TARGET Sector & Business Opportunity Analysis

Burk's Falls & Area

BACED

Burk's Falls & Area Community Economic Development

This report was produced in partnership with the Northern Ontario Heritage Fund Corporation and FedNor

Ontario
Northern Ontario Heritage Fund Corporation
Société de gestion du Fonds du patrimoine du Nord de l'Ontario

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January 2018

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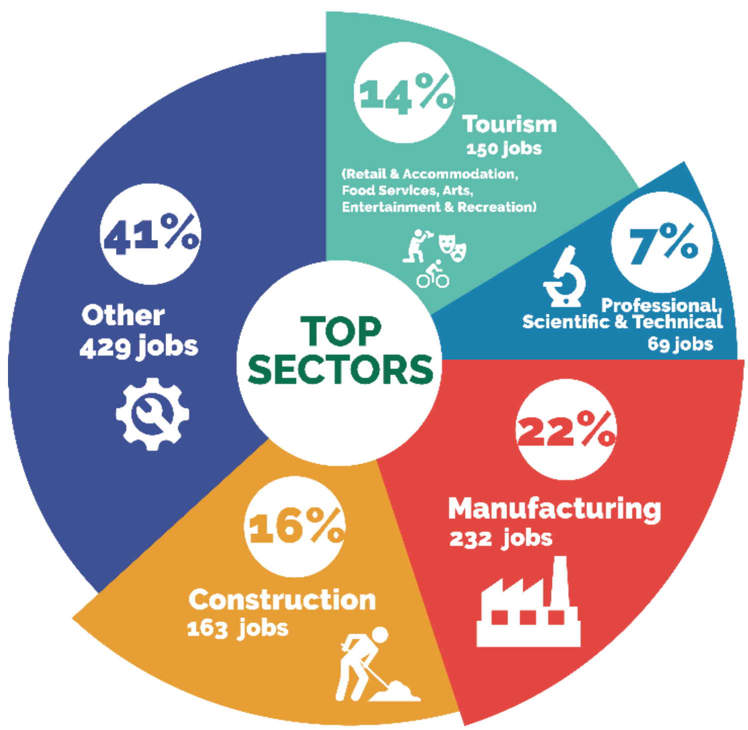
PROJECT SUMMARY

Context

The Burk's Falls & Area is a uniquely proactive partnership of municipalities that include The Township of Armour, the Village of Burk's Falls, and the Township of Ryerson. Located around the intersection of Highway 11 and Highway 520, with the Muskoka region to the south, Algonquin Park to the east, the Burk's Falls Area provides a unique urban/rural setting. Working together through a regional partnership Burk's Falls & Area have embarked on a collaborative economic development effort by creating Burk's Falls & Area Economic Development (BACED). Amongst other efforts, BACED has commissioned this study in an attempt to better understand target sector opportunities within the Burk's Falls as well as some of the barrier/gaps to investment.

To complete this study, several components were completed including:

- Economic Situational Analysis (including an Agricultural Profile completed under a separate cover);
- Document Review;
- Informal Investment Readiness Assessment;
- Stakeholder Consultations;
- High Level Retail Mix Analysis and Recommended Targets;
- Economic Development and Target Sector Opportunities Identification;
- Needs/Gaps Analysis; and
- Armour's Highway 520 Industrial Land Analysis and Recommendations.



Priority Next Steps

Moving forward, and to best address the needs/gap pertaining to Burk's Falls & Area's ability to attract investment, it is recommended that BACED undertake the following priority actions:

1. Create a Highway 11 corridor regional economic development partnership model (including sustainable resourcing) with an urgency and aim of addressing common issues related to labour force retention and development and investment readiness.

2. Implement an on-going Business Retention and Expansion program to best understand issues (current and future) impacting the region's business community – focus on business retention and labour force issues.

3. Undertake a labour force development strategy focusing on issues of retention, attraction and expansion of existing labour force.

4. Complete, and provide sustainable funding to implement the Village of Burk's Falls Downtown Revitalization and Master Plan.

5. Implement the directions and recommendations found in this report pertaining to Armour's Highway 520 Industrial Park.

6. Undertake an investment readiness assessment as well as conduct investment readiness training for BACED partners (including staff, elected officials and community leaders).

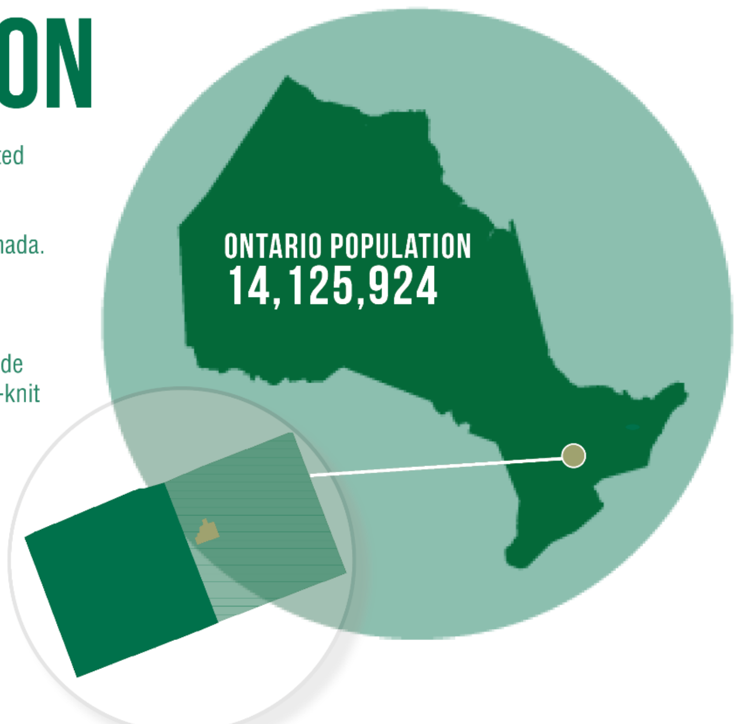
MARKET RESEARCH

A SNAPSHOT OF BURK'S FALLS & AREA

LOCATION

Burk's Falls is an incorporated village in the Almaguin Highlands region of Parry Sound District, Ontario, Canada.

Burk's Falls, Armour and Ryerson is an appealing community-as-a-whole, made up of several smaller, close-knit communities.



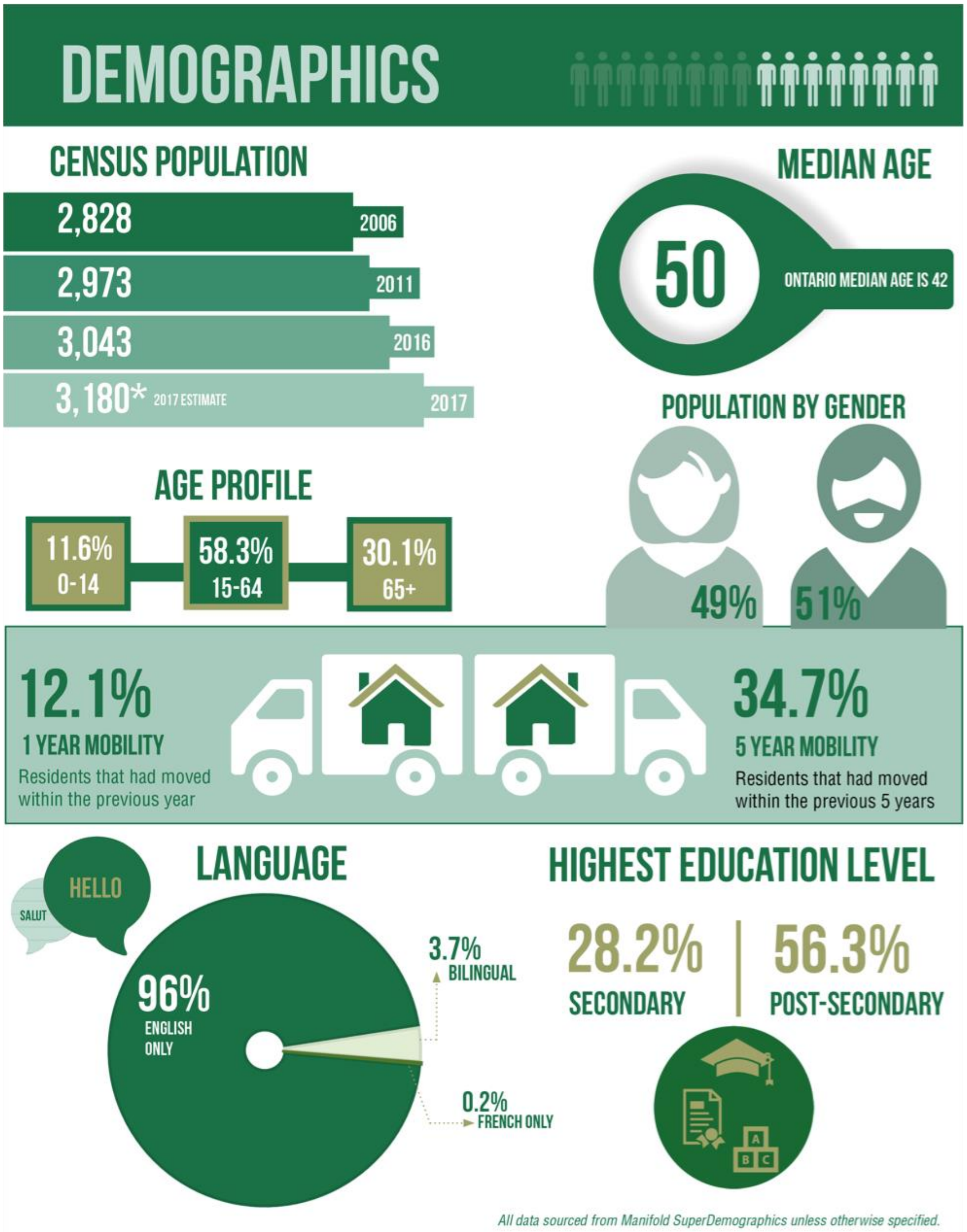
MARKET ACCESS

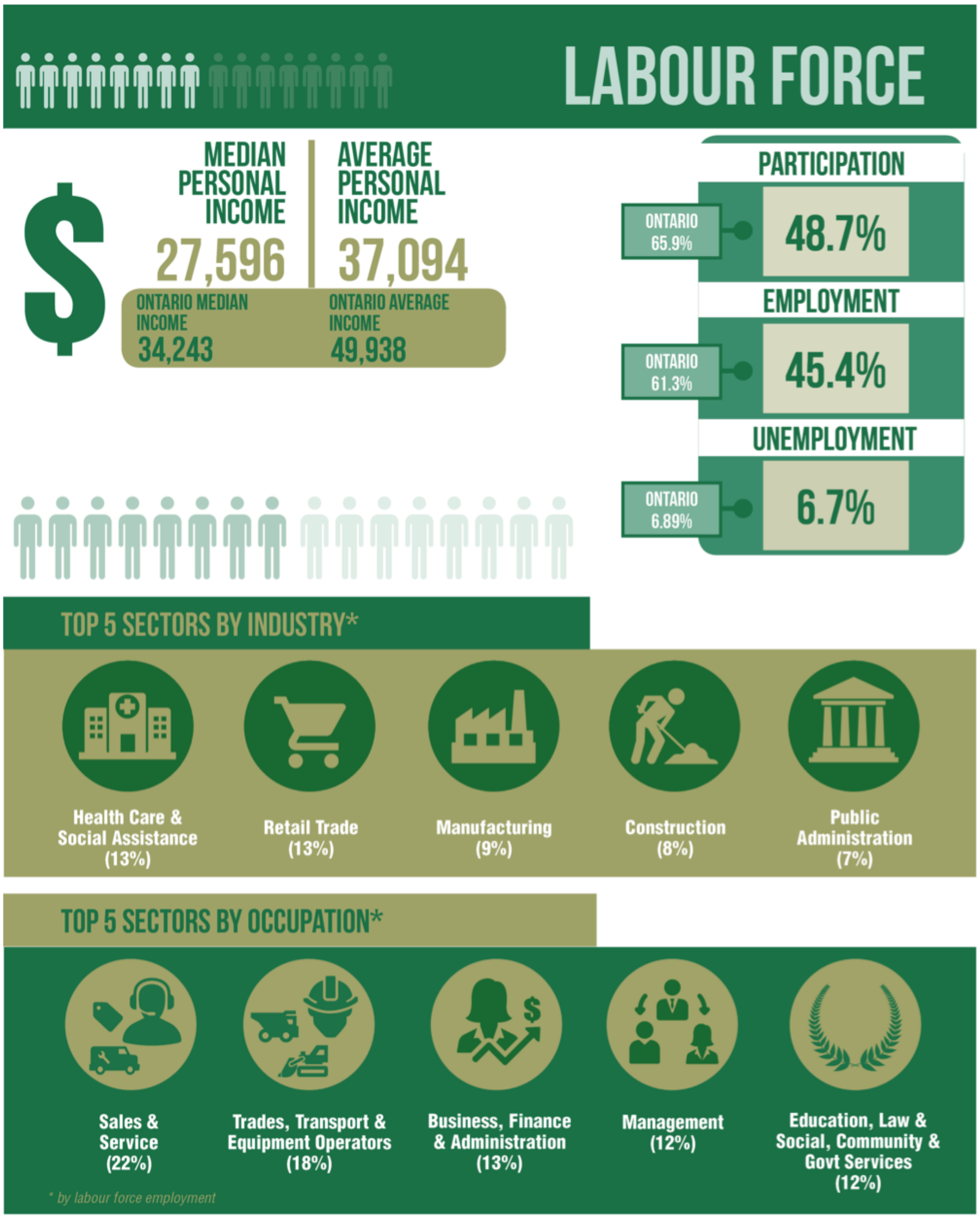
90km .... North Bay
210km .... Sudbury
270km .... Toronto
430km .... Ottawa
520km .... Sault Ste. Marie

POPULATION

3,180* 2017 ESTIMATE
BURK'S FALLS & AREA

1,479	ARMOUR
1,023	BURK'S FALLS
676	RYERSON


DEMOGRAPHICS
CENSUS POPULATION
2,828 2006
2,973 2011
3,043 2016
3,180* 2017 ESTIMATE 2017
MEDIAN AGE
50
ONTARIO MEDIAN AGE IS 42
AGE PROFILE
11.6% 0-14
58.3% 15-64
30.1% 65+
POPULATION BY GENDER
49%
51%
12.1%
1 YEAR MOBILITY
Residents that had moved within the previous year
34.7%
5 YEAR MOBILITY
Residents that had moved within the previous 5 years
LANGUAGE
HELLO
SALUT
96% ENGLISH ONLY
3.7% BILINGUAL
0.2% FRENCH ONLY
HIGHEST EDUCATION LEVEL
28.2% SECONDARY
56.3% POST-SECONDARY
All data sourced from Manifold SuperDemographics unless otherwise specified.



All data sourced from Manifold SuperDemographics unless otherwise specified.

What the Numbers Say – Overview of Burk's Falls & Area

This document studies economic and demographic trends in the Village of Burk's Falls, Township of Armour and Township of Ryerson. The three municipalities will be referred to as Burk's Falls & Area for the remainder of the document.

This section provides an overview of the three municipalities, from a numbers perspective. Table 1 provides an overview of 2017 population estimates, which are partially based on 2016 and 2011 Census data.

Table 1: Statistical Overview of Burk's Falls & Area, 2017[1]

Topic	Demographic Variable	Armour	Burk's Falls	Ryerson
Population	**Total population[2]**	**1,479**	**1,023**	**676**
	Projected population 2022	1,522	1,037	690
	Projected population 2027	1,562	1,049	703
Labour Force[3]	**Total population 15 years and over**	**1,325**	**877**	**610**
	In the labour force	546	415	435
	Participation rate (%)	41.24	47.36	71.32
	Employment rate (%)	38.47	44.27	66.07
	Unemployment rate (%)	6.72	6.53	7.36
Income ($)[4]	Average total income, aged 15+ (2016)	$27,596	$20,890	$31,220
	Median total income, aged 15+ (2016)	$34,462	$38,427	$40,861
	Average household income (2016)	$60,068	$36,332	$46,194
	Median household income (2016)	$64,755	$61,907	$70,924
Households	Total number of private households	635	488	319
Dwelling	Median value of dwellings	$448,462	$354,993	$558,854

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

[1] The content of the report is derived from Manifold's proprietary postal code information. No confidential information about an individual, household, organization or business has been obtained from Statistics Canada.
[2] 2017 data is obtained through Manifold and is not directly comparable to Census data. Typically, Manifold estimates of total population are slightly higher than the Census.
[3] **Labour force** - Refers to persons who were either employed or unemployed. **Participation rate** - Refers to the labour force expressed as a percentage of the population 15 years and over excluding institutional residents. **Employment rate** - Refers to the number of persons employed expressed as a percentage of the total population 15 years and over, excluding institutional residents**. Unemployment rate** - Refers to the unemployed expressed as a percentage of the labour force.
[4] Note that Income variables always use the data from the previous year and are considered before taxes.

The following two tables provide an overview of demographics changes between 2006 and 2016, according to the census, for the three municipalities.

Table 2: Census Overview of Demographic Changes for Burk's Falls & Area

	Demographic Variable	Armour		Burk's Falls		Ryerson	
		2006	2016	2006	2016	2006	2016
Population	Total Population	1,249	1,414	893	981	686	648
	Children & Youth (age 0-14)	Increased		Increased		Decreased	
	Adult (age 15-64)	Increased		Increased		Decreased	
	Segments aged 65 and up	Increased		Increased		Decreased	

Source: McSweeney & Associates from Statistics Canada 2006 and 2016 Census data.

Table 3: Statistical Overview of Demographic Changes for Burk's Falls & Area

Topic	Variable	Armour		Burk's Falls		Ryerson	
		2006	2016	2006	2016	2006	2016
Labour Force	Participation rate (%)	52.8	50.2	53.1	48.8	55.4	57.9
	Employment rate (%)	51.4	45.3	48.3	41.5	50.4	50.0
	Unemployment rate (%)	3.5	9.8	7.9	14.7	9.0	12.3
Income ($)	Median family income ($)	43,351	70,336	36,580	53,504	57,535	63,744
	Median household income ($)	39,826	59,648	34,457	40,288	44,353	57,344
Households	Total number of private households	545	610	425	465	290	300

Source: McSweeney & Associates from Statistics Canada 2006 and 2016 Census data

DEMOGRAPHIC ANALYSIS

Population and Age Structure Profile

The demographics analysis utilizes population estimates to highlight key trends in Burk's Falls & Area (B.A.R.), relative to Almaguin Highlands (AH) and Ontario, which are used as benchmark regions. For a complete list of municipalities included in this region, see Appendix A, Table 9.

Table 4: Estimated Populations, 2017

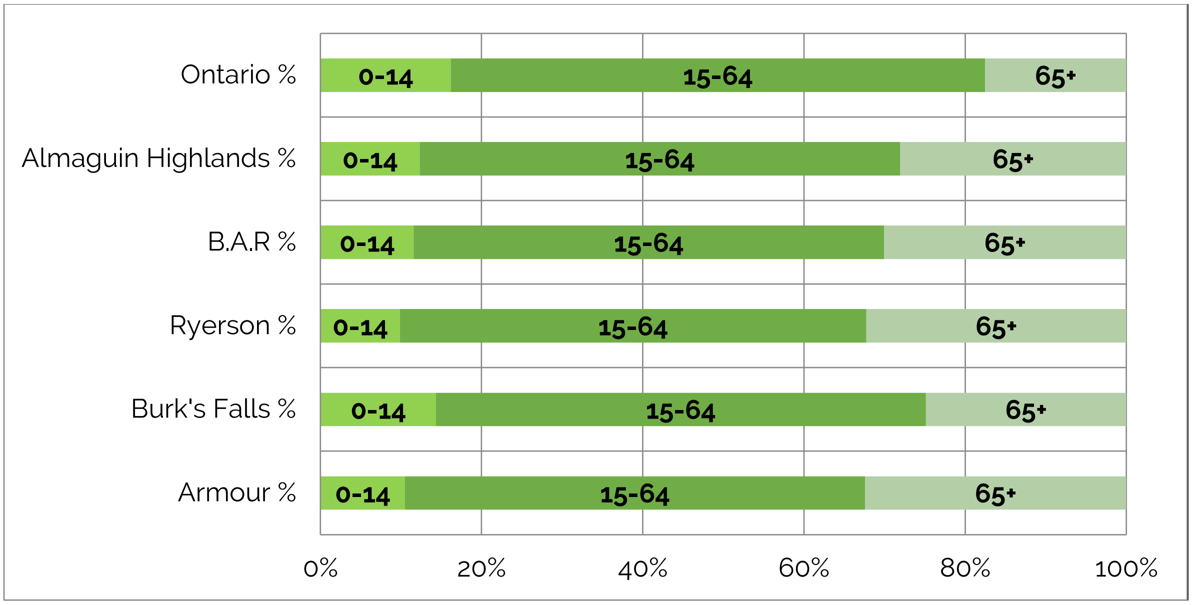
Variable	Armour	Burk's Falls	Ryerson	B.A.R	Almaguin Highlands	Ontario
Population	1,479	1,023	676	3,180	20,632	14,125,924
Median Age	56.5	45.0	55.8	53.1	51.9	42.2
Average Age	50.6	44.3	50.0	48.4	47.7	41.6

Source: McSweeney & Associates Manifold 2017

Figure 1, Tables 4 and 10 (in the Appendix), illustrate the age profile of Burk's Falls & Area compared to Ontario. Looking at the age distribution patterns, it can be said that:

- Burk's Falls & Area has a slightly older profile than the compared regions, as measured by the median age (53 median age, versus 52 in Almaguin Highlands, and 42 in Ontario).
- The Burk's Falls Area has nearly 12% of it's population in the ages of 0-14. There is nearly 60% of the population between 15-64, of which 24% are between the ages of 50-64. Those in the age of retirement (65 yeas and over) represent 30% of the population in Burk's Falls & Area.

