

Dubreuilville Community, Economic & Mining Growth Action Plan



For the Township of Dubreuilville

Prepared by:



July 2013

Community, Economic & Mining Growth Action Plan
For the Township of Dubreuilville

Prepared by:



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1 The Background

1.1 Context

Historically, the Township of Dubreuilville has had its economic roots in forestry like many other Northern Ontario towns, but yet is quite unique amongst Northern Ontario communities.

In 1961, the Dubreuilville site was opened by the Dubreuil family with a large wood concession. "From 1961 until 1975, the town of Dubreuilville operated as the personal preserve of the Dubreuil family. The homes, the general store, the hotel and restaurant were owned by the Dubreuil family. They built the roads, installed the sewer and water system, and supplied electricity from the mill to every home in the town site. The only real estate not controlled by the family was the school and the arena"¹.

The introduction of municipal government in 1977 changed the atmosphere in the community. The relationship between the community, the dedicated and loyal mill workers and the family underwent a fundamental change. In 1978 the mill workers went on strike, resulting in a changed relationship between workers and company, which was also becoming more business oriented and less paternalistic. In 1989, the Dubreuils sold their mill to the Buchanan group of companies, and in 2007 the forestry industry in the Township shut down, creating an economic downturn in the community. The Dubreuil Lumber Inc. (DLI) mill is now without a Crown wood allocation. DLI is making purchase arrangements for fibre on the open market with plans of re-opening later this year.

Gold prices and nearby gold deposits are promising to change the township's current economic situation. Richmond's Island Gold mine will gain an extended mine life with a planned shaft. Argonaut Gold's Magino project is still in the approvals stage, but will likely generate approximately 300 jobs in production. Strike Minerals is seeking working capital for the re-opening of the Edwards Mine, which is nearby the Island Gold and Magino projects. Together with DLI, this could mean 750 new jobs in the area!

However, if Dubreuilville is not prepared to accommodate this growth on a proactive basis to capitalize on the opportunity, far less than optimal positive economic impact will result – as discovered by other Northern Ontario communities that took a "growth will come to us" approach.

1.2 What This Plan is About

Dubreuilville's new Community, Economic and Mining Growth Action Plan will:

- Assist Dubreuilville municipal, community and corporate leadership with a better understanding of Dubreuilville's needs, gaps and opportunities;
- Provide priority actions plans to foster community and economic growth;

¹ From Economic Impact Analysis: Dubreuilville, by John Caruso

- Help Dubreuilville become better positioned to attract investment, and grow a more sustainable community and economy;
- Provide direction on how to best assure two vacant commercial properties will contribute to Dubreuilville's local economy in both the near future and the long term; and
- Provide action plans for both residential and business growth.

2 Stakeholder Consultation

2.1 Outline of Stakeholder Consultation, Plan Development Process

As a part of the process to develop Dubreuilville's new Community, Economic and Mining Growth Action Plan, several tools were used to engage and solicit input and feedback from the community. In the first round of consultation, these tools included:

- One-on-one interviews with local stakeholders and the mining companies;
- An online and hard copy mail-out mail-in survey;
- An ad was placed on the Dubreuilville Facebook page;
- An ad was placed on Radio Television Francaise de Dubreuilville;
- A bilingual poster/flyer was prepared and mailed to all businesses and households;
- A focus group with Council;
- Two open houses; and
- The opportunity to contact McSweeney & Associates directly with any comments.

This feedback was added to consultations with staff and reviews of pertinent strategic documents. A thorough community visit and assessment was also undertaken to support the development of the draft Community, Economic and Mining Growth Action Plan.

2.2 Initial Public Consultation, SWOT Analysis

The following is a summary of the most relevant points raised during the stakeholder consultations with the general public, Council, and stakeholder interviews. The comments and information provided in this analysis are not listed in any specific order of priority or importance, and reflect the views of those that contributed the ideas.

What are Dubreuilville's greatest economic strengths?

