



Economic Development, Tourism, and **Recovery** Strategic Plan

for the
Municipality of Trent Lakes





Economic Development, Tourism and Recovery Strategic Plan

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intro

INTRODUCTION

The Municipality of Trent Lakes, set in a beautiful natural environment with clean lakes, fresh air, forests, parks, and undeveloped tracts of crown land, is a community that offers the quintessential Ontario “cottage country” experience.

Located in the northwest corner of the County of Peterborough, Trent Lakes is a small community with a population of only 6,439. With a large land area of nearly 1,000 km² and largely rural, the Municipality is primarily a cottage and tourism-based area. Baseline figures suggest a minimum of over 125,000 visitors annually, who spend a minimum of approximately \$26.8 million.

Trent Lakes is located on the National Historic Trent-Severn Waterway and connects to the Kawartha Highlands Provincial Park, both of which help draw considerable numbers of tourists annually. Buckhorn, the largest urban area in Trent Lakes, is the site of one of the busiest locks along the Trent-Severn Waterway.

Trent Lakes is part of a larger regional economic development organization, the Peterborough & The Kawarthas Economic Development (PKED). With their larger mandate for the region, the Municipality of Trent Lakes has the advantage of focusing on very local initiatives while aligning with PKED objectives.

Trent Lakes is seeing a change in its population and is moving from a cottage-based population to one that is attracting a greater number of full-time residents. The population grew by 19.31% between 2016 and 2021 and is expected to grow another 9.5% between 2021 and 2036. The median age in Trent Lakes is 58, significantly higher than Ontario’s median age of 41, with 33.7% of the population 65+.

Average dwelling values are \$926,358 with 99% of the dwellings being single detached. The average employment income is \$52,632; approximately \$1,400 lower than the Ontario average.

All this adds up to a fast-growing community with an aging population, above-average housing prices and below-average employment incomes. Based on these numbers Trent Lakes is facing a challenging future to sustain and grow its economy.

With this new Economic Development, Tourism and Recovery Strategic Plan, the Municipality of Trent Lakes has set in motion a strategic path forward into the future, with a set of realistic and doable actions that will bode well for the continued success of the community.



1.1. Purpose/Call to Action

Since March 2020, the COVID-19 pandemic has affected different businesses in different ways, but it goes without saying that business, in general, has been negatively impacted by the pandemic including, but not exclusive to, reduced revenues; job losses; access to labour; technology changes; global supply chain disruption; online shopping; and the unpredictability of the future.

To leverage local strengths as the Municipality of Trent Lakes moves toward a post-pandemic period, and as new realities impact local businesses, Trent Lakes is undertaking an Economic Development, Tourism and Recovery Strategic Plan. This Strategic Plan is intended to drive economic success through investment, collaboration, and dedicated focus on economic and community development. As part of the Strategic Plan, local economic development actions will help guide the Municipality of Trent Lakes over the next five years.

The strategy identifies top economic actions for Trent Lakes and includes:

- The identification of priority areas of focus for investment and employment and enhancing the viability of existing business, expanding existing business and attracting new investment.
- Short, medium, and long-term actions and initiatives necessary to take advantage of the strengths, competitive advantages, and priority opportunities of Trent Lakes, as well as address any challenges.

The Municipality of Trent Lakes Economic Development, Tourism and Recovery Strategic Plan builds on the achievements of the past and provides new initiatives to move Trent Lakes forward into the future.

The Economic Development, Tourism and Recovery Strategic Plan is based on a comprehensive understanding of Trent Lakes, its economy, businesses, and stakeholders, as well as their collective aspirations.

FOUR GOALS TO SUPPORT THE ECONOMIC FUTURE OF THE MUNICIPALITY OF TRENT LAKES

As a result of the research undertaken throughout the process, the following **4 goals** were agreed upon to realize the economic future of the Municipality of Trent Lakes. From these four goals, a total of 8 objectives were identified with 38 realistic and achievable actions to be accomplished over the next five years.

