



# **BUSINESS MIX** **ANALYSIS** | **Gaps and Opportunities**



Prepared by:

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# **Business Mix Analysis: Gaps and Opportunities**

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**Prepared for:  
The Town of Gananoque and the Township of Leeds and the Thousand Islands**

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## **1. EXECUTIVE SUMMARY**

The Town of Gananoque and the Township of Leeds and the Thousand Islands (referred to as Gananoque and TLTI in this document) collaborated with McSweeney & Associates to identify top business opportunities for investment attraction.

A brief snapshot of the area's population, education levels and fields of post-secondary study was prepared to understand the labour force available. The local labour force was found to be concentrated in occupations such as retail salespersons, food counter attendants, kitchen helpers, and registered nurses and registered psychiatric nurses. Noting that business/administration, health programs, education and engineering are the predominant fields of study in the area, there are some underutilized skills and labour leaving to work elsewhere.

Subsequently, a profile of the occupations employed within Gananoque and TLTI, and within a 30-minute drive time was undertaken. The metrics analyzed identified the following occupations, to be largely employed and to have current (and predicted future) growth. As such they are deemed as key occupations in investment attraction and economic development for the area:

- Accounting and related clerks;
- Information systems analysts and consultants;
- Professional occupations in advertising, marketing and public relations;
- Cabinetmakers;
- Other metal products machine operators;
- Contractors and supervisors, industrial, electrical and construction trades and related workers;
- Supervisors, supply chain, tracking and scheduling co-ordination occupations;
- Mathematicians, statisticians and actuaries; and
- Education policy researchers, consultants and program officers.

Moreover, a comparative business mix analysis and threshold analysis were used to understand what industries or businesses currently exist and/or are lacking in the region. Industries that are currently undersupplied in the area, relative to similarly sized communities, are in repair and maintenance (i.e. of motors, machines and equipment); health and personal care stores; and sporting goods, hobby, book and music stores. When comparing to communities with a slightly higher level of population density, professional, scientific and technical services were identified as a major gap. The threshold analysis (a theoretical capacity measure) acted as a secondary test in identifying major gaps and confirmed the same findings.

Through conversations with stakeholders, the business gaps identified were further explored and developed into market opportunities. The stakeholders confirmed the potential for growth and praised this strategic location for its low costs of doing business and extensive community resources. Gananoque and TLTI are in an ideal position— between rural and urban, close to major markets and various post-secondary institutions—to develop hi-tech and professional services sectors given the available workforce. Moving forward, the municipalities should focus on ensuring the reliability and full accessibility to utilities (i.e. internet and power) to guarantee business success and attraction.

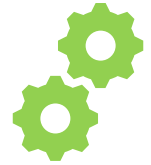
The top 10 business opportunities in Gananoque and TLTI as spelled out in the last page of this report. They are considered the best opportunities for business attraction given the business gaps identified, location-based factors for site selection (low cost of business, high quality of life) and the available workforce.





## **2. DATA SOURCES**

Please note that every effort has been made to use the most current data available. The major sources of data for this project were:



- Statistics Canada Census 2016; and
- EMSI Analyst Modelling Tool (2018-2023).

**The majority of data analyzed and reported to you by McSweeney & Associates was 2016/18 data from reliable private sources.**

### **The Challenges with Using Statistics Canada Data...**

Census data, collected every five years, is not fully released until close to 1.5 years after the collection date. "Specialized runs" or custom tabulations are sometimes not available for a time after that, are expensive, and take some time to prepare after being ordered. Furthermore, the data variables of greatest interest on a small geography bases are frequently "suppressed" to protect confidentiality.

### **EMSI Analyst Data**

EMSI mines data sources to bring various snapshots of the Canadian economy together in a single picture. First, it aligns the municipal geographies of the data from 2001 to the present. Then, it fuses the Survey of Employment, Payrolls and Hours; Labour Force Survey; Census; and other data sources in a model that balances the strengths and weaknesses of each data source to create more reliable data estimates than each individual data source. All this results in dependable detailed data at the small geography level (down to the Census Subdivision level) that is relevant to the needs of the municipal economic development office.

EMSI Analyst Data Sources include:

- Canadian Business Patterns (CBP);
- Canadian National Input-Output Tables 2012 /2013
- National Household Survey 2011/Census 2001/2006/2016;
- Survey of Employment, Payrolls and Hours (SEPH);
- Labour Force Survey (LFS); and
- Postsecondary Student Information System (PSIS).

We have used EMSI Analyst for years, trust their data estimates, and have a close working relationship with their staff.

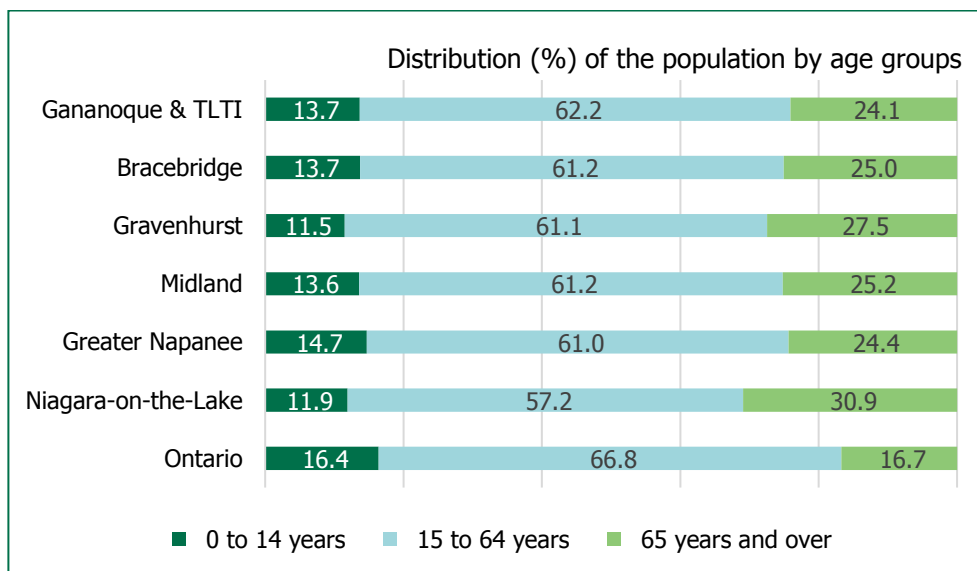


### 3. SELECT DEMOGRAPHIC AND LABOUR FORCE CHARACTERISTICS

The first phase of this study focuses on providing an understanding of select demographic and labour force characteristics of the combined populations of Gananoque and TLTI. The data presented in this section is Statistics Canada’s 2016 Census.

The following three figures on this page illustrate key population characteristics. Gananoque and TLTI have a combined population of 14,624 persons strong. The tables on this page and the following depict the age, income, and educational profile of the municipalities combined.

**Figure 1: Population Age Profile, 2016**



Population 2016: **14,624**

Population 2011: **14,471**

Population growth: **1%**

Average Age: **47**

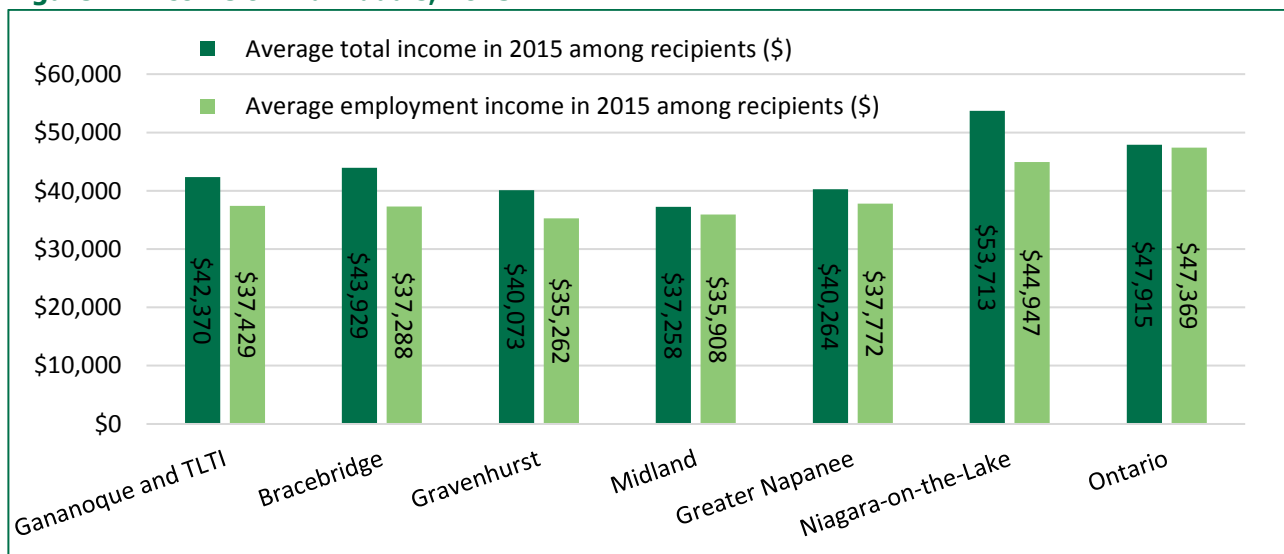
Median Age: **51**

Total private dwellings:  
**7,419**

Private dwellings occupied by  
usual residents: **6,265**

Source: Statistics Canada’s 2016 Census

**Figure 2: Income of Individuals, 2015**



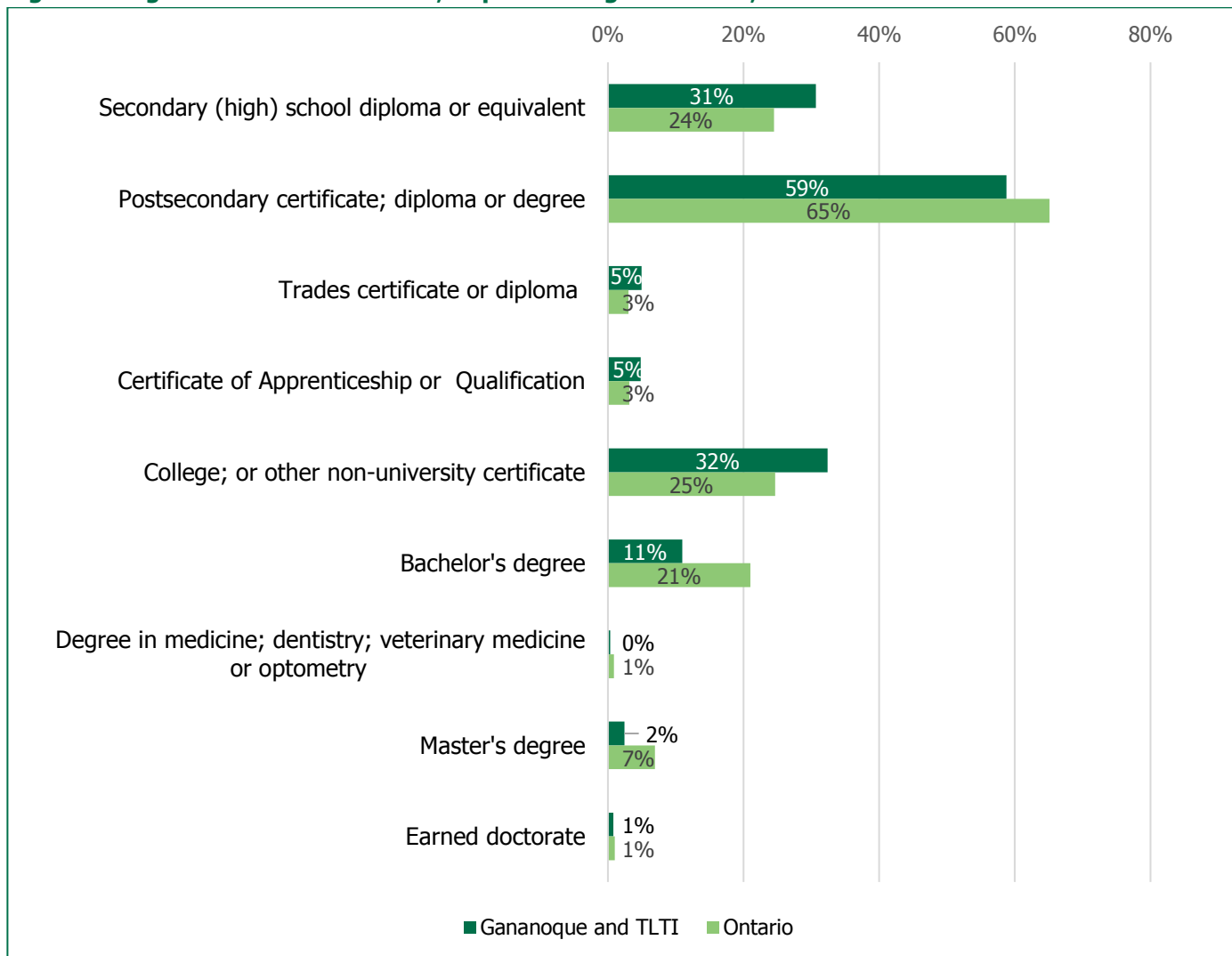
Source: Statistics Canada’s 2016 Census



In terms of education, Gananoque and TLTI combined boast a highly educated population, with 60% of residents attaining post-secondary education. The most common level of education is college. There are approximately 2,500 college graduates in the area, and 1,180 university graduates.

