



Anishnawbe Business
PROFESSIONAL ASSOCIATION



Fort William
First Nation



ICE
INDIGENOUS
& COMMUNITY ENGAGEMENT

Indigenous Economic Impact Analysis of Thunder Bay

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Executive Summary

Developed for the Thunder Bay Community Economic Development Commission (CEDC), and in partnership with the Anishnawbe Business Professional Association (ABPA), Fort William First Nation, and the Nishnawbe Aski Development Fund (NADF), this report builds an economic impact analysis for Metropolitan Thunder Bay. Metropolitan Thunder Bay is a Northern Ontario metropolitan area that contains the City of Thunder Bay and the municipalities of Oliver Paipooonge and Neebing, the townships of Shuniah, Conmee, O'Connor, and Gillies, and the Fort William First Nation reserve.

An Indigenous economic impact analysis of Metropolitan Thunder Bay will produce aggregate estimates of how Indigenous peoples contribute to this regional economy through business ownership, community spending, employment, and personal consumer spending. An Indigenous economic impact analysis also estimates the compounding effects of spending. Parts of the Indigenous economic impact come from the indirect effects of Indigenous spending. These effects are produced when Indigenous businesses purchase goods and services for their own outputs; the businesses that supply goods and services to the region's Indigenous businesses will gain revenue to spend on their own activities. The induced effects of Indigenous spending come from household spending in the Thunder Bay area. Induced effects can also grow when increases in income give people more money for personal spending.

The City of Thunder Bay is located on the traditional lands of the Anishnawbe people and is the Treaty Territory of the Fort William First Nation, who are signatories to the Robinson-Superior Treaty in 1850. The 2021 Canadian census reports that 16,935 people in Metropolitan Thunder Bay identify as Indigenous. This is about 14% of the total population. Statistics Canada (StatCan) estimates that 59,245 people were employed in Metropolitan Thunder Bay in 2020. Within this metropolitan labour force, 6,120 people identify as Indigenous, which is roughly 10% of the total labour force.

There are a variety of Indigenous businesses in the Thunder Bay region, and several of them are listed in Indigenous business directories. Some Indigenous businesses in Metropolitan Thunder Bay have small numbers of full-time employees, while other businesses and organizations are much larger. Many of these large Indigenous businesses and organizations have established roots in the Thunder Bay area. Thunder Bay, as a regional hub in Northwestern Ontario, offers a wide range of Indigenous business opportunities to serve surrounding First Nations because the city has become a focal point for services, resources, and partnerships. By addressing these opportunities, Indigenous businesses in Thunder Bay have played a pivotal role in supporting economic growth.

Other types of organizations contribute to the Indigenous economic impact of Thunder Bay. There are non-profit organizations that have a mandate to provide services for Indigenous people, and some of their spending would be for Indigenous employment or Indigenous goods or services. Thunder Bay is a hub for First Nations bands and tribal councils and Métis organizations. Nishnawbe Aski Nation and its affiliate organizations are also located in Thunder Bay. Fort William First Nation has several office buildings,

recreational facilities, a community centre, other facilities, as well as many Indigenous businesses located on its reserve.

Input-output (I-O) modeling is used to estimate the market effects of changes to employment, spending, industry growth, and other demand on Indigenous economic output in Metropolitan Thunder Bay. The table below summarizes the Indigenous economic impacts. The rows list the types of economic effects, and the columns show the different indicators of economic impact.

Indigenous Economic Impact in Metropolitan Thunder Bay

	2020 CAN\$, million					Number of FTE jobs
	Output	GDP	Labour Income	Wages	Taxes	Employment
Direct	742	411	259	223	24	3,134
Indirect	202	113	69	61	7	929
Induced	606	149	79	70	47	1,263
Total	1,550	673	407	354	78	5,326

For Metropolitan Thunder Bay, direct Indigenous economic output in 2020 was estimated to be \$742 million, and the total market value of final goods and services, or GDP, was \$411 million. This GDP contribution was 6.5% of Metropolitan Thunder Bay's 2020 GDP of \$6.3 billion. The direct impact of Indigenous labour income accounts for roughly 7% of Metropolitan Thunder Bay's total labour income.

The first four indicators and the employment indicator in the table above can be transformed into measures of total impact per demand. For every \$1 million dollars in new demand for Indigenous spending, Thunder Bay can expect to see roughly:

- \$2.09 million in output
- \$0.91 million in GDP
- \$0.55 million in labour income
- \$0.48 million in wages
- 7 FTE jobs

While many of the Indigenous economic impacts in Metropolitan Thunder Bay are significant, there are opportunities for these impacts to continue to grow. Promoting Indigenous prosperity in Thunder Bay is one way to maximize its Indigenous economic impact. Fort William First Nation and regional First Nations frequently engage with Thunder Bay as a hub for essential services. First Nations-led initiatives, such as joint ventures for resource or infrastructure development, enhance Thunder Bay's economic landscape. Further collaboration among governments, businesses, and communities will ensure that Indigenous economic well-being continues to expand and benefit the broader economy of Thunder Bay and Northern Ontario.

Table of Contents

Acronyms and abbreviations	iii
Glossary	iv
1 Introduction	1
2 Indigenous demographics of Thunder Bay	2
2.1 Thunder Bay's labour force	3
2.2 Indigenous Businesses in Thunder Bay	5
2.3 Organizations and Indigenous governance	8
3 The Indigenous economic impact in Thunder Bay	9
3.1 Measuring economic impact	9
3.2 Sources and methods of I-O modelling	11
3.3 Results of I-O modelling	11
3.4 Analysis of impacts by industry	12
4 Promoting Indigenous Prosperity	16
5 Conclusion	18
Reference List	19
A Sources and Methods for I-O modelling	20
A.1 Supply and Use and Input-Output Tables	20
A.2 Regional Input-Output Modelling	20
A.3 Estimating Thunder Bay's Indigenous output	23
B Direct, Simple, Total tables, by industry	25

Acronyms and abbreviations

ABPA Anishnawbe Business Professional Association

CCIB Canadian Council of Indigenous Businesses

CEDC Thunder Bay Community Economic Development Commission

FTE full-time equivalent

GDP gross domestic product

I-O input-output

IBD Indigenous Business Directory

NADF Nishnawbe Aski Development Fund

NAICS North American Industry Classification System

StatCan Statistics Canada

Glossary

census subdivision As defined by the 2021 Canadian Census: “Census subdivision (CSD) is the general term for municipalities (as determined by provincial/territorial legislation) or areas treated as municipal equivalents for statistical purposes (e.g., Indian reserves, Indian settlements and unorganized territories). Municipal status is defined by laws in effect in each province and territory in Canada.”

City of Thunder Bay The City of Thunder Bay is the core of Metropolitan Thunder Bay. In the Canadian Census and StatCan databases, it is listed as “Thunder Bay, City [Census subdivision]”

economic effect An economic effect is a measure of the change of spending on a business, an industrial sector, a market, or other economic boundary. Economic effects can come from new government policies, business strategies, or other social events. In standard I-O modelling, the total economic effect of a change is the product of direct, indirect, and induced effects.

economic indicator Delineates how an economic effect is being measured. Common indicators include: output, GDP, labour income, taxes, and employment.

full-time equivalent (FTE) A method to normalize hours worked across different types of employment. Standard calculations take total hours worked and divide by average annual hours worked in full-time jobs. In this report full-time is set to 40 hours per week. There, if someone worked 35 hours a week, their employment would be a 0.875 FTE job ($35 \div 40$).

gross domestic product (GDP) Total market value of all final goods and services. The value of intermediate goods or services, which are used in the production of a good or service, is not included in GDP.

Indigenous peoples A collective name for the original peoples of North America and their descendants. The Canadian Constitution recognizes 3 groups of Indigenous peoples: First Nations, Inuit, and Métis. These are 3 distinct peoples with unique histories, languages, cultural practices and spiritual beliefs.

input-output (I-O) model A system of linear equations that describe the distribution of output throughout an economy.

Metropolitan Thunder Bay A statistical grouping of the City of Thunder Bay and its surrounding neighborhoods. In the Canadian Census and StatCan databases, this metropolitan area is listed as: “Thunder Bay, Census metropolitan area [Census metropolitan area]”, which contains: “Conmee, Township [Census subdivision]”, “Fort William 52, Indian reserve [Census subdivision]”, “Gillies, Township [Census subdivision]”, “Neebing, Municipality [Census subdivision]”, “O’Connor, Township [Census subdivision]”, “Oliver Paipoonge, Municipality [Census subdivision]”, “Shuniah, Municipality [Census subdivision]”, and “Thunder Bay, City [Census subdivision]”.

North American Industry Classification System (NAICS) Classifies economic activities by supply-side or production-oriented principles. NAICS has a hierarchical structure. At the 2-digit level, the economy is divided into 20 sectors.

Northern Ontario A geographic and quasi-administrative region of Ontario. Districts of Northern Ontario are Rainy River, Kenora, Thunder Bay, Cochrane, Timiskaming, Algoma, Sudbury, Nipissing and Manitoulin. The five largest cities in Northern Ontario are Greater Sudbury, Thunder Bay, Sault Ste. Marie, North Bay, and Timmins.

output The measure of all sales of goods and services, both final and intermediate.