Figure 1: Percent Population by Age Group, 2017



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

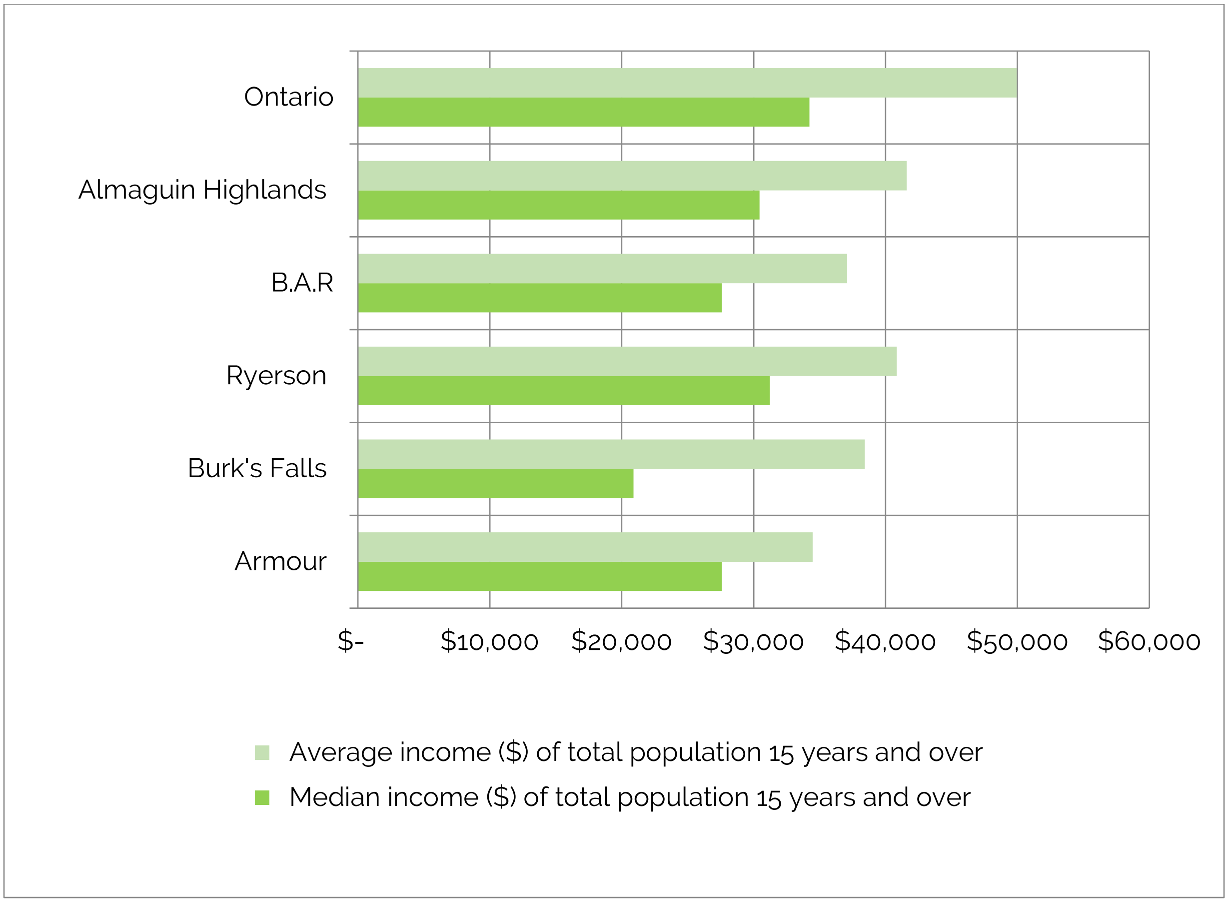
Income

Using the information in Figure 2, as well Table 11 (in the Appendix), the following observations can be made with respect to personal incomes:

- Ontario and the Township of Burk's Falls have the highest gaps between median and average income. This indicates a larger income gap, as few outliers at the high end of the distribution increase the average but not the median income levels.
- The most common income bracket in the Burk's Falls & Area is between $20,000 and $29,999 annually, same as Ontario.

The Median total personal income level for the Burk's Falls Area is $27,596, or $37,094 for the average.

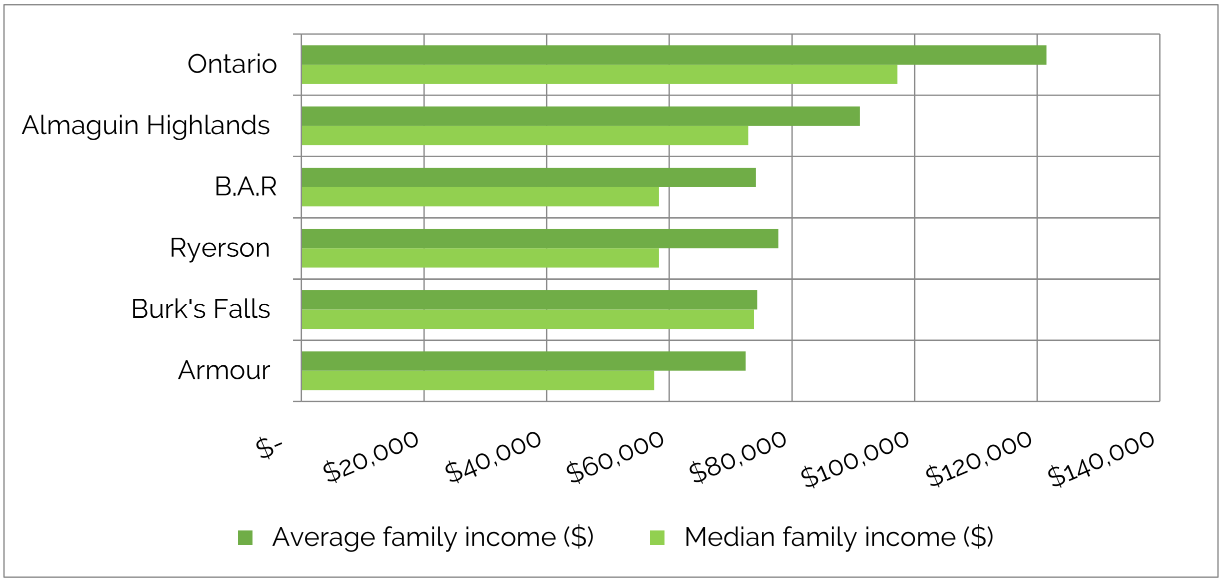
Figure 2: Personal Income Levels, 2016



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017 (2016 incomes).

Figures 3 and 4 (and Tables 12-13 in the Appendix) show descriptive statistics (average and median) of family, and household income levels. Almaguin Highlands and Ontario generally have higher income levels than Burk's Falls & Area.

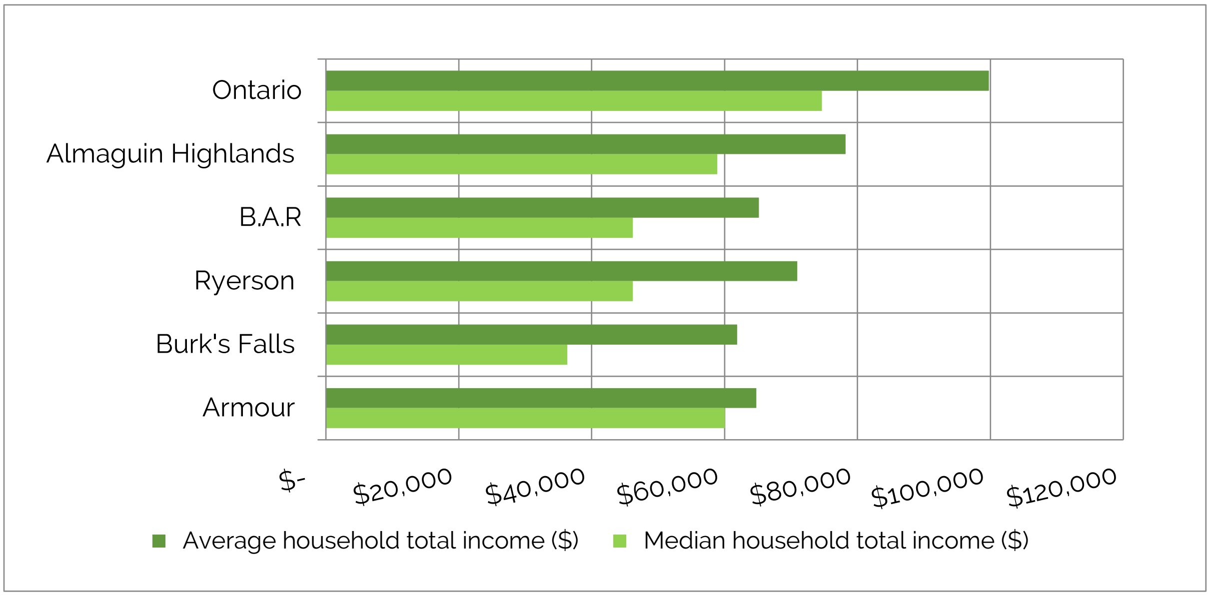
Figure 3: Economic Family Income Levels, 2017



Source: McSweeney & Associates from Manifold 2017 (2016 incomes)

The Township of Armour has the smallest gaps between average and median income (personal, family, and household), and thus, it likely has the most equitable income distribution among the regions compared here.

Figure 4: Household Income Levels, 2017



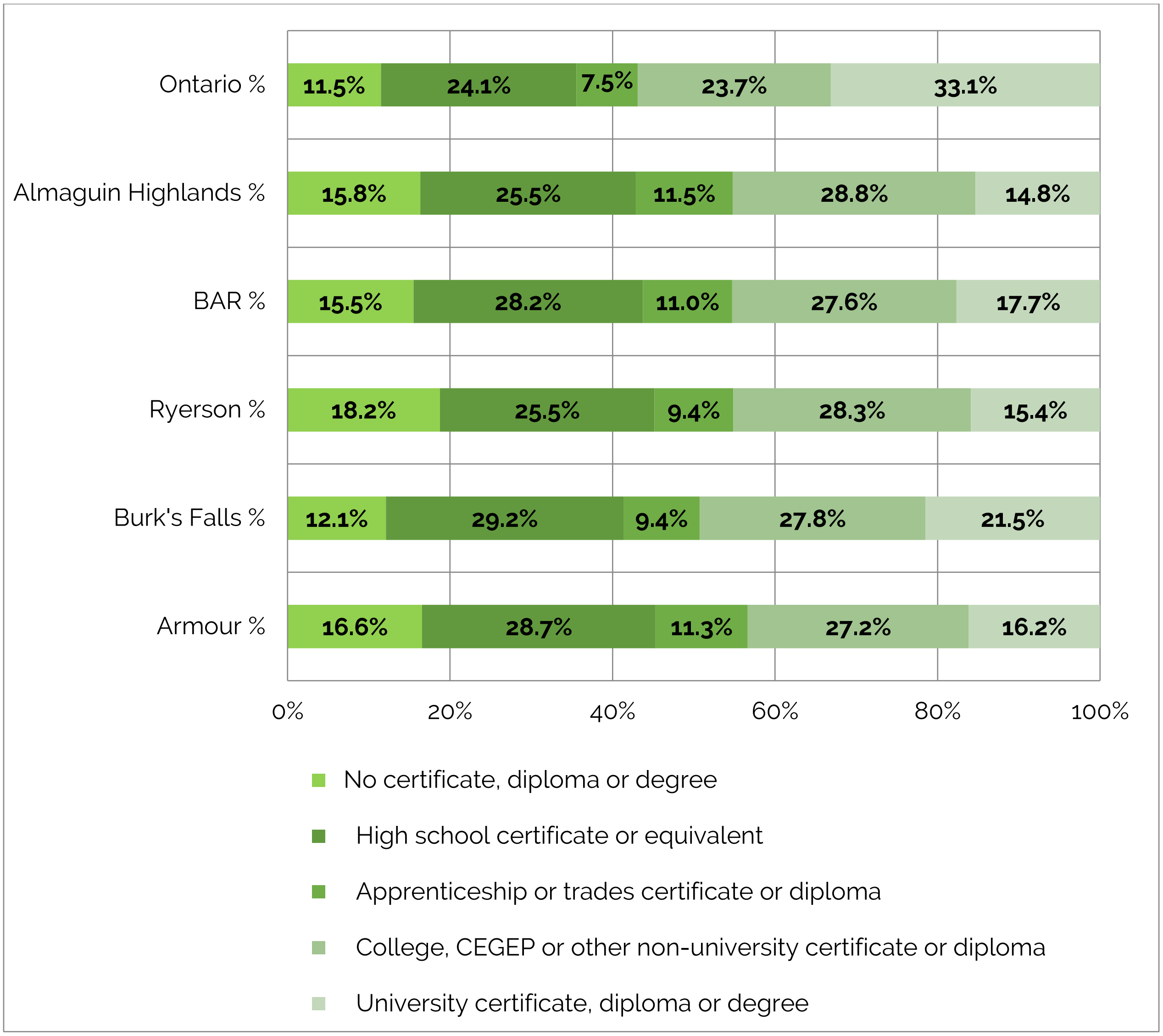
Source: McSweeney & Associates from Manifold 2017 (2016 incomes)

Education

This section outlines the education levels obtained by residents (aged 25-64) for the regions of study. The following can be said, based on Figure 5, and Tables 14-15 in the Appendix:

- The Village of Burk's Falls has the highest level of university graduates (22% of resident) after Ontario (33%).
- Burk's Falls & Area (BAR) has a strength/concentration in College graduates (28%), although Almaguin Highlands has more of these (29%).
- The Burk's Falls region has a relatively low supply (and plausibly an untapped market) for professions related to apprenticeships, and trades. This is a common trend in Ontario and Almaguin Highlands; short supply of blue collar workers.

Figure 5: Education Attainment Breakdown for Population 24-65 Years Old, 2017



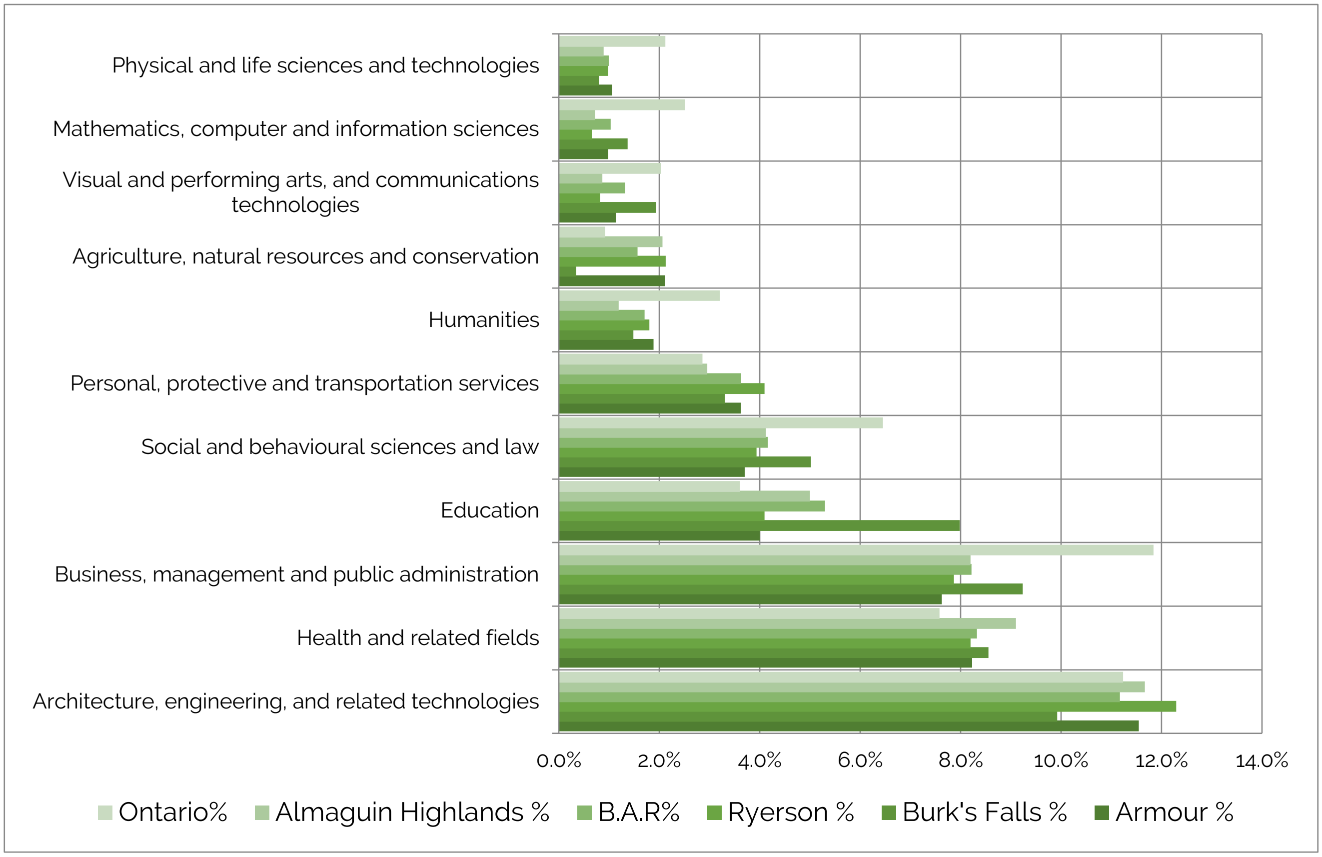
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

Post-Secondary Field of Study

Based on Figure 6 and Table 16 (in the Appendix), the following observations can be made:

- The largest post-secondary field of study in Burk`s Falls & Area by percentage of resident 15 and older, was architecture, engineering and related technologies[5]
- The Burk`s Falls Area has a concentration in Education, which is larger than in Ontario and in Almaguin Highlands.

Figure 6: Post-Secondary Field of Study, 2017[6]



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

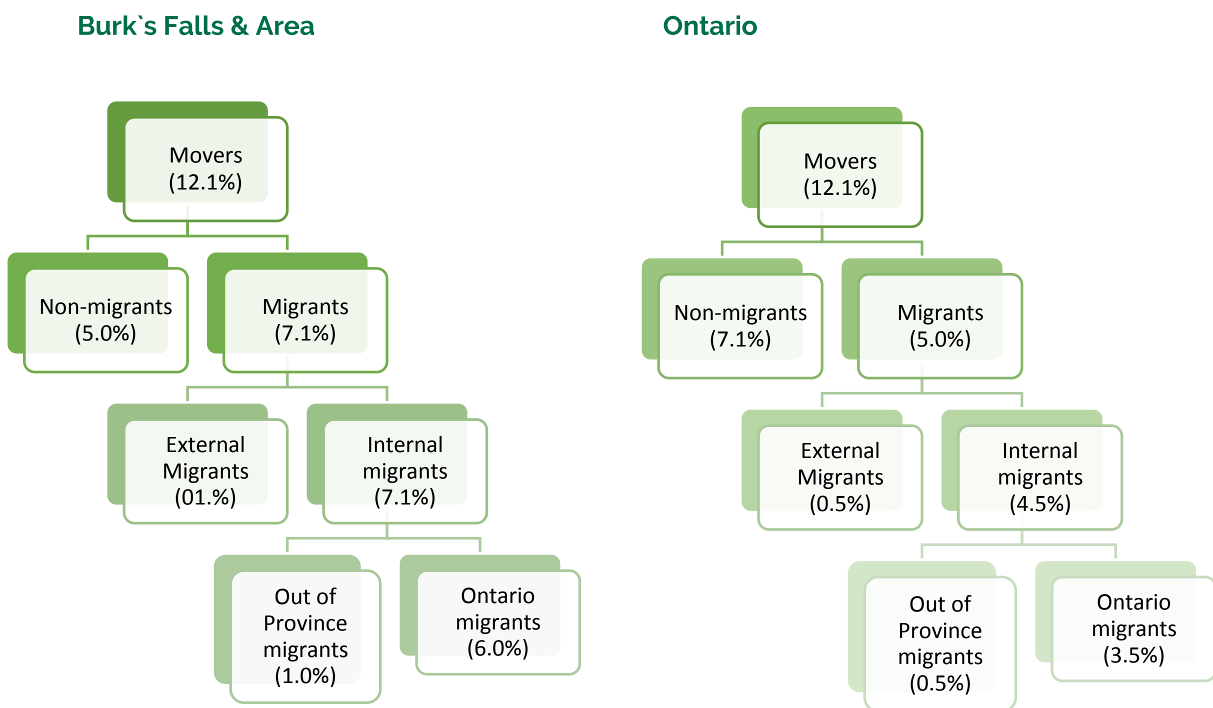
[5] This field includes: Architecture and related services; Engineering; Engineering technologies and engineering-related fields; Historic preservation and conservation; Construction trades; Mechanic and repair technologies/technicians; and Precision production

[6] 'Major Field of study' is defined as the main discipline or subject of learning, and it is collected for the highest certificate diploma or degree above the high school or secondary school level completed and classified according to the Classification of Instructional Programs (CIP) Canada 2016.

Migration

Mobility (refers to whether or not people lived in the same dwelling unit either one year or five years ago) of Burk`s Falls & Area residents in 2017 can be seen in Figures 7 and 8, as well as in Table 17 (in the Appendix) for the other regions of interest. The following diagram is a visual breakdown of the mobility in the community compared to Ontario. Definitions may be found in the footnotes.

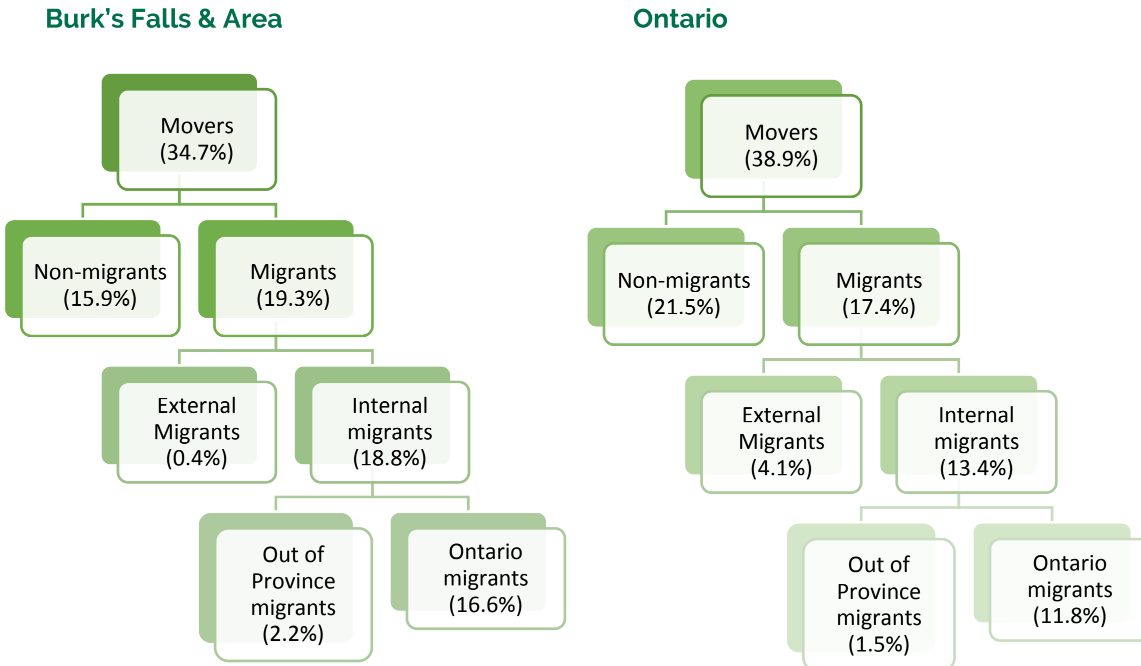
Figure 7: Mobility Status Breakdown, 1 Year Ago[7], 2017



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

[7] Non-movers are persons who were living at the same address as the one at which they resided one year earlier. Movers are persons who were living at a different address from the one at which they resided one year earlier. Non-migrants are movers who were living at a different address, but in the same census subdivision (CSD) as the one they lived in one year earlier. Migrants are movers who were residing in a different CSD in Canada (internal migrants) one year earlier, or who were living outside Canada one year earlier (external migrants). Intra-provincial migrants are movers who were living in a different CSD from the one at which they resided one year earlier, in the same province. Interprovincial migrants are movers who were living in a different CSD from the one at which they resided one year earlier, in a different province.

