



The CountyTM
PRINCE EDWARD COUNTY + ONTARIO

Community Development Department
Business Retention & Expansion (BR+E) Initiative
2017 Report
-Professional Services & Healthcare Sectors-



Contents

Introduction 3

BR+E Background..... 3

Why the Professional & Healthcare Services Sectors? 4

 Aging Population 4

 Succession Planning 4

 Resident and Investment Attraction 4

 Physician Recruitment 4

 Available commercial space 4

 Workforce Development 5

About OMAFRA BR+E Executive Pulse 5

Professional & Healthcare Services Project Scope 5

 NAICS CODE / DESCRIPTION 5

Key Findings Summary 6

 Locally Owned & Operated Small Business 6

 Professional Services Sectors are growing..... 7

 Growing Demand in the Healthcare Sector 8

 Lack of Available Parking in Picton & Wellington 9

 Lack of Proper Commercial Space in Picton & Wellington 9

 Consumer Trends Geographically 9

 Responding to the Buying Patterns of Youth..... 10

 Reaching a Younger Market..... 10

Workforce Challenges 11

 Commute Challenges for Employees 11

 Affordable Workforce Housing 12

Skills Training Needed for Local Labour Pool..... 13

 Business Owners Nearing Retirement 13

Recommendations: 14

 Continue to Foster and Support The County’s Expanding Businesses: 14

 Support Projects that Promote Healthy Seniors..... 15

Concluding Remarks..... 16

Appendix: 17

Introduction

Business Retention and Expansion (BR+E) study/survey programs are often conducted on a sector by sector basis, with updates to each sector taking place every few years. The process involves conducting confidential interviews with businesses to gather insights into their needs, challenges and opportunities for growth. In Prince Edward County, the focus is on connecting with a large portion of specific sectors in our community.

In 2016 a BR+E study/survey was conducted for the manufacturing and construction sectors in an effort to better understand the challenges and opportunities facing those sectors. Over 60 businesses were interviewed. These in-person surveys provided overview information about each business, future business plans, challenges with doing business in the community and workforce insight. The results from the 2016 BR+E served as an important resource in developing future Community Development priorities and work plans. It also provided a natural outreach opportunity to the business community to determine any immediate needs that were potentially impeding business growth.

BR+E Background

On June 24, 2015 members of the Prince Edward County (PEC) Community and Economic Development Commission (CEDC) participated in a facilitated priority setting session within the context of the PEC Community Development Strategic Plan that was completed in late 2013 and implemented beginning in 2014. The intent of the session was to review key goals and actions to affirm that the current strategy, stakeholder expectations and resources were aligned with the broader economic and community development landscape in which Prince Edward County competes. One of the outcomes of this session was a priority under Goal #2 of the Community Development Strategic Plan:

Goal #2 – *A supportive Environment for Business and Investment:*

Action Item #5: “Develop a Business Retention and Expansion (BR+E) program that targets the top 50 companies in the County. These should include companies that are on a significant growth trajectory, are major employers and contributors to the local economy, provide high value products or services, or likely export a high percentage of their products.”

The Community Development Department decided to conduct a 2017 BR+E for the **professional & healthcare services sectors**.

Why the Professional & Healthcare Services Sectors?

Below are considerations for choosing professional and healthcare services based on a number of current and ongoing initiatives:

Aging Population

The ability for seniors to 'Age in Place' continues to be a department priority, with the intent of fostering an environment where seniors can live without barriers, remain around family & friends, and maintain existing social and support networks in the community where they have already invested their lives. The economic health of professional and healthcare services is instrumental in ensuring Prince Edward County is an age friendly place. This BR+E helps to identify issues or barriers related to this and considers if this sector is equipped and adjusting services as a result of the aging population.

Succession Planning

Through the department and other local agencies, lack of business succession planning was identified as a key concern. Many well established business owners in the professional sector are nearing retirement within the next 5 years. It is in the interest of The County to ensure these businesses are retained in the community through successful succession planning – for the direct and indirect economic impact they provide, and to ensure the community's services and amenities are meeting the expectations of our existing and new residents.

Resident and Investment Attraction

For many considering relocating to the area, ensuring that essential services are readily available in professional and healthcare sectors continues to be a deciding factor. As a result, it's important from a resident attraction perspective, that these services are retained and that business information is easily available to those researching the area.

Physician Recruitment

The Community Development Department recently established the Physician Recruitment & Retention Working Group. By conducting these BR+E interviews with local physicians, the department could better understand what is currently being done by physicians in terms of succession planning, retention and managing of their patient rosters. It also served as an opportunity to determine what type of recruitment methods are working for physicians and how the municipality can better support Physician Recruitment.

Available Commercial Space

Available commercial space for the professional services sector continues to be very limited. A BR+E is an opportunity to assess which businesses are looking for more ideal locations and what amenities they are seeking. It also helps determine which towns are experiencing shortages of commercial space. Understanding the business needs for commercial space helps direct and attract the right kind of planning and development initiatives.

