The Corporation of the Township of / La Corporation du Canton de Dubreuilville

Prenez le temps de vivre Experience the Freedom

ORDRE DU JOUR
Agenda

Séance régulière du conseil qui aura lieu
à 18 h 30, le mardi 24 septembre 2019
Regular Council meeting scheduled for
Tuesday, September 24, 2019 at 6:30 p.m.

1. OUVERTURE
CALL TO ORDER

2. PRÉSENCE
ROLL CALL

	In attendance	Absent	With Notice	Without Notice
Mayor Beverly Nantel				
Councillor Chantal Croft				
Councillor Hermyle Langlois				
Councillor Léandre Moore				
Councillor Hélène Perth				
CAO-Clerk				
Treasurer/Tax Collector				
Infrastructure Superintendant				
Misc. Staff				
Misc. Staff				

3. APPEL ET DÉCLARATION D'INTÉRÊT PÉCUNIAIRE
DECLARATION OF CONFLICT

4. ADOPTION DE L'ORDRE DU JOUR
APPROVAL OF AGENDA

5. ADOPTION DES PROCÈS-VERBAUX
ADOPTION OF MINUTES

5.1 Procès-verbal daté du 11 septembre 2019 de la réunion régulière du conseil municipal / *Regular Municipal Council meeting minutes dated September 11, 2019*; **(Resolution)**

6. **DÉLÉGATIONS**
DELEGATIONS

7. **CORRESPONDANCE**
CORRESPONDENCE

7.1 Lettre datée du 27 juin du Canton de Hornepayne, lettre datée du 11 juin 2019 de la Corporation du Canton de White River et lettre datée du 4 septembre 2019 de Michael Mantha député Algoma-Manitoulin au sujet des coupures de services du Conseil d'administration des services du district d'Algoma / *Letter dated June 27, 2019 from the Township of Hornepayne, letter dated June 11, 2019 frm the Corporation of the Township of White River and letter dated September 4, 2019 from Michael Mantha MPP Algoma-Manitoulin with regards to the cuts to ADSAB services*; et / and **(Information)**

7.2 Lettre datée du 12 septembre 2019 de la Municipalité de Chatham-Kent au sujet d'une demande de support concernant la réduction du financement provincial de l'aide juridique en Ontario / *Letter dated September 12, 2019 from the Municipality of Chatham-Kent with regards to a request for support concerning Provincial funding cuts to legal aid Ontario*; et / and **(Resolution of support)**

7.3 Résolution datée du 27 août 2019 de la Corporation du Canton de Larder Lake au sujet d'une demande de support concernant les délégations électroniques / *Resolution dated August 27, 2019 from the Corporation of the Township of Larder Lake with regards to a request for support concerning electronic delegation*; et / and **(Resolution of support)**

7.4 Courriel daté du 11 septembre 2019 au sujet de la proclamation de la semaine de réduction des déchets / *Email dated September 11, 2019 with regards to the proclamation of waste reduction week*; et / and **(Resolution)**

7.5 Lettre datée du 11 septembre 2019 de la Société d'aide au développement des collectivités au sujet d'une demande d'approbation du plan stratégique régional / *Letter dated September 11, 2019 from the Superior East Community Futures Development Corporation with regards to their request to approve the regional strategic plan;* **(Resolution)**

8. **RAPPORT DES COMITÉS ET/OU DÉPARTEMENTS**
REPORTS FROM COMMITTEES AND/OR DEPARTMENTS

8.1 Rapport pour le conseil daté du 20 septembre 2019 de l'Agente de développement économique au sujet d'une demande d'assister à une conférence canadienne sur les services à large bande en régions rurales et éloignées / *Council report dated September 20, 2019 from the Economic Development Officer with regards to a request to attend Canada's Rural and Remote Broadband Conference*; et / and **(Resolution)**

8.2 Rapport pour le conseil daté du 23 septembre 2019 de l'Agente de développement économique au sujet d'une demande d'assister à un souper et gala de la remise de prix des entreprises du nord de l'Ontario / *Council report dated September 23, 2019 from the Economic Development Officer with regards to a request to attend Northern Ontario Business Awards (NOBA) Awards Dinner and Gala*; et / and **(Resolution)**

8.3 Mise à jour de la politique municipale régissant l'utilisation du téléphone cellulaire personnel au travail / *Update to the governing personal cellphone usage at work municipal policy*; et / and **(Resolution)**

8.4 Mise à jour de la politique municipale au sujet des prestations des pompiers / *Update to the firefighters allowance municipal policy*; **(Resolution)**

9. APPROBATION DES RÉGISTRES DE CHÈQUES *APPOVAL OF CHECK REGISTER*

9.1 Rapport pour le Conseil (registre des chèques pour 2019) daté du 20 septembre 2019 (liste A - Visa) / *Council Board Report (cheque register for 2019) dated September 20, 2019 (list A - Visa)*; et / and **(Resolution)**

9.2 Rapport pour le Conseil (registre des chèques pour 2019) daté du 20 septembre 2019 (liste B) / *Council Board Report (cheque register for 2019) dated September 20, 2019 (list B)*; **(Resolution)**

10. RÉGLEMENTS *BY-LAWS*

10.1 Arrêté-municipal no. 2019-45, étant un règlement visant à confirmer les travaux du Conseil de la Corporation du Canton de Dubreuilville à sa séance ordinaire tenue le 24 septembre 2019 / *By-Law No. 2019-45, being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Dubreuilville at its regular meeting held on September 24, 2019*; et / and **(Resolution)**

10.2 Arrêté-municipal no. 2019-46, étant un règlement pour autoriser l'exécution d'un contrat de travail entre la Corporation du Canton de Dubreuilville et la Trésorière / *By-Law No. 2019-46, being a By-law to authorize the execution of an employment agreement between the Corporation of the Township of Dubreuilville and its Treasurer / Tax Collector;* et / and **(Resolution)**

10.3 Arrêté-municipal no. 2019-47, étant un règlement pour autoriser l'exécution d'un contrat de travail entre la Corporation du Canton de Dubreuilville et le Surintendent de l'infrastructure / *By-Law No. 2019-47, being a By-law to authorize the execution of an employment agreement between the Corporation of the Township of Dubreuilville and its Infrastructure Superintendant;* et / and **(Resolution)**

10.4 Arrêté-municipal no. 2019-48, étant un règlement pour autoriser l'exécution d'un contrat de travail entre la Corporation du Canton de Dubreuilville et la Directrice administrative - Greffière / *By-Law No. 2019-48, being a By-law to authorize the execution of an employment agreement between the Corporation of the Township of Dubreuilville and its CAO-Clerk;* et / and **(Resolution)**

10.5 Arrêté-municipal no. 2019-49, étant un règlement pour nommer un Chef pompier pour le département volontaire d'incendie de la Corporation du Canton de Dubreuilville / *By-Law No. 2019-49, being a By-law to appoint a Fire Chief for the Corporation of the Township of Dubreuilville's Volunteer Fire Department;* **(Resolution)**

11. AJOUT
ADDENDUM

12. ASSEMBLÉE A HUIS CLOS
CLOSED SESSION

12.1 Discussion concernant des renseignements privés au sujet d'une personne qui peut être identifiée, y compris des employés de la municipalité ou du conseil / *Discussion regarding personal matters about an identifiable individual, including municipal or local board employees* ***(Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (b))***; et / and

12.2 Discussion concernant les relations de travail ou les négociations avec les employés / *Discussion regarding labour relations or employee negotiations* ***(Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (d))***; et / and

12.3 Discussion concernant l'acquisition ou la disposition projetée ou en cours d'un bien-fonds par la municipalité ou le conseil local / *Discussion regarding a proposed or pending acquisition or disposition of land by the municipality or local board* ***(Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (c))***;

13. AJOURNEMENT
ADJOURNMENT

5.1

Dubreuilville

Prenez le temps de vivre Experience the Freedom

THE CORPORATION OF THE TOWNSHIP OF DUBREUILVILLE

-MINUTES-

Regular Council Meeting held on
September 11, 2019 at 6:30 p.m.
Council Chambers

PRESENT: Mayor, B. Nantel
Councillor C. Croft
Councillor, H. Perth
Councillor, H. Langlois
Councillor, L. Moore

STAFF: CAO-Clerk, Shelley B. Casey

Mayor, Beverly Nantel called the meeting to order at 6:30 p.m.

19-268 Moved by: Councillor Croft
Seconded by: Councillor Moore

Whereas that the agenda for the regular municipal council meeting dated September 11, 2019 be adopted as submitted.

Carried

19-269 Moved by: Councillor Croft
Seconded by: Councillor Langlois

Whereas that the Council of the Corporation of the Township of Dubreuilville wishes to receive and approve the following municipal council meeting minutes as submitted:

- Regular Municipal Council meeting minutes dated August 28, 2019.

Carried

19-270 Moved by: Councillor Perth
Seconded by: Councillor Moore

Whereas that the following be received as information only:

7.1 Northeast Superior Mayors Group Meeting minutes dated May 6, 2019; and

7.2 Letter dated August 28, 2019 from Indigenous Services Canada and letter dated August 15, 2019 from the Office of the Prime Minister with regards to the passenger train service.

Carried

19-271 Moved by: Councillor Perth
Seconded by: Councillor Moore

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to support the attached letter dated September 5, 2019 from the City of Kitchener with regards to single-use disposable wipes.

Carried

19-272 Moved by: Councillor Croft
Seconded by: Councillor Langlois

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to support the attached letter dated September 6, 2019 from the City of Kitchener with regards to producer requirements for packaging in Ontario.

Carried

19-273 Moved by: Councillor Croft
Seconded by: Councillor Moore

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to receive and approve the attached recommending report dated September 6, 2019 from Kresin Engineering Corporation with regards to the municipal contact no. 2019-2, extension of Municipal Water and Sewage Services, as presented.

Carried

19-274 Moved by: Councillor Perth
Seconded by: Councillor Moore

Whereas that the following regular municipal council meetings scheduled for September 25, 2019 and October 23, 2019 be changed as follows:

- Change September 25 to September 24, 2019 and cancel October 23, 2019

Carried

19-275 Moved by: Councillor Moore
Seconded by: Councillor Langlois

Whereas that the attached Council Board Report (cheque register for 2019, list A - Visa) dated September 6, 2019 in the amount of $17,026.10, be approved for payment.

Carried

19-276 Moved by: Councillor Perth
Seconded by: Councillor Moore

Whereas that the attached Council Board Report (cheque register for 2019, list B) dated Septemer 6 , 2019 in the amount of $36,410.67, be approved for payment.

Carried

19-277 Moved by: Councillor Perth
Seconded by: Councillor Croft

Whereas that By-Law No. 2019-41, being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Dubreuilville at its regular meeting held on September 11, 2019, be adopted.

Carried

19-278 Moved by: Councillor Moore
Seconded by: Councillor Croft

Whereas that By-Law No. 2019-42, being a By-law to authorize the execution of an Agreement for the Tenancy of a municipal lot between Chris Rancourt and Danielle DelGuidice / FRIES N MORE and the Corporation of the Township of Dubreuilville, be adopted with the explained changes.

Carried

19-279 Moved by: Councillor Croft
Seconded by: Councillor Langlois

Whereas that By-Law No. 2019-43, being a By-law to authorize the execution of a contribution agreement between Her Majesty the Queen in Right of Canada as represented by the Minister of Industry and the Corporation of the Township of Dubreuilville, be adopted

Carried

19-280 Moved by: Councillor Moore
Seconded by: Councillor Langlois

Whereas that By-Law No. 2019-44, being a By-law to authorize the execution of a Grant Agreement between the Government of Canada / Federation of Canadian Municipalities and the Corporation of the Township of Dubreuilville for the Municipal Asset Management Program be adopted.

Carried

19-281 Moved by: Councillor Perth
Seconded by: Councillor Croft

Whereas that we adjourn to go in-camera session at 8:04 p.m.

12.1 Discussion regarding personal matters about an identifiable individual, including municipal or local board employees *(Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (b));* and

12.2 Discussion regarding labour relations or employee negotiations *(Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (d))*; and

Carried

19-282 Moved by: Councillor Croft
Seconded by: Councillor Perth

Whereas that we reconvene in regular municipal council meeting at 8:31 p.m.

Carried

19-283 Moved by: Councillor Langlois
Seconded by: Councillor Moore

Whereas that this regular municipal council meeting dated September 11, 2019 hereby adjourn at 8:31 p.m.

Carried

____________________ ____________________

Mayor CAO/Clerk

7.1

P.O. BOX 370
68 FRONT STREET
HORNEPAYNE, ONTARIO
P0M 1Z0

TOWNSHIP OF HORNEPAYNE

TELEPHONE 807-868-2020
FAX No. 1-807-868-2787

June 27, 2019

Algoma District Services Administration Board
1 Collver Road
Thessalon ON
P0R 1L0

Attn: Mr. Keith Bell
Chief Administrative Officer

RE: Service Levels

Dear Mr. Bell:

I am writing in earnest about the potential cuts in levels of service provided by the Algoma District Services Administration Board to our Community as well as to the communities in our immediate area.

Being a municipality, we know well the challenges of working with a limited budget and we understand the pressures you are facing; but frankly, there are lives at stake - there are individuals who will likely end up on the street, or end up turning to drugs or alcohol if they lose the supports they have in place.

ADSAB claims, on their website, to deliver "vital paramedic and social services". Yes, they are indeed vital services, which is why they cannot be cut. These are core services – people are depending on you.

The Ford government is taking some dangerous steps by threatening to cut services to some of the most fundamental and necessary sectors. These services, Childcare, Housing, Paramedics and Ontario Works are important everywhere, but they are imperative to our small, somewhat isolated communities. For example, Hornepayne is a one hour drive, minimum, to the closest community, one of which does not even have a hospital. Waiting over an hour for an ambulance could very well mean the difference between life and death.

The recent addition of a CT Scanner at Notre Dame Hospital in Hearst brings with it a greater need for land ambulance services – we, in the north, have finally managed to

7.1

RECEIVED

SEP 10 2019

The Corporation of the
Township of White River

102 Durham Street, P.O. Box 307
White River, Ontario, P0M 3G0

Telephone: 807-822-2450
Fax: 807-822-2719

June 11, 2019

Keith Bell, CEO
Algoma District Service Administration Board
1 Collver Road,
Thessalon, ON
P0R 1L0

Dear Keith:

RE: Provincial Cuts to Services

Over the past 20 years, the Algoma District Service Administration Board has played a pivotal role in providing paramedic and social services (children's services, housing services and Ontario Works) to the Algoma region and specifically White River. The Township of White River has valued the relationship that has been built.

The Township of White River believes that the delivery of services by the ADSAB has met the needs of the community adequately in situations where the community that has been economically depressed at times and in other instances in a dramatic economic upswing.

We are concerned with the announcements of cuts to DSAB's that service levels will be cut, especially in our small communities. We believe that current levels of service delivery are adequate, but even small changes to our service delivery levels and/or model will adversely affect the quality and speed of care in White River.

White River is nearly 100 km from the closest hospital, with very harsh winter weather. Should service levels diminish there could be fatal consequences caused by delays in ambulance attendance at the scene of an accident or a medical emergency.

The Mayor and Council for the Township of White River are very interested in discussing further, any plans to reduce the service to our community. An open and honest discussion may also help us all identify cost savings measures that may work in our smaller communities. Please contact the CAO, Tina Forsyth, at any time to discuss any issues further.

Sincerely,

Angelo Bazzoni

Angelo Bazzoni
Mayor

C.C. Doug Ford, Premier
Michael Mantha, MPP Algoma-Manitoulin

Legislative Assembly of Ontario

Assemblée législative de l'Ontario

Ontario

7.1

Michael Mantha MPP/député

Algoma–Manitoulin

September 4th, 2019

OPEN LETTER

Hon Christine Elliott
Minister of Health
5th Floor
777 Bay St.
Toronto, ON M7A 2J3

RE: PROVINCIAL CUT TO ADSAB SERVICES

Dear Minister Elliott;

The ongoing cuts to health care funding and social services in this province has gone beyond unacceptable. The government is looking at restructuring the Algoma District Administration Board, which would mean the district communities' would have less staff members and ultimately it would likely affect service levels. The Algoma District Services Administration Board (ADSAB) delivers and provides oversight of vital social and paramedic services to the communities within its jurisdiction. These services play a crucial role in people's lives and are a fundamental necessity to communities.

You may not be familiar with Northern Ontario, but distant hospitals, harsh winters and bad roads are all factors that need to be taken into consideration. Some of these communities are over 100km from the nearest hospital thus meaning that it takes over one hour to seek medical attention. It will absolutely make a difference between life and death.

Reducing services is simply not the answer. Health care has to be a high priority function of our government. Health care is a right, not a privilege. Where you live and how much money you make should not affect your access to care.

Minister Elliott, I urge you on behalf of rural and small communities and my constituents, do not proceed with the amalgamation of the Boards . Many municipal leaders shared their concerns with our office regarding the detrimental effects this would have. I hope you take heed to their voices on this urgent matter.

Sincerely,

Michael Mantha
MPP/député, Algoma Manitoulin

Queen's Park - Room/Bureau 160, Main Legislative Building/Édifice de l'assemblée legislative, Queen's Park, Toronto, ON M7A 1A5
Tel/Tél.: 416-325-1938 • Fax/Télécop.: 416-325-1976 • email/cour.: mmantha-qp@ndp.on.ca

Constituency Office / Bureau de circonscription – 18 Mary Walk, Elliot Lake, ON P5A 2A1
Tel/Tél.: 705-461-9710 • Fax/Télécop.: 705-461-9720 • toll free/sans frais: 1-800-831-1899 • email/cour.: mmantha-co@ndp.on.ca

Enclosure: Letters from Municipalities

Cc: Municipality of White River
Municipality Hornepayne
Municipality Dubreuilville
Municipality Manitouwadge
Municipality Chapleau
Municipality Wawa
Brunswick House First Nation
Chapleau Cree First Nation
Chapleau Ojibway First Nation
Michipicoten First Nation
MPP France Gélinas, critic for Health and Long Term Care

Queen's Park - Room/Bureau 160, Main Legislative Building/Édifice de l'assemblée legislative, Queen's Park, Toronto, ON M7A 1A5
Tel/Tél.: 416-325-1938 • Fax/Télécop.: 416-325-1976 • email/cour.: mmantha-qp@ndp.on.ca

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Tel/Tél.: 705-461-9710 • Fax/Télécop.: 705-461-9720 • toll free/sans frais: 1-800-831-1899 • email/cour.: mmantha-co@ndp.on.ca

7.2

Municipality of Chatham-Kent
Corporate Services
Municipal Governance
315 King Street West, P.O. Box 640
Chatham ON N7M 5K8
Tel: 519.360.1998 Fax: 519.436.3237
Toll Free: 1.800.714.7497

Chatham-Kent
Cultivating Growth, Shore to Shore

September 12, 2019

The Honourable Doug Downey, Attorney General of Ontario
Ministry of the Attorney General
720 Bay Street, 11th Floor
Toronto ON M7A 2S9

Re: Resolution Regarding Provincial Funding Cuts to Legal Aid Ontario

Please be advised the Council of the Municipality of Chatham-Kent at its regular meeting held on September 9, 2019 endorsed the following resolution;

"Whereas, the Chatham-Kent Legal Clinic (the "Clinic") has delivered legal services in Chatham-Kent (the "Municipality") for over 38 years to area residents who cannot afford legal assistance because of financial hardship – including those who are disabled, on social assistance, pensioners, the unemployed, or those with low income;
And Whereas, the Clinic's services are aimed at ensuring that people with low incomes are able to meet their most basic needs, which in turn gives them the ability to live with health and dignity as active members of their community;

And Whereas, like other community legal clinics across the province, the Clinic carries out this invaluable work through funding provided by Legal Aid Ontario ("LAO");

And Whereas, the provincial government's 2019 Budget has cut funding to Legal Aid Ontario by $133 Million – which is a 35% reduction in provincial funding – retroactive to April 1, 2019, with cuts rising to $164 Million (45%) by 2021-22;

And Whereas, these significant cuts will result in a reduction of critical legal clinic services to low income residents in our community resulting in adverse social and economic consequences for the Municipality served by the Clinic – from

- increased reliance on municipal services including increased homelessness resulting from avoidable evictions,
- increased poverty resulting from lack of income supports and employment supports and

- increased reliance on social assistance administration resulting from people being denied appropriate supports

And Whereas, the Council of the Municipality believes all levels of government should provide fair, economically-sound, and evidence-based programs and supports to help low-income residents, vulnerable people, and other equity-seeking individuals escape poverty, precarious housing, and systemic disadvantage, realize their full potential by living healthy and safe lives.

Be it therefore resolved that, the Council of the Municipality of Chatham-Kent forward a letter to local MPPs, the Attorney General and the Premier of Ontario (and all municipalities in Ontario)

- expressing its strong support for Legal Aid Ontario and its funding of Ontario's community legal clinics, and specifically the Chatham-Kent Legal Clinic, which provides legal services to low income and vulnerable Ontarians;
- expressing its strong opposition to the funding cuts imposed on Legal Aid Ontario by the provincial government;
- calling upon the Premier and the Attorney General to make a commitment to access to justice and to respect the commitment of their government to not decrease front line services; and
- urging the province to restore full funding to these critical services to ensure that all the residents of Chatham-Kent have access to a fair and equitable justice system, regardless of their incomes."

If you have any questions or comments, please contact Judy Smith at 519-360-1998 Ext # 3200.

Sincerely,

Judy Smith, CMO
Director Municipal Governance
Clerk /Freedom of Information Coordinator

C
The Honourable Doug Ford, Premier of Ontario
All Municipalities in Ontario

7.3

THE CORPORATION OF THE TOWNSHIP OF LARDER LAKE
69 Fourth Avenue, Larder Lake, ON
Phone: 705-643-2158 Fax: 705-643-2311

MOVED BY:	SECONDED BY:	
☐ Thomas Armstrong	☐ Thomas Armstrong	Motion #: 17
☑ Patricia Hull	☐ Patricia Hull	Resolution #: 17
☐ Paul Kelly	☑ Paul Kelly	Date: August 27, 2019
☐ Lynne Paquette	☐ Lynne Paquette	

WHEREAS Council has discussed lobbying the provincial ministers to be allow for electronic delegation; And

WHEREAS Council feel that it is unjust to have to attend expensive conferences to be able to have a delegation with Ministers or the Premier; And

THEREFORE, Council request that the Ministers and the Premier offer electronic delegations to small and rural Municipalities that do not have sufficient budget to attend conferences; And

FURTHER THAT this resolution be sent to all Ontario Municipalities in order to request their support on the matter; And

FURTHER THAT this resolution be sent to the Premier and all the Ministries for their consideration.

Recorded vote requested: ☐

	For	Against
Tom Armstrong		
Patricia Hull		
Paul Kelly		
Lynne Paquette		
Patty Quinn		

I declare this motion

☑ Carried
☐ Lost / Defeated
☐ Deferred to: ________________ (enter date) Because:
☐ Referred to: ________________ (enter body) Expected response: (enter date)

Disclosure of Pecuniary Interest*

Chair: ____________________

*Disclosed his/her (their) interest(s), abstained from discussion and did not vote on this question.

7.4

Shelley Casey

From: Waste Reduction Week in Canada <info@wrwcanada.com>
Sent: September-11-19 12:03 PM
To: scasey@dubreuilville.ca
Subject: Proclaim Waste Reduction Week 2019

Proclaim Waste Reduction Week

October 21-27, 2019

Recycling Council of Ontario

WASTE REDUCTION WEEK IN CANADA

Think Global and Act Local

Celebrate Environmental Achievements and Commitments of Your Community!

Countdown to #WasteReductionWeek 2019

39 DAYS | 10 HOURS | 44 MINUTES | 51 SECONDS

Powered by MotionMail ©

Canadian municipalities and First Nations are at the heart of Canada's waste reduction achievements. Today's coalescing environmental challenges – resource scarcity, plastic pollution, climate change, and waste generation– require continued leadership of our community champions.

Waste Reduction Week in Canada is a national year-round program that focuses on the transformation to a circular economy driven by resource efficiency. Our purpose is to promote individual and collective environmental commitments, efforts, and accomplishment while encouraging innovative ideas and solutions.

Held annually during the third week of October since 2001, Waste Reduction Week in Canada, through a coalition of environmental non-profit and government organizations from across Canada, shines the spotlight on conscious consumption and responsible recycling.

This year we once again ask municipalities and First Nations to join businesses, schools, and individuals from across Canada to renew their commitment and celebrate sustainability by proclaiming **Oct. 21 – 27, 2019** as Waste Reduction Week in Canada.

By thinking globally and acting locally we embrace the Waste Reduction Week in Canada call to action. Each year more than 100 communities across Canada proclaim Waste Reduction Week in Canada and with your support we can increase that amount in 2019.

We hope your council and senior leaders will take this opportunity to join a widely recognized and successful national environmental campaign and show your support.

If you are not the representative that registers proclamations for your community, please pass this message along to the correct department/representative.

How to Proclaim

- **Download** the proclamation and include your logo and/or seal on the bottom right. You are welcome to use your own certificate template instead, if desired.

- **Visit** wrwcanada.com/proclamations, complete the form, and upload the completed certificate. You may also email your completed certificate to info@wrwcanada.com.

- **Share your achievements and commitments:** either on the form or in an email, provide us with details of your waste reduction past achievements and future commitments including new or innovative projects, programs, or partnerships. One of the important objectives of Waste Reduction Week is to facilitate sharing between all of our participants.

Once submitted your proclamation will be featured on wrwcanada.com within 1-3 business days and posted on social media using the hashtag **#WasteReductionWeek**. In doing so, fellow Canadians, First Nations, schools, organizations, and businesses across Canada will view and appreciate your support and commitment to waste reduction, recycling, and the environment.

PROCLAIM NOW!

Additonal Ways to Involve Your Community

Host an Event

Organizing an event during Waste Reduction Week in Canada is an excellent way to showcase your proclamation and engage your community in the 3Rs and circular economy. Popular events include:

- Clothing swaps (Coming Soon! We will be launching the *SwapIt Toolkit*, a step-by-step resource for organizing a clothing swap)
- Repair events
- Waste-free lunches in schools and offices
- Waste collection drives such as hazardous waste, textiles, or electronics
- Documentary screenings & information sessions

- Recycling facility tours
- Public installations

Don't forget to register your event online so we can help with promotion.

REGISTER AN EVENT

Facility Tours

Collection Events

Swap Events

Education/Outreach Events

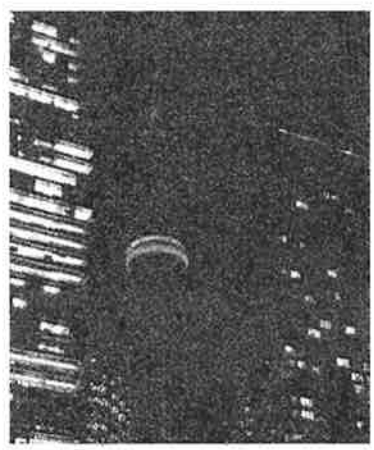
Repair Events

Shoreline & Community Cleanups

Landmark Lightings

Last year, 15 landmarks across Canada lit blue and green for Waste Reduction Week. We encourage municipalities to help us create awareness by lighting a local landmark or municipal building blue and green for Waste Reduction Week.

Let the rest of Canada know about your lighting by registering it at wrwcanada.com/events.



