

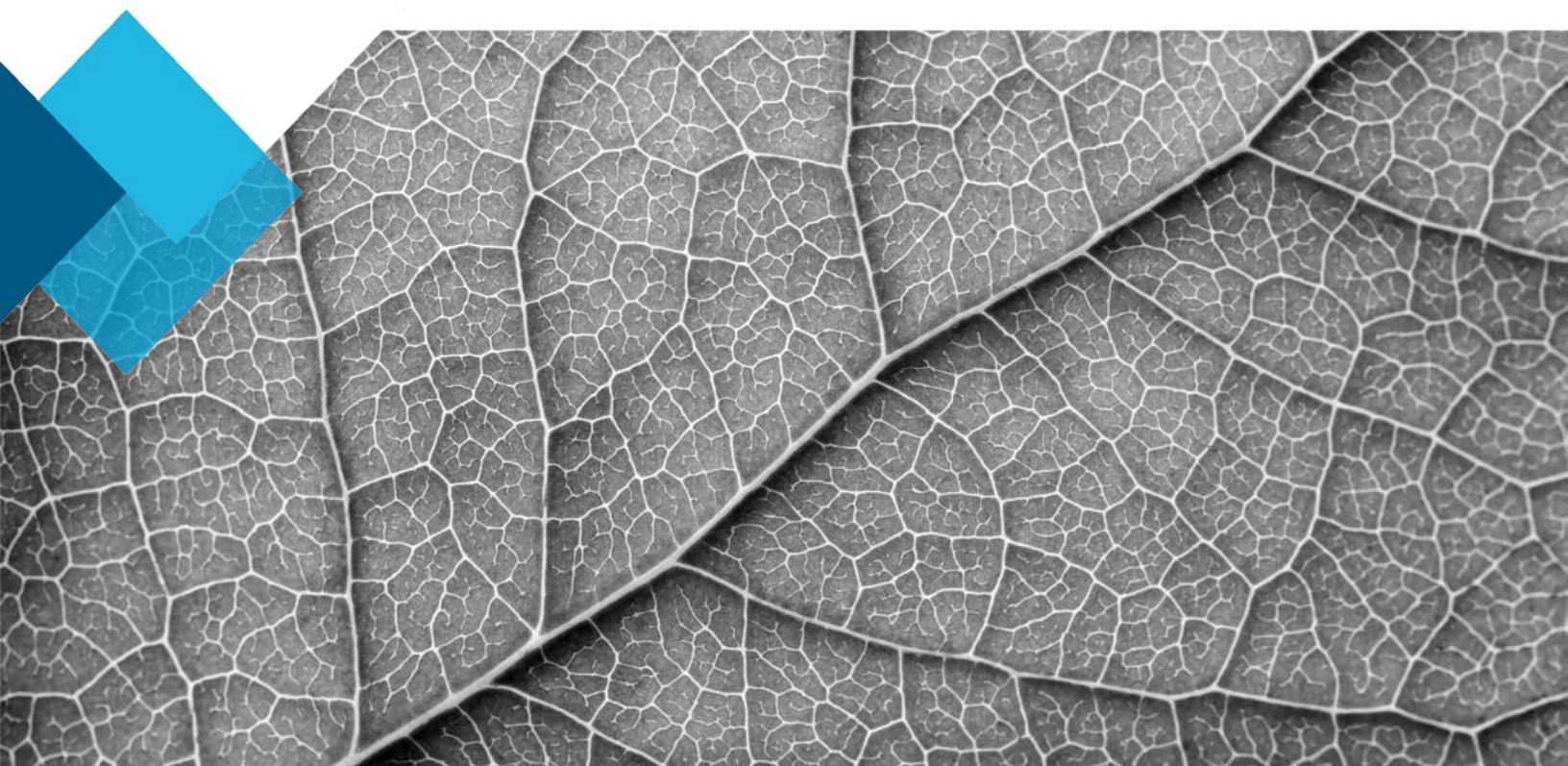


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Greenstone Business Capacity Inventory

Final Report

Greenstone Economic Development Corporation (GEDC)



Environment & Geoscience

October, 2018

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1 Study Purpose

The Greenstone Economic Development Corporation (GEDC), in partnership with Greenstone Gold Mines, AV Terrace Bay Inc. and the Municipality of Greenstone, has completed a Business Capacity Inventory.

The prospect of the proposed Greenstone Gold Mines Hardrock Project, in addition to other opportunities available in the Region through the forestry industry and municipal services, has made it necessary for GEDC to ensure that these companies are fully aware of the expertise and resources available in the Greenstone business community, and for community members and local business to be aware of employment and contracting opportunities. To advance an understanding of business capacity within the Greenstone Region, GEDC undertook this Business Capacity Inventory project, building on previous analysis.

The goal of the Inventory is to outline the capacity of Greenstone businesses, as well as indicate their interest level in partnering to become suppliers to regional development projects. Preparation of the Inventory has been tailored to the needs of the Region by actively engaging with the three largest procurement sectors within the Greenstone Region: Mining, Forestry and Municipal Services. The business capacity inventory will allow procurement departments from these sectors to identify potential local suppliers that can execute contracts, or parts of contracts, on their respective projects.

Previous meetings with businesses have identified a disconnect that exists between large operations in the Greenstone Region and local businesses, resulting in the perception of missed economic opportunities locally. GEDC has initiated processes to address this by engaging with local businesses to:

- › Inventory skilled labour within the Greenstone region;
- › Inventory available equipment and technology; and
- › Identify barriers to business growth.

