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Marketing Study

Township of Manitowadge Needs and Gap Analysis
and Marketing Study

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1 Introduction

The Manitowadge Marketing Study is the second of two reports exploring the opportunities and challenges of investment attraction for the Township of Manitowadge and charting a way forward to begin a program to attract investment. The Needs and Gaps Analysis, which is the first of the two documents, identifies three secondary sector targets, including Mining, Forestry and Tourism, as well as tertiary sector targets within Retail and Service businesses. The Marketing Study builds on this intelligence to provide the Township with guidance in how to optimize Township of Manitowadge's economic development capacity and support the growth of priority sectors identified through the *Needs and Gap Analysis*.

As with many small communities, the Economic Development Office in Manitowadge is tasked with meeting a variety of demands and can have staffing challenges. Focusing energy on targeted investment attraction is a team effort, and will require a time and resources from Mayor and Council and staff, including but not limited to the Economic Development Office. Manitowadge is very fortunate, however, to have the Manitowadge Economic Development Corporation, which is an independent source of funds for economic development initiatives. The strategic recommendations of the Marketing Study cover many areas identified in consultation as important for investment attraction, but also for economic development in general. The strategic directions include:

1. Economic Development Strategic Planning
2. Staffing Recommendations
3. Implementing an Investment Attraction Program
4. Other Recommended Strategic Directions
5. Political Advocacy

The actions recommended to specifically advance investment attraction through an investment attraction program include:

- Investment Attraction
- Investment Readiness
 - Industrial property inventory
 - One Team approach
 - Customer service
 - Site selection criteria in community profile
 - Play in the Extreme investment attraction marketing
- Municipal Communications

Focusing energy on targeted investment attraction is a team effort, and will require a time and resources from Mayor and Council and staff, including but not limited to the Economic Development Office



The Marketing Study provides the Township with a clear roadmap on how to engage in investment attraction in the future. Specifically this report contains:

- **A SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis** that summarizes the prior analysis and pinpoints Manitouwadge's key value propositions.
- An **Investment Opportunities Assessment** that examines the site selection criteria evaluated by each of the target sectors.
- A best practices investigation of **Investment Attraction Service Delivery** programming, an evaluation of the current performance of the Township and an examination of opportunities to improve service delivery.
- Strategic Directions that recommended actions in lead generation and investment attraction service delivery activities.
- A comprehensive **Lead Generation** process that identified a long list of 66 potential investment leads, priority targets and key value proposition statements for Manitouwadge in the sectors identified. (Separate Appendix)



2 SWOT Analysis

The Township of Manitowadge exhibits a number of qualities and attributes that, when properly understood, can increase investment in the community. In order to fully describe the value proposition and messaging to attract investment a Strengths, Weaknesses, Opportunities and Threats (SWOT analysis) has been conducted. This SWOT has been developed based on the research conducted in the Needs and Gaps Analysis and identifies the key strengths, weaknesses, opportunities and threats of potential development in the identified target opportunities.

The Needs and Gaps Analysis identified Manitowadge's key target sectors for economic development as mining, forestry and tourism. Although mining and forestry have sustained the community from its inception, tourism is a supplementary element of the economy that has potential to be further developed.

TABLE 1: MANITOUWADGE SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> ■ Manitowadge's offers a high quality of life through its many recreational assets, including the golf course, ski hill and a full suite of facilities ■ Skilled workforce, with a strong understanding of the mining and forestry sectors ■ Strong extended network of past residents to draw on as a remote labour pool ■ Nearly 20% of the population is francophone, affording opportunities to connect with French speaking investors and domestic as well as international markets ■ Housing in Manitowadge is relatively low cost within northwestern Ontario and significantly lower than other areas of the Province ■ Due to its location 60 km off of the TransCanada Highway, Manitowadge has the ability to encourage local spending through the continued implementation of its Manitowadge bucks campaign. 	<ul style="list-style-type: none"> ■ Manitowadge is not located along established transportation routes. As a result the community does not receive drive through traffic reducing the number of day visits. ■ Like many regions in Northern Ontario's, Manitowadge's remote location creates challenges for businesses to operate and access export markets. ■ As many communities throughout Canada involved in the forestry sector look to move beyond traditional activities, Manitowadge lacks built infrastructure to assist in attracting value-added wood.' ■ Low volume of qualified labour ■ Population is aging. The average age in Manitowadge is over 40 years of age. ■ Dependence on resource extraction and continued vulnerability to changes in forestry and mining sector.