Workforce Development

2016 saw a major barrier to business expansion related to the limited labour pool available locally in the construction and manufacturing sectors. This BR+E helped assess if other sectors were experiencing the same shortage of labour. Conducting another BR+E helps to dig deeper into the root causes of labour shortages.

About OMAFRA BR+E Executive Pulse

The Ontario Ministry of Agriculture, Food & Rural Affairs (OMAFRA) provides no-charge tools and resources for communities conducting BR+E surveys. This includes best practices for business surveying and an online data management system known as Executive Pulse. By participating in, and using OMAFRA's system, communities also gain the benefits of comparative data from other communities across rural Ontario within the same industry classifications. Provincial results are compiled from each of the communities contributing data to the online data management system. To date, 17 other communities in rural Ontario have participated in the BR+E surveys in the professional services sector and represent over 880 surveys undertaken between Oct , 2016 to Oct, 2017. This provides a comparative resource for Prince Edward County as key findings are determined. The comparative results can be seen throughout this survey showcasing the unique issues and opportunities Prince Edward County faces relative to other *rural Ontario municipalities*.

Professional & Healthcare Services Project Scope

Starting in May 2017, The Community Development Department (CDD) conducted 60 interviews with the professional & healthcare services sector. The survey questions were based on OMAFRA's standard business retention survey with the addition of some specific questions related to some key considerations outlined in this report. The professional services sector is classified by the North American Industry Classification System known as NAICS. By adhering to this classification, survey results were able to be directly compared to other rural Ontario municipalities within the professional & healthcare services industry classes. As a result, this report compares Prince Edward County to 880 other surveys conducted across rural Ontario.

NAICS CODE / DESCRIPTION

5412 Accounting & Bookkeeping	5416 Consulting Services (Financial Advisors)
5413 Engineering, Architectural & Land Surveying	5418 Advertising & Public Relations
5414 Design Services (graphics, interior, industrial)	5419 Veterinary Services
5411 Legal Services	+Social Service Organizations
62** Healthcare Services (all 2 digit NAICS)	+ Insurance Providers
• Physicians	+ Property Managers
• Physiotherapy	+ Appraisers
• Chiropractors	
• Massage Therapists	
5 • Dentists	

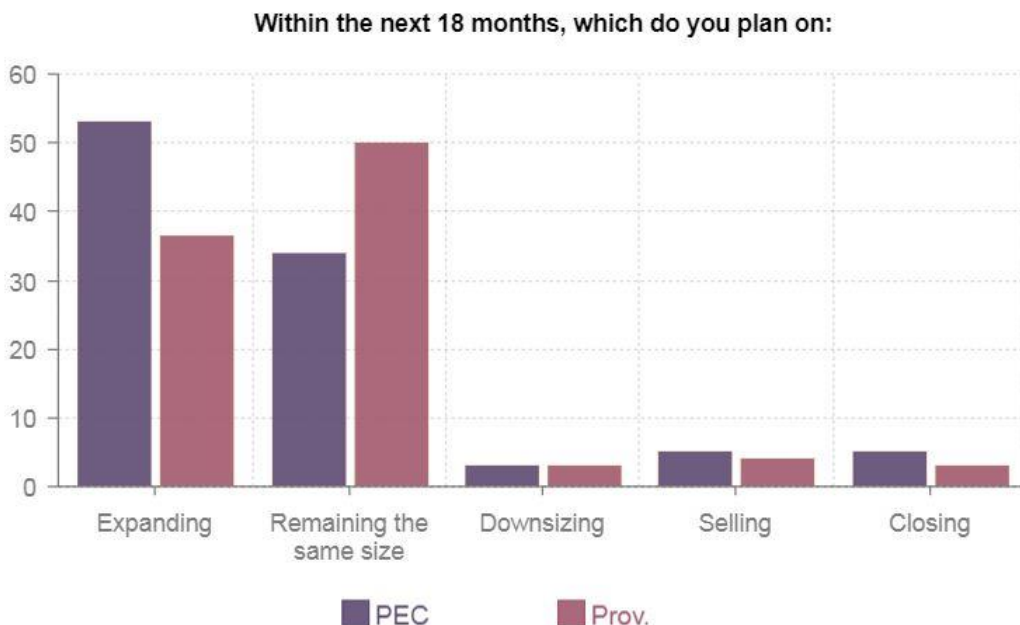
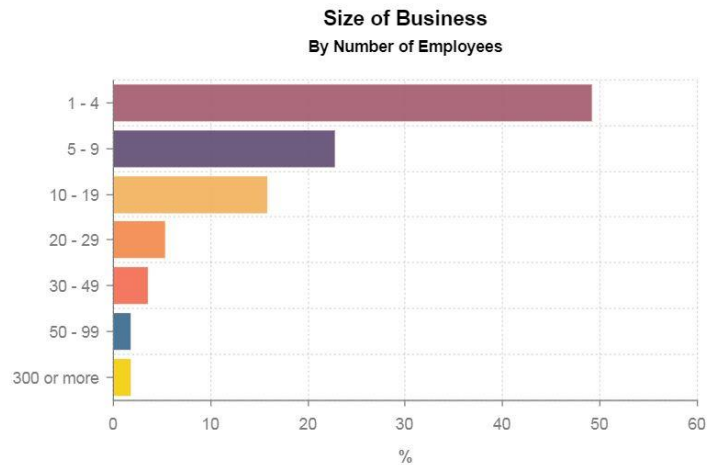
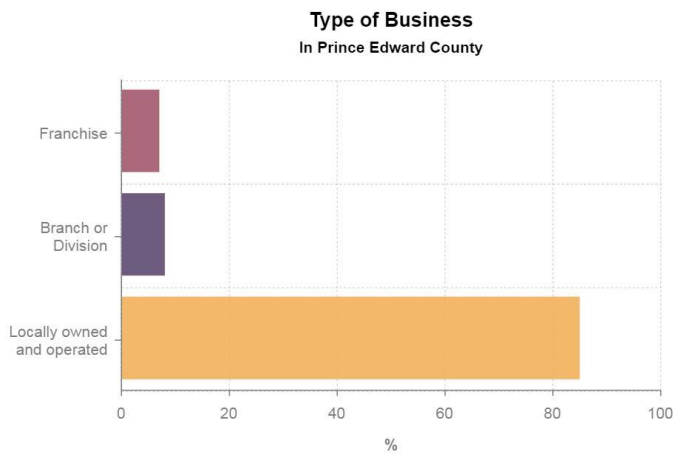
Key Findings Summary