This information allows GEDC to further engage with project partners to identify potential suppliers of goods and services during the contract tendering process for their respective operations. GEDC also intends to use this information to share between compatible businesses, locally and regionally, for contracts that may be too large to have a successful bid as a single entity. These partnering opportunities will assist small to medium-sized businesses to collaborate so they can take advantage of a combined workforce and capital.

The Capacity Inventory project builds on previous studies that have been conducted by the GEDC over the past 2 years in preparation for various industrial projects proposed in the Region that could be underway in the near future. With the goal of maximizing the participation of local businesses and community members in these projects the Business Capacity Inventory is intended to help identify the capacity of local businesses, and to develop a framework for matching these skills, goods and services, to opportunities that are expected to transpire if and when industrial growth happens in the Region. The survey and business visits were also used to identify some of the common barriers to growth identified by Greenstone business operators. Even without the anticipated industrial growth, it is intended that the study will help guide Greenstone businesses to identifying opportunities beyond their existing markets, through relationship building, resource sharing, partnering and communications.

Other anticipated contributions to on-going economic development include:

- › Building stronger collaboration between resource development companies and supply chain companies;
- › Breaking down the perception of geographic and distance barriers;
- › Providing tools for marketing the benefits of working with northern Ontario businesses, communities and associations to suppliers outside the Region;
- › Establishing broader relationships with other organizations across northern Ontario;
- › Providing a forum for the exchange of commercial and technological innovation;
- › Providing a forum for communicating market intelligence between and among companies and suppliers to ensure local businesses are aware of upcoming opportunities and market changes;
- › Providing a forum for advocating to industry as well as local, provincial and federal government agencies for issues related to and affecting supply chain businesses and the benefits of hiring and contracting local employees and businesses;
- › Contributing to enhanced competitiveness of the Northwestern Ontario mining supply chain;
- › Providing a conduit for interaction between educators, trainers and employers to enhance local skills and capacity; and
- › Creating opportunities to foster strategic business partnering to enhance opportunities for creative business and project financing.

Completing the Inventory involved a detailed assessment of commercial and industrial entities currently operating in the Greenstone Region as described in the following section.

2 Assessment and Inventory Methodology

The business assessment and inventory was conducted in several stages:

1. Identification of businesses operating in the Greenstone Region through an update of the existing GEDC business directory.
2. Contacting businesses to explain the capacity inventory project via mail-out packages, telephone calls and e-mails.
3. Conducting a business survey that was circulated to targeted businesses identified through the GEDC business directory throughout the Region.
4. Conducting visits to a number of Greenstone businesses by GEDC staff to encourage participation in the survey and to obtain information about their business for the Inventory.
5. Analysis of the survey results and the updated GEDC Business Directory to identify trends and opportunities to enhance Greenstone business activity.
6. The Capacity Inventory was also analyzed in consideration of the economic projections conducted by GEDC in 2016 to determine the potential scope/scale and nature of economic impact that could result if the Greenstone Gold Mines Hardrock Project were to proceed, based on results from other mining projects in Canada.

Based on the types of opportunities expected to be created by new capital investment in the resource sectors and opportunities available through the Municipality of Greenstone, businesses in the following sectors were considered a high priority to approach for their input:

- › Construction Services;
- › Skilled Labour;
- › Heavy Equipment;
- › Professional, Scientific and Technical Services;
- › Transportation;
- › Manufacturing;
- › Education Providers / Training Centres;
- › Wholesale and Retail Trade;
- › Tourism and Leisure; and
- › Finance.

2.1 Business Survey

The business survey form was developed to be simple and easy to complete so as not to overly burden business Owners whose time is valuable. The following aspects were included in the questions:

- › Company Name
- › Area/sector of business:
 - Wholesale/Retail
 - Construction/Skilled Labour/Heavy Equipment
 - Transportation
 - Catering/Food Services
 - Equipment Maintenance
 - Professional/Scientific//Technical Services

- Education/Training
- Public Services
- Transportation
- Tourism/Leisure
- Manufacturing
- Banking/Insurance
- Real Estate
- › Number of Employees
- › Years in Business
- › Previous experience with resource sector industries
- › Type of equipment
- › Interest in partnering with other businesses/entities
- › Brief description of their business activity

GEDC made initial contact with regional businesses via business visits, mail-out packages, telephone calls and e-mails. Through media pieces and referrals additional interested businesses were added to the list. Press releases about the project can be viewed on the GEDC website at www.gedc.ca.

During the survey follow-up stage additional business visits, telephone calls and e-mails were completed as necessary to assist those businesses interested in completing the questionnaire.

A copy of the survey instrument is provided in the attached Appendix A. As this is an on-going and dynamic process, responses from additional business operators are always welcomed!

Fifty-six (56) businesses returned a completed questionnaire, representing over 50% of the businesses provided a questionnaire (109 businesses in all). This is considered a successful return rate considering some areas reported survey fatigue and business owners are generally busy running their business. The 56 businesses that responded to the survey represent a very broad array of business types including manufacturing, professional services, construction, financial services and tourism.

The businesses that submitted their questionnaire have been added to the Business Capacity Inventory which will be provided to companies looking for services/resources in the mining, forestry and municipal sectors. A copy of the Capacity Inventory is provided in Appendix B.

The Inventory is a live document so updates will be made accordingly upon request by the business community. GEDC will also continue to periodically review their online business directory at www.gedc.ca and update contact information accordingly for applicable businesses.