List of Figures

1	Indigenous identity, as a share of population per census division	3
2	Labour force aged 15 years and over by industry	5
3	Active businesses and business openings and closures in Thunder Bay .	6
4	Thunder Bay business counts by employment size	7
5	Number of businesses registered to Indigenous Business Directory (IBD)	7
6	Map of First Nations Band Offices and Indigenous organizations	8
7	Thunder Bay's output multipliers, by industry	14
8	Thunder Bay's labour income multipliers, by industry	15
9	Thunder Bay's employment multipliers, by industry	16
10	Thunder Bay's location quotients (<i>LQs</i>), by industry	21

List of Tables

1	Population aged 15 years and over by labour force status	3
2	Thunder Bay Labour Force, by Indigenous identity, gender, and age . . .	4
3	Types of Effects	10
4	Types of Indicators	10
5	Indigenous Economic Impact in Metropolitan Thunder Bay	11
6	NAICS-2d codes	12
7	Regional purchase coefficients	22

8	Estimating Indigenous Output for Thunder Bay	24
9	Direct Indigenous Economic Impact, Thunder Bay	26
10	Simple Indigenous Economic Impact, Thunder Bay	27
11	Total Indigenous Economic Impact, Thunder Bay	28

1. Introduction

Estimating the total economic impacts of Indigenous people, communities, businesses and governments is a beneficial exercise for Indigenous peoples in Canada, as well as for non-Indigenous Canadians. Governments, organizations, and businesses can use information on Indigenous economic activity to plan initiatives in business development, employment, education, and training. Studies of Indigenous economic impact can also set baselines to further Indigenous prosperity with Indigenous communities.

Developed for the Thunder Bay Community Economic Development Commission (CEDC), and in partnership with the Anishnawbe Business Professional Association (ABPA), Fort William First Nation, and the Nishnawbe Aski Development Fund (NADF), this report builds an economic impact analysis for Metropolitan Thunder Bay. Metropolitan Thunder Bay is a Northern Ontario metropolitan area that contains the City of Thunder Bay and the municipalities of Oliver Paipooonge and Neebing, the townships of Shuniah, Conmee, O'Connor, and Gillies, and the Fort William First Nation reserve.

An Indigenous economic impact analysis of Metropolitan Thunder Bay will produce aggregate estimates of how Indigenous peoples contribute to this regional economy through business ownership, community spending, employment, and personal consumer spending. An Indigenous economic impact analysis also estimates the compounding effects of spending. Parts of the Indigenous economic impact come from the indirect effects of Indigenous spending. These effects are produced when Indigenous businesses purchase goods and services for their own outputs, and the businesses that supply goods and services to the region's Indigenous businesses gain revenue to spend on their own activities. The induced effects of Indigenous spending come from household spending in the Thunder Bay area. Induced effects can also grow when increases in income give people more money for personal spending.

Section 2 of this report provides an overview of Metropolitan Thunder Bay and its Indigenous economics. Details in this section help demonstrate why an Indigenous economic impact is an important project for the Thunder Bay region. Metropolitan Thunder Bay includes Fort William First Nation and it is also an economic hub for Indigenous peoples that have reason to travel to Thunder Bay for work, shopping, sports, recreation, and community events. Also located in Thunder Bay are many governmental and non-governmental Indigenous services. These include services provided by First Nations, Tribal Councils, the Métis Nation of Ontario, and other Indigenous organizations, such as the Thunder Bay Indigenous Friendship Centre and the Ontario Native Women's Association.

Section 3 of this report evaluates the Indigenous economic impact on Thunder Bay, Ontario. It uses input-output (I-O) modelling to estimate different economic impacts from Indigenous spending and employment. The Indigenous economic impact in Metropolitan Thunder Bay is significant; its direct impact in 2020 included \$742 million in output¹ and \$411 million in gross domestic product (GDP). The total Indigenous economic impact is greater, as it estimates the indirect and induced effects of direct spending. For instance, the total impact of Indigenous economic activity in Thunder

Bay included \$1.55 billion in output and \$673 million in GDP.

The results of Section 3 should be seen as a baseline that will be improved as more data on Indigenous spending become available. When the modelling was built in the summer of 2024, 2020 was the most recent year of publicly available provincial account data (see Appendix A for details on sources and methods). Consequently, the results of Section 3 would be impacted by the COVID-19 pandemic, as this global event had major economic effects on employment, production, imports, and exports in Ontario and across Canada. As future releases of economic account data begin to capture the effects of the post-pandemic economic recovery, an updated economic impact analysis will be able to see how Indigenous spending improved when Thunder Bay and Northern Ontario raised industrial output to pre-pandemic levels. For instance, there is already evidence that the number of active businesses in Thunder Bay has steadily grown since 2020 (see Figure 3 on page 6).

Section 4 of this report provides additional insights about the economic data of Thunder Bay. It highlights some of the best practices and frameworks for promoting Indigenous prosperity. The genesis, formation, and evolution of the current Indigenous economic contribution in Thunder Bay is a multi-dimensional process occurring over many decades, which includes Fort William First Nation, First Nations political, technical, legal and educational entities, Indigenous service organizations and health agencies, Indigenous businesses, and Indigenous residents, students, patients, and visitors from outside the city.

2. Indigenous demographics of Thunder Bay

Metropolitan Thunder Bay is located on the traditional lands of the Anishnawbe people and is the Treaty Territory of the Fort William First Nation, who are signatories to the Robinson-Superior Treaty in 1850. The 2021 Canadian census reports that 16,935 people in Metropolitan Thunder Bay identify as Indigenous. This is about 14% of the total population. As shown in Figure 1, the percentage of people who identify as Indigenous in Metropolitan Thunder Bay's population is similar to the percentages of other areas of Northern Ontario. Within the larger Thunder Bay *District*, which has a land area of over 100,000 km², are the traditional territories of many First Nations, who live in rural and remote communities.

An outline of Thunder Bay's economic characteristics can help explain how the economic spending of Indigenous people is composed of contributions from labour, businesses, organizations, and Indigenous governance, which includes the operations of First Nations bands, Tribal Councils, and Provincial Territorial Organizations.

¹Output measures both final and intermediate spending while GDP only counts the total market value of all final goods and services.

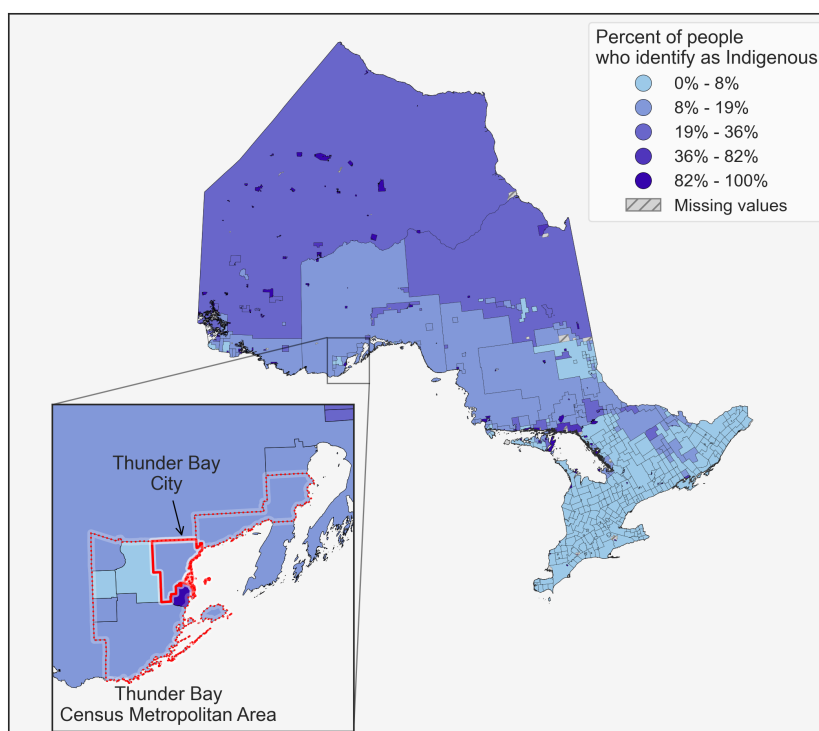


Figure 1: Indigenous identity, as a share of population per census division

Source: 2021 Canadian census.

2.1 Thunder Bay's labour force

The labour force of Thunder Bay is one of the largest in Northern Ontario. As shown in Table 1, the 2021 Canadian Census counted 53,355 people in the City of Thunder Bay's labour force.

Table 1: Population aged 15 years and over by labour force status

	City of Thunder Bay	Greater Sudbury	North Bay	Sault Ste. Marie
Total	91,235	137,430	43,890	60,495
In the labour force	53,355	84,005	25,425	33,210
Employed	47,395	75,300	22,380	28,895
Unemployed	5,960	8,700	3,045	4,315
Not in the labour force	37,885	53,425	18,465	27,275

StatCan estimates that 59,245 people were employed in Metropolitan Thunder Bay in 2020. Within this metropolitan labour force, 6,120 people identify as Indigenous, which is roughly 10% of the total population. Table 2 provides breakdowns of the non-Indigenous and Indigenous labour forces in Metropolitan Thunder Bay by gender and age. The table demonstrates that there are gender differences between the populations. The non-Indigenous labour force has, irrespective of age group, more men working than

women. In the Indigenous labour force, the opposite is true, except for the 15-to-24 age group.

