

# Doing Business in Thunder Bay/Fort William First Nation





A man in a dark suit and light-colored shirt is looking upwards and to the right. The background is a bright blue sky with a bridge visible in the distance. The overall tone is professional and optimistic.

# **The Thunder Bay/FW First Nation Unique Value Proposition**

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# Canada/Ontario Overview

Canada's growth in 2017 at 3.0% was ahead of all other G7 Countries. (Source: IMF)

In 2018 its growth is expected to reach 2.1% placing it 2nd to the U.S. at 2.3 %.

Canada has been ranked 1st in the G7 for:

- Fewest days to establish a new business (World Bank Group 2017)
- Lowest total effective taxes (PWC 2017)
- Living conditions and quality of life (OECD 2017)
- Most highly educated workforce in OECD (OECD 2017)
- Most reputable among G-7 Countries (Reputation Institute's Country Reptrack 2018)

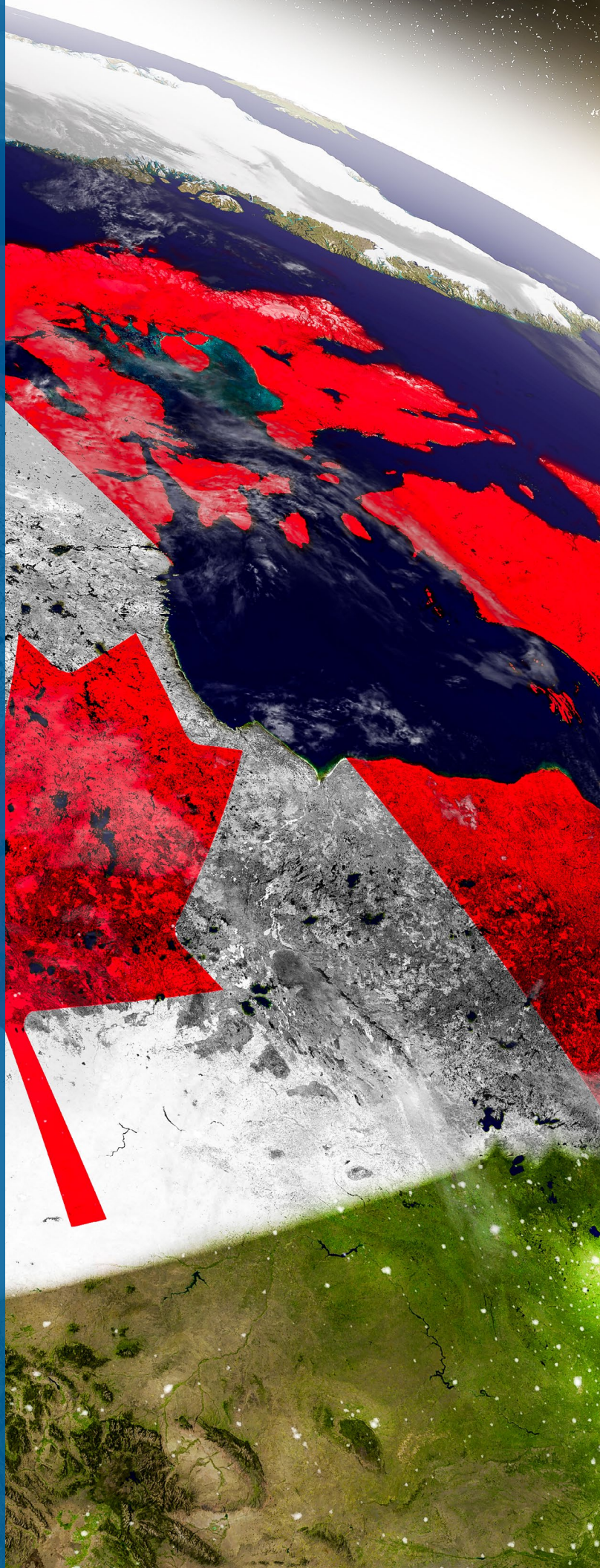
In addition to having the world's soundest banking system for 9 years in a row (World Economic Forum)

Canada has also been ranked:

- 2nd in the AT Kearney FDI Confidence Index (Investing in a Localized World, AT Kearney Report 2018)
- 2nd Best Place in the World to Start a Business (World Bank 2017)
- 2nd for the Best Place to Locate a Global HQ (US News and World Report 2018)
- 3rd in the 2018 Global Entrepreneurship Index (Global Entrepreneurship and Development Institute)

Free Trade deals with 46 countries provide companies with access to a market of 1.6 billion customers.

- USMCA
- CETA
- TPPA





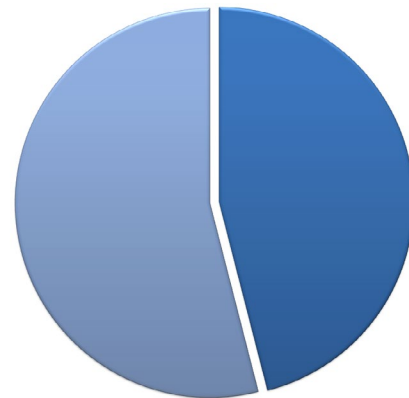


Canada's major banks forecast that the Province will continue to drive Canada's economic growth in 2019.

Ontario relative to Canada accounts for:

#### Population

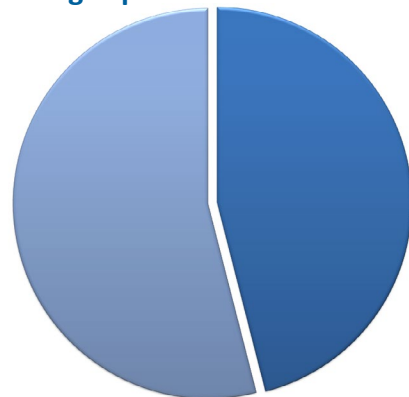
Ontario  
54%



Canada  
46%

#### Manufacturing Exports

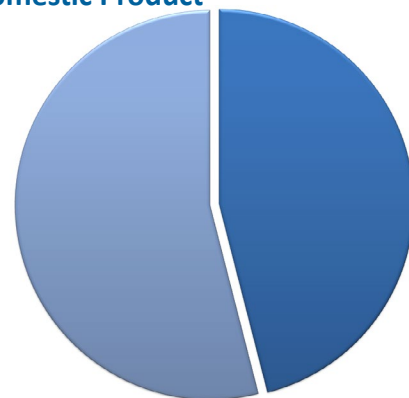
Ontario  
54%



Canada  
46%

#### Gross Domestic Product

Ontario  
54%



Canada  
46%

Ontario's jobless rate hit its lowest level in Jan. 2018 (5.6%) since July 2000 (5.4%).