2.2 Analysis of the Business Capacity Inventory

The Capacity Inventory and tabulated survey results were assessed to identify a number of key aspects of potential business growth:

- › Match with the types of contracts anticipated for larger projects such as the Greenstone Gold Mines Hardrock Project, AV Terrace Bay, Municipality of Greenstone and others;
- › Potential matches for businesses that identified interest in partnering with other businesses;

- › Overall scale and breadth of goods and services available in the Greenstone Region that will be attractive to resource and other industries; and
- › The results were used to identify the potential to develop new businesses in the Region to address future demand for products and services.

A second analysis was conducted in the current study which compared results of the survey with results of the economic projections of the economic growth potential of proposed Greenstone Gold Mines Hardrock Project that was conducted for a previous study undertaken by the GEDC in 2016. Results of those economic projections were used to predict the general level and type of economic growth that could potentially result from construction and operation of the Hardrock Project.

For the current study, results of the business survey, in particular the general capacities and characteristics of Greenstone businesses, were compared to the general types of supply chain opportunities that were projected in the 2016 GEDC study to get a sense of the potential matches. Although the economic growth projections were not updated for this analysis, the general nature of the potential employment and contract opportunities likely to be available, are considered close enough to be helpful for the purpose of the current analysis.

Results of the analysis for the current study are discussed in the following section.

3 Initial Assessment of the Capacity Inventory and Survey Results

The GEDC Business Directory was updated and the Capacity Inventory prepared using results of the business survey. Results of the business survey were then analyzed resulting in a number of broad observations as described in the following paragraphs.

General Challenges/Barriers to Business Growth

There are a number of general challenges/barriers that Greenstone business operators report are restricting their growth. This input was obtained from general knowledge of the local economy as well as input received from business visits and the business survey.

1. Poor access to employment candidates with the appropriate level and type of skill required by business operators. A number of survey respondents and participants in business visits indicated that this is one of the biggest challenges to growth. This is not a challenge which is specific to Greenstone Region. Shortage of skilled/trained workers is cited as a growth barrier by businesses in other similar northern Ontario regions.
2. Many business opportunities offered by the resource companies and government agencies tend to be too large for local businesses to execute. This often results in larger businesses from outside the area coming into Greenstone to execute the larger contracts.
3. There is a perception amongst some business operators that the larger companies and government procurement departments don't know they exist or simply don't invite them to bid on opportunities.
4. Similar to challenge (3), business operators also report they are not familiar with opportunities that are available, such as bid opportunities.

A number of other general observations can be made, specifically from the survey responses:

- › There are many businesses in the Region offering the type of goods and services that are and will continue to be attractive to the industries and sectors purchasing such goods and services in the future.
- › Many of the businesses that responded to the survey have previous experience selling goods and services to the resource sector.
- › Most of the responding businesses in Greenstone are small (less than 10 employees). Ensuring these small businesses are visible and attractive to the purchasers of goods and services is essential.
- › A number of Greenstone businesses are interested in the potential to partner with other businesses, both within and beyond the Region. This will help to increase the capacity of the businesses (combined) and will provide efficiencies of scale, potentially resulting in a higher level of competitiveness and more competitive pricing.
- › Goods and services offered by Greenstone businesses will be attractive during the Construction phase as well as the Operations and Maintenance phase of large resource developments. There are many businesses that could provide goods and services during the construction phase and many that could provide services during operations. The construction phase for large resource development projects is typically only 2 years. This will provide a high level of short-term economic activity; whereas the purchase of goods and services will last longer during the operating life of the Project.

- › There are a number of provincial and national-scale businesses operating in the Region, often with small store-front operations. This is particularly evident in the banking, training/education and transportation sectors. Building relationships with these entities will be an important aspect of Regional economic growth.
- › There are a number of small and large-scale education/training institutions represented in the Greenstone Region. Building capacity is essential for many local businesses. Anticipating the type of training that will best contribute to the growth of Greenstone businesses, and the timing required to develop the skill levels necessary, should be done as early as possible.
- › A number of businesses indicated an interest in partnering, with several others in the “maybe” category. However, more than half of business respondents indicated they have no interest in partnering or do not see the relevance. Most of the interest in partnering was expressed by businesses in the *Construction/Skilled Labour/Heavy Equipment, Manufacturing and the Professional/Scientific/Technical Services* categories. From previous experience, businesses in these sectors tend to benefit from partnering opportunities.
- › Businesses in the *Skilled Labour/Construction/Heavy Equipment, Professional/Technical/Scientific Services and Transportation* sectors immediately appear to have synergies for partnering that could contribute to business readiness and growth. Others that indicated interest, such as businesses in the *Manufacturing* sector could also have good partnering potential, but it is more likely to require partnering with businesses outside the Region.
- › The information provided in the Business Capacity Inventory provides a clear snap-shot of business capacity in the Greenstone Region to companies that are interested in purchasing local goods and services.

In examining the Greenstone Economic Projections of the Greenstone Gold Mines Project, completed by GEDC in 2016, and comparing with the Capacity Inventory, a number of additional observations can be made:

- › The business sectors most likely to see significant direct purchasing activity (excluding mining activity) were as follows (in order of total purchases expected):
 - Engineering construction services (heaviest during construction)
 - Manufacturing
 - Wholesale trade
 - Finance, insurance, real estate, rental and leasing
 - Utilities (heaviest during operations)
 - Owner-occupied buildings (accommodation)
 - Non-residential building construction
 - Retail trade
- › The sectors most likely to see benefits from spin-off spending as dollars circulate within the Region following direct purchasing and employment (in order of total purchases expected):
 - Professional, scientific and technical services
 - Local government services
 - Administrative and support, waste management and remediation services
 - Accommodation and food services
 - Health care and social assistance
- › Most of the sectors projected to benefit from mine construction and operations are well represented in the Greenstone Capacity Inventory, with construction, equipment maintenance and accommodation being particularly well represented.