Opportunities	Threats
<ul style="list-style-type: none">■ Manitouwadge currently has a stock of underutilized built areas due to the declining population. As the Stillwater mine ramps up, Manitouwadge could be home for some of the companies workers■ Northern Ontario is aggressively pursuing bio-mass energy. Communities throughout the region are developing public sector projects with the intent of validating the sustainability of the business before selling the operation to interested private sector investors■ Formation of initiatives through the ongoing strategic planning that leverage the financial resources available to northern communities■ Re-establishing the "Snow loop" snowmobile trail.■ Engaging local entrepreneurs to encourage business expansion and business to business partnerships that will support new investment	<ul style="list-style-type: none">■ Tembec's Chapleau research operation is conducting a biomass harvesting experiment to examine the impacts of intensified biomass harvesting in a smaller area of forest than is currently permitted. If successful, intensified biomass harvesting across the province will reduce harvesting distances■ Declines in commodity markets or increases in input costs reducing the demand for timber, biomass and locally mined materials. Especially in the forestry sector businesses are operating on thin margins.■ Other communities partner with Stillwater and Barrick Gold aggressively, securing procurement opportunities for local business at the expense of Manitouwadge.■ Legislation is a major barrier for trapping and hunting limiting local tourism, for example, Americans who in the past have travelled to the region to hunt and fish are facing increased gun and hunting regulations■ Mines are moving away from local procurement



3 Site Selection Criteria

Based on industry analysis, community consultation, previous site selection experience and secondary research, Figure 1 identifies the information that is of most importance to site selectors and potential investors in the target sectors. The chart identifies the weighted criteria of interest for investors and site selectors in each of the three secondary target sector for Manitouwadge, including:

- Labour Force Characteristics
- Local Industry
- Transportation and Distribution
- Taxes
- Utilities
- Local Business Environment
- Property available and cost
- Incentives/support programs
- Education and training
- Quality of Life


Each column represents one of the three secondary sector targets, Mining, Forestry and Tourism. The site selector criteria are weighted with a score out of 100 to express the importance of that group of criteria to a particular sector. The detailed points within each group of criteria are individually ranked as either, high, medium or low.

Each factor has been assigned a "Location Factor Importance" of High, Medium or Low. While the weighting of each of the individual factors will change based on the needs of each business, the Location Factor Importance can help Manitouwadge focus in on the specific issues that will typically impact the investment decision of companies in each target sector. An understanding of the various factors can help the community become investment ready.

The site selection decision criteria for Mining Services, Forestry and Tourism are all highly dependent on access to the natural environment and resources. Especially in mining services and forestry, the first question any potential investor will ask is "What is the current level of activity in the region?" Without an active mine or low activity in forestry it is unlikely that a company would undertake an expansion or relocation to a community. However, that is not to say that there are not important factor that will impact the site selection decision once the company verifies the opportunity based on local market activity.

Mining Services

When deciding where to locate, mining service firms such as suppliers, assay labs and maintenance operations will generally place a high importance on Labour Force Characteristics, Transportation & Distribution and Education & Training. First when considering the local labour force, firms involved in mining services are interested in understanding the availability of skilled labour and the cost associated with those




workers. Mining services firms require a productive work force at reasonable market rates to ensure profitability. Secondly, when locating in proximity to a mine site, mining service firms will seek a location that minimizes transportation costs and the number of days lost due to inaccessible roads. Finally, with skill shortages being felt across Canada in the “skilled trades” firms are looking for communities that have training capacity or a pool of available labour to meet their specific needs.

Forestry

Within the Forestry Sector (harvesting & transportation) the three most important site selection criteria are Transportation & Distribution, Property Availability & Cost, and Business Support. When it comes to the forestry sector the distance to consumer whether it be a mill or value added producer can greatly affect profitability. In an industry where many firms are operating on thin margins, companies looking at new locations are assessing their ability to respond to changes in fuels and the effect of distance. The other major considerations for relocation and expansion decision in forestry are: 1) The cost and availability of harvestable timber and 2) the level of business and financial support provided by government agencies. Overall, all cost factors are seen as critical to the investment decision of companies interested in the harvesting and transportation of timber.

Tourism



For outfitters and operators of tourism related business, the location decision typically aligns with the quality of life attributes of targeted communities. An operator when considering a community is asking themselves a fairly simple set of questions: Is this the type of place that my friends and family would visit? How long would it take me to get here? Does a tourism market already exist here?

