

OPRO

OPPORTUNITÉS
PRESCOTT ^{ET} AND RUSSELL
OPPORTUNITIES



CANTON / TOWNSHIP
ALFRED & PLANTAGENET

FINAL REPORT

Prescott 
Russell



Ontario

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A WORD FROM THE MAYOR



As Mayor of the Township of Alfred and Plantagenet, I would like to thank the 71 entrepreneurs who participated in the “Opportunités Prescott et/and Russell Opportunities” project survey. Thank you for investing time and passion in a project where your opinion is critical for the development of business in the region.

There are over 250 businesses flourishing in the agricultural, industrial, commercial and tourism sectors in the Township of Alfred and Plantagenet, for us.

The Township wants to get closer to its local merchants to understand the challenges they deal with on a daily basis. Please rest assured that all of our attention is given in reviewing your answers and suggestions. Your comments open our eyes to the region’s strengths and weaknesses, and emphasize the importance of building bridges between the Township, merchants and local organizations supporting businesses.

In closing, I would like to thank you for choosing the Township of Alfred and Plantagenet as a place to do business. You are pillars in this community and I wish you a prosperous future where together we will develop this magnificent region furrowed by County Road 17 and the Nation and Ottawa rivers.

A handwritten signature in black ink that reads "Fernand Dicaire". The signature is fluid and cursive.

Fernand Dicaire,
Mayor

INTRODUCTION

The Township of Alfred and Plantagenet, in partnership with the Prescott and Russell Economic Development and Tourism Department (PREDT), conducted 71 interviews from May 2017 to February 2018 with business owners in the community specializing in commercial, industrial, agricultural and tourism sectors. Of all businesses listed in 2017, 250 of them conducted operations in the four above-mentioned sectors. Considering the survey sample size, our level of confidence is 95% and the margin of error is 10%.

A simple random stratified sampling method was used to ensure adequate representation of target sectors, prorated by the number of community businesses specializing in these areas. Collected data was then analyzed anonymously by the business community as part of a data review exercise. The survey’s response rate is 53%, which was calculated based on empirical research.

In this survey, “region” refers to the United Counties of Prescott and Russell (UCPR), as provided for in Statistics Canada’s census division and “community” refers to geographic boundaries of the Township of Alfred and Plantagenet, as provided for in Statistics Canada’s census subdivision. Furthermore, a comparative analysis of regional and local results serves as a point of reference in this survey.

DEFINITION OF “BUSINESS RETENTION AND EXPANSION”

The concept for “Business Retention and Expansion” (BR+E) is a structured community approach for economic development, which is action-oriented to support business development and economic enhancements. This approach promotes business development by helping communities understand local challenges and opportunities that their business community is faced with. The BR+E concept is structured around confidential interviews with business owners. Collected data is then analyzed and action plans in support of retention and expansion of local businesses are developed to highlight not only weaknesses and threats but also strengths and opportunities.

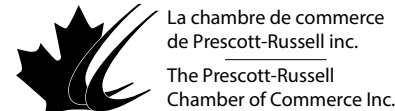
The Ontario Ministry of Agriculture, Food and Rural Affairs launched the BR+E concept in 1998 and since then, more than 230 retention projects were developed by hundreds of communities in the province.

ACKNOWLEDGEMENTS

This project was made possible by the generous financial contributions of collaborators below:



This project was successful with the support of community organizations below:



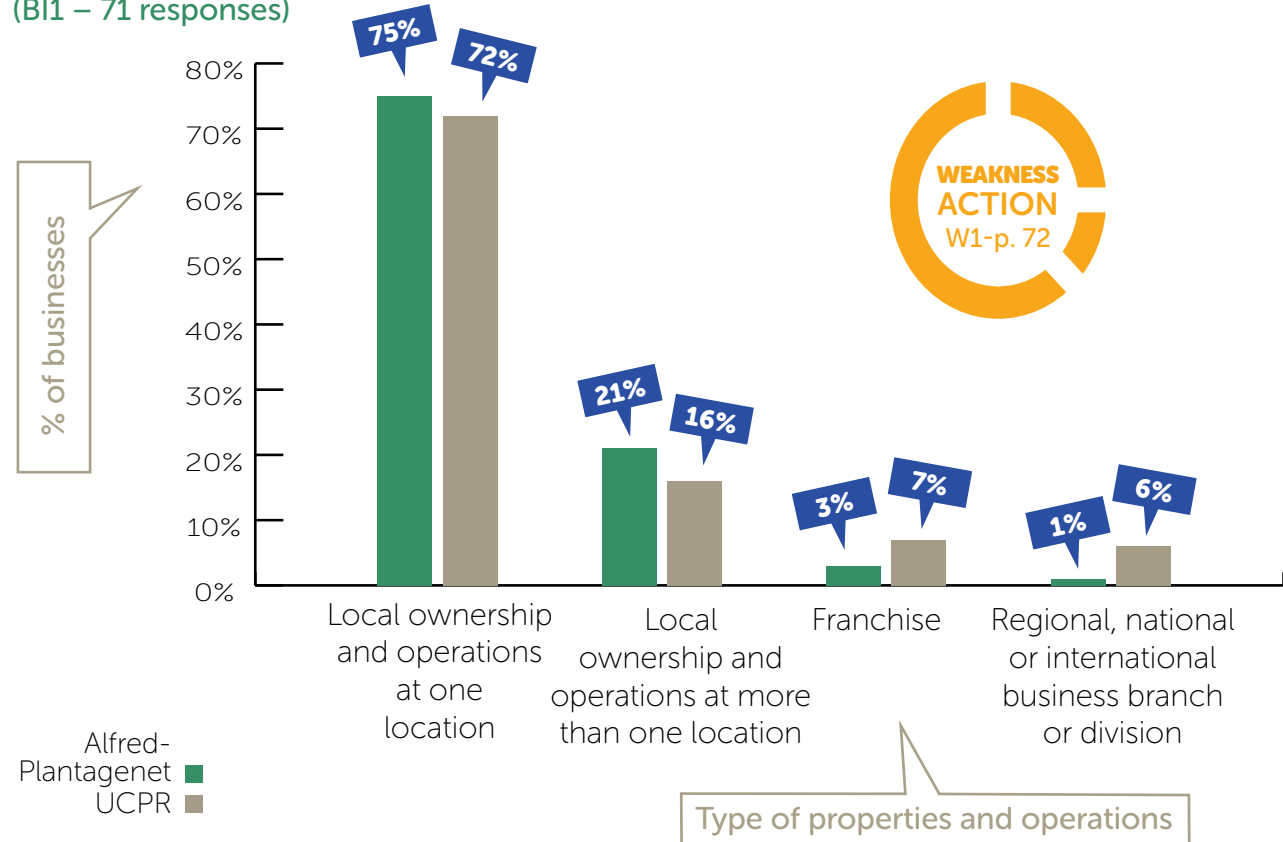
01

BUSINESS PROFILE

We would also like to thank all **563 business owners** who participated regionally in this survey for their contribution and dedication.

BUSINESS PROFILE

TYPE OF BUSINESS OWNERSHIPS AND OPERATIONS (B11 – 71 responses)



Locally owned and operated businesses with more than one location have, on average, three properties. These businesses have at least two properties and at most five properties from which they conduct operations.

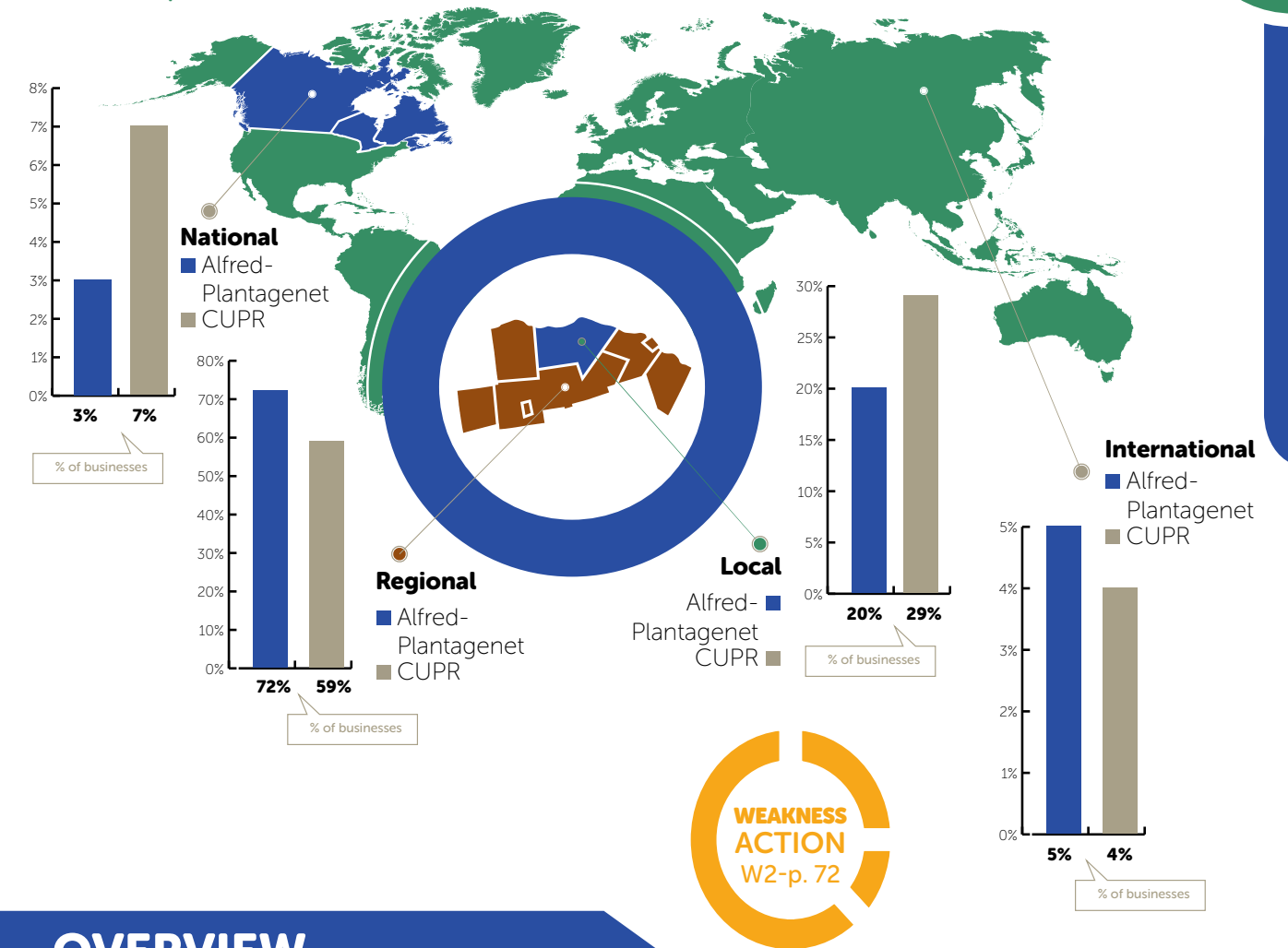
The majority of franchised businesses have a head office located in Ontario.

Regional, national or international business branches or divisions have a head office located in Canada.

OVERVIEW

In Alfred and Plantagenet, most businesses are locally owned, and operations are conducted at one location only. Furthermore, 21% of businesses conduct operations at more than one location. Compared to the UCPR, the Township of Alfred and Plantagenet has very few franchised businesses as well as regional, national and international business branches or divisions.

CORE BUSINESS MARKET (B19 – 71 responses)



OVERVIEW



92% of entrepreneurs in the Township of Alfred and Plantagenet operate at the regional (72%) and local level (20%). Compared to the UCPR, they conduct few operations nationally or internationally.

INVOLVEMENT OF BUSINESS OWNERS IN DAILY OPERATIONS



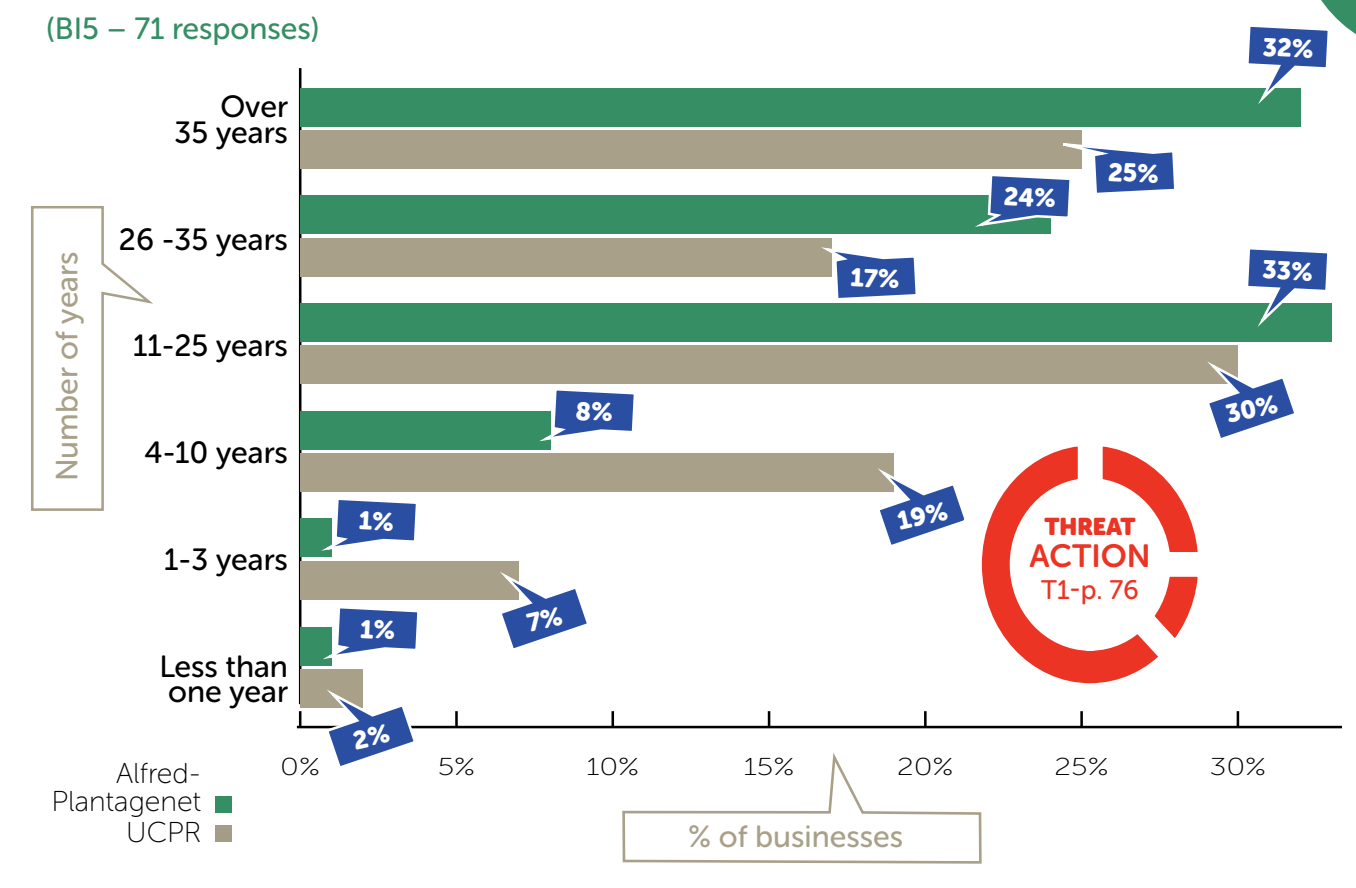
(BI2 – 71 responses)

■ Involved
■ Not involved

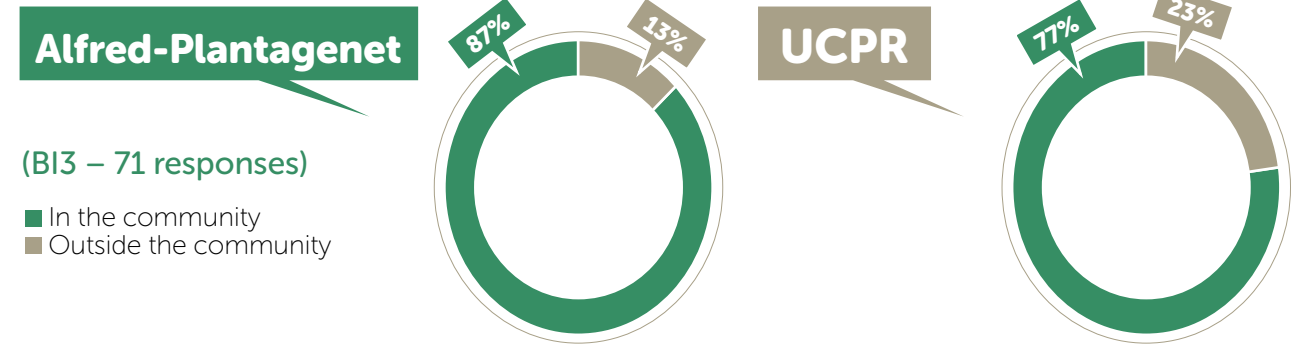
OVERVIEW

96% of business owners in the Township of Alfred and Plantagenet are involved in daily business operations. Compared to the UCPR, results in this respect are similar.