- › The *Catering/Food Services and Manufacturing* sectors are two projected growth sectors that are not well represented in the Greenstone Region. To reduce the import of products and services from outside the Region with little or no local economic activity, it is important to understand the types of products and services that will be required and the timing of the increased demand. This will allow Economic Development planners to explore the opportunity of fostering new development in the Region ahead of the need for the product or service with minimal risk to the product or service provider. This will require further communication with resource development companies, engineering firms and financial institutions.
- › The increase in purchases will result in an increased demand for employees needed in all of the targeted sectors. With many of the projected growth sectors requiring a high level of skill (e.g., professional/technical/scientific services; engineering and construction services; finance and real estate services; health care services, etc.), there will be a need for training programs at many levels to prepare recruits for available employment in a timely manner. To maximize the number of local community members being employed, a strategy will be necessary to prepare for the required training. A number of these jobs will be required during the construction phase necessitating some urgency to a developing a training strategy.
- › The majority of Greenstone businesses are small (less than 10 employees). Maximizing the involvement of these businesses in the projected economic growth will increase with effective partnering as many of the contract packages will be large, especially in the engineering and construction sector and accommodation sector. As stated earlier, increasing capacity through partnering will increase the contract size that businesses can bid; and potentially increase competitiveness and successful contract award.

It is recognized that the perception of geographic isolation and distance from southern markets/producers can be a detriment for local businesses in their pursuit of partnering with businesses outside the Region. This can be addressed, in part, through effective economic development and communications strategies. It can also be addressed through preferential procurement processes on the part of the purchasing agents (such as Greenstone Gold Mines and forest industry companies such as AV Terrace Bay). Most resource companies value their relationship with the local community(s) and will work closely with local government and businesses to develop procurement processes that encourage the purchase of local goods and services and foster the development of partnerships with local entities.

Several of the businesses in Greenstone might be large enough and/or specialized enough that they could potentially bid specific contract packages on their own, or in partnership with other local/Regional businesses. This is particularly evident in the Construction and Transportation sectors. However, it will be beneficial for most other interested businesses in the Region to develop relationships amongst themselves and with Companies outside the Region in advance of the issuance of bid requests.

Effective marketing and business development with the resource companies will increase the profile of local businesses and potentially increase their chances of successfully obtaining contracts. Finding the right timing to partner, and analyzing the risks and opportunities can be tricky. In addition, the time required to finalize a successful partnership cannot be underestimated. Better to start a little too early and be ready for opportunities that come available, than to start too late and miss the opportunity altogether.

4 Recommendations and Suggested Actions

Results of the Business Capacity Inventory project will be officially released in Geraldton and Longlac later in 2018. Business operators, representatives of the Municipality of Greenstone, representatives of other government representatives, and others will be invited to participate in a discussion of the findings and to discuss opportunities for maintaining their participation in the on-going development of the economic development strategy for the Greenstone Region.

Based on the initial assessment of the Business Capacity Inventory a number of recommendations and action items can be made in regards to activities that could be undertaken by the GEDC and the Municipality of Greenstone following the official launch of the Inventory.

Meet with Purchasing Agents of Major Resource Companies to Forecast Timing and Scale/Scope of new project investments

On-going consultation with Greenstone Gold Mines, AV Terrace Bay and others that are planning capital investment/growth in the Region is critical to understanding the opportunities that will transpire when new projects move into the construction phase. It is expected that representatives of the Municipality of Greenstone and GEDC will present the Business Capacity Inventory to these companies and reaffirm the Region's economic development objectives with the goal of discussing ways that the procurement processes of the companies can facilitate the advancement of regional economic growth. In addition to the Capacity Inventory, it is suggested that the following be discussed:

- › Review potential current local procurement opportunities and timing;
- › Review contracts that are anticipated to be awarded for construction for size/scale;
- › Review the company's current procurement policies and processes as well as local resourcing objectives and targets;
- › Identify a list of the company's existing local suppliers;
- › Identify anticipated products/services typically procured from outside the Municipality of Greenstone that could potentially be provided from within the Region; and
- › Identify limitations of local suppliers from their perspective, i.e. what additional capabilities, equipment and skilled labour may be required from local business to viably bid on anticipated contracts.

One of the largest economic development opportunities currently being discussed in the Greenstone Region is the proposed Greenstone Gold Mines Hardrock Project. It is acknowledged that the Project has not yet scheduled a construction start date; as such providing a schedule of contract opportunities is not possible. The purpose of the consultation with Greenstone Gold Mines would be to ensure that local businesses can be ready with the appropriate resources in place when a construction start date is determined, and an approved process for maximizing local employment and contracting is being implemented, well in advance of construction start.

Develop a Gap Analysis of Greenstone Business Skills/Capacity

It is suggested that the Business Capacity Inventory be used to compare, in more detail, the economic opportunities that are projected by resource companies with the business capacities identified in the Inventory. Although details may not be currently available from the companies to the level that is ultimately required, it could be possible to obtain information from studies that have been completed to date, such as the Greenstone Gold Mines Hardrock Project feasibility study and similar studies conducted in other jurisdictions. It is expected that information from these studies could be used to better understand the gaps in skills, goods and services that exist in the Greenstone economy, and opportunities to fill the gaps.