Figure 8: Mobility Status Breakdown, 5 Years Ago, 2017



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

Figure 8 compares the mobility of Burk's Falls Area residents five years ago to that of Ontario. The percentage (35%) of residents that had moved within the past five years was lower than the percentage of "movers" in the province (39%). People moving to Burk's Falls & Area were more likely to be relocating from within the province as opposed to moving from outside of Ontario.

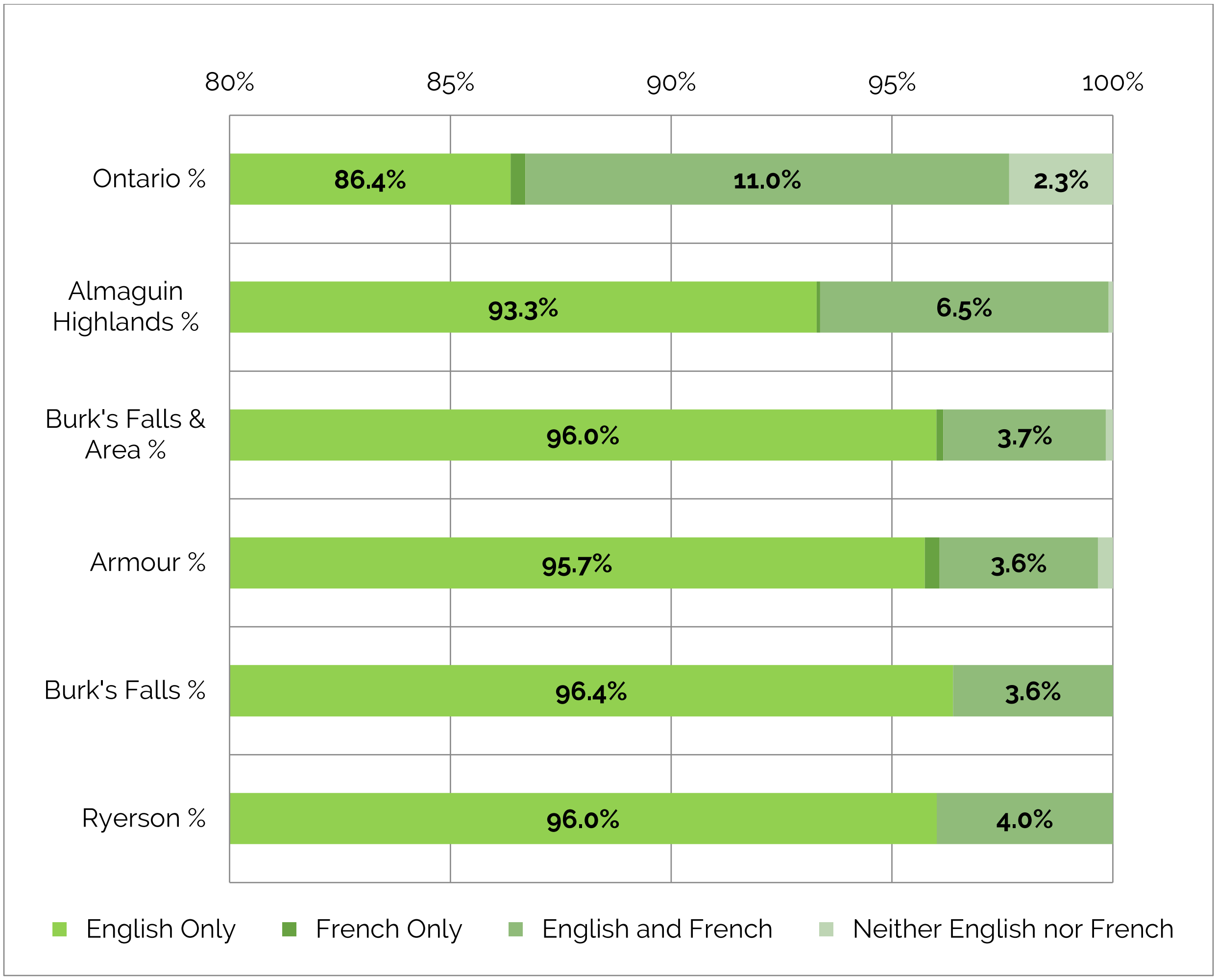
Knowledge of Official Languages

Figure 9 and Table 18 (in the Appendix) illustrate the knowledge of official languages in the Burk's Falls & Area region compared to Ontario in 2017:

- 96% of residents Burk's Falls & Area speak English only, which is above the provincial average (86%).
- The percentage of Burk's Falls & Area residents that speak French only is 0.2% compared to 0.3% Ontario.
- Less than 4% of the population speaks both English and French in Burk's Falls & Area, which is lower than the province (11%).

Figure 8 shows a breakdown of the percentage of the population with knowledge of Canada's official languages. Note that data labels have not been added for percentages below 1%.

Figure 9: Knowledge Official Languages, 2017



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

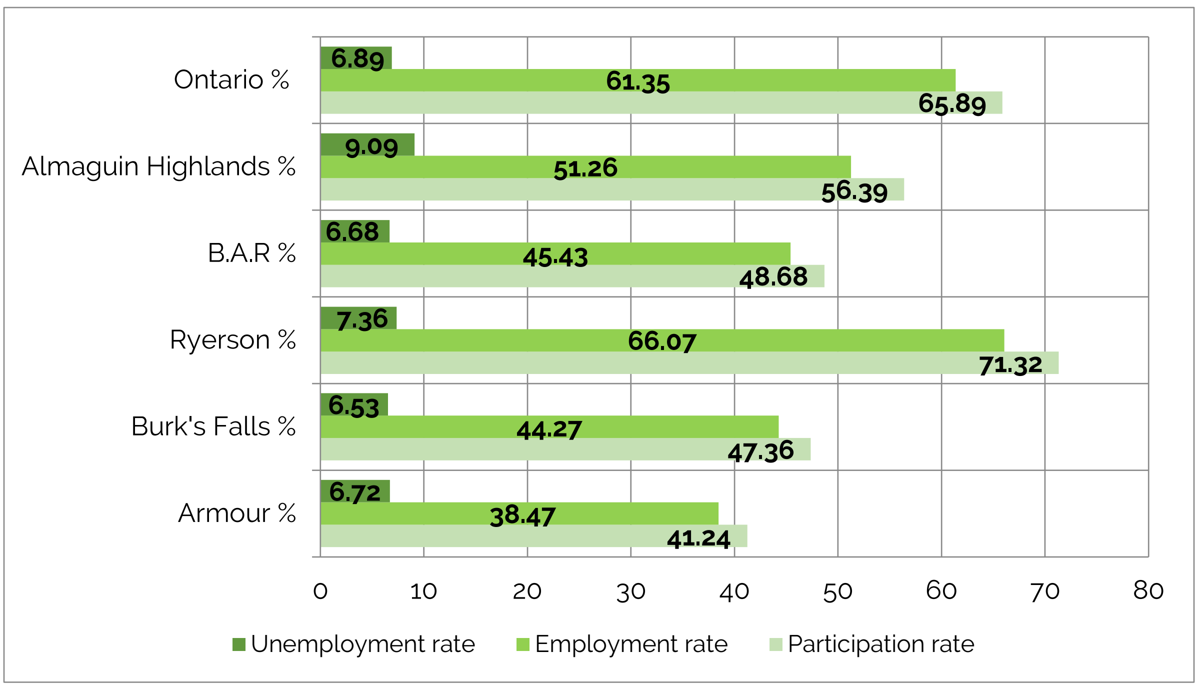
Labour Force Analysis

Key Indicators

Figure 10, along with Table 19 in the Appendix, provide a comparison of key labour force indicators for Burk's Falls & Area and comparing areas. The following observations can be made:[8]

- Township of Ryerson has the highest rates of employment and participation in the labour force compared to the all other regions, including Ontario and Almaguin Highlands.
- Employment and participation rates are significantly lower in the Township of Armour and Village of Burk's Falls, compared to Township of Ryerson and Ontario.
- Unemployment Rate is highest in Almaguin Highlands, relative to all other regions of study.
- Burk's Falls & Area has a lower unemployment rate compared to the province.

Figure 10: Labour Force Indicators, 2017



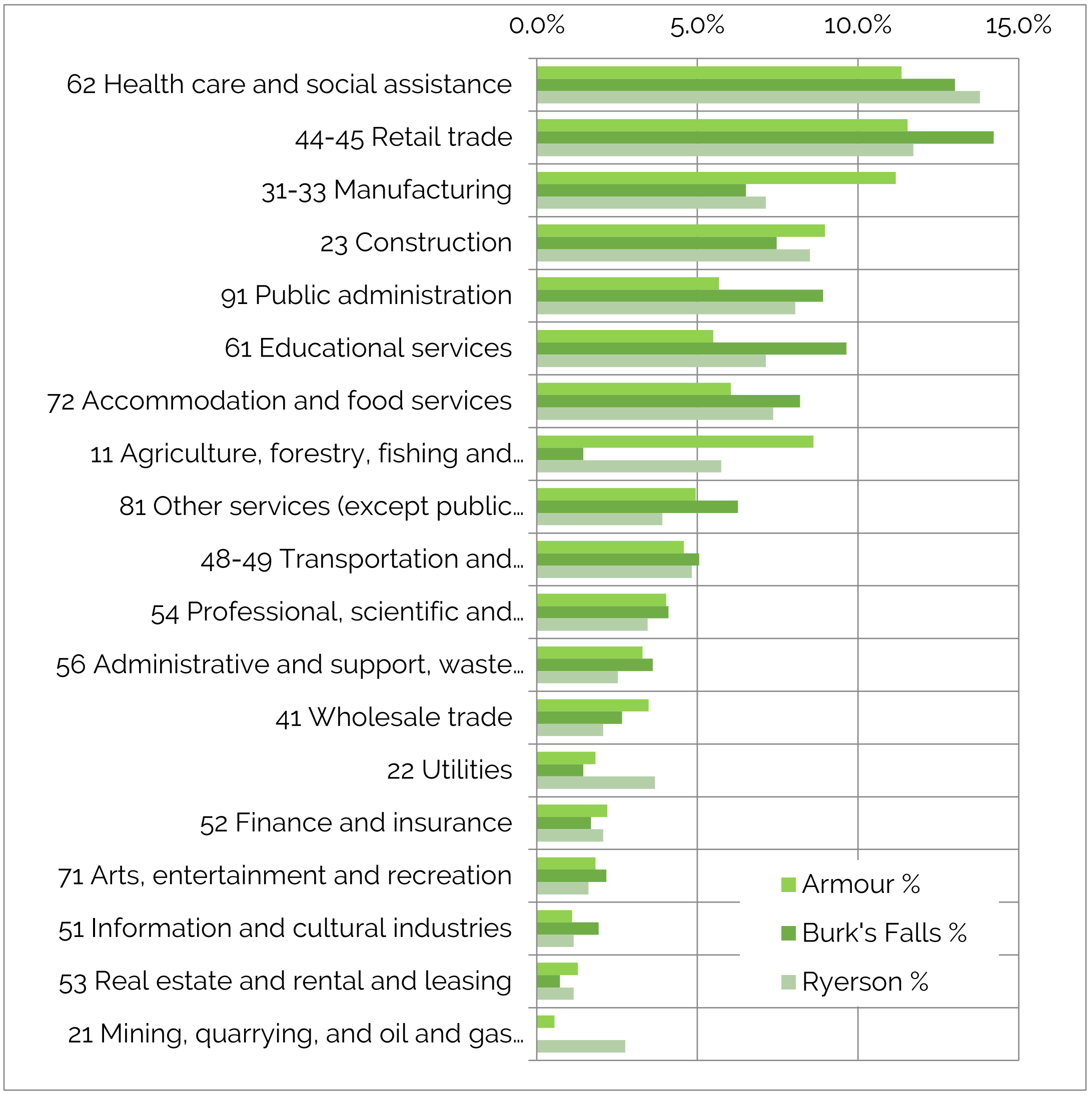
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017

[8] Participation rate %=labour force/total population 15+. Employment rate %= employed/total population 15+. Unemployment rate %=unemployed/labour force

Labour Force by Industry

Figure 11, and Table 20 (in the Appendix), indicate the sectors where the Burk's Falls & Area resident labour force, aged 15 years and over, is employed. Figure 10 shows percentage of the population working within each sector (notes the sector code appears before the name).

Figure 11: Local Labour Force by (NAICS[9] #) Sectors, Burks' Falls & Area, 2017



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

[9] For more information see: https://www.statcan.gc.ca/pub/12-501-x/12-501-x2016001-eng.pdf

In 2017, the top employment sectors (ordered from largest to smallest) for the Burk's Falls & Area resident labour force (regardless of job location) are as follows:

Armour	Burk's Falls	Ryerson
Retail trade	Retail trade	Health care and social assistance
Health care and social assistance	Health care and social assistance	Retail trade
Manufacturing	Educational services	Construction
Construction	Public administration	Public administration
Agriculture, forestry, fishing and hunting	Accommodation and food services	Accommodation and food services

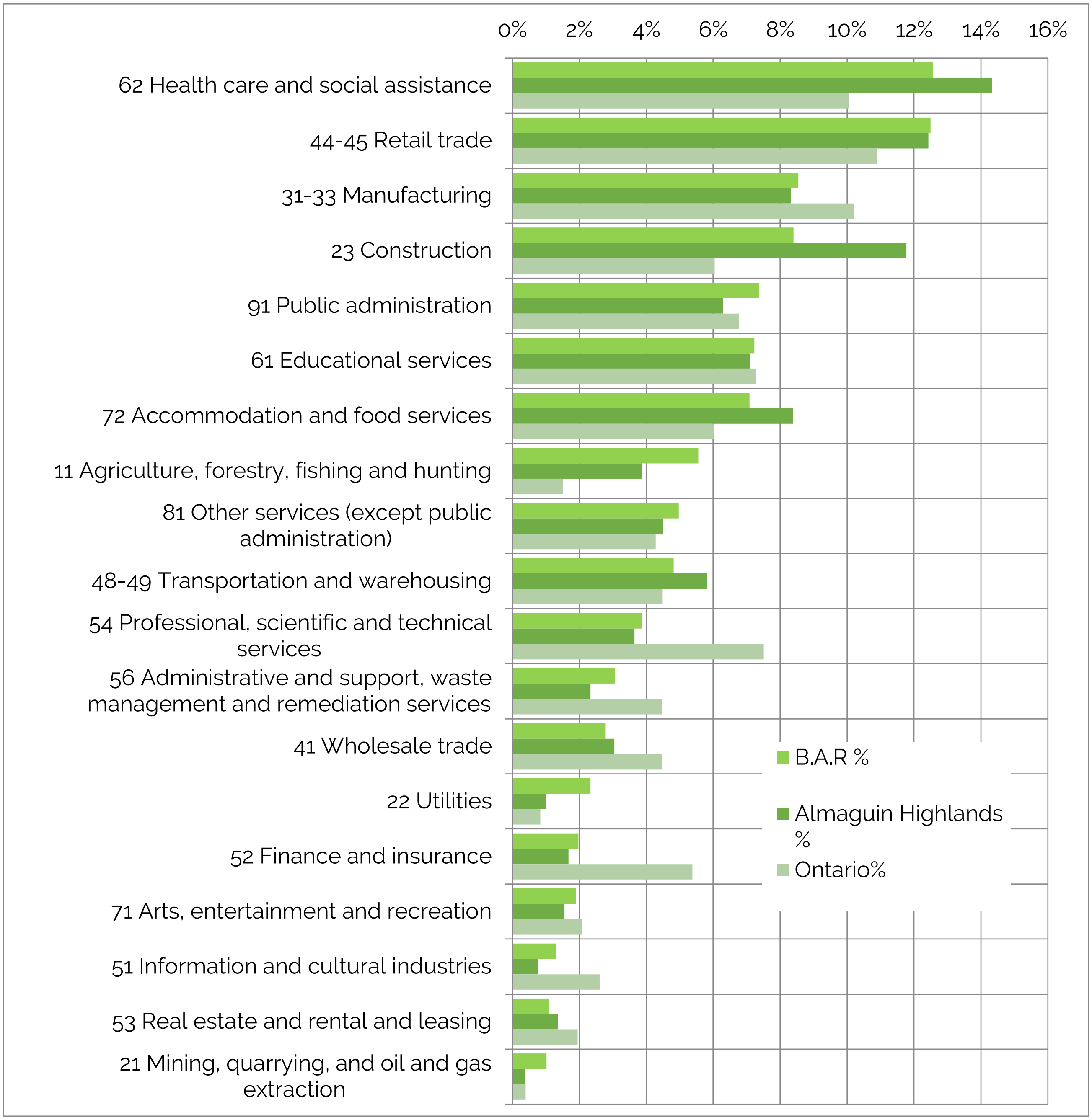
Figure 11 (following page) and Table 20 (Appendix A) compare the regional labour forces. The chart shows which are the top employment sectors for the residents (regardless of job location).

Based on Figure 11, in 2017, top employment sectors (ordered from largest to smallest) for the compared regions of interest are as follows:

B.A.R	Almaguin Highlands	Ontario
Healthcare	Healthcare	Retail trade
Retail trade	Retail trade	Manufacturing
Manufacturing	Construction	Healthcare
Construction	Manufacturing	Professional, scientific and technical services
Public Administration	Accommodation and Food Services	Educational services

Figure 11 shows the percentage of the population employed by each sector (displayed are sector code and name) in the three regions of study: Burk's Falls & Area, Almaguin Highlands, and Ontario.

Figure 12: Regional Labour Force by (NAICS #) Sector, 2017



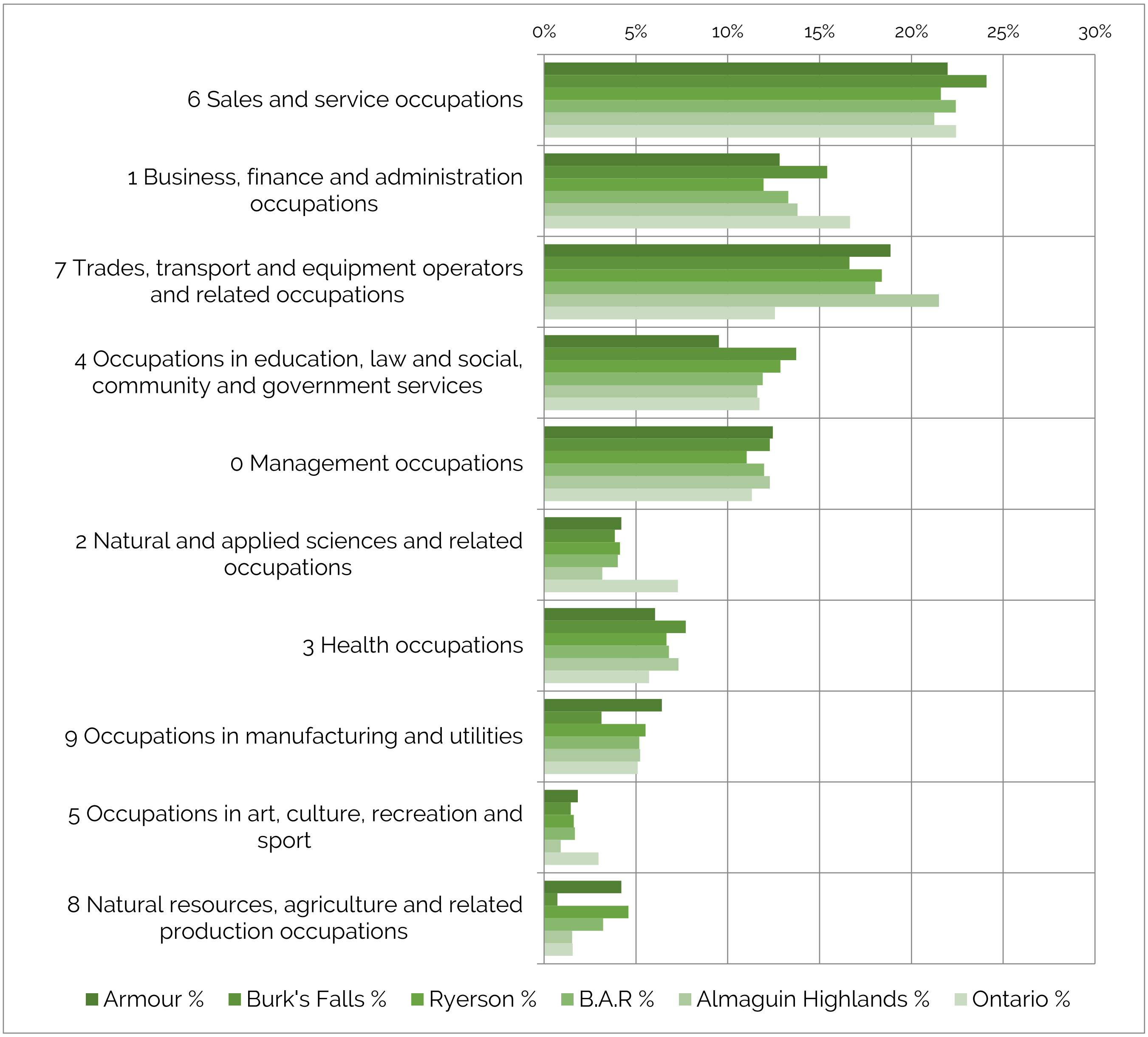
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

Labour Force by Occupation

Figure 13 and Table 22 (in the Appendix) compare 2017 estimates of percentage of labour force (15 years and over) by employment occupation for Burk's Falls & Area and Ontario. In comparison to the province, the area has larger percentages of its labour force working in:

- Sales and services Occupations.
- Trades, transport, and equipment operators and related occupations
- Natural resources, agriculture and related production occupations.

Figure 13: Labour Force by (NOC #10) Occupation, 2017



Source: McSweeney & Associates Manifold Data Mining Inc. SuperDemographics 2017.

[10] For more information please see: http://noc.esdc.gc.ca/English/noc/welcome.aspx?ver=16

Commuting Flow

The following two tables provide information on the inflow and outflow of labour into Burk's Falls & Area, and Almaguin Highlands. These are estimates produced by the Emsi Analyst, and are based on 2011 data, as such, the purpose of this data is to illustrate directionality, and not to be interpreted as exact numbers.

Table 5 shows only those industries where there are flows of 5 jobs or more. The following can be said about the labour flows in the regions of interest:

- The majority of the labour force employed in education within Burk's Falls & Area commutes from outside of Armour, Burk's Falls and Ryerson to work.
- All of those employed by non-ferrous metal (except aluminum) production and processing in Burk's Falls & Area are residing outside the region.
- Everyone living in Burk's Falls & Area that works in residential building construction, commutes to work outside of the region.