NUMBER OF YEARS IN BUSINESS WITHIN THE COMMUNITY



PLACE OF RESIDENCE OF OWNERS



(BI3 – 71 responses)

■ In the community
■ Outside the community

OVERVIEW

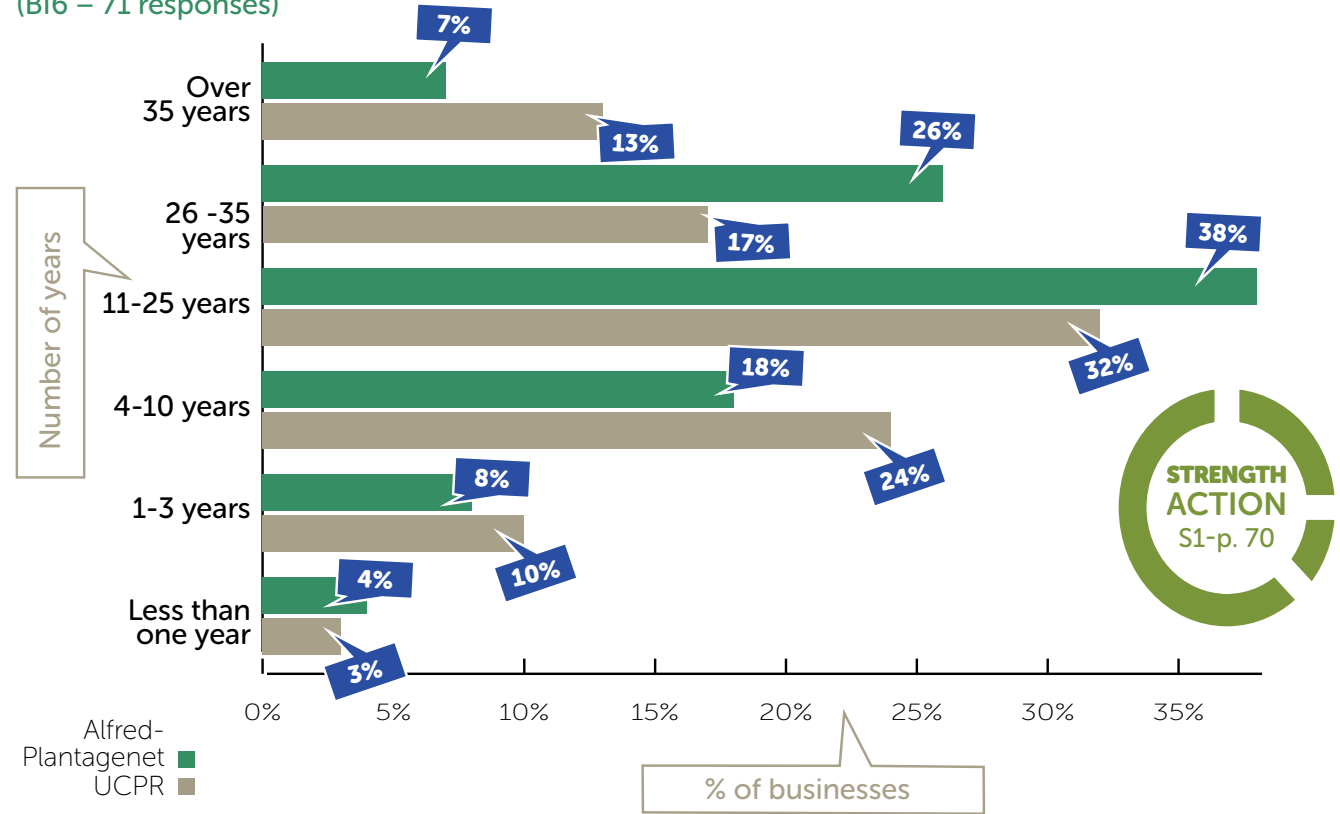
In Alfred and Plantagenet, 87% of business owners live in the community. In Prescott and Russell, a little over three quarters of entrepreneurs live in the community where their business is located, and one quarter of entrepreneurs live elsewhere. Therefore, only a small percentage of business owners live outside the community.

OVERVIEW

In the Township of Alfred and Plantagenet, 56% of businesses have been in existence for over 26 years, which is a strong indicator of success. However, the small number of start-up businesses and young businesses represents a threat to the future of the business community. It should also be noted that numerous local business owners will need to ensure their succession in the coming years.

NUMBER OF YEARS IN BUSINESS OF CURRENT OWNERS

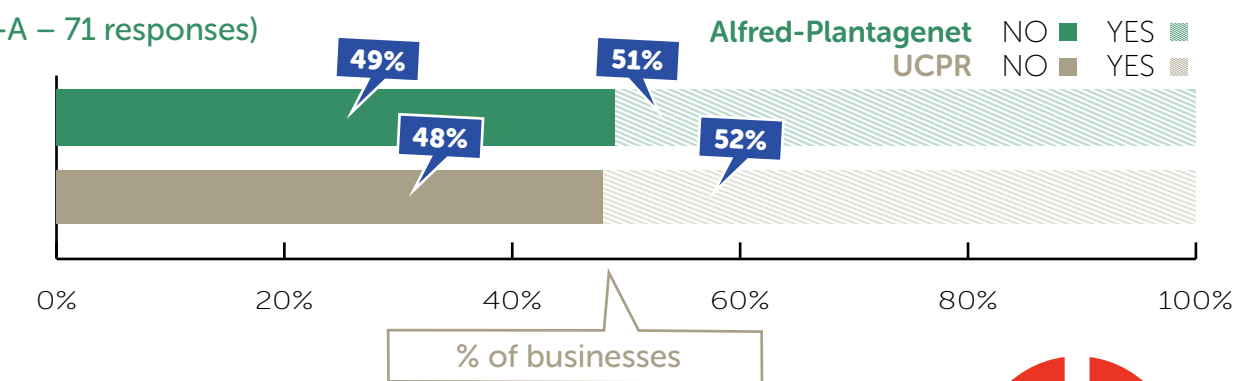
(BI6 – 71 responses)



BUSINESS PLAN

Do Companies Have a Business Plan?

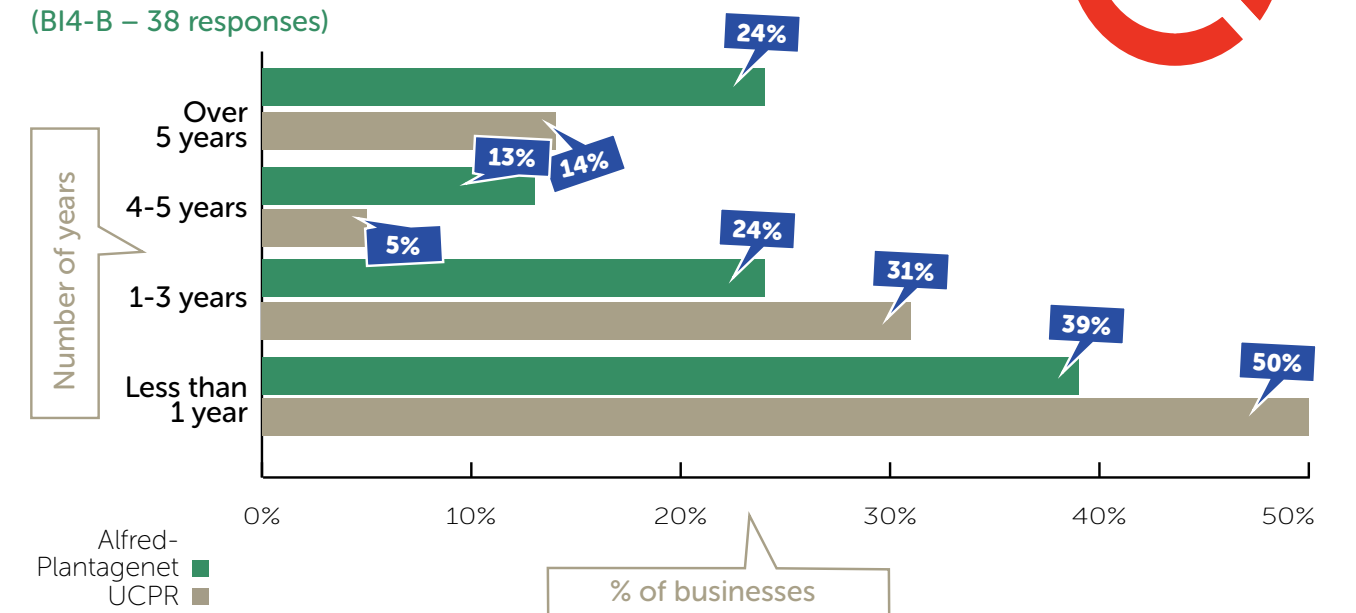
(BI4-A – 71 responses)



THREAT ACTION
T2-p. 76

When Was It Last Updated?

(BI4-B – 38 responses)



OVERVIEW

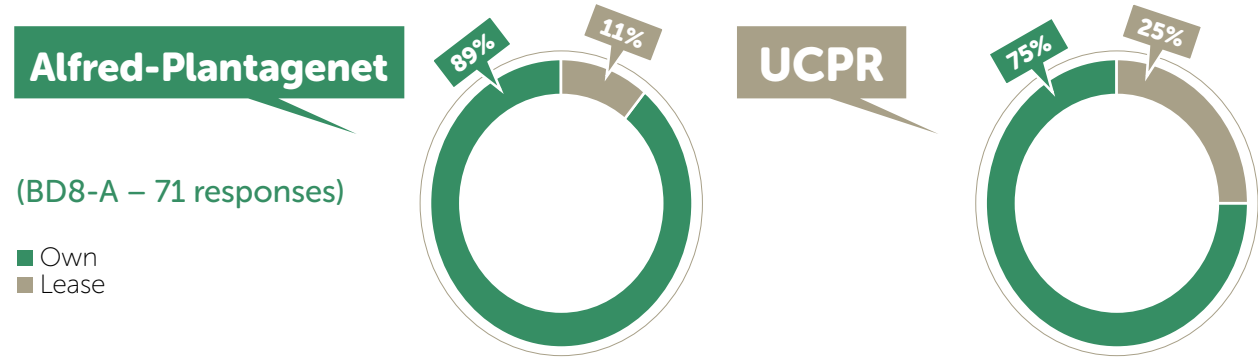


In the Township of Alfred and Plantagenet, 71% of entrepreneurs will need to begin succession planning shortly, as they have been at the head of their operations for over 11 years. Compared to the UCPR, more entrepreneurs in the community have been managing their business for over 26 years, which testifies to the fact that they tend to manage their operations for longer periods than regional counterparts. Nonetheless, a very small number of entrepreneurs in the community have been in business for over 35 years, which indicates that a number of business owners successfully ensured their succession.

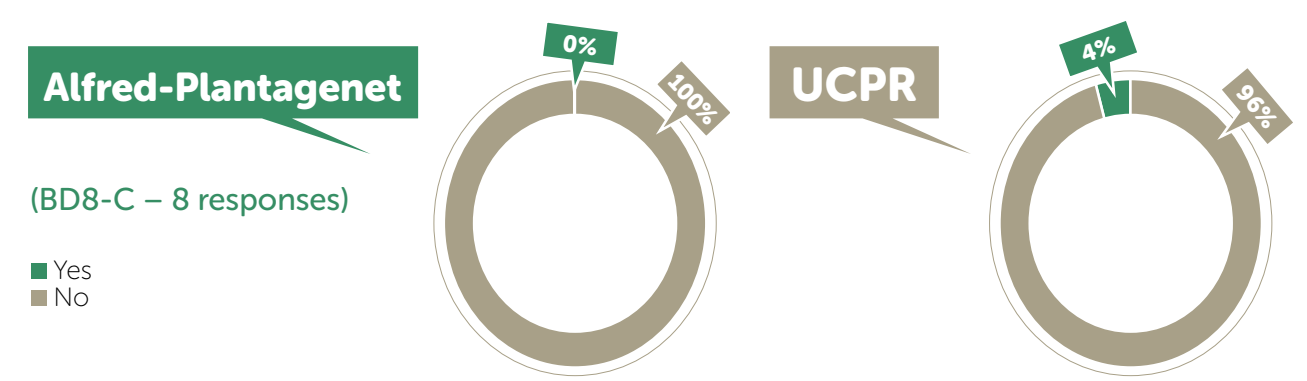
OVERVIEW

In Alfred and Plantagenet, one out of two business owners does not have a business plan. Though this number is worrisome, it is similar to regional results. It should be noted that more than half of business owners in the community who have a business plan tend to keep it updated, at least every three years.

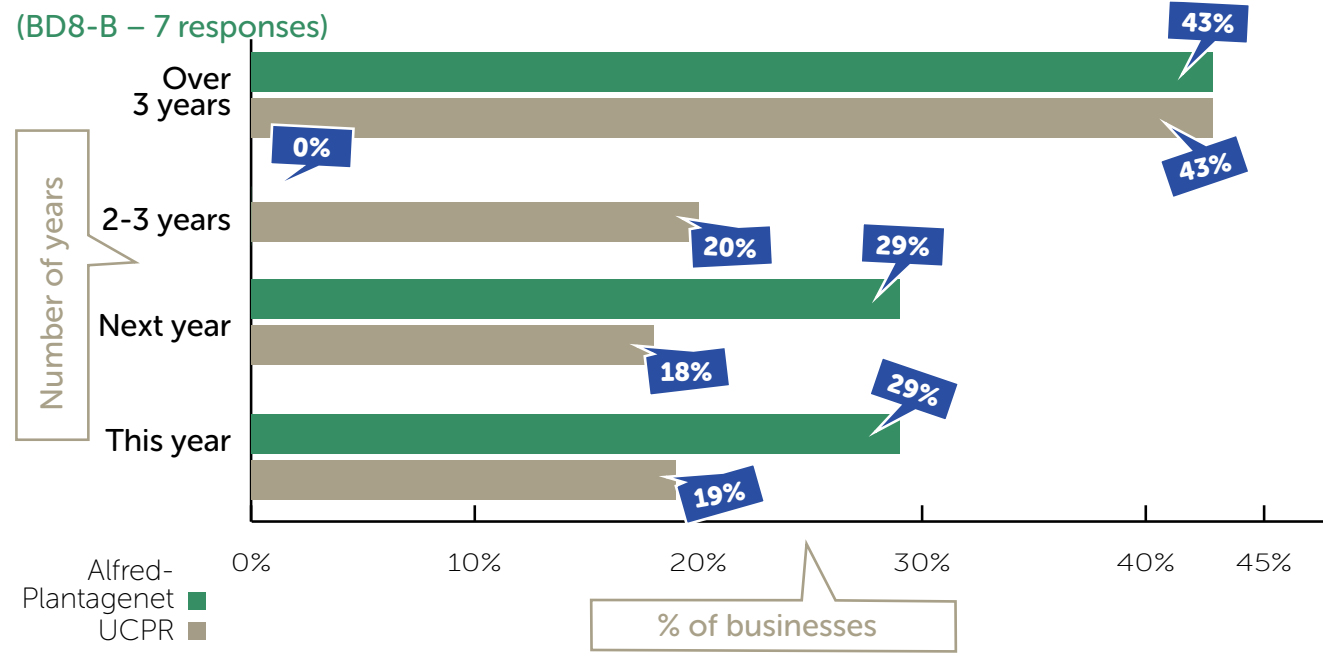
PROPERTY TITLE OF PRIMARY FACILITIES



Do Businesses Anticipate Having Problems with Lease Renewal?



When Does the Current Lease Term End?



OVERVIEW



In Alfred and Plantagenet, 89% of entrepreneurs own their current business location. Furthermore, 11% of business owners are leasing their location and 58% of them will need to renew their term by next year. No business owner is expecting to have any difficulties renewing their term.

BUSINESS PROFILE - SWOT

STRENGTHS

- 96% of business owners in the community are involved in daily business operations. (BI2)
- 87% of business owners live in the community. (BI3)
- 56% of businesses in the community have been in existence for over 26 years. (BI5)
- Business owners in the community seem to plan their succession more easily than those in other Prescott and Russell municipalities. Support could be needed for businesses that have been in existence for 26 to 35 years. (BI6)
- 89% of businesses in the community own their current locations. No business owner who is leasing a location is expecting to have any difficulties with the renewal of its term. (BD8)

WEAKNESSES

- The community hosts a small number of entrepreneurs who operate at more than one location, as well as regional, national or international business branches or divisions. (BI1)
- Only 8% of entrepreneurs in the community operate mainly at the national and international level. (BI9)

THREATS

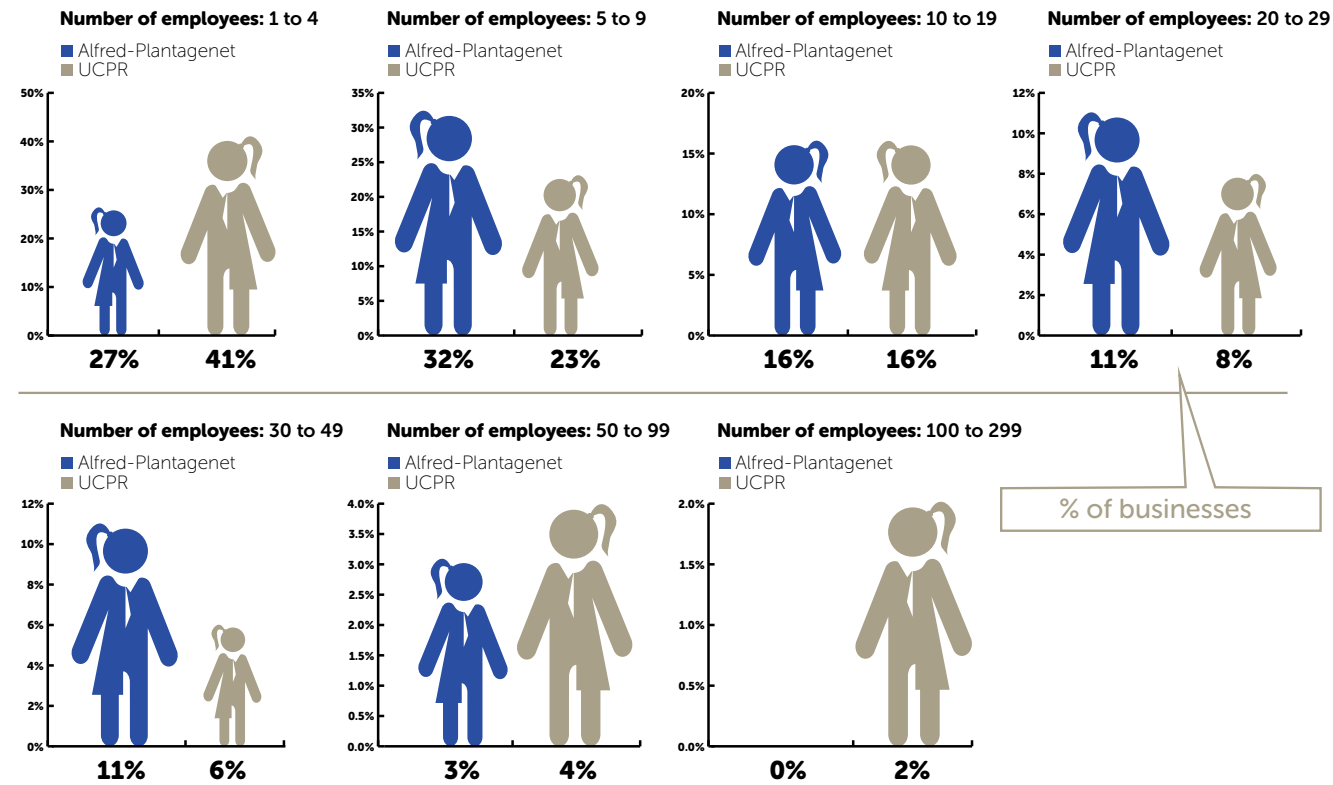
- The small number of start-up businesses and young businesses represents a significant challenge for the future of the business community in Alfred and Plantagenet. (BI5)
- In the Township of Alfred and Plantagenet, one out of two business owners does not have a business plan. (BI4)

02

WORKFORCE PROFILE

NUMBER OF EMPLOYEES PER BUSINESS, INCLUDING OWNERS

(B17 – 71 responses)



OVERVIEW

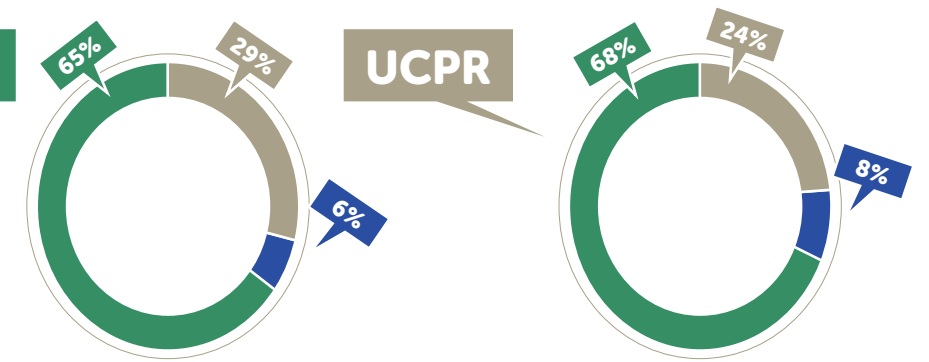
Compared to the UCPR, there is a good share of small and medium-sized employers (between 1 and 49 employees) in the Township of Alfred and Plantagenet. In contrast, there aren't any large employers (100 employees or more). Furthermore, 32% of businesses in the community have between 5 and 9 employees, compared to 23% in the UCPR. It should also be noted that there are 14% less very small employers (between 1 and 4 employees) in Alfred and Plantagenet than in other Prescott and Russell municipalities. It is clearly obvious that the majority of businesses in the community are small. However, the significant presence of medium-sized employers and the fact that there are fewer very small employers represent a strength for the community.