Develop and Maintain a Roster of Potential Employment and Contract Opportunities Available through Major Businesses and Municipality of Greenstone

A number of businesses indicated in their survey response that they are never made aware of employment or contracting opportunities that are available through major resource companies or the Municipality of Greenstone. One small step that is recommended could be a publicly accessible roster of employment and contract opportunities, that local employment candidates and businesses can review on a regular basis to find out opportunities that might be a good fit for them. This roster is only useful if it is kept up-to-date and well-advertised so that community members are aware of the service.

It is also recommended that GEDC maintain the Business Capacity Inventory that explains the capabilities of local businesses. This will provide a go-to tool that will be particularly helpful to businesses outside the Greenstone Region that might be seeking local partners. It will also be helpful to list and describe partnerships that are successfully launched, providing other businesses the opportunity to learn from successful partnerships.

Develop a Skills Training Strategy

As discussed in the assessment of the Capacity Inventory, most Greenstone businesses are small (less than 10 employees). Many of the purchases that will be made in the development of large resource capital projects plus economic activity resulting from spin-offs, will require that businesses have a larger workforce of skilled labourers.

It would be advantageous for Greenstone to have an inventory of available skills that can be compared to the labour projections that will be obtained from resource companies. The resulting gaps in skill levels and number of skilled workers required to address demand, can be used to then identify strategies for skills training.

Developing a training strategy can be done in conjunction with local training and educational institutions including MTW Employment Services, the Superior-Greenstone District School Board; le Centre de formation pour adultes de Greenstone; Confederation College and others identified in the Capacity Inventory; as well as entities such as the North Superior Workforce Planning Board, Thunderbird Friendship Centre, Anishinabek Employment and Training Services, and others.

Meet with Economic Development Officers in the Indigenous communities in the Greenstone Region to determine Indigenous business capacity

Some survey input was received from Indigenous associations/businesses. Additional information would be beneficial. There are several Indigenous communities within the GEDC service area, including Aroland First Nation, Animbiigoo Zaagi'igan Anishinaabek (AZA, Lake Nipigon Ojibway), Ginoogaming First Nation, Long Lake No. 58 First Nation, Biinjitiwaabik Zaaging Anishinaabek First Nation (Rocky Bay), Bingwi Neyaashi Anishinaabek (Sand Point First Nation) and the Greenstone Métis Council (MNO). Contributing to economic readiness in this area would typically include developing relationships with and opportunities for employment of Indigenous community members and procurement of goods and services provided by Indigenous-owned businesses. Not only is this good for Greenstone Municipality, it will also match with the Indigenous inclusion initiatives of resource companies and other businesses in the region.

Indigenous businesses can be identified by establishing contact with Economic Development Officers and utilizing existing databases. Where databases do not exist, some Indigenous communities may themselves be willing to conduct the GEDC business survey instrument that was used to develop the Business Capacity Inventory.

Once identified, it is recommended that the Indigenous-owned businesses be added to the overall database of businesses in the Region (Business Capacity Inventory). It would also be helpful to identify skill levels among community members for the purpose of identifying potential Indigenous employment candidates and for the development of a skills training strategy, taking into consideration any skills training programs that are underway or planned for the near future. This could be facilitated through contact with Anishinabek Employment and Training Services, located in Thunder Bay.

Develop a business partnering framework and strategy for Greenstone

From an initial analysis of the Business Capacity Inventory, it is clear that many Greenstone businesses are interested in the opportunities that partnering with other businesses could provide. As stated earlier, it is expected that through successful partnering, businesses will add capacity and size, allowing the partnership to address bids that would be too large to address on their own. It is also expected that with an increase in capacity and size, the partnership would be more cost competitive than they would be on their own.

Partnering requires knowledge and even facilitation as it is often an unknown concept to many business operators. Understanding the risks and opportunities of partnering is important for business operators to understand before they commit to a partnering process that will require time, money and energy. Although it might seem to some business operators that it is too early to involve themselves in a partnering strategy, it has been shown many times in other jurisdictions that this process is often left too late to result in effective partnership opportunities in advance of bids.

The following activities are recommended:

- › From the capacity gaps identified, the characteristics of local/regional businesses and with input from local business operators, it would be beneficial to conduct a preliminary assessment of potential “matches” for partnering between Greenstone businesses that would address gaps. Through a critical assessment of the proposed GGM procurement process and processes identified by other resource companies that might be planning capital projects, it would be possible to identify potential contract types, size and timing. This can be used to identify potential business partner “matches” that could take good advantage of opportunities identified through the capacity gap analysis (considering contract type and nature of the goods or services to be purchased).
- › Develop a framework that outlines the goods and services gaps identified; partnership opportunities; the risks and benefits of partnering; and the steps required to initiate partnership discussions.
- › Conduct a Partnering 101 course for those Greenstone businesses that have interest and are considered to have potential for partnering opportunities but are uncertain as to how to go about finding, attracting and securing partners.
- › Present the gap analysis and opportunities assessment to Regional businesses and local government in a town hall session to generate interest and obtain input.

Establish contact with the Economic Development Officers in the larger centres across Northern Ontario to provide the Greenstone business Capacity Inventory and the partnering framework and strategy

Canvassing the Northern Ontario Economic Development Officers from other northern communities would help to market the capacity and capabilities of Greenstone businesses and to identify/obtain an understanding of the nature and capacity of businesses in their area/region to identify potential “good fits” for partnership opportunities with Greenstone businesses.

The analysis of high potential partnering opportunities between businesses outside the Greenstone Region with interested Greenstone businesses could then be shared back with the Northern Ontario Economic Development Officers and targeted business operators. This could be the first step in opening dialogue between local/regional and supra-regional businesses.

