



OPPORTUNITÉS
PRESCOTT ^{ET} AND RUSSELL
OPPORTUNITIES

 **HAWKESBURY**

FINAL REPORT

Prescott 
Russell



Ontario

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A WORD FROM THE MAYOR



Business development and job creation are of major importance to the health and vitality of a community. At a time when most of the new jobs are provided by the already established businesses, a business friendly environment is of major significance.

Prescott and Russell Opportunities - Hawkesbury (OPRO) will be an appropriate forum for both dialogue and collaboration and favourable for partnerships. At the same time, it will prove an excellent economic development tool that will help the Town of Hawkesbury better understand the needs of local businesses and define future strategies.

The anonymous data analysis process has now been completed. In an ongoing effort to improve the quality of our services, we developed an action plan to set priorities and recommendations in light of the businesses' concerns.

We hope that the improved economic environment and the businesses' success that will come out of the project will benefit all those involved.

We would like to extend our warmest thanks to all local enterprises who agreed to participate in this survey, and therefore contribute in this important analytical work. We are very grateful for your warm and friendly welcome, the confidence and trust you have extended to us, your professionalism and the time you took out of your busy schedule to meet with us.

Our thanks also go to the United Counties of Prescott and Russell for this initiative.

We like to think of ourselves as fellow-citizens striving towards a common goal: the proper utilization of all the resources that surround us to build a better life for us all in a better, brighter community.

If we succeed in reaching our goal, refuse to surrender to temporary difficulties and overcome the inevitable obstacles on the way, then we will have earned the gratitude of those who will come after us to observe other milestones in Hawkesbury's history.

A handwritten signature in black ink that reads "Jeanne Charlebois". The signature is fluid and cursive.

Jeanne Charlebois,
Mayor

INTRODUCTION

The Department of Economic Development of Hawkesbury, in collaboration with the Prescott and Russell Economic Development and Tourism Department (PREDT), conducted 79 interviews from May to October 2017 with business owners in the community specializing in commercial, industrial and tourism sectors. Of all businesses listed in 2017, 400 of them conducted operations in the three above-mentioned sectors. Considering the survey sample size, our level of confidence is 95% and the margin of error is 9.9%.

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. This survey's response rate is 54%, 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 Town of Hawkesbury, 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 economy enhancement. 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:



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

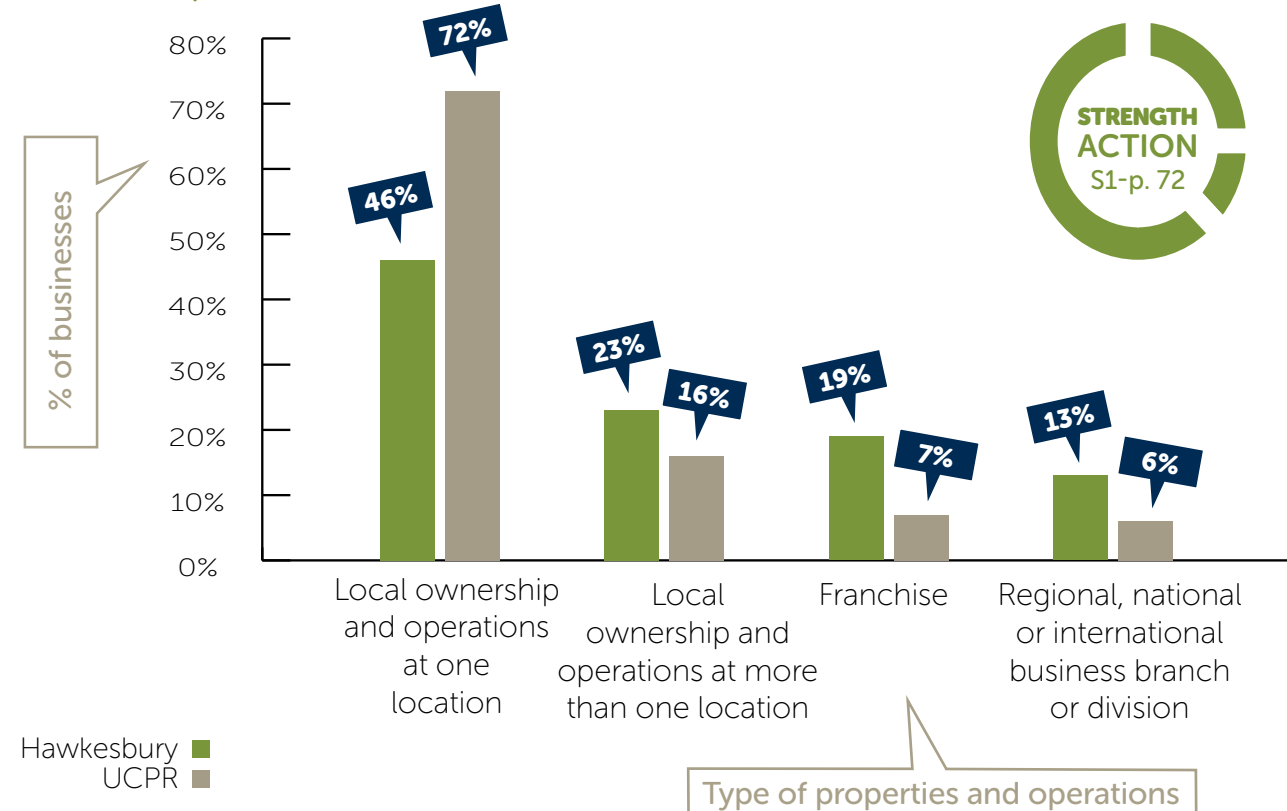
01

BUSINESS PROFILE

BUSINESS PROFILE

TYPE OF BUSINESS OWNERSHIPS AND OPERATIONS

(BI1 – 79 responses)



Locally owned and operated businesses with more than one location have, on average, 12 properties. These businesses have at least 2 properties and at most 160 properties.

Most franchised businesses have a head office in Ontario or Quebec. That said, a small number of businesses have a head office in Alberta and the United States.

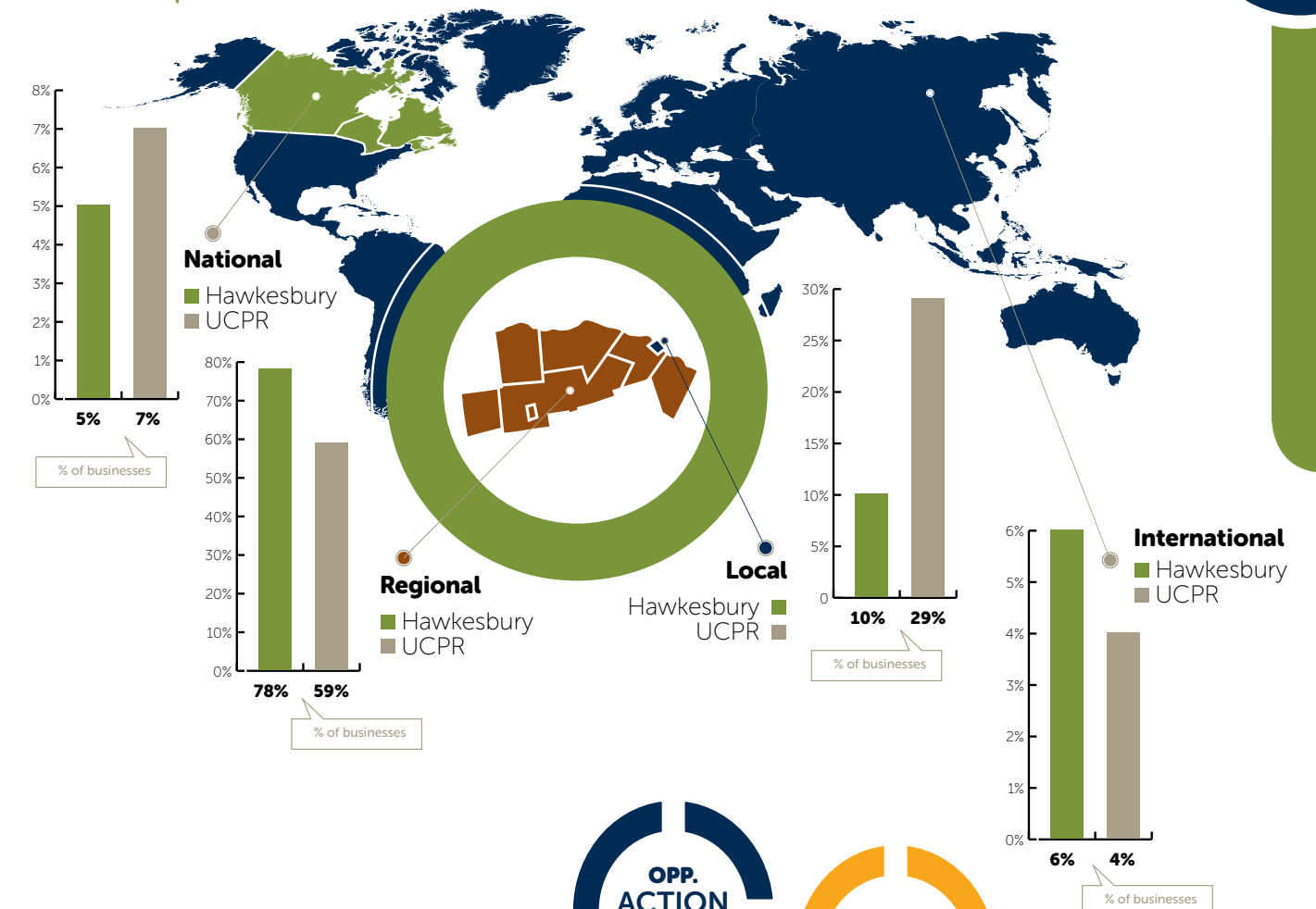
Regional, national or international business branches or divisions have a head office in Canada, in Toronto, Montreal, Ottawa and Vancouver, as well as internationally, in the United States and Germany, or regionally, in Hawkesbury.

OVERVIEW

In Hawkesbury, most businesses are locally owned and conduct operations at one location. However, compared to regional results, Hawkesbury has a higher number of franchised businesses and regional, national and international business branches or divisions, thereby highlighting the town's role in commercial and industrial sectors.

CORE BUSINESS MARKET

(BI9 – 79 responses)



OVERVIEW



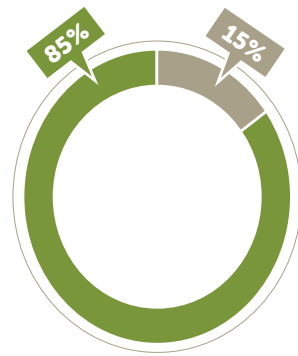
Businesses in Hawkesbury operate mainly at a regional level (78%). Compared with the UCPR, they conduct fewer operations locally and a little more abroad.

INVOLVEMENT OF BUSINESS OWNERS IN DAILY OPERATIONS

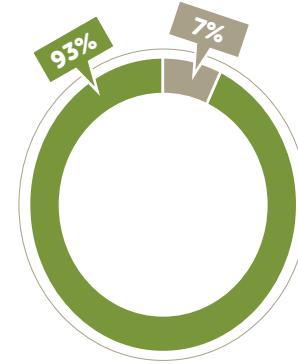
Hawkesbury

(BI2 – 79 responses)

■ Involved
■ Not involved



UCPR



OVERVIEW

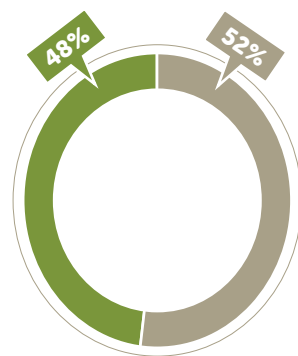
A vast majority (85%) of business owners in Hawkesbury participate in daily business operations. Compared to the UCPR, business owners are two times less engaged in their business operations. These statistics support the principle that a large number of businesses in Hawkesbury are franchised, or regional, national or international business branches or divisions.

PLACE OF RESIDENCE OF OWNERS

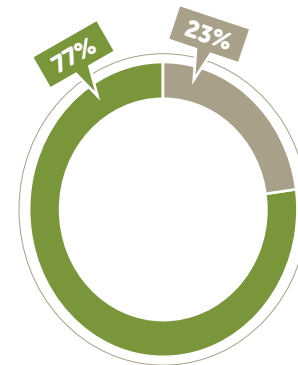
Hawkesbury

(BI3 – 79 responses)

■ In the community
■ Outside the community



UCPR

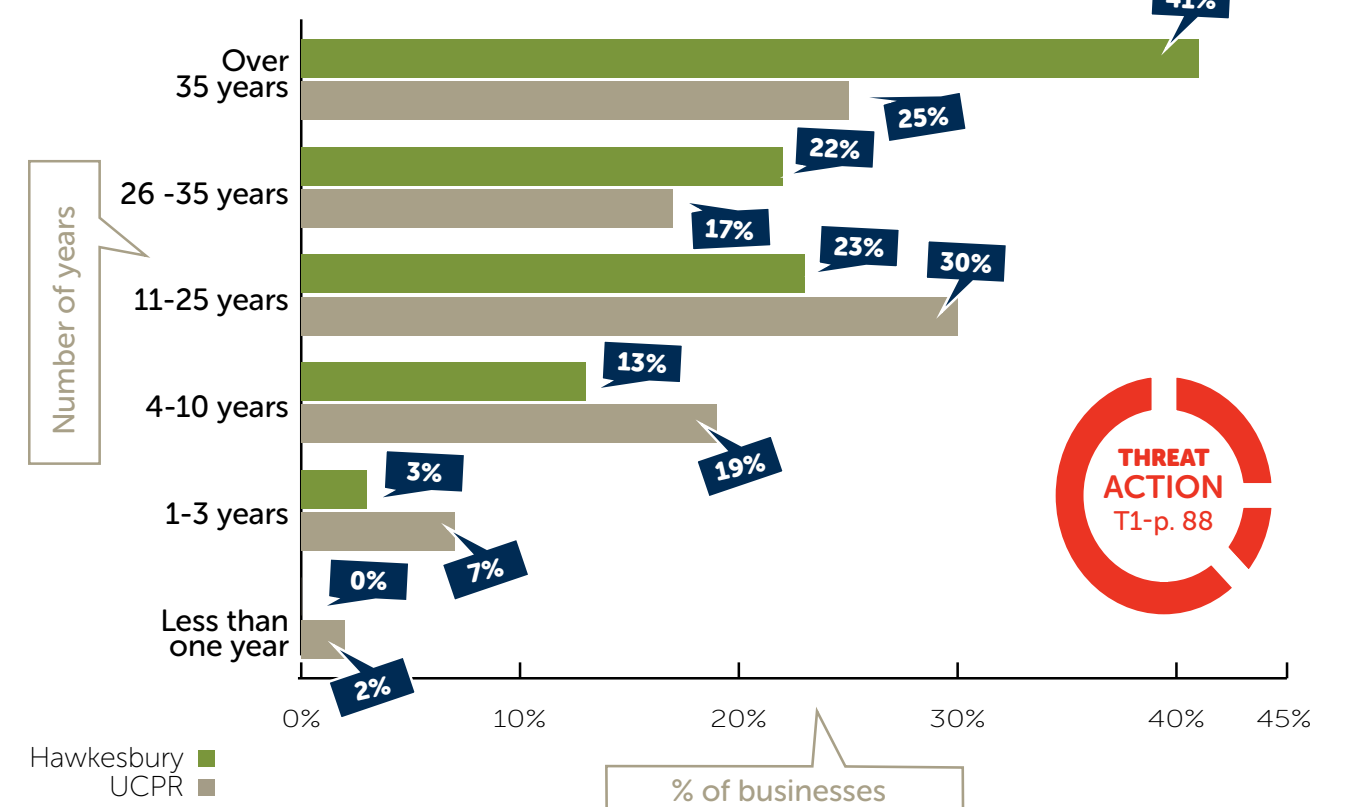


OVERVIEW

In Hawkesbury, one out of two business owners lives outside the community. At the regional level, there are a little over three quarters of owners who live within the community, compared to one quarter of owners who live further. Thus, the number of business owners in Hawkesbury who live outside the community is high.

NUMBER OF YEARS IN BUSINESS WITHIN THE COMMUNITY

(BI5 – 79 responses)



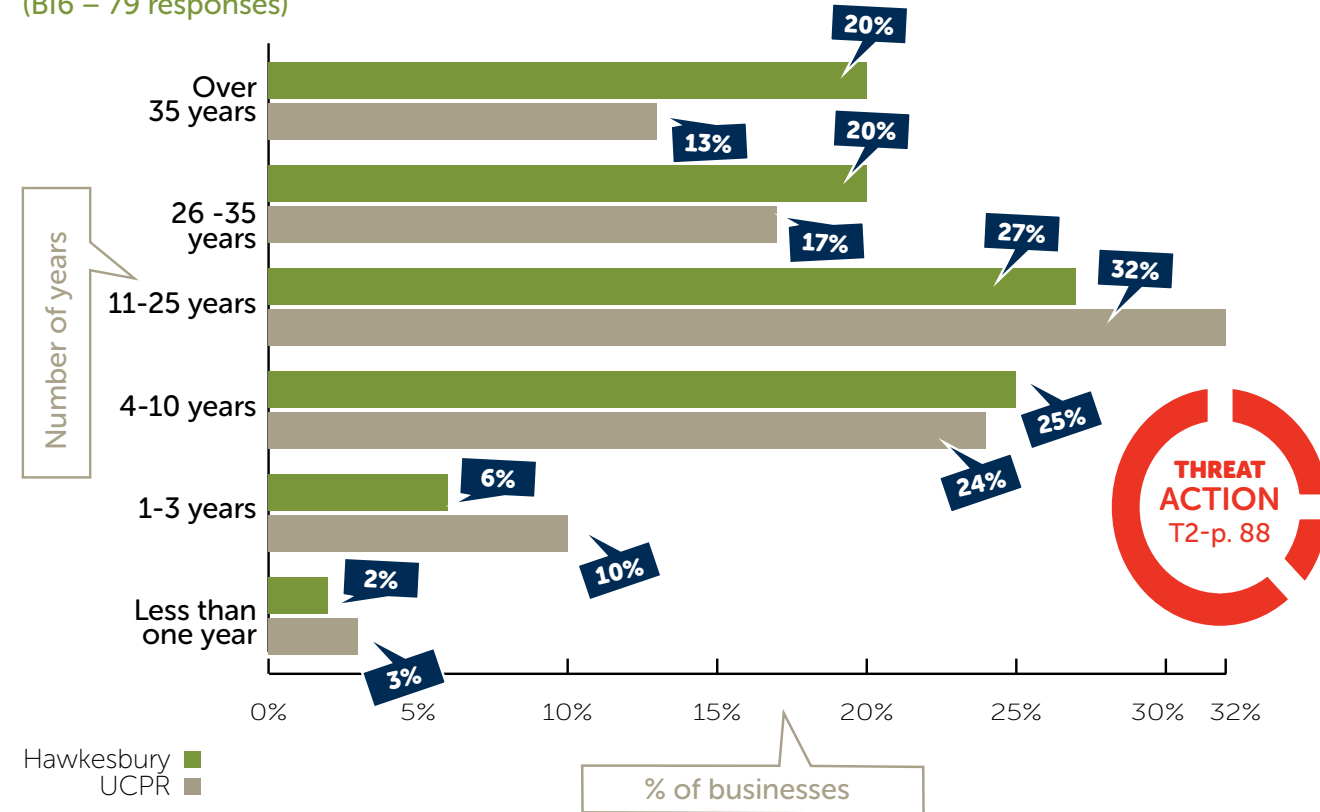
OVERVIEW



The majority of businesses in Hawkesbury have been established for over 26 years, which represents a major success factor. However, the low number of start-up companies represents a threat to the future of the business community.

NUMBER OF YEARS IN BUSINESS OF CURRENT OWNERS

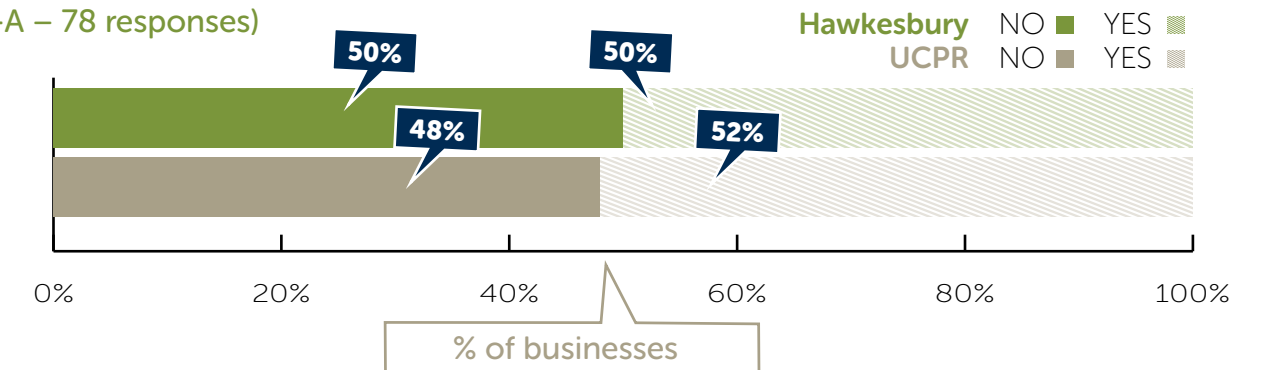
(BI6 – 79 responses)



BUSINESS PLAN

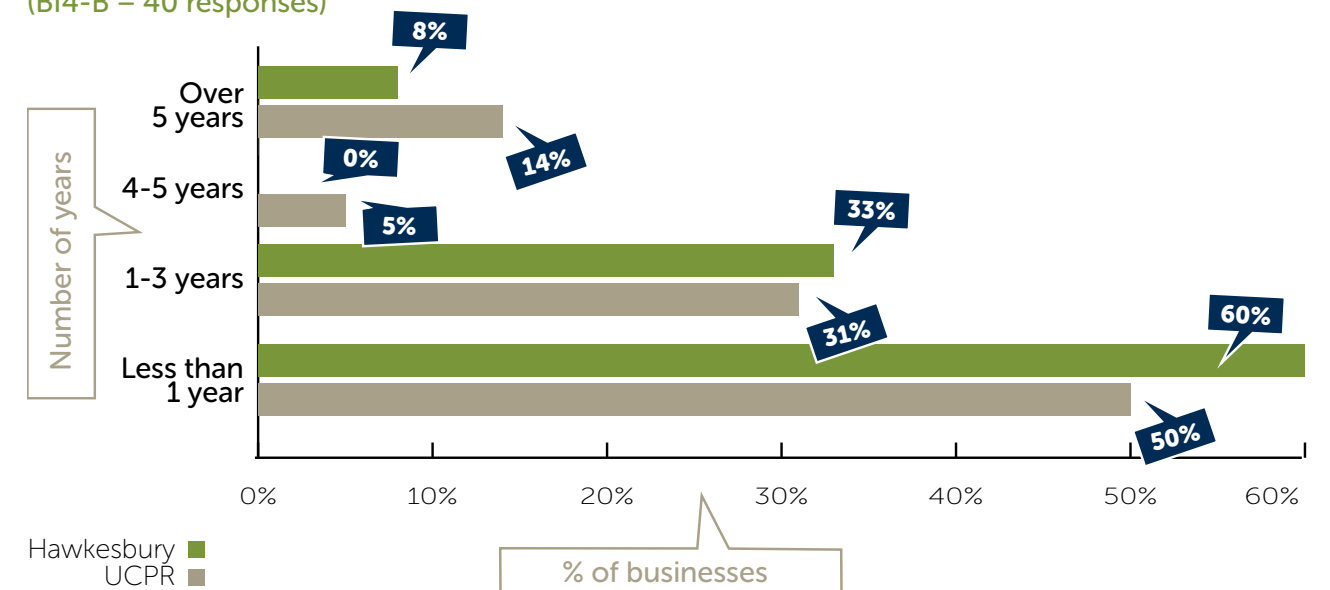
Do Companies Have a Business Plan?