FOUR GOALS	To Improve the Commercial Core of Buckhorn to Better Support Residents and Visitors
	To Be a Four-Season Tourism Destination
	To Develop a Business-Friendly Municipality That Supports Existing Business and is Open to New Business
	To Build Community Through Cohesiveness

PROCESS FOLLOWED

The process followed to create the Municipality of Trent Lakes was comprised of a document review, statistical analysis, and community consultation.

The study began with a municipal document review, followed by a statistical analysis of the Trent Lakes' economy and demographics and a familiarization tour of the Trent Lakes that yielded a current situational analysis report, after which a thorough consultation process was followed that included:

- A series of One-on-One Interviews;
- An Online Community Survey; and
- A Strategic Planning Working Session.





STAKEHOLDER CONSULTATIONS

1.2. Consultations

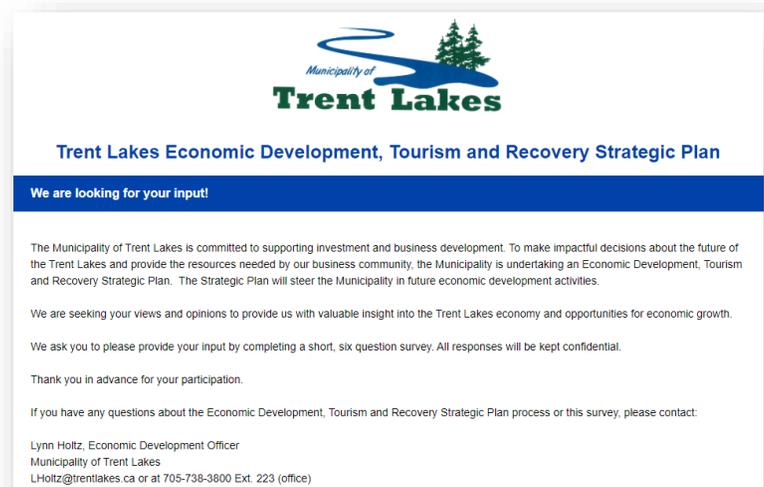
Approximately 133 stakeholders were consulted throughout this process. The consultations consisted of confidential one-on-one interviews, an online survey open to the public, and a working session with targeted stakeholders.

1.3. Interviews & Community On-Line Surveys

A community survey was accessible to the public through the Municipality of Trent Lakes website for the month of July 2022. There were 103 responses.

One-on-one interviews were undertaken with economic development stakeholders including key representatives from the Municipality of Trent Lakes staff, elected officials and Economic Development Advisory Committee, Curve Lake First Nation, Peterborough & The Kawarthas Economic Development, Peterborough & The Kawarthas Chamber of Commerce, Community Futures Development Corporation, and the Greater Peterborough Innovation Cluster.

The same five open-ended questions were used to guide the one-on-one interviews and the online surveys. These questions probed into the major strengths and challenges of doing business in Trent Lakes and looked forward to defining future opportunities, aspirations, and results.



1.4. Strategic Planning Working Session

The Strategic Planning Working Session was held in August 2022 and took place in the Buckhorn Community Centre. The 17 stakeholders that participated in the working session included representatives from the business community, elected officials, Economic Development Advisory Committee, and local organizations.

The purpose of the Strategic Planning Working Session was to bring together economic development, community, and business leaders to review the project findings to date, to get confirmation on the themes that were derived from the research, and to begin strategizing and crafting action items for each of those themes that emerged from the consultation process.



The themes that were brought forward to the presentation and were validated were:

Theme
1

Improving the Commercial Cores of
Buckhorn and Kinmount

Theme
2

Expanding Tourism into Four Seasons
and Enhancing the Visitor Experience

Theme
3

Developing a Business-Friendly
Municipality that Supports Existing
Business and Is Open to New Business

Theme
4

Building Community Through
Collaboration and Communication



1.5. Strategic Action Planning Session

Upon completion of the Strategic Planning Working Session, a draft set of strategic economic development goals and actions were prepared and provided to the CAO and Economic Development staff for review.

Working with McSweeney & Associates, Trent Lakes CAO and Economic Development staff were able to reflect on the directions and actions and confirm a set of agreed-upon strategic initiatives that are doable and realistic for the Municipality of Trent Lakes over the next five years.