# Quick Facts

Thunder Bay/FW  
First Nation is the  
largest  
metropolitan area  
in Northwestern  
Ontario

CMA Population  
of 121,600

Forecasted to  
increase to  
145,900 by 2036

Area of  
2,556 sq. km  
(987 sq. miles)

Thunder Bay/FW First Nation is diversifying into a multi-sector economy becoming less-dependent on the future of a single industry .

As a regional service centre Education, Health Care and Government account for the majority of employment.

New companies find it easier to attract and retain employees since a diversified economy will create employment and education opportunities for trailing spouses and children.



## Major Employers of Thunder Bay

Sector	Employer	Business Type	Employees	% of Total
Education	Lakehead District School Board	Elementary & Secondary Education	2,200	38.8
	Lakehead University	Post-Secondary Education & Training	2,100	
	Thunder Bay Catholic District School Board	Elementary & Secondary Education	1,500	
	Confederation College	Post-Secondary Education & Training	785	
Health Care	Thunder Bay Regional Health Sciences Centre	Acute Health Care Hospital	2,824	29.3
	St. Joseph's Care Group	Complex Care, Rehabilitation, Mental Health & Addiction Services, Long Term Care	2,150	
Government	City of Thunder Bay	Municipal Government	1,855	21.7
	Government of Ontario	Provincial Government	1,840	
Industry	Bombardier Transportation	Mass Transportation Equipment Manufacturing	1,100	10.2
	Resolute Forest Products	Pulp & Paper Mill + Sawmill	642	
Total			16,996	100





## World –Class Logistics Hub

Thunder Bay/FW First Nation Region is an ideal place to headquarter North American operations.

Thunder Bay/FW First Nation's location provides immediate access to the US Mid-West and markets such as Minneapolis and Chicago.

It also acts as a service hub for major resource developments and construction projects in Western Canada.

A world class logistics hub, offering excellent transportation and communications infrastructure, accessing markets throughout US/Mexico, Europe and the Middle East.

Port of Thunder Bay is the 6th largest in Canada and the largest outbound port on the Great Lakes-St. Lawrence Seaway System.

An extensive highway system connects Thunder Bay region to the North American market.

Thunder Bay International Airport is the third busiest in Ontario, handling over 800,000 national and international passengers per year and serviced by major and key regional airlines.

Both Canadian National (CN) and Canadian Pacific (CP) Railways service Thunder Bay.

Thunder Bay is connected to major Canadian fibre optic highways, making it ideal for technology-based companies.

Driving Distance	CDN. Pop. (Millions)	U.S. Pop. (Millions)
400 Km	18.9	60
800 Km	21.1	148.2
1800 Km	23.1	182.5









# Availability of Industrial Land

Thunder Bay's Official Plan recommends attracting investment to vacant and underutilized industrial areas.

The Waterfront Industrial Zone includes 2,500 acres of vacant/underutilized land zoned for heavy industrial use, permitting such activities as:

Plastics recycling;

Fertilizer production;

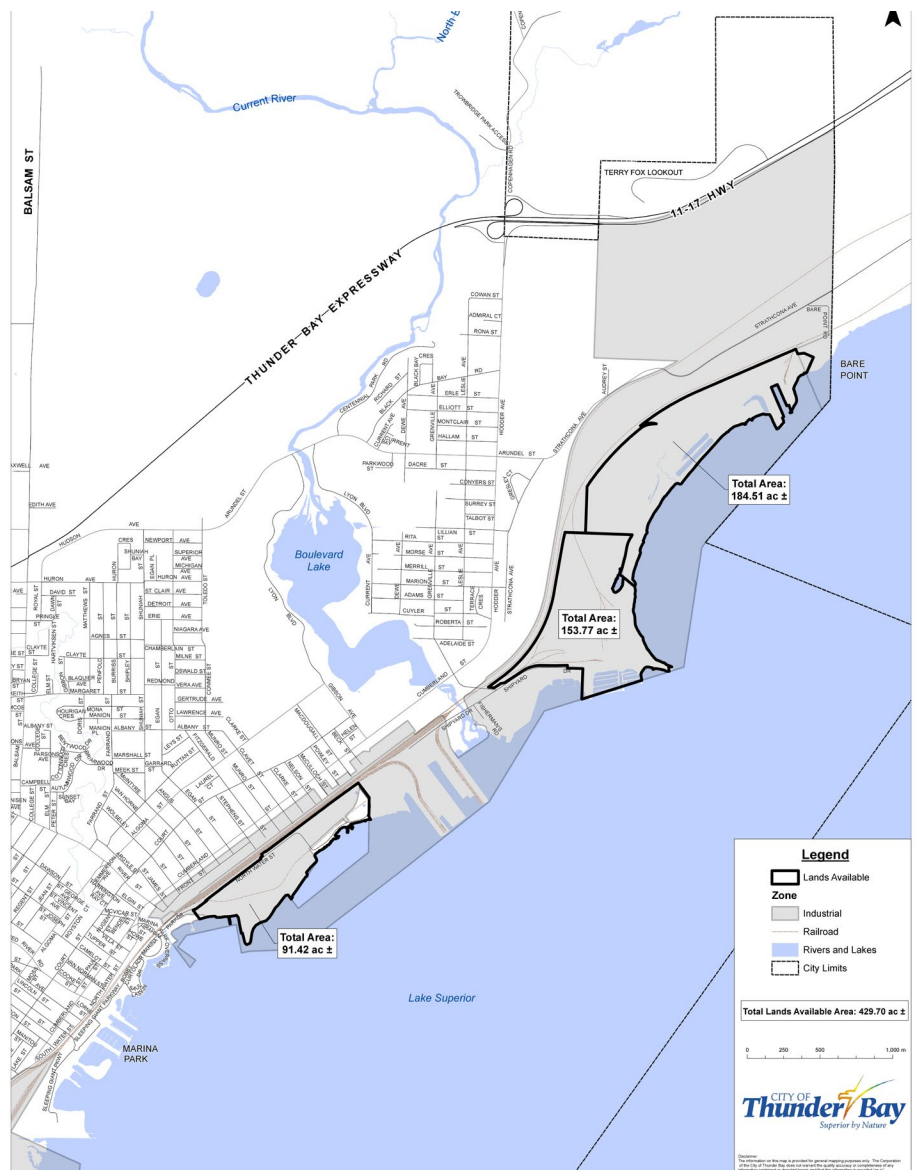
Feed production;

Crude oil value-add processing;