(BI4-A – 78 responses)



When Was It Last Updated?

(BI4-B – 40 responses)



OVERVIEW

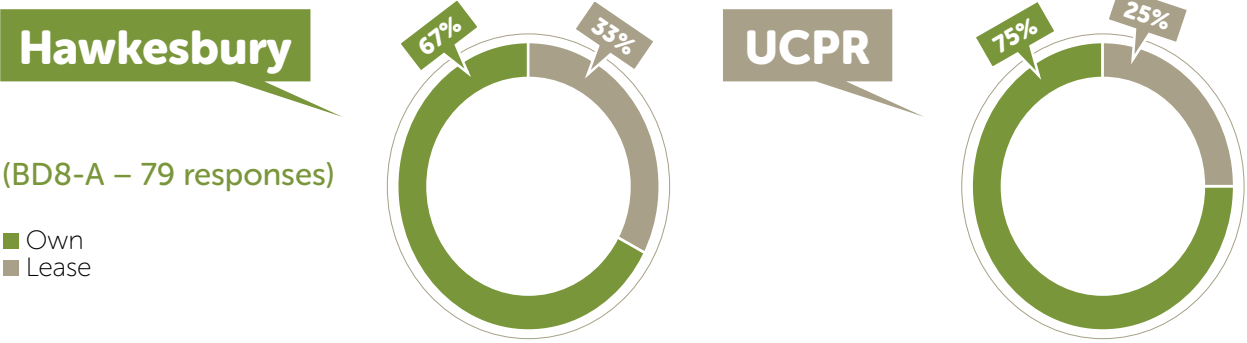


In Hawkesbury, 67% of business owners will need to begin succession planning because they've been at the top of operations for over 11 years. Compared to the UCPR, there are more business owners in Hawkesbury who have been in business for over 26 years, which shows that business owners in the community operate for longer periods than their regional counterparts. There are, however, less business owners who have been established for three years or less, thereby validating the low number of start-up companies.

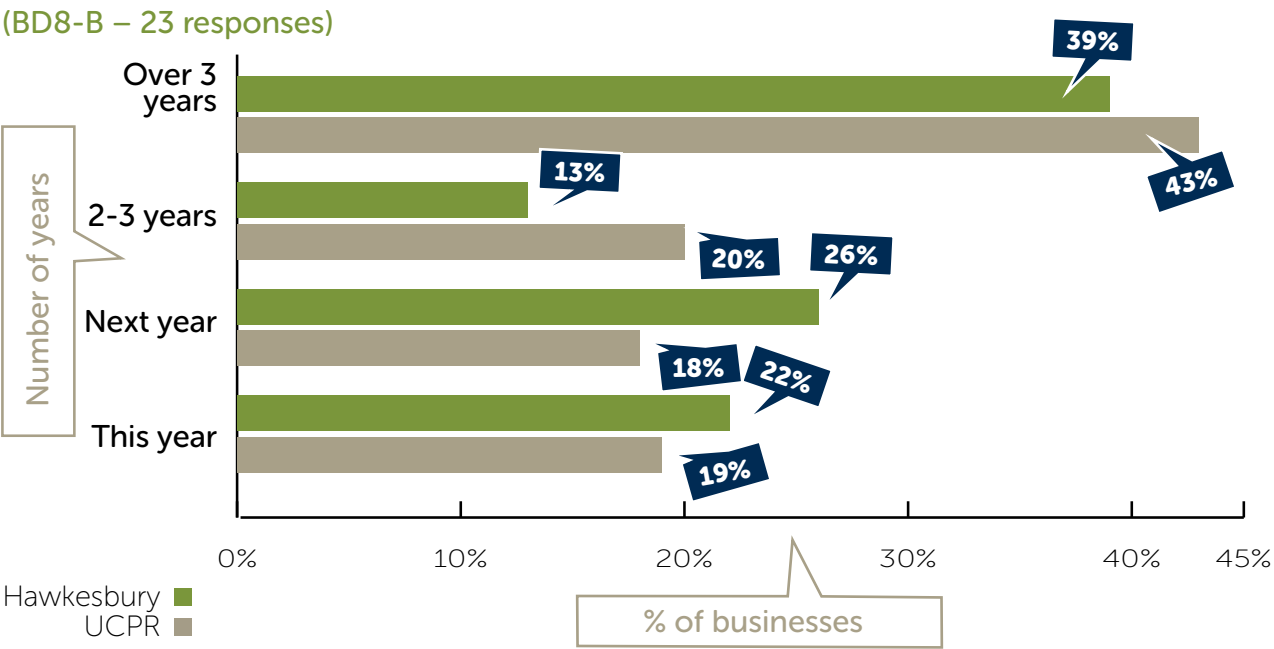
OVERVIEW

In Hawkesbury, one out of two businesses has a business plan. Though this number is worrisome, regional results are similar. Nonetheless, businesses in Hawkesbury with a business plan tend to update it regularly, at least every three years.

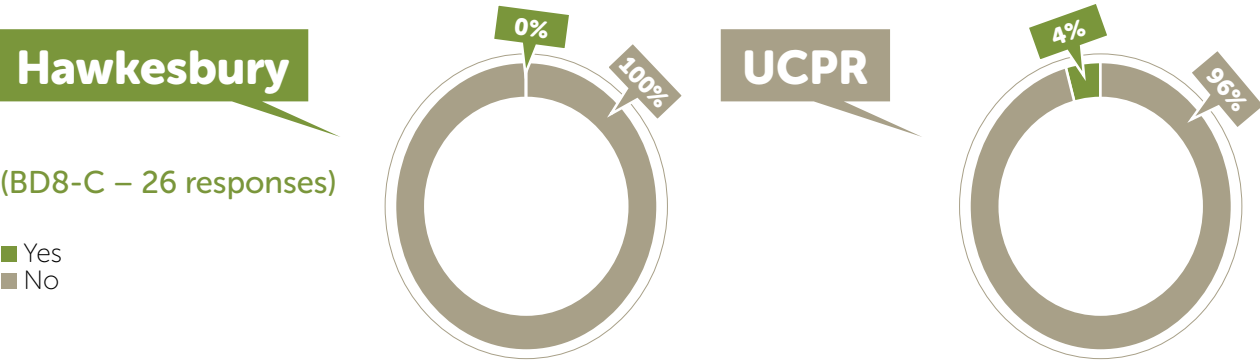
PROPERTY TITLE OF PRIMARY FACILITIES



When Does the Current Lease Term End?



Do Businesses Anticipate Having Problems with Lease Renewal?



OVERVIEW



In Hawkesbury, 67% of business owners have purchased their location. In contrast, 33% of owners are leasing their location and half of them will be renewing their term next year. No owner anticipates experiencing issues with renewal.

BUSINESS PROFILE - SWOT

STRENGTHS

- The are many businesses in Hawkesbury that operate at more than one location, as well as franchised businesses and regional, national and international business branches or divisions. (BI1)
- 85% of business owners are involved in daily operations. (BI2)
- 63% of businesses in Hawkesbury have been established for over 26 years, and 41% have been established for over 35 years. (BI5)
- Companies with a business plan keep it updated. (BI4)
- No business owner who is leasing a property in Hawkesbury anticipates having issues at the renewal of their term. (BD8)

WEAKNESSES

- In Hawkesbury, one out of two business owners lives outside the community. (BI3)
- The vast majority of businesses conduct operations at a regional level. It would be beneficial to encourage diversification across national and international markets. (BI9)

OPPORTUNITY

- Compared to regional results, Hawkesbury has a higher number of international businesses. (BI9)

THREATS

- There are few start-up businesses and businesses that have been established for less than three years. (BI5)
- 40% of business owners will need to begin succession planning over the next few years, having been at the head of their operations for over 26 years. (BI6)
- One out of two business owners does not have a business plan. (BI4)

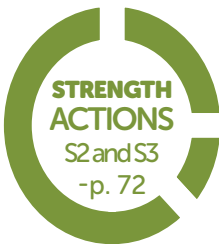
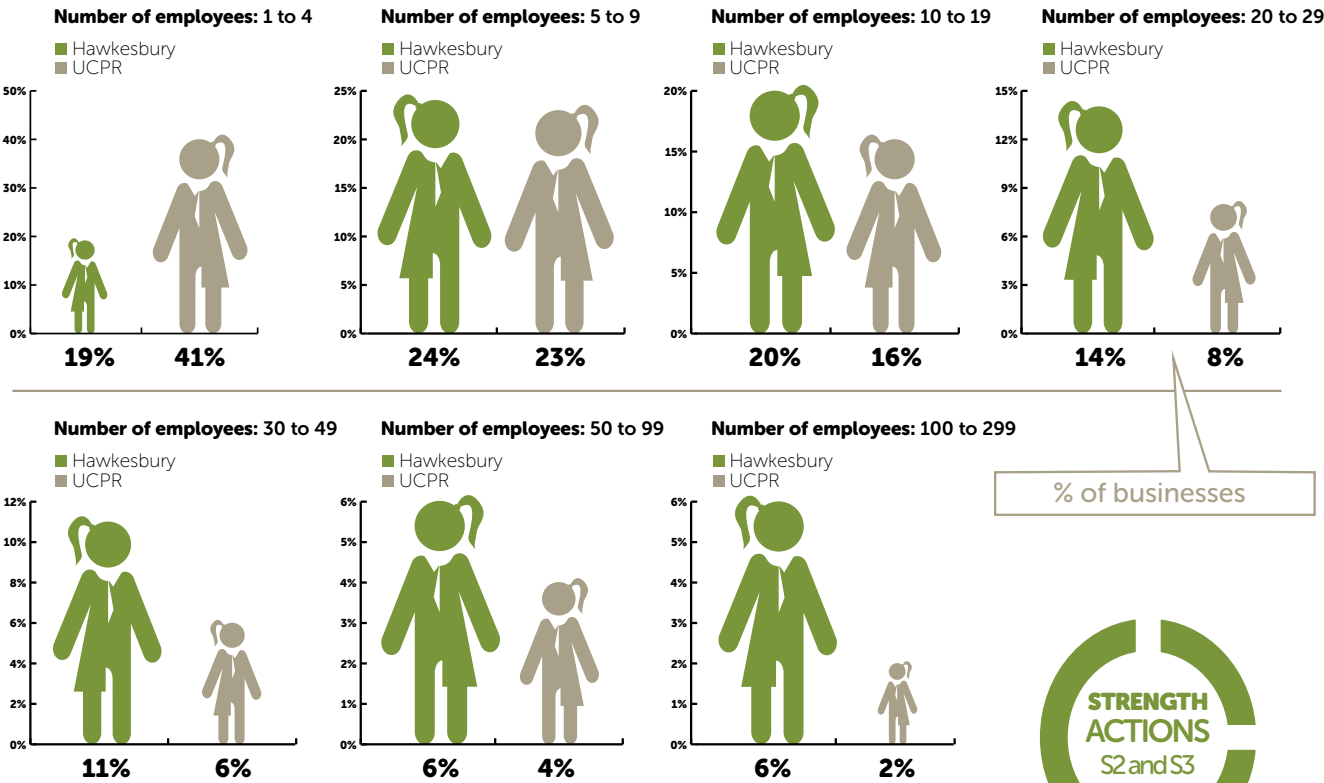
02

WORKFORCE PROFILE

WORKFORCE PROFILE

NUMBER OF EMPLOYEES PER BUSINESS, INCLUDING OWNERS

(BI7 – 79 responses)



OVERVIEW

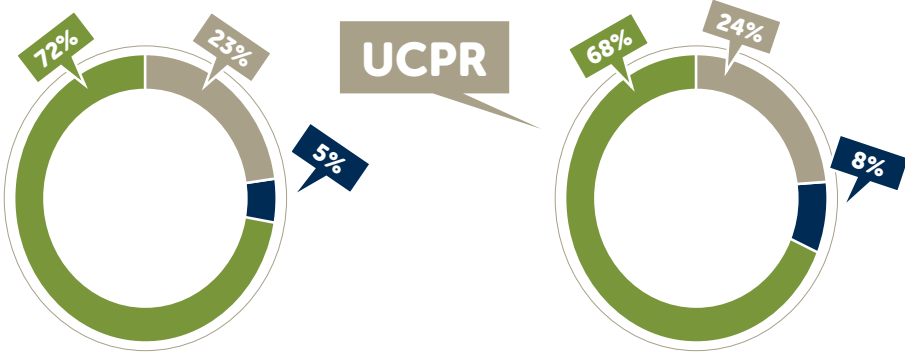
Hawkesbury has a lot more medium-sized employers (between 5 and 99 employees), compared to the UCPR. The number of large employers (100 employees and more) is also three times higher than in the UCPR. More than 37% of businesses in Hawkesbury have at least 20 employees, compared to 20% of businesses in the UCPR. This concentration of large employers represents an important asset for the community of Hawkesbury.

OVERVIEW OF PERMANENT AND TEMPORARY JOBS

Hawkesbury

(BI8)

Full-time permanent
Part-time permanent
Temporary/seasonal

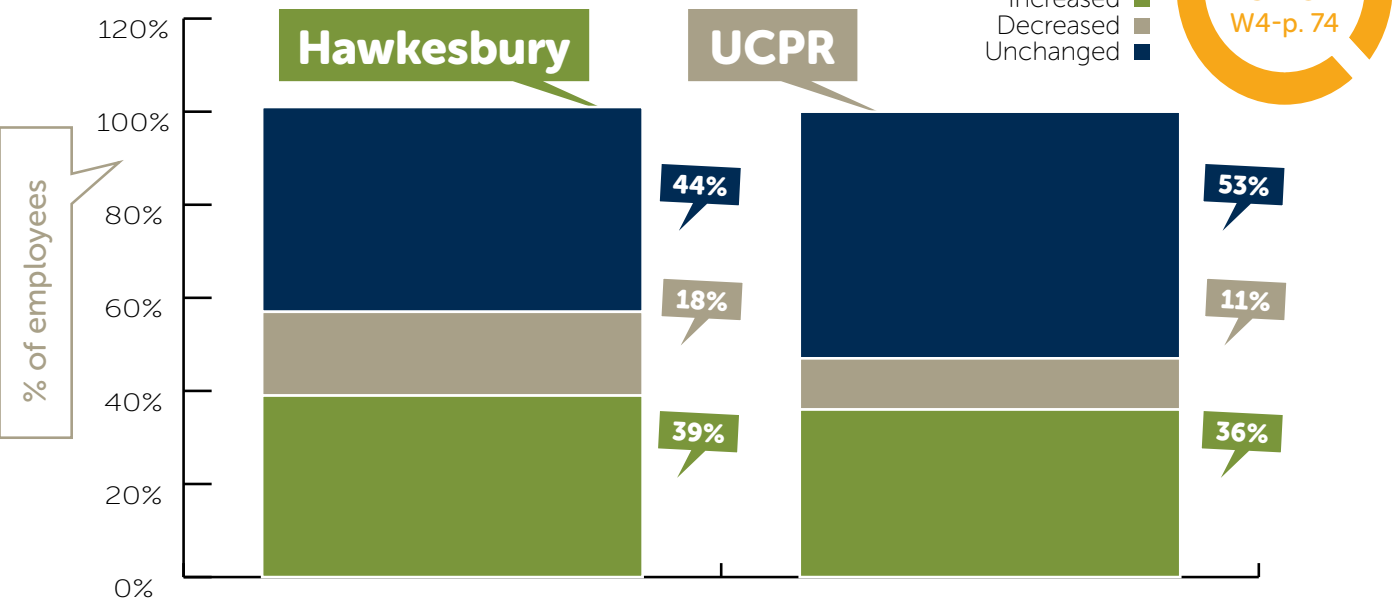


OVERVIEW

The share of full-time permanent jobs in the community is 72% and the share of part-time permanent jobs is 23%. The low percentage of temporary or seasonal jobs (5%) puts the community in a very favorable position because citizens have access to many permanent jobs. Compared to the UCPR, results are quite similar, except for the share of temporary or seasonal jobs, which is 3% lower than regional results, thereby representing a strength for the community.

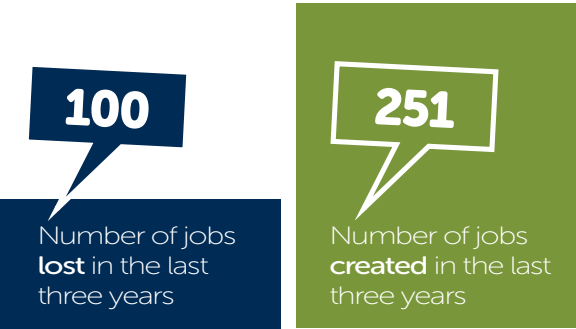
CHANGE IN THE NUMBER OF EMPLOYEES OVER THE LAST THREE YEARS

(WF1-A – 79 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

- Decrease in business revenue levels, number of contracts or customer traffic
- Human resources reorganization
- Current difficult economic conditions
- Declining market or industry
- Digitization
- Cancellation of projects in the UCPR
- High turnover rate or lack of staff loyalty
- Lack of employee skills



Creation of jobs

- Increase in demand and sales
- Business expansion
- Introduction of new products and services
- Hiring of employees in order to reduce the business owner's involvement in daily operations
- New administration
- Relocation of a plant or manufacture within the community

(WF1-B)

OVERVIEW

In the last three years, 39% of employers in Hawkesbury hired new employees; 44% made no changes to their existing employee base; and 18% shed jobs. More specifically, 251 jobs were created compared to 100 jobs that were lost. In contrast with the UCPR, employers in Hawkesbury showed an increase of 3% in the creation of jobs. However, they have also shown an increase of 7% in the shedding of jobs during

the same period. In summary, employers' capacity to create new jobs represents an opportunity for the community. Thus, the shedding of jobs being higher than regional results represents a weakness caused by the slowdown in the economy and markets, the introduction of new technologies and the lack of loyalty and skill sets of employees.

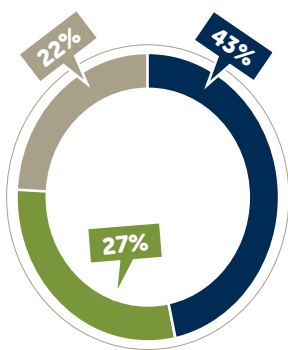
REVIEW OF WORKFORCE ATTRIBUTES

Availability of Qualified Workers

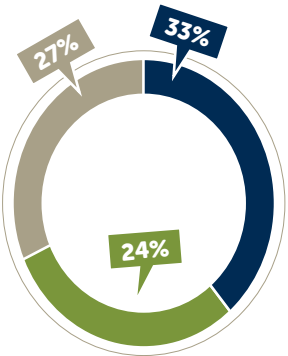
Hawkesbury

(WF2 – 79 responses)

- Good to excellent
- Fair
- Poor



UCPR



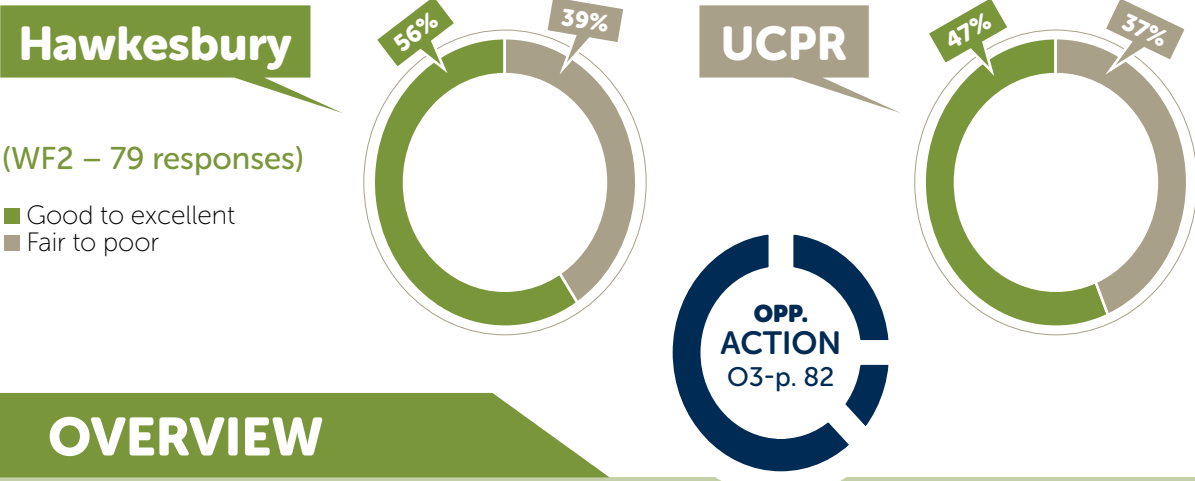
OVERVIEW

65% of business owners in Hawkesbury do not properly assess the availability of qualified workers. Of this percentage, 43% of owners consider the availability of qualified workers as poor. These statistics apply not only to Hawkesbury, but also similarly to the entire region. The availability of qualified workers is lower, however, than regional results.