TRENT LAKES ECONOMIC DEVELOPMENT STRATEGIC GOALS, OBJECTIVES AND ACTIONS

The Municipality of Trent Lakes has had an Economic Development Officer along with an Economic Development Advisory Committee that have been steering their economic development program.

The actions under the four goals, based on extensive background research and consultations, will provide a strategic path forward for the next five years to build a solid economic foundation for the Municipality of Trent Lakes.



Economic Development Actions

Over a five-year period from 2023-2027, the following actions will provide strategic direction for the Municipality of Trent Lakes. The actions, which are both realistic and achievable, fall under the following four goals.

1.6. Goal 1: To Improve the Commercial Core of Buckhorn to Better Support Residents and Visitors

<h2 style="margin: 0;">Improving Buckhorn</h2>	<ol style="list-style-type: none"> 1. Continue to improve the streetscape in Buckhorn to support business and make it more welcoming to residents and visitors. <ol style="list-style-type: none"> a. Continue to implement the Buckhorn Streetscape & Greenspace Master Plan including such items as banners, sidewalks/paths, benches, bike racks, garbage containers, lighting, plantings, parking, signage, etc. b. Install EV charging stations for vehicles and E-bikes. c. Better connect the main street business community and the Buckhorn Community Centre through active transportation options. d. Implement an active transportation wayfinding signage program to tie together the Buckhorn businesses in both the Trent Lakes and Selwyn. e. Implement signage specific to public parking locations in Buckhorn designated for public parking and perform winter maintenance on lots to promote Buckhorn as all season and open for business.
	<ol style="list-style-type: none"> 2. Promote the Community Improvement Plan (CIP) to the business community in Buckhorn to encourage businesses and private property owners within the CIP area to take advantage of the incentives being offered by the Municipality.
	<ol style="list-style-type: none"> 3. Develop a marketing plan to support existing businesses and attract new businesses to Buckhorn.

1.7. Goal 2: To Be a Four-Season Tourism Destination

<p>Becoming a Year- Round Tourism Destination</p>	<p>1. Create an asset inventory of the tourism sector in Trent Lakes to help plan for growth. The asset inventory is a list of the natural and infrastructural assets that support the year-round tourism industry, and which will need to be maintained and improved over time. Engage local businesses; tourism providers; and arts, culture and heritage resources in this process.</p>
	<p>2. Undertake a Cultural Mapping Exercise to better understand local stories, practices, relationships, memories, and rituals that constitute Trent Lakes as a meaningful location. Use this information to develop tourism experiences that are unique to Trent Lakes.</p>
	<p>3. Engage with the creative residents in Trent Lakes (i.e., artists, artisans, musicians, etc.) to develop potential opportunities for collaboration to establish unique visitors' experiences throughout the year.</p>
	<p>4. Expand offerings into year-round visitor experiences that could provide new business opportunities around culture, nature, food, and agriculture.</p>
<p>Enhancing the Visitor Experience</p>	<p>1. Work with local organizations and businesses to provide visitors' experiences for example, self-guided experiences, rentals (fishing gear, boats, kayak, canoe, paddleboards, etc.).</p>
	<p>2. Work with the local business community to package and bundle tourism experiences. (i.e., peddle and paddle program, local food tours, etc.).</p>
	<p>3. Continue to work closely with the Buckhorn District Tourist Association to ensure that the essential visitors services continue to be delivered and that there is no duplication of services.</p>

4. Continue to support the Tourism Information and Welcome Centre in Buckhorn and to work closely with the coordinated efforts of the Buckhorn District Tourist Association, Peterborough & The Kawartha Chamber of Commerce, and the Peterborough & The Kawartha Economic Development.