Table 2: Thunder Bay Labour Force, by Indigenous identity, gender, and age

	Non-Indigenous		Indigenous	
Total	53,125		6,120	
	Men+	Women+	Men+	Women+
Total	27,385	25,740	2,875	3,250
15 to 24 years	3,845	3,540	615	510
25 to 54 years	16,175	15,495	1,825	2,105
55 to 64 years	5,325	5,215	355	535
65 years and over	2,040	1,485	75	105

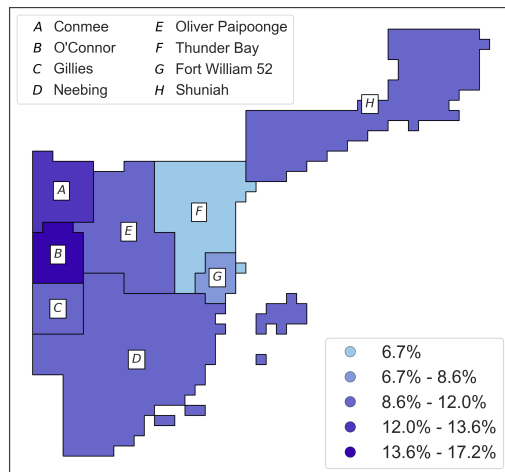
Employment data reveals how employment by industry is geographically distributed across Thunder Bay. Figure 2 plots, for each census subdivision in Metropolitan Thunder Bay, the share of employment of four industries:

- construction,
- information and cultural industries,
- health care and social assistance, and
- public administration.

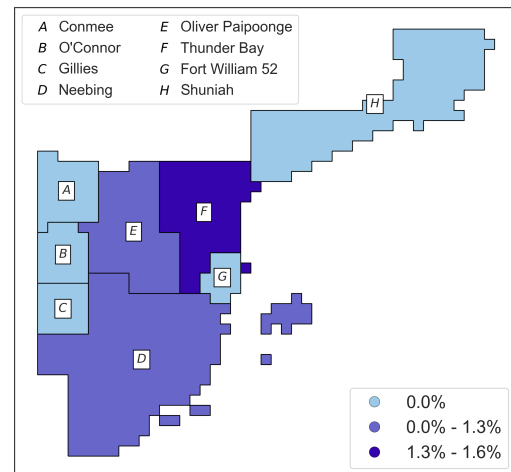
A significant share of people living in O'Connor work in construction; the shares of employment in health care and social services are relatively high in the City of Thunder Bay, Shuniah and Fort William First Nation; and the geographic data on employment in information and cultural industries and public administration both suggest that employment opportunities in a particular industry can be concentrated geographically. In the case of Fort William First Nation, the high share of employment in public administration is tied to First Nations governance, as there is the Fort William First Nation band office, satellite offices for First Nations bands, tribal councils, and Indigenous services.

Like the City of Thunder Bay, Fort William First Nation has a significant share of residents who work within the boundaries of its census subdivision. Almost 95% of people who work in the City of Thunder Bay, also live there. Almost half of the people who work in Fort William First Nation also live on the reserve. Other places of Thunder Bay, such as Conmee and O'Connor, require that people commute to work. For much of the Thunder Bay Metropolitan Area, between 1% and 2% of the employed population work within Ontario but outside the boundaries of the District of Thunder Bay.²

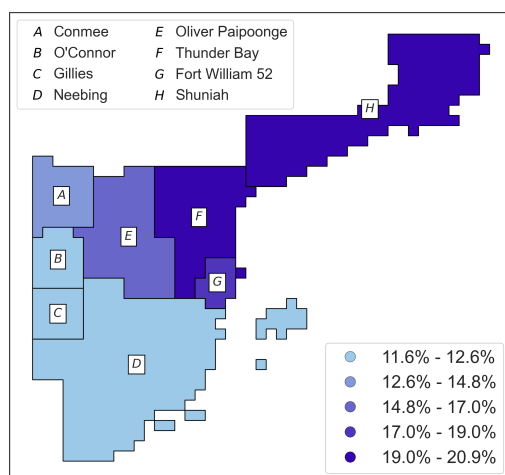
²These statistics on commuting to work are taken from the 2021 Canadian census.



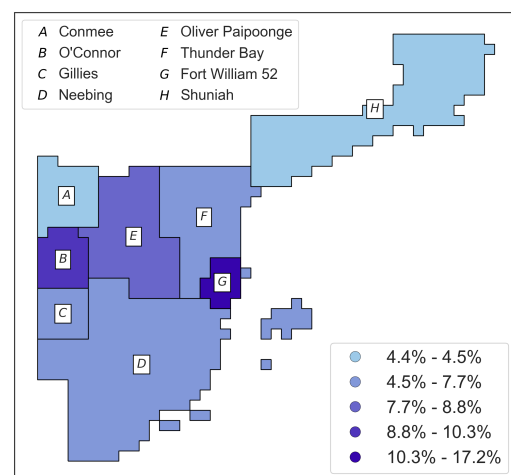
(a) Construction



(b) Information and cultural industries



(c) Health care and social assistance



(d) Public administration

Figure 2: Labour force aged 15 years and over by industry

2.2 Indigenous Businesses in Thunder Bay

Metropolitan Thunder Bay has thousands of active businesses, but the business landscape has been changing over time. Figure 3 plots data on active business counts in Metropolitan Thunder Bay, excluding businesses that are primarily involved in agriculture, fishing and trapping, private household services, religious organizations and public administration.³ The top panel of the figure shows how the absolute number of Thunder Bay businesses has decreased since 2015. The business count slowly shrunk from 2015 to 2020. Like other cities in Canada, the COVID-19 pandemic produced a bigger wave of business closures. Over 200 businesses in Metropolitan Thunder Bay closed in the first half of 2020. Since 2021, Thunder Bay has seen a steady flow of business openings.

³Definitions and methods of this dataset are found at “Monthly Business Openings and Closures (MBOC)”.

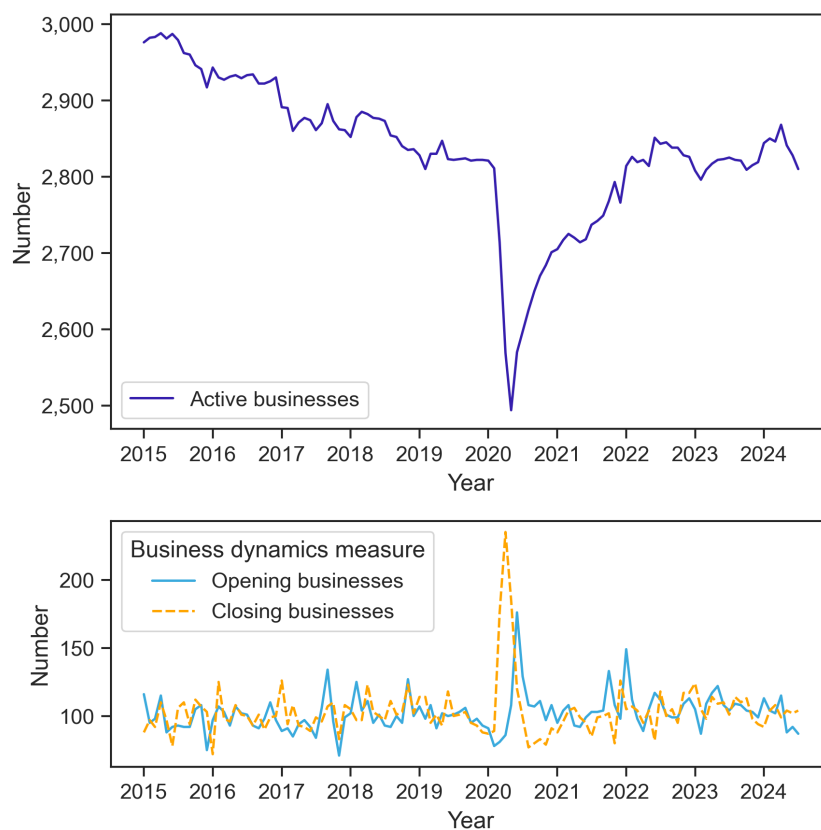


Figure 3: Active businesses and business openings and closures in Thunder Bay

Source: StatCan Table 33-10-0270-01.

There have also been changes to the sizes of businesses in Thunder Bay. The number of businesses in Thunder Bay can be divided into categories of employment size (Figure 4). The number of small businesses with fewer than 10 employees grew from 2020 to 2022, but the number of small businesses has since been declining. By contrast, medium and large businesses in Thunder Bay have been steadily growing from 2021 to 2024.

Some Indigenous businesses in Thunder Bay are small and hoping to grow, while other businesses and organizations are larger and have established roots in the Thunder Bay area. Operational capacity of any business is important, but there can be unique opportunities for large Indigenous businesses, especially in Thunder Bay. A large Indigenous business or organization would have the capacity to provide services for First Nations that have recurring needs to purchase goods and services in the Thunder Bay area. For example, three hotels in Thunder Bay are First Nations-owned.⁴ In addition to the income these hotels generate from their regular operation, they can generate income from the frequent spending of First Nations communities that, because of their remoteness, send members to Thunder Bay for health care, education, legal, and other services.