- Excellent community assets & facilities for a small community:
 - People: friendly, helpful, community spirit
 - Dedicated and eager workforce with a variety of skills, we work together
 - Recreation assets/activities: renovated arena, near natural resources – lakes, fishing, hunting, camping, nature, snowmobile & ATV trails
 - Educational assets: elementary and new high school, Contact North, training
 - Health/medical: Medical centre, visiting dentist available, fitness centre, land ambulance 24/7, helipad
 - Library, visitor centre, public computer availability
 - Hardware store, grocery store, post office, bank
 - Seniors residence
- Quality of life: strong sense of community, relaxed pace of live, sense of family, sense of freedom, French culture, safe/no crime, volunteers
- Abundance of natural resources: gold and forestry
- Infrastructure to support growth: railroad, some serviced lots available, office availability, daily courier services, water and waste facilities can accommodate growth

- Good cellular phone service

What are Dubreuilville's greatest economic weaknesses?

- Limited services:
 - Internet service/speed
 - No local media – especially no French local media
 - Only one restaurant, no hotel, difficult to attract tourists and overnight business guests
 - Very limited commercial services, no retail space for lease
 - Power supply controlled by lumber company
 - French only schools
 - Not enough population to support certain recreational and social services/needs
 - Limited available housing, limited rental housing to accommodate additional workers
- Distance from suppliers for businesses, not using railroad
- Restricted public access to area lakes due to "remote tourism" by outfitters
- The labour force is limited, and there is "strong competition"
- Lack of stability in local economy
- Difficult to attract people to move to Dubreuilville
- Need greater participation and action oriented organization

What are the economic opportunities Dubreuilville should take advantage of?

- Opening of new mines and re-opening of mill offers a number of related opportunities:
 - Opportunity to expand population if housing is built (attract housing developer), citizens could rent a room to workers
 - Training opportunities in Dubreuilville:
 - Heavy equipment
 - Mining common core training /scope of mining
 - Trucking
 - Health and safety, WHMIS, first aid, dangerous materials
 - Health and safety policies
 - Opportunities specifically related to mining
 - Buses
 - Catering
 - Accredited assay lab
 - Opportunities specifically related to forestry, mill re-opening:
 - Manufacture value added wood products, such as engineered joists, pellets
 - Maintenance of knives, saws, other machinery/equipment
 - Layout and flagging of forestry blocks for harvesting, forestry technicians, tree planting
 - Wood cutting, skidding, hauling
 - Opportunities that may be common to mining and forestry/mill re-opening:
 - Lubricants, fuels, pump rebuilding/repairs, motor repairs/rewinding

- Auto mechanics, heavy duty/equipment mechanics, industrial electricians/technologists, millwrights
- Road building and civil engineering work
- Environmental engineering, water sampling
- Drivers, some specialized
- History – must investigate and document – not lose it
- Re-open hotel/motel and restaurant
- New businesses such as clothing store, hair salon/hair cutting
- Recapture some of the past tourism success:
 - Both winter and summer tourism
 - With a hotel, can gain back some of the snowmobile market
- Use our community assets and French culture to market and promote living in Dubreuilville
- Work in partnership with the mines to develop the community
- Opportunity for second person in household to be entrepreneurial or have a job (mainly women) as lack of a second income opportunity prevents families from moving to Dubreuilville
- Opportunity to clean up properties, beautify
- Better communication between Municipality and community
- English language training for Francophones

What could prevent Dubreuilville from attracting the industries you envision?

- Lack of properties and buildings for retail and industrial development
- Lack of capital (for business), lack of funding, very limited municipal financial resources
- Some lack of infrastructure, particularly to support business
- Competition for growth from neighbours
- Lack of entrepreneurship
- Attracting and retaining a labour force and population
- Increasing costs of water and sewer, electricity, taxes
- Lack of housing accommodations, both permanent and temporary
- Lack of variety in jobs available to retain youth
- Lack of business expertise
- Lack of government support and leadership
- Not increasing the overall population including the child/youth population, we could lose schools and other facilities
- Poor condition of trailers and cleanliness of some properties devalues existing homes and discourages investment

Are there other high priority issues you feel should be addressed in planning for Dubreuilville's future?