5 Next Steps

Having updated the Greenstone Business Directory, completed and analyzed the surveys and information from the business visits, and compiled the Business Capacity Inventory, the GEDC is interested in continuing to execute the economic development strategy for Greenstone.

A number of recommendations and action items were outlined in the previous section. To move the process forward, the following are considered to be the best next steps forward:

1. Continue to align economic development strategies between the Municipality of Greenstone and the GEDC and continue to develop a partnership approach to undertaking further economic development activities.
2. Continue to increase ties with Indigenous communities to increase the content of the Greenstone Business Directory and Business Inventory.
3. Continue to maintain/update the Business Directory and Business Capacity Inventory to ensure it is as up to date as is feasible.
4. Develop and maintain a roster of potential employment and contracting opportunities available through major businesses in the Region, and the Municipality of Greenstone.
5. Continue to meet with local businesses in Greenstone to identify concerns and opportunities.
6. Coordinate a training strategy with MTW Employment Services and locally represented training agencies.
7. Continue to meet with the larger resource companies (e.g. GGM and AV Terrace Bay) and government agency procurement departments (e.g. Municipality of Greenstone) to update them on the business capacity inventory and the capabilities of Greenstone businesses and that Greenstone businesses are aware of opportunities.

6 Closure

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Appendix A

GEDC Business Survey Questionnaire

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Business Capacity Inventory

SURVEY

GREENSTONE, ON

2018



A - General Information

Company name		
Company local address		
Company local phone & fax	Tel:	Fax:
Survey Respondent		
Survey Respondent Email		
Manager		
Manager Email		
Number of Years in business		
Type of business	Construction Services	
<i>(circle choice)</i>	Skilled Labour	
	Heavy Equipment	
	Professional, Scientific and Technical Services	
	Transportation	
	Manufacturing	
	Education Providers / Training Centres	
	Wholesale and Retail Trade	
	Tourism and Leisure	
	Finance	
	Other (please specify):	
Type of Products / Services offered		
Total number of employees		

Is this business a Certified Aboriginal Business (CAB)? ☐

Please check the following box if you consent to be added to GEDC's Business Directory ☐

B - Company Staff

Professional Occupations

Professional Occupation Type	Number	Additional Information (Professional designations, etc.)

Skilled Labour

Skilled Trade Type	Number	Additional Information (Specialization, etc.)
Bearings Mechanic		
Blacksmith		
Brick and Stone Mason		
Cabinetmaker		
Cement (Concrete) Finisher		
Composite Structures Technician		
Computer Numerical Control (CNC) Programmer		
Concrete Pump Operator		
Construction Boilermaker		
Construction Craft Worker		
Construction Millwright		
Draftsperson		
Drywall Finisher and Plasterer		
Electric Motor System Technician		
Electrician		
Facilities Technician		
Floor Covering Installer		
General Carpenter		
General Machinist		

Skilled Trade Type	Number	Additional Information (Specialization, etc.)
Hazardous Materials Worker		
Heat and Frost Insulator		
Heavy Equipment Operator		
Hoisting Engineer		
Industrial Electrician		
Industrial Mechanic Millwright		
Instrumentation and Control Technician		
Ironworker		
Light Rail Overhead Contact Systems Linesperson		
Locksmith		
Machine Tool Builder and Integrator		
Mechanic - Automotive		
Mechanic – Heavy Equipment		
Metal Fabricator (Fitter)		
Packaging Machine Mechanic		
Painter and Decorator		
Plumber		
Powerline Technician		
Pressure Systems Welder		
Process Operator		
Pump Systems Installer		
Railway Car Technician		
Refrigeration and Air Conditioning Systems Mechanic		
Reinforcing Rodworker		
Relay and Instrumentation Technician		
Roofer		
Sheet Metal Worker		
Sprinkler and Fire Protection Installer		
Steamfitter		
Surface Blaster		
Surveyor		
Tool and Gauge Inspector		
Tractor-Trailer Commercial Driver		
Truck Driver		
Water Well Driller		
Welder		
Other (please specify)		

C - Available Machinery/Equipment

Available Machinery	Number of units	Additional Information



D - Survey Questions

1. Has your company completed work for projects in the Mining, Forestry or Municipal service sectors?
If so, which project/s?

2. What products / services did your company provide in their respective projects?

3. Has your company ever bid on contracts in the Mining, Forestry or Municipal service sectors?

4. In your opinion, is communication from the Mining, Forestry and Municipal service sectors adequate in publicizing upcoming tenders?



5. If unsuccessful in a bid, or if the perception was that a tender was beyond your company's capacity/scale, what were the barriers to being a successful bidder?

6. Has your company previously partnered with other local or regional companies to bid on contracts?

7. In your opinion, what are the major barriers to your company's growth?

8. Has your company worked with GEDC to address barriers to your company's growth?

9. Is your company willing to partner with other companies in order to bid on large contracts in the Mining, Forestry and Municipal service sectors?

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Business Capacity Inventory

SURVEY

GREENSTONE, ON
2018



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Canada

Appendix B

Greenstone Business Capacity Inventory 2018

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Note: This inventory only includes businesses who provided a response to the GEDC survey.