Wood products; and

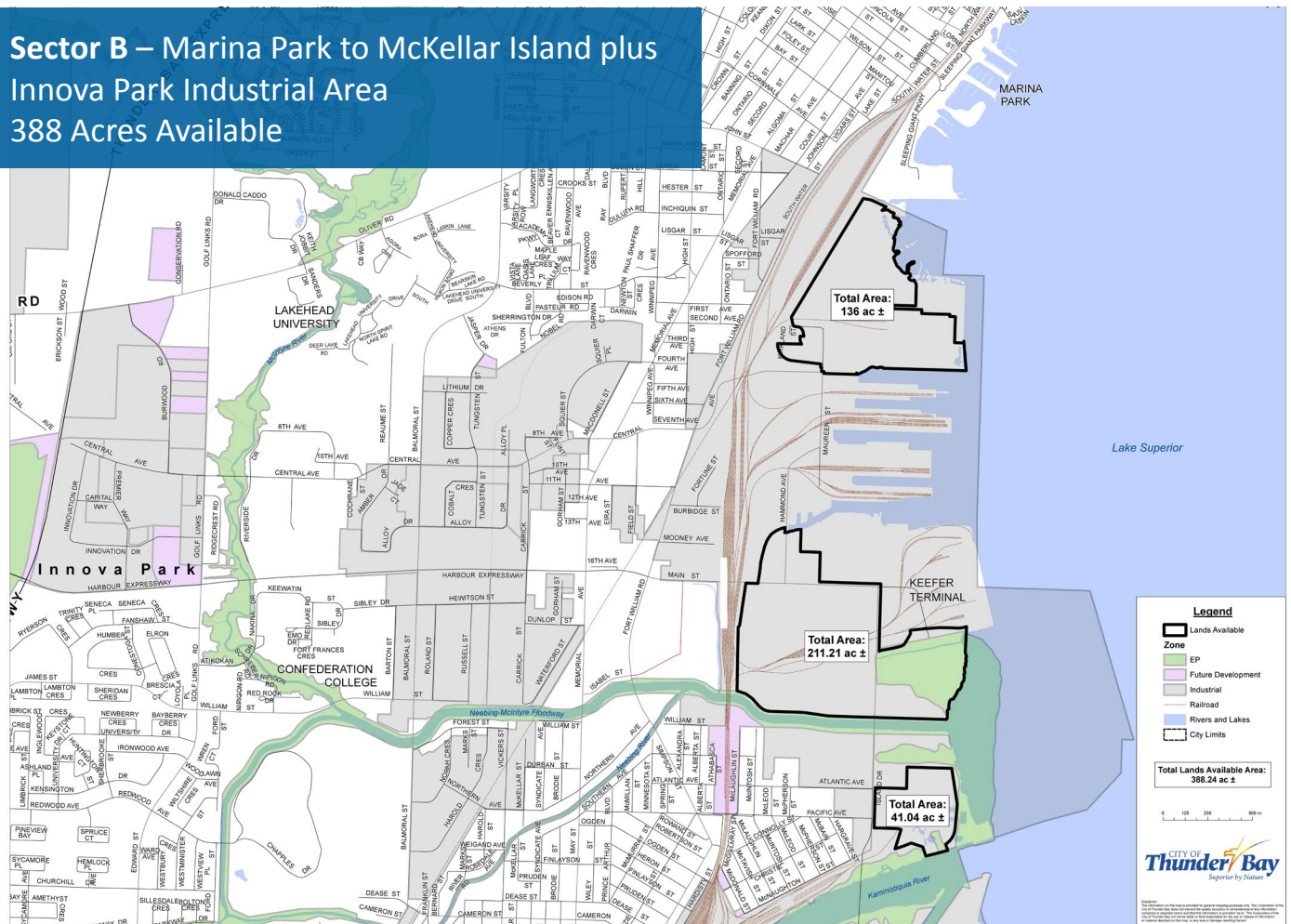
Wood/Plastic Composites

**Sector A - Bare Point to Marina Park**  
430 Acres Available

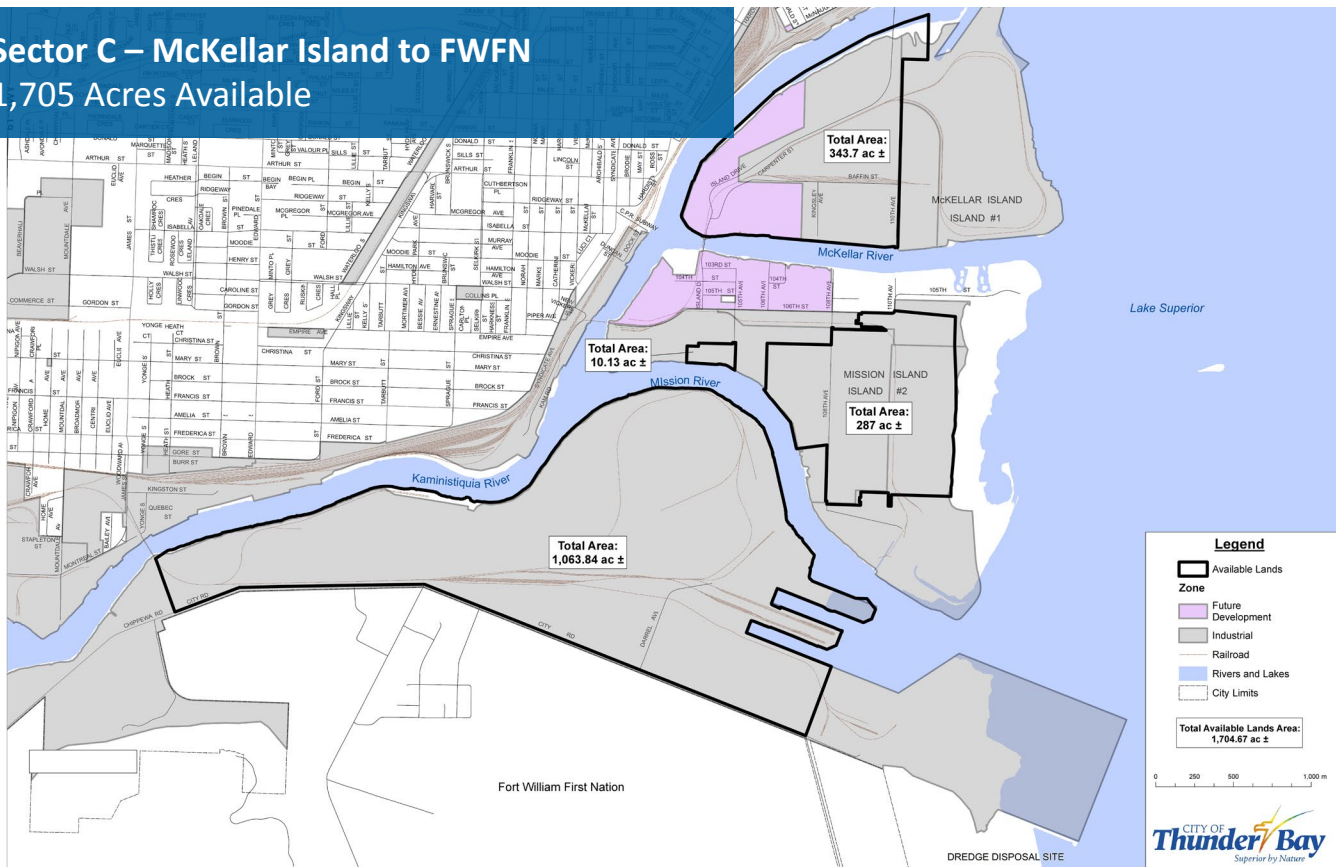




## Sector B – Marina Park to McKellar Island plus Innova Park Industrial Area 388 Acres Available



## Sector C – McKellar Island to FWFN 1,705 Acres Available







## Availability of Skilled Labour

Companies locating in Thunder Bay/FWFN can access a well-educated labour force.