Promotion

Theme days

In 2017 we introduced six issue-specific days during Waste Reduction Week in Canada, with each selected for its importance to Canadians and the economy to leverage and highlight the work we are collectively accomplishing. The themes also offer focus for participants planning events, social media campaigns, and resources.

Social Media

Support Waste Reduction Week in Canada using hashtag #WasteReductionWeek in communications. Share ideas, stories, and pictures of waste reduction initiatives to demonstrate commitment to reducing waste both at home and in the community.

Follow @WRWCanada on social media!

Promotional materials

Promotional materials and assets are available at wrwcanada.com/promotional-resources. More materials such as sample social media posts and a promotional poster will be available throughout September.

Visit wrwcanada.com for more campaign details and resources.

Visit WRWCanada.com

Become a Sponsor

Our initiative is a funded solely through those that believe in its objectives and is directed to developing and improving all of its resources and tools free to charge to all its participants and supports. If your community is interested in further leveraging the values of Waste Reduction Week in Canada please consider becoming a sponsor.

Opportunities that align specifically with our themes are available, as well as unique packages that can be customized to work alongside your area of interest.

By joining us we can support and showcase your community as a leader, champion, and innovator in waste reduction and recycling to a captivated national audience.

Don't let this exciting opportunity go to waste! Contact the Waste Reduction Week in Canada team to get started.

Thank You

Canadians are proud of their natural environment and understand the value of protecting our resources. Campaigns like Waste Reduction Week in Canada play an important role in reminding us to conserve and maintain a lifestyle that helps to preserve them. Your support will help inspire individuals and other communities to mobilize and take action.

We appreciate your commitment to the environment and for proclaiming Waste Reduction Week in Canada.

Yours sincerely,

Jo-Anne St. Godard

Executive Director
Recycling Council of Ontario
416.657.2797, ext. 3
info@wrwcanada.com

About Recycling Council of Ontario

Since 1978 RCO has worked closely with municipalities and businesses across Ontario to inform and educate all members of society about the generation of waste, the avoidance of waste, the more efficient use of resources, and the benefits and/or consequences of these activities. We also run programs that support waste reduction goals.

Take Back the Light can help municipalities recover and recycle spent lights, whether they are generated through relighting, on-going maintenance, or facility retrofits. The program also works with organizations that recycle lights outside their purchase arrangements, and accepts lights and light fixtures in all quantities. Every light is tracked, and 98 per cent each light collected is diverted from disposal with component parts reused wherever possible. Visit www.TakeBacktheLight.ca to learn more.

3RCertified is a unique program that reviews how organizations manage solid waste reduction and diversion operations. Participating facilities achieve certification levels based on established criteria and third-party evaluation of waste management and reduction practices. Visit www.3RCertified.ca to learn more.

Recycling Council of Ontario

WASTE REDUCTION WEEK IN CANADA

Waste Reduction Week in Canada | info@wrwcanada.com | wrwcanada.com

STAY CONNECTED!

7.4

[Insert municipality name]

Municipality

hereby recognizes

Waste Reduction Week in Canada

October 15 – 21, 2018

As an municipality, we are committed to reducing our waste, conserving resources, and educating our community about sustainable living.

We recognize the generation of solid waste and the needless waste of resources as global environmental problems and endeavor to take the lead in our community toward environmental sustainability.

We have declared Oct. 15 - 21, 2018 Waste Reduction Week in

[Insert municipality name]

Municipality

[Sign here]

Signed

[Insert date proclaimed]

Date

[Insert title/position]

Title and position

Your municipal seal or logo here

7.5

SUPERIOR EAST SUPÉRIEUR EST
Community Futures Development Corporation · Société d'aide au développement des collectivités

September 11, 2019

Re: Approval of Regional Strategic Plan

Dear Stakeholder,

The Superior East Community Futures Development Corporation in partnership with surrounding Municipalities and First Nations hired MDB Insight early this year to develop a comprehensive Regional Economic Development Strategic Plan for the Superior East Region. A copy of this plan has been sent via email along with this letter and a hard copy will also be delivered to the office. It was previously sent out to all partners and a final presentation of the plan was made at the end of May which everyone received an invitation to attend. It was suggested at that time that each council approve the plan to ensure that everyone is on board. Therefore we are requesting that council approve a resolution in support of the plan. The following is a sample resolution: "That Council approve the Regional Economic Development Strategic Plan for Superior East and Neighbouring Communities as prepared by MDB Insight dated May 2019".

The Regional EDO Group which includes representation from each of the communities continues to meet on a regular basis and will use the Action Plan to move forward on regional projects. If you have any questions or require my presence when discussing the request, please do not hesitate to contact myself at (705) 856-1105, ext. 222. We thank you for considering this request and look forward to your response.

Sincerely,

Tracy Amos,
General Manager

Encl.

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Email croft@superioreastcfdc.ca • www.superioreastcfdc.ca
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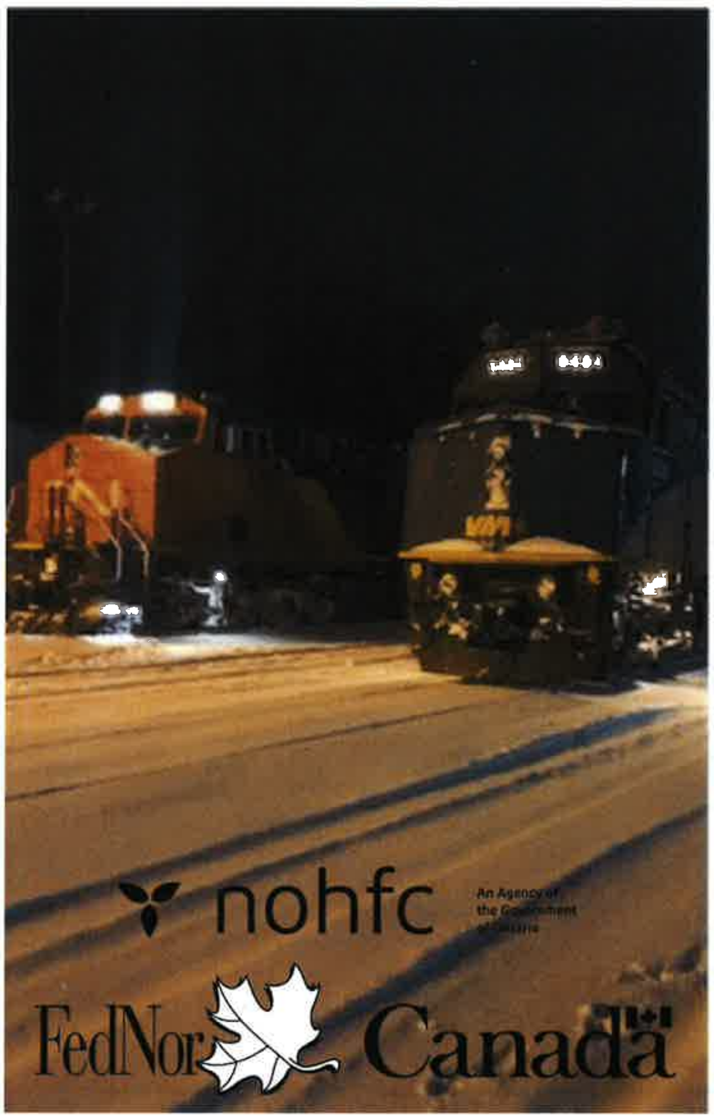


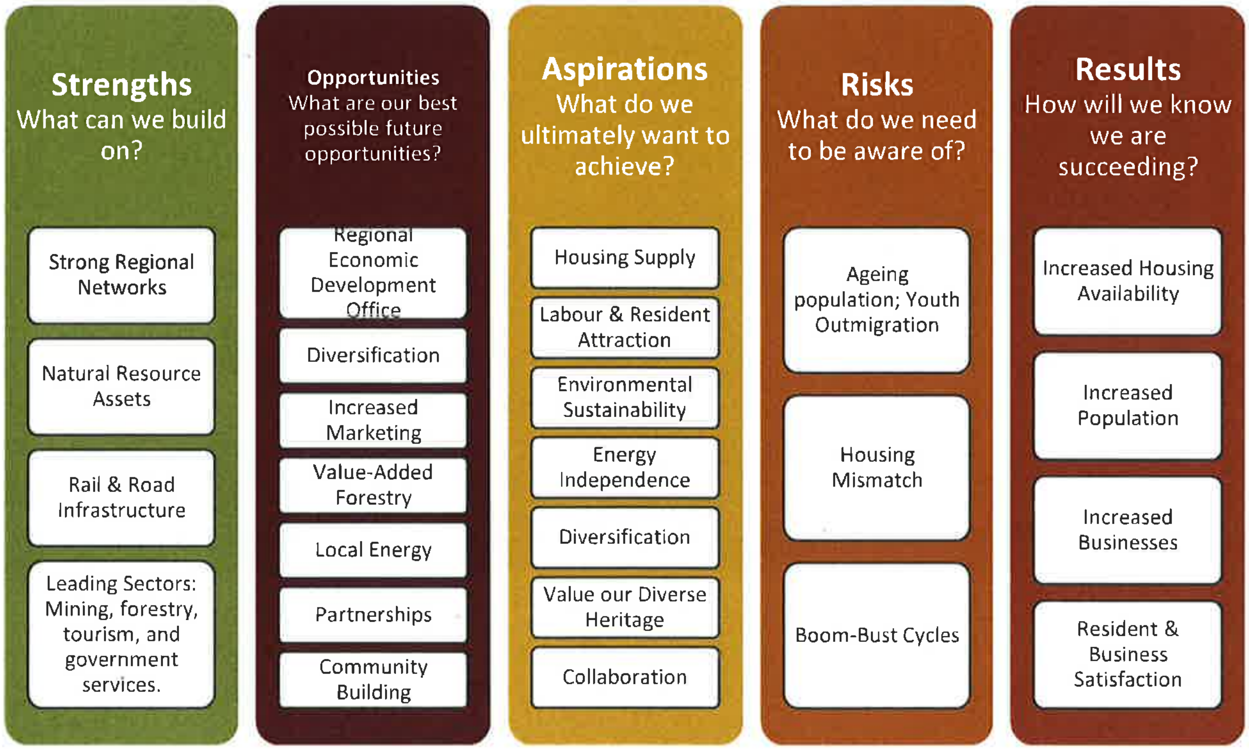
How We Prosper Together:

Regional Economic Development Strategic Plan for Superior East and Neighbouring Communities

Executive Summary

May 2019

***How We Prosper Together* SOARR Analysis Framework Summary**



The final phase, "How do we get there?" took a deep dive into key themes that emerged during consultations, and found best practices in developing the forestry, mining, energy, and tourism sectors. It then developed strategic objectives, which represent two key themes of outcomes for the Superior East Region:

- **Regional Collaboration**: The interconnections between communities are expected to strengthen, enhancing collaboration through mutual empowerment and increased economies of scale. This represents a positive feedback cycle that emerges as earlier collaborations are rewarded by specific gains across the region.
- **Regional Self-Sufficiency**: The region will become more self-sufficient, producing more goods, services, and resources locally to avoid economic leakage and promote import substitution. This represents a stronger, interconnected economy that leverages its resources and assets for local benefit and export.

Figure 1 Action Plan Framework Overview

Action Plan Components	Year 1	Year 2	Year 3	Year 4	Year 5	+ Year 5
Strategic Object 1: Focus on Workforce Development						
Action Area 1: Build a stronger local work force						
P1: Identify workforce readiness resources						
P2: Develop upskill pathways						
P3: Implement remote learning apprenticeships pilot project						
Action Area 2: Attract a stronger skilled labour force						
P1: Targeted immigrant labour attraction						
P2. Targeted domestic skilled labour attraction						
P3. Welcome home incentive programming						
P4. Work with area-partners to establish a spousal job match program.						
Strategic Objective 2: Focus on Economic Diversification						
Action Area 1: Expand tourism value proposition						
P1. Develop a tourism asset map						
P2. Develop expanded tourism product assets associated with guided tours and cultural tourism						
Action Area 2: Attract more professional services and clusters						
P1. Develop marketing materials for professional services						
P2. Grow referral network for missing business segments						
Action Area 3: Expand value-added forestry products						
P1. Expand timber production to include cross-laminated timber product (CLT) development						
P2. Promote private or community-owned modular housing manufacturing						
P3. Support the development of blueberry production on identified highly suitable lands within the region						
Action Area 4: Increase the number of locally or community owned energy providers						
P1. Initiate alternative energy pilot projects in each interested First Nation community						
P2. Explore potential local energy assets						
Action Area 5: Diversify mining supply-chain opportunities						
P1. Establish more satellite offices for mining supply and servicing companies						
P2. Encourage or attract small-scale transportation fleets for mining and other large transportation needs						
Strategic Objective 3: Focus on Infrastructure and Community Development						
Action Area 1: Continue to advocate for universal broadband access						
P1: Continue ongoing efforts to secure regional broadband access.						
Action Area 2: Ensure cellular phone black-out areas are minimized						
P1. Track and lobby for increased cellphone coverage						
Action Area 3: Explore diversified housing developments						
P1. Conduct a feasibility study to understand viability of co-operative housing						
P2. Promote large-employer forgivable loan programming						
P3. Promote housing development from a regional scale						
Action Area 4: Advocate for regional infrastructure						
P1. Advocate for better winter road maintenance						
P2. Ensure Budd Car service is retained						
Strategic Objective 4: Focus on Capacity Building						
Action Area 1: Undertake cultural safety capacity building						
P1. Strike a Working Group to explore solutions to Systemic Barriers						
P2. Research resources for in-community or online cultural humility training						
Action Area 2: Increase business support						
P1. Continue to conduct regional business retention and expansion surveys						
P2. Establish a business mentor or solutions network						
Action Area 3: Start-up and entrepreneurship capacity building						
P1. Build curiosity and entrepreneurial spirit in youth						
P2. Promote youth apprenticeship programming						
P3. Continue to provide start-up businesses advice on business development and planning.						
Action Area 4: Establish a regional economic & tourism office						
P1. Establish a regional economic development & tourism office						
P2. Explore the prospect of a regional accommodation fee system						

Photo credit: Top: Algoma Country. Right & Bottom: Twp of Hornepayne

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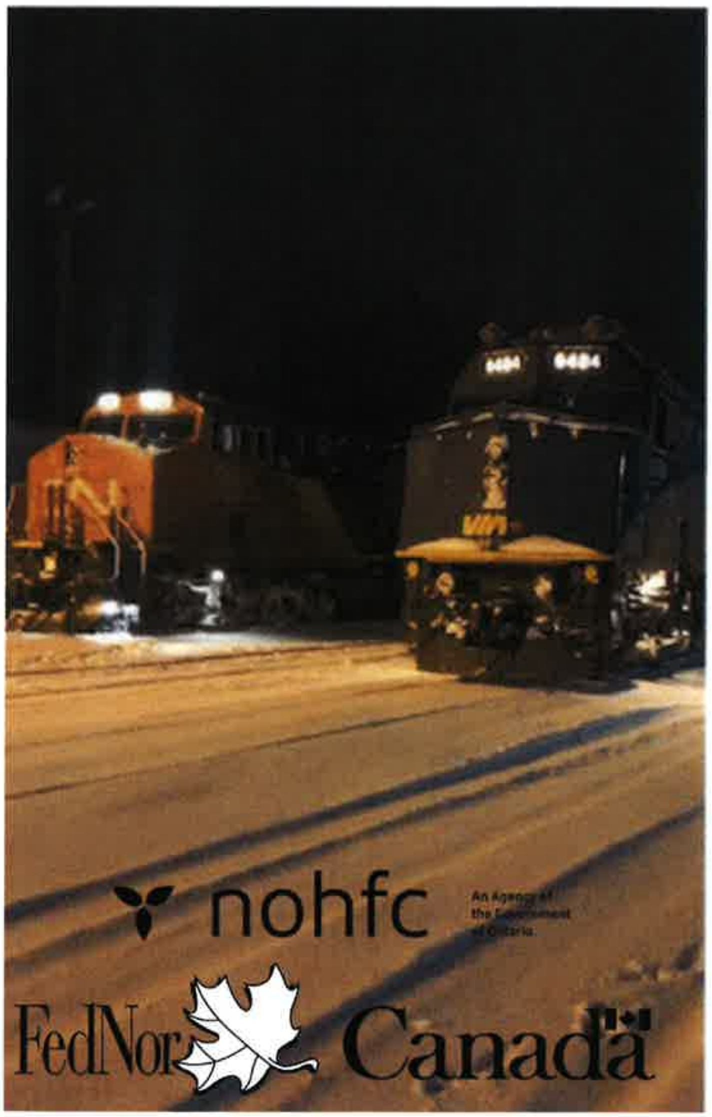

How We Prosper Together:

Regional Economic Development Strategic Plan for Superior East and Neighbouring Communities

Final Strategy

May 2019

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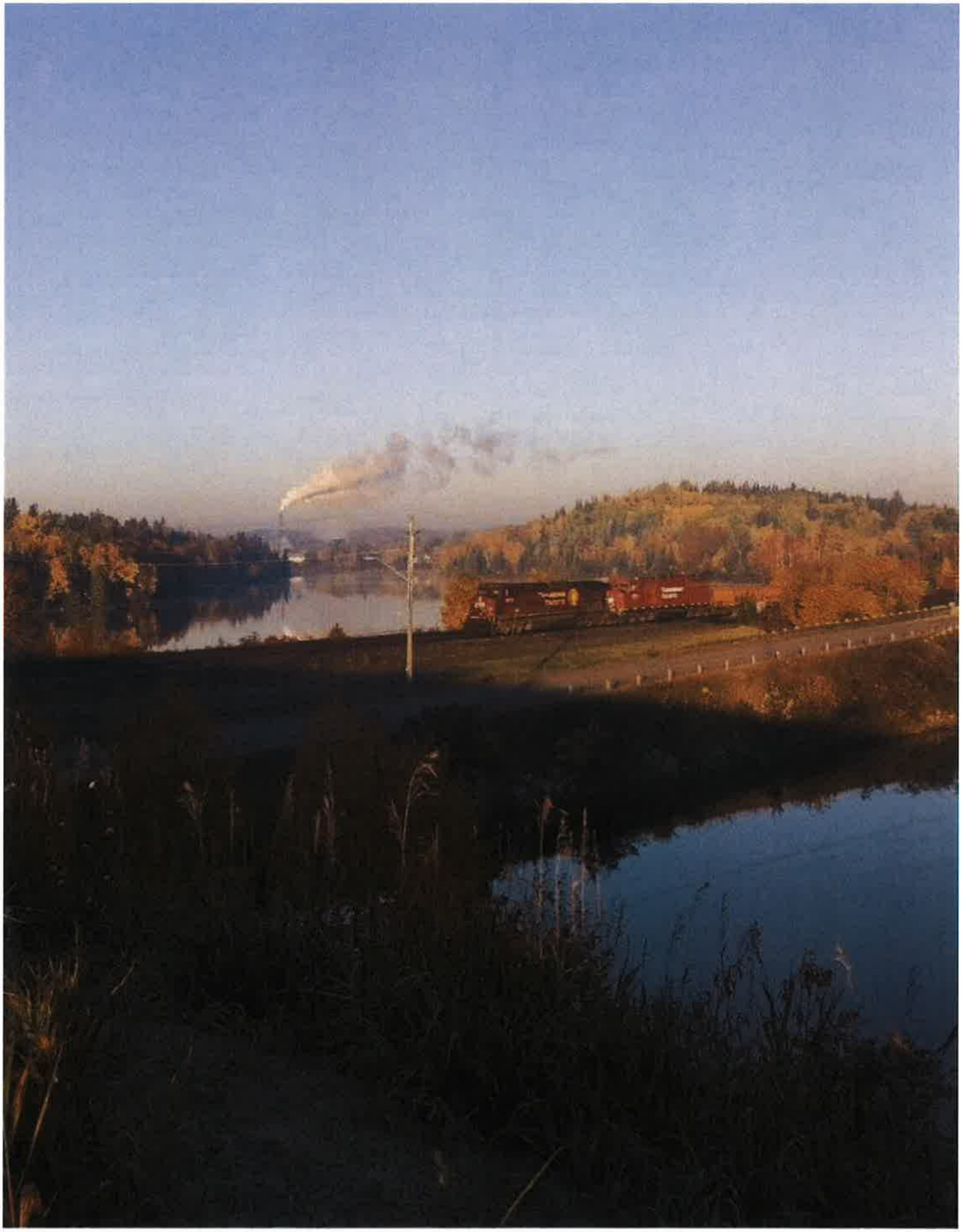
Cover image:
Top photo credit: Algoma Country
Bottom photos: Provided by Twp of Hornepayne



Executive Summary

The purpose of *How We Prosper Together* is a Regional Economic Development Strategic Plan that explains how, collectively, the Superior East Region and neighbouring communities and partners can work together toward a shared set of strategic goals that are backed by a solid and detailed action plan. The plan is the product of a regional partnership of communities, First Nation and non-First Nation, that includes Brunswick House First Nation, CDEC Dubreuilville, Chapleau Cree First Nation, Chapleau Ojibwe First Nation, Hornepayne EDC, Township of Manitouwadge, Michipicoten First Nation, Missanabie Cree First Nation, Municipality of Wawa, Pic Mobert First Nation, Township of Chapleau, Township of Dubreuilville, Township of Hornepayne, Township of White River, Wawa EDC, White River EDC, and Wahkohtowin Dev. G. P. Inc. The partnership underpinning this Regional Economic Development Strategic Plan is extensive and represents a first of its kind for the region.

The process for developing *How We Prosper Together* followed three phases,

- **Where are we now? A comprehensive assessment of the region's current economic situation and emerging trends.**
- **Where do we want to go? The assessment, based on stakeholder consultations and analysis of background materials and research, of where the community wants to go culminating in a strengths, opportunities, aspirations, risks and results (SOARR) assessment.**
- **How do we get there? The action plan that looks critically at *where are we now* and *where do we want to go* in order to chart a course for collaboration on economic development projects and initiatives.**

How We Prosper Together **SOARR Analysis Framework Summary**

Strengths What can we build on?	**Opportunities** What are our best possible future opportunities?	**Aspirations** What do we ultimately want to achieve?	**Risks** What do we need to be aware of?	**Results** How will we know we are succeeding?
Strong Regional Networks	Regional Economic Development Office	Housing Supply	Ageing population; Youth Outmigration	Increased Housing Availability
Natural Resource Assets	Diversification	Labour & Resident Attraction	Housing Mismatch	Increased Population
Rail & Road Infrastructure	Increased Marketing	Environmental Sustainability	Boom-Bust Cycles	Increased Businesses
Leading Sectors: Mining, forestry, tourism, and government services.	Value-Added Forestry	Energy Independence		Resident & Business Satisfaction
	Local Energy	Diversification		
	Partnerships	Value our Diverse Heritage		
	Community Building	Collaboration		

The final phase, "How do we get there?" took a deep dive into key themes that emerged during consultations, and found best practices in developing the forestry, mining, energy, and tourism sectors. It then developed strategic objectives, which represent two key themes of outcomes for the Superior East Region:

- **Regional Collaboration**: The interconnections between communities are expected to strengthen, enhancing collaboration through mutual empowerment and increased economies of scale. This represents a positive feedback cycle that emerges as earlier collaborations are rewarded by specific gains across the region.
- **Regional Self-Sufficiency**: The region will become more self-sufficient, producing more goods, services, and resources locally to avoid economic leakage and promote import substitution. This represents a stronger, interconnected economy that leverages its resources and assets for local benefit and export.

Strategic Objectives and Critical Outcomes for Superior East Region

A comprehensive action plan, which included action items tied to each strategic objective, was developed as a roadmap to achieve regional goals. The following framework is an overview of those actions and their timelines for completion.

Figure 1 Action Plan Framework Overview

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Action Area 4: Establish a regional economic & tourism office						
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P2. Explore the prospect of a regional accommodation fee system						

Introduction

The Superior East Region may be best known for its metal and mineral deposits that have wide-reaching economic benefits both nationally and locally; however, its single greatest asset is its collaborative spirit and strong regional networks. Geographically, it covers a vast area comprised of First Nations and non-First Nations communities, with its southernmost and northernmost communities over 300 kilometres from each other. The region is unified by its unique Northern Ontario character, where each community shares natural resource-based economy, tightly knit sense of community, true winters, and deeply-rooted relationships with the land. To an outsider, its communities may seem isolated by bluffs, canyons, lakes, and bush, but they are well connected by a shared spirit of industriousness and entrepreneurialism.

Culturally, the region enjoys a distinct diversity of Cree, Ojibwe, Métis, French, and English influence. Many townships in the region are francophone. There is much to be discovered by a visitor.

Communities in Superior East are most economically successful when the mining and forestry industries are healthy but are also familiar with resilience when the economy slows. The region is connected to the rest of the province and country via the Trans-Canada highway and the CN and CP railways. Mining is presently in a boom phase, and optimism in the region is tangible. The forestry and forest product sector is similarly active and benefits from local knowledge, having a long history as a local economic mainstay.

Natural resource assets provide benefits to the region beyond traditional extraction activity. Hunting and fishing visitation drive the region's tourism industry. The pristine natural beauty of the region is something to behold, and there are numerous conservation areas and provincial parks where visitors can hike, canoe, kayak, and camp.

There are challenges residing beneath the region's present optimism. A declining population fueled by aging and youth outmigration has created labour market shortages in the present upswing in economic activity. Attracting workers and new residents is complicated by a widespread housing shortage which has proven difficult to address; the low populations in individual communities, combined with the unpredictability of the region's economic base creates risky conditions for external investors and developers. Similarly, infrastructure gaps in sectors such as broadband, public transportation, and cell phone coverage require creative internally driven solutions due to a current lack of external interest or investment.

The Superior East Region, like all of Canada, is working toward reconciliation between First Nations and non-First Nations peoples. There are some foundational efforts in place in the region already, such as partnerships and joint entrepreneurial efforts among communities. As is the nature with developing better cultural understanding, it is important that this strategy reflects the need for active listening and flexibility that is so crucial to the Reconciliation process.

This initiative marks the first time that First Nation and non-First Nation communities of the Superior East Region are developing a strategy of this nature. In the region, there is already an entrepreneurial approach to providing collaborative solutions to local challenges. This strategy will aim to harness that collective strength and build capacity for all to benefit from emerging opportunities.

