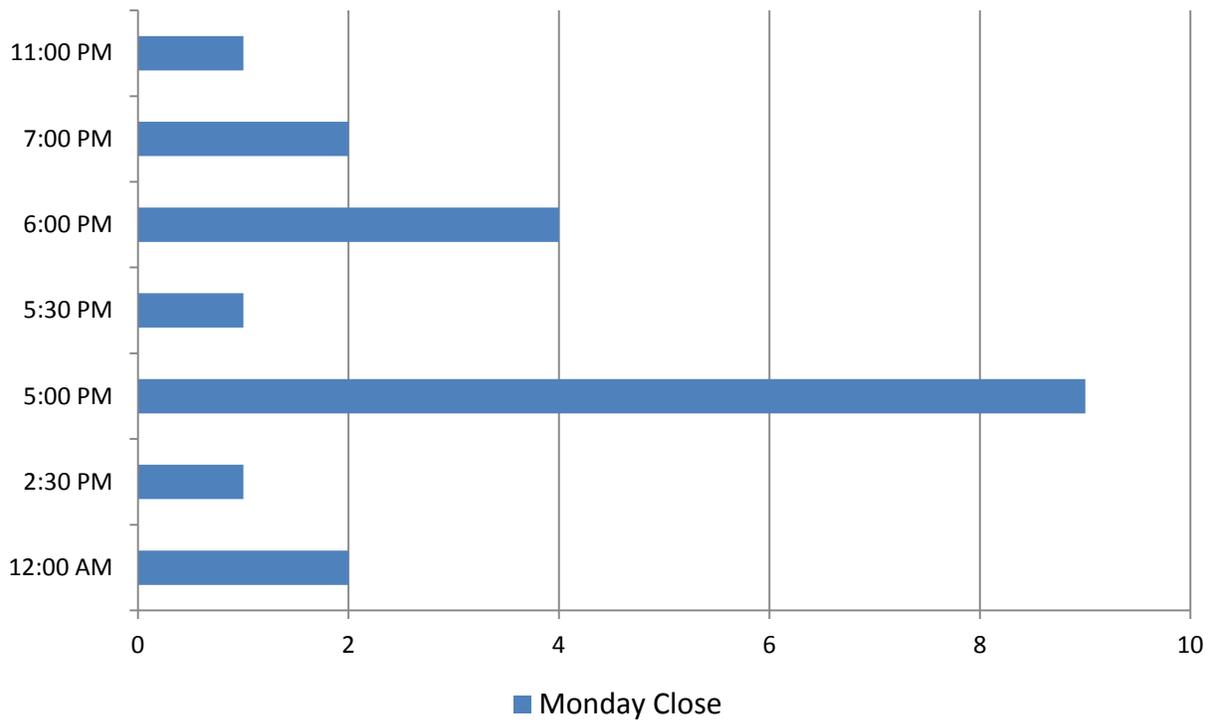
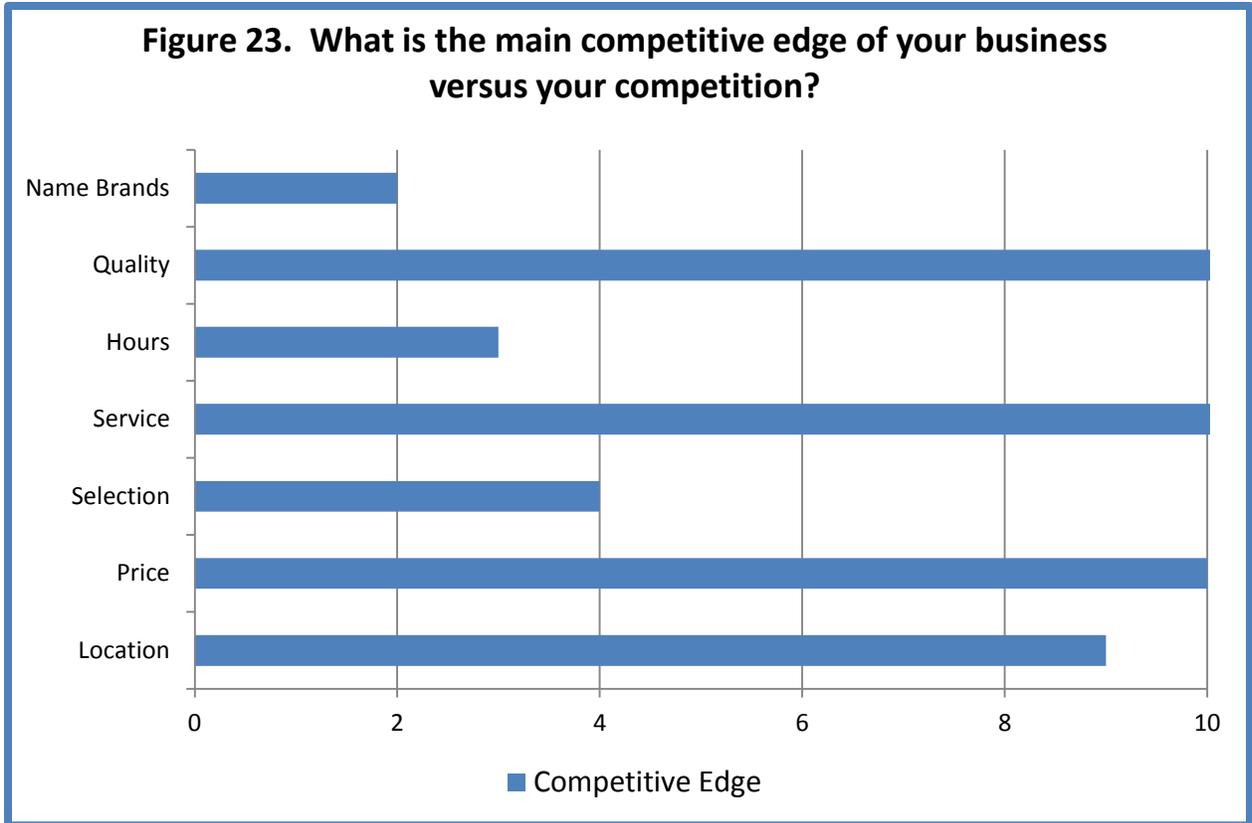


Figure 22. Monday End Time





Do you typically plan major sales/specials for this business?

Responses	Total	Total (%)
Yes	9	38%
No	15	63%
Total	24	100%

Do you participate in and/or support community events and festivals that take place in the downtown/commercial district?

Responses	Total	Total (%)
Yes	22	88%
No	3	12%
Total	25	100%

Do community events/festivals increase sales in your business?

Responses	Total	Total (%)
Yes	15	75%
No	5	25%
Total	20	100%

Do you have specific target markets?

Responses	Total	Total (%)
Yes	11	69%
No	5	31%
Total	16	100%

Figure 24. Relative to other businesses, what price point do you target?

