

MARCH 2018



MARKETING PLAN AND SECTOR ANALYSIS

MUNICIPALITY OF PICKLE LAKE

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Various Pickle Lake residents, service providers and business owners
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PICKLE LAKE MARKETING PLAN & SECTOR ANALYSIS

Situated on the pristine shores of Pickle Lake, far north of the hustle and bustle of city-life, the municipality of Pickle Lake offers an experience unlike any other. The opportunities are endless when it comes to catching that fish of a lifetime, taking the hunt to truly wild game territory, witnessing breathtaking sunsets, and participating in cultural festivals and events. A small, quaint community of genuine, warm and welcoming locals awaits those with a taste for adventure, a love of the outdoors and an appreciation for a close-knit community.

The Municipality of Pickle Lake is set to experience healthy economic growth. With current and future mining, power, and infrastructure development activity in the area, many visitors will continue to pass through Pickle Lake for at least the next five-to-ten years. The invested primary and robust secondary markets are sufficient to support economic growth in the service, retail/commercial, and eco-tourism sectors.



Shores of Pickle Lake, ON

Market and Sector Analysis

Primary Market

The municipality of Pickle Lake is known for its genuine, industrious, hardworking, and invested community members. Residents are passionate about supporting local business and improving the economic landscape within the municipality.

Generally, the cost of living is substantially lower in Pickle Lake when it comes to real estate and property taxes. The median total income of individuals in 2015 was above the Provincial median, at \$35,541 (Provincial = \$33,539). In 2015, 32% of the population (Statistics Canada census data, N=295) earned individual incomes between \$60,000 and over \$150,000 (comparable with Province at 33%).

Given the lower cost of living, and provincially comparable robust income levels in Pickle Lake, it stands to reason that there is a fair amount of disposable income available to be spent within the community where opportunity is available.

Real estate pricing comparison

Municipality/Township	Median Price
Pickle Lake	\$65,000
Dryden	\$146,950
Sioux Lookout	\$147,500
Thunder Bay	\$264,900
Kenora	\$273,750

Source: Real Estate Wealth, 2016 data

Age Characteristics

Total – Age groups and average age of the population	Total	Males	Females
Sample size	300	200	190
0 to 14 years	85	40	45
15 to 64 years	270	140	130
65 years and over	35	25	15

Total – Distribution (%) population by age group	Percentage	Males	Females
0 to 14 years	21.8	20.0	23.7
15 to 64 years	69.2	70.9	68.4
65 years and over	9.0	12.5	7.9
Average age of the population	34.8	36.0	33.5

Source: Statistics Canada, 2016 Census Data

Secondary Market

First Nation Communities

All weather road access

Mishkeegogamang Ojibway Nation

- 25.7 kilometers south of Pickle Lake
- Combined population of 667 (63A and B)

Winter road access

North Caribou Lake First Nation

- Population in 2016 was 886

Neskantaga First Nation

- Population in 2016 was 237

Nibinamik First Nation (Summer Beaver)

