10 YEAR COMMUNITY DEVELOPMENT
STRATEGIC PLAN

TOWNSHIP OF RED ROCK

10 Year Community Development Strategic Plan
for the Township of Red Rock

June 2022

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AKNOWLEDGEMENTS

The Township of Red Rock would like to recognize the support of NOHFC and FedNor for this project.

The views expressed in this document are the views of the Recipient and do not necessarily reflect those of NOHFC, FedNor or the Government of Ontario.

LAND ACKNOWLEDGEMENT

The Township of Red Rock hereby acknowledges that we are on the traditional territory of the Robinson-Superior Treaty and that the land on which we gather is home to the Red Rock Indian Band, the Anishinabek, and the Metis people.

10 Year Community Development Strategic Plan
for the Township of Red Rock

Table of Contents

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1. INTRODUCTION

The Township of Red Rock is a scenic community offering stunning vistas overlooking Lake Superior's Nipigon Bay, nestled between the towering cliffs of Red Rock Mountain and the rugged shores of Lake Superior.

Red Rock is located 110 km northeast along the Trans-Canada Highway to its closest large urban centre of Thunder Bay, and 8 km south off the Trans-Canada Highway (Ontario Highway 11/17) on Highway 628.

Red Rock has had its share of hardship with the loss of the Red Rock Pulp and Paper Mill in 2006, the loss of the Red Rock Public Elementary School in 2017 due to low enrolment, along with a declining and ageing population. Although it is located near the Trans Canada Highway it is not visible to those travelling along the highway. Red Rock has historically been a resource-based economy based on its location and available resources in the surrounding region and as a result, has seen booms and busts in its economy over the years.

Red Rock is a tourism destination, and for a small community, it has a lot to offer. Centred around the water, Red Rock offers access to a deep-water harbour, a fully serviced marina offering docking for 82 vessels, Lake Superior National Marine Conservation Area and the Red Rock Marina Interpretive Centre. It hosts three unique and long-running annual events that draw people from afar including the 'Live from the Rock Folk Festival', Red Rock Fish and Game Club Annual Trout Derby, and the Paju Mountain Run which includes a challenging 715 foot climb up Paju Mountain. There are accommodations available to stay in while visiting. Red Rock's location takes advantage of the regional beauty of the natural environment, as well as access to the amazing cultural and recreational attractions that northwestern Ontario has to offer.

Red Rock is also a 'fully-serviced community', and although it has a small population of approximately 900, it is a regional centre with two public schools, a community centre, a library, businesses, and housing, supporting the greater region.

The Township of Red Rock continues to look for new ways to reinvent itself, maintain its relevance and grow as a community.

2. PURPOSE OF THE 10 YEAR COMMUNITY DEVELOPMENT STRATEGIC PLAN

Red Rock is on the cusp of change. Positive impacts are beginning to happen for the community.

Superior Country (the local Destination Marketing Organization) is moving their year-round office from Nipigon into the Red Rock Marina Interpretive Centre at the beginning of June 2022. Not only does this move bring new staff into the community to support the local businesses, but it offers more local summer employment. Superior Country is a stamp location on the Lake Superior Circle Tour, which is a self-guided tour around Lake Superior. This will draw a greater number of tourists to Red Rock that might otherwise not have visited.

The former mill site and the Red Rock Inn were recently purchased. This is significant in that the mill site is 350 acres, half of the geographic size of the Township of Red Rock, and the Red Rock Inn is a historically noteworthy building in Red Rock.

Greenstone Gold Mines broke ground in 2021, one of a string of new mine projects coming online along Lake Superior's north shore. Greenstone Gold Mines is located 181 km, approximately 2 hours northeast of Red Rock. The families of the employees of Greenstone Gold Mines are potentially looking for a community-oriented location to live that is in close proximity to the mine. As a mid-way point between Thunder Bay and Greenstone Gold Mines, Red Rock is in a unique position to offer an attractive, well-rounded community.

The need for a 10 Year Community Development Strategic Plan is a key piece in the continued efforts of the Township to provide accountability and transparency to its residents and stakeholders while moving the community forward in a clearly defined and agreed upon direction and approach.

This new Community Development Strategic Plan lays out actions for success over the next ten years. in a manner that is sensitive to the quality of life and quality of place of Red Rock's residents, visitors, and stakeholders.

3. COMMUNITY VISION AND VALUES

In 2017 the Township of Red Rock established a mission, vision, and community values for the years between 2018 to 2022. The mission, vision and community values remain the same today and will strive to ensure that they are aspired to over the next ten years.

Mission Statement

The Township of Red Rock is a caring, inclusive community nestled as a Superior Treasure.
We are dedicated to providing services in a sustainable and responsible manner.

Vision Statement

We are a welcoming and safe community that provides all the amenities of an urban centre in a picturesque rural setting, with growth opportunities and a quality of life that is unique.

Community Values

INCLUSIVE

PROGRESSIVE

INNOVATIVE

ACCOUNTABLE

PASSIONATE

4. COMMUNITY GOALS AND STRATEGIC ACTIONS

Three connected goals emerged as the most prominent areas of focus for the Community Development Strategic Plan. These goals, along with the actions, are based on a comprehensive understanding of Red Rock based on the economy, input from businesses and stakeholders, as well as their collective aspirations.

As a result of extensive consultations and research, forty-three attainable and doable community actions were established, to be implemented from 2022 to 2032. The actions are the responsibility of various stakeholders in Red Rock including Red Rock staff and elected officials. To accomplish these actions both human and financial resources need to be in place. Without both resources in place, it will be a challenge to implement the strategic plan and fulfill the expectations of the community.

Three Community Goals

Strengths, Challenges, Opportunities, Aspirations and Results (SCOAR®)[1] (see **Appendix 1** for the full SCOAR® analysis) was compiled after an extensive consultation process which included one-on-one interviews, an online survey, focus groups, a comprehensive document review, and the completion of a Situational Analysis. The SCOAR® was used as the fundamental basis to determine the three goals and came directly from input from the key community stakeholders.

Goal 1: Sustainably grow the population to continue to maintain the viability of Red Rock.

Goal 2: Sustainably grow the local economy to support residents and tourists/visitors.

Goal 3: Continue to build a shared sense of community while maintaining its core values.

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[1] A SWOT analysis has a "50%" focus on "negative" aspects of analysis. While a SOAR analysis emphasizes the positive, it fails to address barriers or challenges to economic growth that every community faces. Our SCOAR® Analysis provides greater balance than either SWOT or SOAR analysis.

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Goal 1: Sustainably grow the population to continue to maintain the viability of Red Rock.

The challenge of having an aging and declining population is the strong potential for economic decline (i.e., business closures), reduced amenities (i.e., school closures), and decreased tax base (i.e., reduced services, crumbling infrastructure). With moderate population growth, Red Rock will continue to be a sustainable community and flourish with vitality and vibrancy.

Objectives and Actions

OBJECTIVE: To attract an increased number of housing opportunities for seniors, singles and families to live.

1. Complete an inventory of available houses and lots by identifying vacant serviced and unserviced lots. This will allow prospective developers and homebuyers to easily identify locations for residential building opportunities.

2. Where feasible, service residential building lots that are currently unserviced to be more enticing for new residential development.

3. Address the current lack of seniors' living facilities by researching the possibility of attracting an investor to build a seniors' living centre; and provide information on how residents could make their current homes more senior-friendly in order to allow them to stay in their homes for longer.

4. Assess current bylaws to determine if any can be amended to be more supportive of residential development.

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OBJECTIVE: To develop Red Rock's attractiveness in an effort to encourage families to move to Red Rock.

1. Develop programming for the community centre to make the best use of the space while increasing revenues for the community centre. Have a staff person in place to be responsible for the management and programming of the community centre.

2. Improve community outreach to better inform residents on what is taking place locally for residents to participate in.

3. Investigate the provincial policies around the new $10/day daycare and determine how this initiative could be used to increase the number of daycare positions available in Red Rock.

4. Complete an information piece that markets the Township and highlights its assets to attract new residents.

OBJECTIVE: To improve internet connectivity in Red Rock.

1. Continue to work with local internet providers to improve internet connectivity to all homes and businesses in Red Rock.

2. Review opportunities to bring stronger Wi-Fi access to various locations in Red Rock and communicate where these Wi-Fi sites are located.

Goal 2: Sustainably grow the local economy to support residents and tourists/visitors.

A strong local economy, even in a small community, supports and strengthens the community. Without small businesses and entrepreneurs, local economies would not be able to function. Small business keeps local money local, provides local employment, boosts the tax base for the Township and keeps taxes lower for residents. Small business also brings money in from outside of Red Rock and helps to build a sense of community by having direct ties to the residents.

Objectives and Actions

Objective: To increase the number of businesses in Red Rock while helping retain the existing businesses.

1. Examine the ability to provide opportunities for local businesses that are struggling to support their business and connect them with regional support services that are available.

2. Develop a list of Red Rock businesses, keep the list current and provide this list in accessible locations to residents and visitors.

3. Work with local businesses to develop a 'shop local' campaign that encourages locals to support business in Red Rock.

4. Ensure that all Township publications (i.e., community profile) and the Township website have current information and data available.

5. Complete a target market analysis to best understand the types of business/industry that could be attracted to Red Rock.

OBJECTIVE: To continue to improve the aesthetics of Red Rock to make it an attractive location to do business.

1. Ensure that property standards bylaws are enforced.

2. Continue to support the volunteer 'beautification committee'.

3. Encourage local businesses to beautify their storefronts.

OBJECTIVE: To provide opportunities to support local entrepreneurship.

1. Work with the school board and local entrepreneur groups to encourage and assist local students and residents to start a business in Red Rock.

OBJECTIVE: To increase tourism into Red Rock by attracting tourists/visitors to Red Rock.

1. Initiate and implement the Red Rock RV Park Business Plan.

2. Working in partnership with relevant organizations to improve highway signage by determining strategic locations along the highway and developing a directional signage program for Red Rock.

3. Continuing to develop a relationship with Red Rock Indian Band and working collectively to share the Indigenous culture.

4. Develop, annually, a comprehensive list of tourism experiences in Red Rock and share this list with Superior Country and other locations that will share the information with visitors and tourists.

5. Complete and implement a communications plan using print, social media and electronic media to promote Red Rock's tourism assets.

6. Improve trail signage for the trail system within the Township including important information (i.e., the length of trails) and communicate the trail network through a mobile app, print brochure, and/or Township website.

7. Work closely with Superior Country to support the attraction of visitors and tourists to Red Rock.

Goal 3: Continue to build a shared sense of community while maintaining its core values.

As a small community in northern Ontario, the population of Red Rock is very reliant on each other, meaning the residents support, take pride in and understand the community. That is what small-town living is all about. As the population changes, the culture and the community also undergo change. Resistance to change and the unknown is often met with apprehension, yet change is inevitable.

Objectives and Actions

Objective: To develop a community identity that is consistent with the vision of the community.

1. Building off the engagement of this strategic plan, continue to work with the community to determine one identifying logo, message and vision and use these for marketing, signage, and front-facing community messaging.

Objective: To ensure that all newcomers and residents to Red Rock are informed of what is happening in the community, are welcomed to the community and have the opportunity to be engaged in the community.

1. Support the efforts of the Welcoming Committee that reaches out to all new residents moving into Red Rock.

2. Revamp the Recreation Committee or a committee similar to the Recreation Committee, a committee that was involved in organizing local events.

Objective: To better engage with the students in the schools in Red Rock and help them to be part of the community even if they do not live in Red Rock.

1. Provide opportunities for students to volunteer on community projects to help them complete their mandatory volunteer hours (i.e., building picnic tables, painting art murals, etc.)

2. Survey the students in the local schools, on an annual basis, regarding their needs in the community and determine the most appropriate and financially feasible projects and implement the projects.

3. Piggyback with existing partners that visit the local schools and engage with the students to determine opportunities where they can participate and become greater participants of Red Rock.

Objective: To increase the volunteer base in the community to support the needs of the community and to tap into the expertise of the residents.

1. Develop a central list of activities/organizations that need volunteers, including the skillsets required, and post this list in a central location (electronic and online) where residents can sign up to participate.

Objective: To establish a number of informal locations for residents and visitors to congregate and connect in Red Rock.

1. Plan and develop a leash-free dog park.

2. Work with local partners to develop a play structure that is located more centrally within the residential area.

3. Determine if there is an interest in a skatepark and work with residents and youth to develop and build the skatepark.

4. Work with the high school to determine if the high school community gardens are still being used by the high school. If not being used by the high school, transition them to the residents of Red Rock. Communicate the messaging around the use of the community gardens.

5. Develop an active recreation park for seniors offering activities that they can participate in (i.e., horseshoes, disc golf, etc.).

6. Continue to increase the number of park benches across the community.

7. Continue to update the Community Centre. Establish and offer relevant programs requested by the residents and ensure that there is space available for internal and external organizations/agencies to offer their services. Raise revenues through these activities to support the long-term success of the community centre.

Objective: To have one permanent, shared location where all services provided by local agencies can be held in the community.

1. Provide one official location in Red Rock that is available to agencies that provide services to the community and provide regularly scheduled timeslots (i.e., travelling vets, lawyers, local social services, etc.) so that they are consistent and available for residents.

2. Regularly update the community notice boards, both electronic and/or print of activities that are taking place in Red Rock.

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5. CORPORATE GOALS AND STRATEGIC ACTIONS

Municipal staff and elected officials of the Corporation of the Township of Red Rock, work together to deliverable municipal services that support the local taxpayers. These services are completed to the best of their ability while being financially responsible. To continue to provide these services effectively and efficiently, eleven strategic actions have been developed for implementation over the next 10 years. These strategic actions were developed with the input of staff and elected officials, based on their insightful knowledge of the Corporation.

Objectives and Actions

Objective – To build an effective team (Council and staff) that is all working together and moving forward in the same direction.

1. Establish a common corporate vision for which staff and elected officials can strive towards. Re-evaluate this vision at the beginning of each Term of Council and make changes if required to reflect the current direction.

2. At the beginning of each Term of Council, to educate Council and staff on individual roles and responsibilities of Council and staff. Consider updates at other various times within the Term of Council if required.

3. Keep lines of communication open between Council and staff by having project status updates that take place on a predetermined and consistent basis throughout Council's Term.

4. Develop regularly scheduled team-building opportunities that are minimal cost but help to build the team.

Objective – To continue to communicate with residents on a consistent basis through multiple media options on key issues and successes of the Township.

1. Keep residents informed of Township activities through a variety of communication options including:

   a. The development of a Township website with current and up-to-date information.

   b. The development and implementation of a regularly scheduled newsletter - print and/or online.

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   c. The development and implementation of a social media plan.

2. After each municipal election, organize and implement an opportunity (i.e., open house/town hall) to introduce the new members of Council and provide an opportunity for residents to meet staff and understand the internal workings of the Township, including such things as ongoing and new projects. Continue to engage the community in an open forum as required.

Objective- To update policies and guidelines to ensure that they are current and relevant.

1. Educate staff and council on the current 'code of conduct' that was developed for staff and elected officials, to maintain transparency and to give employees a definitive guide on how they should work and act while performing their job.

2. Continually update job descriptions for all staff positions to clearly define roles and responsibilities. Keep these job descriptions current by updating them on a predetermined and consistent basis.