Locally Owned & Operated Small Business

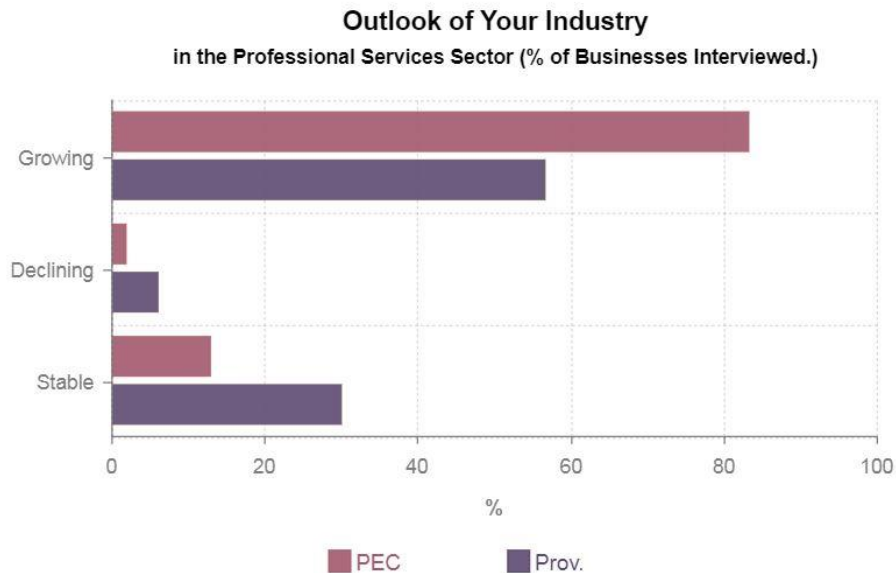
86% of business are locally owned and operated.

Locally owned & operated small business is the backbone of Prince Edward County’s economy. 75% of businesses in the professional services sector are under 10 Employees. Optimism is high with 93% of respondents rating this community as an “excellent” or “good” place to do business.

52% of the businesses surveyed have expansion plans with 30% requiring an increase in workforce to do so. Fostering and supporting our existing businesses with their expansion plans is the key to ensuring essential services are still available to our community.