OVERVIEW OF PERMANENT AND TEMPORARY JOBS

Alfred-Plantagenet

(B18)

- Full-time permanent
- Part-time permanent
- Temporary/seasonal

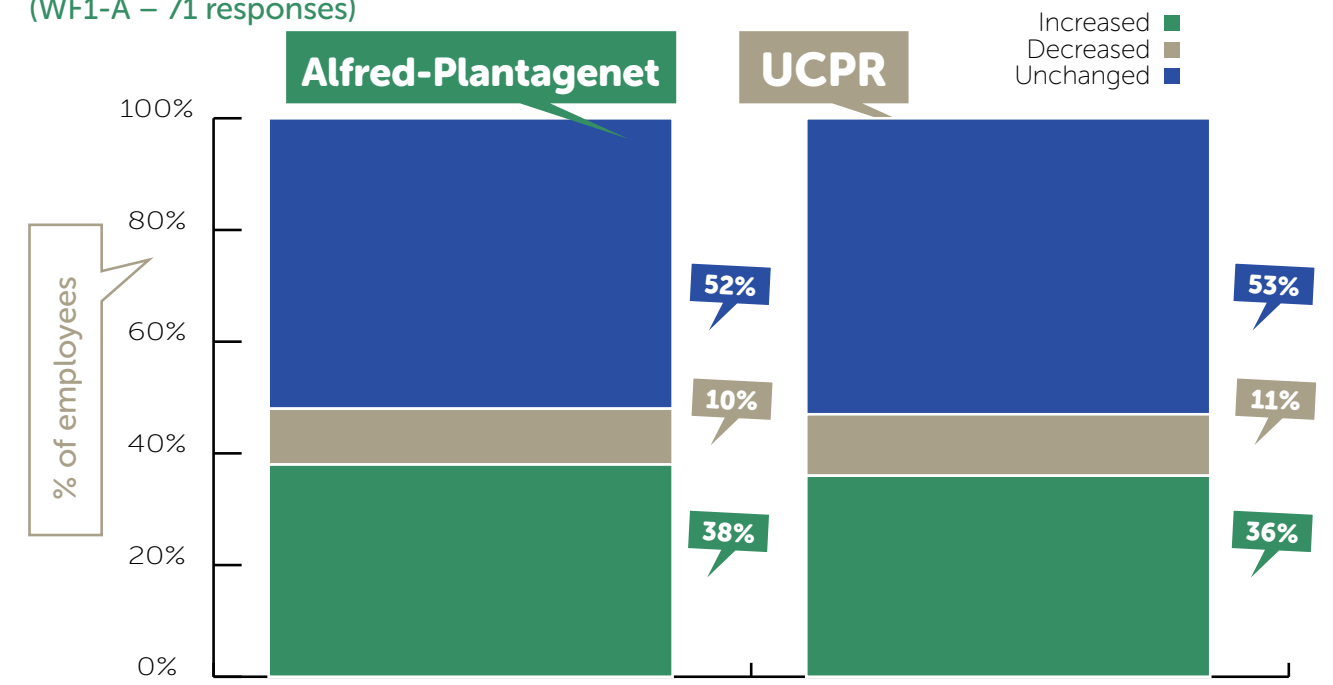


OVERVIEW

65% of jobs in the community are full-time permanent and 29% of jobs are part-time permanent. The low percentage of temporary or seasonal jobs (6%) puts the community in a highly favourable position as its citizens have access to numerous permanent jobs. Compared to the UCPR, results are fairly similar.

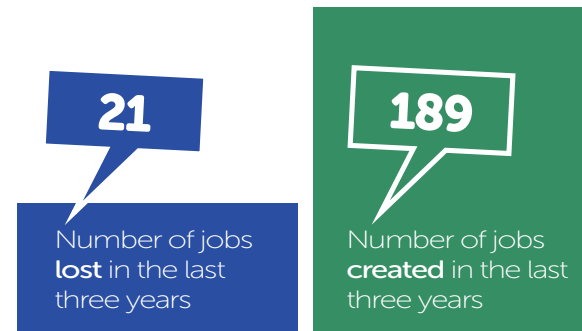
CHANGE IN THE NUMBER OF EMPLOYEES OVER THE LAST THREE YEARS

(WF1-A – 71 responses)



Number of Jobs Created and Lost in the Last Three Years

(WF1-A)



Reasons for the Loss and Creation of Jobs

Loss of jobs

- Ongoing renovation projects
- Minimum salary increase
- Regulations pertaining to guaranteed work hours for employees
- Lower sales volumes
- Difficult positions to fill

Creation of jobs

- Business growth and expansion (new contracts and increase in clientele)
- Financial support provided through hiring subsidies

(WF1-B)

OVERVIEW

In the last three years, 38% of employers in Alfred and Plantagenet hired new employees; 52% made no change to their existing employee base; and 10% shed jobs. More specifically, 189 jobs were created and 21 jobs were lost. Compared to the UCPR, results are similar. In summary, employers' ability to create new jobs represents an opportunity for the community through the growth and expansion of businesses, improvements to client services and granting of subsidies.

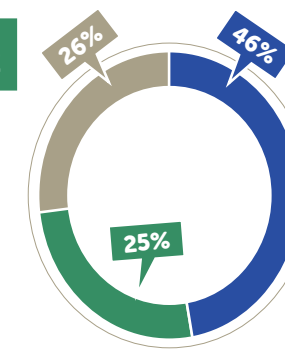
REVIEW OF WORKFORCE ATTRIBUTES

Availability of Qualified Workers

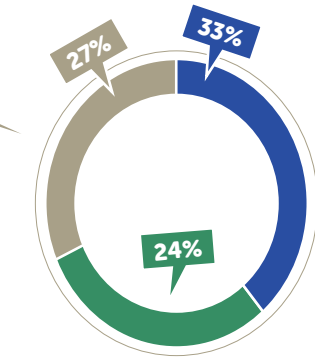
Alfred-Plantagenet

(WF2 – 71 responses)

- Good to excellent
- Fair
- Poor



UCPR

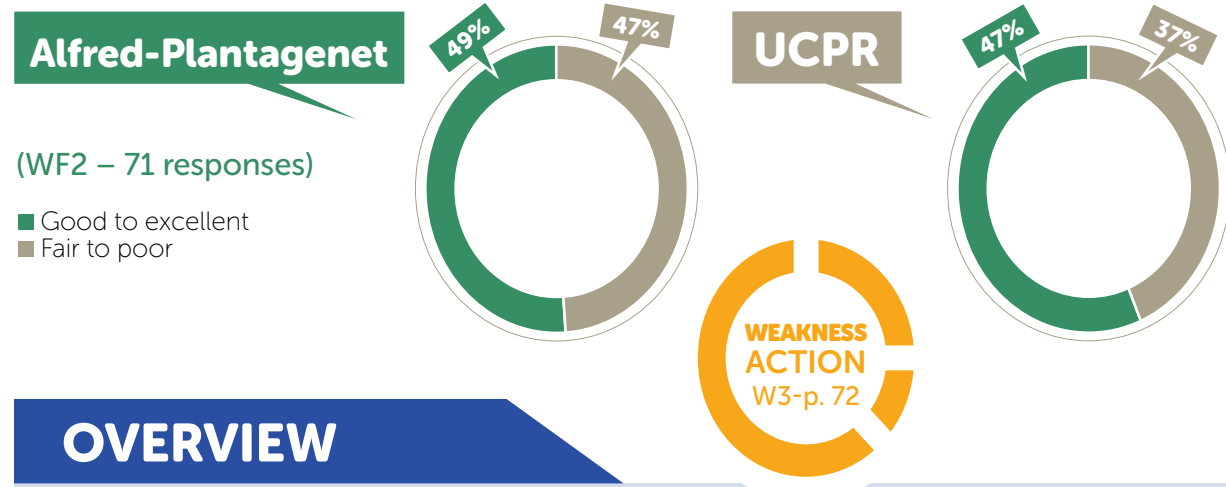


OVERVIEW

72% of business owners in the Township of Alfred and Plantagenet do not properly assess the availability of qualified workers. Of this percentage, 46% of owners consider the availability of qualified workers as "poor". These results apply not only to Alfred and Plantagenet but also similarly to all other Prescott and Russell municipalities. The availability of qualified workers is, nonetheless, assessed more poorly in the community than in other regional municipalities.



Workforce Stability



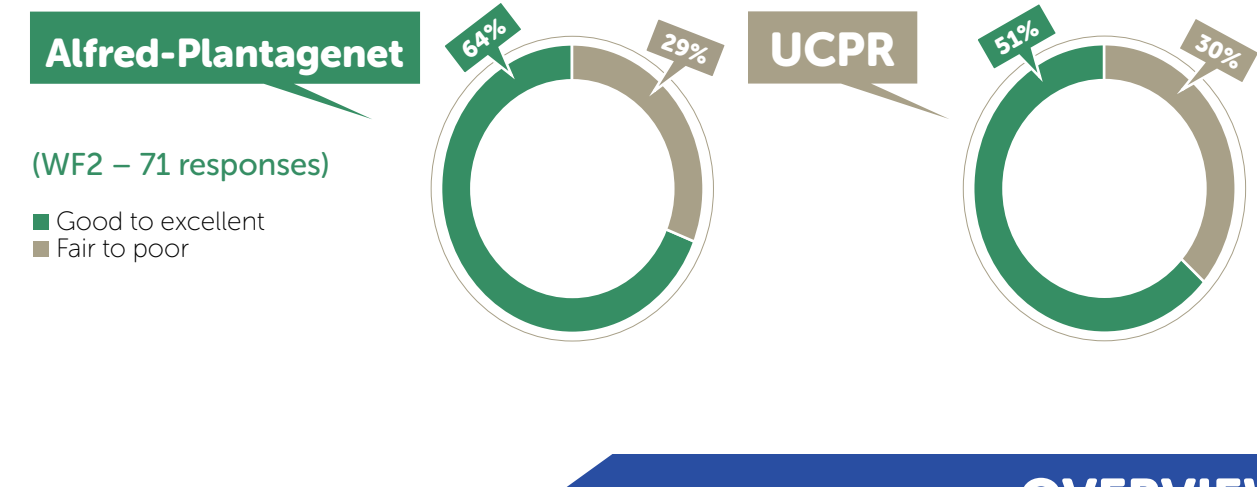
(WF2 – 71 responses)

■ Good to excellent
■ Fair to poor

OVERVIEW

47% of employers in the Township of Alfred and Plantagenet consider stability in the workforce as unsatisfactory. Compared to the UCPR, stability in the workforce seems to be less stable in the community.

Ability to Retain New Employees



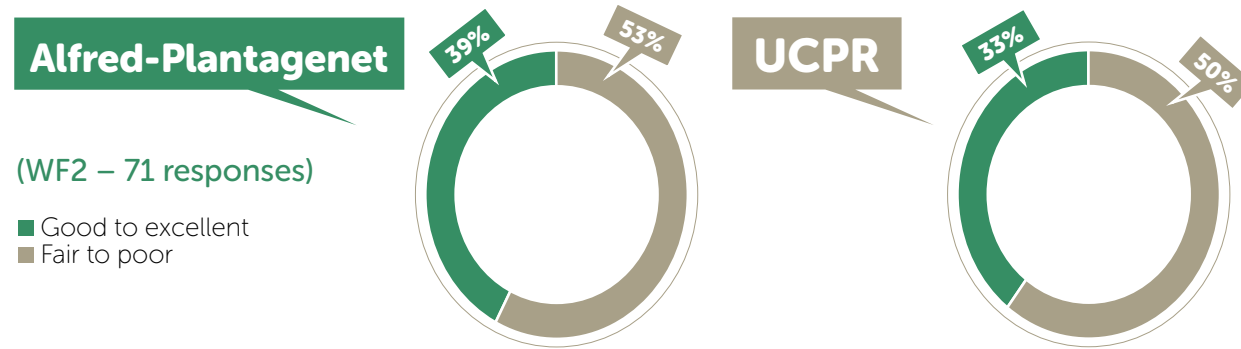
(WF2 – 71 responses)

■ Good to excellent
■ Fair to poor

OVERVIEW

64% of employers in Alfred and Plantagenet consider the community's ability to retain new employees as "good to excellent" Compared to the UCPR, this percentage is higher, thus placing the community in a good position.

Ability to Attract New Employees



(WF2 – 71 responses)

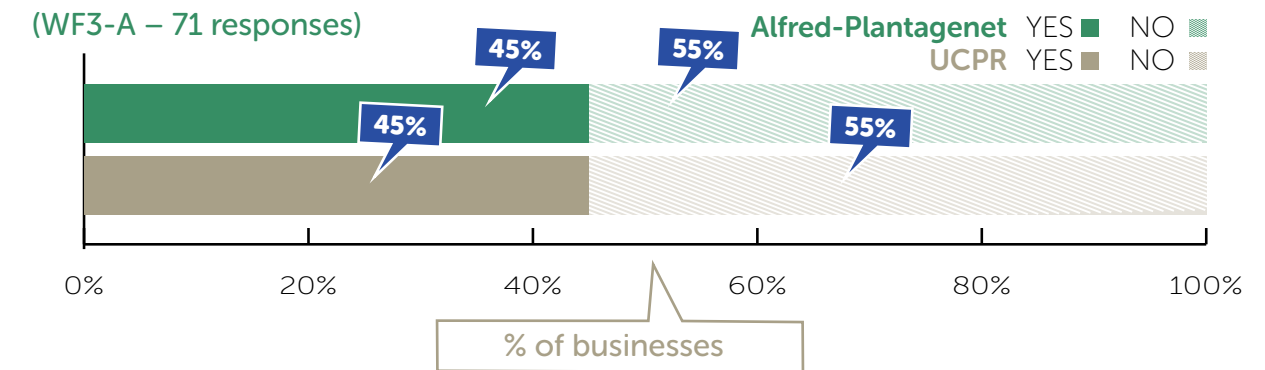
■ Good to excellent
■ Fair to poor

OVERVIEW

53% of employers in Alfred and Plantagenet assess the community's ability to attract new employees as "fair to poor". Compared to the UCPR, employers in the community rate the ability to attract new employees similarly.

RECRUITMENT DIFFICULTIES

Are Business Owners Currently Experiencing Recruitment Difficulties?



(WF3-A – 71 responses)

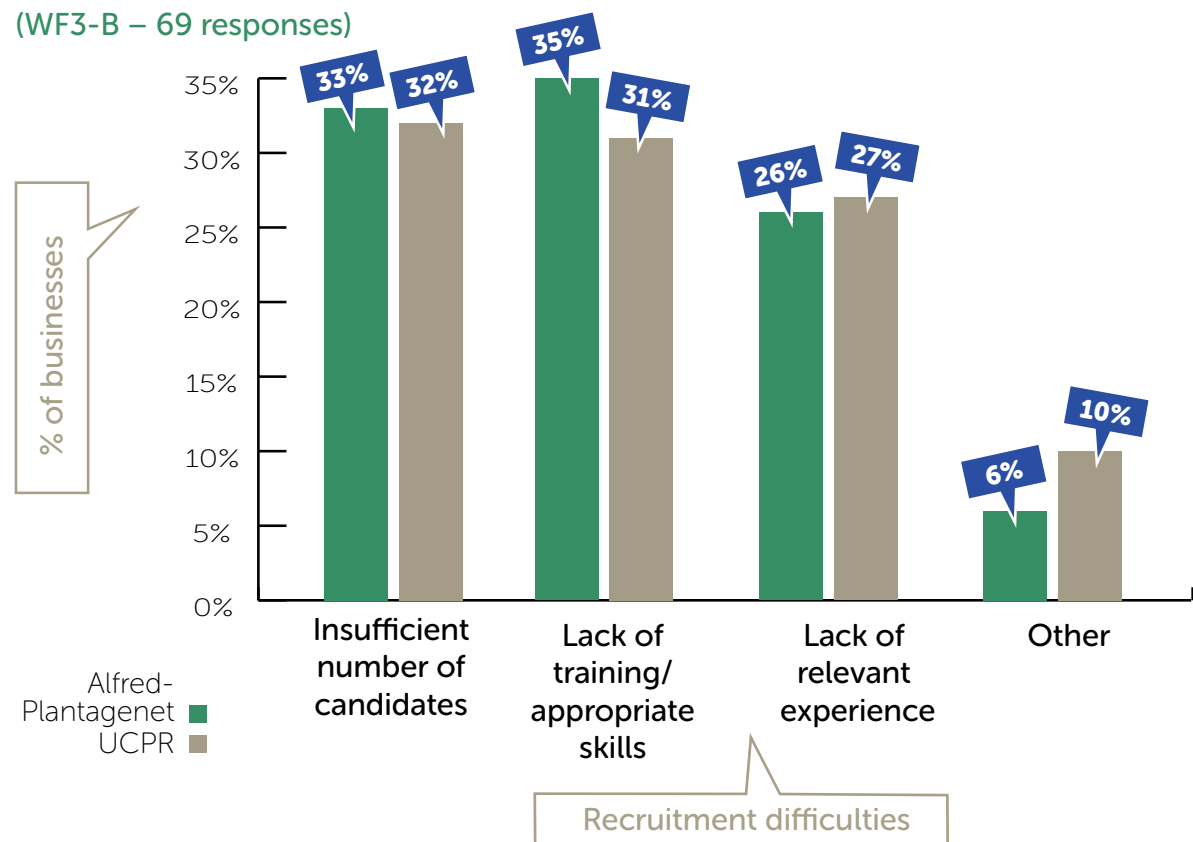
Alfred-Plantagenet YES ■ NO ■
UCPR YES ■ NO ■

OVERVIEW

45% of entrepreneurs in Alfred and Plantagenet are currently experiencing recruitment difficulties. Compared to the UCPR, results are identical and represent a weakness.

What Recruitment Difficulties Are Businesses Experiencing?