3. Continue to update all outdated bylaws so that the Township is working with bylaws that are relevant to today's requirements.

Objective - To engage staff and improve the decision-making process for annual Township budgets.

1. Staff to provide a three-year outline of annual staff training requirements to ensure that budget is available, that training is planned for and can be taken when it is needed to do their jobs safely and with the most current information. The three-year outline is to be updated on a predetermined and consistent basis (i.e., yearly or every two years).

2. Develop an annual capital budget with key staff and council members, that complements the operational budget.

6.   PROCESS FOLLOWED

The process followed to develop the 10 Year Community Development Strategic Plan was comprised of a document review and web searches, followed by a statistical analysis of the Township of Red Rock's economy and demographics that yielded a current socio-economic report. As well, a comprehensive consultation process was completed to better understand the community from the perspective of the community.

QUANTITATIVE ANALYSIS

Document Review
Data Analysis
Situational Analysis
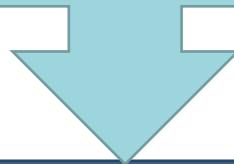
QUALITATIVE ANALYSIS

First Round of Consultations (online survey, one-on-one interviews, focus groups)
SCOAR® Analysis
Second Round of Consultations (Working Session)
Strategic Directions and Action Planning Session (with Staff)

Draft Community Development Strategic Plan
Red Rock Staff Consultation on the Draft Strategy

TOWNSHIP OF RED ROCK
10 YEAR
COMMUNITY DEVELOPMENT STRATEGIC PLAN

Document Review

The following documents were reviewed and provided background information on the Township of Red Rock:

- A Path Forward: SAGE Organizational Review for Township of Red Rock, Ontario, October 2020, SAGE Analytics

- Red Rock Park and Marina Phase II Feasibility Study Final Report, June 2003, Schollen & Company Inc.

- Adjusting our Sails, Final Report and Recommendations of the Red Rock Community Adjustment Committee, August 2007, Yvon Desroches

- Notice of Proposed Official Plan & Zoning Amendments, Corporation of the Township of Red Rock, June 2020

- Electric Vehicles in Rural and Remote Communities: Identifying Opportunities, Understanding Challenges, Dunsky Energy + Climate Advisors

- Official Plan for the Township of Red Rock, November 2011

- Township of Red Rock Ontario Port Assessment Study M-10-05, March 2010, Stephen Burnett

- Red Rock Township: Investment Attraction & Consulting Services, March 2009, Millier Dickinson Blais Inc.
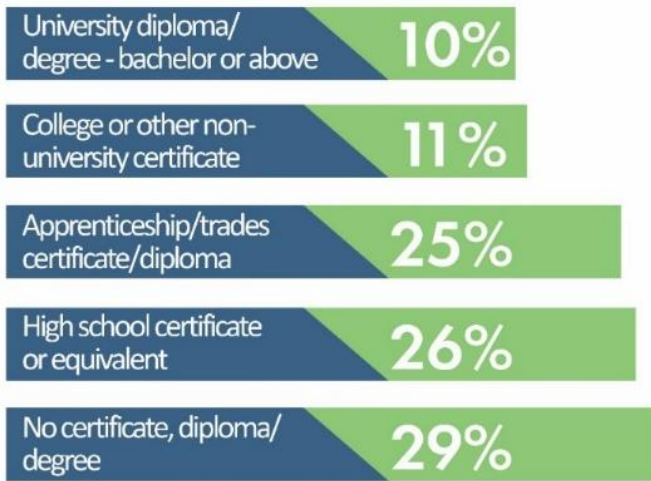
Situational Analysis: Snapshot of Red Rock Economic Snapshot

898	865	-3.7%	46	17%	58%	25%
2021 Population	Projected Population 2031	2021-2031 Population Growth	Median Age	Aged 0-14	Aged 15-64	Aged 65+

Educational Attainment

For the population aged 25-64

University diploma/degree - bachelor or above	10%
College or other non-university certificate	11%
Apprenticeship/trades certificate/diploma	25%
High school certificate or equivalent	26%
No certificate, diploma/degree	29%

Top 6 Major Fields of Study

- Architecture, engineering, and related technologies
- Health and related fields
- Business, management and public administration
- Personal, protective and transportation services
- Education
- Social and behavioural sciences and law

Household & Earnings

Median Household Income **$70,931**

Average Household Income **$88,042**

2006	2020
MEDIAN EARNINGS $37,942	MEDIAN EARNINGS $44,325

Persons aged 15+ with earnings who worked full year, full time

Increased Median Earnings by **16.8%** since 2006

8% of Red Rock's population spends **30% or more** of household total income on shelter costs

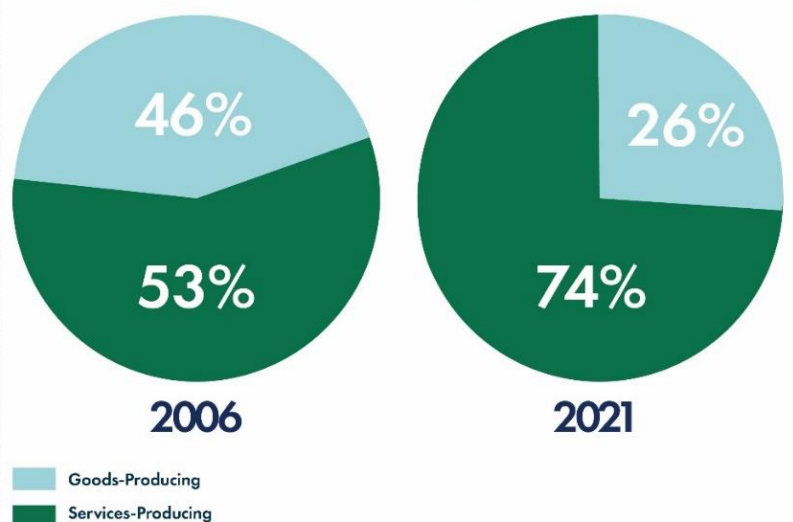All data sourced from Manifold SuperDemographics 2021, unless otherwise specified.

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Labour Force & Local Economy

Top 5 Employment Industries

13%
Educational
Services

13%
Construction

13%
Retail Trade

10%
Health Care &
Social Assistance

9%
Public Administration

Top 5 Employment Occupations

29%
Trades, Transport
& Equipment
Operators

20%
Education, Law & Social,
Community &
Government Services

19%
Sales & Service

10%
Business, Finance
& Administration

7%
Health
Occupations

Entrepreneurship

Employee

ONTARIO 88%

95%

Self-Employed

ONTARIO 12%

5%

All data sourced from Manifold SuperDemographics 2021, unless otherwise specified.

Share of Employment by Services-Producing and Goods-Producing Sectors

46%
53%
2006

26%
74%
2021

Goods-Producing
Services-Producing

Key Findings from Situational Analysis

Red Rock engaged McSweeney & Associates to assist with the creation of a report which would provide a better understanding of the current economic and business climate within Red Rock. This report, titled 'Situational Analysis – Red Rock', provides a more detailed analysis of Red Rock.

Population Data

Table 1 illustrates population changes in Red Rock and Ontario from 2001 through 2031 projections. Between 2001 and 2016, the Census population in Red Rock decreased from 1,233 to 895, a decrease of approximately 27.4% over 15 years. Projections for the next decade suggest a slower annual decrease compared to the previous 15 years, with a steadying of Red Rock's population between 860 and 900 individuals.

Table 1: Population Change, Red Rock and Ontario, 2001-2031

Population	2001	2006	2011	2016	2021*	2026	2031
Red Rock Total	1,233	1,063	942	895	898	881	865
% Change	---	-13.8%	-11.4%	-5.0%	n/c*	-1.9%	-1.8%
Ontario Total	11,410,046	12,160,282	12,851,821	13,448,494	14,693,913	15,556,446	16,413,606
% Change	---	6.60%	5.70%	4.60%	n/c*	5.87%	5.51%

Source: Statistics Canada Census data, 2001, 2006, 2011 2016; Manifold SuperDemographics 2021.
*Manifold population estimates vs. Census data are not directly comparable.
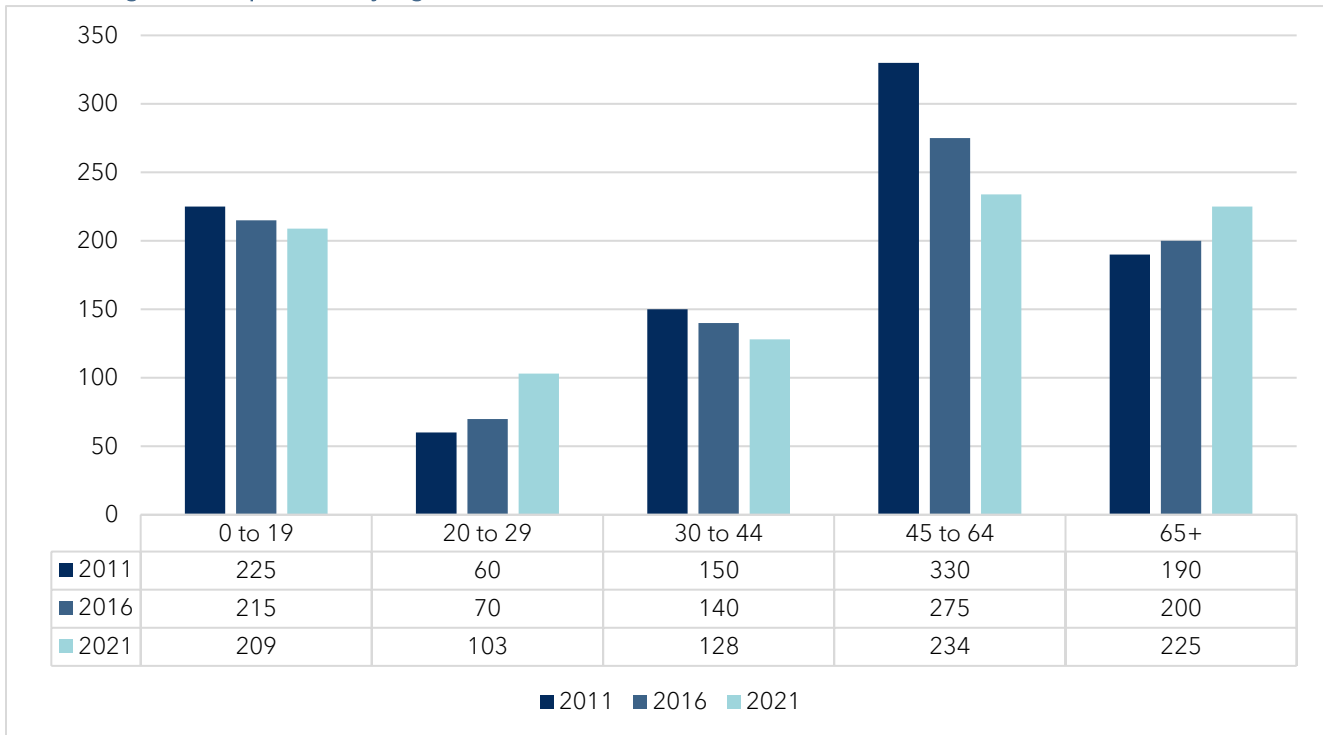
2020 Age Profile Snapshot		
Age Group	Red Rock	Ontario
0-14	17.0%	15.5%
15-64	58.0%	66.2%
65+	25.1%	18.4%

The below Figure shows changes to Red Rock's age profile between the last two census periods and estimates for 2021. The most significant growth in the population from 2011 to 2021 came from young adults aged 20 to 29 years (60 residents in 2011 were between the ages of 20 and 29, compared to 103 in 2021).

Figure 1: Population by Age, Red Rock, 2011, 2016 & 2021

|	0 to 19	20 to 29	30 to 44	45 to 64	65+
2011	225	60	150	330	190
2016	215	70	140	275	200
2021	209	103	128	234	225

■ 2011 ■ 2016 ■ 2021

Next, the below Figure contrasts the age profile of residents in Red Rock to Ontario, in 2021. As can be seen, Red Rock has a slightly higher proportion of youths (0-24) but a smaller percentage of middle-aged adults (aged 25 to 59), compared to Ontario. Finally, the town has a higher proportion of mature adults and older residents (those 60+).

Figure 2: Percent Population by Age, Red Rock vs. Ontario, 2021
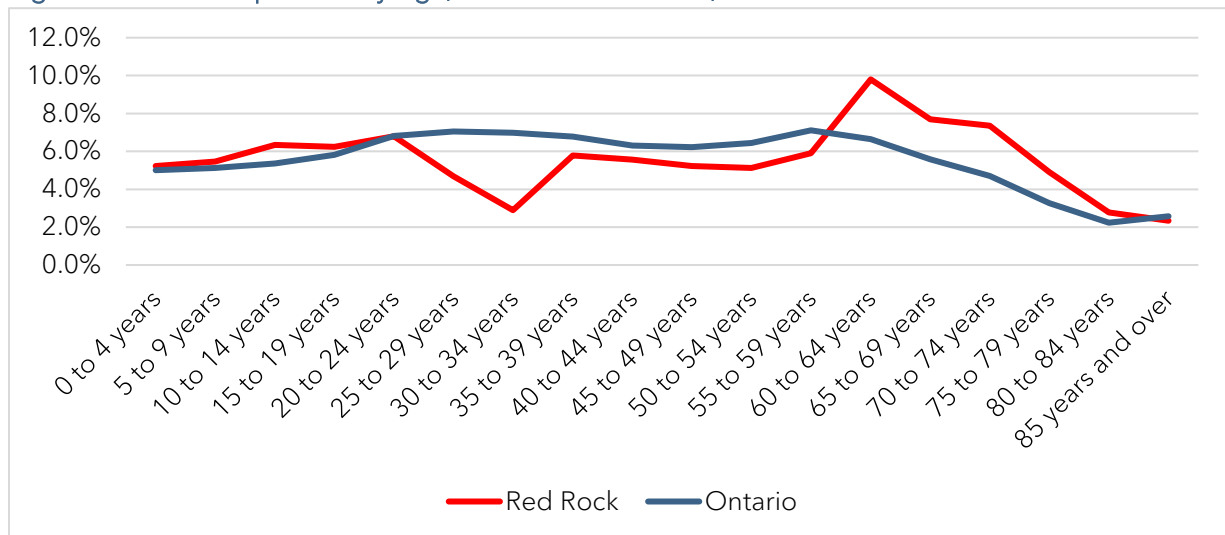
Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2021

Employment Income Data

With regards to employment income for all labour market participants, the following observations can be made[2]:

- *Red Rock's median employment income in 2020 was $44,325*, 17.7% higher than in Ontario ($37,648).

- *Average employment income for Red Rock residents in 2020 was $49,118,* 9.2% less than in Ontario ($54,082).