- Economic development:
 - Complete an economic development strategy, hire an economic development officer, implement economic development projects with outside/consultant guidance
 - Strengthen economic development committee
 - Investigate coop financing of projects like Mondragon Spain
- Infrastructure:
 - Address landfill site issue
 - Fix leaking roof of Town Hall
- People:
 - Retain educated and qualified youth in the community where they can start their families
 - Increase the number of recreational opportunities beyond hockey and skating
- Municipality:
 - Get mines to work with community/municipality to build the community
 - Get government support and funding
 - Address rising taxes issue
 - Address maintenance of properties in town, create sense of pride of property ownership. Poor condition of many trailers depreciates value of homes, and discourages people from investing in a home

2.3 Consultation on Draft Community, Economic & Mining Growth Action Plan

Based upon the research conducted and the feedback received during the initial consultation, a draft Community, Economic & Mining Growth Action Plan was prepared.

The following steps were undertaken to consult on the draft Community, Economic and Mining Growth Action Plan:

- The draft Action Plan was translated into French and was emailed to persons who participated in the first round of consultations;
- A "Top 10 Action Plans" bilingual poster/flyer/survey was prepared and mailed to all households and businesses;
- Some one-on-one interviews were conducted regarding the draft Action Plan;
- An ad was placed on the Dubreuilville Facebook page;
- An ad was placed on Radio Television Francaise de Dubreuilville;
- A bilingual online survey was prepared;
- A focus group with Council;
- An open house; and
- The opportunity to contact McSweeney & Associates directly with any comments.

Feedback was more limited than during the initial consultation, as was expected. The feedback can be summarized as follows:

- There is general concurrence with the draft Growth Action Plans;
- Two people disagreed with the need for an improved municipal website;
- One person disagreed with the need for: an Official Plan update; zoning review; an economic development officer; and, strongly disagreed with the re-opening of the restaurant and hotel.

3 A Vision for Dubreuilville

Dubreuilville has grown into a stable and sustainable community where its friendly and helpful residents value and celebrate the town's French culture and heritage. Its abundant community, recreation, education, health care, and natural assets provide a high quality of life that has drawn a new permanent resident workforce to live in Dubreuilville and to work in mining and forestry and their supporting businesses. All enjoy a safe and caring family environment that creates a unique Dubreuilville sense of community.

4 Dubreuilville's Community, Economic & Mining Action Plan

4.1 Dubreuilville's Need and Capacity to Grow

Dubreuilville is in an excellent position to benefit from economic and employment growth that will occur in both the mining and forestry industries. Endowed with many community assets typically found only in larger communities, Dubreuilville is sustained by a strong community spirit and small town friendliness. It faces several challenges, however, to derive economic benefit from that growth.

4.1.1 Key Opportunities and Challenges to Growth

Dubreuilville is in an enviable position for a small community – there are a number of economic drivers at play that hold potential for spurring growth in Dubreuilville:

- Island Gold's Richmond mine, which is in production, plans to sink a 1,000 metre shaft that will increase production capacity and extend mine life beyond the current anticipated ramp production. Currently many Richmond workers commute from Wawa or other communities to work in the mine, and most supplies and services are purchased outside of Dubreuilville.
- Argonaut Gold's Magino project is still in the approvals stage, but will likely generate approximately 300 jobs when the mine is in full production.
- Strike Minerals is seeking working capital for the re-opening of the Edwards Mine, which is in the same area as the Island Gold and Magino projects.
- Dubreuil Lumber Inc. is working to re-open its mill this year.