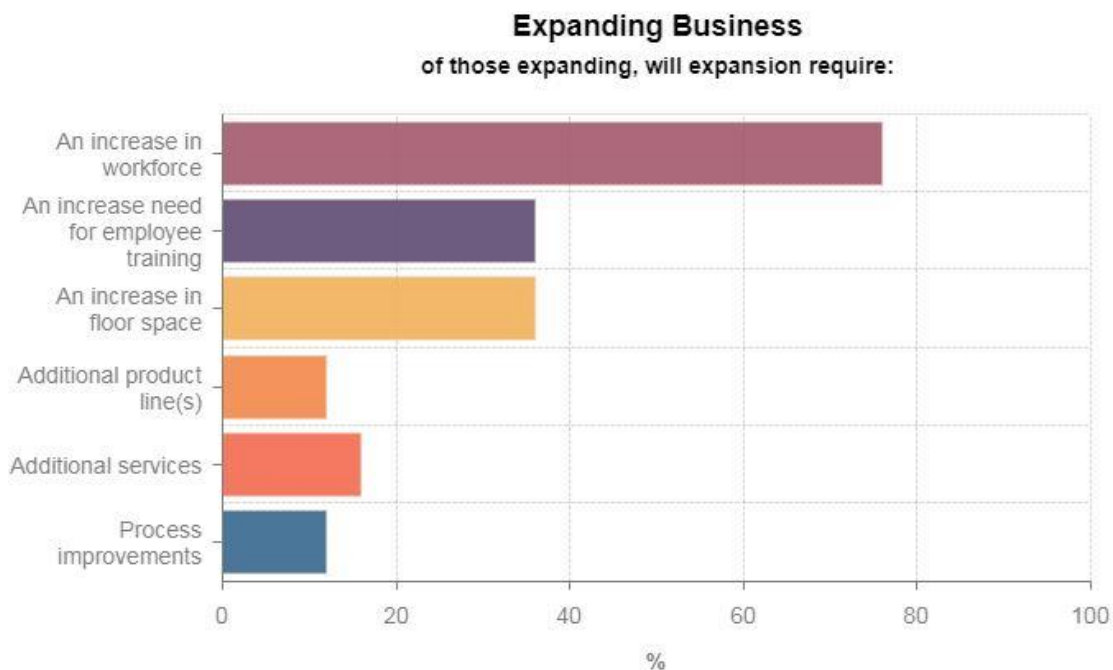


Professional Services Sectors are Growing

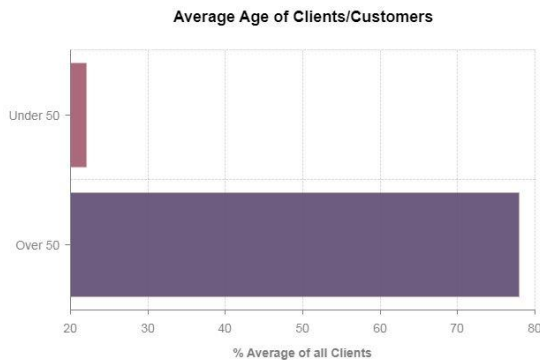


83% of businesses said that the professional & healthcare services sectors are growing (This is compared to only 57% provincially). 63% said their sales next year are expected to increase, with only 1 business out of 60 interviewed cited an expected decreased. Many cited responding to the aging demographic with increased needs as the main reason for the growth. Others said that the growth is due to the influx of people coming from the city from the elevated profile of The County.

However this economic growth does come with its challenges. For instance, for local seniors, the increased complexity of taxes, insurance and legal needs require more services. This poses an increased financial burden for many who are on a fixed income.



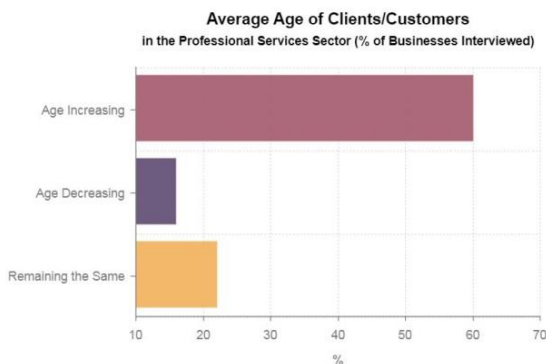
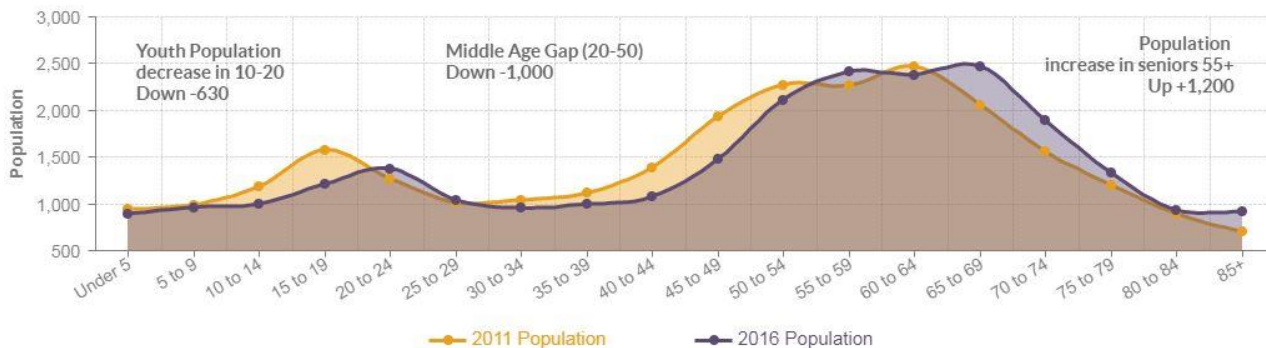
Growing Demand in the Healthcare Sector



“Current resources are not anticipating the increase in demand in the next 10-15 years.” -local physician

The Healthcare Sector is seeing a steady increase in demand. The general consensus in the healthcare profession in Prince Edward County is that the current resources are not keeping up or anticipating the increase in demand in the next 10-15 years. Baby Boomers are getting older, which will drastically increase need for healthcare services. A pro-active approach towards preventative healthcare should be considered. This includes encouraging and fostering an active lifestyle and healthy diet as preventative measures. Promotion of other available healthcare professionals instead of relying on physicians was also cited as a way of alleviating physician demand. Others cited the lack of a local walk-in clinic which results in people going to the Emergency Department as the only option, which is not ideal for non-emergency related issues and unnecessarily burdens the Department. The Emergency Department is also used for visitors during the tourism season which compounds the demand on available resources.