- Population in 2016 was 382

Wunnumin Lake First Nation

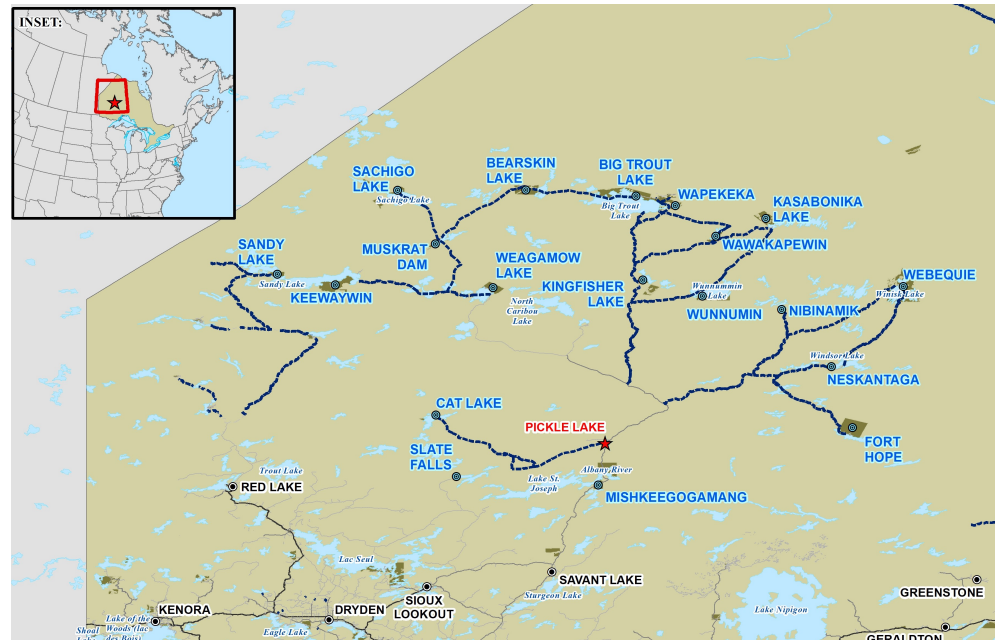
- Population in 2016 was 593

Kasabonika Lake First Nation

- Population in 2016 was 849

Kingfisher Lake First Nation

- Population in 2016 was 511



Winter Road Network Connecting Remote First Nations to Pickle Lake

Visitors and Tourists

The area surrounding Pickle Lake sees a large number of visitors each year. Visitors come for both work and pleasure, or just a brief visit while passing through. Pickle Lake is located at the gateway to many First Nation communities via all season gravel roads and winter roads. Construction supplies and workers, fuel, perishable items and the like travel to communities north of Pickle Lake using highway 599, which runs right past the town. Each day, an average of 530 vehicles pass Pickle Lake in the summer months, and 420 in the winter months (Ministry of Transportation, 2016). Each vehicle passing by represents an opportunity for the economy in Pickle Lake. Often, construction, resource management, engineering, health care, and other workers stay for an extended period and require accommodation, fuel, meals, entertainment, and supplies.

Eco-tourism draws outdoor enthusiasts to the area through various outfitters and lodges such as Pickle Lake Outposts, North of 51 Outposts, Austin's Wilderness Lodge, Camp Lake St. Joseph, North Albany Lodge, and Old Post and Village. The tourism that already exists in the eco-tourism sector presents a secondary market for Pickle Lake to more effectively tap into.



Labour Market

With a skilled and educated workforce, potential investors will find that Pickle Lake has a lot to offer in terms of human capital. Pickle Lake has experienced success in engaging the talent required to support industry needs, including Pickle Lake residents as well as those from across the country. Retaining a skilled workforce is something that every small community must take into consideration. Pickle Lake has a warm and welcoming community, opportunities to participate in sports and recreation, and the beautiful natural surroundings that present a wonderland to explore.

Highest level of education achieved, 2016 (ages 15 and over)

Certificate, diploma, or degree	Total	Males	Females
Sample size	275	145	130
No certificate, diploma or degree	80	35	45
Secondary (high) school diploma or equivalency certificate	100	45	60
Postsecondary certificate, diploma, or degree	95	70	25
Trades certification	10	10	0
College, CEGEP (non-university degree/diploma)	35	35	0
University certificate or diploma below bachelor level	10	-	-
University certificate, diploma or Degree at bachelor level or above	50	25	20

Source: Statistics Canada, 2016 Census Data

Employer Market

The largest employment sector within Pickle Lake is public administration. Given the nature of public administration services, this sector is not likely to disappear so long as there is a population to serve. As technology advances and landscape of this sector evolves over time, employment rates may somewhat drop. Continued training in technology may better prepare the workforce to evolve with this industry.

Transportation and warehousing is the second largest sector in Pickle Lake. This sector relies heavily on the secondary market north of Pickle Lake comprised of several remote First Nation community markets. Supplies are regularly transported via air and road. The supplies these communities have shipped in are often comprised of the necessities, not available in remote communities. The strength of the transportation and warehousing sector is not likely to wane any time soon.