In many instances, the reasons why a person has chosen to live in a particular region will also indicate why a tourist would be interested in visiting the area. As a result the existence of local cultural amenities, recreational facilities, outdoor adventure opportunities and business environment are all part of the investment decision. In Northern Ontario communities, tourism based business are looking to locate in areas that offer access to remote natural environments while still be accessible tourists.



Compared to companies in the Mining Services and Forestry sectors, tourism based companies seek out clusters of activity, where the operations of others will complement and amplify their operations to create a unique destination. As a result the vision and brand built around a tourism destination comes to play an important role in the ability of communities to attract investment from external operators.

FIGURE 1: SITE SELECTION CRITERIA

INVESTMENT FACTORS	Mining Services			Forestry			Tourism					
	Category Weight %	Location Factor Importance			Category Weight %	Location Factor Importance			Category Weight %	Location Factor Importance		
		High	Med	Low		High	Med	Low		High	Med	Low
Labour Force Characteristics												
Population (Current Counts, Future Projections)	16											
Age Profile												
Commuting Patterns												
Income (Average Income, Household Income)												
Ethnicity Profile												
Size of total labor force / Participation rate												
Unemployment Rate / Employment Rate												
Availability of Skilled Workers												
Cost of Skilled Workers												
Availability of Unskilled Workers												
Cost of Unskilled Workers												
Competition for Required Skill Sets												
Level of Education												
Turnover / Absenteeism												
Presence of Union (labor management relations)												
Language Skills												
Workers compensation and employment insurance												
Local Industry												
Largest Employers (type of company and employee counts)	8											
Other local employers (type of company and employee counts)												
Locally Targeted Industries												
Recent projects / Companies new to the area												
Same Industry Cluster												
Presence of Supplier/Support Businesses												
Existing Research Base												
Presence of military base and installations												
Transportation / Distribution												
Proximity to Current and Future Customer Markets	15											
Proximity to Suppliers/Raw Materials												
Proximity to Highways												
Proximity to Airports												
Proximity to Railways / Intermodal Facilities												
Proximity to Port Facilities												
3rd Party Trucking Availability												
3rd Party Warehousing Availability												
Taxes												
Local Property Rates	7											
Provincial Tax Rates												
Federal Tax Rates / Corporate Tax Rate												



		High	Med	Low		High	Med	Low		High	Med	Low
Utilities												
Electricity (Capacity, Availability, Rate, Reliability)	6				8				7			
Natural Gas (Capacity, Availability, Rate)												
Water (Capacity, Availability, Rate, Connection Fees, Quality)												
Water Quality												
Sewer (Capacity, Availability, Rate, Connection Fees)												
Waste Management / Hazardous Waste Carriers & Facilities												
Telecommunications (High Speed Internet, Cell Phone carriers)												
Local Business Environment												
ED involvement in local business community ("Business Friendliness")	6				10				15			
Environmental Policies												
Costs for Permitting, Construction, Occupancy												
Time Required to Process Zoning Permit, Site Plan, Building Permits												
Recent Level of Development Activity												
Property Availability and Cost												
Industrial Building Availability	10				15				4			
Serviced Industrial Land Availability (shovel ready sites)												
Commercial (Office) Building Availability												
Commercial (Office) Land Availability												
Cost of Land / Lease Rates												
Incentives / Business Support Programs												
Business Financing (Long term financing, etc.)	10				10				4			
Provincial and Local Incentive Programs (tax exemptions, grants, etc)												
Provincial and Local Business Development Programs												
International Resources / Government Services												
Local Chambers of Commerce												
Education & Training												
Elementary School Performance Rankings	12				8				7			
Secondary School Performance Rankings												
Community Colleges - Availability and Quality of Programs												
Universities - Availability and Applicable Programs												
Technical/Vocational Colleges - Availability and Quality of Programs												
Local Employment and Training Services												
Quality of Life												
Health Care Facilities	10				5				25			
Emergency Services (Police, Fire, EMS)												
Crime Rate												
Recreation and Cultural Facilities												
Climate												
Housing Availability and Cost												
Perception of Attractiveness to Employees Outside of Area												
Total	100				100				100			



Tertiary Sector

The site selection criteria for tertiary sector companies are quite different from those in the secondary sector. Companies in the tertiary sector are mostly interested in local demographic variables such as total population and local consumer income. When these two factors are combined it provides a prospective company with a clear indication of local demand for their good or service. Based on the level of competition already present in the community companies will make a determination of whether:

- a) There is excess demand in the community
- b) There is an opportunity to capitalize on a local market gap
- c) Their product or service is of superior quality providing a competitive advantage
- d) Their cost structure. If a company's marginal costs are lower than it may anticipate being able to capitalize on a cost advantage; and
- e) The good or service provided fits with the tastes and wants of the community.