WEAKNESS ACTION
W2-p. 74

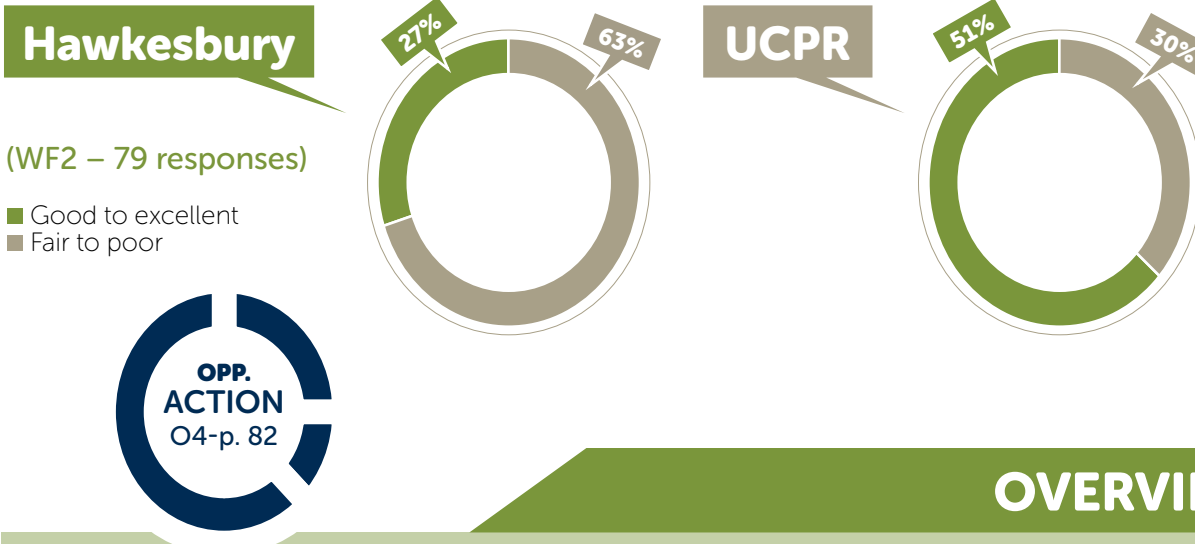
Workforce Stability



OVERVIEW

56% of employers in Hawkesbury consider the stability in the workforce as satisfactory. Compared to regional results, Hawkesbury seems to be in a much better position in this regard.

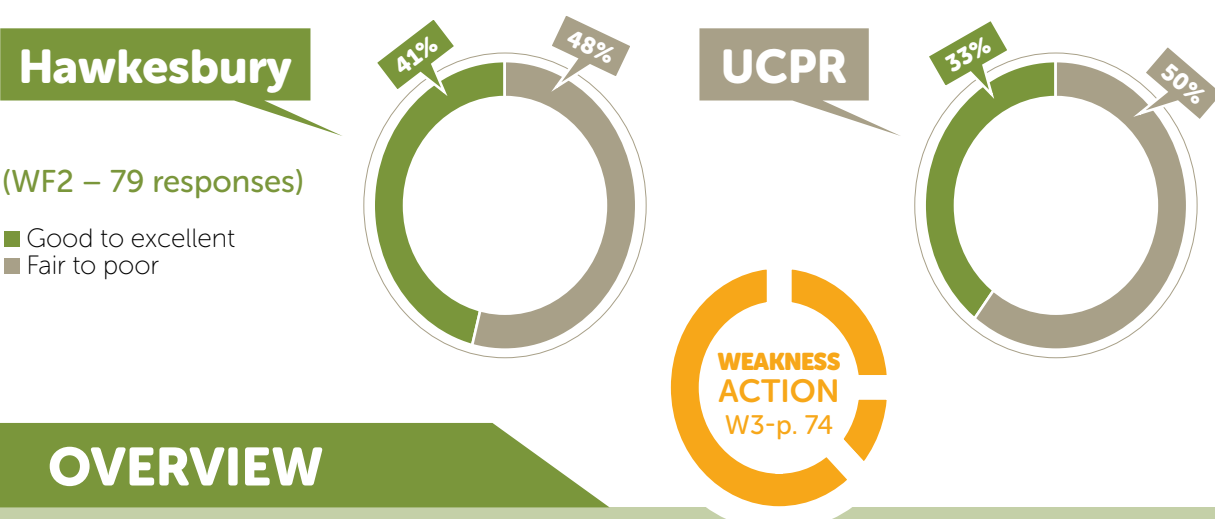
Ability to Retain New Employees



OVERVIEW

63% of employers in Hawkesbury assess the community's ability to retain new employees as "fair to poor". Compared to regional results, this percentage is twice as high, which indicates a local problematic.

Ability to Attract New Employees

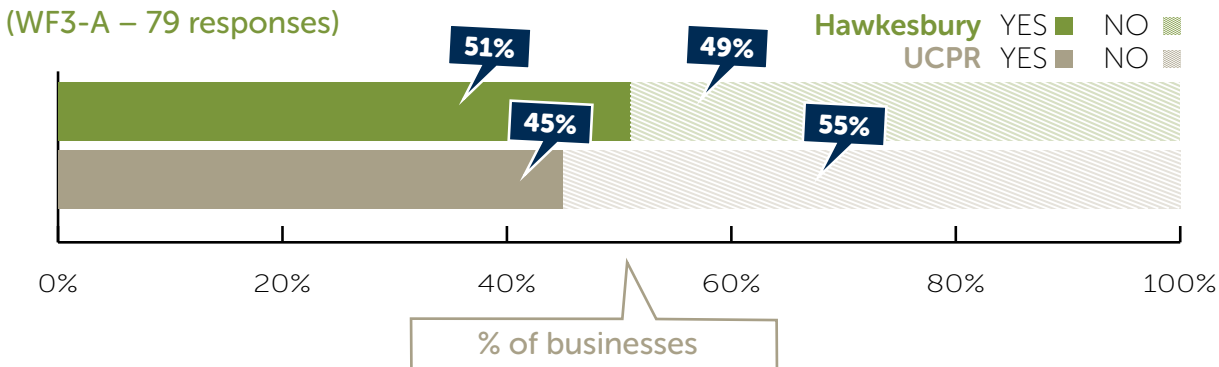


OVERVIEW

48% of employers in Hawkesbury assess their ability to attract new employees as "fair to poor". Compared to regional results, employers rate their ability to attract new employees somewhat more positively.

RECRUITMENT DIFFICULTIES

Are Business Owners Currently Experiencing Recruitment Difficulties?

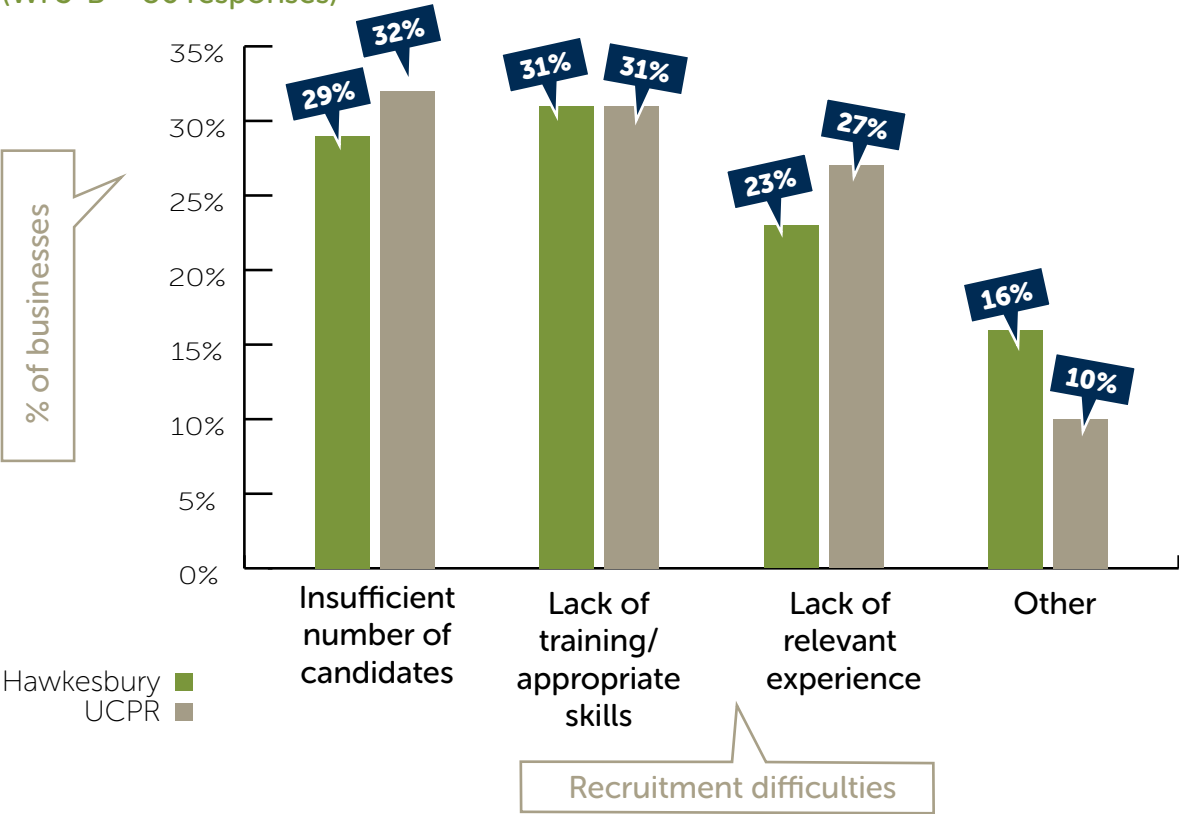


OVERVIEW

One out of two businesses in Hawkesbury is currently experiencing recruitment difficulties. Compared to the UCPR, this number is slightly higher.

What Recruitment Difficulties Are Businesses Experiencing?

(WF3-B – 86 responses)



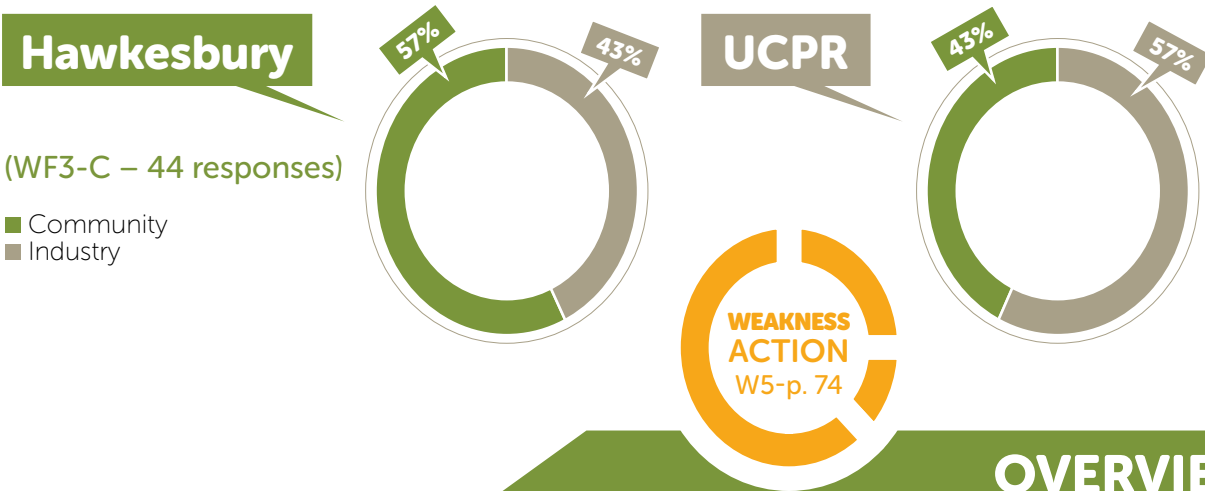
Other

- Seasonal job offers
- Distance from the workplace
- Lack of motivation
- Lack of loyalty and involvement
- Unattractive hours of work (evenings and weekends)
- Poor accessibility of co-op programs
- Qualified workers do not want to relocate in the community
- High concentration of citizens living in a precarious socio-economic situation

OVERVIEW

In order of importance, difficulties that businesses in Hawkesbury are having are the insufficient number of available candidates, the lack of appropriate skill sets, and the lack of relevant experience. Some employers have also raised issues in regard to the high concentration of citizens who live in a precarious socio-economic situation, the lack of loyalty and motivation of candidates regarding available positions, and the reluctance of qualified workers to relocate in the community or shuttle back and forth to the workplace.

Are Recruitment Difficulties Specifically Related to the Community or Industry?



OVERVIEW

57% of employers in Hawkesbury consider that recruitment difficulties are related to the community rather than the industry. Compared to the UCPR, this percentage is high, as employers in the region consider that recruitment difficulties are mainly related to the industry.

Difficult Positions to Fill in the Community

Stream 1

- Technician (construction, mechanic, vehicle body, machinist and HVAC)
- Professional (engineer, lawyer, accountant)
- Massage therapist
- Farm labourer
- Salesperson
- Cook
- Administrative staff (receptionist)
- Housekeeping attendant

Stream 2

- Specialized staff (human resources, paralegal)
- Labourer (painting, cleaning, housekeeping)
- Apprentice (mechanic)
- Nutritionist
- Information technology (IT) specialist
- Electrical mechanic
- Equipment programmer
- Carpenter and specialized worker

Stream 3

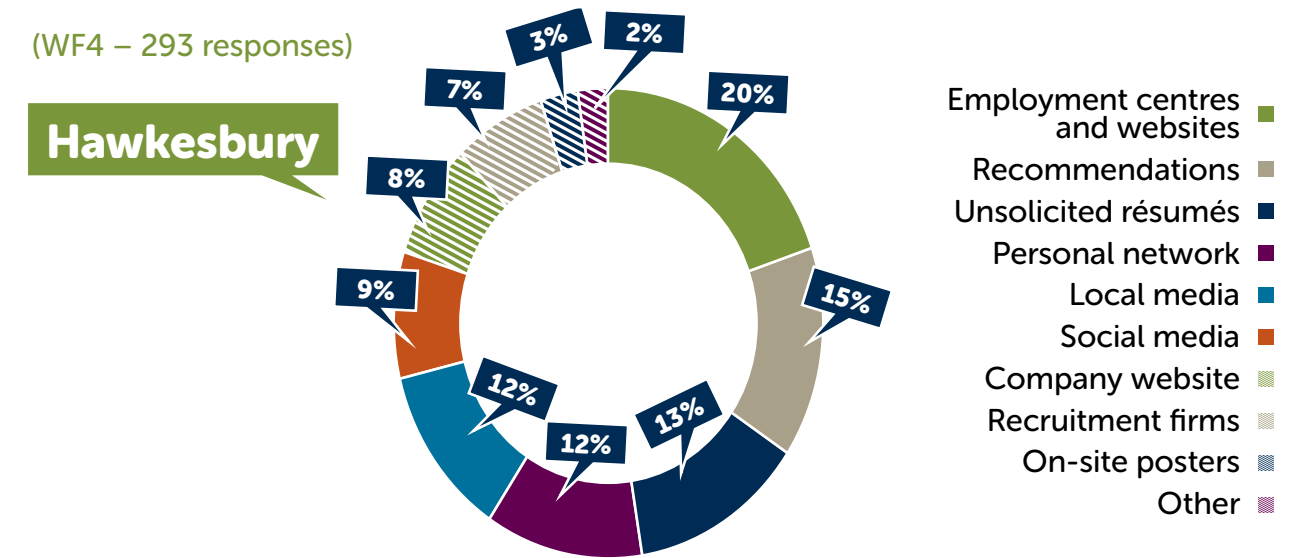
- Qualified electrician
- Manager
- Fitness specialist
- Financial advisor

(WF3-D)

RECRUITMENT METHODS FOR NEW HIRES

How Do Business Owners in Hawkesbury Hire New Employees?

(WF4 – 293 responses)

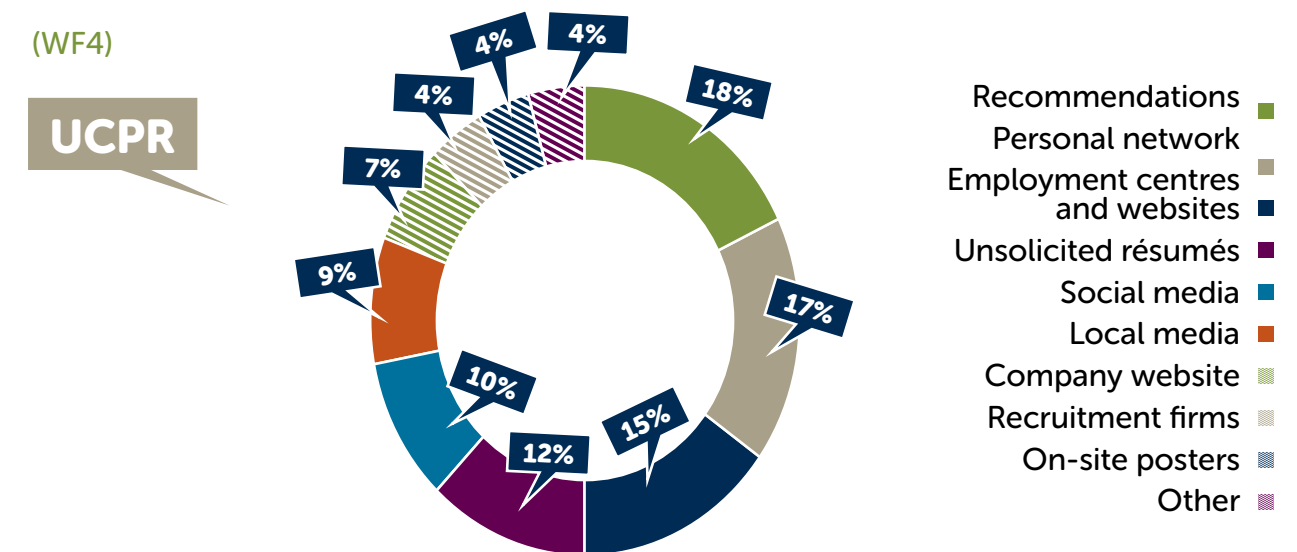


Other

- La Cité collégiale
- College of Massage Therapists of Ontario
- Post-secondary education institutions
- Job fairs

How Do Business Owners in the UCPR Hire New Employees?

(WF4)

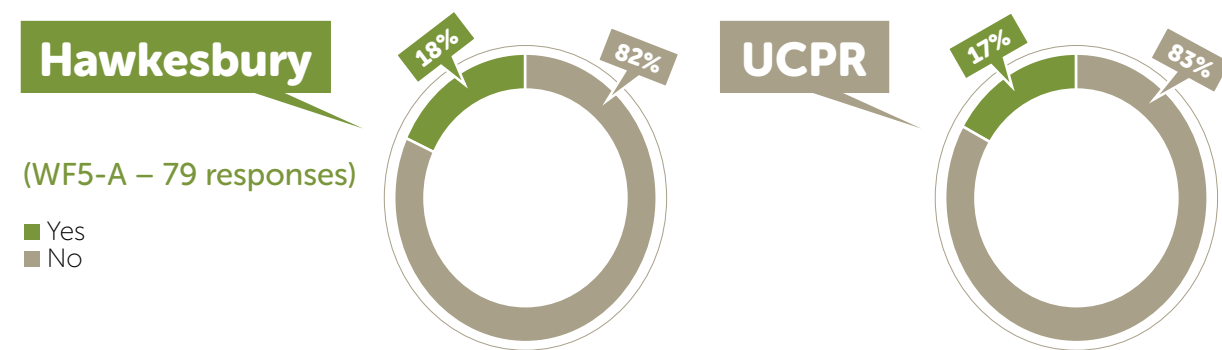


OVERVIEW

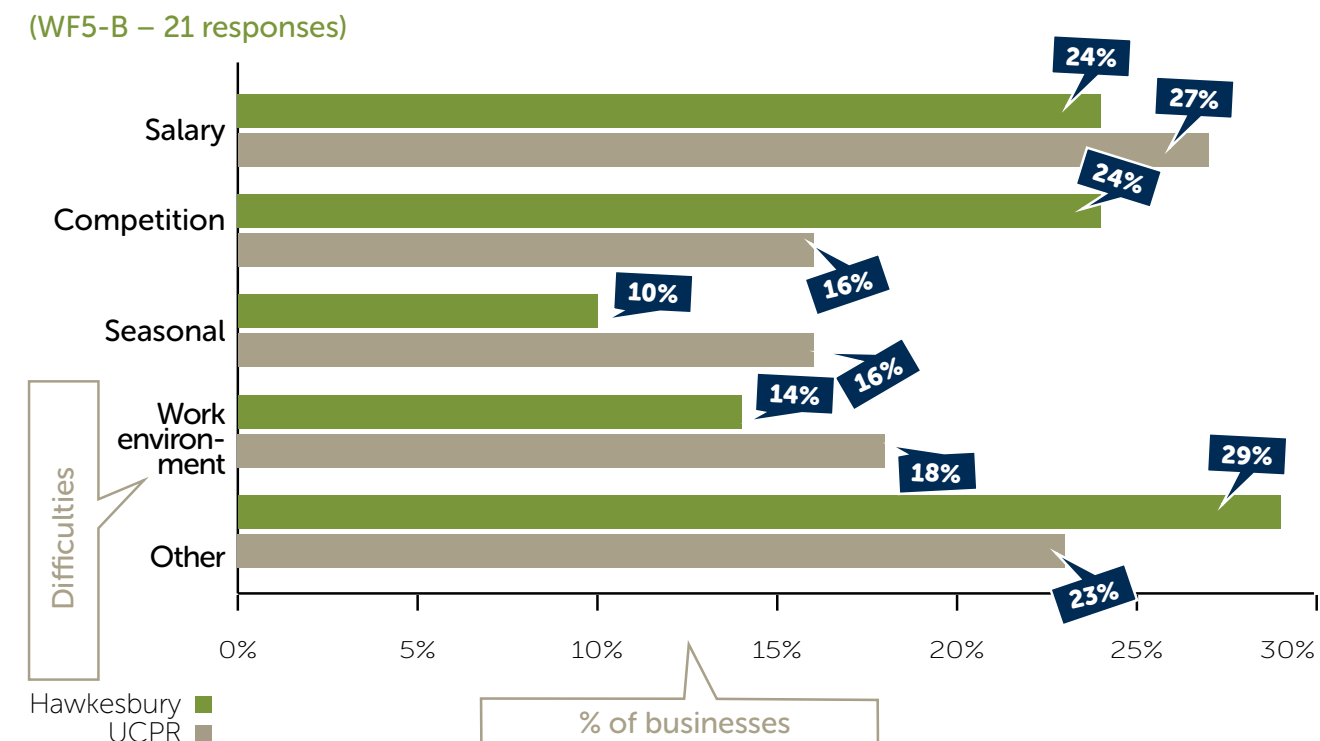
Employers in Hawkesbury often hire employees through employment centres and employment websites, recommendations and/or unsolicited résumés. In contrast, they rarely hire new employees through company websites, employment firms and "Now Hiring" posters. Compared to the UCPR, results are similar.

