



COMMUNITY PROFILE

Statistics & Facts

Shuniah, Ontario

March 12, 2018

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1.0 Location Profile

The following provides an overview of the locational characteristics of Shuniah, including access by various methods of transportation, as well as other common conditions within the community (e.g., weather, etc.).

Automobile

The Municipality of Shuniah is easily accessible from Thunder Bay by Ontario Highway 11/17. This is a limited access Highway that is currently being upgraded to a 4 lane, divided highway throughout Shuniah. This work is expected to be completed by 2025. The highway is the primary route of the Trans-Canada Highway through Ontario, connecting Winnipeg to Sault. Ste Marie, Sudbury and Ottawa, as well as points further east.

Lakeshore Drive is the primary local route serving Shuniah. The majority of residential homes and commercial properties located in Shuniah are located in close proximity to Lakeshore Drive. The route also provides an alternate access point into Thunder Bay.

Highway 527 branches off from Highway 11/17 in Shuniah and provides service to points in the northern part of the municipality. Additionally, Highway 527 connects the communities of Armstrong and Gull Bay to Thunder Bay.

Drive Times

Shuniah is located approximately 30 kilometres from Thunder Bay City Hall. Thunder Bay serves as the primary population and service centre for Northwestern Ontario. As shown, Shuniah is located within a reasonable day-long (i.e. 10 hours) driving distance to other regional centres, including Winnipeg, Timmins, Sault Ste. Marie and Minneapolis.

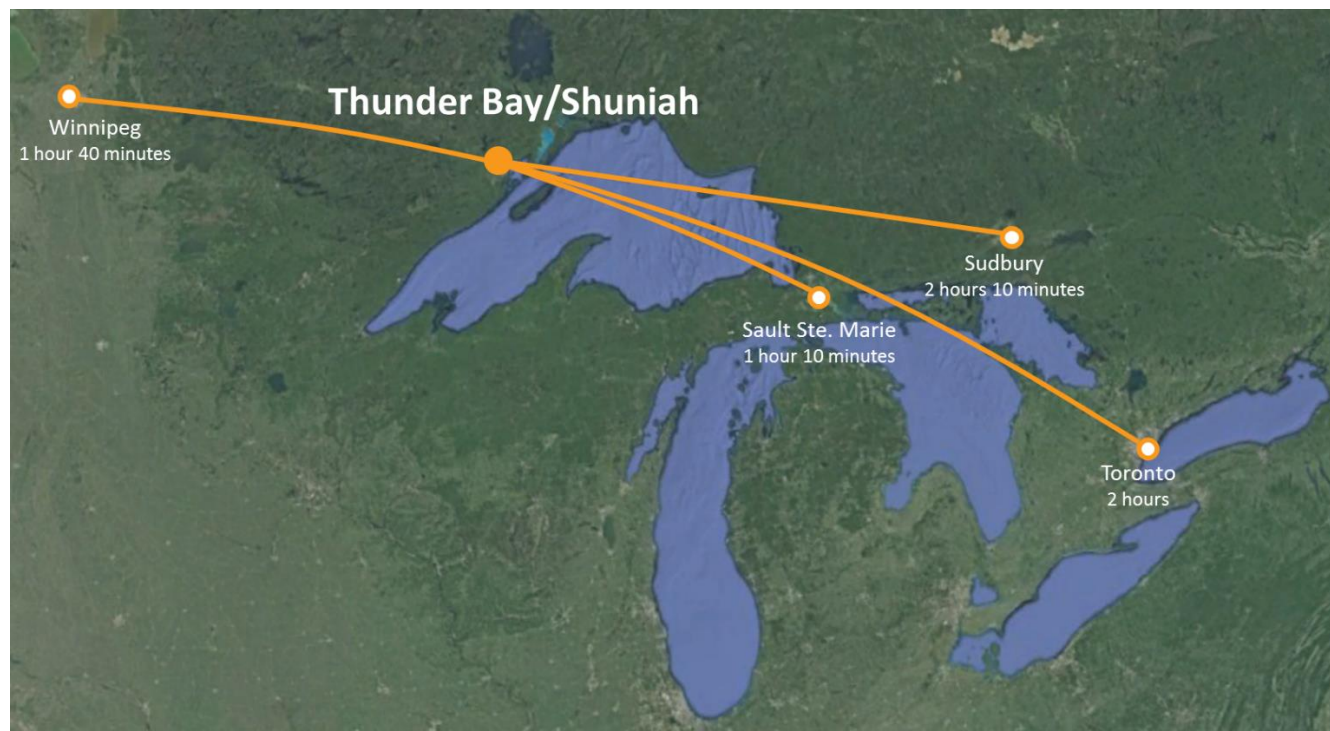
Driving Distances from Shuniah to:	Distance (km)	Time
Thunder Bay City Hall	30	30min
Sleeping Giant Provincial Park	50	40min
Nipigon	60	40min
Dryden	400	4hr 10min
Sault Ste. Marie	640	7hr 00min
Timmins	720	7hr 50min
Winnipeg	740	8hr 00min
Sudbury	950	10hr 20min
Toronto	1,340	14hr 00min
Ottawa	1,400	15hr 00min
Duluth, MN (USA)	360	4hr 20min
Minneapolis, MN (USA)	610	6hr 30min

Other Transportation

There is currently no local or regional bus service that stops in Shuniah. Greyhound Regional bus services provides service from Thunder Bay to points across Canada. VIA Rail trains no longer service Thunder Bay.

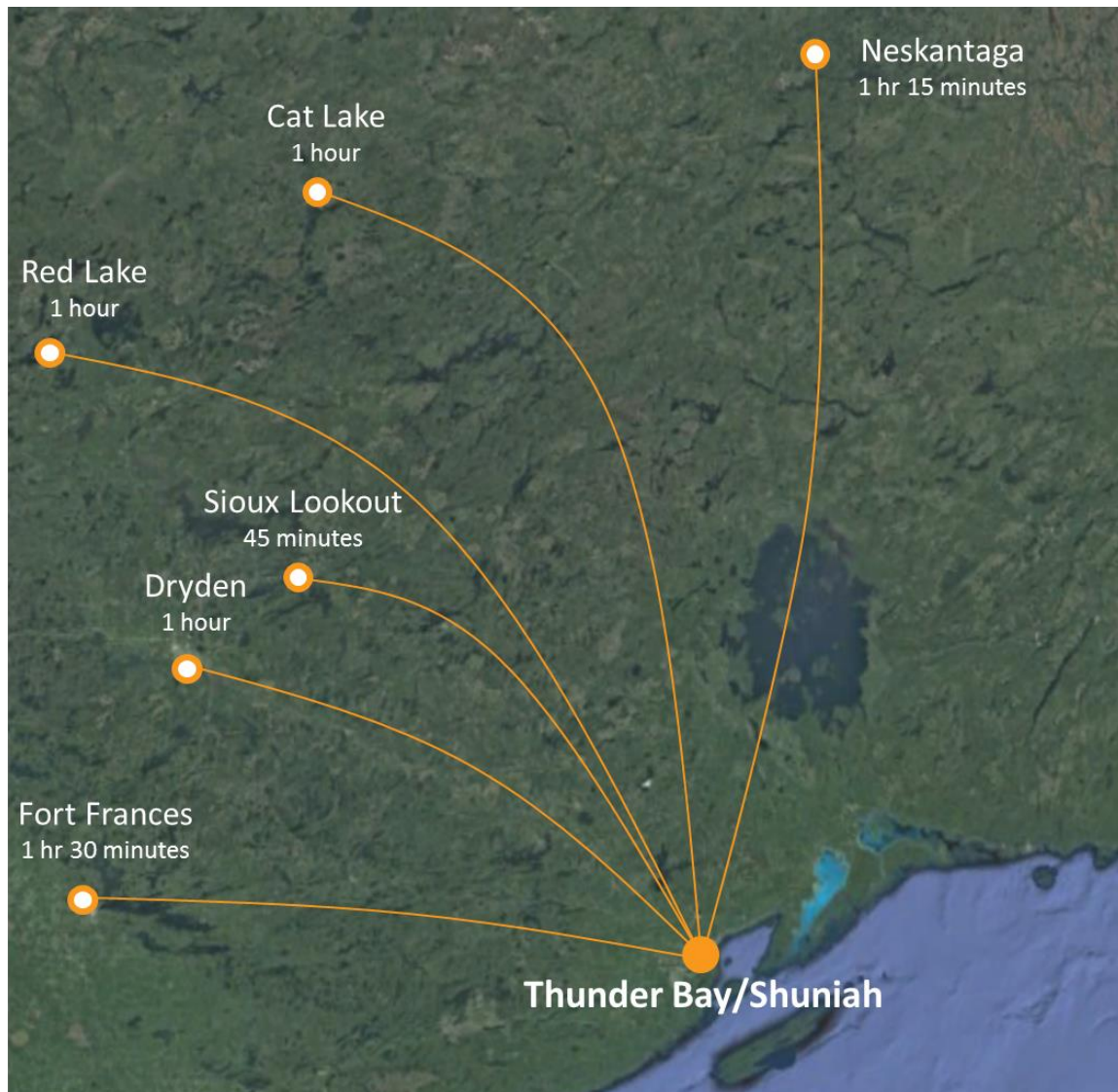
Thunder Bay International Airport

Thunder Bay International Airport is approximately a 30-minute drive from Shuniah and offers direct flights to a variety of major Canadian destinations, including Toronto, Winnipeg, Sudbury and Montreal, as shown below. These destinations provide direct access to global locations, as well as to points across North America.