4 Investment Attraction Service Delivery

For an organization to succeed in economic development marketing it must be competitive on both site selection factors (the product) and organizational performance (the people). Communities can lose as quickly from poor organizational performance as from lack of competitive product. In a process of elimination, like site selection, there is little time to gather and organize when engaged in the process with a prospect.

4.1 Location Choice

All firms whether they are small or large multi-national corporations careful consider where to locate their operations as it is a critical and often difficult decision to make. For many owners or managers charged with making the decision, the location of choice will depend on a variety of factors such as those identified in Section 3 and the type of business activity. For example the type of research that is today being conducted in Chapleau Ontario at the Island Lake Biomass Harvest Research and Demonstration Area in the Martel Forest is more likely to locate in a region offering the best access to talented researchers. Contrasting the previous example are mining service companies who want to sell a product or service directly to mine operators, who may require a physical location in proximity to the mine site. This illustrates a distinction that exists between rooted and mobile supply chain activities. Rooted activities are tied to natural resources or a customer base and therefore firms have limited control over where they locate. Mobile activities on the other hand are not bound by natural resources or place and are able to move in response to changing market conditions.

Manitouwadge is positioned to attract rooted operations or to secure servicing at their location from mobile businesses. Often business to business partnerships are an efficient way to encourage external investment as well as the expansion of an existing business in the community.



4.2 Site Selection Process

Before delving into the specifics of investment attraction service delivery it is useful for Manitowadge to understand the mindset of prospective investors.





4.3 Investment Attraction Process

As Manitouwadge prepares to attract investment from part of the secondary sector (forestry, mining services, tourism) and the tertiary sector it is important that utilize the selling messages developed below. With target sectors and marketing collateral developed based on the specific selling messages Manitouwadge can begin to market the benefits of operating in the community to business located throughout northwestern and northeastern Ontario. Once the marketing and collateral is in place, successful lead generation and investment attraction activities can be carried out by Manitouwadge following a process of continuous research on companies, lead validation and relationship building.

There are various tools that Manitouwadge can use to initially identify and track potential leads and indeed the use of a mixture of tools is important to maintaining a pipeline of opportunities. In addition to using leads list such as the one developed for this project, Manitouwadge can also begin to monitor and use other sources including:

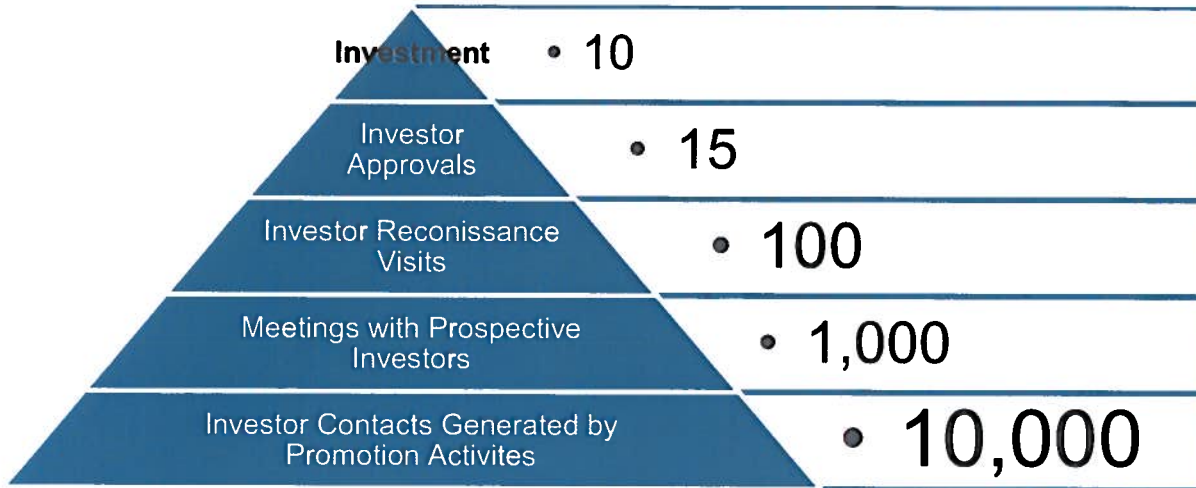
- Media tracking to watch for changes or new opportunities based on corporate strategies
- Media alerts such as Google Alerts to monitor key terms. For example, alerts can be setup to aggregate articles related to harvesting and hauling activities in Ontario.
- Ongoing research using internet, government and if warranted specialized databases
- Targeted industry events (Thunder Bay to Wawa/Sault Ste. Marie area)
- Engaged existing investors
- Direct marketing to targeted companies
- Site selection consultants
- Trade & Development Agencies in Northern Ontario – CFDC, Ministry of Natural Resources, FedNor and others.