Business name	Contact Information	Business Type	No. of Employees	Years in Business	Previous Industry Experience (i.e. Mining and Forestry)	Type of Equipment Available	Partnership Opportunities	Description
Wholesale/Retail								
Gay Muree Ladies and Men's Wear	807-854-0949	Wholesale and Retail Trade	2	25	No	Everyday (e.g. printing, food services, clothing, housewares)	Yes	Ladies and Men's clothing (including work wear) and office furniture provider
Stedmans V&S Department Store	807-854-0161	Wholesale and Retail Trade	3	34	No	Everyday (e.g. printing, food services, clothing, housewares)	Maybe	Everyday supplies (e.g. stationary, clothing and textiles)
Gilbert's Pro Hardware	807-875-2115	Wholesale and Retail Trade		39	No	Everyday (e.g. printing, food services, clothing, housewares)		Hardware supplies (e.g. electrical, plumbing and automotive)
Lake Nipigon Marketplace	807-875-2069	Wholesale and Retail Trade	1	1	Yes	Everyday (e.g. printing, food services, clothing, housewares)		Grocery and gas provider
Loudon Bros. Ltd.	807-629-7123	Wholesale and Retail Trade	60	80	No	Everyday (e.g. printing, food services, clothing, housewares)		Grocery and everyday supplies provider
Skilled Labour/Construction/Heavy Equipment								
Rona / Barino Construction Limited	807-876-2294	Construction Services	23	46	Yes	Heavy	Yes	Heavy Equipment Operator and Construction Materials Provider. Services include gravel, concrete ready mix, heavy equipment rental, residential/commercial construction and hardware supplies.
Geraldton Community Forest Inc	807-854-2335	Other	215 (211 seasonal)		Yes	Heavy	Yes	Forestry Services which include training (e.g. health and safety, and wildfire), project management and outdoor maintenance (e.g. tree removal and stump grinding)
DLD Services	807-853-0279	Heavy Equipment	5	11	Yes	Light	Yes	Backhoe and cleaning services provider. Services include landscaping, trailer and dumpster rentals, backhoe services (i.e. digging), snow plow and commercial cleaning.
Kabi Lake Forest Products (White River)	807-822-2532	Heavy Equipment	60		Yes	Heavy	Yes	Heavy Equipment Operator, Wood Harvesting and Construction Services. Services include drilling/blasting, tailings construction, loading, trucking, road construction/maintenance and portable aggregate crushing. (Equipment list on file)
R & L Contracting	807-854-8206	Construction Services	10	32	No	Light	Yes	Skilled Trades Service Provider (Commercial Contractor and General Construction)
Levesque Workshop	807-876-4235	Construction Services	3	51	No	Light	Yes	Skilled Trades Service Provider. Services include glass repair on heavy equipment, home renovations, windows and property management.
Got Wood Castle Building Supplies	807-854-2283	Construction Services	20	35+	No	Light	Yes	Skilled Trades and Building Supplies Provider. Services include lumber/building materials, automotive parts, hydraulic hoses and fittings, work wear, core boxes and core racks, and mini warehousing.
Marcel Bedard Electrical Contractor Limited.	807-876-4787	Skilled Labour	1	35	Yes	Light	Maybe	Electrical Contractor

Greenstone Welding	807-853-1321	Skilled Labour	2	5	Yes	Light	Maybe	Welding Contractor. Services include fabrication, trailer rentals, equipment rental (e.g. trailers, forklift and welders) and 24hrs road service.
RDR Home Renovations	807-876-4469	Construction Services	4	34	No	Everyday (e.g. printing, food services, clothing, housewares)		Commercial/Residential Renovations, hardware supplies and rentals (apartments/commercial)
Glenn Austin	807-879-9929	Skilled Labour	2 to 8	40	Yes	Heavy		Road and Bridge Repair Services. Services include washout repair, culvert changes/installation, cribs and bridge decks installation.
Equipment Maintenance								
Wayne Larsen Enterprises Inc.	807-854-1825 cwlarsen@astrocom-on.com	Transportation	10	40+	Yes	Light	Yes	Automotive Repair, Body Shop, Flatdeck-Towing, Recovery and Parts Services
Ranger Tire Sales / OK Tire	807-876-2243	Wholesale and Retail Trade	11	34	Yes	Light	Yes	Automotive/Heavy Equipment Repair, Towing, Recovery (Heavy and Light) and Parts Services
MacIver's Auto Service	807-854-2287	Skilled Labour	3	25	Yes	Light	Maybe	Automotive Repair (auto, truck and coach) and Parts Services
Ray & Doris Truck Parts / Peterbilt Longlac	807-876-2625	Transportation	9	40	No	Light	Maybe	Truck/Heavy Equipment repairs, parts and service calls.
Nakina Service Centre	807-329-5469	Other	1	29	No	Light		Automotive Repair and Parts Services
Jordan's Services	807-854-8960	Heavy Equipment	1	1	No	Light		Automotive Repair and Parts Services including 24/7 mobile services (tires and repair)
Angelo's Auto Inc.	807-854-1999	Skilled Labour	4		No	Light		Automotive mechanic shop
Professional, Scientific and Technical Services								
Superior Survey Inc (Marathon)	807-229-2577	Professional, Scientific and Technical Services	4		Yes	Light	Yes	Surveying services for civil, construction, structural, surface mining, underground mining. High definition scanning and Environmental services also available.
C & J Computer Clinic	807-876-2498	Professional, Scientific and Technical Services	2		Yes	Everyday (e.g. printing, food services, clothing, housewares)	Yes	IT Services Provider (computer sales and service)
Ne-daa-kii-Me-Naan Inc. (Nedaak)	807-876-9696	Professional, Scientific and Technical Services	8	6	Yes	None	Yes	Forestry Management Services
Thürig Forestry Consulting	807-853-2233	Professional, Scientific and Technical Services	1	1	Yes	None	Yes	Forestry Consulting Services
Fajo Solutions (Hearst)	705-372-3952	Professional, Scientific and Technical Services	5	4	Yes	None	Yes	Translation, Consulting, and Human Resources Training Services
AMBASHI Engineering	705-465-4394	Professional, Scientific and	16	6	Yes	None	Yes	Engineering Consulting. Services include civil, structural, mining, municipal, land development and automation engineering.