Table 5: Labour Flows in Burk's Falls & Area, (based on NHS 2011)

Industry Description	Employed in Region	Resident in Region	Net Import
Elementary and secondary schools	150	60	90
Non-ferrous metal (except aluminum) production and processing	70	0	70
Provincial and territorial public administration (9121 to 9129)	35	0	35
Highway, street and bridge construction	30	0	30
Household and institutional furniture and kitchen cabinet manufacturing	25	0	25
Architectural, engineering and related services	20	0	20
Grocery stores	15	0	15
Forging and stamping	20	15	5
Residential building construction	0	55	**(55)**
Local, municipal and regional public administration (9131 and 9139)	0	25	**(25)**

Source: EMSI analyst Note that the data does not add up to 100% due to rounding in order to preserve anonymity.

Table 6 shows only those industries where 5 or more people commuted to a place of employment. The following can be said about the labour flows in the regions of interest:

- The largest number of external workers commuting into the Almaguin Highlands economy are employed at Nursing and residential care facilities.
- Everyone who works locally in Accounting, tax preparation, bookkeeping and payroll services, Other motor vehicle dealers, Veneer, plywood and engineered wood product manufacturing, Architectural, engineering and related services, or Out-patients care centres in Burk's Falls & Area, lives outside the region.

Table 6: Labour Flows in Almaguin Highlands, (based on NHS 2011)

Industry Description (NAICS)	Employed in Region	Resident in Region	Net Import
Nursing and residential care facilities (6231 to 6239)	505	315	190
Non-ferrous metal (except aluminum) production and processing	70	0	70
Automobile dealers	90	30	60
Full-service restaurants	100	50	50
Household and institutional furniture and kitchen cabinet manufacturing	65	15	50
Ship and boat building	45	0	45
Highway, street and bridge construction	60	20	40
Farms (except aquaculture) (1111 to 1124 and 1129)	75	45	30
Child day-care services	40	15	25
Accounting, tax preparation, bookkeeping and payroll services	25	0	25
Other motor vehicle dealers	20	0	20
Veneer, plywood and engineered wood product manufacturing	20	0	20
Architectural, engineering and related services	20	0	20
Out-patients care centres	15	0	15
Elementary and secondary schools	545	535	10
Building equipment contractors	80	225	**(145)**
Grocery stores	65	170	**(105)**
Residential building construction	0	100	**(100)**
Limited-service restaurants	50	120	**(70)**
Traveller accommodations	40	110	**(70)**
Local, municipal and regional public administration (9131 and 9139)	120	180	**(60)**
General freight trucking	0	45	**(45)**

Source: EMSI analyst

Economic Base Analysis

The economic base analysis utilizes labour market data from Emsi Analyst to draw conclusions about the economic strengths of the region of study. In the previous labour force analysis (Section 4), jobs by occupation and industry sector were used to identify demographic trends about the resident population, and thus, the data (i.e. jobs) were reported by place of residence. Moving forward, jobs data will be studied by the place of work rather than were the worker's place of residence is, as we are primarily interested in the local economy (local jobs).

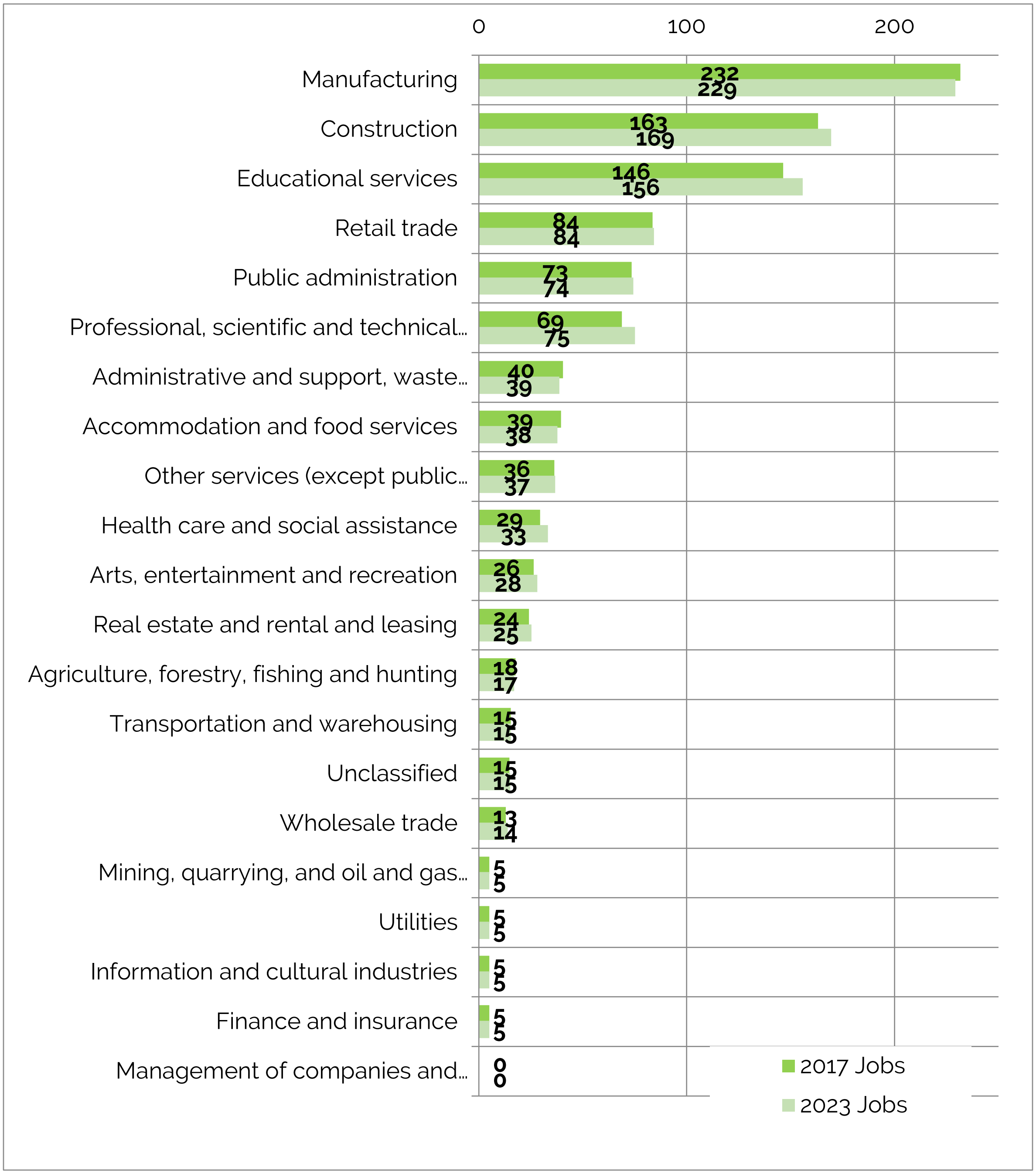
Employment Profile

The Statistics Canada "North American Industry Classification System" (NAICS) of classifying industries is used for this report. The largest groupings or aggregations of industries categories are called Sectors, which are broken down into Sub-sectors, which are then further broken down into Industries. An example of this breakdown follows:

Sector Level	31-33 Manufacturing industries
Sub-sector Level	311 Food manufacturing
Industry Level	3111 Animal food manufacturing

The following figure illustrates the estimated 1,044 jobs in Burk's Falls & Area. With 232 jobs, the manufacturing sector was the largest employer, followed by construction (163 jobs) and educational services (146 jobs).

Figure 14: Number of Jobs by Sector, 2017-2023



Source: Total number of jobs estimated using Canadian Business Patterns from Statistics Canada Data 2011-2016. Estimates include total businesses with employees plus businesses with indeterminate number of employees

Location Quotient Analysis

An economic base analysis is an analysis of how the local economy functions. It does not provide solutions to economic problems, but instead provides useful information required for decision-making about economic strategies.

The economic base analysis helps determine which economic activities "bring money in", and where money might be "leaking out". While the actual flow of money in and out of the community would be the most accurate means of describing the economic base of the area, data or statistics for this form of cash flow analysis are not available. As such, a proxy for cash flow is required, and the most common substitute is employment, which uses an economic base analysis tool called "Location Quotient Analysis". This method compares the level of employment concentration (or specialization) in Burk's Falls & Area to the level of employment concentration in one or more benchmark areas. In other words, does Burk's Falls & Area have proportionately more or less employees in specific industries than the benchmark area?

"Benchmarking" employment in Burk's Falls & Area to Almaguin Highlands and Ontario provides information on:

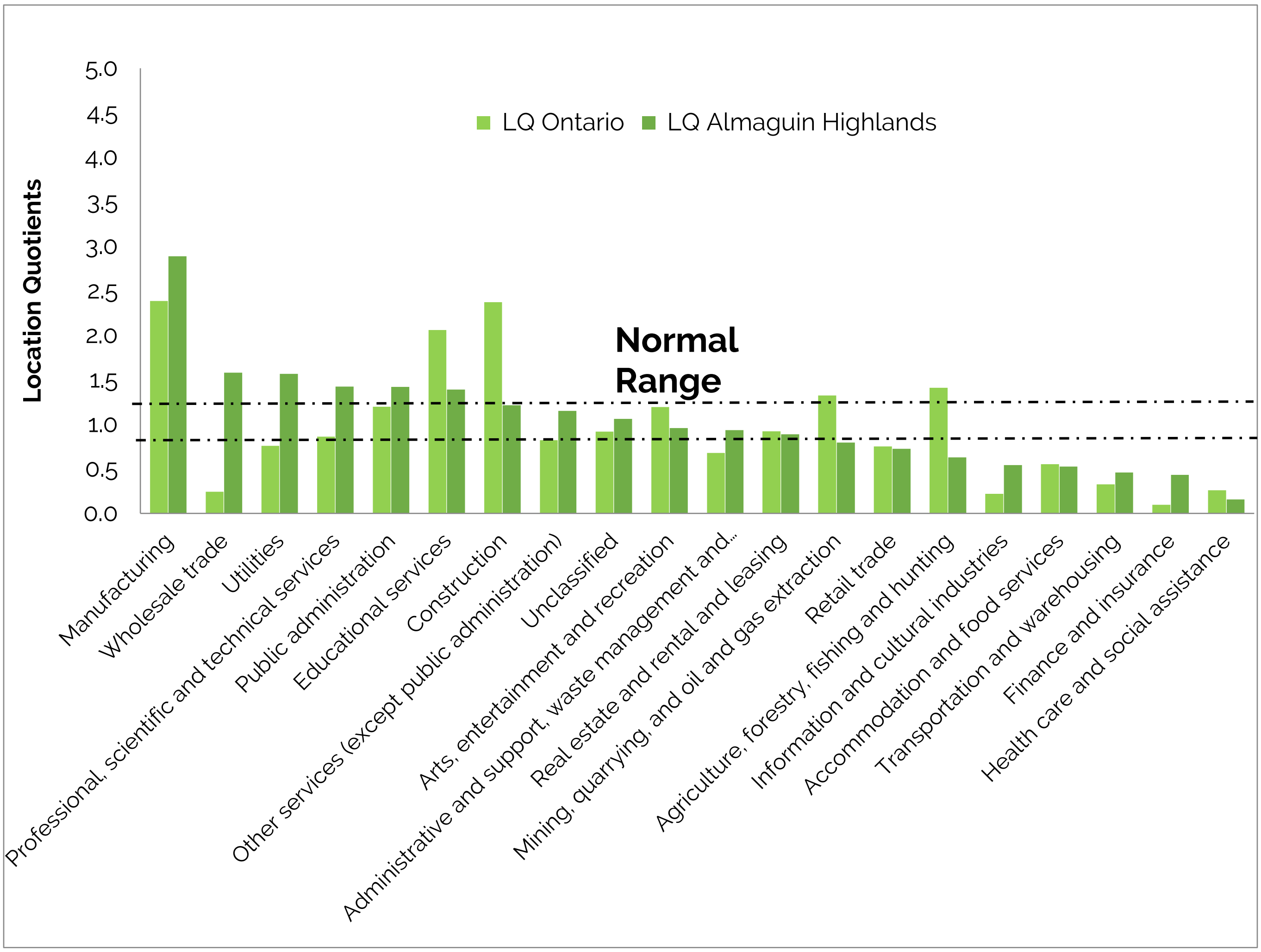
- The extent to which Burk's Falls & Area is producing all of the goods or services required for consumption locally (this potentially identifies opportunities to replace the imports with locally provided goods and services).
- Whether the Burk's Falls & Area economy is producing goods or services in excess of quantities required for local consumption, indicating a high degree of development and specialization (or industry concentration) that results from the goods or services being consumed by non-residents.

The location quotient method is a "first cut" analysis that requires interpretation of the results, but it will point to the economic sectors that deserve a more thorough and in-depth analysis and "street-level" validation. A location quotient of between 0.75 and 1.25 generally indicates the local economy is self-sufficient in that industry. A 1.0 would indicate the exact same proportion of that industry's jobs to all local jobs as to that of the benchmark, in this case, Ontario. A location quotient of less than 0.75 usually indicates a lack of self-sufficiency, requiring an importation of goods or services, as there is insufficient local employment to produce the required goods/services. A location quotient of greater than 1.25 usually indicates the industry has more local employment than is required to sustain the needs of Burk's Falls & Area; therefore, it will export its goods or services and bring money into the community.

Location Quotients Analysis by Sector

This section illustrates location quotients for sectors classified at the 2-digit NAICS. Figure 15 illustrates the sectors concentrations in Burk's Falls & Area, as measured by the location quotient, compared to Ontario and Almaguin Highlands as benchmarks.

Figure 15: Location Quotients by Employment Sectors, 2017



Source: Total number of jobs estimated using Canadian Business Patterns from Statistics Canada Data 2011-2016. Estimates include total businesses with employees, plus businesses with indeterminate number of employees.

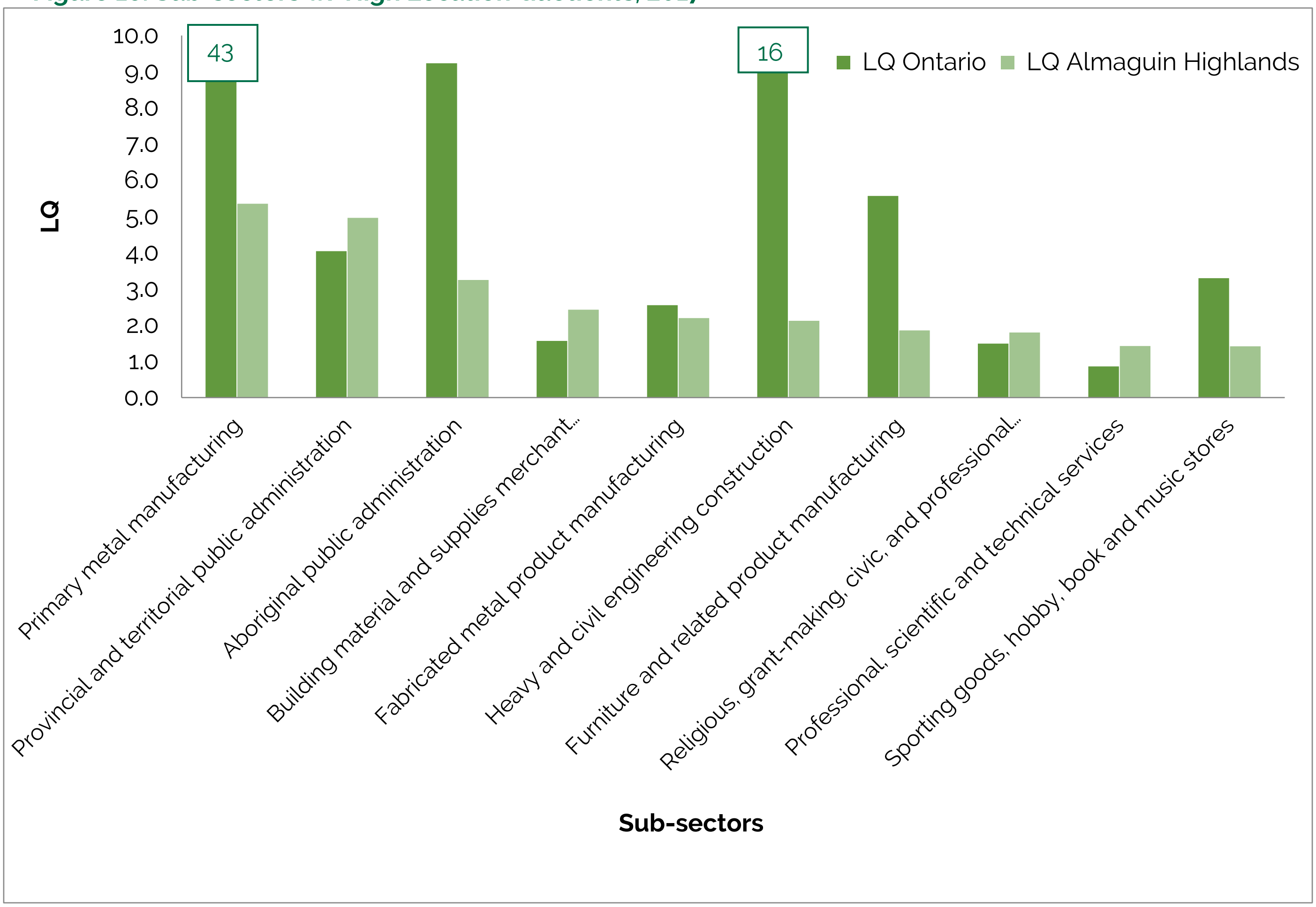
Compared to Almaguin Highlands and Ontario, sectors in Burk's Falls & Area with a higher than normal concentration were:

Relative to Almaguin Highlands	Relative to Ontario
1. Manufacturing 2. Wholesale trade 3. Utilities 4. Professional, scientific and technical services 5. Public administration	1. Manufacturing 2. Construction 3. Educational services 4. Agriculture, forestry, fishing and hunting 5. Mining, quarrying, and oil and gas extraction

Location Quotients Analysis by Sub-Sectors

This section illustrates the sub-sectors (3-digit NAICS) that have a significant concentration in Burk's Falls & Area based on the location quotient scored. Figure 16 shows the top 2017 location quotient for sub sectors with at least 1% percentage of local jobs.

Figure 16: Sub-sectors w/High Location Quotients, 2017



Source: Total number of jobs estimated using Canadian Business Patterns from Statistics Canada Data 2011- 2016. Estimates include total businesses with employees, plus businesses with indeterminate number of employees

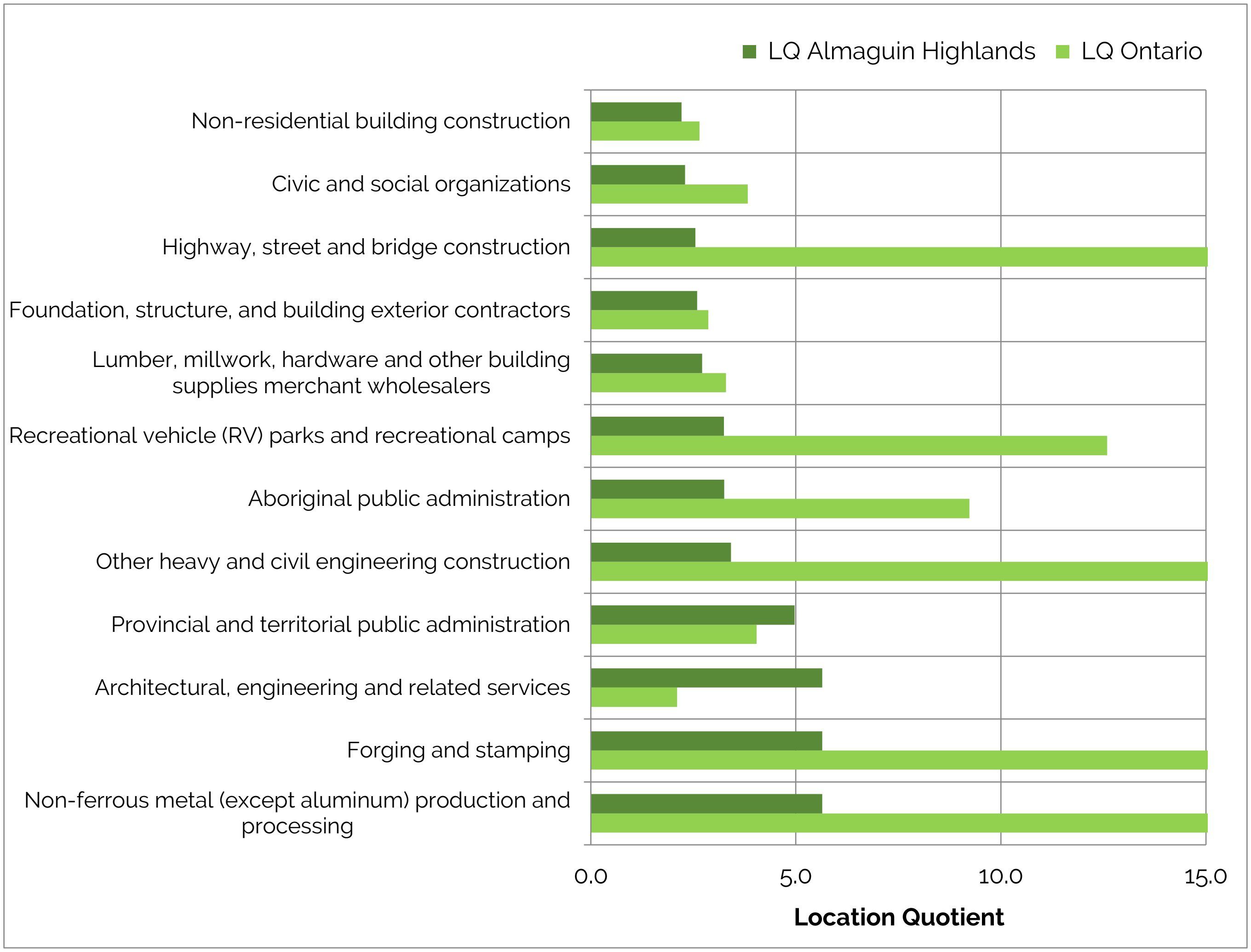
Compared to Almaguin Highlands and Ontario, top sub-sectors in Burk's Falls & Area with a higher than normal concentration were:

Relative to Almaguin Highlands	Relative to Ontario
1. Primary metal manufacturing (160 jobs) 2. Provincial and territorial public administration (43 jobs) 3. Building material & supplies merchant wholesalers (13 jobs) 4. Fabricated metal product manufacturing (25 jobs) 5. Heavy and civil engineering construction (101 jobs)	1. Primary metal manufacturing (160 jobs) 2. Heavy and civil engineering construction (101 jobs) 3. Aboriginal public administration (13 jobs) 4. Furniture & related manufacturing (24 jobs) 5. Provincial and territorial public administration (43 jobs)

Location Quotients Analysis by Industry

This section identifies the industries (4-digit NAICS) that have a significant concentration in Burk's Falls & Area based on the location quotient scored. Figure 17 shows the top 2017 location quotient for industries with at least 1% percentage of local jobs.

