



Township of Schreiber Investment Attraction Consultation

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Prepared by

CQNS
Strategy, Design and Marketing for Economic Development

Table of Contents

- Introduction 2
- Research and Analysis 3
- Investment Attraction 4
 - Investment Readiness..... 4
 - Key Sectors 9
- Investment Attraction Action Plans17
- Next Steps and Implementation.....21
- Marketing Content and Material Development.....22
- Investment Attraction Marketing plan.....23
- Appendix24
 - #1 Research and Analysis Report.....24
 - #2 SWOT Analysis.....25

INTRODUCTION

Economic development seeks improvement in the well-being of a community through policies, programs and initiatives that foster beneficial economic growth, retain, and attract investment and talent, and grow and diversify the municipal tax base. This economic growth must also enhance quality of life and balance with other community goals such as sustainability.

The Township of Schreiber (Schreiber) retained the services of CQNS, an economic development strategy, marketing and design agency, to provide investment attraction consultation as part of their Community Revitalization Plan. CQNS (sequence), as the name suggests, believes that economic development planning and action implementation must follow a specific process to be able to tell the right story to the right people at the right time.

Our engagement involves four stages:



Schreiber has experienced economic decline since the closure of the Winston Lake Mine in 1999. A Community Revitalization Plan was developed with key elements listed below:

- North Shore Express and Discovery Centre
- Downtown Revitalization (park, fitness area, splashpad and play area), Beautification Program
- Wayfinding Signage
- Investment Attraction Consultation

The Covid 19 Pandemic has created delays and changes in some elements of the Community Revitalization Plan, however all four initiatives

are underway, with the North Shore Express and Discovery Centre to open in 2022 and Wayfinding Signage partially completed. Downtown Revitalization has started construction and will be completed in 2022.

The global economic effects of Covid 19 are well documented and Schreiber has not been immune. Lockdowns, quarantines, health and safety concerns have all impacted business and our “normal” way of life. It is important for us to assess and understand Schreiber through a lens of pre-covid, current situation and moving forward. This report and action plans look to understand the local economy as it was before pandemic measures, their effect and identify opportunities moving forward.

RESEARCH AND ANALYSIS

Our quantitative analysis included research of over ten background strategies, surveys and reports from 2011-2021. A high level statistical analysis was compiled using the latest available data from Statistics Canada (2016). The broader region, Red Rock – Marathon was reviewed to provide a high level competitiveness comparison.

Our qualitative analysis included a visit to Schreiber and a tour of the North Shore region including a driving tour of Red Rock, Nipigon, Rosspoint and Terrace Bay from August 25-27th, 2021.

Stakeholder interviews were completed with Township Council and staff, Casque Isles Trail, Superior Country Destination Marketing, Lake Superior North Shore Tourism, Destination Northern Ontario, Superior North CFDC, Northern Ontario Heritage Fund Corporation, Ontario Ministry of Energy, Northern Development and Mines, Schreiber Media Centre and Schreiber Library. Twelve businesses were interviewed including representatives from three food establishments, two motels, four retail stores, two online retailers and one real estate representative. Interviews were completed in person where possible and by phone, respecting covid 19 protocols in place at the time. An online survey was published with ten questions related to tourism attraction and ten questions related to general investment attraction. A total of seventeen responses were received.

The following tasks were completed and provided in a research and analysis report (Appendix 1):

- high level competitiveness review,
- identification of current economic sectors,
- analysis of regional and broader trends and drivers of investment,
- real estate analysis and
- review of investment readiness

INVESTMENT ATTRACTION

INVESTMENT READINESS - “You never get a second chance to make a first impression”

The starting point for investment attraction is to evaluate a community’s readiness for investment. Before initiatives and marketing programs are developed to attract investment, a community must ask:

- “Why would someone invest here?” before
- “Who would invest here?”

This applies to attracting residents to move to the community as well as facilitating business for retention, expansion and new investment.

What is required for investment readiness?

Community Involvement

The work of building a successful local economy is a collaborative effort. Residents, businesses, council and staff, neighbouring communities and senior levels of government all have a role to play. Local partners must build the roadmap and engage outsiders when appropriate.

Community involvement engages all stakeholders to build consensus and collaboration towards creating a community which supports lifestyle, education, work and play. An identified vision must be supported by an understanding of human and financial resources available to complete the goals and actions required. Engagement creates a sense of ownership and belonging in addition to increasing the community’s capacity for economic growth.