RETENTION OF EMPLOYEES

Do Business Owners Have a Difficult Time Keeping Their Employees?



Why Are They Having a Difficult Time Keeping Their Employees?



Workplace (please specify)

- Demanding physical duties
- Work schedules (operational requirements on weekends)
- Challenging workplace
- Outside work (all weather conditions)

Other

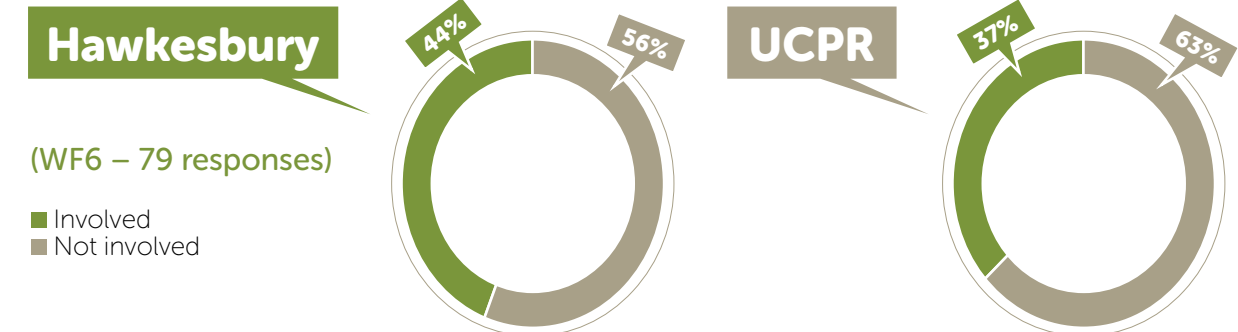
- Lack of interest of candidates
- Competition from the federal government
- Lack of employee loyalty

(WF5-B)

OVERVIEW

82% of employers in Hawkesbury indicate that they have no difficulty retaining employees. Employers who are experiencing issues say that the main causes are salary, competition (particularly from the federal government) and lack of employee interest and loyalty. Compared to the UCPR, results are almost identical.

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

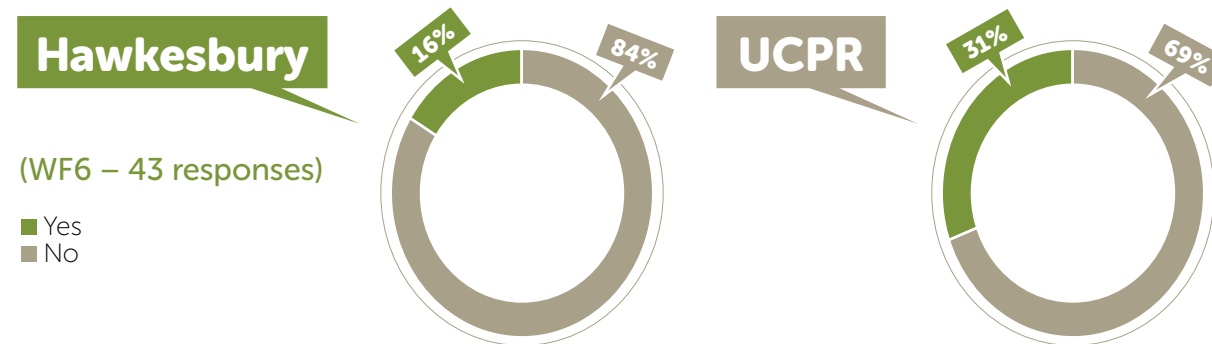


If so, please specify.

- Co-op programs in partnership with local high schools
- Co-op program with the Faculty of Engineering at Carleton University
- Training for forklift truck drivers
- Federal Student Work Experience Program
- Federal Government grant for paralegals under 30 years of age
- Co-op programs with colleges (La Cité collégiale, Valleyfield, Cornwall and St-Jérôme)
- Grant from the Prescott-Russell Employment Services Centre

- Apprenticeship programs (mechanic, carpentry, accounting)
- Foreign interns
- Wage subsidy for workers over 50 years of age
- Ontario Youth Apprenticeship Program (OYAP)

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

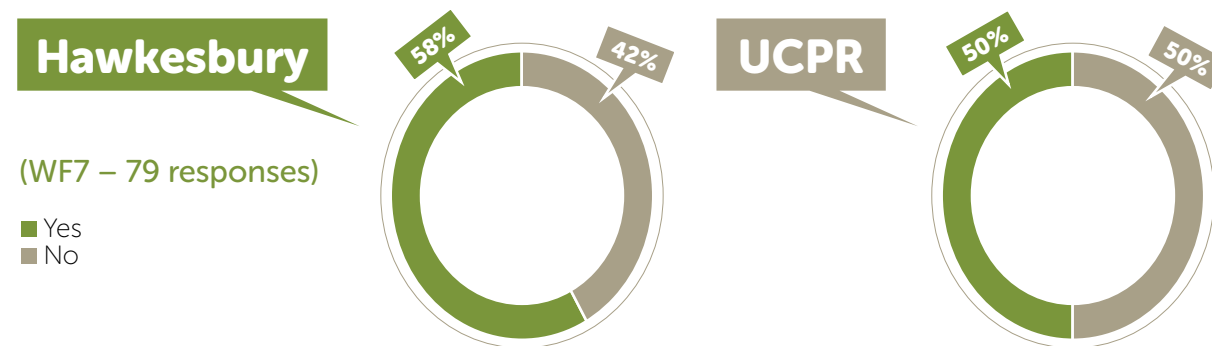


OVERVIEW

44% of business owners in Hawkesbury use co-op, internship or apprenticeship programs. These programs are offered by high schools, colleges and specialized organizations. Of all business owners who do not participate in these programs, 84% are not interested in receiving additional information in this respect.

ACCESS TO TRAINING

Are Business Owners Currently Participating in External Training Programs?



If so, please specify.

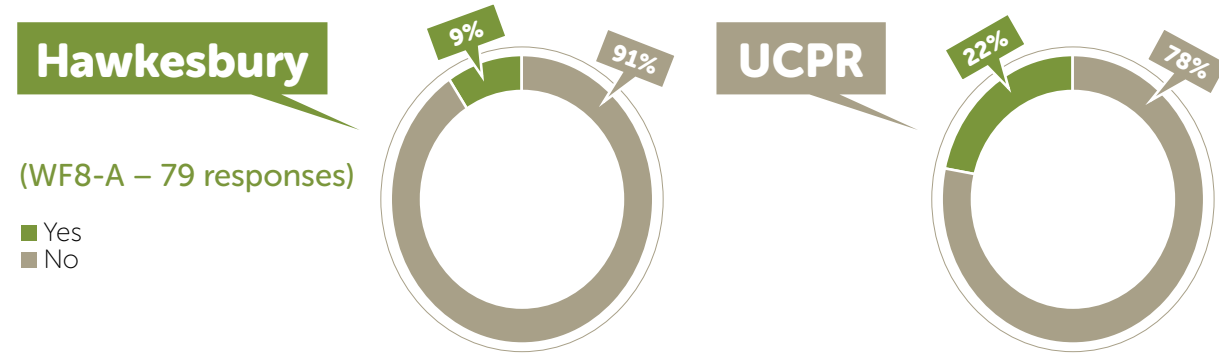
- First aid
- Health and safety and WHMIS
- Marketing
- Pay processing
- Mechanic (small and regular engines)
- Online training
- Apprenticeship programs in Ottawa
- Technology
- Training offered by providers
- Leadership
- Working at height
- Sales techniques
- Employee management
- Biochemistry
- Smart Serve
- Continuous training provided by Legal Aid Ontario
- Training provided by the Association de la presse francophone and Hebdo Québec
- Training provided by the franchise
- Training on the installation of solariums
- Training for real estate brokers

OVERVIEW

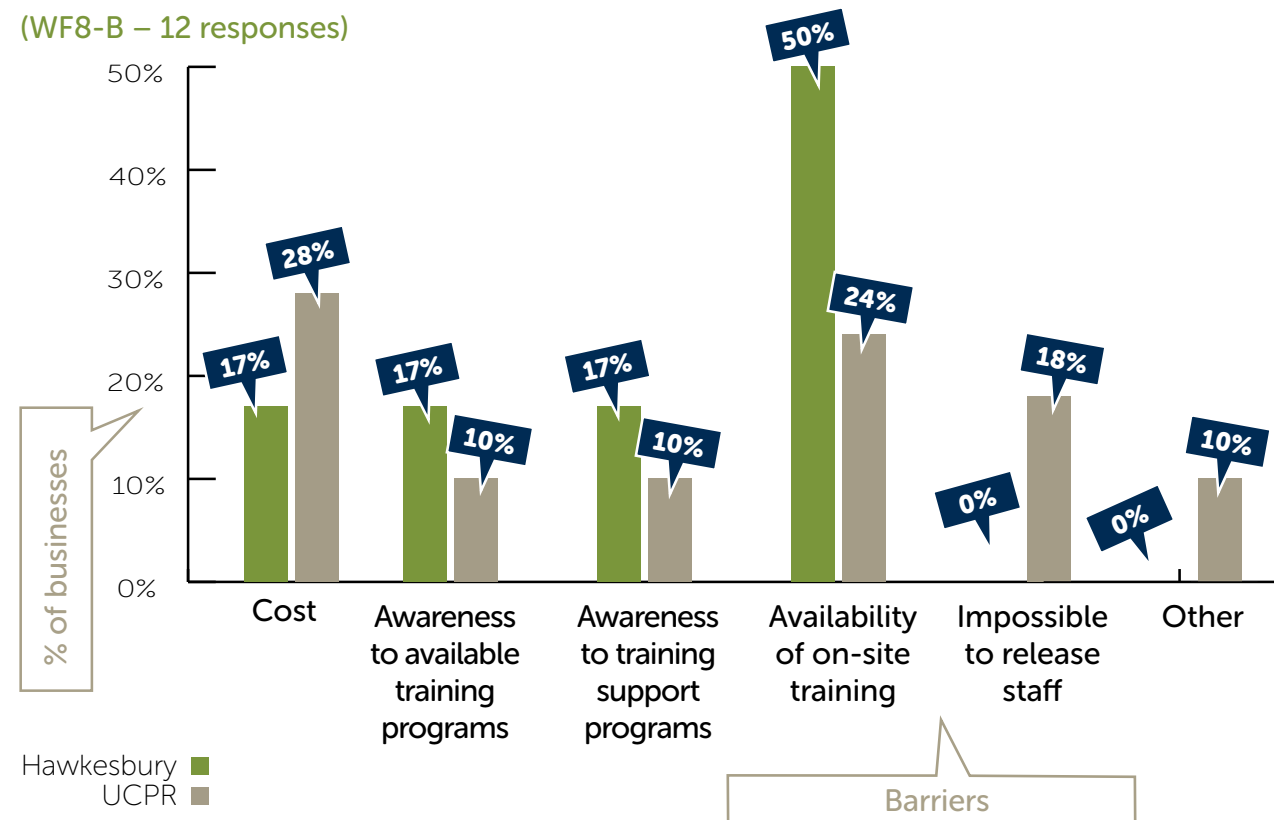


58% of business owners in Hawkesbury are currently participating in an external training program. Compared to the UCPR, business owners in Hawkesbury are significantly more likely to take external training courses.

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



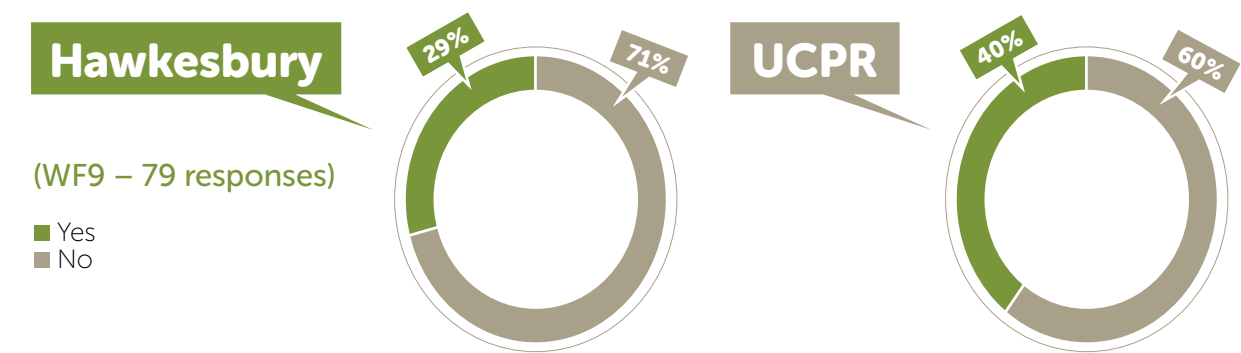
Barriers to Receiving Required Training



OVERVIEW

91% of business owners in Hawkesbury do not consider being faced with barriers to training access. In contrast, business owners who are experiencing barriers in this respect (9%) indicate that availability of on-site training is the main issue.

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



If so, please specify.

- Project management
- Basic computer skills
- English as a second language
- Specialized sales
- Client services
- Production efficiency
- Textile
- Electrical engineering
- Machinist
- Health and safety
- Electricity
- Carpentry
- Mental health and dementia
- Marketing and social media
- First aid
- Engineering
- Graphic design
- Life skills (budget, nutrition, etc.)

OVERVIEW

71% of business owners in Hawkesbury did not mention any training programs and/or themes that may be useful. Those who answered positively (29%) did indicate, however, that it would be useful to receive training in the above-mentioned fields. Compared to the UCPR, businesses in Hawkesbury seem to be having more difficulty determining which training programs and/or themes may be useful.

WORKFORCE - SWOT

STRENGTHS

- The significant concentration of large employers in the community represents a major strength. (BI7)
- In Hawkesbury, there are three times more large employers (with 100 employees or more) than in all other Prescott and Russell municipalities. (BI7)
- The small number of temporary or seasonal jobs (5%) gives the community a favorable position, as citizens have access to lots of permanent jobs. (BI8)
- The community has the ability to create new jobs. (WF1)
- Business owners in Hawkesbury have a good ability to retain their employees. (WF5)
- Local businesses participate significantly in external training programs. (WF7)
- There are very few barriers preventing employees from receiving training. (WF8)

WEAKNESSES

- Poor availability of qualified workers. (WF2)
- Weak capacity to attract new employees. (WF2)
- Higher number of lost jobs in the last three years, compared to the regional average. (WF1)
- Hiring difficulties seem to be related to the community, rather than the industry. (WF3)

OPPORTUNITIES

- Moving a plant or manufacture within the community may be the leading source of new jobs. (WF1)
- Workforce stability is good but could be further improved to become a strength. (WF2)
- Helping local business owners in the hiring process of new employees. (WF4)

THREATS

- High turnaround rate and lack of employee loyalty. (WF1)
- Lack of skill sets. (WF1)
- Failure to retain new employees. (WF2)
- One out of two businesses is currently experiencing difficulties in regards to the hiring process. (WF3)

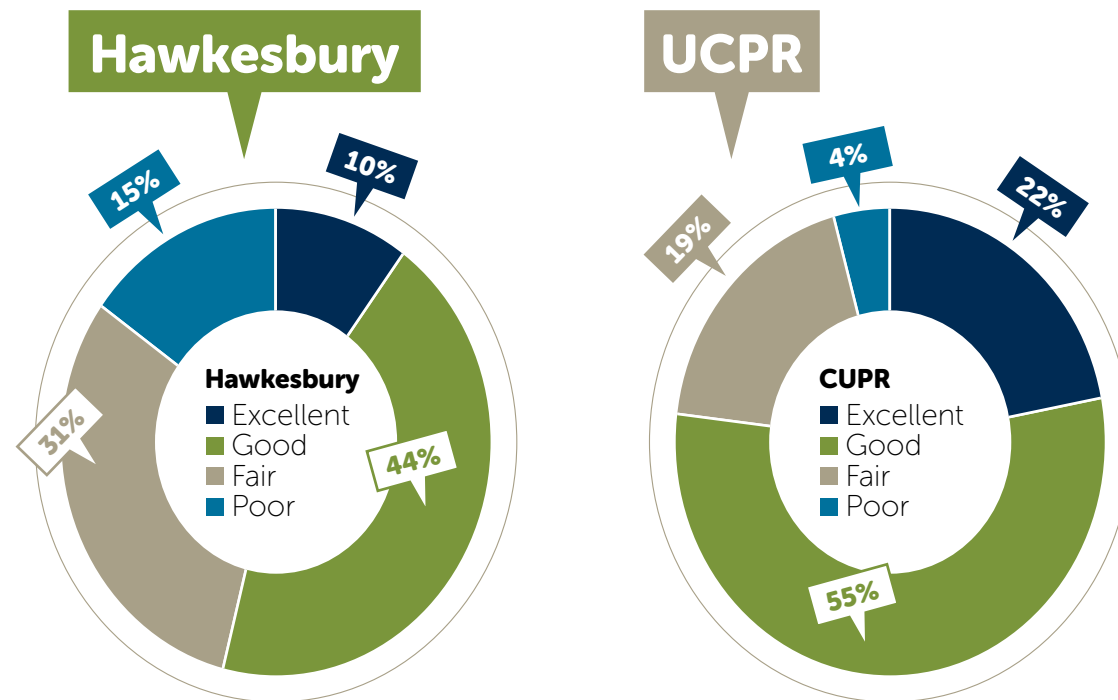
03

BUSINESS
CLIMATE

BUSINESS CLIMATE

GENERAL PERCEPTION OF THE COMMUNITY AS A BUSINESS CENTRE

(BC1 – 79 responses)

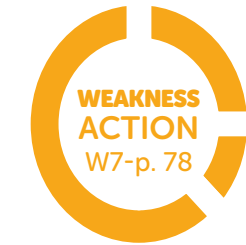
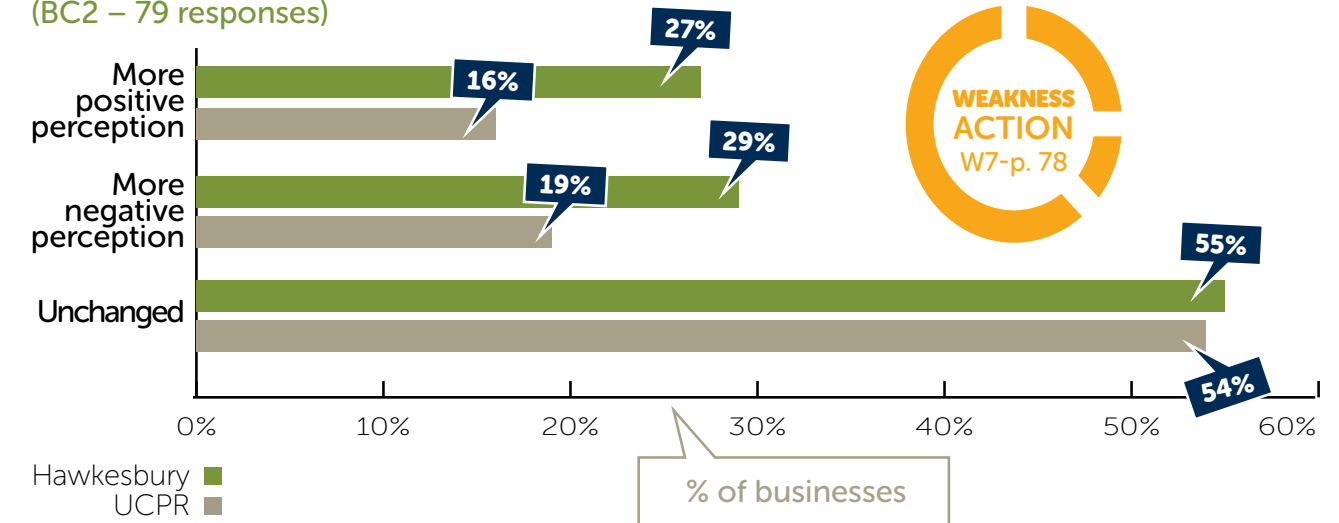


OVERVIEW

54% of businesses in Hawkesbury have a good perception of the community as a business centre. In contrast, 46% of businesses rated their perception of the community as "fair to poor". Compared to regional results, the number of businesses in Hawkesbury that rated their perception of the community as "fair to poor" is twice higher than the regional average.

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

(BC2 – 79 responses)



Reasons Explaining the Change in Perception

The favourable change in perception

- Openness of the City Council
- Presence of elected representatives in the community
- Community Improvement Plan (downtown)
- Hospital Redevelopment Project
- Support from the Municipality regarding the acquisition of additional offices
- Positive business climate (increase in the number of new businesses, business owners commitment to clients and good success rates of contractors)
- Community services (home delivery for medications)

The unfavourable change in perception

- Workforce (difficulty finding qualified candidates and retaining them)
- High tax rates
- High water tax
- Interest in more development projects
- Lack of information regarding economic development
- High business costs (increase of electricity cost and minimum wage)
- Town's reputation
- Increased traffic on Highway 17
- Declining economy
- Few businesses offer employees a good salary
- Individualistic mentality of certain businesses


- Too many identical businesses
- Limited cooperation between businesses
- Due to the move of the business centre on Highway 17, there are now numerous vacant offices on Main Street
- Difficulty encouraging local purchases

(BC2)

OVERVIEW

In the last three years, 55% of business owners’ perception of the community remained the same; 29% of business owners had a negative perception of the community; and 16% of business owners had a positive perception of the community. Compared to the UCPR, less business owners changed their perception in a positive way (11%) than in the entire region. Similarly, 10% more business owners say they’ve changed their perception of the community in a negative way, compared to all business owners at the regional level.