Purpose of the Regional Economic Development Strategic Plan

Economic development is a practice that involves a variety of activities performed either by an individual or team, including:

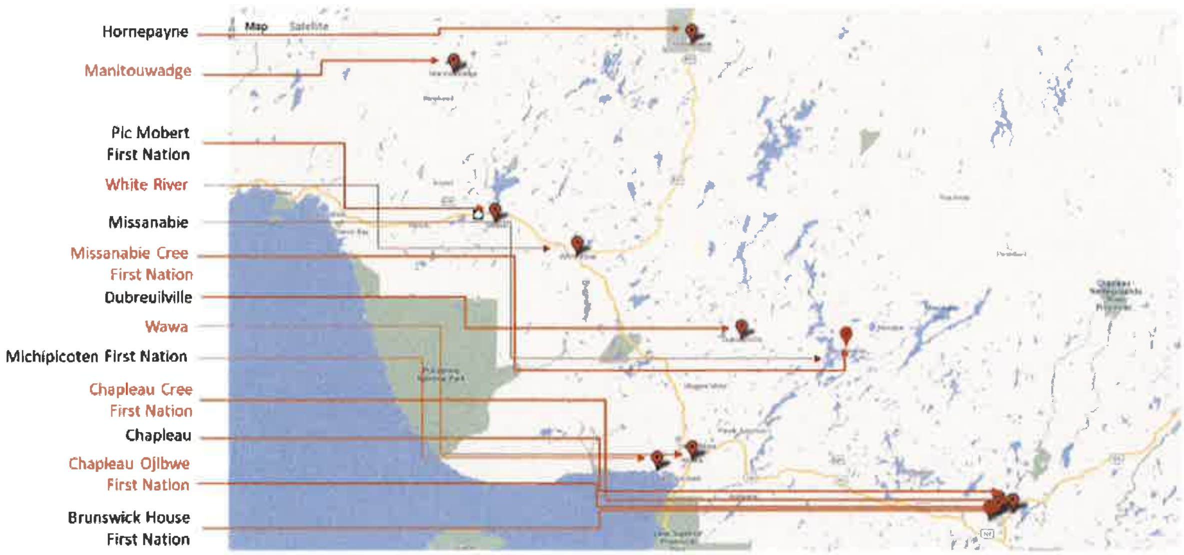
Community health and wellbeing	Contributing to overall improvement of community health and wellbeing.
Organization Support	Aiding businesses and other organizations so that they can get started, thrive, and grow.
Organization Retention	Assisting businesses and other organizations that are in a downcycle through engagement, problem identification, and solutions planning.
Organization Expansion	Assisting businesses and other organizations that are in an upcycle through engagement, opportunity identification, and solutions planning (existing businesses account for 80%-90% of economic growth in a community).
Organization Attraction	Targeting and marketing of specific sectors and geographies based on local competitiveness to attract new investment from outside, while also being prepared to serve industries that approach the community for information
Information Sharing	The promotion of resources that expand knowledge for the benefit of the business community, transfer of new information and technology, data acquisition and sharing, and marketing and promotions of assets and value propositions.
Relationship Management	Encouraging, developing, maintaining, and monitoring partnerships, community connections, sector or interest-related networks, and clusters across the public and private sector, including external partners with internal opportunities or partners.
Tourism	The provision of destination, product or marketing development assistance aimed at supporting tourism businesses, building tourism assets, growing the suite of experiences aimed at visitors, and increasing the number of visitors, their length of stay, and level of investment.
Infrastructure	The identification and coordination of infrastructure needs necessary to sustain and grow a healthy and diversified economy.

MDB Insight, 2019.

The purpose of *How we Prosper Together* is to develop a Regional Economic Development Strategic Plan that explains how, collectively, the Superior East Region and neighbouring communities and partners can work together toward a shared set of strategic goals that are backed by a solid and detailed action plan.

The partnership underpinning this Regional Economic Development Strategic Plan is extensive and represents a first of its kind for the region. These communities are summarized on the following map:

Figure 2: Map of Superior East Region's Municipal and First Nation Partners



Source: Google Maps, 2019, adapted by MDB Insight.

Research Methodology

The strategy has been created by a combination of data collected in early-2019. The following have been collected:

- **Primary research**: A series of primary research activities were conducted to assemble quantitative and qualitative data for analysis. These included a random sample business survey of 62 businesses from across the region, 14 one-on-one telephone semi-structured interviews, three focus group workshops (in Chapleau, White River and Wawa), and an exploration workshop with the project Steering Committee.
- **Secondary research**: Data collection and research were conducted using Statistics Canada's Census Profiles and Canadian Business Counts.
- **Tertiary research**: The team explored existing policy documents, strategies, and plans from local communities and online sources for best practices and industry trends.

These data were applied to a Strengths, Opportunities, Aspirations, Risks and Results (SOARR) assessment framework, which allowed for the identification of key themes that relate to goal-setting and values to be upheld. The SOARR Assessment generated the aspirations which underpin a series of strategic objectives, each of which is accompanied by a series of goals and actions.

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Background & Stakeholder Engagement

This section represents an overview of the various research directions associated with the project. In many instances, summary information is provided, with detailed results existing in the Appendix of the Strategic Plan.

Economic Analysis and Target Sector Assessment – Key Findings

This economic base analysis presents an overview of the socio-economic, labour force, and industry composition in the Superior East Region, comprised of the communities of Brunswick House First Nation, Chapleau (town), Chapleau Cree First Nation, Chapleau Ojibwe First Nation, Dubreuilville, Hornepayne, Manitouwadge, Michipicoten First Nation, Missanabie Cree First Nation, Pic Mobert First Nation, Wawa, and White River. Results are derived from the following sources:

- Statistics Canada, Census Profile, 2016
- Statistics Canada, Census Profile, 2006
- Statistics Canada, Canadian Business Counts, December 2018

The Superior East Region is presented in comparison to the Algoma District as a regional benchmark, and the Province of Ontario. Where appropriate, the region's municipalities are presented in aggregate and are presented in comparison with an aggregate of the region's First Nations.

The First Nations examined were Duck Lake 76B (Brunswick House First Nation), Pic Mobert North, Pic Mobert South, Chapleau 74A (Chapleau Ojibwe First Nation), Chapleau 75 (Chapleau Cree First Nation), and Gros Cap 49 (Michipicoten First Nation). These communities were examined due to the availability of census data. In some cases, data is suppressed by Statistics Canada to protect the confidentiality of individual respondents' personal information, as is the case with some of the First Nations that have particularly low populations.

The decade between the 2006 and 2016 census years was a challenging one for the Superior East Region's economy. The region's population decreased from 10,681 in 2006 to 9,044 (-18%), and the labour force decreased by -28%. It saw significant job losses in manufacturing (-715 jobs), which had the spinoff effect of job losses in the retail, accommodation and food service sectors, among others.

Meanwhile, jobs in public administration and health care anchored Superior East communities, and the mining, quarrying and oil and gas sectors showed promising growth. Of people who moved to the region in the last five years, 15% are internal immigrants (people from somewhere else within the country). That is relatively high compared with Algoma District (12%) and Ontario (11%). This may be accounted for by the growth of the mining industry over that period.

The Superior East Region has a relatively high proportion of First Nations people (14% of the total population) when compared with Algoma District and the province. The evident disparity in income and education levels between the region's municipalities and its First Nations communities, especially those with a smaller population base, suggests that there are likely disproportionate systemic barriers to opportunities for First Nations versus the municipalities.

Participation rates and unemployment rates showed similar disparity. The overall participation rate decreased between 2006 and 2016. In 2016 the participation rate in the municipalities was 62.2% and 51.9% in First Nations, a difference of almost 10%. In Ontario, the participation rate was 64.7 in 2016.

Further, while the municipalities' populations are steadily getting older, as evidenced by median age increase, the First Nations' populations appear to be getting younger. The median age in the municipalities in 2016 was 46.9 versus 30.5 in the First Nations. This coupled with the high unemployment rate in First Nations communities (10%), suggests a potentially untapped local labour force of young Indigenous people.

Entrepreneurship is low in the region, as evidenced by a relatively low proportion of self-employed people (7% in municipalities, 6% in First Nations) compared with Algoma District (8%) and the province (12%).

Dwellings in the Superior East Region are significantly more affordable than the provincial average. While average housing values stagnated during the 2006-2016 period at $87,961, they are only 17% of the cost of the average Ontario home. This affordability could be a competitive advantage for the region in attracting new residents but also a detractor to those who want to build new homes that end up costing more to construct than they may be worth when completed.

Increasing access to education and encouraging entrepreneurship in the region would lead to a more localized economy that is less vulnerable to the boom and bust cycles of the natural resource industry.

Target Sector Trends and Best Practices

Four target sectors were examined in great depth to ascertain what socio-economic trends indicate for them and to identify emerging best practices or opportunities. The four sectors are tourism, forestry and forest products, mining, and local alternative energy.

Tourism

Photo credit: Algoma Country

The Superior East Region's most prominent tourism assets are its abundance of natural and rustic assets combined with the proximity to numerous conservation areas and provincial parks. National and international tourism trends suggest that this has value for several reasons. On a national scale, international visitors to Canada are largely seeking outdoor and rustic experiences. Many of these visitors come from Asian countries.[1] This suggests that there is

[1] Roberto, Rocha. "Why Canada's tourism industry is finally heating up again." June 18, 2018. https://www.cbc.ca/news/canada/travel-canada-numbers-1.4682484

an international market that could be drawn to the region via targeted marketing and the development of products or packages to purchase. Similarly, domestic tourists are increasingly seeking outdoor experiences that the Superior East Region could be offering.

As global biodiversity and habitats are impacted by the effects of climate change, natural habitats that remain intact are of increasing value. Climate change is one of the most important long-term issues facing the tourism industry. It is already having an impact on the tourism seasons (i.e. shorter snow seasons) and travelers' buying behaviour (i.e. seeking more sustainable travel solutions and destinations). These trends will increase, and the demand for ecotourism or sustainable tourism will increase. The increasing likelihood of climate and emission taxes along with the rising cost of gas will undoubtedly change travel patterns. The Superior East Region benefits from road and rail access, which make it a viable destination for regional domestic travelers from Southern Ontario to experience the winter season and its rustic wilderness – an asset that is increasingly scarce in Southern Ontario. Currently, rail access is limited but could be adapted if enough demand surfaces. An example is the current "Budd Car Train" that brings the region's residents to and from larger centres like Sudbury.

Cultural Tourism

Winnie the Pooh monument in White River

Travelers are increasingly looking for the most local experience possible, from accommodations to food to culture.

Culture is a fundamental part of the global tourism experience, and its importance is growing. According to the United Nations World Tourism Organization (UNWTO) cultural tourism is one of the largest and fastest-developing global tourism markets, with an estimated four out of ten tourists choosing their destination based on its cultural offerings. Member states of the UNWTO using a broad, activity-based definition of cultural tourism, estimated that 47% of their international arrivals were cultural tourists.

Historical models of cultural tourism based on tangible heritage (castles, forts, etc.) are being augmented by growth in intangible heritage and creativity. Cultural travellers are increasingly attracted by intangible cultural aspects of a place –its culture, history, and traditions. Intangible cultural components can be presented to travelers through creative storytelling or participation in or observation of specific cultural traditions.

The spinoff benefits of closer links between culture and tourism can include establishing new cultural ties, fostering cultural preservation, and stimulating cultural understanding and appreciation.[2] Developing

[2] UNWTO Report on Tourism & Culture Synergies, 2018 <
file:///C:/Users/Natasha%20Gaudio/Downloads/TourismandCultureSynergiesSummary.pdf>

cultural tourism in the Superior East Region may have the added effect of instilling local pride in the region's Indigenous and French history, which may help strengthen the existing ties between Indigenous and non-Indigenous communities in the region.

Both Indigenous cultural and historical attractions are seen as underdeveloped within Canada's domestic and key international markets. Bolstering Indigenous tourism products is considered especially necessary to enhance international traveller interest.

It is important to note that both Indigenous cultural and historical attractions are seen as underdeveloped within Canada's domestic and key international markets. Bolstering Indigenous tourism products is considered especially necessary to enhance international traveler interest. Destination Canada has identified Indigenous tourism as a significant growth opportunity. In their *Global Tourism Watch*, travel intentions and other indicators for key markets, visiting parks and protected areas, observing wildlife in their natural habitats and Indigenous cultural tourism all continue to rank high for major growth markets like China, Mexico, France, and Germany. Destination Canada's research suggests Indigenous cultural tourism can add significant value and can provide the authentic experience that travelers are increasingly looking for.

The report *Aboriginal Tourism Opportunities in Canada* also suggests there is a significant opportunity for participative and enriching experiences, and for those experiences that provide a sense of discovery and adventure. European markets such as travelers from the United Kingdom, France, and Germany are seeking experiences that will provide authentic interaction with Indigenous people guiding them through Canada's wilderness.

According to Destination Canada international travel markets are most interested in:

- Enriching, engaged, immersive experiences with Indigenous people
- Experiences that are related to nature and learning
- Authenticity
- Seeking benefits of 'discoveries' and 'adventures'
- Connection to nature and Indigenous way of life in the context of spirituality and culture traditions
- Entertainment-oriented experiences and those that distance the traveler from Indigenous people are of lesser value and interest.

Drumming walking group at Brunswick House First Nation

The Indigenous Tourism Association of Canada recently launched a stand-alone travel booking site, Authentic Indigenous Experiences. The platform allows Indigenous tourism businesses to connect directly with interested travelers to sell packages and tourism products.[3] A potential barrier to platform use in the Superior East Region is that it requires a strong broadband connection which some locations are currently lacking, though it is promising news that the Superior East Region should have better access in the near future.

Many of the Authentic Indigenous Experience package offerings are presented as an opportunity to be had when visiting other destinations. A key challenge that was raised throughout consultations was that visitors that come to the region to visit provincial parks are not spending time or money locally. Increasing the availability of guided tours and encouraging Indigenous-led cultural tourism experiences would ensure local businesses are directly benefiting from visitors and would also showcase the region's communities.

The concept of guided tours extends beyond the traditional understanding of "wilderness guide," which may refer to a back-country canoe or hunting trip – which are experiences that may require licensing, insurance, and higher risks on the part of local businesses. Cultural tourism and ecotourism are both tourism segments that are best experienced with a guide and have relatively low barriers to entry for entrepreneurs as they leverage local knowledge that many locals may take for granted.

Ecotourism

The profile of tourists interested in First Nations tourism products is like that of the ecotourist.[4] It has been identified that there is room in the market in the Superior East Region for more offerings of guided experiences. Those seeking ecotourism experiences look for learning opportunities in nature, locally employed staff, environmentally sound operating procedures, small group travel and accommodation, a focus on non-motorized activities, business/community partnerships, and a general "green" attitude.[5]

Superior East Communities are very well positioned to offer ecotourism services, as these services are meant to have minimal impact on nature, which lends well to small, guided outfits. With the level of knowledge that locals have, the capacity for a successful entrepreneurship venture readily exists in the region. It would likely be a matter of tapping into the appropriate marketing channels and increasing marketing capacity.

Further, Superior East's semi-remote location is a strength for ecotourism experiences. Ontario Nature, CPAWS Wildlands League, and the Ontario Ministry of Natural Resources have all found that remoteness is a quality that sells effectively in the higher-end ecotourism market.[6]

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[3] https://indigenoustourism.ca/corporate/authentic-indigenous-tourism-experiences-featured-launch-new-stand-alone-travel-booking-site/

[4] https://ontarionature.org/wp-content/uploads/2017/10/FON_SpiritLake.pdf

[5] https://www.northernedgealgonquin.ca/ecotourism-in-ontario/

[6] Ibid.

Forestry & Forest Products

Hornepayne

The Superior East Region is already home to innovative business practices in the forestry sector. The White River and Hornepayne sawmills are great examples of local ownership and mutually beneficial Indigenous and non-Indigenous partnerships. The Hornepayne sawmill is adjacent to a co-generation power plant, which uses mill wood waste to generate steam which heats its kilns. The two industries are closely linked. The plant demonstrates the possibilities for sustainable business practices in the region, and it is clear that entrepreneurs in the Superior East Region are familiar with the potential that biomass power generation presents.

A scaled-up model of power generation could theoretically supply energy to homes, as it has in Atikokan, Ontario, to the west. The previously coal-fired electricity generating station in Atikokan was converted to a biomass power plant in 2014. The plant burns wood pellets, is connected to the provincial power grid, and supplies enough energy to supply approximately 70,000 households for one year.[7]

The forestry sector in Canada has historically been and continues to be, a leader in innovation and adaptability. Shifts in global demand for traditional forest products and growing demand for non-traditional forest products have changed the industry. While the demand for paper products continues to shrink, demand for alternative wood products is growing.

A major innovation in the forestry sector in recent years has been the development of Cross-Laminated Timber (CLT). CLT is a multi-layered wood panel that is created out of layers of timber stacked together in a perpendicular fashion. It was first developed in the 1990s and is increasingly used in Europe on single-family and multi-story housing projects. It is widely acknowledged as a sustainable building material.

One of the biggest benefits of CLT is that it boasts strength that is comparable to concrete or steel but is a renewable alternative that is considerably lighter and can, therefore, be used in prefabricated housing projects. To date, CLT has been used in the construction of schools, healthcare facilities, public buildings, commercial buildings, and multi-family housing. It is stronger than traditional timber, and its cost-effectiveness, sustainability, and decreased build-time has created an increased demand for Canadian wood products in infrastructure and other large-scale projects, particularly those requiring fast turnaround. Canadian building codes are increasingly allowing for taller wood structures. As an example, CLT has most notably been used on a 17-story building on the University of British Columbia's Vancouver

[7] Ontario Power Generation. "Atikokan Biomass Conversion." Accessed October 5, 2018. < https://www.opg.com/generating-power/thermal/stations/atikokan-station/Pages/atikokan-station-biomass-conversion-project.aspx>

campus. Its light weight and ease of use also greatly decreases the labour costs associated with major construction projects.

CLT is a relatively new product in North America, with just a few small production facilities. Natural Resources Canada states that "while it is too soon to predict future markets, the general trend toward replacing non-renewables with more sustainable materials and the need to lower carbon footprints suggest increased use of CLT in the future."

> The Superior East Region is abundant in wood resources that could be utilized in housing development, something that is a dire need in the region. An opportunity to solve the great "housing mismatch" in the region, thereby stimulating the forestry market, may be to work with the existing sawmills to invest in the equipment necessary to produce CLT locally or encourage complimentary manufacturing of modular constructed housing.

The Superior East Region is abundant in wood resources that could be utilized in housing development, something that is a dire need in the region. An opportunity to solve the great "housing mismatch" in the region, thereby stimulating the forestry market, may be to work with the existing sawmills to invest in the equipment necessary to produce CLT locally. White River Forest Products already works with Element5, a Quebec-based CLT production facility, to process its wood for those purposes. There may be an opportunity to explore the viability of producing CLT and building prefabricated housing components or modules within the region. Recent government investment in the expansion of the White River sawmill suggests there may be government funding available to facilitate further expansion of sawmills in the area. As more and more mills are also increasingly seeking automated solutions, expansion into CLT may increase the need for skilled labour while decreasing the need for unskilled labour. Appropriate training and apprenticeship opportunities would need to be considered to support a sustainable labour force. The White River Mill's expansion is evidence of the presence of the entrepreneurialism necessary to drive these types of developments in the region.

There are examples throughout Canada of communities partnering with modular housing builders to address housing shortages. In British Columbia, BC Housing's Rapid Response to Homelessness program has been partnering with the company Metric Modular to deliver prefabricated housing solutions. In Chilliwack, British Columbia, Metric Modular, which is located a 20-minute drive away in Agassiz, provided prefabricated apartment units for social housing purposes. The homes were made with British Columbia wood and were erected within a short timeframe in a nearby factory.[8] Examples like this demonstrate there may be opportunities to localize the housing supply chain, especially in a region like Superior East where the raw material is so readily available.

Another area with potential opportunity is non-timber forest products (NTFPs). NTFPs are products of biological origin other than timber, derived from forests. The range of NTFPs is very diverse, and includes those that are: [9]

- gathered from the wild, in either timber-productive or non-timber-productive forests and lands (e.g. mushrooms)

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[8] https://www.theprogress.com/news/modular-housing-units-in-chilliwack-will-be-housing-the-homeless-by-this-spring/

[9] https://www.nrcan.gc.ca/forests/industry/products-applications/13203

- produced in forests under varying levels of management intensity (e.g. maple syrup)
- produced in agroforestry systems (e.g. forest species such as wild ginseng planted as field crops).

NTFPs potentially present a great opportunity to the Superior East Region as many require little or no processing to take to market. Some types of NFTPs are:

Birch syrup tapping. Photo credit: David Flood, Wahkohtowin Development

Forest-based foods – These include syrup, wild berries, mushrooms, and native understorey plants such as wild ginseng and fiddleheads. By-products of the forest industry can also be converted into prepared foods (e.g. lignin, a natural constituent of wood is used to make artificial vanilla).

Ornamental products from the forest – These include horticultural species bred from wild species (such as cedars and maples) and decorative or artistic products such as Christmas trees and wreaths, fresh or dried floral greenery, and specialty wood products and carvings.

Forest plant extracts used to make pharmaceuticals and personal care products – These include paclitaxel (commonly known by the trade name Taxol®), which is most often extracted from yews like the Canada yew (ground hemlock). Taxol is widely used as a chemotherapy agent. Other forest plant extracts, particularly conifer essential oils, are used in a wide range of creams and other personal care products.

Attempts to stimulate a local blueberry industry in the Superior East Region were previously explored in 2008.[10] It is likely that there is a market for other types of NFTPs that the Superior East Region could leverage, including teas, mushrooms, and medicinal herbs, for which demand is increasing throughout North America. There is evidence, for example, of Senega Snakeroot, a root native to this area, being foraged by Indigenous peoples and sold to supply a company that mass produces throat lozenges in the Interlakes Region of Manitoba.[11]

Further investigation into which forest products are traditionally foraged from the land for their health benefits in the region and research into their market applicability may reveal opportunities specific to the forest products of the region. Furthermore, if operated as a First Nations-run business, there is the potential for stronger self-determination toward a growing market that is keenly interested in traditional ecological knowledge, remedies, and nutrition.

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[10] http://cfs.nrcan.gc.ca/pubwarehouse/pdfs/29340.pdf

[11] Turcotte, C. (1997). Towards sustainable harvesting of seneca snakeroot, Polygala senega L., on Manitoba Hydro rights-of-way. < https://mspace.lib.umanitoba.ca/xmlui/handle/1993/752>

Mining

National and international trends in the mining sector have a significant local economic impact on the Superior East Region. The region is currently home to multiple mines, with three more in environmental assessment and construction phases. The region is presently experiencing something of an economic boom, largely due to the volume of mining activity. Some of the mines operating in the region, or that are expected to launch operations within 2019 are:

38% of all mine purchasing in Ontario occurs near the mine.

Mining is also the largest private sector employer of Indigenous peoples in Canada. (Ontario Mining Association, 2012)

- **Wesdome Gold Mine Eagle River Complex** located 50 km due west of Wawa consists of two operating gold mines that feed the same mill. The Eagle River Underground Mine has been producing since 1995, and the Mishi Open Pit Mine began production in 2002. Mine expansion was initiated in 2015. The mill operates at 800-1,000 tonnes/day. There is exploration drilling in progress "with potential to double mine life at both operations."[12]
- **Borden Gold** is located near Chapleau and subject to an Impacts and Benefits Agreement with Chapleau Ojibwe, Chapleau Cree, and Brunswick House First Nations. Owned and operated by Goldcorp, the mine produces gold from an open pit and stockpiles. The proven and probable reserves of the mine are estimated to be 4.17 million tonnes (Mt). The ore the mine produces is processed in Timmins.[13]
- **Sugar Zone Mine** is located near White River and owned by Harte Goldcorp.; it contains an Indicated Mineral Resource of 4.24 Mt of gold. Commercial production commenced in January 2019 and currently operates at 575 tonnes per day.
- **Magino Gold Project** is located 12 km from Dubreuilville. It is owned by Argonaut Gold through its wholly owned subsidiary Prodigy Gold and operates an open pit, conventional mill. It has proven reserves of 24.2 Mt and is currently in the permitting stage.
- **Island Gold Mine** is located near Dubreuilville and is an underground operation owned and operated by Alamos. Proven and probable reserves of the mine are estimated to be 3.05 Mt. The mine is currently under expansion.

As the largest private sector employer of Indigenous Peoples in Canada, mining makes a significant contribution to the well-being and development of remote communities. Presently, the industrial mining activity in Superior East Region is working collaboratively with First Nations in unprecedented ways. The Borden Gold Project near Chapleau signed impacts and benefits agreements with Chapleau Cree,

[12] Wesdome Gold Mines Ltd., 2019. https://www.wesdome.com/operations/eagle-river-complex/

[13] https://www.mining-technology.com/projects/borden-gold-mine-chapleau-ontario/

Chapleau Ojibwe, and Brunswick House First Nations. This marks the first time that the three First Nations have been involved with a mining project.[14]

According to the Ontario mining association, 38% of all mine purchasing in Ontario occurs near the mine.[15] With the imminent promise of multiple mines entering operations in the Superior East Region and many in the environmental assessment stage, entrepreneurs in Superior East can benefit from the growing supply chain opportunities.

The mining value chain offers opportunities for small and medium-sized enterprises throughout a mine's lifecycle. The lifecycle of any mine can be broken down into five distinct stages[16], which include:

1. **Exploration and Resource Evaluation (5-10 years)** – Firms interested in developing a resource must first determine the size of the geological resource, develop a plan for mining and processing, and secure rights to the land. This stage relies on geospatial analysis, sampling, environmental studies, and data collection.
2. **Regulatory Licenses, Permits, and Approval (1-5 years)** – Various licenses and permits are required before any mining project can proceed beyond exploration. The regulatory requirements, permits, and approvals are typically identified during the environmental approval process. During this stage, consultations with government agencies and local communities are necessary to obtain input on the project and to ensure any concerns are addressed.
3. **Engineering and Construction (1-2 years)** – This stage of the lifecycle is capital intensive. The construction of the mine, as well as necessary infrastructure such as roads, bridges, airports, and electricity, are built. The time needed to complete the engineering and construction stage of the lifecycle can vary depending on the size, accessibility of the site, and the regulatory environment.
4. **Operations and Maintenance (10-40 years)** - Prior to opening a new mine, recruitment, hiring, and training of staff are required. Once the staff is in place, mine operations and maintenance involve the extraction of ore, separation of minerals, disposal of waste, shipment of ore, and maintenance of equipment.
5. **Closure, Reclamation and Monitoring (1-10 years)** - The final stage of a mine's lifecycle involves the removal of equipment, the tear down of facilities, and the safe closure of the mine shafts or pits. Following the closure, the mine owner is responsible for reclamation of the land which includes re-vegetation. Once the land is reclaimed, the owner is responsible for continued environmental testing and assessment of the site.

Due to the boom/bust cycle of the mining industry, the Superior East Region struggles with labour force challenges. The scale of mining projects creates a unique immediacy and magnitude of labour needs. The mining industry is the largest private sector employer of Indigenous Peoples, and much of Canada's mining activity occurs nearby remote Indigenous communities, as is the case in Superior East. Acknowledging that there could be an underutilized young and energetic labour force in Superior East's First Nations

[14] https://www.newswire.ca/news-releases/goldcorp-signs-agreement-with-three-ontario-first-nations-684685001.html

[15] https://www.oma.on.ca/en/resourcesGeneral/OMA-Economic-Report.pdf

[16] Mine lifecycle from Association for Mineral Exploration BC and Ministry of the Economy, Saskatoon, Saskatchewan [Online: http://www.enterprisesaskatchewan.ca/PotashGuide]

communities, there may be an opportunity to develop mining workforce readiness and entrepreneurial skills in the region that is tailored to the unique needs of the local mining economy. Much work is being done in the region to train or reskill the local workforce to the opportunities available, but there may be innovative ways to address skills gaps.

Local and regional educational institutions and local governments need to work cooperatively with companies to encourage youth to pursue college and trades training related to mining jobs, as mining is not frequently considered by students as a potential career option. Hands-on training, work placements, and especially mentorship programs may be options to generate interest amongst Indigenous and non-Indigenous youth in the region. Yukon College is presently studying the feasibility of such a program. The Centre for Northern Innovation in Mining delivers training and educational programming in partnership with industry and communities and facilitates access to applied research specific to the northern minerals and mining industry. It also offers a mobile trade school, making comprehensive trades training available anywhere in Yukon that is accessible by road.[17] This model may be something that could be piloted to remote Northern Ontario communities and regions.