(WF3-B – 69 responses)



Other

- Poor availability of employees
- Lack of external training resources
- Seasonal work

OVERVIEW

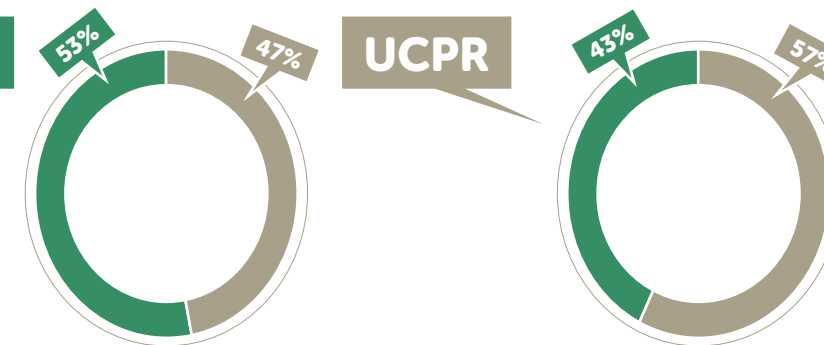
In order of importance, difficulties that businesses in the Township of Alfred and Plantagenet are having are as follows: lack of training/appropriate skill sets, insufficient number of available candidates and lack of relevant experience. Some employers have also raised other concerns, including the poor availability of candidates, recruitment challenges for seasonal work, and lack of external training.

Are Recruitment Difficulties Specifically Related to the Community or Industry?

Alfred-Plantagenet

(WF3-C – 34 responses)

■ Community
■ Industry



OVERVIEW

53% of employers in the Township of Alfred and Plantagenet consider recruitment difficulties to be related to the community, not the industry. Compared to the UCPR, regional results demonstrate that employers are mostly faced with challenges related to the industry.

Difficult Positions to Fill in the Community

Stream 1

- Mechanical technician
- Dentistry professional
- General labourer
- Attendant (sales and client services)
- Cook
- Administrative staff
- Attendant care services
- Plumber
- Labourer
- Nurse
- Driver
- Education assistant
- Tow truck driver

Stream 2

- Painter
- Apprentice (plumber)
- Teacher
- Site manager
- Management position
- Hygienist

Stream 3

- Computer technician
- Trade (painting, electricity)
- Housekeeper
- Dental assistant
- Restaurant (delivery person, dishwasher)
- Supervisor

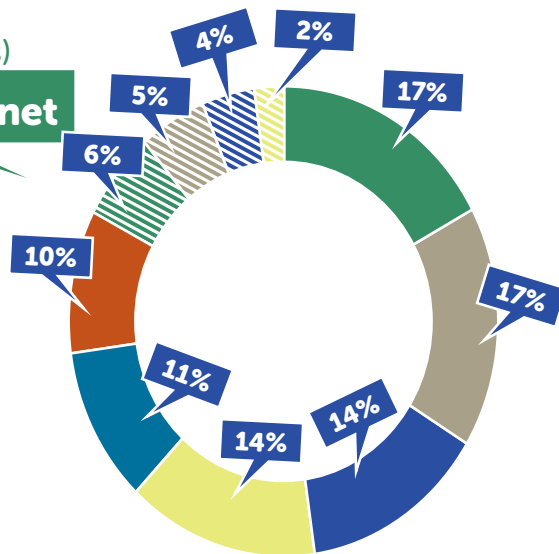
(WF3-D)

RECRUITMENT METHODS FOR NEW HIRES

How Do Business Owners in Alfred and Plantagenet Hire New Employees?

(WF4 – 298 responses)

Alfred-Plantagenet



- Recommendations
- Personal network
- Employment centres and websites
- Unsolicited résumés
- Local media
- Social media
- Company website
- Recruitment firms
- On-site posters
- Other

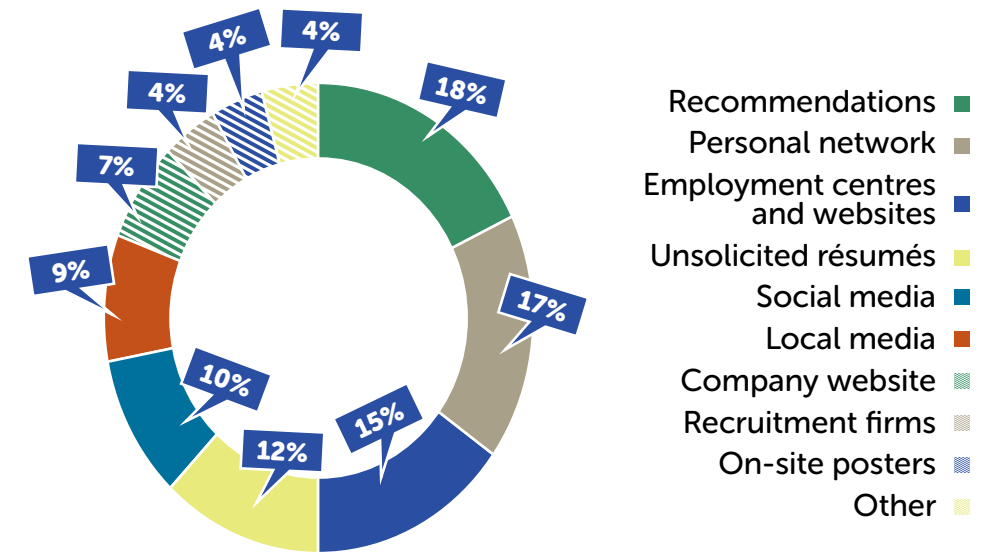
Other

- Client recommendations
- Interns from the University of Ottawa
- Co-op programs

How Do Business Owners in the UCPR Hire New Employees?

(WF4)

UCPR



- Recommendations
- Personal network
- Employment centres and websites
- Unsolicited résumés
- Social media
- Local media
- Company website
- Recruitment firms
- On-site posters
- Other

OVERVIEW

Employers in Alfred and Plantagenet most often hire employees through recommendations, personal networks, employment centres and websites or unsolicited CVs. In contrast, they rarely hire new employees through their company website, "Now Hiring" posters and employment firms. Compared to the UCPR, results are similar.

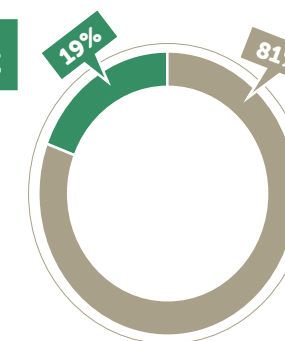
RETENTION OF EMPLOYEES

Do Business Owners Have a Difficult Time Keeping Their Employees?

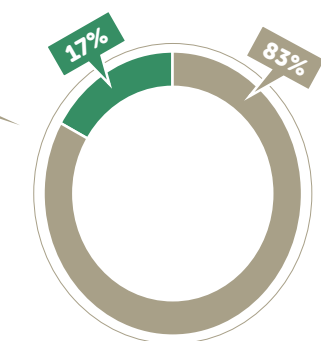
Alfred-Plantagenet

(WF5-A – 70 responses)

- Yes
- No

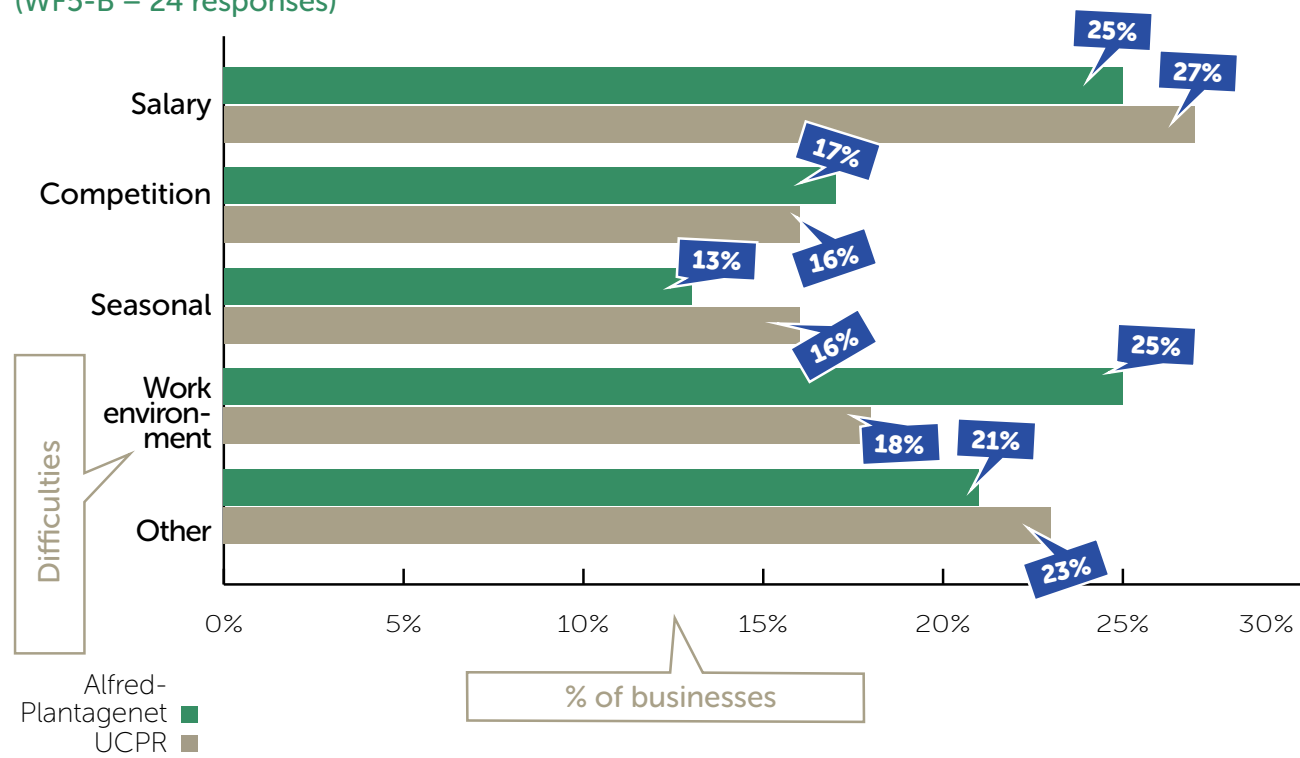


UCPR



Why Are They Having a Difficult Time Keeping Their Employees?

(WF5-B – 24 responses)



Workplace (please specify)

- Physically-demanding tasks
- Work schedule
- Difficult work environment

Other

- Candidates' lack of interest
- Part-time work
- Rural community (small pool of candidates)

(WF5-B)

OVERVIEW

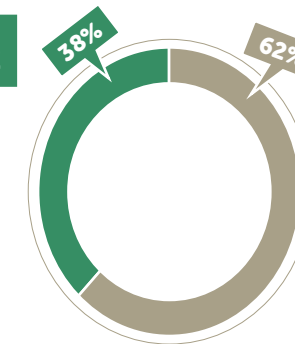
81% of employers in the Township of Alfred and Plantagenet indicate that they have no difficulty retaining their employees. Those who are experiencing issues in this respect say that this is due to the salary, workplace, competition, lack of interest of certain candidates, part time hours, and rural aspect of the community. Compared to the UCPR, results are almost identical.

PARTICIPATION OF BUSINESSES IN CO-OP, INTERNSHIP AND APPRENTICESHIP PROGRAMS

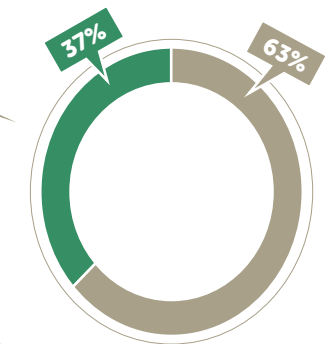
Alfred-Plantagenet

(WF6 – 71 responses)

■ Involved
■ Not involved



UCPR



If so, please specify.

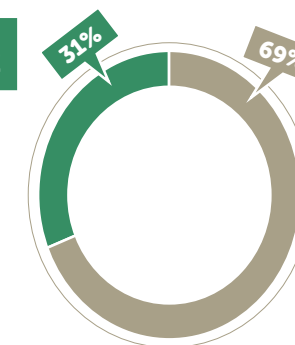
- Co-op programs provided in partnership with local high schools
- Co-op programs offered at Carleton University
- Internship in physiotherapy, medicine and for nurse practitioners (University of Ottawa)
- Programs provided by the Adult Education Campus in Hawkesbury
- Apprenticeship programs provided in partnership with La Cité collégiale and Algonquin College (plumber, mechanic, welder, assembler)
- Internships in graphic design
- Subsidized apprenticeship training
- Prescott-Russell Employment Services Centre (placement agreement, employment orientation program)
- Placement program at the provincial government

If Not, Would Business Owners Like to Receive Information on Co-op, Internship or Apprenticeship Programs?

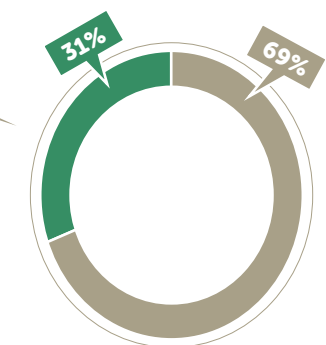
Alfred-Plantagenet

(WF6 – 36 responses)

■ Yes
■ No



UCPR

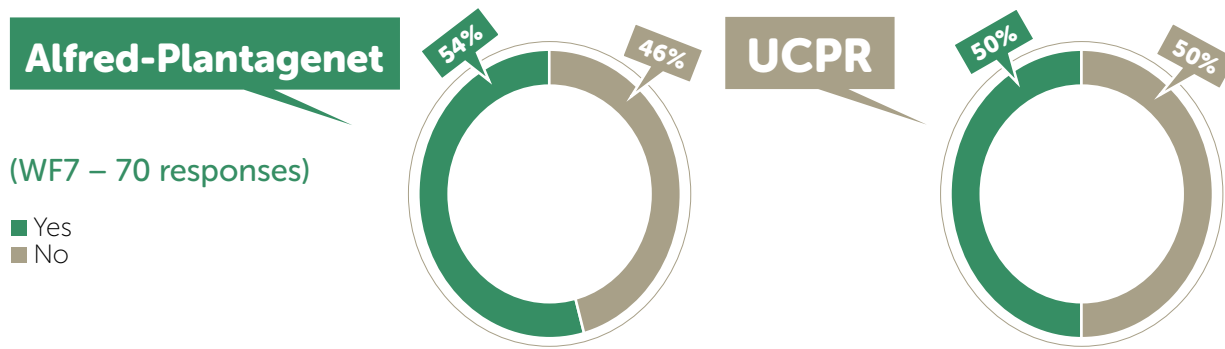


OVERVIEW

38% of business owners in Alfred and Plantagenet use co-op, internship or apprenticeship programs. These programs are offered by local high schools, colleges, and specialized associations. Of all business owners who do not participate in these programs (62%), 69% are not interested in receiving additional information in this respect.

ACCESS TO TRAINING

Are Business Owners Currently Participating in External Training Programs?



(WF7 – 70 responses)

■ Yes
■ No

If so, please specify.

- First aid training
- Health and safety training (Workplace Hazardous Materials Information System)
- Fire practices organized by firefighters
- Marketing training
- Online training
- Private training officer
- Annual training for business leaders
- Horse riding certificate
- Apprenticeship training at Algonquin College
- Online art class
- Food safety training
- Management course
- Mentorship (business plans and social media)
- Course provided by Prescott-Russell Tourism and the Prescott-Russell Entrepreneurship Centre
- Smart Serve training
- Training for working at heights

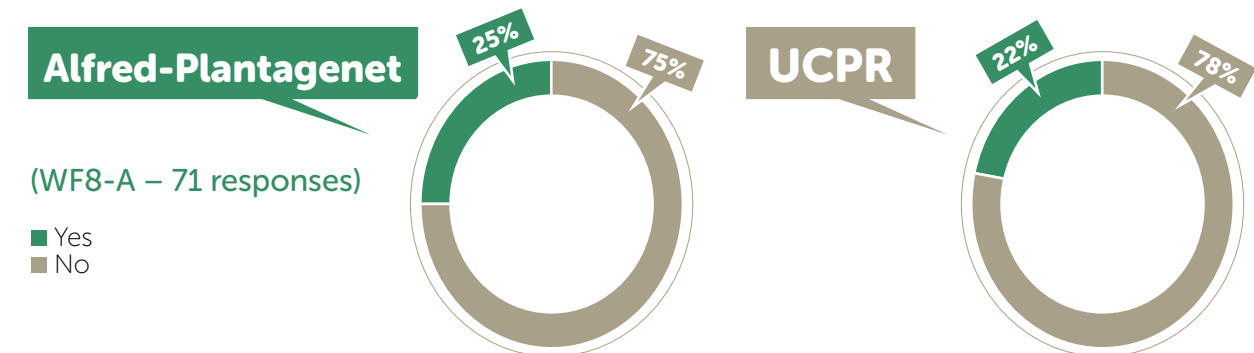
- Forklift driver training
- Training provided by the Ministry of the Environment, Conservation and Parks
- Sales training
- Media training
- Training provided by suppliers
- Live coaching for employees
- Client service training
- Stress management training

OVERVIEW



54% of business owners in Alfred and Plantagenet are currently participating in an external training program. Compared to the UCPR, employers in the community are more likely to use external training.

Are There Any Barriers Preventing Employees or Business Owners from Receiving Required Training?

