Joint Technical Report

Economic Development Strategies for Town of Prescott and Township of Augusta

December 2021

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1. Methodology

The Township of Augusta and the Town of Prescott commissioned two distinct five-year Economic Development Strategies and a joint Land Development/Needs Analysis. These studies aimed to identify ways to strengthen the region's economic base and contribute to sustainable economic prosperity while retaining youth and attracting new talent. These strategies are expected to set the future direction for economic development to increase opportunities for growth of existing businesses, establish new firms, increase employment opportunities, develop new sectors, and set the stage for workforce renewal and upskilling.

Assisting in this process was MDB Insight in partnership with EVB Engineering, Fotenn Planning + Design, and FBM, experienced and respected consulting, engineering, and planning firms involved throughout the development of research and analysis for two separate and distinct Economic Development Strategies and a joint Land Development/Needs Analysis, including all stakeholder engagement aspects of the project.

Economic Conditions and Analysis

- **Background Review:** Relevant strategic and policy documents were assessed to understand the critical and common themes summarized. The review included relevant industry publications, studies of the impacts of COVID-19, and leading research related to development issues, technology impacts and talent attraction in a globalized market.
- **Baseline Economic Analysis and Forecast:** Statistics Canada data from various sources painted a portrait of the Town and Township's social and economic composition, including population, housing, living, income, education, employment, industries and occupations, and business characteristics.
- **Themes from Engagement:** Engagement activities were conducted with a broad cross-section of the municipalities' business and community leaders to understand economic challenges, opportunities, and aspirations.
- **Investment Readiness Assessment:** The study team applied a critical eye to assessing the two municipalities' infrastructure and service delivery in economic development. The report evaluated the availability of property and utilities, electronic readiness, site visit capability, depth of investor network, and investment attraction marketing preparedness.
- **Commercial Gap Analysis:** The project included delineating the retail trade area and documenting traffic counts and commuting patterns of trade area residents. The analysis supported an estimate of the future supportable commercial inventory over the next ten years and the specific categories/store types.

Engagement Activities

- **Interviews:** The project team completed 53 interviews with community and leaders, including businesses, government officials, and regional support organizations.
- **Surveys:** In total, 46 businesses were surveyed. In the Town of Prescott, 31 business owners completed a survey developed by the consultant to understand perspectives on the positive and negative factors of doing business in the area and the opportunities for future economic development. In Augusta Township, 15 businesses responded to a survey written by municipal staff.
- **Council and Staff Workshops:** Individual workshops were conducted with Augusta and Prescott's Council. Meetings with the municipalities' executive and project management team occurred throughout the project to gather feedback on ideas from the consultant team.

Land Development/Needs Analysis

The Provincial Policy Statement (PPS) establishes the requirement for municipalities to provide for an appropriate mix and range of employment to meet the long-term needs of both municipalities. To meet this requirement, both municipalities must ensure an adequate supply of land and/or favourable zoning and servicing to intensify existing lands suitable for employment uses. To support this policy, the partner municipalities requested a land development/needs assessment as part of this project. The full report is provided under separate cover.

2. Background Document Review

A wide range of policies and documents were reviewed:

- Town of Prescott Business Retention and Expansion (BR+E) Report (2017)
- Town of Prescott Community Improvement Plan (2018)
- Town of Prescott Master Plan (2018)
- Town of Prescott Official Plan Review (2020)
- Town of Prescott Strategic Plan: 2020-2023
- Prescott Cultural Heritage Discussion Plan (2021)
- Prescott Downtown Design and Guidelines
- Prescott Downtown Investment Attraction Strategies (2018)
- Prescott Economic Development Discussion Paper (2020)
- Prescott Housing and Compatibility Discussion Paper (2021)
- Strategic Action Plan for Prescott Downtown Revitalization (2012)
- Township of Augusta Business Retention and Expansion (BR+E) Report (2019)
- Township of Augusta Community Improvement Plan (2020)
- Township of Augusta Official Plan (2012)
- Township of Augusta Parks, Recreation and Culture Master Plan: 2017-2022
- Great Augusta Community Survey (2020)
- Corridor 2030 Report (2019)
- Leeds & Grenville Business Retention & Expansion Report (BR+E) (2019)
- Global Business Attraction for St. Lawrence County: Current State of the Economy (2020)
- Ogdensburg Bridge and Port Authority, Management's Discussion and Analysis (2020)
- City of Ogdensburg, New York, Comprehensive Development Plan (2021)

2.1 Common Themes Analysis

MDB Insight analyzed the most relevant documents for thematic overlap. The following common themes emerged.

Business Retention and Expansion (BR+E)

Reports highlight key advantages of locating in the region. Quality of life, transportation infrastructure, and location are frequently cited as the region's top advantages as a place to do business. Proximity to major logistic routes for logistics and distribution, the St. Lawrence Seaway (serviced by the Port of Johnstown), Highways 401 and 416, and the CN/CP Rail lines are the most significant advantages.

The Port of Johnstown, located in neighbouring Edwardsburgh Cardinal, is a vital distribution node that, to date, remains somewhat underutilized. The Port represents a strategic advantage to attracting new business and an opportunity to create a customs-ready port. Moreover, the two bridges to the U.S. provide critical connections to Canada's largest trading partner.

Highway 401 is one of the busiest highways in North America. Being located along the 401 between Montreal and Toronto at the junction of Highway 416 gives businesses in Leeds and Grenville a tremendous transportation advantage.

Disadvantages of locating in the region include internet (speed and access) and uncompetitive electricity costs. For example, internet speed is the most frequently mentioned barrier, followed by internet access and internet cost. Documents recommend engaging with Eastern Ontario Regional Network (EORN) to ensure the United Counties receive maximum federal and provincial funds for broadband services. The report also recommended investigating the feasibility of creating a public-private partnership for improved broadband services. Recommendations are also made to create a local lobby group with residents and businesses for better internet services and lower costs.

The region's excellent work/life balance can be emphasized to ensure the attraction and retention of young families in the area. The report recommends that business investment opportunities such as restaurants, farms, and small businesses be identified to attract newcomers to the area and ensure population renewal.

Investment Readiness

Investment attraction is identified as an important consideration over the next 5-10 years. Survey participants highlighted other areas, including business attraction, business incentives, commercial development, and tourism development. The report also highlighted the need to develop a waterfront strategy to utilize proximity to the St. Lawrence River, considering tourist stops, small parks, public access, municipal docks, and businesses with river access to allow resident use. The report mentioned the need to complete an Investment Readiness Assessment and review the Official Plan to identify lands for expansion. Moreover, Augusta should also undertake an Industrial Park Competitive Analysis and create a vision for the industrial park with new signage, building a road, maintaining the property regularly for investor viewing, and providing water services. It was also required to identify land that can be used for manufacturing and provide proper and adequate services to create an inventory of services/infrastructure at underutilized facilities/sites. Many of these issues are dealt with as part of this project.

Strategic plans mentioned 401 industrial/commercial attraction and readiness. Vacant lands adjacent to Highway 401 on the north and south sides are prime for industrial and commercial development. The Town needs to market this land and be ready for a wide range of possible uses. The extension of water and sewer services north of the 401 may benefit development depending on the intended use. Provincial site certification for lands south of the 401 would generate additional marketing opportunities in the provincial lands database.

Quality of Life and Place

Augusta residents are generally happy with life in the township, given:

- 88% of respondents feel that Augusta is a good place to raise a family.
- 85% of respondents think that Augusta offers a desirable quality of life and recommend living in the township to friends.
- When residents were asked to describe, in 1-5 words, what they think of when they hear the name "Augusta," the terms "Home" and "Community" were two of the most frequent responses. A

significant number of residents appreciate the township's open spaces and rural setting, which also offers reasonable proximity to services and amenities in larger centres.

- Although only one-quarter of Augusta residents expressed there is not enough access to green space, parks or natural areas, many responses to open-ended questions requested improved access to the St. Lawrence River and beaches, additional walking and cycling trails, and upgrades to parks and playgrounds.
- Only 7% of respondents felt there were not enough meaningful job opportunities available in Augusta Township. They want more local jobs, business start-ups, growth in the industrial park, and economic development efforts in general.
- A good number of Augusta residents expressed excitement about the prospect of the Aquaworld Resort starting up in their community.

Prescott's strategies emphasize the goal to reduce the number of vacant storefronts and increase activity in the downtown by growing and diversifying the Farmers and Crafters Market, supporting themed events and activities, developing the linkages between the downtown and the RiverWalk District/Waterfront areas, and enhancing mixed-use development in a manner consistent with the Official Plan. The Plan also speaks about the need to have recreation facilities and assets to strengthen social and physical well-being of residents of Prescott and the surrounding area. These facilities can help to retain and attract residents to the town. The town currently has several recreational facilities and assets that could be further developed by creating cohesive linkages (e.g. Centennial Park, RiverWalk Park). Investments in active transportation and wayfinding infrastructure to link recreational areas are another area of focus.

Also emphasized for Prescott are infrastructure improvement and capacity for growth to ensure the health, safety, and well-being of residents and businesses within Prescott. It is critical that the Town's infrastructure assets, including water, sewer, roads, bridges, buildings, and equipment, be maintained and delivered at expected service levels. Resources need to be allocated to maintain infrastructure to ensure it functions and provides service to those that rely on it. When the inevitable replacement of assets occurs, there should be consideration of future growth and environmental impacts. There should be a clear understanding of the total cost of ownership and the impact on the operational budget and future capital investment and replacement requirements when adding new infrastructure.

Regional Collaboration

The St. Lawrence Corridor region is a community in transition. Over the past several decades, the region experienced a loss of jobs due to reducing the traditional branch plant economy. Industrial downsizing has impacted 1,000 people in the community. The closing of Brockville's Procter & Gamble factory in 2020 provided a shock to the job market – the loss of 530 direct and indirect jobs and a $28.3 million impact on the economy. There is an immediate need for the region's economy to develop and grow quality jobs for displaced workers. This observation is in the context of an older population than the Canadian population compounded by a perceived youth retention issue.

Specifically, the goal of Corridor 2030 is to create opportunities for displaced workers and grow the overall quality of jobs in the regional economy. The scope of the opportunity is to positively impact the market with 1,200 new jobs over the next five years. Although the region does not have sufficient economic mass to build or sustain an economic cluster, the report identified Electrical Component

Manufacturing (ECM) as a key priority since the region already hosts two major employers Northern Cables and Canarm.

Workforce Availability and Development

Reports highlight the difficulty of recruiting labourers and skilled trades in the region and sales associates and drivers. Key competitiveness issues for the region are workforce availability and workforce development. In Augusta, difficulties have been identified in hiring and recruiting and upskilling or training existing workers. Since businesses in Augusta are attempting to grow, workforce availability is a critical factor for growth. 58% of surveyed companies indicated that there are barriers to receiving the necessary training. The report emphasized the need to develop relationships with St. Lawrence College and School Boards to develop a robust local workforce. There is also a need to encourage School Boards to offer counselling and support for trades, tourism, hospitality, and customer service and provide certificates and promote trades as a career path. Other recommendations include hosting an annual Education/Job Fair Summit that allows employers to meet with potential employees and for job seekers to connect with local employers in the area to learn about the skills required by local employers. The report also emphasized the development of a Workforce Attraction Strategy that will help attract and retain millennials and young families in the area. Young talent should also know more about the quality of life in the area and the abundance of outdoor activities such as trails, water-based activities, and culture and history.

Cross-Border Trade

The Ogdensburg–Prescott International Bridge connects Ogdensburg, New York, to Johnstown, Ontario, located approximately 6 km east of Prescott and Augusta. The bridge handled 655,000 vehicles and $4 billion worth of goods in 2019. It requires over $100 million in critical capital rehabilitation funds to continue supporting the regional economy. However, the unknown effects of COVID-19 may endanger plans to increase revenue, at least in the short term. Since June 2020, bridge traffic has been reduced to essential traffic only, which directly impacted the future income of the bridge.

The Port of Ogdensburg continues to handle an inflow of products to the region. In addition to grain and fertilizer, the Port has added wood pellets and salt storage to its activities. A Wind Turbine Project is underway with the Port's private partner, Ogdensburg Marketing and Logistics Company. This partnership is expected to generate additional business for the facility and jobs for the region. The Port is closer to Northern Europe than most other U.S. ports, thus making it highly economical for ships to import and export from Ogdensburg. The Port of Ogdensburg is Foreign Trade Zone (FTZ) qualified. Goods shipped into an FTZ are not considered within U.S. Customs territory but in international commerce. Therefore, goods entering the FTZ do not require formal Customs entry payment of Customs duties or government excise taxes and can enter without thorough examination. The FTZ saves the international shipper time and money.

The Town of Prescott has been working with the City of Ogdensburg to establish a passenger ferry service across the St. Lawrence River between the two communities.

2.2 Common Themes Matrix

A review of relevant initiatives and strategies reveals important themes to keep in mind when updating the economic development strategic plan. The table below is a Common Themes matrix. A single checkmark (✓) indicates the document has some content relating to the theme, but it is not a primary focus. Two checkmarks (✓✓) show there is a primary focus on the theme.

Figure 1: Common Themes Matrix Based on Background Review

Common Themes	Municipality	BR+E	Investment Attraction	Tourism	Agri-Business	Advanced Manufacturing	Warehousing & Logistics	Servicing Capacity	Infrastructure Utilities	Quality of Life & Place	Regional Trends	Workforce Development	Cross-Border Trade
Business Retention & Expansion Report (2017)	Prescott	✓✓	✓	✓	✓	✓		✓		✓		✓	
Recreation Master Plan (2018)	Prescott			✓✓						✓✓			
Strategic Plan: 2020-2023	Prescott			✓				✓	✓	✓			
Community Improvement Plan (2018)	Prescott									✓			
Official Plan Review (2020)	Prescott							✓		✓			
Housing and Compatibility Discussion Paper (2021)	Prescott												
Cultural Heritage Discussion Paper (2021)	Prescott			✓						✓✓			
Downtown Design & Guidelines	Prescott			✓						✓			
Downtown Investment Attraction Strategies (2018)	Prescott			✓✓						✓✓			
Economic Development Discussion Paper (2020)	Prescott	✓✓	✓✓	✓✓	✓✓		✓	✓	✓				

Common Themes	Municipality	BR+E	Investment Attraction	Tourism	Agri-Business	Advanced Manufacturing	Warehousing & Logistics	Servicing Capacity	Infrastructure Utilities	Quality of Life & Place	Regional Trends	Workforce Development	Cross-Border Trade
Great Augusta Community Survey (2020)	Augusta	✓	✓							✓✓			
Business Retention & Expansion Report (2019)	Augusta	✓✓	✓✓	✓	✓	✓		✓	✓	✓		✓	
Official Plan (2012)	Augusta							✓		✓			
Parks, Recreation and Culture Master Plan: 2017-2022	Augusta									✓✓			
Township of Augusta Community Improvement Plan (2020)	Augusta	✓	✓							✓✓			
Business Retention & Expansion Report (2019)	Leeds & Grenville	✓✓	✓	✓							✓✓	✓	
Corridor 2030 Report (2019)	Leeds & Grenville	✓	✓			✓✓				✓✓	✓✓	✓✓	
Business Retention & Expansion Report (2019)	Leeds & Grenville	✓✓	✓	✓							✓✓	✓	
Comprehensive Development Plan (2021)	City of Ogdensburg												✓✓
Ogdensburg Bridge and Port Authority, Management's Discussion and Analysis (2020)	City of Ogdensburg												✓✓
Global Business Attraction for St. Lawrence County: Current State of the Economy (2020)	St. Lawrence County										✓✓		✓✓

3. Baseline Economic Analysis and Forecast

This economic baseline analysis includes the Township of Augusta, Town of Prescott, City of Brockville, United Counties of Leeds and Grenville, and Province of Ontario.

3.1 Data Sources

The following data sources were used in developing this economic baseline analysis:

- Statistics Canada, Canadian Business Counts, December 2020
- Statistics Canada, Canadian Business Counts, June 2017
- Manifold Data Mining Inc., 2020
- Statistics Canada, Census Profile, 2011 & 2016
- Statistics Canada, National Household Survey, 2011

3.2 Executive Summary

- **Population Growth:** Between 2016 and 2030, Augusta and Brockville are expected to stay largely the same at 7,281 and 21,786, respectively, while by 2030, Prescott's population is expected to increase to 4,471 - a 6% increase from 2016. These projections are lower than the United Counties of Leeds and Grenville at 9% and Province at 21%.
- **Ageing Demographics:** There is an ageing demographics problem in the region across all geographies relative to Ontario. An ageing population generally means less economic growth, as the municipality's workforce shrinks because of low replacement rates. There is generally an increase in the need to provide appropriate health care, which could require a change in the delivery of health care services, particularly increased long-term care. Augusta's population is ageing faster than any other community in the sample. The proportion of residents aged 55+ has increased by 12% compared to 9% in Brockville and 6% in Prescott and United Counties of Leeds and Grenville, and 5% for the Province.

- **Housing Options:** As of 2020, Augusta has 3,031 occupied private dwellings, while Prescott has 2,171, Brockville has 10,758, and the United Counties has 45,775. Augusta and the United Counties of Leeds and Grenville have a less diverse housing mix (semi-detached, row housing, and low-rise apartment buildings) than Prescott and Brockville.
- **Ethnic Diversity:** Augusta's population is comprised of a small visible minority[1] population of about 2.5%, with the remaining 97.5% of the population predominantly of European descent. The situation is slightly less diverse in Prescott, with 1.2% being a small minority and 98.8% of the population predominantly of European descent.
- **Average Household Income:** In 2020, Augusta's average household income was $103,558, which is significantly higher than $64,725 for Prescott, $74,093 for Brockville and $90,976 for Leeds and Grenville. Unlike other geographic areas, Augusta almost reached average levels for the Province, which was $108,247 in 2020.
- **Education Levels:** As of 2020, only 10% of Prescott's population have a university certificate, diploma or degree at a bachelor level or above, which is lower than 15% in Augusta, 16% in Brockville, and 17% in Leeds and Grenville. But all these numbers are significantly lower compared to 28% in Ontario as of 2020.
- **Labour Force Profile:** Prescott's labour force increased by 7.4% from 2016 to 2020, while Augusta had only a 3.1% increase. The real estate and insurance sectors show the highest growth in Prescott. In Augusta, the real estate sector is also hot but followed by the arts and entertainment sector.
- **Labour Force by Industry:** For Augusta, areas of comparative sector strength relative to Ontario include ambulatory health care services (LQ of 6.19), chemical manufacturing (2.42) and truck transportation (2.33). For Prescott, areas of comparative sector strength relative to Ontario include electrical equipment, appliance, and component manufacturing (LQ of 19.90) and truck transportation (3.66). These LQs may look high, especially for component manufacturing and ambulatory health care services, as a small labour force may distort them.
- **Homeownership:** Compared to the Province, Augusta has a larger share of homeowners at 91%. Homeownership has proven to create stronger communities and to create wealth for homeowners. In Prescott, rental is at 44% compared with the Province at 30%. Rental housing is a vital part of any community, particularly those with large numbers of lower-income families for whom homeownership may not be a realistic or desirable alternative.
- **Commuting Patterns:** Prescott is a net importer of workers, indicating an opportunity for resident attraction. Each workday, 560 more people come to Prescott for work than leave. On the other hand, Augusta is a net exporter of 2,360 workers. The industries that

[1] The visible minority refers to whether a person belongs to a visible minority group as defined by the Employment Equity Act. Visible minorities are defined as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour."

export the most workers to other communities are health care and social assistance (400 people), retail trade (370), and manufacturing (350).

- **Business Counts:** As of December 2020, approximately 722 businesses by industry were registered in Augusta. Of the 671 businesses that are classified by industry, the most significant number of businesses are found in the real estate and rental and leasing (121 businesses or 18% of total), professional, scientific and technical services (74/11%) and construction (94/14%). 2020 data is not available for Prescott. As of June 2017, approximately 541 were registered in Prescott[2]. Of the 495 businesses classified by industry, the greatest number of businesses are found in finance and insurance (113/23%), professional, scientific and technical services (48/10%) and construction (48/10%).
- **Economic Outlook (GDP):** While Prescott fared worse than Augusta (-9.8% vs. -5.2%) in 2020 as a result of COVID-19, Prescott is expected to bounce back and grow more than double the rate of Augusta's, at 6.9% vs. 3.0% in 2021. Over the longer term (between 2021 and 2024), Augusta will grow faster than Prescott as a result of the solid prospects of the manufacturing, construction, and agriculture and forestry sectors.
- **Economic Outlook (Employment):** As far as employment growth is concerned, Prescott had been more impacted by the pandemic than Augusta due to Prescott's heavy dependence on retail-based sectors such as accommodation & food. However, with nearly 50% of employment concentrated in the manufacturing, construction, agriculture and forestry, and other services sectors and solid activity expected in these industries, Augusta's employment prospects will improve between 2021 and 2024. Prescott's higher near-term employment will be driven by a solid recovery in the transportation and logistics, and accommodation and food sectors as they constitute nearly 30% of total employment in Prescott.

3.3 Demographic Profile

The demographic profile provides details about population and related trends, including age, dwelling trends, immigration and ethnic diversity, income levels and educational profile for Augusta, Prescott, Brockville, United Counties of Leeds and Grenville, and Ontario.

3.3.1 Population and Related Trends

Over the 2001 to 2016 period, Prescott's population grew modestly at 6%, while Augusta's declined by 5%, and Brockville's was essentially unchanged. This was substantially lower than the United Counties of Leeds and Grenville and the Province, which increased by 13% and

[2] See Section 3.5 in regard to the sources of information for Business Counts.

43%, respectively. Between 2016 and 2030, Prescott's population is expected to increase by 6% up to 4,471, while Augusta's and Brockville are expected to stay largely the same (-1% and +2%, respectively). Again, this projection is lower than the United Counties of Leeds and Grenville and Province at 9% and 21%, respectively. Note that all 2020 figures and onwards are projections provided by Manifold Data Mining Inc. These projections should be viewed as a high-level estimate of future population growth only.

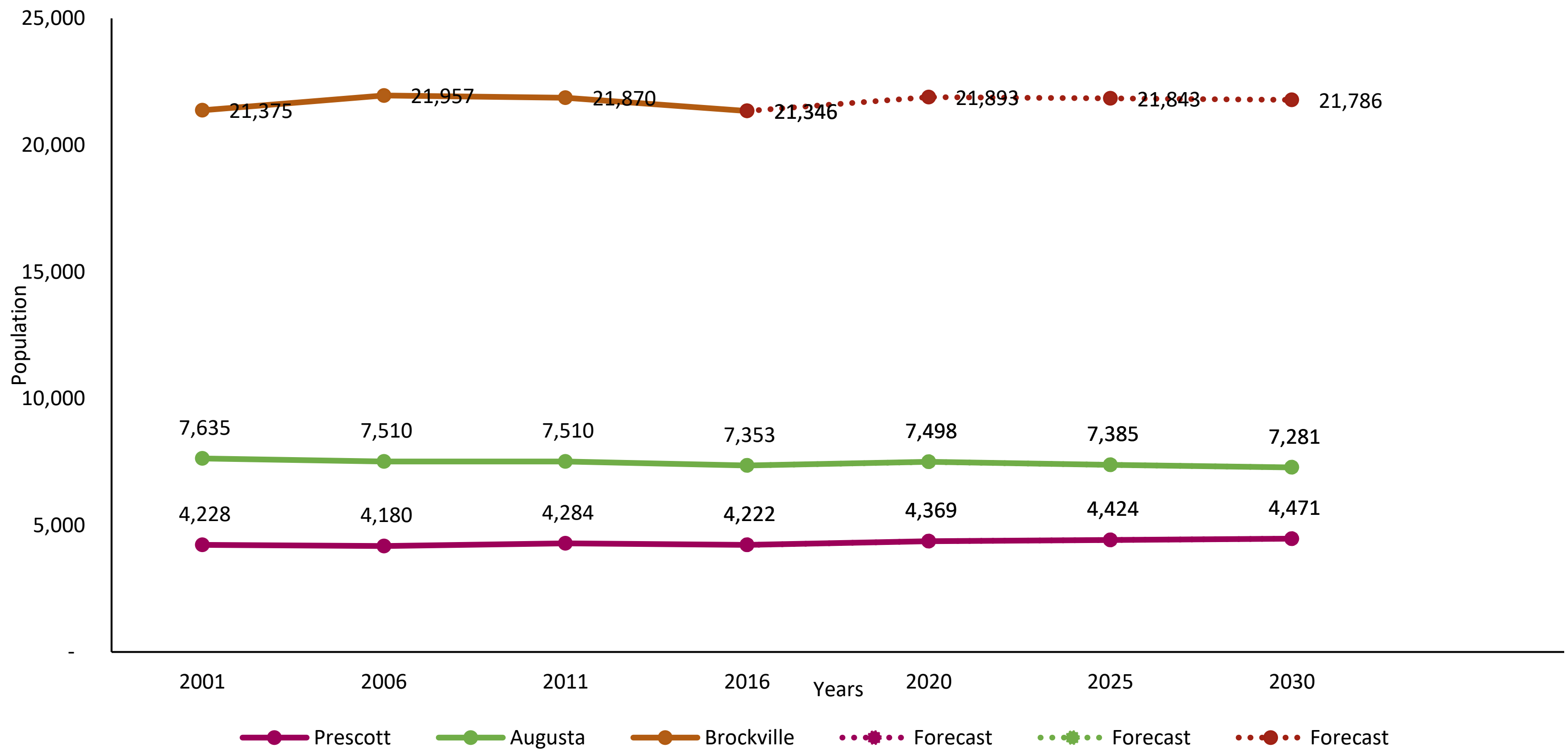
Figure 2: Historic, Current and Projected Population Change, Prescott, Augusta, Brockville, the United Counties of Leeds and Grenville & Ontario, 2001 to 2030

Year	Prescott	Augusta	Brockville	Leeds and Grenville	Ontario
2001	4,228	7,635	21,375	96,606	11,410,046
2006	4,180	7,510	21,957	99,206	12,160,282
2011	4,284	7,510	21,870	99,306	12,851,821
2016	4,222	7,353	21,346	100,546	13,448,494
2020	4,369	7,498	21,893	105,330	14,635,100
2025	4,424	7,385	21,843	107,308	15,490,100
2030	4,471	7,281	21,786	109,205	16,339,400
% of Population Change (2001-2006)	-1%	-2%	3%	3%	7%
% of Population Change (2006-2011)	2%	0%	-0.4%	0.1%	6%
% of Population Change (2011-2016)	-1%	-2%	-2%	1%	5%
% of Population Change (2016-2018)	3%	2%	3%	5%	9%
% of Population Change (2020-2024)	1%	-2%	0%	2%	6%
% of Population Change (2024-2029)	1%	-1%	0%	2%	5%
% of Population Change (2020-2029)	2%	-3%	0%	4%	12%
% of Population Change (2001 - 2016)	6%	-5%	2%	13%	43%
% of Population Change (2001 - 2029)	-0.1%	-4%	0%	4%	18%
% of Population Change (2016 - 2030)	6%	-1%	2%	9%	21%

Source: Statistics Canada, 2001, 2006, 2011 & 2016 Census of Population. 2020 Manifold Data Mining Inc.

The figure below showcases population change for Augusta, Prescott, Brockville and the United Counties of Leeds and Grenville over the 2001 to 2030 period. A dotted line indicates projections. As highlighted above, from 2001 to 2016, Prescott experienced respectable population growth (6% change) compared to Augusta and Brockville, whereas the County saw twice as much growth. Leeds and Grenville's population is predicted to increase over the 2016 to 2030 period by 9%, slightly ahead of Prescott at 6%, while Augusta and Brockville will be essentially unchanged.

Figure 3: Population Trends, Prescott, Augusta, Brockville and the United Counties of Leeds and Grenville, 2001 to 2030

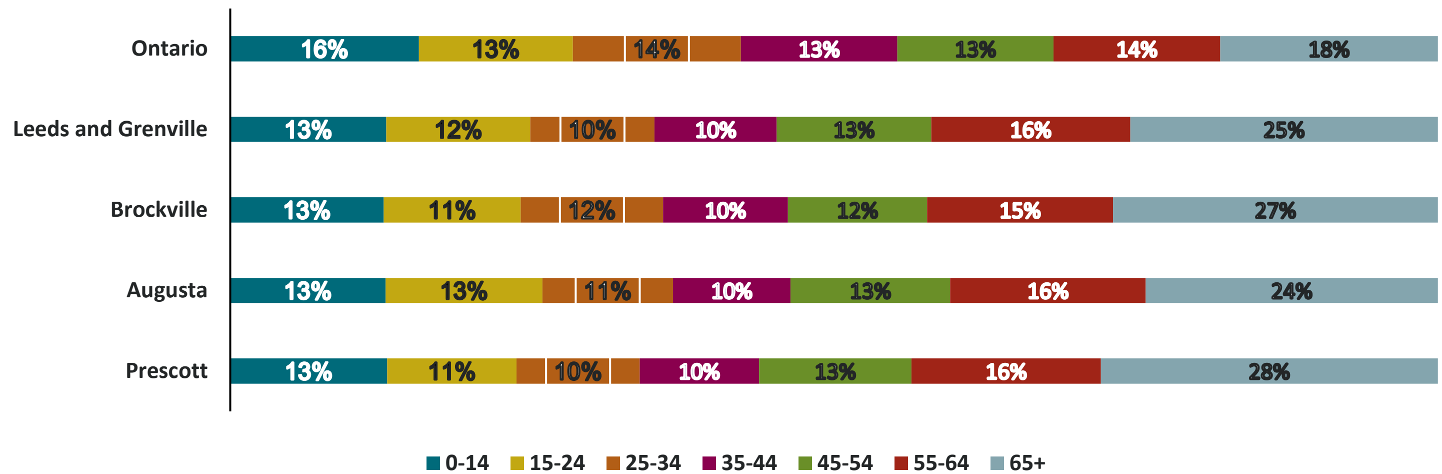


Source: Statistics Canada, 2001, 2006, 2011 & 2016 Census of Population. 2020 Manifold Data Mining Inc.

In addition to analyzing the population growth rate for Prescott and Augusta, it is essential to examine the population's age as it will provide insights into current and future talent needs, housing needs and support programming. As shown in Figure 4, Augusta, Prescott, Brockville and the County have an ageing population, with 40-44% of the population aged 55 years or older, significantly higher than the Province (32%). The economic effects of an ageing population are considerable. From a positive perspective, older people often have higher accumulated savings per head than younger people and spend less on consumer goods. After retirement, older adults generally have time to contribute to the community. An ageing population generally means less economic growth, as the municipality's workforce shrinks because of low replacement rates. There is generally an increase in diseases and disabilities associated with ageing and providing appropriate health care, which could require a change in the delivery of formal health care services, particularly increased long-term care.

Within the 15-24 age cohort, only Augusta is comparable to the Province (13%) and Prescott, Brockville and the United Counties of Leeds and Grenville being marginally lower. However, compared with the 25 to 44 age bracket, population distribution across all geographies at 20-22% is lower than Province (27%). This could be due to limited entry-level employment or post-secondary education opportunities within the region, meaning that talent must leave to access meaningful employment and education.

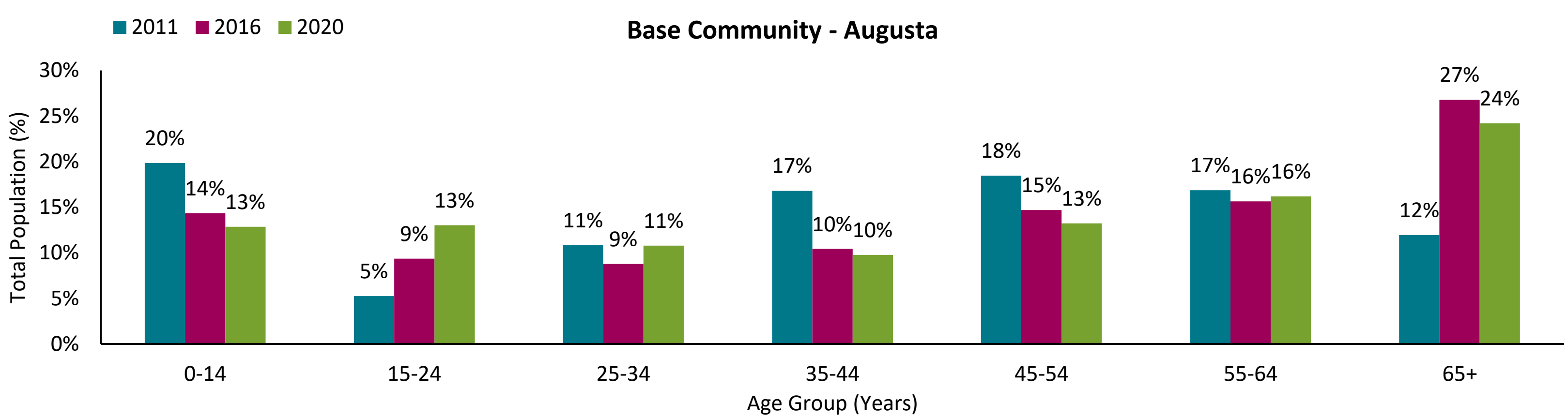
Figure 4: Age of the Population by Broad Age Groups (%), Prescott, Augusta, Brockville, the United Counties of Leeds and Grenville & Ontario, 2020



Source: 2020 Manifold Data Mining Inc.

The figure below shows the distribution of ages and how they have changed from 2011 to 2020. Augusta's population is ageing faster than any other community in the sample. The proportion of residents aged 55+ has increased by 12% compared to Brockville (9%), Prescott (6%), Leeds and Grenville (6%), and the Province (5%). An ageing population can negatively impact the local economy as there are a lower active workforce base and higher costs related to health care.

Figure 5: Age of the Population by Broad Age Groups (%), Augusta, 2011, 2016 & 2020

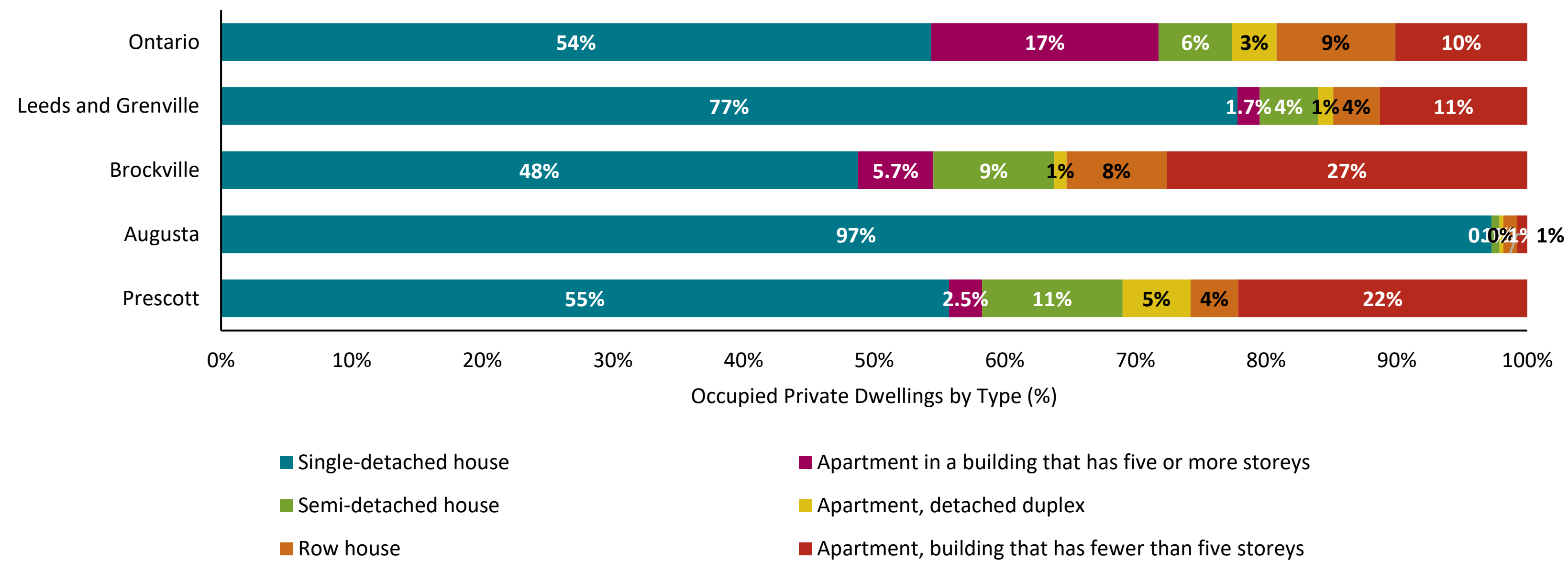


Source: Statistics Canada, 2011 Census of Population. Statistics Canada, 2016 Census of Population. 2020 Manifold Data Mining Inc.

3.3.2 Dwelling Trends

As per 2020 Manifold Data Mining, Prescott has approximately 2,171 occupied private dwellings, Augusta has 3,031, Brockville has 10,758, and the United Counties has 45,775. As shown in Figure 6, Augusta and Leeds and Grenville's existing housing stock is predominately comprised of single-detached dwelling (i.e. low-density units) at 97% and 77%. These figures are higher than the provincial average (54%), Prescott (55%), and Brockville (48%), likely due to the surge in residential development that has occurred recently in Augusta and the County. Prescott and Brockville have a more diverse housing mix, including semi-detached, row housing and low-rise apartment buildings. A wide variety of housing types is needed to support a younger cohort, newcomers, single households, and seniors.

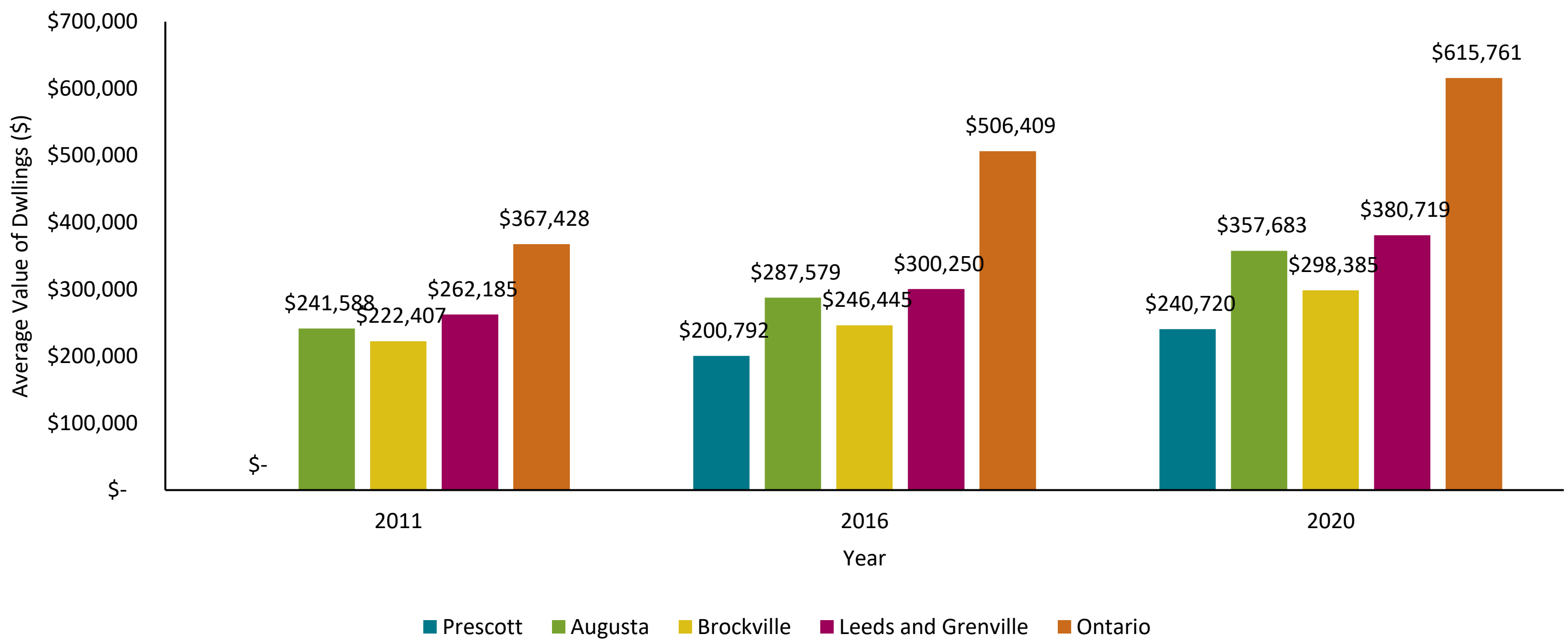
Figure 6: Occupied Private Dwellings by Type, Prescott, Augusta, Brockville, the United Counties of Leeds and Grenville & Ontario, 2020



Source: 2020 Manifold Data Mining Inc.

As shown in the figure below, Prescott and Brockville in 2020 had a slightly lower average housing value of $240,720 and $298,385, respectively, compared to Augusta at $357,683 and the County at $380,719. Every community in the sample was substantially below the average recorded by the Province at $615,761. Furthermore, the average housing value in Brockville increased by 34% between the 2011 to 2020 period, 48% for Augusta and 45% for the United Counties, which is lower than the Provincial rate at 68%. Compared to the Province, both Brockville and the United Counties are highly affordable. The right mix between the affordability of dwellings and appeal is a factor to attract graduates, young families and professionals and growing business and investment.

