

# Needs/Gap Analysis



**CENTRAL ALMAGUIN**

It's better here.

Sundridge • South River • Machar • Strong

Partnership funding provided by:  
FedNor and the Ministry of Northern Development and Mines



Prepared by



December 2013

## Table of Contents

<b>1</b>	<b>Framework for Gap Analysis</b> .....	<b>1</b>
1.1	Needs/Gaps Analysis Model.....	2
1.2	Definitions and Explanation of Model .....	3
<b>2</b>	<b>Summary of Central Almaguin’s Main Gaps</b> .....	<b>5</b>
<b>3</b>	<b>Recommended Priority Actions</b> .....	<b>9</b>
<b>4</b>	<b>Target Market Specific Gap Analysis</b> .....	<b>10</b>
4.1	Manufacturing/Processing .....	10
4.2	Tourism .....	13
<b>5</b>	<b>What the Numbers Say</b> .....	<b>17</b>

## 1 Framework for Gap Analysis

McSweeney & Associates has been retained by the Central Almaguin Economic Development Association (CAEDA) to prepare a Needs/Gaps Analysis for the Central Almaguin region. The rationale behind this report is to examine Central Almaguin's priority target industrial sectors to determine investment barriers and identify disparities between where the region envisions itself and its current economic position.

To undertake this analysis, we used a Needs/Gap Analysis Model (see following page) to demonstrate the priority of issues affecting CAEDA's ability to attract investment in two specific priority industry sectors. In summary, CAEDA can continue the pursuit of driving new investment into the Central Almaguin region by focusing their economic development efforts on two main industrial sectors:

1. Manufacturing and processing
2. Tourism.

The analysis model, developed and used exclusively by McSweeney & Associates, takes a ground-up approach to understanding the competitiveness and readiness of a specific community or economic region in relation to a particular economic and/or community activity. By first examining the specific industrial sectors and their base requirements (i.e. strategic geographic location, people, etc.) then incrementally moving upward to the top of the model, CAEDA will get a more detailed perspective of the areas in which the CA region excels and those in which they need to do some work to maximize Central Almaguin's opportunities and competitive advantages.