The Covid-19 pandemic has challenged us all moving forward. Health and safety issues are paramount with a spotlight shone on known, underestimated and new weaknesses. These include equitable healthcare, affordable high speed broadband, labour shortages / skills mismatches and supply chain risk and shortages; to name a few.

Opportunities have also been created, including smaller communities’ attractiveness with WFA “work from anywhere,” the “great resignation” phenomena of evaluation of work / life balance, a renewed interest in entrepreneurship, enhancement of local supply chains and demand for local recreation and tourism activities and events.

Prior to and during our visit to Schreiber, it became evident the effects of Covid 19 were still prevalent. We experienced difficulty in scheduling meetings with stakeholders and businesses were either closed or operating on reduced hours due to labour shortages. A lack of vibrancy was experienced from research and interviews, yet we know this is not the norm. We did observe a lack of community “curb appeal” and many responses on collaboration were negative.

In conjunction with the aforementioned Community Revitalization Plan, six volunteer committees have been implemented by the Township:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Community Economic Development Committee | <input checked="" type="checkbox"/> Youth Committee |
| <input checked="" type="checkbox"/> Recreation and Festivals Committee | <input checked="" type="checkbox"/> Seniors Committee |
| <input checked="" type="checkbox"/> Beautification Committee | <input checked="" type="checkbox"/> Accessibility Advisory Committee |

Covid protocols and restrictions on person to person meetings have affected the impact of these committees during the pandemic. Our own experience in scheduling interviews with Economic Development Committee members was challenging. We also note vacancies on some committees.

Below we recommend some initiatives which can facilitate deeper community involvement and will discuss them in more detail under Sectors.

Placemaking

Placemaking is a multi-faceted approach to the planning, design and management of public spaces and incentives to support business's physical attractiveness or "curb appeal." Placemaking promotes people's health, happiness, and well-being and can create an environment for investment. These concepts are often credited to [Jane Jacobs](#) and [William H. Whyte](#).

The downtown revitalization and beautification initiatives must continue to engage and be supported by volunteer groups of residents and business. Beautification must also occur along the Highway 17 business corridor to enhance the gateway to town and invite visitors. Some recommendations include:

- Vacant lot maintenance and temporary uses
 - Community garden
 - Arts & crafts market
 - Farmer's market
 - Auto show
- Business sponsorship program for siting flower boxes, community benches and other beautification.
- CIP - Community Improvement Program Implementation of Bylaw
 - CIPs are intended to encourage revitalization initiatives and/or stimulate development and redevelopment. Municipalities can provide tax assistance, grants, or loans to assist in the revitalization of lands and/or buildings within the defined Community Improvement Project Area (CIPA). This can include matching funding from business. We will comment further in Sectors – Real Estate.
- MAT - Municipal Accommodation Tax
 - The implementation of a Municipal Accommodation Tax (MAT) allows municipalities to apply a mandatory rate on accommodations. An accommodations tax (4%) is prevalent across Canada however relatively new to Northern Ontario. The tax is only collected from visitors and can be applied towards marketing, beautification or infrastructure as defined by the municipality. More detailed information will be supplied in Sectors – Tourism.

Business Network Association

Our research indicates there is no longer a Chamber of Commerce, Board of Trade or Business Improvement Area (BIA) in Schreiber. There needs to be a united voice for business in Schreiber and the surrounding area at the local level. We recommend the Township, under the Economic Development Committee facilitate the creation of a business network organization. Recruitment of at least one member from all business sectors – retail, food and beverage, accommodation, attractions should be undertaken. A business champion(s) must be identified to work with Economic Development and neighbouring business communities to identify business challenges and opportunities that could be addressed through collaboration and define the role of the Network Association.

Members of business organizations must see value and benefit from spending time and resources to support them. The goal should be to support existing, start up and new investments in the community. Those looking to make investments in communities will always seek to interview existing businesses. A Business Network is best positioned to identify supply chain gaps, partnerships, cost sharing, education and training and other information and programs.

Community HUB

A HUB can be loosely defined as a centre of activity in which likeminded stakeholders can gather together. A proposed Community HUB would be both a physical and virtual space designed to support existing activities and create new ones. The HUB would support the Business Network and include tourism partners, Schreiber Media Centre, student groups, arts and crafts and other community organizations. Landing space for new start-ups, makerspace and touchdown - hot desk space would be available. Superior North CFDC and Thunder Bay & District Entrepreneur Centre could provide consultation, education and funding services through the HUB. Our interviews with both online and traditional businesses indicated a positive interest and support for a Community HUB.