61.4% of adults in Thunder Bay/FWFN possess a post-secondary education – a rate higher than any OECD country.

Thunder Bay/FWFN has a strong bilingual workforce, absenteeism and turnover are low and labour/management relations are excellent.

Northwestern Ontario's (NWO) labour force of 110,200 is experiencing an unemployment rate of 5.1% while the unemployment rate in Thunder Bay/FWFN is about 6.8% while the Provincial average is at 6.5%.





With a pool of about 6,000 tradespeople the construction industry is geared to meet fluctuating demands both from within and outside the Thunder Bay/FWFN.

Firms in Thunder Bay/ FWFN have considerable experience in the construction of major ICI projects such as hospitals, schools, courthouses, water treatment facilities, pulp & paper mills, mines and mineral processing facilities.

A number of companies can provide technical and consulting engineering services to projects at all stages of development.at all stages of development.

A diverse range of firms involved in fabrication, refractory, piping, machining and the provision of goods and services support the heavy industrial development sector.



# Cost of Labour

The cost of labour in TB/FWFN is up to 13.4% lower than other selected jurisdictions in Canada and the U.S.

## Comparison of Labour Costs for Selected Jurisdictions

Jurisdictions	Salaries & Wages	Benefits		Total Labour	
		Statutory Plans	Other Benefits		
	Average/Employee (US\$) <sup>1</sup>	Percent of Payroll	Percent of Payroll	Average/Employee (US\$) <sup>1</sup>	
North Bay, ON	61,066	8.2	27.0	82,536	Labour Cost Differential Just Over \$1,000 (US)
Sault Ste. Marie	61,428	8.1	27.0	83,000	
Sudbury	61,844	8.1	27.0	83,561	
Thunder Bay, ON	61,969	8.1	27.0	83,706	
Montreal, QC	61,737	11.2	25.8	84,547	
Toronto, ON	64,463	7.9	27.0	86,983	
Cedar Rapids, IA	60,725	9.0	34.3	87,060	
Saginaw, MI	63,464	8.8	38.5	93,516	
Minneapolis, MN	66,788	10.4	34.3	96,675	

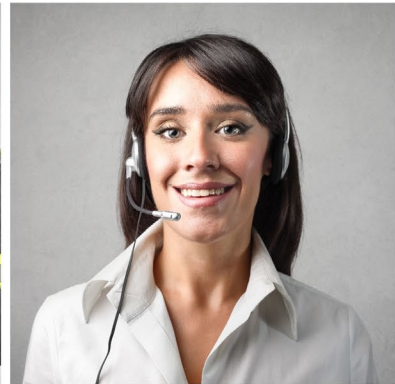
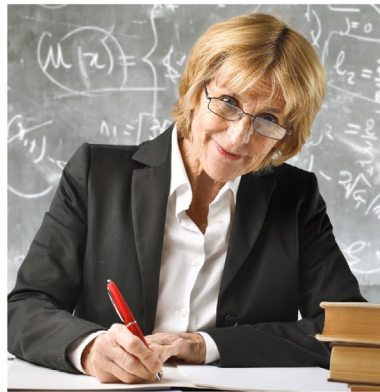
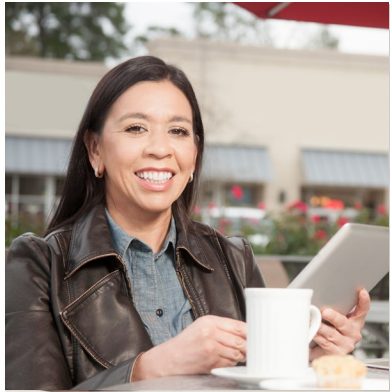
Source: Comparison of Business Costs for Northern Ontario Cities, MMK Consulting 2014

Occupation	Average Income 2017\$
Electrical engineer	\$ 94,844
Human resources manager	\$ 91,968
Maintenance manager	\$ 86,722
Information system	\$ 86,340
Sales manager	\$ 79,943
Manufacturing manager	\$ 76,989
Computer programmer	\$ 76,660
Supply chain	\$ 72,744
Civil engineer	\$ 72,115
Accountant	\$ 71,430
Mechanical engineer	\$ 65,632
Human resources professional	\$ 55,000
Engineering technologist & technician	\$ 47,226
Chemical technologist & technician	\$ 39,000
Administrative Assistant	\$ 38,060
Office clerk	\$ 31,677
Labourer	\$ 29,143

Salaries for Selected Occupations in Northwestern Ontario.

Source: Various sources used to accumulate data.



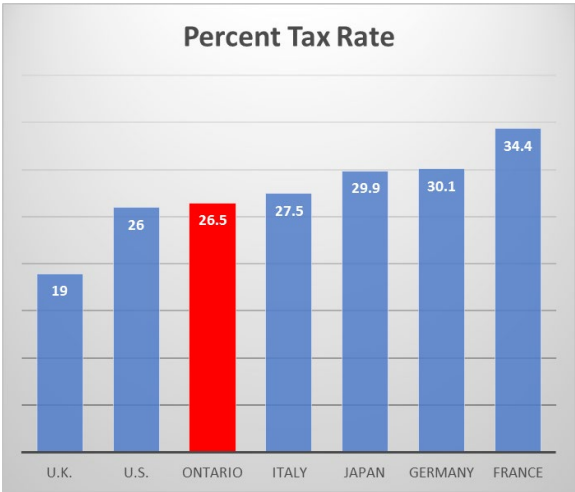




# Cost-Competitive Business Environment

Companies in Thunder Bay region benefit from Ontario’s highly competitive corporate tax rates.

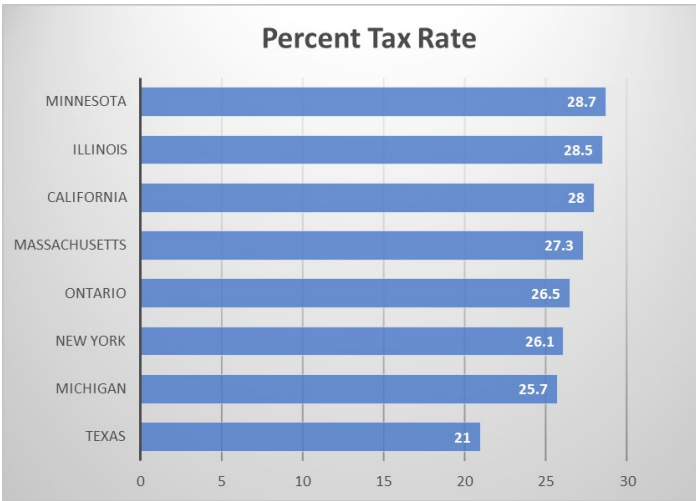
Competitive Corporate Tax Rates (%)  
Combined national and sub-national Rates



Source: OECD, 2018/Tax Foundation, 2018

These rates are lower or competitive with U.S. States.