⁴Included in the partnership of Superior Inn are: Michipicote, and Naicatchewenin [Michipicoten First Nation purchases Victoria Inn]. Included in the partnership of the Nor'Wester Hotel & Conference

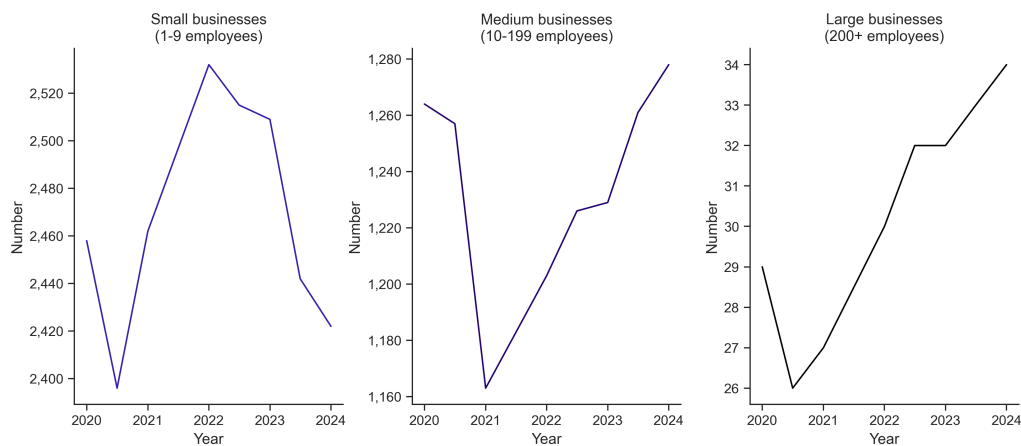


Figure 4: *Thunder Bay business counts by employment size*

Note: At any point in time, the total number of businesses in this figure will be higher than the total number of businesses in Figure 3. Data for the current figure is counting all industries, including unclassified businesses. Figure 3 excludes businesses that are primarily involved in agriculture, fishing and trapping, private household services, religious organizations and public administration.
Source: StatCan tables on Canadian business counts.

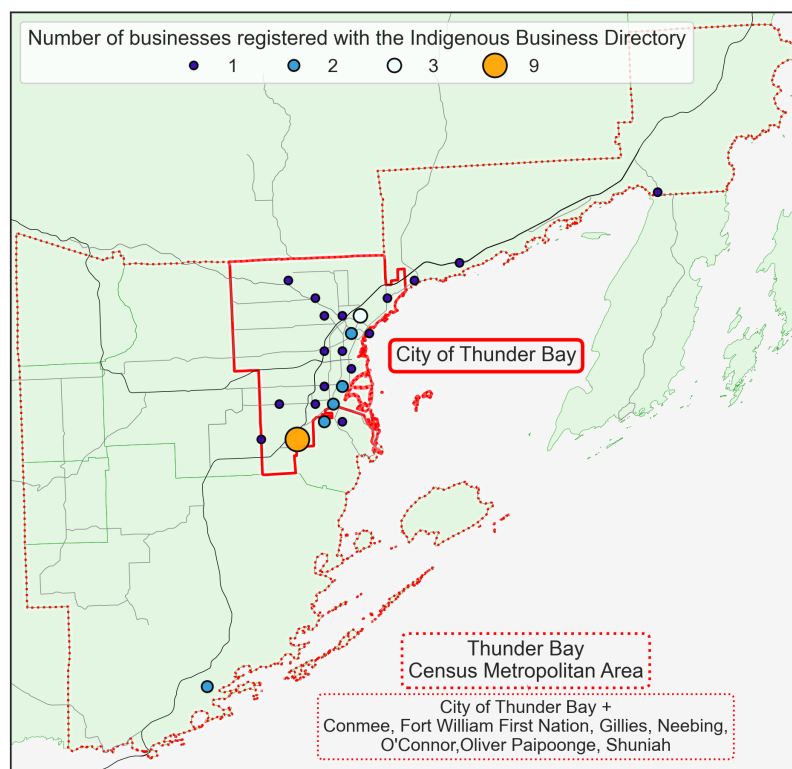


Figure 5: *Number of businesses registered to Indigenous Business Directory (IBD)*

Note: Locations of businesses approximated with postal code data.
Source: IBD.

Centre are: Kingfisher Lake, Wunnumin Lake, Kitchenuhmaykoosib Inninuwug, Neskantaga, Wapekeka, Nibinamik, and Kasabonika Lake [Different name, "same great service"]. Included in the partnership of the Landmark Inn are twenty-two First Nations [Local First Nations join partnership to buy Landmark Inn].

Several businesses in Thunder Bay are registered in business directories as Indigenous-owned. Registration of Indigenous businesses helps certify businesses that are truly Indigenous-owned. Two of the most important directories are the Canadian Council of Indigenous Businesses (CCIB) and the federal Indigenous Business Directory (IBD). Figure 5 visualizes the spread of Indigenous businesses in Thunder Bay that are registered in the IBD. A business registered in the IBD is at least 51% Indigenous-owned and qualifies for federal procurement opportunities.⁵

2.3 Organizations and Indigenous governance

Different types of organizations contribute to the economic impact of Thunder Bay. There are non-profit organizations that have a mandate to provide services for Indigenous people, and some of their spending would be for Indigenous employment or Indigenous procurement. Other non-profit organizations are owned and operated by Indigenous communities or groups. For example, the Nishnawbe-Aski Legal Services Corporation was created to “address the shortcomings in the administration of justice within Nishnawbe Aski Nation (NAN), and to improve access to justice for members of NAN.”

Indigenous governance includes the activities of First Nation bands, tribal councils, and other Indigenous bodies that administrate for Indigenous communities and are recognized parties in treaty negotiations, land claims, Indigenous engagement, and other political activities. Figure 6 illustrates how Thunder Bay is a hub for First Nations bands and tribal councils and Métis organizations. Fort William First Nation has a band office on reserve, and two other First Nations have satellite offices in Thunder Bay (Lac Des Mille Lacs First Nation in Fort William and Bingwi Neyaashi Anishinaabek in the City of Thunder Bay). In the vicinity of these

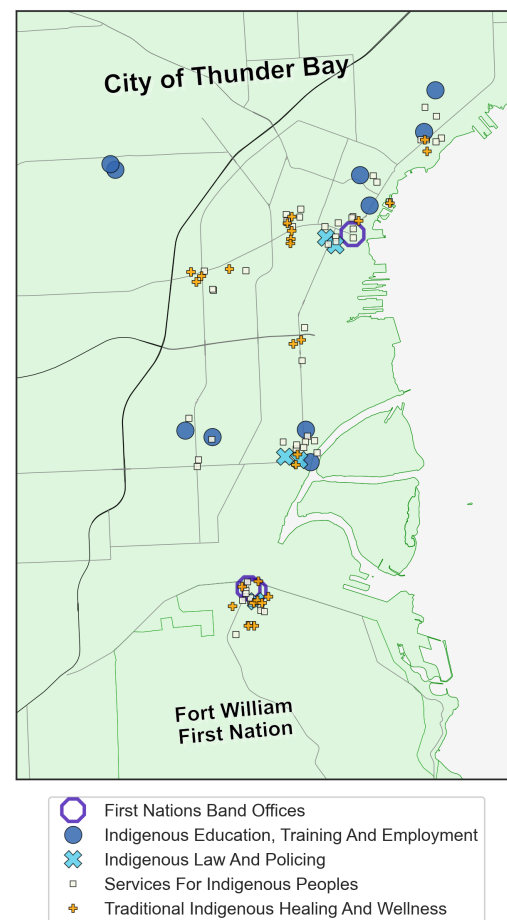


Figure 6: Map of First Nations Band Offices and Indigenous organizations

Note: Locations of businesses approximated with postal code data. Source: [211 Ontario North](#), as of November 2024. The sub-category of “Indigenous Peoples” was merged with “Services for Indigenous Peoples.”

⁵It should be noted that the Federal Government has been challenged about the presence of non-Indigenous businesses in the IBD. For example, a two-year audit of the IBD led to the de-listing of over 1,100 businesses [[“Ottawa removed 1,100 companies from Indigenous procurement list: Hajdu”](#)].

offices are other legal and political organizations, as well as broader community services. Suppliers of these broader Indigenous services include, but are not limited to:

- Anishinabek Employment and Training Services
- Anishnawbe Mushkiki
- Biinjitiwaabik Zaaging Anishinaabek
- Bingwi Neyaashi Anishinaabek
- Cat Lake First Nation
- Dilico Anishinabek Family Care
- Fort William First Nation
- Lac Des Mille Lacs First Nation
- Matawa First Nations Management
- Métis Nation of Ontario
- Nishnawbe Aski Police Service
- Nokiiwin Tribal Council
- Ontario Native Women's Association
- Pays Plat First Nation
- Thunder Bay Indigenous Friendship Centre

3. The Indigenous economic impact in Thunder Bay

3.1 Measuring economic impact

The economic impact of Indigenous peoples in Metropolitan Thunder Bay is analyzed with estimates of different effects. Table 3 outlines the effects that are commonly found in I-O models of economic impact. Direct effects are produced from spending on a business or sector – e.g., a business buys new materials, leases technology, and hires labour to produce a good or service. Indirect and induced effects are modelled estimates of the cascading effects of initial spending. For example, an Indigenous business like Waawoono Consultancy purchases goods and services from other Thunder Bay businesses to provide its consulting services. The indirect effects of Waawoono's purchases would include some of the subsequent spending of the businesses it purchases from, as they now have revenue to spend on their business activities. The induced effects of Waawoono include the household spending of its employees, who purchase goods and services from received wages and salaries, as well as any people who change their household consumption because of Waawoono's indirect effects on other businesses or sectors.