The nature of Superior East's strong partnerships also positions the region with a collective voice to work with mining companies, post-secondary institutions, and Indigenous and non-Indigenous governments to seek out the resources to offer these types of training and entrepreneurship skill-building opportunities.

Local Alternative Energy

Electricity utilities worldwide are experiencing rapid changes in how they operate. Large central power plants are expensive to build and maintain, and ownership, control and management are typically centralized. This model can put rural and remote communities at a disadvantage. Power delivery in rural areas from centralized systems is susceptible to outages due to extreme weather, and aging assets that require maintenance over remote spaces.

[17] https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/mineralsmetals/files/pdf/rmd-rrm/Yukon%20College-%20Centre%20for%20Northern%20Innovation%20in%20Mining.pdf

A response to that centralized model is community-owned energy, or community power. "Community power refers to direct participation in, ownership of, and sharing of collective benefits from energy projects. Community-owned energy projects offer promising potential for local economic self-sufficiency. Ontario boasts a growing community power sector engaging a broad range of participants including community co-ops, First Nation and Métis, local municipalities, non-profit housing agencies, school boards, public utilities, and religious organizations." [18]

In Ontario, the majority of energy dollars flow out of local communities. In London Ontario, for example, only 14% of the dollars spent in the community on electricity stay in the community. Developing local community-owned renewable energy projects can keep more of these energy dollars in the local economy.

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Research shows that when capital came from local investors and local firms were used to develop energy projects, the economic impact on the local economy increased by 47% compared to a project without these local components. A U.S. think-tank study found that local ownership increased the economic benefits of renewable energy projects by 50 to 240% by keeping money and jobs in local communities. The British government said community projects would result in 12-13 times as much community value reinvested back into local areas as would be achieved through 100% commercial models, before factoring in wider social and environmental returns.[19]

Biomass, wind energy, solar and hydro are renewable energy sources that have been successful in community-driven projects across Canada.

Biomass

Biomass facilities combust waste wood from forest products and agriculture crop waste to produce heat and power. In the Superior East region, the existence of local wood processing facilities provides an opportunity for local cogeneration plants. A beneficial spinoff to biomass power generation is its environmental benefits.

Revelstoke, British Columbia's Downie Street Sawmill was nearly forced to close due to air pollution from their wood residue burner during the 1990s. The community and sawmill owners and the local government forged a plan to create a community district heating system using their wood waste (biomass) for power and created the Revelstoke Community Energy Corporation (RCEC). The 1.5-MW biomass plant

[18] https://ccednet-rcdec.ca/sites/ccednet-rcdec.ca/files/trec_primer_jun28_approved_final-lr.pdf

[19] Ibid.

reduced polluting emissions and provided steam to Downie Mills and hot water to the community's buildings. In a 20-year agreement, Downie committed to purchasing RCEC's steam for its dry kilns, maintain and operate the plant, and supply fuel (wood waste) for the plant at no cost.[20]

The plant has been operating since 2005. The benefits that the biomass project brought to the community include long-term employment for the community, profitability for the mill, a stable, long-term heating price for the sawmill and other customers such as the local high school, community centre and several motels. Among its environmental benefits, the project has improved local air quality through 90% reduction in particulate emissions, greenhouse gas reduction of 3,700 tonnes annually, reduced reliance on costly fossil fuels such as propane and has given the community diverse, resilient energy supply.

Wind

Community wind projects are another area of opportunity for local energy in Superior East. Wind energy describes the process by which the wind is used to generate mechanical power or electricity. Wind turbines convert the kinetic energy in the wind into mechanical power. This mechanical power can be used for specific tasks, or a generator can convert this mechanical power into electricity to power homes, businesses, or institutions. [21]

In Peace River, British Columbia, a cooperative called Peace Energy Cooperative assisted in the creation of the Bear Mountain Wind Park that takes advantage of the region's wind resources.[22] The wind farm was started through the Peace Energy Cooperative, a group of local residents passionate about bringing wind energy to their region, who handed the implementation of the project to the developer Aeolis Wind Power, which raised capital erected the turbines. The wind farm delivers enough electricity to power the South Peace Region of British Columbia.

With a section of the region located at the top of Lake Superior, the Superior East Region may have a geographical advantage in wind power generation.

[20] https://www.pembina.org/reports/community-owned-re-fact-sheet.pdf

[21] Photo Credit: Chuck Ramsey, Ecotrust Canada

[22] http://peaceenergy.ca/bear-mountain-wind-park/

Solar

Solar energy projects are another renewable energy development that can be pursued by communities at small scales. An example of a community-owned energy project near the Superior East Region is Fort William First Nation's solar park.[23]

Fort William First Nation's Solar Park was one of the first utility-scale solar parks to be developed on a first nation. In February 2010, Fort William First Nation signed an agreement with SkyPower Limited for the development of a solar park located on approximately 88 acres of land near the First Nation. The development hosts an estimated 45,000 solar panels which will generate enough clean energy over 20 years to power approximately 17,000 average homes for one year. The project created hundreds of local jobs and direct and indirect economic benefits to the community.

Hydro

Hydroelectric power projects are common throughout Canada and are often large-scale in nature. Typically, a large hydropower system uses a dam to store river water in a reservoir. Water released through a reservoir flows through a turbine which spins and activates a generator to produce electricity.

In 1992, Pic Mobert First Nation began the development of a hydroelectric project which officially opened 24 years later in 2016. The dam is located on the White River and incorporates unique microturbine technology. The project contains two dam sites, called Gitchi Animki Bezhig and Gitchi Animki Niizh, which are located approximately 140 km west of Wawa. The sites were conveniently located on a defunct Ministry of Natural Resources dam that required significant repair work. That dam was repurposed for this project. [24]

White River Hydro Dam

Pic Mobert First Nation partnered with Regional Power to develop the dams, who have approximately 12 hydroelectric projects across Canada. The project now generates electricity for the First Nation and the Ontario grid.

This project is evidence that there is potential in the Superior East Region for further hydroelectric projects. Typically, a project like this would be allocated to a private company who would be mandated to consult with local First Nations under the project's environmental assessment. In this case, the rights to the land were exclusive to Pic Mobert First Nation which simplified the process. It is possible that other First Nations lands within the region have similar assets that could be developed.

British Columbia has several community-owned hydroelectric projects that utilize run-of-river hydro technology. Run-of-river hydropower involves diverting a portion of a river, stream or creek that has significant elevation change into a pipe. The pipe runs several kilometres downhill to a powerhouse where,

[23] https://www.tbte.ca/projects/fort-william-first-nations-solar-electricity-generation-project-esa-phase-i-ii/

[24] Source: https://www.systech-int.com/project/white-river-hydro-dam/

with an assist from gravity, the force of the water spins a turbine to generate electricity. In British Columbia, there are currently 45 different operations totaling 858 megawatts in capacity. Projects this size do not use the same water flooding storage capacity as large-scale projects, so they tend to have fewer environmental impacts. British Columbia's mountainous terrain has been ideal for hydro projects of this scale.[25] The Superior East Region may be an ideal location for hydro project developments of this nature, with the Algoma Highlands and its numerous creeks.

One-on-One Interviews – Key Findings

A series of one-on-one semi-structured interviews were conducted with elected officials, economic developers, municipal management, and business leaders from across First Nations communities, municipalities, and other levels of government. The following key findings have emerged, with more detailed results available in the Appendix:

- Overall, general impressions of the economy were optimistic due to the current mining and forestry activity. The challenges inherent in the boom and bust cycles of these sectors were acknowledged.
- Tourism, particularly cultural tourism, was is an underleveraged opportunity for the region.
- There was optimism surrounding the possibilities in community-driven enterprises, particularly for First Nations communities.
- Some of the region's greatest challenges included youth outmigration, housing shortages, labour market shortages, infrastructure gaps (including transportation, banking access, broadband, and cell coverage), and a lack of adequate marketing of the region.
- Some challenges unique to First Nations communities were workforce readiness, wellness/social issues, and accessibility.
- Regarding building partnerships among First Nation and non-First Nation communities, it was identified that further establishing formalized and functional communication channels is needed.
- Opportunities for collaboration between First Nations and non-First Nations that were identified were housing development solutions, infrastructure and service agreements, and collaboration agreements.
- Looking forward, visions for the region's economy in 10 years' time included:
  - A vibrant and diversified economy with strong regional partnerships and a regional approach to economic development
  - New residents with emphasis on young families and increased cultural diversity
  - Affordable and appropriate housing
  - Improved amenities, infrastructure, and health services

[25] https://watershedsentinel.ca/articles/run-of-river-in-china-creek/

Commercial Gap Assessment – Key Findings

A population-oriented commercial gap analysis (gap analysis) was conducted for the Municipality of Wawa, recognizing that it is the largest centre of commerce in the region. Wawa's population-oriented commercial industries were benchmarked against Sault Ste. Marie. The Project Steering Committee for the Strategy chose to focus on Wawa as the primary commercial market, noting that local opportunities may also be applicable to other communities. The gap analysis compares the theoretical number of population-oriented businesses against the actual number of businesses in the same category to determine if there are sufficient businesses relative to the size of the population.

The analysis uses data from Statistics Canada's Census Profiles (2016) and Canadian Business Counts (2018). Population size has been corrected for 2018 based on annual growth rates and also includes considerations of commuter-shed populations. Wawa is compared to Sault Ste. Marie because that market represents the most likely areas of economic leakage. Scores of -1.0 or lower (e.g. -2.0, -3.0) in the "Capacity" column of

Figure 3 represents how many businesses are missing, while scores that are positive numbers (e.g. 1.0, 2.0, 3.0) represent how many businesses by which the sector is overrepresented. The analysis uses 4-digit NAICS.

> The Commercial Gap Assessment represents a per-capita exercise and should not be taken as an exhaustive analysis, which would also include consideration of square footage of floor space. Therefore, results should be taken as the first step in conducting a deeper feasibility assessment in any identified area of opportunity.

Key Gap Analysis Findings

Several key findings emerge when studying the data. Recall that results are reflective of what should be expected for a community of this size (including commuters) based on a per-capita level of support. They are as follows:

- Home furnishing and electronic stores are undersupplied locally and in Sault Ste. Marie but are being increasingly impacted by online retail. Caution in the sector is advised.
- Professional services such as insurance carriers, agencies, brokers and other insurance-related activities; real estate agents and brokers; legal services, accounting and related services; dentist offices; and other health practitioners are all under-supplied locally, with either an equivalent or similar level of undersupply in Sault Ste. Marie or evidence of economic leakage. Any of these could be mitigated by growth of a cluster of services in the related category. A plaza or business-hub could likely be supported by new businesses attracted to these sectors. Collectively, this sector is most suitable for investment attraction.
- For arts, entertainment, and recreation, the Wawa area is under-represented in visitor accommodations as well as full-service and limited service restaurants. In the restaurant category, attention should be taken to refrain from duplicating existing styles of restaurants. There is likely plenty of opportunity for growth in the sector, but repetition would only lead to cannibalization. There is likely also room for motion picture industries (i.e. movie theatres).
- Other services are also generally missing, but the category is broad, including pet grooming, hair and beauty salons, and tanning salons. Another type of local business that is lacking is the repair and maintenance of home and electronic goods; however, the sector is being impacted by products

intentionally designed to be relatively inexpensive and disposable. A smarter investment is in a community "hacker" space, where people can work together to fix things.

- There is also a hierarchy among the kinds of goods being impacted, most profoundly by online retail. Unique things created and sold locally may benefit from online retail through sales outlets such as Etsy or eBay. Other sectors that specialize in comparison retail, but which do not specifically sell anything unique are in danger of being outmatched by online prices. Other sectors are likely to remain somewhat immune from online retail, such as convenience items (food, basic needs, etc.); however, it is inevitable that some components of these categories will increasingly shift to online retail, such as cosmetics and some health and hygiene products. Destination-oriented retail is more likely to rely on a local presence where people are willing to travel a greater distance to purchase a good or service such as a new car, but other higher order goods, such a high-end fashion are likely to migrate online.

The list in the following figure ranks the most undersupplied commercial subsectors.

Figure 3: List of Top Commercial Gap Sectors

Industry Groups	# of Businesses in **Ontario**	# of People Per Business in **Ontario**	Theoretical Capacity: **Wawa**	Actual Number in **Wawa**	Capacity (+/-): **Wawa**	Theoretical Capacity: **Sault Ste. Marie**	Actual Number in **Sault Ste. Marie**	Capacity (+/-): **Sault Ste. Marie**	Audience Type
Offices of real estate agents and brokers	44711	0.0108	32.9	0	-32.9	819.9	108	-711.9	Destination
Offices of physicians	31665	0.0076	23.3	5	-18.3	580.7	178	-402.7	Destination
Offices of other health practitioners	27859	0.0067	20.5	4	-16.5	510.9	131	-379.9	Comparison
Accounting, tax preparation, bookkeeping and payroll services	20094	0.0049	14.8	1	-13.8	368.5	62	-306.5	Comparison
Full-service restaurants and limited-service eating places	33608	0.0081	24.8	11	-13.8	616.3	137	-479.3	Comparison
Legal services	18738	0.0045	13.8	1	-12.8	343.6	80	-263.6	Comparison
Personal care services	18310	0.0044	13.5	1	-12.5	335.8	95	-240.8	Comparison
Automotive repair and maintenance	16949	0.0041	12.5	1	-11.5	310.8	68	-242.8	Comparison
Agencies, brokerages and other insurance related activities	13210	0.0032	9.7	1	-8.7	242.2	54	-188.2	Convenience
Health and personal care stores	13010	0.0031	9.6	1	-8.6	238.6	66	-172.6	Destination / comparison
Offices of dentists	11693	0.0028	8.6	2	-6.6	214.4	56	-158.4	Convenience
Motion picture and video industries	8942	0.0022	6.6	0	-6.6	164.0	6	-158.0	Convenience
Clothing stores	8274	0.0020	6.1	0	-6.1	151.7	59	-92.7	Convenience
Other personal services	7859	0.0019	5.8	0	-5.8	144.1	30	-114.1	Comparison
Grocery stores	8940	0.0022	6.6	1	-5.6	163.9	35	-128.9	Comparison
Other miscellaneous store retailers	6527	0.0016	4.8	0	-4.8	119.7	28	-91.7	Comparison
Personal and household goods repair and maintenance	5243	0.0013	3.9	0	-3.9	96.1	19	-77.1	Destination / comparison
Specialty food stores	4322	0.0010	3.2	0	-3.2	79.3	22	-57.3	Comparison
Electronics and appliance stores	3550	0.0009	2.6	0	-2.6	65.1	11	-54.1	Comparison
Performing arts companies	4382	0.0011	3.2	1	-2.2	80.4	11	-69.4	Varia

Source: Statistics Canada, Canadian Business Counts, December 2018; Statistics Canada, Census Profile, 2016.

Random Sample Business Survey – Key Findings

A random sample telephone survey was conducted amongst businesses across First Nations communities and municipalities. The sample frame was developed as a combination of listings for each municipality from Dunn & Bradstreet and lists of businesses in First Nations communities supplied by local contacts. All efforts were made to reach interview quotas to have a minimum level of participation; however, despite best efforts, businesses in the communities of Brunswick House First Nation and Chapleau Cree First Nation were not interviewed. Follow-up did not yield any further results in these communities. Chapleau Ojibwe did not share any business contacts. The following represent the distribution of businesses that participated in the random sample survey:

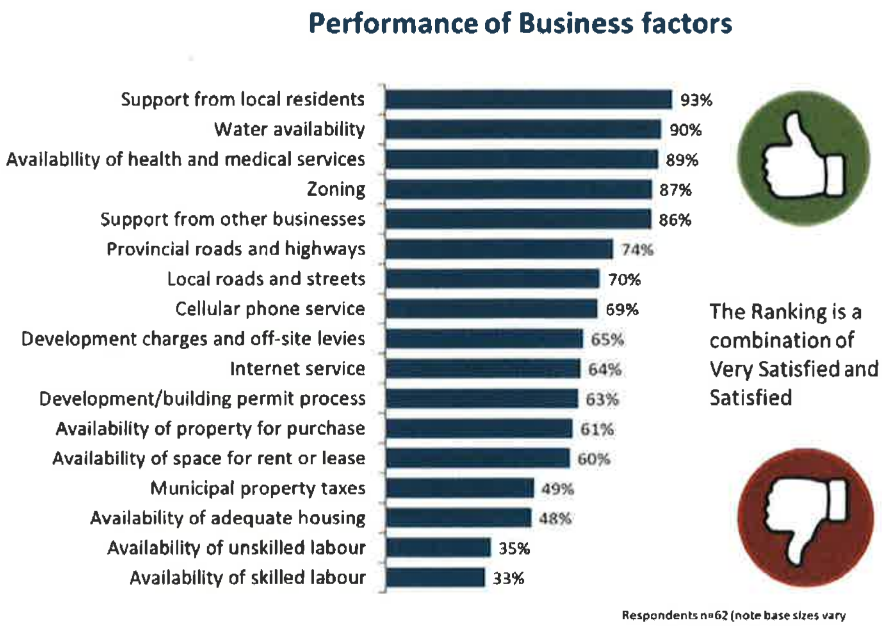
Pic Mobert First Nation x1	Hornepayne x6
White River x5	Dubreuilville x5
Wawa x20	Chapleau x15
Manitouwadge x6	Michipicoten First Nation x4

In total, 62 out of 374 businesses participated in the random survey, five of which indicated they operated in a First Nations community. All duplication of the same business-owner or business phone number were removed. The margin of error is +/-11%, 19 times out of 20. The survey ran between February 20 and March 7, 2019.

The following findings emerge from the survey results:

- 89% of businesses in the region are either very satisfied (42%) or satisfied (47%), with 16% indicating that within the past 12 months they are more satisfied with their location and 15% indicating they are less satisfied.
- In looking at business' satisfaction with various factors associated with a healthy business climate, those factors with the lowest satisfaction included availability of skilled labour (33% satisfaction (67% dissatisfaction)), availability of unskilled labour (35%), availability of adequate housing (48%), municipal property taxes (49%), and available space for rent or lease (60% satisfaction).

Figure 4 Performance of Business Factors



[26]

- The derived importance ranking represents a statistically accurate list of priorities from highest to lowest that are most likely to improve overall business satisfaction across the region. The highest priorities include development charges, availability of unskilled labour, municipal property taxes, availability of skilled labour, and development/building permit processes. A surprising result was that internet services were not found to be a high priority for businesses, and this is likely because other considerations are of greater importance to existing businesses. It is possible that internet services are key considerations for attracting more businesses to the region; especially ones that rely on technology for a large part of their operations or competitiveness.[27]

[26] The margin of error is a statistic value expressing the amount of random sampling error in a survey's results.

[27] This statistical test examines the correlation between overall satisfaction of each business and the satisfaction with individual indicators. The stronger the correlation, the more important the issue is for local businesses. The correlation coefficient is combined with the gap in satisfaction for each indicator, which represents the total proportion of businesses that are not satisfied with the indicator in question. The combination of the correlation coefficient and gap results in a derived importance ranking. The ranking represents the areas that are most likely to lead to stronger business satisfaction if they are addressed.

Figure 5 Derived Importance Priority Matrix

Priority Matrix

Community Factors	Satisfaction	Importance	Priority
Development charges and off-site levies	65%	5.64	1
Availability of unskilled labour	35%	2.70	2
Municipal property taxes	49%	3.25	3
Availability of adequate housing	48%	2.98	4
Availability of skilled labour	33%	1.71	5
Development/building permit process	63%	2.83	6
Availability of space for rent or lease	60%	2.35	7
Cellular phone service	69%	3.01	8
Local roads and streets	70%	2.83	9
Availability of property for purchase	61%	1.59	10
Zoning	87%	3.28	11
Support from other businesses	86%	2.92	12
Provincial roads and highways	74%	1.43	13
Internet service	64%	0.99	14
Support from local residents	93%	4.10	15
Water availability	90%	2.19	16
Availability of health and medical services	89%	0.19	17

- Most businesses surveyed have a primary market that is local (57%), are more than 10 years old (76%), and employ between 1 and 5 people (69%). Most businesses own their properties (71%), with the remainder renting.
- 23% of businesses have revenues that increased over the past year, while 39% had revenues that remained the same, and 29% had declines, with the remainder indicating it varied. Meanwhile, looking ahead to the next 12 months, 45% indicated revenues would be higher, 31% indicated they would be the same, 15% indicated they would be lower, and 9% were unsure.
- More optimistically, 24% of businesses indicated they are expecting to expand (employees or footprint) within the next two years. 3% of businesses expect to downsize, 5% expect to close, and 13% expect to sell, indicating opportunities to, potentially, assist with succession planning.

Figure 6 Businesses' Future Plans

Future Plans

Plans to...	% Yes	Follow up Questions (note small base sizes)
Expand within next 2 years	24%	• 9 experience difficulties • 6 have reasons why current area may not be considered • 4 would like a follow up
Relocate outside the area	5%	• All 3 said more than 6 months from now
Downsize	3%	• 1 within next 6 months • 1 more than 6 months
Close	5%	• 1 within next 6 months • 2 more than 6 months
Sell	13%	• 1 within next 6 months • 7 more than 6 months
Stay the same	79%	• N/A

Respondents n=62

The results above indicate that issues with labour force are among the highest priorities. While there have been some economic challenges for many businesses over the past year, businesses are, for the most part, optimistic about the next fiscal year. It is expected that many existing businesses can be expected to require assistance with their expansion or sale.

Focus Group Discussions – Key Findings

Consultation workshops were held in February 2019 in Chapleau, Wawa, and White River. Members of the business community were invited to share their thoughts on the local and regional economy. Workshops were broken into two sections: reflecting on strengths and reflecting on the challenges they faced as local business owners. Root causes of those opportunities and challenges were identified and possible solutions were brainstormed.

At the completion of these workshops, the results were presented to the Regional Economic Development Officer (EDO) Group for further discussion. This resulted in a brainstorming session where the Regional EDO Group identified its aspirational goals attached to these key themes. Aspirations were encouraged to be bold and imagined outside of common practical barriers. Key findings from this process are summarized below, with detailed results presented in the Appendix.

Strengths	Challenges	Opportunities	Aspirations
Natural resource industry (mining, forestry)	Boom-bust cycle impacts local businesses; financing availability	Diversification beyond mining/forestry	Housing Availability
Tourism: fishing & hunting; provincial parks, nature preserves	Insufficient accommodation for workers	Packaged tourism offerings	Willingness to Work Together & Collaborate
Natural beauty	Lack of transportation solutions	Diversify mining value chain	Labour & Resident Attraction
Rail networks (CP, CN, Via)	Youth outmigration	Housing supply chain (prefab housing)	Broadband
Regional broadband initiative	Large infrastructure located outside municipal borders; no tax revenue	Strengthen partnerships between First Nations & non First Nations	Environmental Sustainability
Cultural diversity		Regional EcDev/tourism office	Industry Diversification
Strong regional networks; good examples of collaboration			Ensure our Diverse Heritages are Valued


PROPERTY
OF
TIMBERWOLF
LODGE
15

SOARR Assessment and Strategic Objectives

This section takes all of the preceding information that has been uncovered via research and consultation and converts it into a framework that can assist in developing an economic development strategic plan. In effect, it serves as the pivot between what has been learned and what needs to happen going forward to make an economy where everyone can prosper together. The culmination of the section is the identification of guiding principles and strategic objectives, which will serve as the critical foundation for the strategic plan.

SOARR Assessment

A SOARR Assessment is a model for reflecting on a baseline for strategic planning by studying identified Strengths, Opportunities, Aspirations, Risks and Results (SOARR). It is a forward-looking model that takes background information and insights gained through stakeholder consultations to inform what is desired for the future and how to know when aspirations have been met (performance measures). The key concepts underpinning the SOARR model are outlined in the figure below. Each section of the SOARR is outlined in the coming pages.

Figure 7: Key Considerations for a SOARR Analysis

Source: MDB Insight, 2019.

Strengths

S STRENGTHS
What can we build on?

- What are we doing well?
- What key achievements are we most proud of?
- What positive aspects have individuals and enterprises commented on?

- **Strong Regional Networks:** The region's ability to form partnerships and work collaboratively is evident in the existence of the Regional EDO Group, the Regional Mayor's Group and the Chief's Forum, as well as the initiative to undertake this strategy as a collective. Collaborative projects such as the White River Sawmill and the Hornepayne Sawmill owned and operated by municipalities and First Nations are evidence of the intent and follow-through in working together.
- **Natural Resource Assets:** The region is abundant in natural resources, which encompasses industry activity in mining, forestry, and tourism (fishing, hunting, outdoor experiences).
- **Rail Infrastructure:** The region is well serviced by the Canadian National and Canadian Pacific railways and is serviced by VIA Rail passenger service.
- **Road Infrastructure:** While the Superior East region is considered semi-remote, it benefits from access to the Trans-Canada highway and highways 631 and 101.
- **Leading Sectors:** Mining, forestry, tourism, and government services.

Opportunities

O OPPORTUNITIES
What are our best possible future opportunities?

- What changes in demand do we expect to see in the future?
- What external forces or trends may positively affect development?
- What are the key areas of untapped potential?
- What weaknesses or threats can be converted into SMART improvements?

- **Regional Economic Development & Office**: Establish a regional economic development officer and tourism officer to address areas of mutual priority and work as a focal point for coordination.
- **Diversification:** The boom-bust cycle has historically had significant impacts on the region's economy. As the region is currently in a boom phase of the cycle, now is the best time to engage in strengthening other sectors so that an inevitable slowdown does not have dire impacts on the economy.
- **Increased Marketing:** Better promote the region through a cohesive external marketing campaign.
- **Value-Added Forestry:** Address the local housing shortage by processing home-building supply chain inputs locally.
- **Local Energy:** Harness the already growing interest in bio-energy and other alternative energies to produce electricity or heat used in other community applications across the region.

- **Tourism:** There are numerous untapped opportunities in the Superior East Region's tourism sector that would leverage the region's natural beauty and celebrate the region's unique cultural assets. Areas of potential include a cohesive investment attraction and visitor marketing strategy and packaged experiences that encourage travelers to visit different communities and destinations within the region during their trip.
- **Business Mentoring:** To support new businesses in the region, the Regional EDO group could implement a business matchmaking service that would introduce new businesses to seasoned entrepreneurs in the region to familiarize themselves with the particulars of doing business in Superior East.
- **First Nations & Non-First Nations Partnerships:** With the opening of the sawmill, a great example of the opportunities inherent in partnerships between First Nations and non-First Nation communities and organizations already exists between Pic Mobert First Nation and White River. Working in a collaborative manner may reveal further business opportunities that leverage local expertise and resources.
- **Cultural Awareness Initiatives:** To best address workforce or capacity challenges unique to First Nations partners, the Superior East Region should engage in cultural awareness activities, such as courses and workshops, to ensure all partners have a deep respect for, and understanding of, the unique challenges facing Indigenous partners. This will help create equitable strategies to move forward.
- **Community Building:** In order to attract residents, attention must be paid to the amenities and sense of community that attract young people and families to want to reside and build their lives in our communities. This is especially pertinent for mining workers, who often fly home during their time off to a place where their partners and families are settled. Superior East communities can be their place to settle down.
- **Commercial attraction**: Professional services that are targeted at the general population, such as legal services, accountant services, dentist offices, and other health services (e.g. physiotherapy, optometrists, chiropractors, mental health practitioners, physical, occupational and speech pathologists), are lacking in the region with the opportunity for clustering around a health and wellness campus or campuses.