Distribution of Corporate Tax Rates by State and Province



Source: <https://taxfoundation.org/us-corporate-income-tax-more-competitive/>





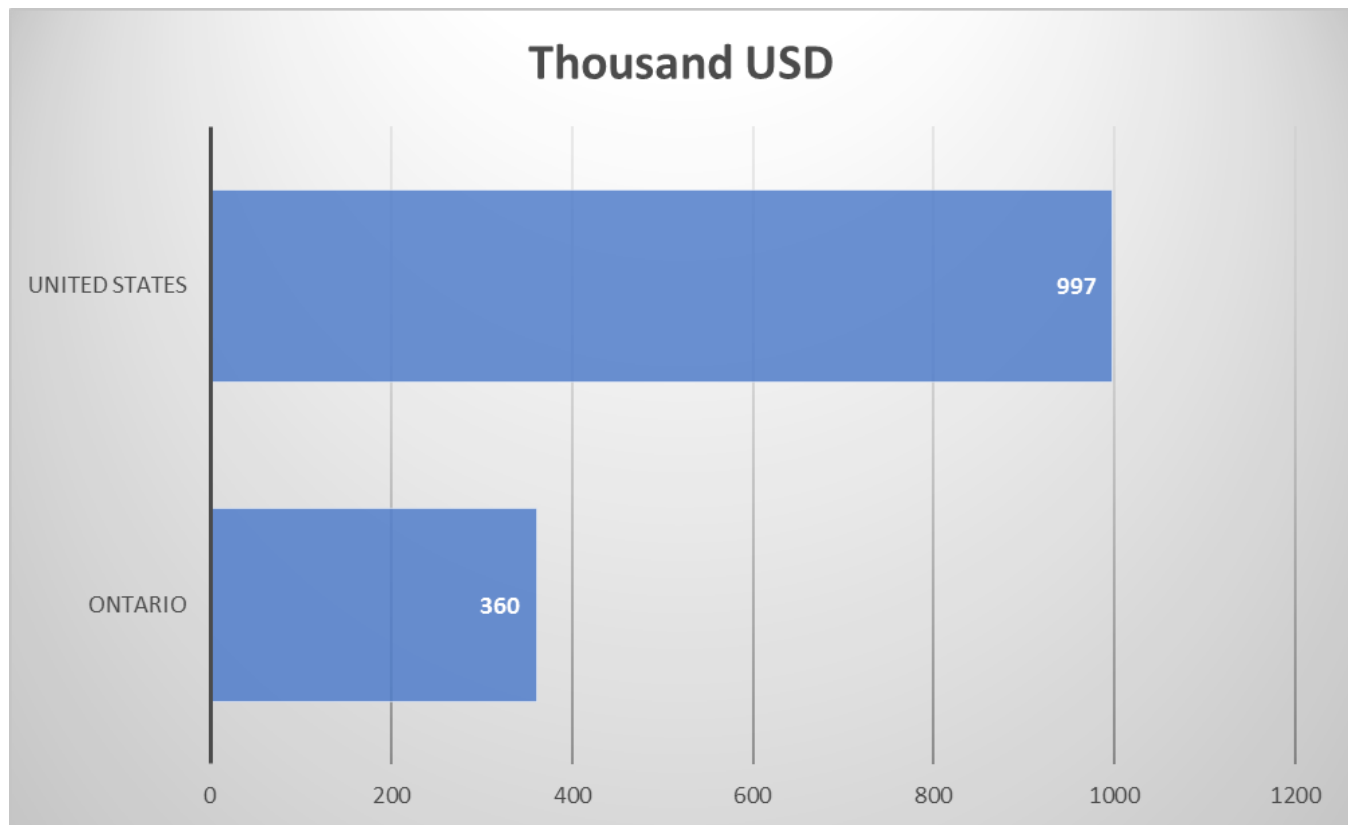




# Cost–Competitive Business Environment

Ontario's universal health care system reduces employer health costs in Thunder Bay/FWFN to one-third the cost of the U.S. average.

Comparison of Health Care Cost for a Typical Company



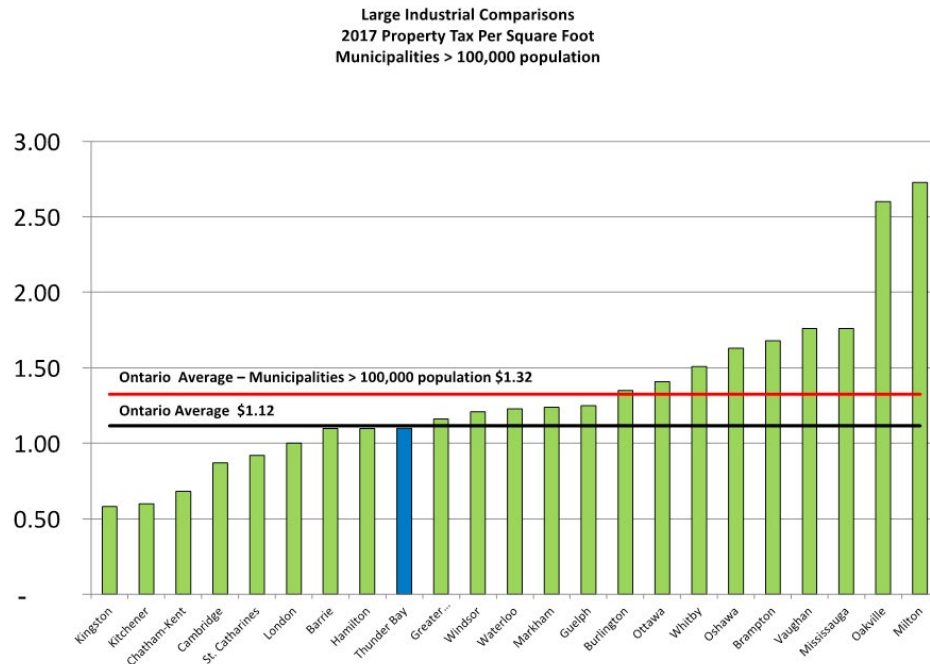
Source: MMK Consulting, 2016

Thunder Bay Hydro is the third-lowest cost electrical distributor in Ontario.