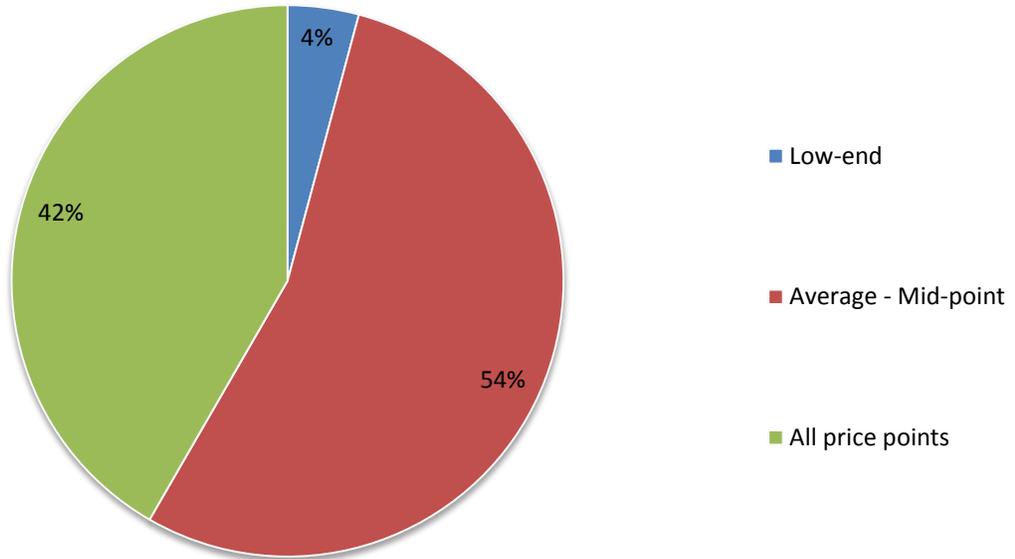
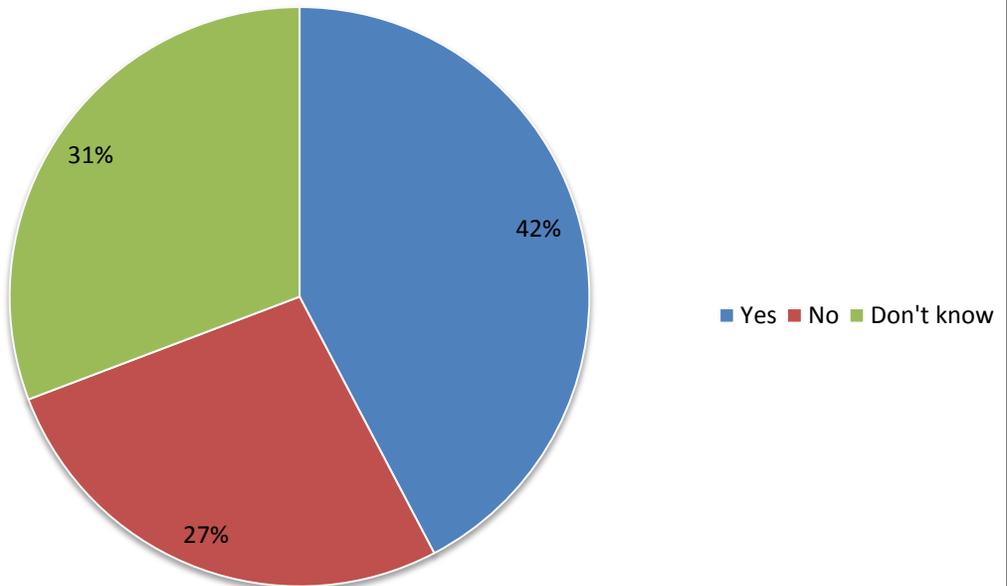


Figure 25. Do you know if your community offers any financial assistance programs to its businesses?



Where is the toughest competition for this business? - (In the same downtown ward)

Responses	Total
Yes	12

Where is the toughest competition for this business? - (In the Municipality of Greenstone)

Responses	Total
Yes	5

Where is the toughest competition for this business? - (In another community)

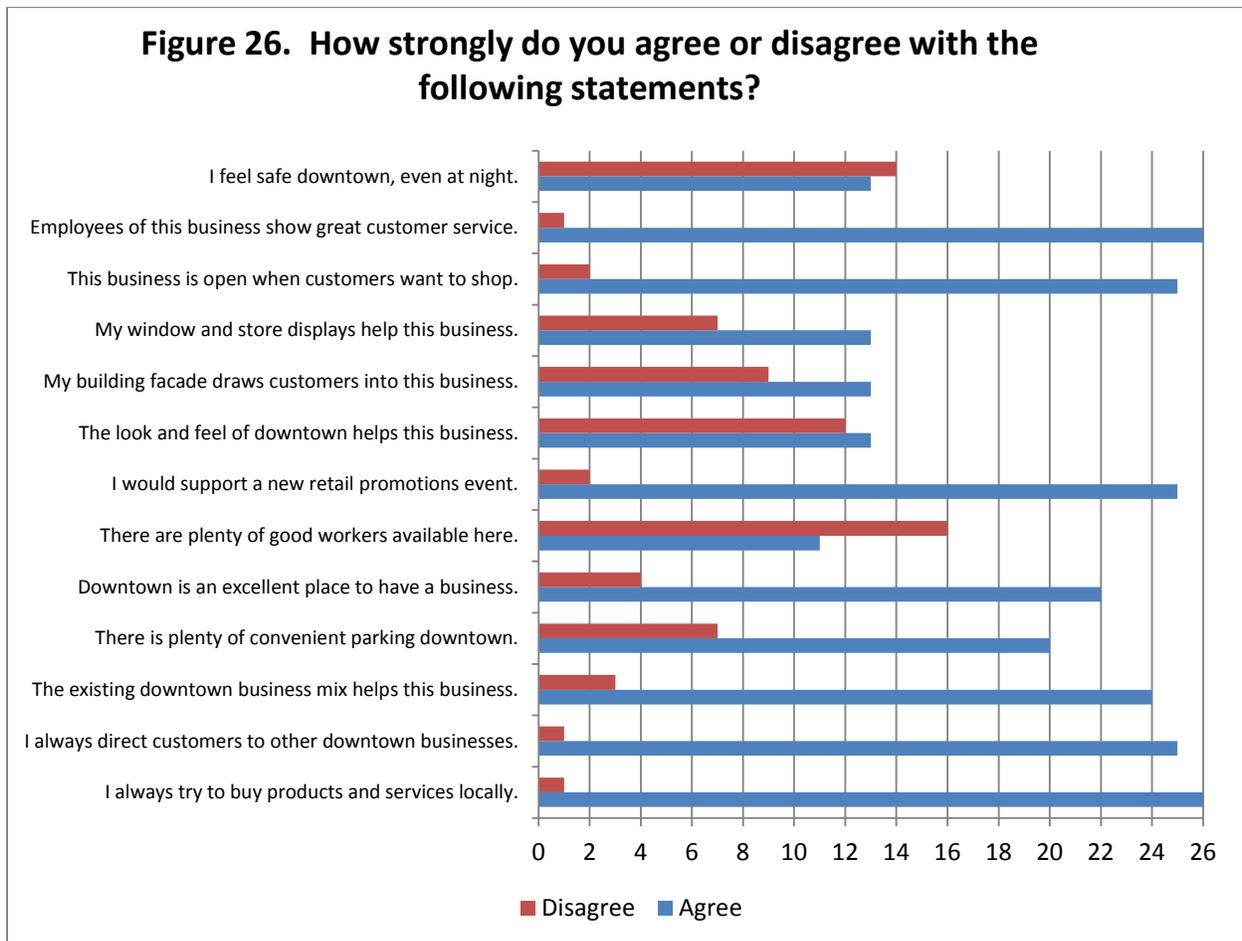
Responses	Total
Yes	7

Who are your toughest competitors? - (National Franchises)

Responses	Total
Yes	12

Who are your toughest competitors? - (Local Independents)

Responses	Total
Yes	12



Retail/Service Sector Conclusion:

In conclusion, the Greenstone retail/service sector had two major cost concerns. Number one was the high cost of utilities and insurance, the second being the lack of trained employees (a serious concern is considered as a possibility of potential closure to the business).

The top suggestions for improving the Greenstone retail environment are to repair or remove eyesore buildings, create more hotels and accommodations (*Municipal study on need and capacity of current accommodation of Greenstone-currently in receiving proposals stage as of February 2014*), improving the streetscape in all business retail wards, increased Federal and Provincial funding support to improve store front facades and window displays.

The top four community assets participants would most like to see improved or developed are directional signs, waterfront access/boat launch, walking/bike trails, farmers market/craft markets and public washrooms conveniently located in all downtown wards.

The main competitive edge is service and quality of the local businesses. Businesses show strong roots and connection to residents and other businesses that support the long standing businesses in the community. Great loyalty by residents/businesses is rewarded by great quality of businesses. Support for events and youth programming by Greenstone businesses is high but businesses that provide financial support would like to see reciprocal support from the events through increased business and support from youth programming through shop local when organizations require services or product.

The toughest competition for businesses is within the individual wards or Greenstone and is split between other local independents or national franchises.

There is little variation of retail/service businesses in Greenstone (similar quality level of accommodations and outfitters, restaurants show little variation, eight convenience or confectionary stores, five insurance agencies, etc.). On the flip side, there are a number of businesses with little to no competition. Competition and variety of business lead to a healthy regional economy.