Challenges also exist to deriving full economic benefit of these economic drivers, the most significant challenges include:

- Lack of housing supply and lack of designated, zoned, and serviced residential land coupled with a lack of homebuilders will make it difficult to respond to current and anticipated housing needs.
- Limited available industrial land - either serviced or partially serviced to accommodate potential business growth.
- Limited local workforce to support the employment growth, meaning that many workers will come from outside the community (as is already being experienced).
- Overall, Dubreuilville is simply not ready to proactively attract community and economic growth.

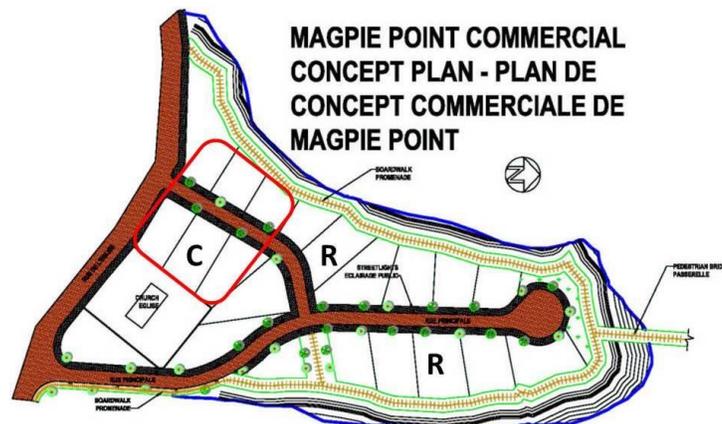
The Dubreuilville Community, Economic & Mining Growth Action Plan provides the key actions to be implemented to respond to these challenges and to maximize the benefits derived from the economic opportunities.

4.2 Community Development Action Plan

The following Community Development Action Plan offers Dubreuilville the best opportunity to succeed in growing the population of the community. A larger population will provide greater economic viability and sustainability to current community recreational and educational assets, and will provide the necessary base to support more commercial services – all of which will increase Dubreuilville’s overall quality of life. Dubreuilville must however proactively pursue implementation of the key actions to benefit from the potential presented by its economic opportunities.

Key Action Plans:

- 1) That Dubreuilville initiate and complete an Official Plan Review process to update its Official Plan (now due for its 5 year review,) and through this review process, propose the following changes:
 - a) Changing OP designation for the majority of Magpie Point from commercial to residential, retaining commercial designation for the rue de l’Église frontage;



- b) That lands on the southeast side of Chemin Industriel be designated industrial (including the former bunkhouse) and that any industrial developments be subject to a minimum lot coverage requirement;
 - c) That the former "motel" property now (converted to residential) at the end of Rue des Pins near the mill and the opposing "bunkhouse" property be designated residential;
 - d) Consider the designation of further residential lands around Green Lake while protecting public access to the lake.
- 2) That upon approval of the Official Plan, a Zoning Bylaw² review and update be conducted to ensure consistency with the Official Plan and to provide for its implementation. Specific issues to be considered include:
- a) That an urban industrial zone be established to replace the existing M1 zone, and that the southeast side of Chemin Industriel and Bell Road properties be zoned urban industrial (currently zoned commercial and rural), and that the following provisions apply:
 - i) no residential, institutional, or retail uses permitted;
 - ii) only employment and intensive land uses should be permitted;
 - iii) land extensive uses (such as builders supply, contractor's yard, transportation or trucking yards or depots, logging operations) shall not be permitted;
 - iv) that minimum lot coverage provisions apply (such as 15%) to ensure effective use of fully serviced industrial land.
 - b) That a rural industrial use zoning provision be developed for industrial lands in rural areas (outside of the water and sewer supply area), and that the following provisions apply:
 - i) permitted uses include those of the urban industrial area;
 - ii) permitted uses to include land extensive uses such as wholesale, builders supply, contractor's yard, transportation or trucking yards or depots, logging operations;
 - c) That further properties be considered for rural industrial zoning along Industrial Road (northwest of town site vs. Chemin Industriel).
 - d) That the following changes to the commercial zone be considered:
 - i) that the following uses not be permitted: contractor's yard, trucking establishment or other land extensive uses;
 - ii) that residential uses only be permitted above grade in the commercial zone;
 - iii) that planting/landscape strips be required in the front yards along public roadways except at points of access and egress.
 - e) That the zoning reflect the institutional land use on the two school sites;
 - f) That a new multi-unit residential zone be created, and that properties be considered for the multi-unit residential zone;