Electricity Distributor	Cost/1,000kWh of Power
Thunder Bay Hydro Electricity Distribution Inc.:	\$177.81
PUC Distribution Inc. (Sault Ste. Marie):	\$178.26
Kitchener-Wilmot Hydro Inc.:	\$178.38
Niagara-on-the-Lake Hydro Inc.:	\$179.35
Kingston Hydro Corporation:	\$180.53
Energy Plus Inc. (Cambridge and North Dumfries):	\$180.53
PowerStream Inc. (Barrie):	\$182.17
Ottawa River Power Corporation:	\$182.29

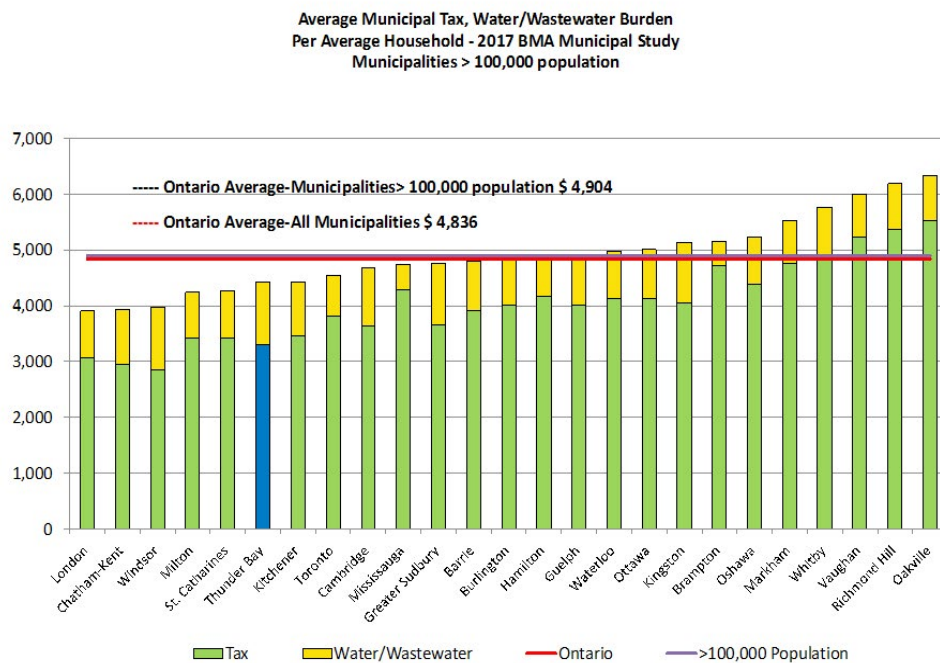


Thunder Bay's 2017 large industrial tax rate was less than the Ontario average.



Source: BMA Municipal Study – 2017 (Thunder Bay \$1.10)  
Ontario Average includes all Municipalities participating in 2017 BMA Study (102 municipalities)

Thunder Bay is competitive compared to other municipalities combined average tax, water and wastewater costs.



2017 BMA Study – Weighted Median Value of Dwelling-Thunder Bay \$196,457  
& average annual water consumption of 200 m<sup>3</sup>



# Low Risk Business Environment

## Incentive Programs Designed to Encourage and Support Industrial Development

### FedNor (Federal)

Helps to fund community projects as well as private sector initiatives designed to improve the economic and social well-being of the North as a whole. Also provides internship programs.

### Northern Ontario Heritage Fund Corporation (Provincial)

Provides up to 50% to a guideline maximum of \$1 million on capital expenditures, leasehold improvements, staff training, marketing, equipment purchases and land servicing with up to one half of the funding in the form of a conditional grant with the remainder in the form of a repayable loan.

Also provides internship programs and incentive programs for R&D, Apprenticeship Tax Credit, and wage subsidies.

### Next Generation of Jobs Fund (Provincial)

A five-year, \$1.15 billion strategy that can help innovative companies take the lead in worldwide markets which offer long-term growth potential. Grants up to 15% of eligible project costs are available to support companies making new investments that help establish Ontario as a global leader in emerging markets.

### Advanced Manufacturing Investment Strategy (Provincial)

This \$500 million program provides repayable loans, interest free for up to five years, to encourage companies to invest in leading-edge technologies and processes.

CEDC also has access to other province wide programs such as SADI and IRAP as well as all programs made available through the Ministry of Economic Development, Job Creation and Trade

(<https://www.ontario.ca/page/research-funding>)





# World Class Education

Lakehead University and Confederation College develop the skill sets that employees need to help companies maintain their competitive advantage.

Thunder Bay/FWFN's publicly funded higher education system provides latitude for collaboration between government, business and academia.

Lakehead University with enrollments of just under

10,000 spread across two campuses is one of Canada's comprehensive universities offering a diverse range of science, arts and professional degree programs.

Confederation College of Applied Arts and Technology with enrollment of 12,000 provides over 70 programs at its main campus in Thunder Bay and in six regional campuses in Northwestern Ontario.



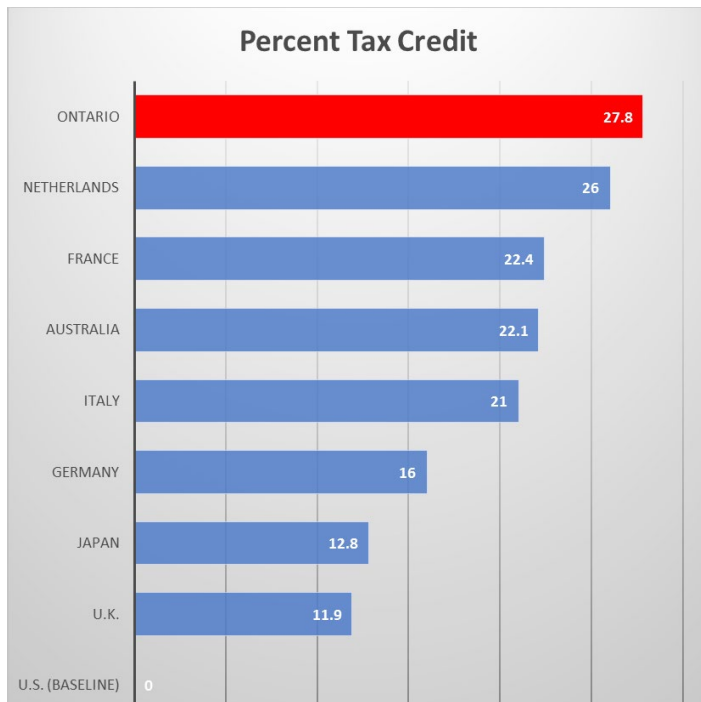


# Leadership in Innovation

Companies locating in Thunder Bay/FWFN can take advantage of attractive R&D Tax Credits

Thunder Bay is home to 6 research institutes covering health, bio-refining and mining plus 2 teaching hospitals.

Ontario offers an array of government incentive programs and services to lower corporate taxes, save on labour costs and expansion activities.



Thunder Bay/FWFN is a hub for research and innovation in Northern Ontario.