The below Figure compares the distribution of household incomes in Red Rock and Ontario. Approximately 27.2% of households in Red Rock earn over $100,000 annually, compared to 37.0% in Ontario.
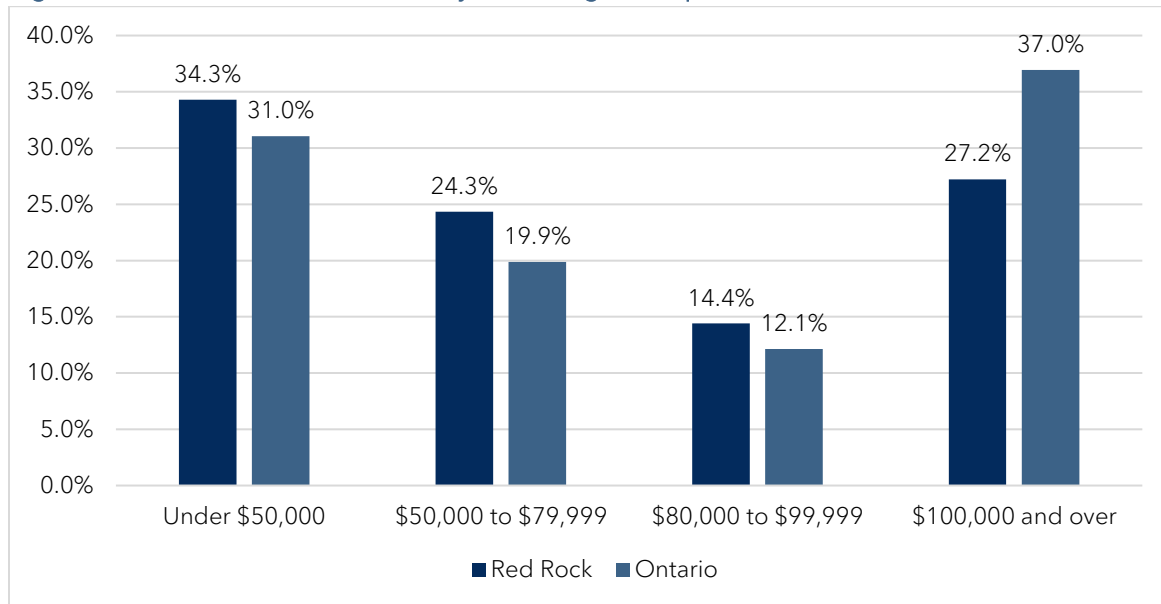
- Median household total income in Red Rock in 2020 was **$70,931,** compared to **$83,780** in Ontario

- Average household total income in Red Rock in 2020 was **$88,042**, compared to **$109,708** in Ontario

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[2] All income data uses the year previous; therefore 2021 data uses 2020 incomes.

Figure 3: Household Income Levels by Percentage of Population, Red Rock and Ontario 2020

Source: Manifold Data Mining Inc. SuperDemographics 2021 (based on 2020 incomes).
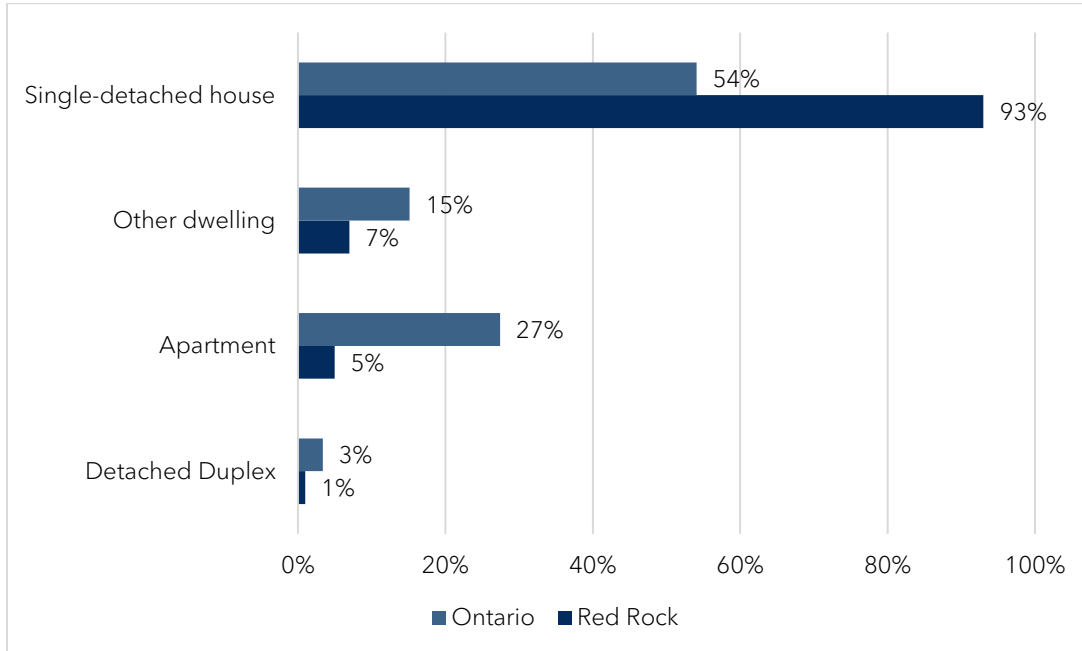
Dwelling Data

In Red Rock, single-detached housing represents over 9 of every 10 housing units (93% of total shelters, compared to 54% across all of Ontario)[3]. This lack of diverse housing supply was consistently discussed during the development of the Strategy.

Figure 4: Occupied Dwellings by Structure Type, 2020

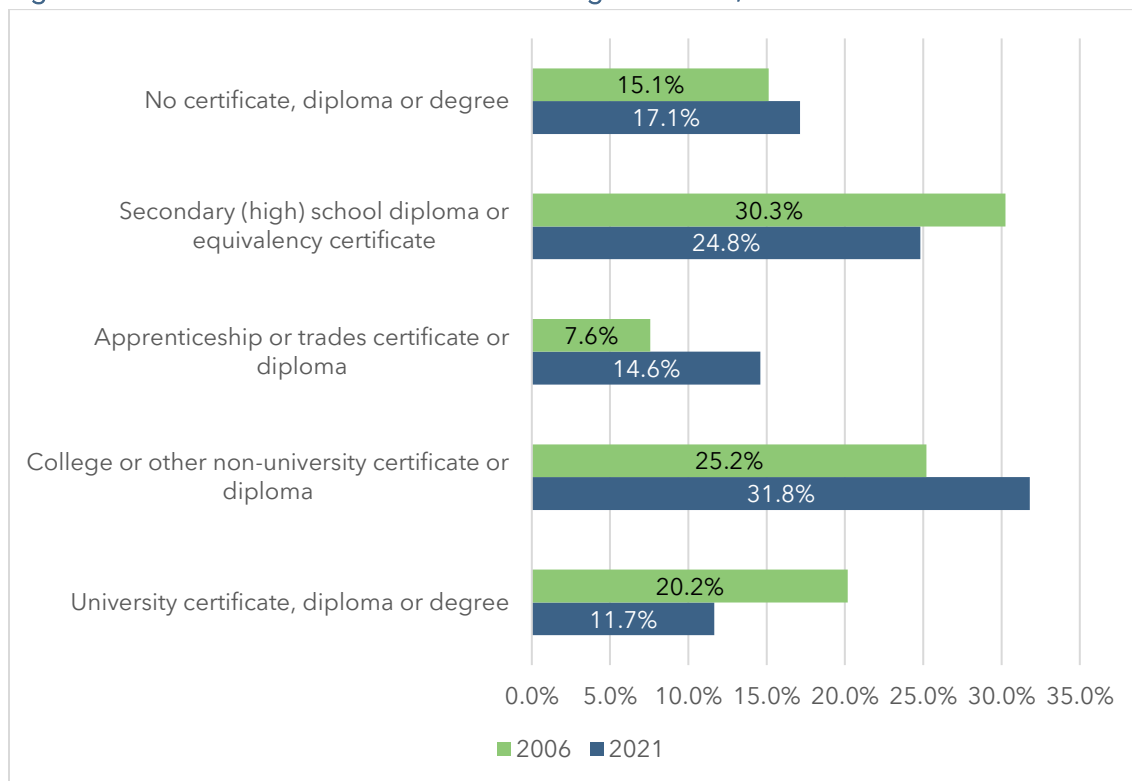Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics. 2021

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[3] Please note, these figures amount to totals over 100% due to rounding.

Education Data

The population with an 'apprenticeship or trades certificate or diploma' has grown the most over the past 15 years. Meanwhile, as can be seen in the below Figure, the share (i.e., the percentage) of the population with a university certificate, diploma or degree is decreasing, a potential reflection of the shift towards more trades-based positions of employment.

Figure 5: Educational Attainment for Red Rock ages 25 to 64, 2006 - 2021[4]

Source: McSweeney & Associates from Statistics Canada Census data 2006 and 2016, and Manifold Data Mining Inc. SuperDemographics 2021
*population estimate

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[4] 'High school diploma or equivalent' includes persons who have graduated from a secondary school or equivalent. It excludes persons with a post-secondary certificate diploma or degree.
Post-secondary certificate diploma or degree includes 'apprenticeship or trades certificates or diplomas' 'College or other non-university certificates or diplomas' and university certificates diplomas and degrees.
'Apprenticeship or trades' includes Registered Apprenticeship certificates and trades certificate or diplomas

Staffing Data

Within Red Rock's labour shed[5] the most prevalent positions are 'sales support occupations', 'professional occupations in education services', and 'paraprofessional occupations in legal, social, community and educational services.' Notably, none of the occupations with job counts above 10 saw a decrease in positions from 2020 to 2021, while nine occupations had increases in total jobs.

Table 2: Staffing Patterns, Red Rock's Labour Shed, 2021

Occupation	Employed in Industry Group, 2020	Employed in Industry Group, 2021
Sales support occupations	66	67
Professional occupations in education services	52	52
Paraprofessional occupations in legal, social, community and education services	45	47
Service support and other service occupations	43	45
Office support occupations	44	44
Administrative and financial supervisors and administrative occupations	42	42
Professional occupations in law and social, community and government services	41	41
Professional occupations in nursing	34	35
Care providers and educational, legal and public protection support occupations	28	29
Sales representatives and salespersons - wholesale and retail trade	28	28
Service supervisors and specialized service occupations	27	27
Assisting occupations in support of health services	26	27
Technical occupations in health	23	23
Retail sales supervisors and specialized sales occupations	20	21
Specialized middle management occupations	20	20
Maintenance and equipment operation trades	15	16
Technical occupations related to natural and applied sciences	14	14
Transport and heavy equipment operation and related maintenance occupations	14	14
Professional occupations in business and finance	13	13
Occupations in front-line public protection services	13	13
Service representatives and other customer and personal services occupations	13	13
Professional occupations in health (except nursing)	11	12

Source: EMSI Analyst, 2021.3 – Employees and Self-Employed

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[5] Red Rock's labour shed is the area identified as reasonably similar to Red Rock while also being geographically close enough that employees (or employers) could expect to find job opportunities (or staff) within the area

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Location Quotient Relative to Thunder Bay Data

Location Quotients (LQ) are used to help to identify the strengths of the community by highlighting employment concentrations. This method compares the level of employment concentration (or specialization) in a relevant localized economy (i.e., Red Rock) to the level of employment concentration in one or more benchmark areas. In other words, does the local economy have proportionately more or fewer employees in specific industries than the benchmark area?

Scores above 1.25 indicate a high concentration relative to the benchmark. In this case, Thunder Bay is used as a benchmark with which to compare Red Rock's employment totals. As can be seen in the Figure below, in Red Rock, jobs in the information and cultural industries are 7.75 times more concentrated than they are in Thunder Bay.

Figure 6: Concentrated Sectors in Red Rock Relative to Thunder Bay, 2021
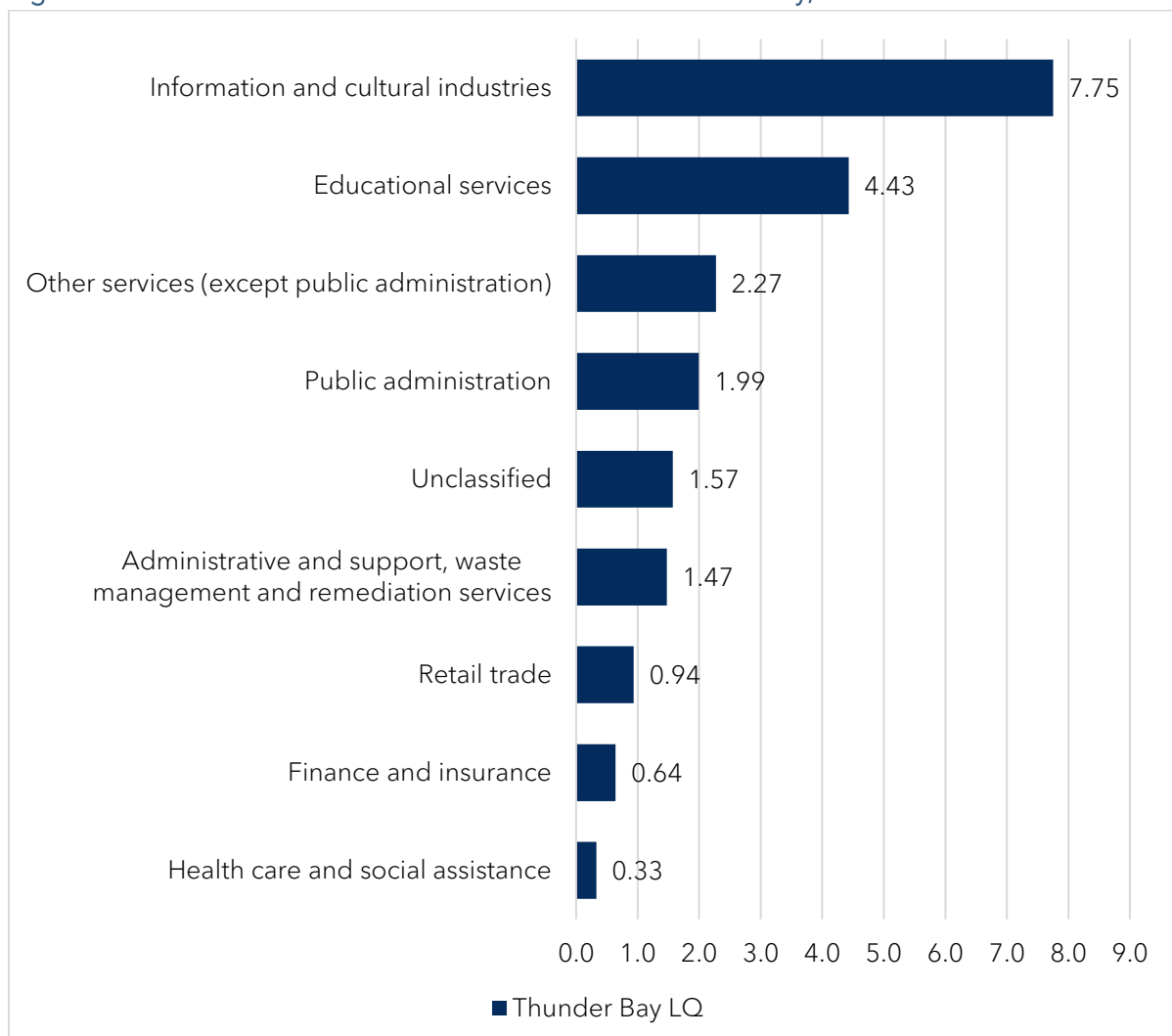
Source: Total number of jobs 2021 per sector is estimated by EMSI Analyst 2021.Q3. LQs were calculated by M&A.