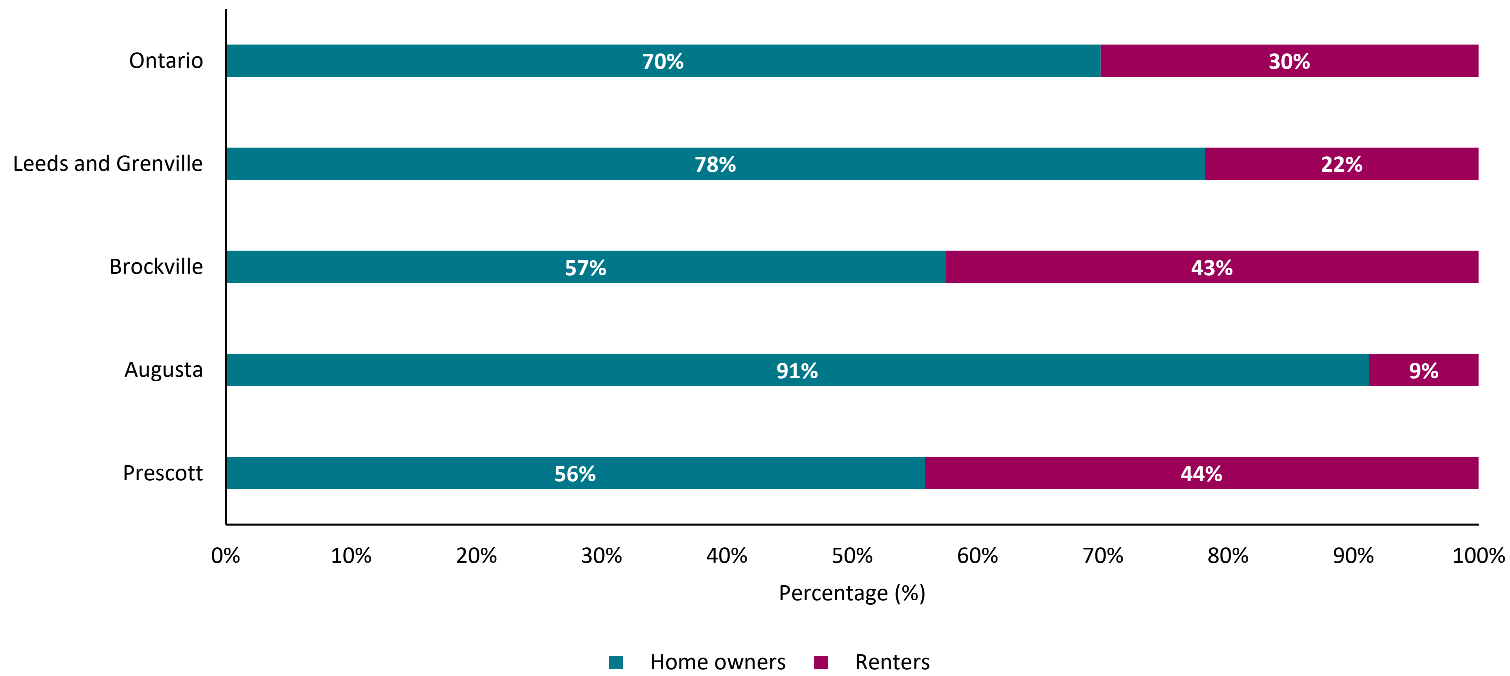
Figure 7: Average Value of Dwellings ($), Prescott, Augusta, Brockville, the United Counties of Leeds and Grenville & Ontario, 2011, 2016 & 2020



Source: Statistics Canada, 2016 Census of Population. Statistics Canada; 2011 Census of Population. 2020 Manifold Data Mining Inc. Note that data was not available for Prescott from National Household Survey 2011 for confidentiality reasons.

Compared to the Province, Augusta has a larger share of homeowners at 91%. Homeownership has proven to create stronger communities and to create wealth for homeowners. However, in the case of Prescott, rental is at 44% compared with the Province at 30%. Rental housing is a vital part of any community, particularly those with large numbers of lower-income families for whom homeownership may not be a realistic or desirable alternative.

Figure 8: Home Ownership, Prescott, Augusta, Brockville, the United Counties of Leeds and Grenville & Ontario, 2020

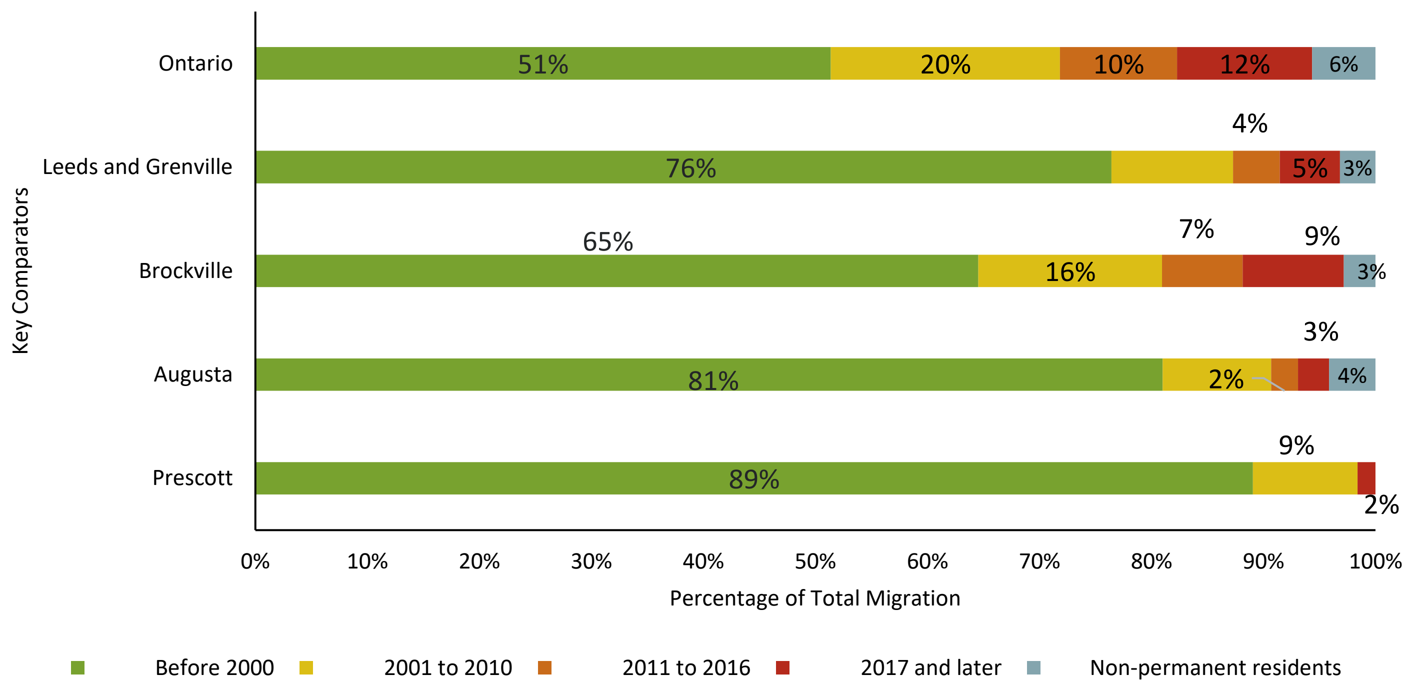


Source: Manifold Data Mining, 2020

3.3.3 Immigration and Ethnic Diversity

In 2020, all geographies had higher proportions of non-immigrants between 90% and 93% of their total population than the Provincial rate of 68%. These regions have seen lower immigrant attraction rates, possibly due to immigrants preferring larger metropolitan areas to settle. The comparatively low proportion of immigration attraction could pose a long-term challenge to Prescott, Augusta, Brockville and the United Counties when attracting skilled and unskilled labour (e.g. doctors). Interestingly, Prescott and Augusta were able to attract more immigrants to their communities before 2000 at 89% and 81%, respectively, significantly higher than the Province at 51%.

Figure 9: Migration Levels, Prescott, Augusta, Brockville, the United Counties of Leeds and Grenville & Ontario, 2000 to 2020

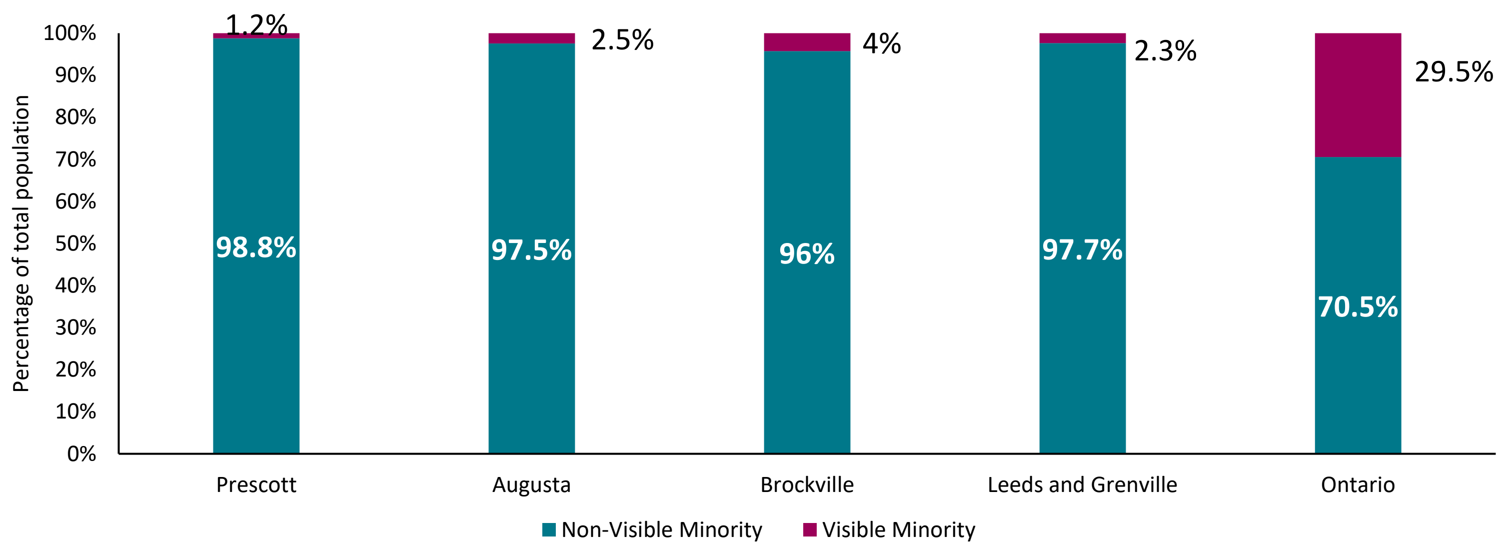


Source: 2020 Manifold Data Mining Inc.

The largest visible minority present within Augusta was Chinese, which accounted for 72 people or 1% of Augusta's total population. However, Augusta's visible minority rate is on par with the United Counties and slightly lower than Brockville's.

Considering the ethnic diversity of Prescott, it was estimated that the population is comprised of a small visible minority[3] of only 1.2%, with the remaining 98.8% of the population predominantly of European descent. Prescott's visible minority rate is lower than the United Counties at 2.3% and substantially lower than the Province at 29.5%, indicating that Prescott does not have a significant visible minority. The largest visible minority present within Prescott was Black, which accounted for 18 people or 0.4% of Prescott's total population. The most significant visible minority present within Augusta was Chinese, which accounted for 72 people or 1% of Augusta's total population. However, Augusta's visible minority rate is on par with the United Counties and slightly lower than Brockville's.

Figure 10: Visible Minority for the Population in Private Households - 25% Sample Data



Source: 2020 Manifold Data Mining Inc.

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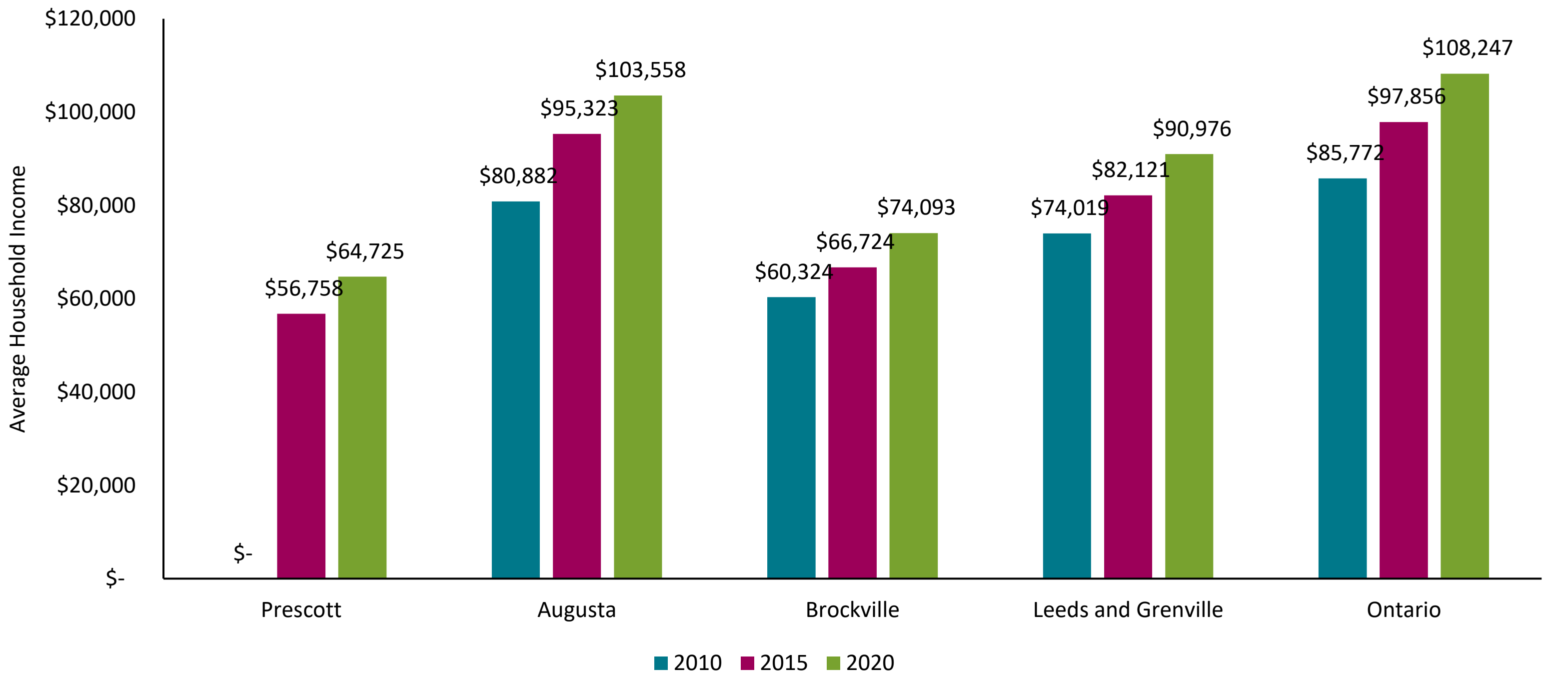
[3] The visible minority refers to whether a person belongs to a visible minority group as defined by the Employment Equity Act. Visible minorities are defined as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour."

3.3.4 Income Levels

In 2020, Augusta's average household income was at $103,558, Prescott's at $64,725, Brockville at $74,093 and the County was $90,976. All four Augusta, Prescott, Brockville and the County had lower average household income in 2020 than the Province, at $108,247. Augusta's population group experienced significant average household income increases over the 2010 to 2020 period, at 28%, slightly ahead of the Province at 26%. However, Brockville and the County each grew 23%, slightly lower than the Province.

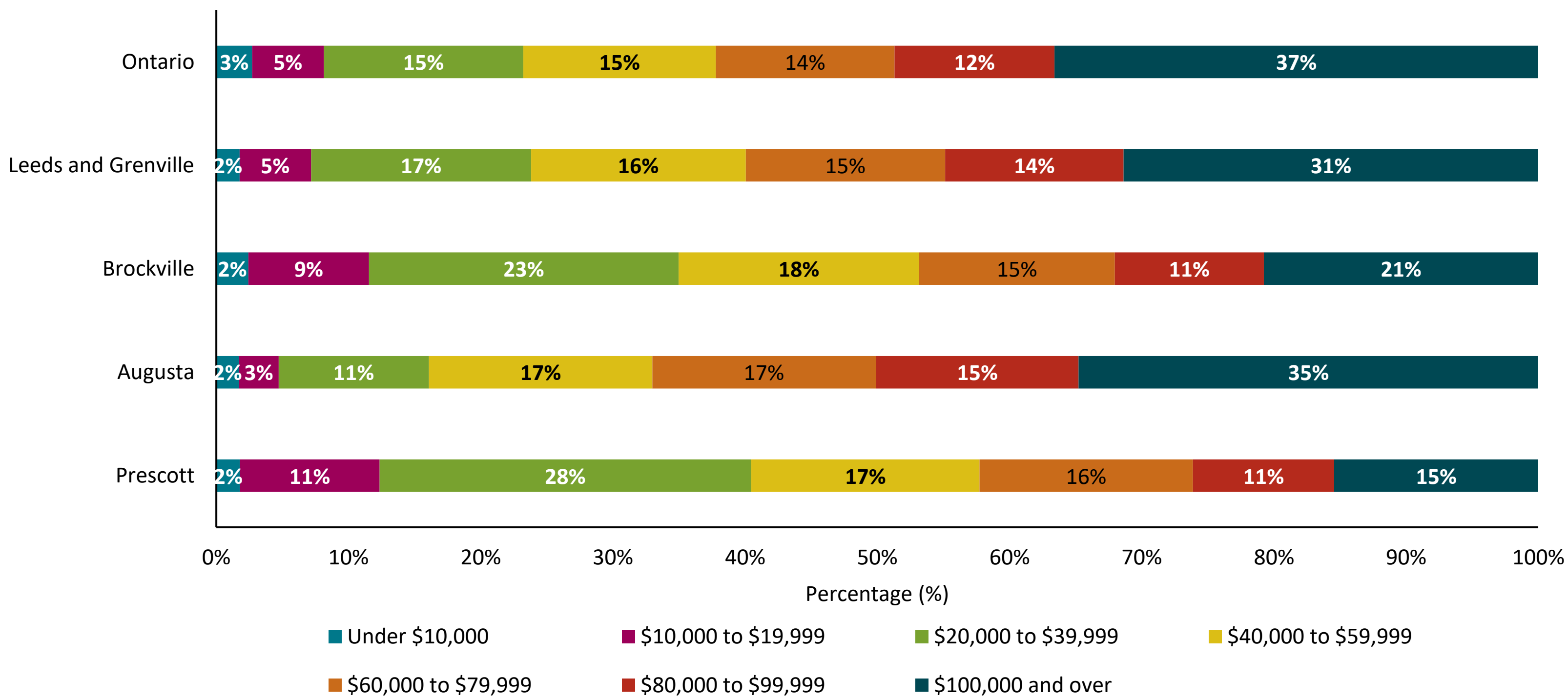
Figure 11: Average Household Income ($), Prescott, Augusta, Brockville, the United Counties of Leeds and Grenville & Ontario, 2010, 2015, 2020



Source: Statistics Canada, 2011 National Household Survey. Statistics Canada, 2016 Census of Population, 2020 Manifold Data Mining Inc. Note that data was not available for Prescott from National Household Survey 2011 for confidentiality reasons.

The graph below shows household income by broad income categories. In 2020, 35% of households within Augusta were high-income earners earning over $100,000, which is 20% higher than Prescott. However, when compared to the County and the Province, Augusta's high-income earners are more comparable. They are only 2% lower than the Province and 4% higher than the County. The high-income earner segment is also the most prominent household income bracket for Augusta. 16% of Augusta's households earned $39,999 or less, significantly less than the Province at 23% and the county at 24%.

Figure 12: Household Income by Broad Income Groups ($), Prescott, Augusta, Brockville, the United Counties of Leeds and Grenville & Ontario, 2020

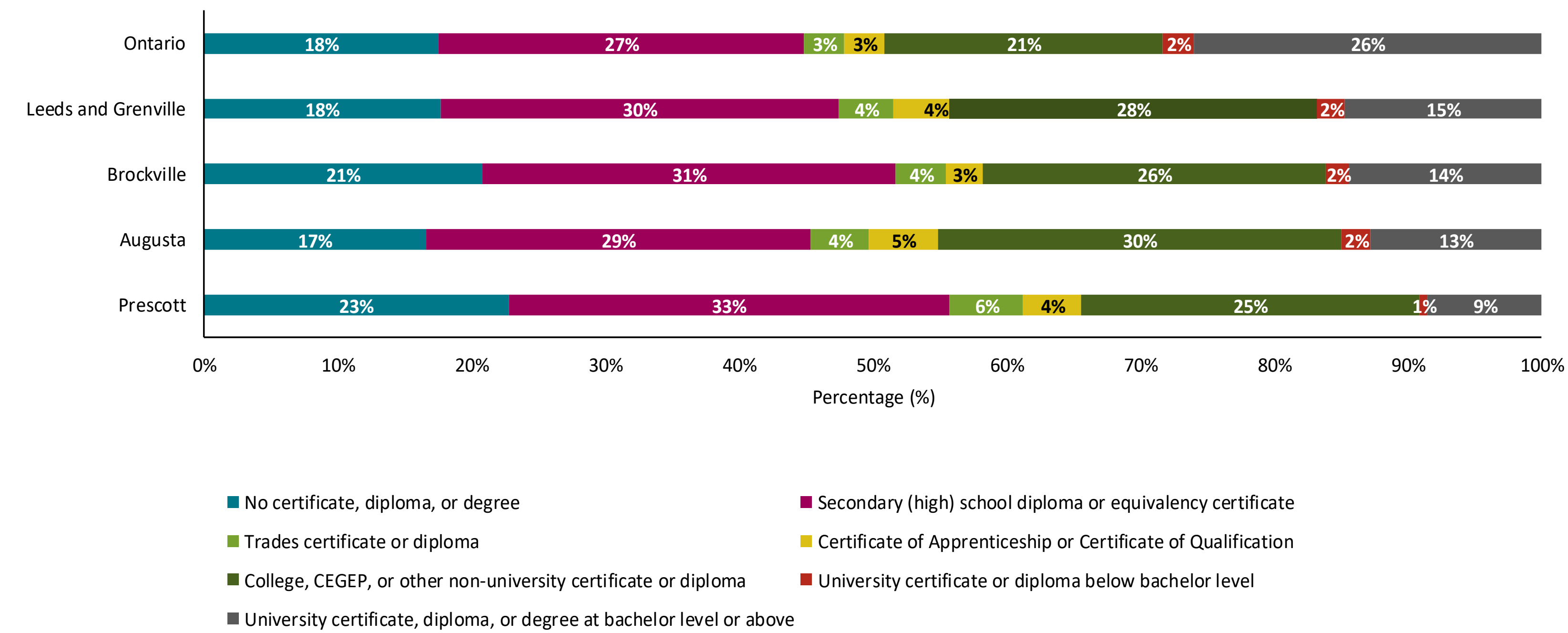


Source: 2020 Manifold Data Mining Inc.

3.3.5 Educational Profile

In 2020, 23% of Prescott's population aged 15 years and over had no certificate, diploma, or degree compared to the Province at 18% and Augusta at 17%. 33% of Augusta and 29% of Prescott's population had a secondary (high) school diploma or equivalency certificate, compared to 27% for the Province. Only 10% of people in Prescott, 15% in Augusta, 16% in Brockville, and 17% in the County have a university certificate, diploma or degree at a bachelor level or above, compared to 28% in the Province.

Figure 13: Educational Attainment of Population Aged 15+ Years, Prescott, Augusta, Brockville, the United Counties of Leeds and Grenville & Ontario, 2020



Source: 2020 Manifold Data Mining Inc.

The table below shows the major fields of study for Prescott, Augusta, Brockville, and the United Counties' population aged 15 years and older with a post-secondary certificate, diploma or degree. The most common fields of study in Prescott and Augusta were architecture, engineering, and related technologies (10% and 14%), health and related fields (8% and 11%) and business management (8% and 9%). While 55% of Prescott's population reported no post-secondary certificate, diploma or degree indicating opportunities to support workforce development in the Town, this number was much lower in Augusta, the County and the Province.

Figure 14: Major Field of Study of Population Aged 15+ Years, Prescott, Augusta, Brockville, the United Counties of Leeds and Grenville & Ontario, 2020

	Prescott	% of Total	Augusta	% of Total	Brockville	% of Total	Leeds and Grenville	% of Total	Ontario	% of Total
Total population aged 15 years and over with post-secondary qualifications by major field of study	3,802	100%	6,534	100%	19,113	100%	91,712	100%	12,350,100	100%
No post-secondary certificate, diploma, or degree	2,074	55%	2,882	44%	9,763	51%	43,037	47%	5,493,220	44%
Education	57	1%	193	3%	636	3%	3,116	3%	400,431	3%
Visual and performing arts and communications technologies	64	2%	112	2%	278	1%	1,611	2%	287,330	2%
Humanities	118	3%	107	2%	465	2%	2,099	2%	410,955	3%
Social and behavioural sciences and law	133	3%	288	4%	977	5%	5,110	6%	902,128	7%
Business, management, and public administration	294	8%	592	9%	1,924	10%	8,637	9%	1,425,010	12%
Physical and life sciences and technologies	103	2.7%	110	2%	318	2%	1,581	2%	298,926	2%
Mathematics, computer, and information sciences	33	1%	100	2%	350	2%	1,596	2%	339,050	3%
Architecture, engineering, and related technologies	375	10%	924	14%	1,506	8%	10,044	11%	1,301,790	11%
Agriculture, natural resources, and conservation	41	1%	146	2%	165	1%	1,658	2%	139,353	1%
Health and related fields	317	8%	708	11%	2,037	11%	9,158	10%	961,796	8%
Personal, protective and transportation services	193	5%	363	6%	693	4%	4,057	4%	387,742	3%
Other fields of study	-	0%	10	0%	-	0%	10	0%	2,425	0%

Source: 2020 Manifold Data Mining, Inc.

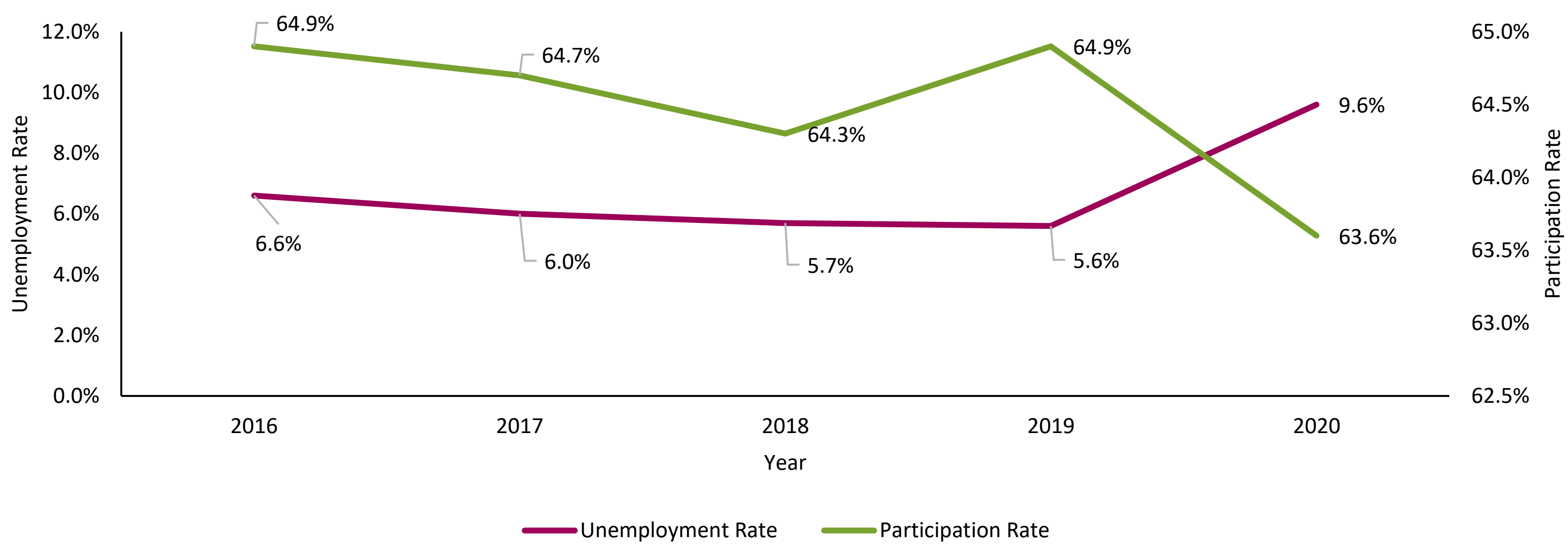
3.4 Labour Force Profile

The labour force profile details the employment and unemployment trends, the labour force by industry and occupation, labour force concentration and commuting patterns for Augusta, Prescott, Brockville, Leeds and Grenville, and Ontario.

3.4.1 Labour Force Status

The figure below shows the change in unemployment and participation rates for Ontario from 2016 to 2020. Ontario was used as a comparator to showcase the impact of COVID-19, as there was difficulty accessing accurate data at the local community level. COVID-19 has significantly impacted the provincial unemployment rate, going from 5.6% in 2019 to 9.6% in 2020. Similarly, the participation rate went down from 64.9% in 2019 to 63.6% in 2020.

Figure 15: Unemployment and Participation Rate Change, 2016 to 2020, Ontario



Source: Statistics Canada 2020, Table: 14-10-0020-01 (formerly CANSIM 282-0004)

3.4.2 Labour Force by Industry

The table below shows the percentage of the labour force by industry in Augusta, Prescott, Brockville, Leeds and Grenville, and Ontario in 2019. Augusta had 3,914 people employed in all sectors, with the most being in health care and social assistance (509 people or 13% of the total labour force), manufacturing (503/13%), and retail trade (488/12%). Prescott's 1,842 employed people mainly worked in the same sectors of health care and social assistance (244/13%), retail trade (238/13%), and manufacturing (198/11%).

Figure 16: Labour Force by Industry (%), Augusta, Prescott, Brockville, the United Counties of Leeds and Grenville & Ontario, 2020

Total labour force population aged 15+ years - North American Industry Classification System (NAICS) 2012	Prescott	% of total	Augusta	% of total	Brockville	% of total	Leeds and Grenville	% of total	Ontario	% of total
All industries	1,842	100%	3,914	100%	9,945	100%	53,607	100%	7,676,670	100%
11 Agriculture, forestry, fishing, and hunting	9	0%	135	3%	142	1%	1,876	3%	119,492	2%
21 Mining, quarrying, and oil and gas extraction	11	1%	20	1%	19	0%	164	0.3%	40,381	1%
22 Utilities	11	1%	11	0%	92	1%	455	1%	69,413	0.9%
23 Construction	121	7%	309	8%	535	5%	4,634	9%	504,846	7%
31-33 Manufacturing	198	11%	503	13%	1,036	10%	4,690	9%	748,098	10%
41 Wholesale trade	58	3%	145	4%	336	3%	1,923	4%	314,393	4%
44-45 Retail trade	238	13%	488	12%	1,463	15%	6,826	13%	859,617	11%
48-49 Transportation and warehousing	144	8%	271	7%	336	3%	2,457	5%	351,685	5%
51 Information and cultural industries	38	2%	54	1%	132	1%	842	2%	185,017	2%
52 Finance and insurance	54	3%	136	3%	274	3%	1,447	3%	456,356	6%
53 Real estate and rental and leasing	37	2%	89	2%	224	2%	1,118	2%	185,300	2%
54 Professional, scientific, and technical services	103	6%	202	5%	415	4%	2,728	5%	655,822	9%
55 Management of companies and enterprises	-	0.0%	-	0%	20	0%	30	0.1%	17,527	0.2%
56 Administrative and support, waste management and remediation services	102	6%	167	4%	696	7%	2,685	5%	355,919	5%
61 Educational services	79	4%	235	6%	727	7%	3,455	6%	609,797	8%
62 Health care and social assistance	244	13%	509	13%	1,653	17%	7,148	13%	831,093	11%
71 Arts, entertainment, and recreation	38	2%	79	2%	190	2%	1,368	3%	156,890	2%
72 Accommodation and food services	119	6%	160	4%	797	8%	3,170	6%	427,519	6%
81 Other services (except public administration)	99	5%	212	5%	338	3%	2,293	4%	315,647	4%
91 Public administration	139	8%	186	5%	520	5%	4,295	8%	471,862	6%

Source: 2020 Manifold Data Mining Inc. Note: Green represents the top 3 industries and red bottom three industries as a % of the total.

Augusta had a 3.1% increase in its labour force from 2016 to 2020. The real estate sector shows the highest growth in the labour force; a net increase of 34 people, followed by arts and entertainment at 19 people. The management of companies and enterprises sector no longer shows any businesses and accommodation and food services dropped 14%.

Prescott had a 7.4% increase in its labour force from 2016 to 2020. The real estate and finance and insurance sectors show the highest growth in the labour force; a net increase of 17 and 24 people, respectively, followed by wholesale trade at 18 people. The management of companies and enterprises sector no longer shows any businesses and agriculture sector dropped 40%. It is also important to note the data does not accurately reflect the impact of COVID-19. For the County, the labour force saw a net increase of 3,772 people or 7.6%.

Figure 17: Labour Force by Industry (%), Prescott, Augusta, Brockville, UCLG, Ontario, 2016 & 2020

Labour force population aged 15+ years by industry (NAICS)	Prescott				Augusta				Brockville				Leeds & Grenville				Ontario			
	Year		Labour Force Change 2016-2018		Year		Labour Force Change 2016-2018		Year		Labour Force Change 2016-2018		Year		Labour Force Change 2016-2018		Year		Labour Force Change 2016-2018	
	2016	2020	Net Change	% Change	2016	2020	Net Change	% Change	2016	2020	Net Change	% Change	2016	2020	Net Change	% Change	2016	2020	Net Change	% Change
All industries	**1,715**	**1,842**	**127**	**7.4%**	**3,795**	**3,914**	**119**	**3.1%**	**9,485**	**9,945**	**460**	**4.8%**	49,835	53,607	**3,772**	**7.6%**	6,970,625	7,676,670	**706,045**	**10.1%**
Agriculture; forestry; fishing and hunting	15	9	-6	-40%	130	135	5	4%	**95**	**142**	47	49%	1,665	1,876	211	13%	102,070	119,492	17,422	17%
Mining; quarrying; and oil and gas extraction	0	11	11		15	20	5	33%	**10**	**19**	9	90%	125	164	39	31%	32,340	40,381	8,041	25%
Utilities	10	11	1	10%	10	11	1	10%	**55**	**92**	37	67%	310	455	145	47%	50,820	69,413	18,593	37%
Construction	125	121	-4	-3%	320	309	-11	-3%	**530**	**535**	5	1%	4,520	4,634	114	3%	476,835	504,846	28,011	6%
Manufacturing	180	198	18	10%	515	503	-12	-2%	**1,015**	**1,036**	21	2%	4,470	4,690	220	5%	683,335	748,098	64,763	9%
Wholesale trade	40	58	18	45%	140	145	5	4%	**290**	**336**	46	16%	1,640	1,923	283	17%	270,745	314,393	43,648	16%
Retail trade	235	238	3	1%	495	488	-7	-1%	**1,395**	**1,463**	68	5%	6,410	6,826	416	6%	783,540	859,617	76,077	10%
Transportation and warehousing	130	144	14	11%	300	271	-29	-10%	**330**	**336**	6	2%	2,395	2,457	62	3%	329,240	351,685	22,445	7%
Information and cultural industries	30	38	8	27%	45	54	9	20%	**115**	**132**	17	15%	725	842	117	16%	176,715	185,017	8,302	5%
Finance and insurance	30	54	24	80%	115	136	21	18%	**225**	**274**	49	22%	1,140	1,447	307	27%	380,765	456,356	75,591	20%
Real estate and rental and leasing	20	37	17	85%	55	89	34	62%	**165**	**224**	59	36%	840	1,118	278	33%	144,275	185,300	41,025	28%
Professional; scientific and technical services	80	103	23	29%	180	202	22	12%	**355**	**415**	60	17%	2,310	2,728	418	18%	567,825	655,822	87,997	15%
Management of companies and enterprises	0	0	0		0	0	0		**15**	**20**	5	33%	20	30	10	50%	12,365	17,527	5,162	42%
Admin & support, waste mgmt. & remediation services	105	102	-3	-3%	165	167	2	1%	**705**	**696**	-9	-1%	2,625	2,685	60	2%	338,640	355,919	17,279	5%
Educational services	75	79	4	5%	185	235	50	27%	**685**	**727**	42	6%	3,045	3,455	410	13%	528,470	609,797	81,327	15%
Health care and social assistance	235	244	9	4%	500	509	9	2%	**1,595**	**1,653**	58	4%	6,665	7,148	483	7%	754,555	831,093	76,538	10%
Arts; entertainment and recreation	35	38	3	9%	60	79	19	32%	**155**	**190**	35	23%	1,230	1,368	138	11%	147,425	156,890	9,465	6%
Accommodation and food services	125	119	-6	-5%	185	160	-25	-14%	**935**	**797**	-138	-15%	3,625	3,170	-455	-13%	478,070	427,519	-50,551	-11%
Other services (except public administration)	95	99	4	4%	210	212	2	1%	**315**	**338**	23	7%	2,125	2,293	168	8%	296,960	315,647	18,687	6%
Public administration	135	139	4	3%	185	186	1	1%	**495**	**520**	25	5%	3,945	4,295	350	9%	415,635	471,862	56,227	14%

Source: Statistics Canada, 2016 Census of Population 2020 Manifold Data Mining Inc. Note: Green indicates the top 3 sectors that experienced the greatest % change over the period, with red indicating the top 3 declines.

3.4.3 Labour Force by Industry Concentration

The labour force by industry analysis was completed at the 3-digit industry sub-sector to determine where the labour force was concentrated. These top-20 sub-sectors were then benchmarked against the Province to determine the relative concentrations in each municipality.

Augusta

Educational services; professional, scientific, and technical services; and specialty trade contractors sub-sectors employ a sizeable portion of Augusta’s labour force (614 people or 16% of). Augusta's other major employment sectors include hospitals, administrative and support services, food services and drinking places, ambulatory health care services, chemical manufacturing, and truck transportation.

Areas of comparative strength include ambulatory health care services (LQ of 6.19), chemical manufacturing (LQ of 2.42) and truck transportation (LQ of 2.33). Comparatively, low employment concentration is in educational services (LQ of 0.60).

Prescott

Food services and drinking places, professional, scientific, and technical services and administrative and support services sub-sectors employ sizeable portions of Prescott's labour force (315 people or 18% of the total labour force). Prescott's other major employment sectors include truck transportation, food and beverage stores, and nursing and residential care facilities.

Areas of comparative strength include electrical equipment, appliance, and component manufacturing (LQ of 19.90) and truck transportation (LQ of 3.66). Prescott's labour force shows a comparatively low employment concentration in professional, scientific, and technical services (LQ of 0.66), educational services (LQ of 0.54) and ambulatory health care services (LQ of 0.54).

Potential Joint Opportunities for Augusta and Prescott

Both municipalities face an ageing demographic challenge with 24-28% of the population aged 65 and over compared to the Province at 18%. While ambulatory services are strong in Augusta, the nursing and residential facilities and hospitals sectors are more concentrated in Prescott. This is a potential joint opportunity for collaboration between Prescott and Augusta.

Given strategic transportation location advantages and the strong concentration of labour force in truck transportation in both municipalities, this is another area that should be explored together. Finally, Augusta’s strength in chemical manufacturing and Prescott’s labour force concentration in electrical equipment, appliance, and component manufacturing are the two areas that should be explored further. This is consistent with recommendations highlighted in the St. Lawrence Corridor Region 2030 report.

Figure 18: Augusta's Labour Force Composition based on Top 20 Industrial Sub-sectors (3-digit NAICS), 2020

Labour force population aged 15+ years by industry sub-sectors (NAICS)	Augusta	Percent (%)	LQ	Comparative Strength
Total	**3914**	**100%**	**n/a**	**n/a**
611 Educational services	235	6%	0.60	Weak
541 Professional, scientific, and technical services	202	5%	1.12	On Par
238 Specialty trade contractors	177	5%	1.37	On Par
622 Hospitals	165	4%	0.93	On Par
561 Administrative and support services	161	4%	0.82	On Par
722 Food services and drinking places	159	4%	1.05	On Par
621 Ambulatory health care services	149	4%	6.19	Strong
325 Chemical manufacturing	147	4%	2.42	Strong
484 Truck transportation	138	4%	2.33	Strong
452 General merchandise stores	134	3%	1.60	Strong
623 Nursing and residential care facilities	126	3%	2.17	Strong
111 - 112 Farms (111 to 112)	117	3%	1.09	On Par
913 Local, municipal, and regional public administration	101	3%	2.08	Strong
441 Motor vehicle and parts dealers	101	3%	1.75	Strong
812 Personal and laundry services	95	2%	1.97	Strong
811 Repair and maintenance	95	2%	1.11	On Par
236 Construction of buildings	83	2%	0.79	On Par
445 Food and beverage stores	82	2%	0.94	On Par
531 Real estate	78	2%	1.00	On Par
524 Insurance carriers and related activities	72	2%	1.43	Strong

Source: Statistics Canada, 2016 Census of Population 2020 Manifold Data Mining Inc.