1.8. Goal 3: To Develop a Business-Friendly Municipality that Supports Existing Business and is Open to New Business

<p>Being Investment Ready and Business Friendly</p>	<p>1. Educate Council, staff and members of the Economic Development Advisory Committee to help them to better understand their roles and responsibilities of economic development.</p>
	<p>2. Relook at existing Economic Development Advisory Committee Terms of Reference and update, if required.</p> <ul style="list-style-type: none"> a. Clarify the roles and responsibilities of the Committee and clearly delineate the roles and responsibilities of the Committee vs the Economic Development Officer. b. Develop criteria for the members to ensure that the right people are represented on the committee.
	<p>3. Ensure that there are adequate financial and staff resources in place annually to complete the actions laid out in the Economic Development Strategic Plan.</p>
	<p>4. Regularly report to Council on the status of the actions in the Economic Development, Tourism and Recovery Strategic Plan.</p>
	<p>5. Undertake a development review process and implement the recommendations accordingly.</p>
	<p>6. Undertake a Business Mix Analysis for the Municipality of Trent Lakes to look at gaps in existing businesses and services and opportunities for new businesses.</p>
	<p>7. Explore a means to utilize the list of surplus municipal vacant land available for potential development.</p>
	<p>8. Put asset management and property/real estate acquisition plan in place to be prepared to purchase strategic locations for future business opportunities.</p>

<p>Supporting Local Business</p>	<p>1. Take the broad home-based business policy in the County's Official Plan and undertake a 'best practices review' and develop a home-based business policy specific to Trent Lakes.</p>
	<p>2. Support the Eastern Ontario Regional Network (EORN) and continue to push for improved internet connectivity throughout Trent Lakes.</p>
	<p>3. Establish a formal Business Visitation Program. Build on-going relationships with the local business community to understand their issues and future plans.</p>
	<p>4. Work with the Kinmount Committee for Planning and Economic Development to take an active role in supporting the Trent Lakes business community on the edge of Kinmount.</p>
	<p>5. Work with the Planning Department to update the 2017 Community Improvement Plan (CIP) and investigate the option of expanding the boundary.</p>
<p>Addressing Labour Attraction and Retention Challenges</p>	<p>1. Work with Peterborough Transit services to investigate the feasibility of expanding 'The Link' into Trent Lakes once the pilot project has been completed in 2025.</p>
	<p>2. Undertake a housing needs study to determine the actual housing demand in Trent Lakes. If demand exists, create a strategy to diversify the housing mix so that there are affordable options for every income segment of the population.</p>

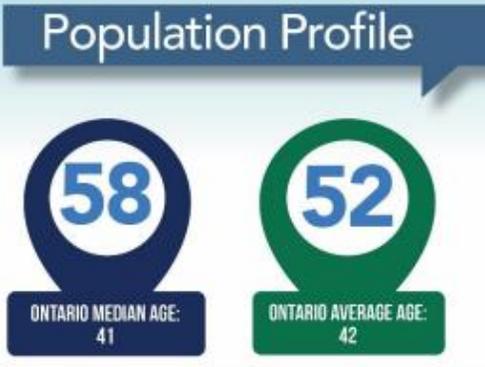
1.9. Goal 4: To Build Community Through Cohesiveness

<p>Building Partnerships to Support Business</p>	<p>1. Continue to support the Future Ready 2020-2024 Progress Report that was completed by the Peterborough & The Kawarthas Economic Development.</p> <ul style="list-style-type: none"> a. Continue to engage in their Economic Development Officer roundtable meetings.
	<p>2. Continue to work in partnership with the local Community Futures Development Corporation (CFDC).</p> <ul style="list-style-type: none"> a. Take a more active role in keeping the Trent Lakes businesses apprised of the services and funding that the CFDC offers. b. Approach the CFDC to request a representative to attend quarterly as a delegation at the request of the Lakes Economic Development Advisory Committee.
	<p>3. Reinstate the tri-council meetings (Selwyn, Trent Lakes and Curve Lake First Nation) to create a bridge between the First Nation and the adjacent municipalities for economic development purposes.</p>
	<p>4. Through the business visitation program identify those Trent Lakes businesses that need help with succession planning and provide business names to Peterborough & The Kawarthas Economic Development.</p>
	<p>5. Coordinate regularly scheduled roundtables meetings with local organizations (i.e., Citizens for Alternative Transportation Trent Lakes, Buckhorn District Tourist Association, etc.) to help keep everyone updated and informed of projects, grants, etc. that are relevant to Trent Lakes.</p>