Further linkages or associations should be sought with [IDENO Virtual Business Incubator](#) established by FedNor to provide virtual services and support. More background information can be found at [Northern Ontario Gets Virtual Incubator Platform](#).

All manner of community activities should be facilitated to build collaboration, creativity and vibrancy in the community.

Below we have provided examples of community HUBs from smaller rural communities. In addition to providing valuable services and programs to the community, many HUBs have repositioned existing buildings. 10C is located in an old furniture building, the Erin HUB will be co- located within the United Church and Spark Lincoln has helped revitalize an historic firehall.



[YukonStruct](#) – Whitehorse, YT provides co-space, makerspace and startup support to individuals and companies. Their vision to “ignites doers and dreamers through shared space, knowledge, and resources”

[10C](#) – creating space for change. 10C Shared Space is the hub for community changemakers in Guelph, ON. Members include not-for-profits, independent researchers and entrepreneurs.



[Erin Entrepreneurial Hub](#)

A resource centre (virtual for now) that provides support for local entrepreneurs and small business owners. The post-COVID19 plans are to open the Hub’s office and meeting space at 115 Main Street, inside the Erin United Church.

[LAUNCHit](#)

A community hub and progressive organization in Minto, Launchit continuously evolves its services and partnerships to meet the needs of rural businesses and community members in the region.



[Spark Lincoln](#)

SPARK Lincoln’s focus aligns with the Town of Lincoln’s economic development plan in three ways; youth retention and attraction, SMART city and agritech areas. Residents and businesses will have the opportunity to use this space and leverage expertise for entrepreneurship.

Branding

Branding is the process of communicating a unique proposition or difference that sets a community apart from others. It involves logos, taglines, assets or events that convey a key message about your community. A brand should also consider who is the target audience.

Branding is an area of investment attraction and promotion that is especially important. Our review of Schreiber indicates mixed messaging in the brand. The Township logo utilizes a freight train engine signifying the historical presence of the railway. The webpage invites readers to “Come Home to Schreiber” and a tagline “You’re on the right track.” Other themes refer to the “Schreiber Experience.”

While not a component of this project, we mention branding as it has an effect on all areas we discuss for investment attraction. Placemaking and community development embolden a brand. All stakeholders use a brand

to identify a geographic location and convey a value proposition or experience.

Richard Thaler developed a behavioral psychology and economic theory. Called “nudge” economics, it is based on the principle that people can be nudged to evaluate lifestyle choices and act on opportunities. Typical values include sustainability, work life balance, health and safety, community participation and affordability. Nudge economics promotes the positive and experiences from Covid 19 have presented a timely opportunity to capitalize on this environment.

There is a need to bring all stakeholders together and define the “Schreiber Experience,” how it incorporates the railway and other assets. Businesses and residents need to buy into the brand and promote it collaboratively to targeted audiences and visitors.

An example of a positive brand is Smooth Rock Falls – “near north, near perfect.”

Tools for EDO’s

Digitization in all work environments has been one of the key forces driving innovation in our economies. Economic development and investment attraction are no different. The use of digital tools is a cost effective and efficient method to enhance workflow and information sharing.

The platform for communication, marketing and data sharing is CRM – Customer Relationship Management. CRM is a technology for managing all your organization or departments relationships and interactions with stakeholders, customers and potential customers. Information can be shared with your team and marketing campaigns can be launched, tracked and measured. Under Exhibit 1 we have provided an Investment Ready Checklist that includes a list of contacts to be entered into a CRM along with suggested marketing collateral (including those developed as part of this project).

Examples of CRM platforms include Salesforce, Microsoft Dynamics at the high end and others more affordable and scalable including HubSpot, Zoho, Sugar and many more. Effective CRM programs allow you to plugin email, track calls, meetings, connect with your website, landing pages and build marketing campaigns.

We will discuss optimum platforms for use by Schreiber considering cost and effectiveness as part of the Investment Attraction Marketing Plan section of this project.

KEY SECTORS

Real Estate

five commercial and eleven residential vacant, serviced Township owned residential and commercial lots have been identified. While specific sales data is not available, discussions with local stakeholders indicate prices for residential homes have increased significantly in the last 18 – 24 months and vacancy is exceptionally low.

Commercial properties purchased as part of business sales include The Voy Motel and Restaurant, Pizza Hut - Robins Donuts and Costa's Foodateria. Spadoni Home Furniture is currently for sale and vacant commercial properties recently purchased include the former Skale Foods and the Speziale Pro Hardware - Auto Pro buildings.