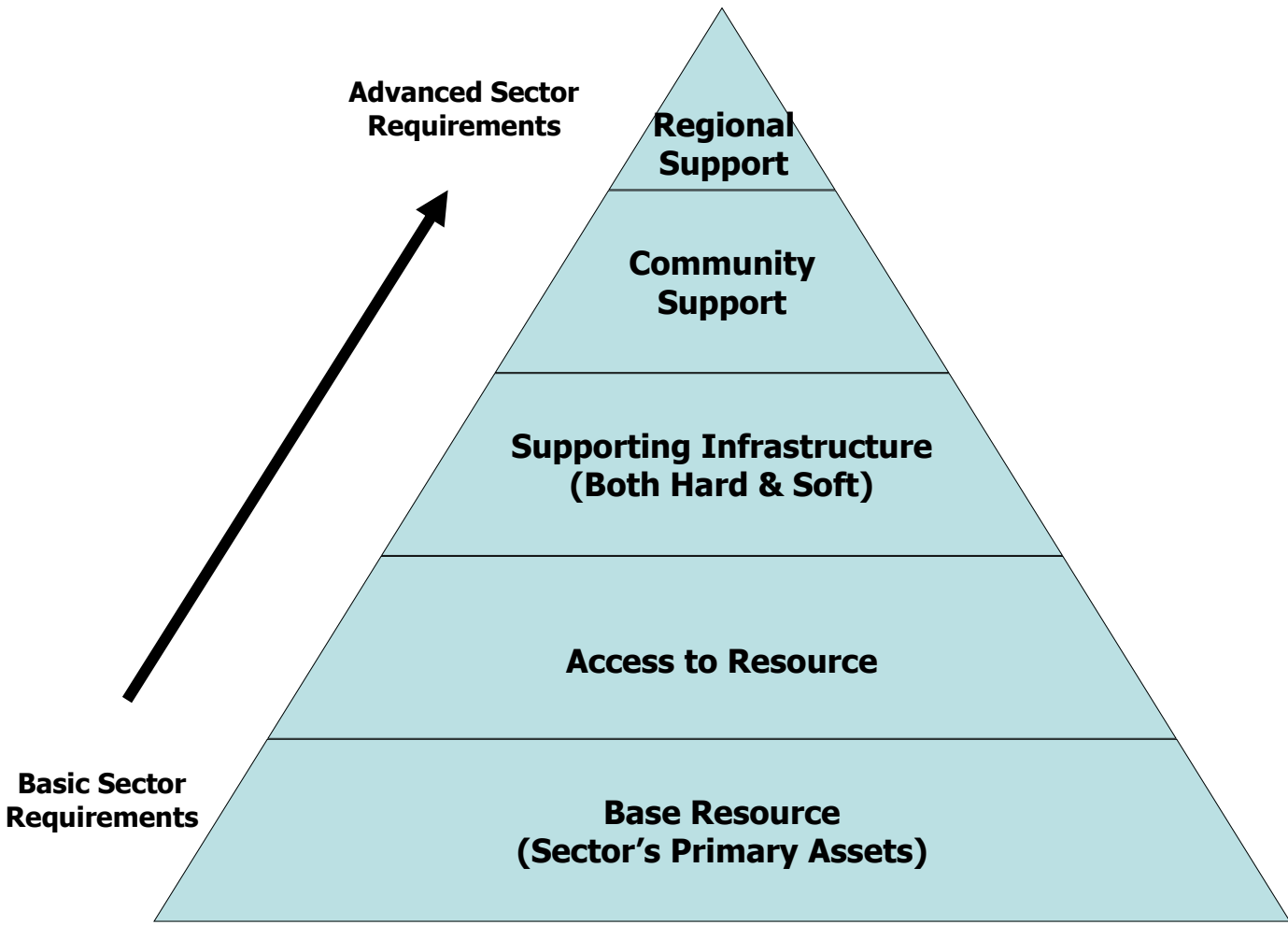
To enjoy success within their two priority industrial sectors, CAEDA will need to ensure that the gaps identified through the model are addressed in sequential order, starting from the base and moving to the top of the paradigm. There will be some overlaps between steps in the model; however, attention needs to be paid to the hierarchy of the model and to ensuring that the requirements of each step are adequately fulfilled.

The information used to complete the Needs/Gap Analysis was collected through a detailed review of several reports and previous analyses completed by CAEDA or other agencies. The reports reviewed included:

- *The Central Almaguin Community Profile and Target Market Study – 2013*
- *Information prepared for the development of the 2009 Central Almaguin Strategic Plan*
- *2009 Central Almaguin Labour Market Overview*
- *2009 Central Almaguin Economic Base Review*
- *Online web searches and review of Central Almaguin and related support agencies/organizations*
- *A detailed site tour of the 4 partner municipalities.*

In addition, interviews were conducted with community and industry leaders who are currently working with CAEDA or within their respective partner communities. This included Town administration and elected officials, representatives from local businesses, and Provincial support agencies.

## 1.1 Needs/Gaps Analysis Model



## 1.2 Definitions and Explanation of Model

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

### **Step 1 – Base Resource** (*primary assets need to be exploited to grow a specific industry sector*)

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

It is recommended that CA's top two priority target markets are manufacturing/processing and tourism. To ensure investment opportunities are realized, the following base resources are required:

1. *Manufacturing/processing* – exporting and importing of raw resources and final products, good access to transportation networks, skilled and unskilled workforce;
2. *Tourism* – great natural features, accessible natural environment, solid base of community and tourism assets, good access to transportation networks, skilled and unskilled workforce.

### **Step 2 – Access to Resource**

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

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

### **Step 3 – Required/Supporting Infrastructure (Hard and Soft)**

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

- Hard
  - Commercial/Industrial land
  - Commercial and industrial buildings
  - Residential housing

- Municipal water or access to a potable water source
- Sewage disposal (on-site or municipal)
- Electrical power and transmission capacity
- Natural gas
- Affordable and accessible high speed broadband
- Roads
- Soft
  - Competitive tax rates
  - Skilled workforce (talent)
  - Training and skills development.