Prince Edward County's Trending Age Demographic



An aging population is seeing more chronic disease and mental health issues. Physicians have cited that patients are increasingly coming in with multiple *and* complex issues. Each patient takes longer to deal with properly. The increased time needed combined with the increase in patient load has a cumulative effect.

The newer influx of retirees (usually from Toronto) has a higher level of education and higher expectations on services compared to their experience in Toronto.

They want specialized skills that are not necessarily available here. Some Physicians embrace this change while others find it burdensome.

Lack of Available Parking in Picton & Wellington

Available Parking in Picton and Wellington is consistently a top issue for business owners located in these settlement areas. The busy tourism season in July and August has changed the local consumer dynamics of our towns. Consumer trends in the professional sector have changed dramatically as a result. Seniors no longer find it convenient to run errands (post office, pharmacy, grocery store, etc.) during July & August because they can't find parking. As a result, this is a top issue for healthcare professionals in the downtown core who rely on convenient client access for their business to succeed. These businesses do not typically rely on the tourism season and do not directly benefit from it.

8 Businesses mentioned the lack of available parking in Picton is affecting business.

Lack of Proper Commercial Space in Picton & Wellington

Lack of proper commercial space in Picton & Wellington is a key concern for businesses. Many are in less than ideal locations. 23% of respondents are actively looking for larger or improved space for their businesses.

13 out of 60 Businesses are actively looking for commercial space.

7 out of 60 Businesses are actively looking for commercial space in Picton.

3 of 60 Businesses are actively looking for commercial space in Wellington.

Businesses are looking for proper commercial space located close (or on) Main St., with plenty of parking, and are interested in complimentary businesses to be located next to them (i.e. Healthcare professionals). Many feel that a renovated old building or historical home is not ideal for Professionals. They would prefer a more modern building with proper infrastructure such as heating & cooling, ventilation and high speed internet. Also, many professionals require quiet locations (i.e. Massage therapy, hearing clinics, etc.). As a result, industrial parks, heavy truck traffic or busy intersections are not ideal.

Consumer Trends Geographically

Business owners see a distinct separate market between Picton and Wellington in terms of consumer shopping trends. Generally speaking, Picton residents avoid going to Wellington for professional services, and vice versa. Wellington residents would rather go to Trenton or Belleville to receive service rather than travel to Picton as it's the same amount of travel time. As a result, many business owners recognize that 2 separate locations in Picton and Wellington is necessary to access each market.

Responding to the Buying Patterns of Youth

The professional services sector is responding to changes in the buying patterns of youth. For instance, many businesses have prided themselves on a personal one-on-one approach to customer service which is an expectation of seniors. However this is not the expectation of youth. Many professional services have had to adapt to youth's preference for mobile digital communication, which includes texting to setup appointments, online booking or online tracking. This sector is finding that it now has to cater to both demographics: To those who prefer face-to-face or phone calls, and those who prefer email, texting, or order/booking online.

62% said the types of services changing as a result of the aging demographic.

Reaching a Younger Market

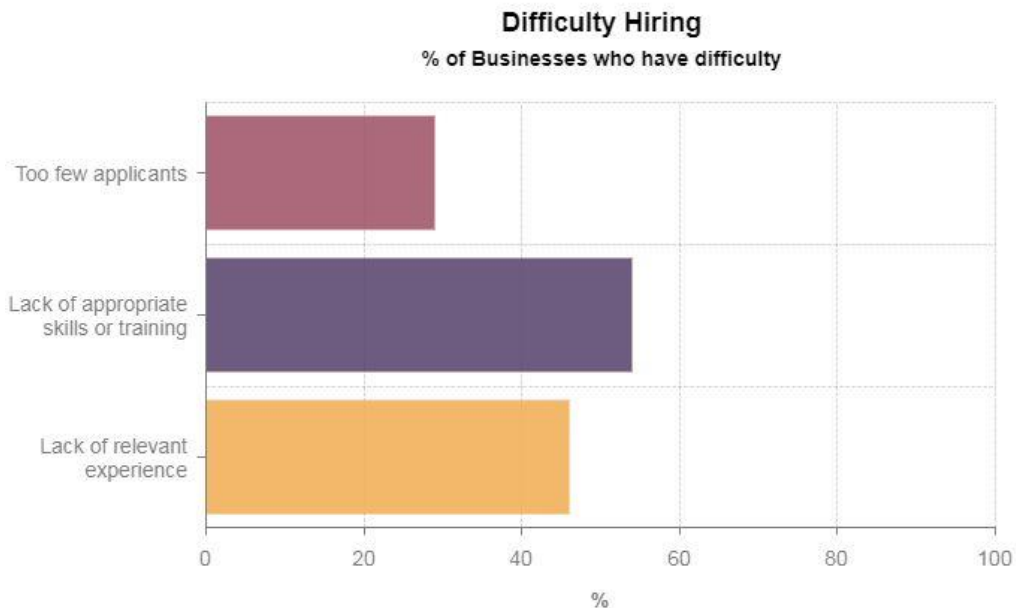
In addition, the marketing has changed in order to more effectively reach a younger market. Businesses have found that youth consume less traditional media, and use less of the businesses' website. Youth tend to use social media increasingly as an online resource. For the marketing agencies in Prince Edward County, the shifting market has resulted in less website development work and more social media strategies. Businesses in the professional sector have been slow to respond to these trends. The result is that many face an aging client base (60%). While demand and sales are increasing in this demographic they recognize that eventually, they will need to shift their marketing focus to a younger audience. For the most part, business owners simply don't have the knowledge or resources to do this. It's also been found that younger people are not thinking about retirement or financial planning, or can't afford it. As a result, they don't usually need the services of a financial advisor, lawyer, or accountant in this sector.