Stakeholder Consultations

The consultation process was overwhelmingly successful. For a small community, the participation was extraordinary. From students in the local elementary school to police, to residents old and new, the interest in providing input was exceptional.

Input was gathered from representatives from the following: Township staff and elected officials; seasonal businesses; permanent businesses; local community organizations; regional service providers; local law enforcement; elementary and high school students; local residents; and tourism organizations.

Over 200 stakeholders participated throughout this process. The consultations consisted of confidential one-on-one phone interviews; an online survey open to the public, printed copies of the survey at the Township offices, focus groups and a strategic working session.

Interviews & Community Online Surveys

The interviews, community online surveys and the focus groups were based on 7 questions, five of which were asking for an assessment of the community: the strengths, challenges, and opportunities of Red Rock. There was a question about why residents appreciate living in Red Rock as well as how they see Red Rock 10 years from now.

One question was asking about the top 3 issues that need to be addressed in moving forward and the other question was with regards to supporting and attracting business.

An additional question was asked of those stakeholders that represented a regional organization and how they would assist Red Rock in moving forward.

One-on-one phone interviews

A total of **twenty-five** one-on-one phone interviews were conducted with key stakeholders. One-on-one interviews allow the stakeholders to provide confidential input that may or may not come out in the more public forums. There is greater time for in-depth discussion to delve deeper into specific issues that come up.

Community online survey

An online survey, located on the Red Rock website, was available to the public for the month of mid-January to mid-February 2022. The survey was also available in printed

copies, at the Township offices, for pick up. **Seventy-seven** people completed the survey.

Focus Groups

Focus groups took place in March 2022 and were broken down into five focus groups including: Youth, family and residents; Tourism and Recreation; Local Organizations; Local Business; and Other organizations and stakeholders.

SCOAR® Analysis

After the completion of the one-on-one phone interviews, focus groups and online survey, a comprehensive SCOAR® (Strengths, Challenges, Opportunities, Aspirations, Results) Analysis was prepared for the Strategic Working Session. The SCOAR® (Strengths, Challenges, Opportunities, Aspirations, Results) is a detailed analysis of the current situation involving statistical analysis of the local economy, regional competitive outlook, trends and forecasts, investment readiness assessment, strengths/weaknesses/opportunities review using the McSweeney exclusive SCOAR® analysis.

The full results of the SCOAR® analysis are found in **Appendix 1**.

Strategic Working Session

The Strategic Working Session provided an opportunity for participants to begin to develop a set of draft strategic actions that would form the base of the Community Development Strategic Plan.

A workbook was distributed to the Working Session participants outlining the results from the SCOAR®, and key data findings, along with three themes and questions that were developed for discussion purposes.

Theme 1: Sustainably growing the population to continue to maintain the viability of Red Rock.

Theme 2: Sustainably growing the local economy to support residents and tourists/visitors.

Theme 3: Continuing to build a shared sense of community while maintaining its core values.

An in-person Strategic Working Session was held in April 2022 with participation from **forty** key stakeholders, including representation from Red Rock staff and elected officials, the local business, real estate, and local and regional organizations.

Strategic Directions and Action Planning Session

Upon completion of the Strategic Working Session, a draft set of strategic community development actions was prepared and provided to Red Rock's key staff for review. To ensure that the actions aligned with the aspirations and vision of Red Rock, a virtual strategic planning session was held with these key municipal staff. Collaboratively, McSweeney & Associates and staff set out agreed-upon strategic actions that are doable and realistic for the next 10 years.

APPENDIX 1

SCOAR® Analysis for the Township of Red Rock

> The SCOAR® (Strengths, Challenges, Opportunities, Aspirations, Results) is a detailed analysis of the current situation involving statistical analysis of the local economy, regional competitive outlook, trends and forecasts, investment readiness assessment, strengths/weaknesses/opportunities review using the McSweeney exclusive SCOAR® analysis.

Natural beauty surrounding Red Rock
- Nature at front and back door
- The Town "wows you"
- Lake Superior, Nipigon Bay, Nipigon River and Red Rock Mountain
- Availability of outdoor activities including ice climbing, fishing, hunting, boating, hiking, etc.

The people
- Very accepting, friendly and helpful
- Safe place to live and raise children
- Willing to be part of the community and volunteer
- Pride about community (strong roots)
- Great Township staff

Affordability
- Can actually afford to buy a house
- Folks aren't "house poor" when they move to Red Rock

Location
- Offers small town benefits but still close enough to Thunder Bay and amenities (airport, shopping, etc.)

- Close access to Trans-Canada Highway (7 km)

- New farms are popping up nearby (in town and nearby towns), providing opportunity for fresh local food

Community amenities
- Two schools (high school and elementary)

- Community centre with a bowling alley, arena, and café; library; marina and interpretive centre; splash pad

- Ample water and sewer capacity for additional population

- Strong annual events (i.e., Folk Festival, Fishing Derby, etc.)

Unwillingness to embrace change
- Lack of foresight about the future

- Do not want to embrace growth and to see new development take place

- Lack of interest in implementing ideas to leverage opportunities

- Feelings of being "stuck in a rut"

- Longing for the time when the town was booming

Decreasing and aging population
- Lack of business opportunities, activities, etc. makes it difficult to keep young people and attract former residents back

- Burnout as people "give up" on improving quality of life as people move away

Lack of family-appeal
- Limited activities for kids (go to Nipigon/Thunder Bay for activities too often)

- Not many well-paying jobs available

- Limited recreational activities (amenities aren't functional right now)

- Not enough park space

Lack of housing for seniors and families
- Existing homes are not senior-friendly.

- Lack of appropriate seniors housing options.

- Limited developable land for new residential

Lack of industry/business

- No industry = no employment opportunities and no tax base (therefore, high taxes)

- Lack of overall economic opportunities mean there's nothing to build off

- Nowhere to shop, get gas, etc.

Revitalization of mill site

- Loss of Mill led to a lot of other businesses leaving

- Land is sitting vacant

Lack of awareness of Township from non-residents

- 10 Minutes off highway = virtually invisible from the highway

- Lack of signage on the highway

- Lack of identity for the Township

Culture of the community

- New residents not as engaged in the community

- As more new people move to Red Rock, residents do not know each other as they did

- Small town rivalry/lack of collaboration with other communities

- Lack of knowledge of skills available in Red Rock

- Experiencing volunteer burnout

Township resources

- Limited municipal finances/tax base

- Limited human resources (staff) to undertake all that needs to be done

- Struggling to complete a number of projects inherited from past councils

Lack of services available for at-risk demographic

- Medical, counselling, etc.

- Public transportation

Opportunities

Increasing tourism

- Hiking trails expanded with self-guided tours
- Increased number of tourism-based businesses
- Improved waterfront for swimming
- Summer tourism, especially an RV Park, would be enticing

Encouraging entrepreneurship

- Partnering with the schools and provincial organizations to encourage business start-ups for all ages
- Training programs for entrepreneurship
- Providing space for local businesses

Branding and marketing

- Establishing one brand that represents the community of Red Rock
- Market as the 'perfect place to work from home'
- Improved signage
- Marketing Red Rock's amenities

Additional programming for youth and seniors

- Sports and recreational programs
- Nature hikes – self-guided
- Fishing guides
- Renting community centre to a post-secondary institution

Creating a stronger business community

- Building closer partnerships between existing and new businesses
- Connecting businesses with Marina
- Attracting small business options (i.e., greenhouses; canoe, kayak rentals; gas station; food truck vendors; microbrewery, etc.)
- Leasing space for office-based businesses in the community centre

Addressing climate change

- Restoring waterfront to natural state to mitigate the effects of climate change

- Increased tree planting

- Striving to be a carbon-neutral community

Connecting and partnering

- Partnering with Universities, and high schools to offer summer opportunities for kids (learn how to do water sports, jobs etc.)

- Connecting with surrounding communities more (Dorion, Nipigon, etc.)

A — Aspirations

- To have an increased population while maintaining the beauty and serenity of Red Rock.

- To have increased awareness of Red Rock and what it has to offer for residents and tourists/visitors.

- To have sustainable growth in tourism in Red Rock.

- To have an improved economy with a greater number of businesses supporting residents and tourists/visitors.

- To have the mill site revitalized and used for something that residents support and that brings value to the community.

- To be engaged with Red Rock Indian Band and other nearby communities of Nipigon, Dorion, and to be working together on key projects that support the communities.

R — Results

- Red Rock will be a thriving community. It will have maintained its peacefulness and beauty and will continue to be a safe place to live, raise a family and support seniors. There will be diverse housing options available for new residents wanting to live in Red Rock. The community will embrace change.

- Red Rock will have a stronger and sustainable economic base with more local job opportunities including offering business for residents as well as visitors/tourists. Locals will be supporting locals. There will be more variety and more unique businesses found in Red Rock. Entrepreneurship will be celebrated and supported.

- Red Rock will be a destination for tourists, offering outdoor activities that can take place in the natural beauty of the water and the mountain. There will continue to be events that bring visitors/tourists to the area. Red Rock will celebrate its history and culture. The community centre will be the hub of the community, with a diverse number of activities available for residents of all ages.

APPENDIX 2

Situational Analysis for Red Rock

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TOWNSHIP OF RED ROCK

January 2022

SITUATIONAL ANALYSIS

for the Township of Red Rock

Situational Analysis
for the Township of Red Rock

January 2022

McSweeney & Associates
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Township of Red Rock Economic SNAPSHOT

898	**865**	**-3.7%**	**46**	**17%**	**58%**	**25%**
2021 Population	Projected Population 2031	2021-2031 Population Growth	Median Age	Aged 0-14	Aged 15-64	Aged 65+

Educational Attainment

For the population aged 25-64

University diploma/ degree - bachelor or above	**10%**
College or other non-university certificate	**11%**
Apprenticeship/trades certificate/diploma	**25%**
High school certificate or equivalent	**26%**
No certificate, diploma/ degree	**29%**

Top 6 Major Fields of Study

Architecture, engineering, and related technologies

Health and related fields

Business, management and public administration

Personal, protective and transportation services

Education

Social and behavioural sciences and law

Household & Earnings

Median Household Income	**$70,931**
Average Household Income	**$88,042**

8% of Red Rock's population spends **30% or more** of household total income on shelter costs

2006	2020
MEDIAN EARNINGS **$37,942**	MEDIAN EARNINGS **$44,325**

Increased Median Earnings by **16.8%** since 2006

Persons aged 15+ with earnings who worked full year, full time

Township of Red Rock Economic SNAPSHOT

Labour Force & Local Economy

Top 5 Employment Industries

13% Educational Services	13% Construction	13% Retail Trade	10% Health Care & Social Assistance	9% Public Administration

Top 5 Employment Occupations

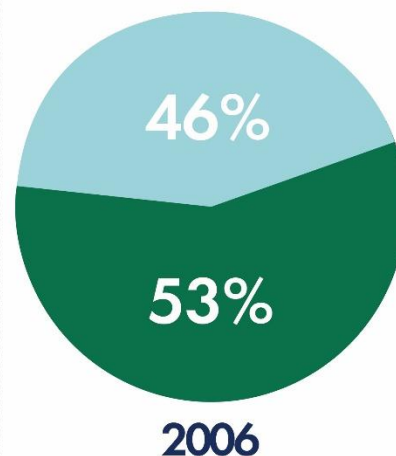| 29% Trades, Transport & Equipment Operators	20% Education, Law & Social, Community & Government Services	19% Sales & Service	10% Business, Finance & Administration	7% Health Occupations

Entrepreneurship

Employee — ONTARIO 88%
95%

Self-Employed — ONTARIO 12%
5%

Share of Employment by Services-Producing and Goods-Producing Sectors

2006
46%
53%

2021
26%
74%

- Goods-Producing
- Services-Producing

AKNOWLEDGEMENTS

LAND ACKNOWLEDGEMENT

The Township of Red Rock hereby acknowledges that we are on the traditional territory of the Robinson-Superior Treaty and that the land on which we gather is home to the Red Rock Indian Band, the Anishinabek, and the Metis people.

Table of Contents

List of Tables & Figures

EXECUTIVE SUMMARY

The Township of Red Rock's (Red Rock) population has been in decline since 2001, due in large part to the closure of the kraft paper mill. The population is expected to stabilize over the coming decade, though recent initiatives including the enhancement of the waterfront area hint at the possibility of seeing growth above what projections suggest. Overall, though the average employment income in Red Rock is slightly less than provincial figures, the housing affordability is significantly better in Red Rock. As such, monthly rental and ownership fees are significantly more palatable in Red Rock. A potential challenge exists with regard to the level of diversity in existing dwelling structures, as the vast majority of structures in Red Rock are detached homes. This poses a potential challenge to renters and employers, because this can be a critical piece of infrastructure needed to sustain a diverse workforce.

Red Rock residents typically have education levels that match local needs well, with 9.7% holding apprenticeship certificates or degrees and 29.0% being college-educated. In an evaluation of major fields of study by gender, there are some notable disparities. Females represent approximately half of all post-secondary graduates in Red Rock but are still underrepresented in some trades and STEM fields. On the other hand, men are underrepresented in 'health-related programs' and 'education fields.'

In terms of the economic base analysis, the largest sub-sectors (by 2-digit NAICS) by the total number of businesses in Red Rock are 'real estate and rental and leasing', 'health care and social assistance', 'professional, scientific and technical services', 'other services (except public administration)', and 'transportation and warehousing'.

Regarding employment, the three largest sectors in 2021 were 'educational services' (47 jobs), 'public administration' (25 jobs) and 'information and cultural industries' (15 jobs). Of these three sectors, 'information and cultural industries' has seen growth over the previous five years, up from 11 jobs in 2016 to its current total.

Concerning location quotient, a measure of local job concentration, positions within 'information and cultural industries' are notably concentrated within Red Rock as a percentage of the workforce, suggesting that this industry is poised to become an important sector locally.

Though local businesses typically rely on the majority of their goods being imported to fuel their businesses, they are also responsible for significant export sales, suggesting that they encourage significant local investment and spending that would otherwise not occur. Finally, through wages and sales, in total local businesses support over $20 million in economic activity.

1. DATA SOURCES

Please note that every effort has been made to use the most current data available. There are four major sources of information for the remainder of this document:
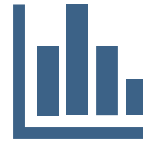
- The 2001 to 2016 Census from Statistics Canada.
- Canadian Business Registry (CBR) – June 2021
- SuperDemographics 2021 from Manifold Data Mining Inc.
- EMSI Analyst 2021.Q3

Canadian Business Registry (CBR)

The major sources of information for the business registry are updated from the Statistics Canada survey program and from Canada Revenue Agency's (CRA) Business Number account files. This CRA administrative data source allows for the creation of a complete set of all business entities.

Manifold Projection Method

Production of 2021 Demographic data estimates is partially based on population statistics collected by the Statistics Canada Census Program. Manifold estimates demographic data annually, including population projections for 5 and 10 years in the future. Manifold methodologies are based on the following techniques:

- Enhanced cohort survival methods;
- Nearest neighbourhood and regression techniques; and
- Structural coherence techniques.