² (now 25 years old)

- g) That plans be finalized for the subdivision and servicing of all remaining residential holding (RD) zones and that appropriate residential zoning be applied (including Magpie Point).
- 3) That a housing needs analysis be undertaken in cooperation with the three area mining companies and the forest products company to document both the current as well as future projected demand for housing. Develop a housing and accommodations action plan to address identified needs with specific strategies, actions, timelines, and project leads and partners.
- 4) That the Township and/or the Community Economic Development Corporation (or a corporation formed for the purpose accelerating residential growth) develop a business plan to acquire and develop all remaining undeveloped residential lands to ensure expeditious residential development and home building occurs to meet housing demands. This plan should include seeking government funding to acquire and service the land being developed.
- 5) The preceding two action plans should be followed by efforts to attract one or more housing developers to build to the needs of the Dubreuilville market.
- 6) That the building of temporary housing be strongly discouraged, and that the possibility of some form of effective encouragement or long term agreement be made to ensure the building of permanent housing versus temporary housing.
- 7) That an appropriate solution be investigated and implemented for a new solid waste disposal site.
- 8) That property standards bylaw 89-47 be reviewed and updated as necessary to meet modern standards and expectations. That a community education campaign be undertaken to encourage yard cleanup, removal of outside storage, and building maintenance to minimum standards before enforcing the by-law.
- 9) That the CEDC strongly consider launching a community-wide (residential, commercial, industrial) property beautification and community pride program. This should include annual competitions to recognise the most improved properties and future participation in "Communities in Bloom". Horticultural or landscaping education or workshops could also be considered, as could the formation of a local horticultural society which could then lead this initiative.
- 10) As there is no local media in Dubreuilville, the Township should launch a new and highly informative and interactive website to facilitate communications between the municipality and citizens/businesses, but also within the community. It should host for example,

community forums and community event calendars, provide community news (perhaps in a section maintained by the community), be mobile device friendly and should be updated daily.

11) It is recommended that:

- a) That the Township establish a community development partnership with the three major area mining companies and the forest products company. The purpose of this partnership is to provide (and seek) assistance and support for ensuring the Dubreuilville Community, Economic & Mining Growth Action Plan is implemented as completely as possible within a two year timeframe.
- b) The partnership engage the services of an experienced economic development officer/planner/liaison person on a two year contract to implement this Growth Action Plan.

12) The Township is strongly advised to consider the guidance of the report by McSweeney & Associates entitled "Returning Dubreuilville Tax Sale Properties to Economic Use".

13) That the Township consider and implement the recommendations of the report prepared entitled "Review & Assessment of Administrative Capacity".

4.3 Economic and Mining Growth Action Plan

As part of this project, McSweeney & Associates engaged Knight Piésold Ltd. (KPL) to complete an inventory of mining and mineral exploration projects in the area, to outline current services being provided from Dubreuilville, and to seek information on any supply gaps that could be supported from Dubreuilville.

Interviews were completed with six local mining/exploration companies. Following is a summary of that work³ – two separate and more complete reports have been provided under separate cover to the Township.

Workforce Requirements

Generally companies are satisfied with the local workforce they have hired. Although there is not an immediate need for additional personnel, the following positions are likely to be required within the next twelve months:

- Geologists
- Engineers
- Mechanics
- Electricians
- Janitorial staff
- Administrative personnel

³ Opportunities related to the forest products mill re-opening have been captured in the SWOT analysis.

- Diamond drillers
- Waste management staff/services
- Housekeeping staff/services.