Workforce Challenges



78% of PEC businesses cited difficulty hiring new employees, compared with 49% provincially.

In the Professional and Healthcare Services sector, higher skill and education levels are typically required. The local labour pool generally lacks the skill sets needed for this sector. This includes essential spelling, grammar, and mathematical skills to do the job. Generally, business owners receive enough job applications, however they lack the appropriate skill & relevant experience, especially compared to the skilled labour pool found in Toronto.



Commute Challenges for Employees

Commute was cited as the #1 difficulty for retaining employees.

(Mentioned 9 times)

A surprising number of employees are not residents of The County. Many commute in from Belleville, Trenton, Desoronto and Napanee. This is where they either originally resided, or found lower cost of living when relocating from outside the area. However, commuting for employees living outside of The County was a major issue. Bad weather and bridge closures affected reliability, especially in a service business where patients or clients are booked in advance. Commute time and commute cost affected the employer's ability to retain employees, with many leaving for jobs in Belleville for the same pay.

What occupations do you have difficulty in recruiting for your business?

- Financial Advisors
- Sales Associates
- PSW's RN's, RPN's
- Hygienist & Dental Assistants
- Receptionist
- Engineers
- Framers
- Finishing Carpenters
- Bus Drivers
- Web Developers
- Housekeepers
- Commercial and Real Estate Lawyer
- Commercial and Real Estate staff
- Articling lawyers
- Audit Manager
- Office Manager
- Optometrists
- Physiotherapists
- Editors
- Personal trainers
- Claims Underwriting
- Registered Insurance Brokers
- Pharmacy Assistant
- Trained counsellor/therapist
- Dietitians with specific qualifications
- Registered Massage Therapist
- Family physicians
- Legal Assistant
- Sales Associates with general insurance
- Registered Pharmaceutical Technician
- Bookkeepers
- Income Tax Specialist
- Corporate tax specialist
- PSW's Nursing Staff for Palliative care

The workforce challenges are not just related to low wage or seasonal positions. Many owners find difficulty finding higher skilled qualifications and experience locally (as can be inferred from the types of available jobs mentioned above). A lack of formal training and education available locally for these professions was cited as the main reason for this workforce challenge. Despite a local community college nearby, most of the types of education required in the professional sector are not offered locally. For most professions, specialized training and accreditation is usually required on an on-going basis from training institutions or organizations headquartered in Toronto or Ottawa.

Affordable Workforce Housing

Lack of affordable housing was cited as the #2 reason for difficulty attracting and retaining employees.

Lack of affordable housing continues to have its spin off effect on the economic prosperity of our community. Employers conveyed the challenges their staff face with trying to find an affordable home to rent or purchase. Employers want to ensure their employees are settled in the area and perceive The County as a location to pursue their career. Many business owners cited the lack of affordable long term rentals available for employees who are not ready to purchase a home. As a result, many employers work on behalf of their employee to find a place to rent. Because there is no central resource or directory for available rental properties, employers often rely on local word of mouth to secure a rental.

Sometimes, employees' only housing alternative is very temporary accommodations such as the employer housing them personally in their home until a proper location can be found. Often the result is that no rental property is found and the entire relocation effort fails. When the housing situation fails, the employer loses that skilled individual, which results in lost business opportunities, less expansion, and less service options for the community. This is evident with reduced hours of service, longer wait times, and generally reduced customer service. The alternative is to find a more affordable home in areas outside Prince Edward County, which raises issues with commuting time, cost and reliability as mentioned above. Economically, it's less ideal to have The County's labour force living *and spending* outside our community.

Skills Training Needed for Local Labour Pool

86% of employers who cited they had difficulty hiring said it was due to the lack of appropriate skills or training. 55% cited a lack of relevant experience from our local labour pool.



According to feedback received, the Winter Survival Workshop series continues to be a valuable training resource for local businesses.

Employers found candidates lacking basic technical knowledge, computer skills such as Excel, Word, and common spelling, grammar and mathematical skills necessary and appropriate in the professional services sector.