<p>Building Community Cohesiveness</p>	<p>1. Identify and act on opportunities to connect all residents in the community through festivals, events, municipal communications, discussions, etc.</p>
	<p>2. Create a long-term vision for the Municipality (community) of Trent Lakes.</p>
	<p>3. Improve the perception of Trent Lakes through improved and updated branding.</p>
	<p>4. Create and implement a Trent Lakes tourism way-finding signage program. Engage the local business community and regional tourism organizations to achieve this.</p>
	<p>5. Develop more opportunities to create consistent connections across the community through active transportation options through trails, bike paths, waterways, etc.</p>
	<p>6. Investigate the opportunity to create an off-leash dog park within Trent Lakes.</p>

APPENDIX 1: A STATISTICAL SNAPSHOT OF TRENT LAKES

Municipality of Trent Lakes
Economic SNAPSHOT



Household & Earnings



Total number of households
3,087

All data sourced from Monford SuperDemographics 2022, unless otherwise specified.

Municipality of Trent Lakes Economic **SNAPSHOT**



Labour Force & Local Economy



Top 5 Sectors by Industry**



Construction



Retail Trade



Health Care &
Social Assistance



Professional,
Scientific & Technical
Services



Educational
Services

Top 5 Sectors by Occupation**



Trades, Transport
& Equipment
Operators



Sales & Service



Management



Business, Finance
& Administration



Education,
Law & Social,
Community &
Government Services

** by labour force employment for people living in Trent Lakes.

All data sourced from Manifold SuperDemographics 2022, unless otherwise specified.

Executive Summary of the Situation

POPULATION:

Trent Lakes has a current population of 6,439. An overview of Trent Lakes demographics found that the population in Trent Lakes has grown by an unprecedented 19.31% between 2016 and 2021 and could have been influenced by the trends taking place during COVID-19. Growth rates of 9.5% are expected to continue over the coming 15 years, with Trent Lakes population projected to near 7,050 by 2036

Trent Lakes has a significantly higher median age (58 years) compared with Ontario (41 years) with 33.7% of the population being 65+.

On average, Trent Lakes residents have marginally lower levels of average household income compared to Ontario. Dwelling values average \$926,358 and 99% of the dwellings are single family.

Approximately 48% of the residents ages 25 to 64 have completed post-secondary education. The largest field of study in the population is 'Business, management, marketing and related support'; and 'Health professions and related programs'.

LOCAL LABOUR FORCE:

Trent Lakes has a significantly lower participation rate and lower employment rates compared to Ontario. When examining the local labour force by age and gender, Trent Lakes has a low youth unemployment rate, being nearly 10 percent lower than the provincial rate (19.5% provincially compared to 10.1% locally). The gap is wider for males (13.1% lower than the provincial rate) than for females (only 3.9% lower).

- Trent Lakes residents most commonly work in the following four sectors:
- Trades, transport and equipment operators and related occupations;
- Sales and service occupations;
- Management occupations; and
- Business, finance, and administration occupations.

JOBS:

In total, the local economy supports approximately 3,224 jobs.

There are more workers than jobs in Trent Lakes, making the area a net exporter of labour. Approximately 88% of the resident labour force commutes out of Trent Lakes for work.

The local economy supports approximately 3,224 jobs.

KEY OCCUPATIONS:

The industries with the largest labour surpluses are:

- Retail trade (314 additional workers than positions);
- Manufacturing (293); and
- Health care and social assistance (233).

These are industries that could be further attracted into the local economy, as they can be well supported by the local workforce.

TOP INDUSTRIES BY PURCHASING POWER:

Based on employment and exports, the top four industries by purchasing power each account for over \$10 million in total sales within Trent Lakes:

- Construction;
- Mining quarrying, and oil and gas extraction;
- Accommodation and food services; and
- Manufacturing.