Manifold Data Sources include:	
Statistics Canada	Real Estate Boards/Companies
Health Canada	Canadian Bankers Association
Regional Health Ministries	Bank of Canada
Citizenship and Immigration Canada	Canada Post Corporation
Regional School Boards	Consumer and business directories books
Flyer Distribution Association	Proprietary survey and research
Publication of hospitals, CMHC, BBM and partners	

EMSI Analyst

EMSI data brings the various snapshots of the Canadian economy together in a single picture. First, it aligns the geographies of the data from 2001 to the present, which means the Red Rock of 2001 is the same as the Red Rock of 2021. This results in geographically detailed data (down to the Census Subdivision level) that applies to today's economy.

The data is remarkably detailed, giving you information on 305 industry classifications using the North American International Classification System (NAICS) system and 522 occupations from Statistics Canada's National Occupational Classification (NOCs) classification system in over 4,300 integrated geographical areas. The data is updated twice a year, so users have the most current information possible. And to top it all off, it adds 10-year projections based on the CBR data so that it provides an idea of the future alongside the past and present.

EMSI Data Sources include:

Canadian Business Registry (CBR)

2001, 2006, and 2011, 2016 Census data

Survey of Employment, Payroll and Hours (SEPH)

Labour Force Surveys (LFS)

Canadian Occupational Projection System (COPS)

CANSIM Demographics

Post-secondary Student Information System (PSIS) Education Data

2. DEMOGRAPHIC ANALYSIS

2.1. Population Growth

This subsection illustrates the socio-economic characteristics of Red Rock. The wider economic landscape relevant to the town is explored by using the province of Ontario as a benchmark.

Table 1 illustrates population changes in Red Rock and Ontario from 2001 through 2031 projections. Between 2001 and 2016, the Census population in Red Rock decreased from 1,233 to 895, a decrease of approximately 27.4% over 15 years. Projections for the next decade suggest a slower annual decrease compared to the previous 15 years, with a steadying of Red Rock's population between 860 and 900 individuals.

Table 1: Population Change, Red Rock and Ontario, 2001-2031

Population	2001	2006	2011	2016	2021*	2026	2031
Red Rock Total	1,233	1,063	942	895	898	881	865
% Change	---	-13.8%	-11.4%	-5.0%	n/c*	-1.9%	-1.8%
Ontario Total	11,410,046	12,160,282	12,851,821	13,448,494	14,693,913	15,556,446	16,413,606
% Change	---	6.60%	5.70%	4.60%	n/c*	5.87%	5.51%

Source: Statistics Canada Census data, 2001, 2006, 2011 2016; Manifold SuperDemographics 2021.
*Manifold population estimates vs. Census data are not directly comparable.

Red Rock's Population is projected to be 865 in 2031

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Figure 1 shows changes to Red Rock's age profile between the last two census periods and estimates for 2021. The most significant growth in the population from 2011 to 2021 came from young adults aged 20 to 29 years (60 residents in 2011 were between the ages of 20 and 29, compared to 103 in 2021).

Figure 1: Population by Age, Red Rock, 2011, 2016 & 2021

	0 to 19	20 to 29	30 to 44	45 to 64	65+
2011	225	60	150	330	190
2016	215	70	140	275	200
2021	209	103	128	234	225
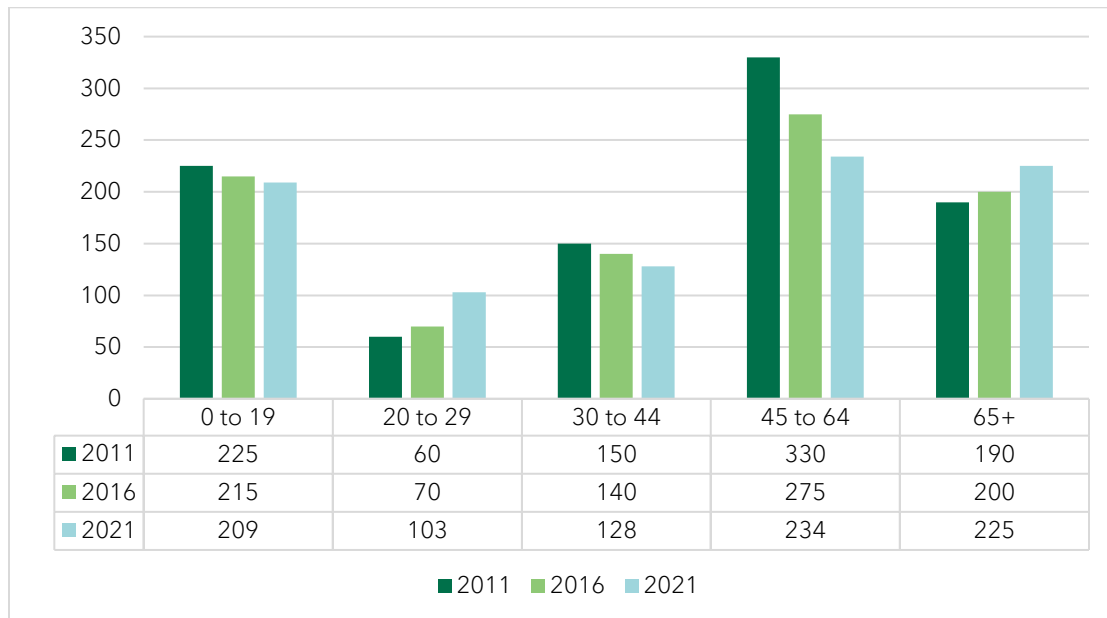
Source: McSweeney & Associates from Statistics Canada Census data 2006, 2011 and 2016, and Manifold Data Mining Inc. SuperDemographics 2021

Figure 2 contrasts the age profile of residents in Red Rock to Ontario, in 2021. As can be seen, Red Rock has a slightly higher proportion of youths (0-24) but a smaller percentage of middle-aged adults (aged 25 to 59), compared to Ontario. Finally, the town has a higher proportion of mature adults and older residents (those 60+).

Figure 2: Percent Population by Age, Red Rock vs. Ontario, 2021
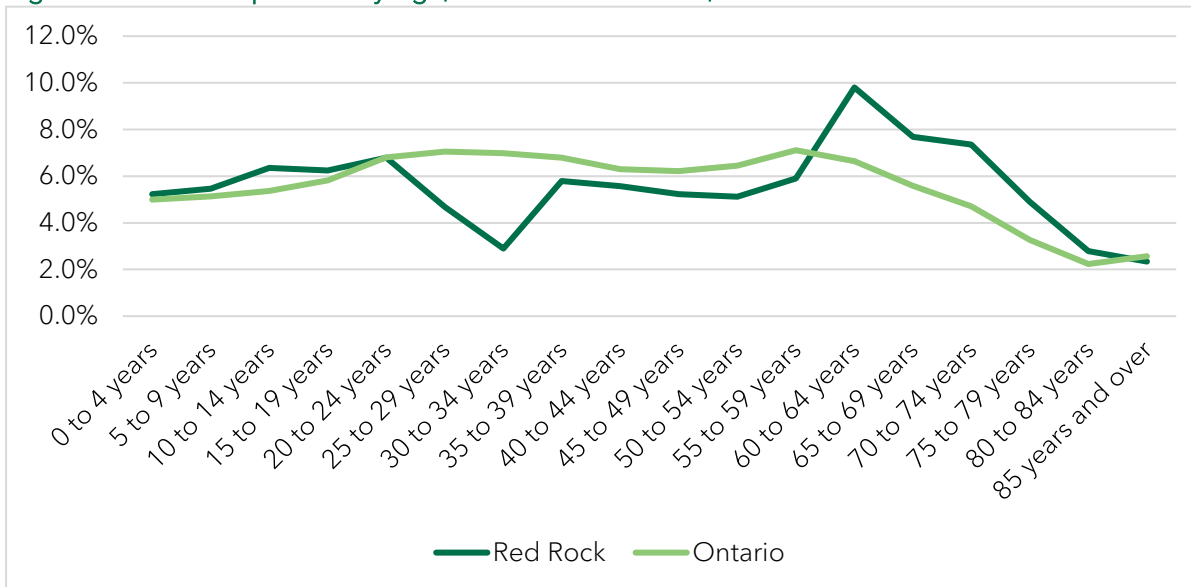
Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2021

Ultimately, Red Rock has a lower percentage of persons within the working-age group (15 to 65) compared to Ontario, due to a larger percentage of youth and older adult populations in the town.

2020 Age Profile Snapshot		
Age Group	Red Rock	Ontario
0-14	17.0%	15.5%
15-64	58.0%	66.2%
65+	25.1%	18.4%

46
ONTARIO MEDIAN AGE: 41

44
ONTARIO AVERAGE AGE: 42

Red Rock's significant population of older adults leads to a higher median and average age of its residents, compared to Ontario

2.2. Immigration

Red Rock has a total immigrant population of 40 individuals. Of these residents, the majority were either aged 5 to 14 years (43%) or 25 to 44 years old (48%) when they immigrated to Red Rock.

Figure 3: Percentage Totals of Immigrants by Age at Point of Immigration, Red Rock
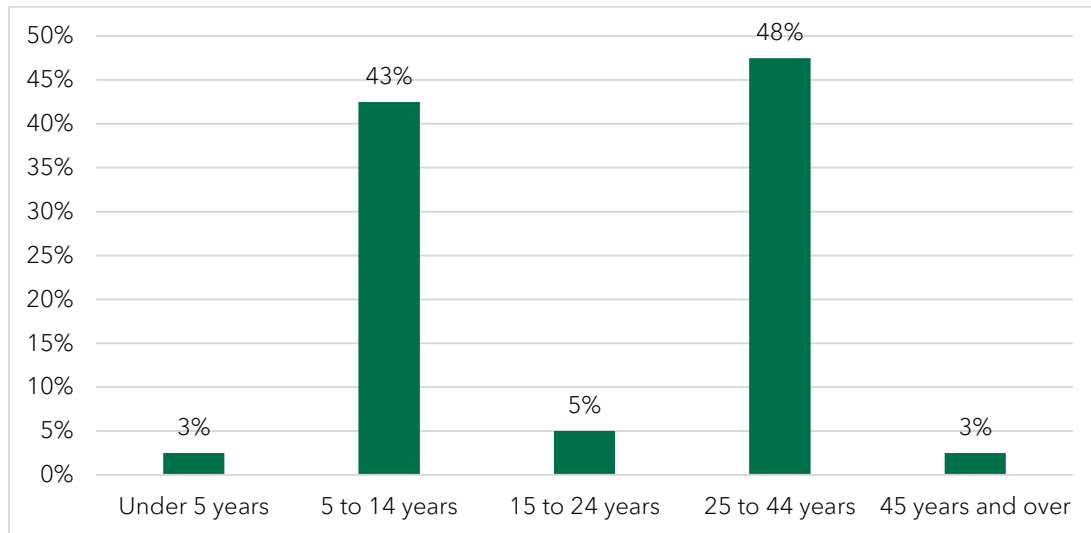
Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2021

Most of the immigrants to Red Rock emigrated from the United States (17 of 40; 43%). Table 2 presents total immigration figures by place of birth for all immigrants to Red Rock.

Table 2: Total Immigrants by Place of Birth, Red Rock, 2021

Total population in private households	40	100%
United States	17	43%
Ukraine	4	10%
Netherlands	2	5%
Colombia	1	3%
El Salvador	1	3%
Guyana	1	3%
Haiti	1	3%
Jamaica	1	3%
Trinidad and Tobago	1	3%
Other European Countries	10	25%
Unknown	2	5%

Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2021

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SITUATIONAL ANALYSIS
for the Township of Red Rock

2.3.   Income, Households and Affordability

This subsection describes the income and housing costs faced by the resident population of Red Rock. Residents over 15 in Red Rock reported estimated median earnings of $44,325 in 2020 (a 47% increase from 2006). With regards to employment income for all labour market participants, the following observations can be made[1]:

- ***Red Rock's median employment income in 2020 was $44,325***, 17.7% higher than in Ontario ($37,648).

- ***Average employment income for Red Rock residents in 2020 was $49,118,*** 9.2% less than in Ontario ($54,082).

Figure 4 compares the distribution of household incomes in Red Rock and Ontario. Approximately 27.2% of households in Red Rock earn over $100,000 annually, compared to 37.0% in Ontario.

- Median household total income in Red Rock in 2020 was $70,931, compared to $83,780 in Ontario

- Average household total income in Red Rock in 2020 was $88,042, compared to $109,708 in Ontario

Figure 4: Household Income Levels by Percentage of Population, Red Rock and Ontario 2020
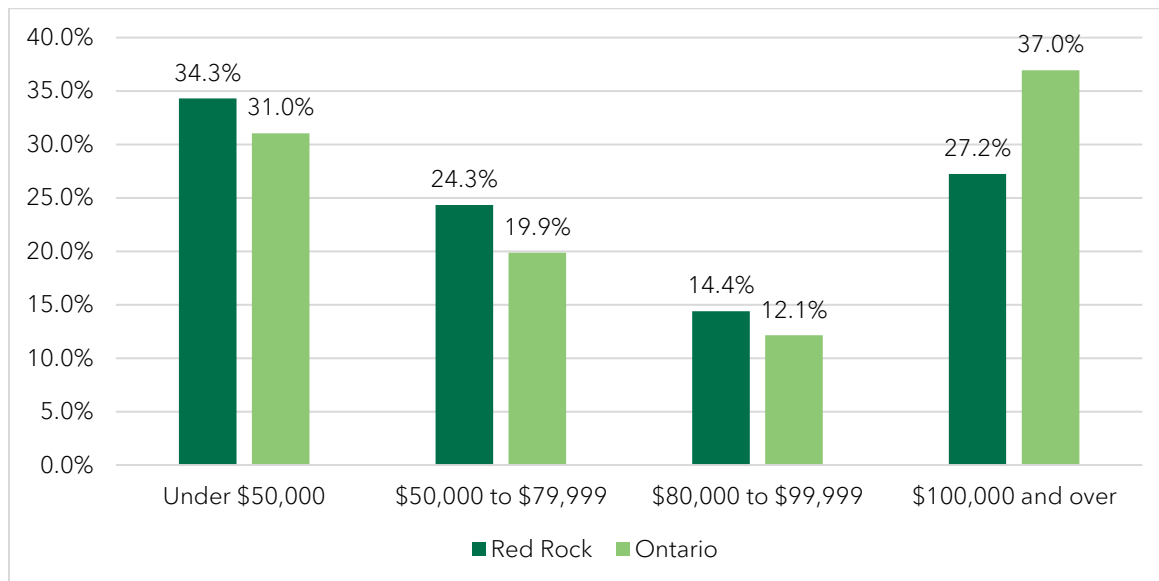
Source: Manifold Data Mining Inc. SuperDemographics 2021 (based on 2020 incomes).

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[1] All income data uses the year previous; therefore 2021 data uses 2020 incomes.

8   January 2022

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The above data notes that households in Red Rock earn less than their Ontario counterparts. However, total household income is not a complete measure of affordability. The remainder of this subsector assesses other markers of housing affordability, including suitability, adequacy, and type, to present a more complete picture of the quality of life of residents.

Shelter costs in Red Rock are considerably lower when compared to Ontario figures, offering residents a significantly more affordable lifestyle. Notably, average monthly shelter costs for owned dwellings is almost half ($878 in Red Rock, compared to $1,696 across Ontario) the provincial figure. To that end, significantly fewer Red Rock residents spend 30% or more of household income on shelter costs (8% of Red Rock residents do this, compared to 28% of Ontario residents). This suggests that Township residents face a significantly higher level of affordability relative to the provincial standard.