Demonstrating the capacity to build and sustain a knowledge-based economy that provides a diversity of good jobs and academic opportunities for the community.

Thunder Bay attracts a number of world class experts, working in such areas as mitochondrial DNA, genetic DNA analysis and cancer research & development.

## Health

Thunder Bay Health Sciences Centre ([www.tbrhsc.net](http://www.tbrhsc.net))  
Thunder Bay Regional Research Institution ([www.tbrhri.ca](http://www.tbrhri.ca))  
Northern Ontario School of Medicine ([www.nosm.ca](http://www.nosm.ca))

## Bio-Refining

Centre for Research and Innovation in the Bio-Economy ([www.cribe.ca](http://www.cribe.ca))

Biorefining Research Institute ([www.lakeheadu.ca/research-and-innovation/facilities-centres/bri](http://www.lakeheadu.ca/research-and-innovation/facilities-centres/bri))

## Mining

Centre of Excellence for Sustainable Mining and Exploration ([www.lakeheadu.ca/centre/cesme](http://www.lakeheadu.ca/centre/cesme))

Activation Laboratories Ltd. (ACTLabs) ([www.actlabs.com](http://www.actlabs.com))

ALS Environmental ([www.alsglobal.com](http://www.alsglobal.com))

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Major employers are leading the way, applying innovations and creating a skilled knowledge intensive workforce.

## Bombardier

Are creating a skilled fabrication labour pool, which is helping to further diversify Thunder Bay's economy by accommodating the increased economic spin offs generated by Western Canadian resource development.

## Tbaytel

Are creating a well -developed skilled ICT labour pool in Thunder Bay servicing communities throughout NWO.

## Resolute

Has created a bio-refinery pilot plant to provide new pathways to the large-scale production of green bio-chemicals derived from wood. Are creating eco-friendly and cost-effective alternatives to petroleum-based products for use in the construction, automotive, mining, oil and other sectors.

## Goldcorp

Has created a state-of-the-art Integrated Remote Operations Centre, allowing remote mining at Musselwhite Mine 500 km north of Thunder Bay via fibre connection. Lakehead University and Confederation College develop the skill sets that employees need to help companies maintain their competitive advantage.



Thunder Bay/FWFN is well-served by a school of medicine, a faculty of law, an aviation centre of excellence, and an established primary and secondary school system.

**Northern Ontario School of Medicine (NOSM)**, a medical school for the whole of Northern Ontario, is joint initiative between Laurentian University (Sudbury) and Lakehead University (Thunder Bay).

**Bora Laskin Faculty of Law** has a unique Northern Ontario focus with a curriculum that offers Aboriginal and Indigenous Law, Natural Resources and Environmental Law, and Sole/Small Town Practice with the Integrated Practice Curriculum (IPC).

**Thunder Bay Aviation Centre of Excellence (ACE)** is a world-class facility that meets the growing demand for qualified aviation professionals needed globally.

**Primary and Secondary Education** system, including French immersion programs, comprehensive special education services, an International Baccalaureate Programme and an Outdoor Education Centre.

**Superior Science** ([www.superiorscience.ca](http://www.superiorscience.ca)) is securing the future by encouraging young people to participate in Science, Technology, Engineering and Mathematics (STEM).



Bora Laskin Faculty of Law

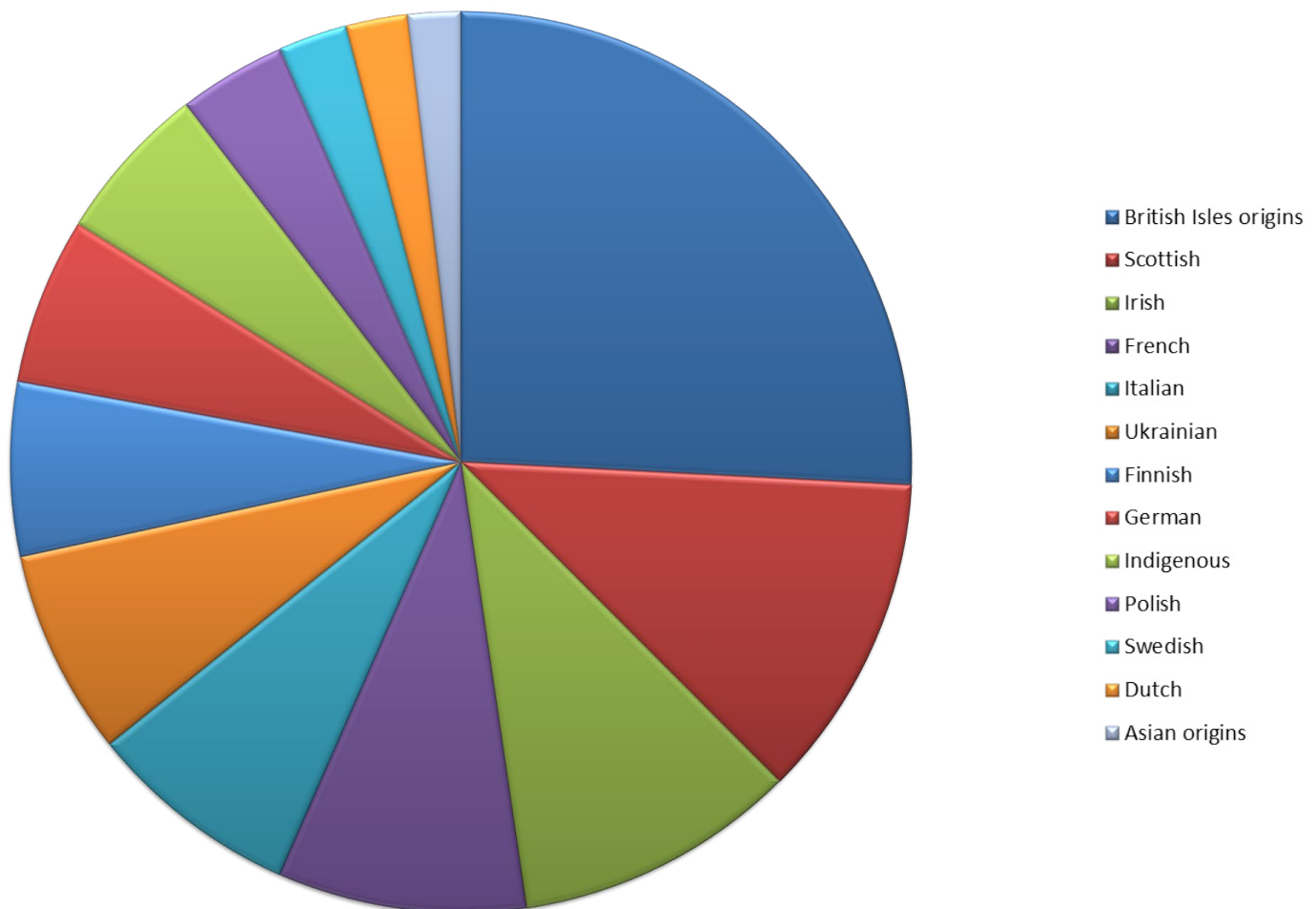


# Diverse and Multicultural Community

Thunder Bay/FWFN is quite proud of its multi-cultural heritage, deep Indigenous Canadian roots and entrepreneurial spirit.