REVIEW OF KEY COMMUNITY BUSINESS FACTORS

	HAWKESBURY	UCPR
	<ul style="list-style-type: none">• Availability of medical and health services	<ul style="list-style-type: none">• N/A




HAWKESBURY

UCPR



- Workforce *See note 1
- Availability of developed land
- Offices available for lease or purchase *See note 6
- Fees and development charges
- Local streets and roads
- Regional and provincial roads and highways
- Proximity of railway and airport services
- Quality of living
- Availability of suitable housing units
- Support from the municipal administration *See note 4
- Support from other businesses
- Support from residents *See note 3
- Cellphone services
- Internet services
- Water and wastewater facilities
- Availability of appropriate power supply
- Availability of natural gas
- Cost of natural gas *See note 7

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

HAWKESBURY	UCPR
 <ul style="list-style-type: none"> Cost of land 	<ul style="list-style-type: none"> Cost of land Municipal property taxes
HAWKESBURY	UCPR
 <ul style="list-style-type: none"> Process for issuing building permits and developing land *See note 2 Municipal property taxes Water and wastewater facilities Cost of electricity *See note 5 	<ul style="list-style-type: none"> Cost of electricity 

(BC3 – 79 responses)



Notes* :

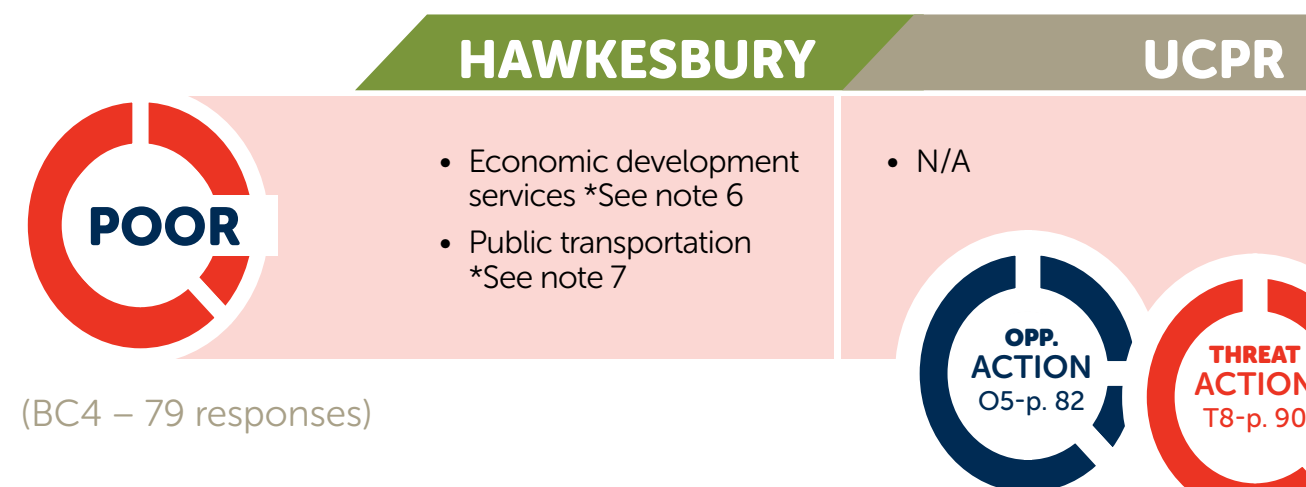
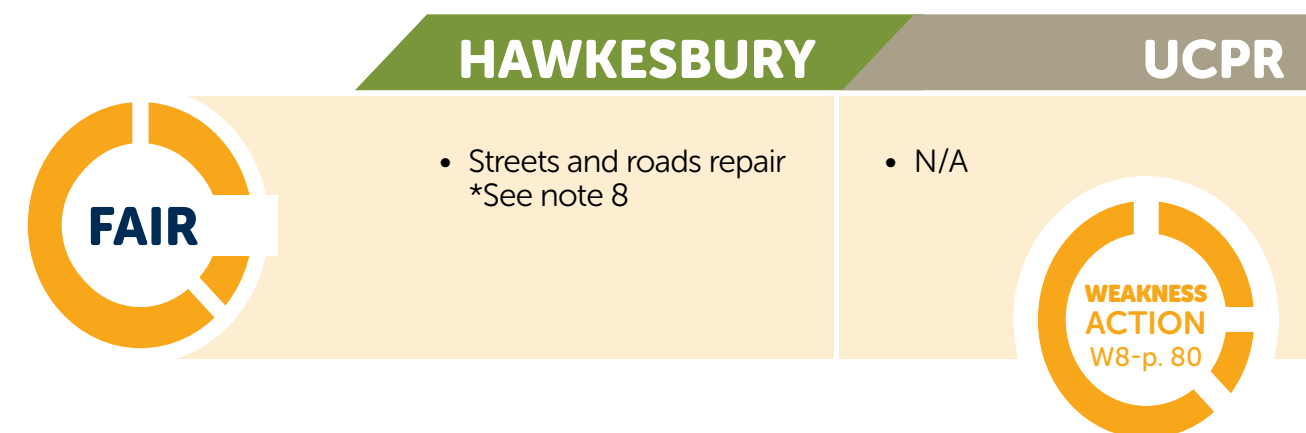
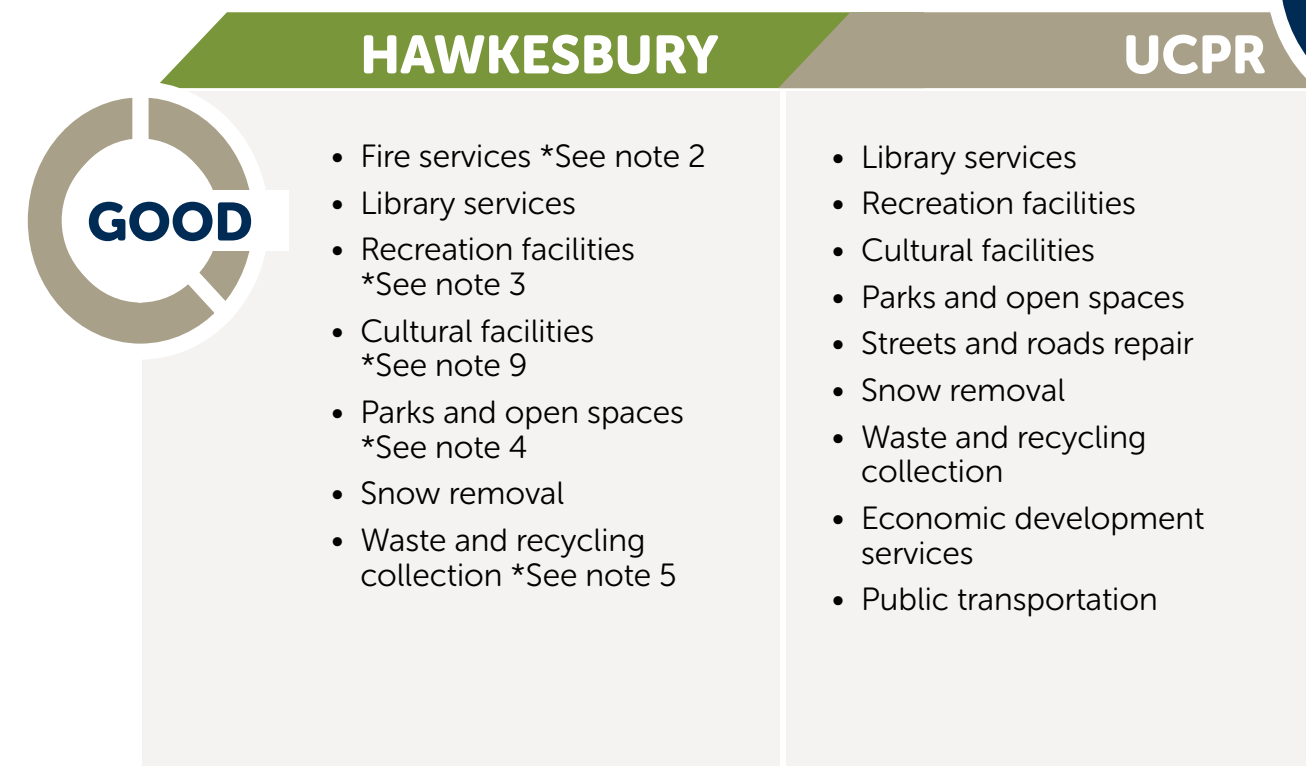
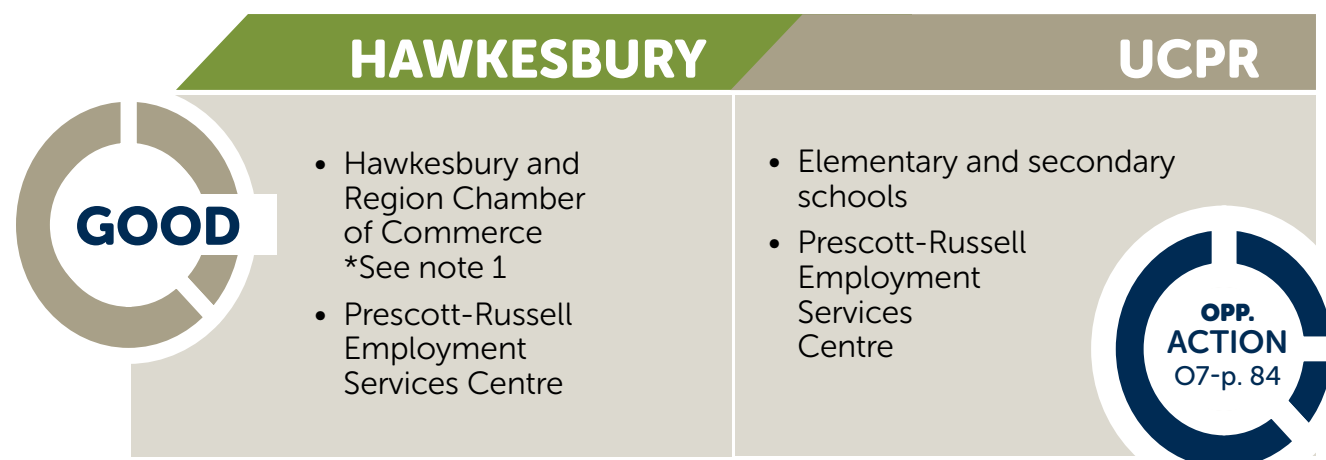
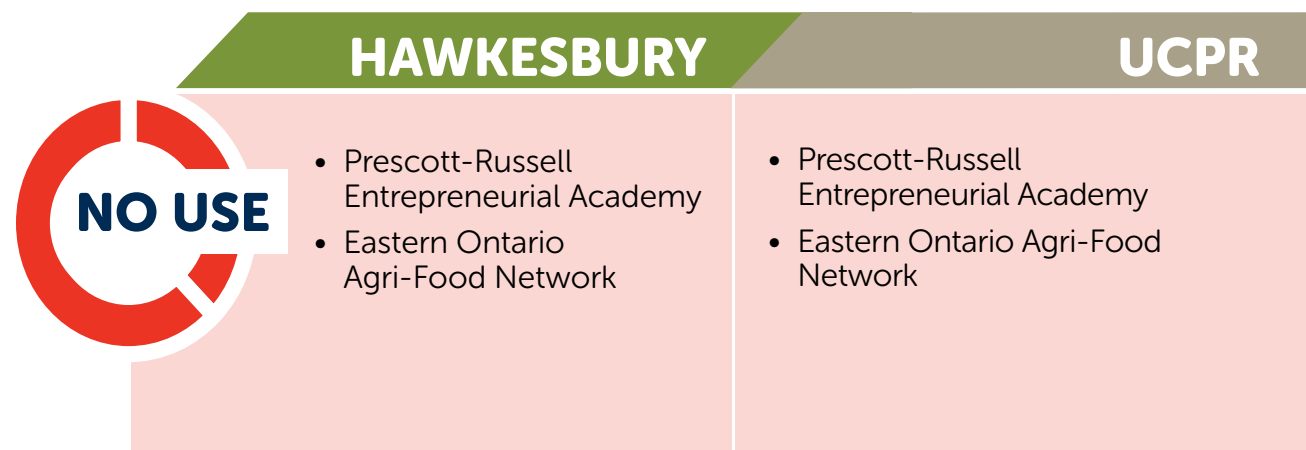
- Workforce:**
 - Little interest in helping with recruitment; and
 - Implementing a co-op program for machinists.
- Process for issuing building permits and developing land:**
 - Delays from the Technical Services Department in issuance of building permits and land development; and
 - High costs of permits.
- Support from residents:**
 - Lack of customer loyalty;
 - Citizens represent a low percentage of clientele; and
 - Local products should benefit from increased visibility.
- Support from the municipal administration:**
 - There are no engineers working for the Town;
 - Employees are efficient; processes are slow;
 - The Town does not use local services (i.e. street lighting);
 - The town should be considered as an aerospace centre;

- There should be more By-law Officers and they should have access to more training;
 - It would be desirable to undertake initiatives aiming to embellish and clean the town; and
 - Politicians should better communicate their mandate, vision and business plans.
- Cost of electricity:**
 - Connection cost is very high.
 - Available spaces for lease or purchase:**
 - Sufficient spaces are available but they are in old premises.
 - Cost of natural gas:**
 - Connection cost is high.

LEVEL OF SATISFACTION FOR EACH SERVICE

Community Services

HAWKESBURY	UCPR
 <ul style="list-style-type: none"> Childcare services Elementary and secondary schools Post-secondary education Eastern Ontario Training Board Hawkesbury and Region Chamber of Commerce *See note 2 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 Prescott-Russell Tourism 	<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 Prescott-Russell Tourism



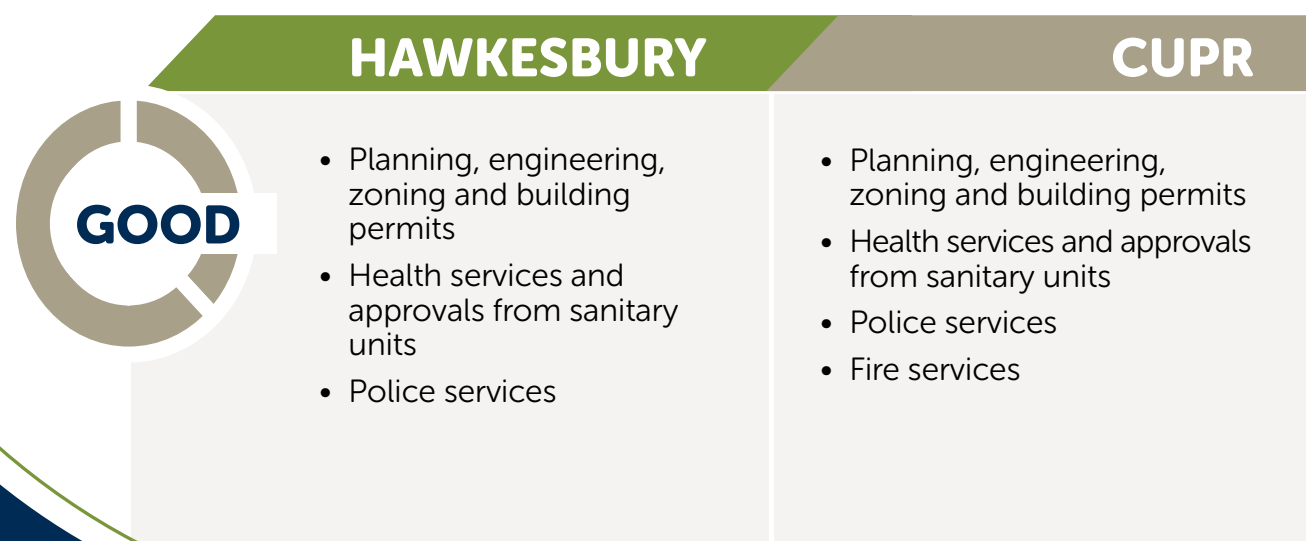
(BC4 – 79 responses)

(BC4 – 79 responses)

Notes* :

1. The Hawkesbury and Region Chamber of Commerce is included in two categories because the community's level of satisfaction with its services is particularly high. In contrast, primary results continue to be attributed to the fact that 45% of respondents have no contact with the organization; and
2. Hawkesbury and Region Chamber of Commerce: The Chamber could create a pool of qualified candidates.

Municipal Services

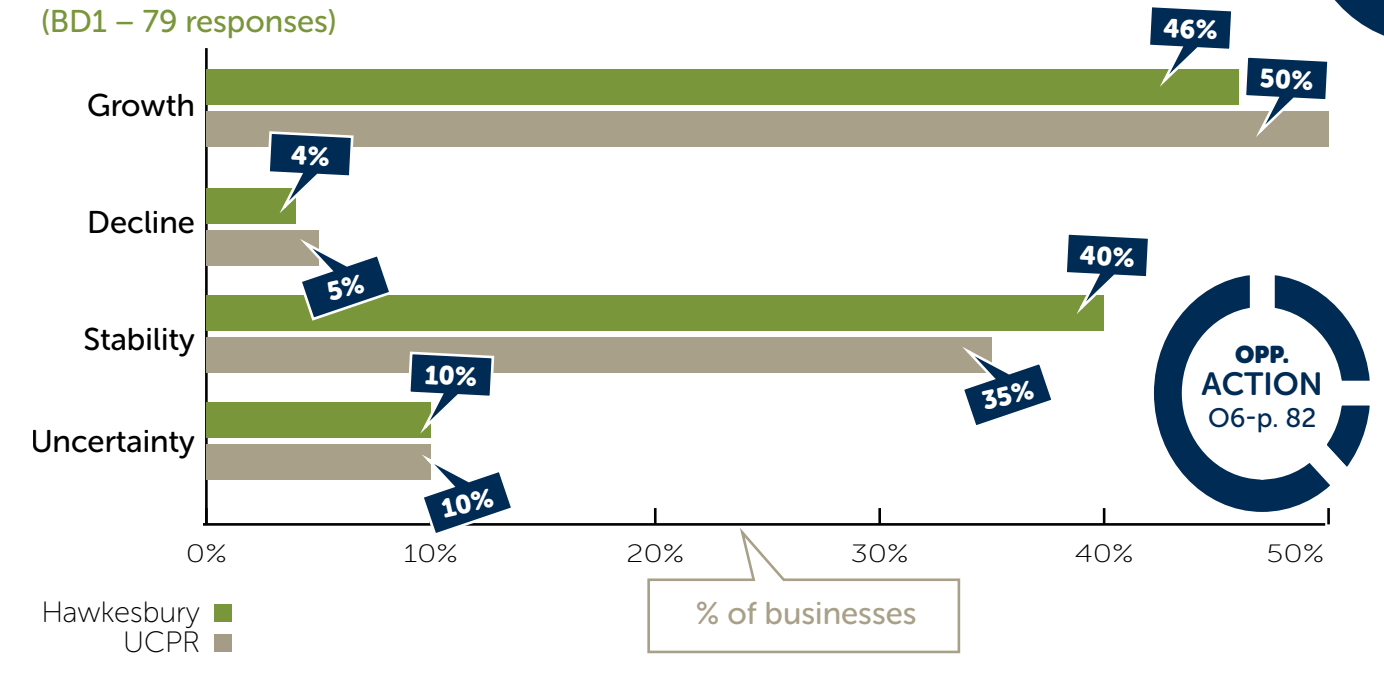


Notes* :

1. **Planning, engineering, zoning and building permits:**
 - i. Dissatisfaction with the Building Code; and
 - ii. Satisfaction in regard to employees.
2. **Fire services:**
 - i. Firefighters are paid too much.
3. **Recreation facilities:**
 - i. The skating rink could have been leased rather than closed; and
 - ii. Recreation facilities should be renovated.
4. **Parks and open spaces:**
 - i. Develop Le Chenail Cultural Centre (theatre, shows, restaurants, ice-cream shop); and
 - ii. High potential spaces which are underdeveloped.
5. **Waste and recycling collection:**
 - i. It would be useful to build more recycling centres;
 - ii. Reconsider waste collection times to better serve the needs of business that typically open later in the morning; and
 - iii. It would be useful to build a sorting centre.
6. **Economic development services:**
 - i. We must hire an industrial commissioner to support economic development in this sector; and
 - ii. Non-existent economic development services.
7. **Public transportation:**
 - i. No public transportation.
8. **Streets and roads repair:**
 - i. Fair, but the Town does what it can.
9. **Cultural facilities:**
 - i. Underutilized.

INDUSTRY PERSPECTIVE OF COMMUNITY BUSINESSES

(BD1 – 79 responses)



Reasons for Growth and Decline Prospects

Growth prospects

- Better launching and more efficient marketing of products and services
- Quality products and services offered
- Improvements to facilities
- Increased client demand for available products and services
- Increase in U.S. investments
- Technological advancements (i.e. arrival of the electric car)
- Consumer interest in organic products
- Diversification of the product supply
- Increased popularity of various rituals (i.e. christenings, weddings, graduations, deaths, etc.)
- Good support from the franchise
- Support provided through provincial investment programs

Decline prospects

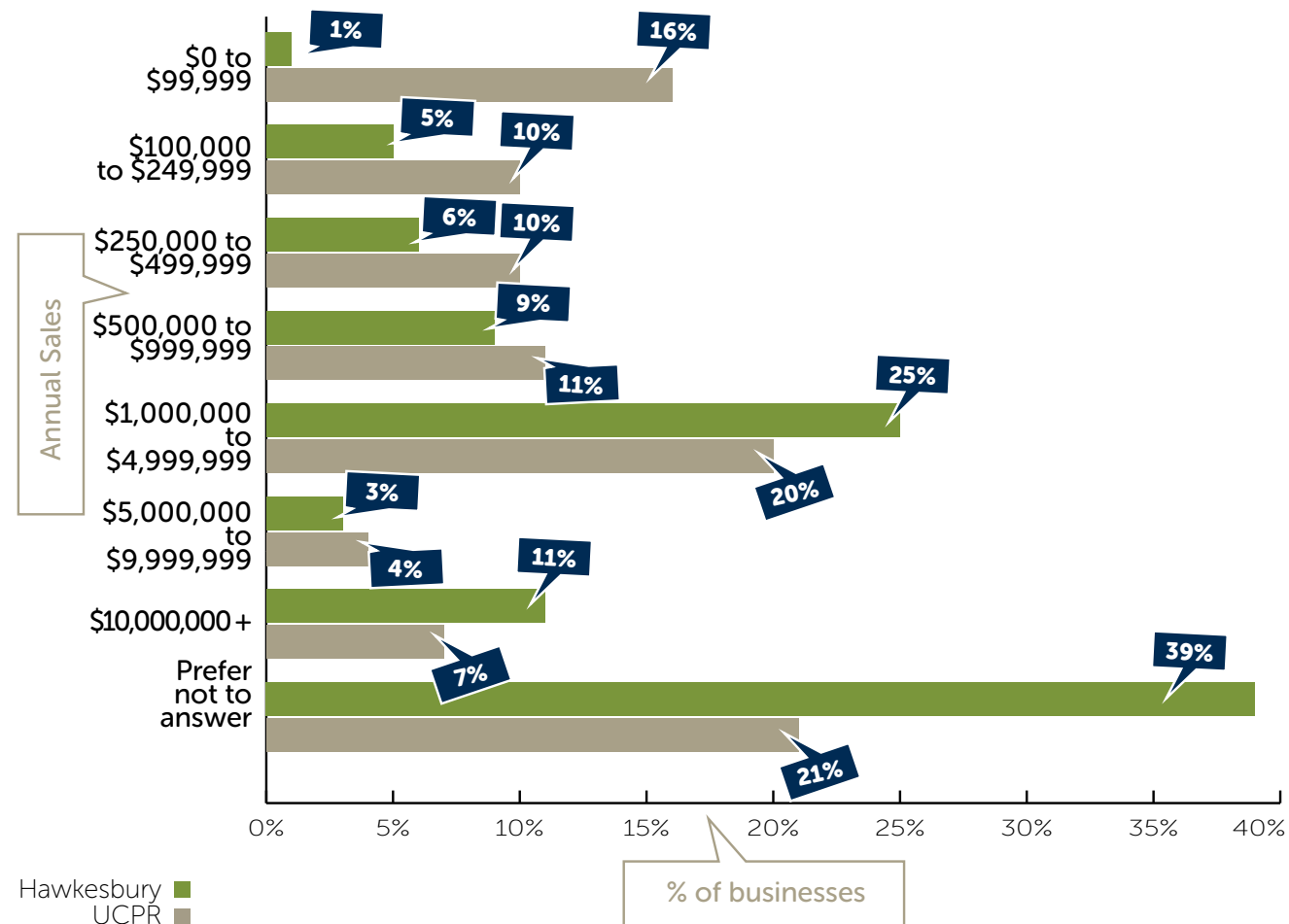
- Aging population
- Competitive market (i.e. too many businesses alike)
- Failure of the regional government to carry out its responsibilities
- Competition from low-price businesses

OVERVIEW

86% of businesses in Hawkesbury are in stable or growing markets. Compared to the UCPR, businesses in Hawkesbury seem to be in more stable markets than growing markets. The growth of markets is primarily due to the increased demand for specific products and services. In contrast, the moderate decline of these markets is mainly due to strong competition.