The Covid 19 pandemic has created real estate opportunity. Soaring metropolitan real estate prices have encouraged individuals to look further afield for housing. Work from home - work from anywhere options allow for flexibility in distance from work. The "great resignation" shows workers are re-evaluating careers, jobs and looking to create lifestyles with more meaning and balance.

Situations have occurred where new residents and businesses from other regions have capitalized on soaring home prices. The substantial equity from sale of their homes has been used to purchase lower cost housing in northern Ontario and start or buy a business. ["This couple is leaving Hamilton after cashing in on the hot housing market"](#)

Schreiber offers affordable pricing, high speed broadband, small town charm, natural beauty, sports and recreation, education and healthcare services with major highway access to neighbouring communities and Thunder Bay. Support for new business and potential sale of existing business must be developed and promoted.

The real estate sector represents financial opportunity for the Township, and supports enhancement for placemaking, streetscaping and community building opportunities. Removing derelict buildings has been a start of the community revitalization program. Promotion of vacant residential and commercial lots for sale and development must be the next step.

The various forms of residential development required should be evaluated. Is there a demand for retirement age housing? This could simply be retirees looking to downsize for lower maintenance requirements. How many young couples and families are looking to enter the housing market? What is the mix of housing required?

Commercial development of existing buildings and vacant lots also requires evaluation. How many businesses are or could be for sale but aren't public knowledge? Is there opportunity for investment partnerships with existing business for expansion and revitalization? Can existing business help to identify gaps in the supply chain?

A good starting point to help understand the demand and potential would be private online surveys, followed up with personal meetings - interviews as required to discuss and understand needs and opportunity.

A [Community Improvement Plan](#) (CIP) has been adopted and should be implemented. CIPs are intended to encourage revitalization initiatives and/or stimulate development and redevelopment. Once implemented, the Plan allows municipalities to provide tax assistance, grants or loans to assist in the revitalization of lands and buildings within the defined Community Improvement Project Area (CIPA).

Below we have provided some examples of streetscaping and beautification from Stettler, AB, based on a railway theme connected to their Alberta Prairie Railway Excursions.



CIP - Stettler, AB – Railway themed Parkette and Main St. Sidewalk



CIP – Stettler, AB – Streetscaping and Facade Improvement

Below are examples of real estate incentives offered in small communities under Municipal CIP programs:

Dauphin MB,	Smooth Rock Falls, ON	Municipality of Pipestone, MB
\$1000 per Door Program Provides incentives for residential development	Municipal Property Acquisition and Sale Program, which reimburses purchasers by up to a maximum of 90% below market value.	Home Purchase Grant Program – 3% of building cost up to \$6,000 Business Real Property Grant Program – 10% of assessed value up to \$32,000 Municipal Lot Sales Program

Entrepreneurship

Northern Ontario has traditionally been dependent on resource-based industry. Local economies rise and fall, depending upon business cycles and commodity prices. These companies represent the bulk of private sector jobs in northern communities.

However, Northern Ontario also has a long tradition of resiliency and entrepreneurship. Early settlers and immigrants moving to remote locations needed to become self-sufficient. Innovation and creativity were required to develop business and services to meet local needs.

Small business drives innovation, leads job creation, builds wealth and is key to every community in Canada. Almost 98% of Canadian businesses have less than 100 employees, and small business employs close to 70% of the private workforce. (*Industry Canada*)

Today, many family owned businesses are seeking ownership succession which creates opportunity for outside investment. With individuals looking for change in work, careers and lifestyle there is opportunity to attract investment for existing and startup businesses both locally and outside the region. Superior North Community Futures Development Corporation provides programs and funding for entrepreneurship.

Business investment, startups and expansion opportunities represent a number of sectors including tourism, digital media, arts and crafts, online retail, food and beverage or a combination of those. The Community HUB can be a catalyst to facilitate and drive entrepreneurship.

Funding is often cited as an impediment to small business startup and growth. Development of an [Angel Investment Network](#) or an affiliation with [Northern Ontario Angels](#) should be investigated.

We cover further goals and actions for entrepreneurship under Investment Attraction Action Plans.

Immigration

Canada is a nation built on immigration providing one of the most diverse cultures in the world. Immigrants contribute to our economy, not only by filling gaps in our labour force and paying taxes, but also by spending money on goods, housing and transportation. They also relate to family values and quality of life opportunities.

Canada took the top position in the 2021 Nation Brands Index. BNI assesses the image of countries all across the world in the category of immigration and investment, which assesses how well a country can recruit immigrants, overseas employees, and international students. It also assesses public perceptions of each country's quality of life and business climate.