Figure 19: Prescott's Labour Force Composition based on Top 20 Industrial Sub-sectors (3-digit NAICS), 2020

Labour force population aged 15+ years by industry sub-sectors (NAICS)	Prescott	Percent (%)	LQ	Comparative Strength
Total	**1842**	**100%**	**n/a**	**n/a**
722 Food services and drinking places	110	6%	1.21	On Par
541 Professional, scientific, and technical services	103	6%	0.66	Weak
561 Administrative and support services	102	6%	1.25	Strong
484 Truck transportation	98	5%	3.66	Strong
445 Food and beverage stores	86	5%	1.76	Strong
623 Nursing and residential care facilities	85	5%	2.29	Strong
611 Educational services	79	4%	0.54	Weak
335 Electrical equipment, appliance, and component manufacturing	77	4%	19.90	Strong
238 Specialty trade contractors	74	4%	1.00	On Par
622 Hospitals	72	4%	1.27	Strong
911 Federal government public administration	61	3%	1.26	Strong
452 General merchandise stores	60	3%	2.22	Strong
913 Local, municipal, and regional public administration	57	3%	1.31	Strong
812 Personal and laundry services	53	3%	2.08	Strong
624 Social assistance	51	3%	1.33	Strong
236 Construction of buildings	39	2%	1.11	On Par
621 Ambulatory health care services	36	2%	0.54	Weak
444 Building material and garden equipment and supplies dealers	32	2%	2.13	Strong
713 Amusement, gambling, and recreation industries	29	2%	1.25	On Par
325 Chemical manufacturing	27	1%	2.42	Strong

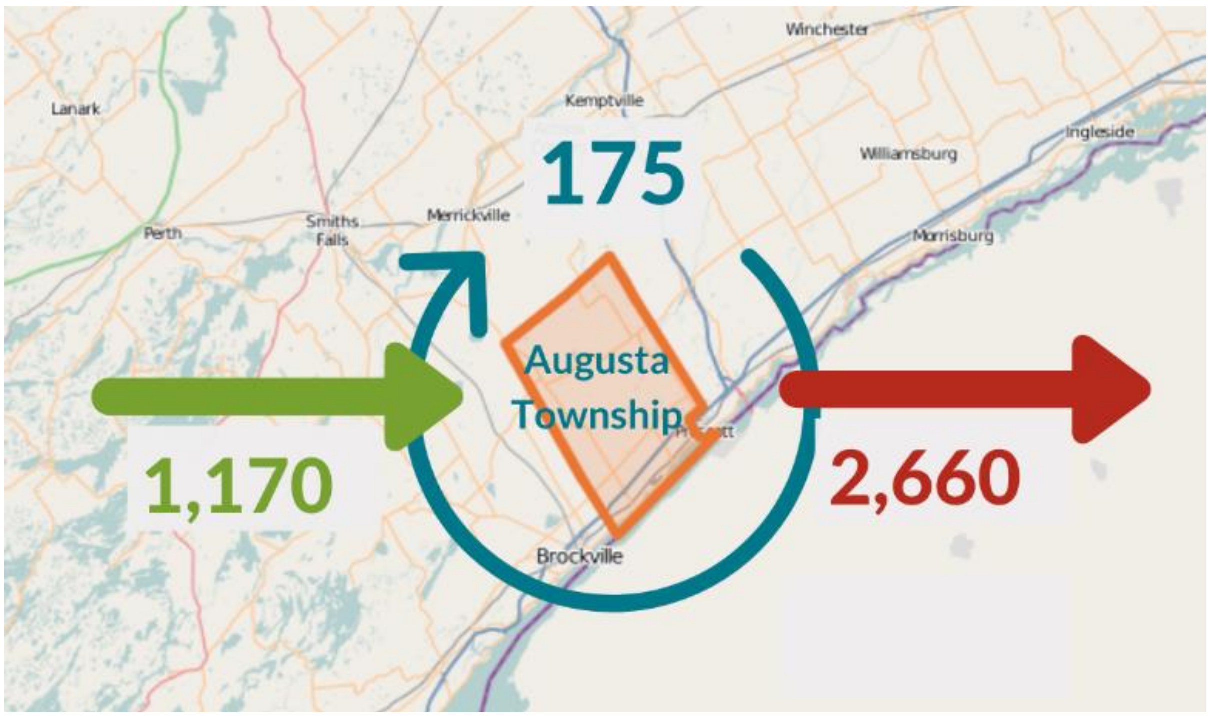
Source: Statistics Canada, 2016 Census of Population 2020 Manifold Data Mining Inc.

3.4.4 Commuting Patterns

Augusta

In the Township of August, 170 residents work in Augusta. Most of these residents perform jobs in the retail sector (20 people), manufacturing (20), and other services (20). 2,660 Augusta residents work outside of Augusta (see figure below, column A). Residents travel to communities outside of Augusta to work primarily in manufacturing (435 people), health care and social assistance (410), and retail (390). Augusta attracts 300 people from outside communities (figure below, column B). Manufacturing (85 people), construction (70), and educational services (30) are the top three sectors that attract the most significant number of workers. Augusta is a net exporter of 2,360 workers.

Figure 20: Net Export (-)/Net Import (+) of Labour by Industry, Augusta, 2016



Source: Statistics Canada, 2016 Census of Population.

Most of Augusta's residents commute for work to Brockville (48% of the commuting workforce), followed by Prescott (14%) and Edwardsburgh Cardinal (9%).

Figure 21: Top 6 Places of Work for Residents of Augusta, 2016

Communities	Number of Residents	% of Total
Commuting Workforce	**2660**	**100%**
Brockville	1270	48%
Prescott	375	14%
Edwardsburgh Cardinal	235	9%
Elizabethtown-Kitley	205	8%
Ottawa	185	7%
Other	390	15%

Source: Statistics Canada, 2016 Census of Population.

Large portions of the non-residents who work in Augusta are from Brockville (22% of total), Edwardsburgh Cardinal (20%), and Elizabethtown-Kitley (15%).

Figure 22: Place of Residence for Workers who Commute to Augusta to Work, 2016

Communities	Number of Residents	% of Total
Commuting Workforce	**1,170**	**100%**
Brockville	65	22%
Edwardsburgh Cardinal	60	20%
Elizabethtown-Kitley	45	15%
Prescott	40	13%
Front of Yonge	25	8%
Other	65	22%

Source: Statistics Canada, 2016 Census of Population.

Figure 23: Net Export (-)/Net Import (+) of Labour by Industry, Augusta, 2016

Industry	Resident working in the community	Augusta resident 'working outside' the community (A)	Non-residents' working in' the community (B)	B-A = Net Import (+)/Net Export (-)
Total - Industry	170	2,660	300	**-2,360**
11 Agriculture, forestry, fishing and hunting	15	65	0	**-65**
21 Mining, quarrying, and oil and gas extraction	0	0	0	-
22 Utilities	0	0	0	-
23 Construction	20	65	70	**5**
31-33 Manufacturing	20	435	85	**-350**
41 Wholesale trade	10	110	20	**-90**
44-45 Retail trade	20	390	20	**-370**
48-49 Transportation and warehousing	15	195	20	**-175**
51 Information and cultural industries	0	25	0	**-25**
52 Finance and insurance	0	100	0	**-100**
53 Real estate and rental and leasing	0	30	0	**-30**
54 Professional, scientific and technical services	10	90	0	**-90**
55 Management of companies and enterprises	0	0	0	-
56 Administrative and support, waste management and remediation services	10	80	10	**-70**
61 Educational services	10	155	30	**-125**
62 Health care and social assistance	15	410	10	**-400**
71 Arts, entertainment and recreation	0	35	0	**-35**
72 Accommodation and food services	0	155	10	**-145**
81 Other services (except public administration)	20	125	20	**-105**
91 Public administration	0	180	0	**-180**

Source: Statistics Canada, 2016 Census of Population.

Prescott

In the Town of Prescott, 445 residents work in Prescott. Most of these residents perform jobs in retail (85 people) followed by manufacturing (50) and accommodation and food services (50). 820 Prescott residents work outside of Prescott (see figure below, column A). Residents travel to communities outside of Prescott to work primarily in healthcare and social assistance (145 people), retail (135), and manufacturing (125). Prescott attracts 1,380 people from other municipalities (figure below, column B). Retail trade (300 people), transportation and warehousing (250), and public administration (160) are the top three sectors that attract the greatest number of workers. Prescott is a net importer of workers of 560 workers, indicating an opportunity for resident attraction.

Figure 24: Net Export (-)/Net Import (+) of Labour by Industry, Prescott, 2016

Source: Statistics Canada, 2016 Census of Population.

Prescott's residents who commute to work are primarily going to Brockville (40% of the commuting workforce), Ottawa (16%), and Edwardsburgh Cardinal (14%).

Figure 25: Top 6 Places of Work for Residents of Prescott, 2016

Communities	Number of Residents	% of Total
Commuting Workforce	**2,600**	**100%**
Brockville	330	**40%**
Ottawa	135	**16%**
Edwardsburgh Cardinal	115	**14%**
Elizabethtown-Kitley	65	**8%**
Augusta	40	**5%**
Other	135	**16%**

Source: Statistics Canada, 2016 Census of Population.

Large portions of the non-residents who work in Prescott are from Edwardsburgh Cardinal (27% of total), Augusta (27%), and Brockville (14%).

Figure 26: Place of Residence for Workers who Commute to Prescott to Work, 2016

Communities	Number of Residents	% of Total
Commuting Workforce	**1,380**	**100%**
Edwardsburgh Cardinal	375	27%
Augusta	375	27%
Brockville	195	14%
South Dundas	85	6%
Elizabethtown-Kitley	70	5%
Other	280	20%

Source: Statistics Canada, 2016 Census of Population.

Figure 27: Net Export (-)/Net Import (+) of Labour by Industry, Prescott, 2016

Industry	Resident working in the community	Prescott resident 'working outside' the community (A)	Non-residents' working in' the community (B)	B-A = Net Import (+)/Net Export (-)
Total - Industry	445	820	1,380	**560**
11 Agriculture, forestry, fishing and hunting	0	0	0	-
21 Mining, quarrying, and oil and gas extraction	0	0	0	-
22 Utilities	0	0	20	**20**
23 Construction	10	40	35	**-5**
31-33 Manufacturing	50	125	95	**-30**
41 Wholesale trade	0	20	20	-
44-45 Retail trade	85	135	300	**165**
48-49 Transportation and warehousing	40	40	250	**210**
51 Information and cultural industries	10	0	0	-
52 Finance and insurance	10	15	40	**25**
53 Real estate and rental and leasing	10	10	0	**-10**
54 Professional, scientific and technical services	15	45	100	**55**
55 Management of companies and enterprises	0	0	0	-
56 Administrative and support, waste management and remediation services	15	20	10	**-10**
61 Educational services	30	40	145	**105**
62 Health care and social assistance	30	145	105	**-40**
71 Arts, entertainment and recreation	15	0	0	-
72 Accommodation and food services	50	50	155	**105**
81 Other services (except public administration)	20	40	45	**5**
91 Public administration	50	90	160	**70**

Source: Statistics Canada, 2016 Census of Population.

3.5 Business Environment and Structure

A business characteristics assessment was completed to understand the number and type of businesses in Augusta and the key comparators using the Canadian Business Counts. Specifically, businesses in the township were profiled by total employee number and business establishments by employees and businesses by industry.

3.5.1 Important Note on Business Counts Data

Statistics Canada's Canadian Business Counts Data provides a record of business establishments by industry and size. This data is collected from the Canada Revenue Agency (CRA). The business data collected for municipalities include all local businesses that meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of $30,000 in annual sales revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

Of special note, the Canadian Business Counts Data is released in June and December of each year. However, for the Town of Prescott only, Statistics Canada has not updated this particular data since 2017.

Business counts presented by Statistics Canada's Business Counts Data should not be compared to municipal business licensing data. Municipal licences may not include sole proprietorships, landlords, non-profit corporations, and other entities that are excluded within a municipal licensing by-law but do get counted in CRA reporting. Municipal licensing offices also do not have the capacity to enforce municipal by-laws, unlike CRA's capacity to enforce federal tax law.

3.5.2 Augusta Key Business Characteristics

As of December 2020, 722 businesses were registered in Augusta. These include businesses classified by industry (671) and those unclassified (51). The table below shows the total businesses in Augusta alongside a breakdown of businesses without employees and with employees. Of the 671 businesses classified by industry, the most significant number of businesses are found in real estate and rental and leasing (121 businesses or 18% of total), professional, scientific and technical services (74/11%) and construction (94/14%). Of those classified by industry, 392 businesses (58%) in Augusta are sole proprietors (without employees). Of the other 279 businesses with employees, 72% employ less than ten people, meaning there is a concentration of small businesses within Augusta.

Figure 28: Augusta Business Counts

Industry	Total	% of Total	Without employees	Total, with employees	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
Total	722		434	288	143	68	39	24	7	7	0	0
Unclassified	51		42	9	5	3	0	1	0	0	0	0
Sub-total, classified	671	100%	392	279	138	65	39	23	7	7	0	0
Agriculture, forestry, fishing and hunting	30	4%	25	5	4	1	0	0	0	0	0	0
Mining and oil and gas extraction	0	0.0%	0	0	0	0	0	0	0	0	0	0
Utilities	4	0.6%	2	2	0	1	1	0	0	0	0	0
Construction	94	14%	40	54	30	17	4	3	0	0	0	0
Manufacturing	21	3%	2	19	6	1	3	4	3	2	0	0
Wholesale trade	16	2%	6	10	4	6	0	0	0	0	0	0
Retail trade	59	9%	23	36	14	7	8	5	0	2	0	0
Transportation and warehousing	38	6%	19	19	7	3	4	3	1	1	0	0
Information and cultural industries	9	1.3%	6	3	1	1	1	0	0	0	0	0
Finance and insurance	31	5%	24	7	3	3	1	0	0	0	0	0
Real estate and rental and leasing	121	18%	109	12	8	2	2	0	0	0	0	0
Professional, scientific and technical services	74	11%	50	24	18	3	1	2	0	0	0	0
Management of companies and enterprises	4	0.6%	4	0	0	0	0	0	0	0	0	0
Administrative and support, waste management and remediation services	27	4%	13	14	8	2	3	0	0	1	0	0
Educational services	7	1.0%	5	2	1	0	1	0	0	0	0	0
Health care and social assistance	39	6%	19	20	12	1	4	1	1	1	0	0
Arts, entertainment and recreation	12	2%	7	5	2	1	1	1	0	0	0	0
Accommodation and food services	24	4%	9	15	3	4	4	3	1	0	0	0
Other services (except public administration)	59	9%	29	30	17	12	1	0	0	0	0	0
Public administration	2	0.3%	0	2	0	0	0	1	1	0	0	0

Source: Canadian Business Counts, December 2020

3.5.3 Prescott Key Business Characteristics

As of June 2017[4], approximately 541 businesses by industry were registered in Prescott. These include businesses classified by industry (495) and those unclassified (46 businesses). Figure 29 shows the total businesses in Prescott alongside a breakdown of businesses without employees and with employees. Of the 495 businesses classified by industry, the most significant number of businesses are found in finance and insurance (113 businesses or 23% of total), professional, scientific, and technical services (48 businesses or 10%) and construction (48 businesses or 10% of total). Of those classified by industry, approximately 294 businesses (59%) in Prescott are sole proprietors (without employees). Of the other 201 businesses with employees, 72% employ less than ten people, meaning there is a concentration of small businesses within Prescott.

[4] See Important Note in Section 3.5.1

Figure 29: Prescott Business Counts

Industry	Total	% of Total	Without employees	Total, with employees	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
Total	541	N/A	294	210	109	43	35	16	3	3	1	0
Unclassified	46	N/A	37	9	8	0	1	0	0	0	0	0
Sub-total, classified	495	N/A	294	201	101	43	34	16	3	3	1	0
Agriculture, forestry, fishing and hunting	15	3%	14	1	1	0	0	0	0	0	0	0
Mining and oil and gas extraction	2	0%	1	1	0	0	1	0	0	0	0	0
Utilities	16	3%	10	6	3	1	1	1	0	0	0	0
Construction	48	10%	20	28	15	9	3	1	0	0	0	0
Manufacturing	18	4%	3	15	6	1	3	4	1	0	0	0
Wholesale trade	22	4%	8	14	5	5	2	2	0	0	0	0
Retail trade	41	8%	13	28	13	5	7	2	0	1	0	0
Transportation and warehousing	27	5%	14	13	4	3	4	1	0	0	1	0
Information and cultural industries	4	1%	0	4	1	2	1	0	0	0	0	0
Finance and insurance	113	23%	105	8	5	1	2	0	0	0	0	0
Real estate and rental and leasing	19	4%	14	5	4	1	0	0	0	0	0	0
Professional, scientific and technical services	48	10%	33	15	10	2	1	2	0	0	0	0
Management of companies and enterprises	1	0%	1	0	0	0	0	0	0	0	0	0
Administrative and support, waste management and remediation services	19	4%	10	9	3	4	1	0	0	1	0	0
Educational services	10	2%	3	7	4	1	2	0	0	0	0	0
Health care and social assistance	21	4%	9	12	8	1	2	0	1	0	0	0
Arts, entertainment and recreation	9	2%	5	4	2	0	1	1	0	0	0	0
Accommodation and food services	31	6%	16	15	6	4	2	1	1	1	0	0
Other services (except public administration)	29	6%	15	14	11	3	0	0	0	0	0	0
Public administration	2	0%	0	2	0	0	1	1	0	0	0	0

Source: Canadian Business Counts, June 2017

3.5.4 Business Concentrations

Augusta Summary

A business characteristics assessment was completed to study the number and type of businesses in Augusta. Specifically, these businesses were profiled by total employee numbers and business establishments by employees and businesses by industry.

Typically, LQ above 1.25 signals a robust local economy, LQ between 0.75 and 1.25 signifies a local economy on par with the Province, and LQ less than 0.75 signals a weak local economy.

Notable sectors of comparative strength include:

- There are 115 businesses in the Construction and Manufacturing sectors accounting for 15% of total businesses in the area. These sectors also have relatively strong concentrations in Augusta relative to the Province (LQ 1.44 and LQ 1.25, respectively).
- Notable sectors that are 'on par' compared to the Province include professional services and arts, which account for 13% of total businesses in Augusta, with LQs at 0.79 and 1.03, respectively.
- COVID-19 has meant that a more significant proportion of businesses can work remotely, creating opportunities to attract more of the professional services sector and strengthen local tourism assets within the arts sector.

Notable sectors of comparative 'weakness' compared to the Province are finance and insurance and management of companies and enterprises, with only 5% and 1% of companies in Augusta being attributed to these two sectors, respectively.

Table 10: Business Characteristics Assessment, Augusta Township

Sector	LQ	Industry Concentration	% of total businesses	No. of businesses
Agriculture, forestry, fishing and hunting	1.36	Strong	4%	30
Mining, quarrying, and oil and gas extraction	0.00	N/A	0.0%	0
Utilities	2.92	Strong	0.6%	4
Construction	1.44	Strong	14%	94
Manufacturing	1.25	Strong	3%	21
Wholesale trade	0.87	On Par	2%	16
Retail trade	1.37	Strong	9%	59
Transportation and warehousing	0.77	On Par	6%	38
Information and cultural industries	0.88	On Par	1%	9
Finance and insurance	0.73	Weak	5%	31
Real estate and rental and leasing	0.86	On Par	18%	121
Professional, scientific and technical services	0.79	On Par	11%	74
Management of companies and enterprises	0.57	Weak	1%	4
Administrative and support, waste management and remediation services	1.00	On Par	4%	27
Educational services	0.86	On Par	1%	7
Health care and social assistance	0.81	On Par	6%	39
Arts, entertainment and recreation	1.03	On Par	2%	12
Accommodation and food services	1.16	On Par	4%	24
Other services (except public administration)	1.34	Strong	9%	59
Public administration	3.09	Strong	0.3%	2

Source: Canadian Business Counts, December 2020

The table below shows the core sub-sectors driving the economy. The list was sorted to show the top 20 sub-sectors based on the number of businesses. The top sub-sector is lessors of real estate with 99 businesses or 15% of total businesses. This sub-sector has an LQ of 0.91, which is on par with the Province. 92% of businesses within this category are sole operators. Building equipment contractors (LQ 2.24), foundation, structure, and building exterior contractors (LQ 2.13), architectural, engineering, and related services (LQ 1.55) and services to buildings and dwellings (LQ 1.52) are solid sub-sectors and all in construction-related industries. All of these sectors combined represent 11% of total businesses in the area.

Figure 30: Augusta Top 20 4-digit Business Sectors Sorted by Total Businesses

4-Digit Sub-Sectors	Total Business	% of total	LQ	Relative strength
5311 - Lessors of real estate	99	15%	0.91	On Par
2382 - Building equipment contractors	24	4%	2.24	Strong
5416 - Management, scientific and technical consulting services	22	3%	0.92	On Par
5239 - Other financial investment activities	20	3%	0.71	Weak
2361 - Residential building construction	18	3%	1.01	On Par
8111 - Automotive repair and maintenance	18	3%	2.33	Strong
5617 - Services to buildings and dwellings	17	3%	1.52	Strong
2383 - Building finishing contractors	16	2%	1.08	On Par
4841 - General freight trucking	16	2%	0.76	On Par
6213 - Offices of other health practitioners	16	2%	1.16	On Par
7225 - Full-service restaurants and limited-service eating places	15	2%	0.97	On Par
2381 - Foundation, structure, and building exterior contractors	14	2%	2.13	Strong
5312 - Offices of real estate agents and brokers	13	2%	0.64	Weak
5413 - Architectural, engineering and related services	12	2%	1.55	Strong
8131 - Religious organizations	12	2%	2.65	Strong
2389 - Other specialty trade contractors	11	2%	1.65	Strong
5412 - Accounting, tax preparation, bookkeeping and payroll services	11	2%	1.16	On Par
4471 - Gasoline stations	9	1%	3.98	Strong
5415 - Computer systems design and related services	9	1%	0.39	Weak
8121 - Personal care services	9	1%	0.99	On Par

Source: Canadian Business Counts, December 2020

Prescott Summary

A business characteristics assessment was completed to study the number and type of businesses in Prescott. Specifically, these businesses were profiled by total employee numbers and business establishments by employees and businesses by industry.

Typically, LQ above 1.25 signals a robust local economy, LQ between 0.75 and 1.25 signifies a local economy on par with the Province and LQ less than 0.75 signals a weak local economy.

- Notable sectors of comparative strength include 113 businesses in finance and insurance (23% of total businesses and strong LQ of 3.62), manufacturing (4% and 1.45), retail (8% and 1.29), and wholesale trade (4% and 1.63).
- Notable sectors that are 'on par' compared to the Province are 48 firms in the construction sector (10% of businesses and LQ of 0.99) and administrative and support, waste management and remediation services (4% and 0.96).
- Notable sectors of comparative 'weakness' compared to the Province are professional, scientific, and technical services; information and cultural industries; real estate and rental and leasing; and health care and social assistance.

Figure 31: Business Characteristics Assessment, Prescott Township

Sector	LQ	Industry Concentration	% of total businesses	No. of businesses
Agriculture, forestry, fishing and hunting	0.92	On Par	3%	15
Mining, quarrying, and oil and gas extraction	3.36	Strong	0.4%	2
Utilities	15.81	Strong	3.2%	16
Construction	0.99	On Par	10%	48
Manufacturing	1.45	Strong	4%	18
Wholesale trade	1.63	Strong	4%	22
Retail trade	1.29	Strong	8%	41
Transportation and warehousing	0.74	Weak	5%	27
Information and cultural industries	0.53	Weak	1%	4
Finance and insurance	3.62	Strong	23%	113
Real estate and rental and leasing	0.18	Weak	4%	19
Professional, scientific and technical services	0.70	Weak	10%	48
Management of companies and enterprises	0.19	Weak	0%	1
Administrative and support, waste management and remediation services	0.96	On Par	4%	19
Educational services	1.67	Strong	2%	10
Health care and social assistance	0.59	Weak	4%	21
Arts, entertainment and recreation	1.05	On Par	2%	9
Accommodation and food services	2.04	Strong	6%	31
Other services (except public administration)	0.89	On Par	6%	29
Public administration	4.19	Strong	0.4%	2

Source: Canadian Business Counts, June 2017

The table below shows the core sub-sectors driving the economy. The list was sorted to show the top 20 sectors based on the number of businesses within the sub-sector. By far, the top sub-sector is lessors of real estate with 92 businesses or 19% of total businesses. This sub-sector has an LQ of 1.1, which is on par with the Province. 96% of businesses within this category are sole operators. Construction sub-sectors perform well based on location quotients: building equipment contractors (LQ 2.0), services to buildings and dwellings (LQ 1.7), foundation, structure, and building exterior contractors (LQ 2.3), and other specialty trade contractors (LQ 1.4).

Figure 32: Prescott Top 20 4-digit Business Sectors Sorted by Total Businesses

4-Digit Sub-Sectors	Total Business	% of total	LQ	Relative strength
5311 - Lessors of real estate	92	19%	1.1	On Par
2382 - Building equipment contractors	16	3%	2.0	Strong
5416 - Management, scientific and technical consulting services	16	3%	0.9	On Par
8111 - Automotive repair and maintenance	14	3%	2.5	Strong
5617 - Services to buildings and dwellings	14	3%	1.7	Strong
5239 - Other financial investment activities	13	3%	0.6	Weak
4841 - General freight trucking	13	3%	0.8	On Par
2361 - Residential building construction	12	2%	0.9	On Par
2381 - Foundation, structure, and building exterior contractors	11	2%	2.3	Strong
6213 - Offices of other health practitioners	10	2%	1.0	On Par
7225 - Full-service restaurants and limited-service eating places	10	2%	0.9	On Par
2383 - Building finishing contractors	10	2%	0.9	On Par
5412 - Accounting, tax preparation, bookkeeping and payroll services	9	2%	1.3	Strong
5312 - Offices of real estate agents and brokers	8	2%	0.5	Weak
5413 - Architectural, engineering and related services	8	2%	1.4	Strong
5242 - Agencies, brokerages and other insurance-related activities	8	2%	1.8	Strong
2389 - Other specialty trade contractors	7	1%	1.4	Strong
4471 - Gasoline stations	7	1%	4.2	Strong
8121 - Personal care services	7	1%	1.0	On Par
5313 - Activities related to real estate	6	1%	0.9	On Par

Source: Canadian Business Counts, June 2017

3.6 Supply Chain Analysis

3.6.1 Overview

Regionally, the municipalities of Prescott and Augusta are forecasted to experience 4.8% growth in jobs by 2028, 2.2% higher than the national projections. Locally, the labour cost is less than the national average, which could represent a competitive advantage for investment attraction activities. Average wages per job in 2020 was $47,517 (16% or $9,092 below national average). The largest number of jobs in the region were for transport truck drivers at 152. This occupation is expected to grow by 10% by 2028. Cashiers and retail salespersons represent the second and third largest jobs, at 84 and 72 respectively. Those occupations are expected to grow by 3% by 2028. The entire local supply chain for Prescott and Augusta for 2017[5] totalled over $294 million. 77% of the supply chain came from imported purchases or $226.3 million. 23% of the supply chain came from purchases within the region or $36.3 million. Across both municipalities, manufacturing was the top industry sector, with $146.8 million in total purchases, 75% of which were imported into the local communities.

Figure 33: Value and Origin of Purchases by Industry in Prescott and Augusta

NAICS Code	Industry – Combined Town of Prescott and Augusta Township	Total Purchases	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases
Total Prescott and Augusta Region:		**$520,743,148**	**$294,435,667**	**23%**	**$226,307,481**	**77%**
31-33	Manufacturing	$146,845,295	$36,333,258	25%	$110,512,037	75%
48-49	Transportation and warehousing	$34,622,375	$11,621,159	34%	$23,001,216	66%
54	Professional, scientific, technical	$14,761,454	$3,448,345	23%	$11,313,110	77%
41	Wholesale trade	$12,218,490	$1,279,865	11%	$10,938,625	90%
52	Finance and insurance	$11,495,868	$803,733	7%	$10,692,135	93%
56	Admin support, waste management	$10,345,227	$2,024,040	20%	$8,321,187	80%
53	Real estate, rental and leasing	$9,442,342	$135,594	1%	$9,306,749	99%
21	Mining, quarrying, oil and gas	$9,396,689	$0	0%	$9,396,689	100%
22	Utilities	$7,522,416	$1,440,332	19%	$6,082,085	81%
11	Agriculture, forestry, fishing	$6,046,519	$3,371,606	56%	$2,674,913	44%

[5] 2017 EMSI Analyst data is most recent comparable data available.

NAICS Code	Industry – Combined Town of Prescott and Augusta Township	Total Purchases	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases
62	Health care and social assistance	$5,793,137	$1,063,883	18%	$4,729,253	82%
51	Information and cultural industries	$5,174,626	$598,557	12%	$4,576,069	88%
23	Construction	$4,639,962	$1,558,984	34%	$3,080,978	66%
44-45	Retail trade	$4,068,661	$1,265,964	31%	$2,802,698	69%
81	Other services except public admin	$3,071,860	$749,020	24%	$2,322,840	76%
91	Public administration	$2,815,625	$1,040,048	37%	$1,775,577	63%
72	Accommodation and food services	$2,628,180	$754,572	29%	$1,873,608	71%
55	Management of companies	$1,945,564	$0	0%	$1,945,564	100%
71	Arts, entertainment and recreation	$836,425	$292,340	35%	$544,085	65%
61	Educational services	$764,952	$346,889	45%	$418,063	55%

Source: EMSI Analyst 2017

3.6.2 Manufacturing

Key sub-sectors of manufacturing included:

- **Basic chemical manufacturing:** 18 jobs, 1 business, $57.3 million in purchases, 29% in-region, LQ 9.74. This sub-sector presents an economic development opportunity to attract more businesses in the supply chain to the region.
- **Resin, synthetic rubber, and artificial and synthetic fibres and filaments manufacturing:** 41 jobs, 1 business, $13.9 million in purchases, 100% in-region, LQ 63.62. This sub-sector has a competitive advantage in the region, likely purchasing locally from basic chemical manufacturers.
- **Plastic product manufacturing:** 12 jobs, 2 businesses, $3.4 million in purchases, 36% in-region, LQ 1.01.
- **Other chemical product manufacturing:** 17 jobs, 5 businesses, $2 million in purchases, 22% in-region, LQ 10.9. Combined with basic chemical manufacturing, this sub-sector has a competitive advantage in the region, compared to the Province of Ontario.
- **Other electrical equipment and component manufacturing:** 47 jobs, 2 businesses, $1.6 million in purchases, 98% in-region, LQ 24.04. This sub-sector is currently a strong industry sector when compared to national concentrations. However, jobs are forecasted to decline by -19% by 2028 in this sub-sector.

The following two figures outline the Manufacturing supply chain at the 3-digit NAICS code level in Prescott and Augusta.

Figure 34: Manufacturing Subsectors – Town of Prescott

Manufacturing Subsectors – Town of Prescott	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Petroleum and coal product manufacturing	$0	0.0%	$7,889,365	100.0%	$7,889,365
Chemical manufacturing	$1,242,725	20.7%	$4,762,382	79.3%	$6,005,107
Primary metal manufacturing	$0	0.0%	$3,518,376	100.0%	$3,518,376
Transportation equipment manufacturing	$0	0.0%	$2,611,405	100.0%	$2,611,405
Food manufacturing	$0	0.0%	$2,280,335	100.0%	$2,280,335
Plastics and rubber products manufacturing	$757,285	39.7%	$1,150,549	60.3%	$1,907,834
Electrical equipment, appliance, component mfg.	$857,317	66.7%	$428,350	33.3%	$1,285,667
Fabricated metal product manufacturing	$0	0.0%	$1,163,376	100.0%	$1,163,376
Machinery manufacturing	$373,222	33.0%	$757,984	67.0%	$1,131,206
Computer and electronic product manufacturing	$61,261	5.6%	$1,028,719	94.4%	$1,089,979
Miscellaneous manufacturing	$180,761	27.6%	$475,273	72.4%	$656,035
Wood product manufacturing	$0	0.0%	$577,248	100.0%	$577,248
Beverage and tobacco product manufacturing	$0	0.0%	$480,320	100.0%	$480,320
Printing and related support activities	$0	0.0%	$460,253	100.0%	$460,253
Non-metallic mineral product manufacturing	$66,091	14.7%	$383,749	85.3%	$449,840
Paper manufacturing	$0	0.0%	$433,486	100.0%	$433,486
Textile product mills	$0	0.0%	$393,724	100.0%	$393,724
Textile mills	$80,411	25.0%	$241,004	75.0%	$321,415
Furniture and related product manufacturing	$0	0.0%	$175,148	100.0%	$175,148
Clothing manufacturing	$0	0.0%	$120,597	100.0%	$120,597
Leather and allied product manufacturing	$0	0.0%	$18,212	100.0%	$18,212
Total – Manufacturing Subsectors	**$3,619,073**	**11.0%**	**$29,349,855**	**89.0%**	**$32,968,927**

Source: EMSI Analyst, 2017

Figure 35: Manufacturing Subsectors - Township of Augusta

Manufacturing Subsectors - Township of Augusta	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Chemical manufacturing	$27,647,850	36.4%	$48,348,650	63.6%	$75,996,500
Petroleum and coal product manufacturing	$0	0.0%	$19,629,207	100.0%	$19,629,207
Fabricated metal product manufacturing	$0	0.0%	$3,585,147	100.0%	$3,585,147
Plastics and rubber products manufacturing	$0	0.0%	$2,847,491	100.0%	$2,847,491
Non-metallic mineral product manufacturing	$0	0.0%	$1,965,701	100.0%	$1,965,701
Food manufacturing	$0	0.0%	$1,893,902	100.0%	$1,893,902
Primary metal manufacturing	$0	0.0%	$1,799,882	100.0%	$1,799,882
Machinery manufacturing	$0	0.0%	$1,743,354	100.0%	$1,743,354
Wood product manufacturing	$0	0.0%	$1,538,182	100.0%	$1,538,182
Electrical equipment, appliance, component mfg.	$0	0.0%	$1,483,509	100.0%	$1,483,509
Transportation equipment manufacturing	$0	0.0%	$1,105,278	100.0%	$1,105,278
Paper manufacturing	$0	0.0%	$991,942	100.0%	$991,942
Computer and electronic product manufacturing	$0	0.0%	$894,608	100.0%	$894,608
Printing and related support activities	$0	0.0%	$460,086	100.0%	$460,086
Furniture and related product manufacturing	$0	0.0%	$441,316	100.0%	$441,316
Miscellaneous manufacturing	$0	0.0%	$324,946	100.0%	$324,946
Beverage and tobacco product manufacturing	$0	0.0%	$276,743	100.0%	$276,743
Textile product mills	$0	0.0%	$85,411	100.0%	$85,411
Clothing manufacturing	$0	0.0%	$77,042	100.0%	$77,042
Textile mills	$0	0.0%	$69,725	100.0%	$69,725
Leather and allied product manufacturing	$0	0.0%	$11,634	100.0%	$11,634
Total - Manufacturing Subsectors	**$27,647,850**	**23.6%**	**$89,573,757**	**76.4%**	**$117,221,607**

Source: EMSI Analyst, 2017

3.6.3 Transportation and Warehousing, Retail Trade, Wholesale Trade

Transportation and warehousing represented the second largest industry across the two municipalities, with total purchases at $34.6 million, 66% of which were imported.

- **General freight trucking:** 208 jobs, 28 businesses $11 million in purchases, 77% in-region, LQ 12.06, a major competitive strength.
- **Specialized freight trucking:** 11 jobs, 7 businesses, $8.4 million in purchases, 88% in-region, LQ 1.01.
- **Warehousing and storage:** 32 jobs, 3 businesses, $1.2 million in purchases in 2017, 25% in-region, LQ 3.53.

The following two figures outline the Transportation and Warehousing, Retail Trade, Wholesale Trade supply chain at the 3-digit NAICS code level in the Town of Prescott and the Township of Augusta.

Figure 36: Transportation and Warehousing, Retail Trade, Wholesale Trade Subsectors – Town of Prescott

Transportation and Warehousing, Retail Trade, Wholesale Trade Subsectors – Town of Prescott	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Truck transportation	$6,701,101	55.6%	$5,362,055	44.4%	$12,063,156
Support activities for transportation	$491,815	9.0%	$4,946,918	91.0%	$5,438,734
Machinery, equipment and supplies merchant wholesalers	$0	0.0%	$852,391	100.0%	$852,391
Personal and household goods merchant wholesalers	$0	0.0%	$686,711	100.0%	$686,711
Miscellaneous merchant wholesalers	$136,918	20.1%	$542,913	79.9%	$679,831
Air transportation	$0	0.0%	$648,995	100.0%	$648,995
Building material and supplies merchant wholesalers	$0	0.0%	$534,712	100.0%	$534,712
Rail transportation	$0	0.0%	$490,418	100.0%	$490,418
Petroleum and petroleum products merchant wholesalers	$0	0.0%	$487,709	100.0%	$487,709
Couriers and messengers	$0	0.0%	$486,276	100.0%	$486,276
Warehousing and storage	$148,917	32.1%	$315,662	67.9%	$464,579
Motor vehicle, parts and accessories merchant wholesalers	$0	0.0%	$440,086	100.0%	$440,086
Transit and ground passenger transportation	$269,596	75.2%	$88,809	24.8%	$358,405
Motor vehicle and parts dealers	$112,182	31.7%	$241,348	68.3%	$353,530
Food, beverage and tobacco merchant wholesalers	$11,145	3.5%	$311,629	96.5%	$322,774

Transportation and Warehousing, Retail Trade, Wholesale Trade Subsectors – Town of Prescott	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Building material, garden equipment and supplies dealers	$139,646	52.6%	$125,961	47.4%	$265,607
Health and personal care stores	$108,474	44.3%	$136,151	55.7%	$244,625
Food and beverage stores	$184,545	77.2%	$54,458	22.8%	$239,003
Postal service	$149,329	66.5%	$75,061	33.5%	$224,390
Gasoline stations	$88,692	45.9%	$104,607	54.1%	$193,300
General merchandise stores	$63,962	35.7%	$115,314	64.3%	$179,275
Pipeline transportation	$0	0.0%	$173,076	100.0%	$173,076
Business-to-business electronic markets, agents, brokers	$39,327	26.7%	$108,164	73.3%	$147,491
Water transportation	$0	0.0%	$128,326	100.0%	$128,326
Non-store retailers	$4,542	4.5%	$95,296	95.5%	$99,838
Furniture and home furnishings stores	$23,798	32.2%	$50,075	67.8%	$73,874
Clothing and clothing accessories stores	$0	0.0%	$59,261	100.0%	$59,261
Miscellaneous store retailers	$14,137	24.3%	$44,095	75.7%	$58,232
Sporting goods, hobby, book and music stores	$0	0.0%	$47,536	100.0%	$47,536
Electronics and appliance stores	$0	0.0%	$45,029	100.0%	$45,029
Farm product merchant wholesalers	$0	0.0%	$31,508	100.0%	$31,508
Scenic and sightseeing transportation	$0	0.0%	$12,444	100.0%	$12,444
Total - Transportation, Warehousing, Retail, Wholesale	**$8,688,128**	**32.7%**	**$17,842,992**	**67.3%**	**$26,531,120**

Source: EMSI Analyst, 2017

Figure 37: Transportation and Warehousing, Retail Trade, Wholesale Trade Subsectors – Township of Augusta

Transportation and Warehousing, Retail Trade, Wholesale Trade Subsectors – Township of Augusta	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Truck transportation	$972,976	13.1%	$6,450,045	86.9%	$7,423,021
Miscellaneous merchant wholesalers	$24,200	0.7%	$3,346,408	99.3%	$3,370,608
Support activities for transportation	$205,043	8.5%	$2,209,727	91.5%	$2,414,769
Building material and supplies merchant wholesalers	$0	0.0%	$1,404,872	100.0%	$1,404,872
Machinery, equipment and supplies merchant wholesalers	$218,454	17.2%	$1,052,983	82.8%	$1,271,437
Pipeline transportation	$0	0.0%	$1,037,166	100.0%	$1,037,166
Couriers and messengers	$0	0.0%	$758,933	100.0%	$758,933
Rail transportation	$74,334	10.0%	$671,058	90.0%	$745,391
Warehousing and storage	$28,610	3.9%	$699,908	96.1%	$728,518
Building material and garden equipment and supplies dealers	$0	0.0%	$665,239	100.0%	$665,239
Personal and household goods merchant wholesalers	$0	0.0%	$480,887	100.0%	$480,887
Air transportation	$0	0.0%	$462,634	100.0%	$462,634
Petroleum and petroleum products merchant wholesalers	$0	0.0%	$456,588	100.0%	$456,588
Motor vehicle, parts and accessories merchant wholesalers	$102,192	29.7%	$241,856	70.3%	$344,049
Business-to-business electronic markets, agents, brokers	$61,872	20.1%	$246,119	79.9%	$307,991
Motor vehicle and parts dealers	$9,987	3.9%	$249,320	96.1%	$259,307
Gasoline stations	$64,896	25.7%	$187,341	74.3%	$252,236
Farm product merchant wholesalers	$0	0.0%	$249,227	100.0%	$249,227
Food, beverage and tobacco merchant wholesalers	$47,003	19.2%	$198,033	80.8%	$245,036
Postal service	$0	0.0%	$237,048	100.0%	$237,048
General merchandise stores	$0	0.0%	$216,962	100.0%	$216,962
Transit and ground passenger transportation	$54,412	32.2%	$114,469	67.8%	$168,881
Health and personal care stores	$12,201	8.0%	$140,199	92.0%	$152,401

Transportation and Warehousing, Retail Trade, Wholesale Trade Subsectors – Township of Augusta	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Water transportation	$0	0.0%	$143,071	100.0%	$143,071
Furniture and home furnishings stores	$8,575	6.3%	$126,789	93.7%	$135,364
Non-store retailers	$4,112	3.4%	$117,595	96.6%	$121,708
Clothing and clothing accessories stores	$1,169	1.0%	$114,133	99.0%	$115,303
Food and beverage stores	$7,043	6.3%	$105,260	93.7%	$112,303
Miscellaneous store retailers	$0	0.0%	$95,160	100.0%	$95,160
Electronics and appliance stores	$0	0.0%	$46,575	100.0%	$46,575
Sporting goods, hobby, book and music stores	$1,868	4.7%	$38,090	95.3%	$39,958
Scenic and sightseeing transportation	$2,765	57.1%	$2,074	42.9%	$4,839
Total - Transportation, Warehousing, Retail, Wholesale	**$1,901,714**	**7.8%**	**$22,565,770**	**92.2%**	**$24,467,483**

Source: EMSI Analyst, 2017

3.6.4 Professional, Scientific and Technical Services; Real Estate Leasing and Rentals; Finance and Insurance; Information and Cultural; Administrative Support Services

Professional, scientific, and technical services represented the third-largest industry sector, purchasing $14.7 million, 76% imported.