The look and feel of the downtown wards of Greenstone, do not help the businesses. There is not an abundant supply of available or trained workers in Greenstone, either full or part-time. The business storefronts, window displays and facades do help the businesses but no funding program awareness is realized to the businesses or made available to them. 58% of businesses are unaware of funding assistance programs for business.

Finally, business owners and their families, in general, do not feel safe in the main streets at night.

Retail/Service Recommendations:

Streetscape Improvements

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

1. Window displays and store front façade improvement and uniform hours of operation
2. Public amenities (parks, fountains, washrooms)
3. Street furniture (lights, benches, waste containers)
4. Sidewalks, pedestrian environment
5. Lighting

Business/Succession Planning

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

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

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

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 (*duplicate*)

R-Financial recording and management training

Opportunity

R-Need of restaurant in Nakina

R-Public transit opportunity for service to Nakina

Directional Signage

R-Create in-region directional signage identifying services, prominent business sectors, distances and community identification/distances (How long does it take and what’s there when I reach my destination) graffiti and vandal proof products or out of reach

Brand

R-Create a regional brand with slogan, logos, colour, regional signage graffiti and vandal proof products or out of reach

Marketing

R-Create marketing plan, implement marketing plan for Greenstone region and Brand

Uniform Store Hours

R-Implement uniform store hours (see Figures 21 Monday Start and Figure 22 Monday End)

Varying hours of opening and closing business times is not conducive to stabilizing a regional economy. Although it has not been identified as a top 3 suggestion for improving the retail business sector (Figure 19) this is still an identified opportunity to unify business and better service customers

Business Incentives/Funding

What programs/incentives have been instituted to retain or expand current businesses

R-Funder Forums specific to small and medium sized enterprises (SME's) business assistance

A web page on the Greenstone Municipal website lists all funding and incentive options

<http://investinggreenstone.ca/incentives-c61.php> , separation of funding programs and incentives relevant to current Greenstone SME's is required

Waterfront

R-Increase and improve the number of waterfront access points

R-Identify (through signage) and improve public boat launches

Trails

R-Identified as an attraction desired to be improved and be developed, trail development can also serve to beautify and instill pride in a community, attract visitors and provide health benefits to the region

R-Develop and improve all trails walking, bicycle, ATV, UTV, water, snowmobile, historic pathways, horse, etc.

Events

R-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

Accessibility

R-Improve accessibility for people with disabilities in all businesses (*priority*)

R-Access to funding for businesses to improve accessibility awareness

Youth

No participants of the BR+E were under the age of 30 and few under the age of 40

Businesses reported supporting youth programming

R-Develop a youth strategy to engage youth and make them aware of advantages and opportunities of entrepreneurship

R-Develop funding program awareness to youth (government funding support)

R-Promote co-operative, internship and mentorship opportunities to business

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 programming

R-Install youth curfew

R-Increase police presence

Optimization

R-Optimize underutilized existing buildings, sign posts and land (tourist information/interpretive centre, town halls, Municipal buildings, highway signs, agricultural, educational facilities)

Attractions

R-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)

Retail Gap Analysis

R-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)

Directory

R-Business directory but also a product and services directory-attach to directional signage

Building Scan

R-Implement residential and business 'condition of building stock' scan and create strategy on how best to deal with aging buildings

Zoning

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

Tourism Survey Overview:

Tourism surveys were completed by 11 local businesses who describe their businesses as primarily (91%) accommodation only. These participants represented tourism outfitters and hotel/motels attractions. Spring/summer and fall is the primary tourism season as identified by participants, with some off season and year round traffic. Participants suggested room for expansion into shoulder seasons (late fall and early spring) or year round opportunities. Key factors making Greenstone a desirable tourism destination are building on the history and culture of the Tourism industry, the beauty and Quality of Life experienced by residents of the community, developing and improving activities for visitors and amenities such as the variety of hunting and fishing, current attractions and proximity to rail and airports.

Building on a solid foundation and listening to the experienced outfitters, will be important for growing the tourism industry in Greenstone. Central to addressing the seasonality of the tourism industry is encouraging visitors visit during downtimes within the tourism season and identifying and attracting new tourists from proven regions in the Mid-West United States to spend more money and stay longer in the community.

The need for accommodations to build the tourism industry was identified in the Tourism survey as well as Retail and Retention surveys. In addition, participants that completed the tourism survey suggested that providing clean, well-kept and well signed public washrooms, improving signage, and tourism information would enhance the physical appeal of Greenstone. Several community assets to develop were also identified (Figure 28).

Tourism Survey:

Which of the following best describes the current tourism industry in your area?

Responses	Total	Total (%)
Accommodation only	10	91%
<u>Accommodation and food services</u>	<u>1</u>	<u>9%</u>
Total	11	100%

Where is your business located?

Responses	Total	Total (%)
Downtown	3	27%
Highway/Commercial area	2	18%
Outlying village	1	9%
<u>Outlying non-urban area</u>	<u>5</u>	<u>45%</u>
Total	11	100%

What time of the year is your business open?

Responses	Total	Total (%)
Year round	5	45%
<u>Spring, summer and fall</u>	<u>6</u>	<u>55%</u>
Total	11	100%

Which of the following best describes the current tourism industry in your area?

Responses	Total	Total (%)
Year round tourism/visitor traffic	1	9%
Summer only tourism/visitor traffic	4	36%
<u>Mostly summer but some off-season traffic</u>	<u>6</u>	<u>55%</u>
Total	11	100%

Does your tourism business have the potential to expand into either of the identified areas?

Responses	Total	Total (%)
Shoulder seasons	1	13%
<u>Year round</u>	<u>7</u>	<u>88%</u>
Total	8	100%

Figure 27. What could be done to make Greenstone a more physically appealing tourist area?