Figure 1-1: Flight Times (Regional)

SOURCE: Google Flights.

Additionally, Thunder Bay International Airport serves as a vital lifeline for a range of smaller municipalities located in northern Ontario. As shown below, the majority of these flights are under 2 hours away, but many destinations are inaccessible by automobile, particularly in the winter. The Thunder Bay airport is the largest in Northern Ontario and provides a critical connection to smaller centres.

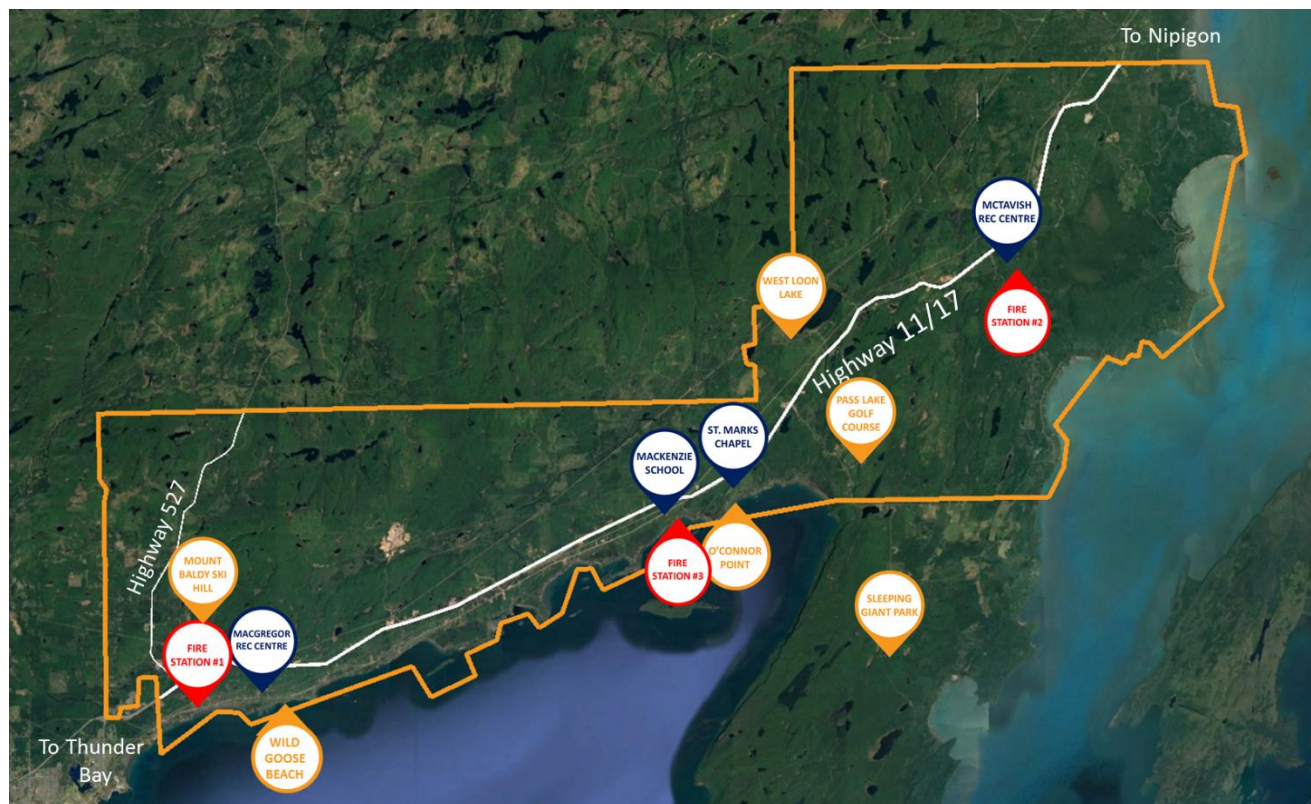
Figure 1-2: Flight Times (Local)

SOURCE: Google Flights.

Amenities

As discussed in more detail in Section 3 of this document, the majority of significant recreation, emergency, educational and community services in Shuniah are located along the Highway 11/17 or Lakeshore Road corridors. The figure below provides an illustration of these amenities.

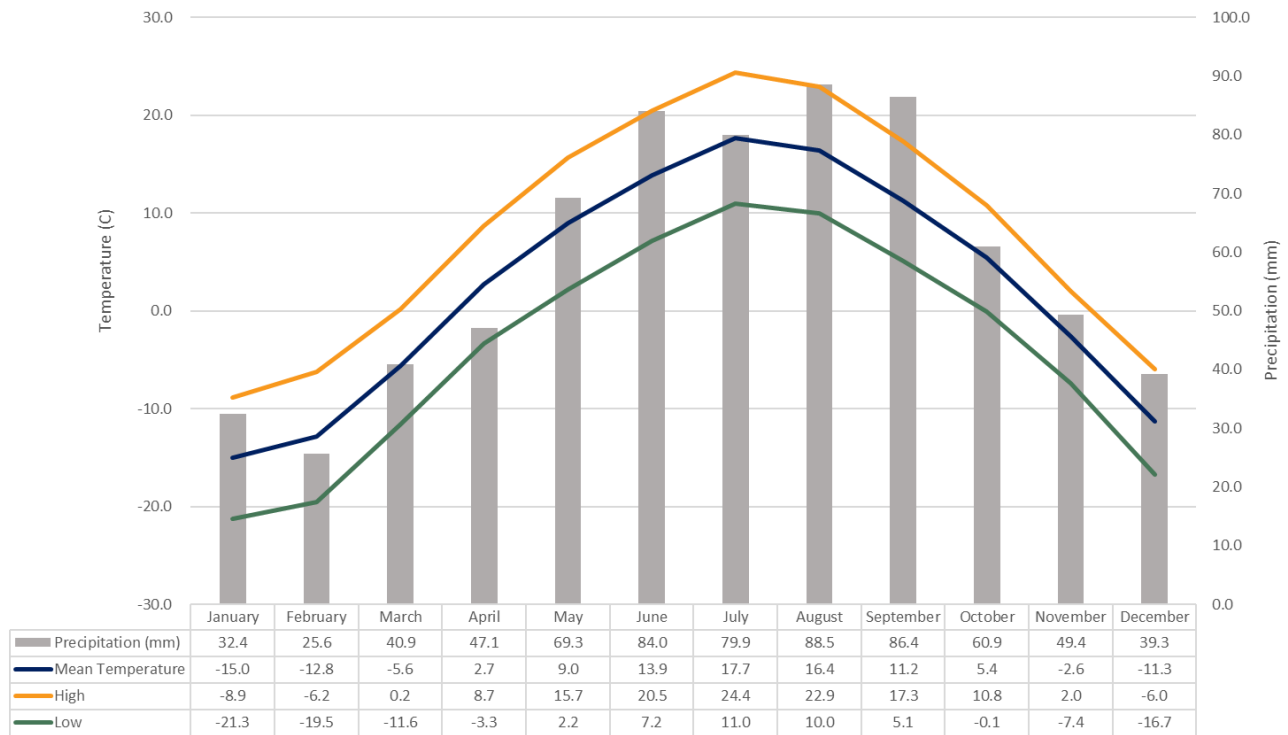
Figure 1-3: Map of Local Amenities in Shuniah



Weather

Shuniah experiences four distinct seasons. The following table summarizes historic weather patterns for Thunder Bay, the closest Government of Canada weather station.

Figure 1-4: Historic Weather Patterns (Thunder Bay)



SOURCE: Government of Canada.