Self-employment presents a viable option for many Pickle Lake residents. Pickle Lake is found to have a higher rate of self-employment, at 16% in 2016, than the Provincial average of 12% (Statistics Canada, 2017).

Labour force population – by industry, 2016 (ages 15 and over)

	Total
Sample size	220
Construction	15
Manufacturing	10
Wholesale trade	10
Retail trade	30
Transportation and warehousing	35
Information and cultural industries	10
Finance and insurance	10
Real estate and rental and leasing	10
Administrative and support, waste management and remediation services	10
Educational services	20
Health care and social assistance	15
Accommodation and food services	10
Other services (except public administration)	10
Public administration	40

Source: Statistics Canada, 2016 Census Data

Much of the population is engaged in the workforce, with a major disparity between males and females (skewing the overall unemployment rate). The number of those not in the labour force is somewhat high, but this includes retirees. There seems to be a trend toward females experiencing less employment opportunity, or less opportunity to engage in the workforce, for a variety of reasons. With limited professional employment opportunities within the municipality, an individual may move to the area for spousal employment and experience unemployment themselves. Childcare is also an issue where parents may not be able to access full-time employment due to limited services available for adequate full-time care.

Labour force status, 2016 (ages 15 and over)

	Total	Males	Females
Sample size	275	145	130
In the labour force	220	130	95
Employed	195	130	70
Unemployed	25	0	20
Not in the labour force	55	20	35
Participation rate	80.0	89.7	73.1
Employment rate	70.9	89.7	53.8
Unemployment rate	11.4	0.0	21.1

Source: Statistics Canada, 2016 Census Data

Marketing Plan

The Municipality of Pickle Lake

The Municipality of Pickle Lake is aiming to revitalize the town, attracting new business and economic opportunity, while recruiting and retaining a qualified and committed workforce.

Area of Improvement	Potential Action Plan	Purpose	Priority Level	Cost to Benefit Ratio
Town signage is non-existent or in a state of disrepair	<p>Attention grabbing wayfinding signs along highway 599 should direct passerby traffic to the area by showcasing what the town has to offer.</p> <p>Northbound traffic should be exposed to eco-tourism, accommodation, restaurant, and fuel (if/when available in town) advertising. In turn, southbound traffic should be focused more on local amenities, and attractions including upcoming festivals, etc.</p> <p>Turn-off sign to Pickle Lake at the corner of Pickle Lake Road and highway 599 should be larger and more captivating for passerby traffic.</p>	Bring in higher volumes of secondary market traffic for tourism, retail and service sectors	High	Low/High
With only one way in and out of Pickle Lake, access is limited and inconvenient, especially from the south end of town toward the airport.	<p>To really leverage the traffic flow and extended visitors associated with the large projects going on to the north of town, greater infrastructure will be required within the next two-five years.</p> <p>Adding an additional road that runs from town to the airport would not only make supplies and services available in town more accessible, it would also provide a secondary route for emergency purposes.</p>	<p>Improve infrastructure to increase traffic flow through town.</p> <p>Improving secondary market access.</p>	Medium	High/High

Outdated logo	<p>Ensuring Pickle Lake makes the best first impression possible will require the development of a new town logo and a refined motto. Although having community member input on a new town logo is important, the design process should be informed by the strengths and strategic direction of the town.</p> <p>Graphic designers with experience in municipal branding could offer two to three options, approved by city officials, and community input could be gathered in the form of a vote.</p>	<p>Attracting new investment and economic growth opportunities.</p> <p>Attracting visitors and potential new community members (workforce).</p>	High	Low/High
Municipal website in need of focus and restructuring to capitalize on strengths	<p>Often, the town will have one important opportunity to attract newcomers through their website. The look and feel of the town's website, and logo needs to effectively reflect the strengths of the community in a concise manner.</p> <p>Everything a visitor or potential community member needs to know about the town should be framed positively. Pickle Lake has much to offer those who enjoy the outdoors and a true sense of community.</p> <p>Potential investors and small business owners should be able to look at the town website and find all they need to know about how to get started, where to find funding, and who to talk to about available retail or commercial space.</p>	<p>Attracting new investment and economic growth opportunities.</p> <p>Attracting visitors and potential new community members (workforce). Retaining workforce.</p>	High	Low/High
Limited information and support for potential new business owners and investors	<p>Information packages could be developed to engage and support new/potential small business owners – including financing options, insurance requirements, municipal tax rates, set-up requirements, and business plan development services (Business Development Bank of Canada</p>	<p>Attracting and supporting new investment and economic growth opportunities.</p>	High	Low/High