Figure 17: Industries with High Location Quotients, 2017



Source: Total number of jobs estimated using Canadian Business Patterns from Statistics Canada Data 2011- 2016. Estimates include total businesses with employees, plus businesses with indeterminate number of employees

Compared to Almaguin Highlands and Ontario, the top employment industries in Burk's Falls & Area with a higher than normal concentration as listed below. Note that the LQ is not specified (they are all concentrated LQ>1.25), but the number of jobs is listed alongside each industry.

Relative to Almaguin Highlands and Ontario:

1. Non-ferrous metal (except aluminum) production and processing (jobs 153)
2. Forging and stamping (jobs 19)
3. Architectural, engineering and related services (jobs 24)
4. Provincial and territorial public administration (jobs 42)
5. Other heavy and civil engineering construction (jobs 33)
6. Aboriginal public administration (jobs 14)
7. Recreational vehicle (RV) parks and recreational camps (jobs 13)
8. Lumber, millwork, hardware and other building supplies merchant wholesalers (jobs 12)
9. Foundation, structure, and building exterior contractors (jobs 26)
10. Highway, street and bridge construction (jobs 68)
11. Civic and social organizations (jobs 13)
12. Non-residential building construction (jobs 12)
13. Household and institutional furniture and kitchen cabinet manufacturing (jobs 24)

Shift-Share Analysis

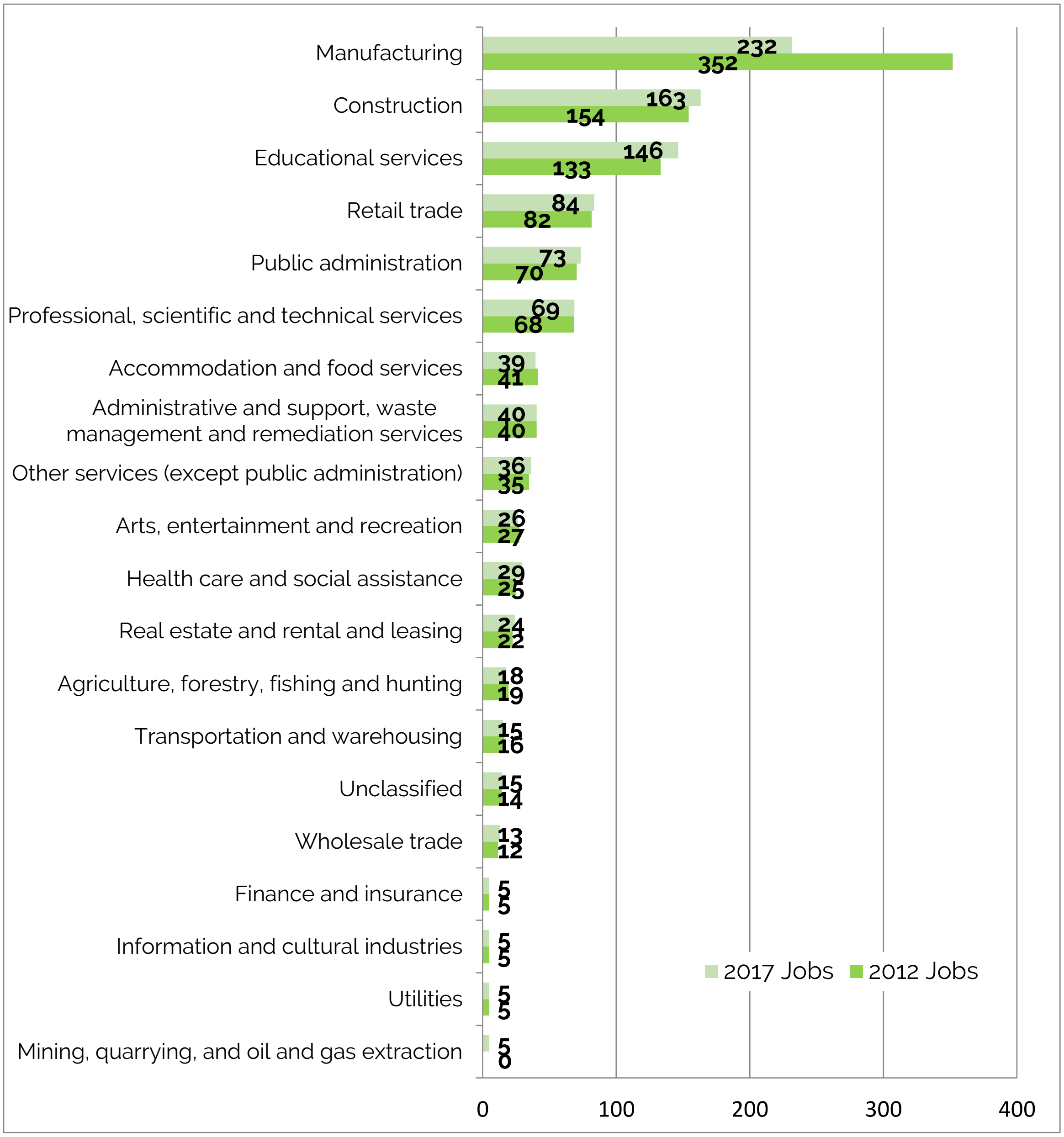
Shift-share analysis compares the local employment growth/decline of regional jobs by industry to the employment growth/decline of that industry within Canada, as well as the job growth overall for Canada. More specifically, this analytical tool examines the job growth/decline by attributing growth, stability, or decline in particular industries over time to three distinct forces:

- Canadian economic growth: regional job growth/decline that is attributable to the growth, stability, or decline of the entire Canadian economy.
- Industry growth: regional job growth/decline that is attributable to the growth, stability, or decline of that particular economic activity in the Canadian economy (with the economic growth component removed).
- Regional economic growth: regional job growth/decline that is attributable to the regional economy because it is growing/declining more or less quickly than jobs in the larger economy (with the Canadian economic and industry growth components removed).

This tool, when correctly interpreted, provides greater descriptive power than the location quotient method. It has been applied to NAICS Industries using place of work statistics. Shift-share analysis allows the examination of changes through time (trends) versus the static snapshot of location quotients. To begin, the absolute change in job numbers between 2012 and 2017 by sector will be examined.

Figure 18 shows the largest absolute increases in jobs between 2012 and 2017 were in education services and construction, which increased by 13 and 9 jobs, respectively. The largest decline in absolute number of jobs was in the manufacturing sector, which decreased by 120 jobs. Because these numbers are rather small, we proceed to the shift share analysis using Almaguin Highlands plus Huntsville census subdivision to identify industry growth driven by local/regional factors.

Figure 18: Job Change by Sector, 2012-2017

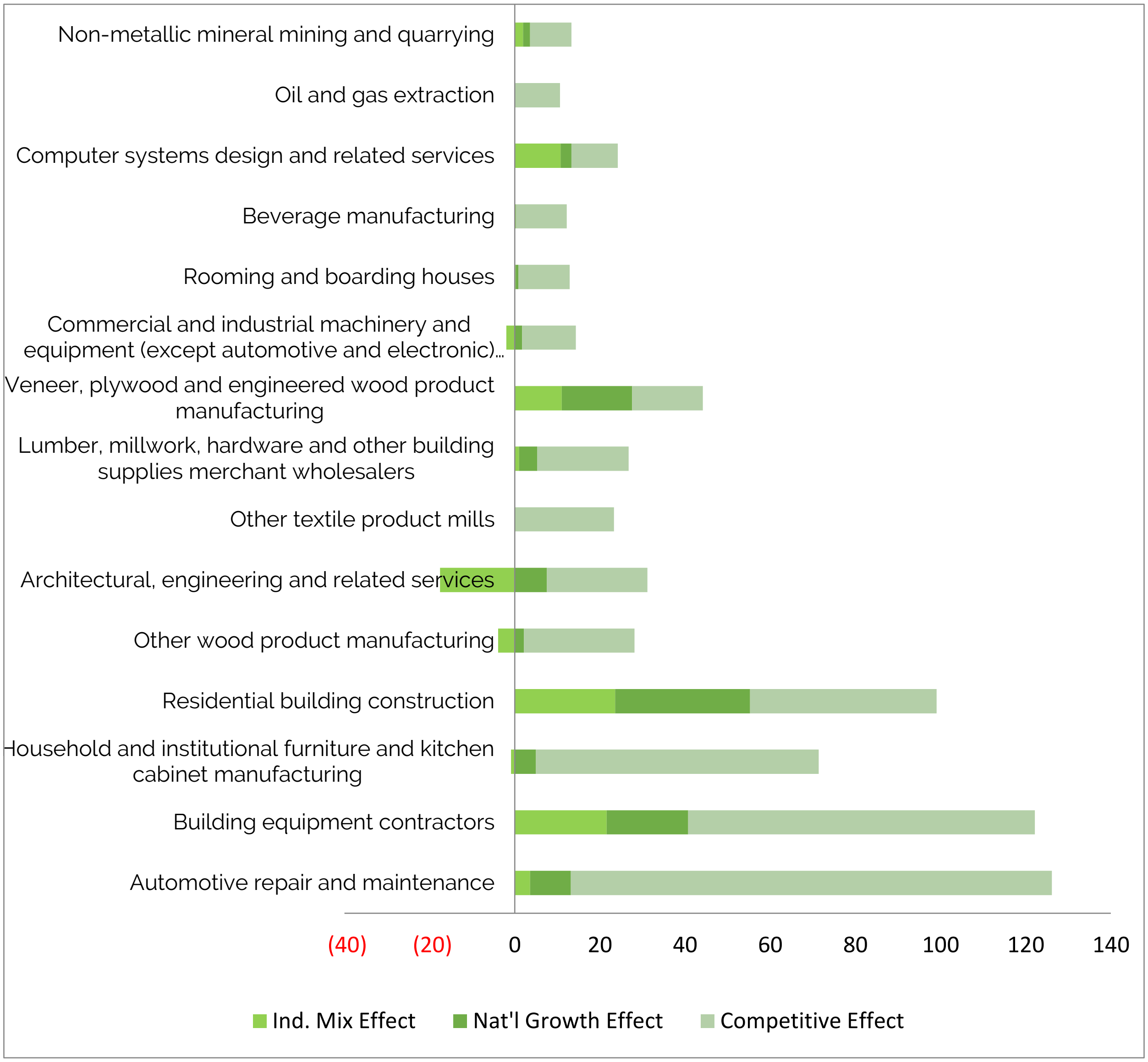


Source: Total number of jobs estimated using Canadian Business Patterns from Statistics Canada Data June 2011-2016. Estimates include total businesses with employees, plus businesses with indeterminate number of employees

Industry Shift Share Analysis

This section examines industries (4-digit NAICS) with the largest employment shifts associated to local effects. Figure 19 allocates employment changes of these industries to national, industry and regional/local effects. The analysis reveals that the following industries saw the largest competitive effects on employment associated to local/regional factors:

Figure 19: Employment Shift-Share Analysis of Major Industries, 2012-2016



Source: Total number of jobs estimated using Canadian Business Patterns from Statistics Canada Data 2011 & 2016. Estimates include total businesses with employees, plus businesses with indeterminate number of employees. The region of study for the shift share analysis includes Almaguin Highlands, plus Huntsville.

Business Pattern Data

The total number of businesses in Burk's Falls & Area increased from 220 in December 2012 to 353 in December 2016, for an increase of 60%. During the same period, the number of business establishments in Ontario and Almaguin Highlands increased by 60% and 49%, respectively. (Note: the rest of this page references Tables 22 and 23 in the Appendix).

In December 2016, the Construction sector had the largest number of businesses (64 businesses, which is 18% of total businesses) in Burk's Falls & Area. In addition, the area also had a larger percentage of businesses in the following sectors:

- Real estate and rental and leasing (60 businesses, 17 % of all businesses)
- Other services (except public administration) (28 businesses, 8% of all businesses)
- Retail trade (23, 7% of all businesses)
- Accommodation and food services (21 businesses, 6% of all businesses)
- Transportation and warehousing (21 businesses, 6% of all businesses)

Between 2012 and 2016, the Burk's Falls & Area economy had a large percentage increase of businesses establishments in the following sectors:

- Agriculture, forestry, fishing and hunting (233 %, vs. 22.2% in Ontario, 41% in Almaguin Highlands)
- Real estate and rental and leasing (172%, vs 121% in Ontario, 110% in Almaguin Highlands)
- Professional, scientific and technical services (90%, vs 35% in Ontario, 86% in Almaguin Highlands)

Five sub-sectors with high percentage of businesses establishments in Burk's Falls & Area in December 2016 were:

- Real estate (58 businesses, 16 % of all businesses)
- Specialty trade contractors (43 businesses, 12 % of all businesses)
- Unclassified (35 businesses, 9 % of all businesses)
- Professional, scientific and technical services (19 businesses, 5 % of all businesses)
- Construction of buildings (18 businesses, 5 % of all businesses)

Between 2012 and 2016, Burk's Falls & Area had a large percent increase of businesses in the following sub-sectors (considering only those that account for at least 5% of total economy):

- Real estate (190% vs, 127% in Ontario and 114% in Almaguin Highlands)
- Professional, scientific and technical services (90%, vs 35% in Ontario, 86% in Almaguin Highlands)
- Specialty trade contractors (43%, vs 33% in Ontario, and 30% in Almaguin Highlands)
- Construction of buildings (13 % vs, 31% in Ontario, and 32% in Almaguin Highlands)
- Truck transportation (13 % vs, 67% in Ontario, and 19% in Almaguin Highlands)

Current Economic Trends Analysis

Site Selection Factors

In 2016, Annual Corporate Survey and the Consultants Survey were conducted to rate site selection factors and the impact these factors have on planning decisions.[11] Highlighted points of the survey are as follows:

- **Available skilled labour and Highway access** are the most important factors in both surveys.
- **Labour costs** rose to 3rd from 6th.
- **Waterway or ocean port accessibility** remained at the bottom of the list.
- **Quality of life** fell from 3rd to 10th in in the corporate survey and remains low (24th) in the consultant's survey.

The following two tables provide more detailed results of the 2016 Corporate Survey and Consultants Survey 2016 reported on Q1/2017.

Table 7: Site Selection Factors - Corporate Survey 2016

Area Development Combined Ratings*		
Ranking - Site Selection Factors	**2016**	**2015**
1. Highway accessibility	94.4	88.0 (2) **
2. Availability of skilled labour	89.8	92.9 (1)
3. Labour costs	89.6	80.8 (6)
4. Occupancy or construction costs	86.0	85.4 (4)
5. State and local incentives	84.0	75.8 (9)
6. Corporate tax rate	82.3	78.8 (7)
7. Tax exemptions	79.7	74.7 (11)
8. Energy availability and costs	78.5	75.3 (10)
9. Proximity to major markets	78.1	76.3 (8)
10. Quality of life	76.4	87.6 (3)
11. Available buildings	75.5	83.7 (5)
12. Available land	75.3	73.9 (13)
13. Expeditated of "fast track" permitting	71.7	74.2 (12)
14. Environmental regulations	70.8	69.8 (14)
15. Low union profile	70.8	66.3 (18)
16. Right-to-work state	70.1	67.7 (16)
17. Inbound/outbound shipping costs	69.1	64.6 (19)
18. Training programs/technical colleges	66.7	68.7 (15)
19. Availability of long term financing	66.7	67.7 (16T)
20. Proximity to suppliers	66.0	64.3 (20)
21. Raw materials availability	53.7	52.6 (24)
22. Accessibility to major airports	52.4	58.6 (21)
23. Availability of unskilled labour	51.9	47.8 (26)

[11] For more information about the survey please go to: http://www.areadevelopment.com/Corporate-Consultants-Survey-Results/Q1-2016/corporate-executive-site-selection-facility-plans-441729.shtml

Area Development Combined Ratings*		
Ranking - Site Selection Factors	**2016**	**2015**
24. Water availability	46.3	54.6 (22)
25. Availability of advanced ICT services	40.9	53.6 (23)
26. Proximity to innovation/commercialization R&D centers	39.2	48.4 (25)
27. Railroad services	33.7	32.4 (27)
28. Waterway or Oceanport accessibility	18.1	24.0 (28)
*All figures are percentages and are the total of "very important" and "important" ratings of the Area Development Corporate Survey and are rounded to the nearest tenth of a percent. **(2015 ranking)		

Source: Area Development Magazine (Q1 2017)

Table 8: Consultants Survey 2016

Area Development Combined Ratings*		
Ranking – Site Selection Factors	**2016**	**2015**
1. Availability of skilled labour	100.0	100.0 (1) **
2. Highway accessibility	98.7	93.5 (6)
3. Labour costs	95.8	96.1 (2)
3T. Proximity to major markets	95.8	96.1 (2T)
3T. State and local incentives	95.8	94.9 (4)
3T. Available land	95.8	97.0 (7)
3T. Tax Exemptions	95.8	91.0 (7T)
8. Energy availability and costs	93.0	85.8 (13)
8T. Proximity to suppliers	93.0	84.2 (14)
10. Training programs/technical colleges	91.7	86.9 (12)
11. Available buildings	88.9	94.8 (5)
12. Accessibility to major airports	88.8	88.4 (9)
13. Expeditated or "fast-track" permitting	87.3	88.4 (9T)
14. Occupancy or construction costs	86.0	84.0 (15)
15. Inbound/outbound shipping costs	84.6	88.4 (9T)
16. Low union profile	82.0	83.1 (16)
17. Environmental regulations	80.3	82.9 (17)
18. Corporate tax rate	78.9	74.1 (20)
19. Right-to-work state	76.4	76.7 (18)
20. Water availability	72.2	75.3 (19)
21. Availability of advanced ICT services	69.5	57.2 (25)
22. availability of unskilled workers	69.0	65.0 (21)
23. Raw material availability	64.8	64.9 (22)
24. Quality of life	63.3	64.5 (23)
25. Proximity to innovation/commercialization/R&D centers	62.0	61.9 (24)
26. Railroad services	45.1	52.0 (26)
27. availability of long term financing	40.8	39.0 (28)
28. Waterway or Oceanport access	29.6	42.9 (27)

*All figures are percentages and are the total of "very important" and "important" ratings of the Area Development Corporate Survey and are rounded to the nearest tenth of a percent.
**(2015 ranking)

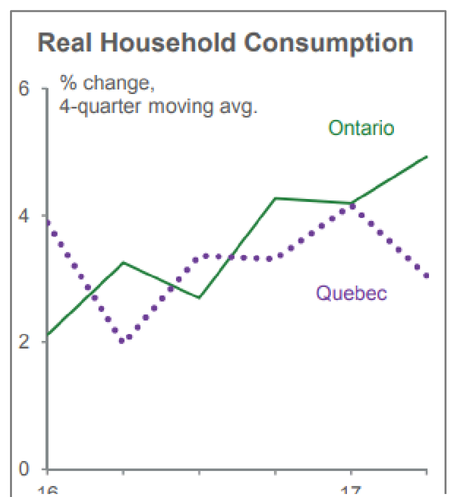
Source: Area Development Magazine (Q1 2017)

Economic Forecast

Tables 24 – 27 in Appendix A provide the economic outlook for Canada and Ontario. A summary of the forecasts is below:

Canada

- In 2017, Gross domestic product (GDP) grew by 3.7% (annualized) in the first quarter, then 4.5% in the second quarter. GDP is expected to grow by an annual average of 3.1% in 2017, leading to an economic cooldown by 2018 with moderate growth of 2.1%.
- Sustained growth has incited the Bank of Canada to slowly increase interest rates; policy interest rate is expected to reach 1.50% by early next year before taking a long pause to evaluate effects.
- The rather unexpected rate of change in interest rate has intrigued financial markets, giving the Canadian dollar a boost.
- With increased interest rates, a more expensive dollar, and growing unease about excessive borrowing in the economy by households and policy maker, consumers will need to slow down consumption to avoid overheating the economy, which could lead to future unemployment as inflation rises.
- In the meantime, net exports are expected to slowdown as the dollar has valued by nearly 7% due to fast increases to interest rates.

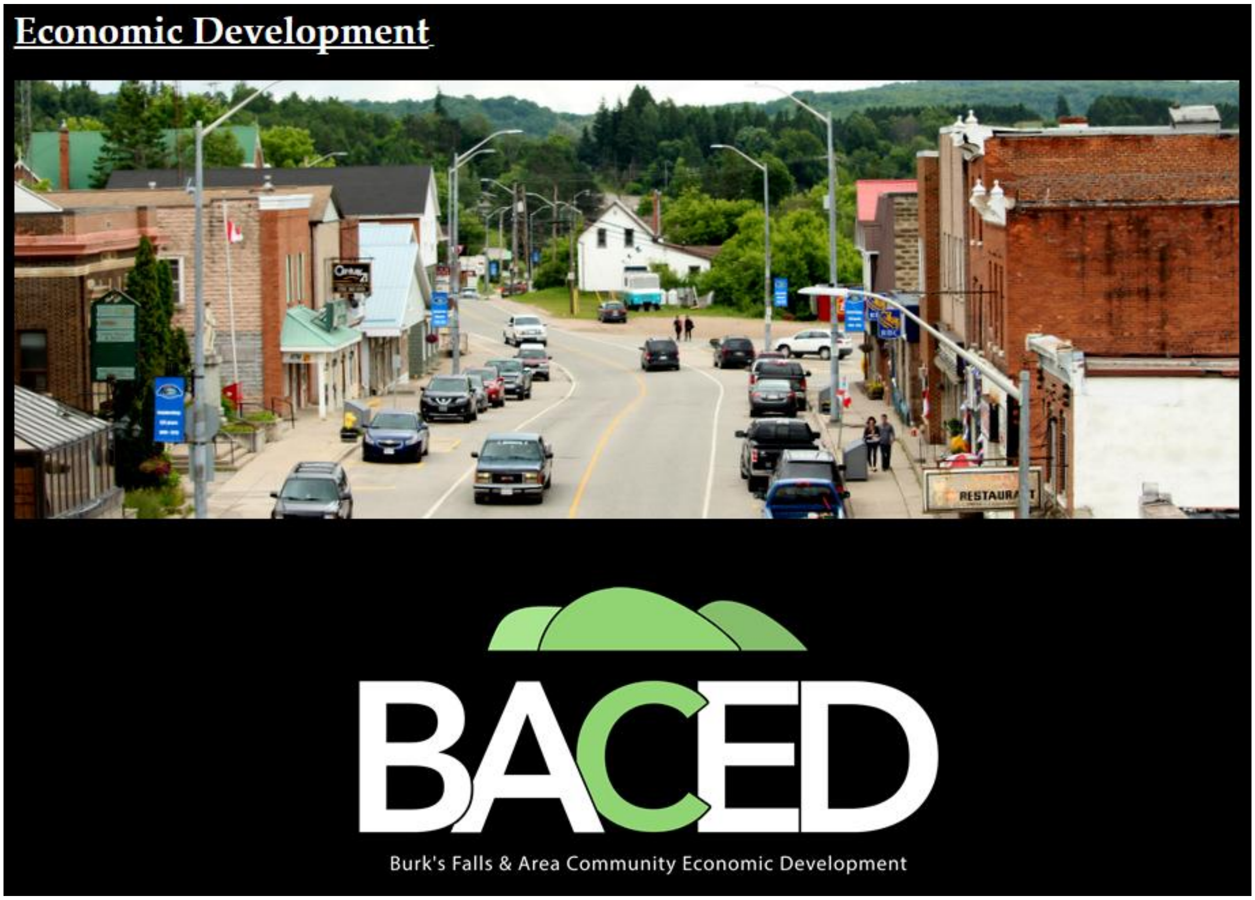


Source: Scotiabank, Provincial Pulse October 2017

Ontario

- Ontario indicates two consecutive quarters of real household expenditure increases exceeding 4%.
- For Ontario, merchandise imports through August are 5% higher over last year, while export shipments have slipped by 1.2%.
- The gradual investment recovery emerging in Alberta's energy sector should assist Ontario's interprovincial export volumes that have slipped 2.25% since the oil price correction in 2014.
- Growth in retail & wholesale trade and tourism-related industries was supplemented by a solid increase in transportation and warehousing, which is expected to continue.
- Ontario has produced considerable job creation in technology-oriented occupations in natural and applied sciences (e.g., engineers, information systems and computer software specialists)

Informal Investment Readiness Review

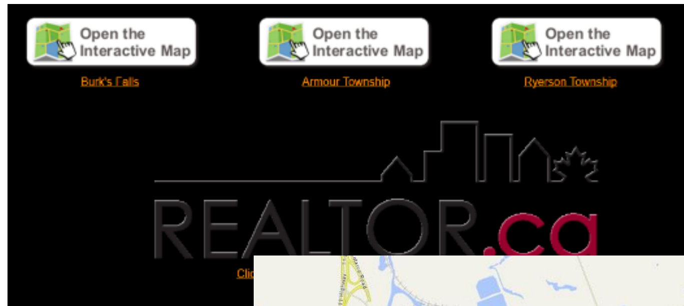


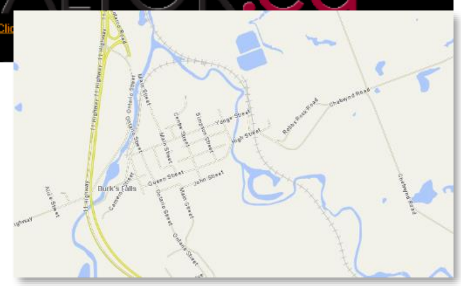
Web presence:

- BACED does have a web presence for Economic Development on the Town of Burk's Falls site.
- The website lacks relevant and up to date information required by an investor (i.e. real time property listing and updated profile).