The availability of accredited skilled trades workers is a concern, and local training would be of benefit.

Infrastructure

Concerns and improvements suggested by interviewees include:

- lack available housing
- lack of visitor lodging
- improved cellular phone coverage
- improved high speed internet availability.

Services

Dubreuilville currently has limited services, and as a result some services are obtained from Wawa and White River, or further from Sault Ste. Marie or beyond.

Interviewees identified the following services that would be of benefit to them if they could be provided locally. This list represents service supply opportunities for Dubreuilville entrepreneurs and companies:

- Reliable and consistent local fuel supply
- Internet and electronic services (e.g. photo copy, faxing)
- General contractor services
- Accredited skilled trades
- Housing and lodging
- Janitorial services
- Food supply services (e.g. catering)
- Health and safety training (including mine rescue)
- Common core training.

Materials and Equipment

Currently, materials and equipment purchases by mining companies are estimated to be between \$10 and \$20 million annually. Relatively little of this is supplied by Dubreuilville companies. While it cannot be expected that Dubreuilville could supply heavy/specialized equipment, the most likely areas of materials and equipment demand that could be supplied from Dubreuilville in the future include:

- lumber and building materials (some is currently supplied from Dubreuilville)
- fuel
- mechanical parts
- safety equipment, and possibly some office supplies.

Key Action Plans:

There are a number of key action plans that must be implemented to provide Dubreuilville with the best opportunity for sustainable business and employment growth – which in turn supports the development and sustainability of the overall community.

- 1) To ensure sufficient available land for potential industrial type businesses:
 - a) As there is a very limited ability to increase the supply of “urban industrial” fully serviced industrial land in Dubreuilville, the serviced land that does exist must be very carefully managed. The Township should therefore acquire any vacant and/or unutilized/ underutilized industrial properties that may be economically available in the urban area. This will prevent industrial land speculation as demand increases, and provides the opportunity to ensure that urban industrial land is intensively used and generates appropriate levels of the intended type of employment.
 - b) The Township should adopt an industrial land development and sales policy that:
 - a) ensures the potential purchaser has concrete plans to create an appropriate size of building and level of employment on the property;
 - b) ensures that any planned construction is started and completed within an agreed timeframe;
 - c) ensures that the Township has a pre-determined right to re-acquire the property should preceding conditions not be met, or an option to purchase the property should it no longer be needed or utilized for its original intended uses or uses that generate similar levels of employment;
 - d) seeks to increase the total acreage of urban industrial land available for appropriate industrial type uses;
 - e) proactively encourages land extensive uses to locate in rural industrial areas;
 - f) if necessary, directly engages in the development and sales of rural industrial land.

- 2) As noted, the current Official Plan designates more commercial land than is required to serve Dubreuilville into the foreseeable future⁴. Key actions with respect to commercial land and development in Dubreuilville are as follows:
 - a) That the Official Plan be revised (during the OP Review) to limit the commercial land on Magpie Point to an area of land (with Rue de l’Eglise frontage) approximately equivalent to the first six lots shown on the Official Plan Magpie Point Commercial Concept Plan.
 - b) Furthermore, the development of this commercial land does not require a second access road west of the Church, and that the land shown as an access road, along with the remaining commercial land of approximately six lots should ideally be developed as a single property.

⁴ Additional at grade retail units can be accommodated at either the former hotel or restaurant property, or on the ground floor of the Dubreuil Lumber Inc. building.