	provides much of the resources necessary to develop such information packages)			
Lack of active transportation planning and infrastructure	<p>A focus on walkability, safety, recreational nature trails, trail maintenance, cycling paths, etc. This focus can be demonstrated using the following avenues:</p> <ul style="list-style-type: none"> • Development of digital trail maps, available on the Pickle Lake website, targeted outdoor enthusiast community boards, and local hotel and tourism sector websites • Showcasing opportunities for local hiking and cycling on the Pickle Lake website • Developing and implementing safety protocols for hiking/cycling trail use • Forming a volunteer committee to maintain trails at regular intervals (monthly or quarterly as weather allows) <p>*Infrastructure such as sidewalks are less likely to be viable due to the high cost of construction. If funding were secured for such infrastructure, this would be a beneficial endeavour.</p>	<p>Increasing tourism activity to bring in secondary market.</p> <p>Engaging the primary market in local activities to ensure retention of skilled workforce.</p>	Low	Low/Medium
<p>Lack of partnership with eco-tourism outfitters in the area</p> <p>Low focus on promoting eco-tourism (engaging in active outreach)</p>	<p>Build partnerships to share in the costs of attending outdoor shows and advertising to attract the hunting/fishing market sector.</p> <p>Outdoor shows with high potential for Pickle Lake include:</p> <ul style="list-style-type: none"> • The Minnesota Sportsmen's show (stpaulsportshow.com/exhibitor/) • Progressive Northwest Sportshow (northwestsportshow.com/sales-kit-and-rates) 	Increasing tourism activity to bring in secondary market.	High	Low/High

	<ul style="list-style-type: none"> • The Toronto Sportsmen's Show (torontosportshow.ca) • Canadian Outdoor Sport Shows: Spring Fishing and Boat Show (springfishingandboatshow.com) • Manitoba Outdoors Show (groupedge.ca/events/manitoba-outdoors-show) <p>*Building upon the experience of tourists looking to engage in fly-in hunting and fishing by directing them to Pickle Lake for a comfortable bed to seep in, a hot shower, good meal, and excellent company.</p>			
<p>Lack of focus on tourism:</p> <ul style="list-style-type: none"> • Missed opportunity to effectively engage in eco-tourism • Downplaying of mining history 	<p>Website, signage, social media, and outreach should promote the following strengths:</p> <ul style="list-style-type: none"> • Surrounded by pristine lakes and wilderness (fishing, hunting, back country tripping) • Historical mining areas in the vicinity • First Nation communities in the area (potential cultural experiences and events in partnership with these communities) • Fishing derbies (e.g. Ice-Worm) • Black Fly festival 	<p>Increasing tourism activity to bring in secondary market.</p>	<p>High</p>	<p>Low/High</p>