Employers are very open to the idea of local professional development opportunities such as training and workshops to help address the deficiencies. The primary training needed locally includes computer literacy training, customer service training and sales & marketing training.

Business Owners Nearing Retirement

Succession planning can be a very sensitive topic for many business owners. For some, it's hard to think about change. Business owners are good at performing the day-to-day activities, however discussions about transitioning the business to someone else is difficult. **As a result, only 18% of business owners retiring in the next 5 years have put in the necessary planning to ensure successful continuation of the business.**

Business owners sometimes have an unrealistic expectation on the valuation of their business and chances of finding prospective buyers. In the professional service sector, a young person starting their own new business, instead of buying, can quickly acquire clients after the retired business closes, or there is sufficient local demand for their service. The reality is that many do not find a potential buyer. In situations where young entrepreneurs had purchased businesses from retired professionals, they were

disappointed that little or no transitional period had occurred. Proper succession planning can result in improved transitions which greatly increase the chance of successful continuation.

In Prince Edward County, 28% of business owners in the Professional Services Sector are retiring in the next 5 years. **Of those...**

- 35% do not currently have a plan or are waiting to plan.
- 12% said corporate headquarters will find someone to take over the regional branch.
- 53% are looking for a replacement but haven't found someone qualified yet.
- 18% have a plan in place.
- 12% are closing the business after retirement.

Recommendations:

From a Community Development perspective, below are a number of recommendations that the municipality can work towards achieving.

Continue to Foster and Support The County's Expanding Businesses:

1. **Continue Affordable Housing Initiatives** that directly benefit the local workforce being able to find long term affordable rental or home purchases.
2. **Continued Attraction & Retention of Youth** is vital to the long term sustainability of our community. Leveraging our existing younger tourism market to promote resident attraction. Supporting initiatives that build awareness with local youth about the career opportunities found here.
3. **Workforce Development:** Continue to support *Sector Workforce Partnership* Recommendations, which include training our local labour pool to become more qualified candidates for employment in the professional services sector.
4. **Workforce Attraction Initiatives:** Help attract the skilled labour needed to fill professional services sector job positions and promote the area as an attractive lifestyle destination while also addressing affordable worker housing.
5. **Physician Recruitment:** Continue participation on the Physician Recruitment & Retention Committee.
6. **Bi-monthly Business Networking Events:** Opportunities for referrals, and keep informed on what's happening in the business community. 37% of businesses are interested in more networking and information sharing.
7. **Workshops to Support Business:** Continue and expand Winter Survival Workshops. Focus on topics such as succession planning, financial budgeting, advanced excel, social media, customer service, sales, health and safety, dealing with difficult people and computer literacy.

Support Projects that Promote Healthy Seniors

8. **Succession Planning Workshops** to encourage employers to start planning early for succession planning. Educating employers on the complex dynamics including tax implications and corporate structure, legal requirements, transitioning client base, identifying and fostering potential successors, valuations, and personal succession.
9. **Pro-active Approach to Addressing root causes of Healthcare needs:** Promoting healthy and active lifestyles for seniors. Foster and support projects that enable seniors to remain active.
10. Support recommendations found in the **Prince Edward County Age-Friendly Community Plan.**
11. **Consider the idea of a Health & Community Services Centre** (for pitching to investors or developers). This would be a collaborative space for likeminded healthcare professionals to operate their business out of. It would include shared common area for reception, waiting area and shared practitioner rooms. Commercial units could include physiotherapists, massage therapists, chiropractors, dental hygienists and family physicians.

Concluding Remarks

In August, 2016, County Council adopted a new Corporate Strategic Plan that articulates a long term vision for the community. There are five high-level priorities outlined in the Plan, which include:

1. Financial Sustainability
2. A Business Friendly Environment,
3. Maintain Rural and Historic Character
4. Stable Employment and Affordable Housing
5. Sustainable Community Healthcare.

This BR+E study touches on all five of these priorities and provides practical insight into the ways and potential means of realizing Council's strategic objectives.

The professional services and healthcare sectors are seeing significant industry growth, primarily in response to the County's growing profile and the increased demands of a growing (and aging) seniors population. This growth has brought new challenges for the County's economy, including the maintenance and expansion (and/or evolution of service delivery) of the professional services and health care sectors in proportion to the increasing demand – and this challenge will only grow in the coming years. An important role for the County will be to foster a business-friendly environment that addresses issues such as workforce development, youth retention, affordable housing and physician recruitment as keys to sustaining these important sectors. The County's recent Development Framework, increased development services resources and investment in local training, educational partnerships and immigrant attraction are all focused on meeting these needs.

Community Development is Economic Development that considers the well-being of a community beyond simply job creation and new assessment. This distinction is apparent when considering that these essential business services are key to ensuring a continued high quality of life for those that currently live or will choose to relocate to the County.