### **Step 4 – Direct Community Support**

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

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

### **Step 5 – Regional Support**

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

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

Items that demonstrate regional support include:

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

## 2 Summary of Central Almaguin's Main Gaps

The four main areas that have emerged as existing gaps within Central Almaguin are:

### 1. Long-term Sustainability and Commitment to the Central Almaguin Economic Development Association (CAEDA)

The Central Almaguin Economic Development Association (CAEDA) is an informal community and economic development partnership benefitting the communities of the:

- Township of Machar
- Village of South River
- Township of Strong
- Village of Sundridge.

Proactively formed out of a necessity to ensure that the partner municipalities had a strong united voice during the planning and construction of Highway 11, CAEDA has become the economic development service delivery model chosen to represent the Central Almaguin region. Staffed by an economic development officer, and supported by both the elected officials and staff from the partner municipalities, this partnership appears to be working well and is a great example of how small rural communities can come together in order to achieve their collective goals.

Although on the surface CAEDA has proven to be an effective model in community partnerships, in order to realize long-term success in investment attraction and to reach common CAEDA economic development goals, the partner municipalities will need to elevate their commitment and long-term investment into CAEDA. Currently, CAEDA's municipal partners do not have a legal structure or framework in place and nor do they provide sustainable funding to CAEDA and staffing resources are supplemented primarily through funding by other levels of government. In addition, most economic development projects and initiatives are also heavily funded through other levels of government.

Moving forward, it will become more critical that CAEDA's municipal partners be prepared to invest into CAEDA through sustainable operational and project funding. As such, current gaps that need to be addressed include:

- A strategy identifying CAEDA's vision, goals and objectives
- A legal structure and framework for CAEDA
- Long-term funding model that outlines municipal partner investment and commitment to CAEDA
- An action oriented community and economic strategy (with realistic implementation plan) to outline the functions and responsibilities of CAEDA and its municipal partners.

### 2. CAEDA and the CA municipal partners to become Investment Ready

The Central Almaguin region has proven that its municipal partners are able to work together cooperatively to achieve their collective objectives. In terms of regional economic development, CAEDA and the CA region are fairly well advanced when compared to other similar sized regional economies in Northern Ontario. By using their



cooperative partnership, CAEDA can move towards creating a stronger and more sustainable economy for the CA region. Part of the efforts to create a better economy includes a better understanding of what it means to be able to retain and attract investment into the CA region as well as moving forward with efforts that will make both CAEDA and its municipal partner's investment ready.

CAEDA has already taken several steps towards understanding what it means to be investment ready. Several actions include:

- Development of an Economic Strategy and relevant background report (although now outdated)
- Creation of a CA Brand
- New website
- Completion of a Community Profile
- Target Market Study
- Needs Gap Analysis.

As CAEDA continues to strengthen their economic development program, it is critical that the CA's regional competitive advantages (i.e. location, transportation networks, natural environment, local business community, etc.) be used as assets to retain and/or attract investment into the community. Unfortunately, it will take more than just having the necessary assets in place to retain and/or attract investment into the CA regional community. Instead, CAEDA and its municipal partners must understand how to make the CA region attractive to investors, while at the same time ensuring that investors know that the CA region is a great place to invest. In other words, CAEDA and its municipal partners must become investment ready.

Becoming investment ready is not an activity that happens overnight. Similar to other economic development undertakings, it is a process that will take time, investment and commitment from CAEDA's partners. The gaps that will need to be addressed in order to make CAEDA more investment ready include:

1. Investment readiness assessment and training for CAEDA as well as municipal partner staff and political leaders.
2. The creation of an action oriented community and economic strategy (with realistic implementation plan) to outline the functions and responsibilities of CAEDA and its municipal partners.
3. The continued development and promotion of the CA Brand through social media and printed materials.
4. The development of investment attraction and economic development dedicated webpages on the [www.centralalmaguin.net](http://www.centralalmaguin.net) website.
5. The use of relevant and up-to-date economic development data (including regional labour force characteristics and availability).
6. Continue with the implementation of the CA marketing strategy and implementation plan. Should include the continuation of CA branded signage, target sector feature sheets, a quick facts and branded communication material.

The above gaps are listed in order of importance and it is recommended that these actions should be undertaken in the order listed. In addition, CAEDA should work with



their Provincial and/or Federal economic development partners to secure the funding necessary to fill the listed gaps.