Figure 3 shows educational attainment for residents of Gananoque and TLTI, aged 25 to 64, compared to Ontario. The area has a concentration of individuals trained in trades and apprenticeships, with a larger percentage of the population with this type of education relative to Ontario.

**Figure 3: Highest Level of Education, Population Ages 25 to 54, 2016**



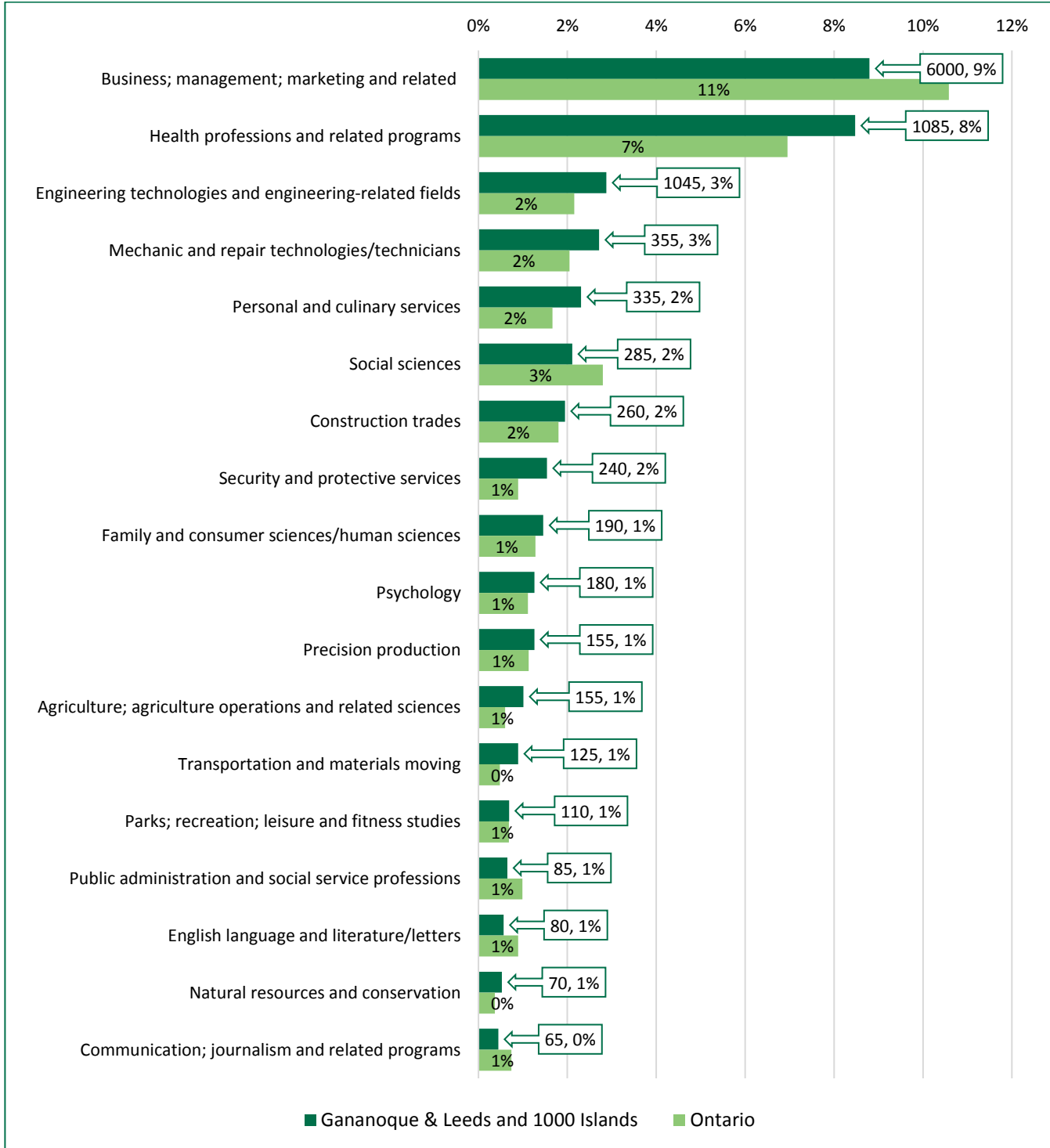
Source: Statistics Canada's 2016 Census





The skills and training that residents of Gananoque and TLTI have could very well support includes entrepreneurs, the medical sector, manufacturing and engineering services. Figure 4 illustrates major fields study for residents of Gananoque and TLTI, ages 15 and older.

**Figure 4: Major Field of Study, Population Ages 15 and Older, 2016**



## 4. LABOUR FORCE ANALYSIS

### 4.1 Understanding Labour Force Commuter Flows



Approximately 3,620 persons have a **usual place of work**<sup>1</sup> in Gananoque and TLTI. The area attracts approximately 1,035 persons from out of town to work in the area. Moreover, 2,765 residents commute to work outside of the area, that is, 52% of the resident labour force is leaving the community for work every day. The following tables illustrate where workers come from, and where local residents work. Tables 1 and 2 are indicative of where the potential labour shed lies.

**Table 1: Place of Residence for Persons Commuting to Work in the Area, 2016**

Place of Residence	Total	Male	Female
Gananoque and TLTI	2,585	1,235	1,345
Kingston, CY	480	255	225
Brockville, CY	150	90	55
Front of Yonge, TP	115	60	45
South Frontenac, TP	95	45	55
Elizabethtown-Kitley, TP	45	10	30
Rideau Lakes, TP	40	10	30
Rideau Lakes, TP	35	15	20
Augusta, TP	30	10	25
Athens, TP	25	10	10
Elizabethtown-Kitley, TP	20	10	15
<b>Total residents with usual place of work</b>	<b>3,620</b>	<b>1,750</b>	<b>1,855</b>
Number of non-residents working in the area	1,035	515	510
% of non-residents working in the area	29%	29%	27%

Source: Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016325. Based on a 25% sample. Note that due to estimation, the male and female categories do not necessarily add up to the "Total", as they are estimated separately.

<sup>1</sup> Statistics Canada estimates commuting flows using labour force aged 15 years and over having a usual place of work, in private households, based on 25% sample data

**Table 2: Where the Resident Labour Force Works, 2016**

<b>Place of Work - Name</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>
Gananoque and TLTI	2,585	1,235	1,345
Kingston, CY	1,980	920	1,060
Brockville, CY	420	185	240
Front of Yonge, TP	90	40	45
Rideau Lakes, TP	70	30	40
Elizabethtown-Kitley, TP	65	35	30
Ottawa, CV	45	30	15
Athens, TP	45	20	25
Smiths Falls, T	25	10	20
Toronto, C	25	10	10
<b>Total residents with usual place of work</b>	<b>5,350</b>	<b>2,515</b>	<b>2,830</b>
Number of residents leaving for work	2,765	1,280	1,485
% of Residents leaving for work	52%	51%	52%

Source: Stats Canada - 2016 Census. Catalogue Number 98-400-X2016325. Based on a 25% sample. Note that due to estimation, the male and female categories do not necessarily add up to the "Total", as they are estimated separately.

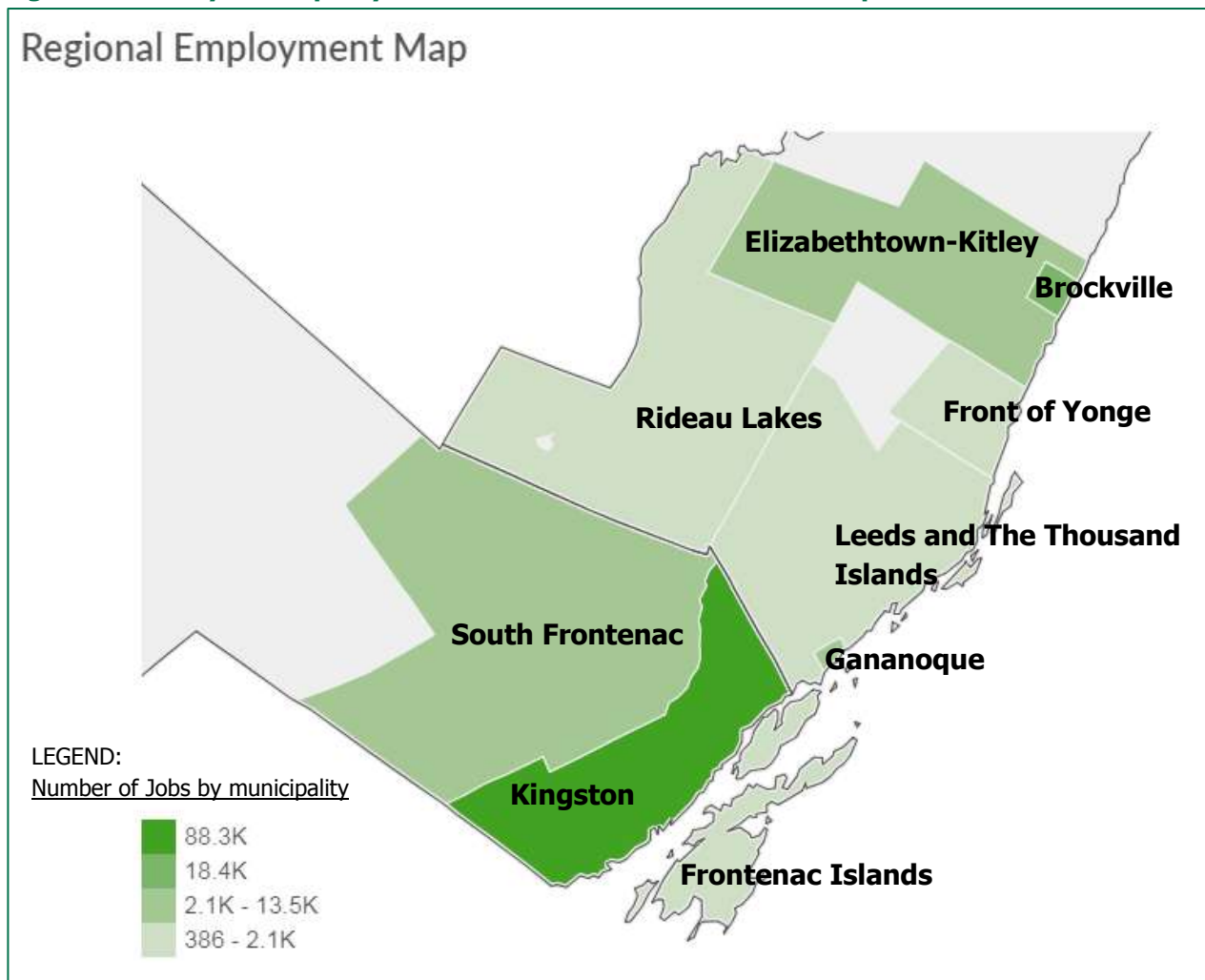
Based on the commuting flow patterns it is clear that residents of Gananoque and TLTI are traveling primarily to Kingston and Brockville for work. On the other hand, workers are also primarily commuting from Kingston and Brockville to work in Gananoque and TLTI. Labour flows indicate that commuters travel approximately 30-minutes to or from the area for work.