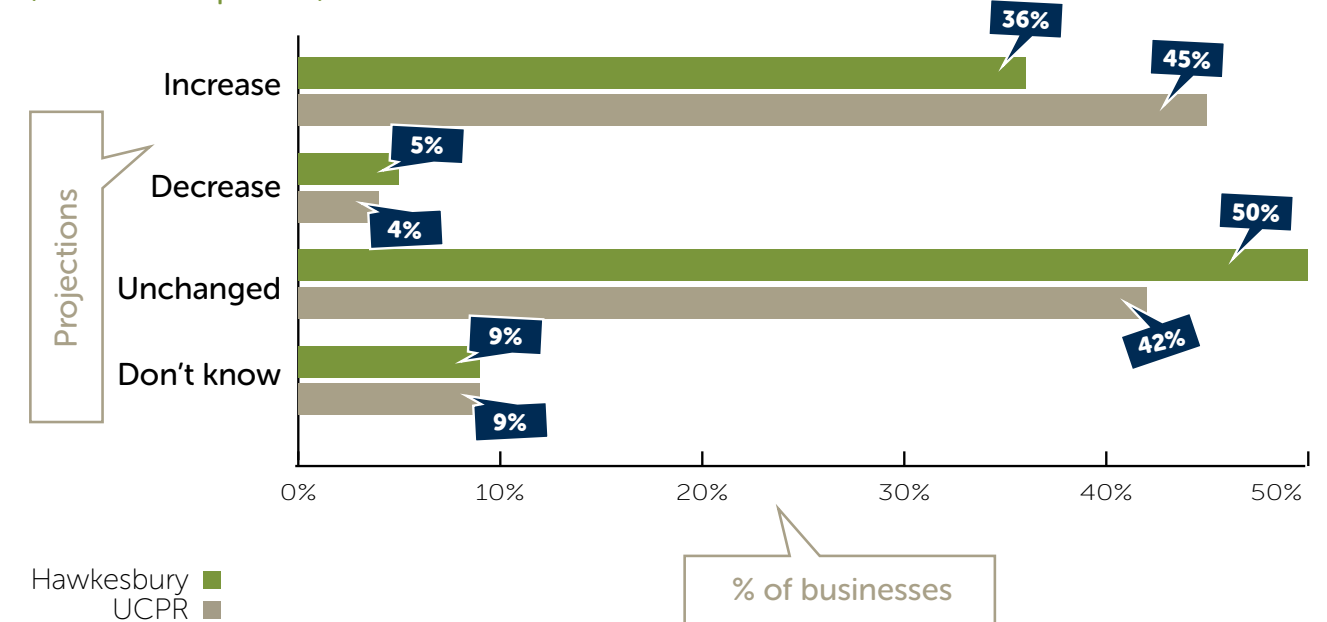
ANNUAL SALES

(BD2 – 79 responses)



Estimated Annual Sales in the Coming Year

(BD3 – 79 responses)



Reasons for Growth and Decline Prospects

Growth prospects

- Little competition
- Improvements to facilities
- Increased product and services offering
- Growing market
- More efficient marketing (i.e. use of social media)
- Community engagement
- Quality of products and services
- Increased production and sales from business closures in the U.S.
- Growth in other markets
- Good business reputation
- Change of brand name
- Good business management
- Qualified workforce

Decline prospects

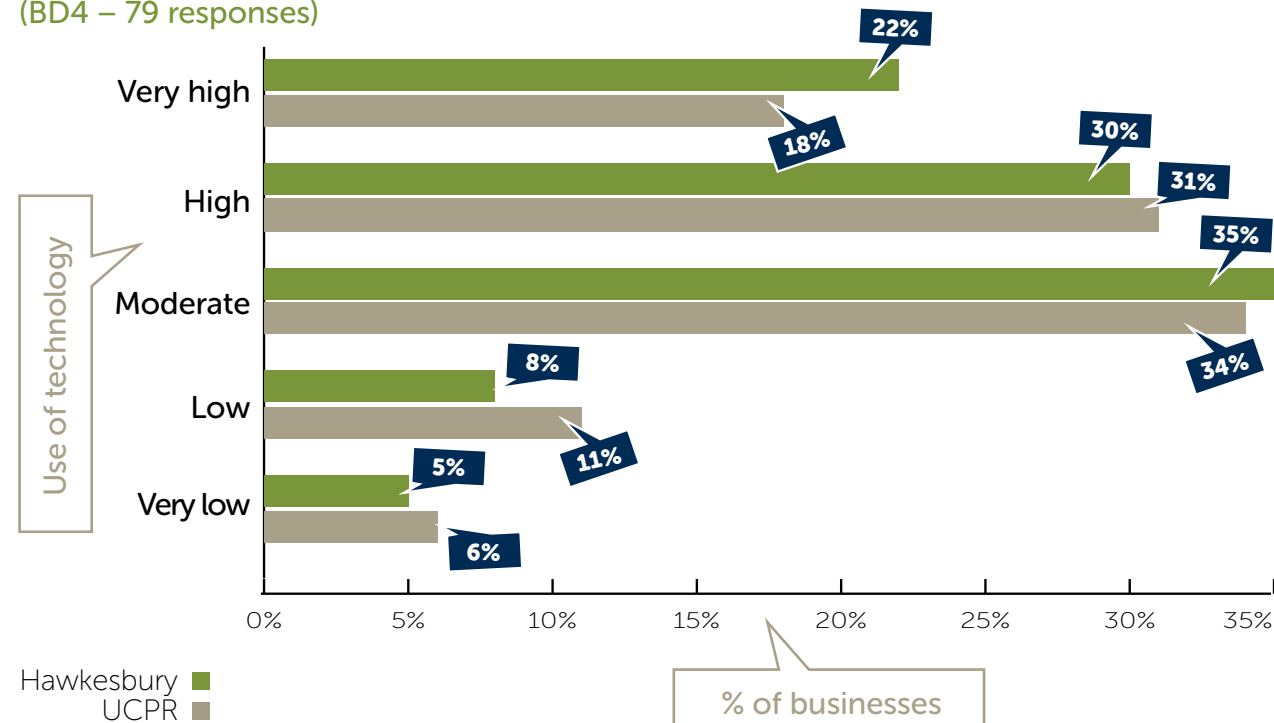
- Too many businesses alike on the market
- Lack of financial support allowing expansion
- Economic cycles

OVERVIEW

In Hawkesbury, the majority of businesses achieve annual sales of over 1 million dollars. This supports the fact that Hawkesbury has a higher number of large businesses than other communities in the region. Compared to the UCPR, the percentage of businesses achieving sales of \$99,999 or less is significantly lower in Hawkesbury, which means that there are only few very small businesses. As well, 50% of businesses in Hawkesbury estimate that sales will remain stable; 36% estimate an increase; and 5% estimate a decrease. Compared to the UCPR, the percentage of businesses estimating an increase is 9% lower. In contrast, 8% more businesses in Hawkesbury estimate that sales will remain stable, similarly to businesses in other municipalities in the UCPR. Reasons for growth prospects in Hawkesbury are quality of products and services, improvements to facilities and processes, and little competition. Businesses anticipating a decrease in annual sales say that competition, difficulty in obtaining financing, and economy are key factors.

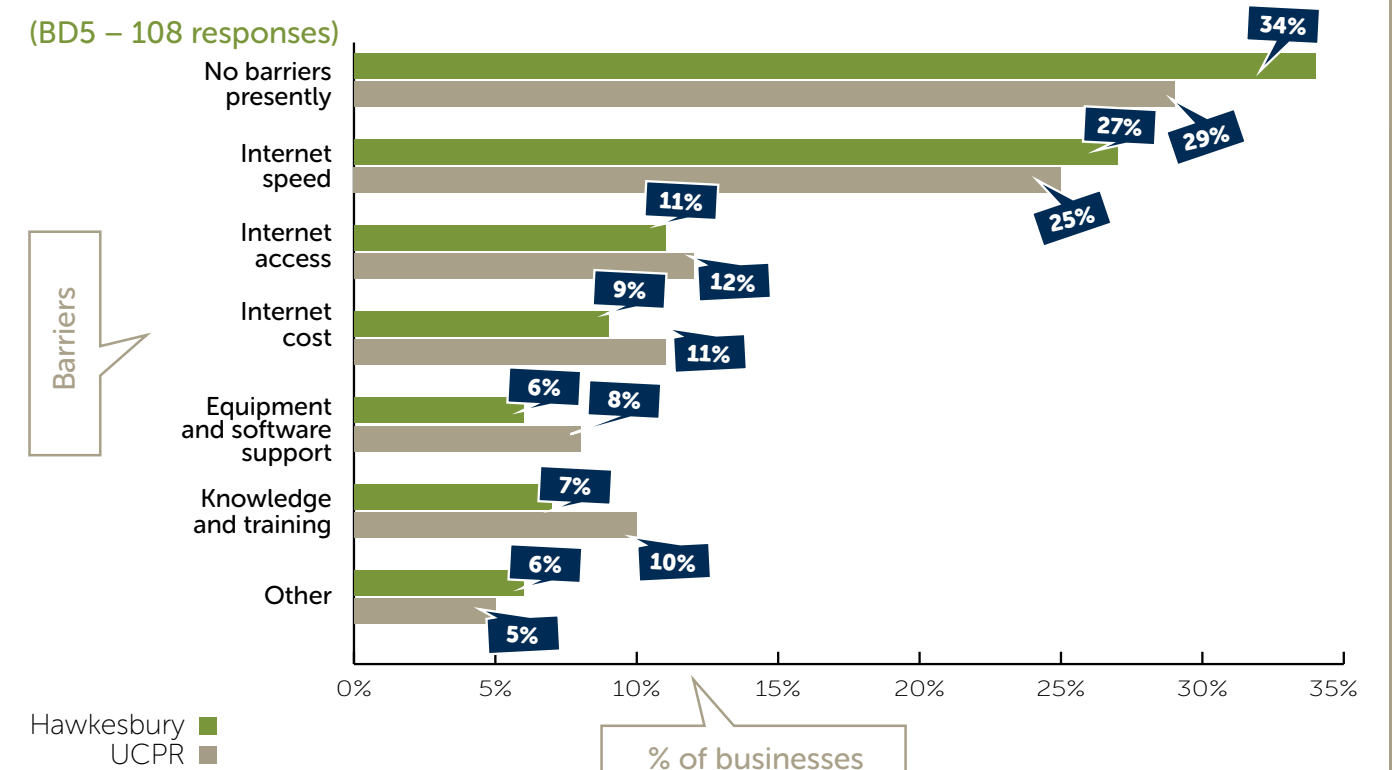
USE OF TECHNOLOGY BY COMMUNITY BUSINESSES

(BD4 – 79 responses)



Are Businesses Experiencing Any Barriers to Information Technology Requirements?

(BD5 – 108 responses)



Other

- Software no longer meets the needs of the business due to recent expansion
- Software costs
- Old network device

Please explain.

- Internet connexion is very slow.
- Internet services are costly.
- Online sales are not available due to staff shortages.
- Complementary technologies are not required.
- Fibre Internet access is essential.
- Fibre optic cables should be installed shortly, which should resolve problems.
- Technical support for computer equipment is very costly.
- Internet services are not available in all areas.

OVERVIEW

In regard to the use of technology, business owners in Hawkesbury occupy a highly favorable position, as 87% considering their use as "moderate to high". Compared to the UCPR, there are slightly more business owners in Hawkesbury who consider their use of technology as "high" and less who consider it as "low to very low". Evidence collected shows that business owners in Hawkesbury frequently use technology to carry out efficiently their operations. It should be noted, however, that low speed and high cost of Internet services seem to discourage businesses from using certain technologies. 49% of businesses in Hawkesbury have issues related to speed (27%), connection (11%) or cost (9%).

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

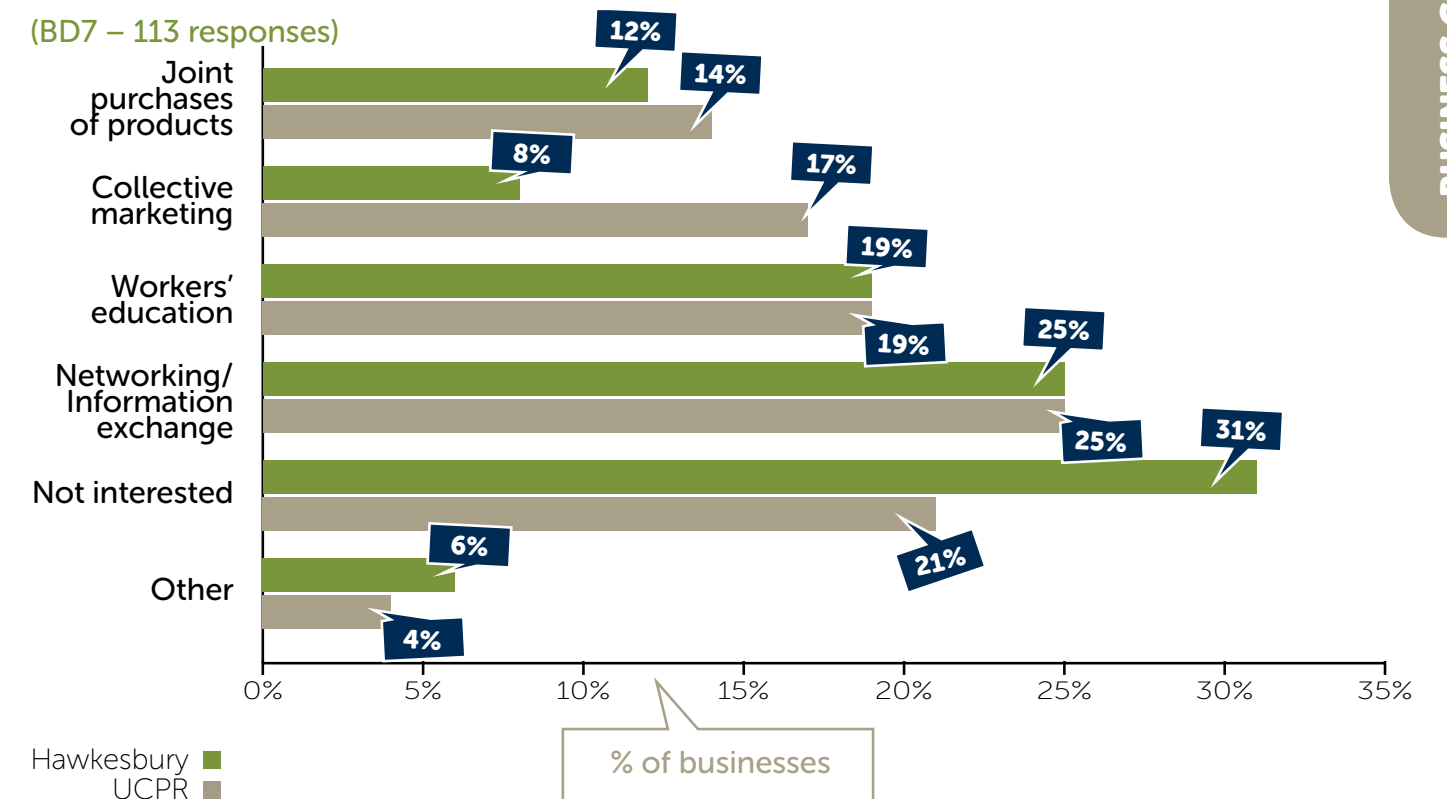
- Internet services
- Sand
- Fertilizers
- Pesticides
- Golf equipment
- Detergent and commercial chemical products
- Forklifts
- Beef
- Sportswear
- Shoes
- Doors and windows
- Used oil recycling service
- Non-destructive testing
- Surveying services
- "For sale" boards
- Restaurant equipment
- Cellphone services
- Alarm systems
- Repair services for refrigerating equipment
- Parts and equipment for the repair of household items

- Metal extrusion (i.e. aluminium and stainless steel)
- Vehicle repair parts
- Restaurant food
- Hairdressing and aesthetics products
- Maintenance of conveyors and handling equipment
- Specialized equipment parts
- Drying equipment
- Industrial plumbing and electricity services
- Repair and maintenance of specialized equipment
- Quality clothing
- Computer services and networks

COOPERATION BETWEEN BUSINESSES

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

(BD7 – 113 responses)



Other

- Group insurance
- Occupational health and safety

OVERVIEW

Business owners in Hawkesbury are for the most part interested in cooperating with their counterparts in regard to networking/information exchange and workers' education. Compared to the UCPR, not as many business owners in Hawkesbury (10%) are interested in cooperating with other businesses in the community.

COMMUNITY ADVANTAGES AND DISADVANTAGES

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

ADVANTAGES	1	2	3
	Excellent geographic location	Bilingualism	Quality of living (access to health care services, tranquility and access to all amenities)

STRENGTH ACTION
S4-p. 72

(CD2)

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

DISADVANTAGES	1	2	3
	Workforce (availability, low qualification and motivation of candidates)	Business costs (municipal taxes, water tax and electricity cost)	Large concentration of citizens living in a precarious socio-economic situation.