Table 3: Types of Effects

Type of Effect	Definition [†]
Direct	Initial spending made on a business or a sector .
Indirect	Business-to-business purchases that stem from the initial spending above.
Simple	Direct + Indirect
Induced	Household spending that can be attributed to the indirect business-to-business purchases
Total	Direct + Indirect + Induced

[†] Definitions summarized from [Understanding IMPLAN: Direct, Indirect, and Induced Effects](#)

There are different indicators of economic impact. Spending can come from different sources, like consumer, business, or government spending, and not all spending takes the same path, as money in the economy will become income for employees, profit for businesses, and tax revenue for governments. Table 4 defines the types of indicators that will be measured in this report.

Table 4: Types of Indicators

Type of Indicator	Definition [†]
Output	The measure of all sales of goods and services, both final and intermediate.
GDP	Total market value of all final goods and services. The value of intermediate goods or services, which are used in the production of a good or service, is not included in GDP.
Labour Income	Includes wages, supplementary labour income and the net income of unincorporated businesses.
Wages	Worker's wages, calculated either as wages or salaries paid to individuals.
Taxes	Taxes on production – property taxes, licenses, and permits – and taxes on products – GST, HST, etc.
Employment	Number of jobs, measured as full-time equivalent (FTE) person-years.

[†] Definitions of impacts summarized from [A User Guide for CAHSEIM: The Culture, Arts, Heritage and Sport Economic Impact Model](#)

3.2 Sources and methods of I-O modelling

I-O modeling is used to estimate the market effects of changes to employment, spending, industry growth, and other demand on output. A series of steps were taken to produce a regional I-O model for Thunder Bay. For details on the sources and methods of the I-O modelling that was completed for this report, see Appendix A.

3.3 Results of I-O modelling

Table 5 summarizes the Indigenous economic impacts of Metropolitan Thunder Bay. The rows list the types of economic effects, and the columns show the different indicators of economic impact.

Direct Indigenous economic output in 2020 was estimated to be \$742 million. The combined indirect and induced impacts of this spending was estimated to be over \$800 million. The total impact of direct Indigenous economic output in 2020 was \$1.55 billion.

Table 5: Indigenous Economic Impact in Metropolitan Thunder Bay

	2020 CAN\$, million					Number of FTE jobs
	Output	GDP	Labour Income	Wages	Taxes	Employment
Direct	742	411	259	223	24	3,134
Indirect	202	113	69	61	7	929
Induced	606	149	79	70	47	1,263
Total	1,550	673	407	354	78	5,326

For breakdowns by industry, see Appendix B

Indigenous spending directly contributed \$411 million to Metropolitan Thunder Bay's GDP in 2020. This contribution was 6.5% of Metropolitan Thunder Bay's 2020 GDP.⁶

The direct impact of Indigenous labour income accounts for roughly 7% of Metropolitan Thunder Bay's total labour income.⁷ The indirect and induced impacts of Indigenous labour income sum to \$148 million. This means that Indigenous spending and employment helped create the demand to hire \$148 million worth of labour in Metropolitan Thunder Bay.

Direct Indigenous spending in Thunder Bay created 3,134 FTE jobs in 2020. Indigenous

⁶The calculated share of Indigenous GDP is the product of dividing Indigenous direct GDP by the GDP of Thunder Bay in 2020, which StatCan Table 36-10-0468-01 reports to be \$6,247 million.

⁷The total employment income of Thunder Bay is calculated from StatCan Table 98-10-0588-01. The number of employees in all industries is multiplied by the average annual income, \$52,000. This produces an estimated total of \$3,080 million. The share of Indigenous income is the product of dividing the direct labour income in Table 5, \$259 million, by the estimated total.

spending on business and sectors indirectly created 929 FTE jobs. Induced household spending had a slightly larger impact, as it is estimated to have created 1,263 FTE jobs in 2020.

The first four indicators and the employment indicator⁸ in Table 3 can be transformed into measures of total impact per demand. For every \$1 million dollars in new demand for Indigenous spending, Thunder Bay can expect to see roughly:

- \$2.09 million in output
- \$0.91 million in GDP
- \$0.55 million in labour income
- \$0.48 million in wages
- 7 FTE jobs

3.4 Analysis of impacts by industry

The I-O modelling can be disaggregated according to the industry levels listed in the 1997 structure of the North American Industry Classification System (NAICS). Table 6 lists the 20 sectors of industrial activity in the most general level of NAICS-1997 classification. See Appendix B for Direct, Induced, and Indirect tables at the NAICS-1997 2-digit level.

Table 6: NAICS-2d codes

Code	Sector	Code	Sector
11	Agriculture, Forestry, Fishing and Hunting	53	Real Estate and Rental and Leasing
21	Mining and Oil and Gas Extraction	54	Professional, Scientific and Technical Services
22	Utilities	55	Management of Companies and Enterprises
23	Construction	56	Administrative and Support, Waste Management and Remediation Services
31-33	Manufacturing	61	Educational Services
41	Wholesale Trade	62	Health Care and Social Assistance
44-45	Retail Trade	71	Arts, Entertainment and Recreation
48-49	Transportation and Warehousing	72	Accommodation and Food Services
51	Information and Cultural Industries	81	Other Services (except Public Administration)
52	Finance and Insurance	91	Public Administration

⁸Estimating the impact of taxes for Thunder Bay is more complicated, as the I-O model was initially constructed with the 2020 Ontario symmetric input-output tables. The tables have two rows on taxes, one for total taxes on products and another for total taxes on production. For every \$1 million dollars in new demand for Indigenous spending, we can expect to see \$0.11 million in taxes, or an effective tax rate of 11%. The size of this rate and the distribution of these taxes among federal, provincial, and local agencies are affected by subsidies on production and products, which themselves can come from federal, provincial, or local sources.

3.4.1 Direct impacts

Large Indigenous economic impacts in output and GDP occur in:

- **Construction**
- **Manufacturing**
- **Real estate and rental and leasing**
- **Health care and social assistance**

The sector with the largest Indigenous economic impacts in output and GDP is **Public administration**. This sector is a key place of Indigenous spending as it includes First Nations governments (bands and tribal councils), as well as establishments of Indigenous organizations that are primarily engaged in providing to Indigenous people “a wide variety of government services that would otherwise be provided by federal, provincial or municipal levels of governments.”⁹

Further research is needed to analyze why certain sectors have smaller Indigenous economic impacts than others. One factor is the number of active businesses per industry. Regulations, licensing, competition, and regional demand will impact the size of industries in Thunder Bay. Barriers to entry in some sectors could also be high for new businesses, including Indigenous-owned businesses. The number of firms per industry has a significant positive correlation with the Indigenous direct output – i.e., the greater the number of firms in an industry, the greater the Indigenous direct output.¹⁰ The small number of firms in some industries, such as **Utilities** and **Information and cultural industries**, likely affect their Indigenous economic impacts.

The two biggest sources of total direct income are:

- **Health care and social assistance**
- **Public administration**

These sectors are also key to Indigenous FTE employment in Thunder Bay. Indigenous spending directly created 626 FTE jobs in **Health care and social assistance** and 434 FTE jobs in **Public administration**.

3.4.2 Induced and indirect impacts

Figure 7 presents the simple and total multipliers for the economic output of Metropolitan Thunder Bay. The stacked bars show the composition of two multipliers:

- Simple = Direct + Indirect
- Total = Direct + Indirect + Induced

An output multiplier estimates the amount of output for every unit of input. For instance, if the total output multiplier for **Educational services** in Thunder Bay is 2.37, this means

⁹Quotation is taken from the NAICS-1997 definition of [914 - Aboriginal Public Administration](#).

¹⁰+0.69 is the Pearson correlation between Indigenous direct output (see Table 5) and the number of businesses in Thunder Bay in 2020, by industry (same data source as Figure 4).

we estimate that for every \$1.00 invested in education in Thunder Bay, the city will see a total market growth of \$2.37.