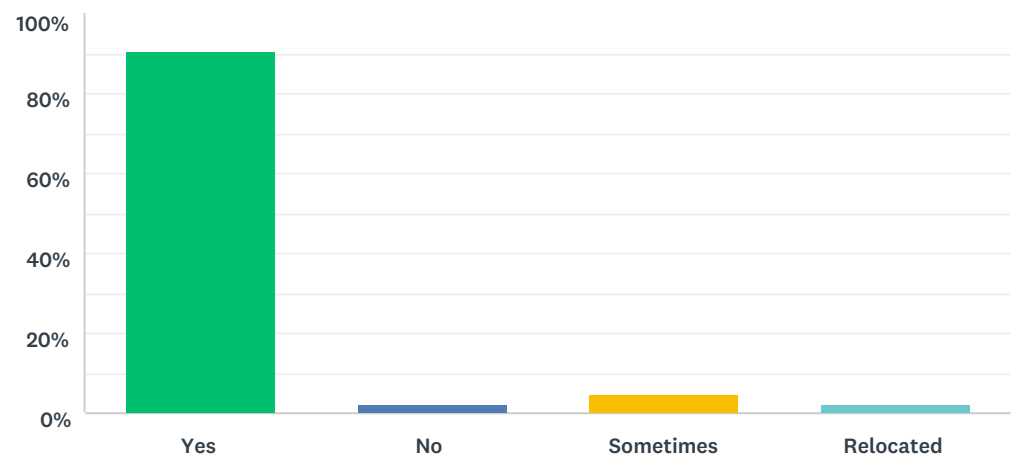
Examples of Small Town Success

Chemainus, British Columbia	
Challenges	Successful Initiatives
<p>Relied heavily on the resource industry, which collapsed with the closure of the mill.</p> <p>Originally, the resource-based community had little appreciation for tourism, let alone arts and culture. In 1981, the town was losing one business a month.</p>	<ul style="list-style-type: none"> • The mayor convinced the Chamber of Commerce that they had nothing to lose, and the go-ahead was given to have one outdoor mural painted • Now home to the world's largest outdoor art gallery • Showcasing the town's history through giant murals, Chemainus uses art to market the town's budding new industry — tourism
Canso, Nova Scotia	
Challenges	Successful Initiatives
<p>Originally a maritime fishing port, in 1990, the collapse of the Atlantic Ground Fishery left the community reeling</p>	<ul style="list-style-type: none"> • Pursued a concentrated economic diversification effort • The development of the Stan Rogers Folk Festival, an annual event held around the Canada Day weekend, attracts over 10,000 visitors, who enjoy music from all over the world on seven different stages over three days • Canso's success is due to the strong involvement, solid commitment, and enthusiasm of its people. The festival is a leading example of community ownership and animation.

Appendix A – Pickle Lake Investment Readiness Questionnaire

Q1 Do you reside within the Township of Pickle Lake?

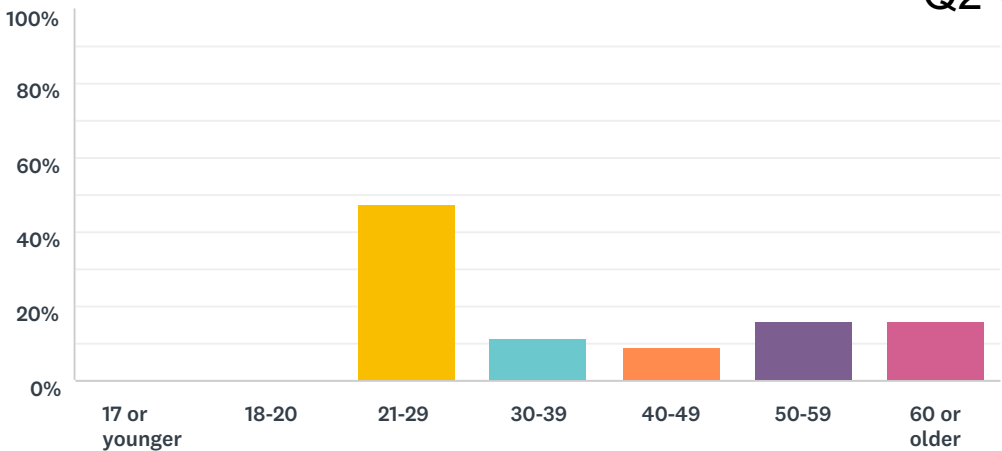
Answered: 44 Skipped: -1



ANSWER CHOICES	RESPONSES	
Yes	90.91%	40
No	2.27%	1
Sometimes	4.55%	2
Relocated	2.27%	1
TOTAL		44