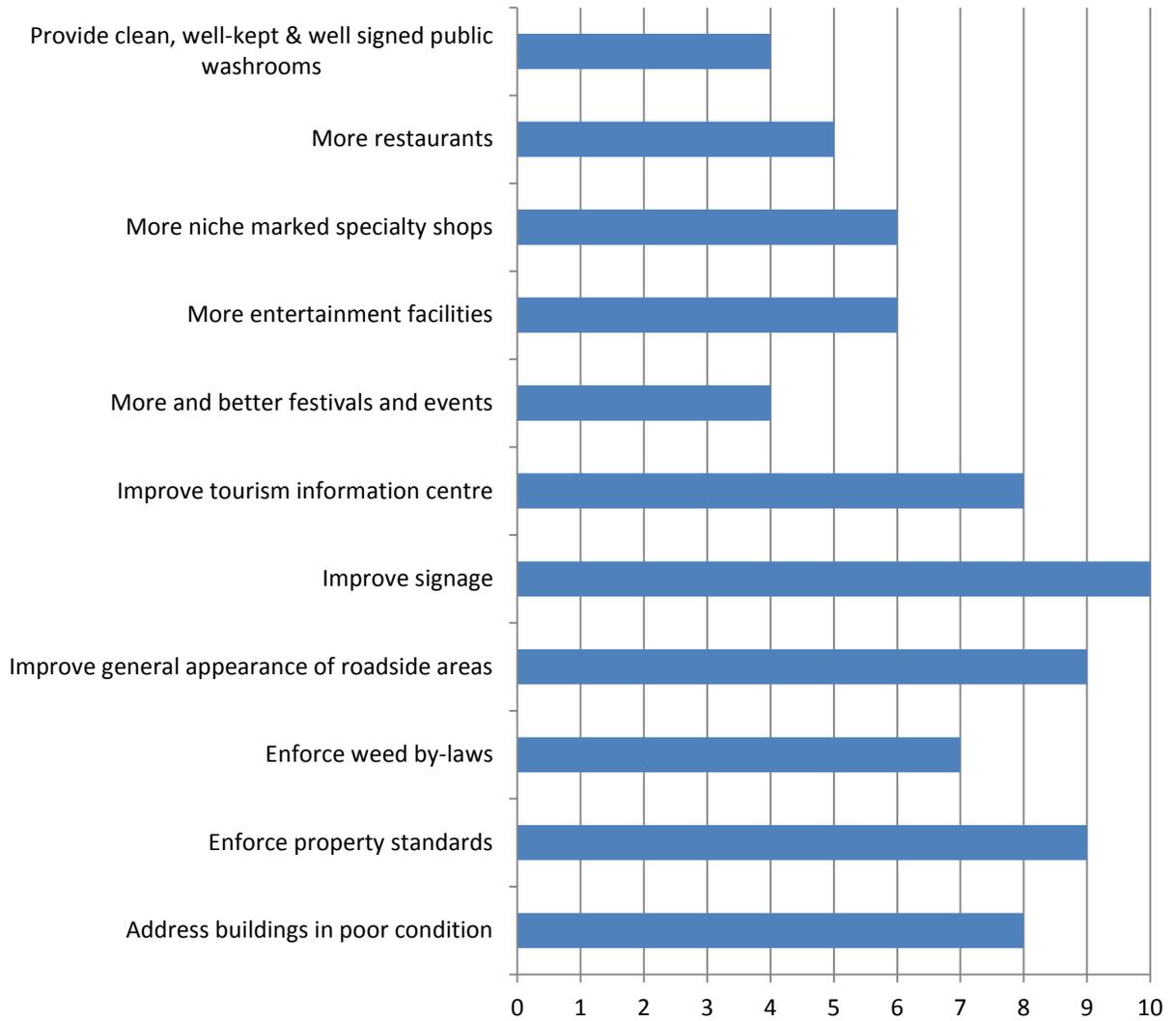


Figure 28. What four community assets would you most like to see improved or developed?

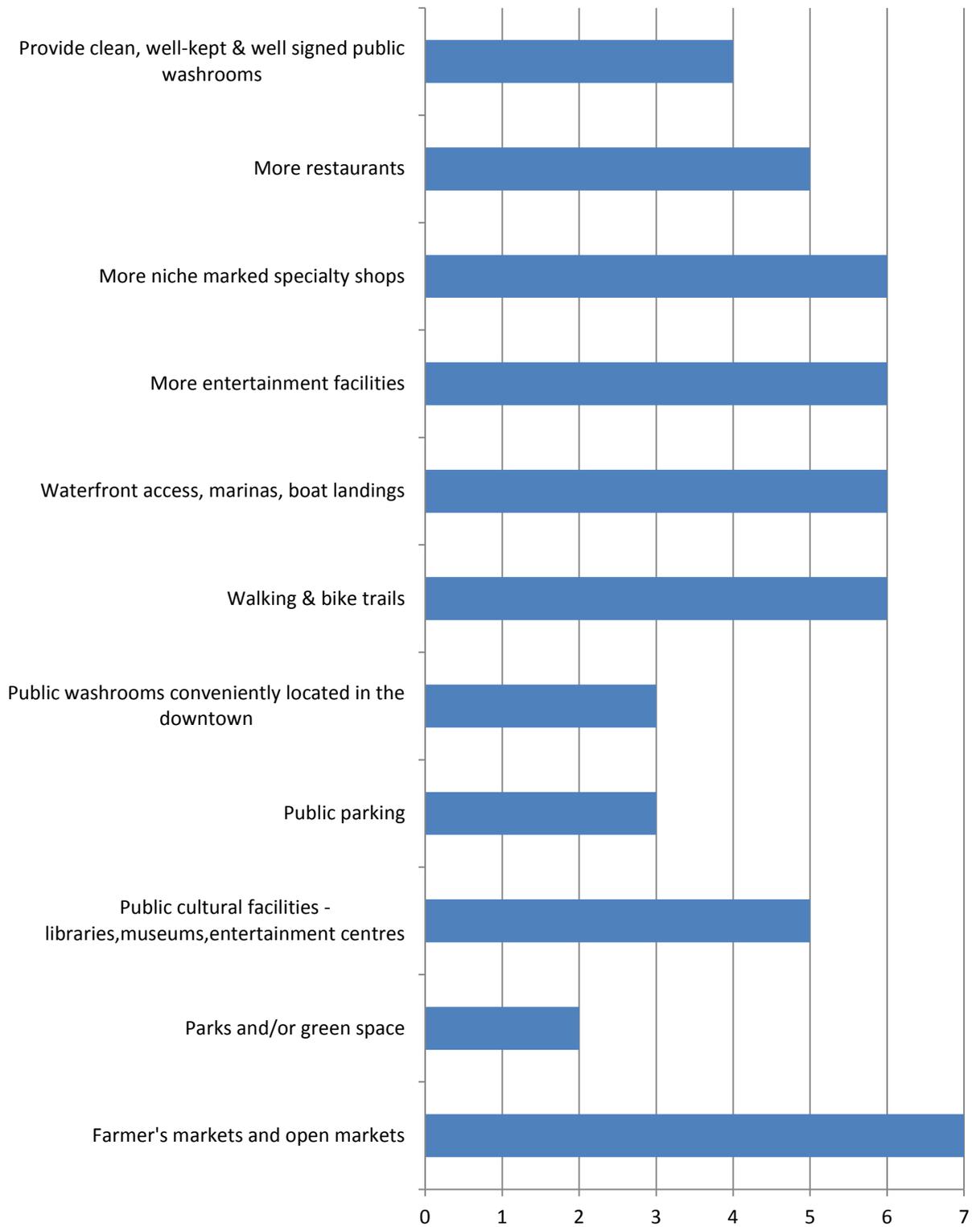
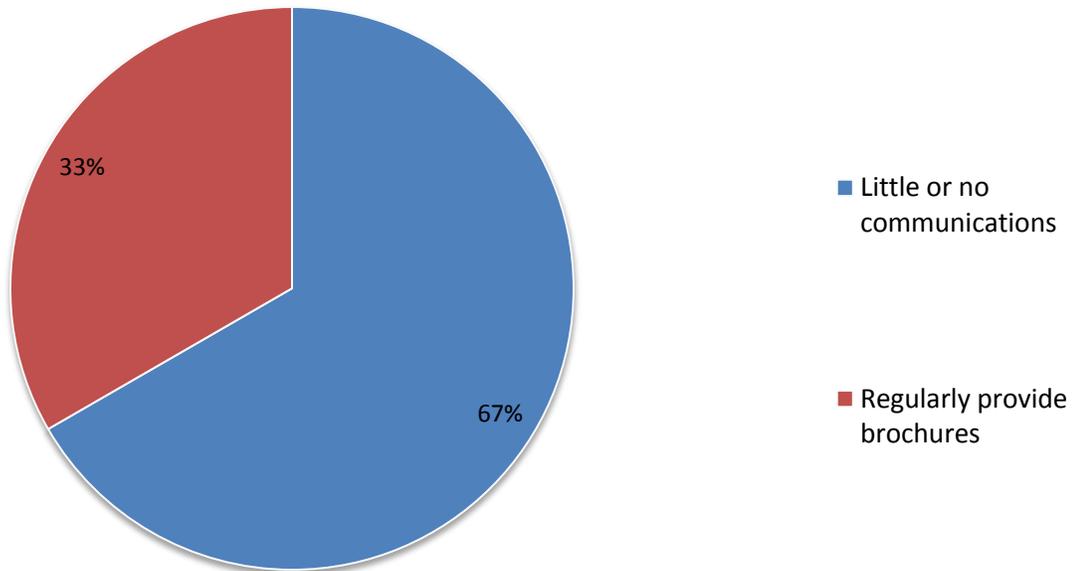


Figure 29. What is your relationship with the local interpretive/tourist information centre?



Rate your level of satisfaction with the tourism facilities in your area. (Information Centres)

Responses	Total	Total (%)
Poor	6	55%
Fair	1	9%
Good	3	27%
Excellent	1	9%
Total	11	100%

Currently, and looking to the future, who are and who would you like to see as your main target markets? (Corporate)

Responses	Total	Total (%)
Currently	3	43%
Future	4	57%
Total	7	100%

Currently, and looking to the future, who are and who would you like to see as your main target markets? (Southern Ontario)

Responses	Total	Total (%)
Currently	7	58%
Future	5	42%
Total	12	100%

Currently, and looking to the future, who are and who would you like to see as your main target markets? (Europe)

Responses	Total	Total (%)
Currently	2	67%
Future	<u>1</u>	<u>33%</u>
Total	3	100%

Currently, and looking to the future, who are and who would you like to see as your main target markets? (U.S. States)

Responses	Total	Total (%)
Currently	7	58%
Future	<u>5</u>	<u>42%</u>
Total	12	100%

Do you participate in any of the following advertising campaigns?