THREAT ACTION
T9-p. 90

(CD3)

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

1. Economic development
- i. Establish a strong and proactive economic development committee

ii. Draft an economic development plan

iii. Eliminate barriers for small housing developers

iv. Implement initiatives promoting economic development

v. Enhance the business support network

vi. Develop the Chenail Island

vii. Attract more businesses and industries to enhance the synergy

viii. Promote tourism development

ix. Encourage technology-based economic development

x. Show increased flexibility towards possible investors in the region

xi. Solicit better support from government

xii. Promote local buying

xiii. Implement a plan for the growth of existing businesses

xiv. Establish a vision for regional development

xv. Make Hawkesbury be known to outside communities

xvi. Ensure that the Town promotes sustainable development to protect the health of citizens and open spaces

xvii. Build a casino

xviii. Offer better support to start-up companies and encourage entrepreneurship

xix. See more independent businesses

xx. Harness the potential of the river and parks
2. Community
- i. Better support citizens in a precarious socio-economic situation

ii. Ensure population growth

iii. Create opportunities to prevent youth exodus

iv. Encourage businesses to extend their hours of operation on Thursday and Friday evenings, and standardize hours of businesses

v. Stop the sale and trading of drugs

vi. Build a performance hall

vii. Encourage citizens to shed light on the community

OPP. ACTION
O8-p. 82

3. Municipality and municipal administration

- i. Lower property tax rates
- ii. Receive better support from the Municipality towards the business community
- iii. Ensure better cooperation between the Municipality and business community to create and implement a realistic short, medium and long-term action plan and a global vision
- iv. Reduce the Municipality’s administration staff high turnover rates
- v. Enhance bureaucratic processes at the Municipality
- vi. Transfer some Municipal Council decision-making authorities to municipal administration staff to benefit from their expertise

4. Infrastructure and public services

- i. Better maintain streets and roads
- ii. Improve access to high-speed Internet
- iii. Merge the Town of Hawkesbury and Township of Champlain to enhance water and sewer services
- iv. Renovate infrastructure in general
- v. Enhance snow removal services
- vi. Establish a public transportation network

5. Job creation and workforce

- i. Foster job creation
- ii. Implement initiatives helping to address workforce issues
- iii. Build a trade school

6. Revitalization

- i. Revitalize Main Street
- ii. Develop public spaces and malls
- iii. Renovate affordable housing units

(CD4)

SUPPORT FOR THE IMPLEMENTATION OF OPERATIONS

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

(CD5 – 197 responses)

Other

- Group marketing (business clusters)
- Increased initiative from politicians
- Hiring of a commercial commissioner
- Local purchases from organizations, clusters, and Municipality (Knights of Columbus, Daughters of Isabella, and Optimist Club)
- List of businesses and industries open to the public, not only to the UCPR

BUSINESS CLIMATE - SWOT

STRENGTHS

- Access to medical and health services is considered to be excellent. (BC3)
- 46% of businesses in Hawkesbury are in growing markets. (BD1)
- Prescott-Russell Employment Services Centre's resources are very useful and heavily utilized. (BC4)
- The vast majority of public services are considered to be good. (BC4)
- The majority of business owners have annual sales of 1 million dollars. (BD2)
- 86% of business owners estimate that sales will remain stable or increase. (BD3)
- 87% of business owners consider their use of technology as "moderate to high". (BD4)
- The main three community advantages are geographic location, bilingualism, and quality of life. (CD2)

WEAKNESSES

- The percentage of business owners in Hawkesbury who rate the community as a "fair to poor" area to be doing business is two times higher than in other areas of the region. (BC1)
- More business owners have a negative perception towards the community, compared with owners who maintain a positive perception. (BC2)
- Land cost is rated as "fair". (BC3)
- Street and road repair is rated as "fair". (BC4)
- 14 out of 15 community organizations are not utilized by most businesses in Hawkesbury. (BC4)

BUSINESS CLIMATE - SWOT (CONT'D)

OPPORTUNITIES

- Establish a public transportation network. (BC4)
- 40% of businesses in Hawkesbury are in stable markets. (BD1)
- Although the Hawkesbury and Region Chamber of Commerce is appreciated, it remains significantly underutilized (45% of business do not use their services). (BC4)
- Businesses in Hawkesbury prefer cooperating with their counterparts in regards to networking/information exchange and group training. (BD7)
- In the next five years, the business community would like to see increased economic development, continued cooperation between their community and the Municipality, enhancements to infrastructure and public services, community development, increased workforce training opportunities, and embellishment of specific areas of the city. (CD4)

THREATS

- The process for issuance of building permits and land development is rated as "poor". (BC3)
- Municipal property taxes are rated as "poor". (BC4)
- Water and sewer costs are rated as "poor". (BC4)
- Electricity cost is rated as "poor". (BC4)
- Economic development services are rated as "poor". (BC4)
- 49% of business owners in Hawkesbury indicate having issues with Internet speed (27%), connection (11%) or cost (9%). (BD4)
- The three main community disadvantages are low qualification of workforce, high business costs and a large concentration of precarious socio-economic groups. (CD3)



04

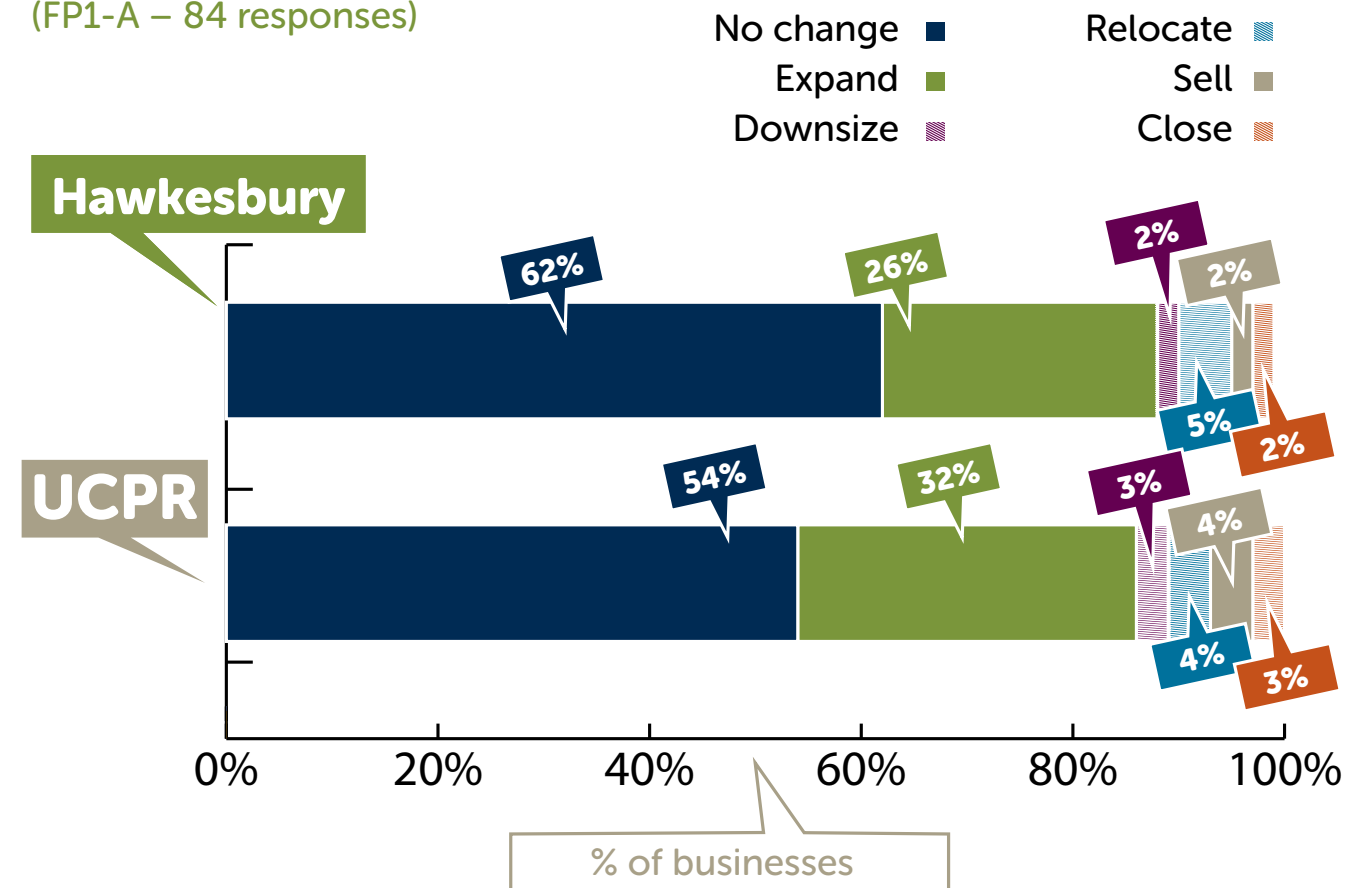
**FUTURE
PROJECTS**



FUTURE BUSINESS PLANS

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

(FP1-A – 84 responses)



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

- Business provides a good return on investment
- Recent business expansion
- Anticipated medium or long-term expansion
- Stagnant economy, age of population and development
- Efforts made in other branches
- Uncertain futur
- Anticipated retirement
- New administration
- No decision-making authorities regarding expansion as a franchised business

(FP1-B)

Over the next 18 months, 62% of businesses in Hawkesbury do not expect to make any changes to the size of their operations, whereas 26% of businesses would like to expand. Only 11% of businesses are thinking of either moving (5%), reducing operations (2%), selling (2%) or closing (2%). Compared to the UCPR, the percentage of businesses that anticipate no change is 8% higher in Hawkesbury. Similarly, 6% fewer businesses in Hawkesbury want to expand their operations. Though the majority of factors explaining this difference are positive, it is important to consider the influence of the stagnant economy and community development, aging population and high number of anticipated retirements.

EXPANSION

Main Reasons Prompting Businesses to Expand Their Operations

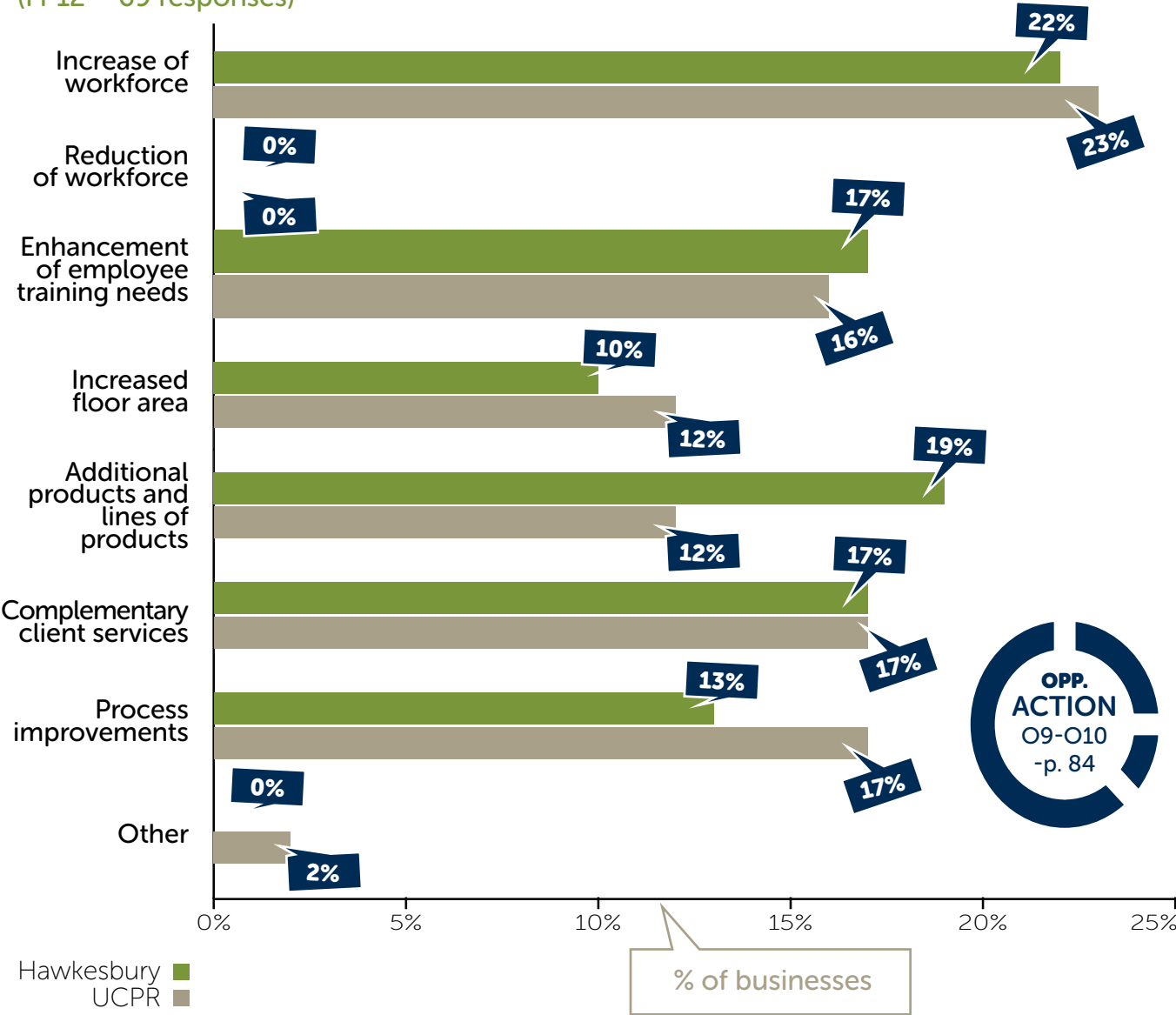
Main reasons for potential expansion within the community are as follows:

- Need more space – expanding facilities;
- Increased demand and product and services supply;
- Innovation;
- Transfer of operations from another country;
- Hospital redevelopment;
- Better business competition; and
- Access to new markets.

(FP11)

Impacts of Anticipated Expansion Projects Over the Next 18 Months

(FP12 – 69 responses)



	HAWKESBURY	UCPR
Workforce increase in total	110 jobs	583 jobs
Workforce increase in average	8.5 jobs	5 jobs
Increase of floor area in total	42,500 sq. ft.	1,2 M sq. ft.
Increase of floor area in average	1,500 sq. ft.	22,006 sq. ft.

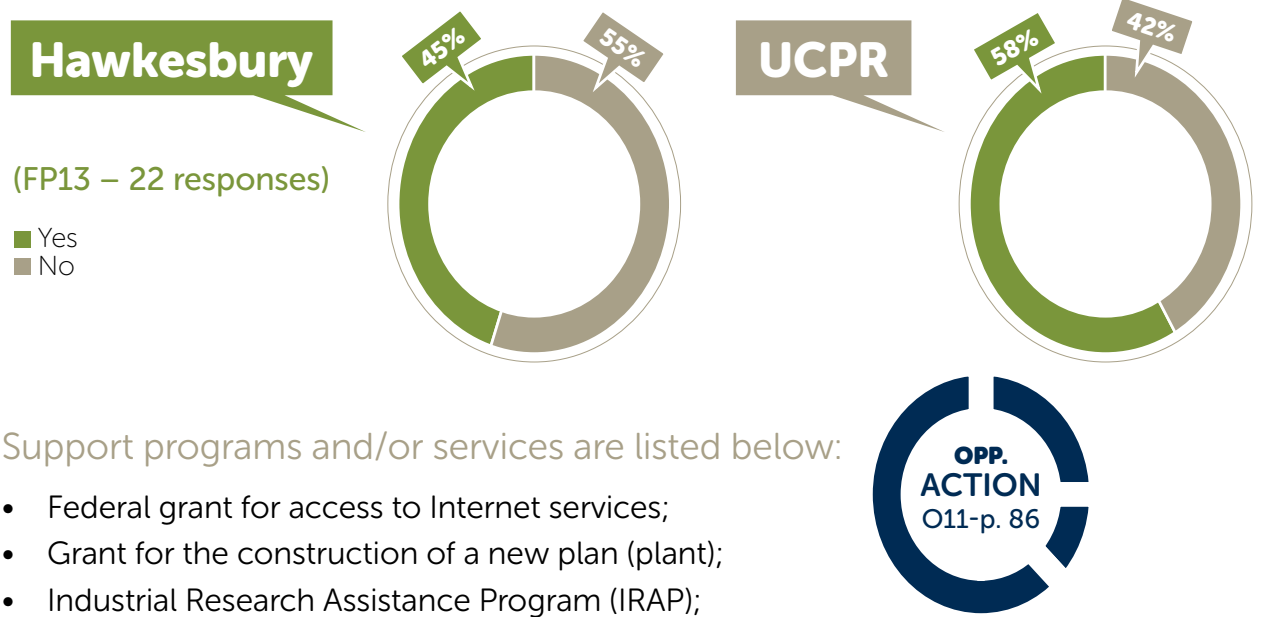
Other anticipated impacts:

- Construction projects

OVERVIEW

Over the next 18 months, business owners in Hawkesbury who want to expand their operations anticipate creating 8.5 jobs on average per expansion project. Similarly, owners are planning on increasing their floor space by 1,500 sq. ft. on average. They expect to need to hire staff, add additional products, enhance their service offerings and provide training to employees. Compared to the UCPR, results are similar, except for the capacity of expansion projects to improve business products, which is 7% higher in Hawkesbury. It should be noted that anticipated expansion projects in the community should require construction, which is an advantage for the industry.

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



Support programs and/or services are listed below:

- Federal grant for access to Internet services;
- Grant for the construction of a new plan (plant);
- Industrial Research Assistance Program (IRAP);
- Professional training on Scientific Research and Experimental Development (SR&ED);
- Prescott-Russell Community Development Corporation (PRCDC) programs;
- Carbon Footprint Reduction Program;
- Canada-Ontario Job Grant, for training purposes;
- Grant for process improvement initiatives;
- Tax credit from Innovation, Science and Economic Development Canada; and
- Grant from Canadian Heritage.

OVERVIEW

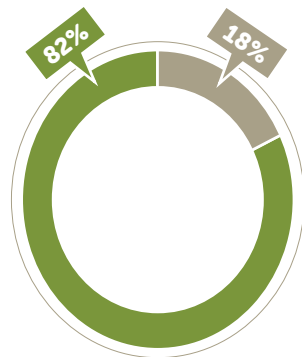
45% of business owners in Hawkesbury intend on requesting support through federal or provincial programs and/or services for their expansion project. Compared to the UCPR, this percentage is 13% higher in Hawkesbury. It should be noted that some owners intend on requesting support through government programs or services regarding their Internet connection.

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

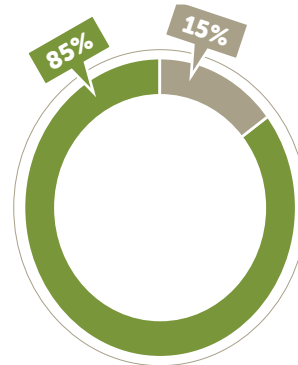
Hawkesbury

(FP14 – 22 responses)

■ Yes
■ No



UCPR



OVERVIEW

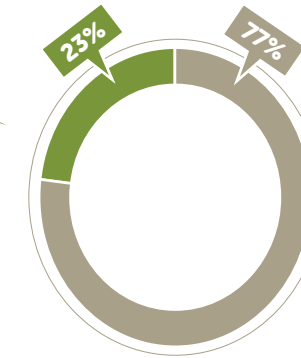
82% of business owners in Hawkesbury would like to receive information on federal and provincial programs and services offered in support of expansion projects. This percentage is similar to those collected through business owners in other Prescott and Russell communities.

Are Community Businesses Having Issues with Their Expansion Projects?

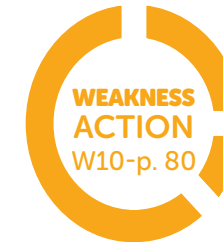
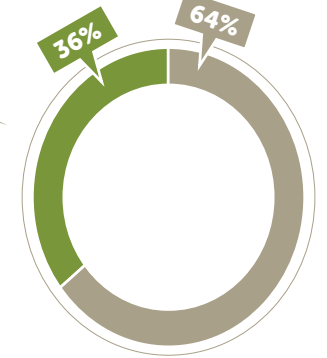
Hawkesbury

(FP15 – 22 responses)

■ Yes
■ No



UCPR



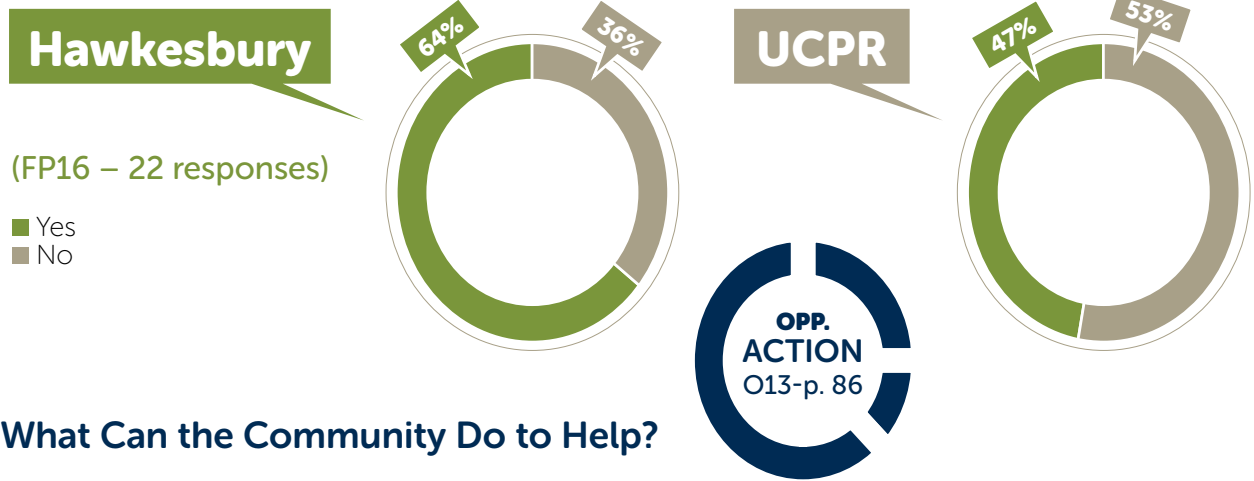
What Expansion Issues Are Businesses Having?

- Insufficient funds and difficulty receiving financing
- Difficulty recruiting and attracting skilled workers (i.e. massage therapists)
- Uncertainty regarding the free trade agreement and its repercussions on the economy

OVERVIEW

Currently, 77% of business owners in Hawkesbury have no issues planning their expansion projects. In contrast, 23% say that they are experiencing issues in regard to planning due to financing, recruitment of skilled workers and economic uncertainty related to negotiations of the free trade agreement. Compared to the UCPR, the community of Hawkesbury is in a favorable position as it has 12% fewer businesses currently experiencing expansion issues.

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



What Can the Community Do to Help?

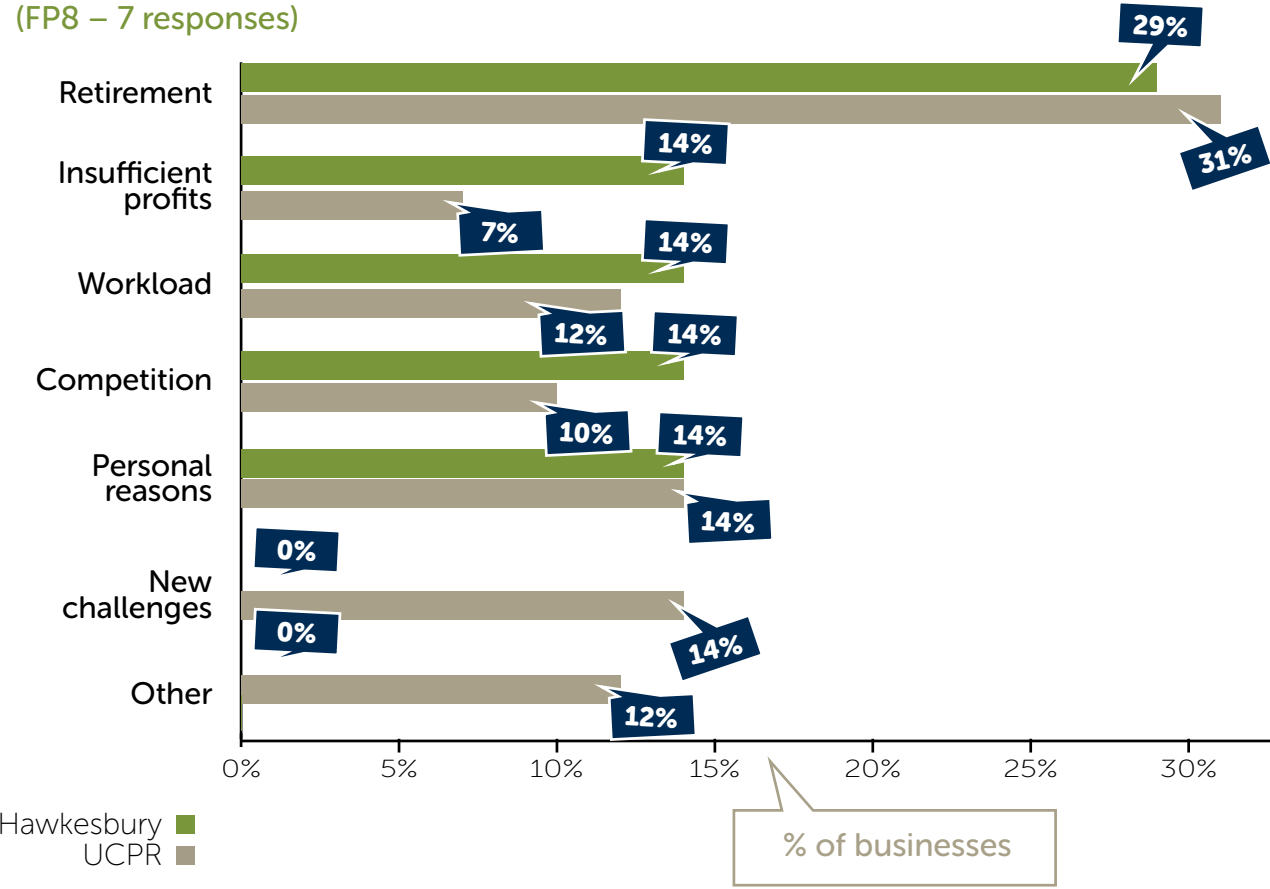
- Facilitate the process for issuing building permits by reducing delays
- No installation of water meters on business premises
- Provide high-speed Internet services
- Reduce electricity cost
- Encourage local businesses by making local purchases of products and services
- Support ongoing projects requiring change of zoning
- Create new jobs
- Attract new businesses
- Provide post-secondary education services within the community through support organizations, such as the Prescott-Russell Entrepreneurial Academy and the Prescott-Russell Community Development Corporation
- Encourage the Municipality to adopt a more flexible approach to the establishment of new businesses in the community

OVERVIEW

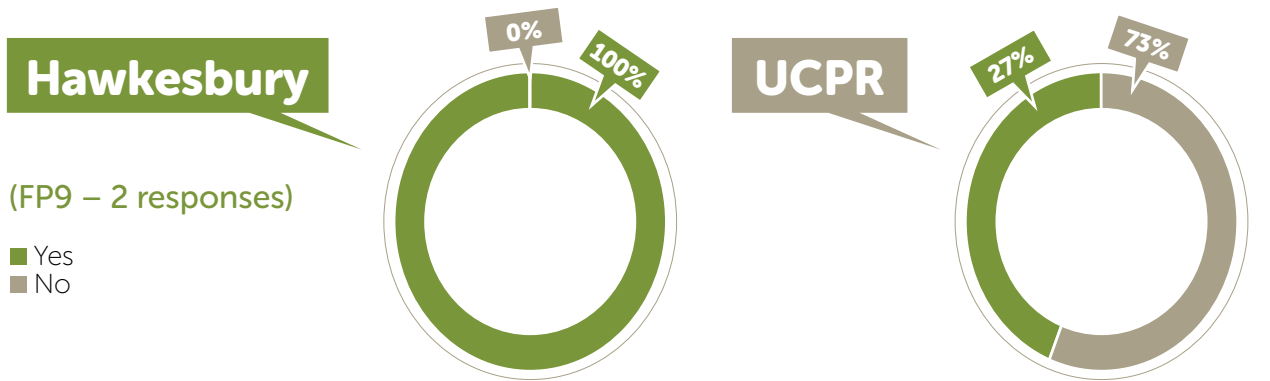
64% of business owners in Hawkesbury indicate that community support would facilitate their expansion. The community can help by facilitating access to different municipal or community services and processes, cooperation and related processing delays, and by finding solutions to access high-speed Internet services and more affordable electricity supply services.