### **3. Addressing the CA regional infrastructure gaps**

As documented in the accompanying Target Market report, the CA region offers the best of rural and urban living. Highlighted by a full complement of community assets, the CA region is a fully serviced community with hard assets such as:

- A combination of municipal water or municipal sewer services
- Access to natural gas
- Electricity and electrical transmission capacity
- High speed broadband (internet) – albeit spotty coverage in some areas
- Both wireless and landline communications.

The infrastructure gaps that must be addressed by CAEDA and the CA municipal partners include:

- a. Lack of shovel ready industrial land – currently neither CAEDA nor the CA municipal partners have an inventory of industrial land. In addition, it appears that most industrial land in the region is either owned or controlled by private owners. If there are no sites available for sale or lease, then it is very difficult to attract or accommodate any industrial development within the CA region.

To ensure investors have an understanding of the industrial land available within the CA region, CAEDA should consider undertaking an industrial land inventory to identify land available for industrial development. If it appears that there is a very limited supply of industrial land, CAEDA should further consider undertaking a business case to understand the viability of CAEDA investing in the development of high quality industrial land.

- b. Quality and capacity of the region’s municipal water and sewage treatment – in terms of servicing, the Village of Sundridge is serviced by municipal sewer. Currently, it is unclear if the Town has capacity within the sewage disposal system to accommodate any additional industrial or commercial development. Whether this is the case, or just a perception of Sundridge’s sewage treatment capacity, it is imperative that the Village of Sundridge undertake a sewage capacity and servicing study to understand their current and future carrying and treatment capacity.

The Village of South River is serviced by municipal water. Although there are currently no issues with the actual quality or quantity of the water available, there is a perception that the water is not aesthetically pleasing. As such, it is recommended that the Village of South River undertake a municipal water capacity and servicing study to understand their current and future water supply issues and capacity. If there are no issues with water quality, ensure that this message is included in future CAEDA marketing and communications efforts.

**4. Central Almaguin's need for a sustainable labour force**

The demographic profile of Central Almaguin, coupled with stakeholder interviews, reveals that the CA regional labour force is getting older. As the existing work force ages, there will be demands placed on local employers with respect to accessing professional, skilled and unskilled labour. Although this is a major issue all across Northern Ontario, it appears it will have significant impacts specifically on CA's existing major employers. It is recommended that the CAEDA work very closely with its major employers to identify and help to address issues pertaining to employee retention and attraction.

### 3 Recommended Priority Actions

To address some of the critical gaps identified in this report, and to further strengthen Central Almaguin's ability to strengthen and diversify their regional economy, it is recommended that CAEDA and its municipal partners undertake the following priority actions:

1. Complete a community and economic development strategy for the CA region. This strategy needs to be action oriented and accompanied by a realistic implementation plan.
2. Develop a long-term sustainable funding and operation model for CAEDA. This model should include a vision, goals and objectives for CAEDA as well as funding and support commitments from the CA municipal partners.
3. CAEDA should reach out to existing businesses and major employers to begin the discussion around creating a long-term sustainable workforce for the CA region.
4. Undertake investment readiness training for CAEDA as well as the CA municipal partners and continue working towards becoming investment ready.