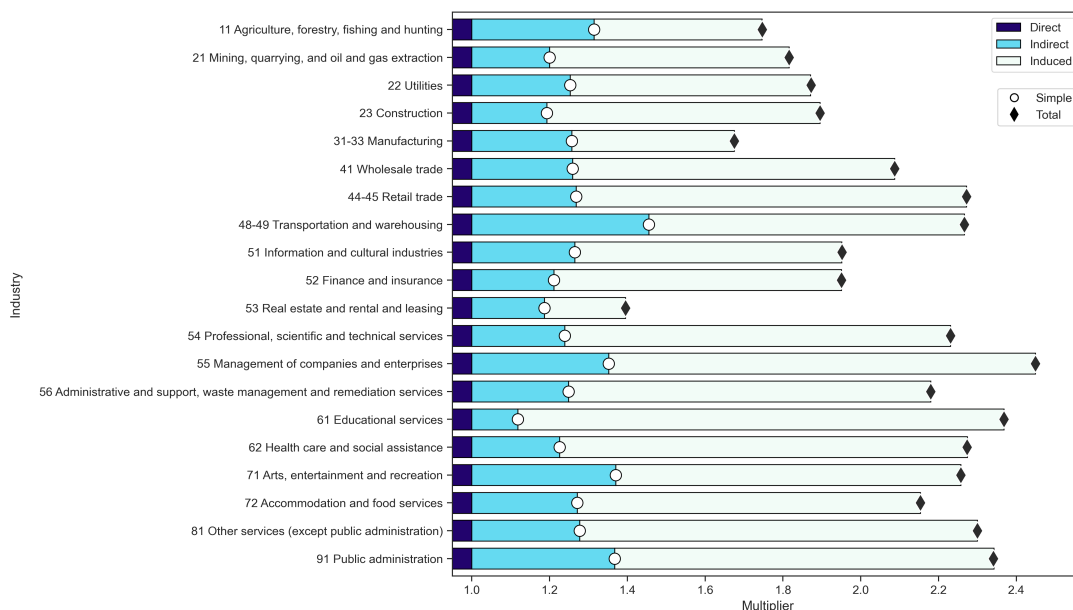


Figure 7: Thunder Bay's output multipliers, by industry

Source: See Appendix A

Theoretically, the industries in Metropolitan Thunder Bay with the largest multipliers are strong candidates for investment. However, many economic and political factors affect industry growth, especially at regional or local levels. In the case of investing in Indigenous economic opportunities in Thunder Bay, some industries with large total multipliers do not, according to available data, have strong Indigenous output. For example, the two large total multipliers are found in **Management of companies and enterprises** and **Transportation and warehousing**. Respectively, these sectors account for 0% and 5% of Indigenous output in Thunder Bay. In contrast, Indigenous spending makes strong contributions to the Thunder Bay economy through the multiplying effects of **Health care and social assistance** and **Public administration**. These sectors account for 12% and 22% of Indigenous output in Thunder Bay.

The direct wages of Indigenous employees account for roughly 7% of total employment income in Thunder Bay. The labour income multipliers in Figure 8 suggest that many industries in Thunder Bay can produce similar indirect and induced economic effects for labour income. **Educational services** have the largest total multiplier for labour income. For every \$1 million spent on **Educational services**, \$0.86 million of labour income is created in the sector. Indirect spending produced from spending on **Educational services** creates \$0.04 million of labour income in other sectors. The induced impacts of labour income can be large, as increases to labour income can turn into new personal consumption expenditures. In the case of **Educational services**, the effects of increased consumption expenditures from a \$1 million investment is an additional \$0.163 million in labour income.

The economic impact of **Educational services** on labour income gives Thunder Bay

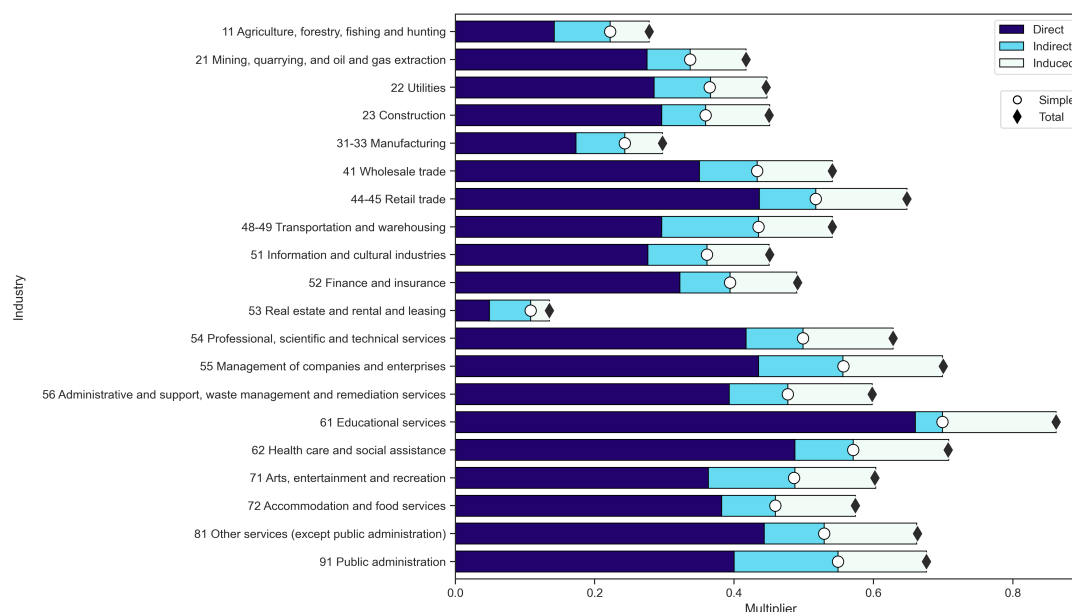


Figure 8: *Thunder Bay's labour income multipliers, by industry*

Source: See Appendix A

another good reason to invest in Indigenous education. The total effect of Indigenous labour income can help increase Indigenous enrollments and completions of secondary and postsecondary education.¹¹ Investments can also support the educational institutions in Thunder Bay that focus on Indigenous education. There is the Dennis Franklin Cromarty High School, which is run by the Northern Nishnawbe Education Council and has the mission to “ensure students develop a strong sense of identity in the distinct language, culture and traditions of the Anishnawbek and achieve academic excellence and become active members of society.”¹² The campus of Oshki-Wenjack is also located in Thunder Bay. Oshki-Wenjack delivers post-secondary and training programs with a mission to meet the “holistic educational needs of Nishnawbe Aski Nation.”¹³

The multipliers in Figure 9 demonstrate that \$1 million in investment enables some industries to directly employ more people than others. Direct employment is impacted by the typical wages and salary ranges of an industry; some industries pay more per employee and, therefore, cannot hire as many people with a fixed amount of investment. For any level of investment, the sectors that can create the highest numbers of FTE jobs are:

- **Arts, entertainment and recreation** (14.2 FTE jobs)
- **Retail trade** (11.9 FTE jobs)
- **Accommodation and food services** (10.5 FTE jobs)

¹¹For example, Lakehead University reports that, in the 2016-2017 academic year, it “hosted approximately 1,091 self-identified Indigenous students, representing approximately 11.9% of our total student population.” Statistic taken from [Aboriginal Students](#).

¹²Mission statement taken from [Dennis Franklin Cromarty High School](#).

¹³Mission statement taken from [Oshki-Wenjack | Indigenous Education Northern Ontario](#).

These sectors do present opportunities to increase Indigenous employment in Thunder Bay.

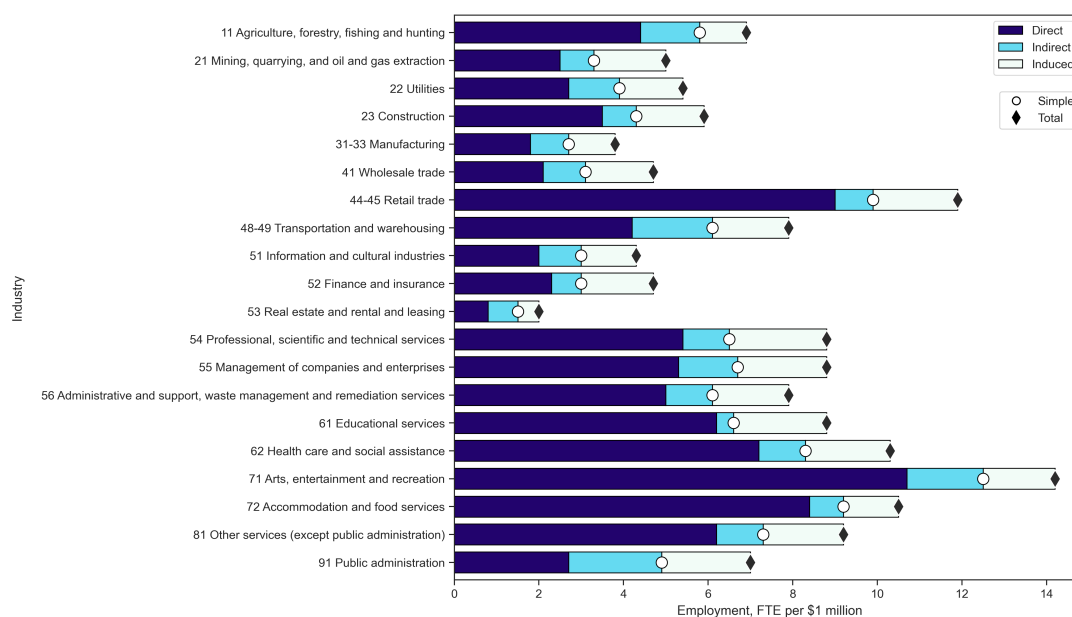


Figure 9: Thunder Bay's employment multipliers, by industry

Source: See Appendix A

4. Promoting Indigenous Prosperity

Indigenous economic contributions in Metropolitan Thunder Bay are substantial and continue to expand. Even with this success, more potential remains to further enhance Indigenous prosperity. Supporting Indigenous prosperity requires deliberate efforts by governments, organizations, businesses, and individuals to collaborate with Indigenous enterprises, First Nations and Métis organizations, and to create opportunities for Indigenous inclusion. Some best practices or enabling mechanisms and frameworks that support and promote Indigenous prosperity are:

Policy Reform Reviewing and modernizing policies to enhance Indigenous economic and partnership possibilities [1, 2, 6, 10].