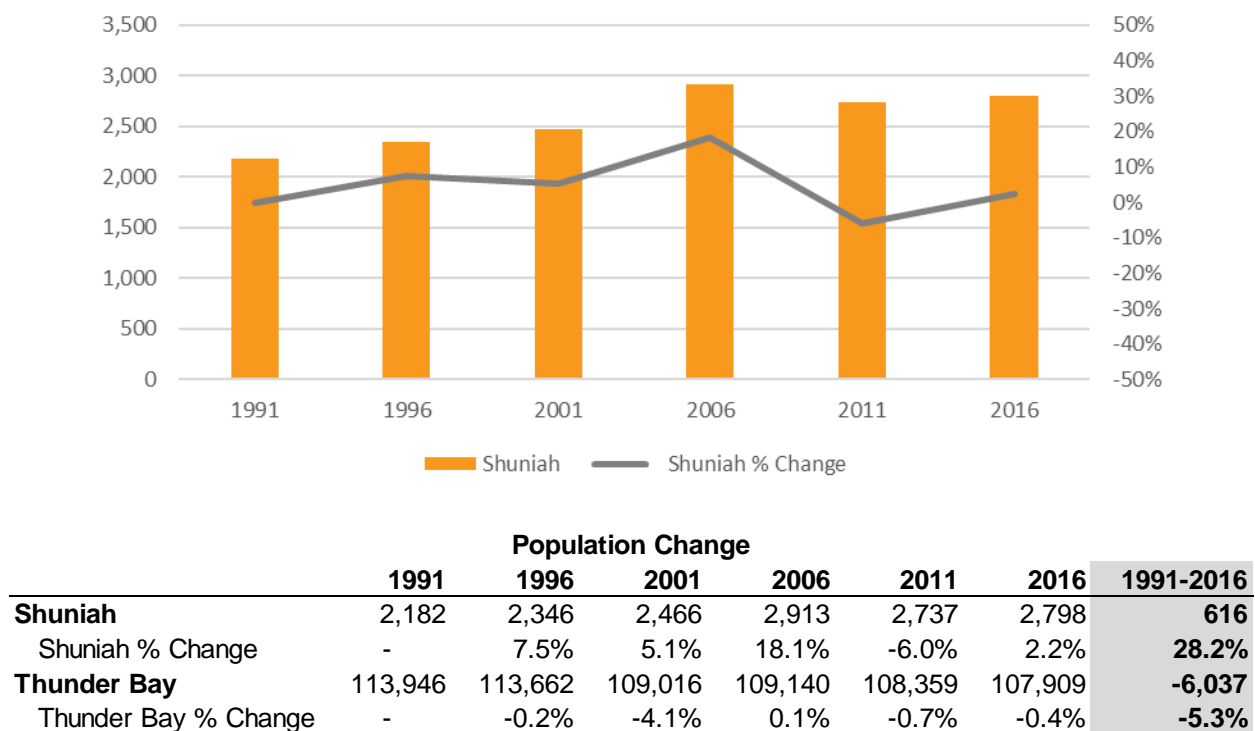
2.0 Demographic Profile

The purpose of this section is to provide a detailed overview of Shuniah's residential composition. Where possible and relevant, the findings presented in this section have been benchmarked against the City of Thunder Bay for reference purposes. This assists in developing an understanding of Shuniah's identity both independently, and within the context of the broader regional market. It further provides insight into the relative appeal of the municipality within this context. Based on this profile, other marketing and strategic initiatives could be initiated to effectively target such market profiles.

2.1 Population Change

Over the 1991-2016 period, Shuniah has experienced overall population growth of some 28.2%, increasing from a 1991 population of 2,182 to a current population of 2,798. This represents a healthy annual growth rate of just over 1.1%, on average. As shown, this growth has also generally been consistent and stable, with the exception of a brief population decline in the 2011 reporting period.

Figure 2-1: Shuniah Population Growth (1991-2016)



SOURCE: Census Canada (1991, 1996, 2001, 2006, 2011, 2016)

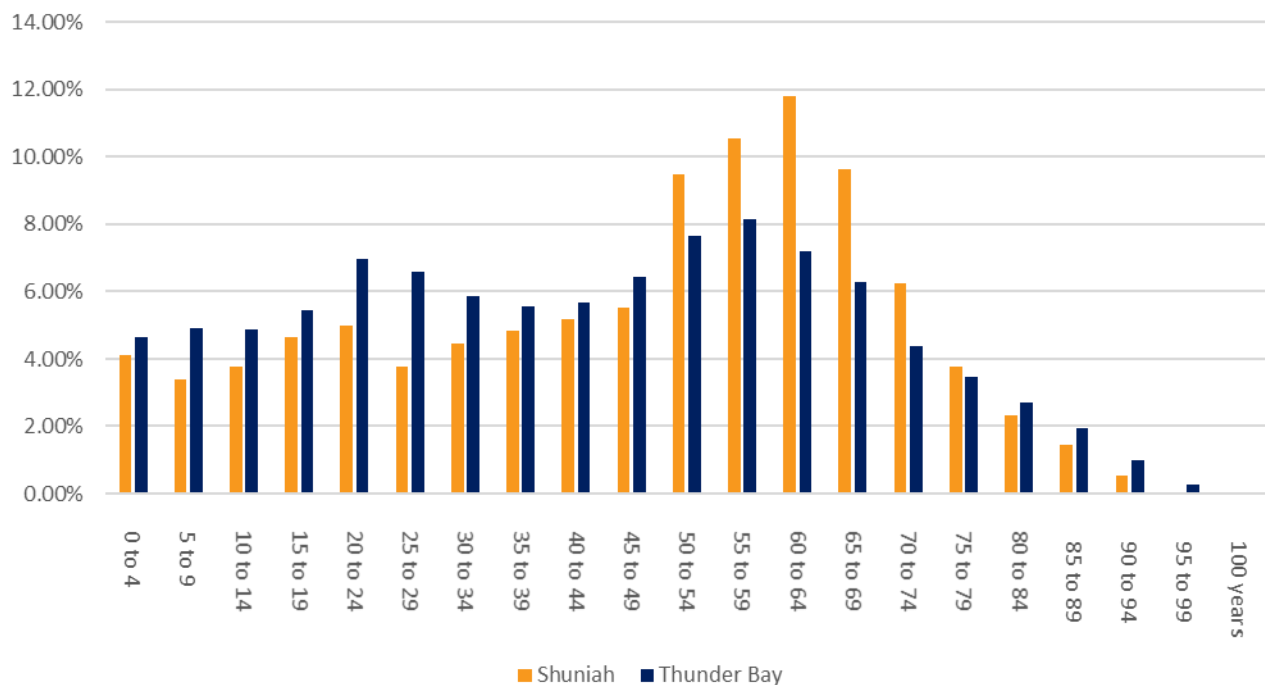
Over the 1991-2016 period, Thunder Bay has experienced an overall population decline of some 5.3%. Shuniah's comparatively high rate of growth shows that it remains attractive to new residents despite broader regional growth challenges.

2.2 Age Profile

The following figure demonstrates the population of Shuniah and Thunder Bay, separated by age cohort. As shown, Thunder Bay contains a relatively high proportion of young residents, particularly under the age of 35. By comparison, the Municipality of Shuniah contains a relatively high proportion of residents in the 50-74 age brackets. Broadly, this suggests that the municipality is attractive to households as they approach the latter portion of their working years, and into retirement.

There is opportunity for Shuniah to prioritize initiatives that attract younger families with children to ensure long term community growth, as well as ensuring support for the Mackenzie Public School located in Shuniah. Furthermore, community facilities and amenities that reinforce the appeal of Shuniah to the 50-74 age bracket should continue to be offered and enhanced to support growth from this age segment.

Figure 2-2: Shuniah Age Profile (2016)