## 4 Target Market Specific Gap Analysis

### 4.1 Manufacturing/Processing

Steps in Model	Strengths	Needs/Gaps
Base Resource	<p>Excellent local/regional supply chain to provide resources needed for manufacturing or processing a product.</p> <p>Local manufacturing sector produces goods for export that are well known throughout the region, Ontario, the Northern United States and abroad.</p>	<p>Need to better understand local/regional supply chain and if there are local/regional opportunities to provide resources (i.e. dimensional or specialty lumber products, aggregates, etc.).</p> <p>Uncertain if local manufacturers have additional capacity to manufacture or produce additional goods.</p> <p>Unknown what agri-products/resources exist to support the local food production supply chain.</p>
Access to Resource	<p>Central Almaguin is located directly on Highway 11 with access to rail and a regional roadway infrastructure.</p> <p>All resources and products are easily imported to and exported from the CA region.</p>	<p>As the manufacturing/processing sector grows, it may be difficult to source skilled and unskilled affordable labour. CAEDA should work more closely with regional manufacturing and processing businesses to better understand issues affecting labour.</p> <p>An elevated Canadian dollar may make international exporting difficult.</p>
Supporting Infrastructure	<p>Central Almaguin is a fully serviced urban/rural regional community. Competitive advantages include:</p> <ul style="list-style-type: none"> <li>• Immediate location on the Highway 11 with access to regional road system including Highway 124;</li> <li>• Fully serviced regional community with mix of municipal water or sewer services;</li> <li>• Easy and direct access to rail;</li> <li>• Real estate appears to be affordable;</li> <li>• Property taxes appear comparably competitive;</li> </ul>	<p>The CA region's most noticeable gap is the lack of investment ready industrial and commercial land.</p> <p>The Villages within the CA region can provide either water or sewer municipal services. There may be an issue with respect to water and sewer capacity and aesthetic quality.</p> <p>The condition of some of the vacant commercial and industrial properties available for sale or lease could be improved.</p> <p>Currently, CAEDA does not have an inventory of available industrial land for sale.</p>

## Needs/Gap Analysis for Central Almaguin

Steps in Model	Strengths	Needs/Gaps
	<ul style="list-style-type: none"> <li>• Affordable and available high speed broadband (internet) – albeit spotty in outlying areas;</li> <li>• Serviced by hydro and gas;</li> <li>• Fully self-sufficient regional community including:               <ul style="list-style-type: none"> <li>○ Affordable housing market</li> <li>○ Newer High School and elementary schools</li> <li>○ Medical clinics</li> <li>○ 2 arenas and community halls</li> <li>○ Two high profile Provincial Parks (Mikisew and Algonquin)</li> <li>○ A vibrant downtown</li> <li>○ Churches, retail, social services, etc.;</li> </ul> </li> <li>• An immediately available labour force (mainly skilled and unskilled);</li> <li>• Regional community leaders and partner municipal staff understand how to partner together in order to make the Central Almaguin region a better community to live and invest.</li> </ul>	<p>There appears to be a limited number of commercial and industrial properties available for sale or lease.</p>
Community Support	<p>The Central Almaguin municipal partners understand the need to work together in partnership and support CAEDA.</p> <p>Each municipal partner has a fully accessible municipal building/Town Hall and full counter services.</p>	<p>In terms of support for economic development, the CA regional municipal partners are limited in terms of their municipal budgets available for economic development staffing and programming.</p> <p>The CA municipal partners need to build stronger relationships with their major employers and business community.</p>
Regional Support	<p>The Central Almaguin regional municipal partners clearly understand the benefits of working together.</p> <p>CAEDA is the economic development delivery agent for the CA region.</p>	<p>CAEDA needs to continue being the CA regional champion driving regional economic development.</p> <p>To ensure make CAEDA is investment ready it is recommended CAEDA undertake initiatives such as:</p>

## Needs/Gap Analysis for Central Almaguin

Steps in Model	Strengths	Needs/Gaps
	<p>CAEDA has already taken several steps towards understanding what it means to be investment ready. Several actions include:</p> <ul style="list-style-type: none"> <li>• Development of an Economic Strategy and relevant background report (although now outdated)</li> <li>• Creation of a CA Brand</li> <li>• New website</li> <li>• Completion of a Community Profile</li> <li>• Target Market Study</li> <li>• Needs Gap Analysis.</li> </ul> <p>The CA region and in particular CAEDA is well supported by the Provincial and Federal governments.</p>	<ul style="list-style-type: none"> <li>• Investment readiness assessment and training for CAEDA as well as municipal partner staff and political leaders.</li> <li>• The creation of an action oriented community and economic strategy (with realistic implementation plan) to outline the functions and responsibilities of CAEDA and its municipal partners.</li> <li>• The continued development and promotion of the CA Brand through social media and printed materials.</li> <li>• The development of an investment attraction/economic development dedicated set of webpages on the <a href="http://www.centralalmaguin.net">www.centralalmaguin.net</a> website.</li> <li>• The use of relevant and up-to-date economic development data (including regional labour force characteristics and availability).</li> <li>• Continue with the implementation of the CA marketing strategy and implementation plan. Should include the continuation of CA branded signage, target sector feature sheets, a quick facts and branded communication material.</li> </ul>