The primary source of workforce for labour force-based investment attraction for the region of study is Gananoque and TLTI combined. However, a secondary labour shed is available, which includes the municipalities within a 30-minute drive of Gananoque and TLTI.

A heat map of the municipalities (and their job density) within the 30-minute drive is shown in Figure 3.



Figure 3: Jobs by Municipality Within a 30-Minute Drive of Gananoque and TLTI



Source: EMSI Analyst, 2018



## 4.2 The Gananoque and TLTI Labour Market

In 2016, there were approximately 7,610 persons in the labour force<sup>2</sup>. In 2018 there are approximately 5,923 jobs in in the area. Table 3 identifies the top occupations employed in 2018. The table also shows changes in demand for those occupations. Anecdotally, it is well known to the municipalities that there are approximately 300 persons with occupations related to product assembling (working at Cardinal Health), and approximately 200 employees working in gambling-related occupation (employed at Shorelines Casino Thousand Islands).

**Table 3: Occupational Demand (Employed), 2013-2018**

NOC <sup>3</sup>	Description	2013 Jobs	2018 Jobs	2013 - 2018 Change	2013 - 2018 % Change
6421	Retail salespersons	169	205	36	21%
6313	Accommodation, travel, tourism and related services supervisors	114	172	58	51%
6711	Food counter attendants, kitchen helpers and related support occupations	162	169	7	4%
6731	Light duty cleaners	125	153	28	22%
6611	Cashiers	173	147	-26	-15%
6411	Sales and account representatives - wholesale trade (non-technical)	92	129	37	40%
0621	Retail and wholesale trade managers	195	129	-66	-34%
6513	Food and beverage servers	99	117	18	18%
5254	Program leaders and instructors in recreation, sport and fitness	60	89	29	48%
6221	Technical sales specialists - wholesale trade	77	88	11	14%
0821	Managers in agriculture	179	83	-96	-54%
6322	Cooks	88	75	-13	-15%
1221	Administrative officers	74	75	1	1%
6211	Retail sales supervisors	67	71	4	6%
6525	Hotel front desk clerks	86	71	-15	-17%
9537	Other products assemblers, finishers and inspectors	42	70	28	67%
6733	Janitors, caretakers and building superintendents	80	69	-11	-14%
2171	Information systems analysts and consultants	47	63	16	34%
1123	Professional occupations in advertising, marketing and public relations	53	61	8	15%
4154	Professional occupations in religion	34	60	26	76%
3219	Other medical technologists and technicians (except dental health)	48	58	10	21%
6552	Other customer and information services representatives	40	58	18	45%
1431	Accounting and related clerks	51	54	3	6%
4030	Secondary and elementary school teachers and educational counsellors, n.e.c.	55	54	-1	-2%

Source: EMSI Analyst 2018.

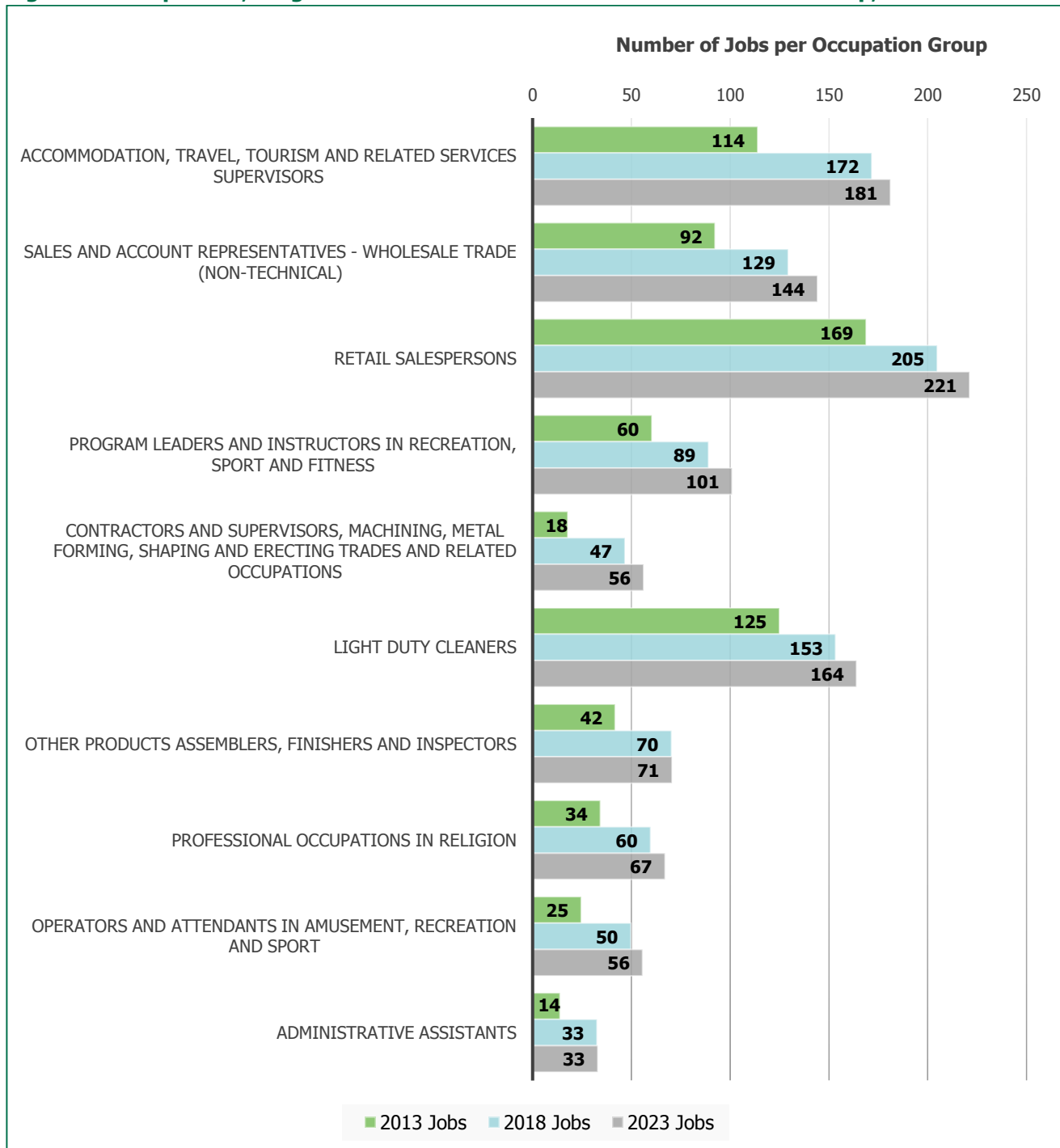
The following figure shows those occupations which grew the most, by total number of new jobs, over the past 5 years in the area. The table also shows the projected demand for the largest growing occupations. All of the occupations illustrated in Figure 4 are expected to grow or remain stable between now and 2023.

<sup>2</sup> The labour force consists of all persons, employed and unemployed, who are available to contribute to the production of goods and services.

<sup>3</sup> National Occupational Classification (NOC) 2016 - Statistics Canada



**Figure 4: Occupations, Largest Absolute Jobs Growth in the Town and Township, 2013-2018**



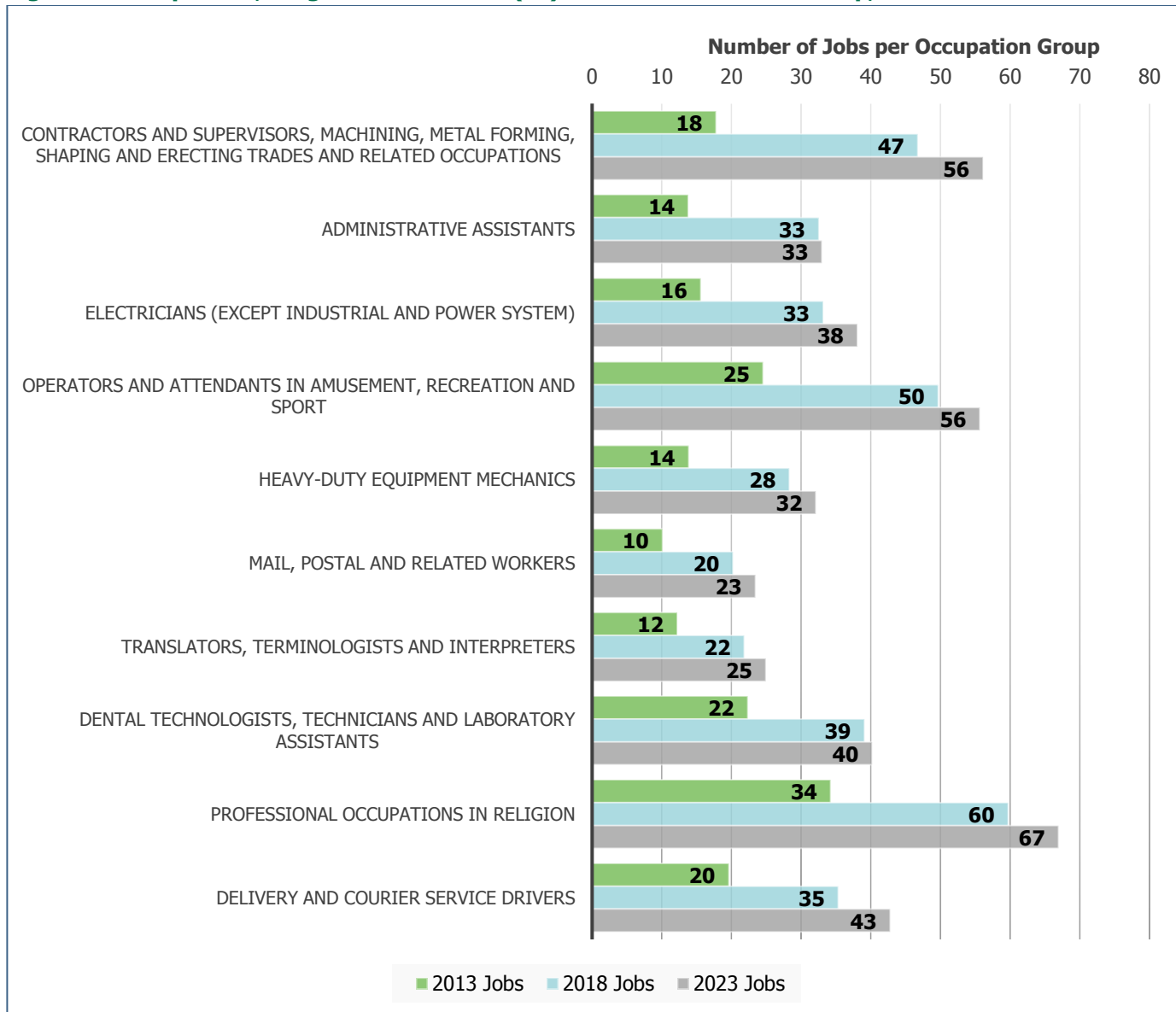
Source: Job numbers from EMSI Analyst 2018.