Economic profile:

- An older version Community Profile is available on the website.
- Requires an update.





Industrial and commercial land and buildings inventories:

- Requires a more robust commercial/industrial land and building inventory.

Investment marketing tools:

- Currently there are no investment marketing tools for business therefore they need to be developed.

Adequacy and readiness of employment lands:

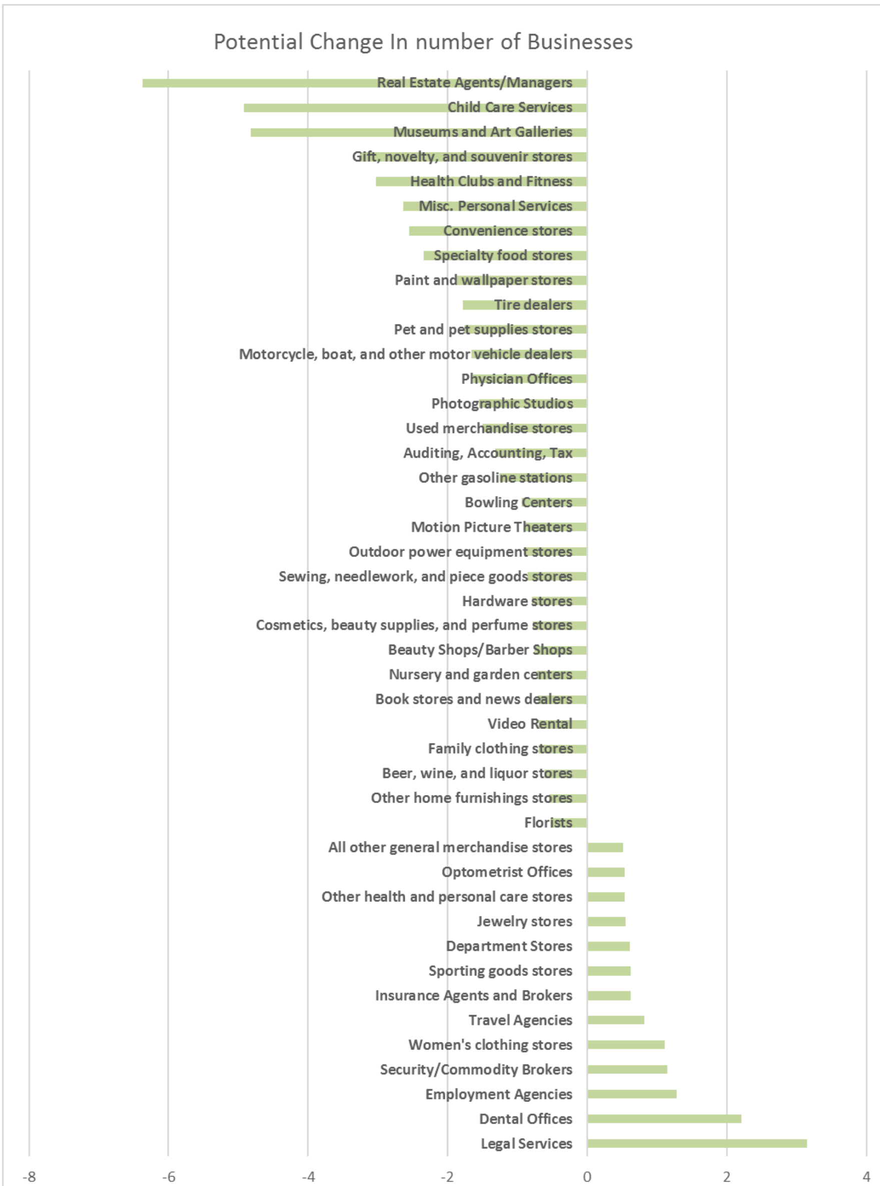
- An inventory of employment lands needs to be developed with a description of each property. This information needs to be updated as required.
- Include any certified-ready sites on the website.

Conclusion

- Burk's Falls & Area are not investment ready – yet.

HIGH LEVEL RETAIL MIX ANALYSIS

Working in collaboration with the BACED's CDO, and using a community comparative model, a downtown business comparative analysis was undertaken for the Village of Burk's Falls. The following diagram illustrates the results of the analysis.



The businesses that are on the left side or negative side of 0 indicate those business types that Burk's Falls currently has sufficient supply.

The businesses that are on the right side or positive side of 0 indicate those types of businesses that Burk's Falls could add to their retail/downtown supply solely based on a comparison of other similar sized communities.

As such, the Village of Burk's Falls could add the following business types to their downtown and retail mix:

- General merchandise
- Optometrist
- Health and personal care store
- Jewelry store
- Department store
- Sporting goods store
- Travel agency
- Women's clothing store
- Security and Commodity Broker
- Employment Agency
- Dental office
- Legal services

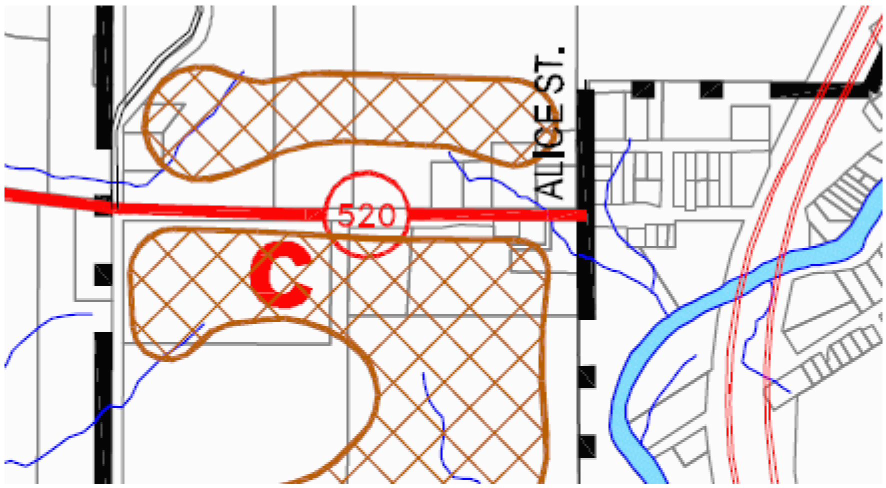
Armour's Highway 520 Industrial Land Analysis

Review of Armour Official Plan

The Armour Official Plan was reviewed, and the following observations were made:

- The subject lands are part of the "Rural Community" designation, which permits a broad range of land uses including residential, agricultural, commercial, industrial, institutional, and mineral extraction, amongst other uses.
- Schedule A Land Use Plan indicates the subject lands designated as Mineral Aggregate Resource Area, meaning that Council would need to deem that:
  - Mineral extraction is not feasible (there is visual evidence on the site that suggests bedrock at or near the surface, suggesting limited mineral resources on the site), or;
  - That the proposed use as an industrial park serves a greater long-term interest of the general public than does mineral extraction, and issues of public health, public safety and environmental impacts are addressed.
- Schedule A Land Use Plan indicates the subject lands are subject to a commercial/industrial overlay provision. This means that new commercial/industrial uses shall be subject to site plan agreements and that the Ministry of Environment D-Series Guidelines for Land Use Compatibility (D-1 & D-6) shall be applied in any zoning amendments and in the required site plan agreements. Any technical studies required must have recommendations implemented. While the site is suitable for industrial development, the site is not suitable for commercial development due to its location.

Extract of Official Plan Schedule A Land Use indicating "C" on subject properties as well as Mineral Extraction Area.



- Only dry industries are permitted and must have access to a year-round municipal road without load restrictions.
- The permitted Industrial Uses also include commercial, public, and institutional uses deemed suitable and accessory to industrial operations such as factory outlets, offices, restaurants, and caretakers' apartments.
- While the division of land into commercial/industrial lots may occur by severances one lot at a time, there is also a provision stating that where a new road or road extension is required (this would be the case), Council shall encourage development by registered plans of subdivision, rather than by individual land severances.

Recommendation:

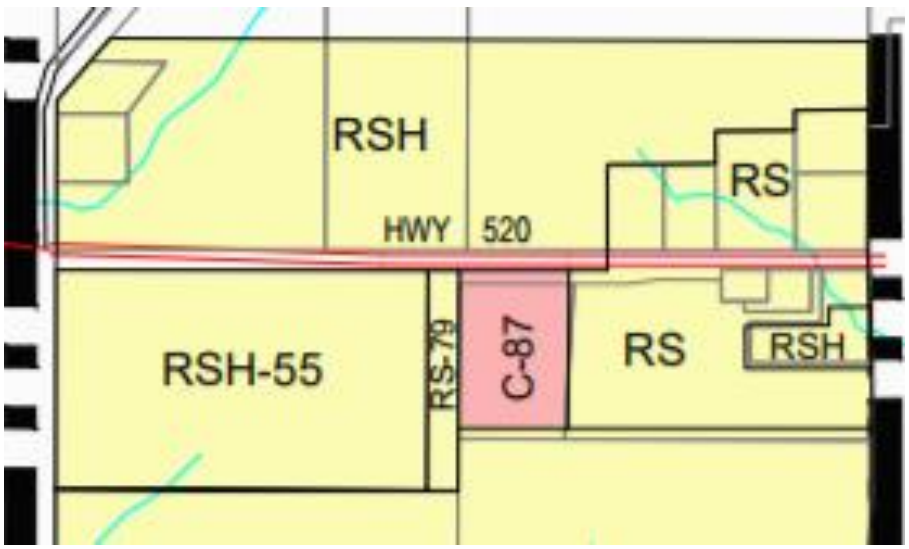
That the municipality proceed with the preparation of a draft plan of subdivision for the lands as suggested by the Official Plan. It is not necessary however, for the municipality to register the plan of subdivision.

Review of Armour Zoning Bylaw

The Armour Zoning Bylaw was reviewed, and the following observations were made:

- Schedule A-2 indicates the subject lands as RSH-55, being a Residential Settlement zone.

Extract of Schedule A-2 indicating RSH-55 Zone for Subject Lands



- RSH-55 also permits a list of commercial uses in this residential zone.
- RSH-55 (as amended) also permits Light Industrial and the definitions of Light Industrial uses), subject to the "zone requirements" (yards, setbacks, coverage, etc.) for Rural Industrial uses.

Recommendation:

1. That the subject property be re-zoned to Rural Industrial M Zone, and that:

   a. The following "Section 15.1 Permitted Uses" be excluded as permitted uses on this property:

      i. Convenience store
      ii. Exhibition/conference hall
      iii. Factory outlet retail store
      iv. Financial institution
      v. Institutional uses
      vi. Place of recreation

vii. Restaurant
viii. Shopping centre
ix. Vehicle sales and rental establishment

b. Further to the definitions and uses of *Light Industrial* and *Light Industrial Mall*, the following uses also be considered for inclusion as permitted uses on this property:

i. Agricultural supply
ii. Crematorium
iii. Truck and equipment rental, sales, service including equipment used in the agricultural, mining and forestry industries
iv. Emergency services
v. Manufacturing, welding, machining, fabrication; assembly and processing of materials and operations
vi. Medical marijuana production facility
vii. Merchandise service and repair shop
viii. Waste processing or transfer facility, or recycling or composting facility
ix. Warehouse
x. Wholesale establishment

Review of Infrastructure Services

A site tour and walk-about was conducted, and the intended servicing plans were discussed. Based upon a review of the location and its proximity to Highway 11, as well as the potential industrial uses suitable for the site, the following services are recommended for installation in this industrial park:

- Year-round municipal maintained road without seasonal load limits;
- Three-phase power;
- Natural gas; and
- Cellular, high speed broadband service, and telephone service.

Servicing Insights

Based upon our years of industrial park subdivision design experience, we provide the following insights for consideration in the development of the industrial park:

- The industrial park could be served with one single road, parallel to Highway 520 running nearly the length of the property. This road would be accessed from an extension of E Road south of Highway 520 through a currently unopened road allowance to connect with the perpendicular internal road.

- Services would be brought to the eastern side of the property along Highway 520. Services could enter the property at the far eastern boundary of the property on a right of way to be established to the internal east-west road/ROW.
- The road should be built all in one phase, and likely does not need to extend as far as the eastern boundary of the property. It may be possible for municipal crews to build the road.
- It would be desirable to strip most topsoil from the site and cut from the south part of the property to fill depressions on the north side of the property towards Highway 520. Any fill operations should result in reasonable industrial load bearing capacities. This will improve the marketability of the lands.

Next Steps

- That the municipality proceed with a rezoning of the property as recommended.
- That a conceptual subdivision design and preliminary road layout and lotting plan be completed, as well as a confirmation of high level servicing estimates.
- That the Township of Armour establish municipal policies with respect to the purchase, development, marketing and sales of industrial lands. Policies should also address the use of an industrial land reserve fund to receive the revenue from industrial land sales to fund any associated debt repayments, and to fund future investments in industrial land development or other worthwhile economic development projects.
- That a financial analysis/business case be prepared to assist Council in understanding the total costs of development, property sales projections and revenue estimates, return on/of investment and the financial risks.
- That a draft plan of subdivision be prepared upon completion of the above work.

Most Suitable Industries for Attraction to the Industrial Park

The following is a list of industrial type businesses with the greatest potential for attraction to the park:

- Agricultural supply;
- Auto service, repairs, body repairs;
- Equipment rental, sales, service, repairs including equipment used in the agricultural, construction, marine, mining and forestry industries;
- Manufacturing, welding, machining, fabrication; assembly and processing of materials and operations;
- Manufacturing of mineral-related products and products from other locally available non-metallic product sources (e.g. cut stone);
- Manufacturing of products from wood and/or wood-related products; and
- Service and repair shops of various types.

TARGET SECTORS

Burk's Falls & Area's target sectors are based on the following quantitative and qualitative factors including:

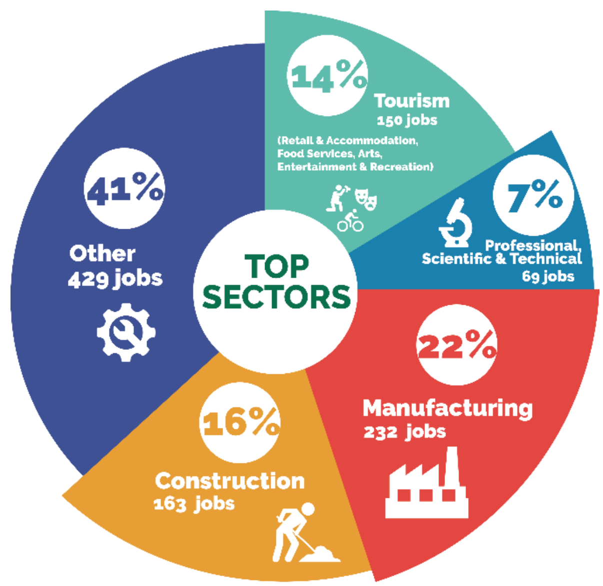
- industry sector growth forecasts
- economic trends
- local industry specialization, considering local employment concentrations and entrepreneurs
- labour requirements and labour force development capabilities
- locational and completive advantages and disadvantages including the suitability of the area to accommodate the specific industries and business opportunities

Burk's Falls & Area Potential Target Sector Opportunities

In general, Burk's Falls and Area have 4 main economic sectors driving the current economy:

- Manufacturing (232 jobs)
- Construction (163 jobs)
- Tourism (150 jobs)
- Professional, Scientific and Technical (69 jobs)

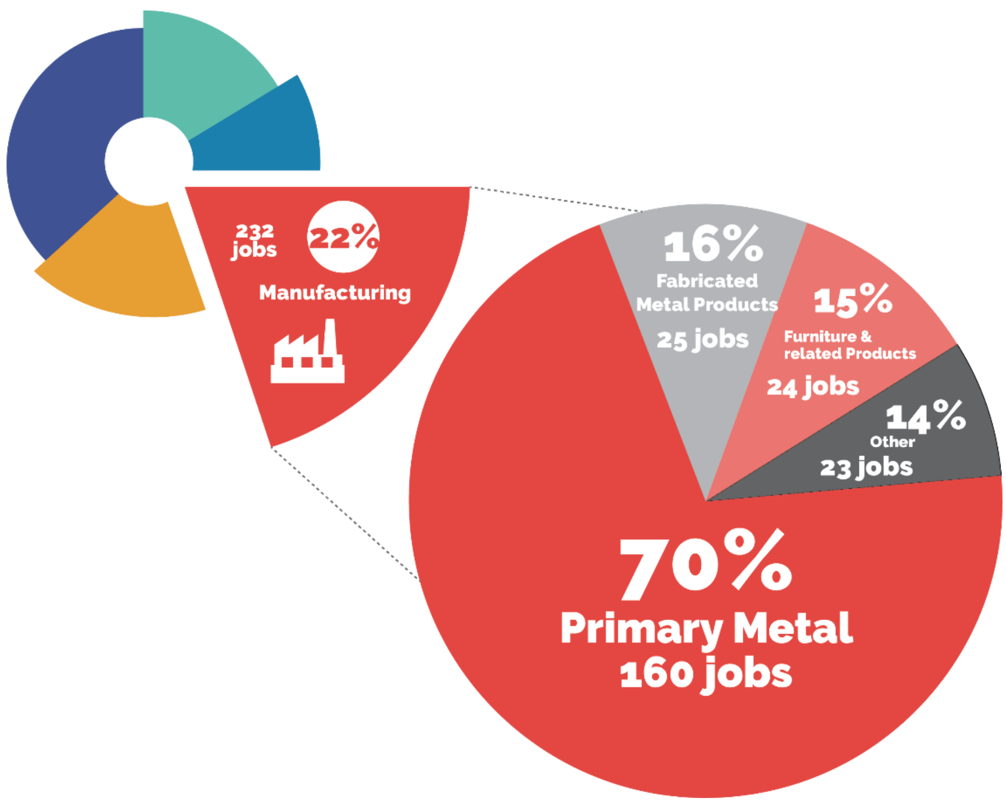
Note that Agriculture accounts for 4.2% of Other which currently totals 18 jobs.



Target Sector 1: MANUFACTURING

Within Manufacturing, the areas of opportunity include:

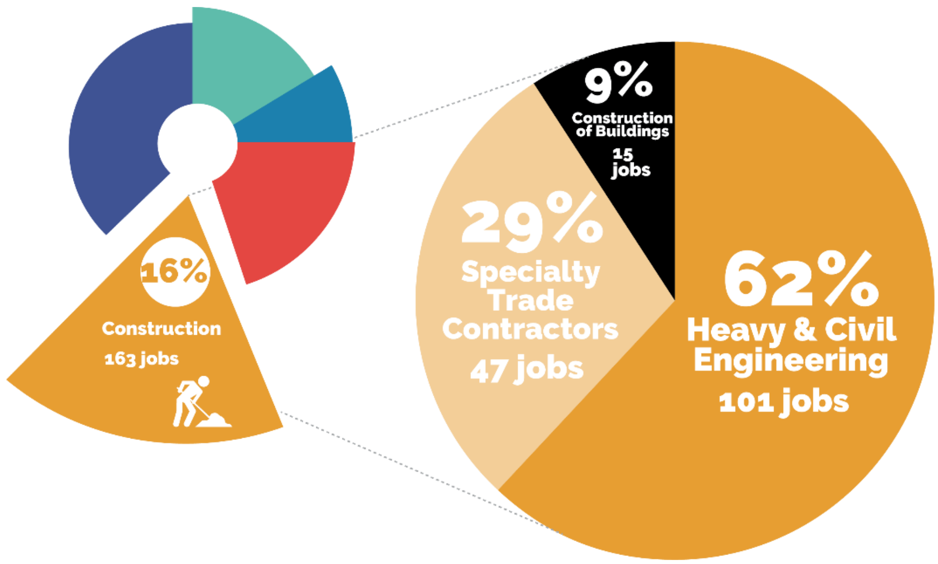
1. Primary metal products
2. Fabricated metal products
3. Furniture and related products



Target Sector 2: CONSTRUCTION

Within Construction, the areas of opportunity include:

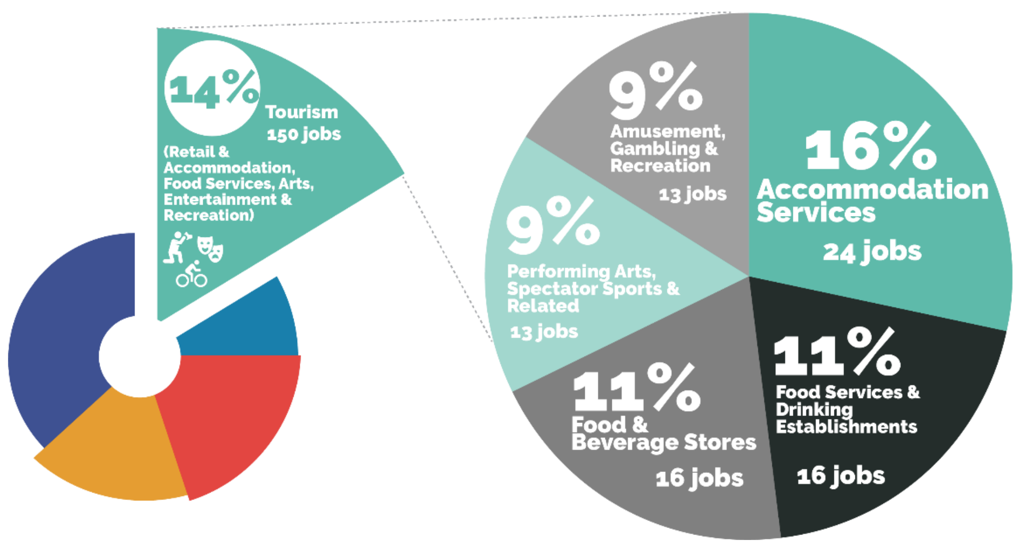
1. Heavy & Civil Engineering
2. Specialty Trade Contracting
3. Construction of Buildings



Target Sector 3: TOURISM

Within Tourism, the areas of opportunity include:

1. Accommodation Services
2. Food Services and Drinking Establishments
3. Food & Beverage Stores



Burk's Falls' Current Economic Development Opportunities Prioritized

Economic development opportunities slightly differ from target sector opportunities and the criteria used to set economic development priorities was based on the following:

1. Would it result in long-term and sustainable economic activity locally? regionally?
2. Potential to retain, expand or attract investment and business
3. Potential to diversify the local economy (or local businesses)
4. Increased opportunity to retain/increase or re-attract youth, skilled labour, professionals
5. Capability of being implemented with current resources
6. Job creation potential

Based on the detailed analysis, consultation and review of strategic document the following high priority economic development opportunities have been identified:

Priority Opportunity 1: People

- Address critical issues relating to lack of labour force and population in the Burk's Falls & Area as a priority before addressing any other sector-based investment attraction barriers or gaps.