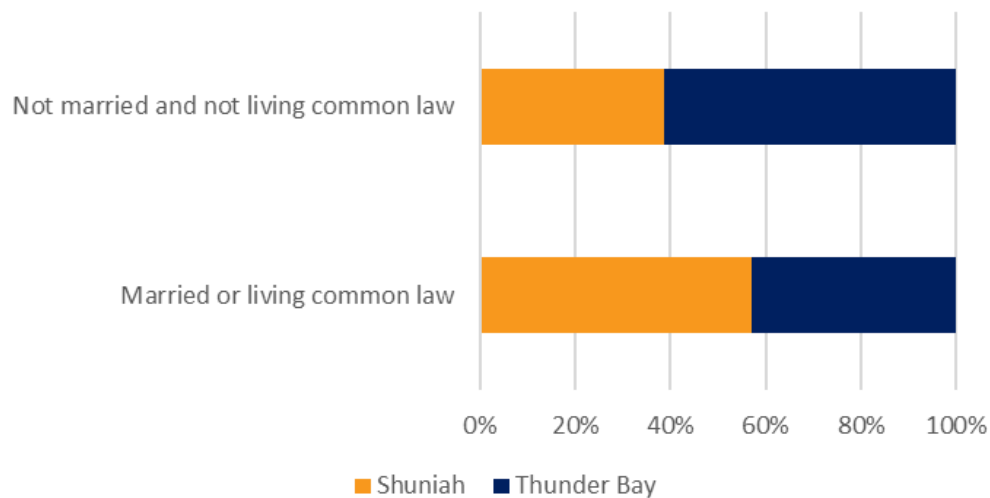
SOURCE: Canada 2016 Census

2.3 Household Profile

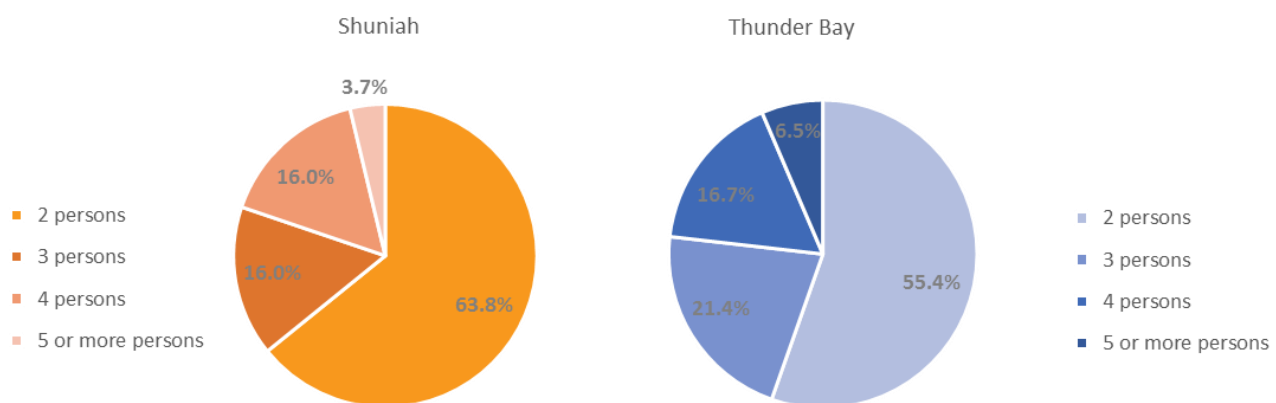
As shown, Shuniah's residents are married or living in common law relationships at a significantly higher rate than Thunder Bay. Some 71% of Shuniah citizens are in married or common law households, significantly higher than the 53% rate in Thunder Bay. Furthermore, household sizes in Shuniah tend to be smaller than that of the broader region. Approximately 63.8% of all Shuniah households contain two residents, against 55.4% of households in Thunder Bay.

The proportion of households with children in Shuniah is significantly lower than the broader average. As of the 2016 census, 63.4% of Shuniah households did not have children, compared to 53.6% across Thunder Bay. Recognizing this dynamic, as well as age profiles highlighted in section 1.2, it becomes increasingly clear that residents in Shuniah tend to be "empty-nesters" nearing or having recently entered retirement, and that there is a relative lack of younger families in the community.

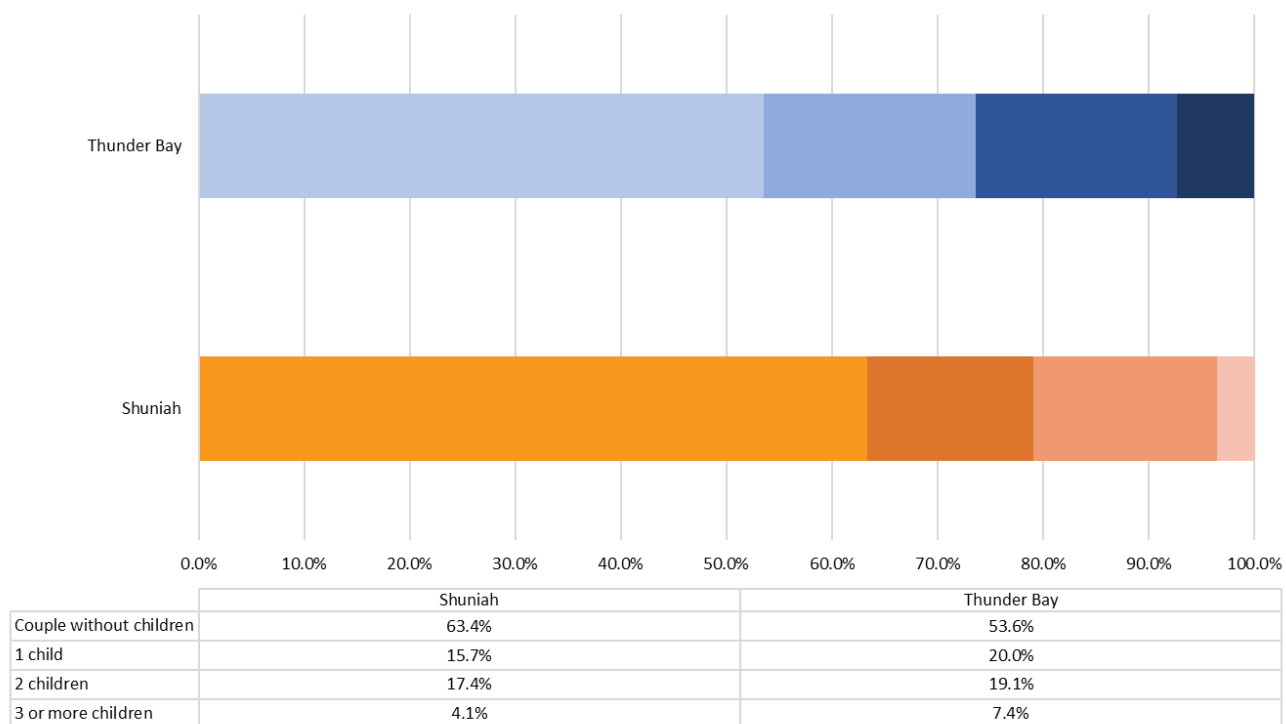
Figure 2-3: Marital Status



SOURCE: Canada 2016 Census

Figure 2-4: Household Size

SOURCE: Canada 2016 Census

Figure 2-5: Family Composition

SOURCE: Canada 2016 Census

2.4 Income

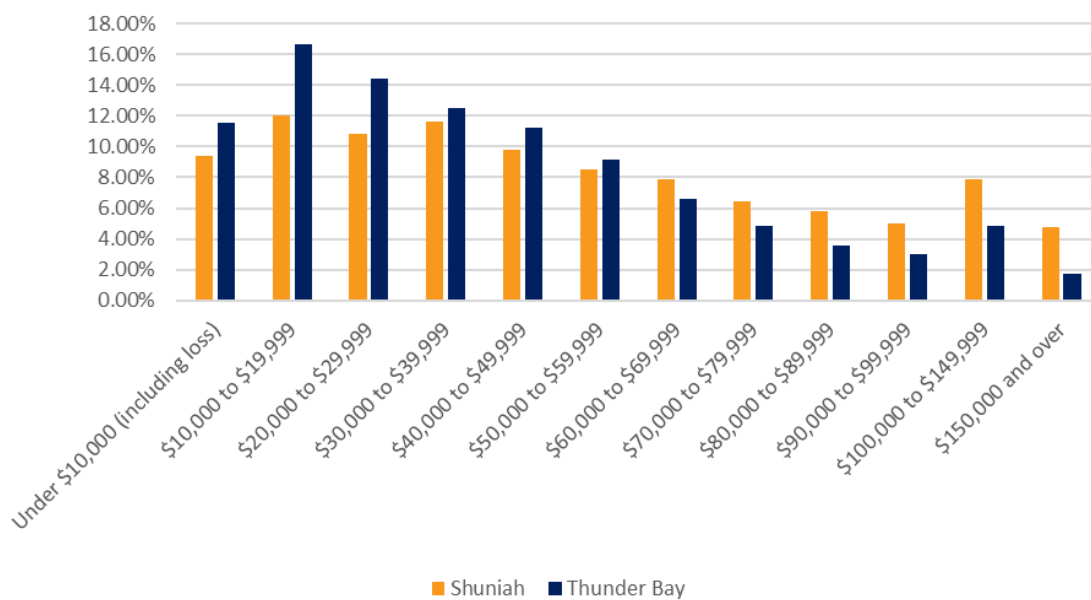
Our analysis suggests that the household and individual personal incomes of residents of Shuniah skew significantly higher than the regional distribution. As shown, a significantly higher proportion of individual residents in Shuniah earn more than \$60,000 annually when compared to Thunder Bay. Almost 38% of individuals earn over this threshold in Shuniah, compared to just one quarter (25%) in Thunder Bay. Furthermore, Shuniah has nearly double the number of individuals earning over \$100,000 annually, representing some 13% of the total residential population.

A similar trend exists for household income. A substantially higher proportion of Shuniah households earn over \$70,000 annually when benchmarked against the Thunder Bay average. Indeed, almost 69% of Shuniah households earn over \$70,000 annually, against 47% of Thunder Bay households.