Statistics from Immigration Canada show we are on pace to achieving our target of 401,000 new immigrants in 2021. This target was increased due to a significant drop in 2020 due to the Covid 19 pandemic.

Most migration has gravitated to large metropolitan areas, even though many immigrants come from smaller communities in

their homeland. Immigration Canada has introduced a [Rural and Northern Immigration Pilot](#), a community-driven program, designed to spread the benefits of economic immigration to smaller communities by creating a path to permanent residence for skilled foreign workers who want to work and live in one of the participating communities. The northern Ontario communities of North Bay, Sudbury, Timmins, Sault Ste. Marie and Thunder Bay are participating.

The [Ontario Provincial Nominee Program](#) is looking to attract more skilled workers and has an entrepreneurship stream.

The Township of Schreiber has already seen the benefits of immigration. The Voy, Costa's Foodateria and Pizza Hut - Robins Donuts are businesses that have been recently purchased by immigrants. These success stories should be leveraged in a marketing campaign to attract more immigration to Schreiber.

Further goals and actions are included in the Investment Attraction Plans.

Tourism

Local economies consist of different sectors or clusters. However, many overlap, an effect known as "sector coupling." Clusters either collaborate with each other or have a support role. Tourism, with its many subsectors is a good example of sector coupling and how this cooperation and support strengthens each other and in turn the local economy.

Tourism represents an excellent opportunity for the Township to grow investment, population and visitors. The current sector is broad with many elements in place but lacking in local coordination and packaging. The Economic Development Committee should play an active role in engaging local operators to facilitate communication, identify opportunities and address gaps in the sector. The aforementioned Business Network and Community HUB can play a key role for networking, training and workshops.

Smaller, more remote communities lack the resources to dedicate to tourism development locally. A broader approach must be taken to embrace regional tourism. This allows for product development that will attract tourists for longer stays and make the "north shore" experience more memorable and rewarding. Lake Superior North Shore Tourism is a key partner and catalyst. Developed as a recommendation of the Lake Superior North Shore Tourism Strategy, a coordinator has been in place since July 2020 with a number of initiatives undertaken or planned. This includes the development of an investment attraction brochure for accommodation businesses, and Superior Picnic Adventures as part of

a culinary product development strategy. Lake Superior North Shore Tourism will provide support for tourism product development. Superior Country should continue to be engaged for marketing, including more tourism operators as product and packaging is developed. Some local tourism operators have participated but the Economic Development Committee should facilitate and encourage engagement and partnership from more operators to the benefit of their business.

Our examination of the subsectors of tourism looks to identify keys assets, assess investment readiness and make recommendations.

Accommodations

Motels

Places to stay play a key role in tourism attraction. For those looking for an overnight stay or longer, they are the anchor. In some cases they are also the attraction with theme based resorts or facilities with built in attractions. Many also provide event space.

Our review of existing facilities in Schreiber indicated no compelling accommodations to attract longer stay tourism. Most are built along the TransCanada Highway to cater to travelers driving through.

- 9 roofed accommodations - 96 rooms, (no brand names)
- Rongie Lake Motel - 5 cabins
- currently no restaurant facilities (Voy under construction, Hungry Moose irregular hours)

Camping

Camping enables tourists to take a break from technology to enjoy natural attractions. Schreiber is known to provide access to nature, pristine views and true wilderness adventure. Activities while camping in and around Schreiber include a visit to the Railway Museum, a day at Schreiber Beach, Casque Trail system, swimming, boating and fishing.

- no local campground
- Rainbow Falls Provincial Park with Whitesands Lake Campground and Rosspport Campground
 - Nature viewing, watersports, hiking
- Neys Provincial Park
 - Nature viewing, historical and cultural sites, watersports, hiking

Food and Beverage

This subsector has been significantly affected by the covid 19 pandemic. Lockdowns, labour shortages and social distancing have taken a toll. Existing business has shifted to the online ordering and take out business model.

Post covid will allow for a return to inside dining and better food and beverage experience. Downtown revitalization will be enhanced with broader food and beverage experiences. Opportunities exist for craft beverage, sidewalk patios and multicultural cuisine and diet awareness. The food and beverage industry is forecast to grow 15.6% over the next five years. ([BDC](#))

- Filanes Restaurant
- Breeze Bakery
- The Golden Rail
- Pizza Hut Express / Robins Donuts
- The Voy Restaurant (under renovation)

Attractions

Schreiber has an abundance of natural attractions highlighting the history and pristine nature of Lake Superior's north shore. Further collaboration with other tourism operators, both locally and regionally will lead to product development, encouraging longer stays. Explore, dine, play and stay packages can be developed and promoted.