In general agencies aim to create a database that is a repository of information on potential investors. The long and short list of potential companies developed is a starting point for the community to build upon. Over time, the EDO must continue to refine the information and add additional opportunities to an ever growing database of potential investors based on selected target sectors.

The goal of targeting investors from specific sectors is to develop as many leads as possible that meet specific criteria. As a general rule, for every 10,000 investors contacted by an EDO, 10 should end up investing in the region. Figure 2, shows the expected result from each stage of a general investment pipeline.

The important point that the chart communicates for Manitouwadge is that it will take many contacts and many investment leads to secure one new business in the community.

FIGURE 2: MEASURING RETURN ON INVESTMENT



Source: World Bank Group, Investment Generation Toolkit

As EDO's move up from the bottom of the pyramid towards the investment stage, the number of clients decreases. The process in many way mirrors the site selection process undertaken by potential investors. While the number of potential investors decreases at the top of the pyramid, the amount of time and effort spent on clients increases as they require more detailed responses to specific questions. The investment pipeline can be broken down into five steps

1. **Investor Contacts Generated by Promotion Activities**
2. **Meetings with Prospective Investors (Usually a conference call)**
3. **Investor Reconnaissance**
4. **Investor Approvals**
5. **Investment**

4.4 Providing Investment Services to Inbound and Local Investors

Due to the size of the Economic Development team in Manitowadge, staff are required to wear many different hats as opportunities move through the investment pipeline. At the early stages of the pipeline, the EDO will be focused on market and investor targeting while at later stages its attention will shift dramatically to servicing clients.

The later stages of the lifecycle are all about service delivery. Potential investors who have expressed an interest in the community or solicited information related to specific opportunities in Manitowadge require the attention of staff and other local stakeholders. To effectively assist an investor and ensure that they are receiving the right information often requires a "One Team" approach. A "One Team" approach to investment servicing recognizes that no individual or organization can provide all the information that an investor requires before make a decision.



Marketing based on a service model is very closely aligned with investment attraction activities in economic development. Service models have the following characteristics:

- Intangible product
- High degree of customization to meet the individual needs of the end user
- Close contact between the customer and the service provider
- Selection, training and mentoring of personnel is critical to success
- Capacity constrained by labour and resources
- Repeat business is more important to financial success than winning new customers

A.T Kearney, an international management consulting firm, identifies two types of service environment: 1) Operations Processes and 2) Moment of Truth. Service intensive organizations operate according to A.T Kearney in a “moment of truth” environment. In moment of truth encounters, quality is evaluated subjectively on the strength of the response.

In economic development, moment of truth performance is critical to success. An investor’s final decision is not always made on the basis of numbers alone. The dominant decision factor can be attitude and result. More often than not, the successful community is the one that provide the necessary information and demonstrates a willingness and ability to overcome shortcomings on specific site selection criteria.

The transition from targeting investors to servicing them is marked by the follow-up to the first company meeting. The first client meeting is used by EDOs to better understand the scope and nature of the opportunity and to provide an overview of the regions value proposition. With a better understanding of the opportunity, staff can begin refining the value proposition to meet the needs of the investors.

In most cases, investment agencies can assume that potential clients have already conducted an initial site review online. While online tools and information can speed-up investment decisions the purpose of these materials is to drive investors to contact staff. Offline, staff can begin to develop a personal relationship with client and provide a full concierge services for businesses. The review of peer agencies revealed that there are a number of services being provided by all of them. The services being provided include:

- Market research
- Network support and Partnership match making
- Business development
- Business immigration
- Connections to qualified professional services
- Incentives & Financing

It is near impossible for a small community to hold all the information to meet the diversity of business opportunities in the current economy. Strong partnerships with the appropriate provincial and federal organizations as well as a strong relationship with other economic development professionals are recommended to manage the demands for specialized information and services.