The following figure shows those occupations with the largest percentage jobs growth, and their projected demand in the next 5 years.





**Figure 5: Occupations, Largest Jobs Growth (%) in the Town and Township, 2018-2023**

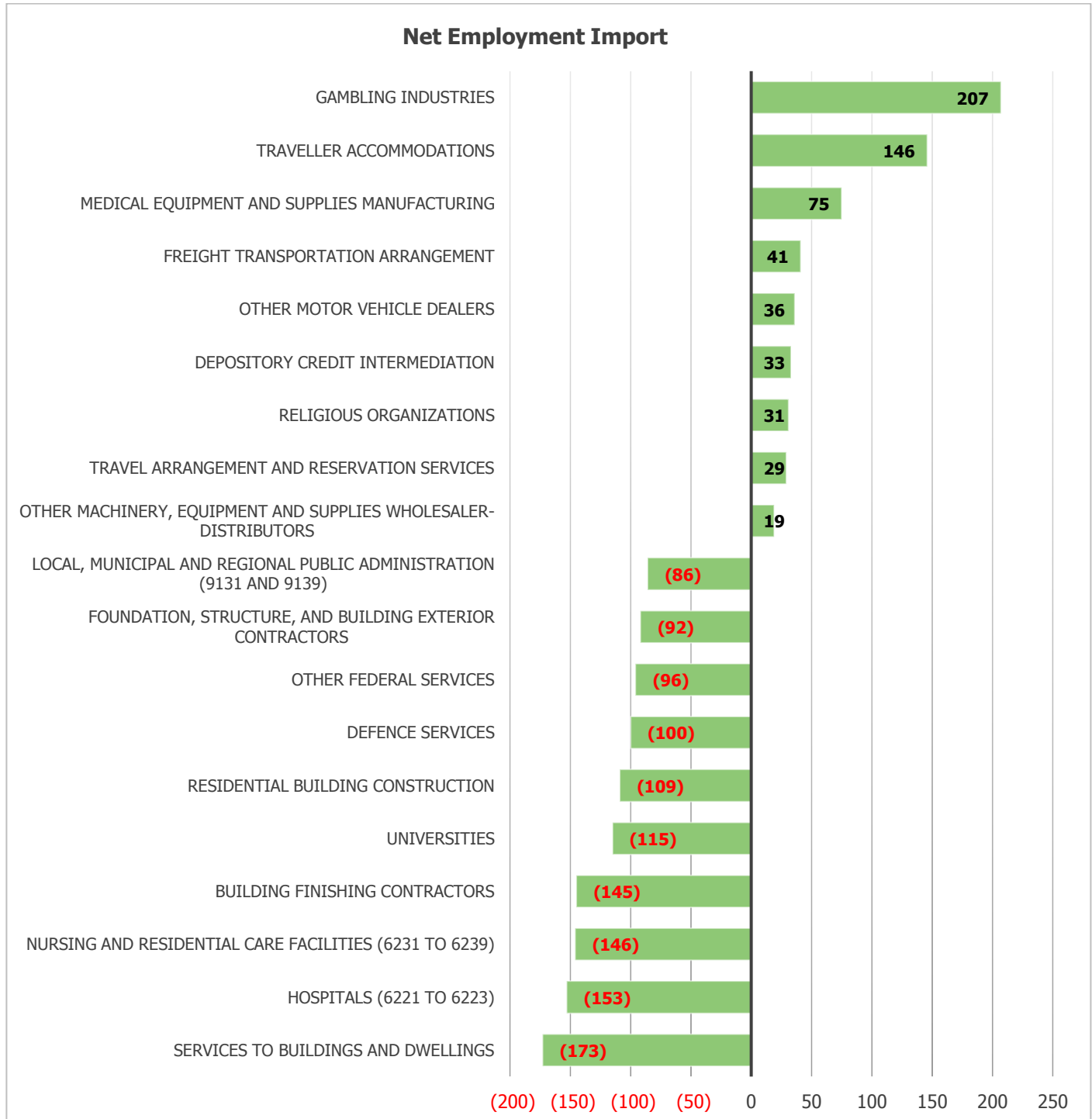


Source: Job numbers from EMSI Analyst 2018.



The following table illustrates the number of workers that leave or come into the area for work. The area primarily attracts labour for gambling and tourism industries, and primarily exports construction and healthcare related labourers. The exporting industries (numbers in red) represent a gap in jobs for the local labour force.

**Figure 6: Labour Flows by Industry, 2016**

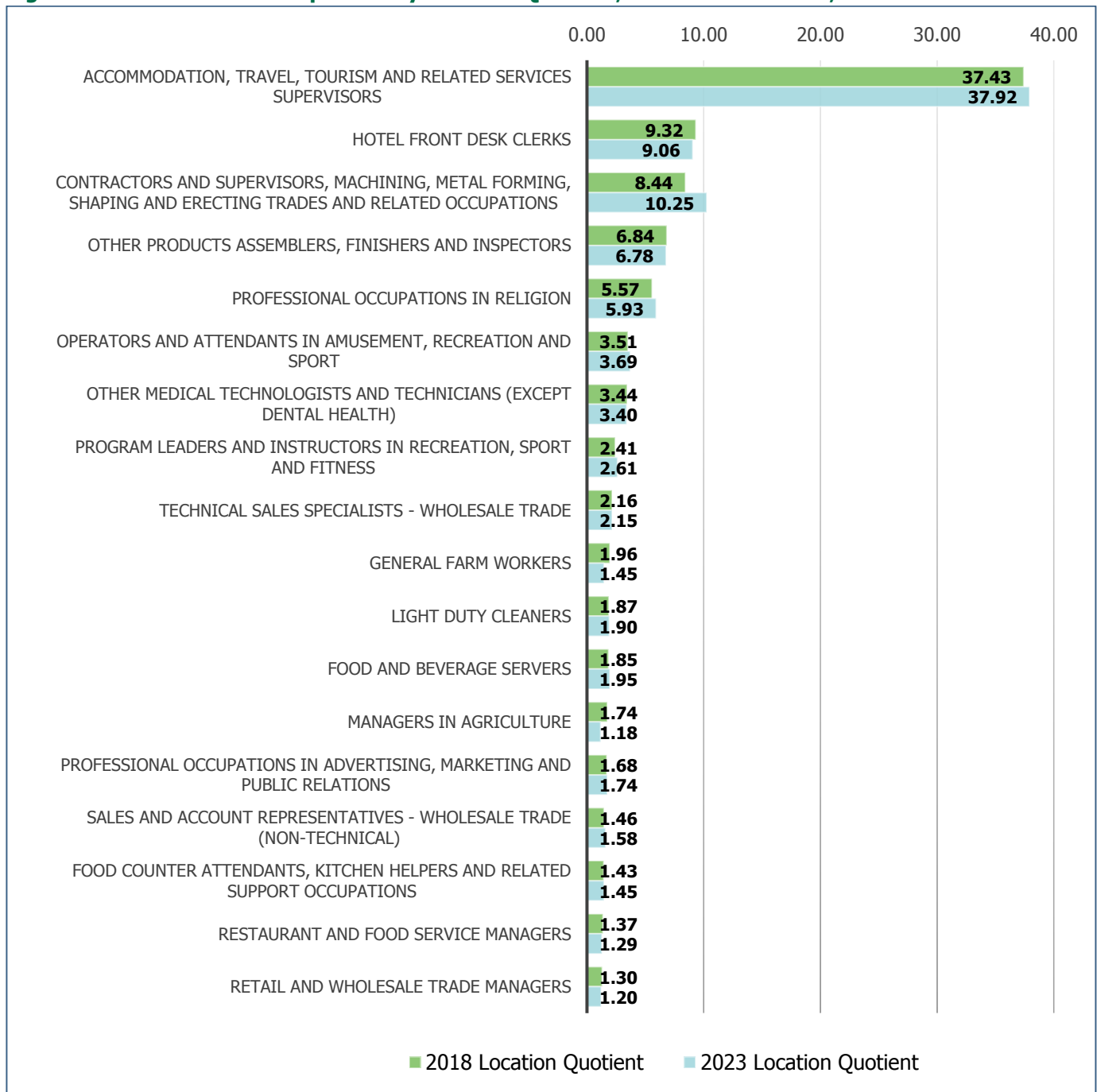


Source: Job numbers from EMSI Analyst 2018.



Gananoque and TLTI have a diverse labour force. It should be noted that the area currently has a concentration of jobs in occupations that support tourism. However, other industries are growing and are also concentrated in the area relative to the rest of Canada (based on the location quotient measure of relative concentration- figure below). For example, contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations, is projected to be increasingly concentrated in the area.

**Figure 7: Concentrated Occupations by Location Quotient, Relative to Canada, 2018-2023**



Source: EMSI Analyst, 2018



### 4.3 Local Labour Market Gaps

A labour market gap is measured as the difference between the number of workers in the local labour force compared to the local jobs. Overall, this gap is estimated to be more than 1,600 jobs in 2016. This gap is the difference between the number of jobs (by occupation) in the region as compared to the number of workers in the region employed in that occupation.

The labour market gap indicates an opportunity to grow the industries that employ these occupations. The occupations with the largest absolute gap are: trades; transport and equipment operators and related occupations; and occupations in education; law and social; community and government services.

**Table 4: Local Labour Market Gaps**

<b>Labour Force by Occupation</b>	<b>Residents by Occupation</b>	<b>Local Jobs by Occupation</b>	<b>Jobs Gap</b>
0 Management occupations	855	571	-284
1 Business; finance and administration occupations	1015	802	-213
2 Natural and applied sciences and related occupations	245	398	153
3 Health occupations	535	396	-139
4 Occupations in education; law and social; community and government services	755	497	-258
5 Occupations in art; culture; recreation and sport	185	179	-6
6 Sales and service occupations	2040	2008	-32
7 Trades; transport and equipment operators and related occupations	1240	655	-585
8 Natural resources; agriculture and related production occupations	190	107	-83
9 Occupations in manufacturing and utilities	420	215	-205

Source: 2016 Statistics Canada Census Profile and EMSI Analyst 2018



Gananoque and TLTI have a strong labour force that supports their main industries through the following main occupations:

### **Tourism**

- Accommodation, travel, tourism and related services supervisors
- Food counter attendants, kitchen helpers and related support occupations
- Food and beverage servers
- Light duty cleaners



### **Agriculture**

- Managers in Agriculture
- General farm workers



### **Manufacturing**

- Other products assemblers, finishers and inspectors
- Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations



### **Health Care**

- Nurse aides, orderlies and patient service associates
- Other medical technologists and technicians (except dental health)



### **Professional, scientific and technical services**

- Professional occupations in advertising, marketing and public relations
- Accounting and related clerks
- Information systems analysts and consultants