Answered: 44 Skipped: -1

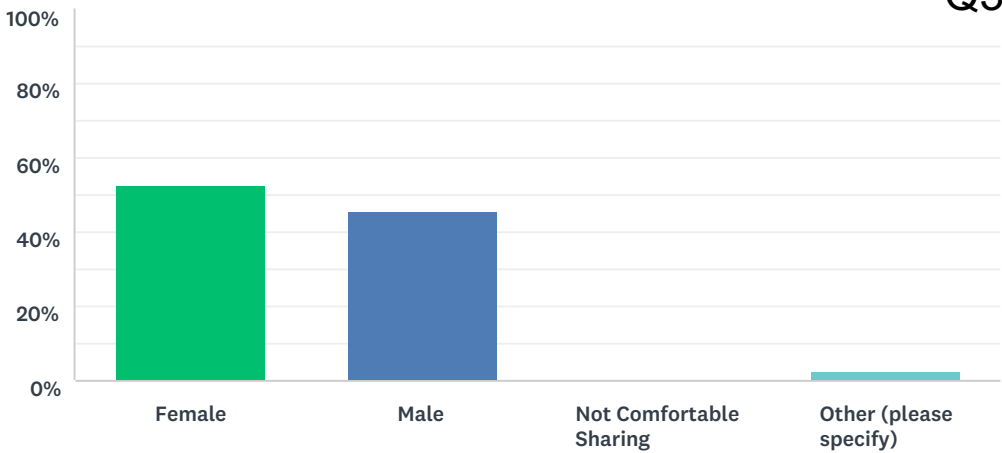
Q2 What is your age?



ANSWER CHOICES	RESPONSES	
17 or younger	0.00%	0
18-20	0.00%	0
21-29	47.73%	21
30-39	11.36%	5
40-49	9.09%	4
50-59	15.91%	7
60 or older	15.91%	7
TOTAL		44