- **Management, scientific and technical consulting services:** 40 jobs, 40 businesses, $1.9 million in purchases, 56% in-region, LQ 2.92.
- **Waste treatment and disposal:** <10 jobs[6], 0 businesses, $1.7 million in purchases, 75% in-region, LQ 1.29.
- **Other professional, scientific, technical services:** 24 jobs, 8 businesses, $1.2 million in purchases, 71% in-region, LQ 2.23. Jobs are projected to grow to 30 by 2028. Combined with other sub-sectors, there is an opportunity to support a professional/technical cluster.
- **Data processing, hosting, and related services:** 13 jobs, 0 businesses,[7] $432,000 in purchases, 78% in-region, LQ 3.91.

[6] Waste treatment and disposal record less than 10 jobs but no businesses. The employees may work for a business located elsewhere.

[7] The data processing, hosting, and related services industry sub-sector recorded 13 jobs in 2020, yet no businesses were shown in the Statistics Canada data. This could mean that local business providers are small or they have no business presence in the municipalities.

The following two figures outline the collective supply chain for subsectors at the 3-digit NAICS code level in Professional, Scientific and Technical Services; Real Estate Leasing and Rentals; Finance and Insurance; Information and Cultural; and Administrative Support Services in the Town of Prescott and the Township of Augusta.

Figure 38: Professional / Real Estate / Finance / Information Subsectors – Town of Prescott

Professional / Real Estate / Finance / Information Subsectors – Town of Prescott	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Professional, scientific and technical services	$1,404,847	22.0%	$4,976,350	78.0%	$6,381,196
Administrative and support services	$711,926	14.9%	$4,061,377	85.1%	$4,773,304
Real estate	$18,193	0.6%	$3,006,713	99.4%	$3,024,907
Credit intermediation and related activities	$296,572	10.5%	$2,523,316	89.5%	$2,819,888
Insurance carriers and related activities	$357,371	13.7%	$2,245,509	86.3%	$2,602,881
Rental and leasing services	$75,817	4.4%	$1,648,491	95.6%	$1,724,308
Telecommunications	$20,733	1.8%	$1,118,420	98.2%	$1,139,153
Management of companies and enterprises	$0	0.0%	$778,972	100.0%	$778,972
Securities, commodity contracts, financial inv. activities	$0	0.0%	$762,300	100.0%	$762,300
Publishing industries	$53,707	7.4%	$672,099	92.6%	$725,806
Lessors of non-financial intangible assets	$0	0.0%	$656,091	100.0%	$656,091
Waste management and remediation services	$0	0.0%	$551,272	100.0%	$551,272
Data processing, hosting, and related services	$149,310	51.0%	$143,444	49.0%	$292,753
Broadcasting (except internet)	$25,352	9.1%	$253,489	90.9%	$278,841
Other information services	$32,485	16.8%	$160,453	83.2%	$192,938
Motion picture and sound recording industries	$1,677	0.9%	$184,728	99.1%	$186,406
Monetary authorities - central bank	$0	0.0%	$100,109	100.0%	$100,109
Total – Professional / Real Estate / Finance / Information	**$3,147,991**	**11.7%**	**$23,843,132**	**88.3%**	**$26,991,124**

Source: EMSI Analyst, 2017

Figure 39: Professional / Real Estate / Finance / Information Subsectors - Township of Augusta

Professional / Real Estate / Finance / Information Subsectors - Township of Augusta	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Professional, scientific and technical services	$896,662	10.6%	$7,540,802	89.4%	$8,437,464
Administrative and support services	$438,704	11.4%	$3,394,902	88.6%	$3,833,605
Credit intermediation and related activities	$18,376	0.6%	$3,233,679	99.4%	$3,252,055
Real estate	$0	0.0%	$1,525,203	100.0%	$1,525,203
Lessors of non-financial intangible assets	$0	0.0%	$1,398,982	100.0%	$1,398,982
Insurance carriers and related activities	$696	0.1%	$1,380,324	99.9%	$1,381,019
Waste management and remediation services	$251,476	21.4%	$922,831	78.6%	$1,174,308
Management of companies and enterprises	$0	0.0%	$1,169,421	100.0%	$1,169,421
Rental and leasing services	$0	0.0%	$1,164,716	100.0%	$1,164,716
Telecommunications	$0	0.0%	$856,061	100.0%	$856,061
Publishing industries	$20,945	3.2%	$638,249	96.8%	$659,194
Securities, commodity contracts, financial inv. activities	$0	0.0%	$613,083	100.0%	$613,083
Broadcasting (except internet)	$0	0.0%	$331,960	100.0%	$331,960
Other information services	$10,713	4.2%	$241,423	95.8%	$252,136
Data processing, hosting, and related services	$99,803	71.1%	$40,574	28.9%	$140,377
Motion picture and sound recording industries	$513	0.5%	$106,042	99.5%	$106,555
Total - Professional, scientific and technical services	**$1,737,887**	**6.6%**	**$24,558,252**	**93.4%**	**$26,296,139**

Source: EMSI Analyst, 2017

3.6.5 Construction, Utilities, and Extraction

The following two figures outline the collective supply chain for subsectors at the 3-digit NAICS code level in Construction, Utilities and Extraction in the Town of Prescott and the Township of Augusta.

Figure 40: Construction, Utilities and Extraction Subsectors – Town of Prescott

Construction, Utilities and Extraction Subsectors – Town of Prescott	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Specialty trade contractors	$59,442	3.4%	$1,679,540	96.6%	$1,738,983
Utilities	$792,691	55.9%	$625,383	44.1%	$1,418,074
Heavy and civil engineering construction	$67,377	10.8%	$555,402	89.2%	$622,779
Mining and quarrying (except oil and gas)	$0	0.0%	$619,292	100.0%	$619,292
Oil and gas extraction	$0	0.0%	$612,820	100.0%	$612,820
Support activities for mining, and oil and gas extraction	$0	0.0%	$149,313	100.0%	$149,313
Total - Utilities; Oil & Gas; Construction	**$919,510**	**17.8%**	**$4,241,752**	**82.2%**	**$5,161,262**

Source: EMSI Analyst, 2017

Figure 41: Construction, Utilities and Extraction Subsectors - Township of Augusta

Construction, Utilities and Extraction Subsectors - Township of Augusta	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Utilities	$0	0.0%	$6,089,702	100.0%	$6,089,702
Oil and gas extraction	$0	0.0%	$5,474,208	100.0%	$5,474,208
Specialty trade contractors	$434,806	25.6%	$1,262,675	74.4%	$1,697,481
Support activities for mining, and oil and gas extraction	$0	0.0%	$1,411,697	100.0%	$1,411,697
Mining and quarrying (except oil and gas)	$0	0.0%	$929,809	100.0%	$929,809
Heavy and civil engineering construction	$58,099	9.6%	$549,817	90.4%	$607,916
Total – Utilities; Oil & Gas; Construction	**$492,905**	**3.0%**	**$15,717,908**	**97.0%**	**$16,210,813**

Source: EMSI Analyst, 2017

3.6.6 Agriculture, Fishing, Hunting and Forestry

The following two figures outline the collective supply chain for subsectors at the 3-digit NAICS code level in Agriculture, Fishing, Hunting and Forestry in the Town of Prescott and the Township of Augusta.

Figure 42: Agriculture, Fishing, Hunting and Forestry Subsectors - Town of Prescott

Agriculture, Fishing, Hunting and Forestry Subsectors - Town of Prescott	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Farms	$0	0.0%	$461,491	100.0%	$461,491
Fishing, hunting and trapping	$0	0.0%	$27,983	100.0%	$27,983
Forestry and logging	$0	0.0%	$23,013	100.0%	$23,013
Support activities for agriculture and forestry	$0	0.0%	$21,370	100.0%	$21,370
Total - Agriculture, Fishing, Hunting and Forestry	**$0**	**0.0%**	**$533,856**	**100.0%**	**$533,856**

Source: EMSI Analyst, 2017

Figure 43: Agriculture, Fishing, Hunting and Forestry Subsectors - Township of Augusta

Agriculture, Fishing, Hunting and Forestry Subsectors - Township of Augusta	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Farms	$3,050,583	62.3%	$1,844,041	37.7%	$4,894,624
Support activities for agriculture and forestry	$0	0.0%	$214,117	100.0%	$214,117
Forestry and logging	$0	0.0%	$41,124	100.0%	$41,124
Fishing, hunting and trapping	$0	0.0%	$8,481	100.0%	$8,481
Total - Agriculture, Fishing, Hunting and Forestry	**$3,050,583**	**59.1%**	**$2,107,763**	**40.9%**	**$5,158,346**

Source: EMSI Analyst, 2017

3.6.8 Health and Social Services, and Education Services

The following two figures outline the collective supply chain for subsectors at the 3-digit NAICS code level in Health and Social Services, and Education Services in the Town of Prescott and the Township of Augusta.

Figure 44: Health and Social Services, and Education Services Subsectors – Town of Prescott

Health and Social Services, and Education Services Subsectors – Town of Prescott	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Hospitals	$151,495	6.7%	$2,093,274	93.3%	$2,244,769
Ambulatory health care services	$325,922	21.4%	$1,196,084	78.6%	$1,522,006
Nursing and residential care facilities	$118,744	12.7%	$815,608	87.3%	$934,352
Social assistance	$207,384	27.7%	$540,696	72.3%	$748,080
Educational services	$235,875	49.7%	$239,087	50.3%	$474,961
Total - Health, Social Services and Education	**$1,039,420**	**17.5%**	**$4,884,748**	**82.5%**	**$5,924,169**

Source: EMSI Analyst, 2017

Figure 45: Health and Social Services, and Education Services Subsectors - Township of Augusta

Health and Social Services, and Education Services Subsectors - Township of Augusta	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Educational services	$36,599	12.7%	$251,435	87.3%	$288,034
Hospitals	$1,835	1.7%	$108,909	98.3%	$110,743
Ambulatory health care services	$0	0.0%	$75,087	100.0%	$75,087
Nursing and residential care facilities	$0	0.0%	$46,095	100.0%	$46,095
Social assistance	$10,898	29.5%	$26,008	70.5%	$36,906
Total - Health, Social Services and Education	**$49,332**	**8.9%**	**$507,533**	**91.1%**	**$556,865**

Source: EMSI Analyst, 2017

3.6.9 Other Services except Public Administration

The following two figures outline the collective supply chain for subsectors at the 3-digit NAICS code level in Other Services except Public Administration in the Town of Prescott and the Township of Augusta.

Figure 46: Other Services except Public Administration Subsector – Town of Prescott

Other Services except Public Administration Subsector – Town of Prescott	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Repair and maintenance	$144,380	12.0%	$1,054,395	88.0%	$1,198,775
Religious, grant-making, civic organizations	$23,631	4.3%	$522,748	95.7%	$546,378
Personal and laundry services	$50,547	32.5%	$105,129	67.5%	$155,677
Total – Other Services except Public Admin.	**$218,558**	**11.5%**	**$1,682,272**	**88.5%**	**$1,900,830**

Source: EMSI Analyst, 2017

Figure 47: Other Services except Public Administration Subsector –Township of Augusta

Other Services except Public Administration Subsector –Township of Augusta	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Repair and maintenance	$291,072	42.3%	$396,475	57.7%	$687,547
Religious, grant-making, civic organizations	$0	0.0%	$404,707	100.0%	$404,707
Personal and laundry services	$694	0.9%	$80,180	99.1%	$80,874
Total – Other Services except Public Admin.	**$291,767**	**24.9%**	**$881,362**	**75.1%**	**$1,173,129**

Source: EMSI Analyst, 2017

3.6.10 Public Administration

The following two figures outline the collective supply chain for subsectors at the 3-digit NAICS code level in Public Administration in the Town of Prescott and the Township of Augusta.

Figure 48: Public Administration Subsectors – Town of Prescott

Public Administration Subsectors – Town of Prescott	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Local, municipal and regional public administration	$182,863	26.6%	$504,291	73.4%	$687,154
Provincial and territorial public administration	$275,717	67.3%	$133,750	32.7%	$409,467
Federal government public administration	$229,901	78.8%	$61,902	21.2%	$291,804
Total - Public Administration	**$1,125,597**	**21.7%**	**$4,064,488**	**78.3%**	**$5,190,084**

Source: EMSI Analyst, 2017

Figure 49: Public Administration Subsectors - Township of Augusta

Public Administration Subsectors - Township of Augusta	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Local, municipal and regional public administration	$129,368	14.0%	$793,372	86.0%	$922,740
Provincial and territorial public administration	$0	0.0%	$286,707	100.0%	$286,707
Federal government public administration	$0	0.0%	$217,198	100.0%	$217,198
Total - Public Administration	**$712,901**	**18.9%**	**$3,060,002**	**81.1%**	**$3,772,903**

Source: EMSI Analyst, 2017 1

3.6.11 Accommodation and Food Services; Arts, Entertainment & Recreation

The following two figures outline the collective supply chain for subsectors at the 3-digit NAICS code level in Accommodation and Food Services; and Arts, Entertainment and Recreation in the Town of Prescott and the Township of Augusta.

Figure 50: Accommodation and Food Services, Arts, Ent. & Recreation Subsectors – Town of Prescott

Accommodation and Food Services, Arts, Ent. & Recreation Subsectors – Town of Prescott	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Food services and drinking places	$393,244	45.2%	$476,134	54.8%	$869,378
Accommodation services	$201,823	37.1%	$341,457	62.9%	$543,281
Performing arts, spectator sports and related industries	$22,753	9.7%	$210,673	90.3%	$233,427
Amusement, gambling and recreation industries	$90,550	50.6%	$88,377	49.4%	$178,928
Heritage institutions	$105,283	95.2%	$5,254	4.8%	$110,537
Total - Accomm., Food Svcs., Arts, Ent. & Recreation	**$813,655**	**42.0%**	**$1,121,896**	**58.0%**	**$1,935,550**

Source: EMSI Analyst, 2017 2

Figure 51: Accommodation and Food Services, Arts, Ent. & Recreation Subsectors – Township of Augusta

Accommodation and Food Services, Arts, Ent. & Recreation Subsectors – Township of Augusta	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
Food services and drinking places	$0	0.0%	$840,319	100.0%	$840,319
Accommodation services	$0	0.0%	$403,200	100.0%	$403,200
Performing arts, spectator sports and related industries	$0	0.0%	$148,474	100.0%	$148,474
Amusement, gambling and recreation industries	$0	0.0%	$107,681	100.0%	$107,681
Heritage institutions	$52,028	74.0%	$18,281	26.0%	$70,308
Total - Accomm., Food Svcs., Arts, Ent., Recreation	**$52,028**	**3.3%**	**$1,517,954**	**96.7%**	**$1,569,982**

Source: EMSI Analyst, 2017 3

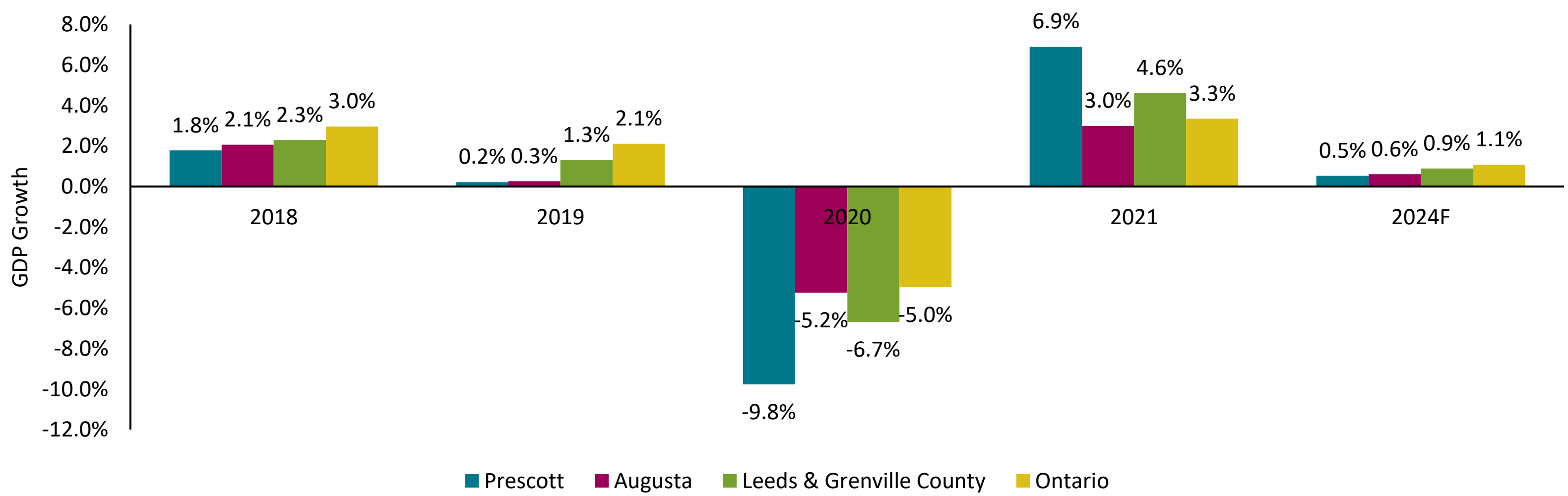
3.7 Economic Forecasts

3.7.1 Augusta and Prescott Outlook

Both Augusta and Prescott had respectable real GDP growth of 1-2% in 2017 and 2018. There has been almost no growth in 2019, and then real GDP declined significantly in 2020 due to global health and economic crisis. In 2020, Prescott fared worse than Augusta because of Prescott's dependence on the transportation and logistics sector. In addition, the agriculture and forestry sector grew at a brisk rate of 12% between 2019 and 2020, which helped soften the negative impact of COVID-19 on Augusta's economic base.

However, in 2021 Prescott is expected to bounce back and grow more than double the rate of Augusta's, at 6.9% vs. 3.0%. Over the longer term (up to 2026), Augusta is expected to do slightly better than Prescott due to higher concentration in manufacturing, construction and agriculture & forestry sectors which are more cyclical than government and education sectors in the case of Prescott. 23% of Prescott's GDP is derived from these two sectors, and growth in these two sectors is expected to be very modest.

Figure 52: Real GDP Growth, 2017-2024

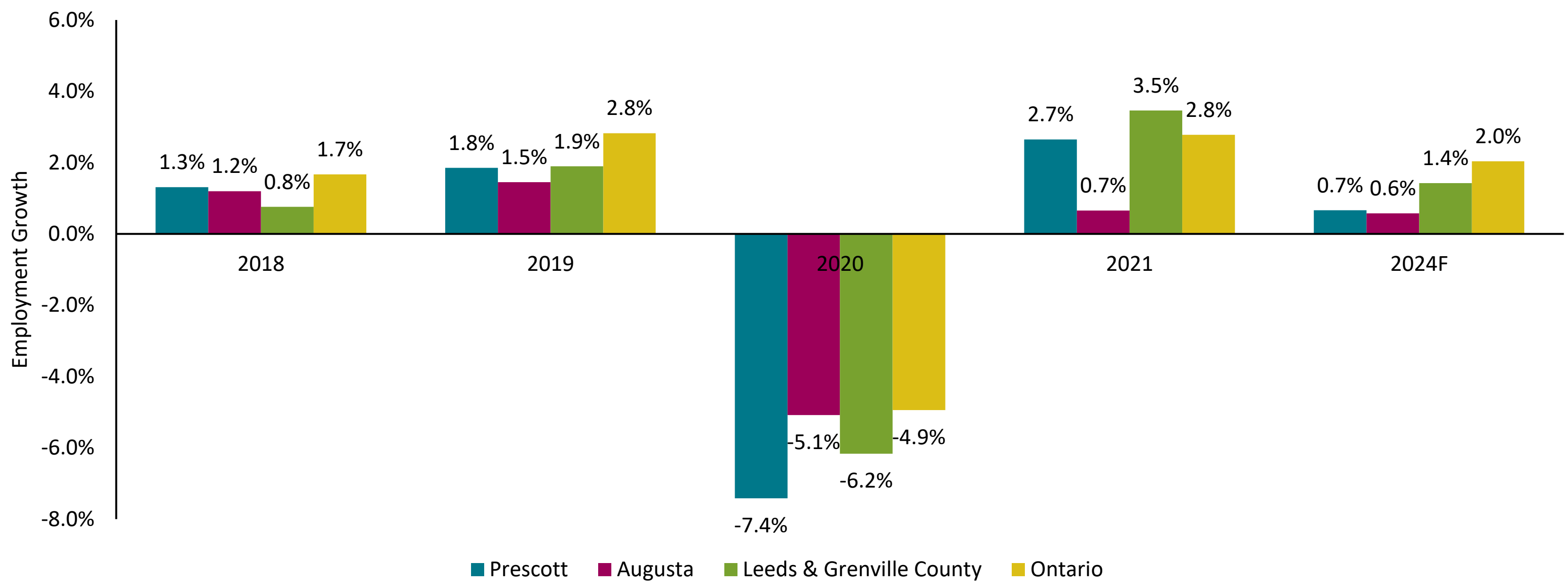


Source: Estimates and projections, Metro Economics, May 2021

As far as employment growth is concerned, Prescott had been more impacted by this pandemic due to its dependence on retail-based sectors such as accommodation and food. Prescott's higher near-term employment will be driven by a solid recovery in the transportation and logistics and accommodation and food sectors, as Prescott's total employment is at nearly 30% in these two sectors.

Gross Domestic Product actuals and forecasts are listed in Figure 54 for the Town of Prescott and Figure 55 for the Township of Augusta.

Figure 53: Employment (by Place of Work) Growth, 2017-2024



Source: Estimates and projections, Metro Economics, May 2021

Figure 54: Gross Domestic Product Actuals and Forecasts (Listed by Share of Total) – Town of Prescott

Town of Prescott	2016	2017	2018	2019	2020	2021	2026	2031	2036	2041	2046	2051	Share	Growth (2021-26)
Total Population	4,324	4,309	4,318	4,324	4,329	4,298	4,294	4,322	4,285	4,164	3,998	3,828		
Total Gross Domestic Product ($2012 millions)	**179.5**	**181.3**	**184.5**	**184.9**	**166.8**	**178.4**	**192.6**	**202.8**	**211.6**	**219.3**	**226.2**	**232.6**		
Transportation, warehousing	33.8	34.7	35.4	35.2	27.5	33.7	37.5	40.7	43.7	46.5	49.3	51.9	19%	2.2%
Government	25.9	26.1	26.5	27.0	27.1	26.3	27.3	27.7	27.8	27.6	27.3	26.8	15%	0.8%
Manufacturing	17.8	17.8	18.4	18.3	16.7	18.5	20.7	22.6	24.5	26.5	28.5	30.6	10%	2.3%
Retail trade	18.4	18.7	19.0	19.1	18.4	18.4	19.7	20.4	21.0	21.4	21.7	21.9	10%	1.3%
Education	15.7	15.7	15.9	15.9	14.3	14.7	15.3	15.6	15.7	15.7	15.5	15.3	8%	0.9%
Health, social services	11.7	11.6	11.8	12.0	11.1	11.7	12.7	13.4	14.1	14.6	15.1	15.5	7%	1.7%
Construction	9.0	9.1	9.4	9.1	8.8	8.9	9.5	9.9	10.2	10.5	10.7	10.8	5%	1.4%
Professional, scientific, technical services	8.9	9.1	9.4	9.8	9.5	9.3	10.0	10.5	10.8	11.1	11.4	11.5	5%	1.4%
Accommodation, food	7.1	7.0	7.1	7.1	4.5	7.1	8.2	9.1	10.0	10.9	11.9	12.8	4%	2.7%
Finance, insurance	7.2	7.6	7.7	7.8	8.0	7.4	8.0	8.4	8.8	9.0	9.3	9.5	4%	1.6%
Utilities	6.2	5.9	6.1	6.1	5.4	5.4	5.5	5.5	5.4	5.4	5.2	5.1	3%	0.5%
Mining, oil and gas	3.1	3.0	3.0	2.9	2.6	2.8	3.0	3.2	3.3	3.4	3.5	3.6	2%	1.4%
Wholesale trade	2.8	2.9	2.9	2.9	2.7	2.8	3.0	3.1	3.2	3.2	3.3	3.3	2%	1.3%
Other business services	4.0	3.9	3.8	3.8	3.4	3.7	4.0	4.1	4.2	4.3	4.3	4.3	2%	1.2%
Other services	4.4	4.5	4.5	4.4	3.9	4.1	4.3	4.5	4.6	4.6	4.7	4.7	2%	1.2%
Arts, entertainment, recreation	1.7	1.8	1.8	1.8	1.0	1.7	1.9	2.0	2.2	2.3	2.4	2.5	1%	1.9%
Information, culture	1.7	1.8	1.8	1.9	1.8	1.8	2.0	2.1	2.2	2.2	2.3	2.4	1%	1.7%
Agriculture, forestry	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0%	
Real estate and rental and leasing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0%	
Total - Employed by place of work	**1,945**	**1,972**	**1,998**	**2,034**	**1,884**	**1,933**	**1,998**	**2,012**	**2,007**	**1,988**	**1,959**	**1,923**		
Retail trade	385	405	402	412	384	382	379	366	350	332	313	293	20%	-0.2%
Transportation, warehousing	285	291	315	328	293	302	321	332	341	346	349	351	16%	1.2%
Accommodation, food	205	202	207	199	148	204	221	232	241	249	254	259	11%	1.6%
Government	205	212	202	208	211	200	201	197	191	183	175	166	10%	0.1%
Education	180	175	182	188	177	174	180	182	181	179	176	172	9%	0.7%
Health, social services	170	173	168	176	168	172	185	193	199	204	208	210	9%	1.4%
Manufacturing	130	132	132	131	127	128	132	133	133	132	131	129	7%	0.6%
Professional, scientific, technical services	95	99	98	103	101	97	100	102	102	101	100	98	5%	0.8%
Other services	85	83	87	90	85	82	84	84	83	81	79	77	4%	0.5%
Construction	40	40	41	41	38	39	41	41	41	41	40	39	2%	0.7%
Finance, insurance	40	39	40	40	43	37	35	33	31	28	26	23	2%	-0.7%
Other business services	35	33	33	32	30	32	33	33	33	33	32	32	2%	0.6%
Arts, entertainment, recreation	35	34	34	32	29	33	34	35	35	34	34	34	2%	0.8%
Mining, oil and gas	10	10	10	10	9	10	11	12	12	13	13	14	1%	1.5%
Utilities	20	19	23	22	20	20	19	18	17	16	15	14	1%	-0.6%
Wholesale trade	15	14	14	13	12	12	12	11	9	8	8	7	1%	-1.3%
Agriculture, forestry	0	0	0	0	0	0	0	0	0	0	0	0	0%	
Information, culture	10	10	10	9	8	9	9	9	8	8	7	7	0%	-0.2%
Real estate and rental and leasing	0	0	0	0	0	0	0	0	0	0	0	0	0%	

Source: metroeconomics, 2021

Figure 55: Gross Domestic Product Actuals and Forecasts (Listed by Share of Total) - Township of Augusta

Township of Augusta	2016	2017	2018	2019	2020	2021	2026	2031	2036	2041	2046	2051	Share	Growth (2021-26)
Total Population	**7,531**	**7,505**	**7,521**	**7,531**	**7,540**	**7,485**	**7,478**	**7,527**	**7,463**	**7,252**	**6,963**	**6,667**		
Total Gross Domestic Product ($2012 millions)	**100.1**	**101.0**	**103.1**	**103.4**	**98.0**	**100.9**	**110.1**	**117.2**	**123.9**	**130.2**	**136.5**	**142.9**		
Construction	22.6	22.8	23.4	22.7	22.0	22.3	23.8	24.8	25.6	26.2	26.7	27.0	22%	1.4%
Manufacturing	15.7	15.8	16.3	16.2	14.7	16.3	18.3	20.0	21.7	23.4	25.2	27.0	16%	2.3%
Agriculture, forestry	5.9	6.2	6.6	7.4	8.3	7.9	9.6	11.4	13.5	15.9	18.6	21.7	8%	4.0%
Real estate and rental and leasing	7.3	7.4	7.4	7.5	7.4	7.1	7.7	8.2	8.5	8.8	9.1	9.3	7%	1.7%
Wholesale trade	6.5	6.7	6.8	6.8	6.4	6.5	7.0	7.2	7.4	7.6	7.7	7.8	6%	1.3%
Other business services	5.7	5.5	5.5	5.4	4.8	5.4	5.7	5.9	6.0	6.1	6.2	6.2	5%	1.2%
Transportation, warehousing	5.3	5.5	5.6	5.6	4.3	5.3	5.9	6.4	6.9	7.3	7.8	8.2	5%	2.2%
Professional, scientific, technical services	4.7	4.8	5.0	5.2	5.0	4.9	5.3	5.5	5.7	5.9	6.0	6.1	5%	1.4%
Other services	4.4	4.5	4.5	4.4	3.9	4.1	4.3	4.5	4.6	4.6	4.7	4.7	4%	1.2%
Education	3.5	3.5	3.5	3.5	3.2	3.3	3.4	3.5	3.5	3.5	3.5	3.4	3%	0.9%
Retail trade	2.9	2.9	3.0	3.0	2.9	2.9	3.1	3.2	3.3	3.3	3.4	3.4	3%	1.3%
Mining, oil and gas	3.1	3.0	3.0	2.9	2.6	2.8	3.0	3.2	3.3	3.4	3.5	3.6	3%	1.4%
Finance, insurance	2.7	2.9	2.9	2.9	3.0	2.8	3.0	3.1	3.3	3.4	3.5	3.6	3%	1.6%
Utilities	3.1	3.0	3.0	3.0	2.7	2.7	2.7	2.8	2.7	2.7	2.6	2.6	3%	0.5%
Government	2.5	2.5	2.6	2.6	2.6	2.6	2.7	2.7	2.7	2.7	2.7	2.6	3%	0.8%
Health, social services	2.1	2.0	2.1	2.1	2.0	2.1	2.2	2.4	2.5	2.6	2.7	2.7	2%	1.7%
Information, culture	1.7	1.8	1.8	1.9	1.8	1.8	2.0	2.1	2.2	2.2	2.3	2.4	2%	1.7%
Accommodation, food	0.3	0.3	0.3	0.3	0.2	0.3	0.4	0.4	0.5	0.5	0.6	0.6	0%	2.7%
Arts, entertainment, recreation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0%	
Total - Employed by place of work	**765**	**759**	**768**	**779**	**739**	**744**	**766**	**768**	**763**	**753**	**740**	**725**		
Manufacturing	115	117	117	116	112	113	117	118	118	117	115	114	15%	0.6%
Construction	100	100	102	102	96	98	102	103	103	101	100	97	13%	0.7%
Other services	85	83	87	90	85	82	84	84	83	81	79	77	11%	0.5%
Agriculture, forestry	70	64	64	66	66	66	69	70	71	71	71	71	9%	0.9%
Retail trade	60	63	63	64	60	60	59	57	55	52	49	46	8%	-0.2%
Professional, scientific, technical services	50	52	51	54	53	51	53	54	54	53	52	51	7%	0.8%
Transportation, warehousing	45	46	50	52	46	48	51	52	54	55	55	55	6%	1.2%
Other business services	50	47	47	46	43	46	47	48	48	47	46	45	6%	0.6%
Education	40	39	40	42	39	39	40	40	40	40	39	38	5%	0.7%
Health, social services	30	31	30	31	30	30	33	34	35	36	37	37	4%	1.4%
Wholesale trade	35	32	32	30	28	29	27	25	22	20	18	16	4%	-1.3%
Government	20	21	20	20	21	19	20	19	19	18	17	16	3%	0.1%
Finance, insurance	15	15	15	15	16	14	13	12	11	11	10	9	2%	-0.7%
Real estate and rental and leasing	10	10	10	11	10	10	11	11	12	12	12	12	1%	1.3%
Mining, oil and gas	10	10	10	10	9	10	11	12	12	13	13	14	1%	1.5%
Utilities	10	10	11	11	10	10	10	9	9	8	7	7	1%	-0.6%
Accommodation, food	10	10	10	10	7	10	11	11	12	12	12	13	1%	1.6%
Information, culture	10	10	10	9	8	9	9	9	8	8	7	7	1%	-0.2%
Arts, entertainment, recreation	0	0	0	0	0	0	0	0	0	0	0	0	0%	

Source: metroeconomics, 2021

3.8 Industrial Investments in the Region

When considering Prescott and Augusta's industrial prospects, it is interesting to look at significant investments along Highway 401 and 416 corridors in recent years. The chart is dominated by investments in distribution and warehousing, food and beverage, and advanced manufacturing.

Figure 56: Examples of Recent Industrial Investments on Highway 401 and 416 Corridors

Investments Since 2015	Community	Expansion or New?	Sector
Ford	Casselman	New	Distribution and Warehousing
Walmart Logistics	Cornwall	New	Distribution and Warehousing
Two new logistics facilities	Bay of Quinte	New	Distribution and Warehousing
Vision Transport	Bay of Quinte	New	Distribution and Warehousing
WITRON Automation	Cornwall	New	Distribution and Warehousing
Giant Tiger	Edwardsburgh Cardinal	New	Distribution and Warehousing
Wills Transfer	South Stormont, Brockville	New	Distribution and Warehousing
Canadian Rail Equipment and Works	Edwardsburgh Cardinal	New	Distribution and Warehousing
Amazon	Ottawa	New	Distribution and Warehousing
CMP Advanced Mechanical Solutions	Cornwall	New	Distribution and Warehousing
BUSL, Kings Lock, Windmill, Westport, Scheuermann, Green Gables (wine, beer, etc.)	Leeds & Grenville	New	Food and Beverage
Hain Celestial - Yves Veggie Cuisine	Bay of Quinte	New	Food and Beverage
Feihe (Canada Royal Milk)	Kingston	New	Food and Beverage
Frulact	Kingston	New	Food and Beverage
Hexo	Ottawa	New	Food and Beverage
Two new food processors	Bay of Quinte	New	Food and Beverage
Three new Cannabis facilities	South Dundas	New	Food and Beverage
Truss Beverage	Belleville	New	Food and Beverage
Leclerc	Cornwall	New	Food and Beverage
Olymel	Cornwall	Expansion	Food and Beverage
Vantage Foods	Bay of Quinte	Expansion	Food and Beverage

Investments Since 2015	Community	Expansion or New?	Sector
Local Leaf Farm	Kingston	New	Food and Beverage
Newterra	Brockville	New	Advanced Manufacturing
One new plastics manufacturer	Bay of Quinte	New	Advanced Manufacturing
One new consumer goods manufacturer	Bay of Quinte	New	Advanced Manufacturing
3M	Brockville	Adaptation	Advanced Manufacturing
Greenfield Global	Edwardsburgh Cardinal	Expansion	Advanced Manufacturing
To be announced German investment	Bay of Quinte	New	Advanced Manufacturing
Canarm	Brockville	New	Advanced Manufacturing
Lonza	Kingston	Expansion	Advanced Manufacturing
Northern Cable	Brockville	New	Advanced Manufacturing
Li-Cycle	Kingston	New	CleanTech
Xplornet	Cornwall	New	Information Technology
Shell	Brockville	Expansion	Energy

4. Themes from Engagement

4.1 Township of Augusta Council Session

Strengths, Assets and Accomplishments

- Future-focused elected officials with high expectations – “My priority is to bring industry here.”
- Residents are not actively talking about positive points of the community.
- Local investors have specific ideas about what to do, looking for potential opportunities.
- Good comments about farmers markets, public works, office staff, recreation staff – ensure staff understand that economic development is priority #1.
- High quality of life - traditional villages with heritage, culture, art; Limerick forest.
- Maitland historic property – residents may not know what is happening but happy with activity.
- Existing well-established agricultural community – residents in that lifestyle, want to maintain those features, investigate ways to make agriculture more successful, develop more cropland, agritourism, increased markets/sales; Agricultural Committee has been working on programs for farmers, travelling abattoir, tile drainage for better crop yields, summit idea – share ideas.
- Partnership with St Lawrence Corridor and Sarnia-based Bioindustrial Innovation Canada, possible alignment with Maitland chemical site’s future.
- Local businesses are expanding.

Priorities and Opportunities

- Residential development: more residents will help increase business development; more available workforce; need mixture of diverse housing stock.
- Tourism: beautiful area; need more waterfront access – don’t own any property – opportunity with Invista?; lots of traffic from Toronto and Montreal along County Road 2; regional development combining assets with Brockville and Prescott; Aquaworld proposal.
- County Road 2 as a parkway, an elongated hamlet: speed limit has been reduced, already getting a sense of a parkway; create a settlement area, lands north could be developed into residential/commercial – long-term: logistics, heavy industry.
- Need a transportation alternative (long term) – new route parallel/south of 401 – ramp at Blue Church Road.
- Commercial, residential, possibly industrial - Merwin Lane/north of 401: proximity of services, new servicing technologies could open areas that cannot be serviced in traditional ways.

Partnerships and Collaboration

- Partnership with Prescott helps both communities with development expansion.

- Municipalities need to work together to create a buzz.
- Push the Counties to invest more money in the area (e.g. pave shoulders of County Road 2 for cyclists, helps tourism).
- Need to do a better job of attracting investment – currently just respond to enquiries, coordinate fam tours, and provide data – no one seems to be pursuing industry actively.
- B2B "Business to Business" monthly session organized by Augusta's Clerk; entrepreneur would tell their story, good turnout, networking opportunities, plugged into local financial advisor for grants.
- COVID makes it difficult to connect/visit with businesses and farms; an opportunity to do Business Retention & Expansion.
- Build up communication with businesses, help them post-COVID, keep up the effort.
- Mayor's focus: Economic Development – how to do, which opportunities – hoped to hold public meetings that were open for information, improve communication, face to face is appreciated more when talking significant change, social media important.
- Mayor's phone pickup idea to business leaders in Township – want to make sure Council Members should be staying out of the roles of staff – may need to rethink.
- Our focus has got to be what are our strengths and how we can move forward.

Vision/Local Challenges

- Job Losses: number of industries and jobs decimated in the area; wealth and spirit were in decline.
- Official Plan and Zoning By-Law
  - Previous process in 2010-2012 did not reflect the need to create jobs, no "buzz."
  - Agricultural lands – need to keep them zoned Ag, not allowed to be severed; in previous OP Review, some areas of farmland were designated Rural, with farmers losing control without remuneration; some Prime Ag Lands were being sold for other than ag purposes.
  - On next OP exercise, we will need to pay more attention to the classification of lands (i.e. rural, agriculture) what development is needed to ensure Township's economic viability (e.g. Merwin Lane area).
- Must make residents and businesses aware of potential.

4.2 Town of Prescott Council Session

Strengths, Assets and Accomplishments

- Recreation/Quality of Life; community splash pad – Trillium grant; new recreation complex catering to younger families, partnering with Augusta, opens up new locations for residential growth.
- Public access to the waterfront, marina, riverfront, parks, sporting activities, beach, community pool, nice place to live.

- Location on 401 near 416, transport companies doing well, deep water port.
- Transit Pilot Program.
- Land assets we own and location, infill potential, proximity to chemical sector.
- Less expensive housing – drawing commuters from nearby cities, room for residential growth north and west.
- Development of North & South industrial parks, interest is there, land costs/taxes very competitive.
- Dedicated staff looking at economic development; progressive Council.
- New businesses on the main street, new residential apartment buildings, more commercial/job opportunities.
- Partnering with Augusta – fruitful, saving money, sharing equipment.
- Regional collaboration with the St. Lawrence Corridor.

Priorities and Opportunities

- Community capacity/quality of life: Grow community pride and positivity; continue the strong partnership between Council and Staff, continue to embrace economic development, being proactive; help businesses expand; create awareness of economic development programs (e.g. Community Improvement Plan has been well utilized; job creation helping existing businesses; bolstering downtown rejuvenation - filling stores downtown with appropriate businesses/tenants, Digital Main Street program to help businesses compete.
- Residential growth: Need a housing strategy urgently; affordable housing for young families and seniors; make better land-use decisions for areas below 401 - infill opportunities; opportunities on Woodland Drive, close to schools, small business development; cater to new hires generated by commercial and industrial development in Edwardsburgh Cardinal; tourism development opportunities; host tournaments and concerts in recreation facilities, weekend/corporate retreats, scuba diving; develop overnight accommodation.
- Land Use Designation/Marketing: be prepared to attract investment; designate/intensify land use, decide what will be designated residential, highway commercial, industrial, fill corridor along Hwy 401 into Augusta, upgrade 401/416 interchange; more collaboration/partnership with Augusta on County Road 2 corridor, another connecting route south of 401; address land conditions, water table issues, municipal drains; new retail opportunities, need larger retail stores to attract more residents; marketing, expansion of CIP incentives.

Partnerships and Collaboration

- Townships of Augusta, Edwardsburgh Cardinal, Leeds and Grenville, City of Brockville (transit pilot).
- Regional groups: St Lawrence Corridor, Eastern Ontario Mayor’s Caucus, Eastern Ontario Leadership Council, Eastern Ontario Regional Network (broadband, Gig).
- Province of Ontario: grant funding support, good advocate in MPP Clark.