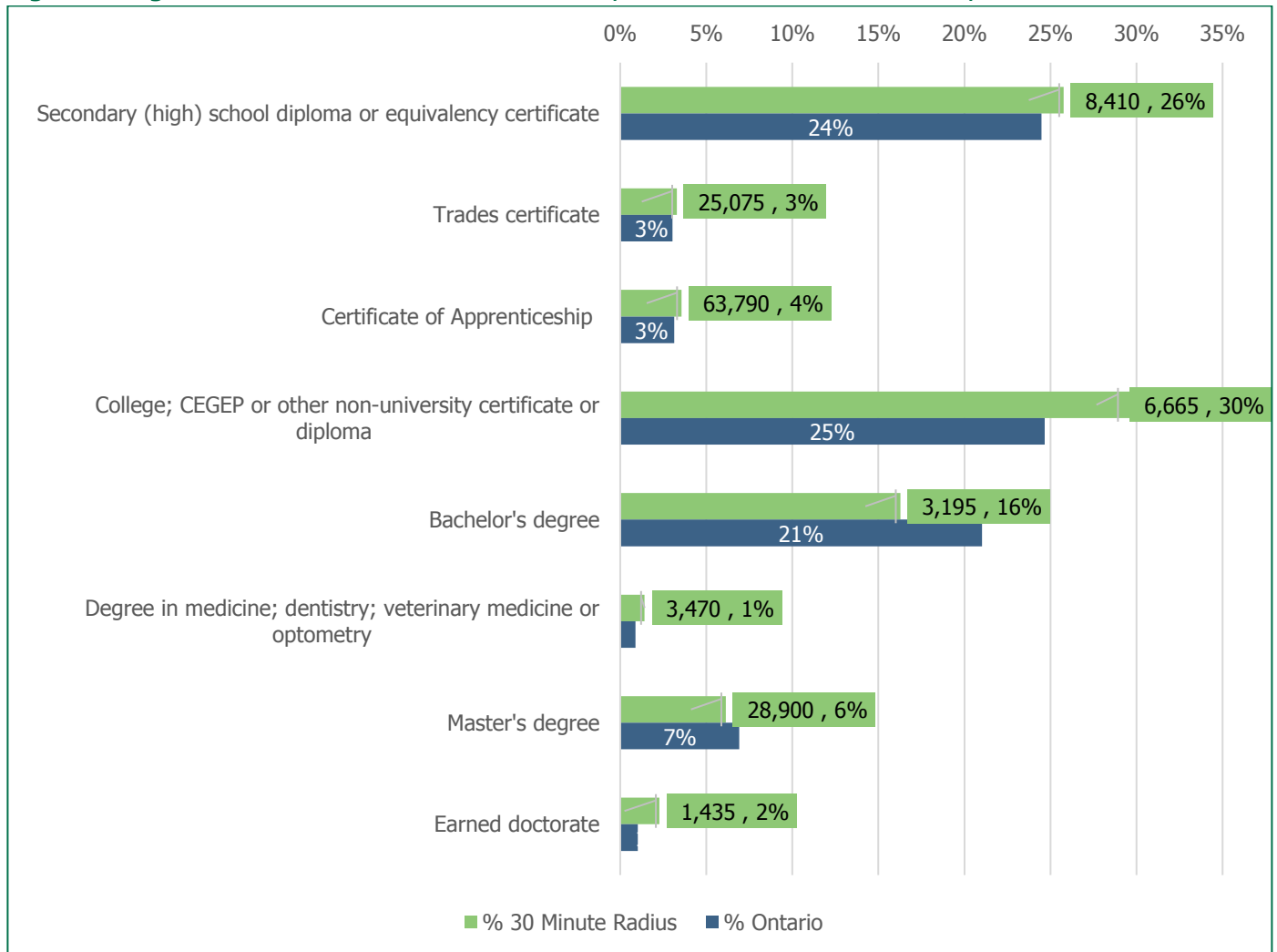
In the next section, we explore the occupational capacity and commonly available skills for the labour shed in order to identify the industries that can be supported based on the labour force available within a 30-minute drive from the Town and Township.

## 4.4 Labour Market Trends Within a 30-Minute Radius

### 4.4.1 Education and Training

Within a 30-minute commute, the available labour shed has over 63,000 persons with postsecondary education (i.e. 66% of the population reached post-secondary education). Figure 8 shows the levels of education attained by persons living within 30 minutes of Gananoque and TLTI, aged 25 to 64. This area has a larger percentage of residents with earned doctorates than Ontario.

**Figure 8: Highest Level of Educational Attainment, 30-Minute Commute Radius, 2016**



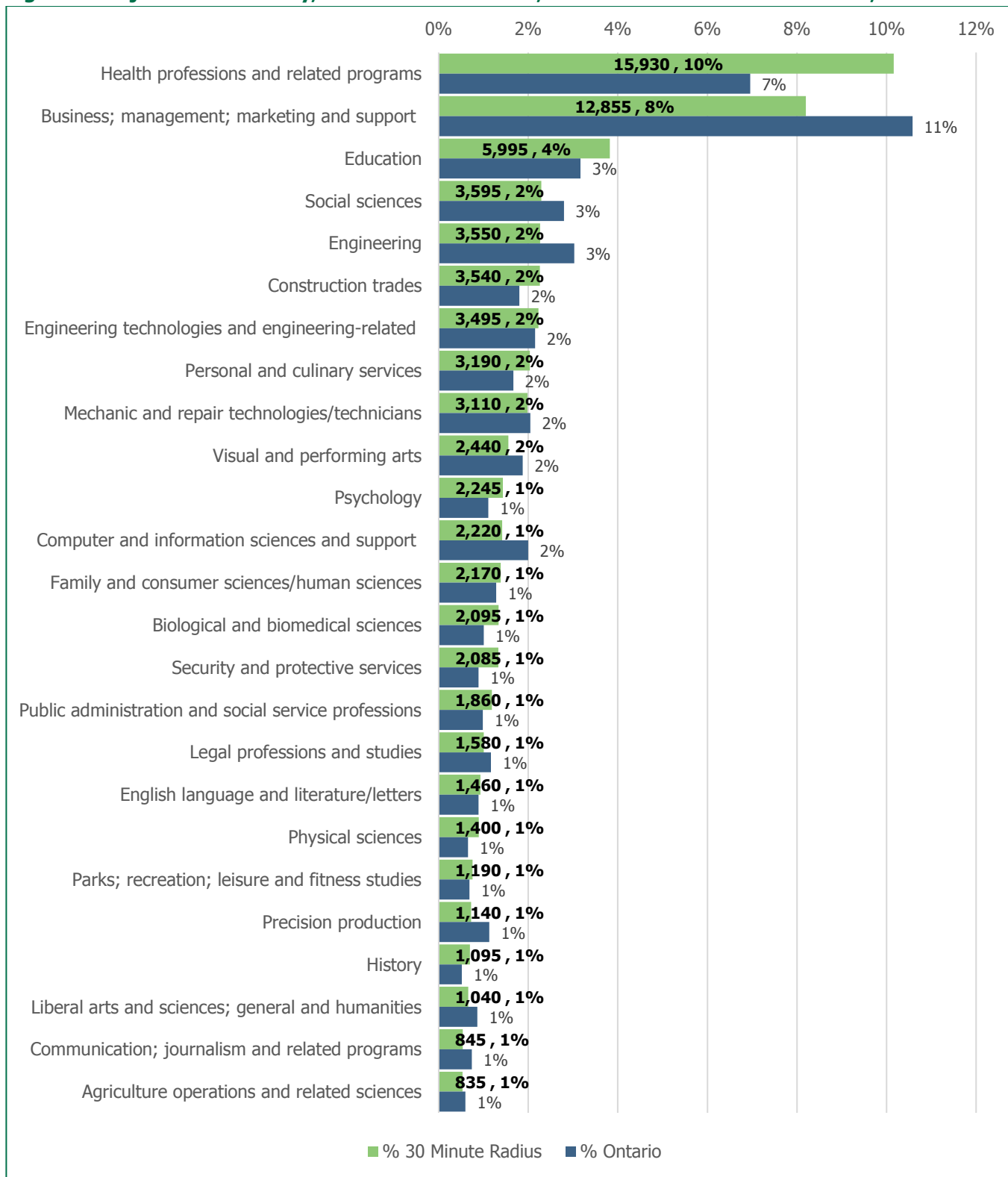
Source: 2016 Statistics Canada and McSweeney & Associates

The following page shows the skills and training of the 30-minute commute radius population. There are over 15,930 persons with training related to the health profession, which makes it the most popular field of study, followed closely by training in business; management and marketing.





**Figure 9: Major Fields of Study, Persons 15 and Older, in a 30-Minute Commute Radius, 2016**



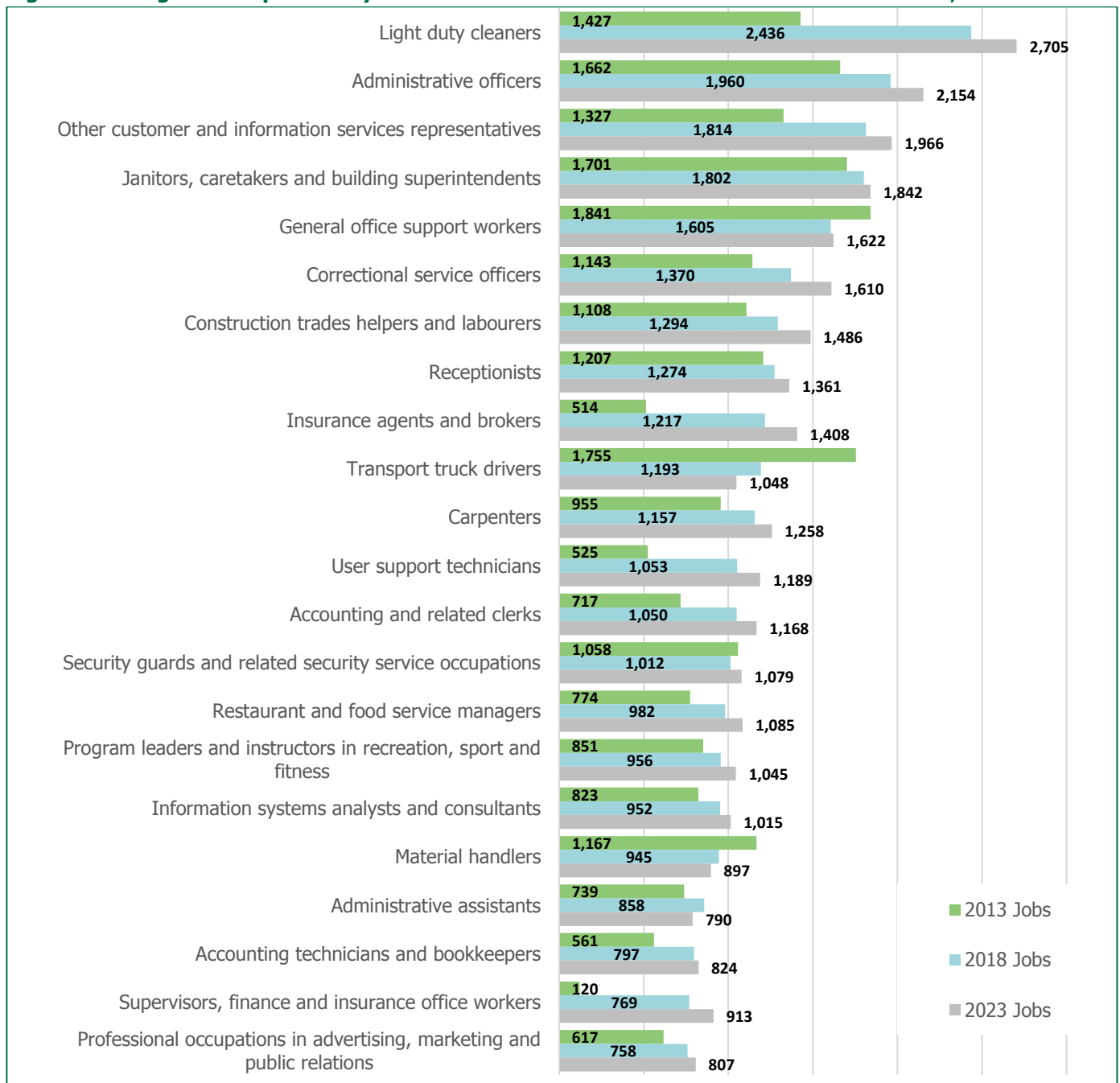
Source: 2016 Statistics Canada and McSweeney & Associates



**4.4.2 Trends in Occupations**

The total labour force in the labour shed is approximately 105,000 persons. The most common occupations are retail salesperson (4,267 jobs), food counter attendants and kitchen helpers (3,519 jobs), and registered nurses and registered psychiatric nurses (3,152 jobs). Figure 10 looks at the largest occupations outside of retail, health and education.