4.2 Tourism

Steps in Model	Strengths	Needs/Gaps
Base Resource	<p>The CA region is located within an area rich in natural beauty.</p> <p>Several accessible lakes, including Eagle Lake and Lake Bernard.</p> <p>Two high profile Provincial Parks (Mikisew and Algonquin).</p> <p>Geographical location just south of North Bay, and just north of the Muskoka District and the GTA.</p> <p>The Central Almaguin region appears to have a very strong and growing seasonal residential population (cottagers).</p> <p>Several tourist accommodations.</p> <p>A vibrant main street.</p> <p>Great restaurants.</p> <p>Excellent regional tourism assets and operators (including both passive and active recreational activities).</p> <p>Two very popular local festivals/events (the Sunflower Festival and Triathlon).</p> <p>Very good mix of visual and performing arts and cultural assets.</p>	<p>The CA region would benefit from more coordination in terms of bringing to the tourism community together for marketing and packaging opportunities.</p> <p>Should begin to look at major community retailers and service providers as tourism drivers (i.e. Mac Lang Sundridge, Swift Canoe, etc.).</p>
Access to Resource	<p>Central Almaguin is located directly on a four lane limited access highway (Highway 11) which is supported by a regional roadway infrastructure.</p>	<p>It will be important that Central Almaguin continue to expand their signage program along Highway 11 and throughout the CA region to ensure they are capturing the travelling public.</p>



## Needs/Gap Analysis for Central Almaguin

Steps in Model	Strengths	Needs/Gaps
	<p>The CA region has an airport - <i>Almaguin Highlands Air Park</i>.</p> <p>People can easily access the Central Almaguin region.</p> <p>All resources and products are easily imported to and exported from the CA region.</p>	<p>There appears to be limited development potential along Highway 11 and the interchanges within the CA region – branded signage and a marketing program will become even more important if development cannot occur along Highway 11.</p>
Supporting Infrastructure	<p>Central Almaguin is a fully serviced urban/rural regional community. Competitive advantages include:</p> <ul style="list-style-type: none"> <li>• Immediate location on the Highway 11 with access to regional road system including Highway 124;</li> <li>• Fully serviced regional community with mix of municipal water or sewer services;</li> <li>• A mix of tourist accommodations;</li> <li>• Several major tourist attractions and camps in the CA region;</li> <li>• Both passive and active tourism and recreational activities;</li> <li>• 2 arenas and community halls;</li> <li>• Two high profile Provincial Parks (Mikisew and Algonquin);</li> <li>• A vibrant downtown;</li> <li>• Churches, retail, social services, etc.;</li> <li>• Easy and direct access to rail;</li> <li>• Real estate appears to be affordable;</li> <li>• Property taxes appear comparably competitive;</li> <li>• Affordable and available high speed broadband (internet) – albeit spotty in outlying areas;</li> <li>• Serviced by hydro and gas;</li> <li>• Fully self-sufficient regional community including:</li> </ul>	<p>CAEDA has developed a new brand for the CA region that is backed up by a social media campaign, including a new website. Continue to build tourism assets and expand the tourism opportunities into the site.</p> <p>There appears to be an issue with the quality of tourism accommodations within the CA region. Undertake a tourism accommodations study to assess if there are sufficient rooms available to accommodate demand.</p> <p>CAEDA should consider bringing/coordinating the tourism sector together to help maximize marketing and packaging potential.</p> <p>The condition of some of the commercial and industrial properties available for sale or lease needs to be improved.</p> <p>Limited number of commercial and industrial properties available for sale or lease.</p> <p>Central Almaguin is competing with other communities to attract tourism investment into the area. It will be critical that CAEDA continue to promote the CA region as the destination of choice along Highway 11.</p>