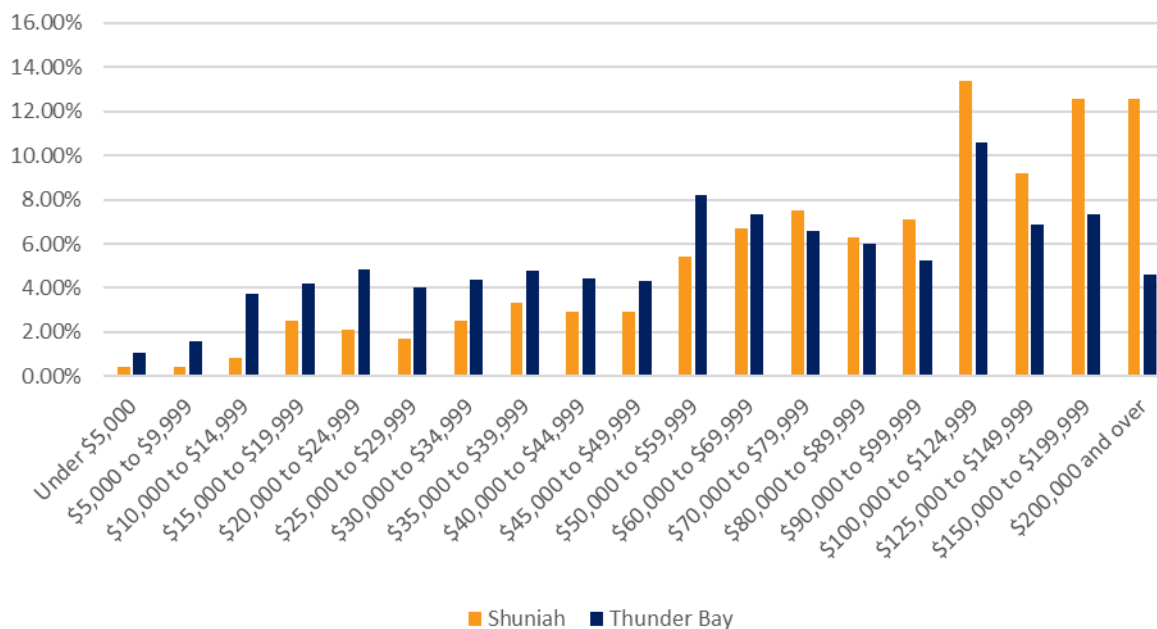
Furthermore, the unemployment rate in Shuniah is lower than Thunder Bay. At 6.3%, Shuniah experiences a notably lower rate of unemployment than the 7.7% reported in Thunder Bay.

Overall, these findings suggest that potential disposable income in the Shuniah area is generally high. Particularly relative to the broader Thunder Bay region, a significant proportion of high-income individuals reside specifically in the Shuniah area. Opportunities to locate local or even regional serving businesses in the municipality exist to capture a higher proportion of resident expenditures within Shuniah.

Figure 2-6: Total Individual Income (2015)



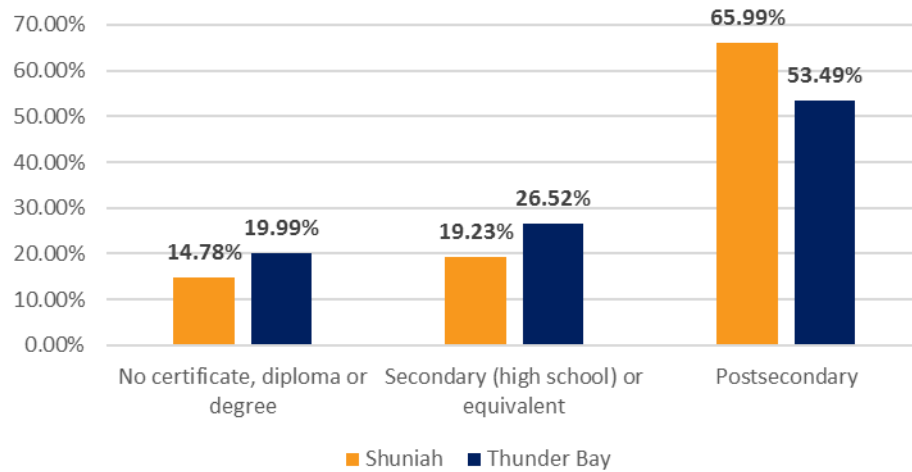
SOURCE: Canada 2016 Census

Figure 2-7: Total Household Income (2015)

SOURCE: Canada 2016 Census

2.5 Education

Relative to Thunder Bay, residents of Shuniah are well educated. A lower proportion of Shuniah residents hold no certificates, diplomas or degrees than the City of Thunder Bay. Furthermore, 66% of Shuniah residents hold postsecondary degrees, including 16.6% of the population holding a Bachelors degree, and 5.1% holding a masters or doctorate degree.

Figure 2-8: Highest Achieved Level of Education

	Shuniah Total	Thunder Bay Total
No Certificate, Diploma or Degree	365	17,925
Secondary School or Equivalent	475	23,780
Postsecondary	1,630	47,960
Bachelors	410	12,710
Masters	75	2,760
Doctorate	50	645

SOURCE: Canada 2016 Census

2.6 Ethnicity and Language

Less than one percent (0.54%) of Shuniah's population identifies as a visible minority. This is significantly lower than the 4.47% found in Thunder Bay and much lower than elsewhere in the province and country. Additionally, some 99.5% of the population speaks English or French as a first language, whereas a mere 0.18% speak neither English nor French as a first language. There is opportunity to establish initiatives and events that give Shuniah wider exposure to a greater diversity of Canadians.

3.0 Community Profile

The purpose of this section is to provide an understanding of the amenities available within the Municipality of Shuniah. This exercise is meant to highlight the diversity of facilities available within Shuniah that reflect how the municipality's amenities and services appeal to residents, businesses and visitors.

3.1 Business Inventory

Based on a commercial and selected business inventory conducted by urbanMetrics in December 2017, as well as business listing information provided by the municipality, there are a range of small businesses in Shuniah. As shown, there are a limited number of commercial operations located in Shuniah; with the majority of retail/service commercial space concentrated beyond the municipality in Thunder Bay.

Overall, the results of our inventory suggest that there are a total of some 23 individual business establishments in Shuniah, including a range of retail/service commercial, accommodations based, and other businesses, including several that are seasonal.

Retail/Service Commercial Inventory

A total of 10 retail/service commercial businesses were identified in the municipality, totalling some 25,700 square feet of space. We note that this total does not include industrial uses, nor home-based businesses.

Figure 3-1: Commercial Inventory

Store Category	Number of Businesses	Total Square Footage
Food Store Retail	4	12,500
Non-Food Store Retail	2	1,000
Service	4	12,200
Total	10	25,700

SOURCE: urbanMetrics inc.

Accommodation Facilities

Based on our research, there are a range of short and long-term accommodation offerings throughout the Municipality of Shuniah. In total, we've identified four accommodations facilities, including two campgrounds and the two other facilities noted above.

- KOA Thunder Bay Campground

- Mirror Lake Resort Campground
- McKenzie Inn
- Thunder Bay International Hostel

There are additionally several B&Bs as well as a range of AirBnB properties available for recreational stays.

In addition to these properties, there are several hotels operated by major international brands located in Thunder Bay.

Other Businesses

In addition to the traditional commercial businesses identified above, Shuniah is also host to a number of other business operations, including recreational facilities, highway convenience facilities and transportation companies. Specifically, we have identified the following additional businesses in Shuniah:

- Flying J Travel Plaza/Shell (3200 Highway 11/17)
- Secure Store Thunder Bay (325 Highway 527)
- Amethyst Mine Panorama (500 Bass Lake Road)
- Bayview Golf Course (370 Highway 587)
- Diamond Willow Amethyst Mine (Number 5 Road North)
- LTL Group (227 Highway 527)
- Mount Baldy Ski Resort (375 Mount Baldy Road)
- Shuniah Service (160 Lakeshore Drive)

3.2 Community Facilities

Educational Institutions

Shuniah is well-served by educational institutions, both within the municipality and as a result of its proximity to Thunder Bay. Shuniah contains the Mackenzie Public School, located at 1625 Lakeshore Drive. This school supports students from junior kindergarten through grade 6, and currently has enrollment of approximately 65 students.

A variety of secondary schools are also located throughout Thunder Bay. There are four public high schools throughout Thunder Bay, offering a range of programming. Hammarskjold High School is located at 80 Clarkson Street South, and is the closest secondary school to Shuniah. The closest Catholic School is St. Ignatius High School, which is operated by the Thunder Bay Catholic School Board and is located at 285 Gibson Street.

Thunder Bay also features several Post-secondary education options, serving both technical programs and academic offerings. Lakehead University is the largest university in Northern Ontario, serving some 8,000 students and offering over 57 unique degree programs. Lakehead University has also partnered with Sudbury's Laurentian University to operate the Northern Ontario School of Medicine, the only medical school in northern Ontario.

Confederation College's main campus is located in Thunder Bay. This institution offers programs in various fields, including business, community services, hospitality and engineering, as well as various skilled trades programs.

Religious Institutions

There is a chapel located in Shuniah to provide religious services to the community. The St. Marks Chapel is located at 1901 Lakeshore Drive and holds weekly mass on Sundays.

Landfills

Shuniah does not offer weekly garbage pickup. However, there are two landfills in Shuniah, where residents are able to bring waste on a weekly basis. These landfill sites are located at:

- MacGregor Ward Landfill Site Highway 11/17 west of McKenzie Station Road; and,
- McTavish Ward Landfill Site Highway 11/17 west of Silver Lake Road.

Community Centres

In addition to any recreation amenities located in Thunder Bay, the Municipality of Shuniah is well-served by two recreation facilities that are capable of supporting local events and gatherings, as well as recreation and other sporting activities.