More often than not, the successful community is the one that provide the necessary information and demonstrates a willingness and ability to overcome shortcomings on specific site selection criteria.



4.5 Service Delivery Environment

In order to create an effective and efficient climate for investment attraction it is important to understand the current roles and responsibilities of important economic development organizations within the region and the specific provincial and federal agencies with an economic development role. Manitowadge has a number of different organizations that may have overlapping roles and responsibilities and the overview of each of their current mandates below can assist in creating more effective delivery of services and allow the municipality to better carve out a position for themselves within investment attraction activities.

FIGURE 3: INVESTMENT ATTRACTION STAKEHOLDER

Organization	Current Ec. Dev. Mandate / Mission	Activities
Township of Manitowadge	To provide public services that create and maintain a sustainable community with a competitive business climate	<ul style="list-style-type: none"> Ensures all municipal regulatory requirements, including zoning, servicing and permitting, are met, as applicable Provides Municipal Services, including community economic development services to support the development of the business community, and enforce bylaws Mayor and Council advocate for the community politically
Manitouwadge Economic Development Office (EDO)	To support and enhance business in the community and to improve communication with the business sector	<ul style="list-style-type: none"> Provides information and services to business within Manitowadge and to those looking to locate to the community Has a developed business directory Wants to be the business community's first point of contact.
Manitouwadge Economic Development Corporation (MEDC)	The Manitowadge Economic Development Corporation has a Community Stabilization Fund and is able to invest money in the community for Economic Development projects	<ul style="list-style-type: none"> Administers the Community Stabilization Fund (CSF) Developed the "Play in the extreme" branding campaign and website. Positioned to support local business and develop business focused programming
Superior North Community Futures Development Corporation	<p>Superior North CFDC is funded by the Federal Government through FedNor and carries out the following services:</p> <ul style="list-style-type: none"> Access to capital Business services Strategic community planning and development 	<p>Superior North has a number of key services they deliver including:</p> <ul style="list-style-type: none"> Business advisory services and business plan development Financing Local community assistance and economic development planning Self-employment benefit training Youth business loans Small business training (accounting, taxes, etc.)
Northern Ontario Enterprise Group	Startup Investment Fund	<ul style="list-style-type: none"> Provides financing to businesses with high growth potential seeking between \$50,000 to \$500,000



	Organization	Current Ec. Dev. Mandate / Mission	Activities
	Thunder Bay & District Entrepreneur Centre	The Thunder Bay & District Entrepreneur Centre offers free and confidential small business counseling services to both new and existing small business.	<p>Current activities include:</p> <ul style="list-style-type: none"> ■ Small business seminars ■ Guides and information packages specific to starting a business in Northern Ontario ■ Information on government programs and services ■ Assistance in preparing a business plan ■ Referrals to various agencies and resources
Provincial Agency	Ministry of Northern Development and Mines (MNDM)	<p>As the lead ministry for the North, the MNDM works to make Northern Ontario and the provincial minerals sector strong, healthy and prosperous.</p> <p>The Northern Ontario Heritage Fund offers a series of grant programs to support business development including:</p> <ul style="list-style-type: none"> ■ Infrastructure and Community Development ■ Northern Energy ■ Northern Ontario Entrepreneur ■ Northern Ontario Young Entrepreneur ■ Youth Internship and Co-Op 	<p>There are a number of programs and branches that are supported by MDNM, these include:</p> <ul style="list-style-type: none"> ■ Northern Industrial Electricity Rate Program ■ Ontario Northland Divestment Initiative ■ Northern Ontario Heritage Fund Corporation ■ Transportation, Trade and Investment Branch ■ Regional Economic Development Branch ■ Strategic Coordination and Planning Branch
	Ministry of Natural Resources	As a ministry, the MNR work to promote healthy, sustainable ecosystems and conserve biodiversity (the variety of life on Earth). They conduct scientific research and apply the findings to develop effective resource management policies. The Ministry of Natural Resources also manages Ontario's Crown land, promotes economic opportunities in the resource sector and enhances opportunities for outdoor recreation.	<p>Some of the MNR's work includes:</p> <ul style="list-style-type: none"> ■ Developing and implementing a long-term plan for environmentally sustainable economic development while protecting the boreal region in the Far North ■ Implementing the new Endangered Species Act ■ Contributing to Go Green Ontario, the government's climate change action plan ■ Promoting, marketing and enhancing the protection of natural heritage in southern Ontario