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Appendix:

Aging Population:

Are the types of services changing as a result of aging population? If yes (73%), please explain:

- Yes, to some extent. The Income Tax Act is becoming more complex.
- Disability tax credits are available but difficult for seniors to do on their own.
- Intervention of diseases in the aging population. Working to control diseases such as heart failure and diabetes. Need additional services for this.
- Patients are sicker, require more time so can't see as many patients in a day.
- Physicians are doing more house calls, mainly for end of life.
- Accessibility of service. Due to aging, sometimes they have to go to client's house.
- Clients are becoming more sophisticated.
- Services are expanding to include estate/succession planning, roll-overs, share exchanges.
- Aquatherapy (warm-pool) needed.
- Services aren't changing but the client moving here has more toys and rental properties. (Insurance Broker)
- Chronic Continuing Care to keep balance.
- Glaucoma referrals to Trenton and Kingston. Require more equipment and better services to deal with this. (Eye Doctor)
- Implants, prosthesis demand up, missing teeth. (Dental Clinic)
- Retirement planning, mutual funds. Etc. however, those moving to PEC already have that set up. No younger people.
- More home deliveries for aging patients.
- There are a lot of 20 to 40 years olds starting businesses. Or a person passes away, the younger person takes over.
- Need for homecare. There are less hospital beds so require more social services to help keep people at home.
- Younger generation's attitude toward debt is that they are running on cash flow. Large house, 2 vehicles and all the toys. More homes are being repossessed.
- Chronic disease management; more time devoted on patients; expectations of patients is unrealistic.
- May not need website but need more photography and graphics and later realize they need business planning. (Marketing Agency)
- More chronic care.
- More complex problems, with cataracts, macular degeneration and glaucoma.
- More estate planning, More retirement planning
- Chronic diseases. Impact on medical system is huge.
- More customers using online, mobile phone. Less face to face. They have mobile investment and mortgage counsellors now that go out to people's homes in the evening or whenever available.
- More customers using service for health care rather than relaxation. Sees post-operative, care for degenerative diseases etc.

- Compliance packaging - weekly strips and packages to manage number of drugs patients are taking. A lot more medication checks to inform patients and family as to what they are taking and why they are taking them. (Pharmacy)
- Seeing more mental health issues, more dementia and coming in more frail. Now that there are more services to keep them in the home longer, they are coming in when diseases have progressed. (Long Term Care)
- Celebration of life vs. funeral - affects or prolongs grieving process. Cremations have increased and are the majority. Funeral costs being shopped around more. Many people who are new to the County and have to deal differently.
- Moving furniture and seniors.
- Paying utility bills as seniors cannot afford. Supplying depends and asked for diabetic strips. Hospital even calling them to help move people. Grief and bereavement training needed.
- Grief and bereavement for children needed.
- Offer palliative training for long-term care staff needed.
- Depression counselling.
- More self-help options online.
- More flexible hours for those who are working either by phone, chat, meeting
- Snap in dentures or implants. More people going to implants as they are inheriting money or it is more affordable due to the cost is going down. More patients 90 years and over than ever saw in Toronto.
- Coming from the GTA with retirement packages and dental plans. Used to good preventative dental practice and more comprehensive. (Dental Office)
- Getting more active younger seniors who enjoy painting classes, bridge, fine dining etc. They need to have 2 or 3 excursions per month to places like Swiss chalet, fair, lilac drive. Use Quinte Access. Some have their own cars.
- There will be more hearing loss due to iPod etc. (Hearing Clinic)
- Wills and Estate Planning increase; Real Estate as downsizing and buying condos
- Health forward seniors interested in different types of health care

Do you feel PEC has sufficient services to meet the needs of your sector? 47% said yes. If so, please explain:

- A shuttle service is needed. Some residents are set up on taxi service.
- Currently have enough, but how many are not receive services. It is a matter of awareness.
- Lack of criminal law, IP law and personal injury law.
- Orthodontists, specialists lacking as well as community education. However, there could be more if there were more referrals from Doctors. RMT's are experts in soft tissue injury. There needs to be better education of the options.
- Lack of financial planners. Not enough local quality. Clients show up worse than when they started. Is asked all the time.
- Need for more services. Toronto sophisticated is used to more services and want them.
- Need for more social services (i.e. forgetting to take medication, caring for themselves etc.)
- Need more people in the building and planning department. Lack of engineers in area.
- Need therapeutic classes for lip reading. Community Care for Seniors used to do this and would like to see it again.
- No-where is there a warm pool. Would work wellto partner/share gym/rehab/yoga etc.
- More Parking needed.
- People would ideally like to live their remaining years at home or in a homelike setting. There is a need for volunteers to help with the families and would like to expand services by having volunteers deal with families in their own communities (i.e. Rednersville, Milford, Cherry Valley etc.)
- There is a lack of Architects. None in Belleville, Trenton, Napanee.
- Lack of mechanical and electrical engineer consultants.
- There is a lack of community space.
- There needs to be more appraisers. An appraiser has to article with someone for anumber of years.
- Wine tours - yes ; accommodations -no. There are a lot of sketchy air BnB's online now. Some should not be rented.
- Financially less profitable being 1/2 hour away from the 401. Hard to be a retail pharmacy in The county.