The North Shore Express and Discovery Centre coupled with the new downtown amenities create opportunity to build more tourism product and experience. Building on the railway theme, a train trolley running from the Discovery Centre, touring murals to downtown and on to Schreiber Beach and back could provide a new experience and opportunity for investment.

- North Shore Express and Discovery Centre
- Schreiber Beach
- Mural Project
- Holy Angels Roman Catholic Church Grotto
- Picnic Table Lookout Trail
- Worthington Bay Indigenous Pictographs
- Parks Canada Red Chairs
- Whitesands Lake
- Rainbow Falls Provincial Park
- Neys Provincial Park

Adventure Travel and Recreation

Adventure travel can be associated with physically challenging outdoor activities and also overlap in a number of areas with Attractions. Schreiber's access to hiking trails and water sports offer great assets. They could be expanded with biking, zip lining, rock climbing, snow shoeing, cross country skiing, fishing, dog sledding and other physical activities. Motorized recreation including snowmobiles, ATV's and dirt biking could be formalized. Opportunities should be explored to package physical activities with neighbours include curling, downhill skiing, snowboarding and golf. Exploring wildlife and birdwatching walking tours in addition or conjunction with hiking is an opportunity.

Recreation facilities are often viewed as amenities for locals but should also be leveraged for tourism. Hosting of sports tournaments becomes more successful with collaboration amongst tour operators and increases revenue and providing exposure to visitors who may not have considered Schreiber as a destination. Motels can expand their appeal by offering packages that include use of sports and fitness facilities.

The area of indigenous tourism is an opportunity to collaborate to offer product development, adventure and attractions. Consultation with Pays Plat needs to take place to identify support and partnership opportunities.

- Casque Isles Trail – Schreiber
- Blue Bird Boat Charters
- Lake Superior Circle Tour – Group of Seven Adventure
- Recreation and Fitness Centre, Baseball, Soccer, Pickle Ball, Badminton, Basketball, Volleyball, Tennis, Boxercise



Events and Conferences

- Schreiber Heritage Days
- Schreiber Winter Carnival
- Fishing Derby (Great Outdoors)



Travel Trade – Agencies, Tour Operators

- Great Outdoors
- Charter Boats

Tourism Services

- Destination Northern Ontario (RTO)
- Superior Country (DMO)
- Lake Superior North Shore Tourism



Municipal Accommodation Tax (MAT)

Early in 2020, many northern Ontario communities initiated a Municipal Accommodation Tax (MAT). A portion of the MAT revenue must be shared with an eligible tourism entity to support sustainable funding of local tourism initiatives. The tax rate is typically 4% and applies to accommodations occupied for a duration of less than thirty consecutive days. Locals do not pay the tax unless they pay for accommodations that are subject to the tax. This tax has been broadly implemented across Canada and is prevalent in many tourist destinations. The tax is not a tax on business. The tax is applied to the accommodation fee only and not to other fees such as cleaning fees, room service etc.

The Township of Terrace Bay has instituted a MAT tax in recent years, with Superior Country holding funds on behalf of the Township. Annual funding raised is around \$20,000. These funds are split to support marketing and tourism projects. An added benefit is the opportunity to leverage these funds when applying for other government programs.

A Municipal Accommodation Tax would bring much needed additional funding for tourism in Schreiber. Funds could be used for marketing, infrastructure improvements or beautification. Prior to implementation there should be orientation with stakeholders on exactly what the tax applies to and a plan for use of funds. Examples of other northern Ontario communities implementing the tax and uses of fund should also be shared. We recommend consulting with Terrace Bay to learn from their experience in implementing a MAT tax. [New Accommodation Tax now collected in many northern municipalities](#)

Natural Resources / Transportation

Northern Ontario communities have a history of reliance on natural resources industries with the risk of global markets and commodity demand uncertainty. Transportation development and maintenance, along with infrastructure development have also been economic drivers. Key policies and decisions are made outside the realm of local municipalities at the provincial and federal level. Business ownership is usually international with head office locations in a foreign country or at the least outside the local community.

Schreiber was founded by the Canadian Pacific Railway. The Winston Lake Mine was developed in 1986 and closed in 1999. The nearby Terrace Bay Mill has origins dating to 1947. Both CP and Terrace Bay Mills continue to offer good paying jobs to Schreiber residents. Recently the owner of the Winston Lake Mine has announced the possibility of reopening the mine for zinc and copper extraction.