- Parks Canada, Fort Wellington, Federal government: potential for east of the marina, opportunities that wouldn't impede views of the Fort; potential municipal office, museum; former industrial/commercial lands, need help from feds to address site contamination, ensure public access.
- Organizers/developers of waterfront events, amenities and attractions – tie with downtown rejuvenation: dining (e.g. RibFest), Taste of Prescott, artists, festivals; organizers of Shakespeare Festival, Upper Canada Folk Fest, Sunday Night concert series – require planning and handholding; sporting clubs/social services clubs, Legion Branch 97 - could do better with support/involvement from Town, e.g. partner to attract tournaments; cross-regional events, fire games, home of business show/expo, recreation, etc., involving other communities; incorporate walking events along the riverfront, Prescott Pop-Ups: tents of artisans, bakers; potential for a hotel in the eastern part of town, connected with the golf course.

Vision / Local Challenges

- Continue as a recreational community and leverage location on 401, 416 and bridge to the U.S.
- Residential growth and policy in place that is still working, infill, leading to growth of Prescott and Augusta.
- Overall growth with prudent planning and proper development.
- Firm land-use policies that are still in use in partnership with Augusta.
- 401 corridor built up, adding job opportunities for industrial/commercial.
- Embrace and address sustainable growth, green development, preserve our heritage and quality of life.
- Change perception as a drive-through community to a destination for investment and tourism.

4.3 Township of Augusta Management Discussion

Strengths, Assets and Accomplishments

- Rapid transit along the 401 corridor, rapid train and transit, Ottawa, Montreal.
- Create a real hub, what can we do on the 401, be the magnet for this sort of thing happening, with the industrial facilities, and residential growth; how do we set ourselves up as a hub, for the Aquaworld and industrial, hub, how do we become the stop.
- Location, rapid, transit, highways, the bridge to the U.S.
- River for recreation; improve facilities along the water, they are few areas, limited by that, there is land here, look at the highway land, there is land available, could be developed, how can we use the 401, create a new exit, industrial park, tie that in, we are in the middle, the next stop to the US, what do we need to get set up for these things.
- On pace to break last year's record-breaking building year.

- Tourism: we do, or we don't, how does it play, does it work or not, we are trying to focus on it.
- Regional tourism, survey a year ago, what do you think about Augusta, golf and the masters, near 7 or 8 courses, families with high incomes, community building and tourism as part of a bigger package, Eastern Ontario.
- Residents don't have access to public waterfront, improve the view of the highway.
- Beautify with a strategy for each one of the communities, not necessarily logos, would need to fit with the umbrella, sidewalks, curbs, signage; there is no highway signage on the 401 for the township.
- Masonic Hall in North Augusta: Township bought it, and improvement is going well, grant to develop it.

Priorities and Opportunities

- Province transportation evaluation on the 401 is currently happening, and the study will determine the number of interchanges and lanes into the future; that could support the development lands; the industrial park is harder to get to; need to be involved lobby the province to get the interchange.
- Lifestyle is more important these days; attract residents, develop lands on the St. Lawrence we have two other head waters, where do we protect the quality of life; support locals to residential attraction.
- Residential Development: more residents will help increase spending power, available workforce.
- Tourism: need more public waterfront access, lots of traffic along County Road 2, regional development combining assets with Brockville and Prescott; Aquaworld proposal.
- County Road 2 as a Parkway: lands north could be developed into residential/commercial and long-term for logistics and heavy industry.
- Alternative Transportation Plan: need new route parallel/south of 401 with ramp at Blue Church Road.
- Commercial, residential, possibly industrial along Merwin Lane and north of 401: proximity of services, new servicing technologies could open areas that cannot be serviced in traditional ways.
- How can the existing well-established agricultural community be more successful: develop more cropland, agritourism, increased markets/sales, travelling abattoir, tile drainage for better crop yields.

Partnerships and Collaboration

- Lots of groups, and it feels complicated to know who is doing what.
- How much staff time do we dedicate to items like the farmers market: it was supposed to be started, and volunteer carried, needs to be taken over by a group; how much time and energy to spend there, exit plan sounds good, but hard over time.

- Fall harvest event, letters of support, a regional network for bee keepers, could be a hub for that, Ontario Bee Keeping Society, Conservation people, do workshops, greenhouses, it didn't have the volunteers to run and carry the projects, they need to develop these networks.

4.4 Town of Prescott Management Discussion

Strengths, Assets and Accomplishments

- Proximity to the airport, port, Brockville 1000 island airport, location.
- Via Rail stop in the past. Perhaps there is an opportunity for this stop now.
- More affordable housing compared to North Grenville.
- Quality of life and sporting / recreational opportunities for all demographics.
- Opportunities for families to go to the waterfront at no cost. They can promote the quality of life in the municipality.
- CAO is very important to partnerships with other municipalities, and this will create more opportunities.
- Housing market has changed because of the pandemic as people are moving out of larger communities. They can capitalize on what is happening in Ottawa regarding their growing tech ecosystem.
- Infrastructure items need to be looked into from a capacity perspective which should be expanded.
- Recreation and quality of life, including two retirement communities.
- One of the few single-tier municipalities left in Ontario, and they can do things much faster with less red tape.
- Speed of approvals is much faster.
- Official Plan does not have to agree with the United Counties, no need for two tiers to approve the Official Plan.
- Town roads they have and no county roads. Little room for error or friction.
- Fewer layers of governance and less little money left.
- Dedicated economic development staff is a big help.
- They need to secure alternative uses to their schools since they are only using 50% of 1,200 spots.
- Complementary uses to their schools need to be explored.
- Recreational choices are great and no cost.
- Community grant program provides funding to many organizations like skating clubs, hockey leagues, festivals. Funding is at 3 times as much as other municipalities in the area.
- Partnerships around operations for their swimming pools. YMCA is doing it for them this year so that programs get delivered by experts.

- Economic development staff they have since 2017. Staff came in later on, and they brought in a business development officer to implement what needs to be done for the main street, including digital tools and E-Commerce opportunities. They started from Digital Main Street funding, but they now have their own funding for the role.
- They have vacant spaces in their downtowns to try unique spaces like shared work spaces, etc. Now is the right time to do this, and they have excellent services through Cogeco and are getting more services from Bell regarding broadband.
- Waterfront opportunities and they need to continue to develop it more.
- Quality of life and recreational factor and would like to see ongoing support for quality-of-life assets and recreation centre to attract the broader demographic.
- They are looking to diversify this demographic and need to ensure a vibrant, dynamic community in the area.
- Ongoing development of their Waterfront and engaging outside agencies to deliver services to utilize existing assets.
- New businesses on Main Street and residential developments. They are looking to attract new businesses and make it more of a vibrant place.
- They are looking to bring back farmer's market and active transportation methods.
- Business incubators and shared workspaces.
- Focus on personal care service, retail and restaurants to reduce vacancies and provide financial supports on leasing costs.
- Competitive advantages, one window development application process, they are very expedient when it comes to approvals compared to their neighbours.
- They need more infrastructure like servicing their industrial parks and larger vacant lands. They would like to attract a good mix of development.
- Getting these business operational costs down so that the barriers are reduced like utility costs. Their utility costs are very high, 11% higher in comparison to their neighbours.
- Workforce development and retention of existing businesses.
- Number one barrier is the availability of local talent.

Priorities and Opportunities

- Not too many silos, and people share opinions.
- Showcase their municipal services and how they work together.
- Downtown attraction.
- Infrastructure investments.
- Hotels/Motels are also very much needed in the area.

- They can now host many events through their rec centre, so people stay and spend in the community.
- Give young professionals space to grow in the community.
- Arena is a great highlight item for leisure and waterpark development.
- They need to continue to promote these facilities.
- How much residential growth they need, WSP is helping them redo their Official Plan to introduce tiny homes and secondary suites to ensure housing is affordable in the area.
- They want to provide a steppingstone from an equity perspective and need to think outside of the box.
- How much opportunity is left at the moment, and they need to be very clear about this.
- Experiential leisure activities and what you can do at the park (chess games, paddle boards, electric vehicle chargers).
- Infrastructure for electric vehicles, and there are many few at the moment, be strategic and install at the waterfront.
- Can’t lose Shakespeare Festival and other groups and the Fort. They are interested in subsidizing these opportunities.
- CIP is another area of focus for them to ensure that store owners are investing beyond $20K even outside of historic buildings.
- Balanced development strategy and pay attention to their infrastructure gap funding.
- Social over-head capital is often overplayed and how to tap into volunteers.
- Utility costs are much higher here than in Brockville and don’t get too dependent on one business.
- Broader retention piece as opposed to focusing so much on attraction.
- How to foster greater partnerships in the community and attraction of SMEs to the area and not focusing on 300-400 job employers for longevity reasons. They need to ensure broader economic sustainability.
- Tourism development opportunities and broader waterfront development with experiential opportunities.
- How to attract other partners like tour operators and experiential partners.
- Fort and the Feds and what can be done with vacant lands fully recognizing the need to preserve this land. However, what about hotel development and experiential type of opportunities. This needs to be redeveloped and should have bigger conversations with the Fort. Need to preserve the public access to the waterfront and affordability of this waterfront.

Partnerships and Collaboration

- RTO 9 to add to the list and more opportunities for enhancements.
- Young professionals group is a great idea as well.

- The Mayor's Task Force with respect to the pandemic: local business leaders, chamber, BIA reps and local workforce, St. Lawrence Corridor.
- Need more groups like this with a broader mandate as well to harness these types of partnerships in the community.
- CFDC and how to support SMEs as well (could come from staff).
- Working with volunteers and other resources they have, and here is how they can help.
- Foodbank volunteers.
- He wants to make sure more engagement is taking place in the community.
- FedDev, CFDC, CIP are very important tools for the community and SMEs.
- Would like to bring it all together as a package.

Vision / Local Challenges

- Develop unique selling proposition, Community involvement and location.
- They will run out of land at some point and understand that maybe further growth is not possible.
- How can they intensify and densify what they have.
- Commercial hub for all of Leeds & Grenville.
- Council should have done a bit better with this vision.
- 10 years is not that far away and especially regarding highway improvements that need to be started on right away. They need to have a second inter-change in Mainland.
- Maintain what they do have to ensure they are still a special place to be.
- Facilities updated.
- They need to be more progressive.
- Asset Management Plan (they are working on it) is key for them, which will be the enabling part for them to achieve this strategy.
- OP and land use development strategy will also enable them to achieve this strategy: they have to densify on their lands to be more affordable and smaller units.
- Be careful that we are measuring and what they have the ability to control.
- Splashpad is a good example; they raised money in the community, but how do you maintain this infrastructure needs to be thought of right away.
- Whole mindset shift needs to take place so that they are maintaining and have plans to replace aging infrastructure.
- Downtown design guideline and downtown beautification plan (coming out shortly).
- Broader sustainability as well to ensure we are looking at a full life cycle.

- They have the capacity from a staff resource perspective, from a financial standpoint and infrastructure standpoint.
- Quick wins vs. broader long-term projects to create tangible actions.
- Need to follow through on the strategy.
- Growing upwards is an opportunity.
- Developers could come in and build something 5-6 stories high.
- We should know where we stand with respect to development vs. preserving our heritage and our identity.
- Idea to explore a possibility of attracting a trade school to the area and perhaps a satellite campus of another established program far from this area.

4.5 Township of Augusta Consultation Workshop

What key factors have prompted companies to consider investing and developing in Augusta Township?

- Location, location, location – Maitland Tower site is on the St. Lawrence.
- Proximity to 401 and 416.
- Cost-effectiveness; purchase in Augusta vs. Brockville (commercial property) with probably lower taxes.
- So much more land available, particularly around the industrial park; people can find a place that is perfect for them.
- At a public, private, and individual level, there is a trend of decentralization over the next five years; organizations looking at their leases coming due and considering hybrid sites.
- Port of Johnstown, bridges, heavy industrial park.
- Generally, there is a rural advantage that has taken hold over the last year, and Augusta should be well-positioned for those locating in Eastern Ontario.
- Overall cheaper land.
- Main CN line also runs the community (busiest rail corridor in North America).
- Solid agriculture lands (hobby farms growing in the region); clean eating and farm gate.

What are some negative factors that Augusta Township needs to address to enable additional business development?

- Difficulty getting labour; some construction.

- Rural internet is typically challenging; EORN has submitted an application for a gig business plan (95% fibre or fibre-like services) (funding has not been secured); EORN has funding for a cell improvement project that Rogers is working on.
- High energy costs (electricity or natural gas); significant disadvantage when compared to places in Ontario (e.g. Sarnia); Quebec has much lower electricity (Cornwall is on the Quebec grid); further, the quality of the energy can be a challenge (no access to the cogens at INVISTA).
- Agriculture doesn't have the heat units compared to Southwestern Ontario.
- Could improve recreational facilities; people coming from the city are bringing cash that they may be able to invest in the community; they are bringing city expectations (e.g. on the commercial side, there are fewer amenities in the villages (e.g. lost gas station and corner store)).
- Getting younger people here to assist with the labour shortage; there is little to do when you are 20-30; where do you go to have fun.
- For bioindustrial firms, the lack of wood biomass is a challenge compared to Renfrew; on the agriculture biomass side, there isn't as much as Southwestern Ontario; there is good land there that produces more volumes.
- We're not doing a lot of initiatives around diversity, Indigenous relations, environment; feel like you step back in time; very different than in the cities; these are issues when it comes to attracting new residents.
- Servicing structure on the Maitland site is tied to a private sector interest.

Are there any significant opportunities for economic development in Augusta Township that are being missed?

- Opportunity to live up to the expectations that people have.
- Revitalization of small hamlets.
- Let's learn from those that have had exponential growth (e.g. Kemptville); although it's considered to be a bedroom community to Ottawa, they have grown as a result of the new people moving (because they ask why isn't this here?); there isn't much affordable housing; the boom of people will demand new recreational facilities.
- Create more opportunities for roads and infrastructure services; general maintenance and upkeep; are roads up to the challenge of being used by lots of industries.
- Public transit (e.g. Innisfil's Uber program, electric rental); make vibrant communities.
- Have missed out because we haven't been prepared to compete on incentives (e.g. looking at NY State/Quebec and both jurisdictions offered incentives); consider whether the municipality can help (e.g. CIP).
- Interesting consumer trends in tourism and hospitality; travellers want to slow down and connect with communities while understanding the stories behind the place; these trends accelerated during the pandemic.

- Driverless cars; wouldn't it be cool if Augusta was one of the first rural communities to take this on (no charging stations).
- Agriculture – farmers are struggling; can we assist in any way (e.g. highlight new practices).
- Collaborate on the side of the recreation (e.g. YMCA runs programs that help offset municipal investment); rural recreation is dependent on volunteerism, so this needs to be fostered.
- Development plan for Maitland – Maplehurst, Tower and other Dumbrille buildings.
- Lifestyle opportunities align.
- Culinary – opportunity with Maplehurst; Counties is connecting a food truck trail.
- County Road 2 needs to be more cycling and walking-friendly.
- Grenville Snowmobile Club has great trails; get them to not be so quiet.
- Antiquing – one of the largest auctioneers in the area.
- Beekeeping.
- Homewood; Ontario's oldest home.
- Zoning for B&Bs and inns.

What economic development and planning priorities should Augusta Township focus on in the next five years, and why?

- Community revitalization theme; look at how to engage/enable volunteer activities; make their ideas appreciated.
- B2B Networking Group (was running prior to Covid) – have businesses come together and share with one another; going to those meetings, make connections when you need products/services.
- Residential – continue to look at increasing number of affordable units.
- Health/Wellness/Resilience/Diversity/Inclusiveness Lens – have an element of these through a social focus.
- Joint servicing could bring larger commercial to 401 area; County Road 18 isn't going to get big boxes, but it is an opportunity for new commercial development (significant) .. 1000 Islands Villages property.
- Maitland Industrial Park has to become a cleaner property, and we need to have incentives to do that; the park has all of the services that any company could ever want (they have to pay a price, but they can hook up quickly).
- Explore renewables – this is where the energy sector is going.

4.6 Town of Prescott Consultation Workshop

Thinking about the future … what opportunities are there to stimulate new economic growth, investment, and interest in Prescott?

- Location is very strategic and close to all of the transportation routes to stimulate economic growth. All modes of transportation are here, including rail, port, access to 401, close to the border.
- Cost-effective to build and acquire land in versus Ottawa locations, but services costs are not small.
- Great history to build on and low crime rate = quality of life is very high, great services, friendly community. Accessible living is great, and not much housing availability, especially for retirees. Need to promote Prescott more.
- Small town but very friendly community and recreational activities.
- Need to have corporate tax base to sustain Prescott so that it's up to many corporations to pay taxes for services.
- Better access to 401 and open more industrial type of development in areas close to Prescott need good and steady jobs to support our population base.
- Sectors of interest: advanced manufacturing with clean and sustainable environmental practices, no intensive carbon-based manufacturing with good-paying jobs. St. Lawrence Corridor has a lot of potential as well for people to locate as a result of work-from-home trends. Many people are leaving the GTA to settle in smaller communities.

How do we make this happen? What can be done to advance these opportunities in Prescott?

- 25,000 acres in Ontario to promote from an industrial perspective to create 500 jobs. It is important to get lands ready and available for someone to come to Prescott.
- Affordable housing is currently an issue and needs to be addressed from a talent attraction perspective, including Prescott, Augusta, and other communities.
- Social media and marketing campaigns to encourage people to move to Prescott as we have land available, agriculture sector is very strong, and quality of life is fantastic. Better job communicating about quality of life in Prescott. Help identify key comparative advantages that should be promoted to attract new industries and residents, make Prescott a community hub as well including a new recreation complex, community groups, sports and social activities.
- To support the efforts of St. Lawrence Corridor Commission, including Prescott, Brockville, to make this community a focal point and collaborate with your neighbours to build on what we have as a region. This Commission is already doing a great job from an investment attraction perspective.

What are the future threats or key barriers to economic growth in Prescott?

- Housing affordability for the entire St. Lawrence Corridor especially given relocation patterns but very limited availability of housing options.

- Municipal infrastructure, including servicing of their industrial park and need to form regional partnerships to support investment into this infrastructure.
- Workforce attraction and retention in the area and how to incentivize people to go back to work. How to make it known that we have good jobs in the area.
- How to get people into these jobs and employers are willing to provide on-the-job training and coaching in financial services sector and other sectors. How to get people to locate in the community from other communities?
- Availability of childcare (long waiting lists) and schools to ensure the community remains attractive to new residents.
- How to ensure a balanced population with younger families, so support is critical for these younger workers. They also need to pay attention to diversity of population base.
- Financial sustainability of various community organizations and clubs. Can't only be supported by volunteers.
- Rural internet needs to be pursued and followed up on; keep the pressure on to the Provincial and Federal governments. It is important for the future of our communities.
- Continuing partnerships with surrounding communities – kudos to Prescott for working with EC and Augusta.
- Attracting new Canadians and those who have left the community but want to return to a more relaxed, idyllic lifestyle. Be welcoming. What does that look like? Signs along the highway.
- Looking at all of your strategies through a health and wellness lens. How can we help people be better?

What 2-3 priorities need to be actioned in the next 18-24 months?

- Continue with CIP, especially in the downtown, to attract tourists as well as a brownfield program to build on to attract new sectors/businesses. Downtown core needs to be more accessible to businesses and to be ready for rent. This way, the cycle will continue. Level of funding needs to be reconsidered, including residential space and commercial. They need more residential support to get these spaces open up for lease again.
- Artists are attracted to Prescott; they like the small-town feel and the creativity that the river and surrounding landscape invoke. You already have a few holistic/alternative businesses, and there are more itching to join, but they want to feel welcomed. What if one of the focuses for the Town of Prescott was to attract artists and makers? Merrickville was once a local, rural town that exploded in the late 80s into an artists' haven; why can't Prescott be that and more!
- Accessibility is also very important (e.g. ramps in the museum). Funding should be beefed up for this area as well.
- Council does a great job already and needs to continue to attract more businesses. Develop three short notices in different languages, "Move Your Business Here!" and continue with the signage in the Town as well so that people feel included in the community and want to locate here. Welcoming signs are important.

- Communication is very important, including marketing strategies to attract newcomers to the area, but this needs to align with the target area as well.
- One-stop-shop around the arena and build on this, including Phase 2 development. Need to continue to build partnerships around recreational facilities. A swimming pool would be welcome. They can host national tournaments and trade shows, and targeted sector events and the facility will be developed even more.

Other thoughts?

- Signage idea is great to appeal to newcomers to speak to them in their language. How to show that we are an open and diverse community that wants to grow.
- Live here and get involved could be our community, including soccer club, rotary club, etc. This will encourage people to come here.
- Mental health and wellness lens is an idea for the marketing campaign. This could be our offering for people from this perspective.
- Marketing to newcomers as a key audience, especially the GTA. Ad in a foreign language in the Toronto Star and Toronto Sun.
- Transportation solution is needed as well to ensure people can go from one community to another until they get their driver's license. Pilot transit project will provide services in partnership with Brockville transit, and this route will be marketed to employers.
- Work to do around showcasing that we are a welcoming community and utilizing a community ambassador program to market Prescott externally. More diverse retail opportunities that could appeal to different diasporas.
- Rural connectivity and reliability of the internet so that residents can work from home.

4.7 Township of Augusta Stakeholder Interviews and Community Survey Responses

Stakeholder interviews were undertaken by MDB Insight, using an interview guide developed by Township of Augusta staff. Responses below are supplemented with a community survey undertaken by Township of Augusta staff. Common questions are grouped together.

What factors prompted your company to (not) establish operations in Augusta Township? Of these factors, are there one or two factors that stand out as being the most important factors which prompted your company to (not) establish operations or consider investing in Augusta Township?

- Location is great and on 401. Close to U.S. borders and can attract ICT companies from Ottawa. They should be promoting Augusta in Ottawa for this sector and artificial intelligence.

- Location along the St Lawrence central to the four large cities of Ottawa, Montreal, Kingston, and Toronto; good transportation routes (Highways 401 and 416) and main CN rail line; international bridges into the U.S.; plenty of available low-cost land; workforce availability in the region.
- Close to the U.S., Ottawa, Toronto, Montreal.
- Access to 416 and 401, the river, the railroad lines. Access to large chunks of land. Cheaper cost of living; rural life.
- Location and good transportation routes.
- Railway, waterway and highway are three big pluses.
- 401 between Toronto and Montreal is the busiest truck corridor in North America.
- Rail, water, great highways, reasonable access to Port of Montreal.
- CN/CP between Toronto and Montreal is the busiest rail corridor in North America.
- Key factors that stand out - a welcoming township, and a strategic central location to diverse populations, and the St. Lawrence River.
- 20 million Canadians within a 5-hour drive; that's the biggest reach anywhere in Canada.
- Availability of power and close to 401 exit. Great road access but may use rail as well, CN's spur into the owner's property as they are renting this space.
- Access to water (cooling), rail, decent access to port (Montreal). Originally, proximity to major customer (Kingston site).
- Family-owned land; saw development potential.
- Growth of Ottawa has reached Kemptville, and Prescott is next in line; there are no serviced lots in Prescott at this point in time; very few plans of subdivision are being pursued in Leeds & Grenville.
- Infrastructure, fast process, leadership support.
- Common sense with this municipality. They are not about procedures and are much easier to deal with. The Mayor has been a big factor in terms of pushing things forward. He is a real cheer leader. They made great moves in terms of staffing the municipality.
- The Township is on the right course.
- Construction is very transient and slow-moving, but Augusta is helping. He won't touch Brockville. Augusta is accessible, and staff is great, like CAO/head planner. He dealt with 6 municipalities in this County, and the ones that are the best they have a vision.
- There is lots of opportunity in Augusta, but too much regulation and red tape, not only with the Township and government agencies. Cost a lot of money and time.
- Ability to directly tap into TransCanada pipeline for natural gas.
- Competitive land and building prices as compared to major city centres. Opportunity to capitalize on organizations that are decentralizing their operations.

- This land is already zoned as industrial, and they are very close to INVISTA site, and they are part of this whole chemical complex. Available utilities from Dyno Nobel and power supplies are also available. Available natural gas.
- Welcoming – already welcoming internationally, rather welcoming.
- Location is nice, community is safe and friendly, was in business for 30 years, and it was stable.
- The Live/Work Ratio; businesses are being started by the younger generations; they want to be able to play and live where they work.
- Competitive land prices, excellent access to the environment and space.
- Lifestyle is great.

On a more personal level, what prompted you personally to start or join a company in Augusta Township? What keeps you here?

- They need to get residential land sorted out, and they need a bit of sewage and keeping the rural flavour. Can't be doing subdivisions. They just need to rezone some land, and County road corridor should be intensified from a rural perspective. County estate lots are what people are looking for. Another exit on 401 would be great between Prescott and Brockville because of employment opportunities.
- 1000 Islands bridges, Brockville look over New York state, two international bridges, good transportation, Interstate 81, rail, port.
- Worked with the Township's waste management committee and discovered there are opportunities around land fill restrictions in the area.
- The land is available in Augusta; a favourable municipality; looking at setting up cross-docking and intermodal with train and truck. Trucks will be able to go twice per day to Montreal. Having dual service with two Class 1 rail lines is a massive advantage.
- Economics is important, and they are going to grow. They will operate a fabrication facility and will make gasification units there. The goal is not to process waste and build units around the world, especially around Pickering area. They will replace landfilling essentially. They would compete with incinerators, and they will have an R&D unit in Augusta. Great transportation is very important for their future plans.
- Since purchasing the site four years ago, I have connected with the township mayor, councillors and staff, as well as neighbours, and found that Augusta is a welcoming place full of history and enthusiasm for making the future a better place. And of course, the setting along the River is fantastic, and for businesses, we are at a great central location - within a couple of hours of so many diverse communities - from local villages and towns to large centres like Ottawa, Montreal, and Kingston.
- Interview subject was an environmental and engineering manager from Dyno Nobel. He was approached by this start-up.
- I grew up near Kingston and worked many years at my company's Kingston plant. Opportunity for a growth role in our plant in Augusta.

- Looking all over Canada, property, not expensive, close to river. Lower cost to operate.
- Quick process, existing infrastructure.

What are some negative factors that Augusta Township needs to address to enable additional investment and development?

- Lack of water/sewer servicing … no others.
- Rural internet, energy costs, lack of some infrastructure - from brownfield land to road updates, from immediate shopping amenities to entertainment/recreational options.
- Connectivity is key and a vision for the development of the area.
- Way over-regulated. Too many levels of government. Need to eliminate some regulations. That has to happen. Can't keep building on them.
- Barriers to Community Building: Had to overcome the inconvenience of living in a remote or rural community; that has happened by force because of Covid. Zoning and acceptance by municipality to be flexible. Acceptance of new Canadians who can't afford rent in Toronto.
- Lack of even basic village amenities in the township, no connection to the River, and little cultural diversity.
- Business Locations / Facility Availabilities (Plaza, Business Hubs or Centers) Infrastructure Services (Power Internet) within these locations.
- Need not just an accepting community but one that is pushing.
- A hurdle is finding places for people to live … it's hard to find homes for them … building a home is very difficult.
- Hoping the municipality and the Province can move quickly on an EDR route through Prescott … should have been dealt with long ago, but the truck traffic is not getting less and will not get less. EDR – speculation is north of the 401; but more beneficial south of the 401. However, CN will never give permission for a crossing.
- For residential subdivisions, there are no set guidelines like proper zoning. People need to know what they can do. Township tends not to zone things in advance. This is a problem as developers need to get zoning changes. Developer has 100 acres ready to go but no idea about the zoning. Uncertainty around what can be developed, and there is a lot of pressure from the public: "not in my back yard" type of thinking.
- Significant reduction in utilization of the site through the last several years: high energy costs, high labour costs, high regulatory burden (TSSA regulations in powerhouse operation, carbon tax), unreliability in rail (rail strikes, protests). Current headwind/recent reductions mostly high labour cost (especially TSSA Operating Engineers).
- Up against stiff competition from Edwardsburgh Cardinal since they have a port and attracting industry big time. Augusta should promote its availability as a residential area and continue to beautify the place.

- Industrial site in Augusta near "Blue Church" road close to a former Dupont site. They should urge the Province to build an entrance from 401 to this site. This way, transports and carriers can connect to this site. This site is also near the river, and they are very conscious about this, similar to Edwardsburgh Cardinal.
- Ontario governments froze rents in 2020, and he rents with utilities, heat, maintenance included in the rent. Cost of building materials skyrocketed in 2021. Electricity prices rose as well.
- High cost for energy (natural gas and electricity) relative to other regions in North America. Competitive incentives versus what other regions offer to attract new businesses.
- Lack of control of industrial assets.
- I just don't know if Augusta Township is on the radar for companies and individuals looking to relocate.

Do you believe that there are opportunities to grow your business and the business sector in which you operate? In what ways?
Do you believe that there are any opportunities being missed to grow your business, other businesses or business sectors in Augusta Township? What types of businesses?

- ICT sector could benefit from Augusta.
- Missing out on tech opportunities to develop tech.
- Opportunities for an added another product line. Unique chemicals they make that they export internationally that they ship to ports, rail. Adding tenants that could take our utilities/make our industrial park more efficient (share the cost of running our powerhouse). Need to be large enough tenants to make it worth the work of going through difficult legal processes to set up a tenant. Augusta could be the place of fabrication.
- Pursue the chemical side; chances may be better with current government. Still believe it is a great opportunity – people who still live in the area. They are well-paying jobs and centralized in the area that has the chemical designation. Hard to come by that designation these days. Township should be giving it another shot. There aren't many opportunities in this Province for that, and there is a lot of demand: agriculture, fertilize, medical, health care, pharmaceutical.
- Tourism
- Agriculture - Used to be mainly dairy production, now many left – switched in 1998 to eggs, and that is under pressure from animal rights people. More cash crops, wheat and soybeans, canola, flax – need Ontario bread crops to be proven and efficient – wasn't good for flax – rain was a disaster – plants to process some of these crops are not close by (Hamilton), and trucking is inefficient.
- Meat production is a possibility, whether pork or beef, need a facility to process the meat – that's not an easy fix; Covid has really put that on hold.
- Build an eco-resort demonstration site in Maynard.
- We could grow the business, but we're running out of land. Chances are the next expansion will be in the U.S.

- Will be growing their business. 10-20 FTEs as well they will be hiring. They are limited in terms of how much growth they can have. They would like to do more at other locations. They are close to 401, US border, between Toronto and Montreal and on the rail spur.
- Augusta is an excellent place because of its location. Very close community. Low taxes for residential and commercial, industrial. Need to talk to residents on the River to convince them that development will not hurt them.
- Places to live and they experience a housing shortage.
- There are opportunities in every small village. Small diner, market. Every community in the past – only one community left that has a store. Bank, small industry – all gone. Need services. For older folks – you have to come to a busy place to get gas. With the pandemic, people don't want to go to Walmart. Smaller retail is safer retail. Local people will continue to shop online, but they still want to go for a connection in their own community. All sorts of paperwork to file.
- Huge opportunity in remote working, opening up small towns, internet access to the rest of Leeds and Grenville. People want to have bigger properties, same or half the price house with property.
- Big thing in the last 50 years branch plant international it was locally owned, big branch plants, Brockville, was a good place for that, 30-40 international branches, reduced, a lot of those facilities became owner operated. So we have several very successful local businesses helping them scale up, as good an opportunity, double the size of any of the local firms, eastern Ontario companies, jobs are maybe even better, executive infrastructure, IT, marketing, accounting, Sales, all the head office type functions, could go along with that, stickier jobs than the branch plant, nothing you could do, two plants.
- The Township is not consulting proper people for input for the OP and planning. They need to get zoning in place first and foremost. They can't show the opportunity cost of lost investment.
- Proximity to the educational facilities is very important. They don't have them in the area. There are many engineers in the area but a much higher concentration in Kingston. At the same time, you can't have a research university in every town. Augusta can't compete against Kingston well.
- We need to utilize those political connections if we have them. Today's politicians are not as good at lobbying as past generations of Councillors. E-C is lucky because of bridge and vacant land. Provincial land there – likely announcement. Now they are looking for property for major employers. There are properties in Augusta that could be assembled if the price is right. Farmers will know how much they need to "get out" of their investment. Add pressure to the Province to invest and promote. Communicate, good relationships, who's approaching, who are coming from around the world.
- Run businesses over six years, potential chance to develop businesses.
- Stable repeat guests from Ottawa area, 20% from that area, the U.S. 10%, Europe 10%, stay here spend more money here, have more attractions, businesses, water parks, things to do,
- Many young couples find riverside value, not just tourism, but young and senior couples, business guests, the garden river and convenience here.
- Rare place in whole Province.
- Science and innovation hub, partner with river institute, become a permanent place for doing research, Mohawk Council, and river institute, on-site and around the river, research and

educational, citizen scientists, idea of artists engineers, intentional mix of small businesses, co-working/lab approach, local people working on ideas, be attracting back people to the area.

- There are opportunities to grow our business, acquire more ideal clients, support and serve them in the community we raised our family and earned income in to do so. I am looking forward to exploring other opportunities for business with our property. Firstly, we need to get occupancy settled and see what happens next.
- Be relevant and interesting to the Millennial and GenZ generations

Is there anything holding you back from pursuing these opportunities and investing more in Augusta Township?
Are these or any other negative factors holding you back personally from pursuing more investment and development opportunities in Augusta Township? Why or why not?
Can you recall any specific examples of business owners that have been held back from pursuing more investment and development opportunities in Augusta Township? How so?

- They need to continue to foster relationships with Prescott. Amalgamation would not be a bad thing, and more residential zoning.
- The land is not easy to come by and not serviced, and infrastructure is not there.
- Land access.
- Prescott has water supply system, and so does Brockville. Augusta needs to tap into its neighbours.
- They have to do all of these studies with the Ministry of Energy. It has taken 2 years to get where they are.
- Can't easily go from farmland to subdivision. Zoning is key, and they don't have an official plan. No zoning to allow tiny homes in the Township but very keen to bring it there. They have two houses to give away. They can buy the land and do it tomorrow. They don't have a spot for tiny homes. There is optimism that the Township will resolve the situation.
- No, this is just a matter of time before he scales his business.
- Has to be the right fit for them; they are concerned about the amount of work it takes for them to set it up. A lot of interest and not quite the right fit yet for them. Challenges of attracting here: elevated costs of energy, labour costs, federal carbon tax. Finding the right tenant (we've had much interest, but just not the right fit).
- Staff need to get Council's approval to take a chance. Nothing will happen unless you take a chance. Members of Council may have good ideas, but they need support. Pick a key direction, make a plan, put some money in it, commit to it, promote it with others, and give it a timeline for some results. If it takes more money, put more in.
- High-speed internet.
- Want to spend money, wine, food, restaurant, and big city and European guests, want to build a coffee shop, complicated to get the permits or development, food. Long term stays have somewhere for them to get food, coffee, wine, employee contact department, the answer is to build

a facility, then we check, communicate with the planning department, spend more time to do research, communication with government, need local government what kind of facility should I build.

- Potential, good for business and tourism. Awareness of the community.
- No high tech, not a lot of young people, updated facilities, more young people and high tech.
- There have been some companies that have investigated Augusta Township as one option to locate there but have decided to locate elsewhere. In each case, their reasons for not choosing Augusta Township are different. The main reasons for not locating in Augusta Township or for choosing another location include: 1) In 2 cases, another region offered better incentives to locate there 2) A business deal that was required could not be reached. 3) The cost estimate to retrofit came back too high, and there were environmental issues.
- Difficulty purchasing from landowners.
- My neighbour had proposed a wellness centre that would have brought social caring and healing, healthcare jobs at a personal scale, but was voted down due to "Not in my backyard" fears. That is very worrisome to me as it sets the wrong tone about those that are less fortunate.
- There was one gentleman a couple of years ago who was going to buy a garage in Augusta Twp. I think that delays in answers and approvals from the Township didn't meet with this man's timeline. There also might have been an element of changing zoning, which also takes time.
- Stay for vacation 4 days, few guests here for months, weeks, most stay 3 days to one week.

Are there any products or services which your company purchases from outside of the region which you would like to be able to access in or closer to Augusta Township?

- Stainless steel, and they need to manufacture pieces for their product. They use another firm in Brockville and Kingston. They are using local products where they can, including Brockville and Edwardsburgh / Cardinal. Not too many components available in Augusta.
- Smaller industries are the opportunities for Augusta. We need a small abattoir, employing 10-12 people. I currently send my cattle to Cookstown because there is no place here to get it killed without a long timeline.
- Developers typically use water from Prescott because Augusta Township does not have water (wells and septic). Water services and sewer services. They need to have a septic tank system, and they don’t have a water treatment plant at the moment. They need to be getting this from Prescott and Brockville as they have extra capacity.
- Internet is very poor in the area. It’s very good in Brockville. He calls from land lines.
- Trucking and bringing in products to them. Trucking companies are hurting at the moment. Transportation of goods is super important, and they need to have reasonable rates. Blue Church Road needs an off-ramp as well to make it better connection-wise.
- We talk about the HVAC, spun aluminum, at one time we had a plant in China make that, volume go to the extent we have automated spinning equipment, not in China plant moved it here, two advantages, bring in containers, nesting shipments sometimes, compromises some of the

performance, save on freights, CFM per watt, ventilation, having the internal capability, not have to order, 30-36 inch, order more, make it on demand. Things we can do locally, getting containers out of the far east, and the cost is more expensive, $10,000 for a 40-foot container, container ship stacked up. Reliable 35 days is now crapshoot, 55 or 105.

- Company buys local as much as possible, and bids typically go to local people. Shopping local trend.
- Access to N/G and produce their own power at the plant. Smaller materials are reasonably available in the local market. The vast majority of our purchases are from outside of the region or specialized/within company transfers. We've got good access to natural gas here, which is critical.
- Encouraging subdivision development may be one opportunity. Seniors' housing is particularly needed – definitely a market for it; builders say the properties are spoken for before they built – especially those that have lawn-mowing, snow-plowing.
- Maynard lost its store due to the fire, still a need for a general store.
- Electric connections between here and Smith Falls – maybe a stop in North Augusta.
- Yes, buy local independent store, Canadian tire from Prescott, in Augusta, no store. Belong to Augusta, pay more, do shopping locally, what kind of store and products, shop in Prescott first. Nothing here, Augusta is huge.
- Trouble hiring local people, be a progressive area. Construction labour, I think that's generally, building to Living Building Challenge, materials toxicity, materials sourcing.
- Contractors not used to working on green projects, education part of it, we take it on, crew we hired that worked on tiny homes, green construction trade.
- Hire a summer student for, there on-site, no office on site, Facebook and people not that many kids, here university, communications not on the map for that generation.

Has your company had any interaction with the local government, and if so, what aspects of the interaction were most and least helpful to you?

- Very helpful, they really understand that developers are their friends and not their enemy. Very accommodating. Downside is their ability to have more staff/talent. Have to wear so many hats. [Staff] is a go-getter.
- Have interacted with Council of Augusta, and now they have staff who is great from a business development perspective. They wanted to buy land in the industrial park, but they had no services there. They could not pay for the road and utilities upfront. They looked at moving to another location because it was serviced.
- Experience is great – working with staff. Plan is not confirmed, communications so far are great.
- Great job working with other communities like Prescott.
- They need to improve the transportation side of things as there is no public transit in Prescott and Augusta.
- Building and Planning – there's a changeover of staff, they have to look at continuity. Used to be that everybody knew everybody. Now no one knows no one. We want more people to move in, but

we want them to understand some of the realities, that not everything we did was wrong in the past.

- It's crazy how "red carpet" the welcome from the municipality has been.
- They went to Augusta Township with their idea about the development. They got buy-in right away and have given great feedback to them. Provincial and federal have not been involved as much yet. The County will also be involved but not much direct involvement.
- Being a small area, you get to know the Mayors, CAOs, planners, getting projects done with a minimum of red tape. The advantage is there, fewer layers. We've found it easy to get, sometimes when the Ministry gets involved, MTO, not put ground water, conservation, get out of local to federal environment.
- Logistics company wants to have a meeting with Mayors of E/C, Augusta, North Grenville, Prescott … he's hired about 15 people during Covid.
- Zoning changes in the past. Got what they needed. Control by zoning is the most important part to get in place.
- Several interactions and trying to find the right partner here and with the county levels as well. Active with both levels of government. Positive interactions and the team are focused on growth.
- There is always room for improvement. Some Councils work together, others can't. Encourage members of Council to cooperate with each other would go a long way. County structure used to work well – has some challenges because there are 10 different municipalities of different sizes and background, what they can afford or promote. Competition wasn't a problem back then. Good to be able to share something to promote things and work together.
- There is an economic development office at the County level. It's supported but not as well as it needs to be by the municipalities. If there was more support, maybe there would be more valuable.
- Don't contact them often, we are busy, we don't know what kind of support we can get, they are very nice, they send the newsletter. Good communication regarding COVID. Financial support or information, can't get money from township how to access support. Would like to see how they can get access to support for growth, how to access funding. If I wanted to invest, more specific information for all local businesses. Local businesses pay property tax, last may no guests, can we defer tax revenue.
- When I bought the property to council did a presentation, what I wanted to do, they were enthusiastic, building great relationships, not something you expect.
- Small township, not a lot of resources, economic development strategy, get into green future.
- Municipal government is great. Very fond of staff there and on the Council. He is not sure how will make these corrections, should give more thought to developing the community as a residential community.
- Augusta Township has been very supportive of the project being undertaken to collaborate in the redevelopment of the property. There is definitely alignment with our collective goals and desired outcomes. Also worked with Grenville Community Futures for some funding, and there was collaboration with them and the township.

- Breath of fresh air in Augusta; big ideas and a vision. Used to longer timelines; when you're a developer, and things don't get done, the community will stagnate (e.g. Brockville who had only 5 starts, while Smiths Falls had 100+ doors, Perth 100 doors). Augusta always outshone Eliz/Kitley because E/K had a bad planner, and even though they surround Brockville and should have got more. Has 36 acres in Brockville that he'll probably keep because the culture is changing a bit.

Since your company has been in operation, have you ever sought any form of assistance from any level of government? If so, what aspects of the interactions were most and least helpful to you?