Indigenous Procurement Expanding procurement goals for Indigenous businesses and using Indigenous business directories to connect these opportunities [5].

Indigenous Partnership Joint ventures with First Nations on large undertakings are common practice in many sectors.

Indigenous Business Startups & Expansions Supporting Indigenous entrepreneurship by facilitating access to financing, funding, networks, and markets as well as skill-building and training initiatives such as accounting and marketing [7, 8].

Indigenous Education & Employment Increasing Indigenous access to education, training, and mentorship and promoting and coaching for Indigenous management

and leadership [4, 8].

Indigenous events Tourists and local consumers can support the Indigenous entrepreneurs and culture through film and music festivals, art galleries, cultural celebrations, and craft marketplaces [3].

There are agencies within the region that assist with Indigenous entrepreneurship. Support for Indigenous ownership can occur at different stages of business development. For example, in Thunder Bay, Indigenous businesses can apply for financing from the Nishnawbe Aski Development Fund (NADF). NADF offers a variety of loans and grants, some of which are focused on giving opportunities to youth entrepreneurs, and Indigenous women in business. The organization also offers financing options for communities and businesses that rely on winter roads to deliver goods and services.

In an interview for this report, NADF's Brian Davey, Chief Executive Officer, and Kimberly Bird, Loans Manager, spoke of how they have seen an increased interest in investing in Indigenous businesses – both by Indigenous peoples hoping to expand their economic prosperity and non-Indigenous partners that see investment opportunities. A significant share of NADF's total investments since inception have occurred in recent years. In addition, NADF is pursuing opportunities to grow its capital funds to meet the demand for more significant loan amounts. NADF is seeing larger loan amounts in applications, in part because there is growing interest to build Indigenous ownership through acquisitions.

Indigenous service organizations contribute to the Thunder Bay economy by purchasing goods and services, conducting training, hosting conferences, and hiring employees. Indigenous students from around the region and across Canada come to Thunder Bay for high school, college, and university education. For example, Lakehead University has over 1000 self-identified Indigenous students. But it is not just mainstream schools, but also Indigenous-led institutes such as Dennis Franklin Cromarty High School, Matawa Education and Care Centre, and Oshki-Wenjack Institute that bring Indigenous students to Thunder Bay who pay rent, buy school supplies, use transportation services, attend events, and purchase groceries.

Fort William First Nation and regional First Nations within and outside of Metropolitan Thunder Bay have made and continue to make significant economic contributions to the local economy. These communities frequently engage with Metropolitan Thunder Bay as a hub for essential services, such as healthcare, education, and government programs – all of which generate substantial spending within metropolitan area. First Nations-owned businesses, including those in hospitality and transportation, not only create jobs but also foster economic partnerships that benefit the broader region. First Nations-led initiatives, such as joint ventures for resource or infrastructure development, enhance Thunder Bay's economic landscape while promoting Indigenous prosperity. As these communities invest in their own economic growth through entrepreneurship and skills development, their interconnected relationship with Thunder Bay strengthens the local economy and highlights the mutual benefits of collaboration and inclusion.

5. Conclusion

The Indigenous economic contributions to Metropolitan Thunder Bay play a vital and growing role in the regional economy. This report highlights the significant direct, indirect, and induced impacts of Indigenous entrepreneurship, Indigenous spending, and Indigenous employment. For Metropolitan Thunder Bay, direct Indigenous economic output in 2020 was estimated to be \$742 million, and the total market value of final goods and services, or GDP, was \$411 million. The total impact of Indigenous economic output in 2020 was \$1.55 billion, which is a combination of \$742 million in direct output from First Nations, Indigenous enterprises, Indigenous service providers, and everyday consumer spending, and the indirect and induced effects in Metropolitan Thunder Bay, which were \$808 million.

While these contributions are impressive, there remains untapped potential to further promote Indigenous prosperity. Targeted support, partnerships, and investments will be essential to unlocking this potential. Furthermore, collaboration between governments, businesses, and communities will ensure that Indigenous economic well-being continues to expand, benefiting the broader economy of Thunder Bay and Northern Ontario.

The findings in this report establish a baseline for understanding Indigenous economic impacts and provide a foundation for future strategies. By prioritizing Indigenous economic empowerment, Thunder Bay has the opportunity to not only strengthen its economy but also to lead as a model for shared prosperity.

References

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- [9] Ronald E. Miller and Peter D. Blair. *Input-Output Analysis: Foundations and Extensions*. Cambridge University Press, 3rd edition, 2022.
- [10] OECD. Linking Indigenous Communities with Regional Development in Canada. Technical report, OECD Rural Policy Reviews, 2020.

A. Sources and Methods for I-O modelling

A.1 Supply and Use and Input-Output Tables

The Ontario 2020 supply and use table was accessed through the Abacus Data Network in April 2024. The full citation is:

Statistics Canada, 2024, “Supply and Use and Input-Output Tables, 2020”, Abacus Data Network, V1

The “Basic Price” sheet of `IOTs_provincial_symmetric_ON_L97_2020.xlsx` was converted to an unformatted CSV. The CSV was separated into files for each component of the I-O model – e.g., `build_L97_final_demand.csv`.

A.2 Regional Input-Output Modelling

There are a variety of ways to estimate regional inputs and outputs [9]. This report relies on the use of two nonsurvey methods to estimate the economic impact in Thunder Bay:

1. Location Quotients
2. Regional Purchase Coefficients

A.2.1 Location Quotients

For each industry, a *location quotient* (LQ) is used to produce estimates of a region’s industrial specialization relative to a larger geographic unit. This report needed to estimate the regional industrial specialization of Thunder Bay, relative to Ontario. The LQ s of Thunder Bay would be used to modify steps in the model that are produced from Ontario data.

The 2021 Canadian Census was used to build LQ s for Thunder Bay. The relative impact of industries was calculated with employment by industry, as listed in the NAICS format. LQ s are calculated by dividing the city distribution of labour by the benchmark. For example, if 0.9 percent of labour in Barrie is involved in **Utilities** (NAICS-2d: 22) and 0.7 percent of labour in Ontario is involved in this industry, the LQ for **Utilities** in Barrie is 1.29 ($0.9 \div 0.7$).

Figure 10 plots the LQ s for industries in Thunder Bay. Any LQ higher than 1 signifies a larger share of employment, relative to the Ontario distribution of employment across industries. Any industry with a LQ smaller than 1 is an indication that this industry is small, relative to the industry’s share of labour in Ontario’s employment. For instance, the LQ of **Manufacturing** (NAICS-2d: 31-33) in Thunder Bay suggests that the size of manufacturing in the city is likely below the average of what we would find in other areas of Ontario. Conversely, the size of Thunder Bay’s **Mining, quarrying, and oil and gas extraction** industry (NAICS-2d: 21) is around three times larger than the Ontario average – a likely effect of Thunder Bay’s geography, even if cities like Sudbury have

even larger mining and quarrying industries.

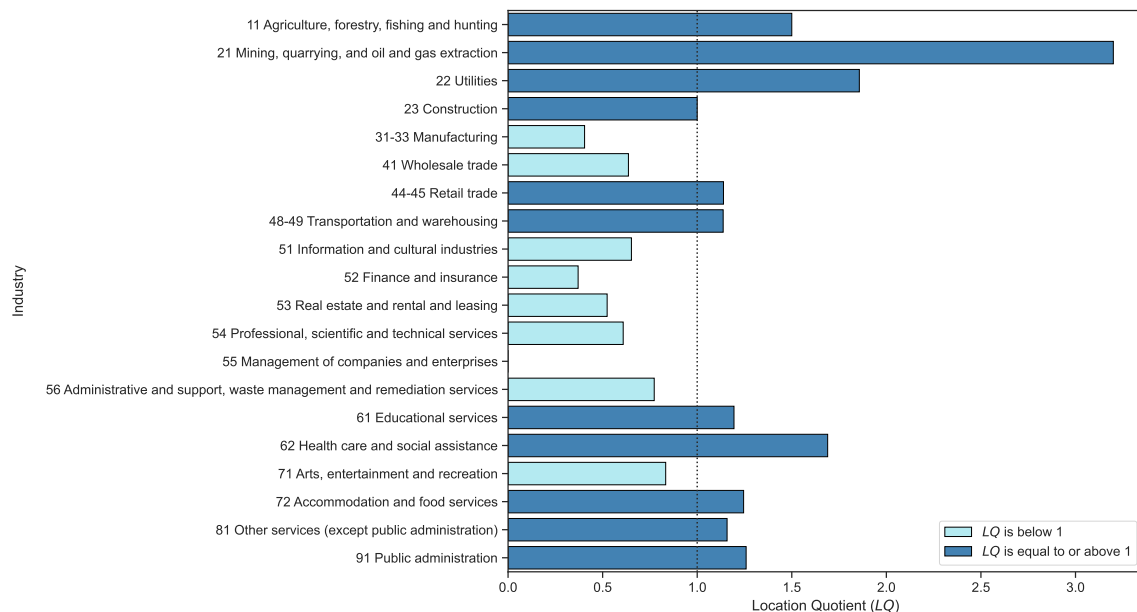


Figure 10: Thunder Bay's location quotients (LQs), by industry

A.2.2 Regional Purchase Coefficients

Producing regional purchase coefficients is a method to estimate the share of inter-industry purchases that would come from regional sources. In Thunder Bay, regional purchase coefficients can account for the needs of businesses to import from outside the Thunder Bay region. Reasons to import from outside Thunder Bay could include:

- Mining and natural resource extraction industries in Northern Ontario are predominantly exporting their production to Southern Ontario, other provinces in Canada, and internationally. Businesses in Thunder Bay are not necessarily in positions to purchase minerals and other materials from local sources.
- Popular Internet retailers and online ordering systems make it easier for Thunder Bay businesses to purchase goods and services that are unavailable or scarce locally.