From an investment attraction perspective, the role of local municipalities in this sector is typically that of facilitation. Policies, regulations and incentives are usually the domain of senior government, along with receipt of the tax revenues generated by natural resources.

There is a role for Schreiber to ensure plans are in place to support real estate development if required by a reopened mine and assistance in recruitment of labour.

Retail

A gap analysis of retail would seem unrealistic at this time. Covid and the explosion of on-line shopping have had unprecedented effect on retail bricks and mortar business. A gap analysis is of no use until investment readiness and sector development and planning has occurred. Retail opportunities and their form can then be identified and promoted.

Many new retail opportunities can be driven from tourism product development, immigration, entrepreneurship and real estate sales.

INVESTMENT ATTRACTION ACTION PLANS

Real Estate

Goal: Sell and Develop Vacant Lots

OBJECTIVE: TO ENGAGE PROSPECTIVE DEVELOPERS, BUILDERS AND NEW RESIDENTS			
ACTIONS	TIME	WHO	DELIVERABLES
Establish online directory of available real estate		EDO	Directory hosted on website
Establish a local directory of trades, contractors and services related to real estate & development		EDO	Specific directory under real estate on website
Formalize a policy and plan for sale of lots - review success examples (Smooth Rock Falls) - set incentive pricing - set development timeframe		CAO, Council	Incentive Program for real estate development
Survey of businesses and residents for demand & type of product		EDO	Database of real estate demand requirements, product mix for marketing
Implement Community Improvement Plan - review examples of CIPs in smaller communities - designate areas applicable for CIP		CAO, Council	Legislation implemented to offer CIP to the community
Marketing		EDO, Consultant	See Investment Attraction Marketing Plan
Funding possibilities		EDO, CAO	Municipal Accommodation Tax, Northern Ontario Development Program (NODP) Community economic development priority.

Entrepreneurship

Goal: Create an Entrepreneurial Culture

OBJECTIVE: IMPLEMENT PROGRAMS AND SERVICES TO SUPPORT BUSINESS			
ACTIONS	TIME	WHO	DELIVERABLES
Business Network / Association		EDC SNCFCDC	Mandate, leadership, goals and objectives Membership Business opportunities / sales Operating Business Organization
Plan Development of Community HUB Review existing Community HUBs for feedback, planning, funding requirements Connect with IDENO Virtual Business Incubator Identify key stakeholders, influencers, members Develop products, services Identify virtual platform while physical facilities are researched		EDC CAO SNCFCDC LSNST	Prepare Business, Action and Funding Plan Create a Community HUB responding to the needs of the business and broader community
Possible sources of funding			NOHFC - Community Enhancement Program ; Enhance Your Community Stream ; Rural Enhancement Funding Stream Ontario Trillium Foundation Community Investment Seed Grant Community Investment Capital Grant Ontario Rural Economic Development program

Immigration

Goal: Attract Immigrants to Schreiber

OBJECTIVE: MARKET OPPORTUNITIES FOR INVESTMENT TO IMMIGRANTS AND INFLUENCERS			
ACTIONS	TIME	WHO	DELIVERABLES
Develop success stories		EDO	Marketing brochure on immigration
Identify business succession opportunities		EDO	Confidential list of business opportunities
Identify foreign business associations, Canadian Foreign Service and influencers to highlight opportunities		EDO	Target list of key individuals and influencers to share information
Consultation with Thunder Bay on their Immigration Pilot Program for any spin off opportunities		EDO	Build rapport to identify any opportunities for attraction of immigrants
Develop Marketing Campaign		EDO	Deliver Marketing Campaign to Targets

Tourism Action Plan

Goal: Build the Tourism Sector for Investment Attraction

OBJECTIVE: DEVELOP LOCAL TOURISM CLUSTER FOR COLLABORATION, PRODUCT DEVELOPMENT AND PACKAGING			
ACTIONS	TIME	WHO	DELIVERABLES
Develop database of all tourism assets and stakeholders Establish Tourism Committee (TC)		EDC, LSNST	Recruit membership, set mandate, network locally and with LSNST for product development.
Enact MAT Program		Council	MAT program with budget for use of proceeds
Identify product development opportunities		EDO, TC, LSNST	New products for promotion
Identify packaging opportunities and delivery partners		LSNST, TC	New packages for promotion
Identify local tourist operator opportunities		EDO, TC, LSNST	Target list for promotion of investment
Identify training opportunities		TC, LSNST	Delivery of training
Build labour recruitment program			Market labour attraction program
Possible sources of funding			NOHFC Cultural Supports Program - Community Events Stream NOHFC Cultural Supports Program - Community Events Stream FedNor Tourism Relief Fund – in conjunction with Lake Superior North Shore Tourism and Superior Country