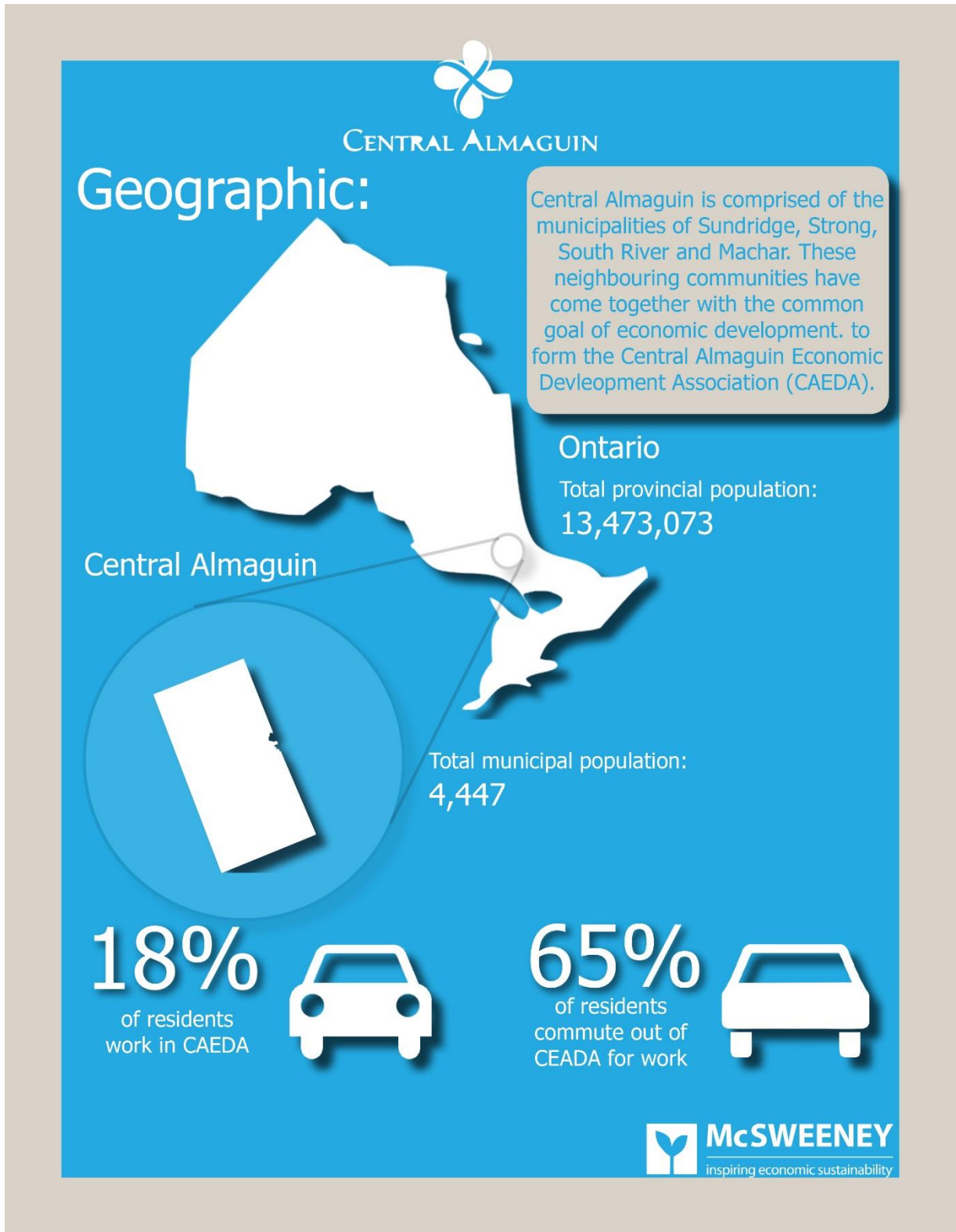
## Needs/Gap Analysis for Central Almaguin