- **The MacGregor Recreation Centre** is located at 800 Lakeshore Drive and functions as the primary meeting space in Shuniah. The facility hosts a variety of community events, gathering and scheduled activities. Some activities currently scheduled include Zumba programs, yoga, wine/paint/pizza evenings, shuffleboard and senior events. This centre also operates a weekly youth program. The centre also operates a seasonal baseball field and a skating rink.

- **The McTavish Ward Recreation Area** is located at 115 Road 5 South. This smaller facility offers a seasonal baseball field, outdoor skating rink and heated change room.

Emergency Facilities

Police

Police services for Shuniah are provided by the Ontario Provincial Police's Thunder Bay detachment. The closest police station to Shuniah is the North West Region headquarters, located at 615 James Street South in Thunder Bay.

Fire

Shuniah is served by three fire stations:

- 201 Lakeshore Drive
- 144 5 Road South
- 1700 Lakeshore Drive

Medical

Superior North EMS operates a medical station at 1700A Lakeshore Drive. This facility shares a building with one of the fire stations in Shuniah. The site is staffed by 4 full-time Primary Care paramedics and 2 part-time Primary Care paramedics offering ambulance services.

Hospital

The nearest major hospital to Shuniah is the Thunder Bay Regional Health Sciences Centre.

3.3 Recreation Amenities

Parks

The Municipality of Shuniah boasts a significant amount of lakefront lands. Wild Goose Beach is the primary publicly accessible park in the municipality. Shuniah is also served by O'Connor Point and West Loon Lake, which similarly provide beach access. The Silver Harbour Conservation Area provides a public boat launch, picnic space, and hiking opportunities.

Sleeping Giant Provincial Park is located just outside of Shuniah and is a major regional park that attracts some 67,000 visitors annually. The park offers a diversity of experiences, including hiking

trails, wildlife viewing, cabin and conference centre rental and camping. Opportunities likely exist to capitalize on this significant tourist draw.

Privately Owned Recreation

In addition to the publicly accessible recreation facilities, there are significant recreation opportunities operated by business owners in Shuniah:

- **The Pass Lake Golf Course** is located on the southeastern edge of the municipality. This is a 9-hole recreational course that also features an 18-hole disc golf course;
- **Mount Baldy Ski Resort** is a family-friendly ski hill offering 10 different runs just north of Thunder Bay.

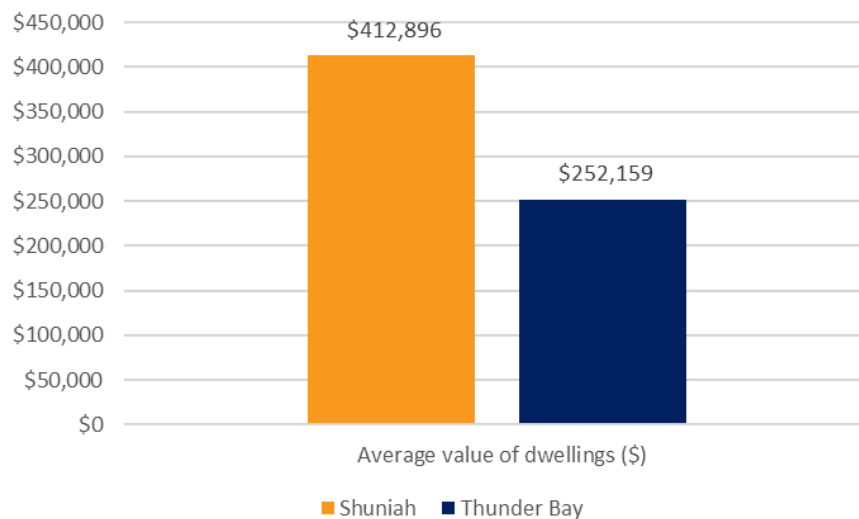
4.0 Real Estate Market

4.1 Existing Housing Stock

Based on data from the 2016 Census, there are 1,195 private dwellings located in Shuniah. The vast majority of these dwellings are single detached homes, a significant portion of which are waterfront properties. According to the Municipal Property Assessment Corporation (“MPAC”), the average **assessed value** of a Shuniah property in 2017 was \$265,500, whereas the typical residence on water commands a 20.6% premium, assessed at \$320,000. In 2017, property values received an average assessment increase of approximately 8.0%, higher than the average increase of 5.6% experienced in Thunder Bay.

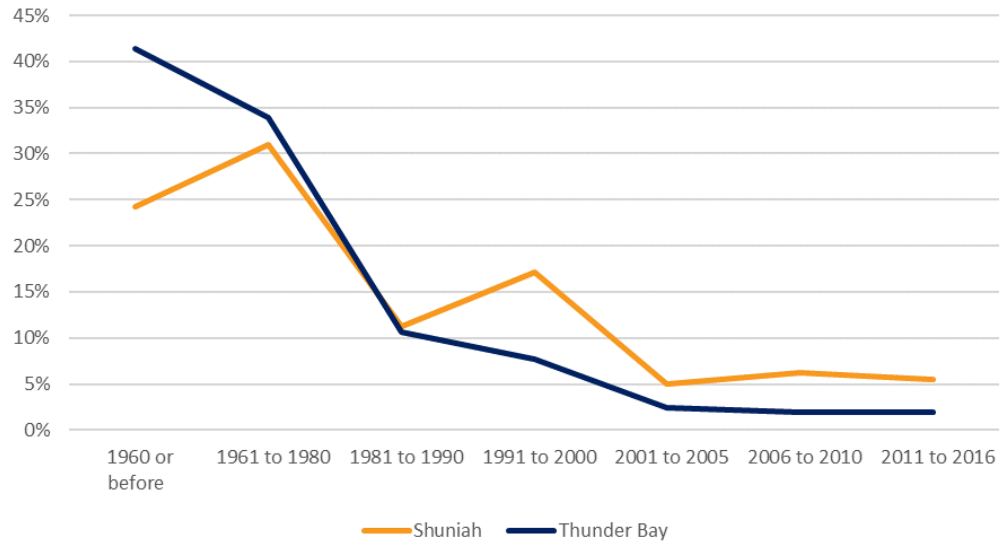
Similarly, according to the 2016 Census, the average dwelling price in Shuniah is \$412,896, which is substantially higher than the \$252,159 reported in Thunder Bay. The reported census figure is a closer approximation of the average **market value** of dwellings in Shuniah and Thunder Bay, respectively. This figure suggests that relative to Thunder Bay, residential property in Shuniah is expensive, commanding on average, a nearly 64% premium.

Figure 4-1: Average Dwelling Price (2016)



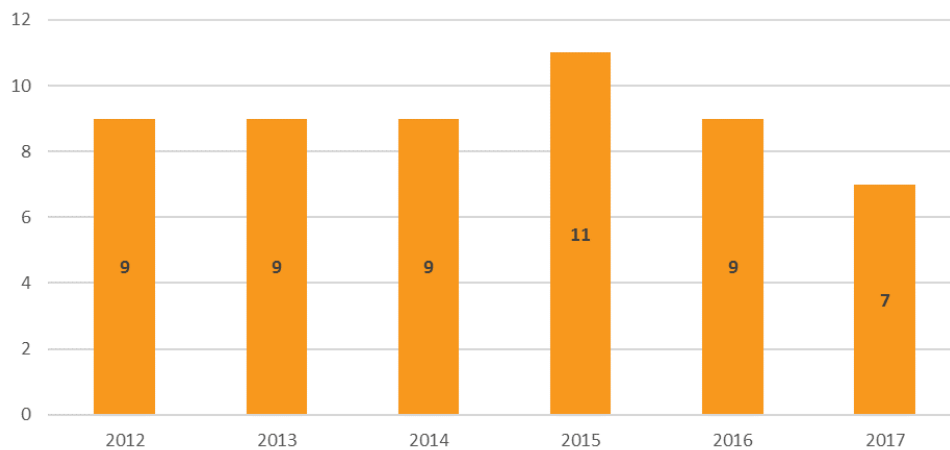
SOURCE: Canada 2016 Census

As shown in Figure 4-2, Shuniah’s housing stock is generally newer than that built in Thunder Bay. In particular, Thunder Bay has a significantly higher proportion of properties developed before 1960. This finding reflects the historical evolution of Thunder Bay as the primary regional centre, and subsequent growth in surrounding municipalities like Shuniah.

Figure 4-2: Proportion of Housing Stock, by Year Built

SOURCE: Canada 2016 Census

Since 2012, the rate of new housing starts in Shuniah has been generally consistent, ranging between 9 and 11 starts annually, for a total of 54 units throughout the period. Over this timeframe, these projects were exclusively detached single family homes. Based on the total housing supply of 1,165 reported in Shuniah for the 2011 Census, the addition of 54 housing units represents a growth of some 4.64% of the municipality's total housing supply over the 2012-2017 period.