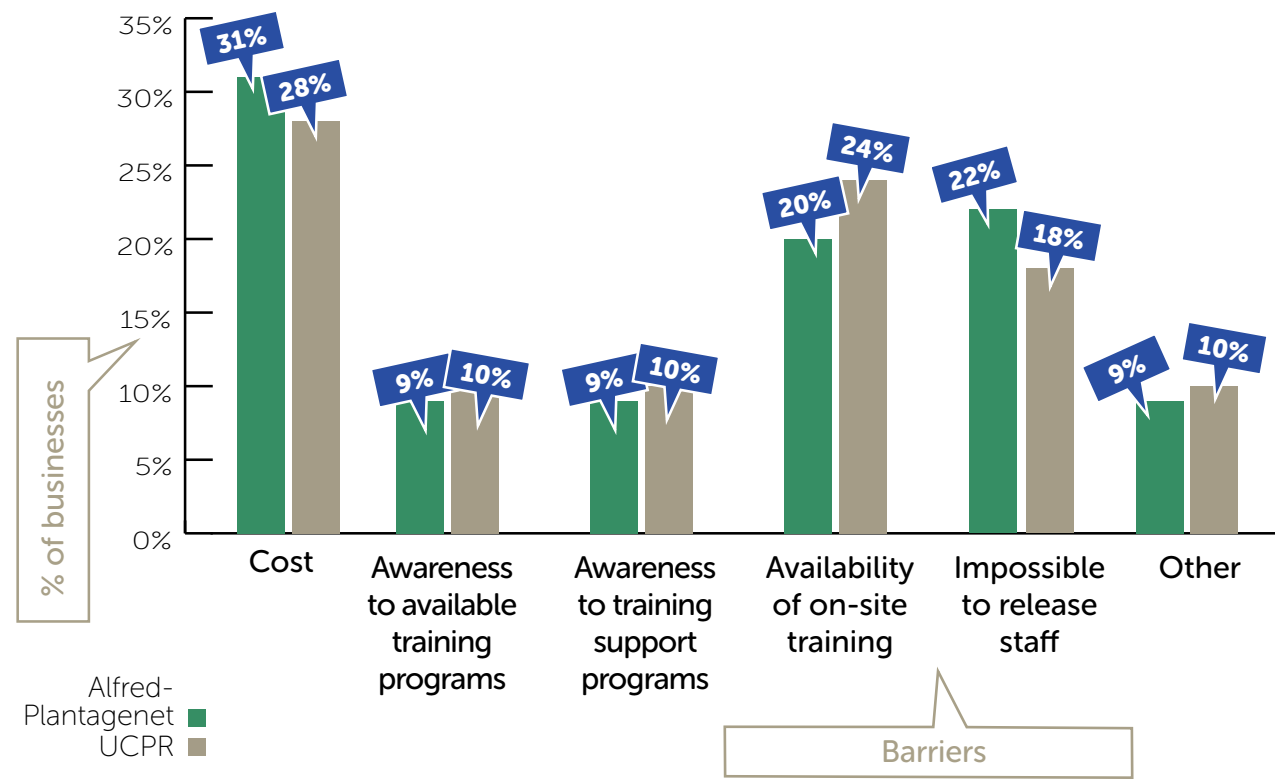


(WF8-A – 71 responses)

■ Yes
■ No

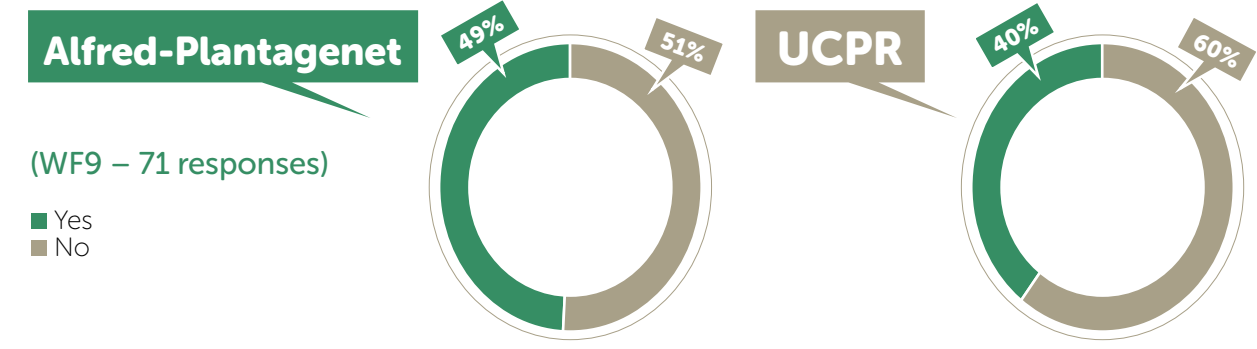
Barriers to Receiving Required Training

(WF8-B – 45 responses)



Are There Training Programs or Themes That May Be Useful to Business Owners or Their Employees?

(WF9 – 71 responses)



If so, please specify.

- Training for writing grant applications
- Health and safety (harassment in the workplace, accessibility)
- Cardiopulmonary resuscitation and defibrillator,
- Client services
- Administration management
- Food safety and handling
- Use of pesticides
- Accounting
- Entrepreneurship training
- Communications and marketing
- Human resources management
- Wine and beer tastings
- Social media
- Cash register software
- Children behavior (crisis management)
- Forklift
- Sales
- Team work promotion for business owners
- Computer software (advanced level)

OVERVIEW

75% of business owners in Alfred and Plantagenet are not faced with barriers to training. Those who are experiencing barriers in this respect (25%) indicate that the cost of training represents a major challenge.

OVERVIEW

51% of business owners in Alfred and Plantagenet did not identify any training programs and/or themes that may be useful. In contrast, 49% of employers responded positively and identified areas of training (listed above) that would be useful to them and their teams.

STRENGTHS

- The strong presence of medium-sized employers and limited number of very small employers represent a strength for the community. (BI7)
- The low percentage of temporary or seasonal jobs (6%) puts the community in a highly favourable position, as its citizens have access to numerous permanent jobs. (BI8)
- In the last three years, 90% of employers in the community hired new employees or made no change to their existing employee base. (WF1)
- 64% of employers in Alfred and Plantagenet consider the community's ability to retain new employees as "good to excellent". (WF2)
- 81% of employers in Alfred and Plantagenet say that they do not have any difficulty retaining their employees. (WF5)
- 75% of employers in Alfred and Plantagenet do not consider being faced with barriers to training. (WF8)

WEAKNESSES

- 47% of employers in Alfred and Plantagenet consider workforce stability as unsatisfactory. (WF2)
- 53% of employers in Alfred and Plantagenet consider the community's ability to attract new employees as "fair to poor". (WF2)
- 45% of employers in Alfred and Plantagenet say that they are currently experiencing recruitment difficulties due to the lack of training and appropriate skill sets, insufficient number of candidates and lack of relevant experience. (WF3)
- 53% of employers in Alfred and Plantagenet say that recruitment difficulties are related to the industry, not the community. (WF3)

OPPORTUNITIES

- Employers in Alfred and Plantagenet most often hire employees through employment centres and websites, recommendations, personal networks or unsolicited résumés. (WF4)
- 62% of business owners do not use co-op, internship or apprenticeship training programs and 31% among them say that they would like to receive additional information in this respect.
- 54% of business owners in Alfred and Plantagenet are currently using an external training program. (WF7)

THREAT

- 72% of business owners in Alfred and Plantagenet do not properly assess the availability of qualified workers. (WF2)

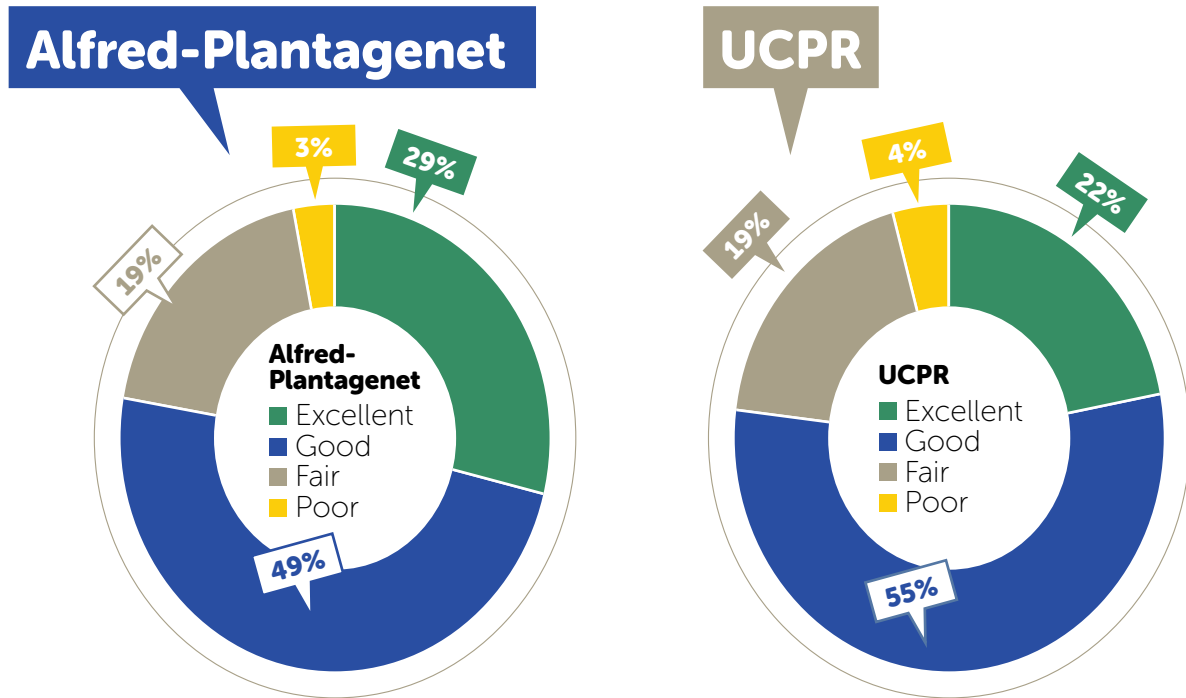


03

**BUSINESS
CLIMATE**

GENERAL PERCEPTION OF THE COMMUNITY AS A BUSINESS CENTRE

(BC1 – 71 responses)

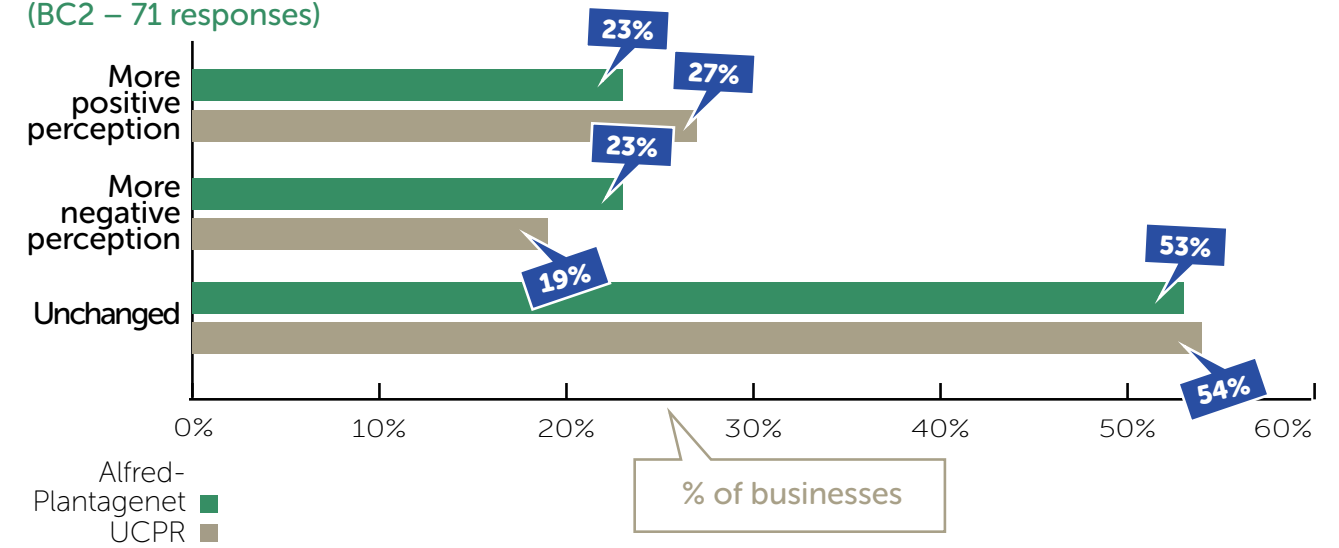


OVERVIEW

78% of business owners in the Township of Alfred and Plantagenet have a good or excellent perception of the community as a business centre. In contrast, 22% of business owners rated their perception as fair or poor. Compared to the UCPR, the number of business owners who rated their perception of Alfred and Plantagenet as excellent is 7% higher.

CHANGE OF BUSINESS STAKEHOLDERS' PERCEPTION OF THE COMMUNITY OVER THE LAST THREE YEARS

(BC2 – 71 responses)



Reasons Explaining the Change in Perception

The favourable change in perception

- Support from the community
- Growth
- Emphasis on buying locally
- Increased experience and confidence
- Additional services
- Commitment of merchants and cooperation between businesses
- More local products
- Support from entrepreneurship management coaches

The unfavourable change in perception

- Minimum salary increase
- New competition
- Limited number of businesses
- Lack of public transportation
- Skilled labour shortages
- Lack of support for small and medium-sized businesses
- Elected representatives don't have an economy-based approach
- Poor availability of support measures for problem resolution
- Issues related to Internet services

(BC2)

OVERVIEW

In the last three years, 53% of business owners maintained the same perception of the community; 23% gained a more negative perception; and 23% of business owners gained a more positive perception. Compared to the UCPR, slightly fewer business owners gained a more positive perception but the same number of respondents gained a more negative perception, thus negating the results. The number of business owners who maintained the same perception of the community as a business centre is almost identical.

REVIEW OF KEY COMMUNITY BUSINESS FACTORS

ALFRED-PLANTAGENET

UCPR



- Availability of medical and health services
- Workforce *See note 1
- Availability of developed land
- Offices available for lease or purchase
- Fees and development charges
- Local streets and roads *See note 4
- Regional and provincial roads and highways
- Proximity of railway and airport services
- Quality of life
- Availability of suitable housing units
- Support from the municipal administration
- Support from other businesses
- Support from residents
- Cellphone services
- Internet services
- Water and wastewater facilities

- Workforce
- Availability of developed land
- Offices available for lease or purchase
- Process for issuing building permits and developing land
- Fees and development charges
- Local streets and roads
- Regional and provincial roads and highways
- Proximity of railway and airport services
- Availability of medical and health services
- Quality of life
- Availability of suitable housing units
- Support from the municipal administration
- Support from other businesses
- Support from residents
- Cellphone services
- Internet services
- Water and wastewater facilities

ALFRED-PLANTAGENET

UCPR



- Water and sewer charges
- Availability of appropriate power supply
- Process for issuing building permits and developing land *See note 2
- Availability of natural gas
- Cost of natural gas
- Municipal property taxes
- Cost of land

- Water and sewer charges
- Availability of appropriate power supply
- Availability of natural gas *Good to excellent
- Cost of natural gas

ALFRED-PLANTAGENET

UCPR



- N/A

- Cost of land
- Municipal property taxes

ALFRED-PLANTAGENET

UCPR



- Cost of electricity *See note 3

- Cost of electricity

(BC3 – 71 responses)

Notes* :

1. **Workforce:**
 - i. Good but poor availability; and
 - ii. Unqualified: few graduates.
2. **Process for issuing building permits and developing land:**
 - i. Citizens would like for the Township to have more independence in regard to the process for issuing building permits and developing land.
3. **Cost of electricity:**
 - i. Very high electricity cost disrupts the normal functioning of businesses and could lead to closings; and
 - ii. Network's at full capacity.
4. **Local streets and roads:**
 - i. Ditches are not as clean as they used to be because they are now kept narrower.

LEVEL OF SATISFACTION FOR EACH SERVICE

Community Services

ALFRED-PLANTAGENET	UCPR
<p>NO USE</p> <p>WEAKNESS ACTION W4-p. 72</p> <ul style="list-style-type: none"> • Childcare services • Eastern Ontario Training Board • Hawkesbury and Region Chamber of Commerce • Prescott-Russell Chamber of Commerce • Clarence-Rockland Chamber of Commerce • Vankleek Hill Business and Merchant Association • Prescott-Russell Community Development Corporation • Contak Staffing Solutions • Prescott and Russell Entrepreneurship Centre 	<ul style="list-style-type: none"> • Childcare services • Post-secondary education • Eastern Ontario Training Board • Hawkesbury and Region Chamber of Commerce • Prescott-Russell Chamber of Commerce • Clarence-Rockland Chamber of Commerce • Vankleek Hill Business and Merchant Association • Prescott-Russell Community Development Corporation • Contak Staffing Solutions • Prescott and Russell Entrepreneurship Centre

ALFRED-PLANTAGENET	UCPR
<p>NO USE</p> <ul style="list-style-type: none"> • Prescott-Russell Tourism • Prescott-Russell Entrepreneurial Academy • Eastern Ontario Agri-Food Network 	<ul style="list-style-type: none"> • Prescott-Russell Tourism • Prescott-Russell Entrepreneurial Academy • Eastern Ontario Agri-Food Network

ALFRED-PLANTAGENET	UCPR
<p>GOOD</p> <ul style="list-style-type: none"> • Elementary and secondary schools • Post-secondary education • Prescott-Russell Employment Services Centre 	<ul style="list-style-type: none"> • Elementary and secondary schools • Prescott-Russell Employment Services Centre

(BC4 – 71 responses)

Municipal Services

ALFRED-PLANTAGENET	UCPR
<p>GOOD</p> <ul style="list-style-type: none"> • Planning, engineering, zoning and building permits *See note 5 • Health services and approvals from sanitary units • Police services • Fire services • Library services • Recreational facilities *See note 1 • Cultural facilities *See note 1 • Parks and green spaces • Streets and roads repair • Snow removal *See note 2 	<ul style="list-style-type: none"> • Planning, engineering, zoning and building permits • Health services and approvals from sanitary units • Police services • Fire services • Library services • Recreation facilities • Cultural facilities • Parks and green spaces • Streets and roads repair • Snow removal

ALFRED-PLANTAGENET

UCPR



- Waste and recycling collection *See note 4
- Economic development services *See note 3
- Public transportation *See note 6

- Waste and recycling collection
- Economic development services
- Public transportation

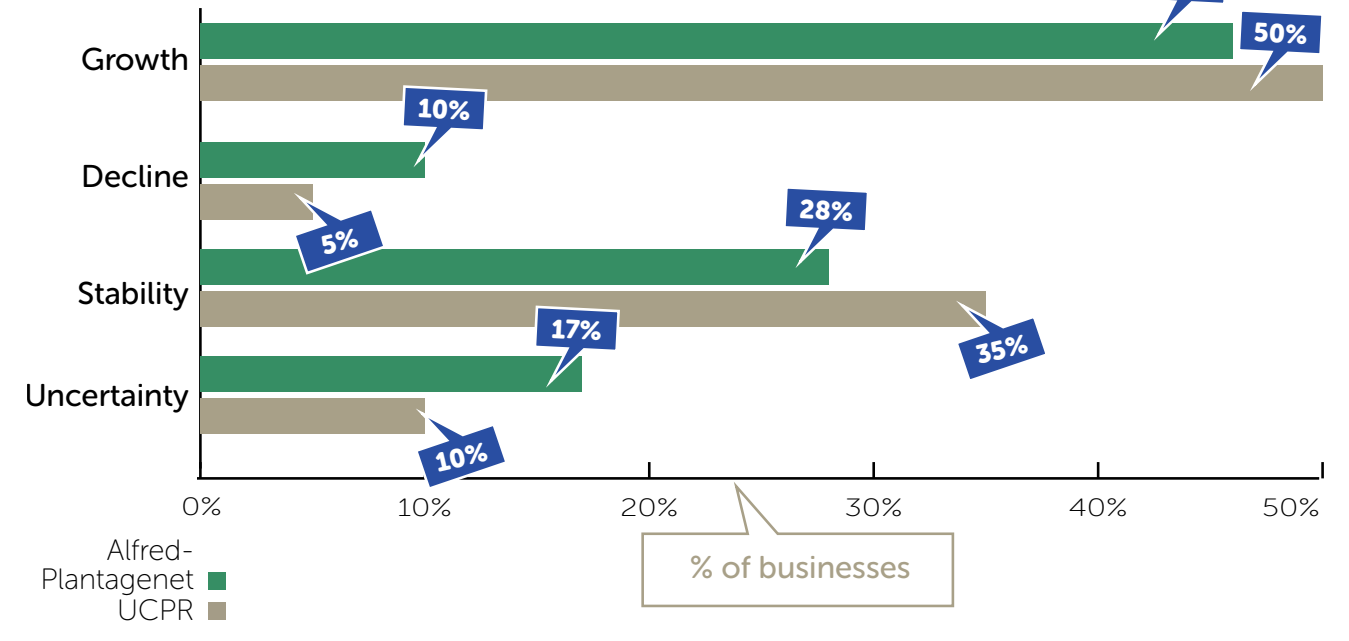
(BC4 – 71 responses)

Notes* :

- 1. Recreational facilities/Cultural facilities:**
 - i. Lots of activities are organized but aren't advertised; and
 - ii. Gaps in the development of cultural activities.
- 2. Snow removal:**
 - i. Long delays during storms.
- 3. Economic development services:**
 - i. Economic development activities are efficient for large businesses but not so much for small businesses.
- 4. Waste and recycling collection:**
 - i. Recycling should be further prioritized; and
 - ii. High landfill rates and fees encourage people to dispose of their garbage in ditches.
- 5. Planning, engineering, zoning and building permits:**
 - i. Delays for residential construction permits are unreasonable.
- 6. Public transportation:**
 - i. Implement carpool services to facilitate travel within the region.