When looking at household suitability, fewer homes in Red Rock are considered not suitable (3%, compared to 6% at the provincial level), though more shelters are considered to be in need of major repair (12% in Red Rock compared to 6% across Ontario).

Table 3: Households Affordability, Suitability, and Adequacy, 2021

Housing Characteristics	Red Rock	Ontario	% Difference
Total number of private households	382	5,701,018	n/a
Median monthly shelter costs for owned dwellings ($)	$864	$1,493	-72.8%
Average monthly shelter costs for owned dwellings ($)	$878	$1,696	-93.2%
Average number of rooms per dwelling	6.3	6.3	n/a
% Rented	87%	70%	17.0%
% Owned	13%	30%	-17.0%
Median monthly shelter costs for rented dwellings ($)	$736	$1,106	-50.3%
Average monthly shelter costs for rented dwellings ($)	$863	$1,215	-40.8%
Spending 30% or more of household total income on shelter costs	8%	28%	-20.0%

Housing not suitable[2]	3%	6%	-3.0%
Major repairs needed	12%	6%	6.0%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics. 2021

Lastly, when looking at occupied dwellings by structure type, Red Rock offers less housing diversity, compared to Ontario (see Figure 5). In Red Rock, single-detached housing represents over 9 of every 10 housing units (93% of total shelters, compared to 54% across all of Ontario).[3]

Figure 5: Occupied Dwellings by Structure Type, 2020
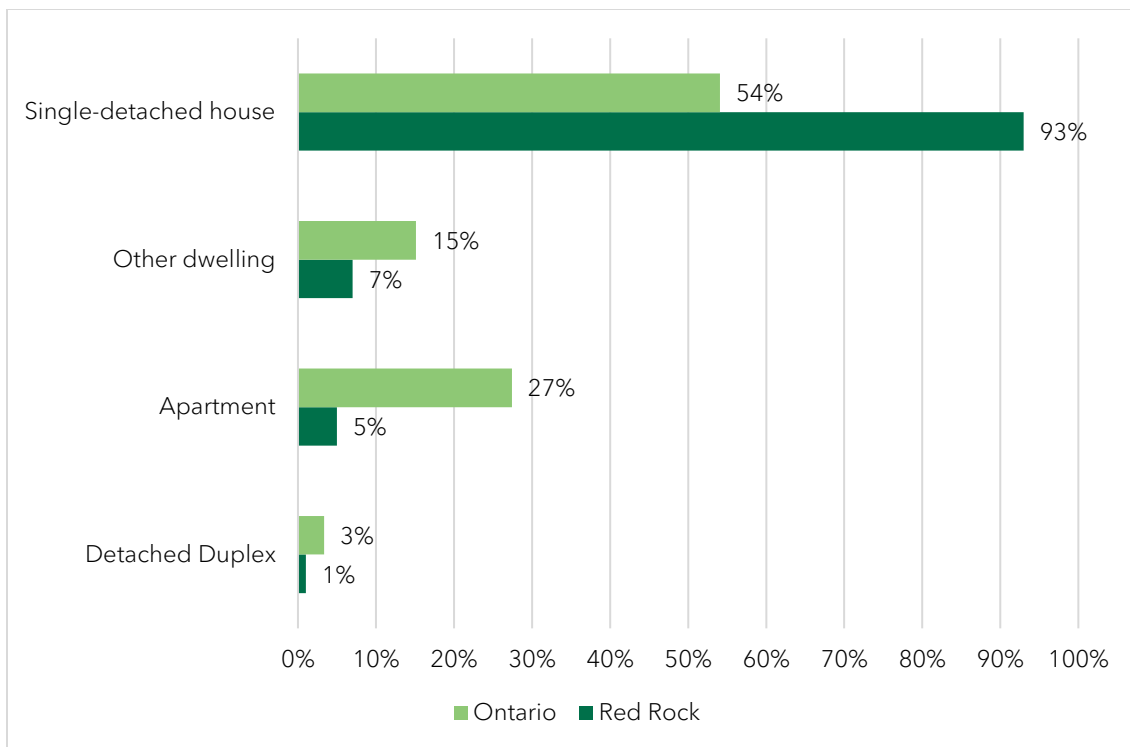
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics. 2021

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[2] Housing suitability refers to whether a private household is living in suitable accommodations according to the National Occupancy Standard (NOS); that is, whether the dwelling has enough bedrooms for the size and composition of the household.
[3] Please note, these figures amount to totals over 100% due to rounding.

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2.4.   Education, Skills and Training

This subsection reviews the level of education and major fields of study for residents of Red Rock over time and relative to Ontario. Figures 6 and 7 outline the education levels obtained by Red Rock residents ages 25-64. Of note, education attainment was unrecorded during the 2011 Census.

The population with an 'apprenticeship or trades certificate or diploma' has grown the most over the past 15 years. Meanwhile, as can be seen from Figure 6, the share (i.e., the percentage) of the population with a university certificate, diploma or degree is decreasing, a potential reflection of the shift towards more trades-based positions of employment.

Figure 6: Educational Attainment for Red Rock ages 25 to 64, 2006 - 2021[4]

Source: McSweeney & Associates from Statistics Canada Census data 2006 and 2016, and Manifold Data Mining Inc. SuperDemographics 2021
*population estimate

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[4] 'High school diploma or equivalent' includes persons who have graduated from a secondary school or equivalent. It excludes persons with a post-secondary certificate diploma or degree.
Post-secondary certificate diploma or degree includes 'apprenticeship or trades certificates or diplomas' 'College or other non-university certificates or diplomas' and university certificates diplomas and degrees.
'Apprenticeship or trades' includes Registered Apprenticeship certificates and trades certificate or diplomas

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Figure 7 illustrates the post-secondary educational attainment of Red Rock's residents, compared to Ontario's. The following can be concluded about the town's postsecondary education:

- A total of 366 residents have post-secondary education.

- A college degree is the most common type of education, attained by 59% of Red Rock residents ages 25 to 64 with post-secondary education, compared to 39% in Ontario

Figure 7: Residents aged 25- 64, Red Rock and Ontario, with Post-Secondary Attainment, 2021
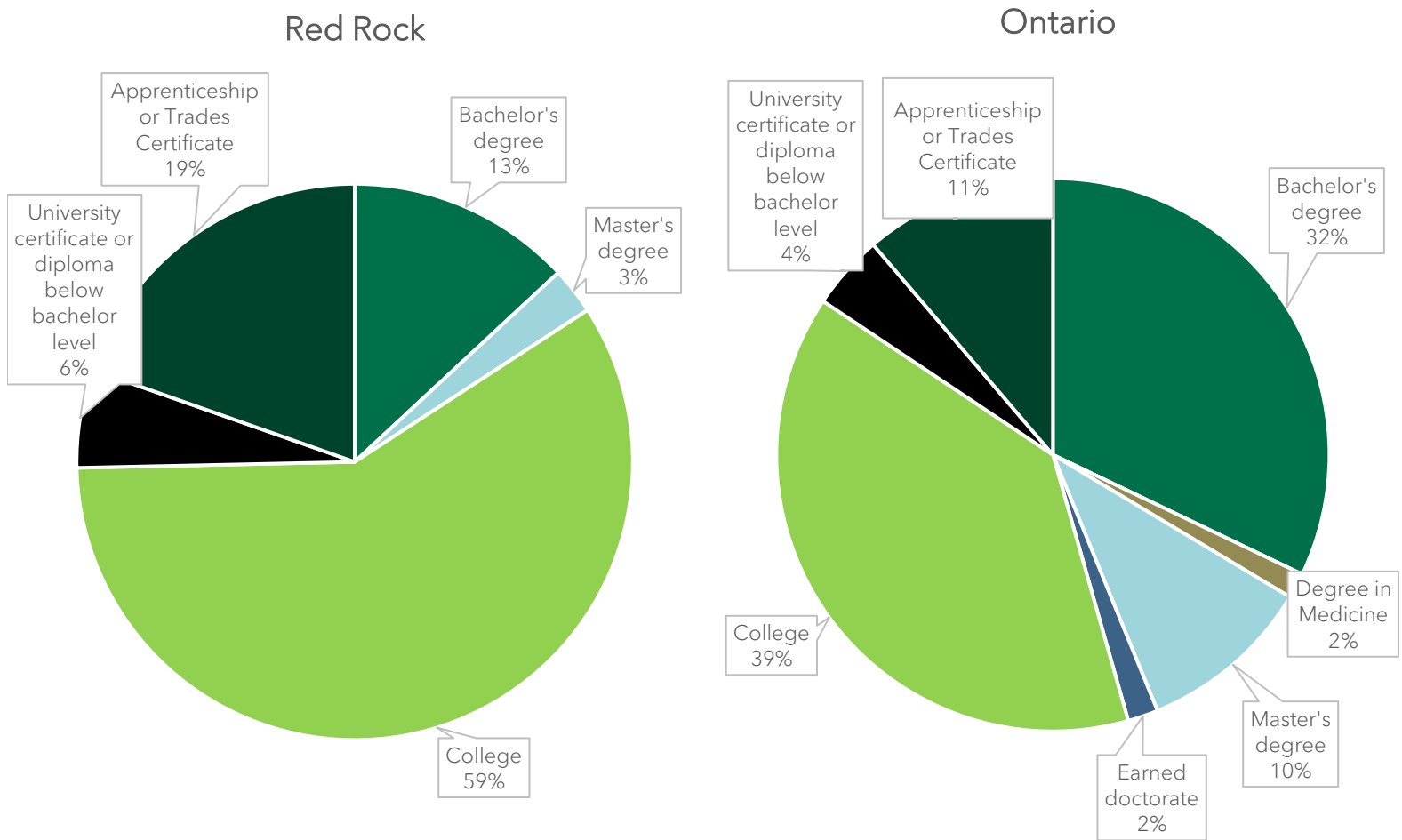
Source: McSweeney & Associates from Manifold SuperDemographics 2021

Table 4 illustrates the top major fields of study[5] for all Red Rock residents aged 25 to 64 years, from most prominent to least. For those Red Rock residents with a post-secondary degree, the largest field of study is 'architecture, engineering, and related technologies.'

Table 4: Major Field of Study, Red Rock, Residents Aged 15+, 2021

Field of Study, Red Rock Residents 25 to 64	Total
No postsecondary certificate, diploma or degree	41%
Architecture, engineering, and related technologies	20%
Health and related fields	10%
Business, management and public administration	11%
Personal, protective and transportation services	4%
Education	5%
Social and behavioural sciences and law	2%
Agriculture, natural resources and conservation	0%
Humanities	4%
Mathematics, computer and information sciences	2%
Visual and performing arts, and communications technologies	0%
Physical and life sciences and technologies	0%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2021.

The following table identifies the differences in the major fields of study by sex in Red Rock. Females represent approximately half of all post-secondary graduates in Red Rock but are still underrepresented in some trades and STEM[6] fields, particularly in 'mechanic and repair technologies/technicians.' On the other hand, men are underrepresented in 'health-related programs' and 'education fields.'

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[5] 'Major Field of study' is defined by Classification of Instructional Programs (CIP) 2016 for the population aged 15 years and over in private households. It is collected for the highest certificate, diploma or degree above the high school or secondary school level: www.statcan.gc.ca/concepts/classification-eng.htm.
[6] Science, technology, engineering, mathematics and computer science

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Top 10 Major Fields of Study by Sex		
Order	Females	Males
1.	Health professions and related programs	Mechanic and repair technologies/technicians
2.	Business, management, marketing and related support services	Construction trades
3.	Education	Personal and culinary services
4.	Public administration and social service professions	Business, management, marketing and related support services
5.	Family and consumer sciences/human sciences	Natural resources and conservation
6.	Interdisciplinary social and behavioural sciences	Engineering
7.	Computer and information sciences and support services	Engineering technologies and engineering-related fields
8.	Personal and culinary services	Parks, recreation, leisure and fitness studies
9.	Visual and performing arts	Precision production
10.	Agriculture, agriculture operations and related sciences	Transportation and materials moving

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3. ECONOMIC BASE ANALYSIS

This section investigates the local economy in the Township of Red Rock; that is, the jobs and businesses that drive the local economy. As such, the central focus of this section will be Red Rock as a place of work, benchmarked by the local economic shed and Ontario.

This section reports industry statistics related to exports, employment, and business growth for the local economy with the aim of uncovering key industries that either exist or are emerging in the region today.

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	62 Health care and social assistance
Sub-sector Level	621 Ambulatory health care services
Industry Level	6214 Out-patient care centres
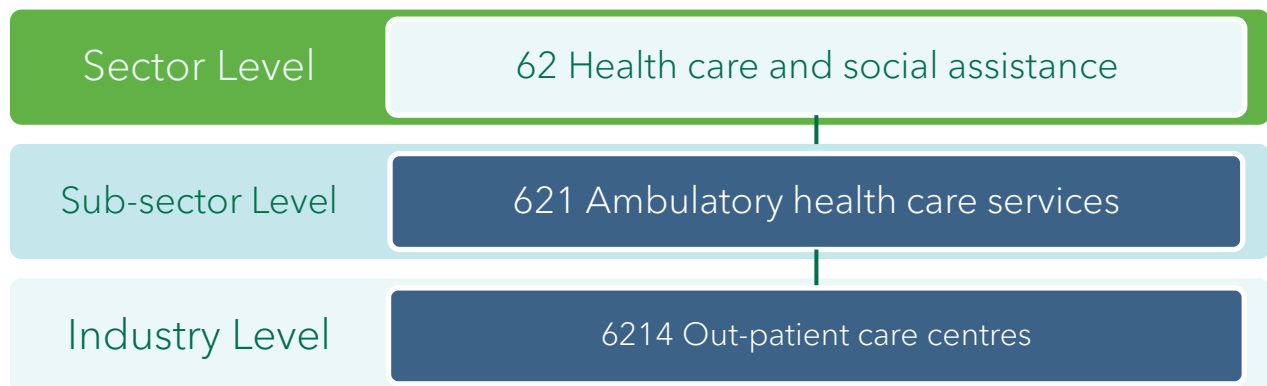
3.1. Employer Structure

This subsection illustrates the number and size of employers by industry in the town. The data in this section comes from Statistics Canada's Canadian Business Patterns dataset. Employers in this dataset include businesses in the Business Registry, which are all Canadian businesses that meet at least one of the three following criteria[7]:
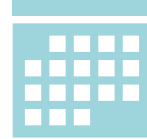
- Have an employee workforce for which they submit payroll remittances to Canada Revenue Agency; or

- Have a minimum of $30,000 in annual revenue; or

- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

Statistics Canada divides businesses into two major groupings:

1. Businesses with a determinate number of employees; and

2. Businesses with an indeterminate number of employees.

Businesses without employees correspond to the "indeterminate" employment category from the previous reference periods. During times of economic decline, there is a rise in the number of indeterminate businesses, as people set up business enterprises, which may or may not become active.

For economic development purposes, businesses with a determinate number of employees (one or more) are of greater interest than indeterminate businesses (which frequently are not active or have very low levels of economic activity). An increase in the number of indeterminate businesses can, however, signal potential new business start-ups.