APPENDIX 2: STRENGTHS, CHALLENGES, OPPORTUNITIES, ASPIRATIONS AND RESULTS (SCOAR®)



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

	<h3>Location/Geography</h3> <ul style="list-style-type: none"> ○ Beautiful, natural environment with clean lakes, fresh air, forests, beaches, parks, and undeveloped tracts of crown land. ○ One of two busiest locks on the Trent Severn waterway is located in Buckhorn. ○ Proximity to urban centres of Peterborough and the Greater Toronto Area.
	<h3>Quality of Life</h3> <ul style="list-style-type: none"> ○ Good community infrastructure including three municipally owned and two privately owned community centres, two healthcare centres, school, some retail, one daycare, restaurants. ○ Offers small town vibe in Buckhorn and Kinmount and a slower pace of life.

Economy

- Seasonal (summer) tourism offering the quintessential “cottage country” experience with abundance of outdoor recreation.
- Aggregate is plentiful (quarries).

People

- Increased population of retired full-time residents with a wealth of career experience.
- Good volunteer base.
- Community of artists, musicians, and artisans.
- Unique independent businesses, including home-based.
- Population has grown by 19% (between 2016 and 2021).

Economy

- Seasonality of the area.
- Contentious issues around existing quarries and quarry development.
- Labour shortages for local businesses.
- No serviced lands available for employment or residential development.
- Limited commercial space to open a business.

People

- Significant population increase (up to 20,000 residents) in the summer months perpetuates the seasonality.
- Small permanent population (6,439).
- Aging population with median age of 58 years old.
- Increased population of full-time residents with greater service expectations.



Challenges

- Disconnect between the full-time residents, the cottagers, the new residents, and the longtime residents.
- Population projected to grow by 22.4% in next decade.

Community

- Diversity of housing, lack of rentals, high cost of property and housing.
- Difficult to attract young people and families due to limited services available for families (only one daycare facility in Buckhorn).
- Limited and lack of internet/cell coverage.
- Lack of public transportation.
- Availability of health care services limited.

Location/Geography

- Covers a large geographic area and all communities have different requirements.
- Communities of Kinmount and Buckhorn both are not entirely within Trent Lakes but are shared with different municipalities.

Municipality of Trent Lakes

- Perceived as lacking vision and not wanting change.
- Significant staff turnover in the Municipality over the last number of years.
- Perceived as not being business friendly with restrictive municipal regulations and permitting processes.

Limited Collaboration

- Between the economic development offices in Curve Lake First Nation, Trent Lakes, and Selwyn during COVID.
- Between Trent Lakes and other local communities.
- With local organizations (i.e., Community Futures).



Year-round Tourism

- Focusing on fall, winter, and spring activities.
- Exploring opportunities in eco-tourism, agri-tourism, etc.
- Greater emphasis on arts, culture, and heritage.

Infrastructure Improvements to Support Business

- Servicing available near Buckhorn to support commercial development.
- Availability of high-speed internet and cell coverage across the municipality.
- Municipal water and sewer services for Buckhorn and Kinmount, exploring innovative clean and green technologies.
- Affordable, innovative, and mixed housing options.

Better Collaboration and Communications

- Between Selwyn, Trent Lakes, and Curve Lake First Nation.
- Recognizing that each community in Trent Lakes is different and determine how they work together.
- Between businesses through cross-promotion of businesses and throughout Trent Lakes with coordinated municipal signage.

Diversifying the Economy

- Provide greater flexibility to allow for on-farm activities.
- Become business-friendly and investment ready.
- Increase workforce to support the local businesses.
- Expand home based business sector.

A

Aspirations

- Ensure economic growth while maintaining environmental sustainability and a direct link to its natural surroundings.
- Make Buckhorn a complete community that meets the growing needs of all residents.
- Improve infrastructure including internet, cell service, water, sewer, roads.
- Improve infrastructure for recreation including hiking trails, cycling paths, etc.
- Improve the perception of Trent Lakes through communications and branding.
- Tap into the talented residents of Trent Lakes.

R

Results

Trent Lakes will:

- Continue to have large expanses of undeveloped forested areas, clean water, fresh air, offering outdoor recreational opportunities;
- Maintain the small town feel of Buckhorn and Kinmount and both will be year-round communities with unique shops, restaurants and services that support the seasonal and full-time residents, as well as visitors;
- Be a community with a greater diversity of full-time residents;
- Have a strong tri-council that builds collaboration between Curve Lake First Nation, Trent Lakes and Selwyn;
- Will be working closely with other partners and organizations that support Trent Lakes; and,
- Will have Municipal resources (staff and financial) in place annually to support the economic development initiatives.