	Organization	Current Ec. Dev. Mandate / Mission	Activities
Federal Agency	FedNor	FedNor delivers transfer payment programs designed to address economic challenges. In that capacity, FedNor promotes economic development, diversification and job creation and encourages sustainable, self-reliant communities in Northern Ontario.	Supports key programs including: <ul style="list-style-type: none"> ■ The Northern Ontario Development Program (NODP) ■ The Community Futures Program (CFP) ■ The Economic Development Initiative (EDI) ■ The Community Infrastructure Improvement Fund (CIIF)

Based on its mission and position within the municipality, the Economic Development Office (EDO) should be the primary contact and lead agency on all prospect development and investment attraction activities in Manitowadge. However, that does not negate or diminish the role of other agencies at various stages of the investment pipeline. In particular the role and responsibilities of the EDO and MEDC must be clearly defined. For instance, with MEDC actively marketing its “Play in the extreme” brand it could be confusing to potential investors who are unfamiliar with the roles and responsibilities of the two agencies. Prior to beginning investment attraction marketing and promotion it would be advisable for the EDO and MEDC to develop a shared service agreement or a memorandum of understanding that clearly demarcates the function of each organization.

The “One team” approach to investment attraction servicing recognizes that interaction with an investor at the “Investor Contact Generated by Promotion Activities” stages may involve a single staff person. However, the “One team” approach also acknowledges that as an investment attraction opportunity develops, it can be expected that many different municipal departments, other local agencies and higher levels of government need to be involved. Thus, the “One team” approach clearly emphasizes the need for Manitowadge staff, and both EDO and MEDC to be involved in the investment attraction activities of Manitowadge. To be successful in attracting new business, it is vital that incoming investors view the various organizations as one team working to build the community and secure common goals.

Due to the uniqueness of each investment opportunity a single model for engaging stakeholders at various stages of the pipeline is not possible. Rather, the EDO must seek to leverage the skills, knowledge and resource of each stakeholder to provide customized and responsive service to investors.

A helpful analogy for understanding the role of the EDO is the relationship of a family doctor to specialists. When a potential investor enters the investment pipeline, it is the EDO's responsibility to develop a basic understanding of the opportunity – number of jobs, size of investment and the type of business. With a basic understanding of the investment opportunity the EDO can tailor information to the specific needs of the client. Just as a family doctor may contact a Cardiologist, the EDO must reach out to people and agencies with specialized knowledge. For example, if a potential forestry opportunity is identified then it may be advisable to include the Ministry of Natural Resources should be part of future efforts to secure the investment.

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5 Strategic Recommendations

The following strategic recommendations are put forward as the next best steps to prepare Manitowadge for success in building business.

Manitouwadge Needs and Gaps Analysis and Marketing Strategy Strategic Directions			
Strategic Direction	Lead	Timeframe	Partners
1) Economic Development Strategic Planning			
a. Strategic Plan: MEDC work with council on a shared strategic plan, with the names of both organizations on the cover.	MEDC & Township	Q1 & Q2 2013	
b. Memorandum of Understanding between MEDC + Township of Manitowadge that outlines mutual responsibilities and communication protocol.		Q1 & Q2 2013	CFDC
2) Staffing Recommendations			
a. Continue to support a full time Economic Development Office.	Township	Ongoing	
3) Implementing an Investment Attraction Program			
a. Investment attraction activities need a budget, supplemented by funding, and staff support on an ongoing basis. Continued communication and relationship building over time will lead to investment decisions over the planning period.	Township	Q3 & Q4 2013, ongoing	NCIR
b. Investment Readiness: The Township of Manitowadge is in a position to push to meet a gold standard of investment attraction, through an annual investment readiness review . The following activities are also recommended as a first step:	Township	Q1 2014, Q1 2015	NCIR
<ul style="list-style-type: none"> ■ Completing an industrial property inventory of public and private properties 	Township	Q3 2013, Q1 2015	
<ul style="list-style-type: none"> ■ Consider a "One Team" approach to ensure maximum efficiency in the processing of applications 	MEDC & Township	Q1 2014	NCIR
<ul style="list-style-type: none"> ■ Continually strive for improvements in customer service 	Township	Q1 2014, ongoing	
<ul style="list-style-type: none"> ■ Integrate Identified priority site selection criteria into community profile and other exiting marketing material 	Township	Q2 2013	
<ul style="list-style-type: none"> ■ Create a detailed investment attraction marketing plan, and coordinate broader implementation of "Play in the Extreme" as a lifestyle brand to attract residents and entrepreneurs 	MEDC & Township	Q1-Q4 2014	CFDC, MNM, FedNor
c. Municipal Communications : Communications could be clarified by creating an internal protocol for communications including timing of responses	Township	Q1 & Q2 2014	