Aspirations

A

ASPIRATIONS
What do we care deeply about achieving?

- What are we deeply passionate about?
- As a region, what difference do we hope to make (e.g. to residents, for institutions, to businesses)?
- What does our preferred future look like?

- **Housing Supply** – Existing lots are filled with housing that meets the needs of the community based on a healthy mix of housing and the development of programs that promote the revitalization of under-developed residential properties.

- **Labour and Resident Attraction** – The region will have a sustainable population that consists of appropriate talent that will become a part of the community.
- **Broadband** – Continue to move toward sufficient and accessible broadband infrastructure.
- **Environmental Sustainability** – That the region follows the Seven Generations principle. Environmental sustainability is considered as it relates to economic growth opportunities (such as biomass) and increasing sustainable practices in natural resources extraction processes.
- **Energy Independence** – There is a desire to have increased energy independence via locally-owned and operated energy production infrastructure and employment opportunities.
- **Diversification** – Ensuring there is growth in sectors that would not be directly tied to the boom-bust cycle. The growth of non-traditional sectors.
- **Value our Diverse Heritage**– Maintain the region's spirit of industry and its hard-working people; respect the First Nations culture and relationship with the land. Remember our history and where we came from as the region grows.
- **Willingness to Work Together and Collaborate** – Maintain the Superior East Region's collaborative spirit and seek out mutually beneficial partnerships.

Risks

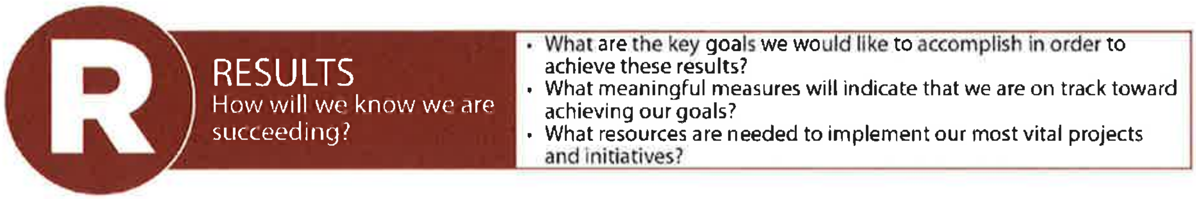
R

RISKS
How will we recognize and mitigate or eliminate potential risks?

- What challenges do we need to be aware of?
- What policy shifts could impact our aspirations?
- What contingencies should we have in place to address threats or unexpected consequences?

- **Ageing Population & Youth Outmigration:** The current trajectory illustrates that the population is aging, and that youth tend to leave the community to pursue opportunities elsewhere.
- **Housing:** The current housing mismatch in the region creates difficulties in attracting residents. The labour market shortage is difficult to address as there are few appropriate places to house potential workers who would come to fill labour market gaps.
- **Mining Boom-Bust Cycle:** The boom and bust nature of the economy makes external investment in the region risky. Mortgages are difficult to obtain as standard amortization periods outlive projected mining life cycles.
- **Mining & Forestry Industry's Strain on Infrastructure:** Local infrastructure is significantly impacted by mining and forestry activity, though mining and mill sites are often located outside of communities and therefore do not contribute to local tax bases.

Results



- An increase in rental housing units; housing projects are underway.
- A notable increase in the population including more working-age families and young people.
- An increase in the participation rate among First Nations that will better match the participation rate of the municipalities in the region.
- Skill gaps have been identified and solutions are provided.
- New tourism operations in the region that offer guided experiences.
- Residents and business owners who are very satisfied with their location.

Sectors for Economic Growth

Strong economic development strategies build on the unique assets and resources of their communities; communicating those characteristics to potential investment and development partners to demonstrate unique value propositions is key. Growing numbers of 21st-century entrepreneurial communities are using local advantages to spur innovation, investment and job creation, while retaining their cultural and environmental assets. These trends support the fact that the selection of economic development opportunities is rooted in the philosophy that initiatives must ultimately increase the total wealth within a region. This is accomplished in two ways:

1. Export Development – any initiative that brings new money into the community

Starting/attracting a business that sells products/services outside the community

Attracting visitors who then purchase local products/services

Encouraging existing business to sell their product/service outside the community

2. Import Substitution – any initiative that keeps money in the community

Encouraging people and businesses to purchase their goods/services locally rather than importing them from another community

Starting/attracting businesses that recognize leakage and provide a product/service to stop it

The Superior East region can capitalize on five specific industry growth opportunities that have the potential to generate greater export development while spurring opportunities for the recirculation of wealth within the community. If economic drivers are enhanced in this way, other ancillary businesses will benefit, as will local residents who work in those jobs and spend their money locally.

Export development and import substitution activities bring in wealth. Other activities are redistributors – they circulate the money within a community. Strong economies bring in new money and then keep it in the community as it moves from business to business.

A focus on opportunities that drive import substitution would likely have important positive impacts locally. Because its existing economy is focussed on the export of raw materials, this is particularly true in Northern Ontario. Making greater use of local by-products or filling-out value chain components could result in both an increase in exportable products and goods that are in demand regionally.

The four target industries include the following:

- **Professional and Health Services** – Population-oriented professional & health services are a common cause of economic leakage from the region to other centres such as Timmins and Sault Ste. Marie, but research shows that even these centres are undersupplied in many sub-sectors in this category. The region needs more legal services, accountant services, dentist offices, and other health services (e.g., chiropractors, mental health practitioners, physical, occupational and speech pathologists). There should be a focus on reversing leakage by attracting these sectors in clusters to the region's larger or more remote communities. Attracting banks is a significant challenge for Northern Ontario rural communities, as banks may view some communities as being of greater risk. Potential solutions include attracting a credit union, lobbying for Canada Post banking services, or researching ways for community-owned corporations that have money lending capabilities.
- **Forestry Products** – The ready availability of wood fibre lends itself well to developing a value chain of value-added forest products. The region is already home to multiple sawmills that produce market-ready materials from locally sourced wood. Identifying further value-added opportunities for wood fibre, such as processing wood products for home building purposes, should be prioritized. There are also opportunities in alternative forest products such as health and wellness products.
- **Mining Value Chain Expansion** – With many of the region's mines in exploration and environmental assessment phases, now is the prime time for local businesses to build relationships with prospectors and mining companies to provide ancillary services to mining activity. Examples of ancillary services include construction services or trucking.
- **Tourism** – Hunting and fishing tourism are already well established in the Superior East region. The region's extensive natural resource assets lend well to further developing the tourism sector around outdoor experiences. Ecotourism and cultural tourism are two areas that are underdeveloped in the region that could leverage existing natural beauty and unique cultural assets in the region. Guided tours and activities were identified as gaps in tourism offerings in the region during consultations. There should be a focus on attracting and/or encouraging local entrepreneurship for tourism businesses and products that offer guided experiences of the region's natural beauty or cultural history, for example, guided canoe trips.
- **Local Alternative Energy** – The region already has some local energy projects at Hornepayne and White River cogeneration biomass facilities, as well as hydro projects on White River. There are likely

further opportunities for locally owned power generation in the region, particularly in biomass and hydro.

An important consideration associated with some of these opportunities is that they do not have to be things that are tackled by individual communities. Regional partnerships should remain a guiding principle wherever the potential exists to benefit more than one community. The figure below relates to a priority matrix that compares each target industry with a series of indicators that explore the following:

- **Estimated long-term growth of the sector** – The estimated long-term national and international expectations for the sector beyond the next five years.
- **Complement to existing economic base** – The ability of the sector to connect to other sectors of the local economy in a complementary way for supply chain, servicing, or other resource needs.
- **Potential to have a significant impact on the local economy** – The ability to generate strong direct and indirect economic impacts by virtue of business growth.
- **Current state of the sector** – Economic competitiveness of the sector as it currently stands.
- **Current ability to capitalize on the sector** – The level of confidence with which local communities are able to act on investment attraction at this moment.
- **Desired future state by 2024** – The vision for the sector in five year's time (which is intentionally beyond the lifespan of this strategy) so that it can be re-evaluated and adjusted in five years.
- **Value proposition for the sector** – The stated "wow" factor that will compel investors to take notice of opportunities in the sector in Superior East. The audience is the investor, whether local or external.

Figure 8: Value Proposition Matrix for Superior East Region

Indicators	Professional & Health Services	Forestry Products	Mining Value Chain	Tourism	Local Alternative Energy
Estimated long-term growth of the sector	Moderate	Strong	Strong	Moderate	Moderate-Strong
Complement to existing local economic base	Strong	Strong	Strong	Strong	Moderate-Strong
Potential to have a significant impact on the local economy	Moderate	Strong	Very Strong	Moderate-Strong	Moderate-Strong
Current state of the local sector	Low	Strong	Strong	Moderate	Moderate-Low
Current ability to capitalize on the sector	Moderate An ageing population will require more localized health servicing.	Strong The region already boasts expert knowledge of the bush and in wood processing. The need for housing in the region requires value-added forest products.	Strong The region has numerous mines that are operating and in EA phase and exploration. This is the ideal phase of mining for local SMEs to partner with the sector.	Strong The full potential is untapped with many opportunities to diversify via guided tours, ecotourism and cultural tourism, which are all low-barrier areas that can be developed.	Strong. There are significant inputs available, innovative pilot projects, and small-scale examples of successes. Access to capital may be the largest barrier.
Desired future situation by 2024	No one should have to travel more than 40 minutes for a professional appointment.	To have diversified forest products that cater to the local economy and distribute throughout the province.	To have as much representation of local SMEs supplying ancillary services to mining activity in the region as possible.	To have a healthy tourism asset base that leverages natural assets beyond fishing and hunting.	To have greater energy independence among communities of the highest priority.

Indicators	Professional & Health Services	Forestry Products	Mining Value Chain	Tourism	Local Alternative Energy
Value proposition for the sector	Open your professional or medical business in Superior East and enjoy a booming business combined with our relaxed quality of life and relatively low cost of living. You didn't know the two could go hand in hand before, did you?	Produce fine specialty forest products sourced from the vast boreal forest to sell locally or enjoy convenient highway and rail access to urban markets.	The mining sector is now booming and there is wide pipeline of projects coming through for approval. Bring your mining support and logistic solutions here and strike gold!	Be a modern-day Voyageur and choose your own adventure in Superior East. Guide visitors through the pristine boreal wilderness with your expert knowledge of the backwoods, and then show them where the fun is in town.	Imagine a world without those high northern hydro bills, and sustainable energy sourced from our own backyard. Let's build it together.

Source: MDB Insight, 2019.

Guiding Principles

Guiding principles are the foundation of this Economic Development Strategic Plan. They are important because they represent the collective values that are deemed fundamental and uncompromising as the communities work together toward a stronger, more prosperous economy. They are presented here because, without them, the various strategic objectives and action areas may not align with what is important on a personal and community level.

The guiding principles for *How we Prosper Together* are:

- **Diversity** – Our region is diverse in its communities and heritage. This diversity is important to our collective identity and will be illustrated to others that we have mutual respect for each others' contribution.
- **Collaboration** – Our strategic plan will not succeed without an intentional desire to collaborate and work together in the resolution of challenges and the seizing of opportunities that will benefit everyone.
- **Communication** – We strive to ensure that ideas, opportunities, concerns, and dreams are communicated amongst each other and externally so that we can help each other succeed. We work to resolve conflicts by sharing openly.
- **Community Development** – Our economic development efforts contribute to ways that enrich the community, quality of life, and quality of place.
- **Natural Environment** – We respect the natural environment and the gifts that it brings; we take care while planning for its long-term health, beauty, and cultural significance.

Strategic Objectives

Figure 9 develops strategic objectives for the Superior East Region and its partners, emanating from the SOARR Assessment conducted above. There are two components to the matrix:

- **Aspirations**: Across the top of the matrix table are a series of ideas associated with aspirations identified in the SOARR. Aspirations can be understood as key goals for the region.
- **Strategic Objectives**: Along the left side of the matrix are a series of strategic objectives that make sense for Superior East.

A checkmark indicates where strategic objectives intersect with aspirations. The matrix helps to illustrate the ways that regional aspirations overlap with strategic objectives. The proposed Strategic Objectives are presented on the next page.

Strategic Objective 1: Focus on Workforce Development

- This objective focusses on addressing regional labour force shortages by upskilling the regional population and attracting skilled labour to the region. It relates to ***Industry Diversification*** by attracting skilled labour that is appropriate to target sectors and focusses on skill building in the region geared toward diversification in those sectors. It takes a collaborative *approach* to labour force development which relates to the aspiration ***Working Together and Collaboration***.

Strategic Objective 2: Focus on Economic Diversification

- This objective relates to developing the target sectors of professional services, value-added forestry, mining supply chain services, local energy, and tourism. It directly correlates to the aspiration for Industry Diversification but also promotes the aspiration of ***Environmental Sustainability*** by focusing on sustainable forestry and ecotourism. Cultural tourism development would also celebrate the region's ***Diversity of Heritage***.

Strategic Objective 3: Focus on Infrastructure and Community Development

- This objective focusses on developing essential built environment and soft infrastructure to enhance quality of life. Housing and transit solutions, as well as regional broadband, would address the immediate needs of Superior East residents, as well as assist with resident attraction. It relates to ***Housing Availability*** by seeking solutions to the region's housing shortage and champions the region's existing collaborative approach to developing ***Broadband Access***, which also relates to ***Working Together and Collaboration***.

Strategic Objective 4: Focus on Capacity Building

- By increasing intercultural understanding among First Nations and non-First Nations it promotes ***Working Together and Collaboration*** and champions the region's ***Diversity of Heritage***. The establishment of a regional economic development and tourism office would increase the region's capacity to champion regional projects and address common regional challenges. It seeks to build capacity in the region, internally and externally.

Figure 9: Strategic Objectives and Aspirations Matrix for Superior East Region

Strategic Objectives	Housing Availability	Working Together & Collaboration	Broadband Access	Environmental Sustainability	Industry Diversification	Energy Independence	Diversity of Heritage and Values
Objective 1: Workforce Development		✓			✓		
Objective 3: Economic Diversification	✓	✓	✓			✓	
Objective 2: Infrastructure and Community Development		✓			✓	✓	✓
Objective 4: Capacity Building		✓		✓			✓

Source: MDB Insight, 2019.

Action and Implementation Plan

This section presents some preliminary indications about recommended action areas to be pursued under each Strategic Objective. These action areas will be discussed in greater detail among the Steering Committee, with the intent of prioritizing them and understanding what specific actions and outcomes should be identified for each. Also, note that the list will help identify whether anything crucial has been overlooked.

Thinking about Outputs and Outcomes

For every strategic objective, a series of actions are specified. Their outputs are tangible and immediate indicators such as the number of businesses advised, website visits, workshops attended, etc., but more important than these outputs are the outcomes they are expected to yield. The outcomes should match with the various aspirations outlined in the previous section in conjunction with each strategic objective, but more broadly they represent two key themes of outcome:

- **Regional Collaboration**: The interconnections between communities are expected to strengthen, enhancing collaboration through mutual empowerment and increased economies of scale. This represents a positive feedback cycle that emerges as earlier collaborations are rewarded by specific gains across the region.
- **Regional Self-Sufficiency**: The region will become more self-sufficient, producing more goods, services, and resources locally to avoid economic leakage and promote import substitution. This represents a stronger, interconnected economy that leverages its resources and assets for local benefit and export.

Because of these broad outcomes and their related aspirations, the focus must turn to projects that are most likely to drive enhancements in these areas and move the needle in a favourable direction. The action areas of the strategy are populated by specific projects that if addressed collectively will lead to reinforced regional collaboration and increased self-sufficiency.

Figure 10: Strategic Objectives and Critical Outcomes for Superior East Region

Structure of the Action Plan

The action plan is divided into four components, each representing one of the strategic objectives. Each strategic objective has a series of action areas that represent an area of focus. These can be understood as strategic priorities that have emerged via the consultations, background research, and SOARR assessment process.

Under each action are a series of projects that are recommended to advance the broader outcome associated with each strategic objective. These are accompanied by an overview of the supporting activities, their respective timing, and the key outcome and related performance measures.

Timing for activities is presented in short (1-year), medium (2 to 3 years), and long (4 to 5 year) intervals. The timing represents the point in time by which the activity is expected to be completed or reach a state of maturity for ongoing attention. In some instances, "ongoing" is also explicitly stated.

These strategic objectives, action areas, and projects are summarized in Figure 11, with detailed overviews presented in the subsequent pages.

Figure 11: Action Plan Framework Overview

Action Plan Components	Year 1	Year 2	Year 3	Year 4	Year 5	+ Year 5
Strategic Object 1: Focus on Workforce Development						
Action Area 1: Build a stronger local work force						
P1: Identify workforce readiness resources						
P2: Develop upskill pathways						
P3: Implement remote learning apprenticeships pilot project						
Action Area 2: Attract a stronger skilled labour force						
P1: Targeted immigrant labour attraction						
P2. Targeted domestic skilled labour attraction						
P3. Welcome home incentive programming						
P4. Work with area-partners to establish a spousal job match program.						
Strategic Objective 2: Focus on Economic Diversification						
Action Area 1: Expand tourism value proposition						
P1. Develop a tourism asset map						
P2. Develop expanded tourism product assets associated with guided tours and cultural tourism						
Action Area 2: Attract more professional services and clusters						
P1. Develop marketing materials for professional services						
P2. Grow referral network for missing business segments						
Action Area 3: Expand value-added forestry products						
P1. Expand timber production to include cross-laminated timber product (CLT) development						
P2. Promote private or community-owned modular housing manufacturing						
P3. Support the development of blueberry production on identified highly suitable lands within the region						
Action Area 4: Increase the number of locally or community owned energy providers						
P1. Initiate alternative energy pilot projects in each interested First Nation community						
P2. Explore potential local energy assets						
Action Area 5: Diversify mining supply-chain opportunities						
P1. Establish more satellite offices for mining supply and servicing companies						
P2. Encourage or attract small-scale transportation fleets for mining and other large transportation needs						
Strategic Objective 3: Focus on Infrastructure and Community Development						
Action Area 1: Continue to advocate for universal broadband access						
P1: Continue ongoing efforts to secure regional broadband access.						
Action Area 2: Ensure cellular phone black-out areas are minimized						
P1. Track and lobby for increased cellphone coverage						
Action Area 3: Explore diversified housing developments						
P1. Conduct a feasibility study to understand viability of co-operative housing						
P2. Promote large-employer forgivable loan programming						
P3. Promote housing development from a regional scale						
Action Area 4: Advocate for regional infrastructure						
P1. Advocate for better winter road maintenance						
P2. Ensure Budd Car service is retained						
Strategic Objective 4: Focus on Capacity Building						
Action Area 1: Undertake cultural safety capacity building						
P1. Strike a Working Group to explore solutions to Systemic Barriers						
P2. Research resources for in-community or online cultural humility training						
Action Area 2: Increase business support						
P1. Continue to conduct regional business retention and expansion surveys						
P2. Establish a business mentor or solutions network						
Action Area 3: Start-up and entrepreneurship capacity building						
P1. Build curiosity and entrepreneurial spirit in youth						
P2. Promote youth apprenticeship programming						
P3. Continue to provide start-up businesses advice on business development and planning.						
Action Area 4: Establish a regional economic & tourism office						
P1. Establish a regional economic & tourism office						
P2. Explore the prospect of a regional accommodation fee system						

Strategic Object 1: Focus on Workforce Development

Action Area / Project (P)	Activities/Implementation	Timing[28]	Outcome/Performance Measures (PM)
Action Area 1: Build a stronger local workforce			
P1. Identify workforce readiness resources	▪ Reform the Superior East Workforce Development Taskforce including industry leaders, academic institutions (Confederation College, Sault College, Northern College, any others). ▪ Identify regional providers, including online resources, of soft-skills enhancement.[29] ▪ Promote gamification to assist in skills learning.[30] ▪ Identify top occupations currently in demand and top skills gaps flagged by employers. ▪ Promote skills training that can supplement existing education curriculum via online methods	Short Short Medium Medium	**Outcome**: Stronger suite of resources for workforce development **PM**: Workforce Development Taskforce reformed; online resource catalogue completed; visits tracked; referrals provided.

[28] Note: Short (1-year), medium (2 to 3 years), and long (4 to 5 year)

[29] See for example Contact North: www.studyonline.ca

[30] Gamification or game-learning is the process of using games for the purpose of personal or professional development. Visit www.game-learn.com for a roster of areas including management, customer service, productivity and time-management, and others.

Action Area / Project (P)	Activities/Implementation	Timing[28]	Outcome/Performance Measures (PM)
P2. Develop upskill pathways	▪ Work with Confederation College – Wawa Campus and regional employers to develop marketing materials for career path planning that align with industry and occupational growth demands, including: ▪ Millwrights, mining technicians, forestry technicians transport drivers, engineers, nurses, other professionals.	Short	**Outcome**: Increased local employment in sectors of specific interest. **PM**: Qualitative feedback from local employers
	▪ Work with Confederation College-Wawa Campus to deliver the college's 2-year Forestry Technician coop program in Wawa, to build the local skills and knowledge necessary to develop local forest asset inventory. [31]	Medium	**Outcome:** Increased local knowledge of tree inventory to take advantage of underutilized species. **PM:** Program is offered in Wawa. Number of forestry tech graduates.
	▪ Demonstrate how lower level degrees (e.g. college diplomas or certificates) can pursue additional education to obtain a higher education level (e.g. bachelors' degree)	Short	**Outcome**: Increased education mobility. **PM**: Number of clients advised by regional employment services
	▪ Develop a resource list of online specific skills training that can be accessed to increase career mobility (e.g. computer software training, etc.)[32]	Short	**Outcome**: Increased career mobility **PM**: Website visits and content engagement; number of consultations

[31] During consultation, it was noted that there are underutilized hardwood species in the region that could be taken to market, but there were forestry management knowledge gaps to fully harness that opportunity. Forestry industry interview informants identified that developing tree identification, forest planning and harvesting skills locally would allow communities to move forward on developing those resources. Confederation College's 2-year coop is currently offered at the its Thunder Bay campus. http://www.confederationcollege.ca/program/forestry-technician-ecosystem-management

[32] See for example Contact North: https://contactnorth.ca/

Action Area / Project (P)	Activities/Implementation	Timing[28]	Outcome/Performance Measures (PM)
P3. Implement remote learning apprenticeships pilot project	▪ Using best practices from Yukon College, explore the feasibility of a mobile learning centre for students with limited access to post-secondary education resources. ▪ Work with post-secondary institutions to deliver programming. ▪ Work with mining and mill-production companies to partner in providing simulators.	Medium-Long	**Outcome**: Increased employment of local people at mines. **PM**: Student enrollment numbers, graduation rates
Action Area 2: Attract a stronger skilled labour force			
P1. Targeted immigrant labour attraction	▪ Apply for participation in the Rural and Northern Immigration Pilot program launched by Government of Canada.[33] Use the pilot to attract specific skilled labour, particularly graduates looking to stay in Canada. ▪ Study existing immigrant populations across the region and develop promotional materials in their native languages (top three or four) for them to use in sharing with family and friends landed in larger urban areas or outside of Canada; these materials should be community profile infographics illustrating job opportunities and quality of life.	Short-medium Medium	**Outcome**: Bring more skilled labour to the region to meet labour demands. **PM**: Enrollment in Rural and Northern Immigration Pilot program

[33] See Government of Canada "Rural and Northern Immigration Pilot: How Municipalities Apply" https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/rural-northern-immigration-pilot-apply.html

Action Area / Project (P)	Activities/Implementation	Timing[28]	Outcome/Performance Measures (PM)
P2. Targeted domestic skilled labour attraction	▪ Assign an annual budget for skilled labour attraction advertising via social media such as LinkedIn and Facebook. Ensure messaging illustrates opportunities and highlights quality of life attributes via a dedicated brand, such as "Escape to Superior East".	Medium	**Outcome**: Reliable and more qualified labour force. **PM**: Promotional budget; investment; click-rates; qualitative feedback from local businesses.
P3. Welcome home incentive programming	▪ Initiate a pilot program in one or more local communities to develop a bursary program that rewards students that return to the community within two years of completing their education outside of the region, and who return to the region for at least one year. Develop a per-person cap for the bursary and ensure it is competitive.[34]	Long	**Outcome**: Increased post-graduate returns to the region (boomerang generations) **PM**: Pilot program initiated. number of recipients; annual salary.
P4. Work with area-partners to establish a spousal job match program.	▪ Promote spousal job matching as an incentive to attracting needed talent to the region. ▪ Develop a dedicated landing page for the service. ▪ Work with area-employment placement and job-find services to identify work opportunities that align with specific skills.	Medium-long	**Outcome**: Increased families choosing superior east. **PM**: Website hits; number of matches facilitated.

[34] See as examples: Kalamazoo Promise: https://www.kalamazoopromise.com/; "Stay Close, Go Far Promise Scholarship Program" in rural Virginia: https://www.beaconofhopelynchburg.org/our-promise-scholarship/; the New Haven Promise: http://newhavenpromise.org/about/

Strategic Objective 2: Focus on Economic Diversification

Action Area / Project (P)	Activities/Implementation	Timing[35]	Outcome/Performance Measures (PM)
Action Area 1: Expand tourism value proposition			
P1. Develop a tourism asset map	▪ Conduct an assessment to identify all regional arts, culture, heritage and tourism assets. ▪ Develop an asset map of the various assets. ▪ Market assets according to themes or complimentary products.	Short Short	**Outcome**: Grow awareness of tourism assets among existing businesses and residents, as well as visitors **PM**: Asset map developed; asset map promoted; gaps in assets identified; combinations developed; uptake of asset map tools; user analytics
P2. Develop expanded tourism product assets associated with guided tours and cultural tourism	▪ Promote entrepreneurship in guided-tour or other experiential-tourism market gaps, including cultural tourism product development via entrepreneurial First Nation business owners.[36]	Medium	**Outcome**: Diversify exportable products via tourism development and business growth **PM**: Number of new businesses; number of consultations or workshops aimed at tourism entrepreneurs
Action Area 2: Attract more professional services and clusters			
P1. Develop marketing materials for professional services	▪ Develop marketing materials for identified professional services of regional importance. Illustrate quality of life and place attributes. ▪ Market toward Greater Toronto Area professionals aged 30 to 45. ▪ Promote clustering of businesses together.	Medium	**Outcome**: Economic leakage is reduced. **PM**: Marketing materials developed; number of leads generated; number of businesses; $ of new investment; number of new employees
P2. Grow referral network for missing business segments	▪ During business visitation periods, identify specific network connections outside of the region that may be interested in establishing a business location or satellite office in the Superior East region.	Medium-long	**Outcome**: Increased local businesses in areas representing market gaps **PM**: New connections established; investment leads qualified; investments converted

[35] Note: Short (1-year), medium (2 to 3 years), and long (4 to 5 year)

[36] During consultation these areas surfaced as particular gaps that could be addressed quickly via encouragement of new businesses. These could include hunting, fishing and nature experiences, as well as Indigenous-led

Action Area 3: Expand value-added forestry products			
P1. Expand timber production to include cross-laminated timber product (CLT) development	▪ Encourage industry diversification into CLT products for export or for other local supply-chain needs.	Short	**Outcome**: Diversify timber product development and substitute imports **PM**: Business expansion or new business development; new employment opportunities
P2. Promote private or community-owned modular housing manufacturing	▪ Make use of existing timber supply-chain by securing the ability to produce cross-laminated-timber (CLT) modular housing within the region that can be used in local housing or apartment construction and exported to other northern communities.[37]	Medium	**Outcome**: Diversify timber product development and substitute imports, and increase exportability from region **PM**: Number of new businesses or business expansions; number of jobs created
P3. Support the development of blueberry production on identified highly suitable lands within the region[38]	▪ Acquire highly suitable land (near Chapleau, Dubreuilville, Wawa) under a land use permit with the Crown; attract blueberry grower entrepreneurs to take advantage of the available land.	Medium	**Outcome:** Increased blueberry growing and supply chain activity in the region **PM:** Increase in number of wild blueberry farm businesses
Action Area 4: Increase the number of locally or community-owned energy providers			
P1. Initiate alternative energy pilot projects in each interested First Nation community.	▪ Conduct engagement among First Nations communities to determine interested candidates for small-scale alternative energy production facilities. ▪ Conduct feasibility assessments into energy independence and exportability and decide on a series of specific pilot projects for the most promising proposed projects. ▪ Implement pilot studies.	Short Medium Long	**Outcome:** Stronger energy independence in First Nation communities **PM:** Canvasing process, public engagement participation, number of pilot project communities; number of feasibility studies completed; amount of grant-funding secured; number of pilot studies initiated

[37] Interview informants noted that the first community to develop CLT modular housing manufacturing in the north will likely corner the market, produce significant revenue, and create many opportunities for local and regional employment.