SALE

Reasons for the Sale of Businesses in the Community



Do Business Owners Have a Succession Plan?



OVERVIEW

29% of community business sales are caused by the retirement of owners. It should be noted that all owners who have sold their business did not have a succession plan.

FUTURE PLANS - SWOT

STRENGTHS

- 88% of business owners in Hawkesbury either plan on expanding or do not intend on making any changes over the next 18 months. (FP1)
- 77% of business owners in Hawkesbury are not currently experiencing issues in planning of their expansion projects. (FP15)

WEAKNESS

- 23% of business owners who are having issues in planning their expansion projects say that barriers are due to financing, recruitment of skilled workers and economic uncertainty regarding negotiation of the free trade agreement. (FP15)

OPPORTUNITIES

- Business owners in Hawkesbury who are looking to expand plan to create 8.5 jobs, on average, per expansion project. (FP12)
- Business owners who are looking to expand plan to increase their floor space by 1,500 sq. ft., in average. (FP12)
- 45% of business owners in Hawkesbury intend on using federal or provincial programs or services in support of their expansion projects. (FP13)
- 82% of business owners in Hawkesbury would like to receive information on federal or provincial programs and services in support of their expansion projects. (FP14)
- 64% of business owners in Hawkesbury say that support from the community would help facilitate their expansion projects. (FP16)

THREAT

- 29% of community business sales are due to the retirement of owners. None of the owners had a succession plan. (FP9)

05 MAJOR FINDINGS and CONCLUSIONS

MAJOR FINDINGS AND CONCLUSIONS

1

Hawkesbury is the municipality in the United Counties of Prescott and Russell (UCPR) that has the most significant number of large businesses (100 employees or more).

2

Increase of new businesses in the community, commitment of businesses to clients and good success of contractors all create a conducive business environment.

3

The numerous job opportunities available to help meet skilled workforce requirements represent a big incentive for the community.

4

High access to medical services is the main community strength.

5

Bilingualism is a remarkable cultural enrichment for the community.

6

Excellent quality of living within the community makes good business sense.

1

The lack of succession planning of certain businesses fragilizes projections about the future and poses a potential threat to the closing of certain institutions.

2

A strong portion of citizens are living in precarious socio-economic situations.

3

Shortages of qualified workers pose a significant threat to community businesses.

06

ACTION PLAN



SWOT

SWOT	Actions		Authorities	Partners	Priority* 1 to 3	Deadline
S1. Hawkesbury has a large number of businesses with more than one location, franchised businesses and regional, national or international branches or divisions. (BI1)	<ul style="list-style-type: none"> Concentrate on this strength to promote development. 		<ul style="list-style-type: none"> Chief Administrative Officer and his or her team 		1	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Highlight this strength to attract investors and businesses creating quality jobs, retain existing businesses and encourage their development. 		<ul style="list-style-type: none"> Municipal Council (recommend collective measures to Council members (lobbying)) 			
S2. The significant concentration of large employers in the community represents a valuable strength. (BI7)	<ul style="list-style-type: none"> Promote this strength to attract businesses, talent as well as residents and visitors. 		<ul style="list-style-type: none"> Chief Administrative Officer and his or her team Municipal Council (recommend collective measures to Council members (lobbying)) 		1	<ul style="list-style-type: none"> Ongoing
S3. The number of large employers (100 employees and over) is three times higher in Hawkesbury than in other municipalities of the UCPR. (BI7)	<ul style="list-style-type: none"> Increase the Town's visibility through forums and conferences. 		<ul style="list-style-type: none"> Chief Administrative Officer and his or her team Municipal Council (recommend collective measures to Council members (lobbying)) 		1	<ul style="list-style-type: none"> Ongoing
S4. The three main community advantages are (CD2): <ol style="list-style-type: none"> geographic location; bilingualism; and quality of life. 	<ul style="list-style-type: none"> Work proactively by taking bold steps and by challenging the status quo with a view to continuous improvement. 		<ul style="list-style-type: none"> Chief Administrative Officer and his or her team 		1	<ul style="list-style-type: none"> Ongoing



SWOT

SWOT	Actions		Authorities	Partners	Priority* 1 to 3	Deadline
W1. A large portion of businesses operate at a regional level. Diversification on national and international markets would be beneficial. (BI9)	<ul style="list-style-type: none"> Continued promotion (i.e. visit from Republic of Korea delegates). 		<ul style="list-style-type: none"> Chief Administrative Officer Municipal Council 		3	<ul style="list-style-type: none"> Ongoing
W2. Poor availability of qualified workers. (WF2)	1. Ask industrial businesses to participate more in training.		<ul style="list-style-type: none"> Chief Administrative Officer 	<ul style="list-style-type: none"> Educational institutions 	1	<ul style="list-style-type: none"> 3 years
	2. Request the involvement of various educational institutions and parapublic organizations.		<ul style="list-style-type: none"> Chief Administrative Officer 	<ul style="list-style-type: none"> Parapublic organizations (i.e. universities) 	2	<ul style="list-style-type: none"> Ongoing
	3. Encourage young people to continue their education.		<ul style="list-style-type: none"> Chief Administrative Officer 	<ul style="list-style-type: none"> Educational institutions 	3	<ul style="list-style-type: none"> Ongoing
	4. Organize Career Days.		<ul style="list-style-type: none"> Chief Administrative Officer 	<ul style="list-style-type: none"> Educational institutions 	2	<ul style="list-style-type: none"> 3 years
W3. Weak capacity to attract new employees. (WF2)	<ul style="list-style-type: none"> Organize Job Fairs. 		<ul style="list-style-type: none"> Prescott-Russell Employment Services Centre Contak 	<ul style="list-style-type: none"> Prescott-Russell Employment Services Centre Contak Immigration Ontario 	1	<ul style="list-style-type: none"> 3 years
W4. Higher rate of job losses than the regional average over the last three years. (WF1)	<ul style="list-style-type: none"> Organize Job Fairs. 		<ul style="list-style-type: none"> Prescott-Russell Employment Services Centre Contak 	<ul style="list-style-type: none"> Prescott-Russell Employment Services Centre Contak Immigration Ontario 	1	<ul style="list-style-type: none"> 3 years
W5. Recruitment difficulties seem to be related to the community, not the industry. (WF3)	1. Ensure better support/coaching for citizens living in a precarious socio-economic situation.		<ul style="list-style-type: none"> UCPR – Ontario Works Prescott-Russell Employment Services Centre Contak 	<ul style="list-style-type: none"> UCPR – Ontario Works Prescott-Russell Employment Services Centre Contak 	1	<ul style="list-style-type: none"> 2 years
	2. Create workshops helping to develop independence.					

SWOT

Actions

Authorities

Partners

Priority* 1 to 3

Deadline

W6. The portion of business owners who rate the community of Hawkesbury as “fair to poor” as a place to do business is two times higher than the regional average. (BC1)

1. Encourage and celebrate successes.

- Chief Administrative Officer

- Local newspapers

2

- 1 year

2. Promote innovation by challenging our way of doing things in order to improve our hospitality for businesses and accompany them within the community.

- Chief Administrative Officer

- Specialized media

3

- Ongoing

3. Pursue efforts towards the continuous improvement of our hospitality culture for businesses within the community by highlighting our strengths and competitive advantages to encourage businesses to come to Hawkesbury.

- Chief Administrative Officer

- Local newspapers

3

- Ongoing

4. Conduct a major review of services to provide a suitable and favorable reception of business people.

- Chief Administrative Officer

2

- 3 years

5. Work to improve municipal processes by reviewing:

- access to single-window municipal services;
- clear, accessible and well-communicated regulations; and
- efficient and coherent internal coordination.

- Chief Administrative Officer

2

- 2 years

6. Analyze this weakness and, subsequently, develop a strategy.

- Chief Administrative Officer

2

- 2 years

WEAKNESSES
(CONT'D)

SWOT

Actions

Authorities

Partners

Priority* 1 to 3

Deadline

W7. More business owners changed their perception of the community in a negative way, compared with those who have a positive perception. (BC2)

1. Highlight community assets and take advantage of its attraction potential both by its quality of living and by its tourism experiences, in an effort to encourage businesses to come to Hawkesbury.

- Chief Administrative Officer

- UCPR – Ontario Works

2

- 3 years

2. Promote innovation by challenging our way of doing things in order to improve our hospitality for businesses and accompany them within the community.

- Communication Officer

- Economic development agencies
- PREDT

1

- Ongoing

3. Pursue efforts towards the continuous improvement of our hospitality culture for businesses within the community by highlighting our strengths and competitive advantages to encourage businesses to come to Hawkesbury.

- Communication Officer

1

- Ongoing

4. Increase the town's visibility through forums and conferences.

- Chief Administrative Officer and his or her team

1

- Ongoing

5. Emphasize the importance of reuniting different stakeholders from the town. Town stakeholders (policy makers, businesses and citizens) must pursue converging interests.

- Chief Administrative Officer and his or her team

1

- Ongoing

6. The existing economic environment is an important asset to convince businesses to come to Hawkesbury. It can be highlighted through a network of influential local figures and the promotion of a favorable business environment, capable of attracting a qualified workforce.

- Chief Administrative Officer and his or her team

1

- Ongoing

7. Encourage members of the Municipal Council to act as town "ambassadors" in the context of their professional activities.

- Municipal Council

1

- Ongoing

WEAKNESSES
(CONT'D)

SWOT

Actions

Authorities

Partners

Priority* 1 to 3

Deadline

W7. Continued...

8. Promote cooperation between businesses, research institutes and post-secondary institutions.

- Municipal Council

1

- Ongoing

9. Allow businesses to test or demonstrate the efficiency of new products, particularly through town services or equipment (testing opportunities) before their large-scale marketing (early testing), in an effort to enhance visibility and marketing.

- Economic Development Committee

- Ministry of Economic Development and Growth

1

- Ongoing

10. Continue to improve and embellish the town's image.

- Communication Officer

- Post-secondary institutions

1

- Ongoing

11. Develop and project a sustainable and quality brand image of the town.

- Communication Officer

1

- 3 years

12. Analyze this weakness and, subsequently, develop a strategy.

- Communication Officer

1

- 3 years

W8. Road and street repairs are rated as "fair". (BC4)

1. A study reviewing the current state of town roads was conducted.

- Public Works Services

1

- Ongoing

2. A timetable was created.

- Projects Officer

W9. 14 out of 15 community organizations are not being consulted by the majority of businesses in Hawkesbury. (BC4)

- Promote the existence of these organizations.

- Chief Administrative Officer
- Municipal Council

1

- 1 year

W10. 23% of businesses that are experiencing issues with the planning stage of their expansion projects say that barriers are related to financing, recruitment of skilled workers and economic uncertainty regarding the free trade agreement. (FP15)

- Put business owners who are having issues in contact with appropriate resource persons.

- Chief Building Official
- Urban Planner
- Projects Officer

- Prescott-Russell Community Development Corporation
- Prescott-Russell Employment Services Centre
- Contak

1

- 3 years

WEAKNESSES
(CONT'D)



SWOT

SWOT	Actions		Authorities	Partners	Priority* 1 to 3	Deadline
01. Compared to regional results, Hawkesbury has more businesses operating internationally. (BI9)	1. Continued promotion (i.e. visit from Republic of Korea delegates)		<ul style="list-style-type: none"> Chief Administrative Officer Municipal Council 		3	<ul style="list-style-type: none"> 3 years
	2. Support businesses to help them access new markets beyond national boundaries.					
02. The move of plants or manufactures within the community can help create jobs. (WF1)	<ul style="list-style-type: none"> Pursue efforts in this regard. 		<ul style="list-style-type: none"> Chief Administrative Officer Municipal Council 		3	<ul style="list-style-type: none"> 3 years
03. Workforce stability is strong but could be further enhanced to become a strength. (WF2)	<ul style="list-style-type: none"> Pursue efforts in this regard. 		<ul style="list-style-type: none"> UCPR – Ontario Works Prescott-Russell Employment Services Centre Contak 	<ul style="list-style-type: none"> Prescott-Russell Employment Services Centre Contak UCPR– Ontario Works 	1	<ul style="list-style-type: none"> 2 years
04. Help businesses retain new employees. (WF2)	<ul style="list-style-type: none"> Put local businesses and partners in contact. 		<ul style="list-style-type: none"> UCPR – Ontario Works Prescott-Russell Employment Services Centre Contak 	<ul style="list-style-type: none"> Prescott-Russell Employment Services Centre Contak UCPR – Ontario Works 	1	<ul style="list-style-type: none"> 2 years
05. Build a public transportation network. (BC4)	<ul style="list-style-type: none"> Ongoing project. 		<ul style="list-style-type: none"> PREDT 	<ul style="list-style-type: none"> PREDT 		
06. 40% of businesses in Hawkesbury are in stable markets. (BD1)	1. Promote local businesses.		<ul style="list-style-type: none"> Communication Officer 	<ul style="list-style-type: none"> Local newspapers Specialized media 	2	<ul style="list-style-type: none"> 3 years
	2. The Town must demonstrate initiative and work in collaboration with stakeholders in the community.		<ul style="list-style-type: none"> Communication Officer 		2	<ul style="list-style-type: none"> 3 years
	3. Foster entrepreneurship and diversification of the economy.		<ul style="list-style-type: none"> Communication Officer 		2	<ul style="list-style-type: none"> 3 years



SWOT

SWOT	Actions		Authorities	Partners	Priority* 1 to 3	Deadline
07. While the Hawkesbury and Region Chamber of Commerce is appreciated, it remains significantly underutilized (only 45% of businesses use their services). (BC4)	1. Organize a meeting with the president of the Hawkesbury and Region Chamber of Commerce.		<ul style="list-style-type: none"> Chief Administrative Officer Hawkesbury and Region Chamber of Commerce 	<ul style="list-style-type: none"> Local newspapers Specialized media 	3	<ul style="list-style-type: none"> 3 years
	2. Plan a gala.					
08. Over the next five years, the business community would like to see: <ol style="list-style-type: none"> increased economic development activities; enhanced cooperation between the business community and Municipality; improvements to infrastructure and public services; development of the community; better workforce training; and embellishment of specific areas of the town. 	<ul style="list-style-type: none"> Establish a municipal action plan to open the lines of communication. 		<ul style="list-style-type: none"> Chief Administrative Officer 		1	<ul style="list-style-type: none"> 3 years
09. Community businesses looking to expand their operations intend on creating 8.5 jobs, on average, per expansion project. (FP12)	<ul style="list-style-type: none"> Promote job creation. 		<ul style="list-style-type: none"> UCPR – Ontario Works Prescott-Russell Employment Services Centre Contak 	<ul style="list-style-type: none"> Local newspapers Specialized media 	1	<ul style="list-style-type: none"> 2 years
010. Business owners looking to expand their operations estimate having to extend floor surfaces by 1,500 sq. ft., on average. (FP12)	<ul style="list-style-type: none"> Promote expansion. 		<ul style="list-style-type: none"> Chief Administrative Officer 	<ul style="list-style-type: none"> Local newspapers Specialized media 	1	<ul style="list-style-type: none"> 1 year



SWOT

SWOT	Actions		Authorities	Partners	Priority* 1 to 3	Deadline
O11. 45% of business owners in Hawkesbury intend on using federal or provincial programs or services in support of their expansion project. (FP13)	<ul style="list-style-type: none">List available programs and services.		<ul style="list-style-type: none">Chief Administrative Officer	<ul style="list-style-type: none">Prescott-Russell Community Development Corporation	1	<ul style="list-style-type: none">1 year
O12. 82% of business owners in Hawkesbury would like to receive information on federal or provincial programs or services in support of their expansion project. (FP14)	<ul style="list-style-type: none">List available programs and services.		<ul style="list-style-type: none">Chief Administrative Officer	<ul style="list-style-type: none">Prescott-Russell Community Development Corporation	1	<ul style="list-style-type: none">1 year
O13. 64% of business owners in Hawkesbury say that community support would help facilitate their expansion project. (FP16)	<ul style="list-style-type: none">Promote the financial contribution provided through the Community Improvement Plan (CIP).		<ul style="list-style-type: none">Chief Administrative Officer	<ul style="list-style-type: none">Local newspapersSpecialized media	1	<ul style="list-style-type: none">1 year

SWOT

Actions

Authorities

Partners

Priority* 1 to 3

Deadline

THREATS

T1. Very low number of start-up businesses and new business establishment for less than three years. (BI5)

1. Promote and highlight entrepreneurship.

2. Conduct awareness activities to foster the development of an entrepreneurial culture.

3. Present success stories and contest winners to young people:

- Reach out to about ten entrepreneurs and present their stories to high school students, with the aim of stimulating entrepreneurial awareness;
- Encourage a strong coordination between stakeholders in the education sector and the business community; and
- Reach out to young people through social media (inspiring publicity on YouTube, Instagram, etc.).

• Prescott and Russell Entrepreneurship Center

• Prescott-Russell Employment Services Centre
• Contak
• Prescott and Russell Entrepreneurship Centre

1

• 3 years

• Prescott and Russell Entrepreneurship Center

• Elementary and secondary schools

3

• 3 years

T2. 40% of business owners will need to begin succession planning in the years to come, as they have been the head of operations for over 26 years. (BI6)

• Inform orientation services of high schools of this threat.

• Chief Administrative Officer
• Parapublic organizations (i.e. universities)

• Education institutions
• Parapublic organizations (i.e. universities)

3

• 3 years

T3. Lack of qualification of employees.(WF1)

• Inform the Prescott-Russell Employment Services Centre of this threat.

• Prescott-Russell Employment Services Centre

1

• 1 year

T4. The process for issuing building permits and land development is rated as "poor". (BC3)

• Analyze existing processes and subsequently develop a strategy if required.

• Chief Administrative Officer

1

• 1 year

T5. Municipal property taxes are rated as "poor". (BC3)

1. Conduct a comparative analysis of costs.

2. Promote competitive costs.

• Chief Administrative Officer

1

• 1 year

SWOT

Actions

Authorities

Partners

Priority* 1 to 3

Deadline

THREATS (CONT'D)

T6. Water and sewer costs are rated as "poor". (BC3)	1. Conduct a comparative analysis of costs.		• Chief Administrative Officer		1	• 1 year
	2. Promote competitive costs.					
T7. Electricity cost is rated as "poor". (BC3)	1. Conduct a comparative analysis of costs.		• Chief Administrative Officer	• Hydro Hawkesbury • Hydro One	1	• 1 year
	2. Promote competitive cost.					
T8. Economic development services are rated as "poor". (BC4)	1. Promote completed and ongoing projects.		• Chief Administrative Officer		1	• 1 year
	2. Work in collaboration with stakeholders in the community and build strong relationships with bordering townships.					
T9. The three main community disadvantages are (CD3): 1. low qualification of employees; 2. high business costs; and 3. large concentration of citizens living in a precarious socio-economic situation. *Note: There is a larger concentration of social housing units in Hawkesbury, compared to other communities in the UCPR, and this is explained by the access to similar services.	1. High business costs: • Conduct a comparative analysis of costs.		• Chief Administrative Officer		1	• 3 years
	2. Large concentration of citizens living in a precarious socio-economic situation. 2.1. Ensure investment in people (not only financial investments) to encourage people to take charge of their own destiny.		• Chief Administrative Officer	• UCPR – Ontario Works • Prescott-Russell Employment Services Centre • Contak	1	• 3 years
	2.2. Create workshops to help citizens living in precarious socio-economic situations develop independence.		• Chief Administrative Officer	• UCPR – Ontario Works	1	• 3 years
	2.3. Ensure better support/coaching for citizens living in precarious socio-economic situations.		• Chief Administrative Officer	• UCPR – Ontario Works	1	• 3 years

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

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