- They have done some COVID stuff and grants. The CIP: they dealt with Brockville and North Grenville. Brockville is better. Kemptville: they started CIP there, but the planner left.
- He has not accessed anything from Augusta / Prescott. He suggested they need to have CIP, but they don't know how to do it. His taxes will be 30,000 instead of 4,000. They need to sort out CIP ASAP, including facade improvements, TIG (?), no development fees. Government gets involved with development.
- Grants – there is so much red tape—too many regulations. If you open up, then they want to come on your property.
- Startup funding. Very seldom, Doug Ford, been there got a half million for the 10 million investment, put a retention pond, only private retention pond in Leeds and Grenville. Don't typically apply, project has to make sense.
- Double-edge sword because they are short-staffed, and they got his development approved w/o CIP. CIP offers tax incentives programs to developers. They did not understand why they should have it. Zoning changes were fine, but Rob was not able to maximize benefits from CIP. He did not need to pay any development fees. Augusta could have paid for servicing the lands. However, the deal as a whole is good.
- They have applied for a few grants, and they are a bit discouraged. Feds typically put out these grants, and they have too many requirements. These types of grants are more directed to large companies.
- We need to lower our taxes. We don't do a good job of how we can do things differently. E.g. there should be a County-wide fire dept. Do we need a Township Council and staff. Regulated by the Province. We need to push back. Contract out and privatize. Cost of benefits and pensions, contract out to a business. Everyone wants to maintain their own domain. We need someone with foresight to look into a County-wide system of operations. Lowers cost. Use the savings to attract industry.
- They are doing this with Augusta with the tiny houses. Never done this and not a big fan of it.
- IRAP funding they received in the past and took part in SR&ED program. They are still proving their concept and ready to commercialize, so hard for them to get more funding. Very hard to work on applications for the Province and the Feds. They have investors as well and don't want to spend too much time chasing funding opportunities. They want to show reliability.
- This industry only has money available for programs around environmental sustainability / energy improvement. They applied for opportunities to run Cogen facility.

- Had support from Canada summer jobs, letters of support.

Specific to Augusta, have ever had to deal with Official Plan or Zoning By-law matters in the Township? If so, what aspects of the experience helped or hindered your projects? In what ways?

- Yes, on the zoning change. Small community and with not a lot of support staff was good.
- They did and had meetings with the Mayor. It was for someone else. Good communication, and the Mayor was very good. Very friendly. No negative experience.
- The Township asked me for a study that was very expensive for a small building. You've got to make it easier.
- You need to ensure the OP is open to new types of housing options.
- They spoke with the Township about changing the zoning, and they were helpful.
- Their mindset is positive, and they are pro-development … a vision as a developer/builder shouldn't be stopped if it makes any planning sense whatsoever
- Yes – it is a hard experience.
- They said the facility would have to be built. Serious problem, near the river, can't do a lot of things, rough idea, my space only use about 50% right now big space only have 18 rooms, only rooms, small businesses. If we can double, expand the hotel, then we can do more, invest in the local community, how to start. Water problem, we use well water ourselves, support water infrastructure, do double the space, larger-scale operation, water supply and sewage treatment and septic problems, use the city treatment system. Not relying on local township, needs to leverage more funding, key limitation for businesses.
- They have helped, we've been doing this and that, consultations, sharing the things to take forward. We can help with little things, we get support, formal process get it right, team effort.
- Interaction with the township occurred on a couple of occasions: There was a bylaw review that, in the end, worked out. I was unhappy with paying the fee required knowing it needed to be completed sooner than the township would be able to update and review to be avoided altogether in the future. They were helpful to ensure I was able to access some downtown improvement grant funds. It was a small amount and appreciated. They are good collaborators to support our endeavours, from small requests to larger details. The building inspector has been very good to work with. The Township has been pursuing opportunities to bring economic development to the area with partners in the surrounding municipalities.
- No. They selected an industrial location.
- Nothing significant.
- No, not anticipating any problems.

Do you feel that Augusta's Council is presently doing enough to support, promote and enable investment and economic development?
Do you feel that Augusta's staff is presently doing enough to support, promote and enable investment and economic development? Why or why not?

- Moving in the right direction and as much as they can.
- They do try to help. I feel welcome.
- They are doing everything and are up against very stiff competition from Edwardsburgh Cardinal. Very good ethic and work hard. Not confident about the future and how they will compete with the neighbouring cities.
- Definitely a positive "open for business" stance. The openness is very broad and can be interpreted as open for business at all costs, which I would have serious issue with. The township is small and needs to lead in dealing with environmental and social, progressive small businesses. We don't want to become the home to businesses that couldn't get approved in communities with higher standards.
- No complaints from clients. We do have one client who was pleased with the support she received on some changes she wanted to make to her property. The Mayor and staff seemed to rally around her to try and make it happen.
- Since I work closely with the Economic Development Committee, I think there is enthusiasm and support in that group, but I can't speak to Council as a whole. From the business community's point of view, I am not sure what they perceive.
- Development won't work with well and septic. Being that the services are just across the 401 with the capacity that is present
- Need for professional offices like doctors, dentists, few restaurants, there is no hotel, with decent growth you can with some larger format commercial. In Brockville, there's been way less money leaving town since the big box centre was built near the 401.
- No specific feedback (positive or negative) from the local business community.
- One common theme is the lack of qualified trades.

What economic development and planning priorities should Augusta Township focus on in the next five years, and why?

- A key priority should be to make the Augusta Township industrial park as attractive as possible to new companies and to clear any roadblocks that may exist for new companies to locate there. Augusta Township should develop potential incentives that they could offer to prospective new companies looking for a place to locate.
- Zoned industrial land. Plan for mainland industrial park.
- Medium to Large Business Facilities - Possible incentives or waive development fees for these targeted developments.

- (1) Attract industry - use the land for large industry, but this is historically hard to accomplish. (2) market Augusta Twp as a bedroom community - promote rural life - use the land for residential expansion. (3) Tourism - connecting the hamlets to each other and creating a tourism hub in the Twp that also connects out to the other Municipalities. (4) Maybe it's a combination of all of these, but the plan can't be too watered down. In my opinion, it is best to focus on 1 or 2 priorities and do really well with them.
- Promotion of the municipality. Support and advocacy for connectivity. Investment in youth. Municipality needs to be nimble and adapt as new residents move into the area from larger urban centers.
- They should start focusing on new technology sectors. Manufacturing is difficult to attract here unless they have serviced land. The area is fantastic. Location is great, and lifestyle is great.
- You've got to be transparent. Reduce regulations. Township needs to eliminate regulations. That will help other things spring up.
- Let someone local create a business, give them the right tools they need. We need businesses that create 3-4 jobs; how we can encourage local people. Start-ups are tough, but there needs to be encouragement.
- Let's go after the businesses that employ 50 people, not a car factory. Suppliers will be attracted.
- Promoting young business, attracting younger demographic seeking affordable housing and properties that can offer amenities that they will never get in the city. Driving in main-street business and beautification.
- We need to build our communities as places to live, learn, work and play - inclusive communities, places where people can pursue interesting, rewarding careers, build their dream business, but also walk down the street to buy ice cream, participate in a community garden, get to know their neighbours, raise their children in a safe, welcoming, place... If bus development means attracting young entrepreneurs, we need to do some things to "catch up" to more urban areas - e.g. diversity, equity, inclusion, environmental/climate approach - things millennials see as basic 101 for a community.
- We have the 401 corridor. 2 bridges to the US. Very close to big markets. Transportation isn't an issue.
- Agriculture – people want to buy local. Fresh gardening. Can employ lots of people seasonally. Healthier living.
- You need to reward people. If someone takes pride in their property, celebrate that. Have every village looking great.
- "We know best" – bureaucrats say. As a farmer, why would I do anything to protect my land.
- I think we need to expand our definition of economic development. It needs to reflect a "triple bottom line" approach - economic development at the same time as lifting up health, wellness and those most vulnerable and regenerating the planet. The wealth-creation model that you shared at the outset of our focus group is rapidly becoming dated - the Deloitte survey I quoted earlier in these questions lays this out clearly. I also think that we need to challenge assumptions on what good economic development looks like - I heard on our call reference to a new Costco potentially

considering our area. Does that represent good growth? I worry that when a Costco shows up (or a Walmart, or other big-box retailer), they end up completely shifting shopping patterns, drawing people away from the small, locally owned and operated shops and services and downtown centres into these big box stores in the fringe of the rural area. This is the pattern in so many small towns. Sure there are jobs created, but at what cost? If we want our communities to flourish, if we want to think about easy pedestrian /bike travel, 15-minute communities, we need to be very careful about what growth we allow/incent.

- Push back to our MPPs and Province. I've talked to Steve Clark about being not happy with how the Province has handled it. DO we need all this stuff – fire trucks.
- There are so many opportunities. We have to stop looking for the pie in the sky, the big multinationals.
- Workforce remote. Knowledge worker in place, Shopify, artificial intelligence, attract don't have university, think through internet access will be a huge attraction
- Some facility in Maitland, Dupont, 3-4 Genstar, that infrastructure is still there, relevant there today, build on that and attract specific, huge plant here for Proctor and Gamble 700,000, bounce, Swiffer and tide pen, complex in West Virginia, Truckload quantity in that plant, is vacant here. Consumer products, nice clean facility.
- Helping local businesses expand.
- Chemical alley in the past where they are located including Dupont (from 800 people to 130 people) and others.
- They need to revitalize this area, and this is great they are doing this, looking for responsible development in the area. Not excited about the prospects of Wal-Marts from a retail perspective.
- They have lots of land and need to focus on developing the housing sector. They need to develop their lots so that the prices come down.
- Very little retail in the area. Maitland does not have many stores. People typically shop in Prescott and Brockville. They should not be a bedroom community to other locations. Tourism is the same weak spot, no mechanism to extract dollars from tourism from bike lanes on Highway 2. Infrastructure is very much needed to attract tourists.
- Access to skilled trades is a problem for this region. It's a struggle as it's a provincial problem.
- Fibre that is connected to Kingston but can't share with others. Spotty coverage for others. Tenants can't connect to their Internet service.
- Location is nice, attract more, Giant Tiger, new distribution company good place to focus on, port, highway, US, rail, storage, online shopping. Online shopping and storage, sub-urban land, local not good for industry, service online, space close to everything, high tech, close to Ottawa, people are moving out of the cities.
- Some guests stay here while they are moving here, looking for jobs, businesses. Lower cost, 1,000 islands, always guests.

What do you believe that Augusta Township can do to become more attractive for investment, business development?

- Extend water/sewer.
- Prepare for Rural Expansion or Businesses and attract medium-sized businesses. Encourage growth within the communities as Home-Based Business grow, entice them to build shops, plazas, places of business outside their homes.
- Continue with the utility corridor idea and stay without development fees. Get the Hwy 2 corridor into urban zoning and develop a residential development zone. Do the best to attract large employers to the area.
- More promotion of where they are and what they can offer. Go to big towns to promote their location.
- Promotion of the municipality and what it has to offer to the larger region.
- Focus on their strengths when compared to current trends. What types of industry and business line up well with the township's strengths; i.e. eco-tourism, family-owned restaurants, boutique hotels, etc.; People are willing to travel to a destination for an experience (BUSL Cider is a good example).
- Augusta Township should consider offering greater incentives to prospective companies in order to compete with other regions. It would also be very helpful if Augusta Township could find a way to mitigate the region's relatively high energy prices.
- I'm not in favour of free money. Small loans are OK. You need to make them easy to apply for and do the due diligence. Do a survey – what businesses would you like to see in your community.
- We need to piggyback on the County. We don't need an economic advisor for the Township.
- Consolidate businesses, consolidate government, 13 administrations, for 100,000 people, not the most efficient form of government. Doesn't make sense, they are competing rather than cooperating. Ultimately there should be one fire, one police, one ambulance, one city planning, not 13 of everything.
- They should try to attract SMEs with interest and pleasure activities because of aging demographics like new golf course, garden plots, to appeal to senior recreational life.
- Focus on attracting smaller companies with leading technologies related to the transition to a circular economy, renewable energy, and transitioning agriculture from being chemically driven to regenerative agriculture connected to the local economy, green manufacturing, companies that can help our township be more resilient and self-sufficient, and prepared for impacts of a changing climate and St. Lawrence River - let's catch the wave on trends that are growing, that we are perfectly located/positioned to benefit from what is happening around the Province, country and world. Be proactive in growing a more culturally diverse community.
- Augusta Twp can step up in the way that all other municipalities can by showing their openness to diversity and change. Addressing mental health, indigenous recognition, green practices are all important topics that must be addressed, and if Augusta does that in an open and transparent way, then new investors and new residents will join in the change and become involved.

- They need more recreational activities. Nowhere to stay in Augusta, very limited hotels. Opportunities for more tourism locally.
- Bring out policies that the Township is open for business and put some substance behind it. Advertise the areas that can be developed as sub-divisions. This will happen once they advertise.
- Assist with housing shortage for trades and skilled positions like specialized engineering.
- They have done everything right. Land is here, and it is zoned already. They need to focus on getting more talent here and well-trained workforce. Hard to attract large companies but should focus on companies like his.
- Business anticipates support. Municipality should show commitment to investment. It is a nightmare if you start investing, and after a year or two, you don't feel welcome. Number of investments already – I could talk to one of those businesses and get insights, word of mouth – I wasn't involved at the time. What I hear is that the feedback was positive.
- Resurgence of notion to encourage or invite anyone interested in Augusta. Invite them to come forward to Augusta with suggestions. Don't limit it. Lots of good ideas out there.
- More people know Prescott vs. Augusta, close to Prescott, three or four times advertisements in the paper, recruit from Toronto and Ottawa, shopping spending, money, introduce. Focus on Ottawa or Toronto, they are rich. Guests from those places want the cottages, repeater 70%, months at a time, happy to spend some money to do some promoting in cities. More community people know about Augusta, neighbour of Prescott.
- Moved here from away, stark difference with other rural areas, we're in a time zone going back with policies, Toronto green standard, greenhouse gas emissions, light pollution, normal in many areas. None of that is here, green policies, climate does not show up, told by a mayor there is no climate crisis in their community, attract people who want to escape restrictions, come here, not good for us in the long term. It's harder if we don't compete in that area, reflect progressive policies, build green the first time. Sustainability, all decisions are done through that, time to catch up on all of that. Do in a rural context, what are those for a rural community, regenerative agriculture, this is what we can do. Site appropriate thing.
- Perth, more urban municipalities, Leeds Grenville, equally has nothing going on at the higher level, they are behind, attract a certain kind of folks to stretch, access to funding for green initiatives, not accessing, need to be member FCM, Perth official plan review, reinforce their official plan, progressive suggestions.
- Use us as a resource, we are knowledgeable, make it work, green and diversity, equity involvement, mayor taking baby steps into pride, territorial announcement, to attract millennials, find it to be a strange place, community development committee, amazing how little understanding they have about here, reconciliation, worried not going.
- Green policies, progressive policies.
- Talked about becoming a destination, need to have things, Country Road 2, old kings highway, busy road, part of the waterfront trail Toronto in Quebec, in our area name only, no bike trails, side, getting people in active transportation, cycling from Kingston to Cornwall, international bridge 100,000, to the States and back around, busy road, natural place for that to happen, be really important and part of the destination.

- Augusta is one of the oldest communities in Ontario. This Township can be redeveloped tastefully and not modernized. Develop their historic value of the municipality as this is a gem to work from.
- Better marketing- control industrial assists.

All things considered, would you recommend Augusta Township as a business destination to others? Why or why not?

- Yes, and I do. Augusta township is quite competitive in many ways and has a lot of good infrastructure that could support new companies. The relatively high energy costs (Nat Gas & Electricity) is an issue that makes it harder to compete with other regions for new companies.
- Location is great, and the Township Administration is cooperative for new businesses.
- Proximity to Toronto, Montreal, Ottawa. There were not a lot of Covid cases, people listened to advice. Affordability of housing. Where we live, what we have to offer.
- Location of their Township could be a destination stop.
- Yes. The Township people are great to support others and very competitive Augusta taxes.
- Yes, in spite all of this, a lot of things will happen. They need to make it easier. Good population growth, aging demographics, immigration growth.
- Yes, they have industrial parks zoned for heavy industry and should be more receptive to SMEs. How can they bring more companies to the area.
- Yes - I am excited for the potential!
- Yes, it has so much potential. Great lands available and good quality of life for residents.
- Absolutely and this is a great place for business. Community that is anxious to see good-paying jobs and supports folks to do these jobs.
- I would recommend Augusta Township to other businesses. Students – they are more attracted to bigger cities, maybe afterward because they know the city already. High schools are the years that have the memory – if your experience is good. That first impression is important. They may come back there in the future.
- Location, location, location. Close to capital, U.S., other cities. Lots of access. Very unique combination.
- We have a number of retired people who have a lot of knowledge, whether former Dupont employees or others, maybe willing to work or give advice. Those people are hard to come by. They would be willing to help.
- Beautiful place.
- I often tell my friends, here is a good place, location is good, government is friendly, talk is easy.
- Yes, I would. Council and staff are easy to work with, and there are opportunities that can be taken advantage of. Location wise Augusta Twp makes a lot of sense for many industries and focuses. Friendly people!

- They have been hospitable, invite people in, service delivery is good, they are inclusive, open and interested, take their aging white population. Openness will help shape what it becomes, can't change where you come from, where are we going to go in the future, bring businesses here that make sense local to the plan. Part of the change and future, you can make a difference here, people know us, the community aspect, have that ear and support is unusual.
- Yes. This is a great community and beautifully located in Southeastern Ontario. They need to develop tasteful development. Understands that they need to have industry in the area as well. The cost of real estate locally is amazing.
- Yes, although hasn't truly gone through the development process so far, likes the vision.
- There is so much to offer in Augusta Township and such a diverse set of options for any type of business owner. I would also strongly suggest it to anyone looking to re-locate their family to the region from a larger city-centre.
- I would - a dynamic staff, mayor, interested in preserving what is special about the area (little communities within a bigger geographic area) and yet seek out growth opportunities. But to remain attractive, let's make it a destination of businesses of the future, not the past... We have a great location - on the River, close to Ottawa, Kingston, Montreal and the 401. We need to pick a niche to carve out a place that makes us special. We need to abandon the old-school approach to development for anyone to development with a purpose. We think the purpose should be playing a leading role in the transformation to a green future.
- Not at this time - there is not enough of the previous mentioned in Facilities or Infrastructures.

Are there any other comments you wish to make to round out your survey responses?

- Build on the strengths, very successful companies, look at the supply chains, reshore, last 40-50 years it stretched, getting parts and products from China, Mexico, 30-50 years will consolidate and retrench some more. Eastern Ontario lots of value-added manufacturing, we are positioned well to take advantage of those shortened supply chains, cardboard, packaging.
- Need to make it simpler for people to get grants and start-up funding.
- Permits and to get going needs to be simplified.
- Duplication and red tape had to do resurvey for property requested by Ministry of the Environment.
- We have had experiences with interested new companies over the past couple of years that we need to learn from. Now that COVID restrictions are being lifted, we should get together and discuss how to make Augusta Township more attractive and competitive to new prospective companies.
- Wi-fi, water supply system, support for expansion, investment should be government, zoning issues, get thing approved.
- We're really keen, excited about being there, part of the journey. Broadband, to the list, fasted we can get is DSL, 15 mg, download, 1 upload on the bell node their node is in front the building; meanwhile, we are on the waiting list for Starlink, not on the list for wi-fi crew.
- I want to encourage us to consider the potential for economic development to do much more good in the world and address the many intersecting crises we are facing. The model of wealth-creation

that we have known for the last century+ has created many injustices in the world and has put our planet (and therefore the future of humanity) in peril. We have to take bold steps at every opportunity to change the trajectory for all of us. Augusta can be an exciting leader, a beacon of new hope, an example of how to do this well. This is happening in other places around the world, if you need examples, references reach out. LET'S GO FOR IT!

- I have really enjoyed being part of the township and feeling welcomed, and how we share excitement about the possibilities here. Thanks for asking for input. I would be pleased to be involved in the evolution of the plan as it comes together.

4.8 Town of Prescott Stakeholder Interviews

There were 20 interviews conducted of key informants familiar with the Town of Prescott and region.

What do you see as the top three strengths of the area?

- **Location / Access:** 401 – potential due to amount of traffic, could open more businesses, target transient people; Geographical location advantageous – Ottawa/Toronto/Montreal; Zones with potential – along the St Lawrence, other along Hwy 401 – attract people to Prescott; Access points are the most important thing to consider.
- **Quality of Life:** Waterfront, river – walking, beauty, historic, events – mayor has spent a lot of effort from Coast Guard to Fort property – tends towards healthy living, tourism opportunities; Points of interest are there; Community are big assets; Lake Ontario Waterfront Trail; Events (one or two per summer); Many different projects.

What significant opportunities for economic development do you see for Prescott?

- **Housing, Land Use:** Residentially zoned land which has not been utilized; Can be a bedroom community for Ottawa; Lots of land is available; They are willing to partner with Augusta; Residential development including senior facilities to support more people coming to the area. Retirement and senior facilities and for living similar to Brockville; Peter Donnelly is doing a residential development in Maitland where they have attracted retirees; Most hamlets are a couple of hundred people.
- **Downtown Revitalization:** Properties downtown; Vacancies in the storefronts and attracting SMEs to these storefronts; Co-Sharing and co-working spaces are of interest, like in Kingston. SMEs can be sharing certain types of services and have done this in the past for crafters. This is the way to revitalize these vacancies; Some resources to rent the space from the Town.
- **Business Attraction/Retention:** Commercial space needs to be sold; Need different businesses in the community: hotels, SMEs; More manufacturing potential and same challenges but need to tackle workforce development as there are many incentives to operate business here (e.g. Giant Tiger). There is a lot of automation in this plant as well. Cardinal industrial park, which is Ontario site certified site so that it becomes investment ready; Warehousing & Logistics opportunities. 2 new businesses because of Giant Tiger; Transportation sector as well. But not sure if they have enough

space for warehousing; Manufacturing is a very sector that can be expanded to the area, and it is very important to keep them in Prescott area (former Dupont plant).

- **Tourism:** They are right on the river so they can develop tourism on their waterfront, need a sales pitch; Huge tourism potential and because it's so close to Ottawa and close to 401; Tourism type of abilities growth as well and tourism-focused events to create spin-off opportunities; Work together with their neighbours like Brockville; look at different relationships; partner and play off of each others assets … does mean putting dollars behind it; Work with RTO on building itineraries that are regional; e.g. historic sites take you from the Brockville Tunnel to Fort Wellington; put time towards those relationships; Ministry is working on a strategy for this Fall or Winter (their overall Tourism Strategy – they have a white paper out now); Motels that are local, Airbnb and other; Being right on the river; Significant boating community; Attracting tourists including the US given the proximity to the bridge; Community ambassador someone who is hired by BIA, Chamber of Commerce and the Town. To be on the streets and to be engaged with the community. Brockville has this already to push the message about what is going on in the Town. Youth committee who will be invested in the Town to ensure that people know about these events. To get people to buy into; Further, use of the Shakespeare site for other others so that people can also enjoy the waterfront area; consolidated plan, currently my experience Fort Wellington sees 20,000 visitors per year. Some of them may stay for lunch, and then they go; Find packages or reasons for tourists to stay longer; Come up with a list of tourism products – Fort, Shakespeare, hotels, restaurants – more money is generated; Needs to be an evaluation and strategy, needs commitment to being open and being sold; Parks Canada land that Town is leasing, they have a possibility in the future to be looked at, if parties could get together; Move forward with a Tourism Strategy and Business Model … where this is coming from is they still have the Rideau Heritage Route, but it is no longer operating … they are without a DMO in parts of the region and requesting that County becoming the DMO; came up in BRE and came up in conversations with tourism industry; Dive site. Done some upgrades. But don't have a city unto itself; Historic site is Homewood; Maplehurst was just bought by someone in PEC who is into culinary; previously it was a B+B/inn and changed more to a culinary … confidentially: that file over the last four years, the Council was very divided on what the zoning should be, and the owner just threw up their hands; bungled by the municipality.
- **Other Industries:** Film initiative with Kingston Film Centre … looking at destinations with a filming destination (what about Maitland Tower site); Maitland Tower - more of a social enterprise - Sustainability; there are right-of-ways for the municipality on the site.
- **Resident / Workforce Attraction / Remote Workers:** Good broadband that does not involve roaming to the U.S.; Transportation as well including pilots. Local bus to help people to get to and from work; Attracting professional services to the area like healthcare providers including physio and massage therapists. Everything you need to have in the community; Grenville Christian College on County Road 2 was bought by a new investor. The property has sold. It was operating, but the person's dream was bigger than money allowed. Comes up as 1000 Islands Village; Foreign education is the latest interest; The whole site was purchased … she's had interest in sports teams that want to use it … how could the community work with them for microbusiness.
- **Industrial:** Prescott Staff works closely together. Just brought on Justin St. Pierre. Dealt with Prescott on Giant Tiger in E/C for the water. There is a better model now for sharing services; Chemical park used to employ 1,200 but now 200-300. Even new additions will only add tens of jobs; Consider a CIP on the Maitland Industrial Site … to help with CIP … brownfield and TIF … did it in

Brockville for Tall Ships Landing for remediation and upgrade; They have to go up against hydro and carbon tax disincentives; INVISTA is a standby power source (go to IESO website to see that); Edwardsburgh Cardinal – chosen by Ontario Job Site Challenge … they submitted 800 acres.

- **Collaborations:** Investment Readiness – BR+E study showed that there is an issue when getting municipal approvals; Waterfront Trail – still heavily involved with the Trust group … the Counties is considering an Active Transportation Study … Counties put in $400,000 in refurbishment to the 1000 Islands Parkway and recognizing that they are looking at the east side of the Counties; There aren't a ton of placement opportunities, but creative ways of engaging the Town and College; See a major opportunity for working with Town on challenges – integrated into student learning, working on real life challenge, presented to Town, doesn't really matter if students are suggesting; Showcase what Prescott has to offer: students on Brockville campus may never go to Prescott or visit it, enter a restaurant, chat with employers; Strategic touch points increase opportunities for students to relocate; Programs at St Lawrence College – 120 full-time programs, so there are tons of ways to integrate; PSWs, Nursing, Digital Marketing, Design – current labour pool may need help; Annual Mayor's challenge with City of Kingston – Council and Mayor put together a list of 5 wicked problems – student teams (Business, Marketing) work on them and present to Council – culminates in a competition, that has led to a ton of opportunities, as well as working on grants, and working on those problems at a higher level; Always looking for experiential opportunities, co-op placement - College might expect the employer to be registering themselves as wanting to do placement, but maybe we should be more proactive to go out and seek the placements – establish a relationship with students; Very competitive now – you go through these high-in-demand programs and kids are getting jobs before they graduate – big corporations from outside the region who understand the system; The College wants a higher retention rate in our community; Goal of 150 programs – get rid of some programs that are no longer relevant, Industry 4.0, this region has a lot of strength in advanced manufacturing and logistics and warehousing, College has a great reputation for healthcare programs as well.
- **Agriculture Related:** Agriculture will be important to the north. Crop and livestock. Corn for ethanol plant (which is going through $75 million expansion). Soybeans; Heavy dairy and cash crop nearby.

What are some of the business growth and investment opportunities that could be leveraged in the region? Think regional, provincial, and international.

- **Housing:** Development of housing; Need to attract people so they can build a large park, but there are staffing shortages. Need low-income housing and need other types of housing. New sub-division going on in Augusta but not enough housing; Train station, bus service, transportation; More community recreational amenities; Reasonably priced property, reasonably priced labour, reasonably priced living.
- **Warehousing and Logistics:** Any distribution centre, Ottawa, Montreal, logistics, missed out on some, Walmart to Cornwall, another centre, missed out on distribution centre. Broadband remote workers; 401 exchange: more warehousing and more IT firms. This is a real opportunity for them.; Access to bridges may give advantage over Belleville, Trenton, Cobourg; The best fit for the industrial park and this is a good location, close to the bridge, 1 hour away from Ottawa; Giant Tiger – moved from Ottawa because it was much more expensive
- **Waterfront and Downtown:** Downtown Prescott is very vacant, and they need to attract businesses. But can't think of anything that will be successful; Internet is very bad, so can't think of a way how tech businesses could work; Low return on investment to work in such sparsely populated business; RiverWalk District is a great job. Waterfront is very nice. Great parking and trails; They need a hotel on the water. Patio would be great as well; More beautification as far as Waterfront goes.
- **Promotion:** Internationally: they are not known to the world. Brand and awareness of the location; Ontario is well-known, and KW is a tech hub. What is it that can set them apart from others?

What sectors or sub-sectors do you think hold the greatest economic development potential for Prescott?

- **Tourism:** With the new arena; Smiths Falls has a twin pad with walking concourse and meeting rooms; It is inundated with sports teams, which is great way to attract interest from business people; Going to need a hotel and a lot of spinoff commercial business; Not just an arena, but a way to bring a lot of people through town; advertise it on the 401, and it will bring people into town; Shakespeare festival, when events go on they close main street, tie in deals, our car show is outside town, maybe 200-240 people come for performance, tie in promotions, package deals with restaurants, the town needs to be involved, and coordinate; Motel would be good for the area from a tourism attraction perspective; The new arena will be built, and this will be fantastic. Might get built next year; Tourism has a great potential, and she is building connections with the local community, theatres.
- **Downtown:** Entrepreneurs, opportunity, draw in tourism, rent is affordable, CIP program, BIA advocate, a lot of support here; Service and trades providers, people are reaching out, whole piece around the downtown core; We as a Town, support the BIA, I donate to events, seems to be a lack of capitalizing on opportunities; Quilting shop is great which a niche opportunity and it looks prosperous. This is on the main street; They need more shoe stores and boutique shops; They can develop into a walking town because of their history. But some properties are located in the residential area like historic shops, and they need to expand to the commercial area; They don't need Giant Tiger types of stores in their area even though the employers; Good place to retire, play golf, watch the ships; Not a beautiful downtown; wishes it could be Merrickville and Perth (they've

worked hard); they are bustling; lots of people drive through #2, but most don't stop; Prescott is inexpensive to live, but you have to shop in Brockville, Kingston and Ottawa (Prescott may never have those; Is there a place to start? Has to be the river. The traffic volumes are there, especially on the weekends. Just need a reason for people to stop; Retail uptick as well. Brockville is an interesting idea as people really like to shop in retail.

- **Manufacturing, Logistics:** Logistics hub idea because of location and proximity to Ottawa, Montreal and Kingston. They need to grow population-wise; Also a great opportunity for bulk goods; port, bridge, 401, rail … super well connected; Land and cost of living are affordable; all offices could have their liveable space for educated personnel, don't have to be in hyper-expensive skyscrapers; Land for industry is affordable; every business that is in the bulk business should be looking here; Warehousing, distribution is important like Amazon warehouse because of their location. This is so close to the U.S.; Construction jobs could be created; Probably need to enhance on and off ramps to get into town; they bring a lot of freight through there; the T at Edward Street, traffic is very busy; having good access needs to be part of the process going forward … there are a lot of limitations; Giant Tiger's interchange has been improved to LCV standard; Prysmian in Johnstown is another wiring company, could it attract another manufacturer that is similar; They buy plastics by railcar and they tanker truck 65,000 lbs by truck; could get it to Johnstown that would be nice; Northeast quadrant – know they are working on the land, but it would be nice to enhance the interchange.

In your opinion, what is going well in your sector on a regional scale? How can we make the sector more competitive in the region?

- **Real Estate and Development:** Real estate is booming, and his business is very busy, including commercial and residential. Farmland is also great. Farms use his services as well; Arena is coming in, and apartment building is coming in. Aquaworld park will come as well, and they can leverage this. They have beautiful waterfront.
- **Downtown:** 10-15 buildings need to be updated / overhauled; Don't put too much pressure on advertising.
- **Tourism:** Marketing and Communications is key for Eastern Ontario. Population density to economic wealth is not great and not recognized for something; Identity is key for this community; Awareness and sharing their stories and potential. They need to ensure consistent hours of operation.
- **Manufacturing:** There's a lot of technology in their industry … later this Fall, they will receive their first robotized machinery … these are technology jobs; Opportunity for reshoring … they buy only U.S. and Canada made; I'm doing very well, allowed to stay open, tremendous overhead, protective equipment, a lot of costs, we are lucky to stay open, sales have increased; Not shutdowns without the site, many have struggled and have a drop it depends on, geography, people like our protocols, these things all help; There is an opportunity for the business if they, tie in agri-business, ethanol plant, large scale green houses, in Southern Ontario, producer of a lot of produce year-round, near the distribution warehouse. Emissions from the plant could be used, however they do it. We have an overall program of buying Ontario, stories about vendors, locally, for produce and other goods, Loblaws companies are the number one buyers of local products; Difficult on a very local level, corn, blueberries, not interested but don't understand the volume, delivery Friday 600 dozen, need another 800, that is the thing, they are not, they want to do it, we buy it form them best we can.

- **Education:** More trades and manufacturing career development … spoke enviously of the efforts of Loyalist College compared to St. Lawrence College; He speaks with the President, Glenn, but not a lot of traction … been part of committees, but they'd like to see SLC run a formal manufacturing technology program where they teach the fundamentals (measuring tools, safety, working with masks) … a lot of government money but it always seems they are disappointed in the programs.

What do you see as the most relevant challenges or barriers to economic growth in Prescott?

- **Small Business Support:** CIP is in place and needs more than what is currently available. It needs to be more robust; Lacking in coordination; People go to Brockville typically for their services and to do shopping; The lack of available residential and industrial (serviced) properties in the community.; Very small population base and growth. BR&E work identified this as a challenge as well.
- **Downtown:** Downtown core has a lot of potential, and the barrier there is that buildings are not up to code. They need to fix these buildings, but the rent will be too high. On King street, these buildings are available to rent but need to be fixed; Stretch of downtown core on Hwy 2 – existing heritage buildings, lots of closures – the challenge of what to do with historic downtown core – 120-year-old buildings that don't meet code – doesn't look appealing; They have the infrastructure of the downtown, need to revitalize, could have locally owned businesses, lots of people are turning to them; Lots of consumer insights can confirm that trend; Prescott could be the destination of nice cute shops. A lot of the bigger towns don't have that, the nice waterfront, the history, the facades and architecture – embrace that; Don't want to lose your competitive advantage; Vacant properties downtown and this is an ongoing issue and not just COVID-related; No places to shop for clothes outside of mainstream shops; The look of the vacant properties is bad. They have done a great job with flowers and landscaping; 401 / pristine nature experience along river; But corridor along County Road 2 needs to be addressed; Two streets along waterfront are totally much better; No silver lining in the downtown core, not under the title of heritage; Example elsewhere: Town of Merrickville worked to change their image and look, took historic approach; Are those buildings worth investing in? Extremely difficult question to ask – one person opened an unstaffed hotel; Work between Parks Canada and Town – have worked closely together; Develop residential upstairs and include a vertical development including your remote office; Housing gets sold very quickly as people anticipate working remotely; More people downtown!!! Living and working.
- **Image / Identity:** Stigma to what Prescott is. This is a low-income town with low-income families and social assistance housing. Lower school attainment, but they are now seeing upskilling opportunities at the moment.
- **Workforce / Youth Retention:** Students are not sticking around – they are going to Toronto and Ottawa for job opportunities due to supply of jobs and employers in that area – they're not thinking about home ownership. They want the amenities a bigger city can offer, not Brockville or Prescott – retaining students is difficult for small towns; Slight shift in that mindset – but that hasn't completely unrolled yet – something is happening there that we can tap into; Enrollment is strong for fall – but some of bigger city colleges haven't seen that response; Talent attraction and workforce development seems to be an issue pre-pandemic as well. Given the educational levels in the area. Decreasing levels of education but manufacturing companies can't find skilled workforce to work for them. Older population and working-age population; Related to the pandemic, supply shortages of workforce such as retailers (e.g. Dollar Store and manufacturing sector).

- **Electricity Costs:** They are planning a fourth factory, but the electricity rates are a problem in Prescott; even considering a third nearby area; real estate is important timing; the next factory propels them into another part of the industry and requires a unique shaped building (height and length); going to be on the hunt for an existing building they can modify … it's tight getting in and out of Prescott and loads shift because of bouncing trailers on the curbs.
- **Tourism:** Hotel aspect is very limited; Need more tourism products; Close to the international border.
- **Collaboration:** Relationship is fairly good, open with them, have collaborated with them; There would need to be a strategy on how to move forward on the relationship; Health of our relationship has been very strong.

How would you describe the current business/development climate in the region? Are there any challenges that businesses face in Prescott that are unique?

- **Business Attraction:** Need more jobs in the area; New business coming here, something to draw more people here, younger people, multi, condo buildings by the water, town only so big, north where they could enlarge the sub-division, bylaw and what is allowed, one church hall, now a residence. Made it more affordable to continue open; Pandemic aside, he is very proud of local businesses and great service-oriented firms and a mix of retailers; But sometimes, some firms can't make a go of it. Merrickville-Wolford attracted great retail presence, so they are lacking this. They need more retail; She has seen other towns like Perth, Gananoque, etc. they are doing much better than Prescott; So much development on the 401, especially with distribution; Last week he contacted all the townships between Cornwall and Brockville for a transport yard; some have land available and some don't (I asked for that list and he sent it – see those files in the Completed Interview folder) (Cornwall is marketing at $50k/acre serviced); When they first got the listing, they brainstormed big companies that may have a distribution requirement … did a mailout and got zero response … he doesn't hear about others that are interested; Restrictions on interchanges when it comes to long combination vehicles … this is a big barrier because that's the future of distribution; Ottawa's Amazon Demand is incredible … Distribution is really growing (e.g. Amazon, courier companies); they want to be closer to their customers and that's why the 401 corridor hasn't been interesting to them - 416 and Fallowfield – land sold by Regional Group (was going to be Nortel's new campus) … have sold most of it; a second state-of-the-art Amazon three storey warehouse; Lands east of Edward on NE junction of 401 … developer is planning high ceiling warehouse space like he has in Vars; does it on spec; thought he was crazy in Vars but hit a home run; doing the same in West Ottawa … he has 35-40 acres of buildable acres in Prescott … road access is the issue; Land on the west side that they Town has expressed interest in for recreation. Want to use part of property. With their expansion plan, it would require a one-way truck around the plant. So do not want the entire amount taken away (they can have a slice, but would like another slice) (see top of next question).
- **Utilities:** Hydro One – He has been in contact with local distribution company. They have been switched to the substation in Brockville, and he has been told it is an old station. Energy-intensive (3rd largest cost), and so he wonders about solar and battery storage because the substation can't handle any reverse flow into the grid. In these times, this is not acceptable. He has had that

confirmed from Rideau-St. Lawrence. He has to make some very significant decisions that could cost the company about $300,000 per year more than it's costing him now.

- **Workforce Availability:** Not a great climate at the moment, nothing has changed. Tim Horton's warehouse could have been brought to the area. Not enough employees, and they went to Kingston; Not enough people in the area and not enough houses/residential construction and different ranges of housing. Nowhere for people to live; Labour – it is a war at every level; not just truck drivers these days; bailout money has disincentivized; Covid fear; probably have 40 meaningful FT jobs in Bosnia/Serbia … hates that they have to do it for everyone; Prescott suffers that young and smart people have had to leave; not a lot of smart people with ambitions; Labour force – He wanted to hire faster and more personnel. Took three months longer than desired. Paying above minimum wage with health and RSP, but he was hoping for more workforce. Traditionally, unemployment has been relatively high, but perhaps the hiring by bigger players (Giant Tiger, Greenfield, Northern Cables) have forced that to dry up. The comfortable CERB payments have not helped.; "Rural" mindset is actually not that helpful; Right now in my store and other business, hard to get people to work, for my store not a revenue issue, become a resource of people to work in the store, ran another store in 97, always thought a part-time person, nobody wants to work, benefits, pension, hard to run a business; Heard its not unique to Prescott, people from Montreal, with our size of town, there's a need for more people to come to the area, and manufacturing, CSE consulting to get people in there, they have to work very hard to get people here; Not sure, COVID restricted people, don't know, in our area, Giant Tiger warehouse, a lot of people hired, good news, good jobs, saying now there are not enough people to fill; Unskilled, skilled, semi-skilled, 18 months short handed, full time, there are people, couldn't get, entry level, fewer younger people; Lack of trained labour, say we had put out a couple of indeed job searches, no experienced brokers that responded, had to train people.
- **Housing Availability:** Affordable housing – finally becoming a location where people can start small businesses; Everything else will follow, things are going to grow; One low-income apartment building being built. No subdivisions anywhere. No new construction. Every street of the railroad lines can be stretched out to give extra housing: 40-50 housing. All the services land on Prescott and can be extended into Augusta; Affordable for the most part, is an issue and normal housing to accommodate population growth. Need to develop new lands; Not enough, for my take, more housing and development, more than 15 years ago, Prescott could be the new Kemptville, next step is Prescott, hasn't really developed, highway is there not getting the develop; Talk of another building on the waterfront, 4-5 years back, building going up, condo dwellers, teenagers ready to work; Residential apartment building is going up with 17 units and shuffling of ownership of properties downtown.
- **Location:** They are ripe for growth. This little town that is too strategically located, under the radar, with businesses taking advantage of it at Johnstown; Bridge, 401, located between Montreal and Toronto; Such a good location for manufacturing and warehouse; Major hub in 10-20 years; Seeing a lot of activity along 401 in terms of land development.
- **Amenities and Infrastructure:** Older generation in town, more retirees, bring or keep young people here, with COVID people are looking for small town; Green initiatives, outlying areas, need a vehicle to get into Town; Protect the environment, things in place, provide a safe, clean environment, new arena bring people in; In terms of waste disposal, green bucket with organic waste, individual family,

a lot of Manufacturing, doing their part, communications, in our brokerage, on a smaller scale, a lot is digital, recycling initiative; Broadband connectivity, fibre, again it's the outside the town.