INDUSTRY PERSPECTIVE OF COMMUNITY BUSINESSES

(BD1 – 71 responses)



Reasons for Growth and Decline Prospects

Growth prospects

- Growth of the lumber industry and quality of constructions
- More vehicles and increased population
- Innovative products
- People want more leisure
- New business
- Increased demand for products
- Population growth
- Increased demand
- Increased demand from elderly individuals
- Increased demand for artisan products
- Trend for local products and agricultural products; new markets
- E-commerce/online purchases

Decline prospects

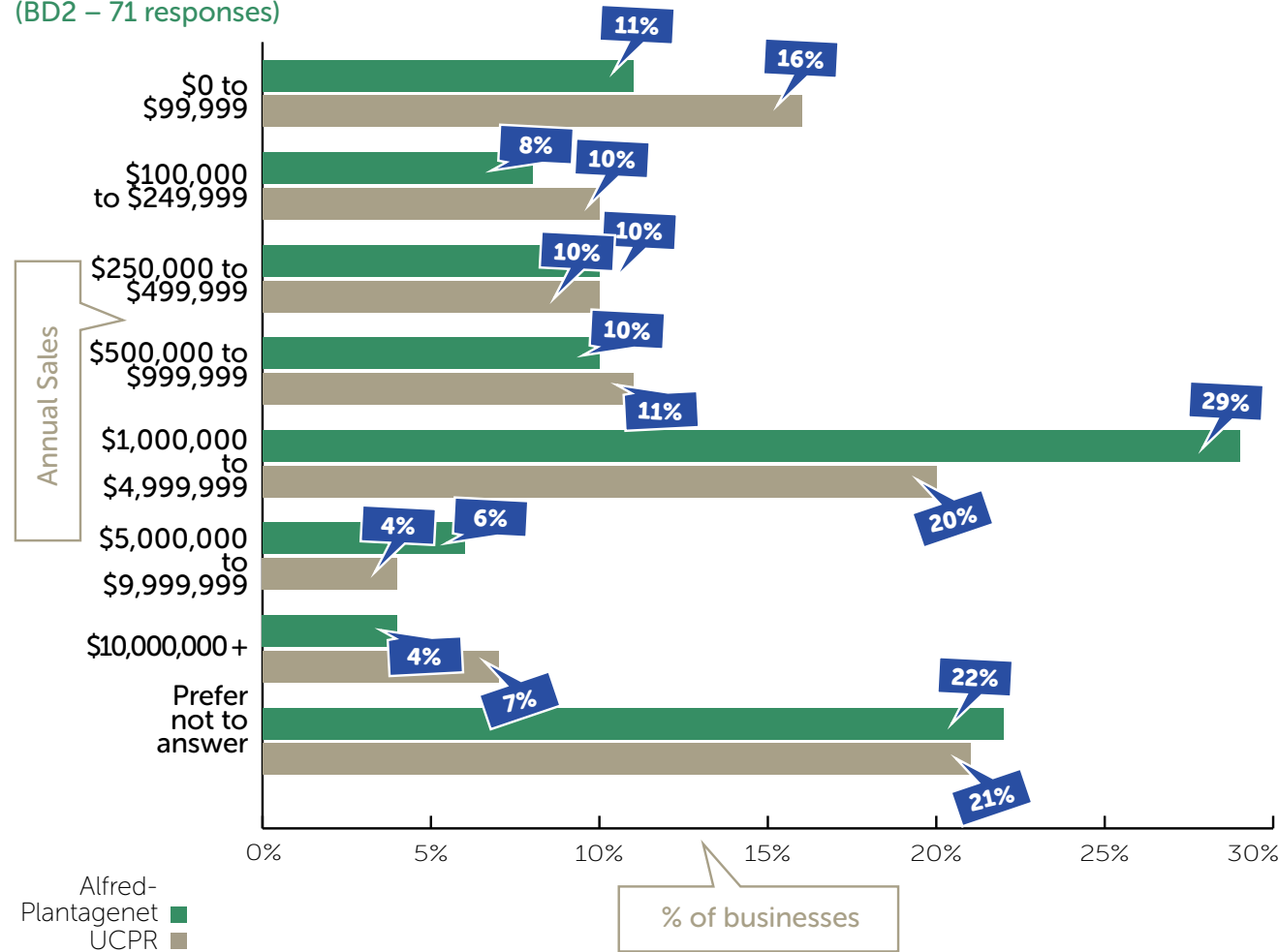
- Aging population
- Minimum salary
- Traffic reduction
- Increase in operating costs
- Dropping value for the Canadian dollar

OVERVIEW

74% of entrepreneurs in the Township of Alfred and Plantagenet are in stable or growing markets. Compared to the UCPR, 7% more entrepreneurs in the community seem to be in volatile markets. Furthermore, there are also 5% more entrepreneurs in the community that are operating in declining markets than in other Prescott and Russell municipalities. Market growth is essentially the result of increased demand for specific products and services. In contrast, the small market decline is essentially the result of high operating costs.

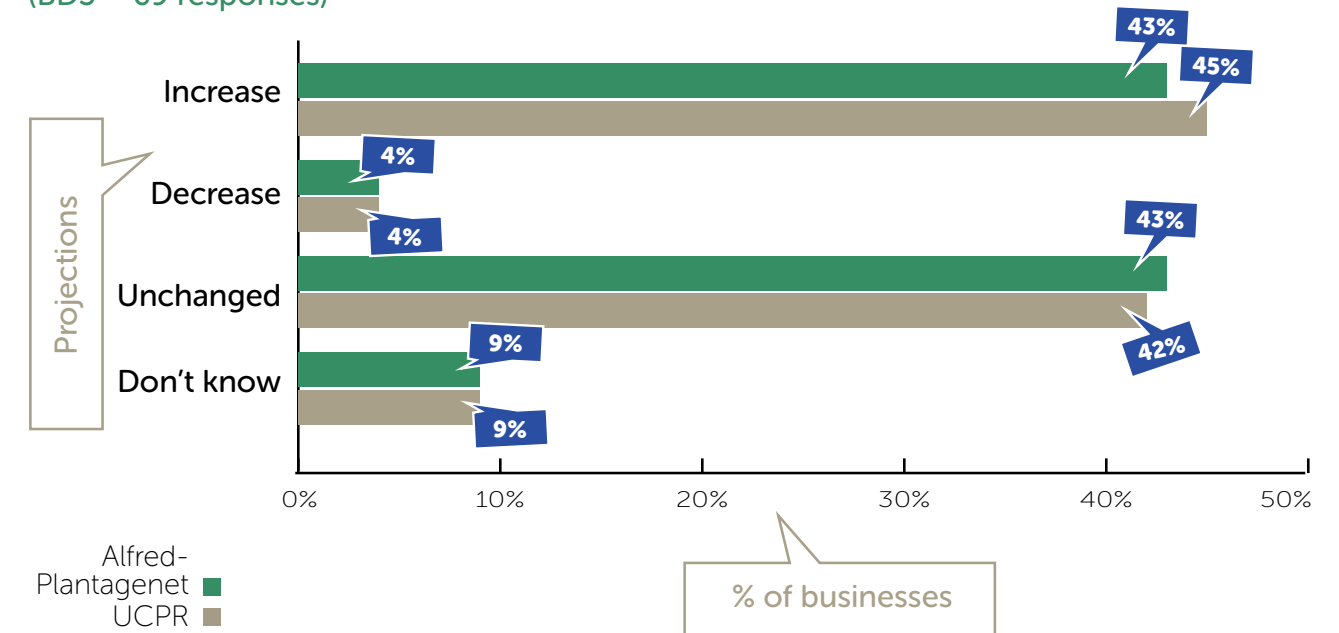
ANNUAL SALES

(BD2 – 71 responses)



Estimated Annual Sales in the Coming Year

(BD3 – 69 responses)



Reasons for Growth and Decline Prospects

Growth prospects

- Increasing demand
- New business
- Planned expansion
- Increased offerings
- Aging population produces sales
- Product excellence
- Growing business
- Improved marketing techniques

Decline prospects

- Presence of many similar businesses on the market
- Market decline

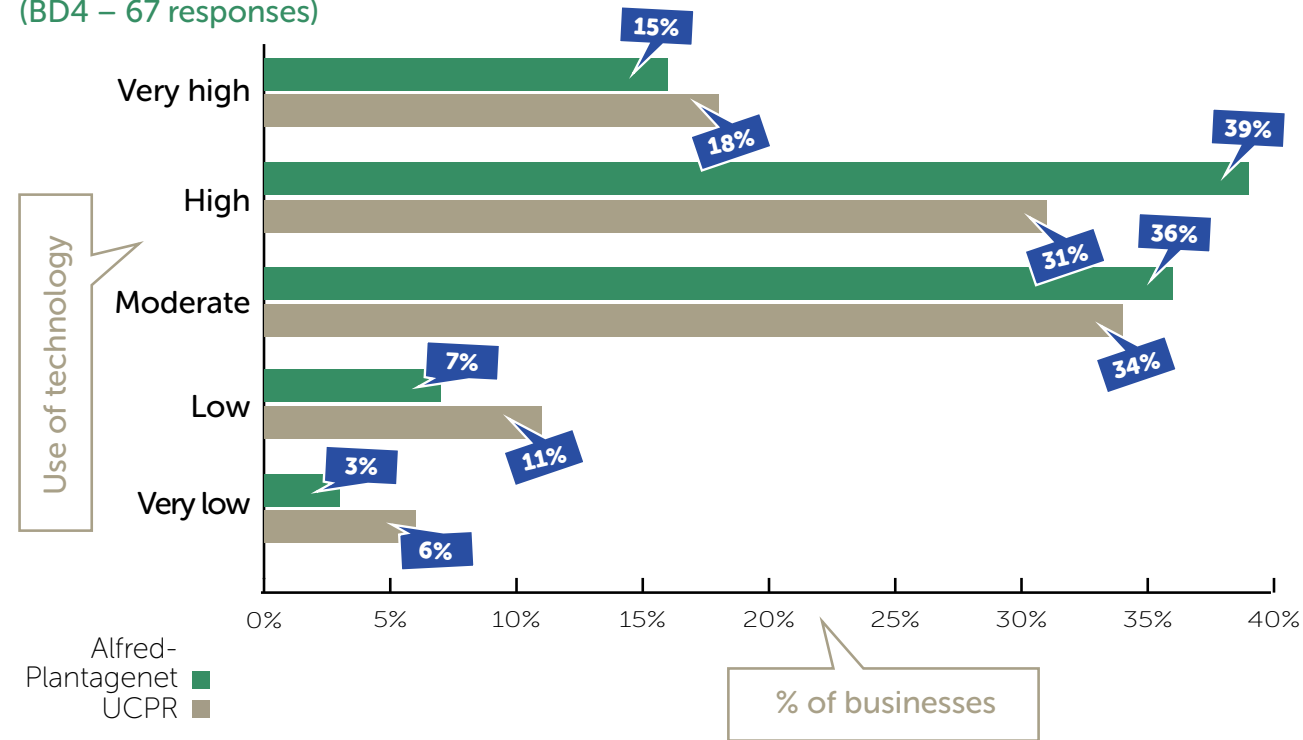
OVERVIEW

In Alfred and Plantagenet, 19% of businesses achieve annual sales of \$249,000 or less; 55% achieve annual sales ranging between \$250,000 and \$9,999,999; and 4% achieve annual sales of \$10,000,000 or more. That said, the majority of businesses are medium-sized. Compared to the UCPR, the community hosts 10% more businesses with annual sales ranging between \$250,000 and \$9,999,999.

It should also be noted that 43% of business owners in Alfred and Plantagenet are expecting an increase in sales in the next year. Similarly, 43% of business owners in the community are expecting stability in sales and only 4% are expecting a decrease in sales during the same period. Compared to the UCPR, results are fairly similar. The expected increase in sales is a result of the increased demand, planned expansions and improved marketing techniques. In contrast, the expected decrease in sales is a result of the market decline and competition.

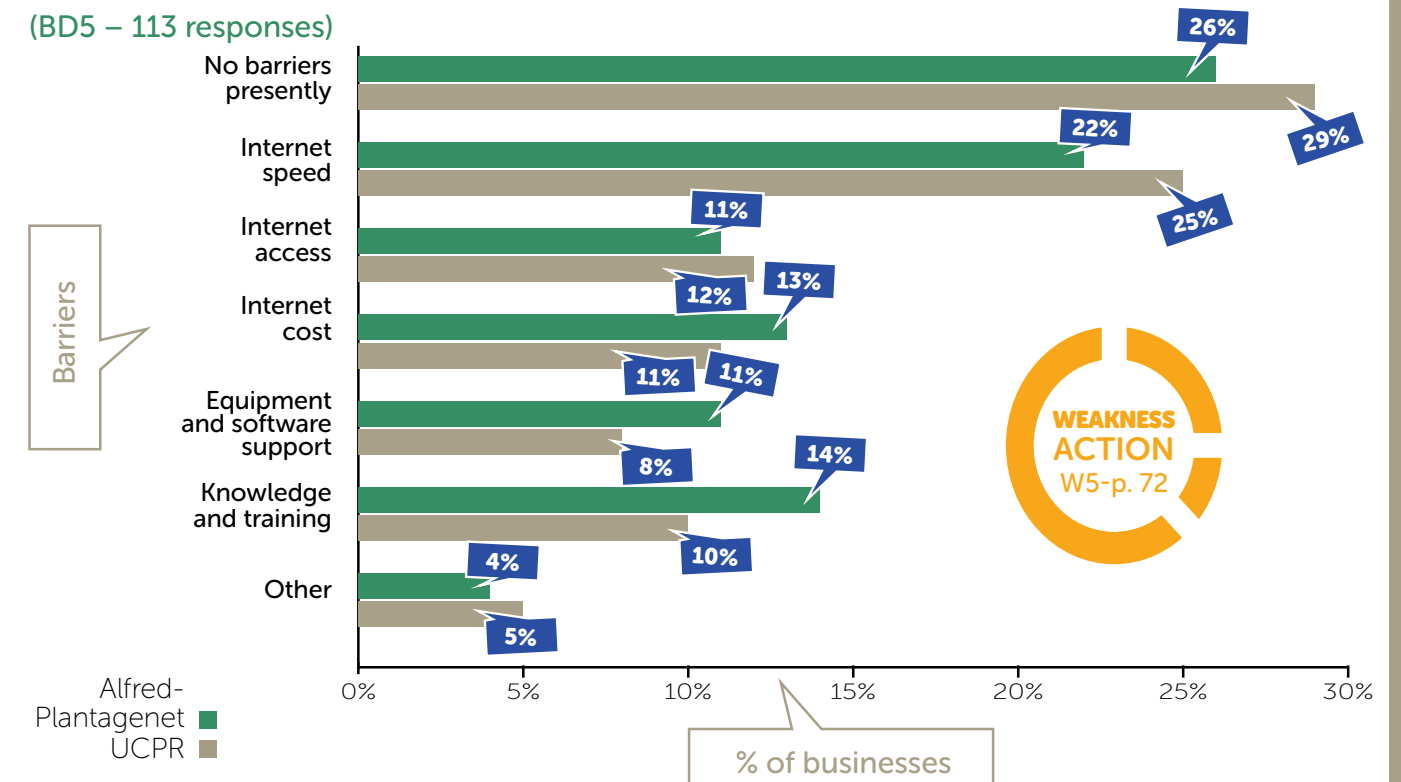
USE OF TECHNOLOGY BY COMMUNITY BUSINESSES

(BD4 – 67 responses)



Are Businesses Experiencing Any Barriers to Information Technology Requirements?

(BD5 – 113 responses)



Other

- Programming costs
- Website management costs
- Lack of time for application development

Please explain.

- Internet network is neither reliable or stable
- Interest for training on operating softwares and computer equipment

OVERVIEW

In regard to the use of technology, business owners in the Township of Alfred and Plantagenet are very well positioned in this respect as 90% of them rate their use of technology as "moderate to very high". Compared to the UCPR, the number of business owners in the community who consider their use as "high" is slightly larger and the number of business owners who consider their use as "low to very low" is smaller. Collected data shows that business owners in the Township of Alfred and Plantagenet often use technology to successfully conduct their operations. It should be noted, however, that programming costs and website management costs as well as significant time investments required for the development of applications seem to

discourage business owners in using technology. In addition, 46% of business owners in the community are experiencing issues related to Internet speed (22%), connection (11%) or cost (13%).

BUSINESS PROCUREMENT

Products or Services That Local Businesses Would Like to Purchase Locally That Are Currently Being Purchased Outside the Region

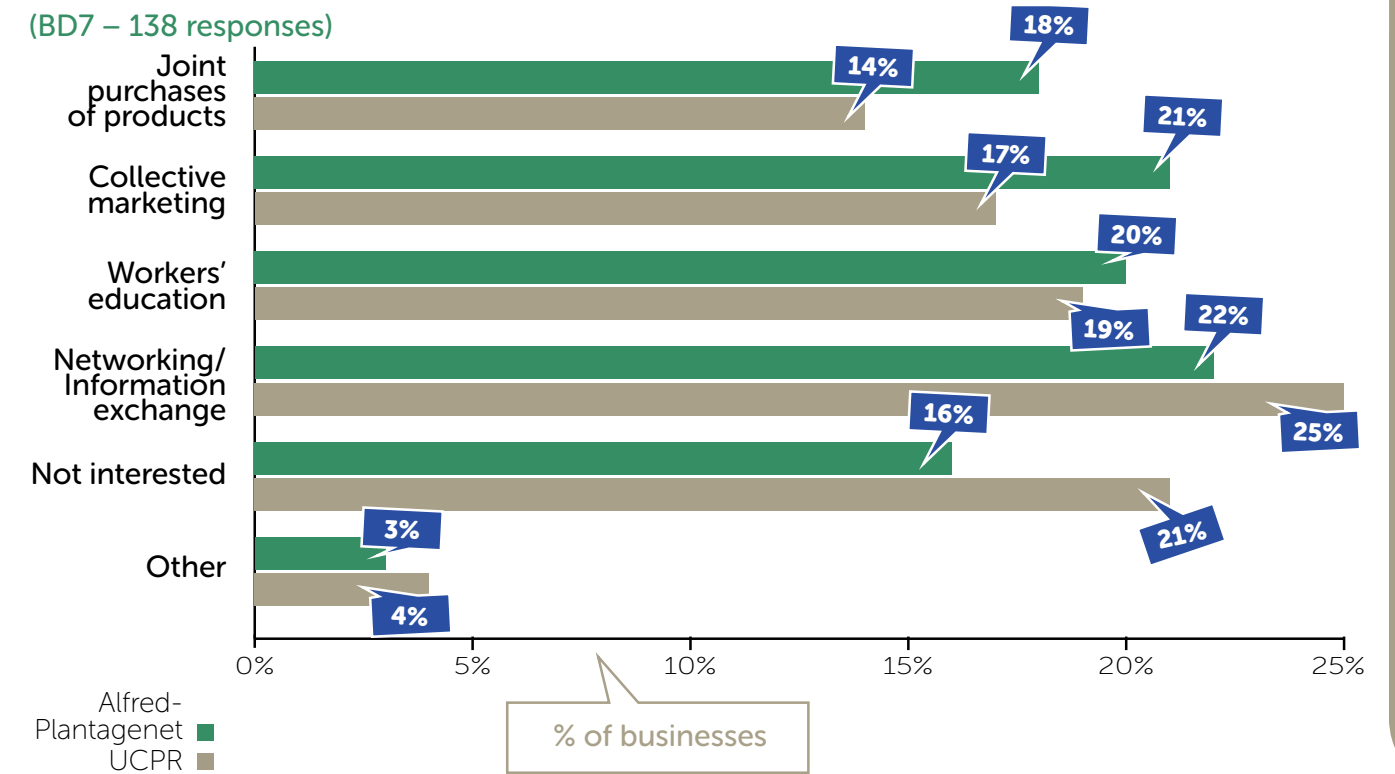
Products and services purchased outside the community

- Fruits and vegetables
- White beans
- Fish and meat
- Specialized food products
- Plumbing products
- Mobile radiology services
- Food for retail sales
- Gourmet products (honey, maple syrup, jams, vinegar, etc.)
- Seeds, plants and cuttings
- Plastic packaging
- Kids toys
- Steel
- Internet services
- Office supplies
- Linen
- Construction materials
- Ready-to-eat food products
- Automotive parts
- Fertilisers

COOPERATION BETWEEN BUSINESSES

Would You Like to Cooperate with Other Businesses of the Community to Implement the Following?