4) Other Recommended Strategic Directions			
a. Business Retention + Expansion: Core activities include annual survey of the business community, business visitation, supporting the business community in succession planning, marketing their business for sale online and in improving customer service and quality of product, as well as to reach larger markets	Township	Q3 & Q4 2013/2014/ 2015	OMAFRA, MDNM
b. Shop Local Campaign: The success of the shop local campaign should be continued on an annual basis to ensure continued circulation of Manitouwadge Bucks and the encouragement of local spending	MEDC & Township	Q3&Q4 2013/2014/ 2015	Funding Agencies
c. Education + Training: Confederation College has offered to work with the community to offer specialized training courses as required by the community, at the post-secondary and secondary school levels, this is a promising opportunity to support local students to fill gaps in the workforce, including entrepreneurship	MEDC & Township	Q1-Q4 2014	Confeder ation College, Contact North
d. Labour Force Development: attracting people to Manitouwadge, for the growing opportunities in the mining sector by working to offer prestige property and to ensure available properties are well marketed is a priority area for the community to work in	MEDC & Township	Planning Q3 & Q4 2013, Action Q3 2014	Stillwater, Barrick
e. Other priorities as identified through the strategic planning process	MEDC & Township	Apply/Plan Q1 2014, Action 2015	MNDM/ FEDNOR
5) Political Advocacy			
a. Relationship building: Manitouwadge feels significant urgency for a positive, proactive and ongoing political effort to identify potential risks in and mitigate them. Developing regional relationships with lobby groups and with regional, provincial and federal political leaders over the long term is critical to having the right people to call when a crisis appears on the horizon	Mayor & Council	Ongoing	
b. Media Relations: Manitouwadge cannot afford further losses in healthcare, and other public service jobs. Knowing how to manage the media is an important topic on which to keep current. Seminars on media relations are recommended for council as well as the MEDC and business community, with a focus on effective political lobbying	Mayor & Council	Q3 & Q4 2013	Entr. Centre, CFDC, NOMA, NOACC



5.1 Implementation Timeline

Strategic Direction	Timeframe					
	2013		2014		2015	
	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4
1) Economic Development Strategic Planning						
a. Strategic Plan:						
b. Memorandum of Understanding						
2) Staffing Recommendations						
a. Full Time Economic Development Office.						
b. FEDNOR / NOHFC Internship						
3) Implementing an Investment Attraction Program						
a. Investment Attraction						
b. Investment Readiness						
▪ Industrial Property Inventory						
▪ One Team approach						
▪ Customer Service						
▪ Site selection criteria in community profile						
▪ Play in the Extreme Investment Attraction Marketing						
c. Municipal Communications						
4) Other Recommended Strategic Directions						
a. Business Retention + Expansion						
b. Shop Local						
c. Education + Training						
d. Labour Force Development						
e. Other Strategic Planning Priorities						
5) Political Advocacy						
a. Relationship Building						
b. Media Relations Training						



6 Lead Generation Report

Appendix of the Manitowadge Marketing Study

Based on the identification of priority sectors and site selection criteria, a scan of Ontario based business was conducted to develop a long leads list of **66 companies** for Manitowadge. Using web based search, ProfileCanada and the members lists of industry associations the project team compiled basic publically available information on each company.

The project team then went through all 66 companies to determine which companies should be included in a shortlist of approximately 30 companies. Going company by company, the project team considered the following five factors in prioritizing the businesses:

- Location of the business (Northwestern Ontario, Northeastern Ontario or Southern Ontario)
- Evidence of multiple locations or recent expansions
- Fit with local business activity in Manitowadge and region
- Size and stability of the company
- Local competition

The resulting 30 shortlisted companies have been further evaluated to identify a top 6 priority firms and create a detailed profile and selling messages for the top 6 companies. As will all information detailing with specific leads, confidentiality is of the utmost importance, and the lead information is maintained by the Economic Development Office in a separate appendix to the Needs and Gaps Analysis and Marketing Study reports. More information may be available on request from the Manitowadge Economic Development Office.