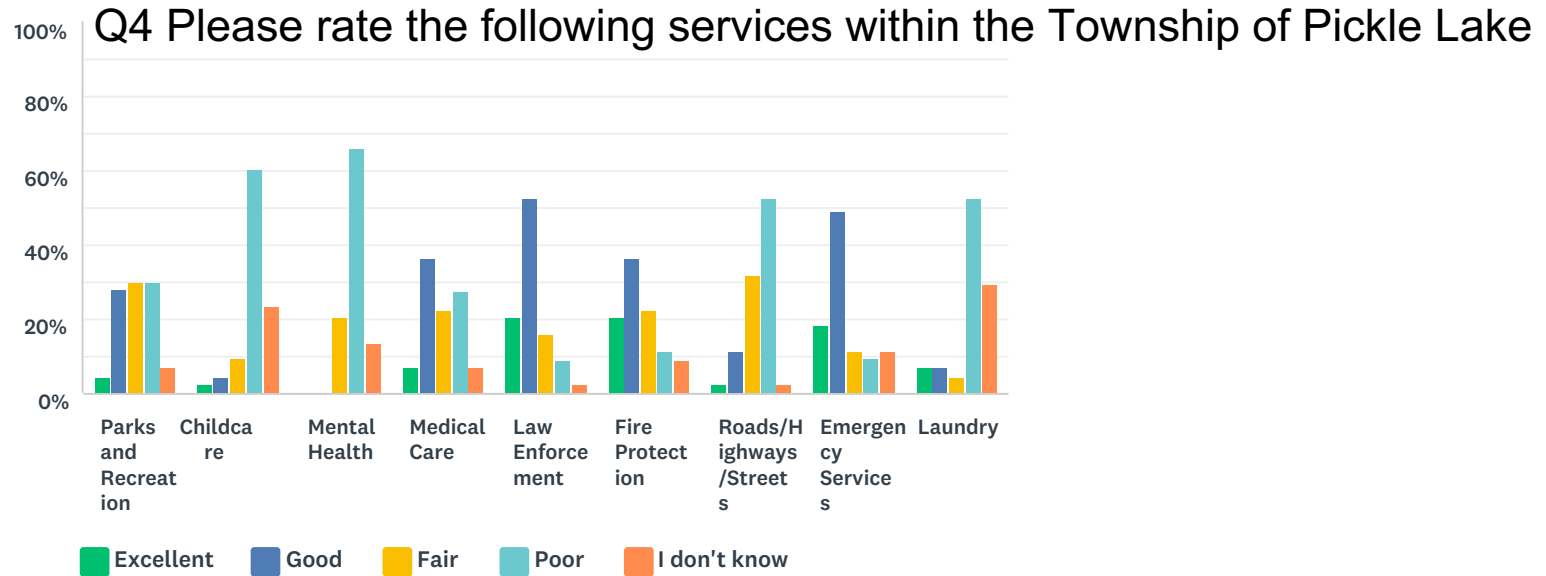
Answered: 44 Skipped: -1

Q3 What is your gender?



ANSWER CHOICES	RESPONSES	
Female	52.27%	23
Male	45.45%	20
Not Comfortable Sharing	0.00%	0
Other (please specify)	2.27%	1
TOTAL		44

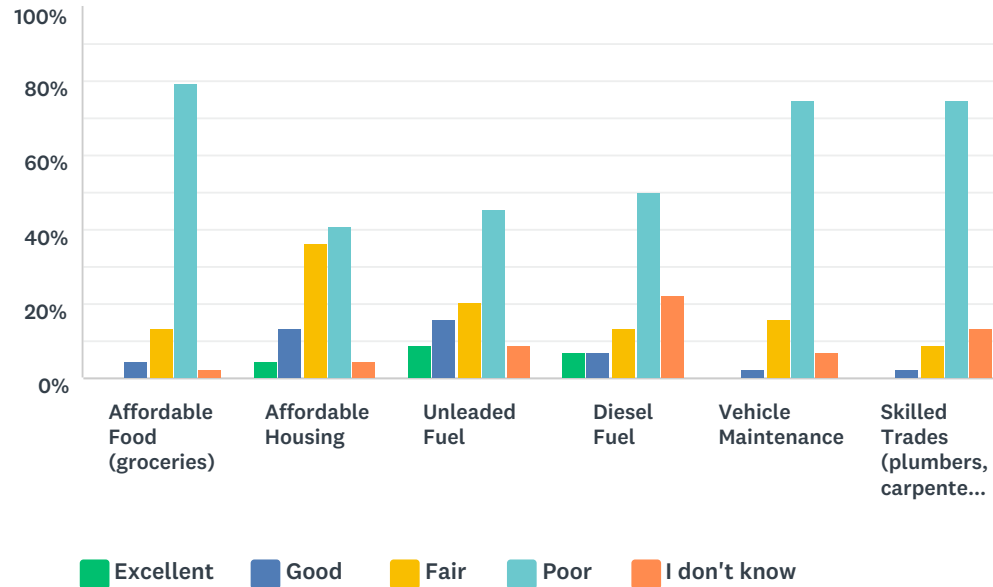
Answered: 44 Skipped: -1



	EXCELLENT	GOOD	FAIR	POOR	I DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Parks and Recreation	4.65% 2	27.91% 12	30.23% 13	30.23% 13	6.98% 3	43	3.07
Childcare	2.33% 1	4.65% 2	9.30% 4	60.47% 26	23.26% 10	43	3.98
Mental Health	0.00% 0	0.00% 0	20.45% 9	65.91% 29	13.64% 6	44	3.93
Medical Care	6.82% 3	36.36% 16	22.73% 10	27.27% 12	6.82% 3	44	2.91
Law Enforcement	20.45% 9	52.27% 23	15.91% 7	9.09% 4	2.27% 1	44	2.20
Fire Protection	20.45% 9	36.36% 16	22.73% 10	11.36% 5	9.09% 4	44	2.52
Roads/Highways/Streets	2.27% 1	11.36% 5	31.82% 14	52.27% 23	2.27% 1	44	3.41
Emergency Services	18.60% 8	48.84% 21	11.63% 5	9.30% 4	11.63% 5	43	2.47
Laundry	6.82% 3	6.82% 3	4.55% 2	52.27% 23	29.55% 13	44	3.91