(BD7 – 138 responses)



OVERVIEW

The majority of business owners in Alfred and Plantagenet would be willing to cooperate with their counterparts in regard to networking/information exchange. Compared to the UCPR, business owners in the community are 5% more likely to cooperate with other entrepreneurs.

COMMUNITY ADVANTAGES AND DISADVANTAGES

What Are the Community's Three Main Advantages According to the Business People?

	1	2	3
ADVANTAGES	Community (support, loyalty and welcoming)	Geographic location	Access to County Road 17

(CD2)

What Are the Community's Three Main Disadvantages According to the Business People?

	1	2	3
DISADVANTAGES	Workforce (shortages and lack of qualification)	High cost and low availability of utilities (Hydro, Internet, water, sewer and natural gas)	Financing and support for businesses

(CD3)

MAJOR CHANGES WITHIN THE BUSINESS COMMUNITY FORECASTED OVER THE NEXT FIVE YEARS

1. Economic development

- i. Facilitate access to additional subsidies for local businesses and new projects in an effort to help create new jobs
- ii. Create more coaching services for entrepreneurs
- iii. Provide targeted networking opportunities
- iv. Attract investors
- v. Attract new businesses and shops, thus increasing traffic
- vi. Improve services within the community to attract new families
- vii. Develop the Chamber of Commerce of Alfred Plantagenet to promote networking within local businesses
- viii. Make concrete actions to improve the implementation of a green economy
- ix. Raise more awareness about local buying among all citizens in general
- x. Develop an industrial park
- xi. Create an economic development committee
- xii. Improve the synergy and cooperation between various community stakeholders (leisure committee, chamber of commerce, etc.)
- xiii. See more commercial development efforts (gas station, restaurant, etc.)
- xiv. Increase the availability of commercial land
- xv. Develop marinas in Lefaire and Wendover

2. Community

- i. Implement children-oriented programs
- ii. Improve support measures for individuals looking to move to the community and follow-up
- iii. Build prestigious neighbourhoods to attract new families
- iv. Ensure that the Campus d'Alfred can survive
- v. Create a welcome packet for new residents
- vi. Improve business accessibility

3. Municipal Council and municipal administration

- i. Provide for better support from the Township for start-up businesses
- ii. Loosen municipal regulations governing businesses
- iii. Encourage more openness in regard to new ideas and businesses
- iv. Reduce the cost of permits and streamline bureaucracy
- v. Re-examine municipal taxes, and water and sewer fees
- vi. Review certain name streets

4. Infrastructure and public services

- i. Widen County Road 17
- ii. Obtain water services
- iii. Obtain natural gas services

- iv. Make the cost of electricity more affordable
- v. Make it easier for the community to recycle construction materials
- vi. Improve recycling and management of landfills
- vii. Obtain reliable Internet services and telephone services
- viii. Improve public transportation services

5. Job creation and workforce

- i. Encourage young individuals to work within the community as a retention mechanism
- ii. Create and promote incentives to attract new employees
- iii. Work together to improve workforce availability

(CD4)

SUPPORT FOR THE IMPLEMENTATION OF OPERATIONS

MOST HELPFUL SUPPORT	<ul style="list-style-type: none"> • Workforce planning, training and recruitment • Marketing and group advertising • Workshops on e-commerce, social media and online content • Enhancement of productivity • Business networking workshops • Access to information
LEAST HELPFUL SUPPORT	<ul style="list-style-type: none"> • Business plan updating • Marketing seminars • Export development services and programs • Succession planning • Fairs • Recruitment of procurement businesses and related services

(CD5 – 246 responses)

STRENGTHS

- 78% of businesses in the Township of Alfred and Plantagenet have a good or excellent perception of the community as a business centre. (BC1)
- Business stakeholders' perception of the community has remained the same for the majority of respondents in the last three years. (BC2)
- Overall assessment factors for the business climate are considered as "good". (BC3)
- Prescott-Russell Employment Services Centre, elementary and secondary schools, as well as post-secondary education institutions are considered as "good". (BC4)
- Overall municipal public services are considered as "good". (BC4)
- 74% of businesses in the Township of Alfred and Plantagenet are in stable or growing markets. (BD1)
- 29% of businesses in the community achieve annual sales ranging between \$1,000,000 and \$4,999,999. (BD2)
- 86% of businesses in the community expect sales to increase or remain stable in the next year. (BD2)
- Business owners in the Township of Alfred and Plantagenet are very well-positioned in terms of use of technology, as 90% of them consider their use as "moderate to very high". (BD5)
- The three main community advantages are as follows: community spirit, geographic location and proximity to County Road 17. (CD2)

WEAKNESSES

- The majority of community services for businesses are under-utilized. (BC4)
- 46% of business owners in Alfred and Plantagenet say that they are experiencing issues with Internet speed (22%), connection (11%) or cost (13%). (BD5)
- The three main community disadvantages are as follows: workforce, low availability and high cost of utilities, and the lack of financing and support for businesses. (CD2)

BUSINESS CLIMATE - SWOT (CONT'D)

OPPORTUNITIES

- The majority of business owners in Alfred and Plantagenet are willing to cooperate with their counterparts in regard to networking/information exchange. (BD7)
- Changes that the business community would like to see in the next five years are as follows: economic development efforts, increased community spirit, infrastructure and utilities, as well as job creations and workforce recruitment. (CD4)

THREAT

- The cost of electricity is considered as "poor". (BC3)



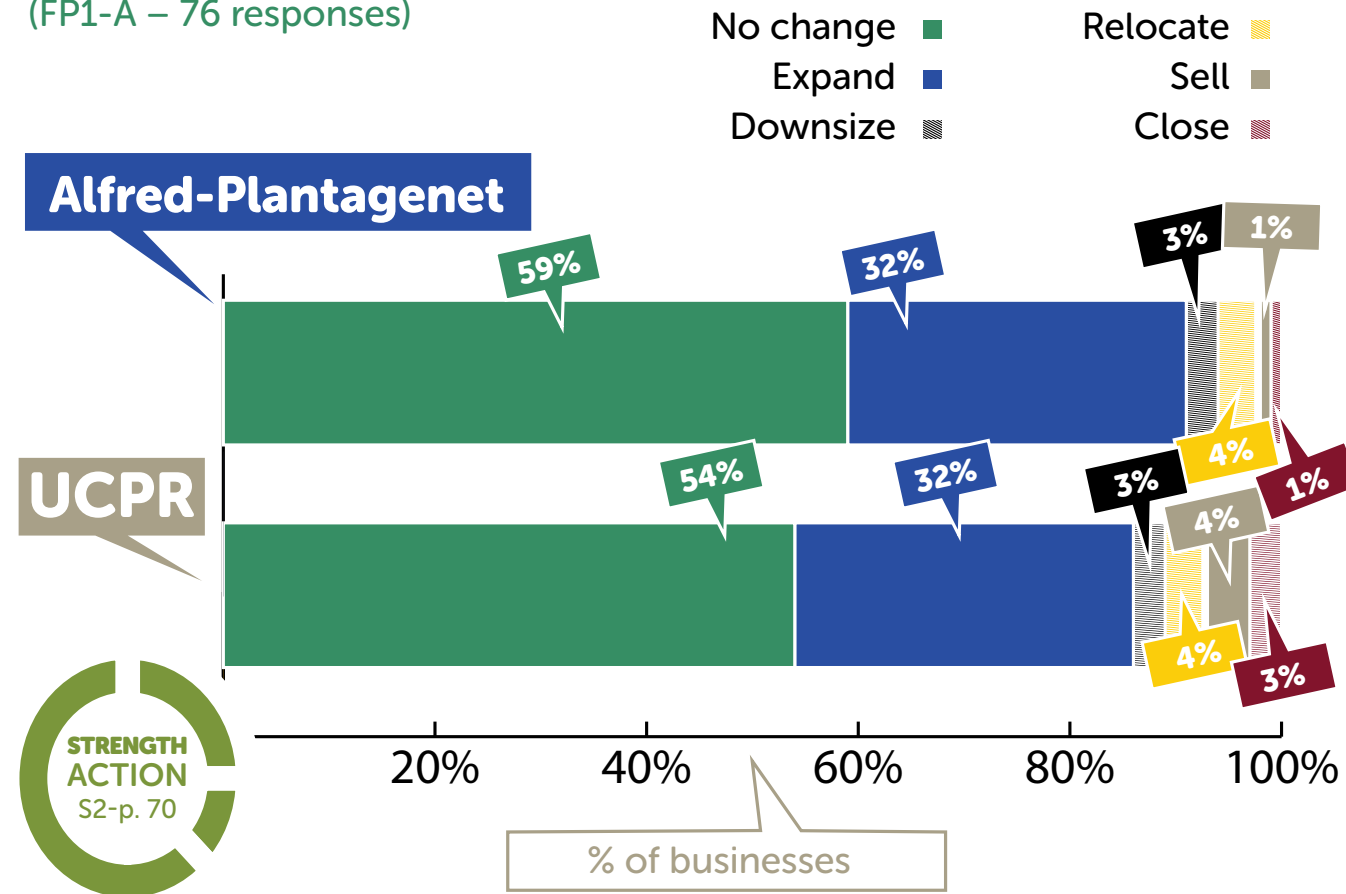
04

FUTURE PROJECTS

FUTURE BUSINESS PLANS

What Do Businesses Plan on Doing Over the Next 18 Months?

(FP1-A – 76 responses)



What Are the Main Reasons Why Businesses Are Not Planning to Make Any Changes?

- Lack of succession
- Good business performance
- Lack of capital
- Close to retirement
- Stable market
- Land size limitations
- Business is at its full capacity
- Minimum salary increase
- Skilled-labour shortages
- Saturated industry

(FP1-B)

In the next 18 months, 59% of business owners in the Township of Alfred and Plantagenet are not expecting to make any changes in terms of size, whereas 32% of business owners are looking to expand. It should be noted that only 9% of business owners are thinking of either moving (4%), reducing their operations (3%), selling (1%) or closing (1%). Compared to the UCPR, the share of business owners who are not looking to make any changes to their operations is 5% higher in Alfred and Plantagenet. For the most part, entrepreneurs who are not looking to expand say that good business performance and the lack of succession and workforce are the reasons why they are not planning any changes.

EXPANSION

Main Reasons Prompting Businesses to Expand Their Operations

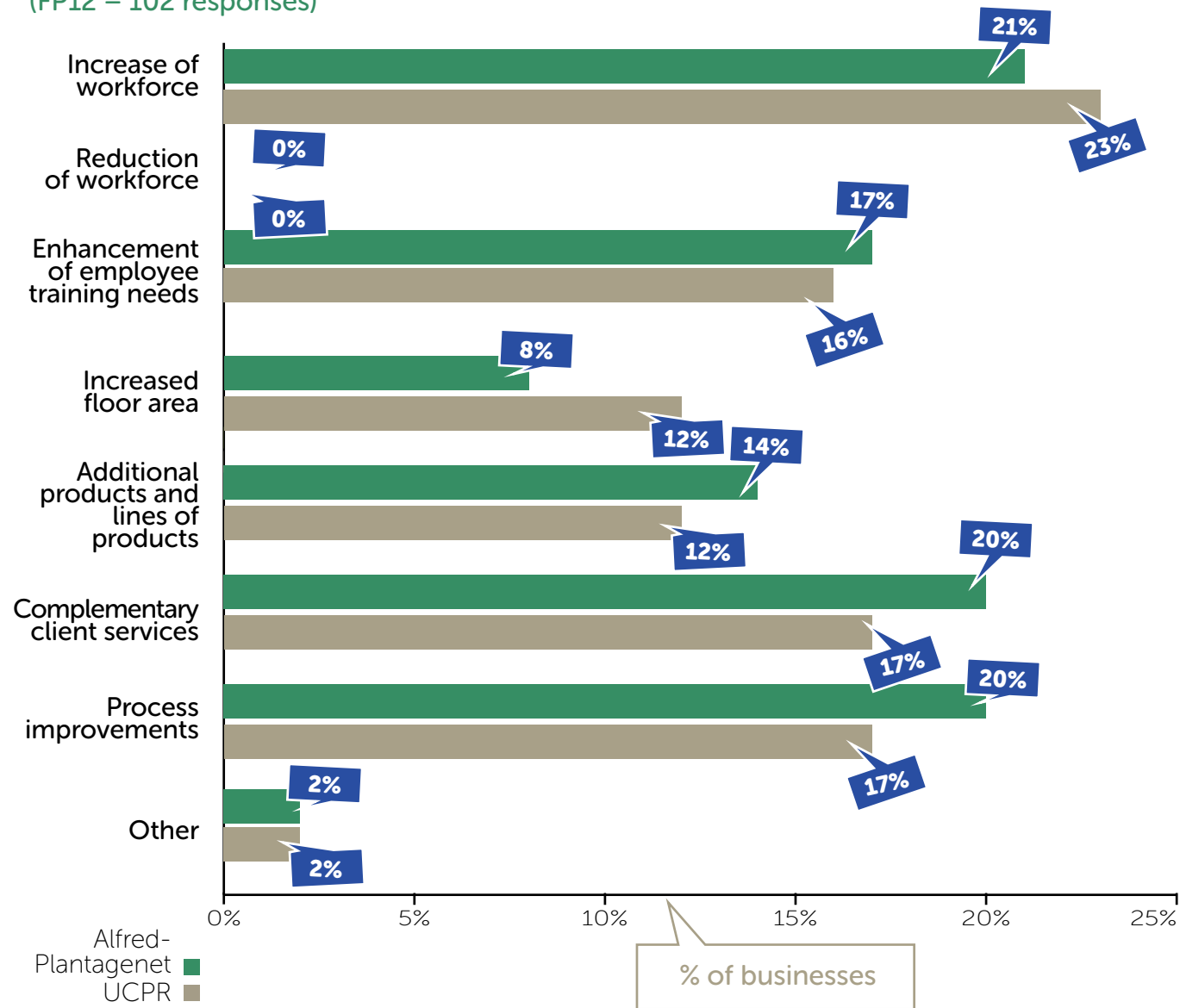
Main reasons for potential expansion within the community are as follows:

- Increased tourism offerings;
- Better respond to customer needs;
- Increased demand;
- Increase profitability;
- New services provided;
- Ensure business growth;
- Lack of space;
- Facilitate storage; and
- To comply with government legislation.

(FP11)

Impacts of Anticipated Expansion Projects Over the Next 18 Months

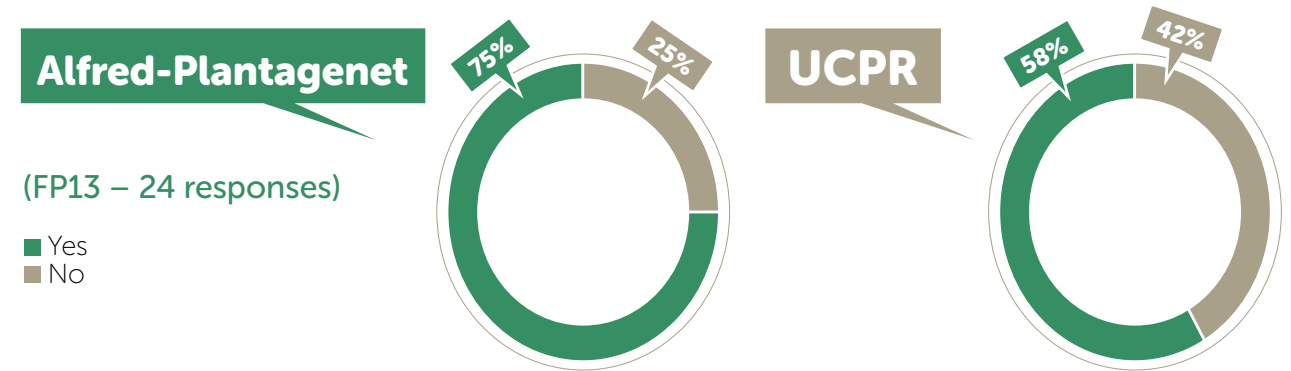
(FP12 – 102 responses)



OVERVIEW

In the next 18 months, business owners in the community who are looking to expand expect to create 4.2 jobs and expand their floor space by 3,212 sq. ft., on average, per expansion project. As a result, jobs will be created, additional client services will be provided, and processes will be improved. Compared to the UCPR, results are similar, except for the capacity of planned expansion projects to increase floor space, which is lower in Alfred and Plantagenet. It is also interesting to note that planned expansion projects in the community should lead to the purchase of additional equipment.

Intention to Request Support from Federal or Provincial Programs and/or Services to Facilitate Expansion Plans



(FP13 – 24 responses)

Yes
No

Support programs and/or services are listed below:

- Eastern Ontario Development Fund;
- Industrial Research Assistance Program;
- Programs provided by the Prescott-Russell Community Development Corporation;
- Prescott-Russell Employment Services Centre;
- Business Development Bank of Canada;
- Ontario Ministry of Education; and
- Ontario Ministry of Health and Long-Term Care.



ALFRED-PLANTAGENET

UCPR

Workforce increase in total	70 jobs	583 jobs
Workforce increase in average	4.2 jobs	5 jobs
Increase of floor area in total	25,700 sq. ft.	1,2 M sq. ft.
Increase of floor area in average	3,212 sq. ft.	22,006 sq. ft.