		Technical Services						(Brochure on file)
Master Print & Design	807-854-2222	Other	1	2.5	Yes	Everyday (e.g. printing, food services, clothing, housewares)	Yes	Printing, Graphic Design, Signs and Advertising Services
Rene's	807-854-8639	Wholesale and Retail Trade	2	19	No	Everyday (e.g. printing, food services, clothing, housewares)		Printing, Signs, Embroidery and Advertising Services
Jentar Electronic Business Solutions	807-627-9640	Professional, Scientific and Technical Services	1	14	No	Everyday (e.g. printing, food services, clothing, housewares)		Computer Services Provider
Public and Indigenous Services								
GEDC Business Centre	807-854-2273	Professional, Scientific and Technical Services	3	3	Yes	None	Yes	Business and Community Development Services
Métis Nation of Ontario	807-624-5025	Other	2	25	Yes	None		Training and Education Services for Métis or self-identified members
Catering/Food Services								
Daneff's Food Market	807-854-1401	Wholesale and Retail Trade	17		Yes	Everyday (e.g. printing, food services, clothing, housewares)	Maybe	Grocery and Food Preparation Provider
Rotiss-A-Fry	807-854-0735	Other	7	12	Yes	Everyday (e.g. printing, food services, clothing, housewares)	Maybe	Restaurant and Catering Services
49 Degrees North Catering	807-854-9000	Other	3	2	Yes	Everyday (e.g. printing, food services, clothing, housewares)		Catering Services
Tourism and Leisure								
Wild Goose Lake Campground	807-854-1932	Tourism and Leisure	2	17	No	Light	Maybe	Campground Accommodation Services
Between Bridges Inn	807-854-0188	Tourism and Leisure	10	3	No Response	Everyday (e.g. printing, food services, clothing, housewares)		Hotel and Bed/Breakfast. Hotel includes restaurant and meeting room.
White Wolf Resort	807-854-1519	Tourism and Leisure	2	33	No	None		Accommodation Services (winterized cottages available) and RV Trailer sites.
Longlac Lodge & Cabins	807-876-2452	Tourism and Leisure	1	10	Yes	None		Lodging Accommodation Services
Education/Training								
Confederation College	807-854-0652	Education Providers / Training Centres	200+ (4 in Geraldton)	50	Yes	None	Yes	Education and Training Services Provider. Training services include health and safety, mining and forestry. Can bring in Diamond Drilling rig.
MTW Employment Services	807-854-1234	Education Providers / Training Centres	10	17	No	None	Yes	Employment Services and education provider.
Centre de formation pour adultes de Greenstone	807-854-0398	Education Providers / Training	5	29	No	None		Education Provider

		Centres						
Contact North	1-855-356-4888	Education Providers / Training Centres	N/A	20	Yes	None		Education and Training Services Provider
Ground Transportation								
12 Hour Delivery	807-853-0027	Transportation	4		No Response	Light	Yes	Shipping Services (e.g. on demand, local and international)
Beaulieu Bus Lines Ltd	807-876-4260	Transportation	30	42	Yes	Light	Maybe	Charter Services (I.e. buses)
Raymond Bolduc Trucking Ltd.	807-876-2625	Transportation	13	40	Yes	Heavy	Maybe	Trucking services (construction services & logging, dozer and backhoe)
Air Transportation								
Recon Air Corporation	807-854-2425	Heavy Equipment	10	26	No	None		Aircraft Maintenance
Banking/Insurance								
BrokerLink	807-876-4772	Finance	1	20+	No	None		Insurance Broker (e.g. auto, home and commercial)
Caisse Populaire de Hearst Limite	807-876-1636	Finance	10	21	No	None		Private and Commercial Financial Services Provider.
Gillons Insurance	807-876-9627	Finance	110 (2 local)	14	Yes	None		Insurance Broker (e.g. auto, home and commercial)
Real Estate								
R & D Apartments	807-329-5872	Other	3	22	No	None		Accommodation Services
B.B.Q. Enterprises	807-876-4260	Other	1	27	No	None		Commercial Space Rental (approx. 8,000 sq. ft.)
Manufacturing								
Silver Lining Cabinetry Limited	807-853-2629	Manufacturing	5	2	No	Light	Yes	Cabinet Manufacturer
Reelwood MFG	807-853-2081	Manufacturing	5	25	No Response	Light	Yes	Cabinet Manufacturer and Skilled Trades Service Provider. (Skidder available for clearing and tree removal)

Type of Equipment Categories

Heavy equipment was identified as heavy duty vehicles or large items that can be used for large construction (e.g. roads, mines, forestry) and hauling. For example, loaders, excavators, 18 wheelers, large snow plows, etc.

Light equipment was identified as items used at construction sites, mechanics, and household renovations. For example, manufacturing equipment, maintenance equipment (e.g. auto), construction tools, regular towing truck (e.g. pickup truck), forklifts, etc.

Everyday equipment was identified as common materials that can be purchased by anyone and require no specialized training. For example, printers, photocopiers, groceries, clothing, computers, etc.

None - when no equipment was specified or inferred and when N/A was used as a response.



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