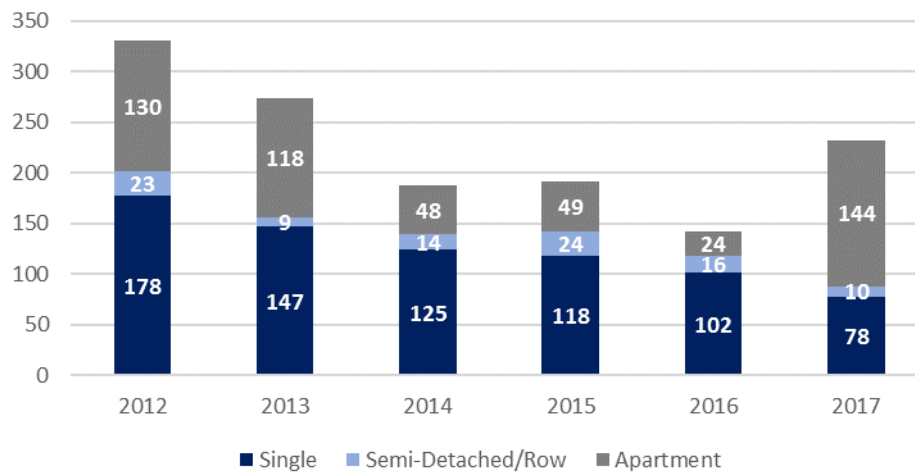
Figure 4-3: Shuniah Housing Starts by Year

SOURCE: Canadian Mortgage and Housing Corporation (CMHC)

NOTE: All housing starts are for detached properties.

By comparison, Thunder Bay's housing stock has added between 142 and 331 residential units each year over the same period, representing a total of some 1,357 new units between 2012 and 2017. Overall, approximately half (55.1%) of these properties were detached single family homes. Based on a total housing supply of 46,945 reported for Thunder Bay in the 2016 Census, the housing stock has added approximately 2.89% of its total supply over the 2012-2017 period. In relative terms, the pace of residential construction activity is higher in Shuniah than in Thunder Bay.

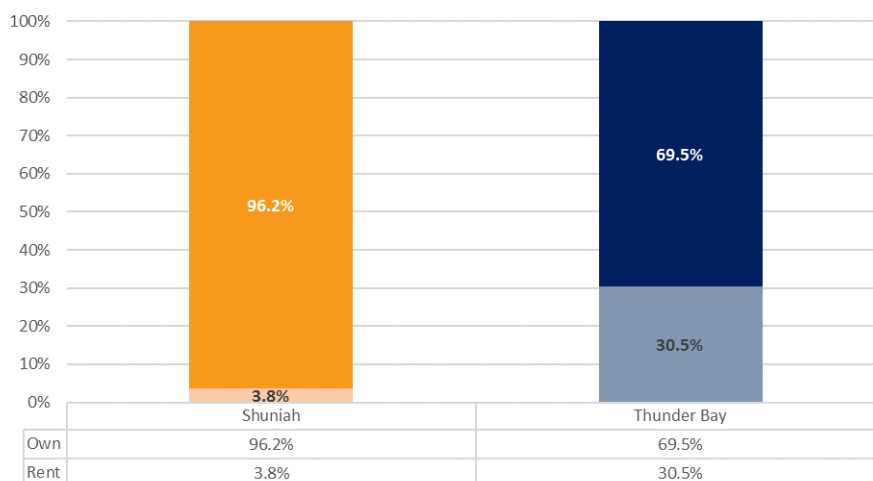
Figure 4-4: Thunder Bay Housing Starts by Year and Type



SOURCE: Canada Mortgage and Housing Corporation (CMHC)

Homeownership

Shuniah is comprised nearly exclusively of households that own their properties. Only 45 households, or, approximately 3.8% of the total, are renting their dwellings. Alternatively, some 30.5% of residents in the City of Thunder Bay rent their residences, comprising some 14,400 households. The nature of Shuniah as a rural community comprised primarily of detached properties is likely an important factor in these particularly high ownership rates.

Figure 4-5: Homeownership Rates

SOURCE: Canada 2016 Census

4.2 Property Tax Rates

Shuniah's property tax rates are significantly lower than those found in Thunder Bay.

Notwithstanding the assessed value of individual sites and properties, a typical Shuniah property will pay significantly less annually in property taxes than an equally valued property in Thunder Bay.

Figure 4-6: 2017 Property Tax Rates by Class

Asset Type	Shuniah	Thunder Bay
Residential/Farm	0.00873051	0.01684145
Commercial	0.02320059	0.04318511
Commercial/Vacant Land	0.01624041	0.03022958
Industrial	0.02955632	0.04828227
Industrial/Vacant	0.01921161	0.03379759

SOURCE: Municipality of Shuniah and the City of Thunder Bay

As noted earlier in this study, according to MPAC, the average residential property assessed in Shuniah is valued at \$265,500, significantly higher than the \$215,000 assessment for the typical Thunder Bay property. Based on these estimates and as shown in Figure 4-7, the typical residence in Shuniah pays significantly less in annual property taxes, despite the higher assessment. In total, the average Shuniah property pays approximately 36.0% less in property taxes than a similar property in Thunder Bay.

Figure 4-7: 2017 Average Residential Property Tax Bill

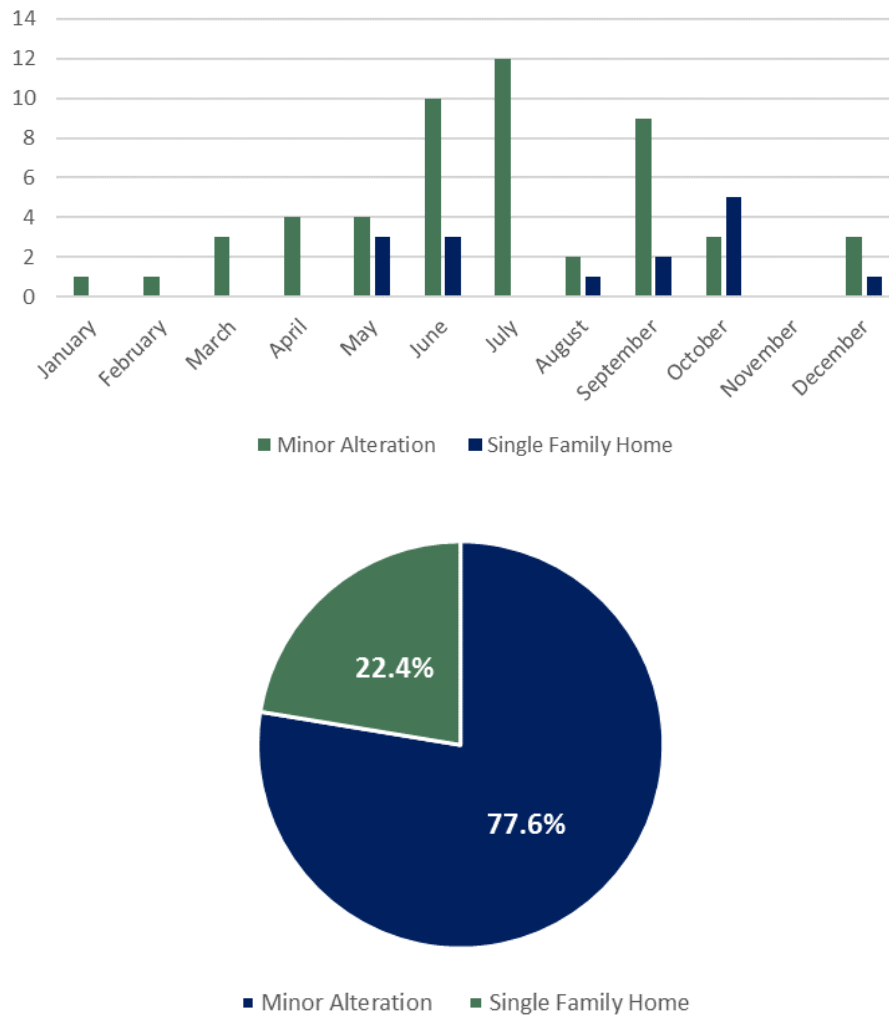
Municipality	Average Residential Assessment (2017)	Tax Rate	2017 Property Tax
Shuniah	\$265,500	0.00873051	\$2,318
Thunder Bay	\$215,000	0.01684145	\$3,621

SOURCE: MPAC

4.3 Recent Developments in Shuniah

Based on a review of recent building permit applications in Shuniah, we note that there is consistent development activity in the municipality. The majority of this activity is related to minor household alterations, (i.e. demolitions, garage or boathouse additions, recreational space, etc.). Some 22.4% of all applications considered as part of our research were for the construction of detached residential properties. Throughout 2017, there were no applications submitted for commercial, industrial, or multi-residential developments. Given the current context of Shuniah, this suggests the need for municipal intervention to encourage investment in commercial or industrial properties.

Figure 4-8: Shuniah Building Permit Activity, 2017



SOURCE: Municipality of Shuniah Building Permit Data.

NOTE: Data for November 2017 was unavailable.