[38] See Wild Blueberry Business Development Model, 2011: http://nsfc.mosaicmediagroup.com/files/Library/blueberries/NSFC%20Blueberry%20Business%20Plan%202012.pdf

P2. Explore potential local energy assets	▪ Inventory and map ideal hydro dam, wind turbine locations. [39] ▪ Conduct feasibility studies on ideal sites; prioritize developments.	Long	**Outcome:** Investment readiness for the energy sector **PM:** Regional inventory created. Potential sites for development prioritized
Action Area 5: Diversify mining supply-chain opportunities			
P1. Establish more satellite offices for mining supply and servicing companies	▪ Study the SAMSSA[40] business registry to understand businesses that are already doing work in the region, but which are possibly in need of satellite locations to be more efficient. ▪ Develop a roster of specific needed services or supplies as identified by mines and compare to existing SAMSSA businesses to determine ideal targets. ▪ Work with existing mines as ambassadors to target suppliers and service providers identified as useful.	Short Short Short	**Outcome**: Expand the mining value-chain locally **PM**: SAMSAA leads identified; business ambassadors identified; number of converted leads (i.e. new businesses); number of new employees
P2. Encourage or attract small-scale transportation fleets for mining and other large transportation needs	Mines and other producers such as timber mills or forestry extraction require transportation which is extremely under-supplied. ▪ Work regionally to attract a transportation firm to meet supply-chain needs, including expansion of larger firms already located in Timmins or Sault Ste. Marie. ▪ Encourage local entrepreneurship in transportation or First Nations community-owned transportation firms.	Medium Medium-long	**Outcome**: Increase goods transportation **PM**: Number of new transportation firms; number of drivers; number of First Nations-owned transportation firms or sole-proprietorships

[39] Consult Renewable Energy Atlas for information on available wind and water energy resources on nearby Crown land http://www.gisapplication.lrc.gov.on.ca/REA/Renewable.html?viewer=REA.REA&locale=en-US Also see: https://www.ontario.ca/page/renewable-energy-crown-land

[40] SAMSSA is a network of mining supply-chain companies in the Greater Sudbury area. See www.samssa.ca.

Strategic Objective 3: Focus on Infrastructure and Community Development

Action Area / Project (P)	Activities/Implementation	Timing[41]	Outcome/Performance Measures
Action Area 1: Continue to advocate for universal broadband access			
P1: Continue ongoing efforts to secure regional broadband access.	▪ Continue efforts to work with levels of government and the private sector to ensure affordable and high-quality broadband internet service availability. ▪ Continue to remain an advocate for under-represented communities that lack broadband access.	Ongoing	**Outcome**: Universal broadband access across Superior East region and partnership areas **PM**: Pilot study funding obtained; sustainable broadband access model identified; timeline established for project development
Action Area 2: Ensure cellular phone black-out areas are minimized			
P1. Track and lobby for increased cellphone coverage	▪ Identify all areas across the region where cellphone reception is least available and log results via GIS software. ▪ Use data results to argue for increased cellphone reception capacity.	Short-ongoing	**Outcome**: Increase cellphone reception and public safety **PM**: Areas of low reception identified and prioritized; private and public-sector contacts identified for advocacy efforts
Action Area 3: Explore diversified housing developments			
P1. Conduct a feasibility study to understand viability of co-operative housing	▪ Identify a collection of communities that require more apartment style-housing and conduct a feasibility study to understand the viability of multiple co-operative housing sites. ▪ Champion the development of co-operative housing programming.	Medium Medium	**Outcome**: Increase housing availability and affordability. **PM**: number of new units developed; $ of investment; vacancy rate

[41] Note: Short (1-year), medium (2 to 3 years), and long (4 to 5 year)

P2. Promote large-employer forgivable loan programming	▪ Work with one or more large employers from the region to develop forgivable loan programs to assist employees with securing financing for purchasing a home. ▪ Design the program so that after five years of employment, with a claw-back mechanism for people that do stay for their full term. ▪ Promote best practices among other large regional employers.	Medium Medium Medium	**Outcome**: More labourers can purchase housing and labour force attraction can be incentivized **PM**: Number of partnering companies; number of loans guaranteed; number of new households
P3. Promote housing development from a regional scale	▪ Identify the cost for developing 30 homes, 50 homes and 100 homes in distributions across different pockets of communities in Superior East. ▪ Identify potential investors or developers and present value proposition for investing in greater housing development across the region. ▪ Consider alignment with a locally owned CLT-manufacturer or modular home manufacturer.	Short Short Medium	**Outcome**: Increase economies of scale for housing developments **PM**: Costs calculated; value proposition defined; meetings with developers/investors; number of new developments
Action Area 4: Advocate for regional infrastructure			
P1. Advocate for better winter road maintenance	▪ Write a letter to the local MPP as a coordinated body of communities requesting higher priority highway classification for winter road service levels.[42]	Short/Medium	**Outcome**: More immediate winter road maintenance. **PM:** Letter sent to MPP Rewritten and re-sent annually in the event of no results

[42] Interview informants noted that advocacy for increased highway servicing has often been instigated by individual communities. A regional, coordinated effort has not yet occurred and would likely produce better results.

P2. Ensure Budd Car service is retained	▪ Work collectively to ensure the Budd Car rail service is maintained by monitoring Via Rail policies and announcements. ▪ Maintain contact with Via Rail representative responsible for Budd Car servicing. ▪ Continue to promote local use of Budd Car services.	Ongoing	**Outcome**: Retain value of Budd Car services **PM**: Quarterly contact with Budd Car-contact at Via Rail; Budd Car user frequencies

Strategic Objective 4: Focus on Capacity Building

Action Area / Project (P)	Activities/Implementation	Timing[43]	Outcome/Performance Measures
Action Area 1: Undertake cultural safety capacity building			
P1: Strike a Working Group to explore solutions to Systemic Barriers	▪ Initiate a working group comprised of First Nation and non-First Nation representatives to identify and explore solutions to systemic barriers, including via pilot studies, community partnerships, and best practice sharing.	Short-Medium	**Outcome:** Identification of critical barriers and locally derived solutions **PM:** barriers identified; solutions piloted; best practices identified and shared
P2: Research resources for in-community or online cultural humility training	▪ Study existing experts in cultural humility training as available regionally or via online sources.[44] ▪ Promote voluntary personal development via identified platforms or sources. ▪ Promote entrepreneurship among local First Nations community members in cultural sensitivity or humility training toward municipalities, schools, and other regional institutions.	Short	**Outcome**: Increased intercultural understanding and humility between First Nation and non-First Nation partners **PM**: Number of business partnerships and projects between First Nation and non-First Nation partners
Action Area 2: Increase business support			
P1. Continue to conduct regional business retention and expansion surveys	▪ Conduct and annual BRE survey among regional businesses, ensuring a quota system is in place. ▪ Study survey results to understand which where intervention is required. ▪ Research should be conduced regionally, but intervention should be administered locally.	Short Short Short	**Outcome**: Timely intervention in business expansion support or prevention of business downsizing, relocating, or closing; assistance with succession **PM**: Number of interventions; number of jobs preserved. $ of new investment; number of new employees

[43] Note: Short (1-year), medium (2 to 3 years), and long (4 to 5 year)

[44] See for example: http://www.fnha.ca/wellness/cultural-humility/webinars

P2. Establish a business mentor or solutions network	▪ Develop a platform that allows regional business owners to indicate areas where they need assistance or advice and encourage other business owners to share advice or peer support. Promote it regionally. ▪ Assist in mentor matching for new businesses.	Medium Medium	**Outcome**: Increase inter-business support and problem solving **PM**: Platform use; number of engagements facilitated via platform; number of mentor-mentee matches facilitate
Action Area 3: Start-up and entrepreneurship capacity building			
P1. Build curiosity and entrepreneurial spirit in youth	▪ Encourage youth engagement in building blocks of entrepreneurship, which include an emphasis on exploration, curiosity, and problem-solving. ▪ Work with area-educators to host youth entrepreneurship showcases and competitions. ▪ Establish a Kids Learning Code mobile activity team to rotate workshops across the region, teaching children computer code via interactive activities.	Medium Medium Medium-long	**Outcome**: Increase interest among youth toward entrepreneurship **PM**: Enrollment in supported programming; number of consultations conducted; resources developed; online tracking of resource use; number of Futurepreneur programming recipients assisted and dollar value of funding obtained; long-term sustainability of business
P2. Promote youth apprenticeship programming	▪ Work regionally to promote apprenticeship career-path awareness building through visuals and online marketing. ▪ Assemble programming to provide prospective apprentices with decision-making resources for enrolling in apprenticeship trades. ▪ Work with existing skilled trade workers to identify mentorship opportunities for youth that are interested in learning about skilled trade entrepreneurship or job-shadowing.	Short Medium Medium	**Outcome**: Increased skilled trade entrepreneurship; increased youth retention **PM**: Promotional material developed; online tracking of materials accessed; attributed enrollment in apprenticeship programming

P3. Continue to provide start-up businesses advice on business development and planning	▪ Ensure existing small-business support programing includes resources for start-up businesses that are still at the idea-generation phase, to assist them with business plan development and revisions. ▪ Assist with business start-up by providing resources and advice, including introductions to potential business network components or mentors. ▪ Integrate business retention and expansion visitations or check-ins with semi-annually with new start-ups to ensure challenges are minimized.	Short Short Medium	**Outcome**: New businesses are poised for success and growth **PM**: Number of new businesses assisted; workforce growth attribution; downsizes prevented or reduced
Action Area 4: Establish a regional economic & tourism office			
P1. Establish a regional economic development & tourism office	▪ Apply for grant funding to establish a regional economic development office pilot program for a regional economic development and tourism office[45]. Establish governance, funding, and reporting frameworks via a terms of reference agreement. ▪ Ensure there are two funded positions; one as regional economic development officer, and the other as regional tourism officer. ▪ Ensure programing includes the investigation of sustainable funding sources over the long-term.	Short Medium Long	**Outcome**: Stronger regional economic development collaboration **PM**: Grant funding obtained and value; defined roles; terms of reference in place

[45] Stay in contact with Almaguin Community Economic Development in the Parry Sound region, which has a similar program that has recently launched. Contact Dave Gray, Community Economic Development Officer, 705-571-1564, as a possible organizational mentor.

P2. Explore the prospect of a regional accommodation fee system	▪ Investigate different models of accommodation fees to determine best practices ▪ Initiate a accommodation fee system to off-set marketing and staffing costs affiliated with the regional tourism officer role	Short Medium	**Outcome**: Greater regional autonomy in tourism development and support **PM**: Feasibility investigation completed; funding plan and memorandum of understanding initiated; $ in accommodation fees generated

Going Forward

The action and implementation plan framework presented in the preceding pages can only be successful if certain things happen. These should be addressed in the immediate short-term in an organized and inclusive manner. The following early steps are recommended:

- Convene a Regional Economic Strategy Working Group that will continue to monitor and work with the recommendations specified in the action and implementation plan, as well as address challenges or opportunities as they arise.
- Assign ownership over specific projects articulated in the strategy. With over 30 specific projects recommended, some may be better suited for specific organizations or clusters of partners to lead. The various leadership and support roles affiliated with the projects need to be discussed by the collective and agreed upon.
- Develop a communications plan to announce and raise awareness about the Regional Economic Development Strategic Plan (How We Prosper Together), and how each partner can help in growing momentum in the strategy and its objectives.
- Prioritize the projects that need immediate action and establish a calendar for all other projects so that they do not get neglected. Remember that just because a project can be expected to reach maturity in about five years, some aspects of the project may have to happen earlier in order to meet that long-term goal.

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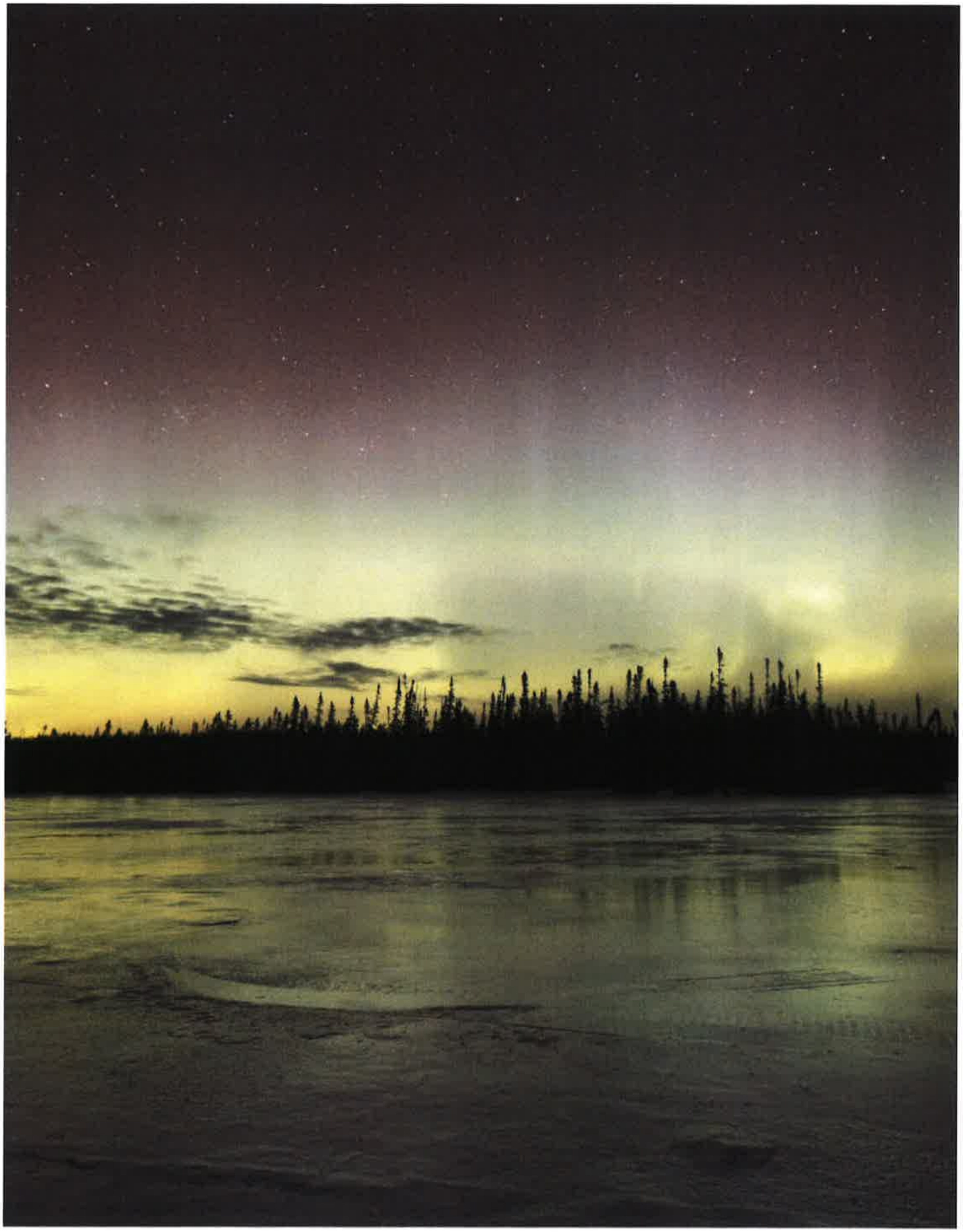


Appendix

Economic Base Analysis and Trends

This economic base analysis presents an overview of the socio-economic, labour force, and industry composition in the Superior East Region, comprised of the communities of Brunswick House First Nation, Chapleau (town), Chapleau Cree First Nation, Chapleau Ojibwe First Nation, Dubreuilville, Hornepayne, Manitouwadge, Michipicoten First Nation, Missanabie Cree First Nation, Pic Mobert First Nation, Wawa, and White River. Results are derived from the following sources:

- Statistics Canada, Census Profile, 2016
- Statistics Canada, Census Profile, 2006
- Statistics Canada, Canadian Business Counts, December 2018

The Superior East Region is presented in comparison to the Algoma District as a regional benchmark, and the Province of Ontario. Where appropriate, the region's municipalities are presented in aggregate and are presented in comparison with an aggregate of the region's First Nations.

The First Nations examined were Duck Lake 76B (Brunswick House First Nation), Pic Mobert North, Pic Mobert South, Chapleau 74A (Chapleau Ojibwe First Nation), Chapleau 75 (Chapleau Cree First Nation), and Gros Cap 49 (Michipicoten First Nation). These communities were examined due to the availability of census data. In some cases, data is suppressed by Statistics Canada to protect the confidentiality of individual respondents' personal information, as is the case with some of the First Nations that have particularly low populations.

Demographic Portrait

Since 2006, the population in Superior East's municipalities declined by 18%. The First Nations populations, however, grew by 3% over that time period despite a decrease between 2006-2011. The Algoma District's population decreased steadily by 2%. Conversely, the Province of Ontario's population grew 4% over those periods.

Figure 12: Total Population Change in Superior East Municipalities, First Nations, Algoma District, 2006-2016

Total Population Characteristics				
Year	**Municipalities**	**First Nations**	**Algoma District**	**Ontario**
2006	10,681	489	115,870	12,851,821
2011	9,488	551	114,094	13,448,494
2016	9,044	505	114,094	13,448,494
Pop. Growth Rate 2011-16	-5%	-9%	-1.5	4.6
Pop. Growth Rate 2006-16	-18%	3%	-2%	4%

Source: Statistics Canada; 2016 Census Profile; 2006 Census Profile.

Figure 13 shows the median age of the populations. It is worth noting that while the municipalities and Algoma District's median ages increased from 2006-2016, the First Nations in Superior East got younger during that 10 year period, decreasing in median age from 34.8 to 30.5.

Figure 13: Median Age of the Population, Superior East Region Municipalities, First Nations, 2006 & 2016

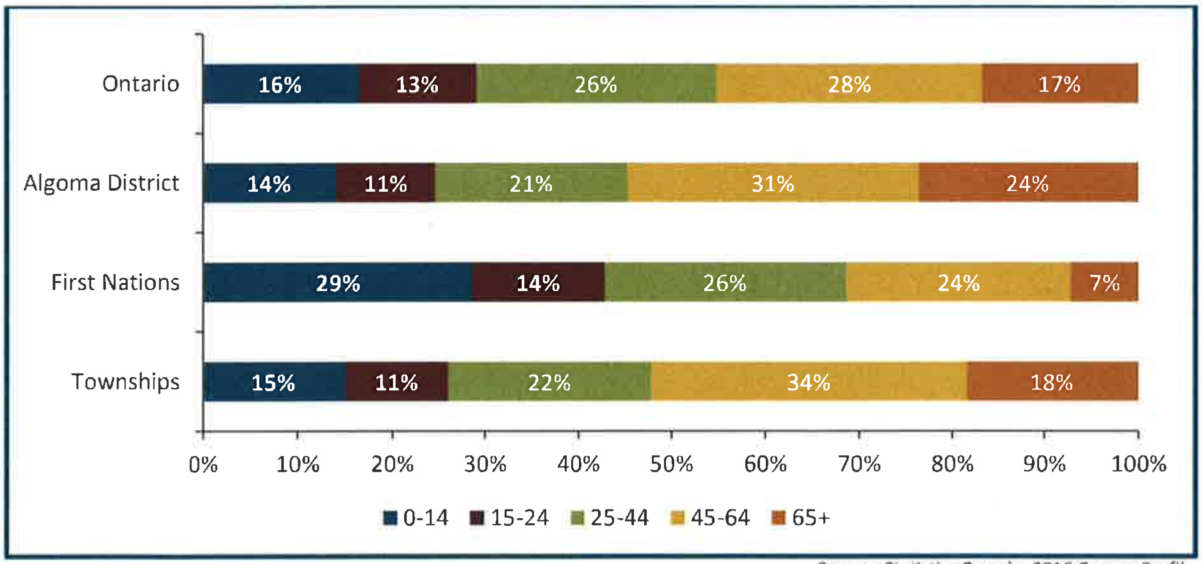
	Municipalities	First Nations	Algoma District	Ontario
Median Age of the population 2006	40.3	34.8	45	39
Median Age of the population 2016	46.9	30.5	49	41.3

Source: Statistics Canada; 2016 Census Profile; 2006 Census Profile

Figure 14 shows the distribution of age-groups. Notably, the region's First Nations, at 29%, have almost double the proportion of persons aged 0-14 than the municipalities, Algoma District, and the province. They also surpass the municipalities in the 15-24 and 25-44 age groups. The First Nations had a significantly lower proportion of those over the age of 45 when compared with the municipalities, Algoma District, and the Province.

The municipalities' age distribution was roughly in line with Algoma District, with a few exceptions. The municipalities' proportion of persons aged 45-64 surpassed Algoma District by 3%, and the province by 6%. Its proportion of those aged 65+ was significantly lower than the Algoma District by 6%.

Figure 14: Distribution of Age Groups, 2016

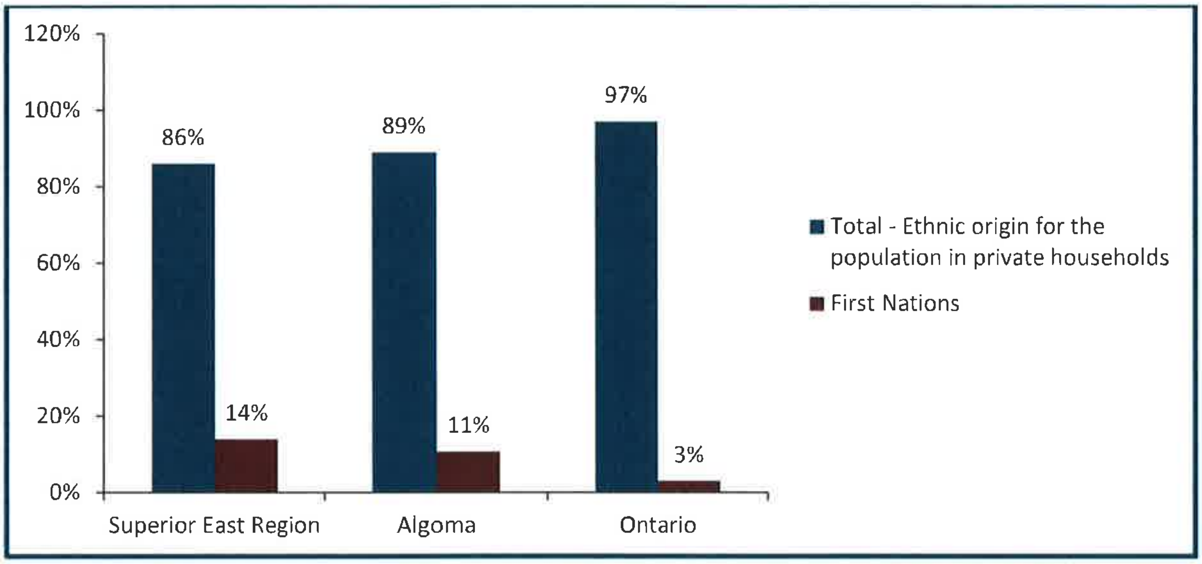


Source: Statistics Canada; 2016 Census Profile

Ethnicity

The communities that comprise Superior East Region have a 3% higher proportion of those identifying as First Nations peoples than the proportion in Algoma District (11%). Superior East Region's proportion of 14% is significant, especially when compared with the province's (3%).

Figure 15: Ethnic Origin for the Population; Proportion of First Nations Peoples, 2016



Source: Statistics Canada; 2016 Census Profile

Dwelling Characteristics

The majority of housing in Superior East Region's municipalities are single-detached housing (75.24%) with apartments in a building that has fewer than five storeys coming in second (9.63%). Apartments or flats in duplex and semi-detached houses held the same weight (4.63%).

The region's First Nations resoundingly live in single-detached houses (88.46%) followed by row houses (7.69%) and apartments in buildings that have fewer than five storeys (3.85%).

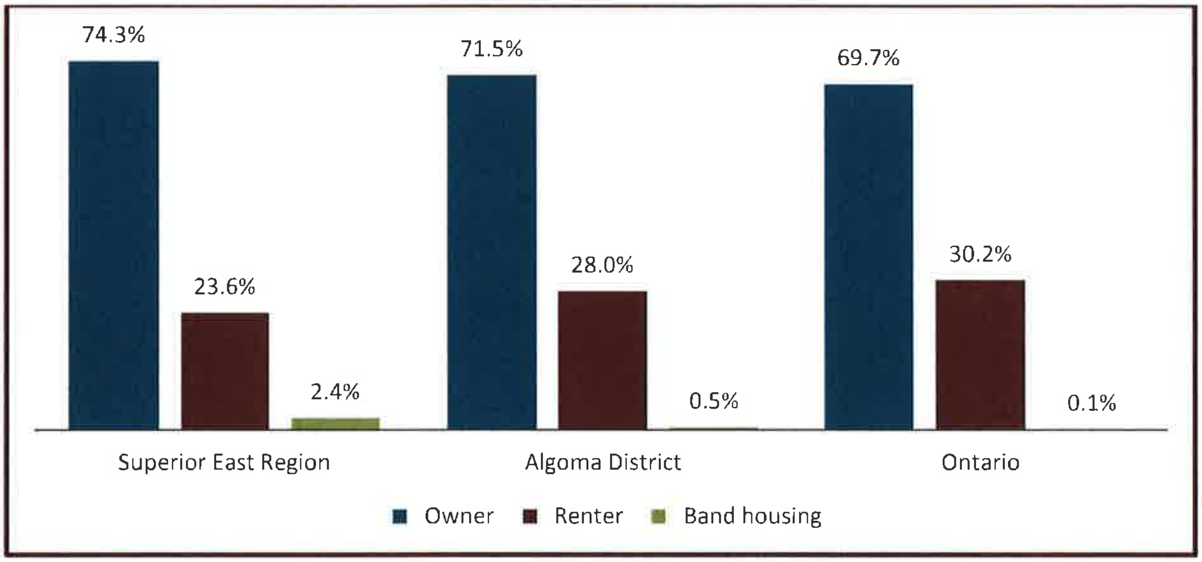
Figure 16: Superior East Region Occupied Dwellings by Type, Percentage of Overall Population, 2016

Type of Dwelling	Municipalities	First Nations	Algoma District	Ontario
Single-detached house	75.24%	88.46%	68.64%	54.31%
Apartment in a building that has five or more storeys	0.49%	0.00%	5.12%	17.15%
Semi-detached house	4.63%	0.00%	6.19%	5.61%
Row house	2.68%	7.69%	3.16%	8.91%
Apartment or flat in a duplex	4.63%	0.00%	3.35%	3.41%
Apartment in a building that has fewer than five storeys	9.63%	3.85%	12.50%	10.11%
Other single-attached house	0.12%	0.00%	0.26%	0.21%
Movable dwelling	2.56%	0.00%	0.77%	0.29%

Source: Statistics Canada; 2016 Census Profile; 2006 Census Profile

In the Superior East Region, 23.6% of dwellings are occupied by renters compared with 28% in Algoma District overall and 30.2% in Ontario. It is likely that some renters live in apartments in buildings with fewer than five storeys, given the distribution of that housing type in Figure 16 above, row houses, or movable dwellings.