Natural Resources / Transportation

Goal: Readiness for Investment

OBJECTIVE: TO ENGAGE KEY STAKEHOLDERS FOR FACILITATION			
ACTIONS	TIME	WHO	DELIVERABLES
Identify key stakeholders for CP, Winston Mines, Ministry of Northern Development, Mines, Natural Resources and Forestry, Ministry of Economic Development, Job Creation and Trade		Mayor CAO EDO	Establish communications channel to understand investment opportunities and local resources required to facilitate

Retail

Goal: Expand the Retail Base

OBJECTIVE: MONITOR AND MARKET OPPORTUNITIES			
ACTIONS	TIME	WHO	DELIVERABLES
Monitor opportunities for retail from discussion with Business Network, Tourism Committee and Community HUB feedback		EDO, TC	Develop a list of opportunities and marketing plan

Community HUB

Goal: Build a Culture of Community Collaboration

OBJECTIVE: DESIGN A STRUCTURE TO SUPPORT COMMUNITY COLLABORATION, GROWTH AND PROSPERITY			
ACTIONS	TIME	WHO	DELIVERABLES
Plan Development of Community HUB Review existing Community HUBs for feedback, planning, funding requirements Connect with IDENO Virtual Business Incubator Identify key stakeholders, influencers, members Develop products, services Identify virtual platform while physical facilities are researched		EDC CAO SNCFDC LSNST	Prepare Business, Action and Funding Plan Create a Community HUB responding to the needs of the business and broader community
Possible sources of funding			NOHFC Cultural Supports Program - Community Events Stream Cultural Supports Program - Community Events Stream Community Enhancement Program ; Enhance Your Community Stream ; Rural Enhancement Funding Stream Ontario Trillium Foundation INVEST North Program Community Investment Seed Grant Community Investment Capital Grant Ontario Rural Economic Development program

NEXT STEPS AND IMPLEMENTATION

The following collaboration for next steps will be taken to implement the Investment Attraction plan:

- Review recommended CRM and assist in set up
- Provide guidance for training
- Review and implement email tools best suited for CRM and work with your platform
- Develop target list for real estate investment prospects
- Develop email templates and launch a campaign (when all requirements are in place)
- Review possible funding for 2022 that fit with the Action Plans and any existing applications
- Provide follow up for assistance and overall implementation

MARKETING CONTENT AND MATERIAL DEVELOPMENT

North Shore Express and Discovery Centre Brochure

Doing Business in Schreiber Brochure

Investment Attraction Landing Page

Supplied under separate cover

INVESTMENT ATTRACTION MARKETING PLAN

Supplied under separate cover

APPENDIX

#1 RESEARCH AND ANALYSIS REPORT

Supplied under separate cover

#2 SWOT ANALYSIS

Developed from research and analysis, online survey and stakeholder interviews

<p style="text-align: center;">S</p> <p style="text-align: center;">STRENGTH</p>	<p style="text-align: center;">W</p> <p style="text-align: center;">WEAKNESS</p>	<p style="text-align: center;">O</p> <p style="text-align: center;">OPPORTUNITY</p>	<p style="text-align: center;">T</p> <p style="text-align: center;">THREAT</p>
<ul style="list-style-type: none"> • Located on Highway 17 – Trans Canada Highway • Located in a pristine, natural Canadian shield environment • Economically priced, fully serviced real estate • Reliable broadband service • Access to utilities • Access to primary healthcare and facilities • Municipal investment in revitalization projects • Outside private investment in existing businesses 	<ul style="list-style-type: none"> • Economic reliance on 2 large companies • Targeted branding and marketing by Township and business • Labour / skill shortage • Activities for youth • Highway and downtown curb appeal • Uneven tax base split (commercial vs residential) • Available housing and commercial space • Business leadership and collaboration • Lack of demand generators for tourism 	<ul style="list-style-type: none"> • Immigration attraction • Entrepreneurship support and promotion • Tourism development, (accommodation, recreation, food & beverage, events, attractions) • WFA – work from anywhere promotion • Real estate development • Branding and marketing collaboration for local and outside markets • Regional collaboration (municipal, Indigenous and Metis) • Environmental initiatives, clean tech 	<ul style="list-style-type: none"> • Failure to initiate leadership • Lack of collaboration • Aging and declining population • Natural resource shutdown(s), transportation relocation • Lack of funding • Ongoing Covid 19 pandemic