According to the Canadian Business Registry, **Red Rock had 20 businesses as of June 2021 that met the above criteria; 9 (45%) of which had employees**. **This would indicate that there is a strong start-up/home-based business** culture in Red Rock, as 55% of businesses captured by the CRA are classified as such.

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[7] Please note that these are best seen as accurate approximations of businesses within the specified region, not as a definitive, exact number. There are likely local businesses that do not meet the above criteria or are missing from the list for a different reason (e.g., clerical error, home address distinct from business location, etc.), however this list is still quite accurate.

The largest sub-sectors **(by 2-digit NAICS)** by the total number of businesses in Red Rock are:

- Real estate and rental and leasing
- Health care and social assistance
- Professional, scientific and technical services
- Other services (except public administration)
- Transportation and warehousing

The largest sub-sectors **(by 2-digit NAICS)** by the total number of businesses *with employees* in Red Rock are:

- Real estate and rental and leasing
- Health care and social assistance
- Professional, scientific and technical services
- Other services (except public administration)
- Construction
- Accommodation and food services

The largest industries **(by 4-digit NAICS)** by the total number of businesses in Red Rock are:

- Lessors of real estate
- Civic and social organizations
- Fishing
- Other specialty trade contractors
- Architectural, engineering and related services
- Traveller accommodation
- Full-service restaurants and limited-service eating places

The largest industries **(by 4-digit NAICS)** by the total number of businesses *with employees* in Red Rock are:

- Lessors of real estate
- Civic and social organizations
- Other specialty trade contractors
- Architectural, engineering and related services
- Out-patient care centres
- Traveller accommodation
- Full-service restaurants and limited-service eating places

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3.2. Job Posting Analysis

This subsection assesses available job posting data to measure posting duration, average salary data, necessary levels of education, and skills required by potential employers. The data in this section comes from EMSI Analyst's job posting dataset.
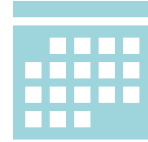
Of note, the geographic scope of this assessment is not Red Rock, but instead, Red Rock's labour shed. Red Rock's labour shed is the area identified as reasonably similar to Red Rock while also being geographically close enough that employees (or employers) could expect to find job opportunities (or staff) within the area. This area includes Red Rock, Nipigon, Dorion, and Lake Helen Indian Reserve 53A. The labour shed is used rather than just the Township because it is important to understand opportunities for residents not just with jobs directly in Red Rock, but all that is attainable.

To begin the assessment of job posting data[8], Table 5 presents the top 10 industries in terms of unique job postings between November 2017 and November 2021 within the labour shed, as well as the median posting duration for those positions. Please note that these postings are unique rather than total; if a position is posted on multiple job boards, it will only be represented here once.

'Educational services' was the sector with the largest number of online job postings during this time (89 unique job postings) and the lowest median posting duration (8 days). A lower median posting duration suggests that positions were filled quickly, while a longer-than-average posting duration suggests that employers were unable to successfully fill the position. The posting duration tends to correspond to a relative number of skilled individuals within the labour shed. As such, this information suggests that there are many individuals with skillsets relevant to the educational services sector, while there is a similar lack of individuals (relative to available jobs) with skills in the 'construction' or 'transportation and warehousing' sectors.

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[8] It is important to note, with regard to the job posting data, that these totals only reflect jobs *posted online*. In many communities, especially smaller ones, many jobs are posted through physical flyers or word-of-mouth, meaning job posting analytics will not be able to capture them. As such, once again this information is best seen as an approximate assessment rather than a definitive figure.

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Table 5: Unique Job Posts and Median Posting Duration, Nov 2017-Nov 2021, Labour Shed[9]

Description	Job Posts	Median Posting Duration
Educational services	89	8 days
Administrative and support, waste management and remediation services	51	32 days
Professional, scientific and technical services	36	38 days
Transportation and warehousing	30	49 days
Finance and insurance	21	14 days
Health Care and Social Assistance	21	30 days
Public administration	18	14 days
Accommodation and food services	14	21 days
Construction	12	69 days
Retail trade	12	43 days
Total (all industries)	**628**	**22 days**

Source: EMSI Analyst 2021.Q3

Median advertised salary data was only available for 'educational services', 'administrative and support, waste management and remediation services', and the total across all job postings. Due to data privacy rules, salaries for other industries were unable to be ascertained. Across all job postings, median overall salaries of $33.91 suggest an annual salary for full-time staff (35 hours per week) of $61,716. Considering Ontario's minimum wage was $14.25 in October 2020, even the lowest salary data available ($18.03/hr) is significantly above that. Available median advertised salary data, therefore, suggest that many of the jobs posted in the labour shed offer sustainable, living wages.

Table 6: Median Advertised Salary by Sector, Nov 2017-Nov 2021, Labour Shed

Description	Median Advertised Salary per hour
Educational services	$56.37
Administrative and support, waste management and remediation services	$18.03
Professional, scientific and technical services	N/A
Transportation and warehousing	N/A

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[9] Job postings are sorted by sector based on the employer's industry, *not* the specific job occupation. That is, an administrative position within a public administration body (e.g., Township of Red Rock) would be classified as public administration, not administrative services.

Finance and insurance	N/A
Health Care and Social Assistance	N/A
Public administration	N/A
Accommodation and food services	N/A
Construction	N/A
Retail trade	N/A
Total (all industries)	**$33.91**

Source: EMSI Analyst 2021.Q3

Over three out of every four jobs posted online within the labour shed requested no specific level of education among applicants, suggesting that the necessary skills can be taught outside of the school environment. For the remaining positions, a *bachelor's degree or higher* was the most sought-after educational attainment, being asked for in 14% of total job postings.

Table 7: Education Qualifications of Job Postings, Nov 2017-Nov 2021, Labour Shed

Description	Percentage of Postings
No education listed	76%
Bachelor's degree or higher	14%
High school or GED	9%
Associate's degree	5%

Source: EMSI Analyst 2021.Q3
N.B. Totals sum to over 100% due to rounding

Table 8 presents the top hard and soft skills as well as the top qualifications requested on job applications. As can be seen, soft skills are most consistently required. Specifically, while four soft skills (*communication, leadership, management, and customer service)* were noted more than 20% of the time, no qualifications were asked for more on more than 3% of applications and the only hard skill requested more than 20% of the time was *project planning* (22%).

Table 8: Top Skills Required by Percentage of Postings, Nov 2017-Nov 2021, Labour Shed

Hard Skills	Percentage of Postings
Project Planning	22%
Bilingual (French/English)	14%

Cardiopulmonary Resuscitation (CPR)	10%
Mental Health Knowledge	7%
Social Work	7%

Soft Skills	Percentage of Postings
Communication	37%
Leadership	24%
Management	24%
Customer Service	24%
Teamwork	17%

Qualifications	Percentage of Postings
CDL Class B License	3%
Registered Practical Nurse (RPN)	2%
Security Clearance	2%
Certified Manager of Animal Resources (CMAR)	2%
Product Certification	1%

Source: EMSI Analyst 2021.Q3

3.3.   Employment Profile

Between 2016 and 2021, the local economy of Red Rock essentially maintained itself, decreasing very slightly from 131 jobs in 2016 to 127 in 2021. Over those five years, Red Rock's local employment (%) growth was slightly lower than Ontario's (1%). Table 9 indicates the percentage job growth, between 2016 and 2021, by sector. Note that negative numbers are indicated by red text.

Of note, Red Rock's information and cultural industries sector grew by 31%, from 11 positions in 2016 to 15 in 2021. This growth comes at a time when the provincial sector contracted by 6% over the same period, a significant difference and a data point that suggests this industry is of interest to the township moving forward.

Table 9: Employment Growth by Sector, Red Rock, and Ontario, 2016-2021

NAICS	Description	Jobs in Red Rock 2016	Jobs in Red Rock 2021	Red Rock % Change	Ontario % Jobs Change
61	Educational services	53	47	-12%	4%
91	Public administration	26	25	-6%	6%
51	Information and cultural industries	11	15	31%	-6%
44-45	Retail trade	15	14	-7%	-2%
52	Finance and insurance	<10	<10	N/A	6%
56	Administrative and support, waste management and remediation services	<10	<10	N/A	3%
62	Health care and social assistance	<10	<10	N/A	8%
81	Other services (except public administration)	<10	<10	N/A	-5%
X0	Unclassified	<10	<10	N/A	N/A
11	Agriculture, forestry, fishing and hunting	0	0	N/A	-8%
21	Mining, quarrying, and oil and gas extraction	0	0	N/A	4%
22	Utilities	0	0	N/A	6%
23	Construction	0	0	N/A	6%
31-33	Manufacturing	0	0	N/A	-2%
41	Wholesale trade	0	0	N/A	-2%
48-49	Transportation and warehousing	0	0	N/A	16%
53	Real estate and rental and leasing	0	0	N/A	-4%
54	Professional, scientific and technical services	0	0	N/A	13%
55	Management of companies and enterprises	0	0	N/A	23%
71	Arts, entertainment and recreation	0	0	N/A	-24%
72	Accommodation and food services	0	0	N/A	-25%
	Total	131	127	-3%	1%

Source: EMSI Analyst 2021.Q3

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To understand how each subsector supports employment, Table 10 presents 2021 job count data at a 4-digit NAICS level. For these industries, the first two digits correspond to the "parent" industry in Table 9, while the latter two digits note a more specific industry classification.

Table 10: Employment Totals by Industry, Red Rock, 2021

NAICS	Description	Jobs in Red Rock 2021
6111	Elementary and secondary schools	47
9130	Local, municipal and regional public administration	25
4451	Grocery stores	14
5112	Software publishers	<10
5191	Other information services	<10
5221	Depository credit intermediation	<10
5222	Non-depository credit intermediation	<10
5614	Business support services	<10
5617	Services to buildings and dwellings	<10
6221	General medical and surgical hospitals	<10
6231	Nursing care facilities	<10
6239	Other residential care facilities	<10
8111	Automotive repair and maintenance	<10
8121	Personal care services	<10
8131	Religious organizations	<10
8132	Grant-making and giving services	<10
8141	Private households	<10
X000	Unclassified	<10
	Total	127

Source: EMSI Analyst, 2021.3 – Employees and Self-Employed

Staffing Patterns

Using staffing patterns, we can assess the occupations most frequently employed in the above sectors. As with Subsection 3.2, we will use labour shed data for this assessment. This is done to provide analysis on the availability of labour within a viable commuting distance. That is, for businesses in Red Rock that fall under the relevant sectors, the available labour supply would include individuals employed throughout the labour shed.

Table 11 therein presents staffing patterns for the 'education services', 'public administration', 'information and cultural industries', 'retail trade', 'finance and insurance', 'administrative and support, waste management and remediation services', 'health care and social assistance', and 'other services (except public administration)' sectors. This table presents all occupations with over 10 jobs in 2021.

Within the labour shed the most prevalent positions are 'sales support occupations', 'professional occupations in education services', and 'paraprofessional occupations in legal, social, community and educational services.' Notably, none of the occupations with job counts above 10 saw a decrease in positions from 2020 to 2021, while nine occupations had increases in total jobs.

Table 11: Staffing Patterns, Labour Shed, 2021

Occupation	Employed in Industry Group, 2020	Employed in Industry Group, 2021
Sales support occupations	66	67
Professional occupations in education services	52	52
Paraprofessional occupations in legal, social, community and education services	45	47
Service support and other service occupations	43	45
Office support occupations	44	44
Administrative and financial supervisors and administrative occupations	42	42
Professional occupations in law and social, community and government services	41	41
Professional occupations in nursing	34	35
Care providers and educational, legal and public protection support occupations	28	29
Sales representatives and salespersons - wholesale and retail trade	28	28
Service supervisors and specialized service occupations	27	27
Assisting occupations in support of health services	26	27
Technical occupations in health	23	23
Retail sales supervisors and specialized sales occupations	20	21
Specialized middle management occupations	20	20
Maintenance and equipment operation trades	15	16
Technical occupations related to natural and applied sciences	14	14
Transport and heavy equipment operation and related maintenance occupations	14	14
Professional occupations in business and finance	13	13
Occupations in front-line public protection services	13	13
Service representatives and other customer and personal services occupations	13	13
Professional occupations in health (except nursing)	11	12

Source: EMSI Analyst, 2021.3 – Employees and Self-Employed

3.4. 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 overall 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 readily 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 a relevant localized economy (i.e., Red Rock) to the level of employment concentration in one or more benchmark areas. In other words, does the local economy have proportionately more or fewer employees in specific industries than the benchmark area?

"Benchmarking" employment in Red Rock to Ontario, and Canada provides information on:

- The extent to which the labour shed 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 labour shed economy is producing goods or services over 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 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 and Canada. A location quotient of less than 0.75 usually indicates a lack of self-sufficiency, requiring the 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 the community. Therefore, it will export its goods or services and bring money into the community.