One of the most culturally diverse communities of its size in North America.

Some of the most represented ethnic backgrounds include Indigenous Canadian, Finnish, Italian, Scottish, Ukrainian, Polish, French, Asian and German.





# Superior Quality of Life

Thunder Bay/FWFN is a place for people that are looking to expand their horizons, their careers, leaving behind high stress lifestyles and exorbitant house prices.

Residents and visitors enjoy superior amenities and access to a four-seasons outdoor paradise, making it one of the most dynamic “Cultural Capitals of Canada”.

Averaging 2,121 hours of bright sunshine each year, TB/FWFN is the sunniest city in Eastern Canada.

Thunder Bay/FWFN has a proven track record in successfully hosting local, regional, national and international sporting events.

Thunder Bay/FWFN offers a livable space with the comforts and quality of life to attract talented people looking for a home.

## According to MoneySense Magazine:

For the second straight year, MoneySense ranked Thunder Bay as Canada’s top city to buy real estate.

“Yes, Thunder Bay. In the last five years, real estate prices in this Northern Ontario city of just over 100,000 have appreciated faster than in any other city in Canada.”

## HGTV agrees:

“The largest city in Northwestern Ontario, Thunder Bay is a centre for healthcare, business and education services. In the five years up to 2016, average house prices appreciated by 8.4% while average rents increased by 22.5%. With the average home costing 2.7 times the average income, buying here is still affordable too.

## Most Affordable Housing Markets in Ontario

	Thunder Bay	Sudbury	Ottawa	Whitby	Waterloo
Average Home Price	227,750	272,523	433,684	632,395	493,358
Required Income	31,067	37,174	59,158	86,264	67,298
Median Income	66,163	68,736	85,981	103,809	83,045
Surplus	35,096	26,901	26,823	17,545	15,747

Source: [https://www.zoocasa.com/blog/these-are-the-most-affordable-housing-markets-in-ontario/?utm\\_source=kitchenertoday.com&utm\\_campaign=kitchenertoday.com&utm\\_medium=referral](https://www.zoocasa.com/blog/these-are-the-most-affordable-housing-markets-in-ontario/?utm_source=kitchenertoday.com&utm_campaign=kitchenertoday.com&utm_medium=referral)



# We Can Help

Receive formal proposals for projects that will contribute to economic development.

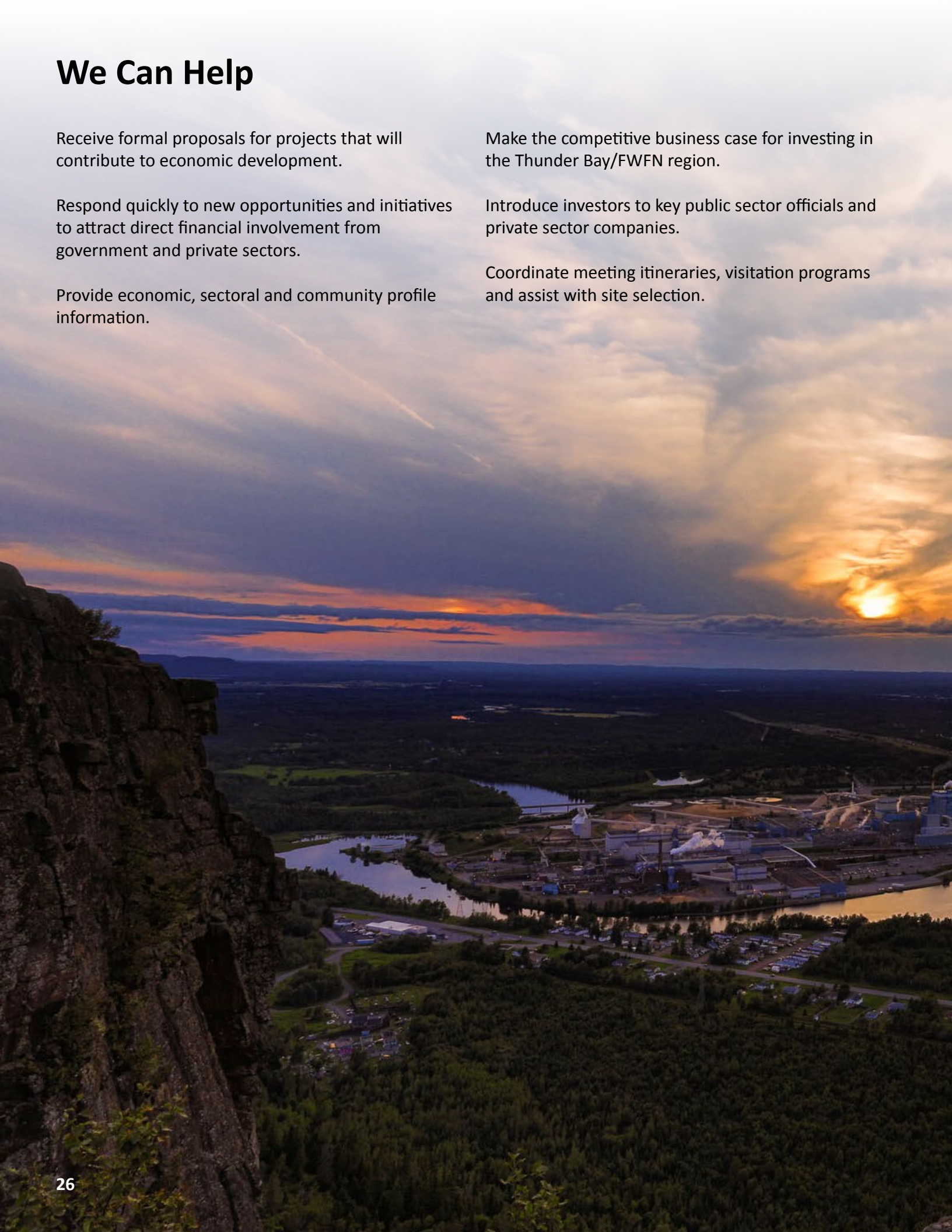
Respond quickly to new opportunities and initiatives to attract direct financial involvement from government and private sectors.

Provide economic, sectoral and community profile information.

Make the competitive business case for investing in the Thunder Bay/FWFN region.

Introduce investors to key public sector officials and private sector companies.

Coordinate meeting itineraries, visitation programs and assist with site selection.





**Thunder Bay Community Economic Development  
Commission (CEDC)**

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Email: [develop@thunderbay.ca](mailto:develop@thunderbay.ca)

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