Priority Opportunity 2: Place

- Address critical issues relating to lack of places to do business as well as Burk's Falls & Area as a place to live (housing gaps and quality of place issues).

Priority Opportunity 3: Being Investment Ready

- An understanding of what it means to be investment ready is needed
- The Burk's Falls & Area is not investment ready – yet.

Priority Opportunity 4: Regional Collaboration

- The priority gaps are not unique to Burk's Falls & Area, but instead include all communities in and around the Highway 11 corridor

Framework for Needs/Gap Analysis

McSweeney & Associates has been retained by Burk's Falls & Area Economic Development (BACED) to prepare a Needs/Gap Analysis as a part of a larger Target Sector and Business Opportunity report for the communities of Burk's Falls, Ryerson and Armour. To conduct the needs/gap assessment, the McSweeney & Associates Needs/Gap Analysis was used to get a better understanding of the barriers and gaps with respect to securing investment into Burk's Falls & Area.

As previously mentioned, for this report, the McSweeney & Associates Needs/Gap Analysis Model has been used to better understand and highlight the most pressing issues impacting BACED's effectiveness and overall ability to attract and retain investment in the region of study. In an effort to best secure investment into Burk's Falls & Area or target sector, the recommend two priority issues that BACED and its partners should heavily focus their resources on:

People and Place

The analysis model, developed and used exclusively by McSweeney & Associates, takes a bottom up approach to understanding the competitiveness and readiness of a specific community or economic region in relation to a particular economic and/or community activity. In this case, the BACED region is being greatly affected by issues pertaining to their population (People) and their community (Place). As such, by first examining these specific issues (People and Place) as BACED's base regional community assets/resource and incrementally moving upward to the top of the Needs/Gap model, BACED will gain a more detailed perspective of the importance of people and place in its overall economic development program and how gaps in these assets will impact investment into the region.

To be successful in its economic development efforts, BACED and its partners will need to ensure that the gaps identified through the model are addressed in sequential order, starting from the base and moving to the top of the paradigm. There will be some overlaps between steps in the model; however, attention needs to be paid to the hierarchy of the model and to ensuring that the requirements of each step are adequately fulfilled. In other words, the model illustrates a bottom up approach with the basic requirements having to be met/addressed before other more advanced requirements can be tackled.

This Needs/Gap Analysis was completed through both a detailed quantitative analysis (stats, data and document review) as well as qualitative information obtained through interviews with BACED partners and stakeholders.

Needs/Gap Analysis Model

The model below has been created to help illustrate the importance of the various steps within assessing needs and gaps. It is important to note that to be successful in addressing the needs and gaps the steps are required to be completed in ascending order (i.e. Step 1 should be completed before attempting to move onto understanding and addressing step 2). Skipping a step in the model could result in overlooking a base fundamental issue that needs to be completed in order to be successful in completing or addressing future (more advanced) steps.

Definitions and Explanation of Model

The following section briefly explains each step of the Needs/Gap Analysis Model and identifies the criteria within each stage.

Step 1 – Base Asset/Resource

A Base Asset/Resource is a community's primary asset which can be exploited in order to grow a specific industry sector.

Essentially, this step identifies the main assets/resources on which an industrial sector or economic driver is being developed. Typically, these base resources will be unique to a specific area or region; however, in some cases, the base resource may not be native to the area and would need to be imported. Also note, that these types of resources are not simply traditional natural resources but could also include other items such as geographic location or local expertise, skills or a specific talent. In the case of BACED, this also includes the main or primary assets required to retain and attract investment into the region.

For the BACED and its partners, the priority assets required to retain and attract investment into the region are People and Place. To ensure investment opportunities are realized, the following base asset/resource are described as:

People – both the population base of a community as well as the labour force available to provide the workers required by local and regional businesses;

Place – includes not only actual places to do business (land and buildings) but also the quality of place (quality of life) in a community.

These two assets combined will ultimately determine BACED's regional economic development success and how investment will flow into or away from BACED's partner communities.

Step 2 – Access to Asset/Resource

As with all industrial sectors and sub-sectors, there needs to be an ability to gain access to the required base resources. This type of access can take several different forms depending on the resource. Items which have an effect on access to resources may include (not in any specific order of importance):

- World and regional demand for resource (i.e. wood fibre);
- Financial markets and availability of funding/investment;
- Ease of physical access – roads, rail, waterways;
- Approvals process (several levels and/or various government jurisdictions to gain access to resources);
- Availability of labour;
- Cost to extract, process, develop or exploit resource (i.e. collection of wood fibre, manufacturing of dimensional lumber, etc.).

In BACED's case, this is a little different as Access to Asset/Resource pertains to the ability to gain access to People in order to help sustain the region's population base while at the same time providing the required pool of labour to support any existing or new business. Place, on the other hand pertains to being able to access locations to do business as well as access to a place where people want to live, work and visit (tourism).

Step 3 –Supporting Infrastructure (Hard and Soft)

As the needs of each industrial sector are different, so are the communities that support or develop each sector. In terms of supporting infrastructure, a community's ability to provide the necessary infrastructure will play a major role in determining how successful they will be in attracting or retaining specific industrial sectors. Infrastructure can be separated into hard and soft services and include items such as:

- Hard
    - Commercial/Industrial land
    - Commercial and industrial buildings
    - Residential housing
    - Municipal water or access to a potable water source
    - Sewage disposal (on-site or municipal)
    - Electrical power and transmission capacity
    - Natural gas
    - Affordable and accessible high-speed broadband
    - Roads

- Soft
  - Competitive tax rates
  - Skilled labour force (talent)
  - Training and skills development

Is Burk's Falls & Area a community that has the required infrastructure to ensure it's where People want to live and work and does the Place have the required infrastructure to retain and attract investment? This includes both hard services (infrastructure) as well soft services that serve both community and business needs.

Step 4 – Community Support

The decision for an investor to locate, expand an existing industry, or shut down an operation and completely leave a community will be influenced by a variety of factors. One such factor is the community's receptiveness, openness and willingness to embrace an industry, or an idea/concept. Although it is very difficult to allocate a specific monetary value to the importance that community support plays in the development of a specific industrial sector or an idea/concept, the impact of positive community support can be the determining factor that places a community at the top of an investor's list. Some characteristics that can be captured and assessed in this stage include:

- A community's willingness to accept the industrial sector or idea/concept;
- Local political support for the specific industrial sector or idea/concept;
- The focus/priorities of local municipal Community and/or Economic Development programs;
- The willingness and ability of community leaders to proactively move forward with community plans and projects.

Does BACED have the mind-set and willingness to support long-term initiatives and programs that enhance the region's community and economic development? Is the community ready to embrace and resource programs focused on retaining and attracting people to the area as well as creating the positive community change required to produce the ultimate community (place) for investors to invest? Is the community ready and willing to expand and grow their population?

Step 5 – Regional Support

Since most economies are now based on a regional scale, it is critical that communities look outside their municipal borders to develop partnerships with other communities, governments (at all levels), as well as business and industries in order to be successful. It is therefore extremely important that communities understand the need to work collectively for the well-being of their region.

During this stage of the Needs/Gap Analysis, the community is assessed to determine if there is a demonstrated effort by the community that illustrates they understand the benefits of thinking locally while working regionally. In addition, they need to become engaged in regional economic development activities.

Items that demonstrate regional support include:

- Long-term planning and regional strategies.
- Sharing of resources (including financial, human and intellectual).
- Regional marketing plans and campaigns.
- Development of regional partnerships.
- Regional political support.
- Provincial and Federal political support as required.
- Expeditious processing of Provincial and Federal approvals that may be required

The issues impacting Burk's Falls & Area are the same issues affecting the other communities along the Highway 11 Corridor (between Huntsville and North Bay). Are the communities able to work together collectively to address issues concerning People and Place?

Summary of BACED's Main Gaps

After considerable analysis of both the labour force data, the Burk's Falls & Area state of investment readiness as well as in consultation with several economic development stakeholders, there currently appears to be several gaps that are impacting the BACED's regions ability to successfully attract investment into the area (target sectors included) but many of the gaps can be categorized within two main primary community assets – People and Place.

As such, the main gaps section will not focus on a particular sector but instead on two very fundamental aspects of both community and economic development. If these gaps are not addressed by BACED to begin with, their efforts to further attract investment into specific sectors will be a waste of resources.

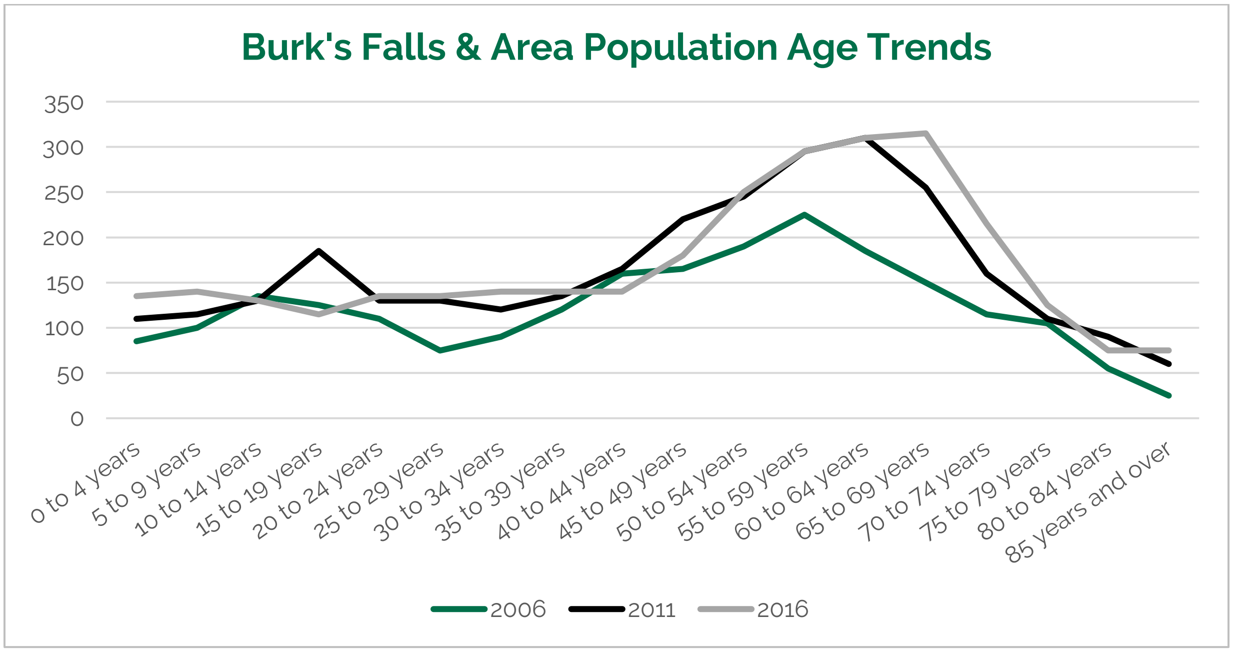
People

Does the BACED region have enough People to sustain the economic? To sustain the community? To support investment into target sectors?

People are the life blood of a community. In a nutshell, no people means no community – literally. In the case of Burk's Falls & Area, the issue of people has two very closely linked relationships. A declining population means it becomes more difficult to maintain a tax base required to sustain community services (both hard infrastructure and softer services). In addition, an aging population base means the existing labour force pool will be declining as people retire or move out of the labour force and there are fewer younger people in the community to enter the labour force to fill in the vacancies left by retirees.

The BACED region has seen a stable population growth over the past three census cycles which is a positive community attribute. Unfortunately, in terms of issues impacting the region's ability to attract investment the region's age profile also indicates that the area is much older than the provincial average with a median age of 50 years compared to the Ontario average of 42 yrs. This gap may not seem very large, but unfortunately it indicates that the region has an aging labour force.

As more dramatically illustrated by the below graph, the Burk's Falls & Area demographic profile shows that if the population trend continues, in 5 years' time the region will be facing a major shortage of people – both residents and workers. This will severely impact the region's ability to retain existing employers and will essentially deter any new investment into the region as well.



This issue is not new and is not unique to Burk's Falls & Area, but if this is not something that is made a priority, all of BACED's efforts to attract investment to the area will show limited to no success due to the gap in the labour force. Businesses, whether existing or new, need people to fill their labour needs. If the population continues to age (as it is currently trending) and if the labour force also continues to age at the same rate, existing businesses will be increasingly faced with labour force issues let alone trying to supply new businesses with the labour force they will need.

Place

**Is the Burk's Falls & Area region a Place where businesses will invest?
Where people want to live? Where people want to visit?**

Understanding the People component above is critical to BACED's future, but to help address some of the issues related to people retention and attraction is to better understand and address issues related to Place.

For the Burk's Falls & Area, Place refers literally to places where businesses can do business (land and buildings) and also Burk's Falls & Area as a Place, a community where people live. This gap includes items such as quality of place or more simplistic – is Burk's Falls & Area a place where people will want to live or invest in a business?

From a pure investment readiness perspective Burk's Falls & Area does not currently have a broad or diversified inventory of land and buildings on the market to attract investors. Initial planning work is being done to move forward with the development of the Township of Armour Highway 520 industrial land, and there are some properties available in the downtown core that could accommodate some investment, but overall Burk's Falls would benefit from having a larger inventory of commercial/industrial sites that are shovel ready.

Outside of having actual places to expand/start a business the next issue that poses a gap for the region is quality of place – more specifically quality of the downtown. As Burk's Falls has been working on crafting a plan to revitalize the community's downtown core as well as the waterfront, community leaders understand the importance of bringing life back to the core of the community. These efforts will help to increase the overall quality of place in Burk's Falls.

As the age demographic profile above illustrates, Burk's Falls & Area is getting older. An aging population normally means a shift in youth or a reduction in young people and young families. This is the case in Burk's Falls. As a result, there are increased pressures to keep schools open as well as difficulty getting enough backing for activities to support youth and keep them engaged in the community. If these activities decline it will become increasingly difficult to retain and/or attract young families to the area and as such will exacerbate the issues related to the Burk's Falls & Area as not being a good place to invest as there will be shortages of younger workers needed to fulfill the labour requirements of new and existing businesses.

Being Investment Ready

Is Burk's Falls & Area Investment Ready?

In summary, the Burk's Falls & Area are not investment ready – yet. But the efforts demonstrated through several of the BACED actions prove that this regional community understands the need to get involved in an economic development program by:

- Working together on several joint community initiatives (including economic development);
- Together retaining the services of a Community Economic Development Officer; and
- Working collectively to undertake a study such as this one to better understand areas where BACED should focus their resources.

In addition to addressing the two above noted critical issues related to People (work force) and Place (actual places to do business) other actions BACED can undertake to improve its investment readiness include:

- Undertaking an investment readiness assessment as well as conducting investment readiness training for BACED partners (including staff, elected officials and community leaders);
- Complete a labour force development strategy focusing on retention, attraction and expansion of existing labour force;
- The creation of an economic development website for BACED to include investment attraction information and components;
- The development of a commercial and industrial property and buildings inventory;
- The creation of an updated BACED Community Profile which will provide investors with relevant up to date information about Burk's Falls & Area; and
- Completing a Community Economic Development Strategy to better address and outline actions related to the Burk's Falls & Areas issues focusing on People and Place.

Regional Collaboration

Are these critical needs/gap issues being addressed from a regional perspective?

The needs/gap issues identified in this report and which are currently impacting BACED's ability to attract investment (People and Place) unfortunately are not unique to the Burk's Falls & Area. In fact, previous similar exercises focusing on both Central Almaguin and Powassan revealed somewhat similar issues (although more apparent in Burk's Falls & Area).

As these communities all make up the Highway 11 corridor between Huntsville and North Bay, it would make sense that these communities begin to work more closely together as one regional community as opposed to working individually.

Recommended Priority Next Steps

Moving forward, and to best address the needs/gap pertaining to Burk's Falls & Area's ability to attract investment, it is recommended that BACED undertake the following priority actions:

1. Create a Highway 11 corridor regional economic development partnership model (including sustainable resourcing) with an aim of addressing common issues related to labour force retention and development and investment readiness.

2. Implement an on-going Business Retention and Expansion program to best understand issues (current and future) impacting the region's business community – focus on business retention and labour force issues.

3. Undertake a labour force development strategy focusing on retention, attraction and expansion of existing labour force.

4. Complete, and provide sustainable funding to implement the Village of Burk's Falls Downtown Revitalization and Master Plan.

5. Implement the directions and recommendations found in this report pertaining to Armour's Highway 520 Industrial Park.

6. Undertake an investment readiness assessment as well as conduct investment readiness training for BACED partners (including staff, elected officials and community leaders).

APPENDIX A: Data Tables

Table 9: List of municipalities include in the Almaguin Highlands region

PRCDCSD - Name of Municipality
3549018 – Kearney
3549014 – Perry
3549012 - McMurrich/Monteith
3549043 – Magnetawan
3549019 – Armour
3549022 – Burk's Falls
3549024 – Ryerson
3549046 – Strong
3549048 – Sundridge
3549054 – Machar
3549056 – South River
3549051 – Joly
3549060 – Powassan
3549071 – Nipissing
3548031 – Chisholm

Table 10: Changes in Percentage Population by Age, Burk's Falls & Area, 2017

Age Structure	Armour	Armour %	Burk's Falls	Burk's Falls %	Ryerson	Ryerson %
Total population	**1,479**	**100.0%**	**1,023**	**100.0%**	**676**	**100.0%**
0 to 4 years	51	3.4%	47	4.6%	21	3.1%
5 to 9 years	54	3.7%	48	4.7%	20	3.0%
10 to 14 years	50	3.4%	52	5.1%	26	3.8%
15 to 19 years	49	3.3%	65	6.4%	23	3.4%
20 to 24 years	72	4.9%	77	7.5%	43	6.4%
25 to 29 years	61	4.1%	55	5.4%	40	5.9%
30 to 34 years	69	4.7%	56	5.5%	29	4.3%
35 to 39 years	59	4.0%	50	4.9%	27	4.0%
40 to 44 years	64	4.3%	64	6.3%	23	3.4%
45 to 49 years	66	4.5%	65	6.4%	34	5.0%
50 to 54 years	102	6.9%	71	6.9%	46	6.8%
55 to 59 years	138	9.3%	53	5.2%	61	9.0%
60 to 64 years	164	11.1%	67	6.5%	67	9.9%
65 to 69 years	163	11.0%	77	7.5%	77	11.4%
70 to 74 years	130	8.8%	62	6.1%	68	10.1%
75 to 79 years	94	6.4%	44	4.3%	37	5.5%
80 to 84 years	50	3.4%	33	3.2%	18	2.7%
85 years and over	42	2.8%	39	3.8%	19	2.8%
Age Structure	**B.A.R**	**B.A.R %**	**AH**	**AH %**	**Ontario**	**Ontario %**
Total population	**3,180**	**100.0%**	**20,632**	**100.0%**	**14,125,924**	**100.0%**
0 to 4 years	118	3.7%	778	3.8%	751,103	5.3%
5 to 9 years	122	3.8%	890	4.3%	766,665	5.4%
10 to 14 years	128	4.0%	874	4.2%	768,357	5.4%
15 to 19 years	136	4.3%	985	4.8%	797,934	5.6%
20 to 24 years	192	6.0%	1,183	5.7%	898,947	6.4%
25 to 29 years	156	4.9%	984	4.8%	917,223	6.5%
30 to 34 years	153	4.8%	849	4.1%	880,091	6.2%
35 to 39 years	136	4.3%	934	4.5%	879,688	6.2%
40 to 44 years	150	4.7%	1,022	5.0%	905,871	6.4%
45 to 49 years	164	5.2%	1,222	5.9%	980,611	6.9%
50 to 54 years	219	6.9%	1,553	7.5%	1,094,314	7.7%
55 to 59 years	251	7.9%	1,714	8.3%	1,078,235	7.6%
60 to 64 years	298	9.4%	1,855	9.0%	932,073	6.6%
65 to 69 years	318	10.0%	1,861	9.0%	789,957	5.6%
70 to 74 years	260	8.2%	1,535	7.4%	608,067	4.3%
75 to 79 years	174	5.5%	1,070	5.2%	432,900	3.1%
80 to 84 years	103	3.2%	695	3.4%	313,741	2.2%
85 years and over	101	3.2%	629	3.0%	330,148	2.3%

Source: Total population by sex and age groups, McSweeney & Associates Manifold Data Mining Inc. SuperDemographics 2017.