Q5 How would you rate access to the following amenities within the Township of Pickle Lake

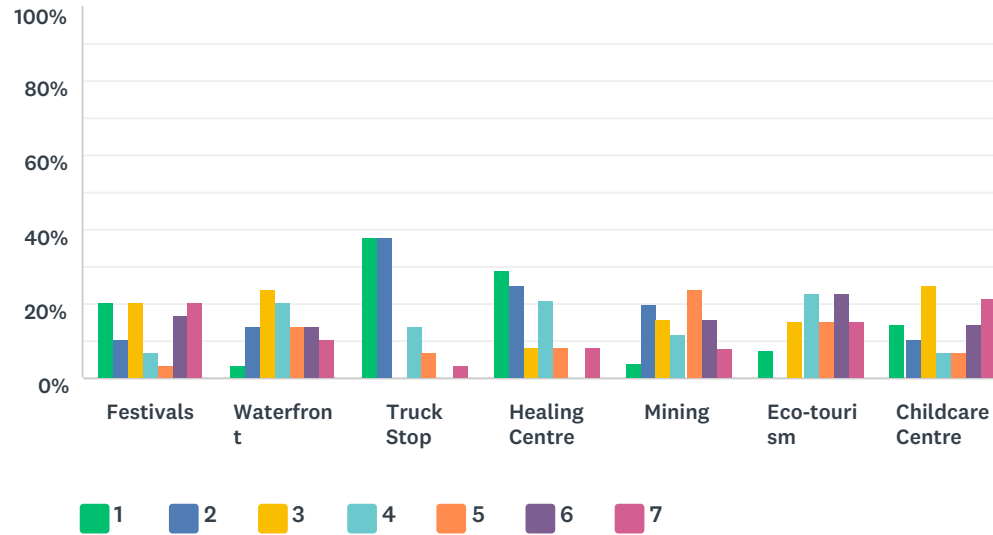
Answered: 44 Skipped: -1



	EXCELLENT	GOOD	FAIR	POOR	I DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Affordable Food (groceries)	0.00% 0	4.55% 2	13.64% 6	79.55% 35	2.27% 1	44	3.80
Affordable Housing	4.55% 2	13.64% 6	36.36% 16	40.91% 18	4.55% 2	44	3.27
Unleaded Fuel	9.09% 4	15.91% 7	20.45% 9	45.45% 20	9.09% 4	44	3.30
Diesel Fuel	6.82% 3	6.82% 3	13.64% 6	50.00% 22	22.73% 10	44	3.75
Vehicle Maintenance	0.00% 0	2.27% 1	15.91% 7	75.00% 33	6.82% 3	44	3.86
Skilled Trades (plumbers, carpenters, electricians, etc.)	0.00% 0	2.27% 1	9.09% 4	75.00% 33	13.64% 6	44	4.00

Q6 Rank the following opportunities for economic growth (1 being the best)

Answered: 36 Skipped: 7



	1	2	3	4	5	6	7	TOTAL	SCORE
Festivals	20.69% 6	10.34% 3	20.69% 6	6.90% 2	3.45% 1	17.24% 5	20.69% 6	29	4.03
Waterfront	3.45% 1	13.79% 4	24.14% 7	20.69% 6	13.79% 4	13.79% 4	10.34% 3	29	3.90
Truck Stop	37.93% 11	37.93% 11	0.00% 0	13.79% 4	6.90% 2	0.00% 0	3.45% 1	29	5.72
Healing Centre	29.17% 7	25.00% 6	8.33% 2	20.83% 5	8.33% 2	0.00% 0	8.33% 2	24	5.13
Mining	4.00% 1	20.00% 5	16.00% 4	12.00% 3	24.00% 6	16.00% 4	8.00% 2	25	3.88
Eco-tourism	7.69% 2	0.00% 0	15.38% 4	23.08% 6	15.38% 4	23.08% 6	15.38% 4	26	3.31
Childcare Centre	14.29% 4	10.71% 3	25.00% 7	7.14% 2	7.14% 2	14.29% 4	21.43% 6	28	3.89