Steps in Model	Strengths	Needs/Gaps
	<ul style="list-style-type: none"> <li>○ Affordable housing market</li> <li>○ Newer High School and elementary schools</li> <li>○ Medical clinics;</li> <li>• An immediately available labour force (mainly skilled and unskilled);</li> <li>• Regional community leaders and partner municipal staff understand how to partner together in order to make the Central Almaguin region a better community to live and invest.</li> </ul>	
Community Support	<p>The Central Almaguin municipal partners understand the need to work together in partnership and support CAEDA.</p> <p><b>The CA municipal partners have a set of volunteers that help support local festivals and events.</b></p> <p>Each municipal partner has a fully accessible municipal building/Town Hall and full counter services.</p>	<p>In terms of support for economic development, the CA regional municipal partners are limited in terms of their municipal budgets available for economic development staffing and programming.</p> <p>To better understand the CA regional desires pertaining to tourism attraction and development, CAEDA should undertake a community and economic development strategy. This strategy should highlight the impacts the tourism sector could have on the CA region (both negative and positive) and outline the CA regional community's vision for their community's future.</p> <p>The CA municipal partners need to build stronger relationships with their major employers and business community.</p>
Regional Support	The Central Almaguin regional municipal partners clearly understand the benefits of working together.	<p>CAEDA needs to continue being the CA regional champion driving regional economic development.</p> <p>CAEDA needs to develop a tourism strategy to better understand their tourism</p>

## Needs/Gap Analysis for Central Almaguin

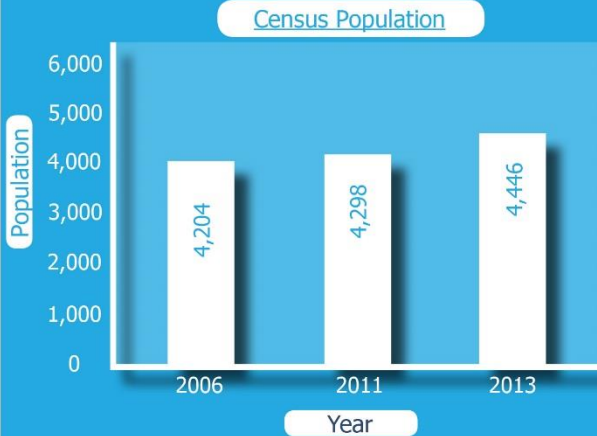
Steps in Model	Strengths	Needs/Gaps
	<p>CAEDA is the economic development delivery agent for the CA region.</p> <p>CAEDA has already taken several steps towards understanding what it means to be investment ready. Several actions include:</p> <ul style="list-style-type: none"> <li>• Development of an Economic Strategy and relevant background report (although now outdated)</li> <li>• Creation of a CA Brand</li> <li>• New website</li> <li>• Completion of a Community Profile</li> <li>• Target Market Study</li> <li>• Needs Gap Analysis.</li> </ul> <p>The CA region, and in particular CAEDA, is well supported by the Provincial and Federal governments.</p>	<p>potential and the required actions to achieve the CA region’s desired tourism goals.</p> <p>To ensure make CAEDA is investment ready, it is recommended CAEDA undertake initiatives such as:</p> <ul style="list-style-type: none"> <li>• Investment readiness assessment and training for CAEDA as well as municipal partner staff and political leaders.</li> <li>• The creation of an action oriented community and economic strategy (with realistic implementation plan) to outline the functions and responsibilities of CAEDA and its municipal partners.</li> <li>• The continued development and promotion of the CA Brand through social media and printed materials.</li> <li>• The development of an investment attraction/economic development dedicated set of webpages on the <a href="http://www.centralalmaguin.net">www.centralalmaguin.net</a> website.</li> <li>• The use of relevant and up-to-date economic development data (including regional labour force characteristics and availability).</li> <li>• Continue with the implementation of the CA marketing strategy and implementation plan. Should include the continuation of CA branded signage, target sector feature sheets, a quick facts and branded communication material.</li> </ul>

## 5 What the Numbers Say



# Demographic:

Central Almaguin residents are less likely to move than the Ontario average. The community is showing incremental and positive growth in its population over the previous seven years. The average value of a dwelling is lower than that of Ontario.



 3.5%

**47** Median Age

Ontario median age is 40

Average value of dwelling  
\$ 293,492



Provincial average is \$467,224



Residents that had moved within the previous year



Residents that had moved within the previous 5 years

50%



50%



Population by Gender



**McSWEENEY**  
inspiring economic sustainability

# Labour Force:



Central Almaguin enjoys a diverse local economy with several thriving industry sectors. The participation and employment rates are lower than the provincial average while the unemployment rate is slightly above that of Ontario. The average and median incomes are slightly lower than those of the province.



## Key Sectors by Industry



## Key Sectors by Occupation