- c) That the Township dispose of the closed hotel and restaurant properties in a manner that ensures the successful re-opening and continuous operation of these important commercial properties (a separate report has provided detailed recommendations on this subject).
- 3) As there will be an increasing need for workers in the near future, Dubreuilville residents should have an opportunity to fill future jobs in the area. The Township should therefore continue to support the Superior East Labour Development Task Force. Through the recommended Township website functionality, residents should be kept informed of developments related to economic growth, jobs that will become available, and opportunities to upgrade skills and training.
- 4) Entrepreneurship should be encouraged and supported in Dubreuilville, including “in-town” education and awareness and support through organizations such as the Superior East CFDC and the Paro Centre for Women’s Enterprise. As many of the jobs that will be created in the future are more dominated by males, support for women entrepreneurs should be encouraged. The above agencies and/or the CEDC could also support a mentorship program, matching experienced entrepreneurs as coaches with budding entrepreneurs.
- 5) In conjunction with its partners, investigate the establishment of a Dubreuilville training centre to utilize existing facilities in Dubreuilville to provide for the following training needs:
- Mining common core training /scope of mining
 - Trucking
 - Health and safety, WHMIS, first aid, dangerous materials
 - Health and safety policies
 - Heavy equipment operation.
- 6) While the current Official Plan supports home based businesses, the next zoning bylaw review should include appropriate provisions to support home based businesses.
- 7) In addition to having available “shovel-ready employment land”, Dubreuilville must become investment-ready – which means being ready to not only respond efficiently to investment enquiries, but also having the capacity to reach out to attract appropriate businesses to the community. Dubreuilville needs to complete the following actions to become investment ready:
- a) Prepare a community asset inventory and community profile⁵ with current year data and information on developments in the area, and post on the website mentioned below;

⁵ 75% funding available from Northern Communities Investment Readiness Program (NCIR).

- b) Have a separate economic development website, or minimally, a dedicated section of the municipal website that meets site selection and business attraction needs;
 - c) Maintain an up to date list of available business properties⁶ (with all pertinent property details) and include on above website;
 - d) Have trained economic development staff to assist with the implementation of this strategy, to ensure constant investment readiness of Dubreuilville, to liaise with major and local employers, and to respond to investment enquiries and to conduct business attraction activities for business opportunities not filled by local entrepreneurs;
 - e) To assist employers in attracting a workforce to Dubreuilville, prepare marketing collateral as required, such as information on living in Dubreuilville (community, housing, educational, recreation, social, spiritual, and cultural assets, shopping amenities, organizations, etc.). This information also needs to be posted on the above mentioned website.
- 8) Make the Dubreuilville general public, and more specifically the Dubreuilville entrepreneurial and business community, aware of the commercial business and mining/forestry related business opportunities that follow.

4.3.1 Commercial Business Opportunities

The types of businesses that can be supported by the Dubreuilville population and its businesses now or in the near future include:

- Law office
- Physician
- Auto repair
- Beauty salon/barber
- Dentist.

As Dubreuilville grows, it could also support an insurance agent and a real estate agent, as well as computer sales/service. A number of these businesses could easily be supported from a home-based environment, including legal services, hair salon/barber, computer sales/service, insurance and real estate services.

4.3.2 Mining/Forestry Related Business Opportunities

The key business opportunities related to forestry and mining are seen as follows.

- Opportunities that may be common to mining and forestry products mill re-opening:
 - Reliable and consistent local fuel and lubricant supply
 - Pump rebuilding/repairs, motor repairs/rewinding

⁶ Also fundable by NCIR.

- Accredited skilled trades such as auto mechanics, heavy duty/equipment mechanics, industrial electricians/technologists, millwrights as well as construction trades
- Road building and civil engineering work
- Internet and office/electronic services (e.g. photo copy, faxing)
- General contractor services
- Environmental engineering, water sampling
- Drivers, some specialized
- Opportunities specifically related to mining
 - Housing and lodging
 - Janitorial services
 - Food supply services (e.g. catering)
 - Buses
- Opportunities specifically related to forestry and mill re-opening:
 - Maintenance of knives, saws, other machinery/equipment
 - Layout and flagging of forestry blocks for harvesting, forestry technicians, tree planting
 - Wood cutting, skidding, hauling
 - Manufacture of value added wood products, such as engineered joists, pellets.

5 Implementation Plan

The Implementation Plan for the Dubreuilville Community, Economic & Mining Growth Action Plan has been provided in a separate report.