Figure 17: Household Characteristics, 2016



Source: Statistics Canada; 2016 Census Profile

The average value of dwellings in Superior East municipalities grew by 3% between 2006 and 2016, significantly less than the 42% increase in Algoma District, which was roughly in line with the province which saw housing values increase by 41%.

The increase in median monthly costs for rented dwellings increased by $135, which was modest compared to Algoma District ($191) and Ontario's ($244) increases in median monthly rental costs over that period.

Figure 18: Average Value of Dwellings & Monthly Shelter Costs, 2006 & 2016

	Superior East Municipalities	Algoma District	Ontario
Average value of dwellings ($) - 2006	$85,286	$123,912	$297,479
Average value of dwellings ($) - 2016	$87,961	$211,917	$506,409
Change in house price	3%	42%	41%
Median monthly shelter costs for rented dwellings ($) - 2006	$550	$560	$801
Median monthly shelter costs for rented dwellings ($) - 2016	$685	$751	$1,045

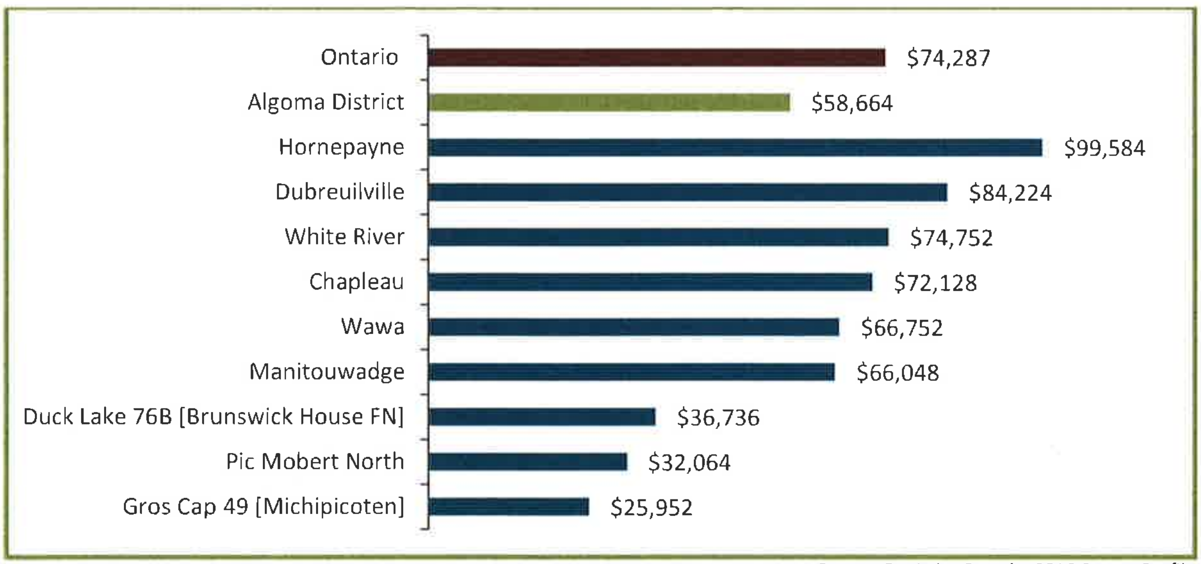
Source: Statistics Canada; 2016 Census Profile; 2006 Census Profile

Income

The median household income for Superior East communities varied widely in 2016. The communities where data was available are presented individually in Figure 19 below, alongside Algoma District and Ontario. The community with the highest median household income in 2016 was Hornepayne ($99,584), which surpassed the provincial median household income by $25,297, then Dubreuilville ($84,224). White River and Chapleau were roughly in line with the provincial median. Each municipality's median household income surpassed Algoma District's median household income.

The First Nations that had income data available – Brunswick House, Pic Mobert North, and Michipicoten –- had the lowest median household incomes in 2016 by a wide margin. The highest household income among First Nations was Brunswick House ($36,736), which was almost half of the community with the next-highest household income, Manitouwadge ($66,048).

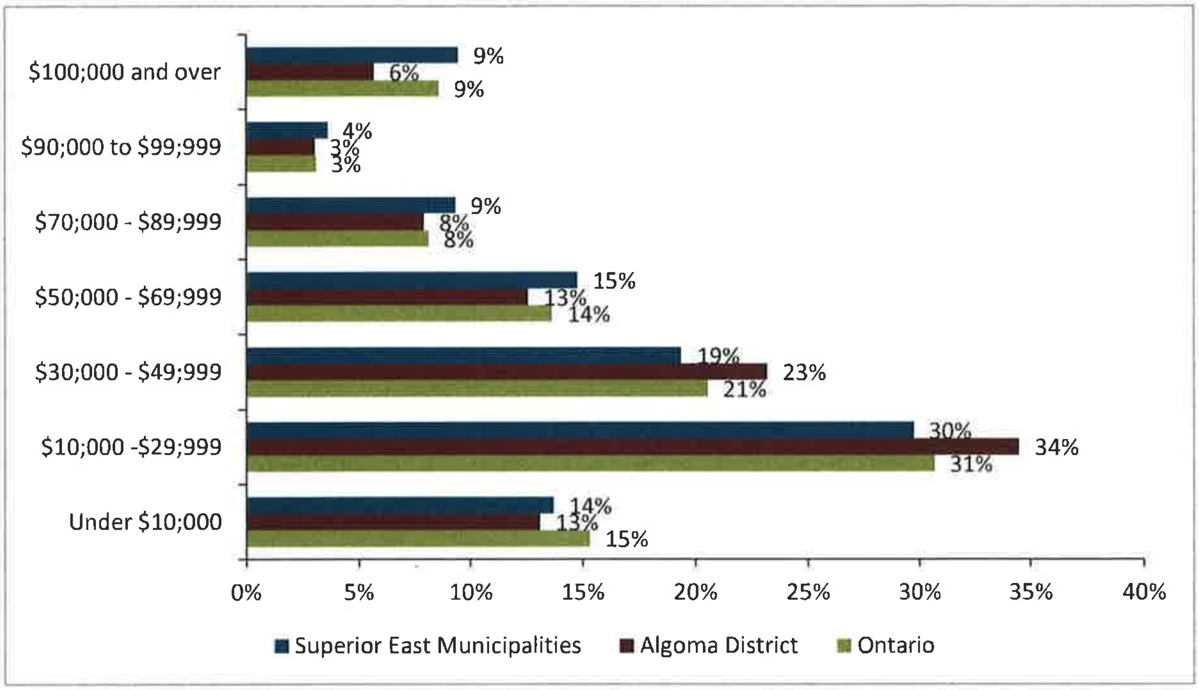
Figure 19: Median Household Income for Superior East Communities, Algoma District, and Ontario 2016



Source: Statistics Canada; 2016 Census Profile

Shifting to individual income distribution, the Superior East municipalities follow similar trends for both Algoma District and the province. It is worth noting that this data was not available for First Nations. The Superior East municipalities had a higher proportion of high earners in the $100,000+ bracket than Algoma District, but it matched the province at 9%.

Figure 20: Individual Income Distribution, Percentage of Overall Population 2016



Source: Statistics Canada; 2016 Census Profile

Education

Education attainment in a region can signal labour force capacity. Figure 21 below summarizes skilled labour proportions for comparator areas. Skilled labour describes those people that have completed an apprenticeship, trade certificate, or college or university degree, diploma or certificate. The Superior East region has a lower proportion of skilled labour aged 15 years and over than the Algoma District overall, and the province. However, between 2006 and 2016, the Superior East Region increased its skilled labour pool of people 15 years and over by 3%.

Figure 21: Proportion of Population (ages 15 and over) with Post-Secondary or Apprenticeship Education (Skilled Labour), 2006 & 2016

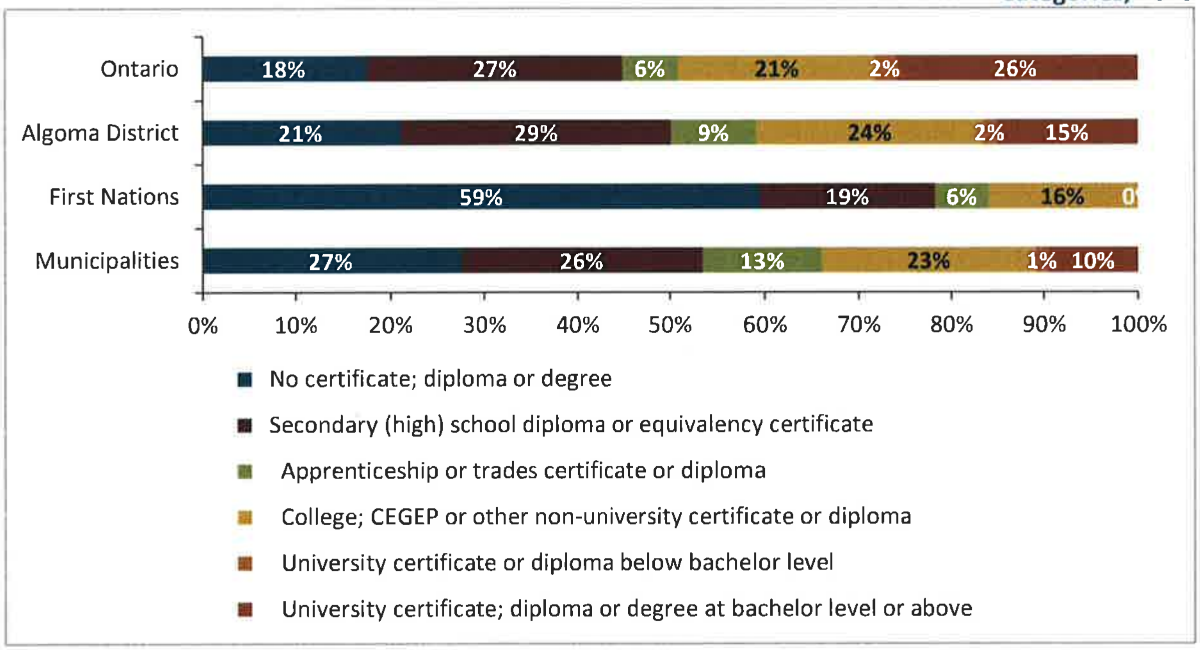
Year	Superior East Region	Algoma District	Ontario
Skilled Labour 2006	68%	72%	78%
Skilled Labour 2016	71%	79%	82%

Source: Statistics Canada; 2016 Census Profile; 2006 Census Profile

Isolating the region's municipalities and First Nations provides insight into the disparity in education levels between those communities. The proportion of First Nations in the Superior East Region with no certificate, diploma or degree more than doubles the proportions in the municipalities, Algoma District and the province at 59%. Higher levels of education lag behind the municipalities and comparators; however, First Nations proportion of tradespeople is in line with the province.

Education distribution in the municipalities showed that the municipalities have a higher proportion of apprenticeship and tradespeople than Algoma District and Ontario, but otherwise lower proportions of other levels of education. Significantly, the Superior East municipalities' proportion of highly educated people, those with a university certificate, diploma or degree at bachelor level or above sits 5% lower than Algoma District, and 16% lower than the province.

Figure 22: Highest Level of Education Attainment (Ages 15 and over), % of the Population – Detailed Categories, 2016



Source: Statistics Canada; 2016 Census Profile

In 2016, people's major field of study in Superior East Region were architecture, engineering, and related technologies (15%), which was a higher proportion of that field than both comparators. Other strong fields of education were health and related fields (8%); business, management, and public administration (8%); and personal, protective, and transportation services (7%).

Figure 23: Major field of study - Classification of Instructional Programs (CIP) 2016 for the population aged 25 to 64 years in private households

Major field of study - Classification of Instructional Programs (CIP) 2016	Superior East Region	Algoma District	Ontario
No postsecondary certificate; diploma or degree	47%	40%	35%
Education	4%	4%	3%
Visual and performing arts; and communications technologies	1%	1%	3%
Humanities	1%	2%	4%
Social and behavioural sciences and law	3%	7%	9%
Business; management and public administration	8%	10%	14%
Physical and life sciences and technologies	1%	2%	3%
Mathematics; computer and information sciences	0%	2%	3%
Architecture; engineering; and related technologies	15%	14%	12%
Agriculture; natural resources and conservation	2%	2%	1%
Health and related fields	8%	11%	9%
Personal; protective and transportation services	7%	5%	4%
Other	0%	0%	0%

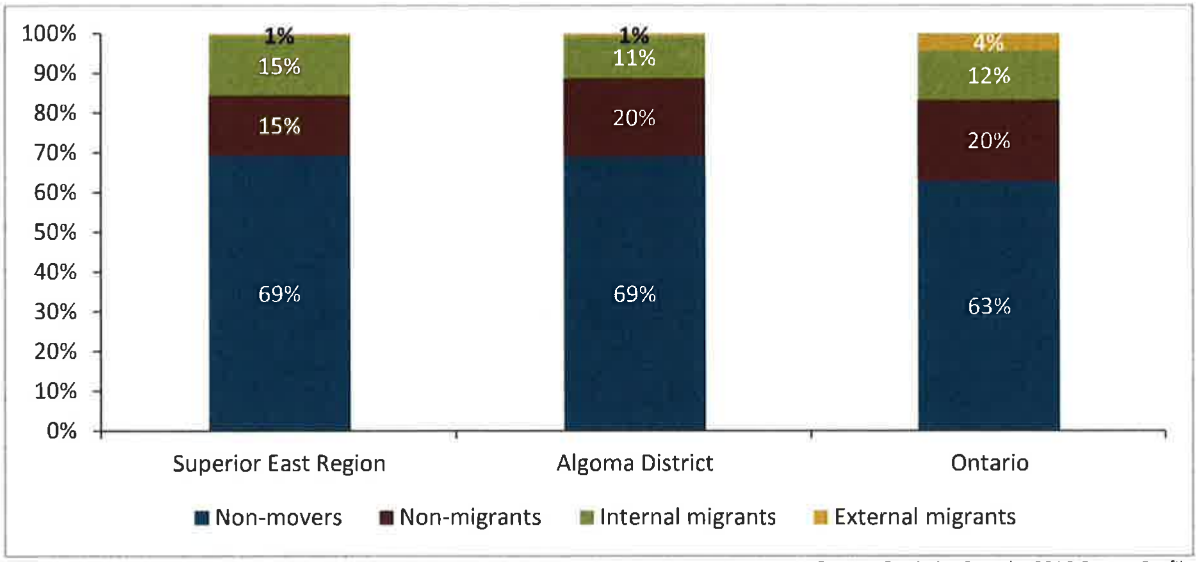
Source: Statistics Canada; 2016 Census Profile

Mobility

The movement of people within a community or to the community from somewhere else constitutes mobility. Statistics Canada tracks this in two ways, by asking if a household has moved within the past year and asking if a household has moved within the past five years.

As of 2016, the majority of people in Superior East Region (69%) had stayed where they were five years earlier, which matches Algoma District's proportion of non-movers (69%). Of those who had moved, 15% had moved within the same community, and 15% had moved from somewhere else in the country, which surpassed the proportion of migrants from elsewhere in the country for both comparators. Only 1% of migrants came from another country, which matched Algoma District but is 3% less than the province.

Figure 24: Mobility Characteristics 5 years ago, 2016



Source: Statistics Canada; 2016 Census Profile

Labour Force

The Superior East Region's labour force saw a significant decline of 1,350 people (-28%) between 2006 and 2016. Algoma District's labour force also declined, but much less drastically by -7%. The province saw an 8% increase in its labour force.

Figure 25: Labour Force Size, 2006 & 2016

	Superior East Region	Algoma District	Ontario
In the Labour Force 2006	6,100	56,380	6,587,580
In the Labour Force 2016	4,750	52,645	7,141,675
Net (+/-)	-1,350	-3,735	554,095
% Change	-28%	-7%	8%

Source: Statistics Canada; 2016 Census Profile; 2006 Census Profile

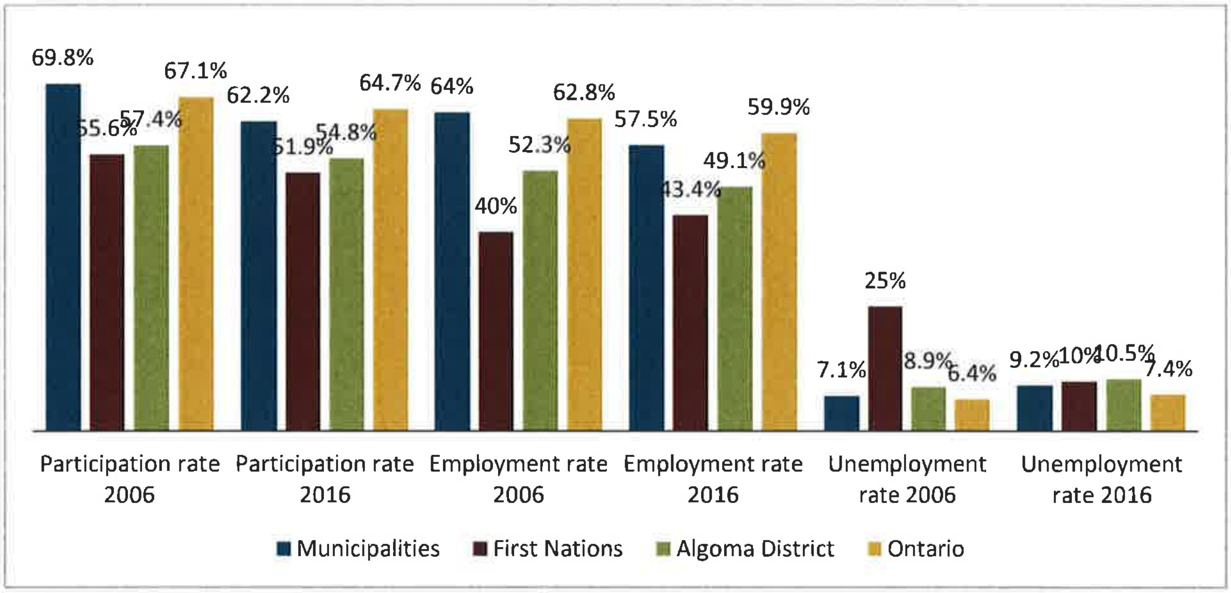
Unemployment rates grew overall for Superior East municipalities and comparators between 2006 and 2016. However, Superior East First Nations experienced an encouraging 15% decrease in unemployment rates during that time.

Participation rates fell overall between the 2006 and 2016 censuses across the Superior East Region and its regional benchmarks. It's worth noting the disparity in participation rates between First Nations and municipalities represented a difference of over 10% in both 2006 and 2016, with First Nations participation rates reliably the lowest across comparators.

The participation rate describes the proportion of those aged 15 and over who are qualified to enter the workforce that is employed or actively looking for work. The participation rate's decline in the Superior East municipalities, the Algoma District, and Ontario could be because of people retiring.

Additionally, the Superior East municipalities showed a higher participation rate in 2016 (62.2%) than Algoma District (54.8%).

Figure 26: Labour Force Status, Percentage of Population, 2006 and 2016



Source: Statistics Canada; 2016 Census Profile; 2006 Census Profile

Regarding the class of worker, 93% of the labour force in Superior East municipalities is employees, which is only 1% higher than Algoma District's. The Superior East First Nations' proportion of employees is 97% of the labour force. All of these percentages are higher than the provincial proportion of employees of 88%. This signals that business ownership and entrepreneurship are less common in the region compared with the province as a whole.

Figure 27: Class of Worker Ratio, 2016

	Superior East Municipalities	First Nations	Algoma District	Ontario
Employee	93%	97%	92%	88%
Self-employed	7%	6%	8%	12%

Source: Statistics Canada; 2016 Census Profile; 2006 Census Profile

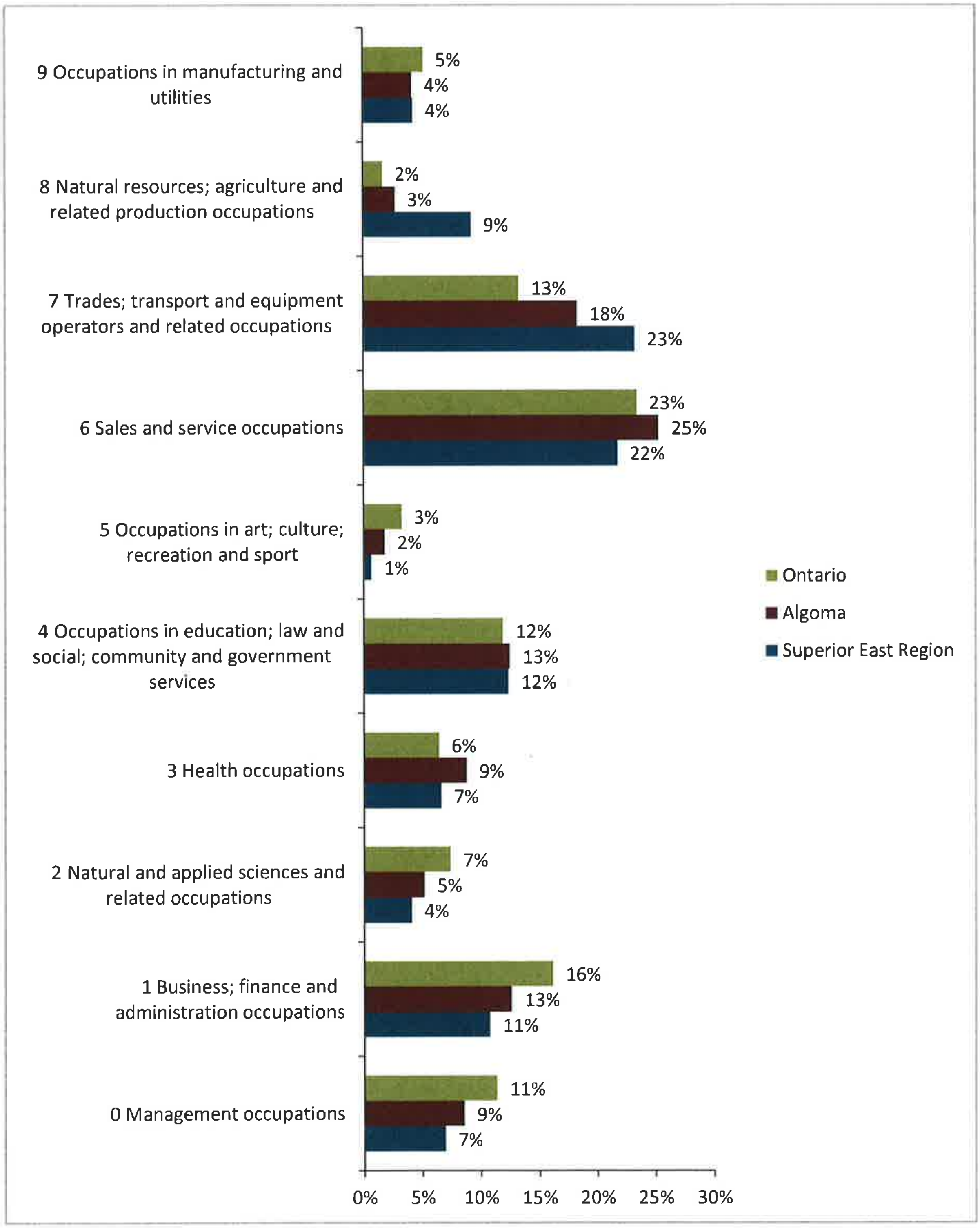
Employment by Occupation

The figure below shows the occupation distribution in the Superior East Region, Algoma District, and Ontario. The most common occupations in Superior East are trades, transport and equipment operators, and related occupations (1,090 occupations), sales and service occupations (1,020), and occupations in education, law and social, community, and government services (580).

Compared with Algoma District and the province, Superior East had a significantly higher proportion of its labour force working in natural resources, agriculture, and related production occupations (9%), which was 6% higher than Algoma District's proportion and 7% higher than the provincial proportion. It also had the highest proportion of people working in trades, transport, and equipment operators and related occupations among its comparators.

Superior East had the lowest proportions of natural and applied sciences and related occupations, business, finance and administration occupations, and management occupations across comparators.

Figure 28: Occupation Distribution, 2016



Source: Statistics Canada; 2016 Census Profile

Between 2006 and 2016, the region saw significant declines of occupations in manufacturing and utilities; trades, transport and equipment operators and related occupations; and management occupations. These declines are likely due to mill closures during the period.

Figure 29: Occupation Distribution, 2006 & 2016

National Occupation Classification (NOC)	2006	2016	Net Change (+/-)
All occupations	6,062	4,690	-1,372
0 Management occupations	632	325	-307
1 Business; finance and administration occupations	602	505	-97
2 Natural and applied sciences and related occupations	165	190	25
3 Health occupations	261	310	49
4 Occupations in education; law and social; community and government services	764	580	-184
5 Occupations in art; culture; recreation and sport	73	30	-43
6 Sales and service occupations	1,293	1,020	-273
7 Trades; transport and equipment operators and related occupations	1,410	1,090	-320
8 Natural resources; agriculture and related production occupations	341	435	94
9 Occupations in manufacturing and utilities	522	200	-322

Source: Statistics Canada; 2016 Census Profile; 2006 Census Profile

Employment by Industry

The figure below shows the number of people working in each North American Industry Classification System (NAICS) sector for 2006 and 2016. There is a notable decline in manufacturing (-715 jobs), which mirrors the similar decline in occupations in manufacturing and utilities noted above and is likely due to the same mill employment losses in the region over that period. There were also declines in agriculture, forestry, fishing, and hunting (-130 jobs), which is likely tied to the same external forces.

Other significant declines include retail trade (-150 jobs) and accommodation and food services (-115 jobs), which are often a by-product of a loss of a major employer in any community.

Notable increases occurred in mining, quarrying, and oil and gas extraction (90 jobs), likely due to mining activity in the region, and wholesale trade (55 jobs).