**Figure 10: Largest Occupations by Number of Jobs within a 30-Minute Commute Radius, 2018**

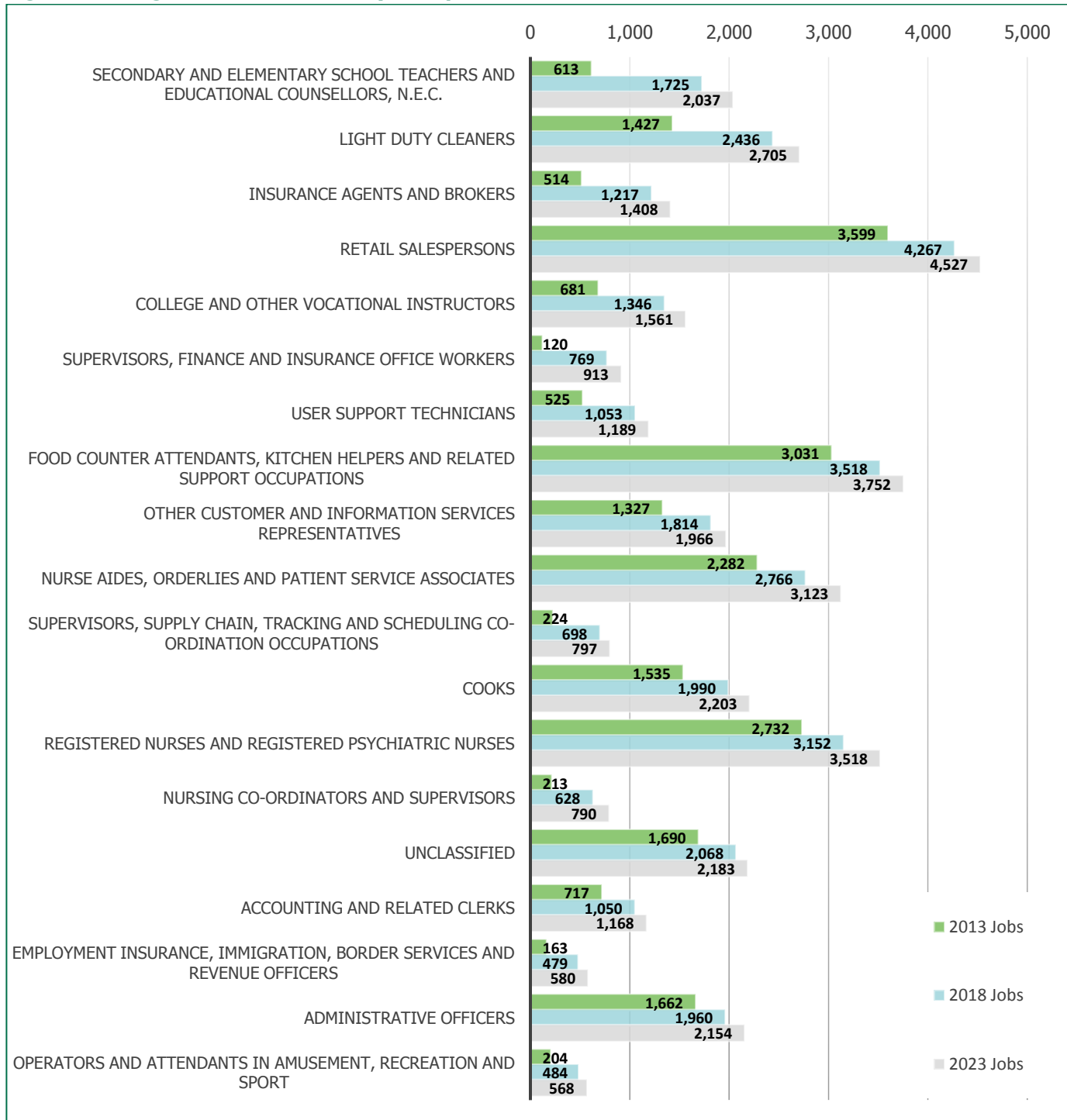


Source: EMSI Analyst 2018



Figure 11 illustrates the occupations that saw the largest increase in jobs between 2013 and 2018.

**Figure 11: Largest Growth in Jobs by Occupations Within a 30-Minute Commute Radius, 2013-2028**



Source: EMSI Analyst 2018

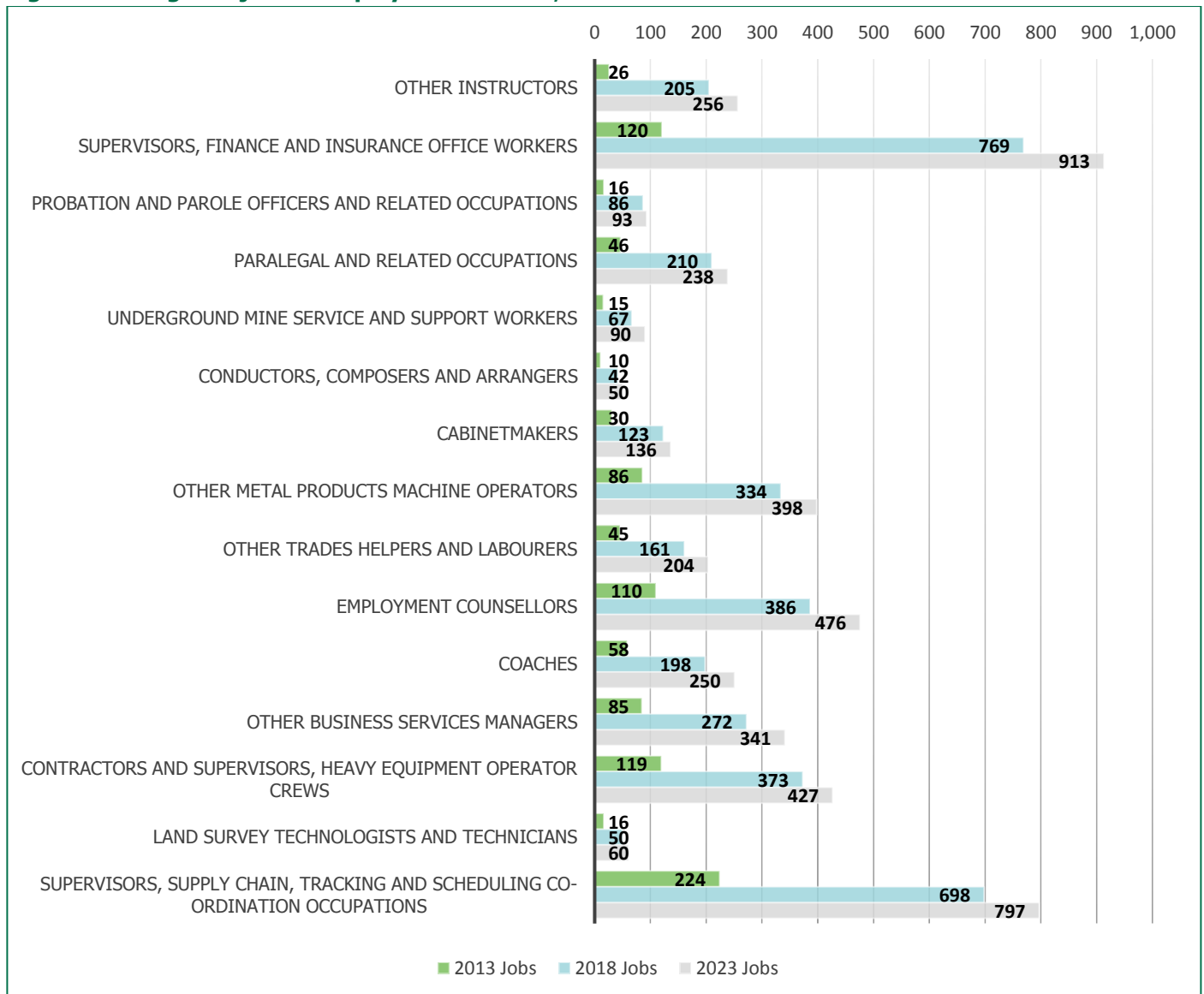


The occupations that are projected to have the largest growth (by percent change) are:

- Other instructors; (i.e. driving instructor, instructor, modelling and finishing school, motorcycle driving instructor, and sewing instructor - non-vocational)
- Supervisors, finance and insurance office workers; and
- Probation and parole officers and related occupations.

Moreover, although not included in the table below, other occupations that are expected to have large employment growth in the next five years include: registered nurses and registered psychiatric nurses and; nurse aides, orderlies and patient service associates.

**Figure 12: Large Projected Employment Growth, 2013-2023**

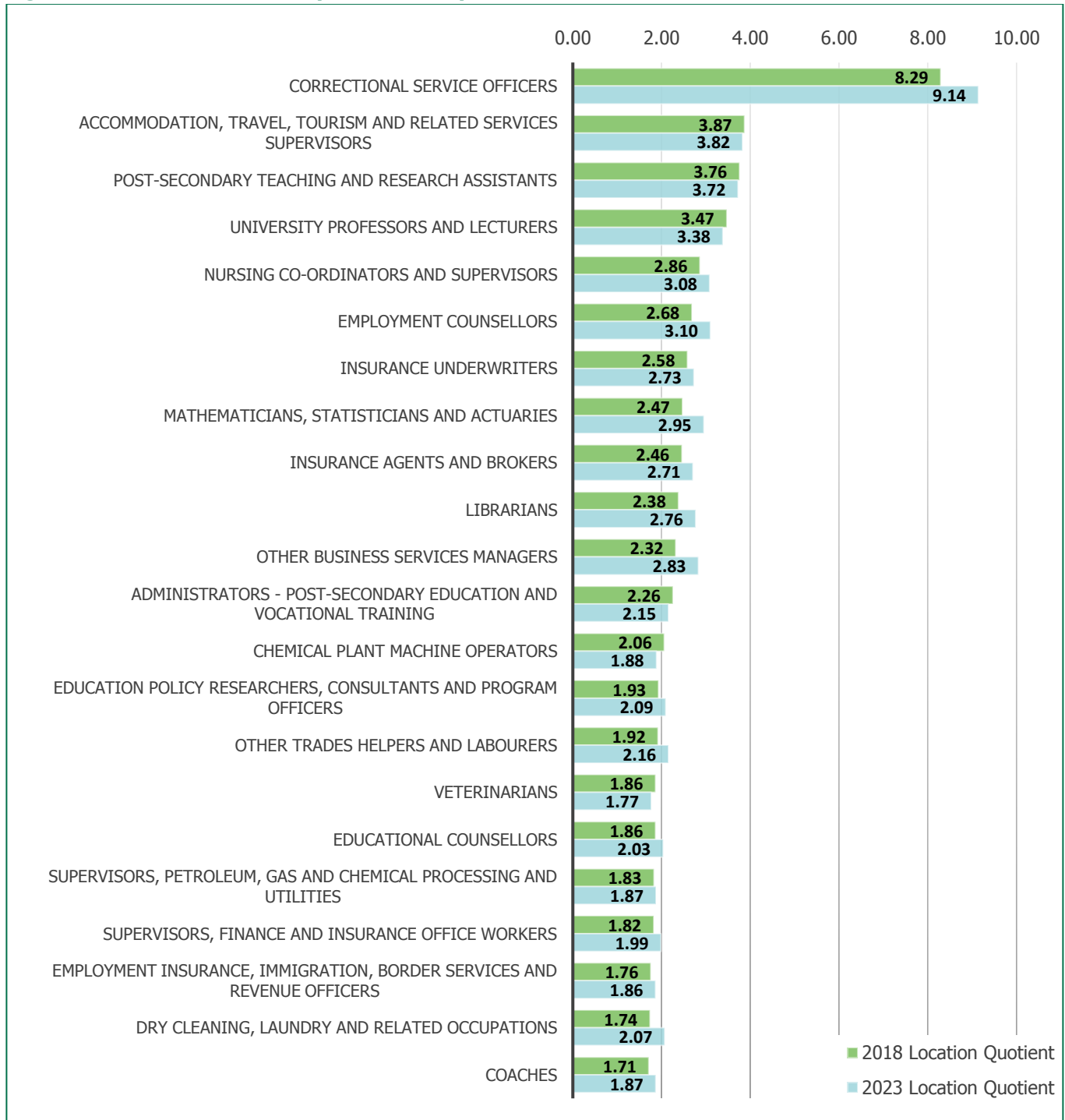


Source: EMSI Analyst 2018



Within a 30-minute commute time radius from Gananoque and TLTI, the most concentrated occupations include correctional service officers; accommodation, travel and tourism and related services supervisors; and post-secondary teaching and research assistants.