As a result of data availability, this paper uses 2020 Ontario I-O data to construct Thunder Bay's regional purchase coefficients. Consequently, this paper assumes that the level of Thunder Bay production that is supplied from inter-industry purchases within Thunder Bay is proportional to the level of Ontario production that is supplied from inter-industry purchases from within Ontario. Regional purchase coefficients are calculated as:

$$p_i = \frac{(x_i - e_i)}{(x_i - e_i + m_i)}$$

where x_i is total output, e_i is the sum of international and inter-provincial exports, and m_i is the sum of international and inter-provincial imports.

Table 7: Regional purchase coefficients

Industry	p_i
11 Agriculture, forestry, fishing and hunting	0.519
21 Mining, quarrying, and oil and gas extraction	0.271
22 Utilities	0.989
23 Construction	0.999
31-33 Manufacturing	0.250
41 Wholesale trade	0.856
44-45 Retail trade	0.982
48-49 Transportation and warehousing	0.803
51 Information and cultural industries	0.741
52 Finance and insurance	0.866
53 Real estate and rental and leasing	0.939
54 Professional, scientific and technical services	0.776
55 Management of companies and enterprises	0.945
56 Administrative and support, waste management and remediation services	0.729
61 Educational services	0.972
62 Health care and social assistance	0.994
71 Arts, entertainment and recreation	0.841
72 Accommodation and food services	0.812
81 Other services (except public administration)	0.941
91 Public administration	0.993

A.2.3 Regional technology matrix

The product of incorporating location quotients and regional purchase coefficients is a regional technology matrix (A^{rr}). For each row of A , which is the technology matrix built with Ontario data, a rule is applied:

$$a_{ij}^{rr} = \begin{cases} (LQ_i^r) p_i a_{ij}^n, & \text{if } LQ_i^r < 1 \\ p_i a_{ij}^n, & \text{if } LQ_i^r \geq 1 \end{cases}$$

Every row of A is multiplied by its industry regional purchase coefficient ($p_i a_{ij}^n$). Some of the rows of A will be multiplied by a LQ , when its industry LQ is below 1. The LQ is not used for a regional industry is greater than 1. Consequently, we are producing a conservative estimate of Thunder Bay's regional impact. Larger estimates of economic impact could be produced if rows in the technology matrix were multiplied by LQ s greater than 1, but this risks inflating the regional impact of industry specialization.

A.3 Estimating Thunder Bay's Indigenous output

StatCan provides statistics on the gross domestic income attributable to Indigenous people by industry.¹⁴ However, data are only available at national, provincial, and territorial levels.

Thunder Bay's share of Ontario's Indigenous employment was used to estimate Thunder Bay's Indigenous output. Table 8 shows the data and the estimates by industry. For each industry, Ontario's Indigenous output for 2020 was multiplied by Thunder Bay's Indigenous employment, as a percent share of Ontario's Indigenous employment.

¹⁴Gross domestic income attributable to Indigenous people by industry

Table 8: Estimating Indigenous Output for Thunder Bay

	Ontario	Thunder Bay	
	(A) Output	(B) Share of Indigenous Emp.	(A × B) Est. Output
11 Agriculture, forestry, fishing and hunting	407.4	5.85%	23.9
21 Mining, quarrying, and oil and gas extraction	490.4	3.80%	18.7
22 Utilities	221.7	3.27%	7.3
23 Construction	2,164.9	2.89%	62.5
31-33 Manufacturing	4,054.4	1.67%	67.8
41 Wholesale trade	767.0	1.56%	12.0
44-45 Retail trade	1,044.4	3.21%	33.5
48-49 Transportation and warehousing	1,064.3	3.97%	42.2
51 Information and cultural industries	393.4	3.00%	11.8
52 Finance and insurance	701.8	2.01%	14.1
53 Real estate and rental and leasing	1,634.4	3.21%	52.5
54 Professional, scientific and technical services	766.8	2.91%	22.3
55 Management of companies and enterprises	31.8	0.00%	0.0
56 Administrative and support, waste management and remediation services	674.7	3.46%	23.3
61 Educational services	1,106.5	3.27%	36.2
62 Health care and social assistance	1,779.8	4.88%	86.9
71 Arts, entertainment and recreation	154.0	2.22%	3.4
72 Accommodation and food services	625.1	5.01%	31.3
81 Other services (except public administration)	763.9	4.20%	32.1
91 Public administration	4,500.1	3.57%	160.6

B. Direct, Simple, Total tables, by industry

Tables [9](#), [10](#) and [11](#) provide industry breakdowns of the I-O modelling. The row of sums in each table is used for Table [5](#).

Table 9: Direct Indigenous Economic Impact, Thunder Bay

Industry	2020 CAN\$, million					Number of FTE jobs
	Output	GDP	Labour Income	Wages	Taxes	Employment
11 Agriculture, forestry, fishing and hunting	24	10	3	3	1	105
21 Mining, quarrying, and oil and gas extraction	19	11	5	4	0	47
22 Utilities	7	5	2	2	0	20
23 Construction	63	31	19	17	3	219
31-33 Manufacturing	68	18	12	9	1	122
41 Wholesale trade	12	7	4	4	0	25
44-45 Retail trade	33	20	15	13	1	301
48-49 Transportation and warehousing	42	18	12	11	2	177
51 Information and cultural industries	12	6	3	3	0	24
52 Finance and insurance	14	8	5	4	1	32
53 Real estate and rental and leasing	52	39	3	2	9	42
54 Professional, scientific and technical services	22	14	9	9	0	120
55 Management of companies and enterprises	0	0	0	0	0	0
56 Administrative and support, waste management and remediation services	23	14	9	8	0	117
61 Educational services	36	30	24	20	1	225
62 Health care and social assistance	87	58	42	36	2	626
71 Arts, entertainment and recreation	3	2	1	1	0	37
72 Accommodation and food services	31	13	12	11	1	263
81 Other services (except public administration)	32	18	14	13	1	199
91 Public administration	161	89	64	53	2	434
Sum	742	411	259	223	24	3,134

Table 10: Simple Indigenous Economic Impact, Thunder Bay

Industry	2020 CAN\$, million					Number of FTE jobs
	Output	GDP	Labour Income	Wages	Taxes	Employment
11 Agriculture, forestry, fishing and hunting	40	17	7	6	1	167
21 Mining, quarrying, and oil and gas extraction	26	15	7	6	1	73
22 Utilities	10	6	3	2	0	31
23 Construction	88	43	26	23	4	306
31-33 Manufacturing	115	39	23	19	2	264
41 Wholesale trade	17	10	6	5	0	42
44-45 Retail trade	46	27	18	17	1	345
48-49 Transportation and warehousing	72	31	21	18	2	291
51 Information and cultural industries	17	9	5	4	0	40
52 Finance and insurance	18	10	6	5	1	47
53 Real estate and rental and leasing	65	46	7	6	10	89
54 Professional, scientific and technical services	30	18	12	11	0	154
55 Management of companies and enterprises	0	0	0	0	0	0
56 Administrative and support, waste management and remediation services	32	19	12	11	1	152
61 Educational services	43	34	26	22	1	246
62 Health care and social assistance	116	73	52	45	3	747
71 Arts, entertainment and recreation	5	3	2	2	0	44
72 Accommodation and food services	47	20	16	14	2	304
81 Other services (except public administration)	45	25	18	16	1	244
91 Public administration	237	132	93	77	4	835
Sum	1,068	577	358	310	34	4,422

Table 11: Total Indigenous Economic Impact, Thunder Bay

Industry	2020 CAN\$, million					Number of FTE jobs
	Output	GDP	Labour Income	Wages	Taxes	Employment
11 Agriculture, forestry, fishing and hunting	42	16	7	6	2	165
21 Mining, quarrying, and oil and gas extraction	34	16	8	7	1	93
22 Utilities	14	7	3	3	1	39
23 Construction	118	48	28	26	7	369
31-33 Manufacturing	114	33	20	17	3	258
41 Wholesale trade	25	11	6	6	1	56
44-45 Retail trade	76	33	22	20	4	398
48-49 Transportation and warehousing	96	36	23	20	5	334
51 Information and cultural industries	23	10	5	5	1	51
52 Finance and insurance	28	13	7	6	2	66
53 Real estate and rental and leasing	73	48	7	6	10	105
54 Professional, scientific and technical services	50	22	14	13	2	196
55 Management of companies and enterprises	0	0	0	0	0	0
56 Administrative and support, waste management and remediation services	51	23	14	13	2	184
61 Educational services	86	44	31	26	4	319
62 Health care and social assistance	198	92	61	53	10	895
71 Arts, entertainment and recreation	8	3	2	2	0	49
72 Accommodation and food services	67	24	18	16	4	329
81 Other services (except public administration)	74	31	21	19	4	295
91 Public administration	376	163	109	91	16	1,124
Sum	1,551	672	407	353	78	5,325