Responses	Total
International co-op advertising campaigns	1
Local co-op advertising campaigns	1
Regional co-op advertising campaigns	<u>1</u>
Total	3

Where do you get your market research regarding tourism trends, market & growth opportunities, etc.?

Responses	Total	Total (%)
Canadian Tourism Commission	2	17%
Conferences	1	8%
In-House	2	17%
Ministry of Tourism & Recreation	3	25%
Tourism Association	<u>4</u>	<u>33%</u>
Total	12	100%

Would you like to see a Super Host Training Program (formal customer service training) provided for your staff?

Responses	Total
Yes	4
No	3
Don't know	<u>1</u>
Total	8

Figure 30. Currently, and looking 3-years into the future, what is and what do you feel could be the primary products that attract visitors to the area and your business?

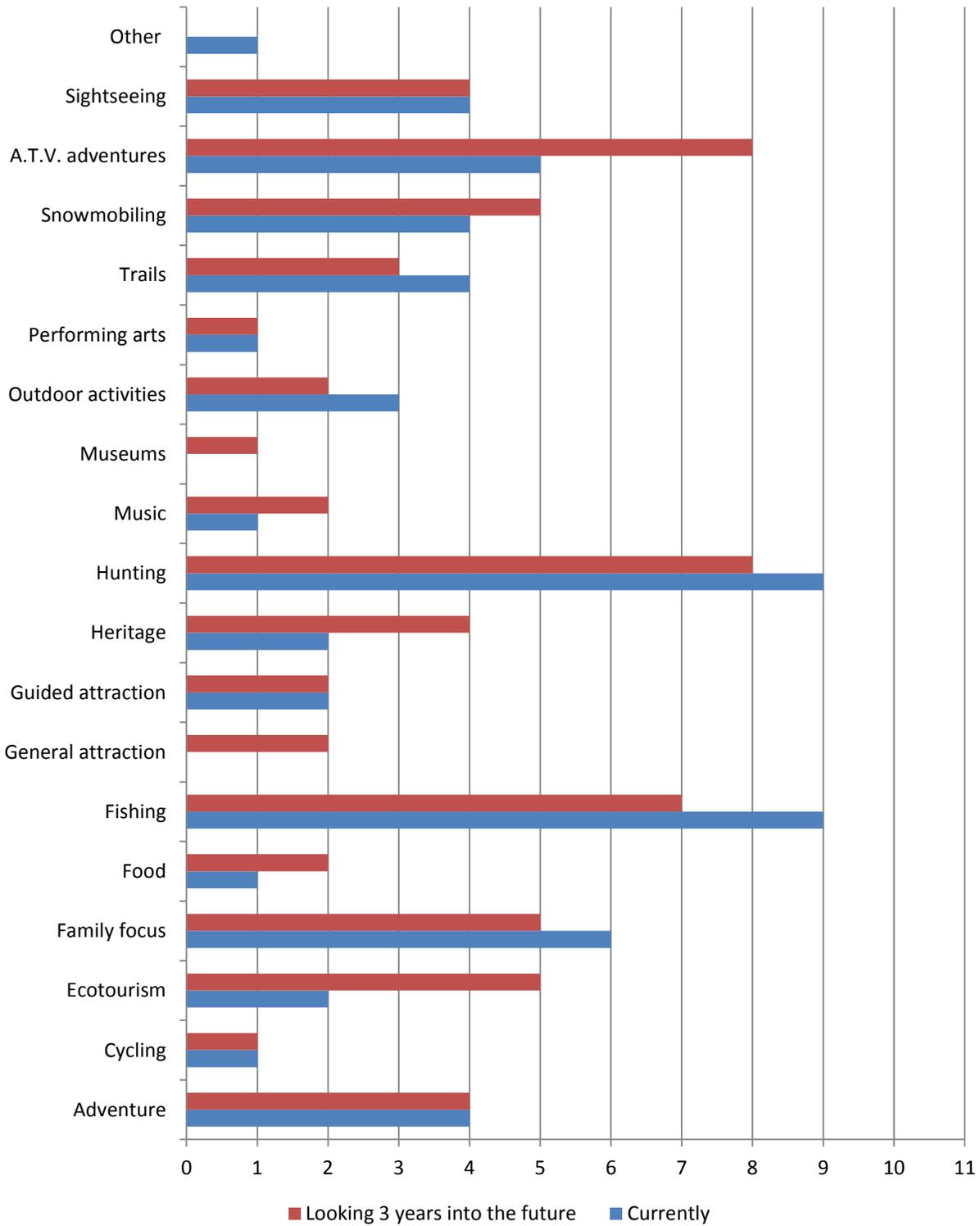


Figure 31. Rate your level of satisfaction with the tourism facilities in your area

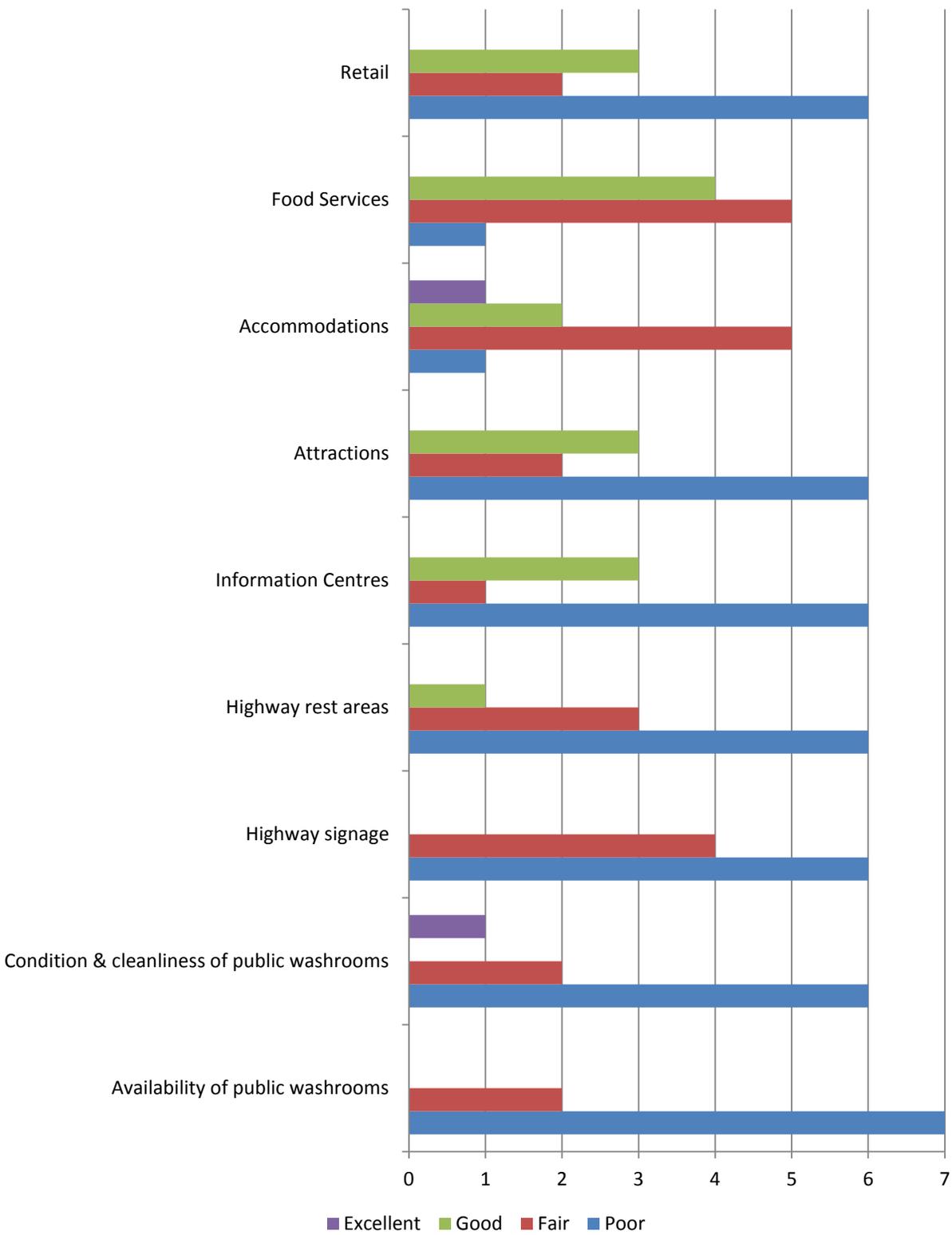


Figure 32. How beneficial are the following to your business?