3.4.1. Location Quotient Analysis by Sector

Location Quotients (LQ) are used to help to identify the strengths of the community by highlighting employment concentrations. Scores above 1.25 indicate a high concentration relative to the benchmark. Figure 9 illustrates the employment concentrations (LQs) by industry, relative to Ontario and Canada.
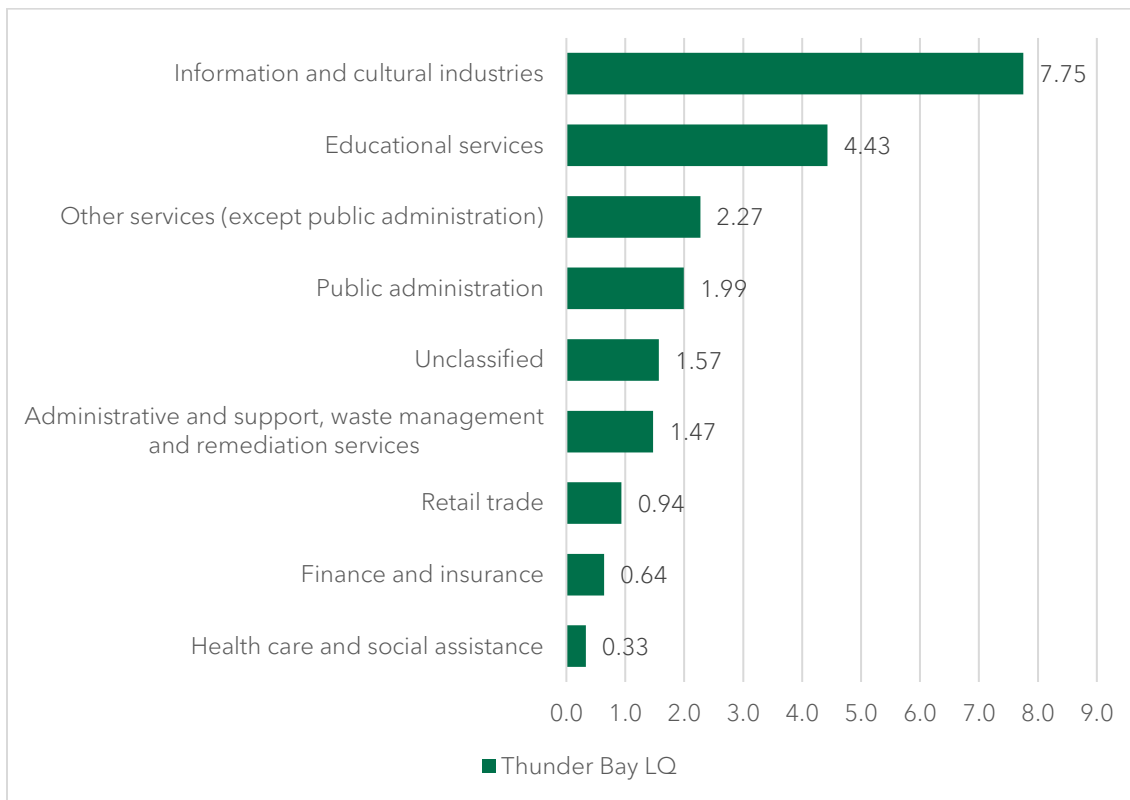
Figure 8: Concentrated Sectors in Red Rock, 2021
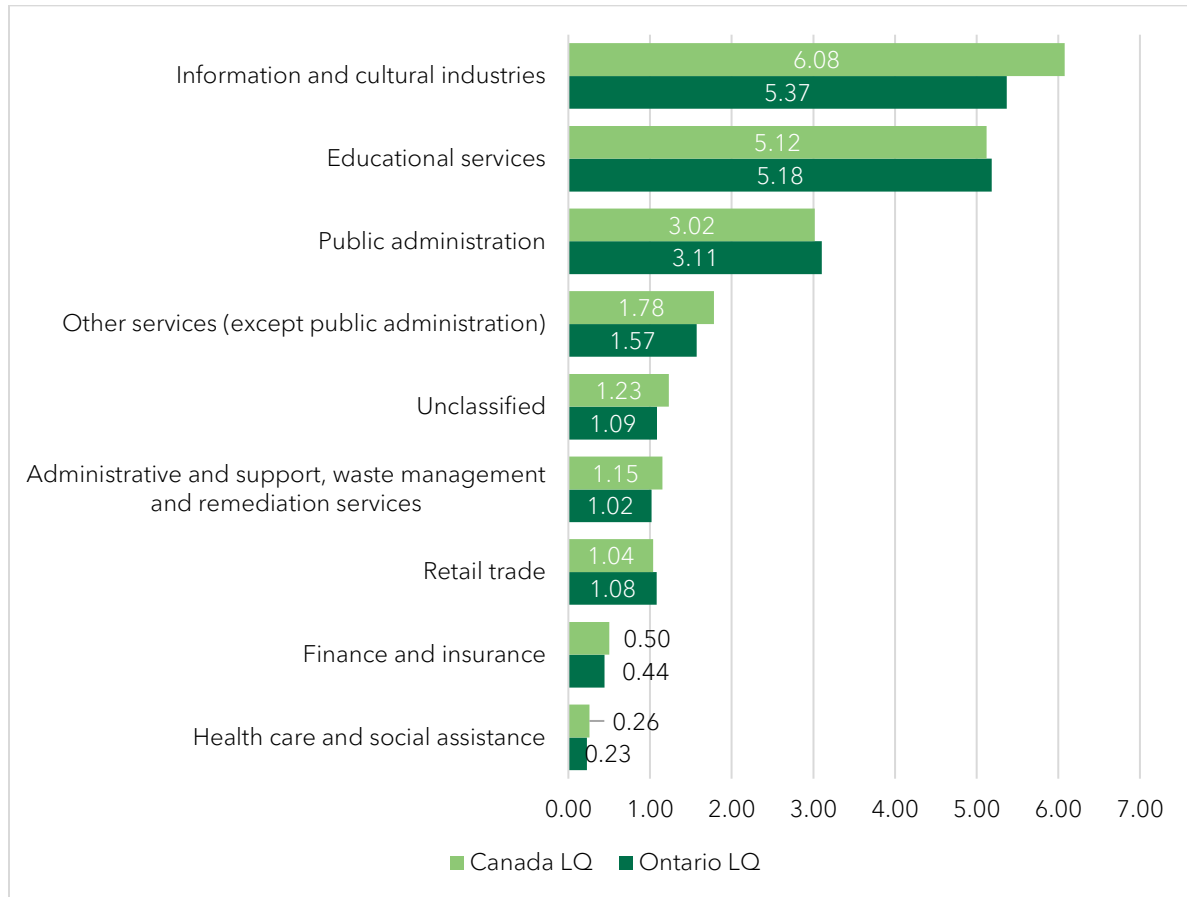
Source: Total number of jobs 2021 per sector is estimated by EMSI Analyst 2021.Q3. LQs were calculated by M&A.

The location quotients at the highest NAICS level (sectors) indicate that Red Rock has specializations/labour concentrations in information and cultural industries, educational services, public administration, and other services (except public administration).

Through discussions with Red Rock staff, it became clear that while provincial and national benchmarks are useful, a more relevant location quotient measure would be assessed against Thunder Bay data. This is done to reflect economies that are more similar and localized. As can be seen in Figure 9, once again 'information and cultural industries' stands out as a significantly more concentrated industry locally compared to Thunder Bay.

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Figure 9: Concentrated Sectors in Red Rock Relative to Thunder Bay, 2021

Source: Total number of jobs 2021 per sector is estimated by EMSI Analyst 2021.Q3. LQs were calculated by M&A.

3.5.   Shift-Share Analysis

Shift-share analysis compares the local employment growth/decline of regional jobs by occupation to the employment growth/decline of that occupation within Canada, as well as the job growth overall for Canada. More specifically, this tool examines the job growth/decline by attributing growth, stability, or decline in particular occupations over time due 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 and its relevant industry in the Canadian economy (with the economic growth component removed).

- Local economic growth: local job growth/decline that is attributable to the local 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).

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3.5.1. Shift-Share Analysis

This subsection examines occupations with the largest employment shifts associated with local factors. Table 12 presents employment changes of these occupations across national, industry and regional/local effects. An example of how to interpret the data follows the table.

Table 12: Shift-Share Analysis: Industries, Red Rock, 2021-2028

Description	2021 Totals	2028 Totals	Occ. Mix Effect	Nat'l Growth Effect	Expected Change	Local Effect
Business, finance and administration occupations	19	21	-1	1	0	2
Natural and applied sciences and related occupations	<10	<10	0	0	0	1
Health occupations	<10	<10	0	0	0	0
Occupations in education, law and social, community and government services	44	45	0	2	3	-2
Occupations in art, culture, recreation and sport	<10	<10	0	0	0	1
Sales and service occupations	27	26	0	1	1	-2
Trades, transport and equipment operators and related occupations	10	11	0	1	0	1
Natural resources, agriculture and related production occupations	<10	<10	0	0	0	0
Occupations in manufacturing and utilities	<10	<10	0	0	0	0
Unclassified	<10	<10	0	0	0	0
Management occupations	<10	<10	0	0	0	-1
Total	127	131	-1	5	4	0

Source: EMSI Analyst 2021.Q3

Business, finance and administration occupations are projected to grow by 2 jobs between 2021 and 2028. This may be attributed to the following:

National Economy	Industry Effects	Local Competitiveness
The overall growth in the national economy is projected to lead to one additional local job over that time.	The overall employment decline in the relevant industries nationally is projected to lead to a decrease of one job in that occupation class from 2021-2028	Thus, no new jobs in the occupation class in the Township of Red Rock can be attributed to non-local factors. As such, 2 jobs can be attributed to a "local growth effect".

The shift-share analysis identified the following occupations in Red Rock to have local economic growth, considering national and industry growth/decline:

1. Business, finance and administration occupations
2. Natural and applied sciences and related occupations
3. Occupations in art, culture, recreation and sport
4. Trades, transport and equipment operators and related occupations

Meanwhile, the shift-share analysis identified the following occupations in Red Rock to have local economic decline, considering national and industry growth/decline:

1. Sales and service occupations
2. Occupations in education, law and social, community and government services
3. Management occupations

As with other sections of this report, it should be noted that these projections reflect current realities and do not take into account local projects. As such, local initiatives not taken into account by these projections may lead to revised estimates and realities that see larger job growth through the next decade.

3.6.   Supply Chain and Export Data

Understanding supply chain gaps means knowing where the money is leaking out of the region. The most straightforward way to support growing businesses or establish a cluster is to understand when key employers are forced to procure supplies from outside of the community. Certain raw materials will always be imported, however, understanding gaps in required services and specific niche industries, will help facilitate recruitment and attraction of additional services to the region. The following table illustrates industries that already exist, and which could be further attracted into the economy to reduce leakage.

Table 13: Supply Chain Gaps Analysis, Red Rock

Regional requirements from:	Estimated Import Value	% Imported from outside of Red Rock
Retail trade	$269,128	96.13%
Information and cultural industries	$517,708	90.29%
Finance and insurance	$247,835	94.67%
Educational services	$899,626	96.72%
Health care and social assistance	$122,328	92.78%
Other services (except public administration)	$546,953	97.08%
Public administration	$1,569,844	93.52%

Source: EMSI 2021.Q3 based on National input-output tables from 2017

Similarly, measuring export data allows for an assessment of the value that goods created locally produce in sales external to the township. As can be seen in Table 14, in total, exported local goods were valued at $14.4 million, a significant value. Goods and services with the highest exported values were 'educational services' ($5.3 million) and 'public administration' ($5.1 million).

Table 14: Export Data, Red Rock

Industry	Exports
Retail trade	$557,709
Information and cultural industries	$1,618,809
Finance and insurance	$463,761
Educational services	$5,332,685
Health care and social assistance	$417,785
Other services (except public administration)	$918,787
Public administration	$5,112,598

Total	$14,422,134

Finally, an overall view of relevant local sectors helps provide a picture of the state of each sector. Specifically, Table 15 presents job, wage, and sales data for each of the above sectors. As can be seen, in 2021 these industries were responsible for 131 local jobs, wages of $6.3 million and gross sales of $15.8 million.

Table 15: Jobs, Wages, and Sales for Red Rock Industries, 2021

| Industry	Jobs	Wages	Sales
Retail trade	16	$327,494	$787,341
Information and cultural industries	16	$660,395	$1,797,620
Finance and insurance	<10	$118,747	$615,036
Educational services	50	$2,918,115	$5,567,437
Health care and social assistance	<10	$214,253	$484,109
Other services (except public administration)	11	$389,993	$1,220,537
Public administration	31	$1,657,493	$5,352,862
Total	131	$6,286,491	$15,824,943

APPENDIX 3

Today's Situation on Climate Change

Climate change has become a significant issue in today's situation. When referring to climate change, it is referred to as the phenomenon of human-accelerated global warming: an average global temperature rises without precedent in the planet's normal climatic cycle. Climate change has also come to serve as a proxy for referring to changes in other global systems as a result of human activities. Human activities, such as agriculture, deforestation, energy production and use, pollution, and more all have impacts on the earth.

Climate Change in Canada

In Canada, oil and gas, transportation, and buildings are the top three sources of emissions. Domestic and international experts have increased scrutiny on Canada's lack of climate action, highlighting that we have the worst record of all G7 countries.
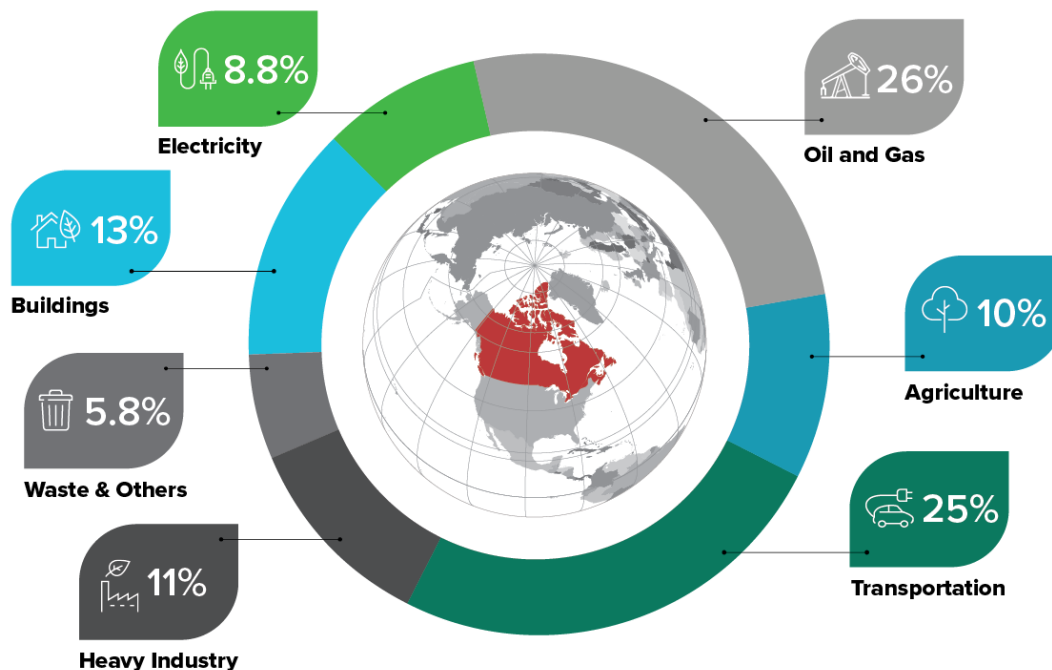
The impacts of this inaction are broad and can be observed in the increasingly severe and frequent extreme climate events occurring all over the world. In 2021, there were several record-breaking extreme climate events in Canada alone. British Columbia experienced massive flooding in November with experts describing the incident as possibly the most damaging and costliest in Canadian history. Conversely, drought

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conditions spread across 99 percent of the Prairies, making 2021 a particularly harsh year for wildfires, of which there were 2,500 more than the annual average. Record-breaking temperatures of 49.6°C scorched Lytton, British Columbia which precipitated a wildfire that destroyed most of the village. Later in the season, the Maritimes were battered by storms and hurricanes, particularly Hurricane Larry which broke the record for the longest-living hurricane in the Atlantic.

The current federal government and provincial governments have made commitments to reducing emissions and single-use plastics, increasing the number of electric vehicles, encouraging home retrofits, and adopting nature-based and technological solutions to clean up the environment and the economy. However, municipalities are on the front lines of climate change, and it will ultimately fall on communities to mitigate and adapt to changing climates, with changeable levels of support.

Opportunities

Despite the many unanswered questions and the stark realities faced by all, a changing climate presents some opportunities for positive change. The urgency of the situation makes it difficult to perceive these opportunities, but communities which are proactive in their approach to reducing their environmental impacts are increasingly perceived as desirable places to live by young and new Canadians alike.

Rethinking how communities are designed and how they ought to develop can be transformative not only for the quality of life of residents but for the long-term sustainability of the local economy. A brief list of potential areas to explore for the long-term prosperity of communities follows:

- Develop a Climate Action Plan and/or an Integrated Community Sustainability Plan to understand the ecological context and impact of the community and to develop strategies for hazards likely to occur in the community.

- Build partnerships with neighbouring communities, including First Nations.

- Circular economies and eco-industrial parks.

- Nature-based solutions (e.g., living versus manufactured fences, renaturalization).

- Expanding public transit internally and with neighbouring regions.

- Expanding pedestrian-only zones and infrastructure.

- Natural asset management and stewardship.

- Adopt green energy solutions, such as single-home and community geothermal.

- Facilitate retrofitting homes and municipal buildings.