Other anticipated impacts:

- Equipment purchases

OVERVIEW

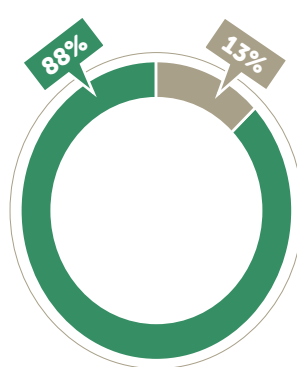
75% of business owners in the Township of Alfred and Plantagenet intend on requesting support through federal or provincial programs and/or services for their expansion project. Compared to the UCPR, this percentage is 17% higher.

Interest in Receiving Information on Federal and Provincial Programs and/or Services in Support of Expansion Projects

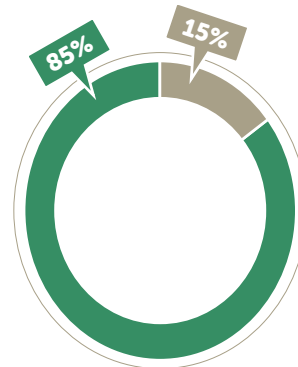
Alfred-Plantagenet

(FP14 – 24 responses)

■ Yes
■ No



UCPR



OVERVIEW

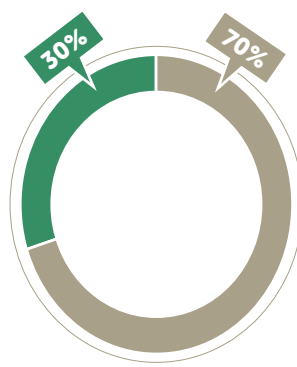
88% of business owners in the Township of Alfred and Plantagenet would like to receive information on federal and provincial programs and services offered in support of expansion projects. Compared to the UCPR, results are similar.

Are Community Businesses Having Issues with Their Expansion Projects?

Alfred-Plantagenet

(FP15 – 23 responses)

■ Yes
■ No



UCPR



What Expansion Issues Are Businesses Having?

- Difficult to receive financing
- Need administrative support (i.e. business plans, grant applications)
- Recruitment of a skilled workforce
- Difficult to receive information on available grants
- Find an industrial land with essential services

OVERVIEW

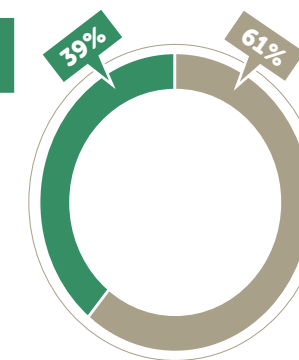
Currently, 70% of business owners in the Township of Alfred and Plantagenet are not experiencing any issues planning their expansion projects. Those who are having issues in this respect (30%) indicated that these are mainly attributable to financing, workforce recruitment and administrative challenges. Compared to the UCPR, the Township of Alfred and Plantagenet is in a favourable position as the percentage of entrepreneurs who are experiencing difficulties in this respect is 6% lower.

Can the Community Help in Any Way with Anticipated Expansion Projects?

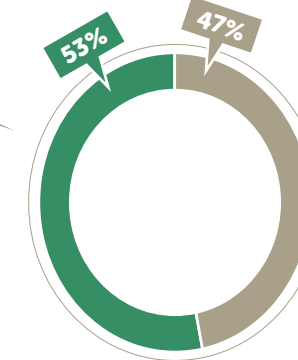
Alfred-Plantagenet

(FP16 – 23 responses)

■ Yes
■ No



UCPR



What Can the Community Do to Help?

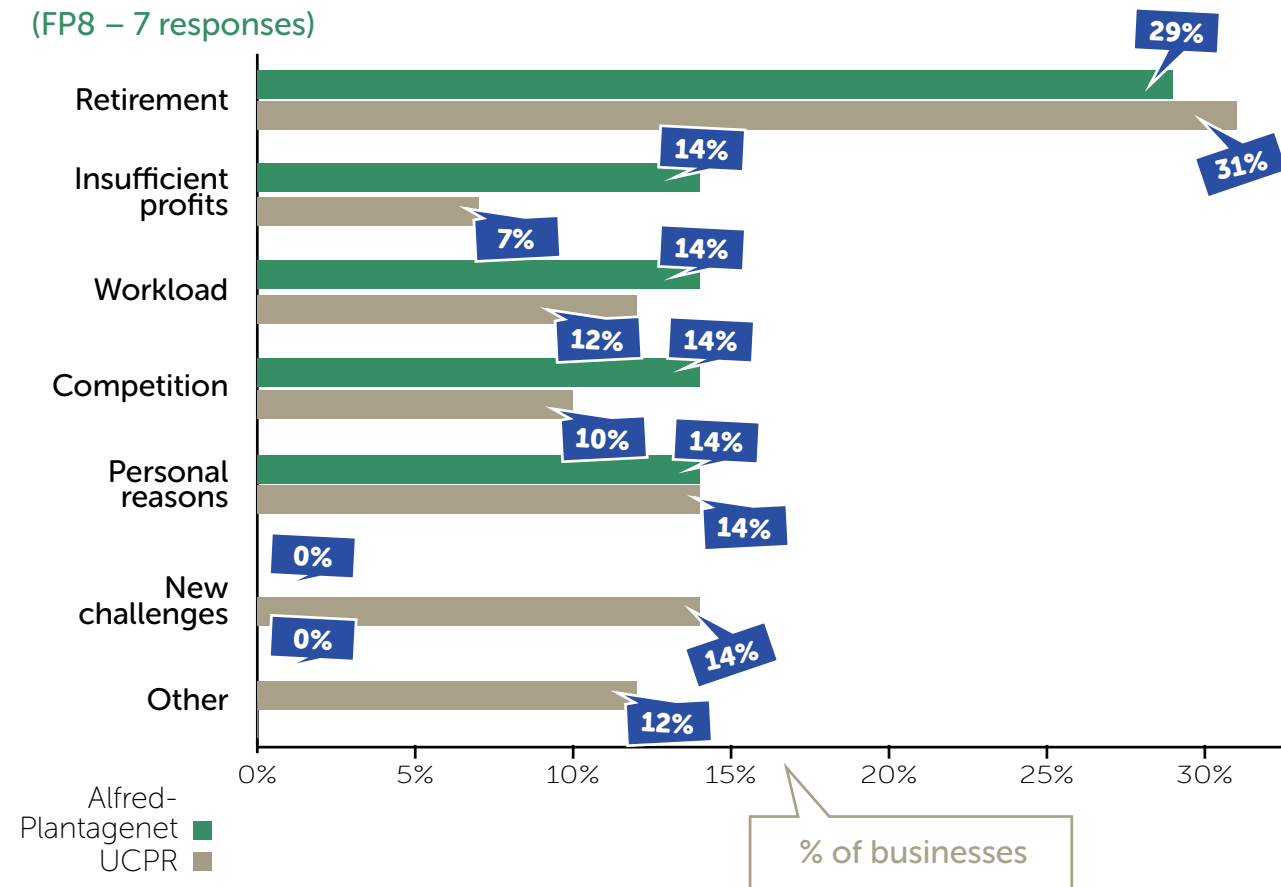
- Different expertise in marketing and planning
- Facilitate land purchases
- Help to keep young individuals in the community

OVERVIEW

39% of business owners in the Township of Alfred and Plantagenet indicate that support from the community would facilitate their expansion. The community can help businesses by providing their expertise in marketing and business planning, facilitating land purchases and helping to keep young individuals in the community.

SALE

Reasons for the Sale of Businesses in the Community



OVERVIEW

29% of business sales in the community are led by the retirement of owners, which is the most significant reason for business sales. Compared to the UCPR, results are similar.

FUTURE PLANS - SWOT

STRENGTHS

- In the next 18 months, 32% of business owners in the community are expecting to expand and only 9% of them are looking to reduce their operations, sell, close or move. (FP1)
- In the next 18 months, business owners in the community who are looking to expand are expecting to create, on average, 4.2 jobs and increase their floor space by 3,212 sq. ft. per expansion project. (FP12)
- 70% of business owners in the community are not experiencing any difficulties planning their expansion. (FP15)

WEAKNESSES

- In the next 18 months, 59% of business owners in the community are not planning on making any operational changes due to the lack of succession and workforce. (FP1)
- The most significant reason for business sales is the retirement of owners. However, it is not certain whether these entrepreneurs have a business plan to ensure the sustainability of their business. (FP8)

OPPORTUNITIES

- 75% of business owners in the community intend on using federal or provincial programs and services in support of their expansion project, and 88% of them would like to receive information in this respect. (FP13 – FP14)
- 39% of business owners in the community say that residents could help with their expansion by providing expertise in marketing and business planning, facilitating land purchases and helping to keep young individuals in the community. (FP16)

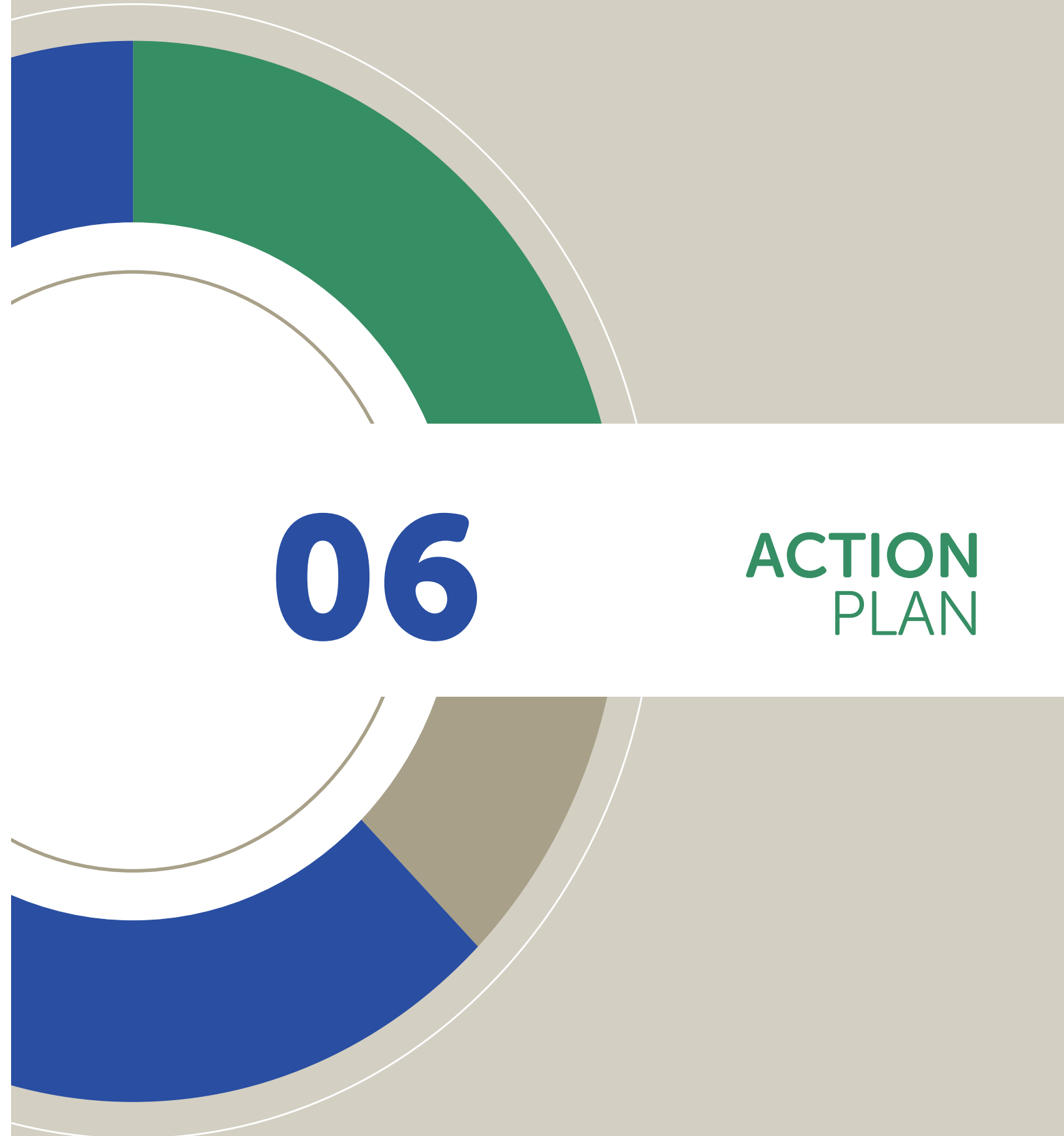


05

MAJOR FINDINGS
and **CONCLUSIONS**

MAJOR FINDINGS AND CONCLUSIONS

- 1** Workforce availability and qualification shortages hurt businesses.
- 2** The high cost of electricity and unreliability of the Internet network impede on the retention and expansion of businesses in the community.
- 3** The implementation of an economic development committee, recruitment of an economic development officer, cooperation with chambers of commerce serving the community and development of links between the business support network and entrepreneurs are all critical to community development.
- 4** 71% of entrepreneurs in the community will need to plan their succession shortly. It is important to make sure they receive appropriate support.
- 5** One out of two entrepreneurs does not have a business plan.
- 6** The absence of an industrial park in the Township of Alfred and Plantagenet hinders the development of business.
- 7** The community needs to promote its excellent location on County Road 17.
- 8** The community's tourism potential is untapped.
- 9** Improved communications between the Township and local entrepreneurs are critical in maintaining a good business climate.





SWOT	Actions		Authorities	Partners	Priority* 1 to 3	Deadline
<p>S1. Entrepreneurs in the community seem to plan for their succession more easily than their counterparts in other Prescott and Russell municipalities. Businesses that have been in existence for 26 to 35 years will need to be monitored. (BI6)</p>	<ul style="list-style-type: none"> Facilitate communications with the business support network. 		<ul style="list-style-type: none"> Economic Development Officer 	<ul style="list-style-type: none"> Prescott and Russell Entrepreneurship Centre Prescott-Russell Entrepreneurial Academy Prescott-Russell Community Development Corporation 	<p>2</p>	<ul style="list-style-type: none"> Ongoing
<p>S2. In the next 18 months, 32% of business owners in the community are planning to expand and only 9% would like to reduce their operations, sell, close or move. (FPI)</p>	<ul style="list-style-type: none"> Facilitate communications with the business support network and the Planning Department. 		<ul style="list-style-type: none"> Economic Development Officer 	<ul style="list-style-type: none"> Prescott and Russell Entrepreneurship Centre Prescott-Russell Entrepreneurial Academy Prescott-Russell Community Development Corporation 	<p>2</p>	<ul style="list-style-type: none"> Ongoing



SWOT	Actions		Authorities	Partners	Priority* 1 to 3	Deadline
W1. The community hosts a small number of businesses that conduct operations at more than one location, as well as franchised businesses and regional, national or international business branches or divisions. (BI1)	<ul style="list-style-type: none"> • Issue Table 		<ul style="list-style-type: none"> • Economic Development Officer 	<ul style="list-style-type: none"> • Business support network • PREDT 	1	<ul style="list-style-type: none"> • 2019
W2. Only 8% of businesses in the community conduct operations nationally and internationally. (BI9)	<ul style="list-style-type: none"> • Issue Table 		<ul style="list-style-type: none"> • Economic Development Officer 	<ul style="list-style-type: none"> • Business support network • PREDT 	1	<ul style="list-style-type: none"> • 2019
W3. 47% of business owners in Alfred and Plantagenet consider workforce stability as unsatisfactory. (WF2)	<ul style="list-style-type: none"> • Issue Table 		<ul style="list-style-type: none"> • Economic Development Officer 	<ul style="list-style-type: none"> • Business support network • PREDT 	1	<ul style="list-style-type: none"> • 2019
W4. The majority of services for businesses are under utilized. (BC4)	<ul style="list-style-type: none"> • Facilitate communications with the business support network. 		<ul style="list-style-type: none"> • Economic Development Officer 	<ul style="list-style-type: none"> • Business support network 	1	<ul style="list-style-type: none"> • Ongoing
W5. 46% of business owners in the community say that they are experiencing issues with Internet speed (22%), connection (11%) or cost (13%). (BD5)	<ul style="list-style-type: none"> • Facilitate communications between political levels and various specialized businesses. 		<ul style="list-style-type: none"> • Economic Development Officer 	<ul style="list-style-type: none"> • Bell – Fibe • Videotron • PREDT • Impacted municipalities 	1	<ul style="list-style-type: none"> • January 2019



SWOT	Actions		Authorities	Partners	Priority* 1 to 3	Deadline
01. Of the 62% of business owners who do not use co-op, internship or apprenticeship training programs, 31% would like to receive additional information in this respect. (WF6)	<ul style="list-style-type: none"> Facilitate communications with the business support network. 		<ul style="list-style-type: none"> Economic Development Officer 	<ul style="list-style-type: none"> Convex Group Contak Staffing Solutions Prescott-Russell Employment Services Centre 	3	<ul style="list-style-type: none"> Ongoing
02. The majority of business owners in Alfred and Plantagenet are willing to cooperate with their counterparts in regard to networking/information exchange. (BD7)	<ul style="list-style-type: none"> Develop a local economic development committee. 		<ul style="list-style-type: none"> Economic Development Officer 	<ul style="list-style-type: none"> Local and regional businesses Hawkesbury and Region Chamber of Commerce 	1	<ul style="list-style-type: none"> 2019
03. 75% of business owners in Alfred and Plantagenet intend on using federal or provincial programs and services in support of their expansion project and 88% of them would like to receive additional information in this respect. (FP13 – FP14)	<ul style="list-style-type: none"> Facilitate communications with all levels of government on economic development. 		<ul style="list-style-type: none"> Economic Development Officer 	<ul style="list-style-type: none"> PREDT 	2	<ul style="list-style-type: none"> 2019



SWOT	Actions		Authorities	Partners	Priority* 1 to 3	Deadline
T1. The small number of start up businesses and young businesses in the community represents a significant challenge for the future of the Alfred and Plantagenet business community. (B15)	<ul style="list-style-type: none"> Review business opportunities in the region. Create an information packet for entrepreneurs. 		<ul style="list-style-type: none"> Economic Development Officer 	<ul style="list-style-type: none"> Business support network 	1	<ul style="list-style-type: none"> 2019
T2. One out of two entrepreneurs in the Township of Alfred and Plantagenet does not have a business plan. (B14)	<ul style="list-style-type: none"> Facilitate communications with the business support network. 		<ul style="list-style-type: none"> Economic Development Officer 	<ul style="list-style-type: none"> Prescott and Russell Entrepreneurship Centre Prescott-Russell Entrepreneurial Academy Prescott-Russell Community Development Corporation 	2	<ul style="list-style-type: none"> Ongoing
T3. 72% of business owners in the Township of Alfred and Plantagenet do not properly assess the availability of qualified workers. (WF2)	<ul style="list-style-type: none"> Facilitate communications with the business support network. 		<ul style="list-style-type: none"> Economic Development Officer 	<ul style="list-style-type: none"> Prescott-Russell Employment Services Centre Prescott and Russell Entrepreneurship Centre Prescott-Russell Entrepreneurial Academy Convex Group Contak Staffing Solutions 	2	<ul style="list-style-type: none"> Ongoing

*Priority levels: 1 – Urgent, 2 – Prioritized, 3 – Less prioritized.

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