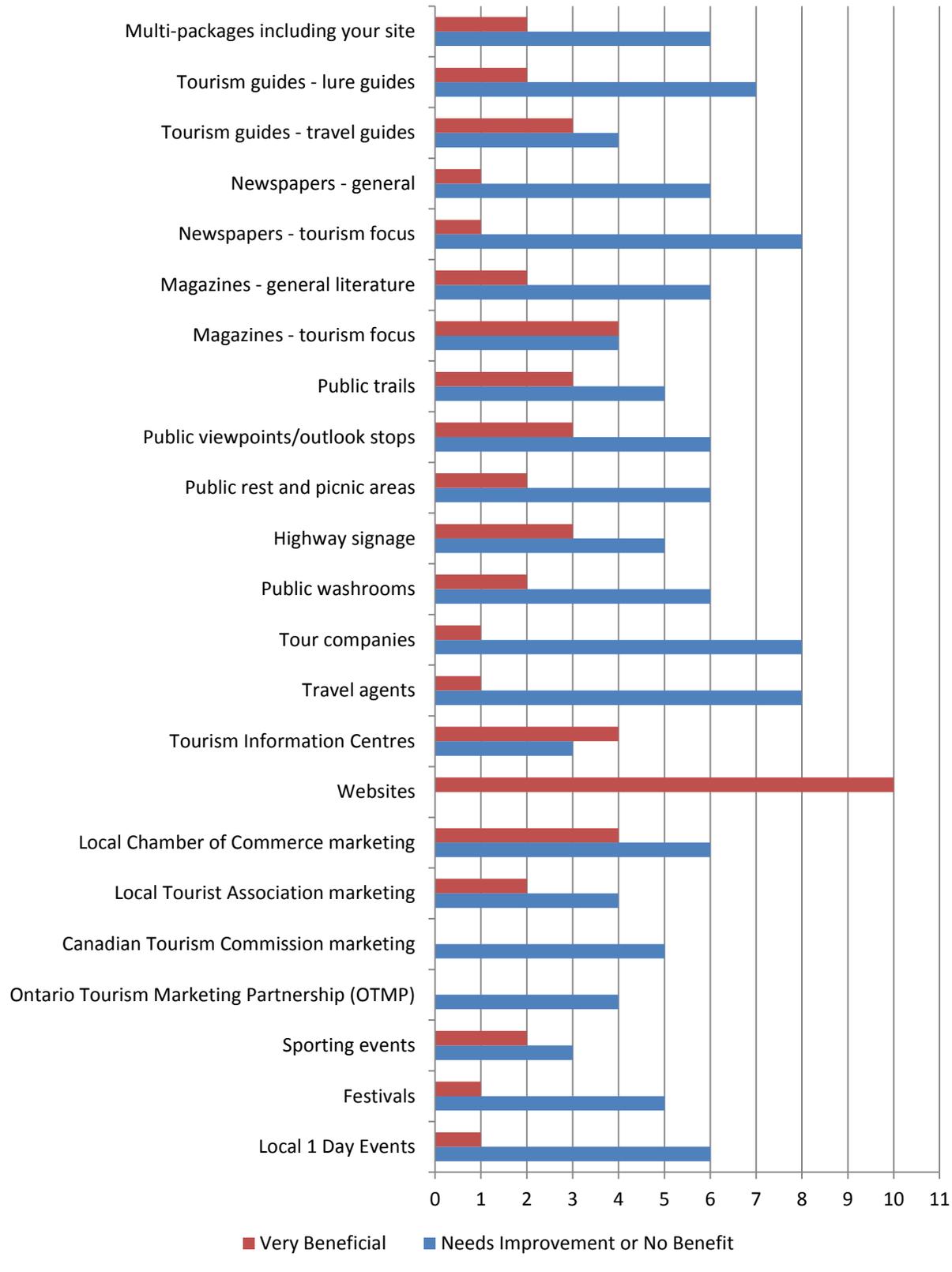
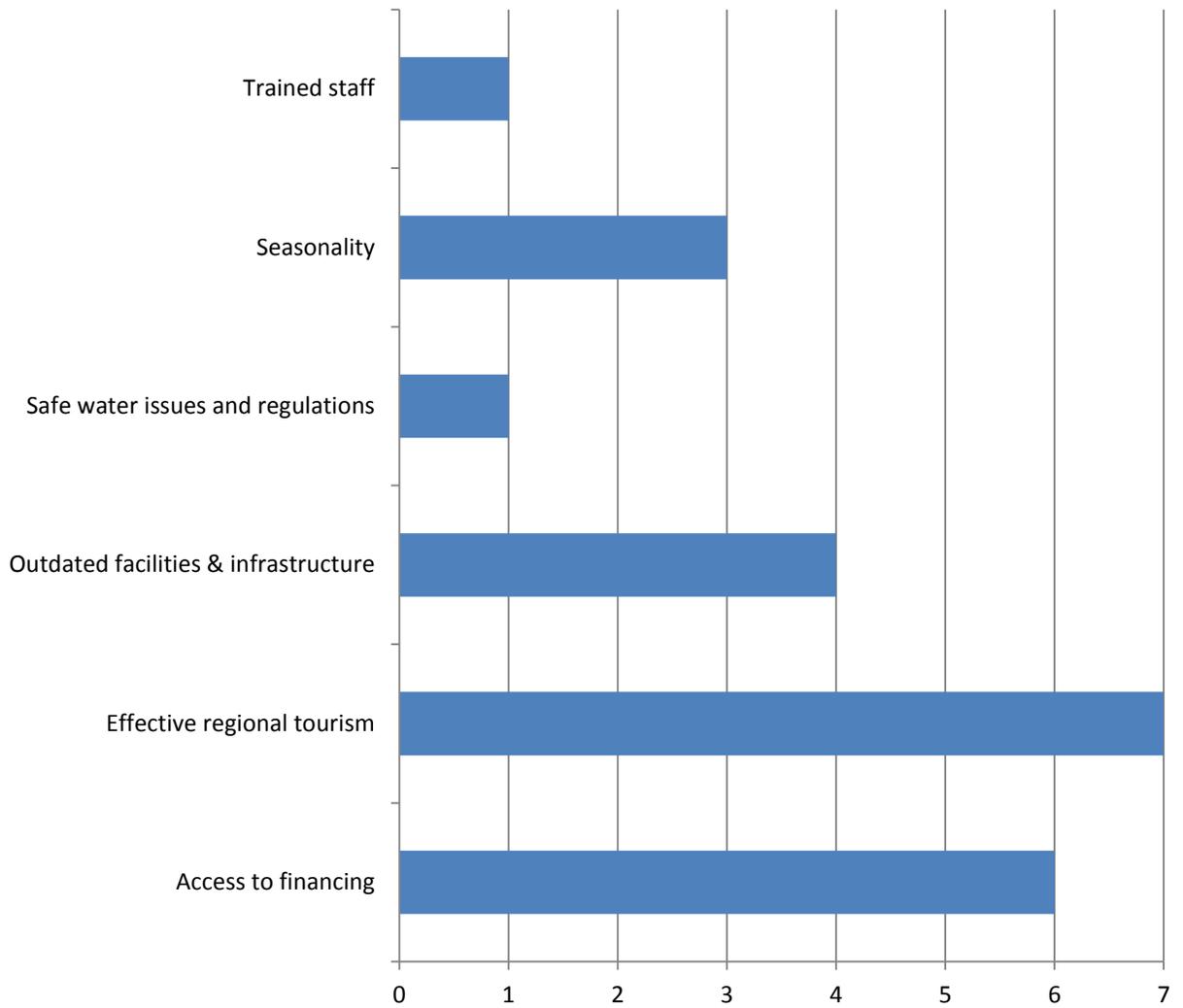


Figure 33. What are the major barriers to the expansion of your business?