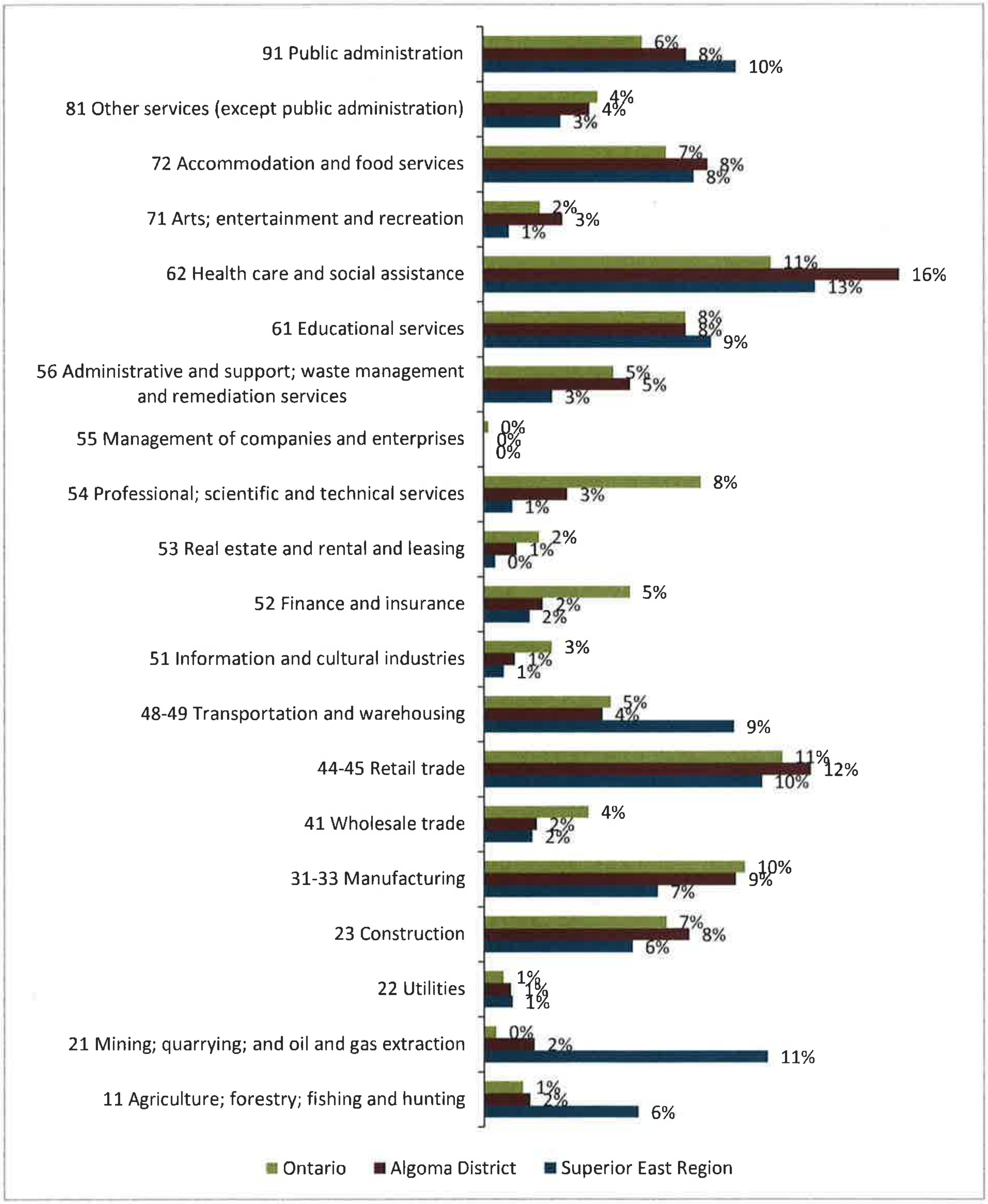
Figure 30: Employed Labour Force by Industry (Number of People), 2006 - 2016

North American Industry Classification System (NAICS) 2012	Superior East Region 2006	Superior East Region 2016	Net Change (+/-)	% Change
All industry categories	6,045	4,680	-1,365	-29%
11 Agriculture; forestry; fishing and hunting	400	270	-130	-48%
21 Mining; quarrying; and oil and gas extraction	410	500	90	18%
22 Utilities	25	50	25	50%
23 Construction	270	260	-10	-4%
31-33 Manufacturing	1,020	305	-715	-234%
41 Wholesale trade	30	85	55	65%
44-45 Retail trade	640	490	-150	-31%
48-49 Transportation and warehousing	525	440	-85	-19%
51 Information and cultural industries	40	35	-5	-14%
52 Finance and insurance	85	80	-5	-6%
53 Real estate and rental and leasing	60	20	-40	-200%
54 Professional; scientific and technical services	55	50	-5	-10%
55 Management of companies and enterprises	0	0	0	0%
56 Administrative and support; waste management and remediation services	105	120	15	13%
61 Educational services	540	400	-140	-35%
62 Health care and social assistance	555	585	30	5%
71 Arts; entertainment and recreation	60	45	-15	-33%
72 Accommodation and food services	485	370	-115	-31%
81 Other services (except public administration)	215	135	-80	-59%
91 Public administration	480	445	-35	-8%

Source: Statistics Canada; 2016 Census Profile; 2006 Census Profile.

Figure 31 below shows the distribution of the labour force as a percentage of the total labour force, compared with Algoma District and the province. The largest proportion of Superior East's labour force works in health care and social assistance (13%). Notable industries where Superior East significantly surpasses its comparators are mining, quarrying, and oil and gas extraction (11%); agriculture, forestry, fishing and hunting (6%); and transportation and warehousing (9%). The region also moderately surpasses its comparators in public administration (10%).

Figure 31: Employed Labour Force by Industry, Percentage of Labour Force, 2016



Source: Statistics Canada; 2016 Census Profile

A location quotient analysis explains which industries employ a competitively higher proportion of people than the province. A score of 1.25 or greater represents a sector of relative strength, a score between 0.75 and 1.25 represents a sector that is on par with the province (1.0 represents perfect parity), and a score below 0.75 represents a sector of comparative weakness. Also pertinent are the trends over time and their direction, which indicate that potential opportunities or threats need to be addressed. Based on the above considerations, the following observations emerge from the data in the figure below:

- Mining, quarrying, and oil and gas extraction competitiveness increased significantly over the 2006-2016 period.
- Other competitive sectors include utilities; agriculture, forestry, fishing, and hunting; transportation and warehousing; and public administration.
- Notable declines are evident in manufacturing, real estate and rental and leasing, and educational services.

Figure 32 Employment Location Quotient Analysis - Concentration of Employed Labour Force by Industry, 2006-2016

Industry Type	LQ 2006	Strength	LQ 2016	Strength	Change	Trend
11 Agriculture; forestry; fishing and hunting	3.75	High	3.94	High	0.19	Growing
21 Mining; quarrying; and oil and gas extraction	17.26	High	23.03	High	5.77	Growing
22 Utilities	0.53	Low	1.47	High	0.93	Growing
23 Construction	0.75	Moderate	0.81	Moderate	0.06	Stable
31-33 Manufacturing	1.21	Moderate	0.66	Low	-0.55	Declining
41 Wholesale trade	0.10	Low	0.47	Low	0.36	Stable
44-45 Retail trade	0.95	Moderate	0.93	Moderate	-0.02	Stable
48-49 Transportation and warehousing	1.83	High	1.99	High	0.16	Stable
51 Information and cultural industries	0.25	Low	0.29	Low	0.05	Stable
52 Finance and insurance	0.29	Low	0.31	Low	0.03	Stable
53 Real estate and rental and leasing	0.51	Low	0.21	Low	-0.30	Declining
54 Professional; scientific and technical services	0.12	Low	0.13	Low	0.01	Stable
55 Management of companies and enterprises	0.00	Low	0.00	Low	0.00	Stable
56 Administrative and support; waste management and remediation services	0.36	Low	0.53	Low	0.17	Stable
61 Educational services	1.33	High	1.13	Moderate	-0.21	Declining
62 Health care and social assistance	0.97	Moderate	1.15	Moderate	0.18	Growing
71 Arts; entertainment and recreation	0.46	Low	0.45	Low	0.00	Stable
72 Accommodation and food services	1.25	High	1.15	Moderate	-0.10	Stable
81 Other services (except public administration)	0.76	Moderate	0.68	Low	-0.08	Declining
91 Public administration	1.47	High	1.59	High	0.13	Growing

Source: Statistics Canada; 2016 Census Profile; 2006 Census Profile. Adapted by MDB Insight.

The figure below presents the results of another analytical tool called a **shift-share analysis**. The shift-share articulates the factors which drive changes in employment through three primary considerations:

- **Reference Area Growth Effect**: The impact that changes in the overall broader economy at the provincial level have had on local employment in a given sector, leading to an increase or decrease in local employment.
- **Industrial Mix Effect**: The impact that changes among different industries of the economy have had on local employment in a given sector, leading to an increase or decrease in local employment).
- **Differential Shift**: The impact that local factors have had on increases or decreases in local employment (i.e. changes that cannot be explained by those in the reference area growth effect or industrial mix effect).

The data below indicate the following:

- Overall, changes in the labour force were driven by decreases in the industrial mix (-27), changes among different industries in the economy, and differential shift (-1,749). In total, the gains and declines resulted in a net decrease of 1,315 jobs for Superior East communities.
- The most evident increase was in mining and oil and gas extraction, due to both provincial and industry factors.
- Declines were most evident in manufacturing (mainly due to industrial and differential shift factors).

Figure 33: Shift Share Analysis, 2016

North American Industry Classification System (2012)	Area Growth Effect	Industrial Mix Effect	Differential Shift	Total
Agriculture, forestry, fishing and hunting	31	-74	-87	-130
Mining and oil and gas extraction	31	80	-21	90
Utilities	2	-2	25	25
Construction	21	44	-75	-10
Manufacturing	78	-324	-470	-715
Wholesale trade	2	-6	59	55
Retail trade	49	7	-206	-150
Transportation and warehousing	40	-3	-122	-85
Information and cultural industries	3	-2	-6	-5
Finance and insurance	7	11	-22	-5
Real estate and rental and leasing	5	4	-48	-40
Professional, scientific and technical services	4	7	-16	-5
Management of companies and enterprises	0	0	0	0
Administrative and support, waste management and remediation services	8	0	7	15
Educational services	41	77	-258	-140
Health care and social assistance	43	87	-100	30
Arts, entertainment and recreation	5	-2	-18	-15
Accommodation and food services	37	37	-189	-115
Other services (except public administration)	17	-21	-75	-80
Public administration	37	53	-125	-35

North American Industry Classification System (2012)	Area Growth Effect	Industrial Mix Effect	Differential Shift	Total
Total	**461**	**-27**	**-1,749**	**-1,315**

Source: Statistics Canada; 2006 Census Profile; 2016 Census Profile. Adapted by MDB Insight.

Business Counts

Statistics Canada's Canadian Business Counts provides a record of business establishments by industry sector and size. The Canadian Business Counts data records business counts as either "Without Employees" or "With Employees." The establishments in the "Without Employees" category include the self-employed (i.e. those who do not maintain an employee payroll but may have a workforce consisting of contracted workers, family members or business owners). It should be noted that the Canadian Business Counts data use the Canada Revenue Agency as a primary resource in establishment counts; therefore, businesses without a business number or indicating annual revenue of less than $30,000 are not included.

Those businesses with employees are further divided into group sizes. The largest group is 200 employees or more. Typically, Canadian Business Counts have a 200 to 499 group and 500 employees or more group, but these have been combined into 200+ to save on space as there were no businesses in the Superior East Region in the 500 employees or more group.

Focusing primarily at the "Sub-Total, classified" numbers and industry breakdowns, the analysis has found that:

The proportion of businesses with and without employees is a relatively even split. Businesses with employees accounted for 48% of total businesses, while businesses without employees accounted for 52%.

There are 2 businesses in the region with 200+ employees; both are in the mining and oil and gas extraction sector.

Other larger employing sectors in the region include retail trade (57 firms with employees); accommodation and Food Services (54 firms with employees); agriculture, forestry, fishing, and hunting (31 firms with employees); and other services (except public administration) (30 firms with employees)

Figure 34: Business Counts in Superior East by Industry and Number of Employees, 2018

North American Classification System	Total	Without Employees	With Employees	1-4	5-9	10-19	20-49	50-99	100-199	200+
Sub-total, classified	**678**	**352**	**326**	**143**	**72**	**56**	**33**	**15**	**5**	**2**
Agriculture, forestry, fishing and hunting	61	30	31	16	6	5	0	3	1	0
Mining and oil and gas extraction	7	1	6	0	1	0	2	0	1	2
Utilities	5	1	4	1	2	1	0	0	0	0
Construction	35	15	20	13	3	2	2	0	0	0
Manufacturing	19	8	11	3	0	5	0	1	2	0
Wholesale trade	8	6	2	0	2	0	0	0	0	0
Retail trade	75	18	57	11	15	20	10	1	0	0
Transportation and warehousing	52	31	21	14	3	3	0	1	0	0
Information and cultural industries	7	3	4	3	1	0	0	0	0	0
Finance and insurance	31	21	10	5	2	2	1	0	0	0
Real estate and rental and leasing	78	69	9	6	3	0	0	0	0	0
Professional, scientific and technical services	24	18	6	6	0	0	0	0	0	0
Management of companies and enterprises	6	6	0	0	0	0	0	0	0	0
Administrative and support, waste management and remediation services	17	11	6	4	1	1	0	0	0	0
Educational services	2	1	1	0	1	0	0	0	0	0
Health care and social assistance	42	14	28	10	3	5	5	5	0	0
Arts, entertainment and recreation	21	15	6	3	2	1	0	0	0	0
Accommodation and food services	104	50	54	20	17	10	6	1	0	0
Other services (except public administration)	64	34	30	22	8	0	0	0	0	0
Public administration	16	0	0	0	0	0	0	0	0	0

Source: Statistics Canada; Canadian Business Counts December 2018. Adapted by MDB Insight

The figure below presents the distribution of businesses with employees in Superior East. Retail trade and accommodation and food services hold the highest proportion of businesses operating in Superior East, each respectively representing 17% of all businesses. Agriculture, forestry, fishing, and hunting follows at 10%, then health care and social assistance (9%), and other services (except public administration) (9%).

Figure 35: Businesses by Industry, Percentage of Total Businesses with Employees, 2018

North American Classification System	Superior East Region
Agriculture, forestry, fishing and hunting	10%
Mining and oil and gas extraction	2%
Utilities	1%
Construction	6%
Manufacturing	3%
Wholesale trade	1%
Retail trade	17%
Transportation and warehousing	6%
Information and cultural industries	1%
Finance and insurance	3%
Real estate and rental and leasing	3%
Professional, scientific and technical services	2%
Management of companies and enterprises	0%
Administrative and support, waste management and remediation services	2%
Educational services	0%
Health care and social assistance	9%
Arts, entertainment and recreation	2%
Accommodation and food services	17%
Other services (except public administration)	9%
Public administration	0%

Source: Canadian Business Counts, December 2018. Adapted by MDB Insight.

Again, using the location quotient analysis, where 1.25 or greater represents strength, 0.75 to 1.25 represents proximity to the Provincial distribution, and below 0.75 represents low competitiveness, the sectors with the higher concentration of businesses than the province include utilities (10.59) mining and oil and gas extraction (10.36), agriculture, forestry, fishing, and hunting (4.77), accommodation and food services (2.44), retail trade (1.48), and arts, entertainment, and recreation (1.29). Areas with potential to be grown include transportation and warehousing, information and cultural industries, and health care and social assistance.

Figure 36: Business Count Location Quotients – Concentration of Businesses with Employees by Industry Superior East Region/Ontario, 2018

North American Classification System	LQ	Competitiveness
Agriculture, forestry, fishing and hunting	4.77	High
Mining and oil and gas extraction	10.36	High
Utilities	10.59	High
Construction	0.55	Low
Manufacturing	0.73	Low
Wholesale trade	0.12	Low
Retail trade	1.48	High
Transportation and warehousing	0.95	Moderate
Information and cultural industries	0.79	Moderate
Finance and insurance	0.77	Low
Real estate and rental and leasing	0.64	Low
Professional, scientific and technical services	0.13	Low
Management of companies and enterprises	0.00	Low
Administrative and support, waste management and remediation services	0.40	Low
Educational services	0.24	Low
Health care and social assistance	0.85	Moderate
Arts, entertainment and recreation	1.29	High
Accommodation and food services	2.44	High
Other services (except public administration)	1.03	Moderate
Public administration	0.00	Low

Source: Canadian Business Counts, December 2018. Adapted by MDB Insight.

Commercial Gap Analysis

A population-oriented commercial retail and service gap analysis ("gap analysis") was conducted for the Town of Wawa and included comparisons to Sault Ste. Marie. Wawa was recognized as the primary commercial area for the region and was therefore used as a proxy for top business gaps. The gap analysis compares the theoretical number of population-oriented businesses against the actual number of businesses in the same category to determine if there are sufficient businesses relative to the size of the population.

The population growth rate from the 2011 to 2016 census period was used to calculate the estimated 2018 populations for Wawa and Sault Ste Marie, as well as the province. In addition, the incoming commuter population to Wawa each day is also considered. The 2018 population is used to obtain a per-capita estimate of how many businesses in a given four-digit North American Industry Classification System (NAICS) subsector can be supported by the local population. The per-capita estimate of businesses for each community is referred to as the theoretical capacity. By comparing the actual number of businesses in each NAICS category to the theoretical capacity the gap is identified. Gaps are labelled as Capacity (+/-), where negative values represent an under-representation of businesses in the sector, relative to what the population can theoretically support. A positive value means that the sector has an over-representation. The analysis has focussed exclusively on businesses that have one or more employees and therefore excludes sole-proprietorships.

Gaps are tracked on a one-to-one basis, meaning that a category with a score of +/- 1 represents a gap or surplus of one business in the sector. Meanwhile, a score of +/-3 represents a gap or surplus of three businesses, and so forth. A score of zero (0) means the ideal number of businesses relative to the category size already exists for the community. Gaps are presented in numbers rounded to one decimal place. As an example, the *Electronic and appliance stores* sector has a theoretical capacity of 3.8 retailers but actually has no stores in Wawa, which means Wawa is under-capacity by -3.8 businesses, or approximately 4 business.

Comparisons were made to Sault Ste. Marie because it represents the most likely sources of economic leakage due to people purchasing goods or services outside of the community. The same methodology that was applied for Wawa was also applied to Sault Ste. Marie regarding population growth rates and commuter populations.

Type of Audience

Different kinds of population-oriented businesses have different kinds of audiences. These are typically classified as destination-oriented, comparison-oriented, or convenience oriented. Destination-oriented businesses rely on patrons from broader geographies, often beyond the actual community. They are often sought specifically for the good or service they offer, which is typically a higher-order good or service (i.e., something people are willing to spend larger amounts of money on). Examples of destination-oriented businesses are automotive dealers, gambling industries, and traveller accommodations.

Comparison-oriented businesses have clients that are interested in comparing similar products or brands. A cluster of comparison businesses could produce a destination as well, but the main audience is normally local, with some exceptions for specific niches within clothing and accessory retail, specialty goods, and upscale restaurants. Examples of comparison businesses are electronics and appliance stores, clothing and other accessory stores, legal and accounting services, and dentists.

Finally, convenience-oriented businesses rely on people that are in the area or passing by as their key audience. Examples are health and personal care stores (i.e., pharmacies), grocery stores, corner-stores or gas stations, and personal and household goods repair and maintenance.

Limitations of the Analysis

The commercial gap analysis represents a theoretical model based on mathematics and does not account for the possibility of anomalies or a definite conclusion relative to investment opportunities. Instead, it must be treated as one of several tools used to help understand where growth potential possibly exists in Wawa or other similar municipalities in the region.

Because the model uses Statistics Canada's Canadian Business Counts, it is being based on businesses that have indicated they are in a particular industry through declarations made to the Canada Revenue Agency. There is a possibility that the actual number of businesses is not exactly the same in Canadian Business Counts as in other business directories, primarily because:

Some businesses in Canadian Business Counts are unclassified

Only businesses that generate more than $30,000 per year are compelled to make declarations to the Canada Revenue Agency

Many home-based businesses may not, for various reasons, be incorporated

Therefore, the results of the analysis are a starting point for deeper opportunity investigation rather than conclusive evidence of specific opportunities.

Gap Analysis Results

The results of the gap analysis are summarized in Figure 37. Businesses representing a gap are highlighted in green in the respective capacity cell if they registered a gap of -0.8 or lower. This is because -0.8 approximates -1 sufficiently to indicate the possible need for a particular business type.

General Retail

According to Statistics Canada, retail is the industry which is primarily engaged in selling consumer goods and related services, through stores, to the general public

When it comes to automotive-related commerce, Wawa's market is considered on par and likely does not have room to grow unless the population booms in the coming years.

Grocery stores (-5.6) and specialty food stores (-3.2) are each also under-represented. It is common for rural areas to be underrepresented in these areas. In particular, further market research should be conducted for specialty food stores to determine whether there is sufficient local demand. Examples of these kinds of stores are bakeries, ethnic food stores, or health food stores. Similar to grocery stores, health and personal care stores are also under-represented. Notably, Statistics Canada identifies one existing in Wawa, leaving room for potentially 8 more, although this deficit is likely skewed by larger urban markets' demographic distributions..

Finally, in Wawa, there is an undersupply of clothing stores (-6.1), shoe stores (-1.1), and jewellery, luggage and leather goods stores (-1.7). There may be good opportunities in these sectors; however, a degree of caution should be applied as these categories are among the most likely to be impacted by online retail competitors. Stores that specialize in specific areas that may be complementary to local needs and tourist interests may prove most viable, albeit with some level of risk remaining. Another option is for a business to cater to a combination of these areas, so as to appeal to a broader clientele. Depending on the size of local businesses, there may already be sufficient coverage. Clustering of these types of retail stores can also help satisfy tourist interests. The collective of stores comes to represent variety and becomes something worth exploring; especially if the things that are sold are unique or difficult to find.

Professional Services for Residents

Another sub-sector of commercial businesses is population-oriented professional services. These are the financial advisors, realtors, accountants, lawyers, physicians, dentists, and other health care practitioners that exist to meet the needs of the local and regional population. Of these services, the following are undersupplied:

Agencies, brokerages and other insurance-related activities (-8.7)

Offices of real estate agents and brokers (-32.9)

Legal services (-12.8)

Accounting, tax preparation, bookkeeping and payroll services (-13.8)

Offices of physicians (-18.3)

Offices of dentists (-6.6)

Offices of other health practitioners (-16.5)

Note that most are highly under-supplied. What is also notable about all these sectors is that there is the potential to cluster them all together within a single building or buildings. In other words, if a small office building or plaza were developed specifically for these kinds of businesses and marketed collectively, it could help expand availability without compromising existing businesses in the sector. Investment attraction of professional services would also have the benefit of attracting more professionally skilled individuals to the region, which would improve the existing education distribution levels in the region and also increase the size of the professional, scientific and technical and health care industries overall, both of which are below average provincial distributions.

Finally, with regard to professional services, looking at Sault Ste. Marie, most of its markets are also undersupplied, and many by a significant margin, indicating that for those people that live closer to Wawa than Sault Ste. Marie, it may be easier to attract them to Wawa if more businesses were opened that meet these needs; particularly accounting-related industry and other health practitioners (including physiotherapists, optometrists, and other related fields).

Arts, Entertainment, Accommodation & Food

Arts, entertainment, and food considerations are not only applicable to local and regional populations, but may also apply to tourists, adding to the basket of goods they can enjoy while visiting. One unassuming category is motion picture and video industries, which also includes movie theatres. This sector is undersupplied by about six businesses. In light of tourism, there is likely to be some level of interest in movies at times where weather is less favourable.

Traveller accommodations are over-supplied for a community of its size, but this is likely owing to the large transient population of service professionals in the region. Meanwhile, while full-service (i.e. dining room style restaurants) and limited service (i.e. fast food) are undersupplied by about 13. Keep in mind that the density of eating establishments in large cities such as in the Greater Toronto Area and Greater Ottawa area skew the ability for places like Wawa to reach a similar level of density. Nonetheless, there are likely opportunities in new areas of cuisine. As people's pallets have expanded to include a greater appreciation for international cuisine, locals and visitors may come to appreciate a greater variety in the type of restaurants available, such as East Asian (other than Chinese, such as Japanese, Vietnamese, and Thai), Lebanese, Central American and Mexican, or non-traditional European (e.g. Portuguese, German, traditional Italian instead of American-style Italian, etc.). Having a variety of ethnic restaurant options is a great way to advertise to tourists that a community is modernized and open rather than giving the impression that it is monocultural. This helps visitors decide to explore a community more and is often something top of mind among hotel operators for visiting guests.

Other Population-Oriented Services

The final point of discussion relates to other population-oriented services. In this category, considerations such as repair services (auto, equipment, machinery, etc.), other services (pet grooming, hair and beauty, tanning, etc.), and funeral services are all under-supplied. Most lacking are automotive repair and maintenance (-11.5) personal care services (-12.5). Meanwhile, even though there is an under-representation of personal and household goods repair and maintenance, more and more goods are being designed with intentionally limited lifespans (planned obsolescence). The modern alternative to a repair shop is a "hacker space" where people help each other repair their broken or damaged household goods. In fact, it is becoming increasingly popular for public libraries to house hacker spaces, to let people work with tools they may not normally have access to and to tap retired electricians, engineers, and other trades persons to help novices use the tools and interpret schematics to repair their items.

Figure 37: Commercial Gap Assessment for Wawa and Comparators

4-Digit NAICS	Industry Groups	# of Businesses in **Ontario**	# of People Per Business in **Ontario**	Theoretical Capacity: **Wawa**	Actual Number in **Wawa**	Capacity (+/-): **Wawa**	Theoretical Capacity: **Sault Ste. Marie**	Actual Number in **Sault Ste. Marie**	Capacity (+/-): **Sault Ste. Marie**	Audience Type
4411	Automobile dealers	4822	0.0012	3.6	3	-0.6	88.4	30	-58.4	Destination
4412	Other motor vehicle dealers	1154	0.0003	0.8	1	0.2	21.2	6	-15.2	Destination
4413	Automotive parts, accessories and tire stores	2568	0.0006	1.9	2	0.1	47.1	13	-34.1	Comparison
4421	Furniture stores	2039	0.0005	1.5	0	-1.5	37.4	13	-24.4	Comparison
4422	Home furnishings stores	2827	0.0007	2.1	0	-2.1	51.8	11	-40.8	Comparison
4431	Electronics and appliance stores	3550	0.0009	2.6	0	-2.6	65.1	11	-54.1	Comparison
4441	Building material and supplies dealers	3625	0.0009	2.7	2	-0.7	66.5	26	-40.5	Comparison
4442	Lawn and garden equipment and supplies stores	927	0.0002	0.7	0	-0.7	17.0	3	-14.0	Comparison
4451	Grocery stores	8940	0.0022	6.6	1	-5.6	163.9	35	-128.9	Convenience
4452	Specialty food stores	4322	0.0010	3.2	0	-3.2	79.3	22	-57.3	Destination / comparison
4453	Beer, wine and liquor stores	1456	0.0004	1.1	2	0.9	26.7	12	-14.7	Convenience
4461	Health and personal care stores	13010	0.0031	9.6	1	-8.6	238.6	66	-172.6	Convenience
4471	Gasoline stations	5018	0.0012	3.7	3	-0.7	92.0	25	-67.0	Convenience
4481	Clothing stores	8274	0.0020	6.1	0	-6.1	151.7	59	-92.7	Comparison
4482	Shoe stores	1470	0.0004	1.1	0	-1.1	27.0	9	-18.0	Comparison
4483	Jewellery, luggage and leather goods stores	2290	0.0006	1.7	0	-1.7	42.0	11	-31.0	Comparison
4511	Sporting goods, hobby and musical instrument stores	3806	0.0009	2.8	2	-0.8	69.8	29	-40.8	Destination / comparison
4513	Book stores and news dealers	623	0.0002	0.5	0	-0.5	11.4	4	-7.4	Comparison