- **Local Government:** Economic Development staff is great and have seen many improvements since she moved to Prescott. He sees an uptick. Business development needs work, and they are doing great job; Very good place and good incentives; Bylaw heigh restrictions, new apartment building on Kings; CIP funding and qualify, three quotes, go down to two quotes expanding CIP program, a lot of take-up; Nowhere land between Montreal, Ottawa and Toronto. Toronto West: Stratford and Waterloo lots of wealth but not here; Mindset transformational point and they are building a destination service; Value proposition is not there to create a differentiator; They have been approved to build a hockey arena, and this is a good economic activity generator for the Town and what can the Town attract; The size of the town and population and need to have population growth; Property standards and condition of them is an issue; The Town hired an economic development officer a few years back. CIP, which helps businesses and landowners, has come up. The biggest program right now. How to help businesses with renting spaces; Very positive about development, and they are working with the Town to upgrade store fronts. Working on new bylaws to do this change; They are very focused on fixing. He is always looking to send people to look for spaces. Many people have been looking to rent space over the past year. 10 new businesses open in the downtown, and 3 expanded; desire to open up businesses and the area is a bit depressed. The residents have a hard time engaging with downtown business, even before the pandemic; Challenging, but there is some expectation that we are moving in the right direction.
- **Collaboration:** Collaboration with communities, looks like the way things are going.
- **Waterfront:** Create uniqueness close to St. Lawrence but has not found something to hook into like 1000 Island tours; Has a fort and huge history but the Town needs more investment from the private sector (e.g. to transform the golf course); There is a lot of empty space downtown, but it is likely to change.

Over the next decade, what do you think will be the major economic transformations affecting Prescott and Eastern Ontario? How should local government plan to address these changes?

- **Residential growth:** Noticing the high demand of people wanting to retire from Toronto – waiting list; People are leaving cities, moving to more picturesque areas, trend is going to continue – looking for affordable, picturesque towns – good transportation links; We could attract that type of demand, of people wanting into housing; Spiked the prices of all the condos.
- **Homelessness and housing:** More affordable housing and different forms of housing; Need to spruce up existing housing and transition housing as well.
- **Tourism Product Development:** If it is decided, we have to address a hotel for people to stay; If people come to Prescott, they stay in Brockville (hotel and dinner; Plan to create more products; Challenge to invest in something with less return – Condos would be a sure return
- **Workforce:** The local labour market and the automation of jobs. They need to upskill their talent; More support services in the area. They don't want to be a satellite area. They don't need to travel to Brockville.

What types of physical infrastructure or services do you see as being essential to meet the needs of residents and businesses in the Town of Prescott?

- Housing is a big one.
- More consistent outreach services, including mental health.
- Professional services and access to general services.
- I think there's a big opportunity for stores along 401

Looking forward to 2031, what is your vision for Prescott?

- **Downtown and Community Development:** Lively downtown area and being a tourist attraction, which supports inclusivity; Development thing needs to be done strategically; More specialty stores and restaurants in their downtown area. Need champion businesses; Proper decisions in commercial development and tourism, I think the Town has a perfect opportunity to be a vibrant place that people want to visit and enjoy; Components in the town already strengthen that statement; Little bit of tweaking to get jobs, downtown core addressed; Residents enjoy the walks along the riverfront, popping into the theatre, walking in front of the Fort, heritage feel, still pristine; Fairly unique – hasn't been developed to such a point that it is not conducive to nature and health; Slower paced, heritage, nature, open grounds, trees, grass, and is well used, strolls, pedestrian traffic, getting ice creams, atmosphere.
- **Tourism:** Tourism packaging is achievable, not monumental.
- **401:** There seems to be a disconnect between the downtown and 401.

If the Town were to focus on certain economic development and planning priorities, what activities should it focus on? What economic development priorities should be a priority for the Town and the region?

- **Internet Connectivity:** Broadband needs to be improved and need more recreational activities.
- **Downtown & Waterfront:** Direct access to large waterfront area in public control; Waterfront is fantastic and should be leveraged; The main street is suffering, which is similar to many other towns in Ontario. Needs incentives for these types of businesses to survive; They need to bring more events to the community; More people who can volunteer in the community to help out with these festivals; They need to focus on classy events that will be consistent year-over-year; More parking spots in downtown area; Missing the critical mass for nicer shops and restaurants; They are a waterfront community – has gone bonkers. Continue to develop and make those opportunities for the older demo; Retirement; tourism (although seasonal); Improve King Street; BIA, some help now with the business development officer; Don't know what's happening, benefit from the BIA, everyone out and about, be sending a poll or survey out, like I said tough without a coordinator.
- **Housing:** More housing is needed and rental apartments. Stock and availability are poor in the area; They need more affordable retirement homes; So well located to be a commuter to Ottawa – e.g.

Kemptville has really grown over the last 10 years – glimpse of how that trend can accelerate over the last year – housing in Prescott shows people will move here; Five apartment buildings altogether, not enough. They need more hotels by the highway and maybe downtown if it's mixed in with residential units.

- **Resident Attraction/Workforce:** Get employees to the area and build house, customer base increases; Developers promote more tourism and recreation, water park into the area, some better rec facilities, keep people here, helps business; Increase population through residential construction and increase tourism; Getting people to stay in Prescott or to come back. This is a great place for families or a fun place for youth. Retirees as well for them to take advantage of at an affordable rate; Supply shortage issues around workforce development; Some kind of direct work to attract and retain workforce and to assist manufacturing companies to be able to hire skilled labour (e.g. CNC Machines). What if there was a competition for the area to be able to hire someone much faster and ensure there is a fit. Assistance with finding the right match, but people may not be qualified; Talent attraction!!! Especially given the barriers of attracting to small rural towns. How to keep people in the area to many businesses in the community; How about attracting people who left already but could be more mature by now. This strategy would be very interesting.
- **Business Supports:** Share adjacent lands with Augusta; Cooperation; Shared workspaces, working remotely, entrepreneurs, post, share a workspace with me, opportunity, there, look at zoning bylaw, churches, buildings and town bylaws; Perhaps pick something they have not done before (e.g. filming in Prescott of Dawson Creek but they have not enough housing for the crew); Not sure business licence program, we all pay tax to Town BIA, licencing; Digital Main Street, that's definitely a great boost to locate
- **Pro-Business Attitude:** Easy to deal with the Town regarding permits. Very pro-business!!!; The community needs to acknowledge the town's efforts. They may not; Growth and investment into Prescott over the past few years. More advertising and marketing campaigns need to be done similar to Brockville. Shopping local campaigns. Summer activities guide can also help to raise awareness about various activities. They would encourage more community awareness; Components for regional unification – how do we market and sell it; Recovery and support businesses in recovery. Funding is needed for the rural community; 401 and the River, rail are great assets to leverage to attract businesses.
- **Tourism:** Bring people to visit the community; Places to stay, accommodations, not familiar with how many Airbnb, inn, right in the town there is one spot that has four units, more like an Airbnb, King Street there are a few, east of Prescott, motels hotels. 15 minutes west; Tourism is a great choice with the river. All of the attributes are there. There is a marina already; Has many amenities and offerings are there for the tourism sector; There's the potential now with County and region, RTO9 – good communication with them, plus Fort Henry; Good relationships with tourism in Brockville; Promote as a destination; Tourism potential is there: marina and waterfront. They are getting a hockey rink, so this is amazing. They can run tournaments and have great potential for people to stay in the hotel; cycling tours, and fishing.
- **Infrastructure:** 2021 budget: infrastructure piece as a topic of conversation to be passed. Prescott should be taking advantage of this. Department of Finance, April 2021 budget, Canada Revitalization Fund and they should dive into this revitalization funding.

- **Green Initiatives:** There is another funding opportunity as well around infrastructure around COVID-19: green and ventilation systems. Old buildings need proper ventilation systems.
- **Youth:** The place of belonging for youth is significant as well; youth volunteer engagement and the committee are essential. Recreation is improving as well as sports because they have a new community centre. Sports require volunteers; Work with nearby universities and colleges. Set up a Mayors Challenge. Connect you with our 10 best employers, measure grad retention. Small things – get to know Prescott campaign, students on a bus; Pursue some sort of strategic partnership with College – MOU – things we want to work together on over the next 2 years – for Prescott to be pursuing with the College, the College would be very excited – we put a lot of effort into partnerships with our campus communities – would put it on the radar of our executives – a lot of good could come of it; Prescott should try to attract that younger demographic. Now it could be a reality, put things in place to make that possible, work with College, embrace these trends – work from home is not a fad, employers need to offer flexible working relationships, hubs for commuters to work three days a week.

How have you engaged with staff at the Town of Prescott over the last few years? What services would you say were most helpful for meeting your needs? Any gaps?

- **Positive:** Honestly, they have been a big help, staff attends meetings, provide reports, take on projects we suggest and board approved CAO, down, new business development officer Justin, Admin support provide special projects, $10 for Justin; Has evolved, best it's ever been, collaboration philosophy, can't operate in a silo, amalgamated with other brokerages, makes it better; Very competent people and some suggestions on what they needed; Not much engagement outside of building inspection. Staff is great and does a great job; Staff helped in terms of getting information from corporate; Prescott Dollars is a great idea. Gave them to businesses to incentivize people to shop in Prescott and to buy at less than 25%. The Town paid for these dollars and gave a discount; They have been very helpful in the past; Staff is super helpful!!! In comparison to previous 5 years. Outreach and engagement, and opportunity to participate is tremendous; Mayor and CAO have been in the building and are a lot more responsive than the other administration.
- **Neutral:** Last eight months, not much interaction; Looking to purchase more houses to expand her footprint as well. Working with George Brown as well to bring internship; Challenge: money vs. resources. Prescott is lower income. Many people on welfare and not in active employment. Prescott is a bit of a gem; lives overseas typically. They need to have more attractive initiatives and find a hook. They have too much on the go. They are like an octopus with too many arms. They are looking for volunteers like junior entrepreneurs.
- **Negative:** Mainstreet in Prescott: empty store fronts. But no one is willing to dress up these buildings. There is so much potential; Not attracting the type of investors they need for the Town; Wishes he could say something substantial came of the BR+E … if anything, it raised the profile for Prescott to have more industrial space available; Short of labour, land and electricity, everything they bring; Always looking for production labour; Electricity – they are a Class A buyer, so they get electricity direct from Hydro One … Prescott facility is the biggest of their three … electricity in Prescott is 10% more expensive than Brockville; 100% more than Quebec; 200% more than the U.S. … a lot of people have left the country.

What type of feedback are you receiving from the local business community with respect to the Town's current level of business support and programming?

- **Positive:** There is so much support out there; Construction and manufacturing are above pre-pandemic employment levels; Forward-thinking and want to grow the business in the town; BIA AGM CIP was great and impressive; CIP is very good for Prescott and improve the downtown; Digital service squad is a great program / Digital Main Street. Prescott coordinated this program for a few municipalities. Feds have done it too as well to fund a gap in program; Staff has provided regular updates as well for businesses to deal with the pandemic; Programs they provide in the Town as well: starter company + program and they want to educate themselves about how to become more profitable, business plan bootcamp and pitch to a local panel and business coaching. Summer company for student entrepreneurs for students to try entrepreneurship, grant money, etc.; Positive feedback, applied for the digital Main Street last year, to achieve online presence including e-commerce. He got online presence and successful things with this program; BIA is very busy working on beautification of downtown and new furniture. Great feedback from store owners. They are on an upswing, not quite vibrant. Many improvements.
- **Neutral:** People are hyper-aware that this may happen again – you need to protect yourself; Industries are being disproportionately affected by pandemic – e.g. tourism and hospitality – down 60-70% in workforce – return in demand, people nervous to work in tourism – major workforce gap; No specific feedback. Many workshops to educate what they do.
- **Negative:** A level of dissatisfaction from those SMEs in tourism and hospitality, that they have taken on the brunt of the sacrifices.

How do you see your relationship changing with the Town in the future?

- **Program Support:** Depending on program, serve all of Leeds and Grenville, some other organizations serve Prescott; Federal – youth trades (tiny homes) program – 3 cohorts, building a tiny home from scratch; Employment support through Canada-Ont Job Grants; Youth – intensive, employment preparation and placement, bridging the gaps.
- **Communication and Collaboration:** Historically, they are very good partners (Town), provide in-kind facilities; Work with economic development staff, sit on advisory committees, transportation initiatives; Joint services – committee of all Mayors of 13 municipalities – a lot of work with that group; I'd like to see the relationship grow – without stepping on toes of consulting firm, deliver programs such as Pathways to Production for manufacturing, collaboration could be better; It's better than a lot of communities, but other communities have better relationships with the municipalities themselves; We're really great in our relationships with the ec dev offices, some municipalities are further ahead. The corridor started as lead generation but now are doing a bit of everything; Encourage collaboration … leverage United Counties' $700k budget.
- **Events:** Parks Canada – Units are having to drive revenue … no paid parking, but complimentary uses for festivals and events … say festival temporary sites that can be removed (e.g. tent rather than pavilion); Loyalist Days; Bike rentals in container; Must be proposed as complimentary to the site.

4.9 Township of Augusta Business Survey

There were 16 responses who started the survey written by Township of Augusta staff.

Please provide a brief overview of your company, your role, and your sector of business operations. (n=16)

- Responses were withheld so as not to identify respondents.

Approximately how long has your company been in operation? (n=16)

- 5 years or under: 3.
- 6 to 10 years: 3.
- 11 to 25 years: 6.
- 26 years and over: 6.

What factors prompted your company to establish operations in Augusta Township? (n=16)

- Live here.
- Low taxes, space, close to major cities.
- Have been here all my life.
- Relocated family from Brockville to Augusta. Business followed.
- This is where I reside.
- Original veterinary practice was in Johnstown, property north of Prescott was available and closer to a larger centre.
- Proximity to DuPont.
- Cost savings to move business to home location.
- Where I live.
- We bought this business here.
- Property ownership near my residence.
- I have lived in this area my whole life, and when the previous family decided to sell the store, I felt it was necessary for myself to buy it and keep it going for the community.
- The company began in 1983 as a for-profit business. I was the owner. I am from Maynard, trained at the University of Guelph in child studies. A need for a child care service was evident. The business was transferred to a board of directors in 1987 and became a non-profit organization. MTJB gained charitable status in 1994.
- Moved my residence there.

Based on your response to the previous question about key location factors, are there one or two factors that stand out as being the most important factors which prompted your company to establish operations in Augusta Township? (n=11)

- No moved here for work.
- Proximity to cities, quality of life.
- Great people, great township and great growth.
- Rural, but close to town room for parking lower taxes than in town.
- Proximity to DuPont.
- Cost savings, close to main roadways, i.e. 401 and 416, located on County Road 21, easy to access.
- Affordable space in a home office.
- Location and beauty.
- Not really.
- Mainly location.
- Again, live in area.

On a more personal level, what prompted you personally to start or join a company in Augusta Township? What keeps you here? (n=15)

- Inexpensive housing, wetlands, nature.
- We initially found a property we liked.
- Just love the people and area.
- My family and I thoroughly enjoy the community in North Augusta.
- My residence is located in Augusta Township.
- established clientele close access to 401 allows mobile veterinary to travel easily.
- Bought big parcel of land to accommodate machinery.
- Part owner.
- Good clients to work with, and good neighbourhood for living.
- Location.
- Love the community and proximity to Ottawa.
- Born and raised here, my family, children and grandchildren born and raised here. No intention of leaving the area. Beautiful place to live.
- Prefer rural area appreciate the land and space.

Do you believe that there are opportunities to grow your business and the business sector in which you operate? (n=11)

- Increase customer base and hire local help.
- Web tech is in high demand...we are growing.
- New business coming, and people stand behind you.
- Centrally located. Allows me to operate in Augusta while providing services in other areas.
- More and more people have and want pets.
- Noxious weeds have led most big companies to engage spraying for human resource needs to protect employees.
- Wedding and food business.
- Physical expansion of buildings.
- I recently added some new features to my store to grow my business: i.e. Uhaul rentals, locally made products, i.e. soy candles, etc., slushy machine.
- Planning to expand, we are in a growth business.
- Personally, to have more work land.

Do you believe that there are any opportunities being missed to grow other businesses or business sectors in Augusta Township? What types of businesses? (n=4)

- More affordable housing places to stay short term, more parks, things for youth and seniors.
- Any sector can set up head office in Augusta Township. It is a great place to live and work, but in order to do business, high-speed (real high speed) internet has to be available. Future investment will likely be in Kemptville through our satellite office.
- We need a general store in Maynard. There is only one place in the township to buy gas. A general store would do well with the local families and children shopping for last-minute items and treats! An ambitious store owner could bring in local produce, crafts and clothing.
- Repurpose idle industrial facilities.

Are there any products or services which your company purchases from outside of the region which you would like to be able to access in or closer to Augusta Township? (n=4)

- Grain, printing, horse-related goods.
- I try to purchase goods and services locally, but sometimes that isn't possible.
- We buy most items in local, but still, some items have to buy from Ottawa or Kingston.
- Internet is a major shortfall.

Has your company had any interaction with the local government, and if so, what aspects of the interaction were most and least helpful to you? (n=6)

- We added a home office several years ago...building dept was great!
- Building inspection when addition and renovation was done in 2011 involved a lot of interaction with various government offices.
- Mainly government information.
- Regular contact with new planner.
- [Our] representatives have been working closely with the mayor, deputy mayor, and parents of Maynard Public School to petition to keep our school open! I appreciate the efforts of all involved in supporting the community. We have worked with the Chief Building Officer during the expansion of our business at Maynard Public School. Our experiences with local government have been positive.
- Just burn permits.

Since your company has been in operation, have you ever sought any form of assistance from any level of government? If so, what aspects of the interactions were most and least helpful to you? (n=9)

- Covid related grants. None previous to March 2020.
- business development fund - youth wage program.
- We would like help with our website.
- Was affected by pandemic and participated in CEWS.
- I hope the government will help provide more loan channels, and I hope the government will help solve the city's sewage treatment system.
- Augusta township was extremely helpful with the revitalization project that helped me pay for half of the very much needed repairs to front deck of the store and the air conditioning unit.
- Just local government at this point.
- Covid support funding.
- Covid.

Specific to Augusta, have ever had to deal with Official Plan or Zoning By-law matters in the Township? If so, what aspects of the experience helped or hindered your projects, and in what ways? (n=3)

- The government's Plan or Zoning people are great! They are patient and helpful when you have questions. I hope to find out more about the policies and regulations on expansion next.
- Cost to rezone and many regulations.
- No issues when dealing with the current local officials.

All things considered, would you recommend Augusta Township as a business destination to others? Why or why not? (n=14)

- Not a lot here.
- Lots of space, low cost, location.
- I think area still growing, and people are standing behind local business.
- Stress-free living.
- Central location, access to 401 and 416 corridor and international bridge and rail service.
- Poor internet.
- Great resources and convenient location.
- Reasonable home ownership. Good quality of life but limited business opportunities.
- Location community government.
- Great combination of location to transportation and quality of living.
- Because this township has the most amazing and helpful group of people in all of Ontario.
- Augusta Township is a friendly community. Residents, in my opinion, are supportive of one another and would shop local given the opportunity. New business would be welcome and would thrive in our communities.
- Location to major highways and on the Toronto, Montreal, Ottawa corridor.
- Land relatively inexpensive, although production potential somewhat limited.

What do you believe that Augusta Township can do to become more attractive for business development? (n=10)

- Encourage neighbours to keep their yards tidy and keep the noise down. Beautification Promote more gardens incentives.
- High-speed internet for rural businesses!!
- Like to see the business park on Number 2 get going.
- Faster internet! A small local telephone company (WTC Communications) just ran fibre cable through the village of Elgin with government funding. All residents, schools and businesses have benefited from this option.
- Land some industrial investment if possible. Perhaps waste to energy plant on INVISTA site.
- The government is efficient and cares about the company, and the location is good, so we have confidence.
- Internet, Internet .....

- I was a participant in the Prescott Economic Strategy Workshop. A common discussion with the attendees was the lack of housing. A member of the group mentioned that new Canadians tend to stay in the larger cities, unaware of what Eastern Ontario has to offer. We need a marketing plan for our area. I wish I had known about the Augusta workshop as well.
- Focus on local entrepreneurs, offer meet and greets with zoning and bylaw to coincide with a "how-to" training sessions to work with local government to get projects started and successfully approved.
- Take lessons from Edwardsburgh Cardinal.

What economic development and planning priorities should Augusta Township focus on in the next five years, and why? (n=10)

- Youth and senior-related, i.e. skate park, senior centre with transportation, affordable housing, allowing more than one mini home on acreage properties.
- Business park needs to grow and get going.
- Continue to carry on as they have been doing.
- Internet! N. Augusta has to be able to attract people that want to do business, and be able to communicate with workers, vendors, suppliers easily and smoothly. A large office maxes out internet resources far too quickly just trying to function. Cloud-based software is not even an option.
- More distributions companies and high-tech companies should be attracted because it is convenient to go to Ottawa, Toronto and the United States. Traffic is also very developed.
- If Augusta township could focus on putting in public washrooms for travellers on the road in or around north Augusta, that would be amazing. I get asked every day for use of a public washroom that I don't physically have in my store. Just a simple rest stop for travelling people would be a huge accomplishment for our area.
- Housing for new families; Housing for seniors; Recreation; General Store; Events to bring the community together.
- Focus on new small businesses and further develop the businesses that are already here.
- Schools and other things that young families seek.

Are there any other comments you wish to make to round out your survey responses? (n=3)

- There is a lot of drunk driving that happens in the village and in Branch Rd, yet very little enforcement. People drive with a beer in between their legs on a regular basis. Encourage more diversity at community events, i.e. have something other than country music at the labour day event.
- Please consider including child care as part of the infrastructure in developing Augusta Township, just like schools and health care. We have a significant role in supporting working families in our area and our Maynard school. I'd like to see our Township have more control and "say" about our

school as part of our community. Augusta Township will always be home to me, even though I now live in Prescott. I moved here to make things easier for my young children at the time. Prescott too has a lot to offer as part of Eastern Ontario. I am happy to see the community mayors working on a plan together.

4.10 Town of Prescott Business Survey

Businesses in Prescott were invited to participate in the strategy using an online open-link survey methodology, and 31 responded. The following section of this report represents the key findings from this engagement, followed by detailed results.

Key Findings

A survey of Prescott businesses was conducted to gather inputs and perceptions of the business community on the local labour force and business environment. The results from the full questionnaire are included in the next section. Below are key themes identified from the findings of the survey.

COVID Impacts

Businesses in Prescott were highly impacted by the COVID-19 pandemic. Among the respondents, 42% mentioned that their business had decreased as a result of the pandemic, while 32% reported that their business had increased. Revenue generation from past customers and maintaining staffing levels were two of the areas most reported as immediate concerns for businesses in the area.

Positive Outlook for Local Businesses

Businesses in Prescott were highly optimistic about the future within the area. Among the respondents, 42% expected their revenues to increase over the next year. Similarly, 45% expected to expand their business over the next two years.

High levels of Satisfaction in the area

Among the businesses surveyed, 87% noted that overall, they were very or somewhat satisfied with Prescott as a place to own or operate a business. This measure is considered to be a Key Performance Indicator (KPI) for the region. While the KPI is currently very strong, it can also be used to monitor improvements in business climate over time. Further, 45% of businesses had expansion plans over the next two years.

Business Factors to Prioritize

The survey analysis identified priorities based on businesses' ratings of various factors in the County. Priorities were established by analyzing the room for improvement in overall business ratings for each factor and the level of importance of each to businesses. The top priorities identified were availability of property for purchase or lease, availability of unskilled labour, availability of skilled labour, and availability of adequate housing. Improvement in these domains would have a substantial impact on business satisfaction in the County. Some of the most common top-of-mind priorities for businesses included: support for small businesses, promotion and marketing of Prescott, and programming to support businesses to adopt new technology and productivity tools.

Detailed Findings

Most businesses within Prescott reported that they were locally owned.

Figure 57: Is your business….?

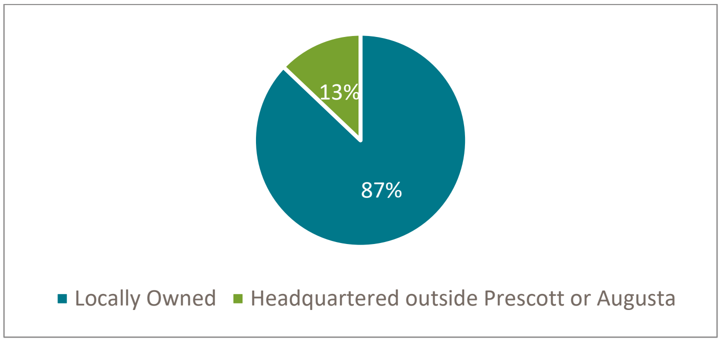


Figure 58: How many years, as the current owner/operator, have you been operating this business location in your community?

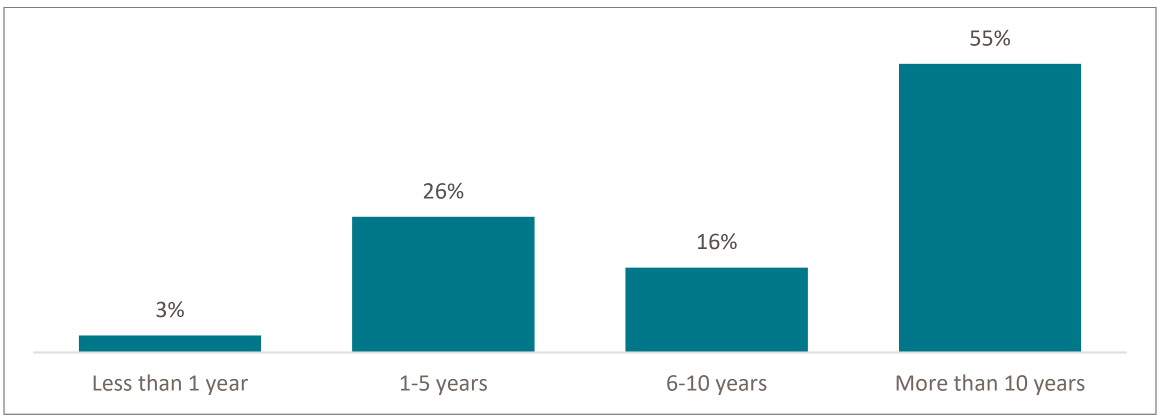


Figure 59: Including yourself, how many employees currently work in Prescott and/or Augusta?

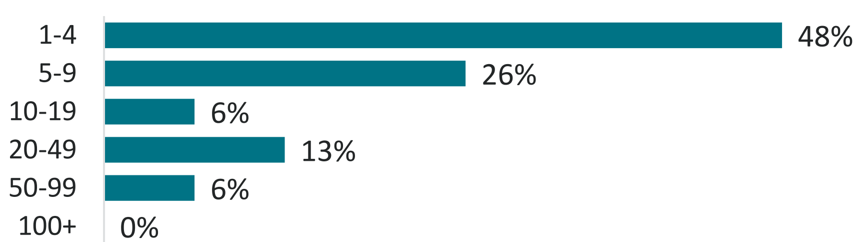


Figure 60: Do you currently rent or own your business property?

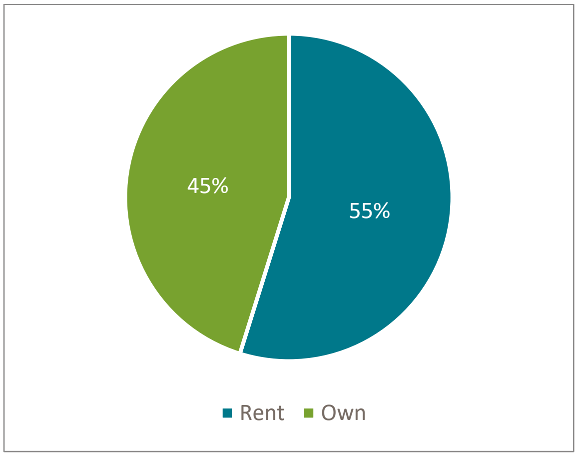
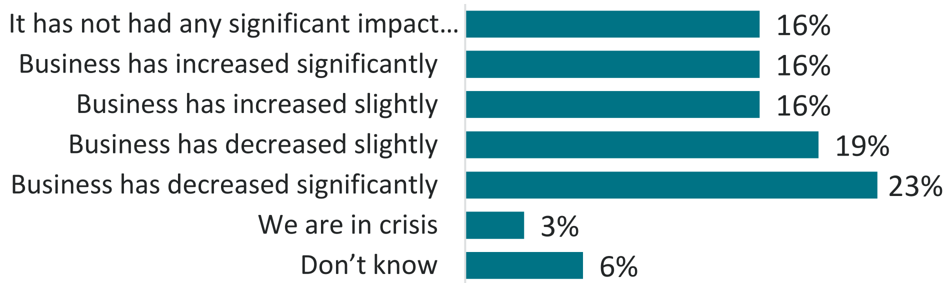


Figure 61: What type of business do you operate?

Industry	Percent
Retail trade	16%
Other services	16%
Manufacturing	13%
Finance and insurance	13%
Health care and social assistance	10%
Accommodation and food services	10%
Real estate and rental and leasing	6%
Professional, scientific, and technical services	6%
Arts, entertainment, and recreation	6%
Construction	3%
Agriculture	0%
Utilities	0%
Wholesale trade	0%
Transportation and warehousing	0%
Information and cultural industries	0%
Educational services	0%

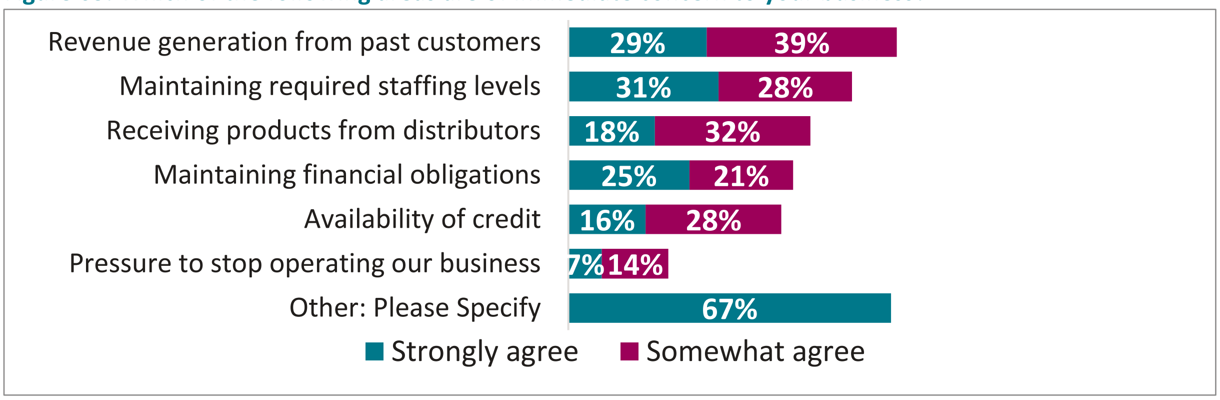
Businesses reported varying impacts of COVID-19 on their operations, with 32% reporting an increase in their business, 42% reporting a decrease, and 16% reporting that there had not been a significant impact.

Figure 62: Please indicate which of the following best describes the extent to which the COVID-19 pandemic has impacted the health of your business?



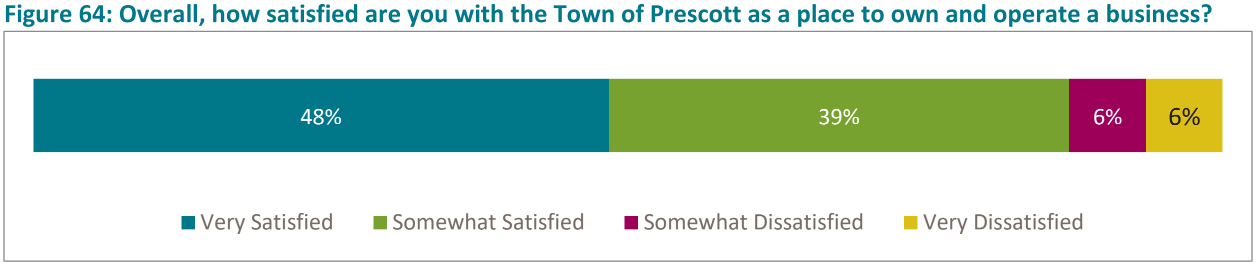
Revenue generation from past customers, maintaining required staffing levels and receiving products from distributors were some of the most common areas of immediate concern for businesses.

Figure 63: Which of the following areas are of immediate concern to your business?



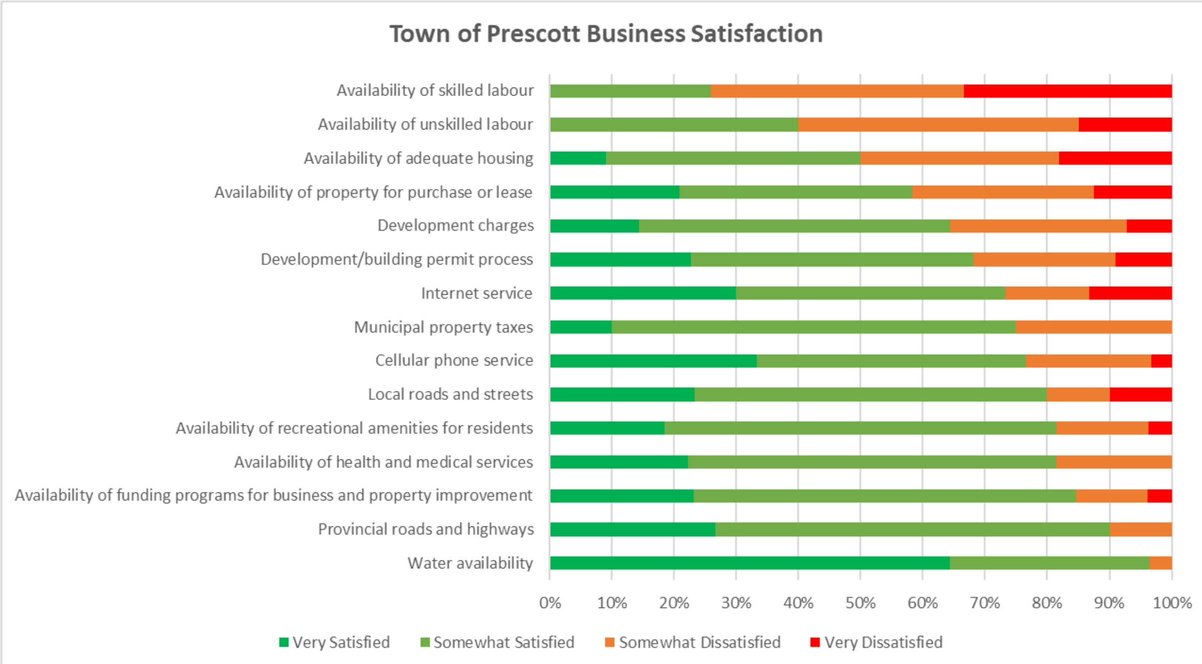
Businesses were highly satisfied with Prescott and Augusta as a place to operate their business, with an 87% overall satisfaction rate.

Figure 64: Overall, how satisfied are you with the Town of Prescott as a place to own and operate a business?



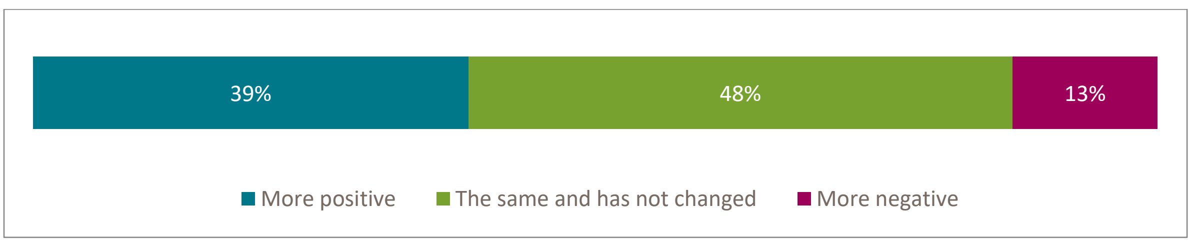
Businesses rated their satisfaction levels with various business factors in Prescott and Augusta. Some of the factors with the highest satisfaction rates included: water availability, provincial roads and highways, and availability of funding programs for business and property improvement.

Figure 65: How satisfied are you with each of the following factors of doing business in the Town of Prescott?



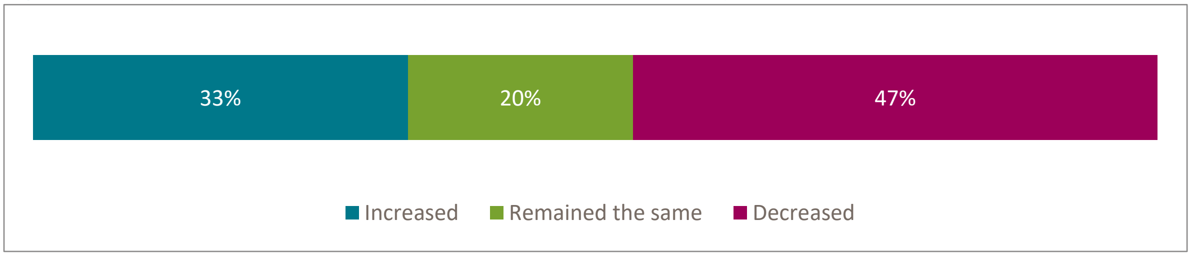
Despite the impacts of the pandemic, 39% of businesses reported that their attitude about doing business in Prescott and Augusta was more positive than a year prior.

Figure 66: Over the past 12 months, would you say your attitude about doing business in the Town of Prescott and the Township of Augusta is...



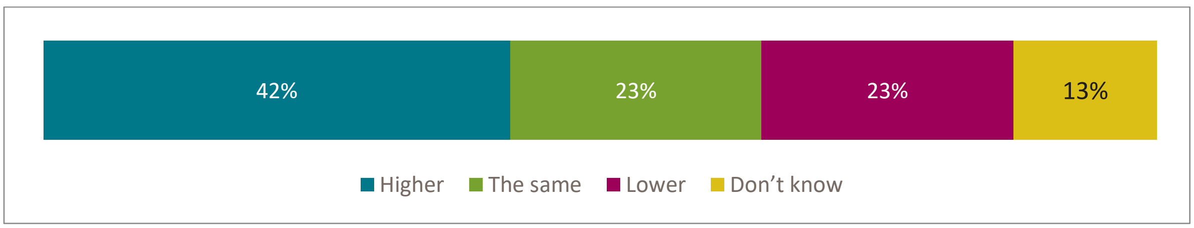
Among the businesses surveyed, 47% reported that their revenues had decreased over the last fiscal year, while 33% reported an increase in their revenues.

Figure 67: Compared to the last fiscal year, have the revenues at your business this fiscal year…



Businesses had positive expectations on average for the future, with 42% expecting higher revenues compared to the previous year.

Figure 68: What are your expectations for the next fiscal year in total revenues compared to the last year?



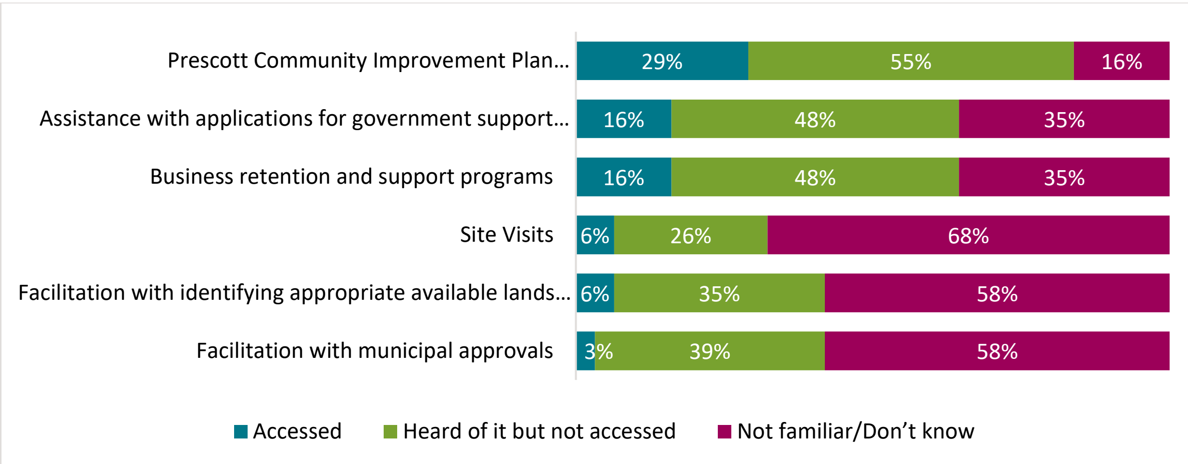
Further, 45% of businesses reported expansion plans over the next 2 years, with only 9% expecting downsizing or selling.

Figure 69: Within the next 24 months, do you plan on...