Tourism Conclusion:

There are forty plus Greenstone tourism outfitters and accommodations within the region with historical ties to successful hunting and fishing markets. Greenstone's tourism businesses and more specifically, its tourism outfitters are rich in history and are ingrained in the culture of the area. The businesses are experienced and knowledgeable about their clients, markets and services. This business sector has clear cut directions that are well defined by the specific tourism sector questions asked in the BR+E.

What can be done to make your region a more physically appealing; improve signage, improve general appearance of roadside areas, enforce property standards, address buildings in poor conditions and improve the usage of the tourist information/interpretive centre.

The top four community assets tourism businesses would most like to see developed or improved are farmers/craft markets, waterfront access/boat launches and signage for access, trails (green, ATV's, walking, hiking, snowmobiling) and cultural facilities.

There is little to no contact or relationship with employees in over half of the businesses to promote tourism related businesses with the tourist information/interpretive centre.

Current target clients are hunters and fishermen and future clients can see expansion into corporate or seasonal construction workers. Main target markets are located in Southern Ontario and US states that duplicate and include- Wisconsin, Michigan, Ohio and Illinois.

Hunting, fishing and trail development are historical, current and future attractions that outfitters are basing their businesses on.

Tourism businesses are seeking upgrades for their facilities but are hampered by high tax and insurance costs. According to participants, the top barriers to potential expansion are an effective regional tourism plan and access to financing.

There is limited advertising or packaging campaigns with local attractions like trails, golf course, palisades, other outfitters, pow wow, fish derby's and restaurants. A gap exists in outfitters that do not offer food packages and are not open year round. Outfitters that are 3 seasons (spring, summer and fall) have an existing gap or drop in occupancy during mid-summer.

Market research is not consistent amongst tourism businesses. The Regional Tourism Organization is mentioned most, but no single all-encompassing source of information is used or shared with Greenstone businesses.

The most beneficial tool to promote tourism businesses are websites, by a far margin. Other promotional tools include Chamber of Commerce marketing, tourist information/interpretive centre, travel guide and tourism magazines.

Tourism Recommendations:

Listen & Learn

R-Listen to historically rich and experienced tourism outfitters, what are their needs and opportunities to be explored and existing markets and gaps requiring filling

R-Base a tourism strategy on experienced business owners knowledge

Taxes and Insurance

Taxes are too high- real sample in prior to amalgamation \$700 after amalgamation \$10,000

Current services provided- bi-weekly garbage pick-up in operating season (spring-summer-fall), road grading twice annually, winter snow removal good

The problem is that services provided after amalgamation do not warrant the high increase in taxes and parallel insurance costs. The result is the outfitters can't afford marketing, tradeshow attendance or upgrades to facilities. Furthermore, there is no established regional tourism association or one voice to invoke policy change affecting tourism outfitters.

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

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

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

R-Brochure of all outfitters basic information

R-Four season 101 things to do in Greenstone brochure

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-Toiletries, cleaning supplies, linens, pumps, fencing etc. in bulk therefore reducing shipping costs-current supplier offers free shipping

Marketing

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

R-Celebrate accomplishments-advertise and market past successful Familiarization of 'Fam' Tours for example 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

Best Practices

R-What works best or what is most profitable in sales is a combination of services with a campground emphasis, based on annual sales range from tourism participants

Communications

R-Cellular and internet consistency required

R-Land lease opportunities for Municipality to connect patchy cellular service in region

R-Business opportunity- free tower when sign up with provider on exclusive package, internet, cellular and television, solution to low lying areas without cellular or internet service

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

R-Lease park services annually or close them ie. Chippewa Park in Thunder Bay

Upgrades

R-Upgrades required-electricity capacity; upgrades required 30 amp 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

R-Incentives of \$3500 available for upgrade to accessibility for people with disabilities

Directional Signage (Duplicate)

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

Brand (Duplicate)

R-Regional Brand Identification for Greenstone- related to tourism

Natural resources and retail/services sector are the regions strengths

Historically and currently, if hunting and fishing is the majority of outfitter traffic, enhance it through marketing/signage/colour/slogan/logos and overall Brand ie. A picture of a fish or a moose

Health and Safety

R- No safe turning lanes on highway corners that businesses are located on (duplicate)

R-No identification signage, hours of operation, highway turning lane for regional tourist

Interpretive/information centre

R-No parking space for destination tourism attractions ie. Palisades

Transparency

R-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 individuals seeking employment, improve overall awareness

Destination Attraction Development

R-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 (Figure 27 and 28)

Manufacturing/Mining/Forestry/Natural Resources/Agricultural Overview:

If retail/service and tourism oriented businesses are the most prevalent business sectors in Greenstone, then, very similar to the lack of youth entrepreneurs, sector gaps also exist in the region. Those gaps include manufacturing and mining, with the biggest gaps and the most business opportunities existing through procurement, diversification or spin-offs. Spin-offs and procurement opportunities are businesses, products, labour or services that are required by major industries like mining and forestry.

There are minimal manufacturers (businesses that produce or create a product or service) in Greenstone. Therefore, great growth potential exists for manufacturers and innovators for development of regional industrial related businesses.

What manufacturing businesses opportunities would best relate to the current tourism and retail sectors? (boat building, gun/bow/canoe/kayak builders, heritage/cultural business production, First Nations crafts as derived from participant comments)

If mining becomes prevalent in the region, then how can current businesses adjust to accommodate mining business opportunities? (Garages- transferable employees- mine mechanics, specialty equipment repair and knowledge, labour training opportunity spin-off of mine workers and core drilling training, what equipment repair is required or machinery needed to be leased from potential local businesses)

Note: Both mining and manufacturing businesses participated in the survey process. No survey information is included because the sample size was too small and not enough surveys were conducted to responsibly maintain BR+E confidentiality.

Manufacturing/Mining/Forestry/Natural Resources/Agricultural Conclusion:

During an 18 month construction period and beyond, a mine would require a local workforce that is trained or employees with matching transferable skills. Issues that will affect the current Premier Gold Mines Limited project and that need to be addressed through stakeholder action are; Business, Services, Labour and Product opportunities exist for current businesses and workforce offering potential business diversification, employment opportunities and new entrepreneurial options - *reference Premier Gold Mines Limited- Preliminary Economic Assessments Hardrock & Brookbank Projects February 2014.* Comparable mine size studies in relation to Premier Gold Mines Limited have already been performed and offer an analysis of real opportunities for regional business and overall economic growth.

Mining Services

- 45% of Purchased Goods & Services are supplied from within 80 km of the Mine Site
- Analytical Laboratories
- Shelters, Tents & Camps
- Consulting Geologists & Engineers
- Remote Sensing, GIS & Geo-data Processing
- Mining Engineering& Contracting
- Mapping Services
- Geophysical Surveys & Consulting
- Geophysical Instrumentation
- Environmental Management
- Drilling Equipment& Services
- Occupational Health Aviation Services& Industrial Hygiene

Source: Adapted from "What is a Mine" by MNDMF

Business Opportunities to Serve Exploration Companies

- Digging and trenching with heavy equipment
- Tree planting
- Construction of camps/camp staff
- Food, accommodation, and catering
- Expediting
- Helicopter/air support rental
- Equipment/vehicle rental and fuel
- Drilling contracting
- Transportation and freight services
- Environmental baseline studies
- Laboratories
- Hardware

Source: Natural Resources Canada

Table 3: Distribution of Employment Impacts for a “Representative Mine”

Services	# of Employees	% Increase
Agriculture Forestry, Fishing & Hunting	11	0.49%
Mining, Oil and Gas	521	23.59%
Utilities	45	45 2.03%
Construction	241	10.91%
Manufacturing	157	7.11%
Wholesale	133	6.02%
Retail	208	9.42%
Transportation & Warehousing	75	3.39%
Information & Culture	47	2.12%
Fin. Ins. Real Estate & Leasing	181	8.19%
Professional, Scientific & Technical	190	8.60%
Administrative & Support Services	152	6.88%
Education	7	0.31%
Health Care & Social Services	29	1.31%
Arts, Entertainment & Rec.	19	0.86%
Accommodation & Food	81	3.66%
Other Services	65	2.94%
Public Administration	117	5.29%
Total	2,208	100.00%