Table 11: Personal Income Levels as Percent of the Population 15 Years and Over, 2016

Personal Income	Armour	Burk's Falls	Ryerson	B.A.R	Almaguin Highlands	Ontario
Total population 15 years and over	**1,325**	**877**	**610**	**2,811**	**18,090**	**11,839,798**
Without income	3.9%	2.5%	3.8%	3.5%	3.7%	5.3%
With income	96.1%	97.5%	96.2%	96.5%	96.3%	94.7%
Under $5,000	8.9%	6.4%	7.4%	7.8%	7.6%	9.5%
$5,000 to $9,999	10.3%	11.5%	15.2%	11.7%	8.2%	7.0%
$10,000 to $14,999	8.5%	10.4%	13.3%	10.1%	9.2%	8.1%
$15,000 to $19,999	13.3%	10.9%	11.8%	12.2%	11.0%	8.4%
$20,000 to $29,999	16.5%	12.3%	10.5%	13.9%	14.2%	12.4%
$30,000 to $39,999	12.4%	10.9%	9.3%	11.3%	12.7%	10.9%
$40,000 to $49,999	6.6%	9.8%	8.0%	7.9%	10.3%	9.4%
$50,000 to $59,999	8.7%	7.8%	6.6%	7.9%	7.9%	7.5%
$60,000 to $79,999	6.1%	7.4%	5.1%	6.3%	7.6%	9.0%
$80,000 to $99,999	2.6%	5.9%	3.9%	3.9%	4.4%	5.8%
$100,000 to $124,999	1.7%	2.6%	3.0%	2.2%	1.9%	3.2%
$125,000 and over	0.5%	1.4%	2.3%	1.2%	1.2%	3.4%
Median income ($) of total population 15 years and over	$27,596	$20,890	$31,220	$27,596	$30,454	$34,243
Average income ($) of total population 15 years and over	$34,462	$38,427	$40,861	$37,094	$41,592	$49,938

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017 (2016 incomes).

Table 12: Economic Family and Household Income Levels, 2016

Family income of economic families:	Armour	Burk's Falls	Ryerson	BFA	AH	Ontario
Median family income	$57,544	$73,797	$ 58,297	$58,297	$72,850	$97,218
Average family income	$72,461	$74,325	$77,760	$74,105	$91,099	$121,508
Median household total income	$60,068	$36,332	$46,194	$46,194	$58,909	$74,648
Average household total income	$64,755	$61,907	$70,924	$65,155	$78,222	$99,778

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017 (2016 incomes).

Table 13: Highest Certificate, Diploma or Degree, B.A.R[12], 2017

	Armour %	Burk's Falls %	Ryerson %
Population 25 to 64 years	**724**	**479**	**325**
No certificate, diploma or degree	16.6%	12.1%	18.2%
Certificate, diploma or degree	83.4%	87.9%	81.8%
High school certificate or equivalent	28.7%	29.2%	25.5%
Postsecondary certificate, diploma or degree	54.7%	58.7%	56.3%
Apprenticeship or trades certificate or diploma	11.3%	9.4%	12.6%
College, CEGEP or other non-university certificate or diploma	27.2%	27.8%	28.3%
University certificate, diploma or degree	16.2%	21.5%	15.4%
University certificate or diploma below bachelor level	1.5%	1.3%	2.5%
University certificate or degree	14.6%	20.3%	12.9%
Bachelor's degree	10.1%	12.7%	8.6%
University certificate or diploma above bachelor level	4.6%	7.5%	4.3%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

[12] 'High school diploma or equivalent' includes persons who have graduated from a secondary school or equivalent. It excludes persons with a postsecondary certificate diploma or degree.
'Postsecondary certificate diploma or degree' includes 'apprenticeship or trades certificates or diplomas' 'college CEGEP or other non-university certificates or diplomas' and university certificates diplomas and degrees.
'Apprenticeship or trades certificate or diploma' includes Registered Apprenticeship certificates (including Certificate of Qualification Journeyperson's designation) and other trades certificates or diplomas such as pre-employment or vocational certificates and diplomas from brief trade programs completed at community colleges institutes of technology vocational centres and similar institutions.
Comparisons with other data sources suggest that the category 'University certificate or diploma below the bachelor's level' was over-reported in the NHS. This category likely includes some responses that are actually college certificates or diplomas bachelor's degrees or other types of education (e.g. university transfer programs bachelor's programs completed in other countries incomplete bachelor's programs non-university professional designations). We recommend users interpret the results for the 'University certificate or diploma below the bachelor's level' category with caution.
'University certificate diploma or degree above bachelor level' includes the categories 'University certificate or diploma above bachelor level' 'Degree in medicine dentistry veterinary medicine or optometry' 'Master's degree' and 'Earned doctorate.'

Table 14: Highest Certificate, Diploma or Degree, Region vs. Ontario, 2017

	B.A.R %	Almaguin Highlands %	Ontario%
Population 25 to 64 years	**1,528**	**10,131**	**7,668,104**
No certificate, diploma or degree	15.5%	15.8%	11.5%
Certificate, diploma or degree	84.5%	84.3%	88.5%
High school certificate or equivalent	28.2%	29.2%	24.1%
Postsecondary certificate, diploma or degree	56.3%	55.0%	64.4%
Apprenticeship or trades certificate or diploma	11.0%	11.5%	7.5%
College, CEGEP or other non-university certificate or diploma	27.6%	28.8%	23.7%
University certificate, diploma or degree	17.7%	14.8%	33.1%
University certificate or diploma below bachelor level	1.6%	1.8%	4.4%
University certificate or degree	16.1%	13.0%	28.7%
Bachelor's degree	10.6%	8.6%	17.7%
University certificate or diploma above bachelor level	5.5%	4.4%	11.1%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

Table 15: Post-secondary Qualifications by Major Field of Study, 2017

Description	Armour %	Burk's Falls %	Ryerson %	B.A.R %	AH %	Ontario%
Total population aged 15 +	**1,325**	**877**	**610**	**2,811**	**18,090**	**11,839,798**
Education	4.0%	8.0%	4.1%	5.3%	5.0%	3.6%
Visual and performing arts, and communications technologies	1.1%	1.9%	0.8%	1.3%	0.9%	2.0%
Humanities	1.9%	1.5%	1.8%	1.7%	1.2%	3.2%
Social and behavioural sciences and law	3.7%	5.0%	3.9%	4.2%	4.1%	6.5%
Business, management and public administration	7.6%	9.2%	7.9%	8.2%	8.2%	11.8%
Physical and life sciences and technologies	1.1%	0.8%	1.0%	1.0%	0.9%	2.1%
Mathematics, computer and information sciences	1.0%	1.4%	0.7%	1.0%	0.7%	2.5%
Architecture, engineering, and related technologies	11.5%	9.9%	12.3%	11.2%	11.7%	11.2%
Agriculture, natural resources and conservation	2.1%	0.3%	2.1%	1.6%	2.1%	0.9%
Health and related fields	8.2%	8.6%	8.2%	8.3%	9.1%	7.6%
Personal, protective and transportation services	3.6%	3.3%	4.1%	3.6%	3.0%	2.9%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

Table 16: Mobility Status, 2017

Mobility status 1 year ago	Armour %	Burk's Falls %	Ryerson %	B.A.R %	AH %	Ontario %
Population	1,479	1,023	677	3,180	20,632	14 mil
Non-movers	89.5%	84.5%	89.8%	87.9%	89.4%	87.9%
Movers	10.6%	15.6%	10.2%	12.1%	10.6%	12.1%
Non-migrants	5.1%	4.6%	5.5%	5.0%	3.3%	7.1%
Migrants	5.5%	10.9%	4.7%	7.1%	7.3%	5.0%
Internal migrants	5.3%	10.9%	4.6%	7.0%	7.2%	4.0%
Intraprovincial migrants	5.0%	8.5%	4.3%	6.0%	6.7%	3.6%
Interprovincial migrants	0.3%	2.4%	0.4%	1.0%	0.5%	0.5%
External migrants	0.1%	0.0%	0.1%	0.1%	0.0%	1.0%
Mobility status 5 years ago	**Armour %**	**Burk's Falls %**	**Ryerson %**	**B.A.R %**	**AH %**	**Ontario %**
Population	1,479	1,023	677	3,180	20,632	14 mil
Non-movers	68.2%	59.1%	68.2%	65.3%	67.2%	61.1%
Movers	31.8%	40.9%	31.8%	34.7%	32.8%	38.9%
Non-migrants	14.5%	16.0%	16.4%	15.4%	11.7%	21.5%
Migrants	17.2%	24.8%	15.4%	19.3%	21.1%	17.4%
Internal migrants	16.6%	24.8%	14.8%	18.8%	20.6%	13.4%
Intraprovincial migrants	15.2%	20.9%	13.3%	16.6%	19.5%	11.8%
Interprovincial migrants	1.4%	3.9%	1.3%	2.2%	1.1%	1.5%
External migrants	0.7%	0.0%	0.6%	0.4%	0.5%	4.1%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

Table 17: Knowledge of Official Languages, 2017

Knowledge of First official language	Armour %	Burk's Falls %	Ryerson %	B.A.R %	Almaguin Highlands %	Ontario%
Total population	**1,479**	**1,023**	**677**	**3,180**	**20,632**	**14 mil**
English	95.7%	96.4%	96.0%	96.0%	93.3%	86.4%
French	0.3%	0.0%	0.0%	0.2%	0.1%	0.3%
English and French	3.6%	3.6%	4.0%	3.7%	6.5%	11.0%
Neither English nor French	0.3%	0.0%	0.0%	0.2%	0.1%	2.3%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

Table 18: Key Labour Force Indicators, 2017

Characteristics	Armour	Burk's Falls	Ryerson	B.A.R	Almaguin Highlands	Ontario
Population 15 years and over	**1,325**	**877**	**610**	**2,811**	**18,090**	**11,839,798**
In the labour force	546	415	435	1,369	10,201	7,801,243
Employed	510	388	403	1,277	9,273	7,263,691
Unemployed	37	27	32	91	927	537,552
Not in the labour force	779	462	175	1,443	7,889	4,038,555
Participation rate (%)	41.24	47.36	71.32	48.68	56.39	65.89
Employment rate (%)	38.47	44.27	66.07	45.43	51.26	61.35
Unemployment rate (%)	6.72	6.53	7.36	6.68	9.09	6.89

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

Table 19: Local/Resident Labour Force by Industry, 2017

Labour force by industry	Armour %	Burk's Falls %	Ryerson %
Total labour force 15 years and over	**546**	**415**	**435**
Industry - not applicable	1.6%	1.0%	1.6%
All industries	98.5%	99.0%	98.2%
62 Health care and social assistance	11.4%	13.0%	13.8%
44-45 Retail trade	11.5%	14.2%	11.7%
31-33 Manufacturing	11.2%	6.5%	7.1%
23 Construction	9.0%	7.5%	8.5%
91 Public administration	5.7%	8.9%	8.0%
61 Educational services	5.5%	9.6%	7.1%
72 Accommodation and food services	6.0%	8.2%	7.4%
11 Agriculture, forestry, fishing and hunting	8.6%	1.4%	5.7%
81 Other services (except public administration)	4.9%	6.3%	3.9%
48-49 Transportation and warehousing	4.6%	5.1%	4.8%
54 Professional, scientific and technical services	4.0%	4.1%	3.4%
56 Administrative and support, waste management and remediation services	3.3%	3.6%	2.5%
41 Wholesale trade	3.5%	2.7%	2.1%
22 Utilities	1.8%	1.4%	3.7%
52 Finance and insurance	2.2%	1.7%	2.1%
71 Arts, entertainment and recreation	1.8%	2.2%	1.6%
51 Information and cultural industries	1.1%	1.9%	1.1%
53 Real estate and rental and leasing	1.3%	0.7%	1.1%
21 Mining, quarrying, and oil and gas extraction	0.5%	0.0%	2.8%
55 Management of companies and enterprises	0.0%	0.0%	0.0%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

Table 20: Regional Labour Force by Industry, 2017

Labour force by industry	B.A.R	Almaguin Highlands	Ontario
Total labour force 15 years and over	**100.0%**	**100.0%**	**100.0%**
Industry - not applicable	1,443	7,889	4,038,555
All industries	98.5%	98.6%	97.3%
62 Health care and social assistance	12.6%	14.3%	10.1%
44-45 Retail trade	12.5%	12.4%	10.9%
31-33 Manufacturing	8.5%	8.3%	10.2%
23 Construction	8.4%	11.8%	6.0%
91 Public administration	7.4%	6.3%	6.8%
61 Educational services	7.2%	7.1%	7.3%
72 Accommodation and food services	7.1%	8.4%	6.0%
11 Agriculture, forestry, fishing and hunting	5.6%	3.9%	1.5%
81 Other services (except public administration)	5.0%	4.5%	4.3%
48-49 Transportation and warehousing	4.8%	5.8%	4.5%
54 Professional, scientific and technical services	3.9%	3.6%	7.5%
56 Administrative and support, waste management and remediation services	3.1%	2.3%	4.5%
41 Wholesale trade	2.8%	3.0%	4.5%
22 Utilities	2.3%	1.0%	0.8%
52 Finance and insurance	2.0%	1.7%	5.4%
71 Arts, entertainment and recreation	1.9%	1.6%	2.1%
51 Information and cultural industries	1.3%	0.8%	2.6%
53 Real estate and rental and leasing	1.1%	1.4%	2.0%
21 Mining, quarrying, and oil and gas extraction	1.0%	0.4%	0.4%
55 Management of companies and enterprises	0.0%	0.0%	0.1%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

Table 21: Resident Labour Force by Occupation, 2017

Labour Force by Occupation	Armour %	Burk's Falls %	Ryerson %	B.A.R %	AH %	Ontario %
Total labour force 15 years and over	**546**	**415**	**435**	**1,369**	**10,201**	**7,801,243**
Occupation - Not applicable	1.6%	1.0%	1.6%	1.5%	1.4%	2.7%
All occupations	98.5%	99.0%	98.2%	98.5%	98.6%	97.3%
0 Management occupations	12.5%	12.3%	11.0%	12.0%	12.3%	11.3%
1 Business, finance and administration occupations	12.8%	15.4%	12.0%	13.3%	13.8%	16.7%
2 Natural and applied sciences and related occupations	4.2%	3.9%	4.1%	4.0%	3.2%	7.3%
3 Health occupations	6.0%	7.7%	6.7%	6.8%	7.3%	5.7%
4 Occupations in education, law and social, community and government services	9.5%	13.7%	12.9%	11.9%	11.6%	11.7%
5 Occupations in art, culture, recreation and sport	1.8%	1.4%	1.6%	1.7%	0.9%	3.0%
6 Sales and service occupations	22.0%	24.1%	21.6%	22.4%	21.3%	22.4%
7 Trades, transport and equipment operators and related occupations	18.9%	16.6%	18.4%	18.0%	21.5%	12.6%
8 Natural resources, agriculture and related production occupations	4.2%	0.7%	4.6%	3.2%	1.5%	1.6%
9 Occupations in manufacturing and utilities	6.4%	3.1%	5.5%	5.2%	5.2%	5.1%

Source: McSweeney & Associates Manifold Data Mining Inc. SuperDemographics 2017.

Table 22: Business Establishments Counts, Sector Level

Sector	B.A.R 2012	B.A.R 2016	B.A.R. 2016% of Total	B.A.R % Change	AH Change	AH % Change	ON % Change
Total Number of Businesses	**220**	**353**	**100%**	**60%**	**579**	**49%**	**60%**
Unclassified	0	35	9.9	na	165	na	na
Agriculture, forestry, fishing and hunting	3	10	2.8	233.3	33	41.8	22.2
Real estate and rental and leasing	22	60	17.0	172.7	127	110.4	121.3
Arts, entertainment and recreation	2	4	1.1	100.0	11	57.9	46.7
Professional, scientific and technical services	10	19	5.4	90.0	48	85.7	35.9
Wholesale trade	5	9	2.5	80.0	4	12.5	8.4
Other services (except public administration)	17	28	7.9	64.7	30	32.3	25.0
Finance and insurance	7	11	3.1	57.1	12	33.3	54.7
Administrative and support, waste management and remediation services	12	18	5.1	50.0	11	19.6	34.6
Accommodation and food services	16	21	5.9	31.3	26	31.0	20.4
Construction	49	64	18.1	30.6	69	29.2	30.7
Health care and social assistance	11	14	4.0	27.3	20	43.5	78.9
Transportation and warehousing	20	21	5.9	5.0	17	18.9	58.5
Retail trade	22	23	6.5	4.5	6	4.9	13.9
Information and cultural industries	4	4	1.1	0.0	6	50.0	32.3
Mining, quarrying, and oil and gas extraction	1	1	0.3	0.0	1	20.0	25.6
Educational services	1	1	0.3	0.0	0	0.0	64.9
Utilities	0	0	0.0	0.0	2	50.0	170.9
Manufacturing	7	6	1.7	-14.3	2	4.4	16.9
Public administration	5	4	1.1	-20.0	**(1)**	-4.8	12.3
Management of companies and enterprises	6	0	0.0	-100.0	**(10)**	-58.8	-64.1

Source: McSweeney & Associates from Canadian Business Patterns December 2012 and December 2016.

Table 23: Business Establishments Counts, Select Sub-Sector Level, Largest Employers

Subsector	B.A.R 2012	B.A.R 2016	B.A.R. 2016% of Total	B.A.R % Change	AH Change	AH % Change	ON % Change
Total	**220**	**353**	**100%**	**60%**	**579**	**49%**	**60%**
Real estate	20	58	16.4	190.0	125	113.6	127.5
Specialty trade contractors	30	43	12.2	43.3	41	29.5	32.9
Professional, scientific and technical services	10	19	5.4	90.0	48	85.7	35.9
Construction of buildings	16	18	5.1	12.5	26	32.1	30.8
Truck transportation	16	18	5.1	12.5	13	18.8	66.6
Administrative and support services	9	15	4.2	66.7	8	15.7	34.9
Religious, grant-making, civic, and professional and similar organizations	7	13	3.7	85.7	11	31.4	36.2
Accommodation services	8	12	3.4	50.0	15	33.3	20.7
Repair and maintenance	8	12	3.4	50.0	10	22.2	21.1
Ambulatory health care services	8	10	2.8	25.0	12	42.9	81.0
Food services and drinking places	8	9	2.5	12.5	11	28.2	20.4
Farms	2	7	1.98	250.0	19	35.8	18.4
Securities, commodity contracts, and other financial investment and related activities	4	7	2.0	75.0	7	29.2	55.5
Food and beverage stores	6	5	1.4	-16.7	**(3)**	-9.4	8.9
Amusement, gambling and recreation industries	2	4	1.1	100.0	5	31.3	29.1
Local, municipal and regional public administration	5	4	1.1	-20.0	**(1)**	-4.8	14.6
Building material and supplies merchant wholesalers	1	3	0.8	200.0	**(1)**	-9.1	4.4
Personal and laundry services	1	3	0.8	200.0	9	90.0	50.9
Building material and garden equipment and supplies dealers	1	3	0.8	200.0	2	20.0	3.0
Social assistance	2	3	0.8	50.0	8	200.0	106.5
Heavy and civil engineering construction	3	3	0.8	0.0	2	12.5	17.0
Waste management and remediation services	3	3	0.8	0.0	3	60.0	25.2
Gasoline stations	3	3	0.8	0.0	0	0.0	-0.8
Support activities for agriculture and forestry	0	2	0.6	200.0	7	63.6	77.2

Source: McSweeney & Associates from Canadian Business Counts December 2011 and December 2016.

Table 24: Canada and Ontario Economic Indicators Outlook

Canada					
Annual Average Percent Change*	**2014**	**2015**	**2016**	**2017f**	**2018f**
Real GDP Growth	2.6	0.9	1.4E	2.3	1.9
Employment growth	0.6	0.9	0.7	1.2	0.5
Unemployment (annual per cent)	6.9	6.9	7.0	6.7	6.7
Consumer Price Index	1.9	1.1	1.4	2.1	2.1
Retail Trade	4.6	1.7	3.7	4.0	3.8
Housing Starts (per cent change)	0.6	2.3	2.5	1.3	-7.0
Ontario					
Annual Average Percent Change*	**2014**	**2015**	**2016**	**2017f**	**2018f**
Real GDP Growth	2.7	2.5	2.7E	2.6	1.9
Employment	0.8	0.7	1.1	1.3	0.7
Unemployment (annual per cent)	7.3	6.8	6.5	6.3	6.3
CPI	2.3	1.2	1.8	2.2	2.1
Retail Trade	5.0	4.2	4.7	4.7	3.6
Housing Starts	-3.8	17.7	9.1	6.9	-8.7

Source: McSweeney & Associates from TD Economics, *Provincial Economic Forecast*, March 27, 2017

*Unless otherwise stated. 'E' = estimate, 'f' = forecast

Table 25: Canadian Export Forecast by Sector (% Growth)

Main Sectors	CAD Billion 2016	% Share of Total Exports 2016	Export Outlook (% growth)		
			2016	2017 (f)	2018 (f)
Advanced Technology	17.4	3.7%	1.6%	1%	-2%
Aerospace	16.3	3.5%	-11.1%	4%	17%
Agri-food	61.9	13.2%	1.4%	2%	4%
Automotive	89.7	19.1%	8.7%	-1%	2%
Chemicals and Plastics	43.2	9.2%	-1.5%	7%	8%
Consumer Goods	24.0	5.1%	4.5%	3%	2%
Energy	76.7	16.4%	-17.1%	18%	7%
Fertilizers	6.6	1.4%	-25.8%	4%	4%
Forestry Products	31.8	6.8%	5.1%	7%	-2%
Industrial Machinery and Equipment	24.3	5.2%	-3.0%	5%	5%
Ores and Metals	71.3	15.2%	-2.7%	11%	5%
Special Transactions*	5.7	1.2%	1.4%	-3%	2%
Total Goods	**469.0**	**81.4%**	**-2.6%**	**6%**	**4%**
Total Services	**107.2**	**18.6%**	**4.8%**	**5%**	**6%**
Total Exports	**576.2**	**100.0%**	**-1.3%**	**6%**	**5%**

Source: Statistics Canada, EDC Economics, 2016 is actual data while 2017 and 2018 are forecast. *Special transactions are mainly low-valued transactions, value of repairs to equipment and goods returned to country of origin.

Table 26: Ontario Merchandise Export Outlook

Top Sectors	% Share of Exports (2015)	Export Outlook (% growth)		
		2015	2016(f)	2017(f)
Motor Vehicles and Parts	36.3	14.5	17	-4
Metals, Ores and Other Industrial Products	19.3	-0.3	-7	2
Chemical and Plastics	12.8	10.6	3	3
Industrial Machinery and Equip	9.2	17.4	6	4
All others	22.4	14.7	4	4
Total	**100.0**	**11.1**	**7**	**0**
Total excl. energy	**98.4**	**11.6**	**7**	**0**

Source: EDC *Global Export Forecast Fall 2016*, p. 39. Statistics Canada, EDC Economics.

Table 27: Employment Outlook by Industry – Q1/2017

Industry	Ontario
	Net Employment Outlook (%)
All Industries	**7**
Construction	-5
Education	6
Finance, Insurance & Real Estate	15
Manufacturing - Durables	11
Manufacturing – Non-Durables	15
Mining	-7
Public Administration	9
Services	9
Transportation & Public Utilities	3
Wholesale & Retail Trade	6

Source: Manpower Employment Outlook Survey – Q1/2017.