**Figure 13: Concentrated Occupational Groups Within a 30-Minute Drive, 2018-2023**



Source: EMSI Analyst 2018



## 4.5 Conclusions on the Capacity and Demand in the Regional Labour Market

The following key metrics were utilized to analyze the regional labour market's occupational characteristics:

- Highest occupational employment;
- Largest growth in occupational employment (2013-2023);
- Fastest growth in occupational employment (2013-2023); and
- Occupational concentration.

Based on the conclusions from preceding sections, we identified occupations within a 30-minute commute time from Gananoque and TLTI that "rise to the top" in terms of occupational capacity and supply for industries. Note that we have removed any occupations directly related to the public sector, as these are normally not areas of interest for investment attraction. With that said, as the baby boomers continue to age, it is expected that there will be an increasing demand for health services to that cohort: palliative care, retirement homes, personal support workers and nurses.

The following occupations represent opportunities for their potential to attract new businesses into the area, as they stood out in the analysis above:

- **Accounting and related clerks;**
- **Information systems analysts and consultants;**
- **Professional occupations in advertising, marketing and public relations;**
- **Cabinetmakers;**
- **Other metal products machine operators;**
- **Contractors and supervisors, industrial, electrical and construction trades and related workers;**
- **Supervisors, supply chain, tracking and scheduling co-ordination occupations;**
- **Mathematicians, statisticians and actuaries; and**
- **Education policy researchers, consultants and program officers.**

The following page identifies which industries most commonly hire the key occupation uncovered above. Using inverse staffing patterns in Ontario, the following industries most commonly hire the selected key occupations – those that could be sustained by the local labour market.





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### **Top industries<sup>4</sup> hiring accounting and related clerks:**

- Accounting, tax preparation, bookkeeping and payroll services
- Freight transportation arrangement
- Office administrative services

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### **Top industries hiring professionals in advertising, marketing and public relations**

- Specialized design services
- Advertising, public relations, and related services
- Motion picture and video industries

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### **Top industries hiring information systems analysts and consultants:**

- Finance and insurance
- Computer systems design and related services
- Data processing, hosting, and related services

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### **Top industries hiring cabinet makers:**

- Household and institutional furniture and kitchen cabinet manufacturing
- Office furniture (including fixtures) manufacturing
- Building finishing contractors

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### **Top industries hiring other metal products machine operators:**

- Motor vehicle parts manufacturing
- Other electrical equipment and component manufacturing
- Machine shops turned product, and screw, nut and bolt manufacturing

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### **Top industries hiring supervisors of industrial, electrical and construction trades:**

- Building finishing/equipment contractors
- Foundation, structure, and building exterior contractors
- Residential and non-residential building construction

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### **Top industries hiring supervisors, supply chain, tracking & scheduling co-ordination:**

- Warehousing and storage
- Freight transportation arrangement
- Food merchant wholesalers

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### **Top industries hiring mathematicians, statisticians and actuaries:**

- Management, scientific and technical consulting services
- Insurance carriers

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### **Top industries hiring education policy researchers, consultants and program officers:**

- Educational support services
- Business schools and computer and management training

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<sup>4</sup> Top industry refers to (1) those with the highest number of jobs for the stated occupation, and (2) where the occupation has a relatively high percentage of total jobs (in that industry) in Ontario (outside of the public sector).



## 5. COMPARATIVE BUSINESS MIX

Gananoque and TLTI together are home to 14,624 people and approximately 1,346 businesses. Due to the size of the communities and their close proximity, it is important to analyze the communities as a whole, in terms of business mix and subsequent business gaps. The comparator communities were selected based on similar population sizes and proximity to urban centers.

The comparative business mix analysis takes on several dimensions in the table below. First, the sum of businesses in the Town and Township are compared to the number of businesses in comparator communities. Second, the Gananoque and TLTI business counts are compared to the average number of businesses for all comparison communities. Third, the Town and Township business counts are compared to the average number of businesses for communities within its population size range (12,000-16,000), and to a population range slightly higher than its own (16,000-18,000).

**Table 5: Comparative Business Mix Analysis, 2017**

Description	Gananoque + TLTI	Bracebridge	Gravenhurst	Greater Napanee	Midland	Niagara-on-the-Lake	Average # of businesses for all compared	Average # of businesses for population size: 12,000-16,000	Average # of businesses for population size: 16,000-18,000
<b>Real estate</b>	<b>180</b>	324	180	248	267	467	<b>297</b>	<b>203</b>	<b>353</b>
Professional, scientific and technical services	116	197	116	89	142	341	177	107	227
Farms	112	10	112	128	4	272	105	117	95
Specialty trade contractors	92	227	92	83	99	155	131	89	160
Securities, commodity contracts, and other financial investment and related activities	54	95	54	35	52	151	77	48	99
<b>Construction of buildings</b>	<b>48</b>	141	48	56	36	79	<b>72</b>	<b>51</b>	<b>85</b>
Administrative and support services	46	92	46	25	43	117	65	39	84
Accommodation services	46	24	46	11	14	137	46	34	58
Ambulatory health care services	45	107	45	53	89	116	82	48	104
Food services and drinking places	44	46	44	41	48	69	50	43	54
Religious, grant-making, civic, and professional and similar organizations	35	42	35	29	48	57	42	33	49
<b>Truck transportation</b>	<b>31</b>	35	31	52	17	42	<b>35</b>	<b>38</b>	<b>31</b>
Personal and laundry services	28	33	28	29	38	28	31	28	33
<b>Repair and maintenance</b>	<b>26</b>	58	26	50	35	50	<b>44</b>	<b>34</b>	<b>48</b>
Food and beverage stores	25	24	25	20	33	35	27	23	31
Amusement, gambling and recreation industries	23	32	23	13	14	21	21	20	22
Miscellaneous store retailers	18	29	18	17	22	45	26	18	32
<b>Social assistance</b>	<b>15</b>	19	15	20	25	15	<b>19</b>	<b>17</b>	20
<b>Motor vehicle and parts dealers</b>	<b>15</b>	22	15	19	20	16	<b>18</b>	<b>16</b>	19
Heavy and civil engineering construction	14	12	14	12	13	29	16	13	18



Description	Gananoque + TLTI	Bracebridge	Gravenhurst	Greater Napanee	Midland	Niagara-on- the-Lake	Average # of businesses for all compared	Average # of businesses for population size: 12,000- 16,000	Average # of businesses for population size: 16,000- 18,000
Performing arts, spectator sports and related industries	14	10	14	10	12	56	20	13	26
<b>Insurance carriers and related activities</b>	<b>12</b>	17	12	19	14	25	<b>17</b>	<b>14</b>	19
Management of companies and enterprises	12	20	12	7	10	25	15	10	18
Gasoline stations	12	7	12	12	13	10	11	12	10
Credit intermediation and related activities	10	13	10	9	18	16	13	10	16
Miscellaneous merchant wholesalers	9	7	9	9	6	11	8	9	8
General merchandise stores	9	6	9	9	8	1	7	9	5
Support activities for transportation	9	7	9	9	3	17	9	9	9
<b>Health and personal care stores</b>	<b>8</b>	13	8	20	11	15	<b>13</b>	<b>12</b>	13
<b>Non-store retailers</b>	<b>7</b>	18	7	9	6	20	<b>12</b>	<b>8</b>	15
Utilities	6	4	6	9	1	7	5	7	4
Machinery, equipment and supplies merchant wholesalers	6	6	6	4	2	19	7	5	9
Business-to-business electronic markets, and agents and brokers	6	5	6	1	5	9	5	4	6
<b>Educational services</b>	<b>6</b>	18	6	9	11	29	<b>15</b>	<b>7</b>	19
<b>Nursing and residential care facilities</b>	<b>6</b>	15	6	10	8	8	<b>9</b>	<b>7</b>	10
Clothing and clothing accessories stores	6	22	6	7	18	85	28	6	42
Support activities for agriculture and forestry	5	5	5	6	0	10	5	5	5
Transportation equipment manufacturing	5	5	5	3	3	5	4	4	4
Transit and ground passenger transportation	5	5	5	3	7	5	5	4	6
Couriers and messengers	5	12	5	6	4	6	7	5	7
Publishing industries (except internet)	4	5	4	4	5	9	5	4	6
<b>Rental and leasing services</b>	<b>4</b>	11	4	8	8	4	<b>7</b>	<b>5</b>	8
<b>Fabricated metal product manufacturing</b>	<b>4</b>	7	4	7	9	3	<b>6</b>	<b>5</b>	6
Miscellaneous manufacturing	4	6	4	1	6	4	4	3	5
Electronics and appliance stores	4	11	4	5	12	6	8	4	10
<b>Building material and garden equipment and supplies dealers</b>	<b>4</b>	13	4	9	14	8	<b>10</b>	<b>6</b>	12
Motion picture and sound recording industries	3	10	3	1	4	9	5	2	8
Waste management and remediation services	3	4	3	3	1	3	3	3	3



Description	Gananoque + TLI	Bracebridge	Gravenhurst	Greater Napanee	Midland	Niagara-on-the-Lake	Average # of businesses for all compared	Average # of businesses for population size: 12,000-16,000	Average # of businesses for population size: 16,000-18,000
Heritage institutions	3	1	3	0	2	6	2	2	3
Local, municipal and regional public administration	3	2	3	2	1	2	2	3	2
Food manufacturing	3	5	3	0	4	15	5	2	8
Scenic and sightseeing transportation	3	1	3	0	0	4	2	2	2
<b>Warehousing and storage</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>3</b>
Fishing, hunting and trapping	2	1	2	1	0	0	1	2	0
Petroleum and petroleum products merchant wholesalers	2	0	2	1	0	0	1	2	0
Food, beverage and tobacco merchant wholesalers	2	1	2	2	4	22	6	2	9
Telecommunications	2	2	2	1	1	0	1	2	1
Other information services	2	3	2	1	3	1	2	2	2
Clothing manufacturing	2	1	2	0	0	0	1	1	0
Mining and quarrying (except oil and gas)	1	0	1	7	0	0	2	3	0
Personal and household goods merchant wholesalers	1	6	1	2	3	14	5	1	8
Motor vehicle and motor vehicle parts and accessories merchant wholesalers	1	4	1	1	3	5	3	1	4
Building material and supplies merchant wholesalers	1	14	1	4	11	5	7	2	10
Data processing, hosting, and related services	1	2	1	1	1	2	1	1	2
Beverage and tobacco product manufacturing	1	0	1	2	0	42	9	1	14
Textile product mills	1	0	1	0	2	0	1	1	1
Wood product manufacturing	1	9	1	0	2	4	3	1	5
Paper manufacturing	1	0	1	2	1	1	1	1	1
<b>Furniture and related product manufacturing</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>8</b>	<b>4</b>	<b>2</b>	<b>5</b>
<b>Furniture and home furnishings stores</b>	<b>1</b>	<b>13</b>	<b>1</b>	<b>5</b>	<b>11</b>	<b>12</b>	<b>8</b>	<b>2</b>	<b>12</b>
<b>Sporting goods, hobby, book and music stores</b>	<b>1</b>	<b>11</b>	<b>1</b>	<b>7</b>	<b>9</b>	<b>8</b>	<b>7</b>	<b>3</b>	<b>9</b>
Water transportation	1	0	1	1	0	1	1	1	0
Forestry and logging	0	7	0	2	0	1	2	1	3
Oil and gas extraction	0	0	0	0	0	1	0	0	0