5.0 Opportunity Analysis

5.1 Location Quotient Analysis

urbanMetrics has evaluated employment data to calculate Location Quotients (LQ's) for Shuniah and Thunder Bay based on information from the 2016 Census. The Location Quotient analysis utilizes 'Place of Work' data provided through the Census, which identifies all employment in a given municipality. These positions are categorized according to the North American Industry Classification System (NAICS).

Our LQ analysis is benchmarked against data for the Province of Ontario. The purpose of an LQ analysis is to identify industry categories in which a given municipality or community has a relative cluster (>125), is lagging behind the Province (<75), or relatively on par with the Province (between 75 and 125) within a given industry category. Further review and analysis of these calculations could identify sectoral opportunities or potential markets for the municipality to focus its marketing efforts on.

It is important to note that, as a small municipality, there is the potential to overexaggerate certain categories, or for there to be no employment in a given category.

Figure 5-1: Shuniah Location Quotients, 2016

NAICS CATEGORY	Number of Jobs in Shuniah	LQ - Shuniah	LQ - Thunder Bay
11 Agriculture, forestry, fishing and hunting	15	433	62
21 Mining, quarrying, and oil and gas extraction	20	2065	85
22 Utilities	0	0	126
23 Construction	65	777	107
31-33 Manufacturing	15	61	56
41 Wholesale trade	0	0	69
44-45 Retail trade	0	0	115
48-49 Transportation and warehousing	25	275	114
51 Information and cultural industries	10	166	85
52 Finance and insurance	0	0	45
53 Real estate and rental and leasing	0	0	59
54 Professional, scientific and technical services	10	51	68
55 Management of companies and enterprises	0	0	11
56 Administrative and support, waste management and remediation services	0	0	55
61 Educational services	10	55	118
62 Health care and social assistance	15	56	171
71 Arts, entertainment and recreation	10	214	89
72 Accommodation and food services	15	91	121
81 Other services (except public administration)	0	0	106
91 Public administration	0	0	128

SOURCE: Canada 2016 Census

As shown, due to a low population and subsequent limited employment total, the Location Quotient output for certain industry categories are significantly overstated in Shuniah. For example, the *Mining, quarrying and oil and gas extraction* category contains an LQ outcome of 2065, suggesting a

major clustering of employment in the municipality. However, this cluster is due to the presence of some 20 employees, a relatively significant concentration within the Shuniah context, however by no means forming a recognizable industry cluster. The Location Quotient exercise outlined above provides important information for decision-makers at a local level to develop an understanding of the differentiation between Shuniah and Thunder Bay, as well as the broader Ontario economy. However, the findings of this analysis cannot necessarily be taken to identify economic anchors in Shuniah from which growth and additional sector-based activity could ultimately be expected to emerge.

Broadly, these findings reinforce previous indications that Shuniah functions primarily as a bedroom community and supports the suggestion that there is a significant outflow of labour to employment located within Thunder Bay. Additionally, Shuniah's generally older and wealthier citizen profile further indicates that a substantial proportion of residents are retirees and not actively involved in the workforce. From these baseline assumptions, opportunities exist to capture an increased portion of employment within the municipality, to encourage new businesses to emerge within Shuniah, and to ensure that a greater share of Shuniah residents' expenditures are made in the municipality.

Despite these potential limitations, our analysis indicates that Shuniah contains a relative concentration of employment (i.e. LQ higher than 125) in the following categories:

- Agriculture, forestry, fishing and hunting;
- Mining, quarrying, and oil and gas extraction;
- Construction;
- Transportation and warehousing;
- Information and cultural industries; and,
- Arts, entertainment and recreation.

This finding suggests that although Shuniah has a relatively small employment base, it is anchored primarily by small scale resource-based businesses. There are additionally concentrations in information and cultural amenities. Based on our inventory and understanding of Shuniah, it is our belief that the artistic, cultural and information-based employment is not operated out of commercial buildings (i.e. galleries, retail spaces, offices), and instead operated out of residential dwellings. Although these endeavours add economic and cultural value to Shuniah, there is minimal opportunity to translate or expand these home-based businesses into dedicated commercial spaces.

5.2 Sector Opportunities in Shuniah

Based on an evaluation of the previously identified factors (i.e. demographic, economic, social, transportation and community amenities), there are several opportunities available to the Municipality of Shuniah to improve its ability to attract new businesses and residents. Although broader and more focused analysis would be required to confirm the feasibility of specific opportunities, the following commentary is based on previously conducted analyses in this report, as well as urbanMetrics' extensive experience with economic analysis, rural municipalities and general employment trends in Ontario.

The Municipality of Shuniah is easily accessible from Thunder Bay, and is defined in large part by its proximity to natural amenity, suburban/rural lifestyles and low taxes. Shuniah has evolved into a decentralized municipality that is primarily comprised of homeowners who are older and wealthier than residents of Thunder Bay. Relative to Thunder Bay, Shuniah is also experiencing higher rates of population growth (i.e., in percentage growth terms).

Shuniah has several public amenities that support the population, including recreation centres, community gardens, public beaches, emergency services and a public school. In varying capacities, these services appeal to a range of age groups in Shuniah. Moving forward, program offerings and investments in municipal facilities and infrastructure should be made with consideration given to the current demographic make-up of the community, but also to the residents that the municipality would like to attract moving forward (i.e., support for senior's populations, younger family facilities, young adult engagement, etc.).

Residential Growth & Retention

Currently, based on Shuniah's demographic composition and structure, the municipality is an attractive option for older, established and relatively well-off households. Typically, residents of Shuniah have fewer dependents living with them, and earn more than the average resident in Thunder Bay. These residents are typically entering the latter part of their working years, considering retirement and requiring more supportive senior facilities. The Municipality should consider opportunities to provide public services to support an aging population. Additionally, opportunities to attract private businesses to provide similar services could be pursued. Retirement homes and supportive living options, as well as transportation-based businesses could allow older residents the ability to age in place in Shuniah, as opposed to seeking out jurisdictions with a broader and/or more immediate service offering.

Alternatively, there is significant opportunity for the municipality to expand its appeal to younger families. The municipality offers easy access to employment in Thunder Bay, and a unique, rural lifestyle. Accessibility to the McKenzie Public School is a significant asset that could attract young

families to the municipality. This, as well as low residential property taxes, access to nature and Thunder Bay, and a strong-knit community are core strengths that could be leveraged to attract younger families to the municipality. Pursuing investments, opportunities and marketing initiatives to reinforce this appeal could be valuable in increasing Shuniah's profile amongst residents.

Commercial Opportunities

Shuniah has a small collection of private commercial enterprises. These businesses are primarily restaurants, convenience stores and fuel stations. With some exception, these facilities are primarily located along Lakeshore Drive, which is not directly visible from Highway 11/17, where the overwhelming majority of regional traffic passes through.

With a modestly growing population with high incomes, as well as an abundance of land in undeveloped parts of Shuniah, particularly surrounding the Highway 11/17 corridor, there is opportunity to attract additional commercial uses to the municipality. Although Thunder Bay has had broader economic challenges that have impacted consumer spending and the overall demand for commercial space, Shuniah could pursue opportunities to attract national food and beverage retailers, or an anchor tenant with a regional draw (i.e. furniture, hardware, building materials, other general merchandise, etc.). These efforts may be intended to attract new entrants into the regional market, or to facilitate the relocation of existing businesses in the area to Shuniah due to cost savings, improved access, or various other locational benefits.

Alternatively, Shuniah has a small collection of businesses involved in storage, natural resource extraction and agricultural industries. With the aforementioned benefits (i.e. excellent highway access, significant amounts of land identified for industrial and extractive uses, high quality of life) there is opportunity to attract new and expanding businesses to Shuniah. Beyond offering financial incentives (i.e. property tax breaks, infrastructure provision, development charge rebates etc.) the municipality could explore marketing avenues to emphasize the opportunities and benefits of investing in Shuniah. The target of these initiatives could be businesses already operating in the region, businesses looking to expand into the area, or encouraging and facilitating the expansion of businesses already operating in Shuniah.

Tourism Opportunities

Shuniah benefits from unparalleled access to Lake Superior, and functions as the gateway to Sleeping Giant Provincial Park and the Quimet Canyon Provincial Park, two of the most popular tourism destinations in the region. Shuniah further has a small network of B&B operations to support visitors to the region. However, the municipality itself has minimal tourism amenities to encourage visitors to recreate, or spend time and money in the municipality. The municipality could benefit by marketing its beaches, parks and recreational trails, as well as partner with local attractions (e.g., Mt. Baldy ski

hill, Pass Lake Golf Course, local accommodation providers) to encourage visitors to the region's Provincial Parks to visit attractions located within Shuniah, and overnight in the municipality as well.

Furthermore, Shuniah has a natural appeal as a potential 'weekend escape' for residents from Thunder Bay. There is an opportunity to encourage the development of recreational, accommodation-based businesses that could attract families and small groups from Thunder Bay looking for affordable, short-term vacationing opportunities. These partnerships could bring a significant amount of investment into the municipality, as well as a range of employment opportunities and spin-off benefits associated with tourism.