APPENDIX 3: INFORMAL INVESTMENT READINESS ASSESSMENT

TOOLS AND ASSETS	COMMENTS
Web presence – Economic Development site	<p>The economic development page on the Trent Lakes website is relatively easy to find. It has limited information but could be much more comprehensive.</p> <p>The website is a work in progress and continues to be updated as time and information is available.</p> <p>As economic development is about relationship building, it would be an asset to have the name of the contact, as well as a photo, direct phone number and email address on the site.</p> <p>Photos aren't showing on the site, only the titles. Photos, based on the titles, should be more focused on business.</p> <p>There is a good list of local organizations that support the business community.</p>
Community Profile	<p>The online community profile offers limited details of the community. It should be more comprehensive and provide much more relevant information that investors use to make decisions.</p> <p>There is an advantage to having a Community Profile in an easily downloadable PDF format in that it provides all the community assets in one package. It should be updated annually and located on the Trent Lakes economic development webpage.</p>
Industrial and commercial land and building inventories	<p>The commercial land and building inventory links to the Realtor.ca site and includes all vacant lands and commercial properties for sale. Information that is not on the site is sent to PKED to update the information on their inventory.</p>
Investment Marketing Tools	<p>There are no investment marketing tools available online (i.e., target sector profiles, quick facts, etc.)</p>

Adequacy and Readiness of
Employment Lands

There is a lack of serviced employment lands.

How site selection requests
are handled

Business inquiries go through the economic development officer. PKED sends site selector inquiries to Trent Lakes to provide the required available property information.

Overall Comments

Trent Lakes should undertake a formal investment readiness assessment to fully understand what is required to be investment ready.



APPENDIX 4: FORMULA FOR ECONOMIC DEVELOPMENT SUCCESS

As the world has become significantly more complex at an increasingly rapid pace, so too has economic development. Building capacity to achieve long-term economic sustainability requires an understanding that economic development attempts to intervene in a highly complex, evolving, and highly integrated economic ecosystem.

As a result, McSweeney and Associates developed the **Formula for Economic Development Success®**, developed to better simplify and organize the many ongoing activities that take place within the realm of economic development. The Process wheel represents the notion that the work of economic developers is never finished. Projects need to be revisited and refreshed to ensure the local economy is healthy. Each colour denotes a different category of action. Below is the visual representation of the formula.

Formula for Economic Development Success®



The **Formula for Economic Development Success®** involves People and organizations working in collaboration, to apply leverage to the Economic Development Process, to Inspire Economic Sustainability in communities.

1. **PEOPLE:** The right attitude and belief of people and organizations that they can affect change resulting in growth and sustainability
2. **PROCESS:** The McSweeney E.D. Process Wheel indicates a logical build order for economic activities. Preparing activities are fundamental, upon which Analyzing and Strategizing activities can occur, all of which support Economic Doing® activities that are core to economic development, such as business visitation and investment attraction.
3. **POWER OF ECONOMIC DEVELOPMENT:** Is to increase the economic sustainability (and quality of life) by keeping, growing, and getting businesses that succeed – thereby supporting other aspects of community development.

Concerning the Trent Lakes's Economic Development, Tourism and Recovery Strategic Plan, the Process portion is applicable.

The McSweeney E.D. Process Wheel illustrates a logical order of economic activities. Preparing activities are fundamental, upon which Analyzing and Strategizing activities can be applied, all of which support Economic Doing activities that are core of economic development, such as business visitation and investment attraction.



1. **PREPARING:** These activities form a strong foundation for economic success and include current year data; economic profile; available property inventory; maps, and economic development website.
2. **STRATEGIZING:** One of the great challenges of economic development is focus. Analyzing and strategizing activities (such as preparing an economic development strategy) provide the focus required to achieve the greatest return on economic development resources.
3. **ECONOMIC DOING®:** These are the pay-off activities (such as BR+E, and investment attraction) whereby economic development officers interact directly with businesses to help them prosper. Preparing and Strategizing activities enhance chances of success.