Source: “The Economic Impacts of a Representative Mine in Ontario” – Ontario Mining Association, Dec. 2007

Materials Required for Typical Mine Operations

- Gasoline & Diesel Fuel
- Lubricants
- Tires
- Electricity
- Explosives
- Underground Support Structures (timbers/fencing)
- Grinding Media
- Reagents (cyanide)
- Spares for the Rod Mill
- Crusher Parts
- Hydraulic Hoses and Fittings
- Drill Bits

Source; Interviews with Mine Operators

Contracted Services Required by a Typical Mine

- Analytical Laboratories
- Shelters, Tents & Camps
- Consulting Geologists & Engineers
- Remote Sensing, GIS & Geo-data Processing
- Mining Engineering & Contracting
- Geophysical Surveys & Consulting
- Geophysical Instrumentation
- Environmental Management
- Drilling Equipment & Services
- Aviation Services
- Occupational Health & Industrial Hygiene
- Mapping Services

Source: MNDMF – What is a Mine

Other Additional Resources

Report Name

- *Greenstone Region Gap Analysis and Market Study*
- *Greenstone Region Asset Inventory*
- *Greenstone Region Mining Strategy 2010*
- *Greenstone Fam Tour with Red Lake 2010*
- *Greenstone Comparative Operational Study 2010*
- *Greenstone Labour Market Study 2010*
- *Greenstone Investment Readiness Package*

All of the above reports can be found on the GEDC website at <http://www.gedc.ca/article/investment-readiness-1130.asp>

Manufacturing/Mining/Forestry/Natural Resources/Agricultural Recommendations:

In the previous report entitled “*Greenstone Region Gap Analysis and Market Study*” created by the GEDC, a number of recommendations intended to improve the readiness of the Greenstone region were provided. Those recommendations are applicable to the “*Greenstone Region Mining Sector Strategy*” and Greenstone BR+E Project and are repeated here for the benefit of the reader.

Opportunity

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

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 or new business creation or attraction to fulfill the long-term mine requirements. The same preparation should be created for workforce development.

Capacity

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)

Agriculture

R-Agricultural strategy-regional advantage with access to large land and water bodies within municipal boundaries, where else has similar climate and what opportunities exist for production or harvesting of current flora and fauna?

Accommodation

R-Accommodation strategy-Upgrade for professionals or make aware 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

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

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

Priority Action Areas:

All of the priority action items, listed in the five priority development areas, are duplicate recommendations found within the report. All priority recommendations are derived from the survey answers or common comments from participants.

Basic Needs

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

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

Safety

R-Electricity and safe water protection

R-Improve Streetscape-lighting, sidewalks and parking

Liability

R-All businesses comply with accessibility for disabilities

R-Assess and rectify business safe turning lanes and attraction safety/parking/signage ie. Use at your own risk

R-Upgrade capacity for wastewater disposal

Heritage/Culture

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

Aesthetics/Beautification/Pride

R-Regional Brand-same colour/slogan/logo/marketing for Greenstone

R-Enforce by-laws (weed removal, machine and vehicle removal, greening brownfields, or old housing and business stock, roads, pathways or trails, graffiti and vandal proof products or out of reach)

Business Lists:

The following business lists are unedited direct responses from participants answering each individual business; labour needs, business/service and product needs, business/services and products wish list and suggested community projects. The training/development/resource needs business list is located in the Workforce Development section of the base retention survey section.

Greenstone Business Labour Needs

- Class 'A' mechanics
- Carpenters
- Cooks- short order-line cooks
- Pilots
- Tourism outfitters owners
- Florist
- Management- Grocers
- House cleaners/maids/housekeepers/building and industrial site cleaners
- E-commerce, inputting of information (product, service) onto websites
- Butchers/butcher of wild game
- General maintenance workers, general labourers
- Early Childcare Educators (ECE's) no infant daycare
- Aircraft engineers
- General business management
- Bookkeepers/financial administrators
- Cashiers
- Gas attendants

Greenstone Business/Service/Product Needs

- Office equipment, software, computers
- Pet supplies
- Fencing
- Cold storage/cooler service for goods that can spoil, ie. 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, tableclothes
- 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

Business/Service/Product Wish List:

- Marks Work Warehouse
- Tim Horton's
- Future Shop
- Wal-Mart
- Staples
- Children's/baby clothing
- Shoes
- Work wear
- Jewellery
- Water safety testing facility
- Office equipment and supplies
- Bulk cleaning and toiletry supplies
- Home-cooked meals, steak, home-made pasta, lasagna, spaghetti, no deep fried
- Packaging and joint advertising of destinations, palisades, golf club, pow wow, hunting and fishing, Outdoors exploration, gold
- Local location of Loudon's, Sysco or McDonald's Consolidated wholesale, distribution warehouse to cut down on shipping of bulk items
- Cabela's
- Greyhound service
- Increase business tours
- Bulk wood warehouse, plywood supplier, Lumber yard
- Tim's/Wendy's at corner of Geraldton turnoff
- Increase opportunities for First Nations employees
- Keg or Steakhouse
- Sandblasting industry/business
- Optometrist
- Car dealership, rental, snowmobile, ATV Side by Side, boats, motors, kayaks, canoes, etc.
- M&M Meats, Franchise Restaurants
- Music Store, instruments and lessons

Greenstone Business Suggested Projects

- Data mining, business advantage for business recruitment
- Retail funding awareness of programming
- Shop local campaign
- Procurement opportunities for local businesses form largest employers (municipal, schools, mining, hospital, mills)
- Overnight trucker parking facility
- Youth programs and activity
- Government grant institutions local offices and varied support
- Improve interpretive centre, access and programming
- Centralize parks and green spaces in all wards
- Add an attraction for locals
- Improve water access
- Community beautification/aesthetic improvements
- Restore pride in community
- Downtown theater, youth entertainment
- Beautification parking and facades
- CIBC in community of Geraldton
- Underutilized tourist information/interpretive centre-put in coffee shop and business listings with a map
- First Impressions/Communities in Bloom
- Nakina Native Crafts
- Furniture makers, custom manufacturing
- Utilize municipal office with office rental, improve marina and outdoor space, public washrooms, trail access, information services, mapping of businesses and communities
- Uniform store hours
- Back lane clean-up and grading
- Improve streetscape
- Cleaning/winter plowing
- Youth, waterpark, skateboard, arcade, bowling alley, hang out
- Waterfront washrooms accessible year round
- Improve signage
- Kayak rentals
- Tourist friendly hunting and fishing signage

Next Steps:

The findings are to be released to the business community at multiple public forums to be held in March 2014 within Greenstone and at the 2014 Grow Greenstone Expo. The forums will include an overview of survey results and highlight the major challenges and opportunities identified. Responding to the results, the GEDC will hold a strategic planning session, based on the BR+E final report, in April of 2014. The GEDC will create an action plan following their required mandate in order to build a knowledgeable, sustainable and diversified local business economy.

Public input is important for continuing and prioritizing recommendations for stakeholders. At the public forums, the GEDC will be gathering top recommendations from the public attending the open forums.

The BR+E Coordinator will be providing each stakeholder with an actionable stakeholders report in March 2014. The report is a transfer of all of the BR+E recommendations that are relating to and based on each stakeholder's mandate.

The Greenstone Economic Development Corporation (GEDC) will be provided with the stakeholder recommendation list and monitor actions taken on a regular basis. Updates are to be provided to the public via e-mail, websites, newsletters, press release, etc. so as to avoid duplication and enhance cooperation.

As business owners and operators, it is your responsibility to make sure stakeholders are listening and putting into action your recommendations from the BR+E project. But it is also your responsibility to participate in stakeholder action plans and support your regional groups and organizations by providing constructive input.

To see an electronic copy of the final report, in both French and English, please go to the Greenstone Economic Development Corporation website, www.gedc.ca and click the BR+E section.