Source: Canadian Business Registry 2017, from Emsi Analyst 2018



Using the table above, the largest gaps in Gananoque and TLTI have been selected based on the industries where there are less businesses relative to:

- (a) the average number of businesses for all compared communities, and
- (b) the average number of businesses for population size of 12,000 to 16,000. These industries include:
  - Repair and Maintenance
  - Sporting goods, hobby, book and music stores
  - Health and personal care stores

Moreover, when the number of businesses in the area are compared to the average number of businesses for a community size slightly larger than the Town and Township combined (i.e. populations of 16,000-18,000), the following industries are identified as having the large gaps in businesses:

- Professional, scientific and technical services
- Specialty trade contractors
- Ambulatory health care services
- Clothing and clothing accessories stores



## **6. MARKET THRESHOLD ANALYSIS**

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The following tables illustrate what sorts of activities the area might be able to support, based on the provincial threshold, and considering the size of the area population. The first table examines market thresholds only for the retail sectors. The industries (at 6-digit NAICS) identified in Table 6 are those that have fewer businesses than the communities' estimated capacity.

At this point, no major gaps have been identified in the retail sector. The largest gap, "other direct selling establishment" (NAICS 454390) refers to fruit stand (temporary), road side, retail home provisioners, frozen food service, direct seller. The gaps suggest that local food processing, farm gates, and home-based businesses in sales and manufacturing should be further explored in the area.



**Table 6: Threshold Analysis for the Retail Sector, 2017**

NAICS Code	Description	# Businesses in Ontario	# people per business (Ontario)	Theoretical capacity of the area	Actual number in area	+ Greater than capacity - fewer than capacity
454390	Other direct selling establishments	5,087	2644	6	0	-6
448120	Women's clothing stores	2,602	5169	3	0	-3
441120	Used car dealers	3,120	4310	3	1	-2
443143	Appliance, television and other electronics stores	2,937	4579	3	1	-2
446110	Pharmacies and drug stores	5,440	2472	6	4	-2
448199	All other clothing stores	1,533	8773	2	0	-2
444190	Other building material dealers	1,466	9174	2	0	-2
442298	All other home furnishings stores	1,421	9464	2	0	-2
446130	Optical goods stores	1,347	9984	1	0	-1
448140	Family clothing stores	2,043	6583	2	1	-1
442110	Furniture stores	2,013	6681	2	1	-1
451120	Hobby, toy and game stores	967	13907	1	0	-1
445210	Meat markets	887	15162	1	0	-1
444120	Paint and wallpaper stores	748	17979	1	0	-1
442210	Floor covering stores	745	18052	1	0	-1
448150	Clothing accessories stores	745	18052	1	0	-1
445291	Baked goods stores	703	19130	1	0	-1
451130	Sewing, needlework and piece goods stores	661	20346	1	0	-1
441320	Tire dealers	628	21415	1	0	-1
448110	Men's clothing stores	618	21761	1	0	-1
448130	Children's and infants' clothing stores	612	21975	1	0	-1
451310	Book stores and news dealers	612	21975	1	0	-1
446199	All other health and personal care stores	2,398	5608	3	2	-1
453920	Art dealers	534	25184	1	0	-1
451140	Musical instrument and supplies stores	531	25327	1	0	-1
446120	Cosmetics, beauty supplies and perfume stores	1,391	9668	2	1	-1

Source: Canadian Business Patterns 2017

The following table looks at the threshold analysis for all industries (at 6-digit NAICS codes). Relative to Ontario, the area has a large gap in computer systems design and related services. Moreover, several industries in the creative/knowledge economy have gaps (highlighted in green). This represents an opportunity to attract highly skills jobs to the community, especially given that there is a highly skilled labour force available within a 30-minute drive.



**Table 7: Threshold Analysis for the Entire Economy, 2017**

NAICS Code	Description	# Businesses in Ontario	# people per business (Ontario)	Theoretical capacity of the community	Actual number in community	+ Greater than capacity - fewer than capacity
541514	Computer systems design and related services (except video game design and development)	44,526	302	48	14	-34
531111	Lessors of residential buildings and dwellings (except social housing projects)	145,563	92	158	127	-31
531211	Real estate agents	34,431	391	37	15	-22
531120	Lessors of non-residential buildings (except mini-warehouses)	30,016	448	33	13	-20
541110	Offices of lawyers	14,572	923	16	6	-10
485310	Taxi service	10,718	1255	12	3	-9
484121	General freight trucking, long distance, truck-load	21,639	621	24	16	-8
541330	Engineering services	10,184	1321	11	4	-7
523910	Miscellaneous intermediation	39,035	345	42	36	-6
531310	Real estate property managers	11,110	1210	12	6	-6
454390	Other direct selling establishments	5,087	2644	6	0	-6
541212	Offices of accountants	9,605	1400	10	5	-5
541611	Administrative management and general management consulting services	22,318	603	24	19	-5
512110	Motion picture and video production	7,385	1821	8	3	-5
238310	Drywall and insulation contractors	5,778	2328	6	2	-4
541619	Other management consulting services	14,165	949	15	12	-3
484110	General freight trucking, local	13,968	963	15	12	-3
523930	Investment advice	5,673	2371	6	3	-3
531190	Lessors of other real estate property	5,669	2372	6	3	-3
541310	Architectural services	2,742	4905	3	0	-3
541215	Bookkeeping, payroll and related services	8,189	1642	9	6	-3
484122	General freight trucking, long distance, less than truck-load	2,622	5129	3	0	-3
448120	Women's clothing stores	2,602	5169	3	0	-3
541190	Other legal services	3,495	3848	4	1	-3
417230	Industrial machinery, equipment and supplies merchant wholesalers	2,491	5399	3	0	-3
541430	Graphic design services	4,314	3117	5	2	-3
484222	Dry bulk materials trucking, local	2,434	5525	3	0	-3
238210	Electrical contractors and other wiring installation contractors	9,781	1375	11	8	-3

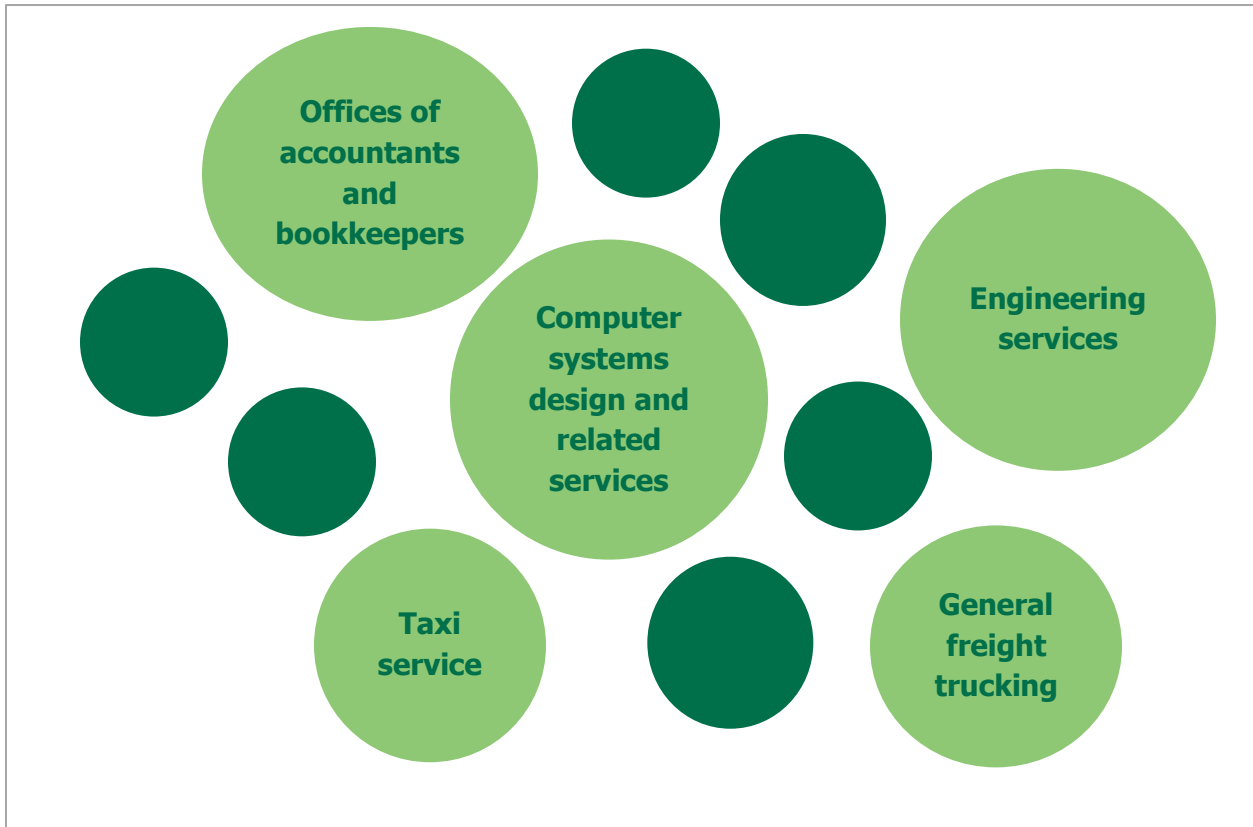
Source: Canadian Business Patterns 2017





The threshold analysis identified which industries are undersupplied, based on theoretical capacity, given the total population relative to the population of Ontario. The following industries stand out as major business gaps (without considering industries related to real estate):







**Figure 14: Business Gaps Highlighted by the Threshold Analysis**



Source: McSweeney & Associates from Canadian Business Patterns 2017 Data

## **7. IDENTIFICATION OF STRATEGIC BUSINESS ATTRACTION OPPORTUNITIES**

In order to confirm the information uncovered, we have cross referenced the results with the locally developed business directory and local business owners to validate the gaps. Based on the data evaluated through this report, the highest potential industries for investment attraction are the following:

<b>Top 10 Business Opportunities</b>		
	<b>SCIENCE AND TECHNOLOGY INDUSTRIES</b>	<ol style="list-style-type: none"> <li>1. Computer systems design and related</li> <li>2. Engineering services</li> </ol>
	<b>CREATIVE INDUSTRIES</b>	<ol style="list-style-type: none"> <li>3. Motion picture and video industries</li> </ol>
	<b>COMMERCIAL RETAIL</b>	<ol style="list-style-type: none"> <li>4. Sporting goods, hobby, book and music stores- Specifically bike shop/repair</li> <li>5. Clothing stores</li> <li>6. Health and personal care services</li> </ol>
	<b>THE KNOWLEDGE ECONOMY</b>	<ol style="list-style-type: none"> <li>7. Management, scientific and technical consulting services</li> <li>8. Accounting and Investment services</li> </ol>
	<b>SUPPLY CHAIN MANAGEMENT</b>	<ol style="list-style-type: none"> <li>9. Transportation and Distribution</li> </ol>
	<b>FOOD AND BEVERAGE MANUFACTURING</b>	<ol style="list-style-type: none"> <li>10. Local food processing</li> </ol>

**Source: McSweeney & Associates**