Plans	Percent
Expanding your business	45%
Downsizing your business	3%
Relocating your business	0%
Selling your business	6%
Closing your business	0%
Don't know	3%

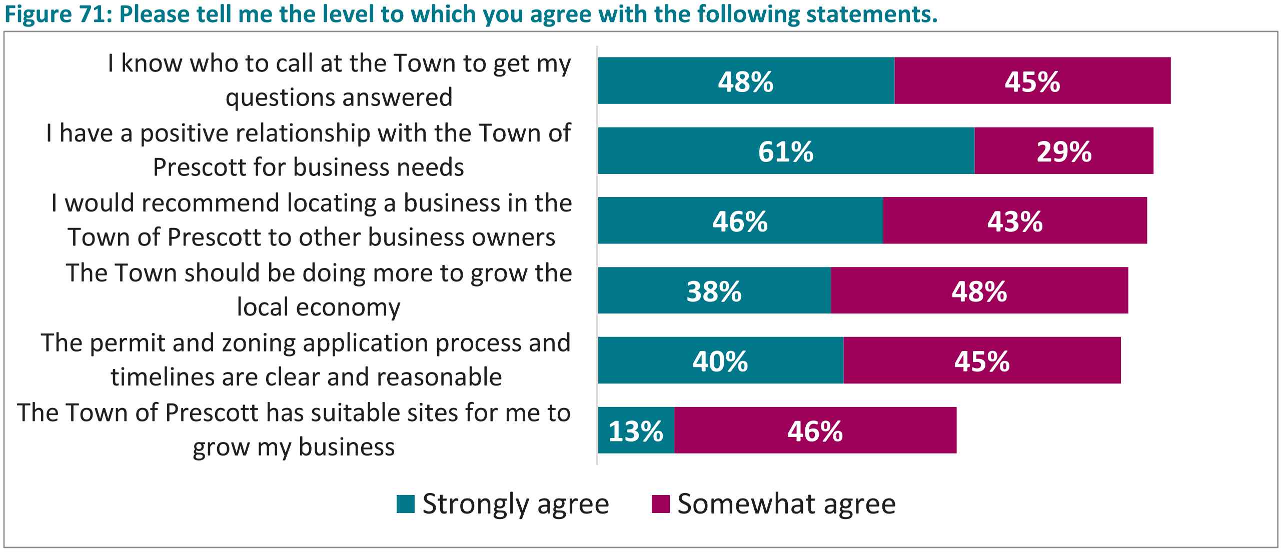
Businesses reported accessing the Prescott Community Improvement Plan grants and incentives the most. Businesses were also highly aware of the availability of the programs offering assistance with applications for government support programs, as well as the business retention and support programs.

Figure 70: Has your business accessed any of the following business support programs that the Town of Prescott offers?



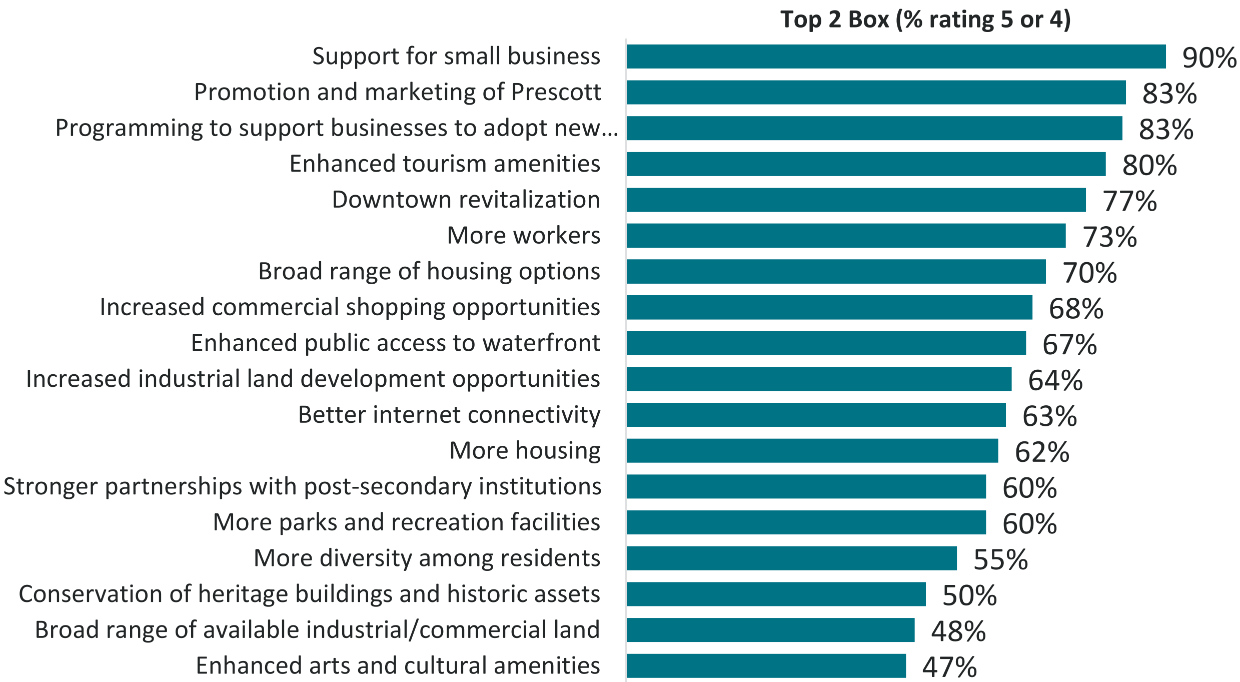
Businesses highly rated many aspects of the Town's operations in dealing with the business community, as shown in Figure 71.

Figure 71: Please tell me the level to which you agree with the following statements.



Respondents rated the importance of several top-of-mind businesses factors in the Town of Prescott. The top three included: support for small business, promotion and marketing of Prescott, and programming to support businesses to adopt new technology and productivity tools.

Figure 72: On a scale of 1 to 5 with 1 being 'not important at all' and 5 being 'very important' please rank the following factors to the future growth of the Town of Prescott.



Data from Figure 72 was also used in a derived importance analysis to establish priorities for the business community in Prescott. As described in Figure 73, priorities were established using the level of importance of each business factor to businesses. The highest priorities were those with highest importance and the largest room for improvement within their satisfaction ratings.

Figure 73: Explanation of the Priority Matrix Methodology

Level of Importance: A measure of the level of the strength of relationship between the factor, and overall satisfaction with Bruce County.

Performance: The percentage of businesses somewhat or very satisfied with the local factor.

Priority rank: Determined for each factor based high levels of importance and low levels of performance.

Among the business factors in the questionnaire, the top five priorities for improvement included: the availability of property for purchase or lease, the availability of unskilled labour, the availability of skilled labour, and the availability of adequate housing. Improvements in these local factors would have the highest impact on overall business satisfaction in the area, leading to easier business attraction, retention and expansion.

Figure 74: Priority Matrix for business factors in Prescott

Variable	Level of Importance	Performance	Priority Rank
Availability of property for purchase or lease	5.8	58%	1
Availability of unskilled labour	4.9	55%	2
Availability of skilled labour	5.2	58%	3
Availability of adequate housing	4.4	50%	4
Municipal property taxes	4.1	48%	5
Internet service	7.0	73%	6
Development/building permit process	5.8	68%	7
Local roads and streets	8.4	80%	8
Cellular phone service	6.4	77%	9
Availability of recreational amenities for residents	7.9	81%	10
Availability of health and medical services	4.4	71%	11
Development charges	3.5	64%	12
Availability of funding programs for business and property improvement	7.9	85%	13
Water availability	8.7	87%	14
Provincial roads and highways	4.4	87%	15

The remaining three tables include the raw responses to some open-ended questions about economic opportunities in Prescott, advice for the Economic Development Strategy, and additional thoughts.

Figure 75: What significant opportunities for economic development do you see for the Town of Prescott?

Raw Responses
Development [of] vacant residential land for more housing to increase the town’s tax base. Also, perhaps a hotel. Promote more recreational tourism such as kayaking, diving, boating etc.
Maintain current businesses
Industrial development north of the 401 and better access to the 401 for truck traffic. Promotion of the new Alaine Chartrand arena and accompanying walking concourse and meeting rooms. Study the effect the twin pad area had on Smiths Falls, attracting more tourism and sporting weekend venues for the community to learn what works and what does not help.

Raw Responses
With more businesses allowing work-from-home opportunities, I think there is an opportunity for the Town of Prescott to offer co-working locations with high-speed internet, etc., so that workers from Ottawa and other surrounding larger cities can move to Prescott and still have a place to go to "work" from.
There is an opportunity for the Town to learn from the examples of places such as Perth. Get the Municipality, the BIA, and the local Chamber to stop working at cross purposes and find common ground. Have local politicians put aside their egos and think bigger picture. Better taxation planning for capital expenditures, etc.
Partnerships with Ogdensburg and to promote cross-border shopping and tourism when the border by land reopens
Tourism
We need to have more housing growth within in Prescott. Mainland and Johnstown are far ahead of the town.
By eliminating toxic culture and gas-lighting, encouraging more civic engagement and in-depth analysis of worldwide trends, there are great opportunities for employment in tourism, retail, mental and physical health support, professional consulting, skilled trades and specialized technology in small manufacturing facilities.
Expanding water and sewer to Augusta
Help to small business to keep alive
The housing and labour shortage is so dire. I couldn't grow my business even if I wanted to. I wish the survey had more opportunities for more answers than don't know. A good survey question would be how many business owners actually live in Prescott? Or even Augusta
Attract seasonal businesses to supplement and enhance the harbour, golf, Fort and tourism sectors. Whether additional entertainment; specialty shopping or activities (sports / recreation / fairs), Need to make Prescott a 'destination of choice' - invest in restoration and embellish on the history for the whole town, not just the downtown core. If the zoning was expanded from residential to business for the whole town, the stone and heritage / houses of historic interest could be expanded to bring additional cottage industry businesses into Prescott. The barrier would be the tax costs associated with business zoning, which would be burdensome to an already depressed economic region in Prescott
Continued partnership with neighbouring communities Opportunity for overnight accommodations with new rink for tournaments etc. Opportunity for more recreational programming Housing - people are looking to move to smaller towns New uses for commercial properties that perhaps won't be able to stay the course for current use Institute as many "green" policies as possible to draw and attract likeminded people which would include skilled labour Remote work from home will continue so there should be meeting rooms or shared spaces for people to do so The waterfront can't be marketed enough get it out to tour operators, cruise lines, bike groups, motorcycle groups and on and on - have somewhere to day dock and or put your kayak or canoe in maybe at Kelly's Bay? Prescott's internet connection will draw people; you have to have top of the line now to interest younger generation CIP program could use some tweaking, but its a great opportunity Prescott is on the map so having leadership with vision is so important now I could go on and on but suffice to say opportunities will abound now if we proceed accordingly

Figure 76: Please provide additional feedback for the Economic Development Strategy project.

Raw Responses
Stop worrying about home runs, maintain & grow current business
You might want to come talk to some of the "old guard" and get a grasp of what did not work in the past.
Do not develop this in isolation and without personal interaction. Use of electronically generated data is helpful, but personal face-to-face exchange of knowledge and experience would be even more helpful. This is demonstrated by the bio-economy symposium in Augusta and the newly organized agricultural-based economic development group in Augusta Township. Knowledge is powerful, but only when it is shared.
Grant opportunity services for small companies
If we don't adjust our development plan to get more people living here, the businesses we have in town will struggle to stay at levels they are at now. Just about every business is trying to hire with little success. If someone was going to open a business in the area, where could they buy a home? Where could they build one?
Thank you for taking on this important initiative, and it is an important one. An area of concern that is not addressed in your survey is the socio-economic issue that relates to drug and alcohol use and abuse in the town. Under employment and mental Heath are 2 areas that potentially feed into the concerns related to drug and alcohol use in town. Initiatives to activate an engaged and caring population are needed. Changing a very pervasive view of complacency and 'so what'. We need to attract and engage caring citizens with the economic resources to make a difference in the town and surrounding areas. The resident age and profile of the town are also of concern, and hopefully, your Economic Development & Strategy plan will help identify and support the changes needed to invigorate the town to attract and retain businesses and business owners in this area. I had too many stories of icing on from the small town to a bigger city. Would a shuttle between Brockville and Prescott help?? While Prescott is 'on the map', my question is whether it IS on the map in terms of awareness as a growth opportunity location. Other towns appear to have a more robust marketing and development plan and incentives to attract business development. We need to attract businesses and professionals to help grow and sustain Prescott. There are potential opportunities leveraging the St. Lawrence River to attract and develop amenities around this resource.
One more item I think we need a tourism-focused group because we have a great offering. I see more and more tourists here all the time. I would be interested in attending. Thank you.

Figure 77: This concludes the survey. We thank you for your participation! If you have any additional thoughts, please share them in the comment box below.

Raw Responses
More incentives to have empty buildings have owners clean up their store fronts to make more appealing!
I am assuming this is going to unbiased consultants, not vulnerable local staff.
As an outdoor summer theatre Festival in Prescott, we would have not survived without the support of the town of Prescott. Being able to survive two seasons without being able to present our productions has been difficult, but the support we have received has certainly helped.
The lack of human capital resources is a challenge in this area. This area is not a major urban centre that attracts great talent. This area needs to identify and market its value proposition and reinvent itself to attract and retain youthful entrepreneurs. It is in the hinterland of Ottawa, and this could be leveraged more. It is a gateway location to the US and upstate NY. The limited-time resources of staff in government or those individuals dedicated to economic development is a concern I have. Do we have the right balance in staff hours to development outcomes and this could be a hurdle that needs to be addressed to support the growth opportunities for this area. Financial incentives and grants are always helpful, the challenge is to ensure the resources are open to all and not self-limiting in their scope and availability. Often unintentional outcomes of the rules set as guidelines to access financial development funding and resources. Additionally, the investment of mentoring and business skill development are valuable assets and resources to further help the local businesses and community to support the local transformation. Not hard cash grants, This is more based on developing business skills and access to knowledge resources. These are what are keenly missing in this community. Having an inspirational leader with motivational skills would certainly help enliven the community to springboard itself to future growth opportunities. I hear too often it is too difficult or we don't
I am so happy to see the Town and neighbouring communities working together. The sky is the limit! Exciting times.

5. Investment Readiness Assessment

In support of the development of the Economic Development Strategies for both municipalities, investment readiness evaluations were conducted separately in spring 2021. Research by MDB Insight and input from municipal staff provided insight into each municipality's investment readiness. From an investor-facing perspective, assessment criteria were grouped into seven categories, each element representing an aspect of the economic development customer service delivery model. The framework is meant to be scalable, depending on the size and intricacy of the local economy. Several elements were probed in the assessment, grouped into seven subject areas.

- Investor intake and tracking
- Rapport and collaboration
- Welcoming land-use planning regimen
- Serviced property inventory
- Readiness to respond
- Existing business intelligence
- Marketing and communications

Each element also has an importance or priority weighting, which also affects the score. The frameworks provide the assessment criteria, possible score, result, and comments offer a rationale for the allocated score.

5.1 Township of Augusta Evaluation Results

This section presents each of the evaluation framework results for the Township of Augusta.

Investor Intake and Tracking

Investor Intake and Tracking	Status	Priority	Score
Municipality has person(s) designated as main contact on economic development.	Yes	5	10
Main contact is a trained and certified economic development professional.	Needs Improvement	5	5
Main contact has access to up-to-date local municipal development plan and land use bylaw and knows council's policies on new development proposals.	Yes	5	10
Main contact understands site selection response protocol (handling inquiries, data collection, site visit, etc.).	Yes	5	10
Municipality has person(s) designated as key contacts on land use planning, development and building matters in respective communities.	Needs Improvement	5	5

Investor Intake and Tracking	Status	Priority	Score
Elected representatives and municipal staff are compliant with mandatory confidentiality expectations related to inquiries, discussions, and negotiations.	Needs Improvement	5	5
Municipality has up-to-date and easy to navigate webpage for potential investors to reach Economic Development staff.	Needs Improvement	5	5
Municipality maintains a tracking system for investor inquiries and follow-up, monitor outcomes and work to improve how it deals with potential investors.	Needs Improvement	4	4

Summary Thoughts/Implications on Strategy

- The Township of Augusta has one employee handling the combined portfolios of Planning and Economic Development. The ability for one person to respond quickly and accurately to investors in a timely manner may need to be improved with additional human resources. The hiring of a second position to deal primarily with Planning matters is worth considering.
- Elected representatives and municipal staff are always eager to see outcomes as soon as possible. However, any public disclosures of investor inquiries, discussions, and negotiations ("off the record" or otherwise) will damage the confidence of site selectors and developers and potentially kill a project. Confidentiality is sacrosanct until the company chooses to announce any project on its own terms.
- It may be unnecessary for the Township to build its own website exclusively for economic development. However, a top priority should be the launch of a revamped web page for Augusta Township with a clear call to action for investors to reach economic development staff directly.
- Staff are currently using a spreadsheet to track enquiries. The use of a CRM system for investor inquiries and follow-up would help staff improve communications and monitor outcomes.

Rapport and Collaboration

Rapport and Collaboration	Status	Priority	Score
Economic Development staff have positive, well-developed rapport with all municipal departments.	Needs Improvement	5	5
Economic Development staff communicate regularly with regional, provincial, and federal government agencies and professional associations to learn about new policies, programs, information, or issues/trends.	Needs Improvement	5	5
Economic Development office partners with independent business groups, local Chamber of Commerce, or tourism board to jointly market the community as a business location or tourist destination.	Needs Improvement	5	5
Municipality pools resources with neighbouring communities to jointly fund competitiveness studies and/or economic development strategies.	Yes	5	10

Rapport and Collaboration	Status	Priority	Score
Economic development staff have regular communication with Indigenous and are actively seeking to improve relationships and develop cooperative opportunities.	Needs Improvement	5	5
Municipality's Economic Development staff participate actively in a regional economic development alliance (formal or informal) with staff from neighbouring communities	Needs Improvement	5	5
Economic Development staff can reach local utility representatives with a single call/email.	Needs Improvement	4	4
Economic development staff regularly communicate with local schools and post-secondary institutions educating them about local employment and entrepreneurial opportunities, and work-integrated learning programs ("co-ops").	Yes	3	6

Summary Thoughts/Implications on Strategy

- Staff report a heavy work plan with difficulty finding the time to develop rapport with other departments. When appropriately resourced, Economic Development staff should reach out and meet with colleagues in other Departments and attend staff meetings on a periodic basis, all bringing value, respect and cooperation to discussions.
- Through this project, the beginnings of a collaboration between the Township of Augusta and the Town of Prescott has started and should be nurtured further. There was some evidence of collaboration with the United Counties. Rapport with other municipalities within the Counites is important to build. Regardless of any barriers to a strategic political relationship, economic development staff for Township of Augusta and its peers, as well as the United Counties, should communicate and collaborate on operational initiatives where possible.
- Understanding what is going on across the larger St. Lawrence Corridor region is very important. Having the time to leverage value from that alliance is also essential. A dedicated Economic Development staff person would be able to build this regional relationship.

Welcoming Land-Use Planning Regimen

Welcoming Land-Use Planning Regimen	Status	Priority	Score
Municipality lists the policy intention, regulations and permitted uses in each land use designation	Yes	5	10
Municipality has effective information system to provide municipal development plan and zoning information to prospective developers (e.g. air photos, series of neighbourhood charts, or wall maps)	Needs Improvement	5	5
Land use bylaws are flexible enough to allow desired development in the community	Needs Improvement	5	5
Key municipal contact person is knowledgeable about municipal development plans, area structure plans, and how those policies and land use designations may affect proposed development in the community	Yes	5	10
Economic development is addressed in the municipal development plans' policies	Needs Improvement	5	5
Municipality has a flow chart outlining the steps in the land use planning and development approvals process in the community	Needs Improvement	5	5
List is readily available of all the application fees, associated charges and levies that an applicant/developer would be required to pay in connection with processing a planning/development proposal in the community	Needs Improvement	5	5
Municipal planning staff discuss and coordinate their work with economic development staff	Yes	5	10
Municipality has designated individual or team (i.e. "development concierge") to guide proponents through the approvals process	No	5	0
Municipality has in place a pre-development consultation committee or meeting process involving representatives from all departments affecting a new development or expansion	Needs Improvement	5	5
The municipal development plans, area structure plans and land use bylaws kept up to date (e.g. updated every five years)	No	5	0
Where businesses are allowed, a wide range of business uses are permitted, as well as signage, and on-site customer parking	Needs Improvement	4	4
Municipality has information on how long it takes for a typical planning application/proposal in the community to be approved	Needs Improvement	4	4
When a development application has been successfully completed, there is a review of the process with the proponent as part of the Municipality's customer services programs	No	4	0
Contact person is aware of environmental regulations that may affect investors considering development in the community	Yes	4	8
Local municipal development plans have one general designation for each basic land use category: residential, commercial, industrial, institutional, open space, rural and environmentally sensitive.	Yes	3	6
Establishment of new "home occupations" are allowed in most areas of the community, without the need for an municipal development plan amendment and/or land use bylaw change	Yes	3	6

Summary Thoughts/Implications on Strategy

- Staff believe the Official Plan and Zoning By-Law need to be modernized and more flexible.
- Improvement is needed in zoning verification so that definitions and wording are clearly articulated. Staff time may be maximized if uses outlined in the Zoning By-Law are clearly described.
- Township staff should work with the United Counties to explore GIS public mapping options, as well as flow charts for developers to understand the local Planning process.
- The list of application fees for various development-related processes across departments and jurisdictions needs to be consolidated and accessible to the public.
- The Township of Augusta does not have a formalized pre-consultation protocol for development applications. While the current intention is to "cater to the needs of the developer" and the Township "doesn't want to waste time and create bureaucracy," it is important to set standards and goals and fulfil expectations.
- The Township's willingness to embrace home occupancies is a strength.

Serviced Property Inventory

Serviced Property Inventory	Status	Priority	Score
Community has a satisfactory mix of available buildings and shovel-ready lands	No	5	0
Municipality owns industrial land for sale to developers	Yes	5	10
Municipality has satisfactory water/sewer and electrical servicing capacity for industrial and commercial land inventories	Needs Improvement	5	5
Available property inventory updated regularly (at a minimum, quarterly).	Yes	5	10
Available property inventory provides key site information for each parcel of land.	Needs Improvement	5	5
Available land inventory is posted on the economic development website, with permission from landowners and/or agents.	No	5	0
Sellers of available buildings and shovel-ready lands are motivated to sell, and their intentions are clear, even if the properties are not listed with a real estate broker.	Needs Improvement	4	4
Available property inventory includes both publicly and privately owned land.	Needs Improvement	4	4
Economic Development staff works closely with commercial real estate in the area to update the inventory regularly.	Needs Improvement	4	4
Available land inventory is connected to the community GIS system.	No	3	0

Summary Thoughts/Implications on Strategy

- The Township owns 1,700 acres of development land, but only a small portion has municipal water and wastewater services and electricity. Augusta is working with the Town of Prescott to explore servicing options.

- The Township's list of available properties only includes two industrial parks. Privately owned parcels are not listed, and MLS or ICX would need to be consulted. Staff resources are needed to work with the United Counties to establish a proper public GIS system showcasing available properties.
- An Available Property Inventory should provide the following site information for each parcel of land: allowable uses, lease/purchase price, location/address, size, indicating the minimum and maximum land available, area of buildings (if any) in square feet and square metres, ceiling heights, taxes, utilities providers and capacity, information on site contamination, availability of internet, fibre optics and digital switching, transportation network access, owner/agent contact person, contact names for planning and building officials.
- More staff resources are needed to engage local real estate professionals and build rapport.

Readiness to Respond

Readiness to Respond	Status	Priority	Score
Economic development staff respond in a substantive manner to inquiries within the same work day as inquiry received	Needs Improvement	5	5
Community has formal strategic plan for economic development, updated in the past three years	Yes	5	10
Municipality has financial incentive program (grants, loans, fee exemptions, rebates) for business expansions and new industrial/commercial development	Needs Improvement	5	5
There is a budget for economic development activity in the municipality	Needs Improvement	5	5
Community has established economic development committee in an advisory capacity	Needs Improvement	4	4
Municipality seeks expertise from experts when needed	Yes	4	8
Community maintains list of key contacts in both the private and public sectors who can provide advisory and technical assistance in key areas (e.g. agriculture, real estate, telecommunications, trade agreements, taxes, etc.)	Needs Improvement	4	4
Community has office/staff to create a one-window development process	Needs Improvement	4	4
Community maintains list of local business leaders to whom site selectors can be confidentially referred for testimonials about the community	Needs Improvement	4	4
Community has a business ambassador program in place to meet potential investors during site-selection visits	Needs Improvement	3	3

Summary Thoughts/Implications on Strategy

- Due to a shortage of staff time, inquiries must be prioritized. Increased staff resources should pave the way for effective follow-up with all contacts.
- An economic development strategy is being prepared.

- The Community Improvement Plan includes only one program, and there is no funding available. The CIP should be expanded and funded.
- A small budget exists for economic development activities, but a formal financial commitment needs to be approved.
- The Township has various community committees that assist with economic development initiatives, such as the Community Development Committee for CIP approvals and the Economic Development and Tourism Committee for the annual awards and Mayor's Breakfast. There is also an Agriculture and Rural Affairs Committee. Terms of Reference should be refreshed again. Staff acknowledge there is a shortage of volunteers.
- The list of key contacts for advisory and technical assistance could be improved. Contacts are available for local business leaders who can help with site visits. An ambassador program has been discussed. Staff resources are thin, so keeping these contact lists up to date and communicating has been difficult.

Existing Business Intelligence

Existing Business Intelligence	Status	Priority	Score
Municipality liaises with the local business association(s), e.g. chamber of commerce, about economic development issues	Needs Improvement	5	5
Economic Development staff coordinate an active Business Retention and Expansion (BR+E) Program, including regular business visits, tracked progress on issues raised by local employers, follow up, CRM system for monitoring changes to number of jobs, corporate ownerships, suppliers, and other critical information about major employers, etc.	Needs Improvement	5	5
Senior member of the municipality monitors/evaluates the community's track record on liaising with existing investors	Yes	4	8
Mayor, CAO, Economic Development Officer or planning staff meet with groups of local business people on a regular basis to talk about business needs and future plans (e.g. once every six months for a breakfast meeting)	Yes	4	8
Economic Development staff actively inform and educate elected representatives, business groups and major employers about the importance of economic development efforts	Needs Improvement	4	4

Summary Thoughts/Implications on Strategy

- More time is needed by staff for communications and networking. Additional staff resources would be helpful.
- Business retention and expansion initiatives are not active, such as visits to businesses and follow-ups. Additional staff resources are needed.
- Staff hope that a networking group that began to meet pre-Covid will begin meeting again. This would be an excellent forum to discuss Economic Development Strategy recommendations.

Marketing and Communications

Marketing and Communications	Status	Priority	Score
Municipality maintains a dataset of reliable statistics tailored to investor inquiries.	Needs Improvement	5	5
Municipality publishes excerpts from dataset as Community Profile and website pages and updates appropriately.	No	5	0
Municipality has investment attraction marketing plan identifying specific targets, tactics, channels, timelines, messages, and tracking.	No	5	0
Economic development website is high in search engine rankings.	Needs Improvement	5	5
Branding is differentiated from comparable neighbouring communities.	Yes	4	8
Economic development branding is consistent across all online and print media.	Yes	4	8
Marketing follows economic development best practices in concept, presentation, and engagement.	Needs Improvement	4	4
Economic Development promotions aimed at investors are distinctly separate from general municipal promotional activities aimed at citizens.	Needs Improvement	4	4
Community maintains a standalone economic development website or features economic development prominently on municipal websites.	Needs Improvement	4	4
Economic Development staff participate in networking sessions, conferences, trade shows, and missions related to target sectors.	Yes	4	8
Regular contact is maintained with media representatives.	Needs Improvement	3	3
Economic Development staff maintain social media feeds (separate from general municipal social media) and engage online with local businesses, agencies, and others.	No	3	0

Summary Thoughts/Implications on Strategy

- Preparation and updating of statistical datasets for general use and specifically for when a developer expresses interest in the community are a top priority.
- Given the importance of the internet, staff should work with website developers to ensure that the online presence for economic development is complete in terms of content and optimized for search engines.
- Financial and/or staff resources need to be activated to update websites and publish promotional collateral, as needed.
- If new Economic Development staff are hired, they should prepare an investment attraction marketing plan, using best practices established by other comparable municipalities. More budget is required for marketing tactics.
- Social media channels could be better used to promote the Township as an investment destination.

Summary of Findings

Summary of Findings	Score
Investor Intake and Tracking	69%
Rapport and Collaboration	61%
Welcoming Land-Use Planning Regimen	57%
Serviced Property Inventory	53%
Readiness to Respond	60%
Existing Business Intelligence	68%
Marketing and Communications	49%
TOTAL	**58%**

5.2 Town of Prescott Evaluation Results

This section presents each of the evaluation framework results for the Town of Prescott.

Investor Intake and Tracking Assessment

Investor Intake and Tracking	Status	Notes
Municipality has person(s) designated as main contact on economic development	Yes	
Main contact is a trained and certified economic development professional	Yes	
Main contact has access to up-to-date local municipal development plan and land use bylaw and knows council's policies on new development proposals	Yes	
Main contact understands site selection response protocol (handling inquiries, data collection, site visit, etc.)	Yes	
Municipality has person(s) designated as key contacts on land use planning, development and building matters in respective communities	Yes	
Elected representatives and municipal staff are compliant with mandatory confidentiality expectations related to inquiries, discussions and negotiations	Needs Improvement	Enthusiastic Council Members want to announce progress.
Municipality has up-to-date and easy to navigate webpage for potential investors to reach Economic Development staff	Yes	
Municipality maintains a tracking system for investor inquiries and follow-up, monitor outcomes and work to improve how it deals with potential investors	Yes	Internal spreadsheet.
Investor Intake and Tracking – Score:		**94%**

Summary Thoughts/Implications on Strategy

- Very excellent score on Investor Intake and Tracking.

Rapport and Collaboration Assessment

Rapport and Collaboration	Status	Notes
Economic Development staff have positive, well-developed rapport with all municipal departments	Yes	
Economic Development staff communicate regularly with regional, provincial and federal government agencies and professional associations to learn about new policies, programs, information or issues/trends	Yes	
Economic Development office partners with independent business groups, local Chamber of Commerce, or tourism board to jointly market the community as a business location or tourist destination	Yes	Tourism board relationship. Enormous RTO. Prescott swept up into Brockville.
Municipality pools resources with neighbouring communities to jointly fund competitiveness studies and/or economic development strategies	Yes	Progressive. Joint services study. Lots of collaborative projects and initiatives.
Economic development staff have regular communication with local Indigenous and are actively seeking to improve relationships and develop cooperative opportunities.	Yes	Respectful of Mohawks of Akwasahsnee (NY) burial site.
Municipality's Economic Development staff participate actively in a regional economic development alliance (formal or informal) with staff from neighbouring communities	Yes	St Lawrence Corridor, Ontario East
Economic Development staff can reach local utility representatives with a single call/email	Yes	
Economic development staff regularly communicate with local high schools and post-secondary institutions educating them about local employment and entrepreneurial opportunities, and work-integrated learning programs ("co-ops")	Needs Improvement	Relationships could be fostered.
Rapport and Collaboration – Score:		**96%**

Summary Thoughts/Implications on Strategy

- Very excellent score on Rapport and Collaboration.
- Continue building relationships with educational institutions.

Welcoming Land-Use Planning Regimen Assessment

Welcoming Land-Use Planning Regimen	Status	Notes
Municipality lists the policy intention, regulations and permitted uses in each land use designation	Yes	
Municipality has effective information system to provide municipal development plan and zoning information to prospective developers (e.g. air photos, series of neighbourhood charts, or wall maps)	Needs Improvement	Amalgamated data in GIS could improve response times.

Welcoming Land-Use Planning Regimen	Status	Notes
Land use bylaws are flexible enough to allow desired development in the community	Yes	OP and Zoning by-law will be reviewed for further flexibility.
Key municipal contact person is knowledgeable about municipal development plans, area structure plans, and how those policies and land use designations may affect proposed development in the community	Yes	
Economic development is addressed in the municipal development plans' policies	Yes	Will be more effectively addressed in OP.
Municipality has a flow chart outlining the steps in the land use planning and development approvals process in the community	No	Definitely need. Broader municipal chart that can be flipped out to developers.
List is readily available of all the application fees, associated charges and levies that an applicant/developer would be required to pay in connection with processing a planning/development proposal in the community	Needs Improvement	Could do a better job to communicate in a package and on website.
Municipal planning staff discuss and coordinate their work with economic development staff	Yes	Third-party planning consultants on development specific projects.
Municipality has designated individual or team (i.e. "development concierge") to guide proponents through the approvals process	No	EDO is de facto position.
Municipality has in place a pre-development consultation committee or meeting process involving representatives from all departments affecting a new development or expansion	Yes	Gather more info from developer first, then forward to planners.
The municipal development plans, area structure plans and land use bylaws kept up to date (e.g. updated every five years)	Yes	
Where businesses are allowed, a wide range of business uses are permitted, as well as signage, and on-site customer parking	Yes	Current discussion about pedestrian-based access and key sites need special attention.
Municipality has information on how long it takes for a typical planning application/proposal in the community to be approved	Yes	
When a development application has been successfully completed, there is a review of the process with the proponent as part of the Municipality's customer services programs	Yes	
Contact person is aware of environmental regulations that may affect investors considering development in the community	Yes	Rudimentary familiarity and can refer.

Welcoming Land-Use Planning Regimen	Status	Notes
Local municipal development plans have one general designation for each basic land use category: residential, commercial, industrial, institutional, open space, rural and environmentally sensitive.	Yes	Additional options for commercial and Hwy 401 Coordinator designation.
Establishment of new "home occupations" are allowed in most areas of the community, without the need for an municipal development plan amendment and/or land use bylaw change	Yes	
Welcoming Land-Use Planning Regimen – Score:		**81%**

Summary Thoughts/Implications on Strategy

- Good score on Welcoming Land-Use Planning Regimen.
- Communicate approval timelines and costs more effectively.
- Fine-tue the existing development review team to guide proponents along the process.

Serviced Property Inventory Assessment

Serviced Property Inventory	Status	Notes
Communities have a satisfactory mix of available buildings and shovel-ready lands	Needs Improvement	Lack of buildings.
Municipality owns industrial land for sale to developers	Yes	Prescott has some 115 acres of industrial land.
Municipality has satisfactory water/sewer and electrical servicing capacity for industrial and commercial land inventories	Needs Improvement	Under review. Wastewater capacity is being pushed to its limit; need to look at expansion.
Available property inventory updated regularly (at a minimum, quarterly)	Yes	Spreadheet and GIS.
Available property inventory provides key site information for each parcel of land	Yes	
Available land inventory is posted on the economic development website, with permission from landowners and/or agents	Needs Improvement	Enquiry basis currenty. Would like a more investor-friendly website.
Sellers of available buildings and shovel-ready lands are motivated to sell and their intentions are clear, even if the properties are not listed with a real estate broker	Needs Improvement	Inflated concept of market value affecting asking prices. Downtown core / absentee landlords. Considering a Vacant Property Protocol / By-Law.

Serviced Property Inventory	Status	Notes
Available property inventory includes both publicly and privately owned land	Yes	
Economic Development staff works closely with commercial real estate in the area to update the inventory regularly	Yes	Regular communication with key agents.
Available land inventory is connected to the community GIS system	Yes	
Serviced Property Inventory – Score:		**89%**

Summary Thoughts/Implications on Strategy

- Lack of serviced land available.

Readiness to Respond Assessment

Readiness to Respond	Status	Notes
Economic development staff respond in a substantive manner to inquiries within the same work day as inquiry received	Yes	
Community has formal strategic plan for economic development, updated in the past three years	Yes	Preparing Ec Dev Strategy.
Municipality has financial incentive program (grants, loans, fee exemptions, rebates) for business expansions and new industrial/commercial development	Yes	
There is a budget for economic development activity in the municipality	Yes	
Community has established economic development committee in an advisory capacity	No	Staff interested in EDTAC
Municipality seeks expertise from experts when needed	Yes	
Community maintains list of key contacts in both the private and public sectors who can provide advisory and technical assistance in key areas (e.g. oil and gas, agriculture, real estate, telecommunications, trade agreements, taxes, etc.)	Yes	
Community has office/staff to create a one-window development process	Yes	
Community maintains list of local business leaders to whom site selectors can be confidentially referred for testimonials about the community	Yes	
Community has a business ambassador program in place to meet potential investors during site-selection visits	Needs Improvement	Organic.
Readiness to Respond – Score:		**87%**

Summary Thoughts/Implications on Strategy

- Excellent score on Readiness to Respond.
- Consider creating an economic development advisory committee, and a business ambassador program to help the Town be ready to respond to new investment.

Existing Business Intelligence Assessment

Existing Business Intelligence	Status	Notes
Municipality liaises with the local business association(s), e.g. chamber of commerce, about economic development issues	Yes	
Economic Development staff coordinate an active Business Retention and Expansion (BR+E) Program, including regular business visits, tracked progress on issues raised by local employers, follow up, CRM system for monitoring changes to number of jobs, corporate ownerships, suppliers, and other critical information about major employers, etc.	Yes	Completed BR+E in 2017.
Senior member of the municipality monitors/evaluates the community's track record on liaising with existing investors	Yes	CAO has ongoing Council reporting.
Mayor, CAO, Economic Development Officer or planning staff meet with groups of local business people on a regular basis to talk about business needs and future plans (e.g. once every six months for a breakfast meeting)	Yes	Was happening up until pandemic. Hold annual Ec Dev Summit.
Economic Development staff actively inform and educate elected representatives, business groups and major employers about the importance of economic development efforts	Needs Improvement	Would be merit in developing a more formalized process - e.g. quarterly update to Council. Develop recording template.
	Existing Business Intelligence – Score:	**91%**

Summary Thoughts/Implications on Strategy

- Very excellent score for Business Intelligence.
- Work on ways to educate Council and businesses (through committee and ambassadors).

Marketing and Communications Assessment

Marketing and Communications	Status	Notes
Municipality maintains a dataset of reliable statistics tailored to investor inquiries	Needs Improvement	Make more publicly available. Improve format.
Municipality publishes excerpts from dataset as Community Profile and website pages and updates appropriately	Yes	Website is current.
Municipality has investment attraction marketing plan identifying specific targets, tactics, channels, timelines, messages, and tracking.	Needs Improvement	
Economic development website is high in search engine rankings	Needs Improvement	Considering a stand-along microsite for investment and another for tourism. Track it separately.

Marketing and Communications	Status	Notes
Branding is differentiated from comparable neighbouring communities.	Needs Improvement	Looking at a new marketing/branding strategy.
Economic development branding is consistent across all online and print media.	Needs Improvement	
Marketing follows economic development best practices in concept, presentation, and engagement	Needs Improvement	It is professional but could be improved in terms of content.
Economic Development promotions aimed at investors are distinctly separate from general municipal promotional activities aimed at citizens	Yes	Tourism is different, too.
Community maintains a standalone economic development website or features economic development prominently on municipal websites	Needs Improvement	Report to Council imminent.
Economic Development staff participate in networking sessions, conferences, trade shows, and missions related to target sectors	Yes	
Regular contact is maintained with media representatives	Yes	
Economic Development staff maintain social media feeds (separate from general municipal social media) and engage online with local businesses, agencies and others	Yes	Progress Prescott
	Marketing and Communications Score:	**69%**

Summary Thoughts/Implications on Strategy

- Make statistics and information more readily available.
- Create a stand-alone microsite for online inquiries from site selectors.
- Prepare a marketing and branding strategy should be prepared.
- Aim economic development promotional tactics at investors; keep them distinctly separate from general municipal promotional activities aimed at citizens.

Summary of Scores

Score Summary – Town of Prescott	Score
Investor Intake and Tracking	94%
Rapport and Collaboration	96%
Welcoming Land-Use Planning Regimen	81%
Serviced Property Inventory	89%
Readiness to Respond	87%
Existing Business Intelligence	91%
Marketing and Communications	69%
Investment Readiness Assessment – Overall Score	**85%**

Overall Thoughts/Implications on Strategy

Overall, the Town of Prescott scores relatively well for investment readiness compared to recent assessments prepared confidentially by MDB Insight for comparable clients in other parts of Ontario.

General Suggested Resources for Investment Readiness

Community Profile (printed / web-based) essential information

- Community's vision statement.
- Name, address, phone number and email address of local economic development professional who can be contacted by potential investors.
- Demographic profile of community by gender and age.
- List of education institutions and training facilities.
- Labour force profile, including a summary of wage rates by occupation type.
- Occupation and specific skills.
- Education attainment levels.
- List of major private and public sector employers.
- Summary of local industrial, commercial and residential real estate markets, including the cost of building permits per square foot.
- Information or contacts regarding the local, provincial and federal tax systems.
- List of local industrial parks, including information on cost per hectare/acre and available services.
- Summary of local taxes, sewage and water charges, etc.
- Servicing capacities, waste disposal facilities, gas and electrical rates.
- Summary of police and fire protection services.

Online website presence for economic development activities:

- If community maintains only an economic development web page on its municipal website, there is a clear and direct link to the economic development page on every page of the municipal website, especially the front page and navigation menu.
- Website contains an easily downloadable copy of Community Profile.
- Website clearly lists all incentive programs and supporting forms or materials.
- Website features development process flow-chart and timeline.
- Website contains information prepared to Site Selection Standards.
- Website lists key contacts.
- Website include a list of available industrial and commercial properties.
- Website integrates GIS Mapping connected with regulatory and promotional documents for

available properties.

- Promotional video aimed at site selectors is up to date and available on the website.
- All data, documents, fees, and staff contacts are accurate and updated on an ongoing basis.
- List of local financial institutions.
- Inventory of existing businesses in community along with number of employees.
- List of leading industries and their growth rates.
- Information on local and regional transportation networks (e.g. airports, highways, railways, intermodal, ports, etc.).
- Overview of telecommunications services and infrastructure.
- Chart indicating distances to major urban markets and border crossings in both kilometres and miles.
- Map showing location of community in context to North America.
- List of local business groups.
- Summary of local research and development initiatives.
- Growth projections related to upgrading existing infrastructure and existing capacity.
- Testimonials from local businesses.
- Cost of living data.
- List of local and regional health care facilities.
- Overview of quality-of-life amenities and tourism assets (and link to tourism website).

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